

Fostering a Culture of Inclusion Critical to Success in Healthcare

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Northwell
HealthSM

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At the end of this session, participants will:

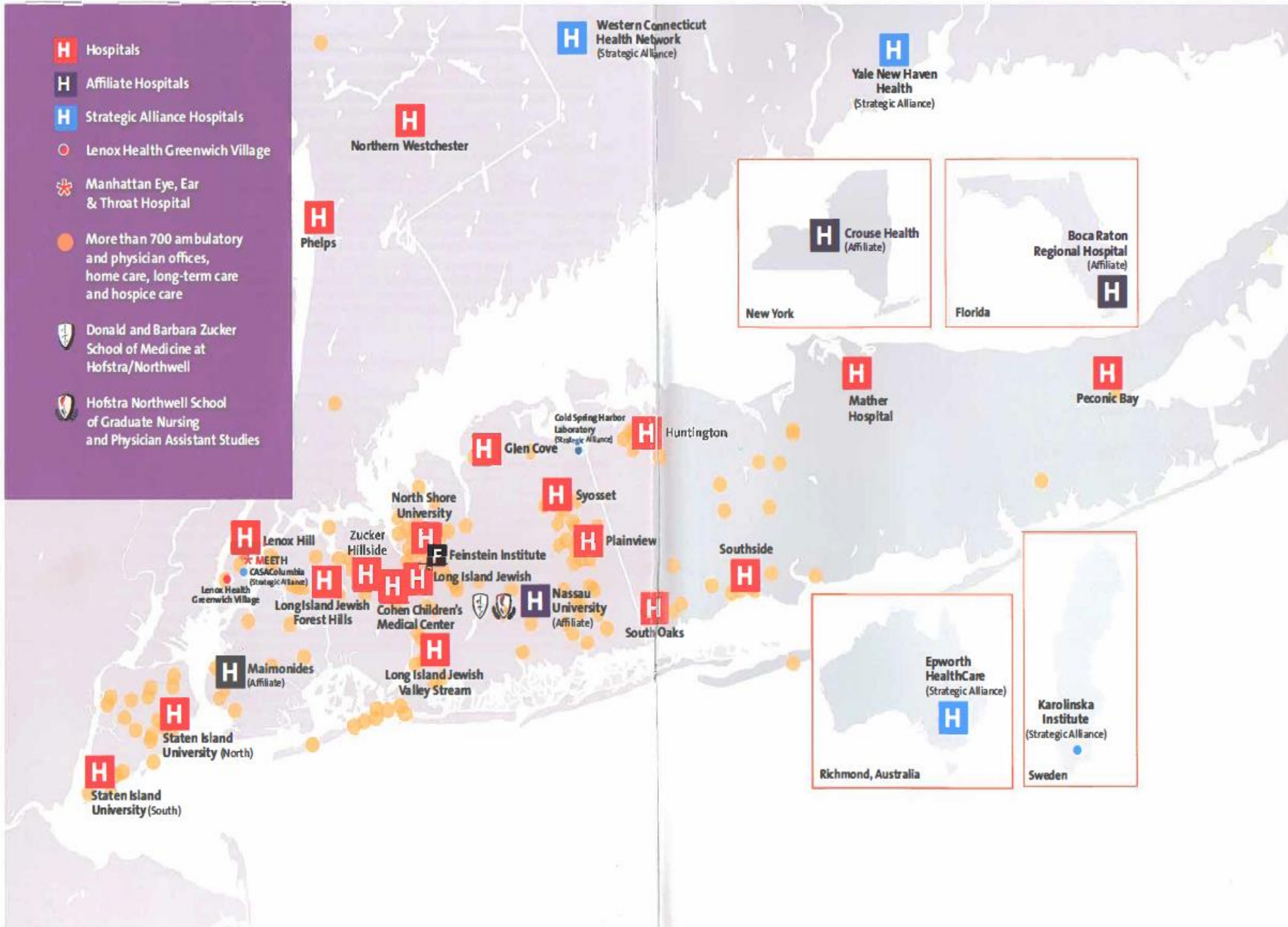
- Understand Northwell Health's commitment to embedding the tenets of diversity, inclusion and health equity in all that we do for our team members, patients and communities we serve
- Understand the impact unconscious bias can have on healthcare decisions impacting patient health outcomes
- Learn strategies to mitigate unconscious bias
- Learn what it means to be an inclusive leader
- Understand how Northwell Health is cultivating a culture of inclusive leadership

Diversity & Health Equity Journey at Northwell

- Service Area Demographics
- Strategic Plan
- Impact of Chronic Conditions
- Total Health
- Integration of Cultural Competency and Patient as Partner
- Equity of Care

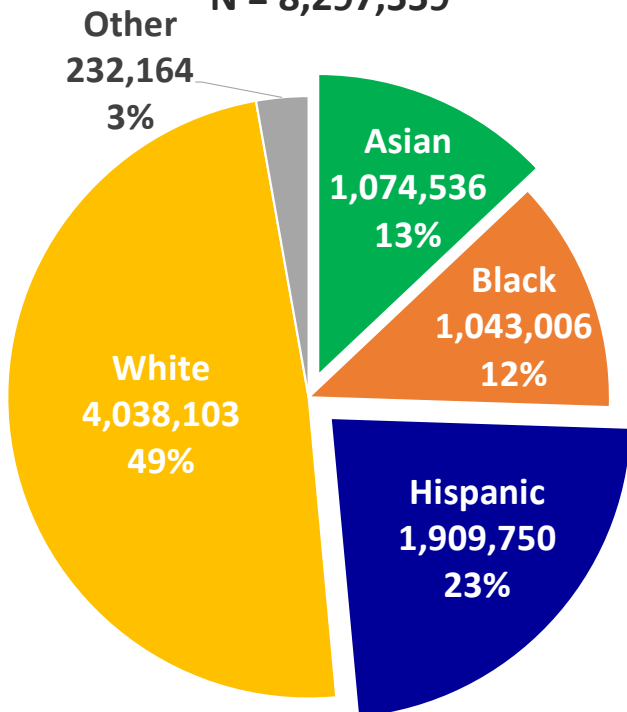
Northwell Health : Need for a formalized Approach to Diversity and Health Equity

- H Hospitals
- H Affiliate Hospitals
- H Strategic Alliance Hospitals
- Lenox Health Greenwich Village
- ✿ Manhattan Eye, Ear & Throat Hospital
- More than 700 ambulatory and physician offices, home care, long-term care and hospice care
- 🎓 Donald and Barbara Zucker School of Medicine at Hofstra/Northwell
- 🎓 Hofstra Northwell School of Graduate Nursing and Physician Assistant Studies



Northwell Health Service Area* Demographics - Diversity Defined...

Northwell Service Area
By Race-Ethnicity
N = 8,297,559



Top 5 Asian Countries of Origin & Percent of Asian Population



Top 5 Hispanic Countries of Origin & Percent of Hispanic Population



Primary Language Spoken at Home (N = 7,721,065)



Diversity, Inclusion and Health Equity: A model for improving the delivery of health care to communities served by Northwell Health

The Journey traveled:

2010

Established a formalized approach to Diversity, Inclusion & Health Literacy in Health Care Delivery



2017...

*Expanded to include Health Equity

*80% of health outcomes are governed by cultural and social encounters

2010: Northwell Health's Formalized Diversity & Inclusion Strategy

To promote, sustain & advance an environment that supports principles of equity, diversity, inclusion, health literacy and community

- **Community**

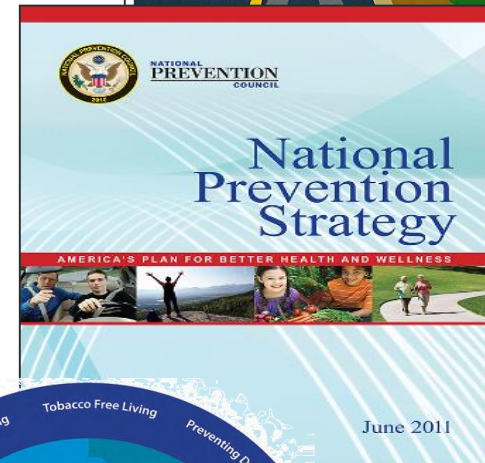
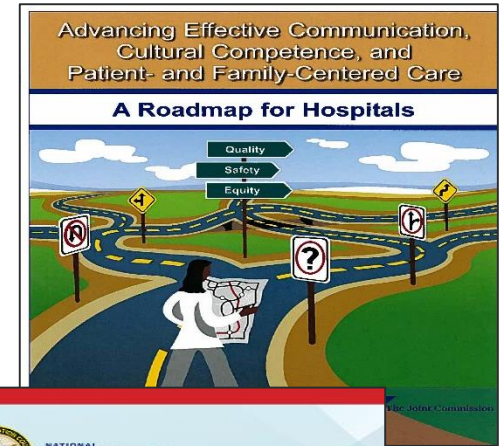
- Changing demographics
- Importance of linking cultural competency to patient safety and improved health outcomes

- **Senior Leadership Commitment**

- Improving our service, quality, patient satisfaction and outcomes

- **National 'Push'**

- Meeting legislative, regulatory and accreditation mandates



**An Expanded Approach to Health Care
Delivery to deal with the epidemic of
chronic diseases:**

**National call to action for a focus on
Health Equity and Patient Centered
care**

Center for Equity of Care: Our Mission

To advance the delivery of culturally and linguistically appropriate health care in partnership with our communities with the goal of achieving health equity

We align with our health care teams and the communities we serve to:

- Address racial, ethnic, sex and gender disparities
- Be a trusted partner by fostering a culture of inclusion
- Empower all people to be partners in their healthcare management
- Implement an expanded model of healthcare delivery through health literacy, education and cultural and linguistic competency

Center for Equity of Care

Mission: To optimize the health and wellness of all communities through the delivery of culturally appropriate health care with the goal of eliminating health disparities



Strategic Partners: CLI, Patient Experience, Clinical Service Lines, Health Solutions, Community Relations, HR, Schools of Medicine and Nursing, Procurement, Quality, Feinstein Institute for Medical Research, OCIO, Institute for Nursing, Graduate Medical Education, Community Investment, Ambulatory and In Patient Sites

IOM 2001: Crossing the Quality Chasm->A New Health System for the 21st Century

1. **Safe** – avoiding injuries to patients from care that is intended to help them.

2. **Effective** – providing services based on scientific knowledge to all who could benefit and refraining from providing services to those not likely to benefit.

3. **Patient-centered** – providing care that is respectful of and responsive to individual patient preferences, needs and values, and ensuring that patient values guide all clinical decisions.

4. **Timely** – reducing waits and sometimes harmful delays for both those who receive and those who give care.

5. **Efficient** – avoiding waste, in particular waste of equipment, supplies, ideas, and energy.

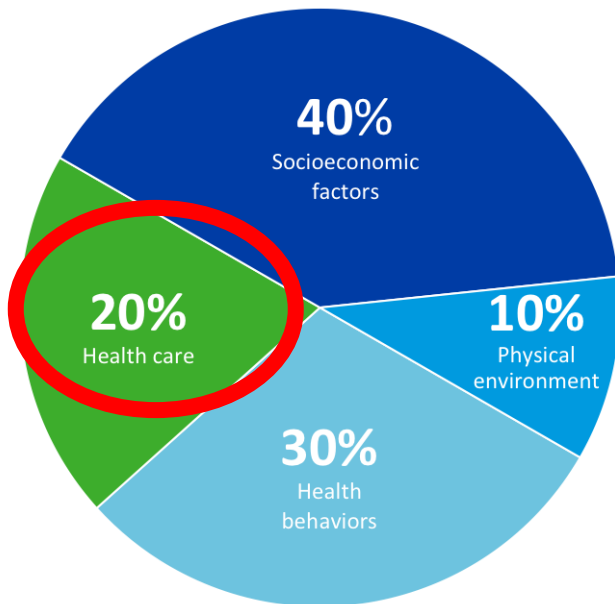
6. **Equitable** – providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographical location, & socioeconomic status.

~80 % of a population's well being: Quality of life factors , social determinants of health

Actions in health care account collectively for ~20 % of society's well being and health outcomes

To improve CV health outcomes, we must see the whole picture

Social determinants of health are critical components of the health of populations



Socioeconomic factors

- Community safety
- Education/ Health Literacy
- Cultural beliefs about health
- Family/social support
- Income
- Poverty
- Employment



Physical environment

- Environmental quality
- Housing/homelessness
- Transportation



Health behaviors

- Alcohol use
- Diet & exercise
- Tobacco use



Health care

- Access to care
- Quality of care

Source: Analysis and adaptation from the University of Wisconsin Population Health Institute's County Health Rankings model ©2010
<http://www.countyhealthrankings.org/about-project/background>

Demonstrated Race-Based Health Care Disparities

RECEIPT OF EVIDENCE-BASED CARE

Early Non-Small Cell Lung Cancer

64% of black patients received curative surgery, compared to 76.7% of white patients (n=10,984)

Diabetes Management

52% of black men were given a low density lipoprotein cholesterol test, compared to 66% of white men (n=14,527)

End-Stage Renal Disease

35.3% of black men were placed on a waiting list for renal transplantation, compared to 60.6% of white men (n=654)

TIMELINESS OF CARE

ED Wait Times

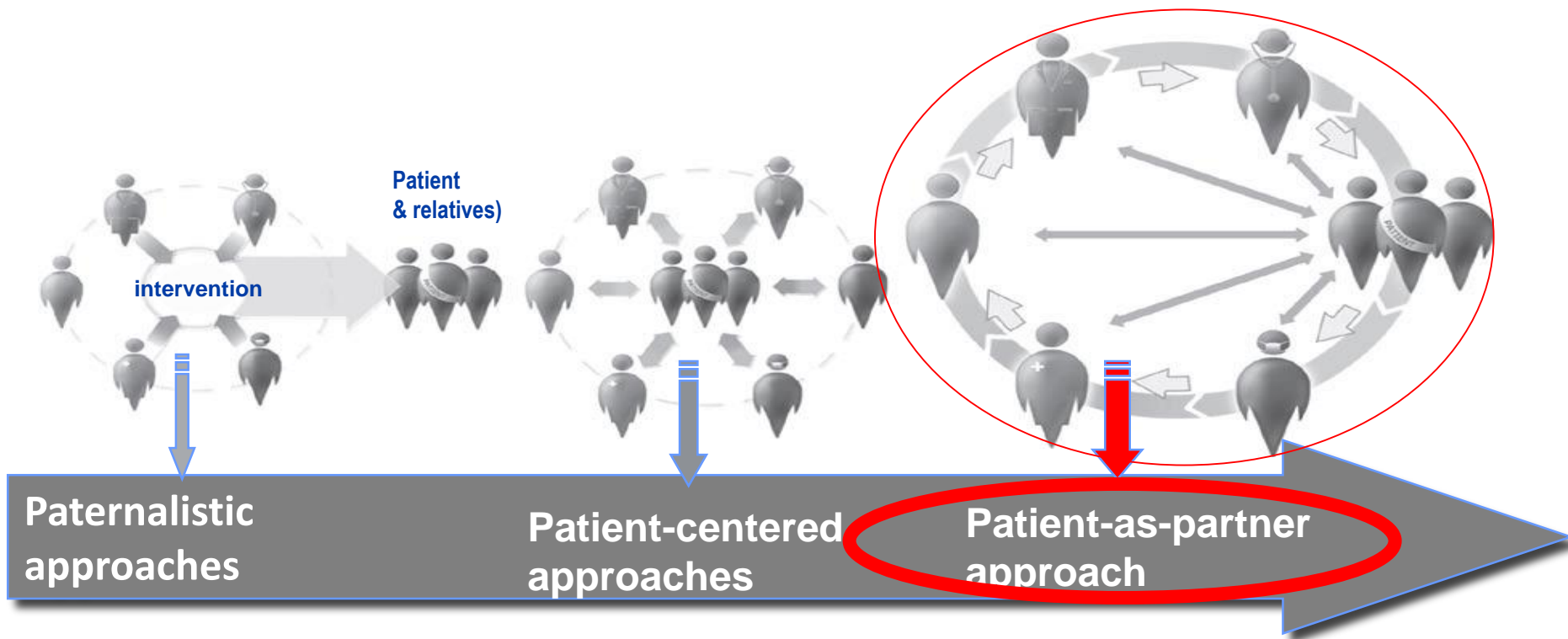
14.5% increase in emergency department wait times experienced by Hispanic patients compared to white patients, 1997-2004

Time to Surgery

64% increase in likelihood to undergo a delay to DCIS1 surgery (>50 days) for black women compared to white women

The Patient as Partner in Improving Outcomes in Cardiovascular Disease

80 % of a population's well being and health outcomes: quality of life factors, social determinants of health



Quality healthcare achieved through a partnership between informed and respected patients and their families, and a coordinated healthcare team”



Improved Outcomes in Ischemic Heart Disease : Removal of Barriers to Adherence in Medication and Treatment Strategies



Patient Related

- Low health literacy
- Language other than English
- Alternative health beliefs
- Cultural beliefs
- Frequent dosing
- Side effects
- Lack of choices
- Pride
- *Lack of involvement* in the treatment decision-making process
- Cost of medication

Medical Team Related:

- Prescription of complex drug regimens
- Communication barriers
- Ineffective communication of information about adverse effects
- Provision of care by multiple physicians
- Unconscious bias

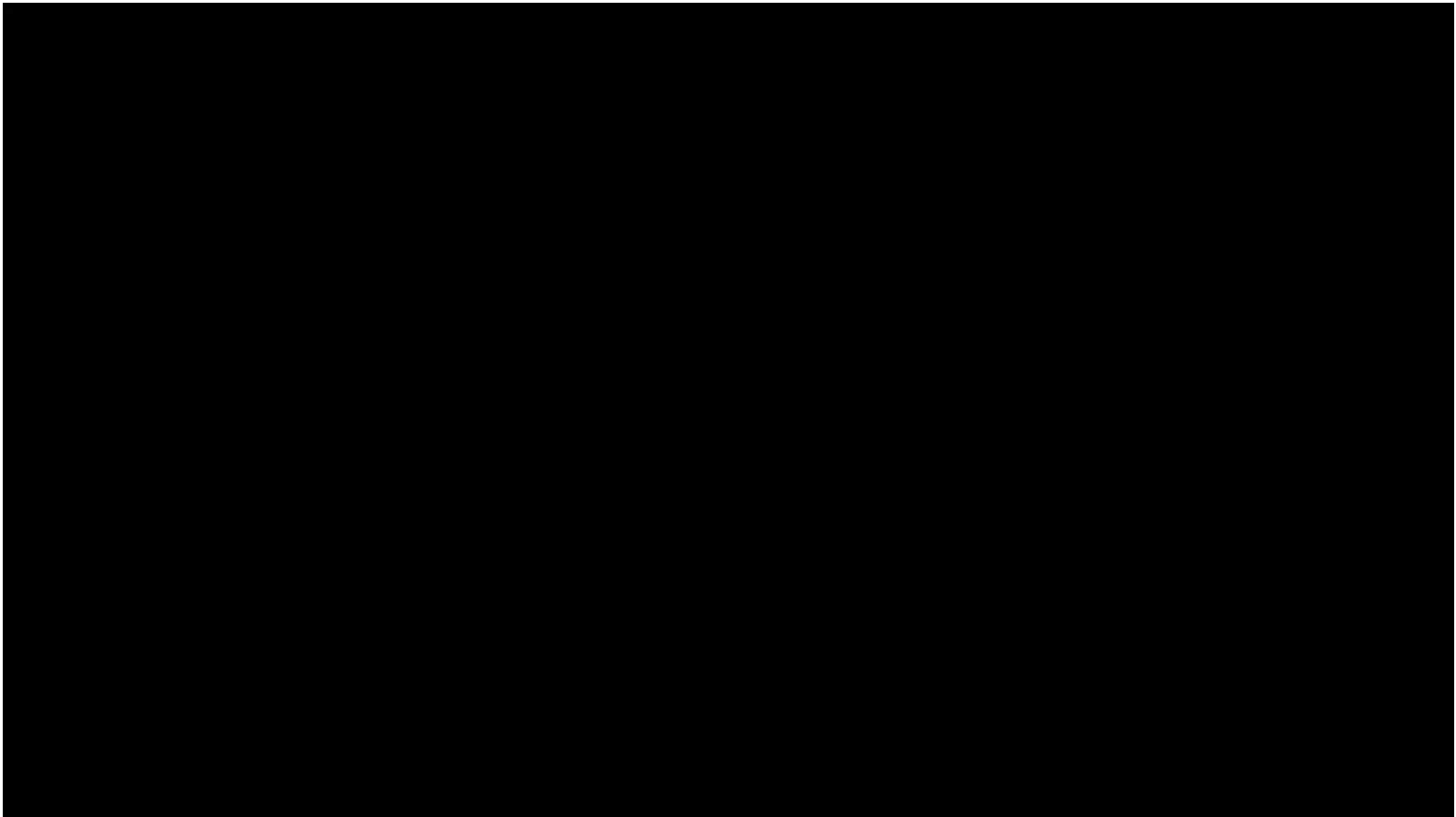
Health Care Systems Related:

- Office visit time limitations
- Limited access to care
- Lack of health information technology
- Institutional racism

Center for Equity of Care

Theme : 2019-2020

*Reigniting Humanism in Healthcare through
Dignity, Respect and Inclusion*



Healthcare Decisions : Impact of Unconscious Bias

- Trusted 10 Exercise
- Defining Unconscious Bias
- Impact on Healthcare Decisions
- Mitigating Strategies

Trusted Ten Worksheet





John Fetterman

- Mayor of Braddock, PA (a suburb of Pittsburgh) – the tattoo on his arm is the zip code!
- Has a Master's degree in Public Policy from Harvard
- Served in the Americorps
- Received international media attention for the economic revitalization programming he started in his community

Height

Sexual Orientation

Name

Appearance

Education

Race

Which

Gender

Disability

biases are

ours?

Accent

Hand Dominance

Skin Tone

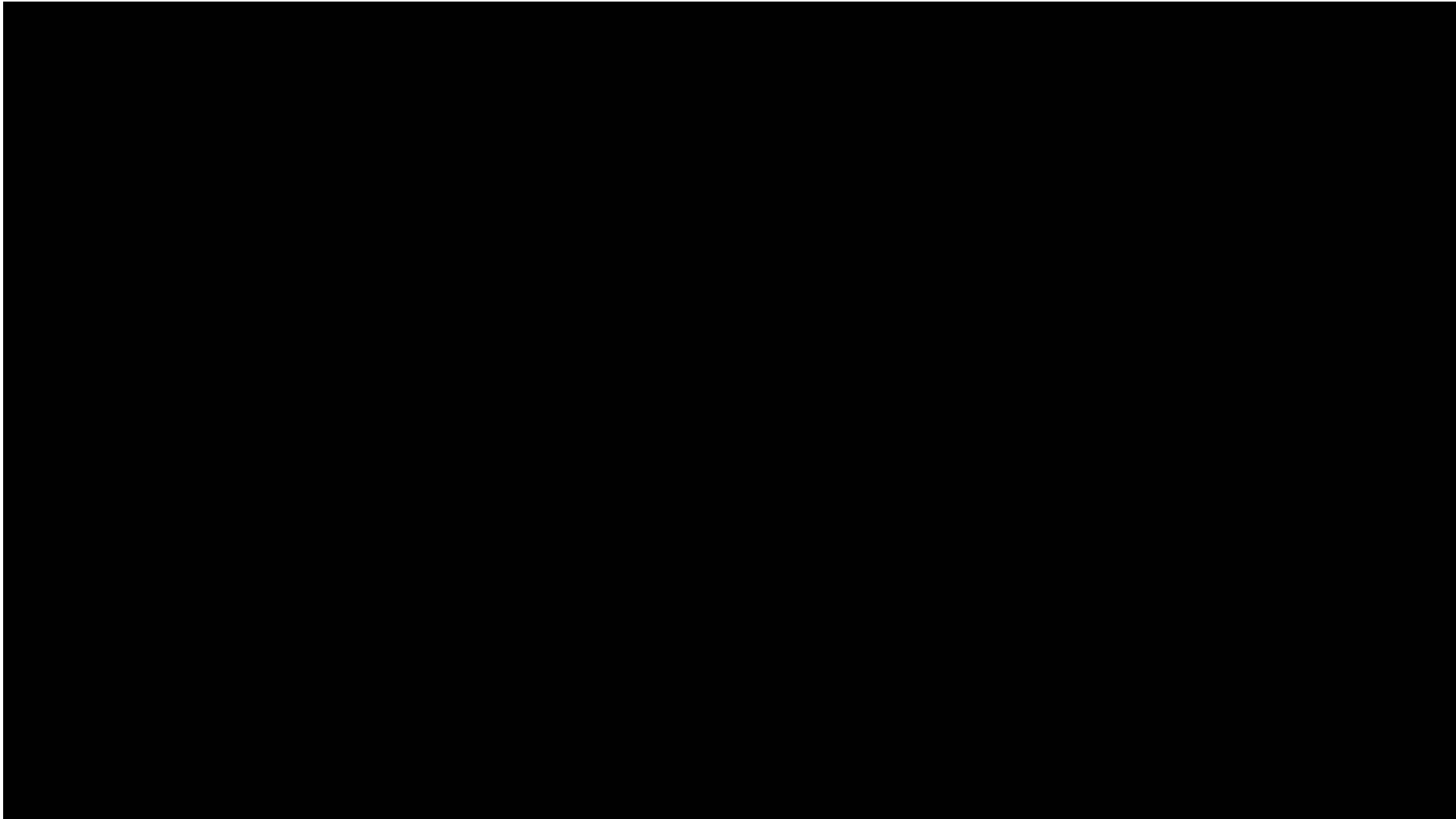
Weight

Religion

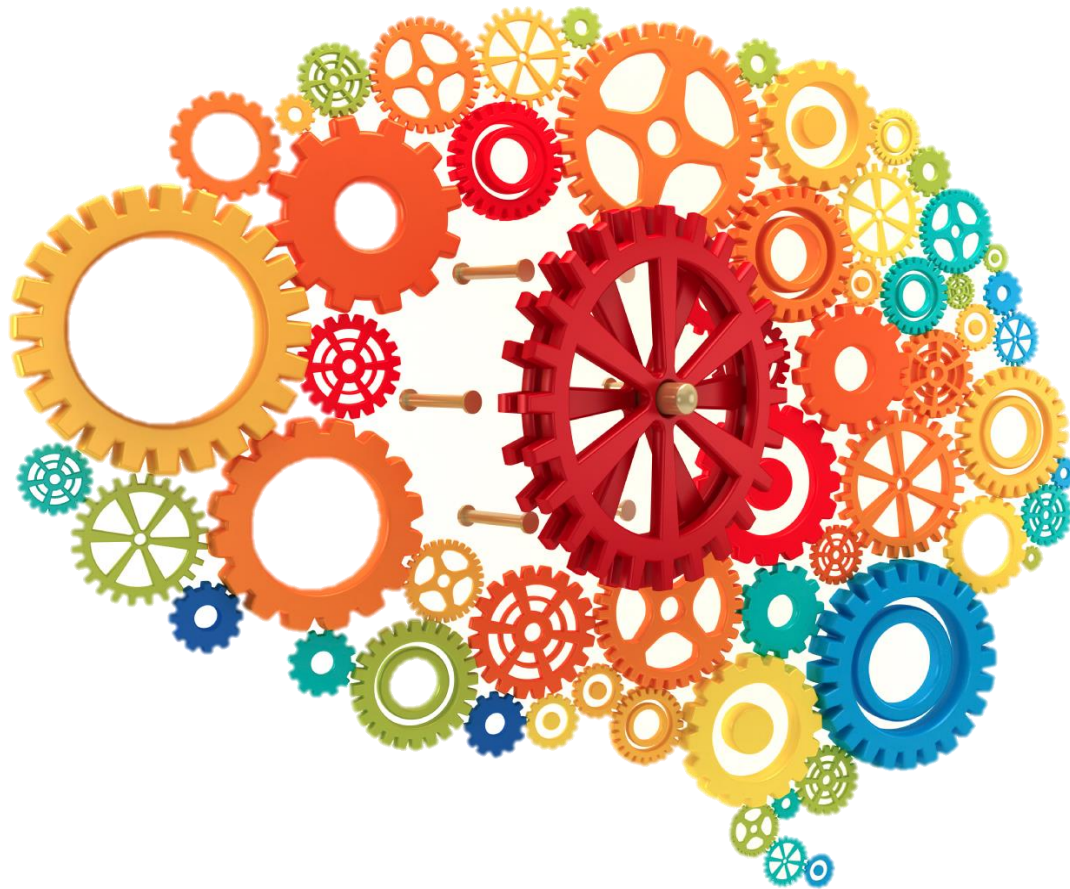
Communication Style

Age


Open Minds



The Unconscious is Malleable




6 Ways to Mitigate Your Biases




Recognize and
accept that you
have bias

6 Ways to Mitigate Your Biases



Develop the
capacity to use a
flashlight on
yourself

6 Ways to Mitigate Your Biases



Practice
“Constructive
Uncertainty”

*Freedom is the pause between
stimulus and response.*

- Rollo May

Take a P.A.U.S.E.

A quick way to check your reaction.

P

- Pay attention to what's actually happening, beneath the judgments and assessments

A

- Acknowledge your own reactions, interpretations and judgments

U

- Understand the other possible reactions, interpretations and judgments that may be possible

S

- Search for the most empowering, productive way to deal with the situation

E


- Execute your action plan

6 Ways to Mitigate Your Biases



Explore
awkwardness, and
discomfort

6 Ways to Mitigate Your Biases

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Engage with
people you
consider “others”
and expose
yourself to positive
role models in that
group

6 Ways to Mitigate Your Biases



Get feedback

6 Ways to Mitigate Your Biases

Recognize and accept
that you have bias

Develop the capacity
to use a flashlight on
yourself

Get feedback

Engage with people
you consider “others”
and expose yourself
to positive role
models in that group

Practice “Constructive
Uncertainty”

Explore awkwardness,
and discomfort



Understanding People: Important for fostering Inclusion

- Why it Matters
- Inclusive Leadership Framework
- Inclusive Leadership @ Northwell
- The Mission of the BERG's

A New Definition: Inclusive Leadership

Our workforce is demanding leaders who inspire confidence and recognize the individual's unique value to build a powerful sense of belonging

Inclusive Leadership

in·clu·sive lead·er·ship

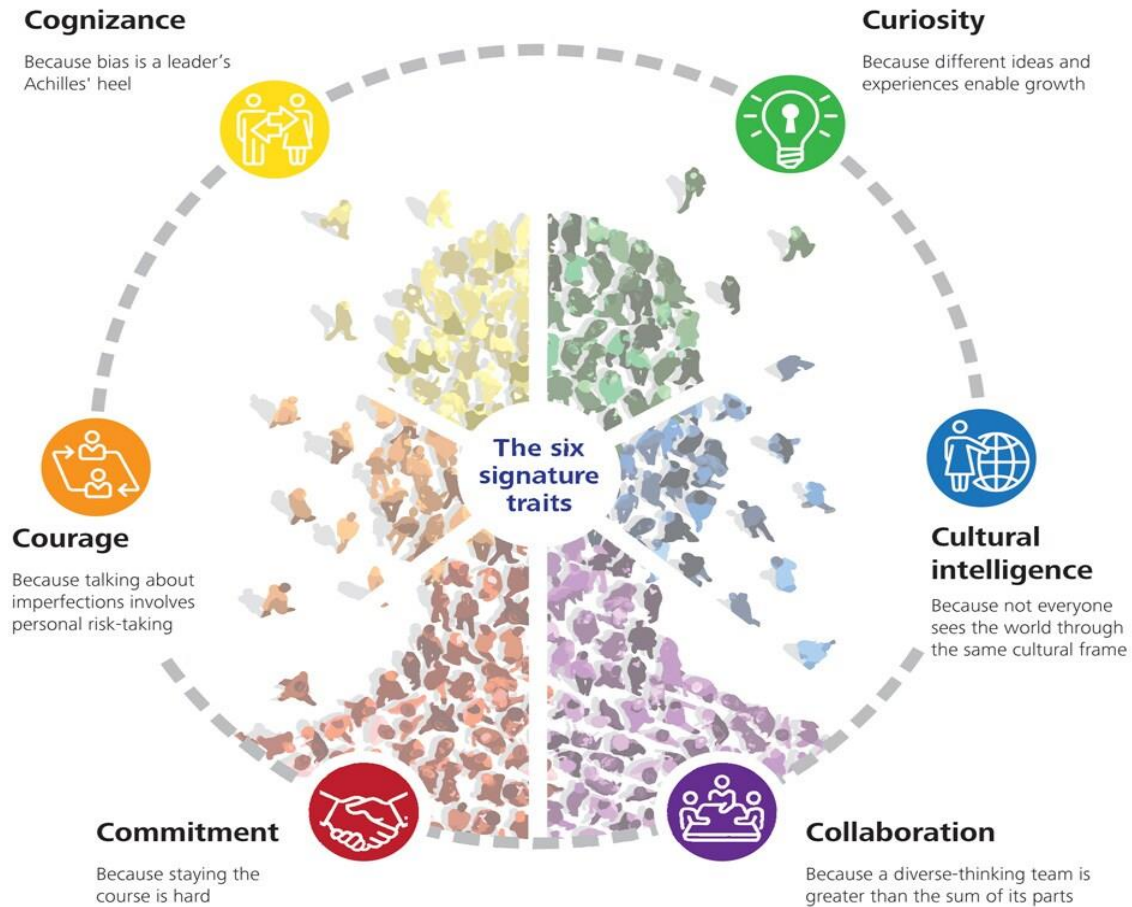
noun

leading from the center, not the top; characterized by the ability to adapt personal behaviors, systems, processes and practices, to ensure that all feel respected, valued for individual uniqueness, connected, confident to speak up, and inspired.

Becoming an inclusive leader who harnesses the benefits of diversity takes deliberate effort and a strong understanding of yourself and your people.

BECOMING AN INCLUSIVE LEADER

Figure 1. The six signature traits of an inclusive leader



The six signature traits of an inclusive leader



Curiosity

Because different ideas and experiences enable growth
Commitment



Cognizance

Because Bias is a Leader's Achilles heel



Courage

Because talking about imperfections involves risk taking



Cultural intelligence

Because not everyone sees the world through the same cultural frame



Collaboration

Because a diverse thinking team is greater than the sum of its parts



Commitment

Because staying the course is hard

Elements of commitment

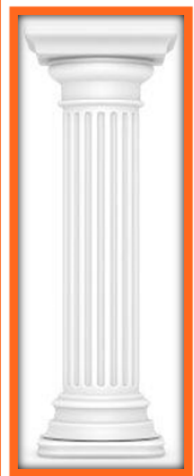
| Signature trait: Commitment | | |
|-----------------------------|--|--|
| Element | What inclusive leaders think about | What inclusive leaders do |
| Personal values | <ul style="list-style-type: none"> Alignment of personal values to inclusion | <ul style="list-style-type: none"> Treat all team members with fairness and respect Understand the uniqueness of each team member Take action to ensure each team member feels connected to the group/organization Proactively adapt their work practices to meet the needs of others |
| Business case belief | <ul style="list-style-type: none"> Commercial value of diversity and inclusion with respect to talent, innovation, customers, and new market growth | <ul style="list-style-type: none"> Treat diversity and inclusion as a business priority Take personal responsibility for diversity and inclusion outcomes Clearly and authentically articulate the value of diversity and inclusion Allocate resources toward improving diversity and inclusion within the workplace |

CENTER FOR EQUITY OF CARE

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Workforce

To get workplace diversity and inclusion right, you need to build a culture where everyone feels valued and heard.

Establish a Formal strategy to foster Inclusion

Education

Establish an Inclusion Council

Celebrate Employee Differences

Listen to Employees

Communicate Goals and Measure Progress



BERGs at a Glance

Northwell's BERGs were formed in 2013 to build, develop & retain a diverse and qualified pipeline of talent at all levels, and to establish trusted partnerships with the communities we serve.

We currently have: 2628 BERG Members

Expressions



399 Members

Bridges



1024 Members

Women in Healthcare



302 Members

Donate Life



136 Members

GreenBERG



297 Members

Valor



385 Members

N-Able



85 Members

THANK YOU !



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