



# Host Site Handbook



**INSTITUTE FOR DIVERSITY  
in Health Management**

An affiliate of the American Hospital Association



**American College of  
Healthcare Executives**  
*for leaders who care®*

## Summer Enrichment Program

Advance the Next Generation of Health Care Leaders

# Diversity | Inclusion | Equity

*The Institute for Diversity in Health Management an affiliate of the American Hospital Association owns and operates the Summer Enrichment Program. The Institute for Diversity in Health Management and the American College of Healthcare Executives are in agreement to co-promote the Summer Enrichment Program.*



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For more information contact:

**Marie Watteau**

**AHA**

**202-626-2351**

**[mwateau@aha.org](mailto:mwateau@aha.org)**

**[Eva Chess, JD](#)**

**[ACHE](#)**

**[312-424-9420](tel:312-424-9420)**

**[echess@ache.org](mailto:echess@ache.org)**

## ***NEWS RELEASE***

# **AHA's Institute for Diversity in Health Management, ACHE Announce Strategic Alliance to Expand Health Care Internships for Diverse Individuals**

**Chicago – Oct. 24, 2016** – The American Hospital Association's Institute for Diversity in Health Management (Institute) and the American College of Healthcare Executives (ACHE) have entered into a strategic alliance to co-promote the Summer Enrichment Program (SEP) to grow and strengthen the pipeline of diverse health care leaders.

As the United States becomes more diverse and the challenges in health care become more complex, the Institute and ACHE are working together to develop and implement strategies designed to increase the number of SEP internships available at hospitals, health systems and other health care organizations. Research has shown that diverse groups and inclusive work environments lead to better patient care, help solve tough problems, innovate new strategies and improve employee engagement.

The SEP places diverse, graduate students pursuing advanced degrees in health care administration or a related field in 10-week, paid internships at health care organizations. Experienced executives mentor the students during the internship and expose them to many facets of health care administration.

“Advancing diversity in workforce, leadership and governance is a critical component of our efforts to provide better, safer care for every individual in every community we serve,” said Tomás León, president and CEO of the Institute. “Through this alliance with ACHE—one of the Institute's founding members—we believe we can expand opportunities for minorities interested in careers in health care and develop the next generation of health care leaders.”

Since 1994, the Institute has placed more than 1,200 individuals in SEP internships at hospitals, health systems and other health care organizations. Many former SEP participants now hold senior management and board positions at organizations across the country.

“A diverse health care workforce will be best equipped to recognize and address existing gaps in care, effectively improving health for all,” said Deborah J. Bowen, FACHE, CAE, president and CEO of ACHE. “ACHE is proud to partner with the Institute in this strategic alliance to diversify health care’s leadership ranks through co-promotion of the Summer Enrichment Program.”

Hospitals, health systems and other health care organizations that are interested in hosting an SEP intern in 2017 can register beginning Oct. 31. Institute staff will work with organizations to match SEP students with host sites beginning in February. Internships generally will take place from June through August.

For more information about the SEP, visit [www.diversityconnection.org/SEP](http://www.diversityconnection.org/SEP) or contact the Institute at [ifd-sep@aha.org](mailto:ifd-sep@aha.org).

### **About the Institute**

The National Association of Health Services Executives, ACHE and AHA united to create the Institute for Diversity in Health Management in 1994. The Institute is a 501(c)(3) nonprofit organization that works closely with health services organizations and educators to expand leadership opportunities for diverse individuals in health services management. The Institute’s mission is to increase the number of minorities in health services administration to better reflect the increasingly diverse communities they serve, and to improve opportunities for professionals already in the health care field. To accomplish this, the Institute has designed several initiatives to generate significant long-term results through educational programs, summer internships, professional development and leadership conferences. For more information, visit [www.diversityconnection.org](http://www.diversityconnection.org).

### **About ACHE**

The American College of Healthcare Executives is an international professional society of 40,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations. ACHE's mission is to advance its members and healthcare management excellence. ACHE offers its prestigious FACHE® credential, signifying board certification in healthcare management. ACHE's established network of 79 chapters provides access to networking, education and career development at the local level. In addition, ACHE is known for its magazine, *Healthcare Executive*, and its career development and public policy programs. Through such efforts, ACHE works toward its vision of being the preeminent professional society for healthcare executives dedicated to improving health. The Foundation of the American College of Healthcare Executives was established to further advance healthcare management excellence through education and research. The Foundation of ACHE is known for its educational programs—including the annual Congress on Healthcare Leadership, which draws more than 4,000 participants—and groundbreaking research. Its publishing division, Health Administration Press, is one of the largest publishers of books and journals on health services management, including textbooks for college and university courses. For more information, visit [www.ache.org](http://www.ache.org).

###

# Welcome to the Summer Enrichment Program

Dear Host Site Executives and Preceptors,

On behalf of the Institute for Diversity in Health Management staff, I welcome you as a national partner and host site for the Summer Enrichment Program (SEP). We thank you for your commitment to building a more diverse and inclusive workforce in health care.

The SEP was founded in 1994 and has placed over 1,200 diverse interns in hospitals around the country. The participants of the program, during the first years, are now emerging as hospital presidents and CEOs and even serving on the Board of Directors for the institute. It is exciting to see early SEP participants return as health care leaders to host the next generation of SEP interns.



The SEP provides a valuable work experience for diverse MHA, MPH, and MBA graduate students, during the 10-week internship. Interns also receive mentoring and are able to participate in the Institute's educational programs, career-related services, and networking opportunities. Our goal is to help them develop the leadership skills that they need to succeed in their health care careers.

Every year, we receive more qualified applicants than we have the opportunity to host them. By hosting an SEP student, you will have opened a door for another deserving, young person to participate in this life-changing experience. The SEP is also an excellent tool for identifying promising candidates that could fill open positions within your organization.

We hope you will find it a rewarding experience to be part of the Summer Enrichment Program. You are investing in the next generation of health care executive leaders. For that, we are grateful.

Sincerely,

A handwritten signature in black ink that reads "Tomás".

**Tomás León, MBA**  
President & CEO  
Institute for Diversity in Health Management  
An affiliate of the American Hospital Association



# PAVING THE WAY TO SUCCESS

This Handbook seeks to provide you with information about the SEP from the host site perspective. On the following pages, the Institute outlines our role in the SEP process, the key phases of the SEP and guidelines for structuring the on-site experience for maximum outcome.

This Handbook contains information on:

- Creating a Pipeline Diverse Graduate Students to Excel in Health Care
- Advancing The Performance of Tomorrow's Leaders
- Selecting your SEP Intern
- Helping Interns 'LEAP' to the Next Level of Performance.
- SEP Weekly Planner & Additional Materials

Once you have read through this manual, you should have a good understanding of how you can partner with the Institute to create a winning SEP internship at your organization.

“The Under Secretary for Health (Dr. Michael J. Kussman) Diversity Advisory Board is pleased to announce the six year partnership with the American Hospital Association’s Institute for Diversity in Healthcare Management Summer Enrichment Program (SEP) as a component of VHA’s succession planning efforts. Over 20 VHA facilities have participated in this program, providing potential healthcare leaders with exposure to the exciting VA mission. The SEP is a 12-week paid internship program providing graduate students real-world work training with an independent project, executive mentoring, leadership development and career planning. “

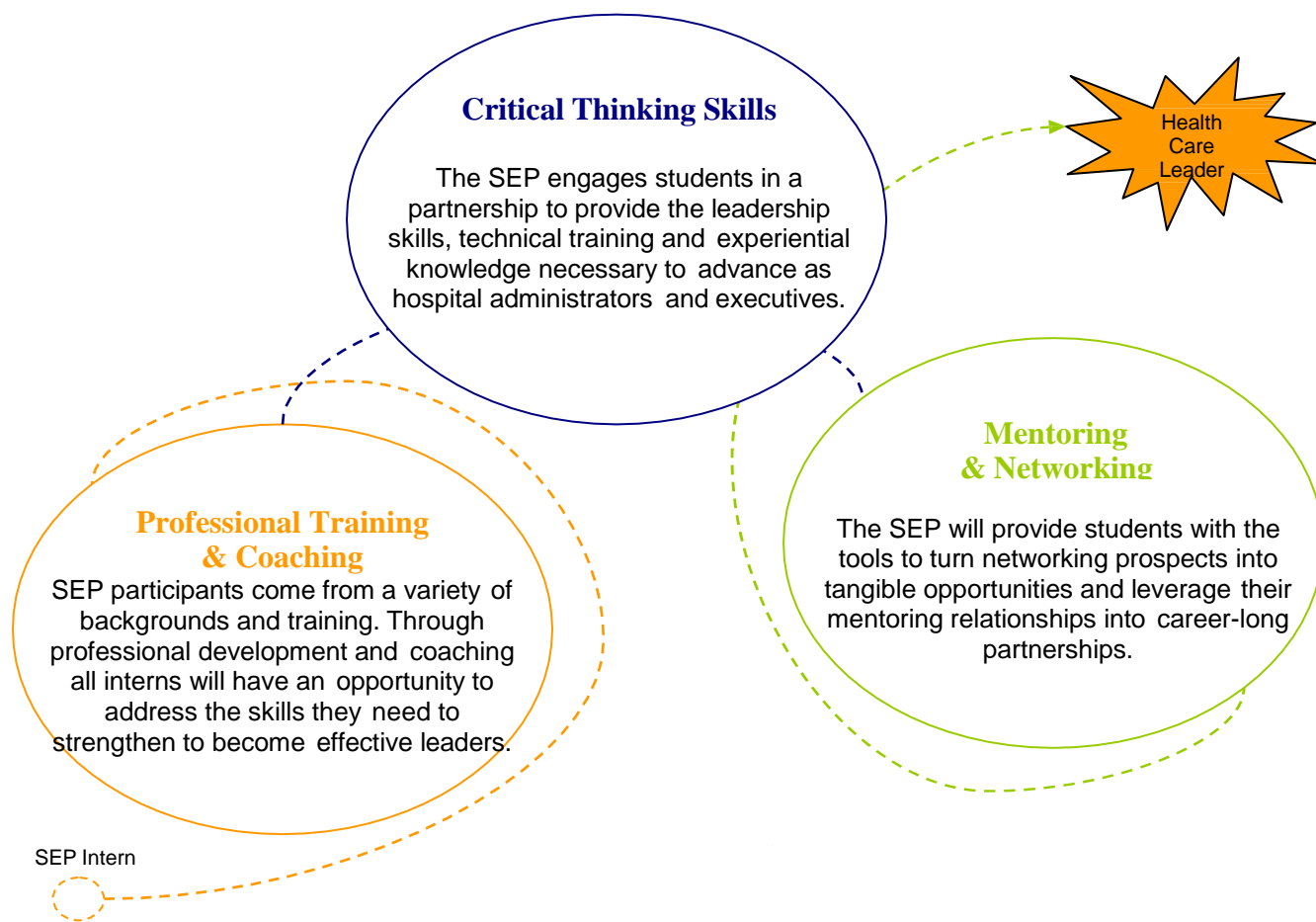
*Veterans Hospital Administration, April 11, 2008*

# CREATING A PIPELINE FOR DIVERSE SCHOLARS TO EXCEL IN HEALTH CARE

Since 1994, the Institute's Summer Enrichment Program (SEP) has served as the premier internship program for diverse scholars in health care administration. More than 1,200 interns have successfully completed the program and many continue to maintain relationships with the Institute and our partners. These relationships have led to post-graduate fellowships and management track positions in health care administration for numerous participants.

Today, the SEP continues to pair top diverse scholars with leading organizations to build the next generation of diverse executives. The program provides each participant with real-world work experience, training and mentoring that leverages interns' education with their professional strengths to help them advance as effective health care leaders.

According to the 2007 Witt/Kieffer *Advancing Diversity Leadership in Health Care* study, health care executives agree that there is a need for programs that "expose young people to health care careers" and "seek ways to move individuals from college and/or health care jobs to hospital administration." The SEP seeks to fill these gaps.



# SELECTING YOUR SEP INTERN

## **Register in the SEP database:**

Registration for the program is a very simple process. It should take about 10 minutes, total. Follow these instructions to create your online profile and begin browsing for students, today.

To Register as a Host Site for the Summer Enrichment Program, visit:

<http://www.mentorscout.com/login.cfm>

*(Note: You will want to bookmark that website for easy reference, later.)*

- 1.) Where it says, "Enter your Organization" enter **IFDSEP**.
- 2.) Enter your information. (Note: Be sure to fill out the grey "Host Site Section". Skip the blue "Student Section".)
- 3.) Once you have completed the registration, you will receive an email with your Profile Id. You'll need that to login, update your profile and view intern profiles.
- 4.) Download and review the SEP Preceptor Handbook from our website. It includes enhanced instructions for your onsite preceptor.
- 5.) Email the Institute at [ifd-sep@aha.org](mailto:ifd-sep@aha.org) to connect with any further instructions or questions for participation in the Summer Enrichment Program.
- 6.) Complete the SEP Host Site Commitment Form and upload it to your profile.
  - The Commitment Form conveniently lists all of the required activity for host sites.

## **Selecting your SEP Intern:**

This is the process for selecting your SEP intern.

### **1) Selection of Intern:**

The Institute will take the criteria that you've developed for your internship and match you up with the 1 - 2 best matches for your internship. These students will either be in your geographic region or have the ability to move to your area for the summer. They will also research your hospital and have expressed interest in your internship.

Each student has also been vetted for professionalism, academic strength and will have a thorough understanding of the program. If they're being recommended to you, they are the strongest available candidate.

[WWW.DIVERSITYCONNECTION.ORG](http://WWW.DIVERSITYCONNECTION.ORG)

### **Research your candidates in the Database:**

- A.) Login to your profile, using the ID that you were emailed, when you created your profile.
- B.) Click on the far right “START” button. That takes you to the Main Menu for your profile.
- C.) Click on the “LookUp Users” button.
- D.) Enter the first and/or last name of one of your candidates. When you hit “Look Up” it should offer you a link to the student profile.
- E.) In addition to the information offered on the main profile page, you will also find several additional documents in the student’s “DOCUMENTS” page. Included, you will find:
  - a. A Letter of Introduction
  - b. Current Academic Resume
  - c. Current Transcripts
  - d. 2 Letters of Recommendation from current professors
  - e. Proof of US Citizenship

While you are looking at student profiles, keep in mind the skill sets that you would like to have for your internship. Do you want someone with a financial background? Do you want someone with HR experience? Does a particular candidate have the skills they will need to be successful in their internship?

### **Interviewing and Offering The Internship:**

Once you research your candidate, you need to contact them to set up the phone interview. The phone interviews are intended to approximate an actual job interview. You may want your HR director or Director of Diversity and preceptor to sit in on those interviews.

After you complete all of the phone interviews, contact your preferred candidate and offer them the internship. An Internship Offer Letter Template is available.

*(Note: Students may take up to 24 hours to accept or decline an offered internship.)*

- A.) **If the student accepts the internship**, confirm the Start Date/ End Date for the internship. You may also want to begin the discussion of housing and transportation for the internship. Notify the Institute regarding your decision.
- B.) **If the student rejects the internship**, thank them for their time and move onto the next student on your list.
- C.) **If the alternate student accepts**, follow the instructions, above.

Students are instructed that commitment to a host site for an internship is a binding resolution. It is expected that they will follow through with the internship, once it has been accepted.



### **Preparing for the Internship:**

There are some steps that you should take to prepare for your internship.

1. Re-read the students online profile to familiarize yourself with their qualifications.
2. Decide where the student will work in your facility. Close proximity to their preceptor will be helpful for when they have questions or need guidance.
3. Meet with your HR Department to prepare all of the paperwork that the intern will need to fill out to get on the payroll for their short stay at your hospital. You may choose to scan copies to the student, to have them signed, scanned and sent back.
4. Make your other staff members aware that a new summer temp will be onsite soon.
  - You may choose to share some of their background information from their application.
5. Begin identifying possible Special Projects for the intern. (For more information about this, visit the “SEP Special Project” page of this manual.)

With these simple steps taken, the stage is set for you and your intern to enjoy a rich, fulfilling Summer Enrichment Program experience.

### **Invoicing for the SEP:**

The Institute for Diversity will issue an invoice for your administrative fees, within a week of the student’s arrival. A copy of an Example Invoice follows on the very next page.

The administrative fee per intern is \$1,200. There is no limit on the number of interns you can Host.

### **Compensation for your SEP Intern:**

The Institute recommends a rate of \$15.00 per hour/\$600 per week stipend. Interns are paid directly from your HR Department. It is important that your intern has all their necessary HR on-boarding material completed before the start of their internship.

Interns are expected to work a typical 40 hour work week.



**INSTITUTE FOR DIVERSITY**  
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**75 Remittance Drive, Suite 1072**  
**Chicago, IL 60675-1072**

**Invoice** 99999

**Invoice Date:** 11/01/2016

**Customer ID** 0009999999

**Example: Health Care**  
 Jane Smith  
 1000 East Main Street  
 City, State 99999

SELECT PAYMENT METHOD			
<input type="checkbox"/>	Check enclosed (made payable to IFD)		
<input type="checkbox"/>	Visa	<input type="checkbox"/>	Master Card
<input type="checkbox"/>	AMEX	Exp	Date /
Card #	_____		
Name as it appears on card	_____		
Cardholder's Signature	_____		
Total Due	\$1,200.00	Amount Paid \$	_____

Phone Number:	(217)554-3000
Fax Number:	(217)554-4552
Email:	_____
<b>PLEASE INDICATE ANY ADDRESS CHANGES BELOW</b>	

DESCRIPTION	PRICE	QUANTITY	AMOUNT
SEP Program - 99999	\$1,200.00	1	\$1,200.00
SEP Processing Fee for Name of SEP Intern			
<b>Payments</b>			\$0.00

**EXAMPLE INVOICE - DO NOT REMIT PAYMENT**

**TERMS: Payable (in US Funds) Upon Receipt of Invoice**

<b>Total Due</b>	\$1,200.00
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**Institute for Diversity in Health Management**

## HELPING INTERNS ‘LEAP’ TO THE NEXT LEVEL OF PERFORMANCE

In addition to providing a continuum of services, the SEP provides additional educational materials to complement the traditional 10 - week, on-site internship program. SEP interns also enjoy weekly online webinars to connect with other current SEP interns.

Through these programs the Institute ensures that all interns receive additional opportunities to synthesize their education with their on-site experience to achieve a higher level of performance.



### Professional Development & Training Series

Provides applicants with an equal opportunity to perform well during the interview and match selection process.

- Professional Resume Writing Tips
- Interviewing Tips From Executive Search Firms
- Words of Advice from the Institute

### Leadership Advancement Series

Elevates and synthesizes intern knowledge and experience in a way that instills a higher sense of purpose and desire to advance as leaders in health care.

- Personality Assessment
- Critical Skills Training
- Early Careerist Professional Development Lectures

### Continuing Education Series

Provides additional services to support SEP participants' advancement to fellowship or job opportunities after graduate school.

- Preparing for Fellowship and Job Search
- Career Consultation and Coaching
- Institute ACHE Congress Breakfast
- Institute National Conference on Diversity
- SEP Alumni Society

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In order to make the SEP a successful experience for interns and partners, the Institute provides the following resources and support materials during the on-site internship:

1. The SEP Weekly Planner is provided for host sites and preceptors as a tool to guide participants through the on-site internship experience;
2. SEP Special Project and Activities Guide; and
3. SEP Host Site Checklist.

# SEP WEEKLY PLANNER

## Week 1

- Finalize paperwork with your HR department and any other necessary details.
- One-on-one meeting with intern to discuss organizational priorities, initiatives and expectations for the internship.
- Host site organizational orientation.
- Select a potential Special Project for your intern. (Once you get to know your intern better, you may select a different project at a later time.)
- Intern attends general senior management and departmental meetings.
- Schedule introductory meetings with senior management team and other key staff members.

## Week 2

- Second one-to-one meeting with intern to review personal goals and align with Special Project opportunities. Review list of additional activities at host site and review upcoming scheduled events.
- Intern writes detailed Special Project proposal, deliverables, key metrics, timeline and key resources, potential challenges and barriers.
- Identify other hospitals/health systems in the area that intern may visit and reach out to contacts to schedule site visits for intern.
- Resolve invoice with Institute for Diversity for administrative fees.

## Week 3

- Bi-weekly meetings with intern to review projects, clarify deliverables, key metrics, timeline, key resources, potential challenges and barriers, etc.
- Schedule Special Project meetings to identify key resources and begin detailed project analysis.
- Schedule visit to other hospitals/health systems in the area. Attend, if possible.
- Schedule and begin additional activities at host site.
- Intern attends general senior management and departmental meetings and individual meetings with the senior management team other key staff members.

## Week 4

- Continue with Special Project meetings.
- Continue with bi-weekly meeting with intern to discuss project challenges and barriers.
- Continue site visits at local hospitals and health systems and additional activities at host site.
- Continue general senior management and departmental meetings and individual meetings with the senior management team other key staff members.

## Week 5

- Continue site visits at local hospitals and health systems and additional activities at host site.
- Continue Special Project meetings.
- Continue bi-weekly meeting between preceptor and intern.
- Continue general senior management and departmental meetings and individual meetings with the senior management team other key staff members.
- Mid-internship check-in with Education Specialist.

Week  
6

- Mid-internship review with intern to discuss performance-to-date and identify any additional opportunities for professional development.
- Continue Special Project meetings.
- Continue site visits at local hospitals and health systems and additional activities at host sites
- Continue general senior management and departmental meetings and individual meetings with the senior management team and other key staff members

Week  
7

- Continue Special Project meetings and begin wrap-up analysis and/or recommendations.
- Continue bi-weekly meeting with intern to discuss challenges and barriers with projects.
- Continue site visits at local hospitals and health systems and additional activities at host site.
- Continue general senior management, departmental meetings, and individual meetings with the senior management team and other key staff members.

Week  
8

- Schedule final meetings and/or lunches between intern and members of the Special Project team to outline conclusion of Special Project process.
- Continue site visits at local hospitals and health systems and additional activities at host site.
- Continue bi-weekly meeting with intern to review draft of Special Project report.
- Schedule an open meeting for intern to present a summary of the Special Project to the host organization staff.
- Continue general senior management and departmental meetings and individual meetings with the senior management team other key staff members.

Week  
9

- Advise intern on post-internship job search by reviewing resume and identifying a goal/purpose statement for the next step in their career.
- Continue final meetings and/or lunches with members of the Special Project team to thank them before the internship ends.
- Schedule final site visits at local hospitals and health systems.
- Schedule meeting with project lead if different from preceptor to review final draft of key deliverable or project work.
- Continue general senior management and departmental meetings and individual meetings with the senior management team and other key staff members.

Week  
10

- Finalize all Special Project work and assist intern plans for any training and/or transition work to ensure project success upon your departure.
- Continue with final meetings and/or lunches with members of the project team to resolve any outstanding issues.
- Fill out the "Host Site Evaluation Survey".
- Schedule final feedback meeting with project lead and your intern.
- SEP Intern presents a summary of the Special Project at an open meeting of your staff.

*\*If the internship is to last less than ten weeks, make sure to allow time in last weeks of your onsite stay to complete the important items scheduled for the last two weeks of this plan.*

## SUMMER ENRICHMENT PROGRAM SPECIAL PROJECT

A key element of the on-site internship is the Special Project. Interns are asked to work alongside health care leaders on a project of significance to the organization. Below is a list of previous projects that SEP interns have completed:

- Target market analysis for physician liaisons.
- Analyze the needs of the facilities management department to develop a comprehensive staffing plan.
- Draft a white paper on the impact of new technology or a service line opportunity.
- Conduct a capacity study for new digital mammography center.
- Develop and initiate best practices for the Department of Diversity and Inclusion.
- Draft a workforce allocation for dental positions for a national health care organization.
- Develop a business plan for the surgery department.
- Conduct an analysis for a medical consulting branch.
- Design a medical library for a new state hospital facility.
- Draft a strategic plan for technology adoption in surgical services.
- Lead discussions between faith-based groups in city officials to create contingency plans for emergency preparedness.
- Diagram materials management lost supply charge, analysis and improvement.
- Decrease wait times and improve throughput in the Emergency Department.
- Oversee a marketing campaign to develop new product lines and identify opportunities to improve the organizational dashboard.
- Conduct a feasibility study of OB/pediatric services at the hospital.
- Study staffing mix in emergency services cost management plan.
- Redesign patient flow throughout medical/surgical facility.
- Improve the process of the inpatient bed flow in the Emergency Department.
- Develop a Web site and marketing strategy for a primary target audience.

# SEP ACTIVITIES GUIDE

SEP interns are encouraged to experience as many aspects of the hospital as possible to round out their experience. Below is a list of additional activities to help interns maximize the SEP experience.

## **Meetings:**

- Executive-level meetings
- Board meetings
- Leadership retreats
- Travel to corporate office, where applicable
- Organization-wide activities (e.g., United Way Events)
- Departmental visits (e.g., Emergency Department, Human Resources, etc.)

## **Clinical Activities:**

- Clinical chairs committee meeting
- Medical staff office
- A day in surgery
- A day with a physician liaison
- Physician rounds
- Rounds with patient transport
- IT Implementation team for new clinical system

## **Other Enrichment Experiences:**

- Site visits at other local hospitals and health systems
- Local health care-related conferences and meetings (e.g., AHA, ACHE, local professional groups, etc.)
- Visits to state legislature and/or city council meetings on key topics related to health care and the field

# SEP HOST SITE CHECK LIST

In order to ensure that the SEP experience is successful, several administrative activities need to be completed before the intern arrives at your organization, and during the on-site internship.

## **During the SEP matching process:**

- Complete the on-line host site profile, including a brief description of your organization and/or a link to your Web site.
- Work with your HR staff to get the SEP intern on the payroll for their stay. Your applicant may need to apply for the position through your career center.
- Identify a leader in your organization to serve as the preceptor. The preceptor should serve as the primary contact for all SEP communications sent to your organization. Refer to the SEP Preceptor Guide for additional information about the role of the preceptor.
- Research the student applicants the Institute suggests to you. Conduct interviews with the applicants to determine your final pick.

## **Before the internship begins:**

- Discuss start and end dates with your SEP intern. The Institute recommends that the internship begin in June and conclude in August
- Talk to your Human Resource Department about any additional documentation that is needed and communicate that information to your intern in a timely fashion. Establish a pay schedule for your intern.
- Identify an appropriate work space for your SEP intern. / Phone. / Email address.
- Provide your SEP intern with information on local housing options and/or making travel arrangements to and from work. (i.e. Public Transportation or Car pools).

## **During the SEP internship:**

- It is important for the internship to begin with trust and open communication for a successful working relationship between the preceptor and intern. Refer to the SEP Preceptor Handbook for suggestions and information.
- Inform your colleagues of your SEP intern's impending arrival and introduce him or her to the staff of your organization during a team meeting or via email as early as possible after he or she arrives.
- Actively help interns navigate through the SEP experience and project work throughout the duration of the on-site internship. Schedule weekly planning meetings with your intern and make sure he or she can reach you should the need arise.



### **At the Conclusion of the SEP Internship:**

- Help your SEP intern reach a conclusion with their Special Project. If they are unable to complete the project in time, develop a plan for the work to continue when they are gone.
- Conduct an exit interview with your intern. Give feedback on the experience. Be sure to balance positive and negative feedback, so as not to overwhelm the student. Try to close the interview with one tip for improvement.
- Complete the online survey about your SEP experience. Your feedback helps us improve the program from year to year.
- Plan on participating in the SEP Graduation Webinar. During this program the Institute recognizes the accomplishments of all of the SEP interns, around the country. Your intern may be eligible for recognition.
- Consider hosting some form of Recognition Event for your SEP interns. (Some host sites thank their intern at Staff Meetings or Board Meetings and present them with a small token of a plaque or framed certificate to mark their service.)

***This is also a good opportunity for you to promote your own organization's participation in the SEP.***

- Although you are under no obligation to employ your SEP intern after the completion of the program, some host sites have, in the past, transitioned their SEP intern over to permanent employment or a local fellowship. It is up to you to decide if the intern is a good match for your hospital and would be a valuable addition to your staff.

*Note: If your SEP intern has a year or more of school to complete, you may choose to maintain contact with them, after the conclusion of the program, for consideration for possible future employment.*

- Consider introducing other departments in your hospital to the SEP for next year's program.

## ABOUT THE INSTITUTE FOR DIVERSITY IN HEALTH MANAGEMENT

In 1992, the American College of Healthcare Executives (ACHE), an international society of health care executives, joined the National Association of Health Services Executives (NAHSE), the association of African-American health care executives, to take a close look at the relative career advancement of their memberships.

The study found that minorities represented more than 20 percent of hospital employees but held less than one percent of top management positions. It also disclosed that African-American health care executives made less money, held lower positions, and had less job satisfaction than their white counterparts. A 1997 follow-up study, expanded to include Latinos and Asians, found that although the gap had narrowed in some areas, not much had changed.

The 1992 study was a call to action for three progressive health care organizations: the American Hospital Association (AHA), ACHE and NAHSE. Working together, they created the Institute for Diversity in Health Management, a 501(c) (3) nonprofit organization, in 1994. Since its inception, the Institute has gained other partners and sponsors, including the Catholic Health Association, Hospital Corporation of America, Diversified Investment Advisers and ARAMARK.

The Institute works closely with health services organizations and educators to expand leadership opportunities for ethnic minorities in health services management. The Institute's mission is to increase the number of people of color in health services administration to better reflect the increasingly diverse communities they serve, and to improve opportunities for professionals already in the health care field. To accomplish this, the Institute has designed several initiatives to generate significant long-term results through educational programs, summer internships, professional development and leadership conferences.

### **Our Mission**

The Institute for Diversity in Health Management is committed to expanding health care leadership opportunities for ethnically, culturally, and racially diverse individuals, and increasing the number of these individuals entering and advancing in the field.

### **Our Vision**

Leadership of health care institutions that reflects the ethnic, racial, and cultural diversity of the communities they serve, resulting in the delivery of culturally competent health care to all constituent communities.

