Diversity in Leadership and Governance: Practices in Recruitment & Retention

Otha R. Dillihay, Sr., Chief Human Resource Officer
Richland County School District, Columbia, SC

Jim Gauss, Chairman of Board Services
Witt/Kieffer, Irvine, CA

June 6, 2012
Leadership and Governance

Objectives

• Provide conferees with information to promote senior leadership in hospitals and healthcare organizations.
• Share facts about minorities on hospital boards.
• Share information on health disparities.
• Address the importance of culture competence in the health care delivery system.
“Of all the forms of injustice, inequality in healthcare is the most shocking and inhumane”

Dr. Martin Luther King
With an increasingly diverse population the health of our nation depends on our ability to keep our minorities healthy.
What is Diversity?

Diversity is any collective mixture characterized by similarities and differences
“The Browning of America”

“27.6% of the U.S. population are Hispanic/Latinos, African/American, Alaskan Natives, Native American, Asian American and Pacific Islanders”.

~ HealthLeaders
Revised 2011
Diversity Means...

- Difference
- It has no negative connotations
- Takes the form of differences in age, gender, lifestyle, education, religious beliefs, martial status, economic status, weight, ethnicity, geographic origin, culture, management style, etc.
- It makes each person unique
- Needs to be recognized to prevent differences from becoming barriers.

Diversity exists wherever differences exist.
“Health services research has shown that minority professionals are more likely to serve minority populations and medically underserved populations.”

The Institute of Medicine (IOM)
Diversity affects Everyone

- Race
- Ethnicity
- Age
- Gender
- Class
- Color
- Sexual Preference

- Physical Ability
- Religion
- Geographic Origin
- Height
- Weight
- Language
- Hair Color
Why is Managing Diversity Important?

- Culture determines how each person thinks, behaves and believes.

- It’s the lens through which we see the world.
Managing Diversity is a Strategic Business Imperative

- Valued
- Appreciated
- Respected
Managing Diversity

- We can leave managing our differences to chance...

Or we can develop plans with expectations, guidelines, policies and procedures to manage our differences.
• The lack of diversity is a contributing factor to disparities in patient treatments and outcomes.

• The relationship between diversity and disparities are so intertwined that they are virtually inseparable.

One is a consequence of the other.
Disparities means...

- Unequal
- It has negative connotations
- Inequities in treatment, access, or outcomes

“Unequal burden in disease morbidity and mortality rates experienced by ethnic/racial groups as compared to the dominant group” *(Healthy People 2010).*

“Differences in the quality of health care that are not due to access-related factors or clinical needs, preferences or appropriateness of intervention” *(IOM).*

“Population-specific differences in the presence of disease, health outcomes, or access to health care” *(The Health Resources and Services Administration”).*
“Minorities in general encounter more barriers to care, greater incidence of chronic disease, lower quality of care, and higher mortality than white Americans.”
The 10 Most Serious Health Problems Threatening African Americans:

- Heart disease
- Stroke
- Cancer
- Hypertension
- Cirrhosis
- Diabetes
- AIDS
- Homicide
- Accident
- Infant mortality
America fails to achieve the best in health
The Quest for Quality: Tackling the Disparities Dilemma

- Despite having the most costly health system in the world, the U.S. consistently underperforms on most dimensions of performance, compared to other countries: Australia, Canada, Germany, New Zealand, and the United Kingdom.
- U.S. health care system ranks last or next to last on five dimensions of a high performance health system: quality, access, efficiency, equity and healthy lives.
Health Care Statistics

- 2.2 trillion dollars
- 16.2% of gross domestic product 2008
- 7.2% of GDP in 1970
- $7,408 per person (U.S.)
Percent of GDP Spent on Health Care

- 8% Japan
- 8.4% Great Britain
- 9.2% Canada
- 10.6% Germany
- 11% France
- 16.2% United States
With an increasingly diverse population, the health of our nation depends on our ability to keep minority populations healthy.
The Challenge

…a consistent body of research demonstrates significant variation in the rates of medical procedures by race, even when insurance status, income, age, and severity of conditions are comparable.

~ Institute of Medicine
Hispanics/Latinos are less likely to receive recommended care for diabetes and are twice as likely to die from the disease as non-Hispanic/Latino whites.

African-American who undergo surgery are significantly more likely to develop postoperative complications than whites.

Minorities are more likely to be diagnosed with late-stage breast cancer and colorectal cancer compared with whites.
The Institute of Medicine

“Health services research has shown that minority health professionals are more likely to serve minority medically underserved populations.”
Disparities in the Work Force

While African Americans, Hispanics, Asian Americans and Native Americans constitute 27% of the U.S. population, these groups account for a small percent of the executive health care work force.
Health Care Work Force Statistics

- Less than 9% of Nurses
- 6% of Physicians
- 5% of Dentists
- Less than 1% Executives
The Trustee Challenge

- Increase the percentage of diversity on the nations’ hospital Boards
- Increase the percentage of diversity in the executive suites
- Increase the percentage of diversity in the professional categories
- Increase the percentage of minorities pursuing health careers
Leadership and Governance Avenues to Board Service

Advisory Group → Foundation Board → Community Health Center Board → Hospital Board

dillihay1@aol.com
The Trustees Role in Building a Diverse Management Team

- Define diversity broadly
  - Ethnic, cultural, racial diversity
  - Diversity of thought, education and skills

- Make diverse leadership a strategic priority
  - Cultural sensitivity as an organization standard
  - Tie diversity goals into CEO performance
  - Foster employee inclusion at all levels

- Learn diversity recruiting/retention best practices
  - Study other industries, healthcare organizations
  - Look inward for lessons

Source: The Board’s Role in Developing a Diverse Leadership Team, Trustee Back to Basics, September 2007
The Trustees Role in Building a Diverse Management Team

- Make diversity a part of formal success planning and mentoring processes
  - Develop team of next generation leaders
  - Mentor those who didn’t have same opportunities
- Mandate diverse slates for leadership positions
  - Demonstrates serious commitment to diversity
- Provide opportunities for minority leaders to gain exposure to the board
  - Attend board meetings, make presentations, etc.

Source: The Board’s Role in Developing a Diverse Leadership Team, Trustee Back to Basics, September 2007
The Board’s Responsibility to put a Mirror up to Itself

- Board composition
- Board agenda
- Community interface
- The business case/quality of care
Trustee Leadership: The Business Case for Diversity

- Diverse leadership – valuable business builder
  - Improved satisfaction, successful decision-making, improved clinical outcomes
- Minority representation still weak
  - 25% say minority executives are well-represented
- Top five solutions for diversity success
  - Sensitivity of cultural differences, strategic priority, seek regular input, promote from within, mentoring

Trustee Leadership: The Business Case for Diversity

- Top five barriers to diversity
  - Lack of: commitment from top management, diverse candidates, access to them, candidates to promote from within

- Best practices
  - Mentoring, promoting healthcare careers to young people, sensitizing management, developing cultural sensitivity initiatives, communicating diversity initiatives to employees

Information Resources

- Institute of Diversity in Health Management
- National Association of Health Service Executives
- Asian Healthcare Leaders Association
- American College of Healthcare Executives
- American Hospital Association
- National Forum for Latino Healthcare Executives
- Center for Healthcare Governance
- National / Local Urban League
- Black MBA Association
- Hispanic MBA
- National Medical Association
- National Bar Association
- Fraternities / Sororities
- City / County Governments

dillihay1@aol.com
Equity in Health Care is

Equal access to available care

Equal utilization of resources

Equal medical outcomes

Equal quality of care for all.