The Value of Membership
If you are a member of the Institute, we salute your commitment and deeply appreciate your support.

If you are not yet a member, we invite you to join us on our journey to advance diversity, inclusion and equity in health care.

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The Institute for Diversity and Health Equity empowers health care organizations to improve leadership diversity and provide equitable care for all individuals. We offer strategies, resources and data as well as a professional network of experts to help health care leaders accelerate and improve their organization’s equity, diversity and inclusion objectives.

Mission:
To advance equity, diversity and inclusion in health care.

Vision:
To empower health organizations to provide equitable care for all persons.

Cynthia M. Washington
Interim President and CEO, Institute for Diversity and Health Equity
In 1992, the American College of Healthcare Executives (ACHE), an international society of health care executives, and the National Association of Health Services Executives (NAHSE), the association of African-American health care executives, joined together to examine the relative career advancement of minorities in health management by conducting a national survey.

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 discovered 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 health care organizations—the American Hospital Association (AHA), ACHE and NAHSE—which united to create the Institute for Diversity in Health Management in 1994. The Institute has since gained the Catholic Health Association of the United States as an additional partner.

A 501(c)(3) nonprofit organization, the Institute works closely with health services organizations and educators to expand leadership opportunities for minorities in health services management. In recognition of the broader demand to increase leadership diversity and achieve health equity, in 2017 the Institute launched a new model with a new name, the Institute for Diversity and Health Equity. We have long believed that promoting diversity within health care leadership and tackling health disparities is critical to ensuring the highest quality of care for everyone. The Institute’s mission is to advance diversity, inclusion and health equity. It is our vision to empower all health organizations to ensure equitable care for all persons.

To accomplish this, the Institute has designed several initiatives to generate significant long-term results through educational programs, internships, professional development and leadership conferences. It also provides strategies, resources, and data as well as a professional network of experts to help health care leaders accelerate and improve their organization’s equity, diversity and inclusion objectives. Our work increases leadership diversity in health care, and our strategies encourage an inclusive work environment that enables equitable care for all individuals.
Our Methods

The Institute for Diversity and Health Equity focuses on three priority areas that lead and support the field’s efforts to accelerate diversity, inclusion and health equity:

**Expertise:**

The Institute’s leaders and board members, as well as practitioners from its advisory council and the field, offer knowledge and strategies to support individuals and organizations in providing quality, equitable care.

**Education:**

The Institute supports diversity and equity in health care with its national repository of tools, resources, case examples, technical assistance and programs, including the National Leadership and Education Conference; Diversity Dialogue webinar series; Certificate in Diversity Management in Health Care; and Diversity, Equity and Cultural Competency Assessment Tool for Leaders.

**Agent of Change:**

The Institute fosters dialogue and collaboration among key stakeholders and community partners to advance diversity, inclusion and health equity through efforts such as the #123forEquity pledge, an alliance with the National Urban League, and Summer and Fall Enrichment Programs.

“To truly advance health in America, we must improve access and quality of care for all people, in every community.”

Nicholas Tejada, FACHE
Market CEO, Hospitals of Providence
El Paso, Texas
Board Chair, Institute for Diversity and Health Equity
Powerful Partnerships

More than 5,000 Institute for Diversity and Health Equity members are working diligently to embrace the future of health care: They are the lifeblood of the Institute. Our Institute members’ achievements and day-to-day commitment to the advancement of health equity, diversity and inclusion strengthen the Institute’s mission and strategic vision and continue to challenge us to do more.

The Institute for Diversity and Health Equity could not do its work without the generous and gracious support of our founders and sponsors:

- **American Hospital Association** ([www.aha.org](http://www.aha.org))
- **American College of Healthcare Executives** ([www.ache.org](http://www.ache.org))
- **National Association of Health Services Executives** ([www.nahse.org](http://www.nahse.org))
- **Catholic Health Association of the United States** ([www.chausa.org](http://www.chausa.org))

The Institute has developed partnerships with the following professional organizations:

- The Institute partners with the **American College of Healthcare Executives** for the Summer Enrichment Program, placing graduate students in health care organizations throughout the nation, including Puerto Rico.

- The Institute also worked in partnership with the **AHA’s National Urban League Alliance**, a historic civil rights organization dedicated to the economic empowerment and elevation of underserved urban communities, to develop a hospital and health care organization trustee mentoring and matching program, as well as a community health worker consortium and training initiative.

- #123forEquity Symposiums were delivered through a partnership between the Institute for Diversity and Health Equity and **Massachusetts General Hospital’s Disparities Solutions Center (DSC)**. The DSC is dedicated to developing and implementing strategies that advance policy and practice to improve quality, eliminate racial and ethnic disparities, and achieve equity in health care during a time of rapid transformation.

- The Institute has partnered with **UnidosUS**, previously known as the National Council of La Raza, to increase diversity among health care executives and improve the health of communities. The organizations will connect health care CEOs with UnidosUS leaders for governance opportunities at AHA hospitals and health systems, foster a culture of health through a new UnidosUS advisory committee, and share effective programs to prevent youth violence and provide post-trauma support.
America’s hospitals and health systems are working hard to ensure that every person in every community receives high-quality, equitable and safe care. To achieve this, our priority is to eliminate health and health care disparities that continue to exist for far too many racially, ethnically and culturally diverse individuals.

In this era of health care transformation, it becomes clear that disparities in care, socioeconomic factors and diversity and inclusion practices are key driving forces behind low-value health care and health inequalities. There is a greater need to engage hospital and health system leaders to address these pertinent issues. The American Hospital Association’s #123forEquity pledge campaign was launched with a moral and economic imperative that health care should be equitable and not vary based on personal characteristics. Additionally, hospitals’ and health systems’ workforce and governance should reflect the people and communities served.

To achieve health equity, there are six areas of focus to create pathways for high-reliability health care and community health improvement:

- Eliminating disparities in care
- Advancing diversity and inclusion
- Strengthening community partnerships
- Increasing cultural competency training
- Increasing collection of REaL data
- Increasing diversity in governance and leadership

Moreover, by becoming transformational change agents, it is critical for health care leaders and providers to improve health equity by thoroughly understanding the issues and challenges in the communities they serve. Willingness to implement changes that add benefit and value to the community, as well as the health care organization, is also crucial.

\[\text{AHA Vision:} \]
\[\text{A society of healthy communities where all individuals reach their highest potential for health.} \]

\[\text{HEALTH EQUITY}\]
The American Hospital Association launched its #123forEquity pledge campaign in 2015, building upon the National Call to Action to Eliminate Health Care Disparities. The pledge asks hospital and health system leaders to continue developing and implementing strategies to accelerate progress in the following areas:

- Collecting and using race, ethnicity, language preference and other socio-demographic data
- Providing cultural competency training
- Increasing diversity in leadership and governance
- Advancing and strengthening community partnerships

All hospitals are being called on to make these efforts a priority to accelerate progress toward eliminating health care disparities, increasing quality of care and advancing diversity and inclusion in health care.

Please consider endorsing the pledge today, and join us as we encourage and support hospitals and health care systems to achieve their health equity goals.

These prestigious awards are presented annually to hospitals and health systems that demonstrate a level of success in reducing health care disparities and advancing diversity that supports and closely matches the goals of the #123forEquity Pledge and the National Call to Action to Eliminate Health Care Disparities.
Working together, the American Hospital Association (AHA) and the National Urban League (NUL) are addressing inequalities in health care and increasing diversity in health care leadership across the United States. Together, we are:

- Working with hospital CEOs and NUL leaders interested in opportunities to serve on hospital and health system governing boards; the AHA is providing support and education to NUL leaders throughout the process, creating a replicable model for communities across the country.

- The Institute for Diversity convened a national meeting of Urban League leaders, practitioners from hospital/health systems as well as federal and state agency officials to define the community health worker’s role, the value of credentialing for these workers and examined funding sources for sustainable strategies to make these successful programs replicable in communities of varying size.

“*Our biggest burden as a health care field is inequity. The best conquest we could ever declare is that through our work we are able to finally and unequivocally eliminate disparity.*”

Ninfa M. Saunders, DHA, RN, FACHE
President and CEO, Navicent Health
Macon, Georgia
Immediate Past Board Chairperson, Institute for Diversity and Health Equity
"It’s just a really refreshing opportunity for us as health care leaders to give back to the profession that’s been so good to us and to bring in new, young and energetic talent into the organization."
Andrew M. Hillig, FACHE
Vice President, Performance Excellence
Ascension Wisconsin

"The intern benefits from the program, but so does everyone that spends time with them. It makes everyone reflect on what their leadership style is and how we spend our time. Am I using my time wisely? Am I setting the right goals? Does my team know what the goals are?"
David L. Schreiner, FACHE
President and CEO,
Katherine Shaw Bethea Hospital, Illinois
SUMMER AND FALL ENRICHMENT PROGRAMS

Since 1994, the Institute has placed more than 1,300 individuals in Summer and Fall Enrichment Program internships at hospitals, health systems and other health care organizations in the United States. Many former Enrichment Program participants now hold senior management and board positions at organizations across the country.

The Enrichment Programs places diverse graduate students pursuing advanced degrees in health care administration or a related field in paid internships within health care organizations. Experienced administrators serve as preceptors and mentors, providing support and career advice as well as critical early-career connections.

In addition to gaining broad exposure to the host site’s staff, stakeholders and challenges, the Enrichment Programs’ interns also complete an independently designed special project, intended to benefit the hospital after the internship concludes.

In 2016, the Institute and the American College of Healthcare Executives formed a strategic alliance to co-promote the Summer Enrichment Program.

“The Institute has been an important part of my career for the last 15 years. The insights, education and networking opportunities have been invaluable to me and many senior executives and board members I have the opportunity to work with each day. The Institute has played an integral role in the way I look at the important diversity, inclusion and disparities issues in the field, and certainly beyond the industry.”

Jim Gauss
Senior Partner – Healthcare and Board Services
Witt/Kieffer
As members of the Institute for Diversity and Health Equity, you will have access to tools, resources and expertise to build a more diverse and inclusive health care workforce, manage diversity in your organization and implement strategies and programs to advance health equity. Here is a list of the programs and services offered to expand your expertise.

**AMERICAN LEADERSHIP COUNCIL**

The American Leadership Council for Diversity in Healthcare is an advisory group that provides insight and perspective to the Institute and its members on health care diversity and inclusion management by enhancing national efforts aimed at fostering inclusion, advancing health equity, changing mindsets and increasing cultural competence.

“Pinpointing why disparities in care exist and eliminating them must be a priority in every health care setting.”

Rick Pollack  
AHA President & CEO
The path forward toward advancing health in America for hospitals and health systems includes the advancements of equity of care, diversity and inclusion.

Jay Bhatt, D.O.
AHA Senior Vice President, Chief Medical Officer and President, HRET
Learn how to advance diversity, inclusion and health equity through lessons learned from the field. Explore best practices, gain insight from others about implementing strategies and tactics and share your experiences as well.

#123forEQUITY TRAINING SERIES

Developed to help #123forEquity-pledged hospitals, health systems and endorsers successfully realize progress in four key areas that will provide the greatest opportunities for hospitals and health systems to improve the equity of health care delivered by:

- Increasing the collection and use of race, ethnicity, language preference data and other social-economic data;
- Increasing cultural competency training;
- Increasing diversity in leadership and governance; and
- Increasing and advancing community partnerships.

The symposiums are hosted by state hospital associations, the Institute for Diversity and Health Equity and the Disparities Solutions Center, which together conduct regional training sessions to provide strategies that help hospitals and health systems to achieve the goals of the #123forEquity Pledge. Health care leaders will be able to implement these strategies at their hospitals and health systems to improve health care quality, increase diversity and inclusion and achieve health equity for all.
CERTIFICATE IN DIVERSITY MANAGEMENT IN HEALTH CARE

This 12-month fellowship is focused on the practice of diversity management in today’s health care organizations. It is designed to meet the development needs of students and professionals charged with managing or leading diversity initiatives in their health care organizations.

ALUMNI NETWORKS

The Institute’s Enrichment Programs and Certificate in Diversity Management in Health Care (CDM) alumni network is a collaborative community for former and current Enrichment Program and CDM participants to connect, interact and grow together in tackling the issues of diversity, inclusion and health equity.

DIVERSITY DIALOGUE WEBINARS

Free to Institute members, these popular webinars presented by diversity leaders in the field connect listeners to the latest topics in health care equity.

“The Institute is engaged in a massive effort to address the issue of health equity. Our organization is proud to work with the Institute in the health equity environment. Their recognition of the military and veteran communities as vulnerable populations and inclusion of them in the health care disparity discussion are paramount.”

Ronald J. Steptoe
CEO, Warrior Centric Health, LLC
Maryland
EQUITY OF CARE AWARDS WEBINAR SERIES

This webinar series provides examples from hospitals and health systems on what they are doing to reduce health care disparities and promote diversity and inclusion within their organizations. Featured hospitals include Cone Health, Advocate Health Care, and Rush University.

NATIONAL LEADERSHIP AND EDUCATION CONFERENCE

The Institute’s National Leadership and Education Conference is the premier health services conference on advancing health equity, diversity and inclusion. The conference provides leadership development in diversity management, insights on designing and effectively managing health equity and diversity programs, valuable resources and tools for health care organizations, succession planning and more.

MONTHLY INSTITUTE NEWSLETTER

Our monthly newsletter, available to Institute members, features the latest updates on Institute programs and health care diversity and equity news.

“The Institute is at the forefront of a critical national conversation about how to promote equitable outcomes within the American health care system. By aligning thought leaders and promoting accountability and synergies around this important work, the Institute is lighting our way to a brighter, more just tomorrow for vulnerable patient populations. Having been a member of the Institute for more than a decade, it continues to be an honor to work closely with an organization that is leading such a noble agenda.”

Kinneil Coltman, DHA
Vice President, Office of Diversity & Inclusion
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