The Value of Membership in the
Institute for Diversity in Health Management

In 2014, the Institute for Diversity in Health Management (Institute) marked 20 years of expanding health care leadership opportunities for ethnically, culturally and racially diverse individuals and reducing disparities in care for patients. Throughout the year, we celebrated many of the Institute’s accomplishments and honored the leaders, volunteers, partners and member organizations that have contributed to our success. At the same time, we know that we have more work to do on our journey to health equity.

In our “2014 Member Value Report,” you’ll find just a few examples of educational programs, summer internships, professional development and leadership events, and many other services and resources the Institute has provided to members this year. You’ll also see a recap of our 2014 National Leadership and Education Conference, and some of the results from “Diversity and Disparities: A Benchmark Study of U.S. Hospitals in 2013,” which we released earlier this year. In addition, we were delighted to offer our more than 900 members – a four-fold increase in the past decade – priority access to programs and special pricing.

In 2015, the Institute will continue to enhance and improve the programs and services we provide to members. Building on the momentum generated at our 2014 National Leadership and Education Conference, the Institute will host regional symposiums in which hospital and health system leaders will share best practices and strategies for increasing diversity in health care leadership and eliminating disparities in care for patients. In addition, we’ll continue with our popular Diversity Dialogue webinars and expand our digital footprint in order to better serve our members’ needs.

Thank you for your strong support of the Institute in 2014, and for your support of our organization throughout the last 20 years. We look forward to your continued involvement in 2015.

Fred Hobby
President and CEO

Institute Survey Shows Hospitals Making Progress on Health Equity Efforts

In June, the Institute released its biennial benchmarking survey, which showed that hospitals are making progress in key areas that can promote equitable care, but more work needs to be done. The Institute commissioned the AHA’s Health Research & Education Trust (HRET) to conduct the survey, and more than 1,100 hospitals participated. The survey found that 86% of hospitals surveyed in 2013 educated all clinical staff during orientation about how to address the unique cultural and linguistic factors affecting the care of diverse patients and communities, up from 81% in 2011. In addition, 65% of hospitals require all employees to attend diversity training, up from 61%. Nearly all hospitals are collecting patient demographic data on race, ethnicity and primary language, but only one in five are using the data to identify disparities in treatment or outcomes. Later this year, the Institute will recognize hospitals and health systems that were top performers in the survey.
2014 National Conference Focuses on Equity in Health Care

More than 300 hospital and health care leaders came to Chicago June 12-13 to participate in “Equity: Moving Beyond Diversity,” the Institute’s 2014 National Leadership and Education Conference. Health care leaders from across the country shared strategies to ensure that equitable care is provided to all patients. The conference also included breakout sessions on topics such as population health, unconscious bias and cultural competency, an inaugural members-only session on the state of the Institute and many networking opportunities. A few highlights of the conference follow.

As part of the Institute’s 20th anniversary, the organization hosted a special dinner honoring the 12 individuals who have served as the chair of the Institute’s board of directors. Also honored was Yoshi Honkawa, who was a founding member of the Institute. Honkawa was extremely instrumental in leading and guiding the Institute during its first few years, and he also helped recruit organizations to join the Institute and health care leaders to join the board.

Institute Board Chair Rick de Filippi spoke during the Institute’s inaugural members-only breakfast on June 13. Institute leaders discussed the organization’s strategic plan, new projects and programs, and the many benefits available to members of the Institute.

Michelle J. Gaskill, president of Advocate Trinity Hospital in Chicago, spoke during the Institute’s Summer Enrichment Program (SEP) breakfast about the value of having a mentor, particularly for early-careerists. Gaskill is an SEP alumni, and Advocate Trinity is an Institute member.

VeLois Bowers (center), vice president of diversity and inclusion at CHRISTUS Health, an Institute member, moderated a discussion with leaders from national health care associations on how they are working with their member organizations to promote equity, diversity and inclusion. Panelists from left to right were Roy L. Hawkins, Jr., president of the National Association of Health Services Executives; Deborah Bowen, president and CEO of the American College of Healthcare Executives, Ramanathan Raju M.D, board member of Asian Health Care Leaders Association; and Nicholas Tejeda, board member and past president of the National Forum for Latino Healthcare Executives.

At the conference, the Institute recognized the winners of its Corporate Partnership Award, President’s Award and Corporate Membership Award. CyraCom received the Institute’s Corporate Partnership Award, and Fred Hobby presented the award to Austin Wade, vice president of client satisfaction at CyraCom. Jack Lynch, president and CEO of Main Line Health in Bryn Mawr, Penn., received the President’s Award. Main Line Health is an Institute member. In addition, Ascension Health was recognized with the Institute’s Corporate Membership Award.
Leonard Greenhalgh, professor of management at the Tuck School of Business at Dartmouth College, examined census data trends and recommended steps to prepare for the demographic shift and its economic impact on health care.

J. Nadine Gracia, M.D., deputy assistant secretary for minority health for the Office of Minority Health in the U.S. Department of Health and Human Services, delivered the keynote address at the Institute’s 20th anniversary special recognition dinner. She spoke about the important work the Institute has done during the past decade to advance diversity in health care and how the organization will be an important partner to the federal government in its efforts to reduce disparities in care.

Sherri Neal, vice president of cultural development and inclusion at HCA, emceed the Institute’s special recognition dinner on June 12. HCA was a platinum sponsor of the Institute’s conference and is an Institute member.

Victor Crawford, chief operating officer of Aramark Healthcare and an Institute board member, introduces a plenary session featuring female hospital CEOs. Aramark Healthcare was a gold sponsor of the conference and is an Institute member.

Conference participants visited exhibitors throughout the two days in Chicago.
Collaborating on Efforts to Enhance Diversity, Health Equity

American Leadership Council on Diversity in Health Care. The Institute created the American Leadership Council on Diversity in Healthcare (ALCDH) in 2006 to foster collaboration among professional diversity practitioners committed to developing and implementing change initiatives through research, education and advocacy to improve quality, safety and access to care among the nation’s health care providers. The ALCDH, which now consists of more than 40 diversity practitioners from Institute member hospitals across the U.S., functions as an advisory group that provides insight and perspective to the Institute and the field of health care diversity management to enhance national efforts aimed at fostering inclusion, changing mindsets and increasing cultural competence.

CDM Enhances Diversity Practitioners’ Skills. The Institute in March hosted a meeting in Chicago with the first cohort of fellows in its Certificate in Diversity Management in Health Care (CDM) program, which is designed to help diversity professionals and future practitioners enhance their leadership competencies needed to bring about change in their institutions and communities. The CDM program, facilitated in collaboration with Georgetown University’s School of Continuing Studies and the ALCDH, is a 12-month program that includes online classes and on-site learning forums taught by some of the nation’s leading hospital-based diversity practitioners. In August, the Institute opened registration for its second cohort of fellows, who will begin the program in late 2014. The CDM program will provide diversity practitioners with tools and resources to develop and execute a system-wide diversity strategy. Throughout the program, participants will learn how to implement diversity-related provisions of the Affordable Care Act, develop a Health Disparities Dashboard, enhance the use of language services programs and use the National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Health Care. Since the program’s inception, nearly 40 diversity practitioners have earned their CDM credentials, recognized by the American Hospital Association and HRET.

Participants in the Institute’s CDM program took a break from their meeting to pose for a photo with Institute President Fred Hobby (center).

Individual Meetings Provide Strategic Roadmap. Throughout the year, Institute President and CEO Fred Hobby and Institute staff provided a wide variety of consulting services to Institute members, including Advocate Health Care, based in Downers Grove, Ill.; Aurora Health Care, based in Milwaukee, Wisc.; and Sparrow Health System in Lansing, Mich. These services included helping design and launch comprehensive plans for enhancing diversity and inclusion, facilitating collaborative opportunities among member organizations, increasing recruitment and retention of minority employees, improving employee engagement and assisting with cultural competency educational programs and language assistance services.
Summer Enrichment Program. The Institute’s Summer Enrichment Program (SEP) this year placed 45 minority graduate students at internships in hospitals, health systems and other health care organizations across the U.S. Experienced administrators serve as preceptors and mentor students, providing exposure to real-life health care administration issues as well as advice that is crucial for early career success. Students also complete a special project during their internship designed to benefit the hospital or health organization. A number of SEP students secure full-time employment with their host sites after their internship concludes. Since its inception, the SEP has placed more than 750 minority graduate students in internships at hospitals and other health care organizations. Many former SEP interns now hold executive leadership positions at some of the nation’s most well-known health organizations. Institute members enjoy discounted administrative fees for participating in the SEP.

Scholarship Program. The Institute annually awards three scholarships to diverse graduate students enrolled in health care administration programs. The scholarships – The Cathy L. Brock Memorial Scholarship, The Elliott C. Roberts Scholarship and The Transamerica Retirement Solutions Leaders in Health Care Scholarship – are given to students who excelled academically and demonstrated a commitment to community service. Since 2000, the Institute has awarded more than $160,000 in scholarships to more than 50 individuals.

Career Center. The Institute’s Career Center allows members to search for diverse talent and lets applicants search for jobs that are available at Institute member organizations. Specifically, Institute members can post an unlimited number of jobs; search for résumés by category, organization type, state, date modified or keywords; see how many individuals have viewed their job postings; and take advantage of many other enhancements. Institute staff also provided assistance to member organizations, including Parkland Health & Hospital System in Dallas and the Medical University of South Carolina, with executive searches. The Institute worked with search firms, including Witt/Kieffer, Korn/Ferry and Carrington & Carrington.

Chong Ho, a 2013 SEP student who interned at UC Davis Health System in Sacramento, Calif., was hired full-time by the system after her SEP stint. Ho (middle) is pictured with Leslie Moore, director of safety and hospitality services (left), and Rhonda Becker, director of professional services (right).
Resources Provide Best Practices and Strategies

Diversity Dialogues. The Institute in 2014 hosted 10 Diversity Dialogue webinars featuring nationally renowned speakers who presented on important issues in health care. Presentations included best practices and lessons learned from leading hospitals on organizational and employee values, cultural competency, LGBT health care, language access, population health and many other topics. Three webinars were conducted jointly with Hospitals in Pursuit of Excellence (HPOE), the AHA’s strategic platform to accelerate performance improvement in hospitals.

Guides and Resources. The Institute worked with HPOE, HRET and the Equity of Care initiative to produce an Equity of Care compendium of guides and resources for hospital and health system leaders. This compendium, which will be released in October, will feature a guide from the Institute on the role of the chief diversity officer in academic health centers, as well as a guide on becoming a culturally competent health care organization. Other guides on the collection and use of race, ethnic and language preference data and leadership diversity are expected later in 2014. In addition, the Institute collaborated with Equity of Care on the release of video interviews with health care leaders sharing their ideas on eliminating health care disparities and providing culturally competent care.

Bringing You the Latest News. The Institute this year used multiple platforms to keep you informed about all of the news from the organization, as well as items relating to health care diversity. Bridges, the Institute’s flagship newsletter, will publish four issues in 2014. Members also received “News from the Institute,” a bimonthly email newsletter highlighting Institute happenings and many upcoming programs of interest to diversity professionals. Discounted advertising opportunities allowed member organizations to promote upcoming events or programs to the Institute’s digital audience. The Institute continued to expand its social media outreach through Twitter, Facebook, and LinkedIn, with hundreds of professionals connecting to stay on top of the Institute’s latest news and events. Institute members also received free access to AHA SmartMarket, an innovative social network designed exclusively for health care professionals.