Strategies for Advancing Health Equity within Health Centers:
The Foundations of a Health Equity Plan

Thursday, March 14, 2024
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The Weitzman Institute is Committed to Justice, Equity, Diversity & Inclusion

At the Weitzman Institute, we value a culture of equity, inclusiveness, diversity, and mutually respectful dialogue. We want to ensure that all feel welcome. If there is anything said in our program that makes you feel uncomfortable, please let us know via email at nca@chc1.com

Moses Weitzman Health System Affiliates

National Training and Technical Assistance Partnership
Clinical Workforce Development

Provides free training and technical assistance to health centers across the nation through national webinars, learning collaboratives, activity sessions, trainings, research, publications, etc.

Team-Based Care
- Fundamentals of Comprehensive Care
- Advancing Team-Based Care

Training the Next Generation
- Postgraduate Residency and Fellowship Training
- Health Professions Training

Emerging Issue
- HIV Prevention

Advancing Health Equity

Preparedness for Emergencies and Environmental Impacts on Health

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Chief Diversity, Equity and Inclusion Officer
Moses/Weitzman Health System

Objectives

- Gain a foundational knowledge of JEDI principles and terminology

- Understand the need for establishing and implementing a health equity plan

- Identify steps for developing an actionable health equity plan

Moses/Weitzman Health System JEDI Office

- **JEDI Office**: Small, but Mighty!
  - 1 Chief Diversity, Equity & Inclusion Officer (CDEIO) + 1,200 partners across the organization
  - Promotes the expectation that JEDI work is EVERYONE's responsibility
- JEDI Commitment Statement:

  Moses Weitzman Health System Inc., and affiliates, are committed to advancing its values of justice, equity, diversity, and inclusion (JEDI) across the organization. We acknowledge, embrace and value the diversity and individual uniqueness of our patients, students, employees and external partners. MWHS strives to foster a culture of equity and inclusion in broad and specific terms.
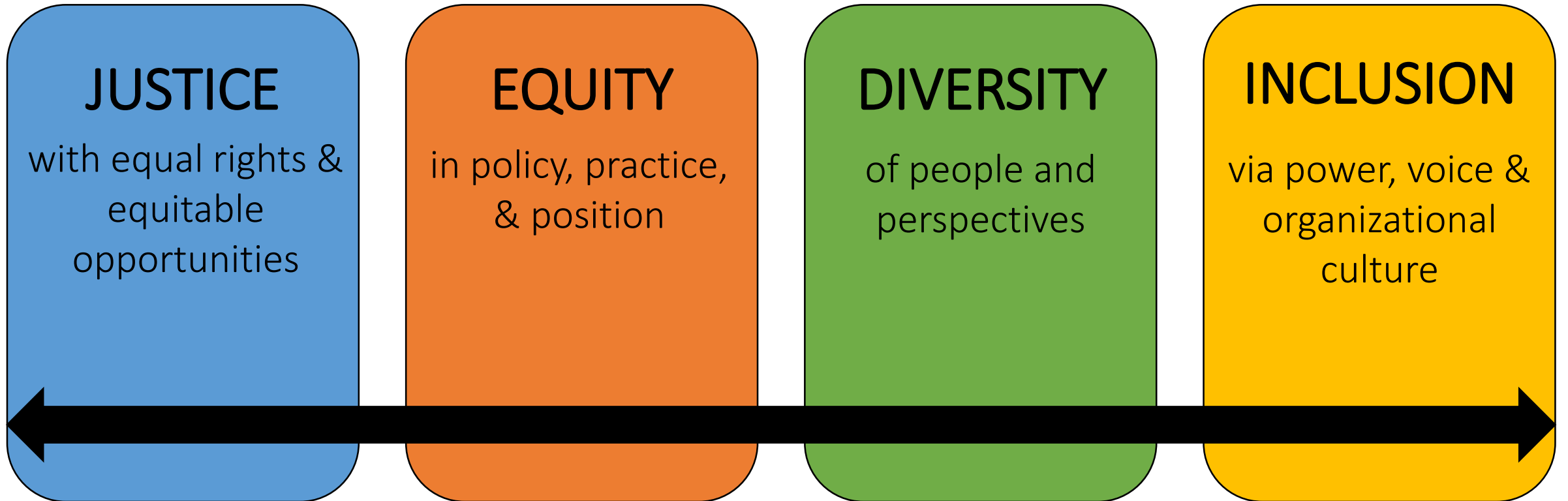
  Our commitment to JEDI presents itself in our quality health care delivered to our patients, our passion for inclusive excellence for our employees, the learning environment we foster for our students, and the attention paid to our equitable and inclusive policies and practices across the organization.

Poll: How familiar are you with the principles of Justice, Equity, Diversity, and Inclusion (JEDI)?
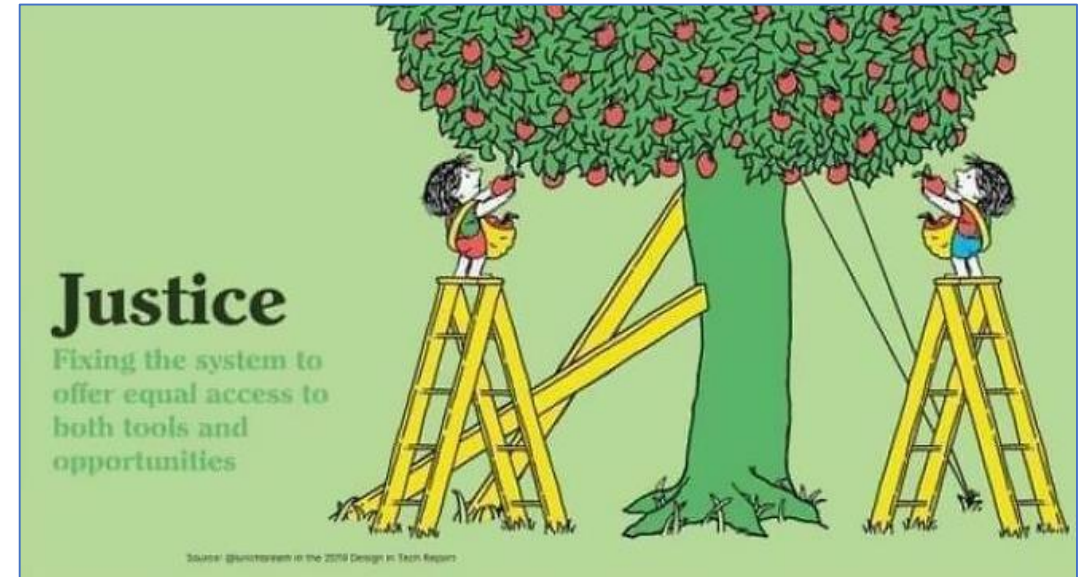
- Very familiar

- Somewhat familiar

- Not familiar at all

Identifying JEDI Terms

JUSTICE
with equal rights & equitable opportunities

EQUITY
in policy, practice, & position

DIVERSITY
of people and perspectives

INCLUSION
via power, voice & organizational culture

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Justice

- Fair and impartial treatment of all individuals, ensuring that each person receives what is rightfully and ethically due to them.

- Involves the idea of moral rightness and fairness in the distribution of opportunities, resources, and consequences within a society.

Justice
Fixing the system to offer equal access to both tools and opportunities

Source: @sunchreteem in the 2018 Design in Tech Report

Justice in Action:
Health Center Examples

Resource Allocation

Ensuring equitable distribution of funds/resources to address health disparities.

Health Policy Advocacy

Advocating for policies that address systemic issues contributing to health disparities.

Community Engagement

Involving diverse community groups in decision-making processes.

Elimination of Bias

Implementing staff training programs to recognize and address biases.

Reducing Health Disparities

Prioritizing interventions to address the unique needs of disadvantaged populations.

Equity

- Involves the promotion of fairness and justice by providing individuals with the resources and opportunities they need to achieve the same outcomes.

- Recognizes that people have different starting points and aims to address and correct these disparities to ensure everyone has an equal chance
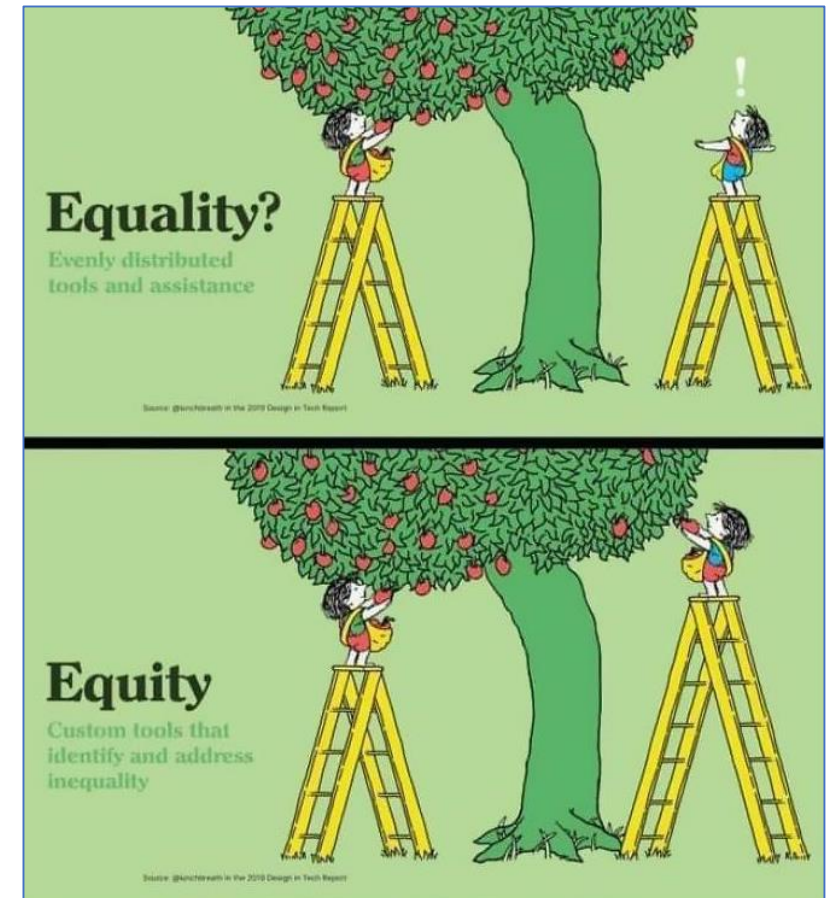
Equity in Action:
Health Center Examples

| Access to Care	Language Services	Culturally Competent Care	Financial Assistance Programs	Telehealth Access
Ensuring that all patients, regardless of background, have equal access to quality healthcare.	Providing interpreters and translated materials to overcome language barriers.	Training healthcare providers to offer culturally sensitive and equitable services.	Offering financial assistance to underserved populations to eliminate economic barriers.	Ensuring technological inclusivity for remote healthcare services.

Diversity

- Refers to the presence of a wide range of human differences, including but not limited to race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, and more.

- Embracing diversity involves recognizing, respecting, and valuing these differences in individuals and groups.
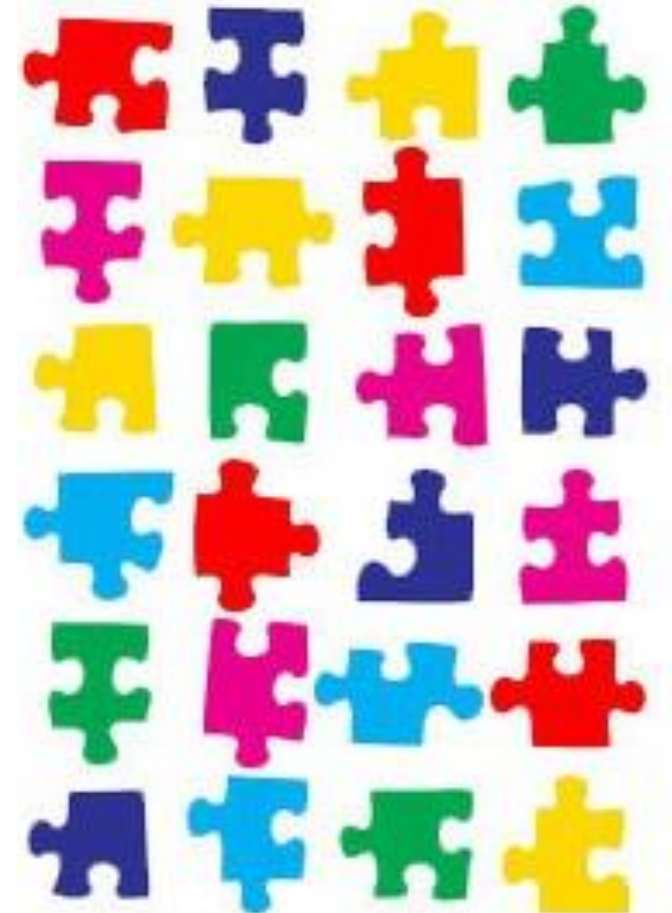
Diversity in Action: Health Center Examples

Multicultural Staff Representation

Ensuring diverse representation within the healthcare workforce, including various ethnicities, genders, and backgrounds.

Patient Demographics

Recognizing and appreciating the diverse demographic makeup of the patient population.

Cultural Competency Training

Providing ongoing training for staff to understand and respect the diverse cultural norms of patients.

Community Outreach Programs

Engaging with diverse communities through targeted outreach to understand specific healthcare needs.

Health Education in Multiple Languages

Offering health education materials in various languages to cater to diverse language preferences.

Inclusion

- Deliberate effort to create environments and cultures that embrace and welcome diversity.

- Involves ensuring that all individuals, regardless of their differences, feel valued, respected, and included in decision-making processes, activities, and day-to-day life.

Inclusion in Action:
Health Center Examples

Accessible Facilities

Ensuring healthcare facilities are physically accessible to individuals with disabilities, allowing for an inclusive environment.

Inclusive Decision-Making

Actively involving diverse voices, including patients, in decision-making processes to ensure varied perspectives.

Culturally Inclusive Practices

Implementing policies and practices that embrace and respect the diverse cultural backgrounds of both staff and patients.

Affirming Pronoun Usage

Encouraging and respecting the use of preferred gender pronouns for individuals who identify as LGBTQI+.

Inclusive Healthcare Policies

Developing and implementing policies that promote equal access and fair treatment for everyone.

Case Study Example

Background: Health Center A recognized the importance of inclusive care and decided to implement Justice, Equity, Diversity, and Inclusion (JEDI) principles to enhance their services.

Outcome: Improved patient satisfaction, increased engagement, and better health outcomes, showcasing the success of an inclusive care model.

Poll: How comfortable are you with applying a Justice, Equity, Diversity, and Inclusion (JEDI) lens to your work at the health center?

- Very comfortable

- Somewhat comfortable

- Not comfortable at all

What is Health Equity?

"Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health, such as poverty, discrimination, powerlessness, and their consequences, including lack of access to good jobs with fair pay, safe environments, and quality education, housing, and health care." - Robert Wood Johnson Foundation

Health equity is achieved when every person has the opportunity to "attain his or her full health potential" and no one is "disadvantaged from achieving this potential because of social position or other socially determined circumstances." – Centers for Disease Control and Prevention

1. Robert Wood Johnson Foundation. (2017, May). What Is Health Equity? Retrieved March 11, 2024, from https://www.rwjf.org/en/insights/our-research/2017/05/what-is-health-equity-.html
2. Centers for Disease Control and Prevention. (2021, May 17). Designing Community Health Efforts. CDC. Retrieved from https://www.cdc.gov/nccdphp/dnpao/health-equity/health-equity-guide/designing-community-health-efforts.html

Health Disparities

Health disparities are preventable differences in the burden of disease, injury, violence, or opportunities to achieve optimal health that are experienced by populations that have been disadvantaged by their social or economic status, geographic location, and environment.

Racial and ethnic minority groups	People with disabilities	Women	People who identify as LGBTQI+ (lesbian, gay, bisexual, transgender, queer, intersex, or other)	People with limited English proficiency	Other groups

1. Centers for Disease Control and Prevention. (July 1, 2022). Health Equity: What is Health Equity? Retrieved March 11, 2024, from https://www.cdc.gov/healthequity/whatis/index.html

Examples of Health Disparity Data Points

- The average life expectancy among Black or African American individuals in the United States is four years lower than that of White individuals.

- 21.9 percent of adults with a disability smoke while 10.9 percent of adults without a disability smoke.

- Compared to non-Hispanic White adults and Asian adults, incidence of newly diagnosed diabetes estimates were higher for non-Hispanic Black adults and Hispanic adults.

- LGBTQ+ youth are at greater risk for poor mental health, violence, and HIV than their non-LGBTQ+ peers.

1. Centers for Disease Control and Prevention. (July 1, 2022). Health Equity: What is Health Equity? Retrieved March 11, 2024, from https://www.cdc.gov/healthequity/whatis/index.html
2. Centers for Disease Control and Prevention. Disability and Health Data System (DHDS) [Internet]. [updated 2023 May; cited 2023 May 15]. Available from: http://dhds.cdc.gov
3. Centers for Disease Control and Prevention. National Diabetes Statistics Report website. https://www.cdc.gov/diabetes/data/statistics-report/index.html. Accessed March 11, 2024
4. Centers for Disease Control and Prevention. (July 1, 2022). Lesbian, Gay, Bisexual, and Transgender Health: Youth. Retrieved March 11, 2024, from https://www.cdc.gov/lgbthealth/youth.htm#print

Health Equity Plan (HEP)

- Your organizations roadmap to address health disparities

- MWHS recognizes health equity as the shared responsibility of the entire organization.

- The Health Equity Plan is a joint initiative, fostering collaboration between the Justice, Equity, Diversity, and Inclusion (JEDI) office and clinical teams.

- Encompasses various sectors including HR, JEDI, clinical teams, and operations, the plan ensures a comprehensive approach to health equity across the entire organization.

Steps for Developing a HEP

Establish a HEP Team → Identify Priorities → Develop Goals → Utilize Goals to Guide Health Equity Work
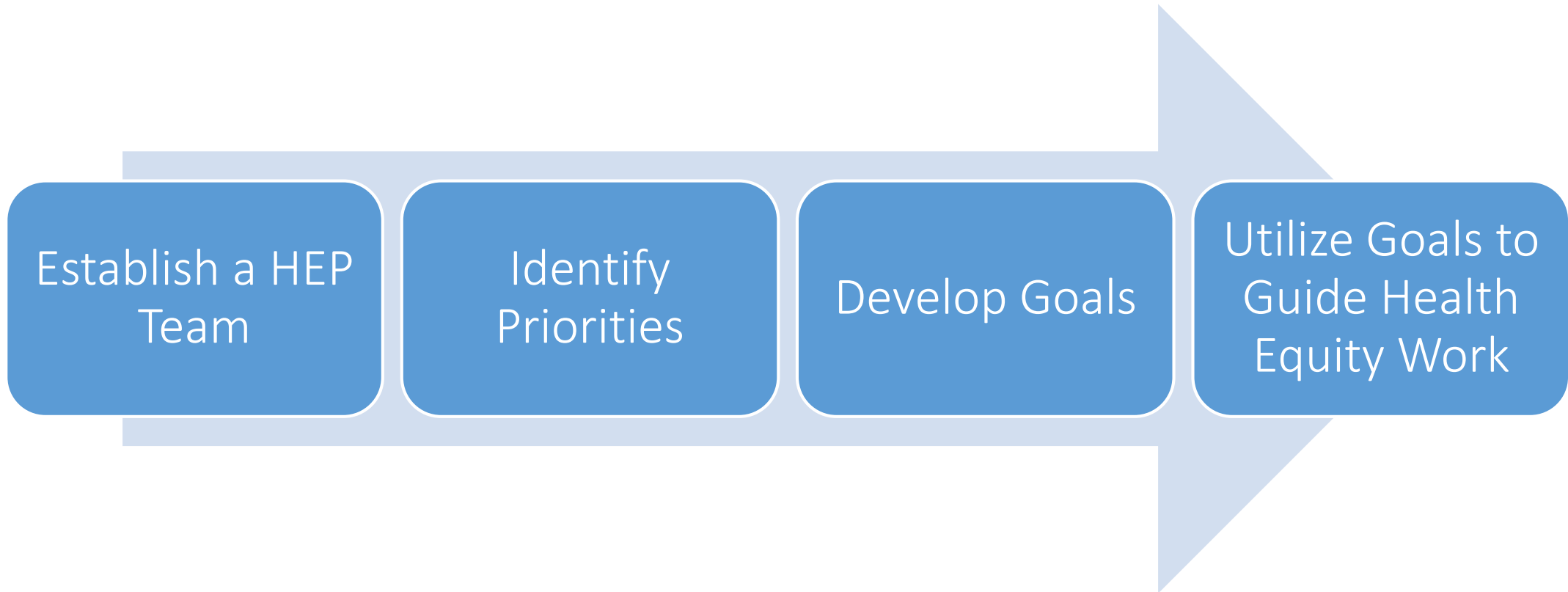
Menti: What roles and expertise should be represented on a HEP Team?

Step 1: Establish a HEP Team

Strategies

➢ Define team roles and expectations at the beginning

➢ Identify champions and partners within the team

➢ Build a diverse team with representation from all organizational levels, encompassing various roles, departments, levels of expertise, gender, race/ethnicity, etc.

➢ Secure buy-in from multiple departments to support equity initiatives

➢ Facilitate collaboration across silos through team efforts

Tips

❑ Use a visual representation, such as a chart, to illustrate responsibilities and reporting structures

❑ Encourage self-nominations and nominations from peers to ensure genuine commitment

❑ Consider rotating roles or inviting guest members to ensure diverse perspectives over time

❑ Share success stories that highlight the positive impact of health equity initiatives

❑ Establish regular team meetings and use collaboration tools to enhance communication

HEP Team at CHC

- Formed in late fall of 2021
- Members include:
  - Chief Diversity, Equity, Inclusion Officer
  - Clinical Chiefs
  - Regional Vice Presidents
  - Center for Key Populations Leadership
  - Child Guidance Center Leadership
  - Weitzman Institute Leadership and many others

- Guided by Department of Health & Human Services' National Standards for Culturally and Linguistically Appropriate Services (CLAS) and the Joint Commission's Sentinel Alert on Health Care Disparities
- https://thinkculturalhealth.hhs.gov/clas

Champions & Partners at CHC

Champions:	Partners:
The role of the HEP "Champion" is to drive the efforts within their designated priority.	The role of HEP "Partner" is to collaborate with champions, and other partners, in support of the efforts within their designated priority.
Priority 1: Chief Diversity, Equity and Inclusion Officer	Vice President Human Resources Manager of Talent Acquisition
Priority 2: Regional Vice President & Medical Director of the Center for Key Populations	Director of Business Intelligence Senior Quality Improvement Data Manager
Priority 3: Chief Medical Officer, Clinical Director of the Child Guidance Clinic, Chief Dental Officer	Director of the Center for Key Populations Medical Director of the Center for Key Populations VP/Chief Quality Officer Senior Quality Improvement Data Manager
Priority 4: Weitzman Institute Vice President and Director	Director of Research

Step 2: Identify Priorities

Strategies

- Analyze chronic illness rates and patient data to pinpoint health disparities

- Engage in focus groups with patients and clinical teams to understand challenges and areas needing improvement

- Look at broader healthcare issues and decide which areas need the most attention

- Gather input through surveys and interviews to understand community perspectives and priorities

Tips

- Focus on conditions impacting marginalized populations

- Encourage active participation and the sharing of unique perspectives

- Collaborate with community organizations to gain perceptions

- Ensure anonymity to foster honest responses

Health Equity Priorities Chart

Priority Example: Accessible and Culturally Competent Services

Action Plan/Activity	Expected Outcome	Action Item Timeline	Point Person/Team	Notes
XX	XX	XX	XX	XX

Step 3: Develop Measurable Goals

Strategies

➤ Align goals with health disparities and challenges identified during the priority identification process

➤ Incorporate metrics that reflect patient experiences and outcomes, ensuring goals resonate with the community

➤ Establish a plan for ongoing assessment to track progress and make adjustments as needed

➤ Involve key stakeholders, including patients, clinical teams, and community members, in goal development to ensure diverse perspectives

➤ Define clear roles and responsibilities to ensure accountability in achieving the set goals

➤ Identify and allocate necessary resources to support the achievement of each goal effectively

Tips

❑ Regularly reassess goals to align with evolving community needs.

❑ Use patient feedback to humanize data and resonate with the community.

❑ Schedule routine progress assessments for continuous improvement.

❑ Encourage open communication for ongoing engagement and collaboration.

❑ Clearly outline team roles, ensuring shared responsibility for goals.

❑ Assess and leverage internal and external resources effectively.

HEP Executive Summary at CHC

Health Equity Priorities	Measurable Goals	Accountability	Time Line
Awareness of Health Care Equity and Competency	Development of JEDI training program cycle for all employees including leadership JEDI-related Grand Rounds Trainings for clinical staff	Justice Equity Diversity Inclusion (JEDI) Office	FY2022-2023
Meaningful Data Documentation, Collection, and Analysis	Identify at least 3 data reports to work on including race and ethnicity, language, SOGI, and gender	Business Intelligence and Clinical Leaders	FY2022-2023
Identification of Health Disparities and begin Initial Plan for Improved Health Outcomes for CHCI Patients	Identify at least 3 conditions in each discipline to examine the disparate outcomes and develop a performance improvement strategy to improve	Clinical Chiefs and Leaders	FY2022-2023

Step 4: Utilize Goals to Guide Health Equity Work

➢ The established team is instrumental in implementing strategies to achieve the goals through effective communication.

➢ Consistently refer to set goals for ongoing health equity work; regularly assess progress, learn from insights, and adjust strategies as needed.

➢ Implement metrics and data collection to monitor progress over time; document and report this progress for transparency and accountability.

➢ Periodically revisit and adjust goals based on work progress and changing priorities.

➢ Foster a culture of continuous learning and adaptation within the team.

HEP Key Takeaways

➢ Establishing a HEP Team ensures a collaborative and comprehensive approach

➢ Identifying priorities is the foundation for targeted interventions and improvements

➢ Developing measurable goals aligns efforts and provides a clear direction for the HEP

➢ Utilizing goals to guide health equity work requires ongoing commitment, evaluation, and adaptation

Next Steps

➢ Continuously track your progress using specific measures, ensuring alignment with established priorities and goals.

➢ Encourage a culture of always learning and adapting in the HEP Team

➢ Share updates regularly about what's going well and what challenges are being faced

➢ Celebrate achievements and important milestones together as a team!

Questions?

Wrap-Up

Areas of JEDI Focus for Supporting Employees

➢ Commitment from Leadership

➢ Human Resources

➢ Development and Incorporation of a Health Equity Plan

➢ Employee Engagement and Inclusion

➢ Accountability
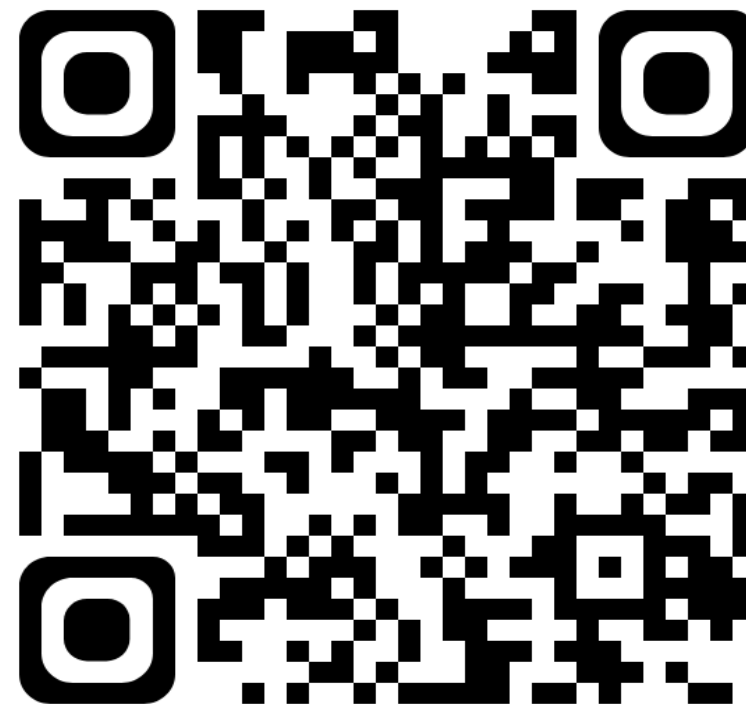
Scan to learn more about Dr. Oliveira and JEDI at Moses/Weitzman Health System!

Comprehensive & Team-Based Care Learning Collaborative

- Free eight-month participatory experience designed to provide knowledge, tools, and coaching to support health centers and look-alikes in improving a UDS measures by implementing a model of team-based care

- Outcomes of the learning collaborative:
  - Identified a clinical team to work on a quality improvement project
  - Improved UDS measures, such as hyptertension, cancer screenings, etc.
  - Implemented pre-visit planning and morning huddles
  - Integrated behavioral health with warm welcomes/handoffs

- For more information/questions, please reach out to Meaghan Angers (angersm@mwhs1.com) or click here!

Team-Based Care

- **Fundamentals of Comprehensive Care**
- **Advancing Team-Based Care**

Explore more resources!

National Learning Library:
Resources for Clinical Workforce Development

https://www.weitzmaninstitute.org/ncaresources

Health Center
Resource Clearinghouse

https://www.healthcenterinfo.org/
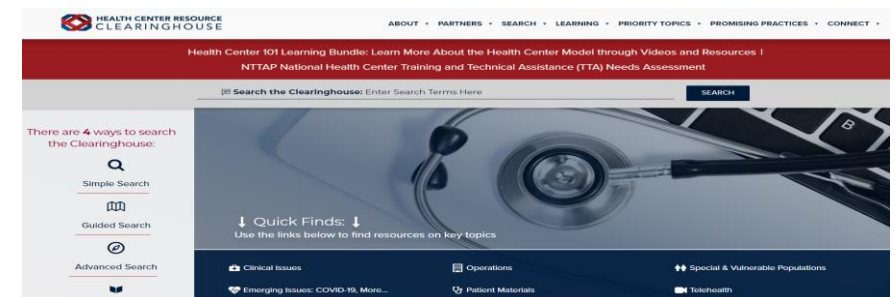
Contact Information

For information on future webinars, activity sessions, and learning collaboratives: please reach out to nca@chc1.com or visit https://www.chc1.com/nca