

2021
AMERICAN HOSPITAL ASSOCIATION
**LEADERSHIP
SUMMIT**

JULY 28-29, 2021
A VIRTUAL EVENT

Governance Affinity Group

August 10, 2021

Please note that the views expressed by the conference speakers do not necessarily reflect the views of the American Hospital Association.

Difficult Conversations on Health Equity and a Board's Response

Karma Bass, MPH, FACHE

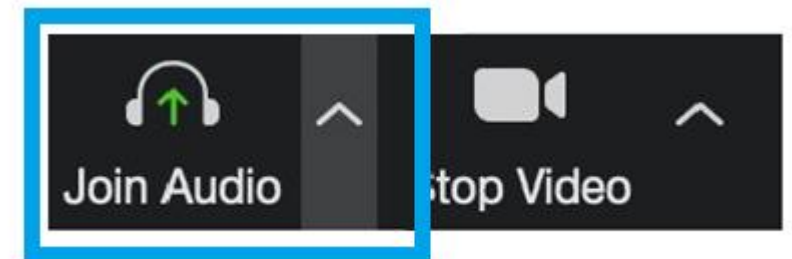
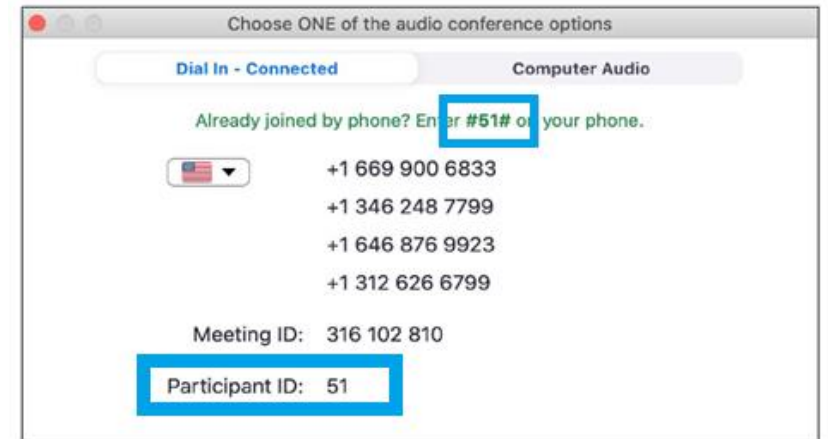
Maria Hernandez, Ph.D.

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Welcome & Housekeeping

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Governance Affinity Group Facilitators



Sue Ellen Wagner

Vice President, Trustee Engagement and Strategy
American Hospital Association



Karma Bass, MPH, FACHE

Senior Principal
Via Healthcare Consulting

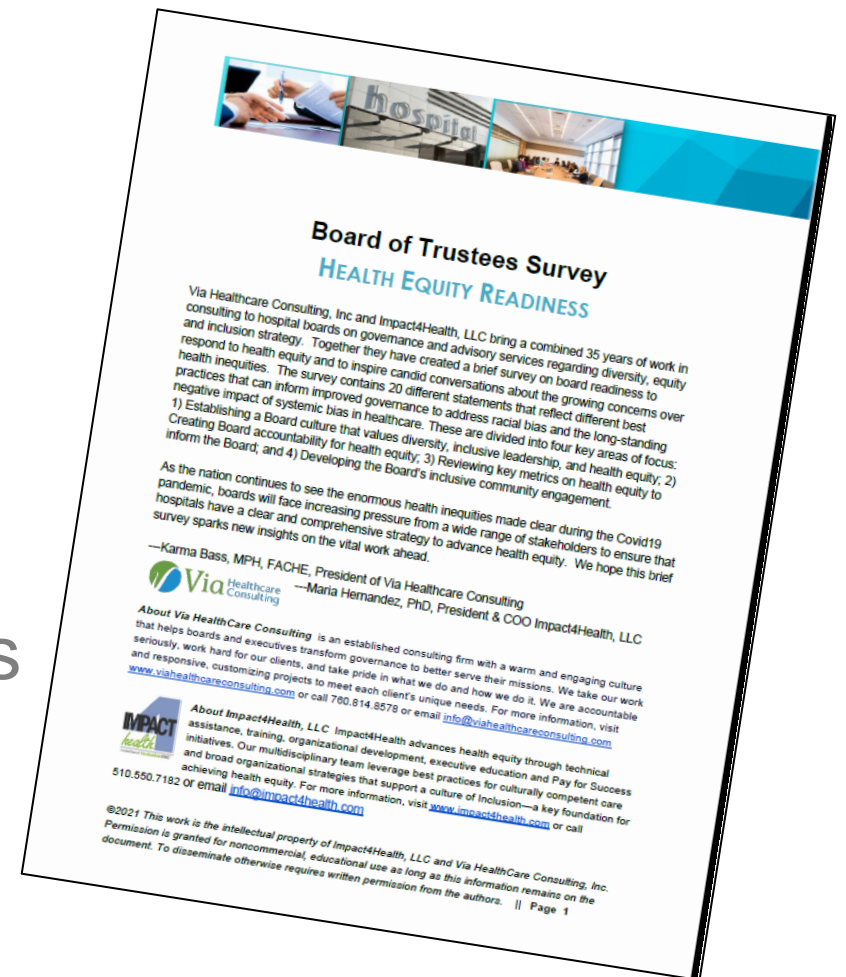


Maria Hernandez, Ph.D.

President and COO
Impact4Health, LLC

A Starting Point

- Engaging in crucial conversations
- Developing awareness on key elements of your health system's strategy to address health inequities
- Creating the impetus to refresh your board for diversity and key capabilities
- Aligning with emerging industry standards



Defining HEALTH EQUITY

Health equity: Means that everyone has a fair and just opportunity achieve optimal health. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.



Equality vs Equity

Disparities and Inequities

Health disparities: Measured health differences between two populations, regardless of the underlying reasons for the differences.

Health inequities: Are differences in health outcomes that are avoidable, unfair and unjust, and make some population groups more likely to have poorer health outcomes than others.

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Known Health Inequities

STRUGGLING TO ESCAPE POOR HEALTH: 120 Years of Health Disparities Reports

African-American and Other Minorities' Long Quest for Equal Treatment in Health Care

Date: April, 2019

Hoag Levins



- Maternal Health
- Infant Mortality
- Heart Disease
- Diabetes

<https://ldi.upenn.edu/news/struggling-escape-poor-health-120-years-health-disparities-reports>

Industry Leaders Recognize the Challenge





Why Do Health Inequities Exist?

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All of Us Have Unconscious Bias

Unconscious Bias: are the mental associations we make—negative or positive without our awareness, intention or control. These associations often conflict with our conscious attitudes, behaviors and intentions

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The Impact of Unconscious Bias: Key Assumptions

7/11

*The 11 assumptions
people make in
the first 7 seconds
of meeting you*

1. Age
2. Gender
3. Ethnicity
4. Race
5. Ability
6. Sexual Orientation
7. Education
8. Social Status
9. Marital Status
10. Friendliness/Trustworthiness
11. Religion

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The Board's Response

Key Elements of
The Board Readiness Survey

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Board Culture Matters Most

“We’ll be fighting the wrong war if we simply tighten procedural rules for boards and ignore their more pressing need to be strong, high functioning work groups whose members trust and challenge one another and engage directly with senior managers on critical issues.”

*Jeffrey Sonnenfeld, “What Makes Great Boards Great,”
Harvard Business Review*

A rowing team of nine people is silhouetted against a bright, hazy sky over a calm body of water. The sun is low on the horizon, creating a strong backlight effect and reflecting on the water's surface. The background consists of a dense line of trees.

Team Behaviors

- Understand the difference between a work group and a team – strive to be a team
- Realize individual board members have no power: you're all in this together
- Hold each other accountable for agreed-upon behaviors
- Spend time cultivating individual relationships

Three Important Notes

- Boards only have authority when meeting as a board (not as individuals or sub-sets)
- Boards must speak with one voice
- The board's primary contact – and only employee – is the CEO



Governance vs. management

How to tell them apart...

- *Governance* – Exercising accountability by setting goals, making major policy and strategy decisions, and overseeing implementation
- *Management* – Delivering results by implementing policy and strategy as set forth by the governing body, managing operations, and reporting on performance



Board Accountability

- Board regularly receives information on how the organization's services or programs are geared to meet the needs of demographic groups reflective of the communities it serves.
- Significant amount of board and committee meeting time spent in discussions vs. receiving reports.
- Clear, measurable goals established around diversity, equity, and inclusion.
- Dashboard-type performance reports regularly shared.
- Ongoing education on health equity and its link to quality performance.
- Individual board members accept responsibility for advocating for health equity
- Board's evaluation of the CEO considers demonstrated inclusive leadership and the commitment to advance health equity.

Metrics on Inclusion & Health Equity

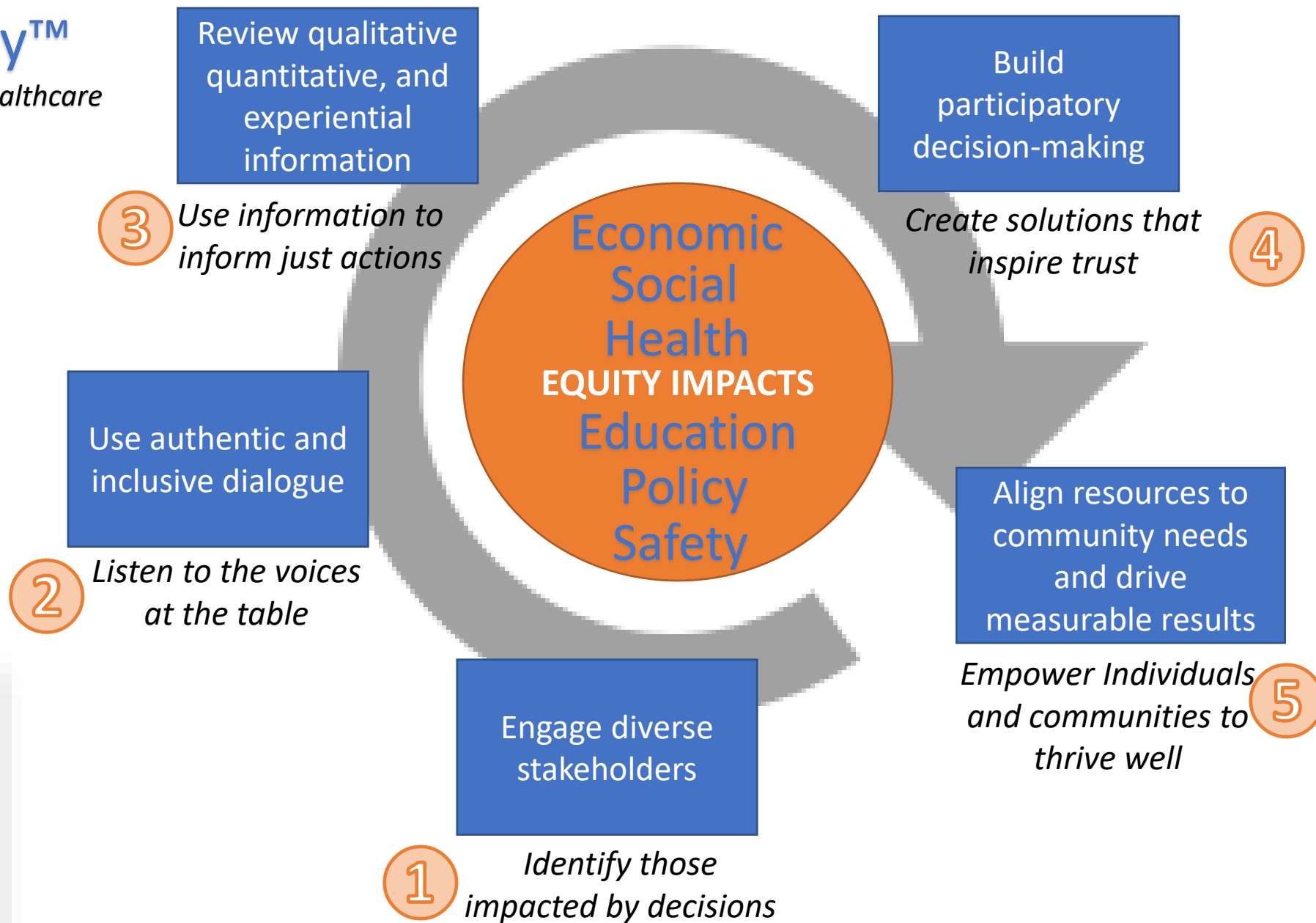
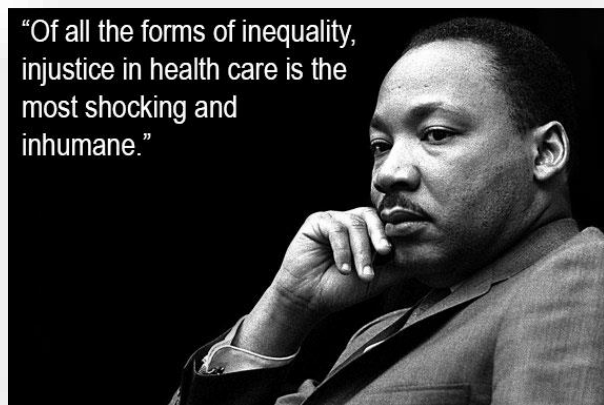
- Look at your **Quality Metrics by demographic group**– Race, Ethnicity and Language preference (REaL) and Sexual Orientation and Gender Identity.
- Aggregate figures will limit your ability to find health inequities
- **Review regional indicators about the social determinants of health** that the communities you serve are facing (poor housing, food insecurity, high rates of pollution, poor healthcare access, limited health education)
- Measure the success of your health system's diversity and inclusion strategy to **recruit, retain and advance diverse staff at all levels**

Inclusive Community Engagement

- Learn about where your patients seek care and support services in their community
- Support key partnerships with public agencies, nonprofits, and faith-based organizations that understand and serve your patients needs
- Ensure your Community Benefit Dollars are targeting known health needs
- Create a Community Advisory Council on Health Equity and Patient Advisory Groups for key populations served to support the design of culturally competent care models

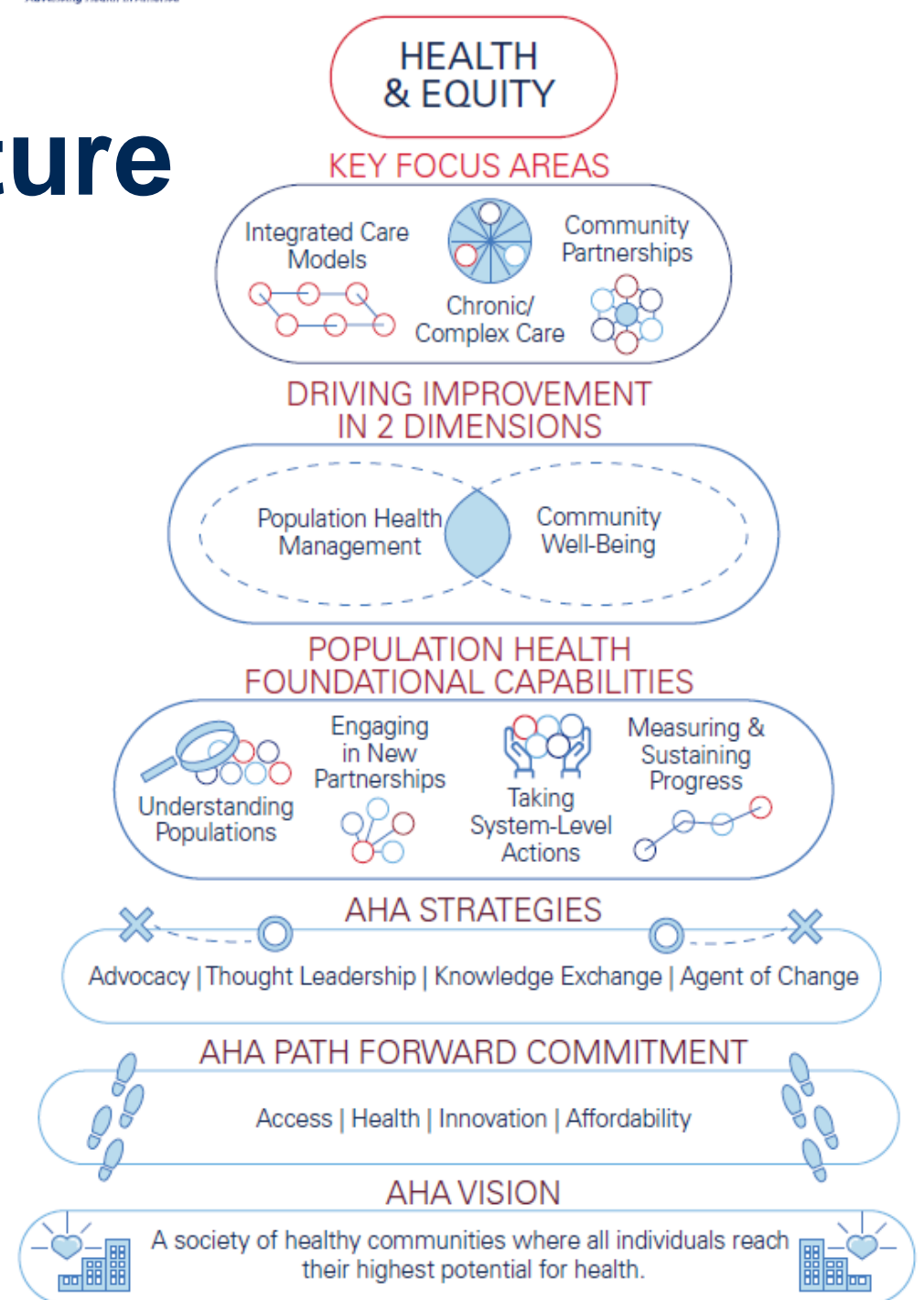
Equity As Strategy™

Making Social Justice a Driver for Healthcare



Understand The Big Picture

- Health equity strategy requires a set of system level efforts including:
 - Integrated care models
 - Complex chronic care services
 - Community partnerships
- At every level, Equity As Strategy
- The work cannot be done inside your four walls alone



Thank You!

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- **For more information about AHA's Trustee Services, visit**
<https://trustees.aha.org>
- **AHA Health Equity and Diversity Resources**
 - <https://trustees.aha.org/health-equity-diversity-and-inclusion>
 - <https://ifdhe.aha.org/health-equity-resources>
 - <https://www.aha.org/trustee-match-program>