Providence SWEDISH

Mentoring and training leaders to improve diversity

…A Health Equity Strategy

Nwando Anyaoku, MD, MPH, MBA
VP, Chief Health Equity Officer
Providence Swedish Health Services

American College of Physicians Washington Chapter
November 5th, 2022

Health Equity

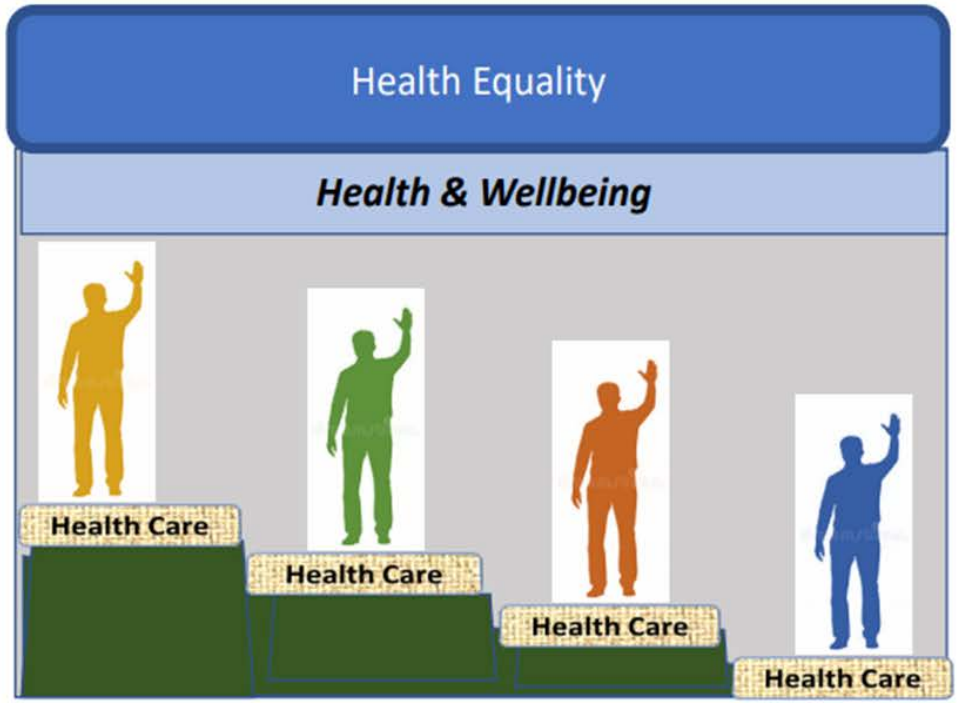
The absence of systematic disparities in health and its determinants between groups of people at different levels of social advantage. To attain health equity means to close the gap in health between populations that have different levels of wealth, power, and/or social prestige.

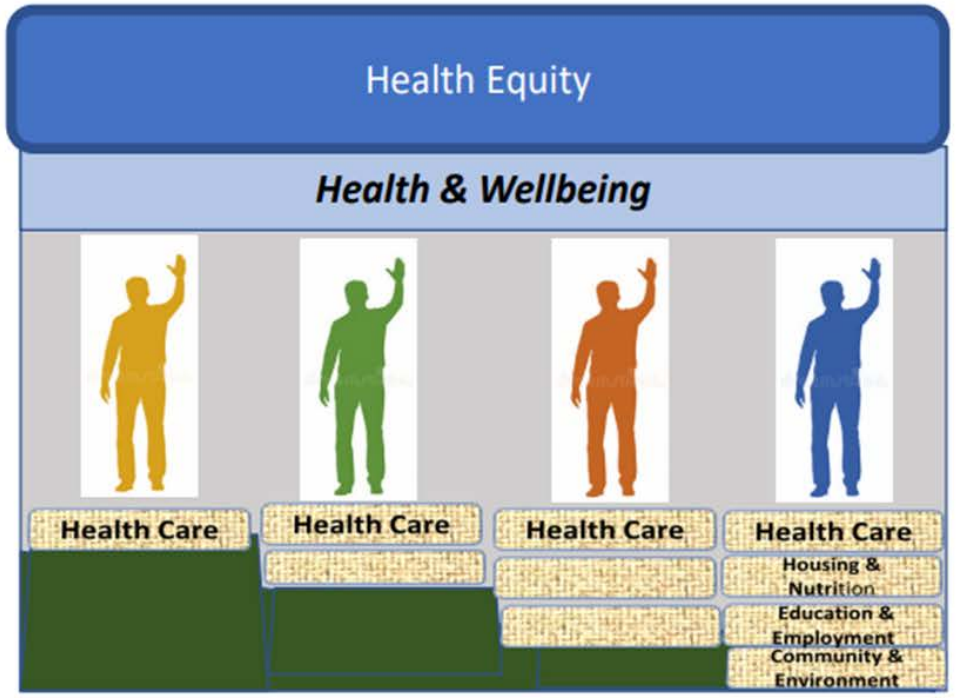
National Institutes of Health

Providence SWEDISH

Health equity: The absence of systematic disparities in health and its determinants between groups of people at different levels of social advantage. To attain health equity means to close the gap in health between populations that have different levels of wealth, power, and/or social prestige.

Health Equality means giving everyone the same thing,
whereas Health Equity means giving people what they need to reach their best health.





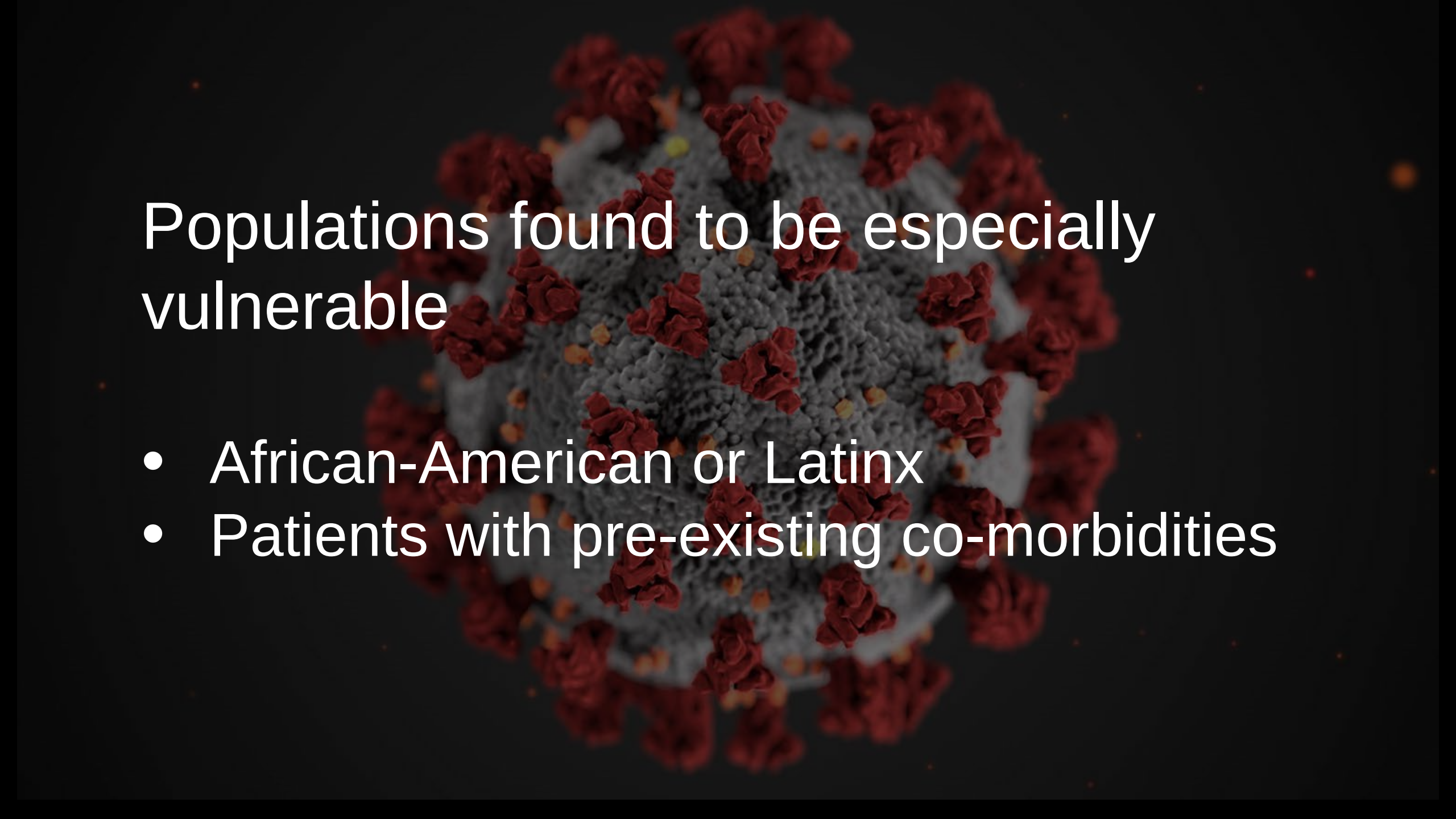
Disparities and Inequities

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

Health inequities: Differences in health across population groups that are systemic, unnecessary and avoidable, and are therefore considered unfair and unjust.

Lessons Learned

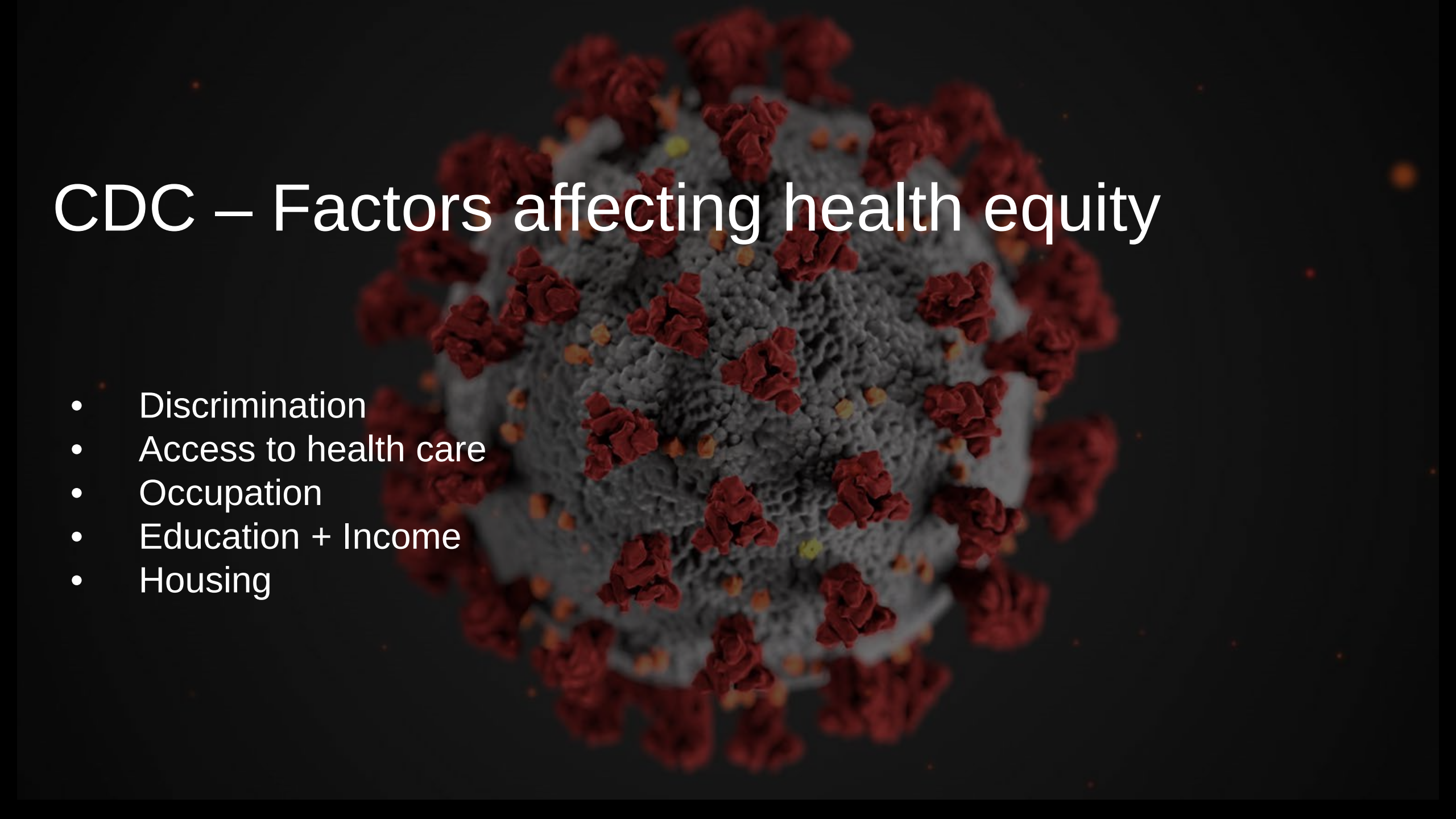
COVID-19 Pandemic



Populations found to be especially vulnerable

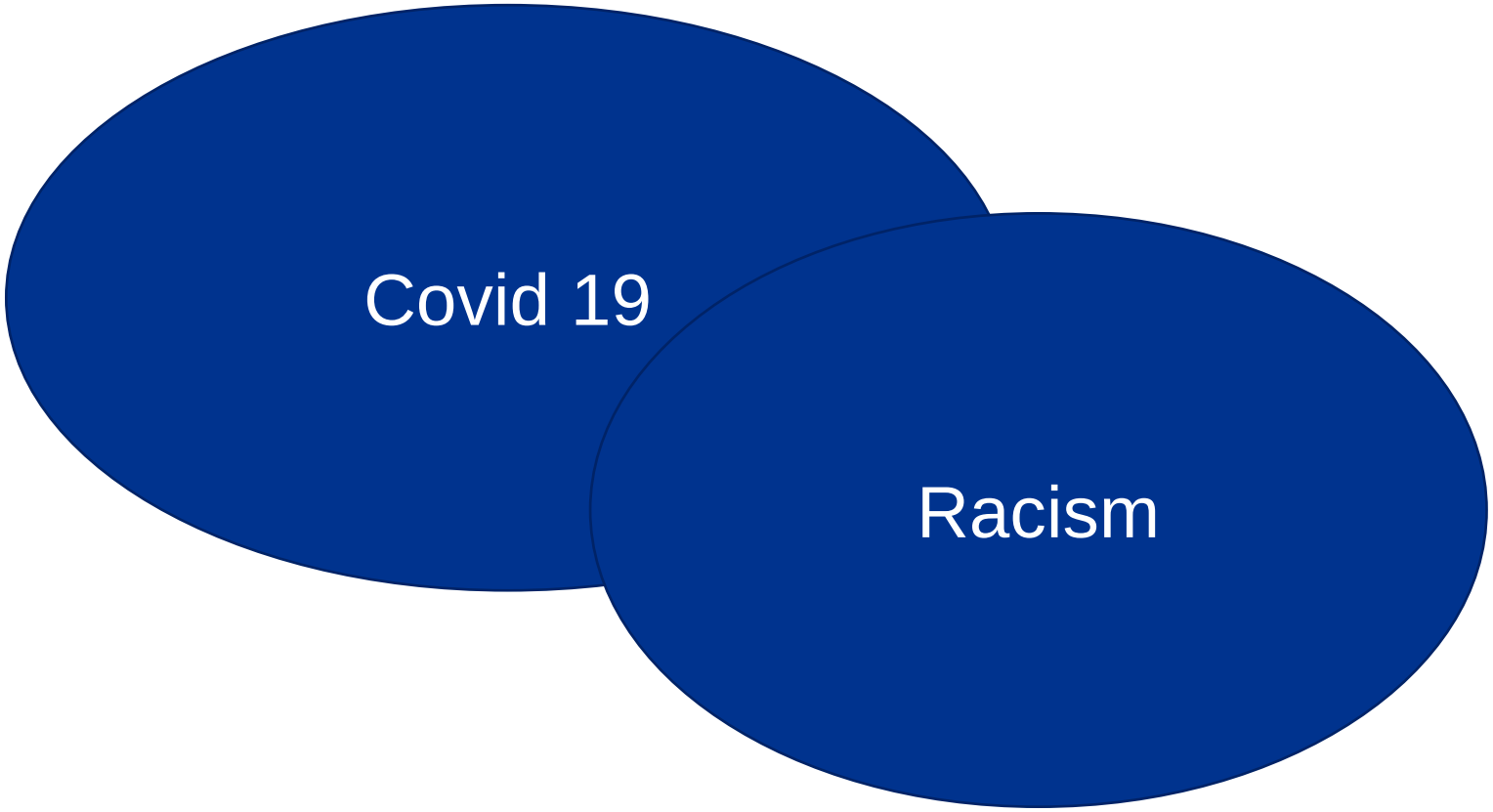
- African-American or Latinx
- Patients with pre-existing co-morbidities

CDC – Factors affecting health equity



- Discrimination
- Access to health care
- Occupation
- Education + Income
- Housing

Syndemic



Humana

City of
Philadelphia

MERCK

IBM

HennepinHealthcare

Deloitte.

Google

EY

AMA

United
Healthcare

CITY OF AUSTIN
FOUNDED 1839

How Are Health Systems Responding?

Structural Changes

- Addition of Chief Health Equity or Chief Diversity Officers
- Population Health Departments are looking at health outcomes by REAL/SOGI
- C-Suite and Board Diversity is a Priority

Service Line Programs

Specialized programs for key conditions—(i.e., Sickle Cell, Maternal Health, Diabetes)– that are tailored to patient populations with different access to care and/or poor outcomes

Training

- Inclusive Leadership Education
- Employee Engagement & Belonging
- Culturally Effective Care
- Trauma Informed Care
- Equity Impact Assessments
- Health Equity Rounds

Metrics and Reporting

- Patent self reporting on REAL/SOGI is being encouraged
- Senior leaders and service line managers are being asked to review health outcomes by REAL/SOGI

IHI Framework for Health Equity in organizations

Make	Make Health Equity A Strategic Priority
Develop	Develop Structure and Process to Support Health Equity Work
Deploy	Deploy Strategies to Address the Multiple Determinants of Health
Decrease	Decrease institutional racism in the organization
Develop	Develop partnerships with community organizations to work on health equity issues

OHEDI
Office of Health Equity, Diversity & Inclusion
SWEDISH
HEALTH
FOR
GOOD

HEALTH EQUITY

- Community Partnerships
- Quality metrics
  - Health access
  - Health outcomes
  - Patient experience
- Culturally Competent Care

DIVERSITY&INCLUSION

- Diverse Workforce
- Inclusive Culture
- Supplier diversity

Congruent clinician-patient racial identities and health equity

Research conducted by Hoffman, Trawalter, Axt., et.al. assessed racial biases in treatment and assessment of pain between black and white patients. The study contributes to the truth that:

- **False biological beliefs transfer into clinics and hospitals whether through implicit or explicit bias**
- **There is a need for physician-patient congruence to combat these biases**

Hoffman KM, Trawalter S, Axt JR, Oliver MN. Racial bias in pain assessment and treatment recommendations, and false beliefs about biological differences between blacks and whites. Proc Natl Acad Sci U S A 2016;113:4296-4301.

Black newborn babies are three times as likely to die during birth as White newborns, when the PCP for the Black babies are also Black (pediatricians, neonatologists, and family practitioners) the ***post-partum mortality rate of the Black newborns was cut in half.***

https://www.washingtonpost.com/health/black-baby-death-rate-cut-by-black-doctors/2021/01/08/e9f0f850-238a-11eb-952e-0c475972cfc0_story.html

Diversifying the clinician workforce

RECRUITMENT

RETENTION

ADVANCEMENT

2.6% of practicing physicians in the US are Black females

Diversifying the clinician workforce challenges

Pipeline/Upstream

- STEM
- medical school
- residency

Recruitment/Retention

- DEI initiatives to create a culture of inclusion
- Affinity groups
- Support and mentoring
- Coaching

Intersectionality

- Racism
- + sexism
- + sexuality/gender
- + ageism
- + ableism

For Doctors of Color, Microaggressions Are All Too Familiar

"They ask you if you're coming in to take the trash out — stuff they wouldn't ask a physician who was a white male."

Give this article 238

Dr. Onyeka Otugo, an emergency physician. Only 5 percent of the American physician work force is African-American, and roughly 2 percent are Black women. Alexandre Da Veiga for The New York Times

Othering

- Oppression, bias, and microaggressions
- Struggles to integrate – “Not a fit”
- Challenge of finding advocates: (mentors/ sponsors/allies)
- Hypervisible and invisible at the same time
- Pressure of pursuing perfection

Spiraling….

They become depressed/frustrated

They experience burnout

They leave and hope to go where they are supported

They quit medicine altogether.

→ Widened health equity gap

A STAT INVESTIGATION

‘It was stolen from me’: Black doctors are forced out of training programs at far higher rates than white residents

By Usha Lee McFarling June 20, 2022

Mentoring as a buffer

- A source of empathy
- A validation for microaggressions
- Recognition, interpretation and coping with harrassment or discrimination
- Buffer against stressful and detrimental experiences
- Avoid having the clinical careers derailed
- Structured mentoring and career development increase retention
- Increase awareness in the organization of the challenges facing diverse clinicians

Surviving and thriving despite the challenges

MENTORSHIP

SPONSORSHIP

COACHING

Mentor

- May identify similarly by race, gender, etc…or not
- Shares their experiences and insights
- Provide validation support and practical feedback for problem solving and overcoming challenges
- Relationship driven

Sponsor

A personal brand ambassador

Has access to key spaces and will advocate for the clinician

Has high social capital and connections

Take higher personal risk to be an advocate

Often of different race or background

Relationship driven

Coach

Developmental coaching model

A coach helps the clinician optimize their innate resources to foster engagement and leadership development.

Supports the whole person rather than just specific goals

Coaching is an investment in the person

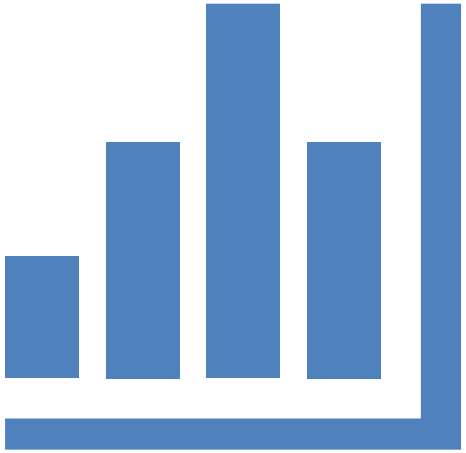
Recruit, retain …and Advance

Increase	Increase diversity at all levels of the organization
Build	Build an inclusive institutional culture centered around diversity, equity, inclusion, and allyship
Facilitate	Facilitate opportunities for mentorship and sponsorship and Invest in developmental coaching for physicians
Encourage	Continuously encourage two-way communication between administration, medical staff and URM clinicians

OHEDI Health Equity Goals

Population Health	Data Capture	Community Partnerships

Hypertension Control in African American patients.
Target
Threshold
Group baseline .



Analyze 12 of our Quadruple aim metrics by REAL
(Race, Ethnicity, Age, and Language)
by December 31st,

Identify community partners and evidenced-based interventions to address health disparities.

Initiate 2 new interventions
by December 31st

OHEDI DEI 2022 Goals

LEADERSHIP

2025 Goal: Increase overall leadership diversity from 64 minority leaders in 2022 to a total of 46%* in the next 3 years.

*Goal based on percentage of minority Caregiver population

PHYSICIAN LEADERSHIP

2025 Goal: Increase physician diversity from 343 minority practitioners to 379 (36%*) practitioners over the next 3 years.

*Goal based on percentage of minority patient population

SUPPLIER DIVERSTIY

2025 Goal: Increase minority owned supplier business spend to 20%. 2020 Total Spend $419,819,960

*Goal based on National Minority Supplier Diversity Council (NMSDC) Best Practice

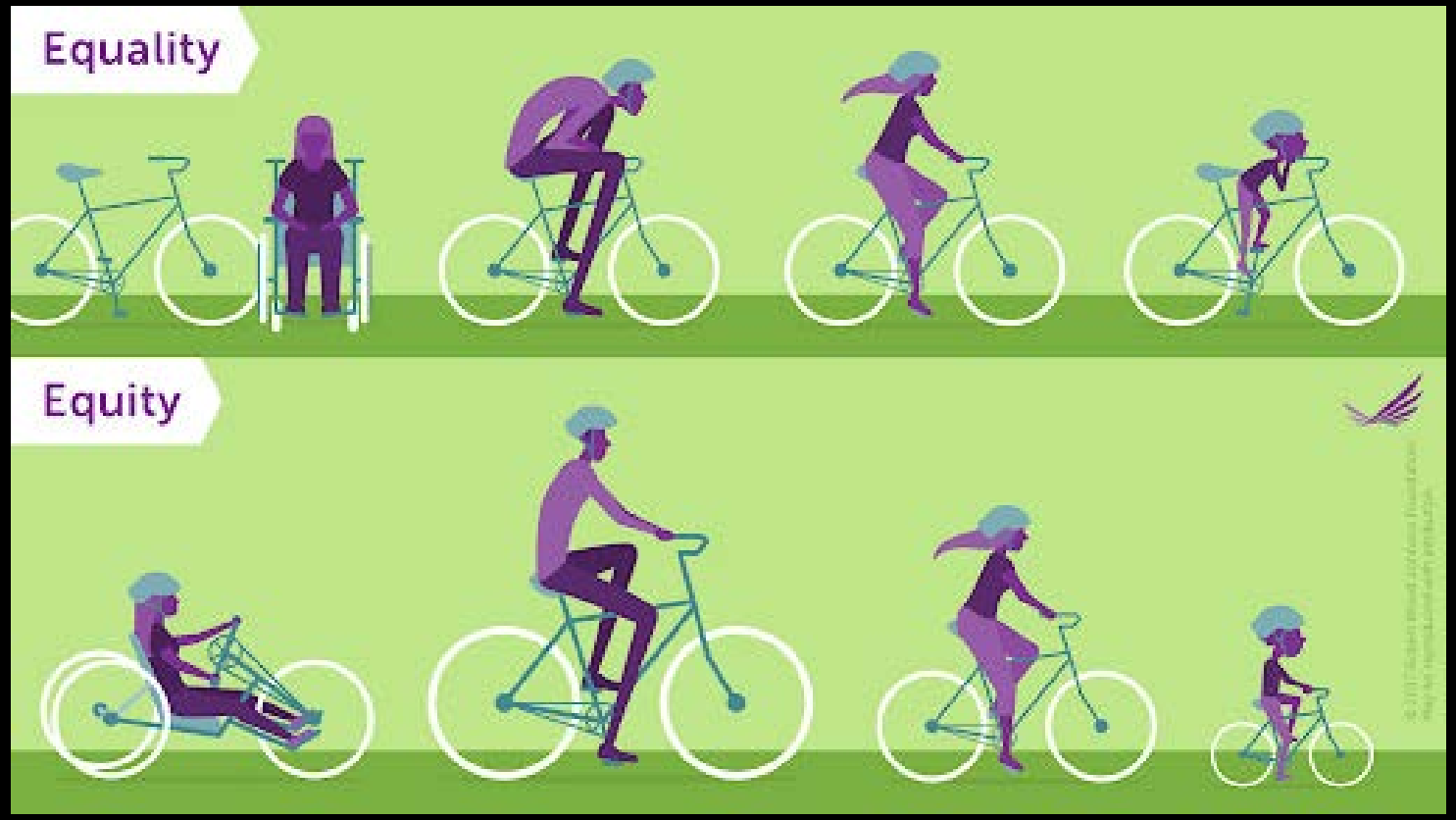
Meharry Medical College Partnership – Fall 2021

Six-week sponsored rotation at Swedish for two third-year medical students

First cohort arrived in January 2022 for clinical rotation in Department of Surgery

GOAL: Spark students' interest in completing residency at Swedish and diversify physician pipeline

MEHARRY®
MEDICAL COLLEGE


Equality
Equity

My Why

Thank you.

nwando.anyaoku@swedish.org