



HPOE Live!

Webinar Series 2014

The presentation will begin shortly.



INSTITUTE FOR DIVERSITY
in Health Management
An affiliate of the American Hospital Association

Equity of Care

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University Hospitals

Cleveland | Ohio

AHA HPOE Webinar

University Hospitals Journey to Increase Diversity in Leadership and Reduce Health Disparities

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Vice President, Government & Community Relations

University Hospitals

Cleveland, Ohio

December 16, 2014

University Hospitals, Cleveland, OH



To Heal

To Teach

To Discover

- Founded in 1866
- UH Case Medical Center (including UH Seidman Cancer Center, UH Rainbow Babies & Children's Hospital, UH MacDonald Women's Hospital)
- 8 Wholly-owned Community Hospitals
- 3 Joint Venture Hospitals
- More than 230 physician locations
- 26 Outpatient Health Centers
- Revenues \$3.5 Billion
- 25,000 Physicians and Employees

Our Mission



To Heal.

To Teach.

To Discover.



Our Vision



We will be a national health care leader by providing the highest quality of care and the best patient experience while innovating and pursuing new medical discoveries.

Our Values

- ✓ **Excellence**
- ✓ **Diversity**
- ✓ **Integrity**
- ✓ **Compassion**
- ✓ **Teamwork**



2013 COMMUNITY BENEFIT

\$240 MILLION

EDUCATION AND TRAINING** \$53 million

UH ensures high-quality health care for our community through graduate medical education of more than 1,000 residents and fellows each year. We train thousands of nurses and other health professionals, and inspire youths to pursue health careers.

COMMUNITY HEALTH IMPROVEMENT** \$44 million

Our outreach programs provide no-cost health screenings and help thousands of people understand their health and ways to maintain and improve it. We also donate money and services to support health-related community causes.

RESEARCH** \$27 million

UH serves our community and our nation by engaging in and underwriting clinical research. In conjunction with Case Western Reserve University School of Medicine and industry, our professionals elevate care standards and develop new ways to diagnose, prevent, treat and cure diseases and injuries.

CHARITY CARE \$59 million

Some people, through no fault of their own, do not have the means to pay for essential health care. Throughout our 149-year history, University Hospitals has provided care without regard to one's ability to pay.



MEDICAID SHORTFALL* \$57 million

Medicaid reimbursements and other payments to UH cover only a portion of the cost of treating each patient covered under this state-federal insurance program. UH underwrites the remainder of the bill, reflecting our commitment to our community.

**Our
Community
Commitment**

Our Commitment to Diversity



University Health Consortium's Highest Ranking for Care Equity – 7 consecutive years



Advancing inclusion. Achieving results.™



DiversityInc – Nation's No. 1 Health System for Leadership in Diversity and Inclusion 2013 and 2014



Advancing Equity through Diverse Perspectives



Caring for our Patients...

- SUPER Program (*SUP*porting *Engagement and Resilience*)
- Healthy Harvest
- Parma Health Ministry

Advancing Equity through Diverse Perspectives

“This hospital is so great at helping me and my husband manage my illness,” Mrs. Boyd says. “When we lived in Washington, D.C., there was nothing like this.

University Hospitals is the best for sickle cell.

I’d never go anywhere else.”



Caring for our Community’s Health...

- UH Seidman Cancer Center’s Sickle Cell Program

Board, Physician, Employee Diversity & Inclusion

AHA/HRET Benchmark Study of U.S Hospitals in 2013

Minorities Comprise:	National	UH
Board Seats	14%	26%
Patients	31%	38%
First/Mid Managers	17%	17%



*Advancing inclusion.
Achieving results.™*

Internal Pipeline

- Employee Resource Groups
- Leadership training
- Physician development



Advancing Equity through Diverse Perspectives

Opening Doors ...

- **13%** increase in minority hires since 2012
- **30%** of employees are people of color, vs. **22%** in 7-county metro area

... And Futures

- UH Leadership Academy
- UH Mentoring Program
- UH Bridge to the Future

Advancing Equity through Diverse Perspectives



Clinician Diversity

- ✓ Edgar B. Jackson, MD, Endowed Chair for Clinical Excellence and Diversity
- ✓ Minority Faculty Development Award
- ✓ Henry Meyer III KeyBank Minority Faculty and Administrative Fellowship Program
- ✓ KeyBank Minority Physician Loan Forgiveness Program
- ✓ Dr. David Satcher Clerkship
- ✓ Early Action for Allied Health Careers

Advancing Equity through Diverse Perspectives



Clinician Diversity

Dr. David Satcher Clerkship

- ✓ Recruit underrepresented ethnic minorities
- ✓ Recruit 4th Year medical students from across the U.S.
- ✓ 1 month clerkship at University Hospitals Case Medical Center
- ✓ Paid stipend for housing/travel

Advancing Equity through Diverse Perspectives

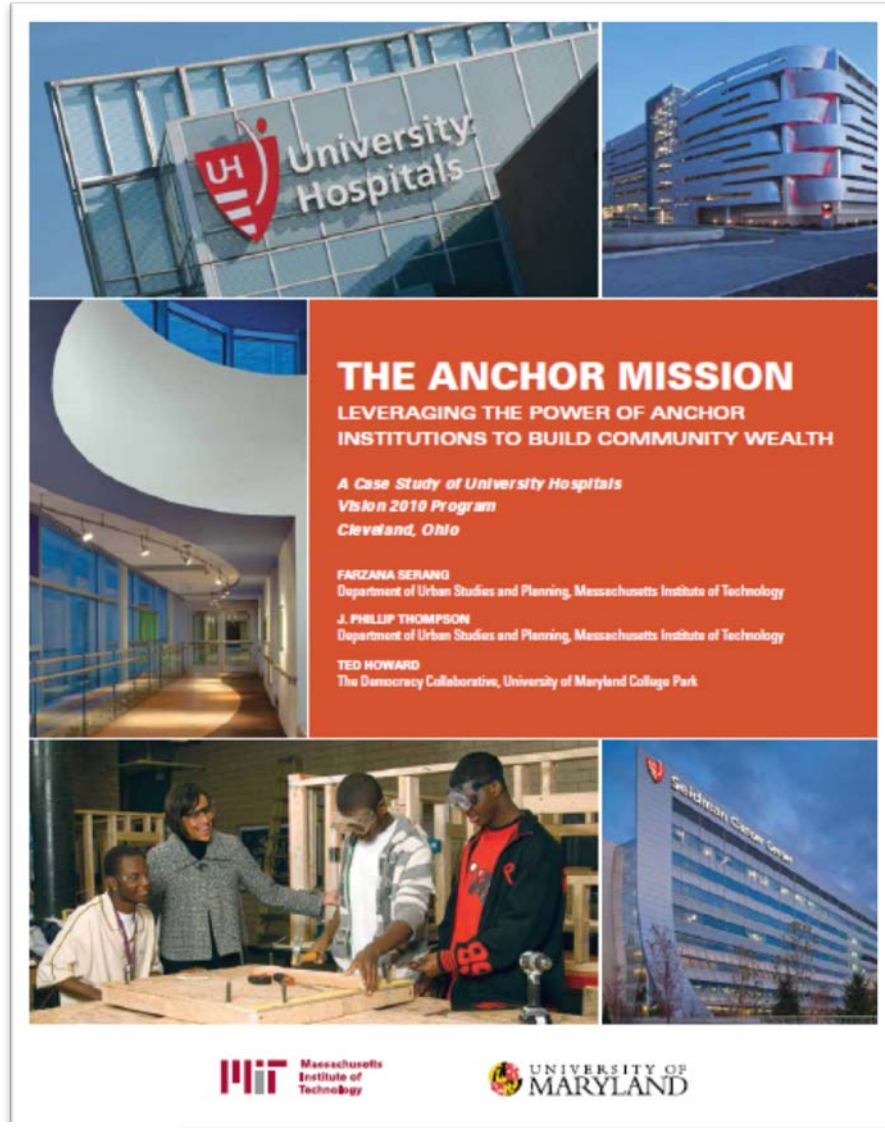
Student Pipeline

Early Action for Allied Health Careers

- ✓ Partner Case Western Reserve School of Medicine & other nonprofits
- ✓ Students from Cleveland and inner ring suburbs
- ✓ Learn about health careers
- ✓ Prepare for college entrance exams
- ✓ Three week summer “boot camp”



Caring For Our Community



The Anchor Mission:

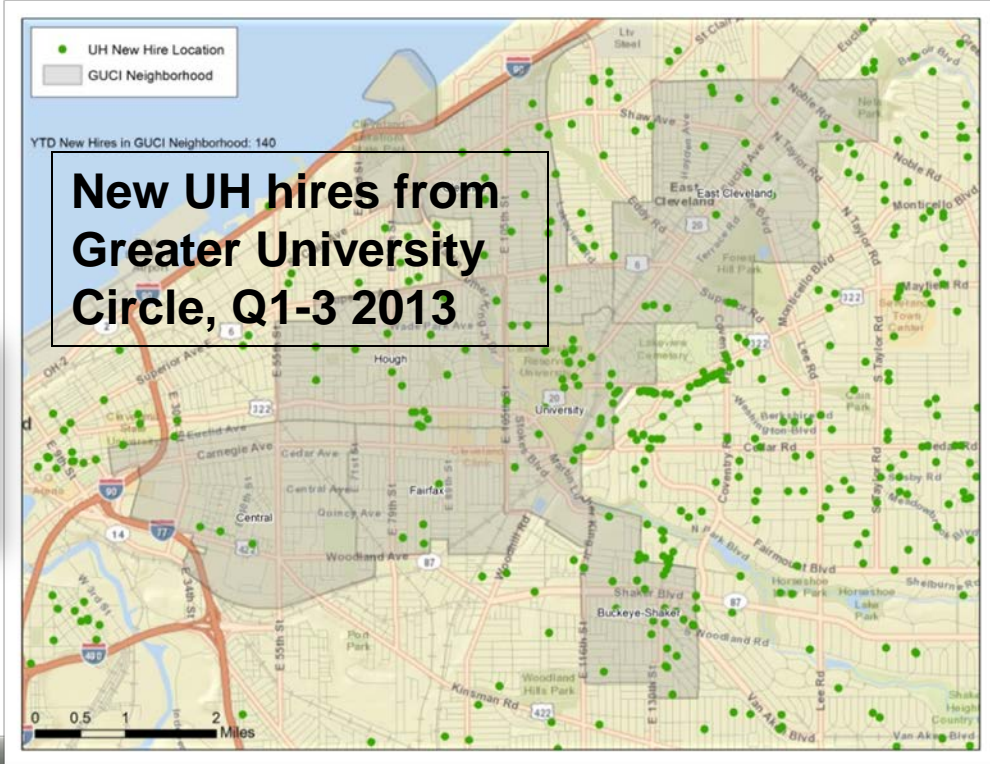
Leveraging civic and economic influence to foster community health, prosperity

Full report at:
uhhospitals.org/anchormission

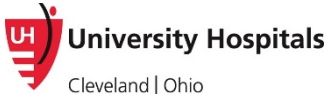
Advancing our Neighborhoods



Health Tech Corridor



 Step Up to UH



Advancing our Neighborhoods



GREATER CIRCLE LIVING
An Incentive to Live Near Work

Buy Rent Rehab



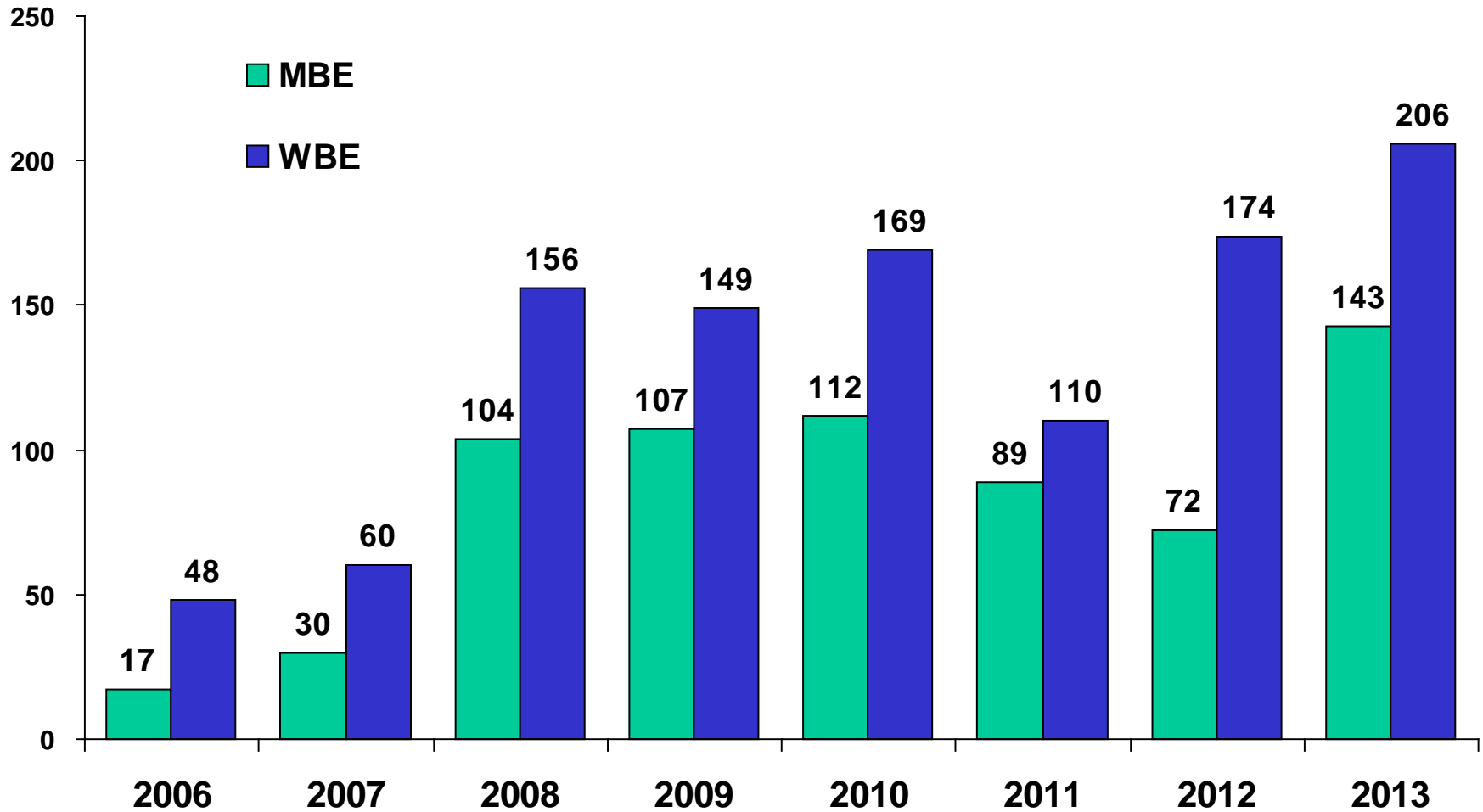
Vision 2010: Opportunity Through Diversity

Spending Strategically to Create Economic Vitality

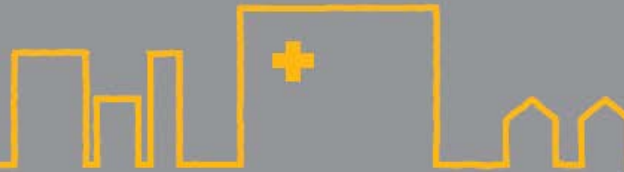
Participation	Target	Achieved
Female-Owned	5%	7%
Minority-Owned	15%	17%
Local / Regional	80%	92%

- **110 MBE / FBE businesses participated**

Opportunity through Supplier Diversity



Leveraging the Power of Anchor Institutions to Build Community Wealth: A Community Forum



Release of MIT-University of Maryland Case Study on Cleveland's University Hospitals Vision 2010 Program



Lessons Learned on the Journey to Increase Diversity in Leadership and Reduce Disparities

- ✓ Importance of external stakeholders
- ✓ Engage stakeholders early
- ✓ Changing culture is more than box checking
- ✓ Make your commitments public
- ✓ Report publically your findings
- ✓ Have a high “say/do” ratio
- ✓ Think beyond the projects
- ✓ Ceilings become the new floors

Thank You

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Cleveland | Ohio



HPOE *Live!*

2015 Webinar Series

Upcoming HPOE Live! Webinars

- January 15, 2015
 - Hospitals Building a Culture of Health
- January 27, 2015
 - Bridging Worlds: The Future Role of the Healthcare Strategist

For more information go to www.hpoe.org

Digital and Social Media Presence

With Hospitals in Pursuit of Excellence's Digital and Mobile editions you can:

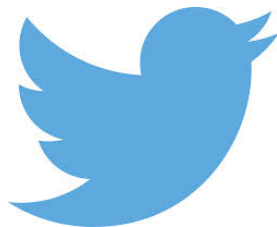
- Navigate easily throughout the issue via embedded search tools located within the top navigation bar
- Download the guides, read offline and print
- Share information with others through email and social networking sites
- Keyword search of current and past guides quickly and easily
- Bookmark pages for future reference



Important topics covered in the digital and mobile editions include:

- Behavioral health
- Strategies for health care transformation
- Reducing health care disparities
- Reducing avoidable readmissions
- Managing variation in care
- Implementing electronic health records
- Improving quality and efficiency
- Bundled payment and ACOs
- Others

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