The presentation will begin shortly.
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

- 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
Our Community Commitment

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.

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.

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.

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 Commitment to Diversity

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

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

University Hospitals
Cleveland | Ohio
Advancing Equity through Diverse Perspectives

Caring for our Patients…

• SUPER Program (SUPporting 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

<table>
<thead>
<tr>
<th>Minorities Comprise</th>
<th>National</th>
<th>UH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Seats</td>
<td>14%</td>
<td>26%</td>
</tr>
<tr>
<td>Patients</td>
<td>31%</td>
<td>38%</td>
</tr>
<tr>
<td>First/Mid Managers</td>
<td>17%</td>
<td>17%</td>
</tr>
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**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
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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
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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
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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”
The Anchor Mission:
Leveraging civic and economic influence to foster community health, prosperity

Full report at: uhhospitals.org/anchormission
Advancing our Neighborhoods

New UH hires from Greater University Circle, Q1-3 2013

Health Tech Corridor

Step Up to UH

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## Vision 2010: Opportunity Through Diversity

**Spending Strategically to Create Economic Vitality**

<table>
<thead>
<tr>
<th>Participation</th>
<th>Target</th>
<th>Achieved</th>
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</thead>
<tbody>
<tr>
<td>Female-Owned</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>Minority-Owned</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>Local / Regional</td>
<td>80%</td>
<td>92%</td>
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• 110 MBE / FBE businesses participated
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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Upcoming HPOE Live! Webinars

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  – Hospitals Building a Culture of Health

• January 27, 2015
  – Bridging Worlds: The Future Role of the Healthcare Strategist

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- Improving quality and efficiency
- Bundled payment and ACOs
- Others

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