

Advancing Health Equity: A Guide for Leaders

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Executive Leadership Conference 2024



I have no relevant relationships
with ineligible companies to
disclose within the past 24 months.



Objectives

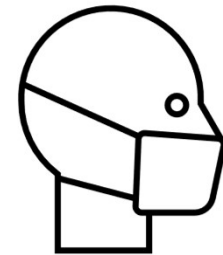
- 1 Identify how health equity positively impacts the organization's bottom line
 - 2 Create a business case for stakeholders' buy-in
 - 3 Apply health equity frameworks to embed equity within the organization's structure
 - 4 Establish a system of accountability with measurable outcomes in health equity
-

Definitions





Health Equity



Everyone has the opportunity to
attain full health potential





Health Inequities



Differences in the distribution &
allocation of resources



Health Disparities



Differences in health status &
mortality rates across population
groups

Health Disparities

Race/Ethnicity

Socioeconomic
Status

Gender
Identity/Sexual
orientation

Age

Geography

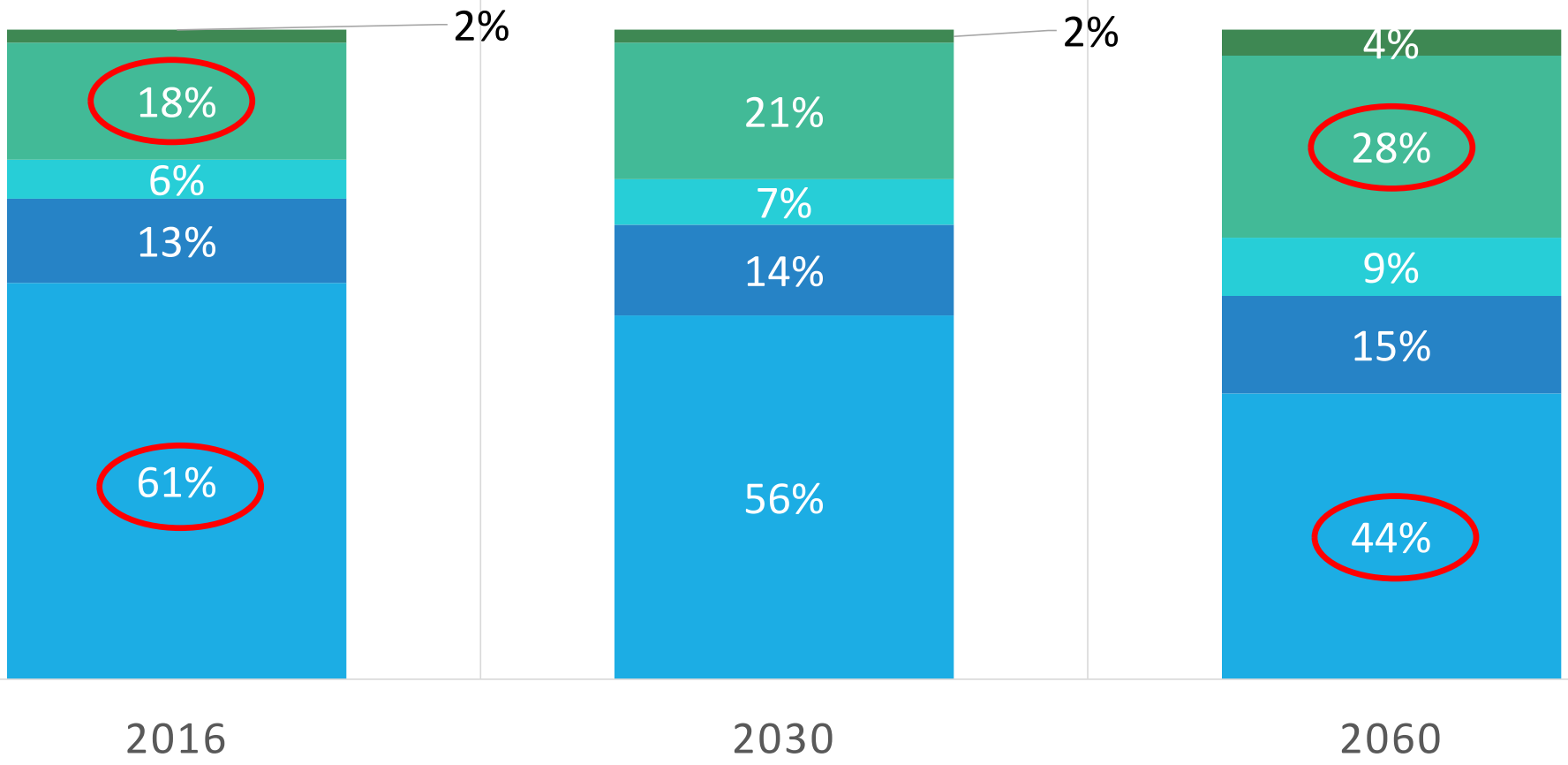
Language

Disability
Status

Citizenship
Status

USA RACE/ETHNICITY 2016, 2030, 2060

■ White ■ Black ■ Asian ■ Hispanic ■ Other



Health Disparities – Latinx/Latine



Liver Disease

- 7th leading cause of death & 4th leading cause of death in men
- Chronic liver disease at 2x rate

Diabetes

- 1.3x more likely to die from diabetes

Hepatitis

- Lower rates of Hep C, but 70% more likely to die from Hep C

HIV

- 30% of HIV infection cases
- 4x as likely to have either HIV infection or AIDS
- 2-3x more likely to die of HIV infection

Health Disparities – Black/African American



Cancer

- Women 40% more likely to die from breast cancer

Diabetes

- 2x more likely to die from diabetes

Heart Disease

- 30% more likely to die from heart disease

Stroke

- Men 70% more likely to die

HIV

- 42.1% of HIV infection cases
- Men 6x more likely to die of HIV infection
- Women 15x more likely to die of HIV infection

Infant Health & Mortality

- 3x more likely to die from SIDS
- Women 3x more likely to die due to pregnancy-related causes

County Health Rankings Framework

Racism & Discrimination

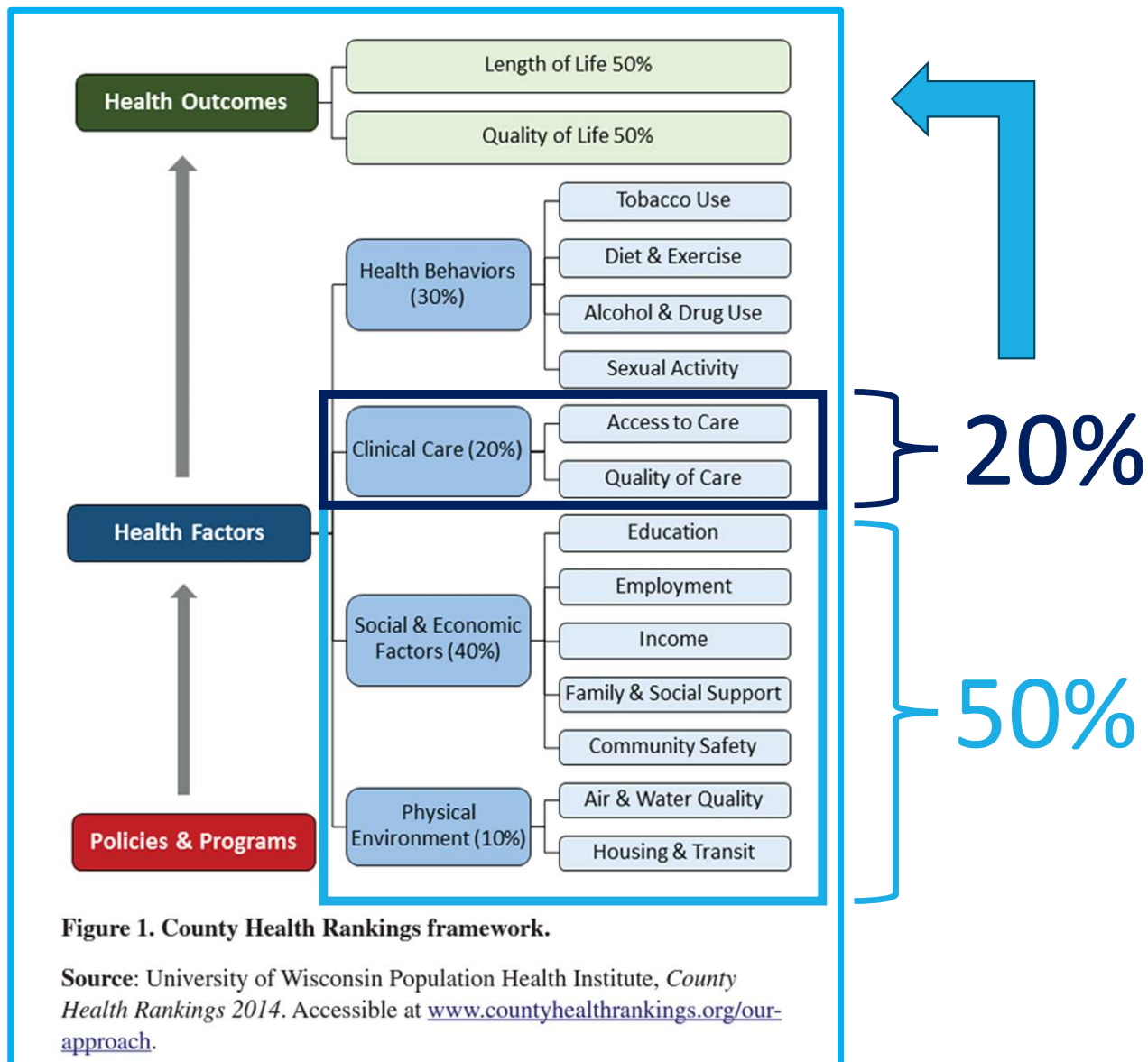
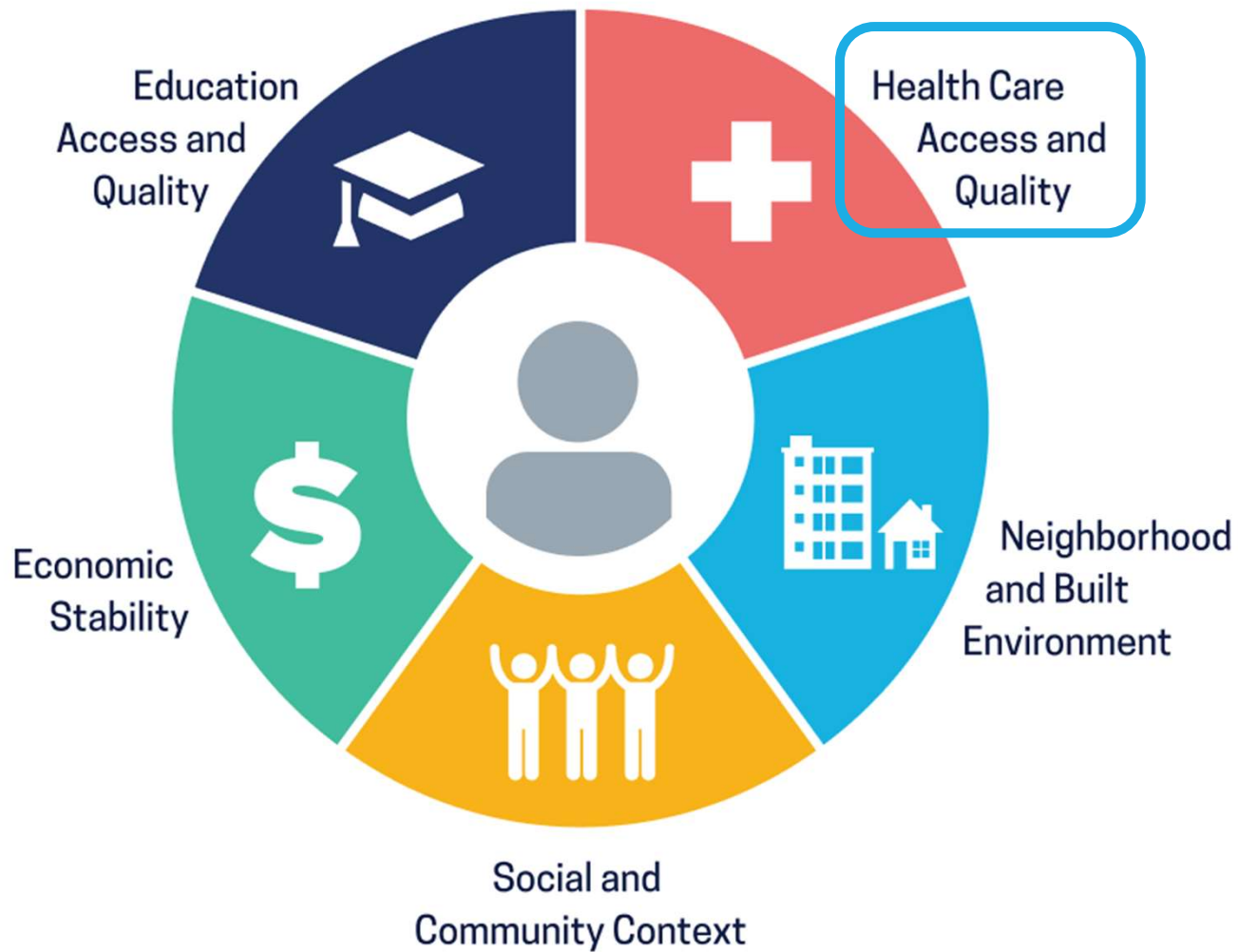


Figure 1. County Health Rankings framework.

Source: University of Wisconsin Population Health Institute, *County Health Rankings 2014*. Accessible at www.countyhealthrankings.org/our-approach.



Healthy People 2030 - <https://health.gov/healthypeople/priority-areas/social-determinants-health>

Health Equity - The Business Case





MISSION



GOALS



STRATEGIC VISION



The Cost of Health Inequities

\$320
billion

**\$1 trillion by
2040**

What are health executives saying?

93%

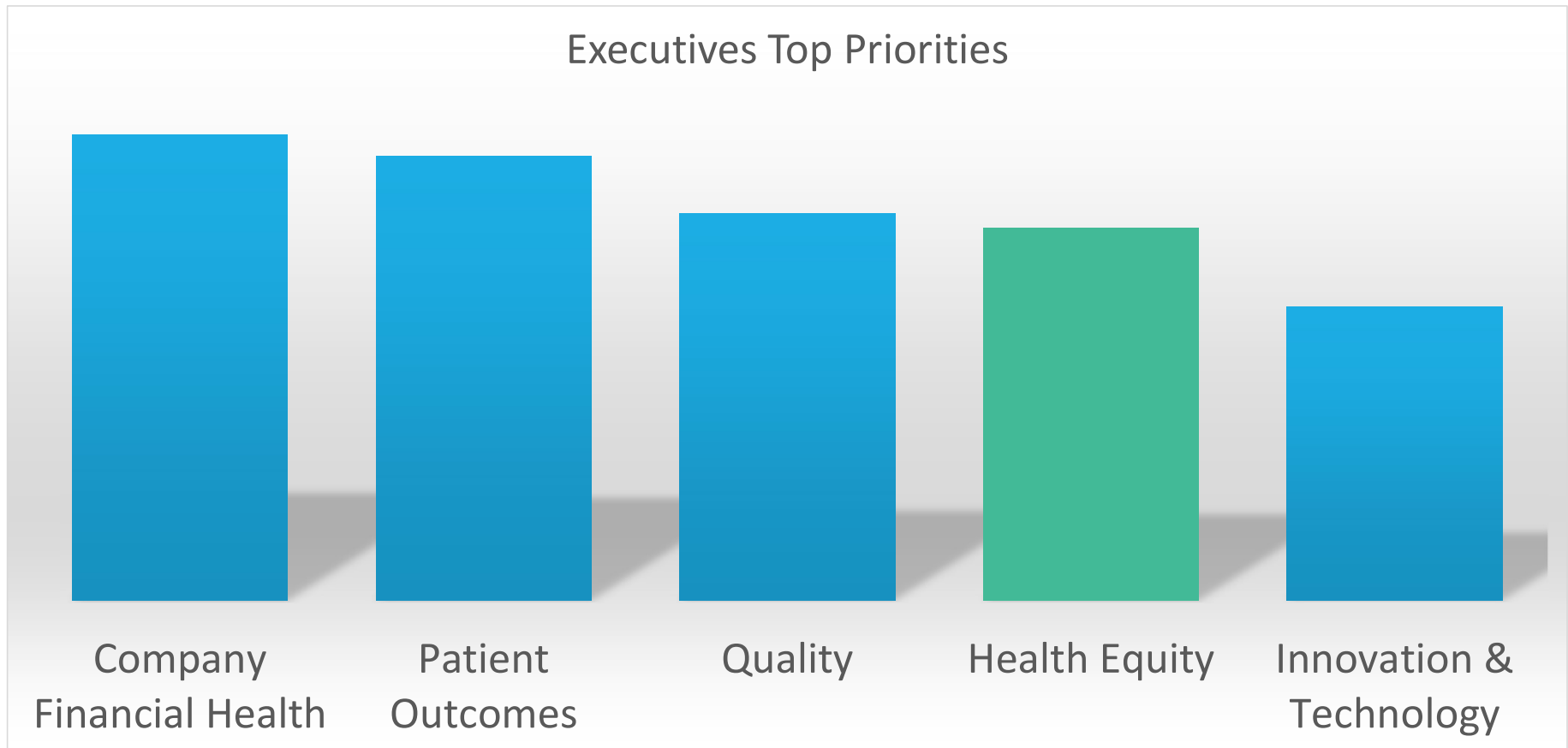
89%

What are health executives saying?

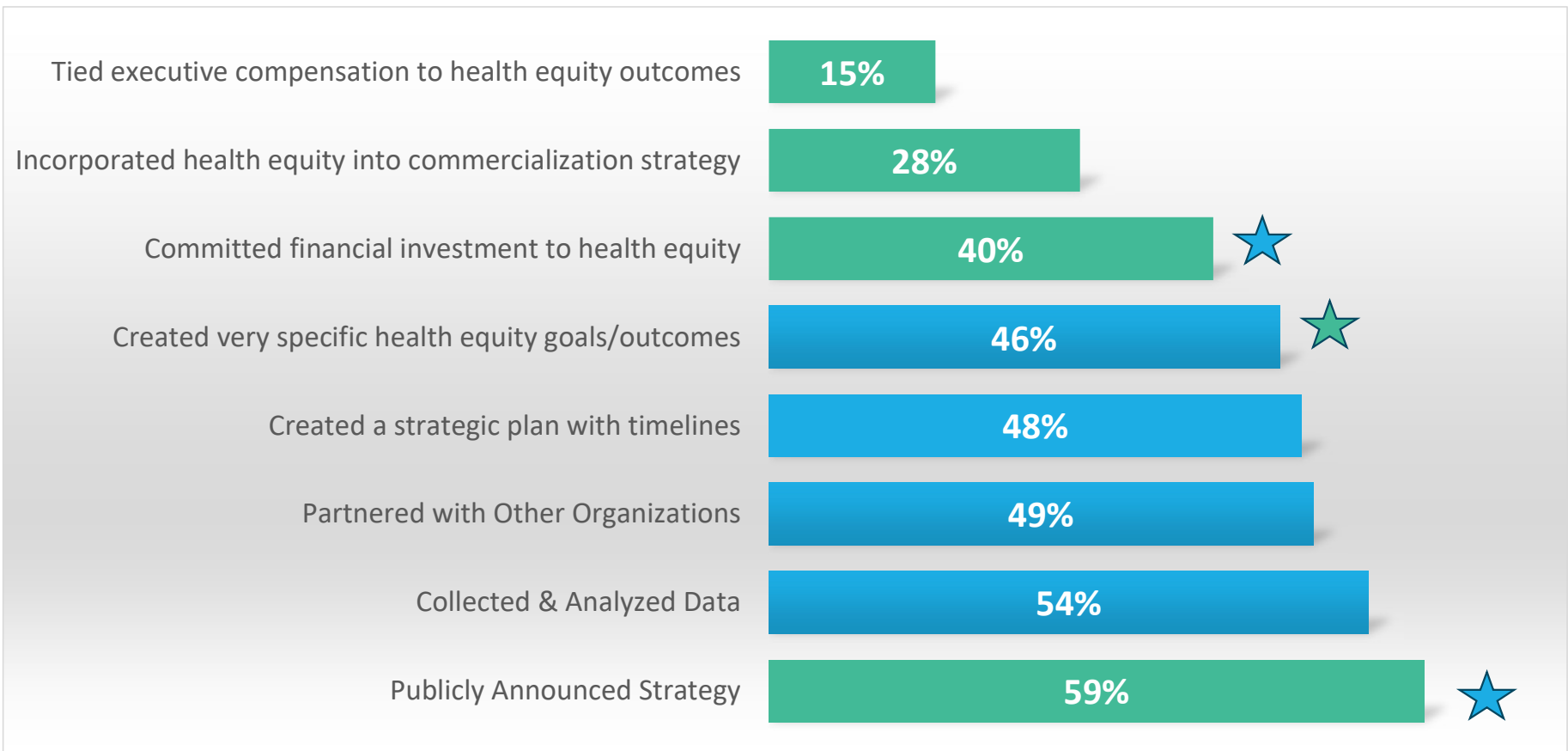
36%

55%

What are health executives saying?



What are health executives saying & doing?



Stakeholders

Decision Makers

- C-Suite
- Boards

Implementers

- Providers/Healthcare Workers
- Community Organizations
- Payers

Decision Makers



Long-term commitment



Substantial budget



Consider ROV vs ROI



Establish regular check-ins

What is ESG?

Environmental

Emissions

Recycling

Water

Social

Employees

Patients

Community

Governmental

Board Diversity

Executive Salary

Corporate Behavior

Return on Value (ROV)

- Financial & non-financial returns
- ESG (environmental, social, & governance)
- $ROV = \text{Revenue} - \text{Costs} / \text{Value}$

Return on Investment (ROI)

- Financial returns
- $ROI = \text{Revenue} - \text{Costs} / \text{Costs}$

ROI Calculator for Partnerships to Address the Social Determinants of Health



The
Commonwealth
Fund

- Calculator to plan for delivery of social services to high-need high-cost (HNHC) persons
- Health systems, payers, medical providers, social service providers, community-based organizations

<https://www.commonwealthfund.org/roi-calculator>

Implementers



Implement changes



Building relationship with patients



Amplifying voices from the ground

Health Equity Frameworks



Health Equity Frameworks

Kotter Model

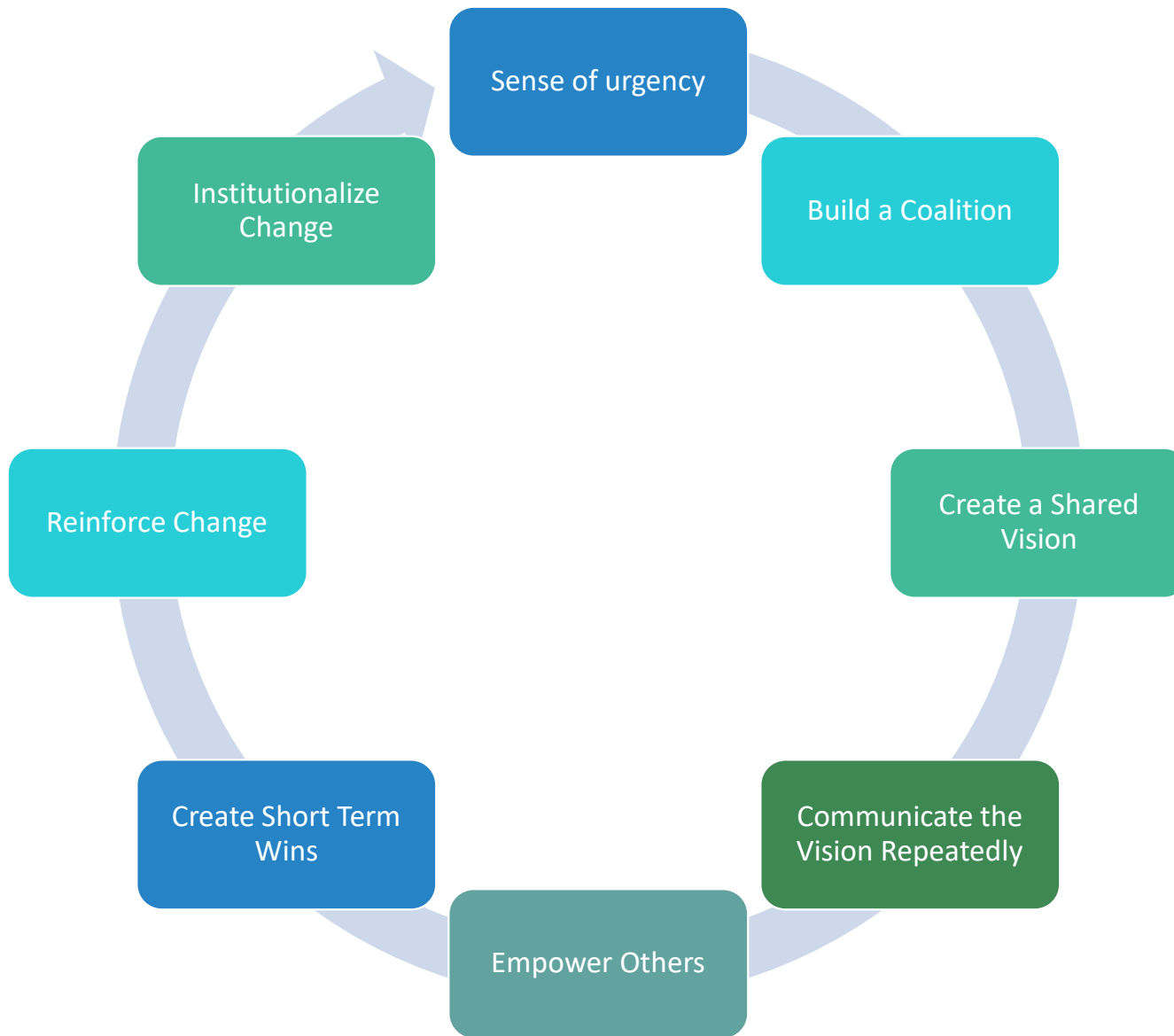
Health Equity Roadmap for CEOs, Health Evolution Forum

Health Equity Roadmap, American Hospital Association

CMS Framework for Health Equity

A long, straight road stretching into the distance over a body of water, framed by a white border. The road has white lane markings and leads towards a distant horizon with mountains and a cloudy sky.

Kotter Model





Health Equity Roadmap for CEOs

Health Evolution Forum

Health Equity Pyramid

LEVEL 4

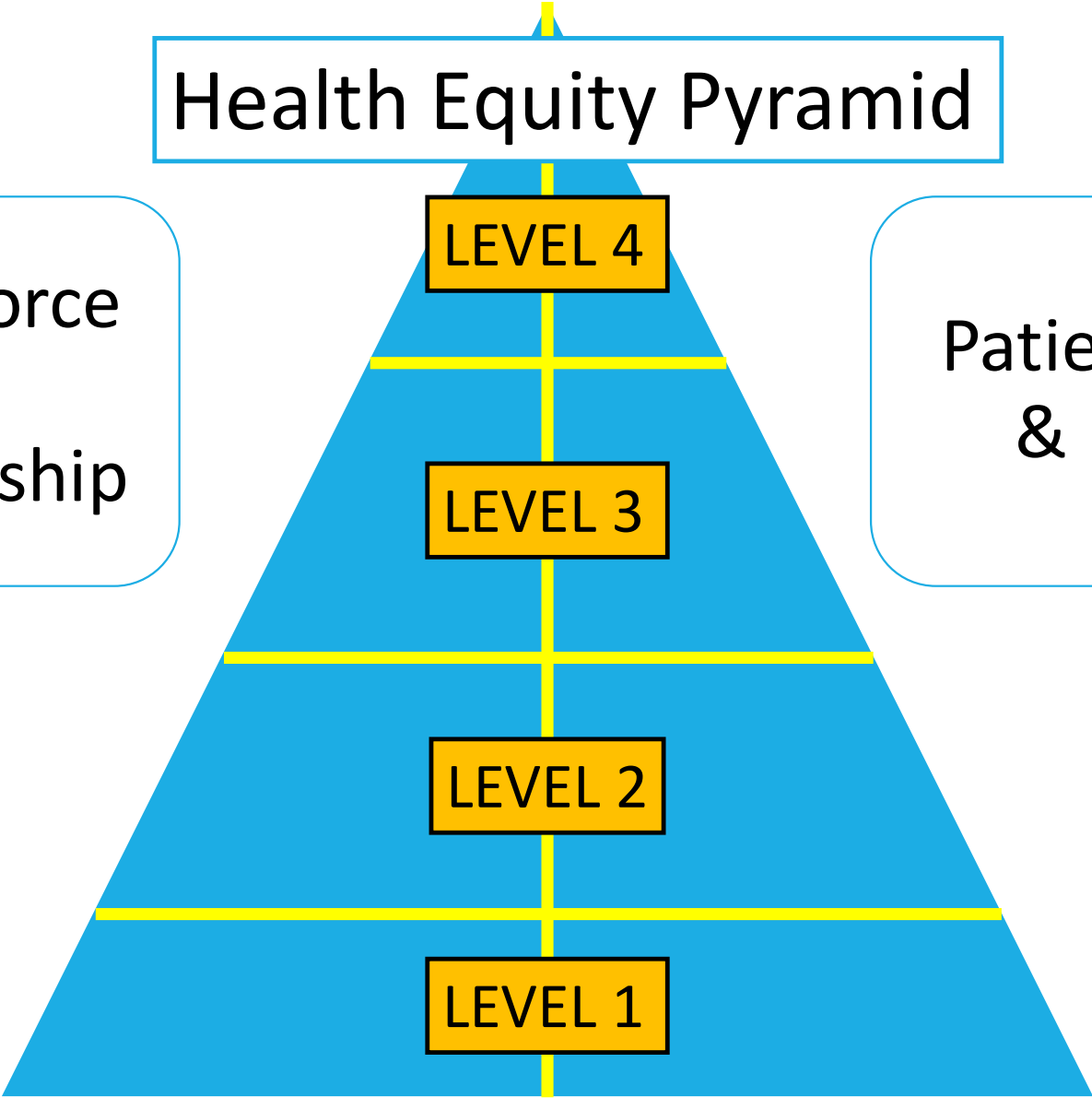
LEVEL 3

LEVEL 2

LEVEL 1

Workforce
&
Leadership

Patient Outcomes
& Experience



Health Equity Pyramid

LEVEL 4

LEVEL 3

Analyze Data

LEVEL 2

Analyze Data

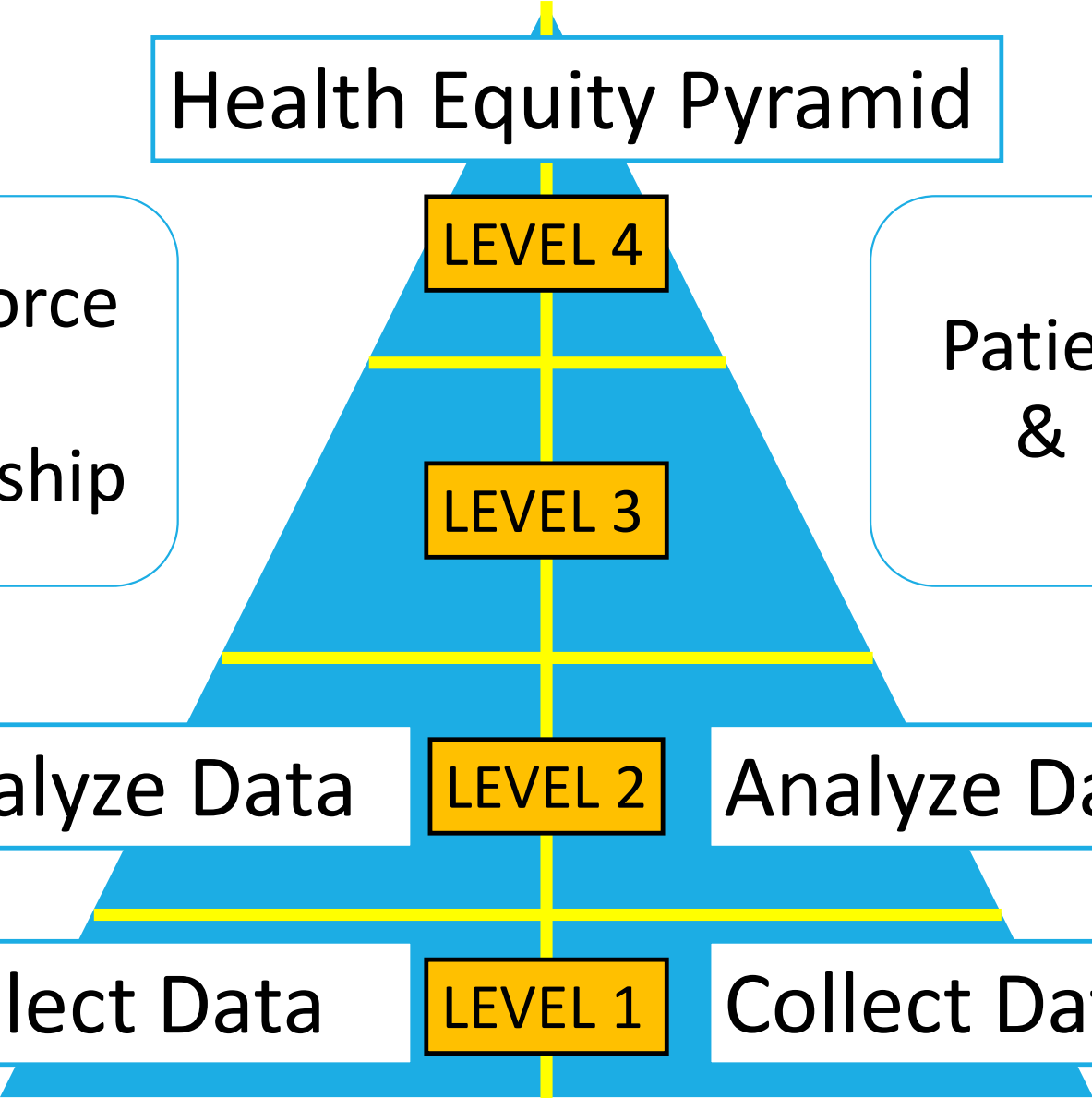
Collect Data

LEVEL 1

Collect Data

Workforce & Leadership

Patient Outcomes & Experience



★ Publicize Data & Internal Accountability

★ Recruitment & Retention

Analyze Data

Collect Data

Diversity in Workforce & Leadership

3 Recruitment & Retention

4 Publicize Data & Internal Accountability

Patient Outcomes & Experience

3 Embed Interventions

4 Publicize Data & Internal Accountability

★ Publicize the Data & Internal Accountability

★ Embed Interventions

Analyze Data

Collect Data



The Health Equity Roadmap

American Hospital Association
Health Equity Transformation Assessment

Six Levers of Transformation

Culturally Appropriate Patient Care

- Cultural Humility
- Language Services
- Health Literacy

Equitable & Inclusive Organizational Practices

Collection & Use of Data

Diverse Representation in Leadership & Governance

Community Collaboration

Systemic & Shared Accountability

Six Levers of Transformation

Culturally Appropriate Patient Care

Equitable & Inclusive Organizational Practices

- Apply equitable lens
- Culture change

Collection & Use of Data

Diverse Representation in Leadership & Governance

Community Collaboration

Systemic & Shared Accountability

Six Levers of Transformation

Culturally Appropriate Patient Care

Equitable & Inclusive Organizational Practices

Collection & Use of Data

- Use the data to create strategies

Diverse Representation in Leadership & Governance

Community Collaboration

Systemic & Shared Accountability

Six Levers of Transformation

Culturally Appropriate Patient Care

Equitable & Inclusive Organizational Practices

Collection & Use of Data

Diverse Representation in Leadership & Governance

- Pathways to diverse leadership

Community Collaboration

Systemic & Shared Accountability

Six Levers of Transformation

Culturally Appropriate Patient Care

Equitable & Inclusive Organizational Practices

Collection & Use of Data

Diverse Representation in Leadership & Governance

Community Collaboration

- Invest in community partnerships

Systemic & Shared Accountability

Six Levers of Transformation

Culturally Appropriate Patient Care

Equitable & Inclusive Organizational Practices

Collection & Use of Data

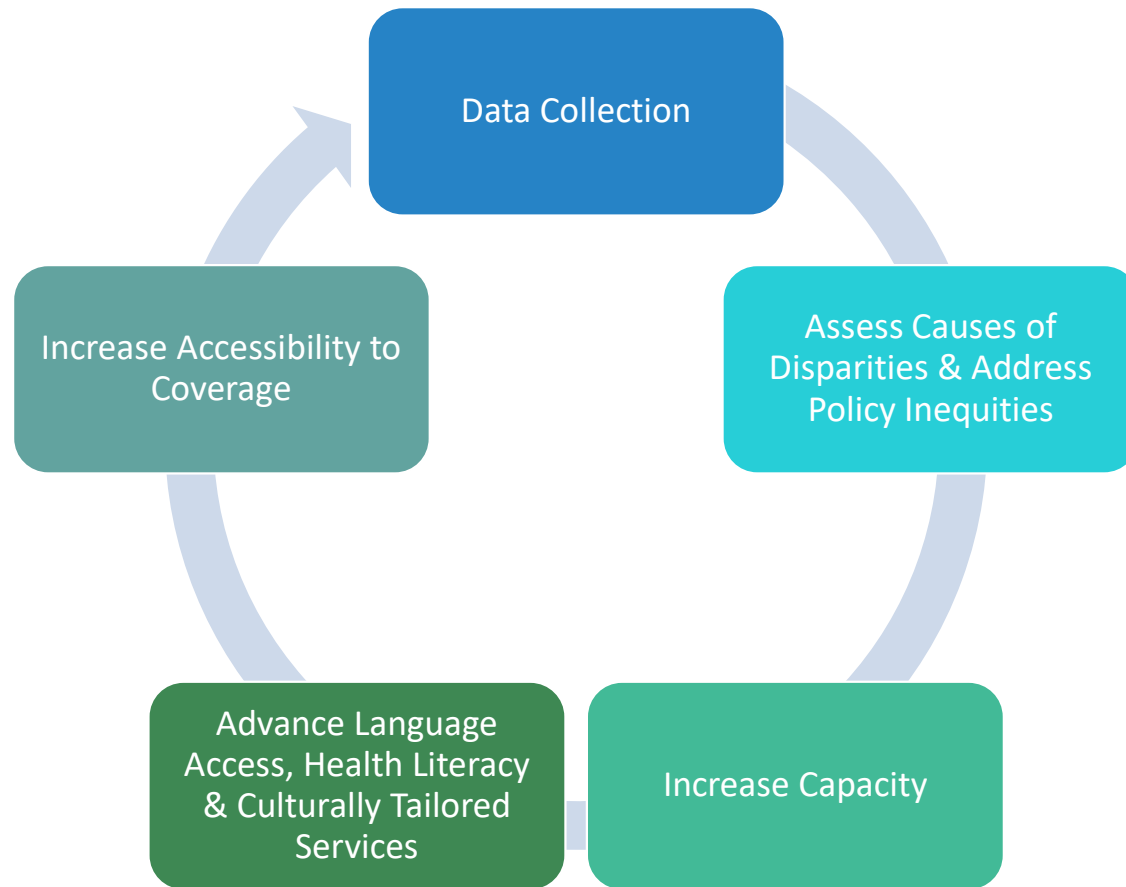
Diverse Representation in Leadership & Governance

Community Collaboration

Systemic & Shared Accountability

- Infrastructure for accountability

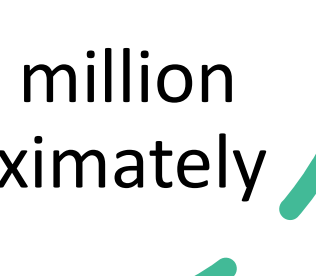
CMS Framework for Health Equity



Health Equity & The Bottom Line



StreetCred –
mystreetcred.org

- Boston Medical Center
 - Services
 - Financial coaching
 - Tax prep
 - Economic Bundle – WIC, SNAP, food pantry, 529 College Savings
 - Economic bundle – initiated during the newborn visit
 - Facilitated more than \$14 million in tax refunds from approximately 6000 families in 5 states
- 

Health Equity Measurement



Measuring Health Equity

- Select indicators for social drivers of health

Outcome Indicators

Decreased return ED visits and rehospitalizations

Increased clinical revenue

Increased operational efficiencies

Building trust within the community

Measuring Health Equity

- Select indicators for social drivers of health
- Select a reference group
 - Group with the best outcomes vs group with disparate outcomes
- Measure health care quality metrics
- Benchmarking
 - Comparing results to local/state/national facilities

Summary



A business case for embedding health equity exists

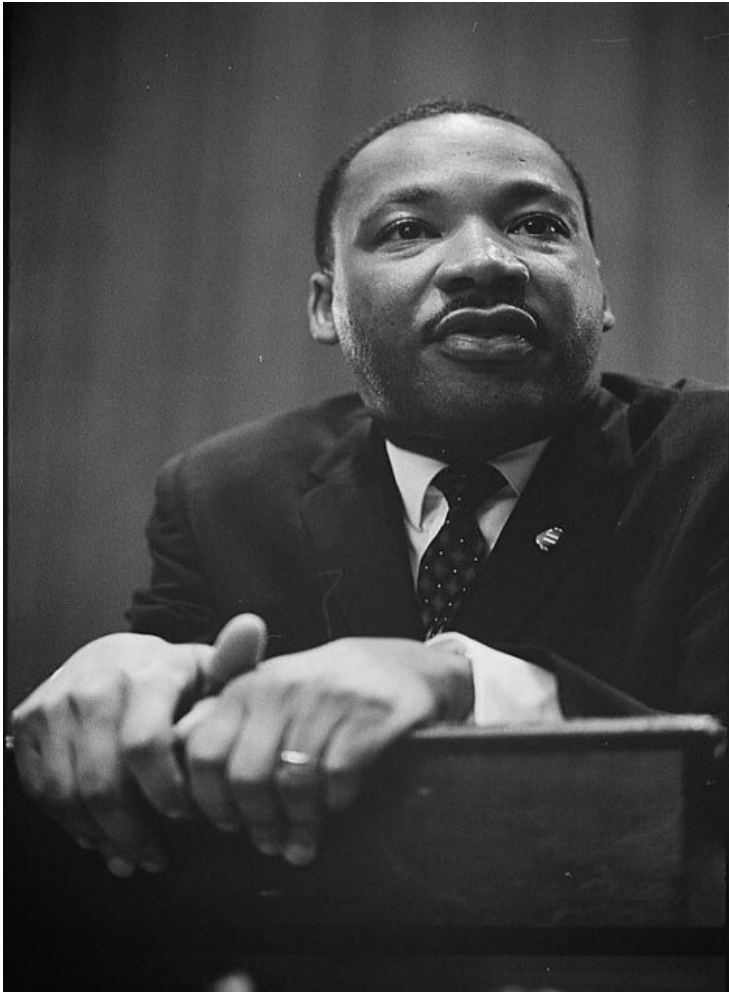
- “What’s good for society can also be good for business.”
- Consider ROV vs ROI

Long-term commitment with a budget is mandatory

Use health equity frameworks to streamline the process

Measure health equity within the organization & share with the community

Deliver Equity Care
NOT “Charity Care”



Martin Luther King press conference March 26, 1964. Photo by Marion Trikosko, U.S. News & World Report Magazine Photograph Collection, Library of Congress. hdl.loc.gov/loc.pnp/ppmsc.01269

“Of all the forms of inequality, injustice in health care is the most shocking and inhumane.”

Convention of the Medical Committee for Human Rights held in Chicago in March 1966

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ANY QUESTIONS ?



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