

# NHA

Nebraska Critical Access  
Hospitals and Rural  
Health Clinics Conference  
on Quality

**A COMMUNITY HOSPITAL  
PERSPECTIVE ON HEALTH  
EQUITY:**

WHAT IT IS, WHY IT  
MATTERS AND HOW TO  
IMPROVE IT

Anthony Ashby, FACHE, MBA  
November 12, 2021



# Agenda

**OBJECTIVE**

**ABOUT ME**

**COVID JUMPSTART**

**THE CHAMBER CALLS**

**CHI HEALTH DEI**

**COMMUNITY GOVERNANCE**

**PROFESSIONAL DEVELOPMENT  
ORGANIZATIONS**

**TAKEAWAYS**



# Objective

*Share past, present and future diversity and inclusion initiatives within CHI Health Midwest Market, specifically at the CHI Health Immanuel Campus in Northeast Omaha, to inspire, encourage and challenge further diversity and inclusion efforts across Nebraska*

- ***Describe the impact of health equity***
- ***Demonstrate need to review your own system's health equity***
- ***Identify examples of ways to address health equity within your own organization***



# ABOUT ME


# Anthony Ashby, FACHE, MBA

## VP, Operations



### WHO AM I?

- Born in Baltimore, MD
- Graduated,  UNIVERSITY OF BALTIMORE
- Married in a Las Vegas Drive Thru Chapel (Yes, it was planned that way!) 

- Foodie (if I wasn't working in healthcare I would be a chef/restaurant owner)
- Sports Fan (Favorite Sport is Ice Hockey, played since I was 5 years old) 

- Favorite place to travel- Philippines
- Worked in healthcare for over 13 yrs.
  - 7 years consulting
  - 8 states, 14 hospitals
  - Operations, Supply Chain, Finance, Surgery

### WHAT DO YOU DO?

I am responsible for Strategic Growth Initiatives, Community Engagement and Relations, Organizational Alignment, Innovation, and overall Project and Process Management. I also support Employee and Patient Experience and Culture between Immanuel and MCB and Security for the Division.

### {my} Values

**Innovation** Relentless curiosity. If it is broken, let's fix it, if it doesn't exist, let's make it!

**Communication** Keeping the right people 'in the know' of what you know and don't know

**Collaboration** Working together despite differences towards a common goal

**Accountability** Doing what you say you will, OWN IT!

**Transparency** Being upfront about actions and intent

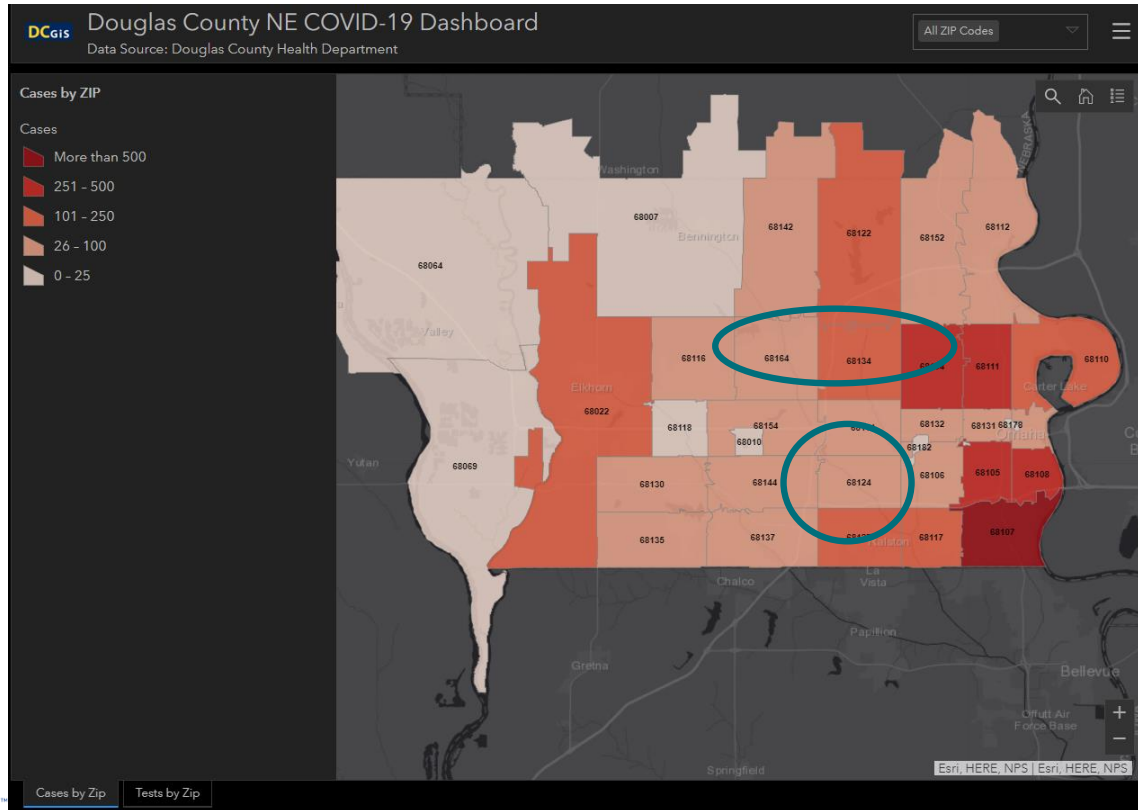
**Respect** Appreciate the skillset and challenges of others to gain understanding and use it to learn and grow

**COVID JUMPSTART**

# CHI Health Today



# Douglas County NE COVID 19 Dashboard





# COVID DISPROPORTIONATE IMPACT

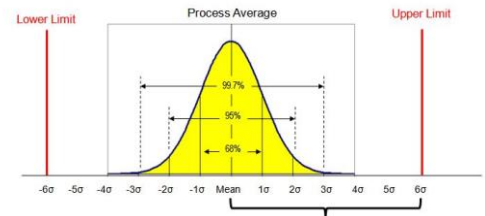
COVID is further exposing and magnifying the disparities and inequities that have long existed in our healthcare system

The same populations suffering from poor health and adverse social determinants of health are the same population disproportionately susceptible to COVID

# Social Determinants of Health



# DIVERSITY EQUITY AND INCLUSION IS NOT ONLY A SOCIAL ISSUE IT IS A QUALITY ISSUE



1

## MOVE FROM BROAD STROKES TO TAILORED, LOCAL INSIGHTS AND SOLUTIONS

Stratify patient outcomes with REAL (race, ethnicity and language) data to identify variations in care

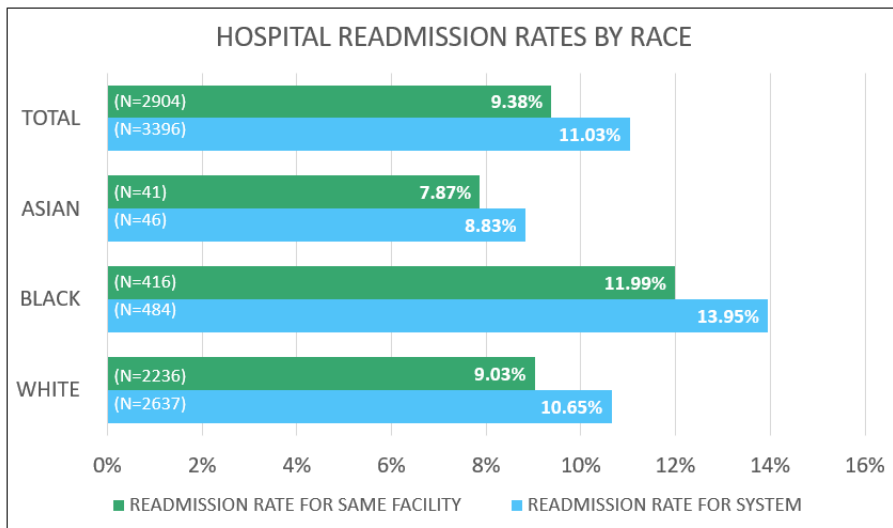
**Challenge:** insufficient data- many patients decline or mark 'other' when they register out of fear of self identifying or not seeing it as necessary/important

**Action:** Increase % and accuracy of demographic data with all patient encounters through education of our staff and patients of the value and importance of how that information can help us develop better solutions to health inequities in our own local community

# Ethnicity

	% met outcomes		p-value
	Non-Hispanic	Hispanic	
A1c Control Rate (< 9%)	78.2	71.4	0.002
Breast Cancer Screening Rate	64.0	53.4	<0.001
HPV Vaccination Series Completion (2 doses)	44.9	62.0	<0.001
30-Day Hospital Readmissions to CHI Health System	11.21	4.22	<0.001

# Race



# Gender & Language

	Male vs. Female	English vs. Spanish	Non-Hispanic vs. Hispanic	Race	Douglas Regions
Overall Hospital Rating		Spanish	Hispanic		SE > NW & SW NE > SW
Courtesy and respect of nurses	Male		Hispanic	Indian, Black, White > Hawaiian	
Nurses listening carefully to patients	Male				
Clear communication by nurses				White, Black > Hawaiian	
Nurses' attention to needs	Male			White > Black, Asian, Indian	
Courtesy and respect of doctors				Black > White, Asian, Indian, Hawaiian White, Asian, Indian > Hawaiian	
Doctors listening carefully to patients			Hispanic	White, Black, Asian, Indian > Hawaiian	
Clear communication by doctors		Spanish	Hispanic	Black > White White, Black, Asian, Indian > Hawaiian White, Black > Indian	
Timely response to call buttons	Male		Hispanic		
Staff doing everything they could to help with pain	Male			White, Asian > Hawaiian	SE > SW

Boxes with text represent a significant differences with the group scoring higher listed.

2

## GO UPSTREAM- Expose, Engage, Equip, Empower

Increasing diversity of staff and health providers that reflect that of the patients they serve is proven to improve health outcomes

**Challenge:** limited candidate pool of diverse physicians as well as other health professions

**Action:** Support and engagement of local chapter of National African American Healthcare Professional group to help promote and create development and exposure of more minorities to opportunities and resources to pursue and grow careers in healthcare

**Action:** Partner with OPS to share healthcare career paths to children of diverse backgrounds early on in their development



3

## REINFORCE HEALTH OF MIND, BODY, AND SPIRIT

Physical Health is closely associated with mental and spiritual health

**Challenge:** limited awareness of CHI Health Faith and Communities Health Network and the free healthcare resources, education and ongoing support it is positioned to provide places of worship

**Action:** Increase and expand marketing and promotion of spiritual support services in the community

# THE CHAMBER CALLS

# DIVERSITY ICEBERG

Representation

Training Programs

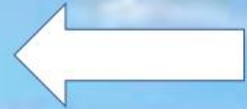
Compliance, Policy & Advocacy

**Relationships**

**Perspective**

**Understanding**

What we focus on to promote  
Diversity



What truly enables us to promote  
Diversity



These foundational components are  
what allow the surface components to

**T.H.R.I.V.E.**



## T.H.R.I.V.E.

**T**ell our own story of diversity

**H**ear others' story of diversity

**R**elationships are built from shared stories

**I**nclusion comes from relationships

**V**alue new perspectives

**E**veryone is included in discussions of diversity

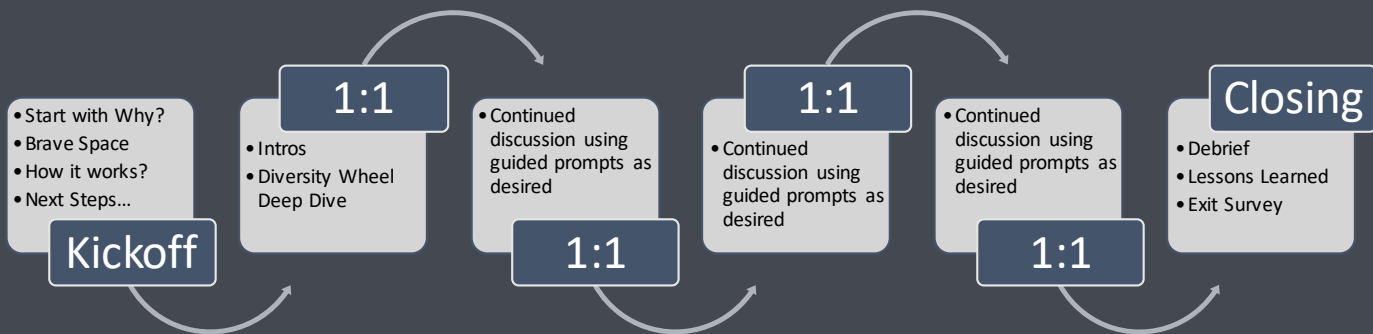


## Mission

To facilitate intentional conversations and accelerate relationship building between *individuals of dominant and marginalized groups* to learn how we all can help bridge gaps and remove barriers of *Diversity, Equity and Inclusion*

## Vision

*Greater Omaha's Corporate and Community leadership mirrors the diversity of our city as a result of bridging differences through relationship building.*



# CHI HEALTH DEI

# Diversity Strategy



**1**

Networking,  
Mentoring &  
Education

**Support**

Put people first.  
The rest will follow.

**2**

Hiring, Career-  
pathing &  
Development

**Representation**

Be bold and stay  
humble.

**3**

Community  
Advocacy

**Impact**

Celebrate individuality.  
Act as a community.

**4**

Engagement &  
Healthy Dialogue

**Voice**

Be part of the solution.  
Tell the truth, tell it  
fast.



# EMPLOYEE RESOURCE GROUPS



## **Internal Affinity Groups**

- African American Diversity Cour
- Hispanic Outreach & Leadership Affinity Group
- Veterans Affinity Group
- Excel: Young Professional



## **External Community Groups**

- NAHSE
- Women in Medicine – Nebraska base
- Asian American Affinity Group

**African American Diversity Council**

# Diversity Scorecard

- Workforce vs. Patients – measures race/ethnicity
- Empowerment Diversity Scorecard – measures race/ethnicity, gender, and disability

Keeping Great People (updated 04.12.2021)			Diversity		
			CSH's workforce goal is to mirror the patients and communities we serve. Below is the percentage of patients, employees and leaders who identify as persons of color.		
President	HRBP Name	Campus/Location	Patients	Workforce	Leaders
		Division	28.64%	13.45%	6.14%
			NA		
				2.74%	0.49%
			25.82%	3.80%	2.70%
			14.18%		
			15.93%	0.59%	0.37%
			44.37%	2.04%	0.86%
			13.70%	0.64%	0.49%
			29.52%	0.25%	0.12%
			6.43%	0.05%	0.00%
			14.16%	0.34%	0.25%
			16.38%	0.23%	0.12%
			6.35%	0.04%	0.12%
			12.17%	0.14%	0.25%
			1.51%	0.03%	0.00%
			30.19%	0.11%	0.00%
			6.95%		
			21.08%	0.74%	0.12%
			10.45%	0.52%	0.12%
			15.35%	0.00%	0.00%
			2.96%		

# COVID VACCINE COMMUNICATION

- ❑ Douglas County Board of health videos with Selene Espinoza - HOLA Chair
- ❑ Partnering with DHHS to host Town Hall discussions
- ❑ Aligning with community leaders and faith-based network to provide accurate education
- ❑ Created short videos in top 5 identified languages to discuss vaccine concerns
- ❑ Myth busters information being shared on CHI Health social media
- ❑ CommonSpirit weekly INSIGHT communication.

 **Douglas County Health Department** is  
at **Douglas County Health  
Department**  
3h • Omaha, Nebraska • 🌐

Board of Health Member, Selene Espinoza – a nurse at CHI Health – got her COVID-19 vaccination on Tuesday. “It has been a long and challenging year,” she said. “But I feel such a sense of relief and hope with this vaccine.”



 **Jennifer Jones (She/Her/Hers)**  
Sr HR Business Partner at CHI Health  
1w • 🌐

I did a thing today...went from "nah, I'm good...," to "maybe in July?!" and now "Let's do this!". I got the vaccine for my family and my community. This pandemic is hurting our black and brown community and our country has put fear and concern about the vaccine in our heads and hearts. Time to get the facts so we can all move forward. #weareallinthis together #flatteningthecurve #tellCOVIDtokickROCKS



# Diversity at CHI Health

- **Exeter Group** – Firm dedicated to recruiting people of color and veterans
- **North Omaha Leadership Council**
- **Internship/Job Shadow Partnerships:**
  - Empowerment Network - Step-Up
  - Latino Center of the Midlands Partnership – Siembre Salud
- **Celebration & Recognition of Diversity and Health Equity Months**

# COMMUNITY GOVERNANCE

# Community Governance Model

Immanuel

CHI Immanuel

## Community Board

**CRC**

Community  
Relations  
Council

**NOLC**

North  
Omaha  
Leadership  
Council

**PFAC**

Patient  
Family  
Advisory  
Council

CHI Health  
Midwest  
Market

## Healthy Communities

CBAT- Community Based Action Team

# PFAC Purpose

The CHI Health Immanuel Patient & Family Advisory Council (PFAC) is a formal structure for collaborating with patients and families in policy and program decision-making in health care settings to improve safety, quality and patient experience.

The PFAC will represent the patient voice to senior leadership, clinicians and staff of CHI Health Immanuel to ensure that personalized, comprehensive and collaborative care is provided.

**PFAC**

**Patient  
Family  
Advisory  
Council**

# PFAC Initiatives

<b>Quality improvement and evidence-based practice</b>	<b>Patient Safety</b>
<b>Use of information technology</b>	<b>Pain Management</b>
<b>Patient/Family Education</b>	<b>Discharge/Transition Planning</b>
<b>Staff Orientation/Education</b>	<b>Service Excellence</b>
<b>Ethics</b>	<b>Diversity/Cultural Competency</b>
<b>Facility design</b>	<b>Throughput</b>
<b>Growth</b>	<b>Materials/Resources/Policies/Signage</b>



# Community Relations Partners



# FY21 COMMUNITY RELATIONS COUNCIL STRATEGIC PLAN

Strategic Imperatives	Strategies	Partners
<b>SCHOOLS</b> To be the preferred provider for healthcare education and careers	Engage with local schools to increase partnership	<ul style="list-style-type: none"> <li>• Mt. View Elementary</li> <li>• Nelson Mandela</li> <li>• Roncali</li> <li>• MCC</li> <li>• HOSA</li> <li>• OPS</li> <li>• CUES</li> <li>• Marian</li> </ul>
<b>FAITH</b> To be a diverse community hospital of choice because we value and support people of all Faiths & Spiritual Backgrounds	Build relationships with faith communities across the region	<ul style="list-style-type: none"> <li>• EN- Pastors &amp; Faith Leaders</li> <li>• IMA</li> <li>• Faith Health Community Nurses</li> <li>• Neighborhood Churches</li> <li>• Catholic/Lutheran Faiths</li> </ul>
<b>HEALTH/ HUMAN SERVICES</b> To be the preferred resource in our community to care for the needs of our vulnerable populations	Partner with key strategic healthcare human service organizations	<ul style="list-style-type: none"> <li>• Charles Drew</li> <li>• NOAH Clinic</li> <li>• One World</li> <li>• Heartland Family Service</li> </ul>
<b>SOCIAL SERVICES/ CIVIC ORGANIZATIONS</b> To be the provider of community healthcare education for Immanuel's chosen civic organizations to include the use of our facilities.	Connect with other organizations to help support social determinants of health	<ul style="list-style-type: none"> <li>• Empowerment Network</li> <li>• You Turn</li> <li>• YMCA</li> <li>• 100 Black Men</li> <li>• Urban League</li> <li>• Heartland Workforce Solutions</li> <li>• Boys and Girls Club</li> <li>• NONA</li> <li>• Family Housing Advisory Services</li> <li>• Omaha Housing Authority</li> <li>• 75 North</li> </ul>
<b>IMMANUEL FAMILY</b> Be a place that people want to work, receive care, or take their family	Engage with Immanuel and Alumni, Retirees and volunteers	<ul style="list-style-type: none"> <li>• Immanuel Health Systems</li> <li>• Fontannelle Home</li> <li>• Immanuel Village</li> <li>• Retired Employees</li> <li>• Retired Nurses</li> </ul>
<b>LOCAL BUSINESS</b> To Be a trusted anchor for healthcare in this community. Dependable for resources and education.	Help create a vibrant, connected community that cares for and serves all	<ul style="list-style-type: none"> <li>• Local Neighborhood Businesses</li> </ul>

# FCHN

## Faith Community Health Network

CHI Health's Faith Community Health Network builds capacities and supports Health Ministers and Faith Community Nurse members with these resources:

- Online basic training at no cost when completed
- Continuing education with free contact hours, or CHI employee rate
- Networking opportunities for mutual support and fellowship
- Access to resources such as library, speakers, Glo Germ Lights and blood pressure kits
- E-resources you can use for health education or health promotion
- Consultation, support and evaluation with tools and individual assistance
- Web-based documentation system for demonstrating impact

# FCHN COVID Support

- **Empowerment Network**

3500 masks plus 145 half-gallons of hand sanitizer

- **New Era and COGIC Churches**

1500 masks, plus 55 half-gallons hand sanitizer

- **Church Reopening Consultations**

# North Omaha Leadership Council

2021 CHARTER: A partnership between CHI Health Immanuel and North Omaha leaders to improve the health and well-being of our North Omaha Community

## Improve Physical Health

Access to Healthy Foods

Access to physical wellness

Access to Healthcare

## Support Behavioral Health

Substance Abuse

Suicide

Stress/ Conflict Management

## Advance Social Determinants of Health

Housing

Education

Transportation

Employment

Violence

# Founded in 2011 from dialogue with North Omaha Leadership Council

## Key Accomplishments to date:

### TRAUMA 2012-13

- Signed MOU with Impact One Community Connection
  - mitigate retaliation against at risk victims
- Emotional CPR 4 day Train the Trainer Event – 18 individuals from 12 North Omaha Agencies. Subsequent Training Schools, Step Up Coaches
  - Responding to trauma and emotional crisis
- Heart Math – School Based Therapy
- Signed Pledge for Peace – Omaha 360 Challenge
  - Help save lives and transform No Omaha Community
- Sorenson Business Watch
- Health Summits – determined need primary care in North Omaha – commitment to University Campus using North Omaha contractors

### EMPLOYMENT 2014-15

- Employment Pathway established
- Benson Health Careers Academy Launched – Expanded in 2019 to Roncalli High School
- Health Career Camps
- Diversity Scorecard (1<sup>st</sup> of Three to present to community). Celebrate Diversity Job Fair
- Job Shadowing
- Corporate Partner to StepUp Omaha, expanded to hiring ten youth each summer, then sponsoring CNA education/certification, job shadowing
- Major jobs initiative North Omaha,
- African American Leadership Development partnership

### OB/ Infants, Diabetes 2016-17

- Expanded diabetes clinics to three new locations, expanded education, adding telemedicine, 1505 participants
- OB/Infant Mortality Task force established, inventory of svcs, enhanced partnerships

### Metro Restructure 2018

- Built on previous Focus areas: Charles Drew Partnership – ACES training, DLA Training, ECPR. CO-lead Trauma Matters Omaha, Expand Diabetes to 8 community locations
- System Metro Focus: Access to Care, SDOH, Behavioral Health, Violence Prevention.

# **PROFESSIONAL DEVELOPMENT ORGANIZATIONS**

# Professional Development Organizations



## BETTER TOGETHER

The ***“Better Together Collaborative,”*** was formed in February 2016, to:

*Engage in collaborative initiatives designed to increase and sustain diversity and inclusion at the highest levels of healthcare leadership.*

The Collaborative consists of:



Together, the participating organizations have worked at the national and local level to increase diversity in the senior ranks of healthcare management for the primary purpose of improving health for all.





# Why NAHSE?

**Professional Development organizations are essential to career growth, development and advancement. We recognized a gap of this presence in the region's Healthcare Industry, especially amongst Blacks.**

NAHSE Heartland not only seeks to engage Black Leaders within our immediate region but also to connect and network with like individuals from neighboring cities and states as well as across the Nation in order to advance health equity and social justice through the EXPOSURE, ENGAGEMENT and EMPOWERMENT of Black health care leaders.



**National Association of  
Health Services Executives**  
Empowering the **Next Generation**  
of Health Care Leaders Today



# ACHE Nebraska & Western Iowa

**Vision:** To be the preeminent professional society for leaders dedicated to advancing health.

**Mission:** To advance our members and healthcare leadership excellence.

**Core Value of Diversity and Inclusion:** We champion diversity and foster inclusion to advance equity in the workplace and the communities we serve.



# TAKEAWAYS

# PATIENTS

**Health Equity is not only a social issue it is a quality of care issue**

Stratify your patient outcomes with REAL (race, ethnicity and language) data to identify variations in care



# WORKFORCE

## REPRESENTATION MATTERS

Normalize intentional recruitment, retention and development of underrepresented populations

Stratify your workforce outcomes with REAL (race, ethnicity and language) data to identify variations in experience



# COMMUNITY

## PATIENTS ARE PEOPLE

Go upstream to influence SDOH through in depth grassroots community partnerships and initiatives to go from transactional to relational community impact

# QUESTIONS?

# Thank you to...



**Jennifer Coleman-Jones**  
Sr. HR Business Partner  
CHI Health

Focus:

- Diversity, Inclusion, Equity, and Belonging
  - Employee Experience
  - Performance Management