

An Overview of Health Equity, Diversity, and Inclusion

“QUALITY CARE AND RESEARCH, FOR ALL, BY ALL”

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and
Nicole M.B. Mitchell - Chief Diversity and Inclusion Officer



HASC Presentation
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cedars-sinai.org

Goals for today's session



1. Learn about Cedars-Sinai's origins and footprint
2. Our approach to health equity, diversity and inclusion.
3. Questions

Who we are



History

More than 100 years of being a blessing for the community, and serving patients from every corner of the world.



Cedars-Sinai Mission

Cedars-Sinai, a non-profit, independent health system is committed to:

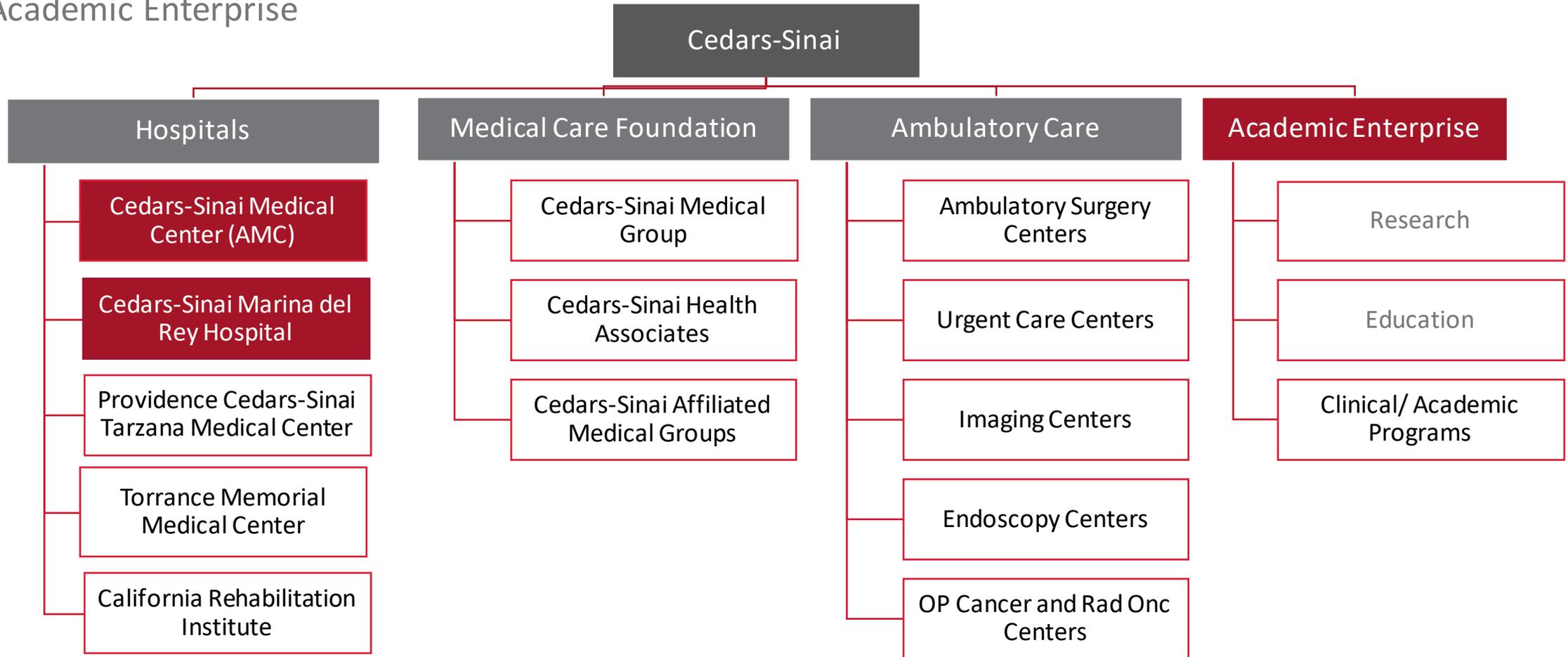
- Leadership and excellence in delivering quality healthcare services
- Expanding the horizons of medical knowledge through biomedical research
- Educating and training physicians and other health care professionals, and
- Striving to improve the health status of our community

Cedars-Sinai Core Values

Integrity	Excellence	Teamwork & Collaboration
Respect	Compassion	Innovation
Stewardship	Efficiency	Diversity

Structure

Cedars-Sinai's Unique Structure Includes a Large Regional Community Health System and a Major Academic Enterprise



Cedars-Sinai Footprint



Cedars-Sinai By the Numbers | FY2020

Cedars-Sinai By the Numbers | FY2020

- Licensed Beds: 889
- Physicians: 2,214, Nurses: >3,000
- Employees: 15,040
- Admissions: 46,865
- ER visits: 85,569
- Outpatient Visits: >1.3 million*
- Patient Days: 263,554
- >1,500 COVID-19 patients treated to date
- 200 languages available in person, over the phone or via video relay through Interpreter Services (60 available in person).

* *Medical Center + Medical Network visits*

Cedars-Sinai Marina del Rey Hospital By the Numbers | FY2020

- Licensed Beds: 133
- Physicians: 510, Nurses: 243
- Employees: 750
- Admissions: 4,617
- Patient Days: 17,530
- ER visits: 33,582
- Outpatient Visits: 13,432

FY20-21 U.S. News Honor Roll Ranked #7 of 4,500 hospitals



12 Specialties

- #2 Gastroenterology & GI Surgery
- #3 Pulmonology and Lung Surgery
- #3 Cardiology & Heart Surgery
- #3 Orthopaedics
- #7 Cancer
- #7 Gynecology
- #9 Nephrology
- #10 Neurology & Neurosurgery
- #11 Geriatrics
- #11 Urology
- #13 Diabetes & Endocrinology
- #22 Ear, Nose & Throat

Community Citizenship

- **Contributes over \$700 million annually to:**
 - Increase access to healthcare for underserved populations and empower communities to become healthier via prevention programs and services
 - Conduct research leading to innovative treatments for a broad spectrum of diseases, and to educate and prepare healthcare professionals for the future

Programs

5,542 activities touching more than 180,000 lives

- COACH for Kids®
- Healthy Habits
- Share & Care
- Community Health Improvement

Grants

\$25 million in grants to over 200 organizations

- Community Clinic Initiative
 - Partnership with 33 community clinics to provide grants and training to strengthen Los Angeles' safety net—from primary care to psychiatric services.

Additional Recognition and Accomplishments



For the 20th year in a row, Cedars-Sinai has won NRC Health's Consumer Choice Award for providing the highest-quality medical care in the Los Angeles region.



Cedars-Sinai has been awarded Healthgrades' America's 50 Best hospitals. This prestigious recognition makes the third year in a row that Cedars-Sinai has been among top 1% in the nation for consistent clinically quality.



Cedars-Sinai Medical Group and Cedars-Sinai Health Associates, independent physician associations, both ranked among the top 10 physician groups in Southern California by Integrated Health Care Associates (IHA).



Cedars-Sinai has received its fourth consecutive Magnet® designation for nursing excellence from the American Nurses Credentialing Center (ANCC), becoming the hospital with the longest-running Magnet designation in California.



BlackDoctor.org, the popular online health information resource for African-American consumers, has named Cedars-Sinai to its 2018 Top Hospitals for Diversity List.



Cedars-Sinai received a 5-star rating in the July 2018 hospital rating by Centers for Medicare and Medicaid Services (CMS). Only 9% of U.S. hospitals received a 5-star rating.



Cedars-Sinai has received its second consecutive Human Rights Campaign Healthcare Equality Index (HRC HEI) LGBTQ Healthcare Equality Leader designation.



An initiative of The John A. Hartford Foundation and the Institute for Healthcare Improvement (IHI) in partnership with the American Hospital Association (AHA) and the Catholic Health Association of the United States (CHA).

Building a Healthier Community Together

Our Approach to Health Equity, Diversity & Inclusion



Building A Healthy Community Together



Building a healthy community.....together



Office of Diversity & Inclusion (ODI) – *Workplace and Workforce*

- Workforce data and analytics
- Leadership and employee engagement and accountability
- Diversity and inclusion strategy
- Policies and practices
- Education

Office of Health Equity – *Equitable Patient Care for All*

- Patient and community data & analytics
- Patient outcomes in those diseases and health status indicators where local and national health care data indicate disparities
- Contribution to community-wide efforts to close health disparity gaps
- Impact social determinants of health and care equity community partnerships

Health Equity

Our Approach to Health Equity



- Cedars-Sinai is committed to pursuing health equity for our patients, employees, members of the medical staff and the communities we serve.
- We pledge to engage the people of Cedars-Sinai to promote an equitable, diverse and inclusive environment where all have the opportunity to thrive.

Health Equity Goals: 2019 - 2020

Year 1 Creation

- 1 Define what advancing health equity means
- 2 Develop a compelling and well understood call to action with a common vision and narrative led by senior leadership.
- 3 Continue to move the data infrastructure forward to assure data quality and better understand current definitions of ethnicity and race.
- 4 Learn more about specific tactics and challenges from other institutions
- 5 Formalize a health equity leadership infrastructure that connects across teams and departments and involve patients in efforts
- 6 Build work plans for communication, training, and awareness

Approach for Developing our Health Equity Strategy

Health Equity Organizational Principles, Mission and Vision



Opportunity Assessment

External Health Equity Case Studies

Ongoing CSHS Health Equity Work

Internal & External stakeholder Interviews

Key Assumptions

Health Equity Strategic Goals

Decide where to focus and how to succeed, and what is in-scope vs out-of-scope

Patient Initiatives

Workforce Initiatives

Research and Academic Initiatives

Communities Initiatives

Health Equity Operating Model

Guiding Principles

Culture and Behaviors

Governance Structure
Organization of the initiative to enable health equity strategies

Key Governance Processes
Linking & coordinating processes used to accomplish health equity objectives

Accountabilities
Roles and responsibilities to drive health equity agenda

Foundational Capabilities
Support infrastructure to advance the health equity agenda across CS

Recognition

Ongoing Management System

How should we manage the execution of our health equity strategies?

Annual Health Equity Priorities

Success Metrics (Short and Long Term)

Health Equity Council

Knowledge Sharing Events

Health Equity Goals: 2020 - 2021

Year 2 Building

- 1 Establishment of Health Equity Council
- 2 Launch of Health Equity Education Webinar Series
- 3 Partner With The Community Benefit And Giving Office In Pursuit Of Health Equity For The Community
- 4 Partner with the Office of Diversity and Inclusion in Pursuit of Health Equity for Employees
- 5 Establishment of Health Equity Dashboard
- 6 Engagement with Private and Government Organizations on Efforts/Projects to Support Health Equity

Health Equity Council

An interdisciplinary Health Equity Council is charged with providing support for health equity programs and projects.

The Council works across the system to promote health equity. The Council produces health equity webinars featuring internal and external speakers.

The Council establishes annual goals and monitors goal attainment and progress.



Health Equity Webinar Series

August 2020	Cedars-Sinai Health Equity Strategic Plan
October 2020	AAMC Health Equity Research
January 2021	Research & Community Outreach and Engagement to Address Cancer Disparities
February 2021	Cherished Futures for Black Moms and Babies
March 2021	A Health Equity Lens on The Patient Experience
May 2021	Addressing Health Equity in the Medical Network
June 2021	Recap of FY21 activities related to Health Equity and D&I



Pursuing Health Equity in the Community

Partnering with the Office of Community Benefit and Giving we look to support community activities such as:



Grants to local churches, community health centers and other organizations to support local efforts to meet the health needs of communities.



Support of mobile medical unit services providing free health services for homeless families.



Engagement in local community leadership development of employees working in community centers.



Collaboration with existing community organizations to measure efficacy of projects.

Health Equity Dashboard

Goal:

Create and implement the annual strategic plan dashboard to measure and track improvements in the provision of equitable care and services for patients, employees and the communities we serve.

Objectives:

- Collaborative efforts to monitor institutional performance to achieve health equity for patients, employees, members of the medical staff and the communities we serve.
- Projects of the steering committee will be reviewed and presented across the system in a health equity dashboard based on the assessment by steering committee members, leaders and employees across the medical center and network.
- Each project appearing on the dashboard shall have annual measurable improvement outcomes.
- Reports to the organization on achieving identified improvement outcomes shall be presented quarterly.
- The annual dashboard shall be approved by the Strategic Plan dashboard steering committee and presented to the Health Equity Council.

Diversity & Inclusion



Our Approach to Diversity and Inclusion



- We embrace diversity and inclusion and value each member of our organization with the goal of enabling a workforce and creating the culture to reflect and support equitable healthcare and innovative research.
- We ensure the full acknowledgement of race, ethnicity, age, gender, religion, gender identity, sexual orientation, disabilities, primary language, veteran status and other unique traits that individuals bring to our organization.

Our Approach to Diversity & Inclusion

Caregivers
are inspired to achieve their potential with compassion for patients as well as for each other

Educators
instill and encourage inclusion in next-generation physicians and scientists

Leaders
accept the accountability for creating a culture that values difference

Patients and their families
are embraced with care and healing

Our community
is served with integrity and respect for all

Researchers
find innovation through collaboration and team science

Vendor partners
reflect the wide range of humanity



QUALITY CARE AND RESEARCH –
FOR ALL, BY ALL

Cedars-Sinai is committed to pursuing excellence while celebrating the richness of human diversity in an inclusive environment where all stakeholders participate in playing a critical role to build a better future.

What is our approach? (continued)

*Year 1
FY20*

Creating & Building

Cedars-Sinai
Executive
D&I
Council

Office of
Diversity &
Inclusion
(ODI)



SVP and Chief HR Officer

Andy Ortiz



Chief Diversity & Inclusion Officer

Nicole Mitchell



Program Manager

Denise Gallagher



Sr. Admin. Assistant

Susan Brennan

Belonging

Collaboration

Communication

Data

Education

Transparency

What is our approach? (continued)



Belonging

Collaboration

Communication

Data

Education

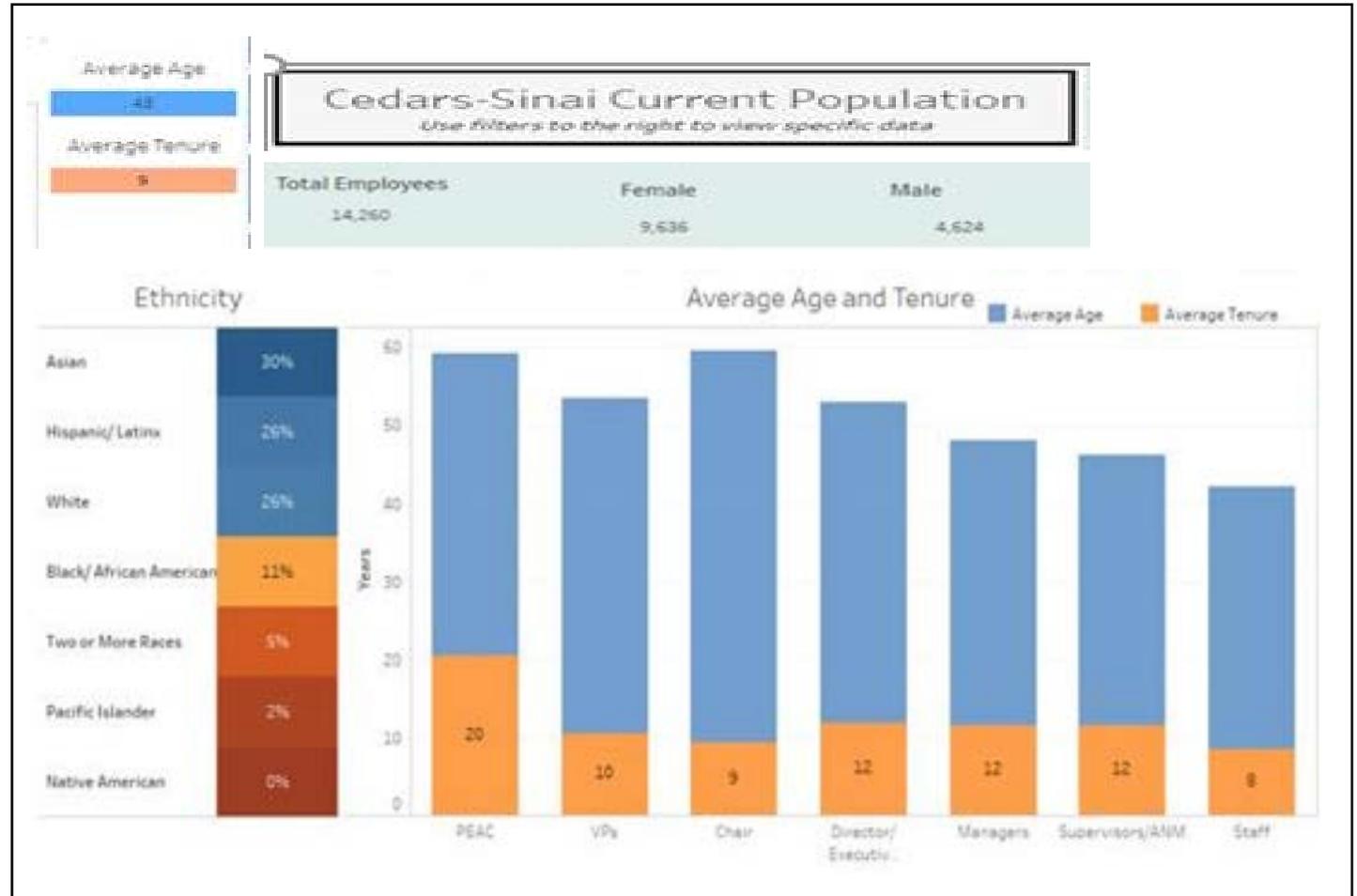
Transparency

What We've Accomplished so Far

TRACK DATA:

A diversity dashboard

- ✓ Department
- ✓ Job role
- ✓ Gender
- ✓ Ethnicity
- ✓ Age
- ✓ Tenure



What have we accomplished so far? (continued)

ESTABLISH AND IMPROVE COMMUNICATIONS:

External and internal website

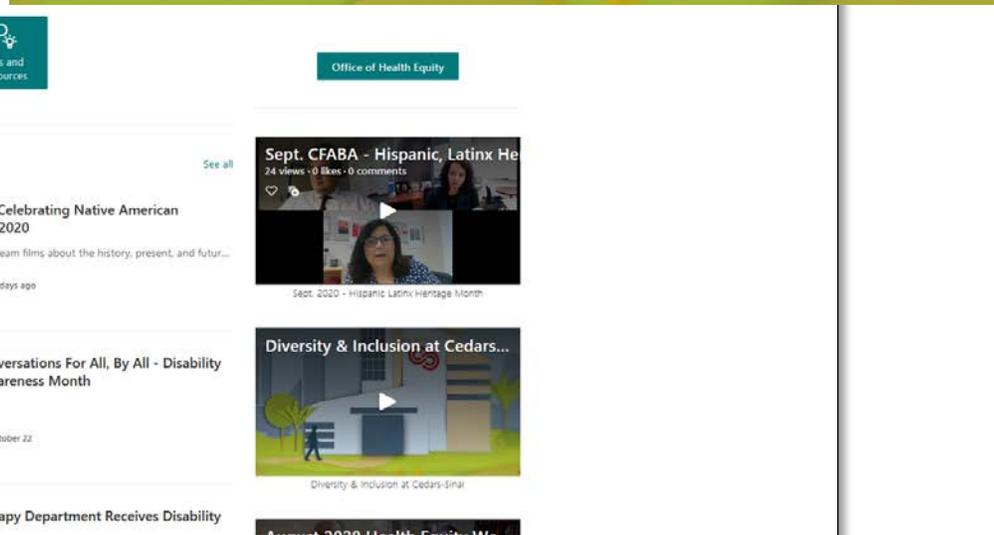
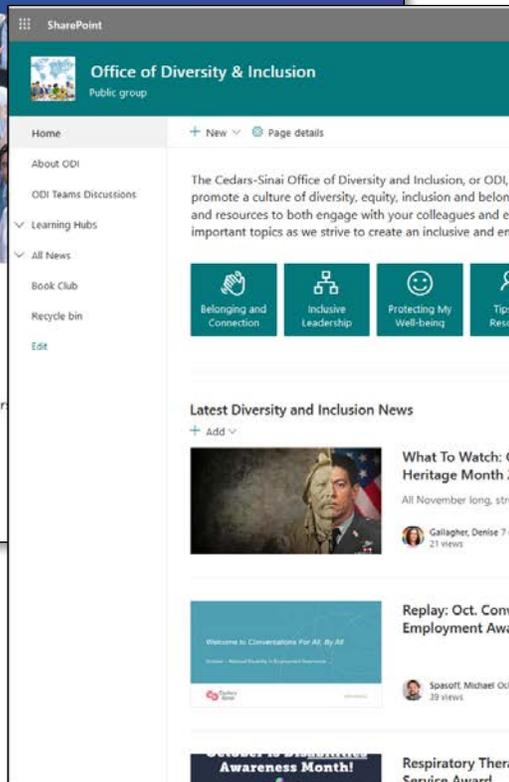


Diversity & Inclusion

Quality Care and Research—For All, By All

Cedars-Sinai celebrates the richness of human diversity in an inclusive environment dedicated to the pursuit of quality care and research. We are committed to respect and integrity for all.

[About Cedars-Sinai](#) [Nondiscrimination](#)



What have we accomplished so far? (continued)

ESTABLISH AND IMPROVE COMMUNICATIONS:

“Conversations for all, by all” webinar series

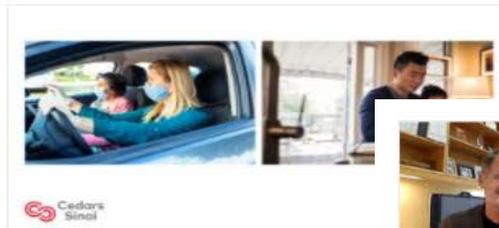


Replay: September 2020 Conversations For All, By All - Hispanic, Latinx Heritage Month



Replay: Health Equity Webinar - August 2020

To help share our commitment to achieving health equity, diversity,



Replay: July Conversations for All; by All - Parents and Caregivers

Alan Dubovsky, chief patient experience officer, Nicole Leonard, vice president



REPLAY: Conversations For All, By All (June 2020)

A Discussion with Sarah Kilpatrick, MD, PhD, John Jenrette, MD

NOVEMBER

Veterans Community

OCTOBER

Disability Employment

SEPTEMBER

Hispanic, Latinx Heritage

AUGUST

Health Equity

JULY

Parents and Caregivers

JUNE

LGBTQ Leadership

MAY

Asian American Pacific
Islander Month

How are we doing?

Feedback from employee discussions: Top Six Opportunity Areas

1

Increase diverse representation in leadership

2

Build a diverse talent pipeline

3

Share D&I news and events across the organization

4

Provide accurate and transparent data

5

Increase cultural competency education

6

Increase the sense of belonging

What comes next for 2020 - 2021

*Year 2
FY21*

**Building
&
Mobilizing**

1

Measuring inclusion on pulse survey

2

Create and implement organization wide unconscious bias education

3

Conduct a self-identification campaign

4

Launch employee resource and affinity groups

5

Create/support supplier diversity program

6

Create three-year D&I/Racial Equity action plan

7

Ongoing programming, support, advisement

Questions?

