

### **2014 Awardee: Massachusetts General Hospital**

Massachusetts General Hospital (MGH) has been a leader in the health care field on efforts to increase diversity and reduce disparities in care. MGH first established a system wide Committee on Racial and Ethnic Disparities in 2003 to focus internal attention on the challenge of disparities, improve the collection of race/ethnicity data, and implement quality improvement programs to reduce disparities. The Disparities Solutions Center (DSC) was established in 2005 in response to national and local calls to address disparities in health care. The DSC is an action-oriented center with a practical focus of moving the issue of disparities in health care beyond research and into the arenas of policy and practice. It serves as a national, regional and local resource for hospitals and other key health care stakeholders. The MGH Committee on Racial and Ethnic Disparities, in partnership with the DSC, has implemented programs that have improved outcomes and eliminated racial and ethnic disparities related to diabetes management, colorectal and breast cancer screening, patient experience, as well as quality and safety for patients with limited English proficiency.

In addition, MGH has is working to embed diversity in all aspects of its strategic plan; undertaken efforts to increase the diversity of its leadership and governance; and developed hospital-wide cultural competency standards as well as deployed a number of specific cultural competency education and training programs for physicians, nurses and front-line staff. MGH also funds and supports many initiatives to increase staff diversity including the Multicultural Affairs Office, several diversity fellowships, English for Speakers of Other Language courses, scholarship programs and various Employee Resource Groups such as the Association of Multicultural Members of Partners, the Office for Women's Careers, the LGBT Committee and the Committee on Latino Initiatives.

[Massachusetts General Hospital Press Release](#)

### **2014 Finalist: University Hospitals**

University Hospitals, (UH) located in Cleveland, has undertaken many efforts to increase diversity in its leadership and governance. The health system has achieved a 400 percent increase in minorities serving on its board of trustees; currently, minorities comprise 26 percent of UH board members, compared to 14 percent nationally. UH also has developed a number of internal programs and partnerships with the community, including Step up to UH, UH Leadership Academy and UH Mentoring Program, that have helped increase diversity in the health system's staff and leadership ranks.

UH has partnered with more 100 community stakeholders on initiatives to reduce disparities in care. These efforts include reducing rates of cardiovascular disease and stroke through free community-based education and screenings; reducing infant mortality and improving infant health through community education-and outreach partnerships; and reducing inappropriate emergency-department use through patient outreach, intensified sickle-cell-disease services, care-management programs and "fast-track" clinical access for patients with chronic diseases.

In addition, UH is implementing Vision 2010 – a five-year strategic expansion plan that has become a national model for game-changing diversity and inclusion. Among the pillars of the effort include increasing access to care and access to opportunity for historically excluded minority- and female-owned contractors, suppliers and laborers.

[University Hospitals Press Release](#)

### **2014 Finalist: Henry Ford Health System**

Henry Ford Hospital System (HFHS) in Detroit has undertaken many efforts to increase diversity in its leadership and governance. The health system has established Employee Resource Groups that provide professional and personal growth opportunities for employees, and these employees are often sought out by senior leaders to identify a diverse set of employees to serve on health system committees. In addition, at least 20 percent of employees in Henry Ford leadership training academies and succession plans must be women and minorities, and candidates interviewed for director positions and above must reflect the diversity of the available applicant pool.

Cultural competency training is a core function of Henry Ford's health care equity efforts. HFHS offers a series of physician and leadership development academies, and each one incorporates a session on health care equity and/or diversity. This year, the health system is launching the first class of the Henry Ford Healthcare Equity Scholars Program, a year-long training series for 20 mid- to upper-level leaders that focuses on improving skills to address disparities in health care. The health system also works with numerous faith-based and community partners to improve health, wellness and equity.

[Henry Ford Health System Press Release](#)

### **2014 Finalist: Lutheran HealthCare**

Brooklyn New York's Lutheran HealthCare has partnered with community-based organizations, faith-based organizations and others on many efforts to reduce health care disparities for the diverse communities it serves. For example, the health system developed a successful asthma program for Latino patients who regularly used the emergency department to treat asthma. The program focused on routine visits to monitor medication usage, and Spanish-speaking home care workers and educators went to patient homes to teach patients how to manage their asthma and home environments to decrease their asthma. The health system also has led outreach efforts that have brought education and resources to community members to engage them in primary care and preventive services, such as free hepatitis screenings and workshops on the negative effects of hookah smoking.

Ensuring diversity in its leadership, governance and staff also is a priority for Lutheran HealthCare. Sixty-one percent of Lutheran Healthcare's staff is bilingual, which helps the health system care for a population in which 40 percent of the patients it treats prefer not to speak English when receiving their medical care.

Cultural competency training also is a core function of Lutheran HealthCare's equity efforts. All staff receives cultural competency training during new employee orientation. In addition, nursing and house staff and medical students receive additional training on cultural competence within their disciplinary training. Special trainings open to all staff have been conducted on Chinese and Latino values and health beliefs, Ramadan, Latino health disparities, working with Muslim families, working with patients with disabilities, mental health, palliative care and many other topics.

[Lutheran HealthCare Press Release](#)