



35TH ANNUAL **AHA RURAL
HEALTH CARE
LEADERSHIP
CONFERENCE**

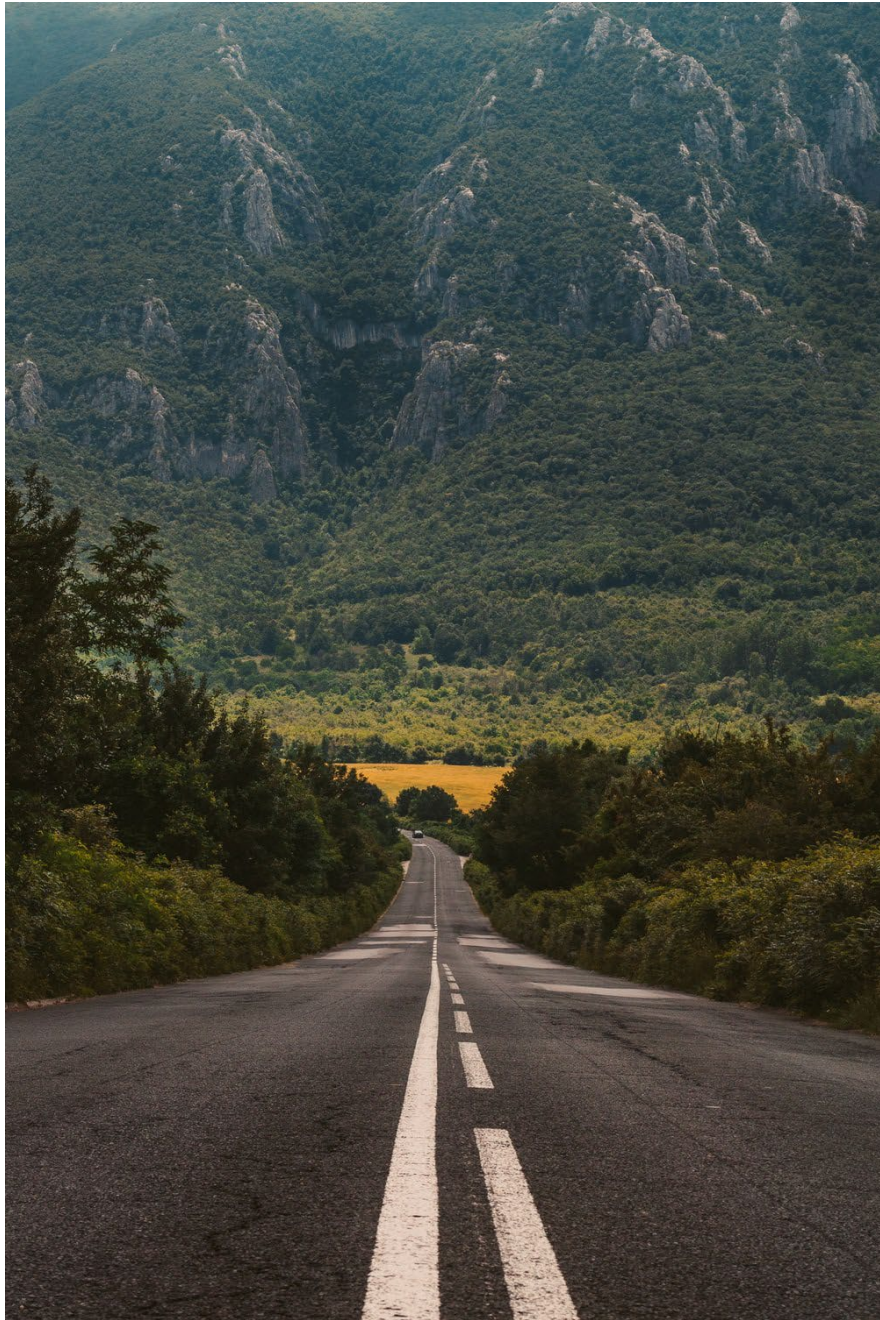
FEBRUARY 6-9, 2022
ARIZONA GRAND RESORT & SPA

Rural Roundtable: Health Equity in Action

Dr. Leon D. Caldwell

Senior Director, Health Equity Strategy and Innovations
American Hospital Association

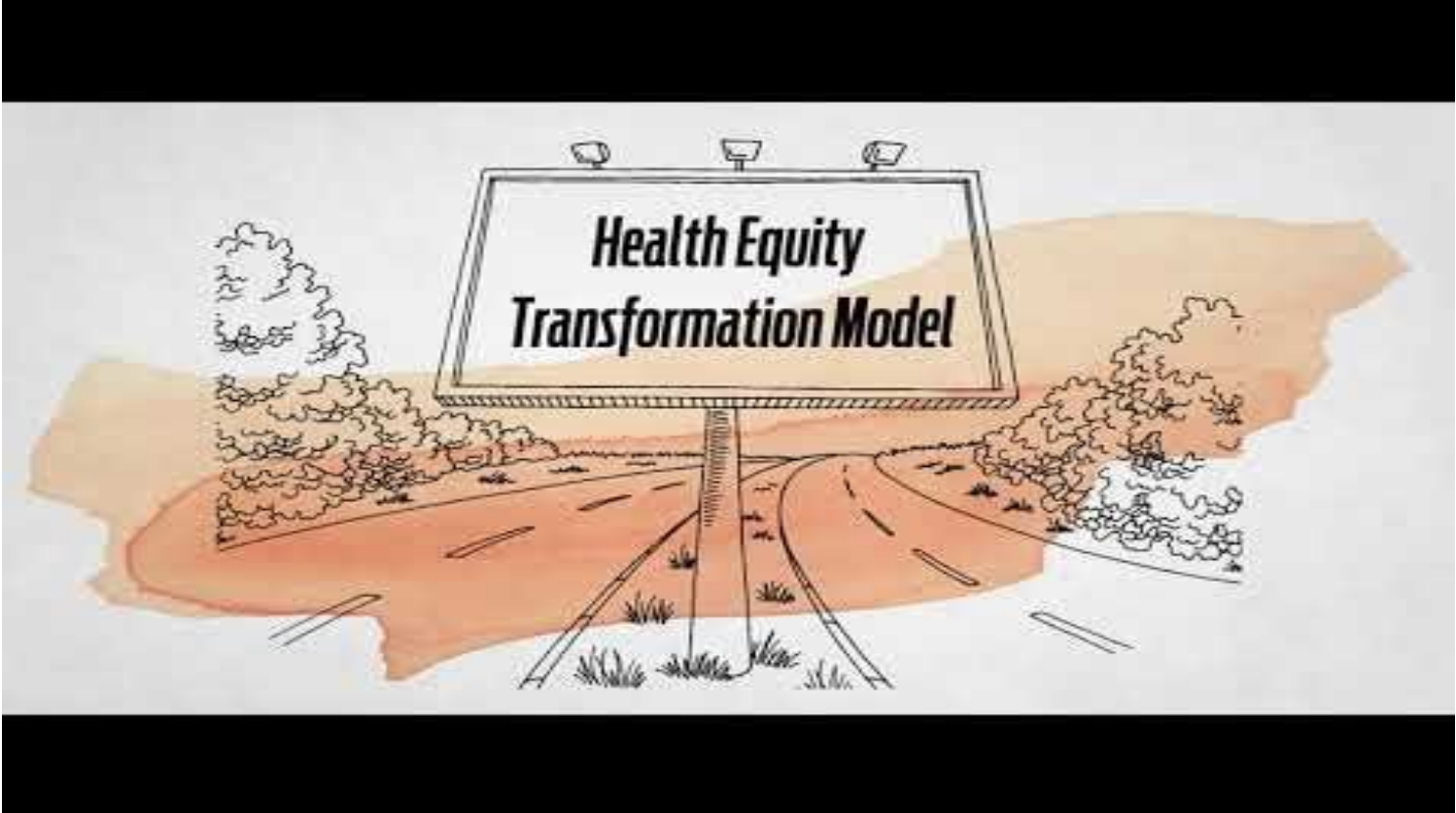
Please note that the views expressed by the conference speakers do not necessarily reflect the views of the American Hospital Association.



“Strength lies in differences, not in similarities.”

- Stephen Covey

The Equity Roadmap



Taking the Equity Roadmap Journey

Step 1: Members sign-up for the Equity Roadmap on <https://equity.aha.org> with an online form.

Step 2: Members will receive the HETA with a unique passcode that will be assigned by the data team and matched to their AHA Member ID.

Step 3: After completion of the HETA, they will receive the HETA Profile and the Transformation Action Plan (TAP).

- Members choose the Lever(s) they wish to start the journey.

- The TAP is where the mobilization towards advancing equity with policy and practice begins.
- Once a member begins the journey, they will have access to a virtual network where they can voluntarily post their best practices and progress in their journey. This begins the community of learning.



Prepared for:
Example Hospital

AHA ID:
Contacts:
Hospital Demographics:
Location:
Beds:
Critical Access:
System Affiliated:
Teaching Status:

Journey as of:

The information contained in this report is confidential and unique to your hospital. It will only be shared further with your written consent.

HETA Profile User Guide

Thank you for completing your Health Equity Transformation Assessment (HETA). Your assessment results have been tabulated. We are excited to provide you with your hospital's customized profile that displays your position for each lever and performance indicator. This information gives you a baseline to begin your transformation journey.

Profile Outline

On page 1 of your profile, you are provided with demographic information about your hospital. The data source for this is the American Hospital Association (AHA) Annual Survey.

On page 3 of your profile, you are provided with your overall position for each of the six transformation levers, which serves as a high-level summary. You will see horizontal bars for each lever that display the assigned position (exploring, committing, immersing, affirming, or transforming) for each lever. To dig deeper into each individual lever, directly below your overall lever position, you will see your position at the performance indicator level. This information will help you select a starting point for action. You will again see horizontal bars that display the assigned position (exploring, committing, immersing, affirming, or transforming) for all performance indicators, for each lever. This summary can be used as a visualization tool to communicate your current position on your transformation journey to colleagues at your hospital. Descriptions of each position are at the top of the page, along with color coding. The color coding for each position is described below.

HETA Position	
Exploring	Red
Committing	Yellow
Immersing	Maroon
Affirming	Blue
Transforming	Green

Performance Position Criteria

Overall lever position is determined by using the minimally achieved position for the performance indicators in that particular lever. For example, below, this hospital would be placed at "Committing" for this lever since that is the minimally achieved position for the 3 performance indicators in this lever.

Lever: Equitable and Inclusive Organizational Policies	Position
Climate and Culture	Affirming
Diverse and Representative Workforce	Committing
Inclusive, Local Sourcing	Immersing

Individual performance indicator position is determined by examining the elements that were achieved based on responses to the individual HETA questions. For example, below, this hospital would place at "Committing" for this performance indicator, since they have achieved (indicated in green) all items in "Exploring" and are working to complete the remaining items in "Committing" (Q3 and Q4). They did achieve one element in "Immersing" but since they have not achieved all elements in "Committing" they remain in the "Committing" phase of their journey.

Performance Indicator	Lever: Equitable and Inclusive Organizational Policies				
	Exploring	Committing	Immersing	Affirming	Transforming
Climate and Culture	Question 1	Question 1	Question 1	Question 1	Question 1
	Question 2	Question 2	Question 2	Question 2	Question 2
	Question 3	Question 3	Question 3	Question 3	Question 3
	Question 4	Question 4	Question 4	Question 4	Question 4
	Question 5	Question 5			
	Question 6				
	Question 7				

Please utilize this profile to inform your actions as you embark on this transformation journey. Your next steps are outlined on page 4.

The information contained in this report is confidential and unique to your hospital. It will only be shared further with your written consent.

Summary of Levers of Transformation

Exploring

Exploring the values and resources needed to publicly commit to embarking upon a journey toward health equity.

Committing

Committing the resources to listen, learn, train and implement policies and practices that establish equity as the standard practice.

Immersing

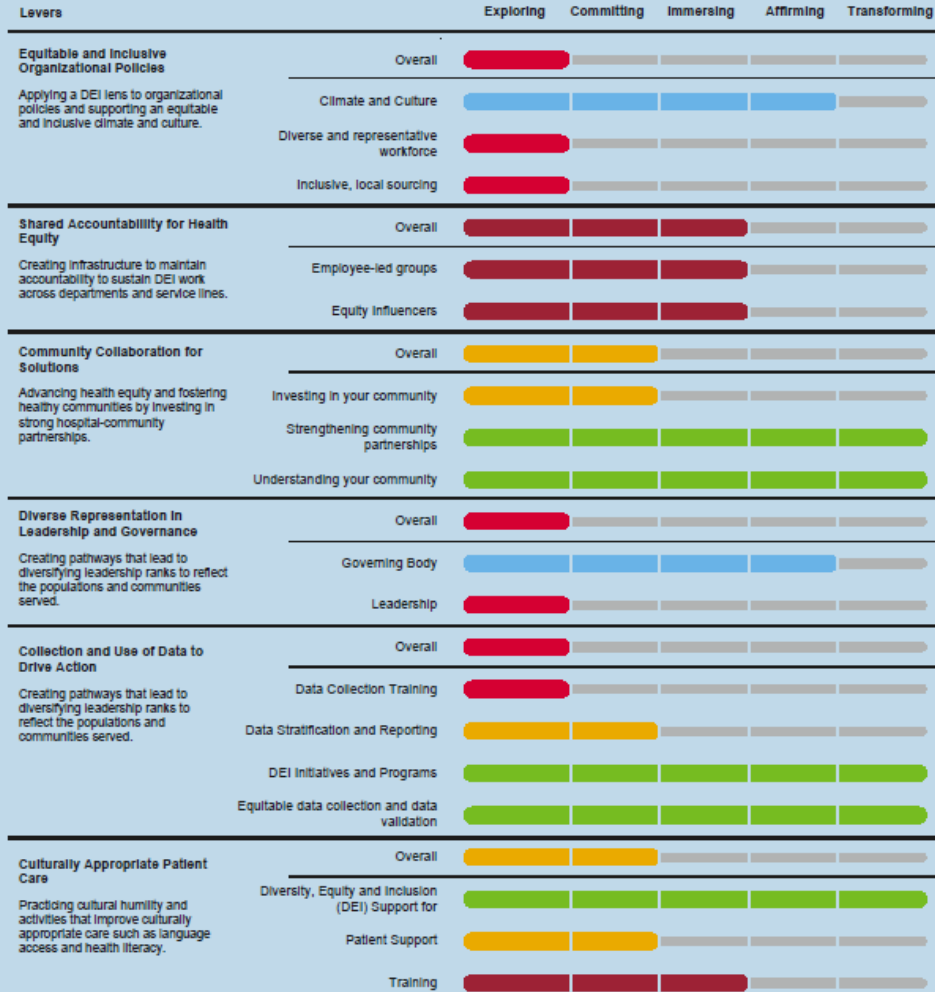
Immersing the leadership and system into accountability for implementing policies, procedures and cultural structures that support diversity, equity and inclusion.

Affirming

Affirming a just, equitable system culture with continuous equity self-assessments of policies and practices that remove structural barriers to equity.

Transforming

Transforming beyond the system toward supporting a sustainable and equitable ecosystem of health care within the community.



The information contained in this report is confidential and unique to your hospital. It will only be shared further with your written consent.



Thank You

Thank you for joining AHA's Institute for Diversity and Health Equity (IFDHE), (<http://ifdhe.aha.org>), on the journey to advance health equity. Your hospital's progression across the continuum can be engaged at your pace. It is our intention that you use this Profile as both a diagnostic tool and as a baseline.

- As a diagnostic tool, the profile is used to inform your current health equity transformation position and identify opportunities for growth and resource investment.
- As a baseline, the profile is used to facilitate planning for continuous improvement on your journey towards health equity.

Lever	Performance Indicator	Level	HEAL Resource
Lever 1 - Equitable and Inclusive Organizational Policies	Overall	1	http://www.aha.org
Lever 2 - Shared Accountability for Health Equity	Overall	3	URL - Lever 2 - Overall - Score 3
Lever 3 - Community Collaboration for Solutions	Overall	2	URL - Lever 3 - Overall - Score 2
Lever 4 - Diverse Representation In Leadership and Govern	Overall	1	URL - Lever 4 - Overall - Score 1
Lever 5 - Collection and Use of Data to Drive Action	Overall	1	URL - Lever 5 - Overall - Score 1
Lever 6 - Culturally Appropriate Patient Care	Overall	2	URL - Lever 6 - Overall - Score 2



The information contained in this report is confidential and unique to your hospital. It will only be shared further with your written consent.



AHA Equity Roadmap

Transformation Action Planner



LEVER

**CULTURALLY
APPROPRIATE
PATIENT CARE**



CONTINUUM POSITION

AFFIRMING



Introduction

We want to welcome you as you take on another part of the Health Equity Transformation journey. Now that you have received your HETA profile, the fun work of organizational change begins. We have heard from many hospitals and health systems that the greatest challenge is moving forward beyond the proclamation that equity is essential to patient safety and equitable hospital organizations. We have developed this action planner tool to support you in moving across the transformation continuum.

Once you have studied and discussed your profile, you will find the links to the appropriate levers that correspond with advancing to your next position on the continuum. As part of this process, you are invited to participate in a community of learners on the equity journey in hospitals and health care systems. Sharing your innovative policies and practices, learnings, questions and accomplishments are some of the features of the Equity Roadmap Journey Community.

As your hospital travels across the continuum we have outlined primary deliverables of each position on the continuum below:



Action Planning is a critical step in collectively advancing equity and dismantling structural barriers (e.g., racism, sexism, ageism, etc.) in hospitals and health care systems. This process is designed to support hospitals at every stage of the journey. Some hospitals are just beginning, developing a strategic plan and looking for data to collect, while others have institutionalized equity through policy and practice. Some are collaborating with a wide range of community stakeholders to advance health equity in their ecosystem. Regardless of your starting point, AHA invites you to use the Action Planners to mobilize your leadership, governing body, staff and community toward institutional change. Discover opportunities to change policy and practices that will institutionalize equity in your organization.



Culturally Appropriate Patient Care Reflections

Current state: What are the obstacles related to Culturally Appropriate Patient Care at your organization?	
Impacts: What are the impacts of these obstacles?	
Impacted groups: Who is most impacted by these obstacles?	
Steps taken: What steps have we taken thus far to advance equity as it relates to Culturally Appropriate Patient Care?	
Impact: What has been the impact of the steps we've taken thus far?	
Leadership: How has leadership demonstrated their commitment to prioritizing equity in Culturally Appropriate Patient Care?	



Culturally Appropriate Patient Care

AFFIRMING

Affirming | STRATEGIC PLAN

INSTRUCTIONS: Sustaining equity advances with policy and practices is critical to dismantling the structural barriers—spend some time thinking about what internal infrastructure and resources will be supportive of your EDI work in the short, medium and long term.

INTERNAL INFRASTRUCTURE: Identify which roles, teams and/or departments will be empowered to steward your EDI effort in the short, medium and long term.

Short-term Stewardship	Medium-term Stewardship	Long-term Stewardship
Roles: Teams: Departments:	Roles: Teams: Departments:	Roles: Teams: Departments:

RESOURCE ALLOCATION: What organizational resources will you allocate in the short, medium and long term?

Short-term Stewardship	Medium-term Stewardship	Long-term Stewardship

SUSTAINABILITY: Generate a narrative to describe your plan to sustain this EDI work in the long run.

Health Equity Action Library



The Health Equity Action Library, or HEAL, is a dynamic collection of tools and resources that provides hospitals and health care systems with practical, how-to information needed to foster more inclusive and equitable organizations and communities. Through its curated list of top publications in the field, the HEAL makes it easier for those at any level or place in the health care space to better understand opportunities, challenges and strategies that can get them from where they are to where they would like to be on their health equity journey. The HEAL's curated resources can be found among six key areas: Equitable Policies, Shared Accountability, Community Collaboration for Solutions, Diversity in Leadership, Data Collection/Use and Culturally Appropriate Care.

For more information on AHA Initiatives to help create more equitable health ecosystems and communities, visit the [Health Equity Transformation Model](#).

Six Key Resource Areas



Equitable and Inclusive Organizational Policies

Applying a diversity, equity and inclusion lens to organizational policies and supporting an equitable and inclusive climate and culture.

Find Resources



Systematic and Shared Accountability

Applying a diversity, equity and inclusion lens to organizational policies and supporting an equitable and inclusive climate and culture.

Find Resources



Community Collaboration for Solutions

Using quantitative and qualitative data to inform, design, and evaluate improvement strategies.

Find Resources



Diverse Representation in Executive Leadership and Governance

Applying a diversity, equity and inclusion lens to organizational policies and supporting an equitable and inclusive climate and culture.

Find Resources



Collection and Use of Data to Drive Action

Using quantitative and qualitative data to inform, design, and evaluate improvement strategies.

Find Resources



Culturally Appropriate Patient Care

Applying a diversity, equity and inclusion lens to organizational policies and supporting an equitable and inclusive climate and culture.

Find Resources



KEY AREAS: ● Equitable Policies ● Shared Accountability ● Community Collaboration for Solutions ● Diversity in Leadership ● Data Collection/Use ● Culturally Appropriate Care

FILTER YOUR RESULTS:

- JOB TITLE/ROLE**
- CEO/Leadership (18)
- Management (12)
- Front-Line Worker (0)
- Clinical (3)
- HOSPITAL TYPE**
- Rural (18)
- Community (12)
- FOHC (0)
- Other (3)
- DEPT./SERVICE LINE**
- Clinical (18)
- Operational (12)
- Legal (0)
- Other (3)

28 RESULTS FOUND

SPONSORED WEBINARS

Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care

2021

Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care Thursday, August 26, 2021 12:00p.m.

Diversity, Consumerism

SPONSORED WEBINARS

Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care

2021

Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care Thursday, August 26, 2021 12:00p.m.

Diversity, Consumerism

SPONSORED WEBINARS

Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care

2021

Consumer expectations on Diversity, Equity, Inclusion, and Belonging in Health Care Thursday, August 26, 2021 12:00p.m.

Diversity, Consumerism

Discussions

- How do we define equity in rural hospitals?
- What is diversity in patient populations and the workforce in rural communities?
- How do we practice inclusion of representative stakeholders while collaborating with community partners?

Visit Us

- www.equity.aha.org
- www.ifdhe.aha.org
- Reminder to complete:
 - Health Equity and Diversity Survey
 - National Health Care Governance Survey
- Contact us at institute@aha.org