Health Equity Quickinar Series
Session 2

Engaging Leadership in Health Equity
• Discuss the importance of engaging leadership in health equity.
• Review the HSAG HQIC business case for health equity.
• Identify the importance of leadership strategy in integrating health equity throughout the organization.
3 Keys to Success for any Initiative

1. Leadership support
2. Provider buy-in
3. Frontline engagement
Who Is Responsible for Health Equity?

Case Management

C-Suite

Social Services
Everyone!

- C-Suite and Board
- Social Services
- Case Management
- Quality
- Providers
- Frontline Staff
- Ancillary Staff
- Patients and Families
- Community
Leading the Charge

- Leadership must be engaged to lead the charge.
- Hospitals are looked at as a common convener by the community.
- Model behavior and actions.
- Send the message: “Health Equity is a priority.”
Leadership Support in Health Equity

Health Equity:

• Needs to be a strategic priority.
• Is a shared vision.
• Engages the community.
  – Community Health Needs Assessment (CHNA)
  – Collaboration and participation in community advocacy and projects
• Is a commitment of resources.
  – Time
  – People
  – Monetary
Consider The Impact of Health Disparities

Health disparities can lead to poor patient outcomes and significant excess financial cost.

Social determinants of health include: economic stability, education access and quality, healthcare access and quality, neighborhood and built environment, and social and community contexts.¹

1 in 10 Americans live in poverty with the inability to afford healthcare, healthy food, and housing.²

In the United States:
Health disparities have amounted to $93 billion in excess medical cost annually.⁵

Patient outcomes and hospital finances are significantly impacted by health disparities.

Health outcomes are greatly impacted by social determinants.

You cannot improve outcomes without addressing health disparities.

Dual Eligible Individuals

- 1.5 times higher hospital utilization
- 70% higher use of high-risk drugs
- 18% higher avoidable hospital readmissions

as opposed to non-dual eligible individuals²
Other Strategies for Buy-In

WIIFM—“What’s In It For Me?”
• Appeal to your audience based on what motivates them.
• Use patient stories.
• Align with the organization’s strategic goals.
  – CMS Measure: Hospital Commitment to Health Equity, Domain 1: Equity is a Strategic Priority.

One-Minute Elevator Speech
• Short, concise synopsis
• Persuasive
• No more than 1 minute
• Grab their attention

Quality and Safety Series—Buy In: www.hsag.com/hqic/quality-series
One-Minute Elevator Speech Template: www.hsag.com/globalassets/hqic/hqic1minelevatorspeechtemplate.pdf
CMS Quality Reporting Program

- CMS Final Rule added 2 health equity measures.
- Part of the Inpatient Prospective Payment System (IPPS).
- Penalties for not reporting through Annual Payment Update (APU) Failure.
  - Can be up to 25% of Market Basket Update.
- Two Inpatient Quality Reporting (IQR) Program measures.
- Structural measures reported annually.

Leadership Engagement Is Imperative

Not only is leadership engagement critical to driving health equity, it is also Domain 5 in the Hospital Commitment to Health Equity measure!

- Annually reviews, by senior leadership (including chief executives and the entire hospital board of trustees), the strategic plan for achieving health equity.

- Annually reviews, by senior leadership (including chief executives and the entire hospital board of trustees), key performance indicators stratified by demographic and/or social factors.
Reporting Timelines

Hospital Equity Commitment to Health Equity
- Begins CY2023/FY2025
- Initial submission May 2024

Screening for Social Drivers of Health
- CY2023 Voluntary Reporting – May 2024
- CY2024 Mandatory Reporting – May 2025

Create a Sense of Urgency!

Kotter’s 8-Step Change Model

- Step 1: Increase Urgency
- Step 2: Build Guiding Team
- Step 3: Develop the Vision
- Step 4: Communicate for Buy-In
- Step 5: Empower Action
- Step 6: Create Quick Wins
- Step 7: Build on Change
- Step 8: Make It Stick

- Start now!
- Give yourself time to do it right the first time.
  - Spend time planning on the front end to reduce rework on the back end!
- Health equity and the CMS measures are intricate.
- Take advantage of the voluntary reporting period for Screening for Social Drivers of Health measure.
“You communicate vision through little conversational nuggets and consistent daily sound bites—not speeches.”

“When vision is communicated well and repeatedly, people get inspired by their involvement because they discover their own vision inside of yours.”

—Deborah Huyer
Final Words on Communication

• People are guided by beliefs and emotions.
• Use persuasion rather than authority.
• Be a leader not a manager.
• Engage through your vision that:
  – Is easily understood.
  – Paints a visual picture.
  – Gives clear direction and purpose.
  – Conveys passion and enthusiasm.
  – Is about the staff, patients, and organization—not self.
  – Encourages collaboration—something bigger than yourself.
• Employ frequent and consistent communication.
• Strive for transparency.

Huyer, D. Leading change through vision. 2014.  
https://www.hr.com/en/magazines/leadership_excellence_essentials/june_2014_leadership/leading-change-through-vision-4-strategies-for-imp_hya9e8rn.html
Key Concepts

• Leadership engagement is critical for addressing health equity.
  – Organizational engagement
  – Leadership driven
• Use the HSAG Business Case for Health Equity flyer.
• Part of the CMS Quality Reporting Program.
  – Hospital Commitment to Health Equity
  – Screening for Social Drivers of Health
• Start now—create a sense of urgency!
Join Us for the Entire Series

Recordings, slides, and resource links will be posted for on-demand access after every session.

3. Health Equity as a Strategic Priority

Health Equity as a Strategic Priority
Thursday, February 9, 2023 | 1 p.m. ET | 12 noon CT | 11 a.m. MT | 10 a.m. PT
This session will examine strategic planning for health equity.
Objectives:
- Identify the importance of making health equity a strategic priority.
- Discuss the difference between a strategic plan for health equity and the community health needs assessment.
- Review resources to assist in creating a strategic priority for health equity.

www.hsag.com/health-equity-quickinars
QUESTIONS?
Thank you!

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