• Locally owned
• Locally governed
• Not-for profit
• $90 million in annual outreach and charitable care
• 4 hospitals, 713 beds
• Over 90 practices
• 8,800 employees
What does E. Pluribus Unum mean?

E PLURIBUS UNUM
FROM THE MANY, ONE

We the People
Everyone we’ve assembled here is descended from a signer of the Declaration of Independence.
### Discrimination

Treating people in a less favorable way because of a prejudice, bias, or stereotype.

- **Exclusion**: 246 years
- **Segregation**: 99 years
- **Integration**: 52 years
- **Inclusion**: 0 years
Internal Dimensions and External Dimensions are adapted from Marilyn Loden and Judy Rosener, *Workforce America!* (Business One Irwin, 1991)
Disparity: a measured difference between two groups

Equal Input

Equal

Justice (Fair, Equitable)

http://interactioninstitute.org/illustrating-equality-vs-equity
Inequity: a disparity that is avoidable and unjust
Bronson Believes

• **Diversity** is a fact.
• **Diversity** is what makes each of us unique.
Bronson Believes

- **Inclusion** is a choice

- **Inclusion** is to embrace, respect and value diversity without judgment, bias, or stereotype.
An Exceptional Healthcare Experience for Every Person, Every Time

- Respecting All People
- Promoting a Healthy Workplace

- Building Trusting Partnerships
- Raising the Bar

Together, We Advance the Health of our Communities
MISSION

Together, We Advance the Health of our Communities

An Exceptional Healthcare Experience for Every Person, Every Time

• Respecting All People
• Promoting a Healthy Workplace
• Building Trusting Partnerships
• Raising the Bar

Together, We Advance the Health of our Communities
Our Mission

Together, We Advance the Health of Our Communities

Bronson, our Staff, Medical Staff, Volunteers, Patients/Families, & our Community Partners

• Healthcare (PFE)
• Healthy Workplace
• Social Influencers of Health

• Improve
• Catalyze
• Move forward
• Make equitable
• Sometimes lead, sometimes collaborate

• Our workforce & families
• Our patients & sub groups
• Assigned attributable groups
• Potential patients
• Tri-county primary region
• 6 county referral region
Healthy Living - Creating an environment where all people can flourish.

Kaiser Family Foundation’s Framework of the Social Determinants of Health

<table>
<thead>
<tr>
<th>Economic Stability</th>
<th>Neighborhood and Physical Environment</th>
<th>Education</th>
<th>Food</th>
<th>Community and Social Context</th>
<th>Health Care System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td>Housing</td>
<td>Literacy</td>
<td>Hunger</td>
<td>Social integration</td>
<td>Health coverage</td>
</tr>
<tr>
<td>Income</td>
<td>Transportation</td>
<td>Language</td>
<td>Access to healthy options</td>
<td>Provider availability</td>
<td>Provider bias</td>
</tr>
<tr>
<td>Expenses</td>
<td>Safety</td>
<td>Early childhood education</td>
<td>Support systems</td>
<td>Provider cultural and linguistic competency</td>
<td></td>
</tr>
<tr>
<td>Debt</td>
<td>Parks</td>
<td>Vocational training</td>
<td>Community engagement</td>
<td>Quality of care</td>
<td></td>
</tr>
<tr>
<td>Medical bills</td>
<td>Playgrounds</td>
<td>Higher education</td>
<td>Discrimination</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support</td>
<td>Walkability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Health Outcomes

- Mortality
- Morbidity
- Life Expectancy
- Health Care Expenditures
- Health Status
- Functional Limitations

“The difference between what we do and what we are capable of doing would suffice to solve most of the world’s problems.”

- Mahatma Gandhi
Adopt organization Values and Behaviors

**OUR VALUES:**

- **Respecting All People**
  - We recognize and appreciate all people for their uniqueness and contributions.
  - We are kind, compassionate and assume good intentions.

- **Building Trusting Partnerships**
  - We value collaboration and teamwork with each other, with patients and their families, and with our community partners.
  - We accept responsibility for our actions and attitudes, and always do what is right.

- **Promoting a Healthy Workplace**
  - We create a workplace that attracts, rewards, and celebrates caring and talented individuals.
  - We encourage individual growth and development, and support leading balanced lives.

- **Raising the Bar**
  - We strive for excellence by performing at the highest level, always learning and looking for ways to improve.
  - We use research to develop innovative processes to close the gap between what is actually happening and what should be happening.

**KEY BEHAVIORS:**

- **Be Respectful**
  - Seek first to understand
  - Recognize, appreciate and include all people
  - Treat people with courtesy and kindness
  - Assume good intentions
  - Maintain a safe, clean and quiet environment

- **Be Accountable**
  - Support the team
  - Do what you agree to do
  - Give and receive feedback
  - Communicate clearly
  - Protect privacy and confidentiality
  - Use resources wisely

- **Be Well**
  - Take care of yourself
  - Bring joy and passion into the workplace
  - Learn, grow and give back
  - Show interest and empathy to all
  - Recognize and celebrate success

- **Be a Problem Solver**
  - Participate in team huddles
  - Speak up
  - Identify and embrace problems
  - Think creatively
  - Develop and follow standard work
  - Pay attention to detail

**Plan for Excellence:**

- **Mission**
  - Together, we advance the health of our communities

- **Vision**
  - An exceptional healthcare experience for every person, every time

- **Values**
  - Respecting all people
  - Building trusting partnerships
  - Promoting a healthy workplace
  - Raising the bar

- **Strategies**
  - Quality - Reliably provide safe, equitable outcomes that matter most to our patients.
  - Service - Compassionately provide timely and convenient services.
  - Cost - Efficiently provide care at a predictable cost.

- **Fundamentals (ABCD)**
  - Analytics
  - Bronson Management System
  - Clinical Integration
  - Developing Talent
<table>
<thead>
<tr>
<th><strong>Respecting All People</strong></th>
<th>We ensure <strong>equitable</strong> access to healthcare regardless of ability to pay</th>
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<tbody>
<tr>
<td><strong>Raising the Bar</strong></td>
<td>We seek to understand and measure the health needs of our community, align with Bronson needs and expertise and catalyze people, resources and advocacy to <strong>equitably</strong> meet those needs though evidence based interventions.</td>
</tr>
<tr>
<td><strong>Building Trusting Partnerships</strong></td>
<td>We support community initiatives that <strong>equitably</strong> impact not only the social influencers of health but also strengthen our community partners.</td>
</tr>
<tr>
<td><strong>Promoting a Healthy Workplace</strong></td>
<td>We lead by example, creating a healthy, <strong>equitable</strong> environment for our workforce and their families.</td>
</tr>
</tbody>
</table>
Provide Layers of Education

D & I Department
- Director
- Inclusion Coordinator
- Language Services Coordinator
- Psychotherapist / Clinical Health Behavioral Trainer

Employees
- Community Resources

D & I Council
- Inclusion Teams

Cultural Awareness

D & I Curriculum

Cultural Competence Assessment

Community Events
Collect Customer & Employee Feedback (Data)

Patient Feedback

Your feedback helps our teams improve and be the best. Thank you for sharing!

EOS Questions by Category

**Ethics**
1. I believe I work for an ethical organization.
2. I feel I can report concerns about potential non-compliance, suspicious activity or unethical behavior without fear of retaliation or reprisal.
3. My department takes actions on patient safety issues when they are reported.
4. I feel comfortable reporting patient safety issues.
5. My coworkers demonstrate legal and ethical behaviors in the workplace.

**Affinity**
1. I love being a part of Bronson.
2. I cannot imagine working for any other organization.

**Teamwork**
1. We have good communications among the people in my department.
2. Little time is wasted in my department.
3. Employees at Bronson treat each other with respect.
4. I trust the people with whom I work.
5. Employees and medical staff providers work well together in this organization.

**Diversity**
1. Bronson respects the cultural diversity of its employees.
2. Bronson has made progress recognizing different types of diversity.
3. Bronson’s work environment is one of friendliness and acceptance.
4. The person to report’s actions promote diversity and inclusion in
1. Assess current disparities
   • What is Actually Happening?
   • What Should be Happening?
   • What is the impact?

2. Identify Potential Cause
   • Is it avoidable?
   • Investigate for Root Cause
   • What does the data tell us

3. Create a hypothesis and run an intervention

4. Monitor Performance
Learning Resources

Assessments
- **Implicit Association Test (IAT)** - created by Harvard professors to privately explore your thoughts and feelings outside of conscious awareness and control. Tests available in 15 topics, such as religion, race, age, disability, etc.

Books & Videos
- **Waking Up White and Finding Myself in the Story of Race**, Debby Irving
- **Blindspot**, Mahzarin R. Banaji and Anthony G. Greenwald
- **CrashCourse US History**
Classes
• **ERACCE** – Eliminating Racism & Creating Equity
• **S.H.A.R.E** – Society for History & Racial Equity
• **Center for Diversity and Innovation** - Kellogg Community College

Presentations and Exhibits
• WMU Diversity & Inclusion – **Real Talk Diversity Series**
• **Kalamazoo Valley Museum**
  – “Hateful Things” Jim Crow Museum, September 17, 2017 - January 14, 2018
Health Disparities Reading

**Improving Quality and Achieving Equity: A Guide for Hospital Leaders**
*Disparities Solutions Center, Massachusetts General Hospital*
- Overview of hospital rationales for addressing disparities
- Model hospital practices
- Next steps for hospital leaders

**Unequal Treatment: Confronting Racial and Ethnic Disparities in Health Care**
*The Institute of Medicine*
- Summary of evidence of health care disparities
- Assessment of sources of disparities
- Recommendations for addressing disparities

**HHS Action Plan to Reduce Racial and Ethnic Health Disparities**
*HHS Office of Minority Health*
- Overview of disparities and new opportunities to reduce racial and ethnic health disparities
- Department-wide action plan for reducing racial and ethnic health disparities

**Disparities in Health and Health Care: Five Key Questions and Answers**
*Kaiser Family Foundation*
- Definition of health and health care disparities
- Current status and importance of disparities
- Key initiatives in place to address disparities
- Impact of the ACA on disparities
Health Disparities Reading

**2014 National Healthcare Quality and Disparities Report**

*Agency for Healthcare Research and Quality*

- Overview of the quality of health care received by the general U.S. population
- Overview of disparities in care experienced by different racial, ethnic, and socioeconomic groups
- Based on more than 250 measures of quality and disparities

**HRET Disparities Toolkit: A Toolkit for Collecting Race, Ethnicity and Primary Language from Patients**

*Health Research and Educational Trust*

- Web-based tool to assist health care organizations in systematically collecting race, ethnicity, and primary language data from patients
- Resources for educating and informing staff about the importance of data collection
- Instructions for using data to improve quality of care for all populations
Thank you!
bronsonhealth.com