

trust matters Trustee Matters



A Publication for Missouri Hospital Trustees

Eliminating Health Disparities

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Hospital trustees must govern and direct the path forward for health care during this time of transformational change, for both care delivery and pay-for-performance systems. Yet, another change is unfolding. In the nation's heartland, away from coasts and borders, Missouri is becoming more diverse. Among the more than 6 million Missouri residents, 84 percent are white, 12 percent are black or African-American, 4 percent are Hispanic or Latino, 2 percent are Asian, and 2 percent identify with two or more races.



2% — TWO OR MORE RACES
2% — ASIAN
4% — HISPANIC OR LATINO
12% — BLACK OR AFRICAN-AMERICAN
84% — WHITE

Physicians, nurses and other care providers across Missouri and the U.S. are committed to providing excellent care to all patients, at all times. The color of a patient's skin or the language they speak do not, and must not, influence the quality of care provided. However, factors such as race, ethnicity and language should be considered to customize culturally-appropriate care. Sadly, there are stark differences in health outcomes for minority populations. In a 2014 *HIDI HealthStats* report, analysis shows that in Missouri, black males with cancer are 30 percent more likely to die than females, and 22 percent more likely to die than white males. Similarly, in a 2015 *HIDI HealthStats* report, black children younger than 18 years of age account for 53 percent of pediatric asthma hospitalizations. Further, black children were 55 percent more likely to be readmitted to the hospital within 90 days, as compared to white children. These are only two of many examples of disparity and its consequences.

Nationally, progress is being made. The increased attention and focus on improving the quality of care and patient safety has resulted in overall quality improvement for all populations. In addition, the disparate gap between minority and non-minority populations for care provided within health care facilities has narrowed. Unfortunately, although improvements are being made, the gap for health outcomes that are dependent on the social environment remain. For example, the rates of readmission to a hospital within 30 days of discharge differ based on race, ethnicity and sociodemographic factors among patient populations. The Missouri Hospital Association has focused on this issue on its new website, Focus on Hospitals, which helps consumers understand how the social environment affects patients' likelihood of readmission.

Where a person lives has a proven effect on health status, the response to health care and premature death. Children with asthma who live in homes without air conditioning or with excessive mold and mildew because of inadequate housing are more likely to have symptoms, including difficulty

breathing. For patients with diabetes, a lack of transportation, nutritious food and support services negatively impacts health. Improvements are both simple and complex, such as appropriate food and follow-up care. Lives are cut short in impoverished communities. The report “Forward Through Ferguson: A Path Toward Racial Equity,” states that a person living in Clayton, Mo., has a life expectancy of 85 years, while a person living only 10 miles away in a north St. Louis community may only expect to live to age 67 — a difference of 10 miles and 18 years.

Health care leaders cannot solve all of the complex problems contributing to health disparities, but we can lead change for our patients. Hospitals across Missouri have established programs designed to provide culturally-competent quality care. In addition to educating the workforce, hospitals provide services, such as formally trained interpreters, to communicate with patients whose preferred language is not English. More can be done.

Missouri health care leaders and MHA are joining the National Call to Action to Eliminate Health Disparities Equity of Care Campaign. The campaign is championed by five national health care associations — American College of Healthcare Executives, American Hospital Association, Association of American Medical Colleges, America’s Essential Hospitals and Catholic Health Association of the United States. Together, across the U.S., health care leaders are making a commitment to address and eliminate health care disparities. Already, more than 20 Missouri hospitals have taken the pledge. The national call to action focuses on three actions.

Increase the collection and use of race, ethnicity and language preference data in medical records.

Accurate information about the patients served is the first action necessary to eliminate health disparities. Detailed information will provide understanding about differences in health status and health outcomes based on race, ethnicity and



A MESSAGE FROM MHA PRESIDENT AND CEO

Herb B. Kuhn

Conventional wisdom suggests that nothing gets done in an election year. MHA is tossing that notion aside in favor of bold initiatives to frame the debate about the importance of hospitals in Missouri.

In February, MHA revealed the public face of the hospital transparency initiative — the new Focus on Hospitals website. For the first time, the site includes hospital pricing and quality data in addition to community investment. Also new is the adjustment of hospital readmission data to more accurately represent patients’ sociodemographic status — a step we believe will help move the national conversation about a fairer payment system for some safety-net and rural hospitals. Although the site is designed for consumers, it serves as a strong signal to lawmakers about hospitals’ commitment to transparency.

The most important state legislative action in 2016, or in any year, is reauthorization of the state’s hospital provider tax. We’re working with lawmakers to reapprove the system with a set of principles that secures the use of hospitals’ provider tax funds for hospital Medicaid payments.

In the months ahead, MHA will launch a broad image campaign targeted at renewing Missourian’s connections with their hospital. Look for details in the next edition of *Trustee Matters*.

MHA is entering the year with high expectations. And, our 2016 efforts are designed to pave the way for a strong, post-election 2017.

language. Training, techniques and tools will provide health care workers increased confidence and cultural competence.

MHA will assist Missouri hospitals by providing information about regional demographic profiles and determining how accurately hospital discharge records capture race, ethnicity and language for patients with repeat hospitalizations. MHA also will provide education about how to ask about a person's race, ethnicity and preferred language in a culturally-competent manner that is comfortable for the patient, family and health care worker.

Increase cultural-competence training for the health care workforce.

To eliminate health disparities, hospital leaders must create and foster a culture that welcomes diversity of workforce, leadership and governance. Strategies that foster a welcoming environment include the following.

- establish a diversity advisory council
- implement policies that establish no-tolerance, nondiscrimination practices
- require diversity training for all employees
- conduct comprehensive diversity and culturally-competent orientation for new employees
- partner with other community agencies, faith-based organizations and government and academic institutions to leverage resources and expertise

Increase diversity in governance and leadership.

As we welcome more diverse communities, we must look in the mirror. Do our board rooms and C-suites reflect the communities served? If not, why? In a 2013 study, the American Hospital Association Healthcare Research and Educational Trust and the Institute of Diversity conducted a study of U.S. hospitals. Although minorities represented 31 percent of patients, only 14 percent of hospital board members, 12 percent of executive leadership and 17 percent of mid-level management were represented by minorities. Ensuring that board members receive diversity training and developing programs to mentor and foster

professional growth among promising new diverse leaders are practices that establish a foundation from which to increase diversity. MHA will provide information and resources to support hospital efforts.

TAKE THE PLEDGE AND PARTICIPATE

Be a part of the solution. Participation is easy. Join MHA and hospitals across Missouri in AHA's pledge to eliminate health disparities. Visit www.equityofcare.org/pledge to take the pledge. Lead the change for patients in your community.

MARK YOUR CALENDARS FOR MHA'S 2016 LEADERSHIP FORUM!

SAVE THE DATE!

Missouri Hospital Association 2016 Leadership Forum
June 8-10, 2016 | Chateau on the Lake | Branson, Mo.

MHA Golf Outing and Social
June 8 | Buffalo Ridge Springs Golf Course

Learn from national speakers!

- accountable care organization management and governance
- the new corporate integrity agreements and false claims liability
- tomorrow's payer and purchaser expectations
- building community stakeholder groups
- leadership development
- the patient as a consumer

Registration materials will be mailed in April.

For more information, contact Donna McCulloch at MHA at 573/893-3700 ext. 1317 or dmcculloch@mhanet.com.
For hotel reservations, contact Chateau on the Lake at 417/334-1161 or toll free at 888/333-8253 by May 8, 2016.

Join fellow hospital trustees and senior leadership June 8-10 at this year's MHA Leadership Forum at the Chateau on the Lake in Branson, Mo. Nationally-acclaimed speakers will share their expertise on the topics of corporate integrity agreements and false claims liability, payer and purchaser expectations, leadership development, and more.

Registration materials for the forum will be sent in April. For more information, contact Donna McCulloch at 573/893-3700 or dmcculloch@mhanet.com. For hotel reservations, contact Chateau on the Lake at 417/334-1161 by **Sunday, May 8**.



Transparency: Price, Quality and Community Investment

FOCUS *on* HOSPITALS

MHA launched a new website — www.focusonhospitals.com — on Feb. 3 that features hospital-specific price and quality data. Eighty percent of Missouri’s hospitals chose to participate. The website is consumer-focused and user-friendly, and seeks to educate individuals about the importance of understanding both the cost and quality of health care services.

The site now displays the annual Community Investment Report, which shows hospitals’ financial contributions to their communities — both community benefit and economic impact. This year’s report, reflecting 2014 data, shows that the state’s hospitals provided \$2.75 billion in community benefit, including a significant increase in uncompensated care of \$1.3 billion for charity care and bad debt. The charity increase alone was \$136 million higher than in 2013, and \$569 million, or 469 percent more, than in 2004. The report also finds that in 2014, hospitals’ investments in salaries, benefits and capital investments exceeded \$11.2 billion.

As Dan Mehan, President and CEO of the Missouri Chamber of Commerce and Industry states, “It’s hard to overestimate the impact Missouri hospitals have on the economy.”

ORGAN DONATION



- Nationwide, more than 123,000 men, women and children currently await lifesaving organ transplants.
- Every 10 minutes another name is added to the national waiting list. That’s 144 people per day.
- An average of 22 people per day (or 7,665 per year) die due to a lack of available organs for transplant.
- Currently, there are nearly 2,000 people in Missouri awaiting a lifesaving transplant.

To become an organ donor, visit www.registerme.org.



TRUSTEE RECOGNITION

After 30 years of hospital trustee recognition through the Excellence in Governance Awards, MHA is creating a new program to recognize and honor trustee service. In April, the call for nominations for “Trustee of the Year” will be sent to all Missouri hospitals. One urban and one rural trustee may be selected from among the nominations. Trustee(s) will be recognized at the installation and recognition banquet during MHA’s 94th Annual Convention & Trade Show on Thursday, Nov. 3.



Trustee Matters is published quarterly by the Missouri Hospital Association. For questions about hospital governance issues, contact your community hospital. Visit www.mhanet.com for additional health care news.

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