If you make your programs accessible, they will use your services. There is a business incentive to this as well.

Cultural competence and partnership innovation at Lutheran Medical Center, New York City, “Patients have a choice,” she says.

One of the challenges to addressing racial disparities is limited emphasis on the recruitment and retention of minorities.

Leadership reflect the ethnic and racial makeup of the organization’s board and executive... By 2050, the Census Bureau projects that 54

RESEARCH BY LEE ANN JAROUSSE

A 2013 report by the American Hospital Association found... we could take a deeper dive into how we care for our... the minority patient experience,” says Joseph

Three Key Steps Toward Cultural Competency

COMMUNITY SURVEY

For hospitals or health care systems to determine the needs for specific communities.

COMMUNITY ENGAGEMENT

The organization formed the Disparities Solution Center... raising awareness and education... and cultural advisory committees provide outreach to the community’s Chinese,

Case Studies

LUTHERAN MEDICAL CENTER • NEW YORK CITY

Lutheran Medical Center, a 404-bed teaching hospital, is committed to addressing disparities, improving care and reducing costs. The hospital is actively working to ensure that its services are... The use of reports for measuring progress toward addressing disparities... hospitals’ efforts to reduce disparities

Case Studies

MASSACHUSETTS GENERAL HOSPITAL • BOSTON

Massachusetts General Hospital is a hospital for research and teaching... case studies in diversity and disparities... for hospitals and other health care organizations. “We’ve made... a day and food prepared by a Chinese cook.

Case Studies

RESEARCH BY LEE ANN JAROUSSE

MAKING IT HAPPEN

The Benefits of Cultural Competency

Social Benefits

Health Benefits

Business Benefits

By the Numbers

Hospitals’ efforts to reduce disparities

Use of data to identify disparities in treatment and/or outcomes, between racial or ethnic groups

Inclusion of diversity goals in the hospital’s strategic plan

Use of data to identify disparities in treatment and/or outcomes

Use of data to identify disparities in treatment and/or outcomes in hospital or care system


Three Key Steps Toward Cultural Competency

1. Conduct a Community Survey

2. Implement Community Engagement

3. Start Education

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The Benefits of Cultural Competency

**Social Benefits**
- Improves social and economic status
- Decreases prejudice and discrimination
- Enhances self-esteem and self-confidence

**Health Benefits**
- Reduces health disparities
- Increases access to health care
- Improves patient outcomes and satisfaction

**Business Benefits**
- Improves patient satisfaction and retention
- Reduces liability and legal costs
- Increases revenue and profitability

**Aim for Cultural Competency**

1. **Community Survey**
   - Identify cultural diversity in the community
   - Assess the cultural needs of the community
   - Develop a cultural advisory committee

2. **Community Engagement**
   - Collaborate with community leaders
   - Develop community partnerships
   - Implement culturally competent programs

3. **Staff Education**
   - Provide cultural competence training
   - Foster cultural competence awareness
   - Encourage cultural competence practice

The three primary practices used by hospitals and health systems to address disparities
- **Community Survey**:每年2次
- **Community Engagement**:每月1次
- **Staff Education**:每周1次

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<th>Race</th>
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<th>Primary</th>
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Inclusion of diversity goals in the hospital’s strategic plan
- **Cultural Competency Committee**: annually
- **Patient Satisfaction Surveys**: quarterly
- **Staff Meetings**: monthly
- **Cultural Competency Training**: biannually
- **Community Engagement Activities**: biannually

**Use of Data**

<table>
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**Equity of Care**

Lutheran Medical Center, New York City, is a leader in culturally competent care. The hospital has a standardized mechanism to assess and report ethnic and cultural composition of patients, leading to improvements in care and outcomes. Among hospitalizations for patients with diabetes, Latino patients had a 20% lower mortality rate than non-Latino patients. The hospital also engages in community partnership to address disparities, such as the Brooklyn Community Health Network. Lutheran Medical Center is committed to providing culturally competent care and improving health outcomes for all patients.
National Call to Action
To Eliminate Health Care Disparities

Addressing disparities is no longer just about morality, ethics and social justice; it is vital to performance excellence and improved community health. As hospitals face greater responsibilities to manage community health, equity of care is essential.

As hospitals and health systems tackle these challenges locally, leaders of national health care organizations have come together to create a national call to action to eliminate health care disparities and improve quality of care for each and every patient.

The three goals of the national call to action are to increase:
- Collection & use of race, ethnicity and language preference data
- Cultural competency training
- Diversity in governance and leadership

Through free resources, shared best practices and national collaborative efforts, Equity of Care is leading the health field on a clear path to eliminate disparities and ensuring that local action can power national results.

For more information, visit www.equityofcare.org

Best in Class Hospitals
The Institute for Diversity in Health Management recently recognized organizations across the nation for their progress in promoting diversity. Recognition is based on hospitals’ responses to the survey, “Diversity and Disparities: A Benchmark Study of U.S. Hospitals in 2013.” Best in class hospitals represent the top performing organizations within each category.

Addressing Disparities and Delivering Quality Care
- Dayton Veterans Affairs Medical Center, Dayton, OH
- Harris Health System, Houston, TX
- Mercy Medical Center-Sioux City, Sioux City, IA
- Sunrise Hospital and Medical Center, Las Vegas, NV
- Veterans Affairs Southern Nevada Healthcare System, North Las Vegas, NV
- Washington DC Veterans Affairs Medical Center, Washington, DC

Cultural Competency and Engaging Communities
- Christiana Care Health System, Newark, DE
- Cincinnati Children’s Hospital Medical Center, Cincinnati, OH
- Dayton Veterans Affairs Medical Center, Dayton, OH
- Florida Hospital, Orlando, FL
- Homestead Hospital, Homestead, FL
- Indiana University Health University Hospital, Indianapolis, IN
- Kaiser Permanente Baldwin Park Medical Center, Baldwin Park, CA
- Louis Stokes Cleveland Veterans Affairs Medical Center, Cleveland, OH
- Memphis Veterans Affairs Medical Center, Memphis, TN
- MetroHealth Medical Center, Cleveland, OH
- Ohio State University Wexner Medical Center, Columbus, OH
- Robert E. Bush Naval Hospital, Twenty-nine Palms, CA

Diversity in Leadership and Governance
- Homestead Hospital, Homestead, FL
- Jack C. Montgomery Veterans Affairs Medical Center, Muskogee, OK
- LibertyHealth Jersey City Medical Center, Jersey City, NJ
- Mee Memorial Hospital, King City, CA
- Queen’s Medical Center, Honolulu, HI
- Robert E. Bush Naval Hospital, Twenty-nine Palms, CA
- Texas Health Presbyterian Hospital Dallas, Dallas, TX

Diversity Management and Strengthening the Workforce
- Bath Veterans Affairs Medical Center, Bath, NY
- Connecticut Valley Hospital, Middletown, CT
- Florida Hospital, Orlando, FL
- ECON Hospital, Humble, TX
- Iowa City Veterans Affairs Health Care System, Iowa City, IA
- Kaiser Permanente Anaheim Medical Center, Anaheim, CA
- Mercy Medical Center-Des Moines, Des Moines, IA
- Robert E. Bush Naval Hospital, Twenty-nine Palms, CA
- Robert Wood Johnson University Hospital, New Brunswick, NJ
- Sunrise Hospital and Medical Center, Las Vegas, NV
- Washington DC Veterans Affairs Medical Center, Washington, DC

Overall
- Crittenton Children’s Center, Kansas City, MO
- Dayton Veterans Affairs Medical Center, Dayton, OH
- Florida Hospital, Orlando, FL
- Indiana University Health University Hospital, Indianapolis, IN
- Mercy Medical Center-Sioux City, Sioux City, IA
- Robert E. Bush Naval Hospital, Twenty-nine Palms, CA
Congratulations!

to the Inaugural Equity of Care Award Honorees

The Equity of Care Award recognizes hospitals or care systems that are noteworthy leaders and examples to the field in the area of equitable care. Honorees demonstrate a high level of success in reducing health care disparities and promote diversity in leadership and staff within their organization.

**2014 WINNER | Massachusetts General Hospital in Boston, MA**

**2014 FINALIST | University Hospitals in Cleveland, Ohio**
**2014 FINALIST | Henry Ford Health System in Detroit, MI**
**2014 FINALIST | Lutheran HealthCare in Brooklyn, NY**

Pictured, left to right: **EUGENE WOODS**, Chair, Equity of Care, Executive Vice President and CEO, CHRISTUS Health; **THOMAS ZENTY**, CEO, University Hospitals; **NANCY SCHLICHTING**, CEO, Henry Ford Health System; **JOSEPH BETANCOURT**, Director, the Disparities Solutions Center at Massachusetts General Hospital; **WENDY GOLDSTEIN**, President and CEO, Lutheran HealthCare; **RICH UMBDENSTOCK**, President and CEO, AHA

For more information, visit [www.equityofcare.org](http://www.equityofcare.org)