

The impact of an inclusive culture on social determinants of health and economic mobility

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Diversity defined

Diversity is the similarities and differences of people found in our workforce and marketplace (community). Diversity includes many characteristics that may be *visible* such as race, age, gender and appearance, and it also includes *less visible* characteristics such as personality, ethnicity, religion, job function, life experience, sexual orientation, gender identity, geography, ability, regional differences, work experience and family situation – all of which make us similar to and different from one another.

Inclusion defined

Inclusion is intentionally engaging human differences and viewing such differences as strengths in both patients and team members. The key to inclusion is that we value the perspectives and life experiences of each person. These actions build an environment that fosters mutual respect, trust and commitment.

Intentionally creating an inclusive culture

Culture

- A set of commonly-held beliefs and values shared by a group or community
- “How we get things done around here”
- “How we *feel* about how we get things done around here”

Intentional culture

- Determine the type of culture you want
- Identify core components
- Communicate shared vision
- Consistently and actively cultivate the desired state
- Build critical mass

Adding programs will never *change a culture*

Culture change takes a concerted effort sustained over a period of time.

A large iceberg floats in a clear blue ocean. The tip of the iceberg, which is visible above the water, is a small, jagged peak. The vast majority of the iceberg is submerged below the waterline, appearing as a much larger, more complex structure. The water is a deep, clear blue, and the sky above is a lighter blue with some white clouds. The overall scene is serene and emphasizes the hidden nature of the iceberg's bulk.

Organizational culture

The mission
that drives us and
the values that
guide us

Mission

Novant Health exists to improve the health of communities, one person at a time.

Vision

We, the Novant Health team, will deliver the most remarkable patient experience in every dimension, every time.

Safety • Quality

Authentic personalized relationships

Voice & choice • Easy for me

Affordability

Values

Diversity and Inclusion

Teamwork

Personal excellence

Courage

Compassion

Our people

We are an inclusive team of purpose-driven people inspired and united by our passion to care for each other, our patients and our communities.

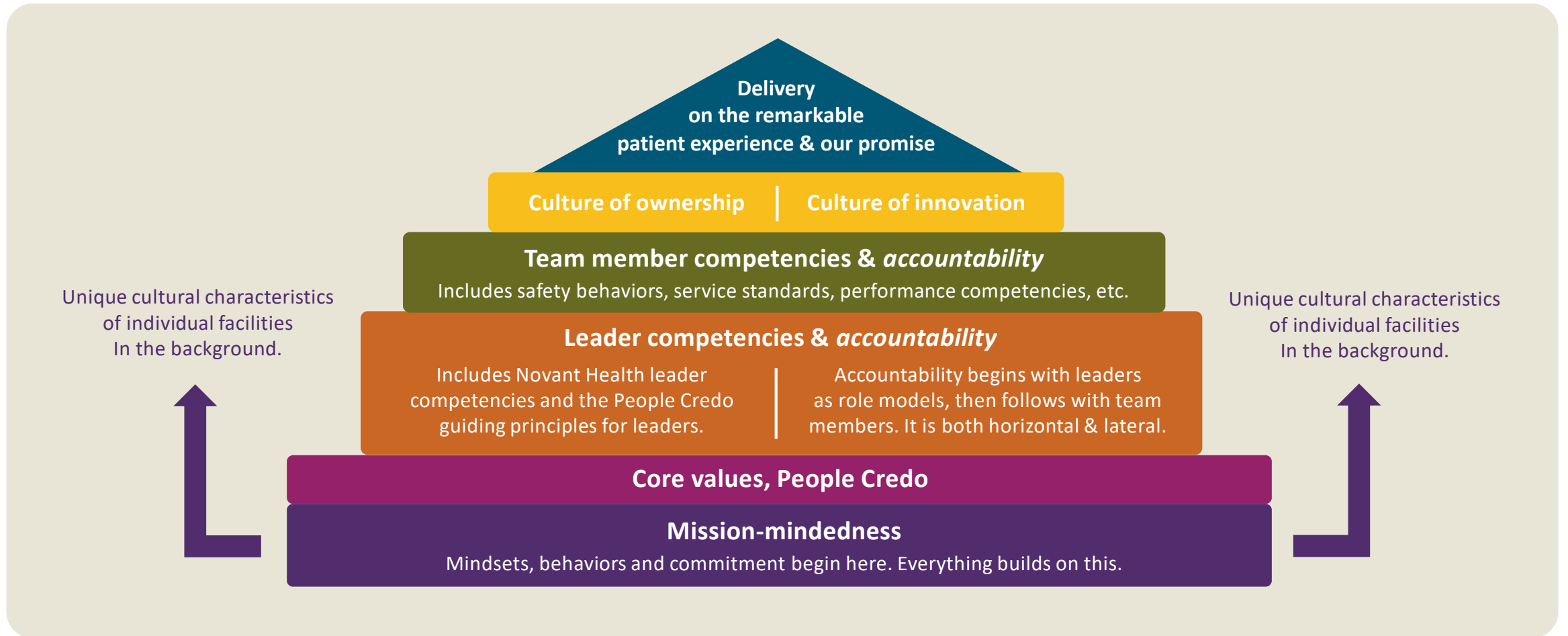
Our promise

We are making your healthcare experience remarkable. We will bring you world-class clinicians, care and technology — when and where you need them.

We are reinventing the healthcare experience to be simpler, more convenient and more affordable, so that you can focus on getting better and staying healthy.



Our culture model



Our people philosophy

At Novant Health, people are our business. We treat each other with respect and compassion. We embrace the differences in our strengths while fostering an environment of inclusion, empowerment, inspiration and courage.

We always remember, our business is the care of all people, starting with our team members.



Social determinants of health

nonmedical social needs that *strongly influence* health outcomes

the conditions under which *people are born, grow, live, work and age*



Neighborhood and physical environment



Economic stability

Community and social context



Food



Education



The healthcare system

Novant Health's strategic imperatives

1

High performing, change ready and resilient team

Our culture will be known for resilience and innovation. Our diverse and inclusive teams will have the mindset, tools and skills to anticipate and manage rapid change, ensuring that we continue to grow and thrive as a system.

2

Improving health

We will provide the highest quality care and value through the remarkable patient experience to each individual patient, while partnering with others and developing a system of care that focuses on keeping our communities healthy.

3

Operational excellence

We will deliver outcomes to exceed our patients' expectations of a remarkable patient experience.

4

Technology, innovation and business intelligence

We will optimize and expand our technology and business intelligence capabilities to provide actionable and secure information and innovate to drive organizational results.

5

Consumer-driven products and pricing

We will develop products, pricing and partnerships that anticipate and respond to the needs of our patients, employers, communities and payors.

6

Industry leadership and growth

We will provide industry leadership and advocacy, and build strong community relationships as we grow locally and into a multi-state "super-regional" system.

Our answer for our team: Where we started

- Frequent wellness offerings and challenges
- Greenways and walking trails
- Free dietitian consults and HRA reward dollars, along with health benefits
- In-house employee assistance program (EAP)
- Team member and leadership resilience programs
- Chaplaincy/spiritual care
- Tuition reimbursement program
- Employee emergency fund/disaster relief funds
- PTO sellback program
- Business resource groups



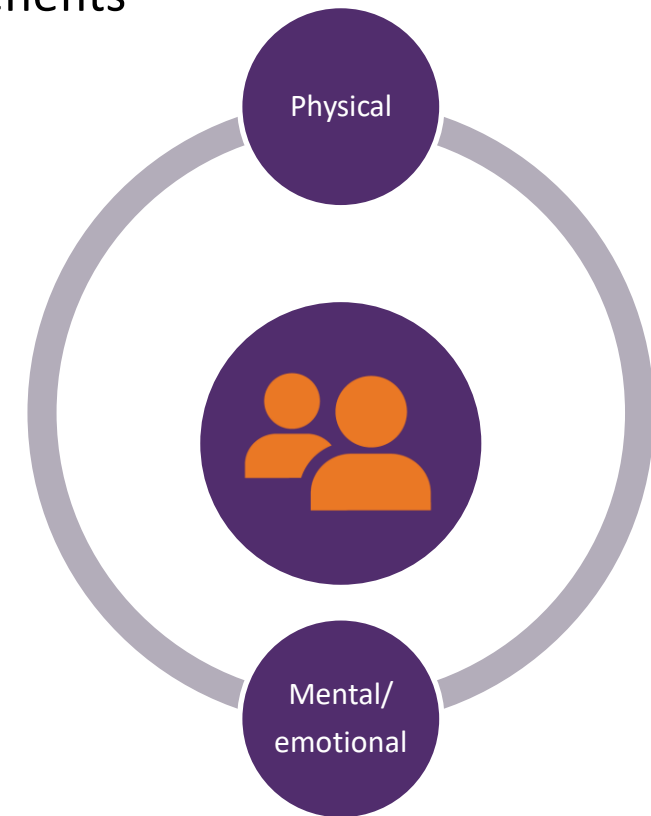
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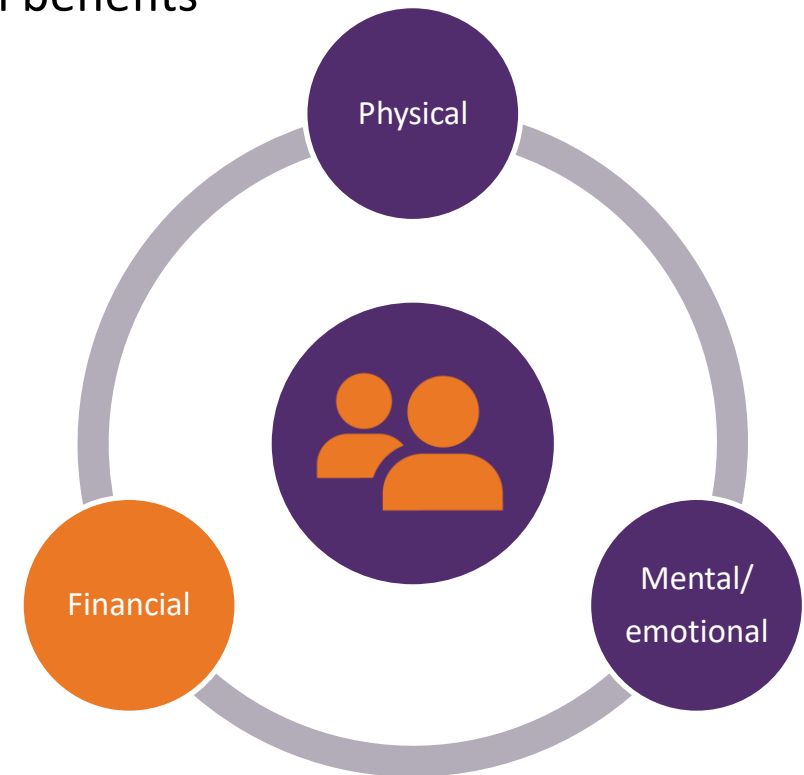
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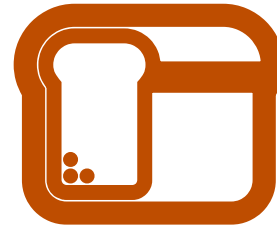
To learn more about the overall *needs of our own team members*,* we asked about their social determinants of health.

*Living wage team members



The results were shocking. Nearly half surveyed worry food will run out before they have money to buy more

- **24%** have often worried that their food would run out before having money to buy more
- **22%** have sometimes worried that their food would run out
- **21%** often had food run out before they had money for more
- **21%** sometimes had food run out before they had money for more
- **36%** have worried their utilities would be shut off



1 in 5 either lack stable environments or housing, or worry they will lose housing

- **17%** have housing now, but worry they will lose it
- **5%** do not have stable housing
- **3%** have been threatened, talked down to or harmed by someone close to them
- **5%** have been unable to keep or attend medical appointments due to lack of transportation



Executive and senior leaders sought experiences that would enhance our personal understanding of the challenges our community members face



Community bus tour

Second Ward High School served black students from 1923 – 1969



Poverty simulation

We learned that CNAs are the largest segment of team members facing economic mobility challenges

- A single parent with two children in the Charlotte area needs to make \$23/hour (~\$48K) to make ends meet.*
- Roughly 1/3 of Novant Health team members (excluding PRN) earn less than \$17/hour (~\$35K).
- About 1,800 Novant Health team members (excluding PRN) earning < \$35K reside in the underserved wishbone area of Charlotte; the largest segment is CNAs.

*Source: City of Charlotte, 2014

So what are we doing?

CNA-to-RN scholarship
and work study



Tuition and fees upfront
Reduced work schedule with full-time salary and benefits

Job shadowing



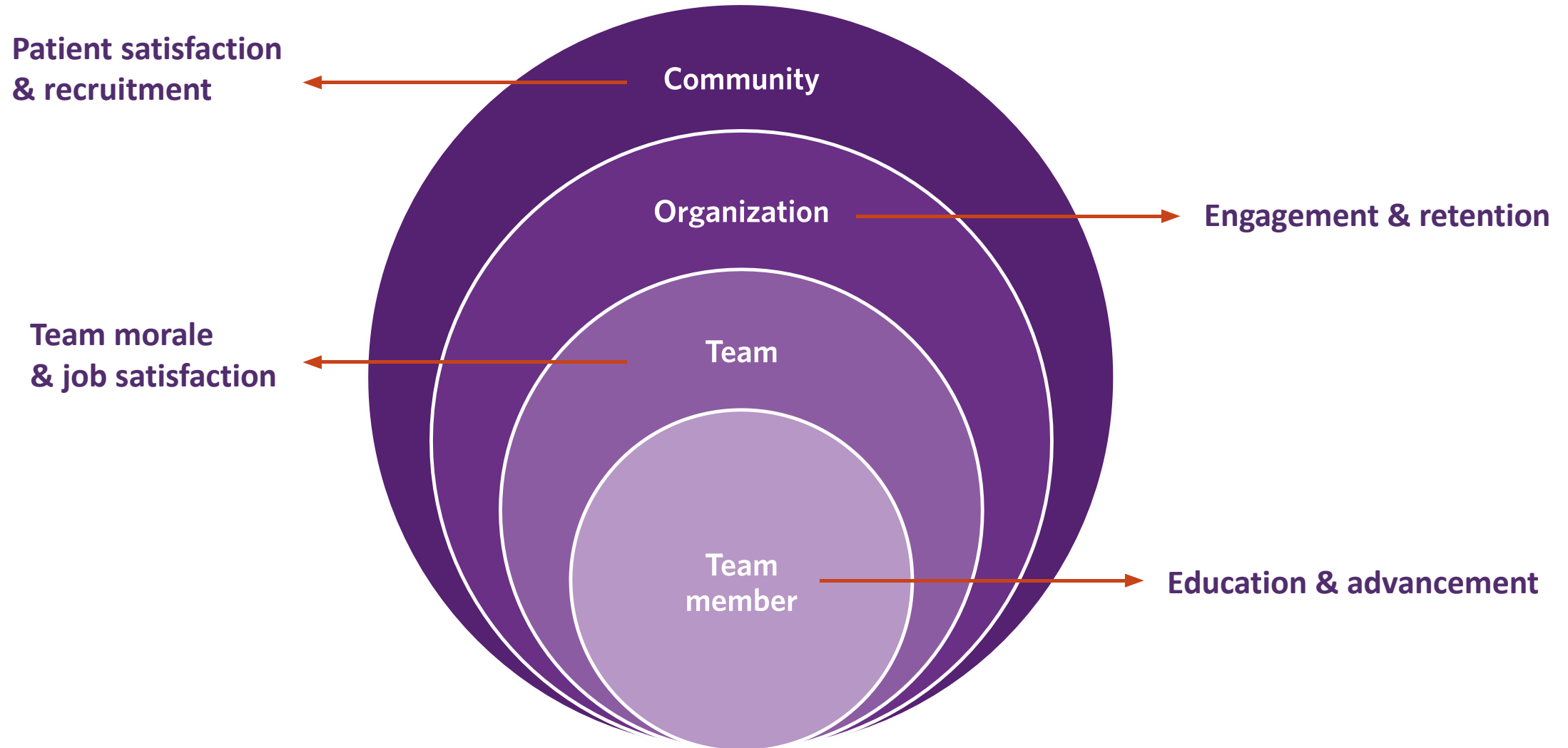
Expand Walk a Mile in My Shoes program for
in-demand roles

In-role CNA
advancement



Career coaching, financial planning, preceptor
support and cross-training

Investing in our team members has a ripple effect



Our answer for our team: Where we are today

- Educating team members and having a conversation about social determinants of health, including a web chat
- **CNA focus groups, “We heard you” forums, CNA-to-RN scholarship program and “work-study” program**
- Career path planning program
- Living wage
- PTO sell back program
- Enhanced behavioral health benefit
- Monthly financial well-being webinars hosted by Fidelity
- Novant Health MyCommunity pilot
- Wellness challenge pilot for team members in Winston-Salem with uncontrolled diabetes or food insecurity

Our resolve to focus on diversity and commitment to create an inclusive culture have had a *powerful effect* on team member engagement at Novant Health.

Team member engagement full survey “One Ask” inclusion questions

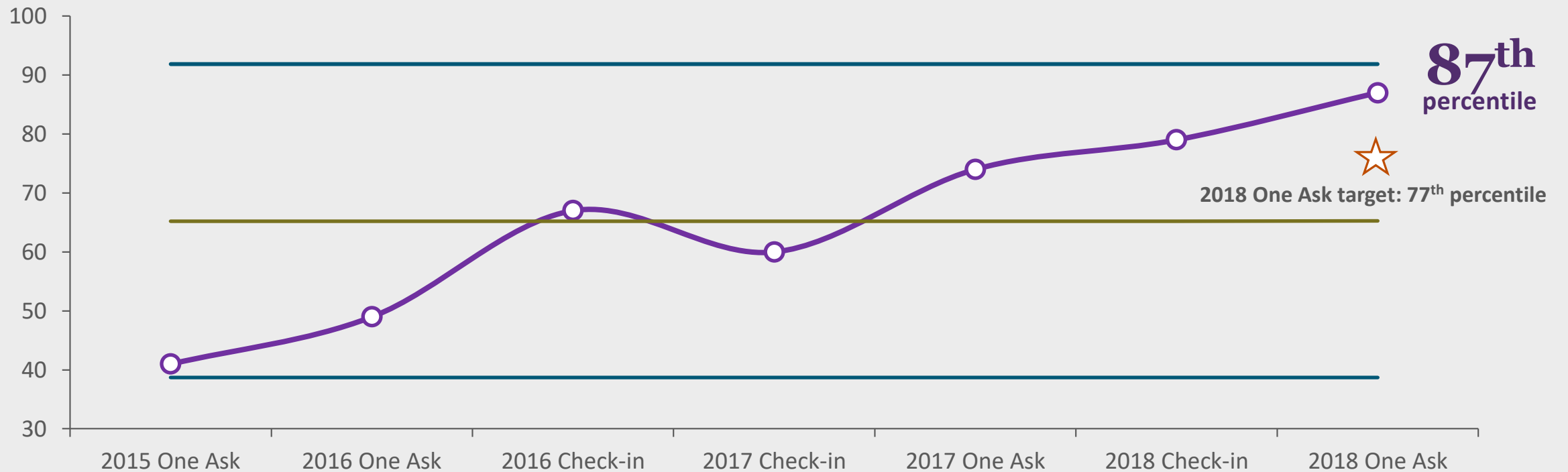
Questions	Percent rankings				Novant Health overall index score		
	2015	2016	2017	2018	2016	2017	2018
• This organization values team members from different backgrounds. <i>(LONG-TERM GOAL)</i>	71 st	69 th	91 st	94th ↑	4.26	4.40	4.46 ↑
• My ideas and suggestions are seriously considered.	50 th	47 th	73 rd	84th ↑	3.79	3.91	3.97 ↑
• I feel like I belong in this organization. <i>(KEY DRIVER)</i>	47 th	55 th	81 st	92nd ↑	4.07	4.22	4.29 ↑
• I am involved in decisions that affect my work.	40 th	43 rd	74 th	85th ↑	3.65	3.81	3.87 ↑
• *Novant Health demonstrates a commitment to diversity and inclusion. <i>(CULTURE CHANGE)</i>	N/A	N/A	N/A	N/A	4.26	4.38	4.40 ↑
• *The person I report to, demonstrates a commitment to diversity and inclusion. <i>(CULTURE CHANGE)</i>	N/A	N/A	N/A	N/A	4.30	4.39	4.42 ↑

*These are Novant Health added metrics to the Press Ganey survey

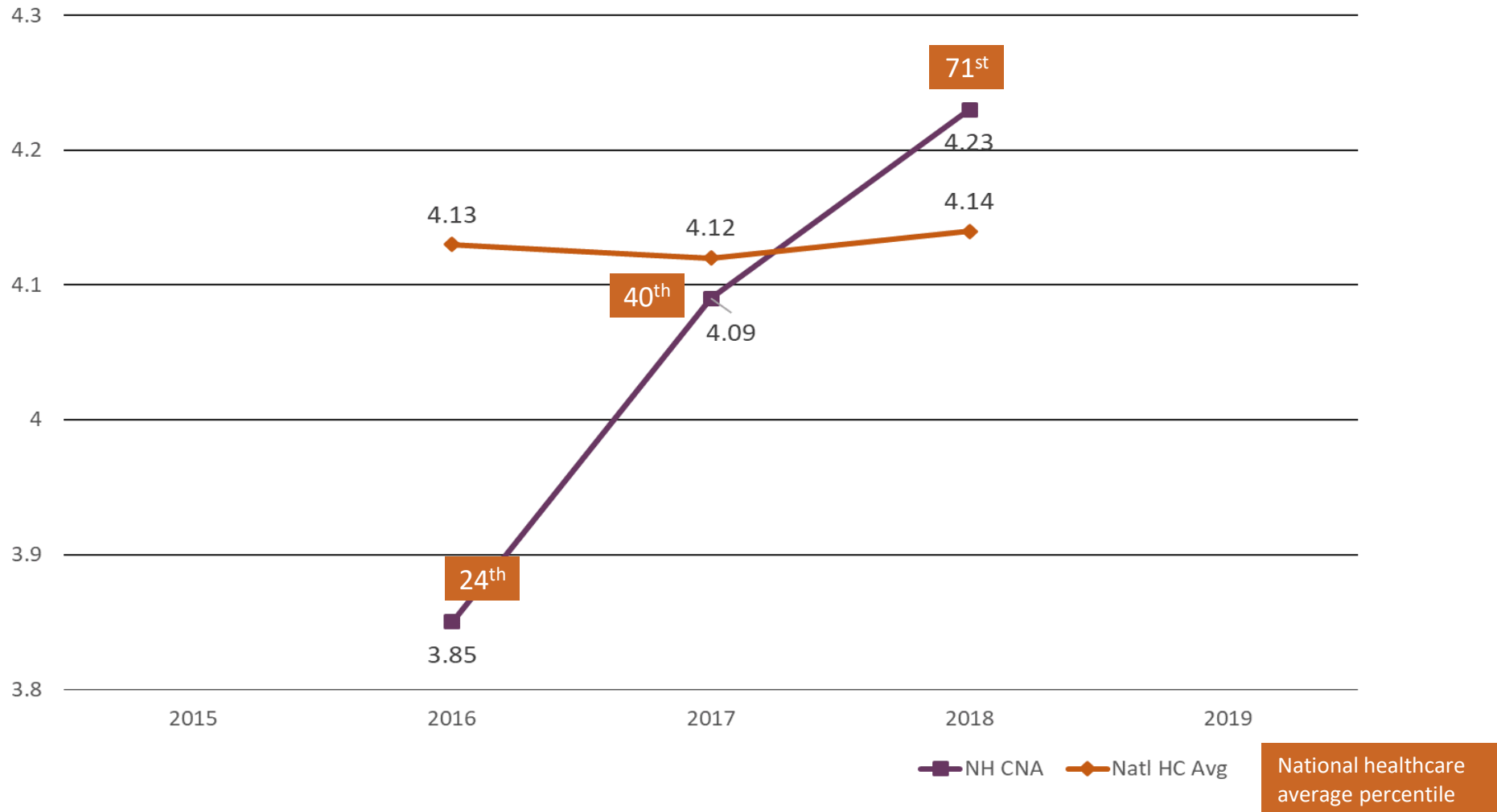
Team member engagement: Percentile ranking 2015-2018

Through purposeful interactions, education, active coaching, mentoring and expressions of appreciation and recognition, Novant Health has made significant strides in team member engagement since 2015.

These intentional efforts have had a cumulative effect on team member engagement resulting in progressive increases from below the industry average to the 87th percentile in 2018.



Team member engagement - CNAs



Our answer for the community: Where we started

Community health needs assessment

- Community benefit giving
- Community Care Cruiser
- Care Connections/Psychiatric Resource Call Center
- Supporting economic mobility through supplier diversity

Several themes emerged from our community needs assessment

Prevalence of chronic disease and disability

Mental health needs, including substance misuse disorder

Barriers to accessing care (example: transportation and cost)

Obesity

Infant mortality

Violence in the home and community

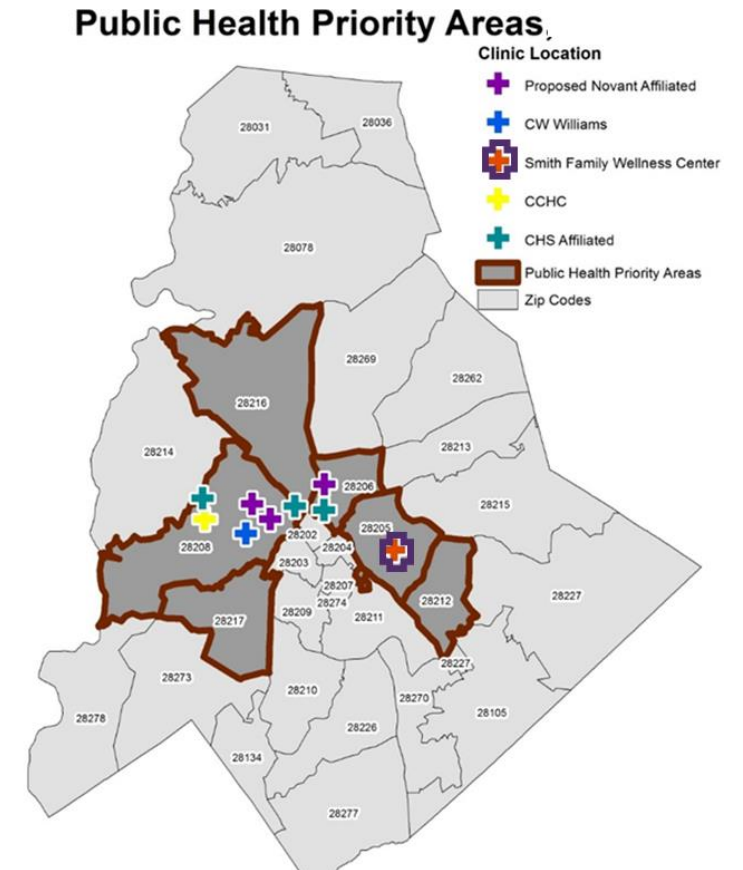
Create *safe* community spaces to promote physical exercise. Improve access to *healthy foods*. Improve access to care through free or low-cost health services and nontraditional hours. *Decrease stigma* associated with seeking mental healthcare. Provide referrals for *community resources*. Eliminate healthcare disparities and ensure *equity*.

Business resource groups



Our answer for the community: Where we are today

- Novant Health Equity Council
- Michael Jordan clinics
- One Charlotte Health Alliance
- Mobile health and food units, food pharmacy
- Renaissance West – Building Uplifted Families
- **Health equity: Reducing readmissions among black patients with pneumonia**
- Novant Health website in Spanish
- **Pilot social determinants of health screening**
- Cultural ambassadors program, cross-cultural communications pilot
- Guaranteeing loans for diverse suppliers



Addressing the high pneumonia readmission rate for African-Americans

Connecting our project to the Novant Health mission

Mission

Novant Health exists to improve the health of communities, one person at a time.



Strategic goal

Position Novant Health to be a leader in health equity.

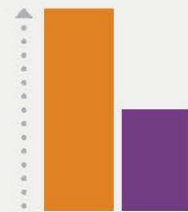


Objective

Identify and eliminate healthcare disparities.



Case study: Addressing high pneumonia readmission rate for African-Americans



Identified the disparity

African-American patients have a **higher readmission rate for pneumonia** than our other patient populations.

Project goals

- **Decrease avoidable readmissions** while improving the patient experience and ensuring quality outcomes.
- **Create a repeatable model** to identify and eliminate disparities.



What do we know about this patient population?

Understanding our data started with >90 chart reviews of African-American patients hospitalized with pneumonia between April 1, 2015, and Dec. 31, 2015.



Targeted interventions for improvement

Discharge

- Create process to support case managers in screening pneumonia patients.
- Identify patients who are at high risk for readmission.

Population health and home visits

- Increase support for patients after discharge.

Access to healthcare

- Provide convenient access to care for our more complex patient population.

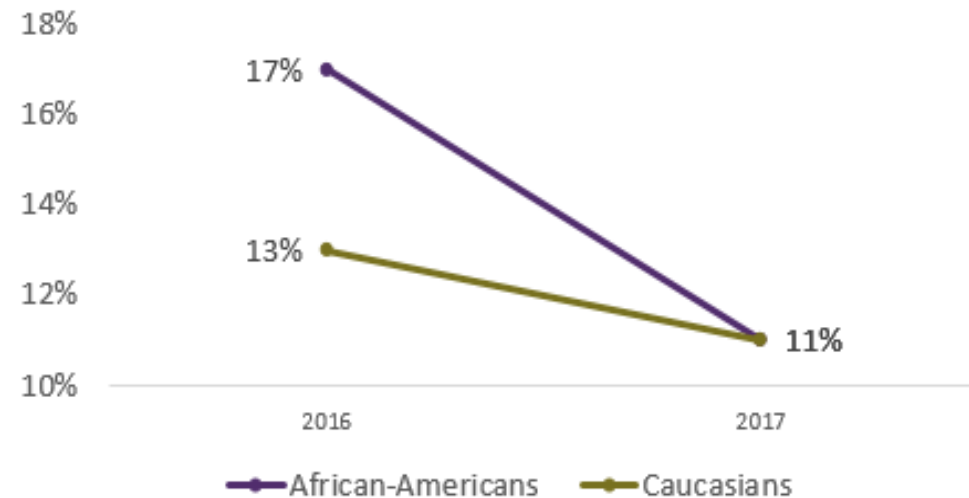
Awareness

- Engage and educate team members about disparity and progress of project.
- Design plan to ensure team members receive cultural competency education.

Closing the gap

- The disparity between African-American and Caucasian inpatients diagnosed with pneumonia being readmitted to the hospital within 30 days of discharge has been eliminated
- This project has created a framework and blue print that we're using for other health equity initiatives within Novant Health and the communities we serve.

Pneumonia Readmissions by Race
Gap between African-Americans and Caucasians closing



Increasing breast cancer screening for all women

Demographic	Novant Health Percent Not Receiving Mammograms
Pacific Islander	38%
American Indian	35%
Asian	34%
Hispanic or Latina	32%
White	26%
Black	25%
Other (Unknown or Patient Refused to State)	39%

Our social determinants of health pilot halved ER visits



The social determinants of health pilot program provided:



50 clinical appointments



15 appointments with community partners

addressing workforce development, financial assistance, housing needs and how to obtain proper identification



48 taxi rides to and from appointments

Participants reported these outcomes:

52% decrease
in ER visits

69% increase
in their confidence that
their illness would improve

**All increased
their understanding**
of their medical conditions and
how to access care

**All had their
urgent clinical needs
addressed**

Our answer: Tomorrow

- Community advisory boards, including for LGBTQ population
- Highland Avenue clinic
- Community health workers
- Social responsibility strategic giving
- Health equity across all service lines
- Screen all patients for social determinants of healthcare
- Job shadowing program and in-role CNA advancement
- Expansion of CNA-to-RN program



A few takeaways ...

1. *Make a decision*: Right thing to do *and* good for business
2. Leadership buy-in and commitment
3. *Listen* and seek *first* to understand
4. Know your *REaL-GAPS* (race, ethnicity, language, gender, age, payer source) data
5. Take *action*: Progress, not perfection

“Diversity and inclusion must be fully embedded in how we do our work every day.”

Carl S. Armato,
president & CEO of
Novant Health



Questions?