Our journey continues: Roadmap to diversity
Presented to the Institute of Diversity in Health Management
An affiliate of the American Hospital Association
June 29, 2016
Your presenters

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CASCADE VALLEY Hospital and Clinics
Close to Home Close to Heart

Skagit Regional Health
Skagit Valley Hospital • Skagit Regional Clinics
Presentation overview

Goals: Participants will gain insights around the formation and implementation of a diversity plan to improve quality of care and manage health disparities by Skagit Regional Health, an integrated healthcare delivery system serving rural, diverse communities in Northwest Washington.

- Where to start?
- Who should be involved?
  - Organization, communities, partners
- What do we want to become?
  - We’re on a journey
Where to begin?
Who are we?
What is our goal?
Who are we?

- Our community
- Public Hospital District
- Integrated health care delivery system
- Significant employer in Skagit County
Who are we?
Who are we?

■ Mission

To continually improve the health of our communities serving with compassion and respect, one person at a time.

■ Vision

Working together, Skagit Regional Health will transform healthcare by improving access, service, quality and efficiency in support of our goal of healthier communities.

■ Values

People, Quality, Stewardship, Respect and:

**Diversity:** We advocate inclusion and embrace the differences of the individuals with whom we work and the communities we serve.
Demographics: Skagit County population estimates

Data Sources
• American Community Survey
Who are we?

Enrollment Trend by Ethnicity

- American Indian
- Asian
- Black
- Hispanic
- % of Total Enrollment

Source: Mount Vernon School District
Birth rate declining

Live birth rate, 1990-2014

Definition: Birth Rate
Number of live births per 1,000 total population.

Skagit County Live Births, Recent Years

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>1,451</td>
</tr>
<tr>
<td>2006</td>
<td>1,500</td>
</tr>
<tr>
<td>2007</td>
<td>1,560</td>
</tr>
<tr>
<td>2008</td>
<td>1,628</td>
</tr>
<tr>
<td>2009</td>
<td>1,534</td>
</tr>
<tr>
<td>2010</td>
<td>1,471</td>
</tr>
<tr>
<td>2011</td>
<td>1,453</td>
</tr>
<tr>
<td>2012</td>
<td>1,427</td>
</tr>
<tr>
<td>2013</td>
<td>1,439</td>
</tr>
<tr>
<td>2014</td>
<td>1,429</td>
</tr>
</tbody>
</table>

Data Sources
• County and State data: Washington State Department of Health, Center for Health Statistics Birth Certificate Data
• National data: National Vital Statistics Report Table 1: http://www.cdc.gov/nchs/data/nvsr/nvsr64/nvsr64_01.pdf
What is our community saying?

The patients and staff at Skagit Regional Health deserve an environment of care that is non-discriminatory, non-judgmental and welcoming.

The board has taken steps to embrace the American Hospital Association’s "Equity of Care Pledge." With this pledge we have started on a purposeful journey that includes education and staff training, at all levels, to make sure that our actions are in line with our philosophy.

It is our hope that though this process that we become an organization that is more diverse, more accepting, more understanding and more representative of the communities we serve.

-- Bruce Lisser
Commissioner
Public Hospital District No. 1, Skagit County
Defining diversity
Defining Diversity

- Not a cookie cutter: Know your community
- Take a comprehensive approach
- See the opening to strengthen connections to communities and partners
- Look for opportunities – be entrepreneurial
- See the chance to address health disparities and quality of care
What does diversity in health care mean to you?

Quotes from Internal Medicine and Family Medicine residents **:

- “Being culturally aware, treating everyone without prejudice.”
- “Different people from different places bringing different things to the table.”
- “Having health care providers and staff from different cultures and backgrounds.”

** Residents = White: 18; Asian: 7; and Ukrainian: 1.
Who are we?

- Many communities
- Each is unique
- Geography
- Industry
- Demographics
  - Hispanic / Latino
  - Native American: Four tribes
    - Swinomish, Upper Skagit, Samish, Sauk-Suiattle
  - Russian
People living in poverty, 1989-2013

People under 18 years living in poverty, 1989-2013

Definitions:

Poverty
The federal government issues annual income levels that represent the “national poverty level.” Income levels are specified for households with different numbers of people. As an example, this means that in 2014 a family of 4 people with an annual household income of $23,550 or less is considered to be “living in poverty” or “below the 100% federal poverty level.”

Children in Poverty
Children living in households that fall below the federal poverty level.

Data Sources
Our communities
## Barriers to medical care access

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Overall (%)</th>
<th>All</th>
<th>Working well</th>
<th>Struggling families</th>
<th>Young adults</th>
<th>Elders</th>
<th>Tribal</th>
<th>Latino</th>
<th>Indigenous Mexican</th>
<th>White</th>
<th>Female</th>
<th>Male</th>
<th>District 1</th>
<th>District 2</th>
<th>District 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too expensive</td>
<td>18%</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Can’t afford copays or deductibles</td>
<td>15%</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>No insurance</td>
<td>10%</td>
<td>**</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Too busy</td>
<td>9%</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Don’t have a provider</td>
<td>8%</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Change or loss of insurance</td>
<td>8%</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>No transportation</td>
<td>5%</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Nervous or scared to go</td>
<td>4%</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Don’t like my provider</td>
<td>3%</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>
What does the data show

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count of SRH Employees</th>
<th>Percent of SRH Employees</th>
<th>Compared to Mount Vernon Census Bureau</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian and Alaska Native</td>
<td>7</td>
<td>0.35%</td>
<td>1.60%</td>
</tr>
<tr>
<td>Asian</td>
<td>69</td>
<td>3.42%</td>
<td>2.70%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>19</td>
<td>0.94%</td>
<td>1.00%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Islander</td>
<td>11</td>
<td>0.54%</td>
<td>0.20%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>137</td>
<td>6.79%</td>
<td>33.70%</td>
</tr>
<tr>
<td>Two or More</td>
<td>34</td>
<td>1.68%</td>
<td>4.00%</td>
</tr>
<tr>
<td>White</td>
<td>1,742</td>
<td>86.28%</td>
<td>72.80%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>2,019</td>
<td>100.00%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Mount Vernon data from U.S. Census Bureau. Data is alone or in combination with other races.
### What does the data show?

<table>
<thead>
<tr>
<th>Race</th>
<th>2012 Baseline Readmit %</th>
<th>Current year readmit %</th>
<th>Current year discharges</th>
<th>Current year % of all discharges</th>
<th>Current Year Statewide readmit %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>14.3%</td>
<td>8.3%</td>
<td>12</td>
<td>0.5%</td>
<td>16.2%</td>
</tr>
<tr>
<td>Black</td>
<td>11.1%</td>
<td>35.7%</td>
<td>14</td>
<td>0.6%</td>
<td>20.9%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>25.4%</td>
<td>8.7%</td>
<td>46</td>
<td>2.1%</td>
<td>17.4%</td>
</tr>
<tr>
<td>Native American</td>
<td>25.9%</td>
<td>17.6%</td>
<td>34</td>
<td>1.5%</td>
<td>16.8%</td>
</tr>
<tr>
<td>White</td>
<td>15.5%</td>
<td>14.6%</td>
<td>2,078</td>
<td>93.6%</td>
<td>15.0%</td>
</tr>
<tr>
<td>Other/unknown</td>
<td>20.5%</td>
<td>8.6%</td>
<td>35</td>
<td>1.6%</td>
<td>16.2%</td>
</tr>
</tbody>
</table>
What does the data show?

<table>
<thead>
<tr>
<th>Chronic Illness</th>
<th>2012 Baseline Readmit %</th>
<th>Current Year Readmit %</th>
<th>Current Year Discharges</th>
<th>Current Year % of all Discharges</th>
<th>Current Year Readmit %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atrial Fibrillation</td>
<td>12.3%</td>
<td>12.5%</td>
<td>104</td>
<td>4.7%</td>
<td>14.3%</td>
</tr>
<tr>
<td>COPD*</td>
<td>19.4%</td>
<td>18.9%</td>
<td>417</td>
<td>18.8%</td>
<td>19.6%</td>
</tr>
<tr>
<td>Dementia</td>
<td>13.4%</td>
<td>11.3%</td>
<td>186</td>
<td>8.4%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Diabetes</td>
<td>18.5%</td>
<td>17.4%</td>
<td>705</td>
<td>31.8%</td>
<td>18.3%</td>
</tr>
<tr>
<td>Heart Failure*</td>
<td>18.6%</td>
<td>18.6%</td>
<td>533</td>
<td>24.0%</td>
<td>20.9%</td>
</tr>
<tr>
<td>Hypertension</td>
<td>16.2%</td>
<td>16.6%</td>
<td>1,226</td>
<td>55.3%</td>
<td>15.7%</td>
</tr>
<tr>
<td>Mood Disorder</td>
<td>21.0%</td>
<td>18.0%</td>
<td>355</td>
<td>16.0%</td>
<td>16.2%</td>
</tr>
<tr>
<td>Schizophrenia</td>
<td>11.6%</td>
<td>23.7%</td>
<td>38</td>
<td>1.7%</td>
<td>15.9%</td>
</tr>
<tr>
<td>0 or 1 Chronic Condition(s)</td>
<td>14.8%</td>
<td>8.4%</td>
<td>394</td>
<td>17.8%</td>
<td>11.9%</td>
</tr>
<tr>
<td>2 or 3 Chronic Conditions</td>
<td>13.6%</td>
<td>11.9%</td>
<td>495</td>
<td>22.3%</td>
<td>12.0%</td>
</tr>
<tr>
<td>4 or more Chronic Conditions</td>
<td>17.5%</td>
<td>17.3%</td>
<td>1,330</td>
<td>59.9%</td>
<td>16.8%</td>
</tr>
</tbody>
</table>
2015 Obstetrical Deliveries at Skagit Valley Hospital

HISPANIC  NATIVE AMERICAN  AFRICAN AMERICAN  ASIAN  CAUCASIAN  PACIFIC ISLANDER/HAWAIIAN  UNKNOWN/OTHER

Age ≤ 21  Age 21-25  Age 26-30  Age 31-35  Age 36-40  Age 41-45
OB Moms by Age and Ethnic Group

- HISPANIC: 55
- NATIVE AMERICAN: 2
- AFRICAN AMERICAN: 11
- ASIAN: 4
- CAUCASIAN: 427
- PACIFIC ISLANDER/HAWAIIAN: 47
- UNKNOWN: 3
- OTHER: 8

Age categories:
- UNDER 21
- AGE 21-30
2015 Elderly Admission to Skagit Valley Hospital

CAUCASIAN
HISPANIC
NATIVE AMERICAN
ASIAN
AFRICAN AMERICAN
PACIFIC ISLANDER/HAWAIIAN
UNKNOWN
What does the data show?

- Health Disparities
  - Access
  - Getting information about medications and treatment plans
  - Vaccination rates
  - Breast cancer, colorectal screening
Complete immunizations, Children 19-35 months, County/State 2012, National 2014

Percent

<table>
<thead>
<tr>
<th>Skagit County</th>
<th>Washington</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>36%</td>
<td>53%</td>
<td>72%</td>
</tr>
</tbody>
</table>

**Definition:**

**Complete immunizations**
For children 19-35 months, children have received all vaccines in the 4:3:1:3:3:1 series: 4 doses DTP, 3 doses polio, 1 dose measles, mumps and rubella, 3 doses Haemophilus influenza type b (HiB), 3 doses hepatitis B, and one dose varicella.

**Data Sources**
- County and State data: Department of Health Child Profile, Immunization Registry
- National data: Centers for Disease Control and Prevention
Chronic disease: Diabetes

Definition:
Diabetes
For both youth and adults, people who say they have ever been told by a doctor or other health professional they had diabetes.

Data Sources
• County and State adult data: Behavioral Risk Factor Surveillance System 2011, 2012, 2013 combined
• National adult data: Behavioral Risk Factor Surveillance System 2012
• County and State youth data: Healthy Youth Survey 2004-2014
## Languages

### Primary Home Languages Other Than English

<table>
<thead>
<tr>
<th>Language</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulgarian</td>
<td>1</td>
</tr>
<tr>
<td>Cambodian</td>
<td>1</td>
</tr>
<tr>
<td>Chinese</td>
<td>5</td>
</tr>
<tr>
<td>Japanese</td>
<td>4</td>
</tr>
<tr>
<td>Korean</td>
<td>6</td>
</tr>
<tr>
<td>Marshallese</td>
<td>24</td>
</tr>
<tr>
<td>Mixteco</td>
<td>124</td>
</tr>
<tr>
<td>Punjabi</td>
<td>11</td>
</tr>
<tr>
<td>Russian</td>
<td>69</td>
</tr>
<tr>
<td>Samoan</td>
<td>10</td>
</tr>
<tr>
<td>Spanish</td>
<td>2223</td>
</tr>
<tr>
<td>Tagalog</td>
<td>8</td>
</tr>
<tr>
<td>Ukranian</td>
<td>56</td>
</tr>
<tr>
<td>Vietnamese</td>
<td>6</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>2548</strong></td>
</tr>
</tbody>
</table>

**Source:** Mount Vernon School District
Our vision for diversity
Our vision for diversity

- Diversity and inclusion are crucial and essential
- Will fuel innovation, new ideas
- Improving health and quality
“Economic development is successful only if it empowers and lifts up all segments of the community. As with investments, a community’s economy is strongest when it is diverse. This is true in health care as well, where all in the population deserve the best care with the utmost dignity. We are so proud of Skagit Regional Health and its designation by the Human Rights Campaign Foundation as a ‘Leader in LGBT Healthcare Equality,’ one of a select group nationwide. This designation indicates the value placed on equal and dignified treatment for all, and exemplifies the highest values in our county.”

– John B. Sternlicht, JD, CEC.D
Executive Director
Economic Development Alliance of Skagit County
How do we get there?

- Education
- Training
- Listen with a trained ear
- Cultural sensitivity and awareness
- Hire a diverse group of employees
- Engage the employees, retain by understanding their needs and values
- Advocacy
SRH: Getting started

- Managing Health Disparities
  - Learn from our employees and local leaders
  - Understand social determinants of health
  - Learn from Skagit REACH (Seamar)
SRH: Getting started

- Translate culture to care
  - Who is the decision maker?
  - What subjects are taboo?
  - What motivations are key?
  - Evaluate our interpreter needs: Which languages?
- Understand from the interpreted conversations what we are not perceiving
- Age, gender, race/ethnicity, culture, occupations
Our commitment
Our commitment

- Improve quality of care
- Advocate for inclusion
- Embrace differences
- Reflect our communities
- Reduce health disparities
- Bring opportunities
Our commitment and journey

■ Board leadership
■ Member of the Institute for Diversity in Health Management in 2009
■ Started working with a diversity and inclusion consultant in 2014
■ Added diversity as a core organizational value in 2014
■ Signed #123 for Equity pledge in 2016
Our commitment and journey

- Partnerships in the community
- Staff training opportunities
- Policy updates
- Population Health Trust
- Address food insecurity
- Create volunteer data base
Accomplishments and next steps
Accomplishments

■ Champion of Diversity
  – Sponsor of scholarship program at Skagit Valley College

■ 2015, 2016 Leader in LGBT Healthcare Equality

■ Pipeline for high school students
  – Classes begin Fall 2016
Lessons learned

■ One model does not work for all
■ Listen to and understand the community
Next steps

■ Collaboration
■ Education and training
■ Employee recognition
■ Best practices
■ Expansion of pipelines
Contacts:

- Gregg Agustín Davidson, FACHE, President and Chief Executive Officer: gdavidson@skagitregionalhealth.org
- Connie Davis, MD, MHA, Regional Vice President, Quality and Population Health: cdavis@skagitregionalhealth.org
- Anthony Young, MBA, Diversity and Inclusion Consultant: anthony@anjohome.com
Additional resources

- Institute for Diversity in Health Management: http://www.diversityconnection.org/
- #123forEquity pledge: www.equityofcare.org
- Human Rights Campaign: www.hrc.org/
- U.S. Department of Veteran Affairs, Office of Diversity and Inclusion: www.diversity.va.gov