

Greater Kansas City Medical Managers Association

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Diversity: The Heartbeat of Patient and Employee Care

Presentation by Michelle T. Johnson

Learning Points

- Defining diversity beyond the “big ticket” items of race and gender
- Diversity as a productivity issue
- Exploring how failure to grasp diversity issues impacts patient care as well as employee relationships
- Tips on how to better navigate diversity issues in small and large health care organizations

What is diversity?

- Seeing the differences, distinctions and dividing lines of others with a soft gaze but clear vision.
- From “The Diversity Code: Unlock the Secrets to Making Differences Work in the Real World”

Productivity and disputes

- Fifty-three percent of workers said they lost time at work worrying about a past or future confrontation with a co-worker, according to a recent survey by researchers at the University of North Carolina.

Avoidance & disputes

- Twenty-eight percent of those surveyed said they lost work time because they avoided the confrontational colleague.

Commitment & disputes

- 37 percent said a hostile altercation caused them to reduce their commitment to the organization.

Work ethic & disputes

- Twenty-two percent said they put less effort into their work because of bad blood at the office.

Discrimination numbers

- Private-sector workers filed a record number of discrimination charges against employers during fiscal 2010, an increase business groups and attorneys attributed primarily to the strained economy.
- The number of charges filed with the EEOC rose to nearly 100,000, up 7% from the year-earlier period and 21% from fiscal 2007.

Report from the Institute of Medicine

- In 2002, report called *Unequal Treatment: Confronting Racial and Ethnic Disparities in **Health Care***, stated: “Racial and ethnic minorities tend to receive a lower quality of healthcare than non-minorities, even when access-related factors, such as patients’ insurance status and income, are controlled.” Institute of Medicine, 2002.

Health care disparities

- According to the Sullivan Commission, led by Dr. Louis W. Sullivan, former Secretary of Health and Human Services, minority groups receive poorer quality healthcare and experience higher mortality rates from heart disease, HIV/AIDS, diabetes, mental health and other illnesses.

The high cost of health inequities

- From 2003 to 2006, health inequities (blacks, Asians and Hispanics as compared to whites) accounted for \$1 trillion in indirect costs associated with illness and premature deaths, according to a study commissioned by the Joint Center for Political and Economic Studies (2009).

Health care not keeping up with changing demographics

- The Sullivan Commission's report stated: "The fact that the nation's health professions have not kept pace with changing demographics may be an even greater cause of disparities in health access and outcomes than the persistent lack of health insurance for tens of millions of Americans."
- Sullivan Commission. *Missing Persons: Minorities in the Health Professions*. Washington, DC: 2004.

Medical Leadership Competency Framework

The Medical Leadership Competency Framework describes the leadership competences doctors need in order to become more actively involved in the planning, delivery and transformation of health services.

First published by the NHS Institute for Innovation and Improvement in May 2008, as part of the joint Enhancing Engagement in Medical Leadership (EEML) project with the Academy of Medical Royal Colleges

Demonstrating Personal Qualities

- ◉ Developing self awareness
- ◉ Managing yourself
- ◉ Continuing personal development
- ◉ Acting with integrity

Working with Others

- ◉ Developing networks
- ◉ Building and maintaining relationships
- ◉ Encouraging contribution
- ◉ Working within teams

Managing Services

- ◉ Planning
- ◉ Managing resources
- ◉ Managing people
- ◉ Managing performance

Improving Services

- Ensuring patient safety
- Critically evaluating
- Encouraging improvement and innovation
- Facilitating transformation

Setting Direction

- ◉ Identifying the contexts for change
- ◉ Applying knowledge and evidence
- ◉ Making decisions
- ◉ Evaluating impact

Concrete tips for improving the workplace

Tip One

- Have express and stated policies so that everyone is working with the same guardrails in the workplace

Concrete tips for improving the workplace

- Tip Two
- When having a problem, make a commitment to yourself to go to the person you have a problem with and have a crucial conversation.

Concrete tips for improving the workplace

- Tip Three
- Respect confidentiality by not having triangulated conversations

Concrete tips for improving the workplace

- Tip Four
- Also be clear about the areas of leadership (working) that are yours and be equally clear about the areas of leadership (working) of each person you work with

Concrete tips for improving the workplace

- Tip five
- Know when you need to let something (an issue with someone, resentment about a decision of another) go if you're going to continue going to work

Concrete tips for improving the workplace

- Tip Six for Managers
- Make diversity a priority, not a obligation. Be aware of how you respond to the concept, how you define it, how you communicate it and how you meaningfully execute it.

Wrap Up

- Final thoughts and questions

Contact information

- Please contact me for questions, comments or to consult with me about coming in for training and mediations

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