



Mass General Brigham

# United Against Racism Symposium: Initiative for Specialty Care

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# Overview & Our Charge:

- Mass General Brigham is committed to equity and antiracism in our culture, workforce, clinical care, and in partnerships with our communities.
- The Office of the Chief Medical Officer has committed to health equity and antiracist initiatives across MGB to forge strong partnerships with the communities we serve and ensure all of our patients receive high quality, equitable care.



# United Against Racism

## Leadership/Employees/ Culture

Increase Diversity on Enterprise Board and Institution Boards

Improve Hiring, Promoting & Retaining Diverse Leaders

Develop Enterprise-wide Anti-Racism Education

Evaluate All Employee Compensation and Benefits

Create Multilingual Workforce Correspondences

Development of Enterprise-Wide Incident Reporting and Response Platform

## Patient Care

Increase Data Accuracy

Improve Language Access

Build a Culture of Equity Improvement

Achieve Equitable Outcomes in Prioritized Health Conditions

Eliminate Racialized Medicine

Increase Digital Access

Review Clinical Policies with a Health Equity Lens

Mitigate Social Risk and Achieve Nutritional Equity

## Community Health/ Policy & Advocacy

Improve Community Health Outcomes through Local Services

Advance and Advocate for External Policies in Equity and Community Health

Address Contract-Related Barriers to Care

Partner with Community-Based Organizations to Maximize Impact on Health Equity



# UAR Clinical Health Equity Workstreams

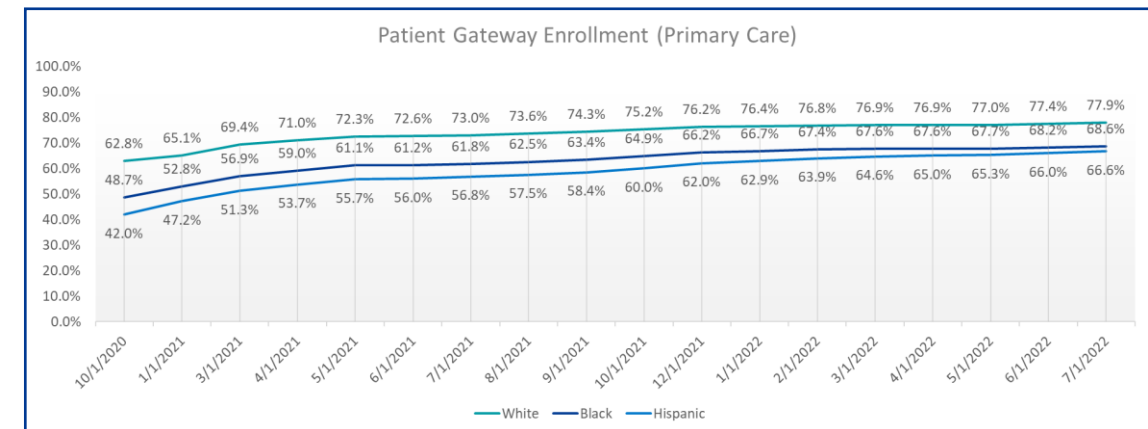
## DATA ACCURACY:

- Reduced missingness in primary care demographic data for race (4% missing), ethnicity (10%) language collection (2%)
- Launched We Ask Because We Care campaign in practices to build patient awareness
- Surveyed patients on experiences being asked demographics for opportunity identification
- Assigned training module to 18,000+ staff with registration access



## DIGITAL ACCESS:

- Developed a Digital Access Coordinator (DAC) team to address gaps in digital literacy
- DACs available to enroll and train patients to use Patient Gateway and other digital health tools
- A bilingual team assists patients via 3 models – Embedded, Central, Hybrid
- Tablet loaner program launched for those meeting eligibility



# UAR Clinical Health Equity Workstreams

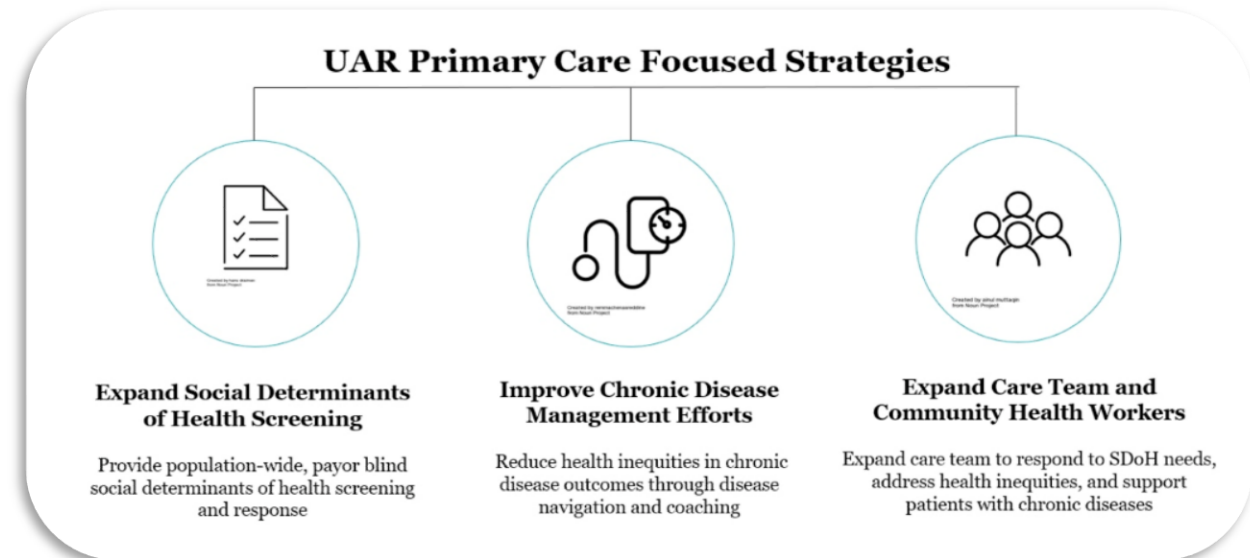
## LANGUAGE ACCESS:

- Translation of the entirety of the static content of Patient Gateway into MGB's top 6 non-English languages
- Translation of over 1,000 patient questionnaires, among other documents
- Team of 4 full FTE and 7 per diem translators
- Moving to expand interpretation availability to video virtual visits, develop policy and facilitation of Qualified Bilingual Staff

## SDOH SCREENING & RESPONSE AND DISEASE MANAGEMENT:

**Expanded SDOH screening at select 29 primary care clinics paired with CHW support for chronic disease management, including remote monitoring:**

- 26 Primary Care sites are live with SDoH payor-blind (90% of selected clinics)
- 72% of eligible patients are having SDOH screening collected
- 125 patients enrolled in Hypertension management program
- 137 Blood Pressure devices distributed



# UAR Clinical Health Equity Workstreams

## INCIDENT REPORTING:

A working group, composed of clinical and Human Resources leaders, was convened to develop, design and execute reporting systems and reconciliation of acts of racism and discrimination against patients and staff at Mass General Brigham.

### Policy

- [Know the Line](#) codified and communicated by Human Resources in 2021
- [Patient/Family/Visitor Code of Conduct](#) approved by CMO Council June 2022

### Process

- Developing standardized [response algorithms](#) for local implementation
- Will leverage existing [Concern Management System](#) to report discrimination/racism by staff
- Updating [Safety Reporting systems](#) (RL/MIDAS) to report discrimination/ racism by patients

### Training

- Developing front-line manager [training](#) to build trusted resources for reporting

### Communications

- Working with [MGB Communications](#) to develop community communications about new policies and processes



# UAR Clinical Health Equity Workstreams

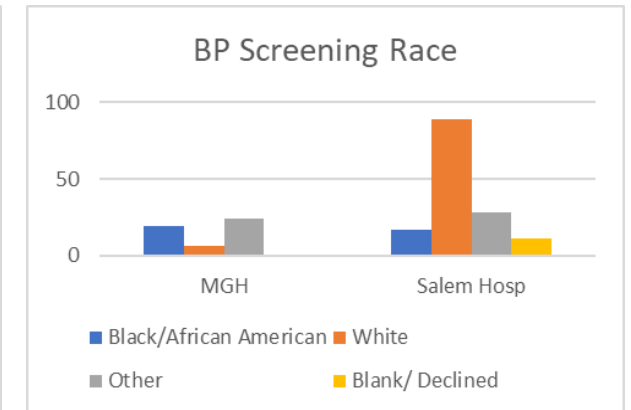
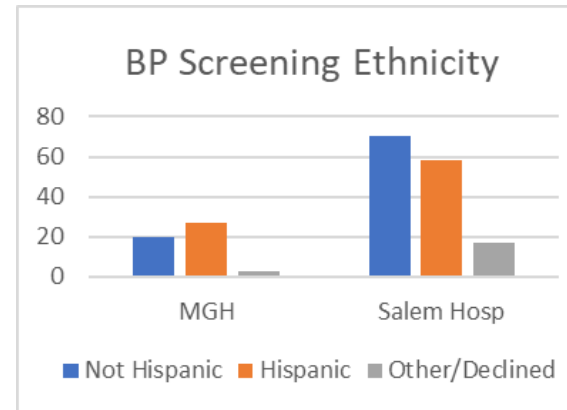
## MOBILE:

**COVID-19 Services:** Continue to address the demand for vaccines, testing and treatment.

- Administered 1017 covid vaccinations in CY22 Q3. (18,000 since program inception)
- Vans are now offering vaccinations for children ages 2 and older
- Now able to dispense treatment from vans

## Mobile Service Line –

- Blood Pressure Screenings: May-August 2022: 420
  - Future state: extend primary care services among patients with Hypertension not at goal, in select clinics and communities



Bar charts represent 5/21/22-6/30/22

## NUTRITION EQUITY:

- **Policy:** Develop an MGB policy related to nutrition security
- **HTN Focused Initiative in targeted UAR practices:** Identify patients who are not at goal for hypertension and who screen positive for food insecurity. For ACO patients, refer to Flex Services. For non-ACO patients, refer to Community Servings or other food programs.
- **SNAP/WIC Enrollment:** Develop a strategy to increase SNAP and WIC enrollment throughout the system. Solicit guidance from WIC leaders and subject matter experts to increase awareness of programs and leverage existing points of contact (iCMP, CHWs). Consider potential models to support referrals (e.g., centralized).



# UAR Clinical Health Equity Workstreams

## CLINICAL DEPARTMENT EQUITY INITIATIVES

- 18 quality improvements projects with a well-defined, measurable outcome with aim to reduce racial disparities in specialty care funded for 3 years.
- All project teams to participated in the Clinical Process Improvement Leadership Program, receive analytic and project management support





# Clinical Department Equity Initiatives in Specialty Care



# UAR Project Plan for Department Initiatives in Specialty Care

## Goal:

We must measure, monitor and address health equity and eliminate racism in all clinical settings to establish a culture of equity improvement. **As a step towards this, each of the 19 specialty departments are eligible to be awarded funds for one quality improvement project whose goal is to reduce inequity or disparity in the field.**

## Eligible Participants (By Department):

Anesthesia	Medical Specialties	Obstetrics & Gynecology	Orthopedics	Physical Medicine & Rehabilitation	Radiation Oncology	Urology
Dermatology	Neurology	Ophthalmology	Otolaryngology	Pediatric Specialties	Radiology	
Emergency Medicine	Neurosurgery	Oral & Maxillofacial Surgery	Pathology	Psychiatry	Surgery	



# UAR Project Plan for Department Initiatives in Specialty Care

## Projects were prioritized if they:

- Leverage previous health services research that has already identified a disparity and is centered around operations and infrastructure to reduce the disparity. *i.e., the project seeks to solve disparities rather than describe disparities*
- Have a well-defined outcome that is measurable
- Affect a large number of patients or a condition that is prevalent within the field
- Are a combined effort from more than one RSO
- If located at one RSO, have the ability to expand to others without significant deviation from project plan

### UAR: Department Equity Initiative Application



#### STEP 2: PROPOSE A PROJECT.

Proposed project title: \_\_\_\_\_

Provide a Brief Description of the problem your project will address by answering the following question: What is the problem you are trying to address? (Proposed project description should be no more than 500 words)

Is there data (published or local) that supports this as an actual problem?

What outcome would represent a significant improvement in the problem you are trying to address?

What is the scope of the problem; how many patients does this affect a year locally and nationally? (estimates okay)

How could success be measured during your project?



# UAR Project Plan for Department Initiatives in Specialty Care



## Supporting Details:

- Projects to be awarded up to \$100,000 per year distributed by the Office of the CMO
- One project awarded per specialty
- Funds are operational; not research
- Funds can be renewed for subsequent two years
- All projects required to undergo a UAR dedicated CPIP course
- Full project plan due at conclusion of CPIP to receive funds
- Upon awarding of funds, OCMO will provide data and analytics, project management support, etc.
- Year to year funding predicated on continued performance on KPIs



**35 projects submitted; 18 projects selected**

# Project Presentations

