



Advancing Health Equity from the American Medical Association

June 28, 2022

Emily Cleveland Manchanda, MD, MPH

Director for Social Justice Education and Implementation, AMA
Assistant Professor of Emergency Medicine, Boston University/Boston Medical Center

Agenda

- Overview of the AMA Strategic Plan to Embed Racial Justice and Advance Health Equity
- Deeper dive into a few aspects of our equity work:
 - **Advocacy** for equity
 - Ensure equity in **innovation** to transform the healthcare ecosystem
 - Pushing **upstream** to address social and structural determinants of health, including social justice education
- Discussion, Q&A

2021 Equity Updates

- All BUs submitted equity action plans
- Increased and structured Federation and Council/Section Engagement
- Launched *In Full Health* Principles for Equitable Innovation Learning and Action Community
- Co-edited AMA JOE Latinx Issue
- Many more details in BOT 10-A-22

AMA CENTER FOR HEALTH EQUITY

AMA Advancing Equity through Quality and Safety Peer Network



Land and Labor Acknowledgement

We acknowledge that we are all living off the stolen ancestral lands of Indigenous peoples for thousands of years. We acknowledge the extraction of brilliance, energy and life for labor forced upon people of African descent for more than 400 years. We celebrate the resilience and strength that all Indigenous people and descendants of Africa have shown in this country and worldwide. We carry our ancestors in us, and we are continually called to be better as we lead this work.

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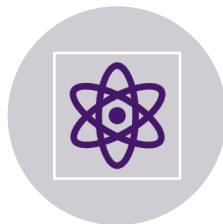
Top Image: Oregon Health & Science University's Native American Center of Excellence aims to increase American Indian and Alaska Native representation in the healthcare workforce. This image is of the Spring 2021 cohort of scholars celebrating their completion of the OHSU Wy'East Post-Baccalaureate Pathway at a blanket ceremony. Photo Credit: OHSU/Michael Schmitt
Bottom Photo: Washington B. New Orleans; 2019. <https://www.the15whitecoats.org/media>. Accessed December 10, 2021.



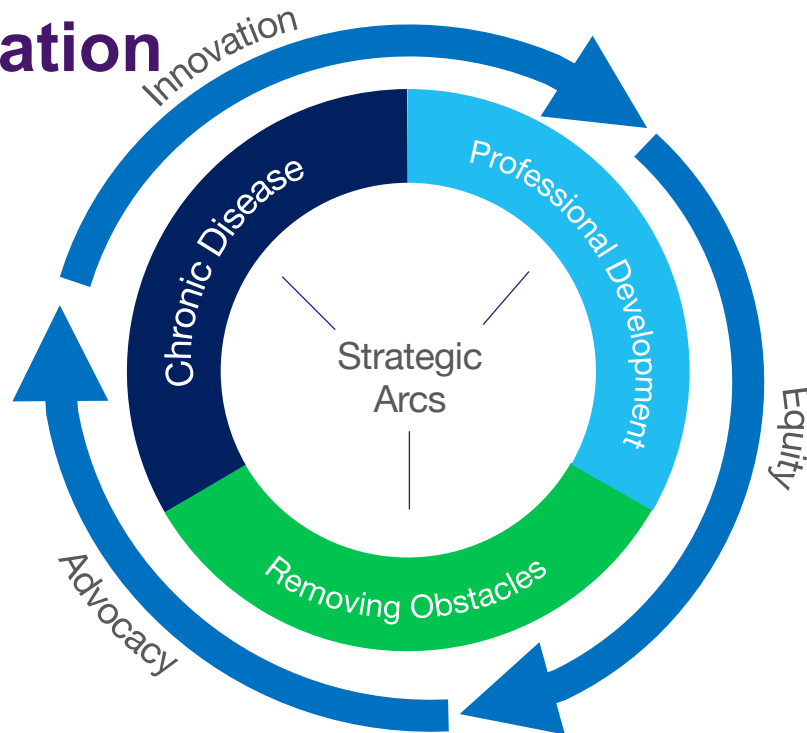
American Medical Association



MISSION: To promote the art and science of medicine and the betterment of public health.



EQUITY is a cross-enterprise accelerator.



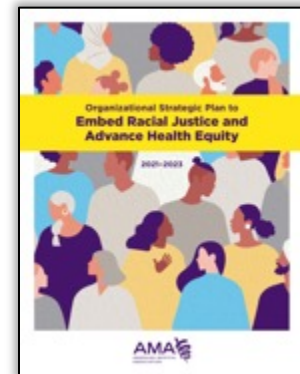
Foundation:
Science, AMA Membership, Financial Performance, Talent & Engagement

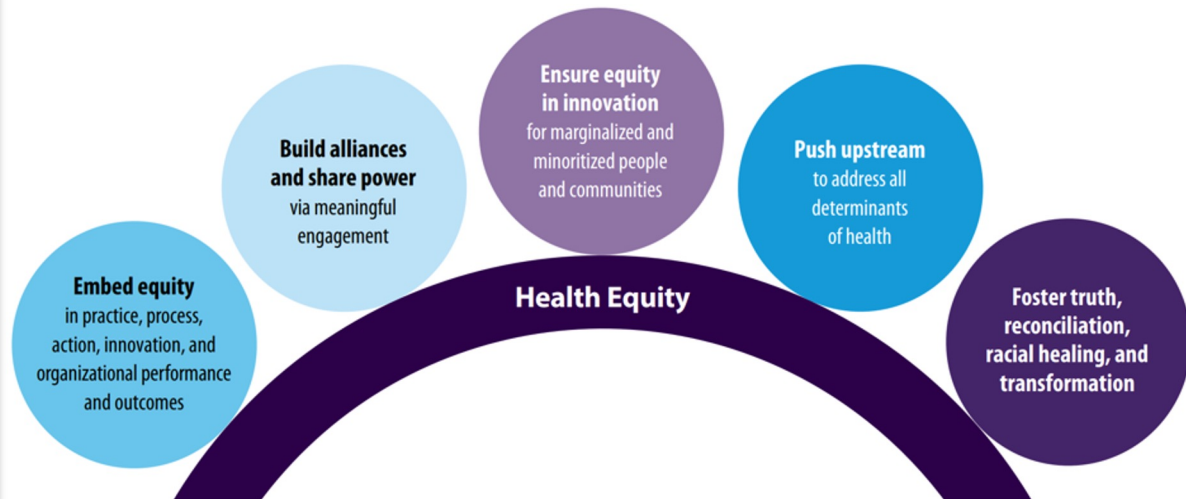
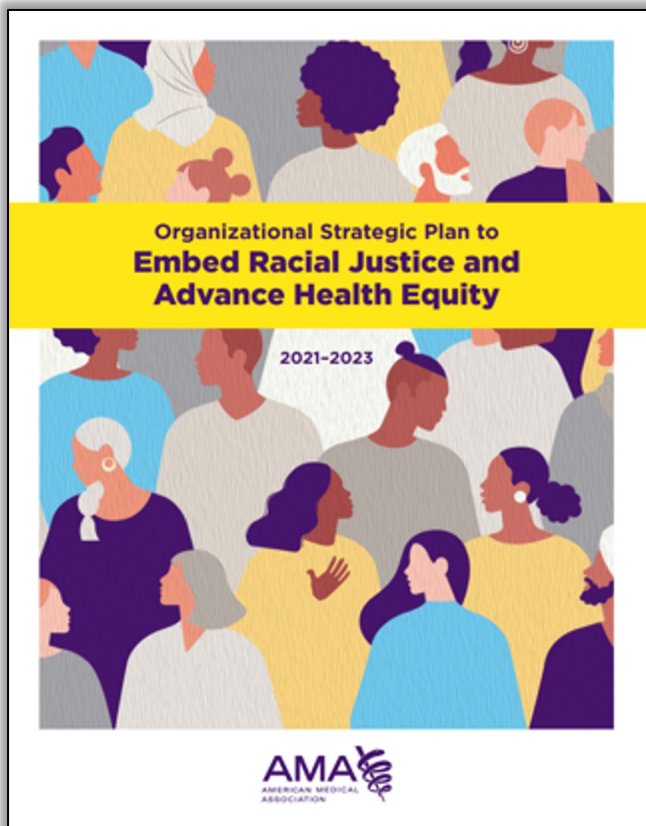
Vision

Headline: Our vision is a transformed health care ecosystem where all people, particularly historically marginalized people, have the power, conditions, and resources to achieve optimal health.

We envision a nation in which:

- All people live in thriving communities where resources work well
- Systems are equitable and create no harm nor exacerbate existing harms
- Everyone has the power, conditions, resources and opportunities to achieve optimal health
- All care providers, health care delivery organizations, and other stakeholders in the health care ecosystem are equipped with the consciousness, tools and resources to confront inequities and dismantle white supremacy, racism, and other forms of exclusion and structured oppression, as well as embed racial justice and advance equity within and across all aspects of health systems





Advocacy to advance equity

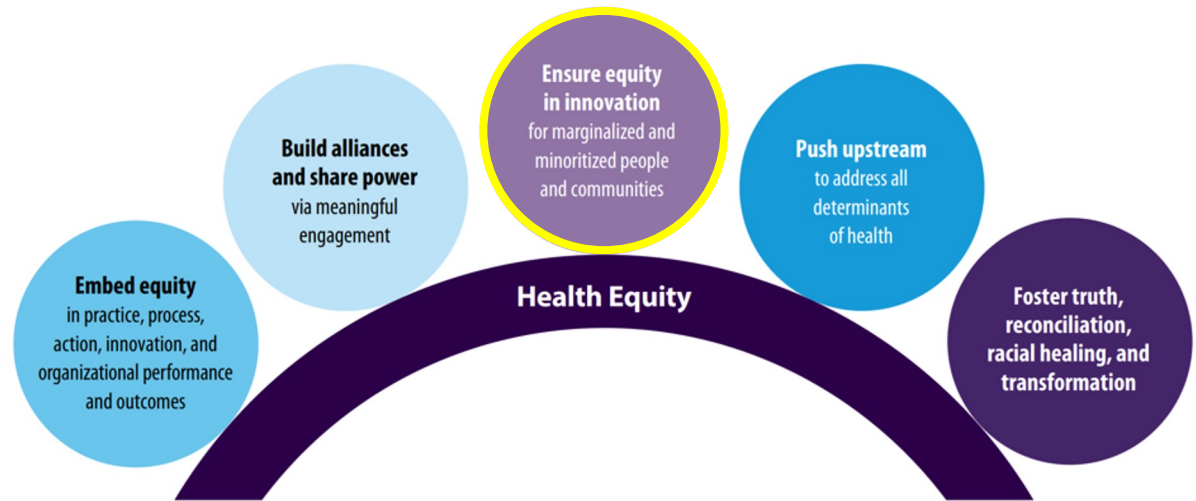
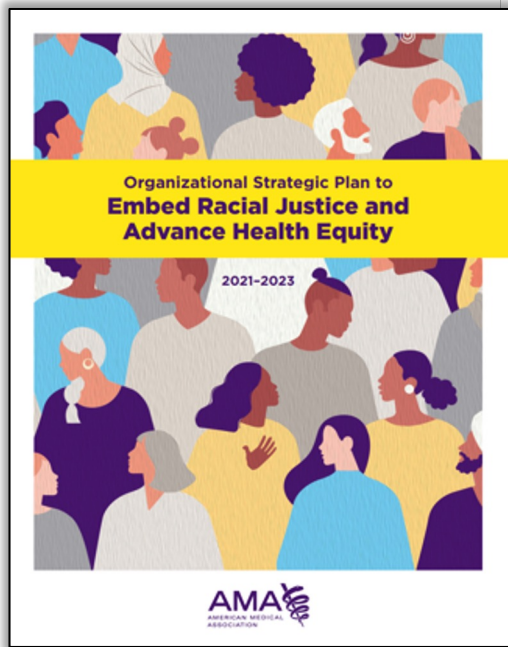


Workforce and rural healthcare

- Joint advocacy with the AAMC to expand and adequately fund federal scholarship and loan repayment programs
- Supporting a diverse workforce – Title VII programs and HCOP
- Improving capacity of physician-led practices to prevent, mitigate and treat COVID-19: Elevating best practices in the care of minoritized populations
 - East Hawaii IPA Big Island Docs, Southern Nevada Health District, of Wellness Equity Alliance of Laredo, TX; Angel Kids PA of Jacksonville, FL
 - Mobile units and CHW models for rural care

Ensuring equity in innovation





Vision for U.S. health innovation sector:

- Prioritizes resource allocation to launch and scale solutions that are meaningfully advancing health equity
- Race, ethnicity, sexual orientation and gender identity, ability status, and other demographics of health care investors and innovators mirror our nation, in representation and resource allocation

AMA Equity & Innovation External Advisory Group



Ivelyse Andino



Shantanu Nundy,
MD, MBA



Nathalie Molina Niño



Abner Mason



Sandee Kastrul



Ivor Braden Horn,
MD, MPH



Chris Gibbons, MD,
MPH



Lisa Fitzpatrick, MD,
MPA, MPH



Monique Smith, MD,
MSc



Katie Drasser



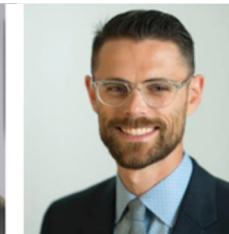
Urmimala Sarkar,
MD, MPH



Courtney D.
Cogburn, PhD



Michael Penn, MD,
PhD



Andrey Ostrovsky,
MD

Learn more: [AMA Equity & Innovation External Advisory Group](#)

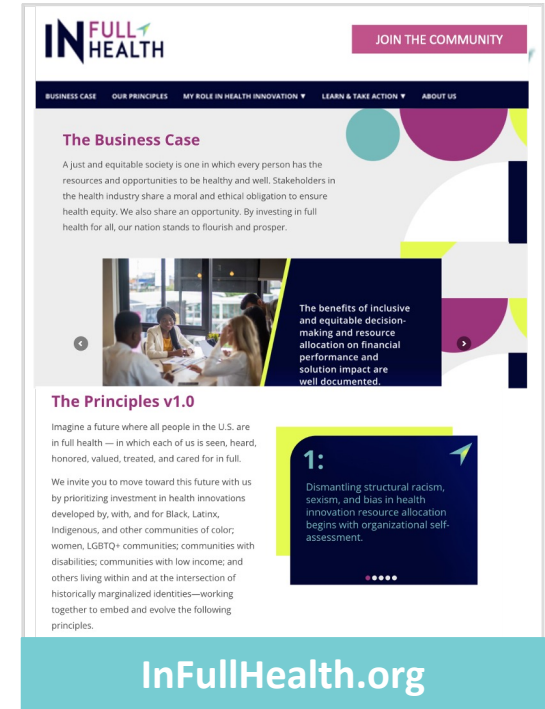
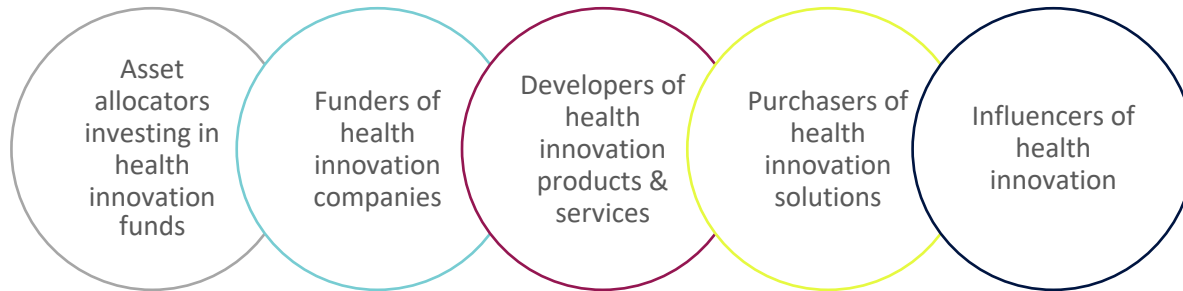
Introducing *In Full Health*



What is *In Full Health*?

The *In Full Health* initiative seeks to provide a **framework** for shared understanding and a **community** for stakeholders committed to **learning and action** to center equity within their health innovation investment, development, and purchasing efforts.

Who is invited to join the *In Full Health* Learning & Action Community?



In Full Health Founding Collaborators



"A Public/Private Partnership for a Healthier America"

In Full Health Community Support



Content & Publications

- Amplify relevant subject matter expertise, data, and case studies, demonstrating the impact of shifts in resource allocation on health equity



Conversations & Events

- Facilitate community conversations to support each other in taking meaningful action to advance equitable health innovation



Resources & Tools

- Help community members learn and identify ways to bring the Principles to life within their work and organizations

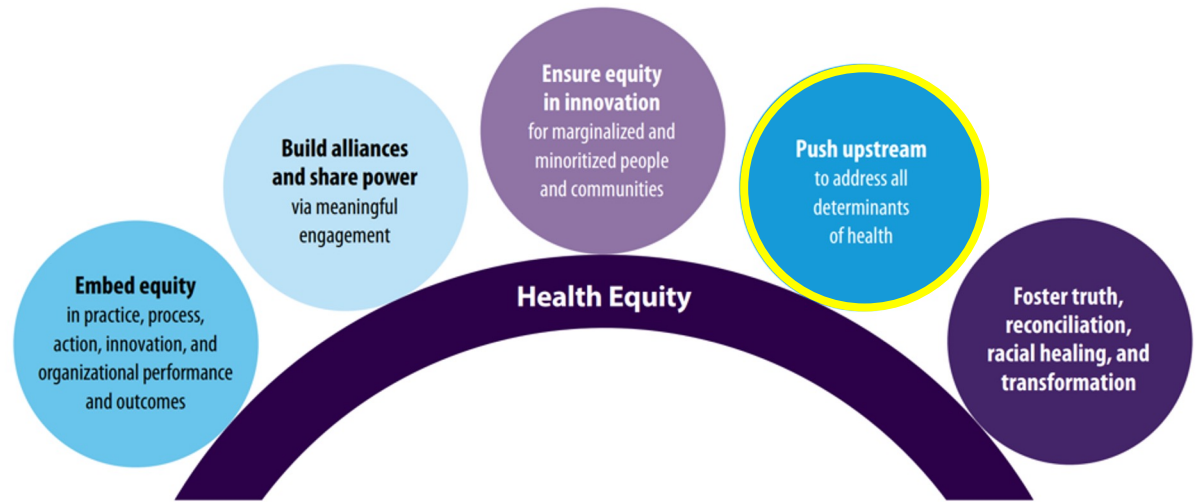
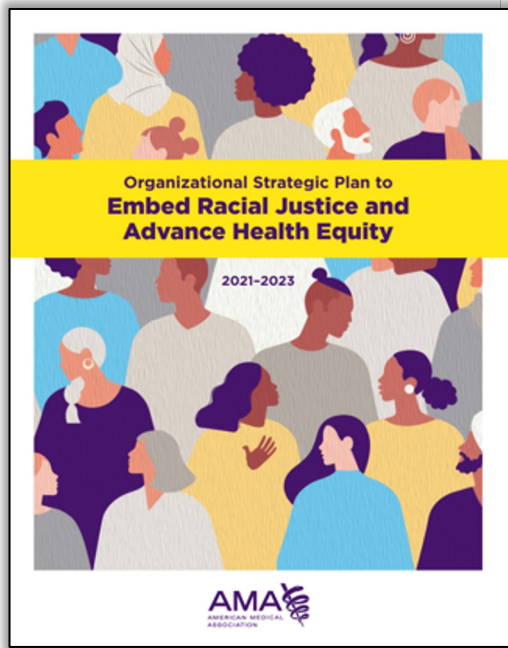


Business Case & Principles

- Support shared understanding and common language around current state and drivers of inequities in health innovation and an ideal future state

Advance equity in telehealth innovation

- Equitable compensation for in-person and telehealth visits
- Increased access to expertise + specialty care
- Addressing the digital divide - broadband



Design and launch communities and networks in healthcare for equity leadership, action, and accountability:

- Strengthen physicians' understanding of public health and structural/social drivers of health and inequities
- Empower physicians and health systems to dismantle structural racism and intersecting systems of oppression
- Equip physicians and health systems to improve services, technology, partnerships and payment models that advance public health and health equity

Equitable Health Systems



Karthik Sivashanker
MD, MPH, CPPS

VP Equitable Health Systems



Meghan Capuozzi
Staff Assistant

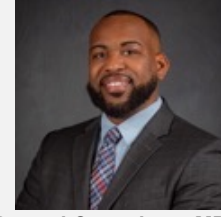


Donald Proby
Executive Consultant



Maria Yerstein, M.D.
CHE Intern
Clinical Fellow in Psychiatry

Social & Structural Drivers of Health Team



Denard Cummings, MPA
Director of Equitable Health
Systems Integration



Brice Jones, MBA, MPH
Senior Program Manager
Equitable Health Systems

Quality Safety & Equity Team



Tam Duong, MSPH
Director of Quality, Safety
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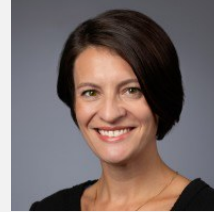


Mekdes Tsega, MPH
Senior Program Manager of
Quality, Safety and Equity

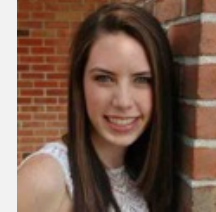


Ryan Trevino, MPH
Project Coordinator

Social Justice Education & Implementation Team



Emily Cleveland Manchanda,
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Director for Social Justice
Education and Implementation



Kristina Hancock,
OTD, OTR
Program Manager



Karen Aguirre,
MPH, MS-HSM
Program Manager for Social
Justice Education

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Practice

Do

Equitable Health Systems
(Push Upstream)

National Health Care Equity Initiative (9/1/22)

EdHub Equity
Education (Live)

Quality Safety Equity Peer Network (1/27/22)

Basecamp (Live)

RJ & Equity Impact
Tool (Aug '22)

Health Equity
Grand Rounds (Feb '23)

National Health Care Equity Initiative

Organizing coordinated and longitudinal cross-sector action
Co-led by **IHI** and **AMA** in collaboration with **Race Forward**, the **Groundwater Institute** and the **American Hospital Association**



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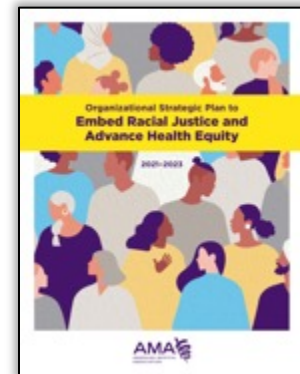
Do

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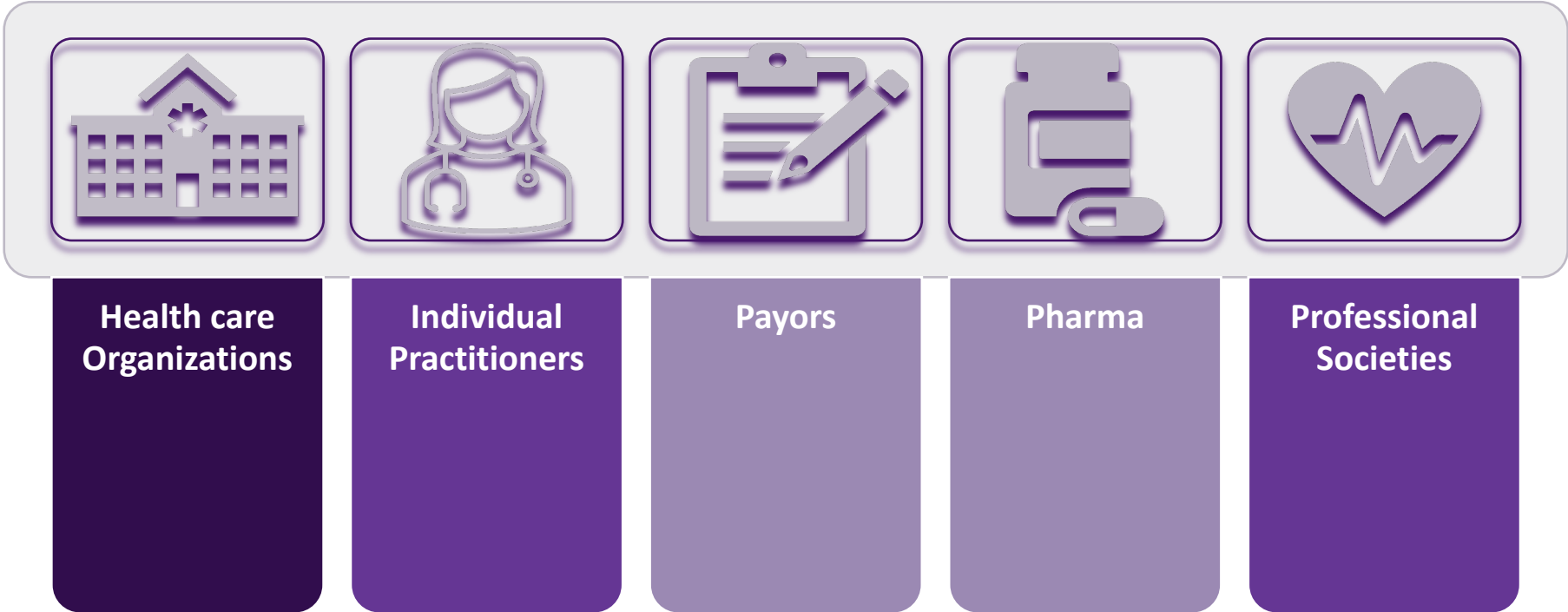


National Health Care Equity Initiative Objective

To meaningfully advance toward our vision, the initiative is designed to:

- **Mobilize and equip** individuals, health care organizations, and health care industry actors with concrete skills and tools to advance equity and racial justice within their systems and communities;
- **Sustainably change mindsets and narrative** within health care around equity and racial justice; and
- **Influence and fundamentally change** policy, payment, education, standards, and practices.

Coordinated cross-sector action across 5 key audiences or “Pillars” (2022-2025)



Governance Structure



Key Partners and Roles

Core Leadership Partners

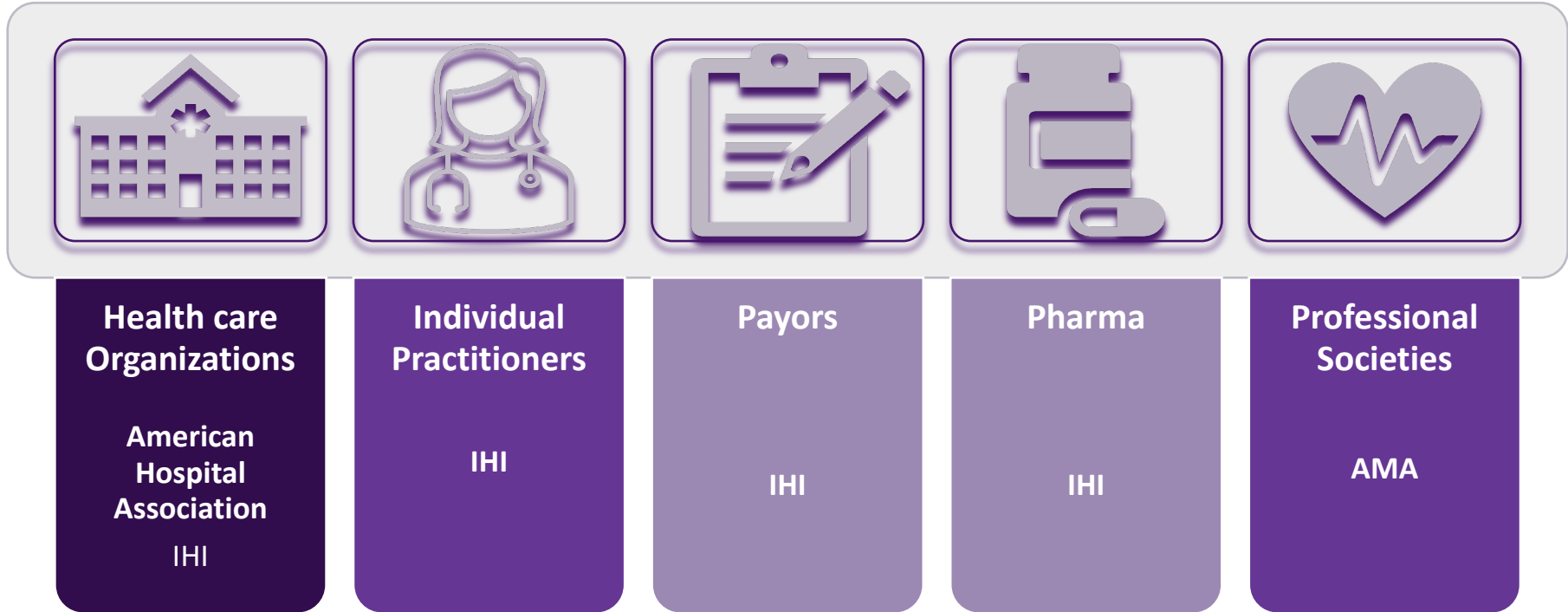
- Provide overall core strategic and operational leadership; oversee aims development and measurement strategy; drive national learning system; co-convene partners at all levels
- **AMA, IHI**

Strategic Advisors / Implementation Partners

- Influence the vision; advise around key decision points; support overall framing and direction; lead programmatic activities and/or develop content
- **Race Forward, Groundwater Institute (GWI), PolicyLink***
- **AMA Medical Education and Education Center**

*Pending confirmation

Convening partners



How it will work



Vision to 4 Impact Areas



Access

Ensure that every individual and community is not excluded from and has equitable access to health care technologies, services, and treatments



Workforce

Build and sustain a diverse, inclusive, and thriving health care workforce equipped to advance racial justice and health equity for patients, communities, and staff



Social and Structural Drivers of Health

Push health care to address root causes of health inequities by leveraging our unique assets and strengths to address social and structural drivers of health outcomes (e.g., housing, criminal justice, education, etc.)



Quality and Safety

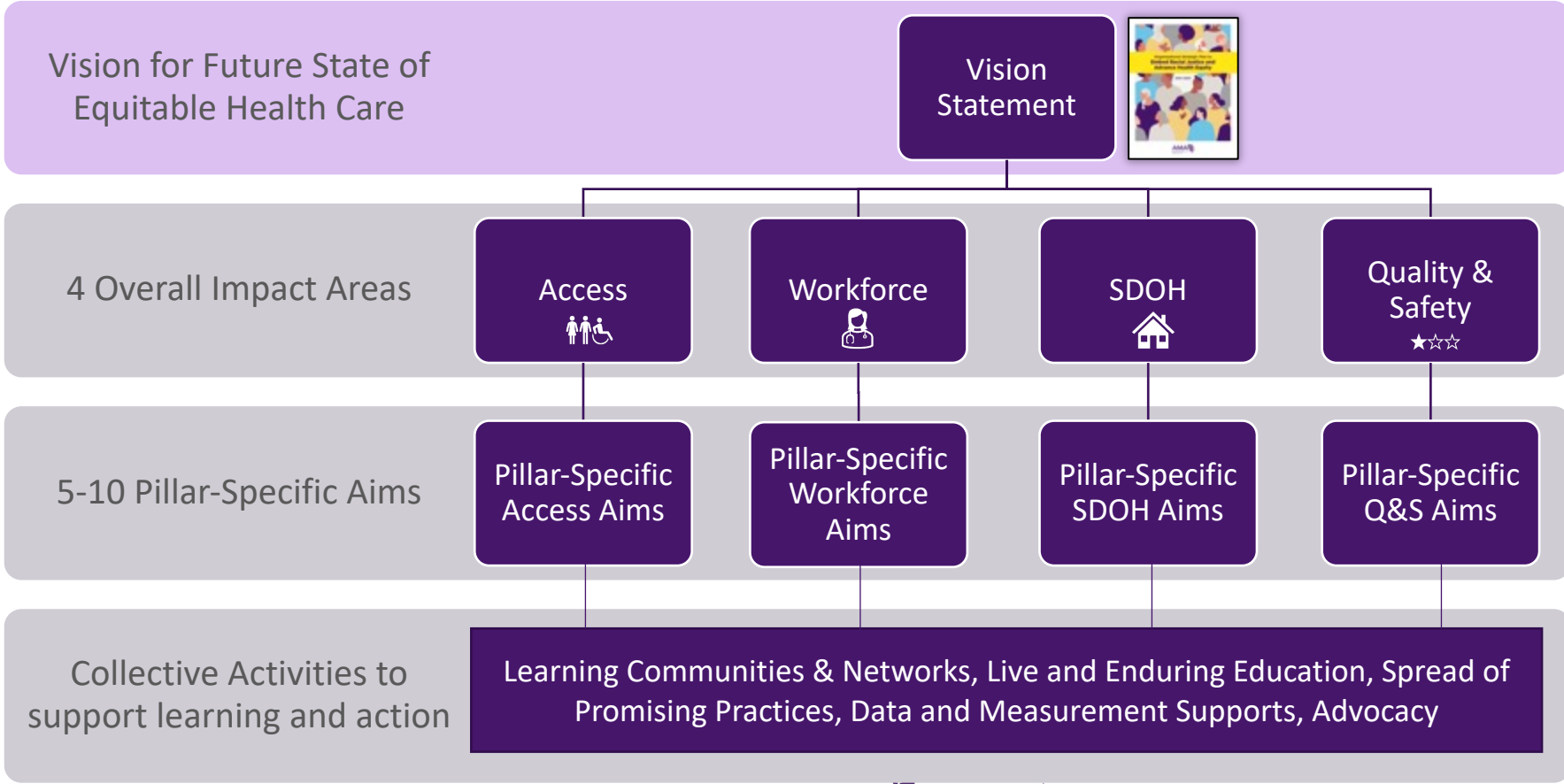
Eliminate differential harm to populations by ensuring equitable high quality and safe care for every individual in their community

4 Impact Areas to Pillar-Specific Aims

- Determined via robust measurement process with inputs from quality, safety and regulatory experts and agencies, and Delphi participants representing community voices and individuals with lived experience
- **Health System Pillar | Access Metric (example):** Reduce inequitable variation in access to inpatient and ambulatory health care services for Medicaid patients by **X percent** in **Y years**.

From ground-up action in the field to sustained change

Immediate Action
 2-10 years
 2050+



Real world impacts for physicians and their patients: Ensuring equitable access to life-saving medical treatments and services (aligned with HoD policy)

News > Medscape Medical News

Dropping Race-Based eGFR Adjustment Gains Traction in US

Mitchel L. Zoler, PhD

July 06, 2020



[Heart Attack and Stroke Symptoms](#)

[COVID-19](#)

[Volunteer](#)

[SHOP](#)

Published: October 29, 2019

Access to cardiac units may explain racial gap for heart failure patients

By American Heart Association News

Health Equity Education AMA EdHub

Strengthening physicians' understanding of public health and structural/social drivers of health and inequities

Content developed by **Center for Health Equity** in collaboration with the **Education Center** and external partners including COVID Black, Health Begins, Fenway Institute and many more



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Equitable Health Systems
(Push Upstream)

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Grand Rounds (Feb '23)

Interactive health equity educational materials

- Available on AMA Center for Health Equity EdHub
- Curated materials to
 - Introduce health equity concepts;
 - Deepen understanding of racial and social justice in medicine
 - Support health systems in embedding racial justice into their operations

Historical Foundations of Racism in Medicine



Basics of Health Equity



Racial and Health Equity: Concrete STEPS for Health Systems

Translate Your Commitment to Racial and Health Equity Into Action in Your Health System

Developed in collaboration with



LGBTQ Health, Diversity & Inclusion CME Course

Increase your knowledge of issues affecting the LGBTQ community.

Learn now

Prioritizing Equity video series

- Provide in-depth conversations with experts on a range of social justice topics
- CME credit available for each episode
- Additional content added on a regular basis



DIVERSITY, EQUITY, AND INCLUSION 59m 47s 1 Credit CME

Prioritizing Equity: The Root Cause and Considerations for Health Care Professionals

AMA Center for Health Equity



MEDICAL EDUCATION AND TRAINING 30m 24s 0.5 Credit CME

Prioritizing Equity: Getting to Justice in Education

AMA Center for Health Equity

Advancing Equity through Q&S – Peer Network

Eliminating harmful variation in health care delivery, access, and outcomes, by embedding equity in the DNA of hospital operations

Led by **AMA** in collaboration with
Brigham and Women's Hospital and The Joint Commission



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Push
Upstream

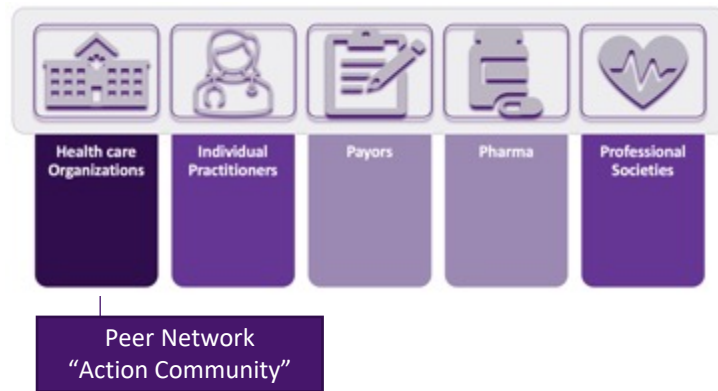
AMA Peer Network for Advancing Equity in Q&S, in collaboration with BWH and TJC

Overview

Collective effort to equip health systems with the knowledge and tools to confront root causes of inequities by systematically integrating equity into hospital quality, safety, and operations.

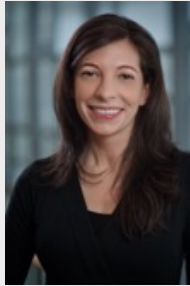
Goals

- Highlight best practices and implementation strategies
- Provide expert consultation and facilitate peer-to-peer learning
- Apply a train-the-trainer model
- Create networking opportunities



Pilot Cohort: Atlantic Health System/Atlantic Medical Group | Children's Hospital of Philadelphia | University of Iowa Hospital and Clinics | Vanderbilt University Medical Center | Dana Farber Cancer Institute | MD Anderson Cancer Center | Ochsner Health | University of Wisconsin Hospital and Clinics

QUALITY AND SAFETY FACULTY



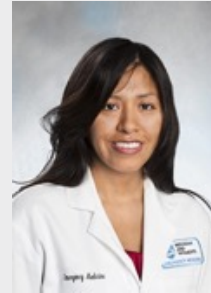
Karen Fiumara, PharmD, BCPS, CPPS
Executive Director of Patient Safety, Department of Quality and Safety, Brigham and Women's Hospital



Esteban Gershanik, MD, MPH, MMSc, FAAP, FHM
Medical Director of Quality, Safety and Equity, Brigham and Women's Hospital



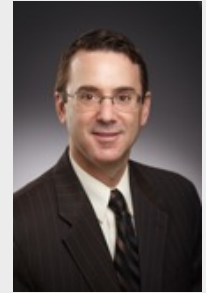
Louis Hart, MD
Medical Director of Health Equity, Yale New Haven Health System



Nadia Huanchuari, MD
Medical Director of Quality, Safety and Equity, Brigham Health



Regan Marsh, MD, MPH
Medical Director of Quality, Safety and Equity, Brigham and Women's Hospital



Andrew Resnick, MD, MBA
Chief Medical and Quality Officer for The Chartis Group and The Greeley Company

COMMUNITY/POPULATION HEALTH FACULTY



Sara Bader, MCD, CPHQ
Director, Training & Education, HealthBegins



Rishi Manchanda, MD, MPH
CEO, HealthBegins

DIVERSITY, EQUITY & INCLUSION FACULTY



Donald Proby
Executive Consultant



Normella Walker, MA
Executive Director, Diversity, Equity & Inclusion, Brigham and Women's Hospital

Real world impacts for physicians and their patients: Real-time information of what is happening on the ground, connected to hospital- and system-level operations (e.g., incident command)



Dr. Vin Arora, Director of Inpatient Services at the Brigham and Women's Hospital. (Credit: CMM/BRWH)



Martha Swanson, Medical Director of Quality, Safety, and Quality of Brigham and Women's Hospital, with colleagues Kenneth Miller, Esq., Director of Community Equity and Inclusion and Chief Quality and Safety Officer, Andrew Rosner. (Credit: CMM/BRWH)



PUBLIC HEALTH
The Pandemic Imperiled Non-English Speakers In A Hospital
 APRIL 23, 2020 - 5:05 AM ET
 FROM **wbur**
 MARTHA BEBINGER



Nancy Santiago by the food and resources tent at the Brookside Community Health Center. (Robin Lubbock/WBUR)



Bags of fruit, vegetables and masks available at the food and resources tent at the Brookside Community Health Center. (Robin Lubbock/WBUR)



Christin Price at the Brookside Community Health Center by the food and resources tent. (Robin Lubbock/WBUR)

Health Equity Grand Rounds and Labs

Developing a pipeline of health care leaders equipped to reimagine
and redesign a more equitable health care ecosystem

Co-led by **AMA**, **ACGME**, and the **National Center for
Interprofessional Practice and Education**



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**Health Equity
Grand Rounds (Feb '23)**

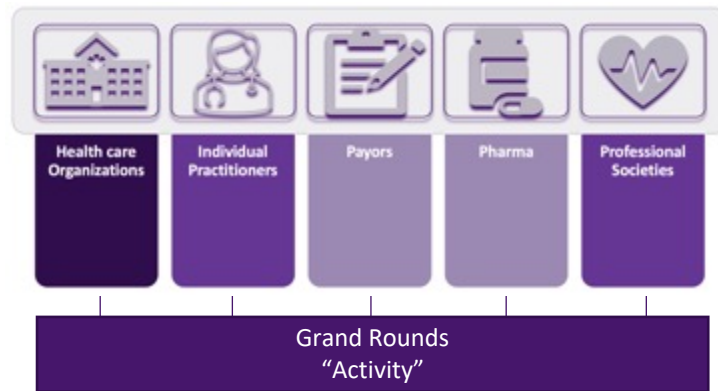
Health Equity Grand Rounds

Overview

A national lectureship series and racial justice practice labs focused on amplifying high-impact strategies and practices in health care and across sectors.

Goals

- Develop leaders with knowledge, tools, and skills to advance equity
- Amplify shared frameworks, language, and analyses
- Shape national engagement and discourse
- Promote integrated models for embedding equity into the DNA of health care
- Disseminate pragmatic and evidence-informed strategies



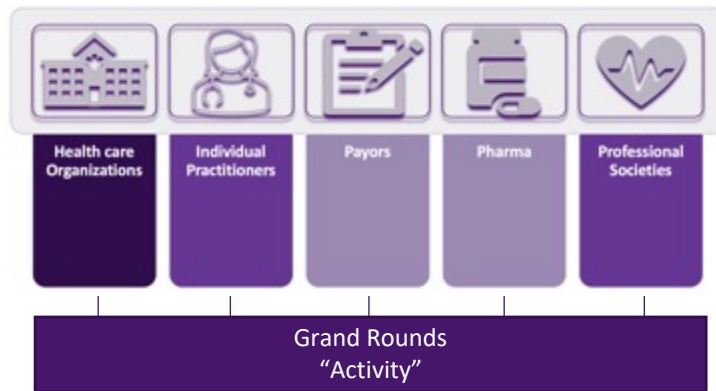
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Health Equity Grand Rounds

Grand Rounds (Main Sessions): Quarterly 90-minute educational sessions with didactic TED-style talks, fireside chats, and panel discussions.

- **Racial Justice Learning Labs:** Quarterly small group cohorts of early adopter health care learners (health system and medical education leaders, practicing physicians, trainees, others) to apply racial justice and equity frameworks and strategies to their own work and environments.



Finalize Curriculum
Engage SMEs

Grand Round #1
+Learning Labs
Topic: History of Racism in U.S. Health Care

Grand Round #2
+Learning Labs
Topic: Leadership Engagement & Organizational Change

Grand Round #3
+Learning Labs
Topic: Education and Training for Workforce

Grand Round #4
+Learning Labs
Topic: Data and Community Accountability

Grand Round #5
+Learning Labs
Topic: Disability Justice in Health

Grand Round #6
+Learning Labs
Topic: TBD

Q3/Q4

Q1

Q2

Q3

Q4

Q1

Q2

2022

2023

2024

Real world impacts for physicians and their patients: Shaping national narratives and countering misinformation



Brigham reaffirms antiracism work after neo-Nazi demonstration

By Jessica Bartlett Globe Staff, Updated February 17, 2022, 7:02 p.m.



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Opportunities to engage

- **National Health Equity Initiative:** September 2022
 - Individual practitioner actions
 - Professional Society commitments
- **Basecamp:** 9/14-10/25
 - Help identify other CEOs, senior executives, board members and Med Ed leaders across the country
 - Cohort of ~30 leaders per Basecamp
 - Two full-day sessions and three half-day sessions over 2 months
 - Email Karen.Aguirre@ama-assn.org if interested
- **Grand Rounds:** February 2023

Discussion | Reflections | Q&A

