

HOW A HEALTH SYSTEM ADDED EQUITY TO THE SAFETY AND QUALITY AGENDA

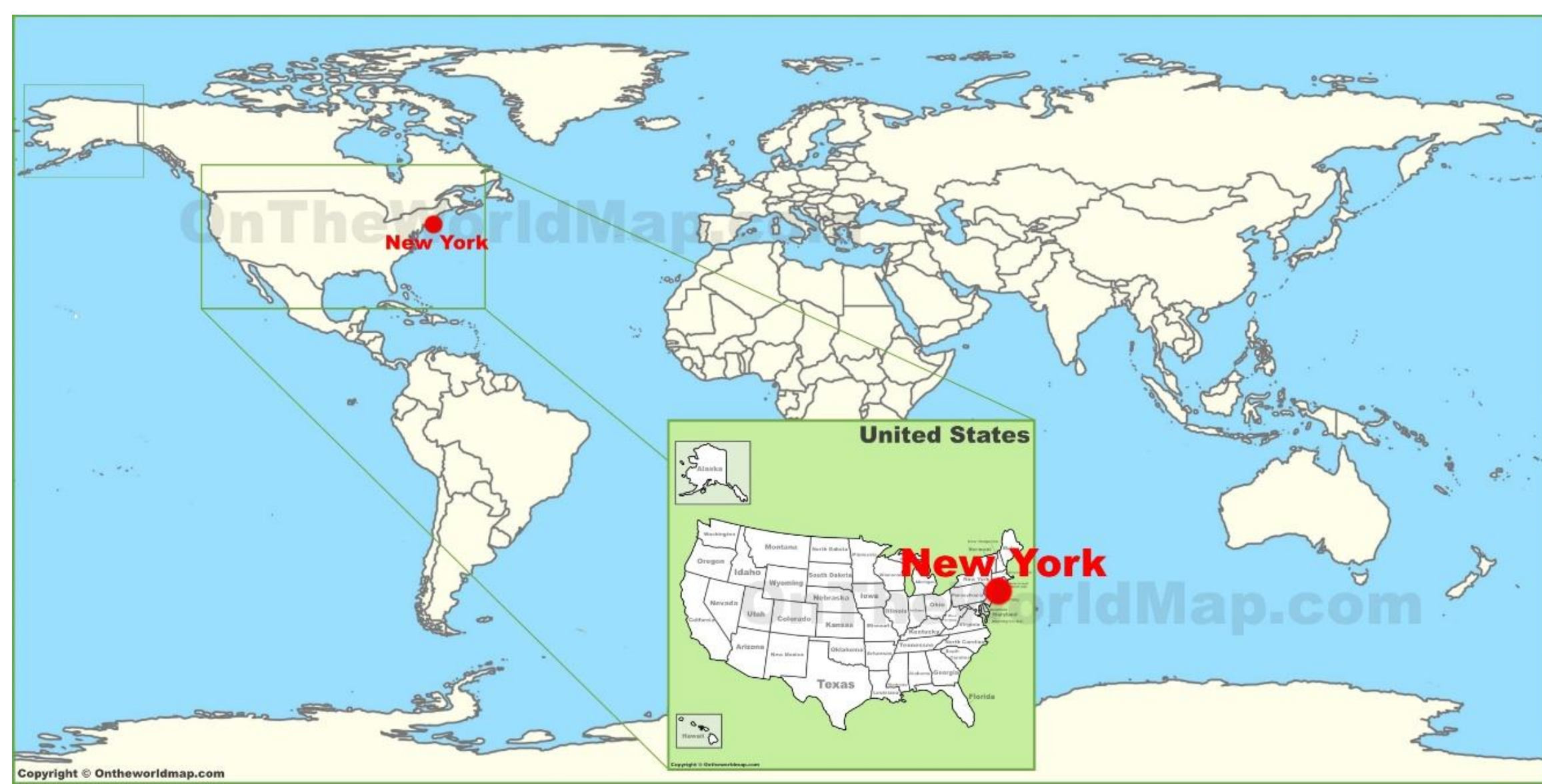
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BACKGROUND

MOUNT SINAI HEALTH SYSTEM (MSHS)

- ▶ Located in New York, NY
- ▶ 8 hospitals (3,919 total beds) & the Icahn School of Medicine at Mount Sinai
- ▶ 133,283 inpatient admissions, >3,700,000 outpatient visits and 396,714 Emergency Department visits per year
- ▶ 43,000+ employees, including >7,400 physicians
- ▶ > 410 ambulatory practice locations



QUALITY LEADERSHIP COUNCIL (QLC)

- ▶ Since 2013, MSHS has leveraged a quality and safety governance structure, the Quality Leadership Council (QLC), to set a uniformly high standard of care, capitalize on internal and external expertise, align clinical practices and embed patient safety into hospital operations.
- ▶ The QLC meets bi-weekly for 90-minutes and is chaired by the MSHS Chief Medical Officer
 - Comprised of 75+ clinical and non-clinical leaders from across MSHS.
 - Members of the MSHS Board of Trustees participate in QLC
- ▶ In the Summer of 2020, MSHS committed to becoming an anti-racist healthcare and learning organization that intentionally addresses structural racism.
 - QLC provided a bridge for learning how to lead safety and quality work with an equity lens



METHODS

QLC provides an infrastructure for level-setting for safety and quality across the organization



QLC MISSION STATEMENT

Always provide patient-centered care of the highest **quality** and **safety** with a commitment to excellence and **equity** for the communities that we serve

METHODS (cont.)

QUALITY & SAFETY THROUGH AN EQUITY LENS

Identify biases and differences in order to improve quality and health outcomes for the MSHS community

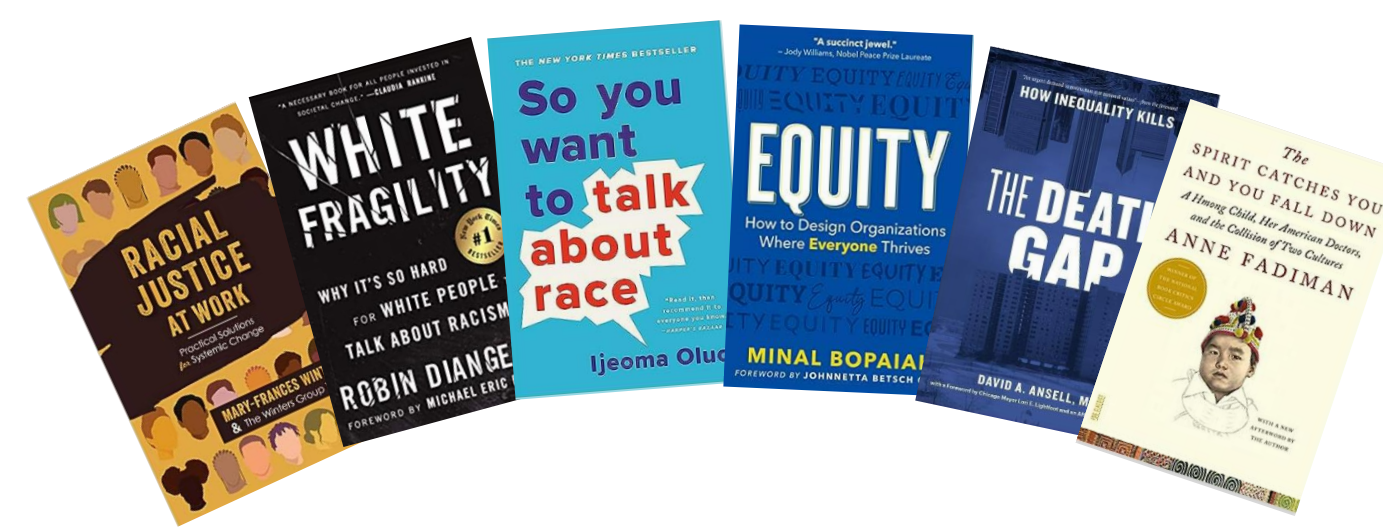
Awareness & Learning Journey

- ▶ Racism and impact on healthcare delivery and outcomes
 - How have we been affected?
 - Leadership commitment and responsibility to patients and organization
- ▶ Presentations are supplemented with time for self reflection and shared learning through a book club model

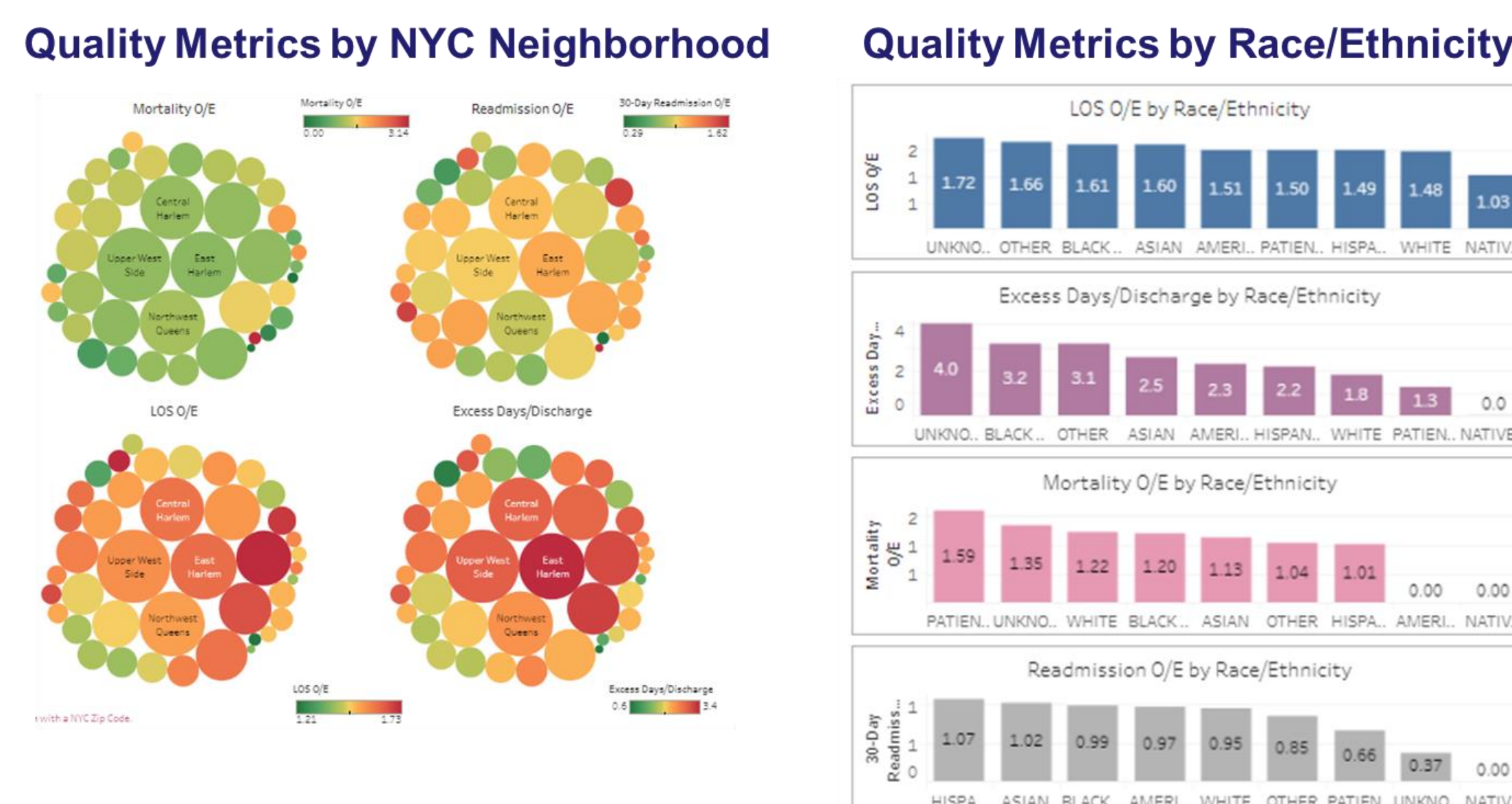
Using Data with an Equity Lens

- ▶ Data analysis and incorporation into presentations
 - Develop system dashboards with equity lens for standard safety & quality metrics (e.g. mortality, LOS, readmissions)
 - Assessing impact of Social Determinants of Health (SDoH)
- ▶ Implement small tests of change/PDSA cycles

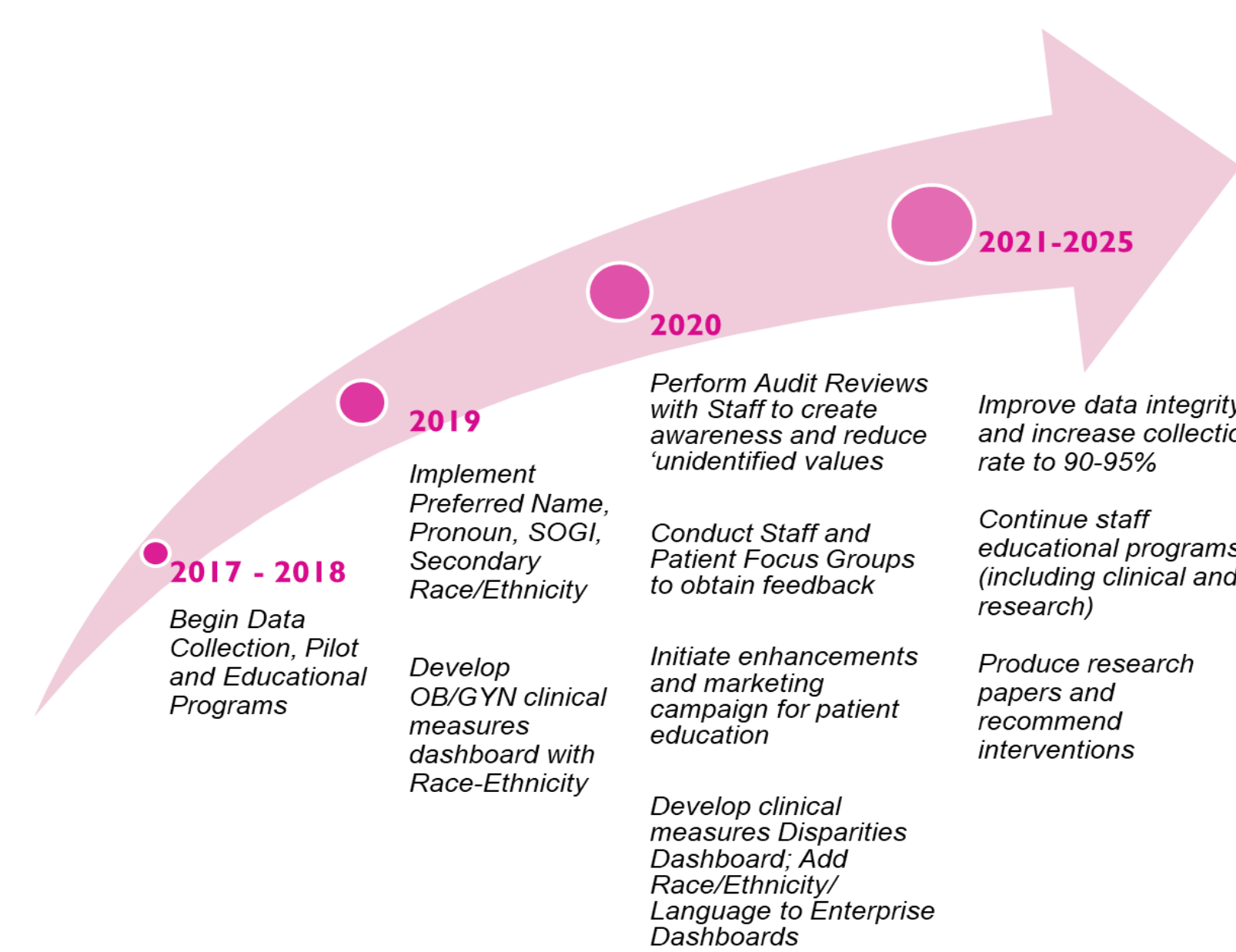
QLC Book Club



Data: Using dashboards and data to identify opportunities and measure change

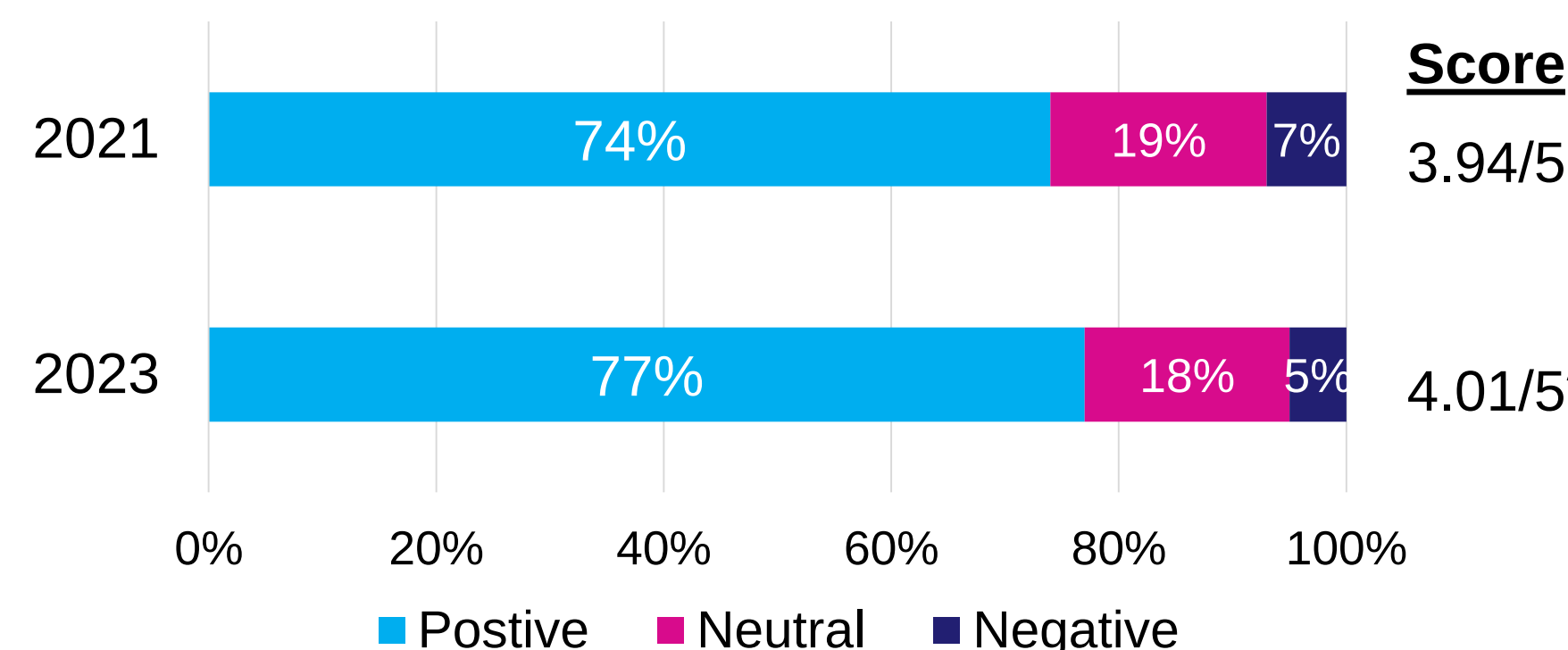


Patient Demographic Data Collection Evolution



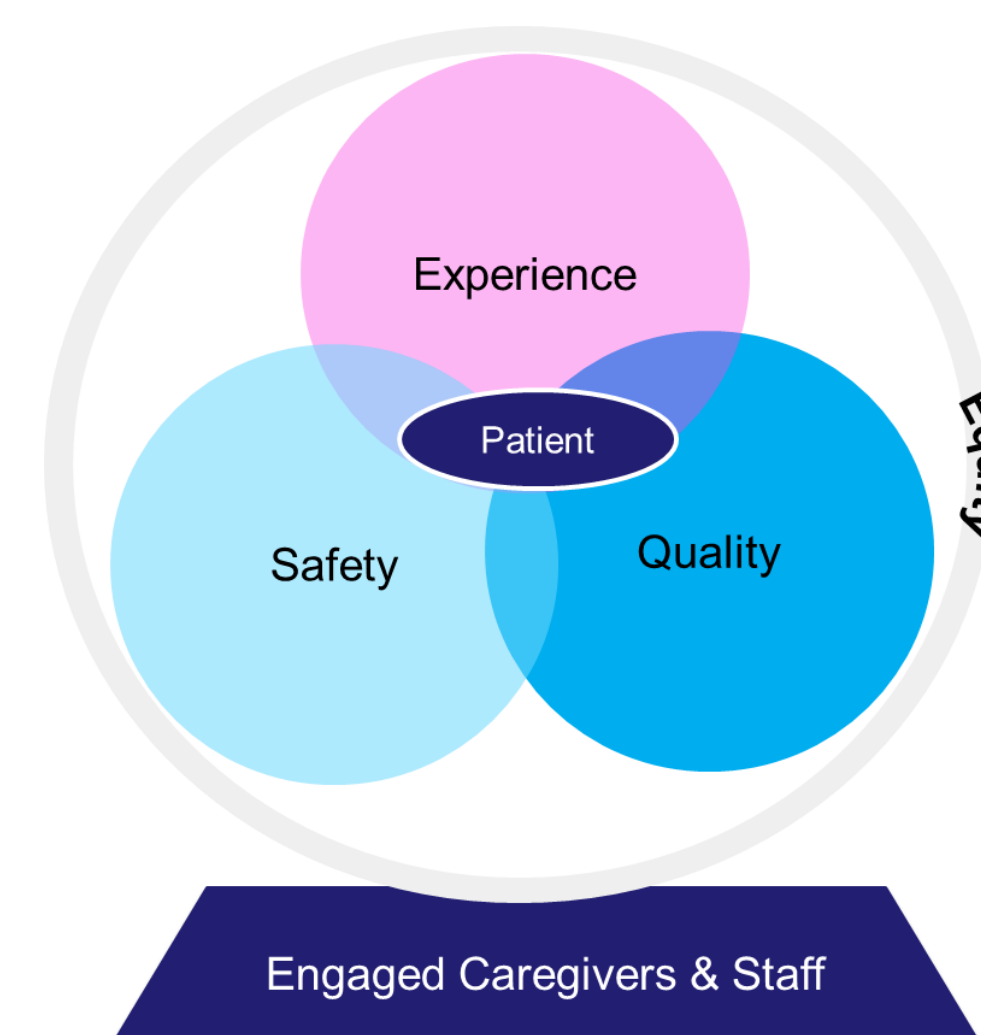
RESULTS & CONCLUSIONS

Organizational commitment to DEI measured via employee engagement survey 2021 to 2023



*Statistically significant increase from 2021 to 2023

MSHS Commitment to Delivering Equitable Care



- ▶ Data by race, ethnicity, age and Social Determinants of Health are part of assessing outcomes and quality metrics.
- ▶ Through QLC, we drive change at system, site and departmental levels by encouraging small tests of change based on the presentations and discussions.
- ▶ Creating a continuous learning environment that is a safe space for leaders to share and reflect together must be intentional. This enables leaders to discuss and agree upon observable behaviors that promote high quality, equitable safe care.
- ▶ Leaders are responsible for ensuring staff understand the organizational commitment to equity and are actively engaged in the work.