



Froedtert Health Eradicating Racism & Enhancing Health Equity Plan

An Equity, Diversity & Inclusion Recommendation

JULY 1, 2020

Froedtert & the Medical College of Wisconsin Regional Health Network

About Us

The Froedtert & the Medical College of Wisconsin regional health network is a partnership between Froedtert Health and the Medical College of Wisconsin supporting a shared mission of patient care, innovation, medical research and education. Our health network operates eastern Wisconsin's only academic medical center and adult Level I Trauma Center at Froedtert Hospital, Milwaukee, an internationally recognized training and research center engaged in thousands of clinical trials and studies.

Vision

Froedtert & the Medical College of Wisconsin will be the trusted leader by transforming health care and connecting communities to the best of academic medicine.

Mission

Froedtert & the Medical College of Wisconsin advance the health of the people **of the diverse communities we serve** through exceptional care enhanced by innovation and discovery.

Values

Value people: We treat others with respect, knowing that their feelings, thoughts, and experiences are as important as our own.

Work together: We collaborate across the enterprise to put forward our best.

Act now: We take action to solve problems and move forward quickly.

Own it: We take full responsibility for our decisions, actions and results.

Break through: We change the future of care with creativity and innovation.

Deliver excellence: We set the standard that others aspire to by always asking "What more can we do?"

Equity, Diversity and Inclusion at Froedtert

Equity, Diversity and Inclusion

At Froedtert Health, diversity and inclusion is leveraging the individual uniqueness among people, cultures and systems that collectively empower us to drive innovation and deliver **culturally competent care**.

Vision

Froedtert Health is a leading healthcare organization in the areas of diversity and inclusion that exceeds the expectations of our patients and community through **exceptional care**.

Mission

Froedtert Health fosters an inclusive environment where diversity is embraced to maximize outcomes and provide **exceptional patient experiences**.

Health Equity

Committed to eliminating health care disparities and addressing social determinants of health like transportation, food insecurity and access to care, the Froedtert & MCW health network provides culturally and Linguistically competent health care to all individuals regardless of race, ethnicity, language preference, gender, gender identity, sexual orientation or another dimension of diversity. Health equity is fundamental to the organization's mission and simply the right thing to do.

Words From Cathy Jacobson

Dear Colleagues,

The events of the past few weeks have been heartbreaking.

Froedtert Health condemns all acts of racial discrimination and calls for systemic change within our community. Only by working together will we be able to make meaningful change.

As health care professionals, it is especially difficult to experience ourselves or witness other people in pain and in need of help. While racial injustices are not new, recent events have pushed the issues of racial disparity into the open. This includes the tragic death of George Floyd at the hands of a Minneapolis police officer. This, coupled with the pressures of managing a pandemic, has heightened the stress and emotional sensitivity of everyone who serves our community.

Encouraged by the words of Dr. Martin Luther King, “In the end, we will remember not the words of our enemies but the silence of our friends,” we must make a statement and share some reflections about the recent events that have taken place across the country. Many of these events carry remnants of what has taken place in our local community in the not-so-distant past. In this case, the enemy we face is racism, recurring trauma, violence and disregard for human dignity and respect.

At its core, our job is to care for people. In this work, we are often treating people affected by symptoms caused by racism, trauma and violence. We see the impact of disparity on health outcomes. Furthermore, the stress from these events is linked to chronic health concerns in our community. This is why we support peaceful protest.

Part of our commitment to our community is to make health care equitable for every person every time. We remain committed to these efforts through a number of initiatives designed to increase diversity in our workforce, provide cultural competency training and address social determinants of health.

As an organization, we resolve to use our compassion, creative ideas and collective commitment to ensure we foster a culture that acknowledges everyone equally.

Thank you,

Cathy

Words From Cathy Jacobson

Dear Colleagues,

I feel unseen and unheard.

Those aren't my words. Those are the words I've heard expressed by some of our colleagues in the past weeks.

To anyone who may feel unseen and unheard: I see you. I hear you.

But, it's not enough for me to say that. What our organization needs is true, believable and meaningful action. Action that helps us eliminate racism and promote a culture based on equity. We know we have gaps.

Last week, I participated in a candid dialogue with a group of senior leaders who have been involved in our equity, diversity and inclusion efforts. We discussed ways Froedtert Health will address these gaps. We're starting with our more than 800 leaders.

Beginning this week, we will host virtual Q&A sessions with our leaders. This is the first of many steps to help equip our leaders with what they need to have productive, ongoing conversations with employees.

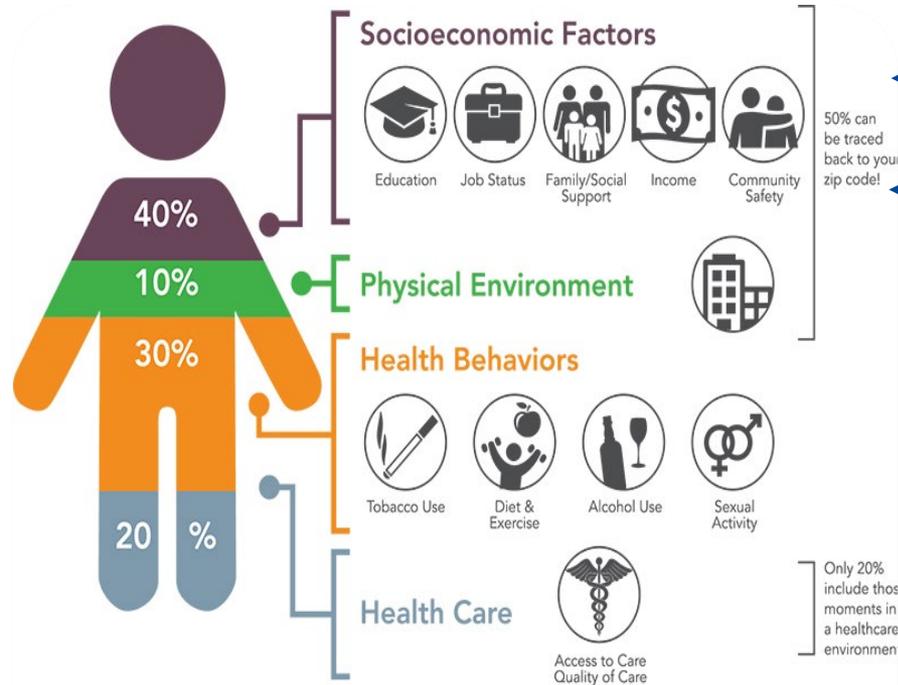
As the caring people who make our organization what it is, what can we do to help our community address our deep racial divide? I don't have all the answers, but can provide you with a few ideas.

- **Learn.** Resources are readily available by contacting our Diversity & Inclusion team for recommendations.
- **Discuss.** Talk to your coworkers. Listen to their experiences. Encourage your teams to have open discussions. For many of us, this will be uncomfortable and that's OK.
- **Participate.** Froedtert Health is supportive of peaceful protests. Advocating to eliminate racism helps us preserve, protect and advance the health of the communities we serve. Of course, if you choose to support peaceful protests in your communities, please practice social distancing, hand-washing and mask-wearing guidelines.
- **Engage.** Froedtert Health sponsors [Business Resource Groups](#) and [Diversity Action Teams](#) that help foster an inclusive culture. Our BRG groups are open to staff from all backgrounds, departments, entities and capacities. You can also join Workplace Groups like [Diversity & Inclusion](#) and [Culture of Dignity and Respect](#) to share resources, learning opportunities and participate in dialogue.

This is one of the most important conversations we must continue to have as an organization. While I deliver words in this forum, I know that our actions – both as an organization and as individuals – are what will ultimately drive change and end systemic racism.

Thank you,
Cathy

Froedtert Health: A Leader For Equity



Source: Institute for Clinical Systems Improvement, Going Beyond Clinical Walls: Solving Complex Problems (October 2014)

Froedtert Health's Role as a Leader

- Leverage existing networks and platforms to:
- INFORM about health equity and social determinants of health
 - EDUCATE on health equity and social determinants of health
 - INFLUENCE when naturally appropriate to provide insight on health equity and social determinants of health
 - EXEMPLIFY LEADERSHIP throughout the communities we serve¹

Froedtert Health's Partners & Networks

- Health Care Partners & Networks
- Pledge Partners & Networks
- Career Development Partners & Networks²
- Community and Market Leadership Partners & Networks
- Regional Business Partners & Networks
- Equity, Diversity, and Inclusion Partners & Networks

Froedtert Health and F&MCW

- Health Equity Model³
- Employment⁴
- Supplier Diversity⁵
- In Collaboration with Health Care Partners & Health Care Networks

1. As Froedtert Health leaders, providers, and staff engage with community partners and members we will lead by example to demonstrate our growth, development, and commitment to equity.
2. Career Development includes career readiness, education, scholarships, and other pipeline and career readiness support.
3. Froedtert Health's Health Equity efforts address linguistically/culturally competent care, equity metrics, and a high level of accountability.
4. Employment, as noted here, represents Froedtert Health as an employer who expects leaders, providers, and staff to deliver care through and equity first lens (20% SDOH)) and as a large employer which contributes to the economic vitality through income from jobs and careers (40% SDOH).
5. Our supplier diversity efforts help to contribute to the community's economic vitality through the dollars spent with diverse vendors and the workforce they hire.

About Diversity, Inclusion, and Health Equity

Strategic Plan 2021

Within the Froedtert & the Medical College of Wisconsin health network, diversity and inclusion leverages the individual uniqueness among people, cultures and systems that collectively empowers staff and providers to drive innovation and deliver culturally competent care. We focus our efforts on these key areas to help support Froedtert & MCW strategic initiatives.

Extraordinary People The office of Diversity and Inclusion partners with Human Resources to focus on workplace initiatives around diversity recruitment, education, engagement and development of staff and providers. These programs foster an inclusive culture where staff can reach their full potential and provide the best care possible.

Market Leadership and Consumer-Guided Experience In partnership with Marketing and Communications, Supply Chain and Community Engagement, strategies are developed to meet the health network goal to touch two million lives and expand market share in the diverse communities and patient populations served by our health network.

Language Services Our Language Services team provides timely, reliable and high-quality interpretation and translation services to limited English proficient and deaf patients in order to provide exceptional experiences throughout our health network's hospitals, health centers and clinics.

Health Equity Committed to eliminating health care disparities and addressing social determinants of health like education, employment, and food insecurity, the Froedtert & MCW health network provides culturally and linguistically competent health care to all individuals regardless of race, ethnicity, language preference, gender, gender identity, sexual orientation or any other dimension of diversity. Health equity is fundamental to the organization's mission and simply the right thing to do.



Alignment With EDI Strategic Goals

1. Improve experience for all patients through tools and resources that address patients' unique needs
2. Improve clinical outcomes for all patients and reduce disparities
3. Understand barriers (e.g. access, etc.) and formulate a plan to address the barriers to healthcare services among the diverse patients we serve
4. Increase awareness of the F&MCW brand and services among emerging markets
5. Grow the number of unique lives to F&MCW from emerging markets
6. Deliver a comprehensive cultural competency training program to staff and providers across the clinical enterprise
7. Improve engagement among diverse staff and providers using analytics from staff and patient experience (Qualtrics)
8. Increase retention rates among diverse staff and providers
9. Increase the number of diverse staff and providers in our workplace at all levels of the organization
10. Increase the number of Women's and Minority Business Enterprises (WBE/MBE) as suppliers to the clinical enterprise
11. Increase the impact of community partnerships aligned with the priorities of the Diversity & Inclusion Strategic Plan

Froedtert Health's Commitments to Equity



A pledge of commitment to increase African American and Hispanic/Latino **leadership** at Froedtert by 25% by 2025.

**MILWAUKEE:
REGION OF CHOICE
FOR DIVERSE TALENT**

MILWAUKEE HEALTH CARE

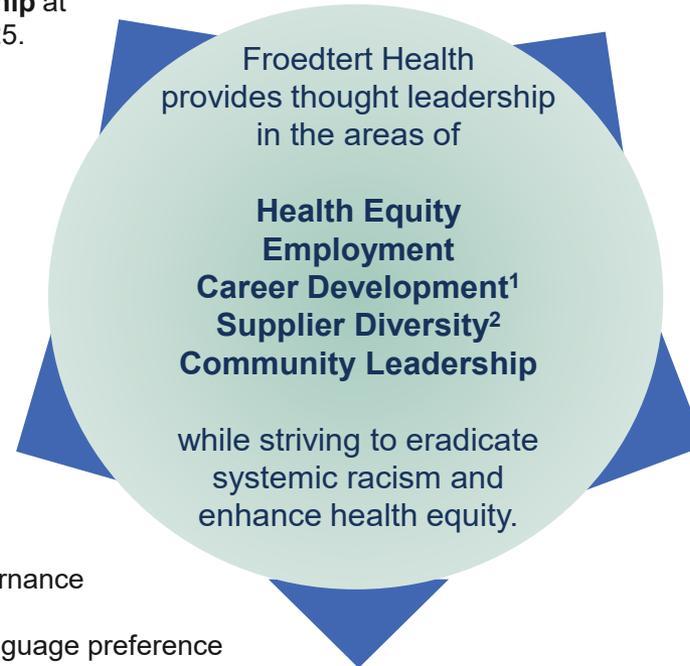
PARTNERSHIP

Racial Equity Pledge

Establish shared goals and commitments among health systems and health centers to accelerate racial equity in Milwaukee and SE Wisconsin.



A collaboration of over 50 leading healthcare systems building more inclusive and sustainable local economies



#123forEquity Campaign

Commitment to:

- Increasing diversity in leadership and governance
- Providing cultural competency training
- Collecting and using race, ethnicity and language preference data to track progress
- Improve and strengthen community partnerships



Three year commitment to work together and share best practices to enhance fully inclusive gender equity within their institutions.

Milwaukee Anchor Collaborative

A collaboration between higher education and healthcare systems that explore strategies to be tapped into the respective purchasing and hiring needs.

1. Career Development includes career readiness, education, scholarships, and other pipeline and career readiness support.
2. Our supplier diversity efforts help to contribute to the community's economic vitality through the dollars spent with diverse vendors and the workforce they hire..

Eradicating Racism Strategic Framework*

Now



Near



Far

Internal Focus

- CEO/Entity Presidents Conversations w/ BAA BRG & Staff
- Equity Pledges and Committees
- ER Plan Communications
- Exceptional Care & Extraordinary DATs
- Interactive Conversations About Race and Equity (I CARE – initial dialogues)
- Leader/Staff Learning through MHFF
- Policy/Practice/Program Guidelines and Audit
- Resource Guides
- Values and Culture Work

(June FY20 – June FY21)

Internal Focus

- External Partnerships Support Internal Strategies
- Leadership Development
- Operationalize audit findings
- Staff Development Programs

* Details and sequencing for all phases can be found in the plan below (pgs. 18 – 30).

FY22

Internal Focus

- Evaluation of audit results and further operationalize findings
- Equity First Culture

FY23+

Eradicating Racism Strategic Framework*

Now



Near



Far

External Focus (EMI)

- Bucks Partnership
- Community Member Conversations w/ Eric Conley
- Community/Partners/Leaders/Providers and Staff (CPLPS) Listening and Learning through MHFF
- ER Plan Marketing and Communications
- Health Equity Efforts
- Froedtert.com updates

(June FY20 – June FY21)

External Focus (EMI)

- Community Partner Discussions
- CPLPS Listening and Learning through MHFF (recordings)
- Learning from External Advisory Committees
- Supplier Diversity

* Details and sequencing for all phases can be found in the plan below (pgs. 18 – 30)

FY22

External Focus (EMI)

- Audit/Examine External Partnerships and Communications
- Equity First Culture

FY23+

Eradicating Racism Strategic Summary By Quarter

Now – FY21

Q1

ER Plan Marketing and Communications 

Internal Focus

- ICARE launch
- CEO Conversation with BAA/BRG
- ICARE Chats program
- Values Redesign
- Anti-Racism Resource Guide
- DAT/BRG engagement with Health Equity Team

External Focus

- Bucks Partnership
- Community Member Conversations w/ Eric Conley
- Community/Partner/Leaders/Providers and Staff (*CPLPS*) Listening and Learning through MHFF (live)
- Health Equity Efforts

Eradicating Racism Strategic Summary By Quarter

Now – FY21

Q2

Q3

Q4

ER Plan Marketing and Communications

Internal Focus

- Pre Election Communication Plan
- Launch Education
 - Mandatory Unconscious Bias (all staff)
 - Dignity and Respect
 - Cultural Competence
- Begin policy review
- Executive competencies integration of inclusive traits
- DAT/BRG integration of efforts

- Begin Tier 3 units audit
- Leader Competencies
- ICARE Analysis of Comments
- DAT/BRG integration of efforts

- Begin Diversity Programs audit
- Leader development programs

Eradicating Racism Strategic Summary By Quarter

Now – FY21

Q2

Q3

Q4

ER Plan Marketing and Communications

External Focus (EMI)

- Bucks Partnership
- Community Member Conversations w/ Eric Conley and Other Executives
- Community/Partners/Leaders/Providers and Staff (*CPLPS*) Listening and Learning through MHFF (recordings)
- Health Equity Efforts

- Community Partner Discussions
- Supplier Diversity

- Learning from External Advisory Committees

Eradicating Racism Strategic Summary

NEAR – FY22

Timing By Quarter TBD

ER Plan Marketing and Communications 

Internal Focus

- Leadership Development
- Staff Development Programs
- Operationalize audit findings

External Focus (EMI)

- Audit/Examine External Partnerships and Communications
- Implementation of refined FY21 tactics (informed by the listening sessions)

Eradicating Racism Strategic Summary

FAR – FY23

Timing By Quarter TBD

ER Plan Marketing and Communications 

Internal Focus

- Evaluation of audit results and further operationalize findings

External Focus (EMI)

- Implementation of refined FY22 tactics (informed by the listening sessions)
- Implementation of work as defined by the Audit of External Partnerships and Communications

Living Up To Our Commitment

Froedtert Health sees racism as a threat to the health of our community. We will help end racism and racial disparities in health care by:

- Treating people with dignity and respect
- Examining our own biases
- Measuring, tracking data, and reviewing our policies and practices to help us meet the needs of everyone we serve
- Leading change in our communities, and addressing health care disparities

To learn more, visit Scout and froedtert.com/end-racism