VENTURA COUNTY
HEALTH CARE AGENCY

HealthCare Equity Advisory Council

REGULAR MEETING

Tuesday, February 21, 2023
5:30 p.m. - 7:30 p.m.

Large Conference Room, VC Public Health Administration
2240 E Gonzales Rd., Suite 200, Oxnard, CA 93036

VENTURA COUNTY
HEALTH CARE AGENCY

Setting the Standard in Health Care Excellence

HEALTHCARE EQUITY ADVISORY COUNCIL

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PUBLIC COMMENTS BY EMAIL:
IF YOU WISH TO MAKE EITHER A GENERAL PUBLIC COMMENT OR COMMENT ON A SPECIFIC AGENDA ITEM BEING HEARD, YOU CAN SUBMIT YOUR COMMENT VIA EMAIL BY 9:00 AM THE DAY OF THE MEETING TO THE FOLLOWING ADDRESS: HEACCouncil@VENTURA.ORG. PLEASE INCLUDE THE FOLLOWING INFORMATION IN YOUR EMAIL: (A) MEETING DATE, (B) AGENDA ITEM NUMBER, (C) SUBJECT OR TITLE OF THE ITEM, (D) YOUR FULL NAME. DURING PUBLIC COMMENT ON THE AGENDA ITEM SPECIFIED IN YOUR EMAIL, YOUR EMAIL WILL BE SUBMITTED FORTHE RECORD.

OPENING

1. **CALL TO ORDER**

2. **ROLL CALL**

3. **APPROVAL OF January 10, 2023 MINUTES**

4. **ALL PUBLIC COMMENTS FOR AGENDIZED ITEMS & ITEMS NOT ON THE AGENDA** (up to 10 minutes)

REGULAR AGENDA

5. **INFORMATIONAL ITEMS** (5 minutes)

6. **REPORT: VCMS Health Equity Vision and Action Plan** (25 minutes)

BREAK (after one hour)

7. **WORKSHOP: Prioritize Focus Areas** (40 minutes)
    a. Communication Barriers
    b. Care Experience
    c. Disparate Treatment
    d. Care Delivery (Provider Focus)

8. **MEMBER COMMENTS AND CALL FOR FUTURE AGENDA ITEM(S)** (5 minutes)
    a. Council member comments, updates, and discussion
    b. Upcoming meetings of the HEAC scheduled for the third Tuesday of every other month – Next Meeting: April 18, 2023
    c. Agenda Setting

9. **ADJOURN**

Materials related to an item on this Agenda submitted after distribution of the agenda packet are available for public inspection on the Ventura County HEAC website: Healthcare Equity Advisory Council (vchca.org) subject to staff's ability to post the documents prior to the meeting.

Persons who require accommodation for any audio, visual or other disability in order to review an agenda, or to participate in a meeting of the Ventura County Public Safety Racial Equity Advisory Group per the American Disabilities Act (ADA), may obtain assistance by requesting such accommodation in writing addressed to the County Executive Office, 800 South Victoria Avenue, Ventura, CA 93009-1740 or telephonically by emailing to HEACCouncil@ventura.org. Any such request for accommodation should be made at least 48 hours prior to the scheduled meeting for which assistance is requested.

Healthcare Equity Advisory Council
Tuesday, January 10, 2023
Minutes

Community Voting Members Present:
Kimberly Cofield – Co-Chair
Dr. Liz Diaz-Querol
Kimberly Kelley
Hugo Tapia
Juana Zaragoza
Emily Bridges

Voting Members Absent:

Staff Present:
Selfa Saucedo
Dr. Loretta Denering
Sara Rivera
Cynthia Salas
Phin Xaypangna
Steven Auclair

Administrative Voting Members Present:
Barry Zimmerman – Chair
Scott Gilman
Rigoberto Vargas
Dr. John Fankhauser
Dr. Theresa Cho
Kristina Swaim

Administrative Voting Members Absent:

Guests:

1. **CALL TO ORDER**

   The meeting was called to order at 5:35 p.m. by co-chair Cofield.
2. **ROLL CALL**
3. **APPROVAL OF October 18, 2022 MINUTES** Approved.
4. **ALL PUBLIC COMMENTS FOR AGENDIZED ITEMS & ITEMS NOT ON THE AGENDA**

   Eliza Hernandez had questions regarding hospital care and patient communication. Dr. Fankhauser responded in general terms and can speak directly with a patient who had concerns.

   Caridad Vasquez remarked on the need for better communication, accessibility to services, language barriers, and shorter wait times for services and referrals.
5. **INFORMATIONAL ITEMS** None.
6. **REVIEW CANDIDATES**

   Two candidates, Alejandra Valencia and David Tovar, were considered. By majority vote, Alejandra Valencia will be invited to join the Council.
7. **HYBRID MEETING DISCUSSION**

   Due to Brown Act, voting members must be present, with certain, limited exceptions; public comment can be conducted via Zoom. Meetings will be held to 90 minutes (5:30 to 7:00 pm.)
8. **AD HOC COMMITTEE REPORTS**

a. Barriers

To address challenges with language services, the interpretation certification required was decreased from level 5 to level 3, deemed appropriate for our needs, to increase the pool of available interpreters. Resource availability has not noticeably improved. WiFi availability also creates limitations.

Another barrier can be addressed through modification of Human Resources language requirements, by accommodating Spanish/indigenous language speakers who are not proficient in English.

b. Care Experience

This subcommittee is focused on patient care navigation, and needs to better understand community needs. Peer specialists/promotoras can play an important role.

c. Disparate Treatment

Initiatives include:

- Improve access and equity to non-native English groups, to those who aren't familiar with Medi-Cal, those who aren't tech savvy, and other underserved communities.
- Training community members to navigate the system, and enabling them to train others. Behavioral Health is also working to expand services to the Avenue.
- Use connections with community groups (like MICOP) to identify resources that we can augment to help patients with entry into our system.

d. Care Delivery (Provider Focus)

Deliverables being targeted:

- Understanding factors in healthcare environment such as pace and volume, and how that affects patient care.
- Ability of providers to communicate understanding, empathy.

9. MEMBER COMMENTS

Please fill out the spreadsheet provided by Phin Xaypangna and send it to heaccouncil@ventura.org; information will be collected and merged into one document by HCA. HCA will bring the proposal to the group for discussion at the next meeting.

10. ADJOURN

Meeting adjourned at 6:45 pm.

COUNTY of VENTURA

HEALTHCARE EQUITY ADVISORY COUNCIL
DRAFT 22-24 WORK PLAN FOR DISCUSSION AND INPUT

PRIORITY AREA	GOAL(S)	OUTCOME(S)	TIMELINE (High level) -leave blank until finalized if uncertain.
Communication Barriers			
Care Experience			
Disparate Treatment			
Care Delivery (Provider Focus)			

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VENTURA COUNTY HEALTH CARE AGENCY

VENTURA COUNTY MEDICAL SYSTEM (VCMS)

Health Equity Vision & Action Plan 2022-2023

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VENTURA COUNTY HEALTH CARE AGENCY

VCMS Health Equity Vision & Action Plan

The Ventura County Medical System envisions a community where everyone can attain their full potential for health and well-being.

Educate: Raise Awareness & Build Skills	**Examine: Measure and Monitor**	**Implement: Create Positive Interventions / Remove Barriers**	**Communicate: Seek Feedback and Respond**
Increase awareness of health disparities and clarify the urgency of health equity need • Townhalls • Training on Health Equity • VCMS DEI Advisory Council • Health Equity Grand Rounds • Staff Meetings • CMEs • Racism as a Public Health Emergency	Use data, including patient outcomes, and patient experience data to identify needs • Patient Outcomes Projects (e.g. Perinatal Outcomes Non-US Born Hispanic) • Engage in CAPH Safety Net Institute Racial Equity Project 2022-23 to define and enhance anti-racism efforts within the system	Design intervention to address identified health disparities and inequities related to both medical care and patient experience. • Identify key improvement projects based on data • Identify patient experience needs and design changes to improve both workforce and patient experience	Engage in Health Equity Advisory Council and other forums for feedback to the medical system, design responses appropriate to drive change • Use patient feedback including tools such as NRC, Patient Complaints, HCAHPs • Seek employee input and feedback • Design interventions responsive to feedback

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Health Equity Vision

The Ventura County Medical System envisions a community where everyone can attain their full potential for health and well-being. We commit to providing equitable care to the communities we serve and investing in and celebrating a diverse and inclusive workforce. We commit to the delivery of health care that is culturally responsive, accessible, evidence-based and high quality in delivery and patient outcomes. We commit to the absence of unfair, avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically or by other dimensions of inequality (e.g. sex, gender, ethnicity, disability, or sexual orientation). We commit to the use of data to measure outcomes, identify disparities, and design changes in our system protocols, practices and customs, aimed at increase health equity for our community.

Educate: **Raise Awareness & Build Skills**	**Examine:** **Measure and Monitor**	**Implement:** **Create Positive Interventions / Remove Barriers**	**Communicate:** **Seek Feedback and Respond**
Increase awareness of health disparities and clarify the urgency of health equity need • Townhalls • Training on Health Equity • VCMS DEI Advisory Council • Health Equity Grand Rounds • Staff Meetings • CMEs • Racism as a Public Health Emergency	Use data, including patient outcomes, and patient experience data to identify needs • Patient Outcomes Projects (e.g. Perinatal Outcomes Non-US Born Hispanic) • Engage in CAPH Safety Net Institute Racial Equity Project 2022-23 to define and enhance anti-racism efforts within the system	Design intervention to address identified health disparities and inequities related to both medical care and patient experience. • Identify key improvement projects based on data • Identify patient experience needs and design changes to improve both workforce and patient experience	Engage in Health Equity Advisory Council and other forums for feedback to the medical system, design responses appropriate to drive change • Use patient feedback including tools such as NRC, Patient Complaints, HCAHPs • Seek employee input and feedback • Design interventions responsive to feedback

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Alignment with Health Care Agency's Strategies and Plan

Health Care Agency Strategic Focus Areas

Patient and Community Engagement
Actively engage patients and their families in their care. Actively engage with each community providing culturally appropriate services to build trust and well-being.

Service Excellence
Improve the patient experience across the continuum of care by delivering timely, accessible, comprehensive care in a professional and compassionate manner.

Quality and Safety
Achieve recognition for clinical and operational excellence through rigorous application of evidence-based practices and continuous improvement.

Growth and Access
Serve as a leader, catalyst, and community partner in transforming the health of our patients through strategic, future-focused growth and development.

Staff Engagement and Leadership Development
Create an environment where staff can achieve their best and can contribution in meaningful and valued manner. Develop highly skilled,

VENTURA COUNTY HEALTH CARE AGENCY

Patient and Community Engagement

Actively engage patients and their families in their care. Actively engage with each community providing culturally appropriate services to build trust and well-being.

Strategic Goals

1. Increase overall awareness and use of the Ventura County Medical System.
2. Increase access and awareness for historically underserved and diverse populations with a commitment to equitable care that does not vary because of any personal characteristics

Initiatives

a. Focus on building culturally, diversity, and equity-based competencies for all HCA programs.
b. Develop and implement a comprehensive public awareness and branding campaign to inform the community of the services available with greater reach to diverse and underserved communities.
c. Meet with key stakeholders and community leaders to provide updates and obtain feedback on VCMS delivery of care.
d. Develop customer feedback to measure satisfaction, understand the customer's voice, and improve the system as needed.

VENTURA COUNTY HEALTH CARE AGENCY

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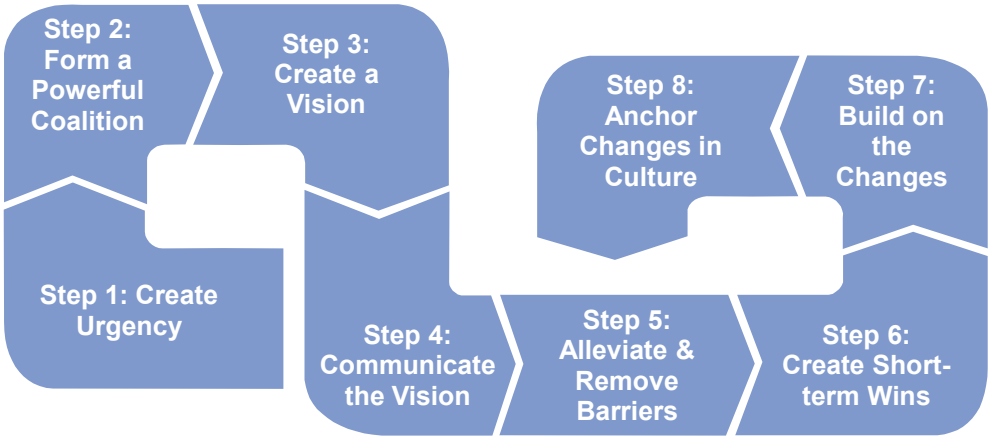
Steps in the Organizational Change Process for DEIB/Equity



Ref: Kotter's 8-Step Process for Organizational Change

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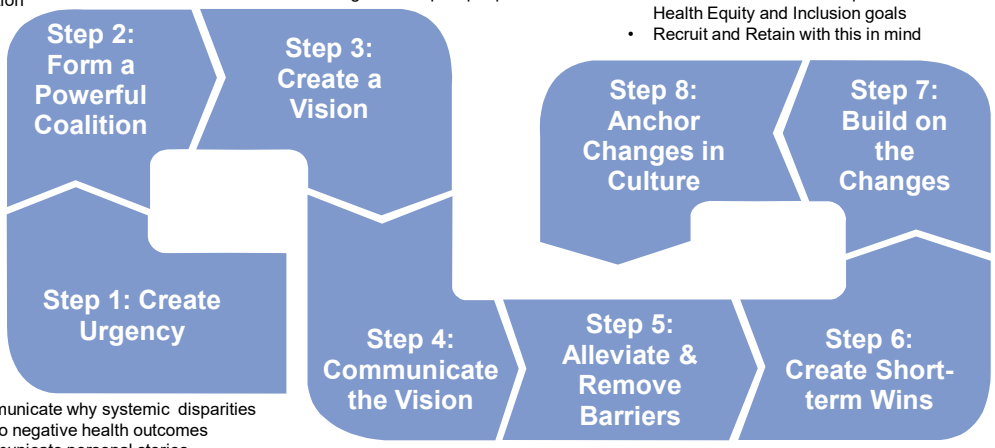
Steps in the Organizational Change Process for DEIB/Equity

- Create DEIB teams
- Identify Champions in each part of the organization

- Define how changes will make a difference, who will make changes, and how changes will impact people

- Ensure alignment of incentives
- Reward behaviors that help reach Health Equity and Inclusion goals
- Recruit and Retain with this in mind



- Repetition is critical – take momentum from small wins and build on it
- Adapt any changes to "make it stick" as needed

- Communicate why systemic disparities lead to negative health outcomes
- Communicate personal stories
- Communicate the imperative and mandate for systems to change
- Use surveys, audits, feedback from staff and patients

- Communicate to those outside the DEI/HE teams
- Communicate many times in many ways and by many leaders

- Identify where goals are not aligned with the vision, modify or change them
- Identify gaps i.e. not understanding the need, or the changes planned

- Celebrate quick, small-term wins
- Celebrate progress of all kinds
- Communicate success with stakeholders

Reference: Kotter's 8-Step Process for Organizational Change

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Regulatory Mandates

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Mandates and Specific Initiatives in Flight (1 of 3)

The Joint Commission Requirements as of 1/1/2023

Requirement	VCMS Actions	Comments
EP1 VCMS has a dedicated individual leading activities to reduce health care disparities	CMO Co-Director of Health Equity/DEI (Dr. Watabe) Health Equity Lead (Griffiths)	None
EP 2 VCMS assesses the patient's health-related social needs and provides information about community resources and support services	Possibly have PRAPARE Tool in our PowerChart tools (Dr. Carroll) Nursing/Social Services discussing workflow changes required; Jan 2023 discussion planned 2024 mandated CMS IQR	Note: TJC 2023 Can select population to assess, can select wen to ask (e.g. 1/year or at admission, etc), and can select which health-related social needs to assess CMS IQR Measures required in 2024
EP 3 VCMS identifies health care disparities in its patient population by stratifying quality and safety data using the sociodemographic characteristics of our patients	In progress	Note: TJC Allowable to focus on this data for high risk areas, such as OB. Allowable to focus on all using data such as HCAHPS and patient experience data
EP 4 VCMS has a written action plan describing how we are addressing at least one health care disparity identified in its patient population	In progress See following table with specific disparities	Note: TJC Must include a: Specific population, b: Improvement goal, c: Strategies and defined resources to achieve the improvement, d: reports and timeline to monitor outcomes/progress to goal

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Mandates and Specific Initiatives in Flight (2 of 3)

The Joint Commission Requirements as of 1/1/2023

Requirement	VCMS Actions	Comments
EP 5 Make Improvements: VCMS acts on disparities identified and works to sustain improvements	VCMS reviews quality and safety data to see where we have not improved in decreasing disparities.	Requires that we act when improvements are not made, or not sustained. Note: Acceptable to review data, and/or collect patient feedback from interviews regarding changes and new services, and/or review and evaluate staff training needs etc.
EP 6 Keep Stakeholders Informed: VCMS communicates via several vehicles on health equity goals, vision, project plans and outcomes	On 12/14 via Townhall leadership featured Health Equity overview and plan Reached x% of staff • Subsequent stakeholder updates to be provided • Subsequent written materials to be shared (via HCA newsletter, etc)	Note: Must update stakeholders at least annually, stakeholders including leaders, licensed practitioners, staff, etc. Updates can be provided via Townhalls, Newsletters, Staff Meetings, Huddles, etc. (we must be able to document and show this has happened)

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Disparities: Specific HE Initiative for 2023 (TJC EP4)

Specific Health Disparity Being Address for our Patient Population

Per TJC EP4 must include:
a) Specific population: ***Non-US Born Hispanic Patients***
b) Improvement goal: ***TBD***
c) Strategies and defined resources to achieve the improvement: ***TBD***
d) Reports and timeline to monitor outcomes/progress to goal: ***CMQCC Data***

Area for Improvement	Outcomes Data (Source)	Disparities Identified: Hypotheses and Root Causes	Interventions
Maternal Severe Mortality and Morbidity - Outcomes for Non-US Born Hispanic Patients	CMQCC Data on Hypertension CMQCC Data on Pre-Eclampsia	TBD Brainstorming issues included: • Use of aspirin • Patient education content in indigenous languages • Post-visit follow-up to confirm understanding • Interpreters/verbal translation • Forms translated appropriately	**Already Started:** - OB Implicit bias training for physicians and staff **Possible Items:** -Toolkit on Hypertension interventions - Kristina Swaim (L&D Nurse Manager) -Toolkit on Preventing HAI NICU -Voice of Customer surveys/interviews -Involve staff in solutioning -PDSA Model for improvement

As of 2/15 Next Steps:
- Establish workgroup by 1/10/2023
- Define interventions round 1 by 3/15/2023
- Begin PDSA Cycles by 4/1/2023

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Health Outcomes Disparities and Supporting Data

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Data Analysis Activities Summary

VCMS uses **both patient outcomes and experience data** to identify health disparities based on race and ethnicity for our patient population.

Improvement Projects are initiated based on these identified data-based inequities, and health outcomes improvement initiatives leverage a Plan Do Study Act (PDSA) approach, testing interventions and adjusting when improvements are resulted.

Subsequently, VCMS continues to leverage both patient outcomes and experience data to identify progress or determine when additional areas for improvement can be selected for improvement initiatives.

Example Sources of Quality and Outcomes Patient Data:
- CMQCC Data – OB
- NSQUP – Surgery
- Data Warehouse Reports
- Trauma outcomes Data
- *HCAHPS Data – Patient Experience*
- *NRC Data – Patient Experience*

Selected Data Drivers and Aggregate Sources:
- CMS IQR Data Requirements
- TJC Data Requirements
- QIP Data Reporting Requirements

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Additional Activities in Health Equity and Diversity, Equity, Inclusion

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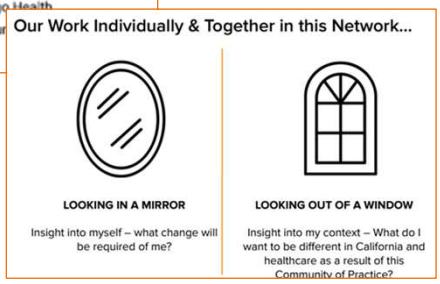
Health Equity Project with Safety Net Institute

VCMS Leadership is participating in a joint health equity project led by the Safety Net Institute and California Association of Public Hospitals. This work consists of virtual workshops, in-person conferences, and periods of action in between meetings where teams test/pilot approaches to address racial equity goals.



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VCMS Feb 4 2023 Health Equity Conference

Health Equity Conference for VCMC Physicians and staff

"Health Equity and Anti-Racism in Practice"

- Saturday Feb 4 8-12
- Optional team activities before and after
- Speakers include MICOP, Trauma-Informed Care, Anti-Bias Training for Health Care Providers, and more

Sponsored by Medical Executive Committee and the VCMS DEI Advisory Team

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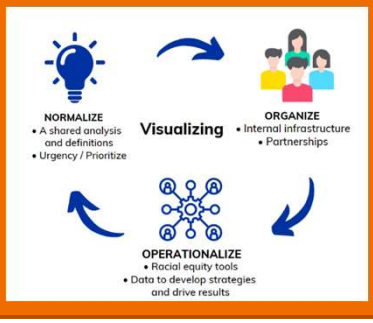
The County of Ventura DEI Committee & and Health Equity Advisory Council (HEAC) of VCHCA

County of Ventura DEI Committee

Formed in 2017, DEI Council (formerly the DEI Taskforce) is building momentum to advance equity with agency representatives at all levels of the organization. The DEI Council meets monthly and provides recommendations to County leadership on policies, programs, and initiatives, while also serving as a link between all County of Ventura Agencies and the community.



HCA Health Equity Advisory Council

- On November 10, 2020, the Board of Supervisors of Ventura County adopted a resolution declaring racism a public health crisis, making a commitment to promote equity, inclusion, diversity in housing, employment, economic development, public safety, and health care in the County of Ventura.
- The Ventura County Health Care Agency (VCHCA) honors the commitment by becoming a more racial equity and justice-oriented organization in service to our community.
- The Healthcare Equity and Advisory Council (HEAC)'s purpose is to expand efforts toward community and patient partnership engagement to advance equity in healthcare.
- The HEAC is a working group of healthcare subject matter experts and community stakeholders who advocate for equity for historically underserved communities.

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Health Equity and Diversity, Equity, Inclusion (DEI) Work at VCMS

Health Equity can be defined as the absence of unfair, avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically or by other dimensions of inequality (e.g. sex, gender, ethnicity, disability, or sexual orientation). Health Equity is achieved when everyone can attain their full potential for health and well-being. *(WHO definitions and VCHCA HEAC charter)*

Why it Matters

- The mission of our Agency (VCHCA) is to provide comprehensive, compassionate healthcare for our diverse community, especially those facing barriers.
- Health disparities result in poorer health outcomes for historically marginalized populations.
- Excess disease burden leads to increased costs for health systems, insurers, employers, and patients and families; and lower worker productivity due to higher rates of absenteeism and people working while sick.

DEI Advisory Team at VCMS - Goals:

1. Celebrating diversity and opposing discrimination in any form. Addressing "Implicit bias" defined as, "the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner."
2. Diversifying our workforce through recruitment, residency initiatives, and pipeline programs and increasing our supportive presence within diverse communities.
3. Community partnerships to strengthen our collaboration with the community and in particular, those advocating for improved health equity for historically underserved communities.
4. Self-study and education by examination of biases, both conscious and unconscious, to raise our collective awareness, and using this knowledge to promote health equity and justice in our community.
5. Evaluation and research on patient experience and health outcomes as it relates to racism, bias and discrimination.

Join us! To be added to the DEI team distribution list, contact Dr. Minako Watabe, or Lisa Griffiths. All are welcome.

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Heritage Month, Inclusion & Cultural Celebrations

Join our next Celebration and CMO Huddle: December 15th at 12 noon

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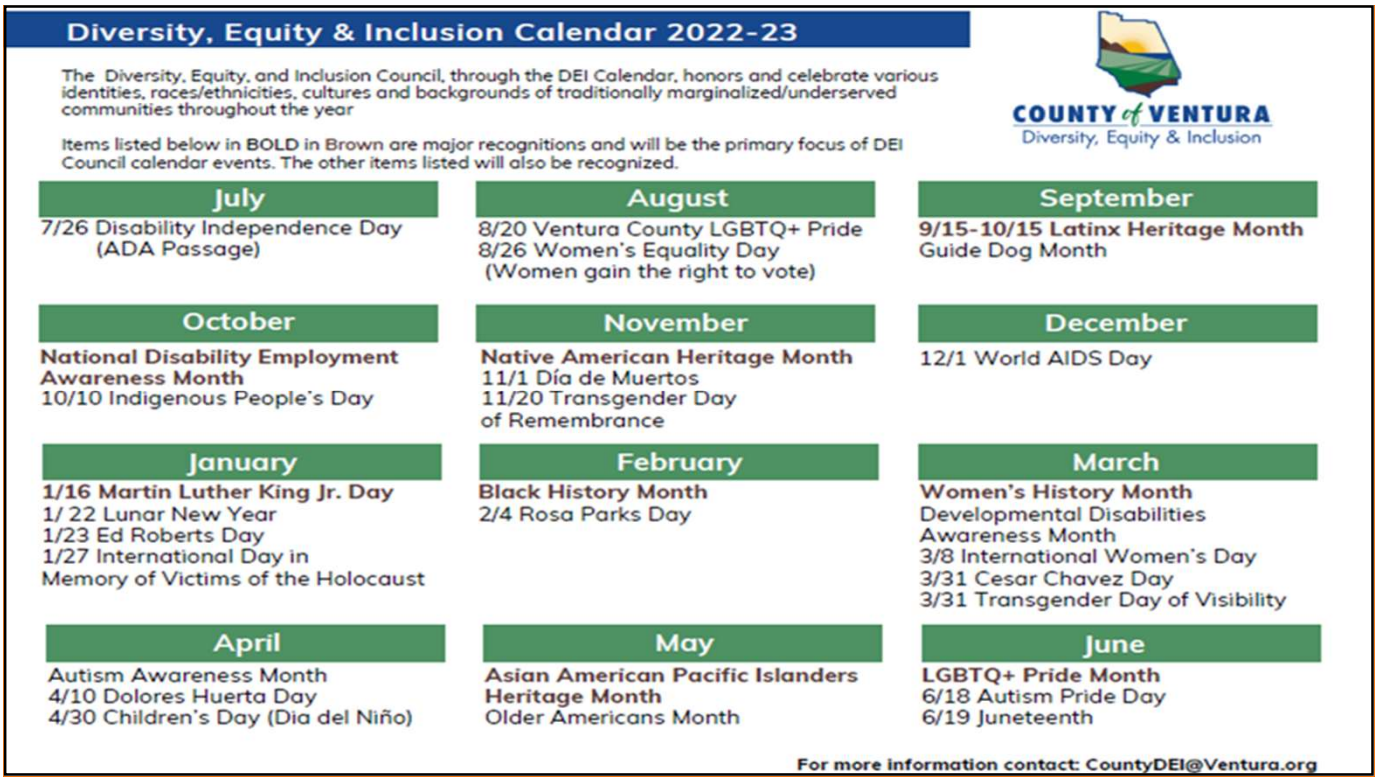
Diversity, Equity & Inclusion Calendar 2022-23
The Diversity, Equity, and Inclusion Council, through the DEI Calendar, honors and celebrate various identities, races/ethnicities, cultures and backgrounds of traditionally marginalized/underserved communities throughout the year
Items listed below in BOLD in Brown are major recognitions and will be the primary focus of DEI Council calendar events. The other items listed will also be recognized.
COUNTY of VENTURA
Diversity, Equity & Inclusion
July
7/26 Disability Independence Day (ADA Passage)
August
8/20 Ventura County LGBTQ+ Pride
8/26 Women's Equality Day (Women gain the right to vote)
September
9/15-10/15 Latinx Heritage Month
Guide Dog Month
October
National Disability Employment Awareness Month
10/10 Indigenous People's Day
November
Native American Heritage Month
11/1 Día de Muertos
11/20 Transgender Day of Remembrance
December
12/1 World AIDS Day
January
1/16 Martin Luther King Jr. Day
1/ 22 Lunar New Year
1/23 Ed Roberts Day
1/27 International Day in Memory of Victims of the Holocaust
February
Black History Month
2/4 Rosa Parks Day
March
Women's History Month
Developmental Disabilities Awareness Month
3/8 International Women's Day
3/31 Cesar Chavez Day
3/31 Transgender Day of Visibility
April
Autism Awareness Month
4/10 Dolores Huerta Day
4/30 Children's Day (Dia del Niño)
May
Asian American Pacific Islanders Heritage Month
Older Americans Month
June
LGBTQ+ Pride Month
6/18 Autism Pride Day
6/19 Juneteenth
For more information contact: CountyDEI@Ventura.org

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