



HACKMAN
CONSULTING GROUP LLC

Race, Racism and Health Inequity: What can we do about it?

HR Executive Forum

Metropolitan Ballroom

Minneapolis, MN

January 18, 2018

Stephen C. Nelson, MD

Children's Hospitals and Clinics of Minnesota

Hackman Consulting Group



Goals

- Identify the problem
 - multifactorial
 - root causes
- Tools to address the problem
- Barriers to using the tools
- How to remove these barriers



HACKMAN
CONSULTING GROUP LLC





HACKMAN
CONSULTING GROUP LLC



Pediatr Blood Cancer 2013;60:451–454

Race Matters: Perceptions of Race and Racism in a Sickle Cell Center

Stephen C. Nelson, MD^{1*} and Heather W. Hackman, EdD²

Background. Health care disparities based on race have been reported in the management of many diseases. Our goal was to identify perceptions of race and racism among both staff and patients/families with particular attention to provider attitudes as a potential contributor to racial healthcare disparities. **Procedure.** A confidential survey addressing issues of race and health care was given to all patients with sickle cell disease and their families upon arrival to clinic. The survey was made available online to all staff in the hematology/oncology program. Free text comments were obtained. **Results.** We received completed surveys from 112 patients/families. Surveys were completed by 135 of 158 staff members (85% return rate). The majority (92.6%) of patients/families

identified as black, while 94.1% of staff identified as white ($P < 0.001$). More patients/families felt that race affects the quality of health care for sickle cell patients (50% vs. 31.6%, $P = 0.003$). More staff perceived unequal treatment of patients, especially in the inpatient setting (20.9% vs. 10.9%, $P = 0.03$). **Conclusions.** Provider attitudes contribute to continued racial health care disparities. We propose training health care providers on issues of race and racism. Training should provide critical thinking tools for improving medical providers' comfort and skills in caring for patients who are of a different race than their own. *Pediatr Blood Cancer* 2013;60:451–454. © 2012 Wiley Periodicals, Inc.

Key words: health care disparity; race; sickle cell disease



HACKMAN
CONSULTING GROUP LLC



Pediatr Blood Cancer 2013;60:349–350

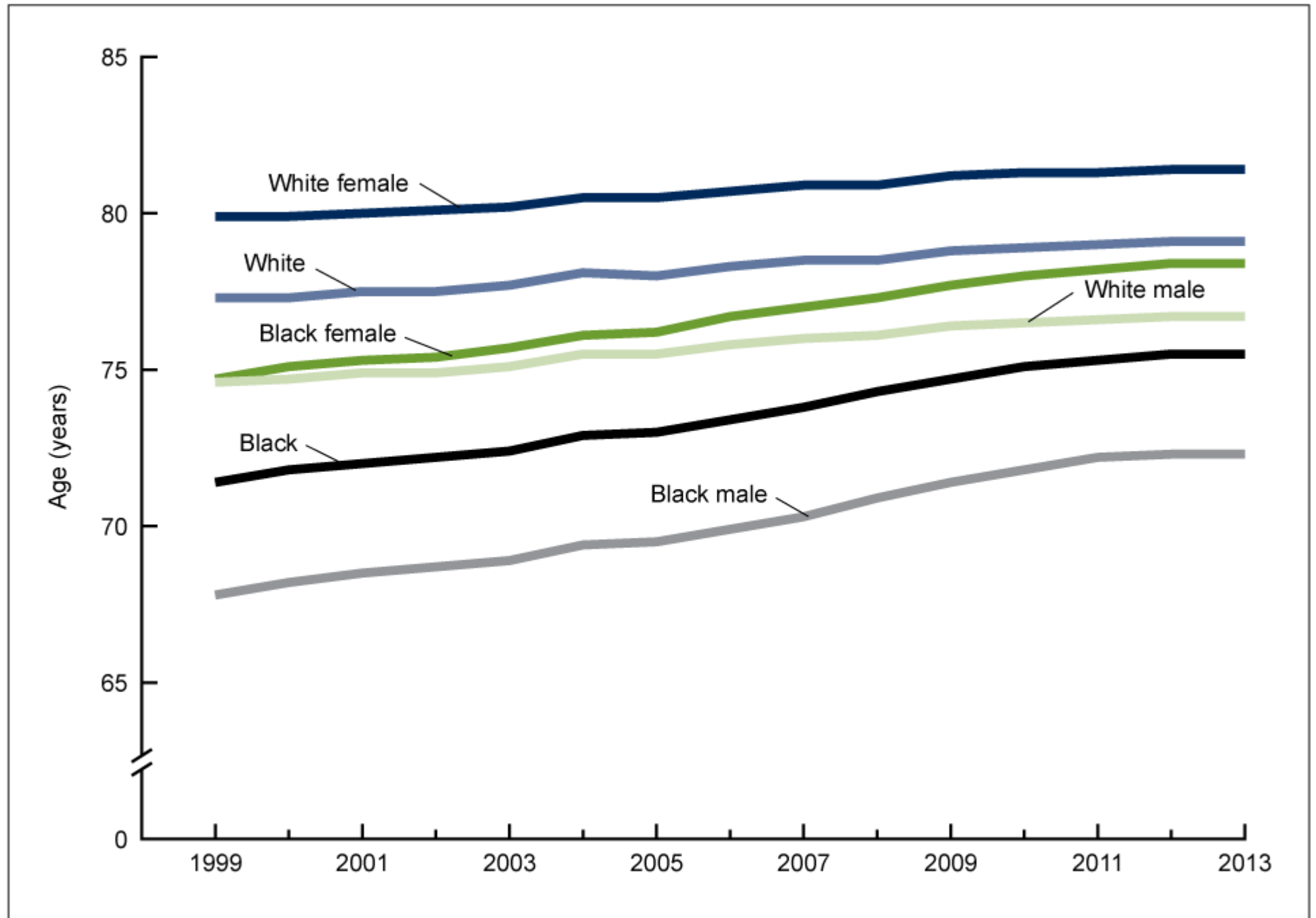
HIGHLIGHT

by Alexis A. Thompson, MD, MPH*

Sickle Cell Disease and Racism: Real or False Barriers?

“It is less useful to continue to characterize an insidious problem if these efforts do not result in the design and implementation of interventions that lead to meaningful change.”

Figure 1. Life expectancy, by race and sex: United States, 1999–2013



SOURCE: CDC/NCHS, National Vital Statistics System, Mortality.



HACKMAN
CONSULTING GROUP LLC

Why?

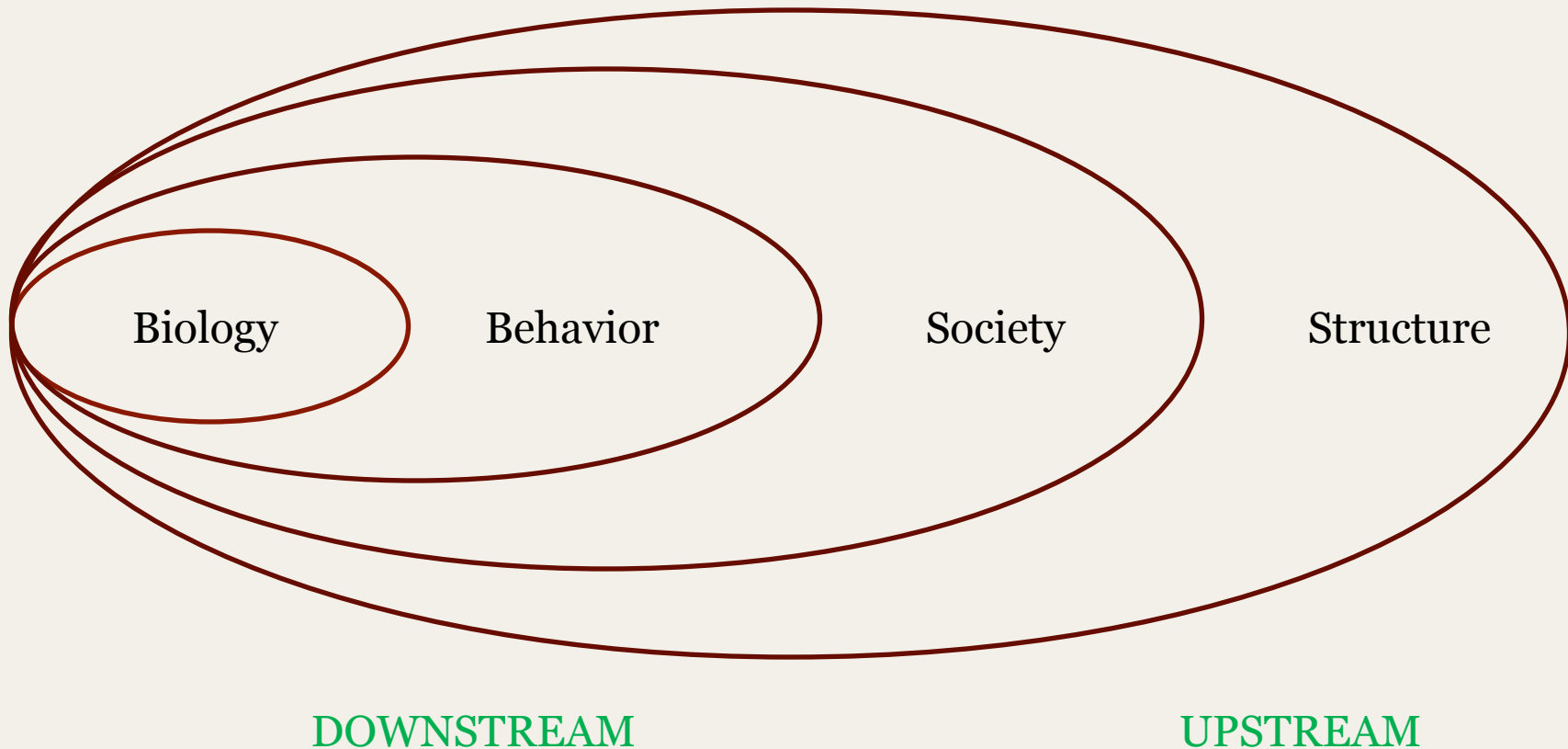
- Genetics
- SES, insurance, access, education
- Racism, Unconscious bias, Stereotypes





HACKMAN
CONSULTING GROUP LLC

Health Care and Medical Education





HACKMAN
CONSULTING GROUP LLC

Why?

- Genetics
- SES, insurance, access, education



Racial/Ethnic and Socioeconomic Disparities in Survival Among Children With Acute Lymphoblastic Leukemia in California, 1988–2011: A Population-Based Observational Study

Renata Abrahão, MD, MSc,^{1,2*} Daphne Y. Lichtensztajn, MD, MPH,² Raul C. Ribeiro, MD,³ Neyssa M. Marina, MD,⁴ Ruth H. Keogh, PhD,⁵ Rafael Marcos-Gragera, MD, MSc, PhD,⁶ Sally L. Glaser, PhD,^{2,7} and Theresa H.M. Keegan, PhD, MSc^{2,7}

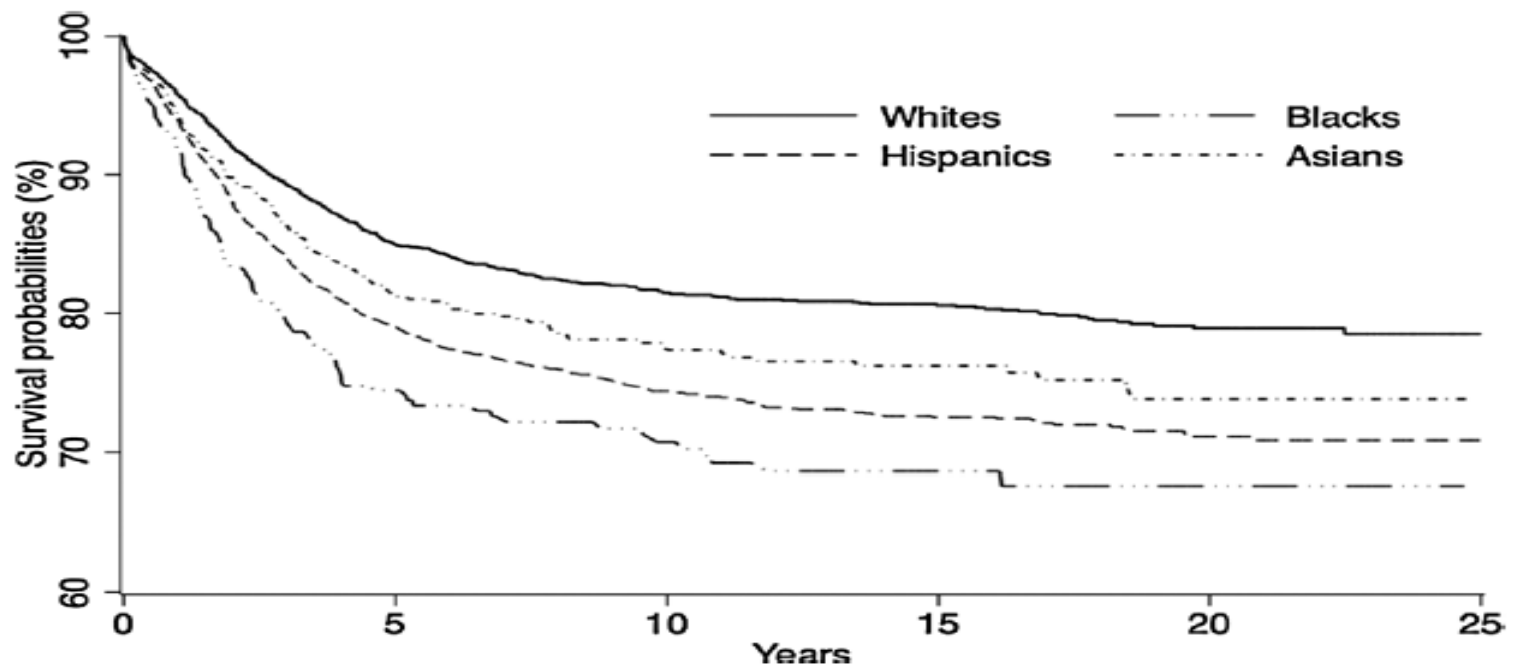
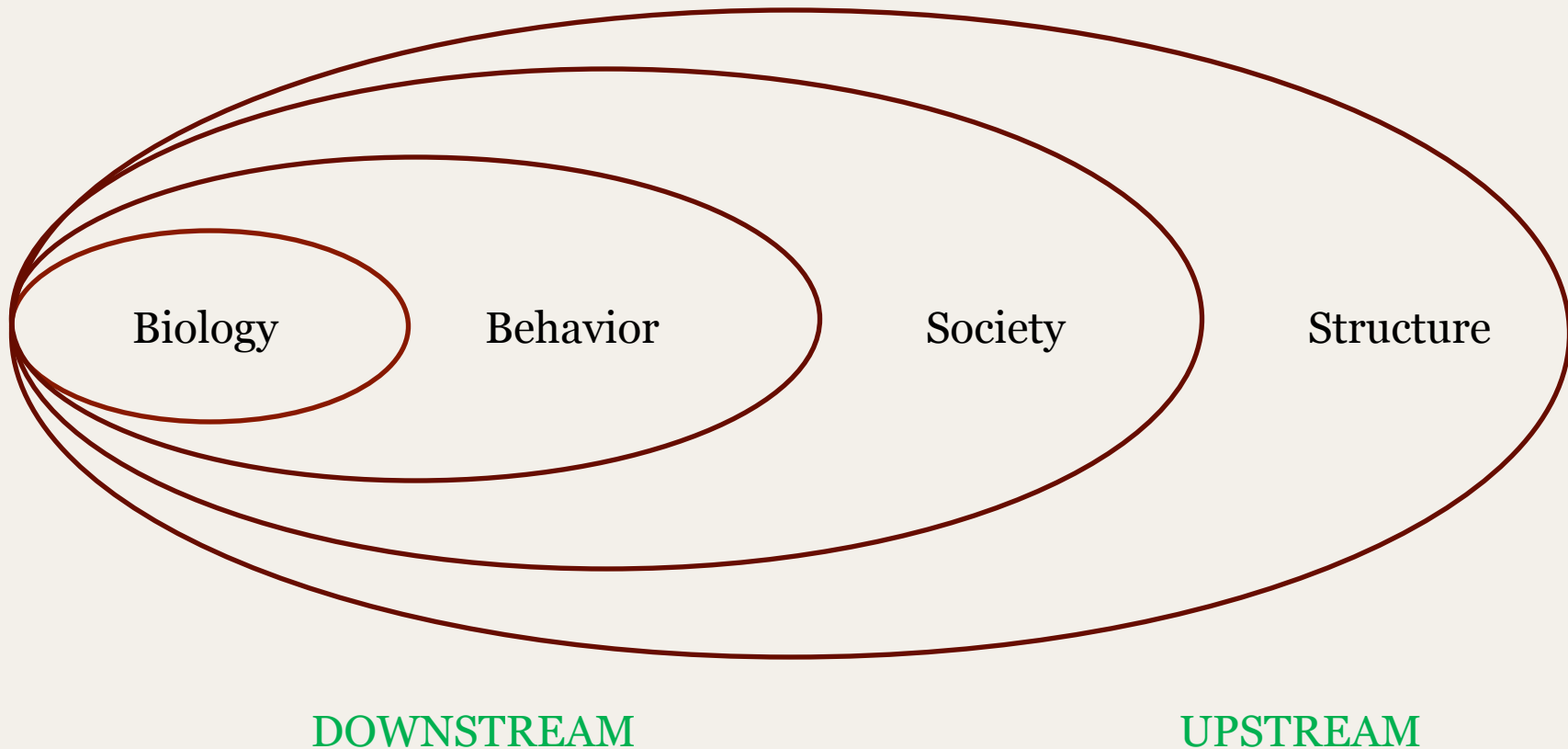


Fig 1. Overall survival by race/ethnicity among children (0–19 years old) diagnosed with acute lymphoblastic leukemia in California, 1988–2011.



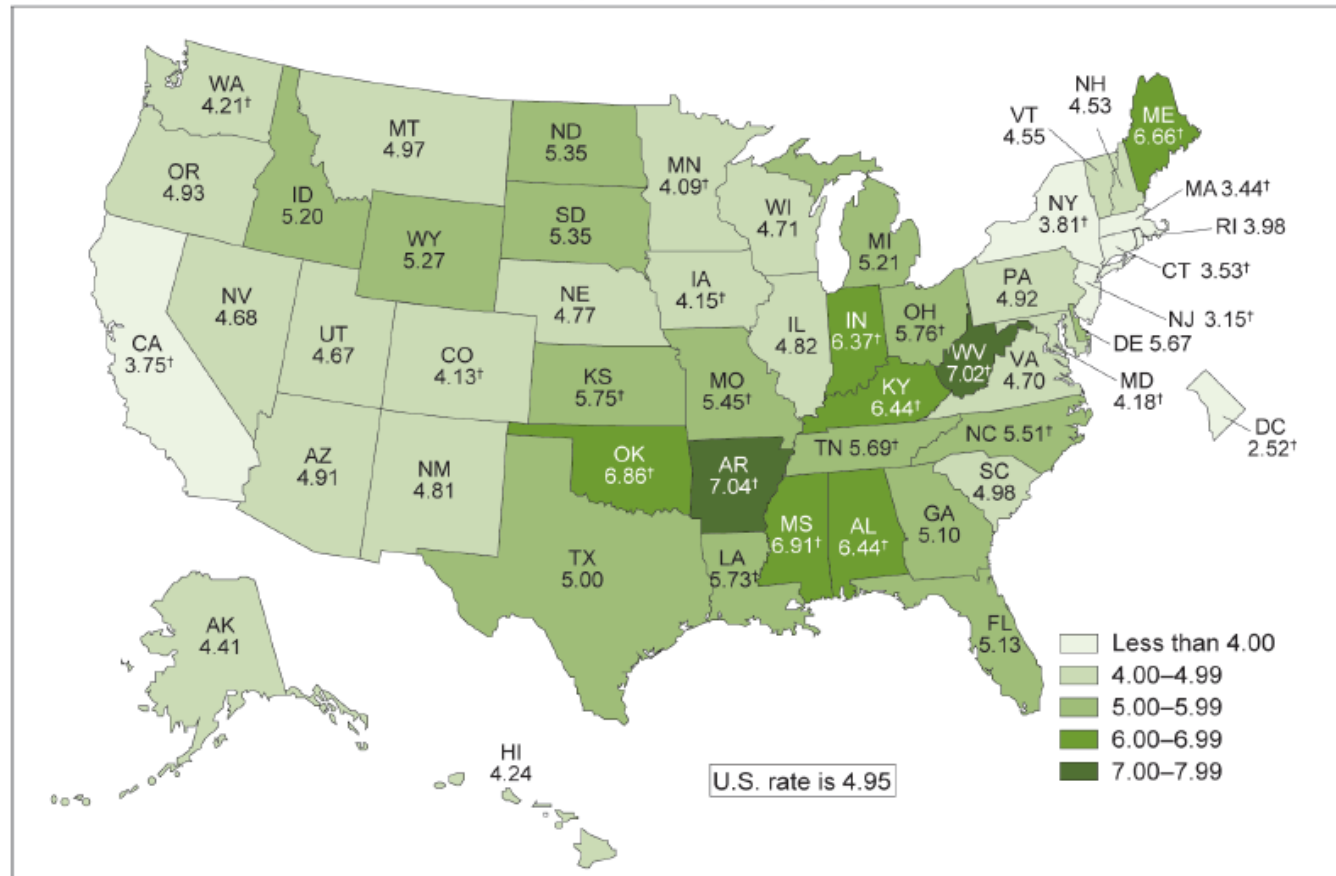
HACKMAN
CONSULTING GROUP LLC

How are we doing in Minnesota?



NCHS Data Brief ■ No. 295 ■ January 2018

Figure 2. Infant mortality rates for infants of non-Hispanic white women, by state: United States, 2013–2015



† Significantly different from the U.S. rate.

NOTES: Rates ranged from 2.52 to 7.04 per 1,000 live births.

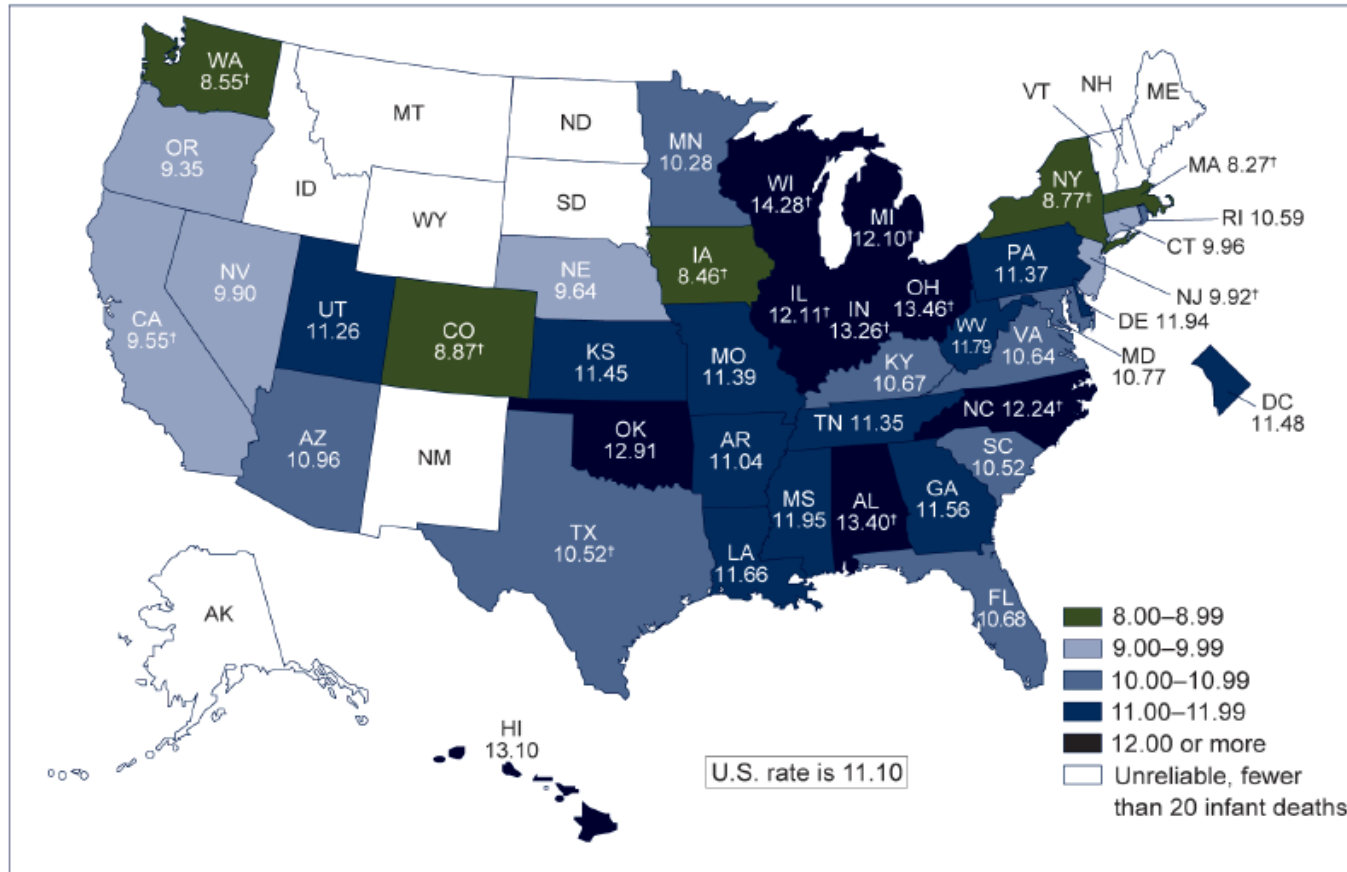
Access data table for Figure 2 at: https://www.cdc.gov/nchs/data/databriefs/db295_table.pdf.

SOURCE: NCHS, National Vital Statistics System.



NCHS Data Brief ■ No. 295 ■ January 2018

Figure 3. Infant mortality rates for infants of non-Hispanic black women, by state: United States, 2013–2015



† Significantly different from the U.S. rate.

NOTES: Rates ranged from 8.27 to 14.28 per 1,000 live births.

Access data table for Figure 3 at: https://www.cdc.gov/nchs/data/databriefs/db295_table.pdf.

SOURCE: NCHS, National Vital Statistics System.





HACKMAN
CONSULTING GROUP LLC



Pediatric Emergency Care

Volume 28, Number 11, November 2012

- Children with long bone fracture
- ED 1-yr period
- N=880 with pain scores
- Time from injury to arrival in ED
 - White 8.3 hours
 - Black 10.7 hours $p=0.014$
 - Biracial 11.9 hours $p=0.004$
 - Native American 18.4 hours $p=0.025$



HACKMAN
CONSULTING GROUP LLC

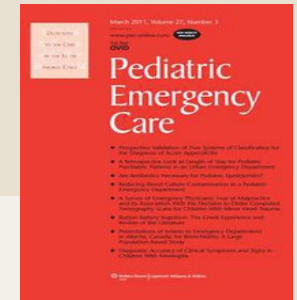


Pediatric Emergency Care • Volume 28, Number 11, November 2012

- 76,931 ED encounters
- Mar 2, 2009- Mar 31, 2010
- Wait Times

• White	32 minutes
• Black	37 minutes
• Native American	41 minutes
• Hispanic	39 minutes

$P < 0.001$



Pediatric Emergency Care • Volume 28, Number 11, November 2012

- 76,931 ED encounters
- Mar 2, 2009- Mar 31, 2010
- Odds Ratio of LWCET

• Black	2.04	} $P < 0.001$
• Native American	3.59	
• Hispanic	2.15	
• Biracial	2.77	



HACKMAN
CONSULTING GROUP LLC



Pediatric Emergency Care

Volume 29, Number 4, April 2013

- Children with long bone fracture
- ED 1-yr period
- N=878
- Opioid-containing prescription
 - White 67.4%
 - Black 47.1% RR 0.59
 - Hispanic 47.9% RR 0.61
 - Native American 58.3% RR 0.93
 - Biracial 40.3% RR 0.45



HACKMAN
CONSULTING GROUP LLC



NACHRI
National Association of
Children's Hospitals
and Related Institutions

NACHRI October 2011

- Chart review long bone fractures
- Jan 1 2008-Dec 31 2010
- 2206 patients
 - 1386 M 820F
- Bone
 - Radius/ulna 1116
 - Humerus 566
 - Ankle 189
 - Tib/fib 173
 - Femur 162



HACKMAN
CONSULTING GROUP LLC



NACHRI
National Association of
Children's Hospitals
and Related Institutions

NACHRI October 2011

- Mean time to getting pain med 50.3 min
- Black 64 minutes
- White 45 minutes
- IV narcotics
 - White 57.8%
 - Black 48.4% $p < 0.001$



HACKMAN
CONSULTING GROUP LLC



NACHRI
National Association of
Children's Hospitals
and Related Institutions

NACHRI October 2011

○ Conclusions

- Racial and cultural differences need study to identify:
 - Variable tolerance to pain
 - Hesitation to reporting pain based on culture or poor health care literacy



HACKMAN
CONSULTING GROUP LLC





Barriers to Equity

- System
 - Whiteness/lack of diversity
 - Poor access
 - Social Determinants of Health
 - transition to adult care
 - research and support money
 - **Racism**
- Patients
 - Poor health literacy
 - Fear and mistrust
 - Internalized racism
- Community
 - advocacy
 - public awareness
- Providers
 - **Implicit bias/stereotyping**
 - **Power**



HACKMAN
CONSULTING GROUP LLC

Implicit Bias

- What is it?
- How do I know?
- Does this really affect care?
- How do I avoid it?



HACKMAN
CONSULTING GROUP LLC

 **the ONION**® Store

America's Finest Shopping Experience





Unconscious biases

- Common
- Rooted in stereotyping
 - cognitive process where we use social categories to acquire, process, and recall information about people
- Helps us organize complex information
- Heavy cognitive load
 - rely on stereotyping to process information
 - consciously reducing this is hard work



HACKMAN
CONSULTING GROUP LLC

The Cost of Technology

Elizabeth Toll, MD



JAMA, June 20, 2012—Vol 307, No. 23



HACKMAN
CONSULTING GROUP LLC

“The problem with stereotypes is not that they are untrue, but that they are incomplete. They make one story become the only story.”



-Chimamanda Ngozi Adichie
Nigerian American novelist



HACKMAN
CONSULTING GROUP LLC

Implicit Bias

- What is it?
- **How do I know?**
- Does this really affect care?
- How do I avoid it?



HACKMAN
CONSULTING GROUP LLC

Implicit Bias

- Human
- Implicit Association Test
 - <https://implicit.harvard.edu>



HACKMAN
CONSULTING GROUP LLC

Power/Bias

- Gender
- Race
- Language
- Religion
- Sexuality
- Education
- Income
- Obesity
- Smoking
- Disability
- Deaf/Hard of hearing



HACKMAN
CONSULTING GROUP LLC

Implicit Bias

- What is it?
- How do I know?
- Does this really affect care?
- How do I avoid it?



HACKMAN
CONSULTING GROUP LLC

“Crisis”

- <http://www.youtube.com/watch?v=FuelQDBOxXI>
- CRISIS: Experiences of people with sickle cell disease



HACKMAN
CONSULTING GROUP LLC

Implicit Bias

- What is it?
- How do I know?
- Does this really affect care?
- How do I avoid it?



HACKMAN
CONSULTING GROUP LLC

Provider Training

- Diversity Training
 - Awareness
 - Appreciation

- Cultural ~~Competency~~ Humility
 - Cross-cultural communication
 - Information gathering
 - Skills training



HACKMAN
CONSULTING GROUP LLC

Provider Training

○ Social Justice

- Oppression
- Power
- Societal resources
- Structural barriers
- Race/racism/whiteness
- Implicit bias

Pediatr Blood Cancer 2015;62:915-917

BRIEF REPORT

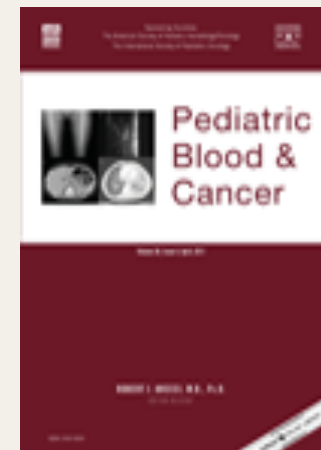
Training Providers on Issues of Race and Racism Improve Health Care Equity

Stephen C. Nelson, MD,^{1,2*} Shailendra Prasad, MD, MPH,³ and Heather W. Hackman, EdD²

Race is an independent factor in health disparity. We developed a training module to address race, racism, and health care. A group of 19 physicians participated in our training module. Anonymous survey results before and after the training were compared using a two-sample t-test. The awareness of racism and its impact on care

increased in all participants. White participants showed a decrease in self-efficacy in caring for patients of color when compared to white patients. This training was successful in deconstructing white providers' previously held beliefs about race and racism. *Pediatr Blood Cancer* 2015;62:915-917. © 2015 Wiley Periodicals, Inc.

Key words: health care disparity; race; unconscious bias





HACKMAN
CONSULTING GROUP LLC



Individual Tools

- Recognize
 - Cognitive dissonance
 - Aversive racism
 - Catch yourself seeking alternate explanations

- Discomfort
 - Emotional regulation
 - Be in the moment

- Lean in





HACKMAN
CONSULTING GROUP LLC



Levels of Racism: A Theoretic Framework and a Gardener's Tale

Camara Phyllis Jones, MD, MPH, PhD

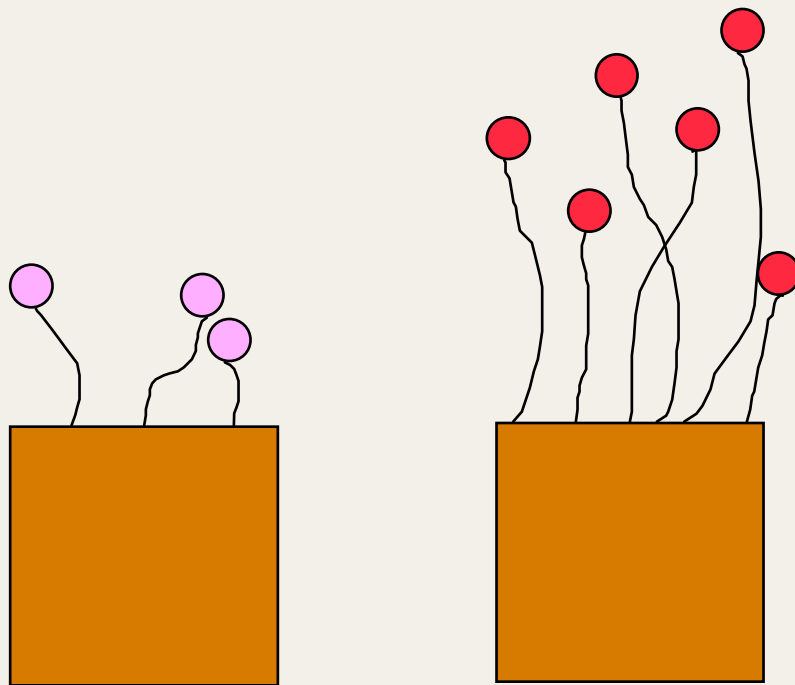
American Journal of Public Health August 2000, Vol. 90, No. 8

www.youtube.com/watch?v=GNhcY6fTyBM



HACKMAN
CONSULTING GROUP LLC

Institutionalized racism

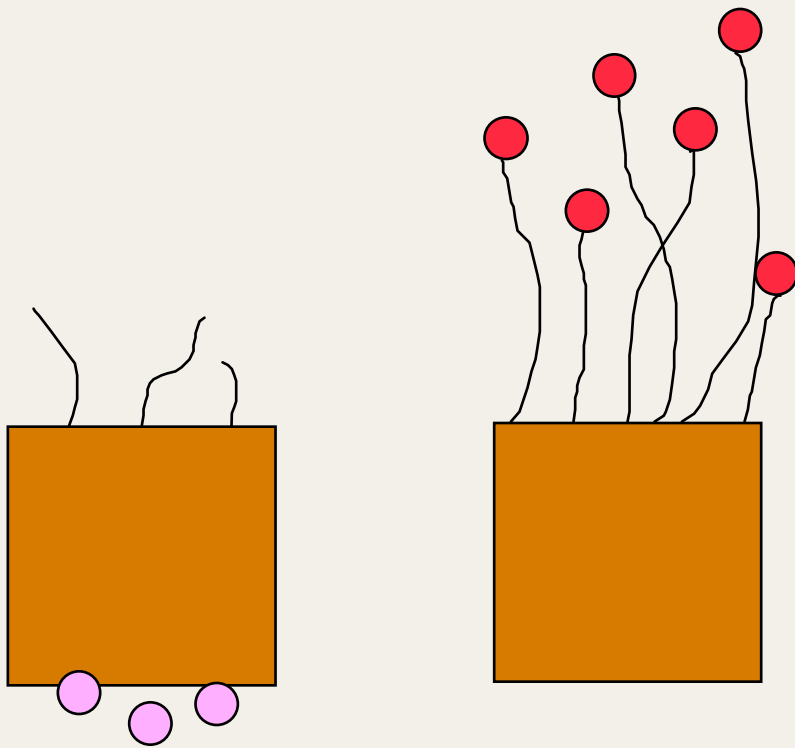


- Initial historical insult
- Structural barriers
- Inaction in face of need
- Societal norms
- Biological determinism
- Unearned privilege



HACKMAN
CONSULTING GROUP LLC

Personally-mediated racism

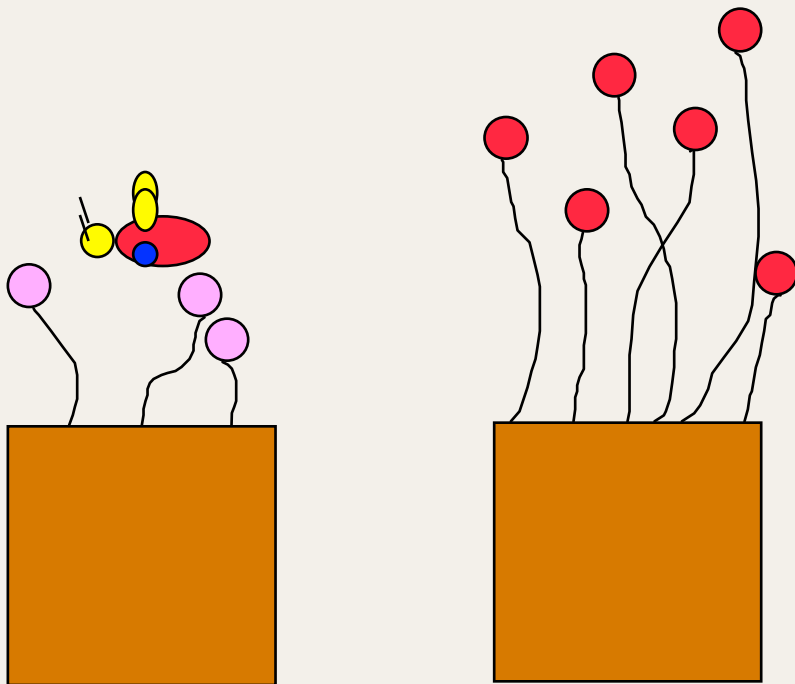


- Intentional
- Unintentional
- Acts of commission
- Acts of omission
- Maintains structural barriers
- Condoned by societal norms



HACKMAN
CONSULTING GROUP LLC

Internalized racism

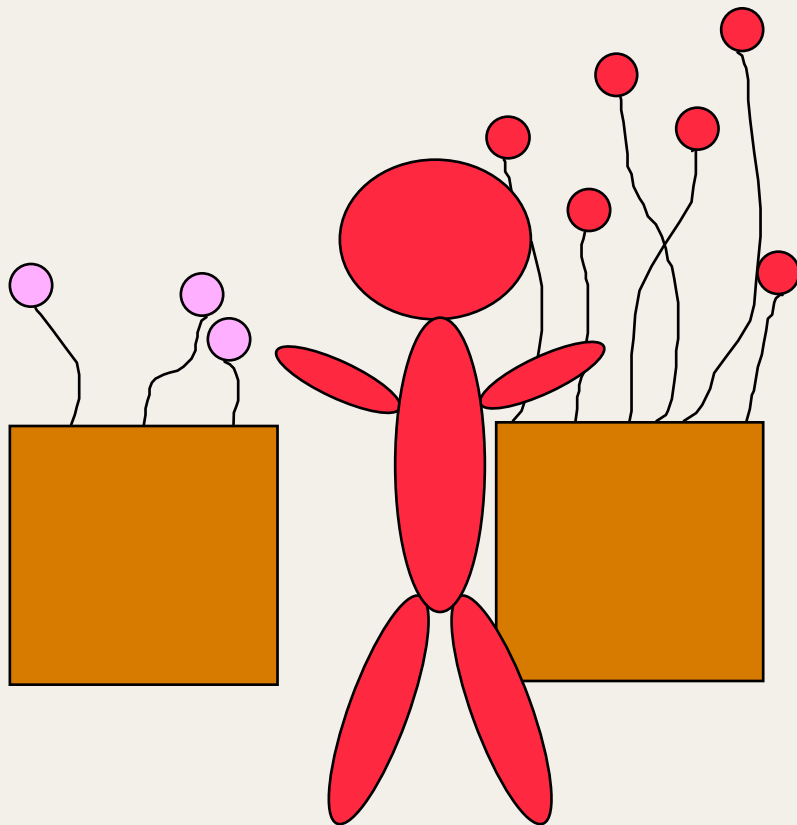


- Reflects systems of privilege
- Reflects societal values
- Erodes individual sense of value
- Undermines collective action



HACKMAN
CONSULTING GROUP LLC

Who is the gardener?



- Government
- Power to decide
- Power to act
- Control of resources
- Dangerous when:
 - Allied with one group
 - Not concerned with equity



HACKMAN
CONSULTING GROUP LLC

Cases

- Institutional
- Interpersonal
- Internalized



HACKMAN
CONSULTING GROUP LLC

Barriers to Social Justice Work



HACKMAN
CONSULTING GROUP LLC

1
















EXHIBIT ES-1. OVERALL RANKING

COUNTRY RANKINGS

Top 2*
Middle
Bottom 2*

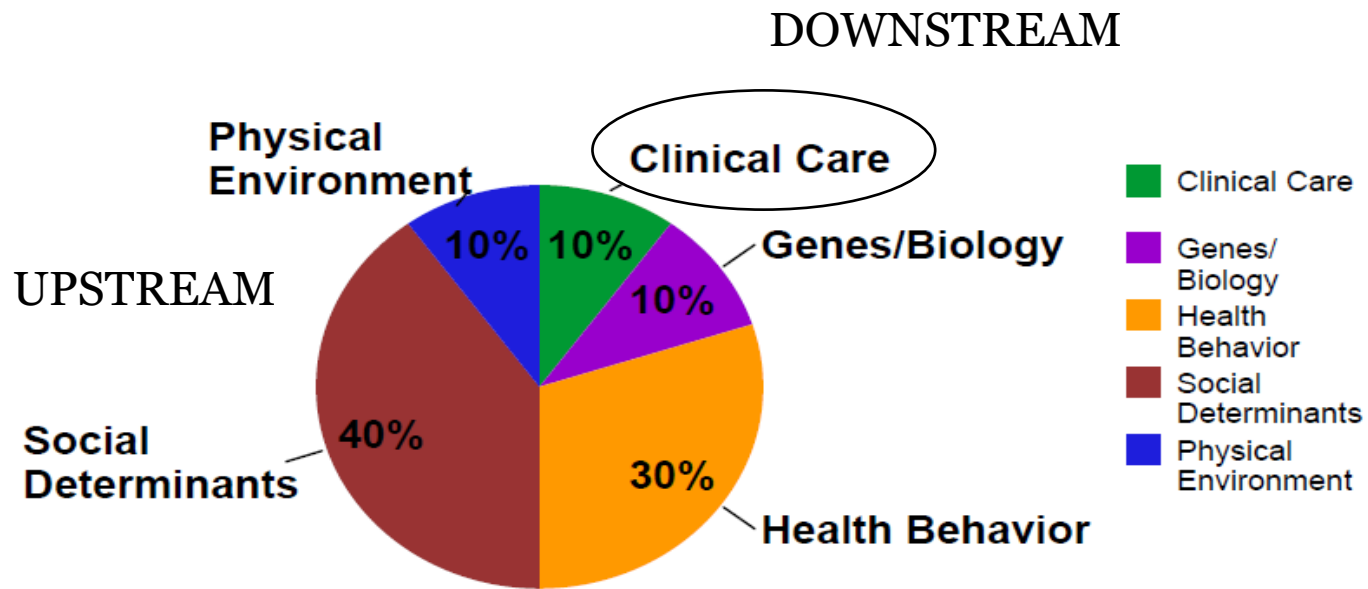
											
	AUS	CAN	FRA	GER	NETH	NZ	NOR	SWE	SWIZ	UK	US
OVERALL RANKING (2013)	4	10	9	5	5	7	7	3	2	1	11
Quality Care	2	9	8	7	5	4	11	10	3	1	5
Effective Care	4	7	9	6	5	2	11	10	8	1	3
Safe Care	3	10	2	6	7	9	11	5	4	1	7
Coordinated Care	4	8	9	10	5	2	7	11	3	1	6
Patient-Centered Care	5	8	10	7	3	6	11	9	2	1	4
Access	8	9	11	2	4	7	6	4	2	1	9
Cost-Related Problem	9	5	10	4	8	6	3	1	7	1	11
Timeliness of Care	6	11	10	4	2	7	8	9	1	3	5
Efficiency	4	10	8	9	7	3	4	2	6	1	11
Equity	5	9	7	4	8	10	6	1	2	2	11
Healthy Lives	4	8	1	7	5	9	6	2	3	10	11
Health Expenditures/Capita, 2011**	\$3,800	\$4,522	\$4,118	\$4,495	\$5,099	\$3,182	\$5,669	\$3,925	\$5,643	\$3,405	\$8,508

Notes: * Includes ties. ** Expenditures shown in \$US PPP (purchasing power parity); Australian \$ data are from 2010.

Source: Calculated by The Commonwealth Fund based on 2011 International Health Policy Survey of Sicker Adults; 2012 International Health Policy Survey of Primary Care Physicians; 2013 International Health Policy Survey; Commonwealth Fund *National Scorecard 2011*; World Health Organization; and Organization for Economic Cooperation and Development, *OECD Health Data, 2013* (Paris: OECD, Nov. 2013).



Factors that affect health



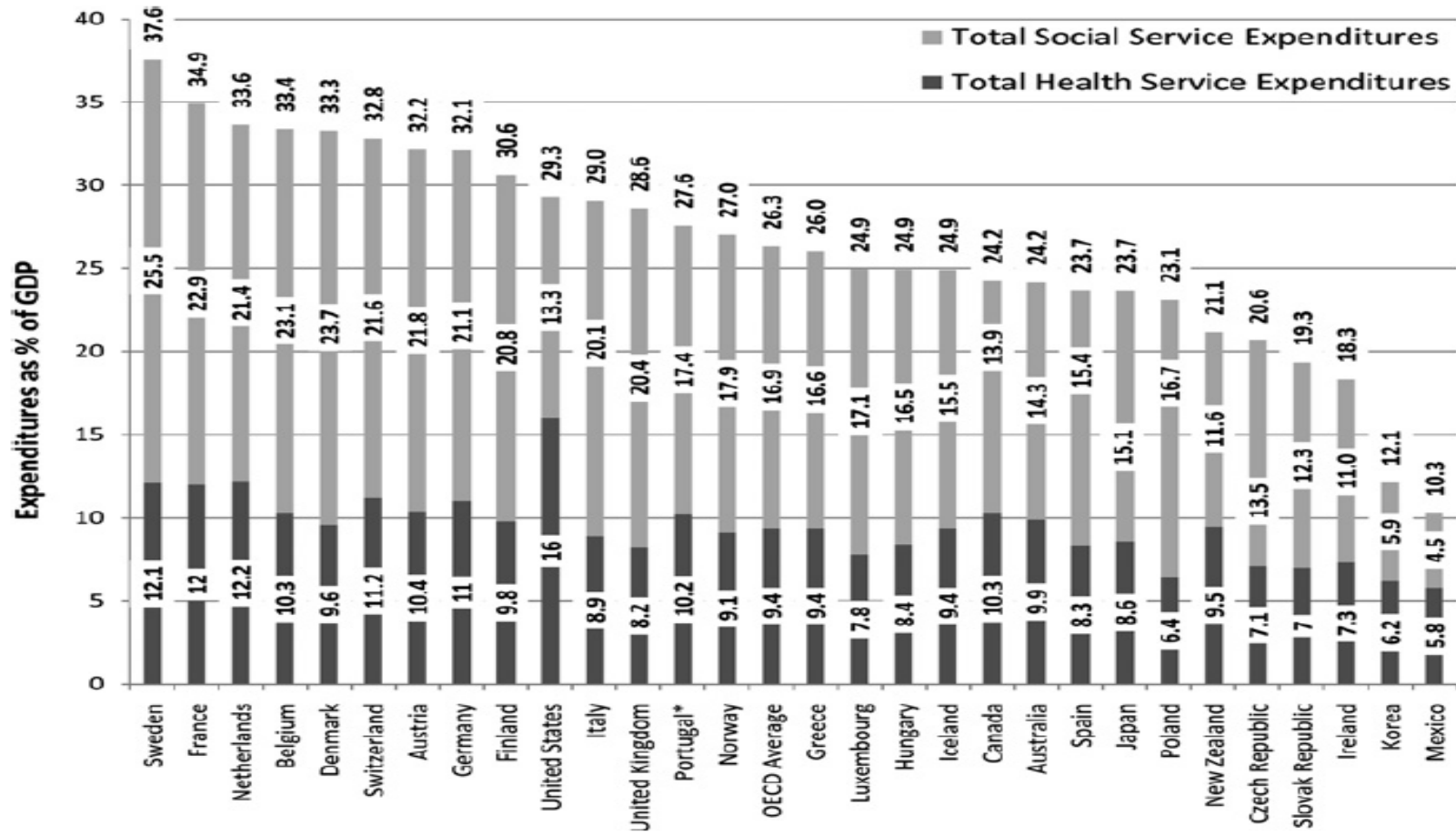
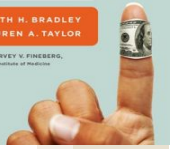


HACKMAN
CONSULTING GROUP LLC

THE AMERICAN
HEALTH CARE
PARADOX
WHY SPENDING MORE
IS GETTING US LESS

ELIZABETH H. BRADLEY
AND LAUREN A. TAYLOR

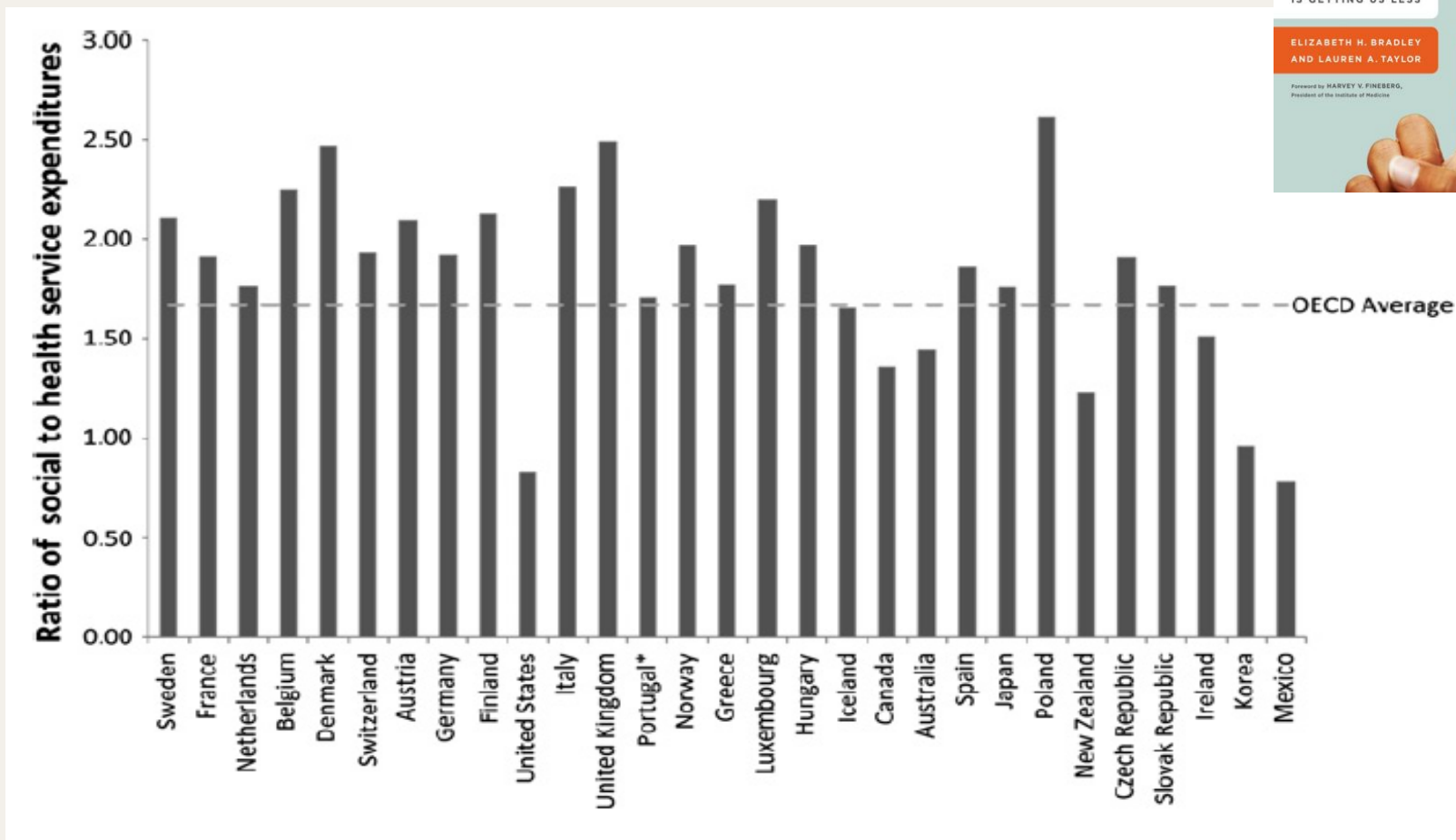
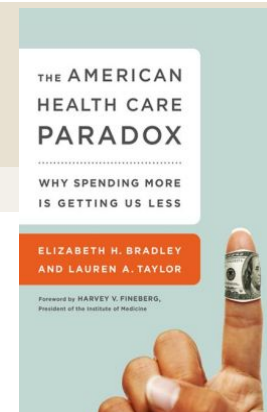
Foreword by HARVEY K. FINBERG,
President of the Institute of Medicine



OECD Health Data 2009



HACKMAN
CONSULTING GROUP LLC



OECD Health Data 2009



HACKMAN
CONSULTING GROUP LLC

2





HACKMAN
CONSULTING GROUP LLC

Time

- Cognitive load
 - Stereotype default
- Curriculum
 - More important things to learn
- Culture of Medicine



HACKMAN
CONSULTING GROUP LLC

3

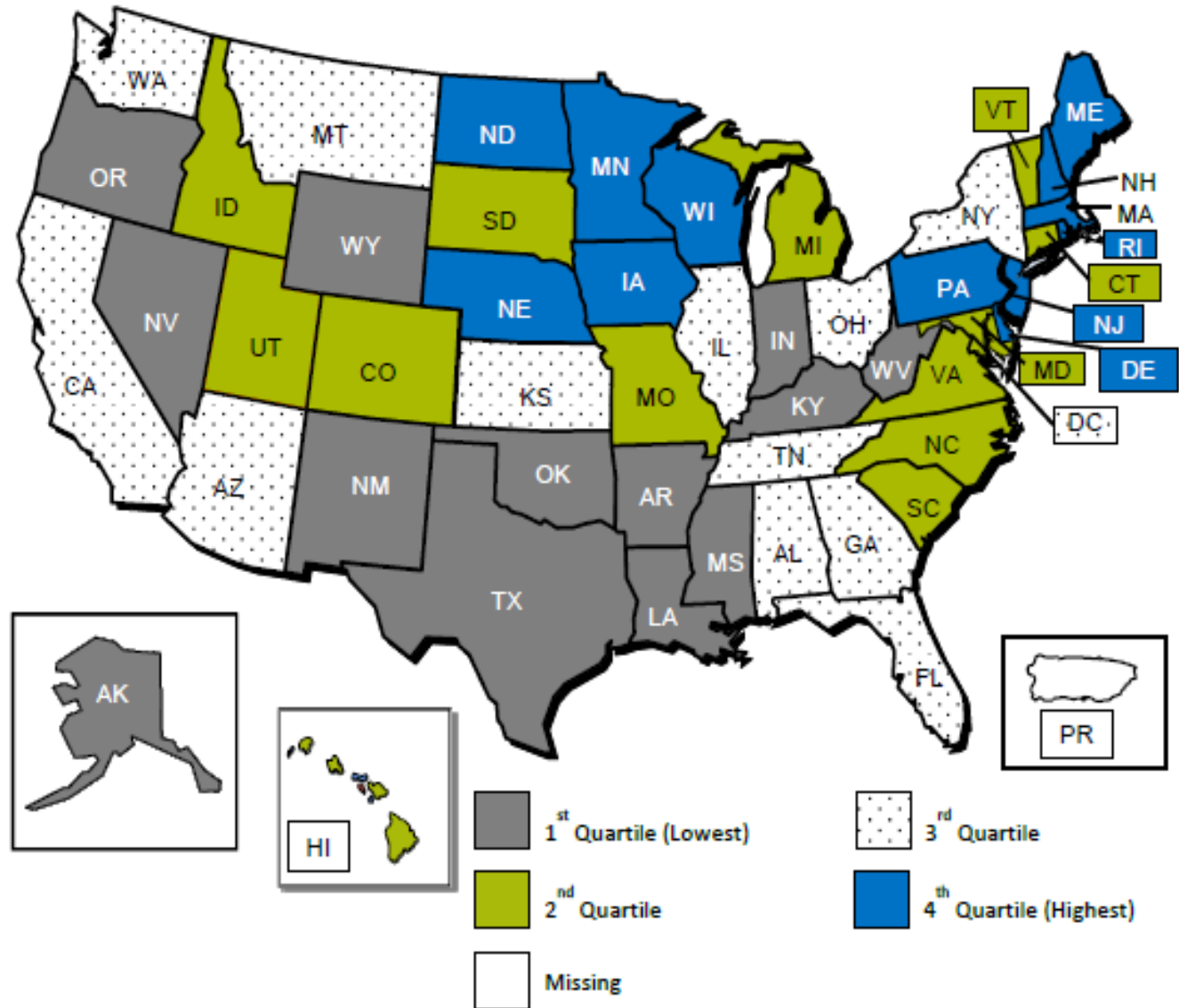


2016
National Healthcare
Quality
and **Disparities**
Report



www.ahrq.gov

Figure 7. Overall quality of care, by state, 2014-2015

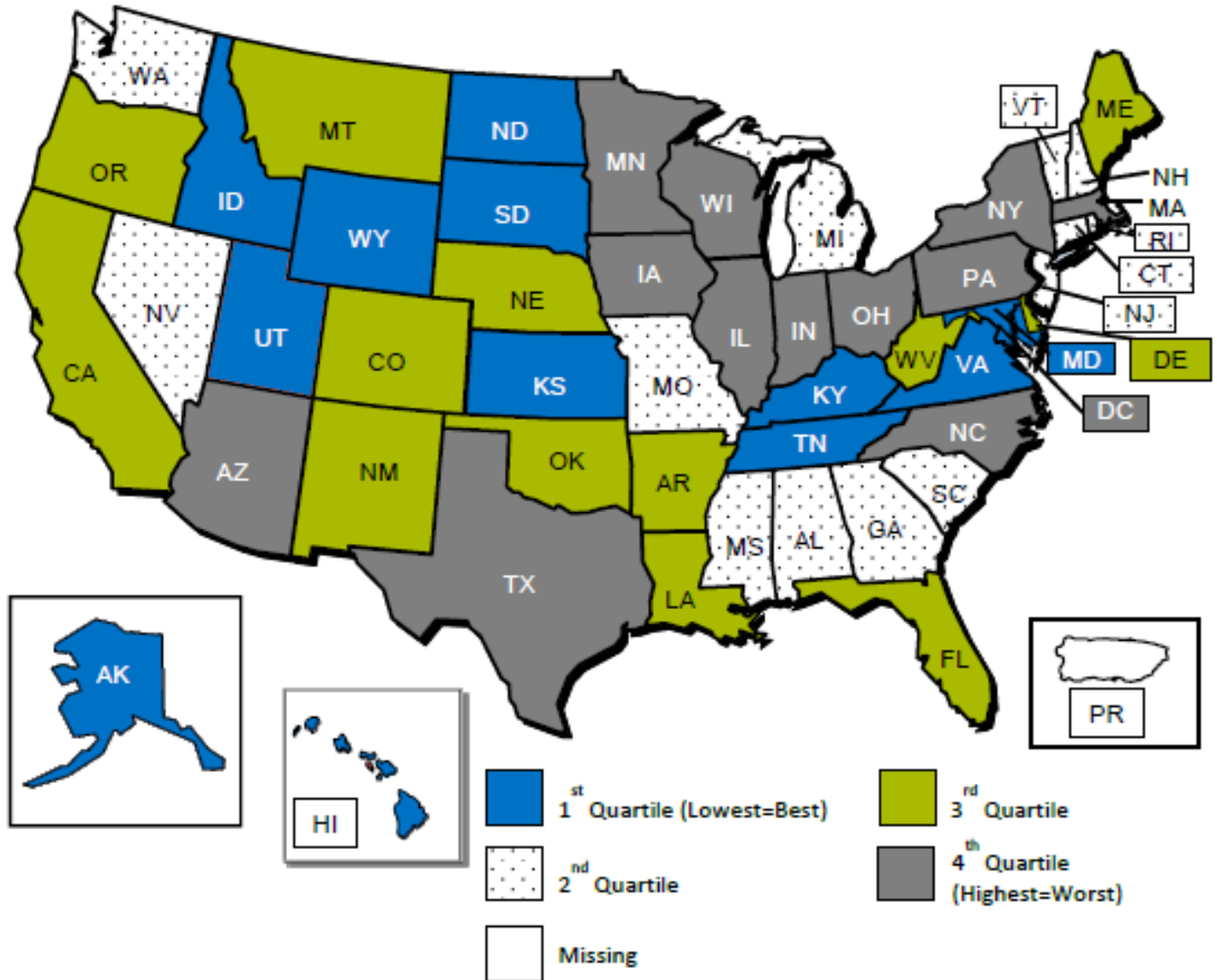


2016
National Healthcare
Quality
and **Disparities**
Report



www.ahrq.gov

Figure 8. Average differences in quality of care for Blacks, Hispanics, and Asians compared with Whites, by state, 2014-2015





HACKMAN
CONSULTING GROUP LLC



2016 Health Equity of Care Report

Stratification of Health Care Performance Results in Minnesota by Race,
Hispanic Ethnicity, Preferred Language and Country of Origin

mncm.org/wp-content/uploads/2017/02/2016-Health-Equity-of-Care-Report-2.2.2017.pdf

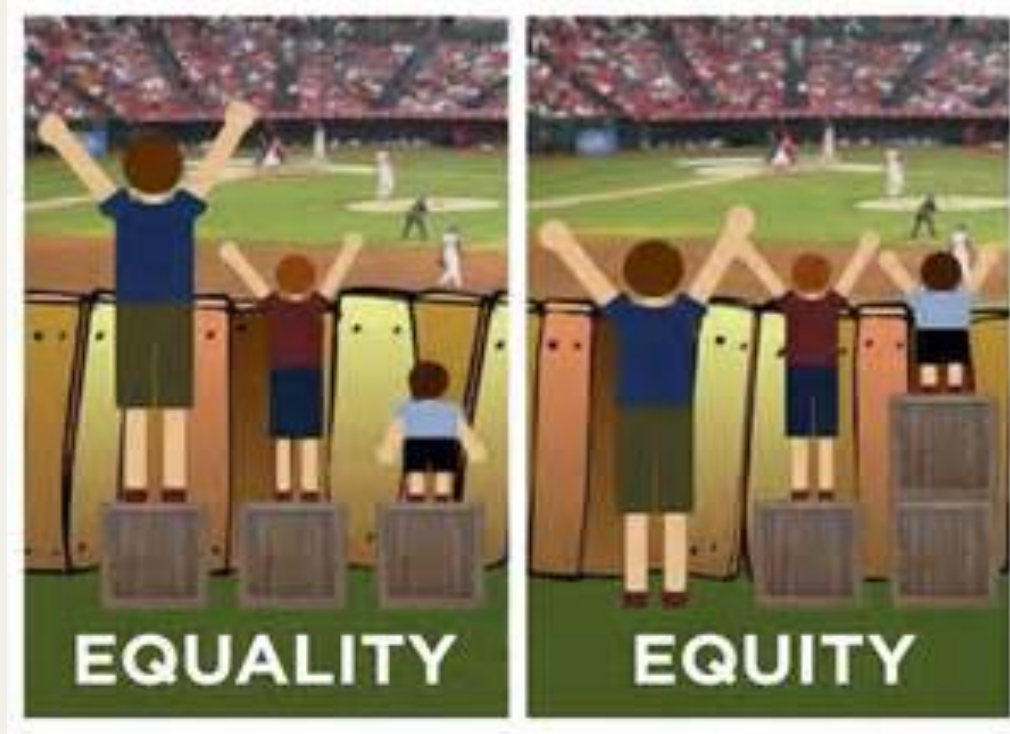


“I treat everyone the same”



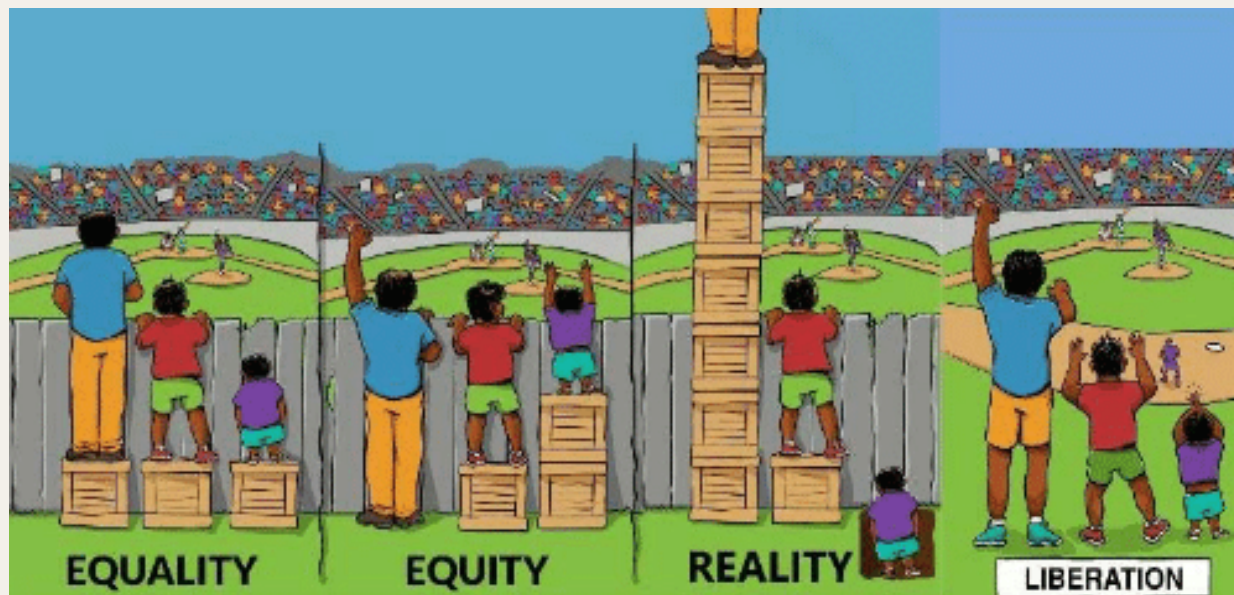
HACKMAN
CONSULTING GROUP LLC

Equality \neq Equity





HACKMAN
CONSULTING GROUP LLC



Liberation



HACKMAN
CONSULTING GROUP LLC

“I believe in personal
responsibility”



HACKMAN
CONSULTING GROUP LLC

The Unequal Opportunity Race

https://www.youtube.com/watch?v=vX_Vzl-r8NY



“This is an insult to my
intelligence”



HACKMAN
CONSULTING GROUP LLC



"I do not think I'm God. God-like, yes, but not God."



"It helps doctor's morale. Each one gets to put themselves up on a pedestal for a day!"



“Are you calling me a racist?”



HACKMAN
CONSULTING GROUP LLC





HACKMAN
CONSULTING GROUP LLC

Racism without Racists

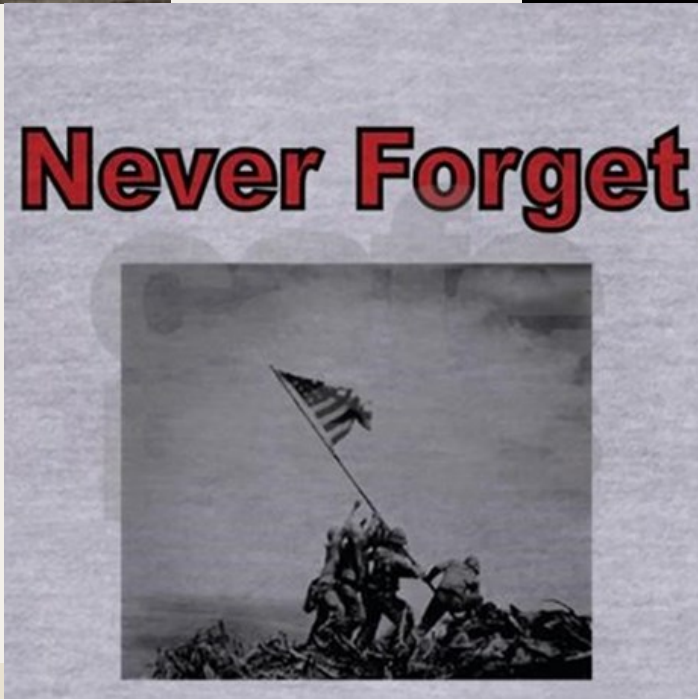
Aversive Racism



HACKMAN
CONSULTING GROUP LLC

Pitfalls of Race

- Individualistic
- Legalistic
- Tokenistic
- Historical/Ahistorical





HACKMAN
CONSULTING GROUP LLC





HACKMAN
CONSULTING GROUP LLC

Pitfalls of Race

- Individualistic
- Legalistic
- Tokenistic
- Ahistorical
- Fixed



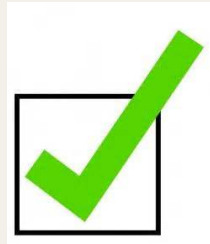
Deflection



HACKMAN
CONSULTING GROUP LLC



- Let's talk about "differences"
- Didn't we already do that?
- D vs CC vs SJ





Whiteness



HACKMAN
CONSULTING GROUP LLC

Whiteness

- Whiteness (WN) is the overwhelming presence of White centrality, White normativity, White privilege and White supremacy in our society.



HACKMAN
CONSULTING GROUP LLC

Whiteness = WP + WS



HACKMAN
CONSULTING GROUP LLC

White Privilege

- White Privilege (WP) is the **system** of advantages and benefits that White folks receive as a result of WN and racism in our society.



White Privilege

○ Unearned

- Dalton, 1998: “White skin privilege is a birthright, a set of advantages one receives simply by being born with features that society values highly.”



HACKMAN
CONSULTING GROUP LLC

White Privilege

- Whites are actively taught not to see their privilege
 - McIntosh, 2002: “An invisible package of unearned assets which I can count on cashing in each day, but about which I was ‘meant’ to remain oblivious.”



HACKMAN
CONSULTING GROUP LLC

Supremacy

- The habit of believing or acting as if your life, your love, your culture, your self has more intrinsic worth than those of people who differ from you.



HACKMAN
CONSULTING GROUP LLC

White Supremacy





HACKMAN
CONSULTING GROUP LLC

White Supremacy

- White Supremacy (WS) is the ideology (values, beliefs, ideals, behaviors and cultural markers) that justifies the system of racial oppression and how it benefits White people in our society.



HACKMAN
CONSULTING GROUP LLC





HACKMAN
CONSULTING GROUP LLC

*The first rule of White Club is
you do not talk about White
Club...*



HACKMAN
CONSULTING GROUP LLC

“Whiteness is slick and endlessly inventive. It is most effective when it makes itself invisible, when it appears neutral, human, American.”

-Michael Eric Dyson
Tears We Cannot Stop
2017



HACKMAN
CONSULTING GROUP LLC

White Innocence

- “Whiteness claims its innocence so loudly because it is guilty....”
 - Guilt can be intense
 - Accepting accountability is terrifying



HACKMAN
CONSULTING GROUP LLC

White Fragility

- Discussion of whiteness
 - Battering
 - Intolerable
 - Fear, anger, guilt
 - Argue or silence or leave the room



HACKMAN
CONSULTING GROUP LLC

Tools to chip away at the edifice





HACKMAN
CONSULTING GROUP LLC

1

What's your mission/vision?



HACKMAN
CONSULTING GROUP LLC

*Our vision is to be every family's
essential partner in raising
healthier children.*



Personal motivation/core values?



HACKMAN
CONSULTING GROUP LLC

Why did you become a doctor/
nurse?



HACKMAN
CONSULTING GROUP LLC

Equity Climate = Safety Climate



HACKMAN
CONSULTING GROUP LLC

3

Raise awareness



HACKMAN
CONSULTING GROUP LLC

Data Data Data



HACKMAN
CONSULTING GROUP LLC



<http://pnhpminnesota.org/>

Minnesota Doctors
for Health Equity

<https://www.mdhealthequity.com>



Address the ego



HACKMAN
CONSULTING GROUP LLC

- White fragility/White innocence
- Active listening
 - validation
- Personal narrative
 - Felt, Found, Feel



HACKMAN
CONSULTING GROUP LLC





HACKMAN
CONSULTING GROUP LLC

5

Don't make it personal



HACKMAN
CONSULTING GROUP LLC

Racism \neq Bad People



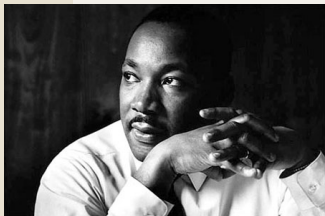
Find Allies



HACKMAN
CONSULTING GROUP LLC

○ Thank you

“Of all forms of inequity, injustice in healthcare is the most shocking and inhumane.”



Martin Luther King, Jr.

National Convention of the
Medical Committee for Human
Rights

Chicago- 1966

“Not everything that is faced can be changed. But nothing can be changed until it is faced”



James Arthur Baldwin

novelist, essayist, playwright,
poet

(August 2, 1924 – December 1,
1987)



HACKMAN
CONSULTING GROUP LLC





HACKMAN
CONSULTING GROUP LLC

The Distress of the Privileged

<https://www.youtube.com/watch?v=PqgiqpKMtWg/>



HACKMAN
CONSULTING GROUP LLC

Historical Moments of Black Progress

- Reconstruction
- Modern Civil Rights Movement
- Obama Presidency



HACKMAN
CONSULTING GROUP LLC

Followed By...

- Jim Crow and Lynchings
- Fights against integration/busing
- Trump Presidency





Whiteness

- Who teaches us?
 - White physicians
 - 8% faculty AA, Latino, Native American (AAMC 2013)
- What are we taught?
 - Evidence-based protocols developed by majority white researchers, using majority white patients, carried out by the majority white health care system
- White normativity
 - Lab values
 - White and non-white



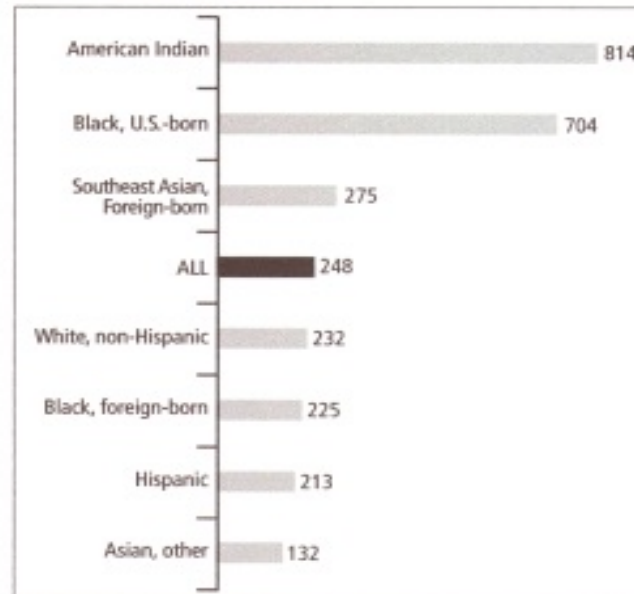
AMHERST H
WILDER
FOUNDATION



Blue Cross and Blue Shield of Minnesota

Foundation

10. Mortality rates* by race and ethnicity,
Twin Cities 7-county region



* Age-standardized deaths per 100,000, among the population age 25-64 during the years 2005 to 2007.
Source: Minnesota Department of Health (mortality rates calculated by Wilder Research).

<http://www.bcbsmnfoundation.org>



HACKMAN
CONSULTING GROUP LLC

