



ADVANCING INTEGRATED HEALTHCARE

Demographic Data Collection Pilot Train the Trainer Webinar Series – Session 2

Demographic Data Standards

November 14th, 2023

Shared Learning Experience



This is a safe space

Be in the moment

Ask questions or share ideas

Listen curiously

Be respectful and kind

Keep cameras on if possible







Improving Race & Ethnicity Demographic Data **Collection at Providence Community Health Centers**



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ltem	Time
Review of Organization Baseline Assessments	9:00 - 9:10
Review of OMB Standards	9:10 - 9:20
Development & Review of Intervention	9:20 - 9:40
Establishing Oversite & Accountability Mechanisms	9:40 - 9:50
Next Steps and Q & A	9:50 – 10:15

Objectives

- 1. Understand race and ethnicity demographic data collection standards
- 2. Understand race and ethnicity as part of demographic data collection and how that process informs patient interactions.
- 3. Increase comfort and capacity for front desk interactions when asking race and ethnicity questions.
- 4. Increase understanding of organizational oversite and accountability mechanisms related to the collection of race and ethnicity





PCHC Demographic Data Collection

PCHC is a Federally Qualified Health Center (FQHC)

Required to collect and report patient demographic data

2021 UDS Report % of patients that <u>refused</u> to report, or field is unknown:

o Race: 27.7%

o Ethnicity: 4.2%

Income: 80.8%

Standards



Previous State: OMB 1997 Standards

1. Please select the <u>ethnicity</u> that describes you best:

- $\ \ \Box \ Latino/Hispanic/Latinx$
- □ Not Hispanic/Latino
- □ Other
- □ Prefer not to say at this time

*Your ethnicity is different than your race (for example, you can be black or white, but also Hispanic or not)

2. Race generally comes from where the generations of your family have lived. Please select the race that describes you best.

- □ Caucasian/White
- □ Black/African American
- □ Asian
- ☐ Other Pacific Islander
- □ American Indian or Alaskan Native
- □ I don't know my race
- ☐ I don't want my race known to PCHC at this time

Current State: based on EHR capabilities

1. Please select the <u>ethnicity</u> that describes you best:	
□ Cuban	
☐ Mexican, Mexican American, Chicano/a	ı
□ Puerto Rican	
☐ Other Hispanic, Latino/a, or Spanish ori	gin
□ Not Hispanic, Latino/a, or Spanish origin	
□ Puerto Rican	
□ I don't know my ethnicity	2. Race generally comes from where the
□ Prefer not to say at this time	generations of your family have lived. Please
Your ethnicity is different than your race (For	select the race that describes you best.
example, you can be black or white, but also	□ Caucasian/White
Hispanic or not)	□ Black/African American
	□ Asian Indian
	□ Chinese
	□ Filipino
	☐ Guamanion or Chamorro
	□ Japanese
	□ Korean
	□ Vietnamese
	□ Other Asian
	□ Native Hawaiian
	☐ Other Pacific Islander
	□ Samoan
	□ American Indian or Alaskan Native
	□ I don't know my race
	□ I choose not to answer
	□ Other

Standards





Future State: 2023 OMB Proposed Race and Ethnicity Stratification

What is your race or eth Select all that apply AND Note, you may report mo	enter additional deta	ils in the spaces below.
□ WHITE – Provide deta	ils below.	
☐ German	□ Irish	☐ English
☐ Italian	☐ Polish	☐ French
Enter, for example, Sc	ottish, Norwegian, Du	tch, etc.
☐ HISPANIC OR LATINO	– Provide details belo	DW.
☐Mexican or Mexican American	☐ Puerto Rican	☐ Cuban
☐ Salvadoran	□ Dominican	☐ Colombian
Enter, for example, Gu	uatemalan, Spaniard, I	Ecuadorian, etc.
☐ BLACK OR AFRICAN A	MERICAN – Provide de	etails below.
☐ African American	☐ Jamaican	☐ Haitian
☐ Nigerian	☐ Ethiopian	☐ Somali
Enter, for example, Gl	hanaian, South African	n, Barbadian, etc.
□ ASIAN – Provide detai	Is below.	
☐ Chinese	☐ Filipino	☐ Asian Indian
☐ Vietnamese	☐ Korean	☐ Japanese
Enter, for example, Po	akistani, Cambodian, H	lmong, etc.

	Government, Tlingi	i, eic.
MIDDLE EASTERN OF	NORTH AFRICAN -	Provide details below.
☐ Lebanese	☐ Iranian	☐ Egyptian
☐ Syrian	☐ Moroccan	☐ Israeli
Enter, for example, A	lgerian, Iraqi, Kurdis	sh, etc.
NATIVE HAWAIIAN C	R PACIFIC ISLANDE	R – Provide details below.
☐ Native Hawaiian	☐ Samoan	☐ Chamorro
☐ Tongan	☐ Fijian	☐ Marshallese
Enter for example P	alauan, Tahitian, Ch	uukese etr

Needs Assessment





Front Desk Staff Experience Collecting REL, Income and SOGI Data

Feedback

 About 50% of staff said they would like additional training on how to engage patients to best collect REL & SOGI data

Challenges:

- Patients want to know why we need this information
- "That is too personal"
- "Do I have to tell you?"

Responses:

- Patients want to know why we need this information
- "That is too personal"
- o "Do I have to tell you?"

Resources:

- Prefer dry erase board to complete information confidentially
- Difference between race and ethnicity
- Communication skills

Race and Ethnicity Data Standards

				Federal				St	ate	Behavior	al Health	Clinical Qua	lity Measures	NO	CQA
Roll Up Category	OMB (Current State) 1997	OMB (Future State) 2023*	HHS	CMS Medicare (Medicare Advantage)	CMS Medicaid (Future State)	HRSA UDS	Census	RI Medicaid (Non-FQHC)	RI Medicaid (FQHC)	SAMHSA	BHOLD	NCQA HEDIS	CMS ECQM	PCMH Recognition	Health Equity Accred.
Multiple Selection	No	Yes	No	No	TBD	No	Yes	No	No	Yes	Yes	No	No	Yes	Yes
Race															
American Indian or Alaska Native		American Indian or Alaska Native		American Indian or Alaska Native	TBD	American Indian/Alaska native	American Indian or Alaska Native	Indian/Acka	American Indian/Alaska Native	Alaska Native (Aleut, Eskimo) American Indian or Alaska Native	Native Alaskan/America n Indian	American Indian or Alaska Native	American Indian or Alaska Native	American Indian or Alaska Native	American Indian or Alaska Native
Asian	Asian	Asian	Asian Indian Chinese Filipino Japanese Korean Vietnamese Other Asian	Asian Indian Chinese Filipino Japanese Korean Vietnamese Other Asian	TBD	Asian Indian Chinese Filipino Japanese Korean Vietnamese Other Asian	Asian	Asian	Asian	Asian	Asian	Asian	Asian	Asian	Asian
Black or African American	Black or African American	Black or African American	Black or African American	Black or African American	TBD	Black/African American	Black or African American	Black or African American	Black/African American	Black or African American	Black	Black or African American	Black or African American	Black or African American	Black or African American
Native Hawaiian/ Other Pacific Islander	Native Hawaiian/ Other Pacific Islander	Native Hawaiian/ Other Pacific Islander	Native Hawaiian Guamanian or Chamorro Samoan Other Pacific Islander	Native Hawaiian Guamanian or Chamorro Samaoan Other Pacific Islander	TBD	Native Hawaiian Guamanian or Chamorro Samoan Other Pacific islander	Native Hawaiian/ Other Pacific Islander	NativeHawaiian and Other Pacific Islander	Native Hawaiian Other Pacific islander	Native Hawaiian or Other Pacific islander Asian or Pacific Islander	Hawaiian/ Pacific Islander	Native Hawaiian or Other Pacific Islander	Native Hawaiian or Other Pacific Islander	Native Hawaiian or Other Pacific Islander	Native Hawaiian or Other Pacific Islander
Middle Eastern / North African	N/A	Middle Eastern or North African	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
White	White	White	White	White	TBD	White	White	White	White	White	White	White	White	White	White

Race and Ethnicity Data Standards

												out the state of				
				Federal				St	ate	Behaviora	al Health	Clinical Qual	ity Measures	NC	D,A	
Roll Up Category	OMB (Current State) 1997	OMB (Future State) 2023*	HHS	CMS Medicare (Medicare Advantage)	CMS Medicaid (Future State)	HRSA UDS	Census	RI Medicaid (Non-FQHC)	RI Medicaid (FQHC)	SAMHSA	BHOLD	NCQA HEDIS	CMS ECQM	PCMH Recognition	Health Equity Accred.	
	N/A	N/A	N/A	N/A	N/A	More Than One Race	N/A	Two or More Races	More Than One Race	Two or More Races	N/A	Two or More Races	N/A	All that Apply	One or More Races	
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Unknown	N/A	Unknown	N/A	Unknown	N/A	N/A	N/A	
	N/A	N/A	N/A	N/A	N/A	N/A	Some Other Race	Some Other Race	N/A	Other Single Race	N/A	Some Other Race	Other Race	Other Race	Some Other Race	
	N/A	N/A	N/A	Form left blank	N/A	N/A	N/A	N/A	N/A	Not Collected	N/A	N/A	N/A	N/A	N/A	
Ethnicity																
			Mexican, Mexican American, Chiano/a	Mexican, Mexican American, Chicano/a		Mexican, Mexican American, Chiacno/a	Mexican, Mexican Am, Chicano			Puerto Rican						
	Hispanic/		Puerto Rican	Puerto Rican		Puerto Rican	Puerto Rican			Mexican						
Hispanic/ Latino	Hispanic/ Latino	Hispanic/ Latino	Cuban	Cuban	TBD	Cuban	Cuban	Hispanic/Latino	Hispanic/Latino	Cuban	Hispanic	Hispanic or Latino	Hispanic or Latino	Hispanic or Latino	Hispanic or Latino	
			Another Hispanic, Latino/a or Spanish Origin	N/A		Another Hispanic,Latino/a , or Spanish Origin	Another Hisptanic, Latino, or Spanish origin			Other Specific Hispanic or Latino Hispanic or Latino - specific origin not specified						
Not Hispanic or Latino	Not Hispanic or Latino	N/A	Not of Hispanic, Latino/a, or Spanish origin	Not of Hispanic or Latino/a or Spanish Origin	TBD	Not Hispanic, Latino/a, or Spanish Origin	No, not of Hispanic, Latino, or Spanish origin	Not Hispanic/Latino	Non- Hispanic/Latino	Not of Hispanic or Latino Origin	Not Hispanic	Not Hispanic or Latino	Not Hispanic or Latino	Not Hispanic or Latino	Not Hispanic or Latino	
	N/A	N/A	N/A	I choose not to answer	N/A	Unreported/ Chose Not to Disclose Race and Ethnicity	N/A	Declined	Unreported/ Refused to Report	N/A	N/A	Asked but No Answer	N/A	Declined	Declined	
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Unknown	N/A	Unknown	N/A	Unknown	N/A	N/A	N/A	
	N/A	N/A	N/A	Form left blank	N/A	N/A	N/A	N/A	N/A	Not Collected	N/A	N/A	N/A	N/A	N/A	

Development of Intervention





Qualtrics Survey

Text message survey sent out to patients with unknown REL and SOGI data

Training Curriculum

- Standardize Demographic Data Collection to yearly
- Training created through collaboration of trauma informed trainer using gaps in both HRSA data and needs assessment related to REL & SOGI knowledge gaps
- Training targeted to support adult learners to shift thinking around patient centered care & gender
 affirming/ equitable care starting the moment a patient enters our clinic(s).
- Build foundational understanding of REL & SOGI, Pronouns, Preferred Name, and Special Populations.
 Increase knowledge, understanding, and comfort
- Increasing understanding of bias in health care systems and how customer service interactions can make/ break a patient's experience before they engage with care teams.
- Increasing understanding of how these positive or negative interactions create a system of fear and avoidance for patients impacting health disparities.

Development of Intervention





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Laminated Front Desk Tool

Demographic Update: We collect race, ethnicity, language, sexual orientation, and gender identity information from all of our patients. By knowing more about your background, we can get a better idea of health concerns you may have and be generally sensitive to your needs.

1. Please select the <u>ethnicity</u> that describes you best:

- □ Latino/Hispanic/Latinx
- □ Not Hispanic/Latino
- □ Other
- □ Prefer not to say at this time

*Your ethnicity is different than your race (for example, you can be black or white, but also Hispanic or not)

2. Race generally comes from where the generations of your family have lived. Please select the race that describes you best.

- □ Caucasian/White
- □ Black/African American
- □ Asian
- □ Other Pacific Islander
- □ American Indian or Alaskan Native
- □ I don't know my race
- □ I don't want my race known to PCHC at this time

3. Which language is best for you?

- □ English
- Spanish
- □ Portuguese
- □ Khmer
- □ French Creole
- □ Portuguese Creole
- □ Other _

4. Please choose the Gender Identity that best describes how you feel inside:

- □ Male
- □ Female
- □ Transgender Male/ Female-to-male
- □ Transgender Female/ Male-to-Female
- Nonbinary Genderqueer (Neither exclusively male nor female)
- □ Other ____
- □ Prefer not to say at this time

5. What sex were you assigned at birth on your original birth certificate?

- □ Female (assigned female at birth)
- ☐ Male (assigned male at birth)
- □ Unknown

6. Please select the sexual orientation that best describes which gender(s) you are attracted to:

- □ Straight
- □ Gay
- □ Lesbian
 □ Bisexual
- □ Other
- ☐ I do not want to answer at this time

7. Is there a different name that you would like us to use when talking with you? If so, indicate below.

8. What pronouns do you use?

- □ She/her/hers
- □ He/him/his
- □ They/them/theirs
- □ Other:

EHR Reference Guide

ace	When updating a patients race, use the drop down to remove the previous selection and select the updated race.												
	Sec M Enlect Race Gender Identity MTF Sexual Dientation: 8 ## DOB: (51/07/1980) Description contains: * Code * Description Include CDC Codes												
	Market Statute S												
	State FB												
	Ris His Consent. Y												
	Select Race X												
	Code Decorption Code C												
hnicity	When updating a patient's ethnicity, select the updated ethnicity from the drop down and click OK. IMPORTANT: If you do not use the drop down and input the codes in the ethnicity field, remember												
	N= refused and X=not hispanic or latino.												
	Sexual Dientation: 8 Select Ethnicity ×												
	Markel Status: S ☐ Code ☐ Description												
	Race/Ethnicity A N T Code Description A Language (ENG Lutino/Hispanio												
	Race/Ethnicity: A N Code Description												

Self - Assessment

			REL, SC	GI & Incom	e Training Pre-E	valuation	
1.		hat are your expecta arn?	tions of this t	raining? Wh	nat are you looki	ng to get out of it?	What do you hope to
2.		w would you rate yo		owledge of	the following to	pics (being able to	explain what they mean to
			Excellent	Good	Fair	Poor	
	a.	Race					
	b.	Ethnicity					
	c.	Language					
	d.	Sexual Orientation					
	e.	Gender Identity					
	f.	Income					
3.	Но	w would you rate y	our comfort le	vel when di	iscussing the foll	owing topics with	patients?
			Very comfort	table	Comfortable	Not Comfo	ortable
	g.	Race					
	h.	Ethnicity					
	i.	Language					
	j.	Sexual Orientation					
	k.	Gender Identity					
	I.	Income					
4.			our current un	derstanding	g as to why we c	ollect REL, SOGI an	d Income information from
	pa	tients?	Excellent	Good	Fair	Poor	
		Dane					
		Race Ethnicity					
		Language					
		Sexual Orientation					
		Gender Identity					
	f.	Income					
			_	_	_	_	

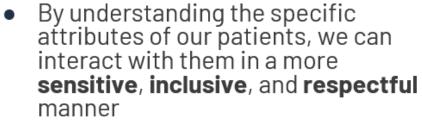
Race & Ethnicity Training





ADVANCING INTEGRATED HEALTHCAR

Why is
Understanding &
Collecting REL,
SOGI and Income
Demographics
Important?



- As a Federally Qualified Health Center collecting and reporting patient demographic data is required for ongoing funding
- Collecting this demographic data:
 - Ensures hiring that is reflective of our patients and direct supports that address disparities outside of our clinics
 - Allows for better identification and understanding of our patient population and what types of health issues they might be more at risk for developing
 - Encourages new and on-going programming to best support our diverse patients and their needs
 - Increase quality of care & patient centered care



Disparities In Healthcare



- Across the country, racial and ethnic minority populations experience higher rates of poor health and disease in a range of health conditions, including diabetes, hypertension, obesity, asthma, and heart disease, when compared to their white counterparts.
- The <u>life expectancy</u> among Black/African Americans is four years lower than that of White Americans.
- Though health indicators such as life expectancy and infant mortality have improved for most Americans, some minorities experience a disproportionate burden of preventable disease, death, and disability compared with non-minorities. * Office of minority health and health Equity (OMHHE)













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Introduction to Ethnicity, Race, Language, and Income

- **Ethnicity** is the ethnic ancestry or origin of a person or group of people:
 - Hispanic or Latino (a/x), Non-Hispanic or Latino, Other (identify multiple areas, ex. Black and Hispanic/ Latino)
 - *Ethnicity is different than race (for example, you can be black or white, but also Hispanic or not)
- Race: generally, comes from where the generations of family have lived.
 - Ex) Caucasian/White, Black/African American, Asian, Native Hawaiian or Other Pacific Islander, American Indian or Alaskan Native
- Language: spoken/preferred language identifies critical barriers to care.
 - English, Spanish, Portuguese, Khmer, French Creole, Portuguese Creole, Other



Case Examples





Staff self-identification

Older standards not including indigenous groups

Staff understanding of ethnicity and race for themselves

o "I don't know"

Establishing Oversite & Accountability Mechanisms





Front Desk Exception Report

					Report	data time	period:	3/19/2023	- 3/25/	2023						
			Ethnicity		Race		Language		GI		so		PP			IEY_
		Check in	Missing	Eth %	Missing	Race %	Missing	Language %	Missing	GI %	Missing	so %	Missing	PP %	IEY_	Exception -9
Staff Name	Sites	Count	Count	Completed	Count	Completed	Count	Completed	Count	Completed	Count	Completed	Count	Completed	Exception	Completed
John Doe	Atwood	1	0	100.00%	0	100.00%	0	100.00%	0	100.00%	0	100.00%	1	0.00%	0	100.00%
Jane Doe	Atwood	57	3	94.74%	0	100.00%	0	100.00%	7	87.72%	8	85.96%	16	71.93%	0	100.00%
Maria Smith	Atwood	101	3	97.03%	0	100.00%	0	100.00%	11	89.11%	11	89.11%	65	35.64%	0	100.00%
Manny Smith	Atwood	28	2	92.86%	0	100.00%	0	100.00%	2	92.86%	2	92.86%	19	32.14%	0	100.00%
X	Atwood	9	2	77.78%	0	100.00%	0	100.00%	1	88.89%	1	88.89%	8	11.11%	0	100.00%
X	Atwood	113	5	95.58%	4	96.46%	0	100.00%	13	88.50%	13	88.50%	42	62.83%	4	96.46%
X	Atwood	94	7	92.55%	0	100.00%	0	100.00%	2	97.87%	2	97.87%	59	37.23%	0	100.00%
X	Atwood	32	0	100.00%	1	96.88%	0	100.00%	7	78.13%	9	71.88%	9	71.88%	3	90.63%
X	Atwood	79	3	96.20%	1	98.73%	0	100.00%	5	93.67%	6	92.41%	51	35.44%	0	100.00%
X	Atwood	1	0	100.00%	0	100.00%	0	100.00%	0	100.00%	0	100.00%	1	0.00%	0	100.00%
X	Atwood	11	2	81.82%	0	100.00%	0	100.00%	2	81.82%	2	81.82%	8	27.27%	0	100.00%
X	Atwood	12	2	83.33%	0	100.00%	0	100.00%	4	66.67%	4	66.67%	6	50.00%	0	100.00%
X	Atwood	1	0	100.00%	0	100.00%	0	100.00%	0	100.00%	0	100.00%	1	0.00%	0	100.00%

Demographic Data Pre & Post Intervention





Results

Ethnicity:

4.46 % increase

Race:

15.42 % increase

Gender Identity:

29.3 % increase

Sexual Orientation:

34.72% increase

Income:

28.63% increase

Data period:	08/28	/22-09/	/03/22
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	Total	Ethnicity	Eth	Race	Race	Language	Language	GI	GI	SO	SO	PP	PP	IEY	IEY
	Checkin	Missing	Complete	Missing	Complete	Missing	Complete	Missing	Complete	Missing	Complete	Missing	Complete	Exception	Complete
Site	Count	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Prairie	1516	121	92%	525	65%	0	100%	686	55%	755	50%	978	35%	400	74%
Atwood	684	38	94%	57	92%	0	100%	340	50%	376	45%	491	28%	50	93%
Crossroads	49	6	88%	4	92%	0	100%	28	43%	34	31%	4	92%	0	100%
Roger	35	4	89%	3	91%	0	100%	6	83%	6	83%	18	49%	3	91%
North	43	4	91%	3	93%	0	100%	18	58%	21	51%	39	9%	1	98%
Capitol	644	74	89%	98	85%	0	100%	177	73%	200	69%	481	25%	10	98%
Mount	41	8	80%	17	59%	0	100%	24	41%	24	41%	36	12%	6	85%
Central	492	24	95%	29	94%	0	100%	43	91%	49	90%	374	24%	3	99%
Chafee	666	62	91%	112	83%	0	100%	385	42%	426	36%	545	18%	4	99%
Olneyville	223	17	92%	12	95%	1	100%	132	41%	141	37%	168	25%	8	96%
Hepatitis	3	0	100%	1	67%	0	100%	1	67%	2	33%	3	0%	0	100%
Randall	642	60	91%	55	91%	0	100%	103	84%	120	81%	503	22%	4	99%
	PCHC Av	verages	90.94%		83.89%		99.96%		60.65%		53.98%		28.28%	_	94.48%

						Data per	iod: 9/24/	239/3	0/23						
	Total	Ethnicity		Race		Language		GI		SO		PP	PP	IEY	IEY
	Checkin	Missing	Eth	Missing	R Complete	Missing	L Complete	Missing	GI Complete	Missing	SO Complete	Missing	Complete	Exception	Complete
Site	Count	Count	Complete %	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Prairie	1175	53	95.49%	13	98.89%	0	100.00%	194	83.49%	222	81.11%	475	59.57%	164	86.04%
Atwood	398	13	96.73%	2	99.50%	0	100.00%	19	95.23%	22	94.47%	239	39.95%	0	100.00%
Randall Specialty	137	7	94.89%	0	100.00%	0	100.00%	16	88.32%	16	88.32%	75	45.26%	0	100.00%
North	33	1	96.97%	0	100.00%	0	100.00%	0	100.00%	1	96.97%	28	15.15%	1	96.97%
Capitol	598	46	92.31%	1	99.83%	0	100.00%	9	98.49%	12	97.99%	320	46.49%	4	99.33%
Central	557	15	97.31%	4	99.28%	0	100.00%	14	97.49%	17	96.95%	247	55.66%	4	99.28%
Chafee	366	26	92.90%	5	98.63%	0	100.00%	91	75.14%	95	74.04%	197	46.17%	9	97.54%
Olneyville	318	8	97.48%	1	99.69%	0	100.00%	66	79.25%	72	77.36%	84	73.58%	5	98.43%
Prairie Dental	373	3	99.20%	0	100.00%	0	100.00%	9	97.59%	10	97.32%	16	95.71%	3	99.20%
Crossroads Dental	67	8	88.06%	1	98.51%	0	100.00%	18	73.13%	19	71.64%	49	26.87%	13	80.60%
Express	788	31	96.07%	10	98.73%	0	100.00%	105	86.68%	116	85.28%	303	61.55%	48	93.91%
Randall	587	44	92.50%	1	99.83%	0	100.00%	15	97.44%	23	96.08%	344	41.40%	6	98.98%
	PCHC A	verages	95.40%		99.31%		100.00%		89.95%		88.70%		56.91%		95.36%

Pre and Post Training Assessments





Knowledge Attainment

89 Staff Responses

Post training data on staff that reported excellent or good knowledge of the following:

Race: 28.1% increase

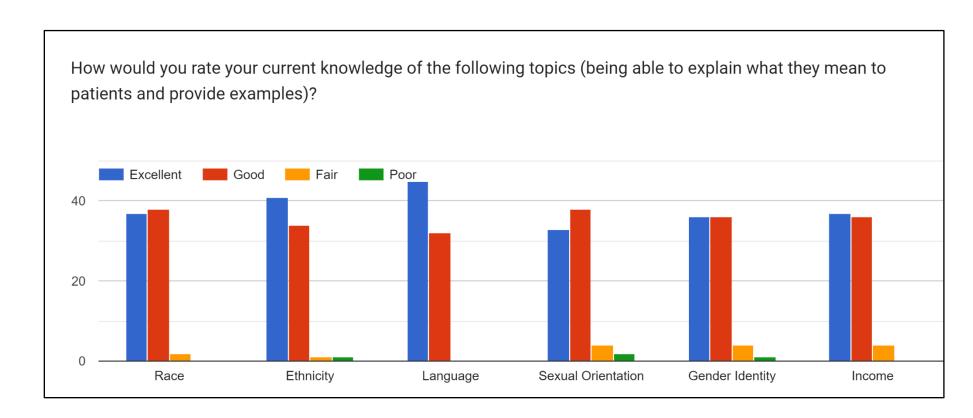
Ethnicity: 32.5% increase

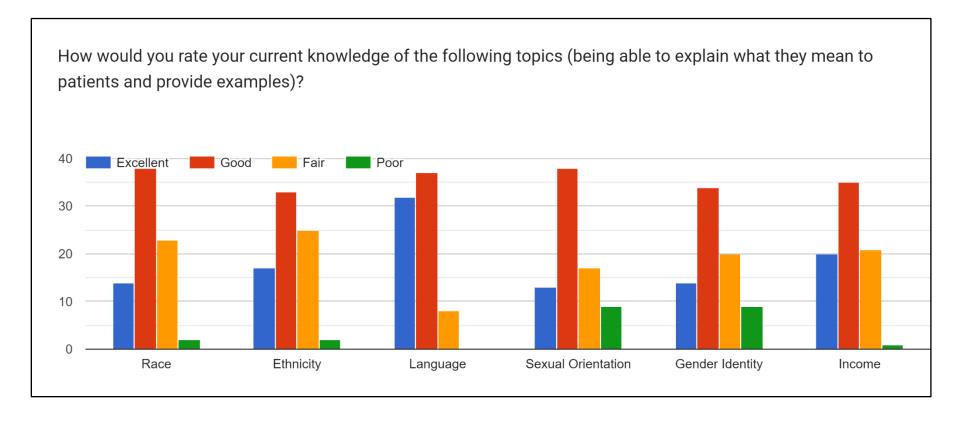
SO: 23% increase

GI: 29.2% increase

Income: 21.3% increase

100% of staff reported the training met their expectations





Next Steps





ADVANCING INTEGRATED HEALTHCARE

Questions & Answers

Resources

- Office of minority health and health Equity (OMHHE)
- Flexibilities and Best Practices for Implementing the Office of Management and Budget's 1997
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THANK YOU

ADVANCING INTEGRATED HEALTHCARE

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