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# **2022 Healthcare Governance Conference Implicit Bias – Conversations in the Board Room**

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# **AHA Overview and Health Equity Goals**

# IFDHE Mission and Vision Statements

## Mission Statement:

- IFDHE advances health equity, diversity, and inclusion by supporting hospitals, health care organizations, and the patients and communities they serve as a trusted partner by disseminating evidence-informed practices, resources and innovations that lead to sustainable transformation in health care.

## Vision Statement:

- IFDHE envisions a society of equitable communities where all individuals reach their highest potential for health.



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# Visualization Exercise

# Implicit Bias

Implicit bias exists when people **unconsciously** hold attitudes toward others or associate stereotypes with them.

Deep-rooted  
assumptions

Involuntary

Not purposeful

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We tend to seek out patterns.

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We like to take shortcuts.

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Our experience and social conditioning play a role.

# All of Us – Unconscious Bias



<https://www.youtube.com/watch?v=Z9I4jWLEPzg>

# Stereotypes



Source: McCombs School of Business

# Ingroup Bias



Source: McCombs School of Business



# Outgroup Bias



Source: McCombs School of Business

# Racial Disparities in Health

- Longitudinal, national data on 156,729 pain-related emergency department visits found that even among those presenting with the same condition, non-Hispanic white patients were significantly more likely to receive an opioid than all other ethnic minorities examined.
- Another study found that physicians were twice as likely to underestimate pain in Black patients compared with all other ethnicities combined and also more likely to overestimate pain in non-Black patients than in Black patients.
- Researchers using an instrument to assess implicit bias in more than 2,500 physicians found a significant implicit preference for white Americans relative to Black Americans among physicians of all racial/ethnic groups except for Black physicians.

Some of it may be born of just encountering people who **look** or **speak** or **act differently** than we do...

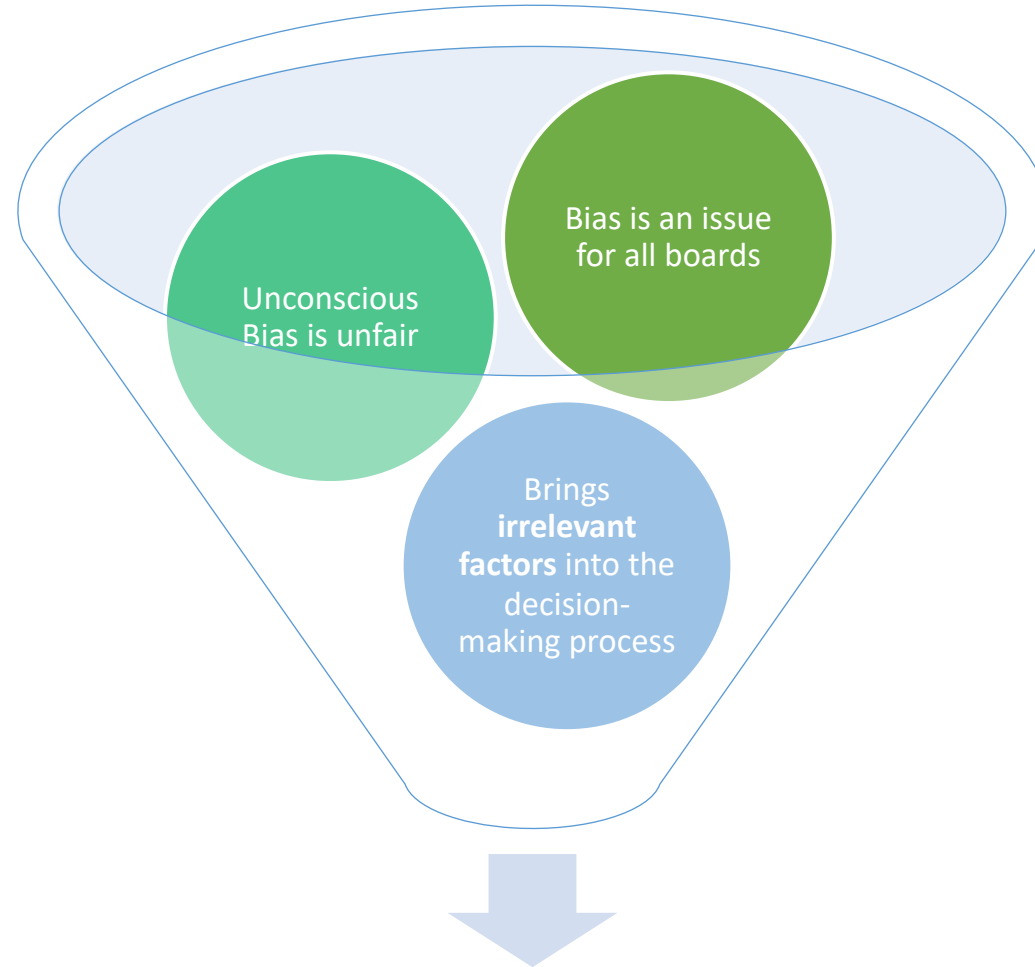
...some of it may be because we have family environments that have encouraged a certain way of thinking,

...some of us may have picked up perspectives from education or things we read or the internet for that matter.

But the **scary** thing about implicit bias is that oftentimes people are unaware that it's shaping some of their reactions.

- *Janice Huckaby, MD*  
*Optum*  
*Chief Medical Officer, Maternal Health of Maternal Health*

# Bias in the Boardroom



It can have a significant negative impact on performance and decision-making if left unaddressed

# Authority Bias



- Boards may rely too much on one director's experience or opinion.
- Waiting to hear from these authorities first or always giving them the last word
- Fail to provide important checks and balances against the expert
- Other directors are personally reluctant to push back on their POV
- How to Minimize Authority Bias
  - Solicit views from each director in turn
  - Deep education opportunities in specialized areas

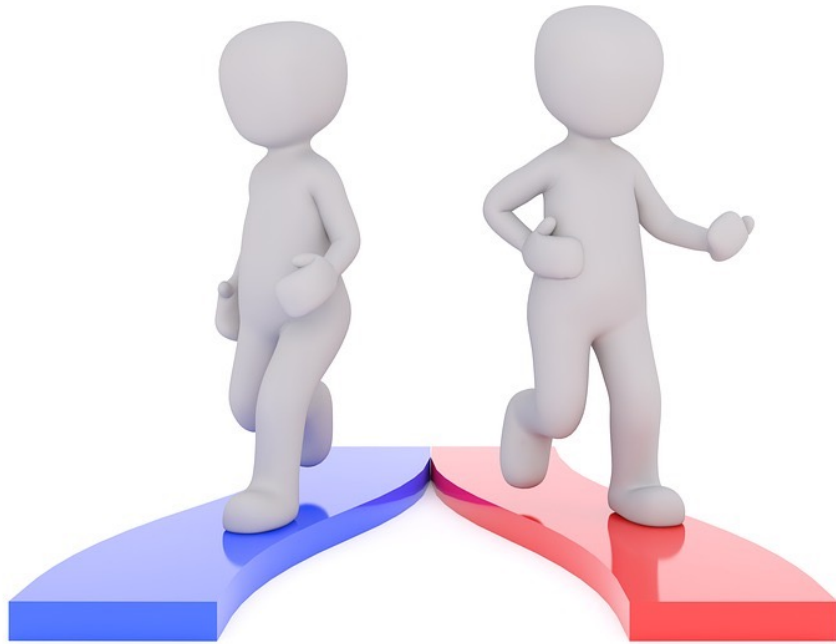
# Groupthink Bias

- Dissenting views are not welcomed or entertained
- Topics are considered a 'done-deal' and concerns are brushed off
- Boards may be too inclined to seek harmony or conformity
- How to Minimize Groupthink
  - Seek input during individual interviews or questionnaires
  - Difficult conversations with individuals
  - Bring in outside advisors to share new or dissenting views
  - Solicit opinions from each director on controversial matters
  - Diversity and inclusion in board recruitment





# Status Quo Bias



- Boards often prefer a set of established norms
- Reluctant to pursue initiatives that involve substantial change
- Slow board turnover
- Inactivity in C-suite succession planning
- Rationalize or accept subpar company performance
  
- How to Minimize Status Quo Bias
  - Structural changes to board deliberations
  - Outside experts, trips to centers of innovation

# Confirmation Bias



- Subconsciously seek out and overvalue evidence that confirms their own beliefs
- Makes objective decision-making a challenge
- Facts that support shared opinions are given more weight
- How to Minimize Confirmation Bias
  - Encourage diversity of thought
  - Recruit a more diverse and inclusive board where directors are inclined to rigorous debate



# How does implicit bias inhibit good governance and effective board practice?

Reluctance to ask the right questions

Inclusion and involvement of new board members

Board members with mainstream or conformist world-views are awarded excessive deference

Constructive dissent is minimized due to peer pressure and conformance



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# Solutions-Focused Approach

# The Case For a More Diverse Board

- Credit Suisse reports that “companies with more than one woman on their board returned a compound 2% over those with none — and that companies with more women at the board or top management level “exhibit higher returns on equity, higher valuations and also higher payout ratios.”
- McKinsey’s Diversity wins study reports that companies in the top quartile for gender and ethnicity outperform those in the bottom quartile by 25% and 36% respectively.
  - The impact of diversity also extends to performance in the boardroom, with recent research demonstrating that more diverse boards achieve improved performance compared to their less diverse counterparts.

# Mindful and Inclusive Board Rooms

## Difference between diversity and inclusion

Key is inclusion requires all members to feel accepted, welcomed and have a **true voice** at the table

## 6 Cs:

Commitment

Courage

Cognizance

Curiosity

Cultural intelligence

# Become a Bias Interrupter

It is **hard** to completely eliminate explicit and implicit biases.

## Steps you can take:

- **Awareness**
  - Highlight how important it is for board members to first acknowledge they do have biases
- **Accountability**
  - Commitment to mitigate these biases through meaningful and deliberate action
- **Data – Measurement and Tracking**
  - Board self-evaluations
  - Diversity and inclusion subcommittee
- **Diversity and Inclusion – Recruitment Strategies**



# Implicit Bias - Solutions

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**Strong  
education  
campaign**

Implicit Association Test (IAT)

Implicit Bias Training

Cultural Competency Training

Community Assessments

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**Build a  
more  
diverse and  
inclusive  
board**

Greater business success, opening of opportunities and markets, a widening of the general talent pool and greater profitability.

More cognitive processing, exchange of information and perceptions of conflict – which can generate new ideas and foster creative solutions.

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# Resources

# Trustee Match Program

- We must ensure that that the governing bodies of our hospitals and health systems reflect the communities they serve if we are to increase health equity, reduce disparities in care, and create a more diverse and inclusive health care environment.
- Our goal is to help increase diversity and inclusion in health care governance by connecting affiliate leaders with opportunities to serve on a hospital or health system board in their community.

## AHA's 2019 Governance Survey Report



**86%**



**83%**

In 2018, health system boards were 83% Caucasian compared with 86% in 2014.

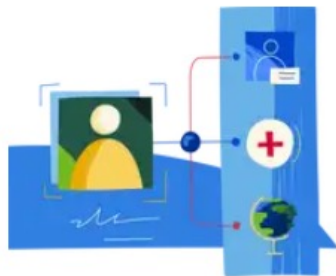
In 2018, African American and Hispanics represented 6% and 3%, respectively, of voting board members.



Boards also indicated a growing number of older members and fewer younger members.



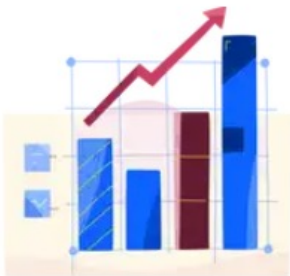
# AHA Health Equity Transformation Model



**Culturally Appropriate  
Patient Care**



**Equitable and Inclusive  
Organizational Policies**



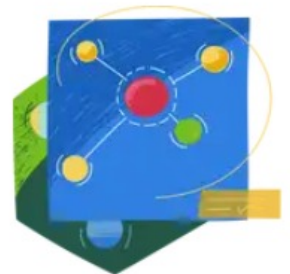
**Collection and Use of  
Data to Drive Action**



**Diverse Representation in  
Leadership and  
Governance**



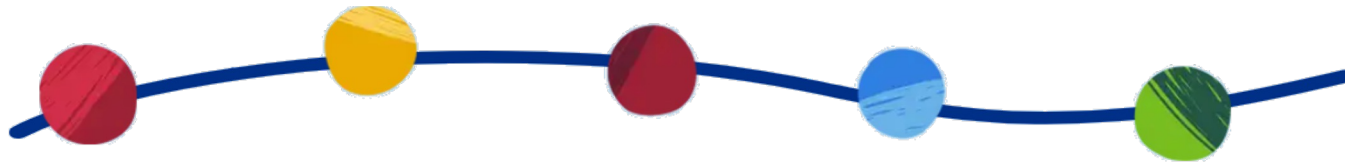
**Community Collaboration  
for Solutions**



**Systemic and Shared  
Accountability**

# Equity Roadmap: Translating Self-Assessment into Action

***Self-assessment provides a profile of progress on each lever of transformation....***



## **Exploring**

Exploring the values and resources needed to publicly **commit** to embarking upon a journey toward health equity.

## **Committing**

Committing the resources to listen, learn, train and **implement policies and practices** that establish equity as the standard practice.

## **Immersing**

Immersing the leadership and system into **accountability** for implementing policies, procedures and cultural structures that support diversity, equity and inclusion.

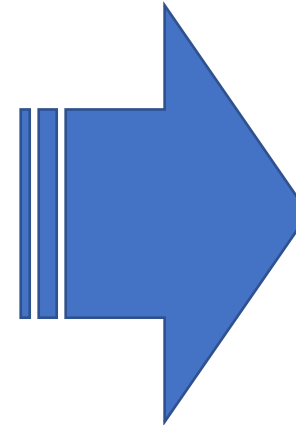
## **Affirming**

Affirming a just, equitable system culture with **continuous equity self-assessments** of policies and practices that remove structural barriers to equity.

## **Transforming**

Transforming beyond the system toward **supporting a sustainable and equitable ecosystem** of health care within the community.

***....and is accompanied by a Transformation Action Plan***



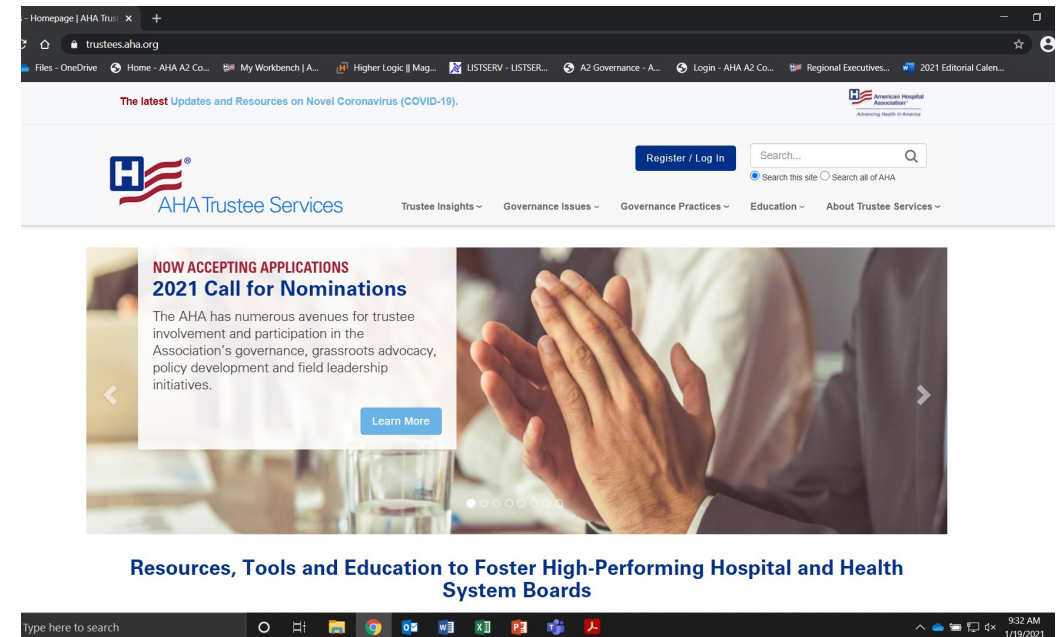
**HEAL**  
Health Equity  
Action Library



# About AHA Trustee Services: Resources

## Trustee Services Webpage

- Rich web-based resource repository at [trustees.aha.org](https://trustees.aha.org)
- Tools and templates
- Good governance case examples
- Pertinent issue papers with board discussion guides
- On-demand webinars and podcasts



# About AHA Trustee Services: Resources

## Trustee Insights

- Our enhanced digital newsletter for hospital and health system boards and leadership.
- This robust monthly digital package includes insights and analysis on the changing dynamics in the health care field and what they mean for boards, as well as other rich resources to help achieve high-performing governance.

The screenshot shows the November 2021 issue of the Trustee Insights newsletter. The header includes the American Hospital Association logo and the title "Trustee Insights". A "SUBSCRIBE" button is visible in the top right. The main content is organized into several sections, each with an illustrative image and a brief description of the article.

November 2021 SUBSCRIBE

**CEO AND BOARD RELATIONS**  
**Building an Effective CEO–Board Partnership**  
By Jamie Orlikoff  
Though it takes time and energy, establishing and nurturing an effective strategic partnership between the CEO and board will add value to the health care organization.

**ENVIRONMENTAL TRENDS**  
**The Post-COVID-19 Future of U.S. Health Care**  
By Brian Fuller and Jordan Shields  
By anticipating changes and building new competencies, hospital and health system trustees can help ensure their organizations successfully transition to the emerging, post-pandemic environment.

**FIDUCIARY DUTIES**  
**Fiduciary Responsibilities of Hospital Trustees**  
By Glenn Jensen and Kathleen Cahill Slaughter  
A thorough understanding of risks and financial planning is essential to the success of a governing board at a hospital or health system.

**RESOURCE**  
**Report on Health Care Workforce Talent Scan**  
The AHA 2022 Health Care Talent Scan examines the latest factors and trends affecting the health care workforce. The report provides guidance to help hospitals and health systems navigate workforce-related challenges to achieve resilience, flexibility and capacity. Download the report.

**EDUCATION AND EVENTS**  
**Save the Date: AHA 2022 Rural Health Care Leadership Conference**  
The AHA Rural Health Care Leadership Conference is designed for health care leaders from rural hospitals, health care systems with a strong presence in rural communities, rural health clinics, associations, and community health organizations to get inspired to revitalize leadership, boost governance expertise, and nurture a more resilient workforce.

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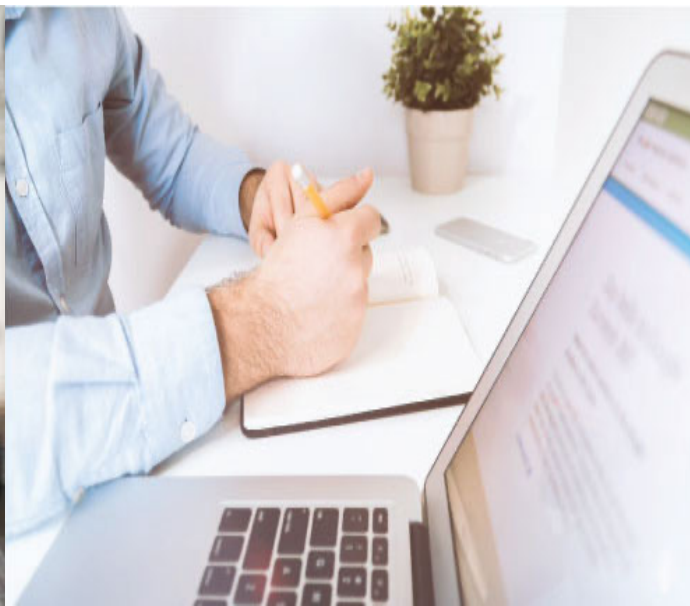
155 N. Wacker, Suite 400, Chicago, IL 60606



# Board Diversity and Equity Resources



**Podcasts**



**Articles and Toolkits**



**Webinars**

# Board Diversity Case Studies

## [How You Can Advance Your Board Diversity Strategies](#)

Baystate Health CEO Mark Keroack discusses how health care boards can play an essential role in diversity strategies.

## [How Children's Minnesota Makes DEI Efforts a Priority](#)

Through leadership and board support, Children's Minnesota is making DEI efforts a strategic priority.

## [Diverse Board Members Offer Their Perspectives](#)

Open discussion, continued engagement and genuine effort can support meaningful and sustainable improvement in board diversity.

## [Board Diversity Lessons Learned](#)

Learn how three AHA member health systems accelerated diversity efforts and effected genuine change through executive leadership, board support, creativity and commitment.

## **Other Resources:**

- Trustee breakout sessions at AHA signature conferences
- [Board crisis management strategies](#) to address board culture, workforce challenges, virtual meetings, basics of governance, credentialing and privileging, communication between board and management, recruiting a new CEO, and strategic planning.

# AHA Health Equity Strategies

## Health Equity

<https://ifdhe.aha.org/>

Toolkits and resources to improve health equity, including an RWJF grant-funded equity roadmap to advance efforts to deliver equitable care through a maturity model

## Diversity + Inclusion

<https://ifdhe.aha.org/>

Resources and programs, including a Certificate in Diversity Management in Health Care (CDM), Enrichment Programs to develop diverse professionals, and the Trustee Match Program

## Trustee Services

<https://trustees.aha.org/health-equity-diversity-and-inclusion>

Resources and education, including on health equity, diversity and inclusion, to foster high-performing hospital and health system boards



## Maternal + Child Health

<https://www.aha.org/advocacy/maternal-and-child-health>

Resources and best practices to improve care for women and children, including *Better Health for Mothers & Babies*, an effort to reduce maternal mortality and morbidity

## Value + Affordability

<https://www.aha.org/value-initiative>

Best practices, data and education to promote value and affordability by lowering cost, improving outcomes and enhancing patient experiences

## Societal Factors that Influence Health

<https://www.aha.org/societalfactors>

Framework to guide hospitals as they address the social needs of individuals, social determinants of health in their communities and the systemic causes influencing health



**SAVE THE DATE!**

**May 16-18, 2023**

An aerial photograph of Minneapolis, Minnesota, showing a dense urban skyline with various skyscrapers and buildings. In the foreground, there is a large green park area with trees and a winding river. The sky is blue with some light clouds.

**ACCELERATING HEALTH EQUITY  
CONFERENCE**

**HILTON MINNEAPOLIS**



**Mark your calendars for the 2023  
Accelerating Health Equity Conference!**



# Thank You!

Please contact me with any questions or comments:

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