



AAMA
AMERICAN ACADEMY OF MEDICAL ADMINISTRATORS

2010 AAMA Annual Conference
Hilton Clearwater Beach Resort
Clearwater Beach, FL
November 18, 2010



**THE FUTURE OF
DIVERSITY ON
HEALTHCARE IN
AMERICA**

Presented by:
George N. Miller, Jr.
President/CEO





I saw the angel in the marble
and carved until I set him free.


Michelangelo

George N. Miller, Jr.

- MedPAC-Commissioner – 2008-Present

The Medicare Payment Advisory Commission (MedPAC) is an independent Congressional agency established by the Balanced Budget Act of 1997 (P.L. 105-33) to advise the U.S. Congress on issues affecting the Medicare program. The Commission's statutory mandate is quite broad: In addition to advising the Congress on payments to private health plans participating in Medicare and providers in Medicare's traditional fee-for-service program, MedPAC is also tasked with analyzing access to care, quality of care, and other issues affecting Medicare. The Commission's 17 members bring diverse expertise in the financing and delivery of health care services. Commissioners are appointed to three-year terms (subject to renewal) by the Comptroller General and serve part time.

www.medpac.gov



Community Mercy Health Partners Earns National Award for Quality



The Premier/CareScience Select Practice National Quality Award honors the top 1% of acute inpatient facilities nationwide for superior patient outcomes in both quality and efficiency.



Recognizing Patient Care Excellence

100 SOLUCIENT TOP HOSPITALS
Performance Improvement Leaders

- **REGIONAL PRESIDENT/ CHIEF EXECUTIVE OFFICER, 2006-2008-** Community Mercy Health Partners, Springfield, Ohio
- **PRESIDENT/ CHIEF EXECUTIVE OFFICER, 2001-2006** Provena St. Mary's Hospital, Kankakee, IL
- **CHIEF EXECUTIVE OFFICER, 1995-2001** - CHRISTUS Jasper Memorial Hospital, Jasper, TX
- **CHIEF EXECUTIVE OFFICER, 1993-1995** - Pecos County Memorial & General Hospital, Fort Stockton and Iranan, TX
- **CHIEF EXECUTIVE OFFICER, 1991-1993** - Twin Oaks Medical Center, Fort Worth, TX
- **CHIEF EXECUTIVE OFFICER - 1989-1991** - Newport News General Hospital, Newport News, VA
- **ASSISTANT ADMINISTRATOR/CHIEF FINANCIAL OFFICER - 1982-1989** - Whittaker Memorial Hospital, Newport News, VA
- **PRESIDENT/ CHIEF EXECUTIVE OFFICER -1973-1982** Community Federal Savings & Loan, Newport News, VA

National President
National Rural Health Association-2007
Board of Directors 2001-2008

The National Rural Health Association (NRHA) is a national nonprofit membership organization with more than 20,000 members. The association's mission is to provide leadership on rural health issues. NRHA membership consists of a diverse collection of individuals and organizations, all of whom share the common bond of an interest in rural health.








YOU ARE BLESSED

◆ How many of you woke up alive today?



◆ 9,000,000 will died today...
◆ You are blessed!!!

YOU ARE BLESSED


◆ How many of you have food in the refrigerator, clothes on your back, a roof overhead and a place to sleep?



◆ You are richer than 75% of the world...
◆ You are blessed!!!

YOU ARE BLESSED

◆ How many of you have money in the bank, in your wallet or just spare change in a dish?



◆ You are among the top 8% of the worlds wealthy...
◆ You are blessed!!!

YOU ARE BLESSED


- ◆ How many you have experienced the fear of battle, the loneliness of imprisonment, the agony of torture, or the pangs of starvation.



- ◆ You are ahead of 700 million in the world...
- ◆ You are blessed!!!

YOU ARE BLESSED

- ◆ How many of you can attend a church, synagogue, mosque or other place of worship of your choice without the fear of harassment, arrest, torture or death?



- ◆ You are envied by more than 3 Billion people in the world who can not...
- ◆ You are blessed.

YOU ARE BLESSED

- ◆ How many of you have your own computer?



- ◆ You are part of the 1% in the world who has that opportunity...
- ◆ You are blessed.

YOU ARE BLESSED

◆ How many of your parents are still alive and still married?




◆ You are rare
◆ You are blessed!!!

CELEBRATING
MARRIED LIFE
AND FAMILIES

YOU ARE BLESSED


◆ How many of you can see me, hear my voice and can speak?




◆ You have a double blessing!!! Imagine those who are blind, deaf and can not speak? They would trade places with you, will you be there for them?

YOU ARE BLESSED

◆ How many of you hold your head up high and smile?



◆ You are not the norm, you are unique to all those in doubt and despair.
◆ Then you have a duty and a responsibility to be a blessing!!!



• Truth cannot be compromised.
Everyone has a job to do, and no one should benefit at the expense of another.

We should treat everyone with dignity and respect, 100% of the time.

Our combined efforts are for the benefit of our patients, residents, physicians and employees, and not for some select group. **We must always be willing to serve.**



CULTURAL DIVERSITY IN HEALTH CARE

- ◆ We All Have It!
- ◆ Obvious Manifestations:
 - Religion
 - Ethnicity (Race?)
 - National Origin (language)
 - Gender





CULTURAL DIVERSITY IN HEALTH CARE

- ◆ Less Obvious Manifestations:
 - Age
 - Education
 - Educational Status
 - Mobility (including handicaps)





CULTURAL DIVERSITY IN HEALTH CARE

◆ **What is Culture?**

Definition: the sum total of the way of living; includes values, beliefs, standards, language, thinking patterns, behavioral norms, communications styles, etc.
Guides decisions and actions of a group through time.



CULTURAL DIVERSITY IN HEALTH CARE

◆ **Expressions of Culture in Health Care**

– Health Belief Systems

- Define and categorize health and illness
- Offer explanatory models for illness
- Based upon theories of the relationship between cause and the nature of illness and treatments
- Defines the specific “scope” of practice for healers



CULTURAL DIVERSITY IN HEALTH CARE

◆ **The Culture of Western Medicine**

- Meliorism – make it better
- Dominance over nature – take control
- Activism – do something
- Timeliness – sooner than later
- Therapeutic aggressiveness – stronger=better
- Future orientation – plan, newer=better
- Standardization – treat similar the same



CULTURAL DIVERSITY IN HEALTH CARE

<ul style="list-style-type: none"> ◆ “Ours” – Make it Better – Control Over Nature – Do Something – Intervene Now – Strong Measures – Plan Ahead – Recent is Best – Standardize – Treat Everyone the Same 	<ul style="list-style-type: none"> ◆ “Others” – Accept With Grace – Balance/Harmony with Nature – Wait and See – Cautious Deliberation – Gentle Approach – Take Life As It Comes – “Time Honored” – Individualize – Recognize Differences
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Cultural Diversity and Health Care

- ◆ Cultural Competence – Definition

A set of congruent *behaviors, practices, attitudes and policies* that come together in a system or agency or among professionals, enabling effective work to be done in cross-cultural situations




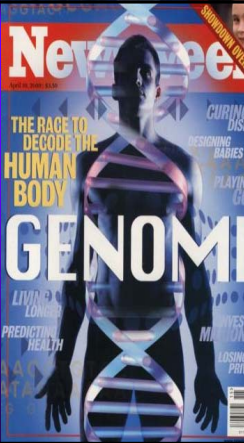
CULTURAL CHALLENGES

- ◆ Cultural Competency
- ◆ Quality Issues
- ◆ Staffing Issues
- ◆ Staffing Attitudes
- ◆ Attitudes
- ◆ Evidence Based Solutions

 **Key Trend:**
Longevity
Revolution
"Single Greatest
Achievement Of
The 20th Century:
Extended Life"



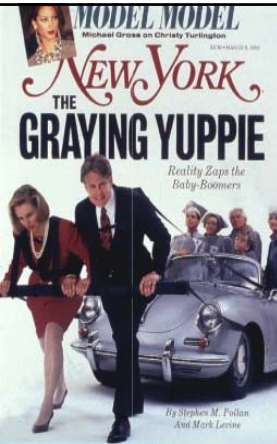
 The 21st Century
Will Advance
Life Expectancy
Greater Than
The 20th Century



 **The United States is
Currently Undergoing
an Unprecedented
Demographic Shift**

Three Shifts in One

- ◆ Senior boom
- ◆ Birth dearth
- ◆ Aging baby boomers



MODEL MODEL
Michael Gross on Christy Turlington
NEW YORK
THE GRAYING YUPPIE
Reality Zaps the Baby-Boomers
By Stephen M. Pollan
And Mark Levine

Americans are Living Longer and Better Lives



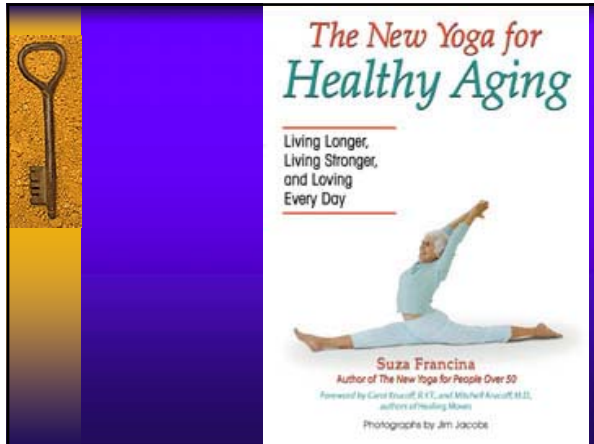
TIME
Date on A Roll
And now for THE FUN YEARS!
Americans are living longer and enjoying it more—but who will foot the bill?

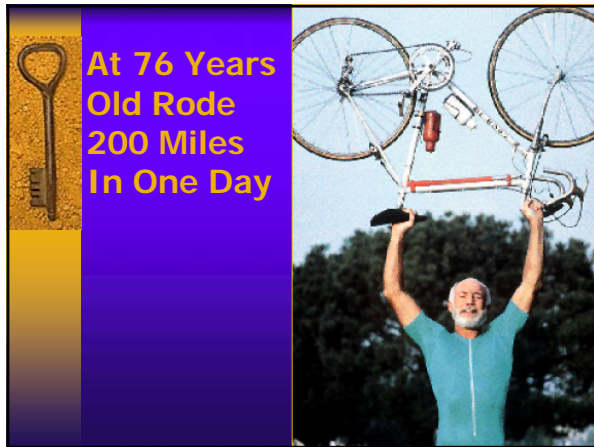
In The Past People Didn't Age ...



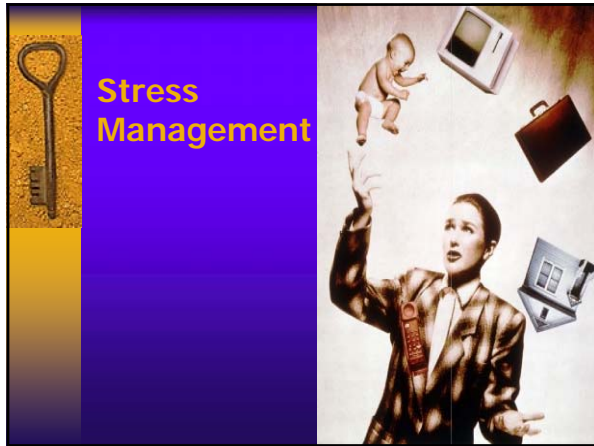


















Elderly, if survived into their 80s and 90s, suffering from:

- ◆ Reduced Capacity
- ◆ Alienation
- ◆ Loneliness
- ◆ Feeling Useless
- ◆ Low Self-Esteem





Elders are society's wisdom keepers responsible for:

- Society's Well Being
- Pioneering Consciousness
- Serving as Mentors to Younger Generations





Older Adults

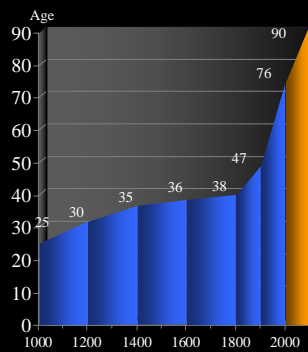
Appreciate and acknowledge their savvy and life experience



Life Expectancy at Birth

1000 - 2050

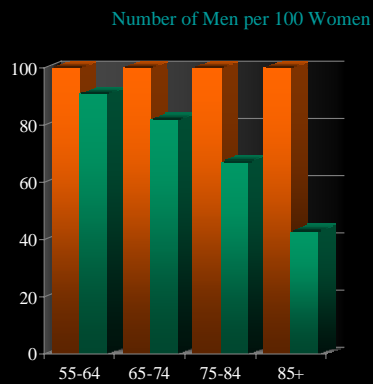
Source: Census Bureau, 2000



Ratio of Older Women to Older Men

Women
Men

Source: U.S. Census Bureau, Current Population Survey, 1998






BRACING FOR ABB 65 + POPULATION

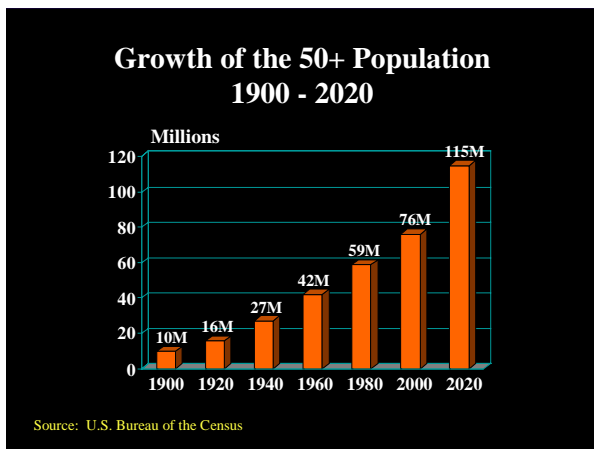
- ◆ 2005- 36.8 Million Americans over 65 or 12.4% of population
- ◆ 2030- almost double to 71.5 million or 20% of the population
- ◆ 85+ population is likely to quadruple in next 30-40 years.




The Acute to Chronic Care Shift

- 80% of the 65+ Population Have At Least Once Chronic Disease
- The Average 65+ Patient Treats Three or More Chronic Conditions
- Two Thirds of all the people who have ever reached the age of 65

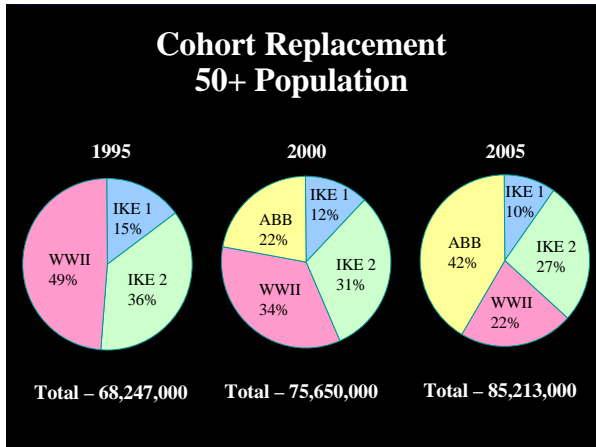







Americans 50+

- ◆ 27% of the U.S. Population
- ◆ 55% of Physician Services
- ◆ 77% of Prescription Medicines
- ◆ 61% of OTC Drugs
- ◆ 60% of Personal Healthcare Spending
- ◆ 50% of Hospital Revenues






Aging Baby Boomer

Born 1946-1964
85 Million


US Fertility Rates


Prior to 1947	2.1
1947-1961	3.8
1961-Present	1.8



 Always Treated As Special & Privileged



 Boomers Were Always Difficult To Understand




 Boomers Rebelled Against Everything





Even
Themselves

Jeans





As Baby
Boomers Age,
The Center of
Gravity Of
American Life
Has Shifted With
Them

1971

[Black Magic Woman](#) #4 US
[Ove Como Va](#) #13 US

[Supernatural](#) won 9 [Grammy Awards](#) (8 for Santana personally), including [Album of the Year](#), [Record of the Year](#) for "Smooth"





The
Boomers
Transform
Every
Life stage
They
Inhabit



And now...The Boomers are about to get sick!



Healthcare is the Only Major American Industry That Continues to Resist the Customer Service Movement and Cultural Diversity



Ritz Carlton
HOSPITAL
Continental Airlines

It is the difference between what our patients/customers expect versus outstanding



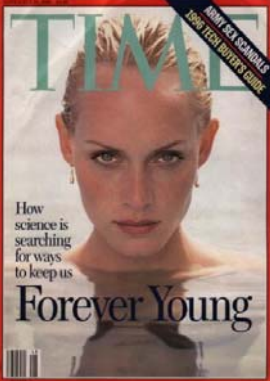
CULTURAL DIVERSITY IN HEALTH CARE
Defining Characteristics



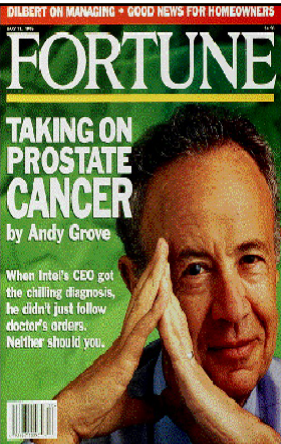
CULTURAL DIVERSITY IN HEALTH CARE
Demands Convenience and Excellent Service



New Mature Consumer:
Seeks Healthy Aging



CULTURAL DIVERSITY IN HEALTH CARE
Seeks a Collaborative Patient-Provider Relationship



FORTUNE
TAKING ON PROSTATE CANCER
by Andy Grove
When Intel's CEO got the chilling diagnosis, he didn't just follow doctor's orders. Neither should you.

CULTURAL DIVERSITY IN HEALTH CARE
Feels caregiving resources are lacking



Boston
Taking Care of Mom and Dad
How to find the help you need when you're the caregiver.

30% of All Working Adults Have Some Caregiving Responsibilities for Older Dependent Adults

38 Million Caregivers

Source: Washington Business Group on Health and Age Wave Analysis

CULTURAL DIVERSITY IN HEALTH CARE

Appreciates generational appropriate communication



CULTURAL DIVERSITY IN HEALTH CARE

Seeks Empowerment



Perceptions:

Physicians & Consumers



Self Care:

Consumers:
 "There's a lot of good information out there. I'll try a remedy or two first, and if the problem persists, I'll see my doctor."

Physicians:
 "Some self care is good, but I worry about patients misdiagnosing themselves and waiting too long to come in."







Health Information

Consumers:
 "I am my own best advocate, so I want to know the most I can about my condition."

Physicians:
 "I would prefer patients do their research *after* rather than *before* their visit."







Alternative Medicine

Consumers:
 "If I can avoid taking some prescription drugs by using a holistic medicine first, I will. Holistic medicines could never harm me."

Physicians:
 "I need to know more, because my patients are asking me about this everyday."









Doctor-Patient Relationship

Consumers:
"I feel a lack of respect from my doctor."





Physicians:
"I feel a lack of respect from my patients."





Doctor-Patient Relationship "Deeply Strained"





Physicians are Beginning to React

- ◆ 38% of 50+ Physicians plan to retire in next three years
- ◆ Additional 10% plan a career change



Source: Merritt Hawkins Physician Study



Key Trend

Re-defining
The Second
Half of Life:

*"People are
not growing
old at 65
anymore."*





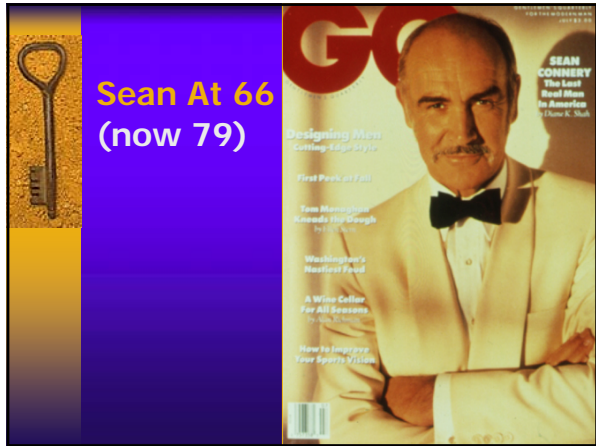
Old Image
Of Aging
At 60+

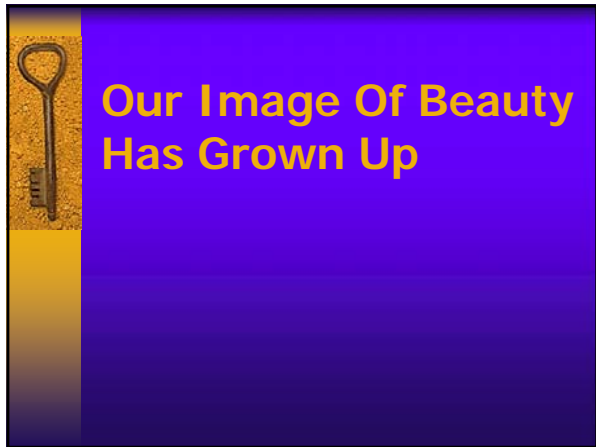




New Image
Sophia At 64








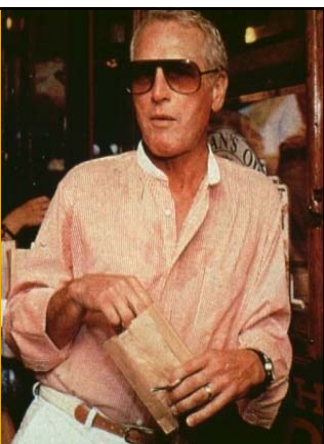








 **Paul at 68**
Died 83
01-26-25



 **Tina At 60**
Now 70
11-26-39



SEPTEMBER 29-30




Tribute to Tina Turner
starring COOKIE

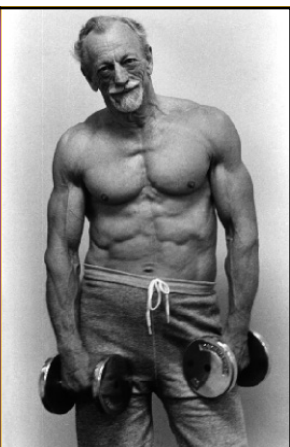


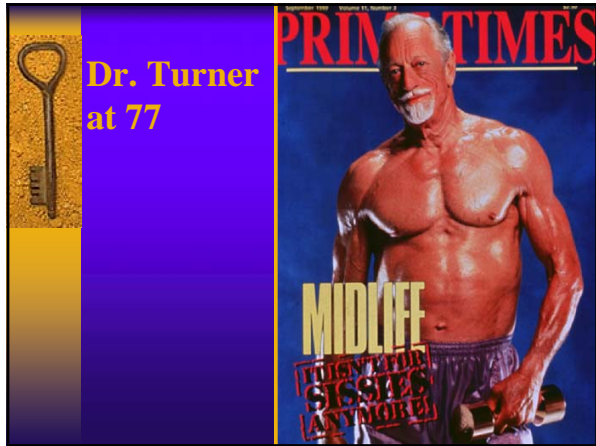
What Does 70 Look Like?

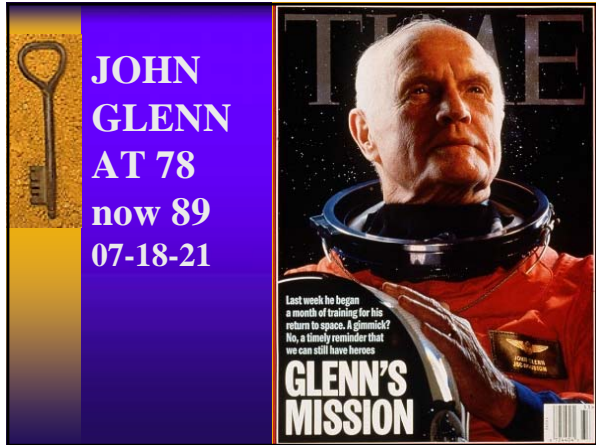


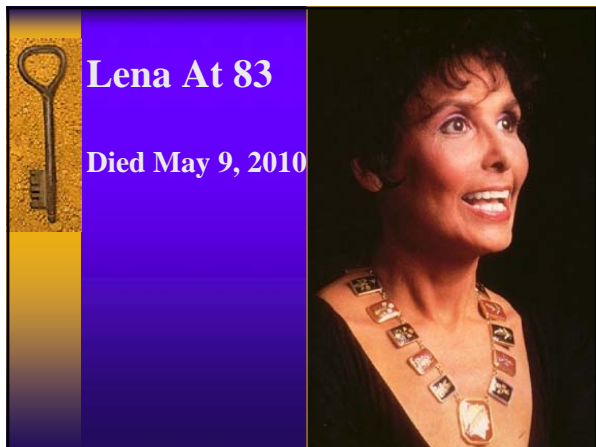


**Dr. John
Turner
at 70
(Began Body
Building
at Age 58)**

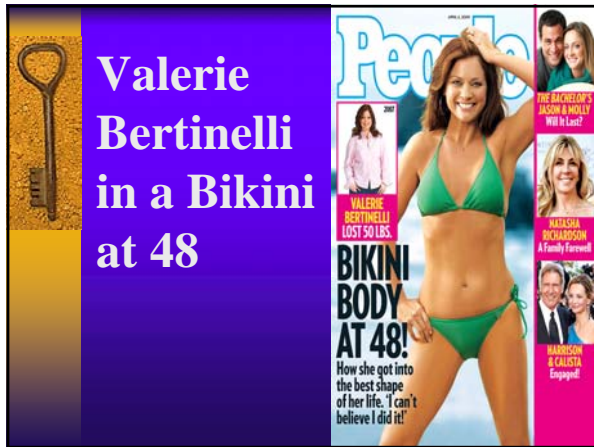


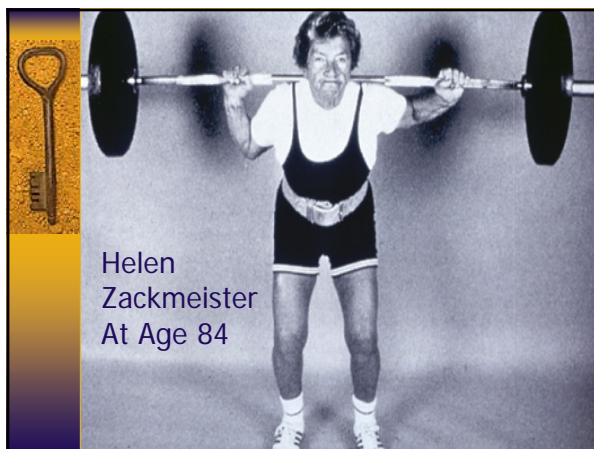













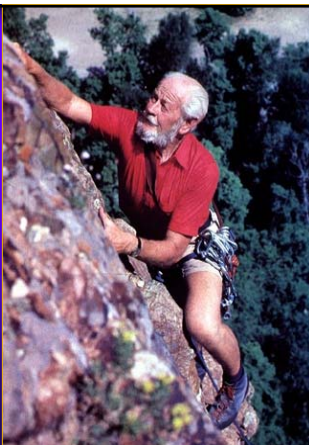


All three of these young people are over 80





Age is only a number. This young man is 82 and living his dream.





CULTURAL DIVERSITY AND HEALTHCARE

CREATE A WORKPLACE YOU AND YOUR CUSTOMERS LOVE



Cultural Diversity and Health Care


◆ **Cultural Competence Definitions**

- **Cultural Destructiveness:** forced assimilation, subjugation, rights and privileges for dominant groups only
- **Cultural Incapacity:** racism, maintain stereotypes, unfair hiring practices
- **Cultural Blindness:** differences ignored, "treat everyone the same", only meet needs of dominant groups

Cultural Diversity and Health Care

◆ **Cultural Competence Definitions**

- Cultural Pre-competence:** explore cultural issues, are committed, assess needs of organization and individuals
- Cultural Competence:** recognize individual and cultural differences, seek advice from diverse groups, hire culturally unbiased staff
- Cultural proficiency:** implement changes to improve services based upon cultural needs, do research and teach




The Explanatory Model

Arthur Kleinman, Ph.D.

- ◆ Culturally sensitive approach to asking inquiring about a health problem

- What do you call your problem?
- What do you think caused your problem?
- Why do you think it started when it did?
- What does your sickness do to you? How does it work?
- How severe is it? How long do you think you will have it?

(continued next page)




The Explanatory Model

Arthur Kleinman, Ph.D.

- ◆ Culturally sensitive approach to asking about a health problem

- What do you fear most about your illness?
- What are the chief problems your sickness has caused you?
- Anyone else with the same problem?
- What have you done so far to treat your illness: What treatments do you think you should receive? What important results do you hope to receive from the treatment?
- Who else can help you?



The LEARN Model


Berlin and Fowkes

- Listen to the patient's perception of the problem
- Explain your perception of the problem
- Acknowledge and discuss differences/similarities
- Recommend treatment
- Negotiate treatment



Cultural Diversity and Health Care

- ◆ Acquiring Cultural Competence
 - Starts with Awareness
 - Grows with Knowledge
 - Enhanced with Specific Skills
 - Polished through Cross-Cultural Encounters




THE OPTIMIST CREED

- ◆ PROMISE YOURSELF
 - ◆ To be so strong that nothing can disturb your peace of mind. To talk health, happiness and prosperity to every person you meet. To make all your friends feel that there is something in them. To look at the sunny side of everything and make your optimism come true. To think only of the best, to work only for the best and expect only the best. To be just as enthusiastic about the success of others as you are about your own. To forget the mistakes of the past and press on to the greater achievements of the future. To wear a cheerful countenance at all times and give every living creature you meet, a smile. To give so much time to the improvement of yourself, that you have no time to criticize others. To be too large for worry, too noble for anger, too strong for fear, and too happy to permit the presence of trouble.




POSITIVE ATTITUDE


You are in charge of your own attitude -- no matter what others do or circumstances you face. The only person you can control is yourself ... worry more about your attitude than your aptitude or lineage.




COURAGE




Courage is not limited to the battlefield or the Indianapolis 500 or bravely catching a thief in your house. The real tests of courage are much quieter. They are the inner tests, like remaining faithful when nobody's looking, like enduring pain when the room is empty, like standing alone when you're misunderstood.




PERSISTENCE AND DETERMINATION




The greatest pleasure in life is doing what people say can't be done ...
"Nothing in the world can take the place of Persistence.
Talent will not; nothing is more common than unsuccessful men with talent.
Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts.
Persistence and determination alone are omnipotent.




FAITH



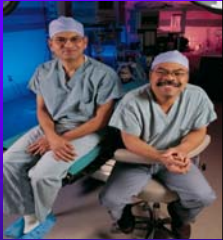
It does not matter what lies behind you or what lies ahead of you, it is what is in you that matters






DREAM BIG


Dream big dreams or you will work for someone who does.





LOVE

The measure of a man is not how great his faith is but how great his love is





SMILE

Those who bring sunshine to the lives of others cannot keep it from themselves



CAN DO

Success comes in **cans**
Failure comes in **cant's**



Catch the Spirit-How to Care with HEART

The most valuable gift you can give another is a good example.



DO YOU HAVE...



- ◆ The willingness to stand alone.
- ◆ The confidence to challenge the conventional.
- ◆ The unwavering commitment to a vision.
- ◆ The passion for being on top.
- ◆ The courage to do as you dream.





CULTURE DIVERSITY AND HEALTH CARE

We are in the age of consciousness:
 – Since 9/11/01 we have felt it even here in healthcare






CULTURE DIVERSITY AND HEALTH CARE

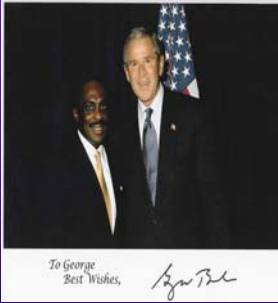
- ◆ We must change to a Diverse Culture and have fun doing it.
- ◆ The Flywheel
 - Purpose
 - Worthwhile Work
 - Making a Difference





Courage-Leadership

- ◆ We as leaders must stand for what is right and not lose our courage to do what is right.
- ◆ Greatness does not happen to organizations, it happens to people.
- ◆ You can get anything out of life you want if you help enough people get out of life what they want.
- ◆ Do we share the same values?



“Celebrate. Celebrate. Dance to the music.” Three Dog Night

CULTURE DIVERSITY AND HEALTH CARE



Mother Theresa said
"Being unwanted is the worst disease there is ... the only cure is a loving heart."

- ◆ Fact is we all came here the same and we all will leave here the same, what we do in between is what counts.
- ◆ There is no success without service, and service means involvement in someone else's wants, needs, hurts, and desires.
- ◆ No person is too small for God's love, and no service is too insignificant for God's honor.



CULTURE DIVERSITY AND HEALTH CARE



Sometimes what counts can't be counted, and what can be counted doesn't count." - Albert Einstein

If you settle on 99.9% do things right:

- ◆ One hour per month you drink unsafe water.
- ◆ Two unsafe landings a day at O'Hare.
- ◆ 16,000 lost pieces of mail per year.
- ◆ 20,000 incorrect prescriptions per year.
- ◆ 500 incorrect surgical operations per week.
- ◆ 50 MD "newborn drops" per hour.
- ◆ 22,000 incorrect check debits/hour.
- ◆ 32,000 missed heartbeats per person per year.



Show me how a person is measured and I'll show you how he will behave. - Various

TRANSFORMATION




To change we must transform our culture

- ◆ Our deepest fear is not that we are inadequate
- ◆ Our deepest fear is that we are powerful beyond measure.
- ◆ It is our light not our darkness that most frightens us.
- ◆ We ask ourselves, who am I to be brilliant, gorgeous, talented and fabulous? Actually, who are you no to be?
- ◆ You are a child of God.
- ◆ Your playing small doesn't serve the world.
- ◆ There is nothing enlightened about shrinking so that other people won't feel insecure around you.
- ◆ We are born to make manifest the glory of God that is within us.
- ◆ It is not just in some of us: it is in everyone.
- ◆ And as we let our light shine we unconsciously give people permission to do the same.
- ◆ As we are liberated from our fear, our presence automatically liberates others.

• NELSON MANDELA



CULTURE DIVERSITY AND HEALTH CARE

- ◆ I work in healthcare because I love my job
- ◆ What about love and respect between medical staff and clinical staff
- ◆ The world needs more love and respect
- ◆ How many of us want more fear in our lives?
- ◆ Start giving love and respect
- ◆ Choose your words with care






CULTURE DIVERSITY AND HEALTH CARE

- ◆ Think of an idea to change our world ... and put it into action
- ◆ **"Pay it Forward"**
- ◆ **One touch, One smile, One Kind word, One moment to listen, One small act of caring ...** has the enormous possibility to turn a life around.






What the President/CEO must do

- ◆ Develop a clear message/vision.
- ◆ Articulate direction to all stakeholders.
- ◆ Maintain high visibility, enthusiasm and energy.
- ◆ Always show compassion.
- ◆ Measure everything (Can't measure it, don't do it).





THE SEED

A successful business man was growing old and knew it was time to choose a successor to take over the business. Instead of choosing one of his Directors or his children, he decided to do something different. He called all the young executives in his company together...

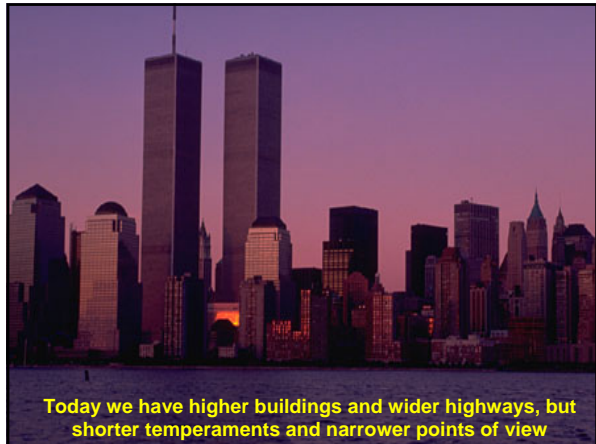


THE SEED

- ◆ If you plant honesty, you will reap trust
- ◆ If you plant goodness, you will reap friends
- ◆ If you plant humility, you will reap greatness
- ◆ If you plant perseverance, you will reap contentment
- ◆ If you plant consideration, you will reap perspective
- ◆ If you plant hard work, you will reap success
- ◆ If you plant forgiveness, you will reap reconciliation
- ◆
- ◆ * If you plant faith in God, you will reap a harvest
- ◆
- ◆ So, be careful what you plant now; it will determine what you will reap later.

“Think it over...”





Today we have higher buildings and wider highways, but shorter temperaments and narrower points of view



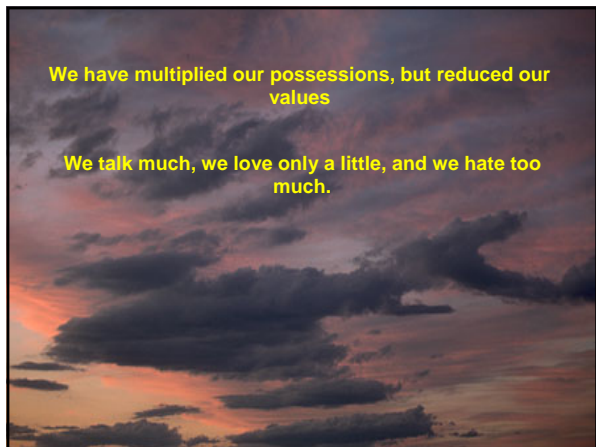
We spend more, but enjoy less.

We have bigger houses, but smaller families

We have more compromises, but less time.

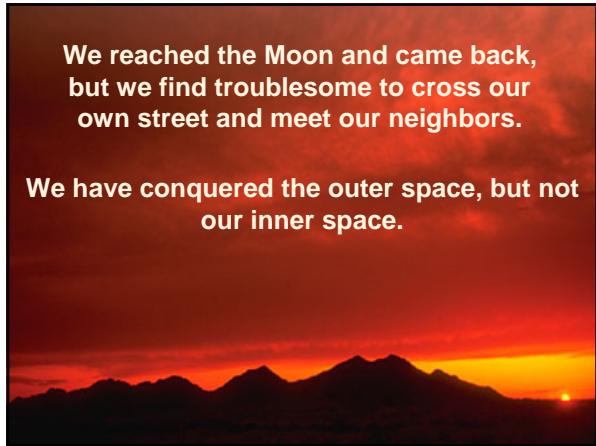
We have more knowledge, but less judgement

We have more medicines, but less health.



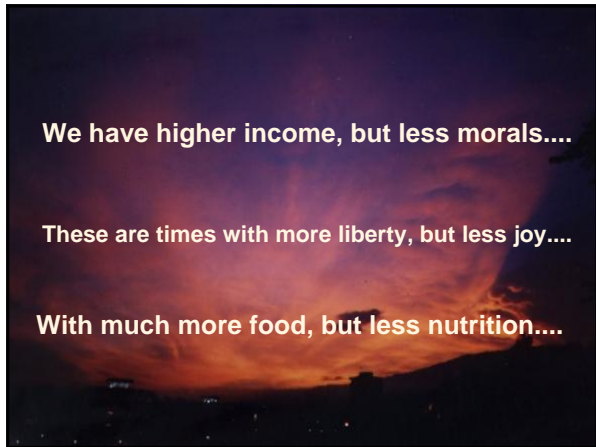
We have multiplied our possessions, but reduced our values

We talk much, we love only a little, and we hate too much.



We reached the Moon and came back,
but we find troublesome to cross our
own street and meet our neighbors.

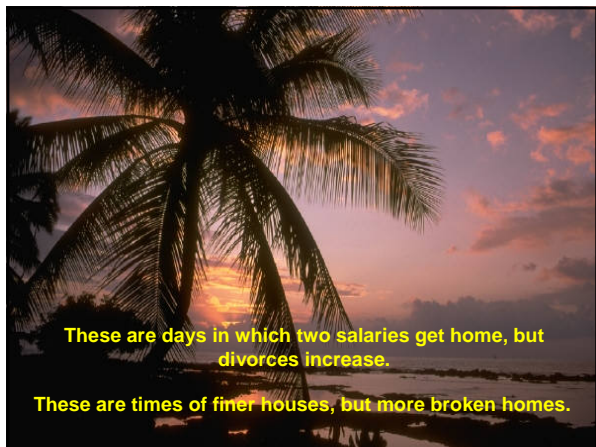
We have conquered the outer space, but not
our inner space.



We have higher income, but less morals....

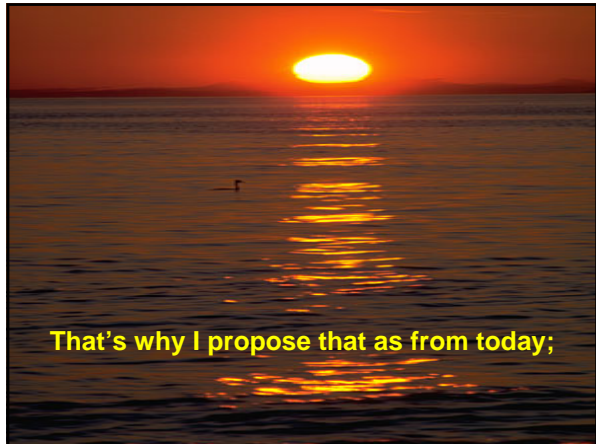
These are times with more liberty, but less joy....

With much more food, but less nutrition....

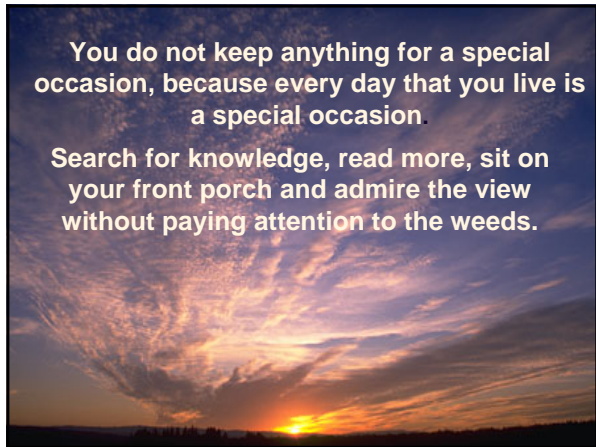


These are days in which two salaries get home, but
divorces increase.

These are times of finer houses, but more broken homes.



That's why I propose that as from today;

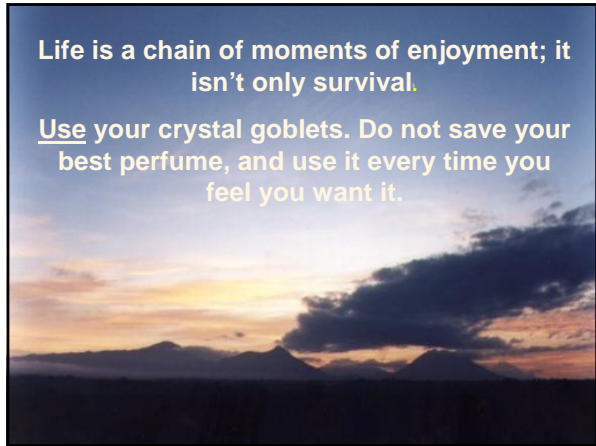


You do not keep anything for a special occasion, because every day that you live is a special occasion.

Search for knowledge, read more, sit on your front porch and admire the view without paying attention to the weeds.

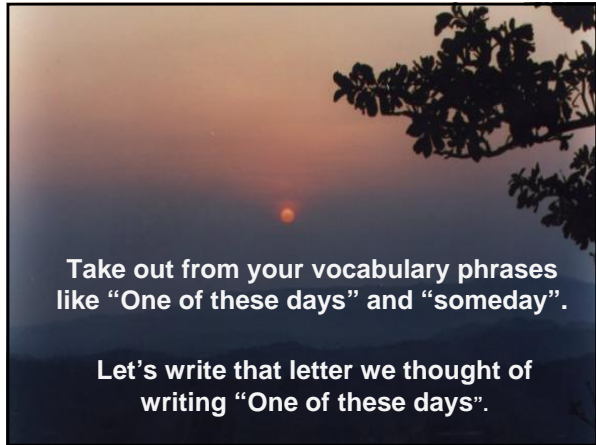


Pass more time with your family, eat your favorite food, visit the place you love.



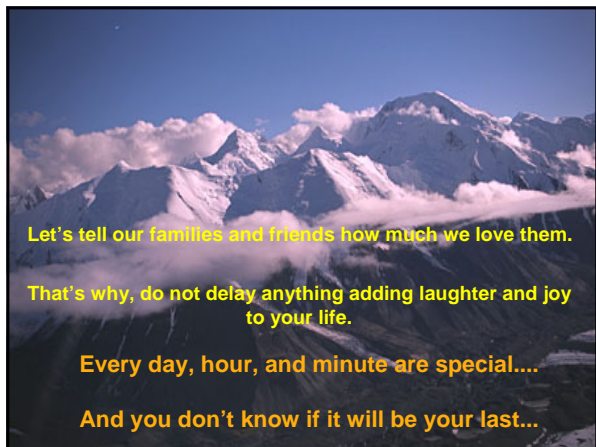
Life is a chain of moments of enjoyment; it isn't only survival.

Use your crystal goblets. Do not save your best perfume, and use it every time you feel you want it.



Take out from your vocabulary phrases like "One of these days" and "someday".

Let's write that letter we thought of writing "One of these days".



Let's tell our families and friends how much we love them.

That's why, do not delay anything adding laughter and joy to your life.

Every day, hour, and minute are special....

And you don't know if it will be your last...



**CULTURE
DIVERSITY
AND
HEALTH
CARE**

- ◆ What you are is God's gift to you.
- ◆ What you do is your gift to God!
- ◆ Psalm 139:14
