

Duke University Health System

Moments to Movement: Advancing racial, social and health equity

Executive Summary

At Duke Health, we aspire to help every patient, team member and community member have the opportunity to realize their full, healthy life potential from robust beginnings to dignified endings. To launch *Moments to Movement*, an initiative to advance racial, social, and health equity, Duke University Health System (DUHS) established a task force to plan and bring to life goals and priorities in three principle areas:

- People and Environment
- Patient Care
- Community Health

People and Environment – Sustain a Place Where Everyone Thrives and is Valued

Our people and the environment in which they work have been and continue to be top priorities for DUHS. We find ourselves confronting a history and present-day reality of persistent racism, social injustices and inequities. As such, it is essential to examine who we are and what we stand for as one of the largest employers in the state, particularly as it relates to diversity, equity, and inclusion. To fulfill our mission, we must make sure our culture is one in which our people thrive and are committed to delivering extraordinary patient care – that they want to be here; they want to contribute; and they want to care.

We understand that any positive change cannot be made without sustained intention and momentum. We aspire for our world-class brand to be a leader in this important space as we deliver on our values of caring for our patients, their loved ones, and each other.

To achieve the aforementioned, we will:

- Learn from our data—both quantitative and qualitative—to illuminate the truth and realities of our cultural DNA in order to reimagine and reach the desired future state;
- Heighten awareness and hold leadership accountable for exhibiting behaviors and actions supportive of this work;
- Ensure the necessary structure, resources, and programs are in place to attract, develop, and retain top talent and confirm practices are applied equitably; and
- Monitor our progress and performance against established plans to fuel a meaningful, impactful, and sustainable movement.

Patient Care – Deliver Tomorrow’s Health Care Today

At Duke Health, we believe that health equity is the foundation of quality. Given that high quality patient care is at the center of our mission, the pursuit of health equity must form the basis of our work. We need to widen the lens through which we view our quality performance to capture the impact of race on access to care, treatments, clinical outcomes, and patient experiences. Where inequities are identified, we must understand them at their root cause and commit to the countermeasures that create highest quality clinical outcomes for all.

To achieve this vision, we will:

- Establish health equity as a “mission critical” element of our quality work. We have modified our goal of *perfect patient care* as “providing what a patient wants and needs on time, the first time, *no inequity*, no error, no waste.”
- Define and measure access, treatments, clinical outcomes (both preservation of wellness and the restoration of health), and patient-reported outcomes through the lens of health equity and eradicate identified inequities within the medical model.
- Address socioeconomic determinants of health for our patients through population health management.

Community Health – Build Healthy Communities

Health doesn’t begin in the physician’s office or the hospital. It starts in our communities, in our homes, our schools, our places of worship, and our workplaces.

As a part of our vision to build healthy communities locally and globally, we will:

- Improve socioeconomic determinants of health through Healthy Durham and other partnerships:

Together, we will address the socioeconomic determinants of health, such as poverty, food insecurity, adverse childhood experiences, and racial equity. Through collaborative partnerships in the communities we serve, we aim to improve housing affordability and infrastructure; food security and nutrition; college and career-readiness; early childhood and school readiness; and non-profit capacity.

- Advance health equity, racial equity, and social justice through community engagement:

At Duke Health, we believe healthcare is a human right, and racism is a public health issue. We recognize that to advance health together, we must first acknowledge our history, engage as a partner with our community, and seek to understand and dismantle any systemic barriers and injustices that contribute to health inequities.

- Enhance behavioral health and well-being for all in the communities we serve:

We envision communities where everyone thrives, and that requires a commitment to behavioral health and well-being for all. The current pandemic and economic downturn have only exacerbated behavioral health needs, with the Kaiser Family Foundation finding

that 36.5 percent of adults in the U.S. reported symptoms of anxiety or depressive disorder in June 2020, up from 11 percent the year before. To address this need, we have invested \$100 million to build a Behavioral Health Center at Duke Regional Hospital. The Center will be the central hub for inpatient, outpatient, and emergency behavioral health services for our health system and the communities we serve.