



**Institute for Diversity  
and Health Equity**

*An affiliate of the American Hospital Association*

# Certificate in Diversity Management in Health Care Program



2019 CDM Cohort and Faculty



**Knowledge  
Wisdom  
Innovation**

**American Leadership Council  
for Diversity in Healthcare**

*A subsidiary of the Institute for Diversity and Health Equity • An AHA Affiliate*



**American Hospital  
Association™**

*Advancing Health in America*

# Certificate in Diversity Management in Health Care Program

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## DIVERSITY | INCLUSION | CULTURAL COMPETENCE

Diversity, inclusion and cultural competence are imperative for health care organizations, as the U.S. demographic landscape continues to change and regulatory agencies continue to implement requirements to improve safety and quality, reduce health care disparities and create more affordable care for patients. The need to understand these changes, and develop sustainable business strategies to manage them successfully, requires leadership that can manage the intersection between diversity and health care business strategy. For health care organizations, this successful intersection will impact the patient experience, employee engagement, leadership development, service excellence, and safety and quality. A health care organization with a robust diversity strategy can impact the overall health of their local community positively by helping to eliminate health disparities and reduce the cost of care. The Certificate in Diversity Management in Health Care (CDM) builds effective, diverse leaders who can help drive those results.

### Overview of the Program

The CDM fellowship is a 12-month blended curriculum that seeks to strengthen diversity leaders so they can improve the patient experience. This is accomplished by promoting a culturally competent workforce; leadership and governance that reflect the patients served to result in community involvement and trust; and strategies that drive increased business, higher performance and lower costs. During the fellowship, practitioners currently in the field of health care diversity management will develop skills that will allow them to make change in their organizations and in their communities. They will also develop a diversity/disparity plan that is linked to the strategies of their organizations.

This is the only comprehensive diversity certificate fellowship focused solely on health care and developed by accomplished diversity practitioners in the field. The CDM fellowship is designed and taught by experienced diversity practitioners and supported by the Institute.



### Target Audience

Professionals who are charged with the leadership or management of diversity programs for their health care organizations. The fellowship is designed to meet the individual practitioners' needs by providing leadership development, professional mentoring and support as they develop cutting-edge leadership skills for today's complex health care arena.

## Frequently Asked Questions

### How long does it take to complete the fellowship?

The fellowship takes one year to complete. During the course of the 12-month fellowship, fellows will complete nine content modules, and participate in two interactive on-site learning forums in addition to an online learning curriculum. Additional focus will be concentrated on the development of the individual's Diversity/Disparities Action Plan. To satisfy all course studies, CDM fellows should plan to allocate 120-150 hours over the program duration.

### What is the cost of tuition?

- Fellows from an active Institute member organization or two or more fellows from the same health care system: \$9,500
- Fellows who have completed their bachelor's degree: \$10,500
- Discounted tuition rates are available for fellows referred by members of the American Leadership Council for Diversity in Healthcare.

The full tuition is required in order to receive your CDM certificate. However, 50% of the tuition is due at the start of the program.

### What is required of me to participate in this fellowship?

The fellowship structure consists of multiple components. The pre-work is to be done in preparation for the on-site residency. Pre-work assignments will be released at least two weeks prior to the on-site residency. The on-site learning occurs twice for three-day residencies during the 12-month fellowship. The online learning allows students flexibility to complete course work on their own schedule. The fourth component consists of the development of the Diversity and Disparities Action Plan, a key element of the program, which allows the participant to develop a roadmap for the substantial change needed to address disparities and diversity issues in the participant's organization and community. Modules have been designed to promote effective learning through fellows' involvement in demonstration, discussion groups, teaching others, peer and self-reflection. Overall, the objective is to create and sustain a learning community whose members will continue learning and developing throughout their careers.

## Coursework & Curriculum

### Coursework

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The coursework for the CDM is designed to meet the needs and schedules of working professionals. The curriculum was developed by the American Leadership Council for Diversity in Healthcare (ALCDH), a subsidiary of the Institute for Diversity and Health Equity. While some diversity certificate programs concentrate on diversity theory, the CDM content and learning experiences included in this blended program are focused on the practice of diversity management in today's health care organizations. We use action-based research and knowledge and teach practical applications from the field. During the 12-month program, students will complete a brief orientation; attend two on-site residencies; and complete nine courses.

The final capstone project for the course is the "Diversity/Disparities Action Plan." This is a strategic, action-oriented roadmap for the change needed to address health care disparities and diversity issues in each student's institution and community. This plan uses applied learning and serves as the major integrating activity for the program and the content of each module. This is a deliverable of great value for the students' health care organization.

### Program Curriculum Descriptions

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#### 1. 21st Century Health Care

- Understand the political, economic and mission-based drivers of the modern American health care system and its uniqueness compared to other developed nations.
- Recognize the causes and effects of disparities in health and health care on both a system and individual level.
- Comprehend the Patient Protection and Affordable Care Act of 2010 and its implications on health equity, cultural competence, and vulnerable populations.
- Define and recognize the difference between fee-for-service care delivery models and accountable care delivery models and fully understand how a diversity initiative can intersect with an Accountable Care Organization.

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#### 2. Strategic Development and Implementation

- This module will aid in acquiring the baseline knowledge and tools to convert a strategic plan into operations. By using key project management tools and developing a comprehensive project plan for the Diversity Action Plan, this module includes content that will effectively utilize all aspects of the certification program to build or enhance the fellow's organization's plan.



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## 3. Topics and Trends

- This module is in place to maintain the relevancy of current topics and trends. Such areas have included unconscious bias, human trafficking, etc.
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## 4. Community Assessment, Data Analysis and Strategic Planning

- Participants will learn the requirements, components, analysis and application of a community health needs assessment (CHNA). This course will provide an understanding of the importance of data collection, and how evaluating community data significantly impacts the value and strategic direction of your diversity and community benefit programs.
- This course will help the participants develop an organizational response to a CHNA that meets the regulatory and accrediting body requirements; defines organizational goals, tactics, outcomes, and measures of success; informs and contributes to the organization's strategic plan; and identifies the role of the diversity practitioner in both contributing to the organization's strategic plan and addressing health and health care disparities.



## 5. Diversity, Inclusion and Talent Management

- This is an introduction to the practice of talent management. Develop and implement strategies to embed diversity and talent management into the strategic planning of the organization.
  - Examine and analyze traditional and non-traditional sourcing and recruiting methods to maximize diversity recruiting strategies.
  - Discuss and analyze strategies for retention, development, and career progression, succession for diverse employees.
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## 6. Cultural Competency and Health Care Disparities: Safety, Quality and Equity

- The purpose of this module is to examine the Enhanced Culturally and Linguistically Appropriate Services (CLAS) standards, including cultural competency and health care disparities and their impact on safety, quality and equity in patient care.
- Faculty will discuss their involvement in organizational and national projects to increase cultural competency and eliminate disparities at their health care organization.

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## 7. Language Services and Quality

- This module is designed to provide the participant with tools to initiate or enhance the provision of comprehensive culturally and linguistically appropriate language services within a hospital or health system.

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## 8. Supplier Diversity

- The purpose of this module is to examine the impact of supplier diversity on the health care industry, particularly supply chain and its influence on costs, logistics, operations and economic development of communities served by health care providers. This module will explore six dimensions of healthcare supplier diversity. These dimensions include the evolution of supplier diversity, the paradigm shift from entitlement to growth enabler, business proposition, business operations, healthcare and supply chain drivers and strategies. It also will examine strategies and tools health care providers can utilize to gain the advantages of a supplier diversity program.

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## 9. Diversity Marketing and Communications

- The purpose of this module is to assist participants in understanding their personal communications and thinking styles. They will learn how to conduct a stakeholder management analysis to better understand audience needs that enable the development of a successful communication and marketing plan to influence and persuades effective outcomes at all levels of the organization.
- Faculty will discuss their involvement in developing their business case documentation, organizations communications plans, and their experience with internal communication (senior leadership, middle management, board of directors and all associates). They will give you marketing products examples and tips on how they determined their approach in developing an external/internal communications and marketing plan.

**For more information or questions regarding the CDM program please contact:**

**Benjamin Wilburn**

Senior Inclusion and Diversity Specialist

American Hospital Association | Institute for Diversity and Health Equity

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# Institute for Diversity and Health Equity

*An affiliate of the American Hospital Association*

## About the Institute

In 1994 three progressive health care organizations, the [American Hospital Association \(AHA\)](#), the [American College of Healthcare Executives \(ACHE\)](#), and the [National Association of Health Services Executives \(NAHSE\)](#), united to create the Institute for Diversity in Health Management (Institute). Their call to action was a 1992 study that found that minorities represent more than 20 percent of hospital employees, but hold less than 1 percent of top management positions. The Institute has since gained the [Catholic Health Association](#) as a partner.

In recognition of the broader demand to increase leadership diversity and achieve health equity, in 2017 the Institute launched a new model with a new name, the **Institute for Diversity and Health Equity**. We have long believed that promoting diversity within health care leadership and tackling health disparities is critical to ensuring the highest quality of care for everyone.

***It is our vision to empower health organizations to provide equitable care for all persons.  
With that, we proudly declare our mission to advance health care equity, diversity and inclusion.***

The Institute for Diversity and Health Equity, a 501(c)(3) nonprofit organization, works closely with health services organizations to advance health equity for all and to expand leadership opportunities for ethnic minorities in health management. Our programs include:

- #123forEquity Pledge, [www.equityofcare.org](http://www.equityofcare.org)
- American Leadership Council in Health Management
- Bi-Annual Benchmark Survey on population health, equity and diversity in health care
- Career Center
- Certificate in Diversity in Health Management
- Graduate Internship Programs
- Diversity Dialogue Webinars
- National Leadership and Education Conference
- Symposiums and training workshops

**For more information on the Institute and its programs,  
please visit [www.diversityconnection.org](http://www.diversityconnection.org)  
or contact Benjamin Wilburn ([bwilburn@aha.org](mailto:bwilburn@aha.org)).**

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## Key Dates

**Application deadline: December 6, 2019**

### Spring 2020 Pre-work

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**December 13, 2019:** All acceptance letters sent.

**January 10, 2020:** Welcome package delivered electronically and mentor assigned.

**January 13, 2020:** Payment is due.

**January and February 2020:** Mentors connect with assigned fellows. Module pre-work to be completed.

### Spring 2020 Residency

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**Monday, March 16 – Thursday, March 19** | American Hospital Association, Chicago, IL

Day	Date	Time
Monday	March 16, 2020	6:00 p.m. – 8:00 p.m.
Tuesday	March 17, 2020	8:30 a.m. – 4:30 p.m.
Wednesday	March 18, 2020	8:30 a.m. – 4:30 p.m.
Thursday	March 19, 2020	8:30 a.m. – 1:00 p.m.

### Spring 2020 Post-work

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**March and April:** First residency post work to be completed.

**May:** Virtual midpoint check-in

**May and June:** DDAP prep-work to be completed

### Summer 2020 Pre-work

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**June and July 2020:** Mentors connect with assigned fellows. Module pre-work to be completed.

### Summer 2020 Residency

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**Tuesday, July 28 – Wednesday July 29** | American Hospital Association, Chicago, IL

Day	Date	Time
Tuesday	July 28, 2020	8:30 a.m. – 4:30 p.m.
Tuesday	July 28, 2020	6:00 p.m. – 8:00 p.m.
Wednesday	July 29, 2020	8:30 a.m. – 4:30 p.m.

### Summer 2020 Post-work

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**August and September:** DDAP consultations

Program	Date	Time
DDAP Presentations	September	To be determined
Virtual Graduation	October	To be determined
In Person Graduation	October	Optional

*Schedule subject to change*





# Certificate in Diversity Management in Health Care Program

## Application

### Registration for Enrollment – Certificate in Diversity Management – 2020

#### REQUIRED INFORMATION

Name			
Last	First	Middle	Former
Organization			
Organization name			
Work Address			
Street	City	State	Zip Code
Home Address			
Street	City	State	Zip Code
Communication			
Primary Email Address	Office Number	Mobile Number	

**Letter of Support / Sponsorship:** A letter from a direct supervisor confirming you as an important diversity leader within the organization.

**Personal Statement:** In two pages or less, please describe your goals for completing the CDM program. Also describe how you will adjust your other responsibilities to accommodate the commitment of 2-3 hours / week required to be successful in this program. Discuss your leadership/management experience focused on efforts to improve diversity and reduce health disparities.

**Resume:** Attach a resume which includes the following information:

1. Academic information including degree(s) major if applicable, and dates of degrees earned.
2. Employment information including name and address of employer, dates of employment, and nature of work or title.
3. Experience managing/leading efforts to improve diversity and reduce health disparities.

## Registration Instructions

The registration deadline for the 2020 cohort is December 6, 2019.

Please send your completed registration materials to:

Ben Wilburn, Institute for Diversity and Health Equity, [IFD-CDM@aha.org](mailto:IFD-CDM@aha.org).

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## Payment Options

Tuition for active member organizations or two or more fellows from the same health care system is \$9,500; all other fellows who have completed their bachelor's degree is \$10,500. 50% of the tuition is due at the start of the program. Full tuition is required in order to receive a CDM certificate.

### Invoice my organization

Name of Organization: \_\_\_\_\_

Attention of (title if applicable): \_\_\_\_\_

Street Address Line 1: \_\_\_\_\_

Street Address Line 2: \_\_\_\_\_

City, State, Zip Code: \_\_\_\_\_

### Pay by check

Please make check payable to Institute for Diversity and Health Equity and mail to:

Institute for Diversity and Health Equity  
75 Remittance Drive, Suite 1072  
Chicago, IL 60675-1072

**Pay by credit card or ACH. Provide contact phone number** \_\_\_\_\_

- ☐ Charge the entire amount (\$9,500 or \$10,500) to my credit card
- ☐ Charge half at the start of the program (\$4,750 or \$5,250),  
and half at completion (\$4,750 or \$5,250)

## Signature

I certify that all information submitted in this application and in any supporting documents of my candidacy for admission to the certificate program is complete and true to the best of my knowledge and belief. I understand that providing false and/or misleading information or failing to provide up-dated information can result in a withdrawal of an offer of admission.

By signing this application, I agree to:

- Make my best effort to attend all of the in-person sessions
- Complete all assigned course materials
- Select and complete a project for the program
- Present my project within the program and at my home institution
- Complete payment obligation

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_