



# IFDHE

AHA Institute for Diversity  
and Health Equity

## Certificate in Diversity Management in Health Care Program



2019 CDM Cohort and Faculty



**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 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 and equity programs for their health care organizations.

## Frequently Asked Questions

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

The fellowship takes approximately 10 – 12 months to complete. During the course of the 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/AHA member organization or two or more fellows from the same health care system: \$9,500
- Fellows who have completed their bachelor's degree: \$10,000

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

### 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 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). 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 program, students will complete a brief orientation; attend two on-site residencies (TBD); 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.

## 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:**

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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.

The Institute for Diversity and Health Equity, 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:

- 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.ifdhe.aha.org](http://www.ifdhe.aha.org)**

**or contact Benjamin Wilburn ([bwilburn@aha.org](mailto:bwilburn@aha.org)).**