



AMERICAN ACADEMY OF  
HOSPICE AND PALLIATIVE MEDICINE

## **Diversity Strategic Plan**

### **2015-2017**

**Prepared and presented to AAHPM for review by  
ASAE**

**Approved by the AAHPM Board of Directors on February 25, 2015**

Dear Colleagues:

We are delighted to share the Academy's multi-year diversity strategy and plan below, and to invite you to shape it by contributing to its realization in your own unique way.

As you may know, this diversity plan is a first for the Academy, which is very exciting. Thanks to the Board of Directors, SIG leaders, and staff for their support, guidance, and trust. We were able to engage you and other Academy members in critical efforts leading to this plan, such as:

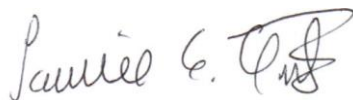
- facilitating World café conversations on diversity at the Academy's Annual Assembly,
- leveraging the American Society for Association Executives (ASAE) Association Inclusion Index to audit current diversity policies, practices, processes, and programs,
- developing and pilot testing a membership data collection strategy and rollout,
- framing AAHPM's vision for diversity, and
- identifying key themes for advancing diversity and AAHPM's 2012-2015 Strategic Plan.

This is just the beginning. We remain committed to making a difference. This is where the Academy needs you! As you review contents in this plan, please do consider how you might contribute to its realization as a member, volunteer, clinician, researcher, funder, or collaborator in advancing our field of palliative medicine and hospice.

In addition to the many hats you may wear, we hope that you have room for one more – diversity champion. Join us over the next three years to make a difference in the composition of the Academy's membership, cultural competency levels, and conversations that take place regarding the quality of hospice and palliative care.

Thank you for your support,

Members of the Diversity Advisory Group



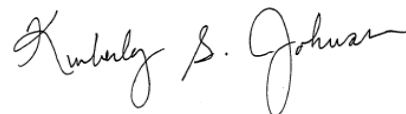
Tammie E. Quest, MD  
Diversity Advisory Group Co-Chair



Timothy E. Quill, MD, FACP, FAAHPM  
Diversity Advisory Group Co-Chair



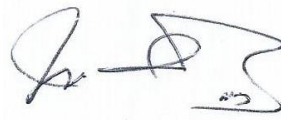
Ann Broderick, MD, MS



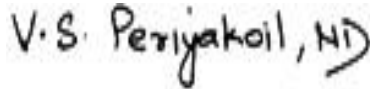
Kimberly Johnson, MD, MHS



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### **AAHPM's Diversity Statement**

To improve the quality of hospice and palliative care, AAHPM models inclusion and embraces diverse backgrounds and perspectives of those with whom we work and the patients and families we serve.

AAHPM is committed to building a community and field that is diverse across many dimensions, including age, gender, gender identity, disability, education, ethnicity, nationality, political opinion, professional experience, race, religion, sexual orientation, and socioeconomic status.

While a breadth of perspectives is important, we are especially concerned with creating space for the difficult conversations, hearing the voices least heard and providing leadership where it is needed in our governance, leadership, membership, operations, and programs, resulting in the delivery of culturally effective, respectful care to all patients and stakeholders.

### **Terminology**

#### Diversity

Diversity refers to the **composition** of a group of people from any number of demographic backgrounds, identities (innate and selected), and the collective strength of their experiences, beliefs, values, skills, and perspectives.

#### Inclusion

Inclusion is the **act of establishing philosophies, policies, practices, and procedures** to ensure equal access to opportunities and resources to support individuals in contributing to the organization's success.

## Cultural Competence

Cultural competence refers to **skills that facilitate positive effects on patient care delivery** that is respectful of and responsive to the health beliefs, practices and cultural and linguistic needs and preferences of diverse patients.

## **Role of AAHPM's Diversity Advisory Group**

Since its formation in 2013, AAHPM's Diversity Advisory Group has served to initiate the creation of a strategic plan to guide efforts to increase the Academy's commitment to diversity and inclusion both within the organization and in the broader field of hospice and palliative medicine.

## **AAHPM's Diversity Strategic Plan 2015-2017**

### **Overview**

In 2014, the AAHPM Board of Directors approved the Diversity Advisory Group's recommendation to engage ASAE's Office of Diversity and Inclusion in a collaborative effort resulting in AAHPM's multi-year diversity strategy and plan.

The multi-year plan is below and connects the dots between AAHPM's 2012-2015 Strategic Plan, evidence-based practices in diversity and inclusion, and core themes in diversity and inclusion as described by members, volunteers, SIG leaders, and thought leaders in the field.

## **AAHPM Strategic Goal: Strengthen Member Engagement**

### Theme: Membership Diversity

**Develop and implement a strategy to recruit and engage a membership base that reflects the changing demographics of patients and their families in the U.S. and our global society and represents a wide-range of professional experience.**

### Initiatives

- Determine process and practice for collecting and analyzing member demographics to establish a comprehensive baseline of membership
- Begin to track changes in the number and nature of member engagement (e.g. volunteers, writers, speakers, etc.) among members of AAHPM's underrepresented groups

### Outcomes

- Broader and deeper ties to diverse groups of clinicians, educators, and researchers in the field
- Strong message to diverse groups of stakeholders that the organization is multicultural in principle and practice

## Metrics

- Increased diversity among membership and volunteer leadership
- Majority of members volunteer to provide demographic data to AAHPM

## **AAHPM's Strategic Goal: Advance Knowledge and Competency**

### Theme: Cultural Competency in Patient Care and Programming

#### **Advance AAHPM programming relevant to diverse groups of members and stakeholders**

#### Initiatives

- Develop and implement multicultural communication and planning guidelines for AAHPM meetings and events
- Develop and implement speaker and presenter guidelines to assess and enhance of the delivery of information relevant to diverse groups at AAHPM meetings and events
- Develop and implement a strategy to assess and enhance knowledge and skills of hospice and palliative medicine practitioners in caring for an increasingly diverse population of seriously ill patients

#### Outcomes

- Greater attention of speakers and presenters to issues of relevance to diverse groups at AAHPM meetings and events
- Integration of the principles of diversity and inclusion throughout AAHPM programming
- Valuable preparation/foundation for practitioners and members seeking to improve knowledge and skills to provide respectful care to diverse populations

#### Metrics

- Greater attendance and participation among diverse groups of clinicians, educators, and researchers in AAHPM forums and programs
- Diversity objectives named for each presentation at AAHPM educational programming

## **AAHPM's Strategic Goal: Promote Quality Care and Evidence-Based Practice**

### Theme: Quality of Patient Care

#### **Document disparities and disseminate research on best practices for improving outcomes in underserved populations.**

#### Initiatives:

- Articulate AAHPM's three-to-five year research agenda on diversity; including the production, support, and dissemination of cutting-edge research to reduce disparities and improve the quality of care for seriously ill patients in underserved groups and their families

- Propose and assess research collaboration opportunities in diversity
- Facilitate mentorship opportunities, collaboration, and skill development for researchers interested in improving care for diverse groups
- Disseminate opportunities for external funding and participation in ongoing research to improve the care of underserved groups

**Outcomes:**

- Quality metrics for hospice and palliative programs that reflect cultural competence and the importance of patient diversity
- Greater community engagement in diversity for the purposes of advocacy, education, and research
- Increase in research to support evidence-based decision-making with respect to diversity and inclusion practices and policies that support our members in doing the same
- Production of literature through rigorous research that enhances our knowledge of diversity issues related to the field of hospice and palliative medicine
- Support the development of the next generation of members and professionals who are able to produce and disseminate research and contribute to the membership base of their profession
- Increase opportunities for mentorship, skill development, and greater awareness of funding to support members interested in conducting high quality research to improve care of underserved groups

**Metrics**

- Number of funded projects in hospice and palliative medicine that have a specific aim of diversity, inclusion, or cultural competence
- Number of mentorship opportunities initiated to target underserved populations including junior high, high school, collegiate, medical school and junior faculty

<u>Diversity Strategic Plan Themes</u>	Timeline for Initiatives  <b>2015</b>	Timeline for Initiatives  <b>2016</b>	Timeline for Initiatives  <b>2017</b>
<u>Membership Diversity</u>  <b>Develop and implement a strategy to recruit and engage a membership base that reflects the changing demographics of patients and their families in the U.S. and our global society and represents a wide-range of professional experience.</b>	<ul style="list-style-type: none"> <li>▪ Begin to collaborate with thought leaders in SIGs to develop outreach strategy, goals, and approach to increase membership diversity</li> <li>▪ Begin to determine process and practice for collecting and analyzing member demographics to establish a baseline (comprehensive) for membership (i.e. volunteer management, leadership development, program planning, etc).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finalize and pilot data collection process and practice for member profiles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finalize and pilot outreach strategy</li> <li>▪ Begin to evaluate results (i.e. completion of member profiles, composition changes in membership and volunteer leadership, etc), share lessons learned and recommendations (process and impact) for the future</li> </ul>
<u>Cultural Competency in Patient Care and Programming</u>  <b>Advance AAHPM programming relevant to diverse groups of members and stakeholders</b>	<ul style="list-style-type: none"> <li>▪ Begin to collaborate on the development of an approach and guidelines for enhancing knowledge and skills of hospice and palliative care practitioners in caring for an increasingly diverse population of seriously ill patients</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finalize and pilot diversity objectives named for each presentation at AAHPM educational programming</li> </ul>	<ul style="list-style-type: none"> <li>▪ Begin to evaluate results (i.e. attendance and participation of diverse groups in meetings/events) and share lessons learned and recommendations for further incorporating diversity into AAHPM meetings and events</li> </ul>
<u>Quality of Patient Care</u>  <b>Document disparities and disseminate research on best practices for improving outcomes in underserved populations.</b>	<ul style="list-style-type: none"> <li>▪ Articulate AAHPM's three-to-five year research agenda on diversity</li> <li>▪ Propose and assess (research) collaboration opportunities in diversity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publicize the Academy's three-to-five year research agenda on diversity</li> <li>▪ Disseminate opportunities for external funding and participation in ongoing research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Launch research agenda</li> <li>▪ Begin to facilitate mentorship opportunities, collaboration, and skill development for researchers</li> </ul>