

Transforming Times

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The sum of us is greater than our parts

In a zero-sum game, one person's gain is equivalent to another's loss. We may have seen this represented in games like tennis, chess and other competitive sports. There is one winner, and one loser. In Heather C. McGhee's recent book, *The Sum of Us: What Racism Costs Everyone and How We Can Prosper Together*, McGhee discusses how many Americans view race as a zero-sum game. There is an "us" and a "them". A writer, advocate and public policy expert, McGhee details how this logic has influenced public policy, when

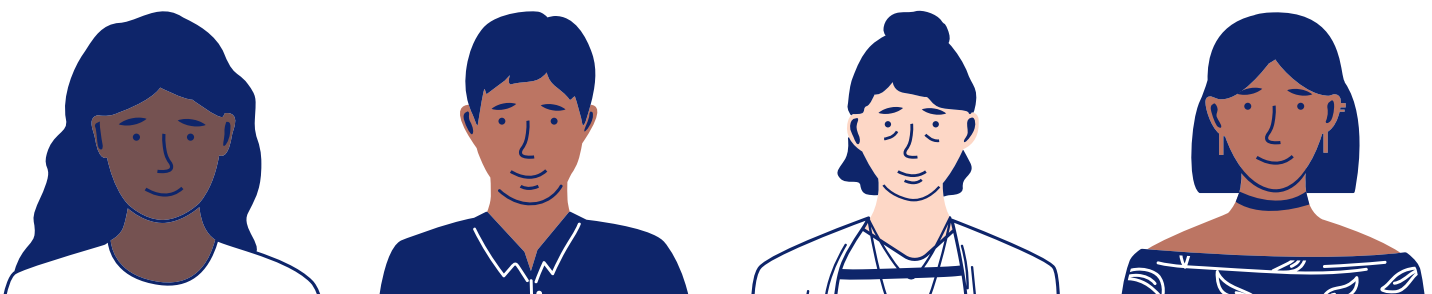
"Those who benefit from our country's drastic economic inequality sell the zero-sum story to block public support for any collective action that benefits us all."

There is a cost to us all when we remain divided. There is opportunity for us all to win, together. The sum of us is greater than the parts of us.

An example of this zero-sum thinking, as told by McGhee, is represented by the Oak Park Pool in Montgomery, Alabama, one of many public pools that opened across the country in the 1920s and 1930s. A Montgomery resident described the community asset as "a big, wonderful swimming pool." Its use was restricted to white residents only. In the 1950s, a federal ruling forced the desegregation of public spaces. In response, the Montgomery town council decided to drain the pool on January 1, 1959. In addition, all city parks and the Montgomery zoo closed down for a decade. Rather than allowing all residents to enjoy the community's recreation locations together, it was decided that no residents would be able to use them. Rather than considering it a win for all types of residents to have access to the communities' facilities, all residents lost the benefit of city parks. The pool remains closed today. As Heather McGhee says in her TED Talk, "Racism has a cost for everyone."

Our nation was founded on a belief in a hierarchy of human value. But we are about to be a country with no racial majority. So we can keep pretending like we're not all on the same team. We can keep sabotaging our success and hamstringing our own players. Or we can let the proximity of so much difference reveal our common humanity. And we can finally invest in our greatest asset, our people. All of our people.

Using our history as a guide, we must move towards an all-win perspective. We can be better than playing winners and losers. We can lean in, together, to create ways to lift each other up. In the coming months, Henry Ford Health will offer opportunities to engage in conversations across our organization on how we can move forward together and invest in all of our people. We will continue to celebrate the unique parts of us and focus on the great strength in the sum of us.



Generation with promise alum pursuing impactful healthcare career

Ali Lakhani was attending Henry Ford Early College when a teacher suggested he apply to participate in Henry Ford Health's Generation with Promise (GWP), a program that supports young people, families and schools in pursuing healthy lifestyle choices. He was accepted into the program and remained engaged as a Youth Wellness Ambassador for four years, 2012-2016. During that time, he gained access to influential mentors and gave a presentation in 2015 at the American Public Health Association's annual conference.

Ali credits this eye-opening experience as the driving factor in his choice to focus his career on public health and health equity. He received his undergraduate degree in 2020 and is the Trauma Recovery Coordinator and Physical Therapist with Henry Ford Health while he prepares for medical school. While finishing his bachelor's degree, in the early days of the COVID-19 pandemic, he researched the benefits of prone positioning for people in acute respiratory distress and helped lead a team to

implement this strategy at Henry Ford Hospital.

"It's easy to see that there is a lack of access and some true inequities in healthcare," Lakhani says. "I've seen that social determinants of health come into play and have a major impact on the overall health of those we serve."

Ali's professional goal is to work in an emergency department, because it's a common place for some patients to get care, or in trauma surgery. He wants to support experiences that allow people to heal from healthcare-related traumas that have kept them from regular interaction with their healthcare providers and prevent such experiences as well. Generation With Promise is proud to work with young leaders like Ali.

New cohort of healthcare equity scholars learning tools of the quality-improvement trade

In April of 2022, Henry Ford Health launched a third cohort of its Healthcare Equity Scholars Program (HESP), kicking off a year-long experience for emerging leaders who want to learn how to foster changes in organizational culture that promote equitable health outcomes. HESP is geared toward creating experts equipped to address disparities at the departmental and organizational level. To do this, each participating Scholar will develop and implement a quality improvement or research project that addresses disparities. In turn, the program will work to integrate lessons learned from HESP projects into organizational policies, processes or infrastructure, and support Scholars in sharing findings more broadly.

Two previous cohorts of Scholars completed the program in 2015 and 2017. For this iteration, HESP received 59 applications from HFH staff members across the organization. Of those, 36 participants were admitted to the new cohort. Program faculty members Dr. Denise White-Perkins, Dr. Marla Rowe Gorosh, and Amanda Holm, MPH (a Scholar in the program's first cohort and a consultant to the second), were delighted with the burgeoning interest in equity and health justice.

"As Dr. King said, 'the time is always right to do what is right,'"

noted Dr. Rowe Gorosh, Organizational Consultant to the Office of Diversity, Equity, Inclusion and Social Justice.

"HESP is a vehicle for organizational transformation focused on 'doing right' to decrease disparities."

The cohort meets on a monthly basis, with participants engaging in interactive learning activities and project planning, and will culminate in a graduation event and Project Showcase in June 2023.

Grant project spotlight: trusted FACE aims to ensure communities are protected from the pandemic

The Association of American Medical Colleges (AAMC) has awarded a grant to Henry Ford Health to launch Trusted FACE (Faith Based Activation for COVID Elimination), which will employ multiple faith-based approaches to bolster our Faith Community Nursing and Health Ministry (FCNHM) team's efforts to build trust in the COVID-19 vaccine. Trusted FACE is one of five partnerships nationwide to receive funds from the AAMC's Center for Health Justice. The Trusted FACE partners will convene an advisory team, develop and conduct trainings, and facilitate community outreach events to ensure convenient COVID-19 vaccine access.

Made up of pastors, FCNHM nurses, local public health experts, and HFH leaders, the advisory team will meet quarterly to facilitate bidirectional communication, learning and collaboration among all participants. Additionally, the team will create prerecorded messages promoting the COVID-19 vaccine to disseminate through social media, during health education trainings, and at faith community events. Trusted FACE materials will be vetted by the advisory team to ensure messages are relevant, culturally sensitive, and easily understood by those with low levels of health literacy. Trainings will enhance attendees' confidence and competence in promoting the uptake of COVID-19 vaccines among their congregations, promote safe policies that align with public health guidelines, and encourage ongoing emergency preparedness.

The partnership is in the early stages of its journey. Project Leads for this initiative are Denise White-Perkins, MD, PhD, Director of HFHS Healthcare Equity Initiatives and Vice Chair of Family Medicine, and Janet Banks-McElrath, RN, MA, Coordinator of HFHS Faith Community Nursing and Health Ministry Network.

New Life Ambassadors for Christ Church, New Calvary Baptist Church, and Shekinah Tabernacle Gospel Church will each host two community outreach events where our FCNHM network will provide health information, address social needs, and offer attendees the opportunity to be vaccinated. Partners are excited to work together on building trust and confidence among our most marginalized and minoritized communities.



Henry Ford Cancer Institute's PAACT project works to boost enrollment of Black and African American participants in clinical trials

Historically, clinical cancer research trials have failed to enroll a representative number of Black and African American (BAA) individuals, leading to worse health outcomes. As a response to such disparities, Henry Ford Cancer Institute (HFCI) developed the Participatory Action for Access to Clinical Trials (PAACT) project, which is using an innovative community-based participatory research (CBPR) approach to design, adapt and pilot interventions addressing cancer clinical trial participation barriers among BAA. This project is led by Dr. Evelyn Jiagge, Assistant Scientist, Hematology/Oncology, Henry Ford Cancer Institute, and Dr. Barbara L. Brush, Professor, School of Nursing, University of Michigan.



Dr. Evelyn Jiagge

Beginning January 2021, HFCI collaborated with Henry Ford's Global Health Initiative and Department of Community Health, Equity, Wellness and Diversity; the University of Michigan; and the Detroit Urban Research Center, which has a strong history of implementing CBPR programs, to convene the PAACT Steering Committee. The Steering Committee is composed of representatives of community- and faith-based organizations serving BAA people in Detroit. The group reviewed the literature for evidence-based strategies to engage these communities in cancer clinical trials, and to engage healthcare systems in change processes. The Steering Committee also worked to develop and disseminate qualitative and quantitative research with BAA community members, cancer patients and survivors. HFCI healthcare providers conducted research aimed at better understanding the barriers and facilitating factors to participation in clinical trials.



Dr. Barbara L. Brush

“We’re now preparing to engage the Steering Committee and a range of community stakeholders in interpreting the collected data to inform our strategies,” said Doreen Dankerlui, Senior Program Manager for the PAACT project.

“Then we’ll be ready to pilot selected strategies to assess Black and African American patients’ intentions to participate in cancer clinical trials, and providers’ intentions to be part of system changes to support these goals.”

A systematic review of evidence identified a variety of effective recruitment and retention strategies, focusing on those that generated patient acceptance rates of 50% or more into cancer clinical trials. The results of the focus groups, interviews and survey reflected important community experiences with the health system, cancer clinical trials, and systemic, socio-cultural, and economic barriers to participation, and produced recommendations for improving processes. The team’s goal is to incorporate these community voices to improve recruitment and retention strategies and participation rates, and ultimately result in better treatments and health outcomes for patients with cancer.

For Sophia Chue, Executive Director of the Caribbean Community Service Center (CCSC), a Detroit-based community service and advocacy organization and member of the Steering Committee, the PAACT approach has been a breath of fresh air. She says,

“Their proactive approach to ensure the voices of Black Immigrants are involved at the inception of the conversation versus as a distraction once the process is defined, validates inclusion and diversity in the results.”

PAACT Steering Committee Community Member Organizations:

Friends of Parkside
Eastside Community Network
Grace Community Church
Survivors Still Serving

Neighborhood Services Organization
Caribbean Community Service Center
Ghanaian Association of Michigan
Institute for Population Health



Greater Detroit Area Health Council honors HFH leaders with Salute! to Health Care award

In May of 2021, the Greater Detroit Area Health Council (GDAHC) held its “Salute! To Health Care” awards, honoring people in our industry who are driving change, reducing costs, and increasing the quality of healthcare in our region. Dr. Kimberlydawn Wisdom, Vice President for Community Health and Equity & Chief Wellness and Diversity Officer, commented on the Sy Gottlieb Award presented to Bob Riney, formerly President for Healthcare Operations and Chief Operating Officer, and currently President and Chief Executive Officer, and the Guardian of Health award, presented to Janet Banks-McElrath, RN, Coordinator of Community Health Education Programs and a Faith Community Nurse.

The Gottlieb award goes to a leader who demonstrates leadership longevity, acts as a catalyst for collaboration, and advocates for racial equity and removing disparities in care. Dr. Wisdom described how Bob has served as a visionary and inspirational leader for Henry Ford Health System, especially during the toughest days of the pandemic, and noted that Janet leads Henry Ford nurses serving more than 40 faith-based communities that were hit hard by COVID.

“Congratulations to them for their fortitude,” Dr. Wisdom said. “They have been put to the test and met the challenges brought by COVID.”

“In the literal sense, compassion means to ‘suffer together,’” said Jill Yore, Director of Faith and Community Health and Janet’s supervisor. “Janet truly walks alongside the community, demonstrating her compassion for others who are suffering.”

Dr. Wisdom remarked upon the speed of change happening in these pandemic times, and observed that this made the awardees’ accomplishments all the more remarkable. Henry Ford Health has been proud to be a long-standing GDAHC stakeholder. We look forward to continuing our partnership to improve the health and well-being of our diverse region through compassion, innovation, equity, integrity and knowledge.



Catching up with GDAHC

In the time since the Salute! To Healthcare awards, GDAHC has transitioned from being a stand-alone organization to becoming integrated into the work of the Michigan Public Health Institute (MPHI). Now directed by Dr. Caira Boggs, GDAHC has maintained much of its previous scope of work, partnering with community-serving organizations and convening coalitions around different projects and topics. The move solidifies MPHI's investment in networking and partnerships in Detroit and Southeast Michigan. GDAHC is now housed in MPHI's Center for Health Equity Practice, which promotes social justice around health equity, and connects with many related projects at the Institute. GDAHC offers training, strategic planning, technical assistance, research and evaluation support to partner organizations working on projects related to community health needs. They can partner with smaller organizations to develop and write grant proposals and serve as a fiduciary if needed. As Dr. Boggs says,

“Whatever we can do to be collaborative and help organizations reach their goals, that’s the role we’re looking to play in our communities.”

HFH continues to partner with GDAHC on projects related to maternal and infant health, adolescent diabetes, and more. Other areas of interest for GDHAC include the opioid epidemic, technology solutions, and culturally responsive engagement. To connect with GDAHC and explore partnerships, email DetroitServices1@mphi.org or use the QR code to get started.



Henry Ford proud! Several HFH staff, pictured here with the organization's float in front of our corporate headquarters, participated in the Motor City Pride parade on June 11, 2022. Team members walked with the float as an estimated 40,000 people attended Michigan's largest Pride festival.



HFH Thrive partners with Operation Gratitude to support workers on the front line

Henry Ford's employee wellness program, Thrive, offers a comprehensive approach to the whole person's well-being, with the goal of happier, healthier employees. When the COVID-19 pandemic hit, Thrive swung into action and partnered with Operation Gratitude, which engages in volunteer service and acts of gratitude toward military and first responders nationwide, to secure a donation for front-line employees at HFH. Operation Gratitude shipped \$166,000 worth of snacks, drink products, and cosmetics to help employees feel thanked and cared for.

The items were shipped from California to HFH corporate headquarters in Detroit and the Thrive Employee Well-Being team coordinated the receiving and distribution effort. Volunteers from the Center for Health Promotion and Disease Prevention, Employee Assistance Program, Public Health Sciences, Shipping, and Transportation assisted with repacking the donations. Thrive delivered gift bags to more than 50 HFH locations, including 7 hospitals and 32 medical centers, with 65 of Thrive's Wellness Innovators using EAP's Care Carts to bring bags to employees. Thrive estimates that at least half of all HFH employees received at least one Operation Gratitude item from the project.

Nancy Goodwin, Project Manager for Employee Wellness and Thrive, said

"We received several notes of gratitude, thanking us for the donations and offering appreciation for a token of recognition at a difficult time."

The pandemic has reminded us that healthcare workers aren't just first responders – they are community members and human beings doing extraordinary work to care for us all. Thrive and Operation Gratitude represented a gesture toward thanking them for their efforts and honoring their work and sacrifice.



Flash from the past: Henry Ford Health offers virtual observances to safely honor Dr. Martin Luther King Jr.

Though we couldn't always convene in-person to celebrate and contemplate the wisdom of Dr. Martin Luther King, Jr. in recent years, HFH offered virtual events in commemoration. One of the final events we held as an organization before pandemic shutdowns scuttled in-person celebrations was HFH's 20th annual MLK Day celebration at Henry Ford Hospital in Detroit. Presaging the virtual events to come, it was livestreamed to about 1,000 attendees, including team members, retirees and community members at multiple locations. The program featured keynote speaker Dr. Dale Okorodudu, CEO of DiverseMedicine and author of *How to Raise a Doctor*. Dr. Kimberlydawn Wisdom presented the 2020 Health Equity And Leadership (HEAL) Award to the CATCH Charity for Children for supporting thousands of families of HFH patients over the decades.

In 2021, HFH partnered with the Charles H. Wright Museum of African American History for a virtual celebration of Dr. King's life and legacy. Viewers enjoyed a keynote speech by Yamiche Alcindor, White House correspondent for PBS NewsHour and political contributor to NBC News and MSNBC, who discussed the intersections of race and politics in the U.S.

For the 2022 event, HFH developed a pre-recorded video to stress the importance of putting Dr. King's words into action to achieve true equity. The virtual observance featured an interview with Henry Ford's 2022 Health Equity and Leadership Award winner Hiram Jackson, CEO of Real Times Media (RTM) and the publisher of the Michigan Chronicle, along with remarks from Henry Ford leaders. RTM is the largest owner of African American newspapers in the United States.

One example of bringing these offerings forward into our work was a virtual discussion session held in November of 2021 on the documentary "Black Men in White Coats," about the lack of support for Black men practicing medicine. Hosted by Dr. Martina Caldwell, Medical Director for Diversity and Inclusion, and featuring five Black male doctors, the panel covered a range of salient issues related to the lack of Black men in medicine, many of which stem from the absence of a supportive "pipeline" to encourage Black youth and young men and keep them on the path to a medical career. Noting that programs to encourage Black youth to pursue medical careers may have broader impacts than simply graduating more Black physicians, panelist Dr. Cedric Mutebi, DEIJ Changemaker Fellow with the Henry Ford Medical Group, noted:

"The definition of success has been so Eurocentric that we have to change the way we define what it means to be successful."

About 50 participants enjoyed a wide-ranging discussion around the root causes of this disparity, including the need for formalized mentorship programs and enhanced allyship from those who don't share an identity as Black people. Panelists recommended speaking up and standing up for the benefits of diversity, as well as hiring physicians and other staff who reflect the community in which they practice.

Henry Ford Health, staff members earn honors and recognitions

Human Rights Campaign (HRC) Award

For three years running (2019, 2020 and 2021), all five HFH hospitals received 100% scores on the HRC Healthcare Equality Index (HEI) Award for their commitment to providing equitable and inclusive care and support for lesbian, gay, bisexual, transgender and questioning (LGBTQ) patients and employees. HFH is the only health system in Michigan recognized as a destination for LGBTQ care, employment and community partnerships. HFH was recognized for its many LGBTQ-inclusive practices and policies, including a gender-based non-discrimination policy that specifically considers discrimination and harassment on the basis of sexual orientation and gender identity; gender neutral bathrooms at all HFH locations; the PRIDE Employee Resource Group (ERG) dedicated to the needs of LGBTQ patients, employees and community members; and equal employment benefits for married LGBTQ team members and their partners.



Dr. Kimberlydawn Wisdom

Senior Vice President for Community Health and Equity & Chief Wellness and Diversity Officer, was listed in Modern Healthcare's 100 Most Influential People in Healthcare in 2021, along with former HFH President and CEO Wright Lassiter. The list honors individuals in healthcare who are deemed by their peers and the senior editors of Modern Healthcare to be the most influential individuals in the industry in terms of leadership and impact. This year, in June 2022, Dr. Wisdom was listed in Modern Healthcare's 50 Most Influential Clinical Executives as well, which highlights clinical leaders who "found ways to adapt, innovate and focus on the true bottom line: the patient." The honor is based on readers' votes and input from senior editors, with criteria including actions nominees took to help their organizations meet financial, operational, and clinical goals; steps they took to respond to the COVID-19 pandemic, and ways nominees addressed the aims of improving community health, clinician burnout and patient experience while lowering costs.



Bethany Thayer MS, RDN, FAND

Director of the Center for Health Promotion and Disease Prevention, is the recipient of the Academy of Nutrition and Dietetics' 2022 Medallion Award, honoring Academy members "who have shown dedication to the high standards of the nutrition and dietetics profession through active participation, leadership and devotion to serving others in nutrition and dietetics." The award will be presented at the Academy's annual conference in October of 2022. In addition, Beth was appointed to the Academy of Nutrition and Dietetics' Consumer Protection and Licensure Subcommittee for 2022-23. The subcommittee's focus is to support licensure for Registered Dietitian Nutritionists and medical nutrition therapy across the U.S., and align laws across different states to allow for future reciprocity.



Jaye Clement, MPH, MPP

Director of Community Health and Strategy in the Department of Community Health, Equity, Wellness and Diversity, was selected for Crain's Detroit Business 2021 Notable Rising Stars in Healthcare. She was lauded for her leadership of the Women-Inspired Neighborhood (WIN) Network and development of the Community Health Worker Hub. "An emerging leader for Henry Ford Health System and the greater Detroit community, Jaye demonstrates a remarkable propensity for service leadership, innovative problem solving, generating system alignment to reduce inefficiencies and promote equity, and community partnership building and engagement," said Dr. Kimberly Dawn Wisdom, Senior Vice President of Community Health & Equity and Chief Wellness & Diversity Officer for HFH. Studies of women who participated in the WIN Network cohort have shown the initiative increases the number of full-term births, increases breastfeeding and reduces the risk of infant mortality compared to all births in the City of Detroit.



Dr. Denise White-Perkins

Director of Healthcare Equity Initiatives in the Office of System Diversity, Equity and Inclusion, was named a "Top Doc" by Hour Detroit Magazine and featured in a photo spread in October of 2021, along with multiple other Henry Ford Health physicians and providers. Dr. White-Perkins commented on the emerging phenomenon of "long COVID," in which patients exhibit long-term symptoms and health effects after contracting the virus. She noted the need to ensure people of color are referred to facilities that treat the condition, and called for research on differences in patient experiences and outcomes along racial/ethnic lines or other social determinants of health. "The COVID-19 pandemic really shined a huge light on how societal inequities in income, access to technology, transportation, occupational exposure, etc. can really impact one's risk for infection, severity of disease, and experience of illness," White-Perkins said, noting that workers who cannot deflect those risks (by working from home, for example) are more vulnerable to the consequences (such as lost wages) of becoming ill and experiencing chronic symptoms and complications.



Amanda Holm, MPH

Senior Project Manager in the Center for Health Promotion and Disease Prevention, was elected Secretary-Elect of the Association for the Treatment of Tobacco Use and Dependence, a U.S.-based organization serving an international membership of tobacco treatment professionals. She will serve in this role for a one-year term, followed by a two-year term as Secretary through the end of 2024. This is her first experience serving on the Board of Directors of a national organization.

Expand your recipe horizons with The Healthy Table

Starting in 2022, Center for Health Promotion and Disease Prevention Director Bethany Thayer began contributing a weekly column, "The Healthy Table," that appears in the Sunday edition of the Detroit Free Press. The column highlights popular recipes from the Henry Ford LiveWell blog, with an explanation of each recipe's nutritional value. The column appears in the paper's print edition, reaching over 225,000 subscribers, as well as on the web, with an average of 10,000 page views per column. To view the column, use the QR code or go to freep.com and search for "Thayer". For more recipes, visit henryford.com/blog, scroll down to "Find Healthy Recipes" and click Browse Now.





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