

# University Health's Health Equity through Action and Leadership (HEAL) Strategic Plan 2024

University Health's mission is to improve the good health of the community through high quality compassionate patient care, innovation, education and discovery. Advancing health equity for our patients and community improves quality and safety. In collaboration with our partners, University Health is committed to identifying root causes of health disparities and implementing evidence-informed solutions to advance health equity and improve health outcomes. This Health Equity through Action and Leadership (HEAL) Strategic Plan describes how University Health will advance health equity. The plan is organized into five domains. For each domain, University Health identified three-year goals and specific priorities for the current year.

To learn more and follow our progress, please visit our website:

<https://www.universityhealth.com/public-health/home>



## I. Advance Health Equity as a Strategic Priority

Goal 1: Define University Health's ongoing commitment to advance health equity as an organizational priority.

2024  
Priority

- Adopt a health equity policy.
- Educate staff about the health equity policy and strategic plan through at least three different channels.
- Publish an annual report on health equity initiatives and share with the community.



## II. Enhance Infrastructure to Support Health Equity Initiatives

Goal 2a: Enhance data infrastructure to support health equity initiatives.

Goal 2b: Promote workforce connections and belonging at University Health.

2024  
Priority

- Assess the percentage of patient records in Epic that have accurate documentation of race, ethnicity, language and disability (REaLD) data.
- Offer three activities to promote workforce connection and belonging to University Health staff.
- Implement strategies to acquire talent for new facilities in underserved areas.



## III. Identify Health Disparities

Goal 3: Analyze access, process, utilization and outcomes data by geography, REaLD and SOGI to identify to where disparities exist.

2024  
Priority

- Stratify at least three measures by geographic, socioeconomic and/or demographic variables.



## IV. Implement Evidence-Informed Interventions to Reduce Health Disparities

Goal 4a: Enhance organizational capacity to reduce health disparities and advance health equity.

Goal 4b: Recognize and address the non-medical drivers that affect the health of patients, staff and the community.

Goal 4c: Reduce the burden of disease and improve quality of life and life expectancy for all people who have, or are at risk for, the most common diseases.

2024  
Priority

- Translate the University Health website into Spanish.
- Propose equity-focused priorities for the next legislative agenda.
- Invite Patient Family Advisors to participate in at least three equity initiatives.
- Conduct and disseminate an analysis of how University Health employs, uses and trains community health workers (CHW) and individuals in CHW-like roles.
- 25% of patients admitted to the hospital who are 18 years or older at time of admission are screened for all of the following non-medical drivers of health: food insecurity, housing instability, transportation needs, utility difficulties and interpersonal safety.
- Report to CMS the percentage of patients screened positive during their hospital admission for each of the following health-related social needs: food insecurity, housing instability, transportation needs, utility difficulties and interpersonal safety.
- Calculate the baseline for percentage of patients who screened positive for health-related social needs and had their needs addressed.
- Develop and implement at least two written action plans with measurable goals that describe how University Health will address identified health care disparities in our patient population.
- Develop and implement a plan for reducing the burden of diabetes for our patients and community.



## V. Partner with the Community to Advance Health Equity

Goal 5a: Improve the community conditions that affect health.

Goal 5b: Secure sustainable funding for health equity initiatives.

2024  
Priority

- Identify local organizations collaborating with University Health on health equity initiatives and patient and community priorities.
- Host five outreach efforts to foster and enhance engagement with small, minority, women and veteran business enterprises (SMWVBE) vendors.
- Finalize a list of community health equity projects that University Health Foundation will pitch to prospective donors.