



THE SULLIVAN ALLIANCE

# Transforming America's Health Professions

Strategies for Developing State Alliances

May 15, 2008



# Dr. Louis W. Sullivan



- The Honorable Louis W. Sullivan, M.D. –Chair, The Sullivan Alliance
- Founding Dean and first President of Morehouse School of Medicine (MSM).
- Secretary of the U.S. Department of Health and Human Services (HHS) - 1989 to 1993.
- Chairman of the board of the National Health Museum in Washington, D.C.
- Chair of the President’s Commission on Historically Black Colleges and Universities
- Co-Chair of the President’s Commission on HIV and AIDS from 2001-2006.
- A member of numerous medical organizations, including the American Medical Association and the National Medical Association, Dr. Sullivan was the founding President of the Association of Minority Health Professions Schools. He is a former member of the Joint Committee on Health Policy of the Association of American Universities and the national Association of Land Grant Colleges and Universities.

# How Big is the Problem?

## URM Participation in Nursing, Medicine, Dentistry and Professional Psychology

- US Population – In 2000 was 25.3% African American, Hispanic American, Native American
  - Nursing 12.4%
  - Medicine 6.1%
  - Dentistry 6.8%
  - Psychology 6.9%



# Minority Health Professionals: The Historical Challenge

- Always a significant shortage of minority healthcare professionals in the U.S. because of:
  - Slavery
  - Segregation
  - Discrimination
  - Less opportunity in our society
- 1900 – 148 schools of medicine in US/Canada
  - 7 Predominantly Black – Training virtually all black physicians
- 1910 – Flexner Report
- 1925 – Medical Schools in U.S. reduced to 80
  - 2 of the 7 black schools judged to be academically adequate (Meharry, Howard)



# Minority Health Professionals: The Historical Challenge

- 1950s -1960s - Health Manpower Legislation
  - 46 new medical schools, expansion of medical schools
  - Expansion of other health professions programs – nursing, public health, development of physician assistant programs
- 1960s – 1980s
  - Expansion of educational capacity in the healthcare professions
  - Efforts to develop a more racially and ethnically diversified healthcare professions workforce
    - Academic institutions
    - Government
    - Private agencies



# Today's Reality

- As America's population has become increasingly diverse, glaring disparities in the quality of care, especially along racial, ethnic and economic lines, have led to thousands of premature deaths, pain and suffering, and lost productivity annually
- The realities we confront in the U.S. today parallel certain situations faced by developing nations
- Present/pending health manpower shortages...a glaring absence of leadership in Washington
- *States must lead the way*

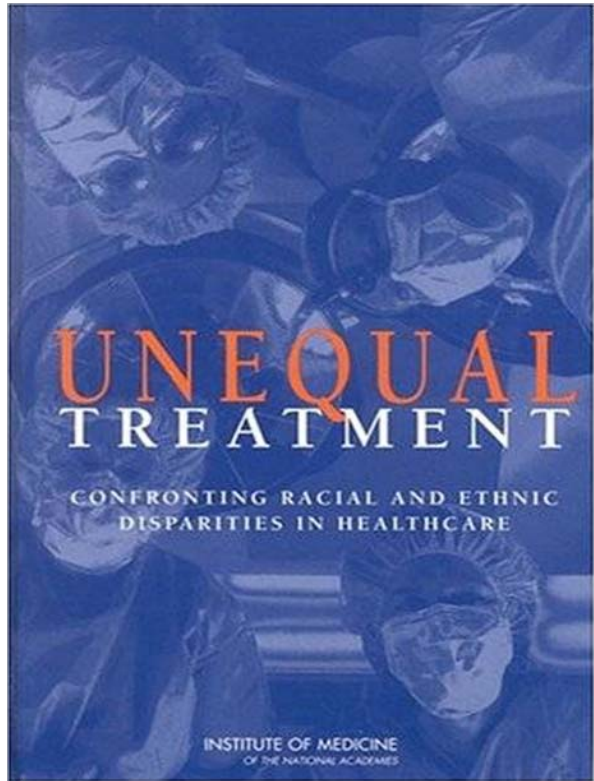


# Dr. Jeanne C. Sinkford



- Jeanne Sinkford is Associate Executive Director of the American Dental Education Association, and Director of the Association's Center for Equity and Diversity. She is also Professor and Dean Emeritus, Howard University College of Dentistry. Dr. Sinkford's distinguished career in dental education includes serving as Dean of Howard University College of Dentistry from 1975-1991.
- Dr. Sinkford is a nationally and internationally renowned dental educator, administrator, researcher and clinician. She finished first in the dental class of 1958 at Howard University before pursuing graduate study at Northwestern University where she received her M.S. (1962) and Ph.D. (1963). She completed a Pedodontic Residency at Children's Hospital National Medical Center in 1975. Dr. Sinkford became the first woman dean of a dental school in the U.S. in 1975. She served in that capacity for 16 years.
- Dr. Sinkford holds honorary degrees from Georgetown University, the University of Medicine and Dentistry of New Jersey, and Detroit-Mercy University. She has received Alumni Achievement Awards from Northwestern University and Howard University and numerous other Citations for Exceptional Professional Achievement. Dr. Sinkford was selected as an Outstanding Leader in Dentistry by the International College of Dentists. She is the first woman to be so honored.
- Dr. Sinkford has been a member of the Institute of Medicine, National Academy of Sciences since 1975.

# Congressionally Mandated IOM Report (2002)



## 5 Major Findings + 19

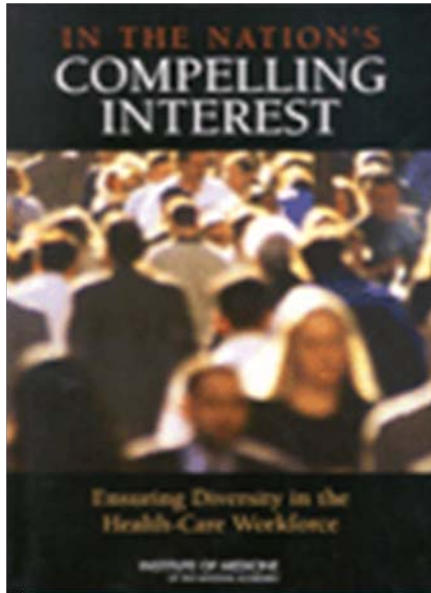
### Recommendations, including:

- Finding: Racial and ethnic minorities tend to receive lower quality healthcare than non-minorities, even when access-related factors, such as patient's insurance status and income, are controlled

### Recommendation 5-3:

- Increase the proportion of underrepresented U.S. racial and ethnic minorities among health professionals

# In the Nation's Compelling Interest (IOM, 2004)



- Report addresses benefits of greater diversity among health professionals and provides strategies that may increase diversity in five areas, including:
  - Admissions policies and practices in health professions at education institutions
  - Public (e.g., state and federal) sources of financial support for health professions training
  - Standards of health professions accreditation organizations as relates to diversity
  - The 'institutional climate' for diversity of health professions at education institutions
  - The relationship between Community Benefit principles and diversity

# MISSING PERSONS: MINORITIES IN THE HEALTH PROFESSIONS

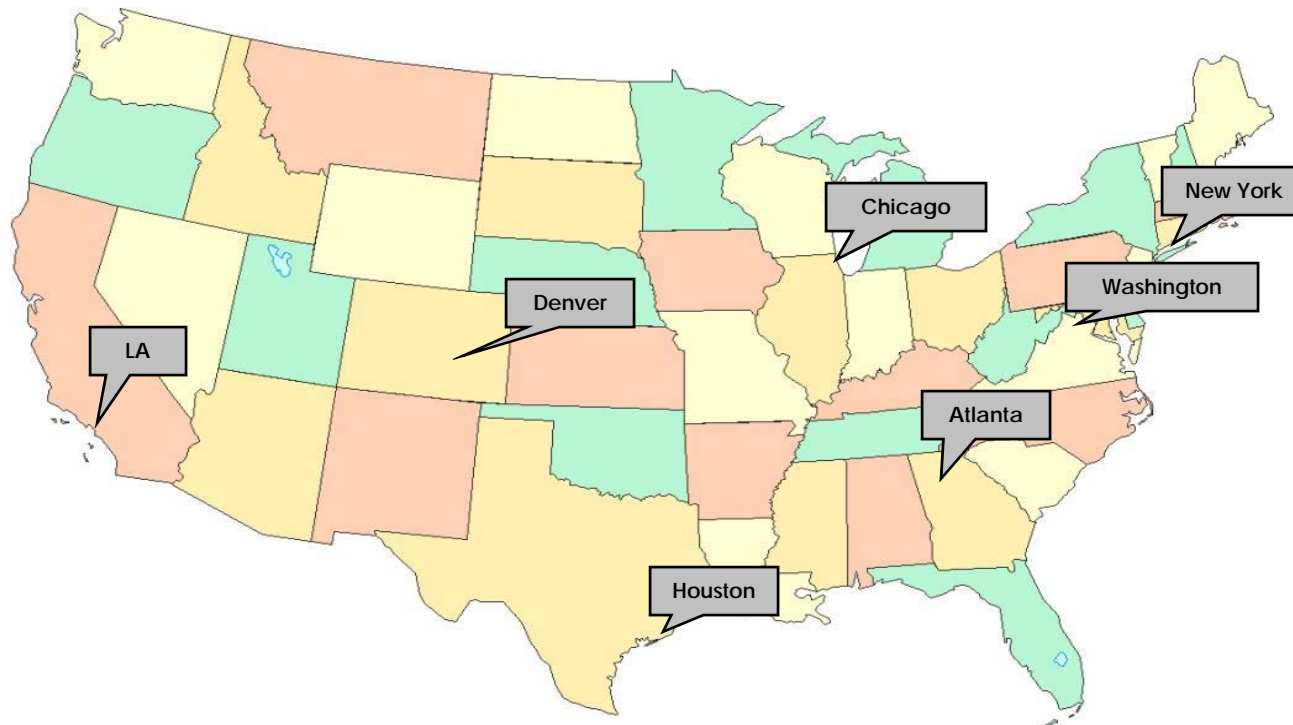
A REPORT OF THE SULLIVAN COMMISSION ON  
DIVERSITY IN THE HEALTHCARE WORKFORCE



THE SULLIVAN COMMISSION



# Sullivan Commission Field Hearings



Los Angeles  
Denver  
Houston  
Chicago  
Atlanta  
New York

**FINAL REPORT:**  
Washington

# The Sullivan Commission Report

## Missing Persons: Minorities in the Health Professions

The Sullivan Commission put forth **37 recommendations** based upon 3 overarching principles:

1. **Culture** of health professions' schools must change in order to increase diversity in the health professions;
2. **New and nontraditional paths** to the health professions should be explored;
3. **Commitments** must be at the highest levels of our government and in the private sector.



# Transforming Health Professions



Sullivan Commission on diversity in the health professions



Institute of Medicine panel on health professions diversity



THE SULLIVAN ALLIANCE

# Dr. Geraldine Bednash



- Geraldine Bednash, PhD, RN, FAAN, was appointed executive director of the American Association of Colleges of Nursing (AACN) in December 1989. In her role, Dr. Bednash oversees the educational, research, governmental affairs, publications, and other programs of the organization that is the national voice for baccalaureate and graduate-degree education programs in nursing – *the nation's largest health care profession*.
- Dr. Bednash currently serves on the Affiliates Council of the Association of Academic Health Centers, and serves on the editorial board of several leading nursing publications, including *Nursing Spectrum*. Her publications and research presentations cover a range of critical issues in nursing education, research, clinical practice, and legislative policy.
- Before joining AACN, Dr. Bednash was assistant professor at the School of Nursing at George Mason University and a Robert Wood Johnson Nurse Faculty Fellow in Primary Care at the University of Maryland. Dr. Bednash received her Bachelor of Science degree in nursing from Texas Woman's University, Master of Science in nursing from The Catholic University of America, and doctorate in higher education policy and law from the University of Maryland. She is a fellow of the American Academy of Nursing and member of nursing's national honor society, Sigma Theta Tau International.

# Capturing Best Practices

## National Leadership Symposium on Health Professions Diversity

March 13, 2007, Washington, DC

- The Sullivan Alliance brought together approximately 55 leaders from the more successful health professions institutions to:
  - Identify the most important lessons learned from effective strategies for increasing diversity in the health professions; and
  - Build a foundation for ongoing dialogue and resource sharing to enhance diversity
- Three themes emerged:
  - Leadership and accountability
  - Pipeline programs
  - Accreditation standards



# Capturing Best Practices

- Leadership and Accountability
  - Leaders need to demonstrate a commitment to diversity by engaging the community, creating a culture within the institution which supports the implementation of a strategic plan that establishes goals for success and mechanisms for accountability, dissemination of best practices and outcomes, and development of resources to support the financial requirements of related programs.
  - Leaders should be accountable to others, including: boards, constituencies, and the community.



# Capturing Best Practices

- Accreditation Standards
  - The concept of excellence should include a racially and ethnically diverse population, including students and faculty; and efforts to recruit and graduate diverse health professions students must be viewed as a nationwide goal, as well as a specific goal of individual institutions.
  - Accreditation standards can play a key role in ensuring a broad commitment to diversity of students and faculty, as well as ensuring diversity content in curricula.



# Capturing Best Practices

- Pipeline Programs

- Pipeline programs at every level are critical, as are programs that ensure: teacher preparation and support for quality K-12 science and math programs; and by community colleges, 4-year colleges and graduate-level universities, community hospitals, teaching hospitals, and healthcare systems, in efforts to increase health professions diversity.



# Dr. Michael Ehlert



- Dr. Ehlert studied Bioengineering at the University of Toledo (Ohio) and International Leadership and European Policy in Bonn, Germany. He received his medical degree from Case Western Reserve University.
- As AMSA National President he represents over 68,000 members and U.S. medical students. His tenure has seen the development of initiatives on leadership and local/state chapter growth, and strategic partnerships with national organizations. Additional important priorities for the term of his presidency have been diversity in the healthcare workforce, and continued AMSA momentum around global health equality, the National Health Service Corp, healthcare for all and student debt issues.
- Dr. Ehlert begins his Urology residency in Michigan next month.

# Evolving Partnerships

- Sullivan Alliance
  - IOM/Commission reports led to action
  - Build capacity beyond SMDP, SNMA MAPS
  - Students need a voice and a ROLE in Alliances
  - Active mentors
- AMSA, SNMA, NNLAMS, APAMSA, SOMA, AMA-MSS
- Congressional Black Caucus, TriCaucus
- AMSA Website Development with AMSA Foundation
- Internships at AMSA office in D.C.



# Current Student Initiatives

- Achieving Diversity in Dentistry and Medicine
  - <http://www.amsa.org/addm/index.cfm>
  - 2003, 4 year HRSA-BHP grant
  - Leadership Training Programs
  - Cultural Competency and Ethnogeriatrics Curricula
  - Pipeline Grants for students
- AMSA - American River College Conference
  - 1000+ pre-health students
  - Community College students
  - 70% URM
- Direct Advocacy
  - NHSC, Students Debt, Title VII, uninsured



# The Next Generation

- Pre-health and health professional students are a key asset.
- Need for resources to teach students mentoring Skills
- Missed opportunities for community outreach
- AMSA: 68,000 members
  - **“Enriching Medicine Through Diversity”**
  - Chapters at each MD and DO medical school
  - Pre-medical, medical, resident membership
  - Historically lead curriculum reform
  - Access to diverse populations and students



# Why State Alliances?

- Lack of federal focus or commitment
- States directly involved in addressing the:
  - Health access needs of citizens
  - Education gaps
- Commitment within the academic community to identifying and nurturing students, faculty and administrators of diverse backgrounds
- Formalizing the relationships inter- and intra-campuses results in real change...a direct increase in the number of qualified students committing to graduate studies within the health professions



# What Is a State Alliance?

- Formal collaboration between higher education institutions dedicated to developing a more robust, diversified healthcare workforce pipeline for their state, and therefore, the nation
- Currently, our most well-established state alliance is the Virginia/Nebraska Alliance ([www.vanealliance.com](http://www.vanealliance.com)).
- The states of Florida, Maryland and North Carolina are developing alliances using the Virginia/Nebraska framework.



# The Virginia-Nebraska Alliance



EASTERN VIRGINIA MEDICAL SCHOOL



# State Alliances: Getting Started

- Identify the core institutions for the formal alliance
- Assess institutional resources
  - Financial
  - Programmatic
  - Human capital
- Which of the 37 recommendations from the Sullivan Alliance should be your top focus?
- Develop an independent organizational structure for the alliance
  - Identify a chair person and/or an executive director who can spend full time on the project for the first 6-12 months
  - Apply for 501(c)(3) status
  - By-laws
  - Statement of Affiliation
  - Establish evaluation and monitoring systems and communication strategies



# State Alliances: Sullivan Alliance Support

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- Planning
- Leadership availability
  - Participation in organizing/launch meetings and/or events
- Full Alliance membership access
- Startup funding strategies
- Development of initial Alliance programs – summer research internships and others. Build around the academic health school centers with students and faculty from the undergraduate programs



# State Alliances: Next Steps

- Correct timing is both a science and an art...BEGIN!
- Persistence and optimism are essential...BEGIN!
- Take the long view. Incremental change is better than no change...BEGIN!
- Maintain frequent communication and coordination with your allies...the Sullivan Alliance as well as our funders: the Kellogg Foundation, Aetna Foundation, California Wellness Foundation, and Robert Wood Johnson Foundation – all recognize the urgent need and the importance of your work – we all will help...BEGIN!



# Contact Information

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