

HAWAII – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

HAWAII PACIFIC CHAPTER OF ACHE
AN INDEPENDENT CHAPTER OF



American College of
Healthcare Executives
for leaders who care[®]

SPRING 2024



KARA GORMONT, FACHE
REGENT HAWAII-PACIFIC

MESSAGE FROM THE REGENT

Kara Gormont, FACHE
Message from your ACHE Regent

Hawaii Regent Message: Embracing Big Ideas and Big Plans at the 2024 ACHE Congress on Healthcare Leadership

It is with great pleasure that I was fortunate enough to assume the position of Regent for the Hawaii/Pacific Regent Area of the American College of Healthcare Executives this year at our annual Congress. I'm even more honored to have accepted this transition after the esteemed legacy of Micah B. Ewing, FACHE, who served our Chapter with distinction as the immediate past Regent. We are better for his leadership, vision, and dedication. I am honored by this opportunity and looking forward to continuing his legacy of service to our Chapter.

This year's theme at the 2024 ACHE Congress, "Big Ideas, Big Plans," resonates profoundly within the healthcare community. This year, we focused on the transformative power of digital technologies to revolutionize healthcare delivery. Central to our discussions are the concepts of Digital Transformation, the reduction of administrative burdens, and the profound impacts on improving transitions and continuity of care, ultimately empowering our community to achieve better health outcomes.

Digital Transformation and Decreasing the Burden of Administration

One of the most pressing challenges in healthcare today is the administrative burden on healthcare personnel, often considered a source of burnout. Digital Transformation offers a promising solution to this pervasive issue. By automating routine tasks and streamlining workflows through advanced electronic health records (EHRs) and artificial intelligence (AI), healthcare providers can reclaim valuable time to focus on patient care. AI-powered tools can handle scheduling, billing, and data entry with precision and efficiency, reducing the risk of human error and freeing clinicians from mountains of paperwork.

These advancements are not merely about improving efficiency; they are about enhancing job satisfaction and reducing burnout among healthcare professionals. We can foster a more supportive and sustainable working environment by diminishing administrative burdens, which is crucial for retaining top talent and ensuring high-quality patient care.

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KARA GORMONT, FACHE
REGENT HAWAI'I-PACIFIC

REGENT MESSAGE CONTINUED

Digital Transformation and the Hope for the Future

The future of healthcare shines brightly with the promise of Digital Transformation. Technologies such as telemedicine, remote patient monitoring, and wearable health devices redefine how care is delivered and accessed. Telemedicine, for instance, has expanded access to healthcare services, particularly for patients in remote or underserved areas, which, for our island state, is vital in providing necessary services to people in the communities where they live. This not only improves patient outcomes but also addresses disparities in healthcare access.

Moreover, predictive analytics and big data enable more personalized and proactive care. By analyzing patient data, healthcare providers can identify potential health issues before they become critical, allowing for earlier interventions and better health management. This shift from reactive to proactive care represents a monumental leap forward in pursuing health and wellness.

Digital Transformation and the Impact on Transitions of Care

Transitions of care, such as discharges from hospitals to home or other care settings, are critical junctures that often determine patient outcomes. Digital Transformation enhances these transitions by ensuring seamless communication and coordination across the care continuum. EHRs, accessible by all patient care team members, provide a comprehensive view of the patient's health history, current treatment plans, and follow-up requirements.

This coordinated approach reduces the risk of errors, readmissions, complications, and length of stay. At Queen's Healthcare System, we recently opened the Aukahi Center. A command center where skilled healthcare personnel have all this information at their fingertips and, through better information, drove the length of stay down by half a day within just a few months of starting up. This type of technological breakthrough and human decision-making is critical not just for the financial benefit of a decreased length of stay, but also for the patient experience offered by returning a patient to their loved ones.

Digital Transformation and the Power to Care for the Community

At its core, Digital Transformation empowers healthcare providers to better care for their communities. By leveraging technology, we can address social determinants of health, track population health trends, and implement targeted interventions. Community health initiatives can be more effectively managed and monitored, ensuring that resources are allocated where they are most needed.

The 2024 ACHE Congress encouraged us to embrace the Big Ideas and Big Plans that Digital Transformation brings. As your new Regent, I'm looking forward to working with you, learning about your Big Ideas and Big Plans, and transforming healthcare delivery across our state together. We can create a future where technology and aloha unite to deliver exceptional care, reduce burdens, and uplift our communities. #AccessIsAloha

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SUZANNE ASARO, MPT, MBA,
FACHE
PRESIDENT
ACHE HAWAI'I-PACIFIC CHAPTER

PRESIDENT'S MESSAGE

Aloha Hawai'i Pacific ACHE Members,

The year 2024 has started on a high note for our chapter, and we have a series of exciting events planned for the rest of the year. Our new board and committees have been diligently organizing events and programs that resonate with your feedback. This spring, we conducted a Chapter Needs survey to better understand the services that matter most to you. Based on your responses, we will continue to adjust our offerings to meet the evolving needs of our members. We always welcome your input and encourage you to share your ideas with us at any time.

In this newsletter, our committee chairs have shared updates on their efforts to support our membership. This year, we are pleased to welcome many new committee members who have eagerly contributed their time and expertise. I am deeply grateful for their behind-the-scenes work and dedication.

As we move into the second half of the year, please stay tuned for updates on events and programs via email and our LinkedIn page. Our website is currently being revamped, and we anticipate unveiling a refreshed version by the end of the year. We appreciate your patience and will keep you informed on our progress.

We are thrilled to announce that Bill Santulli, ACHE Chair, will be our keynote speaker at the Annual Meeting on Thursday, July 25. Join us for breakfast, chapter updates, member recognitions, and networking opportunities. Bill will also provide national ACHE updates. If you haven't registered yet, please do so—we look forward to seeing you there.

I am excited to connect with all of you at our upcoming events, both in person and virtually. Please feel free to reach out to me with any questions or suggestions for our chapter. Thank you for your ongoing support of the Hawai'i-Pacific Chapter of ACHE.

Many thanks,

Suzanne Asaro, MPT, MBA, FACHE
President, ACHE Hawai'i-Pacific Chapter

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COMMITTEE UPDATES

MEMBERSHIP COMMITTEE

Our local Hawai'i-Pacific Chapter membership remains strong with over 230 members. Since the beginning of the year, we've received notification of 22 new members and we look forward to continuing to welcome new members and seek out feedback for how we can best serve you as an ACHE Chapter. We just completed a new member social event and although turnout was light, the conversation, camaraderie and food were all excellent! As we were no doubt affected by the change in venue due to an unexpected power outage downtown – we look forward to hosting another event soon – and hopefully we'll be able to keep it 'as scheduled' this time. We look forward to seeing you at our upcoming annual meeting in July!

MENTORSHIP COMMITTEE

We are thrilled to announce the launch of the 2nd Cohort for our Mentorship Program aimed at fostering growth and development within our ACHE Chapter. Whether you are a seasoned professional eager to share your expertise or a motivated individual looking to learn and grow, this program is designed for you! Mentors, your guidance and experience will make a lasting impact on the next generation of leaders. Mentees, seize this opportunity to gain invaluable insights and advice from those who have walked the path before you. Join us in this journey of learning and collaboration. Together, let's build a stronger, more supportive community. Look for future communication on how to sign up to be a mentor or mentee and embark on this enriching experience!

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COMMITTEE UPDATES

SPONSORSHIP COMMITTEE

As the sponsorship year kicks off (our new Sponsor year is June 1st to May 31st each year), I'm thankful for all the support we've been receiving from our legacy sponsors as well as some new partners! A special thank you as well to the Sponsorship Committee (Kristen Croom, Stephanie Guy, Micah Ewing, and Kailani Amine) and Claudia Crist who was instrumental in securing our newest Platinum Sponsor!

Our legacy Platinum Sponsors who have renewed for '24-'25 sponsor year are Kaiser Permanente, Hawaii Pacific Health, and Adventist Health Castle. Your continued support is essential to our chapter's success, and we truly appreciate all that you do!

We are also pleased to welcome our newest Platinum Sponsor, the University of Hawaii Shidler School of Business. A special thanks to Dean Vance Roley for his commitment to advancing healthcare leadership in our community. We are also excited to announce our new Silver Sponsor, Kalaukia Enterprises LLC. Thank you, Claudia! Your support is invaluable to us.

With the backing of these fantastic sponsors, we're more motivated than ever to continue growing our impact in Hawaii and beyond. Mahalo nui loa to all our sponsors for your dedication and partnership!

If you know of any potential sponsors who might be interested in supporting our mission, please reach out to myself or our sponsorship committee. Your referrals can help us grow and achieve even more together!

Mahalo,

Kenny Morris, MBA

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COMMITTEE UPDATES

EDUCATION COMMITTEE

We are offering exciting educational opportunities and events for aspiring healthcare leaders looking to expand their knowledge and skills. Upcoming events include interactive panels, keynote speakers, and networking. These initiatives not only aim to empower future healthcare leaders with strategic insights but also encourage collaboration and networking within the dynamic healthcare community.

Last year, we launched our first Neighbor Island onsite in-person event. We began in Kona on the Big Island and this year we will be offering our first Maui event scheduled in October. It is great that we have diverse perspectives from all islands and Guam and important that we are representing all healthcare leadership needs from our communities.



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EVENTS

ACHE HAWAI'I – PACIFIC CHAPTER MEMBER SOCIAL & NETWORKING EVENT JUNE 25, 2024



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EVENTS

ACHE HAWAI'I – PACIFIC CHAPTER ANNUAL MEETING JULY 25, 2024

Please join us for breakfast at our Annual Business Meeting on July 25, 2024 from 6:30–8:30 AM. We will be presenting chapter updates, our Regent Awards and have the opportunity to network with your colleagues. We are pleased to have Bill Santulli, FACHE, Chair of ACHE, as our keynote speaker. We look forward to seeing you in person at the Prince Waikiki or virtually.

ACHE HAWAI'I PACIFIC CHAPTER JOIN US: ANNUAL MEETING

WHEN	Thursday, July 25, 2024
WHERE	Prince Waikiki Hotel
WHAT TIME	6:30am-8:30am

Keynote Speaker:
William P. Santulli, FACHE

**Please register on
Eventbrite by:
July 22, 2024**

AGENDA

6:30am-7:00am: Registration/Breakfast
7:00am-7:40am: Annual Meeting
7:40am-8:10am: Keynote Speaker
8:10am-8:30am: Networking

Please register in
Eventbrite if you are
attending in person.

Eventbrite Link

If you are attending
virtually, please use the
Zoom link sent via email.

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COMING SOON

Please save the date and be on the lookout for email and LinkedIn updates to register for the following events as they get closer:

Maui Education/Networking Event:

- **2 Panel Presentations, followed by Networking session**
- **Location: Maui Memorial Hospital**
- **Date: October 18, 2024**

Student/Early Careerist Education Event:

- **Location: Queens Education Conference Center**
- **Date: October 28, 2024**

AONL/ACHE Conference:

- **2 full days of education, full agenda coming soon!**
- **Location: Prince Waikiki**
- **Date: November 14-15, 2024**



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BOARD MEMBER SPOTLIGHT

Meet

Kara Gormont, FACHE



Why did you choose healthcare as your career path?

- I wanted to be able to make a difference and felt compelled to a career that touched lives and made a difference.

What is your role in your organization?

- Vice President of Enterprise Access, Ambulatory Services, and Primary Care

What are your primary areas of interest or concern as a healthcare leader?

- Access to Care
- Digital Transformations
- Decreasing the Burden of Administration
- Quality of Care
- Compassionate and Dignified Dying
- Decreasing Health Disparities
- Transformational Change
- Acquisitions and Mergers
- Global Health

How long have you been a member of ACHE/active roles?

- Twenty one years since my Masters Program at The Ohio State University

How has ACHE benefited you in your professional career?

- ACHE has consistently provided an opportunity for me to connect into a community any where the military moved me. With moving every couple of years, I always found ACHE as an anchor. Later I realized that there were so many connections across my many assignment and volunteer support roles in ACHE. I was put off by "networking" at first, until this became my community. We all need to belong to something. It is a privilege to be part of the ACHE community of leaders, all who are committed to improving the health and lives well lived in their communities.

What role(s) would you like to see ACHE play in the local healthcare community?

- I would like to see ACHE serve the role of growing future leaders. I would also like to see ACHE providing a place for people who share the same values and commitment to our community's well-being to meet and work together to solve complex problems we cannot resolve on our own.

Is there anything else you would like to share with our ACHE members?

- I think I will share that you will get back what you put into the organization. It can become a place that stays with you throughout your career and enriches your professional experience, or it could be a waste of money. All the makings of a great place to find education, mentorship, connection, and inspiration are here if you chose to engage in all the organization has to offer.

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BOARD MEMBER SPOTLIGHT

What is your role in your organization?

- Currently, I oversee the outpatient and inpatient rehabilitation services and cardiac rehab services at Straub Medical Center. I work with a dynamic leadership team to improve the health of our community. With over 15 years of leadership experience in both ambulatory and acute operations in Hawaii, I value the collaboration between healthcare systems, united in the goal of caring for our community.

Why did you choose healthcare as your career path?

- My mom was a nurse, and growing up, she was a role model, caring for others even before I fully understood her professional and personal contributions. She returned to complete her master's in healthcare administration while I was still in school, instilling in me a lifelong passion for learning. As I started my clinical career as a physical therapist in various settings, I was always interested in processes and how we could improve patient care as a team. This continues to drive me to this day.

What are your primary areas of interest or concern as a healthcare leader?

- As a healthcare leader, I am passionate about developing local healthcare professionals and supporting their professional growth while building systematic approaches and breaking down silos. Strengthening and supporting our healthcare leaders ultimately creates a stronger foundation to address community healthcare needs and improve the quality of care we provide daily.

Meet Suzanne Asaro, FACHE



Is there anything else you would like to share with our ACHE members?

- I am deeply appreciative of the work ACHE has done over the years to support healthcare leadership. I encourage all members to get involved, even at a small level. We value the strengths our members bring, and together, we can continue to enhance the resources we provide to support our members and our community.

How has ACHE benefited you in your professional career?

- ACHE has provided excellent educational and professional development opportunities that have been pivotal in my leadership growth and in mentoring other healthcare professionals. The opportunities to network and engage with dedicated healthcare leaders across many organizations throughout our state has also been incredibly beneficial..

What role(s) would you like to see ACHE play in the local healthcare community?

- The Hawai'i-Pacific Chapter of ACHE is an excellent organization that supports the continuous professional growth and collaboration of healthcare leaders across the Pacific. ACHE's role in fostering collaboration across organizations to address evolving healthcare initiatives is a valuable asset to our healthcare community.

How long have you been a member of ACHE/active roles?

- I was first introduced to ACHE as an MBA student in 2009. Initially, I did not take full advantage of the opportunities ACHE offered. However, after several years, I became active by joining committees and later serving as a Director on our board. I am humbled to be our chapter's President this year, working with our board to support our membership.



PERSPECTIVES

The Ripple Effect of Connecting

Deborah J. Bowen, FACHE, CAE

A simple gesture can make a significant impact.

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A well-known quote widely attributed to Mother Theresa is, “I alone cannot change the world, but I can cast a stone across the waters to create many ripples.” It’s not clear if she actually said that, but the intention behind those words are instructive to leading, nonetheless. Our interactions matter, regardless of how insignificant they may seem in the moment, and we oftentimes don’t realize the impact the simplest act can make.

I saw a news segment earlier this year titled “Mr. Bill’s Village,” which can be found at cbsn.ws/3vTtTem. It’s the story of Bill, a man in Cabot, Ark., who walked five miles each direction—two hours round trip—to his overnight shift at a local retailer. A couple of years ago, a woman named Christy saw Bill walking and offered him a ride. That’s when she learned he’s legally blind, and walking is his only way to get around town. After that, she began driving him whenever she could.

But she wasn’t always available, so she started a Facebook group called Mr. Bill’s Village in hopes that a few people in the community would offer him a ride when possible. The Facebook group exploded and now has more than 6,000 followers. Residents around Cabot help Bill get around nearly every day. But what is even more inspiring is that such a simple gesture created a domino effect of goodwill and friendship—a sense of a community that cares.

There has been a lot of discussion about the leadership skills of the future and what will be required of all of us to navigate a viable path forward. It’s true we will need to learn about AI and leveraging capital and resources in new ways. We have to be smarter, faster and more agile. But I would also suggest that we are still in a business in which people matter, relationships matter, and they require we never lose sight of our own humanity.

Bill’s story is one reminder of that power—a kind gesture that turned into much more. Small actions can help turn the tide on a dark day, help us address a problem we are trying to solve or lead to the next step in a career. It’s the handwritten thank-you card you never expected, or taking time to check in with a team member or listening carefully to someone when we ask, “how are you?” Simple acts can help someone smile and be reminded we are not alone in this work. And perhaps unexpectedly, they inspire others to do the same in their own interactions, creating momentum that can impact a team, or a department, or perhaps even an organization or entire community.

No doubt you have many stories to celebrate that come from the caregivers and other members of your workforce to comfort patients, families or colleagues. Having just finished our 2024 Congress on Healthcare Leadership, I am equally struck by the ripple effect of our community. For example, the volunteers who review resumes or provide advice to a student to help them advance in our field. Or the casual encounters that happen in the elevator, in the hallway or at a session that may lead to something more.



PERSPECTIVES

The Ripple Effect of Connecting

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A simple gesture can make a significant impact.

ARTICLE CONTINUED

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Within ACHE, peer-to-peer connections are our most powerful recruiter, and through others they can create a ripple effect to support those around us. I've heard so many stories about how someone met their next boss, was inspired to be a Fellow or was encouraged to attend a local event. I have gotten personal notes from attendees about how the speakers and sessions at Congress allowed them to find renewal or hope—turning a challenge into an opportunity. Our community is alive with support.

There is a lot of talk about mental health and the loss of our connections to each other. We are losing ground in the battle of our own social capital. As a community of leaders, we each have the power to pay it forward—to help someone. Informal gestures such as handwritten notes, a smile in an elevator, or celebrating wins and sharing something positive on social media are just some examples. More formal gestures matter, too, such as mentoring or sponsoring a rising star. What is most important is not the channel you adopt, it's the intentionality of connecting to those around us. To tune in, not out.

I am proud to be part of a community that practices and values this sort of leadership. And I encourage all of you to remember the power you hold in your everyday world through your own interactions—the kind that can produce a ripple effect that will affect you and others for the better.

“Just as ripples spread out when a single pebble is dropped into the water, the actions of individuals can have a far-reaching effect.”—Dalai Lama

Deborah J. Bowen, FACHE, CAE, is president/CEO of the American College of Healthcare Executives (dbowen@ache.org).



DIVERSITY EQUITY AND INCLUSION

Inclusive Excellence in Healthcare

Dennis Delisle, ScD, FACHE

Milly Valverde

Leon McDougale, MD

How one organization is shaping culture through intention and commitment.

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Healthcare is an industry of people caring for people. The team-based nature of care delivery requires the contribution and collaboration of many individuals. Building a culture founded on connection, trust and partnership can lead to dramatic and sustainable results. As we struggle with healthcare workforce shortages, employers need to be a magnet to attract and retain faculty and staff. The strength of the organizational "magnet" lies in its culture. To that end, leaders must drive deliberate focus on culture shaping, creating a more diverse and inclusive environment to advance healthcare equity.

At The Ohio State University Wexner Medical Center, this focus continues to evolve. Leaders, faculty and staff throughout the medical center contribute cultural shaping efforts through a myriad of programs and groups that aim to enrich workplace climate and the team makeup. The intentional approach to improve cultural humility, diversity, equity and inclusion yields meaningful outcomes.

One of the medical center's strengths lies in its robust employee resource group structure. The ERG committee of the organization's diversity council features 10 groups, each supported by a pair of executive sponsors. The ERGs receive funding from the medical center and form a network of teams that actively engage, support and drive inclusion efforts across the organization. ERGs provide the opportunity for faculty and staff to participate in training programs, celebrations and advocacy efforts, among other initiatives. They offer a voice for faculty and staff who may have previously felt mis- or under represented.

A cornerstone of the medical center's commitment is reflected in the diversity council's cultural humility and patient-centered care curriculum and participation. Over 24,000 faculty and staff completed 40,000 curricular courses in this past year, a 13% increase from the prior year. Through comprehensive training, faculty and staff are equipped with the tools to achieve National Culturally and Linguistically Appropriate Services Standards and navigate the intricacies of optimizing care for diverse populations. These actions allow the organization to serve patients and families in more than 100 different languages.

To further strengthen competency development, staff can earn a certificate of inclusive excellence, which is a way for them and faculty to demonstrate their commitment and advance their knowledge to foster inclusive excellence for their patients, the communities they serve and for each other. The program was developed in partnership with key stakeholders that include the ERGs, the Office of Institutional Equity, the Diversity Council, patient advisories and the health science colleges. The program saw a 64% increase in prior year completions, which included 650 individuals earning the certificate of inclusive excellence and 485 individuals achieving the "Champion" level, which requires completing 12 training sessions. Eight individuals achieved the "Ambassador" level, the highest rating, requiring 22 training hours plus a completed capstone project. The total level of engagement showcases the depth of commitment among faculty and staff to actively contribute to fostering an inclusive culture.

Leading by example was displayed in fiscal year 2020 when the executive leadership team, Faculty Experience Group and Diversity Council prioritized implicit bias mitigation. The kickoff included the top 200 leaders completing the classroom or the Kirwan Institute online implicit bias mitigation module. This was followed by a robust voluntary response by faculty and staff, with nearly 50,000 training completions in the past three fiscal years.



DIVERSITY EQUITY AND INCLUSION

Inclusive Excellence in Healthcare

Dennis Delisle, ScD, FACHE

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How one organization is shaping culture through intention and commitment.

ARTICLE CONTINUED

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In addition, for fiscal year 2023, there were 37 self-directed cultural humility and patient-centered care training options in the curriculum.

OSU's forward-thinking initiatives include diverse healthcare workforce development programs tailored to cultivate future talent (see chart below). The Diversity Equity and Inclusion Digital Marketing Internship Program, the Buckeye Diversity Summer Internship Program, the Diversity Mentorship Program and the Inclusive Leadership Development Program all play pivotal roles in growing a skilled and diverse healthcare workforce. These initiatives not only provide opportunities, they actively contribute to breaking down barriers to entry and advancement.

Leader Development Programs

These pathway programs focus on identifying and developing future leaders who have an interest in serving historically marginalized and minoritized groups. This approach not only enriches the talent pool, it also fosters an environment where different perspectives converge to drive innovation, excellence and belonging.

The return on investment for these culture-shaping initiatives is seen in outcome measures from the workforce engagement survey. In the 2023 survey, over 14,000 faculty and staff shared their voices, representing colleagues across all mission areas: clinical, research and education. In addition, English was a second language for respondents speaking 10 different languages. DEI scored as the highest rated domain in the survey across the medical center at 80% favorable. This impressive result helps to validate the investment and effectiveness of a robust culture-shaping strategy grounded in human connection.

The results and experience suggest other healthcare organizations may benefit from deliberate programming and development efforts. Through a robust ERG structure, impactful training achievements and forward-thinking talent pathway development programs, The Ohio State University Wexner Medical Center is actively fostering a culture of belonging and excellence. As we reflect on these achievements, it is evident that inclusive excellence is not just a goal but a guiding principle that can propel healthcare organization transformation.

Organizations that foster genuine connection, invest in development and reflect the communities they serve will lead the way to healthcare equity. As the expression goes, "culture eats strategy for lunch." Cultural change is not an organic process, but rather requires an intentional effort to mold, shape and evolve over time. Efforts such as the ones described in this article offer insight into the impact these programs can have to make a meaningful difference day to day and year over year.

Dennis Delisle, ScD, FACHE, is executive director, University Hospital, Brain and Spine Hospital, and Richard M. Ross Heart Hospital, Milly Valverde is director, Destination Medicine Global Health Care, and Leon McDougale, MD, is chief diversity officer and associate dean for Diversity and Inclusion, with The Ohio State University Wexner Medical Center.