

Health Quality and Equity Strategic Plan

Executive Summary

Lahey Hospital & Medical Center (LHMC) is part of Beth Israel Lahey Health (BILH), a comprehensive, high-value system of healthcare located in Boston, eastern Massachusetts, and southern New Hampshire. The system, formed in 2019, is home to 14 hospitals, 23 ambulatory facilities, 4,700 physicians, 10,000 nurses, and serves more than 1.7 million patients. BILH is the second-largest healthcare system in the Commonwealth, with 36,000 employees.

LHMC includes two separate hospitals located in Burlington, MA and Peabody, MA and four licensed outpatient facilities located in Lexington, Burlington and Danvers.

LHMC's Burlington campus serves more than 3,000 patients per day through its 333-inpatient hospital beds, its ambulatory care center, 24 hr. emergency department, and Level 1 trauma center. It is a national leader in a number of health care areas, including stroke, weight management, and lung screenings.

LHMC's Peabody campus features a 24-hour emergency department, an ambulatory surgery center, and 39 medical and surgical specialties for patients over 18. The hospital has a 10-bed inpatient unit for overnight hospitalizations, a full range of diagnostic imaging services, a lab for bloodwork, an on-site pharmacy, eye care, a hearing aid center, primary care providers, cancer treatment, a continence center, and orthopedic care.

Definition of Health Equity

BILH is committed to ensuring that no matter where patients begin or continue their health care journey, they receive the most equitable care and outcomes possible. BILH's approach to Diversity, Equity, and Inclusion (DEI) is unique in that health equity is at the center of all the work – across talent, patient care, community, and research and innovation. This foundational approach is both deliberate and essential; the only way to make meaningful progress in eradicating disparities in access, the care experience, and health outcomes across the health system is through a comprehensive set of strategies that integrate research and innovation, care delivery and support for care teams, and collaborative engagement with the surrounding communities.

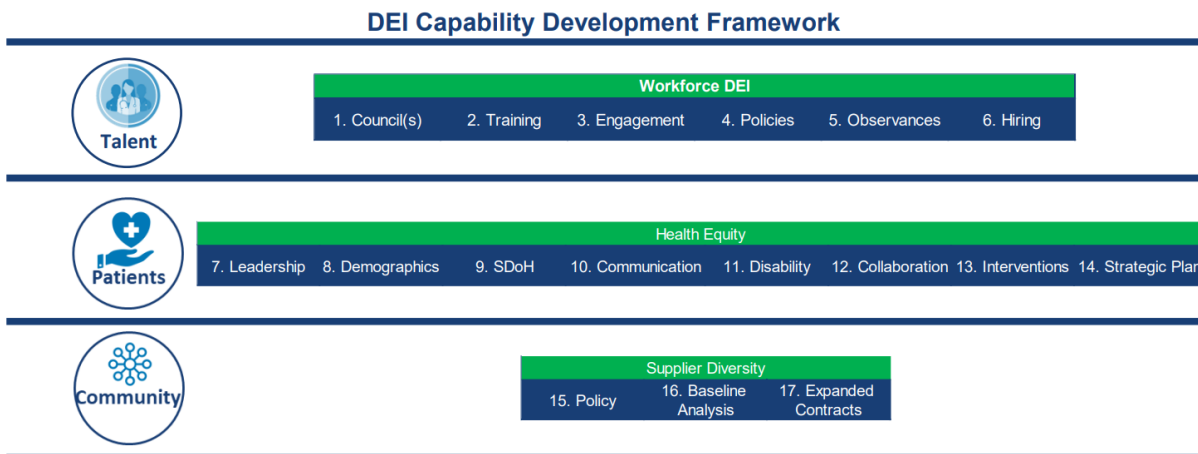
In alignment with BILH's commitment to health equity, Lahey Hospital & Medical Center asserts that we are not providing high quality care unless high quality care is provided to everyone. The hospital utilizes data to identify gaps in quality care and strategically allocates resources to address identified disparities.

What We Hope to Achieve

As a system, BILH's goal is to advance its DEI vision by transforming care delivery by dismantling barriers to equitable health outcomes and become the premier health system to attract, retain, and develop diverse talent. This vision is supported by three primary goals that will allow BILH to measure long-term progress.

- **Talent:** we aim to have a workforce that mirrors the increasing diversity in the communities that BILH serves, with a focus on representation in leadership and care delivery roles.
- **Patients:** we aim to eradicate disparities in health outcomes within our diverse population of patients.
- **Community:** we aim to expand investments in historically underrepresented communities to close socio-economic disparities that impact population health.

To operationalize these goals, BILH has developed a DEI Capability Development Toolkit that provides the framework for its hospitals and clinical units to implement DEI strategic initiatives. The Toolkit as outlined below includes six capabilities specific to the workforce, eight capabilities specific to health equity, which will be highlighted in this strategic plan, and three capabilities specific to supplier diversity.



Lahey Hospital & Medical Center has leveraged this approach by conducting a current state assessment to identify gaps in health equity. LHMC is committed to monitoring and advancing these capabilities over the next four years. The focus extends beyond closing existing gaps to encompass ongoing progress. Notably, LHMC is well-positioned to make significant advancements in various initiatives, including the enhancement of comprehensive diabetes care.

The capabilities framework builds the infrastructure necessary to ensure we can monitor and respond to changing disparity gaps.

Incorporation of community voices into its health equity strategic planning and implementation efforts.

BILH incorporates community voices into its health equity strategic planning and implementation efforts through its various health equity related committees and workgroups, patient outreach efforts, patient focused groups, periodic patient experience surveys, community partner interviews, patient/family advisory feedback, and comprehensive patient and community health needs assessments.

Lahey Hospital & Medical Center (LHMC) mirrors these efforts and collaborates closely with Community Benefits to effectively incorporate member and community voices. Building on the insights gained, LHMC and BILH Performance Network are partnering to identify and implement strategies to improve access for underserved populations across our system. This work will include clinical expansion efforts in Burlington & Danvers, as well as remote services at the system level.