

Stanford University Medical Center



Promoting Equity in Cardiovascular Procedural Care in the VA Healthcare System

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Outline

- Changing Landscape of Cardiovascular Disease Burden and Procedural Care
- COVID-19 Impacts
- Novel Approaches to Promoting Equity
 - Assessing SDoH Needs
 - Scalable Peer Coaching to Support Decision-Making among Diverse Populations
 - Digital Tools for Remote Monitoring





Heart disease mortality **increased** in 2022.

Morbidity and Mortality Weekly Report

Provisional Mortality Data — United States, 2022

Farida B. Ahmad, MPH1; Jodi A. Cisewski, MPH1; Jiaquan Xu, MD1; Robert N. Anderson, PhD1

The National Center for Health Statistics' (NCHS) National Vital Statistics System (NVSS) collects and reports annual mortality statistics using U.S. death certificate data. Because of the time needed to investigate certain causes of death and to process and review death data, final annual mortality data for a given year are typically released 11 months after the end of the calendar year. Provisional data, which are based on the current flow of death certificate data to NCHS, provide an early estimate of deaths, before the release of final data. NVSS routinely releases provisional mortality data for all causes of death and for deaths associated with COVID-19.* This report is an overview of provisional U.S. mortality data for 2022, including a comparison with 2021 death rates. In 2022, approximately 3,273,705 deaths[†] occurred in the United States. The estimated 2022 age-adjusted death rate decreased by 5.3%, from 879.7 per 100,000 persons in 2021 to 832.8. COVID-19 was reported as the underlying cause or a contributing cause in an estimated 244,986 (7.5%) of those deaths (61.3 deaths per 100,000). The highest overall death rates by age, race and ethnicity, and sex occurred among persons who were aged

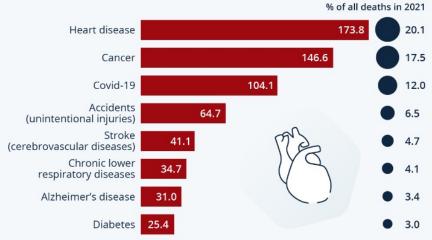
the International Classification of Diseases, Tenth Revision, which details disease classification and the designation of underlying cause of death (1,2). COVID-19-associated death counts and rates include deaths for which COVID-19 was listed on the death certificate as an underlying or contributing cause of death.[§] COVID-19 was the underlying cause for approximately 76% (186,702) of COVID-19-associated deaths in 2022 (3). Leading causes of death were ranked by counts based on underlying cause of death (4). Age was unknown for 101 (<0.01%) decedents, and race and ethnicity were unknown for 10,086 (0.31%). The trends in deaths during the year were determined by calculating the number of deaths for each week from all causes and from COVID-19. Age-adjusted death rates were calculated for deaths overall and by sex and race and ethnicity. Crude death rates were calculated by age. The population data used to calculate death rates are July 1, 2021 estimates based on the Blended Base produced by the U.S. Census Bureau (5,6). Unless otherwise specified, rate comparisons in the text are statistically significant (p<0.05).

In 2022, approximately 3,273,705 deaths occurred in the



One in Five Deaths in the U.S. Caused by Heart Disease

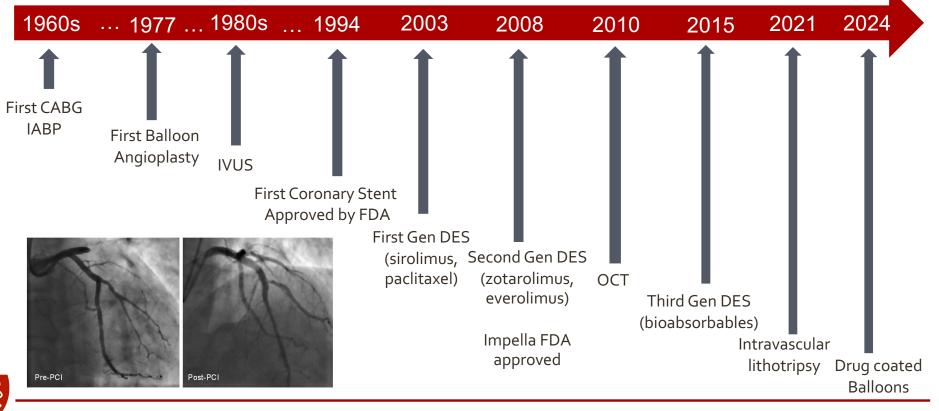
Number of people who died from the following causes in the United States per 100,000 of population*



* Mar. 2020-Oct. 2021 (latest final data). Age-adjusted death rate Sources: CDC, NCHS

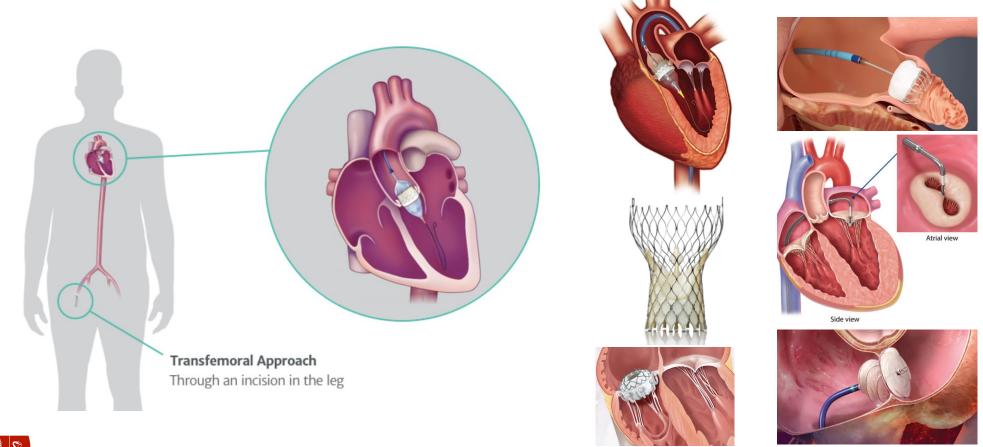
Coronary heart disease is the most common type of heart disease

Innovations in minimally invasive care have transformed treatment options for coronary heart disease over time Modern Era of DES



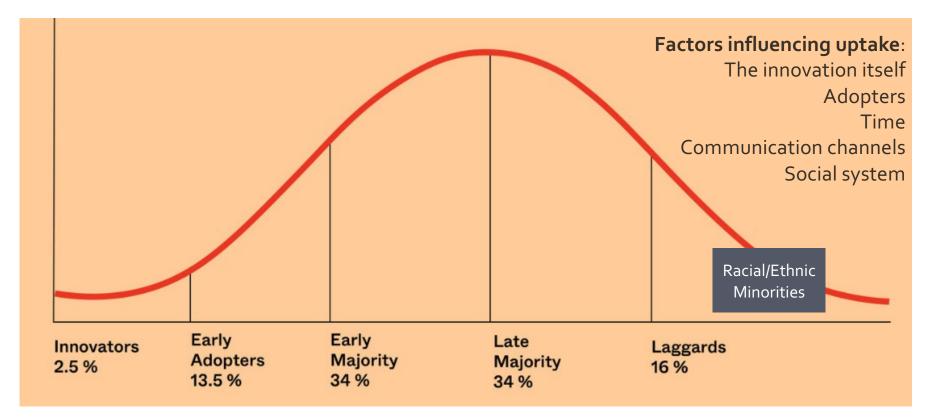
⁵

Structural heart interventions transforming the treatment paradigm





Diffusion of innovation curve

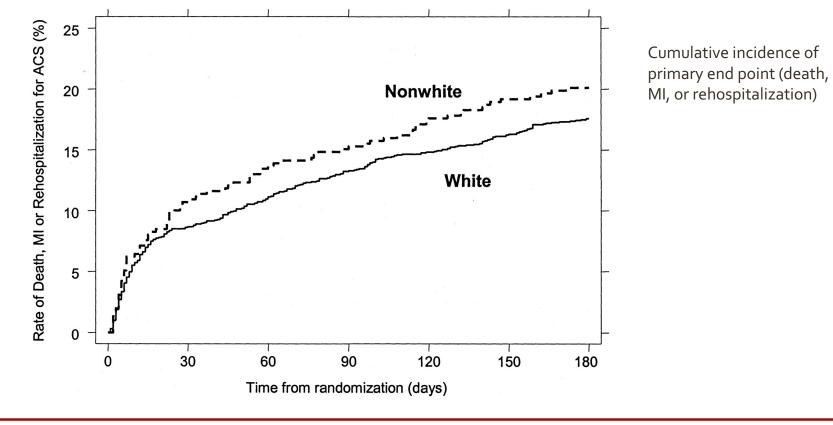




Everett Rogers, Diffusion of Innovation, 1962

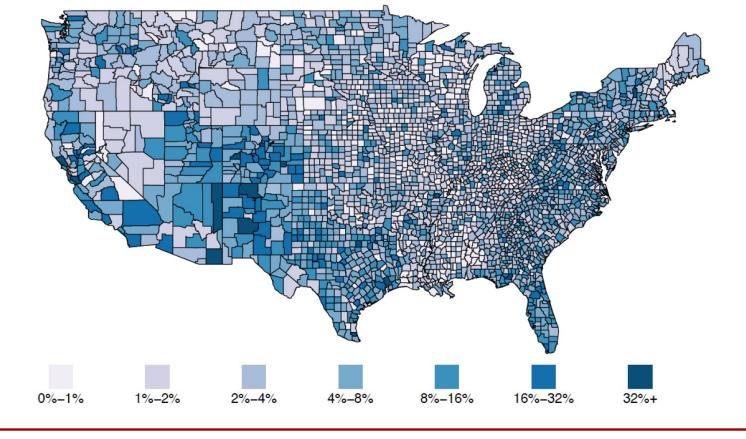
TACTICS-TIMI 18:

Randomized trial of invasive vs. conservative therapy in NSTE ACS

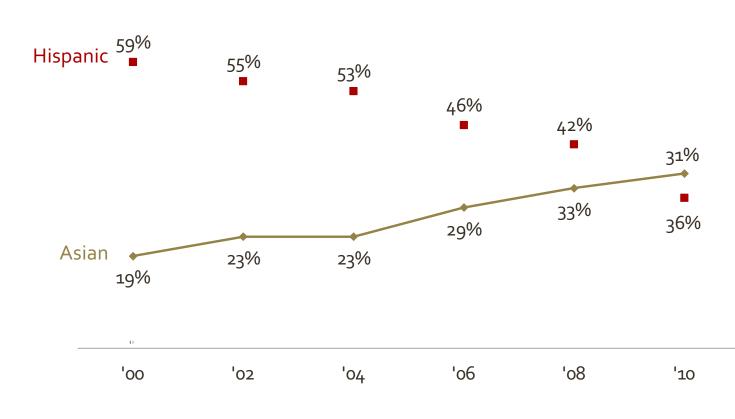


But our patient population is rapidly changing

Percent immigrants by county according to U.S. Census



Place of Birth by Nativity and Citizenship Status, 2010-2014 American Community Survey 5-Year

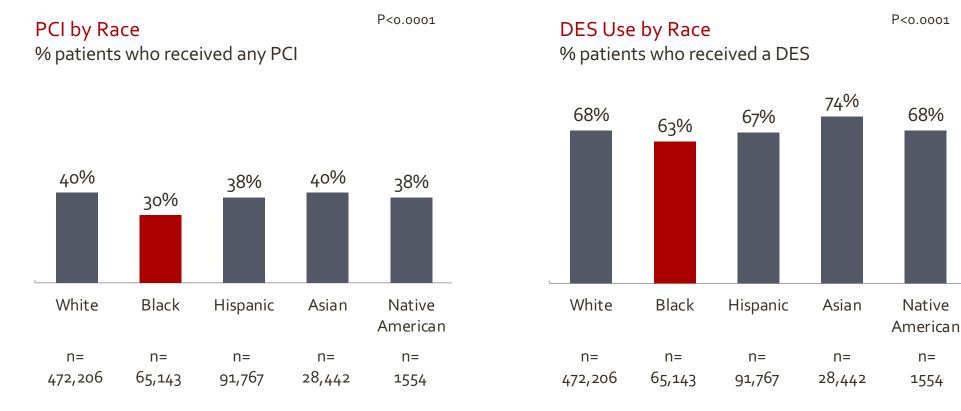


Evolving demographics of immigrants in the U.S.



Pew Research Center Analysis of 2010 American Community Survey

Among patients with Acute Coronary Syndrome, Black patients are least likely to receive PCI, and if they do, least likely to receive a DES

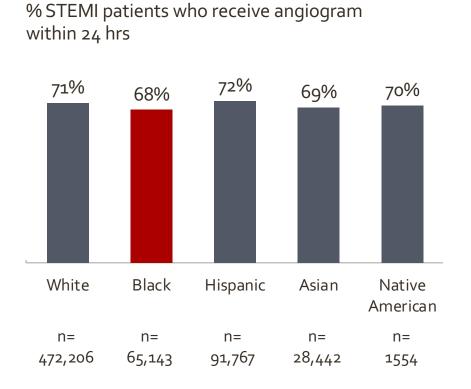




Yong C et al. AJC 2018.

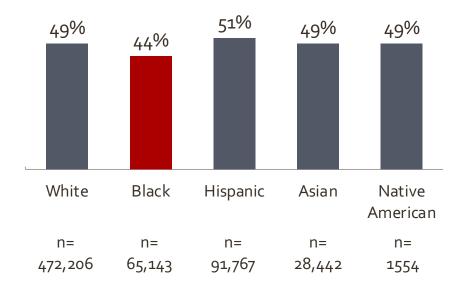
Black patients receive the least timely guideline-indicated care for ACS

P<0.0001



Angiogram within 24h if STEMI by Race

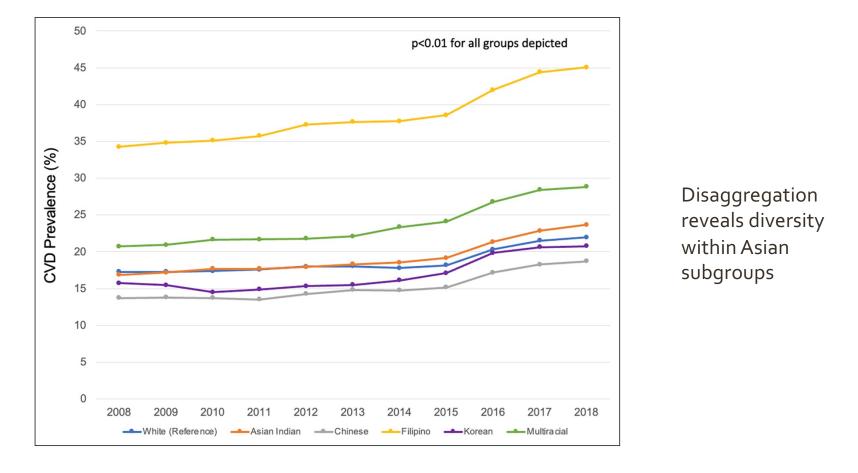
P<0.0001 Angiogram within 48h if NSTEMI by Race % NSTEMI patients who receive angiogram within 48hrs





Yong C et al. AJC 2018.

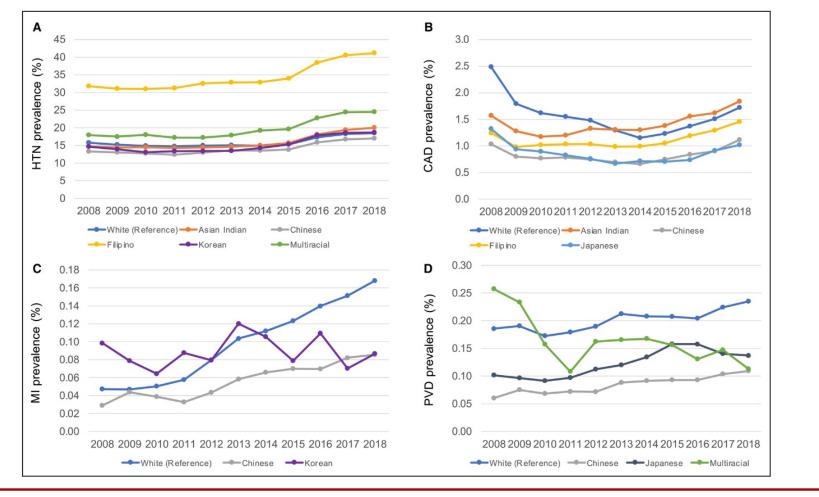
Temporal Trends in CVD Prevalence among Asian American Subgroups





Nguyen K...Yong C. JAHA. 2024

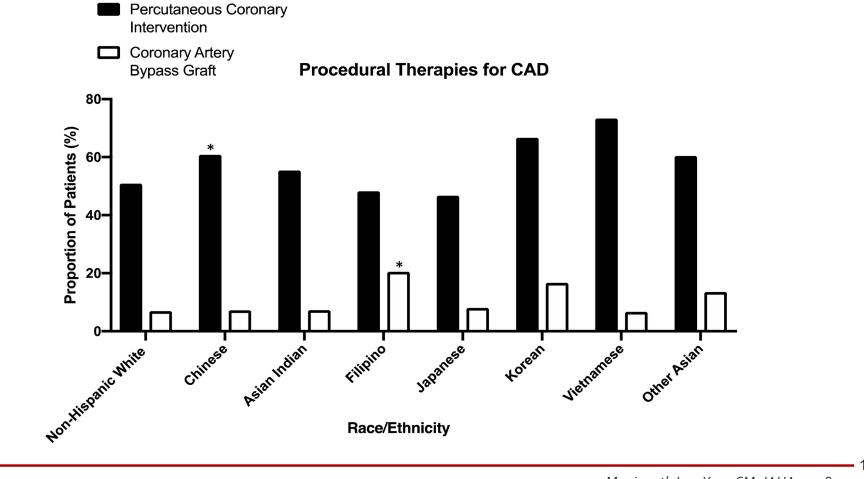
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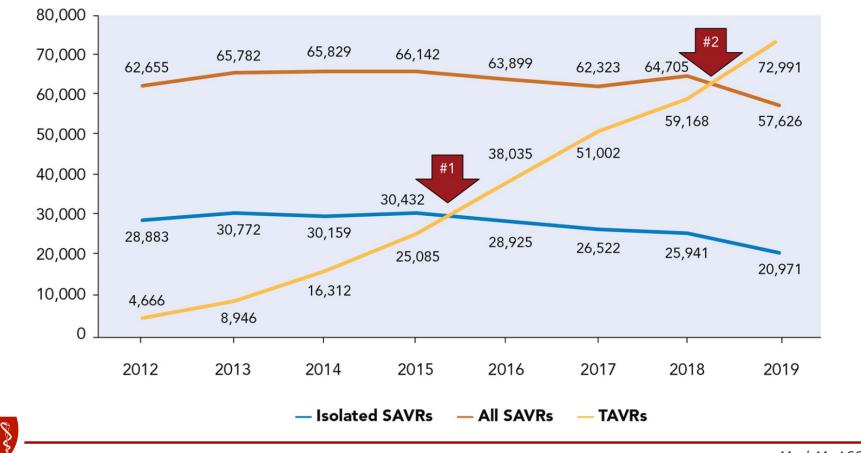
Heterogeneity of Treatment among Asians with CAD in the US



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Manjunath L,....Yong CM. JAHA. 2018

Growth of Novel Minimally Invasive Procedures for Structural Heart Disease

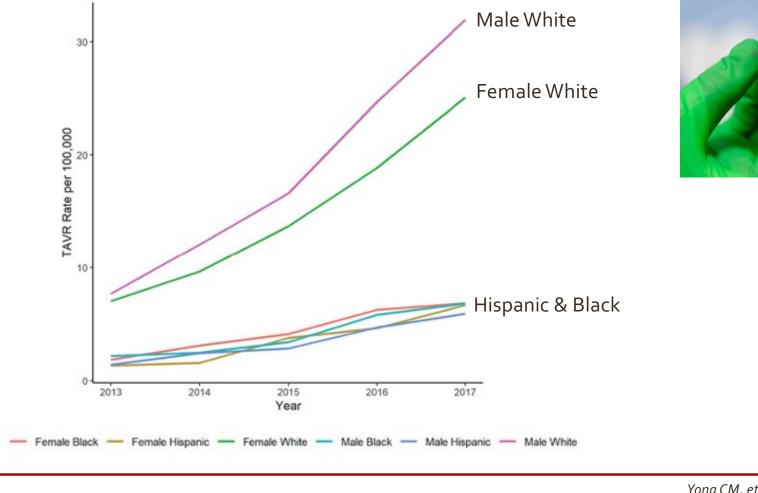


Rates of TAVR and SAVR from 2012-2019

Mack M, ACC.org, 2021

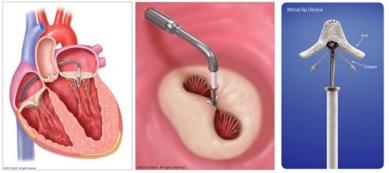


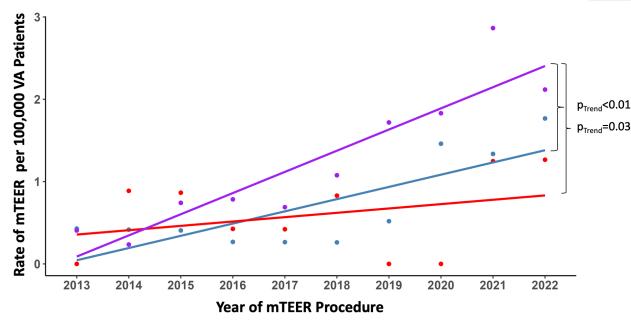
TAVR Differential Uptake by Race, Ethnicity, and Sex



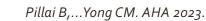
- 17

Racial and Ethnic Differences in Adoption of Mitral Valve Transcatheter Edge to Edge Repair over a Decade in the VAHCS

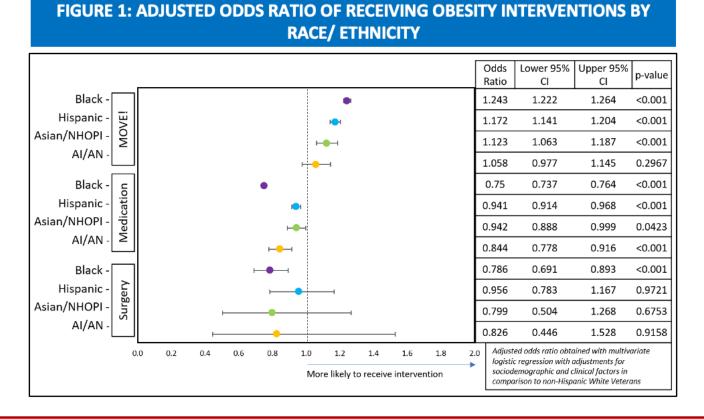




🕶 Black Non-Hispanic <table-cell-rows> Hispanic or Latino <table-cell-rows> White Non-Hispanic



Racial and Ethnic Differences in Obesity Treatment Strategies in the VAHCS





Tang W, Tisdale R,...Yong CM. ACC.24.

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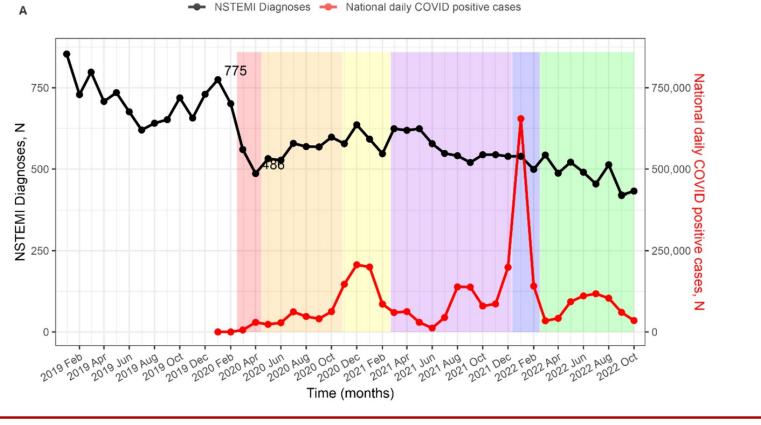
Cardiac Procedure Volume, COVID-19 Case Burden, and Risk-adjusted Mortality During the COVID-19 pandemic

Cardiovascular procedural deferral and outcomes over COVID-19 pandemic phases: A multicenter study

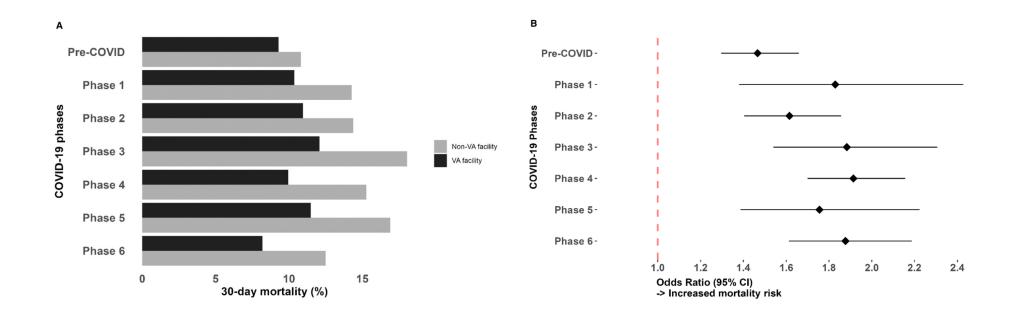
Yong C et al, Am H Journal. 2021.



Myocardial Infarction across COVID-19 Pandemic Phases: Insights from the VAHCS



Yong C. JAHA. 2023



Why did Veterans have improved survival?



Yong C. JAHA. 2023

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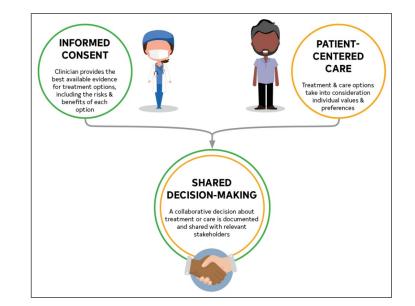
Circulation Volume 145, Issue 3, 18 January 2022; Pages e18-e114 https://doi.org/10.1161/CIR.000000000001038



ACC/AHA/SCAI CLINICAL PRACTICE GUIDELINE

2021 ACC/AHA/SCAI Guideline for Coronary Artery Revascularization: A Report of the American College of Cardiology/American Heart Association Joint Committee on Clinical Practice Guidelines

Jennifer S. Lawton, MD, FAHA, Chair, Jacqueline E. Tamis-Holland, MD, FAHA, FACC, FSCAI, Vice Chair, Sripal Bangalore, MD, MHA, FACC, FAHA, FSCAI, Eric R. Bates, MD, FACC, FAHA, Theresa M. Beckie, PhD, FAHA, James M. Bischoff, MEd, John A. Bittl, MD, FACC, Mauricio G. Cohen, MD, FACC, FSCAI, J. Michael DiMaio, MD, Creighton W. Don, MD, PhD, FACC, Stephen E. Fremes, MD, FACC, Mario F. Gaudino, MD, PhD, MSCE, FACC, FAHA, Zachary D. Goldberger, MD, FACC, FAHA, Michael C. Grant, MD, MSE, Jang B. Jaswal, MS, Paul A. Kurlansky, MD, FACC, Roxana Mehran, MD, FACC, Thomas S. Metkus Jr, MD, FACC, Lorraine C. Nnacheta, DrPH, MPH, Sunil V. Rao, MD, FACC, Frank W. Sellke, MD, FACC, FAHA, Garima Sharma, MD, FACC, Celina M. Yong, MD, MBA, MSc, FSCAI, FACC, FAHA, and Brittany A. Zwischenberger, MD

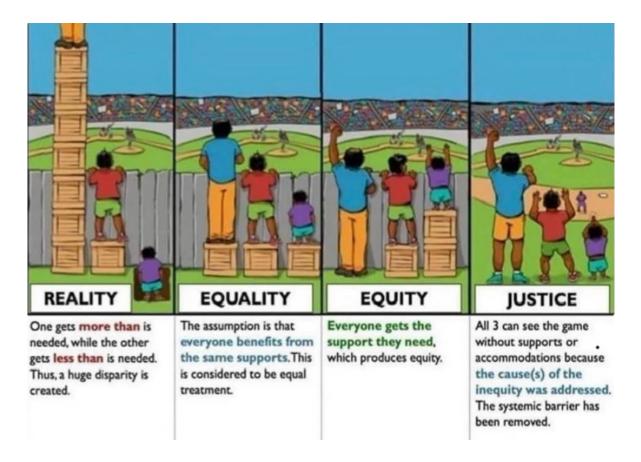


Top 10 Take-Home Messages

1. Treatment decisions regarding coronary revascularization in patients with coronary artery disease should be based on clinical indications, regardless of sex, race, or ethnicity, because there is no evidence that some patients benefit less than others, and efforts to reduce disparities of care are warranted.

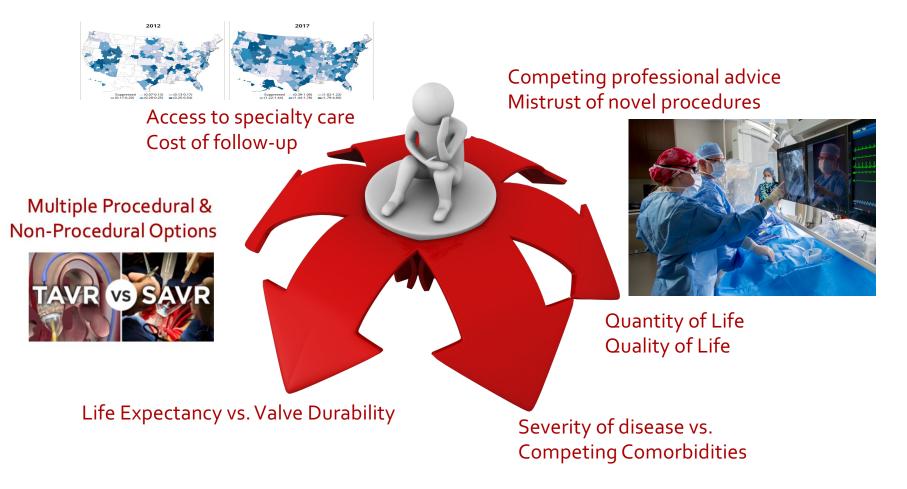


Moving from reality to justice





Challenges to decision making with novel cardiovascular procedures





We rely on randomized clinical trials to inform how we guide our patients.....

VIEWPOINT

Celina M. Yong, MD, MBA, MSc Division of Cardiovascular Medicine and Cardiovascular Institute, Stanford University, Stanford, California; and Veterans Affairs Palo Alto Healthcare System, Palo Alto, California.

William F. Fearon, MD Division of

Cardiovascular Medicine and Cardiovascular Institute, Stanford University, Stanford, California; and Veterans Affairs Palo Alto Healthcare System, Palo Alto, California. One could argue that the most shocking finding across decades of large clinical trials that deeply investigate coronary revascularization is that women are still poorly represented in them. Cardiovascular disease (CVD) is the number 1 cause of death among both men and women in the US, yet decades of cardiovascular clinical trials have persistently enrolled a predominantly male population. Among all types of cardiovascular trials, coronary revascularization trials rank at the bottom in terms of representation by sex, with an average of 27% females enrolled across 141 coronary artery disease and 61 acute coronary syndrome trials from 2010 to 2017.¹ Despite recent concerted efforts to improve equity of trial enrollment, revascularization trials face ongoing challenges that deserve specific attention.

Underrepresentation of Women in Revascularization Trials

The first critical question to address is whether we accurately understand the prevalence of disease among women who compose the eligible pool of candidates for revascularization trials. Based on the most recent American Heart Association Heart Disease and Stroke Statistics, 55.4% of all patients with acute coronary syndrome and coronary artery disease in the US are women.² At face value, this suggests that women should

clinical trials are currently performed, arguing for the value of outreach beyond traditional recruitment sites as a vital step to close the gap.

Beyond the impact of a limited pool of eligible female participants and specific site characteristics, the path to successful enrollment of women narrows further after overlaying the unique barriers facing women at the patient level. Decreased enthusiasm among practitioners for randomizing women may stem from concerns that women tend to be older with more comorbidities and a higher rate of complications compared with men receiving PCI.⁶ On the patient side, women may also juggle increased burdens of childcare and family responsibilities that limit their ability to comply with demanding follow-up requirements and potentially even influence their risk aversion. Although some trials reimburse patients, this is often insufficient to cover both the actual and the opportunity costs associated with participation, leading to additional disproportionate barriers. Even when this is not the case, implicit bias may lead to the perception that a female candidate may not be appropriate. More research to understand the perspectives of women patients and their practitionare is pooded



September/October 2023

What Are Three Keys to Improving Equity in Cardiac Clinical Trials?

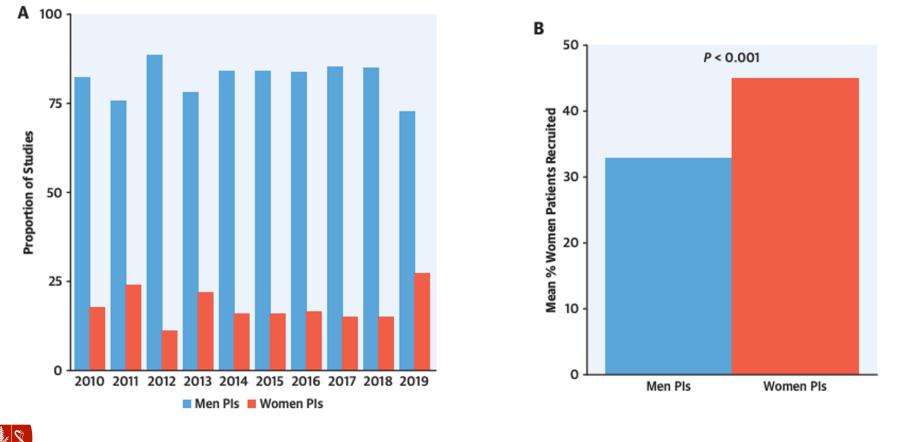
Leaders in cardiac clinical trial research offer their thoughts on how to support and progress the efforts to increase equity among clinical trials.

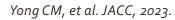
With F. Aaysha Cader, MD, MRCP, MSc, FACC, FSCAI; Marion Mafham, MBChB, FRCP, MD; Megan Coylewright, MD, MPH, FSCAI, FACC; and Celina M. Yong, MD, MBA, MSc

- 1. Go where the patients are
- 2. Diversify the principal investigators
- 3. Alignment across the clinical trial spectrum



Temporal Trends in Gender of Principal Investigator and Patients in Cardiovascular Clinical Trials





FELLOWS-IN-TRAINING & EARLY CAREER PAGE

Breaking the Catheterization Laboratory Ceiling



Celina M. Yong, MD, MBA, MSc

t my first Transcatheter Cardiovascular Therapeutics (TCT) conference a few years ago, I came upon a shocking discovery, which had nothing to do with novel stents or valves. Upon exiting the 1,000-seat main auditorium, I bumped into a massive line for the *men's* bathroom–and there was *no one* in line for the women's bathroom. I skipped with glee into a stall, but then started to wonder, do all female interventionalists have bladders of steel? Why are there no other women here? What I designate as the "reverse bathroom sign" was a blatant red flag that the challenges to gender equity in the field that I had chosen to dedicate my life's work were far from resolved.

We can start by examining the stage at which gender differences start to prominently emerge on the 11+ year training path to becoming an interventionalist. By the time an average medical trainee reaches the point in her career at which she must decide whether to pursue interventional cardiology, she is typically 33 to 35 years old. At the age of 35, women are officially termed "AMA" (which in this case stands for "advanced maternal age"). For many, who initially postpone childbearing to focus on their lengthy medical training, the harsh reality hits that if they want to have children at all, the window is quickly closing. Not only does the chance of becoming pregnant begin to diminish rapidly, but the risks of preg-

Yong CM, et al. JACC, 2017.



JACC: CARDIOVASCULAR INTERVENTIONS @ 2019 PUBLISHED BY ELSEVIER ON BEHALF OF THE AMERICAN COLLEGE OF CARDIOLOGY FOUNDATION

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Sex Differences in the Pursuit of Interventional Cardiology as a Subspecialty Among Cardiovascular **Fellows-in-Training**

Celina M. Yong, MD, MBA, MSc, a,b Freddy Abnousi, MD, MBA, MSc, b,c Anne K. Rzeszut, MA,d Pamela S. Douglas, MD,^e Robert A. Harrington, MD,^b Roxana Mehran, MD,^f Cindy Grines, MD,^g S. Elissa Altin, MD,^c Claire S. Duvernoy, MD, h for the American College of Cardiology Women in Cardiology Leadership Council (ACC WIC) and the Society for Cardiovascular Angiography and Interventions Women in Innovations (SCAI WIN)

ABSTRACT

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CORONARY

OBJECTIVES The authors sought to determine the factors that influence fellows-in-training (FITs) to pursue a career in interventional cardiology (IC) and how these differ by sex.

BACKGROUND Despite increases in the proportion of women across numerous medical and surgical specialties over the last decade, IC still ranks at the bottom in terms of representation of women. It is unclear why this maldistribution persists.

METHODS An online survey of cardiovascular FITs was conducted under the direction of the American College of Cardiology Women in Cardiology Leadership Council to assess FIT perspectives regarding subspecialty choices.

RESULTS Of 574 respondents, 33% anticipated specializing in IC. Men were more likely to choose IC than women (39% men, 17% women, odds ratio: 3.98 [95% confidence interval: 2.38 to 6.68]; p < 0.001). Men were more likely to be married (p = 0.005) and have children (p = 0.002). Among married FITs, male IC FITs were more likely to have spouses who do not work (p = 0.003). Although men were more likely to be influenced by positive attributes to pursue IC, women were significantly more likely to be influenced negatively against pursuing the field by attributes including greater interest in another field (p = 0.001), little job flexibility (p = 0.02), physically demanding nature of job (p = 0.004), radiation during childbearing (p < 0.001), "old boys' club" culture (p < 0.001), lack of female role models (p < 0.001), and sex discrimination (p < 0.001).

CONCLUSIONS Many factors uniquely dissuade women from pursuing IC compared with men, largely related to the culture of IC as a subspecialty. Targeted resolution of these specific factors may provide the most impact in reducing sex imbalances in the field. (J Am Coll Cardiol Intv 2019;12:219-28) © 2019 Published by Elsevier on behalf of the American College of Cardiology Foundation.

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31

Yong CM, et al. JACC Interventions 2019.

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FELLOWS-IN-TRAINING & EARLY CAREER PAGE

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ANNALS

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Outline

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Author Information @

Addressing Functional Biases in Procedural Environments

As we strive to achieve a more diverse and inclusive workforce in medicine, an important part of the

process is to look beyond our workforce composition to also reexamine our surroundings critically. How we have chosen to construct our physical environment-and the associations embedded in those

decisions-can reflect our profession's values to those within and outside the system. The permanence

specific identities while alienating others, and broadly influencing how people think and behave every

of our walls, halls, and tools then perpetuates biases by projecting certain stereotypes, reinforcing

Metrics

Spegaard Ballester, Jacqueline M. MD*: Han, Jason L. MD*: Yong, Celina M. MD*:

Annals of Sumery 275(3):n e544-e546 March 2022 | DOI: 10.1097/SLA.000000000000521

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VOL. 12. NO. 3. 2019

Ballester S,...Yong CM. Annals of Surgery, 2022.

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ANNALS



RESEARCH LETTER

Impact of Virtual Interviewing on Cardiovascular Fellowship Applicant Diversity: Insights From 2 Academic Programs

Celeste Witting, MD (); Joshua W. Knowles, MD, PhD (); Doreen DeFaria Yeh, MD; Tariku J. Beyene, PhD (); Santosh E. Gummipundi, MS (); Paul A. Heidenreich, MD (); Celina M. Yong, MD, MBA, MSc ()

ardiovascular training programs matriculate a disproportionately low number of women and underrepresented in medicine (UIM) trainees, with only 21% female, 4.5% Black, and 7% Hispanic fellows reported in recent years.¹ With the onset of the COVID-19 pandemic, virtual interviewing replaced in-person interviewing for cardiology fellowship positions across the United States beginning with the 2021 matriculation cycle, with a concomitant 12.5% increase in cardiology fellowship applications per program nationwide.² However, little is known about the influence of these changes on the diversity of the interviewee pool.

Breaking the Catheterization Laboratory Ceiling

FELLOWS-IN-TRAINING & EARLY CAREER PAGE

Celina M. Yong, MD, MBA, MSc

SURGERY Articles & Issues 🗙 Infographics For Authors 🗙 Journal Info Addressing Functional Biases in Procedural Environments Outline Spegaard Ballester, Jacqueline M. MD*: Han, Jason L. MD*: Yong, Celina M. MD*: ź. Author Information (2) Annals of Sumery 275(3):n e544-e546 March 2022 | DOI: 10.1097/SLA.000000000000521 Metrics Share As we strive to achieve a more diverse and inclusive workforce in medicine, an important part of the process is to look beyond our workforce composition to also reexamine our surroundings critically. How we have chosen to construct our physical environment-and the associations embedded in those decisions-can reflect our profession's values to those within and outside the system. The permanence G of our walls, halls, and tools then perpetuates biases by projecting certain stereotypes, reinforcing specific identities while alienating others, and broadly influencing how people think and behave every

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Sex Differences in the Pursuit of Interventional Cardiology as a Subspecialty Among Cardiovascular Fellows-in-Training

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ABSTRACT

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OBJECTIVES The authors sought to determine the factors that influence fellows-in-training (FITs) to pursue a career in interventional cardiology (IC) and how these differ by sex.

BACKGROUND Despite increases in the proportion of women across numerous medical and surgical specialties over the last decade, IC still ranks at the bottom in terms of representation of women. It is unclear why this maldistribution persists.

METHODS An online survey of cardiovascular FiTs was conducted under the direction of the American College of Cardiology Women in Cardiology Leadership Council to assess FIT perspectives regarding subspecialty choices.

RESULTS Of 574 respondents, 33% anticipated specializing in IC. Men were more likely to choose IC than women (39% men, 17% women, odds ratio: 3.98 [95% confidence interval: 2.38 to 6.68]; p < 0.001). Men were more likely to be married (p = 0.005) and have children (p = 0.002). Among married FITs, male IC FITs were more likely to have spouses who do not work (p = 0.003). Although men were more likely to be influenced negatively against pursuing the field by attributes to pursue IC, women were significantly more likely to be influenced negatively against pursuing the field by attributes including greater interest in another field (p = 0.001), little job flexibility (p = 0.02), physically demanding nature of job (p = 0.004), radiation during childbearing (p < 0.001), "old boys" club" culture (p < 0.001), lack of female role models (p < 0.001), and sex discrimination (p < 0.001).

CONCLUSIONS Many factors uniquely dissuade women from pursuing IC compared with men, largely related to the culture of IC as a subspecialty. Targeted resolution of these specific factors may provide the most impact in reducing sex imbalances in the field. (J Am Coll Cardiol Intv 2019;12:219-28) © 2019 Published by Elsevier on behalf of the American College of Cardiology Foundation.

want to have children at all, the window is quickly closing. Not only does the chance of becoming pregnant begin to diminish rapidly, but the risks of preg-



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Witting C,...Yong CM. JAHA 2024.

Pre-procedural barriers to accessing novel treatments for aortic stenosis among racial/ethnic minorities in the VAHCS

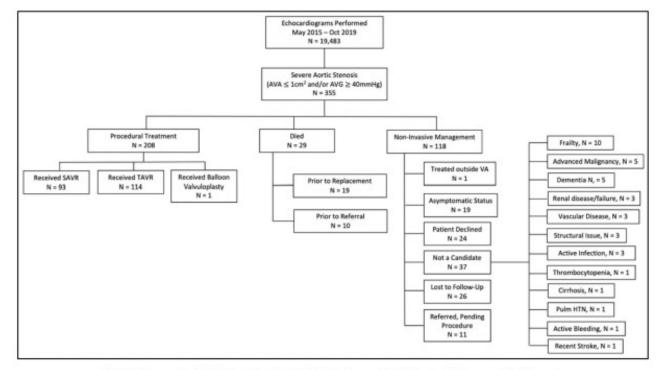


Fig. 1. Reasons for Not Undergoing Aortic Valve Replacement in Patients with Severe Aortic Stenosis.



Pre-procedural barriers to accessing novel treatments for aortic stenosis among racial/ethnic minorities in the VAHCS

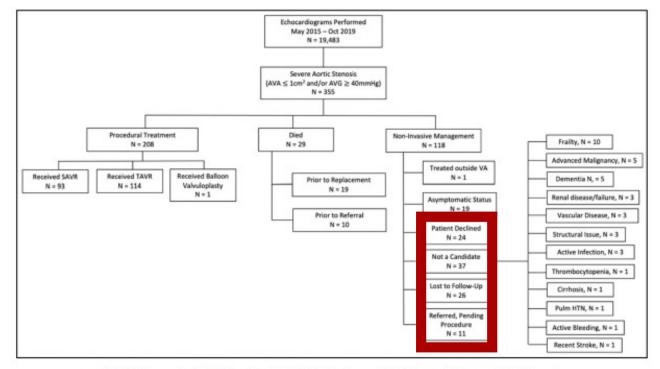


Fig. 1. Reasons for Not Undergoing Aortic Valve Replacement in Patients with Severe Aortic Stenosis.



Kerkar A...Yong CM. Am Heart J Plus, 2021

Mismatch between availability of treatment and availability of peer networks who have direct experience with these novel treatments



A novel noninvasive method for remote heart failure monitoring: the EuleriAn video Magnification apPLications In heart Failure studY (AMPLIFY)

Unedited Video of Internal Jugular

Magnified Video of Internal Jugular

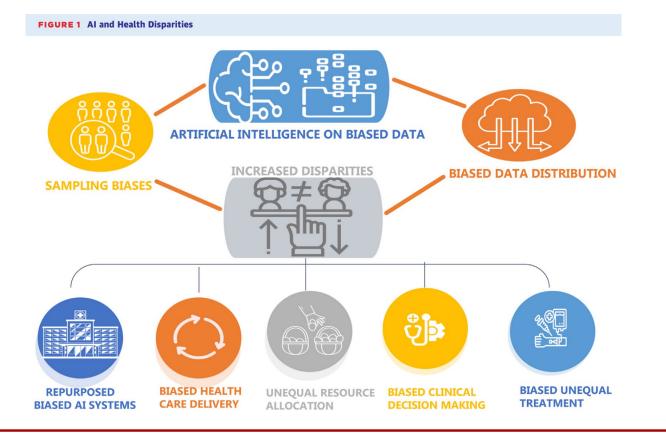




Abnousi F.... Yong CM. Nature Digital Med, 2019

The Role of Artificial Intelligence in Cardiovascular Health Disparities

The Risk of Greasing the Slippery Slope





Thamman R, Yong CM, et al. JACC Adv, 2023.

Risk Factors for CVD have not changed much over 30 years

1550 Rank	2013 Kalik
1. High systolic blood pressure	 1. High systolic blood pressure
2. Dietary risks	 2. Dietary risks
3. High LDL cholesterol	 3. High LDL cholesterol
4. Air pollution	 4. Air pollution
5. Tobacco	5. High body-mass index
6. High body-mass index	6. Tobacco
7. High fasting plasma glucose	 7. High fasting plasma glucose
8. Kidney dysfunction	8. Kidney dysfunction
9. Non-optimal temperature	 9. Non-optimal temperature
10. Other environmental risks	 10. Other environmental risks
11. Alcohol use	 11. Alcohol use
12. Low physical activity	 12. Low physical activity

1990 Rank



Environmental/occupational risks

Behavioral risks

2019 Rank



Roth GA et al. JACC, 2020

The Streetlight Effect



THE PRESENT AND FUTURE

JACC STATE-OF-THE-ART REVIEW

Assessing and Addressing Social Determinants of Cardiovascular Health

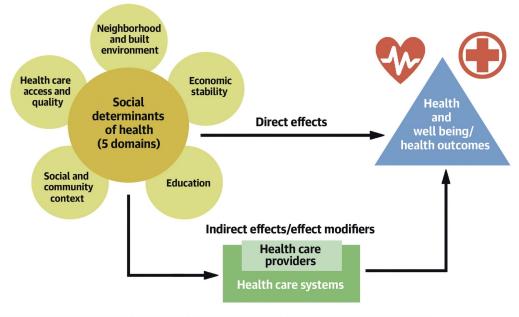
JACC State-of-the-Art Review

Eric J. Brandt, MD, MHS,^{a,b,*} Kardie Tobb, DO, MS,^{G,*} Julia C. Cambron, MD,^d Keith Ferdinand, MD,^e Paul Douglass, MD,^f Patricia K. Nguyen, MD,^{g,b} Krishnaswami Vijayaraghavan, MD,ⁱ Sabrina Islam, MD, MPH,^j Ritu Thamman, MD,^k Shahid Rahman, MD,¹ Akshay Pendyal, MD, MHS,^m Nishtha Sareen, MD, MPH,ⁿ Celina Yong, MD, MBA,^{g,b} Latha Palaniappan, MD, MS,^g Uzoma Ibebuogu, MD,^o Andrew Tran, MD, MS,^p Adrian M. Bacong, PHD, MPH,^g Gina Lundberg, MD,^g Karol Watson, MD, PHDⁱ

ABSTRACT

Social determinants of health (SDOH) are the social conditions in which people are born, live, and work. SDOH offers a more inclusive view of how environment, geographic location, neighborhoods, access to health care, nutrition, socioeconomics, and so on are critical in cardiovascular morbidity and mortality. SDOH will continue to increase in relevance and integration of patient management, thus, applying the information herein to clinical and health systems will become increasingly commonplace. This state-of-the-art review covers the 5 domains of SDOH, including economic stability, education, health care access and quality, social and community context, and neighborhood and built environment. Recognizing and addressing SDOH is an important step toward achieving equity in cardiovascular care. We discuss each SDOH within the context of cardiovascular disease, how they can be assessed by clinicians and within health care systems, and key strategies for clinicians and health care systems to address these SDOH. Summaries of these tools and key strategies are provided. (J Am Coll Cardiol 2023;81:1368-1385) © 2023 the American College of Cardiology Foundation. Published by Elsevier. All rights reserved.

CENTRAL ILLUSTRATION: Impact of Social Determinants of Health on Health Through Health Care Providers and Systems

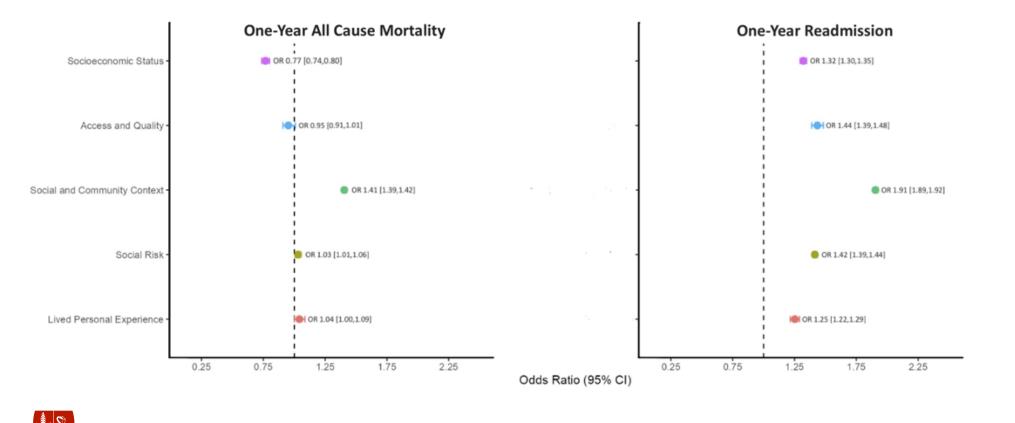


Brandt EJ, et al. J Am Coll Cardiol. 2023;81(14):1368-1385.



Novel Use of Z Codes to Identify Social Determinants of CVD Outcomes

Health Related Social Needs Associated with 1-Yr Mortality and Readmission



Song N,...Yong CM. ACC 2024.

Emerging lessons from the VAHCS *It's not just about statistics*

There is real power in understanding Veteran journeys at scale.

While the pandemic exacerbated cardiovascular inequities, novel technologies may allow us the ability to overcome them if used appropriately.

We are underestimating the value of social support in health outcomes.



Summary and Next steps



- Rapidly changing U.S. demographics and procedural advances make achieving health equity an increasingly complex problem, with further setbacks from the pandemic.
- Despite tremendous advantages of novel technology and artificial intelligence, there is a risk that it widens disparities in care.
- More research into how we can identify and address the most impactful barriers for Veterans is critical. The VAHCS is uniquely poised to address these problems.



Thank you

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