

ABSTRACT: 2014 ELAM Institutional Action Project Poster Symposium

Project Title: Transformation of a Medical School Office for Diversity into a Medical Center Office for Diversity and Inclusion

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Collaborators: Mark Taubman, MD (Dean); Jeffrey Lyness, MD (Senior Associate Dean for Faculty Affairs); Jeffrey Stevens (Chief Human Resources Officer, URMC); Kathy Parinello, RN, PhD (COO and Executive VP of Strong Memorial Hospital (SMH)); Pat Witzel, RN, MS, MBA (Chief Nursing Officer and Associate VP SMH); Daryl Sharp, PhD, NPP (Assoc Dean for Faculty Development & Diversity, SON)

Background, Challenge or Opportunity: Diversity and inclusion are priorities for the medical school (URSMD). URSMD has a robust and successful infrastructure to support and encourage recruitment and advancement of a diverse and inclusive medical student body. Since reconfiguring the Office for Diversity in 2011, we have increased our efforts to develop programs for faculty, residents, and graduate students. Other medical center entities, such as the School of Nursing, hospital nursing services, and human resources lead various diversity and inclusion efforts. However, there is no central resource or organizing entity to assure the efforts are being efficiently developed, disseminated, and effectively utilized across the medical center. Development of a medical center-wide initiative is an opportunity to streamline efforts and efficiently use resources while raising awareness and improving student, faculty, employee and patient experiences across the institution.

Purpose/Objectives: To develop an operational plan for implementing recommendations of the medical center Diversity and Inclusion Strategic Planning Task Force

Methods/Approach:

Based on my experiences as SAD for Diversity, an informal survey of the medical center needs and resources, and benchmarking of other academic medical centers' diversity structures, I presented a summary and proposal for a medical center-wide diversity resource to leadership in early 2013. In response, the CEO and Dean charged me to lead a task force to develop a strategic plan addressing diversity and inclusion across the medical center. With support from the Office for Strategic Planning, stakeholder interviews, a survey and gap analyses were conducted. The task force met 6 times over 2 months, submitting the plan and proposal in July 2013. In the fall, medical center leaders reviewed the overall proposal, job description, staffing proposal and time line. After review, I was asked to reconvene a subset of the original task force to re-evaluate the original proposal and revise the recommendations. Consensus was reached on the overall goals and main areas to be prioritized for strategic planning. Next steps for the development of a more detailed and data-driven proposal were outlined and are underway. The revised proposal will be presented to leadership for consideration and integration into the medical center strategic plan.

Outcomes/Evaluation Strategy: The targeted outcome is an operational plan that is accepted by leadership by July 2014. The steps required to achieve this goal include: 1) a working committee to develop the next steps, 2) a formal assessment of the gaps and resources, and 3) a revised proposal informed by the data collected.

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Background

National:

- > Our communities are becoming increasingly diverse.
- > Accrediting bodies such as the LCME and Joint Commission have identified diversity and inclusion as important to address in health care.
- > To be leaders in patient- and family-centered care we must cultivate a diverse and inclusive environment for all patients, families, employees and students.

Local:

- > Diversity and inclusion are priorities for the University of Rochester, URSMD, and URM. In 2011, the Office for Diversity was reconfigured to enhance and strengthen efforts to develop programs for faculty, residents, and graduate students.
- > Other medical center entities also lead various diversity and inclusion efforts.

Challenge:

- > There is no central resource or organizing entity to assure efforts are efficiently developed, disseminated, and effectively utilized across URM.

Opportunity:

- > Development of a medical center-wide initiative is an opportunity to streamline efforts and efficiently use resources.
- > Linking diversity & inclusion planning with URM strategic planning will facilitate integration of diversity & inclusion efforts across URM strategic planning.

Goal: To develop an operational plan for implementing recommendations of the medical center Diversity & Inclusion Strategic Task Force

Phase I: Timeline and Process The iterative process of initial data gathering, results, feedback, strategic planning are described.



Phase I Survey Questions (N=11)

	Agree	Neutral	Disagree
URMC's culture encourages a diverse range of employee perspectives & thought.	50%	50%	0%
URMC cultivates diversity & inclusion among its workforce.	10%	80%	10%
URMC is diverse & inclusive across all organizational levels.	0%	30%	70%
My department/area cultivates diversity & inclusion among its workforce.	80%	20%	0%
My department/area has achieved excellence through diversity and inclusiveness of thought.	30%	40%	30%
My area is diverse & inclusive across all organizational levels.	40%	20%	40%

- Qualitative Survey Questions:**
1. How do you define diversity & inclusion? What does diversity & inclusion mean at URM?
 2. Do you believe that diversity & inclusion is a core value of URM? *Yes, but it needs to be a priority*
 3. Do URM employees receive training about diversity & inclusion and its importance to their jobs? *Yes* If so, is the training sufficient? *No*

Phase II March - July 2014

Committee Review and Consensus (Completed)

- > Diversity & inclusion should be integral into all aspects of URM
- > Central resource/coordination may be needed to assure efforts are attended to across URM
- > Identified a need for a content expert to support multiple areas
- > More data is needed

In Process and Next Steps

- > URM leaders will complete a 10-item survey of resources and needs (survey in process - April 2014)
- > Data will be collected and analyzed to revise plan and proposal
- > Data & proposal will be presented to Dean, CEO, URM leaders
- > Initiate approved components of plan

Outcomes:

- > **Vision Statement:** Developed and agreed upon by committee
- > **Strategic Plan:** Goals, strategies and metrics developed in 3 areas
Leadership, Workforce, Education

Discussion: The strategic planning process was iterative with two phases. In Phase I we established the important concepts and gained consensus on the importance of integrated D&I efforts. In Phase II we will acquire more input and detailed data from a wider array of leaders to design an acceptable and effective structure for implementation.

Next steps: A survey is underway to assess gaps and resources. The committee will evaluate the data and revise the proposal for structure. The revision will be presented to URM leadership.