

ABSTRACT: 2019 ELAM Institutional Action Project

Project Title: Recruitment and Retention of Underrepresented in Medicine (UIM) Faculty at UC Davis: Implementing a Departmental Diversity & Inclusion Officer Pilot Project

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Collaborators and Mentors: Colleen Clancy, PhD and Hendry Ton, MD, MS

Topic Category: Administration and Faculty Development

Background, Significance of Project: Despite a highly diverse medical student body, faculty at the UC Davis School of Medicine are, in general, below the national average in terms of groups traditionally underrepresented in medicine (UIM). Multiple initiatives and strategies have been initiated to address this issue, but there is an urgent need to improve diversity and inclusion (D&I) initiatives at the departmental level, while developing leadership skills and support for faculty that are interested in diversity and inclusion work.

Purpose/Objectives:

1. Collect and evaluate data on faculty attitudes and interest in diversity and inclusion at the departmental level
2. Implement a pilot project to select and train 5 selected departmental diversity and inclusion officers to conduct needs assessments, develop a departmental diversity and inclusion plan, and implement a diversity and inclusion project within their department
3. Evaluate the effectiveness of the pilot for expansion and dissemination

Methods/Approach/Evaluation Strategy:

A D&I Officer Implementation Committee was convened, consisting of members of the Vice Chancellor's Advisory Committee on Faculty Excellence in Diversity. The committee selected five departments for D&I Officer implementation, and five matched "control" departments. Pretests of attitudes and beliefs about the Department's D&I efforts was collected across the 10 departments. Buy in from chairs of pilot departments was sought, and an application process for the D&I officer was implemented, with a plan to select one representative D&I officer from each intervention department to participate in monthly training sessions, including leadership development, program development and implementation, and evaluation. D&I officers will form a community of support and peer-mentorship in order to effectively implement the work. Twelve and 24-month follow up of the program will be evaluated for officers and for departments, and compared to those departments that did not have a D&I officer.

Outcomes/Results:

Pre-test surveys are currently being implemented. We will assess the attitudes of faculty in the department before and after implementation, and will also measure changes in numbers of UIM faculty in departments over time. We will evaluate the program effectiveness, including satisfaction and mastery of D&I Officers.

Discussion/Conclusion with Statement of Impact/Potential Impact: The D&I Officer Pilot Program has the potential to represent an effective strategy to enhance recruitment and retention of UIM faculty at UC Davis Health. D&I Officers will have insight into the unique culture of their departments, and will learn tools needed to successfully conduct needs assessments and implementation of effective programs. In addition, D&I Officers will receive important leadership development skills, mentoring, and peer support that may aid in retention of talented faculty moving forward.

Recruitment and Retention of Underrepresented in Medicine (UIM) Faculty: Implementing a Departmental Diversity & Inclusion Officer Pilot Project



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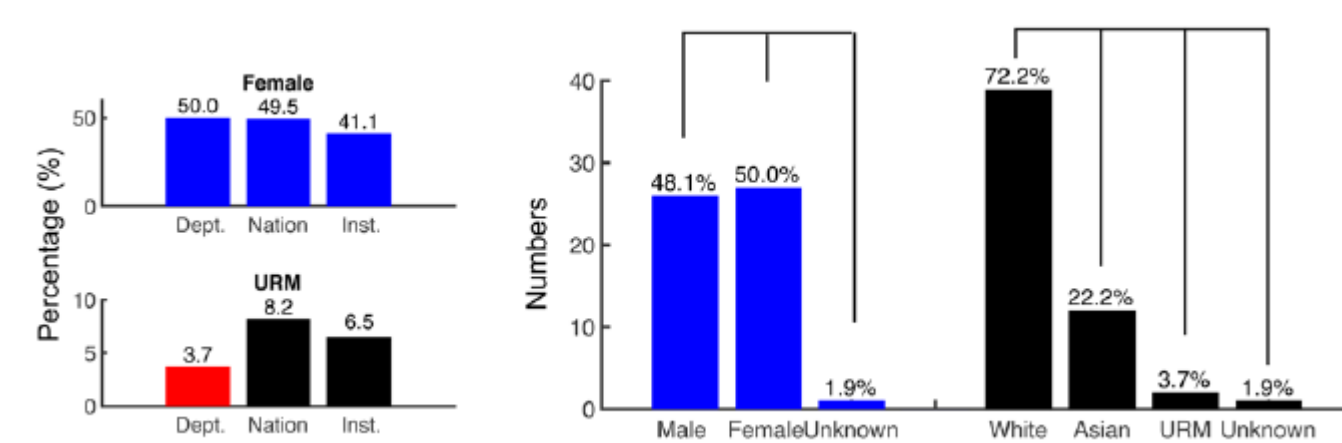
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Mentors: Colleen Clancy, PhD and Hendry Ton, MD, MS



Background & Significance

Despite a diverse medical student body, faculty in many departments at UC Davis School of Medicine and Health System are below the national average in terms of groups traditionally underrepresented in medicine (UIM).



Sample Diversity Data from a deidentified UC Davis School of Medicine Department

Multiple strategies and interventions have been initiated to address this issue, and progress is being made, but there is an urgent need to improve diversity and inclusion (D&I) initiatives at the departmental level, while developing leadership skills and providing support for faculty interested in diversity and inclusion work.

Purpose/Objectives

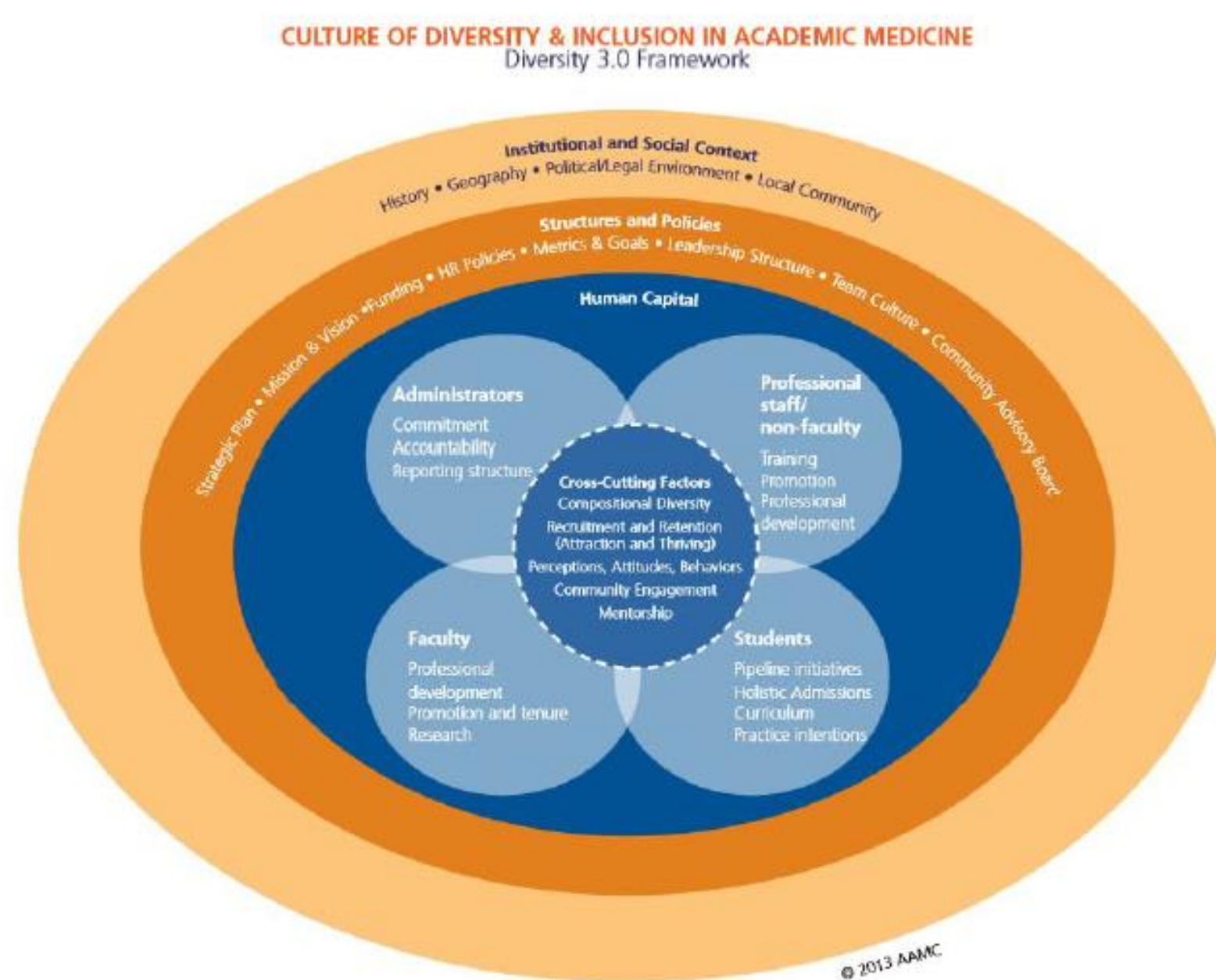
The objectives of this Institutional Action Project are to:

- 1) Collect and evaluate data on faculty attitudes and interest in diversity and inclusion at the departmental level
- 2) Implement a pilot project to select and train five selected Departmental Diversity and Inclusion Officers to conduct a needs assessment, develop a departmental D&I action plan, and implement a D&I project within their department
- 3) Evaluate the effectiveness of the pilot and prepare for expansion across the health system.

Methods/Approach/Evaluation Strategy

A D&I Officer Implementation Committee was convened, consisting of selected members of the Vice Chancellor's Advisory Committee on Faculty Excellence in Diversity. The committee selected five departments for D&I Officer Implementation, and five matched "control" departments (matched in terms of Department size and style).

A pre-test survey was designed to compare departmental faculty knowledge, attitudes, and beliefs about the importance of diversity, equity, and inclusion, as well as to understand each department's current efforts to increase faculty diversity. Existing and previous diversity, equity, and inclusion data was also evaluated and used to provide additional context. Buy-in and support (in the form of protected time) was sought from intervention departmental chairs.



The work of the Implementation Committee in developing the D&I Officer Program is grounded in the Association of American Medical Colleges (AAMC) Diversity 3.0 Framework (see figure), particularly as it relates to building human capital.

An application process for D&I officers was created, with a plan to select one D&I Officer (ideally, a mid-career faculty member with an interest in diversity & inclusion) from each of the five intervention departments to participate in the 1-2 year training and development curriculum, designed and taught by the Implementation Committee and various diversity, equity, and inclusion experts.

Selected D&I Officers will:

- 1) Participate in monthly training sessions, consisting of leadership development, mentoring, and education on conducting needs assessments, program development, implementation and dissemination, and evaluation.
- 2) Develop a community of support (enhancing the institutional climate) and provide peer-mentorship to fellow program participants
- 3) Prepare and implement a D&I Action Plan designed to address a Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) goal around recruitment or retention of UIM faculty in their department.

12- and 24-month follow up of the program will consist of evaluation of D&I officers and departments compared to matched control departments and faculty.

Outcomes/Results

Pre-test surveys are currently being implemented. We will assess the attitudes of faculty in the department before and after implementation, and will measure changes in the number of UIM faculty in departments over time. We will also measure satisfaction, feeling of support, and burnout for program participants, compared to faculty with an interest in D&I work that do not participate in the program.

Upon completion of the training, D&I officers and departments will be surveyed to measure progress in achieving goals and departmental knowledge, attitudes, and beliefs about diversity & inclusion.

Discussion/Conclusion

If successful, D&I Officers could serve as a valuable resource to the UC Davis Health System. They will have specific insight into the unique culture of their individual departments, and they will learn tools and skills needed to successfully conduct a needs assessment and implement effective programs to increase diversity with initiatives and policies specifically tailored to the unique culture of their departments. In addition, D&I Officers will receive important leadership development skills, mentoring, and peer support that will aid in the retention of talented faculty.

Statement of Potential Impact

The D&I Officer Pilot Program has the potential to represent an effective strategy to enhance recruitment and retention of UIM faculty at UC Davis Health.