Developing and Executing an Institutional Anti-Racism Action Strategic Plan (ARAP)
The Ohio State University Wexner Medical Center

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BACKGROUND
Academic medical centers (AMCs) and health sciences schools are struggling with their response to high-profile cases of systemic, anti-Black racism.

PROBLEM
AMCs are experiencing frustration from underrepresented minority (URM) faculty feeling alienated, isolated, marginalized, tokenized, or overburdened with the “minority tax” or “culture tax.”

Solutions for diversity, equity, and inclusion are often shouldered by URM faculty and staff, yielding a gap between what is desired and what is completed.

PROJECT GOALS
The anti-racism action plan (ARAP) aims to build a well-established infrastructure for understanding, identifying, mitigating, and eliminating racism.

ARAP will utilize engaged action groups and an evaluative component to track progress by making anti-racism a core value.

OBJECTIVES

INSTITUTIONAL AIM
OSUWMC will have a well-established infrastructure for understanding, identifying, mitigating, and eliminating racism in the environment.

PERSONAL AIM
I will lead the institution to develop an actionable anti-racism strategy, mission and accountability framework.

METHODS

Strategic plan for ARAP created. Oversight committee assembled and engaged. Structure for ongoing participation approved.

Creation and empowerment of focus areas with action teams and workgroups committed to activity.

Keep the initiative on the forefront of the senior leadership agenda and utilize communications channels to for awareness.

Align efforts with Office of Diversity and Inclusion, Health Equity Steering Committee, and Women in Medicine and Science Committee.
Deeper Dive: Developing an Institutional Anti-Racism Action Strategic Plan (ARAP)

**ACTION GROUP COMMITTEES**

**FACULTY & STAFF TRAINING**
To bridge, enhance, and expand anti-racism training and development programs

**DATA ANALYTICS & EVALUATION**
To analyze, evaluate, and disseminate real-time data that informs efforts

**POLICY & ADVOCACY**
To improve research, care, and education for minority populations

**COMMUNICATIONS**
To richly communicate anti-racism efforts across the enterprise

**POPULATION HEALTH & COMMUNITY ENGAGEMENT**
To foster engagement with diverse stakeholders and develop/promote strategies to overcome racism

**RESOURCES & EXTERNAL PARTNERSHIPS**
To form deep and meaningful partnerships to establish sustainable funding

**EDUCATION & TRAINING**
To incorporate anti-racism/bias education throughout curricula and develop mentoring programs

**EMPLOYEE ENGAGEMENT & ADVANCEMENT**
To increase recruitment, retention, development, and mentoring of URM employees

**PATIENT EXPERIENCE & CLINICAL SERVICES**
To establish an exemplar practice of patient care, free from racism and implicit bias

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**THE MODEL**

**Elevate the cause**

**Engage with opportunities**

**Equip with tools and resources**

**Empower people**

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**THE NEXT STEPS**

1. Transition ARAP from a stand-alone committee into a formal operating body.
2. Refine medical center strategic plan with tangible anti-racism goals and measures.
3. Install permanent leadership to execute ARAP goals.

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**THE RESULTS**

In the last six months, have you taken action to demonstrate a commitment to supporting an anti-racism culture?

- Yes 66%
- Neutral 26%
- No 8%

With the launch of ARAP, do you believe that the anti-racism plan is a priority of the Wexner Medical Center and Health Sciences Colleges?

- Strongly agree 45%
- Somewhat agree 28%
- Neutral 17%
- Somewhat disagree 6%
- Strongly disagree 4%

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