



URMC 2020-25

Equity & Anti-Racism Action Plan

Ever More Equitable. Ever More Inclusive. Ever Better.



The year 2020 will be remembered as a time of historic and unprecedented challenge. As the COVID-19 pandemic swept across our planet and nearly every aspect of our lives, the United States counted 200,000 lives lost to COVID-19 in just six months. Black and Latinx persons have experienced significantly higher hospitalization and death rates than white persons, providing another tragic reminder of the health disparities borne by people of color. At the same time our country witnessed millions protest and demand racial justice nationwide, and here in Rochester.

Over the past four months, our institution has responded to the call to renew our commitment to diversity, equity, and inclusion and create a culture that lifts everyone up, regardless of their identity or the challenges they face. We have worked with students, residents, trainees, faculty members and staff across the Medical Center, along with supportive groups and individuals from the Greater Rochester community, to gain their perspective and ideas.

This collaborative effort has shaped URM’s Equity and Anti-Racism Action Plan, which aspires to make every person in our organization feel welcome and supported, so that nothing stands in the way of their success. It calls on us—as individuals and collectively as an institution—to *build, recruit, nurture, exemplify, and engage* in the work of being anti-racist. The five-year plan outlines clear strategies and actions that will strengthen diversity across our institution, identifies accountable leaders, sets metrics for measuring progress and assures transparency through regular reporting mechanisms.

Leading the implementation of our plan are some of our Medical Center’s top leaders: Nancy Bennett, MD, Director, Center for Community Health & Prevention, CTSI Co-Director; Stephen Dewhurst, PhD, Vice Dean for Research, SMD; Kathleen Gallucci, URM Vice President for Human Resources; Adrienne Morgan, Ph.D., SMD Senior Associate Dean for Equity and Inclusion; Kathy Parrinello, SMH Chief Operating Officer; and Michael Rotondo, MD, CEO, University of Rochester Medical Faculty Group. I thank them in advance for their oversight and assurance to achieve real progress over the next five years.

We have hard, complex work in front of us. Our plan is not the end of a process, but a milestone on the journey of self-reflection and concentrated effort required for URM to truly become an anti-racist institution. I urge us all to keep an open mind as we journey this path together. At our core, we are an educational institution that celebrates diversity of thought and respectful interactions with our colleagues. Let us work together to achieve the goals of our action plan, and make 2020 a turning point for positive change at the University of Rochester Medical Center.

Meliora.



Mark B. Taubman, M.D.
CEO, University of Rochester Medical Center
Dean, University of Rochester School of Medicine and Dentistry



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Executive Summary



Equity & Anti-Racism Action Plan: FY2021 to FY2025

BUILD

RECRUIT

NURTURE

EXEMPLIFY

ENGAGE

September 30, 2020

The University of Rochester Medical Center aspires to make every person feel safe, welcome, and supported at all times; to be a place where everyone, regardless of identity or challenges they face, is lifted up to become their best and healthiest selves; to serve as a powerful force for eliminating racism, division and exclusion in our communities and beyond. Here are the actions that will help us to get there.

BUILD an anti-racism infrastructure	RECRUIT diverse learners, faculty and staff	NURTURE a respectful learning and work environment	EXEMPLIFY inclusion in places and digital spaces	ENGAGE in equitable health care
Actions				
<ul style="list-style-type: none"> Review all policies on harassment, recruitment, tuition, discipline Revise "Policy 106" against discrimination and harassment to streamline reporting while ensuring confidentiality and unbiased decisions Expand trainers, training options and leadership requirements to build skills in anti-racism, unconscious bias, difficult conversations, restorative practices Designate and train diversity officers in URMIC departments/programs 	<ul style="list-style-type: none"> Assess all pipeline programs Expand partnerships with MCC, community-based training programs Strengthen ties to professional, alumni groups linked to diverse candidates Grow a central recruitment function to attract diverse faculty, leadership Increase scholarships, resources for learners under-represented in medicine and science Develop career tracks to advance and retain a diverse workforce 	<ul style="list-style-type: none"> Develop a University anti-racism statement supporting all groups Celebrate and raise awareness of religious, ethnic, cultural events Improve opportunities for URMIC input to Public Safety Review Board Integrate diversity and inclusion topics in SMD curriculum 	<ul style="list-style-type: none"> Create a space aesthetic plan based on best practices Diversify artwork and public displays Convert Dean Whipple's former office to a multi-cultural space for learners Make online information about reporting, resources, equity, and inclusion more accessible 	<ul style="list-style-type: none"> Work with partners to assess and mitigate barriers to access across the community Increase culturally sensitive mental health and substance abuse services Expand research on disparities and community needs to strengthen equity in clinical care Significantly increase capture and accuracy of race/ethnicity data in patient records to support research and care equity Expand diversity of research-study participants



Goal 1: Develop and sustain an infrastructure to support equity, diversity and inclusion

Metrics-

By end of FY 21:

1. The training infrastructure is established, and includes an Associate Director and 30 staff certified to train equity, diversity and inclusion topics.
2. 25% of School of Medicine (SMD), School of Nursing (SON) and Strong Memorial Hospital (SMH) departments are represented by a certified Diversity Officer (faculty and staff).
3. An Associate Dean for Equity and Inclusion will be appointed at the SON
4. 100% of SMH department chairs and SMD/SON deans have the support needed to make progress on their goals and a diversity dashboard to help them measure their performance.
5. Ensure active diversity and inclusion work is explicitly factored into/valued in senior leadership/chairs/faculty performance evaluations, reappointments, promotion and tenure process.
6. Adopt best practices for recruitment, and ensure senior leaders, chairs, senior administrators and human resources (HR) business partners are educated on best practices to integrate diversity, equity and inclusion activities into the hiring process.
7. Diversity Officers meet regularly, with a clearly defined charter, activities and goals.



Objective 1: Ensure that all University of Rochester Medical Center (URMC) policies and practices adhere to equity and inclusion principles. Establish a visible and streamlined reporting process that provides confidential, timely, fair, and complete investigation and resolution when policies are breached.

Recommended By	Action	Person Responsible	Expected Completion
Black Physicians Network White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows	Conduct a thorough, systematic review of UR/URMC policies such as tuition, recruitment, harassment, and corrective discipline	Mercedes Ramírez Fernández Adrienne Morgan Staff Diversity Director Kathy Gallucci SON representative	
Alliance for Diversity and Science in Engineering Diversity and Inclusion Executive Committee	Restructure University Policy Against Discrimination and Harassment (Policy 106) to streamline reporting, ensure confidentiality and unbiased third-party decision making	Office of Counsel Mercedes Ramírez Fernández Adrienne Morgan Kathy Gallucci SON representative	Fiscal Year (FY) 21



Objective 2: Develop infrastructure to deliver online and in-person anti-racism training to faculty, staff and learners at URMC in collaboration with the University by June 2021.

Recommended By	Action	Person Responsible	Expected Completion
Black Physicians Network Student National Medical Association Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering Diversity and Inclusion Executive Committee Community Advisory Council	Develop a portfolio of trainings, (Anti-Racism, Unconscious Bias, Restorative Justice, Theater of the Oppressed, Difficult Conversations) that are tailored, measurable, and sustainable.	Office of Equity & Inclusion Assistant Director of Education SON representative	FY 21
	All university senior leaders receive anti-racism training	Mercedes Ramírez Fernández	
	Train-the-Trainer series to include HR Business Partners, Employee Relations Team and Diversity Officers	Office of Equity & Inclusion	FY 21, Structure in Place
	Develop and train all HR hiring managers across URMC	Office of Equity & Inclusion Assistant Director of Education Senior Director for Learning and Development Director, Staff Equity & Inclusion Director URMC Talent Acquisition SON representative	FY 21, Structure in Place
	Hire consultant to immediately begin working with departments on specific needs related to interventions and restorative practices during and after incidents	Adrienne Morgan Kathy Gallucci SON representative	Calendar Year (CY) 20
Black Physicians Network Undergraduate Medical Education	Build the infrastructure to become a restorative practice and social justice minded institution (i.e. employing restorative practice techniques)	Office of Equity & Inclusion Assistant Director of Education and Training	FY 21- Explore FY 22- Implement



		SON representative	
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Objective 3: Foster competency and accountability for greater diversity and inclusion among department chairs, center directors, deans, and administrators by July 2021.

Recommended By	Action	Person Responsible	Expected Completion
Office of Equity & Inclusion	Create diversity dashboards and educate senior leaders on how to appropriately use them in the hiring process	Human Resources, Office of Equity & Inclusion	FY 21
Office of Equity & Inclusion	Develop and implement an annual Diversity and Inclusion Report summarizing progress on training, recruitment, retention, promotion and climate	All Chairs, Directors, Deans and Administrators Adrienne Morgan Kathy Gallucci	FY 21-22
Office of Equity & Inclusion Senior Leadership	Review processes related to performance evaluations/reappointments of administrative and academic leaders as well as the tenure and promotion process for faculty to explicitly value contributions to equity, inclusion and diversity efforts (participation in training, mentorship, hiring, etc.)	Jeff Lyness Steve Dewhurst Mike Rotondo Jack Bailey Kathy Gallucci SON representative	FY 22



Objective 4: Develop a structure in which all SMD and URM departments and units have designated individuals who work collaboratively with Office of Equity & Inclusion and Human Resources by July 2021.

Recommended By	Action	Person Responsible	Expected Completion
Faculty Current Diversity Officers	Develop common Diversity Officer job description for department-level faculty and staff officers	Adrienne Morgan Kathy Gallucci	CY 20
Black Physicians Network White Coats for Black Lives	Train and certify all Diversity Officers through the Inclusive Leadership Institute	Adrienne Morgan SON representative	FY 21
Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering	Develop accountability committee(s) structure for faculty and staff to ensure unified, impactful approach to Diversity and Inclusion work across URM, including: <ul style="list-style-type: none"> • Office of Equity & Inclusion Advisory Committee • URM Advisory Committee of Staff Diversity Officers • Overarching Advisory Committee (Faculty and Staff) • SON Council for Diversity, Equity and Inclusion 	Adrienne Morgan Director, Staff Equity & Inclusion Kathy Gallucci SON representative	CY 20
	Review and refine role of Diversity and Inclusion Executive Committee	Adrienne Morgan	FY 21



Goal 2: Enhance recruitment, retention and promotion of diverse faculty, staff and learners, including Black, Indigenous and People Of Color (BIPOC) and other underrepresented constituencies.

Metrics-

By end of FY 21:

1. 100% of URMIC's pipeline programs and formal networking relationships are inventoried.
2. 100% of candidate search committees are trained in implicit bias.
3. 100% of job listings include a diversity statement.
4. A staff career ladder program is in development with a defined framework with which to build all ladders.
5. A city of Rochester-based employment program is in development.
6. In the annual Association of American Medical Colleges (AAMC) Medical School Graduation Questionnaire, SMD Undergraduate Medical Education ranks in the 90th percentile for *Data Related to Diversity* and *Medical Student Mistreatment* categories.
7. Baseline metrics established for key areas of recruitment.



Objective 1: Improve and sustain effective academic and career pipeline programs that contribute to increased diversity for nursing staff/NPs, graduate, medical, residency, faculty, leaders and staff by July 2022.

Recommended By	Action	Person Responsible	Expected Completion
Black Physicians Network White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering Community Advisory Council	Conduct an inventory of current kindergarten to graduate (K-20) pipeline programs throughout URM and UR	Office of Equity & Inclusion Colleen Fogarty Bob Dirksen Director, Staff Equity & Inclusion Director, URM Talent Acquisition Senior Director Learning and Development Annabelle Kleist Evelyn Parker SON representative	FY 21-22
	Survey past pipeline participants to assess effectiveness and sustainability	Office of Equity & Inclusion	FY 21-22
	Financial sustainability plan for pipeline programs	Office of Equity & Inclusion Adam Anolik Mark Taubman David Lambert Rick Libby Steve Dewhurst Gerard Mikols Kathy Gallucci	FY 21-22



		Senior Director for Learning and Development	
Black Physicians Network White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering Community Advisory Council	Increase hiring of City of Rochester residents by: <ul style="list-style-type: none"> Partnering with community-based organizations that provide workforce development training programs to increase hiring of trainees. Deepening partnership with Monroe Community College to better integrate with high school pipeline programs and expand training opportunities that align with workforce needs (i.e. lab technicians, nurses, dental hygienists, research assistants and coordinators, etc.) 	Kathy Gallucci Director, Staff Equity & Inclusion Director, URMIC Talent Acquisition	FY 22
		Kathy Parrinello Kathy Gallucci Stephanie VonBacho Nana Bennett	FY 22
	Develop and align internal learning opportunities and University Tuition program (i.e., certificates, masters) with UR/URMC workforce needs	Senior Director for Learning and Development Kathy Gallucci Director, Staff Equity & Inclusion Kathy Parrinello	FY 21



Objective 2: Bolster professional networks to help identify diverse candidates, specifically BIPOC, by July 2022.

Recommended By	Action	Person Responsible	Expected Completion
Black Physicians Network White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering Community Advisory Council	Continue to build the Black Alumni Network and other affinity groups and strengthen connections between students, alumni and URMCM leaders	Adrienne Morgan Karen Chance-Mercurius	CY 20
	Inventory and strengthen current relationships with: <ul style="list-style-type: none"> • Historically Black Colleges and Universities • Hispanic serving institutions • Research Centers at Minority Institutions • BIPOC serving institutions 	Office of Equity & Inclusion Director, Staff Equity & Inclusion Director, Talent Acquisition SON representative	FY 21-22
	Enhance one’s sense of community by better connecting employees and learners to Rochester affinity groups and resources	Office of Equity & Inclusion Director, Staff Equity & Inclusion Senior Director for Learning and Development	FY 21-22
	Develop a cohesive, targeted recruitment plan (in-person, digital, etc.) to reach diverse learners (i.e. Annual Biomedical Research Conference for Minority Students, Annual Medical Education Conference, Association of American Medical Colleges minority recruitment fairs, Robert Wood Johnson summer fairs, Summer Health Professions Education Program summer fairs, National Black Nurses Association event)	SMD/SON Education Deans Teri D’Agostino Adrienne Morgan Marketing	FY 21



Objective 3: Recruit diverse faculty, students, trainees, postdoctoral researchers, and staff with special attention given to increasing representation of people of color to the URSMD/URMC community by July 2022.

Recommended By	Action	Person Responsible	Expected Completion
Black Physicians Network White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering Faculty Community Advisory Council	Implement Faculty Recruitment Best Practices	Adrienne Morgan Colleen Fogarty Bob Dirksen Jeff Lyness Mary Carey	FY 21-22
	Grow a central recruitment function (i.e., professional recruiters, unconscious bias training for hiring managers, etc.) to increase the quality and quantity of diverse faculty and leadership staff candidates	Mercedes Ramírez Fernández Adrienne Morgan Kathy Gallucci	FY 21- hire FTEs, build structure FY 22- Implement plan
	Ensure job listings include diversity and inclusion language and an anti-racism statement	Adrienne Morgan Kathy Gallucci Jack Bailey Mercedes Ramírez Fernández	FY 21
	Collaborate with education and admissions deans to enhance the mission-aligned admission process	Flavia Nobay Rick Libby SON representative Office of Equity & Inclusion	FY 21
	Increase scholarships for Undergraduate Medical Education, Graduate Masters, and SON URG	Flavia Nobay Mark Taubman David Lambert Rick Libby Lydia Rotondo Gerard Mikols	Fall 2020, on-going



		Kellie Anderson Kathy Rideout	
	Establish resources for medical school preparations (i.e. board exams) for individuals who are underrepresented in medicine	Mark Taubman David Lambert Gerard Mikols Kellie Anderson	Fall 2020, on-going
	Increase opportunities for BIPOC postdoc, research assistant professor and junior faculty	Mark Taubman Steve Dewhurst Rick Libby Gerard Mikols Kellie Anderson	Fall 2020, on-going
	Increase travel support for students/trainees who are underrepresented in healthcare and science	Mark Taubman Steve Dewhurst Rick Libby David Lambert Diane Hartman Kellie Anderson Gerard Mikols	Fall 2020, on-going
	Increase financial support for staff and learner affinity groups	Mark Taubman David Lambert Diane Hartmann Gerard Mikols Kellie Anderson	Fall 2020, on-going
	Work with Departments on leadership and professional positions (Pay Grade 55 and above) to develop best practices for outreach and recruitment	Kathy Gallucci Director, Talent Acquisition	FY 21



Objective 4: Develop career tracks for faculty, students, trainees, postdoctoral researchers, and staff with attention given to retaining BIPOC recruited to the URM community.

Recommended By	Action	Person Responsible	Expected Completion
White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering Faculty Leadership Diversity and Inclusion Executive Committee	Develop an internal, culturally responsive faculty fellows training program for early and mid-career faculty from underrepresented groups	Adrienne Morgan Janine Shapiro Steve Dewhurst Kathy Rideout/Sally Norton	FY 22
	Establish Leadership Institute to earn Inclusive Leadership certification	Office of Equity & Inclusion Associate Director of Education Kathy Gallucci Jeff Lyness SON representative	FY 22
	Provide units with financial support to send early and mid-career faculty to external professional development opportunities (i.e. AAMC, etc.)	Adrienne Morgan	FY 21
	Develop a Research Assistant Professor affinity group	Adrienne Morgan Steve Dewhurst	FY 21
	Create an early career path for post-docs into junior faculty positions (ie. K99/R00, leveraging the clinical and translational science institute’s expanded KL2 program, research assistant professor-to-tenure-track transition program)	Adrienne Morgan Steve Dewhurst Rick Libby Martin Zand Bob Holloway	FY 21



	Collaborate with Chairs to create early career paths for URiM trainees, particularly BIPOC trainees, into junior faculty positions	Diane Hartmann Brett Robbins Addisu Mesfin	FY 22
	Develop career development/mentorship ladder program to promote current staff to professional and leadership positions (i.e. patient care technicians to nursing)	Kathy Parrinello Karen Davis Vicky Hines Karen Scott Kathy Gallucci	FY23
	Enhance and bring consistency to standard job descriptions through the University Career Path Modernization Project	Holly Crawford Human Resources	FY 24

Goal 3: Cultivate a fair and just climate, culture and community.

Metrics-

By end of FY 21:

1. An anti-racism statement is developed and widely circulated.
2. 100% of educators adopt inclusive pedagogical practice into their learning activities.



Objective 1: Establish structures that create a climate that is founded on principles of anti-racism and social justice that are civil, supportive and respectful, and that values differing perspectives and experiences by July 2023.

Recommended By	Action	Person Responsible	Expected Completion
Black Physicians Network Undergraduate Medical Education Community Advisory Council	Convene taskforce to develop UR anti-racism statement that addresses intersectionality with individuals from other historically underrepresented groups	Mercedes Ramírez Fernández Adrienne Morgan SMD, SON, EIOH	January 2021
Black Physicians Network White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows	Develop a structure that consistently celebrates and raises awareness around religious, ethnic, and cultural events (i.e. Diwali, Eid, etc.)	Mercedes Ramírez Fernández Adrienne Morgan Norma Holland SON Council DEI	Ongoing
Alliance for Diversity and Science in Engineering	Explore a standalone Climate Survey focused on diversity and inclusion (in lieu of a portion of Press Ganey survey)	Adrienne Morgan Kathy Gallucci Senior Leadership	FY 21-22
	Improve opportunities for URMIC faculty, staff and learners to provide input to the Public Safety Review Board	Sarah Mangelsdorf Thomas Gibson Adrienne Morgan Mark Fisher	Ongoing
Black Physicians Network Undergraduate Medical Education	Collaborate with UR to hire and retain culturally responsive and trauma-informed mental health counselors (i.e, BIPOC counselors)	University Counseling Center Employee Assistance Program Adrienne Morgan Kathy Gallucci Ralph Manchester Brigid Cahill George Nasra	FY 21



Objective 2: Ensure SMD and SON educators utilize inclusive pedagogy in their learning activities by July 2021.

Recommended By	Action	Person Responsible	Expected Completion
Black Physicians Network White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering	Each educational program has defined goals or learning objectives and required content that addresses equity and inclusion	Adrienne Morgan David Lambert Rick Libby Diane Hartmann Lydia Rotondo Norma Holland Senior Director for Learning and Development Academic Information Technology (IT)	FY 21
	Integrate diversity and inclusion topics, such as anti-racism training implicit bias and its impact on patients, into curricula where appropriate	SMD and SON Curriculum committees	FY 21



Goal 4: Enhance URM C’s public presence through an equity, diversity, inclusion lens.

Metrics-

By end of FY 21:

1. Open the former Whipple Office as a multi-cultural learner lounge.
2. Plan in place to celebrate URM C’s history, particularly for underrepresented groups.

Objective 1: Develop structure to ensure URM C’s campus space aesthetic reflects our diversity and inclusion values by July 2021.

Recommended By	Action	Person Responsible	Expected Completion
Black Physicians Network White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows	Develop and implement a space aesthetic plan based on national best practices	Adrienne Morgan Jackie Beckerman Director, Staff Equity & Inclusion SON Council DEI	FY 21-22
Alliance for Diversity and Science in Engineering	Take an inclusive approach to celebrating URM C’s history on campus	Adrienne Morgan Jackie Beckerman Meredith Gozo	FY 21-22
	Convert Dr. Whipple’s Office into a multi-cultural space for learners	Adrienne Morgan White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering	FY 21



	Diversify SMD and URMC common use space through artwork and community celebration	Adrienne Morgan Director, Staff Equity & Inclusion Jackie Beckerman Joe D'Alessandro	FY 21-22
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Objective 2: Develop structure to ensure URMC’s digital presence reinforces our diversity and inclusion values by July 2022.

Recommended By	Action	Person Responsible	Expected Completion
Black Physicians Network White Coats for Black Lives	Create and redesign the URMC Office of Equity and Inclusion webpage	Adrienne Morgan Norma Holland	FY 21
Student National Medical Association Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering	Audit of URMC web to ensure content around Office of Equity & Inclusion resources (reporting, etc.) is accessible and understandable	Wade Holdraker Adrienne Morgan Norma Holland	FY 21-22



Goal 5: Engage and partner with the community to achieve racial justice by promoting equity in health and well-being.

Metrics-

By end of FY 21:

1. Completion of a Health Care Disparities project in eRecord (UR Medicine's electronic medical record) to increase data accuracy and completeness for patients' race and ethnicity (including decreasing *unknown* for race/ethnicity and increasing complete rates for both race and ethnicity) to improve our ability to spot and address inequities.
2. An anti-racism statement is included in internal review board (IRB) practice.
3. Best practices are in place to recruit and retain BIPOC participants into new human research studies.



Objective 1: Ensure equitable, accessible health care delivery by July 2025.

Recommended By	Action-	Person Responsible	Expected Completion
Black Physicians Network White Coats for Black Lives Student National Medical Association Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering	Work with community partners to understand the optimal way to integrate and provide services to the community. Use data to assess access, quality/safety, and satisfaction: <ul style="list-style-type: none"> • Mitigate real and perceived barriers to care by enhancing emergent, urgent, primary, ancillary, mental health, substance abuse and specialty care • Conduct internal review and participate in community-wide dialogue to evolve new approaches to mental health and substance abuse care that are medically effective and culturally sensitive • Facilitate follow up care and continuity by enhancing access to support services such as social work, pharmacy, financial case management, and transportation 	Mike Rotondo Kathy Parrinello	FY 21- Environmental Assessment Complete
	Build on existing partnerships with City providers and create new alliances	Mike Rotondo	
	Build trust in our commitment to create an equitable, safe, caring environment by demonstrating an anti-racism stance that values all employees, learners, trainees and patients and aligns with our ICARE values	Mike Rotondo	
	Establish ability to leverage eRecord data as a tool to study and address health disparities	Wendy Parisi Gregg Nicandri Rosemary Ventura	FY 21-22



Objective 2: Establish URMCM as a national leader in health equity research and education, specifically focusing on the impact of racism on health and development, and ensure the translation of knowledge into policy and action by July 2025.

Recommended By	Action	Person Responsible	Expected Completion
URMC Health Equity Research Taskforce Student National Medical Association Black Physicians Network White Coats for Black Lives Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering	Enhance research and education related to health and health care equity that includes local and national/international investigators	SON (Lydia Rotondo and Sally Norton)	
	Increase number and prominence of faculty members whose research focuses on the characteristics, causes, and approaches to improve health equity related to individual and structural racism	Nana Bennett Ann Dozier Steve Dewhurst Sally Norton	
	With centralized support, ensure that each clinical department implements health equity education for all trainees	Diane Hartmann Theresa Green Brett Robbins	
	Ensure that health equity research directly informs URMCM clinical quality improvement through the URMCM Quality Institute, resulting in actionable, equitable plans for implementation		
	Increase BIPOC representation among investigators and research staff across all research	Martin Zand Nana Bennett Mary Carey	
	Include anti-racism statement in IRB practice	Martin Zand Kelley O'Donoghue	
	Ensure that all human research studies conducted at URMCM use best practices to recruit and retain a pool of BIPOC participants, and track metrics to ensure that pool is representative of the impacted population	John Cullen	
	Provide health equity continuing medical education (CME) and other learning opportunities for all staff and faculty		



	Through collaboration with community partners, identify the top five health priorities and disparities in the region for study. In partnership with the community, develop a SMART action plan that addresses funding, changes in policies, procedures or practices, education, pilot funding and high priority areas to address gaps in knowledge		
	In collaboration with the Health Care Equity Steering Committee and Taskforce, identify, study and advise change in policies, procedures, and barriers to equitable care within URM		
	Ensure that each clinical department identifies areas for equity research in quality improvement and/or community focused health improvement in their field		

Objective 3: Ensure URM’s vendor engagement supports local Minority and Women Business Enterprises (MWBE) by July 2022.

Recommended By	Action	Person Responsible	Expected Completion
Student National Medical Association Faculty Current Diversity Officers	Develop and disseminate easily accessible directory of local Minority and Women Business Enterprises (MWBE)	Adrienne Morgan Kathy Gallucci Holly Crawford Carl Tietjen	
Black Physicians Network White Coats for Black Lives Association of Minority Residents and Fellows Alliance for Diversity and Science in Engineering	Ease access to local businesses owned by woman or minorities who are unable to meet the financial components of New York State Minority and Women Business Enterprises certification	Adrienne Morgan	

