



Equity & Anti-Racism Action Plan

October 2020

Thank You!

Community participation – internal and external – was vital to shaping a realistic and robust plan

STUDENTS

ASSOCIATION OF MINORITY RESIDENTS AND FELLOWS

OFFICE OF EQUITY & INCLUSION

COMMUNITY ADVISORY COUNCIL

BLACK PHYSICIANS NETWORK

DIVERSITY OFFICERS

STAFF

WHITE COATS FOR BLACK LIVES

DIVERSITY AND INCLUSION EXECUTIVE COMMITTEE

FACULTY

LEARNERS

ALLIANCE FOR DIVERSITY AND SCIENCE IN ENGINEERING

STUDENT NATIONAL MEDICAL ASSOCIATION

ROCHESTER BLACK NURSES ASSOCIATION

HEALTH EQUITY RESEARCH TASKFORCE

UNDERGRADUATE MEDICAL EDUCATION



Why Now?

- **National racial justice movement**
- **Strength in diversity**
 - 2014 Nature study¹ analyzed 2.5 million research papers and found that multi-ethnic authored papers are more likely to have higher citation rates
 - 2014 PNAS² study showed that ethnically diverse teams were 58% more likely to correctly achieve the task (estimating stock prices).
 - 2015 study³ in Economic Geography shows concluded that increased cultural diversity is a boon to innovativeness.
- **Better Patient Care**
 - Landmark 2004 Institute of Medicine⁴ “Unequal Treatment” report states that disparities in health care exist and are associated with worse health outcomes.

1 – Sept. 16, 2014 Nature (Richard B. Freeman & Wei Huang; Vol. 513, Issue 7518)

2 - PNAS December 30, 2014 111 (52) 18524-18529; <https://www.pnas.org/content/111/52/18524.abstract>

3- Economic Geography - <https://www.tandfonline.com/doi/abs/10.1111/ecge.12016>

4- Full IOM <https://www.nap.edu/read/12875/chapter/1>



Everyone Benefits

Five-Year Plan

- 5 goals
- 15 objectives
- 72 actions
- 20 metrics
- Incorporates lessons learned from our previous plan



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.

5 Years, 5 Goals



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



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Build the infrastructure that fosters anti-racism in everyday work and patient interactions across our education, research, and clinical missions.

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Major Themes

- Standardized UR/URMC policies and reporting processes
- Training – online and in-person
- Leadership Development
- Certified Diversity Officers and Human Resource Business Partners

Key Milestones for FY2021

- OEI office resourced to oversee and implement program
- OEI and HR resourced to deliver training to URMC workforce
- School and department dashboards
- Progress aligned with Leadership evaluations
- Diversity Officer structure established



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diverse learners,
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Recruit an array of people from widely diverse backgrounds; provide tools and supports that encourage people to stay at URMC and advance as far as talent takes them; expand work opportunities for the least privileged in our community.

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Major Themes

- Academic and career pipeline programs
- Workforce development programs (MCC, city of Rochester)
- Professional networks
- Robust and centralized diversity recruitment office
- Career Paths
- Scholarships

Key Milestones for FY2021

- All pipeline and networking relationships inventoried
- Search committee members trained in implicit bias
- Staff career path program in development
- Workforce development program with city, MCC and others
- Baseline metrics established for key areas of recruitment





NURTURE

a respectful learning
and work environment

Nurture our learning and work environment to infuse inclusion, foster respect, and celebrate diversity fulfilling the promise of our “IICARE” values - integrity, inclusion, respect, accountability, and excellence—always and for all.

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Major Themes

- Anti-racist, social justice, respectful climate
- Infuse diversity and inclusion topics in SMD & SON learning activities

Key Milestones for FY2021

- Anti-racist statement is developed and widely circulated
- All educators adopt inclusive practices into learning activities



EXEMPLIFY

inclusion in places
and digital spaces

Exemplify inclusion through
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Major Themes

- URMC physical campus
- URMC digital presence

Key Milestones for FY2021

- Open former Whipple office as a multi-cultural learner space
- URMC web visitation and engagement metrics (with link to SON).



ENGAGE

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Engage in equity as a health system by making care more accessible and reducing disparities through research, active listening, and collaboration with community partners.



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Major Themes

- Equitable, accessible health care delivery
- Health equity research and education that informs practice
- Minority and Women Business Enterprises

Key Milestones for FY2021

- Assess barriers to access across the community
- Increased data capture and accuracy for patients' race and ethnicity
- Anti-racism statement included in clinical research process (IRB)
- Implement diversity and inclusion recruitment and retention best practices to increase BIPOC participants in clinical research



**Ever More Equitable.
Ever More Inclusive.
Ever Better.**

We are beginning our journey to become a more equitable, anti-racist organization

To do so, we must acknowledge our commitment to inclusion and equity in our actions, environment and communications

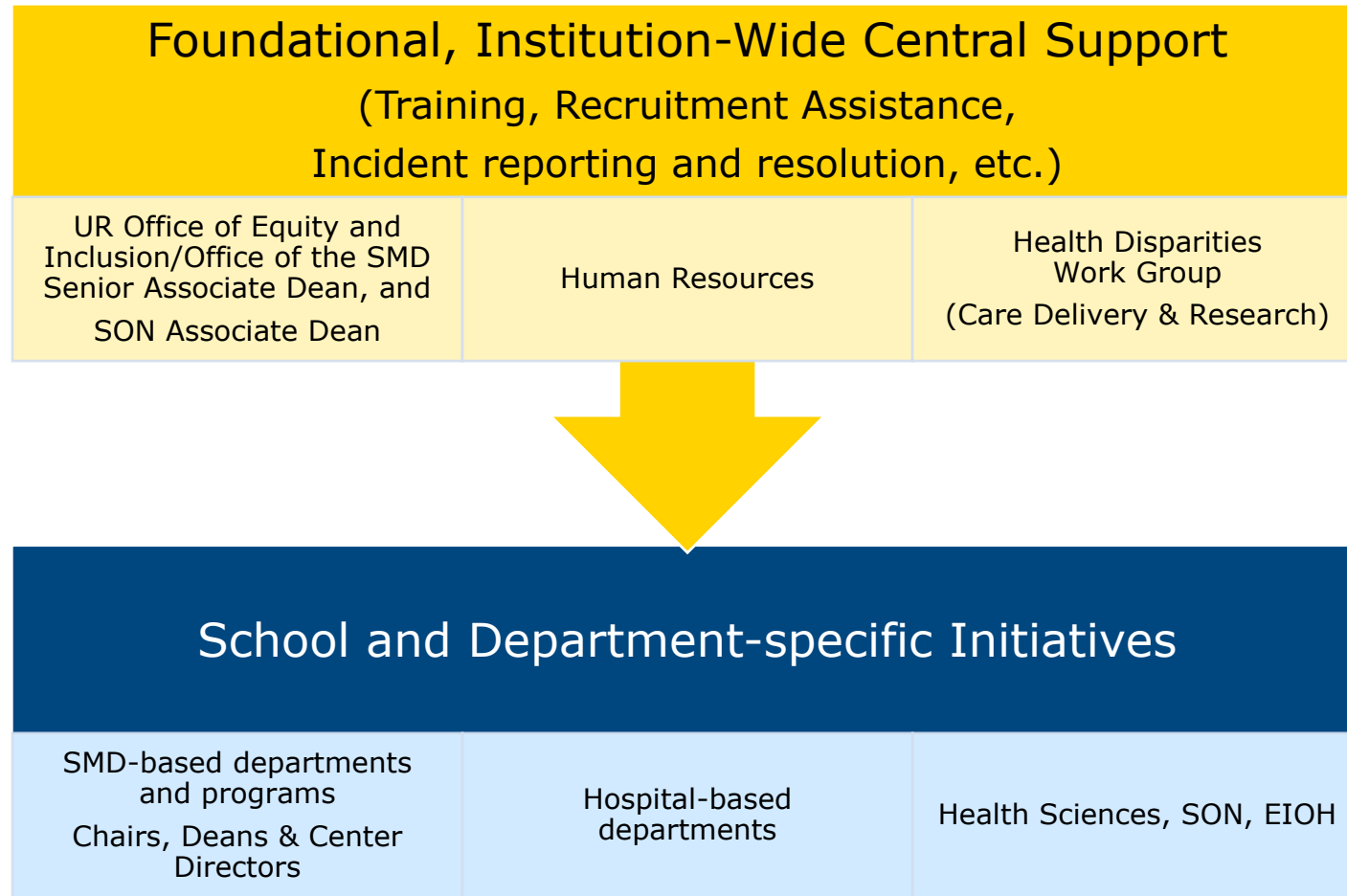
In-person training is a top priority; this helps everyone feel confident

Other key activities through CY2021 (and beyond):

- Effective, commonly understood and consistently applied policies
- Central support to help diverse applicants start and grow careers at URMC
- A concerted effort to understand, teach, and overcome racial disparities in care.



Implemented at URMC through:



Building the Team

Office of Equity and Inclusion

- Program Manager
- Dir., Education
- Lead EEO Investigator
- PR & Engagement Administrator

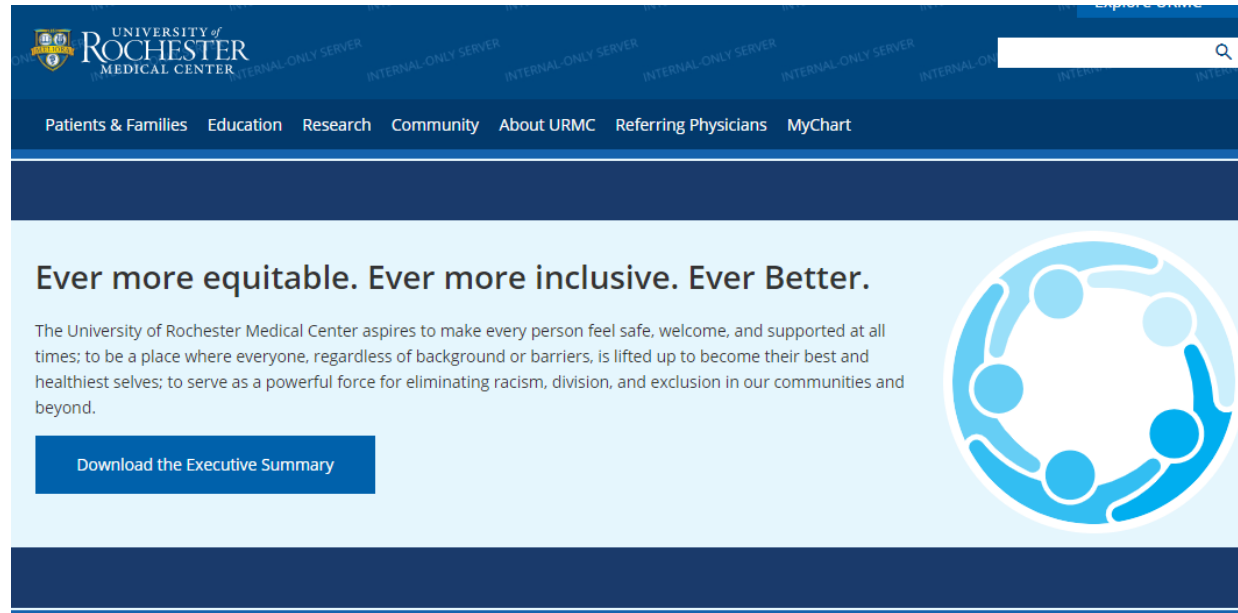


Human Resources

- Dir., URM Staff Diversity
- Career Path Development Mngr.
- Org. Development Specialists
- Assoc. Dir., Faculty Recruitment
- Recruitment Coord. (Staff, Faculty)
- Sourcing Strategists (Faculty)



More Information: actionplan.urmc.edu



UNIVERSITY of ROCHESTER MEDICAL CENTER

Patients & Families Education Research Community About URMC Referring Physicians MyChart




Ever more equitable. Ever more inclusive. Ever Better.

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 background or barriers, 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.

[Download the Executive Summary](#)

Via URMC Intranet

Happening Now

-  **2020-21 Flu Program**
-  **Equity & Anti-Racism Action Plan**
-  **MyChart: Immediate Release**
-  **COVID-19 Portal**
-  **URMC Redesigned**
-  **Dr. Chat Bot COVID-19 Health Screen**
-  **Opioid Portal**
-  **Embark: Clinical Trials Project**

Overview

[URMC / DEV Equity & Anti-Racism Action Plan](#)

About the Plan

Equity & Anti-Racism Action Plan

Materials & Resources

Our five-year plan to achieve this vision reflects input and ideas from medical students, residents, trainees, faculty members, and staff across the Medical Center, along with supportive groups and individuals from the Greater Rochester community. It calls us—as individuals and collectively as an institution—to *build, recruit, nurture, exemplify, and engage* in the work of being anti-racist.

News & Archives

Leave Feedback

Continue reading to [review the five pillars of the Equity & Anti-Racism Action Plan](#), or visit [About the Plan](#) for more details.





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