

## UR Department of Neurology Antiracist Action Plan

***Statement of Intent: Commit to take action towards transforming the department of neurology into a multicultural, multi-racial, anti-racist organization through supporting our department member's ability to confront individual and structural racism and engage in actions that promote equity and social justice within our department, our institution and community.***

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**Process and timeline:**

- 05/30/20: Departmental input to develop an antiracist agenda solicited by e-mail
- 06/05/20: Diversity Council Meeting- A CALL TO ACTION: How do we, as a department and as individuals, become anti-racists and promote and implement anti-racist actions in our department, university, community and personal lives?
- 06/08/20: Departmental Survey distributed to rate selves, department and institution on a spectrum of antiracism. Survey included space for ideas.
- 06/10/20: Antiracism Working Group created and composed of volunteers from leadership, faculty, trainees and staff.
- 06/15/20: 1st meeting of Antiracist Working Group to develop action plans and agenda
- 06/22/20: 2<sup>nd</sup> meeting of Antiracist Working Group
- 06/26/20: Present agenda and action plan at Neurology Grand Rounds; circulate amongst department, medical students, community leaders, institutional diversity leaders and outside neurology leaders for comment period. The working group will incorporate input from the comment period to refine plans.
- Summer 2020: Breakout into 3 working groups to evaluate goals, feasibility, outcomes and develop a budget; work with administration to identify funding sources for initiatives
- 10/01/20: Deadline for Action Plan; present to department at Grand Rounds, initiate monthly e-mails to department to update progress; Align with URMCA Antiracist Action Plan (ARAP)
- 10/15/20: Implement action plan; Modify as needed
- April 2021: Virtual retreat at halfway point to discuss progress, successes, failures and next steps
- Fall 2021: Assess 1-yr outcomes and implement long-term plan

## URMC Equity and Antiracism Action Plan 2021-2025

[www.urmc.rochester.edu/equity-antiracism-action-plan.aspx](http://www.urmc.rochester.edu/equity-antiracism-action-plan.aspx)

**BUILD (Goal 1):** Develop and sustain an infrastructure to support equity, diversity and inclusion

**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.

**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.

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

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

**RECRUIT (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.

**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.

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

**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.

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

**NURTURE (Goal 3):** Cultivate a fair and just climate, culture and community.

**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.

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

**EXEMPLIFY (Goal 4):** Enhance URMC's public presence through an equity, diversity, inclusion lens.

**Objective 1:** Develop structure to ensure URMC's campus space aesthetic reflects our diversity and inclusion values by July 2021.

**Objective 2:** Develop structure to ensure URMC's digital presence reinforces our diversity and inclusion values by July 2022.

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

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

**Objective 2:** Establish URMC 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.

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

## Neurology Initiative 1: Build an infrastructure to foster antiracism in everyday work and develop an antiracist identity

1a. Recognize and dismantle racist departmental structures	Outcome Measure	
Transform focus of diversity council to broaden scope: Inclusion, Diversity, Equity, Anti-racism and Social Justice (IDEAS)	Re-named council; completed charter defining mission	Build: Goal 1.4
Perform an external advisory board review of Equity, Diversity, and Inclusion activities	Completed External Review	Build: Goal 1
In-person Implicit bias training for all leadership positions <ul style="list-style-type: none"> <li>• Chair, associate chairs, division chiefs</li> <li>• Executive staff</li> <li>• Education leadership</li> </ul>	>50% participation by members in leadership positions	Build: Goal 1.3
Develop a cadre of facilitators formally trained on conversations about race	At least 4 Trained Facilitators	Build: Goal 1.2
Integrate contributions to IDEAS into professional goals, promotions and evaluations of faculty and staff	<ul style="list-style-type: none"> <li>• Modified CV template to include diversity-related work</li> <li>• Amend Annual review form</li> <li>• Advocate for inclusion of IDEAS into URMC promotions process</li> </ul>	Nurture: Goal 3.1
Re-design Neurology Department spaces to reflect a more diverse present and future	<ul style="list-style-type: none"> <li>• Create diverse representations in all neurology spaces</li> <li>• Intentional creation of diverse office spaces/zoom backgrounds</li> <li>• Website review for diversity and inclusion</li> </ul>	Exemplify: Goal 4.1, 4.2
1b. Sponsor and Organize Antiracism Programming For Individuals	Outcome Measure	
Co-sponsorship of annual summer series with psychiatry, pediatrics and school of nursing: <u>Anti-racism and transformation: the work ahead.</u>	10% participation by members who have not previously participated	Build: Goal 1.2
Annual grand rounds on topic of racism <ul style="list-style-type: none"> <li>• Work towards an endowed lectureship</li> </ul>	1 or more Grand Rounds	
Anti-racism virtual book club	3 book club offerings during each year	
Participate, as a department, in the 21-day Racial Equity Challenge	<ul style="list-style-type: none"> <li>• Weekly E-mails encouraging participation</li> <li>• Google Doc with reflections and responses</li> </ul>	
Communication and dissemination of antiracist activities and resources to departmental members	<ul style="list-style-type: none"> <li>• Monthly Communication by e-mail/newsletter</li> <li>• Development of website for communication</li> </ul>	Exemplify: Goal 4.2

**Neurology Initiative 2: Address the impact of racism on trainees in the department, engage trainees in antiracism, and increase URM representation in our department and the medical field.**

<b>2a. Increase URM representation in our training programs and the medical field</b>		<b>Outcome Measure</b>
Contribute to supporting the pre-medical pipeline of URM individuals in Rochester.	<ul style="list-style-type: none"> <li>Pre-school/ Elementary: School Donations for science education</li> <li>Middle School: Brain Awareness week sessions</li> <li>High School: Neurology faculty participation in STEP summer programming</li> <li>High School: Neurology/ neuroscience curriculum at East High School</li> <li>Undergraduate: Continuation, funding and growth of PreDoc Program</li> </ul>	Recruit: Goal 3.3
Engage URM external medical students in our neurology programs	Plan for 2021-22 through developing relationships with outside schools, engage URMC stakeholders, create recruitment documents <ul style="list-style-type: none"> <li>Engage with SNMA, LMSA</li> <li>Take part in annual residency showcase</li> </ul>	Recruit: Goal 3.1
Maximize our recruitment and retention of URM residents	Internal review of residency recruitment process (candidate selection, interviewing, ranking, post-match analysis)	
<b>2b. Address the impact of racism on trainees in our department</b>		<b>Outcome Measure</b>
Ensure proper support of current URM residents	<ul style="list-style-type: none"> <li>Engage with the Association for Medical Residents and Fellows (AMRF), allow protected time off for scheduled monthly sessions for minorities</li> <li>Identify local and national mentors for residents who identify as URM</li> </ul>	Nurture: Goal 3.1
Reduce bias in assessment of medical students	<ul style="list-style-type: none"> <li>Pilot bias reduction curriculum with faculty and residents</li> <li>Contribute to medical school instruction committee anti-racism planning</li> </ul>	Nurture: Goal 3.2
<b>2c. Engage our trainees in anti-racism</b>		<b>Outcome Measure</b>
Create and support institutional anti-racism/health disparity curriculum	<ul style="list-style-type: none"> <li>Create additions to lecture series (3 for the coming academic year)</li> <li>Partner with NeuroEquity Coalition to hold didactics that could be viewed broadly by residents/students</li> <li>Resident book club</li> <li>Opportunities to take part in pipeline programs</li> </ul>	Build: Goal 1.2
Promote our residency's anti-racism beliefs/goals through social media	12 IDEAS posts per year	Exemplify: Goal 4.2

**Neurology Initiative 3: Develop an ongoing understanding of the diversity of our patient population and combat racism as a source of health disparity in our community**

<b>3a. Engage with our community to understand and improve care needs for our African-American and LatinX patients</b>	<b>Outcome Measure</b>
Conversation series (zoom or in-person) with African- American and LatinX community leaders to learn about healthcare barriers and needs in Rochester; etc)	Quarterly Conversation panel discussion sessions by zoom or in person, starting Fall 2020
Explore development of a Neurology Patient Advisory Board to advise department on strategic planning, growth, and mission.	<ul style="list-style-type: none"> <li>• Development of charter for a patient advisory board</li> <li>• Work with URM and Divisions to develop mission and clarify roles</li> </ul>
Ally with community groups to provide educational forums and resources in underserved African-American and LatinX communities (stroke, dementia, headache, sleep)	<ul style="list-style-type: none"> <li>• Partner with URM Community Health to participate in health education series at Rochester Public Library</li> <li>• Identify forums for Neurology to reach out into the Rochester community to provide health education to under-served populations</li> <li>• WRFZ 106.3 FM, Rochester Free Radio- Real Talk: Health Tidbits - (<u>≥</u>4 live shows focused on neurologic care and clinical research)</li> </ul>

Engage:  
Goal 5.1

<b>3b. Work to reduce racist practices in departmental research activities.</b>	<b>Outcome Measure</b>
Increase research participation in African American and Latinx communities in Rochester.	Conduct 2 Community Engagement Studios in partnership with CTSI for upcoming clinical trials
Increase departmental member understanding of racial disparities in research	At least 1 Grand Rounds on racial disparities in clinical research At least 1 Working group for clinical trials focus on racial disparities in clinical research
Engage neurology department members in CTSI/ Public Health Sciences initiatives in health disparities	Promote activities, grants and opportunities in monthly e-mails and on websites

Engage:  
Goal 5.1, 5.2

**Budget:**

<b>Year 1 Action Plan Budget (October 1, 2020 - September 30, 2021)</b>		
		Total Cost
<b>Initiative 1:</b>		
	External Advisory Board	
	Honoraria Cost/Member (x7 members)	5,250
	Honoraria Cost/Chair (x1 member)	1,000
	Implicit Bias Training for Leadership	5,000
	Facilitator Training for Conversations on Race	Paid by URM
	Develop Website & Media Creation	2,500
	Summer Series Co-Sponsorship	1,000
	Grand Rounds on Racism (2-3 Across All Groups)	Grand Rounds Budget
	Antiracism Book Club	
	Cost of Books 3 each x 10 ppl @ \$20/bk	600
	Facilitator @ \$300 per session x 3 sessions	900
	Racial Equity Challenge	
	Community Events/Webinars/Etc. for Faculty & Staff to use	2,500
	IDEAS - Leads Professional Development	7,500
	Neurology Office Artwork/ Diverse Portraits	5,000
<b>Initiative 2</b>		
	East HS Curriculum	500
	Pre-Doc Program	
	Effort - Dr. Stone	10,000
	Meetings/Uber/Travel	1,000
	Graduation Ceremony	1,000
	URM External Med Student Clerkship X2 students	2,000
	Attending conference(s) to network for affinity groups (SNMA, LMSA)	4,500
	Lecture Series w/ Neuroequity Coalition - Bring in National Speakers	4,500
<b>Initiative 3</b>		
	Quarterly Community Conversation Series	
	Honorariums (estimate 4)	2,000
	Community Engagement Studio X2	2,000
<b>Total</b>		<b>58,750</b>

**Contributors:****Neurology Initiative 1**

Co-leads: Erika Augustine, Chennel Anderson and Jon Mink

Trainees: Monica Javidnia

Staff Members: Ashley Negron, Lisa Stephenson, Margaux Masten, Charles Levin, Caitlin Spoleta, Sara Uschold

Faculty Members: Deana Bonno and Guiseppe Erba

**Neurology Initiative 2**

Co-leads: Rob Stone, Andrew Huang and Monica Javidnia

Trainee Members: Nicola Ross, Cindy Hernandez, Jennifer Corcoran, Justin Rosati, Felicia Cooper

**Neurology Initiative 3**

Co-leads: Ann Leonhardt-Caprio and Elizabeth Wood

Trainee members: Monica Javidnia and Justin Rosati

Faculty members: Giuseppe Erba, Adam Kelly, Shree Pandya, Ruth Schneider

**Department of Neurology Central Administration:**

Robert Holloway and Sara Uschold

**IDEAS Council Co-chairs**

Chennel Anderson and Nimish Mohile