Implementation Lead Talks
Revenue Cycle & Health Information Management

Alena Hill
Monica Johnson
Revenue Cycle and Health Information Management (HIM) DEI Committee

- Alena Hill, Co-Chair Technology and Training, Patient Business Services
- Monica Johnson, Co-Chair Health Information Management (HIM)
- Doug Weaver, Co-Chair Patient Business Services
- Amber Athan Patient Business Services
- Shannon Bellers Health Information Management (HIM)
- Melissa Brown-Rust Professional Billing
- Yoshiko Casares Patient Business Services
- Stephanie Grady Patient Business Services
- June Grimmette Professional Billing
- Gerald Hoff Patient Business Services
- Kimberly Joffe Technology and Training
- David Moore Professional Billing
- Merry Price Health Information Management (HIM)
- Nathan Remmert Provider Enrollment
- Laura Shue Health Information Management (HIM)
- Inderjeet Talwar Facility Insurance Billing
Best Practices: Communication

- Attended all levels of leadership and staff meetings across Revenue Cycle and HIM to communicate the DEI initiative and get buy-in
  - Used this as an opportunity to recruit staff to be on the DEI Committee
- Utilized various methods of communication to get data and share with staff
  - Online surveys, focus groups, diversity cafes and 1:1 interviews
  - Created Word Clouds to reflect data received from staff
  - Use Human Capital Reports to compare and communicate DEI opportunities
- Created an internal DEI Website
- Added DEI communication to current Rev Cycle & HIM newsletter
Diversity, Equality, and Inclusion (DEI)

Revenue Cycle and Health Information Management at Michigan Medicine invite and celebrate diversity as one of our greatest strengths. Diverse people, viewpoints and experiences coming together in service of the patient experience is the Michigan Difference.

Many voices, our Michigan.
~ Benjie Johnson, Chief Revenue Officer

Revenue Cycle and HIM Diversity, Equity & Inclusion FY2017 Action Plan

1. Provide DEI education to all management and staff.
2. Review hiring practices to protect against nepotism and increase diversity.
3. Increase recruiting to broaden the candidate pool for Revenue Cycle and Health Information Management positions.
4. Provide regular communication on DEI information and events. There will be a DEI link on the Revenue Cycle web page, more articles in this newsletter and emails to publicize events.
5. Create a Revenue Cycle DEI committee to implement the action plan.
Best Practices: Planning/Organization

- Combined both Revenue Cycle and HIM DEI committees
- Organized a diverse DEI Committee by including representatives from all Revenue Cycle and HIM areas that meet on a biweekly basis
- Created a role description for the committee members and requested a 1-year commitment from staff and leadership
- Organized recruiting events
  - MHIMA to diversity candidate pool
Best Practices: Planning/Organization

- Used DEI committee members to audit available DEI courses and make recommendations to leadership for required DEI training for staff
  - Two staff members completed the Facilitating Diversity, Equity and Inclusion Training and one staff member currently schedule to complete in future
  - One staff member trained to facilitate Unconscious Bias Training
  - One staff member trained to facilitate/teach Influencer Training
  - One staff member trained to facilitate/teach Crucial Conversations

- Organized various training for Revenue Cycle & HIM staff
  - Unconscious Bias Training (all staff)
    - Management scheduled for early May
  - Crucial Conversations (PBS Management)
  - Influencer (PBS Management)
Office of Graduate & Postdoctoral Studies (OGPS)

Lisa Gubacci
Claire O’Fiara
We are the administrative home for the following training programs:

- Graduate Program in Biomedical Sciences (PIBS) 450 Trainees
- Postbac Research Education Program (PREP) 10 Trainees
- Postbac Pre-Medical Program (MEDPREP) 60 Students
- Cancer Biology Summer Internship Program (CaRSIP) 10 Interns
- Office of Postdoctoral Studies 600 Postdocs

In addition, we also serve:

- Faculty and Staff 550 Active Employees

Community Total of about 1,680 constituencies that receive communication from OGPS
Growth Medium

A publication dedicated to “Culturing Diversity to Enhance Discovery & Innovation”

- This DEI newsletter from the Office of Graduate & Postdoctoral Studies was designed and created by our Communications Coordinator, Brooke Horton.
- Provides an opportunity for our trainees, faculty & staff to get up to speed on the resources, research, training & best practices for creating an inclusive research community at Michigan.
- The first edition was published and sent out on January 12, 2017.
Welcome to the first edition of "Growth Medium" from the Office of Graduate & Postdoctoral Studies! This is where you can get up to speed on the resources, research, training & best practices for creating an inclusive research community at Michigan.

**Unconscious Bias in Everyday Life**

This interactive session is designed to examine how unconscious bias can

**Health Disparities Research Seminar**

Elham Mahmoudi PhD, MBA, MS will discuss the effects of a Policy Mandating Physician-Patient Communication on Racial/Ethnic Disparities in Post-Mastectomy Breast Reconstruction.

**Business Case for Diversity**

This workshop highlights case studies from business, the military and...
Readers interested in DEI news is more than double the industry average.
By the Numbers

Readers are clicking through our content at a rate that displays a strong interest in the information we provide.
By the Numbers

- No one unsubscribed [this is not an opt-in mailing list!]
- We also shared this on Facebook and more of our community signed up for future mailings
Our next Town Hall will be focused on responding to everyday incidents of bias and how to discuss difficult or controversial topics. It will be held Thursday, December 15 from 3-5 p.m. in the GAP Lounge with faculty & students invited. Look for a more detailed announcement closer to that date.

Let’s keep working together to build a safer and more inclusive community.

Scott Barolo, PIBS Director
Special thanks to our trainees, Tricia Garay and Seth Tooley!
Department of Otolaryngology-
Head and Neck Surgery

Katherine Heidenreich, M.D.
Tori Melendez, MSW
Diversity, Equity & Inclusion Team

- **Department Leads**
  - Katherine Heidenreich, M.D.
  - Tori Melendez, MSW

- **Interim Chair**
  - Mark E. P. Prince, M.D., FRCS(C)
Diversity Retreat

- Over 200 members from department gathered during the annual State of the Department Address
- Unconscious bias discussion
- Benefits of a diverse work environment discussion
- Explored ideas on fostering a more inclusive environment for faculty, staff, trainees and patients
Diversity Retreat Engagement Findings

- Work-Life balance
- Improving diversity among staff leadership
- Eliminating/Reducing bias
Diversity Committee

- Committee of faculty, staff and trainees
- Aim is to increase diversity & cultural awareness within department
- Our group hosts a monthly Lunch and Learn Series, where various DE&I related topics are discussed
Diversity Committee Highlights

- Unconscious Biases, Denise Williams, PhD, MS, SHRM-SCP, SPHR
- “Racism in Medicine: Shifting the Power”, by J. Olayiwola, MD, MPH article discussion
- Work Life/FMLA Options, Barb Mulay, M.Ed, and Patricia Whitfield, MA, SHRM-CP, SPHR
- Disability Awareness, Christina Kline, JD
- Conflict Resolution, Kathleen Robertson, MSW
- Cultural Potluck

Upcoming Discussions

- Crucial Conversations, by Switzler, Al, et.al book discussion
- Zootopia movie discussion on DE&I themes
Department Initiatives

- Educational Programs
  - Univ. of Michigan Health Equity Visiting Clerkship
  - Amer. Acad. Oto-HNS Diversity Away Rotation for URM students
  - Amer. Society Pediatric Otolaryngology rotation for URM students

- Faculty & Staff Initiatives
  - Selection committee training
  - Resume and cover letter workshops
  - Mentorship programs for staff

- Leaders who have championed DE&I
  - David Brown, MD
  - Carol Bradford, MD
  - Mark Prince, MD
OTOLARYNGOLOGY-
HEAD AND NECK
SURGERY

UNIVERSITY OF MICHIGAN
HEALTH SYSTEM
Medical School Administration

Alena Stocking
(representing a mighty team)
Best Practices

- **Medical School Administration (MSA):**
  - 25 departments,
  - 700+ team members

- **Team: 14 members throughout MSA**
  
  LaTonya Berryhill (MICHR), Nicole Bonomini (BRCF), Brad Densen (OMSE), Laura Denton, (Faculty Affairs), Renee Ermi (HR Business Partner), Marty Fischhoff (Taubman Institute), Lisa Gubaci (PIBS/Post Doc), Jill Jividen (Office of Research), Kanchan Sehgal Lota (MICHR), Clarissa Love (OHEI), Pattie Postel (EVPMA), Vicki Ellingrod Ringold (Pharmacy), Bob Sigler (ULAM), Alena Stocking (MSA)
Best Practices

- Initial Focus Areas (subcommittees)
  - Service Days
  - Communications
  - Training and Education
  - Forum/Speaker Series
  - Recruitment, Hiring, Job Postings, and Advertising of Positions
Best Practices

- Initial MSA Initiatives and Recommendations
  - Endorse “Service Days” up to 16 hours
    - Must be with a team
    - Volunteers work with organizations with DEI value
  - Biweekly DEI Communication Update to DEI Working Group
    - Sharing Michigan Medicine and campus opportunities
    - Promoting training opportunity and availability
    - Cascading via existing communication channels
Best Practices

- Initial MSA Initiatives and Recommendations
  - Unconscious Bias Training for **ALL** MSA staff by 12/31/17
  - Crucial Conversations Training for **ALL** MSA supervisors by 06/30/18
  - Encourage all team members to attend at least 2 DEI-centered activities during fiscal year (per professional development objectives)
Best Practices

- Lessons Learned
  - We are all learning as we go; learning from one another to leverage good ideas
  - There is no “magic bullet,” this is complicated and difficult – but one step forward is better than no step at all
  - A marathon... not a sprint!
  - Engaging each other in dialog has been a great experience
I hired people who have different perspectives so we could enjoy the benefits of thought diversity.

But they disagree with everything I say, so I have to assume they're all idiots.

Am I right?

Totally.
The Obstetrics and Gynecology DE&I Team

LEVERAGING

OUR

STRENGTHS
BEST PRACTICES

○ Engagement
  ➢ Department Diversity, Equity, and Inclusion (DE&I) Committee
  ➢ Baseline department DE&I survey
  ➢ Town hall meetings with stakeholder groups

○ Education
  ➢ Unconscious Bias Self-Assessment Training
  ➢ DE&I Grand Rounds Speaker Series
A Unifying Image
ENGAGEMENT

- Departmental Committee
  - Interdisciplinary, various stakeholder groups

- Baseline Survey
  - Adapted from an assessment tool designed by California Tomorrow
  - Identify strengths, gaps, and needs relative to DE&I

- Town Hall Meetings
  - Administrative and clinical staff
  - Facilitated by OHEI staff
EDUCATION: UNCONSCIOUS BIAS TRAINING

- Clinical Staff
- Administrative Staff
- House Officers
- Faculty

- Faculty and house officers were required to complete UBT in order to participate in 2016-17 residency recruitment process.
# 2016-2017 Diversity, Equity, and Inclusion Grand Rounds Speaker Series

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Speaker(s)</th>
<th>Topic</th>
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<tbody>
<tr>
<td>September</td>
<td>22</td>
<td>Dekke Maccannon, M.D., M.B.A. Independent Contractor</td>
<td>The Business of Healthcare: Maximizing Impact and Revenue through Diversity</td>
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<td>September</td>
<td>29</td>
<td>Susan Ernst, M.D. Chief of Gynecology Services, UHS, UM</td>
<td>Reproductive Healthcare for Adolescents and Women with Disabilities and Efforts towards Inclusive Care</td>
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<td>October</td>
<td>13</td>
<td>Scott Page, Ph.D. Leonid Hurwitz Collegiate Professor, UM</td>
<td>The Diversity Bonus: Why It Exists &amp; How We Achieve It</td>
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<td>October</td>
<td>20</td>
<td>Denise Howard, M.D., M.P.H., C.P.E. Senior Attending Physician, Sidra Medical and Research Center</td>
<td>Obstetrics &amp; Gynecology Care in a Developing Gulf Country</td>
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<td>October</td>
<td>27</td>
<td>John Randolph, M.D. Professor &amp; Director of REI Fellowship, OBGYN, UM</td>
<td>Integrating Transgender Health Care into Our Medical Culture</td>
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<td>November</td>
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<td>Holly Rider-Milkovich Director, Sexual Assault Prevention and Awareness Center, UM</td>
<td>Empowering and Partnering with Patients Experiencing Intimate Partner Violence</td>
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<td>December</td>
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<td>Loretta Ross, Author, Lecturer, Women’s Health Advocate</td>
<td>Calling in the Calling Out Culture: Building a Human Rights movement</td>
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<td>December</td>
<td>15</td>
<td>Rene Salazar, M.D. Assistant Dean for Diversity, Professor of Med Ed, Dell Med School, UT-Austin</td>
<td>The Impact of Unconscious Bias on Our Work</td>
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<td>January</td>
<td>19</td>
<td>Willie Parker, M.D. Reproductive Justice Advocate</td>
<td>OB-Gyn Advocacy for Reproductive Justice</td>
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<tr>
<td>January</td>
<td>26</td>
<td>Ed Goldman, J.D. Adjunct Associate Professor OBGYN, UM</td>
<td>Futility Revisited: UMHS Policy on Non-beneficial Treatment</td>
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<tr>
<td>March</td>
<td>9</td>
<td>Craig Cohen, MD, MPH Professor, Department of OBGYN &amp; Reproductive Sciences, UCSF</td>
<td>Building Bridges not Walls: Training the Next Generation of Women’s Health Researchers to Create a Healthier Future for Women around the World</td>
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<tr>
<td>March</td>
<td>23</td>
<td>Hanan Bazzi, MD House Officer, IV, OBGYN, UM</td>
<td>Muslim Women &amp; OBGYN</td>
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RESULTS, EXPERIENCES, NEXT STEPS

- Increased engagement, awareness, interest, and involvement around DE&I issues
- Department Chair and Executive Committee support have been key to our planning efforts to date
- Objective, unit-specific feedback to drive strategic planning and implementation efforts, aligned with Michigan Medicine priorities
ACKNOWLEDGEMENTS:

Obstetrics and Gynecology DE&I Committee Members:

- Sawsan As-Sanie, MD
- Erin Beene, MPH
- Diana Curran, MD
- Lisa Harris, MD, PhD
- Anita Malone, MD
- Brandon Nunn
- Rachel Sprovtsoff
- Joanne Bailey, CNM
- Vanessa Clinton
- Linda Gobeski, RN
- Rosalyn Maben-Feaster, MD
- Helen Morgan, MD
- John Randolph, MD
Ask A Muslim

Marwa Ayyash - M1
Ask a Muslim

- University of Michigan Medical School - M1
- Muslim Medical Student Association (MMSA)
Ask a Muslim - The Process

- Sent out an email to M1 through M4 classes.
- Anonymous google form titled “Ask a Muslim”. 
Ask a Muslim - The Process

Ask a Muslim

Please feel free to ask any questions relating to Muslims. This is not limited to medical topics. Responses to the questions will be sent out as a general email. *FYI: This form is anonymous*

* Required

Please type your question here: *

Your answer

Submit
Ask a Muslim - Outcome

• Received 31 questions
• Divided the questions into 5 categories:
  1. Medical
  2. Cultural/Social
  3. Religious
  4. Political
  5. Miscellaneous
Ask a Muslim - Lessons Learned

• The start of a well needed discussion
• The overwhelming support
• The few mishaps
• Ask a Muslim Resource