Michigan Medicine
Diversity, Equity and Inclusion Plan
Year 4
President Schlissel’s focus on diversity, equity and inclusion (DEI) supports his overall goal to position the University of Michigan (U-M) for **perpetual excellence** and **public impact** in research, creative work, performance and education. The importance of DEI to U-M’s goals is evident in this quotation from President Schlissel:

- “At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence, and the advancement of knowledge.”

President Schlissel’s stated goals for DEI are:

- **Diversity:** “We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.”

- **Equity:** “We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.”

- **Inclusion:** “We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.”
Leadership Support

Marschall Runge, M.D., Ph.D., Executive Vice President for Medical Affairs and Dean of the Medical School has noted the critical importance of promoting DEI to the future of Michigan Medicine, and that “people create our value”, stating that:

- “We will only reach our operational and financial goals if we foster a collaborative, inclusive work environment that welcomes new thinking and differing opinions.”

Dr. Runge has challenged us to address the following “critical questions to create the best environment to deliver superior care”:

- “How do we ensure that the best practices of DEI and the Six Vital Strategies become part of our standard operations and daily work?”
- “How will we hold each other accountable for fostering inclusion and diversity?”
- “What can we do differently in order to lead by example?”

In June 2016, David A. Spahlinger, M.D., Executive Vice Dean for Clinical Affairs, Medical School President and University of Michigan Health System Clinical Professor of Internal Medicine, announced a renewed focus on patient experience in the context of Michigan Medicine’s new performance improvement infrastructure. He noted that:

- “We now need to assess our diverse programs... (supporting the patient care experience)..., refine where needed, and ensure best practices are leveraged across units, locations and settings. The objective is to consistently provide a superior patient experience to every patient, every time.”

Carol R. Bradford, M.D., Executive Vice Dean for Academic Affairs and Charles J. Krause, M.D., Collegiate Professor of Otolaryngology at the University of Michigan Medical School honed in on the importance of fostering wellness and civility within our academic medical center in June 2017, stating:

- “In order to help foster an environment that promotes health, balance, and kindness, we have launched the Michigan Medicine Civility and Wellness Taskforce. The initiative will address more than physical and emotional health. It will focus on: a holistic, robust approach to addressing concerns; an expectation of civility from all members of our workforce; improved communication, trust and accountability; and assurances that all members of the community — employees, patients and families — know they have a voice and feel valued.”

These critical questions and priorities have guided our strategic planning process and our recommended actions.
Rationale: Office for Health Equity and Inclusion (OHEI) Mission, Michigan Medicine

Promoting DEI is central to Michigan Medicine’s success and the realization of its vision of being recognized by 2025 as one of the top academic medical centers in the world, based upon our contributions and service to the global community. The mission and vision aligns with this goal:

Our Vision

Michigan Medicine is a place where every person feels valued and can thrive.

Our Mission is to:

- Help foster an environment of respect that honors the well-being, individuality and dignity of all who work, learn and heal at our Academic Medical Center;
- Champion diversity and inclusion, to foster innovation and new knowledge for the benefit of our patients, our community and society; and
- Diversify the next generation of physicians, nurses, health professionals and scientists.

Priorities

In January of 2015 as a part of institutional planning, President Schlissel introduced additional guidance regarding framing of specific actions related to the completion of the DEI strategic plan. Each unit’s specific actions were required to address at least one of the following six “Vital Strategies” for their key constituencies, as applicable:

- Climate enhancing activities;
- DEI skill-building;
- Pathways to conflict resolution;
- Hiring and selection; and
- Recruitment and career advancement.
During the planning phase, the DEI vital strategies were used as a roadmap to organizational excellence and also to support Michigan Medicine becoming the best academic medical center in the world in our three focal areas of patient care, research and education.

After plans were submitted across the university campus, the vital strategies were centralized into three priorities by the Office of Diversity Equity and Inclusion. Michigan Medicine adapted the three institutional priorities in January 2016. The three priorities and Year 4 focus for Michigan Medicine are listed in the infographic below:
II. Planning Process Used

Under the leadership of Dr. David J. Brown, OHEI Associate Vice President and Associate Dean, the DEI team within OHEI continued coordination responsibilities of DEI activities throughout Michigan Medicine. The Michigan Medicine DEI operational structure supports DEI across Michigan Medicine. (See below) There are currently over 172 DEI leads, each representing a department or unit and selected by their departments to lead DEI implementation efforts in their work area.

The Michigan Medicine DEI Steering committee helps set direction and provides overall guidance and governance of DEI strategy. The Michigan Medicine DEI Diversity Working Group (MDWG) is responsible for implementation. Within MDWG there are four working subcommittees that provide expertise in specific areas: Communication; Implementation;
Measurement; and Education and Professional Development. While chaired by members of the MDWG group, other faculty and staff with subject matter expertise have been invited to participate and join the sub-committees. Representing a wide range of constituents including membership from OHEI, HR, Communication, Department of Organizational Learning and Faculty Development, this group strives to ensure multi-disciplinary collaboration and alignment around DEI concerns across campus. The four subcommittees are charged with propelling DEI efforts forward in their respective areas.

In Year 3 Implementation Leads were provided with a range of tools, materials, educational opportunities and resources to build, create and develop innovative programming and activities within their work areas. Leads submit reports to OHEI bi-annually, documenting their successes, challenges, barriers and plans. Monthly newsletters, quarterly lead meetings, annual symposium and annual lead recognition events were among the resources available to them. DEI staff also provided consulting, assistance and training wherever needed to help drive momentum and/or address issues and barriers to progress. Other data points collected included climate survey, employee engagement survey and net-promoter score data. Each of these helps shape the overall picture of where we are with DEI and where we need to go.

Looking ahead, in Year 4 there will be significant opportunity to help build and grow more partnerships between and among departments and units, fostering collaboration and co-led events and activities. Data from the engagement survey, climate survey, as well as from the net promoter scoring tool will all help inform, shape and define direction moving forward. The Michigan Medicine operational structure for Year 4 is below:
Highlights of Engagement Activities

We have many action items that are worthy of highlighting. However, we selected the following three because they are great examples of the many layers required to do this work.

Transgender Education Tools: The Michigan Medicine mini-grant awards administered by OHEI have afforded a variety of units and departments within Michigan Medicine to be innovative and creative in their approach to DEI work. Awards provide funding to try new efforts that would otherwise not happen. An outstanding innovation as a result of the mini grant program is described below:

Michigan Medicine is committed to providing excellent care and service to patients and visitors of all genders. As part of a Diversity Equity and Inclusion Mini-Grant project sponsored by the Office for Health Equity and Inclusion, Halley Crissman, M.D., MPH, spearheaded a project to create training videos for Michigan Medicine frontline staff to improve comfort and competency in providing care and service to transgender and gender nonconforming patients.
Michigan Medicine DEI Leads: With 176 different leads working on DEI throughout Michigan Medicine, there are literally hundreds of different and exciting activities occurring. From potlucks to book clubs, giving leads the freedom to foster, build and create programs that work in their own respective departments is vital to success in our DEI work.

- The University of Michigan Medical Group (UMMG) has worked to embed DEI into the daily work across Ambulatory care.
- The Department of Surgery has created the Michigan Promise which aims to enhance the culture across Surgery by providing professional development and working on recruiting and advancement for faculty and residents.
- Cardiovascular Center hosted a celebration of humanity that showcased the many cultures represented in the CVC by utilizing music, food and fun!

DEI Dashboard: Over the last two years, the Michigan Medicine DEI measurement and metrics team have worked to utilize data to highlight our strengths and opportunities to improve our culture. This effort was accomplished through our partnerships with HR, the Quality Department, Faculty Affairs, Medical School and OHEI. The dashboard has been cascaded to Michigan Medicine leadership and DEI leads.

III. Data and Analysis: Key Findings

After Implementing our Year 3 plan, we learned that to move this work forward across Michigan Medicine we must leverage strategic partnerships, build a resource rich educational framework to give staff, faculty and students utilize data to drive our narrative and help us identify opportunities for action. Through our discussions across Michigan Medicine common themes surface, such as building trust, accountability at all levels, recognition and relationship building.

A priority for Year 4 is to continue to build strategic partnerships, provide education and learning opportunities and use the DEI dashboard to help us tell meaningful stories across Michigan Medicine. We will also focus on leadership, allyship and bystander education to equip Michigan Medicine with tangible skills. True culture change begins with transparency and the welcoming of all voices. We will achieve this by weaving inclusive communication into the three institutional priorities that are to:

- Create an equitable and inclusive campus climate;
- Recruit, retain and develop a diverse community; and
• Support innovative and inclusive scholarship and teaching.

Background

A large quantity of national, state, local and institutional data was reviewed to help us articulate Michigan Medicine’s current state regarding DEI. Michigan Medicine supports the achievement of the Institute for Healthcare Improvement’s “Triple Aim,” featured below. Reducing health disparities within Michigan Medicine will also subsequently improve the patient experience, reduce costs and improve population health.

DEI in the healthcare workplace drives the achievement of the Triple Aim.

Currently, there is a significant movement to introduce a “fourth aim” of improved clinician experience to this model – which we would suggest extending to “improved staff, clinician, faculty, house officer, postdoc/trainee, student and patient/family experience” to emphasize the importance of all who interact in our workplace. This “Quadruple Aim” cannot be achieved without paying close attention to the state of Michigan Medicine’s workplace climate.
This background compels us to consider how an intentional and integrated approach to organizational health improvement can propel Michigan Medicine towards its goals, and the role that the promotion of DEI can contribute to the attainment of organizational health.

Demographics

Staff, Faculty and Trainee Demographics – Ethnicity and Gender (Data Source: HR02 Data Warehouse):

In November 2016, approximately 74% of the overall faculty/staff/trainee population was White Non-Hispanic and approximately 8.8% was Black/African-American. Of the Non-White, Non-Majority population, Asians were the most highly represented within the “Faculty and Trainee” classifications. In addition, Black/African-Americans were the most highly represented within the “Staff” classification.

Gender/Ethnicity (11-2016 Extract):

Among Michigan Medicine staff (i.e. faculty, staff and trainees), females comprise about 71% and males comprise about 29% of the overall population. Whites comprise about 75% and Blacks comprise about 9% of the overall population.

We do not currently collect data on gender identity or sexual orientation.
Retirement Eligibility (Staff ONLY):

In fiscal year 2017, nearly 2,400 staff were eligible to retire, with 82% of these employees being White Non-Hispanic and 11.4% being Black/African-American. Over 25% of the staff at Michigan Medicine will be eligible for retirement within the next five years.

In another view, when comparing the race/ethnicity of individuals in selected Michigan Medicine job classifications compared to the State of Michigan and our inpatient population (2014 data), one can observe that approximately 12% of our patient population identified as African-American, while about 4% of our Nursing and House Officer populations identify as African-American.

These preliminary findings shed light on possible interventions to increase engagement relative to DEI for these groups. Additional analyses could serve to further specify areas or groups of employees that consistently demonstrate low engagement scores relative to others.

The demographics of employees who participated in both engagement surveys may also be informative when compared to the demographics of those employees who did not participate. There may be a skew in one or both populations to consider differently when designing and delivering interventions.

Students, Medical School

Medical School Student Enrollment and Applicant Pool, 2003-2015:

Over the last ten years, African-American and Hispanic medical school student representation has remained low and somewhat flat. In some years, there were no male African-American students in the cohort. An analysis of the matriculation sequence for Under-Represented in Medicine (URM) medical school applicants between 2003 and 2015 showed that only approximately 39% of URM applicants receiving an offer of acceptance eventually matriculated. This is in contrast to approximately 47% of non-URM applicants.
OUR STUDENTS
Excellence Upon Arrival
(5-Year Averages)

24.2
AVERAGE AGE
(RANGE 20-36)

15.3%
UNDER-REPRESENTED
IN MEDICINE

45
STATES + PUERTO RICO
REPRESENTED

TOP 5 UNDERGRAD
SCHOOLS

#1 UNIVERSITY
OF MICHIGAN

#2 HARVARD

#3 NORTHWESTERN

#4 DUKE

#5 NOTRE DAME
STANFORD
WASH U-ST. LOUIS

46%

54%

48%
52%

MI RESIDENTS
NON-RESIDENTS

29%
TRADITIONAL
(NO GAP AFTER UNDERGRAD)

71%
NON-TRADITIONAL
(≥1 YEAR GAP)
Patients

In 2015, about 70% of the Michigan Medicine patient population identified as Caucasian, while approximately 10% identified as African-American.

| 2015 Patient Demographics, UMHS          | Adult      | Pediatric | |
|------------------------------------------|------------|-----------|
| (Adult and Pediatric)                    |            |           |
| Total Patients                           | Adult      | Pediatric |
| Percentages                              |            |           |
| Gender                                   |            |           |
| Male                                     | 226,549    | 84,396    |
| 40.80%                                   | 49.90%     |
| Female                                   | 328,129    | 84,734    |
| 59.20%                                   | 50.10%     |
| Race                                     |            |           |
| Asian                                    | 26,632     | 8,726     |
| 4.80%                                    | 5.20%      |
| African-American                         | 49,094     | 17,418    |
| 8.90%                                    | 10.30%     |
| American Indian                          | 1,653      | 438       |
| 0.30%                                    | 0.30%      |
| Caucasian                                | 443,128    | 118,931   |
| 79.90%                                   | 70.30%     |
| Native Hawaiian, Pacific Islander        | 474        | 235       |
| 0.10%                                    | 0.10%      |
| Refused                                  | 2,621      | 779       |
| 0.50%                                    | 0.50%      |
| Unknown                                  | 10,330     | 6,446     |
| 1.90%                                    | 3.80%      |
| Other                                    | 20,754     | 4,457     |
| 3.70%                                    | 2.60%      |
| Ethnicity                                |            |           |
| Hispanic                                 | 13,489     | 2,151     |
| 2.40%                                    | 1.30%      |
| Non-Hispanic                             | 503,333    | 44,130    |
| 90.70%                                   | 26.10%     |
| Unknown                                  | 33,749     | 122,658   |
| 6.10%                                    | 72.50%     |
| Refused                                  | 4,115      | 244       |
| 0.70%                                    | 0.10%      |
| Language                                 |            |           |
| English                                  | 543,024    | 164,975   |
| 97.90%                                   | 97.50%     |
| Spanish                                  | 2,177      | 1,374     |
| 0.40%                                    | 0.80%      |
| Japanese                                 | 1,766      | 826       |
| 0.30%                                    | 0.50%      |
| Arabic                                   | 1,684      | 561       |
| 0.30%                                    | 0.30%      |
| Mandarin                                 | 1,989      | 323       |
| 0.40%                                    | 0.20%      |
| Other                                    | 4,045      | 0         |
| 0.70%                                    | 0.00%      |
IV. Strategic Objectives, Measures of Success and Action Plans*

*All strategic objectives and related actions will be pursued in accordance with the law and University policy.

Guided by our constituent involvement activities and assessment of current state data, recommended specific actions were analyzed and were then classified into several broad “institutional actions” for Michigan Medicine, at large. Institutional actions are defined as actions that may be implemented on an institution-wide level to support the institutional priorities. There is significant feedback at all levels regarding the need to continue building infrastructure and to build a centralized learning management system to ensure that Institutional actions can be carried out and progress can be tracked.

Year Four (FY 2020) Priority Actions
The recommended central actions support the following priority actions for Michigan Medicine for Year Four of the strategic plan in each of the six vital strategies, as well as critical “Supporting Infrastructures” which must be identified, coordinated, integrated, assessed, modified and/or created to support such actions.

Five Year Objectives and Actions

**Strategic Objective 1**: Leverage Michigan Medicine measurement and metrics tools to track activity and progress towards DEI goals

- Measures of Success for Objective 1: Improvement in Community Alignment Quadrant of Michigan Medicine Dashboard
- Domain: Promote an Equitable and Inclusive Community
- Primary DEI Goal: Equity

**FY20 Actions**
- **Action**: Partner with Michigan Medicine stakeholders to build DEI component within institutional and Pulse surveys to capture “experience” data in real time on organizational dashboard (Vital Voices, Patient Satisfaction, ACGME, etc.)
- **Action**: Design and implement data supported evaluation and accountability tracking structure
- **Action**: Provide tools and resources to DEI Leads and organizational partners to utilize the Organizational Dashboard for DEI action planning.
- **Action**: Maintain a Departmental Dashboard that is based on the Organizational Dashboard model to inform departmental DEI strategy
Objective 2: Infrastructure to support Michigan Medicine DEI Implementation

- Measures of Success for Objective 2: Improvement in Culture Quadrant of Michigan Medicine Dashboard
- Domain: Promote an Equitable and Inclusive Community
- Primary DEI Goal: Inclusion

**FY20 Actions**
- Action: Executive Steering Committee to support leadership engagement
- Action: Diversity Working Group that executes recommendations of Executive Steering Committee
- Action: Support framework to guide the work of Faculty Leads for constituent communities

Strategic Objective 3: Develop aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.

- Measures of Success for Objective 3: Number of Diverse applicants, hires and retention Workforce Quadrant Michigan Medicine Dashboard
- Domain: Recruitment, Retention and Development
- Primary DEI Goal: Equity

**FY20 Actions**
- Action: Attract top talent to Michigan Medicine by maintaining partnerships with other universities and academic medical institutions.
- Action: Continue pipeline programs to broaden applicant talent pool and prepare students to enter Health Science Programs
- Action: Host SIMFest - a recruitment fair to broaden learner applicant pool to Medical school and residency programs
- Action: Survey organizational recruiting tools and expand development of comprehensive recruiting toolkit for all levels of leadership and staff
- Action: Cascade exit interview strategy and plan to inform retention strategy
- Action: Develop Complaint triage process

Strategic Objective 4: Deliver and Design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff and learners

- Measures of Success for Objective 2: Number of Diverse applicants, hires and retention Workforce Quadrant Michigan Medicine Dashboard
- Domain: Education and Scholarship
- Primary DEI Goal: Inclusion

**FY20 Actions**
Diversity, Equity and Inclusion: Year 4 Plan
September 2019

- **Action:** Continue to develop multiple levels of education based on DEI competencies, including baseline general education for faculty, staff and learners
- **Action:** Design specialized education on specific sub-topics; and education tracks for various audiences.
- **Action:** Embed DEI curriculum within Faculty Development and leadership course offerings to develop pathways for leadership advancement
- **Action:** Utilize needs assessment for Cultural Awareness and identify tools for increasing cultural sensitivity across Michigan Medicine to enhance patient care
- **Action:** Develop plan for internal DEI certification options and define track to obtain such certification, expand toolkit of resources, train-the-trainer tools, and educational templates
- **Action:** Organize “Humanity Series” to celebrate diverse cultures and provide education on care considerations for different populations
- **Action:** Maintain mini-grant program to help foster innovative DEI efforts and projects

**Strategic Objective 5:** Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.

- Measures of Success for Objective 5: % Completion for Michigan Medicine
- Domain: Promote an Equitable and Inclusive Community
- Primary DEI Goal: Inclusion

- **FY20 Actions**
  - **Action:** Support unit-level participation in mandatory training
**Strategic Objective 6:** Create a plan and implementation framework for DEI resource groups to advise leadership on Michigan Medicine climate.

- Measures of Success for Objective 6: Number of resource groups and recommendations
- Domain: Promote an Equitable and Inclusive Community
- Primary DEI Goal: Inclusion

- **FY20 Actions**
  - Action: Implement framework to support resource groups
  - Action: Provide mentorship and sponsorship to resource groups to align goals

**Strategic Objective 7:** Increase involvement of patient and family advisors in unit committees and as partners for DEI education.

- Measures of Success for Objective 7: Improvement in Community Alignment Quadrant of Michigan Medicine Dashboard
- Domain: Promote an Equitable and Inclusive Community
- Primary DEI Goal: Diversity

- **FY20 Actions**
  - Action: Support DEI training and skill-building of patient and family advisor
  - Action: Support process for patient and family advisors to join DEI resource teams and departmental DEI committee(s)
  - Action: Continue to publicize existing Michigan Medicine pathways for reporting concerns and to encourage students, faculty, residents and staff and patients to report concerns for resolution.
  - Action: Collaborate with the 1557 Coordinator to advise on policy changes to minimize patient conflict and discrimination.
  - Action: OPE to hold Just Ask: Cultural Sensitivity Provider Expo Annually to provide resources
  - Action: Evaluate and Complete Health Equity Index.
Objective 8: Provide education, training, communication and support for DEI Implementation Leads across Michigan Medicine

- Measures of Success for Objective 8: DEI lead Biannual Report
- Domain: Promote an Equitable and Inclusive Community
- Primary DEI Goal: Inclusion

- **FY20 Actions**
  - **Action:** Support Framework for Michigan Medicine DEI Implementation Leads
  - **Action:** Develop communication strategy for DEI Implementation Leads.
  - **Action:** Apply consultation structure and formalized support system for DEI Implementation Leads
  - **Action:** Professional Development for DEI Implementation Leads
  - **Action:** Grow DEI Lead Community
  - **Action:** Grant DEI Advocate Award

Objective 9: Facilitate support for health equity concerns within Michigan Medicine and beyond

- Measures of Success for Objective 9: Improvement in Culture Quadrant of Michigan Medicine Dashboard
- Domain: Promote an Equitable and Inclusive Community
- Primary DEI Goal: Equity

- **FY20 Actions**
  - **Action:** Evaluate and improve Standardized Patient program in the Medical School
  - **Action:** Participate in Accreditation Council Graduate Medical Education Health Disparities Collaborative
  - **Action:** Support End of Life Committees and Efforts
  - **Action:** Expand National Presence
  - **Action:** Research logistical and planning needs to establish a Health Equity Consortium across the University of Michigan
V. Goal-related Metrics – School, College or Unit Measures Tracked Over Time

In Year 2 and 3, a robust organizational and departmental dashboard was disseminated to reflect DEI Plan Implementation, Culture, Work Force and Community Alignment based on employee data, surveys and HR data. The scorecard, comprised of four quadrants, was developed to inform institutional priorities and to track and measure progress and impact over time. This dashboard was also refined by the metrics and measurements team, and adapted for each individual unit, based on unit-specific metrics utilizing the net-promoter scorecard introduced this year. The dashboard will continue to refined in Year 4 to allow us to track progress over time.

As an institution Michigan Medicine is committed to tracking a wide variety of metrics. These include: demographic composition; graduation rates; enrollment data; and climate survey indicators. Data is collected and tracked for students, trainees, faculty and staff.
DE&I Scorecard Quadrants

**DE&I Plan Implementation**
1. How far along are we with our unit implementation plans?
2. How well is implementation going?

**Culture**
How do people experience our culture via:
1. Employee Engagement Survey (EE)
2. Faculty Survey (F)
3. Adult/Peds Inpatient Surveys (AI, PI)
4. Climate Survey (CS)
5. Learners (Y2Q & G2)
6. MHealthy (COH)

**Work Force Opportunities**
Diversity metrics relating to:
1. Flow of Talent
2. Terminations
3. Promotions & Move to Management

**Community Alignment**
To what extent do we align with:
1. The community we serve
2. The state in which we reside
3. The rest of the University of Michigan
DE&I Culture Focus & Process

**Year 1: Understanding current state**
- Review existing surveys
- Inpatient Emp. Eng. Safety Faculty Student
- ID questions related to DE&I
- 15 Questions Identified
- Categorize questions
- DE&I Respect Teamwork Communication
- ID areas of focus in each category
- Removing Barriers Timely Feedback

**Years 2-5: Implementing Iterative Changes (PDCA)**
1. Plan initiatives to address focus areas
2. Provide support and implement training
3. Check survey feedback in focus areas for positive changes
4. Make necessary adjustments & redefine focus areas

Gaps Identified
VI. Action Planning Tables with Details and Accountabilities

Strategic Objective 1: Leverage Michigan Medicine measurement and metrics tools to track activity and progress towards DEI goals

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Timing</th>
<th>Measures</th>
<th>Constituent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner with Michigan Medicine stakeholders to build DEI component within institutional and Pulse surveys to capture “experience” data in real time on organizational dashboard (Vital Voices, Patient Satisfaction, ACGME, etc.)</td>
<td>Michigan Medicine Diversity Working Group</td>
<td>October 2020</td>
<td>DEI Dashboard 2.0</td>
<td>Staff, Faculty, Trainees, Students</td>
</tr>
<tr>
<td>Design and implement data supported evaluation and accountability tracking structure</td>
<td>Michigan Medicine Diversity Working Group</td>
<td>June 2020</td>
<td>Biannual Lead Reports</td>
<td>DEI Leads</td>
</tr>
<tr>
<td>Provide tools and resources to DEI Leads and organizational partners to utilize the Organizational Dashboard for DEI action planning</td>
<td>Michigan Medicine Diversity Working Group</td>
<td>January 2020</td>
<td>Dashboard 101: data interpretation and storytelling</td>
<td>DEI Leads</td>
</tr>
<tr>
<td>Maintain a Departmental Dashboard that is based on the Organizational Dashboard model to inform departmental DEI strategy</td>
<td>Michigan Medicine Diversity Working Group</td>
<td>May 2020</td>
<td>Develop filtering page in DEI Dashboard</td>
<td>Students, Trainees, Faculty</td>
</tr>
</tbody>
</table>
## Strategic Objective 2: Infrastructure to Support Michigan Medicine DEI

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Timing</th>
<th>Measures</th>
<th>Constituent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Steering committee to support leadership engagement</td>
<td>Michigan Medicine Diversity Working Group</td>
<td>Summer 2020</td>
<td>Workforce Quadrant DEI dashboard</td>
<td>Students, Faculty, Staff, Trainees</td>
</tr>
<tr>
<td>Diversity Working Group that executes recommendations of Executive Steering Committee</td>
<td>Michigan Medicine Diversity Working Group</td>
<td>June 2020</td>
<td>Year 4 DEI Report</td>
<td>Students, Faculty, Staff, Trainees</td>
</tr>
<tr>
<td>Support framework to guide the work of Faculty Leads for constituent communities</td>
<td>OHEI</td>
<td>September 2019</td>
<td>Plan for addressing Cultural Sensitivity at Michigan Medicine</td>
<td>Students, Faculty, Staff, Trainees</td>
</tr>
</tbody>
</table>
### Strategic Objective 3: Champion and promote aligned criteria and guidance for

<table>
<thead>
<tr>
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<th>Accountability</th>
<th>Timing</th>
<th>Measures</th>
<th>Constituent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attract top talent to Michigan Medicine by maintaining partnerships with other universities and academic medical institutions.</td>
<td><strong>Medical School Admission</strong>&lt;br&gt;Office of Graduate and Postdoctoral Studies&lt;br&gt;Human Resources&lt;br&gt;OHEI Pathways team&lt;br&gt;OHEI Faculty Leads&lt;br&gt;Department of Surgery</td>
<td>June 2020</td>
<td>Committee Charge, Membership, Workforce Quadrant DEI dashboard</td>
<td>Students Faculty Staff Trainees</td>
</tr>
<tr>
<td>Continue pipeline programs to broaden applicant talent pool and prepare students to enter Health Science Programs</td>
<td><strong>OHEI Faculty Leads</strong>&lt;br&gt;OHEI Pathways</td>
<td>July 2020</td>
<td>Accepted students into graduate school</td>
<td>Students Trainees</td>
</tr>
<tr>
<td>Host SIMFest- a recruitment fair to broaden learner applicant pool to Medical school and residency programs</td>
<td><strong>OHEI</strong>&lt;br&gt;Medical School Admissions&lt;br&gt;Department Chairs</td>
<td>April 2020</td>
<td>Percentage of students who have Interest and Intent to apply to Michigan Medicine</td>
<td>Students Faculty Staff Trainees</td>
</tr>
<tr>
<td>Survey organizational recruiting tools and expand development of comprehensive recruiting toolkit for all levels of leadership and staff</td>
<td><strong>Michigan Medicine Steering Committee</strong>&lt;br&gt;Human Resources&lt;br&gt;Office for Health</td>
<td>June 2020</td>
<td>Hiring and Selection Committee Recommendations</td>
<td>Staff Faculty Leadership</td>
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</tbody>
</table>
| Diversity Fund -- assist faculty recruitment and advancement efforts that promote diversity, health equity and inclusion. | **Office for Health Equity and Inclusion**  
Department Chairs | June 2020 | Number of recipients | Faculty |
| Cascade exit interview strategy and plan to inform retention strategy | **Human Resources**  
Advance Office | June 2020 | Exit Interview Themes | Faculty  
Staff |
| Develop Complaint triage process | **Office for Health Equity and Inclusion**  
Office of Institutional Equity  
Human Resources | | Incident Tracking Form | Faculty  
Staff  
Students  
Trainees  
Patients |

**Strategic Objective 4: Deliver and Design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff and learners**
<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Timing</th>
<th>Measures</th>
<th>Constituent</th>
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</thead>
</table>
| Continue to develop multiple levels of education based on DEI competencies, including baseline general education for faculty, staff and learners | Michigan Medicine Diversity Working Group  
Organizational Learning | June 2020 | Employee Engagement score for Manager supportive of advancement | Staff             |
| Design specialized education on specific sub-topics; and education tracks for various audiences. | Michigan Medicine Diversity Working Group  
Ø Organizational Learning  
Ø Inclusive teaching  
Ø Academic Innovation  
Ø Faculty Leads | June 2020 | Role specific courses | Staff  
Faculty  
Students  
Trainees |
| Embed DEI curriculum within Faculty Development and leadership course offerings to develop pathways for leadership advancement | Faculty Development  
Ø Michigan Medicine Diversity Working Group  
Ø Human Resources | June 2020 | List of Faculty Development Offerings that support DEI Focus Groups | Faculty  
Staff |
| Utilize needs assessment for Cultural Awareness and identify tools for increasing cultural sensitivity across Michigan Medicine to enhance patient care | Michigan Medicine Diversity Working Group  
Ø Nursing | June 2020 | Creation and deployment of needs assessment, development of Case Studies | Staff  
Faculty  
Students  
Trainees |
| Develop plan for internal DEI certification options and define track to obtain such certification, expand toolkit of resources, train-the-trainer tools, and educational templates | Office of Patient Experience | June 2020 | Train the Trainer Program | Students Faculty Staff Trainees |
| Organize “Humanity Series” to celebrate diverse cultures and provide education on care considerations for different populations | Michigan Medicine Diversity Working Group | June 2020 | Host Humanity Series | Students Trainees |
| Maintain mini-grant program to help foster innovative DEI efforts and projects | Office for Health Equity and Inclusion | June 2020 | Number of Mini grant recipients | Students Faculty Staff Trainees |
Strategic Objective 5: Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.

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</thead>
</table>
| Support unit-level participation in mandatory training | **Organizational Learning**  
  ➢ Human Resources  
  ➢ Leadership | June 2020 | % Completion Michigan Medicine | Students  
 Faculty  
 Staff  
 Trainees |
Strategic Objective 6: Support framework for DEI resource groups to advise leadership on Michigan Medicine climate.

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<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Timing</th>
<th>Measures</th>
<th>Constituent</th>
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</thead>
<tbody>
<tr>
<td>Implement framework for creating and ongoing support of resource teams</td>
<td>Michigan Medicine Diversity Working Group Human Resources</td>
<td>May 2020</td>
<td>Standardized Resource Group Process Number of additional resource groups Annual Showcase of resource groups</td>
<td>Students Faculty Staff Trainees</td>
</tr>
<tr>
<td>Provide mentorship and sponsorship to resource groups to align goals</td>
<td>Michigan Medicine Diversity Working Group Human Resources</td>
<td>January 2020</td>
<td>Creation of formalized process</td>
<td>Students Faculty Staff Trainees</td>
</tr>
</tbody>
</table>
Strategic Objective 7: Increase access to optimize patient equity and enhance patient and provider experience

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<thead>
<tr>
<th>Action Item</th>
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<th>Timing</th>
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</thead>
</table>
| Support DEI training and skill-building of patient and family advisors during onboarding | **Office of Patient Experience**  
Michigan Medicine  
Diversity Working Group | June 2020 | DEI Onboarding | Patients  
Staff |
<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Timing</th>
<th>Measure</th>
<th>Constituent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support process for patient and family advisors to join DEI resource teams</td>
<td>Office of Patient Experience</td>
<td>June 2020</td>
<td>Number of Patient/Family advisors strategically placed throughout Michigan Medicine on DEI groups</td>
<td>Patients</td>
</tr>
<tr>
<td></td>
<td>Michigan Medicine Diversity Working Group</td>
<td></td>
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</tr>
<tr>
<td>Continue to publicize existing Michigan Medicine pathways for reporting concerns and to encourage students, faculty, residents and staff and patients to report concerns for resolution.</td>
<td>OHEI Human Resources</td>
<td>October 2019</td>
<td>Compiled list of Diversity, Equity and Inclusion conflict resolution resources</td>
<td>Students Faculty Staff Trainees Patients</td>
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<tr>
<td>Collaborate with the 1557 Coordinator to advise on policy changes to minimize patient conflict and discrimination.</td>
<td>Human Resources</td>
<td>September 2020</td>
<td>Dissemination of patient non-discrimination policy learning module</td>
<td>Students Faculty Staff Trainees</td>
</tr>
<tr>
<td></td>
<td>Michigan Medicine Diversity Working Group</td>
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<tr>
<td>Collaborate with OPE to hold Just Ask: Cultural Sensitivity Provider Expo</td>
<td>Office of Patient Experience</td>
<td>May 2020</td>
<td>Just Ask event</td>
<td>Students Faculty Staff Trainees</td>
</tr>
<tr>
<td></td>
<td>Michigan Medicine Diversity Working Group</td>
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<tr>
<td>Evaluate and Complete Health Equity Index</td>
<td>Office of Patient Experience</td>
<td>June 2020</td>
<td>Completion of HEI Pride Ann Arbor</td>
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<td></td>
<td>Michigan Medicine Diversity Working Group</td>
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</table>
### Objective 8: Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine

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</tr>
</thead>
<tbody>
<tr>
<td>Support Framework for Michigan Medicine DEI Implementation Leads</td>
<td><strong>Michigan Medicine Diversity Working Group</strong></td>
<td>September – December 2017</td>
<td>Implementation Lead Procedure Manual</td>
<td>Staff, Faculty</td>
</tr>
<tr>
<td>Communication Strategy for DEI Implementation Leads</td>
<td><strong>Michigan Medicine Diversity Working Group</strong></td>
<td>June 2020</td>
<td>Completed Communication Strategy</td>
<td>Staff, Faculty</td>
</tr>
<tr>
<td>Apply consultation structure and formalized support system for DEI</td>
<td><strong>Michigan Medicine Diversity Working Group</strong></td>
<td>June 2020</td>
<td>Number of Consultations across Michigan Medicine</td>
<td>Staff, Faculty</td>
</tr>
<tr>
<td>Professional Development for DEI Implementation Leads</td>
<td><strong>Michigan Medicine Diversity Working Group</strong></td>
<td>June 2020</td>
<td>Quarterly Lead Meetings Newsletters and Tools available to Leads</td>
<td>Staff, Faculty</td>
</tr>
</tbody>
</table>
Objective 9: Facilitate support for health equity concerns within Michigan Medicine and beyond

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<thead>
<tr>
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<tbody>
<tr>
<td>Evaluate and improve Standardized Patient program in the Medical School</td>
<td><strong>Office of Medical Student Education</strong></td>
<td>September – December 2020</td>
<td>Embedding DEI content into Standardized Patient Curriculum and Training</td>
<td>Students</td>
</tr>
<tr>
<td></td>
<td>Michigan Medicine Diversity Working Group</td>
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<tr>
<td>Participate in Accreditation Council Graduate Medical Education Health Disparities Collaborative</td>
<td><strong>Faculty lead for House Officers</strong></td>
<td>June 2020</td>
<td>Annual Program Evaluations</td>
<td>House Officers</td>
</tr>
<tr>
<td></td>
<td>➢ Michigan Medicine Steering Committee</td>
<td></td>
<td></td>
<td>Patients</td>
</tr>
<tr>
<td></td>
<td>➢ Graduate Medical Education</td>
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<tr>
<td>Continue End of Life Committees and Efforts</td>
<td><strong>End of Life Committee</strong></td>
<td>June 2020</td>
<td>Policies adopted to support End of Life</td>
<td>Patients</td>
</tr>
<tr>
<td></td>
<td>➢ Michigan Medicine Security</td>
<td></td>
<td></td>
<td>Staff</td>
</tr>
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<td></td>
<td>➢ Social Work</td>
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<td></td>
<td>➢ Michigan Medicine Diversity Working Group</td>
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<tr>
<td>Support DEI engagement across satellite locations</td>
<td><strong>Michigan Medicine Steering Committee University of Michigan Medical Group (UMMG)</strong></td>
<td>Third Thursdays Consulting at Satellites</td>
<td>Faculty Staff Students Trainees</td>
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<tr>
<td>Expand National Presence</td>
<td>OHEI OHEI Faculty Leads</td>
<td>June 2020</td>
<td>Number of presentations nationally Faculty Staff Students Trainees</td>
<td></td>
</tr>
<tr>
<td>Research logistical and planning needs to establish a Health Equity Consortium across the University of Michigan</td>
<td><strong>Michigan Medicine Steering Committee</strong>  ➢ Chief Health Officer  ➢ Health Sciences Deans</td>
<td>June 2020</td>
<td>Convene Health Equity Consortium Students Staff Faculty Trainees</td>
<td></td>
</tr>
</tbody>
</table>
VII. Plans for Supporting, Tracking and Updating the Strategic Plan

The Office for Health Equity and Inclusion (OHEI), in partnership with Michigan Medicine Human Resources, Faculty Development, the Department of Organizational Learning and the Michigan Medicine Department of Communications, has served as the coordinating and facilitating body for this work. In addition, the aforementioned bodies collectively serve as a central repository for the gathering of data, feedback, best practices and project information for DEI efforts.

Phyllis Blackman, OHEI Director, and Clarissa Love, DEI Consultant will be the primary contacts for plan stewardship. Phyllis and Clarissa will continue to engage with DWG and other key stakeholders to ensure continued progression of the DEI plan.

DEI project management activities, such as dashboards, periodic plan updates, quarterly Implementation Lead professional development activities, recognition events and other actions will also be coordinated by DEI implementation staff.

The health system, along with the medical school contribution, will fund up to the full budget in alignment with the plan. We will work together to look at all potential internal funding sources to secure this commitment.