Michigan Medicine
Diversity, Equity and Inclusion Plan
Year 5
I. Diversity, Equity and Inclusion Strategic Plan: Overview

Michigan Medicine is resolute in our continued commitment to Diversity, Equity and Inclusion and the Office for Health Equity and Inclusion is charged with developing mechanisms for inclusion, diversity and cultural humility among staff, students, trainees and faculty at Michigan Medicine that engages and amplifies the voices to transform our Academic Medical Center.

Year 4 Implementation Highlights and Planning Process Used

National Recognition

Michigan Medicine has been diligent in its commitment to diversity, equity and inclusion. The implementation of the five-year strategic plan has begun the process of shifting the climate of DEI at Michigan Medicine. The impact of this plan has not only spread across the organization, but has generated national attention, as well. This past year, Michigan Medicine received both INSIGHT into Diversity’s 2019 Health Professions Higher Education Excellence in Diversity (HEED) award and BlackDoctor.org’s 2019-2020 Top Hospitals for Diversity and Equity award.

“We are honored that the strategic DEI initiatives that we have instituted are being recognized nationwide alongside health systems that are leading the way for health equity,” said David J. Brown, M.D., associate vice president and associate dean of the Office for Health Equity and Inclusion.

“We have done great work with our foundational training like our Unconscious Bias sessions and Bystander training. This has set the stage for our developing programs that take a deeper dive into anti-racism, cultural humility, health care disparities and social determinants of health.”

INSIGHT into Diversity magazine is the oldest and largest diversity-focused publication in higher education. The annual Health Professions HEED Award is a national honor recognizing U.S. colleges and universities that demonstrate an outstanding
commitment to diversity and inclusion. Michigan Medicine will be featured, along with 42 other recipients, in the December 2019 issue. BlackDoctor.org is the leading health and wellness destination for African Americans with an audience of more than 19 million. On Oct. 30, Michigan Medicine was presented with the 2019-2020 Top Hospitals for Diversity and Equity award at BlackDoctor.org’s first Health Equity Conference in Washington D.C. Each hospital honored with the award delivers quality care at the highest level, while promoting equity and inclusion in their operations, programs, services and staffing.

Health Equity Leadership Weekend: Becoming a Change Agent in Health Equity
The Office for Health Equity and Inclusion held its inaugural Health Equity Leadership Weekend August 9 and 10, 2019. The event, themed Becoming a Change Agent in Health Equity, was aimed at developing and equipping emerging healthcare leaders in diversity, equity and inclusion.

Over 40 students participated in a weekend packed with events. Friday, August 9, Dr. Joneigh Khaldun, Chief Medical Executive and Chief Deputy Director for Health for the State of Michigan Department of Health and Human Services gave the keynote address, “Six Things every Clinician Should Know about Medicine, Leadership and Advocacy.

The following day, students attended various lectures and workshops that took a deeper dive into healthcare’s most pressing issues. Topics addressed included: health and healthcare disparities, levels of health intervention, how healthcare disparities affect different groups, institutional change, resilience, tools to achieve health equity, macroaggressions, and racism.

“The inaugural Health Equity Leadership Weekend provided an environment for discussion and innovation around some of healthcare’s most pressing issues,” said Marcia Perry, MD, Assistant Program Director in the Department of Emergency Medicine and Office for Health Equity and Inclusion Director of Programs for House Officers.

“The success of the first Health Equity Leadership Weekend really laid the foundation for an ongoing learning experience for the next generation of healthcare leaders.”
Health Equity Visiting Clerkship

The Health Equity Visiting Clerkship is a 4-week clerkship sponsored by the Office for Health Equity and Inclusion (OHEI) at Michigan Medicine. The aim is to promote the development of medical students interested in health equity and inclusion work.

The Office for Health Equity and Inclusion leads efforts, advises on best practices, and coordinates initiatives to enhance inclusion, increase diversity, and promote equity across the institution for our patients, staff, faculty and learners.

Together with critical stakeholders, we are committed to:

- Improving the health and well-being of those underrepresented and under-served in health care through continuous quality improvement initiatives, health equity research, inclusion science, implementation science, outcomes research and community based participatory research.
- Creating health equity and inclusion best practices for patient care and pipeline programs for learners, faculty and staff.
- Transforming health care by creating a climate and culture that promotes inclusion, cultural sensitivity, diversity, and health equity.

We are in our 5th year of running the clerkship and this year we successfully matched participants into several of our residency programs. Over the last five years, we have now welcomed 13 residents to the Michigan Medicine community.
Leadership Commitment

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, CEO of Michigan Medicine; Brian Zink, MD, interim executive vice dean for academic affairs; Steve Kunkel, executive vice dean for research; Dave Spahlinger, executive vice dean for clinical affairs; and David J. Brown, associate dean for health equity and inclusion are committed to bringing forward a culture that ensures our Academic Medical Center leads in Diversity, Equity and Inclusion and that we become an anti-racist Academic Medical Center (AMC):

“Michigan Medicine unequivocally recognizes racism as a public health issue, and we should be standing out as leaders against inequality. We are committed to creating fundamental change that leads to a culture of anti-racism, and a medical school and health system that are leaders in equity, justice and inclusiveness for people of all colors.

As part of this, we are passionate about ensuring that Michigan Medicine is a leader in health equity. We must be vocal about the fact that people of color in America remain negatively and disproportionately impacted by violence, limited access to quality health care and poor health outcomes. We must move to understand and eliminate these disparities. “(July 2020)

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.

Priority
In the planning year 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. Since then, we have continued to evolve and grow with continual engagement of our community. Our Year 4 and 5 Objectives show this growth across our Academic Medical Center:
Michigan Medicine Year 4 Plan

STRIVE FOR IMPACT
DEI Dashboard

SUSTAINABLE FRAMEWORK
Sustainable Infrastructure

ATTRACT & RETAIN TALENT
Hiring and Selection Resources

EQUIP OUR COMMUNITY
Education Delivery Platform

ENGAGE COMMUNITY
Resource Groups

ALLY NETWORK
DEI Lead Network

STRENGTHEN CULTURE
Sexual Harassment and Misconduct

PATIENT AND PROVIDER EXPERIENCE
Enhancing Patient Experience

EXPAND INFLUENCE
Health Equity Advocacy and National Presence

WEAVE INTO MICHIGAN MEDICINE CULTURE

Year 4 DEI Plan Overview of Strategic Objectives
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 190+ 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 4 Implementation Leads were provided with a DEI Lead Portal with a range of tools, materials, educational opportunities and resources to build, create and develop innovative programming and activities within their work areas. Leads submitted 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.

As we progress, in Year 5 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 5 and is followed by our focus for Year 5:
## Michigan Medicine DEI Operational Structure

### Michigan Medicine DEI Executive Sponsors

- Dr. Marshall Runge (EVPMA), Dr. Carol Bradford (Executive Vice Dean for Academic Affairs), Tony Denton (Sr. Vice President, COO)

- Set vision and overall strategic direction for DEI
- Build institutional support and lead the organization through implementation
- Assist in securing resources and removing barriers

### Michigan Medicine DEI Leadership Sponsors

- Dr. David J. Brown (Associate Vice President), Dee Hunt (CHRO), Sonya Jacobs (COLO)

- Oversight of strategic plan: see whole picture/connect dots; manage risks and support needs
- Approval/decision making and endorsement around objectives
- Champion strategic direction throughout organization; assist in securing resources and removing barriers

### Michigan Medicine DEI Steering Committee

- Phyllis Blackman (MBA, Chair), Judy Hallas (Consultant), Peggy Wright (Executive Assistant)

- C. S. Mott & Von Voigtlander • UH/Frankel CVC • UMMG • Kellogg Eye Center • Medical School • Nursing • Rogel Cancer Center
- Basic Sciences • Communications • Community • HR/Org Learning • IT/Shared Services • OPE • Operations • Quality • Wellness

### Michigan Medicine Diversity Working Group (MM-DWG)

- Metrics Workgroup • Education and Training Workgroup • Communications Workgroup • Strategic Implementation Workgroup

### Advisory Support Groups

- Disability • Spirituality • LGBTQ+ • Veterans • First Generation • All Advancing Inclusive Leadership • First Fridays • Third Thursdays
Year 5 Focus

To amplify voices and transform culture by building *solidarity*, cultivating *belonging*, and supporting *well-being*.
III. Data and Analysis: Key Findings

After implementing the last four years, we know this work cannot be accomplished alone. Therefore, we strategically leverage 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 civility, equity, 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 and build departmental strategy across Michigan Medicine. We will also focus on leadership, solidarity, and bystander education to equip Michigan Medicine with tangible skills. True culture change begins with transparency and the welcoming of all voices. Our goal is to amplify the voices across Michigan Medicine to transform culture by supporting the DEI Strategic Priorities:

- 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 2020 approximately 74% of the overall faculty/staff/trainee population was White Non-Hispanic and approximately 9% 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:
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:

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, 2020:

In 2020, University of Michigan Medical School updated its definition of students underrepresented in medicine (URiM). In the 2020 Cohort, there was a decline for African-American students admitted to the medical school while Latinx and Middle Eastern students remained flat.
Patients

There are 90 languages identified as the primary language in MiChart and among the Michigan Medicine workforce.

The top 5 are:

1) English
2) Japanese
3) Spanish
4) Chinese (Mandarin)
5) Arabic

**Patent Demographics**

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<th>RACE_FND_DESC</th>
<th>MiChart Primary Care 3-Yr Panel Pop</th>
<th>Michigan Medicine Responsible Pop</th>
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<td></td>
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<tr>
<td>NATIVE HAWAIAN AND OTHER PACIFIC ISLANDER</td>
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<td>0%</td>
</tr>
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</table>
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 Five (FY 2021) 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 develop departmental data narrative and continue tracking 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

**FY21 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:** Employ data-supported evaluation and accountability tracking structure
- **Action:** Provide storyboarding tools and resources to DEI Leads and organizational partners to utilize the Organizational Dashboard for developing core messages and DEI action planning
- **Action:** Maintain a Departmental Dashboard that is based on the Organizational Dashboard model to inform departmental DEI strategy

**Objective 2:** Sustainable Infrastructure to support Michigan Medicine DEI Implementation that directly addresses becoming an Anti-Racist Academic Medical Center and leads to Culture Transformation

- **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

**FY21 Actions**
- **Action:** Executive Steering committee to support leadership engagement
- **Action:** Diversity Working Group that executes recommendations of Executive Steering Committee
- **Action:** Development of Anti-Racism Oversight Committee to focus on culture transformation by analyzing organizational policies and practices and building an action plan
Diversity, Equity and Inclusion: Year 5 Plan
Michigan Medicine
October 2020

- **Action:** Continue LGBTQ Advisory Committee to develop and build policies and practices related to the equity and inclusion of LGBTQ patients, visitors and employees
  - Develop a list of providers having a clinical interest in LGBTQ+ health
  - Conduct an environmental scan
  - Add SOGIE questions to our patient satisfaction survey
  - Develop a logo and presence for our work
- **Action:** Support framework to guide the work of Faculty Leads for constituent communities
- **Action:** Socialize Accountability Toolkit to Michigan Medicine leadership

**Strategic Objective 3:** Champion and promote 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

**FY21 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:** Health Equity Leadership Scholars Program
- **Action:** Continue Leadership and Enrichment for Academic Diversity (Lead) Curriculum
- **Action:** Engage with applicants by creating virtual recruitment opportunities to broaden learner applicant pool to Medical school and residency programs
- **Action:** Med/Premed Student Organization Advising and Coaching--work strategically with leadership teams from student organizations (e.g. BMA, LANAMA, BUMA, MAPS etc.)
- **Action:** Share tools available to increase diverse applicant pools during the recruiting phase
- **Action:** Create resources for staff and faculty during new employee orientation and onboarding that showcase DEI commitment and programs (resource groups, community conversations) to build community
Action: Diversity Fund -- assist faculty recruitment and advancement efforts that promote diversity, health equity and inclusion.

Action: Cascade exit interview strategy and plan to inform retention strategy

Action: Continue 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

FY21 Actions

- Action: Implement 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: Develop a process for all licensed professionals to complete Unconscious Bias
- 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: Launch internal DEI Learning Portal options and define tracks, 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
- Action: Healthcare Equity and Quality Scholars Program (HEQSP)
Strategic Objective 5: Educate our community on sexual and gender-based 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

**FY21 Actions**
- **Action:** Support central efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct prevention ("umbrella policy")
- **Action:** Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.
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

- FY21 Actions
  - **Action:** Implement framework to support resource groups and bring forward community needs and elevate to senior leadership
  - **Action:** Uplift resource group actions and concerns by utilizing Breakfast with leadership model
  - **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

- FY21 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:** Continue to enhance patient experience in alignment with 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

- **FY21 Actions**
  - **Action:** Support Vice Chairs for Diversity, Equity and Inclusion
    - Supporting each other in this work
    - Increase awareness of best practices, pitfalls, and opportunities for alignment
    - Critically review our DEI efforts, metrics, outcomes
    - Be more synergistic in our DEI work
    - Decrease the silos
    - Be advisors to the Chairs and Deans Advisory Council for DEI activities and strategies.
  - **Action:** Support Framework for Michigan Medicine DEI Implementation Leads
  - **Action:** Apply consultation structure and formalized support system for DEI Implementation Leads
  - **Action:** Roll out Leadership Development for DEI Implementation Leads
  - **Action:** Grant DEI Advocate Award
Objective 9: Develop a communication strategy and utilize Social Media to curate stories across Michigan Medicine

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

- FY21 Actions
  - Action: Train DEI Social Media Ambassadors
  - Action: Build DEI Communication strategy that includes all voices
  - Action: Develop communication strategy in alignment with DEI Strategy Coordinate Communication strategy across organizational partners
  - Action: Develop Communication Preference Study for Michigan Medicine

Objective 10: Facilitate support for health equity concerns within Michigan Medicine and beyond

- Measures of Success for Objective 10: Improvement in Culture Quadrant of Michigan Medicine Dashboard
- Domain: Promote an Equitable and Inclusive Community
- Primary DEI Goal: Equity

- FY21 Actions
  - Action: Continue Quality improvement with 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: Engage local and State of Michigan initiatives on Health Equity Topics
  - Action: Develop a strategy to evaluate access and barriers to care through DEI Lens
    - Appointment Scheduling
    - Time to important procedures
    - Insurance
    - Transportation
    - Termination of patients
  - Action: Expand National Presence
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. We have made enhancements in Year 4 the functionality for the end user that allow the user to save progress.
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 develop departmental data narrative and continue tracking 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>
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<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>May 2021</td>
<td>DEI Dashboard 3.0</td>
<td>Staff Faculty Trainees Students</td>
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<td>Employ data-supported evaluation and accountability tracking structure</td>
<td>Michigan Medicine Diversity Working Group</td>
<td>June 2020</td>
<td>Biannual Lead Reports</td>
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<td>Provide <strong>storyboarding</strong> tools and resources to DEI Leads and organizational partners to utilize the Organizational Dashboard for developing core messages and DEI action planning</td>
<td>Michigan Medicine Diversity Working Group</td>
<td>May 2020</td>
<td>Dashboard 201: data interpretation and storyboard</td>
<td>DEI leads</td>
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<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>Dashboard Enhancements</td>
<td>Students Trainees Faculty</td>
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**Strategic Objective 2: Sustainable Infrastructure to Support Michigan Medicine DEI**
that directly addresses becoming an Anti-Racist Academic Medical Center and leads to culture transformation

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<th>Constituent</th>
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</thead>
<tbody>
<tr>
<td>Executive Steering committee to support leadership engagement</td>
<td>Michigan Medicine Diversity Working Group</td>
<td>June 2021</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 2021</td>
<td>Year 5 DEI Report</td>
<td>Students, Faculty, Staff, Trainees</td>
</tr>
<tr>
<td>Development of Anti-Racism Oversight Committee to focus on culture transformation by analyzing organizational policies and practices and building an action plan</td>
<td>OHEI Leadership Michigan Medicine Diversity Working Group</td>
<td>June 2021</td>
<td>Antiracism Oversight Committee and action plan</td>
<td>Students, Faculty, Staff, Trainees</td>
</tr>
<tr>
<td>Continue LGBTQ Advisory Committee to develop and build policies and practices related to the equity and inclusion of LGBTQ patients, visitors and employees</td>
<td>OHEI Leadership Office of Patient Experience Michigan Medicine Diversity Working Group</td>
<td>June 2021</td>
<td>Culture Quadrant DEI dashboard</td>
<td>Students, Faculty, Staff, Trainees</td>
</tr>
<tr>
<td>●Develop a list of providers having a clinical interest in LGBTQ+ health</td>
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<tr>
<td>●Conduct an environmental scan</td>
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<tr>
<td>●Add SOGIE questions to our patient satisfaction survey</td>
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</tbody>
</table>
**Develop a logo and presence for our work**

| Support framework to guide the work of Faculty Leads for constituent communities | OHEI  
  - OHEI Faculty Leads  
  - Michigan Medicine Diversity Working Group | Fall 2020 | Plan for addressing Cultural Sensitivity at Michigan Medicine | Students, Faculty, Staff, Trainees |

**Socialize “Accountability Toolkit” to Michigan Medicine leadership**

| Accountability Taskforce | June 2021 | Distribution of toolkit to Michigan Medicine Leadership | Faculty, Staff, Trainees |
Strategic Objective 3: Champion and promote aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools

<table>
<thead>
<tr>
<th>Action Item</th>
<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 2021</td>
<td>Applicants to Michigan Medicine</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 2021</td>
<td>Accepted students into graduate school</td>
<td>Students Trainees</td>
</tr>
<tr>
<td><strong>Health Equity Leadership Scholars Program</strong></td>
<td><strong>OHEI</strong>&lt;br&gt; OHEI Faculty Leads</td>
<td>July 2021</td>
<td>4th Year Medical Students</td>
<td>Students Trainees</td>
</tr>
<tr>
<td><strong>Continue Leadership and Enrichment for Academic Diversity (Lead) Curriculum</strong></td>
<td><strong>OHEI</strong>&lt;br&gt; Medical School Admissions</td>
<td>June 2021</td>
<td>2021 LEAD Program</td>
<td>Students Faculty Staff Trainees</td>
</tr>
<tr>
<td>Engage with applicants by creating virtual recruitment opportunities 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>Fall 2020</td>
<td>Number of engagements</td>
<td></td>
</tr>
<tr>
<td><strong>Med/Premed Student Organization Advising and Coaching--work strategically with leadership teams from student organizations (e.g. BMA, LANAMA, BUMA, MAPS etc.)</strong></td>
<td>OHEI</td>
<td>May 2021</td>
<td>Organizations that are being mentored</td>
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<tr>
<td>Share tools available to increase diverse applicant pools during the recruiting phase</td>
<td>Michigan Medicine Diversity Working Group Organizational Learning</td>
<td>June 2020</td>
<td>Resources shared with Managers and DEI leads</td>
<td></td>
</tr>
<tr>
<td>Create resources for staff and faculty during new employee orientation and onboarding that showcase DEI commitment and programs (resource groups, community conversations) to build community</td>
<td>Michigan Medicine Diversity Working Group Organizational Learning</td>
<td>June 2021</td>
<td>New Employee Orientation Resources Resource Group Resources</td>
<td></td>
</tr>
<tr>
<td>Diversity Fund -- assist faculty recruitment and advancement efforts that promote diversity, health equity and inclusion.</td>
<td>Office for Health Equity and Inclusion Department Chairs</td>
<td>June 2020</td>
<td>Number of recipients</td>
<td></td>
</tr>
<tr>
<td>Cascade exit interview strategy and plan to inform retention strategy</td>
<td>Human Resources Advance Office</td>
<td>June 2020</td>
<td>Exit Interview Themes</td>
<td></td>
</tr>
<tr>
<td><strong>Continue developing triage process</strong></td>
<td>Office for Health Equity and Inclusion Office of Institutional Equity Human Resources</td>
<td>March 2021</td>
<td>Incident Tracking Form</td>
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<td>Faculty Staff Students Trainees Patients</td>
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</table>
Strategic Objective 4: Deliver and Design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff and learners

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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><strong>Implement</strong> multiple levels of education based on DEI competencies, including baseline general education for faculty, staff and learners</td>
<td>Michigan Medicine Diversity Working Group Organizational Learning</td>
<td>June 2021</td>
<td>Employee Engagement score for Manager supportive of advancement</td>
<td>Staff</td>
</tr>
<tr>
<td>Design specialized education on specific sub-topics; and education tracks for various audiences.</td>
<td>Michigan Medicine Diversity Working Group Organizational Learning Inclusive teaching Academic Innovation Faculty Leads</td>
<td>June 2021</td>
<td>Role specific courses</td>
<td>Staff Faculty Students Trainees</td>
</tr>
<tr>
<td><strong>Develop a process for all licensed professionals to complete Unconscious Bias</strong></td>
<td>Michigan Medicine Diversity Working Group Organizational Learning Inclusive teaching</td>
<td>Winter 2021</td>
<td>Plan for Unconscious Bias</td>
<td>Staff Faculty Students Trainees</td>
</tr>
<tr>
<td>Embed DEI curriculum within Faculty Development and leadership course offerings to develop pathways for leadership advancement</td>
<td>Faculty Development Michigan Medicine Diversity</td>
<td>June 2021</td>
<td>List of Faculty Development Offerings that support DEI</td>
<td>Faculty Staff</td>
</tr>
<tr>
<td>Working Group</td>
<td>June 2021</td>
<td>Creation and deployment of needs assessment, development of Case Studies</td>
<td>Staff Faculty Students Trainees</td>
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<tr>
<td>Utilize needs assessment for Cultural Awareness and identify tools for increasing cultural sensitivity across Michigan Medicine to enhance patient care</td>
<td>Michigan Medicine Diversity Working Group</td>
<td>Office of Patient Experience</td>
<td>Train the Trainer Program</td>
<td></td>
</tr>
<tr>
<td>Organize “Humanity Series” to celebrate diverse cultures and provide education on care considerations for different populations</td>
<td>Office for Health Equity and Inclusion</td>
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</tr>
<tr>
<td>Launch internal DEI learning portal and define tracks, expand toolkit of resources, train-the-trainer tools, and educational templates</td>
<td>Michigan Medicine Diversity Working Group</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Maintain mini-grant program to help foster innovative DEI efforts and projects</td>
<td>Office for Health Equity and Inclusion</td>
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<tr>
<td>Healthcare Equity and Quality Scholars Program (HEQSP)</td>
<td>Office for Health Equity and Inclusion</td>
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</tr>
</tbody>
</table>

**Office of Patient Experience**

- Staff
- Faculty
- Students
- Trainees
**Strategic Objective 5:** Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Timing</th>
<th>Measures</th>
<th>Constituent</th>
</tr>
</thead>
</table>
| Support central efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct prevention ("umbrella policy") | Organizational Learning  
- Human Resources  
- Leadership | June 2021 | Umbrella Policy | Students  
Faculty  
Staff  
Trainees |
| Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway. | Organizational Learning  
- Human Resources  
- Leadership | June 2021 | Socialized value statements | Students  
Faculty  
Staff  
Trainees |

**Strategic Objective 6:** Support framework for DEI resource groups to advise leadership on Michigan Medicine climate.

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Timing</th>
<th>Measures</th>
<th>Constituent</th>
</tr>
</thead>
</table>
| Implement framework to support resource groups and bring forward community needs and elevate to senior leadership | Michigan Medicine Diversity Working Group  
Human Resources | Winter 2020 | Standardized Resource Group Process  
Number of additional | Students  
Faculty  
Staff  
Trainees |
<table>
<thead>
<tr>
<th>Activity</th>
<th>Organization</th>
<th>Date</th>
<th>Vaccine Requirement</th>
<th>Target Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uplift resource group actions and concerns by utilizing Breakfast with</td>
<td>Michigan Medicine Diversity</td>
<td>June 2021</td>
<td>Resource group</td>
<td>Students, Faculty, Staff, Trainees</td>
</tr>
<tr>
<td>leadership model</td>
<td>Working Group</td>
<td></td>
<td>group meeting with</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Human Resources</td>
<td></td>
<td>Leadership</td>
<td></td>
</tr>
<tr>
<td>Provide mentorship and sponsorship to resource groups to align goals</td>
<td>Michigan Medicine Diversity</td>
<td>Fall 2020</td>
<td>Creation of</td>
<td>Students, Faculty, Staff, Trainees</td>
</tr>
<tr>
<td></td>
<td>Working Group</td>
<td></td>
<td>formalized process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Human Resources</td>
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</tr>
</tbody>
</table>
Strategic Objective 7: Increase access to optimize patient equity and enhance patient and provider experience

<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 DEI training and skill-building of patient and family advisors during onboarding</td>
<td><strong>Office of Patient Experience</strong>&lt;br&gt;Michigan Medicine Diversity Working Group</td>
<td>June 2021</td>
<td>DEI Onboarding</td>
<td>Patients, Staff</td>
</tr>
<tr>
<td>Support process for patient and family advisors to join DEI resource teams and departmental DEI committee(s)</td>
<td><strong>Office of Patient Experience</strong>&lt;br&gt;Michigan Medicine Diversity Working Group</td>
<td>June 2021</td>
<td>Number of Patient/Family advisors strategically placed throughout Michigan Medicine on DEI groups</td>
<td>Patients</td>
</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><strong>OHEI</strong>&lt;br&gt;Human Resources</td>
<td>June 2021</td>
<td>Compiled list of Diversity, Equity and Inclusion conflict resolution resources</td>
<td>Students, Faculty, Staff, Trainees, Patients</td>
</tr>
<tr>
<td>Collaborate with the 1557 Coordinator to advise on policy changes to minimize patient conflict and discrimination.</td>
<td><strong>Human Resources</strong>&lt;br&gt;Michigan Medicine Diversity Working Group</td>
<td>December 2020</td>
<td>Dissemination of patient non-discrimination policy learning module</td>
<td>Students, Faculty, Staff, Trainees</td>
</tr>
<tr>
<td><strong>Continue to enhance patient experience in alignment with Health Equity Index</strong></td>
<td><strong>Office of Patient Experience</strong>&lt;br&gt;Michigan Medicine Diversity Working Group</td>
<td>June 2020</td>
<td>LGBTQ+ Training</td>
<td>Patients, Staff</td>
</tr>
</tbody>
</table>
**Objective 8: Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine**

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Timing</th>
<th>Measure</th>
<th>Constituent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support Vice Chairs for Diversity, Equity and Inclusion</strong></td>
<td><strong>OHEI Leadership</strong></td>
<td>June 2021</td>
<td>Vice Chair Meeting Minutes</td>
<td>Faculty</td>
</tr>
<tr>
<td>1) Supporting each other in this work</td>
<td>Michigan Medicine Diversity Working Group</td>
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<tr>
<td>2) Increase awareness of best practices, pitfalls, and opportunities for alignment</td>
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<tr>
<td>3) Critically review our DEI efforts, metrics, outcomes</td>
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<tr>
<td>4) Be more synergistic in our DEI work</td>
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<tr>
<td>5) Decrease the silos</td>
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<tr>
<td>6) Be advisors to the Chairs and Deans Advisory Council for DEI activities and strategies.</td>
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</tr>
<tr>
<td><strong>Support Framework for Michigan Medicine DEI Implementation Leads</strong></td>
<td><strong>Michigan Medicine Diversity Working Group</strong></td>
<td>September – December 2021</td>
<td>Implementation Lead Portal</td>
<td>Staff, Faculty</td>
</tr>
<tr>
<td><strong>Apply consultation structure and formalized support system for DEI Implementation Leads</strong></td>
<td><strong>Michigan Medicine Diversity Working Group</strong></td>
<td>June 2021</td>
<td>Number of Consultations across Michigan Medicine</td>
<td>Staff, Faculty</td>
</tr>
<tr>
<td><strong>Roll out Leadership Development for DEI Implementation Leads</strong></td>
<td><strong>Michigan Medicine Diversity Working Group</strong></td>
<td>Fall 2020</td>
<td>DEI Lead Curriculum</td>
<td>Staff, Faculty</td>
</tr>
</tbody>
</table>
### Objective 9: Develop a communication strategy and utilize Social Media to curate stories across Michigan Medicine

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Timing</th>
<th>Measure</th>
<th>Constituent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Train DEI Social Media Ambassadors</strong></td>
<td>Michigan Medicine Diversity Working Group</td>
<td>Summer 2020</td>
<td>Number of Trained Social Media Ambassadors</td>
<td>Faculty Staff, Students, Trainees</td>
</tr>
<tr>
<td></td>
<td>Department of Communications</td>
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</tr>
<tr>
<td><strong>Build DEI Communication strategy that includes all voices</strong></td>
<td>Michigan Medicine Diversity Working Group</td>
<td>Fall 2020</td>
<td>Communication Strategy Plan</td>
<td>Faculty Staff, Students, Trainees</td>
</tr>
<tr>
<td></td>
<td>Department of Communications</td>
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<tr>
<td><strong>Develop communication strategy in alignment with DEI Strategy and coordinate communication strategy across organizational partners</strong></td>
<td>Department of Communications</td>
<td>June 2021</td>
<td>DEI Communication Process and Policy</td>
<td>Faculty Staff, Students, Trainees</td>
</tr>
<tr>
<td></td>
<td>Michigan Medicine Diversity Working Group</td>
<td></td>
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</tr>
<tr>
<td><strong>Develop Communication Preference Study for Michigan Medicine</strong></td>
<td>Michigan Medicine Diversity Working Group</td>
<td>June 2021</td>
<td>Communication Preferences</td>
<td>Faculty Staff, Students, Trainees</td>
</tr>
<tr>
<td></td>
<td>Department of Communications</td>
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</table>
Objective 10: Facilitate support for health equity concerns within Michigan Medicine and beyond

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Timing</th>
<th>Measure</th>
<th>Constituent</th>
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</thead>
<tbody>
<tr>
<td>Continue Quality Improvement with Standardized Patient program in the Medical School</td>
<td><strong>Office of Medical Student Education</strong>&lt;br&gt;Michigan Medicine Diversity Working Group</td>
<td>April 2021</td>
<td>Embedding DEI content into Standardized Patient Curriculum and Training</td>
<td>Students</td>
</tr>
<tr>
<td>Participate in Accreditation Council Graduate Medical Education Health Disparities Collaborative</td>
<td><strong>Faculty lead for House Officers</strong>&lt;br&gt;  - Michigan Medicine Steering Committee  - Graduate Medical Education</td>
<td>June 2021</td>
<td>Annual Program Evaluations</td>
<td>House Officers Patients</td>
</tr>
<tr>
<td>Support End of Life Committees and Efforts</td>
<td><strong>End of Life Committee</strong>&lt;br&gt;  - Michigan Medicine Security  - Social Work  - Michigan Medicine Diversity</td>
<td>June 2021</td>
<td>Policies adopted to support End of Life</td>
<td>Patients Staff Faculty</td>
</tr>
<tr>
<td>Working Group</td>
<td>Date</td>
<td>Activity Description</td>
<td>Target Audiences</td>
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<tr>
<td>Support DEI engagement across satellite locations</td>
<td>June 2021</td>
<td>Consulting at Satellites</td>
<td>Faculty Staff Students Trainees</td>
<td></td>
</tr>
<tr>
<td>Michigan Medicine Steering Committee</td>
<td></td>
<td>University of Michigan Medical Group (UMMG)</td>
<td></td>
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</tr>
<tr>
<td>Engage local and State of Michigan initiatives on Health Equity</td>
<td>June 2021</td>
<td>Touchpoints on Statewide and local organizations</td>
<td>Patients</td>
<td></td>
</tr>
<tr>
<td>Office for Health Equity and Inclusion Organizational Learning</td>
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<tr>
<td>Develop a strategy to evaluate access through DEI Lens</td>
<td>June 2021</td>
<td>Access Strategy Plan</td>
<td>Patients</td>
<td></td>
</tr>
<tr>
<td>Office for Health Equity and Inclusion UMMG</td>
<td></td>
<td></td>
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<tr>
<td>Expand National Presence</td>
<td>June 2021</td>
<td>Number of presentations nationally</td>
<td>Faculty Staff Students Trainees</td>
<td></td>
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<tr>
<td>OHEI</td>
<td></td>
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<tr>
<td>OHEI Faculty Leads</td>
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</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.