

OFFICE FOR HEALTH EQUITY AND INCLUSION
Annual Report 2018



Message from David J. Brown, M.D.

This year marks the third year of our campus-wide Diversity, Equity & Inclusion initiative that was launched by University of Michigan President Mark Schlissel in 2015. Since then, Michigan Medicine has established a strong foundation for our journey toward a more inclusive environment and climate. By and large, one of the most impactful initiatives we have championed in the past few years has been our training and education programming. DEI is a universal conversation that everyone in our Michigan Medicine community can participate in. Our training and education programs have raised the general awareness of DEI, and given us a common vocabulary so we can engage in increasingly honest and transparent discussions.

This year, our priority is to focus on depth and impact. We have established a strong foundation to support open conversations about our climate, but the next level requires behavior change, identifying and raising concerns, and accountability — all things that influence our organizational culture.

We still have many milestones to reach on this journey. The landscape changes constantly, and we need to be vigilant in our commitment to inclusivity and valuing all the individual differences that make us unique. I invite you to join us on this journey, as we strive to make Michigan Medicine a better place for our entire community.

Sincerely,

A handwritten signature in dark ink, appearing to read "David J. Brown".

David J. Brown, M.D.
Associate Vice President and Associate Dean for Health Equity and Inclusion
Associate Professor Pediatric Otolaryngology, Head and Neck Surgery

OUR VISION

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

OUR MISSION

- **TO 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.
- **TO CHAMPION** diversity and inclusion for our patients, learners, faculty, staff, community and society.
- **TO DIVERSIFY** the next generation of physicians, nurses, health professionals and scientists.

Annual Diversity, Equity and Inclusion Symposium

In April, OHEI hosted the annual DEI symposium to celebrate the year-long efforts of DEI Implementation Leads, Michigan Medicine leadership, and supportive faculty and staff. The event recognized all of the tremendous work in implementing Year 2 strategic goals and planning for Year 3.

“By being here, you are showing your support for all of the incredible diversity, equity and inclusion initiatives happening across Michigan Medicine,” David J. Brown, M.D., associate vice president and associate dean for health equity and inclusion and associate professor of otolaryngology-head and neck surgery, told the audience of more than 100 faculty and staff members. “Our mission, with all of your support and engagement, is to truly 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.”

The event also featured a keynote speech by Ana Maria Lopez, M.D., M.P.H., associate vice president for health equity and inclusion at the University of Utah Health Sciences and director for Cancer Health Equity at the Huntsman Cancer Institute. Lopez touched upon best practices for elevating DEI within complex institutions like Michigan Medicine.

“The work we do as DEI promoters can be challenging, but we must always remember that it is important,” said Lopez. “By having this opportunity to share what works best for us, we are collectively leveraging the special bond we all share as like-minded social justice advocates who work toward moving the needle.”

The symposium also rewarded six Michigan Medicine community members with DEI mini-grants, as well as four Outstanding DEI Advocate awards, given to a faculty member, staff member, learner and team at Michigan Medicine who consistently goes above and beyond to elevate DEI within their individual units.

DEI Mini-Grant Soundbites

“All patients deserve to feel safe and respected when accessing healthcare. It’s our hope that through this video training project, funded by a DEI Mini-Grant, we can improve the care of patients of all genders by improving staff comfort and competency in caring for transgender and gender nonconforming patients and visitors.”

—**HALLEY CRISSMAN, M.D., M.P.H.**
resident physician, Department of Obstetrics and Gynecology





Filling and maintaining the pipeline

In addition to influencing the climate of the current Michigan Medicine community, the Office for Health Equity & Inclusion dedicates time and effort to creating and maintaining a pipeline of diverse and highly qualified health care professionals. Several programs within the department exist to support people at various points in their health care journey — from students to residents to junior and mid-level faculty.

The Leaders and Learnings Pathways Program was developed in 2014 and is designed to elevate all students, including underrepresented populations, in highly-competitive health care fields. Pathways is comprised of two components: The Michigan Health Science Institute, which prepares high school students, undergraduates and recent college graduates to succeed in the health sciences; and a robust mentoring program.

Through mentoring, both faculty and staff members offer academic and professional guidance, including assistance in preparing med school applications and inspiring confidence within students.

“Without the proper guidance, many students struggle to reach their full potential for a variety of reasons,” said Alexander Blackwood, M.D., Ph.D, faculty lead for the Pathways program. “That is why providing mentoring support is so important.”

Medical students at Michigan also benefit from the support and camaraderie of sponsored organizations, such as Doctors of Tomorrow, Black Medical Association, Medical Students of Middle Eastern Descent, Health Equity Scholars Program, Latin American Native American Medical Association, United Asian American Medical Student Association and OUTMD.

Another unique group, specifically for residents and fellows, is the House Officer Diversity Network. This group promotes diversity and inclusion through a variety of activities, including quarterly journal clubs, Health Equity Research Working Group and mentorship.

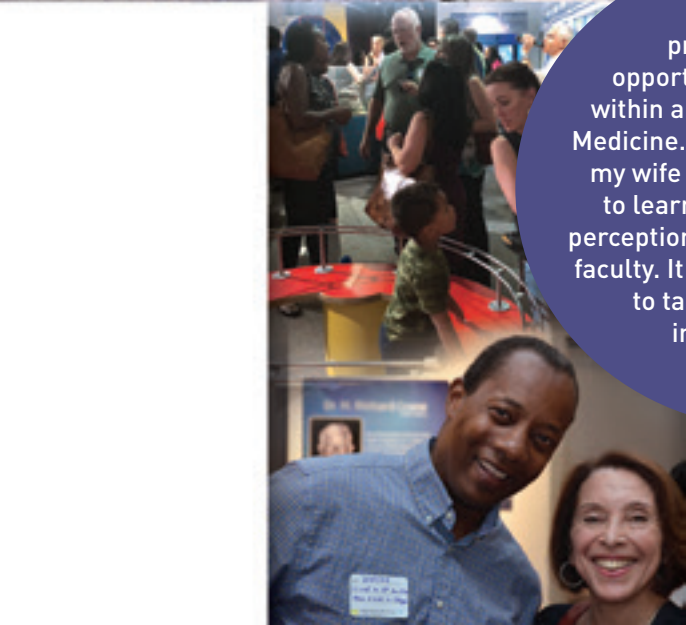
Similarly, the Faculty Inclusion Network (FIN), launched in 2017, is a venue for faculty to engage in networking and activities that support DEI. Currently, 469 faculty members joined the FIN and participate in local events and programming.

Finally, Michigan Diversity Inclusion Network Equity (M-DINE) facilitates mentorship and engagement through small, intimate dinners. Each quarter, a senior leader or faculty member hosts a meal at their home for a group of faculty interested in advancing diversity, equity, and inclusion. Each dinner is a unique opportunity to network, promote inclusion and build lasting relationships. This year, the dinners have become so popular that each had a long waiting list. In the future, M-DINE dinners will be expanded to include staff.

M-DINE Soundbites

The dinner provided a unique opportunity to meet others within and outside of Michigan Medicine. The conversations gave my wife and me an opportunity to learn and discover issues, perceptions and interests of junior faculty. It was a great opportunity to talk about family life, including raising children.”

—TONY DENTON
senior vice president and chief operating officer, U-M Health System



First Fridays and Third Thursdays

Two new programs to encourage open conversations about DEI were launched over the past year. First Fridays is a monthly forum on the medical campus to engage faculty, staff and learners in an informal, conversational setting. Facilitated by Clarissa Love, project associate manager for OHEI, the discussions are focused around select questions that help participants consider how to better promote diversity and transparency in their own respective work areas.

“The goal is to create a safe space where anyone in the organization can share their challenges and their successes in being an advocate for DEI,” said Love. “Oftentimes we learn the most from others in different areas of the institution.”

Shortly after the launch of First Fridays, Third Thursdays began at remote clinic locations to engage faculty and staff at the Ambulatory Care Units.

THIRD THURSDAYS Soundbites

“Third Thursdays have provided an excellent opportunity for clinics that are not on the main medical campus to dialogue and brainstorm with Office for Health, Equity and Inclusion staff. It has put some of the amazing and impactful diversity, equity and inclusion work that these clinics are engaged in on full display.”

—STEVE VINSON
Ambulatory Care Finance





Michigan Medicine Resource Groups

This year, the Office for Health Equity & Inclusion developed the concept of resource groups, which would convene those with interest in particular populations to help inform leadership about their experiences at Michigan Medicine. The first one launched was the Disability Resource Group, which has already met several times to collect feedback on accessibility on our medical campus and ways to improve the patient experience for those with disabilities. More recently, an LGBTQ Resource Group and Religion and Spirituality Resource Group were created for people with these interests relative to improving health care and access. A Veterans Group is planned for the coming year.

A unique feature of these groups is the opportunity to break down barriers between our faculty, staff, and learners. Groups are open to all of our employees and learners, and facilitated in such a way that each individual participates with an equal voice and status.

Resource Groups Soundbites

“When it comes to issues related to accessibility, there are no better experts than those who have disabilities themselves. That’s why this resource group is so important and why I’m thankful the organization has requested our input in making sure Michigan Medicine is open and inclusive to everybody.”

—DANIEL ELLMAN
Department of Communication

Student National Medical Association (SNMA) – Michigan Medicine SimFest (April 2018)

Each year, Michigan Medicine hosts SimFest, a celebration of medical procedure simulation to aid learning, at the annual Student National Medical Association Meeting. One of the few events of its kind, SimFest is an opportunity for medical and pre-medical students to learn about clinical simulation and the opportunities for medical education and training at the University of Michigan.

- Michigan Medicine experts from 16 departments visited San Francisco, to provide guidance to 250 medical and pre-medical students via medical procedure simulations.
- More than 70 Michigan Medicine faculty, house offices and students from 16 departments conducted the simulations.
- More than 550 students attended SimFest over the past two years.
- 59 percent of participants were exposed to a specialty of which they did not know about previously, while 86 percent learned something new about Michigan Medicine.

Education and training programs

Raising awareness and increasing knowledge of DEI issues is foundational for the Office for Health Equity & Inclusion. The DEI team supports a variety of education programs, but two have risen to the top in terms of participation and engagement. One is unconscious bias training, which teaches people to recognize their learned stereotypes that are automatic and unintentional. When people can identify and expose their own unconscious biases, they can learn to adjust automatic patterns of thinking and ultimately eliminate discriminatory behaviors.

Another impactful training program centers around intergroup relations, and raising awareness about social identities (race, gender, ethnicity, socioeconomic status, etc.), prejudice, power, privilege and oppression. These facilitated workshops help groups better understand intergroup behaviors and how they are impacted by perceived differences in social identity and status.

Both of these education programs will continue in the coming year, with the hopes of expanding the curriculum to include an even deeper dive into each of these complex topics.

Looking Forward

Over the coming year, the Office for Health Equity & Inclusion will continue to advocate for an inclusive climate and healthy, yet provocative dialogue, about how we respect and value each other. That begins at home, where we will continue their journey to strengthen relationships and collaborative efforts to accomplish this work.

We remain advocates, resources, compassionate peers, and gentle friends who are staunchly committed to moving Michigan Medicine forward in its diversity and inclusion efforts. And we welcome your partnership and engagement as we continue looking forward to a brighter future.

OHEI Team, 2018



Executive Leadership of Michigan Medicine:

Marschall S. Runge, M.D., Ph.D., *dean, University of Michigan Medical School; executive vice president for medical affairs, U-M; CEO, Michigan Medicine*

Carol R. Bradford, M.D., *executive vice dean for academic affairs, U-M Medical School; chief academic officer, Michigan Medicine*

Steve L. Kunkel, Ph.D., *senior associate dean for research, U-M Medical School, interim chief scientific officer, Michigan Medicine*

David A. Spahlinger, M.D., *executive vice dean for clinical affairs, U-M Medical School; president, U-M Health System*

Regents of the University of Michigan:

Michael J. Behm

Mark J. Bernstein

Shauna Ryder Diggs

Denise Ilitch

Andrea Fischer Newman

Andrew C. Richner

Ron Weiser

Katherine E. White

Mark S. Schlissel (ex officio)

© 2018, The Regents of the University of Michigan

A Nondiscriminatory, Affirmative Action Employer