

BUILD AN ANTIRACIST INFRASTRUCTURE:

Build the infrastructure that fosters anti-racism in everyday work and patient interactions across our education, research, and clinical missions.

URMC Objectives	Psychiatry Objectives	Dept. Timeline
<p>1. All policies adhere to equity and inclusion principles; establish visible, streamlined reporting process that provides confidential and timely investigations</p> <ul style="list-style-type: none"> ○ Systemic reviews of all UR/URMC policies ○ Restructure Policy 106 to streamline reporting and unbiased third-party decision making <p>2. Develop infrastructure to deliver online and in-person training</p> <ul style="list-style-type: none"> ○ New portfolio of trainings that can be tailored and sustained ○ Utilize "Training-the-Trainers" strategy to expand number of trainers available ○ Intentional focus on becoming a restorative practice and social justice minded institution <p>3. Build diversity and inclusion competency and accountability among leadership</p>	<p>1.a. Policy - Update Department Policy 13.3 (DICE). Determine need for additional Department level policies according to pertinent changes made at the URMC level regarding annual reviews and promotion criteria to include DEI.</p> <p>1.b. DICE Board – In March, 2020, we created a Diversity, Inclusion, Culture, & Equity (DICE) Board of multidisciplinary representatives from all programs and Divisions of the department. They are nominated to this post for 2 years by their supervisors. They serve in a liaison and advisory role to the department division/area in which they work and in collaboration with their direct supervisors. They are provided 2-4 hours/month of protected time for DICE Board members to carry out DICE activities including bimonthly meetings.</p> <p>1.c. Incident Review Committee - Include DICE Board Members in the Incident Review Committee for special investigations (Patient/family reps are already present.)</p> <p>2.a. 24/7 DICE Education – All relevant DICE Educational material will be placed on the DICE website for 24/7 access.</p> <p>2.b. Local Training Priorities - Work across Divisions/Programs and with Education Committee to identify DICE education needs.</p> <p>2.c. Liaison with OEI staff to provide existing trainings and/or develop trainings relevant to service needs. Per policy 13.3 (once approved) all supervisors must allow “protected time” for trainings to be completed.</p> <p>2.d. Connecting Formal Presentations - Utilize the Annual Summer Brown Bag Series in conjunction with DICE Rounds (in addition to our MLK GR) to provide scaffold learning to all Department members across the year. Recordings located on the DICE website.</p> <p>2.e. Train Local Trainers - Develop DICE Board Members and others who have interest to participate in/assist with trainings specific for their areas (e.g., Theatre for Healthcare Equity (THE), Crucial Conversations, & Restorative Practices)</p> <p>3.a. Adapt BRIM – In conjunction with URMC DEI Leadership, consider rolling out Bias Reduction in Internal Medicine Unconscious Bias training to all Department Leaders/Trainee Directors</p>	<p>In Education Committee and Pending Quality Council Review</p> <p>Accomplished</p> <p>9/2020 Done</p> <p>9/2021 ongoing</p> <p>Accomplished</p> <p>In process</p> <p>Accomplished</p> <p>T.H.E. underway</p> <p>Continuing to explore which training will be rolled out centrally</p>

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<ul style="list-style-type: none"> ○ Senior leaders receive anti-racism training, and focused help on recruitment/retention strategies ○ Provide reports and tools to help measure progress <p>4. Designated Diversity Officers for all SMD and URMC Departments</p> <ul style="list-style-type: none"> a. Diversity Officer job description and certification b. Committee structure to ensure unified approach across all divisions 	<p>3.b. Restorative Practices Training - to all Departmental Leaders/Training Directors (piloted with Strong Recovery leaders 2/21). OEI to provide training.</p> <p>3.c. Leader Accountability/Competence - Dedicate 1-2 Leadership meetings/quarter to discussing D&I accountability and competency among leaders (i.e., All Chiefs’ Meeting, Discipline Chiefs’ meetings, and Education Committee)</p> <p>4.a. Office of DICE - Telva Olivares, Associate Chair and Caroline Nastro, Director of the DICE Office and are Diversity Officers at the URMC. This office works collaboratively with the DICE Board (below).</p> <p>4.b. The Department of Psychiatry’s DICE Board includes Members designated within their divisional workspaces who will collaborate with their leadership to communicate and identify DICE training/support needs within their area to the Office of DICE. (See 1b.)</p>	<p>In process</p> <p>To begin in 2022</p> <p>Accomplished</p> <p>Accomplished</p>
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RECRUIT DIVERSE LEARNERS, FACULTY, AND STAFF:

Recruit an array of people from widely diverse backgrounds; provide tools and supports that encourage people to stay at URMC and advance as far as talent takes them; expand work opportunities for the least privileged in our community.

URMC Objectives	Psychiatry Objectives	Dept. Timeline
<p>1. Improve and sustain academic and career pipeline programs proven to increase diversity</p> <ul style="list-style-type: none"> ○ Inventory of current pipeline programs throughout UR/URMC; survey past participants and determine funding mechanisms 	<p>1.a. Recruit and retain a more diverse group of faculty and staff DICE representation will be included in all promotions and in all recruitment of department leadership positions. The recruitment process undergoing standardization.</p> <p>1.b. Trainee Advocacy – Continue to support "grassroots" diversity and advocacy initiatives (e.g. Residency Diversity & Advocacy Committee, etc.) through representation on the DICE Board.</p>	<p>In process</p> <p>Accomplished</p>

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<ul style="list-style-type: none"> ○ Targeted workforce development programs (city of Rochester, MCC, etc.) ○ Align workforce learning needs/opportunities with University tuition program (certificates, masters) 	<p>1.c. Recruitment of Residents – Include in recruitment packages, a letter from the Office of DICE describing our DICE initiatives and include Office of DICE leadership in all BIPOC and other potential resident interviews.</p> <p>1.d. High School Students - Explore the expansion of our annual Health Careers Academy High School student visit to include the RCSD to provide an opportunity for students to learn about careers in psychiatry and the mental health field and connect with OEI’s SM&D initiatives. Partner with organizations to create pipelines for MH professions.</p>	<p>Accomplished</p> <p>Exploration in process</p>
<p>2. Bolster professional networks to identify and increase diverse candidates</p> <ul style="list-style-type: none"> ○ Build and/or strengthen relationships with professional networks and affinity groups ○ Connect employees and learners to Rochester affinity groups and resources 	<p>2.a. Professional Networking - Pay membership fees for BIPOC faculty/staff to become active members in BIPOC professional organizations of their choice (for #3 as well)</p> <p>2.b. Job Posting Process – We have expanded locations of job postings for leadership positions by including recruitment on BIPOC Professional Organizations/Schools. We need to standardize this process.</p> <p>2.c. Welcoming All New Co-Workers - Host a welcome event for all incoming multidisciplinary faculty/staff, as a cohort, and bring them together quarterly for a “meet & greet” and to “check-in” during their first year. All faculty & Staff invited to meet our new colleagues.</p>	<p>In Process</p> <p>Underway</p> <p>TO begin in 2022</p>
<p>3. Recruit diverse faculty, staff, students, trainees, postdoctoral researchers</p> <ul style="list-style-type: none"> ○ Implement and follow best practice recruitment strategies to attract diverse candidates; focused effort on Leadership roles ○ Grow a centralized recruitment function ○ Provide financial assistance to students/trainees underrepresented in health care and science (scholarships, travel support, academic prep work, etc.) 	<p>3.a. Adapt the URM Faculty Recruitment Tool Kit to be Psychiatry Specific</p> <p>3.b. BIPOC Focused Scholarships - Explore creating scholarship opportunities within our training programs for attracting BIPOC individuals and consider alumni as potential sponsors (e.g., MFT Program in 2020)</p> <p>3.c. Mental Health Disparity Research Faculty Position- Explore with leadership the development and recruitment of interested faculty to focus on mental health disparities or other DEI issues in mental health care and delivery. Would partner with the Health Equity Research Group as a part of EARAP’s Goal #5.</p>	<p>In Process</p> <p>In Process</p> <p>Recruitment underway</p>
<p>4. Improve career tracks for all; focused effort on retaining diverse candidates already recruited to URM</p>	<p>4.a. Stay and Exit Interview Process - Explore with HR a standardized process and best practices for “Exit Interviews” to offer to all employees, prioritizing BIPOC employees. Encourage all supervisors to learn and perform “Stay interviews” at least twice with new</p>	<p>In Process</p>

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<ul style="list-style-type: none"> ○ Professional and mentorship programs targeted at junior faculty ○ Inclusive leadership certification ○ Career Path Modernization Project; a multi-year initiative to completely transform job title and compensation program creating a modern and relevant library of job titles and job descriptions; career paths to guide employees’ professional development 	<p>hires during their first three to six months and for established employees should have a stay interview at least once per year opposite their annual review. Links to articles and Stay Interview questions on the DICE Website.</p> <p>4.b <u>Service Employee Pipeline</u></p> <ul style="list-style-type: none"> ● Explore and support learning/promotion opportunities with service employee co-workers (70% from URM groups) who have interest in mental health careers. ● Continue membership on the SEIU Diversity Committee to discuss opportunities. ● Participate with Medical Humanities and Bioethics, in opportunities to not only highlight and value the work of service employees within Psychiatry but to also raise awareness of and remediate inequities they face within our institution. See DICE Website. 	<p>In Process</p> <p>2/2021</p>
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NURTURE A RESPECTFUL LEARNING AND WORK ENVIRONMENT:

Nurture our learning and work environment to infuse inclusion, foster respect, and celebrate diversity fulfilling the promise of our "ICARE" values—integrity, inclusion, respect, accountability, and excellence—always and for all.

URMC Objectives	Psychiatry Objectives	Dept. Timeline
<p>Objectives</p> <p>1. Build a climate founded on principles of anti-racism and social justice</p> <ul style="list-style-type: none"> ○ Develop UR anti-racism statement ○ Celebrate religious, ethnic and cultural events ○ Climate survey ○ Improve ability to provide input to Public Safety Review Board ○ Work with UR to recruit and retain culturally responsive and trauma-informed mental health 	<p>1.a. <u>Psychiatry-Specific Antiracism Statement</u> - In addition to the Office of DICE’s vision and mission statement meant to guide our efforts, develop a Department of Psychiatry-specific anti-racism statement.</p> <p>1.b. <u>Celebrations</u> - With help from OEI and Department members, identify, acknowledge, and celebrate religious, ethnic and cultural events most relevant to our department and community in an ongoing basis.</p> <p>1.c. <u>IDEA Core Survey</u> Utilizing qualitative data to inform departmental actions to decrease stress and increase satisfaction (first survey completed in Summer 2020)</p> <p>1.d. <u>Wellness Officer Assigned</u> - The leadership of our Wellness Officer, Autumn Gallegos, PhD, to survey/monitor workforce stress and satisfaction.</p> <p>1.d. <u>Developing Best Practices</u> - Continue to develop the Department of Psychiatry’s “DICE Board” (which includes interdisciplinary co-workers from each Division and across roles) to advise, discuss the challenges and positive practices within their work areas to model for and brainstorm with other work areas.</p>	<p>In Process</p> <p>In Process</p> <p>Accomplished</p> <p>2nd Wellness survey completed 12/2021</p> <p>Well underway.</p>

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<p>counselors to help faculty, staff and learners</p> <p>2. Integrate equity and inclusion into curricula</p> <ul style="list-style-type: none"> ○ Schools and departments define goals or learning objectives for all faculty to follow 	<p>2.a. Training Programs – Education Committee, along with the Associate Chair for Education are developing curricula across disciplines that is focused on Social Determinants of Health, starting with the history or multi-factorial racism in Rochester, Cultural Formulation Interview Skills, Patient/Family perspectives.</p>	
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EXEMPLIFY INCLUSION IN PLACES AND DIGITAL SPACES:

Exemplify inclusion through our physical spaces, digital communications, and learning approaches.

URMC Objectives	Psychiatry Objectives	Dept. Timeline
<p>Objectives</p> <p>1. Ensure URMC’s campus reflects diversity and inclusion values</p> <ul style="list-style-type: none"> ○ Create a space aesthetic plan based on best practices ○ Ensure inclusivity in URMC’s historical accounts ○ Convert Dean Whipple’s former office to a multi-cultural space for learners ○ Diversify artwork and public displays <p>2. Ensure URMC’s digital presence reinforces diversity and inclusion values</p>	<p>1.a. Physical Environment Assessment & Input - Assess all departmental settings for the physical environment’s level of inclusivity and work with area leaders to seek input from their stakeholders regarding improvements to the environment. DICE Board and DPACC members are available for consultations.</p> <p>1.b. Bridge Gallery Satellite Expansion - Expand Bridge Gallery Satellite Exhibition spaces to all offsite locations to incorporate community artist’s artwork into the environment.</p> <p>1.c. Timeline Project - Incorporate diversity and inclusivity in the Dept. of Psychiatry’s Timeline project</p> <p>1.d. E-Screenz - Utilize the E-Screenz for highlighting DICE Board Members, DICE activities, antiracism declaration, inclusive events, etc.</p>	<p>Underway</p> <p>Underway</p> <p>Done!</p> <p>Ongoing</p>

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<ul style="list-style-type: none"> ○ Redesign UPMC Office of Equity and Inclusion website ○ Assure online information about equity and inclusion, including reporting and other resources, are more accessible 	<p>2.a. Office of DICE Website Development - Redesign The DICE Office website to include up-to-date features related to DICE activities.</p> <p>2.b. Department and Clinical Websites - Review Departmental website to assure it includes the Departmental declaration regarding antiracism and that inclusivity is relayed throughout.</p>	<p>Well underway</p> <p>“ “</p>
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ENGAGE IN EQUITABLE HEALTH CARE:		
Engage in equity as a health system by making care more accessible and reducing disparities through research, active listening, and collaboration with community partners.		
URMC Objectives	Psychiatry Objectives	Outcomes/Date
<ol style="list-style-type: none"> 1. Ensure equitable, accessible health care delivery <ul style="list-style-type: none"> ○ Work with partners to assess and mitigate barriers to access across the community ○ Significantly increase data capture and accuracy for patients’ race and ethnicity in eRecord; use de-identified information as a tool to study and address health disparities 2. Establish UPMC as a national leader in health equity research and education <ul style="list-style-type: none"> ○ Enhance research and education related to health and health care equity that includes local and national/international investigators. ○ Ensure health equity research informs UPMC senior leadership and UPMC clinical quality improvement 	<ol style="list-style-type: none"> 1.a. QI Process to be implemented per DOH/OMH. Will institute a yearly process improvement project for each Division/Service area to: <ul style="list-style-type: none"> ○ 1.b. Identify disparities by creating data processes regarding access, quality and outcomes at a granular level (regularly scheduled demographic data retrieval is underway) ○ 1.c. Identify what we are looking for that is within our control (e.g. long acting injectables, seclusion & restraint, involuntary admissions) ○ 1.d. Identify how are we defining disparity and what is our department's role? ○ 1.e. If/where disparities exist, identify the causes and plan proactive changes to address the causes ○ 1.f. Implement practice changes and institute continuous review 2.a. Data Partnerships - Increase partnership with Common Ground Health, et, al., to track outcomes 2.b. Accessible Service Planning - Locate clinical services strategically to improve access (e.g., Chestnut Street Location) 	<p>Underway and ongoing</p> <p>March, 2020 & ongoing</p>

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<ul style="list-style-type: none"> ○ Provide support to schools and clinical departments to implement health equity education ○ Work with community partners to identify and study our area’s top five health priorities and disparities; action plan to address learnings 	<p>2.c. Strategic GR Speakers - Invite researchers for Grand Rounds presentations whose work aligns with helping us to mitigate the health disparities we have identified locally.</p>	<p>Ongoing</p>
<p>3. Increase use of Minority and Women Business Enterprises (MWBE)</p> <ul style="list-style-type: none"> ○ Directory of local MWBE, including those who might not be able to meet official certification 	<p>3.a. Community Connections - Create a Departmental community conversation toolkit and community outreach guide to assure inclusivity of all our offerings/collaborations (e.g., all webinars/presentations interpreted for targeted audiences, use of local MWBE, etc.).</p>	<p>Well underway</p>
	<p>3.b. Community Offerings –In partnership with community members/organizations, develop culturally responsive mental health literacy offerings. Encourage all Divisions to participate in community conversations about mental health with emphasis in their own specialties.</p>	<p>Underway & ongoing</p>
	<p>3.c. Clergy Mental Health Collaboration – Continue to work with this local group of clergy to identify community mental health needs and support community mental health educational events.</p>	<p>Well underway & ongoing</p>
	<p>3.d. Community Benefit Report – Formalize a centralized process for collecting department members’ community activities throughout the year that benefit our diverse community.</p>	<p>Well underway.</p>
	<p>3.e. Outside MWBE vendors – All department members will be required to consider MWBE vendors for all events.</p>	<p>Creating a list of vendors underway.</p>