Equity & Anti-Racism Action Plan
Update: February 12, 2021
University Framework

**Goals:**

1. Develop and sustain an infrastructure to support equity, diversity and inclusion.
2. Enhance recruitment, retention and promotion of diverse faculty, staff and learners.
3. Cultivate a fair and just climate, culture and community.
4. Advance the mission of UR through an equity, diversity, inclusion lens.
5. Community engagement for racial justice.
Thank You!

Community participation – internal and external – was vital to shaping a realistic and robust plan.
Anti-Racist

One who expresses the idea that racial groups are equals and none needs developing and is supporting policy that reduces inequity.

(Kendi, I. X., 2019)
Everyone Benefits

Five-Year Plan
• 5 goals
• 15 objectives
• 72 actions
• 20 metrics
• Incorporates lessons learned from our previous plan

Make every person feel safe, welcome, and supported at all times

To be a place where everyone, regardless of identity or challenges they face, is lifted up to become their best and healthiest selves

To serve as a powerful force for eliminating racism, division and exclusion in our communities and beyond.
5 Years, 5 Goals

**BUILD** an anti-racism infrastructure

**RECRUIT** diverse learners, faculty and staff

**NURTURE** a respectful learning and work environment

**EXEMPLIFY** inclusion in places and digital spaces

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

**Major Themes**

- Standardized UR/URMC policies and reporting processes
- Training – online and in-person
- Leadership Development
- Certified Diversity Officers and Human Resource Business Partners
BUILD Progress Report

Policy Against Discrimination and Harassment Revision

Director of Culturally Responsive Management

Departments identifying Diversity, Equity and Inclusion Officers

Diversity, Equity and Inclusion Officers/Human Resource Business Partner training

*Enlightened Leadership in Challenging Times* senior leadership training

Diversity Dashboard for department chairs

DEI included in performance reviews and CVs for faculty

Equity Audit
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.

**Major Themes**

- Academic and career pipeline programs
- Workforce development programs (MCC, city of Rochester)
- Professional networks
- Robust and centralized diversity recruitment office
- Career Paths
- Scholarships
RECRUIT Progress Report

Develop Career Ladder/Mentorship Program for staff

Director Staff Diversity, URMC

Developed talent acquisition and metrics structure for leadership positions

Developing faculty talent acquisition structure, along with Best Practices and Recruitment Toolkit

Developed two career pathways for high need positions

Modification of tuition reimbursement policy

Developed pipeline programs for high needs positions with MCC and FLPPS

Providing Implicit Bias training for all search committees
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.

**Major Themes**
- Anti-racist, social justice, respectful climate
- Infuse diversity and inclusion topics in SMD & SON learning activities
NURTURE Progress Report

DEI Climate Survey

Religious and cultural events are being celebrated on digital displays throughout campus and recognized on social media.

Updating Hire and Orientation materials, and Performance Management and Disciplinary process to incorporate our values and behaviors.

Developing a process to educate all faculty and other educators on inclusive excellence in the classroom.

Training through DEI framework of restorative justice, using Theater of the Oppressed as a methodology for interactive group training and one-on-one coaching.
Exemplify inclusion through our physical spaces, digital communications and learning approaches.

Major Themes
- URMC physical campus
- URMC digital presence
EXEMPLIFY Progress Report

Old Whipple Office/Museum renovation is underway; it will become a space for multi-cultural students and learners

Developed welcome sign

Aesthetics committee now has an OEI representative to provide DEI perspective

Updating SMD OEI website
Whipple Museum to Dr. Gina Cuyler Wellness Room
WELCOME
Engage in equity as a health system by making care more accessible and reducing disparities through research, active listening, and collaboration with community partners.

**Major Themes**
- Equitable, accessible health care delivery
- Health equity research and education that informs practice
- Minority and Women Business Enterprises

**Overarching Principles**
- Meet the community on their own terms
- Build on existing partnerships and create new alliances
- Promote health literacy and integrate preventative services
- Build trust in our commitment
- Enhance emergent, urgent, primary and specialty care access
- Enhance access to support services
- Utilize a population-based approach
ENGAGE Progress Report

Three critical working groups are actively identifying system opportunities to ensure,

• healthcare equities
• build community partnerships
• lead the way with health equity research and education,

specifically focusing on the impact of racism on health and translating our efforts into policy and action
Health Equity Process and
Flow of Information

Health Equity
Steering Committee

- Strategy and Direction
- Oversight
- Advocacy & Engagement

Health Equity Research Committee

- Catalyst
- Influencer
- Translational

Health Equity Provider Task Force

- Action Oriented
- Forward Leading
- Rapid Movement

COMMUNITY PARTNERS

- Input and Feedback
- Endorsement
- Accountability
ENGAGE Progress Report

Development of Priority workstreams
- Link to EARAP, corresponding tactical activities and goals

Extensive internal review of our clinical presence in the City of Rochester
- Identification of gaps in services
- Efforts to better connect clinicians and their patients to services - new Access Guide
- Programs eager to move into the city identified (Dental, Pediatrics, Imaging, Family Medicine, Urgent Care, Pharmacy, OB/GYN)
- 5 city sites under review - ample parking, near RTS stop, visible

Health Disparities Program
- EMR Data collection - demographic and social determinants of health
- Make data visible, make communities connections

Proposal for Office of Health Equity Research
- Ensure translation of knowledge into policy and action

Increased activity with Community Partners to better serve city residents
A Closer Look....Health Disparity Program

In the Electronic Medical Record...

Collect and Enter Data in the EMR

Make that Data Visible

Make Community Connections Possible
More Information: actionplan.urmc.edu

Via URMC Intranet

Ever more equitable. Ever more inclusive. Ever Better.
The University of Rochester Medical Center aspires to make every person feel safe, welcome, and supported at all times, to be a place where everyone, regardless of background or barriers, is lifted up to become their best and healthiest selves to serve as a powerful force for eliminating racism, division, and exclusion in our communities and beyond.

Download the Executive Summary

Overview
About the Plan
Materials & Resources
News & Archives
Leave Feedback

Equity & Anti-Racism Action Plan
Our five-year plan to achieve this vision reflects input and ideas from medical students, residents, trainees, faculty, members, and staff across the Medical Center, along with supportive groups and individuals from the Greater Rochester community. It calls us—as individuals and collectively as an institution—to build, recruit, nurture, exemplify, and engage in the work of being anti-racist.

Continue reading to review the five pillars of the Equity & Anti-Racism Action Plan, or visit About the Plan for more details.
Questions & Feedback