GDI Navigator to Excellence: Strategic Planning Webinar

GDI Steering Committee
May 9, 2013
Today’s Webinar

• Make sure to adjust your speaker volume on your computer

• To ask a question, please use the Q&A box to the right of the screen

• Questions we do not answer today will be addressed at other upcoming opportunities

• This webinar will be recorded and posted at www.aamc.org/gdi
Welcome from
Chief Diversity Officer
Dr. Marc A. Nivet
Speaker Introductions

Wanda D. Lipscomb, Ph.D.
Chair, Group on Student Affairs Committee on Diversity Affairs
Senior Associate Dean for Diversity and Inclusion
Michigan State University College of Human Medicine

David A. Acosta, M.D., FAAFP
Chair, Group on Diversity and Inclusion
Chief Diversity Officer, UW School of Medicine
Director, Center for Equity, Diversity & Inclusion
Clinical Professor, Department of Family Medicine
University of Washington School of Medicine

Maria L. Soto-Greene, M.D.
Past-chair, Group on Diversity and Inclusion
Vice Dean and Professor of Medicine
Director, Hispanic Center of Excellence
University of Medicine and Dentistry of New Jersey-New Jersey Medical School

Marc A. Nivet, Ed.D.
Chief Diversity Officer
Association of American Medical Colleges
Learning Objectives

• Describe some of the necessary elements for success in developing an institutional diversity strategic plan

• Discuss some of the necessary elements for success with implementing an institutional diversity strategic plan

• Describe how LCME accreditation diversity standards can help serve as leverage for your diversity initiative, and how a diversity strategic plan can help improve your LCME site visit
Diversity Strategic Planning: A Primer

David A. Acosta, M.D., FAAFP
Chair, AAMC Group on Diversity and Inclusion
Chief Diversity Officer, Office of the Dean
Director, Center for Equity, Diversity and Inclusion
Clinical Professor, Department of Family Medicine
University of Washington School of Medicine
Development & Implementation

- Challenging, complex process

- Alignment with institutional mission, vision, values along every step

- Create strong foundation for the initiative

- Assessment of the institution’s landscape
Tips for Success - Development

• Integrated into the overall strategic plan and success of the institution – not ‘siloed’
• Not just about affirmative action and EEO
• Build diversity efforts around existing strengths and infrastructure
• Understand institutional culture and climate
  o Senior leadership commitment – deliberate, transparent, visible, clear expectations
• Continuous improvement process
• Plan for sustainability from the start
Diversity Strategic Plan Template - Example

1. Rationale – background/purpose
   • Imperatives driving this initiative

2. Conceptual framework
   • Structure
   • Core concepts
   • Methodology – assessment & findings

3. Implementation*

4. Communication

5. Appendices
*Implementation*

- Goals for diversity and inclusion
  - Alignment
  - Prioritization
- Objectives – strategies to achieve each goal
- Key tasks and action steps
  - Assign lead, timeline, resources needed
- Measures of success
  - Assign responsibilities
  - Design metrics
Tips for Success - Implementation

• Build the educational foundation** of the team
• Clear, focused vision
• Change readiness
• Establishment of your role with the process
• Identify leverage early
• Infrastructure is paramount
  o Human capital and building capacity
  o Advisory council
• Accountability is key
Sharing the NJMS “Diversity” Experience

Maria L. Soto-Greene, MD
Past-chair, Group on Diversity and Inclusion
Vice Dean and Professor of Medicine
Director, Hispanic Center of Excellence
University of Medicine and Dentistry of New Jersey—New Jersey Medical School
A “40” Year Journey

1968
• A formal pledge is made to the city under the “Newark Agreements”

1972
• Establishment of the Office of Minority Student Affairs
• Start of Undergraduate Pipeline Programs

1981
• High school students into the “Pipeline”

1991
• Award of our first Hispanic Center of Excellence grant

1996
• Implementation of partnerships and restructuring of our pipeline programs

2000’s
• NJMS broadens its definition of diversity to include groups who are underrepresented in medicine

2012
• The Office of Special Programs is renamed the Office for Diversity and Community Engagement (ODACE)

Present
• Commitment to diversity in the NJMS strategic plans over the decades; 2012 plan integrates and expands diversity rather than listing it as a separate goal
Diversity: Preparing for the LCME

Needs Assessment: Define your target groups, programs and activities that contribute to diversity

- Medical Student Graduation Questionnaire
- Independent Student Analysis
- Applicants, Matriculants, and Admissions Trend Data (7 years)
- Faculty Data (3 years)
- Faculty Forward
- Resident Data (3 years)
- Reviewed all mission statements: School wide; Offices of Admissions; Faculty Affairs; Student Affairs; and Diversity and Community Engagement
- Strategic Plan
- Curriculum: Education wide Goal that addressed the Health of the Community
NJMS “New Beginnings” Strategic Plan and LCME Self-Study Process

The Dean’s charge to the Strategic Plan steering committee included:

• “Redefinition of the School’s mission and vision while maintaining its core values of discovery, educational excellence, diversity and service to the community;

• Creation of a sense of optimism and transformation to a stronger, unified organization focused on a common purpose;

• Wide engagement of diverse groups of faculty, staff and students at all levels, in imagining a new direction for themselves and our institution;

• Development of an innovative, achievable strategic plan that will position NJMS for success in the rapidly changing University and healthcare environment.”
Think across the continuum of LCME standards

LCME Subcommittees organized: How do these standards build your case or identify areas of improvement needed to achieve diversity?

• Institutional Setting (IS-1, IS-14 & IS-16)
• Educational Program (ED-21 & 22)
• Faculty (FA-4 & 11)
• Medical Students (MS-3, MS-6 & MS 8)
• Educational Resources: Affiliation Agreements
NJMS “New Beginnings” Strategic Plan

Diversity viewed as a strength:

NJMS has a commitment to diversity and has fostered a spirit of inclusiveness for its highly diverse community, faculty, staff and students.

- Diversity in leadership positions;

- One of the most diverse student bodies in the nation, which leads to a diverse healthcare workforce at NJMS;

- Pipeline Programs (1972) & continuous funding since 1991 for the Hispanic Center of Excellence;

- Urban, culturally diverse community- opportunity to treat a patient population that presents with conditions covering the spectrum of chronic and acute illnesses;

- Robert Wood Johnson Foundation Summer Medical-Dental Education Program.
## NJMS Ranks Among Most Diverse Medical Schools

### Table 2: Prepare a Diverse Physician Workforce

<table>
<thead>
<tr>
<th>Percentile</th>
<th>Graduates from 2006 through 2011</th>
<th>Full-Time Faculty as of December 31, 2011</th>
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<tbody>
<tr>
<td></td>
<td>Total Graduates</td>
<td>Number who are Hispanic or Latino</td>
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<tr>
<td>90</td>
<td>1,147</td>
<td>136</td>
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<tr>
<td>80</td>
<td>996</td>
<td>75</td>
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<td>70</td>
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<td>14</td>
</tr>
<tr>
<td>10</td>
<td>386</td>
<td>10</td>
</tr>
</tbody>
</table>

**Note:** The percentile distributions include reported zero values but exclude missing values.

Source: AAMC Student Records System; AAMC Faculty Roster

Staff Contact: For general report questions, contact Henry Stoudheimer, M.D., at hstoudheimer@aamc.org. For the data contributors to this table, see the definitions section of the report (pages 5 through 10).
1. Match strategy and culture

2. Measure and monitor cultural evolution

3. Integrate formal and informal interventions

4. Honor the strengths of our culture

5. Focus on a few critical shifts on culture

Achieving a Culture of Inclusion

- Culture of Inclusion
- Intentional Inclusion
- Transition State
- Diversity Awareness
- Pre-Awareness

- Student Faculty
- Education
- Resident Research
‘New Beginnings’ Strategic Plan
Vision for Education and Diversity

Goal #3 Education
“Develop innovations in education to prepare students and trainees from diverse backgrounds to be collaborative practitioners of medicine, educators and researchers with a focus on the health of underserved and vulnerable populations.”

Select Strategies from Research and Education:
2. Incorporate longitudinal service learning experiences in the curriculum with a focus on underserved and vulnerable populations.
3. Establish an Institute of Urban Health and Research focusing on patient-centered outcomes, comparative effectiveness, health services and translational research in diseases and injuries affecting urban populations.
5. Support programs to develop future talented and diverse students in the sciences through our relationships with K-12 institutions, undergraduate programs, and other medical schools.
7. Recruit, develop, and retain a diverse faculty in order to maintain an optimal learning environment.
Establish Urgency: LCME

Clear Message sent
Created Work Groups
• Created a Vision
• Communicated the Vision
• Empowered to Act on Vision

Created Short Term Wins
• Diversity viewed as strength by LCME
• Gather the gains and produce further change

Institutionalize the Change

Questions and Answers

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Closing Remarks

David A. Acosta, M.D., FAAFP
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Chief Diversity Officer, Office of the Dean
Director, Center for Equity, Diversity and Inclusion
Clinical Professor, Department of Family Medicine
University of Washington School of Medicine
**Suggested Readings**

The framework for diversity and inclusion – institutional integration, accountability

- Smith DG. Diversity’s Promise for Higher Education: Making it Work

Making the business case for diversity

- Ross HJ. Re-Inventing Diversity: Transforming Organizational Community to Strengthen People, Purpose, and Performance
- Liswood L. The Loudest Duck: Moving Beyond Diversity While Embracing Differences to Achieve Success at Work
- Wilson T. Diversity at Work: The Business Case for Equity

Diversity leads to excellence and innovation

- Page SE. The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies
**Suggested Readings**

**Change readiness and management, accountability**

- Conners R, Smith T. Change the Culture, Change the Game: The Breakthrough Strategy for Energizing Your Organization and Creating Accountability for Results
- Heath C, Heath D. Switch: How to Change Things When Change is Hard

**Difficult conversations & confrontational skills**


**How to influence people**

- Sjodin TL. Small Message, Big Impact: The Elevator Speech Effect
- Patterson K, Grenny J, et al. Influencer: The Power to Change Anything
Group on Diversity and Inclusion (GDI) Navigator:
A Strategic Planning Resource
See you in Toronto!
May 16-19, 2013
Fairmont Royal York Hotel
Contact Information

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