

Excellence in People and Campus Climate



FRAMEWORK FOR DIVERSITY

A comprehensive plan for integrating diversity, inclusion and community engagement at UC Davis Health System

UC DAVIS
HEALTH SYSTEM

EXECUTIVE SUMMARY

UCDHS FRAMEWORK FOR DIVERSITY

Achieving Diversity through Excellence in People and
Campus Climate

UC Davis Health System

April 2011

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A. Discussion

In creating the Office of Diversity, Inclusion and Community Engagement in September 2010, Vice Chancellor Claire Pomeroy issued a new and exciting charge to the institution: to approach diversity, inclusion and community engagement in a comprehensive manner, and in so, doing make possible the weaving of these elements into the entire fabric of the UC Davis Health System.

The principal aim of this new, comprehensive approach is to: 1) optimize opportunities for increasing diversity among faculty, staff, students, residents, fellows and administrative leaders throughout the organization; 2) foster a strong culture of inclusion; and 3) reduce health disparities among our patient and local community populations.

The first step in advancing the new charge is developing and communicating a shared understanding of diversity and its relationship to excellence. Thanks in part to the efforts of a task force formed to develop a clear work plan, this goal is already evolving in our educational and health-care delivery settings. The resulting plan reflects broad input from thought leaders from the Health System and the UC Davis campus.¹

Both UC Davis and UC Davis Health System have been leaders in furthering diversity in our region and state. Despite this, many people still believe that diversity is extraneous somehow to the pursuit of excellence. To counter those beliefs, health system leaders must communicate a heightened commitment to advancing a learning and care delivery environment characterized by unconditional inclusion and respect for all individuals and groups, regardless of cultural differences. To be effective, we must develop a consistent, unified message so that it can be communicated continuously by senior executives, department chairs, faculty leaders, managers, supervisors and professional staff.

The following primary objectives form the basis of the new office's charge and were used as a foundation for developing the *UCDHS Framework for Diversity*:

1. Develop a single, integrated program of diversity, inclusion and community engagement.
2. Develop a shared understanding of how diversity serves as an essential driver in achieving excellence.

¹ This document is the product of planning and collaboration among a wide range of contributors, including key Health System offices and departments and the UC Davis Office of Campus Community Relations. It is our hope that the team effort engendered by the thought leaders involved in this project will translate into a more welcoming environment, increased diversity among our faculty, residents, fellows, students and staff, and realization of our overall goal of *Excellence in People and Campus Climate*.

3. Reinforce a hate-free campus by creating a welcoming environment for all.
4. Promote and increase diversity among faculty, residents, fellows, medical and nursing students, and staff to increasingly reflect the diverse communities we serve.
5. Continue to enhance efforts aimed at reducing health disparities by promoting the health and well-being of underserved populations.
6. Identify community partners with whom we can collaborate to improve the region's safety-net health care delivery system.
7. Ensure the quality of diversity and inclusion programs in key departments and offices throughout the organization.²

B. Goals and Action Items

To advance the organization's diversity and inclusion interests, the Task Force on Diversity has developed the following goals and action items:

- ***Develop and Communicate a Shared Understanding of How Diversity and Inclusion are Essential Drivers in our Pursuit of Excellence; Implement A Competitive and Successful Marketing and Public Relations Campaign to Position UC Davis Health System at the National Level***

Goals: Enhance opportunities to communicate the organization's commitment to diversity, inclusion and community engagement to both internal and external audiences. Develop and implement strategies that would: 1) strengthen the organization's diversity and inclusion message in all communications, 2) effectively position UC Davis Health System as a cohesive, unified brand, and c) solidify UC Davis Health System's reputation regionally and nationally as an innovative leader in health.

Action Plan: Develop and institute new evaluation tools to facilitate the auditing of all communication materials; audit all health-system institutional materials to assess the level of diversity and inclusion reflected in them. Ensure that imagery, opinions and voices in Public Affairs and Marketing materials effectively convey diversity and inclusion. Establish messaging "best practices" modeled on successful practices at relevant peer organizations.

² To further the Office's charge of integrating diversity and inclusion across the organization, the Associate Vice Chancellor has responsibility for ensuring the quality of diversity and inclusion programming in the following UC DHS offices: the Academic Personnel Office, the Offices of Student Affairs and Graduate Medical Education, the Office of Medical Education, the Office of Continuing Medical Education, the Center for Nursing Education, and the Patient Relations Office. The AVC also serves as liaison for diversity and inclusion with various departments, centers, and organizations, including: the Center for Population Health Studies, the Clinical and Translational Sciences Center, the Sacramento Healthcare Improvement Project, and other efforts engaged in community-based participatory research.

Anticipated Outcomes: Demonstrated increase in the frequency and consistency of diversity and inclusion messaging in the organization's written, verbal and visual communications. Introduction of industry benchmarks by which to measure UC Davis Health System's capacity to reach and maintain its prominence goals.

Measured By: Increases in total Public Affairs and Marketing communications that include inclusion/diversity messages. Increase in dollars spent on special-interest media over the prior year. Increases in the numbers of pitches made by news service members in Public Affairs and Marketing to targeted media.

- ***Reinforce a Hate-free Campus; Create a Welcoming Climate For All***

Goal: Institute systematic climate-improvement initiatives, such as the *Hate-Free Campus Initiative*. Introduce appropriate climate assessment processes at all levels and locations of the organization.

Action Plan: By June 2011, fully implement a multi-part strategy for establishing a Hate-free Campus, including: a comprehensive Publicity, Communication and Messaging Campaign; an enhanced employee training program (using both in-person and online venues) to include Hate-Free curriculum components; expansion of the UCDHS Workplace Violence Committee to include revised rapid-response protocols; revision of the UCDHS *Violence and Hate Incidents Policy* (HP&P 1616) to include expanded language describing the definition and consequences of Hate-Free behaviors; strengthened reporting of Hate-Free violations through the UCDHS Workplace Violence Reporting System and the UC Systemwide Climate Reporting System; expansion of a highly visible recognition program to reward contributions made in furthering a welcoming environment; and, establishment of a centrally-located *Center for Inclusion and Culture* and *Center for Accessible Technologies*.

Anticipated Outcomes: Demonstrated increases in employee and patient satisfaction levels. Reduction in the rates of mistreatment, discrimination and harassment complaints filed over the next three years, 2011-2014. Increases in the numbers of staff and faculty being recognized for outstanding contributions to furthering a welcoming environment. Strengthening of policies and practices meant to guide professional and interpersonal interactions within the organization.

Measured By: Changes in satisfaction levels to be identified through existing and future employee and patient satisfaction surveys. Changes in complaints per year to be identified through existing HR tracking systems. Numbers of employees nominated for recognition to be tracked and recorded by the Office of Diversity, Inclusion and Community Engagement on an annual basis.

- ***Recruit, Train and Successfully Graduate a Diverse Student Body***

Goals: Increase the numbers of students entering and graduating from our Schools of Health (Medicine and Nursing) such that their proportions better reflect their concentrations regionally and statewide.

Action Plan (partial): Improve tracking and evaluation tools to strengthen the effectiveness of outreach and enrichment activities within the Schools of Health. Develop mechanisms to identify and reduce instances of academic and related difficulty, especially among students from disadvantaged backgrounds. Develop a campus-wide forum to discuss and promote diversity and inclusion issues. Broaden reach to diverse populations to encourage community participation in pre-health science advising, academic preparation and research activities.

Anticipated Outcomes: Increase the numbers of qualified students from diverse backgrounds recruited, trained and graduated for all Schools of Health: for School of Medicine, increase the numbers of qualified students matriculating from disadvantaged backgrounds by 10 percent per year over next 3 years, 2011-2013; for School of Nursing, increase the numbers of matriculants by a corresponding 10 percent per year over the same period. For all Schools of Health, limit the rates of attrition (for reasons associated with academic progress) for all students to levels approximating national averages.

Measured By: Matriculation outcomes per year will be reviewed using official admissions data from respective schools (medicine and nursing); changes will be compared to baseline numbers for academic year 2009-10. Changes in numbers of students experiencing academic/career progress difficulties will be identified through respective Student Affairs/Curricular Affairs offices. Attrition rates per year will be compared to national averages for each professional school (medicine and nursing, principally).

- ***Recruit and Retain a Diverse Body of Residents and Fellows***

Goals: Expand opportunities to promote UCDHS residency training programs among prospective residents and fellows. Where appropriate, provide assistance to departments to aid in the recruitment and retention of diverse trainees.

Action Plan: Working with UCDHS residency program directors and the Associate Dean for Graduate Medical Education, acquire and/or help produce suitable recruitment materials (brochures, posters, ads, etc.) for use in promoting UC Davis Schools of Health. Identify conferences, workshops, symposia, etc. where prospective candidates are most likely to be concentrated. Link interested candidates with designated program representatives, including residency directors and current or recent residents and fellows.

Anticipated Outcomes: Increase the numbers of residents/fellows from diverse backgrounds such that their proportions better approximate the patient populations served by UCDHS. Where possible, subpopulation representation should be increased by 10 percent per year until parity ratios are achieved.

Measured By: Make-up of residents/fellows by discipline per year to be compared to demographic profiles of UCDHS inpatient and outpatient rolls, with special attention placed on the composition of housestaff in primary care training programs. Outcome data to be shared with appropriate health system offices, including residency program directors, the Office of Student and Resident Diversity, and others.

- ***Recruit, Promote and Retain a Diverse Cadre of Faculty***

Goal: Increase the numbers of women and other underrepresented candidates receiving academic faculty appointments in UCDHS Schools of Health.

Action Plan: Develop strategies to improve the success of search processes in identifying and assessing women and other underrepresented faculty candidates. Strengthen and make consistent the use of diverse interview panels. Expand promotion and retention programs to ensure inclusion of all underrepresented groups. Accelerate the introduction of family-friendly policies and programs. Expand reward and incentive systems. Expand career development opportunities for junior and prospective faculty candidates.

Anticipated Outcome: Beginning July 2011, increase the numbers of non-replacement underrepresented and women faculty candidates appointed to academic positions at UCDHS by an average 0.5 percent per year over 2010 baseline numbers for all faculty; continue this goal on an annual basis through 2013-14.³

Measured By: Changes in the make-up of faculty at UCDHS to be identified and reported by the Academic Personnel Office on quarterly and annual bases.

- ***Recruit, Promote and Retain a Diverse Staff***

Goals: Continue history of successful recruitment of diverse staff. Work with appropriate UCDHS departments and offices to develop a plan that would allow for proactive adjustment to anticipated shifts in workforce composition.

³ Per data provided by the UCDHS Academic Affairs Office, the total number of academic faculty at UC Davis Health System in 2010 was 782; representing 96 appointments in the basic sciences and 686 in clinical areas.

Action Plan: Strengthen relationships with employment outreach constituents to encourage applications and increase hiring from diverse communities. Strengthen and make consistent the use of diverse interview panels. Link applicants and current employees with employment and career advancement opportunities. Work with UCDHS and campus resources to assure that accurate and timely data is provided to hiring departments to assist in staff recruitments.

Anticipated Outcomes: Documented increases in the numbers of applications received from diverse applicants each year. Beginning 2010-11, reduce UCDHS affirmative action placement goals by 10 percent (10%) per year over baseline goals established for 2009-10.

Measured By: Progress in increasing diversity of applicant pools and reducing affirmative action placement goals per year will be reviewed by the Associate Vice Chancellor and the HR Executive Director on quarterly and annual bases. Yearly outcomes to be compared to 2010 data.

- ***Diversify Leadership and Management***

Goal: Increase the numbers of employees prepared and competing for mid-level and higher management positions.

Action Plan: Establish an assessment process to regularly chart the progress of programs and activities meant to identify and cultivate future candidates. Provide enhanced technical assistance to hiring departments. Ensure that diverse interview panels are utilized on a consistent basis. Insist on interview and selection processes that take into account demonstrated skills in managing diversity and that ensure broad and inclusive outreach and recruitment.

Anticipated Outcome: Increase by 10 percent or more annually the percentage of employees from diverse backgrounds applying for and securing mid-level and higher management positions.

Measured By: Changes in recruitment outcomes will be monitored by HR Personnel Office and reported out on a regular basis to the Office of Diversity, Inclusion and Community Engagement, and other offices and departments as appropriate. Outcomes to be measured against 2010-11 baseline data.

- ***Identify and Reduce Health Disparities and Fully Implement Culturally and Linguistically Appropriate Services and Training Within UCDHS***

Goals: Establish a comprehensive plan for enhancing the organization's capacity for reducing health disparities among vulnerable populations. Introduce activities that would aid in positioning the organization to successfully meet pending and

future regulatory requirements, including *Meaningful Use Criteria*, the Joint Commission's new requirements for capturing Race, Ethnicity and Language (REAL) data, etc.

Action Plan: Implement a CLAS (Cultural and Linguistically Appropriate Services) Standards training program, *Providing Quality Health Care with CLAS*. Establish an *Academy for Cultural Competence and Diversity Education*. Maintain leadership in cultural and community engagement activities, including the organization's Clinical and Translational Science Center. Establish meaningful collaborations with relevant policy and research units, including the UC DHS Cancer Center and the Center for Healthcare Policy and Research. Identify and recommend strategies to strengthen the delivery of culturally and linguistically competent care. Develop a "disparity dashboard" to communicate potential disparities in utilization, care processes, and patient outcomes, experiences and satisfaction. Develop a plan to stratify patient outcome and quality measures by demographic information.

Anticipated Outcomes: Establishment of baseline measures by which to assess and strengthen UC Davis Health System's capacity for cultural competence and patient-centered communication and care. Increased reporting on rates of adoption and skills attainment of various Cultural and Linguistically Appropriate Services (CLAS) standards within the UC Davis Health System.

Measured By: Numbers of trainings conducted on *Providing Quality Health Care with CLAS*. Development of a "disparity dashboard" communication tool. Introduction of quality of care indicators stratified by race/ethnicity, gender, socioeconomic status, disability status, sexual orientation and gender identity, geography, social and economic factors.

- ***Promote Inter-institutional Collaborations to Exchange Mutually Beneficial Knowledge and Resources***

Goals: Strengthen the potential for international, inter-cultural exchange in educational, research and care delivery areas of the health system.

Action Plan: Identify opportunities to partner with suitable agencies and institutions to advance mutually beneficial exchange activities. Strengthen the cross cultural and linguistic skills capacity of training, research and health-care delivery settings by teaming with appropriate extra-University partners. Establish formal agreements (*inter-institutional agreements* or *memoranda of understanding*) with suitable partners to establish exchange activities.

Anticipated Outcomes: Outcomes will include development of appropriate IIA and MOU agreements with international partners, including the Universidad

Autonoma de Guadalajara (UAG), Jalisco, Mexico, the Instituto Carso de la Salud, Mexico City, Mexico, and others. Establishment of mutually-beneficial exchange activities to begin 2011.

Measured By: Formal, signed documents establishing plans for inter-institutional arrangements.

- ***Education to Implement Appropriate and Sensitive Services for LGBTI Populations***

Goals: Develop effective training modules to educate health care providers on: 1) the need for awareness of sexual orientation and gender identity of patients; and 2) strategies for sensitively discussing sexual orientation and gender identity with patients and others. Develop a four-year competency-based curriculum focused on Lesbian, Gay, Bisexual, Transgender, and Intersex (LGBTI) health-care. In collaboration with relevant units, departments, and organizations, identify ways to signal that UCDHS is a safe and supportive health care environment for LGBTI patients, staff, students, residents and faculty.

Action Plan: Provide training on LGBTI health disparities to all primary care providers in hospital-based training programs and to clinicians in our UCDMG Primary Care Network. Present Grand Rounds and hands-on workshops on how to discuss sexual orientation and gender identity issues at each hospital-based primary care residency training program. Develop additional educational materials to broaden the education provided to date. Enhance visibility and inclusion of LGBTI community by helping to develop stand-alone and ongoing programs that signal the presence and welcoming of LGBTI community throughout the Health System.

Anticipated Outcomes: Provide LGBTI health disparities education to at least two primary care residency programs by June 30, 2011, and all UCDHS primary care residency programs by June 30, 2012. Provide hands-on workshops and communication skills training on how to discuss sexual orientation and gender identity issues to at least half of the UCDMG Primary Care Network providers by June 30, 2012, and to all network providers by June 30, 2013. Develop a web-accessible list of LGBTI-friendly primary care providers by January, 2012, with increasing numbers of providers listed on a yearly basis thereafter. Work with Human Resources and others to present information on LGBTI populations at orientations for all new employees and trainees beginning July 1, 2011.

Measured By: Documented increases in the numbers of residents, faculty and PCN providers participating in LGBTI education activities in 2010-11 and each year thereafter. Documented expansion of LGBTI educational materials in half of existing courses during 2011-12, and two thirds of courses by 2012-13.

Documented increases in the number of orientation programs in which new employees, new medical students and new residents are provided information on LGBTI populations. Documentation of Coming Out Day and Diversity Week presentations each year.

- ***Institute a “Best Practices” Forum for UC EEO/Diversity Officers and UCDHS Managers and Specialists***

Goal: Establish and host a series of expertise-sharing forums on critical diversity topics aimed at strengthening the knowledge and skills of diversity planners and program staff at UCDHS, UC Davis campus and other UC campuses.

Action Plan: Over 2011-12, host or co-host at least three forums on diversity-building themes, including: faculty development & recruitment, student recruitment & retention, campus climate enhancement, etc. Develop proceedings manuals for use in documenting and sharing the information/expertise gained in these forums.

Anticipated Outcomes: Increase the knowledge and expertise of staff and programs working to advance diversity, inclusion and community engagement within the organization. Increase opportunities for networking among UC campuses.

Measured By: Creation of: 1) proceedings documents, and 2) forum evaluation tools to measure satisfaction with training. Results to confirm a minimum 80% satisfaction rating on forum evaluation surveys.

- ***Review and Enhance Internal and External Community-based Programs and Activities; Assist in Advancing Safety Net Services in Local Region***

Goals: Integrate and strengthen the organization’s involvement in community-building activities. Work with appropriate community leaders to establish a viable primary-care services delivery system in the Sacramento region.

Action Plan: Identify and review all community-related programs with whom UCDHS has formal and/or indirect relations. Create a plan to collaborate more effectively with internal and external partners in support of community-building efforts and UCDHS objectives. Continue to enhance on-going efforts to strengthen relationships with federal, state and local elected and appointed officials. Institute a UCDHS Community Engagement Working Group to coordinate the goals, activities and agendas of UCDHS community engagement boards, councils, and personnel. Aid in creating a multi-party MOU to guide collaboration and future developments in establishing a safety-net delivery system

for the Sacramento region. Develop a strategy to guide technology-sharing among identified community-based partners.

Anticipated Outcomes: Comprehensive “inventory” of internal and external community programs and activities. Development of a multi-partner MOU to guide safety-net collaborations. Increased efficiencies in working with UCDHS programs and local area agencies, entities and local/statewide and national stakeholders. Increase by ten percent (10%) the presence of key UCDHS personnel on foundation or not-for-profit boards or community advisory boards and councils. Increase by ten percent (10%) the presence of Government and Community Relations staff at meetings of ethnic, local and regional chambers of commerce, and visits by key federal, state and local elected/appointed policymakers to UCDHS & UCDHS events. Increase by ten percent (10%) attendance of key community stakeholders at UCDHS Sponsorship Committee funded activities.

Measured By: 1) Creation of pertinent documents: a) comprehensive inventory of community-related programs and activities, and b) multi-party regional health care safety net MOUs; 2) achievement of \$1M or more annually in additional non-routine state or federal funding; 3) establishment of quarterly meetings by a newly formed UCDHS Community Engagement Working Group.

C. Overall Benefits to the Organization

It's expected that comprehensive integration of diversity programming at UC Davis Health System will:

- Enhance the organization's strategic goal of *Excellence in People*
- Strengthen problem-solving at all levels of the organization
- Strengthen the organization's potential for high quality, successful products and services
- Contribute to increased levels of patient and employee satisfaction
- Enhance positioning to meet external regulatory requirements (LCME, ACGME, Joint Commission, etc.)
- Enhance positioning to compete more effectively for public and other grant-funded opportunities
- Increase the effectiveness of diversity, inclusion and community engagement efforts
- Reduce the numbers of discrimination/harassment/mistreatment complaints received by the organization

- Reduce the numbers of employees lost each year to turn-over
- Reduce health disparity indicators among UCDHS patients and local communities.