

Culturally Competent Education

Culturally Responsive Care

Culturally Relevant Research

Diversity and Inclusion Office



## Diversity and Inclusion Office



As the Commonwealth's first and only public academic health science center and the largest health care system in Central and Western Massachusetts, diversity is inherent in our mission and integral to our identity.

The multiculturalism of the patients we serve, our diverse faculty, staff and student body, and the diverse communities we are part of, create unique opportunities for leveraging our differences as fundamental to our organization's excellence. Our work is a global effort enhanced by the great diversity of the local and regional communities in which we live and serve.

Our diversity efforts strengthen our capacity for vital advancements, for research discoveries that change the world, and for carrying out our shared mission of educating tomorrow's physicians, research scientists and nurses and delivering the best possible care to every patient.

## Our Mission

The Diversity and Inclusion Office (DIO) is the primary vehicle for guiding the diversity and inclusion efforts of the academic health sciences center. The DIO team joins with faculty, administrative, clinical and support staff, residents, postdocs, and students in achieving a high performing, inclusive academic learning community. Through the DIO, a number of resources and services are available that help create an organizational culture that maximizes the potential for diversity to achieve our vision of being one of the nation's most distinguished academic health science center.

The DIO coordinates diversity and inclusion programming and provides oversight of compliance for equal opportunity plans. We embrace diversity in its many dimensions and strive to create an organizational structure that meets the needs of every individual who makes up our community.

## Champions | Leaders | Change Agents

The DIO semiannually convenes and facilitates the **Diversity Leaders Group** comprised of Medical School faculty and staff with diversity responsibilities in their role and function. This meeting brings together leaders across the system with executive leadership to achieve the following goals:

- Further understanding and implementation of the diversity and inclusion strategy and goals;
- Work in collaboration to develop/refine the diversity and inclusion strategic action plan;
- Understand how one's role as diversity leader supports the strategy goals, and
- Strengthen relationships with other diversity change management stewards in the academic health science center.

The DIO also supports two standing committees: the **Women's Faculty Committee (WFC)** and the **Committee on Equal Opportunity and Diversity (CEOD)**.

The mission of the WFC is to address the needs of women faculty and promote the status of women in the UMass Medical School and UMass Memorial Health Care community. The WFC provides programming to encourage hiring, promotion and retention of women faculty, enhance career development, promote women's health, and provide mentoring to medical and graduate students. In addition, WFC creates a supportive and welcoming environment that recognizes and awards the achievement of women in academic medicine.

The CEOD has nine employee resource groups that report through it to make recommendations for a civil, inclusive and just organization. The committees that report through the CEOD are:

- Minority Academic Advancement Committee (MAAC)
- Civility
- International
- Disabilities
- Mature Workforce
- Lesbian, Gay, Bisexual, Transgender and Allies (LGBTA)
- Professional Women
- Commonwealth Medicine Cultural Diversity Committee (CDC)
- MassBiologics Diversity and Inclusion Committee (MDIC)

Location-specific **Diversity Councils** and **Employee Resource Groups (ERGs)** are advisory groups that support and sustain a high performing, inclusive work environment. Council and ERG members from UMass Memorial Health Care are charged with:

- Planning events and projects that incorporate the mission and values;
- Identifying primary strategic diversity issues and recommending priorities for addressing those issues;
- Serving as good ambassadors and champions for creating an inclusive health care environment, and
- Organizing special taskforce committees such as the LGBT Quality Care Improvement Committee.

# Cultural Competence

DIO provides in-person sessions, trainings, and workshops on enhancing cultural competence, particularly developing the skills sets to effectively manage a diverse patient population and to ensure a more comprehensive research agenda. In our education sessions, we explore topics of stereotyping in medicine, unconscious bias, and cultural humility. In addition to in-person sessions, an online cultural competence education program is offered.

Joint Commission and National Standards for Culturally and Linguistically Appropriate Services in Health Care require that all healthcare workers provide culturally and linguistically appropriate care. To that end, we provide training on communicating across differences and evidence-based accent modification. Culturally Immersive English as a Second Language (ESL) courses are offered in partnership with Literacy Volunteers

of Greater Worcester. Cultural and linguistic interpretative services are provided through UMass Memorial Health Care's award-winning Interpreter Services Department.

We work aggressively to reduce healthcare disparities through research, innovation and quality of care. The Synthesis Engagement and Elevation to Eliminate Disparities (SEED) Symposium uses cutting-edge approaches to generate new findings and resources to eliminate health disparities. Sponsored by the UMass Center for Health Equity Intervention Research (CHEIR), in collaboration with DIO, the themes for the symposium are rooted in our overall approach to achieving health equity: community partnerships, multidisciplinary focus, multiple levels of intervention, culturally-responsive practices, and the use of storytelling as a tool to reduce health disparities.





**Convocation Week LGBTA Luncheon**

...is an opportunity for our entire academic and clinical community to come together to welcome and support our LGBT community and to hear from a speaker on LGBT health issues.

**Hispanic Heritage Month Celebration**

...is a time when we join the nation in recognizing the many contributions of Hispanic and Latino Americans to the United States while celebrating and recognizing our faculty, staff, caregivers, residents, postdocs and students who share a Hispanic heritage and who have contributed so much to our organizational successes.

**Martin Luther King Day Celebration of Service and Black History Month Celebration**

...is as an opportunity for our community to come together and share the legacy of Dr. King by highlighting the importance of service. Our theme incorporates Dr. King’s message that, “everyone can be great because everyone can serve.” It is a time for us to recognize the many, many hours of community and global health services that are provided annually by members of the academic

medical community to the Worcester community and around the world.

Our celebration agenda includes a key note speaker who provides insights for achieving our mission to increase the numbers of underrepresented groups in student, faculty and staff positions; improve the cultural competence of our workforce; and eliminate health disparities through research, service and practice. At our Dr. Martin Luther King celebrations, faculty, administrative, clinical and support staff, caregivers and residents who have contributed to advancing institutional excellence through diversity, civility, and enhancing cultural competence and reducing health disparities are given awards. In addition, students are awarded with the annual MLK Student Award for Service for their community projects.

Recognizing the importance of integrating the visual arts and music to promote healing, our celebration extends through Black History Month in February. Traveling photo and art exhibits highlight our diversity and our connection to the community. In an effort to enhance the lives of our patients, families, visitors and employees, musical concerts and visual art are included as part of the celebration.

## International Festival

...is an opportunity to promote awareness of the many diverse cultures that make up our academic health sciences center. DIO hosts an annual *International Festival* under the sponsorship of the CEOD International Committee. The International Festival reminds us that our geographical boundaries are not limited by Central Massachusetts, or the Boston area or New England and that having diverse cultures is critical to our mission. Our ability to understand different cultures and hold multiple realities lead us to new ways of knowing, groundbreaking research and innovation. Events like our International Festival, where we experience our rich diversity, unleash previously unimagined creativity, an especially important attribute in an academic health science center.

## Women's History Month and Women's Health Month

...allow us to join in the national celebration of Women's History Month in March to recognize the achievements of women in all facets of life, but particularly in science and medicine. DIO co-sponsors Women's History Month with Women's Faculty Committee, Women's Leadership Work Group, and Professional Women's Committee by hosting a speaker on the national theme.

We join in the national celebration of Women's Health Month in May to empower women to make their health a priority. National Women's Health Month also serves as a time to help women understand what it means to be well. DIO co-sponsors an engaged conversation with a national expert on an aspect of women's health and the academic medical center community.

## Campus Read

Formally established in 2009 by Chancellor Michael Collins, the Campus Read Program is an academic enrichment initiative designed to provide campus-wide engagement through the reading of a book relevant to health care and health sciences education. The book discussion promotes academic discourse and critical thinking on a topic that is both timely and important for our campus community and our mission areas. For the past several years, the Campus Read Committee has chosen a book

that has been aligned with our goal of increasing cultural competence. Prior to this event, members of our academic medical community come together in small and large discussion groups for critical analysis of the topic.

## Engagement Initiatives

People bring their full selves to work. Thus, to maximize performance DIO supports initiatives that create a sense of belonging to all who work to advance our mission and achieve our business objectives. *Summer Ice Cream Socials* and *Pie Day*, in the spirit of the Thanksgiving holiday, enhance engagement and help everyone feel connected and accepted.

## Recognition Programs

The *Advancing Institutional Excellence in Diversity*, *Advancing Institutional Excellence in Civility Awards* and the *Cultural Competence in Medicine Award* are bestowed annually upon individuals or teams that best exemplify the values as described in our diversity and civility statements. The honors are awarded at our annual Martin Luther King Celebration of Service.

DIO also sponsors the *Martin Luther King Jr. Semester of Service Students Awards*. These awards are designed to support student-driven service projects in the communities that surround the UMass Worcester campus.

The *Graduate Medical Education Reducing Health Disparities Award* is bestowed annually upon a resident who has significantly contributed to achieving health equity through culturally and linguistically appropriate patient care or community service.

Two awards are bestowed annually at the Employee Service Awards Dinner. *Advancing the UMMS Mission* is given to an individual staff member or team whose actions make a substantial impact in advancing the mission through public service, research, teaching, or healthcare delivery. The *Award for Excellence in Community Service* is given to an individual staff member or team that provides service to the community that demonstrates a commitment to those in need of assistance, that results in meaningful impact and that strengthens relationships within the community.



### Student Programs

As a part of our plan to develop talent, DIO sponsors a series of *Mentoring Circles* in collaboration with the Office of Student Affairs. The objective of Mentoring Circles is to provide a diverse group of medical students and residents exposure to faculty in a team-based setting that allows for informal dialogue, mentoring, and learning across the circle. The program provides participants with enhanced professional growth, varied perspectives through peer and faculty mentoring, and an expanded network of colleagues.

DIO, in collaboration with the Office of Student Affairs, also sponsors two Networking Socials during the academic year. These gatherings allow for social exchange and networking among faculty, staff, students, caregivers and residents, particularly those from underrepresented groups.

### Pipeline and Recruitment Programs

The *Emerging Professionals Summer Internship Program (EPSIP)* is a ten-week, paid internship experience for talented underrepresented minority college students. This “pipeline” program is designed to provide students with the opportunity to explore potential administrative careers in an academic health science center.

DIO and the Minority Academic Advancement Committee (MAAC) collaborate with the Office of Faculty Affairs in supporting the *Faculty Diversity Scholars Program (FDSP)*. The primary goal of the FDSP is to recruit new faculty (including the School of Medicine, Graduate School of Biomedical Sciences and the Graduate School of Nursing) from underrepresented groups in the health sciences and to support their successful academic career advancement. In order to address departments with minority underutilization, African American and Hispanic/Latino(a) faculty are among

the underrepresented groups who specifically benefit from this program.

DIO supports the Office of Medical Education in the development and execution of the *BaccMD Pathways Program*. Selecting applicants from our UMass undergraduate institutions, the program contributes to the creation of a student body in the Medical School that will contribute to a diverse health care work force to serve the needs of the commonwealth, with a focus on primary care and underserved communities.

DIO works in collaboration with the Graduate Medical Education Office in recruitment and execution of the *URM Residency Program*. This four-week subsidized elective for fourth year medical students from underrepresented backgrounds serves to enhance the diversity of our residency programs and provides an opportunity for students to consider UMass Memorial Health Care in order to better serve Worcester County’s growing multicultural population.

Together with our UMass Medical School and UMass Memorial Medical Center’s Human Resources Departments, DIO provides local high school students with an opportunity to work part-time, summer jobs in research, medical and administrative settings that earn them real-world experience and exposure to career options. Launched by the United Way of Central Massachusetts in 2002, *Building Brighter Futures (BBF)* is a broad-based strategic initiative to help youth transition successfully to adulthood.

DIO also collaborates with UMass Medical Center’s Human Resources Department in sponsoring the *Health Care Career Expo*, an exhibition of health-related booths designed to expose high school sophomores and juniors from the region to the array of health-related career options.



As DIO guides the implementation of our diversity strategies and program, a key element to ensuring the success of our diversity initiatives is accountability. Accountability helps to ensure that everyone is actively engaged in the diversity process.

All leaders of our academic health sciences center are expected to develop an inclusive institution. Executive leaders serve as sponsors for our CEOD Subcommittees and Employee Resource Groups. Faculty members demonstrate their commitment to diversity in their Annual Faculty Report through documenting their participation in a variety of activities across the research, education, clinical service and service missions.

### *Diversity Audits*

A critical component of implementing a diversity strategy is measurement. The academic health science center’s affirmative action efforts date back to 1976. As a federal contractor, we hold a solid foundation in our affirmative action practices. These efforts are documented annually in an Affirmative Action Plan that includes a workforce profile analysis, identification of problem areas and equal opportunity initiatives designed to address those areas of concern.

As part of our assessment of our Affirmative Action Plan, every three years DIO conducts a diversity cultural audit to assess its inclusion practices and measure progress on its Diversity Plan in response to regulatory agencies. Using the Diversity Engagement Survey (DES) as a tool to measure institutional climate and culture through the lens of diversity and inclusion, we measure the institution’s capacity and capabilities to include diverse groups as fully engaged members of our academic medical center.

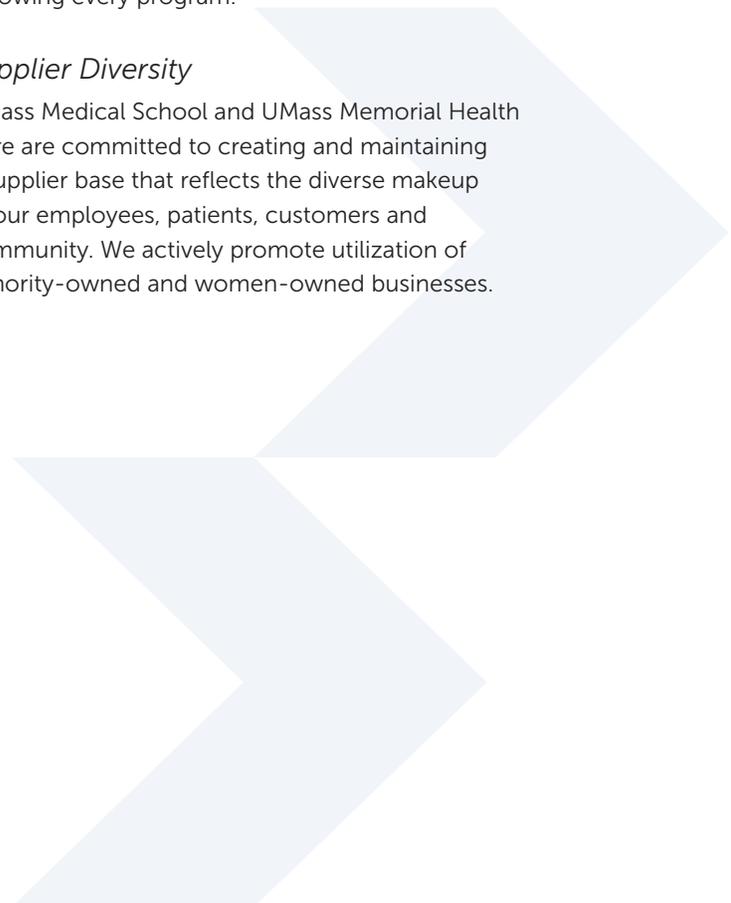
### *Program Evaluation*

Annually, CEOD Subcommittees, Diversity Councils and Employee Resource Groups submit their goals mapped to the Institutional Diversity Plan. Goals are reviewed by DIO staff and a report of goal attainment is provided to Executive Leadership.

DIO sponsored programs are mapped to best practices and the Institutional Diversity Plan goals. Participant evaluations for the diversity programs and events are conducted following every program.

### *Supplier Diversity*

UMass Medical School and UMass Memorial Health Care are committed to creating and maintaining a supplier base that reflects the diverse makeup of our employees, patients, customers and community. We actively promote utilization of minority-owned and women-owned businesses.





Our Commitment



At UMass Memorial Health Care and UMass Medical School we recognize that managing diversity goes far beyond compliance. By ensuring the integration of diversity in all that we do, we achieve excellence through culturally competent education, culturally responsive care, and culturally relevant research.





**Diversity and Inclusion Office**

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