



Office of Healthcare Equity Blueprint 2.0: The Path to Health Justice

Bessie Young, MD, MPH, Vice Dean of EDI and Medical Director, Office of Healthcare Equity

October 8, 2022

Leadership
& Strategic
Operations



Workforce
Development



Community
Engagement



Research &
Evaluation



Quality
Improvement



Learning
Environments



Statement Honoring the Land on which the University of Washington Stands

UW Medicine acknowledges the land we occupy today as the traditional home of the Tulalip, Muckleshoot, Duwamish and Suquamish or Coast Salish tribal nations. Without them we would not have access to this healing, working, teaching and learning environment. We humbly take the opportunity to thank the original caretakers of this land who are still here.

<https://www.realrentduwamish.org>





OFFICE OF HEALTHCARE EQUITY

Established July 1, 2020

Vision:

To deliver on the UWM mission: **to improve the health** of the public by ensuring that policies and practices focus on equity, social and health justice as we strive to become an anti-racist organization.

Mission:

To reduce disparities in healthcare delivery by educating health professionals informed by principles of diversity, equity, inclusion and justice;

To make UW Medicine an equitable place to learn, work, provide and receive care;
To be a national model for healthcare equity; and

To provide local and national leadership in healthcare equity and healthcare justice research.



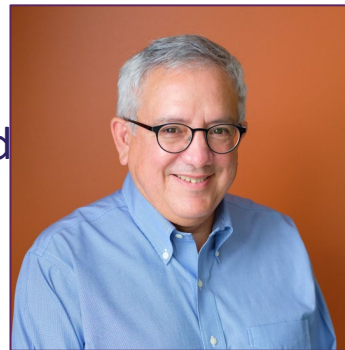
OHCE Leadership Team



Paula Houston, Ed.D.
Chief Equity Officer



Bessie Young, MPH, MD
Vice Dean and Medical Director



Leo Morales, MD
Assistant Dean



Edwin Lindo, JD
Assistant Dean



Jonathan Kanter, PhD
Behavioral Scientist

Aric Ho, MBA
Director of Operations



Lee Davis
Training Manager



Martine Pierre-Louis
EDI Director, HMC



Elaine Acacio
EDI Director, Montlake & NW





2017 Blueprint



Vision:

Be a national model for healthcare equity and reduce disparities in healthcare delivery.



Objective 1:

Increase diversity, increase cultural humility and reduce implicit bias in the healthcare workforce.



Objective 2:

Engage communities we serve as partners in assessing and addressing healthcare equity.



Objective 3:

Deploy targeted quality improvement and healthcare services to meet the needs of marginalized populations.



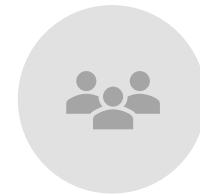
Office of Healthcare Equity Blueprint 2.0: The Path to Health Justice



Leadership and
Strategic Planning



Workforce
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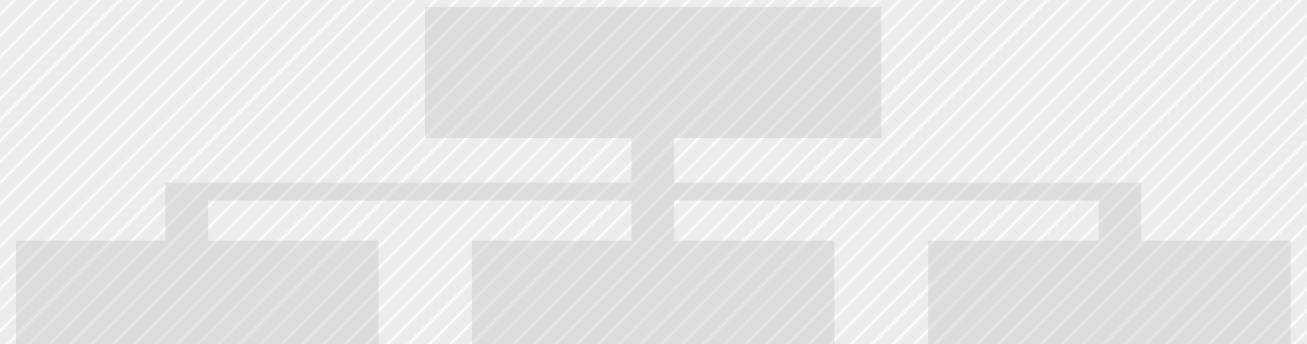
Leadership & Strategic Operations

UW Medicine Office of Healthcare Equity Mission

To reduce disparities in healthcare delivery by educating health professionals informed by principles of diversity, equity, inclusion and justice;

To make UW Medicine an equitable place to learn, work, provide and receive care;
To be a national model for healthcare equity; and

To provide local and national leadership in healthcare equity and healthcare justice research.





Leadership & Strategic Operations

○ **Internal Communications**

- Maintain a dynamic website, social media presence, regular system-wide updates

○ **Marketing and Communications**

- Partner with mar/com to enhance visibility of OHCE in local, regional, national media

○ **Advancement**

- Enhance opportunities for foundation and individual philanthropic support

○ **Health Partnerships**

- Strengthen collaborations with other health sciences schools, VA and CHMC for broader reach and consistency in equity work

○ **Think Tank and Speaker' Bureau**

- Regularly host medical and science leaders for conversations about advancing healthcare equity and health justice
- Host regularly scheduled events for local, Regional and national speakers on equity

○ **Government Relations**

- In partnerships with UWM government relations, provide an EDI lens to local, state and national legislative issues





Workforce Development

Acknowledge that patient safety, staff satisfaction, and health outcomes are crucially linked with diversity, equity, inclusion, and justice practices.

- **Training**
 - Foundational EDI Training
 - EDI Peer Trainers
 - Bystander training
 - ADA Training
 - Leadership Development Training
- **Equity Consult Services**
 - Administrative Workforce
 - Curriculum
 - Bias Reporting Tool
- **Policy Development**
 - Define bias and racism
 - Set expectations to create and maintain a culture of equity
- **Coaching**
 - Individual
 - Small team
- **Capacity Building**
 - Leadership



Workforce Development

Acknowledge that patient safety, staff satisfaction, and health outcomes are crucially linked with diversity, equity, inclusion, and justice practices.

○ Well-being

- Partnering with Office of Faculty Affairs (OFA) and UW EDI Committees
- Comprehensive program development with funding from Pinterest- focus on URM

○ Affinity and Caucus Groups

- Black
- AAPI
- LatinX
- LGBTQIA+
- WAG

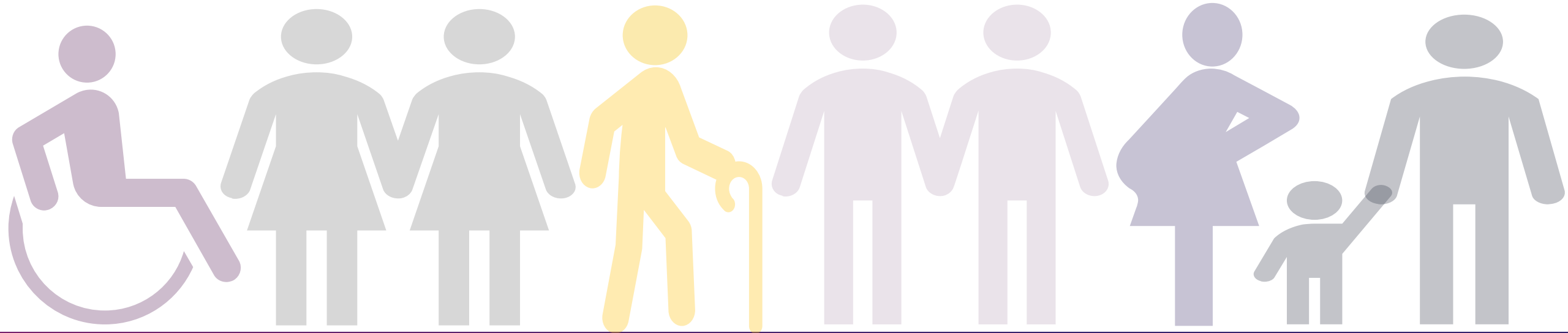


Workforce Development

Advocate for and facilitate initiatives to build and support a workforce reflective of communities we serve.

○ Recruitment and Retention

- HR Data: Demographics, hiring, pay equity, promotion and retention rate of BIPOC applicants, faculty and staff, job class
- EDI training for HR teams
- EDI training for search committees
- Enhancement and support of CMFA
- Partnering with OFA





Community Engagement

Develop and sustain a foundation of trust across our communities and build partnerships, by being present to listen to and learn about those we serve, solicit ongoing feedback and consistently report back.

- **Data**
 - Collection
 - Analysis
 - Reporting
- **Outreach**
 - Community Conversations
 - Health Fairs
 - Evolution of vaccine and testing/Post COVID
- **Respond**
 - Maintain readiness to address emerging needs
 - Allocate resources as appropriate
- **Solidarity**
 - Advocate for community needs with health systems, public health and other government entities
- **Accountability**
 - Shared leadership with stakeholders
 - Community Advisory Council
 - Co-design of interventions





Research & Evaluation

The Justice, Equity, Diversity, and Inclusion (JEDI) Center for Transformational Research

Mission Statement

To study and ultimately eliminate health disparities by promoting the principles of justice, equity, diversity and inclusion in the research of vulnerable populations, and by increasing the recruitment, retention and advancement of students, residents, fellows, and faculty from groups under-represented in medicine.

Vision Statement

To improve the health of the public and eliminate health disparities by justice and health equity driven research.





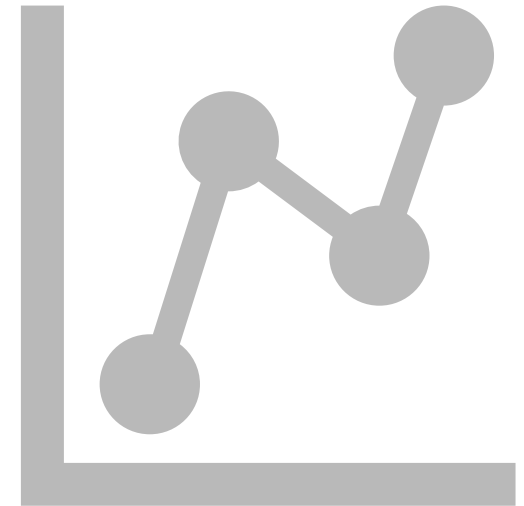
Research Activities

- Conduct health equity original research
 - Telemedicine equity (focus groups)
 - Emotional well-being in under-represented minority providers and student
 - SDOH

- Support and stimulate our UW Medicine investigator community to engage in OHCE mission-relevant research; fostering research collaborations

- Disseminate OHCE mission-relevant research findings

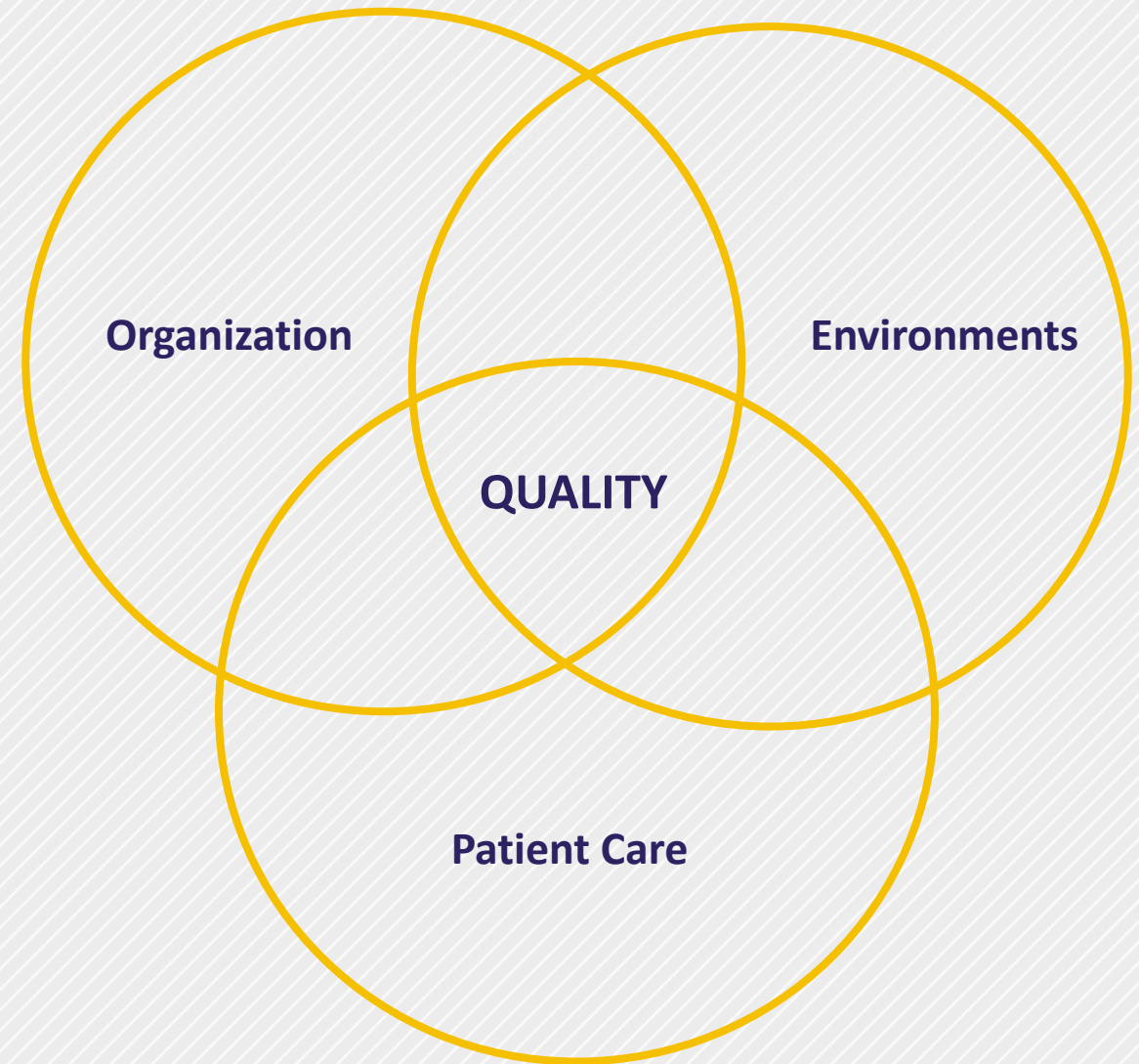
- Promote diversity, equity, and inclusion in UW Medicine research endeavors





Quality Improvement

Ensure equity, diversity, and inclusion principles inform all system-wide quality improvement policies, processes and practices.



Quality Improvement

Data

- Equity Dashboards
 - REAL/SOGI
 - SDOH
 - Zip Codes
 - Disparity Index

Processes

- Access
 - Scheduling
 - Digital Front Door
 - Telemedicine
 - Language Access
 - Equity M&M

Tools

- Equity Impact Review Tool
- Clinical Equity Consults
- IT
 - EPIC & data interfaces

Certificate Program in Patient Safety and Quality

Equity Curriculum 2022

Time	Topic	Speaker
8:30- 8:40 AM	Welcome and Introductions	Leo Morales
8:40- 8:55	Poster Presentation 2021 Team	Alysha Thompson and Shannon Simmons
9:00-10:00AM	Identity, Privilege, and Intersectionality Training	Paula Houston
10:00-10:20AM	Break	
10:20-11:20 AM	Structural and Social Determinants of Health in the Time of COVID-19	Leo Morales
11:20-12:20 PM	Ableism and Health Equity in Medicine	Nicole Mazwi
1:00- 2:00 PM	LGBTQ Health and Health Equity	Sean Johnson
2:00 PM-3:00PM	Implicit Bias and Microaggressions	Jonathan Kanter
3:00-3:15 PM	Break	
3:15-4:15 PM	Equity Impact Tool	Paula Houston
4:15- 4:45 PM	Wrap-Up and Evaluations	Bessie Young




Quality Improvement

Transgender Gender Non-Binary Health Program & LGBTQIA+ Health

- Improved quality and delivery of gender affirming care
- Established as the institutional resource for LGBTQIA+ issues affecting our patients, workforce and students.
- Systemic changes to foster inclusion and access for gender and sexually diverse patients, workforce and students.

QMed mentorship program & recruitment

The UW Queer Medical Student Association has begun development of a mentorship program to support UW LGBTQIA+ students and trainees. Mentorship and other professional development opportunities, especially for under-represented groups in medicine, are essential for an equitable and inclusive culture in our community. If you are interested in participating as a mentor/mentee, please email Dr. Mariebeth Velasquez. 

Are you an LGBTQ+ identified student, trainee, faculty or staff?





Learning Environments

Reduce disparities in healthcare delivery by educating healthcare and research professionals informed by principles of equity, diversity, inclusion and justice, while fostering a learning and teaching environment that is welcoming and inclusive in which all members of our community thrive.

- **Faculty/OFA/RGE**
 - EDI Training
 - Curriculum Review
 - Classroom support
 - Restorative Justice
- **Students/ARRA/RGE**
 - Dean for Equity and Medical Student Engagement (BIPOC)
 - Student Advisory Council
 - Affinity Groups
 - Outreach/recruitment
 - LGBTQ and BIPOC student mentoring
 - EDI Training
 - Curriculum – Black Health Justice Pathway; EHM; CUSP
 - Restorative Justice
- **Trainees/GME**
 - NURF
 - EDI Training
 - EDI speakers' series
 - Restorative Justice
- **Staff**
 - EDI Training
 - Restorative Justice





OHCE Medical Student Pathways



Indian Health

- Oldest Pathway
- Dr. Jason Dean



Latinx Health

- Spanish language classes
- Many educational opportunities
- Immersion experiences
- Dr. Dan Cabrera



LGBTQ+

- Student Initiated
- Dr. Corinne Heinen



Black Health Justice

Student initiated
Dr. Peter Asante

Indian Health Pathway



Core Pathway Components

- UCONJ 530 *Indian Health Issues: Past, Present and Future AI/AN Health Disparities*
- Scholarly Project with focus on AI/AN indigenous topics, communities or similar
- Volunteer work, service learning, student leadership interaction and promotion, advocacy for population and surrounding work in this area
- Working directly with AI/AN elders; Traditional Indian Medicine healers and mentors in the community
- 4th year Clerkship: Traditional Indian Medicine (precept directly with a traditional healer)
- 4th year additional Indian Health Clerkship inclusive of AI/AN populations

Indian Health Pathway: How to Contact

- ▶ Dr. Jason Deen, Indian Health Pathway Faculty Director
 - ▶ Jason.Deen@seattlechildrens.org
- ▶ Millie Kennedy, UWSOM Tribal Liaison
 - ▶ mkenne2@uw.edu
- ▶ Holly Kennison, Office of Healthcare Equity
 - ▶ sal20@uw.edu



Latinx Health Pathway



Core Pathway Components

- MED 557 Hispanic Health Disparities Course
- *Spanish for Health Professionals class optional*
- Scholarly Project with a focus on serving Latinx communities, issues or topics regarding Latinx health and health disparities
- Volunteer work, service learning, student leadership interaction and promotion, advocacy for population, conferences and events attendance
- Work with Mentors
- Clinical clerkship (4-week rotation) in a predominantly Latinx population



▶ Dr. Dan Cabrera, Latinx Health Pathway Faculty Director

▶ dancab@uw.edu

▶ Holly Kennison, Office of Healthcare Equity
sal20@uw.edu

LGBTQI+ Health Pathway

Core Pathway Components

- FAMED 561 *LGBTQ Health Disparities Course*
- Clinical Management of Transgender Patients Course (1st or 2nd Year)
- Scholarly Project with focus on LGBTQ health issues
- Volunteer work, service learning, student leadership interaction and promotion, advocacy for population and surrounding work in this area
- Work with Mentors, Student Leadership Committee, and pathway partners with leadership in LGBTQ advocacy around the nation
- Specialized 4th year clerkship (4-week rotation) in a specific rotation designed for LGBTQ Health Pathway (LGBTQ-community health clinics)



▶ Dr. Corinne Heinen, LGBTQI+ Health Pathway Faculty Director

▶ cheinen@uw.edu

▶ Holly Kennison, Office of Healthcare Equity
sal20@uw.edu

Black Health Justice Pathway: How to Contact

- ▶ Black Health Justice Pathway Creators:

- ▶ BHJP Student Leadership Team:

- ▶ Jasmine Gault (MS3)

- ▶ L'Oreal Kennedy (MS3)

- ▶ Eileen Li (MS3)

- ▶ Jeremiah Sims (MS3/PhD)

- ▶ Dr. Peter Asante, Black Health Justice Pathway Faculty Director

- ▶ Peter.Asante@seattlechildrens.org

- ▶ Holly Kennison, Office of Healthcare Equity Manager of Pathways sal20@uw.edu



Community-focused Urban Scholars Program (CUSP)



To improve the health of the populations of our WWAMI region it is imperative that our medical school trains physicians who are prepared for careers in urban underserved medicine and reflect the communities they will serve.



CUSP is a comprehensive approach to diversifying the UWSOM student population and addressing WWAMI's urban underserved physician workforce shortage.



Develop a workforce of diverse physician leaders in under-resourced urban communities in the WWAMI region that fosters and supports students through mentorship, population health training, service learning, and urban clinical experiences.



Program is restarted with student leadership. Currently accepting applicants for E-23 as a secondary application to UW Medical School



Learning Environments: Ecosystem Development

Center for Workforce Inclusion and Healthcare System Equity (WIHSE)

Mission

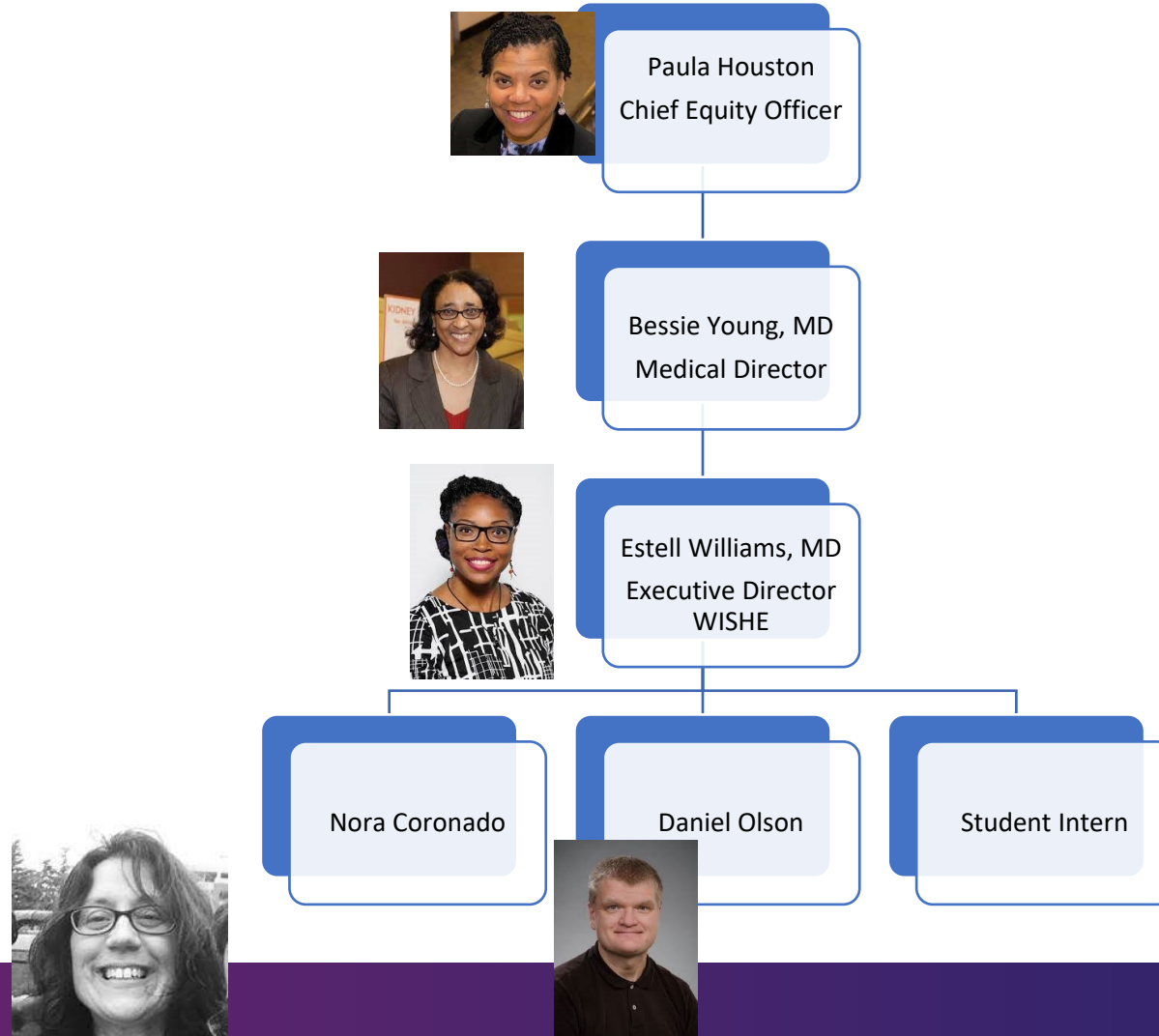
To increase representation of communities traditionally underrepresented in medicine across all UW clinical and SOM departments.

Vision

Pushing institutions to decrease barriers to access careers in healthcare by developing innovative programming to improve diversity, equity and inclusion through multipronged ecosystem development, community outreach and advocacy thereby improving healthcare workforce diversification.



OHCE Integration



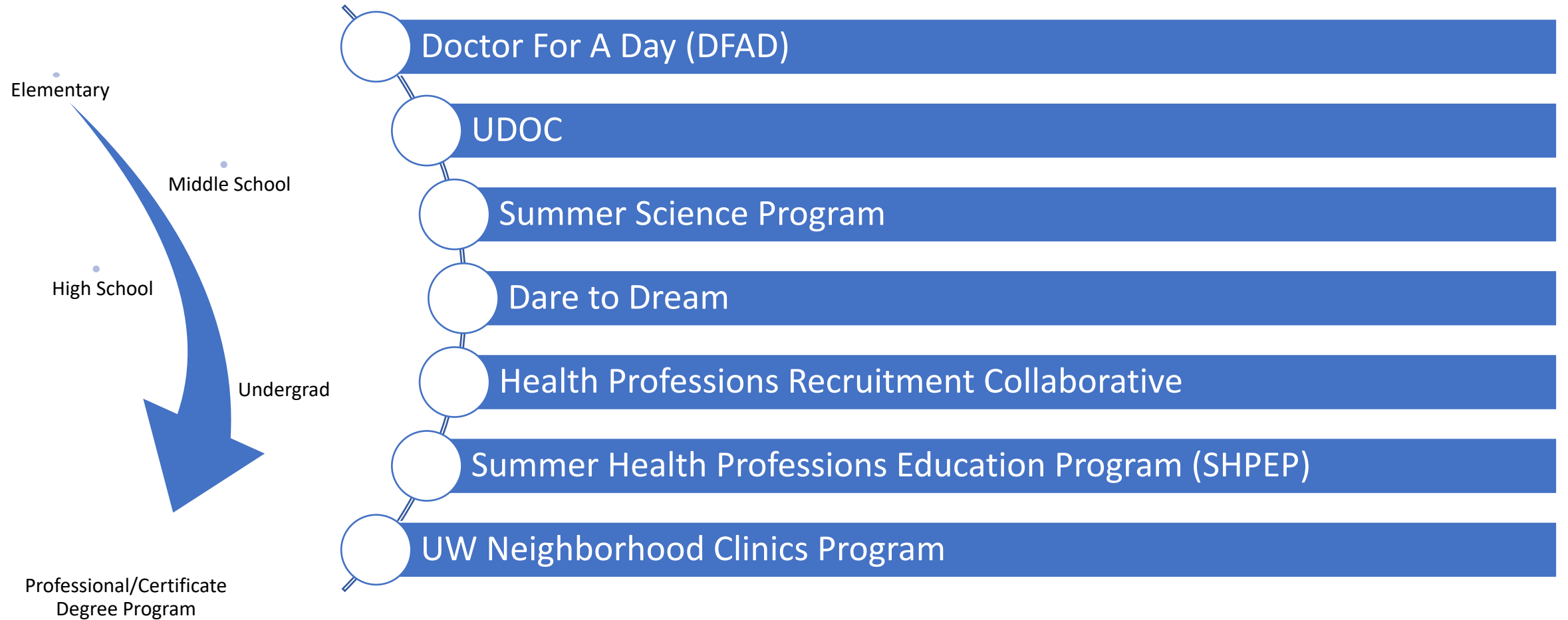
WIHSE Center Program

- **Pre-Health Programs**
 - Doctor For A Day (DFAD)
 - U-DOC (new; find funding to reinstitute)
 - Summer Health Professions Education Program (SHPEP) (RWJ)
 - Health Sciences Center Minority Students Program
 - UPREP
- **Health & Allied Health Professional Students**
 - Department of Rehabilitation Medicine (PT/OT)
 - Respiratory Therapy
 - Visiting Diversity Student Sub-Internships
 - Morehouse School of Medicine/University of Washington partnership
 - Medical Science Training Program (MSTP)
 - UW Sisterhood Initiative/UW Brotherhood Initiative
- **Residents and Fellows**
 - UW Network of Underrepresented Residents and Fellows (UWNURF)
- **Faculty**
 - Affiliation and collaboration with URM Faculty Development Program in OFA





Programs





Doctor For A Day

(K-12)

- Academic year program Oct-May once/mo.
- Total 7 sessions with 80 students per session serving total 560 students in an academic year
- Collaboration with clinical departments



UDOC

(10th and 11th grade)

- - 2-3 week in-person summer residential program on the University of Washington campus in July
- Serves approximately 15-20 students per summer
- Exposure to all health professions (medicine, dentistry, nursing, allied health professions)



UDOC 2022



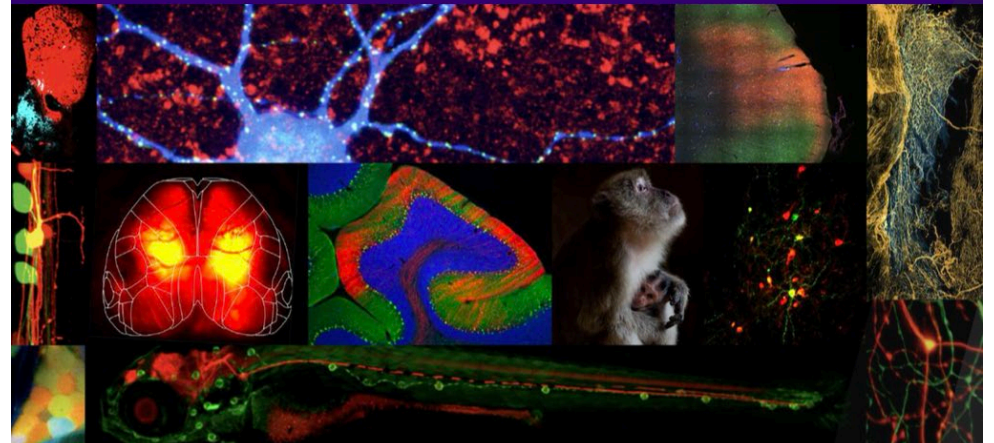
Summer Science Program

(High School)

- Immersive research experience for high school students from minority groups underrepresented in science
- Serves approximately 20 students
- ~8 weeks June-August

SCIENCE SUMMER PROGRAM 2022

A program that offers underrepresented high school students of color an opportunity to explore science as a career path



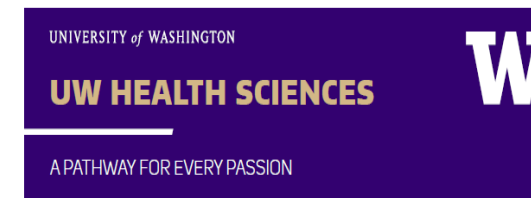
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Health Professions Recruitment Collaborative

(High School)

- Academic year program runs October – June
- Collaboration with the 6 health sciences schools including Medical Laboratory Sciences, PT/OT/prosthetics and Genetics
- Recruit within UW and at other Universities and Community Colleges
- Host nearby schools for hands on activities and opportunity to learn about various health professions



DENTISTRY
UW SCHOOL OF DENTISTRY
dental.washington.edu

CAREER EXAMPLES: After graduation from dental school, you can either begin practicing as a general dentist in a number of practice settings, or you can go on to explore one of nine dental specialties. It is important to research your options before you graduate dental school so you are informed about what direction you will pursue. You may choose private practice or public health dentistry. You could also choose an academic or dental education pathway, such as teaching, dental research, government service or international health care.

A GREAT FIT IF YOU ENJOY: A blend of art and sciences, while using your hands. Many students who consider dentistry enjoy playing musical instruments, building models, working with Lego and playing video games. Dental school involves seamlessly blending science and art while developing, mastering and demonstrating prowess in a variety of areas—including manual dexterity.

PROFESSIONAL DEGREES: Doctor of Dental Surgery

UNDERGRADUATE DEGREES: None offered

GRADUATE DEGREES: Certificate/Residency Program: Master of Science in Dentistry (MSD); Master of Science in Dentistry (MSD) / Master of Public Health (MPH); Master of Science (MS Dental Hygiene, MS Thesis/Doctor of Philosophy (PhD)

POSTDOCTORAL FELLOWSHIPS: Offered through individual departments on a limited basis

DID YOU KNOW? Dentists play a key role in the early detection of oral cancer and other systemic conditions of the body. They often identify other health conditions, illnesses and other problems that sometimes show up in the oral cavity before they are identified in other parts of the body.

APPEALING TO STUDENTS INTERESTED IN STUDYING: Health care, biology, chemistry, anatomy, public health and engineering. Although people with interests in these fields would find dentistry an appealing career choice, it is not limited to only these areas of study.

MEDICINE
UW SCHOOL OF MEDICINE
uwmedicine.org/admissions

CAREER EXAMPLES: Primary care physicians (family medicine, internal medicine or pediatrics), surgeons or specialists (including anesthesiologists, oncologists, or radiologists). Many doctors also become lab researchers, teachers at medical schools, hospital administrators and policy makers.

A GREAT FIT IF YOU: Love to learn, have a curious nature, are a good listener, like to solve problems and have a desire to help other people. Doctors want to help their patients live better lives. Sometimes this means teaching patients ways to stay healthy, curing an infection or figuring out what caused the infection, performing a surgery or prescribing a brace that will help someone walk or run better.

GRADUATE DEGREES: Doctor of Medicine (MD), Doctor of Medicine/Doctor of Philosophy (MD/PhD), MD/Concurrent Master's Degree

DID YOU KNOW? After completing an undergraduate degree, the training to become an MD takes 4 years of medical school plus 3-7 years of residency, depending on what specialty you choose.

APPEALING TO STUDENTS INTERESTED IN STUDYING: Any background is welcome; the UW School of Medicine receives applications from people with a variety of undergraduate degrees and majors. There are pre-medical course requirements in humanities, physics, chemistry, and biological sciences. Refer to our website for more details.

LABORATORY MEDICINE
depts.washington.edu/labweb/

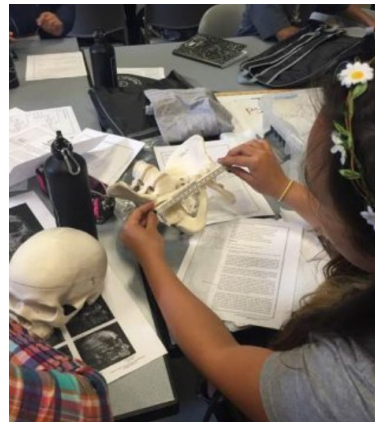
The Department of Laboratory Medicine offers undergraduate (BS) and graduate degrees (MS) to become a Medical Laboratory Scientist (MLS). Career options include work in hospitals, clinics or other medical facility laboratories, forensic and research labs, as well as in Informatics, Biotechnology, industry and humanitarian organizations. It's a great fit if you enjoy science and medicine and are interested in indirect patient care and solving puzzles (as MLSs are considered the diagnostic detectives in medicine). This profession requires a 4-year BS degree and national certification from the American Society of Clinical Pathology (ASCP). MLSs are in short supply and there is a significant demand to employ UW MLS graduates regionally, nationally, and internationally.



Dare To Dream Health Professions Academy

(High School)

- Approximately 20-30 high school students from migrant farmworker background who have expressed interest in the health professions
- 2 week in-person residential program in June
- Introduced to a variety of health professions
- Partnership with UW OMAD, and OSPI Migrant Education Program



Summer Health Professions Education Program (SHPEP) (RWJ)

(Rising College Juniors)



- 4 week virtual and 2 week in-person summer residential program for undergraduate students June-July
- Students exposed to medicine, dentistry and public health
- Serves 80 students

UW Neighborhood Clinics Mentorship Shadowing Program (High School and College)

Year-round program for high school and college students to gain clinical experience in outpatient clinics and urgent care

Serves approximately 20 students

Focus on indigenous and black males as primary recruitment group



AFERM/UPREP Mentorship

(College)

- Year-round program
- Offer mock interviews and application assistance for URiM students applying to professional school
- Mentorship of undergraduate and pre-health students
- Specific collaboration with African American Male Achievement program through Seattle Public Schools
- Monthly sessions discussing different pieces of the UWSOM application process





FY 23 Deliverables

Leadership & Strategic Operations



- Secure 3 philanthropic grants
- Hold 2 speaker events
- Produce an OHCE newsletter

Workforce Development



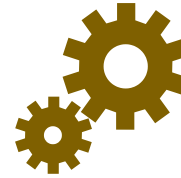
- Deliver 2,000 hours of training to 800 people
- Launch LMS training
- Policy Development

Community Engagement



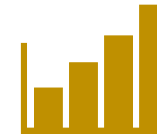
- Launch CAC
- Hold 2 community conversations
- Initiate annual health fair with community partners

Research & Evaluation



- Launch JEDI Center
- Continue to apply for NIH/other grants
- Develop JEDI Community Advisory Board

Quality Improvement



- Capture and report SDOH data
- Launch Equity Consult Service
- Disseminate Equity Impact Review Tool

Learning Environments



- Establish and enroll students in BHJP
- Establish RGE liaison position
- Establish the Assistant Dean for Equity and Medical Student Engagement

Office of Healthcare Equity Blueprint 2.0: The Path to Health Justice



Key Strategic Focus Areas

Will allow us to become a leader in health equity and transformative social justice as we strive to become an anti-racist institution.

Patients are First

Equity is the forgotten pillar of quality



Questions About Pathways?

- Holly Kennison
Office of Healthcare Equity Director;
CUSP & Pathways
UW School of Medicine
Email: SAL20@UW.EDU

QUESTIONS ABOUT WIHSE CENTER?

Nora Coronado ncorona@uw.edu

UW SHPEP Director [Nora Coronado](#) or call 206-616-3043

ONLINE APPLICATIONS DUE NOVEMBER 1ST



Questions



Office of Healthcare Equity
youngb@uw.edu

