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

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October 8, 2022

Leadership & Strategic Operations
Workforce Development
Community Engagement
Research & Evaluation
Quality Improvement
Learning Environments
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
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.
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 Development
- Community Engagement
- Research and Evaluation
- Quality Improvement
- Learning Environments
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.
Workforce Development

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- **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

- **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

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.
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
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

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

Transgender Gender Non-Binary Health Program & LGBTQIA+ Health

- Improved quality and delivery of gender affirming care
- Established as the institutional resource for LGBTQI+ 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.

Confidential – Do Not Distribute
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.
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 (DFAD)
- UDOC
- Summer Science Program
- Dare to Dream
- Health Professions Recruitment Collaborative
- Summer Health Professions Education Program (SHPEP)
- UW Neighborhood Clinics Program

- Elementary
- Middle School
- High School
- Undergrad
- Professional/Certificate Degree Program
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)
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
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
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