



DEPARTMENT OF MEDICINE

DIVERSITY, EQUITY, AND INCLUSION PLAN 2021-2023



INDIANA UNIVERSITY
SCHOOL OF MEDICINE



INTRODUCTION

The Department of Medicine at Indiana University School of Medicine is the largest department in the school. Its faculty, staff, and trainees are geographically dispersed, but considerably involved in all aspects of the mission of Indiana University and the School of Medicine.

Our faculty practice, teach, and serve at the Eskenazi Hospital, Methodist Hospital, Riley Hospital for Children, Richard L. Roudebush VAMC, and other medically underserved areas throughout the state. As such, our faculty is committed to serving a diverse population in the state of Indiana. As organization, we are the working toward upholding health equity and maintaining population health.

The following document strengthens our commitment to foster an inclusive excellent environment in the Department of Medicine (Strategic Plan 2015-2020). We consider this document to be dynamic, and as such it may evolve as guided by scholarship, best practices, departmental strategic plan, environment and climate, as well as faculty, staff, student, and trainee feedback.

The Department of Medicine commits to Inclusive Excellence in developing guidance, strategies, policies, and procedures in support of equity, diversity and inclusion.

CORE VALUES

As stated in our Strategic Plan 2015-2020

HONESTY AND INTEGRITY	DIVERSITY AND INCLUSION	INTELLECTUAL CURIOSITY, CREATIVITY, AND COURAGE
CAREER AND PROFESSIONAL DEVELOPMENT	PATIENT FOCUSED	SERVICE AND COMMUNITY

Inclusive Excellence (IE) in the context of the Department of Medicine is the recognition that the Department’s success is dependent on how we value, engage, and include the rich diversity of faculty, students, staff, alumni, and past trainees. This comprehensive approach in Diversity and Inclusion will require transformation of the Department; one that intertwines with its strategic plan and one that lends itself to active participation by all departmental constituents.

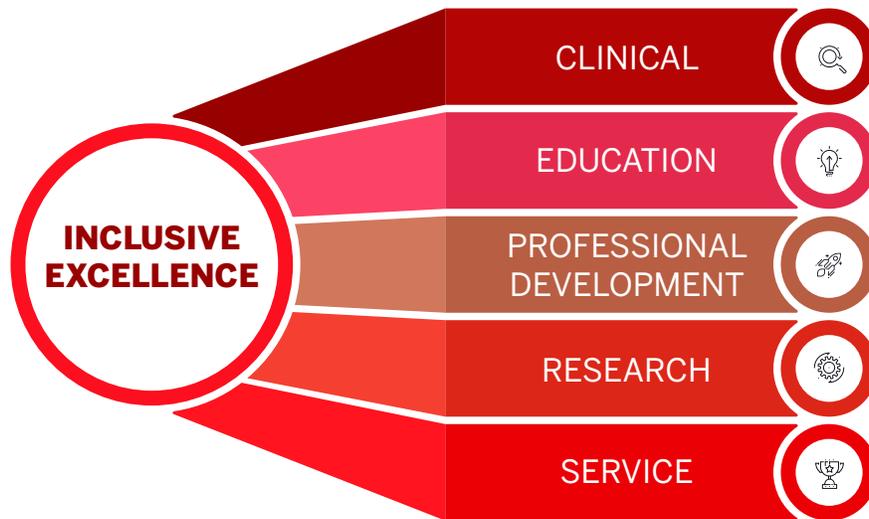
Diversity is essential to reaching our ultimate goal to serve patients and the public through excellence in clinical work, research, education, and service.

We will not look at Diversity and Inclusion solely as a number but as **a way to transform the Department** by being thoughtful about the ways we look at demographics, policies, research, resources, leadership, hiring, education, organizational structure, technology, performance management, communications, promotion, recruitment, retention, assessments, and evaluations.



CORE VALUES

As stated in our Strategic Plan 2015-2020



DIVERSITY:

Individual differences (e.g., personality, learning styles, and life experiences) and group/social differences (e.g., race/ethnicity, class, gender/gender identity, sexual orientation, country of origin, and ability as well as cultural, political, religious, or other affiliations).

INCLUSION:

The active, intentional, and ongoing engagement with diversity—in the formal and informal curriculum, and in communities (intellectual, social, cultural, geographical) with which individuals might connect—in ways that increase awareness, content knowledge, cognitive sophistication, and empathic understanding of the complex ways individuals interact within systems and institutions.

EQUITY:

The creation of opportunities for historically underrepresented populations to have equal access to resources, compensation, professional advancement, and leadership roles.

EQUITY-MINDEDNESS AND HUMILITY:

A demonstrated awareness of and willingness to address equity issues, embracing cultural humility, among institutional leaders and staff.

EDI STRATEGIC PLAN (2015 - 2020)

The Indiana University Department of Medicine drafted its Strategic Framework for Diversity in 2015, spanning through 2022. There were two primary goals:

1. Creating an inclusive climate and community for everyone.
2. Providing a supportive structure for members of the department.

In 2020, the Department of Medicine reviewed current achievements and declared additional goals. Below are some examples of accomplishments related to the recruitment, advancement, retention, and vitality of Underrepresented in Medicine (URIM) faculty:

GOALS		2020 ACHIEVEMENTS
Increase the percentage of URIM faculty members to 10% by 2020.	➔	Percentage of *URIM faculty members increased to 6.42% in 2019, an increase of 317% (*12 URIM faculty in 2014 vs. 50+ in 2019).
Increase the percentage of women faculty to 30% of all faculty members in the department by 2020.	➔	In 2019, women faculty made up 36% of all faculty members in the department.
Actively identify and engage more women and faculty to leadership opportunities.	➔	It is estimated that 10% of women faculty have leadership roles within multiple levels.*
Increase number of women and URIM participation in the Promotion & Tenure committee.	➔	In 2020, nearly half of the Promotion & Tenure committee are made up of women and URIM faculty.
Encourage gatherings by affinity groups within the Department and participation in inclusive campus events.	➔	Affinity group established: <ul style="list-style-type: none"> • Women in Medicine and Science (2016) • Equity & Inclusion Group (2017)

*URIM is defined as racial and ethnic populations that are underrepresented in the medical profession, particularly Black and Latinx individuals. *In 2022, 36.60% (N = 97) of women faculty hold leadership roles across multiple levels.



EDI STRATEGIC PLAN (2015 - 2020)

The Department of Medicine is taking advantage of the resources provided by the Dean's Office of Faculty Affairs, Professional Development, and Diversity while creating robust opportunities for integration through the role of the Vice Chair of Faculty Affairs, Development, and Diversity. Some of these opportunities include:

1. EDIJB, Cultural Competence & Humility Professional Development (2016-present)
2. Tailored-Professional Development (Underrepresented & Women Faculty; 2016-present)
3. Increase in gains in institutional funding for Underrepresented Faculty (2016-2019)
4. EDIJ Summer Series (2020-present)

OTHER INITIATIVES



The Department of Medicine launched the 50/50 initiative to have 50% women and underrepresented speakers at the Medicine Grand Rounds by 2020

We reached the 50% target and the initiative continues today (2019-present).



EDIJB "Corner" on the PULSE newsletter

The PULSE Departmental newsletter was introduced with a monthly EDIJB "corner" discussing relevant topics and with a section on "Building a Diverse Vocabulary" (2020-present).



The introduction of the Inclusive Excellence Award in 2018

The goal of this annual award is to recognize faculty, trainees, and staff for outstanding efforts and achievements in diversity, equity, inclusion, and cultural competence that advance health equity and inclusive pedagogy, environments, and practices.



Promoting Inclusion and Equity Grants (2020-present)

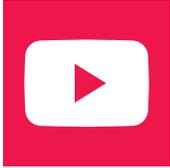
Small grants support faculty who are engaged in work that advances the department's goal toward creating a more diverse, inclusive, equitable, and just environment.

OTHER INITIATIVES (CONT.)



Business of Medicine Leadership Program

This program is to provide emerging leaders with opportunities to expand their business acumen, leadership skills, and expertise.



The introduction of a YouTube channel for professional development programs, including the EDI Summer Series (2019-present)



The implementation of the Bias Reduction in Internal Medicine program (2019-2021)

GAPS NEEDED TO BE ADDRESSED

1. There are a lot of opportunities around recruitment, not just for faculty, but also for trainees at the residency and fellowship levels.
2. Although diverse positive recruitment practices have been implemented at higher levels, we need to incorporate these practices across different divisional levels.
3. There is still a gap in access and accuracy in the data that could inform decisions and longitudinal view.



2022 EQUITY AND INCLUSION COMMITTEE MEMBERSHIP



COMMITTEE CO-CHAIR
Sylk M. Sotto, EdD, MBA, MPS
 Assistant Professor of Medicine



COMMITTEE CO-CHAIR
Francesca C. Duncan, MD, MS
 Assistant Professor of Clinical Medicine



Faz Abdul Karim, MS
 Project Management Specialist



Oluwafisayo O. Adebisi, MD
 Assistant Professor of Clinical Medicine



Janet N. Arno, MD
 Professor Emeritus of Clinical Medicine



James Bellamy
 Research Facilities Administrator



Janeth Castano, MD
 Clinical Research Technician



Nasser H. Hanna
 Tom and Julie Wood Family Foundation Professor of Lung Cancer Clinical Research



Toyia N. James-Stevenson, MD, MBA
 Associate Professor of Clinical Medicine



Barbara Hastie, PhD
 Associated Director of Operations



Edwin J. Jackson, DO, MBA
 Assistant Professor of Clinical Medicine



Mark A. Jones, MD, MBA
 Assistant Professor of Clinical Medicine



Areeba Kara, MD
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Eleazar Montalvan, MD
 Internal Medicine, PGY 2
 Universidad Nacional Autónoma de Honduras



Glenda R. Westmoreland, MD, MPH
 Associate Professor of Clinical Medicine



Bridget Working, SPHR, SHRM-SCP
 Director, HR & Academic Administration



OPPORTUNITIES AND FOCUS (2021 - PRESENT)

1

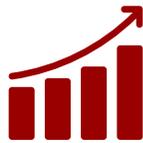
TARGETED RECRUITMENT



Positive diverse recruitment at all levels.

2

METRICS AND ASSESSMENTS



(a) Enhance data needs, access, and alternatives. (b) Launch a department-wide climate assessment.

3

PARTNERSHIPS, POLICIES, AND PRACTICES



(a) Build effective partnerships.
(b) Review the policies and practices from an equity lens.

2021 - 2023 INITIATIVES AND PROGRESS REPORT

ACTION	GOALS	2021 - 2023
Best Practices in Recruitment and Retention Resource.	<ul style="list-style-type: none"> • Departmental Resource • Deliverable to Divisions by end of year 2022 	2023 Expectation: Divisions will implement 1-3 practices and report metrics on utilization and search committee outcomes (Annual).
Provide Guidance for Fellow to Faculty Recruitment.	<ul style="list-style-type: none"> • Departmental Resource • Deliverable to Divisions by end of year 2022 	2023 Expectation: Divisions will implement at least 2 practices and report metrics on utilization and search committee outcomes (Annual).
Launch a Recruitment Strategy for Internal Medicine Residency.	<ul style="list-style-type: none"> • Departmental Strategy • Deliverable to Department Executive Committee by end of year 2022 	2023 Expectation: Residency will report data as requested for the Data Dashboard and report outcomes based on each strategy implemented (Annual)
Pilot the Review Fellowship Recruitment Practices	<ul style="list-style-type: none"> • Departmental Resource • Deliverable to Department Executive Committee by end of year 2021 	2023 Expectation: Each Fellowship will report data as requested for the Data Dashboard and report outcomes based on strategy implemented (Annual)
Develop IUH/ IUHP Partnership towards Professional Development	<ul style="list-style-type: none"> • Joint Professional Development and EDI Alignment through Opportunities 	Department and IUH/IUHP will host events annually.

2021 - 2023 INITIATIVES AND PROGRESS REPORT (CONT.)

ACTION	GOALS	2021 - 2023
Ensure Divisional Representation in E&I Group	<ul style="list-style-type: none"> Ensure all divisions have a representative in the Department of Medicine EDI Group. 	2023 Expectation: Ensure all divisions have a representative in the Department of Medicine EDI Group.
Launch Department EDI webpage	<ul style="list-style-type: none"> Department website highlighting our commitments to DEIJ practices 	2023 Expectation: Webpage is updated accordingly.
Establish an EDI Leadership Program	<ul style="list-style-type: none"> Faculty and Professional Development programs focused on DEIJ 	2023 Expectation: Strategic Equity and Inclusion Leadership program will be offered annually (Fall semester)
Reaching out to other diverse communities in our department (IMGs, LGBTQ, Spiritual & Religious)	<ul style="list-style-type: none"> Further diversifying Medicine Grand Rounds with topics relevant to LGBTQ, Spirituality, and Abilities 	2023 Expectation: Hosting/ Collaboration for at least 1 specific topic event annually.
Develop an EDI Dashboard.	<ul style="list-style-type: none"> Develop tableau report 	2023 Expectation: Data accessible to all Divisions.
Department Climate Survey	<ul style="list-style-type: none"> Departmental Climate Report through Bias Reduction in Internal Medicine (BRIM) study. 	Departmental Climate assessment will be due in 2022.

2021 - 2023 INITIATIVES AND PROGRESS REPORT (CONT.)

ACTION	GOALS	2021 - 2023
Education Pillar DEI Strategy	<ul style="list-style-type: none"> Internal Medicine Residency Funding for Diverse Recruitment <ul style="list-style-type: none"> Diversify recruitment of URIM to Internal Medicine residency 	
	<ul style="list-style-type: none"> EDIJ Curriculum Embedded in Residency (Chief Residents) 	
	<ul style="list-style-type: none"> The goal is to achieve \$125k 	<p>2023 Expectation: \$125k will be allocated over 5 years, up to \$25k per year toward DEIJ Medical Education Department Strategy.</p>
	<ul style="list-style-type: none"> Curricular development 	<p>The curriculum will be evaluated in 2023</p>
	<ul style="list-style-type: none"> Pending Fellowship Assessment to finalize goals and strategy 	<p>To be launched in the Summer 2022</p>



EFFORTS THAT WILL CONTINUE

AFFINITY GROUPS

- Women in Medicine and Science
- Equity and Inclusion Group

PROFESSIONAL DEVELOPMENT

- EDIJB, Cultural Competence, & Humility Professional Development
- EDIJ Summer Series
- Tailored URF / Women Professional Development
- Bias Reduction in Internal Medicine
- EDIJ-Related Medicine Grand Rounds
- Asynchronous Review (MGR archive and YouTube Channel)

DEPARTMENT INCLUSIVE EXCELLENCE AWARD

- This award will remain open to all faculty, staff, and trainees.

COMMITMENT TO DIVERSITY OF SPEAKERS (FORMERLY 50/50)

- This initiative will continue to maintain 50% of speakers featured in Grand Rounds and other departmental or divisional conferences would be women or others who are underrepresented in medicine.

BUILDING A DIVERSE VOCABULARY

- This initiative will continue to showcase relevant terminology related to EDI topics on the department's newsletters.

PROMOTING INCLUSION AND EQUITY GRANTS

- This effort will continue by providing 2 small grants to advance equity-centered projects (health inequities, curricular, and community engaged).

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