



Equity, Diversity, and Inclusion Cluster

Portfolios, Initiatives and Programs

2022

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Introduction

The Equity, Diversity, and Inclusion (EDI) team has put together the *EDI Portfolios: Programs, Initiatives and Programs* to serve as a guide for all the work that the AAMC EDI does to assist you with the DEI work at your institutions (with an understanding that other DEI work is also taking place in other units within the AAMC and will not be mentioned here).

EDI consists of three portfolios: Equity and Social Accountability led by Malika Fair, MD, MPH; Workforce Diversity led by Norma Poll-Hunter, PhD; and Organizational Inclusion and Development led by Taniecea Mallery, PhD.

The guide describes the mission and goals of each portfolio and highlights the programs and initiatives that each portfolio is actively working on including the resources we have developed. Links to access the resources are provided and include the name and contact information for the lead team member. In addition, we have highlighted those areas of the AAMC Strategic Action Plans where our EDI team is actively participating. Lastly, we have included a bibliography of some of the recent work published by the EDI leadership team as an additional set of resources.

We hope that you find this guide useful and meaningful for your DEI work. We are interested in receiving any suggestions you may have to improve this guide. We see this guide as a dynamic document that will evolve over time. Please contact Ace Crawford at acrawford@aamc.org to provide your input. We look forward to connecting with you and assisting you in your work.

Sincerely,



David A. Acosta, MD
Chief Diversity and Inclusion Officer
AAMC

Equity and Social Accountability Portfolio

Senior Director: Malika Fair, MD, MPH, FACEP

The **Equity and Social Accountability (ESA) Portfolio** creates and champions solutions with multidisciplinary partners and our communities to advance equity, racial justice, population health, and accountability through a continuous equity improvement lens. We will assist the academic medicine community in becoming anti-racist leaders who acknowledge and understand systemic racial inequities and cultivate evidence-based policies and practices that promote racial justice and equity in our communities, education and research institutions, and health care systems.

The Equity and Social Accountability Portfolio aims to:

- Support and develop an emerging generation of physicians with an equity mindset who understand and practice public and population health principles;
- Promote constituent and staff involvement in local and national movements to advance racial justice;
- Encourage the inclusion of anti-racism, public and population health, and community engagement curricula in medical education, including experiential learning;
- Develop resources to assist the AAMC and members in fulfilling our anchor mission; and
- Increase the AAMC's social impact in Washington, D.C. to improve health outcomes in our surrounding communities through collaborations with local and national multidisciplinary partners.

The figure below highlights examples of activities, programs, and initiatives in the ESA Portfolio:



The Equity and Social Accountability portfolio aligns with the following AAMC strategic action plans: **Action Plan #1:** Strengthen the Medical Education Continuum for Transformed Health Care and Learning Environments; **Action Plan #3:** Equip Medical Schools and Teaching Hospitals and Health Systems to Become More Inclusive, Equitable Organizations; **Action Plan #4:** Increase Significantly the Number of Diverse Medical School Applicants and Matriculants; **Action Plan #7:** Improve Access to Health Care for All; **Action Plan #9:** Launch the AAMC as a National Leader in Health Equity and Health Justice.

Equity and Social Accountability Portfolio – Programs and Initiatives

Program/Initiative	Description	Lead/Contact Info
Racial Justice		
AAMC Framework for Addressing & Eliminating Racism in the AAMC, in Academic Medicine, and Beyond	In October 2020, the AAMC released this Framework that outlines four pillars of work that will guide the AAMC's efforts to create a shared vision of the AAMC and academic medicine institutions as diverse, equitable, inclusive, and anti-racist organizations. Access at: https://www.aamc.org/addressing-and-eliminating-racism-aamc-and-beyond	Malika Fair mfair@aamc.org
Anti-Racism Resources	This website contains helpful definitions, video resources, and examples of anti-racism in practice within U.S. medical schools and teaching hospitals. Helpful AAMC publications, reading lists, and other resources are included. Access at: https://www.aamc.org/what-we-do/equity-diversity-inclusion/anti-racism-resources	Malika Fair mfair@aamc.org
DEI Competencies (pre-publication copy)	This work aims to provide a standard set of expectations or outcomes along this developmental continuum of medical students, residents and practicing physicians. Access at: DRAFT DEI Competencies	Kamilah Weems kweems@aamc.org
DC Academic Medicine Collaborative for Health Equity: Medical Education	Faculty from AAMC member institutions across the District of Columbia identified a need to address racism and bias within the curriculum for physicians in training. This Collaborative subgroup will focus on strategies to examine, revise, and enhance anti-racism curriculum for medical students and residents.	Clarence Fluker cfluker@aamc.org
Office of Community Engagement		
AAMC Community Collaborations	The AAMC's initiatives and projects support our member institutions in forging collaborative relationships with their communities. This type of partnership means sharing expertise, resources and responsibility with communities for achieving shared goals. The AAMC is committed to supporting its member institutions in building partnerships and cultivating trust as anchor institutions in their communities. Access at: https://www.aamc.org/what-we-do/mission-areas/community-collaborations	Clarence Fluker cfluker@aamc.org
Publications	<i>Community Engagement at the AAMC: Highlights from 2021</i> This report demonstrates the AAMC commitment to having a greater social impact in Washington, DC through its philanthropic efforts, employee volunteerism, and innovative programming.	Clarence Fluker cfluker@aamc.org

	<p>Access at: https://www.aamc.org/media/48996/download?attachme nt</p>	
	<p><i>Health Equity in Academic Medicine: Recommendations from an AAMC Community Roundtable in Washington, D.C.</i></p> <p>In July 2020, the AAMC convened a meeting with representatives from academic medicine, public health, and community-based organizations in the Washington, D.C., area to discuss how to address health and health care inequities in the region.</p> <p>Access at: https://store.aamc.org/health-equity-in-academic-medicine-recommendations-from-an-aamc-community-roundtable-in-washington-d-c.html</p>	<p>Clarence Fluker cfluker@aamc.org</p>
	<p><i>Now Is Our Time to Act: Why Academic Medicine Must Embrace Community Collaboration as Its Fourth Mission</i></p> <p>See reference #22.</p>	<p>Malika Fair mfair@aamc.org</p>
Corporate Social Responsibility		
<p>DC Academic Medicine Collaborative for Health Equity: Social Accountability</p>	<p>Health care institutions in the District of Columbia expressed interest in improving racial equity by addressing social determinants of health. This goes beyond addressing social needs at the bedside to working in partnership with communities, organizations, and residents to have an upstream impact on health. This Collaborative subgroup will focus on addressing racial inequities across hiring practices, procurement, investments, and other tools of corporate social responsibility.</p>	<p>Clarence Fluker cfluker@aamc.org</p>
Public and Population Health in Medical Education		
<p>AAMC-CDC Cooperative Agreement</p>	<p>CDC's Academic Partnerships to Improve Health focuses on improving the health of individuals and communities through alliances among academic associations, universities, and CDC. CDC awarded the AAMC funds to support public health workforce activities to enhance population health education for medical, nursing, and public health students. See link below to explore the work.</p> <p>Access at: https://www.aamc.org/what-we-do/equity-diversity-inclusion/population-health</p>	<p>Malika Fair mfair@aamc.org</p>
<p>AAMC NEXT Award</p>	<p>This award provides funding to institutions to develop or enhance a learning opportunity for medical students, residents, and other interprofessional learners that seeks to improve community health and eliminate health disparities while applying population health leadership principles and promoting collaboration among diverse stakeholders.</p> <p>Access at:</p>	<p>Malika Fair mfair@aamc.org</p>

	AAMC Nurturing Experiences for Tomorrow's Community Leaders (NEXT) Award	
Public Health Pathways	Public health training opportunities across the education continuum. Access at: https://www.aamc.org/phpathways	Katy Carkuff-Corey Kcarkuff@aamc.org
Interprofessional Training	Module: <i>Navigating a Foodborne Outbreak: Preparation for Interprofessional Practice</i> Access at: https://www.aamc.org/resource-library/clinical-teaching-and-learning-experiences/navigating-foodborne-outbreak-preparation-interprofessional-practice	Katy Carkuff-Corey Kcarkuff@aamc.org
Population Health Connect	<i>Population Health Connect Newsletter</i> Access at: https://www.aamc.org/population-health-connect-newsletter	Adedayo Adeniyi aadeniyi@aamc.org
Publications	<i>Teaching Residents Population Health Management</i> Access at: https://store.aamc.org/teaching-residents-population-health-management.html	Malika Fair mfair@aamc.org
	<i>Teaching Public and Population Health in Medical Education: An Evaluation Framework</i> Access at: doi: 10.1097/ACM.00000000000003737	Malika Fair mfair@aamc.org
Member of the Healthy People Curriculum Task Force	<i>Healthy People Curriculum Task Force</i> – Association for Prevention Teaching and Research (APTR) (aptrweb.org) Access at: https://www.aptrweb.org/general/custom.asp?page=HPC_Taskforce	Malika Fair mfair@aamc.org

Workforce Diversity Portfolio

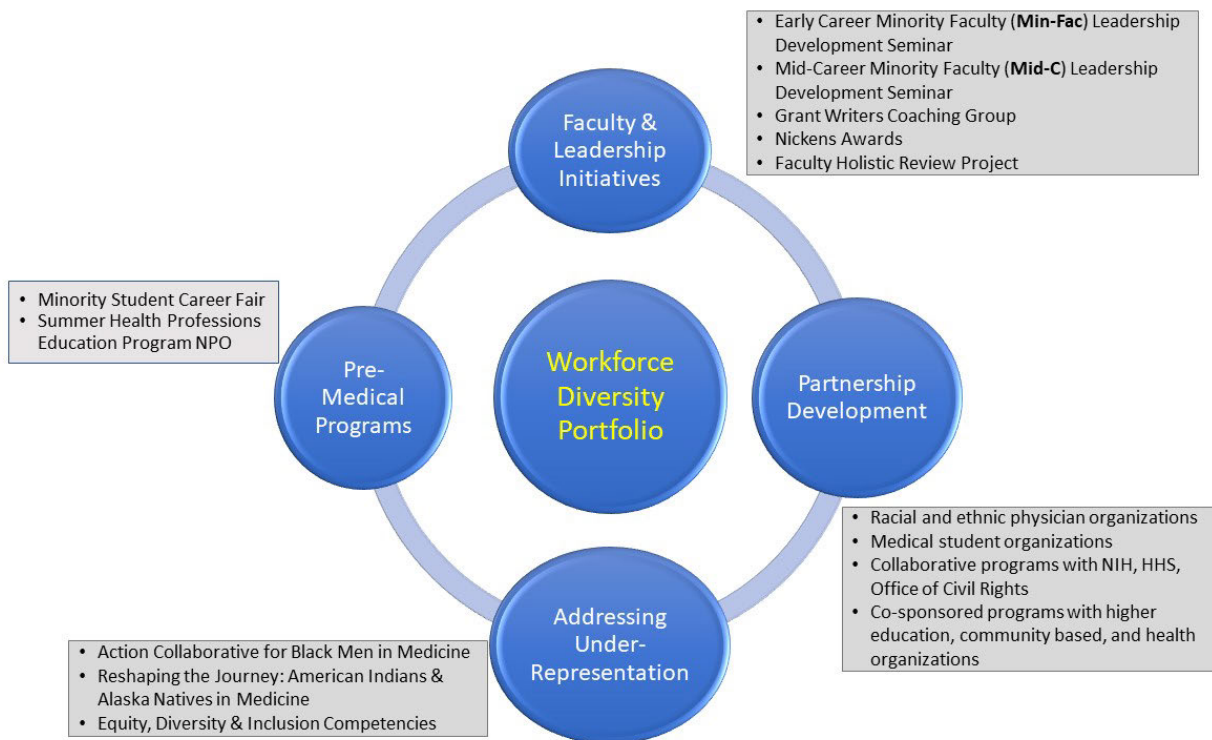
Senior Director: Norma Poll-Hunter, PhD

The mission of the **Workforce Diversity** portfolio is to be a catalyst for the development of a diverse, culturally responsive healthcare workforce prepared to address societal health needs. Through the development of research, programs and strategic partnerships, the portfolio strives to inspire the next generation of physicians, faculty and leaders, and facilitate an accessible and inclusive pathway to a career in healthcare and academic medicine.

The Workforce Diversity portfolio aims to:

- Develop programs and initiatives that attract, and support racial and ethnic minority faculty and leaders to thrive in academic medicine;
- Create and lead programs that improve access to information and resources for students who are underrepresented in the health professions;
- Grow and sustain active collaborations with organizations that leverage resources and support mutually beneficial opportunities to increase workforce diversity; and
- Maximize the use of data, research and evaluation to inform, build evidence, and stimulate action that advances diversity and culturally responsive education and training in the health professions

The figure highlights the four focus areas for this portfolio with examples of the activities, programs and initiatives:



Our mission and focus areas are in alignment with many of the AAMC Strategic Action Plans: **Action Plan #1.** Strengthen the Medical Education Continuum; **Action Plan #2.** Extend AAMC’s Leadership Role in Helping Students; **Action Plan #3.** Equip Medical Schools and Teaching Hospitals and Health Systems to Become More Inclusive, Equitable Organizations; **Action Plan #4.** Increase Significantly the Number of Diverse Medical School Applicants and Matriculants; and **Action Plan #6.** Enhance the Skills and Capacity of People in Academic Medicine

Workforce Diversity Portfolio – Programs and Initiatives

Program/Initiative	Description	Lead/Contact Info
Faculty & Leadership Initiatives		
AAMC Minority Faculty Leadership Development Seminars (Early and Mid-Career)	Two seminars are held each year – one for early-career faculty and another for mid-career faculty at the Associate level. Each seminar brings together faculty from across the U.S. and provides participants with real-world guidance and tools for pursuing career advancement in academic medicine. https://www.aamc.org/professional-development/leadership-development/minfac	Chantel F. Fuqua cfuqua@aamc.org Norma Poll Hunter npoll@aamc.org
Grant Writers Coaching Group	The AAMC's Grant Writers Coaching Group for NIH Awards program supports faculty who are actively working on a NIH Career Development (K or R) proposal. https://www.aamc.org/what-we-do/equity-diversity-inclusion/grant-writers-coaching-group	Chantel F. Fuqua cfuqua@aamc.org
Herbert W. Nickens Awards	These AAMC Awards recognize senior leaders, medical students, and assistant level faculty, who have made outstanding contributions to promoting diversity in medical education and health care equity in the United States. Herbert W. Nickens Award https://www.aamc.org/what-we-do/aamc-awards/nickens Herbert W. Nickens Faculty Fellowship https://www.aamc.org/what-we-do/aamc-awards/nickens-faculty-fellowship Herbert W. Nickens Medical Student Scholarships https://www.aamc.org/what-we-do/aamc-awards/nickens-medical-student-scholarships	Angela Moses amoses@aamc.org
Faculty Holistic Review Project	A collaborative project with Medical Education focused on applying the tenets of holistic review to faculty hiring practices. Advancing Holistic Review for Faculty Recruitment and Advancement Advancing Equity in Academic Medicine Through Holistic Review for Faculty Recruitment and Retention	Chantel F. Fuqua cfuqua@aamc.org

NIGMS IPERT Grant	AAMC has partnered with the University of Pittsburgh SOM, OHSU Northwest Native American Center of Excellence (COE), Rutgers New Jersey Medical School Hispanic COE, Meharry Medical College to develop a hybrid, longitudinal leadership development program for Associate level faculty.	Chantel F. Fuqua cfuqua@aamc.org
Partnership Development		
Racial and Ethnic Minority Physician; Medical Student; Community Based, Grassroots and Higher Education Organizations	AAMC efforts to build and/or enhance established relationships with organizations that focus on advancing diversity in medicine, science and more broadly in higher education through co-sponsored programs and initiatives.	Kimberly Bellamy kbellamy@aamc.org
Addressing Under-Representation		
Action Collaborative for Black Men in Medicine	A network community focusing on systemic solutions to increase the representation and success of Black men interested in medicine sponsored by the AAMC and the National Medical Association (NMA). https://www.aamc.org/what-we-do/equity-diversity-inclusion/action-collaborative-black-men-medicine	Kimberly Bellamy kbellamy@aamc.org
Publications	<i>Altering the Course: Black Males in Medicine</i> https://store.aamc.org/altering-the-course-black-males-in-medicine.html <i>Reshaping the Journey: American Indians and Alaska Natives in Medicine</i> https://store.aamc.org/reshaping-the-journey-american-indians-and-alaska-natives-in-medicine.html <i>Diversity among Hispanic/Latinx US Physicians</i> https://www.aamc.org/media/56736/download	Norma Poll-Hunter npoll@aamc.org
Pre-Medical Programs		
RWJF Summer Health Professions Education Program	The Summer Health Professions Education Program (SHPEP) is a free academic and career enrichment program focused on improving access to information and resources for college students interested in the health professions. https://www.shpep.org	Harold Baker hbaker@aamc.org Norma Poll (PI) npoll@aamc.org
Racial & Ethnic Minority Career Fair in conjunction with the AAMC Annual Meeting (LSL)	Diversifying the Next Generation of Doctors: Career Fair and Workshops. https://students-residents.aamc.org/minorities-medicine/diversifying-next-generation-doctors-career-fair-and-workshops-0	Angela Moses amoses@aamc.org

Organizational Inclusion and Development Portfolio

Senior Director: Taniecea Mallery, PhD

The mission of the **Organizational Inclusion and Development** portfolio is to advance learning and workplace environments towards achieving an inclusive culture and emerging as equity-minded medical schools, teaching hospitals, and health systems. We serve our members by promoting and assisting in strategy development and implementation of equity, diversity and inclusion initiatives, providing leadership professional development, climate and culture assessment tools, interventions, and resources, and disseminating research and data to inform decision-making and best practices.

The Organizational Inclusion and Development portfolio aims to:

- Develop and promote culture and climate assessments that help medical schools, teaching hospitals, and health systems assess their diversity, equity, and inclusion efforts;
- Create educational initiatives that help build capacity for organizational culture and climate that is inclusive and equity-minded;
- Deliver professional development offerings that equip leaders to advance diversity, equity, and inclusion at their institutions; and
- Leverage data and produce impactful research that leads to a deeper understanding of diversity, equity, and inclusion in academic medicine.

The figure highlights the five focus areas for this portfolio with examples of the activities, programs and initiatives:



The Organizational Inclusion and Development portfolio aligns with the following AAMC strategic action plans: **Action Plan #1:** Strengthen the Medical Education Continuum for Transformed Health Care and Learning Environments; **Action Plan #3:** Equip Medical Schools and Teaching Hospitals and Health Systems to Become More Inclusive, Equitable Organizations; **Action Plan #4:** Increase Significantly the Number of Diverse Medical School Applicants and Matriculants; and **Action Plan #6:** Enhance the Skills and Capacity of People in Academic Medicine.

Organizational Inclusion and Development Portfolio – Programs and Initiatives

Program/Initiative	Description	Lead/Contact Info
Climate & Culture Assessments		
Diversity Engagement Survey (DES)	A culture/climate assessment tool administered on the institutional and/or school level which could be used to assess baseline strengths and areas for improvement related to inclusion and diversity efforts (22 questions). Access at: https://www.aamc.org/what-we-do/equity-diversity-inclusion/engagement-survey	Asinia Crawford acrawford@aamc.org Taniecea Mallery tmallery@aamc.org
Foundational Principles of Inclusion Excellence (FPIE) Toolkit	This culture/climate assessment toolkit is a uniquely designed, qualitative tool, that provides organizations with an opportunity to better understand how key collaborators view the organization's commitment towards inclusion excellence through rich, in-depth discussions (9 questions) Access at: https://store.aamc.org/foundational-principles-of-inclusion-excellence-fpie-toolkit.html	Antonio Bush abush@aamc.org David Acosta dacosta@aamc.org
Diversity, Inclusion, Culture, and Equity (DICE) Inventory	This inventory tool is a specialty product designed for academic medicine professionals striving to understand and improve the diversity and inclusion within their institution (89 questions). Access at: https://store.aamc.org/diversity-inclusion-culture-and-equity-dice.html	Antonio Bush abush@aamc.org Taniecea Mallery tmallery@aamc.org
Climate & Culture Interventions		
Restorative Justice in Academic Medicine (RJAM) Training	Facilitator training that provides guidance to effectively incorporate the practice of Restorative Justice (RJ) for advancing equity, diversity, and inclusion in academic medicine. Find out more by viewing the online webinars. Access at: https://aamc.elevate.commpartners.com/products/restorative-justice-for-academic-medicine-rjam-effectively-responding-to-harm-and-mistreatment-in-the-learning-workplace-environments-september-17-2019	Angela Moses amoses@aamc.org
Unconscious Bias Train-the-Trainer	<i>Unconscious Bias in Faculty and Leadership Recruitment: A Literature Review</i> (August 2009 Analysis in Brief) Access at: https://www.aamc.org/data-reports/analysis-brief/report/unconscious-bias-faculty-and-leadership-recruitment-literature-review Customized education/training available by request. <i>Webinar: Understanding Unconscious Bias in the Health Professions and How to Mitigate It</i> Access at:	Tiffani St.Cloud tstcloud@aamc.org Diana Lautenberger dlautenberger@aamc.org

	https://www.aamc.org/professional-development/affinity-groups/gip/webinar-unconscious-bias	
Diversity Leadership Development		
Healthcare Executive Diversity and Inclusion Certificate (HEDIC) Program	This executive certificate program is an intensive academic program of diversity education specifically designed to develop the competencies leaders need to drive diversity as a core component of excellence in health care, and to become the next generation of chief diversity officers in academic medicine. Access at: https://www.aamc.org/professional-development/leadership-development/hedic	Tiffani St.Cloud tstcloud@aamc.org
Inclusion, Diversity, Equity, and Anti-racism (IDEAS) Learning Series	A monthly webinar series that brings in experts from across academic medicine. Access at: https://www.aamc.org/ideas	Tiffani St.Cloud tstcloud@aamc.org
Research & Data		
Facts & Figures Data Report	This report series features a compendium of detailed statistical information on race, ethnicity, and gender patterns in U.S. medical education and practice patterns of the physician workforce. Access at: https://www.aamc.org/data-reports/workforce/report/diversity-facts-figures	Antonio Bush abush@aamc.org
Diversity, Equity, and Inclusion Research	The new research agenda addressing pertinent topics in DEI is being developed. We are interested in gaining your input and guidance for those areas on which the AAMC should focus.	Antonio Bush abush@aamc.org

AAMC Strategic Plan – EDI’s Collaborative Efforts

AAMC Strategic Action Plan – access at <https://strategicplan.aamc.org/>

Strategic Action Plan	EDI’s Role	EDI Staff Involved
Action Plan #1: Strengthen medical education. Lead: Dorothy Andriole	Ensuring an equitable & inclusion learning and workplace environments across the continuum.	Norma Poll Taniecea Mallery
Action Plan #2: Support students. Lead: Steve Fitzpatrick	Ensuring that the unique challenges & barriers encountered by URiM learners are recognized, addressed & mitigated through a racial & gender equity lens as they navigate the educational continuum & transition points.	Norma Poll
Action Plan #3: Focus on inclusivity. Lead: Malika Fair	Contributing to the development, design & implementation of an anti-racism roadmap Released Foundational Principles of Inclusion Excellence Toolkit – monitoring utility and outcomes. Released Diversity, Inclusion, Culture and Equity Inventory – monitoring utility and outcomes. COD planning to use tool and share data. See gender equity initiatives above.	Malika Fair Taniecea Mallery Antonio Bush Tiffani St. Cloud Angela Moses Clarence Fluker
Action Plan #4: Diversity tomorrow’s doctors. Lead: Geoff Young	Supporting, guiding and providing content expertise.	Norma Poll Harold Baker
Action Plan #5: Prioritize research. Lead: Rebekah Curlew	Developing, designing and implementing pathway for biomedical science careers	Chantel Fuqua Antonio Bush
Action Plan #6: Evolve leadership skills. Lead: Christina Tushman	Support and providing SME. Holistic hiring practices for faculty.	Norma Poll Chantel Fuqua Malika Fair Taniecea Mallery
Action Plan #7: Improve access. Lead: Rocha McCoy	Providing racial equity/racial justice lens in work on telehealth, mental health, and vaccine hesitancy.	Malika Fair
Action Plan #8: Advance knowledge. Lead: Atul Grover	Providing support and SME. Serving on internal advisory board.	David Acosta Malika Fair Clarence Fluker
Action Plan #9: Promote health equity and health justice. Lead: Philip Alberti	Providing support and assistance where needed	Interim – Malika Fair
Action Plan #10: Adapt to change Lead: Ann Steinecke	Providing support and SME.	Malika Fair David Acosta

Other Resources – Bibliography from EDI Team (Acosta, Fair, Mallery, Poll-Hunter)

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