INCLUSIVE VTCSOM TOWN HALL MEETING:
MARCH 22, 2021

VTC | Virginia Tech Carilion
School of Medicine

Road Map

Objective: Present our Implementation Plan

I.   Welcome and Introductions

II.   Task Force, Recommendations, Reflections

III.   The Journey Ahead

IV.   Open Forum: comments and questions

V.   Tracking and Communicating Progress

VI.   Closing Thoughts

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Who has joined us today?
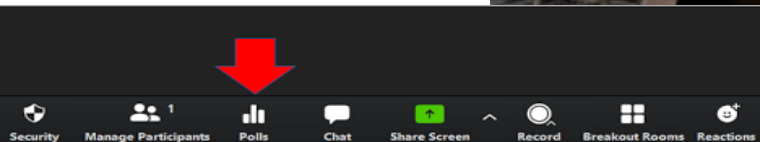
Have you had a chance to read the final report?
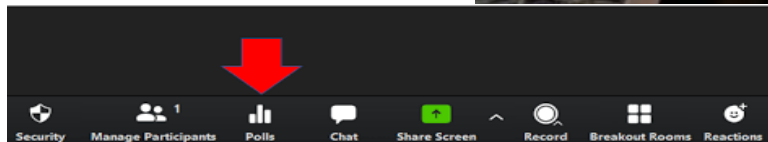
InclusiveVTCSOM Leadership

Chairs

Michael Jeremiah, MD
Chair, Family & Comm Med

Fidel Valea, MD, Chair
Obstetrics & Gynecology

Patricia Wooten
Human Resources Manager

Liaisons

N.L. Bishop, DMin
Senior Assoc Dean for Diversity,
Inclusion, and Student Vitality
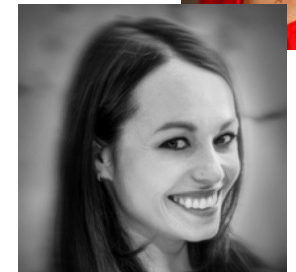
Karen Eley Sanders, EdD
Chief Diversity Officer

Consultants

Alicia Cohen, VT Director of
Diversity Programs

Erin McCann, VT Director of
Strategic Planning

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The Mission of the Task Force

To advance an inclusive environment that attracts and retains the best talent, values diversity of life experiences and perspectives, and encourages innovation in our pursuit of equity.

Curriculum (Phase I)
Co-Leader: Emily Holt Foerst
Co-Leader: Shashank Somasundaram
Facilitator: Angelica Witcher

Curriculum (Phase II)
Co-Leader: Ayesha Kar
Co-Leader: Dr. Charles Paget
Facilitator: Elvir Berbic

Student Support
Co-Leader: Adenike Adenikinju
Co-Leader: Dr. Benga Bankole
Facilitator: Carrie Knopf

Community Engagement
Co-Leader: Annette Lewis
Co-Leader: Macy Marcucci
Co-Facilitator: Courtney Powell
Co-Facilitator: Stephanie Hairston

Admissions
Co-Leader: Dr. Violet Borowicz
Co-Leader: Sarah Yosief
Facilitator: Karen Burns

Faculty & Staff
Recruitment, Development, and Retention
Co-Leader: Chukwuemeka Uwakaneme
Co-Leader: Dr. Shari Whicker
Facilitator: Karyna Nevarez

Learning & Working Environment
Co-Leader: Dr. Michael Nussbaum
Co-Leader: Meredith Rahman
Facilitator: Dani Backus

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InclusiveVTCSOM Steering Committee

Member's Name	Affiliation
Dr. Michael Bergen	Assistant Professor, Radiology
Dr. Elda Stanco Downey	Senior Instructor, Interprofessionalism
Paul Hudgins	Carilion Clinic - SVP, Chief Human Resources Officer
Dr. Don Kees	Carilion Clinic - Designated Institutional Official of GME
Dr. Brittany Lloyd	Resident, General Surgery
Giovanni Malaty	M4-Student
Sahana Nazeer	M2-Student
William Reis	M3-Student
Kim Roe	Carilion Clinic - VP, Family and Community Medicine
Kenny Young	M2-Student

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InclusiveVTCSOM Task Force Report: February 1, 2021

Executive Summary (excerpts)

In the summer of 2020, in the thick of multiple high-profile killings of unarmed Black individuals, many students, faculty and staff identified VTCSOM policies and practices that were not allowing the School to fully live up to its values.

To align the school's values and operations, immediate action was necessary. Therefore, in response to multiple incidents of racist, violent policing around the nation, as well as concerns expressed about the VTCSOM learning and clinical environments, Dean Lee Learman promptly established the InclusiveVTCSOM Task Force. Dean Learman charged the task force to review the state of the School regarding diversity, equity and inclusion, and to propose strategies that could launch both immediate and transformational change.

More than 100 people served on the task force as part of the steering committee or on one of the task force's seven working groups. Under the leadership of its three co-chairs, the Task Force embarked on a 3½ month journey. Each working group presented their reports to the steering committee, who spent weeks evaluating every recommendation. After sorting through the key themes and all working group recommendations, the steering committee elected to **advance 15 key recommendations**.

https://medicine.vtc.vt.edu/diversity/taskforce/report.html

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Phase I Curriculum, M1 and M2 Years
1. Broaden the curricular content to include areas not currently incorporated or fully addressed, such as the impact of identity on healthcare delivery and outcomes, implicit bias, structural racism, race-based medicine, imposter syndrome, LGBTQ+ and multicultural aspects of history and exam skills.
2. Ensure that faculty utilize content and teaching approaches that address bias and racism, and reflects broader diversity in patient examples and cases.

Phase II Curriculum, M3 and M4 Years
3. Modify curricular content to ensure that concepts of race, racism, and race-based medicine are addressed wherever applicable.
4. Ensure that faculty and clerkships are evaluated on their ability to appropriately address the topics of race, racism, and race-based medicine.

Student Support
5. Cultivate an inclusive VTC campus culture through a deliberate messaging campaign and dedicated space for activities, services, and celebration of diversity.
6. Enhance student support services with a focus on counseling, financial aid and literacy, and use of a campus-based ombudsperson.
7. Recognize student performance and success in expanded ways that ensure equity across the diversity of the student body.

Community Engagement

8. Create new opportunities for partnerships and programs that will enhance engagement with our community throughout the Greater Roanoke Area to solidify the school's reputation as a trusted resource and valuable health education partner.

9. Deliberately and systematically, foster community involvement and support by the students, faculty, and staff.

10. Provide opportunities and expectations for faculty, staff, and students to learn about the history of diversity, race and healthcare, social justice, inclusion, and exclusion that has shaped the local population.

Admissions

11. Utilize multiple strategies to consistently meet or exceed the compositional diversity of students at public medical institutions in Virginia.

Faculty & Staff Recruitment, Development & Retention

12. Share and utilize best practices across VTCSOM, Fralin Biomedical Research Institute (FBRI), Virginia Tech, and Carilion Clinic to recruit, mentor and retain a diverse faculty and staff.

Learning & Working Environment

13. Optimize the process of reporting concerns related to issues of diversity, equity, and inclusion in the learning and working environment.

14. Provide additional training opportunities and requirements (e.g., implicit bias, microaggressions, and bystander role) for faculty, residents, staff, and students.

15. Intentionally reach out to appropriate individuals and committees of Carilion Clinic to align and strengthen efforts related to the learning and working environment on issues of diversity, equity, and inclusion.

How did the final report fit your expectations?
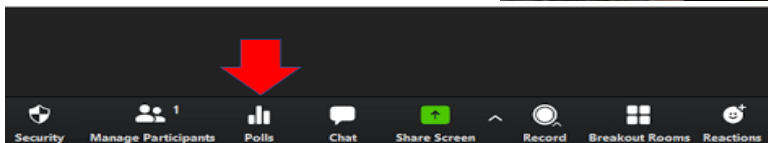
Task Force Reflections

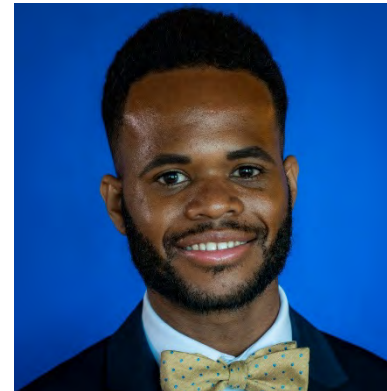**Michael Jeremiah, MD
Chair, Family &
Community Medicine**

**Annette Lewis
President & CEO
TAP into Hope**

**Fidel Valea, MD,
Chair, Obstetrics &
Gynecology**

**Kenneth Young
Class of 2023**

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Implementation Plan
Initial Tasks and Timelines
FEBRUARY 2021

VTCSOM leaders met with working groups to clarify recommendations, resource needs:

- Phase 1 curriculum: **Rick Vari**
- Phase 2 curriculum: **Tracey Criss**
- Student support: **Aubrey Knight**
- Community engagement: **Dave Trinkle**
- Admissions: **Melanie Prusakowski**
- Learning/Working Environment: **Dan Harrington**
- Faculty/Staff Recruitment, Development, Retention: **David Musick**
- Diversity, Equity, Inclusion Programs: **Kemi Bankole**

➡ Base budget requests for FY22 submitted to Virginia Tech finance on 2/26/21

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Implementation Plan
Initial Tasks and Timelines
MARCH 2021

- Dani Backus (VTCSOM Senior Director, Institutional Effectiveness and Accreditation) designated as project manager responsible for:
  - o Organizing and tracking progress with implementation
  - o Developing milestones, metrics, and summary dashboards
  - o Linking efforts to strategic plan and institutional effectiveness reporting
  - o As requested, providing updates to accountable leaders, diversity team, Dean

- Dean, accountable leaders, project manager, finance and diversity team review and finalize implementation timelines, focusing initially on the year ahead

- Communications strategy in development

  → March 22 5:30-7pm: Town Hall for VTCSOM Community

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Journey Ahead

The road map to the

Working Groups

- Phase 1 Curriculum (M1 and M2 years) +
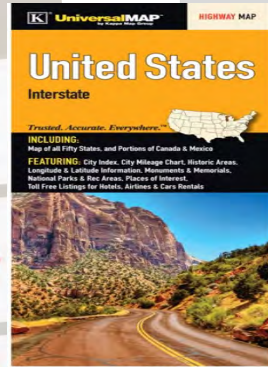- Phase 2 Curriculum (M3 and M4 years) +
- Student Support +
- Community Engagement +
- Admissions +
- Faculty and Staff Recruitment, Development, and Retention +
- Learning and Working Environment +

The final report

Where do we begin?

UniversalMAP   HIGHWAY MAP

United States
Interstate

Trusted. Accurate. Everywhere.™
INCLUDING:
Map of all Fifty States, and Portions of Canada & Mexico
FEATURING: City Index, City Mileage Chart, Historic Areas,
Longitude & Latitude Information, Monuments & Memorials,
National Parks & Rec Areas, Places of Interest,
Toll Free Listings for Hotels, Airlines & Cars Rentals

Units	# of Tasks
Phase I	
Phase II	32
Student Support	13
Community Engagement	9
Admissions	9
Faculty/Staff Recruitment, Development, Retention	23
Learning and Work Environment	20
Diversity, Equity, and Inclusion	10
Total	6
Duplicates	122
	4

Our stakeholders are many!
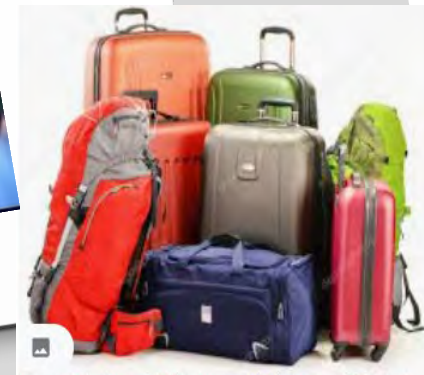
TIMELINE

2021

Mar-Jun 21

Jul-Sep 21

Oct-Dec 21

2022

Jan-Mar 22

Apr-Jun 22

Beyond 2022

July 22- later

The map of tasks cross the 8 units

Looked at it from different angles

Units	Completed	Mar-Jun 21	Jul-Sep 21	Oct-Dec 21	Jan-Mar 22	Apr-Jun 22	July 22-later	Total tasks by unit
Phase I		1		1		30		32
Phase II		5	1			7		13
Student Support	2	3	2				2	9
Community Engagement		1		4	1	2	1	9
Admissions	4	4	2	2	2	1	8	23
Faculty and Staff Recruitment, Development, Retention		6	3	6	3	2		20
Learning and Work Environment		1	2	3	4			10
Diversity, Equity, and Inclusion			3		1	2		6
Completed	6	21	13	16	11	44	11	122
% Completed by calendar year	5%	41%			54%			100%

# of tasks we are working to complete in each segment

Figured out what % of the journey we can complete.

USA UPSIDE DOWN MAP

Themes, tasks, and tire rotations

Each unit has themes. Some units have as little as two **themes** and as many as six.

These are the **tasks** within each unit and they vary in number.

Community Engagement

Theme 1: The school's community connections should be formalized.

1.1 Revisiting and affirming current community partnerships.

1.2 Identifying and participating in local festivals and activities that celebrate diversity.

1.3 Identifying and participating in health fairs and health screen programs sponsored by local non-profits.

1.4 Creating programs with diverse speakers and content and marketing programs to a broader audience.

1.5 Identifying and participating in surrounding community school mentoring, health fairs, science fairs, STEM fairs, and career day

1.6 Creating a minimum community engagement requirement for students, staff, and faculty. REASSIGNED to Faculty and Staff.

1.7 Creating a system to track community engagement activities with outcomes.

1.8 Creating a centralized calendar for community engagement activities for the purpose of combining resources.

Theme 2: Structured VTCSOM activities that introduce Roanoke's rich cultural heritage to the school community can strengthen the school's connection to the community.

2.1 Creating a short reading/video module for incoming students that highlights the history of diversity and inclusion/exclusion and the relationship between race and health in Roanoke.

2.2 Creating an annual diversity and inclusion education requirement for faculty and staff. REASSIGNED to Faculty and Staff.

2.3 Developing M1 orientation requirements.

Faculty/Staff Recruitment, Development, Retention

Theme 1: The compositional diversity of the VTCSOM faculty is insufficient.

Theme 2: Diversity education and training should be formalized and expanded for faculty and staff

Theme 3: VTCSOM does not have a formal faculty and staff retention efforts.

Had to rotate a few tires.

Are we forgetting anything?

We discovered **one passenger** was overbooked!

TASKS	OWNERS	RESOURCE	Mar-Jun 21	Jul-Sep 21	Oct-Dec 21	Jan-Mar 22	Apr-Jun 22	July 22- later
4.4 Increasing visibility and advertising of URM diversity recruitment on the school's website, specifically highlighting the Early Identification Program.	Admissions	Webmaster		■	■	■	■	
6.2 Making URM scholarships more visible on the VTCSOM website.	Admissions	Webmaster	■					
6.3 Communicating efforts to increase diversity in the student body, including scholarships and fee waivers, on the Admissions website.	Admissions	Webmaster	■					
2.5 Creating a Faculty Development webpage with curated and vetted diversity, equity, and inclusion resources.	Faculty and Staff	Webmaster			■			
3.6 Establishing a faculty inclusivity-mentoring award. (See LE 1.4)	Faculty and Staff	Webmaster					■	
1.6 Make the LE website easier to find.	Learning Environment	Webmaster	■	■	■			
1.1 Clarifying where and how to submit learning environment concerns on the LE website.	Learning Environment	Webmaster	■	■	■			
1.3 Increasing transparency for report submission, status, and resolution.	Learning Environment	Webmaster	■	■	■			
1.4 Utilizing the LE website to highlight positive learning experiences and recognize faculty. (see FS 3.6)	Learning Environment	Webmaster		■	■	■		
1.5 Identifying specific faculty to talk to about LE issues.	Learning Environment	Webmaster	■	■				

She's popular !

We made car reservations

Reviewed all the tasks

Made sure we knew who was driving.

Prioritize the resource and time frames.

Segment / Tasks	Mile marker 1 Mar-Jun 21			Mile marker 2 Jul-Sep 21			
	Planned	Executed	% Complete	Carry Over	Planned	Executed	% Complete
Phase I	1	1	100%		1	1	100%
Phase II	2	1	100%	1	1	2	100%
Student Support	2	2	100%		3	2	67%
Community Engagement	1		0%		1	2	100%
Admissions	3	1	33%	2	2	1	100%
Faculty/Staff Recruitment, Development, Retention	6	4	67%	2	3	4	80%
Learning and Work Environment	1	1	100%		1	1	100%
Diversity, Equity, and Inclusion					2	1	50%
Milestone Completion	16	10	63%	6	14	14	70%

Example

SMILE!

REST AREA
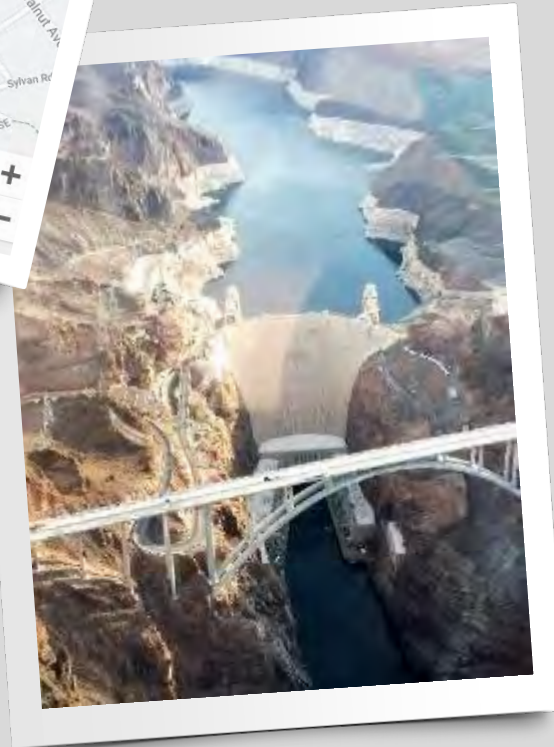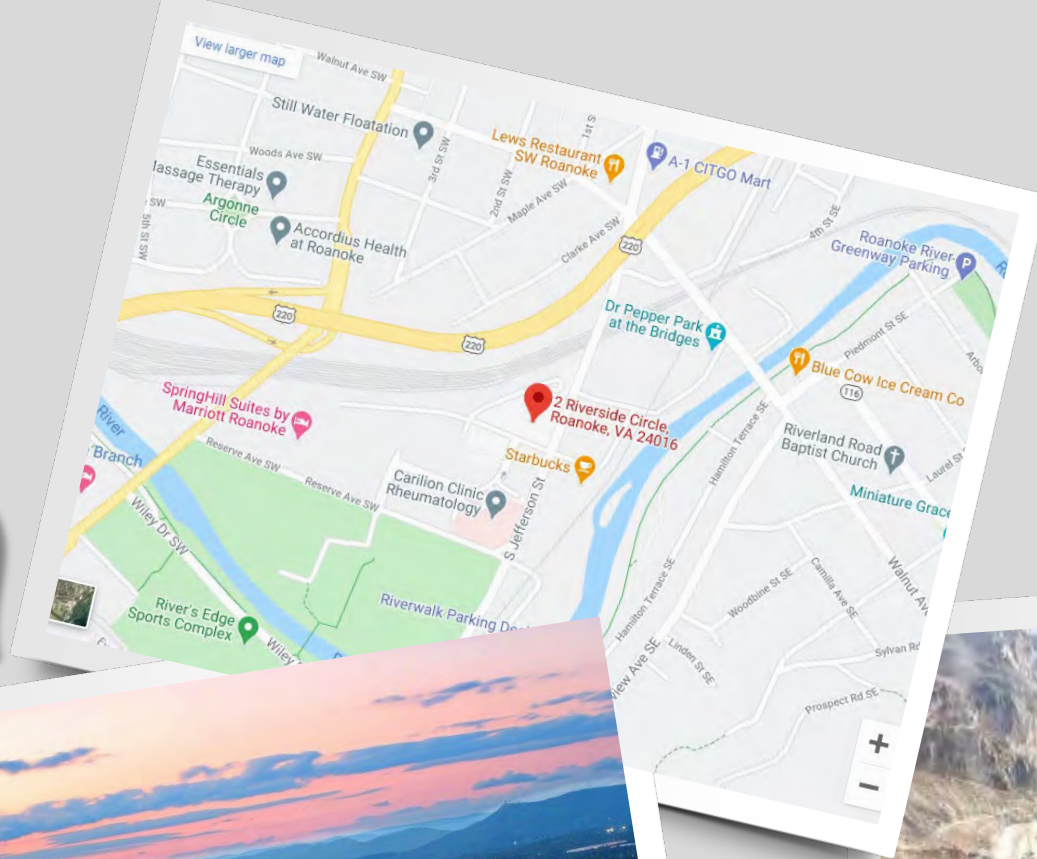
Moments to reflect on.

YUM!
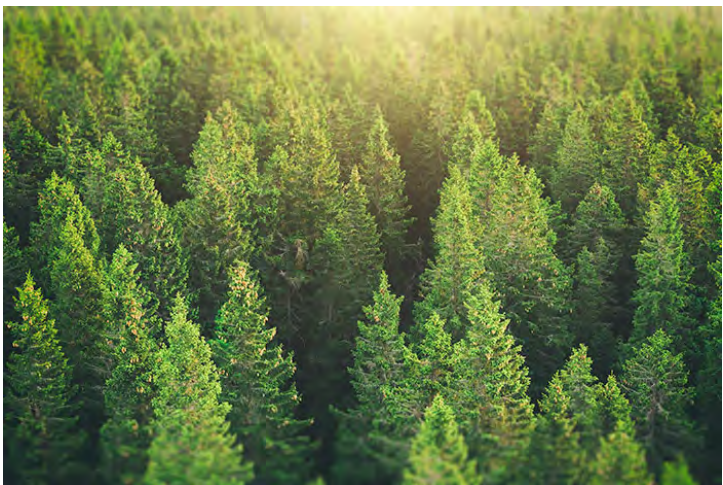
July 28, 2020
M1-2 Concerns Completed or In Progress

1. Improve D&I Communications: personnel, programs

2. Improve Access to D&I Liaison

3. Establish SNMA chapter advisor

4. Implement robust climate and culture assessments

5. Assure PBL reflective discussion time

6. Make donation to anti-racism organization

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July 28, 2020
M3-4 Concern Completed

Improve VTCSOM's dress code policy for hair from "clean and neat" to language that respects racial differences in hair texture (EEOC) .

- Policy updated 7/25/20 (last update was 12/3/16)
- "Hair should be clean. Hairstyle should not interfere with assigned duties . . . "
- 8 other out-of-date standards removed

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Task Force Recommendations: Completed

1. Enhance *student support* with a full-time mental health counselor.

2. Establish an Office of the Ombudsperson. *Student Support*

3. Review interpretation/application of school's "race neutral policy" *admissions*.

4. Confirm whether race/ethnicity can be considered in college *admissions.*

5. Establish written policy that ensures appropriate consideration of race and ethnicity in VTCSOM *admissions*.

6. Incorporate a diversity-related question into MMI scenarios to demonstrate to prospective students that the school values diversity. *Admissions*

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VTCSOM Offers and Matriculants: URiM
(African American/Black, Native American, Hispanic)
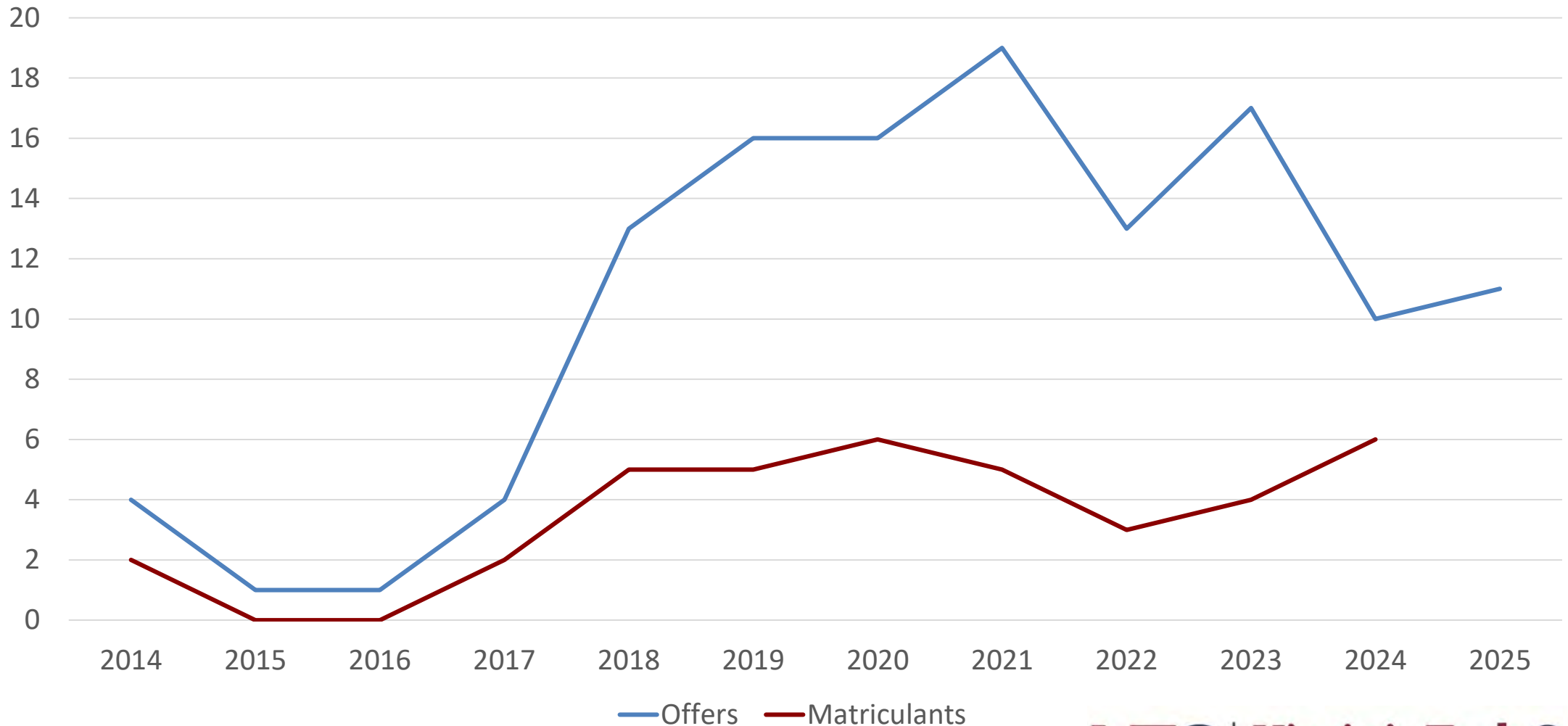
VTCSOM Offers and Matriculants: Other Diversity Groups
(first generation to college, socioeconomic disadvantage)

Other (Offers) — Other (Matriculants)

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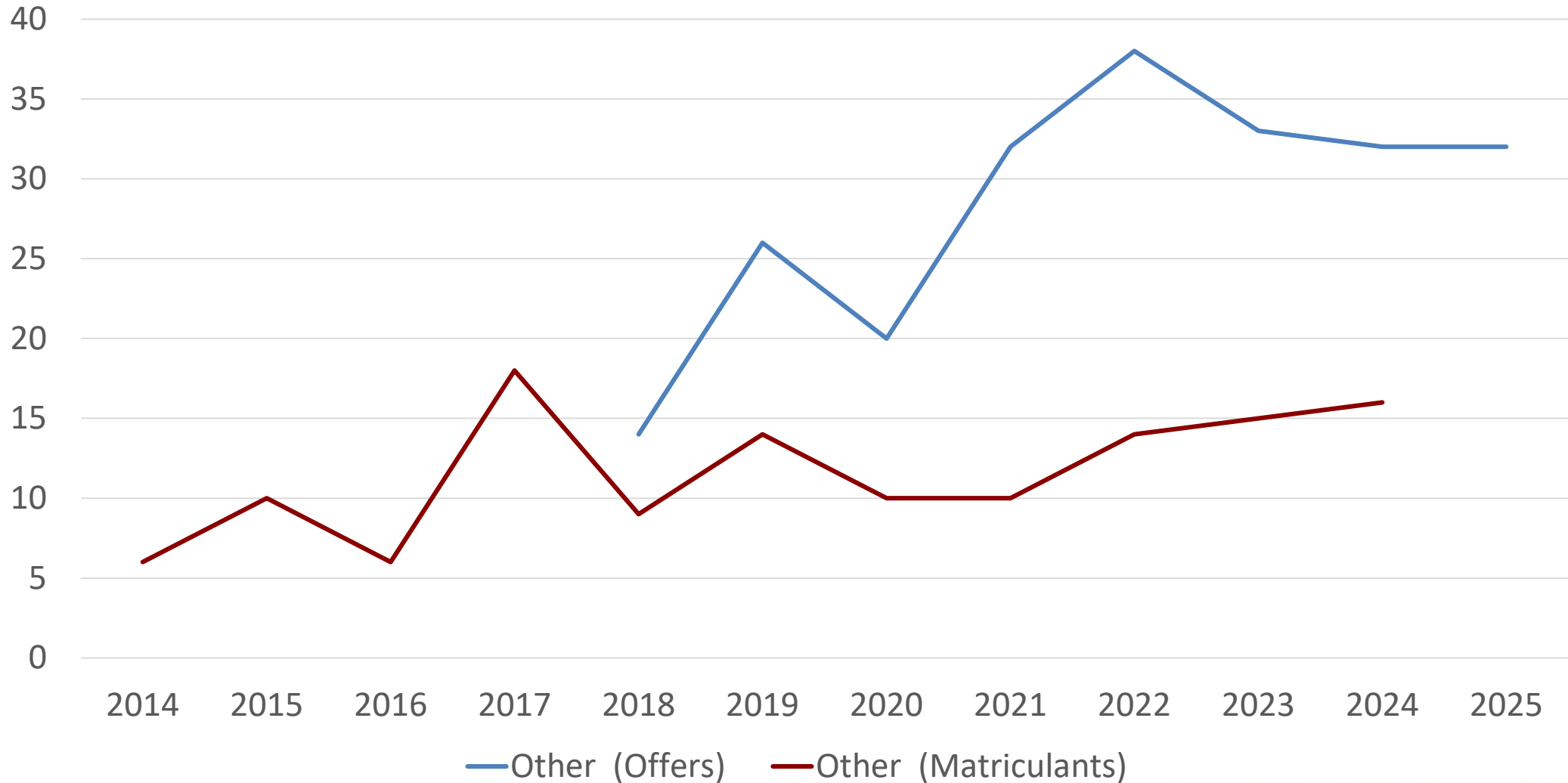
2021 Calendar

January

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3	4	5	6	7	8	9
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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February

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28						

March

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28	29	30	31			

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18	19	20	21	22	23	24
25	26	27	28	29	30	

May

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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

June

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13	14	15	16	17	18	19
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27	28	29	30			

July

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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

August

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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

September

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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

October

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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

November

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

December

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

To Be Completed by June 30

1. PBL facilitator retreat focusing on conscious and unconscious bias, health equity, and structural racism in medicine. *Phase I*
2. Clerkship directors to implement discussion topics on the impact of systemic, institutionalized racism on the disease or pathology being discussed. *Phase II*
3. Add evaluation points for lectures/lecturers, and on overall clerkship evaluation forms. *Phase II*
4. Take steps to understand and manage the extent of bias in assessments. *Phase II*
5. Campaign to reframe seeking help as utilizing resources and support services. *Student Support*
6. Identifying VT, VTCSOM, CC and other awards students are eligible to receive. *Student Support*
7. Standardize the process for nominating students for awards. *Stdent Support*
8. Revisit and affirm current community partnerships. *Community Engagement*
9. Add secondary application questions that elicit responses related to diversity and health equity. *Admissions.*

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To Be Completed by June 30

10. Review/update *Admissions* staff job descriptions related to diversity recruiting.
11. Include VTCSOM Chief Diversity Officer as a member of *Admissions* committee (will start in 21-22 cycle)
12. Recruit individuals who contribute to the diversity of the *Admissions* committee.
13. Encourage faculty to attend LGBTQ+ SafeZone Training. *Faculty/staff*
14. Establish community engagement requirement for students, *faculty and staff*.
15. Establish diversity, equity and inclusion working group for *faculty and staff.*
16. Needs assessment for mentorship programs in academic departments. *Faculty/staff*
17. Utilize VT Future Faculty Diversity Program for CC/VTCSOM/FBRI joint hires. *Faculty/staff*
18. Exit interview process for *faculty/staff* with focused Diversity and Inclusion questions.
19. Evaluate available survey instruments for ongoing assessment at the item level to determine the most appropriate items, scales, and threshold values for measuring different aspects of the *learning environment*.

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To Be Completed by September 30

1. Offer more financial aid counseling and financial literacy services. *Student Support*

2. Establish Class Awards (M1-M4) recognizing contributions related to DE&I. *Student Support*

3. Make URM scholarships more visible on the VTCSOM website. *Admissions*

4. Explore application of affirmative action and race neutral policies at other Virginia institutions. *Admissions*

5. Collaborate with diversity-focused job posting clearinghouses for *faculty and staff*.

6. Incorporate inclusive language in all job postings for *faculty and staff.*

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To Be Completed by September 30

7. Include local diversity and inclusion resources and activities in recruitment materials for *faculty and staff.*

8. Identify *Learning Environment* Advisory Committee members and their interest in serving as a resource for students, faculty and staff. Also appoint one person to be curator of the website.

9. Make the *learning environment* website easier to find.

10. Offer diversity and inclusion training opportunities at CC and VTCSOM, including implicit bias, microaggressions, active bystander intervention and cultural humility training. *DE&I team*

11. Host cultural lunches to enhance exposure to diverse communities, and establish a VTCSOM/CC Multicultural Calendar. *DE&I team*

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How invested are you in our journey?
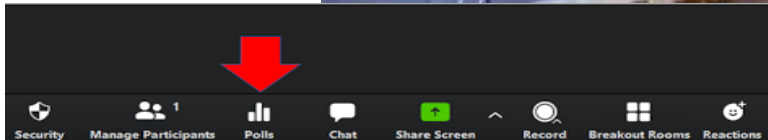
Tracking and Communicating Progress

Change Management Approach

Phase 1 – Creating a climate for change: **underway**

1. Create urgency – June 2020 Town Hall
2. Form a powerful coalition – August 2020 (Task Force formed)
3. Create a vision for change – February 2021 (TF recommendations)

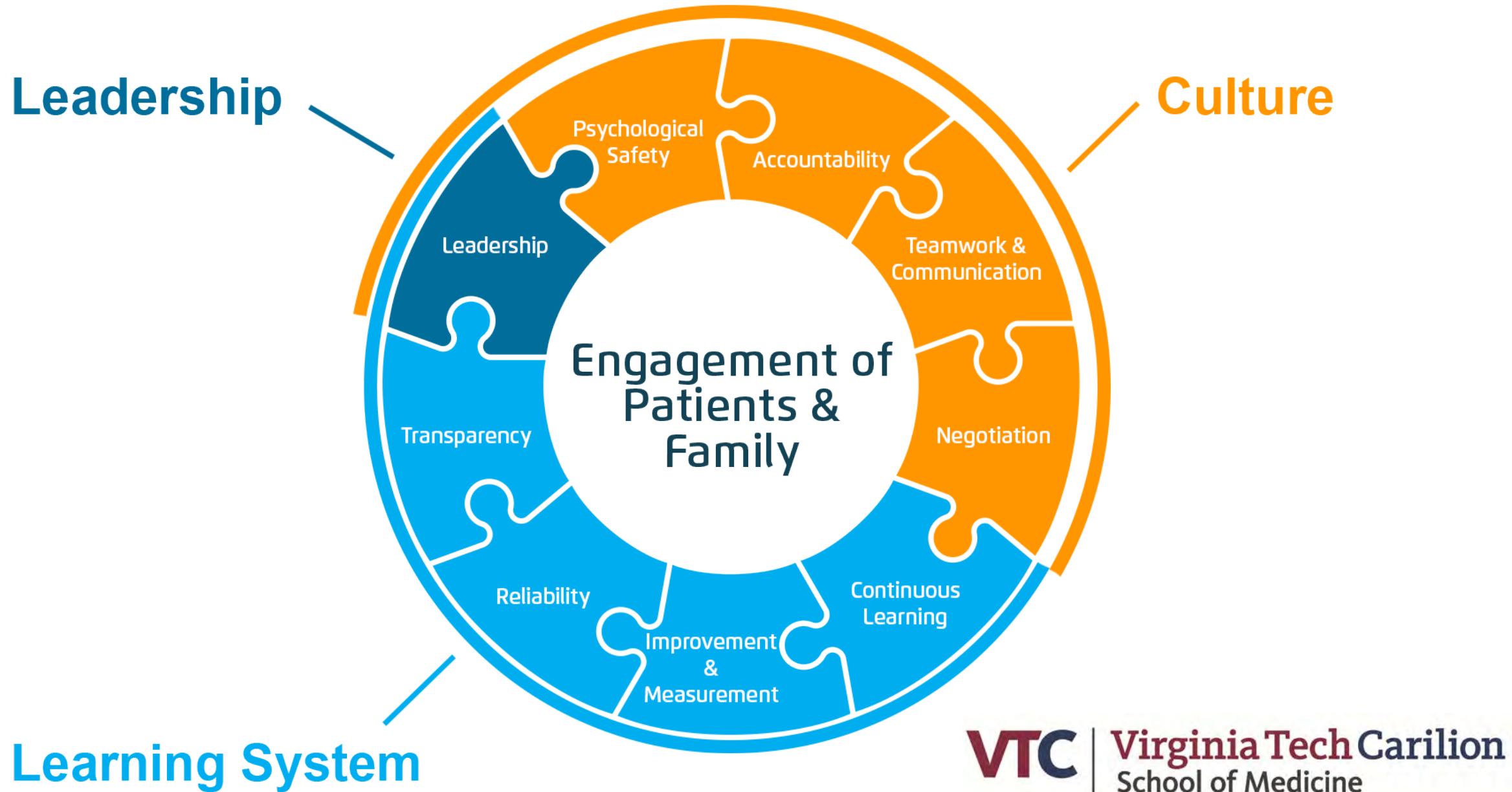Phase 2 – Engaging and enabling the whole organization: **in progress**

4. Communicate for buy-in – TONIGHT'S TOWN HALL
5. Empower action
6. Create short-term wins

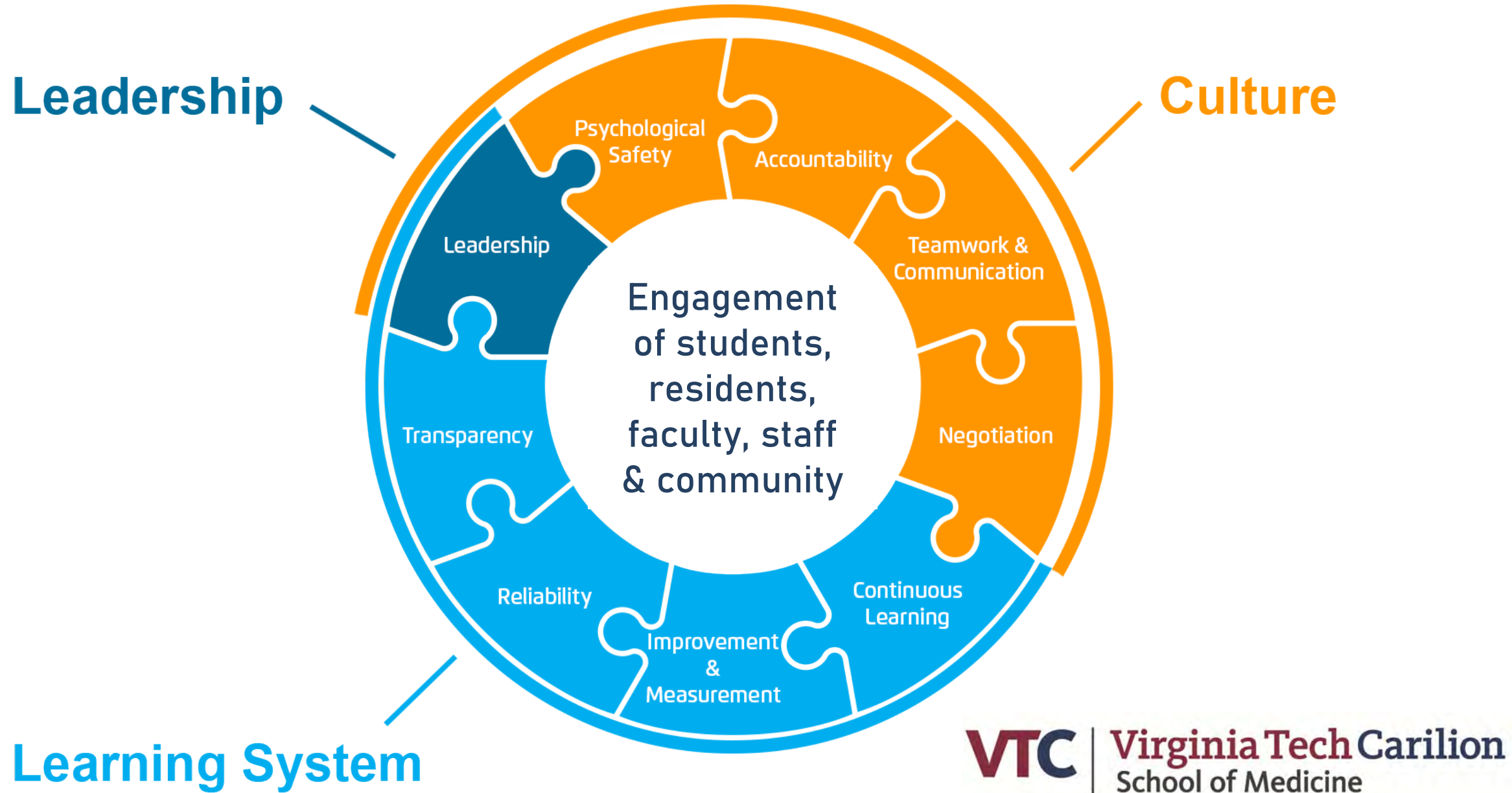Phase 3 – Implementing and sustaining change: **pending**

7. Don't let up (pressure to revert to old ways)
8. Make it stick (a culture that eats strategy for breakfast)
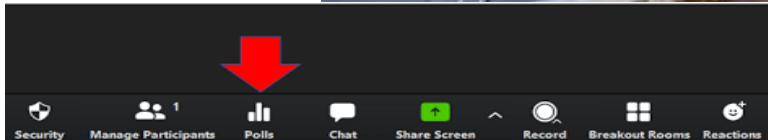
https://www.qualitygurus.com/six-sigma-and-change-management/

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Framework for Safe & Reliable Care

Framework for Diversity, Equity and Inclusion

Leadership

Culture

Psychological Safety

Accountability

Leadership

Teamwork & Communication

Engagement of students, residents, faculty, staff & community

Negotiation

Transparency

Reliability

Continuous Learning

Improvement & Measurement

Learning System

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For measuring progress, what means the most to you?

For communicating progress, what would be useful to you? (multiple answers ok)
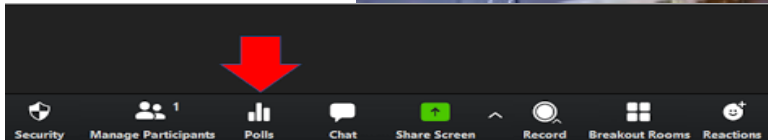
Tracking What's Delivered

		Milestone 1			Milestone 2			
Segment		**Mar-Jun 21**			**Jul-Sep 21**			
Tasks		**Planned**	**Executed**	**% Complete**	**Carry Over**	**Planned**	**Executed**	**% Complete**
PHASE I		2	2	100%	0	12	10	83%
PHASE II		5	3	60%	2	0	2	100%
Student Support		3	2	67%		2	3	100%
Community Engagement		1	0				4	100%
Admissions		5	2			3	5	83%
Faculty and Staff		2	1		1	8	7	78%
Learning Environment		0	0	N/A	0	1	1	100%
Diversity, Equity, and Inclusion		2	1	50%	1	5	6	100%
Milestone Completion		**20**	**11**	**55%**	**9**	**34**	**38**	**88%**

Example

Tracking Outcomes and Impacts

Advance Regional, National, and Global Impact

❯ Increase extramural research expenditures to $410M by 2024

❯ Achieve Top 10 US public land-grant (WSJ/THE US College Rankings) by 2024

❯ Achieve Top 13 US land-grant (THE World University Rankings) by 2024

❯ Ensure 50% of academic degrees have a required experiential learning component by 2026-2027

Elevate The Ut Prosim (That I May Serve) Difference

❯ Achieve 25% representation of underrepresented minority students in the entering class (freshmen and transfers) by 2022

❯ Achieve 40% representation of underrepresented minority or underserved students (Pell-eligible, first generation, and veterans) in the entering class (freshmen and transfers) by 2022

❯ Increase the total enrollment in the Corps of Cadets to 1400 by 2022

❯ Achieve 20% representation of underrepresented minority graduate and minority professional students by 2024

Be A Destination for Talent

❯ Achieve progress in competitive faculty salaries towards 50th percentile of Research (R1) Public Land-Grant Universities by 2024

❯ Achieve progress in competitive administrative and professional and staff salaries towards the average median market salary by 2024

❯ Increase the four-year graduation rates for all undergraduate (entering freshmen) students to 70%

❯ Increase the three-year graduation rates for all undergraduate transfer students to 75%

❯ Reduce the average student loan debt per graduating senior to $25k by 2024

Ensure Institutional Excellence

❯ Achieve 100% completion of college and unit-level strategic plans by May 2020

❯ Achieve Maintenance Reserve funding in the range of 1- 1.5% of facility values for auxiliary enterprises

❯ Maintain Debt Rating in the AA or Aa Range

❯ Maintain =or<5% University debt ratio

❯ Increase the University's unrestricted net assets by $20 million annually by 2024

https://udc.vt.edu/spm/

Strategic Planning Committee

Chairs

- **David Musick**, PhD, Senior Dean for Faculty Affairs
- **Rebecca Pauly**, MD, Professor and Vice Chair for Education, Department of Medicine

Committee Members

- **Dani Backus**, MS, PMP, SSGB, Senior Director, Institutional Effectiveness and Accreditation
- **Paul Davenport**, Vice President for Emergency Services and Care Management, Carilion Clinic
- **Joshua Eikenberg**, MD '15, MPH, Assistant Professor, Department of Medicine (Dermatology)
- **Casey Engel**, M1 Class President
- **Daniel Harrington**, MD, Vice Dean VTCSOM and Vice President for Academic Affairs, Carilion Clinic
- **Heidi Lane**, EdD, Assistant Dean for Clinical Skills Assessment and Education
- **Eduardo Lara-Torre**, MD, Professor and Vice Chair, Department of Obstetrics & Gynecology
- **Giovanni Malaty**, M4 Class President
- **Sahana Nazeer**, M2 Class President
- **William Reis**, M3 Class President

February - March
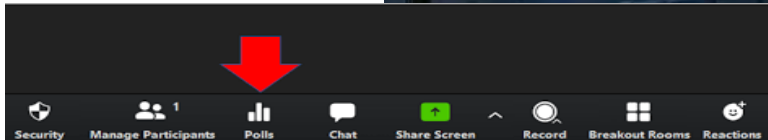
Draft VTCSOM strategic plan

April - May

Complete edits, communication formats

By June 1

Announce VTCSOM strategic plan including implementation steps via email and possible town hall

VTC | **Virginia Tech Carilion**
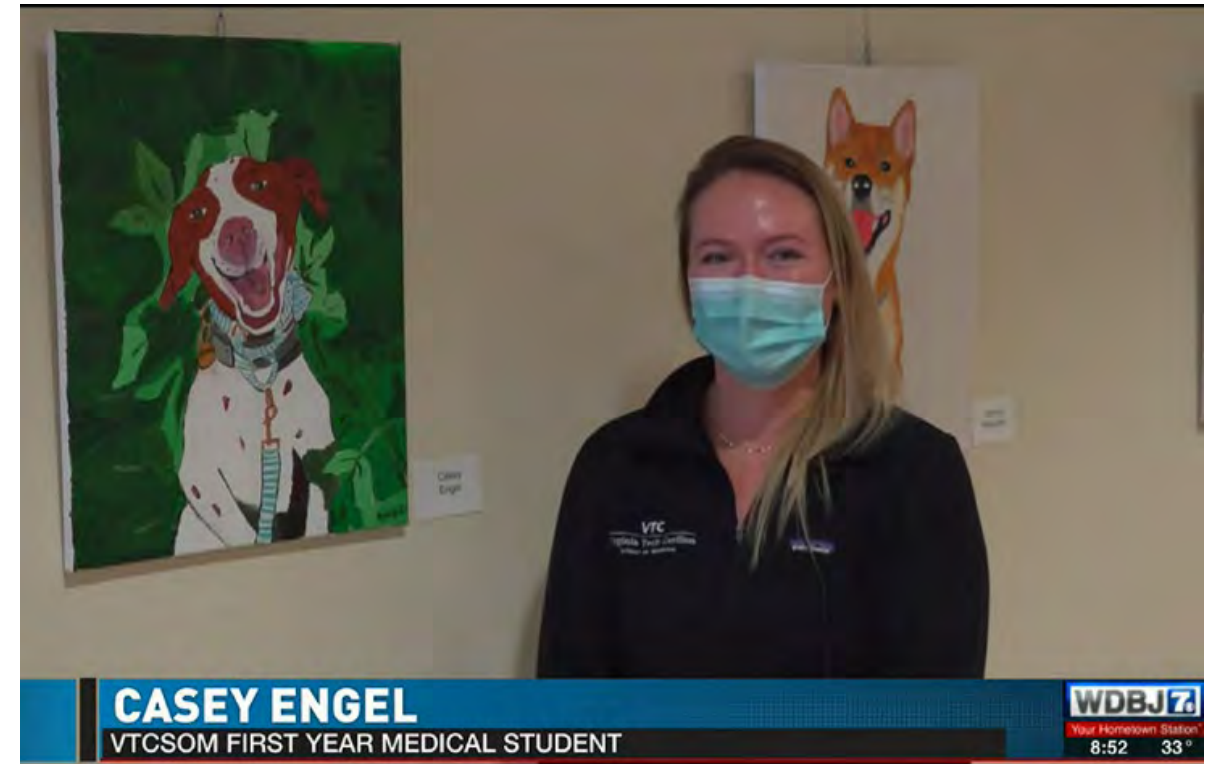School of Medicine

How helpful was this Town Hall?

Closing Thoughts

Addie Adenikinju, Class of 2021

Casey Engel, Class of 2024

VTCUnfinished: Black Maternal Health | Virginia Tech Carilion School of Medicine | Virginia T

March 19, 2019: VTCSOM Medical Students: Addie Adenikinju, Vaish Sridhar, Meeta Prakash, and Anna Shvygina

CASEY ENGEL
VTCSOM FIRST YEAR MEDICAL STUDENT

If you want to walk fast, walk alone. If you want to walk far, **walk together**.

#CHAMBER

African Proverb

SHIFT

SMALL SHIFTS. BIG CHANGES.

Thank You

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School of Medicine