



## **Diversity, Equity and Inclusion (DEI) Departmental and Center Annual DEI Goals**

**Recognition Statement:** At the University of Virginia in Charlottesville, we acknowledge that the land where we learn and work is the ancestral homeland and traditional territory of the Monacan Indian Nation. We pay respect to their elders and knowledge keepers — past and present. We acknowledge and pay respect to the enslaved Africans, enslaved laborers, and free Black laborers who built UVA, as well as their descendants. Today we acknowledge the land, we acknowledge labor, traditions, and knowledge, and we acknowledge lives.

**History of The University of Virginia:** The University of Virginia (U.Va. or UVA) is a public research university in Charlottesville, Virginia, founded in 1819 by Thomas Jefferson. It home to the Academical Village, a UNESCO World Heritage Site. UVA is a public institution. In 1817, three presidents (Jefferson, James Monroe, and James Madison) and Chief Justice of the United States Supreme Court John Marshall joined 24 other dignitaries at a meeting held in the Mountain Top Tavern at Rockfish Gap. After some deliberation, they selected nearby Charlottesville as the site of the new University of Virginia. The school laid its first building's cornerstone late in that same year, and the ongoing building of the Academical Village proved influential as the Commonwealth of Virginia chartered a new flagship university to be based on the site in Charlottesville on January 25, 1819. The original governing Board of Visitors included Jefferson, James Madison, and James Monroe, sitting President of the United States at the time of its foundation.

**Our Shared Future and Excellence with Purpose:** As an innovative research institute at the University of Virginia, we know that to be genuinely great we must also be good. Good for the Commonwealth. Good for the nation. Good for humanity. We must also reach for great, challenging ourselves as we chart the future. Being both great and good: the twin concepts have motivated us since our beginnings just as they have formed the vision for UVA's 2030 Great and Good Strategic Plan. In June 2021, **One Future Together**, was launched as an effort to develop and define a shared vision for the future of UVA Health.

**Mission:** Transforming Health and Inspiring Hope for All Virginians and Beyond; **Our Vision:** To be the nation's leading public academic health system and best place to work, while transforming patient care, research, education and engagement with the diverse communities we serve. **Our Values:** At UVA Health, we put the patient at the center of everything we do. We ASPIRE to create a culture of excellence, engagement and trust through our values: **Accountability, Stewardship, Professionalism, Integrity, Respect and Equity.**

**Guiding Principles:** (i) We will put patients first in everything we do, (ii) Strive for excellence across all missions, (iii) Make transparent and data-driven decisions in the long-term best interest of the organization, (iv) Be focused on quality, safety, service and innovation, (v) Be a learning organization committed to continual development of ourselves and others, (vi) Be responsible stewards of our financial, environmental and other resources, (vii) Have clear objectives, measure results and celebrate successes, and (viii) Deepen community engagement and foster healthy communities.

**UVA HS Strategic Goals:** Our plan is built on three overarching goals; (i) Strengthening our foundation, (ii) Expanding our excellence & enabling discoveries for better health and (iii) Cultivating healthy communities & belonging for all. Key initiatives in the sphere of cultivating healthy communities & belonging for all focuses on three key initiatives (a) Best place to work, (b) Value-based care transition, and (c) Community engagement and Health Equity.

**Why now?** Creating alignment and centralization of the work around Diversity, Equity, Inclusion and Community Engagement is a priority. The creation of infrastructure is needed to properly support the strategic plan around the 4<sup>th</sup> pillar in the UVA Health System's 10-year Strategic Plan: Community and Health Equity which was initiated in 2022.

**Advancing Health Equity Diversity and Inclusion (HEDI):** We have adopted a model introduced by the Alameda Health System in Oakland, California around the domains to invest in as a health system and school of medicine in order to advance health equity. Those domains are:

- Workforce Diversity
- Equity of Care
- Workforce Development
- Integrated Community Partnerships
- Inclusive Leadership Development



**Diversity, Equity, Inclusion and Community Engagement at the Department Level:** Our approach and metrics as it pertains to our DEI and Community outreach and engagement work will be based on **the Inclusive Excellence Blueprint/Framework** which is highlighted in and based on the UVA’s 2030 Strategic Plan to build for collective impact.

[Inclusive Excellence | Division for Diversity, Equity, and Inclusion \(virginia.edu\)](#)

## Dimensions of the Inclusive Excellence (IE) Framework:

- **Access and Success (Workforce Diversity: Recruitment and Retention):** To recruit and support exceptionally talented, diverse and service-oriented students, resident/fellow trainees, staff and faculty.

Background: This dimension refers to the compositional diversity among the organization's constituent groups (staff, faculty, students, visitors, patients, alumni, customers, community partners, etc.) and their context-specific outcomes or benefits gained from their relationships with the organization. Processes like recruitment, retention, development, and long term outcomes (graduation, tenure, career advancement, etc.) are the key focus of this dimension. Reflection questions to be engaged in this dimension include things like: How do we invite people to join us (recruitment)? Who gets to be here (admissions/hiring)? How do we provide support (advising/career ladders)? Who benefits and how (graduation/career outcomes)?

UVA Health 2022 Strategic Plan: Community Engagement and Health Equity: Create a workforce that resembles the communities we serve. Expand workforce programs to increase UVA Health recruitment from our communities (e.g., “Earn While You Learn”); fostering equity and upward mobility.

- **Climate + Intergroup Relations (Workforce Development: Inclusive Culture and Climate):** To promote and strengthen an inclusive community, mutually respectful and supportive work environment and excellence in providing culturally responsive and equitable care to our diverse communities we serve.

Background: This dimension refers to what it feels like for individuals to be here, and the behavioral experiences and norms that are present. Effective and innovative cultures depend on individuals feeling comfortable to take interpersonal risks and to bring their whole selves to their work and learning. The university and local community are working together to build a living, learning, and working environment where all individuals are supported, are respected, feel a sense of belonging, and are thriving. Measuring constituent perceptions related to feeling respected, belonging, and prevalence of affirming relationships with peers and organizational administration are among the concepts present in this dimension. Reflection questions to be engaged in this dimension include things like: What is it like here and how do we know? How do we relate to one another? Who is thriving and why?

UVA Health 2022 Strategic Plan: Best Place to Work: Cultivating a workplace of choice and investing in our physician, nursing and interprofessional talent along every career stage, thereby creating an environment where all UVA Health Team members are engaged, fulfilled and empowered to reach their full potential. Our efforts to fortify our internal UVA Health Community will help us to bring out the very best in one another in order to meet the needs of the diverse communities we serve.

- **Education + Scholarship: (Workforce Development: Curriculum, Career Development, Research):** To prepare current and future generations in the biomedical sciences and healthcare workforce with cultural humility, tacit knowledge around diversity, equity and inclusion that leads towards improved provider-patient communications and discoveries in research that benefit all human beings from the multitude of diverse backgrounds.

Background: This dimension relates to the ways in which curriculum, teaching, research, scholarship, and employee and student development contribute to our passion for discovery, innovation, community engagement, service, and social justice. Programs and processes in this dimension include intentionally designed curricula and pedagogies, as well as targeted professional development activities, that promote intercultural awareness and competence. Reflection questions to be engaged in this dimension include things like: What do we teach and how? What do we research and how? How and where do we disseminate knowledge? How do we develop our faculty and staff?

UVA Health 2022 Strategic Plan: Distinction in Education: Continuing to bolster efforts to achieve or exceed national benchmarks for diversity across all educational programs. In addition, to provide socially responsible health sciences educational programs that prepare diverse learners.

- **Infrastructure + Investment: (Community and Health Equity UVA Strategic Plan Pillar, Retention and Inclusion):** To be a workforce and workplace that consistently lives its ASPIRE values and ensures that our systems and policies enable our students, resident/fellow trainees, staff and faculty to do their best work.

Background: This dimension refers to the policies, resources, organizational and communication structures, and performance measures that inform and enable an intentionally inclusive, equitable, and innovative organization. Reflection questions to be engaged in this dimension include things like: How are we organized? Where do we invest our energies and money? What "governs" our work? How do we communicate? How do we build inclusive capacity?

UVA Health 2022 Strategic Plan: Best Place to Work: Building inclusive capacity, by launching a "UVA Health Leadership Academy" to cultivate the next generation of leaders from within the organization.

- **Community + Partnership (Community Outreach Engagement and Investment, Place based Investment and Neighboring Community Investments, Community and Health Equity Pillar UVA HS Strategic Plan):** To be a consistent and reliable health system (good neighbor) focused on building trust and contributing to the economic and social well-being of the diverse communities we serve. with local leaders and organizations to ensure the health of the communities we serve.

Background: This dimension refers to how place-based organizations like ours engage reciprocally and in a participatory way with our surrounding neighborhoods, counties, and the Commonwealth. Specifically, how we as an organization understand and track our impacts in terms of the financial and social-well being of the communities and partners with which we are engaged. Reflection questions to be engaged in this dimension include things like: Where are we and how did we come to be here? What impact do we have in this place? How does the community contribute to our success and knowledge? What does it mean to be a good neighbor?

UVA Health 2022 Strategic Plan: Community Engagement and Health Equity: Open new community-based neighborhood clinics/outreach sites that address our community's needs. Responsibility to be a good employer and neighbor, consistently partnering and building trust with local leaders and organizations to ensure the health of the communities we serve. Guided by our community needs assessment we will invest in initiatives that cultivate healthy communities, first and foremost working to improve access to primary care throughout our service area.

## **DEI Goals in alignment with the UVA HS Strategic Plan: (Examples)**

### **Clinical (Patient Care, Patient Experiences, Equitable Patient Outcomes)**

- Access to Services for Patients
  - Limited English Proficiency
  - Deaf/Hard of Hearing
  - Limited Income/Transportation or other resources
- Excellence and Equitable Care
  - Develop and promote programs and competencies/metrics that demonstrate the department's ability to provide high quality equitable clinical care

### **Education Faculty and Trainees (Workforce Development)**

- Training Care of Transgender and Gender Diverse Patients
- Support faculty development for AAMC Faculty Development Seminars (Women and Minorities) and local UVA Seminars (i.e. Leadership Toward Racial Equity)

- Quality Improvement Projects that provide resources to support education and research on issues of DEI and Health Equity
- Curriculum: Include topics on DEI in Grand Rounds and other departmental educational programming specific to faculty and resident development

### **Research Pillar**

- Highlight research examining/addressing health disparities/health equity
- Increase the percentage of the research portfolio that is focused on diverse groups and topics of diversity, inclusion and disparities
- Partner with central and departmental based research study recruitment teams to increase the number of study participants from groups currently underrepresented in research studies
- Increase the recruitment of URiM and female researchers
- Develop and disseminate funding opportunities for URiM researchers, health disparities research and DEI research in coordination with Department Vice Chair of Research

### **Community Partnerships and Health Equity (Community Outreach and Engagement, Partnerships)**

- Community Education – field of expertise, community targeted lectures/symposia that focus on health needs of our diverse patient populations and communities
- Community Engagement – Health screenings, participation in health fairs
- Youth outreach and educational sponsorship (i.e. Sponsoring summer research and clinical immersion experiences)
- Other