**ADFM’s Action Plan Toward Becoming an Anti-Racist Organization**

With the formation of our Diversity, Inclusion, and Health Equity Taskforce in 2018, ADFM began a concerted effort on attention to these issues within and across our organization. The Board formalized this taskforce into a standing committee in November 2019 and we have begun in earnest efforts to incorporate DIHE into all of our strategic areas. Following the murder of George Floyd in May 2020, the ADFM Board of Directors discussed how we can go beyond the work of incorporating diversity and into the realm of being actively anti-racist. On June 4, 2020, the ADFM Board of Directors sent the following statement to our membership:

*ADFM condemns all violence, especially against people of color who have been more frequently subjected to indiscriminate and unnecessary use of force by police and others in authority. We stand with those who fight for justice.*

*We stand with those seeking the systemic changes required to achieve equity and inclusion that allows for all individuals to reach their maximal potential.*

*We seek out allies to build a more equitable society and will use the principles of equity and inclusion to drive all decisions we make, including our financial ones.*

*We value the contributions by every patient, member of our staff, learners, and faculty. We acknowledge the historical inequities that have contributed to significant disparities in health care, economics, and other societal factors that have created a gap in overall health and quality of life for individuals of color.*

*As an organization, ADFM asks that each of our member departments and associate members serve as role models for inclusiveness and seek out and embrace opportunities to include individuals with diverse backgrounds, opinions, experience, skills, and capabilities for the betterment of all individuals, their institutions, our organization, and society in general.*

The ADFM Board remains committed to taking concrete, anti-racist action as an organization and to better support you all in taking action in your own institutions and communities. This statement will inform a series of action items including developing active and activated partnerships, considering our economic investments as an organization, gathering and sharing data and best practices, and creating the space for critical conversations. The ADFM Board will be continuing our discussion of specific aims and steps to do our part in moving the needle toward equity and look forward to sharing this with you all in an ongoing way.

From this, we have created a plan for incorporating anti-racism in our actions and strategy for our organization, within the following areas:

* Internal work for the organization
* Considering our Economic Investments as an Organization
* Gathering and Sharing Data
* Gathering and Sharing Best Practices
* Creating Space for Critical Conversations
* Developing Active and Activated Partnerships

The action areas below represent a “living document,” to be updated periodically, which describe the ideas and actions we have developed to date and progress on these actions. **Most of these fit within our current strategic plan or our organizational operations and require only new thinking/framing or a refocus; this is meant to be integrated into the work we are doing as an organization, not to be supplemental or in addition to it.**

“Education is key to divorcing from racism at all levels of an institution and engagement is the way to maintain it.”

Gray, D.M., Joseph, J.J., Glover, A.R. *et al.* How academia should respond to racism. *Nat Rev Gastroenterol Hepatol* (2020). https://doi.org/10.1038/s41575-020-0349-x

**ADFM ACTION AREAS TOWARD AN ANTI-RACIST ORGANIZATION**

**Internal Work for the Organization**

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| **ACTION** | **OWNERS/PARTNERS** |  **TIMELINE/STEPS** | **ACTION PROGRESS** |
| Tracking diversity of our membership | ADFM staff | As part of a CAFM initiative, all CAFM organizations are now asking the same demographics questions of our membership and sharing these data with each other at least once per year  | Complete/ ongoing |
| Considering diversity of our Board members | ADFM staff and Nominations Committee | The ADFM Nominations Committee has been tracking and considering diversity (gender, race, geography, department type) for the Board of Directors during each round of leadership nominations | Complete/ ongoing |
| Implicit bias training for ADFM Board and staff | ADFM Board  | To consider | Idea stage |
| Integrate diversity and inclusion (and health equity) into each of our strategic areas  | ADFM Strategic Committees and ADFM Board | In 2019, each committee began to consider how to incorporate DIHE into their new SMART goals. In 2020, the DIHE Committee is helping the committees continue to work on this and to hold them accountable for DIHE action in their mission area | In progress |
| Consider written policy | ADFM Exec Committee & Board |  | Idea stage |
| Consideration of the Equity & Empowerment lens (the “4Ps”) in organizational decision making: people, place, process, power | ADFM Exec Committee & Board | <https://multco.us/diversity-equity/equity-and-empowerment-lens> | Idea stage |

**Considering our Economic Investments as an Organization**

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| **ACTION** | **OWNERS/PARTNERS** |  **TIMELINE/STEPS** | **ACTION PROGRESS** |
| Considering where we can use our economic investments as an organization – especially in where we hold our conferences | ADFM Board | Board to discuss best way to proceed with what this could look like, what the opportunities may be | Idea stage |
| Examining our investment portfolio to make sure it is socially responsible | ADFM Board and finance staff/investment manager | The ADFM Board moved our investments to the Parnassus fund, a socially responsible fund, in 2018 | Complete |
| Consider where our money is held | ADFM Finance Committee, Board and finance staff | Are the banks we invest in giving back to local communities, lending out equitably, etc? | Idea stage |

**Gathering and Sharing Data**

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| **ACTION** | **OWNERS/PARTNERS** |  **TIMELINE/STEPS** | **ACTION PROGRESS** |
| Gather data re: Diversity & Inclusion structures in departments and institutions | ADFM staff and DIHE committee | ADFM 2020 Annual Survey – July and August 2020 | In progress |
| Gathering data about institutions -- e.g. How many schools have deputy dean level position devoted to D&I? Is there D&I training for search committees?  | ADFM staff and DIHE committee, AAMC | And then considering where we can be advocating at the institutional level | Idea stage |
| Publishing our organizational demographics data as baseline | CAFM (ADFM, STFM, NAPCRG, AFMRD) | Will raise the question of timing at CAFM meeting Aug 2020 | In progress |
| Gathering and sharing data on patient processes and outcomes | DIHE committee |  | Idea stage |
| Distribution of AAMC/ACGME annual benchmarks on faculty and resident diversity | DIHE committee & ADFM staff | Done in 2019, to do again | In progress |

**Gathering and Sharing Best Practices**

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| **ACTION** | **OWNERS/PARTNERS** |  **TIMELINE/STEPS** | **ACTION PROGRESS** |
| Follow up from action steps at Annual Conference 2019* Recruitment of Faculty and Staff from Diverse Backgrounds
* Retention and Recruitment Strategies Including Leadership Development
* Creating Inclusive Environments
* Inclusion of Those with Disabilities
* Diversity and Inclusion Training (including Implicit Bias and others)
* Intentional Management Throughout The System
 | DIHE committee & other strategic committees | DIHE committee (and other relevant committees) considering how to take main discussion points and incorporate into their work in 2020 and 2021e.g. sharing of health justice resources for/by medical students: [bit.ly/blmhealthjustice](https://www.google.com/url?q=https://www.google.com/url?q%3Dhttp://bit.ly/blmhealthjustice%26amp;sa%3DD%26amp;ust%3D1597880709515000%26amp;usg%3DAOvVaw2evKb4EfnScUOUl34nSt95&sa=D&ust=1597880709642000&usg=AFQjCNEo7N_g0-jhIdc3kD0DzKYCjXoMiQ) | Idea stage |
| Consideration of best practices to share, for example:* AAMC Implicit Bias Training (if local initiatives are not available – many local examples listed)
* Explicit statements demonstrating commitment to DIHE
* Anti-racism curriculum for residency and medical school (MedEd portal options)
* Revision of recruitment policies (AAMC/ACGME have developed guidance on this as well)
* Promotion & tenure policies and processes
* Supporting and incentivizing community-based research
* Anchor Network movement
* HEI scoring
* “stop the line” initiatives
 | DIHE committee | DIHE committee currently working on what might be shared in the coming year (at ADFM conference, on webinars, etc.), focusing on practices that have been evaluated or nationally promoted | Idea stage |

**Creating Space for Critical Conversations**

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| **ACTION** | **OWNERS/PARTNERS** |  **TIMELINE/STEPS** | **ACTION PROGRESS** |
| 2021 annual conference session on "addressing structural barriers to URM faculty achievement." | Annual Conference committee & STFM | In the process of planning sessions for presentation at Feb 2021 conference | In progress |
| 2021 annual conference full day focused on actions toward racial justice in healthcare | Annual Conference committee; DIHE Committee | In the process of planning sessions for presentation at Feb 2021 conference; will have one day with this theme | In progress |
| Statements/op-eds on the relationship between institutional racism, health equity, and access to care esp primary care | Advocacy committee? | For potential advocacy committee to consider | Idea stage/ |
| ADFM hot topic discussions addressing diversity and inclusion | ADFM staff, strategic committees incl DIHE committee | July 22 – leadership lessons learned during the time of the pandemic and emphasis on social justice; fall date and final topic TBD  | In progress |
| ADFM race-based caucusing  | ADFM Board | Considering with BIPOC board members July 2020 | Idea stage |
| Weaving diversity and inclusion through the LEADS fellowship curriculum | LEADS fellowship team (Myra, Sam, Amanda) | Journal club focused on diversity and inclusion June 2020, continued emphasis on theme through year | Ongoing/in progress |
| DIHE-focused webinars/topical discussions across all DFM mission areas | Strategic committees | These are being incorporated into our ongoing offerings; for example July 2020 webinar on Building Healthy Communities, Sept 2020 webinar on Research Subject Recruitment |  |

**Developing Active and Activated Partnerships**

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| **ACTION** | **OWNERS/PARTNERS** |  **TIMELINE/STEPS** | **ACTION PROGRESS** |
| Partnership with AAMC on equity and justice; concrete efforts TBD per July 14 discussion with Skorton and Acosta and Shipman | ADFM Executive Committee, CFAS Rep, AAMC | Idea sharing between ADFM and AAMC; waiting on AAMC response as of Aug 2020 | Idea stage |
| Participating in ongoing conversations about the intersectionality of race and gender and how to combat sexism and racism in STEMM | Societies’ Consortium on Sexual Harassment in STEMM | ADFM is a member of this organization and the annual meeting in Sept will be heavily focused on this intersectionality | Ongoing/in progress |
| Continue to engage in dialogue about meaningful action with our sister organizations to rally around the issue of racism and diversity | CAFM, FMLC, ABFM | CAFM and FMLC meetings in August and ongoing; focus of Jan 2021 FMLC meeting  | Ongoing/in progress |
| Consideration of broader advocacy pushes, for example:* LCME requirements for diversity or anti-racism;
* creating a Health Equity Index (HEI) type of rating for health systems that expands to all types of diversity;
* US News Report rankings that includes diversity metrics and how we spend our procurement dollars
 | AAMC, other specialty orgs | *Currently just ideas…* | Idea stage |