UNIVERSITY DIVERSITY RETREAT:
Updating the Roadmap to Inclusive Excellence

September 27, 2018
Renee Navarro, PharmD, MD, Vice Chancellor of Diversity and Outreach and
Catherine Lucey, MD, Executive Vice Dean and Vice Dean for Education, School of Medicine
Agenda

8:30-8:45am  Welcome
             Dan Lowenstein, MD

8:45-9:15am  Current State
             Renee Navarro, MD

9:15-10:15am Spotlights

10:15-10:30am Break

10:30-11:45am What, So What, Now What

11:45-1:00pm Lunch and Keynote
             Dr. Freeman Hrabowski, III
             Building a Culture of Inclusive Excellence:
             The UMBC Story

1:00-1:15pm  Break

1:15-2:15pm  Wise Crowds

2:15-2:30pm  “I Hope” Statements

2:30-3:00pm  Leadership Fishbowl

3:00-3:15pm  Next Steps
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Freeman A. Hrabowski, III

Dr. Freeman A. Hrabowski, President of UMBC (University of Maryland, Baltimore County) since 1992, is a consultant on science and math education to national agencies, universities, and school systems. He was named by President Obama to chair the President’s Advisory Commission on Educational Excellence for African Americans. He also chaired the National Academies’ committee that produced the report, Expanding Underrepresented Minority Participation: America’s Science and Technology Talent at the Crossroads (2011). His 2013 TED talk highlights the “Four Pillars of College Success in Science.”

Named one of the 100 Most Influential People in the World by TIME (2012) and one of America’s Best Leaders by U.S. News & World Report (2008), he also received TIAA-CREF’s Theodore M. Hesburgh Award for Leadership Excellence (2011), the Carnegie Corporation’s Academic Leadership Award (2011), and the Heinz Award (2012) for contributions to improving the “Human Condition.” UMBC has been recognized as a model for inclusive excellence by such publications as U.S. News, which the past eight years has recognized UMBC as a national leader in academic innovation and undergraduate teaching. Dr. Hrabowski’s most recent book, Holding Fast to Dreams: Empowering Youth from the Civil Rights Crusade to STEM Achievement, describes the events and experiences that played a central role in his development as an educator and leader.
Gerri Collins-Bride, RN, MS, ANP, FAAN

Spotlight Synopsis

Problem Statement: People with Disabilities (PWD) have limited access to quality healthcare. The majority of clinicians have had little to no training in providing care for this population. Healthcare systems are not designed to provide accessible, coordinated care. Reimbursement rates to compensate for this care are low and serve as a disincentive for clinicians and health care systems in traditional models of care. These factors lead to vast disparities in healthcare for PWD.

Interventions: 1. Interprofessional Primary Care Outreach for People with Mental Illness (IPCOM) is a nurse-managed interprofessional faculty/student practice providing primary care services for people with mental illness in residential treatment programs. Established in partnership with Progress Foundation, IPCOM has been providing care to people with mental illness and training nurse practitioner & pharmacy students for the past 25 years. 2. Office of Developmental Disabilities (ODPC) CART mobile consult team is an interprofessional mobile consult team providing consultation for people with developmental disabilities and their health care team in rural Northern California. ODPC website contains extensive resources for clinicians, learners, patients and caregivers. 3. Annual UCSF CME conference on Developmental Disabilities attracting 250-300 attendees annually has been hosted for the past 19 years.

Outcomes: Lessons learned include an appreciation for the importance of understanding the environment within which our patients live and work and the importance of building relationships and maintaining lifelong cultural humility. Other outcomes include community partnerships, interprofessional collaboration with a true
team-based approach, sustainable funding, high satisfaction scores from patients and team members, innovative models of care, and eager learners interested in learning more about the population.

Jeffrey Chiu

Spotlight Synopsis

Problem Statement: UCSF is committed to creating a workplace that works for all. A wealth of research shows the prevalence of a number of critical factors that foster employee engagement. These range from the ability to have the tools needed to do the work, to the opportunity to grow in a current role.

Interventions: Since 2011, UCSF has partnered with Gallup to conduct the staff engagement survey which polls employees on 12 different metrics that drive engagement with the larger organization and its mission. Results for 2018 show a flat increase in overall levels of engagement. However, disaggregated results by race show that African Americans and Hispanics experience lower levels of engagement.

Outcomes: In an effort to bring transparency to such results and to provide an opportunity for the campus community to weigh in and share their feedback, Human Resources held a town hall meeting dedicated to sharing the 2018 Gallup staff engagement survey results and brainstorming ways to increase staff engagement at UCSF.

Bio

Jeffrey is the Vice President of Human Resources, UCSF Health and is responsible for driving strategic and operational human resources initiatives to carry out UCSF Health’s mission, vision and
goals. He oversees talent acquisition, compensation, onboarding and HR operations, employee and labor relations, benefits and leave of absence administration, human resource information systems, occupational health services, workers’ compensation, ergonomics and disability management, outreach and diversity, workforce planning and contingent/temporary labor.

Madeline Deutsch, MD, MPH

Spotlight Synopsis

**Problem Statement:** Transgender and gender non-binary people experience a number of barriers in accessing gender affirming primary care, both for general medical needs as well as hormone therapy. Half of all transgender people report having to teach their own provider about their medical care, and 1 in 3 report avoiding accessing medical care due to discrimination. Transgender women have been found to have higher rates of cardiovascular disease, and transgender men are less likely to be current for cervical cancer screening.

**Intervention:** Dr. Deutsch was recruited to the UCSF Women’s Health Primary Care practice in 2013 to develop a transgender primary care practice and, in early 2015, was awarded funding from the Mount Zion Health Fund, with additional support from the National Center of Excellence in Women’s Health and UCSF Health Ambulatory Administration, to grow program infrastructure. The funding was renewed for 2016.

**Outcomes:** A navigator position which was later converted into a permanently funded, full time position, was created to serve as first point of contact for transgender patients seeking care of any kind at UCSF. Protected time for Dr. Deutsch allowed her to build UCSF
Transgender Care, a network of specialty providers within UCSF Health. The funding supported the development of a program website (transcare.ucsf.edu) and several community outreach events. Currently, Dr. Deutsch has been given the role of Medical Director for Transgender Strategy and Integration, and charged with developing a strategic plan for a multidisciplinary program for transgender care at UCSF Health. Since launch in 2013, Dr. Deutsch has treated more than 500 transgender individuals.

Bio

Madeline B. Deutsch, MD, MPH, is an Associate Professor of Clinical Family & Community Medicine. Dr. Deutsch is an internationally recognized expert in transgender health, with more than 30 peer reviewed publications, several textbook chapters, membership on the Editorial Boards of 3 peer-reviewed journals, and more than 100 invited national and international lectures. Dr. Deutsch is on the Board of Directors of the US Professional Association for Transgender Health (USPATH, a chapter of WPATH), and is the Chapter Lead for primary care in the upcoming 8th revision of the World Professional Association for Transgender Health (WPATH) Standards of Care. Dr. Deutsch is currently the Medical Director for UCSF Transgender Care Strategy and Integration. In this role she is leading the development of a strategic plan for transgender care at UCSF Health. Her clinical practice is based at UCSF Women’s Health Primary Care. She uses telehealth technology to provide gender affirming hormone therapy to patients located remote to the Bay Area. Dr. Deutsch’s current funded research activity includes study of the collection of sexual orientation/gender identity (SOGI) data in clinical settings, implementation of HIV Pre-exposure prophylaxis (PrEP) in transgender populations, interactions between anti-retroviral medications and gender affirming hormones, and longitudinal general health outcomes in transgender populations. She hosts
rotating residents from the Division of General Internal Medicine and the Department of Obstetrics, Gynecology, and Reproductive Sciences. Dr. Deutsch is herself transgender and proud to serve her own community.

Alicia Fernandez, MD

Spotlight Synopsis

Problem Statement: Changing health care practices to reduce health care disparities will require leadership at multiple levels. Enabling medical students to lead on health care disparities reduction requires knowing if they recognize health care disparities and their perceived barriers and facilitators to action.

Intervention: We used mixed methods (survey and interviews) to evaluate student perception of health care disparities. We found that students routinely witness health care disparities on their clinical rotations; that they are frequently frustrated by their inability to advocate for patients; and that positive role models have great impact. We also found that some students begin to normalize health care disparities as an inevitable outcome of busy services. A majority (73%) of students reported that they would welcome a confidential reporting system that addressed health care disparities on the wards, provided the reporting system focused on avoiding similar problems in the future rather than assigning blame.

Outcomes: Students can recognize health care disparities and could participate in a confidential reporting system. In addition, students need greater training in appropriate advocacy for patients during clerkships, and deeper understanding of the relationship between quality improvement work and health disparities reduction.
Overall, students could be valuable agents of change in health equity work.

Bio

Alicia Fernandez, M.D., is a Professor of Medicine at UCSF, a general internist at Zuckerberg San Francisco General Hospital, and a member of the Deans Diversity Leadership group on health care equity. Her research is primarily funded by NIH and her expertise is in health care disparities with a strong focus on diabetes and immigrant health. She currently directs the newly established UCSF Latino Center of Excellence, a HRSA funded program. Since 2014, Dr. Fernandez has served on the Board of Governors of the Patient Centered Outcomes Research Institute (PCORI).

Annesa Flentje, PhD

Spotlight Synopsis

**Problem Statement:** Sexual minority (i.e., non-heterosexual) individuals are at greater risk for poor mental and physical health outcomes, which has been attributed to their exposure to minority stress (Meyer, 2003). Minority stress includes 1) exposure to discrimination, 2) anticipation that discrimination will occur, 3) concealment of minority status, and 4) the internalization of stigma related to minority status. Our work has previously found that minority stress is associated with subsequent substance use and with gene expression related to documented health disparities among sexual minority people including genes related to inflammation, immune function, cancer, and cardiovascular function.

**Intervention:** We developed AWARENESS, a 9-session cognitive behavioral intervention informed by stress and coping theory targeting
minority stress as a transdiagnostic driver of poorer mental health, greater substance use, and poorer physical health. AWARENESS includes 2 sessions for each of the 4 components of sexual minority stress, with a final session for integration or to make meaning of experiences to emphasize meaning focused coping efforts.

Outcomes: Our initial work trialed this intervention in an open pilot with 10 sexual minority men living with HIV and supported the acceptability and feasibility of the intervention. We are currently testing this intervention through a pilot randomized controlled trial. Our primary outcomes are gene expression, substance use, anxiety, and depression. We hope this work will identify ways to reduce health disparities among sexual minority people and to understand the molecular impacts of stress related to prejudice and discrimination.

Bio

Dr. Annesa Flentje is an Assistant Professor in the School of Nursing and a clinical psychologist who focuses on reducing health disparities among sexual and gender minority individuals. Her research has targeted multiple ways to reduce these disparities including prevention, increasing visibility of sexual and gender minorities in research, and improving mental health and substance abuse services for sexual and gender minorities. Her current research is identifying the relationship between minority stress, substance use, and biological functioning at the molecular level (i.e., gene expression and DNA methylation); she has developed an individually delivered intervention to reduce minority stress among sexual minority men and is investigating this as a means to reduce substance use and improve both the physical and mental health of sexual minority people (K23DA039800). Dr. Flentje is also an Associate Director of The PRIDE Study, a prospective national longitudinal study of the health of sexual and gender minority
individuals within the United States that has enrolled over 12,000 sexual and gender minority people to date.

Michelle Guy, MD

Spotlight Synopsis

**Problem Statement:** How can we improve the learning environment for learners from diverse backgrounds? Microaggressions and bias are experienced by our learners on a daily basis; these events distract from their ability to fully engage and learn.

**Intervention:** We created a day-long training for faculty and staff, who most interact with learners, to learn about: self, privilege, microaggressions and allyship. We set a goal to train 1,000 faculty in 2018. Participants responded to surveys before the training (pre-training), right after the training (post-training), and three months after the training (three month follow-up). Using a 1-5 Likert scale, participants assessed their confidence in: identifying microaggressions, mitigating microaggressions, creating inclusive learning environment, and managing tension.

**Outcomes:** Overall confidence ratings in identifying and addressing microaggressions, managing tensions, and creating an inclusive learning environment improved post training. While there was some decrease in confidence at three months, it was still higher than pre-training confidence. Women out numbered men by 3:1 in training participation. Faculty who self-identify as UIM based on race/ethnicity, were more likely to participate in the training, than those who self-identify as White or Asian. A majority of the clinical departments had at least one faculty member
participate in the training. Teaching methods (78.9%), career and leadership (62.4%), and curriculum development (57.8%) were among the highest rated areas participants anticipated changing in their practice post-training. Time (78.9%) and lack of support from leadership and/or colleagues (62.4%) were perceived as barriers to practice change.

https://differencesmatter.ucsf.edu/diversity-equity-and-inclusion-champion-training

Bio

Dr. Michelle Guy joined UCSF faculty in 2004. As a Clinician Educator, in the Division of General Internal Medicine, she sees patients and teaches at the Mt Zion campus. She also teaches in the medical school as one of the Bridges coaches. Board certified in Internal Medicine and Obesity Medicine, she lectures nationally on obesity medicine and serves on the American Board of Obesity Medicine item writing committee. Dr. Guy serves as Director of Diversity for Graduate Medical Education and is the faculty lead for Differences Matter group on faculty. In these roles she works with learners and faculty, not only to improve diversity, but promote equity and inclusion across the School of Medicine.

Bio

Dr. Michelle Guy joined UCSF faculty in 2004. As a Clinician Educator, in the Division of General Internal Medicine, she sees patients and teaches at the Mt Zion campus. She also teaches in the medical school as one of the Bridges coaches. Board certified in Internal Medicine and Obesity Medicine, she lectures nationally on obesity medicine and serves on the American Board of Obesity Medicine item writing committee. Dr. Guy serves as Director of Diversity for Graduate Medical Education and is the faculty lead for Differences Matter group on faculty. In these roles she works with learners and faculty, not only to improve diversity, but promote equity and inclusion across the School of Medicine.

Holly Ingraham, PhD

Spotlight Synopsis

Dr. Ingraham has identified and is addressing two key issues. First, she is increasing URM representation at the faculty level via a common sense initiative with national implications. After developing a program for her own URM
postdoctoral scholars that successfully broke down barriers for academia, Dr. Ingraham became Director of the UCSF IRACDA Scholars Program, a NIH/NIGMS K12 grant which promotes diversity in the biomedical sciences, and implemented these strategies first for the entire IRACDA cohort, and then for all URM postdoctoral scholars at UCSF. Currently, Dr. Ingraham has a funded initiative to further increase the number of URM postdoctoral scholars trained at UCSF.

Second, Dr. Ingraham is changing the climate for women faculty in the basic sciences at UCSF. By exposing disparities faced by women, and creating a cohesive group of young women faculty anxious to push for change, she has catalyzed significant institutional change at UCSF that is leading to both a better climate for women and increased hiring of women faculty in the basic sciences.

Bio

Dr. Holly A. Ingraham is a Professor and Associate Vice Chair of Cellular and Molecular Pharmacology and a Herzstein Distinguished Investigator. Her lab has focused on defining the molecular mechanisms and transcriptional pathways that contribute to endocrine tissue development and function. She has had a transformational effect on diversity at UCSF in the basic sciences. In addition to maintaining an active lab, Dr. Ingraham is the Program Director for the UCSF IRACDA Scholars Program. Dr. Ingraham’s genius is her ability to pick out the key pressure points that must be addressed to achieve a more inclusive community, and to then develop a workable action plan to accomplish her goals. She is not a Dean, nor does she hold an administrative title. Rather, she engages in these activities on her own volition and without monetary or professional remuneration, reflecting a true passion for improving opportunities for underrepresented colleagues.
Andrea Jackson, MD

Spotlight Synopsis

Problem Statement: Students need to be prepared with the knowledge and skills to combat the social inequities that influence patients’ health.

Intervention: Differences Matter’s Education Action Group addressed this need by creating the most comprehensive, integrated and impactful medical education curriculum that includes issues of health care disparities and social justice using a firm understanding of race, racism, bias and privilege. We collaborated with the leaders and educators of the UCSF Bridges curriculum to co-create and advise them on how to incorporate the principles of anti-racism into their curricula.

Outcomes: Success includes the addition of structural competency, a framework that prepares clinical trainees to act on systemic causes of health inequalities, into the Foundational Sciences. Additional accomplishments include pilot programs implementing innovative solutions to the inequity in student experiences and evaluations by race and ethnicity during the core clerkships. The fruits of our efforts have been notable in that four of the 10 awardees of the student 2018 Bridges Teaching awards are members of the Education Action Group.

Bio

Dr. Andrea Jackson is an Assistant Professor of Obstetrics, Gynecology and Reproductive Sciences. Her clinical and research focus is on dismantling of racial/ethnic disparities in reproductive health through diversifying the healthcare workforce and education of medical students, residents and practicing physicians on how racial bias contributes to healthcare inequality. She is currently a leader of the UCSF School of Medicine “Differences Matter” project.
charter, a 5 year initiative charged from the Dean of Medicine to cultivate an environment that leverages and embraces differences by addressing racism in health and medical culture.

Klint Jaramillo, MEd, MSW

Spotlight Synopsis

Problem Statement: Pronouns are used in every day speech and writing to take the place of people’s names. We frequently use them without thinking about it. Often, when speaking of someone in the third person, these pronouns have a gender implied. These associations are not always accurate or helpful. Mistaking or assuming peoples’ pronouns without asking first, mistakes their gender and sends a harmful message. Using someone’s correct gender pronouns is one of the most basic ways to show your respect for their identity.

Intervention: The LGBT Resource Center designed the Pronouns Matter Campaign to advance the knowledge of using everyone’s correct gender pronouns and strive for a more inclusive environment at UCSF. The campaign includes an array of strategies that can be incorporated in daily practice to reduce instances of misgendering. lgbt.ucsf.edu/pronounsmatter

Bio

Klint Jaramillo is a passionate social justice educator and student affairs professional who uses an intersectional approach to guide his practice. He serves as Director of the LGBT Resource Center at UCSF. Klint provides daily oversight of the center, leads educational workshops, and assists with ensuring UCSF policies are inclusive of LGBTQ people. Beyond his responsibilities at UCSF, he serves as
Larisa Kure

Spotlight Synopsis

Problem Statement: Gender data for UCSF faculty and staff shows that we are facing issues of gender bias within the UCSF community. While we have more women than men in staff positions and a close to equal number of women and men in faculty positions, we are seeing huge disparities in women in leadership for both groups and in tenured positions for faculty. This means that while we are succeeding at recruiting women, we are not doing enough to support, develop and promote them. Many of UCSF leaders are aware of this issue and have taken actions to address it, however not everyone in a position to make a difference has known how.

Intervention: The Committee on the Status of Women (CSW) created a series of six tip sheets as resources to address gender biases seen in hiring and recruitment, admissions, mentoring, and promoting inclusiveness in planning and chairing meetings. In addition, the group created a tip sheet to recommend 10 actions that anyone can take to support women and their careers at UCSF. Creation of the tip sheets was followed by an aggressive promotional campaign.
Outcomes: These tip sheets are now in wide use throughout UCSF and are having a positive impact on decreasing the gender bias at UCSF with a new female Dean and a number of new female Department Chairs being appointed during the last few years. The tip sheets are helping to change the conversation at UCSF and empowering everyone to make a difference when it comes to gender equity.

Bio

Larisa Kure serves at UCSF as the Associate Dean for Administration and Finance for the School of Dentistry and the Chief Business Officer for the Dental Center. She has been with UCSF for more than 17 years and in 2015 was awarded the Chancellor's Award for Exceptional University Management. Prior to joining UCSF, Ms. Kure received her Masters in Public Administration from The George Washington University.

Christina Mangurian, MD, MAS

Spotlight Synopsis

Problem Statement: UCSF junior women physician faculty members have multiple work responsibilities (educator, clinicians, research, and administration) that they are juggling at the same time they are building a family. They often have few people who understand these multiple roles, especially coupled with their unique experiences at ZSFG—a public hospital, with fewer resources.

Intervention: We implemented WARM Hearts (Women’s Advancement & Recognition in Medicine), a monthly peer-mentorship group that meets to discuss common cross-cutting
issues for junior faculty physicians at ZSFG. These meetings are diverse in content touching areas of networking, reducing burnout, gender bias, intersectionality, and juggling multiple roles. Leadership of the group intentionally shifts every 1-2 years to promote cross-departmental awareness and to increase new and fresh ideas. Since its inception, WARM Hearts has been sponsored by Dr. Sue Carlisle, Vice Dean of the SOM at ZSFG.

Outcomes: WARM Hearts is well-recognized by top leaders at UCSF as a unique way to promote equity and inclusion. Since starting the group, it has been led by women of color across multiple UCSF departments at ZSFG (Family and Community Medicine, Medicine, Pediatrics, and Psychiatry). The group has provided a strong source of peer support, and increased cross-departmental engagement at ZSFG. After the UCSF SOM Eye-Opening Event on Women in 2015, this group presented UCSF leadership with a succinct summary of several practical solutions to improve inclusivity for women, including 12-weeks paid family leave across the SOM.

Bio

Dr. Christina Mangurian is Professor and Vice Chair for Diversity and Health Equity in the UCSF Department of Psychiatry and Weill Institute for Neurosciences. Dr. Mangurian is an NIH-funded scientist whose research focuses on the integration of psychiatric and primary care, with a particular focus on reducing healthcare disparities among ethnically racially/diverse populations with severe mental illness. She is also Co-Director of UCSF’s 2015 Doris Duke Charitable Foundation’s Fund to Retain Clinical Scientists, which provides RAP grants to two faculty members annually who are undergoing significant caregiving burden that impacts their research. She is the recipient of the 2017 UCSF Chancellor's Award for the Advancement of Women and the 2018 UCSF Distinction in Mentoring Award (Associate-level).
Tung Nguyen, MD

Spotlight Synopsis

**Problem Statement:** Currently, there is no racial/ethnic majority group in California. By 2045, this will be true for the U.S. Consequently, health research that lack diverse participants will be limited in generalizability and impact. Additionally, the lack of diverse participants not only sustain health disparities but also worsens them.

**Interventions and Outcomes:** One major goal of the UCSF School of Medicine Differences Matter Initiative’s Research Action Group for Equity is to increase the diversity among research participants at UCSF. Thus far, we have collaborated with CTSI to conduct a joint Symposium on Minority Accrual to Research in 2017 with more than 200 participants and create a consultation service for minority accrual. Our group has also collaborated with CTSI to design a clinical trials website (clinicaltrials.ucsf.edu) that have the appropriate literacy level, culturally appropriate pictures, and with text in English, Chinese, Spanish, and Vietnamese.

Our Diverse eCohort project aims to increase the capacity at UCSF to recruit diverse participants to online studies. With the support of the Executive Vice Chancellor, we are collaborating with the Department of Epidemiology and Biostatistics, UCSF School of Medicine Technology Services, CTSI’s Community Engagement and Health Policy Program, and four community organizations, Central American Resource Center (CARECEN), Chinese Community Health Resource Center (CCHRC), Instituto Familiar de la Raza, and Rafiki Coalition. Our call for proposals led to 8 submissions, two of which will be provided with technological and community support to develop online research platforms that are multi-lingual and culturally appropriate and to recruit diverse participants to join these studies.
Bio

A bilingual bicultural Vietnamese American immigrant, Dr. Nguyen is the Stephen J. McPhee, MD Endowed Chair in General Internal Medicine and Professor of Medicine at UCSF, where he provides primary care to a diverse patient population and teaches students, clinicians, and researchers. He is Director of the Asian American Research Center on Health (ARCH) and Program Leader of the UCSF Comprehensive Cancer Center Cancer Control Program, and has conducted research to address health disparities, including 10 randomized controlled trials with limited English proficient Asian American populations. Dr. Nguyen is a Dean’s Diversity Leader in the UCSF School of Medicine Differences Matter Initiative.

Sharon Youmans, PharmD, MPH

Spotlight Synopsis

Problem Statement: UCSF School of Pharmacy needed an efficient and effective strategy to recruit students from disadvantaged backgrounds, underserved communities, and groups historically underrepresented in pharmacy. Programs and initiatives with high school students and early undergraduates are important and help plant the seed, but the yield from these programs was not where the school wanted to be.

Intervention: The School of Pharmacy now participates in the UCSF Interprofessional Health Post-Baccalaureate Certificate Program, joining the schools of medicine and dentistry in 2010. The goal of our program is to provide an academic experience for prospective students who have completed undergraduate coursework but need a stronger academic foundation to be competitive in applying to pharmacy school.
Outcomes:

• From August 2010 – May 2018, 35 students have completed the program.

• The acceptance rate into a school of pharmacy is 83% and into UCSF School of Pharmacy is 76%.

• Our program has been described as being “transformative” for our students.

• Exposure to graduate-level educational environment assists students with transition to a professional program.

• During the program students have an opportunity to learn how the professions of dentistry, medicine, and pharmacy come together as a patient care team.

• This program has been one of the most successful initiatives that have assisted the school in achieving its recruitment and diversity goals.

Bio

Sharon L. Youmans, PharmD, MPH, Vice Dean and Professor, received a PharmD from UCSF in 1985 and a MPH degree from San Jose State University in 2005. From 1986 to 2001 she worked as a pharmacist in hospital and community pharmacy settings in San Francisco. In 2001 Dr. Youmans was appointed to the faculty at UCSF. In 2013 she was appointed Vice Dean of the School and in this role oversees the school’s education mission and diversity initiatives.
UCSF Principles of Community

• We recognize, value, and affirm that our rich diversity contributes to the excellence of the University and enhances the quality of campus life for individuals and groups. We encourage one another to apply our unique talents in creative and collaborative work, take pride in our various achievements and celebrate our differences.

• We reject all acts of discrimination, including, but not limited to those based on race, ethnicity, gender, age, disability, sexual orientation, gender identity/expression, and religious or political beliefs, as affirmed by the UC Diversity Statement. We commit ourselves to fostering an atmosphere of equity and inclusion.

• We are committed to providing a welcoming campus environment where each person can benefit from the highest principles of openness and integrity. As a public university, we are committed to transparency in our dealings so that we may engender trust from all of our stakeholders.

• We affirm the right of freedom of expression within the UCSF community and commit to the highest standards of civility and decency. We are committed to maintaining a community where communication is courteous, sensitive, respectful and never demeaning.

• We will form a campus infrastructure that is responsive to the needs of our community. We have empathy for others, and will establish systems which address the needs of the one and the many.

• We affirm that each member of the campus community is expected to work in accord with these principles and to make individual efforts to enhance the quality of campus life for all.
PRIDE Values

**Professionalism:** To be competent, accountable, reliable and responsible, interacting positively and collaboratively with all colleagues, students, patients, visitors and business partners.

**Respect:** To treat all others as you wish to be treated, being courteous, kind and acting with utmost consideration for others.

**Integrity:** To be honest, trustworthy and ethical, always doing the right thing, without compromising the truth, and being fair and sincere.

**Diversity:** To appreciate and celebrate differences in others, creating an environment of equity and inclusion with opportunities for everyone to reach their potential.

**Excellence:** To be dedicated, motivated, innovative and confident, giving your best every day, encouraging and supporting others to excel in everything they do.
10 Actions to Ensure that UCSF is Inclusive for Women

If you see something, say something. Speak up on behalf of women. You set the tone - make a difference!
Pursue women applicants for open positions.

Recruit women seminar speakers and meeting presenters.

Regard female colleagues as peers and refer to them as women or by professional titles.

Include women in your networking.

Support women in achieving balance between career and family.

Schedule lab/department/unit meetings and social activities to be accessible and inclusive.

Champion policies that support women.

Recognize that women are diverse and that one woman is not the spokesperson for her gender.

Learn about unconscious bias and microaggression.

Uphold an inclusive code of conduct and behavior in all professional contexts.

For more information, visit: https://diversity.ucsf.edu

#oneUCSF
With special thanks to
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