



Department of Family Medicine
Diversity and Health Equity Program

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**



Diversity, Inclusion, Health Equity and Anti-Racism

Department of Family Medicine

Report 2022



Contents

I.	Land & Anti-Racism Acknowledgment	3
II.	Anschutz Medical Campus and the Department of Family Medicine (DFM) Background	4
III.	Diversity, Inclusion and Health Equity Team	5
IV.	Introduction	6
V.	Programs	
a.	Institutionalize Diversity, Equity and Inclusion	7 – 11
i.	Connect with DFM leadership	
ii.	Develop Equity Champions with the Department	
iii.	Communication with Internal Stakeholders	
iv.	Communication with External Stakeholders	
b.	Workforce Development	12 – 18
i.	Foster Diversity in the DFM workforce	
ii.	Faculty and Staff Hiring	
iii.	Residency & Fellowship Programs	
iv.	Support DFM personnel on DEI	
v.	Building a bench	
vi.	Mentoring	
vii.	Professional Research Assistant Support	
viii.	Social Justice Book Club	
ix.	Career Exploration/Pipeline Work group	
x.	Student Workers	
xi.	Welcome New DFM members	
c.	Community Engagement	19 – 22
i.	Black Community Awareness Response Team	
ii.	Aurora Health Alliance (AHA) Specialty Care Access Project	
iii.	AMC LGBTQ Resource Hub Project	
iv.	Student Engagement	
v.	Giving Back to Health	
vi.	Pandemic of Love Aurora	
vii.	AF Williams Nursing Student Project	
d.	Research, Evaluation & Dissemination	23 – 26
i.	Publications, Scholarships, & Grants	
ii.	Evaluating our Efforts	
iii.	DEI Incentive Pool	
iv.	Evaluating our Culture	



Land Acknowledgment

The Department of Family Medicine would like to express recognition of the original indigenous stewards of the land that the Anschutz Medical campus now occupies. We acknowledge the Očhéthi Šakówinj, Núu-agma-tənv-pę (Ute), Cheyenne, and Arapaho nations, their elders and future generations. This acknowledgement demonstrates a commitment to beginning the process of working to dismantle the ongoing legacies of settler colonialism.

Resources:

[Native-Land.ca | Our home on native land](#)

[Indigenous Land and Territorial Acknowledgements for Cultural Institutions \(landacknowledgements.org\)](#)

Anti-Racism Commitment

As the Department of Family Medicine builds out our diversity, equity and inclusion work, we want to include and center our commitment to promoting and institutionalizing an anti-racism framework within the department. We will work to decenter white narratives, culture and stories and elevate the experience, wisdom and stories of our Black, Indigenous and people of color communities. We acknowledge that the health industry has contributed to harmful practices that increased disparities and the Department of Family Medicine is committed to disrupting and dismantling them.



Background and Context

The mission of the Anschutz Medical Campus (AMC) is to be a diverse teaching and learning community that creates, discovers, and applies knowledge to improve the health and well-being of Colorado and the world. Anschutz Medical Campus is focused on educating upcoming medical professionals, conducting groundbreaking research, practicing innovative approaches to health care delivery and providing excellent direct patient care at two hospitals. Located on AMC, the School of Medicine hosts a globally recognized array of departments, institutes and centers dedicated to educating the next generation of medical professionals.

Among these is the Department of Family Medicine (DFM) which is dedicated to “helping people be healthier” by educating, nurturing, fostering, and enhancing those in the field of family medicine and the communities we live in and serve. The Department of Family Medicine has five (5) focus areas, each with specific goals:

- Patient Care – Providing outstanding care to patients;
- Education – Training the family medicine and primary care workforce;
- Research – Creating and disseminating new knowledge;
- Communities - Connecting with our communities to achieve health equity; and
- Diversity & Health Equity - To build and foster a diverse and inclusive team that reflects the communities we serve

Diversity and Health Equity Program

The Department of Family Medicine (DFM) holds diversity, inclusion, health equity and anti-racism (DEIA) as part of its core values. Our team wants our faculty and staff to be representative of the patients and communities we serve. As an inclusive department, we want everyone to feel valued, supported and integral to the important work we do despite their role or profession. We believe that diversity and inclusion are essential for excellence and required for solving the complex health problems in our communities. We must be bold advocates for our communities and take an equity focus to everything we do so that we can truly make our communities healthier.

Our Priorities

- Institutionalize Diversity, Equity and Inclusion for the DFM
- Workforce Development
- Community Engagement
- Research, Evaluation & Dissemination



DFM DEIA Team



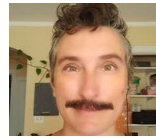
Cleveland Piggott, MD, MPH
Pronouns: (he/him/his)
Vice Chair for Diversity, Health Equity & Inclusion
for the DFM
Assistant Professor



Dionisia de la Cerna
Pronouns: (she/her/hers)
Research Instructor/ Data Evaluation
Associate Director



Heather Bleacher, MD, MPH
Pronouns: (she/her/hers)
Assistant Professor
Director of Health Equity for Clinical Affairs



Taryn Bogdewiecz
Pronouns: (xe/xem, they/them)
Business Services Senior Professional
Giving Back to Health Program Director



Lauri Connelly
Pronouns: (she/her/hers)
Research Services Principal Professional
Communications Manager



Gianina Horton
Pronouns: (she/her/hers)
Diversity, Inclusion, and Health Equity Specialist



Stephanie Mitchell
Pronouns: (she/her/hers)
Administrative Support Coordinator
Senior Administrative Support Coordinator



Department of Family Medicine

Diversity and Health Equity Program

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**

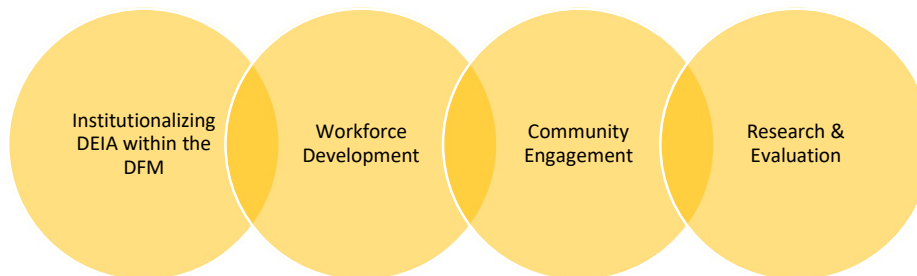
Dear Reader,

First, thank you for taking the time to read through the Diversity and Health Equity team's report. We hope it provides you with an understanding of our commitment to diversity, equity, inclusion, and anti-racism (DEIA). This work doesn't happen in silos, and we hope, as you read through this report, you find yourself interested and sparked to action to join us on this journey.

Overall, the University of Colorado's Department of Family Medicine believes we grow richer as a department by making sure we have a diverse and inclusive environment. This allows us to expand our consciousness by learning from each other, encouraging new knowledge, beliefs and expanding our point of view. We accomplish DEIA through providing effective trainings and policy and practice analysis that impact our professionals, teachers, and researchers. We are committed to providing more equitable health care for their patients and communities.

This report aims to provide a summary of the programs the Department of Family Medicine has implemented over the last two years. This document also acts a resource guide for those who want to take their work a step further. Our vision is to be a place that models DEIA throughout our own diversity and endless advocacy for social justice for our colleagues, our patients, and our community.

Our priorities include:



Thank you for taking the time to review this document.

Sincerely,

Cleveland Piggott, MD, MPH, FAAFP

Vice Chair for Diversity, Health Equity & Inclusion for the DFM

<https://medschool.cuanschutz.edu/family-medicine/Diversity-and-Health-Equity>



Institutionalize Diversity, Equity, Inclusion, and Anti-Racism (DEIA) within the Department of Family Medicine (DFM)

Institutionalizing DEIA into the Department of Family Medicine is one of our key focus areas that drives the work of the DEIA team. Our priorities include:

- 1) Connect with DFM leadership regularly
- 2) Develop a team of change agents
- 3) Form relationships with external stakeholders

Connect with DFM leadership regularly

People: Cleveland Piggott, Dionisia de la Cerda, Heather Bleacher, Taryn Bogdewiecz, and Lauri Connelly, Stephanie Mitchell

Focus: The DEIA lens was often neglected when important decisions were being made in the department. When the Justice League workgroup was created in 2018, a core priority was keeping leadership abreast of what we were doing in order to help facilitate culture change. We started with periodic meetings with DFM leadership which then evolved in the creation of a Vice Chair of Diversity, Equity, and Inclusion (VC DEI) in the summer of 2020. This position allows weekly touch points with DFM leadership and increased communication on all DEIA topics and decisions. It also gives a clear message that DEIA is valuable and will not be a temporary priority. The focus of our individual team members is detailed below.

Dionisia de la Cerda is the Data Manager for Practice Innovation Program (PIP). Using her relationships within the community, Dionisia is working to integrate DEIA and anti-racism into many aspects of campus initiatives. Dionisia co-founded the original Justice League initiative and is involved in the Office of [Diversity, Equity, Inclusion and Community Engagement \(cuanschutz.edu\)](https://cuanschutz.edu) (ODEICE) on the Anschutz Campus. As of July 2021, our team expanded.

Heather Bleacher has started helping us apply an Equity lens to the clinical work of the department. She has been integral in helping develop resources to incorporate health equity as a way of doing business both locally for the DFM clinics and more broadly through her work with the Practice Innovation Program. Officially, she is the Director of Health Equity for Clinical Affairs.

Taryn Bogdewiecz is a Professional Research Assistant at the University of Colorado Department of Family Medicine (DFM). [Xe](#) leads the Giving Back to Health Program, offering volunteer and donation



opportunities to help nurture a positive relationship between the University of Colorado and local community organizations.

Lauri Connelly is an occupational therapist by training and a clinical research coordinator. Lauri has a special interest in disability. Currently, she is responsible for the Disrupting the Status Quo blog, curating the Diversity and Health Equity website, and communicating DEIA opportunities to the department at large.

Stephanie Mitchell provides administrative support to the DEIA team, especially regarding Cleveland's schedule. We are thankful for her help as she supports a lot of separate groups and individuals here at the DFM.

Gianina Horton is new to the team and is the first person to serve as the Diversity, Inclusion and Health Equity Specialist. We look forward to having a full-time staff person dedicated to DEIA within the DFM.

Current and Next Steps: Our team will continue to meet with senior leadership regularly. There are many leaders in this department and finding ways to have them meet with DEIA leaders more regularly is essential. Hiring Heather Bleacher to be the Director of Health Equity for Clinical Affairs is one step we have recently taken.

Working in partnership with the VC ODEICE, Dionisia and Dr. Perry Dickinson we were able to add Inclusivity and Equity benchmarks for practices across Colorado who are participating in the Innovation Support Project (ISP). Dr. Dickinson is nationally known for his research in primary care, and the program currently works with practices across the state. You can read more about [Innovation Support Project \(ISP\) - CCHAP](#) and/or reach out Dionisia if you have questions.

As part of a small group of volunteers with [Aurora Health Alliance's](#) Specialty Care Access group, Dionisia, Kari Mader, Allyson Gottsman, and several students worked to examine Specialty Care Access in Aurora. You can watch the abbreviated presentation on the [AHA youtube channel](#).



Our 2019 climate survey gave us clues that LGBTQ+ folks needed more resources on campus. After meeting with Frank deGruy (previous DFM chair) and other leaders on campus, we were able to gather the support needed to hire a consultant and a student to help build the [LGBTQ+ Hub](#) in Feb 2021. This Hub is an example of how we take what we learn in our department and elevate the conversation to gain campus level support for systemic change.



Lastly, the hired DEIA personnel meet regularly to help plan and execute DEIA priorities. This diversity and health equity program leadership group is fondly referred to as the Justice, Equity, Diversity, & Inclusion (JEDI) council.

Getting involved: If you would like to champion DEIA work and lead it in your corner of the world, we are happy to support you in this work. Please reach out to one of us and we can meet and discuss your vision and needs for professional development. If you are not sure who to contact, simply send an email to dfm.dei@cuanschutz.edu. We will review it, and have the best person reach out.

Develop a team of change agents within the department to champion efforts

People: We have seen a lot of change in who is involved in this work over the past few years. Some of those who are most involved in a formal way (though certainly not all) have been mentioned throughout this report.

Formation/Focus: In order for the success of DEIA to be implemented across DFM, it's incredibly important for this work to include more than the core DEIA team. Improving the vocabulary, comfort, and skill as it relates to making a more diverse, inclusive, and equitable environment is needed to achieve our mission as a department. Efforts include standing meetings to teach on DEIA topics, workshops, and funding professional development. It's also important to note that our momentum has been challenged as it has been administratively hard to organize and people have competing priorities.

Current and Next Steps: We are encouraging DFM personnel to take advantage of the many events, lectures, workshops, and book clubs available to them. Many have engaged in the DFM Social Justice book club and attended its meetings. We have also continued to fund workshops on assorted DEIA topics. Many of these topics are presented at meetings to try and maximize and integrate DEIA into our culture. We have also created a DEIA incentive plan in which DFM paid faculty were eligible for starting in 2021. Lastly, we have tried to encourage this work through our communication strategy to help keep people aware and inspire them to take the next step. We will need to evaluate how successful we have been in creating a more inclusive environment. We will need to repeat our climate survey and continue to track changes made in diversity, equity, inclusion, and anti-racism.

Getting involved: The first step would be joining the social justice "book" club or [listservs](#). We also encourage you to do your own personal work and raise your hand when opportunities come up to learn and help. We also have a small bucket of funds we can use to support continuing education and professional development. Please contact dfm.dei@cuanschutz.edu if you have questions or ideas of engagement.

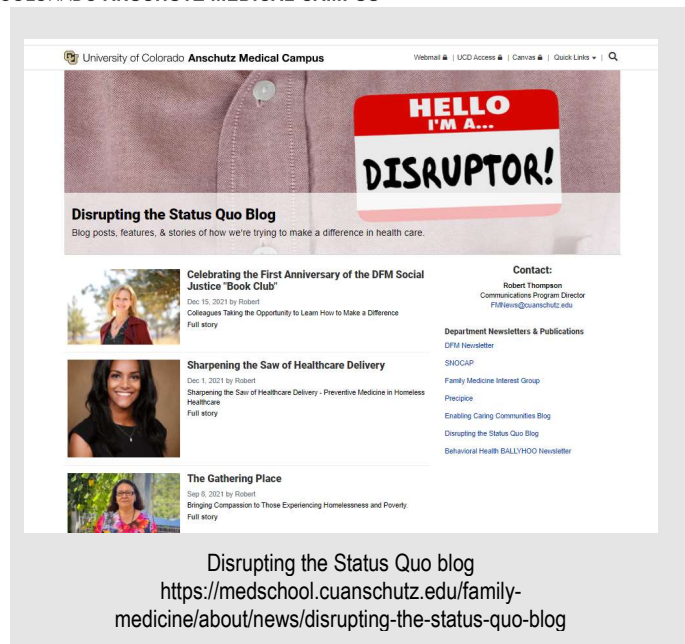
Communicate with internal stakeholders regularly

People: Lauri Connelly, Cleveland Piggott, Dionisia de la Cerda, Robert Thompson, and Taryn Bogdewiecz

Focus: Being a new mission area, it is essential to communicate and engage the DFM on issues related to DEIA. Currently, our efforts of DEIA focus has been the DFM website, Justice League listserv, Giving Back to Health listserv, and monthly/weekly communications to the DFM at large.



Current and Next Steps: We have taken a “yes, and...” approach to communication: using our [website](#) and [Disrupting the Status Quo blog](#), regular communication via department’s internal channels, [Justice League Listserv](#), meetings, grand rounds, and peer reviewed publications. Lauri Connelly has led efforts to keeping our website updated and evolving the Justice League listserv to hopefully find the balance of sending out timely information without overwhelming people’s inbox. We are excited to have been able to fund part of her time to continue this work in the coming fiscal year. Robert has been essential in helping with our communication plans. Cleveland has also begun a periodic newsletter to the Justice League listserv.



Taryn Bogdewiecz messages out bi-monthly opportunities through the Giving Back to Health listserv, along with any ad-hoc emails in between for current and upcoming opportunities to participate in community organizations. We continue to adapt and work on making sure our communications are meeting the needs of DFM members.

Getting involved: We could always use help with people creating and vetting content for our communication efforts. We could also use help with our welcoming committee for new DFM personnel (see workforce) so they are aware of what we do and how we can help them. Please contact dfm.dei@cuanschutz.edu if you have questions or ideas of engagement.

Form relationships with external stakeholders

People: Cleveland Piggott (special focus on School of Medicine DEIA leadership and family medicine organization on the state and national level), Dionisia de la Cerda (special focus on Aurora, [see Community section of report], Campus level initiatives, and Practice Innovation Program), Heather Bleacher (Practice Innovation Program and our DFM clinics), Linda Montgomery (Graduate Medical Education DEI), and Brian Bacak (UC Health and Patient line)

Focus: Our goal is to share best practices and help each other promote systemic change. For example, this has led to changes in hiring practices, incorporation of DEIA into performance review and promotion requirements, and publications.

Current and Next Steps:

Current collaborations on the state and national level include the [Society of Teachers of Family Medicine](#), [Colorado Academy of Family Physicians](#), [Colorado Association of Family Medicine Residencies](#), [Association of Departments of Family Medicine](#), and [Practice Innovation Program](#), [Vice Chancellor Office of DEIA and Community Engagement](#). Cleveland and Dionisia have been the main people at the table for many of these state and national collaborations which is not sustainable. Heather Bleacher will be



Department of Family Medicine
Diversity and Health Equity Program

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**

joining a committee at UCHHealth to address health equity in our clinics. Expanding our team and looking for others in the DFM to sponsor to be on committees and taskforces will be important. We are also planning to hire another team member who can serve as a program manager. Lastly, we are hoping to do more ability and disability work on the local level with Alicia Wong, MD.

Getting involved: We would love to have more people commit to this work. If you do feel you have the skill or time to do this, please contact dfm.dei@cuanschutz.edu if you have questions or ideas of engagement.



Workforce Development

As the second focus for the DEIA team, our priorities include:

- A) Foster diversity in the DFM workforce
- B) Educate and support DFM personnel on issues of DEIA

Foster Diversity in the DFM Workforce

Despite the DFM's mission to have a workforce reflecting the people we serve, in a Diversity Dashboard report in May 2021, Cleveland Piggott found that the DFM is below average regarding racial diversity when compared with other departments in the school of medicine (SOM). In 2018, nationally, 64% of faculty identify as white compared to 65% of CU SOM (note 18% of CU SOM demographics are unknown). At the DFM, in 2019, 89% (144/161) of DFM faculty identified as white and 86% (194/226) paid employees identified as white. The population of the Metro Denver area is ~65% white. If you would like to see the full report, please contact dfm.dei@cuanschutz.edu.

Though we recognize the importance of all types of diversity, there was a glaring gap in our DFM's racial/ethnic diversity. Our former Chair, Frank deGruy lamented our lack of diversity and charged our group with helping to change the Diversity and Health Equity (DHE) program to make changing the "face" of the DFM as one of our highest priorities. We realize this is a big undertaking as this lack of diversity is a trend nationally in all [healthcare fields](#). With that in mind, we focused our efforts in 2019-2021 on increasing our mission focused diversity in the DFM using the Association of American Medical Colleges (AAMC) Holistic Review as a model.

Faculty and Staff Hiring

People: Deanna Schroder, Cleveland Piggott, Linda Montgomery, Amelia Challender, Griselda Pena-Jackson, and Christina Hobson are current members of the team. Former members who played an integral role are Tristen Hall and Lisa Jensen. As of September 2021, Jennifer Carroll and Lydia Lyon joined our team.

Focus: Holistic Review refers to mission-aligned admissions or selection process that considers an applicant's experiences, attributes, competencies, and academic metrics. This has led to a better mission aligned with diverse medical schools. Given the gaps stated above, we were excited when our DFM was selected for the AAMC's [holistic review](#) pilot for faculty and staff hiring in 2019. Using the resources and structure of the pilot, we changed policies and created two documents, to help with the hiring process. This has helped streamline our process and has it been more mission aligned. To review these documents, please contact HR (Human Resources) or Cleveland Piggott.



Current and Next Steps: We will continue to track and monitor the diversity of our DFM personnel and make changes to our hiring tools and process as needed. For example, in 2/2022, 95% percent of candidates that have moved forward in any search have provided a DEIA statement. We will also focus on the recruitment and retention practices of our most immediate potential pipeline programs (residencies and fellowships). Our biggest challenge has been needing more guidance for hiring managers, helping them with best practices, and enforcement of our policies. We recently created a best practice guide to help these managers which you can receive by contacting DFM HR.

Getting involved: It is important to remember that our circles are like us. Being intentional about how and when we recruit from outside of our circles will be important. If you want to know more about the best practices for hiring, you can reach out to dfm.dei@cuanschutz.edu.

Residency & Fellowship Programs

Programs: As of 2021, the DFM is the sponsor for the University of Colorado Family Medicine Residency (UCFMR), Swedish Residency, Psychology Internship, Preventative Medicine Residency, and Occupational Medicine Residency. We also have several tracks in those programs and fellowships. Formal fellowships include Hospice & Palliative Medicine, Sports Medicine, and Addiction Medicine.

Focus: Each program is on their own continuum as it concerns issues of diversity, equity, inclusion, and anti-racism. Keeping programs aware of what is happening in the DFM and resources available to the office of diversity has been a priority. Given that the needs of every program are different, an individualized approach has been taken with the DEIA mission area focusing on recruitment and retention and encouraging programs to form their own DEIA teams.

Current and Next Steps: Cleveland Piggott met with every program during the winter and spring of 2021 for consultation on recruitment and retention processes with the hope that it allows time for programs to make changes in time for the upcoming season. Additionally, the goal of these meetings is to get a better pulse on where programs are on their DEIA continuum to help guide and provide support as needed. For instance, Hospice and Palliative care and the Psychology internship program are two of several programs that formed DEIA related groups this past year.

Getting involved: We encourage you to reach out to your program leaders to see how you can support continued DEIA efforts and encourage every program to have a written-out plan.

Educate and Support DFM Personnel on Issues of Diversity, Equity, and Inclusion

Though increasing diversity is essential, we must create and maintain an environment where people feel included, and equity is central to the work that we do. To accomplish this, we provided educational sessions to DFM personnel on issues of DEIA and focused our support on our mentoring and Professional Research Assistant (PRA) structures. We also use our justice league listserv to send out opportunities for learning and newsletter like blasts with definitions and information on issues related to DEIA. In the 2020-2021 academic year we focused on attending existing meetings (Faculty meetings, Staff Meetings, Research Meetings) to provide education and support regarding issues of DEIA. We also



tried to take advantage of system wide pushes for certain DEIA learning opportunities such as the Equity Certificate. A few members of the DFM are also working collaboratively with organizations on campus and locally to bring trainings and create systems that help achieve our education and support goal. We also worked with colleagues across the country to provide a [guidelines to incorporate DEIA and anti-oppression in presentations and materials](#). Lastly, we are also excited that we were able to use the DFM incentive plan to reward faculty for engaging in this type of work so that we can slowly change the culture of our department. Some of our larger initiatives are detailed below.

Building a "Bench"

Personnel: DEIA Teaching workgroup - Kelly Arnett, Ashley Sherrill, Lexi Targan, Brooke Dorsey Holliman, Mary Fisher, Deanna Schroder, Krista Walker, Christy Angerhofer, Heather Stocker, & Cleveland. The SOM (School of Medicine) Office of Diversity and Office of Diversity, Equity, Inclusion, & Community Engagement are also resources for trainings.

Focus: It is important that we have a shared language and culture regarding DEIA. Additionally, being able to apply these topics and reflect on them will be important. Certain topics are considered foundational in DEIA work: bias, allyship/upstander, privilege, microaggressions, intersectionality, and oppression. With oppression, systemic racism is also a core part of the work we want those in the DFM to not only be familiar with but be able to wrestle with in themselves and in their communities. These topics can be challenging to not only teach but also to put into practice. Helping us all grow in these areas and put an equity and anti-oppression/racism lens to the work we do is one of our ultimate goals. There is also a need to utilize resources in our community and campus to help us grow in these areas as there are too few people to teach on these topics and often fall on a couple of individuals which can be taxing.

Current and Next Steps: We have been trying to plug people into workshops and training held by the Office of Diversity and when we have outside speakers such as the Center for Health Progress. Making people aware of asynchronous opportunities such as implicit bias training has been a focus as well. Though Cleveland has provided or facilitated about a dozen of these talks and trainings over the past two years to DFM and SOM groups, there is a great need to expand. Therefore, in 2020, we created the DEIA Teaching Group which met about monthly with the structure of members rotating presenters, giving feedback on the presentation, and then being encouraged to present that talk in the next year. Some of the residency programs and fellowship groups have also created their own teams. UCFMR has a residency faculty teaching group created in 2020. We have also been incorporating anti-racism as a core aspect of trainings. Eventually, we will need to map out who has received what talks and when so that we have a standard process that we touch everyone with core DEIA topics at a reasonable interval (not too much, not too little). Heather Bleacher joining our paid team has also helped to build our capacity.

Getting involved: We will continue to work on building a "Bench" or larger starting lineup. The DFM Teaching workgroup will end due to poor involvement, but other opportunities exist with residency faculty and potential new hires. If you would like to commit to grow AND teach in these areas, please email dfm.dei@cuanschutz.edu.



Mentoring Processes

Personnel: Tessa Carlson, David Mendez, Lauren Hughes, Cleveland Piggott, and Melissa Johnson formed a workgroup in 2020 to bolster our mentoring processes in the Department. Recently, Deanna Schroder joined our group and we have been in regular communication with Kent Voorhees. Linda Montgomery joined in winter of 2021.

Formation: With the professional development group being put on hold with COVID-19 and the charge of that group being quite large, a small group was formed to specifically address needs of underrepresented groups here in the DFM. After several meetings, it was decided to focus initial efforts on improving the mentoring process for faculty and those in underrepresented groups in the Department. A review of our current DFM practices, literature review, and anecdotal stories helped guide the next steps. Elements from the gender equity survey and past climate surveys also informed our process.

Current and Next Steps: We have a good process for promotion mentoring and getting people to have a promotion mentor. We will be focusing on improving mentor matching, mentor training, providing structure to mentoring meetings. We also realized there is a need for consolidating resources for mentors and mentees and opportunities for group/peer mentoring outside of promotion. We plan to expand this team in the coming academic year and hopefully expand our scope. We also anticipate changes in leadership as Tessa Carlson will need to step away to continue her other responsibilities with ODEICE.

Getting involved: Please email dfm.dei@cuanschutz.edu if you are interested in getting involved.

Professional Research Assistant (PRA) Support

Personnel: Dionisia and Tristen Hall begin a PRA group, which Tristen currently maintains. Additionally, Jodi Holtrop, Lauren Quintana, and Miriam Dickinson are helping to think about how we can develop training. Deanna keeps her ear to the ground and updates us about campus level efforts on the HR (Human Resources) side.

Formation: PRAs vary significantly in their job description, skill set, and level of support from their faculty leads on projects. Many felt disengaged from the department as a whole and requested more professional development. To further support inclusion, the PRA group formed from discussion with Deanna about the existing PRA group. Tristen and Dionisia took it over and is now a department supported group – every new PRA is invited to it.

Current and Next Steps: Dionisia is working with Jodi, Miriam, Lauren, and Tristen to develop training to support PRA (Professional Research Assistant) data skills. She is also meeting regularly with various people on campus, including the Office of DEIA and Community Engagement to see how to elevate PRA professional development opportunities across the campus. The current plan is to take three to four PRA interested in growing their data skills and taking them through hands-on training over several months. Additionally, Dionisia aims to continue to elevate this conversation to the campus level, and

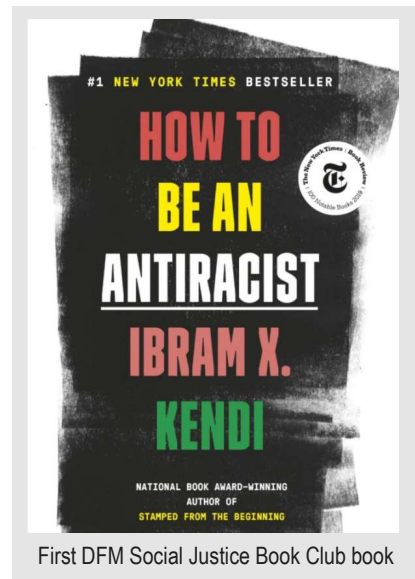


advocate for spaces for PRA to connect, and learn together. Finally, Dionisia is mentoring PRAs to develop skills and confidence in working on manuscripts and project data.

Getting involved: Please contact dfm.dei@cuanschutz.edu if you are interested in helping develop structures to ensure PRAs are provided professional development opportunities. Tristen is always looking for topics for the PRAs.

Social Justice "Book" Club

The DFM Social Justice "Book" Club was started in Spring 2020 by Heather Bleacher amid the most recent wave of social unrest triggered by George Floyd's murder and longstanding racial injustice. The purpose of the "book" club is for participants to explore diverse perspectives, interrogate their own beliefs about equity and inclusion, and to foster discussion in the DFM about how we can be champions for social justice. Through books, podcasts, movies, and other media we will be learning about many aspects of diversity including race and ethnicity, ability, gender identity, sexuality, and more. A sample of media covered so far includes: "How to Be an Anti-Racist" by Ibram X. Kendi, the podcast "Seeing White", and the film "Crip Camp". Sessions occur every 6-8 weeks (about 2 months), with multiple meeting times per topic.



First DFM Social Justice Book Club book

Current and Next Steps: We are hoping to reinvigorate life into this group. Though attendance was robust to start, this has been deprioritized by those who initially attended in Spring of 2020. Finding the right topics and materials that fit people's busy lifestyles (at a level that invites folks of various education levels and comfort with these topics) will be key and a continued challenge. We did a kickoff celebration fall of 2021 and are doing a focus on the Latinx experience to start of 2022.

Getting involved: If you are interested in participating, please email dfm.dei@cuanschutz.edu.

Career Exploration/Pipeline Work Group

Personnel: Tessa Carlson, Elena Broaddus, Don Nease, and Bethany Kwan formed a workgroup in 2020 to help create a structure for how we would do pipeline work in the DFM other than these one-off opportunities.

Formation: The SOM has many pipeline programs and there are many requests for people to get exposure to researcher, physicians, etc. Though there have been a few people in the DFM that routinely take students or other groups, there isn't a systematic process and ends up being a "who you know" type of situation which is not equitable. There is also not a clear path to help support these students in their growth and future careers in health care. To see pipeline work, pay-off is also an extremely long



process but we believe it is important to start. The group decided on its scope will be focusing on the research pipeline/career exploration of community college students.

Current and Next Steps: We will also be prioritizing individuals from backgrounds that are underrepresented in research: minoritized individuals, LGBTQ+ folks, and women. Finally, we are planning to incorporate a training component for hosting research groups around cultural competence/awareness of privilege. We'll have a training component for students. We want to cover some basic skills that will be helpful for them to have before engaging in any research work. Regarding any screening/selection process, the group is being thoughtful in their approach as they are trying to avoid being too exclusive. Recently there have been challenges with scheduling meetings and some members of the team had to leave for different jobs so the state of this group is in flux.

Getting involved: Please email dfm.dei@cuanschutz.edu if you are interested in getting involved.

Student Workers

Personnel: Dionisia has built relationships and created a support structure to bring in student workers to her projects. Ashley Sherril has been key in helping to mentor and support the student workers. The students themselves act as support systems for each regularly connecting to train or support the work.

Formation: Another way to change the workforce is via the pipeline; exposing students to the work we do and exposing DFM Faculty to a diverse group of students. Dionisia started with two students from Aurora Community College completing data entry for David Mendez' "Estudio Comutario Opioides Espanol" a study looking at knowledge of *Opioid Use in the Spanish speaking communities*. She now employs 5 students from several programs and schools.

Current and Next Steps: Since March 2020, 8 students have worked on projects. These students came from Aurora Community College, the [EURECA Program](#), an undergraduate research program, Metro State University, and Colorado School of Public Health. Students are exposed to how to work with research project data, are exposed to research teams, work on evaluation of our program, and work on community projects. Student work has involved the following:

- Project data support activities (building surveys, data entry)
- Collecting Surveys for Aurora Health Alliance Specialty Care Access project
- Supporting efforts for Black Community Health Awareness Response Team (BCHART), and
- helping manage the LGBTQ+ Hub creation, and operations.

Most of the students are being paid for their work, and most of the funding has been covered by work study or other programs (e.g., Office of Diversity, Equity, Inclusion, and Community Engagement).



Undergraduate Research


ucdenver.edu/lynxconnect/undergraduate-research

University of Colorado **Denver** Webmail UCD Access Canvas Quick Links

It's education through undergraduate research and creative activities and we call it EURēCA! Once you've discovered the possibilities, you'll see why.

The EURēCA! Program


The Education Through Undergraduate Research and Creative Activities (EURēCA!) Program is your connection to the support you need to succeed in research activities at CU Denver | Anschutz. We help with grants, student research jobs, and fellowships, and feature student projects at our annual symposium.



Research Grants

Apply for a EURēCA! grant to fund your research or creative project.


Explore Research Funding Options



Research Jobs

Faculty members are hiring student researchers like you.


Discover Student Jobs in Research



Other Opportunities

Find other research opportunities at CU Denver and beyond.

Connect to Other Opportunities



Research & Creative Activities Symposium

Join us and show off your work.

Plan Ahead to Participate in RaCAS

The EURēCA website

Getting involved: If you are interested in having a student worker contact dfm.dei@cuanschutz.edu, we have the support structure to support and train the student to complete basic research assistant task.

Welcoming New DFM Members

DFM HR (Human Resources) does scheduled check-ins with new hires for orientation, a one-month and sox-month DEIA check in. When these hires are announced to the DFM, Dionisia and Cleveland reach out to these individuals with a welcome and giving them information on the justice league listserv. Providing more check-ins around the 3 month and 1-year period is a future goal to make sure people are well connected and found a community here in the DFM. This extra check in point will be instituted in early 2022 for new hires.

Get involved: If you would like to be part of a welcoming committee, we would love to have you. Please contact dfm.dei@cuanschutz.edu for more information.



Community Engagement

We have a renewed focus on how we interact, work with, and engage with our communities. Specifically, our focus is the local community of Aurora. The DEIA mission area tries to complement the work done in the Community Mission area by having frequent meetings with the Vice Chair of Community, Don Nease. Our priorities include:

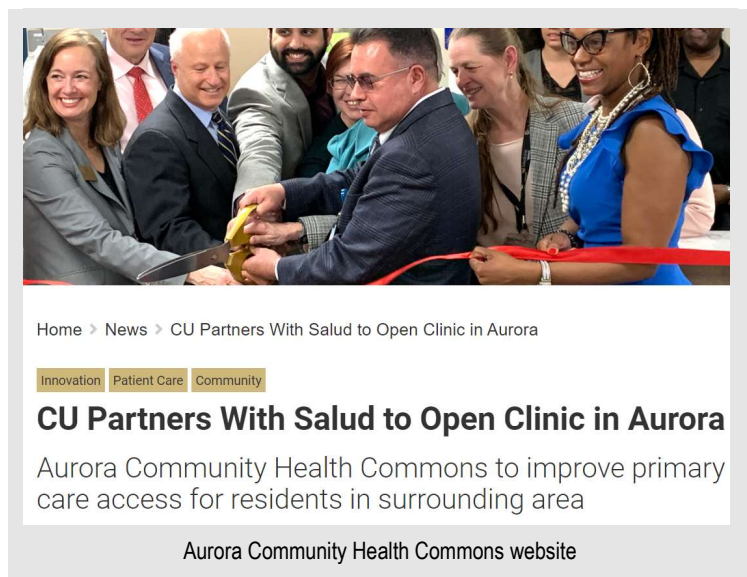
"If you have come here to help me, you are wasting your time. But if you have come because your liberation is bound up with mine, then let us work together." Lilla Watson

- 1) Advocate work with communities the DFM serves to achieve health equity
- 2) Champion community engagement and participation using DEIA lens

Aurora Community

As a large academic medical campus that sits in Aurora, CO, we are committed to making sure the equity work we do connect to the diverse community surrounding the campus. Our commitment to Aurora is demonstrated in the relationships we have built and the initiatives we focused on this last year. This does not include work by Dr Don Nease or multiple conversations with the planning of the Aurora Community Health Commons ([Aurora Community Health Commons](#)).

Formation: In January 2019, Dionisia set out to meet and connect with the Aurora community. Over an 18-month Connections Campaign, she met with dozens of people, and built lasting relationships with individuals both in Aurora, East Denver, and throughout the Anschutz Medical Campus, including the Colorado School of Public Health. These connections have led to several projects and created an open line of communication. Additionally, other members of our team have worked on various projects in the community.



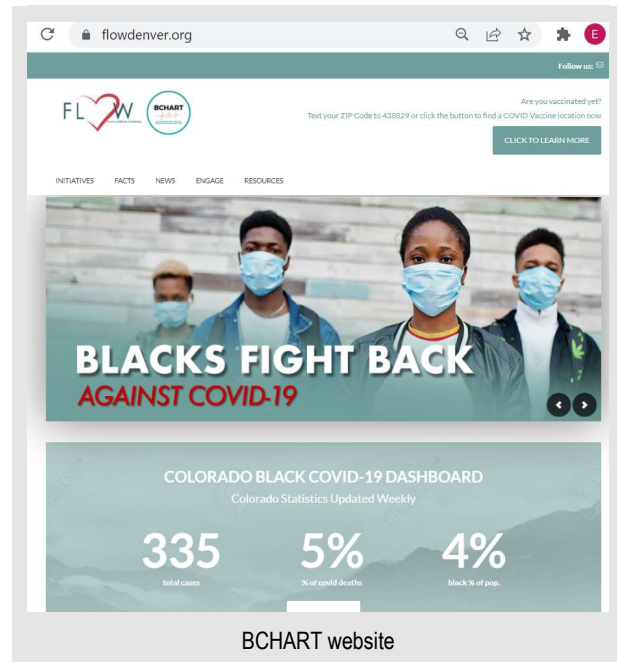


Current Initiatives and Next Steps: Below are some examples of current and past initiatives that came from that Connections Campaign. None would have been possible if not for the many other folks who

commit to the often-unfunded effort to get them going. However, the investment has led to invaluable benefits. The community is being seen and heard, and our team is learning from their wisdom along the way. These steps are critical to achieving health equity for patients. Many of these initiatives are still ongoing. So, if something piques your interest, please reach out as we are always looking for partners or others to champion the efforts.

Black Community Awareness Response Team

(BCHART) is a grassroots group dedicated to actively producing solutions to the problems that impact the Black community. Colorado Black Health Collaborative (CBHC) assembled this task force to approach the COVID-19 pandemic's impact on the Black Community in a culturally responsive way. We work closely with Dr. Regina Richards, the Vice Chancellor, Office of Diversity, Equity, Inclusion, and Community Engagement (ODEICE), and faculty member in the DFM. Regina and Dionisia wrote a grant to Caring for Colorado's **Together We Protect**, and were able to secure funds to pay BCHART educators. BCHART, and CBHC are always in need of volunteers who are Black, Indigenous, and/or people of Color to help with events. Allies are welcome to join efforts with the understanding that there is always a need for Black only healing spaces.



Aurora Health Alliance (AHA) Specialty Care Access Project Working with **AHA**, Dionisia, Dr Kari Mader, Allyson Gottsman, Clayton Hoffman, Eugene Ng, Maydha Kumar, and Emily Larson set out to understand specialty care access needs in Aurora, by gathering data from providers, and working on tangible solutions. This collaboration brought together clinicians, the Practice Innovation Program, and researchers. Project participants acted as volunteers for Aurora Health Alliance. You can view the final presentation [here](#).

AMC LGBTQ Resource Hub Project Conversations in our first year with stakeholders across campus demonstrated the need for a centralized **LGBTQ Hub**. In August of 2020, based on recommendations from our team, Dr. Richard's supported the creation LGBTQ+ Hub. Tessa Carlson from the ODEICE, Steven Burton, an MPH candidate, Ryan Acker, a community engagement consultant, and Dionisia, lead the project. The leadership team put out a campus announcement to recruit an advisory committee of about 10 to 12 people. The response was overwhelming with more than 125 people signing up to be involved. There are currently 6 advisory committees working (list the committees) on specific aspects of the HUB. These individuals represent all aspects of the campus, including the University, UC Health,



Department of Family Medicine

Diversity and Health Equity Program

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Children's Hospital, and the City of Aurora. The city of Aurora sponsored the virtual opening event, and the HUB is now open. You can read more about the Hub, its mission, and how to get involved [here](#).

Students Relationships with Community College of Aurora, the [EURECA](#) Program, and the Colorado School of Public Health, we were able hire our first two community college students, Sarai Morales, and Shanae Aerts in March 2020. We now have a steady stream of student workers working on a variety of projects. We aim to give students the opportunity to see what being a researcher looks like and gain skills. If you need a student for a project, we have the infrastructure to support them with training and task management. Reach out to Dionisia if you are interested in having a student help with a single task or a larger semester long project.

Giving Back to Health Our Giving Back to Health project, founded by Tessa Carlson, and now run by Taryn Bogdewiecz, highlights a different organization, or project each quarter. Our first organization was Casa de Paz, a local non-profit that provides a safe place for individuals coming out of the ICE (Immigration and Customs Enforcement) detention center in Aurora to come after release. We have also highlighted giving opportunities through the City of Aurora, The Gathering Place, Project Angel Heart, Rocky Mountain Welcome Center, and Paris Elementary School. New opportunities with organizations that we have already partnered with, or introductions to new organizations are posted on the website and shared in a bi-monthly newsletter. All are welcome to join our [listserv](#).

*Please note that the data below only reflects participation that was voluntarily submitted to the Giving Back to Health director; moving forward we will be using a more effective way of collecting this data.

Initiative / Organization	Amount Raised/Amount Donated/Participants
Book Drive, Holiday Cards / Casa de Paz	8 Books Purchased, 10 people were Holiday Card Contributors
School Supply Drive / Urban Peak	1-5 supplies purchased
Aurora Day of Giving / City of Aurora	5 in-person participants

Pandemic of Love Aurora Pandemic of Love is a mutual aid organization founded by a Shelly Tygielski, a woman in south Florida. At the beginning of the pandemic, she was seeing many people who needed help, and many people who wanted to help. She created a way to connect those individuals together to fulfil unmet needs. The program is now international, and our local Aurora program, along with the ODEICE, works to support the Aurora micro-community. Since September 2020, the initiative has connected about 70 people with 50 individual donors who have donated \$198 on average! We also received help from larger donors via the national organization. In December 2020, Colorado Access donated \$10,000 to POL Aurora to meet SDOH (social determinants of health) for their Medicaid clients to Pandemic of Love – Aurora. All total over \$54,000 was distributed to local people in need. To date, folks within the DFM or from our campus have donated over \$7000 to at least 30 people. If you would like to help locally, you can sign up [here](#). If you are interested in being part of the volunteer team, email pol.aurora.co@gmail.com.

AF Williams Nursing Student Project Martha Kalin, MPH, MSW who led our patient navigator program. With the pandemic, it was challenging to use these patient navigators. This gap was filled with a partnership we formed with the school of nursing. Beginning in summer of 2020 we had 1-2 nursing



students per 6-week block to do outreach and screening with our patients. Taking an equity approach to this outreach, the focus has been reaching out to those at higher risk for developing COVID-19, those who have screened positive in the past for the social determinants of health, and those with multiple chronic diseases. The medical knowledge the students add has been invaluable. Additionally, the

students benefit from this rotation as it is one of their few outpatient nursing experiences which has implications on the nursing pipeline to primary care. Dr. Cristina Rabaza will be taking over this initiative with Martha's retirement and tentatively plans to do outreach to our patients with diabetes from the Latinx community. Once we develop a system, this may be a great model to expand into other clinics.

Getting Involved: Commitment to the community takes time and requires showing up to see what is most needed. Our program aims to continue with all the projects listed above, and work to identify other ways that the DFM can show up for the Aurora Community. We hope to partner with the to be hired DFM Community Program Manager to stay in alignment with our mutual goals. We know the best work will be done when people use their knowledge and expertise to support efforts in communities where they find connection. We welcome any interest in our current initiatives. We are also actively seeking more Aurora allies in the DFM, i.e., folks willing and able to show up in the community and build relationships.



Research, Evaluation, & Dissemination

Diversity, Equity, Inclusion, and Anti-Racism (DEIA) work is becoming more of the standard of practice in academic medicine. Though many have promoted DEIA as the “right thing to do,” for it to be moved from a priority to a value in academia, sharing best practices and producing scholarship will be essential. Our goals have been to:

- 1) Promote scholarly work to advance the science of DEIA work
- 2) Seek funding to continue DEIA
- 3) Evaluate efforts of programs
- 4) Evaluate how the DFM culture reflects DEIA efforts

Publications, Scholarship, & Grants: Members of our team have published or supported others in their work regarding incorporating DEIA elements into research and evaluation. For example, Corey Lyon changed the way we teach residents quality improvement by adding moments for them to pause and consider elements of equity. Regarding publication, we had about 15 peer reviewed publications in the past year where DEIA was a central theme. Our hope is that this becomes a larger part of the work done in the DFM. Jen Carroll is leading the charge in helping build our research approach and portfolio regarding health equity. She has gathered a critical mass of individuals to help build their skills regarding health equity research with a special focus on grant writing (see Research and Evaluation Projects, below). Finding outside funding for research or other DEIA efforts has not been a strength of our Diversity and Health Equity Program, but we hope to change that.

We are also partnering with and working on DEIA in our own areas. As the Data Manager for the [Practice Innovation program](#) (PIPCO), Dionisia, along with Ashley Sherrill, have been co-leading DEIA efforts for PIPCO. In June of 2020, the program put out an [anti-racism statement](#). Dr. Perry Dickinson has made a commitment to doing better. One initiative involves applying an equity lens to the Milestone Attestation Checklist, an implementation tool in the [Innovative Support project](#); Dr. Rita Lee added Inclusivity and Equity items to the instrument. We will be examining the fidelity of the items, the successes, and challenges, identifying training needs

Practice Innovation Program
School of Medicine

Events Calendar

Home About Current Initiatives Get Engaged Previous Initiatives COVID-19

Innovation Support Project (ISP)
A support program for family medicine, internal medicine, pediatric, and OB/GYN practices who serve Medicaid patients.

ISP Implementation Guide (Interactive)
The ISP Implementation Guide is a resource for participating primary care practices to succeed in creating an advanced medical home. This guide provides a description of the ISP Building Blocks and concrete milestones to achieve the goal for each Building Block.

About Implementation Guide

Building Blocks
ISP practice transformation milestones are organized within a well-recognized framework. Bodenheimer's "10 Building Blocks of High-Performing Primary Care," with some modifications to reflect the ISP program's focus on Medicaid Alternative Payment Model.

Innovation Support Website



and using what is learned to update the program [Implementation Guide](#). We are excited to have Doug Fernald and Ashley Sherril as part of the evaluation team. They review data monthly, and plan to work on a publication that will speak to what is learned from this effort.

Additionally, we work closely with the Research team and have provided trainings on DEIA topics and meet regularly with the Vice Chair and Associate Vice Chair of Research to support their DEIA work.

Getting Involved

We need people who are experts at what they do in research and evaluation to apply an Equity lens to their existing work, and we need people who are brave enough to try something, to then be willing to write about it, so others can learn that this work takes time, commitment, and humility. If you are interested in helping those who are working on initiatives develop a manuscript, or you have an idea to apply an equity lens to your own work, please reach out. You can also join the [DFM Health Equity Research Listserv](#) to learn more about recent papers and endeavors happening with this area of research focus.

Evaluating our Efforts: We have tried to be intentional about measuring the work we are doing and have some basic evaluation instruments in place to track teaching and volunteer activities. These evaluations are sent to the presenters, so they can reflect, and improve their presentations. We have evaluations for about 20 presentations. To limit evaluation fatigue, we have limited the frequency of sending out evaluations on our presentations of repeat talks. Additionally, led by Dionisia, we have helped evaluate other DEIA efforts happening in the department and the family medicine community. Two such examples are the DEIA Residency Teaching Group, and the Anti-racism survey done by the Society of Teachers of Family Medicine. Future steps include more of a comprehensive evaluation plan and helping our newer team members form their goals and strategic areas with evaluation in mind.

Part of our evaluation process involves consistent tracking of our progress and how that reflects our stated goals, such as, who receives awards in the DFM by gender and race, how are we doing at recruiting and retaining diverse personnel, if our leaders represent the overall make up of our DFM by gender and race. E.g., Awards: from 2008-2011, the DFM gave out 25 individual awards. Out of those 25, only 1 person identified as BIPOC (4%). In the last three years, that percentage was now 18% people of color but still less than the 22% in the DFM that identify as BIPOC. We hope tracking this will help DFM personnel look at how they give out awards and how individuals and groups may be overlooked for their achievements.

DFM Diversity, Equity, Inclusion, & Antiracism (DEIA) incentive pool: To help change our DFM culture, in 2021, we started the DEIA incentive for faculty based on the rules put in place by our DFM incentive program. Though we have over 120 faculty that would theoretically be eligible for the incentive based on their employment status, about 60 people completed the survey for the DEIA incentive pool. We are taking what we collected, along with the survey for the DFM Community program's incentive, and will be providing a summary of activities, and efforts in the coming months. We hope to use what we learn to identify places we have a lot of effort, and more importantly, areas where few or no people are contributing. E.g., for the committee, and teaching out of the 60 people who responded, only 13 and 7 respectfully are spending the most time on these tasks. For posters, presentations, and publications, there are less than 10 people contributing to this area. We expect this to mean that we have a few



individuals diving in deep into this work but still have a large group with minimal to limited engagement in DEIA efforts in the department. We are working closely with the Community mission area to look at who is engaging, by bringing in demographics details (e.g. race, faculty rank), and where people are engaging. We hope to use this information to help encourage more engagement in areas not being addressed, or getting more support in areas where only a few people are showing up.

Evaluating our culture: Our first effort in evaluating the work was a climate survey for the department. You can read about it [here](#). Dionisia de la Cerda led these evaluation efforts and partnered with other colleagues and students on this work. The results informed us of our strategic priorities and trainings such as our ongoing microaggressions and upstander trainings that has been done for staff, residents, and faculty. However, the climate survey is now a few years out of date. The Anschutz Medical Campus, through the Office of Diversity, Equity, Inclusion, and Community Engagement, is performing a campus wide climate survey in the fall of 2021. Pending the response rate and findings of DFM personnel, we may need to do a repeat DFM specific climate survey in 2022. Disseminating this information is also important. Dionisia has partnered with other departments to help them create their own climate surveys.

We also realize it will be challenging to accurately reflect our climate with any current survey given the stress associated with an ongoing global pandemic. Other approaches being utilized are an open-door policy and making ourselves more approachable to members of the DFM as issues arise. We have also started making exit interviews more opt-out instead of opt-in so we can hopefully act on the information we get from employees.

Additionally, in 2021, we were instrumental in making campus wide changes to PRiSM. This will give us more information on what is happening regarding DEIA and our culture at the DFM.

Current and Next Steps

Evaluation – This year our program was included in the DFM Incentive pool. To determine who would receive the incentive over 60 people.

Research and Evaluation Projects Our team is currently working on a logic model to better align our efforts and display our vision. Heather Bleacher is working on a project assessing needs at the clinics.

Jen Carroll has begun leading a 4-part research development series for DFM investigators, “Research to Address Health Equity, Racism, and Social Determinants of Health Program.” The goals of the series are to build awareness and knowledge, provide reflection and discussion, and help set specific goals for developing research ideas and proposals that intentionally address DEIA and embed DEIA in all research proposals. At the time of this report, three of the four parts in this meeting series have occurred. The January convening of the health equity course included a discussion on funding opportunities throughout various stages in faculty careers; the February convening concentrated on community impact in health equity research projects. These discussions were led by Jen Carroll and guest contributors and were attended by approximately fifteen members of the Department of Family Medicine research faculty and staff. This course also includes participants’ identification of SMARTIE goals, with time dedicated to follow-ups and updates for faculty. Many participants’ SMARTIE goals included research addressing primary care interventions in underserved populations, providing



participants with an opportunity to utilize the health equity awareness gained through this course to inform their future research.

Cleveland Piggott and Jen Carroll presented to the monthly DFM Research Group a strategy for systematically embedding equity and inclusion into our research project goals. Using the SMARTIE tool guides writing of project goals to be more inclusive of traditionally marginalized people and to include elements of fairness and justice to address systemic injustice, inequality, or oppression.

For our improvement programs in PIPCO, we have begun a more systematic review of the evaluation designs of the programs to include specific elements that address DEIA (such as the inclusion of DEIA items in the program's milestone activities described above). These changes have the potential to bring DEIA attention and action to hundreds of primary care practices and practice facilitators across Colorado.