UWMF Board of Directors

July 21, 2021, 4:00 - 6:00 PM

WebEx: https://uwhealth.webex.com/uwhealth/onstage/g.php?
MTID=e697a436d8eb2ee742a21bc9d48eb1ec5
Meeting number: 120 312 8423 // Password: 072121

**ADVANCE MEETING MATERIALS ARE POSTED FOR REFERENCE. OCCASIONALLY, THE POSTED MATERIALS DO NOT REFLECT CHANGES MADE SHORTLY BEFORE OR DURING BOARD MEETINGS. THE FULL BOARD MINUTES ARE THE OFFICIAL RECORD OF FINAL BOARD ACTION**
## Agenda

### 4:00 PM
1. **I. Call to Order**  
   Dr. Alan Kaplan

### 4:00 PM
2. **II. Consent Agenda**  
   Dr. Alan Kaplan  
   - Approval  
   - Meeting Minutes from June 23, 2021  
   - UWMF Retirement Plan Committee - Faculty Representative  
     - Attachment - UWMF Retirement Plan Committee - UWMF Faculty Representative Nominee

### 4:01 PM
3. **III. Joint Venture/Subsidiary Entity - Member (UWMF) Board Appointment Protocol**  
   Dr. John Frohna, Ms. Kelsie Doty  
   - Discussion/Approval

### 4:15 PM
4. **IV. Anti-Racism/Diversity, Equity and Inclusion (DEI) Update**  
   Ms. Shiva Bidar-Sielaff  
   - Update/Discussion  
   - Presentation - Anti-Racism/DEI Update

### 4:45 PM
5. **V. Closed Session**  
   (Materials Available To Members Only)  
   Motion to enter into closed session pursuant to Wisconsin Statutes section 19.85(1)(e), for the discussion of the following confidential matters, which for competitive reasons require a closed session: review and approval of closed session meeting minutes, SwedishAmerican Health System update, review UW Health preliminary year-to-date financial performance; review and discuss physician compensation model; and pursuant to Wisconsin Statutes sections 19.85(1)(c) and 19.36(10) review of UW Health CEO performance.

### 6:00 PM
6. **VI. Adjourn**
Attachment

UWMF Retirement Plan Committee
UWMF Faculty Representative Nominee
Date: July 21, 2021

To: UWMF Board of Directors

Re: UWMF Retirement Plan Committee (RPC)
Faculty Representative Nomination

Due to a July 1, 2021 RPC Member - Faculty Representative retirement there is a vacancy on the RPC. The nominee will complete the remainder of the Faculty Representative member vacancy ending December 31, 2022.

UWMF Retirement Plan Committee Nominee

Dr. Joshua Medow
Department of Neurological Surgery – Neurosurgery

* * * * * * * *
Anti-Racism/DEI: Update

Shiva Bidar-Sielaff
Vice President, Chief Diversity Officer
July 2021
• FY21 Vision & Strategies
• Level Setting
• Progress to date
• Key Takeaways & Next steps
Diversity, Equity, and Inclusion is now a foundational competency in our Corporate Strategic Plan.
Vision and Goals

Our Vision | UW Health is a leader in dismantling racism in ourselves, in our system and in our community

Our Path

Identity Change
Local/Internal
Create a culture of anti-racism and inclusion

Structural Change
Regional/Community
Deliver healthcare that is equitable and inclusive

Fully Inclusive
National/Advocacy
Reduce health inequities by addressing social determinants of health

Proprietary
FY2021 DEI Foundational Accomplishments Overview

**Goals**

Create a culture of anti-racism and inclusion
- Deliver healthcare that is equitable and inclusive
- Reduce health inequities by addressing social determinants of health

**Strategies**

1. Expand Professional Development and Training Programs
2. Demonstrate Leadership Support of Providers and Staff of Color
3. Integrate Equity Tools into Decision-making and Operational Process
4. Focused Investment of Time and Money into Communities of Color
Level Setting
Employee Recruitment & Retention by Race/Ethnicity

- Fewer Latinx and Black employees than Dane County population
- Only 8% BIPOC in management
- Higher turnover rate for BIPOC employees
  - Note: BIPOC turnover rates have been declining over the past year
Community, Patients, Providers and Staff Recommendations

Employee recommendations for improving DEI

Hire diverse people

A good leader must show they value diversity, equity, and inclusion

Direct the power of our resources in a way that could have a meaningful impact

Continue to educate and keep these topics top-of-mind.

Patient comments on race

Please hire more Black staff. It's important to me to have people who understand my experiences and can provide care with those experiences in mind.

Medical asst needs training on microaggression. She asked me where I was from. As a POC this is unacceptable even when prefaced by "do you mind if I ask.

Community members voices

I need to feel heard. Do not dismiss my concerns based on the color of my skin.

Racism, discrimination and institutional bias are key factors that impact health in Dane County.

Diversifying the health practitioners would be a healthy community for me.
Expanding Professional Development & Training Programs
DEI Learnings and Professional Development
DEI has expanded its learning and professional development tools, curriculum, and access points

DEI Learning Sessions
- Foundations of DEI
- Foundations of DEI Learning
- Understanding Culture
- Understanding identity and Intersectionality
- Understanding and Addressing Bias
- Moving from Cultural Competence to Antiracism
- Patient and Employee Discriminatory Behavior
- Microaggressions in the Workplace
- Triggers in the Workplace
- Using Equity Tools in Policy, Processes, and Decision-making
- Racial Wealth Gap and Structural Racism
- Understanding Privilege: Moving Past Guilt and Shame

Concurrent Leadership Roadmaps

Concurrent BIPOC Roadmaps

Planning/Assessment

Post-Learning Assessment and Evaluation

Source: DEI Department, June 2021

Proprietary
## DEI Roadmaps GANTT Chart

<table>
<thead>
<tr>
<th>Type of Roadmap</th>
<th>Department</th>
<th>Person Responsible</th>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>DE Alt-Skill</td>
<td>PA Program</td>
<td>Medical Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>DE Alt-Skill</td>
<td>Business Analytics</td>
<td>Analyst</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>DE Alt-Skill</td>
<td>Oncology/Clinical</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>DE Alt-Skill</td>
<td>Nursing</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>DE Alt-Skill</td>
<td>COO</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>DE Alt-Skill</td>
<td>CHS</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leader</th>
<th>Department</th>
<th>Person Responsible</th>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader</td>
<td>Ophthalmology</td>
<td>Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>Leader</td>
<td>Business Analytics</td>
<td>Analyst</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>Leader</td>
<td>Nursing</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>Leader</td>
<td>Lab Services</td>
<td>Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>Leader</td>
<td>COO</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>Leader</td>
<td>Neurology</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>Leader</td>
<td>ENT</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>Leader</td>
<td>Urgent Care</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>Equity/Learn</td>
<td>Multi-Cultural</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>Equity/Learn</td>
<td>Health and Wellbeing</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>Equity/Learn</td>
<td>Diversity</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GEPIH</th>
<th>Department</th>
<th>Person Responsible</th>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEPIH</td>
<td>Surgery/ médica l</td>
<td>Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>GEPIH</td>
<td>Days of Healing</td>
<td>Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>GEPIH</td>
<td>Health</td>
<td>Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>GEPIH</td>
<td>Women's Health Initiative</td>
<td>Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>GEPIH</td>
<td>Demographics</td>
<td>Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>GEPIH</td>
<td>Urgency</td>
<td>Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>GEPIH</td>
<td>Access to Care</td>
<td>Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mac Longterm</th>
<th>Department</th>
<th>Person Responsible</th>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mac Longterm</td>
<td>NCI/ DCC</td>
<td>Director</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>Mac Longterm</td>
<td>V.B.S.P.</td>
<td>Quarterly</td>
<td>In-Progress</td>
<td>1/1/21</td>
<td>6/30/21</td>
</tr>
<tr>
<td>Mac Longterm</td>
<td>Nursing</td>
<td>Director</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
<tr>
<td>Mac Longterm</td>
<td>CHS</td>
<td>Quarterly</td>
<td>Not Started</td>
<td>1/1/21</td>
<td>12/31/21</td>
</tr>
</tbody>
</table>
Investing in
Diversifying Our Staff
Allied Health Education and Career Pathways Updates

• Health Occupation Professions Exploration (HOPE)
  • Youth HOPE participants and HOPE summer interns (virtual in 2020/21): 267 participants/63 interns
  • Welcoming HOPE college interns back in person in July - 7

• Current UWH Apprentices across all programs 2020/2021: 74 participants
  • 87% BIPOC
  • 91% First time education post high school
  • 100% Meeting one or more under-represented demographics
  • 99% Success in attaining a transferrable credential
Supporting our Providers & Staff of Color
Expansion of Employee Resource Groups

There are over 125 employees participating in ERGs in Madison.

1. Asian/Asian American/Pacific Islander* - 21 members
2. Black/African/African American - 23 members
3. LatinX - 12 members
4. Military Service - 16 members
5. Women’s Leadership - 31 members
6. LGBTQ+ (QUILT BAG) - 23 members
7. BIPOC Resident Group - Coming soon

*Launched 3/1/2021

Proprietary
Enhanced Employee Support
DEI has extended its support to employees, providing supportive check-ins

Referral Sources
- Employee Relations
- Patient Relations
- Employee Resource Groups
- Leadership Referrals
- Self-Referrals

Types of Reports & Support Provided
- Discrimination
- Microaggression
- Retaliation
- Bias based on role
- Gender Transition
- Navigating Conflict
- Resource Connection
- Job Transfer Support
- Wrap around support- When Patients Cause Harm to Employees
- Is what I experienced okay and/or normal
- Empowering and Affirming Employee Voice

Proprietary
Integrating Equity Tools into Policies & Practices
Equity Tools
designed to guide leaders through process of reflection, evaluation to improve workplace culture of inclusion and mitigate unintended consequences of bias in decision-making and operational practices

Equity Toolkits Developed:
✓ Equity in Interviewing and Hiring
✓ Equity in a Policy Review Process
✓ Inclusive Language Resources
✓ Workplace Culture of Inclusion Assessment and Improvement
✓ LGBTQ+ Resources for Coming Out in the Workplace
✓ Developing an Equity Lens Competency
✓ Equity in Data Collection and Analysis (in progress)
✓ Antiracism in Action (in progress)

A Few Highlighted Partnerships:
✓ Nursing Product Council – embedded questions to assess equity impact for all product reviews
✓ Employee Advisory Council – embedded equity lens into application process
✓ Child Injury Prevention – centered equity in multidisciplinary team protocol
✓ Ambulatory Registered Dieticians – redesigned interview template to incorporate equity-focused questions
✓ EHS and Wellbeing – developing Equity Lens Learning Roadmap
✓ Quartz – facilitated Culturally and Linguistically Appropriate Services (CLAS Assessment) as clinic system partner

Training, Consultation, Assistance
on customizing equity tool templates to meet departmental needs

Workplace Culture of Inclusion Assessment and Improvement
(longer term engagement)

✓ Integrated Approach with Performance Management and Organizational Development

Highlighted Partnerships:
✓ Department of Ophthalmology – facilitated survey, focus groups, interviews and now implementing 18-month DEI Learning Roadmap
✓ Department of Neurology – facilitating survey, interviews and will develop proposed DEI Learning Roadmap based on results

In Development:
✓ Ear, Nose, and Throat Clinics
✓ Urgent Care

8 Equity Toolkits developed

29 depts, stakeholder groups served

4 Assessments, Roadmaps in process
Addressing Health Disparities: Goal Focused Investment of Time and Money into Communities of Color
CHNA Priority Focus: Maternal and Child Health

- WI has the worst disparity in the nation
- Dane County Health Council shared goal:
  - Reduce inequities in low birthweight & infant mortality
  - Support healthy birth outcomes for African American women

- Social Determinants of Health (SDoH) is a priority
  - UW Health invests in SDoH through innovation, programmatic collaborations/community advocacy, and charitable giving
Social Determinants of Health Assessment & Referral Timeline

FY21
- Board approved DEI and Antiracism Plan
- Community Giving for BIPOC Orgs
- Connect Rx WI Planning

FY22
- Community Health Needs Assessment
- Pediatric Test of Change (proposed)
- SDOH Care Model and Business Planning

FY20
- Board approved Community Health Implementation Strategy
- Community Engagement for MCH
- Community Giving Redesign

Nov 21
- Connect Rx WI Go-Live

FY23
- SDOH Primary Care Expansion (proposed)
Trust-based Giving

Funding in key areas of overlap between DEI and community health improvement priorities

Prioritizing organizations that have historically had access to the least resources

Deep partnerships

Increased budget allows for transformational contributions
Examples of Key Anti-Racism Contributions

**Capital Campaigns**
- Center for Black Excellence and Culture
- Urban League of Greater Madison’s business hub
- Centro Hispano of Dane County

Others to be announced later this year

**Leadership Gifts**
- Centro Hispano of Dane County
- Focused Interruption Coalition
- Foundation for Black Women’s Wellness
- YWCA of Madison

**Stabilization Funds**
- Latinx Consortium for Action
- F.O.S.T.E.R.
- Urban Triage
- Freedom, Inc.
- Meadowood Health Partnership
- Nehemiah
- Progress Center for Black Women

Proprietary
Embedding DEI in all our work: 2021 Performance Evaluation

The self-evaluation, to be completed by all employees, includes four questions.

1. Please comment on how you have met performance expectations and successfully demonstrated the responsibilities of your job over the past year.

2. Please comment on your growth opportunities related to your job responsibilities.

3. Diversity, Equity and Inclusion is a new foundational competency. How will you increase your knowledge of diversity, equity, and inclusion over the next year? For ideas on how to further your DEI growth please access the resource list link at the top of this page.

4. What are your current career goals? What would you like to learn more about in the coming year? How would you like to partner with your leader to be successful in reaching your goals?
DEI Department Planned Growth

In FY2021, the DEI Team incrementally built resources and tools to achieve board-approved goals; the Program Strategic Plan will initiate Phase 2 of sustained growth across the system.

**Phase 1**

- Implement 3-Year Strategic Plan
- Build 3-year plan/
  - Create additional tools/resources
- Implement leader training/
  - Execute community funding plans
- Build communication resources
- Grow team to support system needs and the work that lies ahead/
  - Increase funds available to lead board-approved community initiatives

**Phase 2**

FY2022 – FY2025
Key Takeaways & Next Steps

- Significant progress in creating resources and building foundation
- High level of engagement from faculty & staff
- Addressing social determinants of health is a priority for UW Health
- Currently working on DEI Program 3-year strategic plan (expected to be finished in early Fall)
- CHNA Board review & approval process will start in July
Thank you!