

UTMB Diversity Strategy & Performance Scorecard Template

Goals for the Academic Enterprise :

- Develop and sustain an internal and external pipeline of outstanding students, faculty, administrators and staff from underrepresented cultural backgrounds.
- Strengthen an educational curriculum that is supportive of diversity and inclusion objectives.
- Advance a research evidence base to inform disparity reduction initiatives.

Strategy		Metric/Outcome	Sponsor	Cost	Priority	Attained Performance to Metrics								Performance to Action Plans			
						Target	FY13	FY14	FY15	FY16	FY 17	FY18	FY19	% Attained	Status	Accountability	
People	Incorporate diversity and inclusion best practice, into all faculty hiring and advancement procedures to reflect availability pools in the qualified labor market.	One online toolkit is developed to provide units and departments with data and decision support tools to guide recruitment efforts and ensure OFCCP compliance															
		One learning opportunity addressing implicit bias is offered to department chairs, deans, and search committee members to advance diversity and inclusion in the hiring and advancement of faculty.															
		One "good-faith" effort per fiscal year to strengthen efforts to build talent pipelines (incl., Veterans and individuals with disabilities) in underutilized faculty job groups.															
Value	Enhance academic climate to promote the development of multicultural competence by offering educational resources and curriculum on cultural competencies for both faculty and student academic and professional development.	Diversity awareness is a component of the all school student orientation.															
		Broaden student educational curriculum to include one standardized university credit course addressing cultural competence across the four schools (pilot in GSBS by end of FY2017).															
Strategic Mgt & Growth	Collaborate with the Center to Eliminate Health Disparities to address health disparities and achieve equity in quality.	Implement one interactive forum to present evidence for racial and ethnic disparities, highlight model practices and facilitate dialogue among UTMB leaders to consider coordinated action for sustaining the successes implemented as a result of the DSRIP projects, particularly the REAL Data project.															

Goals for the Health System:

- Develop and sustain an internal and external pipeline of outstanding students, faculty, administrators and staff from underrepresented cultural backgrounds.
- Increase multicultural awareness and competency among health care providers to help ensure a uniform standard of care for a diverse patient population
- Drive multicultural partnership, outreach and engagement to serve the health and well-being of diverse populations.

Strategy		Metric	Sponsor	Cost	Priority	Attained Performance to Metrics								Performance to Action Plans			
						Target	FY13	FY14	FY15	FY16	FY 17	FY18	FY19	% Attained	Status	Accountability	
People	Incorporate best practices in diversity and inclusion, into all clinical staff hiring and advancement procedures to reflect availability pools in the qualified labor market.	One online toolkit is developed to provide units and departments with data and decision support tools to guide recruitment efforts and ensure OFCCP compliance.															
		One "good-faith" effort per fiscal year to strengthen efforts to build talent pipelines (incl., Veterans and individuals with disabilities) in underutilized job groups.															
Value	Implement one Culturally and Linguistically Appropriate Services (CLAS) Assessment toolkit to ensure that UTMB is compliant with the 15 national healthcare standards.	One toolkit developed and pilot testing initiated.															
	Review and develop policies to ensure responsiveness to the needs, preferences and expectations of patients and families from diverse cultural backgrounds.	Review 100% of clinical IHOP policies relative to D&I.															
	Develop policy mandating a zero-tolerance culture for inappropriate speech or behaviors, to reinforce a culture of trust (Patient Rights and Responsibilities).	One clause developed.															
	In accordance with Joint Commission standards, promote continuous learning and development to enhance customer service experiences with emerging patient populations and among staff.	100% of healthcare workforce receives education and learning relative to cultural competency and communication.															
	Participate in national hospital diversity benchmarking studies to establish a baseline and identify opportunities for continuous improvement.	Complete the AHA Equity of Care Benchmark Study of U.S. Hospitals															
Complete the Healthcare Equality Index (HEI) to obtain baseline knowledge about policies that are of concern to LGBT individuals and their families.																	
Growth	Collaborate with community leaders and groups to identify and plan outreach and health disparity education activities with the goal of reducing readmissions.	Development of one annual health education/ disparity reduction activity.															

Goals for Institutional Support:

- Develop and sustain an internal and external pipeline of outstanding students, faculty, administrators and staff from underrepresented cultural backgrounds.
- Effectively measure and evaluate organizational outcomes related to diversity and inclusion.
- Establish financial metric structures related to diversity and inclusion outcomes

Strategy		Metric	Sponsor	Cost	Priority	Attained Performance to Metrics							Performance to Action Plans					
						Target	FY13	FY14	FY15	FY16	FY17	FY18	FY19	% Attained	Status	Accountability		
People	Incorporate best practices in diversity and inclusion, into all staff hiring and advancement procedures to reflect availability pools in the qualified labor market.	One online toolkit is developed to provide units and departments with data and decision support tools to guide recruitment efforts and ensure OFCCP compliance.																
		Affirmative Action Plan is executed according to schedule per fiscal year (ongoing).																
		One "good-faith" effort per fiscal year to strengthen efforts to build talent pipelines (incl., Veterans and individuals with disabilities) in underutilized job groups.																
Strategic Mgmt.	Create and maintain robust accountability systems to inform strategy and practice and measure diversity related ROI.	Establish a process for periodic measurement and progress reporting by identifying what types of metrics are feasible, realistic and meaningful to the institution.																
		Implement institution-wide diversity climate assessment to establish a baseline with 10% response rate achieved.																
		Disseminate diversity climate assessment results and analysis and communicate recommendations for action based on findings.																
		One annual report is developed and disseminated per fiscal year to document performance.																
		One dashboard developed.																
Resources	Elevate supplier diversity as a key component of the diversity strategy.	HUB compliance education as part of institutional compliance training.																
		HUB Program is listed under Compliance in IHOP Policies.																

Goals for Recognition & Engagement:

- Develop and reinforce diversity infrastructure.
- Optimize institutional recognition of diversity and inclusion to build a national brand identity and awareness.

Strategy	Metric	Sponsor	Cost	Priority	Attained Performance to Metrics								Performance to Action Plans			
					Target	FY13	FY14	FY15	FY16	FY17	FY18	FY19	% Attained	Status	Accountability	
Develop structure for the office of diversity and inclusion to define product and service offerings.	D&I Structure established.															
Implement diversity and inclusion awareness building campaign as part of effort to establish a highly functional and self-directed diversity council that cuts across all areas of organizational life	Develop standard communication strategy for reintroducing the council and refreshing membership base in Partnership with the Office of the President.															
	One kick-off event launched															
Support employee and student resource groups as a critical element of D&I strategy.	Support development of one employee/student resource group, to include charter and operating plan (focus is on Veterans).															
Review and align isolated diversity related activities throughout institution to minimize duplication of efforts and link to diversity strategic plan.	100% of independent diversity activities are linked to strategic plan.															
Create diversity brand identity and awareness through the development of marketing and communications collateral, including social media presence	100% completion of communication action plan (including evaluation of existing marketing materials for consistency with core value of diversity).															
	Development of diversity council social media presence using 3 mediums (microsite, Facebook page and YouTube channel).															

<p>Develop campus wide education and recognition programs which promote a campus climate where all faculty, students, staff and contractors feel welcomed, supported, included, and valued by the University and each other.</p>	<p>Implement one annual recognition and engagement activity recognizing MLK (ongoing).</p>															
	<p>Diversity and inclusion content is included in one employee development training program with an increase in demonstrated knowledge and skills that reflect the principles of diversity and inclusion.</p>															
	<p>80% of executive and senior leadership receives appropriate D&I education and learning to establish one diversity goal.</p>															
	<p>Diversity council members experience one annual educational retreat to enhance development and learning relative to D&I</p>															
	<p>100% of new workforce is engaged in diversity education with an increase in demonstrated knowledge and skills that reflect the principles of diversity and inclusion.</p>															