



ANTI-RACISM

ROADMAP FOR

FAMILY MEDICINE

*A Focus on Governance & Addressing
Equitable Financial Practices*



Family Medicine Leadership Consortium Committee on Anti-racism

The Family Medicine Leadership Consortium is intended to facilitate information sharing, relationship building, and leadership for coordinated and/or collaborative strategic action on behalf of family medicine. In 2021 the consortium chartered the Committee on Anti-racism to foster collective action and aligned diversity, equity, inclusion and anti-racism work across family medicine. Participating organizations include:

American Academy of Family Physicians
American Academy of Family Physicians Foundation
American Board of Family Medicine
American College of Osteopathic Family Physicians
Association of Departments of Family Medicine
Association of Family Medicine Residency Directors
North American Primary Care Research Group
Society of Teachers of Family Medicine

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ACKNOWLEDGMENT

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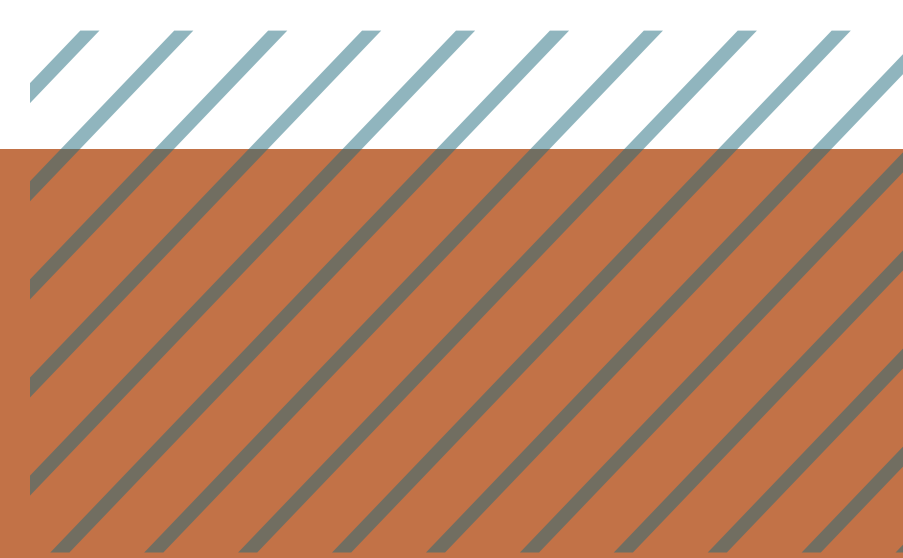


Introduction:

Purpose of the Guide

Established in 2018 to coordinate and organize an interorganizational approach to diversity, equity, inclusion and antiracism work across family medicine organizations, the Family Medicine Committee on Anti-racism is made up of leaders from the American Academy of Family Physicians, the American Academy of Family Physicians Foundation, the Association of Departments of Family Medicine, the American College of Osteopathic Physicians, the Association of Family Medicine Residency Directors, the Society of Teachers of Family Medicine, the American Board of Family Medicine, and the North American Primary Care Research Group.

FMCAR committed to developing an anti-racism framework, conducting a gap analysis and identifying opportunities where collective effort could move the needle within the specialty.



Defining Anti-racism

“The active process of naming and confronting racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably.”

—[AMA-AAMC Advancing Health Equity: A Guide to Language, Narrative and Concepts](#)



Family Medicine Anti-racism Framework



The Family Medicine Anti-Racism Framework was developed under the guidance of expert facilitators Monica Hahn, MD, associate professor, University of California, San Francisco; Edwin Lindo, JD, assistant dean for social and health justice, University of Washington; and Brittani James, MD, founding co-director, The Institute for Antiracism. It lays out key areas where systemic or structural racism could be creating unintended disparities and centers where organizations looking to disrupt racism and move towards creating more equitable and antiracist approaches could focus their efforts.

After a thorough literature review, FMCAR identified priority areas where targeted action could move the needle in Family Medicine.

Anti-racism Priorities for Family Medicine

Advocacy

- Adopt a Health in all Policies approach in advocacy portfolios
- Implement equity criteria and metrics in all advocacy decision-making frameworks
- Advocate for inclusive physician health and well-being prevention and burnout mitigation

Education

- Improve access to mentorship and development programming for URiM medical students & residents
- Encourage workforce diversity and inclusion work in all Family Medicine training settings
- Educate about bias and its mitigation

Faculty

- Dismantle the hidden curriculum which undervalues diversity work, URiM faculty and student experience.
- Actively support URiM faculty through recruitment and retention efforts targeting promotion support, mentor/sponsorship and access to grant funding.

Governance

- Create equitable access to leadership & advancement opportunities
- Embed equitable financial & hiring practices
- Intentionally direct resources to support anti-racist endeavors

Pathway

- Encourage holistic admissions processes along the training pathway (e.g. college, medical school, residency, fellowship)
- Support pathway programs for pre-college URiM students

Practice

- Routinely audit existing policies, practices and standard operating procedures through an equity/antiracist lens
- Encourage adoption of a culture of safety that includes actively addressing systemic racism
- Foster curiosity around disruptive workforce/workplace demographics

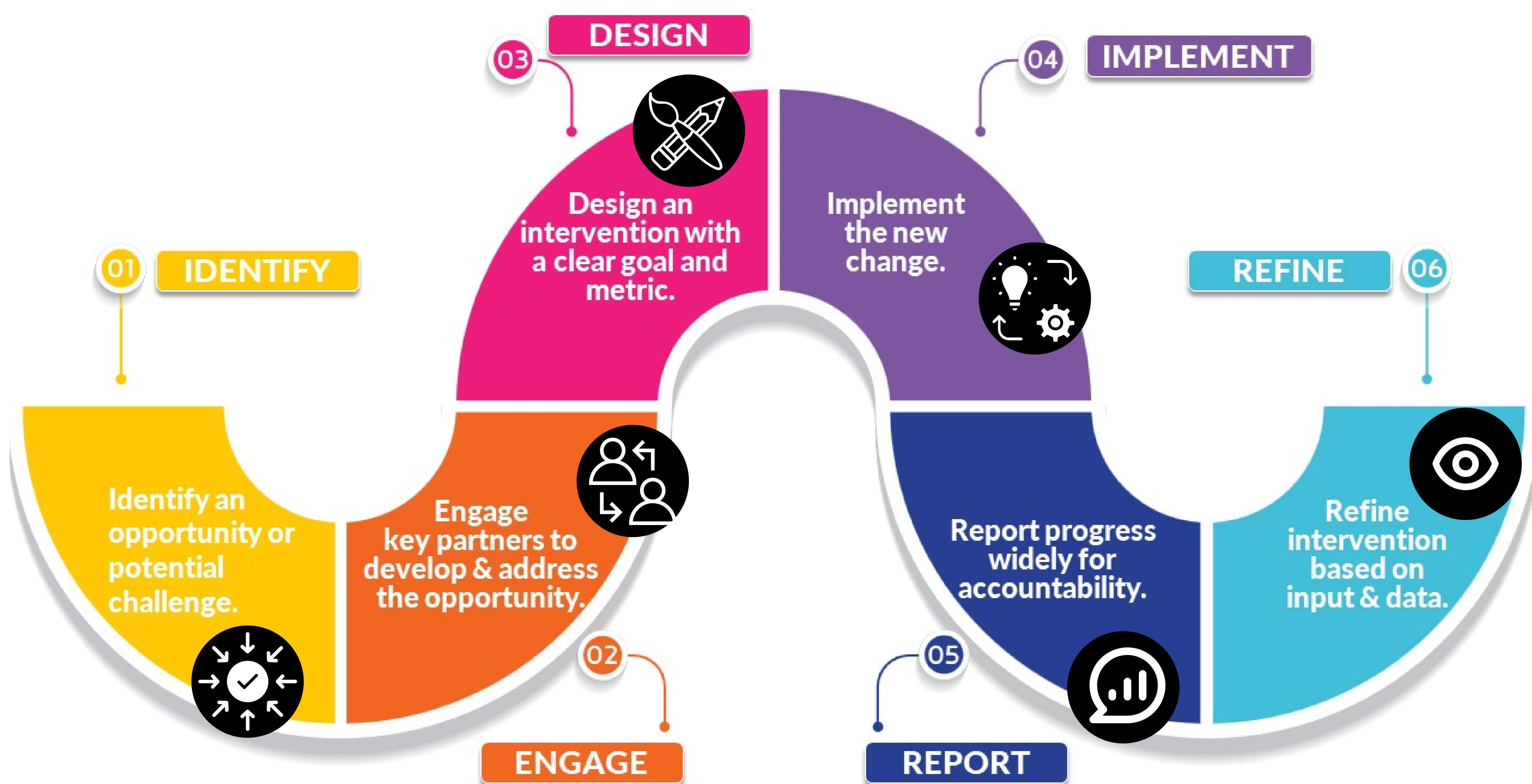
Research

- Adopt the National Institute on Minority Health and Health Disparities Research Framework
- Diversify medical journal leadership (e.g. editorial boards, peer reviewers)
- Leverage clinical research to examine structural barriers, not race, as a proxy for biology

The Change Roadmap

Anti-racism requires action and for many organizations that is going to require implementing a series of targeted change initiatives. There is no one right way to organize your organization's change management process; however, most teams will find having a shared vision of the process you will be using will make the process easier. Throughout this guide, we will use our Change Roadmap to guide you along the process.

The Change Roadmap is a six step process, but change is rarely linear so it is not uncommon for teams to need to circle back or repeat steps to improve their project, program or initiative.



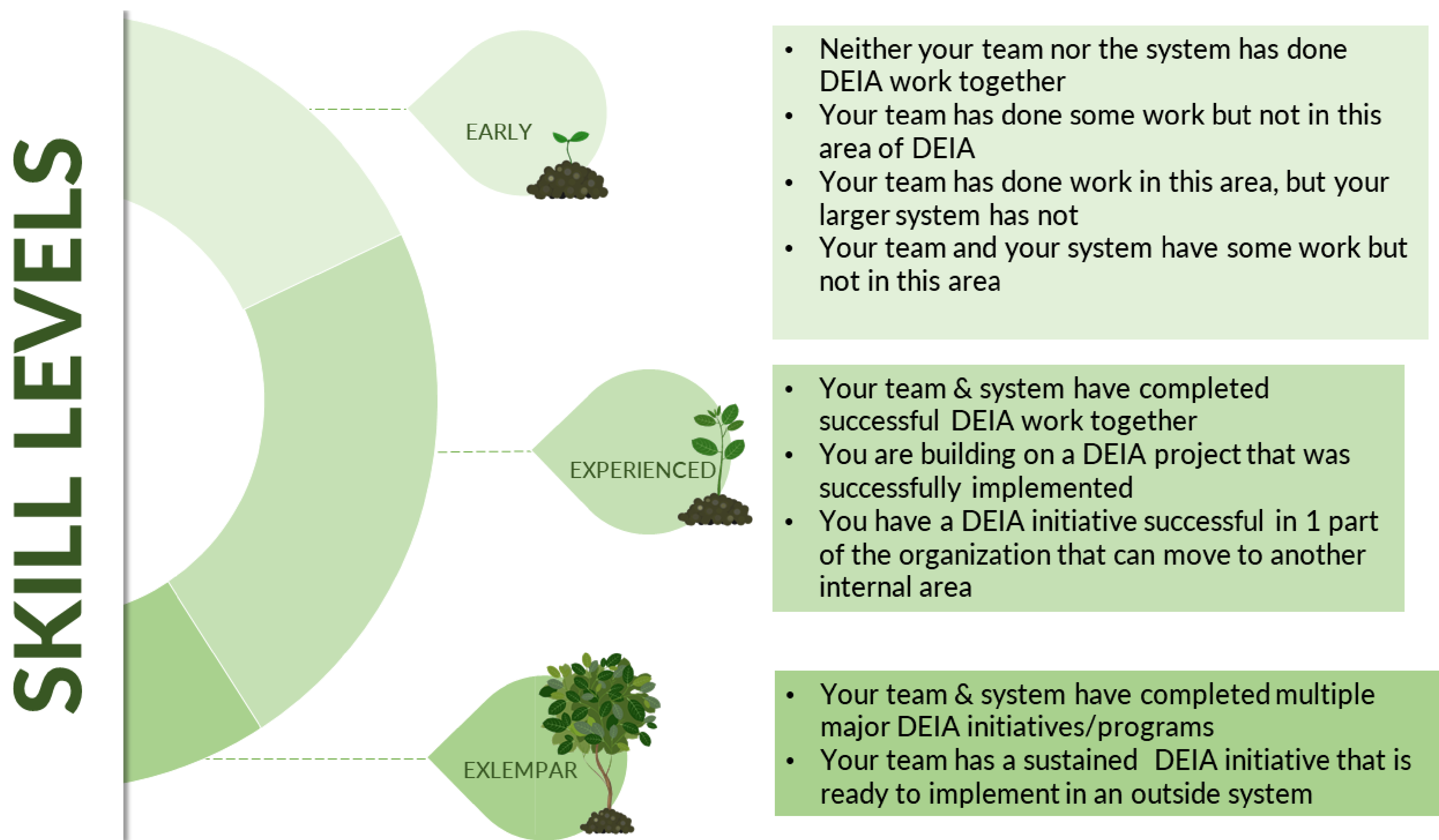
How to Use this Guide

This guide uses one aspect of the Family Medicine Anti-racism Framework to demonstrate how organizations could develop, design and implement sustainable antiracism activities. It is not meant to be a definitive list of all possible interventions or solutions, but to provide starting places to accelerate conversations and work.

We have organized the work by skill levels so that any organization can find activities appropriate for the level of commitment, resources and experience of the team. We expect most organizations to be in the early stages of making anti-racism changes, even if they may be experienced in more general diversity or inclusion efforts. This is normal! It is even possible for an organizations to be advancing at different rates in different areas.

Skill Levels

Each team will have its own unique set of skills, abilities and limitations. We believe any team is capable of making changes that advance anti-racism. We will present ideas and case studies describing how some organizations were able to make change. Use the following guide to get a feel for whether the intervention is aligned well with your team's current ability and skills.



A Word of Caution

This guide can feel overwhelming especially when we consider that it only addresses a fraction of the work we know needs to be done in this space.

- Don't let the large need deter you or your team from getting started. Often, **the best place to start is at the beginning** even if you think there has been work done before.
- Aim to **create small yet sustainable changes**. Focus your efforts on structural, not superficial, changes.
- This is **collaborative work** so expect it may take longer, generate conflict and at times be frustrating.
- Normalize having spaces for your team to **safely debrief and share their truths and experiences** throughout the process, even if it slows down the work.
- **Set targets and goals** so you don't get lost on side journeys or bogged down in details that derail reaching small tangible wins.



Addressing Equitable Financial Practices

Governance refers to the policies, procedures, practices and conduct expectations for a particular organization. It encompasses a wide range of topics including decision-making, leadership selection and management of the organization’s assets. Ideally, an organization’s governance is participatory; consistent with the rule of law; transparent; responsive; consensus-oriented; equitable and inclusive; effective and efficient; and accountable.

In our review, we found that there were three key areas that, if prioritized, could move an organization towards anti-racist approaches: leadership & advancement, equitable financial and hiring practices and intentionally directing resources to anti-racism efforts. Intentional provision of time, personnel, funding and decision-making authority can help to close the inequity gap and combat all forms of racism within the organization.



In this guide, we focus on equitable financial practice interventions by applying equity lenses when financial or resource allocation is involved in determining salary/bonuses, selecting investments/holdings, and allocating use of discretionary funds.

Equitable Financial Practices

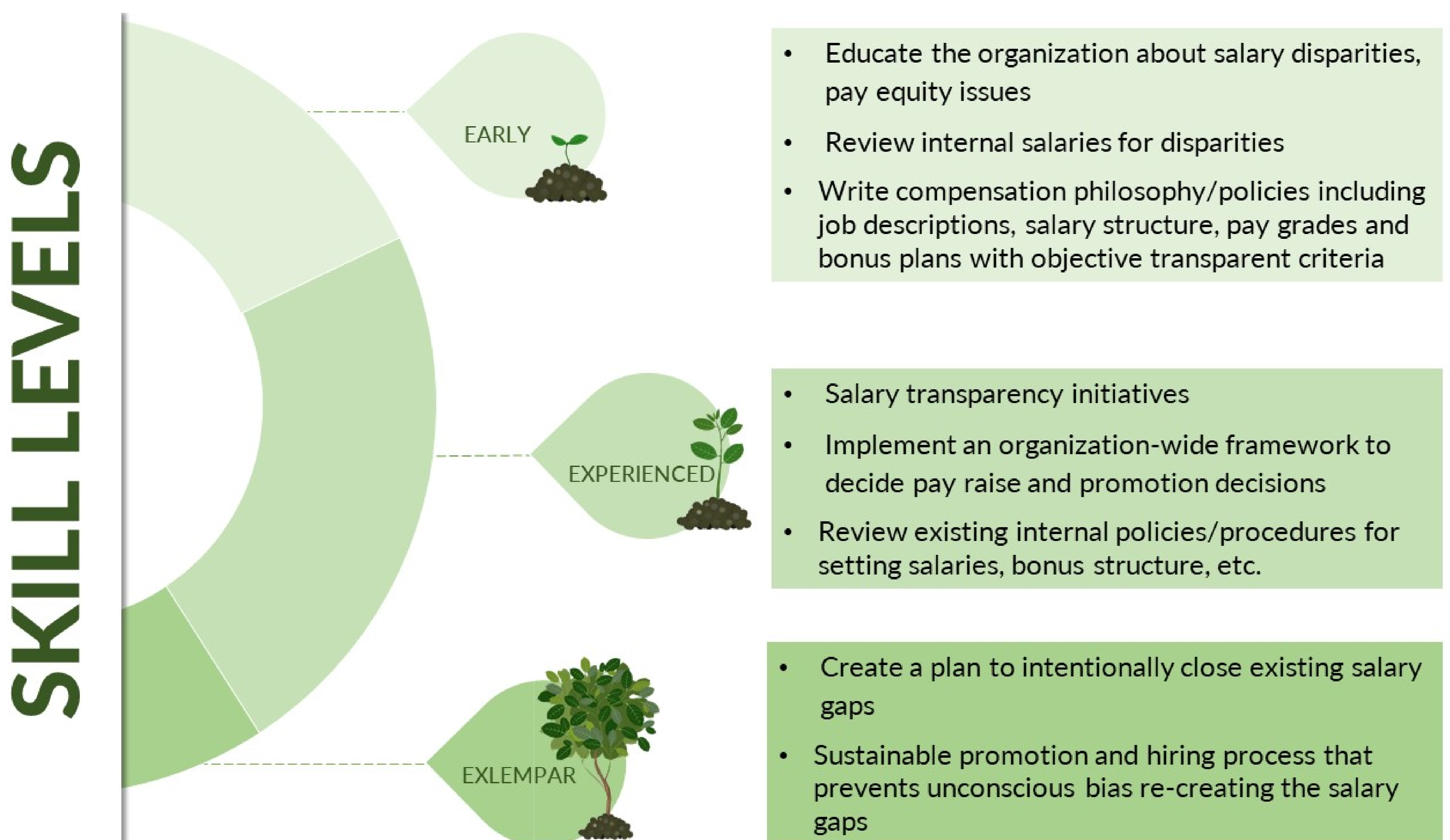
Salary & Bonuses

The Challenge/Opportunity

Often discussions of pay disparities are focused on the persistent gender pay gap; however, there are notable disparities that are amplified when race and ethnicity are also examined. According to a Pew Research Center analysis in 2022, women continue to earn 82% of what men earn which represents remarkable little progress since 2002 (80%). When amplified by the so-called “double gap” women from historically underrepresented and marginalized groups face an even larger gap with Black women earning 61 cents, Native women earning 60 cents and Hispanic women earning 57 cents for every dollar a non-Hispanic man earns in the same role. On average, Black women in the U.S. are paid 36% less than white men and 12% less than white women.

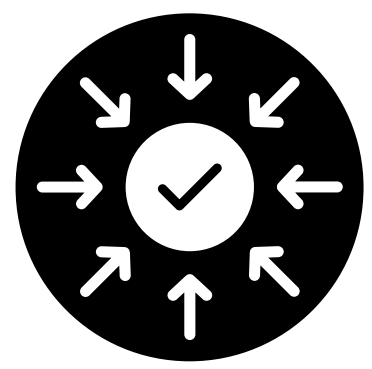
Ensuring that equal work receives equal pay regardless of an employee’s race, gender, ethnicity, age, religion or other non-job-related factors is the central tenet to pay equity. Employers can leverage antiracist approaches that intentionally uncover built in discriminatory practices, minimize biases in hiring, pay and promotion and ultimately eliminate wage discrimination.

Summary of Potential Interventions



Case Study

AAFP



IDENTIFY

Exploration

Making time to explore and identify pay and salary gaps is critical. One of the key challenges to pay equity is that often each new hire is handled as an individual negotiation or transaction without regard to what is going on in other parts of the organization. The same can occur when it comes to merit increases, bonuses or even promotion.

Education

Hiring managers may be unaware of the impact of their own implicit bias not only in the interview/hiring stage of employment but also in the salary and benefits negotiation. Educating managers about the inherent risks for certain groups such as women or Black individuals when attempting to negotiate salary is important.

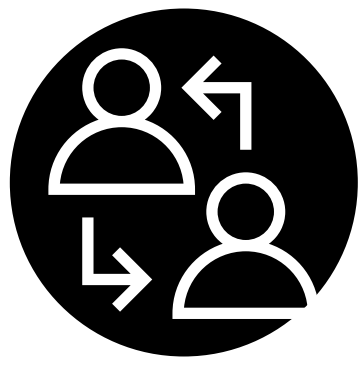
In addition, leveraging tools that identify compensation blindly based on job-related factors before reviewing applications along with establishing explicit objective criteria for how salary negotiations will be evaluated against those criteria before the process has begun.

Procuring Tools & Resources

Using transparent market-based tools and cross organization information can help mitigate the bias by not requiring a negotiation by offering the fair salary initially. Allowing the hiring manager to have access to negotiated salary outcomes for similar jobs and roles/titles helps to ensure equitable salaries and enhances pay transparency.

"Bargaining While Black: The Role of Race in Salary Negotiations" is a 2019 study done by Hernandez et al. In the study they demonstrated that participants who were racially biased expected black job seekers to be less likely to negotiate as compared to their white counterparts and when the black applicants attempted to negotiate the evaluators were less willing to make concessions and offered significantly lower starting salaries.

"by addressing the less-recognized causes of racial pay inequality in the workplace, companies can attract a more diverse workforce and better leverage it (by compensating employees fairly and developing a reputation for doing so) in the quest to attain sustained competitive advantage"



ENGAGE

Consider an External Evaluator

Engaging the team to do the work is often easiest when using an external evaluator to provide objective feedback using a wide variety of inputs. In the AAFP audit, the external consultant combined information from review of the organization’s policies/procedures, website and materials, as well as interviews of staff and members to create a snapshot of the current situation.

Invite a Wide and Diverse Team

By engaging such a wide and diverse audience, they were able to capture a more complete picture of the situation and offer targeted feedback for improvement. Sharing this feedback with the participants and allowing them to prioritize and craft a performance improvement plan was key to getting buy in and cooperation. While at times it can feel risky to engage such a wide group of people to provide insight and input into your organization’s practices, that willingness to be vulnerable and transparent signals to those you serve that you are not simply appearing to do work but also willing to be held accountable since so many now know what you are discovering as opportunities.



DESIGN

On-going Intentional Engagement

Inviting the team you have engaged intentionally to help solve the identified challenges is a major benefit of doing that difficult work upfront. An example of how this intentional engagement worked well occurred during the review of the policies around bonuses and merit pay increases. As managers participated in the report out sessions, it became clear that some were more skilled and knowledgeable about the process for identifying and successfully delivering bonuses based on having an exceptionally successful year. As a result, the distribution of bonus and merit pay didn’t appear to be equitable.

Because the leaders were involved in the discussions, the senior leadership was able to develop and roll out a more balanced approach. The new approach included a wide range of inputs and resulted in a significant improvement. The new policy has a clear set of expectations which is uniform across the organization, a process with the necessary software to document it clearly and the staff—both managers and employees, were trained in the key aspects such as goal setting, communication and feedback.

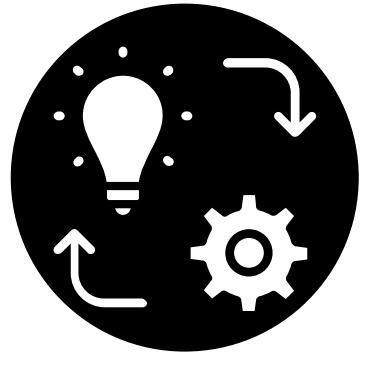


Bright Idea



Gender Equity Workshop

As the internal work around pay equity was underway it quickly became obvious that our members, family physicians, were also experiencing this discrimination. Working closely with an external subject matter expert team, a workshop to raise awareness and provide practical strategies to mitigate bias in pay equity was piloted and then delivered to physician volunteer leaders. Based on the success, additional content is being created including a focused look at the intersection between race and gender and its impact on pay equity. The ability to quickly engage the Board and leaders was in part driven by their heightened awareness to our on-going work and keeping them engage and informed along the way.



IMPLEMENT

Manage Change

Implementing the new changes are hard. Even when everyone is on board and wanting the change, it requires inertia and on-going commitment to lean into doing the new process or following the new procedure. To address the hiring process gaps required some significant changes to the overall hiring process. From increased HR involvement ahead of the job posting, setting proper salary expectations early, providing contextual data that allowed hiring managers to understand both what the market is and what is the internal impact of hiring at a certain rate. This required updates to existing policies and procedures and in some cases initially led to role confusion and delays.

Encourage Feedback

By keeping the engagement high through on-going focus groups with hiring managers and feedback about the new hire process, the experience continues to improve.



REPORT

Communicate Often

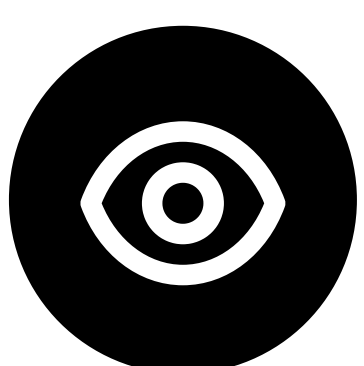
Keeping the organization in the loop at regular intervals of the progress being made is important. In this case, to ensure accountability, AAFP chose to name the work in the strategic plan and track its progress in the organization-wide tool.

Support Accountability

Leaders, managers and employees were all able to see progress at any time through the shared digital tool and regular reports of progress are shared during routine meetings. This attention to accountability helped keep the organization on target, allowed for additional input/insight at challenging steps along the way as well as provided visibility to further develop trust in the new processes.

Track Data

When considering what data to collect or track, keep in mind that you may uncover challenges. Some employers do not collect race/ethnicity data in a way that can be easily linked to other key metrics like time in rank/experience or salary. Additionally, other aspects like gender or LGBTQ+ may not be recorded either. If you are not tracking items such as who all was considered for a promotion in a given year, it would be difficult to know until much later who was routinely being overlooked or passed over. You may need to create a system that supports your more inclusive policies by reporting out data without needing to be asked—for example an annual review of all employees who have not been promoted or provided a raise in a set time period.



REFINE

Achieving pay equity isn't going to happen overnight, and you will need to be prepared to refine and improve as you gain more insight and become more sophisticated.

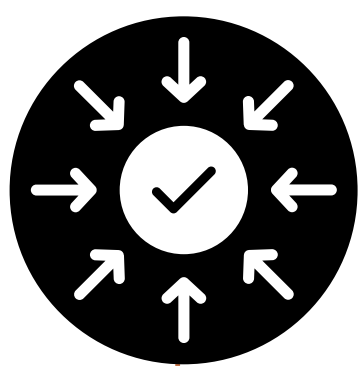


Case Study



ACOFP

Benchmarking jobs every two years is of significant importance for organizations. This practice is crucial to maintain a competitive edge, establish fair compensation practices, attract and retain talent, enhance employee engagement and productivity, and ensure compliance with legal requirements. By regularly evaluating and adjusting their salary structures based on industry benchmarks, organizations can foster a positive and equitable work environment, leading to long-term success and growth.



IDENTIFY

Acknowledge the Need

Start by recognizing the importance of benchmarking salaries against industry averages. Assess the current state of salary structures within the organization and any concerns or discrepancies that may exist. Gather input from key stakeholders (i.e. HR managers, department heads, and senior executives), to understand their perspectives and insights on the need for benchmarking.

ACOFP participates in an annual "HR Check-up" with a third-party HR organization. As part of this annual process, compensation is discussed, including plans to benchmark and adjust salary data.

Bright Idea



Subscriptions & News

The ability to identify the need to benchmark salaries can further be supported by key staff subscribing to relevant industry publications and organizations – and simply paying attention to the news. Inflation and jobs data is a common item reported on the news that merits further exploration to assess how one's organization is fairing given new environmental conditions.



ENGAGE

Engage a Third Party Expert

Identify and engage a reputable third-party consultancy or specialized firm with expertise in compensation benchmarking. Collaborate with the third party to establish clear objectives, scope, and expectations for the benchmarking process. Provide the third party with relevant data on employee salaries, job descriptions, and other pertinent information necessary for accurate benchmarking analysis.

ACOFP works with a non-profit association called HR Source that provides HR support services in Illinois. There are similar organizations in other states. After you identify your HR partner, set up a kickoff call to discuss objectives and timelines for the benchmarking project. It is also helpful to share any changes to your organization and jobs since the last benchmarking (i.e. restructuring, added roles, etc.).



DESIGN

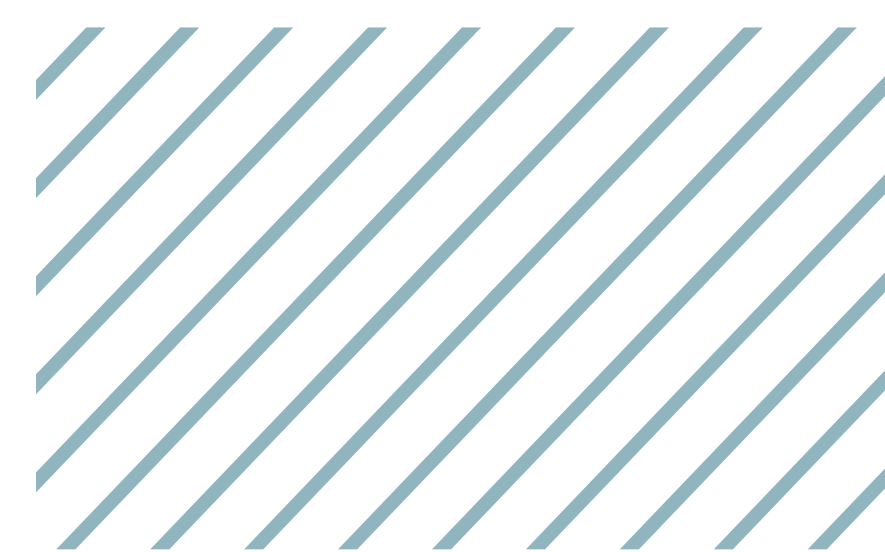
Design a Formal Process and Timeline

Establish a dedicated team or individuals within the HR department to oversee the process. Work with the third party to define the methodology to be used for benchmarking. Consider factors such as job titles, job levels, geographic location, industry, and company size. Develop a timeline for conducting benchmarking exercises every two years, aligning it with other HR processes such as performance reviews and budgeting cycles. Determine the sample size and selection criteria for jobs to be included in the benchmarking analysis.

Align on Methodology

Either as part of the kick-off call or subsequent communication, ensure there is agreed upon methodology with the HR organization. For ACOFP, the third party leveraged salary survey data to benchmark each job and create the following reports:

- Market Benchmarking Spreadsheet
- Competitive Pay Structure
- Pay Grade Assignments
- Payroll Analysis Report
- Sample Compensation Philosophy and Policy

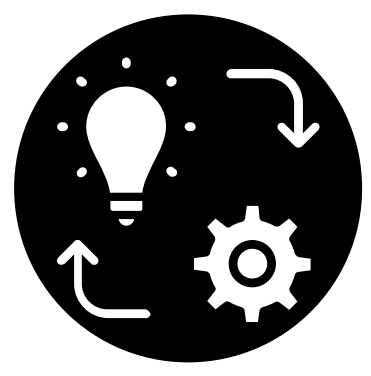


Confirm Data Sources and Access

Of particular importance at this stage is coming to agreement on what benchmarking survey data sources exist, how current they are and how these data sources will be used for each job being benchmarked. Some data sources may apply to some jobs, but not all, for example. Typically, several data sources are used for each job to ensure no one data set skews the benchmarking. Some data sources may be more heavily weighted in the analysis if they have a particularly strong sample size and/or are very targeted to the skills and requirements of the job. The HR benchmarking professional should advise on this step. A project plan is also key at this stage to outline key deliverables, timelines and roles and responsibilities.

Review Existing Job Descriptions

Lastly, as part of the design stage it is important to work with all staff to review current job descriptions. Solicit feedback and proposed edits for review/consideration. Provide updated job descriptions in tracked changes form so that the third party knows what has changed from the job descriptions last reviewed. This may affect weighting or types of benchmarking data.



IMPLEMENT

Implement Annual Salary Benchmarking

Communicate/reiterate the purpose and benefits of the benchmarking initiative to all relevant stakeholders (i.e. employees, managers, and leadership). Execute the benchmarking process according to the established timeline, ensuring data accuracy, confidentiality, and compliance with applicable laws and regulations. Analyze the benchmarking results and identify any gaps or misalignments between current salary structures and industry averages. Develop a plan to address any identified discrepancies, which may involve salary adjustments, benefits modifications, or other compensation-related actions.

This step may vary by organization depending on the decision-making roles and responsibilities. For ACOFP, benchmark data is used to compile the draft budget for ultimate consideration by the Finance Committee and Board. For ACOFP, the goal is to have most employees at or near the mid-point of each salary grade. Exceptions to this compensation philosophy include junior staff with limited, to no experience. For these employees, they must be paid at least at the 25th percentile, but likely below the 50th percentile.

Salary Benchmarking Resources

There are a number of salary benchmarking resources that you can use to research and compare salaries for various industries, job roles and parts of the country. Salary data can vary based on a number of factors so a best practice is to cross-reference information from multiple sources to gather a comprehensive understanding most closely related to your situation.

- **Glassdoor** (www.glassdoor.com): Provides salary information, company reviews, and interview insights shared by current and former employees.
- **LinkedIn Salary** (www.linkedin.com/salary): Allows users to explore salary insights for different roles, industries, and locations based on data shared by LinkedIn members.
- **Bureau of Labor Statistics (BLS)** (www.bls.gov): A U.S. government resource that provides comprehensive wage data and employment statistics for different industries and occupations.
- **Job Boards and Career Websites:** Websites like Monster, CareerBuilder, and Dice often feature salary information alongside job listings.
- **Industry Associations:** Many industry-specific associations conduct annual surveys and publish reports that include salary and compensation data for various roles within the industry.
- **Online Forums and Communities:** Websites like Reddit, Quora, and industry-specific forums often have discussions about salaries and compensation trends.
- **Salary Surveys:** Sometimes, companies conduct their own salary surveys and share the findings through downloadable reports or articles.
- **Payscale** (www.payscale.com): Offers salary data, compensation reports, and a salary survey tool to compare salaries based on job title, location, experience, and more.
- **Indeed Salary Search** (www.indeed.com/salaries): Provides salary estimates and trends for specific job roles and industries based on job postings and user submissions.
- **Salary.com** (www.salary.com): Offers salary data, compensation reports, and a cost-of-living calculator for various locations.
- **HR and Compensation Consulting Firms:** Firms like Mercer, Aon Hewitt, and Willis Towers Watson provide specialized compensation consulting services and salary benchmarking reports.
- **Local Chambers of Commerce:** Your local Chamber of Commerce might have resources or reports that offer insights into local salary trends.
- **Professional Networking Groups:** Participating in networking groups related to your field can provide opportunities to discuss salary trends with peers.
- **Recruitment Agencies:** Some recruitment agencies and staffing firms offer insights into market salary ranges for specific roles.

Note: These are examples of resources that could be used in your benchmarking work. Listing a website or organization here does not represent an endorsement of that company or their services and is provided for education purposes only.



REPORT

Document the Process for Accountability

Create a report documenting the benchmarking process, methodology, findings, and recommended actions. Present the report to relevant stakeholders (i.e. senior management, HR leadership, and department heads). Seek feedback and input from stakeholders to ensure transparency and alignment with organizational goals and values. Consider making the benchmarking report available to employees in a digestible format to enhance transparency and trust.

As part of the annual review process, the Executive Director lets staff know if their positions are receiving a salary adjustment above what the planned merit increase is for that year. This closes the loop to let each employee know their job is benchmarked and being properly compensated - or if an adjustment is warranted. Annually, ACOFP reports to staff any merit and/or benchmarking increases. They also receive a letter documenting their entire compensation. Staff often focus on their salary, but many organizations provide tangible benefits that comprise approximately 25% of their total compensation. Showing staff the total investment being made is another strategy to ensure employee satisfaction, engagement and retention.



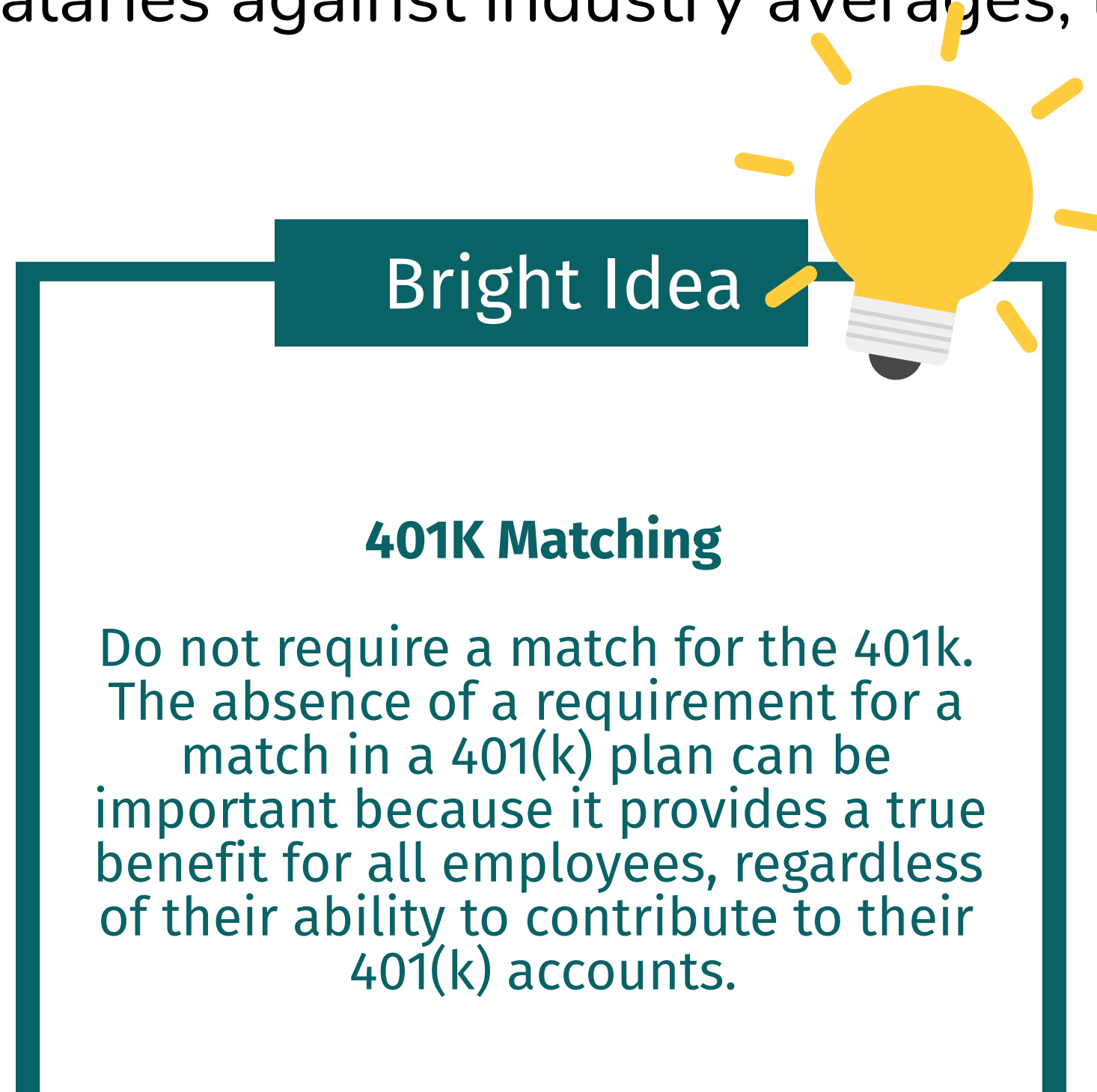
REFINE

Refine the Process with Each Annual Review

Evaluate the effectiveness and impact of the benchmarking process through regular assessments and feedback loops. Analyze the outcomes of any compensation adjustments made based on the benchmarking results. Incorporate lessons learned and best practices from each benchmarking cycle to enhance the accuracy and efficiency of future exercises. Continuously monitor industry trends, economic factors, and changes in the organization's structure to ensure ongoing relevance and validity of the benchmarking process.

On years where a formal benchmarking is not occurring, work with the third party to “age” the salary data. This will help ensure competitive pay and help identify salary adjustments needed above and beyond merit increases for each position.

By following the change roadmap, organizations can establish a systematic and accountable approach to benchmarking salaries against industry averages, leading to more equitable compensation practices.



Bright Idea

401K Matching

Do not require a match for the 401k. The absence of a requirement for a match in a 401(k) plan can be important because it provides a true benefit for all employees, regardless of their ability to contribute to their 401(k) accounts.

Equitable Financial Practices

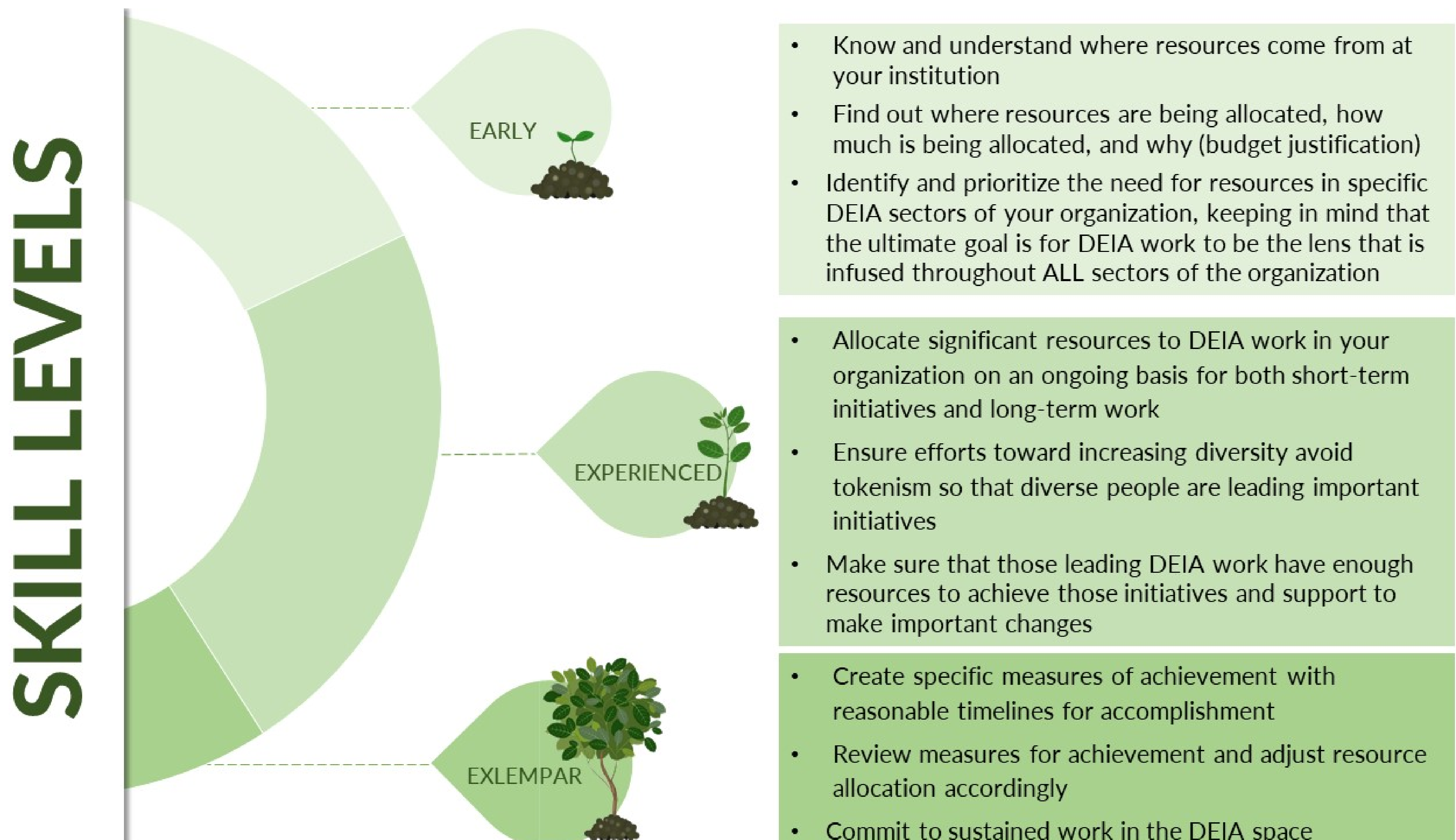
Resource Allocation

The Challenge/Opportunity

Organizational allocation of financial and other resources requires intentionality to close inequity gaps and combat racism within the organization. Equitable provision of these finite resources requires an understanding of where resources come from and how decisions are made for their distribution.

An organization can intentionally support DEIA initiatives by making sure that sufficient budgetary & leadership resources are available. Creating measures of achievement can ensure that there is accountability for closing gaps and overcoming inertia that contributes to inequity.

Summary of Potential Interventions

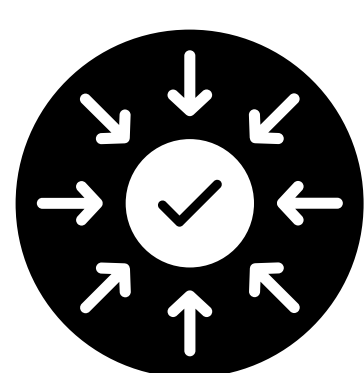


Case Study

STFM



As part of their strategic plan, the Society of Teachers of Family Medicine (STFM) identified a gap in institutional support and mentorship for underrepresented minority in medicine (URiM) faculty to develop their skills in scholarship and publishing. In response to this gap, resources were allocated to develop a fellowship program that focuses on career mentoring and addressing the minority tax via scholarship. This fellowship program was supported by STFM leadership by earmarking funding from the STFM Foundation, applying for outside grant funding, and providing extensive dedicated staff time.



IDENTIFY

Exploration & Research on Existing Support

When starting on the path to a more equitable distribution of resources at your institution, you will want to know and understand where resources come from at your institution. Check with your upper-level leadership to find out more about where resources are being allocated, how much is being allocated, and why.

You will want to accurately understand gaps that may be contributing to inequity in your institution or field. Identify the need for resources in specific DEIA sectors of your organization. It may be helpful to turn to surveys of your members or team to identify particular gaps in your field or discipline.

With input from their members, STFM identified a lack of support for URiM junior career faculty with scholarship time and structured leadership development. Research has shown that disparities are perpetuated in academic medicine as URiM faculty are often added to committees at their institutions and given a disproportionate clinical burden at the sacrifice of time to spend on scholarship. This can be labeled as the “minority tax.”

The Minority Tax

Underrepresented in medicine faculty are often added to committees at their institutions and given a disproportionate clinical burden at the sacrifice of time to spend on scholarship

Examples of Tax & Reforms

Minority Tax

Tax Reform



Committee participation



Engage and recognize participation for promotion



Handling gender and minority affairs



Encourage white faculty to share efforts in diversity initiatives



Recruitment and retention



Pay minority faculty for additional efforts in grant and administrative support



ENGAGE

Identify Stakeholders & Prioritize Projects

Once you've identified the need for resources in specific DEIA sectors of your organization, it's critical to secure high-level support for this work. This could include stakeholders in leadership to support administrative time as well as internal and outside funding. Keep in mind that the ultimate goal is for DEIA work to be the lens that is infused throughout ALL sectors of the organization. Both dedicated staff time and financial resources are powerful drivers of change. Consider prioritizing the need for resource provision through alignment of initiative with organizational missions.

In light of the gaps in support for URiM faculty in academic family medicine, STFM & the STFM Foundation created the STFM URM Initiative, which committed to developing strategies and providing resources to increase the number of underrepresented in medicine (URM) family medicine educators. An interprofessional committee was brought together to develop strategies and lead work in key areas of inequity such as scholarship, leadership, and mentorship.

Outside funding by the ABFM Foundation was secured to amplify & support this work by the STFM Foundation. Additionally, seed money from the STFM Foundation was granted to a proposal by STFM members to create a pilot project to mentor early career minority faculty in writing, completing, and publishing their first manuscript.

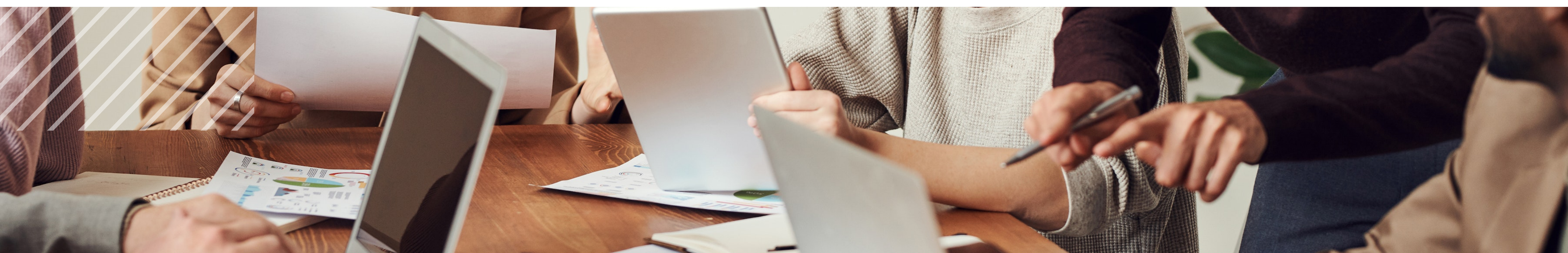
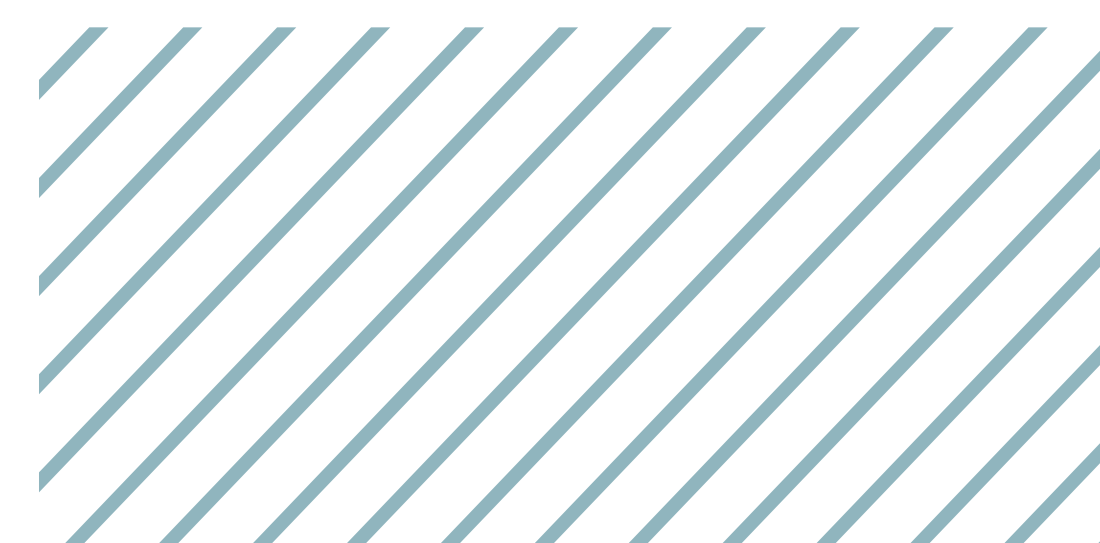


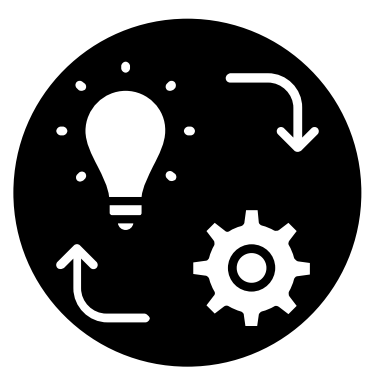
DESIGN

Design Metrics that Hold your Organization Accountable

Intentional provision of time, personnel, funding and decision-making authority can help to close the inequity gap and combat all forms of racism within the organization. Metrics for success with a plan for reporting on progress will hold your organization accountable to provide enough resources to achieve DEIA initiatives.

As part of the URM Initiative, STFM developed a specific Scholarship goal to "Increase the percentage of URiM students, residents, and faculty who have the skills to produce scholarly research." Multiple STFM staff were allocated with dedicated time to address this goal with various projects. The new pilot fellowship identified goals to build scholarship skills and provide leadership training for early career URiM faculty in family medicine. The fellowship faculty directors committed to actively mentor fellows in writing a letter to the editor, finding data sources, completing an IRB application, analyzing data, and completing their first manuscript.





IMPLEMENT

Put Your Interventions into Practice

Make sure that those leading DEIA work at your organization have enough resources to achieve those initiatives and support to make important changes. A commitment to addressing inequity requires support from leadership.

The pilot fellowship, which concluded in 2021, provided the early career URiM faculty fellows with a personalized leadership & career roadmap. Fellows learned how to navigate the minority tax, identify opportunities for scholarship, and write up and submit multiple manuscripts. The outcomes were so strong that it was converted into a permanent STFM faculty development fellowship, called the Leadership through Scholarship Fellowship. Additional cohorts of 12 fellows have gone through the fellowship each successive year through the present, benefitting from personalized coaching on key scholarship writing skills as well as navigating promotion opportunities.

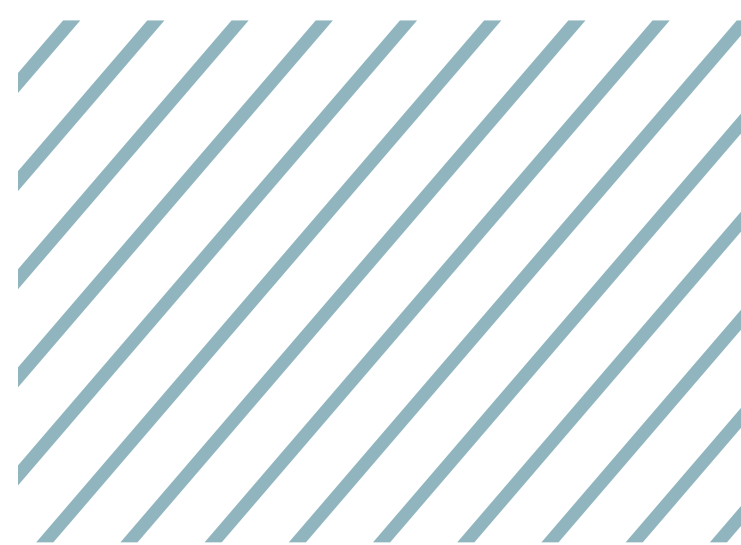


REPORT

Track Data to Support Accountability

Metrics for success should be tracked to ensure that your interventions are successful. Accountability to report progress makes sure that resources are being used wisely and effectively. If projects or initiatives are not getting off the ground, this is an opportunity to see if additional support is needed or a different approach may be beneficial.

The Leadership through Scholarship fellowship has been a huge success by every measure. Over 13 manuscripts were published by just the 7 fellows in the initial cohort. In surveys, themes emerged that fellows valued how the faculty personalized learning, impacted career trajectories, clarified the writing process and created a safe place. In later cohorts, the fellowship faculty continued to do thorough pre and post-program surveys to identify areas for improvement and areas of strength. Impact was additionally measured by monitoring the number of publications for each fellowship cohort, which have remained equally impressive.



REFINE

Refine the Process at Every Stage

For any intervention, review measures for achievement and outcomes to ensure continued success. You will want to incorporate lessons learned to enhance the effectiveness of your resource allocation.

The Leadership through Scholarship fellowship has continued to refine the structure of the fellowship based on feedback from each cohort of fellows. For example, additional fellowship faculty were added to support the scholarly writing process and more milestones for writing manuscripts were incorporated to provide structure for the publication process.

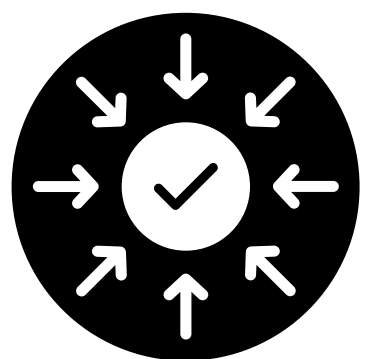
Case Study

ACOFP

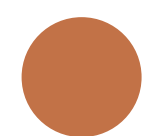


In today's rapidly evolving business landscape, organizations face the imperative to foster a culture of inclusion and leverage the power of diverse perspectives. Inclusive leadership, which champions diversity, equity, and inclusion (DEI) at all levels, has emerged as a critical driver of innovation, employee engagement, and overall organizational success. By embracing inclusive leadership practices, organizations unlock the full potential of their workforce, stimulate innovation, enhance employee engagement, attract top talent, strengthen decision-making, and build a positive external reputation.

The transformative impact of inclusive leadership drives organizational success, positioning companies for sustainable growth, competitive advantage, and long-term prosperity in an increasingly diverse and interconnected world. By investing in inclusive leadership, organizations demonstrate their commitment to creating a better future while reaping the many tangible benefits that come with it.



IDENTIFY



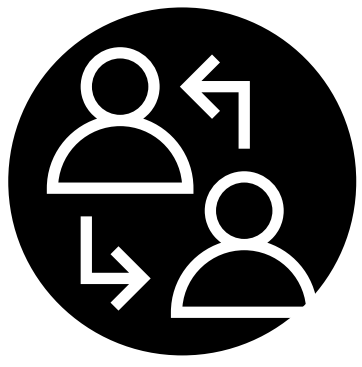
Identify Potential Need for DEI Training

Recognize the importance of diversity, equity, and inclusion (DEI) training for leadership positions. Assess the current state of DEI initiatives within the organization and identify any gaps or areas of improvement. Consider feedback from members, employees, committees, and other relevant stakeholders to understand the need for leadership training.



ACOFP identified the need to conduct regular DEI training for leadership via a recommendation from the Task Force on Diversity, Equity, and Inclusion in May 2021. This Task Force has evolved into a standing DEI Advisory Group for the ACOFP Board. This group of volunteer ACOFP members dedicated to ensuring DEI, recognized that a single training session related to DEI is not sufficient, and that it is important to conduct regular training to ensure that learning opportunities are current and ongoing. This recommendation was approved by the Board, which requires completing a DEI video training module as a requisite to serve on an ACOFP committee, task force, or workgroup. As such, DEI training was provided to over 300 ACOFP members serving on committees, task forces, and workgroups to date.





ENGAGE

Engage Leaders' and Members' Buy-in

Communicate the importance and benefits of DEI training to leadership positions. Seek buy-in and support from leadership, including senior staff, HR managers, and other influential leaders within the organization. Create a case highlighting the value of inclusive leadership in driving innovation, employee engagement, and organizational success.

The chair of ACOFP's Task Force on DEI presented the need for this training to the full Board of Governors for approval in October of 2021, along with a number of other DEI recommendations. Included in the recommendations report was the need, which came directly from ACOFP members, along with the proposed education partner and budget needed to conduct the training. Multiple budget options were proposed to allow the Board of Governors to understand the various levels of training available should this recommendation be approved. The Board of Governors ultimately approved this recommendation for implementation during the next cycle of committee appointments, which would take place 6 months after the approval. All Board members are required to complete all DEI training courses offered.

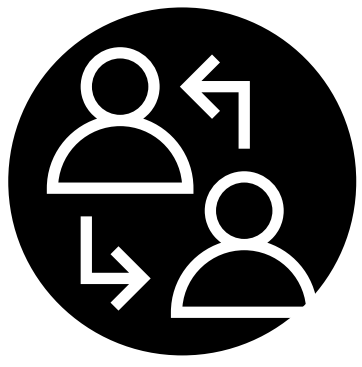


DESIGN

Design a Formal Process and Timeline for Annual Leadership Training

Identify and engage DEI training provider or leverage existing internal resources with expertise in diversity and inclusion. Collaborate with the chosen provider or resources to design a customized training program that addresses the specific needs and challenges faced by leaders. Develop a formal process and timeline for conducting the annual leadership training, considering factors such as duration, frequency, and sequencing of training sessions. Develop a process for evaluating the training.

Once the ACOFP Board of Governors approved this recommendation, staff worked with the proposed educational partner to design the training program. To the fullest extent possible, ACOFP felt it necessary to include the training within existing processes. This meant that the training would be deemed a requirement with acceptance of a committee, task force, or work group appointment. The training would then be requested immediately upon acceptance of the appointment. ACOFP also worked with the vendor to assess the ability to conduct a pre- and post- assessment to evaluate knowledge gained before and after the training. Unfortunately, the selected vendor did not have this capacity, but it is something to consider and look for at this stage when possible. However, they are able to provide the list of ACOFP members who have completed or not completed the training.



IMPLEMENT

Conduct the Training

Communicate the training plan and objectives to leaders, emphasizing their active participation and commitment. Conduct the DEI training sessions, ensuring they are interactive, inclusive, and provide opportunities for self-reflection and discussion. Offer ongoing support and resources to leaders to reinforce the training concepts and encourage continuous learning and growth.

Annual committee appointment letters were sent out in March of 2022 and included a paragraph that committee members will be required to take a DEI training course as a condition of appointment. Since a third-party partner was employed to implement the training, ACOFP also sent a targeted communication to committee members to be on the lookout for the training from the specified group. It was also communicated that if the member had completed a comparable training course via a different outlet (i.e., through their work or school), a certificate of completion would be accepted in lieu of taking the required training. Members were given 8 weeks to complete the training and were sent several reminders throughout that time period if they had yet to complete it. After the deadline had passed, ACOFP employed additional tactics such as a personalized email from the president to complete the training and requested that those who did not complete the training provide feedback via an anonymous survey.

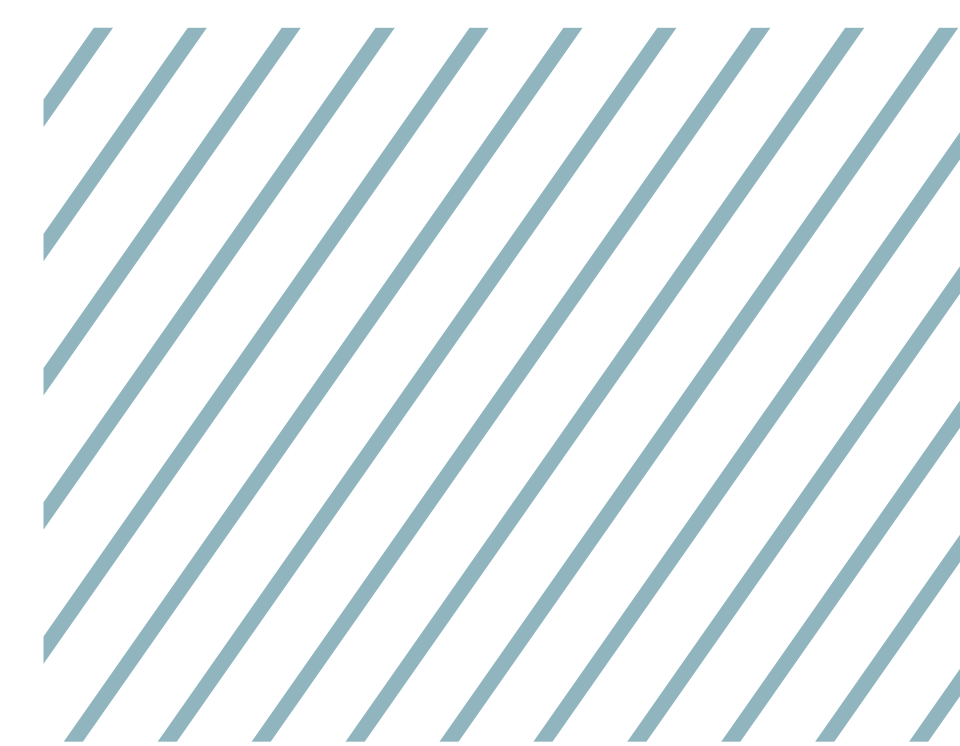


REPORT

Report out Qualitative and Quantitative Findings

Collect qualitative and quantitative feedback from participants to evaluate the effectiveness and impact of the training. Analyze the feedback to identify trends, strengths, and areas for improvement. Prepare a report summarizing the training outcomes, including key findings, participant feedback, and any notable changes in attitudes, behaviors, or organizational culture. Communicate the report findings to relevant stakeholders.

After the training deadline passed, ACOFP staff were able to analyze the completion rate of all committee members. Any feedback received from volunteers (positive or constructive) are compiled throughout the process and also shared with leadership. These statistics were then reported out to the Board of Governors and included in the Annual Report.





REFINE

Conduct and Annual Review

Review the training outcomes and report findings with key stakeholders. Implement input and suggestions for improvement from participants, trainers, and other relevant parties. Incorporate feedback into the design and delivery of subsequent DEI training sessions to enhance their relevance, engagement, and impact. Regularly assess the training content and methodologies to ensure they align with evolving best practices and address emerging DEI challenges.

In addition to the survey sent out to those who did not complete the training, an internal meeting was held to assess how the program can be improved in the following year. The final report was also shared with the Task Force/Advisory Group on DEI to gather their feedback from a member perspective. These improvements were incorporated into the training the following year (2023).

By following this change roadmap, organizations can establish a structured and ongoing approach to providing DEI training for leadership positions. This program will aim to cultivate inclusive leadership practices, promote a diverse and equitable workplace, and foster a culture of belonging and respect.

Additional Resource Allocation Ideas

Resource allocation can include a wide range of interventions that can support both employees and members of your organizations. Considering alternative ways to support teams, provide access to funding and opportunity. Routinely challenging decisions like flexible work hours, paid time off, sick time or even the building location can have an impact.

Staff Engagement Survey

Conduct staff engagement survey and report findings to the Board. By providing an inclusive platform for employee feedback, maintaining anonymity, raising awareness among the board, identifying disparities, empowering employees, and enabling actionable insights, this practice fosters a fair and transparent workplace culture. Ultimately, it contributes to creating an environment where all employees have an equal opportunity to thrive and succeed.

Office Location & Transportation

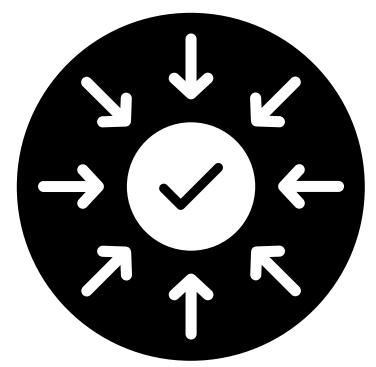
Ensure office is centrally located to accommodate more diverse candidates, allowing for public transportation. Having an office near public transportation promotes equity by increasing accessibility, reducing barriers, and providing equal opportunities for individuals with diverse transportation needs.

Remote Work Opportunity

Allow for fully remote work to help diversify candidate pool and remove geographic barriers to employment. Allowing for full remote work and removing geographic barriers to employment promotes equity by providing equal access to job opportunities, diversifying the candidate pool, enhancing work-life balance, reducing commuting barriers, fostering workforce inclusion and engagement, and ensuring business continuity. By embracing remote work, organizations create a fair and inclusive work environment that values diversity, promotes equal opportunities, and supports the success of all employees.

Case Study

ADFM



IDENTIFY

Gather Data on Investments and Holdings

Most organizations have financial investments and holdings. Identifying how this money is invested and where it is held is the first step to implement change. Questions to ask include:

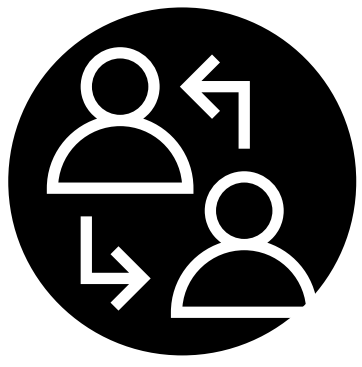
- Where is our money invested and held?
- Do these investments and holdings reflect our mission and values?
- Who has control over investment and holding decisions?
- Are there short or long-term changes we want to consider?

The ADFM Board of Directors has total control over where it chooses to invest its dollars. Our investment policy specifies the amount of our investments that will be part of our investment portfolio, but not where these investments must be made.

ADFM has a management agreement with STFM, as a larger partner organization, and so we have less control over which bank we use if we want to keep things straightforward for our shared accounting staff. However, STFM shares our values and has chosen a bank headquartered in Kansas City with investments in the community and other types of community involvement.

Additional Opportunities for Financial Stewardship

- When investing, organizations can identify opportunities that align with their mission and values, and ensure investment goals are baked into mission statements, core values and strategic plans.
- Organizations can explore where their money is held and how those institutions give back to the community. If savings are held in a large, national bank with limited local activity, consider exploring rates at local banks that contribute more to the community.
- Educate leadership and board on investment options
- Determine whether or not you can work across organizations.
- Vet portfolio manager
- Compare and contrast socially responsible investment options that offer similar returns to a standard portfolio.
- Work with portfolio manager/other finance professionals to implement the policy and strategy as designed
- Re-educate leadership and board on investment policies, history and choices
- Choose performance metrics and outcomes, and identify benchmarks for comparison.
- Set a standard period for review of performance
- Develop an annual financial review process that engages organizational leadership.
- Incorporate review into financial investment and holding policies.
- Explore bank holdings across institutions.
- Stay open and responsive to new investment issues.



ENGAGE

Partner to Learn About Options and Educate Leadership

Although leadership might be on board with the idea of aligning finances with organizational values, they will want to ensure that the decisions are also financially sound. Changing to a different bank, for example, might come with changes to rates of interest available; and changing to a different series of investments might run the risk of diminishing returns. Working with financial professionals who know the market, and with community leaders who know which banks are doing the best work for the community, can be great strategies for this stage of research.

In ADFM, in 2018 our Board identified a disconnect between our stated organizational values and our investment portfolio, and agreed to explore other options. We partnered with our investment portfolio manager to learn more about what options existed and how their performance looked over time.



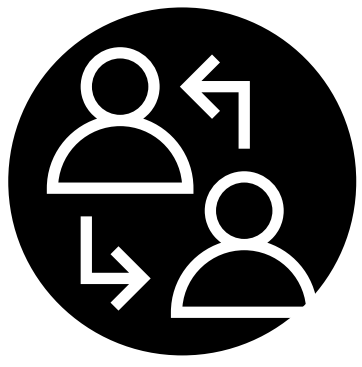
DESIGN

Ensure Aligned Goals and Metrics

Once the leaders have bought into the concept of moving money around, and once some options have been explored for where the organization might want to move its money, a plan and metrics for success can be set.

Following some exploration of options, the ADFM Board of Directors voted to move all of the ADFM investments into the Parnassus fund. This fund had a strong history of performance, and more importantly to the Board, it integrates environmental, social, and governance factors into their investment process. The fund doesn't invest in companies that generate 10% or more of revenues from alcohol, tobacco or weapons manufacturing, gambling or the extraction, production or refining of fossil fuels; they also don't invest in controversial industries like for-profit education or private prisons, or in companies at risk of reputational damage for environmental, social and governance factors. This aligns with our stated values and our desire to be an anti-racist organization by avoiding industries that typically exploit communities of color.





IMPLEMENT

Reallocate Funds and Re-educate Stakeholders as Needed

Financial professionals (e.g. portfolio managers) can be given the charge to move money as requested. Once these changes take place, leadership and other partners who are involved in reviewing the organization's financial position will need to be reminded of the changes (and the reasons behind them) to keep everyone on the same page.

The ADFM Board of Directors and Finance Committee periodically review our investment policy and are reminded about the historical decision of moving to the Parnassus fund.



REPORT

Regular Reporting on Financial Metrics and Outcomes

Successful change requires input, feedback and improvement. Organizations will need to track financial performance over time to identify evolving trends and develop timely responses when needed. Leaders need to be prepared to act on unexpected outcomes. Comparing financial performance with external benchmarks can provide important context.

The ADFM Board of Directors agreed to continue to assess performance of the investment portfolio compared to other "standard" funds like the S&P. We review our investment portfolio returns quarterly with the Finance Committee and Board of Directors.



REFINE

Stay Open and Responsive to New Investment Opportunities

Review the training outcomes and report findings with key stakeholders. Implement input and suggestions for improvement from participants, trainers, and other relevant parties. Incorporate feedback into the design and delivery of subsequent DEI training sessions to enhance their relevance, engagement, and impact. Regularly assess the training content and methodologies to ensure they align with evolving best practices and address emerging DEI challenges.

In addition to the survey sent out to those who did not complete the training, an internal meeting was held to assess how the program can be improved in the following year. The final report was also shared with the Task Force/Advisory Group on DEI to gather their feedback from a member perspective. These improvements were incorporated into the training the following year (2023).

Equitable Financial Practices

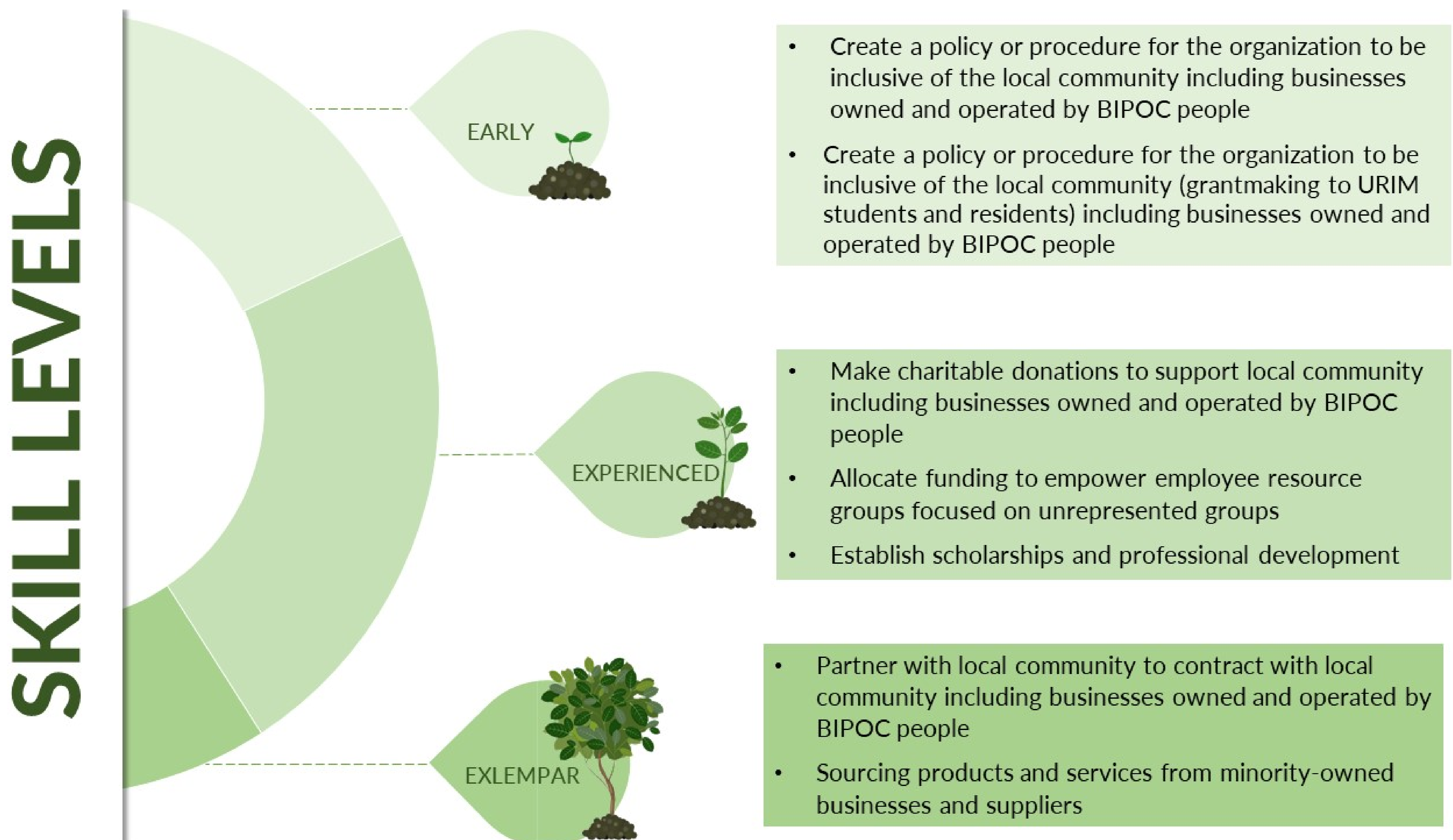
Discretionary Fund Use

The Challenge/Opportunity

Discretionary funds are money that is available to spend on things that are not considered necessary but that may be useful. Because the money is spent at the discretion of the individual or group, choosing what to invest in can be fraught with bias. That implicit or explicit bias can lead to unintentional underinvestment in certain projects or programs.

Effectively utilizing discretionary funds in a business through an anti-racist approach involves allocating resources in ways that actively combat systemic racism, promote diversity, equity, and inclusion, and uplift underrepresented groups. Incorporating an anti-racist approach into discretionary fund allocation requires intentional decision-making, commitment to addressing inequality, ongoing evaluation, transparency, and a commitment to change.

Summary of Potential Interventions



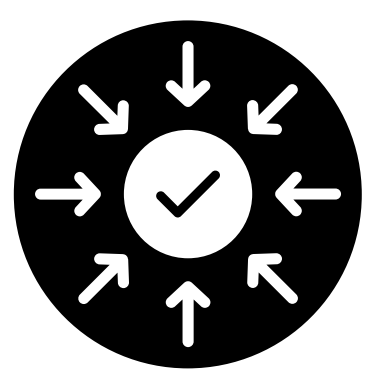
Case Study



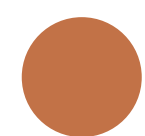
AAFP Foundation



The American Academy of Family Physicians (AAFP) Foundation incorporated questions on its grantmaking applications to collect data from voluntary self-identify demographics (race/ethnicity, gender, and disability) to establish a baseline for improving and increasing current opportunities for students and residents underrepresented in medicine (URiM). Our approach to creating a baseline is predicated on successfully gaining knowledge and a clear picture of diverse recipients represented through our diversity, equity, and inclusion work and racial equity goals integrated in our strategic plan.



IDENTIFY



Engage a Consultant

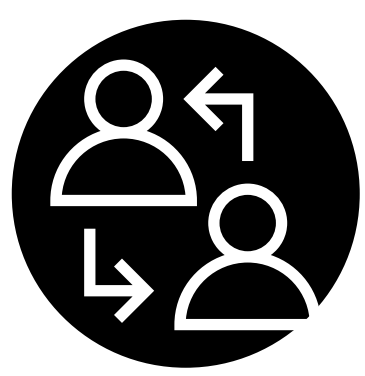
In 2021, the AAFP Foundation began DE&I training with an external consultant, who facilitated a workshop for staff and Board of Trustees members designed to build awareness and explore ways to advance racial equity. We identified key areas of focus to create three racial equity goals. One of the racial equity goals includes a data lever and our strategy for collecting data involves voluntary self-identify responses from applicants.



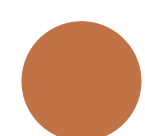
Bright Idea

Gender Equity Workshop

As the internal work around pay equity was underway it quickly became obvious that our members, family physicians, were also experiencing this discrimination. Working closely with an external subject matter expert team, a workshop to raise awareness and provide practical strategies to mitigate bias in pay equity was piloted and then delivered to physician volunteer leaders. Based on the success, additional content is being created including a focused look at the intersection between race and gender and its impact on pay equity. The ability to quickly engage the Board and leaders was in part driven by their heightened awareness to our on-going work and keeping them engaged and informed along the way.



ENGAGE



Increase Awareness

To reach more URiM students and residents, our efforts to increase grantmaking opportunities will also be elevated through awareness and storytelling communicated in marketing messaging.

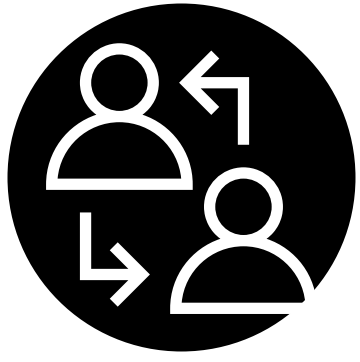


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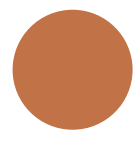


Prepare to Receive Demographic Data

A strategy was formed to be inclusive of grantmaking to students and residents URiM by determining demographic data and developing a statement of confidentiality communicated on applications. Guidance and processes were approved in collaboration with AAFP General Counsel and Information Technology. In addition, to ensure protection against disclosure of data, IT reviewed the application management software user agreement and data privacy policy. Voluntary self-identify responses are omitted from application reviewers.



IMPLEMENT



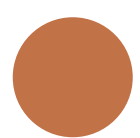
Collect Voluntary Self-Identity Data

The strategy and process for collecting data for voluntary self-identify questions started in 2023 and is included on seven applications for the following programs. The data gathered will be de-identified and aggregated. In addition, the data will be segregated not just from the application reviewers, but from anyone who is involved in the selection process, anyone in HR (in the event that an AAFP member who is also an employee or contractor should apply), and from all staff who do not need access to the information.

- Center for the History of Family Medicine Sandra L. Panther Fellowship, Student and Resident Essay Contest, and Oral History Grant
- Family Medicine Cares Resident Service Award
- Family Medicine Discovers Rapid Cycle Scientific Discovery and Innovation
- Family Medicine Leads Emerging Leader Institute
- Family Medicine Leads Scholarships for National Conference



REPORT

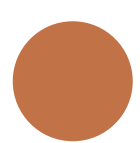


Analyze Data and Impact

After the 2023 cycle of applications concludes, data will be analyzed and disaggregated with external consultant and program administration manager to establish baseline of diverse representation and increase number of grantmaking opportunities for students and residents URiM. Data collection findings will be reported to the Board of Trustees as part of the strategic plan updates.

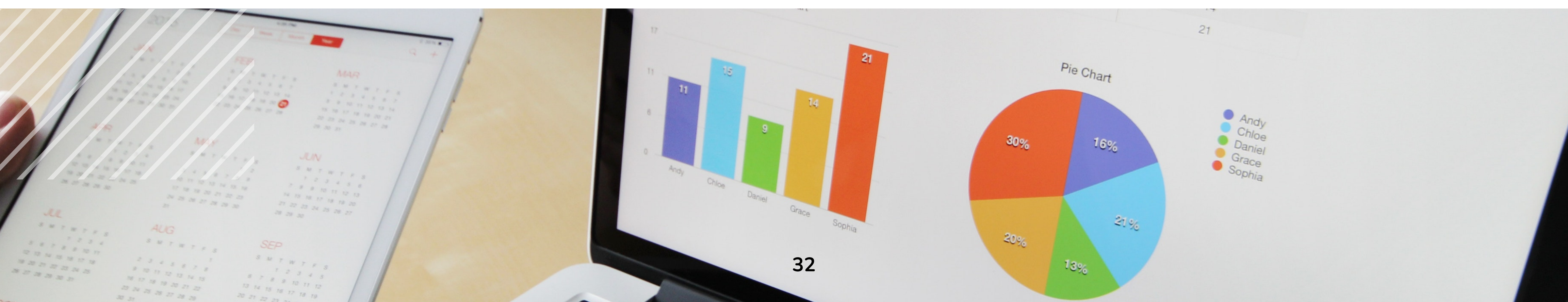


REFINE



Improve the Process

With the data information collected, we can better understand how to improve and increase our opportunities to students and residents URiM. All voluntary self-identify questions and responses data will be tracked and reviewed after each program application cycle ends.

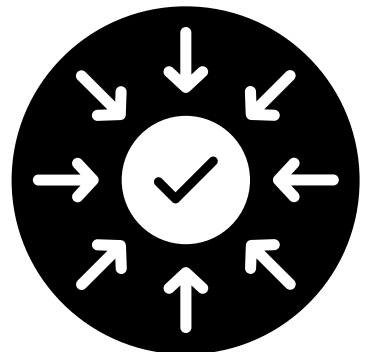


Case Study

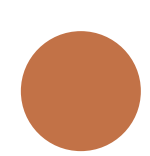


AAFP

The American Academy of Family Physicians (AAFP) does not tend to use discretionary funding accounts. One place where we do have a lot of discretion year over year is in our charitable giving and volunteerism.



IDENTIFY

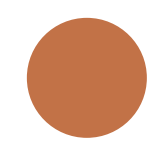


Review Charitable Giving Practices

During our DEI engagement looking for opportunities to improve both our internal and external work, we identified that our charitable giving was consistent in providing funds to organizations in the local area; however, it was unclear how and who made the decisions about where the money should be invested. While the majority of funding went to the AAFP Foundation and the United Way, at times other organizations were given support and donations.



ENGAGE

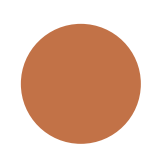


Encourage Employee Input

To engage the staff and gather more input the executive management team began with a series of conversations with employees across the organization to hear their input about the current process. Reflections, insights, and feedback were gathered from these discussions and from that the leadership team decided it was appropriate to reconsider our approach to charitable giving with the goal of making it more transparent, give employees more input into where the dollars went and continue the tradition of giving back to the local community.



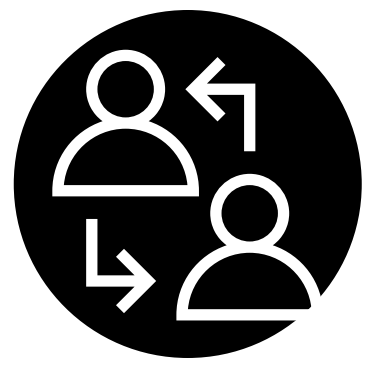
DESIGN



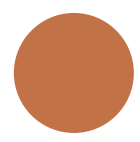
Create and Support a Charitable Giving Team

A charitable giving employee team was formed. Employee surveys and focus groups were used to identify the types of organizations the employees were interested in supporting. Robust discussion around existing mechanisms for donation were discussed and explored. A pilot plan was developed which included a mix of ideas including:

- Support organizations chosen by the employee team based on robust input
- Allow employees to donate time and not just dollars to support their giving
- Creating shared giving opportunities for group participation
- Allow for intentional investment in a broader range of businesses



IMPLEMENT

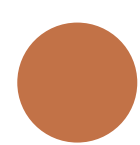


Support Team Events

Over the past year the Charitable giving team has held quarterly charitable events. Intentional selection of speakers during company-wide meetings allowed for directed giving to minority and women-owned organizations. Employees were continued to be supported in their division-wide and individual volunteer work or donation campaigns including United Way, AAFP Foundation and local organizations.



REPORT

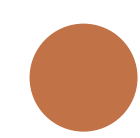


Continue to Review Feedback

While some employees have still expressed frustration about whether their preferences are being considered, more employees appear satisfied than before the change. Because this was a strategy in the operations plan, employees were able to view the progress towards the stated goal of reimagining the charitable giving program.



REFINE



Review Progress for New Opportunities

As the first year concludes, a review of where the dollars were spent will occur. Discussions about how to best quantify if we are reaching a diverse offering of organizations and how that tracking would best occur is starting to happen. There are additional refinements to be made including documenting the process for selection and codifying the framework being used to make decisions.

Additional Discretionary Spending Ideas

Employee Resource Groups (ERGs)

Allocate resources to support and empower ERGs focused on racial and ethnic diversity. These groups can foster a sense of belonging, provide networking opportunities, and advocate for policy changes within the organization.

Supplier Diversity Initiatives

Invest in sourcing products and services from minority-owned businesses and suppliers. Develop partnerships with diverse vendors and provide them with opportunities to grow and expand within your supply chain.

Leadership Diversity and Representation

Invest in leadership development programs that identify, mentor, and promote individuals from underrepresented backgrounds to leadership positions. This helps diversify decision-making and ensures that diverse perspectives are included at the top.

Community Outreach and Engagement

Allocate funds for initiatives that support marginalized communities where your business operates. Partner with local organizations to address specific needs, such as education, healthcare, and affordable housing, to uplift these communities.



Additional

References and

Resources

✓ Books About Anti-racism

- "How to Be an Antiracist" by Ibram X. Kendi
- "White Fragility: Why It's So Hard for White People to Talk About Racism" by Robin DiAngelo
- "The New Jim Crow: Mass Incarceration in the Age of Colorblindness" by Michelle Alexander
- "Stamped from the Beginning: The Definitive History of Racist Ideas in America" by Ibram X. Kendi
- "Me and White Supremacy: Combat Racism, Change the World, and Become a Good Ancestor" by Layla F. Saad
- "Medical Apartheid: The Dark History of Medical Experimentation on Black Americans from Colonial Times to the Present" by Harriet A. Washington
- "Just Medicine: A Cure for Racial Inequality in American Health Care" by Dayna Bowen Matthew
- "Black Man in a White Coat: A Doctor's Reflections on Race and Medicine" by Damon Tweedy
- "The Immortal Life of Henrietta Lacks" by Rebecca Skloot
- "Mindful of Race: Transforming Racism from the Inside Out" by Ruth King (focuses on mindfulness and racial awareness)

✓ Podcasts about Anti-racism

- **"STFM Podcast"**- This podcast features stories from academic family physicians and touches on issues of equity and anti-racism. Website: <https://www.stfm.org/publicationsresearch/publications/podcasts/>
- **"URM Jam Podcast"**- This podcast features amazing voices to discuss barriers faced by URiM residents and students when considering a career in family medicine. Website: <https://www.stfm.org/about/keyinitiatives/antiracism-and-health-equity/urm-initiative/urmjampodcast/>
- **"The Nocturnists"** - This podcast features stories from healthcare professionals and often touches on issues of equity and justice in medicine. Website: <https://thenocturnists.com/>
- **"Decolonizing Science"** - Explores topics related to science, health, and justice. Website: <https://www.decolonizingscience.com/>
- **Code Switch:** A podcast from NPR that explores race, identity, and culture.
- **Intersectionality Matters!** Hosted by Kimberlé Crenshaw, this podcast discusses intersectionality and social justice.
- **Momentum: A Race Forward Podcast:** Covers issues related to race and justice.

✓ Documentaries & Films

- **"13th"** - Directed by Ava DuVernay, this documentary explores the history of racial inequality and mass incarceration in the United States.
- **"I Am Not Your Negro"** - Based on the writings of James Baldwin, this film examines the history of racism in America.
- **"When They See Us"** - A miniseries directed by Ava DuVernay, it tells the story of the Central Park Five and the systemic racism within the criminal justice system.
- **"The Hate U Give"** - Based on the novel by Angie Thomas, this film addresses police violence and racial identity.
- **"Just Mercy"** - Based on Bryan Stevenson's memoir, it highlights racial disparities in the criminal justice system.

✓ Organizational Initiatives & Programs

- **American Academy of Family Physicians The EveryONE Project(TM):** A collection of education and resources to help family physicians advocate for health equity. Website: <https://www.aafp.org/family-physician/patient-care/the-everyone-project.html>
- **Society of Teachers of Family Medicine:** Anti-racism and health equity resources Website: <https://www.stfm.org/teachingresources/resources/antiracism-and-health-equity-resources/>
- **American Medical Association:** Collection of education and resources to improve health equity. Website: <https://www.ama-assn.org/delivering-care/health-equity>
- **ACGME Equity Matters(TM):** An initiative that supplies a framework for continuous learning and process improvement in the areas of diversity, equity, and inclusion (DEI) and anti-racism practices. Website: <https://www.acgme.org/initiatives/diversity-equity-and-inclusion/ACGME-Equity-Matters/>
- **The Institute for Antiracism in Medicine (IAR-M):** This organization focuses on addressing racism in healthcare through education, research, and advocacy. Website: <https://www.antiracisminmedicine.org/>
- **The Center for Antiracist Research:** Based at Boston University, this center conducts research and advocates for policies that promote racial equity and justice. Website: <https://www.bu.edu/antiracism-center/>
- **Diversity in Medicine: My Path to Medicine:** A resource by the Association of American Medical Colleges (AAMC) that shares stories of medical students, doctors, and researchers from underrepresented backgrounds. Website: <https://www.aamc.org/what-we-do/mission-areas/diversity-inclusion/diversity-medicine-my-path-medicine>

