

Social Justice Report: One Year Later

The [Report to the Faculty on Social Justice Initiatives](#) issued on October 28, 2020 included a menu of recommendations put forward by four advisory groups formed and charged with identifying practical interventions to mitigate institutional racism and improve the lives of students, scholars, faculty, and staff across the Feinberg community. The Report emphasized areas where an immediate impact could be made by leveraging or building upon available resources and infrastructure. Much progress has been made in response to identified issues. We understand that true progress and culture change will happen over time. Over the past year, the Feinberg community has coalesced in meaningful ways to advance the specific social justice initiatives summarized below. The work undertaken so far augurs well for expanded efforts and progress in 2022 and beyond. What follows is the full text (in bold) of recommendations from the 2020 social justice report, with a brief narrative describing institutional response.

Remove race from all clinical presentations and lectures across all levels of trainee education and clinical practice. This includes all rounding, daily progress notes and case conferences.

Feinberg has implemented the [Inclusive and Bias Free Curriculum Checklist](#), applicable to the creation and review of educational content for Feinberg students and trainees. The checklist encourages and guides reflection on how race, gender, and other socioeconomic factors are represented in teaching and training contexts. The checklist is applicable to the evaluation of a variety of content types including (but not limited to) lecture slides, learning guides, clinical vignettes, multiple-choice questions, case-based learning materials and standardized patient encounter scripts. Students are also trained about appropriate use of race in clinical presentations.

Create a campus wide bias reporting portal for all staff, students, residents, fellows and faculty that is reviewed by a Bias Incident Response and Education Team that will report to the Vice Dean for Academic Affairs.

The Feinberg Office of Diversity and Inclusion website now hosts a [Bias Reporting Portal](#) for all educational programs. Via the portal, members of our Feinberg community may raise concerns about educational content without fear of intimidation or retaliation. There is no time limit to reporting concerns, and any reports are reviewed and addressed on a continuous basis by Feinberg's Vice Deans.

Review all algorithms based on race used in laboratory reporting. For example, providing a range for estimated GFR (eGFR) reporting, one of many race-based clinical algorithms, and offer education in its use and interpretation until the recommendations of the national task force on this metric are available. We recommend each department review and reassess all race based clinical algorithms and report recommendations to the Dean.

In July 2020, the National Kidney Foundation (NKF) and the American Society of Nephrology (ASN) formed a task force to reassess the inclusion of race in estimating glomerular filtration rate (eGFR). In April 2021, the task force published an [interim report](#) summarizing the challenges that exist in identifying, finding, and promoting alternative methods for diagnosing kidney diseases. In September, the task force's [final report](#) recommended the use of the new eGFR 2021 CKD EPI creatinine equation that estimates kidney function without using race. That recommendation has now been implemented across Northwestern Medicine. Feinberg continues to engage with departments to identify any additional race-based algorithms in current use for teaching or clinical purposes. In the absence of

November 2021

concrete justification, national consensus, or broadly accepted evidence, Feinberg recommends that the use of such algorithms be revised or discontinued.

Support a deeper focus on community centering in the curricula of all student, resident, and fellowship (clinical and non-clinical) training programs

Under the leadership of the newly-appointed Director of Population Health and Equity Education, [Mita Goel, MD, MPH](#), Feinberg has been developing the Community Health Advocacy Initiatives (CHAI) program for Feinberg's MD and Physician Assistant Programs. CHAI is a partnership between community programs and the Education Centered Medical Homes (ECMHs) for students and faculty-to meet community health needs and provide service-learning opportunities for students. In coordination with CHAI, a Community Advisory Committee focused on healthy advocacy and student community engagement is in the process of formation.

Access to Medical Spanish resources, already available to MD students, has been expanded on a pilot basis to McGaw Medical Center of Northwestern University residents and fellows. In addition, a new longitudinal resident clinic was established at Near North Health Center.

At the eleventh annual Medical Education Day, held on October 8, Chicago Medicine Street Outreach student volunteers in 2020 and 2021 were recognized with the Student Senate award for Outstanding Community Engagement & Advocacy Group.

Identify, cultivate, promote, and recruit URM McGaw/FSM residents and clinical and research fellows to the faculty. This effort will be accompanied by the development and implementation of an early career recruitment/career development program.

As a component of Feinberg's commitment to advancing diversity in biomedical science among physician-scientist trainees, [Starzl Academy](#) supports URM clinical fellows to conduct research beyond ACGME training. The Starzl Scholar Award provides fellowship salary support for two trainees annually. The first Starzl Scholar, Timothy Sita, MD, PhD was [named this fall](#). NMG leadership is also working with clinical departments to identify and extend early faculty offers to promising early career URM clinician-educator candidates.

Establish an interdepartmental URM recruiting and mentorship-to-leadership program Targeted recruitment of senior URM faculty, which will be aided by the development of the capacity for expedient, nimble approach to identifying candidates and extending offers.

Feinberg's Office of Diversity and Inclusion now convenes a bi-annual faculty meeting designed to share and propagate URM recruitment and retention best practices, as well as any special departmental initiatives that have been effective in encouraging diversification.

The [Minority Faculty Association](#) (MFA), under the executive leadership of [Linda Suleiman, MD](#), Assistant Dean for Medical Education, has increased programming in support of the MFA's objectives, which include building mentorship pipeline programs for junior URM faculty and diversifying our physician workforce. An MFA-sponsored networking night, held in September 2021, brought together new and longer-term faculty to foster connections and support for those underrepresented in medicine and research.

FSM faculty development resources must be expanded and supported to include content expertise on diversity, equity and inclusion with specific attention to training on strategies for elimination of implicit bias during assessment and evaluation. Leadership must foster a culture where participation in these efforts is expected.

In September 2020, Quinn Caper, IV, MD, an interventional cardiologist and former vice dean for faculty development at The Ohio State University, provided training to Feinberg's senior leadership on implicit bias, culminating in pledges made by Feinberg leaders to identify and root out manifestations of implicit bias in recruitment, training, and other contexts.

In March of 2021, [Khalilah Latrece Gates, MD](#) presented "Understanding and Moving Beyond Bias and Microaggressions: The Impact on Academic Medicine" as part of the Feinberg Academy of Medical Educators (FAME) lecture series. Dr. Gates' webcast presentation is archived [here](#). She continues to provide departmental bias training upon request across the health system.

In April 2021, Feinberg launched the online training module, "Advancing a Bias-Free and Inclusive Culture" to all Feinberg regular faculty, staff, and students, as well as to McGaw Medical Center residents and fellows. The required course explores unconscious biases that frame the way we see the world around us, and that sometimes impede full and equitable engagement with each other across the Feinberg community. Over 7,100 members of the Feinberg community completed the training. New members of the Feinberg community will be assigned the training this fall, and compliance with the training requirement will be monitored regularly. An additional module on preventing bias in assessment is required of all faculty completing student assessments and has recently been expanded to include faculty completing assessments of residents and fellows.

McGaw requires that all interviewers review the FAME talk "[Unconscious Bias: Awareness, Impact and Strategies in Higher Medical Education Recruitment](#)" presentation by FAME. This includes residents and fellows who participate in recruitment days for graduate medical education programs. McGaw also developed and launched [Health Equity Week](#), held in April 2021, with the stated intent of reaffirming our commitment to providing high quality, equitable care within an inclusive learning environment that values and supports all members of a diverse workforce. Over the course of moderated sessions, thought leaders and scholars from within and outside Northwestern shared insights into the roots of healthcare disparities and facilitated discussions that inform and inspire innovative solutions. Over thirty Feinberg faculty and staff leaders are also participants in the Next 250 Program, a multi-session social justice training developed as part of Northwestern University's commitment to providing diversity and anti-racism programs and curricula for all faculty, staff and students. In partnership with [Justice Informed, LLC](#), a Chicago-based social impact consulting firm, the training provides a challenging and constructive educational space to equip Northwestern leaders with the capacity, competence, and confidence to understand what it takes to lead antiracism and social justice efforts within their respective departments/units.

Require and support a deeper focus and increased expectations for community engagement across Departments and their faculty. Increase recognition and rewards for community and health equity scholarship across every FSM faculty track and department.

Community Engagement has been added as the fifth domain of the Clinician-Educator faculty track. Appointment and promotion decisions may now be based on accomplishments and contributions to community-based activities. Designed to recognize efforts of faculty in critical areas, the new domain includes activities such as conducting research in direct collaboration with community leaders or

November 2021

organizations, engaging in the development of community-based clinical programs, addressing public policy, and supporting community awareness programs.

Feinberg also launched a new Diversity, Equity, and Inclusion Initiatives section in the Feinberg Faculty Portal so that faculty can record these accomplishments as part of their career portfolio. Beginning in 2022, faculty can submit an optional CV supplement on diversity, equity, and inclusion initiatives as a component of their promotion/tenure packet. DEI activities and accomplishments are also encouraged as a consideration for annual faculty performance reviews.

Data Gathering and Dissemination - Expansion of the Office of Diversity and Inclusion with personnel and resources to serve as central oversight and coordination of the DEI activities including gathering data from departments and programs to assess progress and focus efforts on mitigation of evaluation bias across Feinberg campus. These data should be shared with leadership in an ongoing fashion to encourage continuous improvement.

Feinberg added a full-time staff position to the Office of Diversity and Inclusion to better support increased demand for administrative, programmatic, and data collection needs. In connection with the new staff hire, Feinberg has also developed a dashboard of relevant metrics to be tracked longitudinally by leadership. [Jonathan Moreira, MD](#), was appointed to serve as Associate Director for Latinx Affairs and Community Engagement. And Feinberg has developed an [Anti-Racism Toolkit](#) with resources, statements, and other tools for our medical school community members to address anti-Black racism on campus.