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Diversifying Health Care Delivery Using Holistic Admissions

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Association of American Medical Colleges

Shifting Health Care Landscape

- Increasingly more diverse U.S. population
 - Race
 - Language
 - Culture
- Aging population
- Distribution






The Shift in Training is Happening...


Traditional	Future-Oriented
Expert-centered Monolithic Individualistic Basic or clinical science Tactical Knowledge-centered Incremental Status/titles/income	Patient-centered Diverse Teamwork/collaboration Translational Strategic Competence-centered Breakthrough Ethical fulfillment




Achieving Health Equity




Source: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention. Chronic disease prevention and health promotion - health equity. <http://www.cdc.gov/chronicdisease/theequity/>



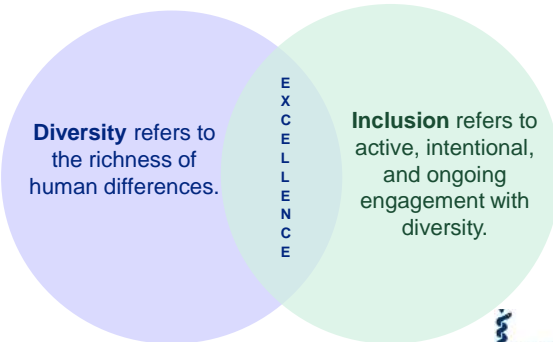
Diversity & Inclusion as Drivers of Health Equity




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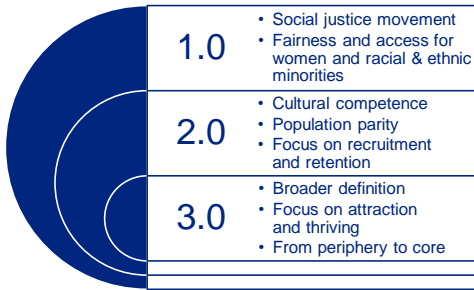


Diversity & Inclusion as Drivers of Excellence





Building on the past, repositioning for the future



In the literature...



Education: Why Diversity Matters Findings from Studies

- Challenges assumptions
- Increases socialization
- Leads to improved cognitive & psychosocial outcomes
- Improves ability to treat diverse populations



Physician Workforce: Why Diversity Matters Findings from Studies

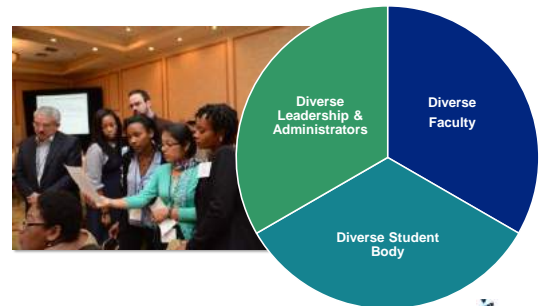
- Racial and ethnic minorities are more likely to **practice in underserved areas**
- Patient-provider race concordance linked to **quality care**
- Broadens **medical research** agendas



Organizations: Why Diversity Matters



Creating an Inclusive Environment: Necessary Components



Importance of Diversity in Academic Medicine

Increases access to high-quality health care services

Broadens the medical research agenda

Advances cultural competence

Supports institutional excellence

Enhances education along the continuum



Black Males in Medicine



Learning Collaborative Process



Strategies for Success

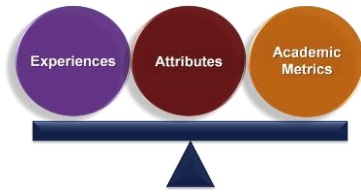


Effective Practices

- Pipeline Programs
- Faculty Cluster Hiring
- Holistic Review
- Climate



Holistic Review



Applicant Criteria: E-A-M Framework

Experiences
Encompasses the path the applicant has taken to get to where s/he is

Attributes
The applicant's personal qualities and demographic factors

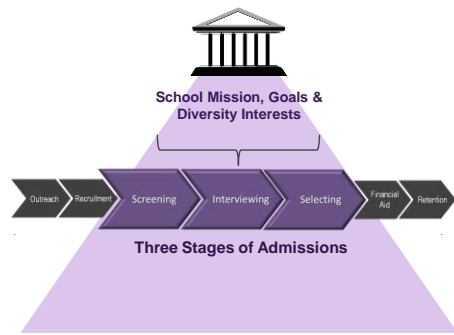
Academic Metrics
The numeric information about an applicant's academic performance



Four Core Principles of a Holistic Admission Process

- 1 • Broad-based selection criteria
- 2 • Balance of E-A-M
- 3 • Individualized consideration
- 4 • Race & ethnicity may be considered*

*Where permitted by state law

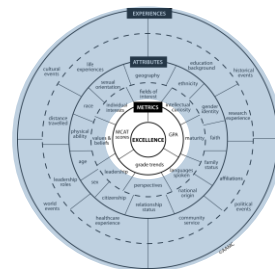


Centrality of Mission

- Be able to draw a straight, bright line between your institutional mission and all three stages of your admissions process
- What type(s) of students does your institution want to educate?
- What type(s) employees does your school want to graduate?



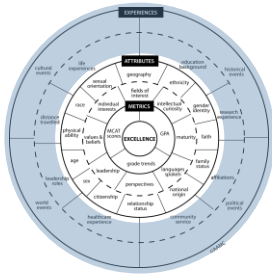
Multiple Dimensions of Diversity



Adapted from WorkForce America: Managing Employee Diversity as a Vital Resource, McGraw Hill Publishing, 1999.



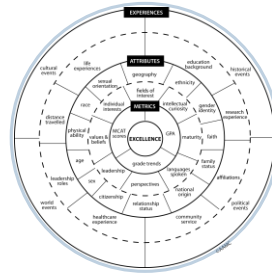
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Multiple Dimensions of Diversity



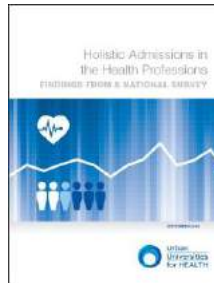
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Evaluation along the continuum



Background



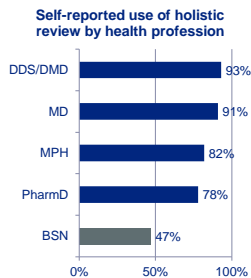
1st study
104 universities
228 health professions schools
September 2014

Full report and press release available at:
<http://www.urbanuniversitiesforhealth.org>



Key Findings

- 75% of schools reported using holistic review
- Variation in number of practices used
- Schools using holistic review experienced:
 - Increased diversity
 - No change to student success metrics
 - Improved teaching and learning environment



Diversity and inclusion must be linked to culture change



"Canary in a Coal Mine" image by Shutterstock on Flickr. Made available under a Creative Commons Attribution-NonCommercial 2.0 Generic License.



Group Exercise



If you agree that we need to move to a holistic admissions process, what is the one thing you will

stop doing,
start doing, and
continue doing?



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