



AMA Health Equity Work Group: **2019 year-end update**

Colleagues –

For the past four years we have had the honor of serving as executive sponsors of the Diversity and Inclusion (D&I) Group and the Health Equity Work Group. Together, these two teams have curated an array of work in these areas from across the American Medical Association enterprise. While they have advocated for and advanced a variety of important initiatives to demonstrate the organization's commitment to diversity, inclusion and equity, they have also helped frame an understanding and vision of the work that still needs to be done.

In April 2019, with the launch of the AMA Center for Health Equity, a new work group was formed by combining the D&I and Health Equity Work Group teams. This new group, the AMA Health Equity Work Group, now works in close coordination with the AMA Center for Health Equity to advance our work in this vital area.

We thank each member of these groups for their dedication to advancing equity. This work is essential. It is hard. It will not be accomplished without the full power of the AMA to carry it forward. We stand with the AMA Center for Health Equity and look forward to joining with all of you in its pursuits.

Thank you,

Rodrigo Sierra
Chief communications officer
Enterprise Communications

Michael Tutty
Group vice president
Professional Satisfaction and Practice Sustainability

AMA Health Equity Work Group

The AMA Health Equity Work Group is a cross-departmental team that was formed to define an enterprise-wide vision and focus on initiatives across the American Medical Association's business and mission units that support the advancement of health equity. The work group identified common themes in their collective efforts to improve health equity, assessed gaps in the market related to health equity, and identified opportunities for business units to operationalize strategies and tactics to integrate and embed health equity within their units.

The functions of the AMA Health Equity Work Group are to:

- Normalize conversations around racism as a primary driver of health inequities
- Organize educational opportunities and events for internal collaboration and engagement around health equity
- Operationalize health equity work across business units by proliferating tools and resources
- Convene regularly to promote exchange of ideas related to health equity



Through these efforts, we strive to be an organization that is mindful of—and responsive to—the diversity of its employees, members, and the patient population we serve and an organization in which diversity, inclusion, and equity are integral and inherent to the success of its mission. Progress in these areas will be demonstrated by the degree to which the AMA's day-to-day activities center on equity.

Our impact

\$65k in AMA Foundation scholarships given to historically underrepresented medical students

20+ press releases and statements highlighting AMA efforts on health equity

6 Employee Resource Groups (ERGs) established

200 students participated in the AMA Doctors Back to School™ program

66 employees participated in the two-day Racial Equity Institute training

\$494,200 in AMA Foundation grants given to support community health programs

“Diversity and inclusion embraces giving qualified individuals, who may not look exactly like the majority, the chance for advancement which helps increase job satisfaction and retention and brings new ways of thinking to the organization to foster innovation and creativity.”

—Brande Martin and Shawn Agyeman, co-chairs, BEAN ERG



AMA Center for Health Equity

AMA's collective efforts to improve health equity helped to inform the creation of the AMA Center for Health Equity (CHE), which launched in April 2019, and was created in order to facilitate, coordinate, initiate and track AMA health equity activities. The hiring of Aletha Maybank, MD, MPH, as the AMA's inaugural chief health equity officer and group vice president, earned national media coverage in *Modern Healthcare* and *Kaiser Health News*, among others.

Following the official launch of the AMA Center for Health Equity and the hiring of Dr. Maybank, employee communications produced and promoted a "Views from the top" video featuring Dr. Maybank discussing her vision for how to achieve health equity and what's next for the AMA in this regard.

Externally, Enterprise Communications (EC) integrated health equity messaging into virtually every speech and presentation delivered by AMA's president, as well as other AMA Board of Trustees members, to audiences across the nation. As a result, health equity ranked among the top five topics AMA leaders discussed in 2019, drawing significant media attention.

Normalize: Incorporating health equity from within

- Sixty-six AMA employees attended a two-day training program provided by the Racial Equity Institute. The program is designed to develop the capacity of participants to better understand racism in its institutional and structural forms. Moving away from a focus on personal bigotry and bias, the training presents a historical, cultural, and structural analysis of racism. With shared language and a clearer understanding of how institutions and systems are producing unjust and inequitable outcomes, employees became better equipped to begin to work for internal change across the organization.
- EC, Improving Health Outcomes (IHO) and the Office of the General Counsel (OGC) participated in the Urban Alliance Summer Internship Program, sponsoring three students from minoritized and marginalized communities. AMA's

participation provides early employment experiences which open the door to future success by putting young people on a pathway to economic self-sufficiency.

- CHE and EC launched the AMA Center for Health Equity SharePoint site on AMAtoday, which includes learning modules on equity for staff edification; a reading list consisting of classic and contemporary texts and articles on various equity-related subjects; and videos/documentaries to aid self and business unit study of equity issues.

- The Women's Employee Resource Group (formerly known as Women's Professional Development Group) held activities to

support the advancement of AMA women through the development of professional skills. The group hosted webinars, volunteer events, coffee networking, a book swap and a workshop on "Confidence in the workplace," which was conducted by an outside consultant.

- Employee

communications and engagement created opportunities to promote the importance of health equity and diversity and demonstrate inclusion through their editorial channels—from hosting and promoting featured events to producing written and video content to highlight the progress the organization has made in this area and identify opportunities for improvement.

"The diversity of our ERG is reflected in our name, Unidos. Unidos means 'united' and our group seeks to unite those who identify as Hispanic and Latina/o/x."

—Daniel Eller, chair, Unidos ERG

Organize: Advancing health equity efforts with external partners

- In 2019, the AMA launched an Enterprise Social Responsibility (ESR) program with a mission of producing value for the AMA's strategic work in a way that also produces value for society. Through the ESR program, the AMA sponsored the Rush West Side Walks to Wellness, which took place in Garfield Park from July to August 2019. Throughout the seven-week walk series, nearly 75 AMA employees, along with their friends and family members joined west side community residents to encourage healthy physical activity, educate and empower the community, and create a pipeline to health care careers for youth of color.
- During the month of October, AMA employees and their families volunteered 3,527 hours to support local



communities and non-profit organizations. AMA employees from office locations across the nation participated, from Silicon Valley to Washington D.C. As part of the campaign, an anonymous donor generously donated \$1 for each hour volunteered, resulting in \$3,527 being donated to the AMA Foundation (AMAF) Employee-Funded Scholarship.

- The AMA was a silver level sponsor of the Center for Healthcare Innovation's (CHI) ninth annual "Diversity, Inclusion and Life Sciences Symposium" and will be selecting an AMA employee to serve on CHI's board whose mission is to bring together experts and ideas from all over the world to improve health care for everyone, regardless

- EC executed an ambitious media plan to highlight the historic presidency of Dr. Patrice Harris, AMA's first female African-American president as well as the AMA's first openly gay chair of the AMA Board of Trustees. The strategy successfully secured editorial board meetings with *The Washington Post*, *The New York Times*, *The Wall Street Journal*, *Kaiser Health News*, *Bloomberg News* and *Reuters*. Those visits and additional visibility earned prominent coverage in the *The Wall Street Journal*, *Atlanta Magazine*, and *US News, Out and About Nashville*, and *Washington Blade*, among others. Similarly, EC highlighted the unique moment of having

"Diversity, by and large, is a fish solution. Bringing different types of fish to the tank sure is diverse, but it doesn't create better pond conditions for all the other fish. You need inclusion to hear what specific types of fish need, and then implementing those structural changes—changes to the pond itself—should be the focus of equity-based work"

—Jamie Murphy, secretary, Pride ERG

of socioeconomic status, gender, race, ethnicity or other demographic characteristics.

- AMA was extremely active during 2019 advocating on health equity issues that impact both physicians and their patients. Specifically, during 2019, the AMA weighed in on important health care issues where inequities are commonly seen and felt, including: Maternal mortality and morbidity, social determinants of health, immigration, LGBTQ policy, protections related to health data, Title X family planning and augmented intelligence. In addition, AMA supported state efforts on policies to authorize, reauthorize or maintain Medicaid coverage expansions in Arkansas, Georgia, Idaho, Montana and Utah.
- Media activity in 2019 largely centered around AMA efforts in the courts, critical policies adopted by the AMA House of Delegates (HOD), Advocacy's responses to the Trump Administration and Congressional actions, and the launch of the AMA Center for Health Equity. AMA's first press release of 2019—on the *AMA Journal of Ethics'* issue dedicated to health care for undocumented immigrants—devoted significant time and resources highlighting AMA advocacy, resources, and AMA-HOD policies on immigration.

three female presidents, earning significant additional media coverage.

- The AMA sponsored the National Association of Black Journalists meeting where Dr. Harris conducted a session highlighting health equity, connecting structural inequities to chronic disease, and acute problems like gun violence, while highlighting AMA's efforts to fix these problems.
- Dr. Harris' exemplary work advancing the cause of health equity was recognized by being named among the Top 25 Minority Leaders in Healthcare in 2019 by *Modern Healthcare*.
- AMAF's Community Health Program is designed to further increase health equity and improve health outcomes by creating a cohort of community-based organizations throughout the country to help prevent and manage type 2 diabetes and/or hypertension for marginalized and minoritized populations and historically disinvested communities. In 2019, AMAF awarded \$494,200 in grants to physician-led, community health organizations serving our most historically underserved populations. The program expanded to 11 cohort sites in California, Iowa, Missouri, Texas, New Jersey, New York, Georgia, North Carolina and Colorado. This positively impacted more than 6,500 patients while collaborating with local food pantries, farms, shelters,



senior citizen residences, churches and hospitals.

- AMA's IHO unit served as co-chair of the Centers for Medicare & Medicaid Services Office of Minority Health's Health Equity Collaborative to develop a central repository of resources to improve health equity. The web-based platform contains evidence-based best practices to improve health equity in the prevention of type 2 diabetes, improvement of hypertension control, addressing social determinants of health, diabetes and prediabetes education and awareness, and the use of community health workers.
- AMA collaborated with West Side United (WSU) in the Hypertension Work Group. AMA's Target: BP™ and M.A.P. BP improvement programs were chosen as the primary intervention to improve BP control on the west side directly impacting WSU's primary goal to reduce the 16-year life expectancy gap between the Loop and West Side neighborhoods by 50% by 2030.
- Professional Satisfaction & Practice Sustainability addressed the social determinants of health through relevant content in STEPS Forward™, hosting a webinar series to support the Centers for Medicaid and Medicare Services Transforming Clinical Practice Initiative. The AMA's Physician Innovation Network hosted a virtual panel discussion on "Innovating to address social determinants of health" with over 5,000 views.
- The AMAF continues to emphasize medical education and leadership, particularly for those underrepresented in medicine. In 2019, the AMAF received more than 65 applications for the *Physicians of Tomorrow, Underrepresented in Medicine* category and awarded \$65,000 to seven students. One such scholarship, the David J. Peck, MD Health Equity scholarship was further enhanced by a generous investment from AMA General Counsel Brian Vandenberg and the OGC through the creation of the Vandenberg Health Equity Fund. The fund will also support the Native American Center for Health Professions Scholarship for Advancing Health Equity at the University of Wisconsin-Madison.
- In June 2019, the AMAF and the Minority Health Institute

"The Veterans Community Resource Group's (VCRG) membership is drawn from the ranks of the approximately 1.3 million members of the United States military and those who have a strong affiliation with service. Members are the very essence of diversity, inclusion and selfless service."

—Gretchen Nester, chair, Veterans Community Resource Group

hosted "An Evening of Heart and Soul"—a testimonial dinner and gala to honor a lifetime of service to medicine by Dr. Richard Allen Williams, a renowned cardiologist from Los Angeles. The evening celebrated Dr. Williams' 50 years of service and leadership paving the way for diversity and inclusion in the practice of medicine and delivery of care. The event also brought attention to the significant need for and societal benefit of expanded medical education for marginalized and minoritized groups and physician diversity in America.

- IHO advanced the Health Equity Learning Project (HELP) to improve BP control rates for African-Americans with hypertension by testing a clinical protocol to improve physician-prescribing of antihypertensive medications according to clinical guidelines. HELP also supported initiatives to improve medication adherence and increase the use of self-measured blood pressure among African-American patients.
- The AMA Minority Affairs Section (MAS) Governing Council conducted two Doctors Back To School™ visits, where 10 to 20 physician volunteers went to high schools in Washington, D.C. and San Diego to encourage over 200 teens to consider pursuing careers in medicine. Individual AMA-MAS members also conducted visits in their communities. The initiative is part of AMA-MAS's strategic focus on improving workforce diversity among racially marginalized groups in the U.S.
- OGC created the Law Firm Diversity & Inclusion Program to increase the AMA's retention of diverse outside counsel. This includes a collaboration with The Chicago Committee in its new "Pathway to Partnership Program." The program is designed to help associates develop client relationships, making them more competitive candidates for law firm partnership. The overarching goal of the program is to increase the number of diverse partners at large law firms in Chicago. OGC has committed to developing client relationships with three diverse attorneys at three different Chicago law firms.

- Medical Education (MedEd) continues to work with medical schools to promote diversity and inclusion. MedEd co-hosted the April 2019 consortium meeting with Morehouse School of Medicine and Emory Medical School. The theme of the meeting was “Equity and inclusion.” Each consortium school completed a guided critical appraisal of potential bias or lack of inclusivity in curricular and assessment programs and created institutional action plans for follow-up. In May 2019, MedEd co-hosted the consortium meeting with University of Connecticut. The theme of the meeting was “Creating the future health care workforce: Promoting equity in admissions through the educational continuum.” The sessions focused on pipeline, selection and retention.
- Since February 2014, the AMA council/committee nominations form has included a statement regarding AMA’s commitment to promoting diversity and inclusion in every facet of organized medicine. AMA requests candidates provide a self-reported diversity statement and optional demographic information. In 2019, The AMA Council on Medical Education Nominating Committee solicited, reviewed and vetted 86 applicants for AMA nomination opportunities with external organizations—95% of applicants chose to provide their demographic information (ethnicity, race, gender identity, sexual orientation and/or having a disability/being differently-abled).
- AMA deepened its collaboration and partnerships with the following racially marginalized and minoritized medical associations: National Medical Association, National Hispanic Medical Association, Student National Medical Association, Association of American Indian Physicians, and the National Minority Quality Forum. AMA ensured our partners were invited to the AMA State Advocacy Summit and the Opioid Task Force meetings. AMA sponsored many events demonstrating their commitment to health equity, such as: Rainbow Push Health breakfast, National Association of Black Journalists Convention, Cook County Health Foundation—The Heart of the Matter Gala & Awards, Medical Organization for Latino Advancement (MOLA)—Latino Health Symposium, National Hispanic Health Foundation, National Medical Fellowships—Champions of Health Chicago event
- The AMA Advisory Committee on LGBTQ Issues in collaboration with AMA Advocacy Resource Center and GLMA disseminated three issue briefs to the AMA Federation of Medicine on: 1) Banning so-called “conversion therapy;” 2) Transgender access to public facilities; and 3) Health insurance coverage for transition-related care
- The AMA voiced its opposition to a Trump Administration proposed rule to remove anti-discrimination protections

“An equitable workplace provides opportunities for all to contribute their insights and expertise, and lead in an authentic way.”

—Sheri Seery and Betsy Shea, co-chairs, Women’s ERG

related to sexual orientation, gender identity and termination of pregnancy across a wide variety of health care programs and insurance plans. Later, the AMA issued a press release to highlight an AMA letter to the U.S. Department of Health & Human Services commenting on the proposed rule, urging that it will harm patients.

- Advocacy issued a letter to the Centers for Disease Control and Prevention (CDC) and the FBI and provided congressional testimony highlighting the endangerment of the transgender community.
- Marketing and Member Experience (MMX) launched the LGBTQ Task Force following the adoption of a management report to the AMA Board of Trustees that recommended more training for physicians and medical students about gender identity and other LGBTQ health disparities.
- The AMA Ed Hub™ is leading the development of an LGBTQ health curriculum that will include modules to: (1) Explore sexual orientation and gender identity; (2) Describe ways to improve patient care; (3) Offer ways that clinicians can make their practice more LGBTQ-friendly for patients and staff; and (4) Address social and political determinants of education.
- The AMAF secured the volunteer leadership of telecommunications pioneer and internationally recognized business executive and philanthropist, John D. Evans, to serve as chairman of the AMAF Fellowship Commission for LGBTQ Health.
- OGC designated the week of Nov. 4, Women in Law Week at the AMA, recognizing the contributions of women attorneys in OGC and across the AMA. 2019 marked the 150th anniversary of women practicing law in the U.S., and the first time that more than half the attorneys in OGC are women; the majority of whom are women of color.
- IHO launched a collaboration with the American College of Preventive Medicine, Black Women’s Health Imperative and CDC to increase the number of Black and Latina women patients with prediabetes who are screened and referred to CDC-recognized diabetes prevention programs. The collaboration aims to increase engagement and enrollment by identifying and addressing select social determinants of health as barriers to access by grantee health care sites.
- The AMA Women Physician Section submitted resolutions on the following topics: determining why infertility rates differ between military and civilian women, promoting salary transparency among veteran health administration employed physicians, school resource officer qualification and training qualifications
- AMA’s Women in Medicine Month was highlighted by a webinar “Promoting gender diversity in the workplace”

and the inaugural #WIMMonth Moving Medicine podcast featuring Dr. Esther Choo, speaking on “Gender inequity: Creating systemic change.” In addition, an AMA Women in Medicine Month special edition of *MyConnection* was devoted to the topic of equity. Employees were asked to share women physicians that inspire them in their everyday lives which lead to powerful stories on (literal) life-saving moments. The special edition also included a message from Dr. Harris and our “Strength within” series, profiling AMA’s female executives.

Operationalize: Using tools/resources to change the way AMA does its work

- Human Resources (HR) embedded diversity/inclusion and equity behaviors into the performance management factors for all employees to support the incorporation of equity from within the AMA. In October 2019, HR expanded the use of tools (Diversityjobs.com) to identify a more diverse applicant pool. This has significantly increased traffic to HR’s applicant portal and positively impacted the number of diverse applicants.
- HR created the guidelines and process for Employee Resource Groups (ERGs). ERGs are designed to foster retention, professional development, and advancement among Hispanic and Latinx employees while also identifying and recommending measures to remove impediments to equal employment opportunities that may exist in these areas.
- Veteran’s Community Resource Group—leverage and adopt the best of military culture, competencies, and global experiences to drive mutually beneficial outcomes for the AMA and our veteran community.
- Women’s Employee Resource Group—a professional resource group for employees who identify as women and their allies who seek to inspire and equip AMA women to invest in their career development and professional growth. The group provides educational programming and networking opportunities for all AMA employees in support of women at all levels within the AMA community.
- Health Solutions (HS) developed and launched an internal health equity (HE) education and operations initiative which included a new HE program manager focused on: AMA Physician Masterfile race and ethnicity initiatives, health equity awareness within the BU, and an advisor to the CPT® panel. In addition, HS created a “Normalizing Discussions about Racism” group that has met biweekly and covered topics such as white fragility, different articulations of racism, and structural inequity.
- IHO initiated development of the Race and Ethnicity

“Equity includes all people facing many different access barriers; that means physical, social, and mental health barriers limiting access for people with physical, injury-related, cognitive/learning, behavioral, vision, hearing, psychological and invisible disabilities.”

—Matthew Gilboy and Caiti Maloney, co-chairs, Access ERG

networking, support diversity and inclusion, promote community outreach, and bring cultural awareness to the workplace. Six ERGs were announced in 2019 representing:

- ✧ Access—an ERG for people with with varying ability/disability levels that provide resources and ensure AMA is accommodating to all. Access wants to ensure that allies and advocates feel welcome and recognizes that not all disabilities are visible, nor are they all physical.
- ✧ BEAN—Black employees, advocates and allies network aim to foster a work environment where Black professionals are included and able to contribute their insights and expertise to further AMA organizational goals.
- ✧ Pride—LGBTQIAA+ employees and allies aims to create a social environment for employees to feel connected to each other, the larger community, and the AMA as an enterprise by providing resources to help ensure that LGBTQ+ employees benefit from the same up to date education, quality care and cultural competency that the AMA has resolved to bring into the health care sector.
- ✧ Unidos—aims to increase engagement, outreach, recruitment, Data Collection Learning Essentials guide to improve the quality and availability of actionable race and ethnicity demographic data collected and reported by health care organizations. Accurate race and ethnicity data are a primary need across the continuum of care to properly surface health care disparities and outcome differences by population.
- In 2019, the *AMA Journal of Ethics*® published several health equity relevant issues including “Health Care Organizations and Community Development,” “Ethics of Representing Unrepresented Patients” and “Access to Prescription Medications.”

A combined effort

After the launch of the AMA Center for Health Equity in April 2019, a new work group was formed by combining the individual members of the D&I and Health Equity Work Groups—and adding member representation from each business unit across the AMA. The Health Equity Work Group is part of the AMA Center for Health Equity and the members include:

Steering Committee:



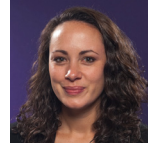
Dr. Aletha Maybank



Alice Jones



Ann Manikas



Chelsea Hanson



Christopher Holliday



Diana Derige



Hannah Seoh



J. Mori Johnson



Joaquin Baca



Maithili Jha



Michael Tutty



Rodrigo Sierra



Sheri Seery



Tanya Lopez

Members:



Annalia Michelman



Ashley Southerland



Audiey Kao



Barkley Payne



Betsy Shea



Brande Martin



Brenda Vidana



Caleb Wilson



Carmen Noboa



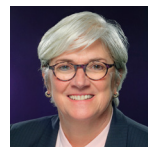
Colleen McLoughlin



Craig Johnson



Debra Cohn



Denise Foy



Diane Galligan



Doug Fedorchak



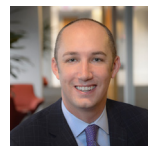
Greg Wozniak



Jennifer Brown



Jennifer Byrne



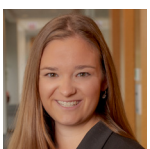
Justin DeJong



Ken Beaver



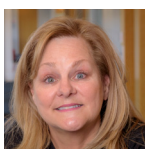
Kenyetta Jackson



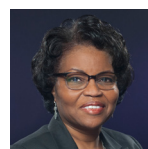
Kyra Cappelucci



Lauren Robinson



Lorraine Sullivan



Marla Hall



Mia Keelys



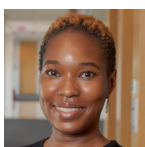
Michael Brewer



Michael Glasstetter



Nancy Essex



Nnenna Okeke



Paul Gee



Seth Blumenthal



Sandi Smith

