

2021 Annual Report Beyond Flexner Alliance



PREPARED BY

Raashmi Krishnasamy, MPH

Cover Illustration By:
Fernando Miguez



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The Beyond Flexner Alliance (BFA) is a national movement, focused on health equity and training health professionals as agents of more equitable health. This movement takes us beyond centuries old conventions in health professions education to train providers prepared to build a system that is not only better, but fairer. The Beyond Flexner Alliance movement started with a 2012 conference in Tulsa, Oklahoma, that brought national attention to medical schools with strong social mission commitment, created a forum for collaboration and shared innovations, and legitimized the important role of health professions education in addressing social inequities. We are now the Beyond Flexner Alliance.

Social Mission

The social mission of a health professions school is the contribution of the school in its mission, programs, and the performance of its graduates, faculty and leadership in advancing health equity and addressing the health disparities of the society in which it exists.

Mission

The Beyond Flexner Alliance aims to elevate social mission in health professions education by mobilizing and amplifying learners, teachers, community leaders, policymakers, and their organizations to advance equity in education, research, service, policy, and practice.

Vision

Health professions education in which social mission is present, prominent, and valued to drive health equity and improved health for individuals, families, and communities.

Values

- Ways in which we will pursue our vision and achieve our mission are:
- Promote a culture of accountability in health professions education that values health equity
 - Raise public consciousness about social mission
 - Impact future leaders' understanding and commitment to social mission
 - Create social mission standards and metrics to augment mission awareness at multiple levels
 - Serve as repository for strategies that advance social mission
 - Support pathways to assure a diverse workforce including leadership
 - Engage similar and diverse perspectives
 - Be regionally relevant
 - Advocate, Question, Disrupt

Director's Foreword



2021 marked a year of growth for the Beyond Flexner Alliance. Our team grew with the additions of talented programmatic and research leads. Our initiatives increased as we introduced a new Health Justice Fellowship program, reconstituted our Student Assembly, invested firmly in our cornerstone Diversity Initiative and Social Mission Metrics Initiative, and developed our social mission research portfolio. We expanded our network of Allies to include now more than 50 organizations while moving some Allies strategically into productive partnerships such as those built with Towards Unity for Health and the National Association of Community Health Centers.

Notably, our 2022-2023 Strategic Plan was finalized, the 2021 Beyond Flexner Virtual Conference welcomed hundreds of attendees, and we took major strides towards changing the name of our organization to better reflect the changing environment of social mission and society.

What's next for the social mission movement? Our strategic priorities remain the same: increasing diversity across health professions, improving the internal environment and external collaborations of the academic health center, and disrupting the traditional model of health professions education in place of a more just and equitable system. The tactics listed in our Strategic Plan highlight current and future ways in which we will help achieve these goals such as spotlighting narratives of injustice in health profession schools, facilitating learning of effective institutional practices, convening and empowering leaders of change at all levels, and advocating for policies that prioritize the investment needs of primary care, rural and underserved communities, and social equity at large.

We also will affirm and broadly socialize the concept of social mission through greater research, introducing new national methods of both incentive and accountability, and building capacity through the ambassadors and allies of the Alliance.

Our vision of health professions education in which social mission is present, prominent, and valued to drive health equity is ambitious but attainable. We will recognize our achievement of this vision when social mission is a stated and demonstrated core value of every health profession training program and institution in the country. We invite you to share the review of our 2021 milestones and join our movement as we advance Beyond 2022 and Beyond Flexner.

In service,

Toyese Oyeyemi
Director | Beyond Flexner Alliance

2021-2023 Strategic Plan Overview

BFA STRATEGIC GOALS AND OUTCOMES

Outcome 1: Diversity	Strategic Goal 1	
Metric: Improved diversity and representation of URM groups among learners, faculty, and leadership across HPTP/Is		
Tactics:		
1	Introduce tracking and accountability mechanism for community stakeholders to use (students, CBOs, CHCs, professional associations)	
2	Organize and support local and national student advocacy and disruption efforts	
3	Engage URM trainees through leadership development	
4	Support development of state-based benchmarks for health workforce diversity	
5	Conduct case studies and facilitate the exchange of successful practices	
6	Spotlight the low and high performing institutions	
7	Provide emerging and evidence-based tactics for change	
SMM Reference Indicator: H3, H5, J2, J3, J6, J7		

Outcome 2: Internal/ Institutional Equity	Strategic Goal 2	
Metric: Improved environment reflecting equitable and inclusive experience of learners, faculty, staff, and administrators across HPTP/Is		
Tactics:		
1	Convene leaders and stakeholders	
2	Facilitate peer support and learning of effective practices	
3	Catalog emerging practices and best practices	
4	Develop and distribute implementation resources	
5	Organize and support local and national student advocacy and disruption efforts	
6	Collect and catalog narratives of experiences of injustice within HPTP/Is and provide restorative space	
7	Conduct social mission audits of health profession programs	
SMM Reference Indicator: N/A		

2021-2023 Strategic Plan Overview (cont)

BFA STRATEGIC GOALS AND OUTCOMES

Outcome 3: External Equity	Strategic Goal 3
Metric: Increased programs and policies of HPTP/Is addressing community inequities through clinical, research, and service practices outside of the institution	
Tactics:	
1	Convene leaders and stakeholders
2	Catalog emerging practices and best practices
3	Develop and distribute implementation resources
4	Connect HPTP/Is with community stakeholders
5	Influence incentive for community engagement practices
SMM Reference Indicator: A3, G2, N2, P3	

Outcome 4: Health Equity Leadership	Strategic Goal 4
Metric: Increased output of learners, practitioners, faculty, and administrators with the knowledge, skills, and courage to address organizational and structural health inequities.	
Tactics:	
1	Spotlight social mission champions
2	Convene and support student activists
3	Curate and promote student resource pages
4	Identify, nurture, and empower health equity leaders for change
5	Provide toolkits to apply change tactics related to health equity
6	Collect and catalog narratives of experiences of injustice within HPTP/Is and provide restorative space
SMM Reference Indicator: N1, N2, P1, P3	

2021-2023 Strategic Plan Overview (cont)

BFA STRATEGIC GOALS AND OUTCOMES

Outcome 5: Health Equity Content in Training and Practice	Strategic Goal 5	
Metric: Increased output of interprofessional learners and practitioners engaged in training and activities which develop core health equity knowledge and skills.		
Tactics:		
1	Curate and promote student resource pages	
2	Identify, nurture, and empower health equity leaders	
3	Promote HPTP/I adoption of <u>SDoH</u> , population health, and health equity in curricula	
SMM Reference Indicator: A4, A5		

Outcome 6: Primary Care	Strategic Goal 6	
Metric: Increased output of learners and providers specializing in primary care.		
Tactics:		
1	Catalog and spotlight emerging practices and best practices	
2	Establish relationships with key primary care associations, professional associations, community health orgs	
3	Advocate for policy change that prioritizes the need for primary care investment	
SMM Reference Indicator: G2, Q2, Q3		

2021-2023 Strategic Plan Overview (cont)

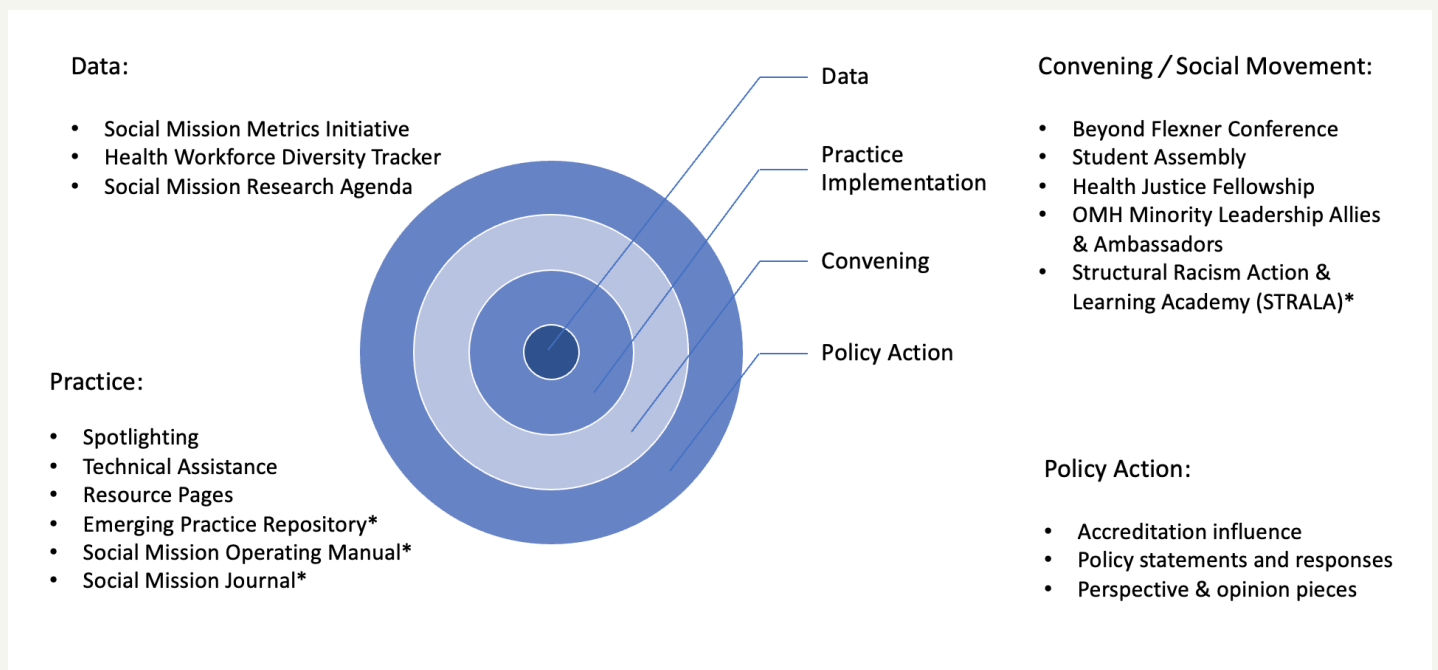
BFA STRATEGIC GOALS AND OUTCOMES

Outcome 7: Rural/Underserved	Strategic Goal 7	
Metric: Increase the output of learners and providers servicing rural and underserved communities.		
Tactics:		
1	Catalog and spotlight emerging practices and best practices	
2	Establish relationships with organizations supporting rural workforce distribution to solicit field knowledge	
3	Establish relationships with key HBCU, HSI, Tribal College partners to solicit field knowledge	
4	Advocate for policy change that prioritizes the need for rural and underserved care providers	
5	Spotlighting training on rural and underserved workforce access	
SMM Reference Indicator: A3, G2, Q2		

Outcome 8: Institutionalize Social Mission and Build National Capacity for Social Mission Research	Strategic Goal 8	
Tactics:		
8.1	Introduce a social mission research agenda	
8.2	Spotlight existing offices/institutions and their performances	
8.3	Create a social mission designation and leadership criteria	
8.4	Advocate for HPTP/I adoption of social mission language and toolkits	
8.5	Publicize the concept of social mission through op-eds, publications, policy pieces, and conference presentations	
8.6	Influence the ranking methodology of health profession schools	
SMM Reference Indicator: E2		

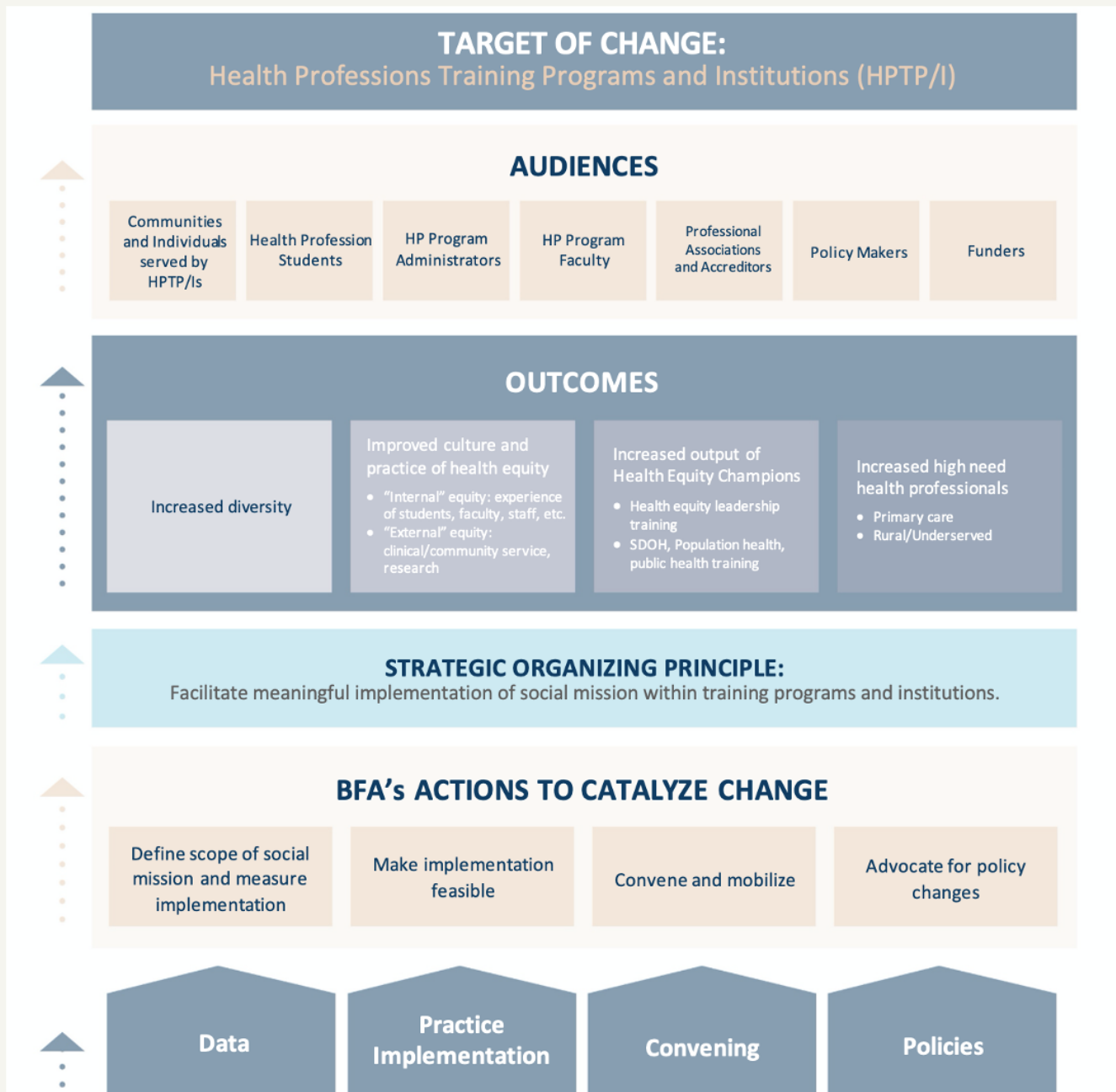
2021-2023 Strategic Plan Overview (cont)

BFA CORE FUNCTIONS



2021-2023 Strategic Plan Overview (cont)

STRATEGIC PLAN IMPLEMENTATION FLOWCHART



Organizational Growth & Program Updates

From welcoming new members to the team, to creating an *Allies In Outreach* and *Ambassadors* programs, and submitting *Support Letters to Congress*, the organization has undergone immense growth since 2020. In addition, our four individual programs have achieved a number of milestones.

Welcoming New Staff

This year, we welcomed the following new team members:

- Quentin Alleyne - Project Assistant
- Colleen Bogucki, MPP - Research Associate
- Raashmi Krishnasamy, MPH - Institute Assistant

Allies in Outreach

We have been meeting with representatives from various organizations to cultivate meaningful long-term partnerships. Some organizations we have met with include: the American Academy of Family Physicians, the American Medical Student Association, Health Career Connections, the Alliance for Health Policy, and the American Medical Association Center for Health Justice.

Ambassadors Program

Spearheaded by Dr. Natalie Kirilichin, the Stakeholder Engagement Subcommittee of the BFA Board has been developing an *Ambassadors* program to identify a figurehead to represent each of the health professions our organization encompasses. These liaisons will serve to carry the mission of BFA into their respective communities, recruit buy-in, and ultimately, help execute the strategic plan.

Letters to Congress

To show our Institutional support for crucial pieces of legislation, we crafted *Letters of Support to Congress*. We sent two letters to the House Committee on Ways & Means this year: one supporting the *Pathway to Practice Training Program* and the other supporting health workforce related policies in the *Build Back Better Act*.

Health Workforce Diversity Initiative (HWDI)

PROGRAM TEAM

Toyese Oyeyemi Jr., MPH, MCHES
Maria Portela, MD, MPH
Edward Salsberg, MPA
Erin Brantley, PhD, MPH
Colleen Bogucki, MPP

FUNDING PARTNERS

Josiah Macy Jr. Foundation
&
California Endowment Fund

The Mullan Institute's Health Workforce Diversity Tracker documents progress (or lack thereof) towards the goal of greater racial and ethnic parity in the health workforce. The Diversity Tracker captures the diversity of the health workforce by analyzing information on students and graduates of health professional educational programs as well as the diversity of the current health workforce. The Diversity Tracker promotes accountability and transparency related to health workforce diversity through regularly published reports, an interactive online tool and convening leaders in the field.

NOTABLE ACCOMPLISHMENTS

- Officially launched [The Health Workforce Diversity Tracker Tool](#)
- Published a number of journal articles including
 - [“Estimation and Comparison of Current and Future Racial/Ethnic Representation in the US Health Care Workforce”](#), published in JAMA Open Network;
 - [“Lessons Learned from the Health Workforce Diversity Tracker for Global Health”](#) published in the Social Innovations Journal and presented at the TUFH Global Conference;
 - [“Limited, Uneven Progress in Increasing Racial and Ethnic Diversity of Dental School Graduates”](#) published in the Journal of Dental Education;
- Presented “A Workforce Reflecting the Diversity of the Community: The Role of Leaders in Advancing the Vision” to the National Association of Community Health Centers
- Published [The California Report](#), which provides a detailed analysis of health workforce diversity in California

LOOKING AHEAD

Expanding development of state-level reports to support community coalitions for workforce and pipeline diversity

Social Mission Metrics Initiative (SMMI)

PROGRAM TEAM

Sonal Batra, MD, MST
Julie Orban, MPH
Colleen Bogucki, MPP

FUNDING PARTNERS

Robert Wood Johnson Foundation
&
U.S. Health Resources and Services
Administration

SMMI aims to advance measurement and awareness of social mission in health professions education. SMMI has far-reaching implications for the promotion of social mission within health professions education, a need which has been acutely highlighted by stark COVID-19 related health disparities. The SMMI has created a self-assessment tool for dental, nursing, and medical school leaders to measure and benchmark 18 key areas of social mission.

NOTABLE ACCOMPLISHMENTS

- New social mission metrics were included in the [“U.S. News and World Report”](#) Best Medical Schools Ranking
- Conducted a study to examine social mission content in US and Canadian health professions accreditation standards in 2020; Findings were included in the National Academies of Sciences, Engineering, and Medicine’s [The Future of Nursing 2020-2030: Charting a Path to Achieve Health Equity](#) report
- Published a [Social Mission in Accreditation Standards Research Report](#)
- Presented at the American Medical Association ChangeMedEd 2021, Nexus Summit 2021, Health Resources and Services Administration’s Health Workforce Technical Assistance Center, and at the William James College Center for Workforce Development

LOOKING AHEAD

- Collaborate with American Medical Student Association (AMSA) to develop U.S. Medical School 'Scorecard' and expand social mission efforts across the country
- Continued publication & presentation efforts

Health Justice Fellowship

PROGRAM DIRECTOR

Robert Rock, MD

The Health Justice Fellowship Program is a new initiative that seeks to create a dynamic community dedicated to nurturing an insurgent politic among the next generation of leaders in healthcare that represent the values, perspectives, and wisdom of the those greatest affected by systems of oppression, those that have historically been barred from the academy and the health professions. The program is dedicated to nurturing the talents of trainees who already show promise and commitment to advancing health justice in society and social mission in health professional training. We are elated to welcome our inaugural class of Health Justice fellows!

MEET THE 2021-2022 COHORT OF FELLOWS



Zena Ahmed, MS is a native of The Bronx, New York with a strong interest in disrupting health disparities as well as promoting advocacy and literacy for equitable health. After she received her Master's degree in Translational Medicine from City College, she co-founded Hikmah Tech, a startup focused on increasing sexual health literacy for LGBTQ+ and underserved communities. Since then, she has been dedicated to eliminating health inequities and has collaborated with the BioHacking Community to address disparities in the healthcare system. Pursuing her passion, Zena is currently enrolled at Yale School of Public Health where she is working towards her Master's degree in public health with a focus in Health Policy. She is now a Health Justice fellow at the Beyond Flexner Alliance. A lifelong resident of New York City, Zena continues to advocate for those in vulnerable populations.

Erina Horikawa is a second-year medical student at Washington State University Elson S. Floyd College of Medicine. She previously earned a B.A. in Race and Ethnic Studies at Whitman College with a concentration in racial health disparities. She is passionate about addressing racism in medicine and working towards diversity, equity and inclusion at our institution and beyond. In addition to being a student, she is involved with student organizations that address anti-racism and health for underrepresented groups, such as the Anti-Oppression Task Force, Health Equity Circle, Latinx Medical Student Association, and the Asian Pacific American Medical Student Association. She is also a student ambassador for the National Association of Medical Minority Educators, where she works on Diversity, Equity, and Inclusion initiatives. She is currently interested in pediatrics and psychiatry, with a focus on how primary care and mental health can understand lived experiences for those that social, economic & political systems were not made for.



Health Justice Fellowship (cont)

MEET THE 2021-2022 COHORT OF FELLOWS



Daniel Tounsel is a native of Michigan and is finishing up the Adult Gerontology Nurse Practitioner program at Duke University. Prior to enrolling at Duke, Daniel studied nursing at the University of Michigan and obtained law and master's in public administration (health policy) degrees from Indiana University. He has worked in various capacities at several academic medical centers including clinical nursing, research, claims and litigation and health law. His commitment to serving vulnerable populations includes developing after school programming to promote academic excellence while reducing exposure to violence, coordinating efforts to seal criminal records of those seeking jobs and is currently leading an intervention to address health harming legal needs of African American men with hypertension. He is interested in leveraging law and policy with interested stakeholders to create health equity in vulnerable communities both domestically and abroad.

Wajeha Mahmoud is a Muslim Palestinian American who was born in Puerto Rico and raised in San Bernardino County, California. She is a first-generation college student and is currently a dental student at Western University of Health Sciences. She is passionate about fighting for social and racial justice, health equity, and mentorship. While a student at UC Riverside, she served as the Vice President of both Students for Justice in Palestine (SJP) and Students Organize for Syria (SOS) where she was able to educate her campus community on the situation in these countries and raised funds to support Palestinian children in need for medical treatment and Syrian refugees. She has worked as a STEM peer mentor throughout undergrad and is now the Co-Chair of the Health Career Ladder pipeline program at her university where she aims to introduce the dental profession to economically and educationally disadvantaged students. She hopes this fellowship will allow her to continue expressing herself through her passions and learn how she can contribute to the dental field while reducing health disparities within it.



Student Assembly

PROGRAM TEAM

Raashmi Krishnasamy, MPH

Tiffany LaCroix

Quentin Alleyne

Isabel Chen, MD, MPH

Student Assembly officially launched in the Spring of 2021 and provides members the opportunity to be involved in advocacy efforts, communication strategies, and outreach activities around health equity and social mission. In addition, it aims to serve as a source of community and support to learners continuing through their health professions training journey.

NOTABLE ACCOMPLISHMENTS

- Hosted the [Voices for Change Fellowship](#) which served as a platform to elevate the voices and work of historically disadvantaged communities. A recent Voices for Change Fellow published an OPEd titled [Protect Mothers and They Will Stimulate the Economy: A Case for Federal Paid Family Leave](#).
- Hosted two Twitterspaces to create an online community amongst learners and to discuss pressing topics affecting learners in their health professions institutions
- Planning and hosting a preconference and conference events designed to create community amongst health professional trainees fighting to reshape health care to be more socially accountable through health justice curriculum design and student organizing. Through storytelling, discussion, and breakout sessions, the event will be dedicated to assembling an interdisciplinary group of health professional trainees from across the country who are committed to advancing anti-oppression and social responsibility at their respective institutions. During this exchange of knowledge and experiences among thought leaders, learners will be provided with the opportunity to form bonds that will maximize the collective impact in the respective communities that they represent.

LOOKING AHEAD

- Hosting a BFA summer internship program
- Continued recruitment efforts for leadership team
- Continued collaborations with interdisciplinary health professions student organizations (i.e. AMSA, AAFP Family Medicine Interest Groups, etc)

2021 BFA Virtual Conference

PROGRAM TEAM

Leigh Anne Butler
Shadelle Gregory, EMT-B
Candice Chen, MD
All Staff

On April 26-28, 2021, the Beyond Flexner Alliance, A.T. Still University and the Edson College of Nursing and Health Innovation at Arizona State University cohosted the virtual 2021 conference. The virtual conference themes centered on:

1. Championing Equity: programs that teach, model, measure, promote and reward health equity.
2. Diversity now in Health Professions Education: race, ethnicity, gender, sexual orientation and gender identity, disability, culture, nationality, religion, and socioeconomic status among others and intersections of those identities.
3. Innovations in Learning Integration: interprofessional education, integrated primary care, oral health, behavioral health, community integration and empowerment, social determinants of health, and health law among others.
4. Moving to the Quadruple Aim: patient experience, population health, healthcare costs, and provider well-being in the context of social mission.
5. Fixing the Framework: admissions, accreditation, post-graduate education, certification, hidden curriculum, payments, state and federal policies.

Keynote speakers for the virtual conference Included: Catherine Alicia Georges, EdD, RN, FAAN; Christina T. Rosenthal, DDS, MPH; and Leana S. Wen, M.D. M.Sc. FAAEM.

Additionally, the 2020 Josiah Macy Jr. Foundation Award winners were recognized at the virtual conference. The 2020 award recipients were:

- Lifetime Achievement - George Blue Spruce, Jr., DDS, MPH
- Individual Excellence - Joseph Kiesler, MD
- Rising Star - Robert Rock, MD
- Program Excellence - Green Family Foundation Neighborhood Health Education Learning Program, Florida International University Herbert Wertheim College of Medicine, Miami, FL
- Institutional Excellence - Charles R. Drew University of Medicine and Science

We had over 800 individuals in attendance at the virtual conference!

Acknowledgements

BFA TEAM MEMBERS

TOYESE OYEYEMI, MPH, MCHES
LEIGH ANNE BUTLER, EMT-B
CANDICE CHEN, MD, MPH
ISABEL CHEN, MD, MPH
NATALIE KIRILICHIN, MD, MPH, FACEP
MARIA PORTELA MARTINEZ, MD, MPH
SONAL BATRA, MD, MST
JULIE ORBAN, MPH

ED SALSBERG, MPA
COLLEEN BOGUCKI, MPP
SHADELLE GREGORY
JAMAR SLOCUM, MD
ROBERT ROCK, MD
RAASHMI KRISHNASAMY, MPH
QUENTIN ALLEYNE
TIFFANY LACROIX