

# ONE VCU Sustainability Plan:

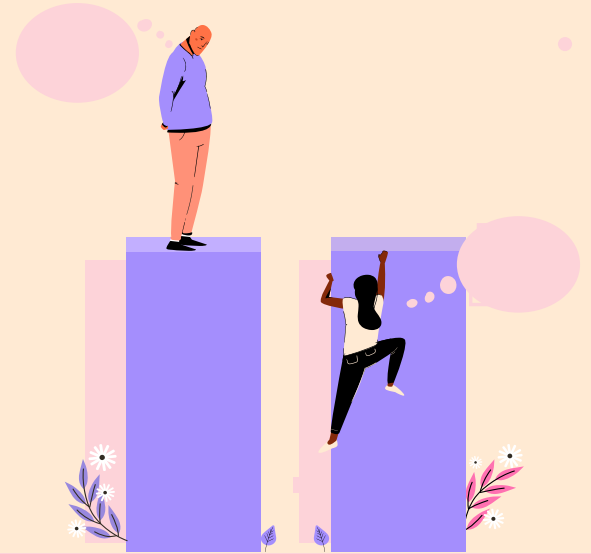
**An opportunity for  
Health Equity**

Bobby Scott  
Health & Well-being Intern



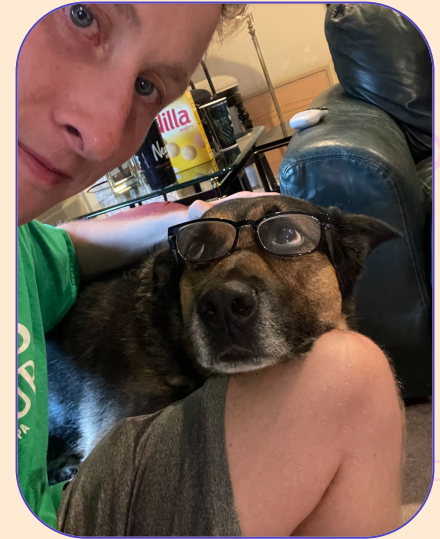
# DISCLAIMERS

- Not an expert
- Presentation is a proposal to VCU Leadership
  - Some parts are a little VCU inside baseball
- Many protective factors & privilege have promoted my health & well-being
- Not a member of the communities I will advocate for today
- With time in mind...
  - Today's presentation will over-simplify
  - Will mostly avoid in-depth discussion of the methods of research for the data referenced
- A ton of slides but many repeats or quick single-sentence slides, some we'll skip
- Will summarize/recap often throughout
  - "Mega-Summaries"-- biggest take home points



## A bit about Me:

- Born & raised in Atlanta, GA.
- 4th year at VCU School of Medicine
- Pursuing career in Emergency Medicine & Critical Care
- I enjoy spending time with my friends, dogs, and mom.



# What we'll talk about



## Get on the same page

- What is sustainability?
- Our goals for the VCU Sustainability plan?
- What is health equity?



## What's the state of health in Richmond today?



## Why is health this way in RVA?



## How should we approach improving health in RVA?



## An idea for the way forward toward health equity

# What is Sustainability?

## Developing the

# onevcu | SUSTAINABILITY PLAN

A roadmap for achieving meaningful and impactful environmental sustainability goals at VCU and VCU Health

The [United Nations World Commission on Environment and Development](#) defines sustainability as “the ability to serve the needs of the present without compromising the ability of future generations to meet their own needs.” As a nationally prominent institution known for shaping and impacting human health, VCU’s role in developing sustainable solutions is vital and affects not only the natural environment, but human health, health equity and economic vitality.

The development of our first ONE VCU Sustainability Plan will identify a path forward for VCU and VCU Health to interconnect these complex issues in order to sustainably deliver on our mission as well as support the well-being of future generations. Our charge is to create a plan that reflects our aspiration, while recognizing the scale of our challenges.

*This website will continue to be updated throughout the process to capture information about the process, [our progress](#) and opportunities for engagement.*



**Ok...needs of the  
present, but who does  
that include?**

# VCU's Mission

"Our mission is to serve students, patients and our communities in the best possible ways leading every person toward their success. So when I think about our mission, I ask myself two questions: How are we doing? How can we do better?"

– Michael Rao, Ph.D., President, VCU and VCU Health System  
2021 State of the University

# What is Sustainability Plans Purpose?

## Developing the

# oneVCU | SUSTAINABILITY PLAN

A roadmap for achieving meaningful and impactful environmental sustainability goals at VCU and VCU Health

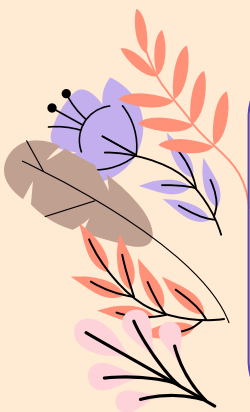
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# VCU's Mission- Sustainability Remix




"Our mission is to serve students, patients and our communities in the best possible ways leading every person toward their success. So when I think about our mission, I ask myself two questions: How are we doing? How can we do better?"

– Michael Rao, Ph.D., President, VCU and VCU Health System  
2021 State of the University

## VCU Sustainability Plan Mission:

**Identify ways for VCU to lead its students, patients, & communities to success today, without costing the generations VCU hopes to lead tomorrow.**



**More specifically  
though, how is our  
sustainability plan  
hoping to lead people  
to success?**

*Section: "What's the state of  
health in Richmond today?"*

# Defining our Goals for the plan

## ONE VCU Sustainability Plan draft goals

Aligned with Quest 2028



### Ourselves

Embed sustainability in the One VCU culture



### Our community

Enhance student, patient, workforce and community health and well-being by restoring the natural environment and minimizing VCU's environmental impact

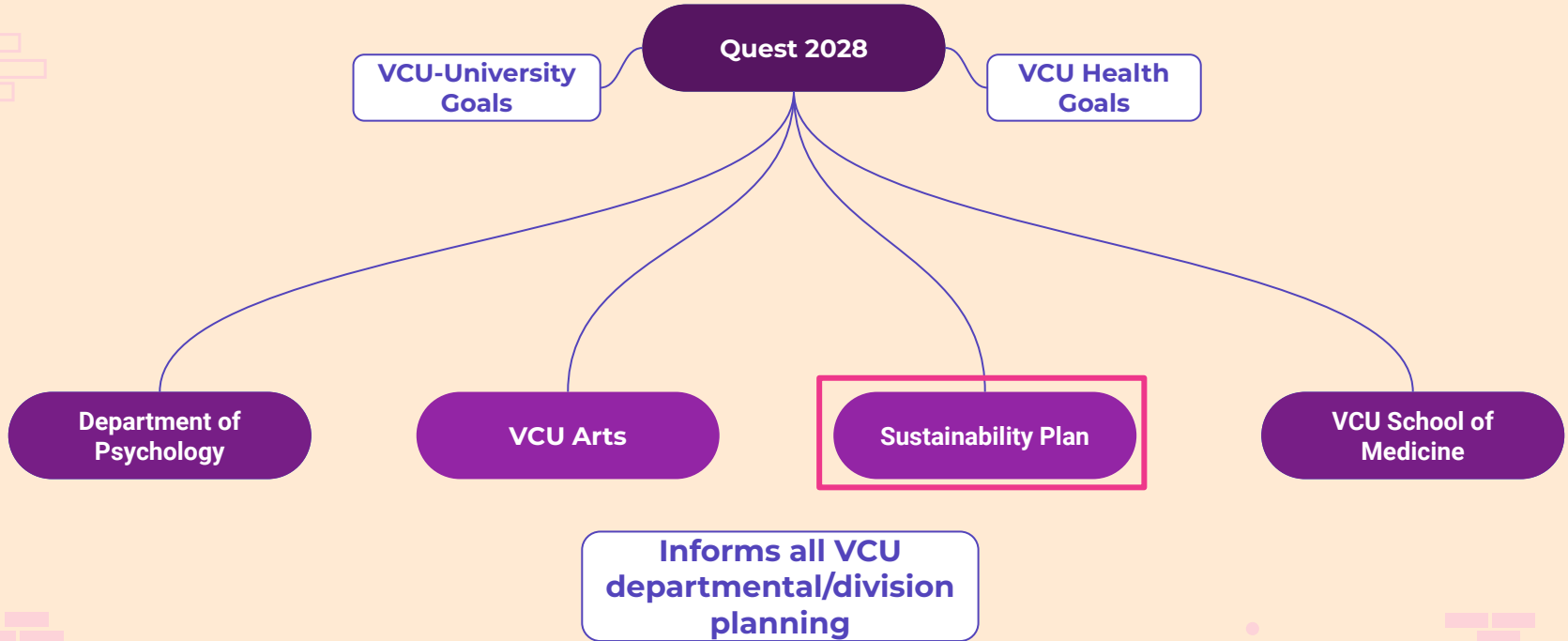


### Our world

Inspire sustainability innovation in research, education and healthcare to advance environmental health, human health, health equity and economic vitality

# What is Quest 2028?

List of VCU's overarching goals & priorities as well as strategies to achieve them for the years 2021-2028



# How can we align with Quest 2028?

ONE VCU Sustainability Plan draft goals

Aligned with Quest 2028

Quest 2028: One VCU Together We Transform

**University goals**

**Thriving communities**

We deliver on our commitment to solving social and health inequities in partnership with communities.

**VCU Health goals**

**Advance health equity**

We provide equitable care to all patients and communities while acknowledging their unique needs.

**Ok I've heard “health equity” like 5 times already...but what does it mean?**

# Health Equity Defined



## Health

- “Physical and mental health status and well-being, distinguished from health care.”



## Health Disparities/Inequities

- “Health disparities are differences in health (or in key determinants of health) that adversely affect marginalized or excluded groups.’



## Health Equity

- “Health equity means that everyone has a fair and just opportunity to be as healthy as possible.”
- “Health equity can be viewed both as a process (the process of reducing disparities in health and its determinants) and as an outcome (the ultimate goal: the elimination of social disparities in health and its determinants).”

# Mega-Summary

- 1. Our goal in making the sustainability plan is to figure out how VCU can meet the needs of our present day communities & patients in ways that allow us to do the same for future patients & communities.**
- 2. One major “need” is health. Particularly we have identified *health equity* as a priority. Meaning- we want the plan to include solution(s) that help to eliminate health disparities affecting marginalized communities.**



# What we'll talk about



## Get on the same page

- What is sustainability?
- Our goals for the VCU Sustainability plan?
- What is health equity?



## What's the state of health in Richmond today?



## Why is health this way in RVA?



## How should we approach improving health in RVA?





## An idea for the way forward toward health equity

# So, how are we doing?

“Our mission is to serve students, patients and our communities in the best possible ways leading every person toward their success. So when I think about our mission, I ask myself two questions **How are we doing? How can we do better?”**

– Michael Rao, Ph.D., President, VCU and VCU Health System  
2021 State of the University

# Are we leading our patients and communities to success?



“Our mission is to serve students, patients and our communities in the best possible ways leading every person toward their success. So when I think about our mission, I ask myself two questions: How are we doing? How can we do better?”

– Michael Rao, Ph.D., President, VCU and VCU Health System  
2021 State of the University

# Are we meeting the needs of our patients & communities today?

oneVCU

SUSTAINABILITY PLAN

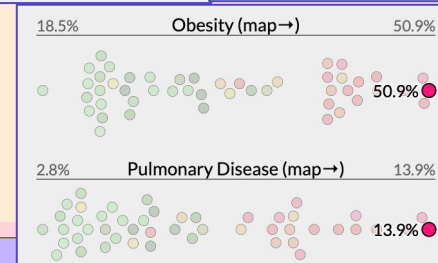
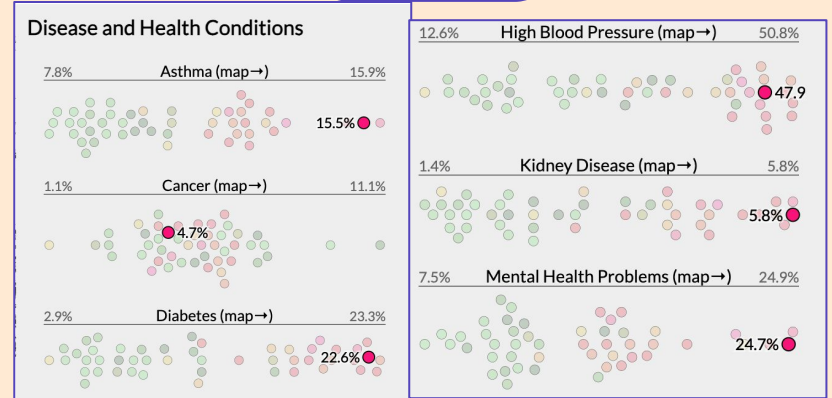
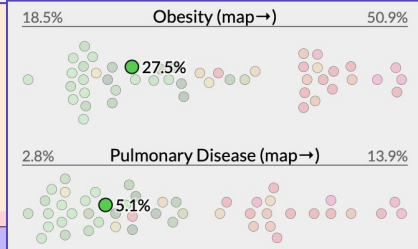
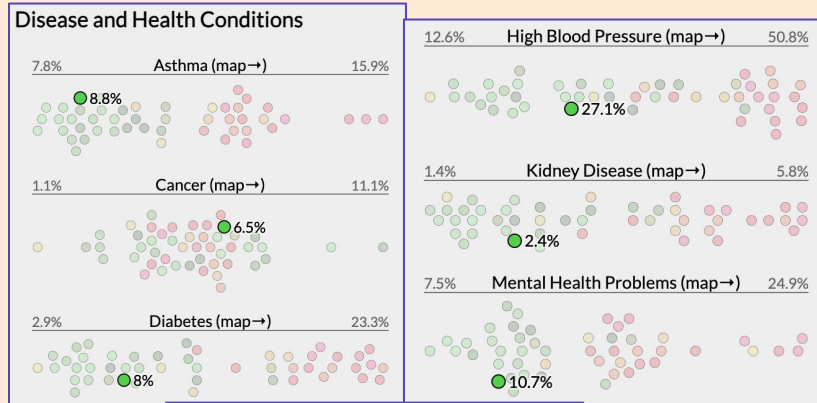
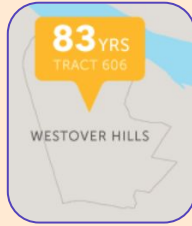
A roadmap for achieving meaningful and impactful environmental sustainability goals at VCU and VCU Health

The [United Nations World Commission on Environment and Development](#) defines sustainability as “the ability to serve the needs of the present without compromising the ability of future generations to meet their own needs.” As a nationally prominent institution known for shaping and impacting human health, VCU’s role in developing sustainable solutions is vital and affects not only the natural environment, but human health, health equity and economic vitality.

# How we're doing: Life Expectancy



# How we're doing: Chronic Disease



- **How we're doing:**

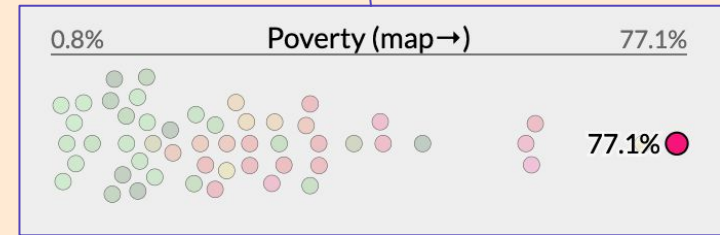
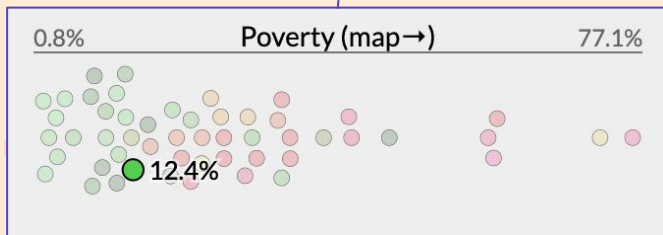
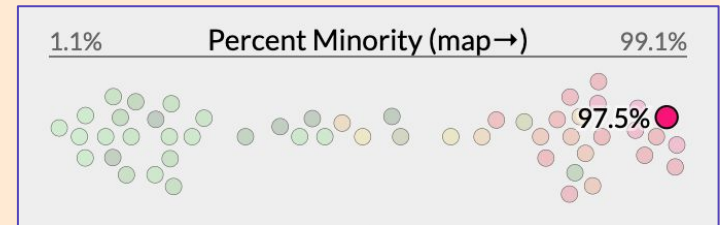
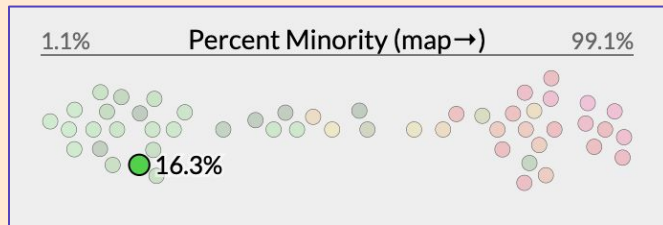
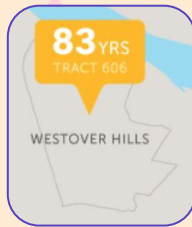
**Presence of  
health  
disparities**

**≠**

**Health Equity**

**But *who* are the patients & communities  
not receiving a fair and just opportunity  
to be healthy?**

# Who is not being led to success?



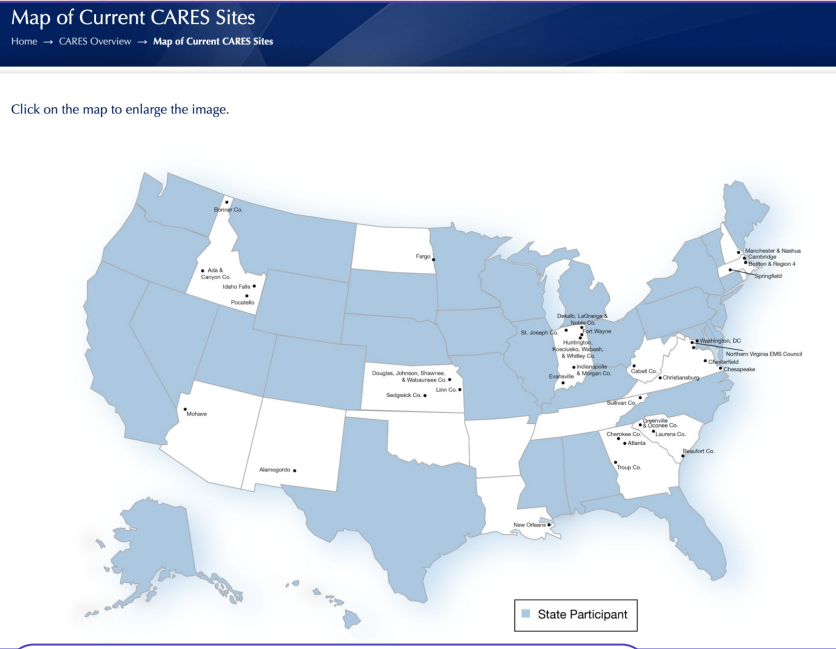
White & Wealthy  
communities

Black, Brown & low income  
communities

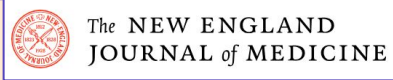
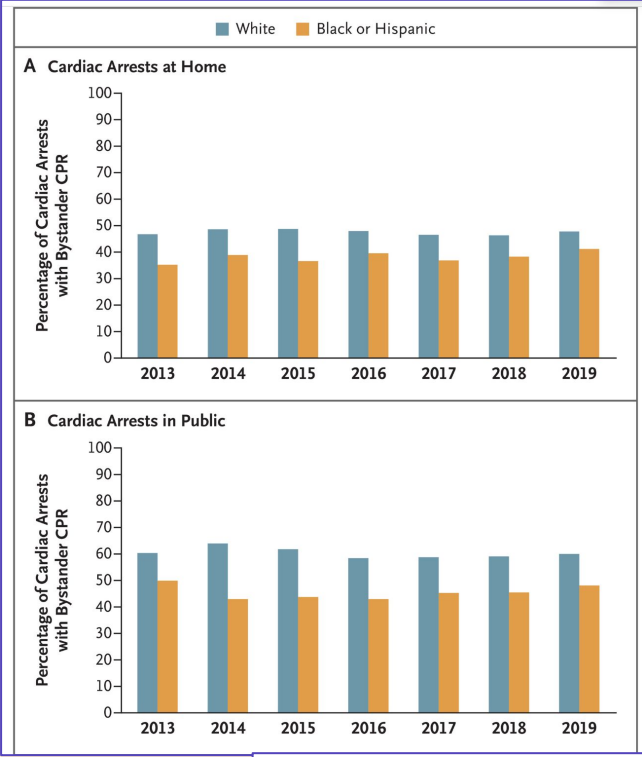


# Who is not being given a fair & just opportunity to be healthy?

**Black patients receive less bystander CPR when their heart stops in public than white patients**



**n= 35,469** of the witnessed out-of-hospital cardiac arrests from 2013-2019



Source: R. Garcia, et al. Racial and Ethnic Differences in Bystander CPR for Witnessed Cardiac Arrest. N Engl J Med 2022; 387:1569-1578 DOI:10.1056/NEJMoa2200798

# Who is not being given a fair & just opportunity to be healthy?

## Black pregnant patients

### New Data Shows U.S. Maternal Mortality Rate Exceeds That in Other High-Income Countries

Deaths per 100,000 live births

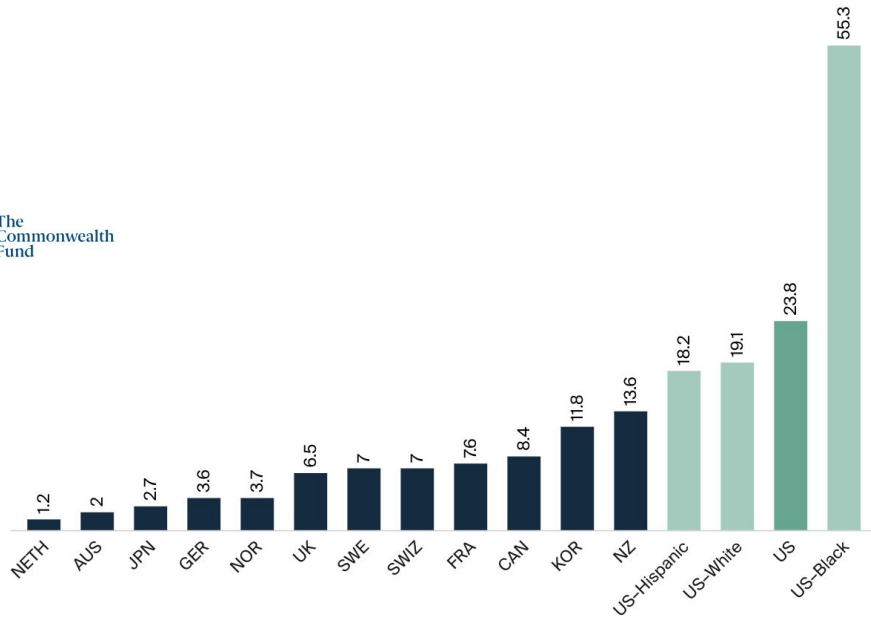
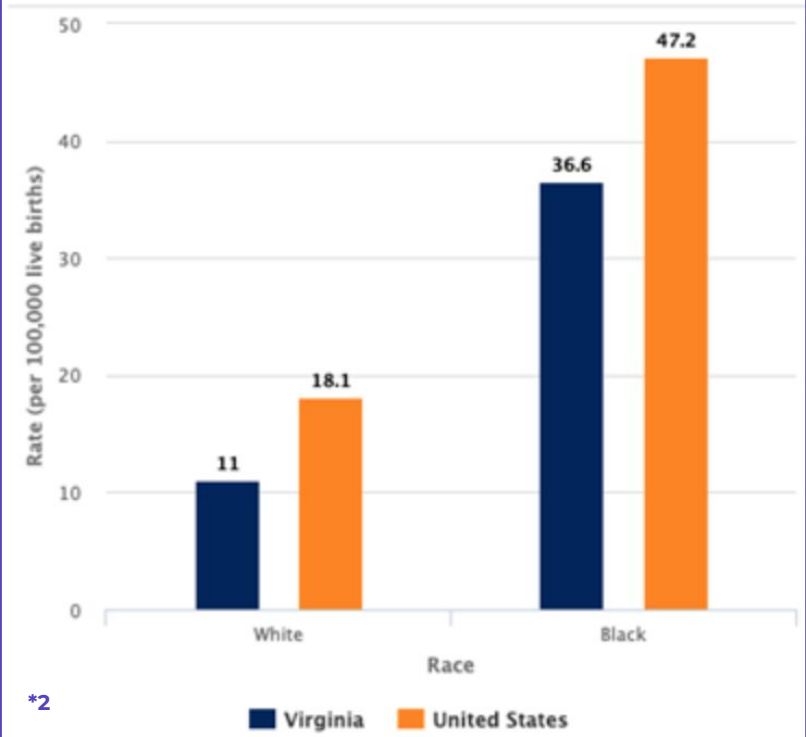


Figure 34: Maternal Mortality Rate, by Race/Ethnicity

Source: CDC WONDER; retrieved from American Health Rankings 2018



Sources: \*1. Munira Z. Gunja, Evan D. Gumas, and Reginald D. Williams II, "The U.S. Maternal Mortality Crisis Continues to Worsen: An International Comparison," *To the Point* (blog), Commonwealth Fund, Dec. 1, 2022.

<https://doi.org/10.26099/8vem-fc6s>  
\*1. Data for all countries except US from OECD Health Statistics 2022. Data for US from Donna L. Hoyert, *Maternal Mortality Rates in the United States, 2020* (National Center for Health Statistics, Feb. 2022).

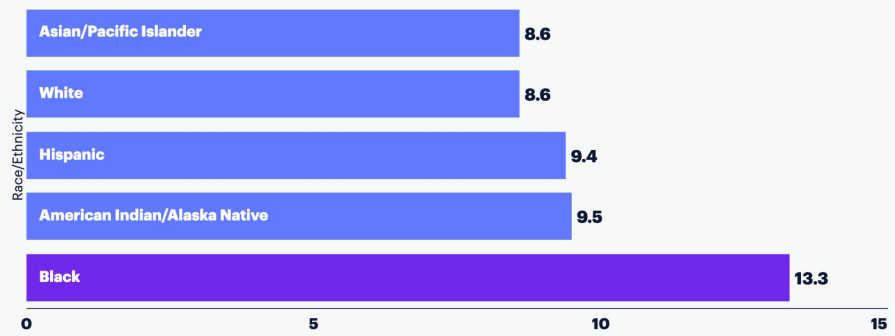
\*2. CDC Wonder data source via VCU Office of Health Equity Equitable Access to Care Series- Module: Maternal Health

# Who is not being given a fair & just opportunity to be healthy?

2023 MARCH OF DIMES REPORT CARD FOR VIRGINIA ▾

**The preterm birth rate among babies born to Black birthing people is 1.5x higher than the rate among all other babies**

Preterm birth rate by race/ethnicity, 2020-2022

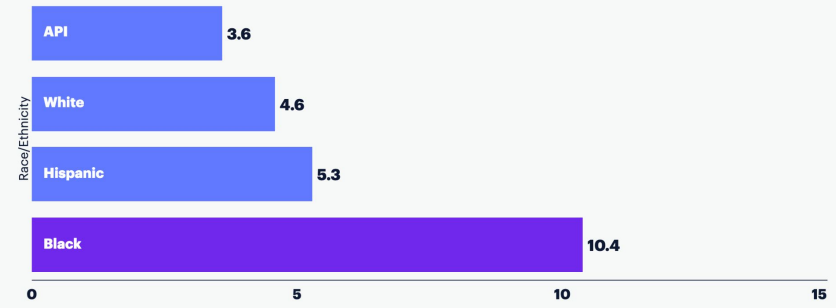


Black pregnant patients & their babies

**The infant mortality rate among babies born to Black birthing people is 1.7x the state rate**

Infant mortality rate per 1,000 live births

Rate per 1,000 live births, 2019-2021



Source: *March of Dimes Virginia Report Card*.  
National Center for Health Statistics, final natality data 2010-2022.

# Mega-Summary

**1. We are not meeting the needs of many of our black communities & patients.**

**2. The disparities identified here: life expectancy, chronic disease, mental illness, bystander-CPR received in cardiac arrest, preterm birth, infant mortality, & maternal mortality are but ONLY SOME of the health disparities disproportionately affecting minority communities.**

# What we'll talk about



## Get on the same page

- What is sustainability?
- Our goals for the VCU Sustainability plan?
- What is health equity?



## What's the state of health in Richmond today?



## Why is health this way in RVA?



## How should we approach improving health in RVA?



## An idea for the way forward toward health equity

# What determines a person's health?

Figure 1

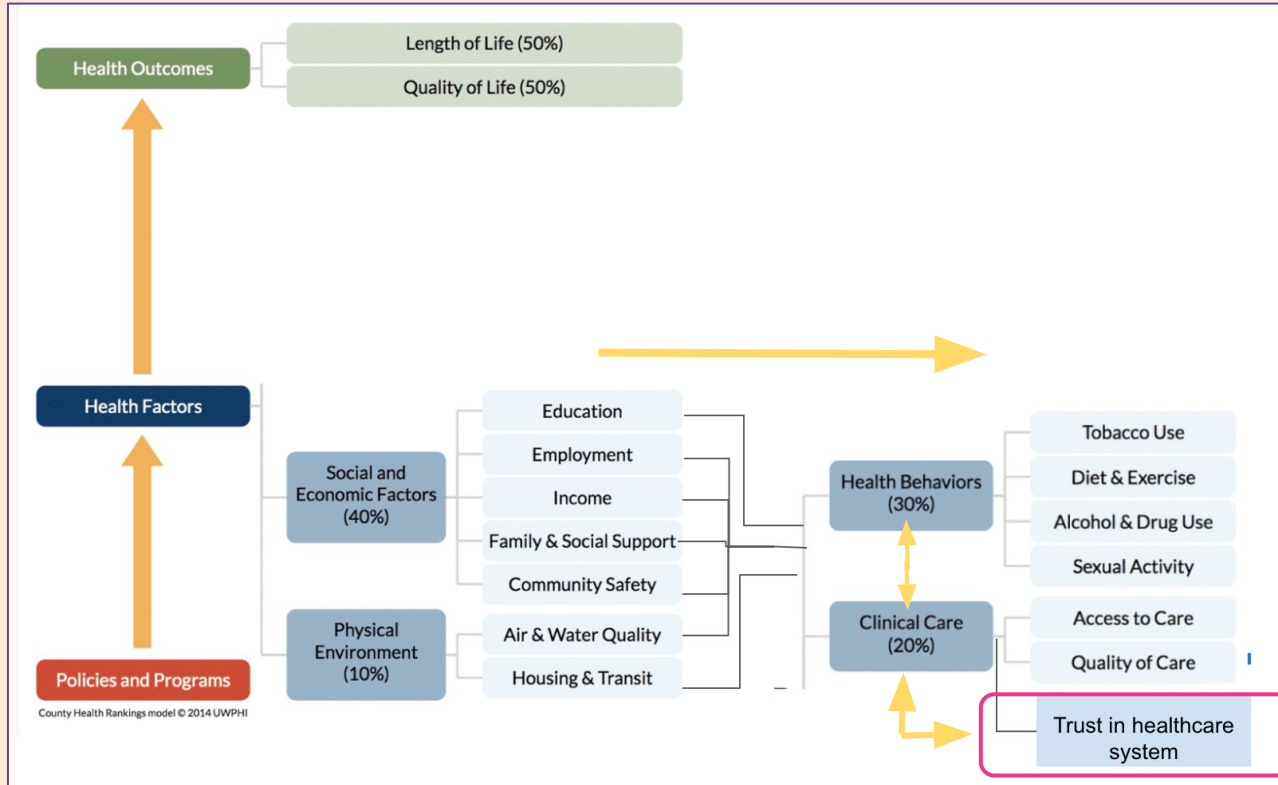
## Social Determinants of Health

Economic Stability	Neighborhood and Physical Environment	Education	Food	Community and Social Context	Health Care System
Employment	Housing	Literacy	Hunger	Social integration	Health coverage
Income	Transportation	Language	Access to healthy options	Support systems	Provider availability
Expenses	Safety	Early childhood education		Community engagement	Provider linguistic and cultural competency
Debt	Parks	Vocational training		Discrimination	Quality of care
Medical bills	Playgrounds	Higher education		Stress	
Support	Walkability				
	Zip code / geography				

### Health Outcomes

Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations

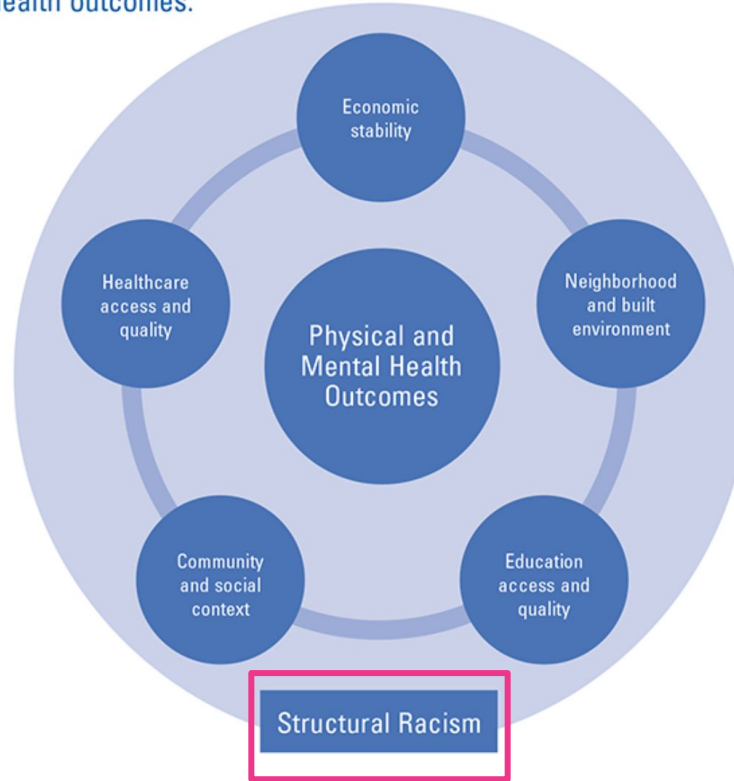
# What determines a person's health?



# What influences someone's health determinants?

Figure 1

Structural racism is the root cause of social determinants of health that impact health outcomes.



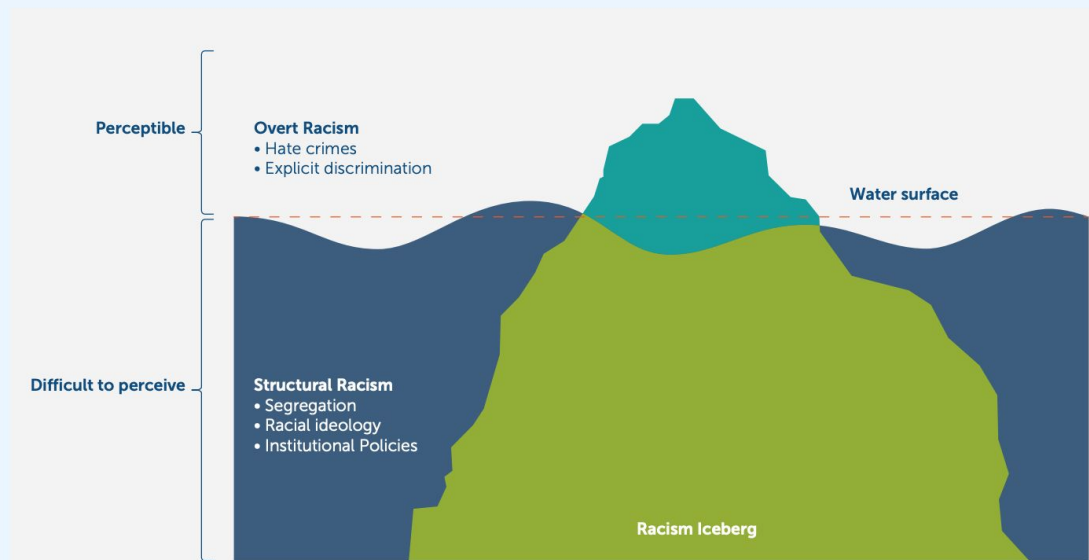
Source: Palasi, Chim. *Social Determinants of Health and Impact on Marginalized Populations During COVID-19*. *US Pharm.* 2022;47(6):HS-7-HS-12.



# What is Systemic/Structural Racism?

FIGURE 1

The racism iceberg, with systemic racism as the hidden base



SOURCE: GEE AND RO (2009) ADAPTED BY FORD ET AL. (2019)

UCSF  
University of California  
San Francisco

Robert Wood Johnson  
Foundation

“Racism is not always conscious or intentional; often it is systemic or structural—that is, built into systems, laws, policies, and pervasive, deep-rooted practices, beliefs, and attitudes that produce and perpetuate unfair treatment.”

-political systems  
-legal systems  
-economic systems  
-healthcare systems  
-school systems  
-criminal-justice systems  
etc.

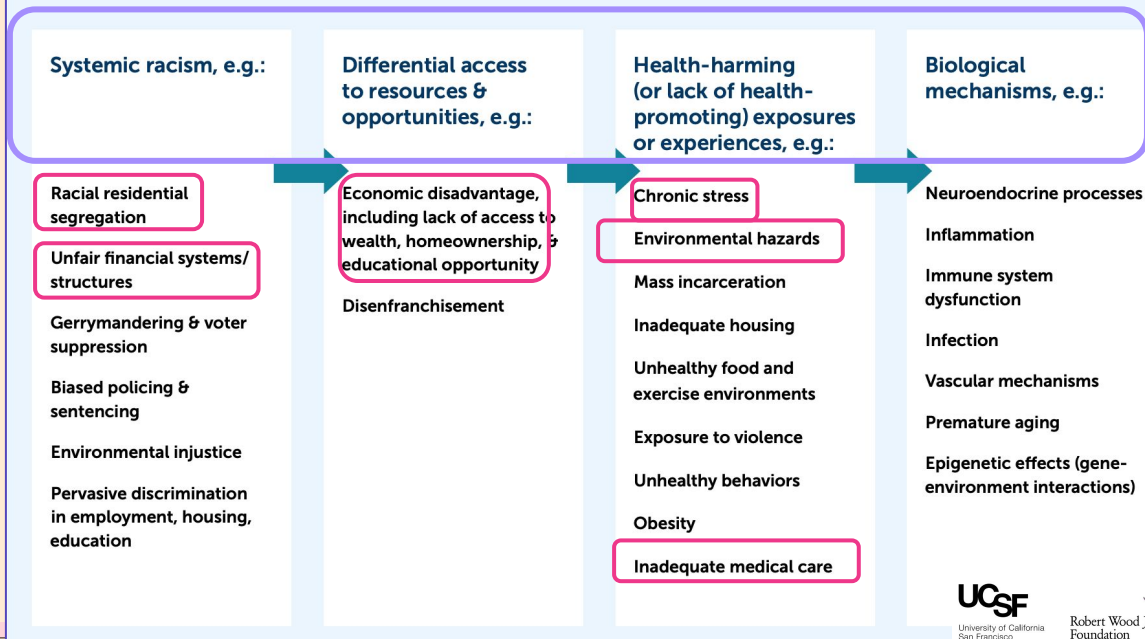
Source: University of California San Francisco & Robert Wood Johnson Foundation.

Report: Systemic Racism and Health Equity, Jan 2022

# How does racism impact someone's health?

FIGURE 2

How systemic racism harms health: an often long and complex sequence of steps



Source: University of California San Francisco & Robert Wood Johnson Foundation.

Report: [Systemic Racism and Health Equity](#), Jan 2022



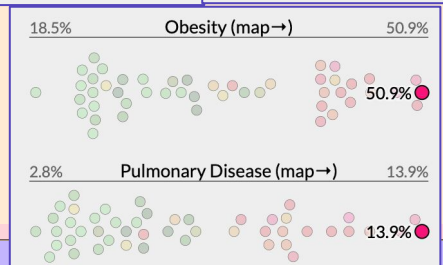
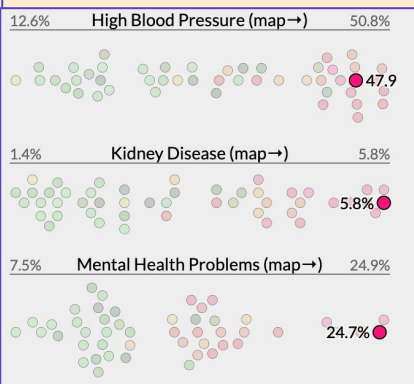
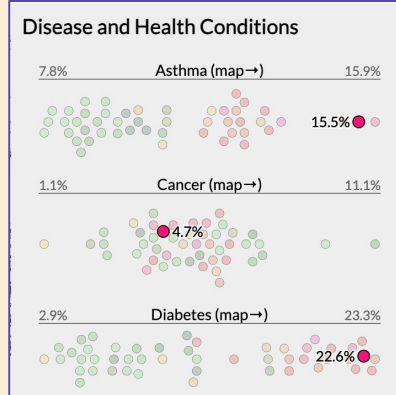
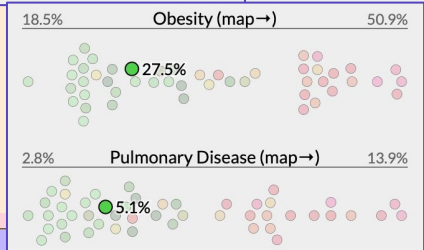
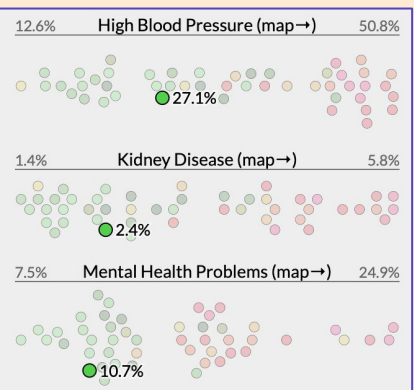
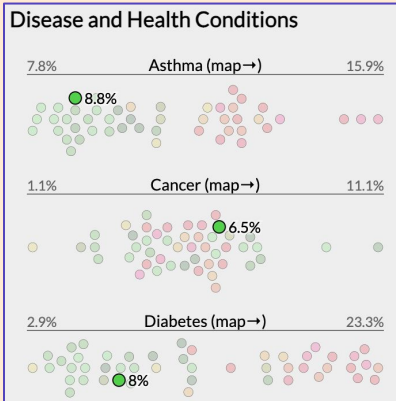
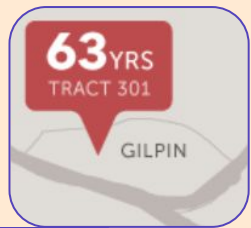
**Can systemic racism  
explain the health  
disparities we see in  
Richmond today?**

**We will discuss two examples:**

**1. Redlining**

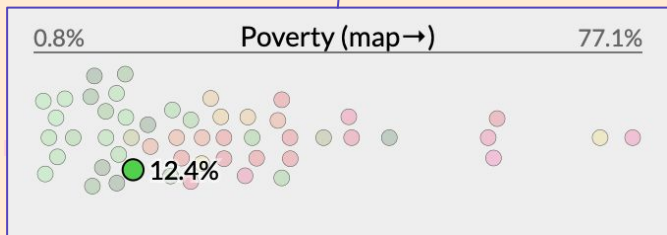
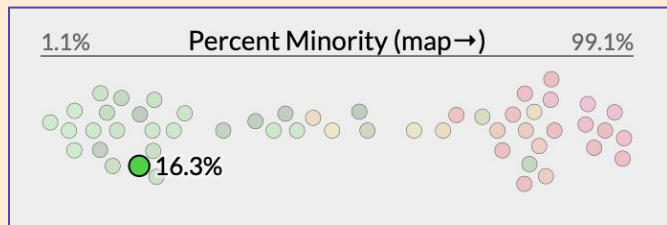
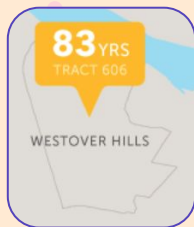
**2. History of medical mistreatment**

# RECAP: Disparities affecting black & brown communities

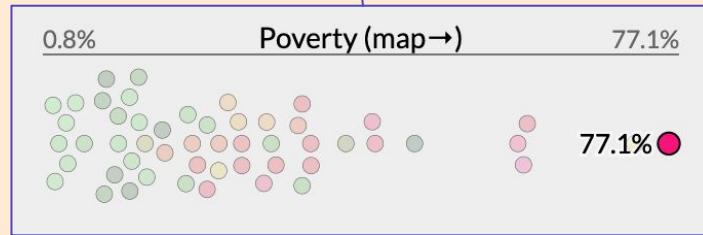
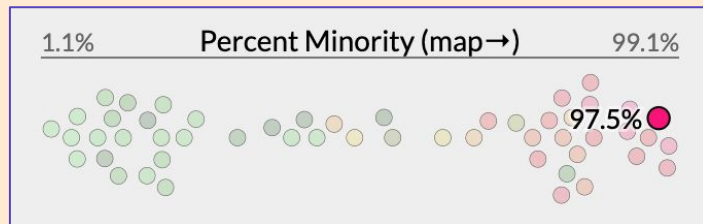


Source: National Community Reinvestment Coalition  
 Report: Redlining & Neighborhood health  
 Health Data via: CDC "500 Cities: Local data for better health" 2016-2017

# RECAP: Disparities affecting black & brown communities



White & Wealthy



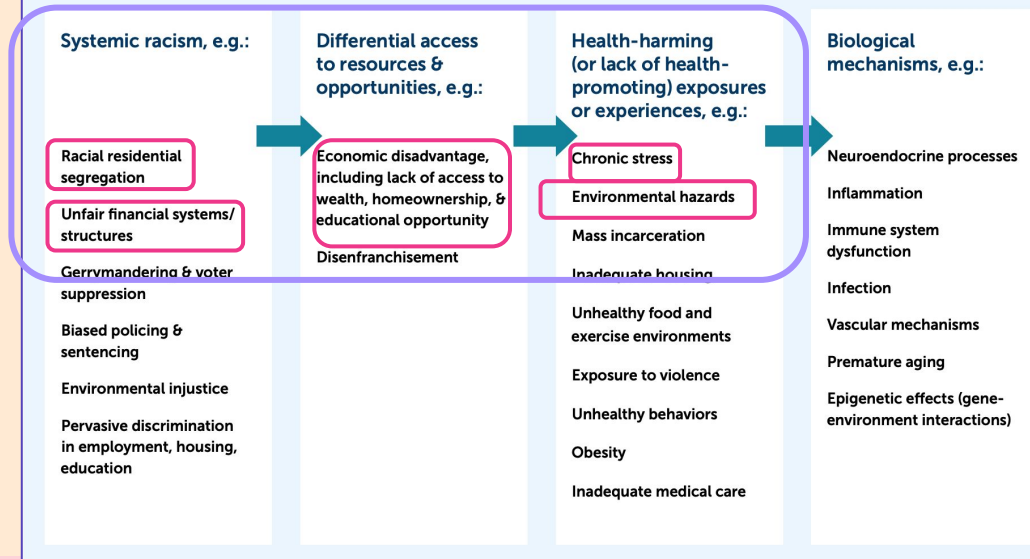
Black, Brown & low income

# Redlining

# Redlining

FIGURE 2

How systemic racism harms health: an often long and complex sequence of steps

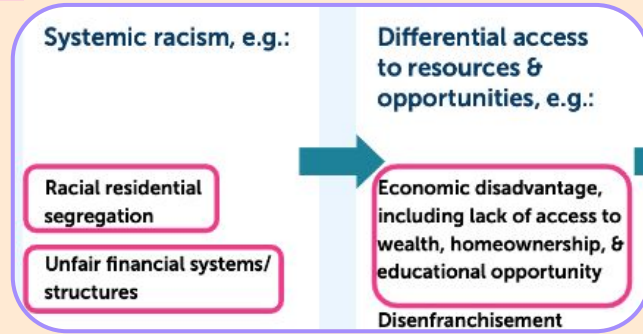


Source: University of California San Francisco & Robert Wood Johnson Foundation.

Report: [Systemic Racism and Health Equity](#), Jan 2022



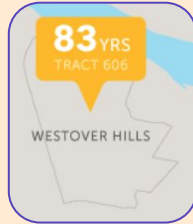
# Redlining: The basics



## What's Redlining?

- 1870-1933 Segregation already present (due to other Jim Crow Laws)
- 1933
  - FDR's New Deal established Home Owners' Loan Corporation (HOLC)
- 1933-1950's
  - HOLC designates neighborhoods into 4 categories/grades (A, B, C, D)
  - These "grades" would dictate whether residents in those were good candidates for Loans which they could use to invest in their property and neighborhoods.
  - **A** designation: residents get loans, neighborhoods get invested in
  - **D** designation: no loans, no investment in neighborhood

# Redlining: The Maps



Systemic racism, e.g.:

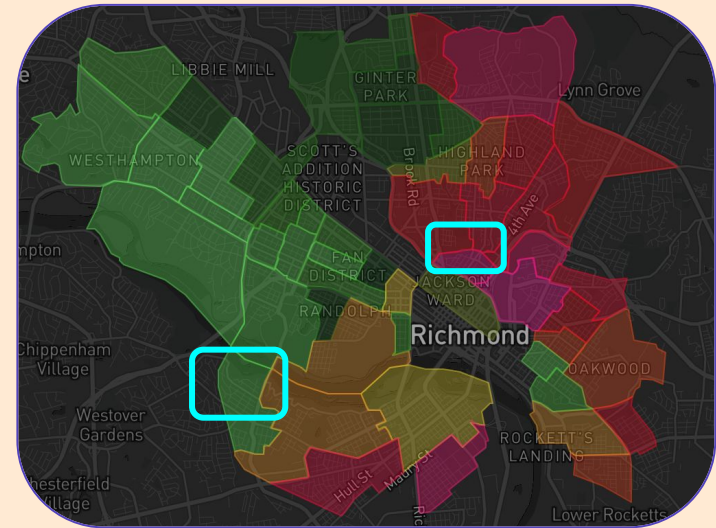
Differential access  
to resources &  
opportunities, e.g.:

Racial residential  
segregation

Unfair financial systems/  
structures

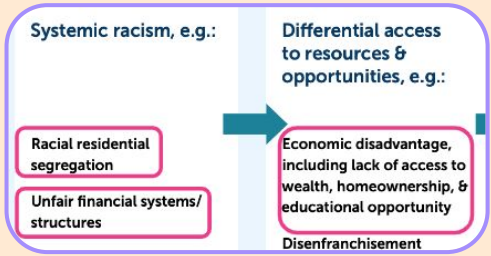
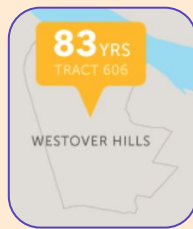
Economic disadvantage,  
including lack of access to  
wealth, homeownership, &  
educational opportunity

Disenfranchisement



Expression “redlining” comes from the maps

# Redlining: What Grades Were Based On



NS FORM-8  
2-3-37

AREA DESCRIPTION  
(For Instructions see Reverse Side)  
Westover Hills

1. NAME OF CITY Richmond, Virginia SECURITY GRADE B AREA NO. 8

2. DESCRIPTION OF TERRAIN.  
Rolling and wooded

3. FAVORABLE INFLUENCES.

4. DETRIMENTAL INFLUENCES.

5. INHABITANTS:  
a. Type High type salaried men ; b. Estimated annual family income \$ 2,500-4,000  
c. Foreign-born \_\_\_\_\_ ; 0 % ; d. Negro No--restricted against negroes % ;  
(Nationality) (Yes or No)

NS FORM-8  
2-3-37

AREA DESCRIPTION  
(For Instructions see Reverse Side)

1. NAME OF CITY Richmond, Virginia SECURITY GRADE D AREA NO. 1

2. DESCRIPTION OF TERRAIN.  
Rolling

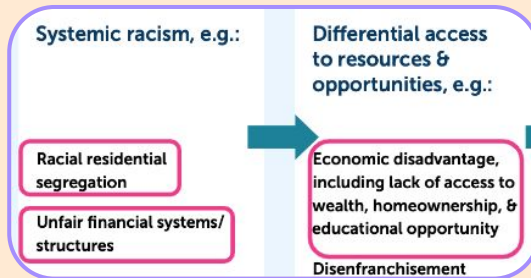
3. FAVORABLE INFLUENCES.

4. DETRIMENTAL INFLUENCES.

5. INHABITANTS:  
a. Type 95% negro ; b. Estimated annual family income \$ 350 to \$750  
c. Foreign-born \_\_\_\_\_ ; 0 % ; d. Negro Yes per year ; 95 % ;  
(Nationality) (Yes or No)

Sources: National Community Reinvestment Coalition  
Report: Redlining & Neighborhood health  
University of Richmond Digital Scholarship Lab: Mapping Inequality

# Redlining: What Grades Were Based On



NS FORM-B  
2-3-37

AREA DESCRIPTION  
(For Instructions see Reverse Side)

1. NAME OF CITY Richmond, Virginia SECURITY GRADE D AREA NO. 2

2. DESCRIPTION OF TERRAIN.  
Flat

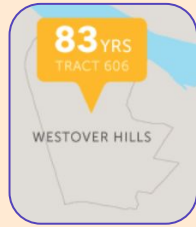
3. FAVORABLE INFLUENCES.

4. DETRIMENTAL INFLUENCES.

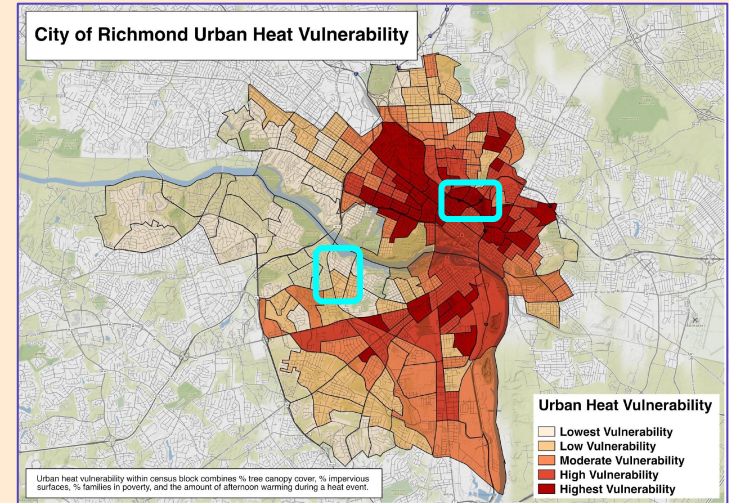
5. INHABITANTS:  
a. Type Negro ; b. Estimated annual family income \$ 350 - \$ 750  
c. Foreign-born 0 % ; d. Negro Yes ; 100 % ;  
(Nationality) (Yes or No)  
e. Infiltration of Negroes ; f. Relief families \_\_\_\_\_ ;  
g. Population is increasing Negro ; decreasing White ; static.

Source: National Community Reinvestment Coalition  
Report: Redlining & Neighborhood health  
University of Richmond Digital Scholarship Lab: Mapping Inequality

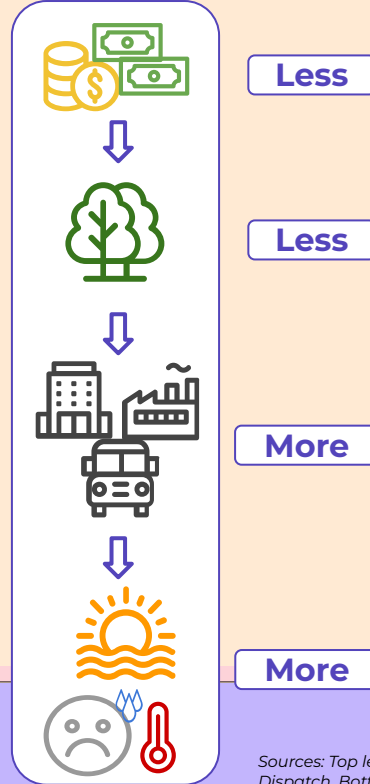
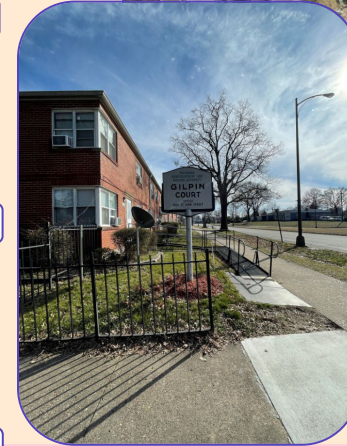
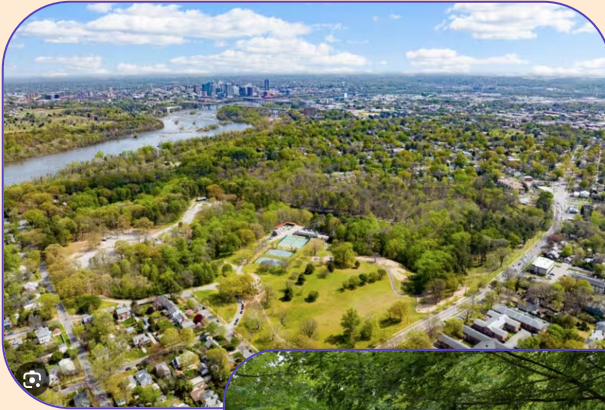
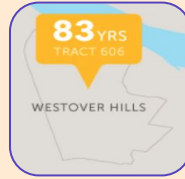
# Formerly Redlined Areas = Today's Urban Heat Islands



- Redlined = Hotter
- Up to **18° F hotter!!!**



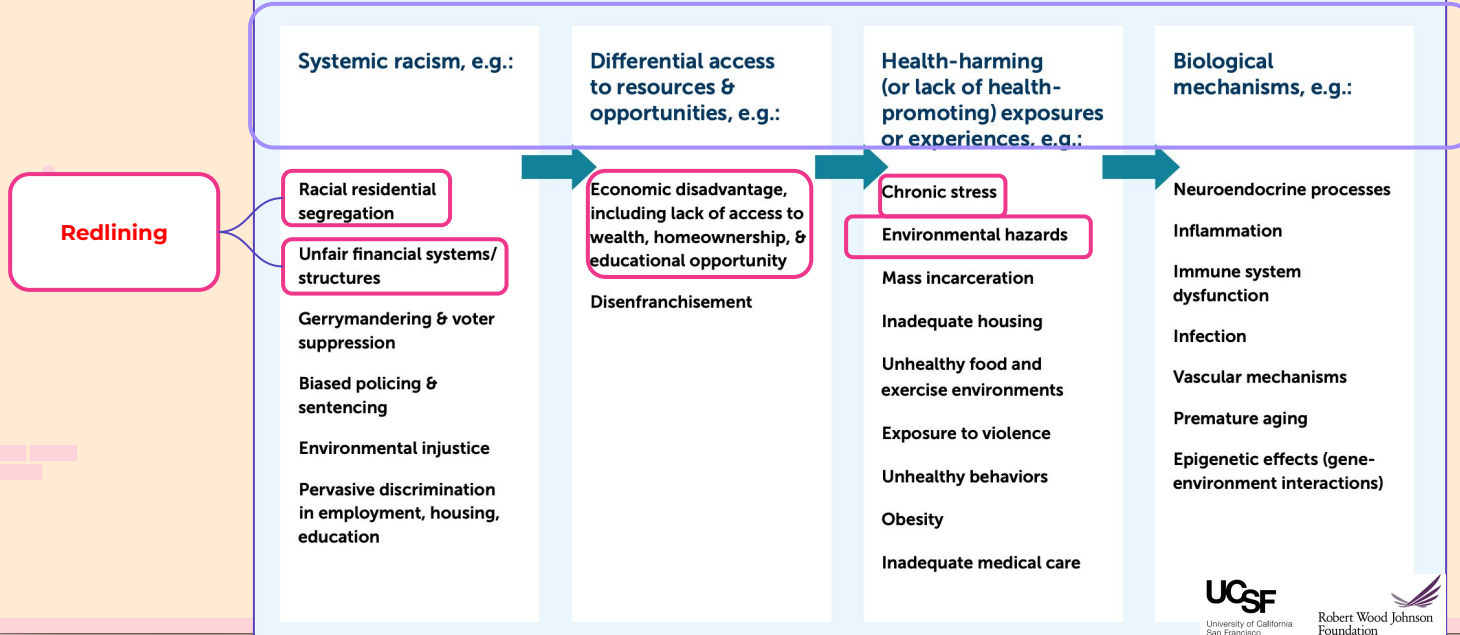
# Formerly Redlined = 18°F HOTTER?? What the?? How??



# How does racism impact someone's health: Redlining

FIGURE 2

How systemic racism harms health: an often long and complex sequence of steps



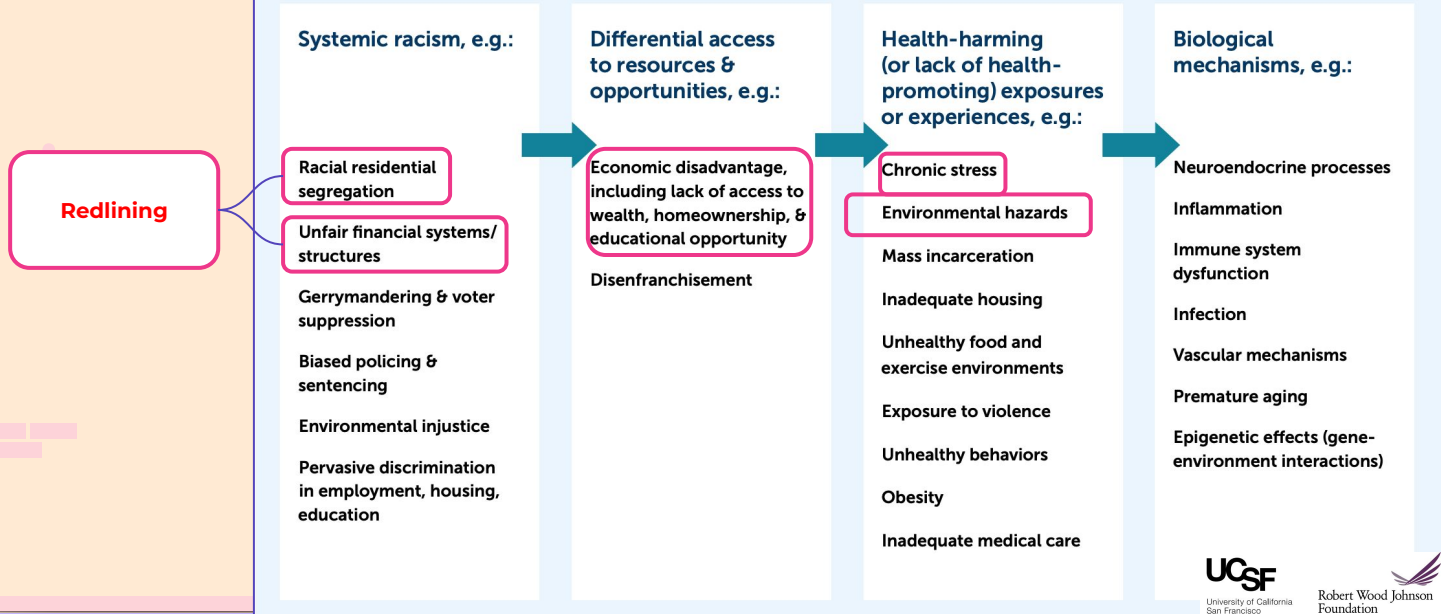
Source: University of California San Francisco & Robert Wood Johnson Foundation.

Report: Systemic Racism and Health Equity, Jan 2022

# How does racism impact someone's health: Redlining

FIGURE 2

How systemic racism harms health: an often long and complex sequence of steps



Source: University of California San Francisco & Robert Wood Johnson Foundation.

Report: *Systemic Racism and Health Equity*, Jan 2022



**We will discuss two examples:**

- 1. Redlining**
- 2. History of medical mistreatment**

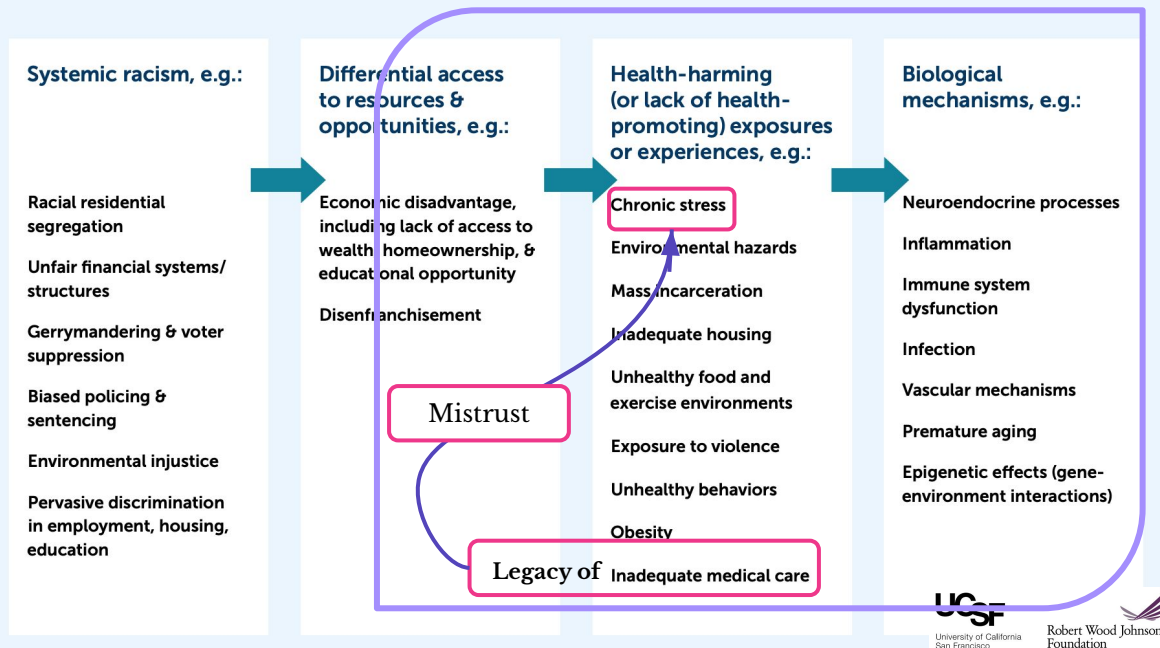


# **History of Medical Mistreatment**

# How does racism impact someone's health?

FIGURE 2

How systemic racism harms health: an often long and complex sequence of steps



Adapted from Source: University of California San Francisco & Robert Wood Johnson Foundation.

Report: [Systemic Racism and Health Equity](#), Jan 2022

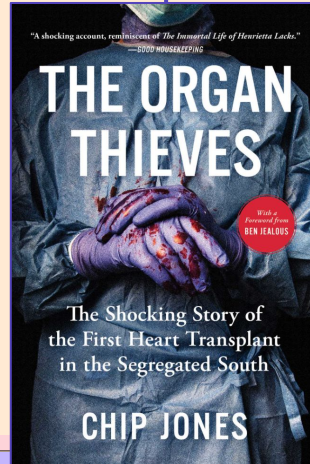
# Systemic Racism: VCU Health's History of Medical Mistreatment

Health-harming  
(or lack of health-  
promoting) exposures  
or experiences, e.g.:

Inadequate medical care

Legacy of  
Exploiting  
Black Bodies

East Street Well



Newspaper Ad from early MCV

From the Richmond Whig, 1/12/1866, p. 3, c. 1

THE MEDICAL COLLEGE OF VIRGINIA - This College, located in this city, and commonly known as the Richmond Medical College, has established an excellent clinic for the benefit of the class of Students attending lectures there. These clinics are well supplied with material by the large number of poor in this city gathered together at the various hospitals and the dispensary.

DISPENSARY  
AT THE  
MEDICAL COLLEGE,  
Open Daily (Sundays excepted) at 12 o'clock.  
INDIGENT PATIENTS  
(White and Colored) will receive  
Medical and Surgical Aid,  
INCLUDING MEDICINES,  
**FREE OF CHARGE.**

Sources: <https://emswvcu.edu/about/>

VCU Office of Health Equity: History and health. Module: [Roots of Institutional Racism](#)

# Systemic Racism: VCU Health's History of Medical Mistreatment

Egyptian  
Building

Year: 1865



- Segregated Clinics & Hospitals
- History of trialing new surgical techniques on black patients
- Faculty taught races are physiologic different
- Hunter Holmes McGuire, faculty member of MCV, quote in a 1893 Medical Journal: *“In the South, the negro is deteriorating morally and physically...so the negro, in time will disappear from this continent...”*
  - McGuire Hall on VCU Health campus until 2020
  - Virginia VA system named after McGuire until 2023

**Would you trust  
VCU Health if these  
were stories passed  
down in your  
community?**

# Until the Well Runs Dry: Medicine and the Exploitation of Black Bodies



*"When I was coming up my mother use to tell me to be in the house before it gets dark because the **student doctors** from the hospital comes around and get you and put you in some kind of wagon or something.. Takes you up to **MCV** and **experiments on your body.**"*

*-Melinda Coppage, long time Richmond Resident*

[Link to Film](#)



*"I think maybe I was at the age of maybe 10 or 12, and like the kids playing in the yard and my parents would say: dont go outside of the gate. But we didn't know the reason why. But when grown people are talking, we kids don't ask questions. But I overheard the conversation, like the grown ups were saying that the **student doctors at MCV** were **snatching bodies to do experiments on them**"*

*-Dorothy McFadden, long time Richmond Resident*

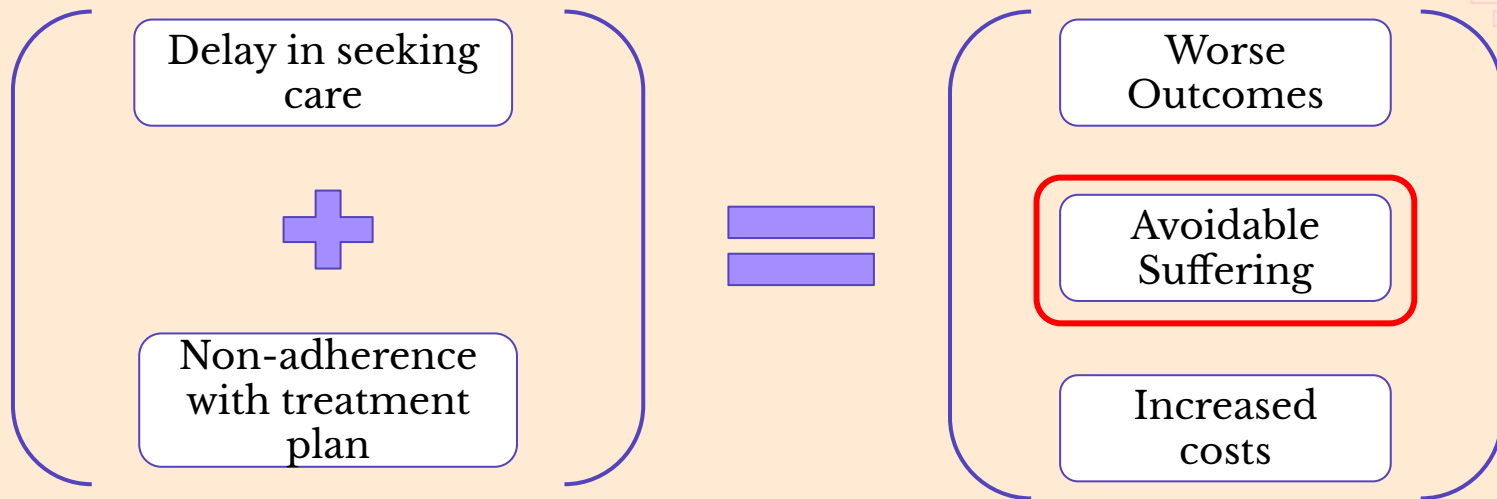
**Mistrust = Harm**



# Mistrust

=

# Harm



Source: University of California San Francisco & Robert Wood Johnson Foundation.

Report: [Systemic Racism and Health Equity](#), Jan 2022

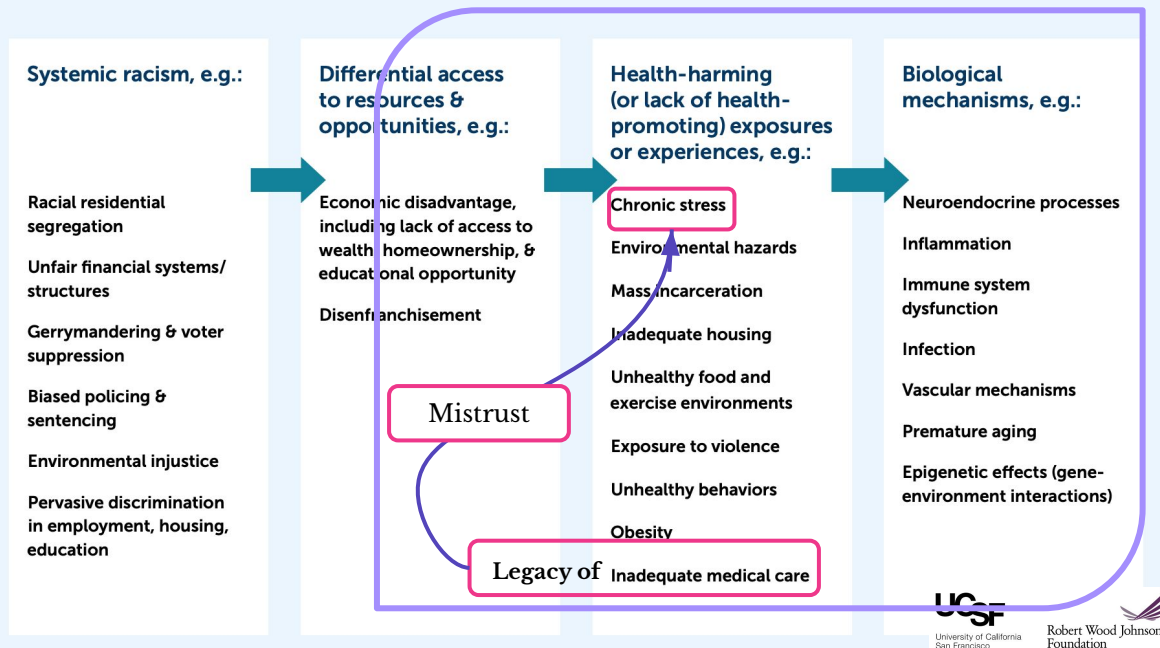
# My Experience with Mistrust & Avoidable Suffering



# How does racism impact someone's health?

FIGURE 2

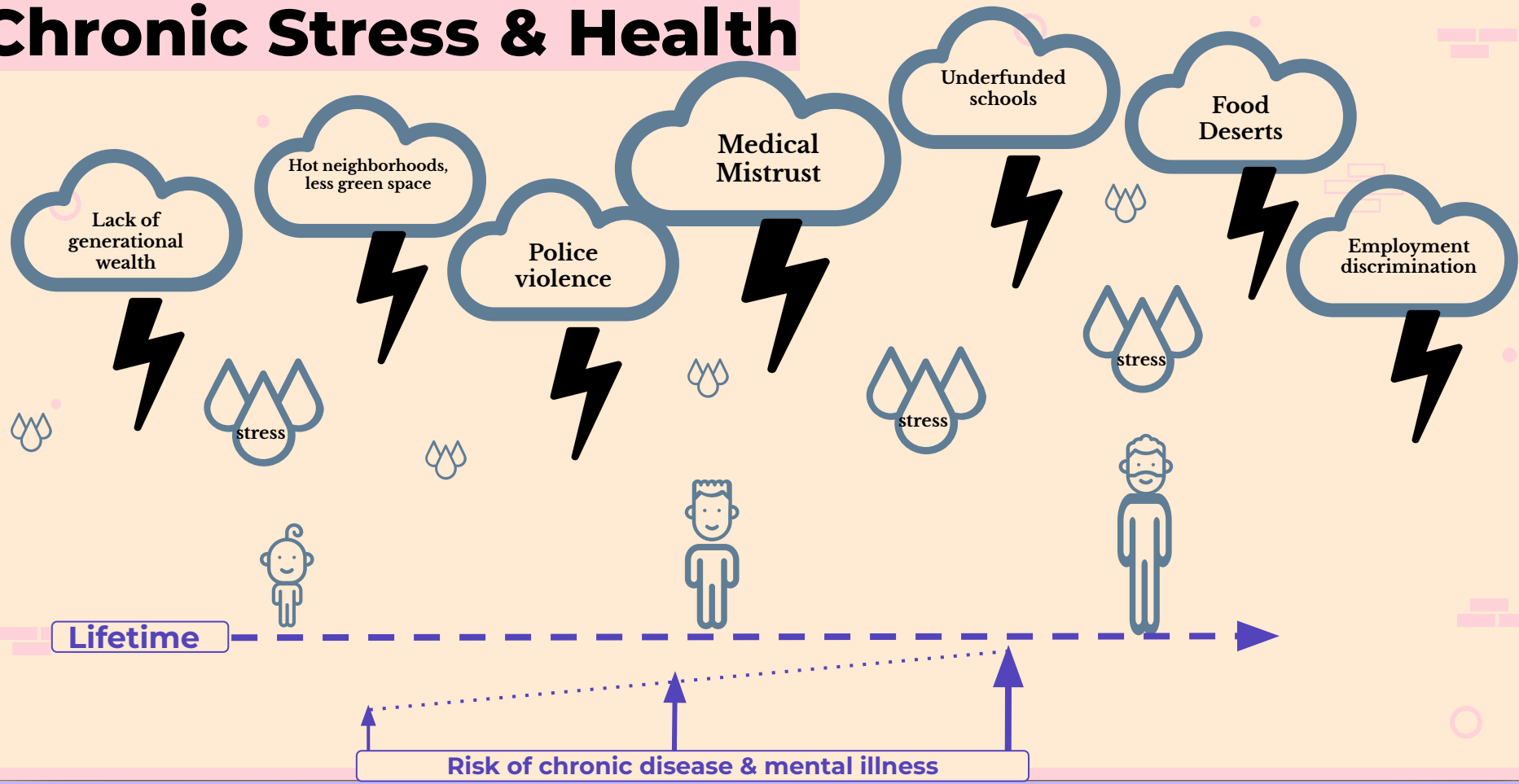
How systemic racism harms health: an often long and complex sequence of steps



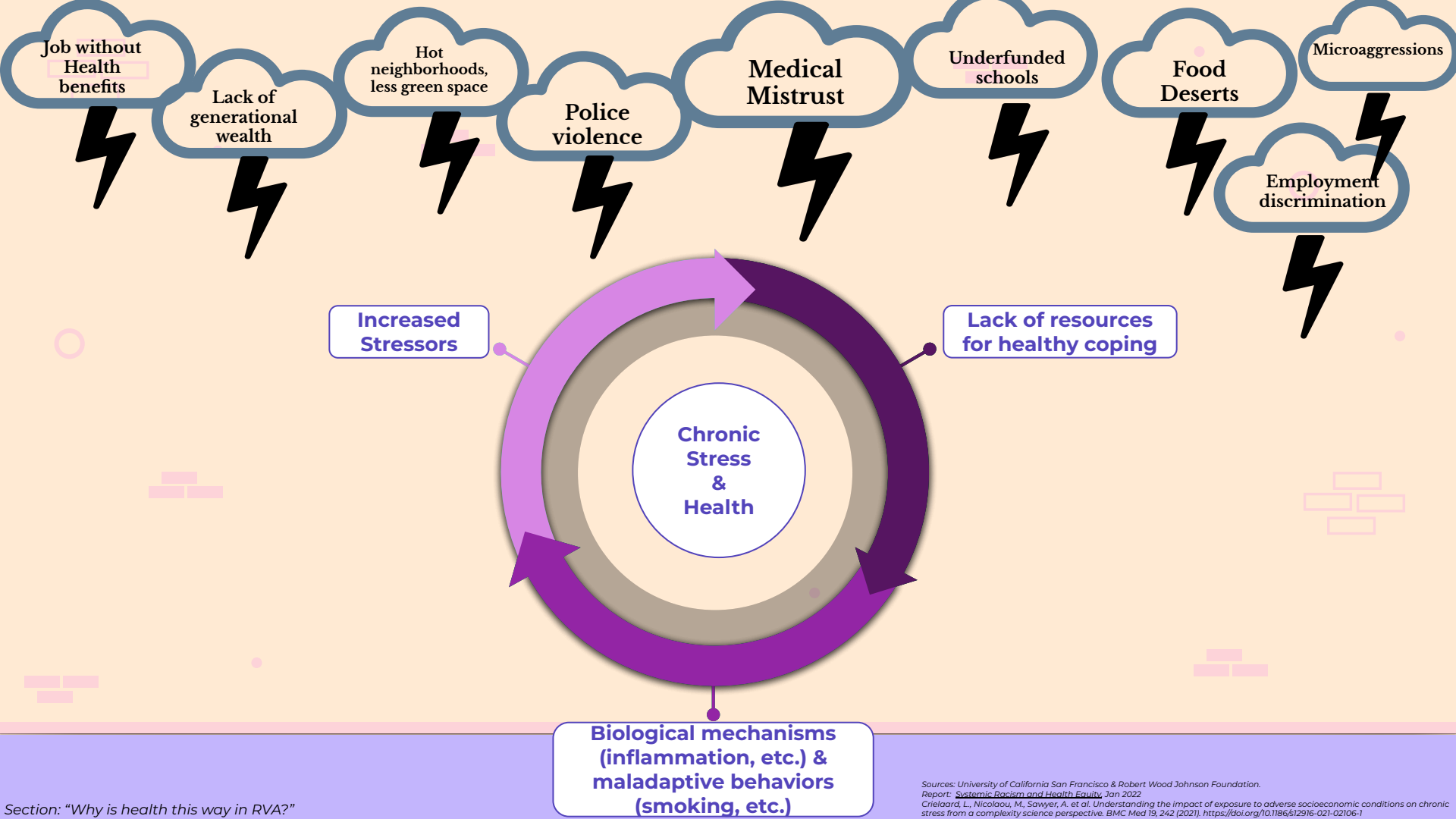


# **Chronic Stress & Health**

# Chronic Stress & Health



Sources: University of California San Francisco & Robert Wood Johnson Foundation.  
Report: [Systemic Racism and Health Equity](#), Jan 2022  
Crielaard, L., Nicolaou, M., Sawyer, A. et al. Understanding the impact of exposure to adverse socioeconomic conditions on chronic stress from a complexity science perspective. BMC Med 19, 242 (2021). <https://doi.org/10.1186/s12916-021-02106-1>



# Mega-Summary:

1. What is the state of health in RVA today?

2. Why is health in RVA this way?

3. Revisit our goals & mission to again answer:  
how are we doing?

# Mega-Summary:

1. What is the state of health in RVA today?

Definitions review:  
Health Equity



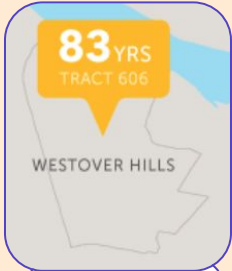
If differences in health  
exist (disparities)



We have not achieved  
health equity



Not everyone is getting a  
fair & just chance to be  
healthy



Less chronic disease  
Less mental illness  
White & Wealthy

VS



More chronic disease  
More Mental Illness  
Minority & Low income



Inequitable



# Mega-Summary:

## 2. Why is health in RVA this way?

FIGURE 2

How systemic racism harms health: an often long and complex sequence of steps

A Root Cause

Systemic racism, e.g.:

**Redlining**

Gerrymandering & voter suppression  
Biased policing & sentencing  
Environmental injustice  
Pervasive discrimination in employment, housing, education

Differential access to resources & opportunities, e.g.:

Economic disadvantage, including lack of access to wealth, homeownership, & educational opportunity  
Disenfranchisement

Mistrust

Legacy of Inadequate medical care

Health-harming (or lack of health-promoting) exposures or experiences, e.g.:

Chronic stress  
Environmental hazards  
Mass incarceration  
Inadequate housing  
Unhealthy food and exercise environments  
Exposure to violence  
Unhealthy behaviors  
Obesity

Biological mechanisms, e.g.:

Neuroendocrine processes  
Inflammation  
Immune system dysfunction  
Infection  
Vascular mechanisms  
Premature aging  
Epigenetic effects (gene-environment interactions)

83 YRS  
TRACT 606

WESTOVER HILLS

Less chronic disease  
Less mental illness  
White & Wealthy

VS

63 YRS  
TRACT 301

GILPIN

More chronic disease  
More Mental Illness  
Minority & Low income

UCSF  
University of California  
San Francisco

Robert Wood Johnson  
Foundation

# Mega-Summary:

## 3. Revisit our goals & mission to again answer: how are we doing?

“Our mission is to serve students, patients and our communities in the best possible ways leading every person toward their success. So when I think about our mission, I ask myself two questions: How are we doing?  
How can we do better?”

– Michael Rao, Ph.D., President, VCU and VCU Health System  
2021 State of the University

**Not well, we  
can do better**

## oneVCU | SUSTAINABILITY PLAN

A roadmap for achieving meaningful and impactful environmental sustainability goals at VCU and VCU Health

The [United Nations World Commission on Environment and Development](#) defines sustainability as the ability to serve the needs of the present without compromising the ability of future generations to meet their own needs. As a nationally prominent institution known for shaping and impacting human health, VCU's role in developing sustainable solutions is vital and affects not only the natural environment, but human health, health equity and economic vitality.

The development of our first ONE VCU Sustainability Plan will identify a path forward for VCU and VCU Health to interconnect these complex issues in order to sustainably deliver on our mission as well as support the well-being of future generations. Our charge is to create a plan that reflects our aspiration, while recognizing the scale of our challenges.

**Needs of the  
present not  
being met**

# What we'll talk about



## Get on the same page

- What is sustainability?
- Our goals for the VCU Sustainability plan?
- What is health equity?



## What's the state of health in Richmond today?



## Why is health this way in RVA?





## How should we approach improving health in RVA?



## An idea for the way forward to health equity

# How should we approach...



“Our mission is to serve students, patients and our communities in the best possible ways leading every person toward their success. So when I think about our mission, I ask myself two questions: How are we doing? How can we do better?”

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# How should we approach...

## ONE VCU Sustainability Plan draft goals

Aligned with Quest 2028



### Ourselves

Embed sustainability in the One VCU culture



### Our community

Enhance student, patient, workforce and community health and well-being by restoring the natural environment and minimizing VCU's environmental impact



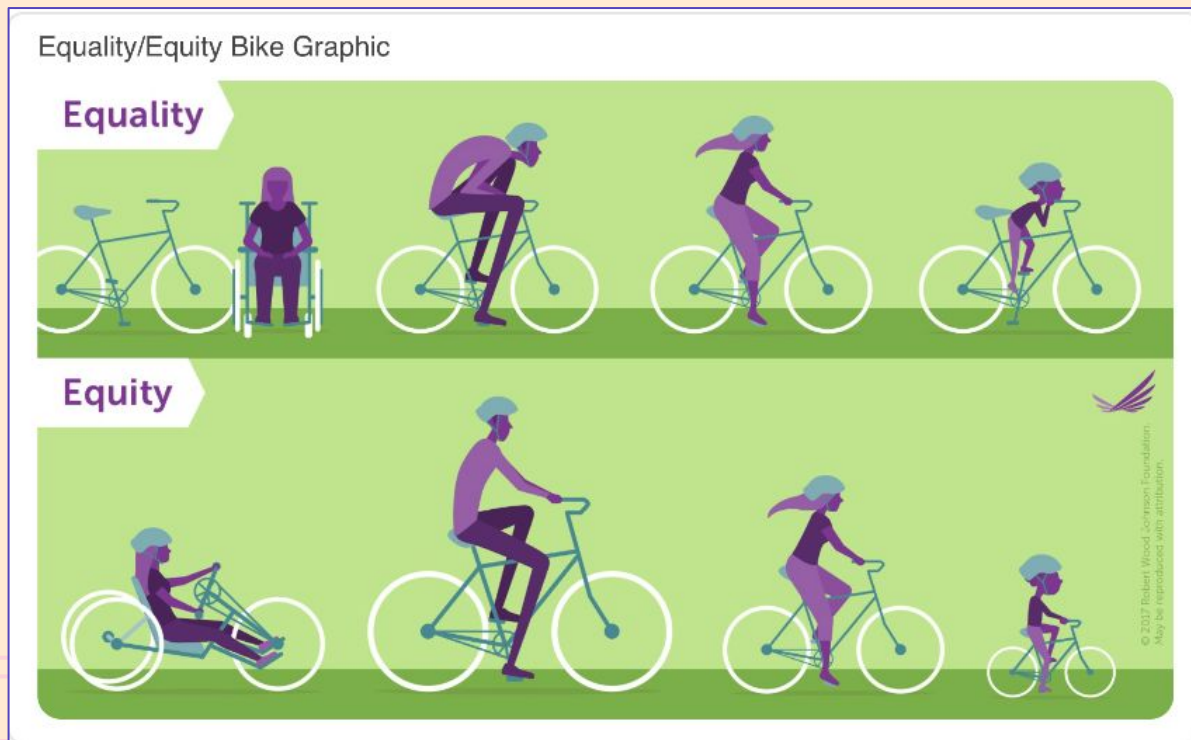
### Our world

Inspire sustainability innovation in research, education and healthcare to advance environmental health, human health, health equity and economic vitality

# How should we approach...



# Why is partnership with *the* community so important?



Just as every patient is a unique individual, so to is each community.

Unique in their:

Needs

&

Strengths

# Why is partnership with *the* community so important?

Equality/Equity Bike Graphic

## Equality



## Equity



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Without  
partnership  
we can NOT...

Identify barriers to  
health (needs)



Create solutions  
leveraging health  
promoting factors  
(strengths)



Align solutions  
with priorities &  
values of  
community  
members





# Why is partnership with *the* community so important?

Without  
partnership  
we risk...

Causing  
unintended  
**HARM**

Equality/Equity Bike Graphic

## Equality



## Equity

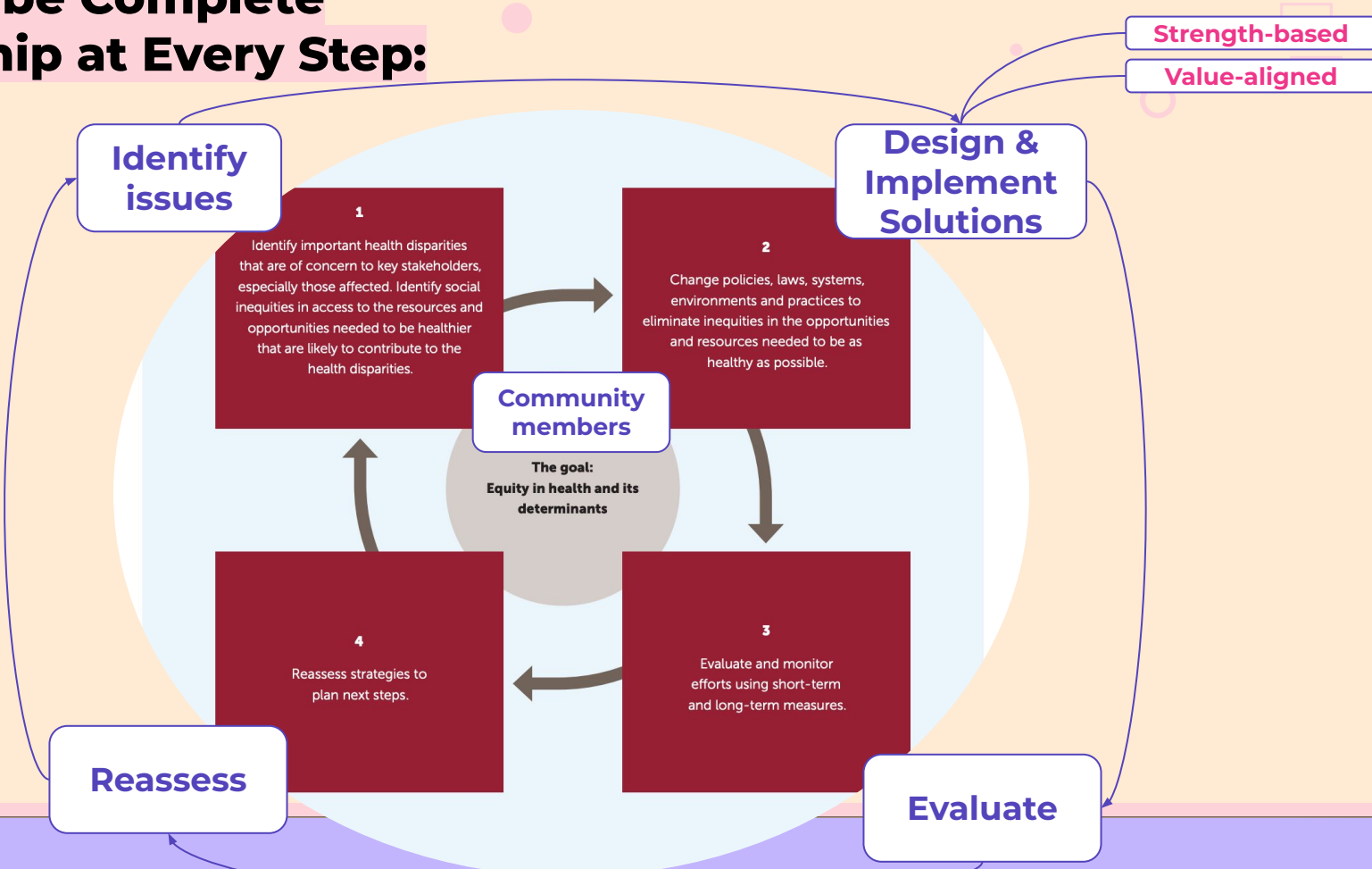




**How can harm be avoided?**

**What should  
community  
partnership look  
like?**

# Needs to be Complete Partnership at Every Step:



# Why is partnership with *the* community so important?

What can go wrong *without* appropriate partnership: *The Broccoli Partnership*

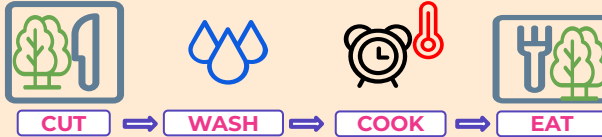
Institution = My Dad



Community = Me

**Shared Problem:** Both hungry & broccoli takes too long to prep & cook

**Process:**



**Institution's well intended solution:**



Decrease cut time



**Unintended results:**

HARM



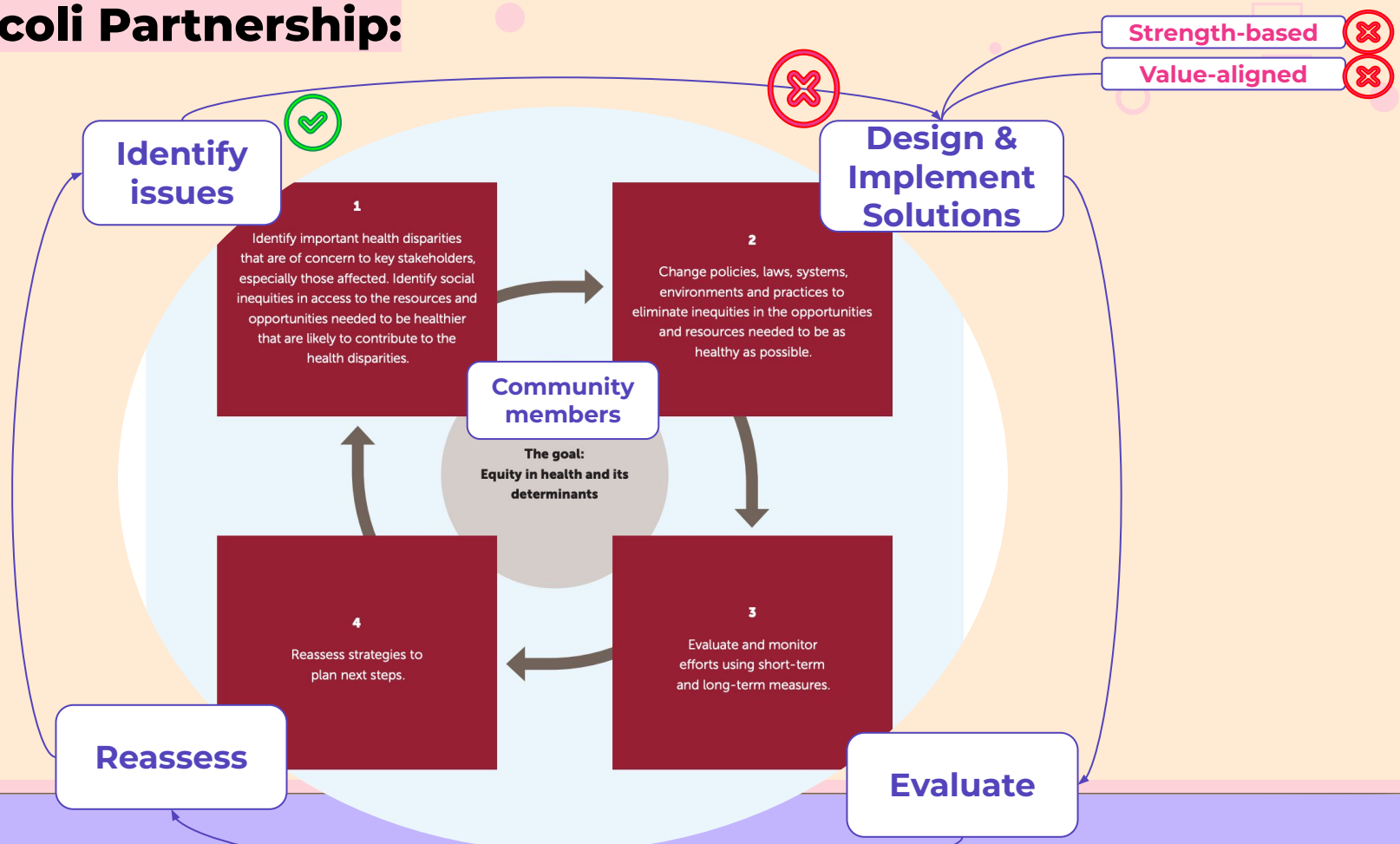
Increase cut time

Due to...

Lack of knowledge lived experience

Lack of understanding of values

# The Broccoli Partnership:



# Mega-Summary

- 1. All Communities are different.**
- 2. If we hope to help improve a community's health we must partner with them at every step of the process- from identifying a problem, developing a solution(s), implementing, evaluating, reassessing next steps.**
- 3. To achieve lasting, effective change- the solutions must be ones the communities want, use their strengths, and align with their values.**

# What we'll talk about



## Get on the same page

- What is sustainability?
- Our goals for the VCU Sustainability plan?
- What is health equity?



## What's the state of health in Richmond today?



## Why is health this way in RVA?



## How can we work to improve health in RVA?



## An idea for the way forward toward health equity

# What We Know

Should

Inform

# Sustainability Plan Efforts to Address Health Inequity

1. Some communities VCU serves are not being given a fair and just opportunity to be healthy.
2. There many complex and interconnected factors that are denying them the opportunity to be healthy, many of which are heavily driven by systemic racism.
3. Historical harms committed by MCV & VCU Health continues to harm patients today, one way being via mistrust.
4. The specific factors and to what degree they act as a barriers to health will be different for each community.
5. To identify these barriers & create solutions, we need to partner with and empower the communities we serve.
6. Creating solutions to complicated and deeply entrenched barriers to health will take a wealth of time & resources.

No one solution will sufficiently promote health equity.

Meaningful & sustainable change will take:

Time

&

Resources

Create a way to work with communities to dismantle harmful systems, earn trust, & generate solutions over-time.



# A Way Forward Towards Health Equity

## Structure

### Each Discipline

Faculty: 1-2 members

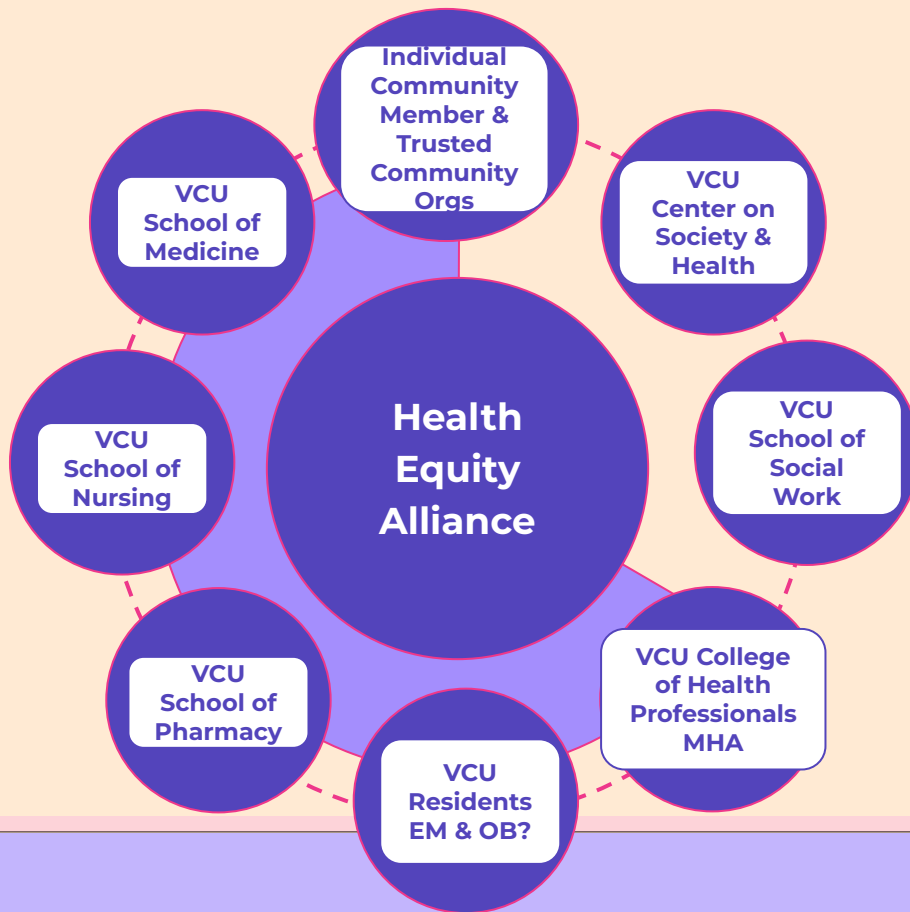
Student: 2-4 members

Residents: 2 members

### Community Members

Individual members:  
As many as possible

Leaders from  
community orgs:  
Variable



## About this structure:

### Interdisciplinary:

-Diverse backgrounds, knowledge, skills, ways of thinking → maximizes problem solving capacity

### Size allows for:

-Shared workload  
-Step up, step back flexible model

### Lessons Learned

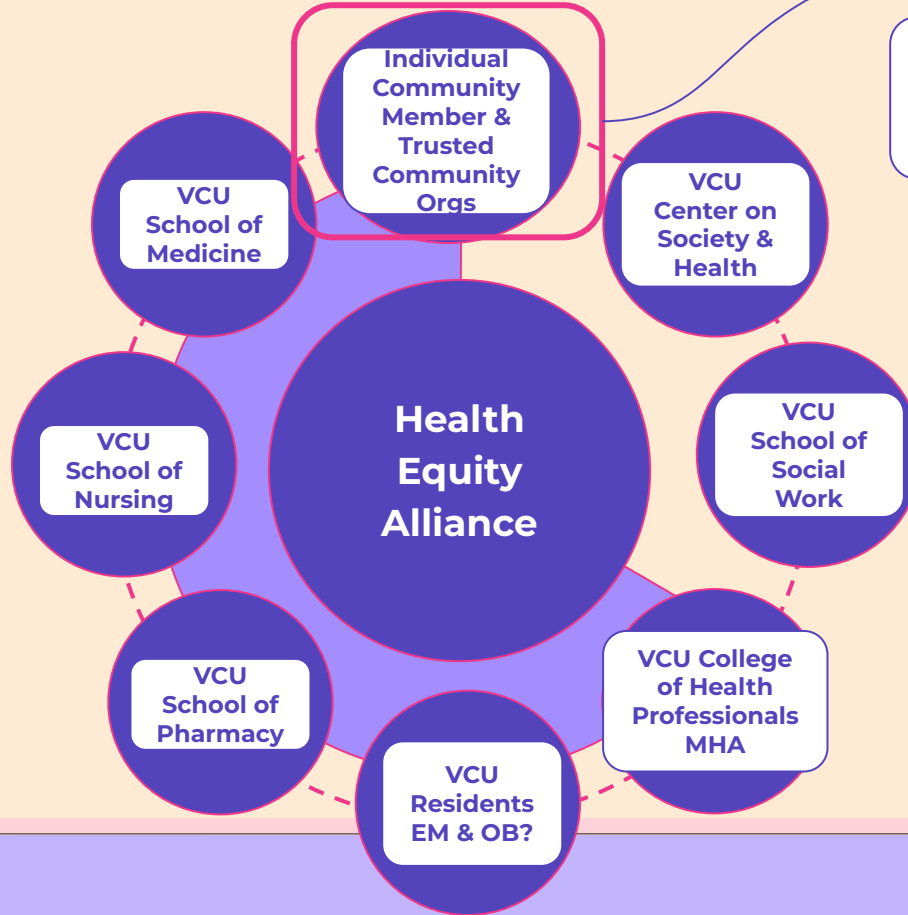
-Pipeline to incorporation into curriculum at multiple health professional programs → communities shaping future provider education  
-Pipeline to incorporation into current practice via faculty & resident members → communities inform their current care

Long-term commitment from members

### Extensive Sign-out:

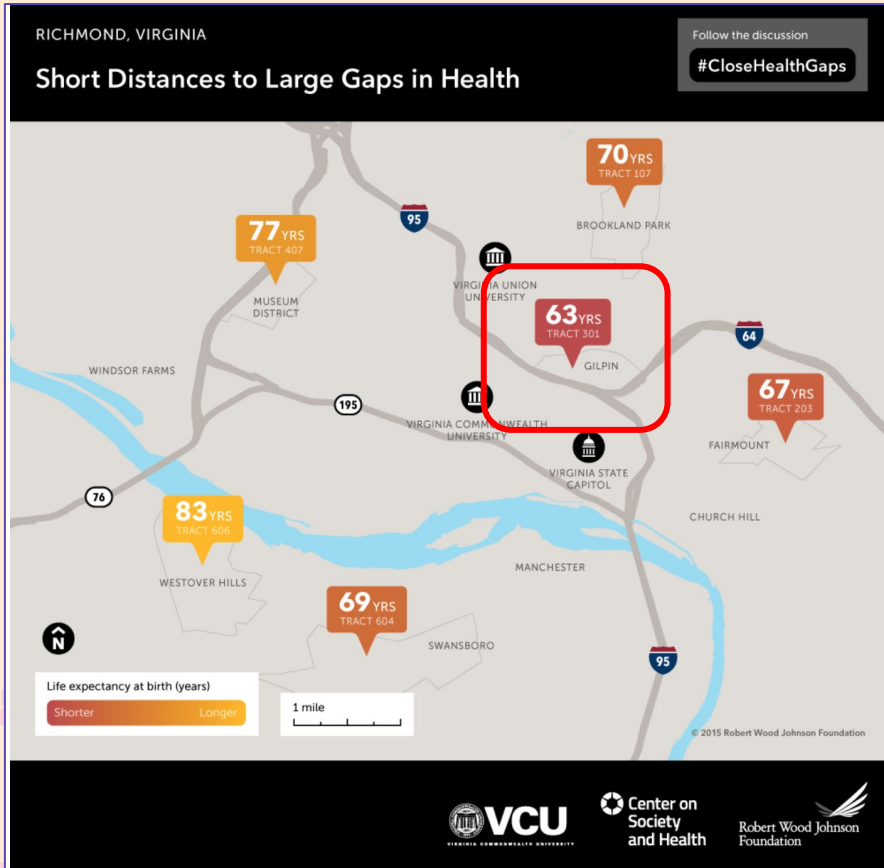
-Students will move on but progress & trust need to be preserved

# Where do we start?



Which community?

# Triage: Help the sickest Patient First

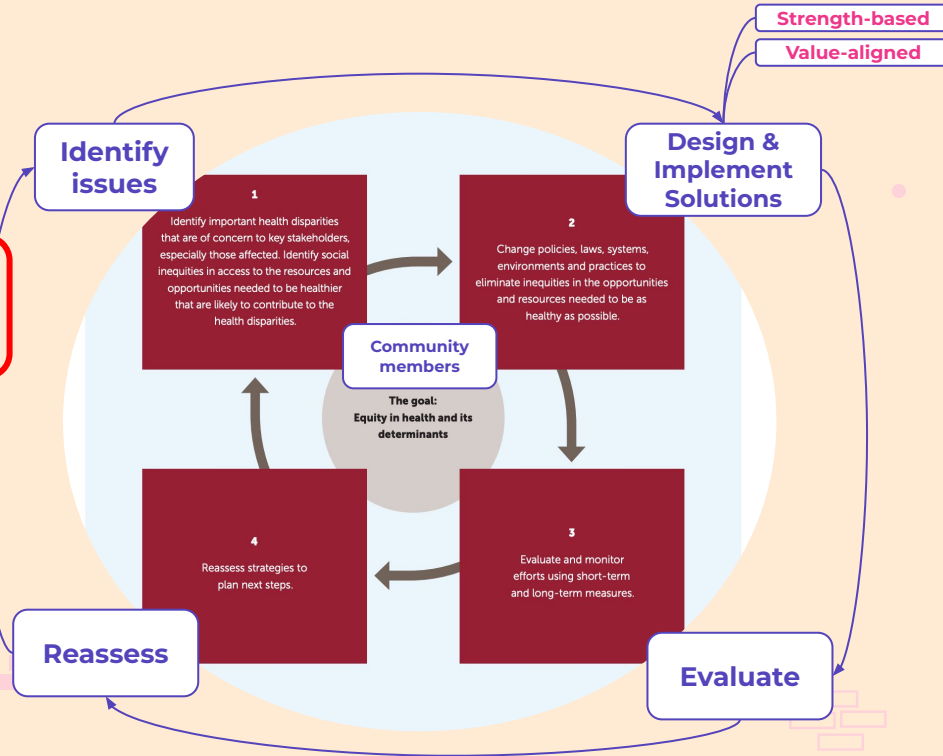
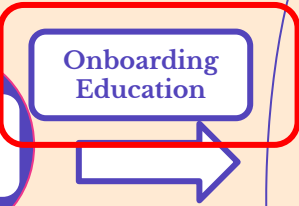


## Community by Geography

-Health data & demographics organized by zip code or census tracts→ allows for measurable endpoints to use in evaluation of efficacy of our efforts.

-Allows us to distinctly define who the stakeholders are we need to engage with.

# What would this actually look like?





# Onboarding Education



Office of the Senior Vice President for Health Sciences  
Office of Health Equity

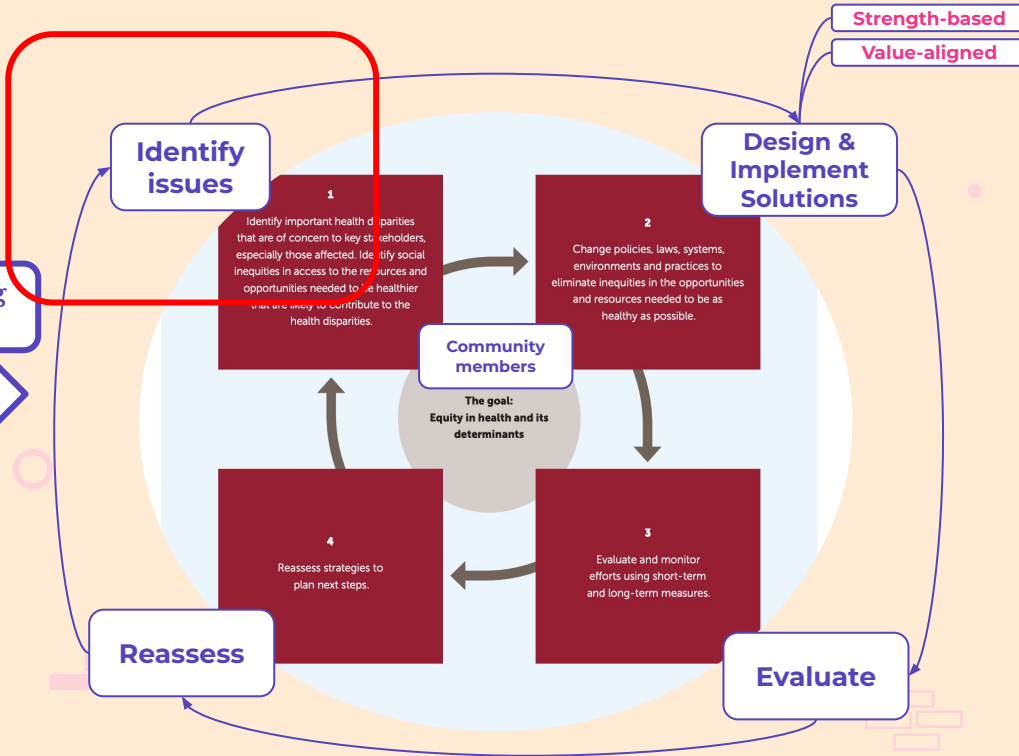
<p><b>HISTORY AND HEALTH</b> EQUITABLE ACCESS TO CARE</p> <p><a href="#">Health Care Quality and Access - Black Maternal Health</a></p>	<p><b>HISTORY AND HEALTH</b> EQUITABLE ACCESS TO CARE</p> <p><a href="#">Mental Health Disparities in Black, Indigenous, and People of Color (BIPOC) Communities</a></p>	<p><b>HISTORY AND HEALTH</b> EQUITABLE ACCESS TO CARE</p> <p><a href="#">AI Discrimination in Healthcare</a></p>
<p><b>HISTORY AND HEALTH</b> EQUITABLE ACCESS TO CARE</p> <p><a href="#">Racial Disparities in Pain Management</a></p>	<p><b>HISTORY AND HEALTH</b> EQUITABLE ACCESS TO CARE</p> <p><a href="#">The Inequities of Climate Change and Health</a></p>	<p><b>HISTORY AND HEALTH</b> EQUITABLE ACCESS TO CARE</p> <p><a href="#">Unequal Burdens: Black Maternal Mortality and Bereavement</a></p>
<p><b>HISTORY AND HEALTH</b> EQUITABLE ACCESS TO CARE</p> <p>Color of Care</p> <p><a href="#">Event Information</a></p> <p><a href="#">2022 panel discussion information</a></p> <p><a href="#">Viewing via Pluto TV</a></p>	<p><b>HISTORY AND HEALTH</b> EQUITABLE ACCESS TO CARE</p> <p>Making Ethical Healthcare Decisions</p> <p><a href="#">Event Recording</a></p>	<p><b>HISTORY AND HEALTH</b> EQUITABLE ACCESS TO CARE</p> <p>VCU Transplant Program from a Quality and Access Lens</p> <p><a href="#">Event Recording</a></p>

<p><b>HISTORY AND HEALTH</b> RACIAL EQUITY</p> <p><a href="#">Fundamentals of Race &amp; Racism</a></p>	<p><b>HISTORY AND HEALTH</b> RACIAL EQUITY</p> <p><a href="#">Race, Space &amp; Power in Richmond Virginia</a></p>	<p><b>HISTORY AND HEALTH</b> RACIAL EQUITY</p> <p><a href="#">Medical Research and the First Heart Transplant in the South</a></p>
<p><b>HISTORY AND HEALTH</b> RACIAL EQUITY</p> <p><a href="#">Coughing and Scoffing: Inequities in the Time of COVID-19</a></p>	<p><b>HISTORY AND HEALTH</b> RACIAL EQUITY</p> <p><a href="#">Assessing Structural Racism by Understanding St. Philip Hospital and School of Nursing</a></p>	<p><b>HISTORY AND HEALTH</b> RACIAL EQUITY</p> <p><a href="#">Medical Dissection and the East Marshall Street Well</a></p>
<p><b>HISTORY AND HEALTH</b> RACIAL EQUITY</p> <p><a href="#">Housing, History, and Health</a></p>	<p><b>HISTORY AND HEALTH</b> RACIAL EQUITY</p> <p><a href="#">Structural Racism and the Food Environment</a></p>	<p><b>HISTORY AND HEALTH</b> RACIAL EQUITY</p> <p><a href="#">The Roots of Institutional Racism: Medical College of Virginia</a></p>

# What would this actually look like?



Onboarding Education



# What would this actually look like?



Hosted IN  
community  
-churches,  
rec centers,  
etc.



Value  
community  
member time  
Provide:  
-food  
(local/minority  
owned  
business)  
-monetary  
compensation  
-childcare

## Listening Sessions



Group Interviews  
moderated by  
trained  
community  
partner or  
experienced  
team member  
using  
trauma-informed  
care format



## Objectives

### LEARN

- Identify community priorities, barriers to health, strengths of community, etc.
- Continuous improvement- how partnership could be better?

### OFFER

- Optional mini-interventions & resources for participants
- Ex. Free CPR certification, Affordable Medication Station

### BUILD

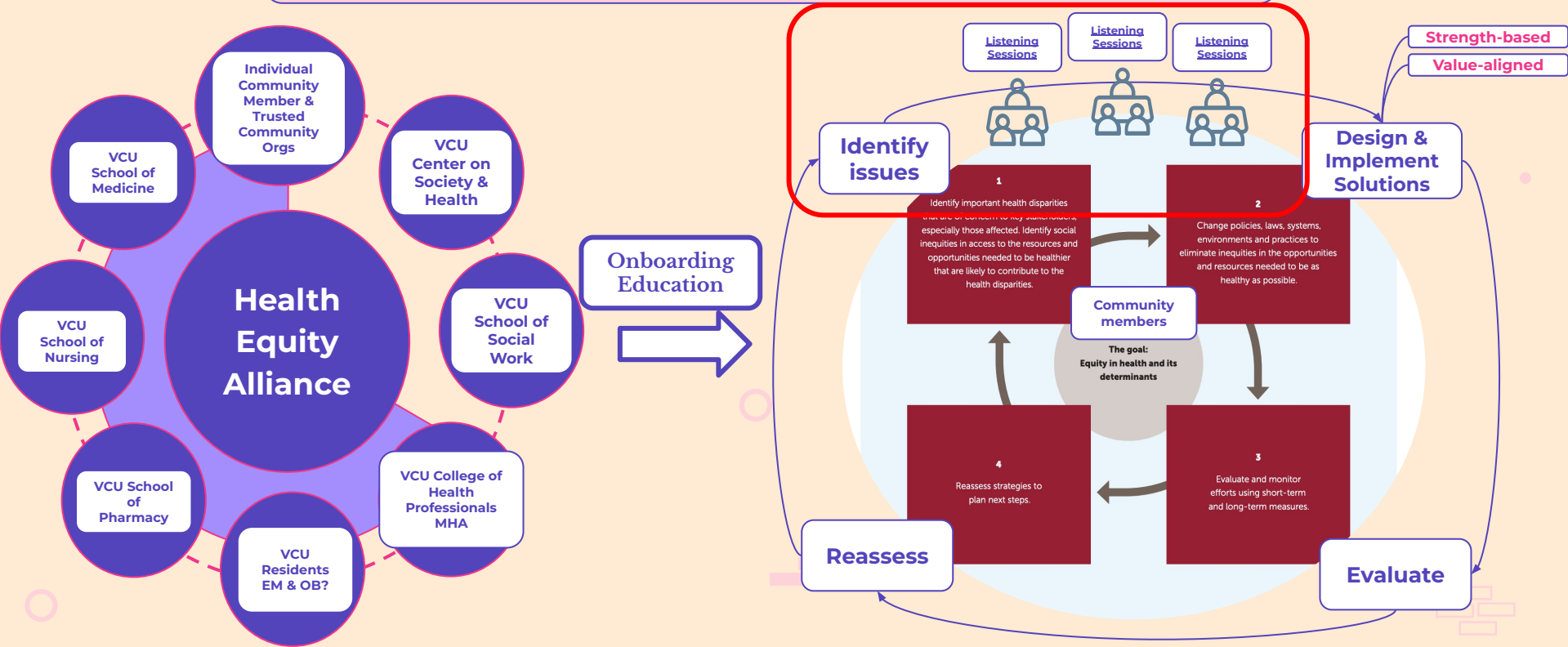
- Identify members who want to continue with future engagement activities

## Interview & Engagement tools

- Repair Project
- SEED Method

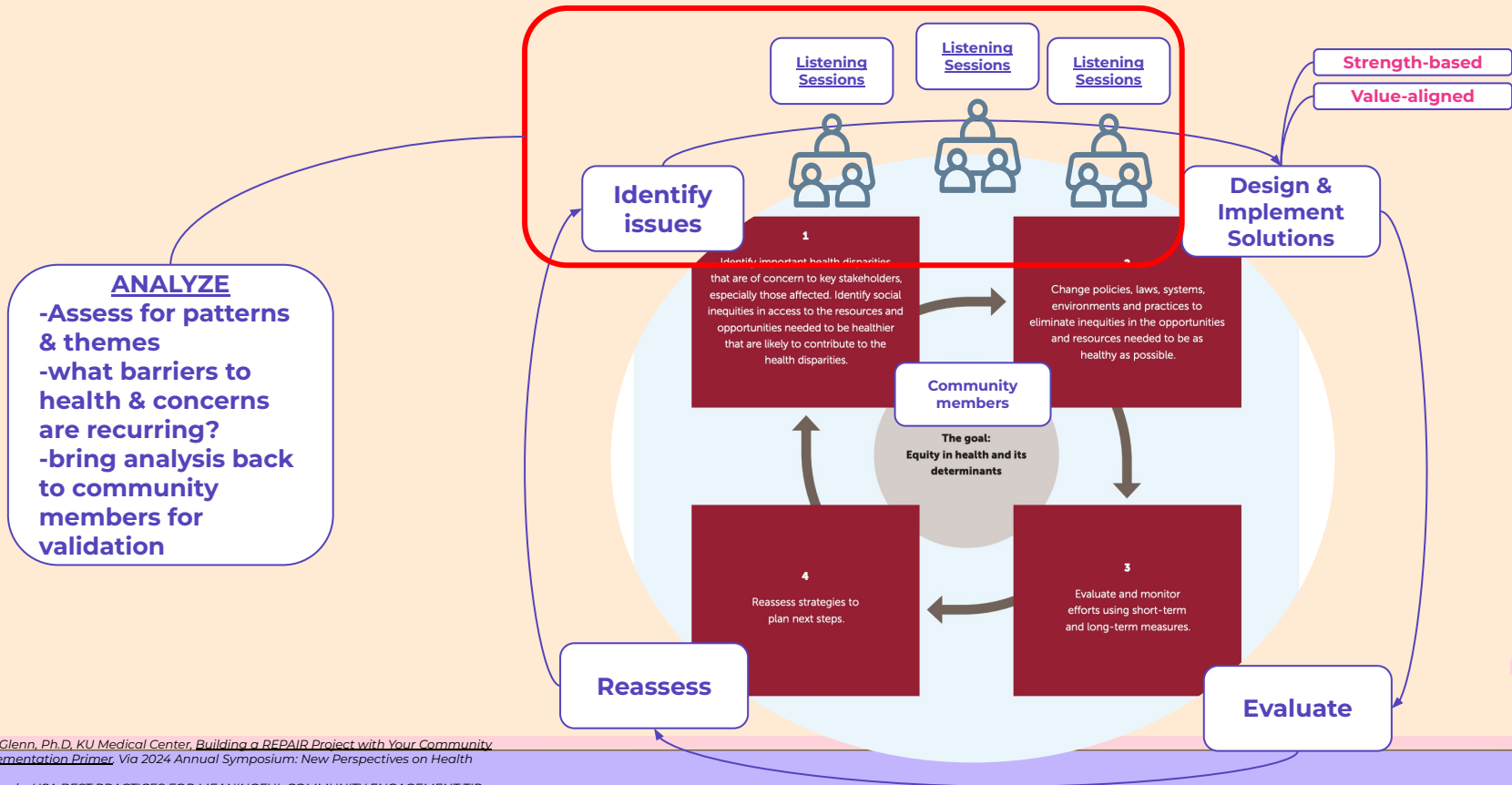
Sources:  
-Jason E. Glenn, Ph.D, KU Medical Center, *Building a REPAIR Project with Your Community*  
-*An Implementation Primer*, Via 2024 Annual Symposium: New Perspectives on Health Equity.  
-Groundworks USA *BEST PRACTICES FOR MEANINGFUL COMMUNITY ENGAGEMENT TIP SHEET*  
-Washington State Department of Health: *Community Engagement Guide*  
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Report: *Systemic Racism and Health Equity*, Jan 2022

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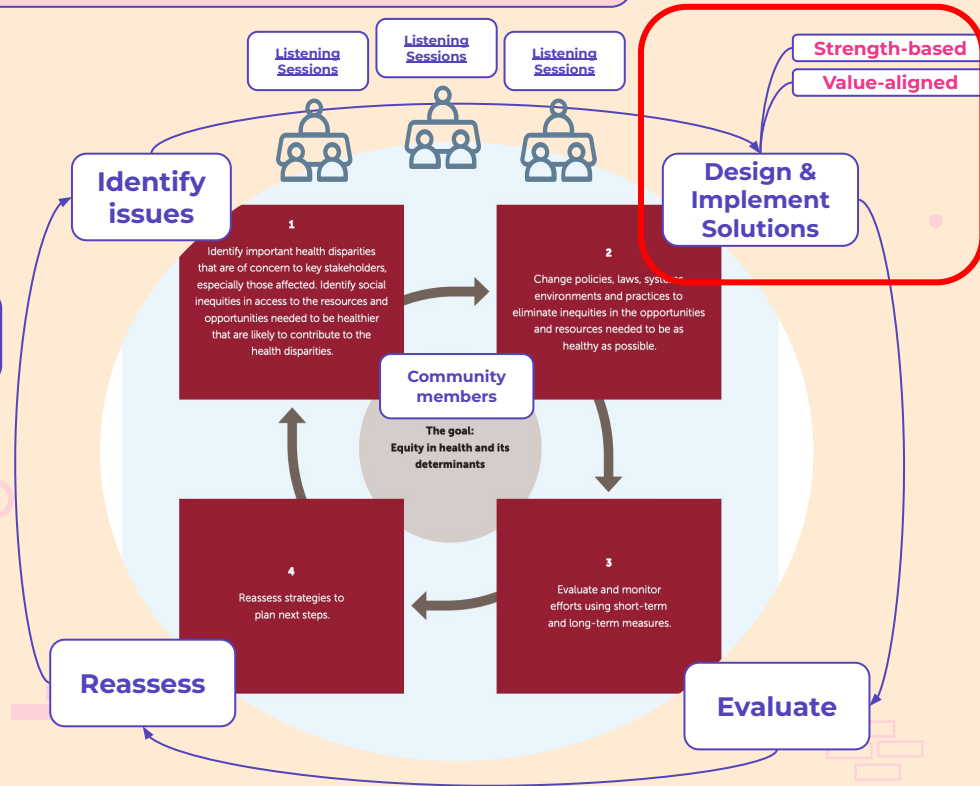
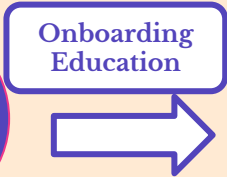
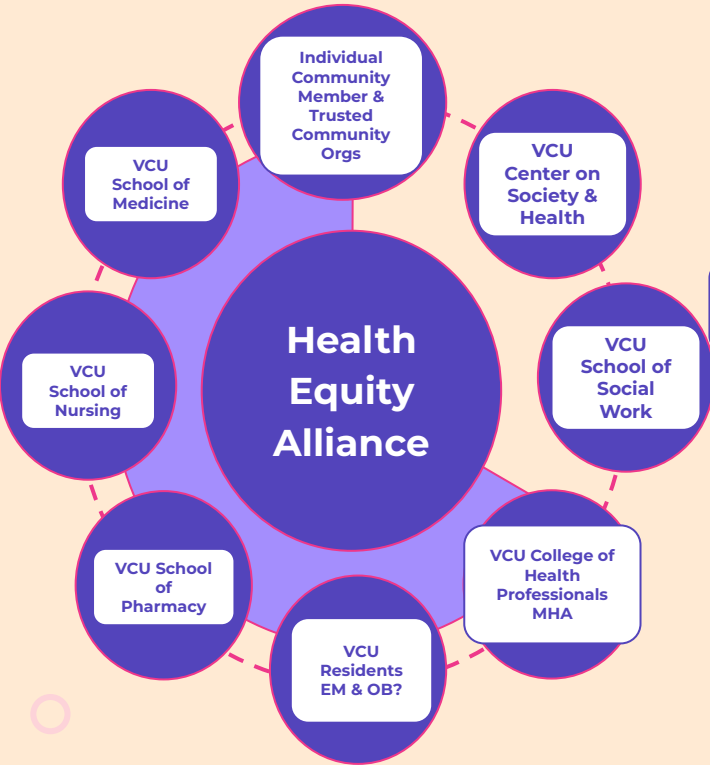
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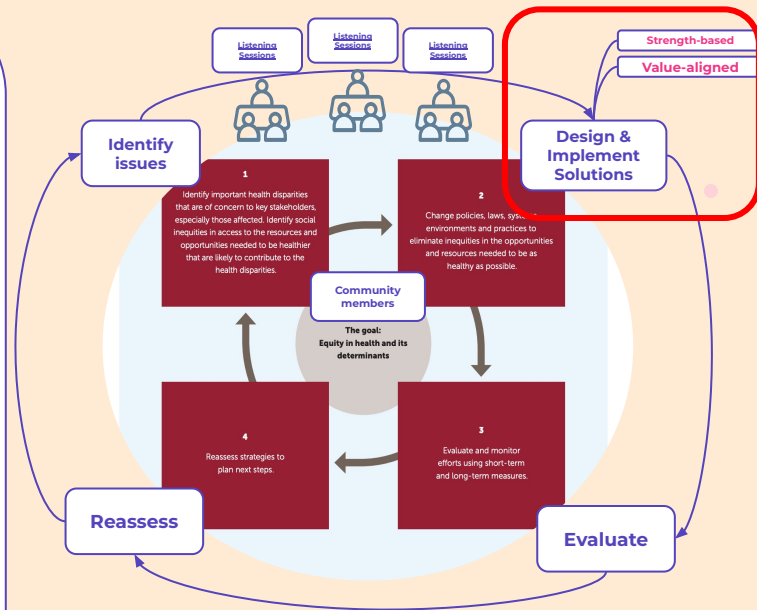
Sources:  
 -Jason E. Glenn, Ph.D, KU Medical Center, *Building a REPAIR Project with Your Community -An Implementation Primer*, Via 2024 Annual Symposium: New Perspectives on Health Equity.  
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 -Washington State Department of Health: *Community Engagement Guide*  
 -University of California San Francisco & Robert Wood Johnson Foundation. Report: *Systemic Racism and Health Equity*, Jan 2022

# What would this actually look like?

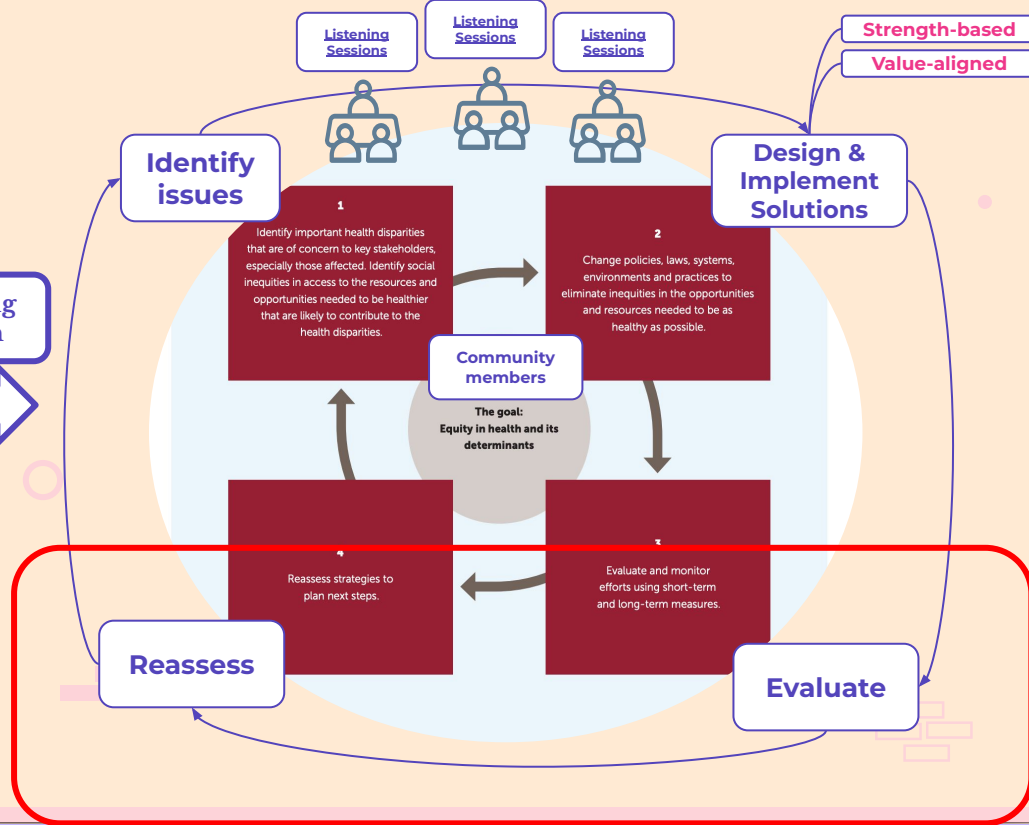
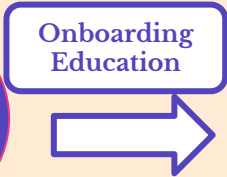
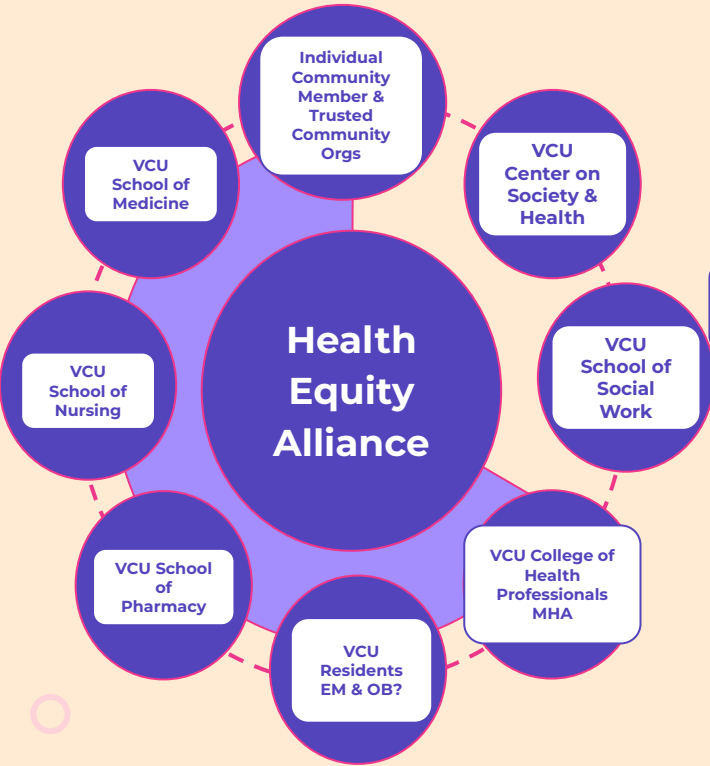


## What this group can offer in solution generation

1. **Advocacy**
  - a. Internal policies
    - i. VCU & VCU Health
  - b. External policies
    - i. Local & State Legislation
2. **Resource Repository**
  - a. Facilitate access to existing resources
    - i. Federal, local, VCU-based
3. **Resource Generation**
  - a. Skills/knowledge present on team
  - b. Access to consult other VCU departments for partnership
4. **Community Engaged Research**
  - a. Community generated questions
5. **Curriculum Integration**
  - a. Knowledge from community
    - educational activities in health prof schools
    - **community shapes its future providers to take better care of them**



# What would this actually look like?



Sources:  
 -Jason E. Glenn, Ph.D, KU Medical Center, *Building a REPAIR Project with Your Community -An Implementation Primer*, Via 2024 Annual Symposium: New Perspectives on Health Equity.  
 -Groundworks USA *BEST PRACTICES FOR MEANINGFUL COMMUNITY ENGAGEMENT TIP SHEET*  
 -Washington State Department of Health: *Community Engagement Guide*  
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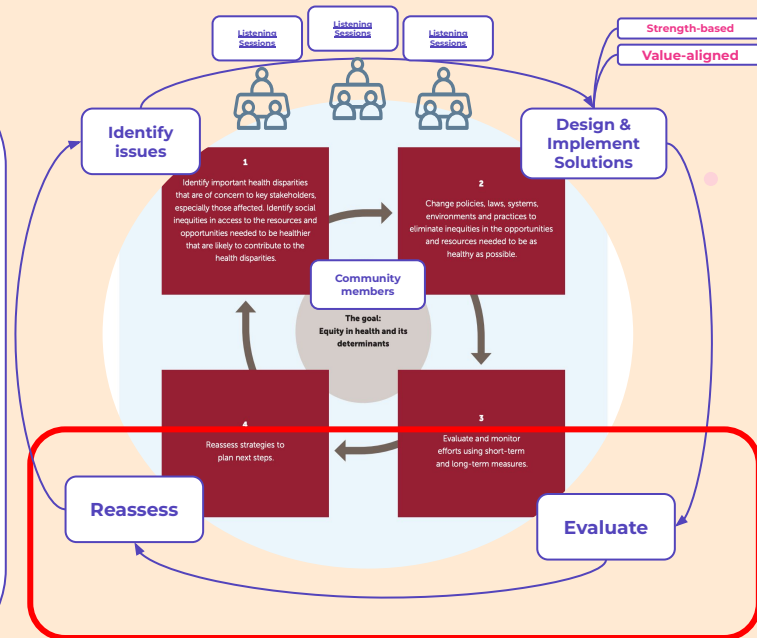


## Evaluation & Reassessment

-Not all impact will be measurable but it is critical to identify measurable outcomes to evaluate effectiveness of efforts.

-These measurables will depend on the problems & priorities identified by the community as well as the solutions jointly formed to address them.

-Evaluation & reassessment of efforts will also be completed in direct partnership with the community as with all aspects of this work.



# What is needed from Sustainability Plan Leadership?

1. Let's deliver on our charge- adopt this or a variation of this healthy equity targeted intervention into the plan.
1. Establish structure by which representatives from the Health Advocacy Alliance would report to VCU/VCU Health leadership for oversight but also as a channel to advocate for needs & concerns emerging from the community.
1. Support with VCU funding if grants not awarded or sufficient (Robert Wood Johnson Foundation, etc.)
  - a. Funds to support community member participation

## Developing the

# oneVCU | SUSTAINABILITY PLAN

A roadmap for achieving meaningful and impactful environmental sustainability goals at VCU and VCU Health

The [United Nations World Commission on Environment and Development](#) defines sustainability as "the ability to serve the needs of the present without compromising the ability of future generations to meet their own needs." As a nationally prominent institution known for shaping and impacting human health, VCU's role in developing [sustainable solutions](#) is vital and affects not only the natural environment, but human health, [health equity](#) and economic vitality.

The development of our first ONE VCU Sustainability Plan will identify a path forward for VCU and VCU Health to [interconnect these complex issues in order to sustainably deliver on our mission as well as support the well-being of future generations](#). [Our charge is to create a plan that reflects our aspiration, while recognizing the scale of our challenges.](#)

*This website will continue to be updated throughout the process to capture information about the process, [our progress](#) and opportunities for engagement.*

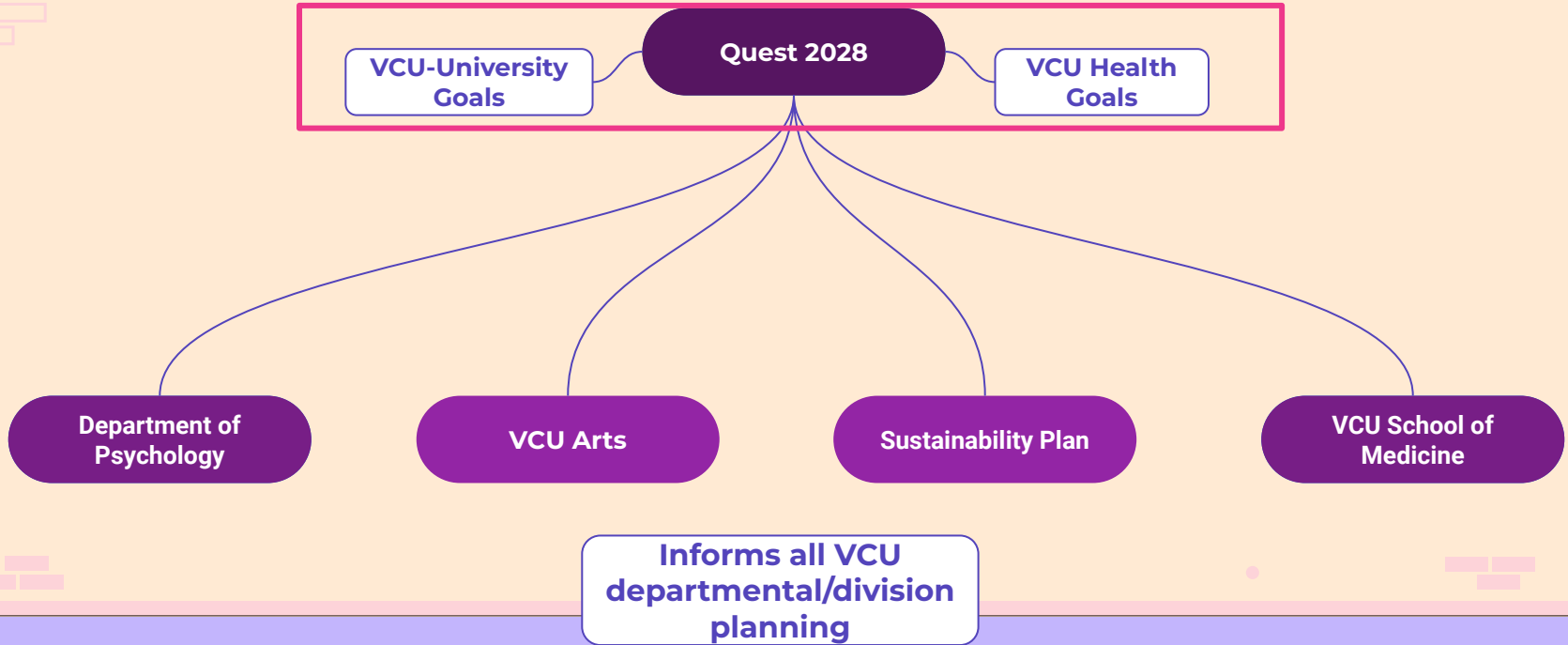


# **Why should we create the Health Equity Alliance?**

**Let's revisit VCU's Goals &  
Mission one more time...and  
look a little closer**

# Why the Health Equity Alliance? Revisiting Quest 2028

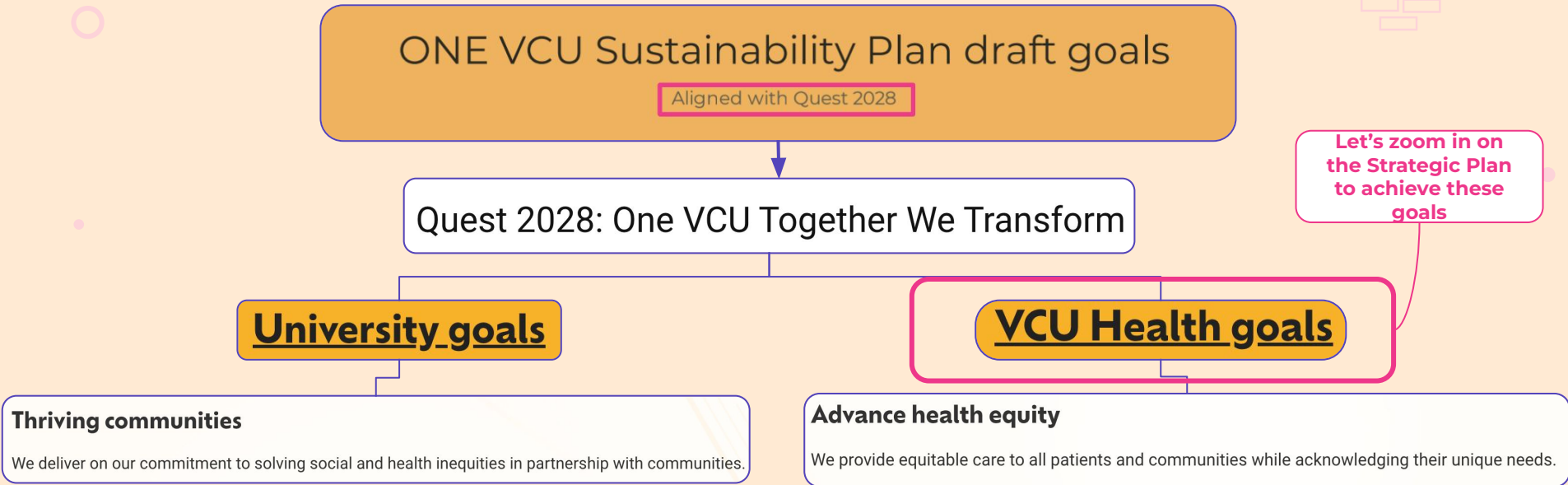
Quest 2028- List of VCU's overarching goals & priorities as well as **strategic plans** to achieve them for the years 2021-2028





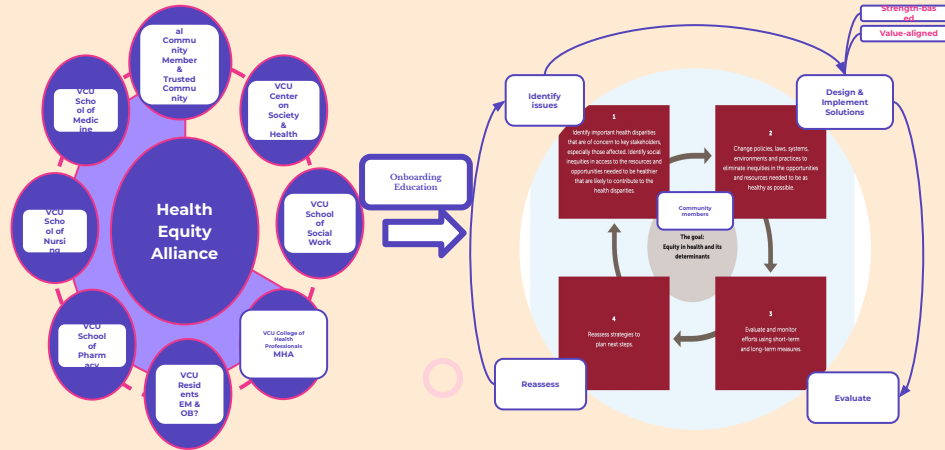
# Why the Health Equity Alliance?

## Revisiting QUEST 2028- Looking at the Strategic Plan



# The VCU Health Strategic Plan is....

A road map to putting **patients and students first.**



## Workforce Wellness

We commit to a culture that is respectful, inclusive, and equitable.



## Patient Centered Care

Our care is consistently safe, skilled and kind.



## Advance Health Equity

We provide equitable care to all patients and communities while acknowledging their unique needs.



## Innovative Research & Education

To improve health through exceptional and innovative discovery, training and patient care.



# Workforce Wellness

We commit to a culture that is respectful, inclusive, and equitable.

**Goal 1** Adopt a framework to promote Workforce Wellness

**Goal 2** Inclusive and equitable recruitment in all aspects

**Goal 3** Educate and communicate the impact of DEI

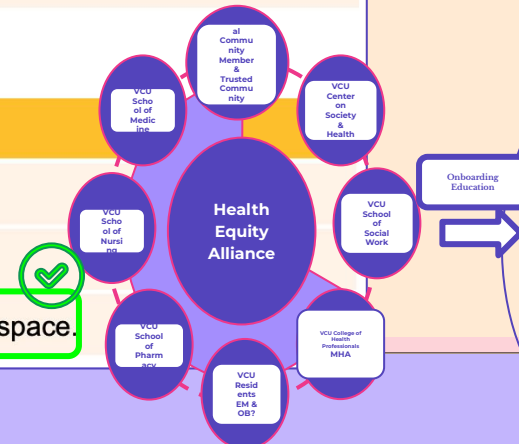
**Goal 4** Develop opportunities for VCU & VCU Health System employees and students to grow in a just culture

## Strategies for achieving our goals

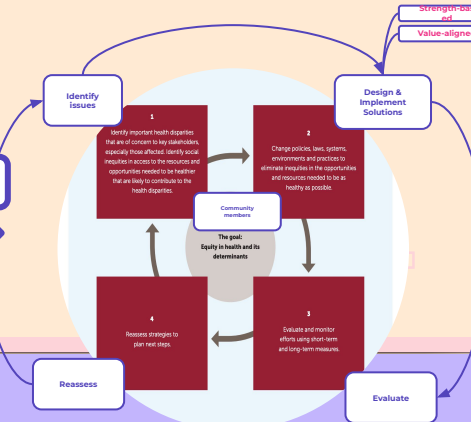
Ensure physical and psychological safety for our employees.

Ensure that our team fully reflects the communities we serve.

Maintain that we are one of the best places to work, leading in the DEI space.



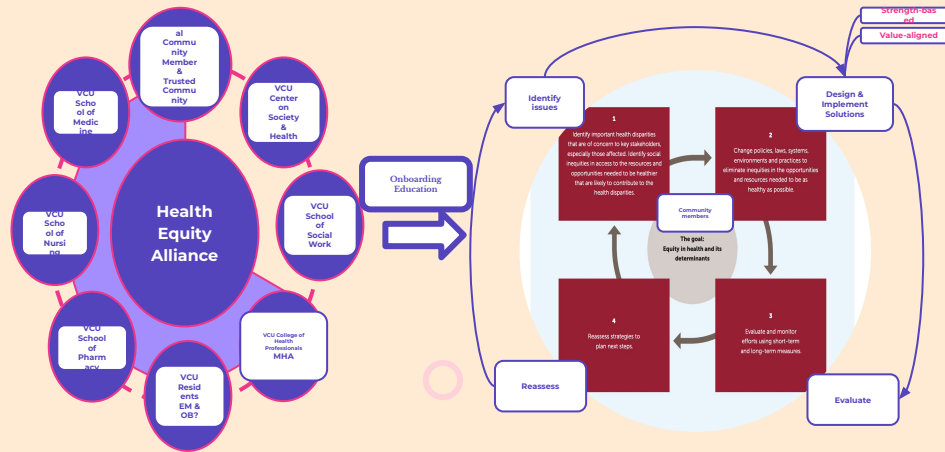
**Why should we create the Health Equity Alliance?**



Source: Quest 2028 VCU Health Strategic Plan

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# Patient Centered Care

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**Goal 1** Timely access for patients

**Goal 2** Excellent experience across the care continuum

**Goal 3** Execute on high acuity and innovative care models to differentiate VCU Health 

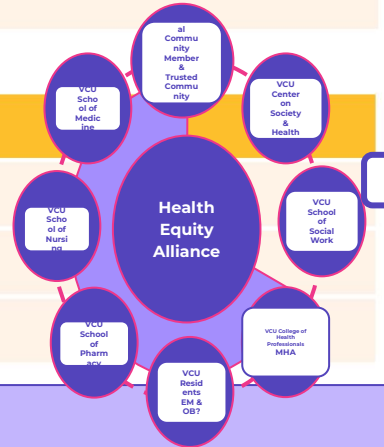
**Goal 4** Optimizing safe patient care

## Strategies for achieving our goals

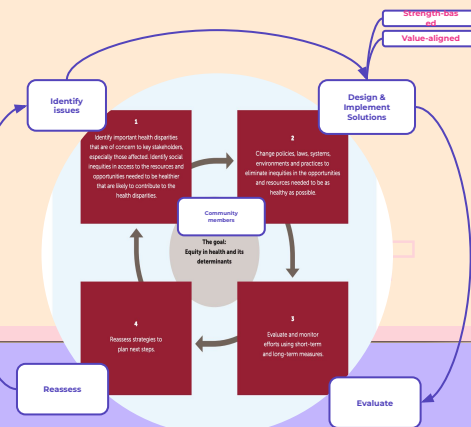
Expand inpatient capacity to adequately meet our patients' needs.

Provide high value primary care to the communities we serve.

Organize our services around our patients. 



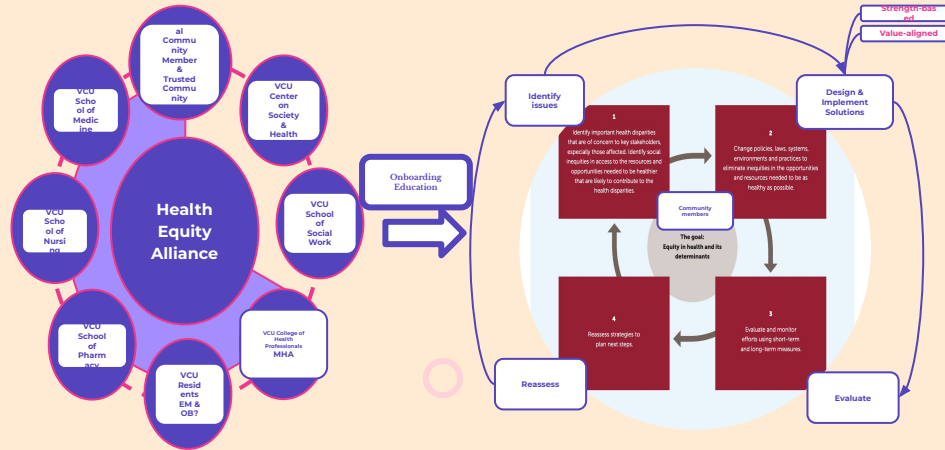
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Source: Quest 2028 VCU Health Strategic Plan

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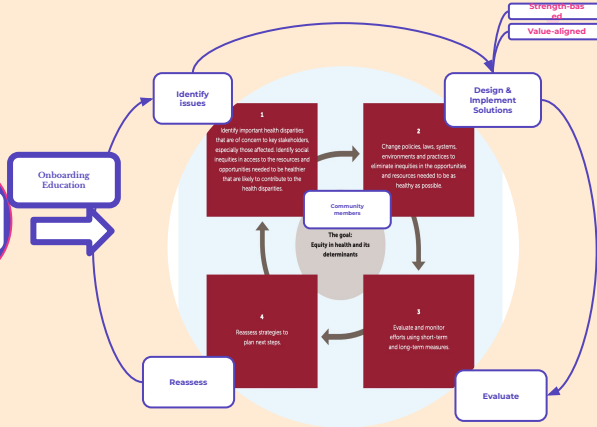


# Advance Health Equity

We provide equitable care to all patients and communities while acknowledging their unique needs.

## Why should we create the Health Equity Alliance?

- Goal 1** Identify and reduce long standing health disparities
- Goal 2** Develop strong and enduring partnerships with community-based providers, organizations, and payers to improve health
- Goal 3** Inform and promote policies that advance health equity
- Goal 4** Align with VCU and academic partners to support education/training, research and service

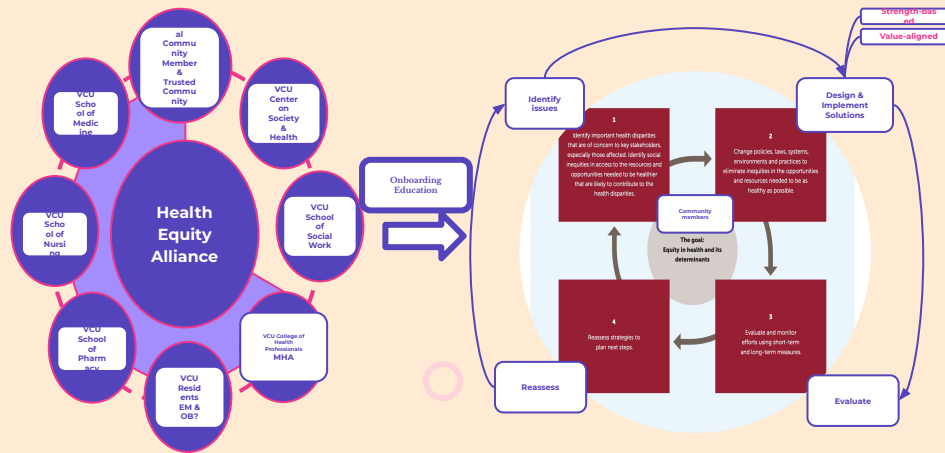


### Strategies for achieving our goals

- Systematically collect data with a health equity lens.
- Develop performance improvement action plans to address health disparities, inequities, and gaps in care.
- Invest in community partnerships that address social determinants of health and promote access to health care.
- Develop innovative education and training programs that address identified health needs.

# The VCU Health Strategic Plan is....

A road map to putting **patients and students first.**



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# Innovative Research & Education

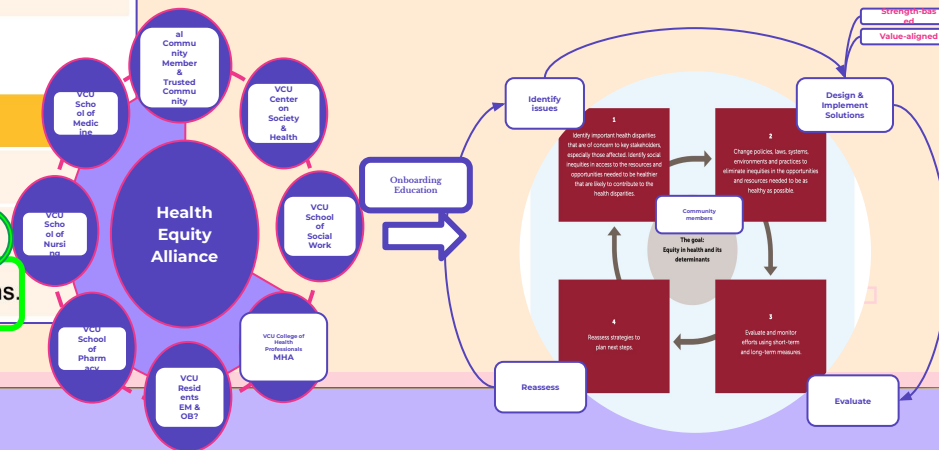
To improve health through exceptional and innovative discovery, training and patient care.

- Goal 1** Strengthen VCUHS as a *learning health system*, where patient care, research and education are seamlessly intertwined
- Goal 2** Strengthen infrastructure to support top quality basic, clinical and population-based research
- Goal 3** Attract, develop, and retain diverse, high-achieving faculty and staff
- Goal 4** Boost public, private and philanthropic support to increase our impact and value

## Strategies for achieving our goals

- Foster an educational culture of respect and humility that reaffirms our core values.
- Markedly expand interdisciplinary education, practice and research.
- Expand philanthropy and grant funding to produce high-value discoveries and innovations.

# Why should we create the Health Equity Alliance?



Quest 2028:

# The VCU Health Strategic Plan is....

A road map to putting **patients and students first**.

# Why should we create the Health Equity Alliance?

Leverages **learning through experience**

-Social Determinants of Health

-Shared Decision Making Skills

-Interdisciplinary Teamwork

-Quality Improvement Skills

Make us better listeners

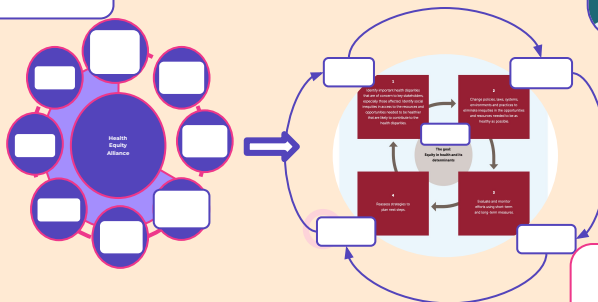


Figure 1  
Social Determinants of Health

Economic Stability	Neighborhood and Physical Environment	Education	Food	Community and Social Context	Health Care System
Employment	Housing	Literacy	Hunger	Social integration	Health coverage
Income	Transportation	Language	Access to healthy options	Support systems	Provider availability
Expenses	Safety	Early childhood education		Community engagement	Provider linguistic and cultural competency
Debt	Parks	Vocational training		Discrimination	Quality of care
Medical bills	Playgrounds	Higher education		Stress	
Support	Walkability				
	Zip code / geography				

Health Outcomes  
Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations

KFF

Doctors Listen **18** Seconds

1984

Doctors Listen **11** Seconds

2019

1999

Doctors Listen **23** Seconds



Sources:  
 \*1- Beckman HB, Frankel RM. *The effect of physician behavior on the collection of data.* Ann Intern Med 1984;101:692-696.  
 \*2- Marvel LM, Epstein RM, Flowers K, Beckman HB. *Soliciting the Patient's Agenda: Have We Improved?* JAMA. 1999;281(3):283-287. doi:10.1001/jama.281.3.283  
 \*3-Singh Ospina N, Phillips KA, Rodriguez-Gutierrez R, Castaneda-Guarderas A, Gionfriddo MR, Branda ME, Montori VM. *Eliciting the Patient's Agenda: Secondary Analysis of Recorded Clinical Encounters.* J Gen Intern Med. 2019 Jan;34(1):36-40. doi:10.1007/s11366-018-4540-5. Epub. 2018 Jul 2. PMID: 29963051; PMCID: PMC6318197  
 \*4- Jacobsen, Greg. KaiNexus Blog: *PDSA Quality Improvement: A Scientific Method of Change.*  
 \*Kaiser Family Foundation. *Artiga, Hinton.* May 2018  
 Brief: *Beyond Health Care: The Role of Social Determinants in Promoting Health and Health Equity.*  
 \*5- *Shared decision making images*

# Why should we create the Health Equity Alliance?

"Our mission is to serve students, patients and our communities in the best possible ways, leading every person toward their success. So when I think about our mission, I ask myself two questions: How are we doing? How can we do better?"

– Michael Rao, Ph.D., President, VCU and VCU Health System  
2021 State of the University

The only way to BEST serve our patients & communities...



To work WITH them. Empower them reach *their* definition of success. Meet the needs *they* identify.



The only way to truly meet their needs...

Students (next gen of clinicians) learn from the community how take better care of them.

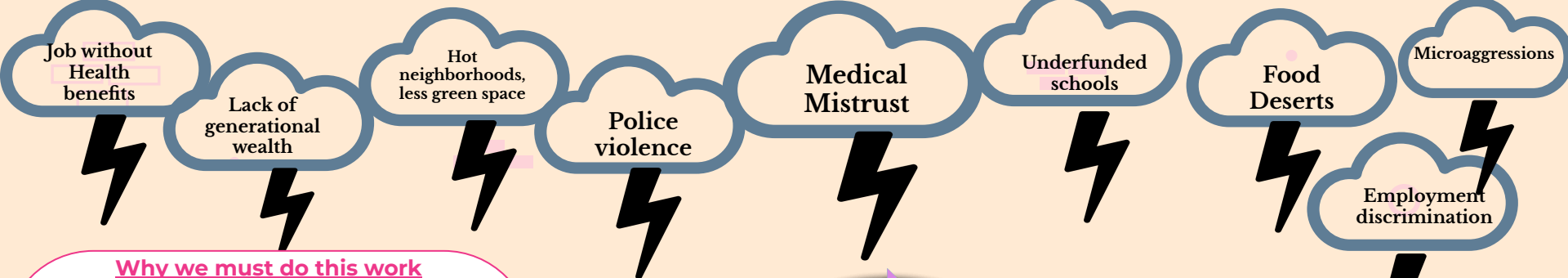
Sustainability

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**Why we must do this work**

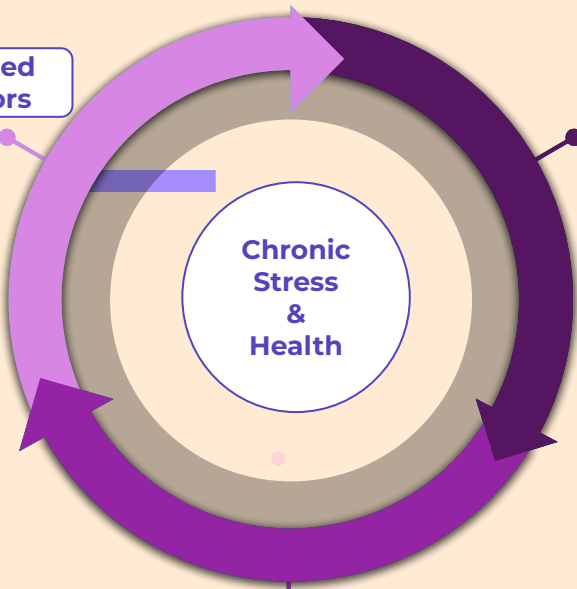
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-As a “student doctor” at an institution where tomorrow, I could walk into a patient room & introduce myself: “Hi I’m Bobby, one of the student doctors on the team” and that patient still have thoughts of grave-robbing and medical experimentation come to mind when they hear me say “student doctor”--> I believe to live up to the oath to do no harm, I must do what I can to help heal these wounds.

-Mistrust is a barrier to health. If we can promote trust, not only can it improve the health of our patients and communities directly. But it will allow us to more effectively partner with and empower our communities and ultimately, over time, be better able to break down the other barriers preventing our patients from having a fair and just opportunity to be healthy.

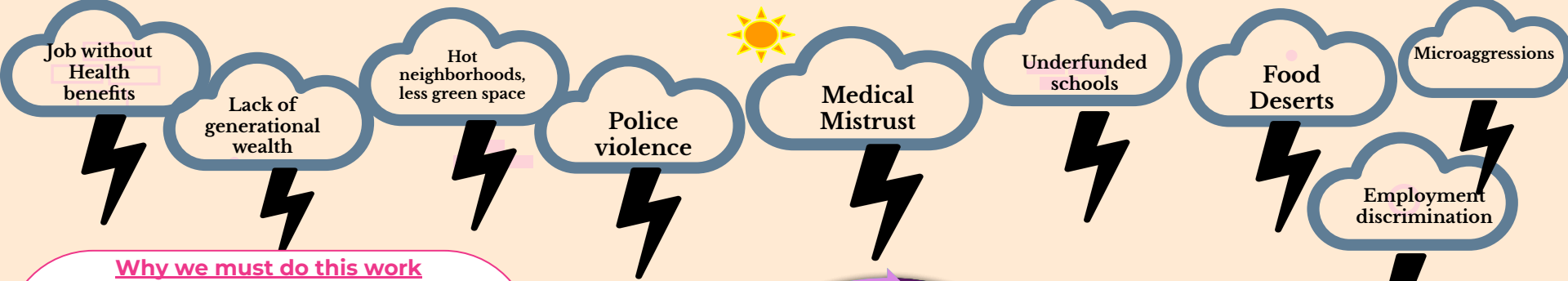
Increased Stressors

Lack of resources for healthy coping



Biological mechanisms (inflammation, etc.) & maladaptive behaviors (smoking, etc.)

Sources: University of California San Francisco & Robert Wood Johnson Foundation. Report: *Systemic Racism and Health Equity*. Jan 2022  
 Crielaard, L., Nicolau, M., Sawyer, A. et al. Understanding the impact of exposure to adverse socioeconomic conditions on chronic stress from a complexity science perspective. *BMC Med* 19, 242 (2021). <https://doi.org/10.1186/s12916-021-02106-1>  
 Sean Utsey. Virginia Commonwealth University. Department of African American Studies. *Burn Baby Burn Productions. "Until The Well Runs Dry: Medicine and the Exploitation of Black Bodies". 2011*

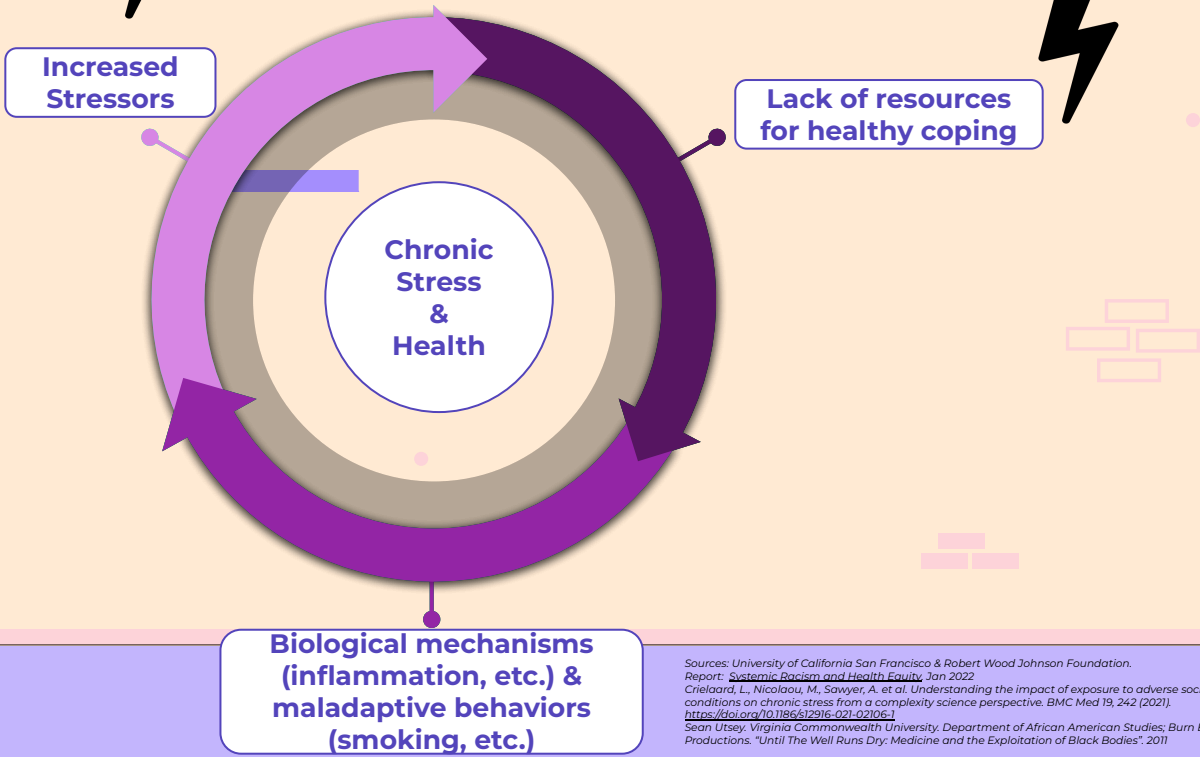


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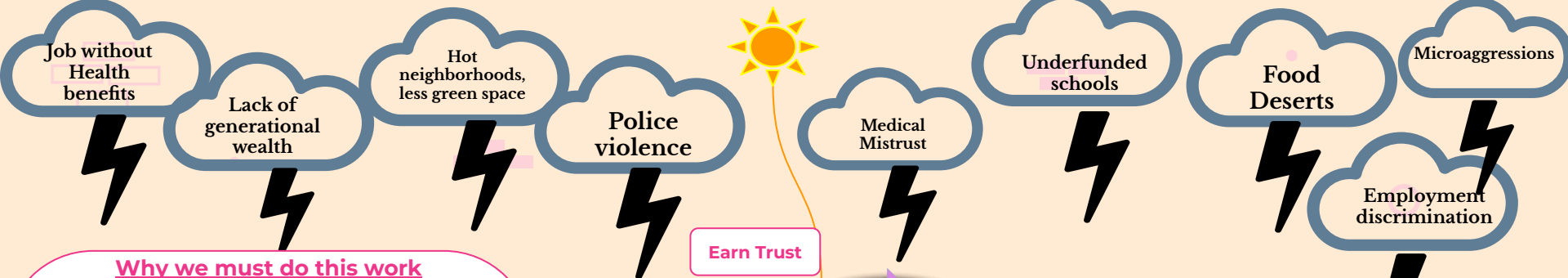
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Earn Trust

**Why we must do this work**

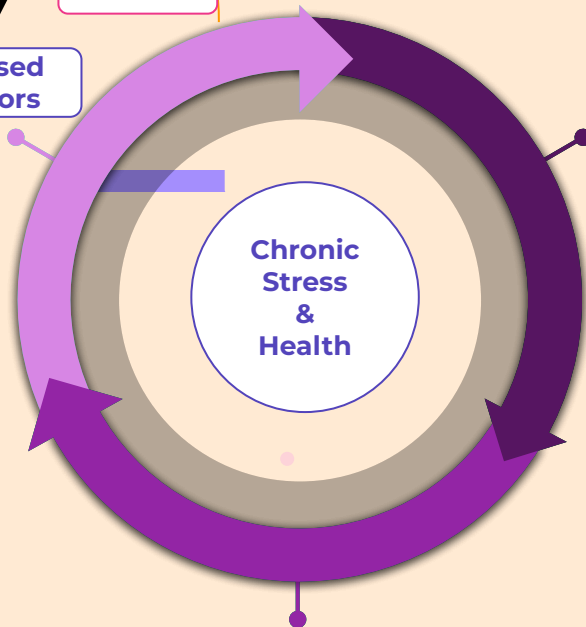
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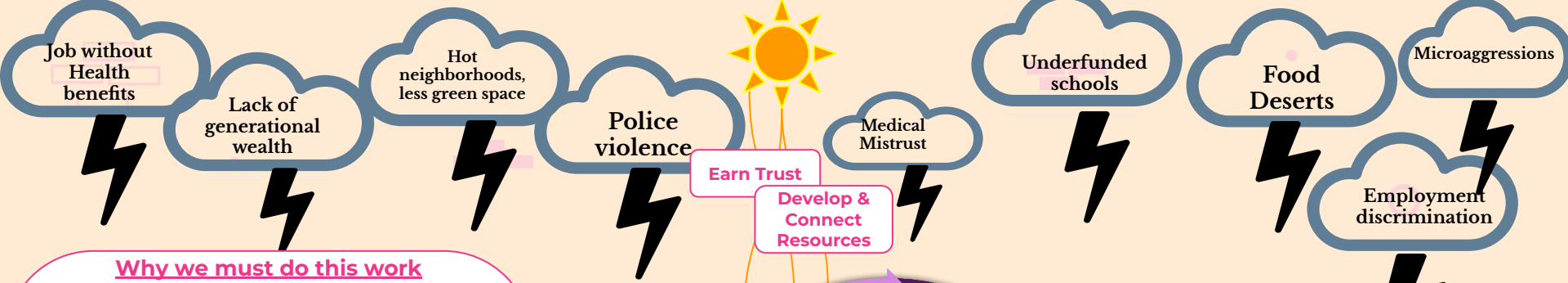
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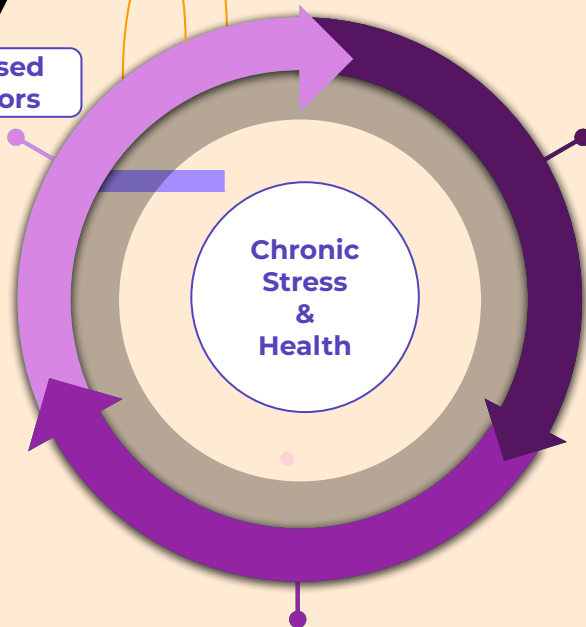
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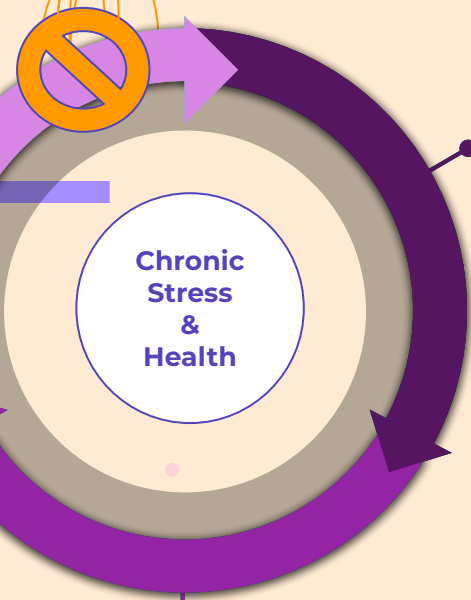
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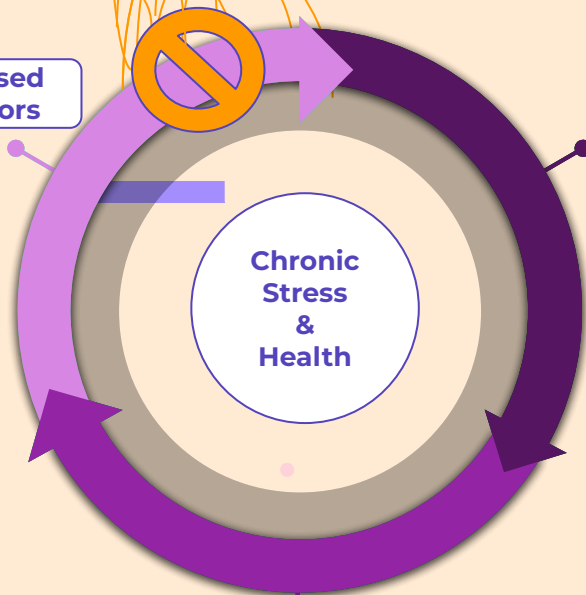
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# Mega-Summary

- 1. Black & marginalized communities in Richmond are not being given a fair and just opportunity to be healthy.**
- 2. Much of what gives a person a fair and just opportunity to be healthy are things that happen outside of a hospital. Things like your education, generational wealth, access to healthy food, where you live, etc. Things often called the social determinants of health.**
- 3. Systemic racism exerts a large & unfair influence on the social determinants of health for black & minority communities. Denying them the opportunity to be healthy.**
- 4. VCU Health's historical exploitation & medical mistreatment of black & marginalized communities is a contributor to the systemic racism that still harms patients today.**
- 5. We as VCU health are the only ones who can answer for the past harms we've committed and we can do so by addressing the health inequities we have helped cause.**
- 6. The way we address health inequity is through partnership with and empowerment of the community we hope to help.**
- 7. Including the development of the Health Equity Alliance in the sustainability plan will not only promote our ability to meet the needs of the present but will also help ensure the next generation of clinicians is better trained to meet the needs of future communities.**

# Key Next Steps

1. Incorporate Health Equity Alliance into Sustainability Plan Draft
2. Meet with key internal stakeholders with expertise in working with vulnerable populations & marginalized communities to thoughtfully develop community engagement strategy and get feedback on project as a whole. Identify individuals interested in ongoing involvement.
  - a. Ex. *Engaging Richmond Team* within VCU Center on Society & Health, identified faculty within Department of African American Studies, identified leadership within Massey Cancer Center, etc.
3. Meet with Deans & other leadership of the health professional schools for feedback on, approval of, & recommended faculty for Health equity Alliance
4. Meet with Residency Program directors & department chairs for Emergency Medicine & OB-GYN to assess interest in developing “Health Equity” tracks centered around
5. Identify student leaders within health professional schools to assist in development of Health Equity Alliance
6. Once faculty & students onboard, thoroughly outline Alliance’s initial operation specifics, structure, roles, timeline, guiding principles, limitations, etc. Recognizing this will evolve throughout project with particular focus on iterating as community members indicate.
7. Apply for grant funding (external- RWJF for example, internal VCU grant funding opportunities).
8. Once prepared with initial details, begin community to outreach to initiate partnership and get feedback on all aspect of the Alliance’s development to this point.

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# Thank you for your time

Please if you have feedback, thoughts, ideas, questions or anything you'd want to share with me regarding this presentation- feel free to use this [anonymous feedback form](#) or email me, Bobby Scott, at [scottre2@vcu.edu](mailto:scottre2@vcu.edu).