

Diversity & Inclusion at Amsterdam UMC

'Difference makes us stronger together'



Action Plan for 2021 and after

Table of Contents

Diversity & Inclusion at Amsterdam UMC. ‘Difference makes us stronger together’. Action Plan for 2021 and after

Introduction..... 3

 Definition of diversity and inclusion

1. Why have an action plan on diversity and inclusion? 3

2. What do we hope to achieve? 5

 2.1 Mission D&I

 2.2 Vision D&I

 2.3 Strategic focus for the coming years

3. Actions scheduled for 2021 6

Contact information

APPENDIX TO THE DIVERSITY AND INCLUSION ACTION PLAN 1.1
Difference makes us stronger together! Overview of D&I initiatives 2021 and after7

- 1. INTRODUCTION
- 2. OUR HISTORY
- 3. OUR BUSINESS CASE FOR D&I
- 4. D&I DASHBOARD
- 5. PROGRESS TO THE TOP
- 6. APPOINTMENTS
- 7. ENCOURAGING AN INCLUSIVE ORGANISATIONAL CULTURE
- 8. WORK-LIFE BALANCE
- 9. INCLUSIVE RECRUITMENT AND APPROACH TO THE JOB MARKET
- 10. DIVERSITY SENSITIVE RESEARCH
- 11. DIVERSITY SENSITIVE TEACHING
- 12. DIVERSITY SENSITIVE CARE
- 13. SOCIAL SAFETY
- 14. CONCLUSION

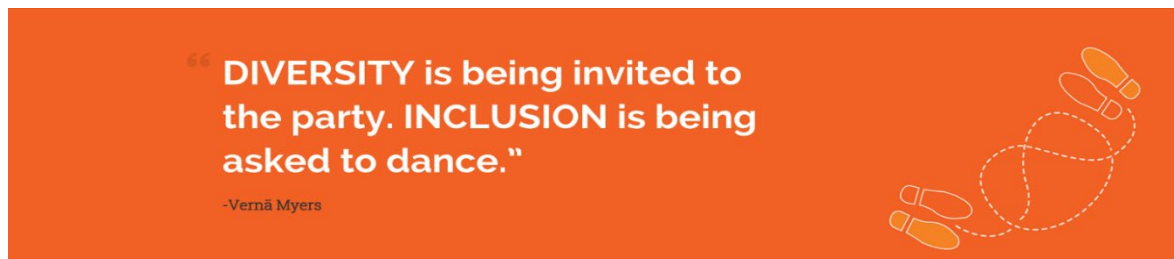
Signatures of the Executive Board of Amsterdam UMC 17

Introduction

‘Together we discover the healthcare of tomorrow.’ This statement defines the mission of Amsterdam UMC. Just by reading this mission statement aloud, you hear that the accent is on the word ‘together’. Make a note of this word because it is the guiding principle of the subject of this action plan: diversity and inclusion (D&I). This plan describes why diversity and inclusion are so important, and what we at Amsterdam UMC are going to be doing to strengthen D&I and anchor it in the organisation. By implementing this plan, we as an organisation will be better able to utilise the power of ‘together’ while at the same time realising closer connections with society.

Definition of diversity and inclusion

In order to achieve greater diversity and inclusion, it’s important to differentiate the two concepts. Diversity and inclusion do not mean the same thing. However, they are mutually dependent and mutually reinforcing. In order to create an organisation with greater diversity a different path has to be taken than when creating an inclusive organisational climate. Verna Myers¹, an American cultural innovator and activist in the area of inclusion, has a nice way of putting this:



Diversity is about feeling welcome and being welcomed, no matter what the difference is. Whether it’s a difference in sex, religion, sexual orientation, ethnic background or physical ability. Inclusion in an organisation, on the other hand, refers to seeing these differences as a source of inspiration and strength; it’s about talent and being passionate about your work. We have chosen to follow both pathways.

1. Why have an action plan on diversity and inclusion?

Imagine the following: in Brazil a butterfly flaps its wings, which leads to a change in barometric pressure. Some time later Texas experiences a tornado. Sounds unbelievable? That’s because it is. It’s a metaphor that is also referred to as ‘the butterfly effect’². What it means is that even a tiny event can have a big impact on something else in the future.

In February 2020, the top of the organisation, along with representation from the Works Council and Young Amsterdam UMC, held a meeting of about 200 participants in order to discuss Amsterdam UMC’s strategic plan. If you had a good look around you during the strategy days,

² [The Butterfly Effect: hoe één actie de wereld kan de veranderen - Bedrock](#)

2. What do we hope to achieve?

2.1 Mission D&I

Amsterdam UMC's ambition knows no bounds. We always want to deliver the greatest possible impact and rank at the top. To do this, we have to keep enriching our community with different perspectives, experiences, knowledge and know-how. At the same time, we think it's important that we take social responsibility, and be an employer who gives everyone equal opportunities. These things are united in our D&I mission:

Mission D&I



We embrace differences.

Therefore we will be even better able to understand the world around us and work towards our ambition of increasing health equality around the world.

2.2 Vision D&I

Striving for diversity and inclusion is a long-term commitment. In order to fulfil our mission, it's important to be guided by a well defined vision; how do we want to develop as an organisation over the next ten years? The vision is a guideline. It will help us determine what actions need to be taken in the long term.

The long-term vision of Amsterdam UMC in the area of diversity and inclusion reads as follows:

Vision D&I



In ten years' time our organisation will be staffed by people from diverse backgrounds, cultures and orientations who reflect society at large. Inclusion will then be the norm at Amsterdam UMC. We will continue to discover new ways to maximise each other's talent and see our differences as enriching. We will work continually so that we understand the patient better and the patient understands us better.

This will show the world that difference makes us stronger together!

2.3 Strategic focus for the coming years

In order to fulfil this long-term vision, it's important to get a good focus on what needs to be done. The timing of activities is a crucial part of this. It's like building a house: you can't start with the roof if the foundation hasn't been laid. From that perspective, we have devised the following focal points for the coming years:

01

Diverse staff cohort

Realise more diversity (cultural and otherwise) in the staff cohort by, among other things, modifying the recruitment and selection procedures, incorporating the theme into the leadership and mentorship programmes.

02

Inclusive culture

Develop a more inclusive organisational culture by, among other things, stimulating awareness, and by acknowledging, recognising and valuing diversity, including creating and maintaining diversity within teams and working to better understand our patient

03

Social safety

Promote social safety by making undesired exclusion and discrimination explicit topics of discussion. We will ensure that anyone who signals undesired behaviour will be heard and offer various types of assistance.

3. Actions scheduled for 2021

Inspired by the focal points, we have already got a lot underway in 2021. Part of this is ‘working behind the scenes’ in order to create the best D&I organisation possible, which had thus far not yet been formally established. Discussions about D&I with various levels of management are also part of this process. In addition to these two internal and somewhat ‘invisible’ actions, we are also occupied with the following inspiring projects that will showcase our aspirations, in order to get closer to fulfilling our vision and to finish off the year 2021 with pride.

Action Plan 2021

Amsterdam UMC role models



By putting together a portfolio that showcases Amsterdam UMC role models in diversity sensitivity to inspire others, we highlight how proud we are of our diverse staff cohort, how we are actively working to create an inclusive organisational climate and how aware we are of differences. The role models show how you can talk about developing inclusion within our organisation.

Together we stand against excluding and for connecting



Encouraging interaction and dialogue by means of six podcasts with professionals and students at Amsterdam UMC telling about their experiences of exclusion and feeling at home.

Why? As a contribution to strengthening empathy and understanding for the other, as well as encouraging togetherness in order to promote inclusion within the organisation

Equal opportunity in recruitment and selection



We are researching successful interventions deployed by our partners that would contribute to equal opportunity in the recruitment and selection process. From the perspective of our network strategy, we are looking at how to move ahead together, while at the same time examining how we can restructure the process within Amsterdam UMC.

Each project mentioned above has been worked out in more detail, but is presented as a synopsis in this action plan. The full version is available upon request.

In addition to these two primarily internally oriented projects, creating greater awareness about the limitations of health literacy skills will also receive more attention in 2021. More than 30% of the population of the Netherlands has limited health literacy skills. This means that they have trouble finding, understanding and making use of information and instructions about medical health. By creating greater awareness, we can undertake various interventions in order to become an Amsterdam UMC that takes every patient into account. We are after all here to serve society.

Contact information

For questions, comments and suggestions on the themes of diversity and inclusion, please feel free to contact us by sending an email to: diversiteit@amsterdamumc.nl.

Diversity and inclusion — because difference makes us stronger together!

APPENDIX TO THE DIVERSITY AND INCLUSION ACTION PLAN 1.1

Difference makes us stronger together!
Overview of D&I initiatives
2021 and after



CONTENTS

15. INTRODUCTION
16. OUR HISTORY
17. OUR BUSINESS CASE FOR D&I
18. D&I DASHBOARD
19. PROGRESS TO THE TOP
20. APPOINTMENTS
21. ENCOURAGING AN INCLUSIVE ORGANISATIONAL CULTURE
22. WORK-LIFE BALANCE
23. INCLUSIVE RECRUITMENT AND APPROACH TO THE JOB MARKET
24. DIVERSITY SENSITIVE RESEARCH
25. DIVERSITY SENSITIVE TEACHING
26. DIVERSITY SENSITIVE CARE
27. SOCIAL SAFETY
28. CONCLUSION

1. Introduction

The action plan contains our D&I vision, mission and actions formulated for 2021. In this appendix we give further details about such things as our history, plans and the D&I dashboard, where we zoom in on gender equality in paragraph 4.

2. Our history

Both locations of Amsterdam UMC have a long history of inclusive programmes and interventions in the areas of employer responsibilities, care, teaching and research. These many initiatives are structurally embedded in the organisation. We maintain a focus on these programmes and are constantly looking for innovative solutions to enhance their effectiveness.

A selection of our initiatives:

A selection of the initiatives in the area of Diversity & Inclusion

Research

- **Research** into how ethnic and socio-economic background impact health, access to healthcare, as well as to develop interventions such as ABCD, Helius, Metamedica and AIGHD
- Women's career development programme, pilot supporting the promotion of women assistant and associate professors

Employer responsibilities

- **Recruitment and selection** of people with poor job prospects via the participation programme; the intake of status holders who are nurses
- **Workplace facilities:** quiet spaces and space for prayer; code of conduct; ombudsman and participation in external diversity initiatives such as Amsterdam Taalkoord and Pride Social Network
- **Consultative bodies:** D&I Ambassadors, Diversity Officers, staff surveys, Works Council



Teaching

- **Students:** various student associations such as Doc's, Mozaiek and IFMSA; buddy and mentor projects for interns, PhD students and first generation students, such as Amsterdam United ADP
- **Curriculum:** diversity sensitivity training for educators and students in Bachelor and Master's programmes
- **Social impact:** IMC Weekend School and Beren ziekenhuis for pupils from Amsterdam Zuidoost; tours for students in special education and work placements for OSB & SGR

Care

- **Communications training:** negotiating language barriers and low levels of literacy or low health literacy skills using Taalpunt, Tolken telefoon, and others
- **Various bodies** dedicated to diversity in healthcare: Mental Healthcare Service, Gender Helpdesk, Moral Deliberation, health literacy skills expertise group, Medical Ethical Committee dealing with patient care, complaints officers and Client Council

Amsterdam UMC is not developing its D&I policy in isolation. Knowledge and expertise, initiatives and inspiration have been supplied by our universities⁶, SIGRA, AWWN, SER, City of Amsterdam and numerous external experts. For example, we are linked up to the Women INC network as incubator to accelerate continued progress in gender equality.

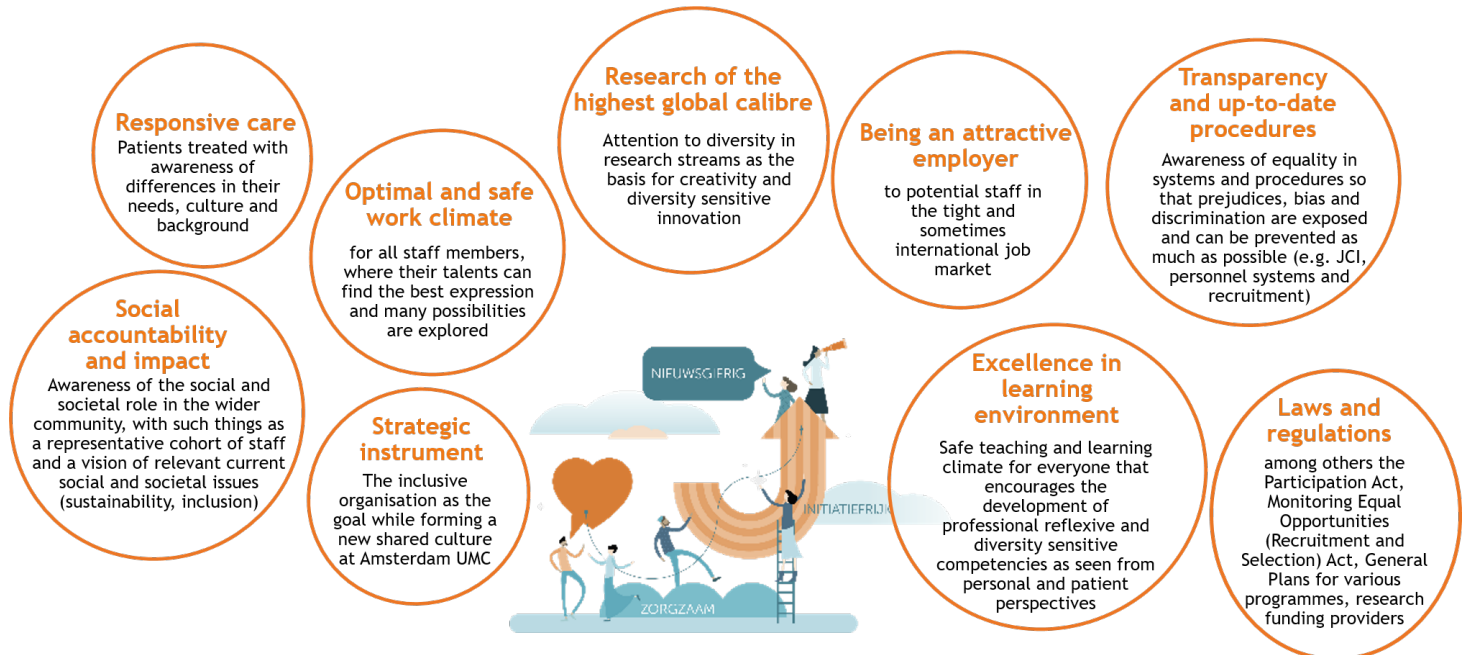
⁶ Let's do Diversity, UVA's diversity report, 2016. Draft framework for diversity policy UVA, 2019. Chief Diversity Officer UVA, annual report 2018 and annual plan 2019. UVA general report on social safety, February 2019. Vrije Universiteit Amsterdam Diversity and Inclusivity 2018, VUmc annual report on social safety 2017. www.vu.nl/diversiteit report called Making Work of Diversity. <https://www.vu.nl/nl/over-de-vu/profiel-en-missie/diversiteit/index.aspx> consulted 17 October 2019



Our partners in diversity and inclusion

3. OUR BUSINESS CASE FOR D&I

It is our basic conviction that diversity and inclusion is the only future oriented strategy⁷ conducive to a global top position in healthcare, medical research and teaching; it is the guiding principle behind the following organisational interests:



⁷ <https://www.forbes.com/sites/forbesinsights/2020/01/15/diversity-confirmed-to-boost-innovation-and-financial-results/?sh=134e1e8fc4a6>

Dimensions of diversity — such as gender, cultural background, sexual orientation, disability, degree of literacy, socio-economic background and age — influence our personal perspectives and contribute to creativity and innovation. These have contributed to our focus on monitoring; the promotion of women and staff with bi-cultural heritage; work-life balance; strategic appointments to promote inclusion in the organisation; equality in recruitment and selection; development of an inclusive organisational culture; social safety and diversity sensitive research, care and teaching.

4. D&I DASHBOARD

HR Services developed a D&I Dashboard in order to raise awareness of inequalities by enhanced visibility. The D&I Dashboard is a standard part of the HR Monitor, which offers management quarterly data at the division level about - among other things - workforce, absenteeism, in and outflow, annual interviews and staff satisfaction data. The D&I Dashboard contains:

- M/F distribution of full professors (LNVH);
- M/F distribution of staff cohort divided into BASIS – SUBTOP - TOP (Charter Talent to the Top);
- Realisation of guaranteed jobs according to the objectives of the Participation Act. Inflow of staff members from the target group occupational disability.

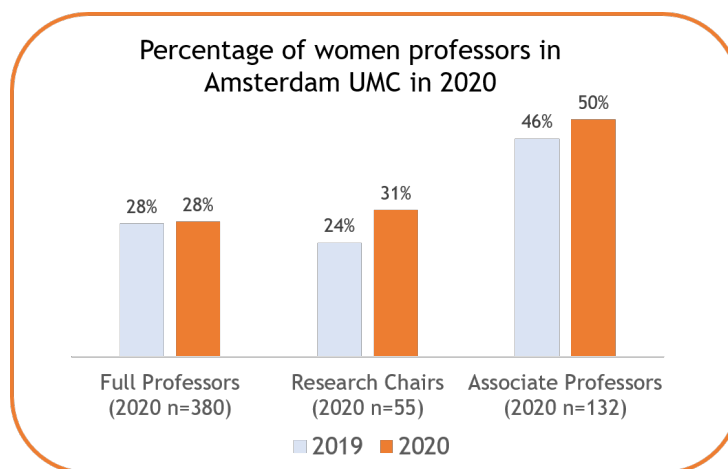
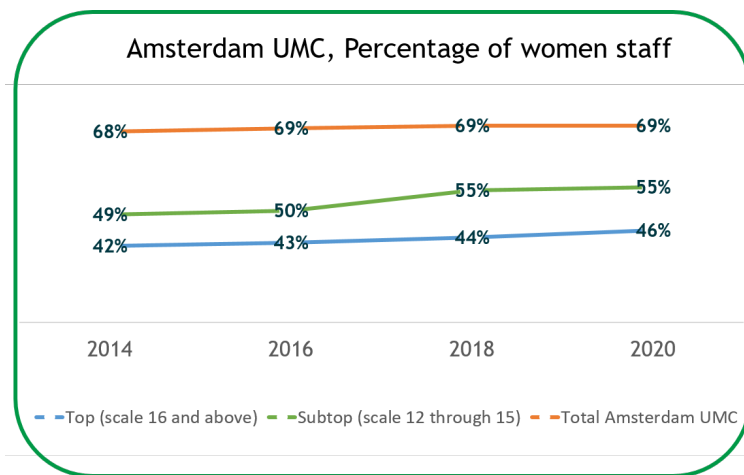
Currently in development:

- Nationalities of those in the organisation;
- Bi-cultural background of staff members using the Statistics Netherlands' Barometer on Cultural Diversity;
- Research into equal pay: view of gender equality in salaries;
- Inflow of status holders;
- Details of exit survey regarding discrimination and experience of social safety.

Amsterdam UMC would like its staff cohort to reflect the makeup of the professional population of the Netherlands. HR Services is developing a participation programme in support of this objective, as well as a status holders programme, and has added a focus on talent from underrepresented groups to such things as the management traineeship programme.

5. PROGRESS TO THE TOP

Amsterdam UMC is striving to achieve gender parity (50/50) between men and women in the workforce. In order to maintain the focus on this objective, Amsterdam UMC has signed on to the international Charter Talent to the Top and the National Network of Women Professors (LNVH). The Charter instructs the Executive Board to monitor progress, policy and interventions, and thus safeguards continued focus on the theme.



Because the percentage⁸ of full professors at Amsterdam UMC who are women lagged behind the target in 2019, the Female Career Development Programme (FCDP) was started. In this programme, talented women researchers from the pool of assistant professors receive personal leadership training and a course of mentoring support. Topics such as awareness of personal qualities, visibility and making good career choices are addressed. The programme has outgrown the pilot phase after two successful cycles, and can now further develop into a permanent programme.

The Faculty Strategic Plan that Amsterdam UMC submitted to the University of Amsterdam contains the following concrete targets: 40% women full professors and 30% women department heads in 2022, and 10% full professors with a non-western migration background in 2022.

⁸ At the UMCs (national figures) the ratio of women to men shifts according to the following rank hierarchy: the percentage of women runs from 63.4% (PhD students) and 52.9% (assistant professors) to 39.8% (associate professors) and 26.2% full professors (statistics for 2020). Source: <https://www.lnvh.nl/a3542/presentation-monitor-vrouwelijke-hoogleraren-2020>

6. APPOINTMENTS

In order to safeguard the focus on D&I, Karen Kruijthof, member of the Executive Board, was appointed Ambassador D&I in 2021. Along with her appointment, a steering group (5 members) and a programme committee (7 members) have been set up drawing on people from the entire breadth of the organisation, with the goal of developing a coherent organisation-wide, results-oriented and innovative D&I programme. These committees have also been assigned an adviser on Interculturalisation (focus on Care), a policy adviser D&I (focus on HR), and a Policy, Advising and Innovation manager, among others.

Other relevant appointments include:

- Diversity Officer: since 2018 this role has been filled by the Principal Educator in Diversity of the UvA medical school;
- Coordinators for the Participation Programme: since 2017 there have been two coordinators for the programme supporting the inflow of occupationally disabled staff;
- Principal Educators in Diversity: for both medical faculties, VU and UvA;
- Ombudsman and the Office of Ombudsman's Affairs operating at both locations since 2021.

7. DEVELOPING AN INCLUSIVE ORGANISATIONAL CULTURE

We believe in the inspiring power of inclusive leadership when developing diversity sensitivity. Inclusion is given as a priority in the 2021 Framework Letter, and departments, divisions and service departments have been asked to work on creating an inclusive organisation. In connection with this, in the D&I programme we are developing innovative projects to raise awareness, such as a series of podcasts about exclusion and inclusion, and a digital portfolio with our role models (a series of portraits of staff members compiled with awareness of diversity). The role models reflect in a personal capacity on the theme of inclusion at Amsterdam UMC.

In 2021, Amsterdam UMC launched a series of D&I pages on intranet for further information and inspiration. These pages are continuously being developed. Inclusion accelerators from across the entire breadth of both organisations also formed a D&I Sounding Board Group, with the goal of exchanging expertise, experience and inspiration. Starting in 2022, the European Union requires organisations who wish to become eligible for subsidies to have a gender equality plan in place.

With the participation programme and the status holders programme, we are promoting the inflow of employees from vulnerable groups with supportive policy, which will result in staff experiencing diversity and inclusion immediately and concretely in the workplace.

Furthermore, our organisation has a strong and active social LGBTIQ+ network, with staff who exuberantly celebrate sexual freedom and equality during the annual Canal Pride demonstrations from a large Amsterdam UMC boat.

Currently in development:

- Amsterdam UMC D&I Toolkit: A collection of diversity sensitive instruments that can be deployed uniformly across Amsterdam UMC in such things as leadership training courses and D&I workshops. This includes, for example, a template for interviews with space for feelings, emotions and reflections from different perspectives; an Inclusions Selection template; the #Zouikwatzeggen app, which is intended to make it easier to discuss transgressive behaviour; a curriculum scan, and much more.
- System-wide expertise exchange takes place in the D&I Sounding Board Group.

8. WORK-LIFE BALANCE

Amsterdam UMC has devised various instruments and schemes that staff can make use of in the context of sustainable employability, including leave regulations, life course and generational scheme, plus the possibility of increasing or decreasing contract hours. We are currently investigating the effects of statutory maternity leave on the careers of women and men who are postdoctoral students, and what additional measures might be needed to prevent women postdocs from falling behind.

We also offer a series of coaching sessions in the areas of career and personal development. All our schemes and regulations are presented in the Sustainable Employability Tree. HR Services is developing a user-friendly, interactive digital platform that will make these schemes more accessible.

9. INCLUSIVE RECRUITMENT AND APPROACH TO THE JOB MARKET

All Amsterdam UMC's campaigns directed at the job market contain statements emphasising inclusion through the use of inclusive language and inspirational inclusive images. In addition, we use role models and ambassadors who have been selected with sensitivity to diversity. The HR Recruitment Team is currently developing inclusive recruitment procedures at the policy level. These would include among other things seeking employees from more diverse recruitment channels, independent recruiters, creating a recruitment procedure that takes implicit bias into account, and nudging⁹ pilots.

⁹ Nudging refers to a motivational technique from behavioural psychology that subtly stimulates people to act in the manner desired, and promotes those aspects of the choice architecture that influences people's behaviour in a predictable manner without restricting or changing the economic stimuli in a significant way.

10. DIVERSITY SENSITIVE RESEARCH

Women and men differ from each other and that is relevant to pre-clinical, clinical and public health research. Therefore, in its research, Amsterdam UMC is also giving attention to sexual and gender differences when it comes to healthcare, treatment and access to care. A small sample¹⁰: research into making better diagnoses of cardiovascular disorders and Bechterew's disease in women. Research is also currently being conducted into differences in the prevalence of diabetes in men and women, and how gender intersects with a patient's socio-economic status (SES) and ethnicity. Amsterdam UMC has developed a training course to support health(care) researchers in investigating the intersections of gender with SES and ethnicity. In pre-clinical trials, too, there is increasing attention to sexual difference, for example in the use of experimental animals in research. After all, every cell has a sex.

The Knowledge and Expertise Centre for Gender Dysphoria (KZcG) is studying effects and side effects in transgender care in order to update treatments with the latest insights available. Numerous medical research projects are linked up to the community by means of outreach programmes that have a real impact on our social environment. In order to gain insight into the medical health differences in urban population groups, in 2010 AMC and GGD started the project HELIUS,¹¹ a research study in which more than 25,000 Amsterdammers have already participated. This research is constantly delivering important insights from their contributions that help reduce health differences in our society. Our research institute Amsterdam Public Health is devoted to tackling social challenges in healthcare. It also conducts numerous studies featuring prominent roles for diversity dimensions.¹²

11. DIVERSITY SENSITIVE TEACHING

The medical faculties at VU Vrije Universiteit Amsterdam and UvA University of Amsterdam both have a long history of working to reduce health differences in society. Taking diversity into account is an explicit aspect of the blueprints of these medical programmes. In 2014, this resulted in an officially approved learning pathway in Interculturalisation and Diversity (VU), a longitudinal learning pathway in diversity (UvA), and in 2019 the appointment of a principal educator in diversity and the teaching of medicine (UvA). The two faculties have both collaborated on prestigious EU subsidised projects (including Erasmus funding), and received grants for implementing innovative renewals in the field of sex/gender/diversity and inclusive teaching (Comenius Teacher Fellowships, Senior Fellowship). Both faculties are investing in (a) development and implementation of teaching that trains medical students to be sensitive to diversity in such areas as how gender/sexual diversity impacts health and access to healthcare, but also taking ethnic, cultural, religious and educational differences between patients into account; (b) researching how ethnic differences impact student success rates, and devising

¹⁰ For more examples see: [Janus 1 2021 by Amsterdam UMC - issuu](#)

¹¹ <https://www.heliusstudy.nl/>

¹² [Amsterdam Public Health \(amsterdamumc.org\)](https://www.amsterdamumc.org/)

strategies to equalise such differences. We have a social accountability programme (UvA) whereby students can learn more in practice about health differences across various dimensions (including men vs. women, culture, social background, degree of literacy, etc.), inclusion and exclusion, and responsive personally oriented care. We are focusing on further integrating diversity, particularly sex and gender diversity, into the curriculum. One of our aims is to win an ASPIRE Award for excellence in teaching in the field of social accountability.

12. DIVERSITY SENSITIVE CARE

Responsive care is a fundamental principle at Amsterdam UMC. Our internal language centre Taalpunt, with programmes for interpreters, and easily accessible outpatient clinic service desk therefore keep a continual focus on helping patients understand medical information. We are developing medical help diagrams, workshops and seminars to enhance responsive care, among other things.

In addition, Amsterdam UMC has years of experience with gender dysphoria. We have acquired a name both nationally and internationally as experts in this area. The Knowledge and Expertise Centre for Gender Dysphoria (KZcG) treats patients with gender dysphoria. The Support Centre for Gender Issues¹³ has recently started up. Anyone who has questions about gender is welcome at this independent, easily approachable centre for an open discussion.

13. SOCIAL SAFETY

The internal Ombudsman's Office has been active across the whole of Amsterdam UMC since the beginning of 2021. This office includes an independent ombudsman and certified confidential councillor who are easily accessible and visible throughout the entire organisation. We are currently developing a new code of conduct. This interactive document explicitly addresses gender equality, respect for personal boundaries and acceptable behaviour in hierarchical situations, for example between an educator and an intern. The Health and Safety Service organises training activities on how to deal with aggression and in individual social support. We are working to make these training activities more visible.

14. CONCLUSION

Amsterdam UMC regards its development as an inclusive organisation as a continuing process in synergy with social developments while making use of the latest research insights. This means that we have a vision of diversity dimensions and have devised SMART objectives across the entire organisation. Our D&I programme therefore also requires a matrix of structural approaches and appropriate budget to allow all the operational D&I interventions to be properly realised. For the various priorities of our organisation, this means:

¹³ [Amsterdam UMC, VUmc location - Support Centre for Gender Issues](#)



Difference makes us stronger together!

Signatures of the Executive Board of Amsterdam UMC

This Diversity & Inclusion Action Plan was adopted with the appendix by the Executive Board of Amsterdam UMC on 14 September 2021

In witness whereof:

Prof.dr. Chris Polman
Voorzitter raad van bestuur, decaan

Dr. Karen Kruijthof
Lid raad van bestuur