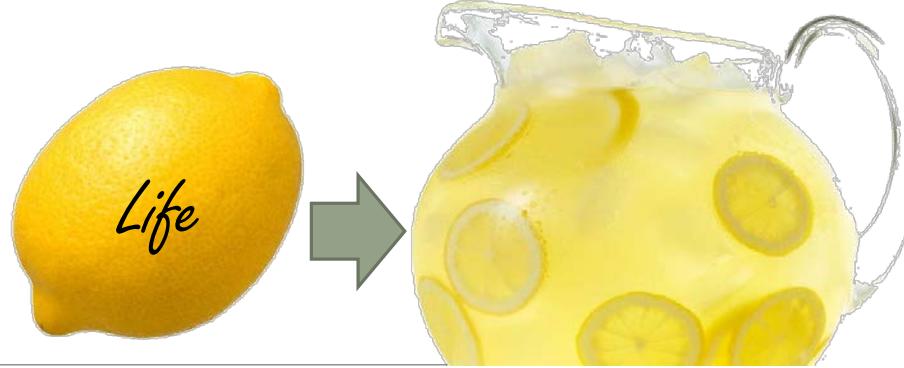


Improving the *Value* of Diversity

Team Lemonade



- Dan Matlock, MD, MPH Associate Prof. of Medicine, Div. of Geriatrics
- Martin McCarter, MD Prof. of Surgery, Div. of Surgical Oncology
- Laura Bellows, PhD, MPH, RD Associate Prof., Food Science & Human Nutrition, CSU
- Jeanelle Sheeder MSPH, PhD Associate Prof. of Ob/Gyn & Pediatrics
- Valeria Canto-Soler, PhD Associate Prof. of Ophthalmology
- Jenny Reese, MD Associate Prof. of Pediatrics
- Daniel Polleyea, MD, MS Associate Prof., Division of Hematology
- Team sponsor: Regina D. Richards, MSW, Director for Office of Diversity & Inclusion

Challenge



The Challenge:

“Envisioning an inclusive and diverse academic medical center campus”

The Mission: “How do we contribute to an agenda that increases the value for diversity and inclusion of students, faculty, staff, and patients across the academic community?”

Reframing the challenge

- Not dilute the importance of the current approach
- Rather, move from deficit to asset based model
- **What does each individual contribute to enhancing diversity?**

Background: 2015 SOM Diversity Plan

46 page document

- Addresses 6 broad categories (students, residents, faculty, curriculum, disparities research, resource development)
- Developed >100 goals, tasks and recommendations

Background – The Business Case for Diversity

Numerous studies suggest that workplace diversity leads to better financial results

- Diverse groups play a larger role in the global economy and control more buying power
- Companies with more diversity financially outperform similar homogeneous competitors by 35%
- Companies with higher racial diversity had 15 times more sales revenue than those with lower diversity
- Fortune 500 companies with more women on their boards outperform other fortune 500 companies

<http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>

<https://hbr.org/2017/08/what-11-ceos-have-learned-about-championing-diversity>

<https://www.officevibe.com/blog/business-case-diversity-workplace#marker-5073841-1>

Background – The Academic Case for Diversity

Enhancing Diversity

- Organizational scientists, psychologists, sociologists, economists and demographers show that socially diverse groups are more innovative and creative than homogeneous groups
- Socially diverse groups are better at solving complex, non-routine problems
- Social diversity creates an inclusive culture leading to increased engagement and retention
- Papers with authors in more locations with multiple ethnicities get published in higher impact journals and receive more citations than others

<https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/>

<https://www.nature.com/news/collaboration-strength-in-diversity-1.15912#/ref-link-1>

Narrowing the focus



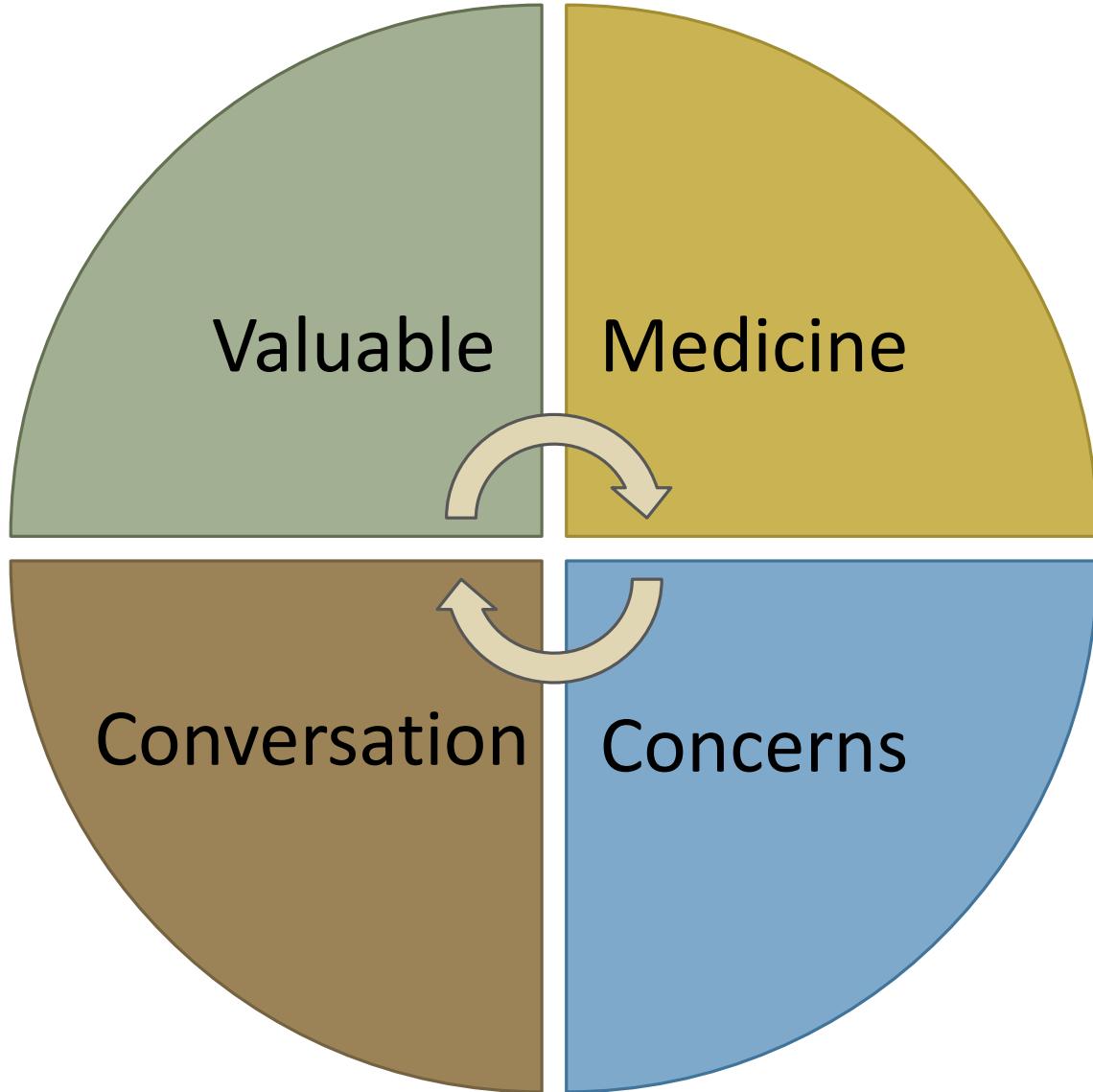
- 1) Understand the construct of:
“VALUE of diversity”
- 2) Reframe the challenge
- 3) Do something tangible:
 - Explore and propose ways that we could improve awareness of the value of diversity when recruiting/interviewing/hiring



- Interviews with key stakeholders and campus leaders

Results: Interviews

4 Themes



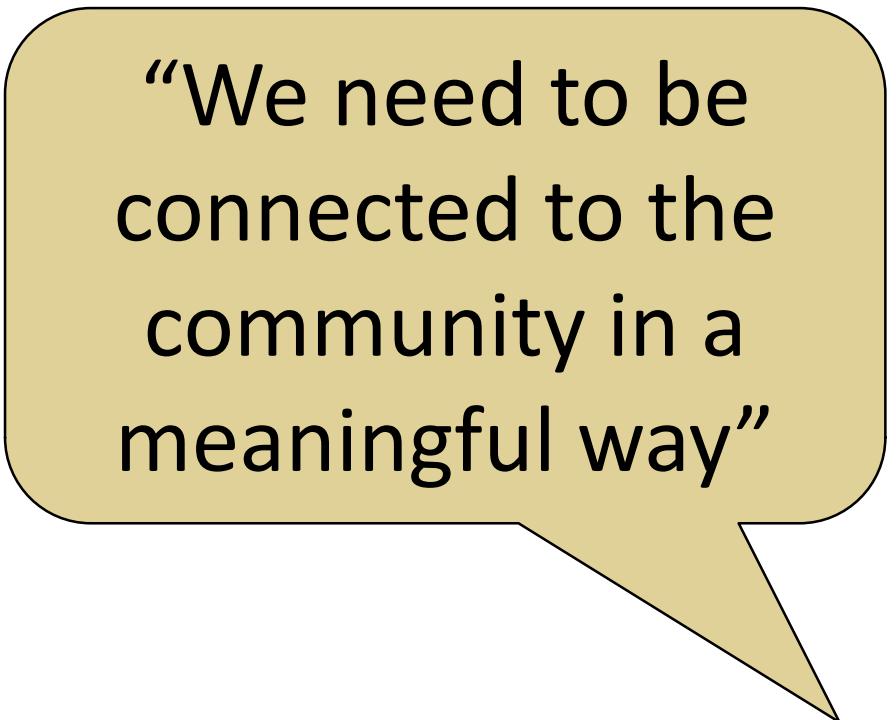
Theme 1: Diversity is valuable

“The evidence supports that diverse organizations are stronger”

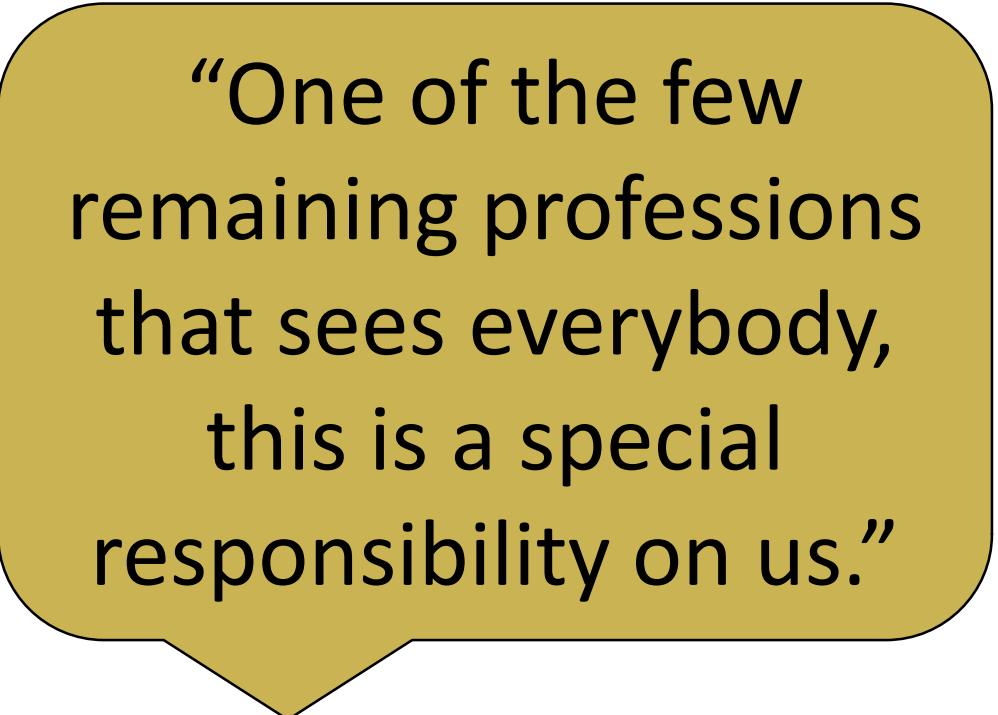
“It’s not an act of obligation, but an act of aspiration”

“The best way to support the value of diversity is to just improve diversity”

Theme 2: Medicine Must Embrace Diversity



“We need to be connected to the community in a meaningful way”



“One of the few remaining professions that sees everybody, this is a special responsibility on us.”

Theme 3: Acknowledgement of concerns about a zero-sum game

“Some are concerned about losing out in the traditional check box approach”

“Merit is not just an absolute, it is also about how far you’ve come”

“Insecurity is what limits diversity”

Theme 4: Need for conversation and open discourse

“You should be able, in a civil manner, to have honest discussions.”

“We’ve gotten overly sensitive and it is hurting discussions, we need more open conversation about this.”

Methods Survey:

<http://j.mp/2DQ9GG9>

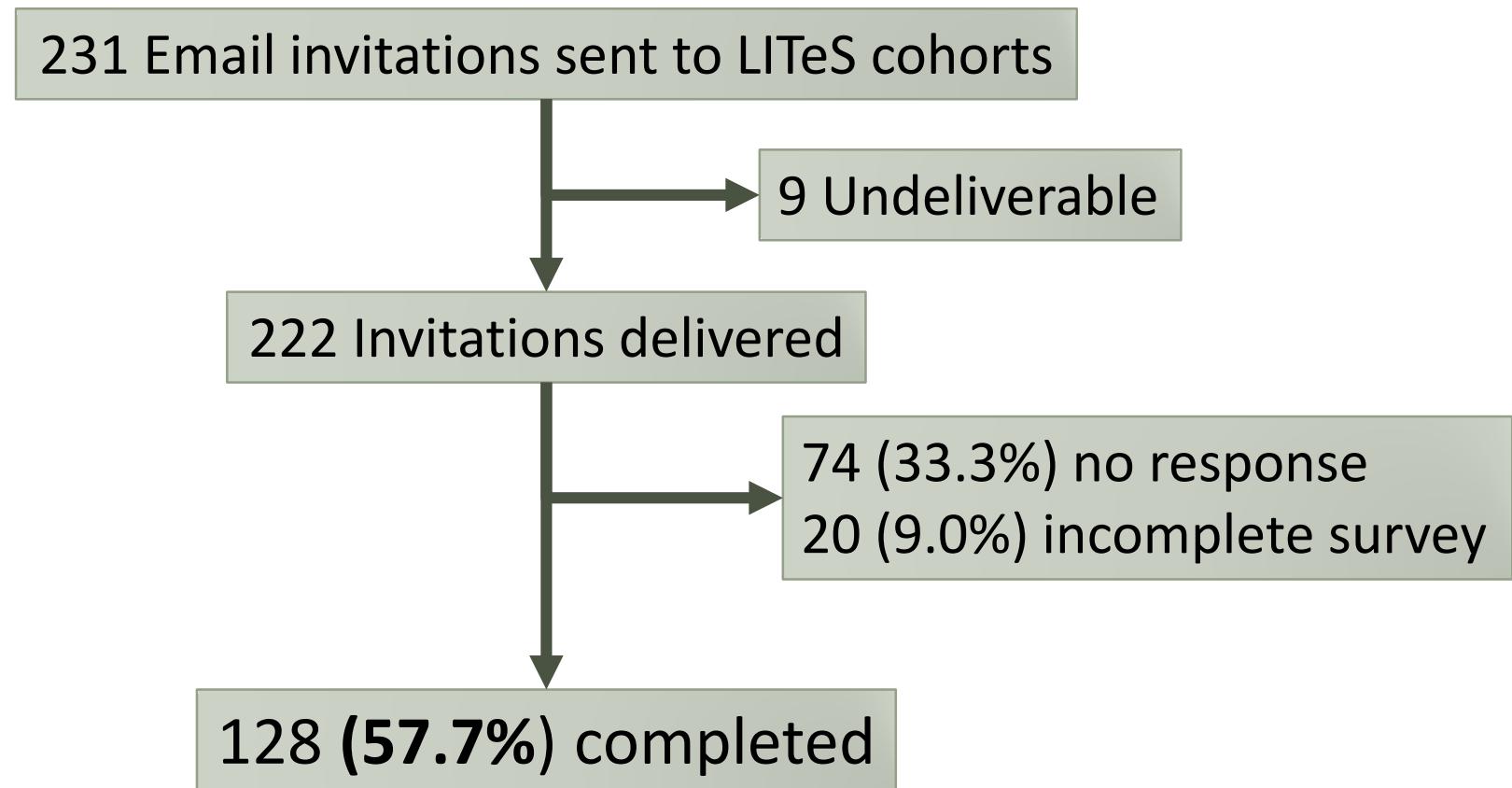


Paul A. Harris, Robert Taylor, Robert Thielke, Jonathon Payne, Nathaniel Gonzalez, Jose G. Conde, Research electronic data capture (REDCap) - A metadata-driven methodology and workflow process for providing translational research informatics support, J Biomed Inform. 2009 Apr;42(2):377-81.

REDCap is was supported by NIH/NCRR Colorado CTSI Grant Number UL1 RR025780. Its contents are the authors' sole responsibility and do not necessarily represent official NIH views.

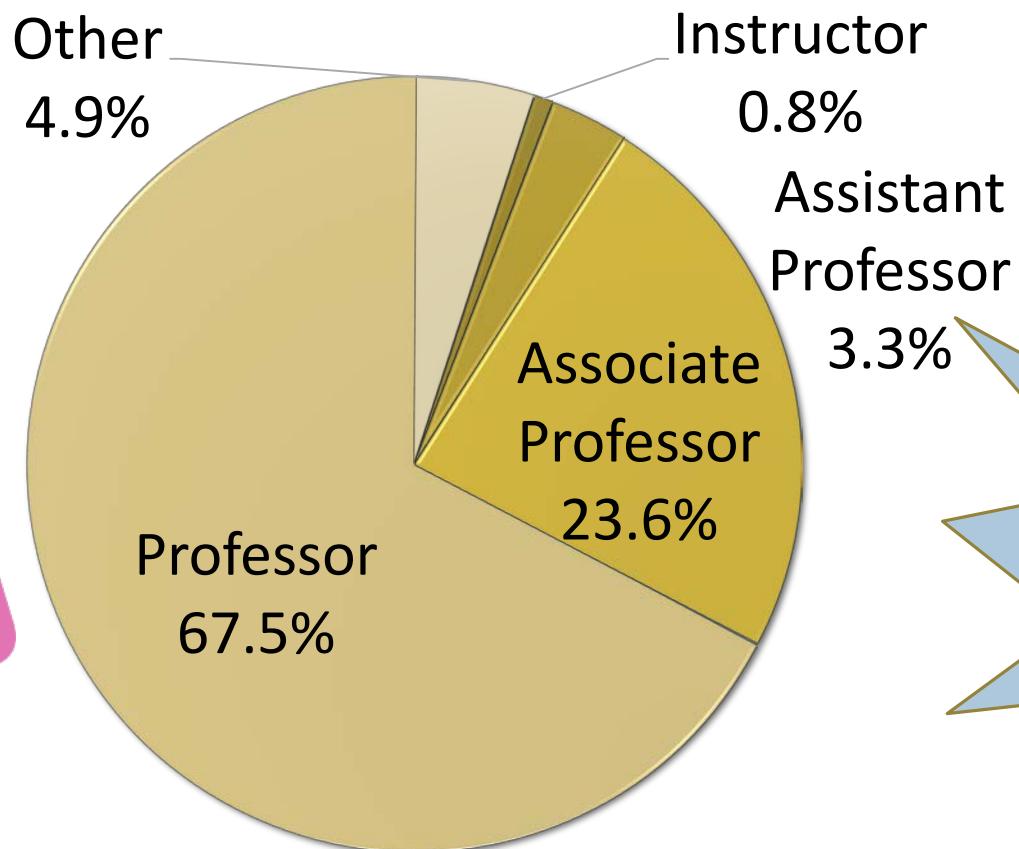
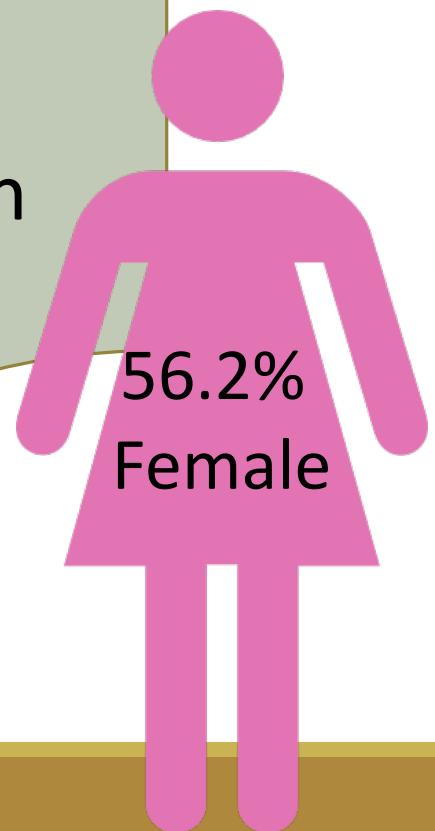
General thoughts about diversity (Strongly agree-Strongly disagree)	How much do you agree or disagree with the following statements: <i>Engaging with diverse groups strengthens my work.</i>
Priorities in hiring with regard to diversity categories	When thinking about how you define diversity in the hiring process, please indicate the priority which you place on the following diversity categories: <i>Age, gender, etc.</i>
Other contributors to diversity	In addition to the traditional diversity categories, how much do you agree that the following contributes to diversity: <i>Growing up or living in a foreign country.</i>
Implicit bias and Micro-aggression	I am aware, I think about it, I'd use a tool
Demographics	

Survey: Response rate



Results: Survey (N=128)

- 86% >45 years old
- 91% White
- 3% Latino
- 66% in position
>10 years



A blue starburst shape with gold outlines. Inside the starburst, the text "95% >3 search committees" is displayed in bold black font.

97.6%

96.9%

94.5%

92.1%

Diversity makes our work group or team stronger. Engaging with diverse groups strengthens my work.

Our campus needs more diversity. Lack of diversity is a problem.

24.4%

13.4%

My department faculty reflects diversity. I am tired of hearing about diversity.

92.1%

86.7%

There is more to diversity than the traditional diversity categories. The concept of diversity would benefit from broadening the topic to include other assets the applicant has that bring value to the position.

Other Diversity Characteristics Identified by Respondents

- Serving in the Military
- Rural Upbringing
- Industry Background
- Country of Origin
- Family Makeup (e.g. single parent, LGBTQ relative, biracial)
- Immigrant or Refugee
- Diversity in Thought or Personality
- 1st Generation College Student
- Unique Educational Background (e.g. fine arts)

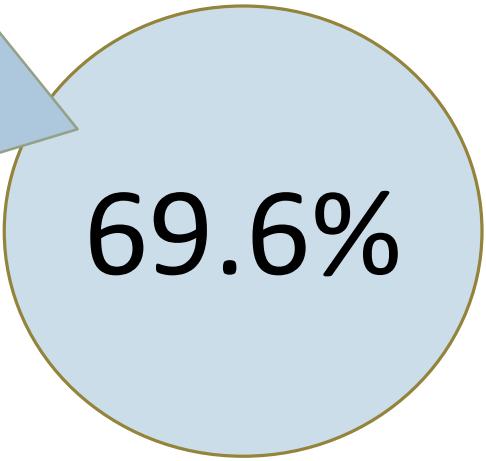


Implicit Bias & Micro-aggression



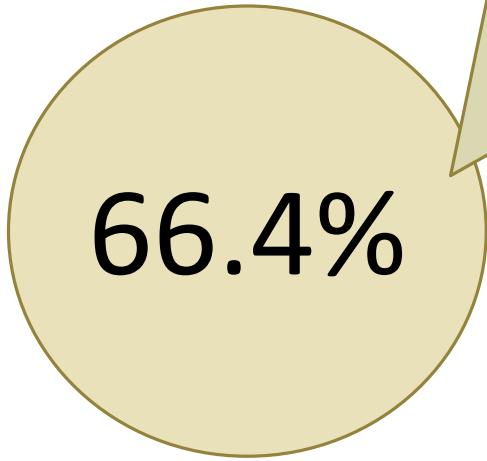
	Implicit bias	Micro-aggression
Familiar with the term	92.7%	72.2%
Aware I may have	75.2%	44.4%
Consciously think about when reviewing applicants	66.4%	37.9%
Voluntarily use a tool before a search	68.3%	67.5%

How helpful do you think it would be to ask applicants to define how they contribute to the diversity of the department with a question...



69.6%

How comfortable would you be asking applicants to define how they contribute to the diversity of the department with a question...



66.4%

What is a unique asset from your background that you believe adds value to this position?

"What is a unique asset from your background that you believe adds value to this position?"

"I am from a military family and grew up in modest circumstances. This allows me to understand the culture and pressures in these circumstances, and provide better care to our Tricare and active duty patients, and also appreciate the pressures on working class families."

"Not sure that I have anything that would qualify as a unique asset (not everyone does)."

Other Participant Thoughts

"We will achieve a society where diversity is truly and widely understood and valued through open and frank discussion coupled with continued education and patience rather than through more bureaucracy or an emphasis on political correctness."

"Diversity equals respect!"

Recommendations

Expand the conversation to focus on unique perspectives and experiences as **ASSETS!**

To Enhance the Value of Diversity:
Let's Start a Conversation

Explore what makes us diverse and acknowledge that we are all individuals



Make diversity less taboo



Build an understanding of the value of diversity



Better hiring decisions and a campus that more closely reflects societal demographics

Create a culture that enhances retention of diverse faculty

Recommendations

- Engender more open conversation about diversity

- Initiatives and venues to CELEBRATE diversity and encourage open informal dialogue

- “Diversity Assets” campaign
 - Annual Diversity Fair



Recommendations



- **Search Committees:** increase awareness that everyone brings diversity and assets.
 - **Self-awareness**
 - Toolkit about implicit bias and microaggression
 - **Awareness of others**
 - include a question during the recruitment process encouraging the applicants to highlight aspects of her/his background that enrich diversity

**“What is a unique asset from your background
that you believe adds value to this position?”**



Questions /
Comments