Making DEI efforts a part of your job description

Sidhu Gangadharan, MD, MHCM Beth Israel Deaconess Medical Center



You're talking about DUI? You're confused? I'm #\$%@ing confused.

0



Shemanski K. J Thorac Cardiovasc Surg. 2021 Mar;161(3):733-744

- Cardiac - Congenital - Thoracic



There should be more women thoracic surgeons

If you AGREE: text AGREE to **3763** If you DISAGREE: text DISAGREE to 88.44

Poll Everywhere

More women surgeons needed











DIVERSITY

Assuring that the Department of Surgery has representation from a broad range of backgrounds and identities

EQUITY

Assuring that the surgical community members are treated and evaluated with fairness



INCLUSION

Assuring that the surgical environment promotes a sense of belonging among all its members

Committee on Diversity, Equity, and Inclusion

- Full committee meetings twice a month
 - Subcommittees and workgroups meet as needed
 - All meetings recorded on zoom
 - Minutes taken
- Membership as one-year terms (renewable)
 - Resident/fellow and faculty
 - Chair, co-chair one year terms
 - End of year review







Committee on Diversity, Equity, and Inclusion

- Subcommittees
 - Communications
 - Community engagement
 - Education and training
 - Recruitment
 - Research, measurement, and outcomes
 - Researcher issues
 - Resident and fellow issues
- Workgroups
 - Disability inclusion
 - Parental leave
 - Liaison
 - Membership



Oxford English Dictionary makes 'Masshole' official

By Stephanie McFeeters Globe Correspondent, June 25, 2015, 7:59 p.m.





Do you look at the person that wronged you?

What inferences do you draw?



- Age?
- Socioeconomic status?
- Gender?
- Race?

• Are you mad at them because they are a bad driver AND they are (a) _____?



 Native IAT
 Native American ('Native - White American' IAT). This IAT requires the ability to recognize White and Native American faces in either classic or modern dress, and the names of places that are either American or Foreign in origin.

Gender-Career IAT *Gender - Career.* This IAT often reveals a relative link between family and females and between career and males.

Asian IAT Asian American ('Asian - European American' IAT). This IAT requires the ability to recognize White and Asian-American faces, and images of places that are either American or Foreign in origin.

Weapons ('Weapons - Harmless Objects' IAT). This IAT requires the ability to recognize White and Black faces, and images of weapons or harmless objects.

Skin-tone IAT *Skin-tone* ('Light Skin - Dark Skin' IAT). This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.

Religion (**'Religions' IAT**). This IAT requires some familiarity with religious terms from various world religions.

Race ('Black - White' IAT). This IAT requires the ability to distinguish faces of European and African origin. It indicates that most Americans have an automatic preference for white over black.

https://implicit.harvard.edu/implicit/

Weapons IAT

Religion IAT

Race IAT







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Kleck R. Journal of Personality and Social Psychology 39(5):861-873

Perceptions of the Impact of Negatively Valued Physical Characteristics on Social Interaction

Robert E. Kleck and Angelo Strenta Dartmouth College

Individuals were led to believe that they were perceived as physically deviant in the eyes of an interactant. Following a brief discussion, they commented on those aspects of the interactant's behavior that appeared to be linked to the deviance. The experimental arrangements were such that the interactant did not, in fact, perceive them as deviant. Persons who thought that they possessed Table 1 Mean Ratings of the Confederates on the Dependent Measures in Study 1

Type of disability

Dimension

Allergy Epilepsy Scar

Your perception of someone's behavior towards you is influenced by how you think they see you

the expectancy and the demand explanations were plausible. Study 3 used a new set of instructions explicitly devised to permit a test of the competing explanations. In addition to replicating the important findings of Study 1, the results of Study 3 in combination with those of Study 2 strongly undermine a demand interpretation of the original results. In a fourth study, persons who had observed the behavior of the interactants in Study 1 via videotape also perceived greater reactivity to an imputed negative form of deviance than to a neutral one. Data from this last study support the notion that the results of Studies 1 and 3 reflect the operation of an expectancy/perceptual bias mechanism and tend to rule out a self-fulfilling prophecy dynamic.

Liking	10.25	8.87	9.75
Patronization	1.87	3.25	4.12

Note. Ratings were made on 14-point scales; the higher the number, the higher the attributed level of the characteristic.



Nurse doctor

Microaggression Response Toolkit

Herrick "Cricket" Fisher, MD MPhil; hnfisher@bwh.harvard.edu

This toolkit is a collection of strategies designed to help you if you want to respond to a microaggression. In deciding whether and how to respond, each person much weigh the risk and benefits in each situation, and the following strategies can be combined and adapted as needed. The toolkit draws on published literature from microaggression, bullying, harassment, discrimination and professionalism fields (see reverse)¹⁻¹¹. The strategies can be used if you are the target or witness of a microaggression. Please use the blank spaces to fill in other strategies that are effective for you.

Response Strategy	Description	Sample language	
Prepare yourself and your team	Practice your responses, set expectations, and solicit preferences	 "In our work together, we will likely encounter microaggressions. How would you like me to respond to be most supportive?" "Please let me know when microaggressions occur so we can respond as a team." 	
Practice MicroAffirmations	Communicate respect and promote someone using their highest title	 "Provider X is an exceptionally trained medical professional and we are lucky to have them on our team. I would trust them to take care of me or my own family" "I'd like to listen to what Dr. X was saying." 	
Buy Time	Use phrases to buy time to prepare a response	 "Interesting." "Pardon me? I didn't quite catch that." 	
Interrupt and redirect	Shift the focus to a different person or topic	 "Let's shift the conversation to I'd like to focus on how we can get you better." "I'd like to hear what others have to say." 	
Use humor	Comically diffuse while addressing the offense	 "Luckily for you, I am old enough to be a doctor!" "Dance for you? Do you dance where you work?" 	
Reflect back	Repeat back verbatim or paraphrase	"I think I heard you say Is that correct?" "It sounds like you believe"	
Get curious	Inquire about someone's perspective or intent	 "I'm curious. What makes you say that?" "Can you help me understand what you meant by that?" 	
Assume best intent	Acknowledge best intent plus address the impact	 "I think you intended, however that comment can also imply" "I know you really care about Acting in this way undermines those intentions. 	
State your take	Describe your experience clearly, unapologetically	 "When I heard you say I felt because" "I was so shocked by that remark that I stopped being able to think about your treatment plan." 	
Set respectful boundaries	Set a clear limit while preserving the relationship	 "I care about you as a person, but I will not tolerate offensive behavior." "Please don't make that type of comment. We are here to give you the best medic care possible, which requires us to work together respectfully." 	
Refer to institutional values, policies	Refer to established expectations around offensive behavior	 "At this institution we value diversity, inclusion, and respect for everyone." "Our mission is to provide the highest quality of care to all people, no matter when they come from or how they identify." 	
Disengage	Extract yourself from a toxic situation	 "This is not a productive conversation. I will return later when we are calmer." "I don't feel comfortable, so I am going to leave now." 	
Debrief	Discuss with others after the event	"Let's take some time to talk about what just happened." "That was a difficult situation for me. Would anyone like to share their experience"	
Revisit	Return later after you reflect and prepare	 "I want to discuss something that happened yesterday." "I have been thinking about your comment last week. I wanted to say ." 	
Escalate	Raise the issue with a supervisor or manager	 Contact your supervising clinician, Ombuds Office, or other professionals for guidance, and consider formal reporting systems 	
		•	



Beth Israel Lahey Health 🔰



How to Report and Handle Misconduct





Words don't matter





shutterstock.com - 1942385947

Words matter









Jeffrey A. Lieberman @DrJlieberman

Whether a work of art or freak of nature she's a beautiful sight to behold.

It is not a work of art made of black stone or granite. She is Sudanese model Nyakim Gatwech. The most beautiful among the black beauties. She is in the Guinness Book of World Records for having the darkest skin ever seen on earth. She is also known as the QUEEN OF DARK.





Jeffrey A. Lieberman @DrJlieberman

Whether a work of art or freak of nature she's a beautiful sight to behold.



Jeffrey A. Lieberman @... · 3h TWEET DELETED. My sincere apologies for any offense taken and indiscretion. Living and learning.

Sonia Simone @son... · 4h Replying to @DrJlieberman Um. She's neither. She's a normal, certainly beautiful, human being. It is not a work of art made of black stone or granite. She is Sudanese model Nyakim Gatwech. The most beautiful among the black beauties. She is in the Guinness Book of World Records for having the darkest skin ever seen on earth. She is also known as the QUEEN OF DARK.







National Survey of Burnout and Distress among Cardiothoracic Surgery Trainees





TO ERR IS HELPFUL

HOME FAQ USER GUIDE CASE BANK RESOURCES

CULTURAL COMPLICATIONS CURRICULUM

LEVERAGING MORBIDITY & MORTALITY CONFERENCE TO ADVANCE CULTURE

- Case-based modules to be presented during M&M conferences, covering a variety of DEI curriculum
- Developed by University of Michigan and University of Maryland



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INCLUSION

Assuring that the surgical environment promotes a sense of belonging among all its members FIRST OPINION

Gaslighting of Black medical trainees makes residency something to 'survive'

By Shenelle Wilson March 10, 2022

Reprints





← Tweet



Autefeh Sajjadi, MD @autefeh

The awkward moment when you're a surgical resident completing a DoorDash delivery on your "spare time" to the hospital you work at, and everyone kind of stares... tell me the system isn't flawed. **#MedTwitter**

Plz share recommended side hustles for residents/can't moonlight.

12:08 PM · Mar 7, 2022 · Twitter for iPhone

346 Retweets 47 Quote Tweets 5,064 Likes



...



You can feel the tension ease the moment I walk in the room

They've seen nothing but white doctor after white doctor, and finally, someone who looks like them. Who grew up in their neighborhood. Wh understands the struggle.

They don't have to worry about sounding uneducated, or dumb, or anything negative. Cause I know that's just how we talk in the Bronx. My patients trust me.






Alsan M. Am Econ Rev 2019; 109: 4071-4111.

Sometimes I'll be waiting for the parking attendant and a fellow doctor or nurse will hand me their ticket. Without a word. That's happened twice or three times. It makes it so hard to not see my colleagues as barriers. They're the gatekeepers. They're the ones who approve the applications, and give the interviews. They've closed the door in my face so many times. Because my SAT score was too low. Or they thought my reading score was a reflection of my potential. They didn't know my mom only finished third grade. Or how scared I was sometimes, just going to school. They don't know that I was beat up on my first day of third grade. They don't know how that changed me. They don't know how hard it was for the rest of us. Because all they've ever known are the people who look like them, who grew up with them, and who made it here with them.





Nehemiah A. J Surg Educ. May-Jun 2021;78(3):763-769.



Explicit and Implicit Preference Measures From the Black–White IAT for 140 Admissions Committee Members, Ohio State University College of Medicine, 2012–2013 Admissions Cycle

Committee member category	No. (%)	Explicit measure, mean effect sizeª	P value ^b	Implicit measure, Cohen's d (95% Cl) ^c	P value⁵
Females	67 (48)	0.042	NS	0.321 (0.080–0.562)	.01
Males	73 (52)	0.080	NS	0.697 (0.463–0.931)	< .001
Medical students	97 (69)	0.087	NS	0.379 (0.176–0.582)	.003
Faculty	43 (31)	0	NS	0.820 (0.515–1.130)	< .001

Post-IAT survey

- 71% response rate
- 67% valuable/helpful to reduce bias
- 48% conscious of their own bias next cycle
- 21% knowledge of their IAT results impacted their decisions next cycle

Underrepresented in Medicine (URM) Admissions Statistics From the 2011–2012 and 2012–2013 Admissions Cycles, Ohio State University College of Medicine (OSUCOM)

Admissions cycle	URM applicants, no.	URMs interviewed, no. (%)	URMs offered acceptance, no. (%)	New URM matriculants, no.ª	URM yield (matriculants/ offers × 100), %	URMs in entering class, no. (%)ª
2011-2012	876	173 (20)	56 (32)	24	43	30/178 (17)
2012-2013	1,038	200 (19)	57 (29)	31	54	37/188 (20)

Capers Q 4th. Acad Med. 2017 Mar;92(3):365-369.

Interviewer Training

The readings and IATs affected my approach to interviewing candidates 12 responses



Pre-interview training affected how I rated applicants 12 responses



I was more conscious of diversity, equity and inclusion issues when interviewing candidates 12 responses



I think that IAT training is important prior to interviewing 13 responses



2021

• 120 Interviews (60 % Women: 72)

	Ν	Men	Women	%
White	50	30	36	41.7%
Black/Afro/Caribbean	22	7	15	18%
Latinx	10	4	6	8%
Pacific Islander	2	0	2	1.7%
Asian	32	13	19	26.7%

28.3% interviewees UIM (34 applicants)3 did not self identify1 identified as Middle Eastern16 indicated more than one (6M, 10W)



So WHAT can YOU do

- Check your bias
- Be an upstander
- Educate yourself
- Own your errors
- Use your privilege







THANK YOU

sgangadh@bidmc.harvard.edu @SidhuGang 617.632.8252













Lufti W. J Surg Oncol. 2020 Dec;122(8):1815-1820.

In the end, I think the email did more harm than good and though I may be the only person to speak out about it, I am confident that other Jewish staff and faculty will feel the same way. My suggestion is, in the future, to stick to your core mission of promoting diversity within BIDMC and leave the broader issues alone. After 2000 years of persecution, Jews know how to deal with this incessant bigotry.

Thanks for reading.







Gonzaga AMR. Acad Med. 2020 May;95(5):710-716.

Virtual Surgical Rotation

BIDMC Department of Surgery Diversity, Equity, and Inclusion Committee

Course Directors:

Martina Stippler, MD and Sidhu Gangadharan, MD, MHCM



Rationale

- Exposure to BIDMC limited due to COVID
- Department needs concrete plans to improve diversity



3 objectives

- Improve the educational reputation of BIDMC Surgery on a national level
- Increase UiM and otherwise underrepresented student/resident applicants to BIDMC surgical residencies and fellowships
- Facilitate better residency and fellowship matches across the Department of Surgery
 - vet applicants more thoroughly based on their performance during the rotation and
 - provide applicants some exposure to the culture of the program to which they might apply.



Required elements

- Didactics
- Overview (program/Division/Department)
- Time with current trainees
- Mentorship opportunity (i.e. 1:1 time with a faculty member)



Structure

- Each division or service creates its own curriculum
- Things to decide
 - Length of time
 - Duration per day
 - Topics to cover
 - Modes of teaching
 - Which faculty
 - Which learners



Other considerations

- Recruitment
 - DEI will help coordinate outreach and marketing
 - Choose a limited number of learners from larger number of applicants
- Timeframe
 - Based on your training program's application schedule
 - Calendar will need coordination across specialties
- HIPAA issues



What do you do next

- Identify willing faculty
- Create a draft curriculum
- Identify potential dates for your VSR
- Submit your draft curriculum and potential dates to DEI committee and Vice Chair of Education Dr Tara Kent for review



Operationalizing VSR

- Recruitment coordinated vie DEI
 - Twitter
 - email
 - student affairs at Howard, Meharry, Morehouse,
 - LMSA, SNMA, SBAS, AAS, AWS, MSPA
 - Your med school/UIM group
 - Instagram
 - Website
 - Word of mouth-- prior VSR students



Specific issues

- Duration
 - 1 week
- Timing
- HIPAA
 - emailed names to Office of Compliance (Catherine McDonough); \$40
- Types of teaching sessions
- Types of mentorship sessions
- Types of informational sessions

- Clearing faculty schedules
- Zoom set-up and oversight
- Distribution of prep material



Virtual Surgical Rotations at Beth Israel Deaconess Medical Center (BIDMC) in Boston

We are delighted to offer a series of virtual surgical rotations within the Department of Surgery at BIDMC, a teaching hospital of Harvard Medical School.

This experience was created to allow students to virtually rotate in the Department of Surgery, who may not otherwise have access to our program. Take this opportunity to gain exposure to the clinical and educational environment and culture of our general surgery residency.

Within this curriculum, you will be provided with an overview of our program, time with current trainees, and be given the opportunity to experience some of what we can offer in terms of didactics and mentorship with current faculty.

Priority will be given to applicants who are underrepresented in medicine and applying in the 2021 match. However, all who are interested are welcome to apply.

Click <u>https://bit.ly/BIDMCsurgery-virtual-rotation</u> to apply.

Tara S. Kent, MD, MS Vice-Chair of Education

Sidhu P. Gangadharan, MD, MHCM Chair, Committee on Diversity, Equity, and Inclusion

Anne C. Fabrizio, MD

Co-Chair, Committee on Diversity, Equity, and Inclusion

3:39 🔊

Conversation



BIDMC Department of Surgery @BIDMCSurgery

We are offering a virtual surgical rotation at BIDMC! Learn about our program from faculty/residents & experience our didactics 1st hand. Priority to applicants underrepresented in med/surg. To apply bit.ly/BIDMCsurgery-v... #MedStudentTwitter #MedTwitter #GenSurgMatch2021



5:16 PM · 8/21/20 · Twitter Web App



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(i)



BIDMC Department of Surgery Virtual Surgical Rotation Registration

The objective of the BIDMC virtual surgical rotation (VSR) is to give underrepresented medical students who will be applying to surgery residency an opportunity to participate in an online, video conference-based one week educational experience where otherwise a visiting sub-internship or clerkship might have been sought.

The goal of the VSR is to give students a sense of the culture and teaching environment at BIDMC, to provide students mentorship from attending surgeons who are all Harvard Medical School faculty, and to allow us to learn more about you as potential applicants. The curricula are designed to give learners a concentrated exposure to main clinical concepts of each surgical subspecialty.

contact info: afabrizi@bidmc.harvard.edu (617) 667-4159

First name	*
Short answer text	
Last name *	



Virtual Surgical Rotation

- Prioritize UiM
- 88 applicants
- Approximately 10 selected for each weeklong rotation (HPB, CRS, Thoracic, & ACS/Trauma)
- Didactics + mentorship







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THURSDAY - BIDMC DEPARTMENT OF SURGERY			
BIDMC DEPARTMENT OF SURGERY		:	≡∣
Thursday Schedule: 29 October, 2020			
0700-0725: Traumatic brain injury and Spinal cord injury-Maroney			
0730-0755: Damage Control surgery-Brauner			
0800-0855: Respiratory failure, ventilator management, ARDS-Gupta			
0900-0925: Sepsis-Odom			
0930-0955: Shock-Odom			
1000-1015: Q&A			
Optional free readings:			
http://www.ardsnet.org/index.shtml			
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6429642/#bibr68-2050312119835043			
https://pulmccm.org/review-articles/shock-review-nejm-part-1-mechanisms-and-therapies/			
<u>https://pulmccm.org/review-articles/shock-review-nejm-part-2-goals-of-therapy/</u>			
https://www.sciencedirect.com/science/article/pii/S0140673611614542			

Proudly powered by Weebly



Post VSR student survey

Which rotation did you participate in?

28 responses





The virtual rotation was a worthwhile experience 28 responses



The virtual rotation enhanced my understanding of surgical care and disease management 28 responses



I would recommend a virtual rotation to other students 28 responses







After participating in the virtual rotation, I have a good understanding of the educational culture of the BIDMC Surgery Residency program ^{28 responses}



The virtual rotation affected my impression of BIDMC Surgery 28 responses



This rotation made me more/less likely to apply to the BIDMC Surgery residency ²⁸ responses



Prior to my virtual rotation, I was familiar with the BIDMC Surgery Program ²⁸ responses



This rotation made me more/less likely to apply to the BIDMC Surgery residency ²⁸ responses



Post VSR faculty survey

In which course were you faculty?

21 responses







How many mentoring-type sessions did you participate in (1:1 meetings, CV review, general Q&A, etc)?





How many total hours did you spend preparing for the VSR sessions you were involved with (i.e. not during the actual session(s))? 21 responses



How many hours did you spend interacting with students during the week-long VSR (teaching, mentoring sessions, etc)?



Hours

Overall, I thought the VSR was a worthwhile experience for the students to participate in ²¹ responses



Overall, I thought the VSR was a worthwhile experience for faculty to participate in ²¹ responses



Rate your effectiveness as a teacher compared to what it would have been if this had been an in-person one-week curriculum ²¹ responses



- 1-20% as effective as in-person
 21-40% as effective as in-person
 41-60% as effective as in-person
 61-80% as effective as in-person
 81-100% as effective as in-person
- More effective than in-person

My ability to evaluate the students' performance in the online format was equivalent to what it would have been if this had been an in-person one-week curriculum ²¹ responses



Disagree
 Neutral
 Agree

Strongly disagree

Strongly agree

The students learned as much in this on-line course as they would have with a similar or curriculum that was delivered in-person

21 responses





At the completion of the VSR I felt comfortable assessing whether a student who participated would be a good fit for the BIDMC general surgery residency program ²¹ responses



I would feel comfortable writing a letter of recommendation for a student whom I taught in this program 21 responses



Strongly disagree
Disagree
Neutral
Agree
Strongly agree

I think that the VSR is an effective tool to increase recruitment of students who come from groups who are underrepresented in medicine 21 responses



I think that participating in the VSR would make a student more likely to apply for a residency position at BIDMC ²¹ responses

