

## Definitions:

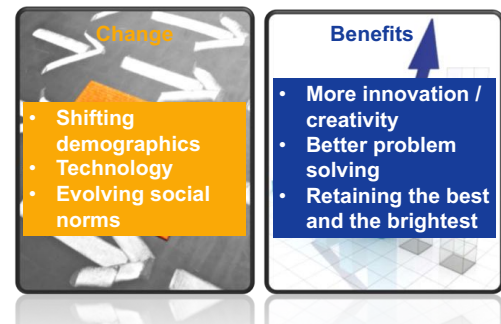
- **Diversity:** Unique characteristics, perspectives and life experiences that define us as individuals
- **Equity:** Fair treatment, access, opportunity, and advancement of all individuals
- **Inclusion:** Creating an environment where all individuals contribute fully and feel valued, engaged and supported to reach their

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## Privilege defined

- **Privilege** is a special right, or advantage available only to a particular person or group of people.
  - Two common examples used to talk about privilege: access to higher education and housing
- Privilege can also be emotional or psychological – sense of belonging or worth in society
- **White privilege** has been described as an “invisible package of unearned assets which whites can count on cashing in each day, but about which whites are meant to remain oblivious. White privilege is like an invisible weightless knapsack of special provisions, assurance, tools, maps, guides, codebooks, passports, visas, clothes, compass, emergency gear and blank checks.” (McIntosh, p.55)

## THE BUSINESS CASE INCLUDES:



## Economic Benefits of Diversity

- Companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians.
- Companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians.
- Companies in the bottom quartile both for gender and for ethnicity and race are statistically less likely to achieve above-average financial returns than the average companies in the data set (that is, bottom-quartile companies are lagging rather than merely not leading).
- In the United States, there is a linear relationship between racial and ethnic diversity and better financial performance: for every 10 percent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8 percent.

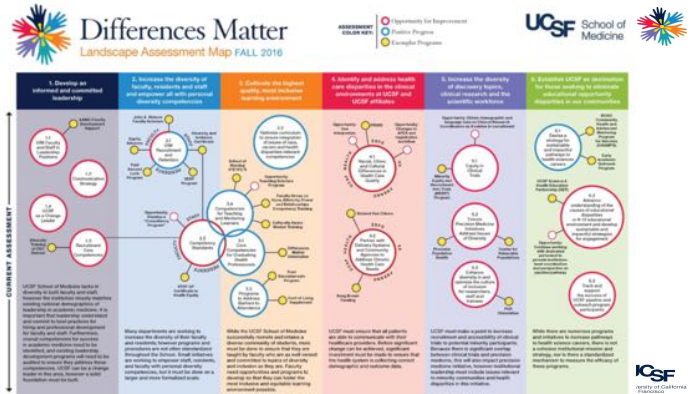
<https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>

## Economic Benefits of Diversity

- Racial and ethnic diversity has a stronger impact on financial performance in the United States than gender diversity, perhaps because earlier efforts to increase women’s representation in the top levels of business have already yielded positive results.
- In the United Kingdom, greater gender diversity on the senior-executive team corresponded to the highest performance uplift in our data set: for every 10 percent increase in gender diversity, EBIT rose by 3.5 percent.
- While certain industries perform better on gender diversity and other industries on ethnic and racial diversity, no industry or company is in the top quartile on both dimensions.
- The unequal performance of companies in the same industry and the same country implies that diversity is a competitive differentiator shifting market share toward more diverse companies.

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## Examples of microaggressions at UCSF:



### Differences Matter Outcomes

**RECRUITMENT, RETENTION AND CLIMATE**

- Created the Diversity, Equity and Inclusion (DEI) Training Program designed to reduce microaggressions experienced by learners and improve the learning environment with the goal of training 1,000 faculty in 2018
- 600** trained as of October 2018
- Created a GME holistic review handbook and, after two years of holistic review practices, saw an increase in the percentage of UIM residents from 18% to 29%

ENACT LEADERSHIP

UCSF UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

## Differences Matter

**LEARNING ENVIRONMENT**

- Redesigned graduation milestones to include proficiency in structural competency and social justice
- Integrated social justice curriculum throughout the 4-year curriculum
- Revamped criteria for AOA and Honors to create more equity in the grading system

**CLINICAL HEALTH EQUITY**

- Created and chaired the Health Equity Council for UCSF Health led by Joshua Adler, MD, Kevin Grumbach, MD, and Niraj Sehgal, MD.
- Created equity toolkits for Oversight Departments and Patient Experience Departments
- Pilot one interpreted conversation per day with hospitalized LEP patients

## Differences Matter

**RESEARCH ACTION GROUP FOR EQUITY**

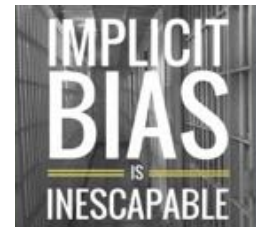
- Co-created Clinical Trials Website (clinicaltrials.ucsf.edu) with appropriate literacy levels, culturally and ethnically appropriate photos, and text in English, Chinese, Spanish and Vietnamese
- Co-conducted a Symposium on Minority Accrual to Research and co-created a CTSI Consultation Service on Minority Accrual
- Created research internship opportunities for 20 UIM high school students in Cancer Center labs via NIH Diversity Supplements

**PIPELINE, OUTREACH AND PATHWAY PROGRAMS**

- Created directory of UCSF-affiliated pathway, outreach, and pipeline programs
- Developed a workshop series for pathway, outreach and pipeline program directors
- Led inter-program collaboration funded by the National Science Foundation's Inclusion across the Nation of Communities of Learners of Underrepresented Discoverers in Engineering and Science (INCLUDE)

## Implicit bias

- The tendency to automatically associate people with certain characteristics or evaluations based upon the stereotypical characteristics of the groups into which they are placed.



## TYPES OF MICRO AGGRESSIONS

Studies reveal the pervasive and on-going nature of micro aggression.

The intersections among the isms (e.g. sexism, racism, heterosexism, ageism) are identified as part of a larger system of inequality.

Modes fall into three main categories: verbal, physical and symbolic

- **Verbal** – both insults and back-handed compliments
- **Physical** – body language, touching, eye contact
- **Symbolic** – visual messages, cues

Source: Dr. Pamela Hopkins, "Women's Experiences of Micro Aggressive Acts: Meaning Making and Coping Strategies" 2012. Used by permission.

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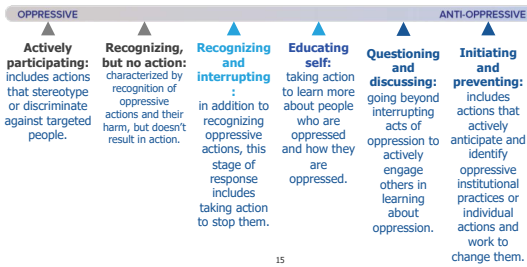
## Definition of oppression:

Oppression is individual, institutional or societal behavior of dehumanizing, suppressing or exploiting a group of people based on their social category

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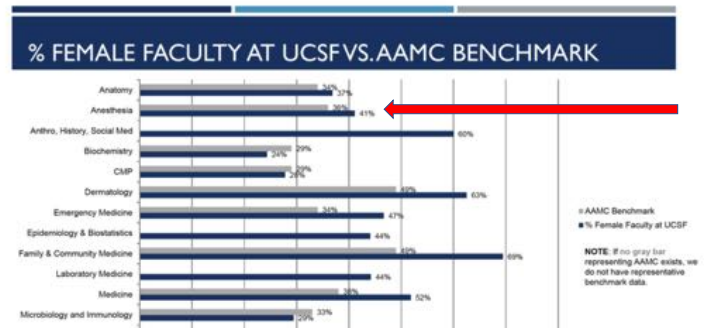
## ANTI-OPPRESSION CONTINUUM

There are 6 stages of response described on this continuum. The action moves from being extremely oppressive on one end of the continuum, to extremely anti-oppressive on the other.

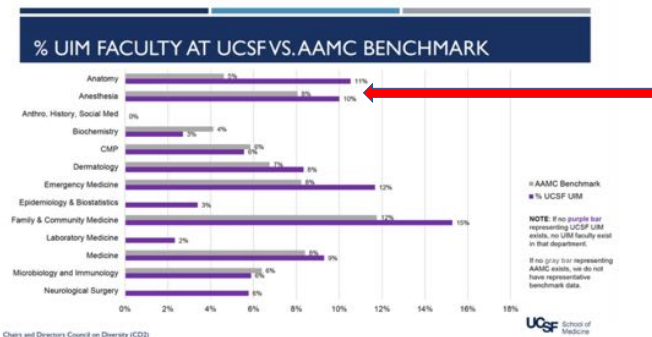


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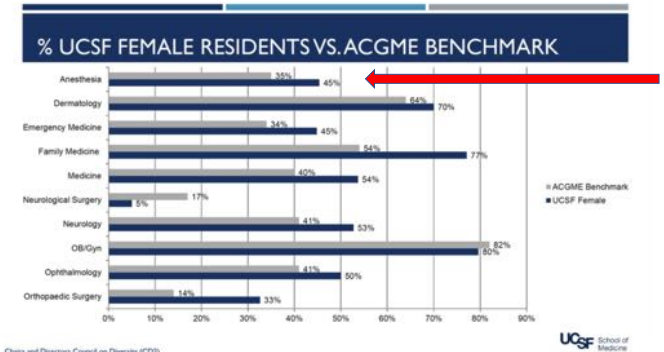
## How to improve: You have to know your data!



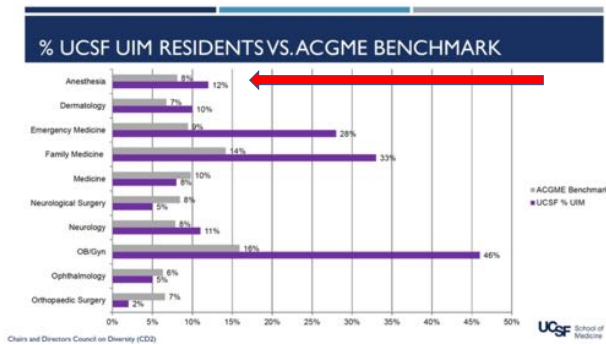
## You have to know your data



## You have to know your data



You have to know your data



### First step: Self-awareness

- The ability to accurately recognize one’s emotions and thoughts and their influence on behavior.

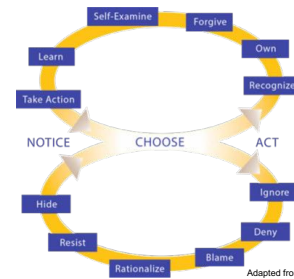
- This includes accurately assessing one’s strengths and limitations.



### Becoming an Inclusive Leader:

- **Role Model Behavior – practice ally behavior**
- Education – educate self & others; be curious
- Address fears – practice courageous conversations
- Consider experiences of being the only one; address exclusionary actions immediately
- Proactively *get out of comfort zone* – see what it’s like to experience what others experience
- Know the key demographics of your partners and take that into account for decision making
- **Make mistakes and then honor, talk to and acknowledge them**
- Increase diversity across multiple dimensions in the organization – embed this in daily leadership practices
- Take personal accountability

### THE INCLUSIVE LEADER: PERSONAL ACCOUNTABILITY



Adapted from: The Power of Personal Accountability, by Mark Samuel & Sophie Chiche, Xosha Press, 2004.

### Diversity, Equity, and Inclusion Champion Training

- One day, interactive, training with faculty, staff
- I committed to 40% of faculty to train in one year
- Mandated for departmental senior leadership
- Provided clinical credit to faculty with high clinical commitments



### THE INCLUSIVE LEADER ACTIONS

- **Role Model Behavior – practice ally behavior**
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## Compensation Equity

- Make your compensation plan transparent
- Establish standardized base salaries depending on academic rank
- Be aware of unequal access to clinical incentives
- Avoid “citizenship bonuses” or other types of compensation that are purely subjective
  - Even research incentives can have bias
- Understand the impact of maternity leave on female faculty
  - “stop the clock”
- Be aware of inequities in recruitment packages
  - Startup funds, lab space, etc

## Leadership Equity

- Form a committee for any significant leadership position in your department
- Ensure that every committee is composed of at least 50% women or UIM faculty
- Examine your senior leadership
- Invest in leadership training for your young and mid-career women and UIM faculty
- Invest in coaching

## Watson Scholars Program

- The UCSF School of Medicine Dean’s Diversity Fund was established in 2015 to support the recruitment and retention of faculty who share the university’s commitment to diversity and service to underserved or vulnerable populations. Each year eight faculty members are selected. Those faculty who are selected will be named the John A. Watson Scholars in honor of [John A. Watson, PhD](#), a pioneer for diversity, an inspiring mentor, and a tenacious scientist whose service to the UCSF School of Medicine spanned forty-six years.
- \$75K/year for 3 years for career development



## Enrich the Pipeline! The UCSF SCORE Program



Day-long program. For low-income San Francisco Public Schools Students  
Hands on with simulation  
Visit to OR and ICU  
Lunch with UIM faculty, staff, leaders at UCSF

Achieving greater diversity, equity, and inclusion is not just the right thing to do, it’s inextricably linked to the mission, values, processes, relationships and results . . . of most organizations doing business today

## Thank you!

- [Aslan, M., Garrick, O., & Graziani, G. C. \(2018\). Does Diversity Matter for Health? Experimental Evidence from Oakland \(Working paper No. 24787\). Cambridge, MA: National Bureau of Economic Research. doi:10.3386/w24787](#)
- [Hobbs J. White Privilege in Health Care: Following Recognition With Action. \*The Annals of Family Medicine\*. 2018;16\(3\):197-198. doi:10.1370/afm.2243.](#)
- [NYU School of Medicine, Office of Diversity Affairs. Tips for Being Inclusive With Trans and Gender Nonbinary Learners \(PDF\)](#)
- [Romano MJ. White Privilege in a White Coat: How Racism Shaped my Medical Education. \*The Annals of Family Medicine\*. 2018;16\(3\):261-263. doi:10.1370/afm.2231.](#)
- [Tsai, J. \(2018, July 12\). Diversity and Inclusion in Medical Schools: The Reality. \[Blog post\]. Retrieved from <https://blogs.scientificamerican.com/voices/diversity-and-inclusion-in-medical-schools-the-reality/>](#)
- [Wheeler, D., Zapata, J., Davis, D., & Chou, C. \(2018\); Twelve tips for responding to microaggressions and overt discrimination: When the patient offends the learner, \*Medical Teacher\*. DOI: 10.1080/0142159X.2018.1506097](#)