

Pediatric Leadership Meeting on Diversity

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Washington University School of Medicine
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Washington University School of Medicine Mission Statement



Advancing human health through the best clinical care, innovative research and the education of tomorrow's leaders in biomedicine in a culture that supports diversity, inclusion, critical thinking and creativity (Adopted September 2013).

Definition: Diversity and Inclusion

- Diversity is about understanding and contextualizing differences – the variety of perspectives, opinions and contributions that we each bring to the institution
- Inclusion is about leveraging diversity to create an environment and culture that is welcoming, collaborative and productive

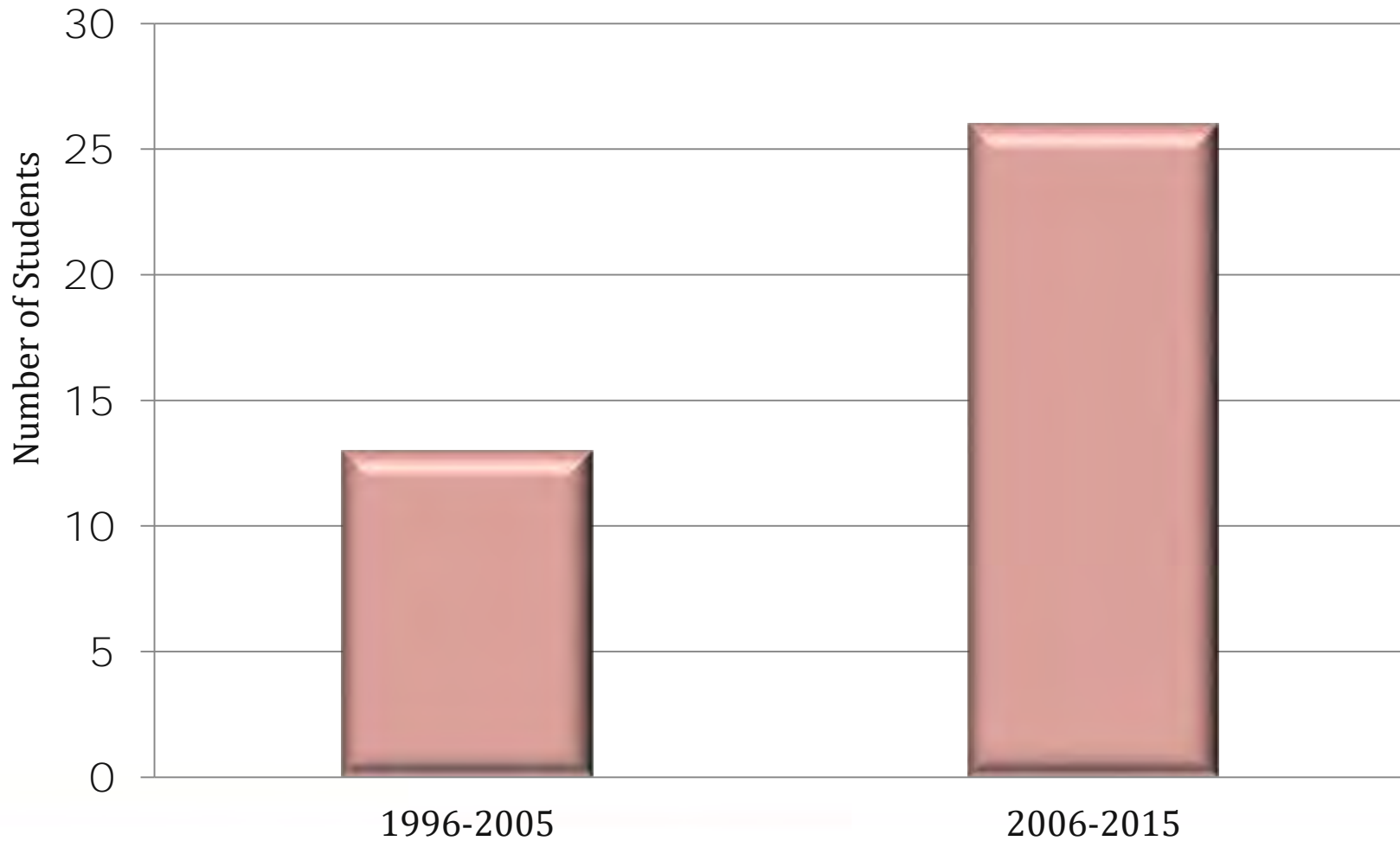
To make this work for any organization, our challenge as leaders is to create an inclusive environment; wherein diversity is hard-wired into institutional operations.

Improving cultural diversity within the academic workforce should not only be a 21st century moral imperative, but a centerpiece in our national effort to promote health equity

Strategic Objectives: How do we parlay improvements in medical workforce development into improved quality of care of an increasingly diverse patient population?

- Recruit a diverse group of students, residents and faculty from groups underrepresented in medicine
- Increase the cultural awareness of the academic faculty and staff
- Expand our mission to one that encompasses greater community engagement
- Realign our programmatic activities with public health strategies to assure further reductions in health care disparities

Washington University URM Students Recruited to Residency Positions at Barnes-Jewish and Children's Hospitals: Two Cohort Periods



Visiting Elective Program

Connect. Learn. Grow.



OFFICE of DIVERSITY PROGRAMS
at WASHINGTON UNIVERSITY SCHOOL of MEDICINE

 Washington University in St. Louis
SCHOOL OF MEDICINE

Visiting Medical Student
Elective Program
established Fall 2007

Since the inception of the
Visiting Elective Program,
21% of the visiting students
joined a residency program
at Washington University

Discover the Diversity at

Washington University, Barnes-
Jewish Hospital and St. Louis
Children's Hospital



with the
Washington
University
Minority
Medical
Association

Minority residents and fellows association established in April 2006 with an initial grant from the Barnes-Jewish Hospital Foundation. Its mission is to assist in the recruitment of underrepresented minority residents and fellows and to support the professional development of its members



Barnes-Jewish and Children's Hospital Center for Diversity and Cultural Competence

- Established in 2006, the Barnes-Jewish Hospital Center for Diversity and Cultural Competence provides a framework to facilitate and promote an environment of diversity, inclusion and equality.
- The overall goal of the Center is to eliminate health-care disparities through programs, initiatives, interventions and collaborative efforts within Barnes-Jewish Hospital, Washington University Medical School, BJC HealthCare and with community partners.



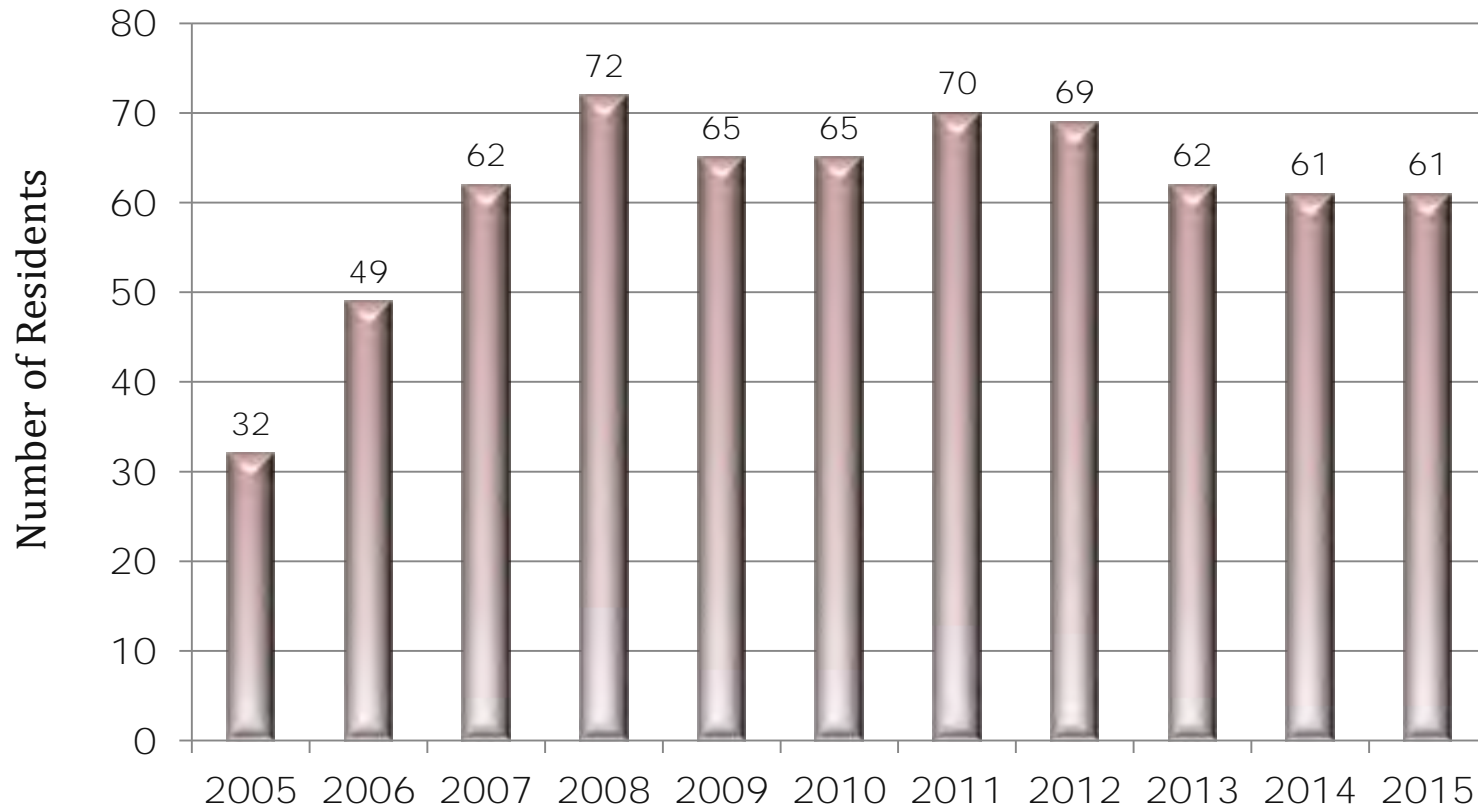
Steven Player, Director,
Center for Diversity,&
Cultural Competence

Residents and Fellows Diversity Initiative (RFDI)



- RFDI was established in 2006 by the Barnes-Jewish Hospital Foundation and the Office of Diversity Programs to enhance the recruitment and retention of underrepresented minority fellows and residents at Barnes-Jewish Hospital
- Initial goal of the program was to expand the diversity of the house staff at Barnes-**Jewish Hospital and St. Louis Children's** Hospital; and ultimately the number of underrepresented minority physicians in the St. Louis community
- Since **it's start in 2006, 191** members have participated in RFDI (2006-2014)
- Currently, 23 graduates are actively employed at BJH, SLCH or on the WUMC campus (as of 8/26/2015)
- Dr. Muyibat Adelani added as Co-Faculty Advisor

URM Residents at Washington University School of Medicine 2005-2015



Department of Human Resources, Washington University 2015 Report

RFDI Outcomes:

- Five RFDI graduates are current faculty:
 - Enyo Ablordeppey – Emergency Medicine
 - Muyibat Adelani – Orthopedics
 - Rafael Cortes – Internal Medicine
 - Nsangou Ghogomu – ENT
 - Cynthia Rogers – Psychiatry
- Five RFDI graduates are chief residents/fellows who have personally expressed interest in staying on as faculty:
 - Brittany Blue – Pediatrics
 - Leisha Elmore – Surgery
 - Lola Fayanju – Surgery
 - Bradley Stephens – Neurosurgery
 - Dominique Williams – Internal Medicine



Dr. Brittany Blue

URM Interns, Department of Pediatrics 2016-17

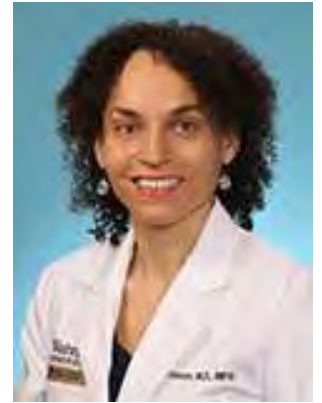


URM Interns, Department of Pediatrics 2017-18



Faculty Diversity

- Why doesn't faculty diversity mirror trends in student diversity?
 - Academic medicine not as financially rewarding, making it unattractive for those with large debt burdens
 - Few mentors of same race/ethnicity
 - Research funding hurdles



Jessica Pittman, MD, MPH
Assistant Professor of Pediatrics

WUSM Diversity and Inclusion Catalog and Assessment June 25, 2014



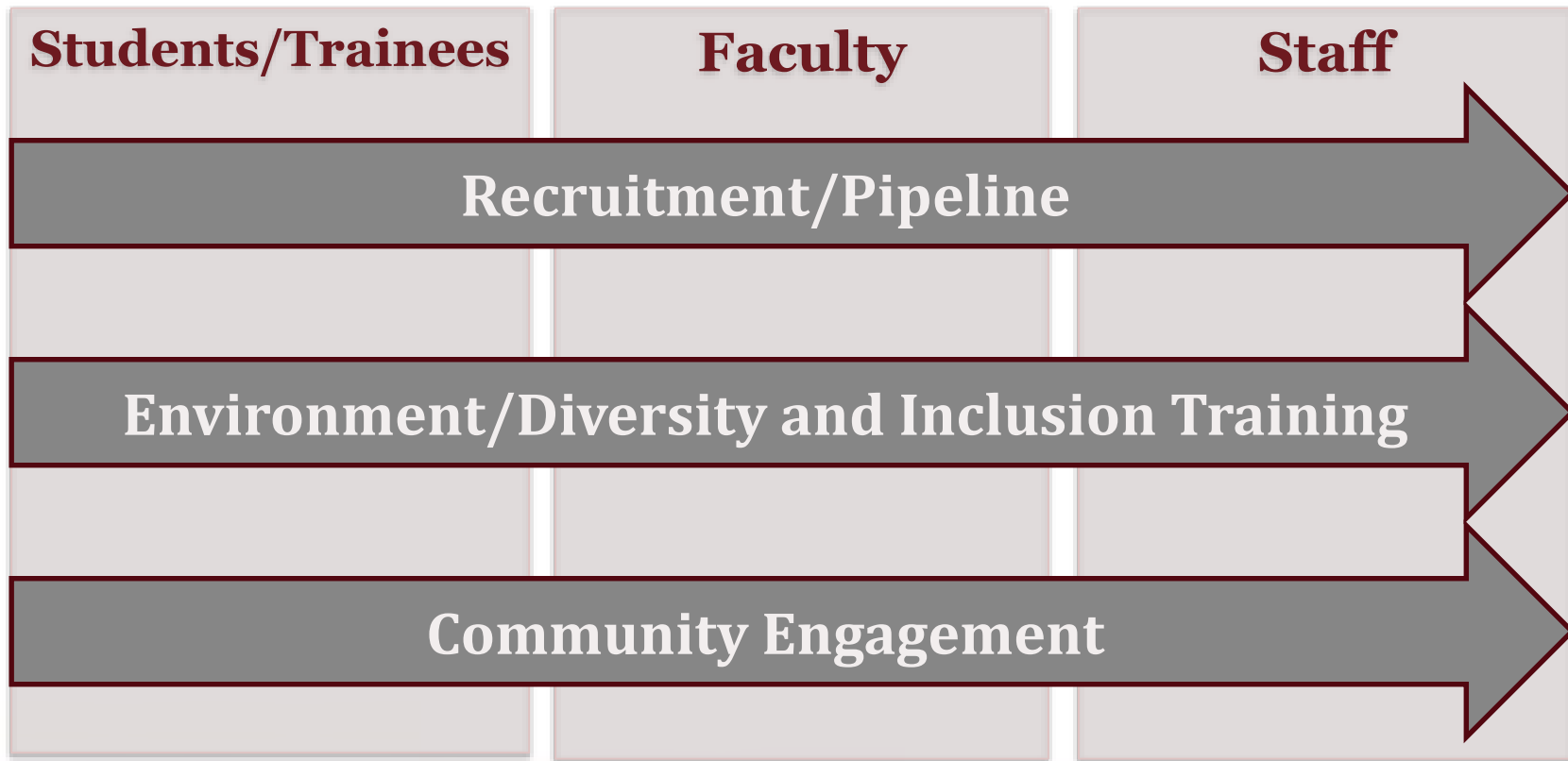
Goal: To understand the scope of diversity and inclusion efforts across WUSM, in order to assess their focus and impact.

Diversity and Inclusion Workgroup:

- Daniel Blash, Ph.D.
- Angela Brown, M.D.
- Mario Castro, M.D.
- Legail Chandler
- Doug Char, M.D.
- Michele Goad
- Diana Gray, M.D.
- **Brian Hackett, M.D., Ph.D.**
- **Bess Marshall, M.D.**
- Jennifer Mosher
- Linda Reimann
- Will Ross, M.D., MPH
- John Russell, Ph.D.
- Richard Stanton
- Alison Whelan, M.D.

Diversity and Inclusion Catalog:

A catalog of diversity and inclusion efforts was created. Efforts were grouped into three focus areas: recruitment/pipeline development, diversity and inclusion training, and community outreach. We also examined our efforts by primary audience. Resources and metrics for these efforts were also identified.



Wash U/BJC Diversity Round Table Established March 31, 2014



Charge: Promote problem solving to enhance D&I efforts across our health care & learning organizations:

- John Beatty, VP HR, BJC
- June Fowler, VP Communications, BJC
- Katrina Farmer, BJ Center for Diversity and Inclusion
- Will Ross, Washington University School of Medicine
- Diana Gray, Washington University School of Medicine
- Joseph Pangelinan, Washington University School of Medicine
- **Greta Todd Moorhead, Children's Hospital**
- Steven Player, BJ Center for Diversity/ School of Pharmacy
- Michael Ward, Goldfarb School of Nursing
- Isaac Butler, St. Louis College of Pharmacy
- David Weiss, BJC Information Services
- Heather Hageman, Center for Interprofessional Practice

Wash U/BJC Diversity Round Table

March 31, 2014



Common Diversity Initiatives:

- Crafting Institutional Climate Survey
- Deploying Diversity Trainers to Address Implicit Bias among Faculty and Staff, Medical Trainees, Graduate Students
- Promoting Workforce Diversity – Recruitment and Retention of Graduate and Medical Students, Residents and Fellows, Faculty and staff
- Improve Diversity Across Medical Center through Center-Wide Strategic Planning
- Expand Community Outreach

Need for an Institution-Wide Strategic Approach for Diversity and Inclusion

- Identify strengths and challenges in promoting diversity and inclusion
- Establish clear metrics for success
- Provide evaluation and accountability in efforts to promote diversity and inclusion
- Codify pipelines programs for faculty recruitment and retention that work



Chancellor's Commission on Diversity October 2015: Workforce-specific Initiatives



- The university will commit increased financial resources to ensure that we recruit, admit, and support a diverse population of undergraduate, graduate, and professional students;
- The university will commit increased resources to ensure that we recruit, hire, and support diverse faculty through a variety of initiatives, including pipeline work;
- Deans, leaders, and managers will review and assess hiring, promotion, and retention practices for the purpose of promoting greater staff diversity and inclusion;
- The university will create a repository with the goal of having a single location that supports the integration and analysis of diversity-related data and resources;
- Each school and unit will devise a strategic plan for promoting diversity and inclusion;

Senior Leadership Committee of Diversity and Inclusion

Regis O'Keefe, MD– Chair

Diana Gray, MD – Vice Chair

EF Members

John Cooper, PhD

Vicky Fraser, MD

Lila Solnica-Krezel, PhD

Richard Wahl, MD

Chuck Zorumski, MD

Dean David Perlmutter, MD

Faculty Leaders

Sarah England, PhD

Ellen Lockhart, MD

Will Ross, MD

Mary Klingensmith, MD

Joseph Pangelinan, PhD

Staff Support

Rick Stanton

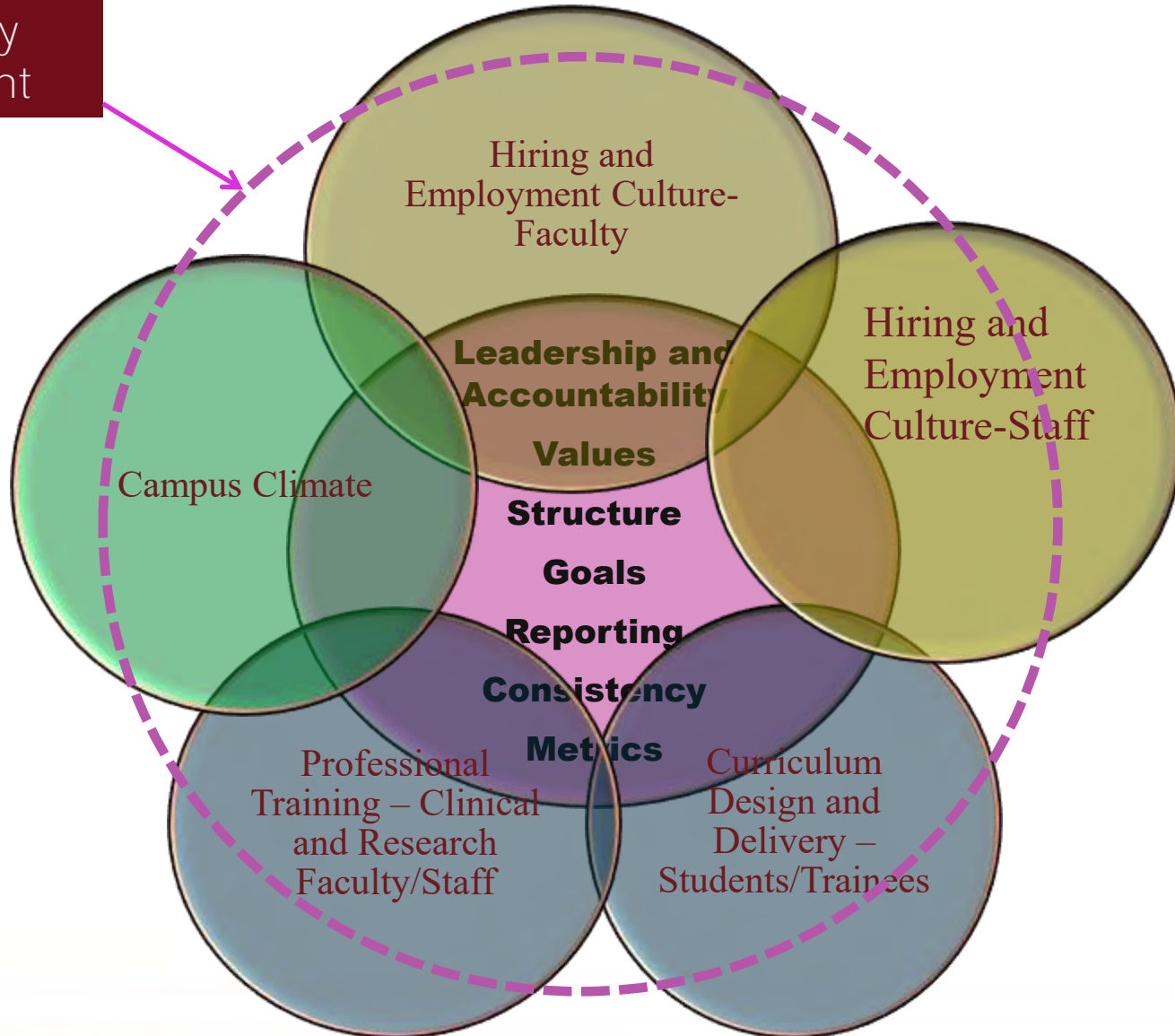
Daniel Blash

Linda Reimann

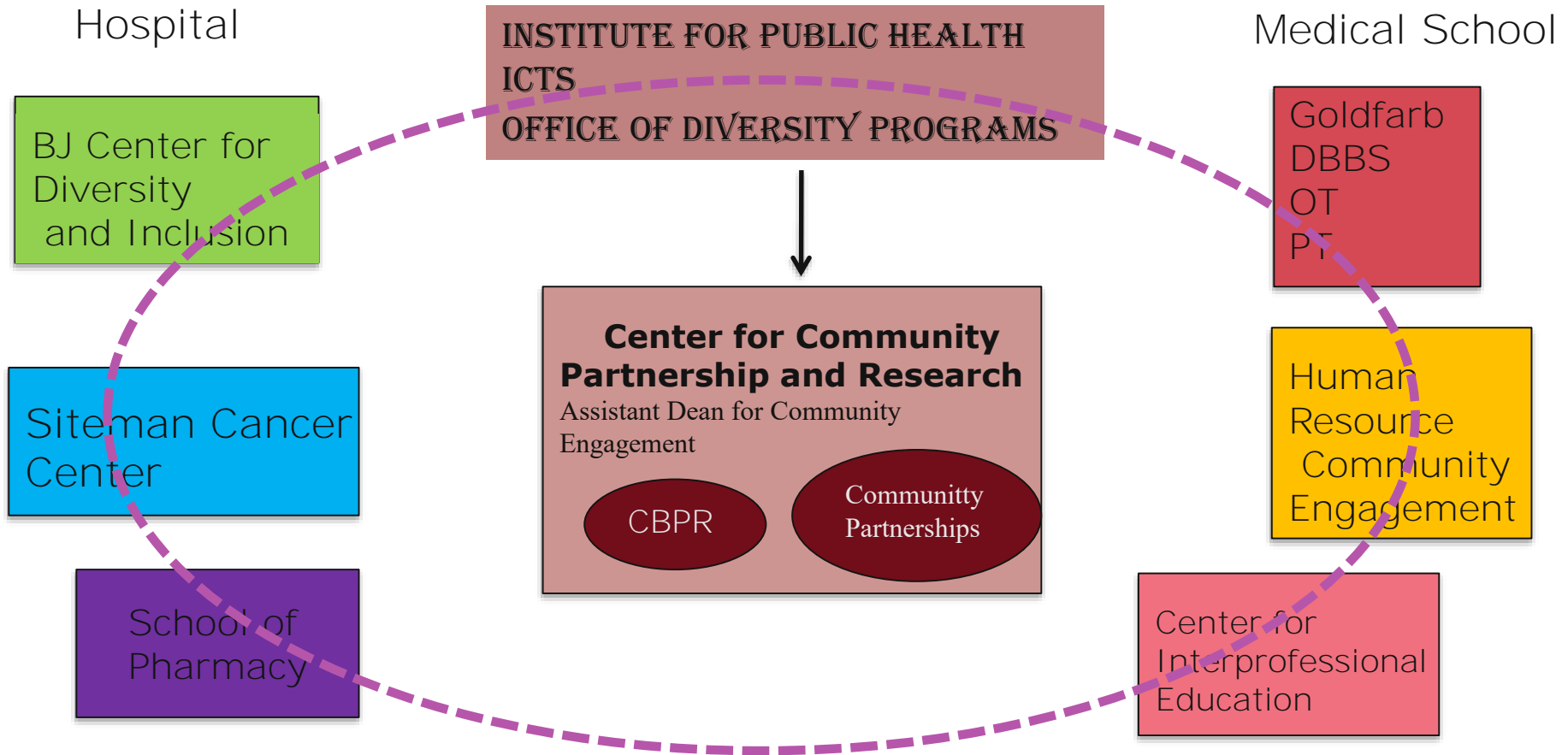
Andwele Jolly

Diversity and Inclusion Strategic Focus Areas

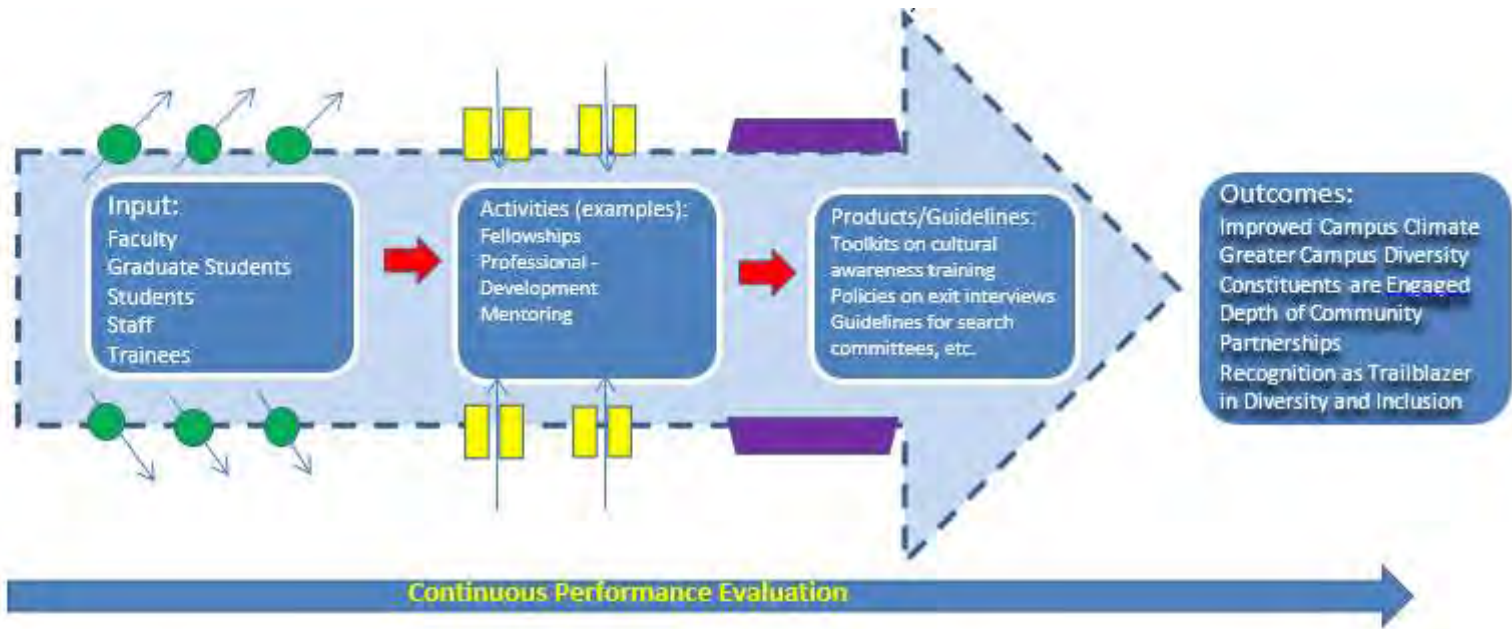
Community Engagement




Community Engagement at Washington University Medical Center





Conceptual Framework for Diversity Strategic Plan



Legend:

 Attrition – Loss of faculty, students and staff generally occur earlier in the pipeline but can be seen at any stage. Efforts to mitigate attrition should begin at the initial hiring stage.

 Efforts to promote diversity and inclusion include targeted programs such as Holistic Review, Target of Opportunity Hires, Diversity Searches, Visiting Faculty, as well as other talent acquisition programs.

 Retention Efforts to mitigate attrition: Improved Climate, Professional Development, Mentoring, etc.

Major Questions for Pediatric Leadership:

- What are top three diversity and inclusion problems facing Pediatrics?
- What is your infrastructure for addressing those problems?
- Who are the Diversity and Inclusion liaisons for the department?
- Where are you in drafting a Diversity Strategic Plan?
- How will you address the concerns of residents and faculty of color?



Pediatric Leadership Recommendations:

- Participate in Residents Revisited Program
- Adopt Diversity Training Videos
- Support WUMMA and Residents and Fellows Diversity Initiative
- Create a Diversity Leadership Structure – Based on Medicine Model:
 - Office of Inclusion and Diversity – Joe Pangelinan, PhD
 - Forum for Underrepresented in Medicine – Lisa de las Fuentes, MD and Aubrey Morrison, MD
 - Outmed, Forum for LGBTQIA and Allies

Moving Pediatrics Forward

- Development of a strategic plan to improve diversity and inclusion is paramount to achieving the coordination of effort needed to document impact.
- That impact should be measured by demonstrable improvement in cultural climate survey scores and defined improvements in faculty and staff diversity.
- Diversity and inclusion should be a quality metric, embedded in Annual Reports as a testament to our ability to deliver culturally sensitive care.

Questions?



