Diversity and Inclusiveness in Academic Surgery: Our perspectives

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My perspective

• Starts and ends with leadership
• Why issues of diversity and inclusion and equity are important
  • Business case
  • It’s the right thing to do
• Current state and our need to be intentional
ROI on diversity

• There is a business case for diversity
• Innovation
• Creativity
• Complex problem solving
• Forecasting power

• Parallels our investment in wellness
Why it matters

• Subtleties may be worse than blatant behavior or bias
  • Tends to be tolerated, harder to police
  • Leads to isolation, hopelessness, burnout
  • Creates negative energy expenditure → less productive, less effective workforce

• Ingroup bias works both ways
Diversity

• “Representative” diversity
• Tokenism: the practice of doing something to give the appearance of diversity
• Representation can be a start
• No one really wants to be the lone representative for their entire group
Diversity

• **“Representative” diversity**
  - Tokenism: the practice of doing something to give the appearance of diversity
  - No one really wants to be the lone representative for their entire group

• **“Functional” diversity**
  - Different voices, experiences and perspectives affect service prioritization and function
  - Lack of diversity may suggest a lack of commitment to all populations
Diversity and Inclusion

• Diversity without inclusion = opportunity lost
• Inclusion gives everyone the opportunity to be their best
  • Valued, welcomed
  • “You don’t have to leave your identity at home when you go to work”
• Inclusive working environment
  • Where everyone is treated with dignity and respect
  • Where the talents and skills of different groups are valued
  • Where productivity and customer service improves because the workforce is happier, more motivated
Inclusion

• Increases commitment and motivation
• Maximizes productivity
• Improves job satisfaction
• Improves retention
• Enhances the “brand”

• Necessary for equity
FOUNDATIONAL PRINCIPLES OF INCLUSION EXCELLENCE

- Diversity is a Strategic Imperative
- Intersectionality Authenticity
- Shared Responsibility & Accountability
- Sense of Belonging
- Community Engagement
- Talent Optimization & Differences Leveraged
- Conscious Inclusion
- Effective Communication
- Equitable Access to Opportunity
Equity

• Equity is achieved when every person has the opportunity to attain their full potential and no one is disadvantaged from achieving this potential

• Equity-minded = willingness to review and understand the data
• Deliberate intention to address and eliminate entrenched assumptions, biases, stereotypes, discrimination
• Recognition that extra resources may be needed
The role of leaders is the role of privilege.

- Awareness
- “Allyship”
- Intentionality
#MeToo

TIME’S UP movement
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What’s at stake?

• Fear reaction needs to be carefully examined in the changing gender landscape of medicine

• Fear of change
  • Are men now at risk? Are interactions with women a hazard?
  • Does privilege protect or make the threat more real?

• “Culture of fear” can lead to perpetuation of misogynistic views, normalization of gender inequity
  • Cannot accept the fear
  • This is a real threat to progress toward gender equity