SYM21: The Value of Diversity
Leadership in Hand Surgery

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Session Handouts
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Angelo Rashard Dacus, MD
Speaker has no relevant financial relationships with commercial interest to disclose.

GOALS
• Provide definitions for the terms
• Provide insight into the value of diversity in an organization
• Illustrate barriers to achieving diversity
• Stress the importance of inclusion
DEFINITIONS

- Team
  - a group of individuals working together to achieve a common goal
  - normally have members with complementary skills
  - generate synergy through a coordinated effort which allows
    each member to maximize their strengths and minimize
    their weaknesses

- Diversity
  - the condition of having or being composed of different elements
  - having a range of people with various racial, ethnic, socioeconomic,
    & cultural backgrounds and various lifestyles, experience, interests
  - Basically depends on what you want it to be and who establishes the
    guidelines for it

4 types of diversity

- 1. Internal
- 2. External
- 3. Organizational
- 4. World view
Internal diversity
- relating or belonging to or existing within the person
- race, age, nationality, gender, ethnicity, physical/mental ability, etc
- something you are basically born with and will have difficulty changing

External
- things related to a person that they are not born with but can be influenced or controlled by the individual
- often what defines a person
- interests, education, appearance, geographic location, religion, socioeconomical status, relationship status, experience

Organizational workplace
- factors directly related to the location or environment
- job location, job function, management, department, seniority
World views
- what we feel, observe and experience that affects our world view
- cultural event, politics, history knowledge

Inclusion
- being included in a group or society as a whole
- the achievement of an environment in which all individuals are treated fairly and respectfully, have equal access to opportunity and resources and can contribute fully to the team success

Value of Diversity
- Clearly the best teams do not have the same type of person for every job and talent is spread out
- An all QB offensive line will fail!
- A guard may not be a good tackle
• **Let's start with talent**
  - The deeper the pool, the more talent available
  - Inclusive workplaces maximize talent and productivity
    - increased job satisfaction
    - increased engagement and commitment to the company
  - Diverse organizations are more successful at recruitment and retention
    - women are more likely to express interest in an organization that has women represented in top position

• **Innovation**
  - Inclusive business cultures and policies show results here
    - 59.1% increase in creativity, innovation and openness
    - 37.9% better assessment of consumer interest and demand
    - 38% increase in revenue from innovative products/services
  - Diversity reduces groupthink and enhances decision making
    - diverse teams solve problems faster and produce more higher quality intellectual property
    - mixed gender teams better manage group conflict

• **Team performance**
  - increased representation of women has been shown to improve team performance through enhanced relational skills and organizational citizenship
  - organizations can maximize the benefits of diversity by cultivating the mindset that diversity has positive benefits to group performance
Barriers to increasing diversity

- Difficulty defining diversity
- Cognitive bias and stereotypes
- Homophily
- Interpersonal miscommunication and conflict
- Resistance to change

• Difficulty with the definition
- You saw earlier how broad the definition can be
- People can be categorized in the different “groups”, while the team or organization still looks very homogenous
- Define what you want the organization to look like
  - do the optics match the population you serve
  - then expand to the external components of diversity

• Cognitive bias and stereotypes
- Categorizing individuals based on group perceptions
- May not lead to discrimination but may affect communication
- Stereotyping narrows the view of individuals within an organization
Homophily - tendency of individuals to associate with others who are similar to them - manifests in recruitment and hiring practices - also results in informal socialization patterns within a firm - preferential group settings are normal but teams thrive better with elements of integration
Interpersonal miscommunication and conflict
- simply acknowledging difference is not enough
- leaders must understand cultures and customary predispositions and ensure not to violate crucial cultural rules
- Communication involves language and cultural signals
- efficiency increases with efforts on all sides to familiarize

Resistance to change
- this pertains to the momentum of the company culture
- diversity requires flexibility and evolution toward a broader culture
- resistance forces minorities to bear the burden of changing to fit the existing culture, thus decreasing their value
- when energy is used on assimilation, less is available for the work

Inclusion
- Behaviors and social norms that make individuals feel welcome
- Inclusive work environments perform better
- - team performance
- - organizational reputation
- - better governance
• **Team performance**
  - benefits of inclusion as part of the organizational culture
  - employees feel valued, trusted, authentic and psychologically safe
  - 49% of team problem-solving enhanced
  - 18% of employee innovation enhanced

• **Organizational reputation**
  - inclusive cultures and practices lead to 57.8% improvement
  - association with ethical value
  - increases public goodwill
Better governance

- Gender diverse leadership is associated with effective less fraud, effective risk management, increased engagement, and higher quality audits.
- Gender diverse boards tend to adopt more progressive organizational management practices and are more likely to identify social issues - work-life balance, human rights, income inequality.

Thank you


DISCLOSURES

Erica Dianne Taylor, MD

Consulting Fee: DePuy Synthes

DISCLOSURES

- DePuy-Synthes [Consultant]
- Orthopaedic Diversity Leadership Consortium [Founder]
GOALS

- Evolution of Diversity Leadership
- Common Challenges
- Scenarios
- Strategies for Success

GROWING INTEREST IN LEADERSHIP

The role of the physician in health care settings has changed
- Historic: Doctors were expected to do their clinical work
- Administrator's role was to help doctors by providing the necessary resources

Physicians are taking more of an active role in management
- E.g. Chief Medical Officers, Directors of Clinical Service Lines, etc

Separation between doctors in formal leadership roles and those who continued to treat patients and undertake teaching and research
- Growing sense of dissatisfaction from physicians who felt uninvolved in resource allocation and operational decisions that affected the way they provided care

RECOGNITION OF INTRINSIC PHYSICIAN LEADERSHIP

Leader in the Clinical Environment
Leader in the Operating Room
Champion of Patient Safety
Leader of Patients' Outcomes
Leader in Research Labs
Champion of Quality
Champion of Work Culture
Leader of Education
Leader at Home
PHYSICIAN LEADERSHIP

Organizational Structure
- Chairman
  - Division 1
  - Division 2

Communication
- Education
- Research
- Business

Leadership Style
- Chairman

Quality / Efficiency

PHYSICIAN LEADERSHIP

Organizational Structure
- Chairman

Communication
- Education
- Research
- Clinical

Leadership Style
- Chairman

Quality / Efficiency

PHYSICIAN LEADERSHIP

Organizational Structure

Communication
- Effective Communication
- Crucial Conversations
- Environment Factors

Leadership Style
- Influence Style
- Conflict Style

Quality / Efficiency

Eight Archetypes of Leadership:
Strengths and competencies can be matched to particular roles and challenges
Getting this match wrong can bring misery to all concerned and cause considerable damage
PHYSICIAN LEADERSHIP

Organizational Structure
Communication
Leadership Style

Quality / Efficiency
- Standardization of Protocols
- Data-Driven Decision Making / LEAN Principles

WHAT ABOUT DIVERSITY, EQUITY, & INCLUSION?

THE BENEFITS OF DIVERSITY

- Heterogeneous teams perform better when solving complex problems
- There is a mathematical (and practical) bonus that comes with diverse talents contributing to a task
THE BENEFITS OF DIVERSITY

- Increase in care sought by patients
- Increase in compliance
- Alterations in treatment patterns
- Enhancement of physician/patient relationship
- Improvement of perception of medical system
- Increased life expectancy

WHAT ABOUT DIVERSITY, EQUITY, & INCLUSION?

Where Does It Belong?

How do you measure it?

Is this even necessary?

Where do you start?

Who is responsible?

DIVERSITY IN ORTHOPEDICS

A progressive discussion in academic medicine

Orthopaedic Residents
- 4.0% African-American
- 13% Women

Practicing Orthopaedic Surgeons
- 1.9% African-American
- 5.8% Women

This type of bottleneck pattern translates to a perpetuated underrepresentation amongst faculty.

There is a demonstrated funneling effect that can affect career pathway choices and promotion, impacting physician workforce diversity as well as academic leadership opportunities.
DIVERSITY IN HAND SURGERY

Many department and organizational leaders have designated a faculty member as their Diversity, Equity, and Inclusion Leader.

Often, this individual serves as a role model for learners and embodies inspirational characteristics.

However, suboptimal structure and support of this specific leadership position have limited its potential.
## IDENTIFIED OBSTACLES

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<th>Obstacle</th>
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<td>Integration Into Traditional Departments</td>
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<td>Shortage of Solution-Based Resources</td>
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<td>Challenges of Multi-Disciplinary Care Environments</td>
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## INTEGRATION OF THE DIVERSITY LEADER: CHALLENGES

- Lack of budget and administrative support
- Lack of protected time (aka compensation)
- Marginalization of efforts by colleagues
- Absent decision making authority
- Difficulty with engagement

### Demographics of Diversity Leaders

- 50% of S&P 500 companies employ a chief diversity officer.
- 62% of diversity chiefs in the S&P 500 had been appointed or promoted to their roles within the past three years.
- "I get the call, ‘Oh, Sharon, I just got this great chief diversity officer job, it’s going to be wonderful. They’re looking for so much change.’"
- "It requires an emotional muscle unlike any role I’ve ever worked in…You’re dealing with human beings and the human heart and the soul to that one step and
  can’t quite find the way to put it all away in such. You have to be comfortable knowing that the norm is managing discomfort.”

### Statistics

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A HEALTHCARE MOVEMENT

WHERE DOES IT BELONG?
Where do you start? Who is responsible?

WHAT ABOUT DIVERSITY, EQUITY, & INCLUSION?

WHERE DO YOU START? WHO IS RESPONSIBLE?

Organizational Structure
Communication
Leadership Style
Quality / Efficiency

THE ELEVATION OF DIVERSITY LEADERSHIP
Laura is a shoulder surgeon in an academic medical center. A few years ago she was asked to be the diversity delegate for her department and became the committee leader. She coordinated monthly meetings and attended medical center diversity learning sessions to be a better advocate for inclusion and equity. After serving in this role for 2 years, she asked for her title to be changed from “diversity champion” to “Vice Chair” to signify the importance of her role to the department and to obtain a budget for programming with increased decision-making authority. After 6 months, there was still no response to her request.

SCENARIO A

George is an accomplished physician in a high-ranked healthcare organization. He has served in multiple leadership roles, including the director of diversity and inclusion. During a meeting with his partners, he reviews the action items accomplished and goals for the next phase of programming. There is an overwhelming positive response. At the end of his brief Q&A session, one of his colleagues asks why his efforts are still being supported since things have improved since the 1960s and racism cannot possibly still exist at their organization.

SCENARIO B

Chad is the manager for his clinical unit. He is extremely approachable and committed to creating a work environment where all of his employees feel valued and included. On June 22, 2020, his supervisor asks him to create a diversity committee for his clinical staff and create a strategic plan to help combat racism in his unit. His successes will be measured as part of his annual review and a full report is due on September 1, 2020. He doesn't know where to begin.
Christine is an active participant in her national specialty society. She enjoys the conferences and continuing medical education opportunities, even the virtual offerings. She is also one of the few African-American female physicians in her specialty group. She is asked to volunteer for the new diversity committee formed by the specialty society. She is thrilled to serve, but after two meetings, she realizes that the focus is on improving gender diversity in her specialty. The group seems to be uncomfortable talking about issues of race. She does not find the committee effective nor meaningful, but worries that there will never be any attention paid to issues of racism or issues faced by any marginalized group if she does not continue her participation. She also does not want to be labeled a “quitter” as that may jeopardize her chances of being asked to join any other committees in the future.

WHERE DO WE START: FRAMEWORK

Phase 1: Establish and Organize
Phase 2: Achieve Understanding
Phase 3: Decide On Strategy
Phase 4: Implement and Distribute
Phase 5: Evaluate and Evolve

Take Home Points

- Physician leadership has esoteric roots and challenges
- Stagnation and frustration can occur when principles of inclusion are not distributed throughout an organization
- Diversity leaders benefit from professional development and require system support to be successful
- Each department/unit/division/organization will present with its own unique set of challenges and vary in response to initiatives

Be Agile
Keep Your Options Open
Create Your Value
Repeat
“Do not get lost in a sea of despair. Be hopeful, be optimistic. Our struggle is not the struggle of a day, a week, a month, or a year, it is the struggle of a lifetime. Never, ever be afraid to make some noise and get in good trouble, necessary trouble.” – Rep John Lewis

REFERENCES