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RLI
Power Hour

June 27, 2023

Enough is Enough! Actionable Solutions to Burnout:

The Role of Diversity, Equity, and Inclusion

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Disclosures:

McGraw-Hill book royalties

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Source: AAMC StandPoint Faculty Engagement Survey.

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Burnout Disparities

- Underrepresented groups
- Communities of color
- Gender diverse
- LGBTIQA+
- Women

Determinants of Burnout and Well-Being in Women, Gender-Diverse Radiologists, and Radiologists of Other Underrepresented Minorities

Carolynn M. DeBenedectis, MD

"…can lead to stress on the job because of macro- and microaggressions, discrimination, and unfavorable work conditions."

-DeBenedectis

Journal of the American College of Radiology
Volume 18, Issue 5, May 2021, Pages 661-662

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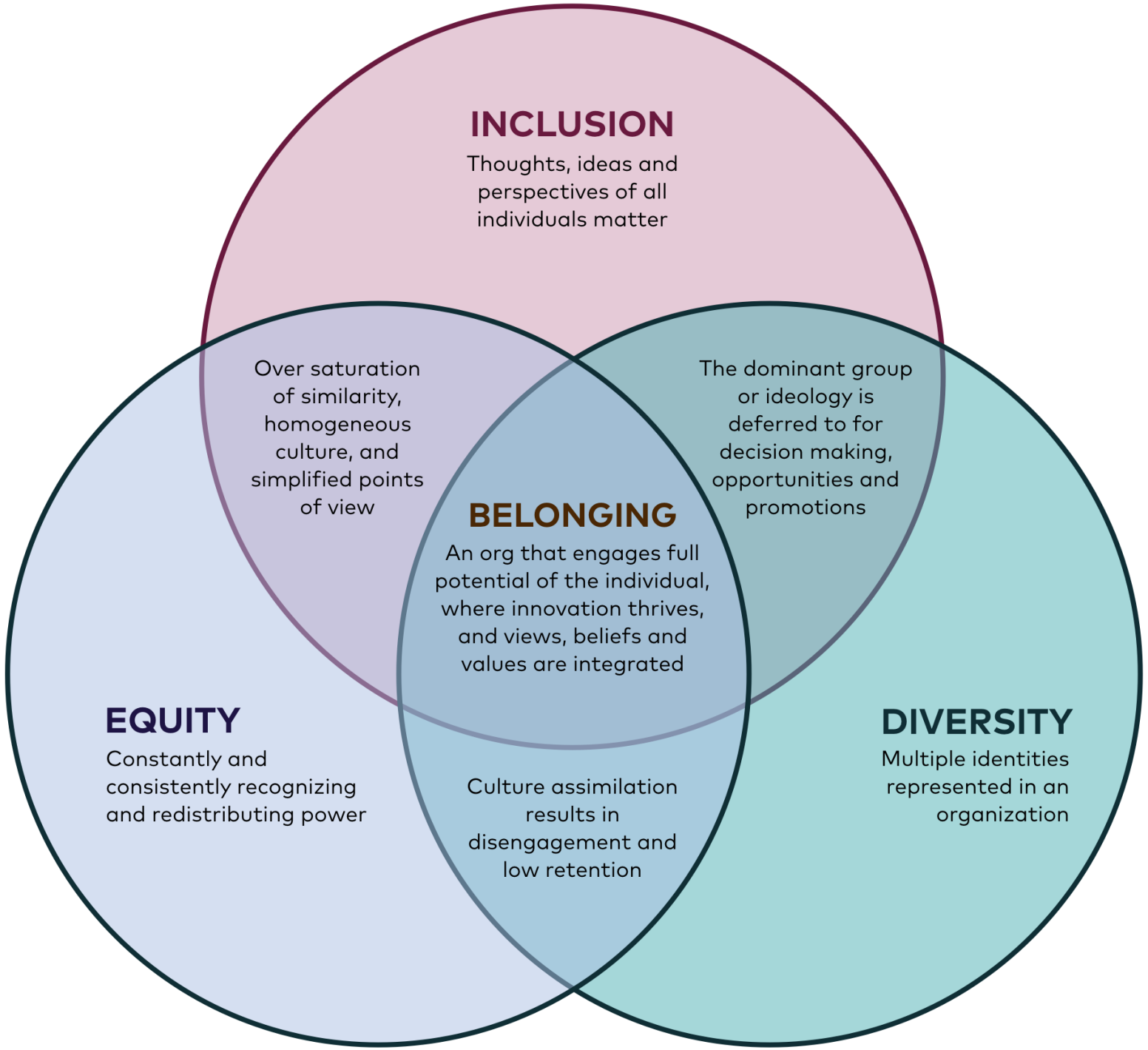

Belonging: A Conversation about Equity, Diversity, and Inclusion

Krys Burnette

TURNER CONSULTING GROUP

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Path Forward

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Diversity of Leadership

Female Managers and Gender Disparities: The Case of Academic Department Chairs

Andrew Langan

This Version: January 23, 2019

Click here for the latest version

Abstract

Appointing female managers is a common proposal to improve women's representation and outcomes in the workplace, but it is unclear how well such policies accomplish these goals. I study the effect of female managers on workforce composition, the gender pay gap, productivity, and promotion in the context of academic departments. Using newly-collected panel data, I exploit variation in the timing of transitions between male and female department chairs with a difference-in-differences research design. I find female department chairs reduce gender gaps in publications and tenure for assistant professors and shrink the gender pay gap. Replacing a male chair with a female chair also increases the number of female students among incoming graduate cohorts by ten percent with no evidence of a change in ability correlates for the average student.

"…female department chairs reduce gender gaps in publications and tenure for assistant professors and shrink gender pay gap. Replacing a male chair with a female chair also increases the number of female students…"

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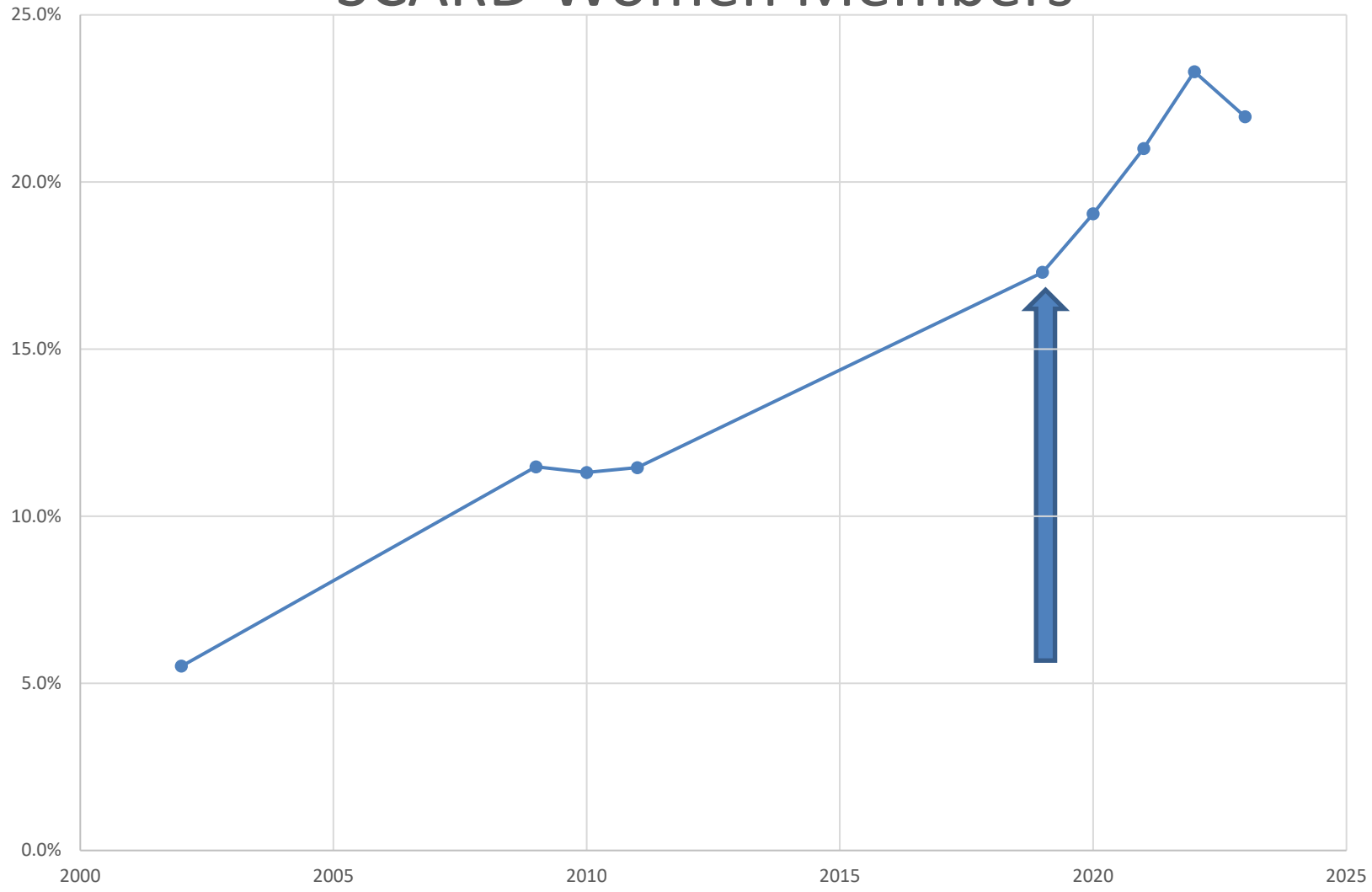
SCARD Women Members



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Inclusive Leaders

- *Visible* commitment to diversity with inclusion
- Humility
- Awareness of bias
- Curiosity about others
- Cultural intelligence
- Effective collaboration

The Key to Inclusive Leadership. Bourke J and Espedido A. *HBR*. March 6, 2020.
The Six Signature Traits of Inclusive Leadership. Thriving in a Diverse New World. Dillon B, Bourke J. Deloitte University Press.

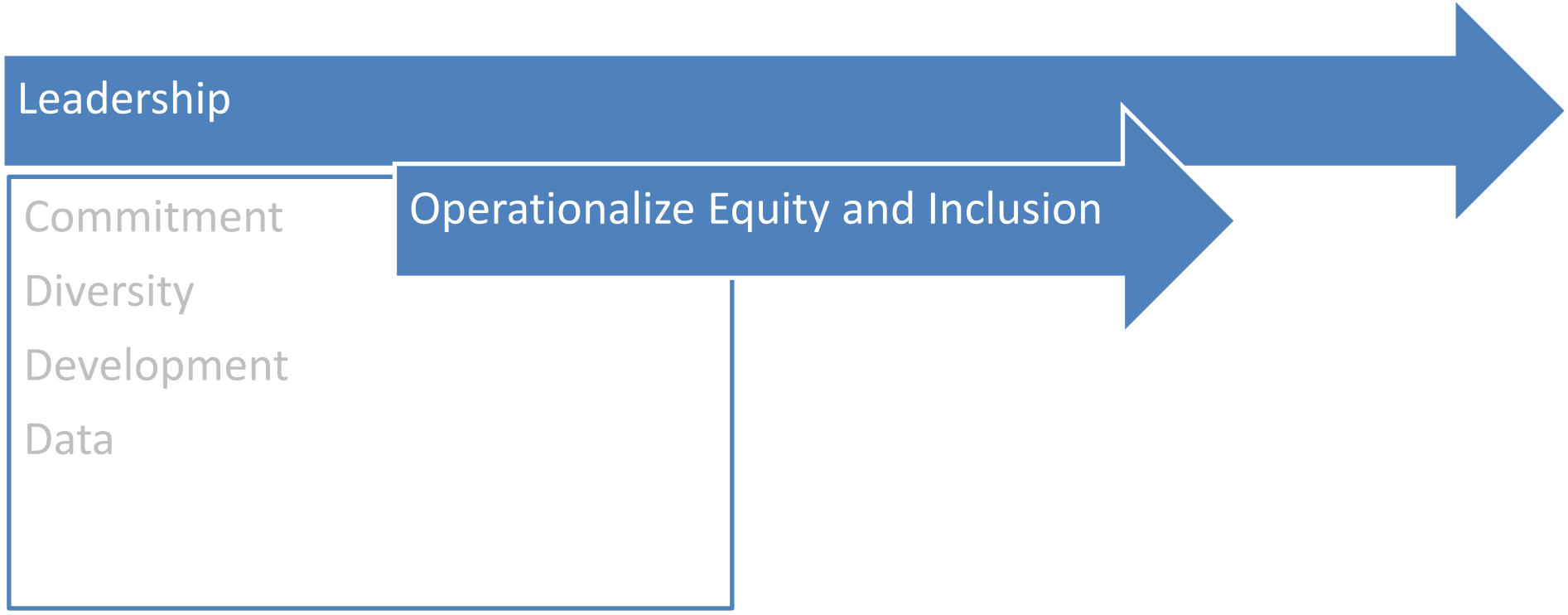
Leadership: Commitment

- Role model inclusion
  - How do you run a meeting?
- Habituate, include in all discussions (faculty and practice meetings, committees, council meetings, recruiting)
- Diversity committee and leader… and resource
- Beware of tokenism and minority taxes
- Allyship and sponsorship
  - Addressing your biases
- Bystander to upstander (teachable moment)

Leadership: Commitment

- Aggressively (yes, a male gendered word) address harassment and microaggression
- Which includes a strong understanding (acceptance) of its prevalence

Sexual Harassment in Radiology: Prevalence and Opportunities for Improvement. Perumalswami CR, Jagsi R. *J Am Coll Radiol*. 2020;17(2):298-303.


Leadership
Commitment
Diversity
Development
Data
Operationalize Equity and Inclusion

Policies and Processes

- Term limits for leadership positions
- Part-time is not a disease state
  - Third shift
  - Work from home
- Paid family leave (not maternal)
  - SCARD statement
  - ABR policy

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Policies and Processes

- Salary reviews
  - No negotiations policy
- Promotion reviews
- Committee and task force composition
- Lactation facilities

$2 million

Contents lists available at ScienceDirect

Clinical Imaging

journal homepage: www.elsevier.com/locate/clinimag

Patients & Practice, Policy & Education

Equal pay for equal work in radiology: Expired excuses and solutions for change

Renu Pandit [a,1], Laura E. Minton [a,1], Elainea N. Smith [b], Lucy B. Spalluto [c,d,e], Kristin K. Porter [b,*]

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Operationalize Inclusion

- Vacation
- Faculty development
  - Implicit bias training
- Website (policies and photos)

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42% "chairman"

ELSEVIER

Academic Radiology

Volume 29, Issue 3, March 2022, Pages 402-408

Original Investigation

Leadership Titles in Radiology: Usage of Non-Inclusive Terminology among Academic Radiology Departments and Societies

Alan Shan MD [a], Cheng Ting Lin MD [a], Dania Daye MD, PhD [b], Paul H. Yi MD [c]

Counterfeit Diversity: How Strategically Misrepresenting Gender Diversity Dampens Organizations' Perceived Sincerity and Elevates Women's Identity Threat Concerns

September 2020

DOI: 10.31234/osf.io/zdhxa

Published version · Counterfeit Diversity: How Strategically Misrepresenting Gender Diversity Dampens Organizations' Perceived Sincerity and Elevates Women's Identity Threat Concerns

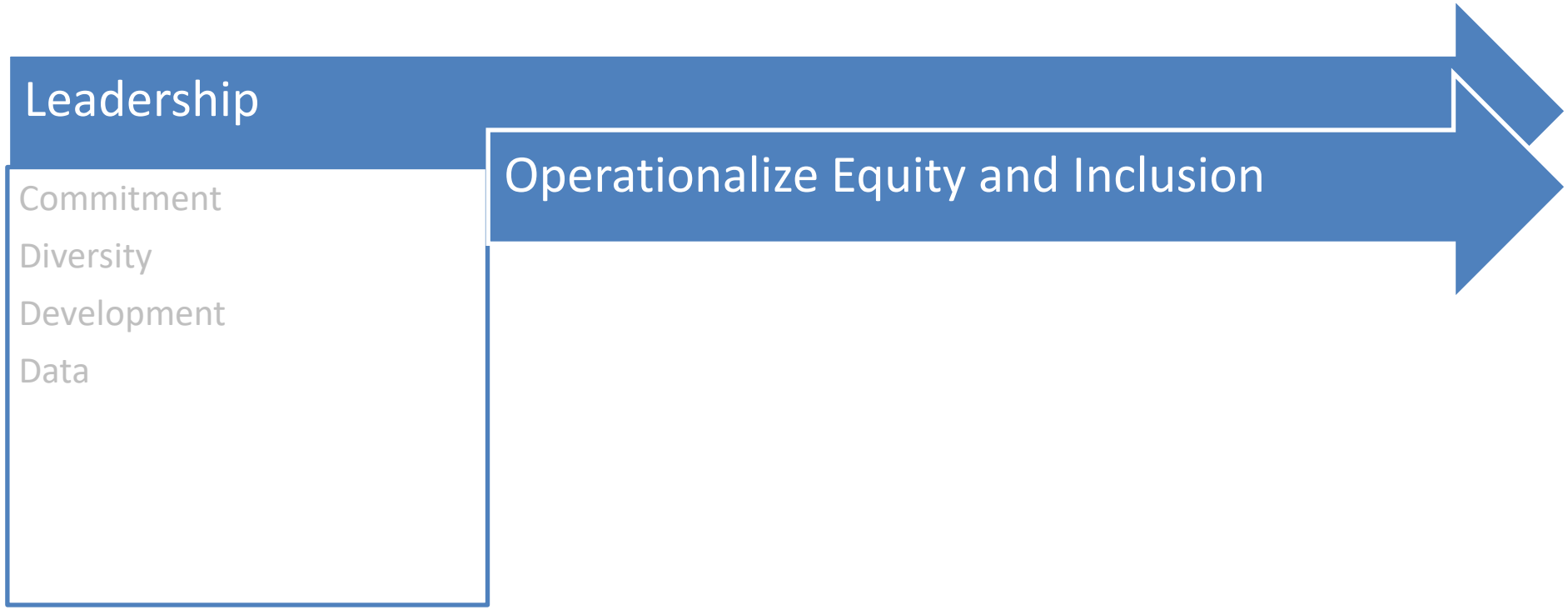
Kathryn Mary Kroeper · Heidi E Williams · Mary C Murphy

The Diversity-Innovation Paradox in Science

"Diversity breeds innovation, yet underrepresented groups that diversify organizations have less successful careers within them."

Hofstra B, Kulkarni VV, Galvez SMN, et al. *PNAS* 2020; 117(17):9284-9291.

Diversity Engineering



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Recruit for Diversity

- Leadership charge to committee
- De-bias job postings
  - Changing the default
  - Avoid male-gendered language
  - Social media
  - Consider alternate postings (AAWR, ABWP)
- Broaden candidate pool
  - Genders engage differently
  - Go beyond your network

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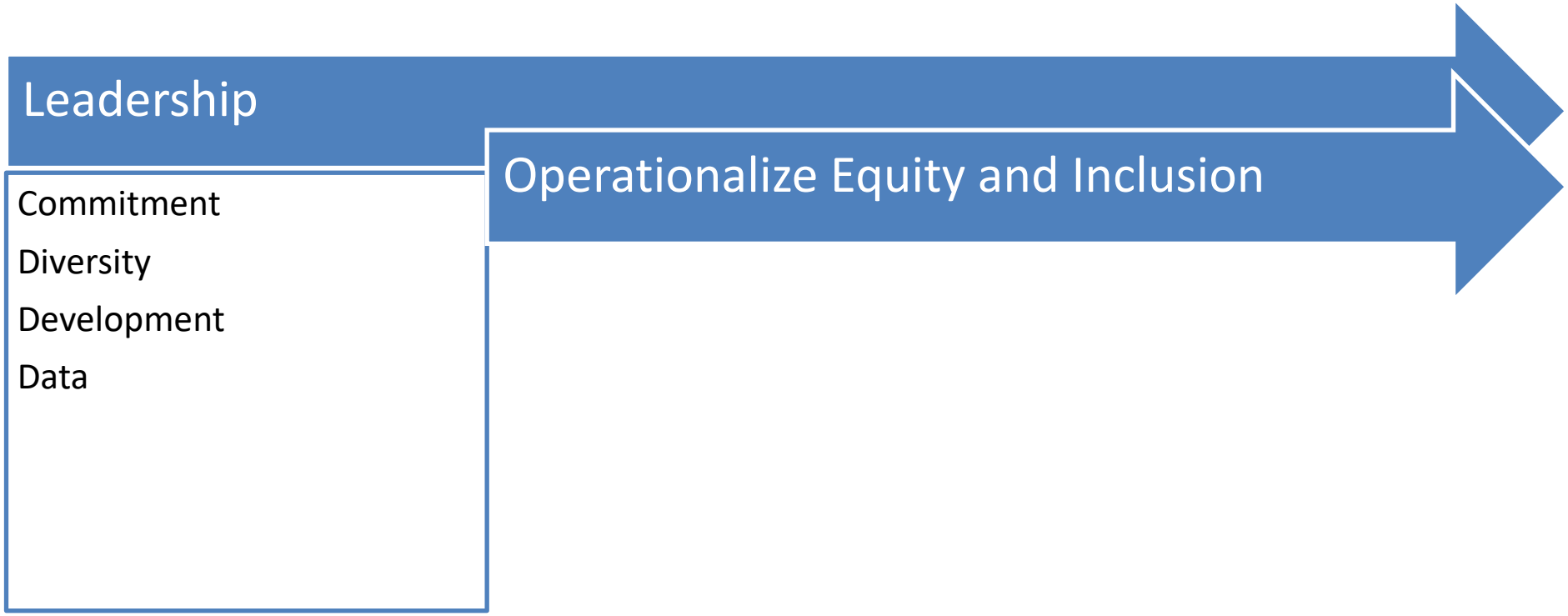
Recruit for Diversity

- Diverse selection committees
- Implicit bias training for committees (done right)
- Structured interviews
- Learn about the candidate before they arrive…and tailor interviews accordingly

Diversity Engineering



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