

Essential Element of Diversity and Inclusion

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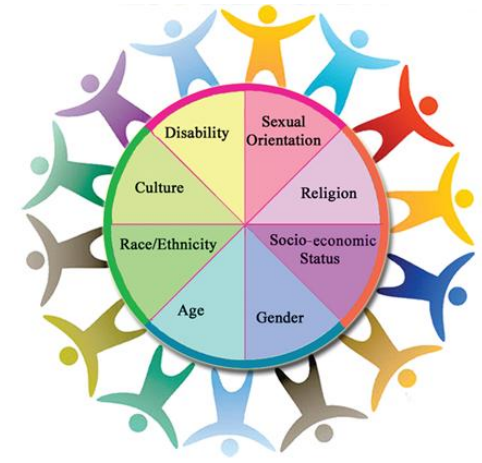
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What is Diversity and Inclusion?

- **Diversity** - the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs
- **Inclusion** - involvement and empowerment, where the inherent worth and dignity of all people are recognized
 - An inclusive environment promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its members



Diversity and Inclusion

DIVERSITY - Being Invited to the Party



INCLUSION - Getting Asked to Dance



*Verna Myers (diversity expert)

Who is Underrepresented in Radiology?

- Women
- Under Represented Groups in Medicine (URGM)



URGM Definition

- Racial and ethnic populations that are underrepresented in the medical profession relative to their numbers in the general population (AAMC)
- What about representation in medical school population vs the radiology residency population?



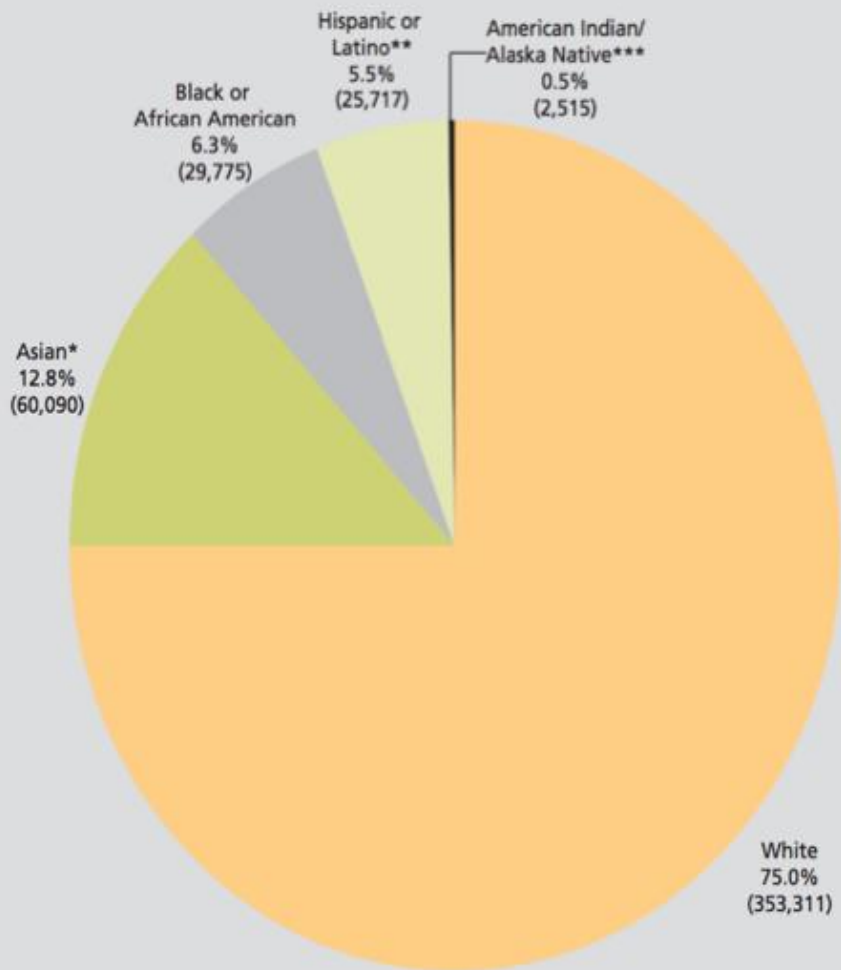
URGM

- African Americans
- Hispanics or Latinos
 - PR, Mexican, Central American
- American Indian/Alaskan native



**Representation of lesbian, gay, bisexual and transgender individuals in medicine as a whole is unknown, as is the proportional representation among specific specialties.

Figure 1: U.S. MD Physicians by Race and Ethnicity, 2008



Note: The data include U.S. medical school graduates from 1978 to 2008 only. N = 471,408.

*Asian includes Chinese, Filipino, Korean, Japanese, Vietnamese, Indian/Pakistani, and Other Asian.

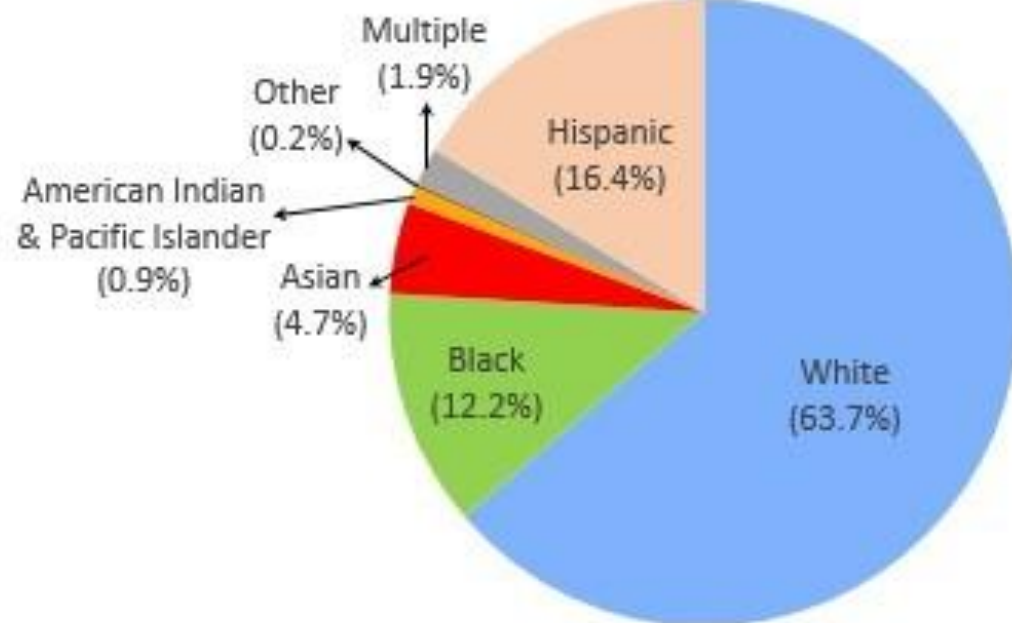
**Hispanic or Latino includes Mexican American, C'wealth Puerto Rican, Mainland Puerto Rican, and Other Hispanic.

*** From 1997 to 2000, the category "American Indian/Alaska Native" also included Native Hawaiian.

Prior to 1997 and since 2001, this category only includes American Indian/Alaska Native.

Source: AAMC Data warehouse: Minority Physician Database, AMA_Masterfile_R, App_Bio_R, as of 11/30/2009.

US Race and Ethnicity combined



Data Source: 2010 US Decennial Census

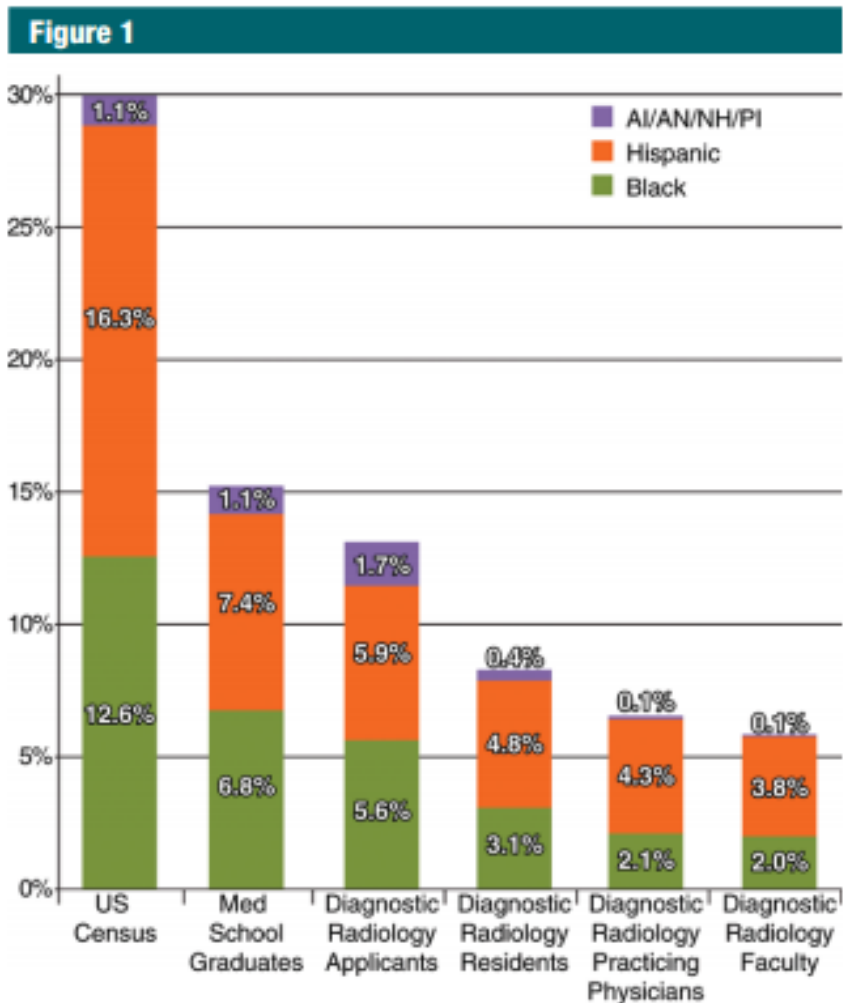
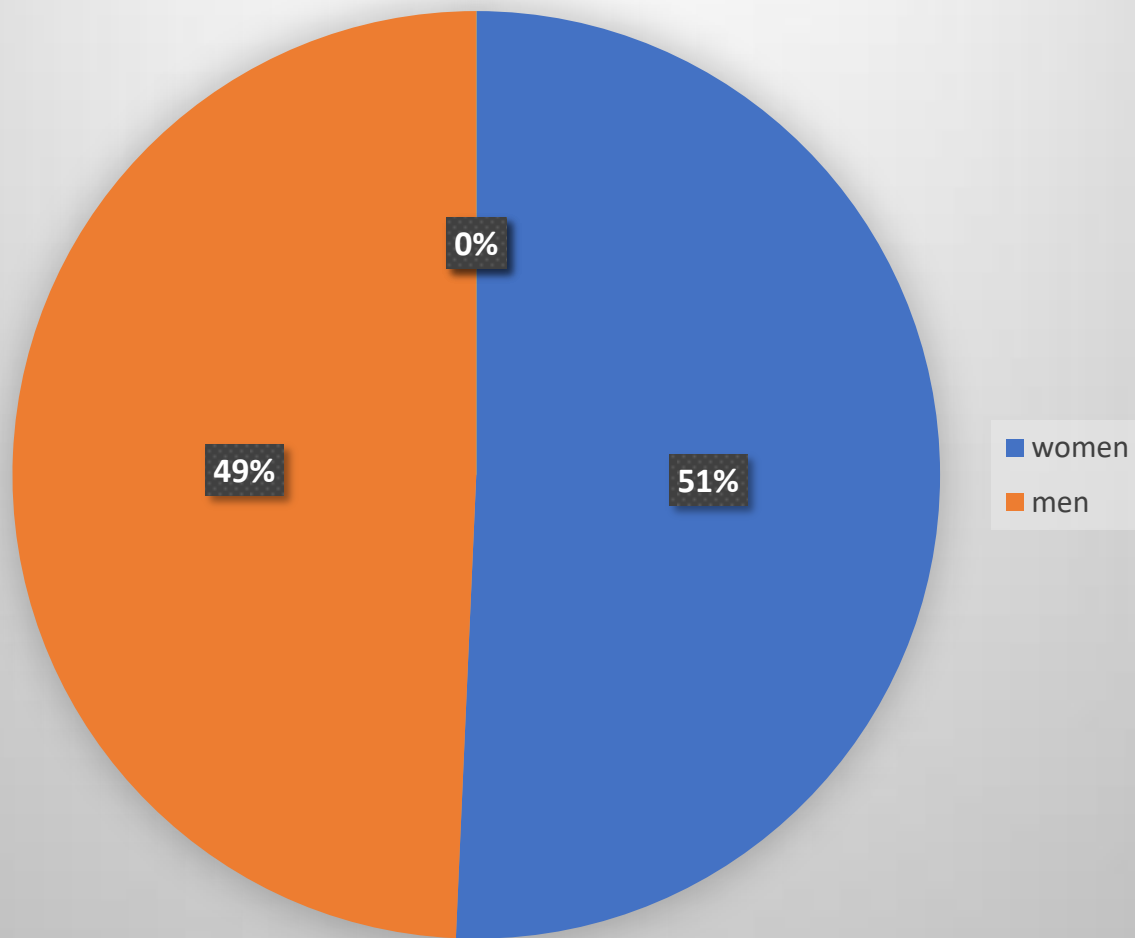


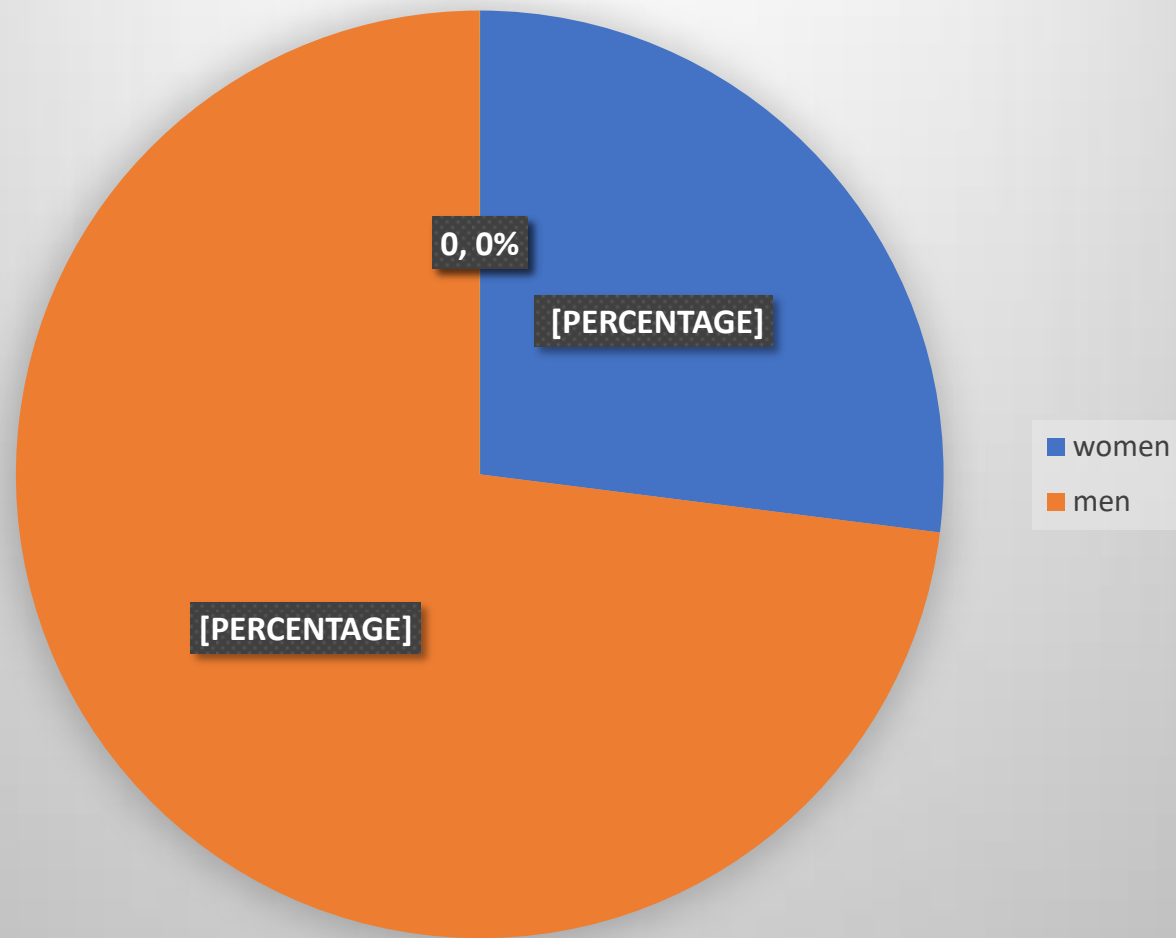
Figure 1: Distributions of URM groups in medicine for 2010 in order of descending representation of the U.S. population, U.S. medical school graduates, and diagnostic radiology residency applicants, residents, practicing physicians, and faculty. Non-URM category is not shown.

Chapman CH, et al. Current status of diversity by race, Hispanic ethnicity, and sex in diagnostic radiology. *Radiology*. 2014 Jan;270(1):232-40.

Percentage of Women in US Medical Schools 2017



Percentage of Women in US Radiology Residencies



****24% of practicing Radiology attendings are women****

Figure 3

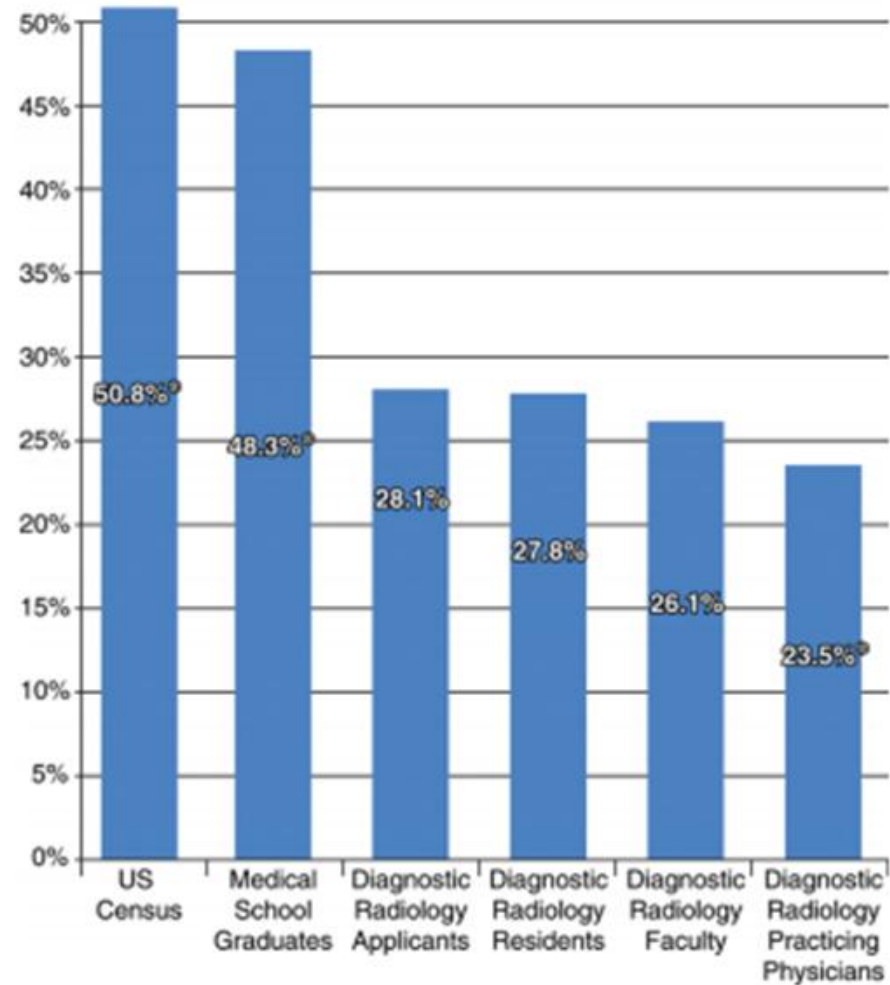


Figure 3: Distributions of female sex for 2010 in order of descending representation of the U.S. population, U.S. medical school graduates, and diagnostic radiology residency applicants, residents, faculty, and practicing physicians. * = indicates a significantly different proportion ($P < .001$) in comparison with diagnostic radiology residents; analyses were not performed for the "other" category. Data about race, ethnicity, and sex were from 2003–2004 through 2010–2011. Non-Hispanic and "other" categories were not shown.

Chapman CH, et al. Current status of diversity by race, Hispanic ethnicity, and sex in diagnostic radiology. *Radiology*. 2014 Jan;270(1):232-40.

Figure 4

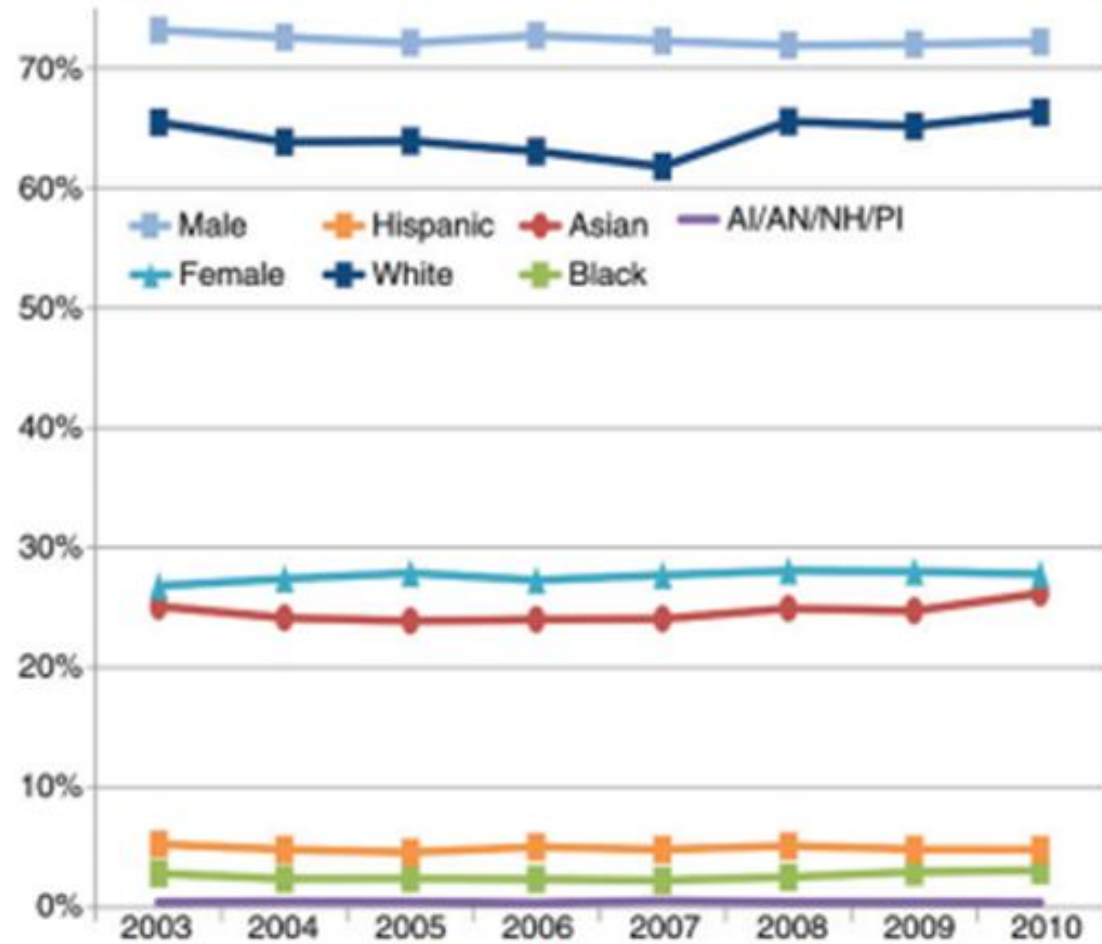
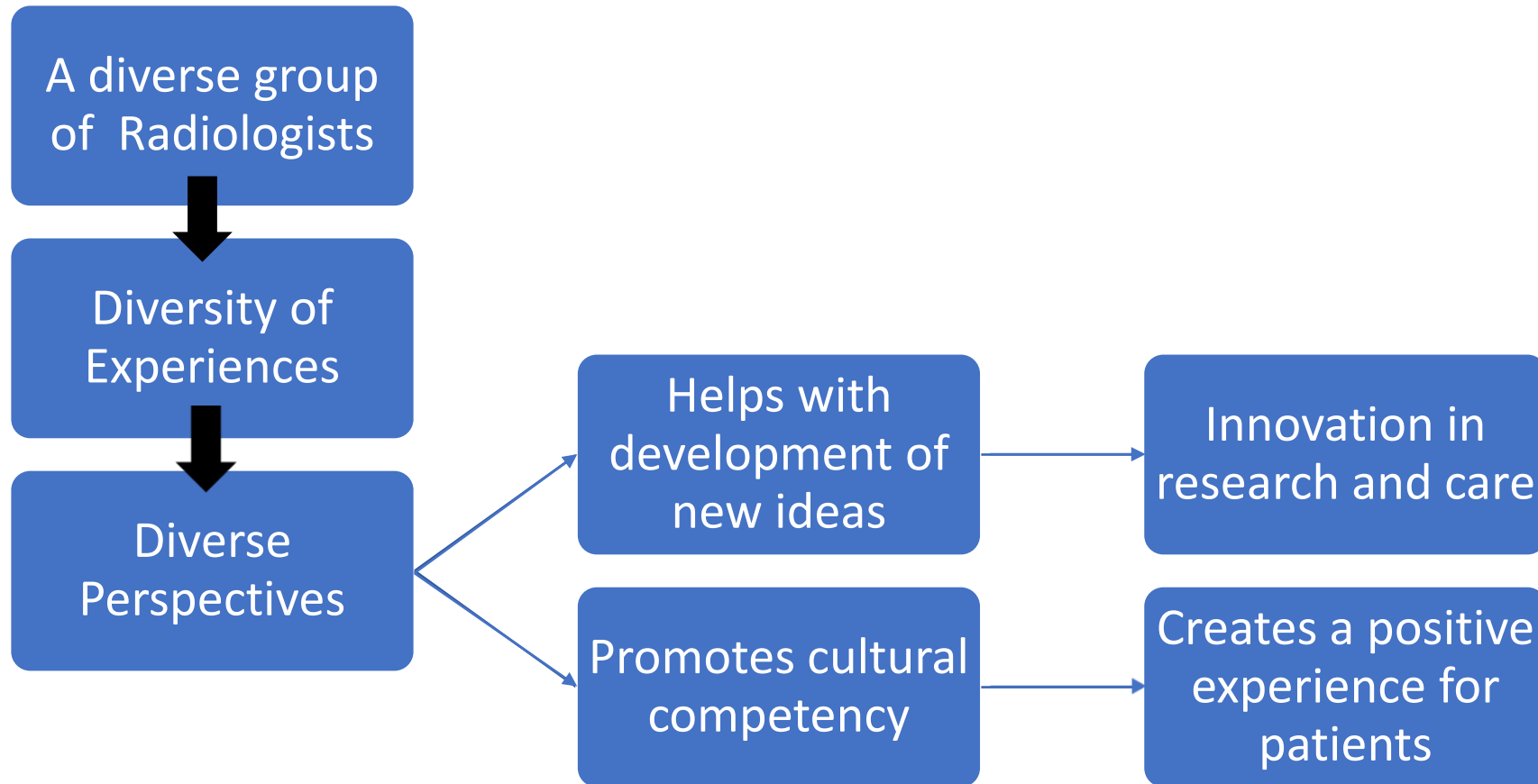


Figure 4: Diagnostic radiology residents by race, ethnicity, and sex from 2003–2004 through 2010–2011. Non-Hispanic and "other" categories are not shown.

Chapman CH, et al. Current status of diversity by race, Hispanic ethnicity, and sex in diagnostic radiology. *Radiology*. 2014 Jan;270(1):232-40.

Why is Diversity and Inclusion Important in Radiology Residency?



What are some of the biggest problems facing radiology departments?

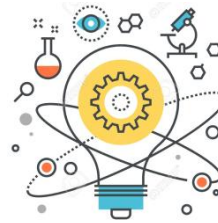
1. Patient satisfaction



2. Retaining excellent radiologists



3. Providing innovative care for patients



4. Doing innovative research



5. Making enough money to accomplish all of the above



DIVERSITY AND INCLUSION CAN HELP

Patient Satisfaction



When corporate boards include members with diverse backgrounds and experiences, they are **better able to recognize the needs and interests of different stakeholder groups**



Patients want to see doctors who are **“like them”**



Culturally competent doctors are better able to respect patients' values and habits, and **bridge gaps** in understanding their concerns



Diversity in health care providers helps **patients feel more included**

Diverse Organizations Retain Talent

Diverse companies
have lower
employee turnover
rates

Inclusion is
key for
retainment

More gender
equality in the
workplace has
been shown to
reduce
occurrences of
harassment

Employees of
diverse
companies
have increased
job satisfaction

Innovative Care and Research

Enhanced Decision Making:

diverse teams can leverage a greater variety of perspectives and are likely to consider information more thoroughly and accurately

Cognitive Diversity:

teams that include different viewpoints or thinking styles solve problems faster

Employees who feel included report higher levels of innovation and team citizenship

Diversity = Better Financial Performance

Diversity's dividend

What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?¹

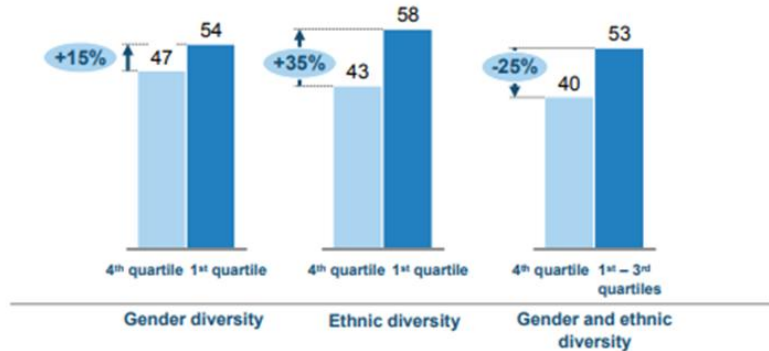


¹Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country.

Source: McKinsey analysis

How low gender and ethnic diversity correlates with poorer financial performance

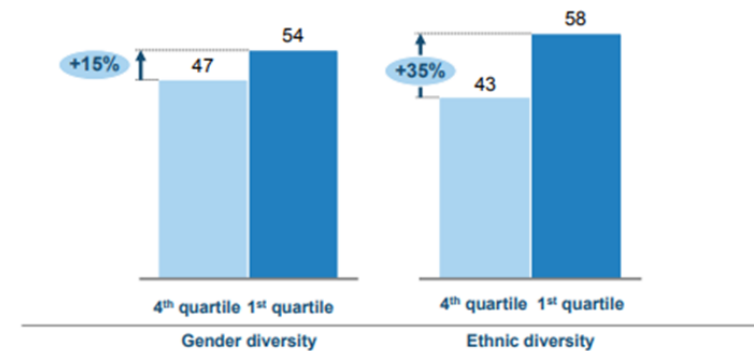
Likelihood of financial performance above national industry median, by diversity quartile %



SOURCE: McKinsey Diversity Database

How diversity correlates with better financial performance

Likelihood of financial performance above national industry median, by diversity quartile %



SOURCE: McKinsey Diversity Database

The reverse is also true, companies in the bottom quartile in both gender and ethnicity underperformed the other three quartiles (Exhibit 2).

Diversity and Financial Performance



- Companies with a **higher percentage of executive women** have a 34% higher total shareholder return than those without women in these roles
 - Companies with **the most women directors** outperform on return on invested capital by 26%
 - Companies with **at least 3 women on the board** had median gains in return equity 11% higher
- Organizations in the **top 25% for ethnic/cultural diversity** were more likely to achieve above-average profitability
 - 33% for diverse executive teams and 43% for diverse boards
- McKinsey & Company's study found that organizations in the top 25% when it comes to **gender diversity among executive leadership teams** were more likely to outperform on profitability (21%) and value creation (27%)
- Organizations ranked highly on Fortune's World's Most Admired Companies list have **twice as many women in senior management** than lower ranking companies

Conclusions



- Diversity and inclusion is a key component to a successful radiology department
- Diverse physicians help keep a diverse group of patients satisfied with their care
- Diversity increases physician job satisfaction and physician retainment
- Diversity helps with decision making and team work leading to innovate care and research
- Diversity of ideas leads to more financial success

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