

# **Implementation of Review-Based Guidelines (RBG) and Toolkit for Equitable Leadership Opportunities**

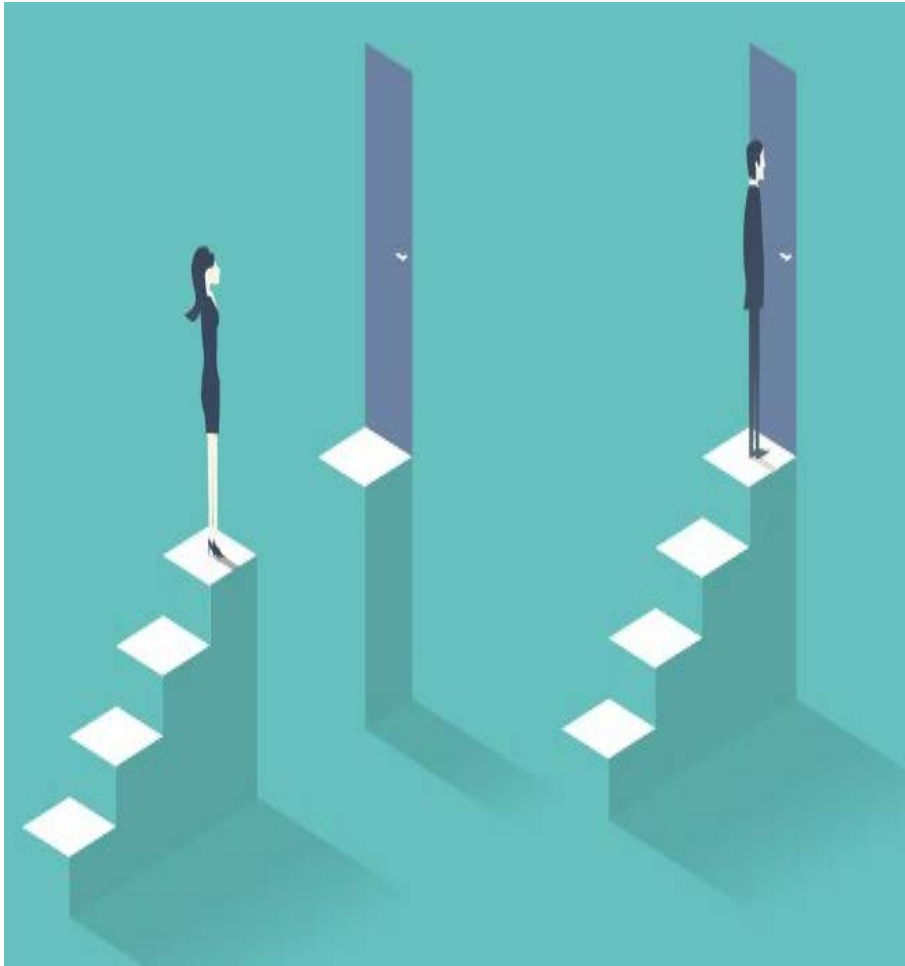
Megan Bair-Merritt, MD, MSCE

Professor of Pediatrics

Chair, Women's Leadership, Boston University Medical Group

Director, Center for the Urban Child and Healthy Family

# Goal and Approach



**Overall goal:** Enhance the diversity of faculty in Pediatrics leadership positions

**Approach:** Implementing the “RBG”-- transparent structures and processes for announcing leadership positions, conducting searches, interviewing and evaluating candidates.

# Gender Bias and Inequities Persist: History

- Percent of women in medical school has increased over time:
  - 1972: 10% of medical students were women
  - 1980: 30% of medical students were women
  - 1990: 39% of medical students were women
  - **2000: 46% of medical students were women**
  - 2019: Female >> male medical students
- Despite this increase, significant disparities persist

# Gender Distribution of Pediatric Chairs

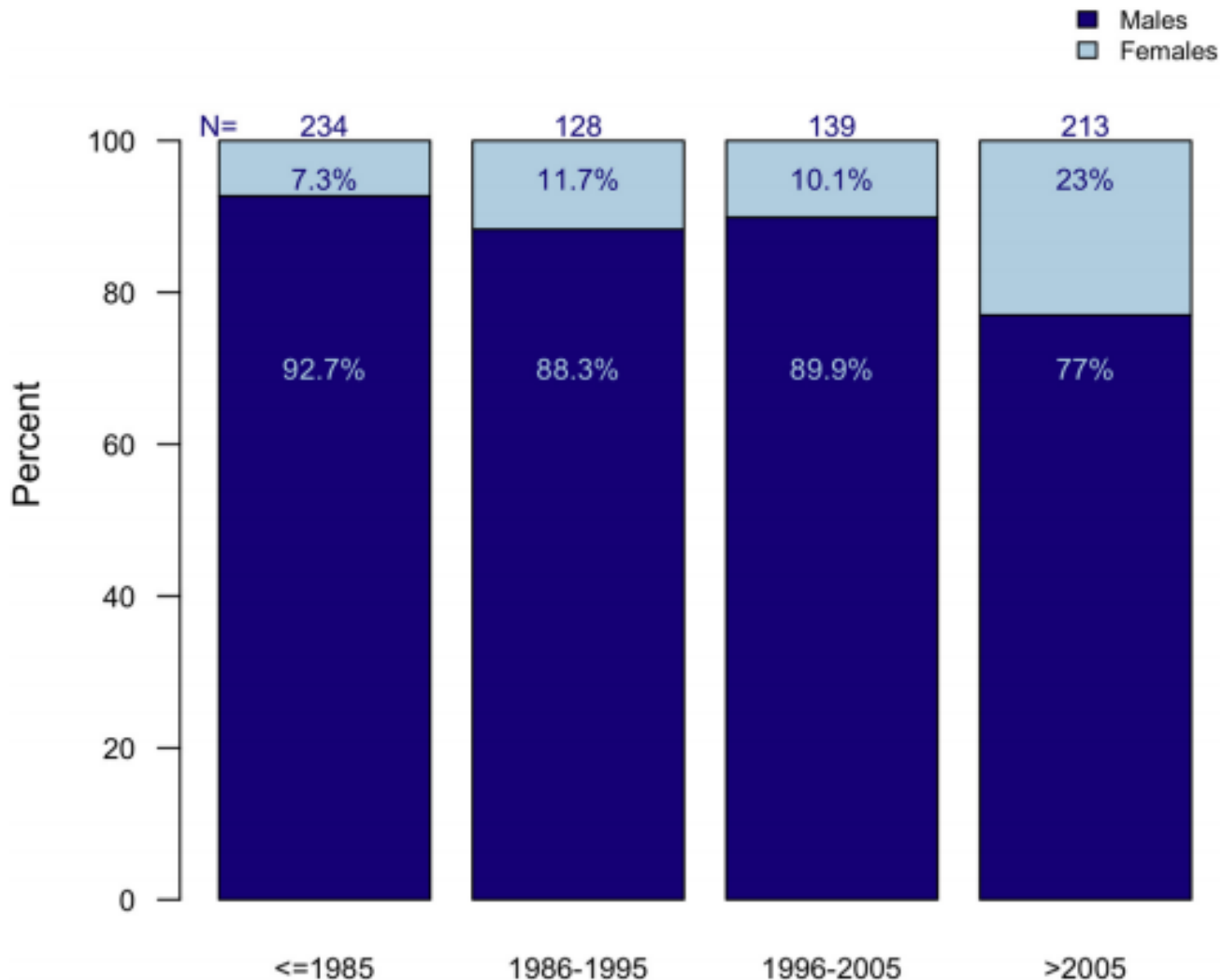


Figure 1. Sex distribution over time.

# Equity Benefits Everyone: Diverse Teams Perform Better

- Multidimensional diversity= experience *and* gender, racial/ethnic diversity, etc
- Diverse teams have better outcomes
  - ✓ Analysis of 2400 companies showed that those  $\geq 1$  female board member had higher net income growth
  - ✓ Multiple studies show more factual decision making
  - ✓ More innovative and creative



# Work to Date

- I serve as Chair of Women's Leadership for the hospital
- Conducted comprehensive investigation of (1) the peer-reviewed literature; (2) the grey literature; (3) peer institutions
- Created a **review-based guideline and toolkit for the equitable assignment of leadership opportunities**

BOSTON UNIVERSITY MEDICAL GROUP  
OFFICE OF EQUITY, VITALITY, AND INCLUSION

Review-Based Guidelines and Toolkit for  
Equitable Leadership Opportunities



# ROADMAP FOR CREATING EQUITABLE OPPORTUNITIES FOR PROFESSIONAL ADVANCEMENT + GROWTH



## STEP 1: BUILD YOUR BENCH

- ✓ Check your data
- ✓ Document the opportunities
- ✓ Encourage professional development
- ✓ Mentor and sponsor



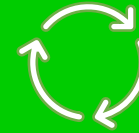
## STEP 2: LAY AN EQUITABLE FOUNDATION

- ✓ Standing leadership search committee
- ✓ Bias training



## STEP 3: CONDUCT OPEN CALLS

- ✓ Outreach
- ✓ Distribute job description, standardize interview questions and create clear evaluation criteria
- ✓ Manage biases
- ✓ Communicate



## STEP 4: FOLLOW-UP, FEEDBACK AND CONTINUOUS LEARNING

- ✓ Make it a learning experience
- ✓ Consistent procedures



# Benefits to Department

- Early adopter and leader across the hospital
- Faculty support for leadership efforts to support equity
- Eventual better representation of gender and racial/ethnic diversity across faculty leadership roles
- Prioritize faculty development opportunities including sponsorship



# Implementation & Challenges

- Coordination between Office of Equity, Vitality and Inclusion and team from Pediatrics
  - ✓ Department Chair and senior administrators
  - ✓ Establishment of a “standing leadership search committee” (time and people-power)
- Body of work that is time-consuming, and processes that at the start move slower
- Distribution of decision-making
- No other costs or equipment

# Suggestions?