

Fostering Equity and Inclusion in the Midst of Twin Pandemics

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Disclosures



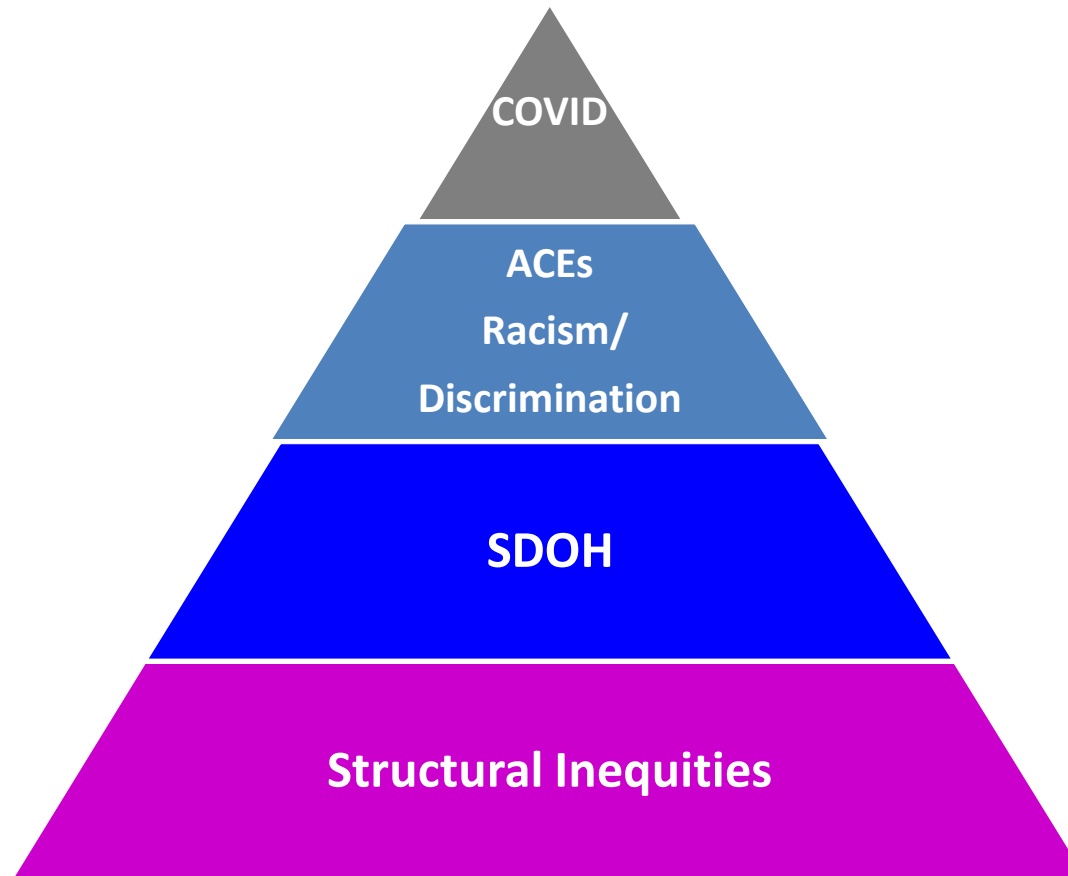
- I have no financial disclosures or conflicts of interest
- I will disclose that I come to this conversation as a....
 - Black Woman
 - Daughter of Guyanese and Nigerian Immigrants
 - Cis-woman with pronouns she/her/hers
 - Wife of a Black Man
 - Auntie to many children
 - Woman of Faith (Ordained Deacon)
 - The First, the Only and Different (“F. O.D.”) in many contexts

February 2020 - March 2021

What Happened During the Dash?



COVID Compounds Already Existing Effects of Structural Inequities



Implicit Bias in Pediatrics: An Emerging Focus in Health Equity Research

Jean L. Raphael, MD, MPH,^{a,b} Suzette O. Oyeku, MD, MPH^c

“To truly address implicit bias in pediatrics, we must approach solutions with an understanding that it is not about how individuals feel but how they process information, which can impact clinical decision making and consequently health outcomes.”

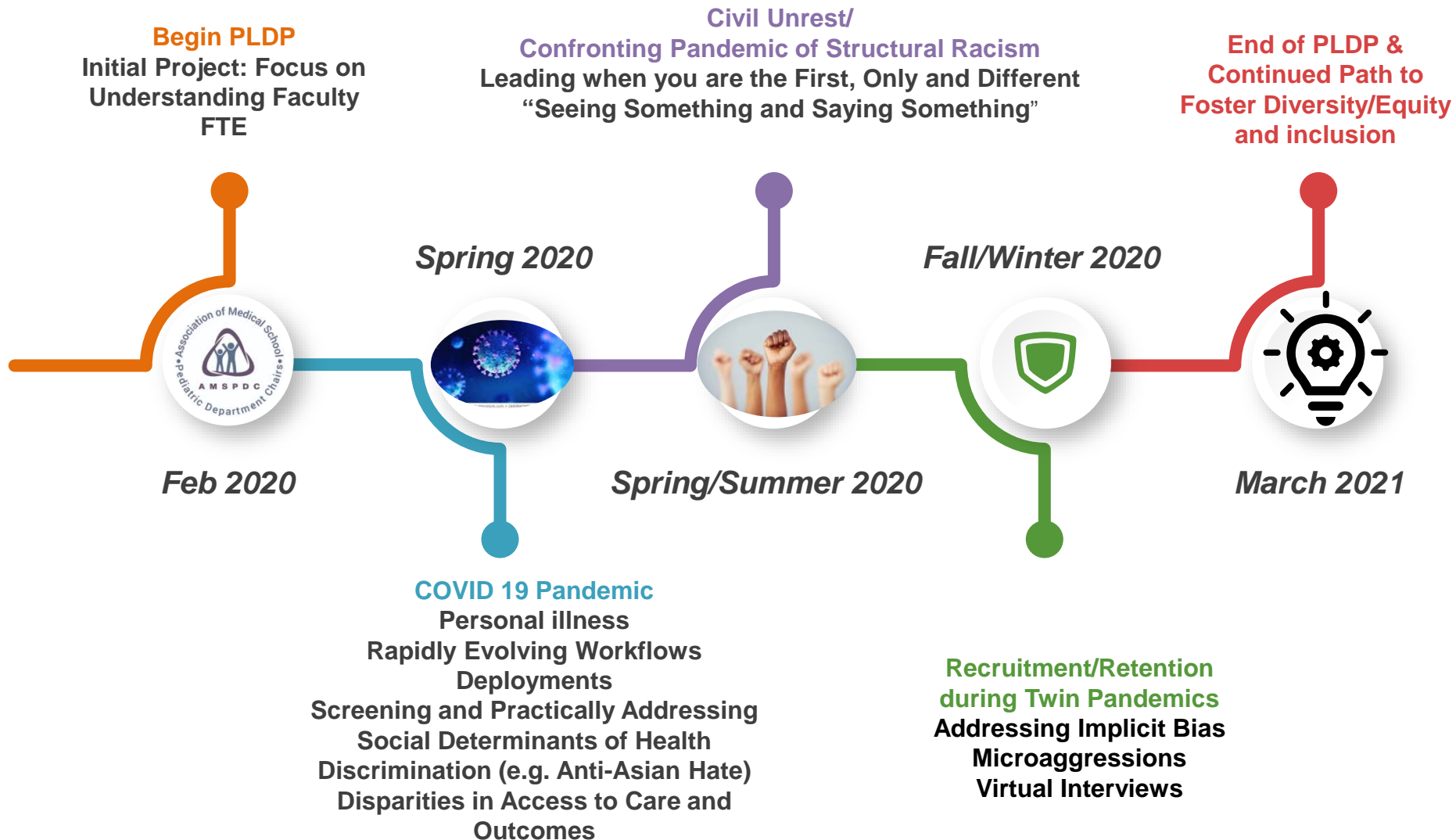


<https://pediatrics.aappublications.org/content/pediatrics/146/3/e2020009639.full.pdf>



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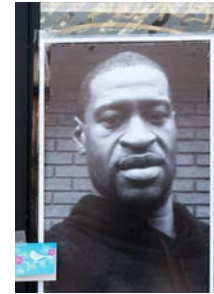
“9 Minutes....& I Can’t Breath.. Again ”



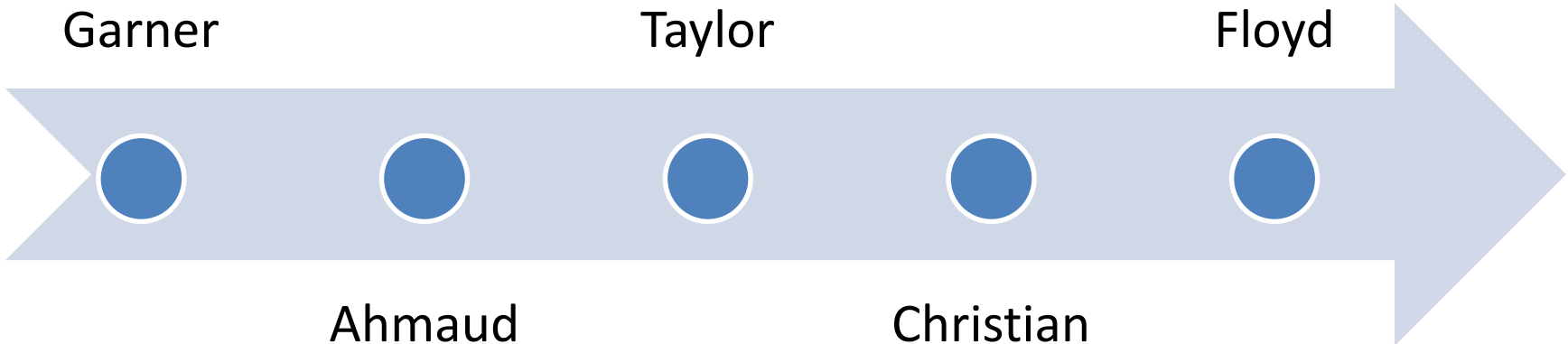
Eric
Garner



Breonna
Taylor



George
Floyd



Ahmaud
Arbery



Christian
Cooper



2014

2021

There are so many
more names

After George Floyd's Death, I Overheard...

- “I’m not sure what to say.”
- “I’m still processing.”
- “I don’t want to say the wrong thing.”
- “I don’t want to be offensive.”
- “It’s too much.”

Framework for Taking Meaningful Action Against Racism

- **Avoid Missteps**
 - Keeping silent
 - Avoid taking reflections as a personal attack
 - Diversity within groups should be recognized
- **Acknowledge**
 - *Do* the research to fully understand events, using data from reliable sources.
 - *Do* seek out support from your human resources team or Office of Diversity Enhancement/Associate Dean of Diversity & Inclusion.
 - *Do not solely* rely on your faculty or staff from communities or color to champion health equity.

Framework for Taking Meaningful Action Against Racism

- **Affirm**
 - *Create* the space for employees to share
 - *Create* opportunities for growth, development & professional advancement
- **Act**
 - What can you and/or your theme do this month to promote diversity, equity, inclusion and justice?

<https://hbr.org/2020/06/u-s-businesses-must-take-meaningful-action-against-racism>

PEDIATRICS' PERSPECTIVES

The Death of George Floyd: Bending the Arc of History Toward Justice for Generations of Children

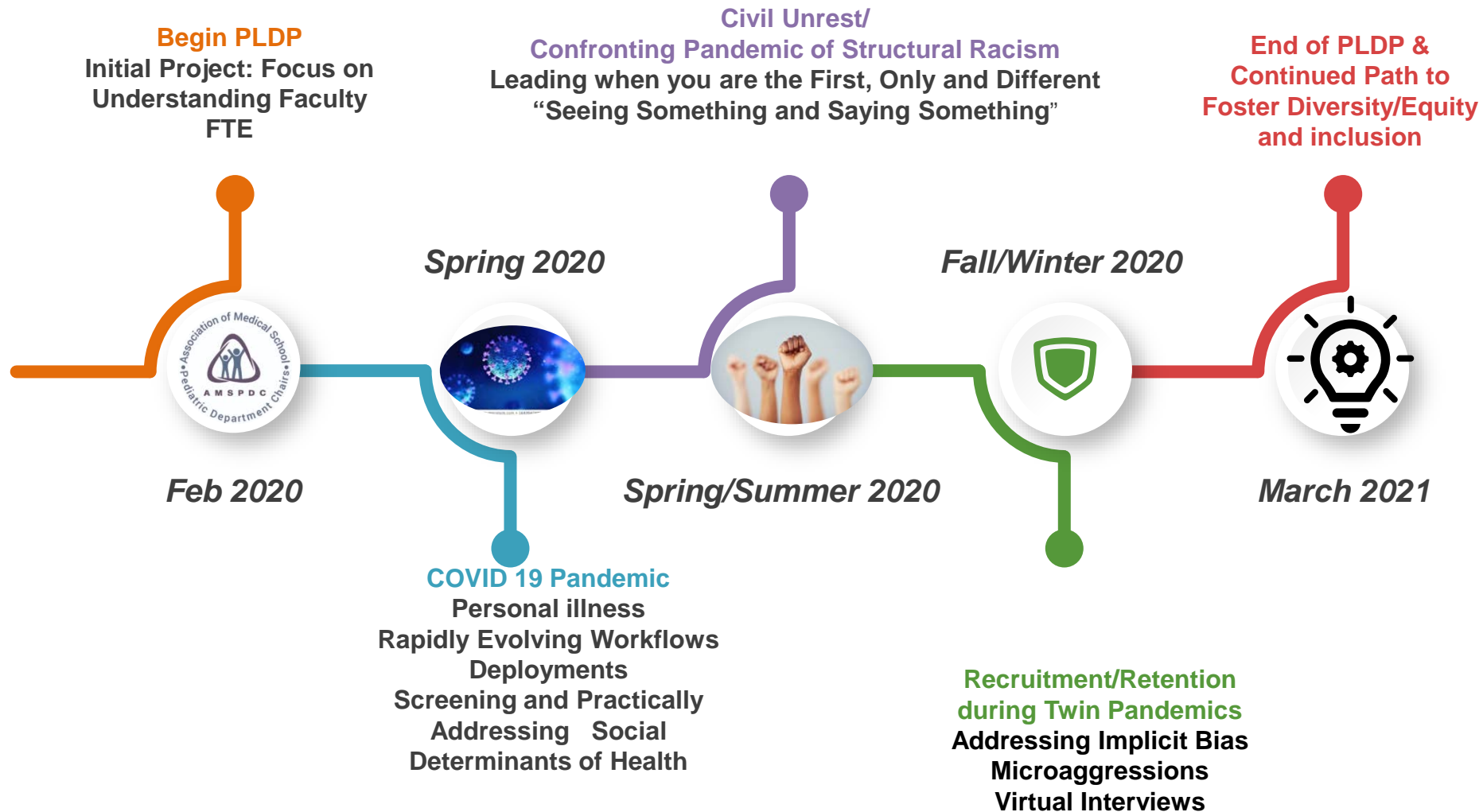
Benard P. Dreyer, MD, FAAP,^a Maria Trent, MD, MPH, FAAP,^b Ashaunta T. Anderson, MD, FAAP,^c George L. Askew, MD, FAAP,^d Rhea Boyd, MD, MPH, FAAP,^e Tumaini R. Coker, MD, MBA, FAAP,^f Tamera Coyne-Beasley, MD, MPH, FAAP, FSAHM,^g Elena Fuentes-Afflick, MD, MPH, FAAP,^h Tiffani Johnson, MD, FAAP,ⁱ Fernando Mendoza, MD, FAAP,^j Diana Montoya-Williams, MD, FAAP,^k Suzette O. Oyeku, MD, MPH, FAAP,^k Patricia Poitevien, MD, MSc, FAAP,^l Adiaha A. I. Spinks-Franklin, MD, MPH, FAAP,^m Olivia W. Thomas, MD, FAAP,ⁿ Leslie Walker-Harding, MD, FAAP,^f Earnestine Willis, MD, FAAP,^o Joseph L. Wright, MD, MPH, FAAP,^p Stephen Berman, MD, FAAP,^q Jay Berkelhamer, MD, FAAP,^{r,s} Renee R. Jenkins, MD, FAAP,^t Colleen Kraft, MD, MBA, FAAP,^u Judith Palfrey, MD, FAAP,^v James M. Perrin, MD, FAAP,^w Fernando Stein, MD, FAAP, FCCM^m

“We are pediatricians, and as such, there are many important problems related to racism that are in our bailiwick, our zone of expertise and comfort: bias in the provision of care to Black children and families; structural racism and bias in medical schools and health care ; the preschool to prison “pipeline”; the mass incarceration of youth of color as well as the parents of children of color; discrimination against Black, Native American, and Latinx families in housing, education, and employment; the microaggressions suffered by individuals of color in the performance of daily life activities; and the criminalization and detention of immigrant families at the border and the harassment of and denial of benefits to these families in our cities and states.”



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What Happened During the Dash?





Invited Commentary | Medical Education

Addressing Microaggressions in the Health Care Workforce— A Path Toward Achieving Equity and Inclusion

Rhonda G. Acholonu, MD; Suzette O. Oyeku, MD, MPH



Addressing Microaggressions in the Health Care Workforce

jamanetwork.com • 6 min read

Key Messages

- Leaders of academic medical centers must recognize the microaggressions and subtle indignities that affect their workforce's daily lives, which are currently magnified by their personal lived experiences
- To achieve a diverse and inclusive workforce, organizations need
 - leadership accountability
 - committed resources
 - an evidence-based, data-driven, and transparent approach to evaluation and reporting

Why should this matter to you?

- We are still amid a global pandemic that has disproportionately impacted communities of color and immigrant communities
- Current events have highlighted the historical impact of structural racism, bias, and discrimination on people of color in the United States
- We are all fatigued AND your trainees, faculty and staff of color are experiencing another/different level of stress due to repeated microaggressions

Why should this matter to you?



Organizational climate impacts recruitment and retention



Diverse and inclusive teams foster creativity and innovation



Different recruitment approaches needed:

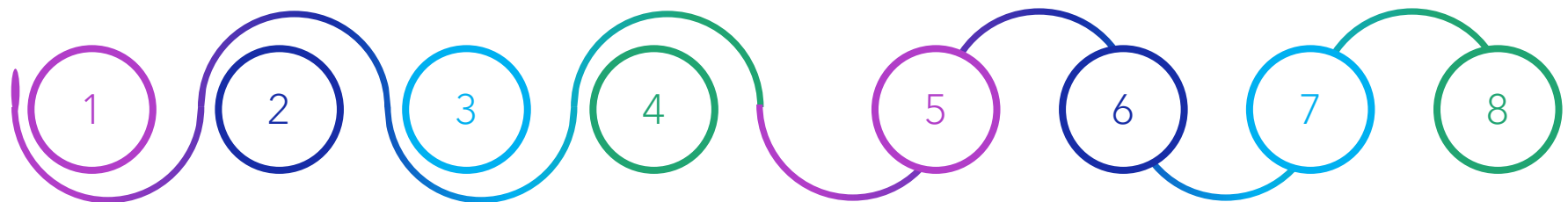
Residents

Fellows

Faculty

Staff

APPROACH FOR RECRUITING DIVERSE AND INCLUSIVE FACULTY AND STAFF



Launch Recruitment

- Identify recruitment committee
- Seek diverse and inclusive participants
- Race/ethnicity, gender, specialty, roles
- Marketing materials to foster DEI

Understanding Implicit Bias Unconscious bias

- Implicit Association Test
- AAMC video about unconscious bias in searches
- Reviewing defining principles for search

Defining Excellence

- Review job descriptions
- Discuss what excellence would look like in a candidate
- Shared criteria

Identifying Candidates

- Going beyond personal networks
- Outreach to diverse communities/ list serves
- Have diversity champion for committee
- Consider secondary review for triaged candidates

The Interview

- Use of standard questions
- Panel or group interviews
- Virtual interviews
- Technical considerations

Narrowing candidate list

- Standard evaluation form
- Reviewing description of excellence

Negotiations

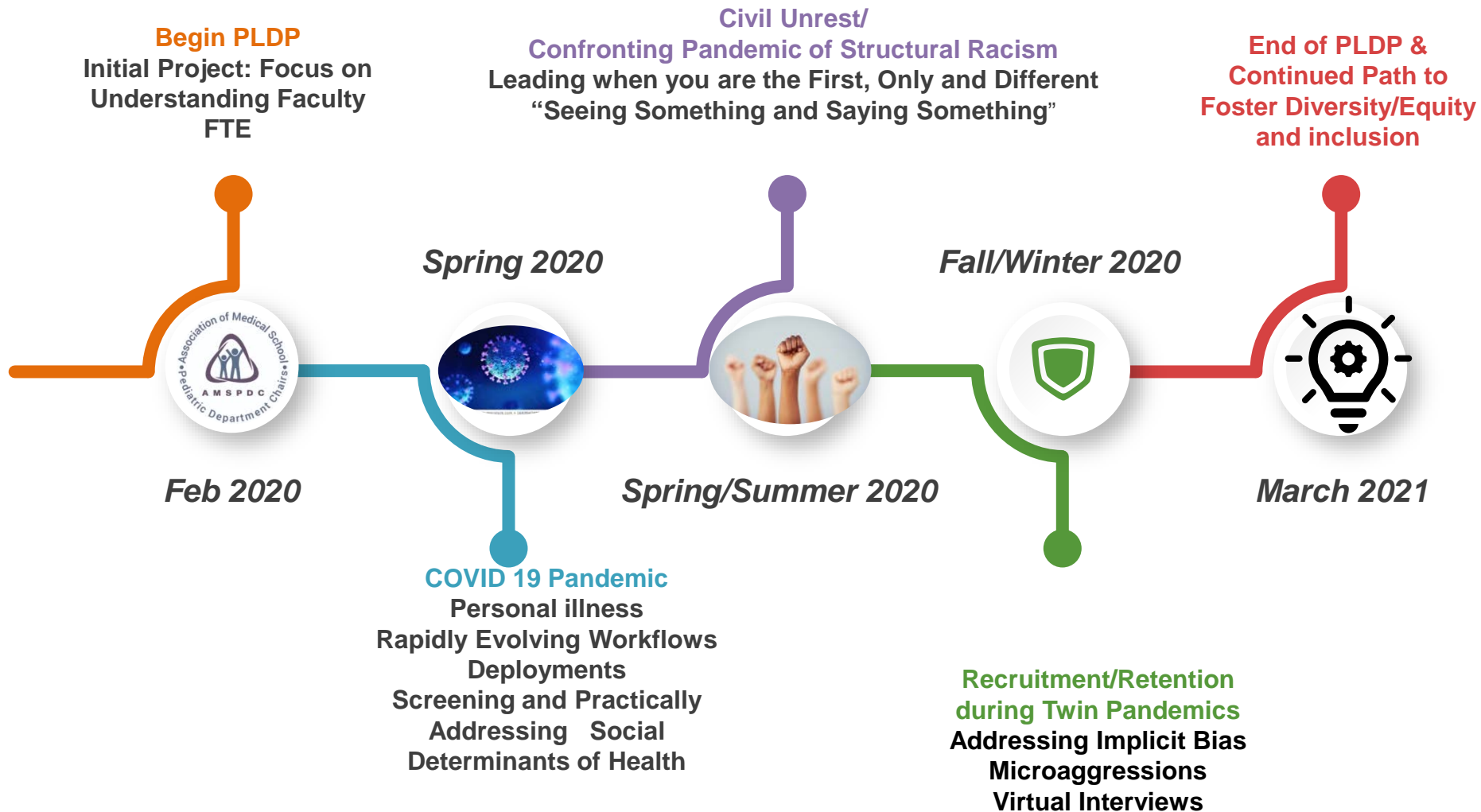
- Leverage existing benchmarks to ensure equity in compensation and "start up packages"
- Transparency
- Consistency
- Offer candidates similar benefits of employment
- Track your data

Offer Acceptance

- Follow up or close the loop with candidates that you did not select
- Share feedback if possible
- Debrief with committee successes, opportunities for improvement

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What Happened During the Dash?



What Else Happened During the “Dash”?

1

Retention

Incorporating DEI questions in annual review

Faculty Development Sessions

Convening Safe Spaces for Trainees/Faculty

2

Clinical

Screening for ACES/Mental Health needs

Screening for Social Determinants of health

Connecting to community resources/
Providing Infant survival kits

3

Education

Incorporating Equity lens to continuity clinic curriculum

Offering diverse/inclusive books through Reach Out & Read

Teaching learners about implicit bias/unconscious bias/perceived discrimination

4

Research

Understanding contextual factors associated with SDH and

following up with referrals

Modifying recruitment approaches

5

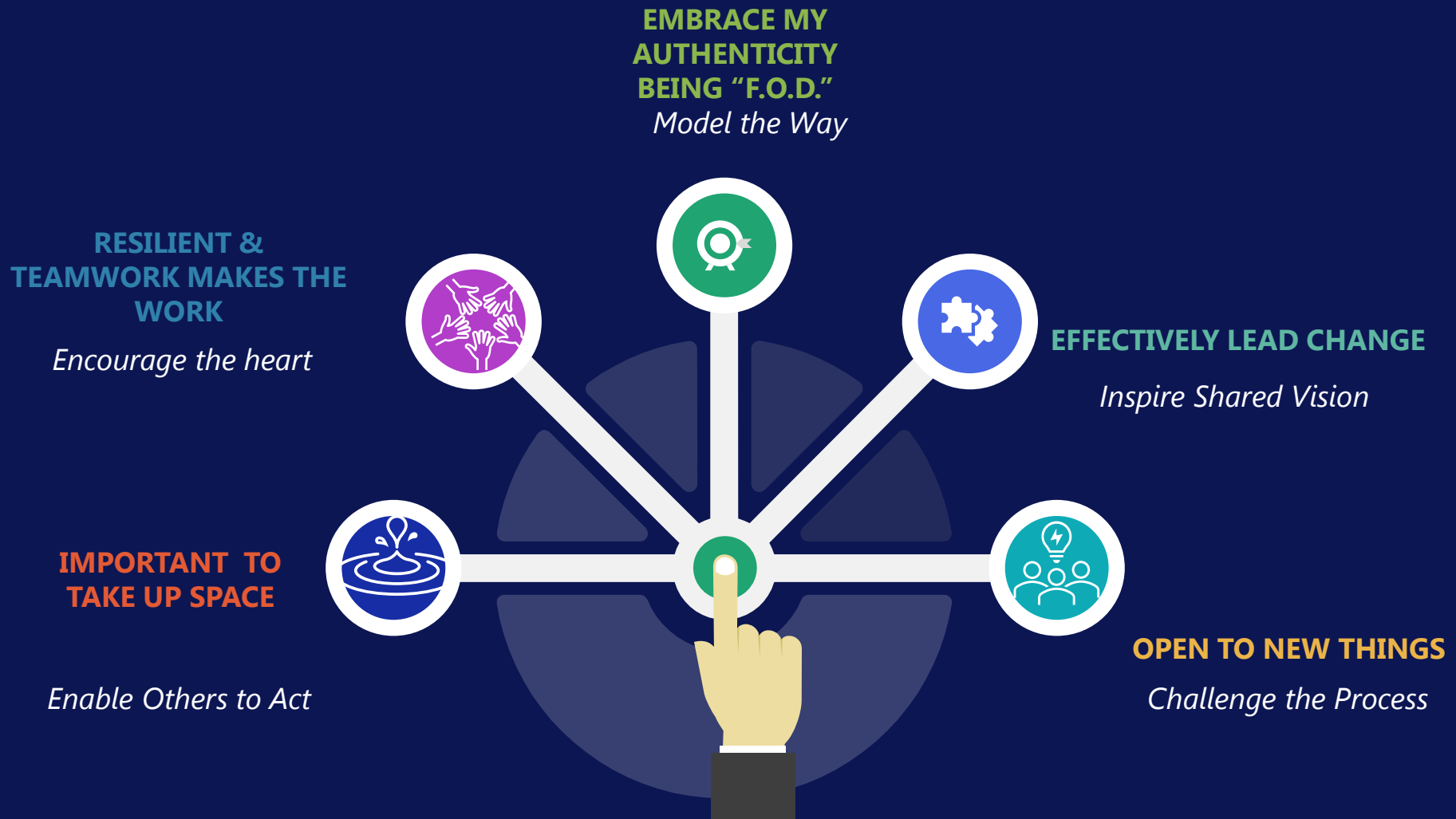
Community Engagement

Virtual Read along series to foster literacy

Community forums about mental health in children

Community education/Media about COVID19 and vaccine hesitancy

WHAT DID I LEARN IN THIS PAST YEAR?



Thank you

- Michael D. Cabana, MD, MPH
- AMSPDC PLDP
- Catherine Manno, MD
- Abigail Blake
- My PLDP Cohort (Samir, Brad, Yatin, Roberta)
- Loretta Cordova de Ortega, MD
- Jean Raphael, MD, MPH
- Rhonda Acholonu, MD
- Division of Academic General Pediatrics, CHAM

Questions?



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