

Power concedes nothing without a demand. It never did and it never will. Find out just what any people will quietly submit to and you have found out the exact measure of injustice and wrong which will be imposed upon them, and these will continue till they are resisted with either words or blows, or with both. The limits of tyrants are prescribed by the endurance of those whom they oppress.

Frederick Douglass, West India Emancipation Speech, Aug 3, 1857

WHAT ARE WE DOING

DEI=B

DIVERSITY, EQUITY, INCLUSION =BELONGING

Rekha Chandrabose, MD
August 13, 2023

What's the ROI?

In 2020, the global market for DEI—that is, dollars spent by companies on DEI-related efforts such as employee resource groups (ERGs)—was estimated at \$7.5 billion and is projected to more than double to \$15.4 billion by 2026. Jan 13, 2023



McKinsey & Company

<https://www.mckinsey.com> › featured-insights › diversity... ⋮

Diversity, Equity and Inclusion Lighthouses 2023 - McKinsey



BBC

<https://www.bbc.com/news/health-67411111>

ing Work?

... training can
... ment...



The Atlantic

[https://www.theatlantic.com/archive/2023/01/div...](https://www.theatlantic.com/archive/2023/01/diversity-workshops/)

The Paradox of Diversity Trainings

Jan 18, 2023 — While its advocates claim that “**diversity workshops can foster better intergroup relations, improve the retention of minority employees, close ...**

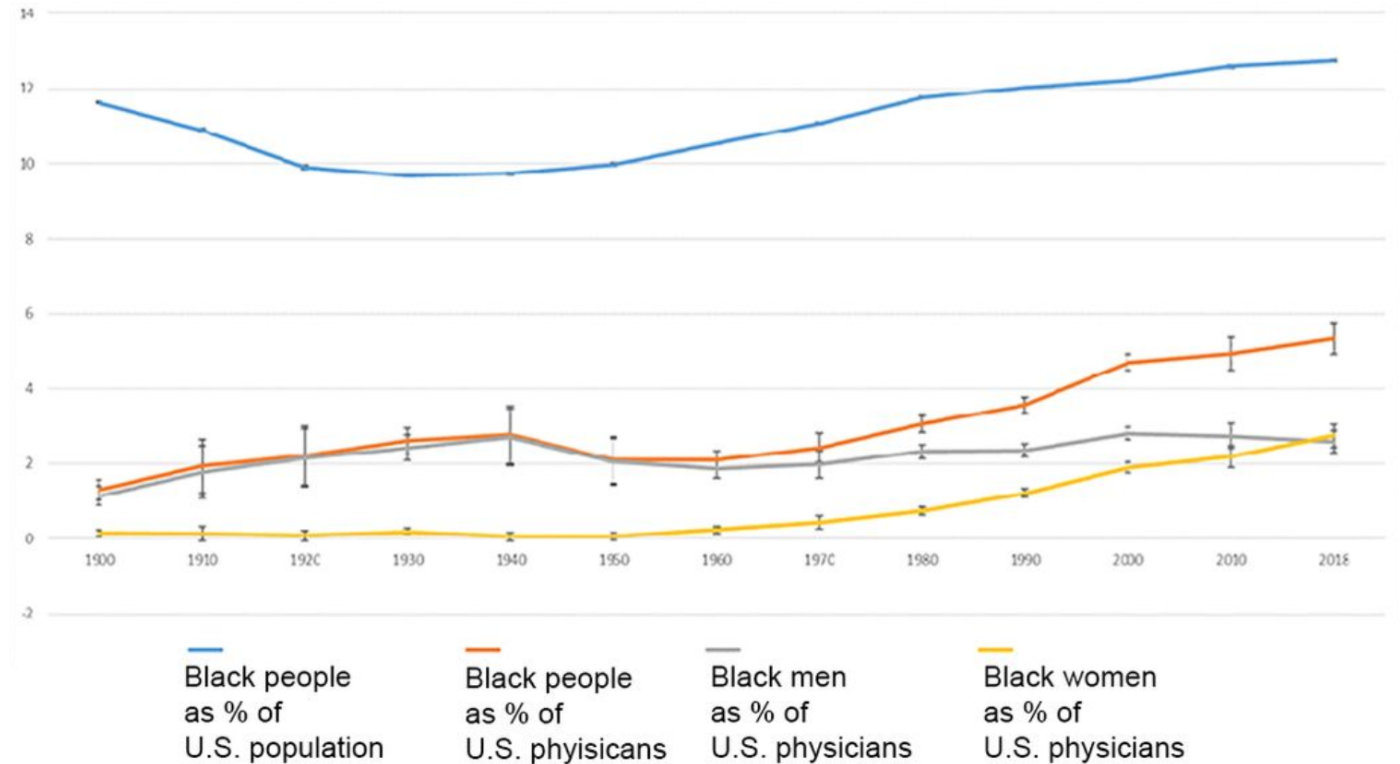
without creating

a backlash.

... day or two, and a number of studies

HEALTH + BEHAVIOR

Proportion of Black physicians in U.S. has changed little in 120 years, UCLA research finds



Racial Breakdown of US Population and Practicing Physicians

Race	General Population	Physicians	Anesthesiologists
White, non-Hispanic	59.3%	56.2%	62.1%
Black	13.6%	5.0%	4.6%
Hispanic	18.9%	5.8%	5.0%
Asian	6.1%	17.1%	15.6%
Native American	1.3%	0.3%	0.3%

Global Health Anesthesia (M Prin, Section Editor) | [Published: 01 December 2022](#)

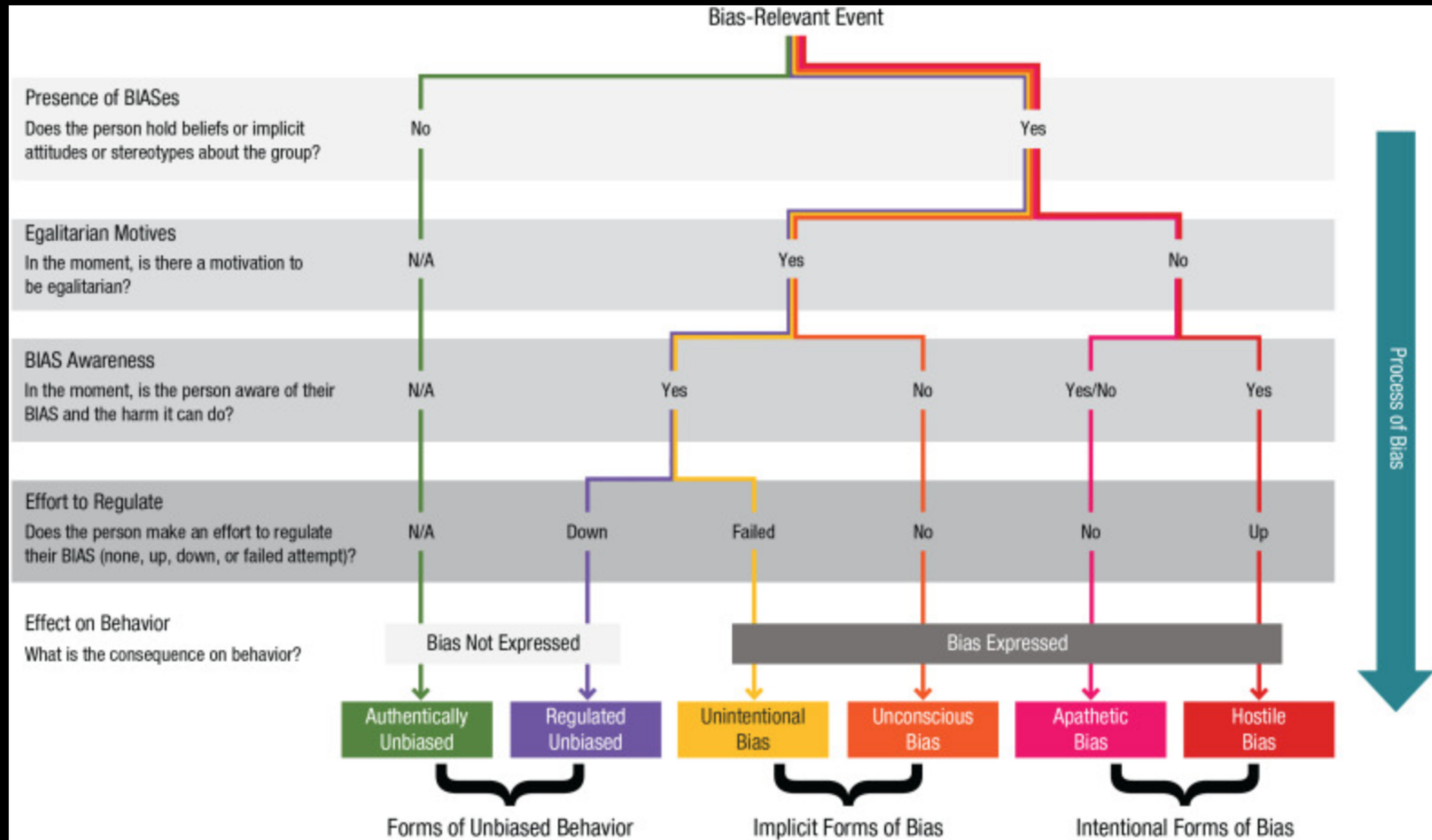
Understanding Racism in Anesthesia Care

[Rafael Ortega](#) ✉, [Ananya Vasudevan](#), [Allan G. Sosa-Ebert](#), [Luis F. Rendon](#) & [Joseph A. Cannella](#)

EFFECTS OF RACISM ON ANESTHESIOLOGY

- PHYSICIAN WORKFORCE
- PAIN
- OB

- most DEI trainings adopt **information deficit model approaches** which assume recipients lack key information, and then try to correct that deficiency





What about Results

- Only about 10% of training programs gave attendees strategies for reducing bias.
- Imagine learning about the pathophysiology of diabetes, but never being told what drugs are on the market
- Or teaching airway management by teaching anatomy but never having access to an LMA, glide, or fiber.

What has Worked?

- Patricia Devine of the University of Wisconsin and her colleagues have developed a program called “prejudice habit breaking.”
- Like conventional UB training
 - it teaches what implicit bias is,
 - how it’s measured, and
 - how it harms women and people of color

What Has Worked

- After being educated, participants take the Implicit Association Test
- Next, though, they are taught how to overcome bias through a combination of strategies

<https://hbr.org/2021/09/unconscious-bias-training-that-works>

WHAT HAS WORKED

- After learning about each strategy, participants are asked to come up with examples of how they could use it in their own lives.
- They are taught that the strategies reinforce one another, and that the more they're practiced the more effective they will be.

Cognitive Behavioral Changes and DEI

> [Manag Decis.](#) 2023 Apr 17;61(4):1038-1061. doi: 10.1108/md-06-2021-0839. Epub 2022 Sep 5.

Developing scientifically validated bias and diversity trainings that work: empowering agents of change to reduce bias, create inclusion, and promote equity

[William Taylor Laimaka Cox](#) ¹ ²

Affiliations + expand

PMID: 37090785 PMCID: [PMC10120861](#) DOI: [10.1108/md-06-2021-0839](#)

Free PMC article

- These are “empowerment-based” approaches to bias–habit breaking

Bias-Habit Breaking via Cognitive Behavioral Change

Tacit assumption
that bias occurs
due a passive lack
of information

Habits, however,
are maintained by
interacting, active
forces for inertia

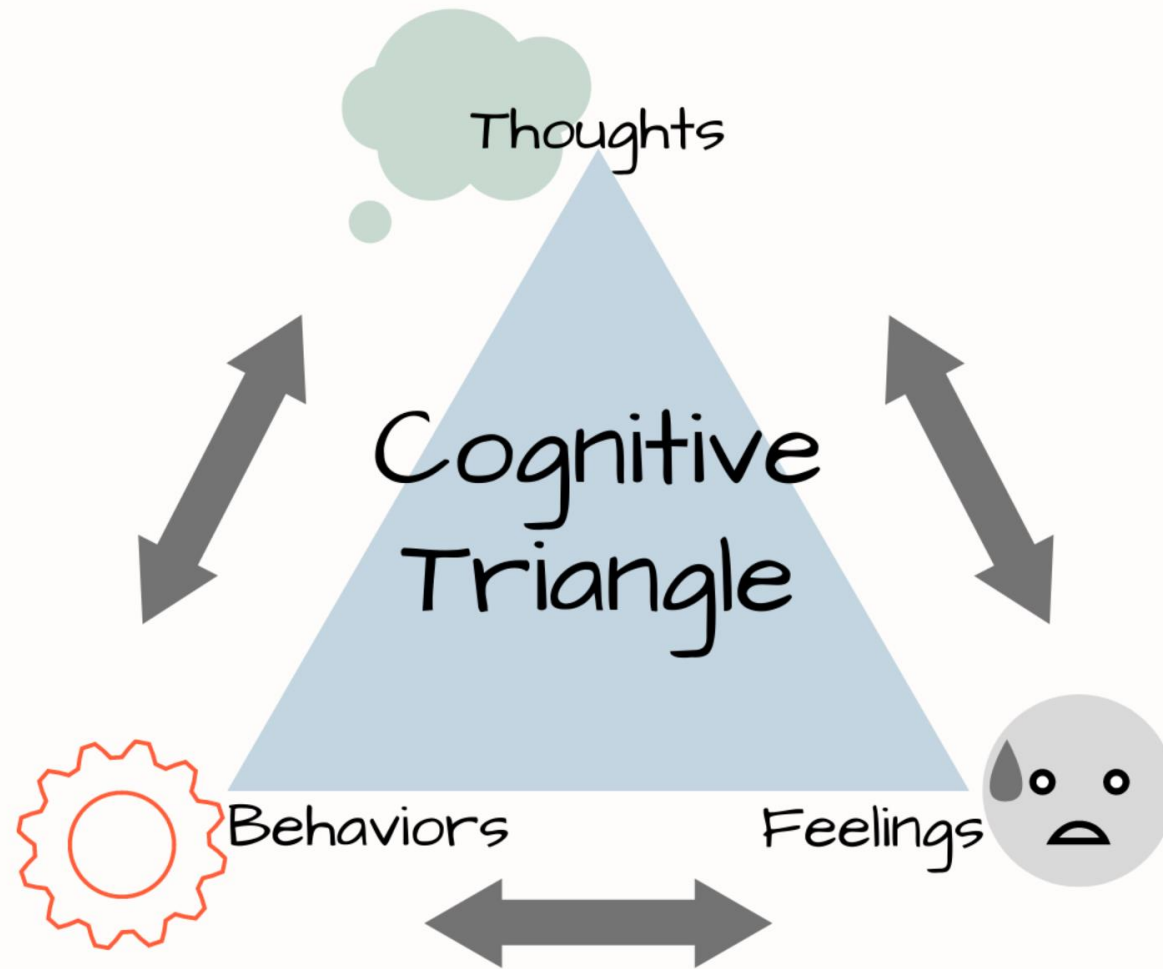


EMPOWERMENT- BASED APPROACHES

RESPECT PEOPLE'S **AUTONOMY** AND
EQUIP THEM TO BE EFFECTIVE,
SELF-MOTIVATED AGENTS OF
CHANGE WITHIN THEMSELVES AND
WITHIN THEIR INSTITUTIONS.

UCSD MODEL

- 8 Classes per year per class
- Cognitive behavioral change practice
- HX:
 - Red lining
 - Voter disenfranchisement
 - Property rights
 - Violence
 - Educational segregation
- TECHNIQUES THEY CAN TAKE WITH THEM WHEN THEY GO.



Thinking Cycle

Circumstance

Thoughts

Feelings

Actions

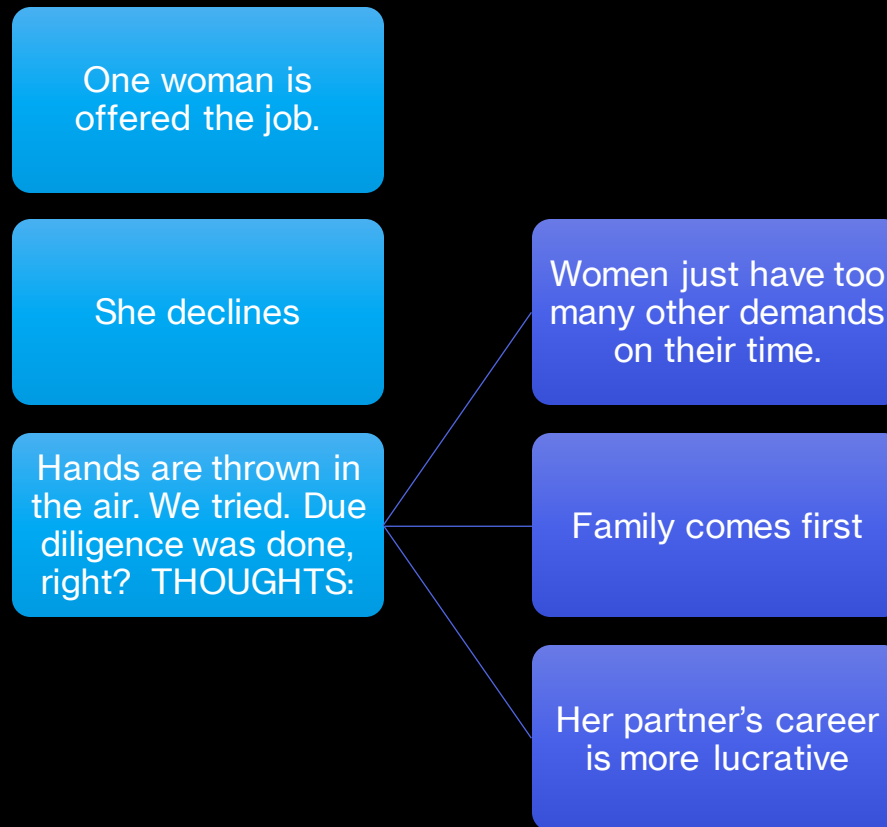
Result



Cognitive Behavioral Change in DEI work

- Focus on the results, not the thoughts.
- Work that model backwards
- What ACTION do you need to take to get the results you want??
 - NOT how do I change what I am thinking?

An Example: Increase Numbers of Women in Leadership



BUT THOSE ARE THOUGHTS NOT FACTS



Why did she say no?

Are there other women?

Is there a theme of saying no?

What is your institutional commitment to gender equity?

Is the job description about existing skills or future skills?

Can you collectively ask women what systemic things could allow them to take different roles

- (meeting times, reimbursement, on-site childcare, administrative support).

PRACTICE YOUR COGNITIVE AWARENESS



Free write regarding issues that bother you

5 min exercise

- Free write regarding a patient or colleague interaction.
- Do not edit yourself—scribble or type away
- Go through and identify the facts vs thoughts vs feelings.



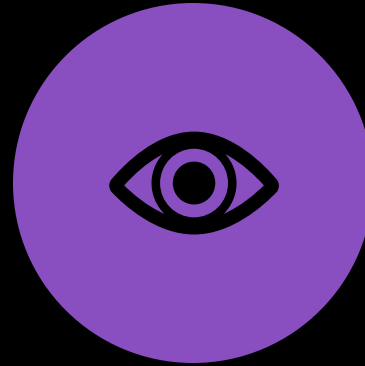
A few sources

- <https://www.dismantlingracism.org/assumptions.html>
- <https://hbr.org/2021/09/unconscious-bias-training-that-works>
- <https://www.linkedin.com/business/talent/blog/talent-acquisition/ideas-for-cultivating-diversity-and-inclusion>

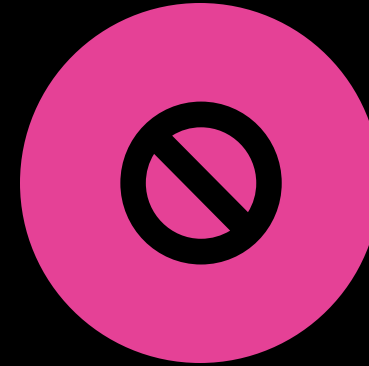
Some TOOLS



TEXTIO.COM



CONDUCT BLIND
SCREENINGS TO MINIMIZE
UNCONSCIOUS BIAS



BAN "CULTURE FIT" AS A
REASON FOR REJECTING A
CANDIDATE

TOOLS, cont.

Write	Write results-based job descriptions
Invest in	Invest in a structured interviewing process and training
Introduce	Introduce diversity and inclusion as a core value early on in the employee life cycle

Final Thoughts

There is no correct answer

This is a dynamic process

Social science is complicated because people are complicated

It's better to Fail Forward than do nothing.