



D&I Interventions for Improvement



Felipe Perez, MD FAAP | November 6, 2021



Financial Disclosure

- No financial disclosures
- Assistant Dean for Diversity at School of Medicine
- Co-Chair of Stanford Anesthesiology Diversity Council



7 Step Guide to Bring About Change

- Step 1: Committee Formation
- Step 2: Mission Statement
- Step 3: Recruit
- Step 4: Start to sponsor
- Step 5: Create anti-racism changes
- Step 6: Inclusion
- Step 7: Retain and promote

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Case Study: Stanford Anesthesiology Department



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Timeline



Step 1: ADC Founded

- 2 faculty, 1 resident



Audrey Shafer



Pedro Tanaka



Ron Pearl



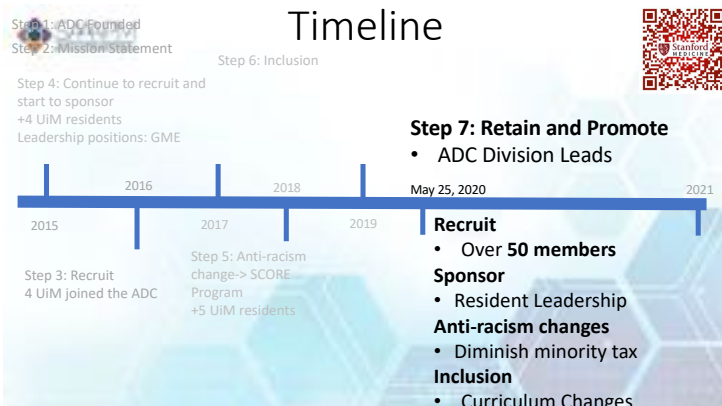
Alex Macario



- Step 1: Create a Committee
- Step 2: Create a Mission

ADC Mission:

The Stanford Anesthesiology Diversity Council's (ADC) mission is to **recruit, support, retain, and promote** diversity within the Department of Anesthesiology, Perioperative, and Pain Medicine.



Promotion ADC Division Leads

• Each Division has someone dedicated to DEI efforts

Department of Anesthesiology, Perioperative and Pain Medicine			
Padro Tanaka Faculty Co-Director CRD Liaison	Kelly Foster Resident Co-Director	Stephan Davis Resident Co-Director	Robert Perez Faculty Co-Director CRD Liaison
Garyl Galan Critical Care Division Diversity Lead	Adjee Reeling Critical Care Division Diversity Lead	Marianne Chen MDI Division Diversity Liaison	Amy Lu MDI Division Diversity Liaison
Andi Traynor CRD Division Diversity Lead	Natalie Relvas Pain Division Diversity Lead	Andrew Murray Pediatrics Division Diversity Liaison	Trevin Reese-Norton Pediatrics Division Diversity Liaison
Nima Adheshpuri Research Division Diversity Lead	Quelita White Regional Fellowship Diversity Lead	Lynn Carter SCM Diversity Lead	Audrey Shaffer VA Diversity Lead
			Araceli Hernandez Administrative Assistant



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Nationally

- JEDI Collaborative of Anesthesiology DEI Officers



Meghan Lane-Fall
Associate Professor UPenn
<http://www.lanefall.info/>



For JEDI Officers to Register



Jennifer Lucero
VC Chair DEI UCLA
Associate Dean for Admissions, DGSOM



Infrastructure



BCI 1. Best practices to effectively support psychiatry Diversity, Equity, and Inclusion (DEI) leadership efforts

Structural Changes to Recognize DEI Commitment

- Title: Vice or associate chair in the department, a strategic elevation of the role to clearly state the importance of the role.
- Leadership team: Departmental cabinet and/or executive committee membership.
- Endowed chair: Strongly consider a named/endowed chair to afford academic prestige and the financial supportability that the position deserves.

Financial Support

- Salary support: This is critical, with an ideal range of 25%–30% reflects effort, with very explicit management of expectations given effort. Funding via a named endowed chair would ensure stability of support.
- Discretionary funds: DEI leaders will require discretionary support for implementation of policies, amounting to at least 50% DGE, renewed annually.
- Staff: A full-time administrative assistant and/or program manager is critical for this role. In addition, we recommend at least 15% time for a data analyst, as structural accountability requires data management and infrastructure.

The Role

- Job description: The roles and responsibilities of the DEI position should be clear when the position is first presented to potential candidates, with responsibilities commensurate with financial effort provided.
- Reporting structure: We recommend dual reporting to both the department chair and the DEI leader of the School of Medicine's Dean's Office for the Intrapartnerships.

- Diversity committee: Create a diversity committee, led by the DEI leader, that includes members that represent various areas across the department. These members should clearly be diverse in terms of race/ethnicity, gender identity, sexual orientation, age, and role (faculty, trainee, staff). This committee will empower the majority of the work under the vision of the DEI leader.
- Selection: The selection should follow current departmental processes for all vice chairs at the institution (which should be an internal or external, searched position with a search committee, reflective of the diversity of the department). Selection of DEI leaders should not be held to higher standards than for other vice chairs.
- Professional development: The DEI leadership position is complex and requires leadership skills training. The discretionary funds should be allowed to be used for professional development activities for the DEI leader.
- Evaluation: As with all leaders, we recommend term limits for this role (3). We recommend evaluation at 3 years, with a 10-year maximum term. Evaluation of the leader should follow the current departmental processes for all other vice chairs at the institution.

Overall Considerations

- All DEI decisions, actions, and statements should come jointly from the department chair and the DEI leader (and ideally the entire executive committee/leadership), to avoid scapegoating and to ensure accountability of the entire leadership team.
- Inclusion/evidence should be part of the breath and heartbeat of the entire department. It should be woven throughout the clinical, research, and educational missions.
- DEI leaders must work with peer communities. Chairs should intentionally connect their DEI leaders to university and national DEI communities for support and sharing of best practices.



Department ADC



Visiting Clerkship



GME Council



Resident Leadership



Twitter



High School Outreach



Infrastructure



JEDI Collaborative