Diversity in Your Department
Why it is important and How it can be accomplished

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NYU Langone Department of Orthopedic Surgery
AOC Meeting - October 5, 2017
New York, NY
Disclosure

• I receive royalties from Exactech for design of a shoulder arthroplasty system

• I serve on the Boards/Advisory Boards of Hip Innovation Technology, J3 Personica-Residency Select, Gold Humanism Foundation, Apostherapy and the Musculoskeletal Transplant Foundation
Diversity “3.0”: NEJM/IBM-2014

• Diversity 3.0 reflects a new way of thinking about diversity in education and the workforce
  - 1.0: diversity was seen as a necessary evil
  - 2.0: diverse population was recast as a nice thing for the majority to have around
  - 3.0: needed for “achieving the full potential of this diversity as a business priority that is fundamental to our competitive success.”

• The ideal diversity initiative would therefore be a climate control of sorts, striving to create an atmosphere where everyone feels included in the larger dialogue. Only then will the conditions be ideal for creating a workforce that's willing and well-equipped to address the needs of an increasingly diverse population.
Diversity in Medicine

• Cultural competence and diversity savviness are two of the most important medical skills. ... Yet, unlike in other professions, where diversity is simply a social concern, in the medical field, it is a matter of health and well-being.
Underrepresented in Medicine (UIM) vs. Underrepresented in Orthopedics (UIO)

- Underrepresented in medicine means those racial and ethnic populations that are underrepresented in the medical profession relative to their numbers in the general population.
- Underrepresented in orthopedics is not the same as in medicine although there is overlap.
Underrepresented in Orthopedics (UIO)

- Medical School: 49% Women
  34% African-American/Asian-American/Hispanic /Latino

- Orthopedic Residents: 13.2% Women
  19.8% African-American/Asian-American/Hispanic /Latino

- Orthopedic Faculty: 2.5% African-American
  2.4% Latino
  15% Women (FT faculty)
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<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>96.0%</td>
<td>91.7%</td>
<td>94.9%</td>
<td>90.0%</td>
<td>93.4%</td>
</tr>
<tr>
<td>Female</td>
<td>4.0%</td>
<td>4.7%</td>
<td>5.1%</td>
<td>5.7%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Not Indicated</td>
<td>0.0%</td>
<td>3.7%</td>
<td>0.0%</td>
<td>4.2%</td>
<td>0.1%</td>
</tr>
</tbody>
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2016 Census: Gender by Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 40 years old</td>
<td>13.6%</td>
<td>86.4%</td>
</tr>
<tr>
<td>40 to 49 years old</td>
<td>8.4%</td>
<td>91.6%</td>
</tr>
<tr>
<td>50 to 59 years old</td>
<td>6.1%</td>
<td>93.9%</td>
</tr>
<tr>
<td>60 to 69 years old</td>
<td>4.0%</td>
<td>96.0%</td>
</tr>
<tr>
<td>70 years old and over</td>
<td>.4%</td>
<td>99.6%</td>
</tr>
<tr>
<td>--------------------------</td>
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<td>-------</td>
</tr>
<tr>
<td><strong>African American</strong></td>
<td>1.6%</td>
<td>1.7%</td>
</tr>
<tr>
<td><strong>Asian</strong></td>
<td>5.2%</td>
<td>5.3%</td>
</tr>
<tr>
<td><strong>Caucasian</strong></td>
<td>89.3%</td>
<td>88.5%</td>
</tr>
<tr>
<td><strong>Hispanic/Latino</strong></td>
<td>1.9%</td>
<td>1.8%</td>
</tr>
<tr>
<td><strong>Multi-racial</strong></td>
<td>0.6%</td>
<td>0.8%</td>
</tr>
<tr>
<td><strong>Native American</strong></td>
<td>0.4%</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>1.1%</td>
<td>1.7%</td>
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</tbody>
</table>
What Makes Diversity Important to Your Department?

Diversity

- Institutional
- Personal
- Societal
- Political
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- Personal
- Societal
- Political
JDZ: Personal (1960's)
Camp Wel-Met
Summer, 1963
CIVIL RIGHTS

MESSAGE

FROM

THE PRESIDENT OF THE UNITED STATES

RELATIVE TO

CIVIL RIGHTS, AND A DRAFT OF A BILL TO ENFORCE THE CONSTITUTIONAL RIGHT TO VOTE, TO CONFER JURISDICTION UPON THE DISTRICT COURTS OF THE UNITED STATES TO PROVIDE INJUNCTIVE RELIEF AGAINST DISCRIMINATION IN PUBLIC ACCOMMODATIONS, TO AUTHORIZE THE ATTORNEY GENERAL TO INSTITUTE SUITS TO PROTECT CONSTITUTIONAL RIGHTS IN EDUCATION, TO ESTABLISH A COMMUNITY RELATIONS SERVICE, TO EXTEND FOR FOUR YEARS THE COMMISSION ON CIVIL RIGHTS, TO PREVENT DISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS, TO ESTABLISH A COMMISSION ON EQUAL EMPLOYMENT OPPORTUNITY, AND FOR OTHER PURPOSES

June 24, 1963 - Referred to the Committee on the Judiciary and ordered to
JDZ Personal

- 1970’s: medical school and residency
- 1980’s/1990’s: the NY experience
- 2000’s: LGBT

Institutional + Personal = Departmental
What Makes Diversity Important to Your Department?

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At NYU Langone Health, the fundamental values of diversity and inclusion have been inherent to our mission throughout our history. Here, diversity is not just a matter of statistics. It is a shared commitment to fostering excellence by tapping into the knowledge, skills, and creativity of all students, faculty, house staff, and administrators.

Research has shown that diversity in our academic community and in the physician workforce improves both the educational experience and patient care. By addressing race, ethnicity, culture, gender, gender identity, sexual orientation, religion, cognitive diversity, and other diverse qualities and identities in our education and research programs and clinical settings, we aim to cultivate a climate of mutual respect. Collaboration with the Office of Diversity Affairs is integral to our ultimate goal, which is to develop transformative healthcare leaders positioned to provide health equity for all.
NYU Langone Health Diversity Initiatives

• Office of Diversity Affairs

• Staff (10): Associate Dean for Diversity Affairs; Director of Gender and Health Education; Director of Recruitment and Retention of Faculty and House Staff; Director of Diversity and Inclusion; Director of the Science and Technology Entry Program; Recruitment and Retention Program Coordinator; Program Coordinator Training and Professional Development

• Diversity should be a consideration in resident and fellow selection; faculty recruitment and selection

• Each Department instructed to have Diversity Committee
Institution and Department Alignment

If you talk the talk…. 

…….can you walk the walk?
Medical Student Programs

- The Department of Orthopedic Surgery is dedicated to providing medical students who are underrepresented minorities and women the opportunity to gain clinical experience in the field of orthopedic surgery.
- Sponsor Annual SNMA Hands-On Session on Orthopedic Surgery
- Summer Externship Program: after first year - 6 positions reserved for UIO students
- The J. Serge and May Parisien Medical Student Scholarship: 4th year electives
- Department Diversity Grants: 4th year electives
NYU Langone Orthopedics - by the numbers

Residency: 72 residents
- 29% UIO
  - 11 women
  - 5 A-A
  - 7 Hispanic/Latino
  - 2 PI/H

Faculty
- 136 clinical faculty
  - 81 full-time
    - 19% UIO
    - 10 women
    - 2 A-A
    - 3 Hispanic/Latino

selection/recruitment = meritocracy plus
Department Diversity Committee

- established in 2010 in advance of institutional directive
- essential component of any diversity initiative
- membership: 5 faculty and 1 resident
- charges: advisory to Chair on diversity issues related faculty recruitment, resident selection, speaker selection, department behavior
  - provides important perspective and direction on issues that may not be recognized
Perception of Disparities:

From: Zuckerman, Joseph
Sent: Thursday, December 17, 2015 11:49 AM
To: Egol, Kenneth; Bosco, Joseph (MD, Ortho Surgery); Kirsch, Thorsten; Lyon, Tom MD; Phillips, Donna
Cc: Evans, Craig
Subject: 

I wanted to start our planning for the State of the Department report for the January 14th meeting. The format will be expanded this year. As previously, we will have reports on education, clinical affairs and research. **Donna** will also present the Diversity survey results (10 minutes plus 5 for discussion) and **Dr. Lyon** will present on the Lutheran Department (10 minutes). We will also introduce the Lutheran faculty in attendance.
Response rate:
124/175  (72%)
Faculty:  62
Trainees:  62
11 Female trainees
10 Female faculty
Results

Our department is committed to diversity and inclusion.

Our department succeeds at promoting diversity and inclusion.
Performance feedback is given to men and women in the same way.

Men are more likely to be invited to participate in academic papers and research activities than women.
An assertive man is viewed more favorably than an assertive woman.

OR and nursing staff respect and respond to the requests of female faculty and residents in the same way as they do for requests from males.
• Results reported at department meeting attended by faculty/residents/fellow (150+)

• Lively discussion: agree/disagree/neutral – “not me”, “that is not what was meant”, “it was misinterpreted”

“The problem is not old-style, overt sex discrimination, but rather unrecognized features of the organizational culture that affect men and women differently”

*Beyond Biases and Barriers: Fulfilling the Potential of Women in Academic Science and Engineering*

2007
Final Thoughts

• As a white Jewish heterosexual male orthopedic surgeon from New York I only know what it is like to be a white Jewish heterosexual male orthopedic surgeon from New York
Final Thoughts

• **1.0:** Every other category of diversity needs to help me learn and understand what it is like to be ... African-American, Latino, Female, Gay, Muslim, Transgender... and I need to listen

• **2.0:** Now I need to take it upon myself to learn about the lived experience of these groups and understand and take responsibility for my implicit biases and those of our medical community