Enough is Enough!
Actionable Solutions to Burnout:
The Role of Diversity, Equity, and Inclusion

Cheri L. Canon, MD, FSAR, FACP, FAAWR
Professor and Chair of Radiology
Witten-Stanley Endowed Chair of Radiology
UAB School of Medicine
Chief Clinical Officer, UAB Medicine Ambulatory Practice

June 27, 2023
Disclosures:
McGraw-Hill book royalties
By Department Type

- All Faculty: 28% Enjoy Work, 43% Under Stress, 19% Burning Out, 10% Burned Out
- Basic Science: 30% Enjoy Work, 44% Under Stress, 18% Burning Out, 8% Burned Out
- Clinical: Provides Patient Care: 26% Enjoy Work, 43% Under Stress, 20% Burning Out, 11% Burned Out
- Clinical: No Patient Care: 35% Enjoy Work, 37% Under Stress, 18% Burning Out, 10% Burned Out

By Rank

- Full Professor: 34% Enjoy Work, 42% Under Stress, 16% Burning Out, 8% Burned Out
- Associate Professor: 24% Enjoy Work, 41% Under Stress, 22% Burning Out, 13% Burned Out
- Assistant Professor: 27% Enjoy Work, 43% Under Stress, 20% Burning Out, 10% Burned Out

By Race and Gender

- Non-URM Men: 32% Enjoy Work, 42% Under Stress, 17% Burning Out, 9% Burned Out
- Non-URM Women: 22% Enjoy Work, 43% Under Stress, 23% Burning Out, 12% Burned Out
- URM Men: 35% Enjoy Work, 44% Under Stress, 12% Burning Out, 9% Burned Out
- URM Women: 32% Enjoy Work, 43% Under Stress, 23% Burning Out, 12% Burned Out

Source: AAMC StandPoint Faculty Engagement Survey.
Burnout Disparities

- Underrepresented groups
- Communities of color
- Gender diverse
- LGBTIQA+
- Women
Determinants of Burnout and Well-Being in Women, Gender-Diverse Radiologists, and Radiologists of Other Underrepresented Minorities

Carolynn M. DeBenedectis, MD

“...can lead to stress on the job because of macro- and microaggressions, discrimination, and unfavorable work conditions.”

-DeBenedectis
**INCLUSION**
Thoughts, ideas and perspectives of all individuals matter

**BELONGING**
An org that engages full potential of the individual, where innovation thrives, and views, beliefs and values are integrated

**EQUITY**
Constantly and consistently recognizing and redistributing power

**DIVERSITY**
Multiple identities represented in an organization

Over saturation of similarity, homogeneous culture, and simplified points of view

The dominant group or ideology is deferred to for decision making, opportunities and promotions

Culture assimilation results in disengagement and low retention

Belonging: A Conversation about Equity, Diversity, and Inclusion

Krys Burnette
Path Forward

Leadership

Operationalize Equity and Inclusion

Recruit for Diversity
Female Managers and Gender Disparities: The Case of Academic Department Chairs

Andrew Langan

This Version: January 23, 2019

Click here for the latest version

Abstract

Appointing female managers is a common proposal to improve women’s representation and outcomes in the workplace, but it is unclear how well such policies accomplish these goals. I study the effect of female managers on workforce composition, the gender-pay gap, productivity, and promotion in the context of academic departments. Using newly-collected panel data, I exploit variation in the timing of transitions between male and female department chairs with a difference-in-differences research design. I find female department chairs reduce gender gaps in publications and tenure for assistant professors and shrink the gender pay gap. Replacing a male chair with a female chair also increases the number of female students among incoming graduate cohorts by ten percent with no evidence of a change in ability correlates for the average student.

“...female department chairs reduce gender gaps in publications and tenure for assistant professors and shrink gender pay gap. Replacing a male chair with a female chair also increases the number of female students...”
SCARD Women Members
Inclusive Leaders

- *Visible* commitment to diversity with inclusion
- Humility
- Awareness of bias
- Curiosity about others
- Cultural intelligence
- Effective collaboration

The Six Signature Traits of Inclusive Leadership. Thriving in a Diverse New World. Dillon B, Bourke J. Deloitte University Press.
Leadership: Commitment

- Role model inclusion
  - How do you run a meeting?
- Habituate, include in all discussions (faculty and practice meetings, committees, council meetings, recruiting)
- Diversity committee and leader... and resource
- Beware of tokenism and minority taxes
- Allyship and sponsorship
  - Addressing your biases
- Bystander to upstander (teachable moment)
Leadership: Commitment

- Aggressively (yes, a male gendered word) address harassment and microaggression
- Which includes a strong understanding (acceptance) of its prevalence

Leadership
Commitment
Diversity
Development
Data
Operationalize Equity and Inclusion
Policies and Processes

- Term limits for leadership positions
- Part-time is not a disease state
  - Third shift
  - Work from home
- Paid family leave (not maternal)
  - SCARD statement
  - ABR policy
Policies and Processes

- Salary reviews
  - No negotiations policy
- Promotion reviews
- Committee and task force composition
- Lactation facilities
$2 million
Equal pay for equal work in radiology: Expired excuses and solutions for change

Renu Pandit, Laura E. Minton, Elainea N. Smith, Lucy B. Spalluto, Kristin K. Porter

* University of Alabama at Birmingham School of Medicine, Birmingham, AL, United States of America
+ Department of Radiology, University of Alabama at Birmingham, Birmingham, AL, United States of America
$ Department of Radiology and Radiological Sciences, Vanderbilt University, Nashville, TN, United States of America
\^ Vanderbilt Ingram Cancer Center, Nashville, TN, United States of America
\* Veteran Affairs Health Administration - Tennessee Valley Healthcare System Geriatric Research and Clinical Center (GRECC), Nashville, TN, United States of America
Operationalize Inclusion

- Vacation
- Faculty development
  - Implicit bias training
- Website (policies and photos)
Original Investigation

Leadership Titles in Radiology: Usage of Non-Inclusive Terminology among Academic Radiology Departments and Societies

Alan Shan MD *, Cheng Ting Lin MD *, Dania Daya MD, PhD b, Paul H. Yi MD c
Counterfeit Diversity: How Strategically Misrepresenting Gender Diversity Dampens Organizations’ Perceived Sincerity and Elevates Women’s Identity Threat Concerns

September 2020
DOI: 10.31234/osf.io/zdhxa

Published version · Counterfeit Diversity: How Strategically Misrepresenting Gender Diversity Dampens Organizations’ Perceived Sincerity and Elevates Women’s Identity Threat Concerns

Kathryn Mary Kroeper · Heidi E Williams · Mary C Murphy
The Diversity-Innovation Paradox in Science

“Diversity breeds innovation, yet underrepresented groups that diversify organizations have less successful careers within them.”

Diversity Engineering

Leadership

Commitment
Diversity
Development
Data

Operationalize Equity and Inclusion
Recruit for Diversity

- Leadership charge to committee
- De-bias job postings
  - Changing the default
  - Avoid male-gendered language
  - Social media
  - Consider alternate postings (AAWR, ABWP)
- Broaden candidate pool
  - Genders engage differently
  - Go beyond your network
Recruit for Diversity

- Diverse selection committees
- Implicit bias training for committees (done right)
- Structured interviews
- Learn about the candidate before they arrive...and tailor interviews accordingly
Diversity Engineering

Leadership

Commitment
Diversity
Development
Data

Operationalize Equity and Inclusion
Thank you
@CheriCanon
ccanon@uabmc.edu