

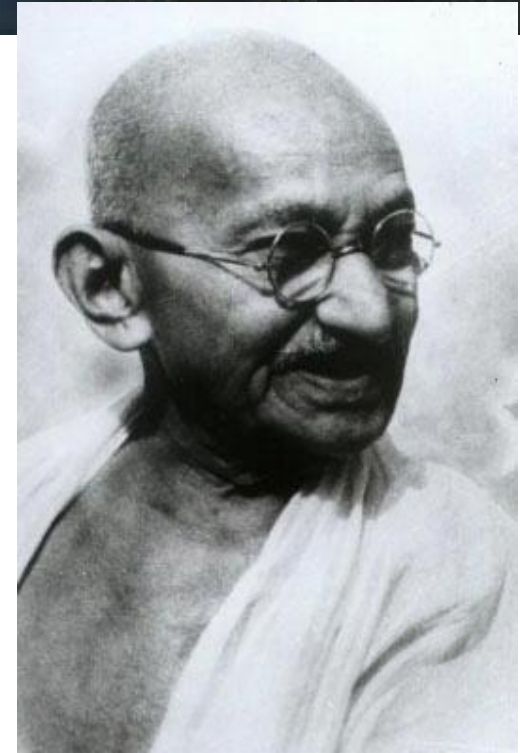
Creating Bridges to an Inclusive Workforce: Our Charge, Our Challenge, Our Choice

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Harvard Medical School

Office for Diversity and Community Partnership

November 21, 2006



Our Charge

“Professionalism is the basis of medicine’s contract with society.”

Principle of Primacy of Patient Welfare

Source: Annals of Internal Medicine, 5 Feb 2002, 136:3, pp 243-246

Principle of Primacy of Patient Autonomy

Principle of Social Justice

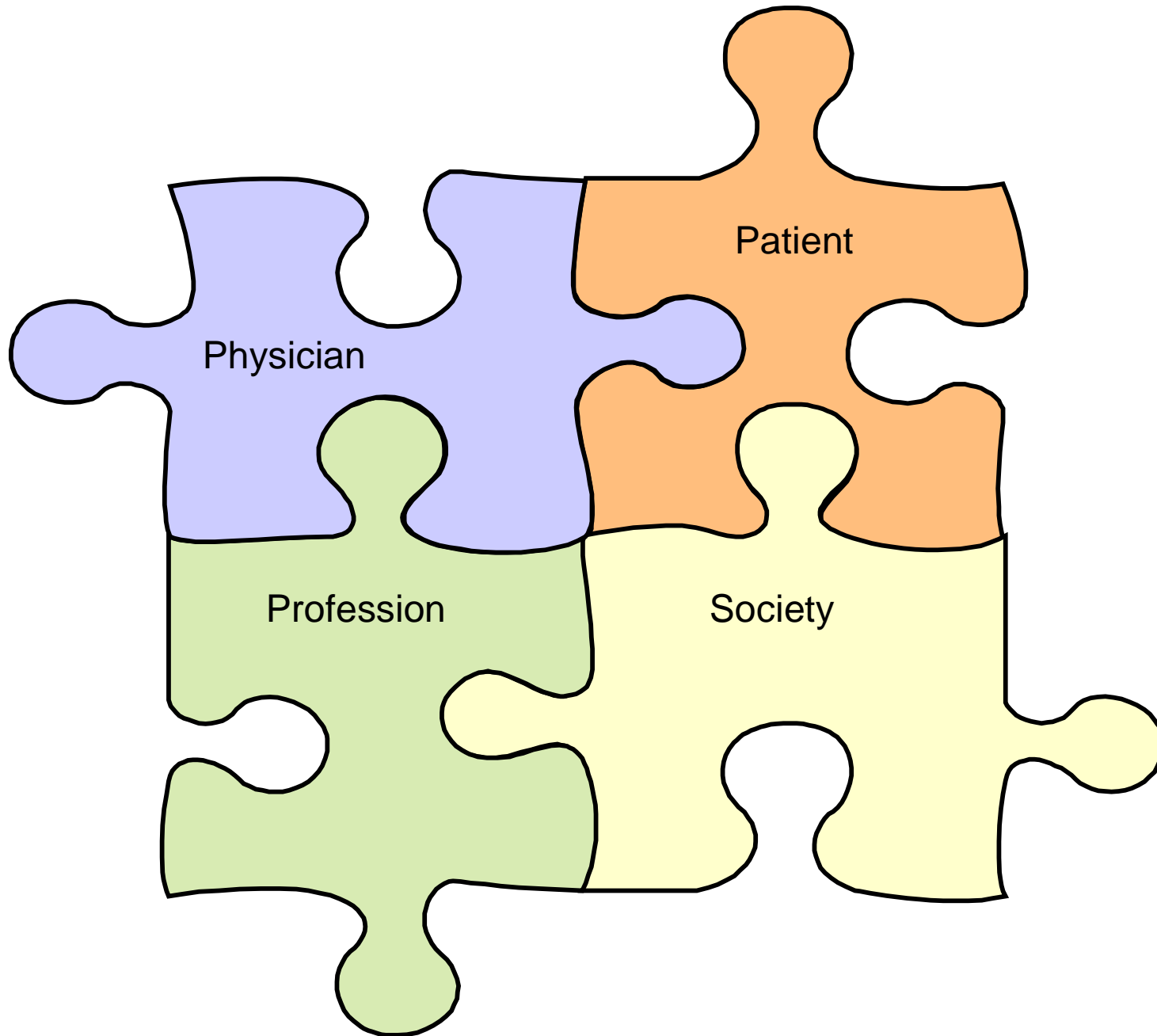
Source: Annals of Internal Medicine, 5 Feb 2002, 136:3, pp 243-246

Professional Responsibilities

- Commitment to professional competence
- Commitment to honesty with patients
- Commitment to patient confidentiality
- Commitment to maintaining appropriate relations with patients
- Commitment to quality of care
- Commitment to improving access to care
- Commitment to a just distribution of finite resources
- Commitment to scientific knowledge
- Commitment to maintaining trust by managing conflicts of interest
- Commitment to professional responsibilities

Fundamental Principles

- Principle of Primacy of Patient Welfare
 - Principle of Primacy of Patient
Autonomy
 - Principle of Social Justice



Physician

Patient

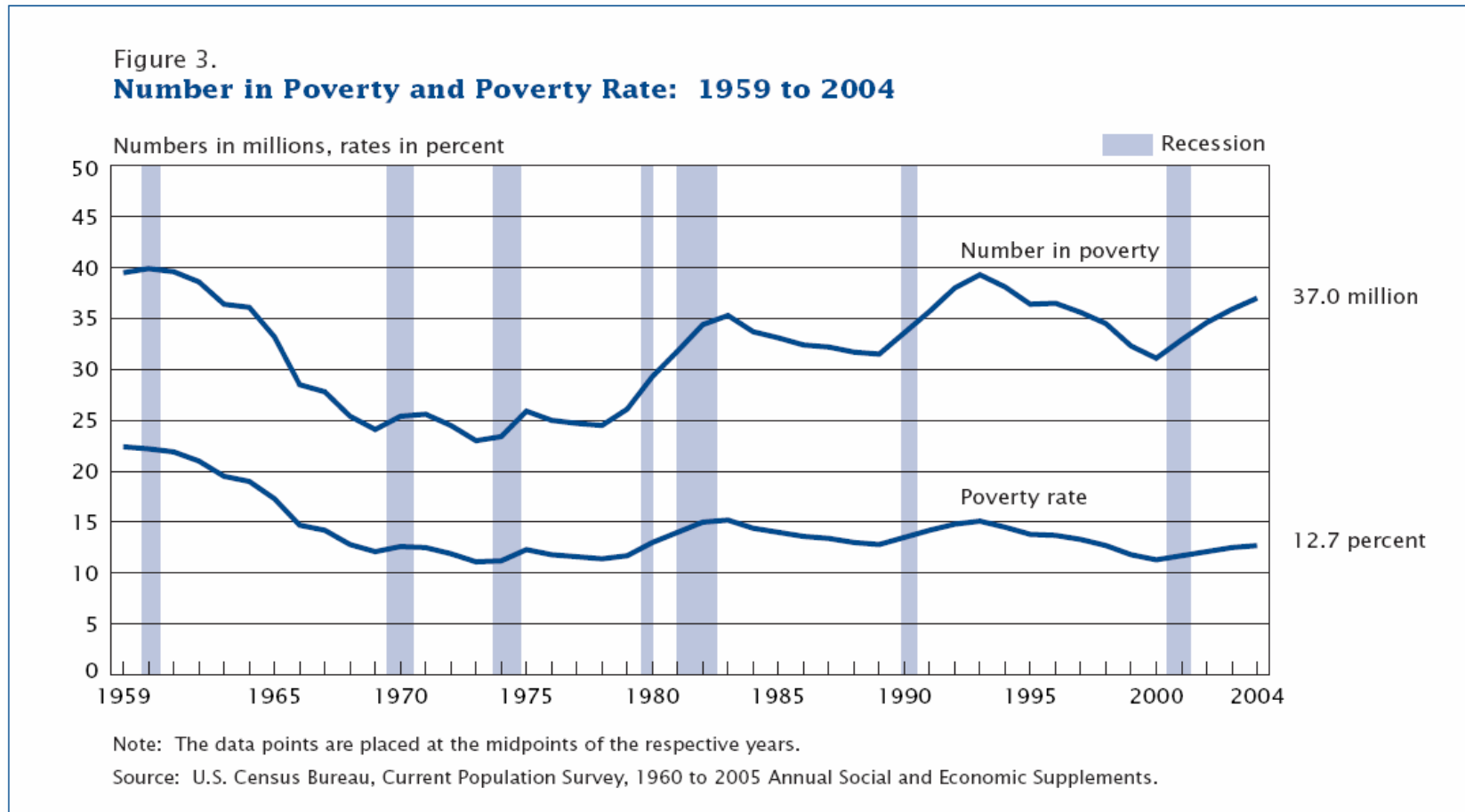
Profession

Society

- Liaison Committee on Medical Education
- American Council on Graduate Medical Education
 - National Standards on Culturally and Linguistically Appropriate Services

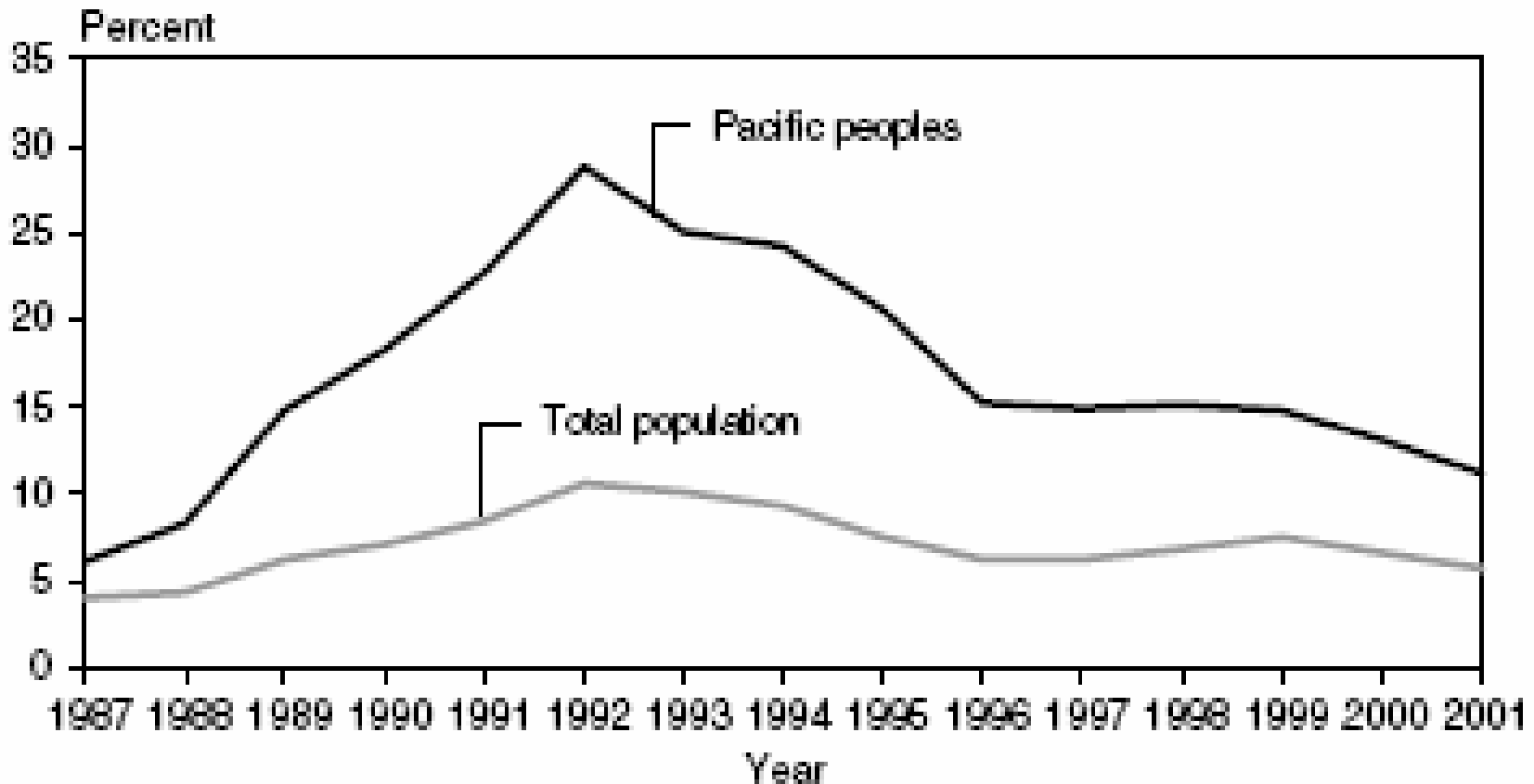
Our Challenge

The Widening Poverty Gap



Source: Income, Poverty and Health Insurance Coverage in the United States: 2004

Unemployment Rates, for Pacific and Total Populations, 1987-2001



Source: Pacific Progress, A report of the economic status of pacific Peoples in New Zealand"

New Zealand Life Expectancy

		Years
Pacific	Men	76
	Women	70
Maori	Men	69.0
	Women	73.2
Non-Maori	Men	77.2
	Women	81.9

Source:

<http://www2.stats.govt.nz/domino/external/pasfull/pasfull.nsf/web/Media+Release+New+Zealand+Life+Tables+2000-2002?open> and "Pacific Progress: A report on the economic status of Pacific Peoples in new Zealand", accessed 10/2006

“...disparities related to race, ethnicity, and socioeconomic status pervade the American health care system.”

Disparities are noted:

- Across all dimensions of quality of health care
- Across all dimensions of access to care
- Across many levels and types of care
- Across many clinical conditions
- Across many care settings
- With many subpopulations

“We seek not just freedom but opportunity. We seek not just legal equity but human ability, not just equality as a right and a theory but equality as a fact and equality as a result.”

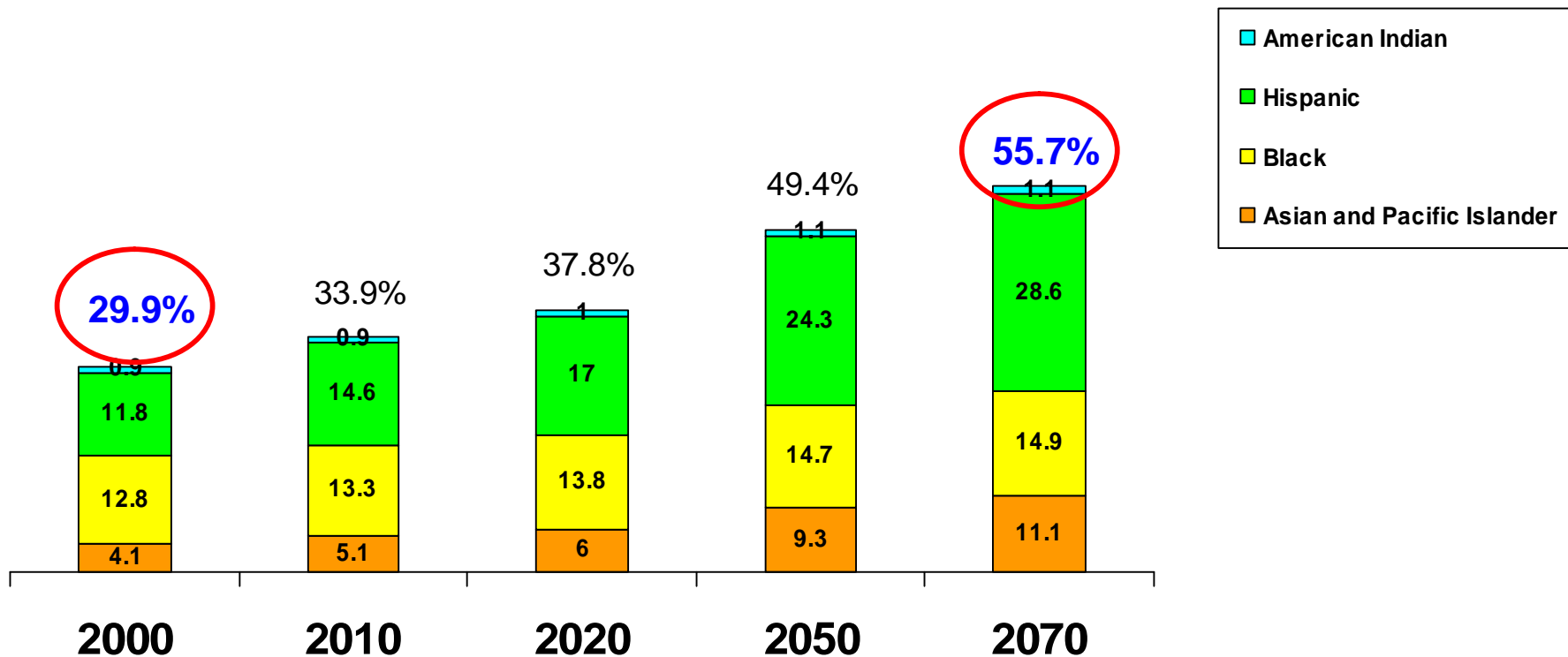
President Lyndon Johnson

“Diversity is not an end in itself, or a pleasant but dispensable accessory. It is the substance from which much human learning, understanding and wisdom derive. It offers one of the most powerful ways of creating the intellectual energy and robustness that lead to greater knowledge.”

Neil Rudenstein

Source: Brief of the Association of American Medical Colleges, et al., as Amici Curiae in Support of Respondents, *Grutter v. Bollinger et.al.*

Projections of the Resident Population by Race, Hispanic Origin, and Nativity: Middle Series 1999 and 2000



Source: US Census. Population Projections Program, Population Division, Middle Series, 1/31/2002

New Zealand Population by Ethnicity as a Percentage of Total Population

	Year 2001	Year 2021
Maori	15	17
Pacific	7	9
Asian	7	13
European	71	61

Source: Health Workforce Advisory committee: Fit for purpose and for practice: a review of the medical workforce in New Zealand Consultation document”

Diversity: Where do we stand?

- Pipeline
 - K-12
 - College
 - Graduate School
- Recruitment
- Retention
- Promotion
- Environment



Our Choice

Eight Steps to Transforming an Organization

- Establishing a Sense of Urgency
- Forming a Powerful Guiding Coalition
- Creating a Vision
- Communicating the Vision
- Empowering Others to Act on the Vision
- Planning for and Creating Short-term Wins
- Consolidating Improvements and Producing Still More Changes
- Institutionalizing New Approaches

“Health care systems and structural processes of care are shaped by the leadership that designs them and the workforce that carries them out. From this organizational standpoint, one factor that impinges on both the availability and acceptability of health care for members of minority racial/ethnic groups is the degree to which the nation’s health care leadership and workforce reflect the racial/ethnic composition of the general population.”

Joseph Betancourt

Leaders in Research



Yvette Roubideaux, MD, MPH
Assistant Professor
University of Arizona

Amal Trivedi, MD, MPH
Research Fellow
Harvard Medical School



Selwyn Rogers, JR, MD, MPH
Assistant Professor of Surgery
Harvard Medical School



Leaders in Public Health



Shairi Turner, MD, MPH
Chief Medical Director
Florida Department of
Juvenile Justice

David Nunez, MD, MPH
Chief, California Asthma Public
Health Initiative
California Department. of
Health Services



Adolfo Valadez, MD, MPH
Medical Director/Health Authority
Austin/Travis County Health and
Human Services Department



Leaders in Policy Development



Wilson Wang, MD, MPH
Legislative Health Assistant
Office of Senator Joseph
Lieberman

Kima Taylor, MD, MPH
Health and Social Policy
Legislative Assistant
Office of Senator Paul Sarbanes



Dora Hughes, MD, MPH
Legislative Assistant
Office of Senator Barack Obama



Leaders in Minority Health and Cultural Competency



Joseph Betancourt, MD, MPH
Assistant Professor
Harvard Medical School

Nawal Nour, MD, MPH
Assistant Professor
Harvard Medical School



Leaders in Academe

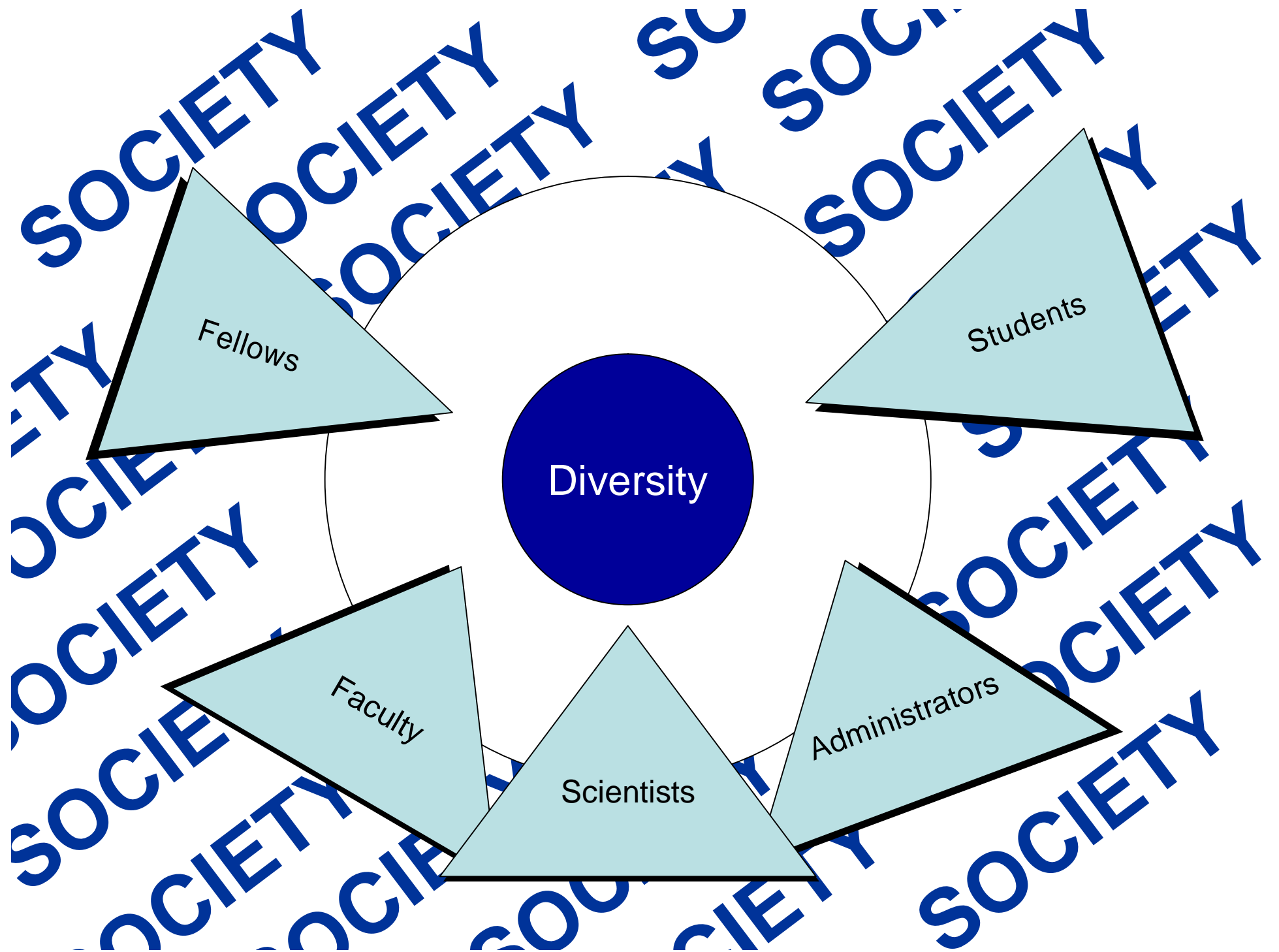


Cynthia Hodge, DMD, MPH, MPA
Associate Dean
University of Connecticut Health
Center

Creshelle Nash, MD, MPH
Assistant Dean for Professional
Relations
University of Arkansas School
for Medical Sciences

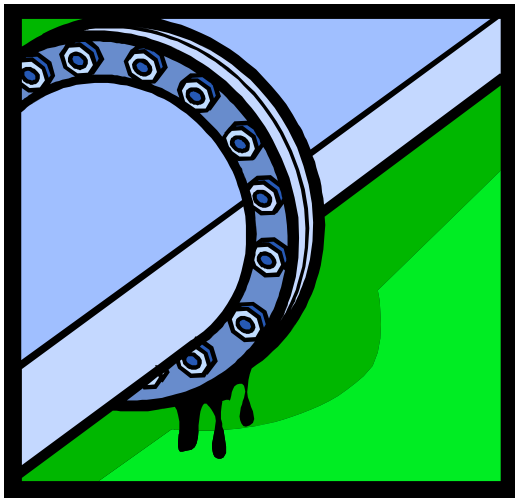


Alice Chen, MD, MPH
Assistant Clinical
Professor of Medicine,
UCSF
Medical Director, General
Medicine Clinic, San
Francisco General
Hospital



Achieving Diversity

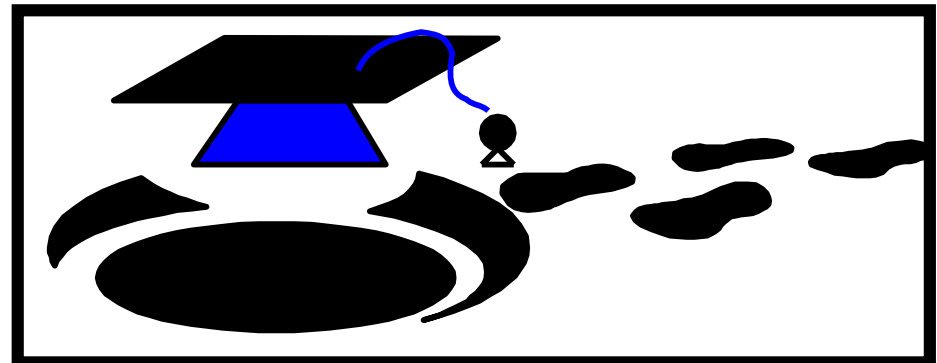
The Science Pipeline



- Access
- Achievement
- Attitude

- **Assumptions** & Stereotypes
- **Isolation**
- Excessive **demands** and assignments
- Lack of **mentoring**
- Less extensive informational **networks**
- Alienation and lack of **recognition**
- Personal responsibilities, **priorities** and choices
- Issues of **modesty** and self-promotion
- **Cumulative professional disadvantage**

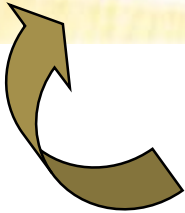
The Academic Black Hole





**HMS
Diversity and
Community
Partnership**

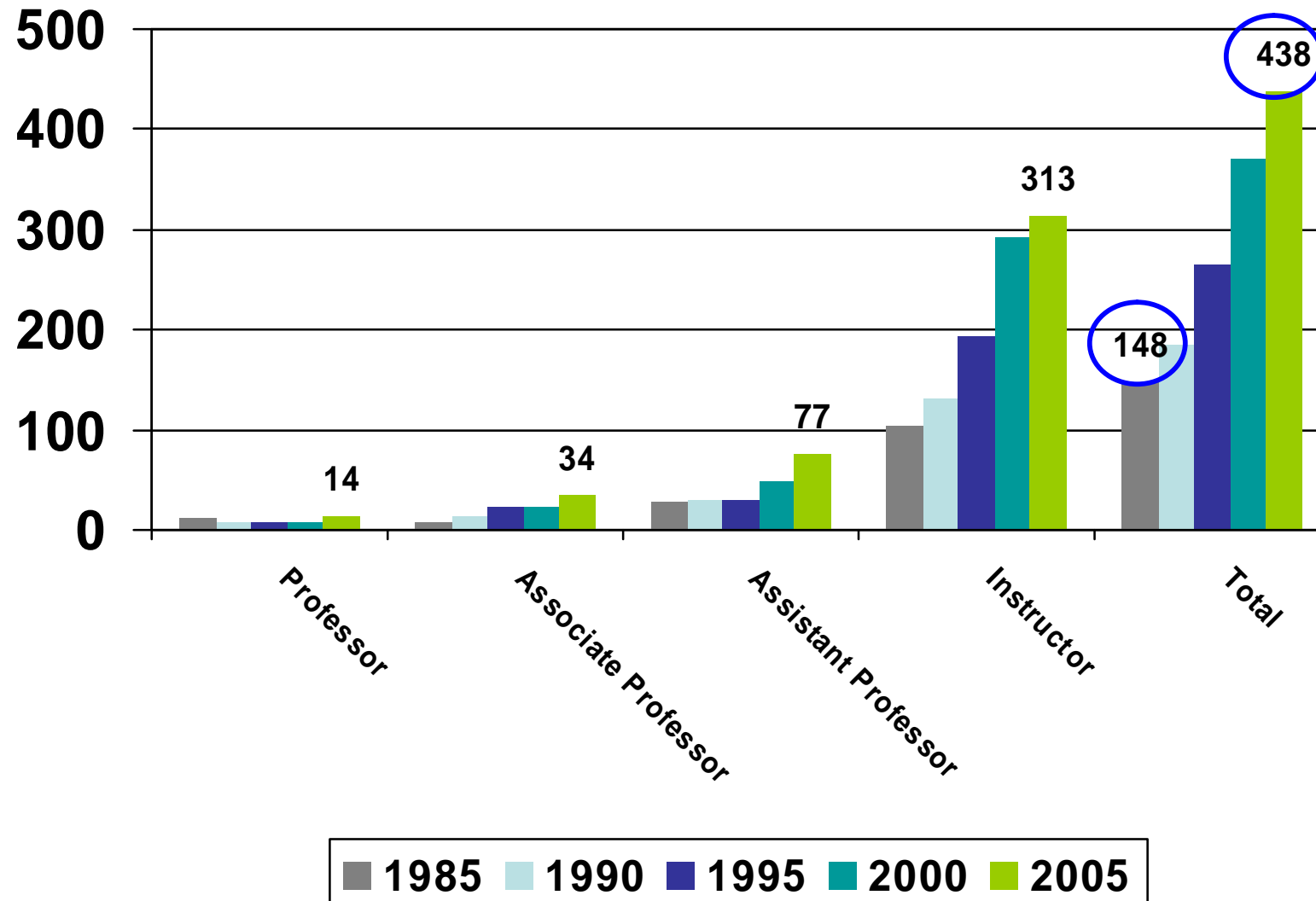
School



Continuity
Consistency
Collaboration
Communication
Commitment
Comprehensiveness



Change in HMS URM Faculty, 1985 to 2005



Fundamental Principles

- Principle of Primacy of Patient Welfare
 - Principle of Primacy of Patient
Autonomy
 - Principle of Social Justice

“Leaders are visionaries with a poorly developed sense of fear and no concept of the odds against them. They make the impossible happen.”

Robert Jarvik

“Whether you think you can, or think you can’t, you are right.”

Henry Ford