



Tomorrow's Doctors, Tomorrow's Cures

Strategies for Advancing the Careers of Women of Color in Academic Medicine

Part 2 - Individual Strategies

Learn

Serve

Lead

Archana Chatterjee, MD, PhD, Chiquita
Collins, PhD, Linda Chaudron, MD, Barbara
Fivush, MD, Laura Castillo-Page, PhD, Diana
Lautenberger, MAT, Ashleigh Moses, MA



Association of
American Medical Colleges

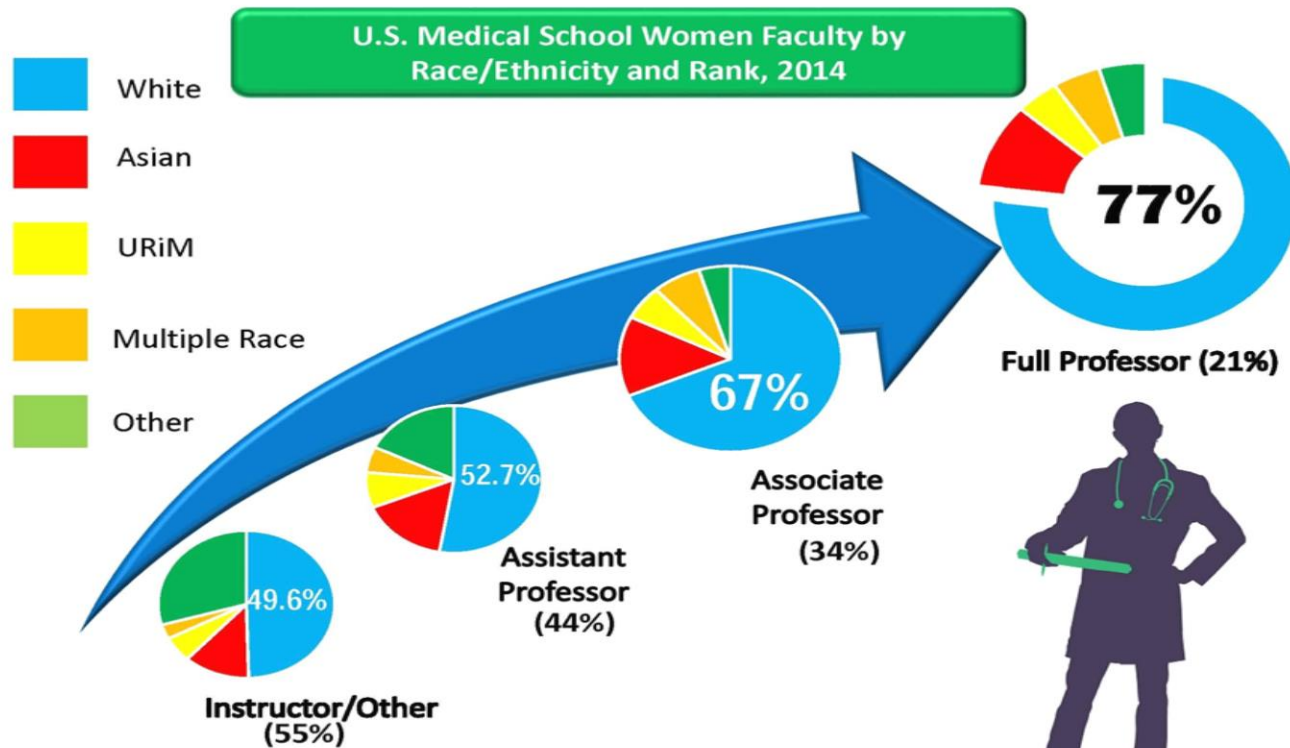
Background

- Women of color (WOC) continue to be underrepresented at higher ranks and leadership in academic medicine
- Barriers to career advancement due to gender and race interrelated- important to understand the relationship among the multiple identities an individual holds
- Limited attention directed towards the specific issues facing WOC and the double jeopardy they face as both women and minorities
- WOC are not monolithic - their challenges and needs may differ and must be recognized and addressed
- **What got us here?**
 - Decades of “benign neglect”, both conscious and unconscious bias, lack of role models, sponsorship and mentorship, etc.
- **What will change things?**
 - Concerted action from both institutions and individuals, based on a strategic plan designed to remedy the current situation.

Distinction Between Women of Color and Underrepresented in Medicine

- *Women of Color* - term used to reflect a sense of solidarity among women with multiple, layered identities that intersect with each other, derived from shared experiences, history, social relations, and structures of power (unearned privilege conferred systematically).
- *Intersectionality* - an analytical approach for understanding the ways multiple identities that individuals embody (i.e., gender, class, race, immigration status, ethnicity) overlap and combine with one another to contribute to unique experiences of disadvantaged and privileged.
- *Underrepresented in Medicine* - refers to racial and ethnic populations that are underrepresented in the medical profession relative to their numbers in the general population.

Leaky Pipeline for Women of Color in Academic Medicine



Source: AAMC Faculty Roster Table 11. <<https://www.aamc.org/data/facultyroster/reports/420598/usmsf14.html>>

Goals

- Raise awareness of the factors affecting the careers of Women of Color in academic medicine.
- Offer suggestions for what may assist Women of Color faculty in navigating their careers and gaining the support needed to advance.

Objectives

- Identify the primary factors affecting the careers of Women of Color in academic medicine.
- Recommend strategies individuals can implement/enhance to change the status quo for Women of Color in academic medicine.

Individual Actions

Topics relevant to actions WOC can and should take as individuals to be active participants in the advancement of their own careers:

1. Seek appropriate mentors, sponsors and role models.
2. Develop network of supporters.
3. Attend career development seminars and workshops.
4. Recognize bias and discrimination and learn how to respond to them.
5. Develop resilience, motivation, and confidence in approaching negotiations.
6. Practice work-life integration.
7. Acquire financial savvy - understand personal/professional finances as well as how budgets work and organizational finances.
8. Speak Up!
9. Use EQ (Emotional Intelligence)
10. Pay it forward. Share lessons learned and create a sense of community to help the next generation of WOC scholars.

Seek Appropriate Mentors, Sponsors and Role Models

- Identify diverse, effective mentors (internal & external), initiate mentoring relationships, be an active listener, follow through with mentor recommendations, “check-in” regularly for feedback
- Recognize differences between mentors and sponsors
- Cultivate sponsors likely to assist in career advancement
- Find and emulate suitable role models, keeping diversity in mind

<https://www.aamc.org/download/431626/data/toolkit-mentorshipmentor.pdf>

<https://www.aamc.org/download/446684/data/toolkit-menteeguide.pdf>

Develop network of supporters- “Think Outside the Box”

- Engage supervisors, subordinates and peers (Internal & External)
- Offer mutual support - barter/trade skills, expertise, opportunities
- Seek out diverse champions and allies
- Involve family, friends, community
- Publicize goals and metrics for success
- Encourage trusted supporters to hold you accountable
- Delegate tasks, ensuring accountability
- Employ appropriate staff for unskilled tasks
- Demonstrate gratitude to supporters

Attend Career Development Seminars and Workshops

- Seek out internal and external professional/leadership development programs designed specifically for women and minorities e.g.
 - AAMC Early Career and Mid-Career Women Faculty Professional Development Seminars
 - AAMC Mid-Career Minority Faculty Seminar
 - Similar programs offered by professional societies
- Focus on areas of weakness
- Identify funding sources, application process and logistical hurdles to overcome
- Ask mentors and supporters for advice regarding programs
- Discuss relevancy of content with prior attendees

Implicit or Unconscious Bias

Implicit or unconscious bias: Attitudes or stereotypes that are unintentional, automatic, robust, pervasive and typically triggered by situational cues (e.g., a person's skin color, manner of speech, cultural attire).

The Implicit Association Test: Developed by social psychologists Tony Greenwald and Mahzarin Banaji, to uncover and assess implicit biases across a range of topics, including race, gender, weight, sexuality and religion.

Bias influences not only individuals' perception and attitudes but also their actions and behaviors.

Gender Bias Differs by Race

Women of Color face unique biases that do not affect white women, e.g. being mistaken for janitors

The multiplicity nature of WOC identities subject them to systemic and individual barriers, such as isolation, micro-aggressions, racial stereotypes, the “minority tax”, and discrimination.

Barriers to Promotion

- Lack of networking opportunities
- Lack of mentor/sponsor
- Lack of same-race, same-gender role models
- Lack of high-visibility, Women of Color leaders

Informal Networks and Women of Color

- Networking Approaches
 - Blending in: Networking with those in power (i.e., white, male, colleagues at work).
 - Separating: Networking with similar others (in terms of race/gender, and those outside the work environment).

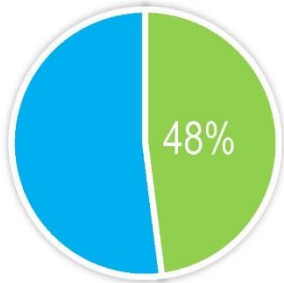
Current State of Informal Networks among Women of Color

Networking Approaches:

- African-American Women
 - Separating: Networks high in other African-Americans, particularly African-American women
- Latinas
 - Some Separating and Blending in: Networks high in whites, but have relatively more women than men
- Asian Women
 - Blending in: Networks high in whites and men

Double Jeopardy

Women of Color in STEM Careers



48% of **Black** women and **46.9%** of **Latinas** report having been mistaken for administrative or custodial staff.



Source: *Double Jeopardy? Gender Bias Against Women of Color in Science*, 2014

Women with intersectional identities (specifically those of gender and race) often experience exacerbated gender discrimination in both the personal and professional sphere (“Women’s Leadership and the Impact of Gender Toolkit,” 2016)

Recognize Bias and Discrimination and Learn How to Respond to Them

Institutional strategies are NOT Solutions by Themselves-
What can you do?

Addressing Bias at the Individual Level

- Become aware of your own biases.
 - *Question first impressions and reactions.*
 - *Individuals and organizations that believe they are objective may exhibit the most bias.*
- Familiarize yourself with the literature.
- Attitude is a choice - choose wisely.
- Recognize the limits of “Sisterhood”.
- Make an enemy an ally by engaging in “difficult conversations.”
- Work together with other women (and men), and not just on women’s issues.

Being an Ally or Finding an Ally

Ally:

“A person or group that gives help to another person or group”

-Merriam-Webster Dictionary

“Allies are people who recognize the unearned privilege they receive from society’s patterns of injustice and take responsibility for changing these patterns.”

Anne Bishop; www.becominganally.ca

How Can Individuals Be Allies?

Answer: “Why do I have interest in working as an ally?”

Identify where you have privilege:

- Gender, race/skin color, sexuality, financial or social class, able-bodied, religion, veteran status, etc.
- Position in an organization

Know the group/community’s history and current issues.

Ask what you can do for the community or group.

Build relationships with people from the group with whom you wish to support.

Commit to being an ally in all areas of your life.

How Can Individuals Be Allies? (cont.)

Commit to building trust with the community and individuals.

Be willing to:

- make mistakes, apologize, learn and try again.
- be uncomfortable.
- confront your own privilege.

Be aware that you cannot change others but you can empower and support others.

Learn how to speak up as an ally.

Develop Resilience, Motivation, and Confidence in Approaching Negotiations

- **10 steps to negotiating respectfully and effectively**
 1. Identify goals and strengths
 2. Commit to being in control
 3. Find out if you are being treated fairly
 4. Assess the negotiation environment
 5. Aim high, but be realistic
 6. Define your BATNA (Best Alternative to a Negotiated Agreement)
 7. Focus on mutual interests
 8. Tailor strategy to situation
 9. Practice, practice, practice
 10. Close the deal - do not take “No” for an answer
 - Leave door open for future negotiations
- <https://www.aamc.org/download/439462/data/toolkit-negotiations.pdf>

Are all parts of your life in perfect harmony?



Practice Work-life Integration

- The Maslach Burnout Inventory Scale focuses on three major domains: emotional exhaustion, depersonalization, and a sense of low personal accomplishment.
- WOC experience burnout disproportionately
- Aligning values with actions decreases stress
- Take the Four Domain view by:
 - “Timeshifting”: slow down and relax during downtime
 - Practice mindfulness
 - Set goals/revisit career plans
 - Seek feedback from stakeholders
 - Be realistic
 - Increase efficiency
 - Learn effective time management



Not “either/or”
but “both and
more”



Both a workplace
and a personal
imperative

Acquire Financial Savvy

Participate in faculty development courses which provide in-depth knowledge of:

- Accounting principles

The Resource-Based Relative Value Scale System and
Integration of CPT and ICD Coding

- Business Development Plans
- Moving up the Corporate Ladder

Accounting Principles

Interpretation of :

- Balance Sheets
- Income Statements
- Cash Flow Analysis
- Profit/Loss Statements

Will familiarize you with the accounting statements that assess the health of an organization at a point in time/ over a time period, and the availability of cash to fund operations.

The RBRVS System and Integration of CPT and ICD Coding

Knowledge of:

Relative Value Units (RVUs)

Relative Value Scale Update Committee (RUC)

Geographic Pricing Cost Index (GPCI)

Current Procedural Terminology (CPT)

International Classification of Diseases (ICD-10)

Reimbursement

Global Technical-Professional Fees

The currency of productivity in medicine is relative value unit (RVU) based. Physicians and leaders need to understand how the RVU system was created, the basis of remuneration CPT code, and the importance of a marriage of ICD and CPT codes to get paid for clinical work.

Business Development Plans

Include:

- Business Plans
- Return on Investment
- Years to Payback
- Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA)
- Sensitivity Projections

These topics are critical to justify expansion of your practice or for the installation of a new one

Acquire Financial Savvy-Personal Skills

Equip yourself with financial knowledge about the documents you need to protect yourself, your wealth and your family:

Wills

Power of Attorney

Advanced Directives

Estate Planning

Moving up the Academic Medicine Ladder

Knowledge of:

- Strategic Planning
- Negotiation
- Graceful Self -Promotion

Having the right mission, vision and values that fit the organization is key to success

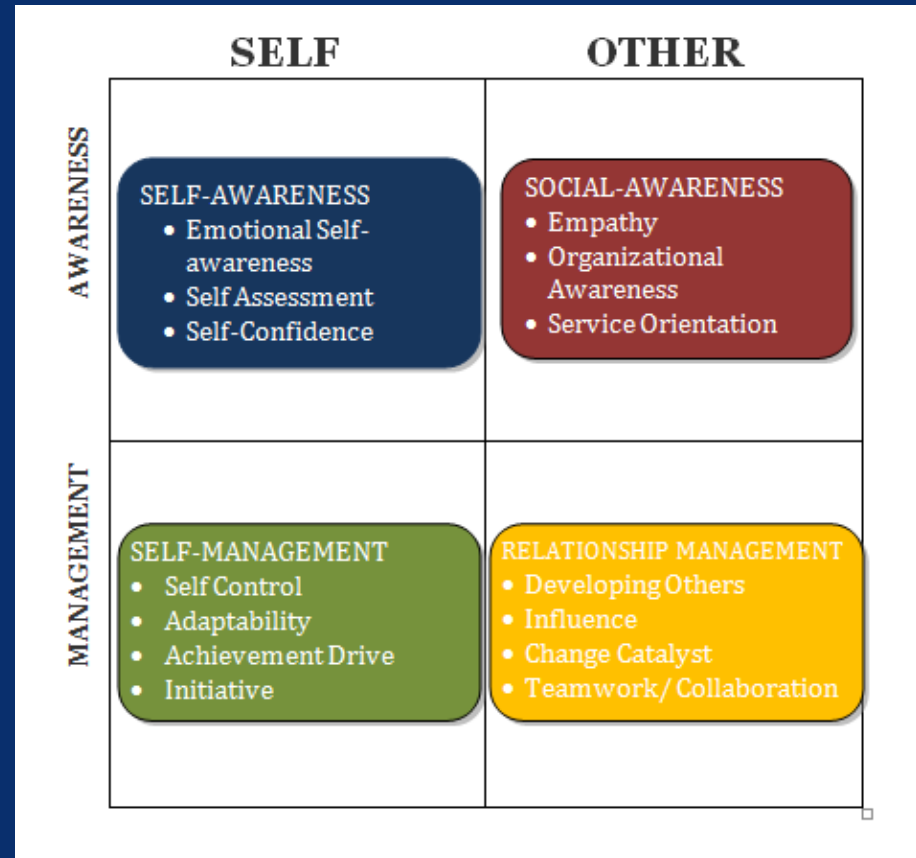
Speak Up!

- Women of Color have a double hurdle:
 - Being perceived as too aggressive
 - Proving that they are intelligent enough to warrant an audience for their ideas
- Double bind harms organizations, depriving them of valuable ideas
- Organizations can increase Women of Color's contributions by focusing less on the speaker and more on the idea
- Leaders must encourage Women of Color to speak up
- Offering women the floor can be a powerful bias interrupter!

Emotional Intelligence and Diversity

- Emotional Intelligence [EI] is the ability to manage oneself and to manage relationships with others (Goleman, 1995).
- On average, women tend to have more EI than men.
- Leadership development should include EI training that will improve the ways in which leaders manage themselves and their relationships with others, particularly with women of color.

Four Components of Emotional Intelligence



Pay it Forward

Grooming the next generation of Women of Color requires:

- Mentoring
- Speaking at events, seminars, workshops
- Partnering with academic institutions that are building talent pipelines

Summary

- WOC continue to be underrepresented at higher ranks and leadership in academic medicine
- The problem has multifactorial roots and needs recognition, acknowledgement and innovative actions to solve
- This toolkit outlines recommended individual actions designed to improve the situation
- Accountability and metrics, with appropriate dissemination, discussion and plans for remediation are necessary to change the status quo

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