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UTAH SOCIETY OF HEALTH–SYSTEM PHARMACISTS

Annual Meeting
September 18, 2021

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It's Just Culture: Leading with Diversity, Equity, and Inclusion

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Disclosure

❑ *I have no relevant financial disclosures*

❑ *This presentation will not include off-label uses of medications*

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Learning Objectives

At the conclusion of this activity, **pharmacists and pharmacy technicians** should be able to successfully:

1. Define common terms used in diversity, equity, and inclusion initiatives.

2. Identify areas for improved recruitment in hiring and promotional practices.

3. Assess current diversity, equity, and inclusion initiatives in your work environments.

4. Create an ally action plan to increase diversity in your work culture.

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Introduction: Polling

Does your school or work environment have a DEI program?

A) Yes
B) No
C) Yes, but it isn't directly involved with my area or practice
D) Yes, but it is done through a third party
E) None of the above

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Do you feel your workplace is diverse?

A) Yes
B) No
C) Not sure

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Just "Culture"

MEDICATION SAFETY

- Enhance error reporting
- Have a process for shared accountability
- Improve system processes and design
- Proactively monitor and screen for potential errors
- Enhance patient safety

DIVERSITY, EQUITY, AND INCLUSION

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Common Language

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Implicit Bias

Bias that results from the tendency to process information based on unconscious associations and feeling, even when these are contrary to an individuals conscious or declared beliefs.

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Santee J, Barnes K, Borja-Hart N, et al. Am J Pharm Educ. 2021 Jul 22:8587.

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Microaggressions

Words or actions commonly used that subtly and often unconsciously or unintentionally express a prejudice attitude toward a member of a marginalized group.

Santee J, Barnes K, Borja-Hart N, et al. Am J Pharm Educ. 2021 Jul 22:8587.

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Intersectionality

Intersectionality is the nature of social categorizations such as race, class, and gender as they apply to a given group or individual, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

Harari L, Lee C. Soc Sci Med. 2021 May;277:113876.

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Positionality

Positionality is the way social, political, or personal worldview influences understanding and outlook in various contexts.

Altman MR, et al. Nurse Educ. 2020 Nov 12

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Cultural Humility

A process of inquisitiveness, self-reflection, critiquing, and lifelong learning. In contrast to the idea of cultural competence, cultural humility is never mastered- it's an ongoing process, shaped by every encounter we have with every person.

Marcelin JR, Siraj DS, Victor R, Kotadia S, Maldonado YA. J Infect Dis. 2019 Aug 20;220(220 Suppl 2):S62-S73.

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Overview of Terms

Implicit Bias
Microaggressions
Intersectionality
Positionality
Cultural Humility
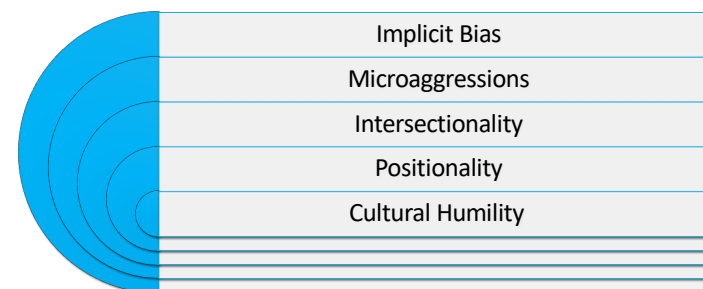
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Question 1: True or False

Implicit bias is a conscious association and are reflective of the individuals declared beliefs.

A) True

B) False

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Question 2:

Having multiple systems that may place a person at a disadvantage is an example of _____.

A) Bias

B) Positionality

C) Intersectionality

D) Cultural humility

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Bias – Patient Care

- ❑ Hall, et al. Systematic review examining influence of bias on healthcare outcomes
  - Providers appear to have bias, with positive attitudes towards White identifying patients
  - Negative attitudes towards people of color
  - Needed more rigorous approach to examine the relationship between attitudes and outcomes
- ❑ FitzGerald and Hurst. Systematic review examining bias in healthcare professionals
  - Healthcare professionals exhibit some level of implicit bias
  - Complex patient and provider interaction
- ❑ Chapman and Carnes. Perpetuation of health care disparities
  - Identifying bias
  - Bias reducing strategies (perspective – talking)
  - Increasing minority identifying physicians

Hall WJ, et al. Am J Public Health. 2015 Dec;105(12):e60-76
FitzGerald C and Hurst S. BMC Med Ethics. 2017; 18(1): 19.
Chapman EN, Kaatz A, Carnes M. J Gen Intern Med. 2013. Nov;28(11):1504-10.

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Bias – Hiring Practices

- ❑ Consul, et al.
  - Lack of outreach of diverse backgrounds and educational experiences
  - Application of the 'Rooney Rule' as a minimum
  - Subjective interview processes insert prime opportunities for implicit bias
  - Similarity – Attraction paradigm

- ❑ Erkmen, et al.
  - Underrepresentation of the applicant pool
  - Environment known for discrimination or harassment
  - Lack of mentorship

Consul N, et al. J Am Coll Radiol. 2021 Jun;18(6):769-773.
Erkmen CP, et al. Ann Thorac Surg. 2021 Jan;111(1):12-15.

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Pharmacy Applicant Pool (2018 – 2019)

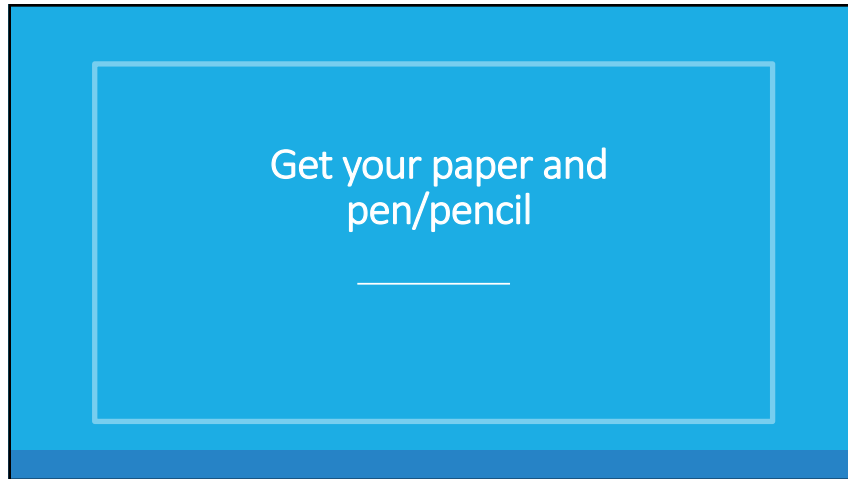| Race/Ethnicity	Male	Female	Total by Race/Ethnicity - n (%)
White	6,927	12,056	14,983 (37.4)
Black/African American	2,444	4,400	6,844 (13.5)
Hispanic/Latino	1,846	2,822	4,668 (9.2)
Asian	5,184	9,375	14,559 (28.6)
Native Hawaiian/PI	26	33	59 (0.1)
Native American or Alaska Native	27	48	75 (0.1)
Two or more races	601	974	1,575 (3.1)
Unknown	552	691	1,243 (2.5)
International/Foreign	1,013	1,766	2,779 (5.5)
Total	18,620	32,165	50,785

Jamie N. Taylor et al. AJPE 2020;84:ajpe8207

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Pharmacy Degree Recipients (2018 – 2019)

Race	Applicant Pool - %	PharmD (1st degree) -%	PharmD (Postbaccalaureate)-%
White	37.4	49.8	29.8
Black/African American	13.5	8.5	17.9
Hispanic/Latino	9.2	5.7	2.9
Asian	28.6	25.6	18.6
Native Hawaiian/PI	0.1	0.3	0
Native American or Alaska Native	0.1	0.3	0
Two or more races	3.1	3	1.3
Unknown	2.5	3.5	15.4
International/Foreign	5.5	2.6	14.1

Jamie N. Taylor et al. AJPE 2020;84:ajpe8207

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Get your paper and pen/pencil

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Multifaceted Identity

Systemic influencers
(macrosystems)

Middle influencers
(exosystems)

Close influencers
(microsystems)

Macrosystems:
- Culture
- Media
- Laws
- History

Exosystems:
- Extended family
- Faith groups
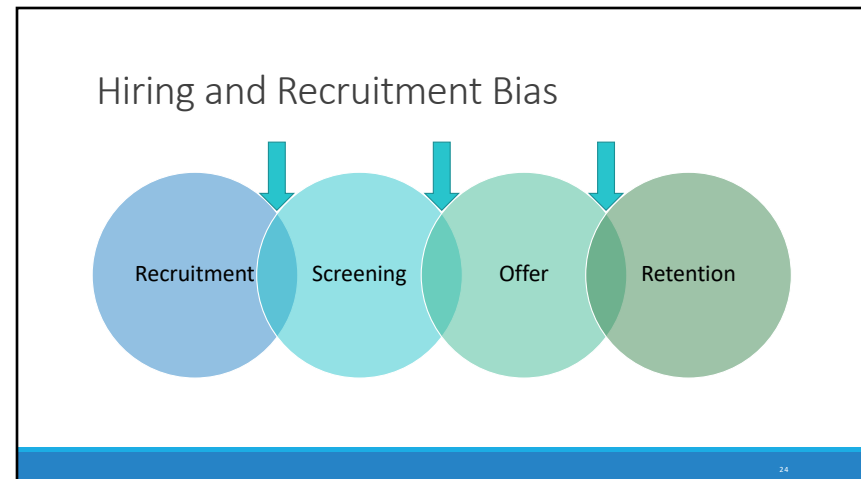- Neighborhoods

Microsystems:
- Family
- Peers
- Siblings
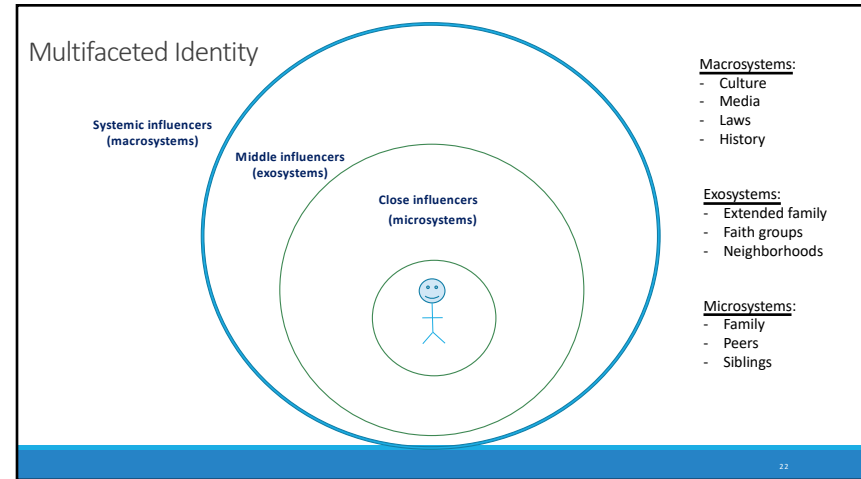
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Multifaceted Identity - Positionality

IDENTIFY

- Primary identity group (often based on appearance)
- Religion, faith, or spirituality
- Foods, traditions, holidays
- Language, mannerisms, expression
- Socioeconomic class, able-bodied

REFLECT

- How do my individual systems interact with my identity?
  - Confirm or conflict
- Do elements of my personal identity put me in the majority or minority?
  - Is it situational
- Is my workplace diverse?

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Hiring and Recruitment Bias

Recruitment · Screening · Offer · Retention

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Process Interrupters

Ask the tough questions

1. Is my group diverse (is this defined)?
2. Do I have a process that minimizes bias?
3. Does favoritism or leaning towards historical comfort play a role?
4. Would this applicant feel comfortable here?
5. Is there a place for this applicant long term?
6. Does this matter, do I care?

Consul N, et al. J Am Coll Radiol. 2021 Jun;18(6):769-773.
Erkmen CP, et al. Ann Thorac Surg. 2021 Jan;111(1):12-15.

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Thought Experiment - Activity

Which 2 candidates would you invite for an interview?

One
- Graduated from Omaha, Nebraska, BS, MBA
- GPA 3.82, president of organization, good LOR
- Enjoys photography, sports, foodie

Two
- Graduated from SLC, Utah, BA, MPH
- GPA 3.82, secretary for organization, good LOR
- Enjoys movies, jokes, family

Three
- Graduated from Madison, Wisconsin, BA, MBA
- GPA 3.82, leader in local organization, good LOR
- Enjoys music, outdoors, traveling

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Thought Experiment - Activity

Which candidate would you hire?

One
- Graduated from Omaha, Nebraska, BS, MBA
- GPA 3.82, president of organization, good LOR
- Enjoys photography, sports, foodie

Two
- Graduated from SLC, Utah, BA, MPH
- GPA 3.82, secretary for organization, good LOR
- Enjoys movies, jokes, family

Three
- Graduated from Madison, Wisconsin BA, MBA
- GPA 3.82, leader in local organization, good LOR
- Enjoys music, outdoors, traveling

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Thought Experiment - Activity

Which candidate most reflects your current leadership?

1   2   3

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Hiring and Recruitment Bias

Recruitment → Screening → Offer → Retention
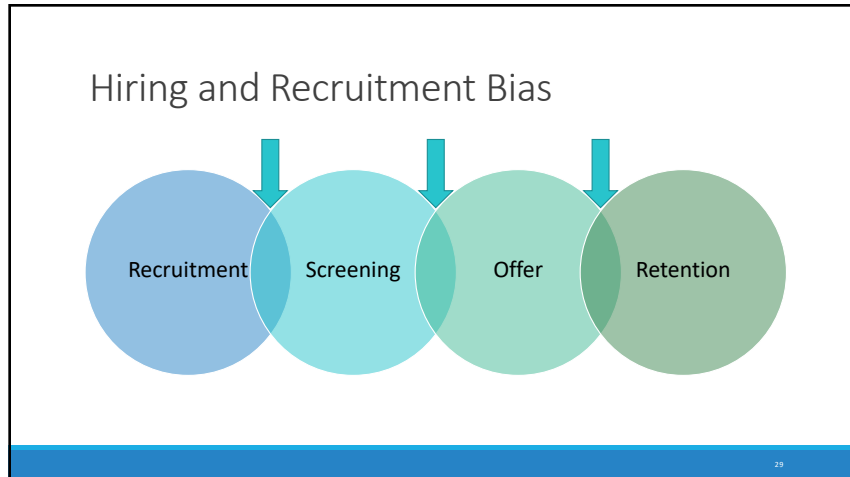
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What tools do I have?

Action Planning

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Pillars

- Recognize and understand positionality
- Identify ways intersectionality is at play
- Practice cultural humility
- Dismantle structural oppression
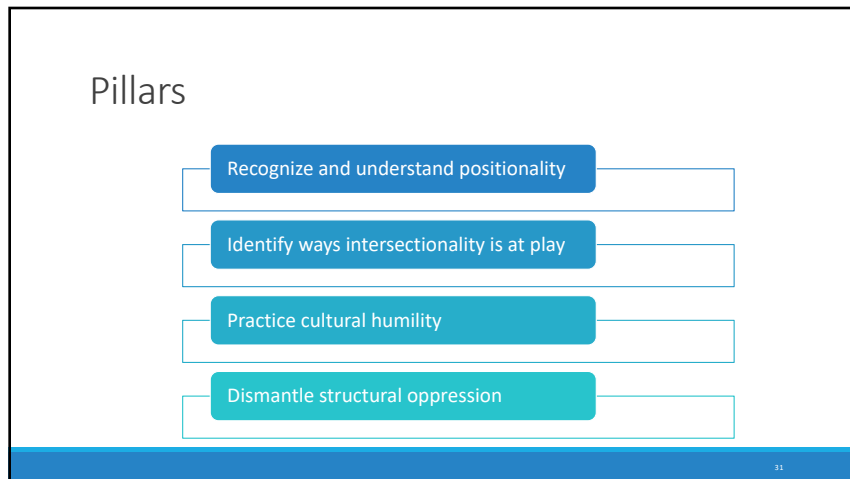
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Pillars

- Understand positionality
  - Increase your understanding of how your worldview is informed and influenced
  - Identify your personal bias
  - Reevaluate assumptions
  - Increases the value of more diverse representation at the decision making table
- Identify ways intersectionality plays in your work or school environments
  - System harms/failures increase based on the amount of minority identities
  - System success increases based on the person's majority identity
  - Center decisions around the most vulnerable or easily overlooked

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Pillars

❑ Practice cultural humility
- Establish a system that allows feedback and growth
- Provide space for dialogue
- Minimize the perception of being superior or having greater understanding

❑ Dismantle structural oppression
- Take time to understand the origins
- Diagnose the severity
- Determine best approach to changing harmful system culture
- Look for resources near you

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Bias Mitigation Strategies

❑ Commit to increasing diversity in your workplace or schools

❑ Adopt a regular training or meeting to discuss areas of bias within your institution

❑ Consider using blinded evaluations

❑ Standardize the application process as possible

❑ Prevent one opinion from dominating all opinions

❑ Consult a diversity and equity representative or organization

❑ Collect data at each step to track progress

Consul N, et al. J Am Coll Radiol. 2021 Jun;18(6):769-773.
Erkmen CP, et al. Ann Thorac Surg. 2021 Jan;111(1):12-15.

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Question 3:

Which is most important to you when creating an action plan for DEI initiatives?

A) Identifying/creating a DEI committee

B) Reviewing rubrics and interview questions for bias

C) Establishing a process for bias reduction in promotions

D) Continuing the conversation about diversity through regular meetings or case reviews

E) Taking time to assess personal bias that may stall future action planning

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DIVERSITY, EQUITY, AND INCLUSION

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Just (DEI) Culture

- Develop a process for shared accountability
- Enhance dialogue and conversations
- Proactively engage in activities to better understand and promote diversity
- Improve systems of talent retention, promotions, and advancement
- (Goal) - Enhance professional, personal, and patient relationships

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In Summary

- Implicit bias, microaggressions, intersectionality, positionality, and cultural humility are common terms in DEI
- Having a process to understand positionality can help identify systems that impact each individual
- Process interrupters can help identify areas for improvement in recruitment, screening, hiring, and retaining a diverse workforce
- The practice of cultural humility is a tool that can improve allyship and diversity as DEI leaders

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