

BRIGHAM HEALTH



BRIGHAM AND
WOMEN'S HOSPITAL

Does Your Team Look Like Your Patients?

Recruiting and Including Women and
Minorities on Your Team

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Disclosures

Consultant

- 3M
- ACI
- bOne
- Convatec
- DePuy
- Heraeus
- Haylard
- Hyalex
- Irrimax
- Stryker

Royalties

- SLACK

Advisory boards

- Recro

Stocks

- Joint Purification Systems
- Sonoran
- Graftworx
- bOne
- Irrimax

Board Member

- AAOS Committee EBQV
- AAOS AUC chair
- CORR / KSSTA / JOA / JBJS
- Bone & Joint 360
- MSIS



What does your team look like now?



Medical Assistants



Nurses, PAs, NPs, FAs



Front desk staff



What does your team look like now?



Administrators

OR Staff



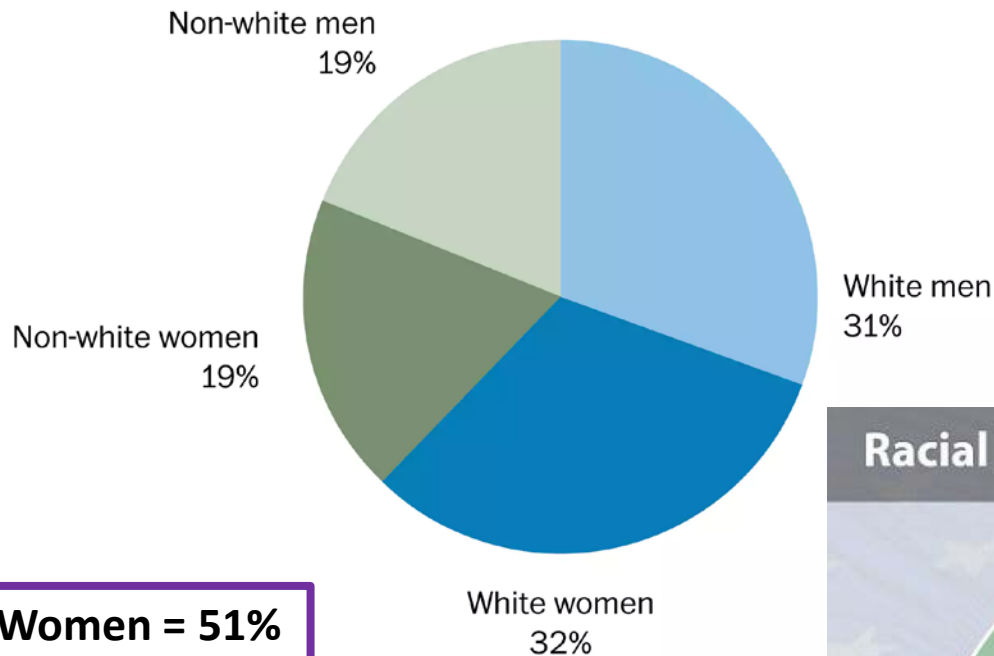
Colleagues



Why does it matter?

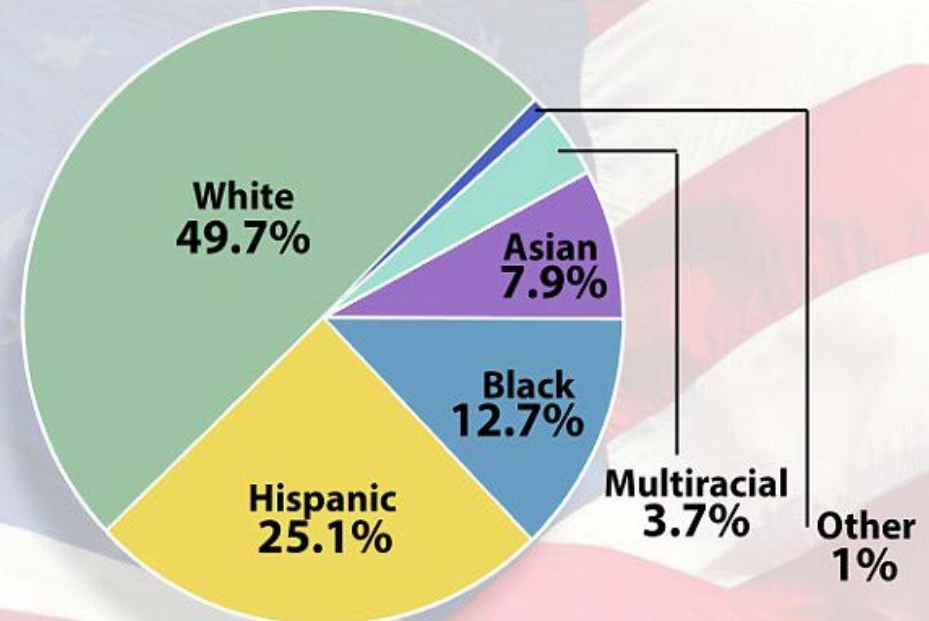


US Population

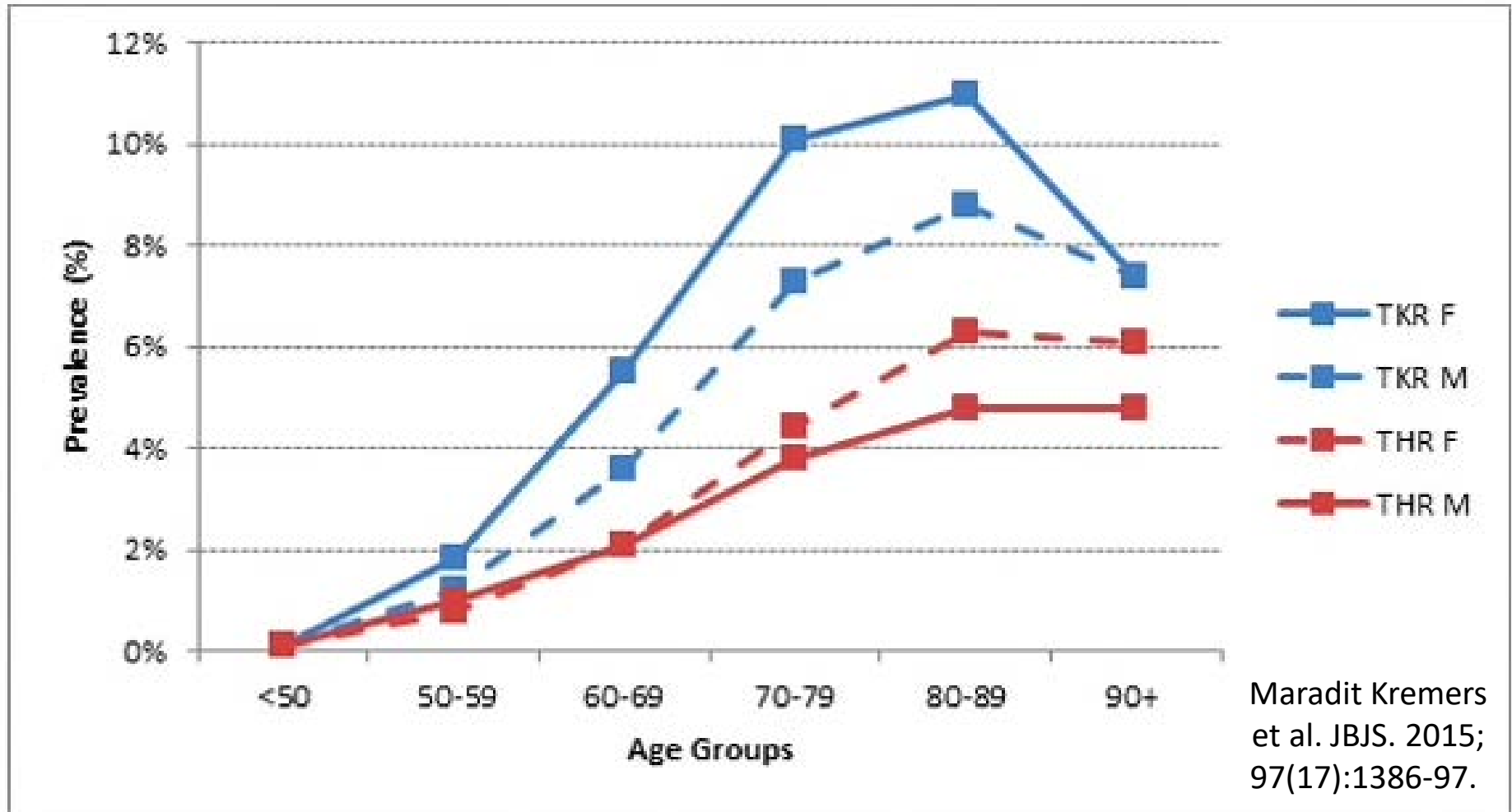


Women = 51%

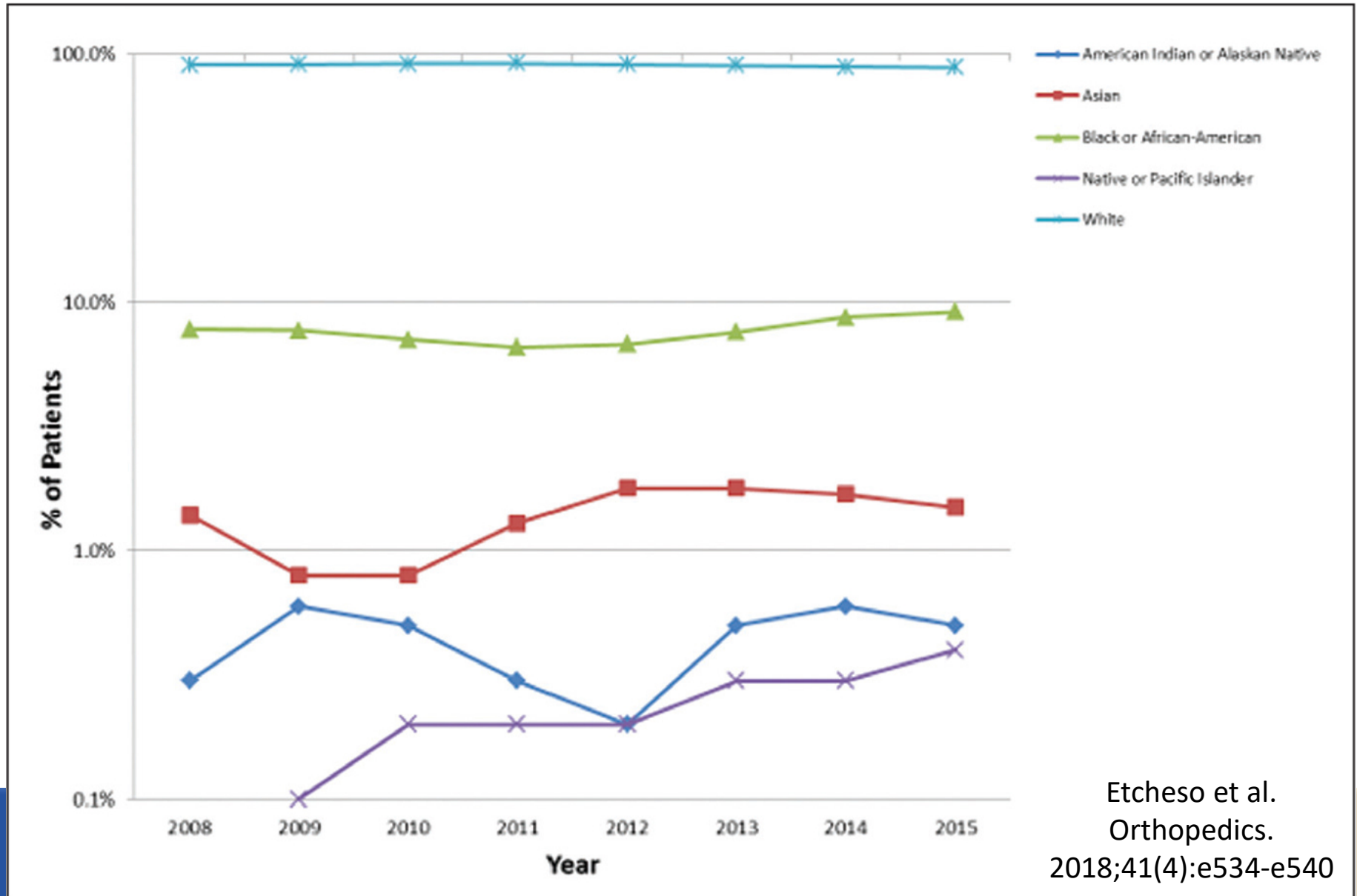
Racial make-up of the US



Patient Gender in Total Joint Arthroplasty



Patient Race in Total Joint Arthroplasty



Etcheso et al.
Orthopedics.
2018;41(4):e534-e540

The Impact of a Plastic Surgeon's Gender on Patient Choice

Eva A. Huis in 't Veld, BS; Francisco L. Canales, MD;
and Heather J. Furnas, MD

[Gastrointest Endosc.](#) 2002 Aug;56(2):170-3.

Patient preferences for gender of endoscopists.

[Varadarajulu S](#)¹, [Petruff C](#), [Ramsey WH](#).



YALE JOURNAL OF
BIOLOGY AND MEDICINE

[Yale J Biol Med.](#) 2016 Jun; 89(2): 131–142.

PMCID: PMC4918861

Patient Preference for Physician Gender in the Emergency Department

[Haley A. Nolen](#), MD,^a [Justin Xavier Moore](#), MPH,^{a,b} [Joel B. Rodgers](#),^a [Henry E. Wang](#), MD, MS,^a and [Lauren A. Walter](#), MD^{a,*}

[Patient Educ Couns.](#) 2007 Sep;68(1):16-22. Epub 2007 May 4.

Disentangling physician sex and physician communication style: their effects on patient satisfaction in a virtual medical visit.

[Schmid Mast M](#)¹, [Hall JA](#), [Roter DL](#).

Disparities in the Conduct of the Medical Encounter: The Effects of Physician and Patient Race and Gender

SAGE Open
July-September 2012: 1-14
© The Author(s) 2012
DOI: 10.1177/2158244012459193
<http://sgo.sagepub.com>


B. Mitchell Peck¹ and Meredith Denney¹

Virtual Mentor. [June 2003](#), Volume 5, Number 6.
doi: 10.1001/virtualmentor.2003.5.6.jdsc2-0306

Journal Discussion

The Case for Racial Concordance between Patients and Physicians



JOURNAL ARTICLE

Is Doctor-Patient Race Concordance Associated with Greater Satisfaction with Care?

Thomas A. LaVeist and Amani Nuru-Jeter
Journal of Health and Social Behavior
Vol. 43, No. 3 (Sep., 2002), pp. 296-306

RACE OF PHYSICIAN AND SATISFACTION WITH CARE AMONG AFRICAN-AMERICAN PATIENTS

Thomas A. LaVeist, PhD, and Tamyra Carroll
Baltimore, Maryland

JOURNAL OF THE NATIONAL MEDICAL ASSOCIATION
VOL. 94, NO. 11, NOVEMBER 2002



HHS Public Access

Author manuscript

JAMA Intern Med. Author manuscript; available in PMC 2017 August 16.

Published in final edited form as:

JAMA Intern Med. 2017 February 01; 177(2): 206–213. doi:10.1001/jamainternmed.2016.7875.

Comparison of Hospital Mortality and Readmission Rates for Medicare Patients Treated by Male vs Female Physicians

Yusuke Tsugawa, MD, MPH, PhD, Anupam B. Jena, MD, PhD, Jose F. Figueroa, MD, MPH, E. John Orav, PhD, Daniel M. Blumenthal, MD, MBA, and Ashish K. Jha, MD, MPH

- Medicare patients (>65yo) have **lower** 30-day readmission and mortality when treated by **FEMALE** internists vs **MALE** internists

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Comparison of postoperative outcomes among patients treated by male and female surgeons: a population based matched cohort study

Christopher JD Wallis *resident*^{1,2}, Bheeshma Ravi *surgeon and assistant professor*³, Natalie Coburn *surgeon and*⁴ *associate professor*⁴, Robert K Nam *surgeon and professor*¹, Allan S Detsky *internist and professor*^{2,5}, Raj Satkunasivam *surgeon and assistant professor*^{1,6}

- 3314 surgeons – 774 female, 2540 male
- Matched – volume, age, hospital, patient age/sex/comorbidities
- **LOWER** 30 day readmissions, complications and mortality for **female surgeons**



Patient Outcomes After Total Joint Arthroplasty: Does Surgeon Gender Matter?

Talia Ruth Chapman, MD¹; Benjamin Zmistowski, MD¹; Kaitlyn Votta, BS¹; Ayesha Abdeen, MD²; James J. Purtill, MD; Antonia Chen, MD³

- 2009-2013 – Medicare 100% database
- Surgeon variables: surgeon gender, year of graduation, area of practice, and volume
- **Females**: 2% and earlier in practice
- When controlling for *procedure volume* and *years in practice*, multivariate analysis showed that **female surgeons** had **lower** adjusted complication rate in TJA cases

DOES DIVERSITY MATTER FOR HEALTH? EXPERIMENTAL EVIDENCE FROM OAKLAND

Marcella Alsan
Owen Garrick
Grant C. Graziani

NATIONAL BUREAU OF ECONOMIC RESEARCH
1050 Massachusetts Avenue
Cambridge, MA 02138
June 2018

- 1300+ black men in Oakland, CA at barbershops
- ½ patients showed up for a health screening
- More likely to engage in preventative services if the patient saw a racially concordant doctor
 - 47% diabetes screening
 - 56% flu shot
 - 72% cholesterol test

What's the benefit?

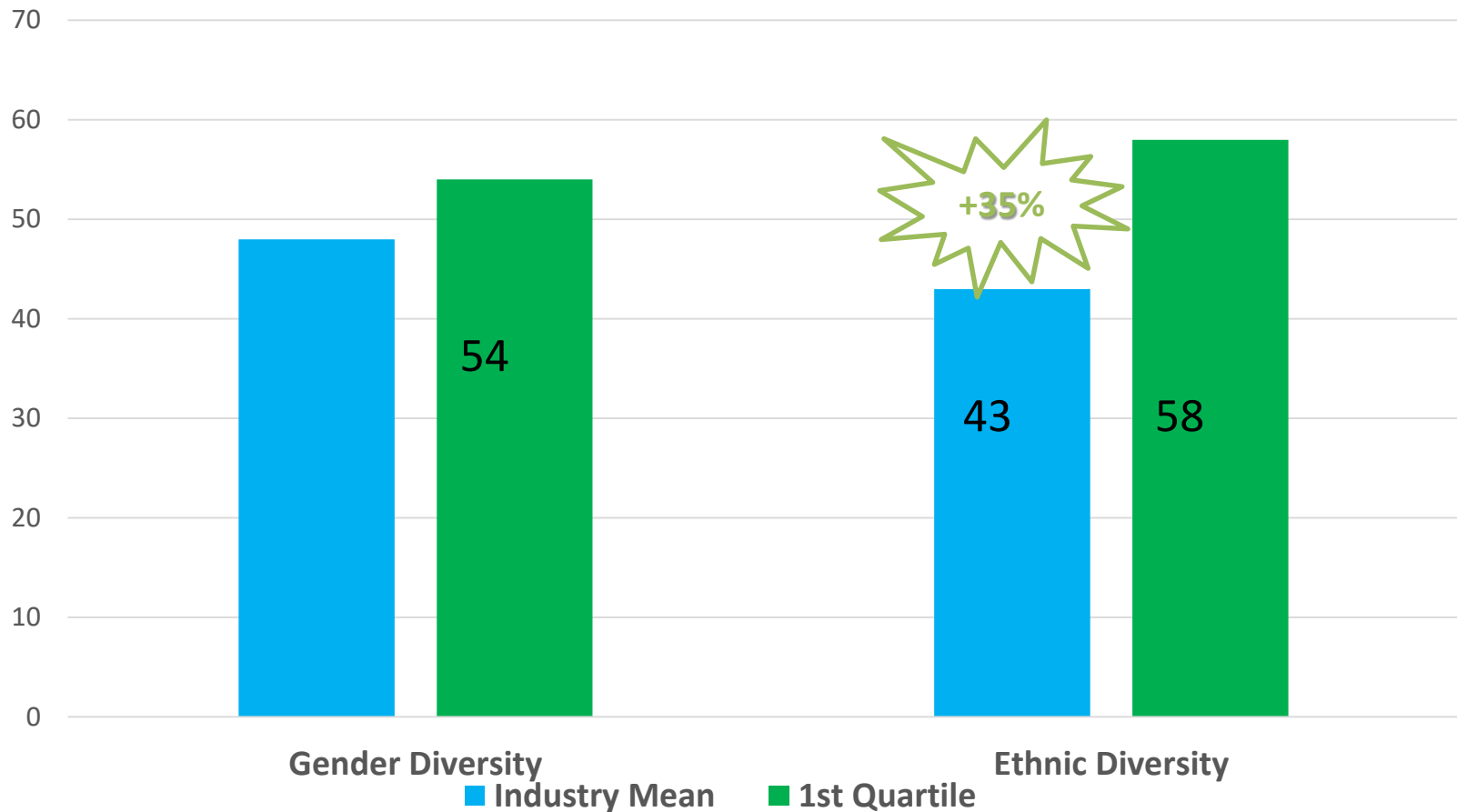
- Creates a pool of talent
- Enhanced communication
- Exchange of innovative ideas
- Helps build synergy in teams
- Improved productivity
- Reduces absenteeism rates
- Improved workplace satisfaction
- Lower employee turnover rates
 - Reduces the costs associated with hiring new employees
- Heterogeneous groups outperform homogenous groups
- Reduces legal responsibility in discrimination lawsuits



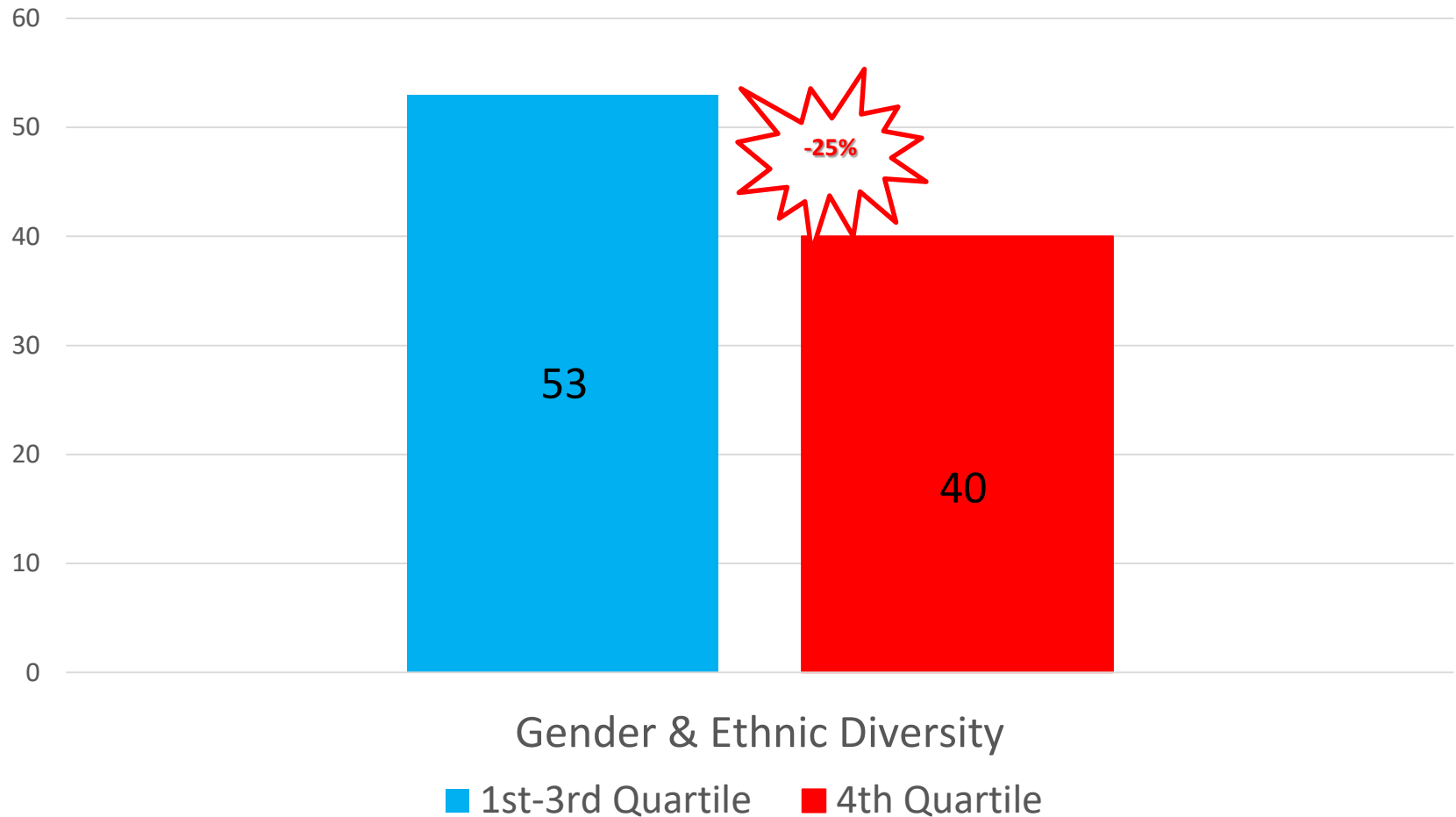
Herring C. Does diversity pay? Am Sociol Rev 2009; Forbes Insights. Global diversity and inclusion, 2011; Hong & Page, 2004; Hong & Page, 2009

Financial performance

Likelihood of financial performance above national industry median by diversity quartile %



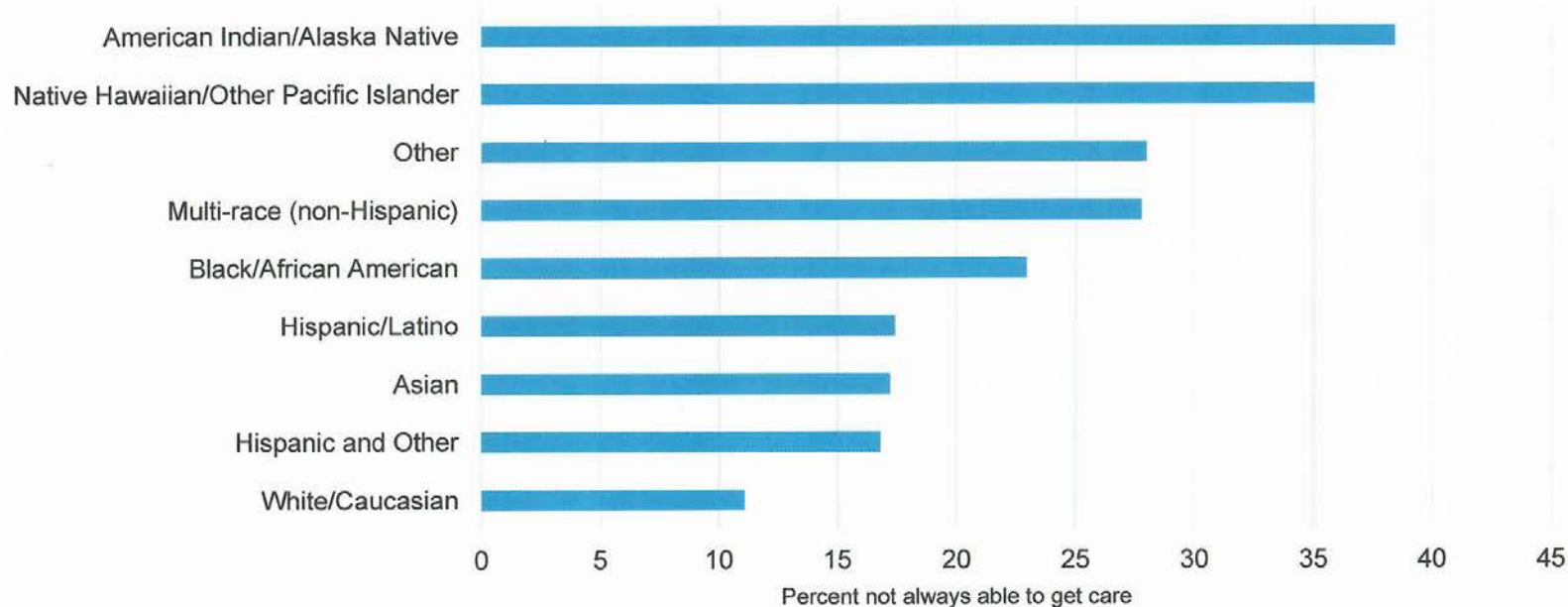
Low Gender & Ethnic Diversity Correlates with Poor Financial Performance



What's the benefit?

- Access to care – may serve in underserved areas

Difficulty Getting Care (Respondent Race and Ethnicity)



Source: AAMC Consumer Survey of Healthcare Access, Jan-16 and Jun-16

- More equitable care – less health disparities



What's the benefit?

- Can address culturally specific and sex-specific conditions
- Higher patient satisfaction ratings
- Improved communication with patients
- Research advances and innovation
- Improved performance in the business of medicine



Jiménez-Almonte et al., AAOS Now, July 2017. Daniels et al., CORR 2012;
Reede, 2003; Cooper et al., 2003; Price et al., 2009

How do you do it?

The Diversity Bonus

The team, the team, the team!
The highest performing healthcare teams reflect the dynamic makeup of society and the communities we serve. Teams outperform individuals and diverse teams exceed teams.

Those who got the opportunity won.
Winning coaches who were given opportunities through the Rooney Rule reinforced the business case for diversity.

Bring forward the best talent.
The new “Standard Recruitment Practices” are an innovative component of the broad departmental strategic plan to advance surgeon excellence in an inclusive environment.

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M | SURGERY

medicine.umich.edu/surgery/faculty-life

Erika A. Newman, MD
Associate Chair of Faculty Development
Asst. Professor | Pediatric Surgery
April 16th, 2018



How do you do it?

- Job description
- Recruitment
- Inclusive work environments



Conclusion

- Make your team more diverse
- It will help your patients and your practice
- Actively recruit and retain individuals



Thank You



