

# SETTING UP A SUSTAINABLE AND IMPACTFUL EQUITY, DIVERSITY & INCLUSION PROGRAM WITH YOUR TEAM

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Ghada Aldosary, PhD, MCCPM (she/hers)

Medical Physicist (King Abdulaziz Medical City, Riyadh, Saudi Arabia)

Medical Physics Fellow (The Ottawa Hospital, Ottawa, Canada)

# Land Acknowledgement

Eagle's Nest, just outside Ottawa, Canada



Anishinaabe Algonquin Nation

National Museum of the American Indian  
in Washington, DC



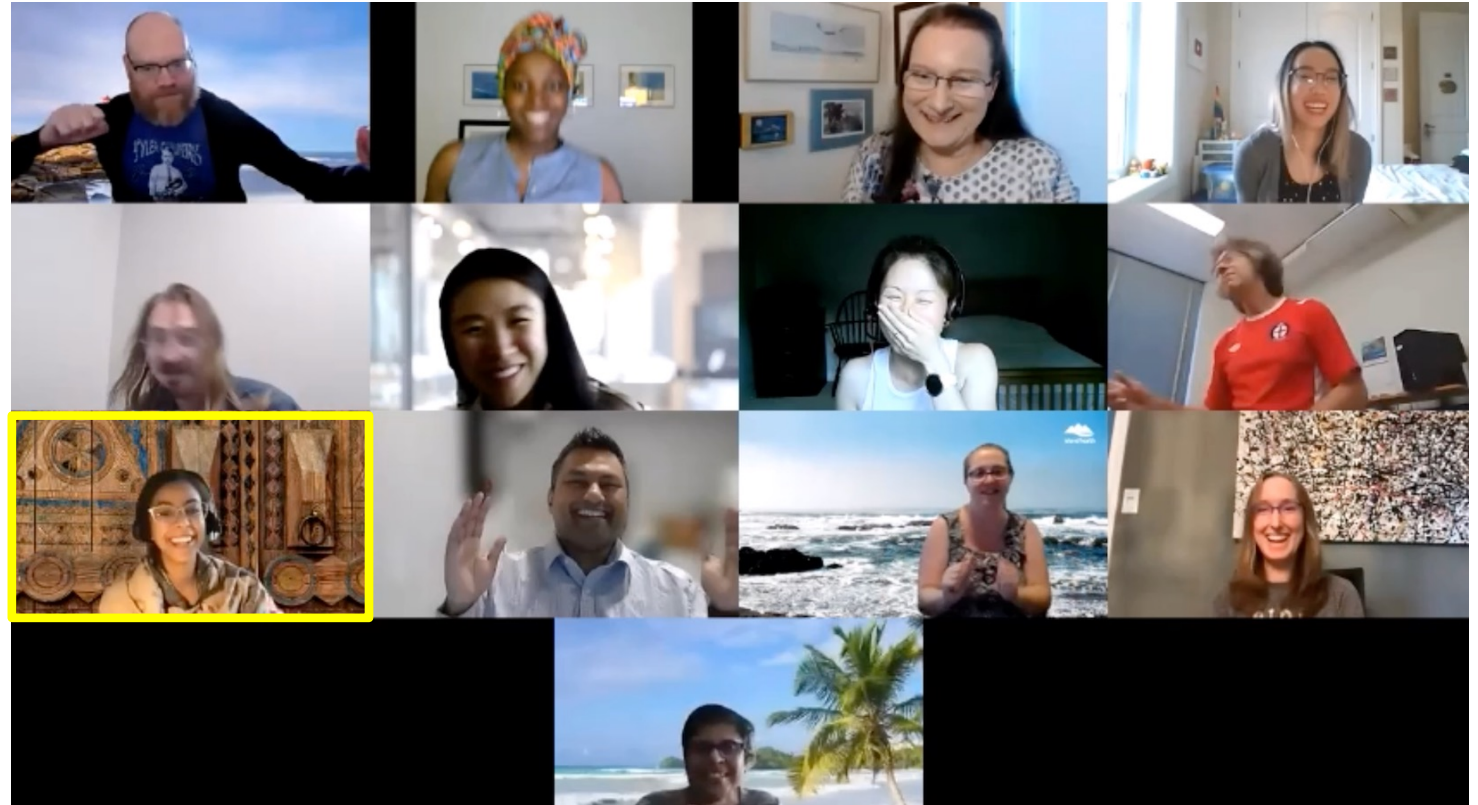
Nacotchtank Ancestral Lands

## Disclosures

- COMP CWC-IDEA (previously CWC-AaR)
- AAPM EDIC
- AAPM WGWMRSC

## Unofficial Disclosures

- I recognize my privileges.
- I speak for myself only.
- I am a learner.





# AAPM STRATEGIC PLAN

**Vision**  
*Adopted by the AAPM Board of Directors ~ April 11, 2018, revised August 2, 2018*

**Improving health**

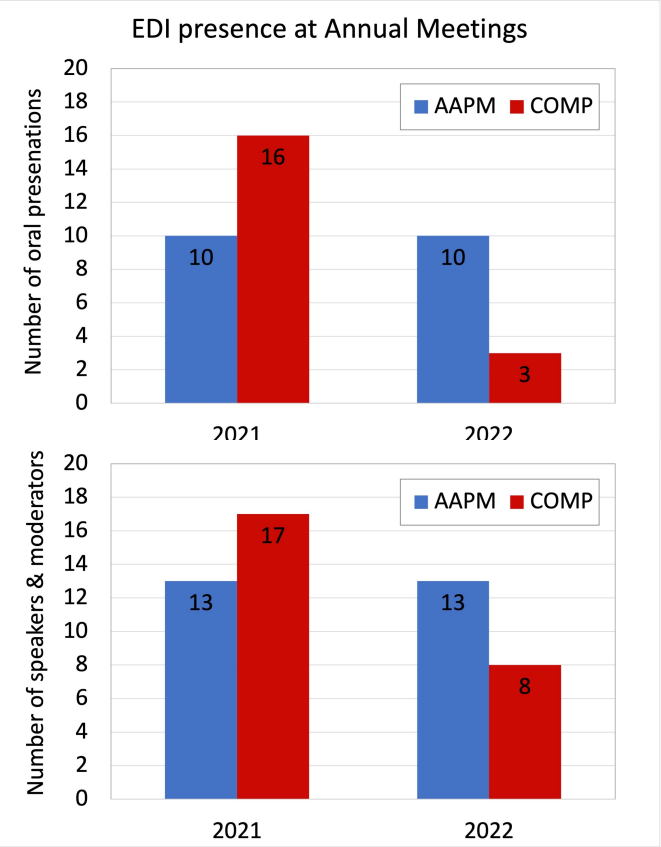
**Mission**  
*Adopted by the AAPM Board of Directors ~ April 11, 2018, revised August 2, 2018*

**Advancing medical physics**

## Focus Areas & Strategic Goals

*Adopted by the AAPM Board of Directors ~ April 11, 2018, revised August 2, 2018*

- **Innovation**  
Strategic Goal: Drive scientific and clinical innovation in medical physics to improve human health.
- **Membership**  
Strategic Goal: Enhance the value of AAPM membership experience and services.
- **Leadership**  
Strategic Goal: Promote leadership role of the organization and its members.
- **Education**  
Strategic Goal: Cultivate excellence in medical physics education.
- **Organizational Management**  
Strategic Goal: Practice stewardship in continuous assessment of programs and services.
- **Communication**  
Strategic Goal: Improve communication internally and externally.
- **Patient Care**  
Strategic Goal: Ensure High Quality Patient Care.
- **Diversity And Inclusion**  
Strategic Goal: Champion equity, diversity, and inclusion (EDI) in the field of medical physics.





## Recent (2021 and 2022) AAPM and COMP ASM EDI discussions...

### Overview of Equity, Diversity and Inclusion (EDI) Efforts in AAPM

B Gittens<sup>1\*</sup>, J Pollard-Larkin<sup>2\*</sup>, (1) University Of Arkansas, (2) MD Anderson Cancer Center, Houston, TX

### Advancing EDI at Every Level of Med Phys Part 1: For Trainees, the Workplace and Beyond

R Castillo<sup>1\*</sup>, K Paradis<sup>2\*</sup>, V Ainsworth<sup>3\*</sup>, (1) Emory University, Atlanta, GA, (2) Michigan Medicine, Ann Arbor, MI, (3) Harwich, MA

### "Picture a Scientist": Toward Gender Equity

K Paradis (Younge)<sup>1\*</sup>, (1) University of Michigan, Ann Arbor, MI

### Keynote: Equality, Equity & Ease of Access to Canadian Healthcare

P Baxter, S Barnaby

### Eliminating Health Disparities in Clinical Trials: How Can Physicists Contribute?

C Chapman<sup>1\*</sup>, P Taylor<sup>2\*</sup>, H Whitney<sup>3\*</sup>, Z Iqbal<sup>4\*</sup>, (1) Michigan Medicine, Ann Arbor, MI, (2) UT MD Anderson Cancer Center, Houston, TX, (3) Wheaton College, Wheaton, IL, (4) University of Alabama - Birmingham, Birmingham, AL

### Panel: Embracing equality, diversity, and inclusivity in cancer care: starting at the surface – G Menon, E Zhang, J Christie, K Jordan

G. Aldosary, AAPM ASM 2022

*Common challenges faced:*

- x Lack of resources
- x Lack of engagement
- x Lack of support
- x Complacency/ resistance to change

“We are medical physicists—  
not EDI experts.”



# EDI is not isocentric!

- Many organizations recognize the importance of EDI.
- However, organizations are still having trouble with making progress!



**“EDI is a continuum – an ongoing journey of unlearning and learning the deeply rooted dogmas that guide the way organizations operate.”** McLean & Company

- **EDI is complex** and heavily nuanced
- Not just for HR! **Everyone has a role to play** (allies, leaders, champions)
- Organizations must assess their **current state of EDI**



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**Clinical Investigation**

**2021 AAPM Equity, Diversity, and Inclusion  
Climate Survey Executive Summary**

Kristi R.G. Hendrickson, PhD,\* Stephen M. Avery, PhD,† Richard Castillo, PhD,‡ Laura Cervino, PhD,§  
Ashley Cetnar, PhD,|| Nolan L. Gagne, PhD,¶ Wendy Harris, PhD,§ Amirh Johnson, MS,\* Megan E. Lipford, PhD,\*\*  
Nadia Octave, PhD,†† Kelly C. Paradis, PhD,‡‡ Angélica Pérez-Andújar, PhD,§§ Surendra Prajapati, PhD,||| and  
Julianne Pollard-Larkin, PhD,||

G. Aldosary, AAPM ASM 2022



# Unconscious Bias (UB) Training... *is not always useful!*

- UB training seeks to raise awareness of the mental shortcuts that lead to snap judgments (often based on race and gender) about people's talents or character
- UB can affect healthcare professionals



## How to improve UBT?

**Cognitive Bias**

### Unconscious Bias Training That Works

by Francesca Gino and Katherine Coffman

From the Magazine (September–October 2021)

DIVERSITY, EQUITY & INCLUSION • EDITORS' PICK

#### Your Unconscious Bias Trainings Keep Failing Because You're Not Addressing Systemic Bias

Janice Gassam Asare Senior Contributor @  
I help create strategies for more diversity, equity, and inclusion.

Dec 29, 2019, 06:11pm EST

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Marcelin, J.R et al, 2019. J Infect. Dis., 220(2), S62-S73.

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## Cultural Competency

*(a goal)*



## Cultural Humility

*(a mindset)*

**Goal:** Effective interactions with others across different cultures

### How?

- 1- Learn about other cultures
- 2- Control your biases
- 3- Adapt behaviours and communication style

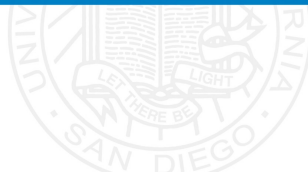
AAPM VIRTUAL LIBRARY  
2021 AAPM Virtual Spring Clinical Meeting - Session: Patient Communications  
[Tweet](#)

### Cultural Competency in Patient Interactions

Titania Juang, PhD  
Assistant Professor  
Radiation Medicine & Applied Sciences

UC San Diego Health

RETHINKING MEDICAL PHYSICS



**Goal:** Maintain a lifelong learning process to minimize the impact of bias on your interactions with others

### How?

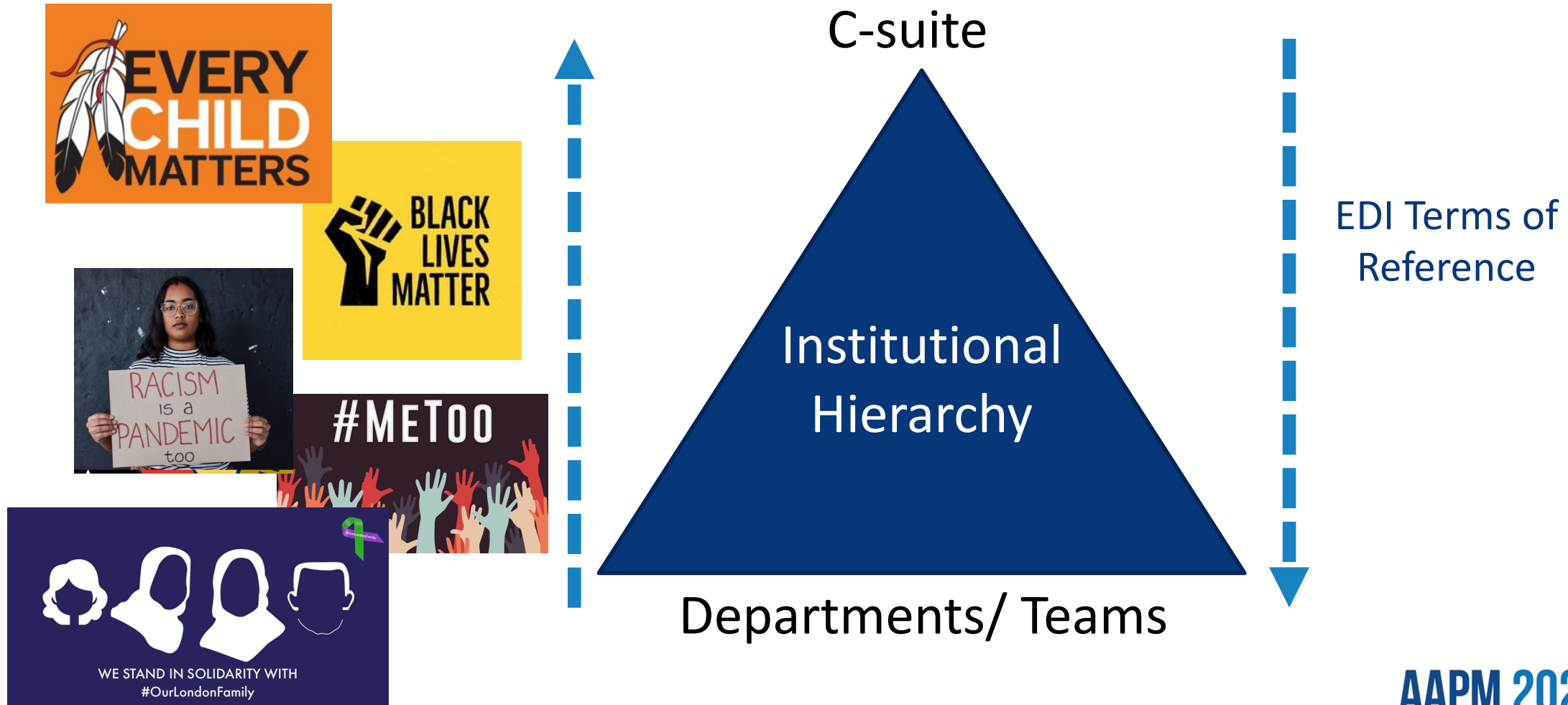
- 1- Respect other people's values and beliefs
- 2- Continuously reflect on your biases
- 3- Learn to minimize the impact of your own biases

### Why?

- 1- Avoid defensiveness/ judgement
- 2- Approach with curiosity
- 3- Engage with a learner's mindset

No one gets it right all the time! 😊

# Organizational Models of EDI Programs





# What Makes an EDI Program **Unsuccessful**?

## Diversity Efforts Disparity

- URMIs feel an obligation to spend time in community efforts (EDI work)
- URMIs burnout

Rodríguez et al. *BMC Medical Education* (2015) 15:6  
DOI 10.1186/s12909-015-0290-9



DEBATE

Open Access

### Addressing disparities in academic medicine: what of the minority tax?

José E Rodríguez<sup>1\*</sup>, Kendall M Campbell<sup>1</sup> and Linda H Pololi<sup>2</sup>

#### The minority tax:

The burden of extra responsibilities placed on underrepresented minorities (URMs) during efforts to achieve equity, diversity, and inclusion.

# What Makes an EDI Program **Successful**?

- ✓ Support from leadership to within teams
- ✓ Supportive infrastructure
  - ✓ Strategic planning
  - ✓ Financial resources



Everyone has a role in ensuring  
EDI is achieved and maintained!

Spottswood SE *et al.* J Am Coll Radiol. 2019 Jul 1;16(7):983-91.

G. Aldosary, AAPM ASM 2022

# (1) EDI Council/ Committee

## What is an EDI Strategy?

- The EDI strategy is a mechanism through which systemic issues and the ingrained way things are done at organizations can be challenged and changed.



McLean & Company





Improving Health Through Medical Physics



# EQUITY, DIVERSITY, AND INCLUSION STRATEGIC GOAL

Laura Cerviño, PhD | San Diego, CA

AAPM Newsletter — Volume 43 No. 6 — November | December 2018

➤ Champion Equity, Diversity, and Inclusion (EDI) in the field of medical physics

➤ Objectives

- ✓ Evaluate EDI in the current AAPM organizational structure and activities
- ✓ Create and sustain the structure in AAPM necessary to support the EDI strategic goal
- ✓ Cultivate and encourage a diverse pool of trainees for entry into medical physics and AAPM
- ✓ Create and deliver professional and educational content that supports the importance of EDI, specifically supporting the needs of underrepresented medical physicists
- ✓ Collaborate with other professional organizations to implement and support the commitment to EDI in the medical physics field
- ✓ Ensure that the EDI strategic objectives and AAPM's core mission of advancing medicine through excellence in the science, education, and professional practice of medical physics are continually aligned.

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## *Example Committee Structure #1:*

### Organizational Level

*The Ottawa Hospital Research Institute*

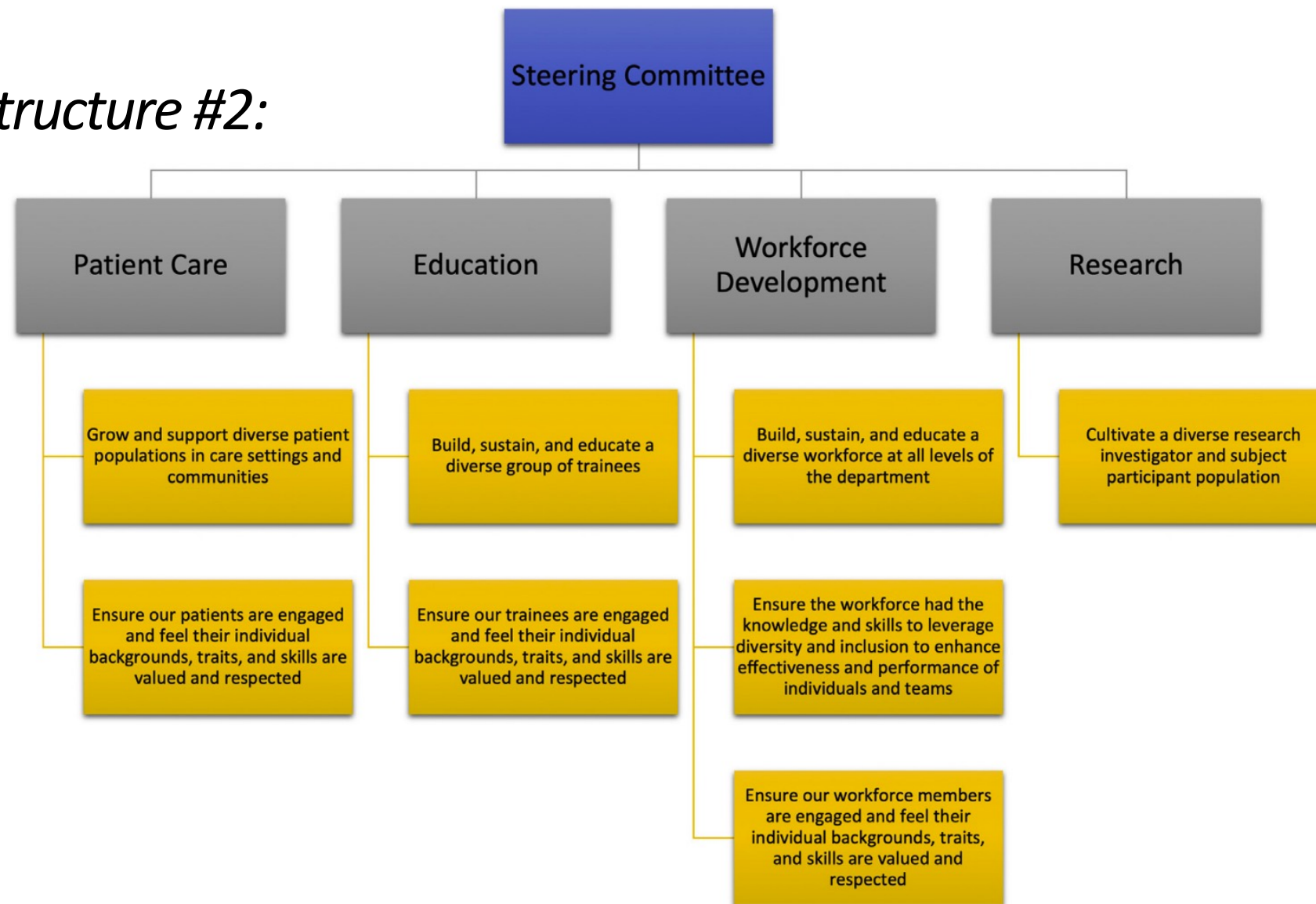
- **Require leadership support**
- **Many committee members have defined roles**



Acknowledgement: Dr. Kednapa Thavorn, OHRI EDIC

## Example Committee Structure #2:

### Departmental Level (Radiology)



ORIGINAL ARTICLE ■ Leadership

### Practical Tips for Creating a Diversity, Equity, and Inclusion Committee: Experience From a Multicenter, Academic Radiology Department

Anand K. Narayan, MD, PhD<sup>a</sup>, Pamela W. Schaefer, MD<sup>b</sup>, Dania Daye, ML  
Carmen Alvarez, MHA<sup>d</sup>, Daniel B. Chonde, MD, PhD<sup>e</sup>, Theresa C. McCloud,  
Efren J. Flores, MD<sup>g</sup>, James A. Brink, MD<sup>h</sup>



## (2) EDI Employee Resource Groups (ERGs)

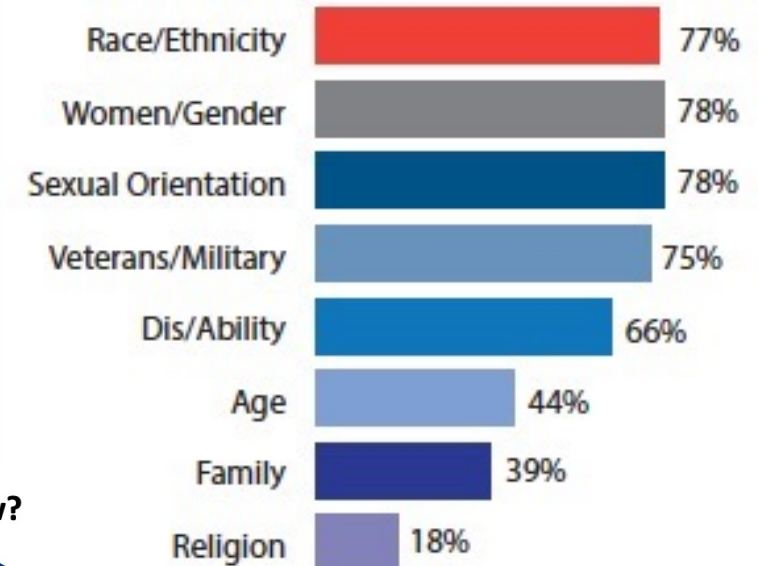
- a.k.a. *Affinity Groups* or *Diversity Groups*



- Employee-led
- Members with shared characteristic
- Allies welcomed!

What are the most common ERGs?

Percentage of Companies Mentioning ERGs



Source: REDI Index 2019

Did you know?



## (2) EDI Employee Resource Groups (ERGs)

### *Membership Benefits:*

- ✓ Safe space
- ✓ Support
- ✓ Career development
- ✓ Professional networking

AAPM's  
4 Affinity Groups

### AAPM COMMITTEE TREE



- Sponsored or championed by senior management/ leadership
- Allies welcome!
- The more the merrier!

## (3) EDI Journal Club

- Frequent meetings (weekly/ monthly)
- Share and discuss EDI articles

### Safe spaces for impactful dialogue

The objectives of the JEDI Journal Club are to:

- Build community amongst faculty, staff and trainees while reviewing articles of equity and diversity inclusion affecting minority groups in academic medicine and healthcare.
- Discuss how bias, stereotypes, microaggression and racism experienced by those underrepresented in medicine and how these experiences affect his/her/their academic trajectory/career.
- Discuss approaches/practices that can be implemented by everyone and how we can help ourselves and others.

**UCLA** David Geffen School of Medicine

- Requires leadership support
- A learning space for everyone!



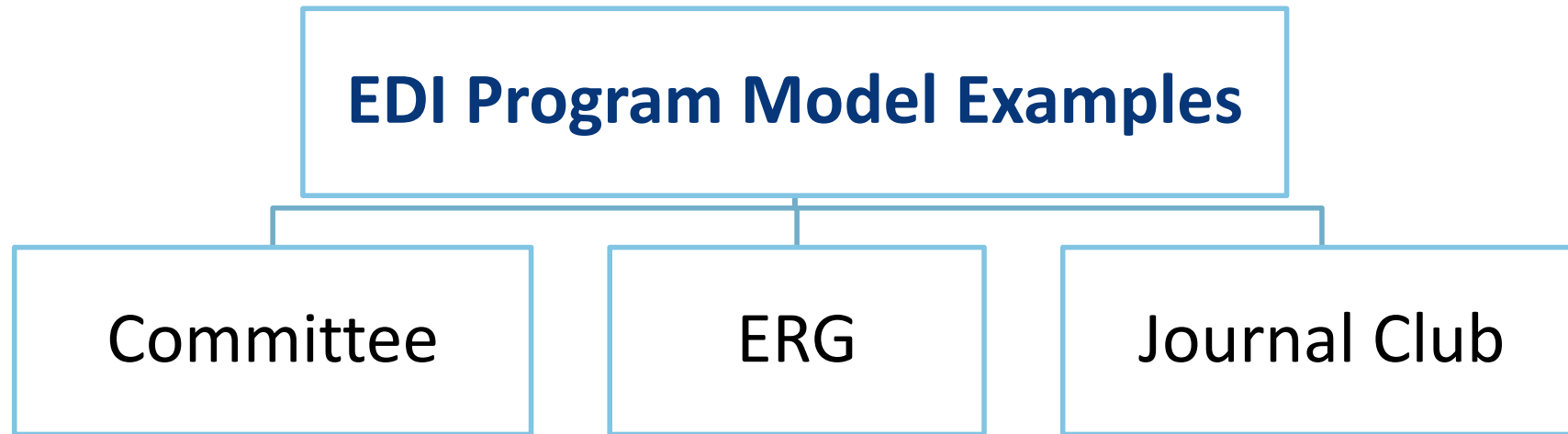
### Welcome to your Diversity Journal Club

There are persistent inequities in academic experiences and careers between individuals from different demographic backgrounds. There are also differences in the extent to which certain groups of people are represented in our scholarship, preventing these groups from experiencing the benefits of our research innovations and, in turn, perpetuating inequity. Despite the pressing need to address historical and current inequities and the need to promote greater representation within our scholarship, often no formal training is offered to achieve these aims. The aim of Diversity Journal Club is to lower the barrier to finding and sharing resources and promoting conversations that help us take initial steps to becoming educated and effective allies to our underrepresented minority colleagues. Readings and discussions help us become aware of the long history of inequity and discrimination against groups marginalized because of their sex, gender, race, ethnicity, sexual orientation, socioeconomic status, intersectional identities, and more, that persists in our communities. Participation in a diversity journal club is one small way to inform ourselves about our biases and the shortcomings of our academic culture and to identify actions we may take to enact positive change.

### Tips to set up your own EDI-JC (+ reading list):



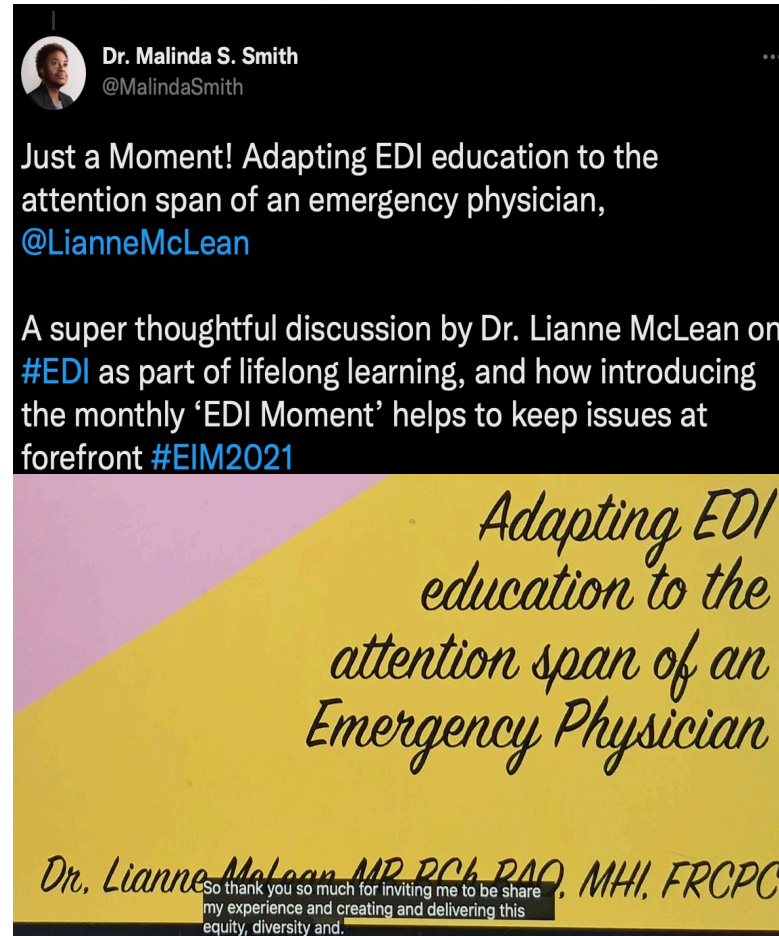
Recap...





# More ideas of impactful EDI Initiatives

- Intentional
- Accessible
- Achieve specific outcomes
- Supported by leadership



## Accessibility in Medical Physics

A discussion of invisible and visible disabilities in Medical Physics



Presented by:  
Meghan Koo, Malcolm McEwen (and Patricia Baxter in absentia)  
June 25, 2022 COMP - Annual Scientific Meeting

**For more info on upcoming IDEA discussions email:**  
[cwc.aar.idea@gmail.com](mailto:cwc.aar.idea@gmail.com)



## Final Notes:

- There is no one-size fits all EDI program
- Gather your data
- Secure leadership support early on
- EDI programs are for (and benefit) everyone
- We are all *learning together!*



Photo credit: <https://wordpress.kpu.ca/>

### Contact:

**Dr. Ghada Aldosary**

✉ [galdosary@toh.ca](mailto:galdosary@toh.ca)

🐦 [@G\\_Aldos](https://twitter.com/G_Aldos)

## Acknowledgements:

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- Dr. Kathleen Surry

## Resources:

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- Create a People-First Diversity, Equity, and Inclusion Strategy. 2020. McLean & Company
- Chapman, C.H. and Jagsi, R., 2017. The ethical imperative and evidence-based strategies to ensure equity and diversity in radiation oncology. *International journal of radiation oncology, biology, physics*, 99(2), pp.269-274.
- ***Setting up your own EDI Journal Club:***
  - University of Pennsylvania EDI JC: <https://osf.io/s2uz5>
  - Harvard EDI JC: <https://eijc.fas.harvard.edu/how-start-eijc>