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Nursing Excellence: Promoting Diversity and Inclusive Excellence as Clinical Nurses

Cincinnati Children's Hospital Medical Center Nursing Grand Rounds

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Current Diversity Statistics

	Students Enrolled in Entry-Level BSN programs (2013)*	Students Enrolled in Entry-Level BSN programs (2016)*	Registered Nurses in the US (2013)**	US Population (2013, 3-year ACS data)**
White	71%	68%	83%	63%
Black or African American	10%	10%	6%	12%
Asian	8%	8%	6%	5%
Hispanic or Latino	8%	11%	3%	17%
Two or more races	2%	3%	<1%	2%
American Indian or Alaska Native	1%	.5%	<1%	1%
Native Hawaiian or Other Pacific Islander	(combined with Asian)	(combined with Asian)	<1%	<1%
Unknown	N/A	N/A	<1%	<1%

*Source: American Association of Colleges of Nursing
**Source: National Council of State Boards of Nursing (NCBSN) and the Forum of State Nursing Workforce Centers

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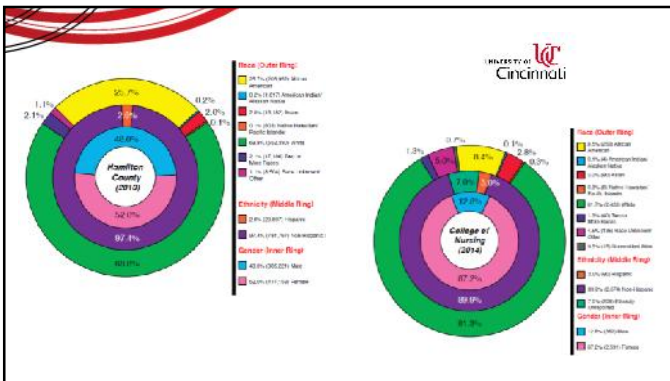
Community Survey Results

- **21%** of African-American adults in the region think they would have received better medical care if they belonged to a different race or ethnic group (compared to 5% of whites)
- **14%** of African-American adults felt they had been judged unfairly or treated disrespectfully by a doctor/medical staff member (compared to 1% of whites)
- **19%** of African-American adults felt they had been judged unfairly or treated disrespectfully by medical staff because of their ability to pay for care or the type of health insurance they had (compared to 12% of whites)

Key Areas of Disparity - Health

- African American men live an average of 63.8 years, exactly 10 years less than white men
- African American women live an average of 72.4 years and white women live 79 years
- Life expectancy in Avondale is 68.5 years and 85.9 years in Mount Lookout which is 5.3 miles away
- Infant mortality for African Americans in Hamilton County in 2013 was 12.6; for whites 6.1

Key Areas of Disparity - Economics

- In 15 Greater Cincinnati counties, median household income for blacks is $24,272 but for whites it is $57,481
- Unemployment rates are falling, rate is 7.1% for whites and 17.1% for blacks. In Avondale:
  - 20.7% for people 16 & over
  - 32.6% for people 16-19
  - 69.7% for people 20-24
- Economic Self-Sufficiency – for 1 adult and 1 child - $42,331

Key Areas of Disparity - Housing

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- Home ownership rate for African Americans is 33.1% compared to 74.5% for whites
- Region lacks 40,000 affordable housing units needed for families
- Cincinnati lost 4,500 black owner-occupied homes from 2005-2013

Definition of Diversity

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- Diversity: refers to all of the ways in which people differ; the individual attributes that extend beyond race, age, and gender to also include but are not limited to, characteristics such as national origin, immigrant status, language, color, disability, ethnicity, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures

Definition of Inclusion
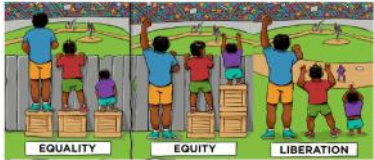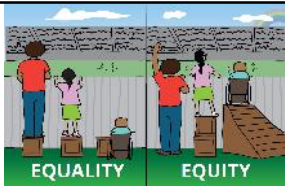
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- Inclusion: A core element of diversity that creates a climate where all those participating feel able to actively engage, feel safe, and feel welcome.

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Definition of Equity

- Equity: to recognize the differences in the resources or knowledge needed to allow individuals to fully participate in society, overcoming obstacles to access

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EQUALITY   EQUITY

EQUALITY   EQUITY   LIBERATION

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Bias Defined

- Prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair;
- Cause to feel or show inclination or prejudice for or against someone or something
- Synonyms: prejudice, partiality, influence, partisanship favoritism

Oxford Dictionaries

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Biases

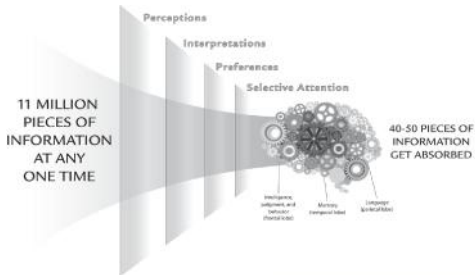| Implicit	Explicit
• Attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.	• Attitudes and beliefs we have about a person or group on a conscious level.
• Implicit associations in our subconscious that cause to have feelings and attitudes about other people based on characteristics such as race, ethnicity, age and appearance.	• These biases and their expression arise as the direct result of a perceived threat.
Kirwin Institute	Perception Institute

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Perceptions
Interpretations
Preferences
Selective Attention

11 MILLION PIECES OF INFORMATION AT ANY ONE TIME

40-50 PIECES OF INFORMATION GET ABSORBED

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First Impressions

First impressions of a person as attractive, likeable, competent, trustworthy, and aggressive when viewing an unknown face

• Exposure to a face for one-tenth of a second enough to make an assessment of these traits (implicit)

• Increased time (one second), judgment did not change but confidence in the judgment increased

Willis & Todorov, 2006

The Case of "Carla the Quilter"

Banaji & Greenwald, *Blindspot,* 2013

- Carla, a woman in her late 20s, was rushed to the emergency room by her boyfriend. She had cut her hand on glass bowl as it slipped to the ground and shattered. Her hand was cut from mid-palm to wrist and bleeding. BF told the ED resident that quilting was very important to Carla and worried about damage to her fine motor control.
- Resident stated that he was confident it would heal well if he could "just stitch it up quickly."
- As he prepared Carla's hand, a student volunteer walked by and recognized Carla, who in addition to being a quilter, was also an assistant professor at Yale.
- The ED doctor stopped in his tracks and said, "You are a professor at Yale?"
- Within seconds Carla was headed for the surgery department and the best hand surgeon in Connecticut was called in. After hours of surgery Carla's hand was restored to pre-injury function.
- What happened here? What if patient was Carl?

Hidden Bias is Complex

- The case of Carla is a case of subtle discrimination

- We have both "Carla the quilter", and "Carla the Yale professor"

- Carla-as-professor triggered an in-group bias

- Carla-the-quilter suddenly became a fellow member of the Yale faculty and qualified for elite care

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Examples of Unconscious Bias

Bertrand, M., Mullaninathan, S. (2003). Are Emily and Greg More Employable than Lakisha and Jamal? *National Bureau of Economic Research.* Working paper 9873.

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Impact on Hiring Students in Labs

Moss-Racusin, C. A., Dovidio, J. F., Brescoll, V. L., Graham, M. J., & Handelsman, J. (2012). Science faculty's subtle gender biases favor male students. *Proceedings of the National Academy of Sciences, 109*(41), 16474-16479.

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Racial Disparities in Pain Management of Children with Appendicitis in Emergency Departments

Goyal, M. K., Kuppermann, N., Cleary, S. D., Teach, S. J., & Chamberlain, J. M. (2015). Racial Disparities in Pain Management of Children With Appendicitis in Emergency Departments. *JAMA Pediatrics, 169*(11), 996.

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Measuring Implicit Bias: the Implicit Association Test (IAT)

- A widely used, indirect measure of implicit social cognition (unconscious attitudes)
- Sort and pair images and words as they flash on a computer screen
- Based on the assumption that response to images that are more easily associated will be faster than response to images that are less easily associated
- http://implicit.harvard.edu **University of Washington, Harvard University, University of Virginia** (IAT) Greenwald, et al., 1998

Project Implicit®

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Implicit Bias: Race

If there is a quicker association of

**with the concept of "good"
than**

with the concept of "good"

69% of IAT test takers show stronger implicit association of White
rather than Black face and concept of "good" (Nosek, et al, 2007)

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Gender Bias IAT

Male   (Ben, Paul, John, David, etc.)
               vs.

Female   (Julia, Anna, Emily, Rebecca, etc.)
           and

Career (management, professional, corporation, salary,
etc.)   vs.

Family (home, children, parents, marriage, etc.)

76% of IAT test takers show implicit male-career association rather than
female-career

Nosek et al., 2007

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Sexuality IAT

Sexuality IAT:

Lesbian vs. straight

Gay vs. straight

Good vs. bad
Words for good such as "happy"
Words for bad such as "awful"

76% of test takers favor straight people   (Nosek et al., 2007)

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ABILITY IAT

Disabled versus Abled

Good: Joy, Love, Peace, Wonderful, Pleasure, Glorious, Laughter, Happy
Bad: Agony, Terrible, Horrible, Nasty, Evil, Awful, Failure, Hurt

76% of test takers implicitly favor abled people   Nosek et al., 2007)

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Implicit Bias and Behavior

Despite egalitarian beliefs, bias more likely to affect behavior in certain situations:

- Clinical ambiguity
- Situational uncertainty
- Heavy workload
- Fatigue
- Pressure of time

STRESS
UNCERTAINTY
WORKLOAD
AMBIGUITY

Croskerry, 2001, 2010

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"How can I address my biases if I don't know that I have them?"

"We need to take the shame and stigma out of recognizing unconscious bias so we can help each other provide excellent care to all patients."
Cristina M. Gonzalez, MD, MEd
Albert Einstein College of Medicine

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Intercultural Competence Starts With Self Awareness

You must try to truthfully understand what makes you do things or feel things. Until you have been able to face the truth about yourself you cannot be really sympathetic or understanding in regard to what happens to other people.

–Eleanor Roosevelt

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Retraining the Unconscious Mind

- Develop and nurture "constructive uncertainty"
- Develop the capacity to use a "flashlight" on ourselves to help identify a bias; this in turn will help you appropriately act on it
- Understand and redirect beliefs, don't try to suppress them
- Explore awkwardness or discomfort by asking ourselves, "What is triggering me in any particular situation?"
- Create opportunities for positive exposure

Adapted from resources developed by Howard Ross for presentation at NYS
SHRM Diversity and Inclusion Conference, October 2013

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What can I do?

- Slow down, pause. Each patient is new, go in with a clean slate.
- Practice keeping our biases in check
  - Build awareness
  - Practice empathy
  - Establish trusting relationship

WHAT IS HOLISTIC REVIEW?

- Comprehensive, individualized review of applicants for admission
- Data from a wide variety of sources is used to determine the attributes an individual will bring to a profession
- Consider experiences, attributes, and academic metrics

The Holistic Perspective

UWM Presentation – April, 2017
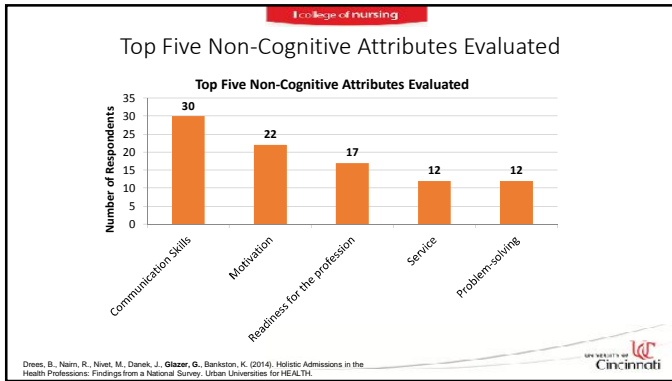

WHY WE CONSIDERED HOLISTIC REVIEW

- Diverse nursing workforce contributes to health equity
- GPA and standardized tests only reflect only one aspect of competence
- An inclusive learning environment benefits all students
- Diversity is not just a lofty ideal- it saves lives- better access to care, improves quality of care, increase trust in patient-provider relationship
- Increase teamwork
- Increase openness to new ideas

CONSIDER

We need to ask ourselves: Are we "getting it right" in admissions

- Are we looking at the right criteria? Are we identifying the types of attributes that predict success for students?
- How much talent are we leaving on the table by relying on grades and test scores alone?
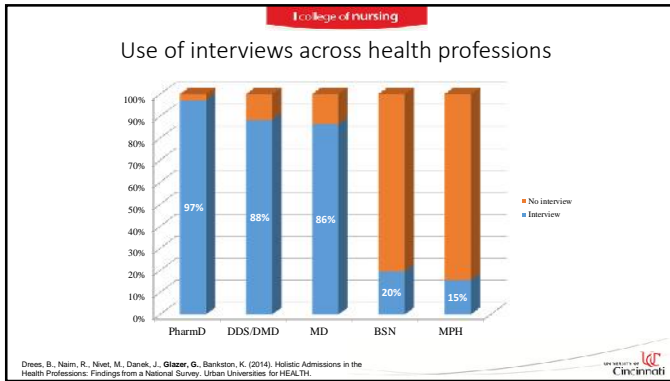- Are we creating a learning environment where all students can flourish?

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Top Five Non-Cognitive Attributes Evaluated

Top Five Non-Cognitive Attributes Evaluated

Number of Respondents

Communication Skills	30
Motivation	22
Readiness for the profession	17
Service	12
Problem-solving	12

Drees, B., Nairn, R., Nivet, M., Danek, J., **Glazer, G.,** Bankston, K. (2014). Holistic Admissions in the Health Professions: Findings from a National Survey. Urban Universities for HEALTH.

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List of Characteristics for Qualitative Factors

- Empathy/Empathic
- Good communicator
- Adapts to stress well
- Patience
- Calm
- Compassionate
- Active
- Cheerful/Upbeat
- Responsible
- Leadership
- Attention to detail
- Passion/Drive
- Health conscious
- Integrity
- Respect for people/humanity
- Commitment to helping
- Flexible

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Assessment of Social/Geographic Factors

Evaluated during the initial screening	
Community of Origin	Medically Underserved Community
	Geographic area targeted by school
Cultural Competence	Foreign language ability
	Experience with disadvantaged populations
Student Background	Race/ethnicity
	Gender
	Socioeconomic status
	First generation student

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Use of interviews across health professions

	PharmD	DDS/DMD	MD	BSN	MPH
Interview	97%	88%	86%	20%	15%

Legend: No interview, Interview

Drees, B., Nairn, R., Nivet, M., Danek, J., **Glazer, G.**, Bankston, K. (2014). Holistic Admissions in the Health Professions: Findings from a National Survey. Urban Universities for HEALTH.

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Multiple Mini Interviews

- MMI was developed in 2002 by McMaster University in Canada to help predict performance in medical school and assess non-cognitive skills such as interpersonal skills, professionalism and ethical/moral judgement.
- MMI is an Objective Structured Clinical Examination (OSCE) model (1975) which is a method of assessing undergraduate and graduate students in health care programs. (Eva, 2004)
- MMI does not test specific knowledge of a subject area such as the sciences or nursing.

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Definition

- MMI assess the ability to apply general knowledge to issues relevant to culture and society.
- MMI probes features of particular interest to the UC College of Nursing and the program to which the applicant is applying.
- Interviewees spend 5-10 minutes at each interview station to respond to 5-10 situational prompts.
- Each candidate interacts with multiple interviewers, reducing bias.

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Limitations of Traditional Interviews

1. Halo/Horn Effect
2. Irrelevant candidate attributes
3. Explicit Bias
4. Implicit Bias

Why Multiple-Mini Interviews (MMI)?

- Identify and assess non-cognitive attributes and professional attributes
- More reliable and valid
- Reduce unconscious bias

Scenario

You have been planning a trip to Central Africa for years, and have finally had the opportunity to go. After two weeks of backpacking by yourself, you have just arrived in the next town by train. You do not speak the local language and don't know anyone in this town. You are walking down a street and as you turn a corner you hear a load commotion and see...

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Scenario
What do you see in the picture? What will do you and why?

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Scenario

Probing Questions:

1. How do you know that your decision is the right decision?
2. What other information would you have liked to know in order to make your decision and explain why?
3. How will your decision impact each of the individuals in the picture?
4. Now, instead of being alone, you are traveling with 4 of your friends and you are involved in the same situation. These 4 friends decide to do the opposite of what you are suggesting. Now what do you do and why?
5. Do you have any additional comments before we end the discussion?

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Sample Prompt

Research has shown that on average, patients consume more health care resources during the last six months of life than during all their previous years combined. Given that the demographics of the United States show a trend toward an aging population, what issues do you think will arise in terms of health resources and how might these issues affect you in your practice as a new graduate nurse?

Discuss your opinions on this issue with the interviewer.

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Comparative Data
CoN Enrollment Priorities

	Quantitative	Holistic
Ethnicity/Race Diversity (Non-White)	12%	13%
Gender Diversity (Male)	11%	12%
First Generation College	23%	27%
Out-of-State	21%	24%
Economically Disadvantaged* *Application Fee Waiver Requested	4%	4%

Comparative Data
CoN Enrollment Priorities

	Quantitative	Holistic
Avg. ACT Score	29	27
AVG. GPA* *Weighted	4.0	4.01

Overlap   72%

(N=247)

TEDxToronto: Drew Dudley "Leading with Lollipops"

Questions?