

CENTER FOR DIVERSITY AND INCLUSION  
**ANNUAL REPORT**  
2017-2018



MASSACHUSETTS  
GENERAL HOSPITAL

CENTER FOR DIVERSITY  
AND INCLUSION

Advancing Physicians and Scientists



Embracing who you are today.  
Supporting the physician and leader you will be.



# CENTER FOR DIVERSITY AND INCLUSION

## ANNUAL REPORT // JULY 1, 2017–JUNE 30, 2018

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## MASS GENERAL DIVERSITY AND INCLUSION STATEMENT //

**Diversity is the richness of human differences. Inclusion is when everyone is valued, engaged, and feels connected. At Massachusetts General Hospital, we believe that because of diversity we will excel; through inclusion we will respect; focused on equity we will serve, heal, educate and innovate.**

**Because of diversity we will excel.** We think broadly about diversity and everything that makes us unique. It is core to our mission. Our differences make the MGH a more interesting and distinctive environment in which to work and are an important means of providing the very best care to every one of our patients, regardless of race, ethnicity, gender, gender identity, religion, age, sexual orientation, disability, life experiences, geographic backgrounds, skills and talents among others. We will not excel without recognizing and appreciating everyone's perspectives.

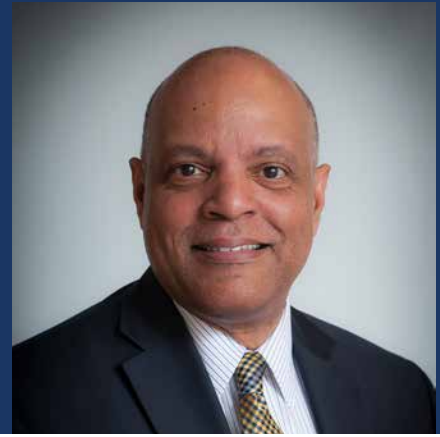
**Through inclusion we will respect.** Together we work hard to make this hospital a diverse and inclusive place of healing. Encouraging a broad range of opinions, ideas and perspectives drives creativity, innovation and excellence. Our continued engagement in our nationally recognized initiatives and programs highlights our commitment to diversity and inclusion. But this ongoing work will not be complete until every employee, every patient, every family member, every visitor feels safe, respected, welcome, comfortable, supported and accepted within our walls.

**Focused on equity we will serve, heal, educate and innovate.** Our job is to improve health and save lives, regardless of what our patients or colleagues look like, where they come from, what they believe, or who they love. Issues of equity and justice are not separate but rather intertwined with patient care, education, research, and community health. Targeting inequality enhances the quality of care for all. We believe in treating our patients and each other with the dignity that every human being deserves.

**Massachusetts General Hospital:  
strengthened by diversity, unified through inclusion, committed to equity.**

**Everyone is appreciated and valued here.**

**A MESSAGE FROM  
THE CO-CHAIRS OF THE  
CDI ADVISORY BOARD //**



**As a place whose mission is to care for, help and heal, Massachusetts General Hospital believes it is our responsibility to do everything we can to promote diversity, inclusion and equity in our workplace, our communities and our nation.**

Over the past few decades, Massachusetts General has remained committed to these priorities. The hospital's workforce diversity efforts officially started in 1992 with the formation of the **Center for Diversity and Inclusion (CDI)**. Initially called the Office for Minority Health Professions, the program was made up of a small but vocal minority who were based in the Department of Medicine. It soon expanded to all clinical departments.

Last year marked the 25th anniversary for this first-of-its-kind center dedicated to enhancing the diversity of the physician and scientist workforce and to promoting an inclusive and respectful hospital environment. This annual report highlights groundbreaking initiatives and award-winning programs ranging from a summer research program for college and medical students, to faculty development awards that help advance physicians and scientists underrepresented in medicine.

CDI's impact is tremendous. Marcela del Carmen, MD, MPH, chief medical officer of the Massachusetts General Physicians Organization, credits CDI and its Clinician-Teacher Development Award for helping her get where she is today. Now Marcela gives back in her leadership role, mentoring students and trainees and looking for opportunities to

promote underrepresented physicians in academic medicine and health care management.

We believe that the mission of CDI is critical to advancing all of Mass General's mission areas—patient care, research, education and community health. Having a diverse and inclusive workforce also advances health equity and fosters different perspectives, which leads to better outcomes and decision making.

CDI's impact is also felt throughout the hospital, playing an invaluable role beyond the Center's core initiatives. Over the past year, several CDI team members have helped design and implement a hospitalwide diversity and inclusion strategic plan focused on increasing the diversity of the entire workforce; fostering an environment that is welcoming to all patients, families, visitors and trainees; and identifying and eliminating disparities in health.

As a leader in the hospitalwide effort, CDI championed the development of a Diversity and Inclusion Statement to affirm our hospital's unyielding commitment to these tenets, and revised the MGH Credo and Boundaries Statement to reinforce that all employees are expected to take these values to heart.

Our hospital was founded with the philosophy that when in distress, every man becomes our neighbor. For more than 200 years, the MGH has stood by that statement and has provided compassionate care and support to all who need it. We are proud to say our commitment has not—and will not—waiver.

While the CDI and the hospitalwide efforts have been effective in moving us forward, we know there is more to do, especially in these challenging times. Indeed, our work in diversity, inclusion, equity and disparities is not—and will never be—finished.

Special thanks to the remarkable CDI team for their inspirational leadership and commitment.

**Peter L. Slavin, MD**  
President  
Massachusetts General Hospital

**Winfred W. Williams, MD**  
Founding Director, CDI  
Associate Chief, Renal Division



## INTRODUCTION FROM THE CDI EXECUTIVE DIRECTOR //

Diversity focuses on who we are and the unique differences each of us brings, while inclusion aims to create an environment where everyone is respected and valued. This is a critical time to advance a genuine commitment to diversity and inclusion in academic medicine.

Despite the increasing diversity in the U.S. population, Latinos—the fastest growing demographic—and Blacks are not similarly represented in the medical profession. In fact, fewer Black men are in medical school today than there were in the 70s. Over the past few years in our country, we have witnessed an increase in racism, intolerance and bigotry; targeting of Black men, immigrants, Jews and Muslims; and challenges to women's and LGBTQ rights. These issues impact the development of our workforce, and the health and wellbeing of the diverse communities we serve.

In these challenging times, I feel proud to be part of the Mass General community. The way our hospital leaders have thoughtfully responded to these issues has been inspirational. They have made a commitment to embed diversity and inclusion into the fabric of the institution and hold themselves—and all of us—accountable for this work. We are particularly grateful to MGH president Peter L. Slavin, MD, who co-chairs the CDI Advisory Board, for his vision, support and accountability on diversity and equity issues. We also are extremely fortunate to have the leadership of the Mass General/Mass General Physicians Organization (MGPO) Diversity and Inclusion Committee—led by Chairs Jim Brink, MD and O'Neil Britton, MD, and former chair Jeanette Ives Erickson, RN, DNP—which is committed to advancing diversity, inclusion and equity across the entire hospital. We also thank Timothy G. Ferris, MD, CEO of the MGPO, who funds several of CDI's workforce initiatives,

for his dedication and support. We are indebted to Jeff Davis, senior vice president of Human Resources, for providing CDI with invaluable resources, as well as advice and mentorship.

CDI partners with many other leaders, chiefs of service, program directors, faculty, trainees, and many departments and entities across Mass General and Harvard Medical School (HMS). We are eternally grateful to them for making the CDI mission a priority, and look forward to many more years of collaboration ahead.

Finally, we have an incredibly talented and dedicated CDI team of administrators and faculty and an active Resident and Fellow Committee (RFC); they are the heart and soul who keep CDI alive and moving forward each day. You can learn more about them at the end of this report.

In this annual report, you will learn about CDI and its accomplishments throughout the academic year, **July 1, 2017 to June 30, 2018**. Highlights include:

**Recognition for mentorship in the Summer Research Trainee Program (SRTP).** For 26 years, SRTP has brought together talented college and medical students from across the country to engage in a novel research project with an MGH investigator. We expanded this program to 20 students in 2016, and the program was honored with a 2017 HMS Award for Program Excellence in Mentorship.

**Expansion of the CDI Faculty Development Award Program.** We received commitment from the MGPO and Executive Committee on Research to double the number of Physician/Scientist

and Clinician-Teacher Development Awards. We now fund four awards; two in each category.

**Leadership involvement in hospitalwide strategic planning for diversity and inclusion, and community health.** CDI staff members were an integral part of developing the hospitalwide strategic plan for diversity and inclusion, which included a new hospitalwide diversity statement, a rapid response team, and the development of a culture survey and diversity metrics. In addition, CDI staff helped lead efforts in community health, developing the first social determinants of health education symposium for the hospital.

**Champions in race discussions.** Both in our community and across the hospital, CDI and the RFC led important and difficult discussions about race. The CDI was a signature sponsor for the annual Stand Against Racism event at the MGH in 2018, featuring two members of the *Boston Globe* Spotlight team which published articles about race and racism in Boston.

Our ultimate goal is to help build a diverse and inclusive community at Mass General. I look forward to continuing this work together. We always welcome feedback, so please do not hesitate to contact me!

Elena B. Olson, JD  
Executive Director  
Center for Diversity and Inclusion

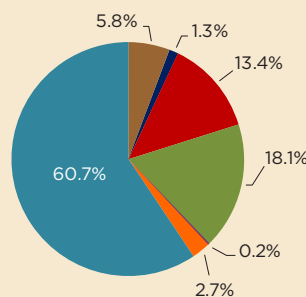


## DEFINITION OF UNDERREPRESENTED IN MEDICINE (URM)

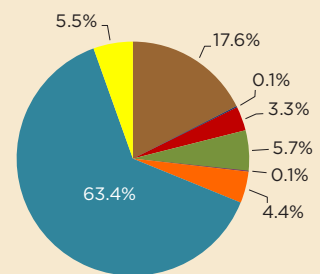
Mass General follows the definition of underrepresented in medicine (URM), as established by the Association of American Medical Colleges: “the underrepresentation in medicine means those racial and ethnic populations that are underrepresented relative to their numbers in the general population.”

Blacks, Hispanics/Latinos and Native Americans, Alaskans and Hawaiians combined represent close to 33% of the U.S. population. These same racial/ethnic groups only represent 9% of the medical faculty across the country and are therefore underrepresented in medicine, or URM. We continue to see an increase in the diversity of the national and local populations we serve without similar increases in physician demographics.

U.S. POPULATION (2017)



U.S. MEDICAL SCHOOL FACULTY (2017)



### Identified URM

- African American or Black
- Native American or Alaska Native
- Two or More Races (unknown)
- Asian
- Hispanic or Latino (of any race)
- Native Hawaiian or Pacific Islander
- Other
- White

SOURCES: United State Census Bureau, Population Estimates, July 1, 2017; Association of American Medical Colleges, Distribution of U.S. Medical School Faculty by Rank and Race/Ethnicity 2017, AAMC Faculty Roster, December 31, 2017.

## OVERVIEW //

The Center for Diversity and Inclusion (CDI) is one of the first academic hospital-based centers in the country dedicated to helping build a diverse community of physicians and scientists and fostering a culture of inclusion and respect.

The CDI promotes the recruitment and advancement of physicians and scientists underrepresented in medicine (URM); and seeks to develop a culturally competent and engaged workforce at Mass General where all can experience a true sense of belonging.

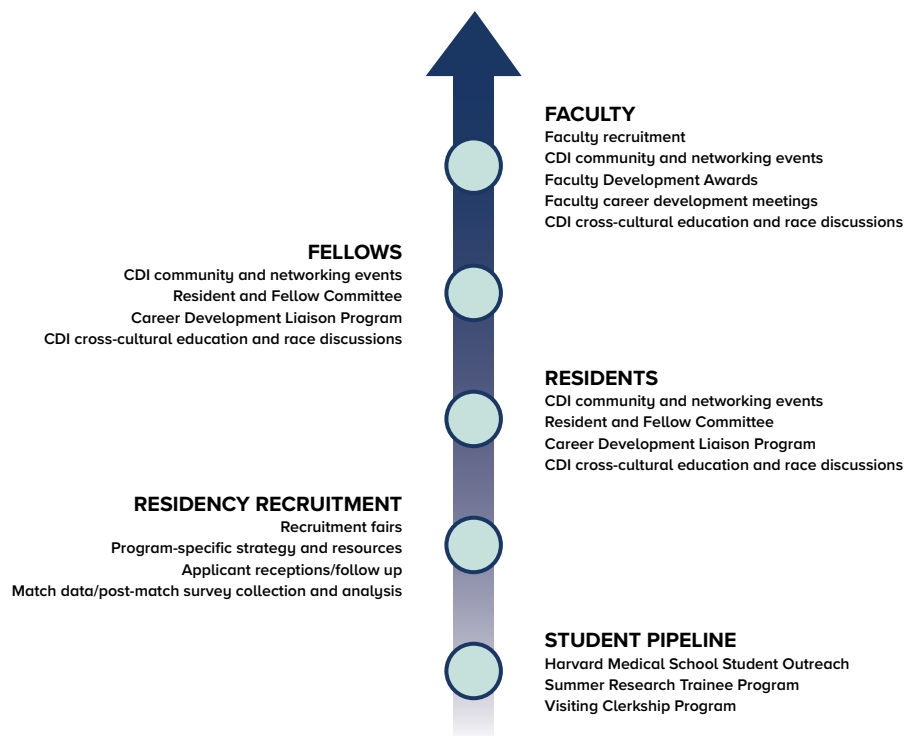
CDI programs span all stages of a physician's and scientist's career and promote CDI's strategic priorities:

- Expose students to academic careers
- Advance and engage trainees and faculty
- Champion health equity
- Drive organizational change

**450+**

URM STUDENTS, TRAINEES  
AND FACULTY SERVED BY  
THE CDI EACH YEAR

### CDI Programs and Activities Help Build Success at Each Career Level







## CDI HISTORY //

- **1992** | Established the Office of Minority Health Professions (OMHP) in the Department of Medicine. Winfred Williams, MD was the founding director.
- **1998** | OMHP renamed to Multicultural Affairs Office (MAO); appointed three faculty associate directors.
- **2000** | Senior administrator hired; MAO expanded to work with all hospital departments across the career continuum of physicians and scientists—students, trainees and faculty.
- **2001** | Manager of trainee affairs position created as faculty liaison for trainees; established the Organization of Minority Residents and Fellows (OMRF); created the URM mentorship program for medical students across Massachusetts that evolved into the Harvard Medical School URM mentorship program.
- **2001** | Appointed a program director for cross-cultural education to lead efforts in educating and creating a more culturally competent physician workforce.
- **2004** | Minority Faculty Development Award Program established to include both a Physician/Scientist Development Award and Clinician-Teacher Development Award.
- **2006** | Advisory Board created, co-chaired by MGH President Peter L. Slavin, MD and Dr. Williams; executive director and program manager positions created to meet demands of growing programs and initiatives.
- **2010** | Championed the development of departmental diversity action plans, which led to the creation of department-specific diversity committees and boards and departmental diversity goals.
- **2010** | Expanded offerings in cross-cultural education to include team-based learning, and later (2014) unconscious bias training.
- **2011** | Hosted first alumni reunion, bringing back prominent URM alumni for a weekend of seminars, networking and celebration.
- **2012** | Became signature sponsor and organizer of the inaugural YWBoston Stand Against Racism at MGH, now an annual multidepartmental event to discuss issues of race and racism across MGH.
- **2012** | Organized and hosted first Student National Medical Association National Leadership Program and regional Latino Medical Students Association meeting at MGH.
- **2014** | The hospitalwide strategic planning effort re-vitalized the MGH/MGPO Diversity and Inclusion Committee and created an Executive Committee on Community Health. MAO was an integral part of this strategic planning effort and staff have leadership roles on both committees.
- **2015** | MAO was renamed to the **Center for Diversity and Inclusion**, to reflect the expansion of programs and initiatives. All initiatives became “CDI” focused, e.g., the CDI Faculty Development Award Program; the OMRF evolved into the CDI Resident and Fellow Committee.
- **2016** | SRTP expanded to 20 college and medical students, providing a more longitudinal experience.
- **2017** | CDI secured funding from ECOR and MGPO for two awards in each category: Physician/Scientist and Clinician-Educator.
- **More to come!**

## STRATEGIC PARTNERSHIPS //

CDI's partnerships at the hospital, regional, and national levels help create an inclusive environment and enhance the diversity of physicians and scientists at Mass General.



### MASSACHUSETTS GENERAL HOSPITAL

Center for Community Health Improvement  
Center for Faculty Development

- Office for Clinical Careers
- Office for Research Careers
- Office for Women's Careers

Clinical Departments and Training Programs  
Departmental Diversity Committees  
Disparities Solutions Center  
Executive Committee on Community Health  
Executive Committee on Research  
Executive Committee on Teaching and Education  
Graduate Medical Education  
Human Resources  
LGBTQ Employee Resource Group  
Mass General Physicians Organization (MGPO)  
MGH/MGPO Diversity and Inclusion Committee  
Mongan Institute Health Policy Center  
Patient Care Services Diversity  
Patient Care Institute  
President's Office

### PARTNERS HEALTHCARE, INC.

Steering Committee for the Partners Healthcare  
Diversity & Inclusion Summit

### HARVARD MEDICAL SCHOOL

Faculty Affairs Office  
Office for Diversity Inclusion and Community Partnership  
Office of Recruitment and Multicultural Affairs

### REGIONAL

The Partnership, Inc.  
YWBoston  
Get Connected

### NATIONAL

American Association of Medical Colleges (AAMC)  
Latino Medical Students Association (LMSA)  
National Hispanic Medical Association (NHMA)  
National Institutes of Health (NIH)  
National Medical Association (NMA)  
Student National Medical Association (SNMA)

## STRATEGIC PRIORITIES, PROGRAMS AND INITIATIVES //

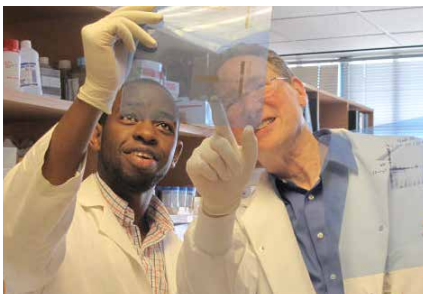
CDI has built programs and initiatives around **four strategic priorities**: expose students to academic medicine, advance trainees and faculty, champion health equity and drive organizational change.

- 1 Expose students underrepresented in medicine (URM) to academic research and clinical careers;
- 2 Advance URM trainees and faculty through recruitment, career development, networking, mentorship and funding;
- 3 Champion health equity, community outreach and social justice through advocacy and education;
- 4 Drive organizational change by helping embed diversity and inclusion into the fabric of Mass General.

### 1 EXPOSE URM STUDENTS TO ACADEMIC RESEARCH AND CLINICAL CAREERS //

#### Summer Research Trainee Program

CDI founded the Summer Research Trainee Program (SRTP) in 1992 to inspire URM students to consider careers in academic medicine and biomedical research. Since SRTP was founded, more than



330 students have participated in the program. As a result of our commitment to mentorship and career development, SRTP received the 2017 HMS Award for Program Excellence in Mentoring.

From June to August 2017, 20 college and medical school students came to Mass General to conduct novel research with MGH faculty preceptors in basic science labs, clinical research sites, health policy and health services settings in 13 departments. Assignments were carefully considered and made with each student's research and career interests in mind.

Students were exposed to group mentorship, career workshops, research seminars, and networking and social events with the CDI community. The program culminated with presentations to the MGH research community, where students received feedback and evaluations from a panel of research faculty.

Each year, several students continue working in their SRTP research sites beyond the summer and publish their work. Participants have stated that the program added tangible value to their subsequent training and career decision making, including a marked impact on their decision to pursue careers in an academic medical setting.



“In addition to helping me develop critical research skills in a short time period, SRTP exposed me to great mentors and interdisciplinary collaborators, and taught me the importance of being creative in science. I felt incredibly supported and came back to complete my fellowship in Oncology, and now direct the Cancer Program in the MGH Center for Systems Biology.”

Cesar Castro, MD, MMSc, Medical Gynecologic Oncology, 2001 SRTP participant, 2013 Physician/Scientist Development Award recipient

“If it wasn’t for the VCP, I would not be at MGH. The VCP shed light on how supportive the Harvard Combined Orthopaedic Surgery Residency Program was in terms of mentorship and research efforts. It also exposed me to CDI, which has transformed my residency experience by being part of this family. It is exciting to be surrounded by people who believe in the importance of diversity and are actively trying to change the face of medicine.”

Shaina Lipa, MD, Orthopaedics resident (2019)  
2017–18 Resident and Fellow Committee (RFC) Vice Chair; 2018–19 RFC Chair



### Visiting Clerkship Program

The Visiting Clerkship Program (VCP) aims to increase:

- Medical student awareness of opportunities in academic medicine
- Student consideration of academic training programs for internship and residency
- The number of national URM students applying to HMS-affiliated hospital training programs

This program, co-sponsored by the CDI and the HMS Office for Diversity Inclusion and Community Partnership, offers one-month mentorship-oriented clerkships at MGH or other Harvard-affiliated hospitals to non-HMS fourth-year URM medical students. VCP also co-hosts an annual Residency Program Showcase that invites students from across the country to meet MGH and HMS affiliated trainees, faculty and residency program leaders. Five VCP students matched at MGH in 2017.

39

VCP STUDENTS ROTATED AT MGH IN THE 2017–2018 ACADEMIC YEAR

52

VCP STUDENTS WHO ROTATED AT MGH MATCHED AS RESIDENTS IN A HARVARD TRAINING PROGRAM SINCE 1990

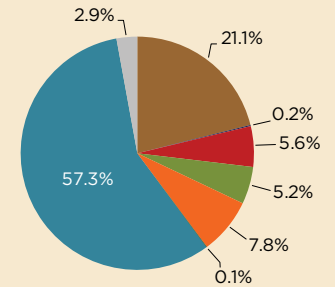
## 2 ADVANCE TRAINEES AND FACULTY THROUGH RECRUITMENT, CAREER DEVELOPMENT, MENTORSHIP AND FUNDING //

### Trainee Recruitment

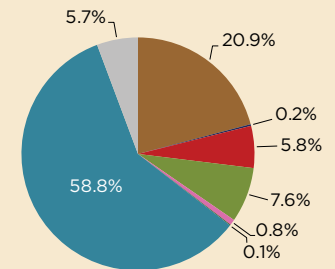
For close to two decades, CDI has been working closely with all MGH affiliated training programs to attract and ensure success of talented residents and fellows to Mass General. Our residents and fellows often cite mentorship and a deep investment in career development as the top reasons for choosing to train at MGH. During the 2017–18 academic year, CDI hosted 10 applicant receptions during the interview season to provide an opportunity for applicants to meet the CDI community of URM residents, fellows and faculty in a more relaxed setting and receive a perspective on training at MGH and living in the Boston area. CDI also participated in and sponsored MGH residents to attend five national and regional SNMA and LMSA recruitment fairs, engaging with students from across the country.

Mass General residents in 2018 are more diverse than ever before, and more diverse than the medical graduate pool—14.4% are URM, with 5.8% Black and 7.6% Hispanic. By contrast, the representation of Hispanics and Blacks graduating from medical schools nationally has not significantly increased in more than 20 years, with only 5.6% Black and 5.2% Hispanic graduates reported in 2017.

U.S. MEDICAL SCHOOL GRADUATES (2017)



MGH RESIDENTS (2018)



#### Identified URM

- African American or Black
- Asian
- Hispanic or Latino
- White
- Native American or Alaska Native
- Other
- Native Hawaiian or Pacific Islander
- Two or More Races (unknown)
- Multiple Races (URM)

SOURCES: Association of American Medical Colleges, Table B-4, Total U.S. Medical School Graduates by Race/Ethnicity and Sex, 2013–2014 through 2017–2018; Harvard Medical School Roster Report, 2017–2018; CDI internal sources.

## CDI Resident and Fellow Committee

The CDI's Resident and Fellow Committee (RFC) is an interdepartmental forum for URM trainees at Mass General. Peers elect residents and fellows to lead the committee. The RFC plays a crucial role in the professional and personal development of URM residents and fellows. Recognizing that trainees' experiences at MGH and Boston are beyond clinical training, the CDI works closely with the RFC to build a community through social and networking events, career development workshops, and opportunities to become engaged in community service in Boston.

**"Ins and Outs" Program.** This program offers career and leadership development for residents and fellows through periodic workshops and seminars.

The RFC held two panel seminars in the 2017–18 academic year, moderated by Jocelyn Carter, MD, CDI's manager of trainee affairs. The first was entitled: "Novel Pathways to Leadership," and featured Margarita Alegría, PhD, of the Disparities Research Unit, Marcela del Carmen, MD, MGPO chief medical officer, and O'Neil Britton, MD, MGH senior vice president and chief medical officer. The second focused on "Pursuing an Academic Job," with faculty panelists Nwamaka Eneanya, Randy Miles, and April Mendoza.

### Social and networking events.

The RFC hosts a variety of networking events and group outings throughout the academic year, including an annual holiday party and monthly "Social Thursdays" to network in an informal setting. On April 17, 2018, the RFC and CDI hosted a speed networking event for URM residents, fellows and faculty to connect with current URM students at Harvard Medical School and provide valuable career advice.

The CDI also hosts an annual **Gala and Graduation** to honor URM graduates and bring our entire community together. In 2018, CDI recognized 43 URM graduates and the 2017–2018 RFC Board at the CDI Gala.



2017–18 RFC Board recognized at CDI Gala



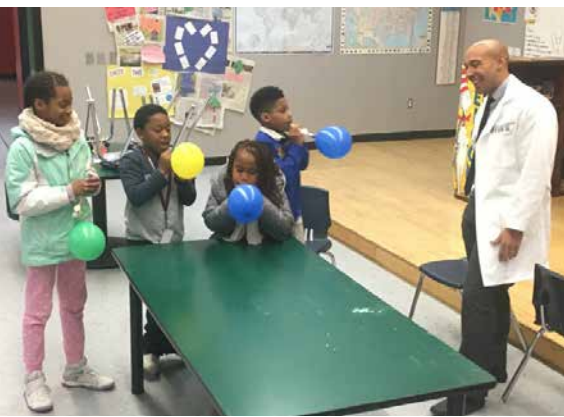
“CDI staff have provided me with invaluable guidance on how to navigate the complexities of MGH and the challenges that one faces while being a female physician of color. Their mentorship has instilled a sense of confidence in me which has been critical to my career development. This experience has inspired me to help facilitate RFC mentorship initiatives for Boston’s diverse youth and URM students participating in CDI programs.”

Christine Crawford, MD, MPH, Child and Adolescent Psychiatry Fellow (2019)  
2017–19 RFC Community Outreach Co-Officer



**Mentorship.** RFC members serve as mentors, guides and role models to Summer Research Trainee Program students and Harvard medical students, and are engaged as peer mentors for trainees. In the Fall of 2017, the RFC led a panel of residents who provided advice to HMS students on applying to residency and developed strategic partnerships with HMS LMSA and SNMA leadership.

**Community service.** During the 2017–2018 academic year, RFC members volunteered in the greater Boston community at health fairs, including the Latinx Health Fair at Boston Health Care for the Homeless and Black Health Matters Health Fair at Mattapan Community Health Center. They also volunteered to mentor and inspire young students in after school STEM programs sponsored by the Center for Community Health Improvement at the Boys and Girls Club of South Boston.



### Career Development Liaison Program

CDI works closely with many departments to design mentorship and career development initiatives for URM trainees during their time at Mass General. CDI staff also provide individual career guidance, mentorship, and coaching to residents and fellows. As part of a continuing effort to support URM residents in their transition from student to trainee, CDI created the Career Development Liaison Program (CDLP).

In CDLP, a URM first year resident is matched with a URM faculty, clinical fellow, or senior resident mentor who can discuss career plans in a one-on-one counsel setting, as well as serve as liaisons to MGH and the greater Boston community.

Participation in CDLP begins in the internship year and continues throughout the residency. CDLP mentors and mentees also participate in networking and social events to help develop a stronger community and foster teamwork and collaboration among all participants.



## Faculty Retention and Promotion

CDI works closely with departmental leadership, the Center for Faculty Development and many other strategic partners to enhance the recruitment, retention and promotion of URM faculty. These efforts include assistance in identifying candidates, training for selection committees, as well as providing career development consultations, mentorship and funding to URM faculty.

Nationwide, the diversity among medical school faculty has barely increased in over 20 years. Approximately 4% of medical school faculty are Black and 5% are Hispanic (see graph on page 3); and over 70% of these faculty are in Historically Black and Puerto Rico medical schools.<sup>1</sup> Over this same period, CDI helped Mass General make positive strides in the retention and promotion of URM faculty. In 2017, representation of URM among all MGH faculty grew to 6.6%, which reflects over a 100% increase since 2004. MGH currently has the largest number of Black physicians of all Boston teaching hospitals.<sup>2</sup>



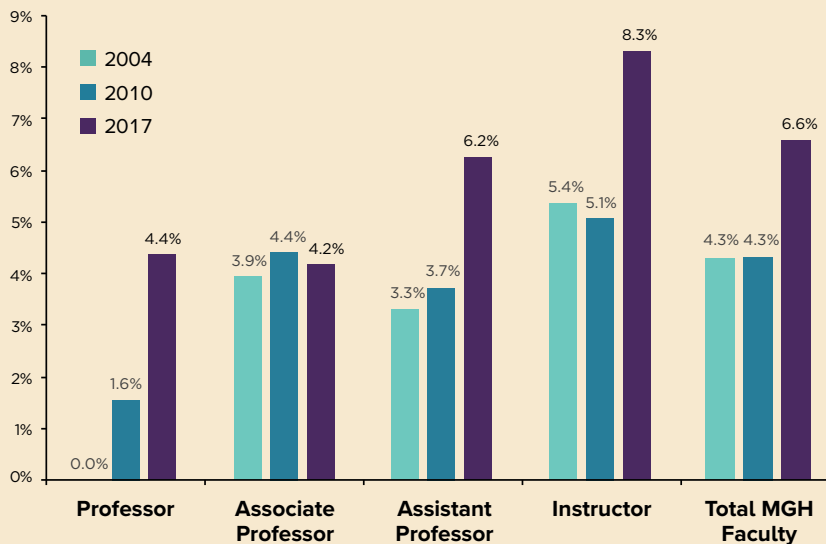
## CDI Faculty Development Awards

CDI promotes clinical and research faculty through the CDI Faculty Development Award Program funded by the Executive Committee on Research and the Mass General Physicians Organization. Since the inception of this program in 2004, CDI has awarded 46 faculty development awards totaling \$5.6 million in funding. In 2017, the

sponsors committed to funding two awards in each category, and we now offer four awards each year.

The program's goal is to increase opportunities for faculty committed to diversity, inclusion and equity, to advance to senior positions in academic medicine and leadership at MGH. The two award categories are the Clinician-Teacher Development Award and the Physician/Scientist Development Award. Each award provides \$120,000 over three or four years and is designed for MGH-appointed faculty pursuing different career goals. In a recent study, CDI found recipients bring in eight times the award investment to Mass General in the form of external grants. Recipients are also more likely to stay at MGH (88%) than those individuals who do not receive funding (60%).

Percentage Growth of URM Faculty at MGH (2004, 2010, 2017)



SOURCE: Harvard Medical School faculty rosters and internal sources, 2004, 2010, 2017.

<sup>1</sup> Guevara JP, Adanga E, Avakame E, Carthon MB. Minority faculty development programs and underrepresented minority faculty representation at US medical schools. *JAMA*. 2013;310:2297–304. <http://dx.doi.org/10.1001/jama.2013.282116>.

<sup>2</sup> Kowalczyk, Liz (2017, December 12). Color line persists, in sickness as in health. *The Boston Globe*. <https://apps.bostonglobe.com/spotlight/boston-racism-image-reality/series/hospitals>.

“The Clinician-Teacher Development Award was the very foundation and the opportunity that I needed to really start my research in healthcare disparities at a time that all I offered was promise. This award allowed me to realize that promise, and have others notice my work and be willing to invest in my academic future. I certainly would not be where I am today if it were not for this award and the support CDI offered me and has continued to provide.”

Marcela del Carmen, MD, MPH, 2005 CTDA recipient; Chief Medical Officer, Mass General Physicians Organization; Professor of Obstetrics and Gynecology



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FACULTY DEVELOPMENT AWARDS DISBURSED BY CDI TOTALING NEARLY

\$5.6 million

IN FUNDING AS OF 2017

**The Clinician-Teacher Development Award (CTDA).** The CTDA is funded by the Mass General Physicians Organization and is designed for URM faculty pursuing a career as a clinician-teacher, community leader or administrator.

*2017 Clinician-Teacher Development Award Recipients*

**Marcelo Matiello, MD**  
Department of Neurology

**Nicole Mazwi, MD**  
Department of Physical Medicine and Rehabilitation

**The Physician/Scientist Development Award (PSDA).** The PSDA is funded by the MGH Executive Committee on Research and is designed for URM fellows or faculty pursuing a career as a physician-scientist or scientist.

*2017 Physician/Scientist Development Award Recipients*

**Fatima Cody Stanford, MD, MPH, MPA**  
Department of Medicine, Gastroenterology

**Aaron Aguirre, MD, PhD**  
Department of Medicine, Cardiology



### Chester Pierce Research Society

The Chester Pierce Research Society (CPRS) is an annual speaker series named in honor of MGH's late Professor Emeritus in Psychiatry Chester Pierce, MD, the first African American physician-scientist and full professor at Mass General. CPRS exposes the MGH community to novel basic science, clinical, translational, health services and disparities research by our talented URM physicians and scientists.

#### 2017 Chester Pierce Research Society Lecture

On July 6, 2017, William T. Curry, Jr., MD delivered the CPRS lecture titled "Overcoming Immunosuppression to Treat Malignant Brain Tumors." Dr. Curry conducts translational research in immunotherapy for malignant brain tumors. One current focus is on achieving representative ethnic diversity in cancer clinical trials and understanding ethnic variations in biological responses to therapies. Early in his career, he was awarded the 2006 Physician/Scientist Development Award which helped support his translational research focus.

Dr. Curry is the first African American full professor in Neurosurgery at Mass General. He is the director of Neurosurgical Oncology with a clinical practice that focuses on caring for patients with benign and malignant tumors of the brain and cranial base.



Dr. Pierce with 2005 PSDA recipient, Sherri-Ann Burnett-Bowie, MD, MPH



William T. Curry, Jr., MD



“The CDI and the Physician/Scientist Development Award have played a key role in helping me become an NIH independent investigator and advance my academic career. It is rewarding to be able to now play a role in inspiring future generations of physician-scientists.”

Oluwaseun Johnson-Akeju, MD  
2011 PSDA recipient  
Associate Professor of Anaesthesia,  
Critical Care and Pain Medicine

# 3 CHAMPION HEALTH EQUITY, COMMUNITY OUTREACH AND SOCIAL JUSTICE EFFORTS //

## Cross-cultural Education and Training

As the population becomes more racially and ethnically diverse, healthcare providers will continue to work in more diverse teams and care for patients from different cultures and backgrounds. One of the major challenges is communication across cultures. Joseph Betancourt, MD, MPH, CDI's program director for cross-cultural education, has worked with a team to develop the online Quality Interaction courses that help healthcare providers and staff members interact with patients from different cultures. In 2017, the department of OB/GYN participated in Quality Interactions training on unconscious bias.

Throughout the 2017–2018 academic year, Alexy Arauz Boudreau, MD, MPH, CDI associate director, and Elena Olson also facilitated a series of cross-cultural education sessions entitled “A Cross-cultural Approach to Teamwork and Communication,” which focus on developing strategies for effective cross-cultural dialogue and team dynamics. Session participants included residents and a unit in the department of pediatrics, as well as HMS and academic hospitalist educators. They explored challenges in facilitating cross-cultural dialogues and learned how to apply the training to a team-based learning environment.

## Unconscious Bias and Diversity Training

CDI staff facilitated live trainings on unconscious bias for selection and hiring committees, and helped develop scenarios for the healthstream employee annual training on standards of behavior. Over the 2017–2018 academic year, CDI Associate Director Sherri-Ann Burnett-Bowie, MD, gave approximately 20 grand rounds, lectures, workshops, and trainings on unconscious bias that were attended by staff, medical students, residents, fellows, and faculty at MGH and HMS.

CDI also served on the Steering Committee of the 2018 Partners Healthcare Diversity and Inclusion



Summit—Living and Leading Inclusion: Everyone's Responsibility—which featured topics of creating a culture of dignity and respect and promoting inclusion in the workplace. As part of this Steering Committee, CDI staff helped organize the Summit, participated as speakers/moderators, and facilitated round table discussions with more than 270 attendees across the Partners network.

## Community Outreach

CDI partners with the Hospital and Boston communities to help advance health equity in the diverse communities MGH serves. Members of the CDI faculty and the RFC volunteer and work with the MGH Center for Community Health Improvement (CCHI) to mentor students in the Youth Programs, an initiative that provides more than 1,000 youth in the Boston area with after-school activities, career exposure, and summer jobs aimed at exposing the youth to academic, life, and career skills to thrive. More details about our community outreach efforts can be found in the RFC section on page 10.

2000+

MGH PHYSICIANS AND EMPLOYEES PARTICIPATED IN CROSS-CULTURAL, DIVERSITY AND UNCONSCIOUS BIAS TRAINING BY CDI STAFF IN AY 2017–18

## Race and Equity Initiatives

CDI has led critical race and equity initiatives. CDI hosted a series of conversations with the CDI community creating a safe space to discuss issues of race, violence, and immigration impacting the community.

CDI also co-sponsored several hospitalwide discussions, including a Stand Against Racism on April 25, 2018, which featured a frank and honest conversation about MGH and racism with more than 300 MGHers in attendance. A panel moderated by CDI faculty member Joe Betancourt, MD, included Patricia Wen, *Boston Globe* Spotlight editor, Liz Kowalczyk, *Boston Globe* healthcare reporter, Peter L. Slavin, MD, MGH president, O'Neil Britton, MD, MGH senior vice president and chief medical officer, and Aswita Tan-McGrory, deputy director of the MGH Disparities Solutions Center. The goal of the event was to pull back the curtain and examine racism internally from the perspective of those who focus on this issue at the hospital, as well as externally through the eyes of members of the media who spent months researching the issue and who represent and reflect the views of the community. CDI also coordinated a “Stand” pledge that captured what many members of the MGH community will do to advance racial equity.



“One of the most meaningful parts of my experience with CDI was helping advance the hospital’s call to focus on the impact of race and health. As minority communities were dealing with increased violence outside the hospital, it seemed important for us as physicians and healthcare providers to leverage our roles to advocate more broadly for those in need, just as we do daily at the bedside.”

Utibe Essien, MD, 2016–2017 RFC past Chair, Internal Medicine Resident (2016), General Internal Medicine Fellow (2018)

## 4 DRIVE ORGANIZATIONAL CHANGE //

CDI works closely with hospital leadership and committees, as well as with all clinical departments, to embed diversity and inclusion into the fabric of MGH. CDI was a key contributor in developing and implementing the hospitalwide diversity and inclusion strategic plan that focuses on increasing the diversity of the entire workforce; fostering an environment that is welcoming to all patients, families, visitors and trainees; identifying and eliminating disparities in health; and building and maintaining positive relationships with diverse populations in our local communities. In addition, CDI was a part of the committee that developed the strategic plan for community health.

### Departmental Diversity Action Plans

In 2010, the CDI advisory board recommended the development of departmental diversity action plans. Each clinical department is responsible for developing an action plan to address diversity and inclusion in their department, which is reviewed by the hospital president and CDI leadership. In 2016, all 19 clinical departments had a plan or were in the process of developing a plan. Thirteen departments established internal diversity committees to assist with the development of their plans. Most of these committees remain active and work closely with CDI to advance diversity and inclusion at the departmental level. During 2017, all department chairs met with hospital president and CDI co-chair Peter L. Slavin, MD, and CDI’s executive director

Elena Olson, to review and discuss their plans. CDI also met separately and collectively with the 20 MGH affiliated residency program directors to review recruitment and retention of URM trainees in their program.

### MGH/MGPO Diversity and Inclusion Committee

CDI staff serve on the MGH/MGPO Diversity and Inclusion Committee. This committee was re-organized to report directly to the MGH General Executive Committee as part of the hospitalwide strategic planning effort in 2014. The committee establishes diversity and inclusion organizational goals and strategies, provides direction for diversity initiatives, and helps develop structures for increased collaboration hospitalwide. As a leader in this hospitalwide effort, CDI helped:

- Champion the development of a Diversity and Inclusion Statement to affirm our hospital’s unyielding commitment to these tenets and to revising our MGH Credo and Boundaries Statement to reinforce the idea that all employees are expected to take these values to heart
- Develop a hospitalwide diversity and inclusion rapid response team, to advise on immediate hospitalwide responses that affect diversity and inclusion such as national policies and orders related to immigration, racism/white supremacy and LGBTQ issues
- Create a policy limiting patients from discriminating against providers based on race, ethnicity, religion, sex, and sexual orientation
- The strategic planning and implementation committees that are developing tangible strategies and initiatives for the priorities identified in the strategic plan



## Executive Committee on Community Health

The CDI executive director serves on the Executive Committee on Community Health (ECOCH) and its Steering Committee, which was formed in 2014 to guide the community health work of the hospital and to put community health on a level playing field with other components of the MGH mission that have executive committees. The charge to ECOCH is to promote community health improvement and ensure health equity, leveraging all four components of the MGH mission: patient care, teaching, research and community health. Among ECOCH's many accomplishments, CDI was directly involved with creating a training video on social determinants of health that was seen by every employee and continues to be seen at new employee orientation. CDI also helped establish the inaugural education symposium on social determinants of health for all employees, featuring a keynote by Boston University School of Public Health Dean Sandro Galeo, MD, MPH, DPH, and a panel of MGH experts. Future directions include a continued focus on social determinants, access to high-quality care for low-income patients and collaborating with the Diversity and Inclusion Committee around issues of race and racism.

## Diversity Metrics\*

CDI collects and analyzes trainee and faculty recruitment, retention and engagement data by race, ethnicity and gender for all MGH affiliated clinical departments and residency programs. CDI reports department-specific data to department leadership, and aggregate data to the General Executive Committee annually.

In 2014, CDI worked with researchers at the Mongan Institute Health Policy Center to identify best practices for measuring diversity, inclusion, and engagement in the Mass General workforce. This was developed into the report: *Mass General Diversity Metrics Project: Supporting Effective Strategies to Develop a Diverse Workforce*, which recommended two approaches for collecting data. First, a dashboard of inclusion metrics to show applicants, employees, promotions, and terminations by key diversity components of race, ethnicity, sex, disability and veterans status (all demographic measures that are already part of standard reports), which CDI does for residency applicants every year. Second, a diversity culture survey to gather demographic information that is not usually collected by HR (sexual orientation, preferred language, religion, nationality) and to understand the culture of diversity and respectful treatment.

The Mass General Diversity Culture survey was administered in October–November 2016. This survey was developed by a collaborative team of administrative and support staff, health professionals, researchers, and a subgroup of the Mass General Diversity Committee that included CDI staff. More than 7,500 employees responded across the organization on items including work environment, respectful treatment, and the experience of diversity in the workforce. The results were aggregated, analyzed, and disseminated to departmental leadership.

\* Part of this section was adapted from the *MGH Annual Report on Equity in Health Care Quality, 2016–2017*.



## OUR TEAM //

CDI's team includes an executive director, two full-time administrative staff, six physician leaders and a volunteer board of residents and fellows.

### ADMINISTRATIVE STAFF //

**Elena Olson, JD**  
Executive Director

**Sandra Ordoñez**  
Program Manager

**Bebina Shrestha**  
Office Coordinator

### FACULTY STAFF //

**Winfred Williams, Jr., MD**  
Co-Chair, CDI Advisory Board  
Department of Medicine,  
Division of Nephrology

**Alexy Arauz Boudreau, MD, MPH**  
Associate Director  
Department of Pediatrics

**Joseph Betancourt, MD, MPH**  
Program Director,  
Cross-cultural Education  
Department of Medicine,  
General Internal Medicine Division

**Sherri-Ann Burnett-Bowie, MD, MPH**  
Associate Director  
Department of Medicine,  
Division of Endocrinology

**Jocelyn Carter, MD, MPH**  
Manager of Trainee Affairs  
Department of Medicine,  
General Internal Medicine Division

**Michael Watkins, MD**  
Associate Director  
Department of Surgery,  
Vascular Surgery Division



**Winfred Williams, Jr., MD, Co-Chair  
CDI Advisory Board**

Dr. Williams is the associate chief of the MGH Division of Nephrology and founding director of the MGH Center for Diversity and Inclusion. Dr. Williams has a long, foundational track record at MGH in the development of programs to enhance the diversity of the physician workforce here and at Harvard Medical School (HMS). Over the past two decades, he has helped develop critical initiatives to support hospitalwide diversity goals. Dr. Williams graduated from Harvard College, *cum laude*, with a B.A. in Biochemical Sciences. He went on to medical school at the New York University School of Medicine and completed his residency and fellowship training at Brigham and Women's Hospital. He is a nationally and internationally recognized expert in health policy addressing disparities in the care of end stage renal disease and organ transplantation. He is currently serving (and has served) on several national committees addressing key policy issues in nephrology and transplantation and is past chair of the AST and OPTN/UNOS Minority Affairs Committees and member of the Board of Directors at UNOS, the governing body for organ allocation in the U.S. In his research endeavors, Dr. Williams' most recent work focuses on transplantation across select ABO incompatible blood groups to increase access to transplantation for

ethnic minority patients. The findings of his 2015 landmark study—published as the cover article for the American Journal of Transplantation—helped provide the basis for a new kidney allocation algorithm, resulting in an increase in the rate of transplantation for ethnic minority patients in this country.



**Elena Olson, JD  
Executive Director**

Ms. Olson has worked with the CDI team for 18 years. Under her leadership the CDI is now a full service central resource for students, trainees and faculty; and works with hospital and Harvard Medical School (HMS) leadership, graduate medical education, as well as clinical and research departments across Mass General. Ms. Olson serves on various MGH and HMS leadership committees, including the Advisory Councils for the Center for Faculty Development and Office for Women's Careers, the Executive Committee on Community Health, the MGH Diversity Committee, and the HMS Dean's Taskforce on Diversity and Inclusion. She also has helped lead MGH strategic planning efforts focused on community health, equity and workforce diversity; and has helped design and facilitate trainings in cross-cultural teamwork and communication for residents, nurses and physicians. Ms. Olson practiced as a civil and

commercial litigator for eight years before joining CDI. She received a BA in International Affairs with a minor in Biology from Goucher College, a JD degree from Santa Clara University School of Law, and a Certificate from the International Institute for Human Rights in Strasbourg, France. She was born and raised in Buenos Aires, Argentina, and is trilingual in English, Spanish and French. Ms. Olson is passionate about championing social justice and equity issues, especially in education and healthcare. Among her many activities outside the hospital, she served on the board of directors of the YWCA Boston and led a strategic planning effort to improve health and nutrition in the Brookline Public Schools.



**Alexy Arauz Boudreau, MD, MPH, Associate Director**

As an Associate Director of the CDI, Dr. Arauz

Boudreau established a cross-cultural education course to address dynamics in multicultural health care teams and improve communication and health care quality. She served as founding co-Chair of the Massachusetts General Hospital for Children (MGHfC) Diversity Committee. Among her accomplishments, she spearheaded the development of a vision, mission and implementation of an action plan to promote workforce diversity, cultural competence and address health care disparities within MGHfC. She is currently the MGHfC Director for Pediatric Population Health Management, where she has taken a lead role in transforming MGHfC pediatric primary care practices into patient centered medical homes implementing population health management and

quality improvement efforts to develop a holistic system for promoting child development and addressing health disparities. Under her leadership the pediatric population health coordinators program has been established meeting quality metrics in risk contracts and setting the stage for proactive population health management. For the children and adolescents using the most medical resources she is spearheading the development of a MGH pediatric integrated care management program to enhance primary care provider's ability to coordinate the delivery of patient care services along the continuum of health care, across multi-disciplinary sectors, and through an interdisciplinary team approach. Dr. Arauz Boudreau received her medical degree from Harvard Medical School and a Masters in Public Health from Harvard School Public Health. She has completed the Harvard Pediatric Health Services Research Fellowship and the Mongan Commonwealth Fund/Harvard University Fellowship in Minority Health Policy.





**Joseph Betancourt, MD, MPH, Program Director, Cross-cultural Education**

In his role as CDI's program director for cross-cultural

education, Dr. Betancourt has spearheaded the development of training to help care providers and staff interact with patients from different cultures. Dr. Betancourt is also the founder and director of the Disparities Solutions Center (DSC), senior scientist at the Mongan Institute for Health Policy at Massachusetts General Hospital, an associate professor of Medicine at Harvard Medical School and a practicing Internal Medicine physician. Dr. Betancourt is a nationally and internationally recognized expert in health care disparities and cross-cultural medicine, and has served on several Institute of Medicine Committees on this topic, including the one that produced the landmark report, *Unequal Treatment*. Dr. Betancourt has secured grants and contracts that have led to more than 60 peer-reviewed publications, and advises private industry, government, and not-for-profit health systems on approaches to eliminating racial and ethnic disparities in health care. He sits on the Board of Trinity Health, a large national health system; and sat on the Board of Neighborhood Health Plan in Boston and the Boston Board of Health. He is a 2015 Aspen Institute Health Innovator Fellow. Dr. Betancourt received his Bachelor of Science from the University of Maryland, his medical degree from Rutgers-New Jersey Medical School, and completed his residency in Internal Medicine at the New York Hospital-Cornell Medical Center. Following residency, he completed The Commonwealth Fund-Harvard University Fellowship in Minority Health Policy, and received his masters in Public Health from the Harvard School of Public Health.



**Sherri-Ann Burnett-Bowie, MD, MPH, Associate Director**

As an associate director of CDI, Dr. Sherri-Ann Burnett-Bowie is

particularly focused on advancing the diversity of trainees in the Mass General Department of Medicine, providing training on unconscious bias across MGH departments and Harvard Medical School (HMS), and facilitating connections between HMS students and MGH trainees and faculty. Dr. Burnett-Bowie is driven by the synergistic missions of maximizing health, knowledge, and potential, and embedding diversity and inclusion into the fabric of academia. In addition to her role within CDI, Dr. Burnett-Bowie is the director of Multicultural Affairs for the MGH Department of Medicine, where she co-chairs the Department of Medicine's Diversity and Inclusion Board; and she is the faculty assistant dean of Student Affairs in the Office of Recruitment and Multicultural Affairs at HMS. Dr. Burnett-Bowie is an assistant professor in Medicine and an adult endocrinologist in the MGH Division of Endocrinology. Dr. Burnett-Bowie received her Bachelor of Arts *cum laude* and Masters of Public Health from Harvard University; graduated *AOA* from the University of Pittsburgh School of Medicine; and completed her internal medicine residency and endocrine fellowship at MGH. Dr. Burnett-Bowie has received multiple awards to support her clinical investigation in mineral physiology and osteoporosis and to acknowledge excellence in teaching, the promotion of diversity and inclusion, and mentoring. Of note, Dr. Burnett-Bowie is a recipient of the CDI Physician/Scientist Development Award (2005), the HMS Harold Amos Faculty Diversity Award (2012), and the HMS A. Clifford Barger Excellence in Mentoring Award (2018).



**Jocelyn Carter, MD, MPH, Manager of Trainee Affairs**

Dr. Carter is the manager of Trainee Affairs, where she serves as a resource

for the CDI's Resident and Fellow Committee and the Visiting Clerkship Program. She also leads the CDI's Career Development Liaison Program, providing mentorship connections for URM trainees. Dr. Carter is a practicing internal medicine hospitalist at Mass General and a 2017 *Aetna Foundation Fellow in Healthcare Innovation* within the MGH Healthcare Transformation Lab. Clinically prepared in internal medicine and leadership/preventive medicine at Dartmouth Hitchcock Medical Center, Dr. Carter is passionate about experiential learning, transformational change via scalable, cost-efficient initiatives and the use of outcomes research and healthcare information technology to drive the redesign of patient-centered care and healthcare innovation. As a member of the Albright Medicine Service within the MGH Department of Medicine, Dr. Carter works with clinical teams dedicated to delivering optimal medical care and teaching medical students and residents. As an awardee of a 2017 Partners Healthcare Center for Population Health Delivery System Innovation Implementation Grant, Dr. Carter and her team are studying the impact of 30-day patient-community health worker pairings at the time of hospital discharge on health care outcomes in high risk populations. Primary outcomes of this work include rates of readmission, outpatient appointment adherence, and patient perspectives on hospital and health care transitions. Dr. Carter also serves in Department of Medicine's Internship Selection Committee and is a professional coach for trainees within the Department. She is an editor of the *Society of Hospital Medicine Clinical Quick Talks* and is a regular reviewer for esteemed academic journals.



**Michael Watkins,  
MD, Associate  
Director**

Dr. Watkins is a visiting surgeon in the Department of Surgery (DoS),

an associate professor of Surgery at Harvard Medical School, and the Medical Director of the Wound Clinic at Mass General. He serves as one of CDI's Associate Directors, mentoring students and trainees and chairing the CDI Clinician-Teacher Development Award selection committee. Dr. Watkins was also a co-chair of the DoS Diversity Committee, which developed a diversity action plan for the department. He graduated from New York University and Harvard Medical School, where he served as chairman of the Third World Caucus, a coalition of minority students at Harvard University. After two years of surgical residency at Johns Hopkins, Dr. Watkins served two years of active duty in the United States Army. He completed his residency at the University of Rochester, Strong Memorial Hospital followed by a Vascular Fellowship at Mass General. He was chief of Vascular Surgery at Boston University, as well as co-chief of Surgical Services at the VA Boston Healthcare System. In April of 2006, Dr. Watkins became the president of the Society of Black Academic Surgeons (SBAS), where he was a founding member and program committee chair for more than ten years. He continues to serve as a career advisor to young members of SBAS. Dr. Watkins maintains basic science interests in vascular cell biology, eicosanoid biochemistry and signal transduction pathways in vascular endothelium and smooth muscle. His current clinical interests are in wound healing and endovascular means for lower extremity revascularization.



**Sandra Ordonez,  
BS, C-TAGME,  
Program Manager**

Ms. Ordonez works with the CDI team to help plan and implement

numerous initiatives and programs, and is excited to focus her energy on enhancing the diversity of students, trainees and faculty across MGH. As CDI's program manager, she coordinates residency recruitment, and is the administrative liaison to the Resident and Fellow Committee and for students. In particular, she is responsible for providing day to day management of the Summer Research Trainee Program, which brings in 20 talented medical and college students for a summer research experience with MGH investigators. Her general responsibilities also include internal marketing, event planning and logistics, and evaluation and outcome data analysis. Before joining the CDI team in 2018, Ms. Ordonez had 15 years of professional experience in Graduate Medical Education, including serving as a residency program coordinator across other Boston teaching hospitals. She is a member of an advisory council and the Diversity Committee for the program administrators group at Alliance for Academic Internal Medicine, and the advisor for the planning committee for Massachusetts Society of Academic Medical Administrators. Sandra grew up in Bogota, Colombia. After graduating as an Industrial Engineer from Universidad Libre, she received the opportunity to live the American dream, and ended up in Boston where she raised her family. She lives with her 7-year-old granddaughter who was diagnosed with autism, and is involved with many organizations that research and raise awareness for autism.



**Bebina Shrestha,  
Office Coordinator**

As the office coordinator for the Center for Diversity and Inclusion (CDI), Bebina Shrestha

provides frontline customer service to the CDI community of students, residents, fellows and faculty. She assists with planning and implementation of CDI events, workshops and meetings; manages and updates databases; prepares reports for various initiatives and programs; maintains office systems, finances and expenses; and provides general administrative support to the CDI executive director. Prior to her position with CDI, Ms. Shrestha worked at Mass General for four years as a staff assistant and patient service coordinator in the Nephrology Division, coordinating delivery of care for patients and providing administrative support to the physicians and nurses who care for them. Ms. Shrestha was born and raised in Kathmandu, Nepal and is bilingual in Nepali and English. After completing her diploma in Melbourne, Australia, in 2009, she came to Boston. Ms. Shrestha graduated from Bunker Hill Community College in 2013 with a concentration in Medical Science and Management System, and is currently completing her undergraduate degree in Management Science and Information System at University of Massachusetts Boston. She is committed to applying these new skills and knowledge to advance diversity and health equity at Mass General. When not at work or studying, Ms. Shrestha enjoys spending time with her husband and 2-year-old daughter.



## CDI RESIDENT AND FELLOW COMMITTEE BOARD (2018–2019) //



**Shaina Lipa, MD,**  
Chair; Orthopaedic  
Surgery

Dr. Shaina Lipa is currently a PGY5 in the research track of the Harvard

combined orthopaedic residency program. Dr. Lipa has been a mentor to URM students throughout her career, and served as the University of California, San Francisco (UCSF) chapter president of the Student National Medical Association, as well as several regional leadership positions. Before serving as chair, she was the CDI RFC Public Relations Officer and Vice Chair.

Dr. Lipa grew up in Long Beach, California and attended the University of California, San Diego for her undergraduate degree, and UCSF for medical school.



**George Molina, MD,**  
MPH, Vice Chair/  
Chair Elect; Surgical  
Oncology

Dr. George Molina is a first-year fellow (PGY6) in

the complex general surgical oncology fellowship at Dana Farber Cancer Institute, Brigham and Women's Hospital and Massachusetts General Hospital.

Dr. Molina is from Fort Lauderdale, Florida, and his family is originally from El Salvador. He is a graduate of Johns Hopkins University, and attended Harvard Medical School and the Harvard T.H. School of Public Health.



**Claude Guerrier,**  
MD, Education and  
Career Development  
Co-Officer; Radiology

Dr. Claude Guerrier is a PGY4 radiology resident.

In the Radiology Department, he is an active member of the Diversity and Inclusion Committee's Education Task Force. Dr. Guerrier grew up in Florida,

attending the University of Florida for undergraduate studies, and Barry University in Miami at a Physician Assistant Program. He attended medical school at Howard University in Washington, DC, where he was vice president of the Curriculum Committee and the student ambassador on the Subcommittee for Academic Strategic Planning.



**Yasmin Hernandez-Barco, MD,**  
Education and  
Career Development  
Co-Officer;  
Gastroenterology

Dr. Yasmin

Hernandez-Barco is a third-year gastroenterology fellow (PGY7). She studies pancreatic cancer precursor lesions and is pursuing a career as a physician scientist. She is passionate about the role of mentorship in training the future leaders in medicine.

Dr. Hernandez-Barco was born in Spain to Cuban parents and grew up in Los Angeles. She received her medical degree from SUNY–Stony Brook and completed her residency and chief residency at the Icahn School of Medicine at Mount Sinai in New York City.



**Andy Cruz, MD,**  
Public Relations  
Officer; Psychiatry

Dr. Andy Cruz is a psychiatry resident (PGY3) in the Mass General/McLean

Hospital program. Dr. Cruz was born and raised in Amarillo, Texas. Through the Visiting Clerkship Program, he came from Texas Tech Health Sciences Center to MGH and completed a sub-internship, which ultimately led to matching at MGH. Dr. Cruz values the commitment from MGH leadership to improve opportunities for underrepresented healthcare professionals, and seeks to continue that work as a voice for underrepresented populations, including Hispanic, first generation college students, and LGBTQIA.



**Joshua Budhu,**  
MD, Community  
Outreach Co-Officer;  
Neurology

Dr. Joshua Budhu is a PGY3 neurology resident. A native

New Yorker, Dr. Budhu attended New York University for his undergraduate studies, and went to medical school at the Morehouse School of Medicine. He completed his internship at Beth Israel in New York City. Dr. Budhu rotated through MGH as a part of the Visiting Clerkship Program in medical school; in fact, that program was one of the main reasons that he choose MGH for residency. He hopes to recruit and mentor other URM trainees.



**Christine Crawford,**  
MD, MPH, Community  
Outreach Officer Co-  
Officer; Child &  
Adolescent Psychiatry

Dr. Christine Crawford

is currently a fellow in child and adolescent psychiatry (PGY5). Dr. Crawford attended Boston College for her undergraduate studies, and Boston University for graduate school where she obtained a Masters in Public Health with a concentration in Social and Behavioral Sciences. While in graduate school, Dr. Crawford developed an interest in health disparities within minority populations. She attended the University of Connecticut for medical school where she served as an Urban Health Scholar, coordinating community health fairs which offered service opportunities for undergraduates and medical students to provide health education within communities of color. Prior to her fellowship in Child & Adolescent Psychiatry, Dr. Crawford completed her Adult Psychiatry residency at MGH.

## ADVISORY BOARD //

Established in 2006, the CDI Advisory Board provides strategic advice and guidance on advancing CDI's mission and promoting physician and scientist diversity at Mass General.

### CO-CHAIRS //

**Peter L. Slavin, MD**  
President  
Massachusetts General Hospital

**Winfred W. Williams, Jr., MD**  
Associate Chief  
Division of Nephrology

### MEMBERS //

**Margarita Alegría, PhD**  
Director of Health Disparities Research  
Departments of Medicine and Psychiatry

**Katrina Armstrong, MD**  
Chief of Service, Department of Medicine

**Scott Beach, MD**  
Program Director, Adult Psychiatry

**James Brink, MD**  
Chief of Service, Department of Radiology

**O'Neil Britton, MD**  
Senior Vice President  
Chief Medical Officer

**Emery N. Brown, MD, PhD**  
Anesthesia, Critical Care & Pain Medicine

**Sherri-Ann Burnett-Bowie, MD, MPH**  
Associate Director, CDI  
Division of Endocrinology  
Department of Medicine

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**Ernesto Gonzalez, MD**  
Dermatology

**Ramon ("Gil") Gonzalez, MD, PhD**  
Chief, Neuroradiology

**Ronald Kleinman, MD**  
Chief of Service  
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Chief of Service, Department of Surgery

**Shaina Lipa, MD**  
Resident, Orthopedic Surgery  
Chair, CDI Resident and Fellow Committee

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**Michael Watkins, MD**  
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Vascular Surgery

**Jeanine Wiener-Kronish, MD**  
Chief of Service, Anesthesia,  
Critical Care & Pain Medicine





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GENERAL HOSPITAL

CENTER FOR DIVERSITY  
AND INCLUSION

Advancing Physicians and Scientists




HARVARD MEDICAL SCHOOL  
TEACHING HOSPITAL





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