

# Plan to Enhance Diversity (PED)

Haejin In, MD, MBA, MPH

April 26, 2023



**RUTGERS**  
Cancer Institute  
of New Jersey  
**RUTGERS HEALTH**

**NCI** Comprehensive  
Cancer Center  
A Cancer Center Designated by the  
National Cancer Institute

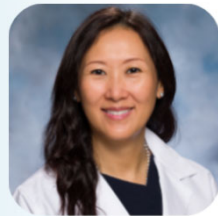


# CINJ Office of Diversity, Equity, and Inclusion (ODEI)

**Goal 9.** Ensure diversity within the faculty, scientific members, trainees, and staff of the cancer center



2021-2025  
**Strategic Plan**  
CINJ  
Cancer Institute of New Jersey  
NJ Cancer Institute



**Haejin In, MD,  
MBA, MPH**

Associate Director  
Chief Diversity Officer

*Joined CINJ late 2021*



**Rachel Born,  
PhD**

Program Director



**Lashawna  
Edmond, MEd**

Program Assistant



**TBH**  
Data Scientist



**TBH**  
Communications  
Coordinator

**Operating Budget**  
\$500,000/year

## Steering Committee



## Partners in Addressing DEI – Matrix



### **Healthcare System:** ***RWJBarnabas Health***

- Ending Racism Together Taskforce
- RWJ University Hospital Diversity, Equity, and Inclusion Partnership
- RWJBH Business Resource Groups



### **Academic Institution:** ***Rutgers University***

- Tyler Clementi Center for Diversity Education and Bias Prevention: Safe(R) Space Training
- University President's Faculty Diversity Initiative
- RBHS Anti-Racism Task Force: AAAS SeaChange Bronze Award
- RBHS Faculty Racial Equity Work Group
- RBHS Non-Faculty Racial Equity Work Group
- DICE Faculty and Staff of Color Advocate



### **Consortium Partner:** ***Princeton University***

- Consortium Cancer Center Steering Committee
- PU Affinity Groups

# CINJ: Four-Way Collaboration

## Collaborative infrastructure to fortify cancer center efforts



**Restructuring environment for inclusion**

**Representation inspires future workforce**



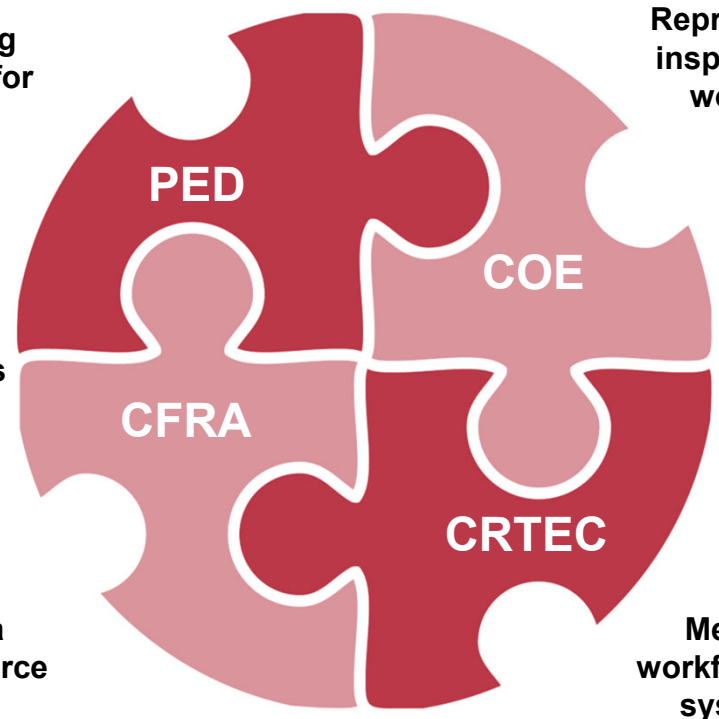
**Mentoring diverse workforce for success**

**Training a diverse future workforce**

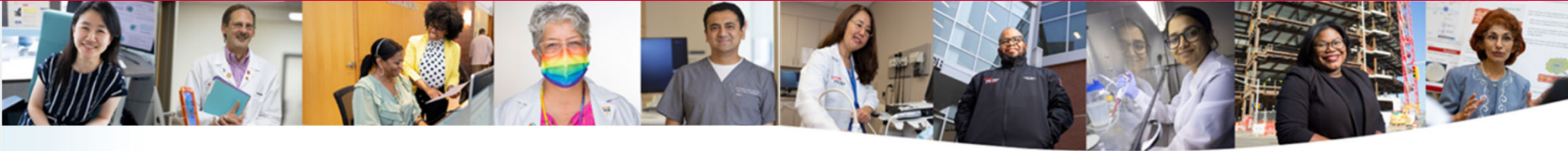


**Recruiting a diverse workforce**

**Mentoring future workforce to overcome systemic barriers**



## Plans to Enhance Diversity: Aims



AIM  
1

Foster a more diverse, inclusive, and equitable organizational **environment**

AIM  
2

Increase diversity in undergraduate student, graduate student, and post-doctoral **trainees**

AIM  
3

Promote the implementation of equity-based processes and evidence-based strategies to diversify faculty recruitment and retain diverse **members**

AIM  
4

Champion the creation and implementation of programs to identify, develop, and sponsor diverse faculty for **leadership**

# Assessing Organizational Environment to Identify Gaps and Concerns



## Comparing Demographic Composition with Available Data

- Gender, race/ethnicity, and rank of CINJ's trainees, 260+ members, and leaders utilizing available data



## Assessing Organizational Climate

- 2021 survey of organizational climate and satisfaction among members



## Conducting Listening Circles

- Trainee and Faculty focus groups to describe experiences of race, gender, and rank at organization

# Comparing Demographic Composition: Center Trainees and Members

## WOMEN

45%

CINJ Trainees

35%

CINJ Members

50%

RBHS Faculty

51%

USA Population



## GENDER



## RACE

## BIPOC

TBD  
CINJ Trainees

28%  
CINJ Members

31%  
RBHS Faculty

43%  
USA Population

## URG

11%  
CINJ Trainees

4%  
CINJ Members

8%  
RBHS Faculty

37%  
USA Population

## White/Unknown

TBD  
CINJ Trainees

48% / 24%  
CINJ Members

47% / 22%  
RBHS Faculty

76%  
USA Population

# Comparing Demographic Composition: Center Leadership

## WOMEN



## GENDER

35%

CINJ Leadership

32%

US Cancer Centers

51%

US Population



## RACE

## BIPOC

45%

CINJ Leadership

22%

US Cancer Centers

43%

US Population

## URG

5%

CINJ Leadership

9%

US Cancer Centers

37%

US Population

## White

55%

CINJ Leadership

77%

US Cancer Centers

76%

US Population



# Aim 1: Foster a More Diverse, Inclusive, and Equitable Environment

GOALS

**Restructure the physical environment to foster diversity and inclusion**

**Increase the adoption of inclusive values through engagement events**

**Increase the awareness of DEI mission and values using novel approaches**

PLANS

Physical Space Modifications

- Displays of CINJ Values
- Celebrating Diversity Through Employee Narratives
- Gender-Affirming Bathrooms



Events and Programs for DEI

- Event for Employee Narratives (“Show Up Initiative”)
- Leadership Listening Forums



Diversity Education

- Innovative strategies to educate trainees, faculty, and leadership as well as workforce on DEI issues



**Training Tools:**  
Exploring virtual reality DEI curricula

METRICS

- Satisfaction and impact of programs
- Changes in climate surveys (annual)

- Engagement in programs
- Satisfaction and impact of programs
- Adaptation of inclusive values
- Changes in climate surveys (annual)

- Engagement in programs
- Satisfaction and impact of programs
- Changes in competency
- Changes in climate surveys (annual)

# Cultural Transformation for Inclusion *\*Early Win*





## Show Up Initiative

- 200+ in attendance
- >90% rated the event as excellent


Attendees expressed satisfaction with:

- Investment in diversity
- Social opportunity
- Institutional support
- Heartwarming displays
- Sense of belonging
- Inclusive representation of faculty and staff

# Aim 2: Increase Diversity Among Trainees

<p><b>GOALS</b></p>	<p><b>Assess current trainee diversity to identify challenges and opportunities</b></p>	<p><b>Create new center and academic partnerships to increase diversity</b></p>	<p><b>Develop community partnerships to increase awareness of training opportunities</b></p>
<p><b>PLANS</b></p>	<ul style="list-style-type: none"> <li>Expand Demographic Survey</li> <li>Listening sessions</li> <li>Engage RU and RBHS minority student organizations</li> </ul>  <p><b>Trainee Listening Sessions</b></p>	<ul style="list-style-type: none"> <li>Minority-specific grants for oncology exposure</li> <li>Engagement of minority-serving institutions (MSI)</li> </ul>  <p><b>OPTIM (Oncology Physician Training to Maximize Diversity)</b> * <i>Early Win</i></p>	<ul style="list-style-type: none"> <li>Outreach programs</li> <li>Cultural sensitivity and implicit bias training for community engagement</li> </ul>
<p><b>METRICS</b></p>	<ul style="list-style-type: none"> <li>Create ongoing tracking database</li> <li>Aim for 80% data quality</li> </ul>	<ul style="list-style-type: none"> <li>Engagement in programs</li> <li>Satisfaction and impact of programs</li> <li>Expansion of programs</li> <li>Changes in climate surveys (annual)</li> </ul>	<ul style="list-style-type: none"> <li>Attendance Engagement</li> <li>Applications Received</li> </ul>

# Aim 3: Increase Successful Recruitment and Retention

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">GOALS</p>	<p><b>Assess diversity and identify challenges and opportunities</b></p>	<p><b>Recruitment: Increase URG applicant pool and successful recruitment efforts for DEI faculty</b></p>	<p><b>Retention: Improve the quality of mentorship and opportunities for leadership</b></p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">PLANS</p>	<ul style="list-style-type: none"> <li>▪ Expanded Demographic Survey</li> <li>▪ Faculty Listening Circles and input</li> <li>▪ Hiring Funnel Analysis</li> <li>▪ Tracking and monitoring of DEI retention</li> </ul>	<ul style="list-style-type: none"> <li>▪ Search Committee Bias Training</li> <li>▪ Cluster Hiring, Targeted Recruitment</li> <li>▪ Enhanced Packages for DEI hires</li> </ul>	<div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p><b>Office of Career and Professional Development</b></p> <p><i>* Early Win</i></p> </div> </div> <ul style="list-style-type: none"> <li>▪ Enhanced Mentorship Programs that focus on mentorship quality</li> <li>▪ Enhanced resources for grant applications</li> <li>▪ Formation of DEI Junior Faculty Affinity Groups</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">METRICS</p>	<ul style="list-style-type: none"> <li>▪ Data Monitoring System</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of URG Applications</li> <li>▪ URG/women hired</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engagement in programs</li> <li>▪ Satisfaction and impact of programs</li> <li>▪ Retention and promotion rates</li> <li>▪ Changes in climate surveys (annual)</li> </ul>

# Aim 4: Increase Leadership Diversification and Development

GOALS

**Improve leadership advancement opportunities**

**Enhance mentor support for URG/Women to become leaders**

**Strengthen leadership commitment to DEI values**

PLANS

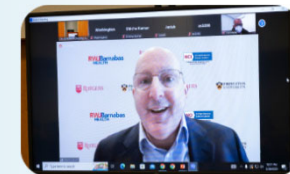
- Create Junior Leadership Position
- Cancer Center Leadership Training
- Term limits of leadership positions
- Succession planning

- Training for mentors
- Resources & incentives for mentors

- Leaders to lead affinity groups
- Leader liaison to DEI events
- DEI training for leadership



**RISE Leadership Program:**  
Training for Junior Leadership



**Leader Liaison at DEI Events:**  
Dr. Libutti providing remarks at Faculty Listening Circles Town Hall

METRICS

- Engagement of leadership
- Enrollment in programs
- Satisfaction and impact of programs
- Changes in climate surveys (annual)

- Succession plans for all leader roles
- Expand Junior Leadership Positions
- Enrollment in mentor trainings

- Engagement of leadership
- Participation of leaders in training programs

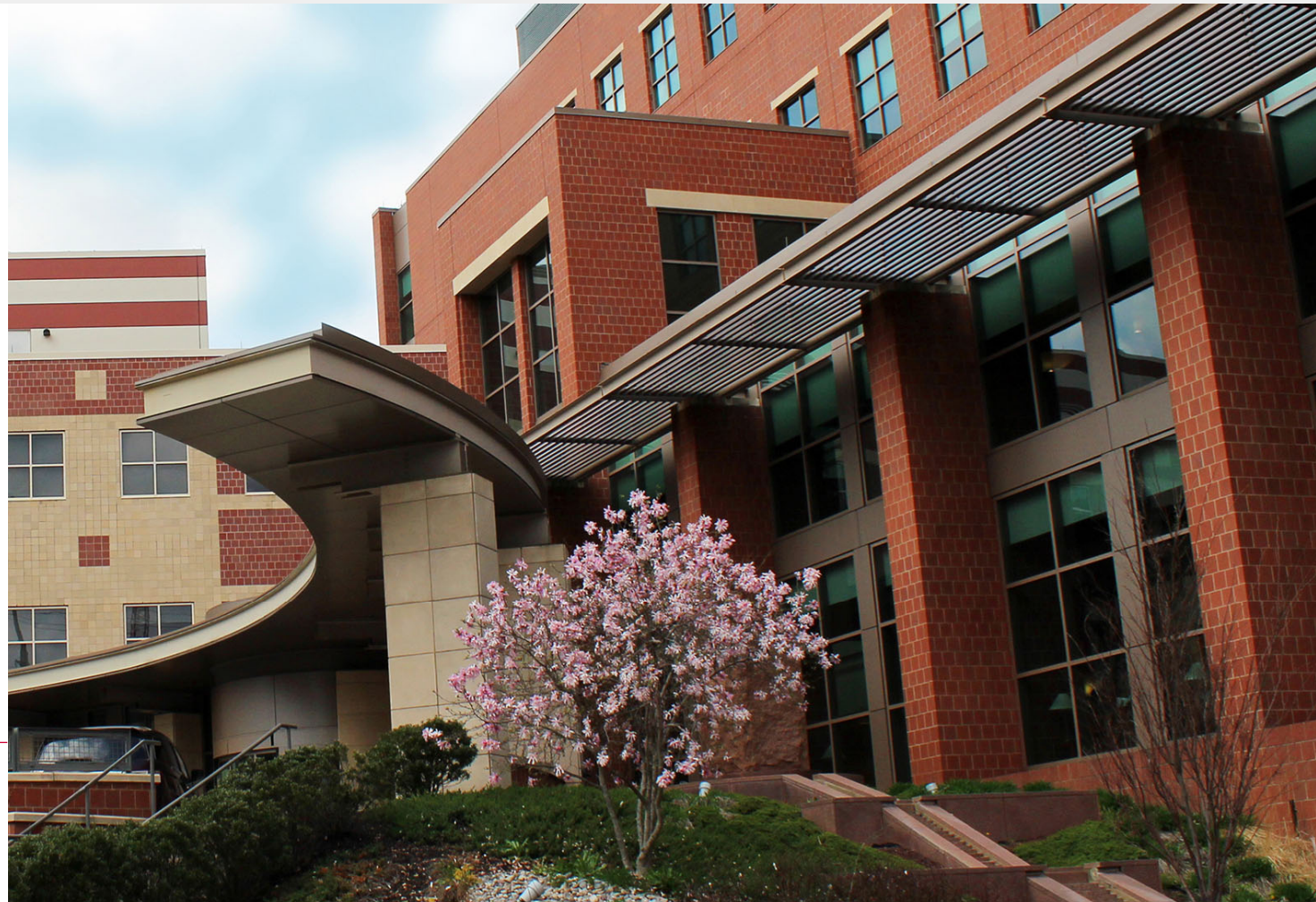
## What will success look like?



- Established DEI data warehouse and analytic team
- Incorporated DEI specific modules in the center-wide annual climate survey
- Revised and implemented policies & procedures for search committees, including member composition, anti-bias training, and sourcing practices
- Established semi-annual meetings with Program Leaders to discuss PED efforts and progress
- Expanded URG trainee pathway programs for catchment area
- Developed DEI training module for cancer researchers
- Created junior leadership positions for all AD and PL positions
- Established succession planning process for all leaders

# Thank You

Q&A Segment



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