


# Workforce Retention in Radiology: The Role of Inclusion



**Department of Radiology**  
UNIVERSITY OF WISCONSIN  
SCHOOL OF MEDICINE AND PUBLIC HEALTH

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**A dramatic shift: New survey highlights salaries and staffing concerns in radiology**  
Mary Stempniak | May 17, 2022 | Radiology Business | Compensation

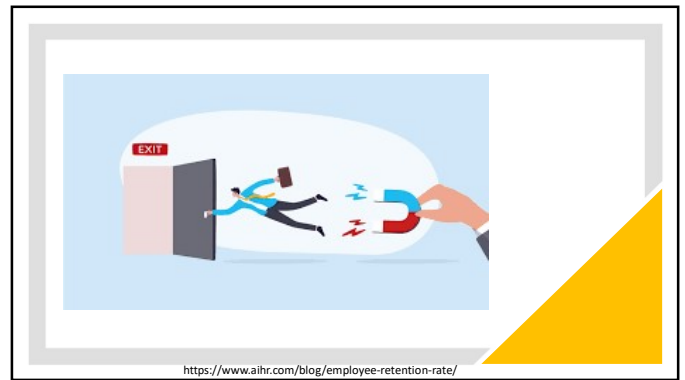
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### WHAT ARE YOUR BIGGEST CHALLENGES?

- Staffing levels were cited as the biggest challenge by 55% survey respondents
- Administrators
- Radiologists
- Technologists
- IT and PACS managers

Overall staffing levels	55%
Increased workload due to organizational changes	45%
Patient volumes increased	40%
Struggles with internal management	35%
Struggles dealing with staff	30%
Danger or risk of treating COVID patients	25%
Patient volumes down	20%
Patient severity / mix	15%

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<https://www.aihr.com/blog/employee-retention-rate/>

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## Future of the Radiology Workforce

- Attract the best and brightest
- Growing Millennial and Gen Z workforce

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### Gen Z are the most diverse employee group yet

■ % Employees identifying as Caucasian or White\*  
■ % Employees identifying as People of Color\*

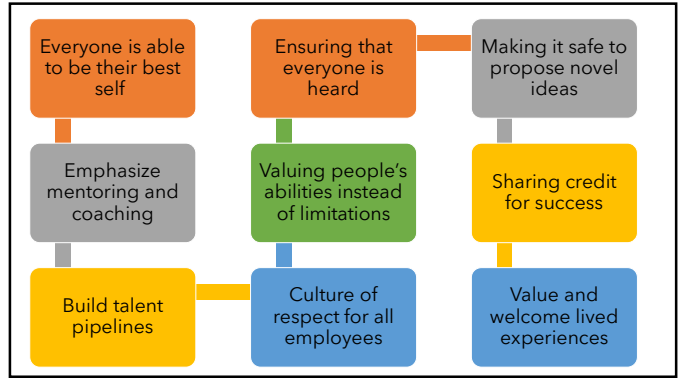
Boomers	25%	75%
Gen X	34%	66%
Millennials	39%	61%
Gen Z	47%	53%

<https://www.greatplacetowork.com/resources/blog/what-we-know-about-gen-z-in-the-workplace>

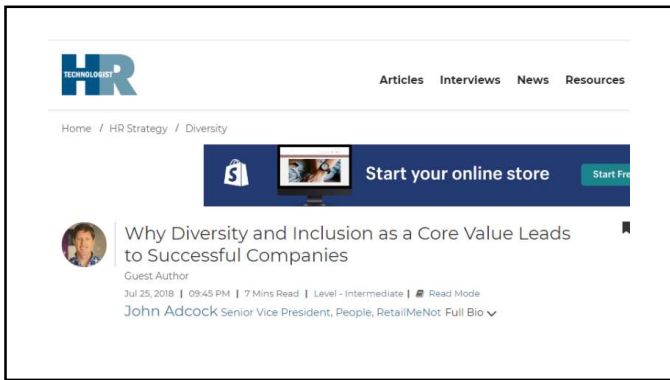
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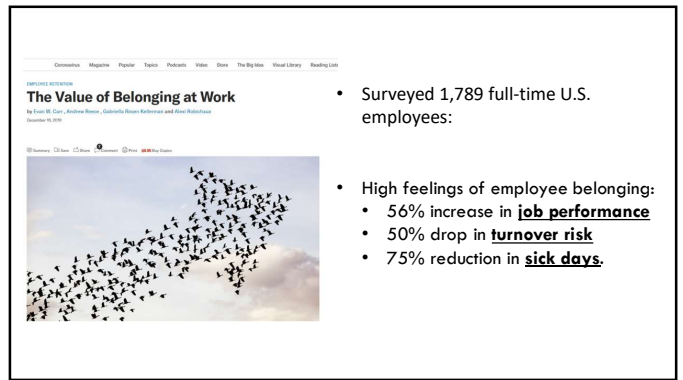
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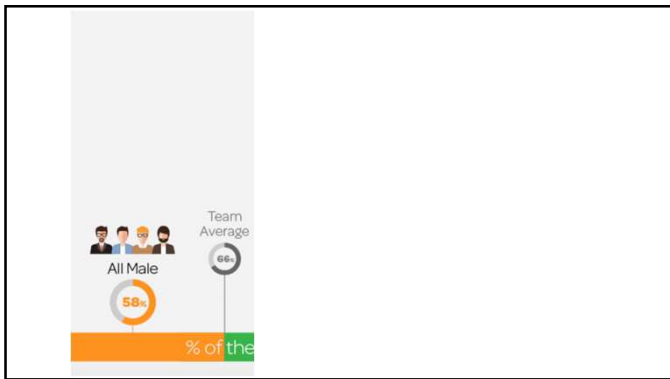
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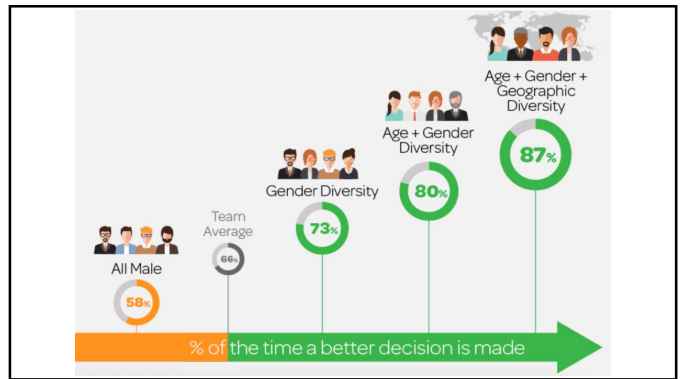
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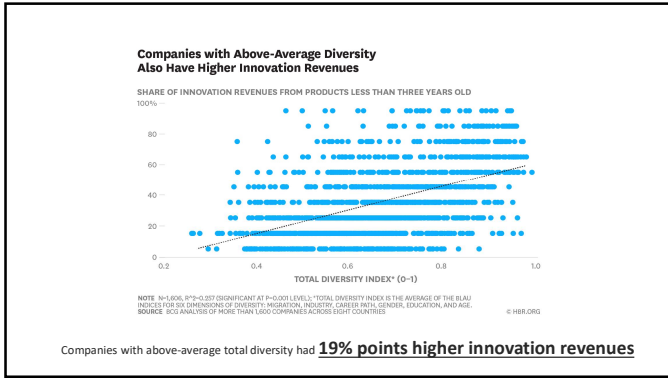
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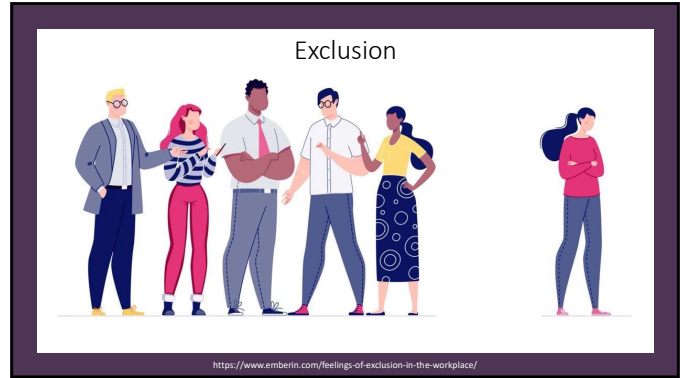
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### Workplace Exclusion

- Individuals or groups are intentionally or unintentionally left out, marginalized, or treated unfairly within the workplace environment

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How many of you have ever felt excluded in a professional or personal environment?

<https://teresaahrendt.com/2014/02/23/alone-in-a-crowded-room/>

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### Dimensions of Exclusion

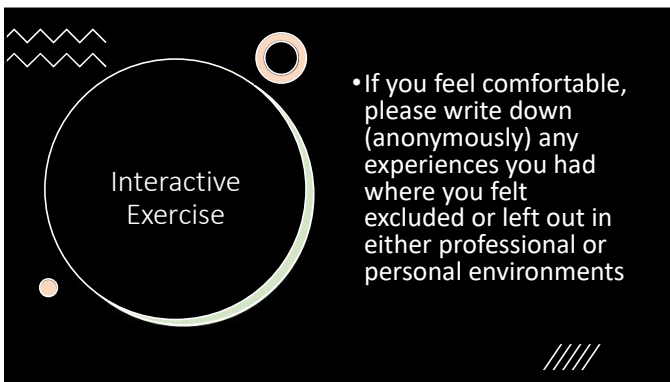
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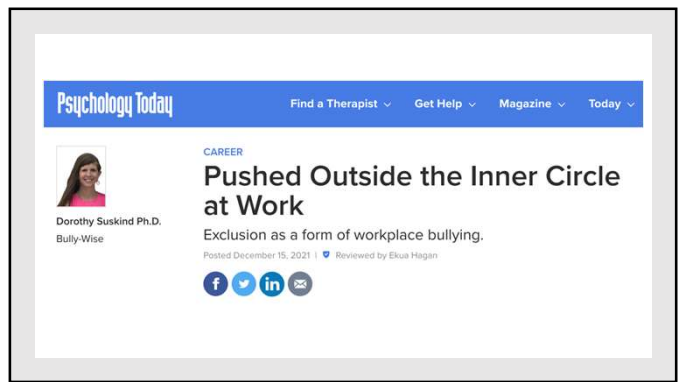
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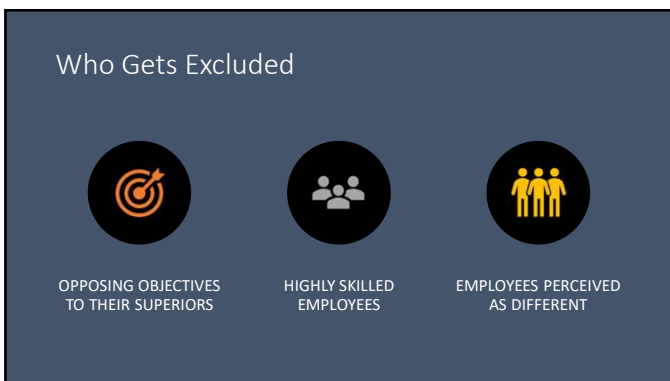
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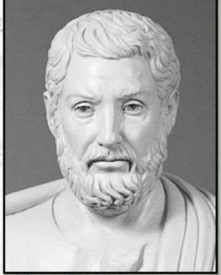




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# Democracy

- Around 500 BC **Cleisthenes** came to power. Although he was a member of one of the most powerful families in Athens, he didn't want aristocrats to run the government. By calling on the support of the people, he was able to overthrow the aristocracy once and for all.
- Under Cleisthenes' leadership, Athens developed the world's **first democracy, or government in which people rule themselves**. For this reason, he is sometimes called the father of democracy.



<https://www.thefatherofdemocracy.com/ancient-greek-cleisthenes-over-hubpages.com/politics/>

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**Ostracism**

- According to Aristotle, Cleisthenes was said to have created the punishment of ostracism to prevent a single person from becoming a tyrant.

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### Who's Part of the Leader's Inner Circle?

- **Include**
  - People who validate their ideas and worth
- **Exclude**
  - People who are curious and question



<https://www.2016/1/6/10724334/north-korea-history/>

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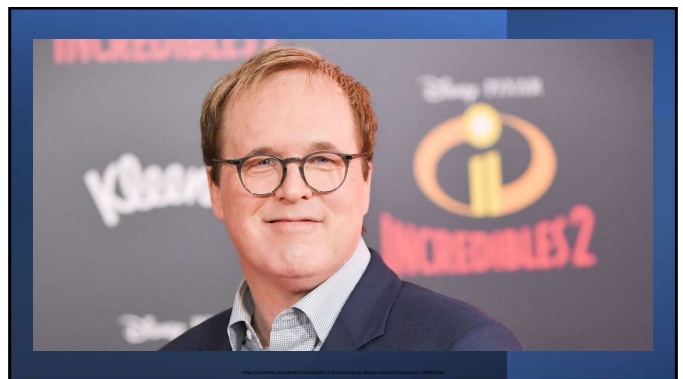
The New York Times

**Frustrated at Work? That Might Just Lead to Your Next Breakthrough**

Don't discount the misfits on your team.



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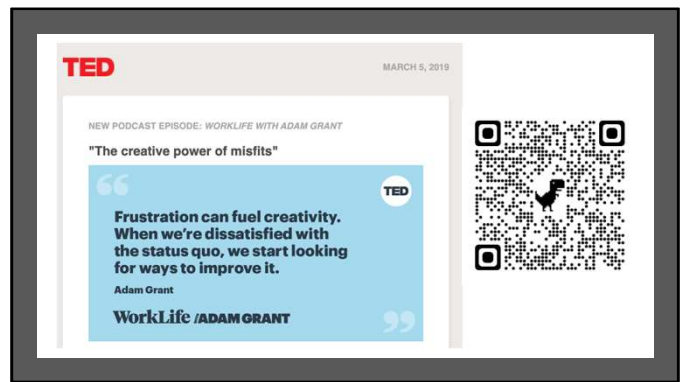
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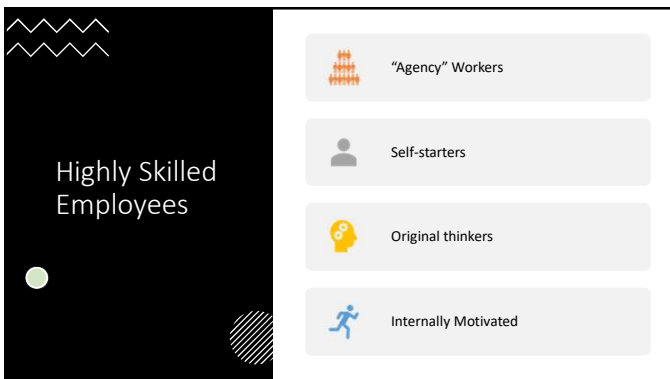
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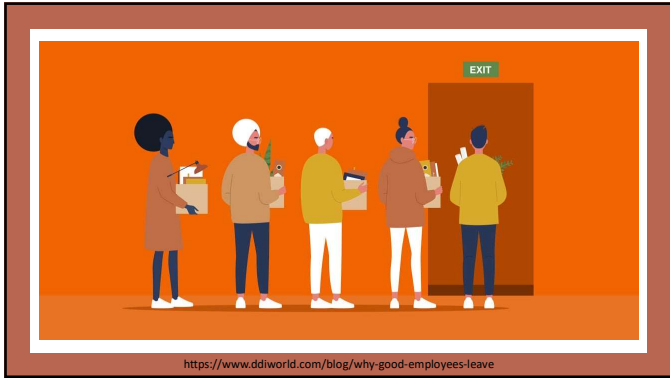
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Passive and compliant box checkers

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### Employees Perceived as Different

- OPPOSING OBJECTIVES TO THEIR SUPERIORS
- HIGHLY SKILLED EMPLOYEES
- EMPLOYEES PERCEIVED AS DIFFERENT

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### Stated Desires

<https://novoresume.com/career-blog/diversity-in-the-workplace>

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**"If a man does not keep pace with his companions, perhaps it is because he hears a different drummer. Let him step to the music which he hears, however measured or far away."**

— Henry David Thoreau

WALDEN; OR, A LIFE IN THE WOODS (1854)  
The origin of the idiomatic expression

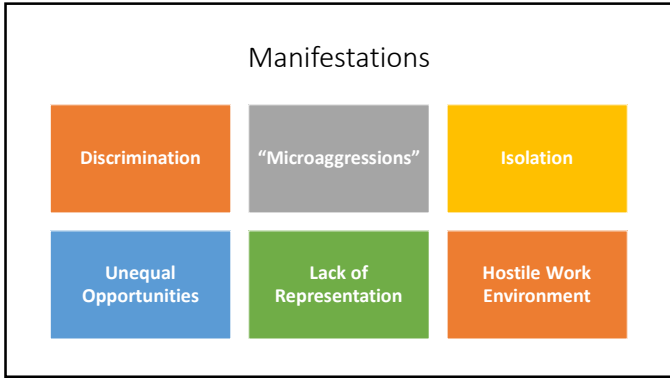
[http://www.quoteourquote.com/2018/09/thoreau-actual-drummer-quotations\\_12.html](http://www.quoteourquote.com/2018/09/thoreau-actual-drummer-quotations_12.html)

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### Stated Goals vs Reality

- Those who look, sound, think, and act differently
- More likely to be excluded from critical conversations, meetings, and projects

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**Clinical Review & Education**

JAMA Surgery | Special Communication  
**Recognizing and Reacting to Microaggressions in Medicine and Surgery**  
 Madeline B. Torres, MD, Arghavan Salari, MD, PhD, Anjali Cochran, MD

**Effect of Microaggressions**

Using the term microaggressions may make these behaviors and statements seem less pernicious than those that are overtly discriminatory. However, microaggressions generate stresses equal to or worse than overt discrimination for URMs.<sup>23</sup> Recent research shows that regular exposure to perceived discrimination of any kind adversely affects the psychological and physical health of the recipients. Microaggressions contribute to lower self-esteem, and this effect is heightened in educational and workplace settings.<sup>24</sup> Repeated microaggressions have also been linked to depression, anxiety, and trauma response, and an association has been identified between experiencing microaggressions, anxiety, and alcohol use in college students of color.<sup>24,27</sup> Furthermore, racial and ethnic discrimination is an identifiable stressor that may play a role in health disparities.<sup>28</sup> Studies have demonstrated that perceived discrimination is associated with hypertension, with the most clear effects described for black and Native American individuals.<sup>29,30</sup> Microaggressions exact a psychological and physical toll on those who experience them, with a societal price of harming the already fragile pipeline of women and minority

- Depression
- Anxiety
- Trauma Responses
- Burnout
- Poor Retention

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**Fostering Organizational Excellence Through Inclusive Leadership: A Practical Guide for Radiology Leaders**  
 Anand K. Narayan, Nicole Boone, Natasha Monga, Natasha McFarlane, Victoria L. Mango, Ryan W. Woods, Ian A. Weissman

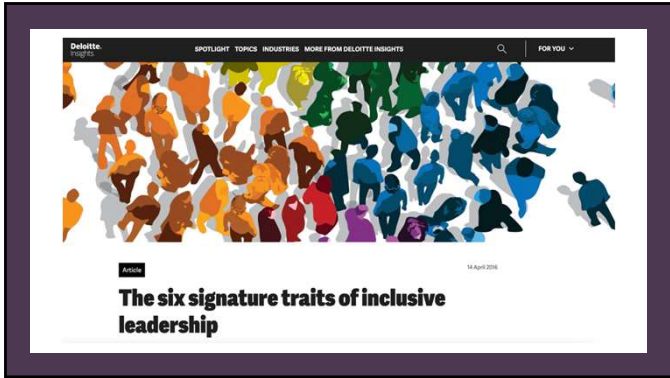
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Groupthink	Desire for group harmony overrides quest for fully informed decisions
Similarity-attraction bias	Tendency to connect with people who look like ourselves
Implicit stereotypes	Judgment based on unconscious stereotypes
In-group favoritism	Favoring certain members of the group at the expense of others
Attribution error	Wrong reason is used to explain someone's behavior
Confirmation bias	Seeking information that substantiates pre-existing beliefs

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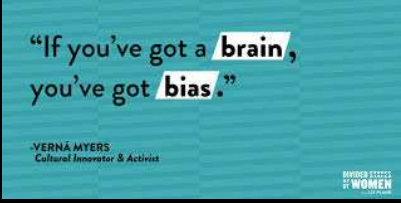
Without the brain's ability to subconsciously process thousands of pieces of information in an instant, our ancestors would have ended up as food.





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"If you've got a **brain**, you've got **bias**."


-VERNA MYERS  
Cultural Innovator & Activist



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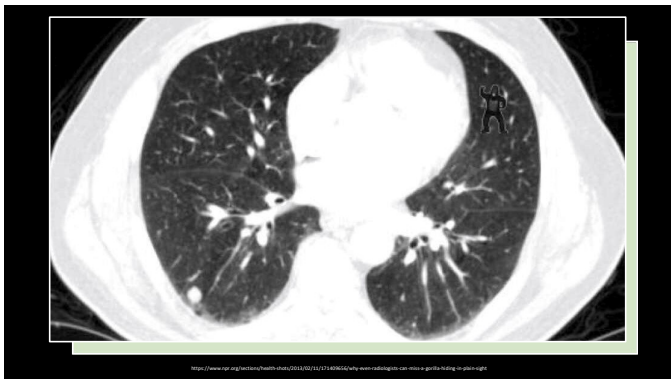



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**WE ALL HAVE BIASES**  
They are part of our everyday lives-what can we do about them?

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Thank you  
for your  
attention!

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