



*Routledge Key Themes in Health and Society*

# **LEADERSHIP AT THE INTERSECTION OF GENDER AND RACE IN HEALTHCARE AND SCIENCE**

**CASE STUDIES AND TOOLS**

Edited by

Danielle Laraque-Arena, Lauren Germain,  
Virginia Young, and Rivers Laraque-Ho





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# Leadership at the Intersection of Gender and Race in Healthcare and Science

This book takes a case study approach to explore leadership narratives of women in healthcare and science, paying attention to the intersection of gender, identity, and race in each story.

Putting forward a new vision and pathway inclusive of the lived experiences and contributions of women worldwide, this text proposes a strength-based approach to meeting leadership challenges. Key themes discussed include leadership redefined by those not identifying as leaders, the influence of the intersectionality of race and gender on leadership, and the implications for how we teach about leadership in healthcare and science. Grounded in theory that is translated into practice and evidenced by the leadership case studies described, the book draws out useful tools and organizational learnings to support the transformation of the landscape of clinical care, education, research, and policies in healthcare and science.

This book is an invaluable reference for leaders at all levels across healthcare and science. It is also of interest to students and academics from gender studies, leadership studies, organization and governance, anthropology, sociology, higher education, public health, social work, nursing, and medicine.

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This book is dedicated to:

The exemplary leadership of democracy of the Onondaga Nation (Syracuse, New York), with special thanks to the clan mothers, Tracy Shenandoah, Tadodaho (Chief Sidney I. Hill), Betty Lyons, and Brian Thompson from whom I learned and continue to try to cultivate humility and “a good mind.” To the memory of the indigenous and African peoples of Haiti, and to all women and girls – my daughter and granddaughters. – D.L.A.

To all whose stories remain untold or undertold, may we find the grace to honor and learn from you. Thank you to my mother, grandmothers, and great-grandmothers who built and fortified a path for me and my children. – L.J.G.

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This scholarly “sister” group recognized that support of Black women in academia was lacking.<sup>1</sup> The joint publications of this group became a strategy for collective power in claiming our role as women in academia. This collective thinking extended to the present group of editors, Danielle Laraque-Arena, Lauren Germain, Virginia Young, and Rivers Laraque-Ho, who evolved the framework outlined by the book. That is, the need for foundational discussions on the necessity of leadership by women in medicine and science and the explicit discussions of the lived experience of women in academia being of import in support of the imperative to change the essence of leadership.

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## Note

- 1 Laraque D, Kanem M, Mitchell J. The Difficult Road for the Minority Researcher. *NEJM*. June 21, 1990; 322(25): 1823(letter). A note the original title as submitted to *NEJM* was The Minority Researcher: The road ahead – a more hopeful title.

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# Abbreviations

AAMC	American Association of Medical Colleges
AAP	American Academy of Pediatrics
ABD	All but dissertation
ADM	Alma Dea Morani
AMA	American Medical Association
APA	American Psychiatric Association
APD	Associate Residency Program Director
APHA	American Public Health Association
ASR	Annual Security Report
BIPOC	Black, Indigenous, and Person/People of Color
BLM	Black Lives Matter
BPD	Baltimore Police Department
BRCA	Breast cancer gene
BS	Bachelor of Science
CAS	Complex adaptive systems
CBO	Community-based organization
CBPR	Community-based participatory research
CDC	Centers for Disease Control
CEG	Sexual and Reproductive Justice Community Engagement Group
CFT	Community Forward Teams
CHIMC	Community Health Improvement for Milwaukee's Children
CHIMC-TCI!	Community Health Improvement for Milwaukee's Children- Take Control Immunize!
CHIMC-SLI!	Community Health Improvement for Milwaukee's Children- Save Lives Immunize!
CHW	Community Health Worker
CMSS	Council of Medical Specialty Societies
CoCASA	Comprehensive clinical assessment software application
COVID-19	Coronavirus Disease 2019
CRT	Critical Race Theory
CPTI	Community Pediatrics Training Initiative
DEI	Diversity Equity and Inclusion
DHHS	Department of Health and Human Services

DINE	Dyson Initiative National Evaluation
DNA	Deoxyribonucleic acid
DOHMH	New York City Department of Health and Mental Hygiene
DRH	Division of Reproductive Health
DSM-5	Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition
DTaP	Diphtheria, tetanus, and pertussis vaccine
ECR	Early Career Reviewer (NIH Center for Scientific Review)
ED	Emergency Department
EIS	Epidemic Intelligence Service
ELAM	Executive Leadership in Academic Medicine
EST	Ecological Systems Theory (Bronfenbrenner)
FIRST	Faculty Institutional Recruitment for Sustainable Transformation
F.O.D.	First Only Different
HBCU	Historically Black Colleges & Universities
HD	Health disparities
Hep B	Hepatitis B
Hib	Haemophilus influenzae type b
HIV	Human Immunodeficiency Virus
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HPV	Human papillomavirus
HRSA	Health Resources & Services Administration
IAT	Implicit Assessment Test (Harvard)
IC	NIH Institutes and Centers
ICD-10	International Classification of Diseases, Tenth Revision
IHI	Institute for Healthcare Improvement
IPV	Inactivated poliovirus
IRB	Institutional Review Board
IS	Imposter syndrome
JEDI	Justice, equity, diversity, and inclusion
LCME	Liaison Committee on Medical Education
LGBTQIA	Lesbian, gay, bisexual, transgender, queer, intersex, asexual, and members of the community who identify with a sexual orientation or gender identity that isn't included within the LGBTQIA acronym
LMD	Local Medical Doctor
MCW/CW	Medical College of Wisconsin/Children's Wisconsin
MFO	Multinational Force and Observers
MMR	Measles, mumps, rubella
MOD	Maternal opioid-related diagnosis
MPH	Masters in Public Health
NAACP	National Association for the Advancement of Colored People
NAM	National Academies of Medicine and Science

NAS	Neonatal abstinence syndrome
NCMHD	National Center on Minority Health and Health Disparities
NCOIC	Non-Commissioned Officer in Charge
NGO	Non-governmental organization
NICU	Neonatal Intensive Care Unit
NIH	National Institutes of Health
NIOSH	National Institute for Occupational Safety and Health
NLHO	National Latino Health Organization
NMA	National Medical Association
NOWS	Neonatal opioid withdrawal syndrome
NYC	New York City
ORWH	Office of Research on Women's Health
PAH	Phenylalanine hydroxylase
PC	Politically correct
PCV	Pneumococcal conjugate vaccine
PDSA	Plan, Do, Study, Act
PK/TK	Preacher's kid/teacher's kid
PKU	Phenylketonuria
POC	Person of color
PWI	Predominantly White Institution
QA	Quality assurance
QI	Quality improvement
RCC	Root Cause Collective
RENAMO	Mozambican National Resistance
RJ	Reproductive justice
RNA	Ribonucleic acid
RRC	Residency Review Committee
RWJF	Robert Wood Johnson Foundation
SNMA	Student National Medical Association
SUNY	State University of New York
SWOT	Strengths, Weaknesses, Opportunities, Threats
SWRT	Strengths, Weaknesses, Recommendations, Timeline
UCLA	University of California, Los Angeles
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
URM	Underrepresented minority
URiM	Underrepresented in medicine
US	United States
USAID	United States Agency for International Development
USPHS	United States Public Health Service
UVA	University of Virginia
VNSNY	Visiting Nurse Service of New York
WHO	World Health Organization
WIR	Wisconsin Immunization Registry

## Part I

# Theories and Foundations of Leadership

The Prologue, Chapter 1, and Chapter 2 provide the foundational discussions for this book, the discourse on equity, and equal representation of women in the fields of medicine and science. The foundational discussions are linked to the lived experience in academia of the editors and authors and the attributes of equitable leadership framed by organizational justice.



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# 1 Prologue: Challenges and Rewards of Leadership

*Danielle Laraque-Arena MD FAAP*

## **Narrative Biography**

I am a cisgender light Black woman born in Port-au-Prince, Haiti, the daughter of Paul Laraque and Marcelle Pierre-Louis; sister to Max and Serge Laraque; wife to Luigi Arena; mother to Marc Anthony Arena and Julia Marie Arena; grandmother to Margot and Harper and many more relationships.

My journey to the United States began at the age of six when my father had to go into hiding to escape certain death from President Francois Duvalier. My brothers and I, accompanied by my maternal grandmother, joined my parents a year later in New York City (NYC). NYC became my second home and one that I love to this day.

I am a graduate of UCLA (BS in chemistry), UCLA School of Medicine (a Roy Markus Scholar), pediatric resident from the Children's Hospital of Philadelphia, University of Pennsylvania, and Robert Wood Johnson Fellow in Academic Pediatrics from the same University.

I returned to NYC following my training to work in the historic Black community of Central Harlem where my brother lived and still resides. In Harlem, I immersed myself in tackling the many challenges presented by poverty, HIV/AIDS, unplanned teenage pregnancy, substance use disorder (known then as the crack epidemic), and gun violence. There I learned about resilience and the incredible strength of Harlem families.

I joined Harlem Hospital in the tenure track at Columbia University. My focus was to deliver comprehensive care to children within a medical home with the full engagement of families, addressing the major causes of morbidity, mortality, and in support of wellness. I was promoted to Associate Professor and left after 14 years, acknowledging, but not accepting, the imposed ceiling of the attainment of leadership positions.

I joined the Mount Sinai School of Medicine as Division Chief in General Pediatrics and received the Debra & Leon Black Endowed Chair; was promoted with tenure to full Professor and later to Vice Chair in Public Policy & Advocacy. In this decade in East Harlem, I immersed myself in restructuring general pediatrics to integrate mental health care within this primary care setting, addressing child trauma, and the training of clinician researchers.