In the 34 question survey, respondents had the opportunity to answer one qualitative question “If you wish, please provide additional comments on the diversity and inclusion efforts at University of Utah Health Sciences.” Over 600 of the 2000 survey respondents answered the question and provided a wide range of responses. Two qualitative data coders created a code and separately coded the data then discussed and reconciled differences. Four themes around areas that UHSC can improve as well as one theme describing current successes emerged:

- **Areas of Improvement**
  - Gender bias
  - Racial/ethnic discrimination
  - Poor leadership and other hierarchy issues
  - Professional development needed
- **Current Successes**
  - UHSC is a good place to work/study.

**Gender Bias**
Many survey respondents described instances of gender bias that occurred at UHSC. Respondents described instances of men being paid more than women, women being passed up for leadership opportunities, women not being represented in executive leadership, and men having more say or a power differential in favor of men.

*UUHC is not nearly as advanced in terms of gender diversity, however. There are far more senior leaders who are male than female. As far as I know, there is no formal development program for women at UUHC.*

**Racial or Ethnic Discrimination**
Four racial or ethnic discrimination sub themes were brought up. First, some survey respondents described people who are under-represented in medicine (URMs) as being passed up for leadership positions, being left out of decision making, needing to go “above and beyond” in order to succeed, or that diversity really doesn’t exist at UHSC, it’s just something the administration talks about. In contrast, a second sub theme emerged that included some respondents who self-identified as White or Caucasian who described their belief that discrimination against White or Caucasian people exists at UHSC, that there is too much accommodation for URM, or that diversity is overrated. Finally, some respondents held an uncritical approach to diversity in which they neither praised nor critiqued the current climate of engagement and inclusion.

*I feel very singled out being a non-white female in a predominantly white male, Mormon work community. There have been times when racist comments have been made towards me and the person saying them had no idea that it was offensive. There*
have been several times that I have felt disrespect from males who are of lower training when I have been supervising them.

**Leadership and Structural Factors:**
Survey respondents highlight several problems they had observed or experienced within the UHSC hierarchy including:

- Poor leadership;
- Unequal recognition or compensation (unrelated to gender, race or ethnicity);
- Value only being place on people who bring money to UHSC;
- Lack of a voice or representation for people outside of leadership positions;
- Disrespect from supervisors;
- Difficulty in communicating with the Human Resources Department;
- Being ignored by the Human Resources Department;
- Fear of punishment for reporting egregious behavior;
- Nepotism and favoritism especially in hiring;
- Bullying; and
- An atmosphere of exclusion.

*The Department I work in has favored employees who get whatever they like regardless of their work ethic. Those of us who work hard aren’t given opportunities to grow professionally. Our contributions are not valued. We are micromanaged.*

**Professional Development Needed**
Survey respondents who commented on the need for further professional development described changes needed in hiring, recruitment, or retention practices, the need for more diversity training, or the need for more money for diversity programming or services. Respondents who identified as working directly with patients discussed the need for more resources within interpretive services and the struggle to successfully treat patients who do not speak English as their first language. Some respondents also discussed how they believed that UHSC does not have family friendly policies.

*There is no ongoing mandatory training on diversity and encouraging diversity in the work place as I believe there should be.*

**UHSC is a Good Place to Work or Study**
While most of the survey respondents pointed out ways in which UHSC could improve engagement and inclusion, some respondents highlight ways in which UHSC is already promoting diversity. These respondents described UHSC as a good place to work or study due to the professional work environment and the inclusive, respectful environment. They stated that diversity exists and is beneficial, progress within diversity has been made, and equality has been realized.
I think the University of Utah makes a great effort to respect and include all individuals.

To summarize all five themes, a word cloud of all qualitative responses was created (See Figure 1).

![Word Cloud](http://worditout.com/word-cloud/make-a-new-one)

**Opportunities for Action**

Several survey respondents provide prescriptive responses in which they suggested positive actions UHSC could take to improve engagement and inclusion. Suggestions included:

- More emphasis on hiring URM faculty and making sure URMs are represented in leadership;
- Re-evaluation of employee compensation, recognition, and support mechanisms;
- More training for UHSC students, faculty, and staff about engagement and inclusion that includes topics on diversity, interprofessional respect, and religion; and
- More publicity for engagement and inclusion events and resources.