Transforming Our Workplace: It’s Time
OBJECTIVES

- Describe harassment and gender-based career disparities in healthcare
- Highlight the case for equity and safety
- Discuss individual & institutional solutions
- Introduce TIME’S UP Healthcare
Nearly 50% of Medical Students Experience Harassment BEFORE Starting Their Career
Perceived Discrimination Experienced by Physician Mothers and Desired Workplace Changes

*JAMA Internal Medicine* 2017; 177 (7): 1033–1036
Leak is much worse for racial/ethnic minorities.

 Plenty of moustaches but not enough women: cross sectional study of medical leaders.

BMJ 2015;351:h6311
COMPENSATION


Replicated in other studies across health professions (nursing, dentistry, physician assistants)

**UNEXPLAINED $19,878 DIFFERENCE IN SALARY**
Patients treated by female physicians had lower odds of death and readmission compared with patients cared for by male physicians.

Female patients experienced better outcomes in EDs that have a higher percentage of female physicians. This relationship was particularly true for patients treated by male physicians.
DONABEDIAN’S MODEL

**STRUCTURE**
- Standardized policies, procedures, and resources to prevent and intervene in bias, discrimination and harassment
- Adequate staffing to support prevention, surveillance, and investigatory activities
- Adequate and safe reporting pathways
- Routine education of the entire workforce

**PROCESS**
- Process measures to ensure existing policies and procedures are implemented effectively
- Root cause analysis of harassment cases
- Organizational and cultural restructuring to avoid steep, vertical hierarchies

**OUTCOME**
- Occurrence of harassment & discrimination
- Equity in compensation, promotion, leadership
- Attrition rates of women and underrepresented minorities
- Number of formal complaints, investigations, lawsuits
- Sanctions against confirmed transgressors
DRIVERS OF CHANGE

**INTERNAL**
- Visible prioritization from highest leadership
- Accountability to the community
- Targets for change known
- Progress shared
- “Champions” of change

**EXTERNAL**
- Donors
- Funders of research and educational programs
- Public and patients
- Academic and professional organizations
- TIME’S UP Healthcare
• An initiative of the TIME’S UP Foundation, a 501(c)3 organization
• 50 founding members
• 14 advisors
• Medicine, nursing, research, healthcare administration, non-profit, and service
• Raise awareness and knowledge about inequity and harassment and their effect on healthcare
• Make equity, inclusion, and safety central, visible, and urgent priorities
• Unify efforts across healthcare organizations and disciplines
• Improve standards for institutional responses to inequity and harassment
• Provide support for moving from structures to processes to outcomes
• Support & improve protections for targets of harassment
Ways to Get Involved

- Sponsors
- Partners
- Signatories
- Allies
- Social Media
CONCLUSIONS

- This is a problem for EVERYONE in healthcare
- Each institution bears the responsibility for addressing inequity and harassment and creating a workplace that is safe, equitable, and dignified
- TIME’S UP Healthcare, along with other organizations, will support, encourage, raise standards, and shine a light on challenges and successes
Thank You!