# From Bystander to Upstander- Strategies and Scenarios in Becoming an Ally and Advocate in Medicine

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Yale SCHOOL OF MEDICINE

# Disclosures:

Founding Member – SpeakUpOrtho

Peer Supporter – Physician Just Equity

# *Agenda*

Flaws in the System

How to be an Ally & Advocate in Orthopaedic Surgery

Importance of Mentorship

Advice for Navigating a Career in Medicine

## *Grit - passion and perseverance for long-term and meaningful goals*

### Sports experience + Residency experience

Not all coaches are created equal. Not all institutions are created equal.

The difference in good versus poor leadership is in the **goal**

- is this benefiting the patient? is this going to develop my trainee into a better surgeon?

Or

-is this intended to demean and degrade? to boost my ego? demonstrate power/authority?

# *Flaws in the System…*

Behaviors including bullying, discrimination, sexual harassment, harassment, and microaggressions in the field of medicine have been widely reported.

The consequences of these behaviors are far reaching and can negatively impact the mental health, wellbeing, and productivity of trainees and may ultimately affect patient care.

# *Defining the Behaviors*

# *Defining Microaggression*

A comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude toward a member of a marginalized group (such as a racial minority)

https://www.acepnow.com/article/simple-strategies-for-combating-microaggressions-in-the-workplace/

# *Defining Bullying*

No legal definition

Repeated and unwanted physical or verbal actions

- Intent to intimidate, harass, degra

Abuse or misuse of power

'Psychological violence'

- Hostile work environment that is discriminatory for the victim

# *Defining Discrimination & Harassment*

EEOC Discrimination:

- To treat that person differently, or less favorably, for some reason

EEOC Harassment:

- Unwanted conduct as a result of empl
- Unlawful when "enduring the offensiv
  condition of continued employment or
  or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive"

# *Defining Sexual Harassment*

Form of harassment that may include:

- requests for sexual favors
- offensive comments
- or physical sexual behaviors

# *What is Allyship?*

Any person that **actively promotes** and aspires to **advance the culture** of inclusion through intentional, **positive and conscious efforts** that benefit people as a whole.

Forbes

Nov 30, 2018, 04:48am EST

## Allyship – The Key To Unlocking The Power Of Diversity

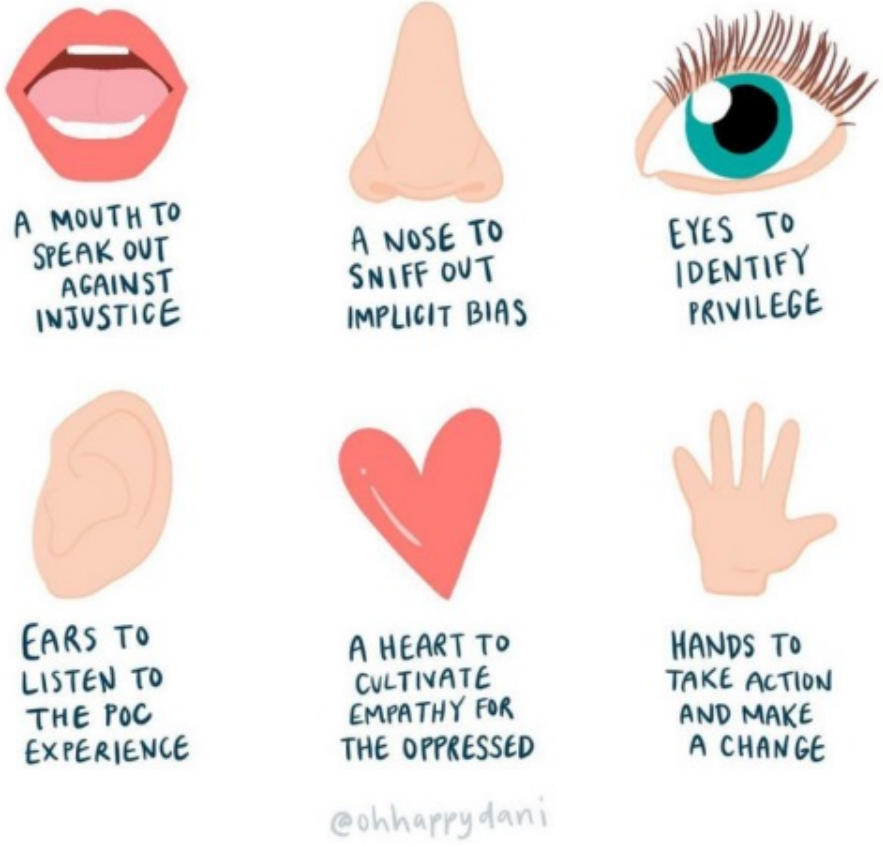
**Sheree Atcheson** Contributor ⓘ

Diversity, Equity & Inclusion

*Multi award-winning Global Diversity & Inclusion Leader & Author*

Follow

# ANATOMY OF AN ALLY

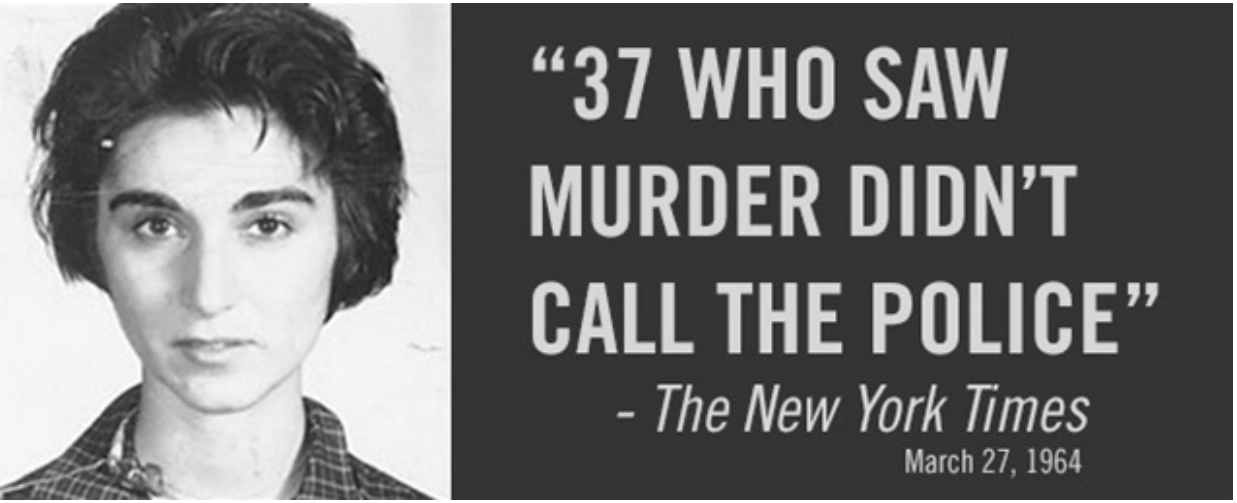


# The Bystander Effect

https://www.google.com/url?sa=i&url=https%3A%2F%2Fbiologydictionary.net%2Fbystander-effect%2F&psig=AOvVaw22liAobGiK9ktqYB4BdNOR&ust=1647603105557000&source=images&cd=vfe&ved=0CAsQjRxqFwoTCLillKGFzfYCFQAAAAAdAAAAABAJ

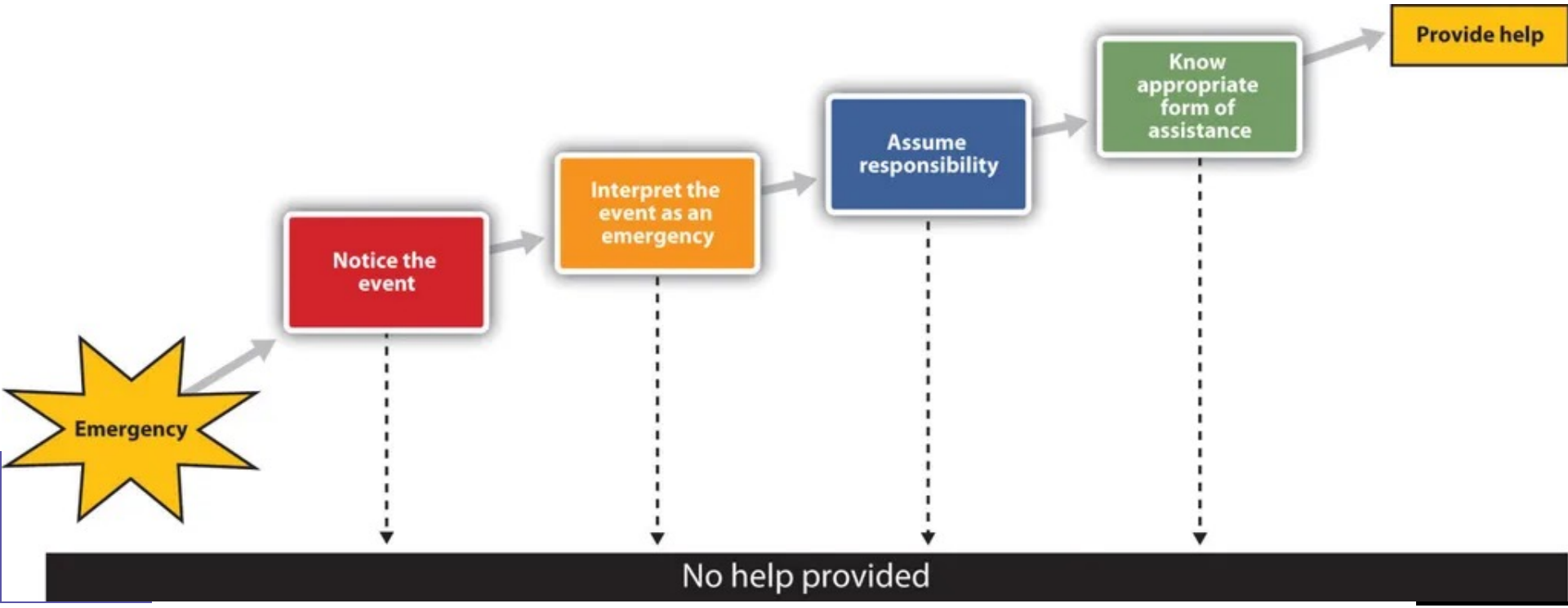
Tendency for people to be inactive in high danger situations due to the presence of other bystanders

# *Bystander Effect*




https://www.theguardian.com/society/2016/apr/09/kitty-genovese-jamie-bulger-bystander-effect

# *Decision Model of Helping by Latané and Darley (1970)*



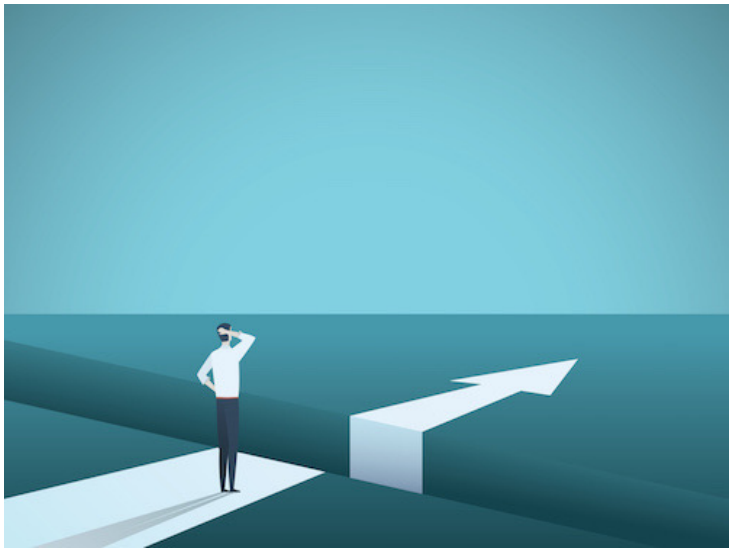
# *Barriers to Helping*

## Diffusion of Responsibility

- Tendency to divide responsibility
- “Someone else will help”

## Evaluation Apprehension

- Fear of being judged



https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.nami.org%2FBlogs%2FNAMI-Blog%2FOctober-2018%2FOvercoming-Barriers-to-Recovery&psig=AOvVaw1rU1qszR8MhxLrYCYmYcrA&ust=1645449982833000&source=images&cd=vfe&ved=0CAsQjRxqFwoTCJDXlKaxjvYCFQAAAAAdAAAAABAD

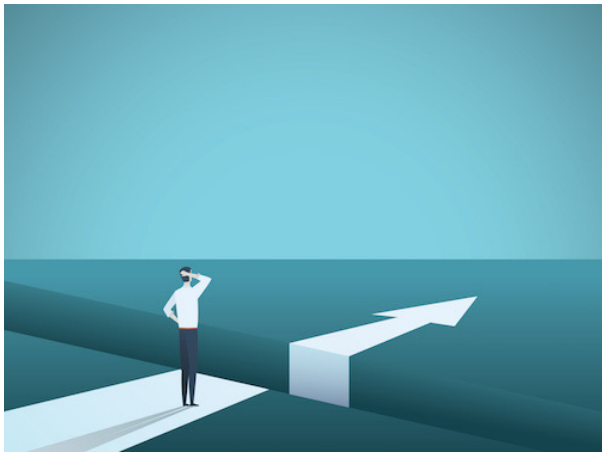
# *Barriers to Helping*

## Pluralistic Ignorance

- Relying on overt reactions

## Normative Influence

- Change behaviors to fit in



https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.nami.org%2FBlogs%2FNAMI-Blog%2FOctober-2018%2FOvercoming-Barriers-to-Recovery&psig=AOvVaw1rU1qszR8MhxLrYCYmYcrA&ust=1645449982833000&source=images&cd=vfe&ved=0CAsQjRxqFwoTCJDXlKaxjvYCFQAAAAAdAAAAABAD

## Cause of Misfortune

- Less likely to help if person is perceived responsible for misfortune

# Bystander vs. Upstander

*A **bystander** is someone who sees or knows about [illegible] or other forms of violence that is happening to someone else, but takes **no action** to address it or repor*

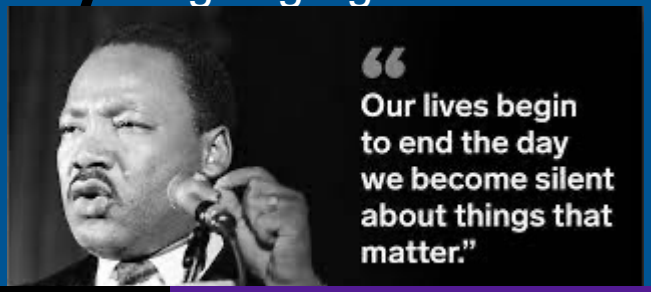
*An **upstander** is someone who recognizes when something is wrong and acts to make it right.*

*When an upstander sees or hears about someone being bullied, they speak up and do their best to help, protect and support the person.*

# Famous Upstanders

## Martin Luther King

Drove influential change in America for ending segregation for African American citizens in the 1960's.

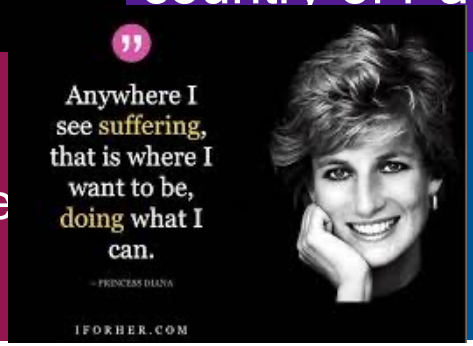


## Malala Yousafzal

Campaigned for equality for girls to receive education in her home country of Pakistan

## Princess Diana

She showed compassion for sick children and battered women and spoke for groups such as the Red Cross and AIDs foundations.

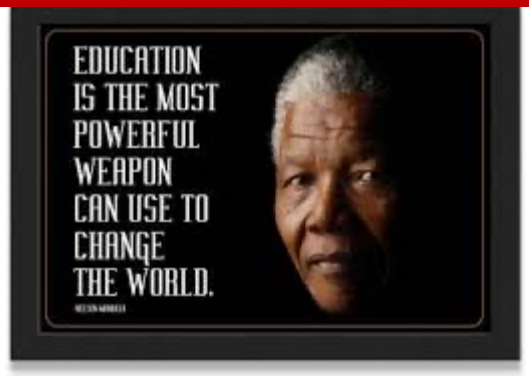



https://www.antibullyingpro.com/resources/being-the-upstander-assembly-powerpoint

# *Famous Upstanders*

## Nelson Mandela

Was the voice of thousands of Black Africans in South Africa to abolish apartheid.



## Ben Cohen

Set up The Stand Up Foundation dedicated to raising awareness of the damaging effects of bullying by fundraising for organizations making real social change.

https://www.antibullyingpro.com/resources/being-the-upstander-assembly-powerpoint

# *Bystander Intervention Training*

Image adapted from SFU SVSPO (2020)

Be self aware. Accept feedback

# *How to Be an Ally*

Listen

- Educate yourself. Research!

Offer mentorship, become a confidant!

- Value the importance of diversity, bring it to the table!

- Be cognizant of inequities and recognize everyone's experiences are different

Managerial Behavior

## Be a Better Ally

by Tsedale M. Melaku, Angie Beeman, David G. Smith, and W. Brad Johnson

From the Magazine (November–December 2020)

tervene - See something, S

Harvard Business Review

reates doubt in victims of sexist

making them question their own memory and sanity

**Examples:**

"I'm sure he didn't mean any harm by that. That's just his way."

"You might be blowing this out of proportion."

"You'll have to learn to be less sensitive."

"Can't you take a joke?"

"There are so many more important things to focus on right now."

https://hbr.org/2020/11/be-a-better-ally

Image adapted from SFU SVSPO (2020)

# *Scenarios for Discussion*

Dr. Anthony Arthroplasty is a 27 year old 4th year male resident.

Mallory Undecided is 25 year old female 3rd year medical student.

## Scenarios #1

Dr. Anthony Arthroplasty was scrubbed in a case trying to teach Mallory Undecided the basics of a TKA procedure. During the case, an attending surgeon who had been well known for make sexually inappropriate comments, turns to his resident and states *"Grab the mallet and bang it hard, like you would if you were banging a woman in bed."*

Dr. Gina Gastro is a 52 year old African American gastroenterologist. Dr. Sandy Shoulder works in a practice with several other male colleagues.

# *Scenarios #2*

When she walks into a patient room with a Caucasian male fellow during office hours, the 65 year old Caucasian male patient turns to her and states, "*You're my doctor? I don't think so. Black women aren't qualified to be doctors. I want someone who looks like me.*"

# Scenarios #3

Dr. Seth Surgery is a 29 year old male second year surgery resident. A particular male junior attending surgeon makes it very obvious that he does not personally like working with surgery residents. The attending is openly rude to the resident making snide remarks and comments about them in front of others.

During a case, the junior resident asks a question about the procedure. The attending physician snaps at the resident, screaming stating "*What a stupid question, you incompetent piece of sh**. I have no idea how we allowed people like you in our program*!"

After the procedure, the attending physician is overheard speaking poorly of the resident to other faculty and staff.

## *Scenarios #4*

**Dr. Carla Cardio is a 42 year old cardiologist.** She rounds in the morning in the hospital with her team which is comprised of two male residents, one female medical student, and one male medical student.

As she walks into the patient room with the group, a 45 year old male patient turns to the two male residents inquiring about his care.

Dr. Carla Cardio introduces the team members to the patient and the patient responds to her, "*You're too young and pretty to be a physician*."

## Scenarios #5

**Dr. Tanya Trauma is 33 year old trauma fellow.** She asks the scrub tech for an instrument during the case. The scrub tech ignores the request. The trainee asks again and the scrub tech angrily responds *'I heard you.'* The trainee responds, *"OK thank you, I did not realize you heard me since you didn't pass the instrument."* The scrub tech replies, *"I only talk to the surgeon."*

The attending surgeon is in the room. What is his response? What is her response?

## *Intervention Strategies*

Be an UPSTANDER, not just a bystander

Listen to your colleagues

Keep your eyes and ears open

Distract, Diffuse, Delegate

Offer mentorship

# Importance of Mentorship in Medicine and in Research

# *Importance of Mentorship*

Julie B. Samora, MD, PhD
(Nationwide Children's Hospital-Orthopaedic Surgery)

RJOS President
Board of Directors (POSNA)
International Diversity Orthopaedic Alliance
Physician Just Equity
SpeakUpOrtho

Dawn M. Laporte, MD
(John Hopkin – Orthopaedic Surgery)

Immediate Past RJOS President
John Hopkins Orthopaedic Residency Program Director
Chair of the ASSH Resident Education Committee
Council of Orthopedic Residency Directors (CORD)
Past Vice Chair - ACGME Orthopedic Surgery Residency Review Committee
International Diversity Orthopaedic Alliance
Co-Founder Women of Orthopaedics Worldwide (WOW)

Lisa K. Cannada, MD
(Novant Health-Orthopaedic Surgery)

Founding Member of SpeakUpOrtho
Past RJOS President
Past Chair of AAOS Board of Specialty Societies (First female)
Past OTA BOD Member (First female)
Past AAOS BOD Member
Current BOD: MAOA, COS
Founder OTA Women in Trauma
International Diversity Orthopaedic Alliance

Mary K. Mulcahey, MD
(Tulane University School of Medicine- Orthopaedic Surgery)

Director of Women's Sports Medicine (Tulane)
RJOS Vice President
AANA Board of Directors
International Diversity Orthopaedic Alliance

Jennifer Weiss, MD
(Kaiser Permanente-Orthopaedic Surgery)

Founding Member of SpeakUpOrtho
AAOS Board of Directors, Communications Cabinet Chair
Task Force on Physician Wellness (POSNA)
International Orthopaedic Diversity Alliance
Physician Just Equity

Nancy Yen Shipley, MD
(Multnomah Orthopedic Clinic-Orthopaedic Surgery)

Founding Member of SpeakUpOrtho
6% Podcast with NancyMD
Surgeon/Speaker/PodcastHost/Blogger

# *The Importance of HeForShe Mentors*

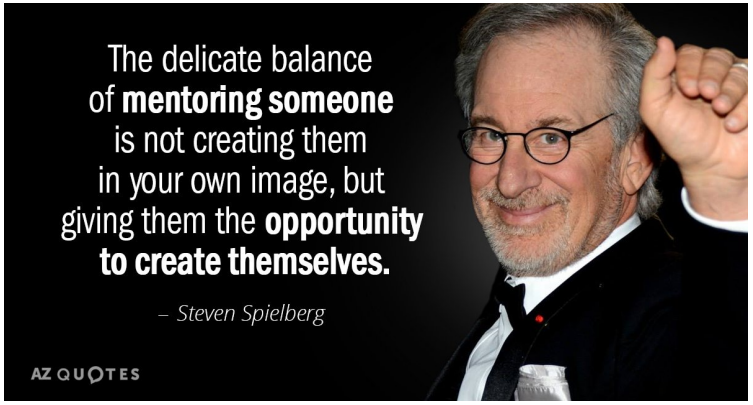
Dr. Christopher DiGiovanni MD

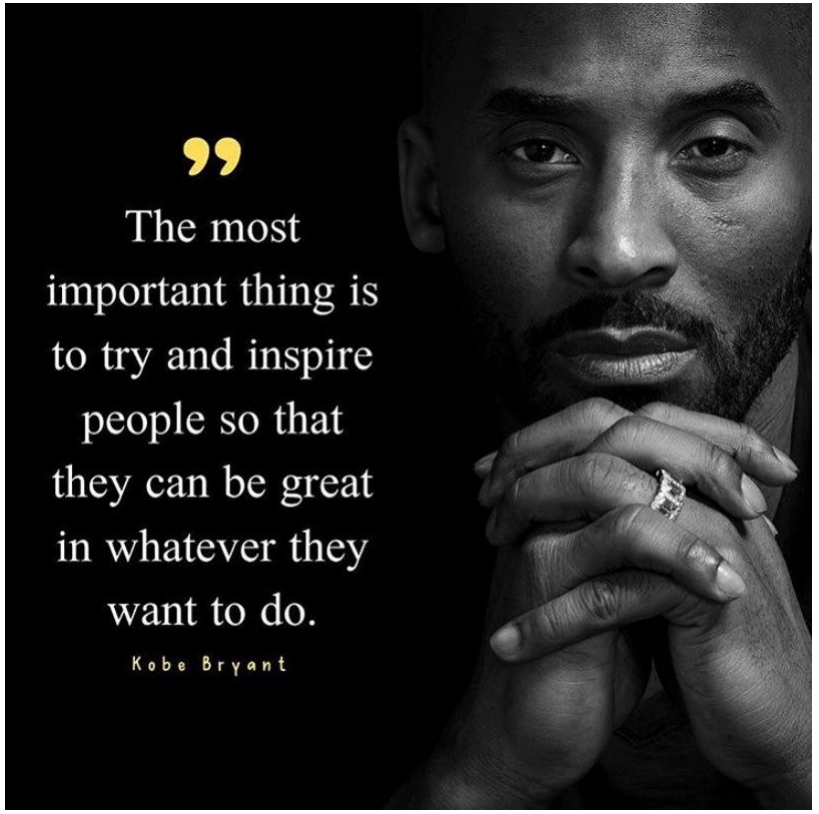
Harvard-Massachusetts General Hospital

Dr. John G. Kennedy MD

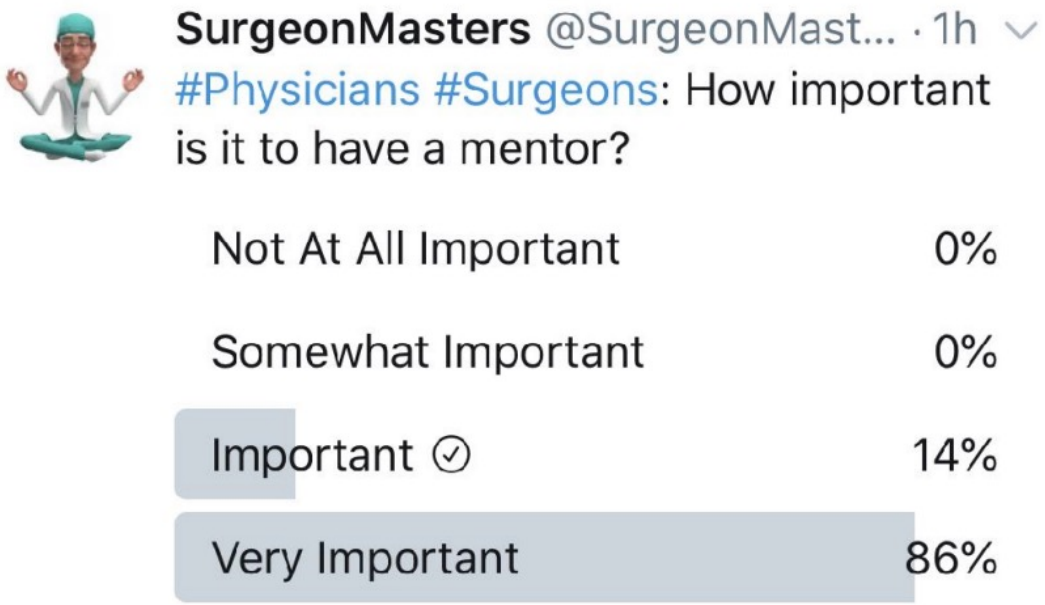
New York University – Langone Health

# *Dr. Aiyer (Johns Hopkins 'OrthoMentor') Favorite Quotes*





# The Importance of Mentorship



# *The Importance of Mentorship*

Special Thanks to Lisa Cannada for Slide

- **A large disparity exists between supply and demand**
- **90-95% of med students rate mentorship as important**
  - **Only 33% had access to it**
- **50% of orthopaedic surgeons in academics had a mentor in medical school**
  - **84% said it was the mentor who was most influential in selecting orthopaedic residency**

# *The Importance of Mentorship*

**Factors Influencing Female Medical Students' Decision to Pursue Surgical Specialties: A Systematic Review**

*Lily N. Trinh, BS,* Erin O'Rorke, BS,† and Mary K. Mulcahey, MD‡*

- **Mentorship a major determinant**
- **Incentives for pursuing surgery are**
  - **Positive role models (male or female)**
  - **Perception of high job satisfaction**
  - **Nature of the surgical practice**
- **If they have an interest, let's find a way to be a mentor**

Special Thanks to Lisa Cannada for Slide

# *Why is Mentorship So Important?*

Ideal mentorship leads to longitudinal relationships

There is bidirectional flow of learning

Able to learn more about your field

Showcase and optimize leadership skills

Diversity your perspectives

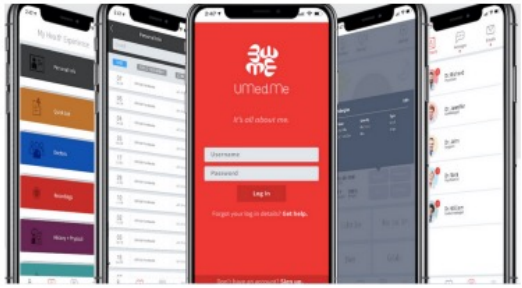
# Additional Resources

PHYSICIAN JUST EQUITY
CHAMPIONING A BALANCED RESOLUTION
www.physicianjustequity.org
@equitydocs

Speak Up
ORTHO
Powered by Umed.Me

**Transform Communication Between Patient, Physician, Institution.**

## Ortho Solution



- AI powered anonymous reporting with end to end encryption.
- Resources for physicians to improve wellness and prevent burnout.
- Android, iOS, Desktop, and Web.
- Integration into existing systems

# *Global Call to Action*

**When we are accountable to ourselves and to others it becomes easier to optimize health, lead in an ongoing crisis, and try to get men to the gender equity table.**

https://tedxbahn.com/spea

Studies demonstrate hostile work environments across medical specialties with a lack of resources for physicians and no effective anonymous reporting mechanism in place.
**Until now.**

# *Global Call to Action*

It would be most effective if we did this together, collectively, as one community of women in medicine standing together with all our other colleagues to create a safer and more equitable workplace where accountability and support structures are tools we all use to build and sustain a positive workplace environment - together!

https://teqbahn.com/spea

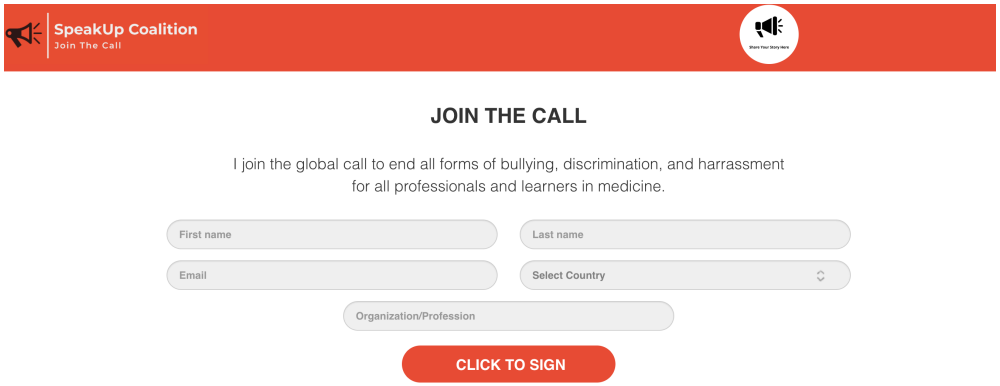
Our colleagues who engage in harassment and discrimination require feedback and support so they can lead healthier, more productive lives personally and professionally. We have the skills, the technology, and the power to deliver this.

# *Global Call to Action*

We are officially launching a global call today and asking every woman in medicine to stand together to eradicate harassment and bullying from our medical professions.

https://teqbahn.com/spe

We can stand together and take action now by going to **Teqbahn.com/speakup** to add our names to the global call.



***Thank You!***