

1
00:00:00,000 --> 00:00:02,349
This is Darryl
Chutka. Thank you

2
00:00:02,349 --> 00:00:04,704
for listening to
Mayo Clinic Talks.

3
00:00:04,704 --> 00:00:06,070
I want to take this moment

4
00:00:06,070 --> 00:00:07,089
to introduce you to

5
00:00:07,089 --> 00:00:10,480
another podcast production,
Grit in Medicine.

6
00:00:10,480 --> 00:00:12,489
This podcast is hosted by

7
00:00:12,489 --> 00:00:14,950
doctors Anjali
Bhagra and Susan

8
00:00:14,950 --> 00:00:17,650
Moeschler, they dive
into what growth,

9
00:00:17,650 --> 00:00:19,149
resilience, inspiration

10
00:00:19,149 --> 00:00:21,280
and tenacity in
medicine means.

11
00:00:21,280 --> 00:00:23,020
Today's episode
was a special

12
00:00:23,020 --> 00:00:24,309
interview with Dr. Esther

13
00:00:24,309 --> 00:00:26,320
Choo, an ER physician

14
00:00:26,320 --> 00:00:28,615
and health policy
researcher.

15
00:00:28,615 --> 00:00:30,700
They discuss
transforming structures

16
00:00:30,700 --> 00:00:32,334
within medicine
to build safe,

17
00:00:32,334 --> 00:00:34,810
equitable, and
dignified workplaces.

18
00:00:34,810 --> 00:00:36,804
To find additional
episodes

19
00:00:36,804 --> 00:00:37,989
check out the link in

20
00:00:37,989 --> 00:00:40,000
the episode
description box.

21
00:00:40,000 --> 00:00:43,399
Stay healthy and
see you next week.

22
00:00:49,720 --> 00:00:52,309
[Music] Bhagra: Welcome to a
special edition of

23
00:00:52,309 --> 00:00:55,010
Mayo Clinic Grit in
Medicine podcast.

24
00:00:55,010 --> 00:00:56,750
I'm Anjali Bhagra, a

25
00:00:56,750 --> 00:00:58,459
Mayo Clinic
internist and chair

26
00:00:58,459 --> 00:01:00,349
for diversity and inclusion

27
00:01:00,349 --> 00:01:02,090
at Mayo Clinic, Rochester.

28
00:01:02,090 --> 00:01:03,499
Murphy: And I'm Josh Murphy,

29
00:01:03,499 --> 00:01:06,005
Chief Legal Officer
of the Mayo clinic.

30
00:01:06,005 --> 00:01:08,989
Have you ever wondered
what you could

31
00:01:08,989 --> 00:01:11,674
do to contribute
towards safety,

32
00:01:11,674 --> 00:01:14,720
dignity, and equity
in health care?

33
00:01:14,720 --> 00:01:17,179
And have you ever
wondered if you might

34
00:01:17,179 --> 00:01:20,210
be inadvertently working
against those goals,

35
00:01:20,210 --> 00:01:23,149
perpetuating inequity

in the workplace

36
00:01:23,149 --> 00:01:25,619
through your words
and actions.

37
00:01:26,430 --> 00:01:29,169
Today we're joined by Dr.

38
00:01:29,169 --> 00:01:31,450
Esther Choo. Dr. Choo is

39
00:01:31,450 --> 00:01:33,249
an emergency
medicine physician

40
00:01:33,249 --> 00:01:35,110
and one of the
founders of Times

41
00:01:35,110 --> 00:01:36,999
Up health Care. Doctor Choo,

42
00:01:36,999 --> 00:01:37,870
thank you so much for

43
00:01:37,870 --> 00:01:39,219
being with us this morning.

44
00:01:39,219 --> 00:01:40,674
Choo: Thank you for hosting me.

45
00:01:40,674 --> 00:01:42,339
Bhagra: Absolutely. It's been

46
00:01:42,339 --> 00:01:44,529
an absolute joy and just

47
00:01:44,529 --> 00:01:46,779
sharing this with all
of our colleagues here.

48
00:01:46,779 --> 00:01:48,189
So we did not

49
00:01:48,189 --> 00:01:49,779
intend to welcome
you with snow,

50
00:01:49,779 --> 00:01:51,819
but I guess we can't
fight the weather

51
00:01:51,819 --> 00:01:53,470
gods. Tell us

52
00:01:53,470 --> 00:01:55,719
something interesting
about yourself.

53
00:01:55,719 --> 00:01:57,639
Choo: Well, one thing I
don't share very

54
00:01:57,639 --> 00:01:59,545
often is that
growing up I was

55
00:01:59,545 --> 00:02:03,159
a synchronized swimmer and

56
00:02:03,159 --> 00:02:04,120
did that pretty

57
00:02:04,120 --> 00:02:05,695
intensively through
high school.

58
00:02:05,695 --> 00:02:07,000
And at one point, could hold

59
00:02:07,000 --> 00:02:09,119
my breath for
almost two minutes.

60
00:02:09,119 --> 00:02:12,500
Bhagra: Wow. Murphy: Wow.
Bhagra: You should

61
00:02:12,500 --> 00:02:14,029
be teaching as
breathing exercise.

62
00:02:14,029 --> 00:02:14,690
[Laugh] Bhagra: For sure.

63
00:02:14,690 --> 00:02:16,340
Choo: That was a
long time ago.

64
00:02:16,340 --> 00:02:19,654
Murphy: Well, Dr. Choo,
you're here today,

65
00:02:19,654 --> 00:02:21,635
not for synchronized
swimming. [Laugh]

66
00:02:21,635 --> 00:02:23,869
You're here today
because you are

67
00:02:23,869 --> 00:02:26,479
a national leading voice

68
00:02:26,479 --> 00:02:30,064
in promoting gender
equity in the workplace.

69
00:02:30,064 --> 00:02:33,289
But it hasn't always
been that way.

70
00:02:33,289 --> 00:02:34,925
At one point, you were

71

00:02:34,925 --> 00:02:36,874
an emergency
medicine physician

72
00:02:36,874 --> 00:02:38,179
and somehow or another

73
00:02:38,179 --> 00:02:40,520
you've followed
a path that has

74
00:02:40,520 --> 00:02:43,414
taken you to the place
where you are now,

75
00:02:43,414 --> 00:02:45,334
where you are a
thought leader,

76
00:02:45,334 --> 00:02:46,775
an influencer,

77
00:02:46,775 --> 00:02:48,019
and have

78
00:02:48,019 --> 00:02:50,254
70 plus thousand Twitter

79
00:02:50,254 --> 00:02:51,139
followers.

80
00:02:51,139 --> 00:02:53,389
How did that evolution

81
00:02:53,389 --> 00:02:56,404
Occur, in your career
and your profile?

82
00:02:56,404 --> 00:02:59,419
Choo: I don't entirely claim

83
00:02:59,419 --> 00:03:00,799

to understand
it completely,

84
00:03:00,799 --> 00:03:02,330
but I do think
that some things

85
00:03:02,330 --> 00:03:03,589
came together very

86
00:03:03,589 --> 00:03:05,044
nicely that suited

87
00:03:05,044 --> 00:03:07,024
my personality
and interests.

88
00:03:07,024 --> 00:03:08,420
So first of all, I

89
00:03:08,420 --> 00:03:10,099
have a research background,

90
00:03:10,099 --> 00:03:11,599
so I'm a Health
Policy Researcher

91
00:03:11,599 --> 00:03:13,535
at Oregon Health and
Science University.

92
00:03:13,535 --> 00:03:15,605
And so I tend to

93
00:03:15,605 --> 00:03:16,819
approach problems

94
00:03:16,819 --> 00:03:18,919
analytically and
from the data.

95
00:03:18,919 --> 00:03:21,740

I am now in my
mid-career and as

96

00:03:21,740 --> 00:03:23,030
I left early career and

97

00:03:23,030 --> 00:03:24,559
went into my mid-career,

98

00:03:24,559 --> 00:03:26,059
those are fuzzy boundaries,

99

00:03:26,059 --> 00:03:27,230
but it's clear
that I've passed

100

00:03:27,230 --> 00:03:28,534
in by mid-career now.

101

00:03:28,534 --> 00:03:33,560
I started pivoting less
to how to advance and

102

00:03:33,560 --> 00:03:36,139
cultivate my own
path and thinking

103

00:03:36,139 --> 00:03:39,274
about junior people
starting from students,

104

00:03:39,274 --> 00:03:40,820
even pre-med onwards and

105

00:03:40,820 --> 00:03:42,319
some of the barriers faced

106

00:03:42,319 --> 00:03:45,859
by women and by
minorities of any kind.

107

00:03:45,859 --> 00:03:49,430

And as I paid
attention to the data

108

00:03:49,430 --> 00:03:51,439
emerging about their paths

109

00:03:51,439 --> 00:03:53,149
through medicine
and science,

110

00:03:53,149 --> 00:03:54,350
I felt that there

111

00:03:54,350 --> 00:03:56,194
was something that
needed to change.

112

00:03:56,194 --> 00:03:57,470
And at the same
time I was doing

113

00:03:57,470 --> 00:03:59,644
research that involved
health disparities.

114

00:03:59,644 --> 00:04:02,149
And I realize that those
two paths converged.

115

00:04:02,149 --> 00:04:03,349
That some of the barriers

116

00:04:03,349 --> 00:04:04,579
to actually achieving

117

00:04:04,579 --> 00:04:06,830
equitable health
outcomes had a lot to do

118

00:04:06,830 --> 00:04:09,184
with the way
that we develop,

119
00:04:09,184 --> 00:04:12,199
advance, cultivate our
workforce as well.

120
00:04:12,199 --> 00:04:15,785
And then this medium
called Twitter exploded.

121
00:04:15,785 --> 00:04:18,875
And I'm not sure why
that fit me so well.

122
00:04:18,875 --> 00:04:20,930
I think part of
it is that I

123
00:04:20,930 --> 00:04:23,990
am overall pretty
shy and introverted.

124
00:04:23,990 --> 00:04:26,089
And this was a way
that I could be out

125
00:04:26,089 --> 00:04:28,010
there but not have

126
00:04:28,010 --> 00:04:29,990
to be intensely in
the company of others

127
00:04:29,990 --> 00:04:32,435
in a way that I find
really exhausting.

128
00:04:32,435 --> 00:04:34,459
I mean, I can, I can
sort of dole out

129
00:04:34,459 --> 00:04:37,399
messages in a way that's
very controlled to me,

130
00:04:37,399 --> 00:04:39,770
that is really
in my control

131
00:04:39,770 --> 00:04:41,960
and that is
comfortable for me,

132
00:04:41,960 --> 00:04:44,720
and doesn't, doesn't make

133
00:04:44,720 --> 00:04:46,925
my shyness a barrier.

134
00:04:46,925 --> 00:04:50,180
And so, and I think it
also is, I don't know,

135
00:04:50,180 --> 00:04:50,570
maybe there's

136
00:04:50,570 --> 00:04:51,710
something about
communicating in

137
00:04:51,710 --> 00:04:53,120
a 140 characters or

138
00:04:53,120 --> 00:04:55,445
280 characters that
works well for me.

139
00:04:55,445 --> 00:04:57,800
I'm not a novelist,
I'm an ER doc and

140
00:04:57,800 --> 00:04:59,165
so we communicate in

141
00:04:59,165 --> 00:05:00,279
these kind of
efficient ways.

142
00:05:00,279 --> 00:05:02,600
So everything just,

143
00:05:02,600 --> 00:05:04,550
some of it is just
luck and timing,

144
00:05:04,550 --> 00:05:06,860
but those things
came together for

145
00:05:06,860 --> 00:05:09,739
me and for whatever
reason my platform

146
00:05:09,739 --> 00:05:11,285
has taken off and

147
00:05:11,285 --> 00:05:13,610
and it's nice to be
able to talk about

148
00:05:13,610 --> 00:05:16,580
some of the issues
that I care about in,

149
00:05:16,580 --> 00:05:20,585
in that kind of
platform.

150
00:05:20,585 --> 00:05:22,070
Bhagra: Well certainly you've
been

151
00:05:22,070 --> 00:05:25,549
an unstoppable force
guiding so many of

152
00:05:25,549 --> 00:05:27,470
us into how to have

153

00:05:27,470 --> 00:05:30,785
conversations around
these difficult issues.

154
00:05:30,785 --> 00:05:33,380
These aren't easy
topics to talk about,

155
00:05:33,380 --> 00:05:35,990
and which is why I
think driving through

156
00:05:35,990 --> 00:05:39,380
policy and lens of
policies is very important.

157
00:05:39,380 --> 00:05:42,350
So within our organization
at Mayo Clinic,

158
00:05:42,350 --> 00:05:45,035
we've had policy
around this.

159
00:05:45,035 --> 00:05:47,390
We have processes
and we actually

160
00:05:47,390 --> 00:05:50,060
track metrics on
sexual harassment.

161
00:05:50,060 --> 00:05:52,309
And we're fortunate
here to work with

162
00:05:52,309 --> 00:05:55,564
a group of leaders and
colleagues within HR,

163
00:05:55,564 --> 00:05:57,290
legal, compliance

164

00:05:57,290 --> 00:05:58,909
and physician leaders
addressing this.

165
00:05:58,909 --> 00:06:01,430
And I think one
emerging theme

166
00:06:01,430 --> 00:06:03,649
is role of power dynamics.

167
00:06:03,649 --> 00:06:06,169
That is something that seems

168
00:06:06,169 --> 00:06:08,329
to be very common
in all kinds

169
00:06:08,329 --> 00:06:11,405
of cases around
gender discrimination

170
00:06:11,405 --> 00:06:12,785
or sexual harassment or

171
00:06:12,785 --> 00:06:14,299
other kind of
discrimination.

172
00:06:14,299 --> 00:06:16,729
So in your experience,

173
00:06:16,729 --> 00:06:20,029
what is your recommendation

174
00:06:20,029 --> 00:06:22,520
to health care
organizations to

175
00:06:22,520 --> 00:06:23,569
lean in and lean

176

00:06:23,569 --> 00:06:25,220
around these power
dynamics and

177
00:06:25,220 --> 00:06:25,790
how do we have

178
00:06:25,790 --> 00:06:28,684
those conversations
effectively?

179
00:06:28,684 --> 00:06:30,349
Choo: Yeah, this is a

180
00:06:30,349 --> 00:06:31,955
really at the heart
of the matter.

181
00:06:31,955 --> 00:06:34,429
In the National
Academies of Sciences,

182
00:06:34,429 --> 00:06:35,420
Engineering and Medicine

183
00:06:35,420 --> 00:06:36,709
report on sexual
harassment,

184
00:06:36,709 --> 00:06:38,239
they did a really
wonderful job of

185
00:06:38,239 --> 00:06:40,415
laying out the antecedents
to harassment.

186
00:06:40,415 --> 00:06:43,624
And one of the big
antecedents is having

187
00:06:43,624 --> 00:06:45,560
a system in which you have

188
00:06:45,560 --> 00:06:47,450
steep and vertical
hierarchies.

189
00:06:47,450 --> 00:06:49,010
We know this to be true.

190
00:06:49,010 --> 00:06:50,779
That's why sexual
harassment is so rampant

191
00:06:50,779 --> 00:06:52,909
in the military and
in health care.

192
00:06:52,909 --> 00:06:56,599
And, and we can do
a lot to try to

193
00:06:56,599 --> 00:06:58,249
work within the
existing system to

194
00:06:58,249 --> 00:07:00,259
mitigate or sexual
harassment.

195
00:07:00,259 --> 00:07:02,164
Or we can actually
look at the system

196
00:07:02,164 --> 00:07:03,979
and realize
that we need to

197
00:07:03,979 --> 00:07:05,929
do fundamental
cultural change.

198
00:07:05,929 --> 00:07:07,520
And that's part of the
conversation that's

199
00:07:07,520 --> 00:07:09,545
happening. Is
that well, okay.

200
00:07:09,545 --> 00:07:11,630
If steep vertical
hierarchies

201
00:07:11,630 --> 00:07:14,030
are setup for
sexual harassment,

202
00:07:14,030 --> 00:07:16,385
what do horizontal
hierarchies look like?

203
00:07:16,385 --> 00:07:17,959
And how do you,

204
00:07:17,959 --> 00:07:19,670
for example, for a trainee,

205
00:07:19,670 --> 00:07:21,050
say a research trainee,

206
00:07:21,050 --> 00:07:24,259
create more of a
horizontal network

207
00:07:24,259 --> 00:07:25,625
of mentors.

208
00:07:25,625 --> 00:07:27,859
How do you, how do you

209
00:07:27,859 --> 00:07:30,019
structure things
fundamentally so

210
00:07:30,019 --> 00:07:31,460
that your career

development and
211
00:07:31,460 --> 00:07:33,290
advancement is
not dependent

212
00:07:33,290 --> 00:07:34,429
on a single person.

213
00:07:34,429 --> 00:07:36,349
But there are actually
many paths of

214
00:07:36,349 --> 00:07:38,630
mentorship and sponsorship
that you can have.

215
00:07:38,630 --> 00:07:40,159
And some of this is really,

216
00:07:40,159 --> 00:07:42,169
I mean, literally
flattening things.

217
00:07:42,169 --> 00:07:45,034
There should be no single
root to advancement,

218
00:07:45,034 --> 00:07:46,640
no single person
who gets to

219
00:07:46,640 --> 00:07:49,324
say pass or no pass.

220
00:07:49,324 --> 00:07:50,869
And so I mean,

221
00:07:50,869 --> 00:07:54,259
that takes a huge
commitment and buy-in.

222

00:07:54,259 --> 00:07:56,284
It takes some trade-offs.

223
00:07:56,284 --> 00:07:57,529
I mean, if you create

224
00:07:57,529 --> 00:07:59,344
a more horizontal
structure,

225
00:07:59,344 --> 00:08:01,144
you lose some
efficiency, right?

226
00:08:01,144 --> 00:08:02,149
I mean, the most
efficient thing

227
00:08:02,149 --> 00:08:03,230
is one person calling

228
00:08:03,230 --> 00:08:04,340
the shots at that moment

229
00:08:04,340 --> 00:08:05,689
because they
make the decision.

230
00:08:05,689 --> 00:08:07,099
You spread it out and make

231
00:08:07,099 --> 00:08:08,360
more team decision-making,

232
00:08:08,360 --> 00:08:10,115
make processes
more democratic.

233
00:08:10,115 --> 00:08:12,349
That you might lose
some efficiencies.

234

00:08:12,349 --> 00:08:14,420
But you have to think
of what we gain in

235
00:08:14,420 --> 00:08:16,715
terms of, of making,

236
00:08:16,715 --> 00:08:18,080
of flattening those

237
00:08:18,080 --> 00:08:20,059
power hierarchies
and making

238
00:08:20,059 --> 00:08:21,770
harassment discrimination

239
00:08:21,770 --> 00:08:23,840
much less, much
less likely.

240
00:08:23,840 --> 00:08:25,760
So I think, I think we

241
00:08:25,760 --> 00:08:28,279
make that conscious
trade-off where we

242
00:08:28,279 --> 00:08:31,685
can, and literally like

243
00:08:31,685 --> 00:08:33,199
reach in and just

244
00:08:33,199 --> 00:08:35,510
obliterate that power
structure where we can.

245
00:08:35,510 --> 00:08:38,749
Bhagra: That's actually,
that's very helpful.

246

00:08:38,749 --> 00:08:42,680
Calling out a vertical
heirarchy earlier on

247
00:08:42,680 --> 00:08:45,350
in medicine can
be very powerful

248
00:08:45,350 --> 00:08:47,884
and I think social
media actually allows

249
00:08:47,884 --> 00:08:49,789
For that, right? I think we have

250
00:08:49,789 --> 00:08:53,030
more junior members and

251
00:08:53,030 --> 00:08:54,559
I learn from medical

252
00:08:54,559 --> 00:08:55,894
students and residents,

253
00:08:55,894 --> 00:08:58,220
fellows and my
younger colleagues.

254
00:08:58,220 --> 00:09:00,890
And it's not that if
you publish ten papers

255
00:09:00,890 --> 00:09:02,540
and you have that
super mentor

256
00:09:02,540 --> 00:09:04,070
supporting you
for that work,

257
00:09:04,070 --> 00:09:05,584
that it'll happen for you.

258
00:09:05,584 --> 00:09:07,505
So thank you for that.

259
00:09:07,505 --> 00:09:10,415
Murphy: I really like that approach

260
00:09:10,415 --> 00:09:12,650
because it's not about looking to

261
00:09:12,650 --> 00:09:15,979
change an individual or individuals behaviors

262
00:09:15,979 --> 00:09:20,135
within the current organizational structure.

263
00:09:20,135 --> 00:09:22,100
Cuz that's really hard to do.

264
00:09:22,100 --> 00:09:22,730
Choo: Very hard.

265
00:09:22,730 --> 00:09:24,109
Murphy: Especially when we're talking about

266
00:09:24,109 --> 00:09:26,719
people who are grown-ups.

267
00:09:26,719 --> 00:09:29,809
They are in their 30s, 40s, 50s.

268
00:09:29,809 --> 00:09:31,160
It is harder for those people

269
00:09:31,160 --> 00:09:32,644
to change their behaviors.

270
00:09:32,644 --> 00:09:34,340
If you change the organizational

271
00:09:34,340 --> 00:09:36,290
structure, that has

272
00:09:36,290 --> 00:09:39,109
a much broader and deeper impact

273
00:09:39,109 --> 00:09:40,549
on how people interact with each

274
00:09:40,549 --> 00:09:42,395
other. So I really like that a lot.

275
00:09:42,395 --> 00:09:44,389
Choo: I think in general, wherever we can change

276
00:09:44,389 --> 00:09:46,145
systems rather than individuals,

277
00:09:46,145 --> 00:09:48,320
that is the best investment honestly,

278
00:09:48,320 --> 00:09:50,239
because I love implicit bias training.

279
00:09:50,239 --> 00:09:51,710
I know there are sort of mixed outcomes,

280
00:09:51,710 --> 00:09:54,320
but, but even if it had the best outcomes,

281
00:09:54,320 --> 00:09:55,250
it's still ultimately

282
00:09:55,250 --> 00:09:56,270
going from this person to

283
00:09:56,270 --> 00:09:57,380
that person to that person

284
00:09:57,380 --> 00:09:58,670
to that person, change,

285
00:09:58,670 --> 00:10:01,010
change, change,
change, multiplied

286
00:10:01,010 --> 00:10:03,124
across every
organization out there.

287
00:10:03,124 --> 00:10:04,549
And then new bodies come

288
00:10:04,549 --> 00:10:06,049
in and you have
to train those.

289
00:10:06,049 --> 00:10:10,220
I mean, it is a super
intensive process,

290
00:10:10,220 --> 00:10:12,860
you know that just,
how can we do that

291
00:10:12,860 --> 00:10:15,184
reliably and
maintain those skills

292
00:10:15,184 --> 00:10:16,549
for every single person?

293
00:10:16,549 --> 00:10:18,379
What if we change
the systems so

294
00:10:18,379 --> 00:10:20,345
that actually the
system itself

295
00:10:20,345 --> 00:10:22,640
prevents
Bhagra: And we could make room

296
00:10:22,640 --> 00:10:24,995
for more diverse skill sets

297
00:10:24,995 --> 00:10:26,840
in a setting like that.

298
00:10:26,840 --> 00:10:29,000
Murphy: I'd like to stick
with if I could,

299
00:10:29,000 --> 00:10:30,860
a discussion about the
organizations

300
00:10:30,860 --> 00:10:32,180
and how they're structured.

301
00:10:32,180 --> 00:10:34,159
So at Mayo Clinic

302
00:10:34,159 --> 00:10:36,619
and other healthcare
organizations,

303
00:10:36,619 --> 00:10:39,965
there are
countless amazing,

304
00:10:39,965 --> 00:10:42,169

talented employees
at the point

305
00:10:42,169 --> 00:10:44,359
of care and we're
thankful for them.

306
00:10:44,359 --> 00:10:46,310
But all of these
organizations also

307
00:10:46,310 --> 00:10:48,289
have many,

308
00:10:48,289 --> 00:10:50,419
many people working
behind the scenes,

309
00:10:50,419 --> 00:10:52,234
more in
administrative roles.

310
00:10:52,234 --> 00:10:55,819
Whether it's, IT
finance, legal,

311
00:10:55,819 --> 00:10:58,879
all contributing
towards our goal of

312
00:10:58,879 --> 00:11:01,969
taking care of our
patients. Is Time's Up

313
00:11:01,969 --> 00:11:04,609
Healthcare focus
more on what

314
00:11:04,609 --> 00:11:07,594
happens in the clinical
care environment?

315
00:11:07,594 --> 00:11:10,789

Or is it broader than
that? Choo: It's broader.

316
00:11:10,789 --> 00:11:12,559
It's, we really consider

317
00:11:12,559 --> 00:11:14,764
everybody in health care

318
00:11:14,764 --> 00:11:17,569
our target population to be

319
00:11:17,569 --> 00:11:19,279
the entire workforce
that keeps

320
00:11:19,279 --> 00:11:21,274
the, that delivers
health care.

321
00:11:21,274 --> 00:11:22,700
So some of that
is at the point

322
00:11:22,700 --> 00:11:23,719
of contact with patients,

323
00:11:23,719 --> 00:11:25,130
but it really is everybody.

324
00:11:25,130 --> 00:11:27,859
I mean, we have a
lot in common with,

325
00:11:27,859 --> 00:11:29,419
there are hospitality
workers that

326
00:11:29,419 --> 00:11:30,980
are involved in the
times that movement.

327

00:11:30,980 --> 00:11:32,824
And I mean, hotel, a

328
00:11:32,824 --> 00:11:34,519
hospital is
basically a hotel

329
00:11:34,519 --> 00:11:36,364
where we provide
patient care,

330
00:11:36,364 --> 00:11:39,049
including that, the
food service component,

331
00:11:39,049 --> 00:11:41,929
the housekeeping,
everything.

332
00:11:41,929 --> 00:11:43,309
And so yeah, we

333
00:11:43,309 --> 00:11:45,829
consider the people in

334
00:11:45,829 --> 00:11:47,270
the cafeteria as
much a part of,

335
00:11:47,270 --> 00:11:50,119
of of Time's Up
Healthcare as,

336
00:11:50,119 --> 00:11:52,489
as the clinicians, really.

337
00:11:52,489 --> 00:11:54,170
Everybody who works
in that environment,

338
00:11:54,170 --> 00:11:55,879
they all contribute
to a culture.

339
00:11:55,879 --> 00:11:59,390
They all experience
whatever type

340
00:11:59,390 --> 00:12:00,859
of culture that
we have set up.

341
00:12:00,859 --> 00:12:02,419
They experience
the, you know,

342
00:12:02,419 --> 00:12:04,654
the, the endpoint of that.

343
00:12:04,654 --> 00:12:07,039
It's tough because if
you are that inclusive,

344
00:12:07,039 --> 00:12:08,209
I mean, we really
are the largest

345
00:12:08,209 --> 00:12:09,514
industry in the country.

346
00:12:09,514 --> 00:12:10,940
But at the same time,

347
00:12:10,940 --> 00:12:12,439
we are one arm of

348
00:12:12,439 --> 00:12:15,454
this greater organization
called Time's Up,

349
00:12:15,454 --> 00:12:18,319
that is for everybody
in every workplace.

350
00:12:18,319 --> 00:12:20,660

So it doesn't really
make sense to carve

351
00:12:20,660 --> 00:12:23,179
out a component of
Time's Up Healthcare

352
00:12:23,179 --> 00:12:25,340
that is, that is
just for clinicians.

353
00:12:25,340 --> 00:12:27,049
It really is for everybody.

354
00:12:27,049 --> 00:12:28,400
And in healthcare,

355
00:12:28,400 --> 00:12:29,570
such an interesting
environment,

356
00:12:29,570 --> 00:12:31,370
but we all interact
very tightly

357
00:12:31,370 --> 00:12:33,994
with one another and
we're all co-dependent.

358
00:12:33,994 --> 00:12:36,380
Whether you're purely
administrative,

359
00:12:36,380 --> 00:12:37,940
doing coding, billing,

360
00:12:37,940 --> 00:12:39,529
administration, or
whether you have

361
00:12:39,529 --> 00:12:41,959
a more clinical role

362
00:12:41,959 --> 00:12:43,684
or whether you have to
do with sort of the,

363
00:12:43,684 --> 00:12:45,499
the operations
of just running

364
00:12:45,499 --> 00:12:48,064
any building or
organization.

365
00:12:48,064 --> 00:12:50,329
Bhagra: And if I may add
for our listeners,

366
00:12:50,329 --> 00:12:52,490
a lot of your
co-founding members are

367
00:12:52,490 --> 00:12:53,509
administrators,

368
00:12:53,509 --> 00:12:55,459
nursing colleagues,
pharmacists,

369
00:12:55,459 --> 00:12:57,109
so it's a pretty
diverse group

370
00:12:57,109 --> 00:12:58,609
of individuals,

371
00:12:58,609 --> 00:13:01,069
which is very
refreshing. I think.

372
00:13:01,069 --> 00:13:03,319
You know from the
get-go foundationally,

373

00:13:03,319 --> 00:13:05,539
you have a lot of
diverse perspective and

374
00:13:05,539 --> 00:13:08,704
voice on your team and
that's very strong.

375
00:13:08,704 --> 00:13:10,819
Choo: That is the goal.
Bhagra: Yes. Thank you.

376
00:13:10,819 --> 00:13:12,484
And just adding up to that,

377
00:13:12,484 --> 00:13:16,700
I think one concern
that we hear often in

378
00:13:16,700 --> 00:13:18,590
healthcare
organizations is how

379
00:13:18,590 --> 00:13:22,669
to equip women or
other minorities in,

380
00:13:22,669 --> 00:13:24,980
let's say, male
predominant fields.

381
00:13:24,980 --> 00:13:28,295
And how to have
organizational strategy.

382
00:13:28,295 --> 00:13:30,680
Individual strategy
to prevent and

383
00:13:30,680 --> 00:13:32,780
mitigate discrimination
in those fields.

384

00:13:32,780 --> 00:13:35,180
What would be your
recommendation

385
00:13:35,180 --> 00:13:37,909
for organizations
and individuals?

386
00:13:37,909 --> 00:13:39,620
Choo: Yeah, I mean, I think it

387
00:13:39,620 --> 00:13:41,704
really needs to
start at the top.

388
00:13:41,704 --> 00:13:43,189
You know, we talk

389
00:13:43,189 --> 00:13:44,689
a lot about some
things need to

390
00:13:44,689 --> 00:13:46,190
be from the ground up and

391
00:13:46,190 --> 00:13:48,260
some things need to
be from the top down.

392
00:13:48,260 --> 00:13:50,000
I don't think that we

393
00:13:50,000 --> 00:13:51,665
can really tackle
these things without

394
00:13:51,665 --> 00:13:54,650
a strong commitment from

395
00:13:54,650 --> 00:13:57,499
the top and really a
meaningful commitment.

396
00:13:57,499 --> 00:14:00,019
So I think there's
a tendency to say,

397
00:14:00,019 --> 00:14:02,449
Yay, yeah, I realize
that's a problem.

398
00:14:02,449 --> 00:14:03,649
Here's a bunch
of checklist

399
00:14:03,649 --> 00:14:06,170
things that we're going
to do robotically.

400
00:14:06,170 --> 00:14:08,060
And then we've done it,

401
00:14:08,060 --> 00:14:10,819
and now I can think
about the other things.

402
00:14:10,819 --> 00:14:13,400
I sometimes talk
about why we don't

403
00:14:13,400 --> 00:14:16,130
have, in every
hospital and office,

404
00:14:16,130 --> 00:14:17,689
just a single
office devoted

405
00:14:17,689 --> 00:14:19,879
to the prevention
of mortality.

406
00:14:19,879 --> 00:14:20,990
And then we do not have to think

407

00:14:20,990 --> 00:14:22,070
about anywhere
else because like

408
00:14:22,070 --> 00:14:23,090
that office is
going to deal

409
00:14:23,090 --> 00:14:24,169
with making sure
people don't die.

410
00:14:24,169 --> 00:14:24,979
So I can just practice

411
00:14:24,979 --> 00:14:26,120
clinically however I want.

412
00:14:26,120 --> 00:14:27,739
And it doesn't
work like that.

413
00:14:27,739 --> 00:14:29,480
Everybody in a hospital
has to be deeply

414
00:14:29,480 --> 00:14:31,399
invested in patient
safety and outcomes.

415
00:14:31,399 --> 00:14:33,319
And there's a
strong corollary

416
00:14:33,319 --> 00:14:36,335
with things like
discrimination,

417
00:14:36,335 --> 00:14:38,390
bias and sexual harassment.

418
00:14:38,390 --> 00:14:40,490
Every single person

at every point of

419
00:14:40,490 --> 00:14:42,500
contact has to be so

420
00:14:42,500 --> 00:14:43,610
committed to making sure

421
00:14:43,610 --> 00:14:44,540
that that interaction is

422
00:14:44,540 --> 00:14:47,359
safe, respectful,
and equitable.

423
00:14:47,359 --> 00:14:51,635
And if not,
there's no office,

424
00:14:51,635 --> 00:14:54,664
no matter how well
run that office is,

425
00:14:54,664 --> 00:14:56,420
that can achieve
that penetrance

426
00:14:56,420 --> 00:14:57,920
if if if this isn't

427
00:14:57,920 --> 00:15:02,134
a central high
priority commitment.

428
00:15:02,134 --> 00:15:03,860
And so, and how do you

429
00:15:03,860 --> 00:15:05,254
get that across
an institution?

430
00:15:05,254 --> 00:15:06,349

I think it really has to be

431
00:15:06,349 --> 00:15:07,430
from the top that kind of

432
00:15:07,430 --> 00:15:09,350
consistent messaging
when we make

433
00:15:09,350 --> 00:15:12,155
a strategic plan from
the highest leadership.

434
00:15:12,155 --> 00:15:13,820
That safety,

435
00:15:13,820 --> 00:15:15,230
respect, and dignity
of work that we

436
00:15:15,230 --> 00:15:16,429
always talk about
in Time's up

437
00:15:16,429 --> 00:15:18,005
has to be coming from

438
00:15:18,005 --> 00:15:22,730
the top consistently,
routinely without fail.

439
00:15:22,730 --> 00:15:23,780
And I think that's how it

440
00:15:23,780 --> 00:15:24,994
starts to penetrate
the culture.

441
00:15:24,994 --> 00:15:26,569
Bhagra: So what I'm
hearing you say is

442

00:15:26,569 --> 00:15:29,209
that safety,
equity, dignity,

443
00:15:29,209 --> 00:15:32,120
inclusion need to
be part of the batter,

444
00:15:32,120 --> 00:15:35,015
the cake batter, and
not just an icing on the cake

445
00:15:35,015 --> 00:15:38,254
Choo: Yes, that's a great
way to put it. Bhagra: Now that

446
00:15:38,254 --> 00:15:40,490
that's, I couldn't
agree more with that.

447
00:15:40,490 --> 00:15:42,514
So we do have an office,

448
00:15:42,514 --> 00:15:43,790
for example, at Mayo.

449
00:15:43,790 --> 00:15:45,564
Choo: You still an office.
[Laugh]

450
00:15:45,564 --> 00:15:47,059
Not that, that office of

451
00:15:47,059 --> 00:15:47,989
mortality thing
was not that

452
00:15:47,989 --> 00:15:48,739
we don't need an office.

453
00:15:48,739 --> 00:15:49,940
I actually do think
you did office

454
00:15:49,940 --> 00:15:51,169
and I think you
need experts.

455
00:15:51,169 --> 00:15:52,865
Bhagra: Yeah.
Choo: To inform the top.

456
00:15:52,865 --> 00:15:55,190
Bhagra: I think it builds
commitment,
accountability,

457
00:15:55,190 --> 00:15:57,409
and a way for us to
capture metrics of

458
00:15:57,409 --> 00:16:00,844
intervention and efficacy
of interventions.

459
00:16:00,844 --> 00:16:02,870
Murphy: And to your point about
how

460
00:16:02,870 --> 00:16:04,715
leadership needs
to be engaged.

461
00:16:04,715 --> 00:16:07,564
The leadership of
any organization

462
00:16:07,564 --> 00:16:09,889
controls what

463
00:16:09,889 --> 00:16:11,900
happens in that
organization, controls

464
00:16:11,900 --> 00:16:15,040
the messaging, establishes

the priorities.

465
00:16:15,040 --> 00:16:17,230
And so for an effort to

466
00:16:17,230 --> 00:16:19,959
work against sexual
discrimination,

467
00:16:19,959 --> 00:16:22,945
sexual harassment,
promoting gender equity,

468
00:16:22,945 --> 00:16:26,425
the messaging has
to be consistent.

469
00:16:26,425 --> 00:16:29,590
Pervasive.
Leadership needs to

470
00:16:29,590 --> 00:16:30,609
send a message that it's a

471
00:16:30,609 --> 00:16:32,500
priority and not a fad,

472
00:16:32,500 --> 00:16:36,834
not something that
has spun out of Me Too

473
00:16:36,834 --> 00:16:39,849
and will be around
for a year or so

474
00:16:39,849 --> 00:16:41,320
and then fade
away. There needs

475
00:16:41,320 --> 00:16:43,059
to be that sustained
commitment.

476
00:16:43,059 --> 00:16:45,340
And that's why I
believe it's really

477
00:16:45,340 --> 00:16:47,815
important for your C-Suite,

478
00:16:47,815 --> 00:16:49,630
your highest leaders to be

479
00:16:49,630 --> 00:16:51,519
on board and engaged and

480
00:16:51,519 --> 00:16:55,500
working with the Office
that promotes

481
00:16:55,500 --> 00:16:57,140
diversity and inclusion and

482
00:16:57,140 --> 00:16:58,414
respect in the workplace.

483
00:16:58,414 --> 00:17:02,239
Could I ask you about
men [laugh] and what role

484
00:17:02,239 --> 00:17:04,295
do men play in

485
00:17:04,295 --> 00:17:06,709
helping us improve
the status quo?

486
00:17:06,709 --> 00:17:08,825
And how can women

487
00:17:08,825 --> 00:17:11,360
effectively
engage men so that

488

00:17:11,360 --> 00:17:13,040
they can be a part

489
00:17:13,040 --> 00:17:14,824
of the positive effort

490
00:17:14,824 --> 00:17:16,459
towards achieving
these goals.

491
00:17:16,459 --> 00:17:19,654
Choo: I think this really
is an everybody problem.

492
00:17:19,654 --> 00:17:22,145
And so even
though Time's Up

493
00:17:22,145 --> 00:17:25,699
is focused on
women of all kinds,

494
00:17:25,699 --> 00:17:28,190
we, our ultimate
goal is really about

495
00:17:28,190 --> 00:17:31,100
improving equity for
everybody, you know.

496
00:17:31,100 --> 00:17:32,884
And, and that is the,

497
00:17:32,884 --> 00:17:34,460
that is the verbiage
on the website,

498
00:17:34,460 --> 00:17:35,769
and our goals are,

499
00:17:35,769 --> 00:17:38,000
are so that everyone
in a workplace,

500
00:17:38,000 --> 00:17:40,910
any gender, gets
to experience

501
00:17:40,910 --> 00:17:42,455
the benefits of having

502
00:17:42,455 --> 00:17:43,850
a diverse and equitable

503
00:17:43,850 --> 00:17:45,485
and dignified workplace.

504
00:17:45,485 --> 00:17:47,929
And I, uh, one thing
we say over and over

505
00:17:47,929 --> 00:17:50,359
again is when we
have these things,

506
00:17:50,359 --> 00:17:52,339
it's not just about
bringing up women and

507
00:17:52,339 --> 00:17:53,525
making sure they

508
00:17:53,525 --> 00:17:55,054
experience a
better workplace.

509
00:17:55,054 --> 00:17:57,169
When you restructure
your workplace

510
00:17:57,169 --> 00:17:58,670
and you change
your culture,

511
00:17:58,670 --> 00:18:01,279

you change laws so
that workplaces are

512

00:18:01,279 --> 00:18:04,220
safer and more equitable
and more dignified,

513

00:18:04,220 --> 00:18:06,229
more inclusive, more
representative.

514

00:18:06,229 --> 00:18:07,925
Everyone benefits.

515

00:18:07,925 --> 00:18:10,130
And really this is
borne out by research.

516

00:18:10,130 --> 00:18:11,209
I mean, if you, again,

517

00:18:11,209 --> 00:18:12,409
this is well captured in

518

00:18:12,409 --> 00:18:14,134
the National
Academies Report.

519

00:18:14,134 --> 00:18:15,799
When, when there is sexual

520

00:18:15,799 --> 00:18:16,819
harassment or other types

521

00:18:16,819 --> 00:18:19,820
of discrimination,
everyone suffers.

522

00:18:19,820 --> 00:18:21,379
So it's not just the
target of harassment.

523

00:18:21,379 --> 00:18:23,029
Their entire working
group witnesses

524

00:18:23,029 --> 00:18:24,620
of the harassment,
suffer.

525

00:18:24,620 --> 00:18:27,379
The entire unit suffers

526

00:18:27,379 --> 00:18:28,549
in terms of productivity,

527

00:18:28,549 --> 00:18:29,900
well-being and
actually negative

528

00:18:29,900 --> 00:18:31,445
mental and physical
health sequelae.

529

00:18:31,445 --> 00:18:32,899
And actually it's
like a toxin in

530

00:18:32,899 --> 00:18:34,340
the entire
organization suffers

531

00:18:34,340 --> 00:18:35,974
when problems like
these are rampant.

532

00:18:35,974 --> 00:18:38,239
And so this is an
everyone problem.

533

00:18:38,239 --> 00:18:40,355
So everyone needs to be
part of the solution.

534

00:18:40,355 --> 00:18:42,769

And so I think there was

535
00:18:42,769 --> 00:18:45,199
this dominant language and

536
00:18:45,199 --> 00:18:46,874
approach that it was
a woman's problem

537
00:18:46,874 --> 00:18:48,425
and women needed
to address it.

538
00:18:48,425 --> 00:18:49,910
And really I see
it so much as

539
00:18:49,910 --> 00:18:51,529
an everyone problem and

540
00:18:51,529 --> 00:18:53,165
everyone needs
to address it.

541
00:18:53,165 --> 00:18:55,264
And everyone wins when
we do address it.

542
00:18:55,264 --> 00:18:56,059
I mean, who doesn't want to

543
00:18:56,059 --> 00:18:57,364
be in an organization

544
00:18:57,364 --> 00:18:59,599
where satisfaction is high,

545
00:18:59,599 --> 00:19:00,935
we're attrition is low,

546
00:19:00,935 --> 00:19:02,690
where people feel

safe speaking

547
00:19:02,690 --> 00:19:03,260
up when they see

548
00:19:03,260 --> 00:19:05,119
something that's
not working.

549
00:19:05,119 --> 00:19:07,940
Where productivity
is maximized,

550
00:19:07,940 --> 00:19:09,470
where collective
intelligence

551
00:19:09,470 --> 00:19:10,910
is maximized because you

552
00:19:10,910 --> 00:19:13,279
have a diverse workforce

553
00:19:13,279 --> 00:19:15,260
that is brought in
that's not just diverse,

554
00:19:15,260 --> 00:19:16,940
but also feels fully

555
00:19:16,940 --> 00:19:18,919
included and at the table

556
00:19:18,919 --> 00:19:20,119
and part of
decision-making.

557
00:19:20,119 --> 00:19:21,410
I mean, it's, it

558
00:19:21,410 --> 00:19:23,479
really is a win-win

across a table.

559
00:19:23,479 --> 00:19:24,950
And in a corporate America,

560
00:19:24,950 --> 00:19:26,389
groups like Accenture and

561
00:19:26,389 --> 00:19:28,609
McKinsey had been
studying this for years.

562
00:19:28,609 --> 00:19:30,170
And they really
show that in

563
00:19:30,170 --> 00:19:32,404
every measure of success,

564
00:19:32,404 --> 00:19:34,819
in every category in

565
00:19:34,819 --> 00:19:36,440
which every company
wants to succeed,

566
00:19:36,440 --> 00:19:37,969
whether it's
financial returns,

567
00:19:37,969 --> 00:19:40,410
high customer engagement,

568
00:19:40,410 --> 00:19:42,729
employee satisfaction

569
00:19:42,729 --> 00:19:44,169
and creativity
and productivity.

570
00:19:44,169 --> 00:19:45,669
Every, really, every, uh,

571
00:19:45,669 --> 00:19:47,109
your, your public
reputation.

572
00:19:47,109 --> 00:19:50,065
All of these things
improve when you have,

573
00:19:50,065 --> 00:19:51,579
when you have
robust diversity,

574
00:19:51,579 --> 00:19:52,510
not just in your workforce

575
00:19:52,510 --> 00:19:53,769
but in the
leadership group.

576
00:19:53,769 --> 00:19:56,154
And so, you know,

577
00:19:56,154 --> 00:19:57,700
Time's Up is often seen as

578
00:19:57,700 --> 00:19:59,515
this thing for
women, by women.

579
00:19:59,515 --> 00:20:00,969
And I mean, there's
a truth to it.

580
00:20:00,969 --> 00:20:03,970
It is, it is organized
and built by women.

581
00:20:03,970 --> 00:20:08,139
However, we really
see our job as,

582

00:20:08,139 --> 00:20:10,000
as engaging everybody,

583
00:20:10,000 --> 00:20:13,000
including our male
allies and accomplices.

584
00:20:13,000 --> 00:20:14,184
As we like to
say, people who are

585
00:20:14,184 --> 00:20:16,165
really in the work with us,

586
00:20:16,165 --> 00:20:17,769
in the work to

587
00:20:17,769 --> 00:20:20,229
their own benefit, to
everybody's benefit.

588
00:20:20,229 --> 00:20:24,289
So I do think sometimes
in these movements,

589
00:20:24,289 --> 00:20:29,030
we can forget how many
strong male allies

590
00:20:29,030 --> 00:20:30,664
and accomplices we have.

591
00:20:30,664 --> 00:20:33,409
But, but certainly in,

592
00:20:33,409 --> 00:20:35,629
across Time's up,
Time's Up Healthcare,

593
00:20:35,629 --> 00:20:38,089
we've been very
deliberate about

594
00:20:38,089 --> 00:20:40,925
highlighting examples
of great allyship.

595
00:20:40,925 --> 00:20:42,095
When we launched

596
00:20:42,095 --> 00:20:43,670
Time's Up Healthcare,

597
00:20:43,670 --> 00:20:47,015
part of our opening
presentation was a video.

598
00:20:47,015 --> 00:20:48,170
It was basically a he for

599
00:20:48,170 --> 00:20:50,840
she male allies video that had

600
00:20:50,840 --> 00:20:53,929
prominent men across
roles in health care

601
00:20:53,929 --> 00:20:55,640
talking about why they

602
00:20:55,640 --> 00:20:57,694
were standing up for
Time's Up Healthcare.

603
00:20:57,694 --> 00:20:59,569
And it was critical
for that to be

604
00:20:59,569 --> 00:21:01,414
part of our launch because

605
00:21:01,414 --> 00:21:03,095
this does not happen with this

606

00:21:03,095 --> 00:21:04,340
group working on it, or that

607
00:21:04,340 --> 00:21:05,839
roup, or that group,

608
00:21:05,839 --> 00:21:07,399
we really all have to

609
00:21:07,399 --> 00:21:10,350
be in this together for
mutual benefit.

610
00:21:11,950 --> 00:21:15,170
[Music] Announcer: This episode
is
sponsored in part by

611
00:21:15,170 --> 00:21:18,259
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612
00:21:18,259 --> 00:21:19,955
an on-demand library

613
00:21:19,955 --> 00:21:21,320
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614
00:21:21,320 --> 00:21:23,660
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and advanced topics

615
00:21:23,660 --> 00:21:26,539
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618
00:21:29,900 --> 00:21:32,134

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619
00:21:32,134 --> 00:21:33,770
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00:21:40,895 --> 00:21:43,535
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slash Mayo clinic

624
00:21:43,535 --> 00:21:45,320
and use promo code

625
00:21:45,320 --> 00:21:46,940
Mayo talks to receive

626
00:21:46,940 --> 00:21:48,860
one month of free access.

627
00:21:48,860 --> 00:21:51,860
That's Gliblib. G, I, B,

628
00:21:51,860 --> 00:21:56,310
L, I, B.com slash Mayo Clinic.

629
00:21:58,690 --> 00:22:01,069
Bhagra: And I bet you've heard

630
00:22:01,069 --> 00:22:03,109
this from other
organizations and

631
00:22:03,109 --> 00:22:04,880
individuals that there is

632
00:22:04,880 --> 00:22:08,179
and, Mr. Murphy can chime
in, that there is,

633
00:22:08,179 --> 00:22:10,130
there is some level of

634
00:22:10,130 --> 00:22:12,919
fear that our
male colleagues

635
00:22:12,919 --> 00:22:15,050
have of interacting with

636
00:22:15,050 --> 00:22:17,809
women in the Me Too
and Time's Up era,

637
00:22:17,809 --> 00:22:20,030
what's your
recommendation on

638
00:22:20,030 --> 00:22:21,739
how have you gone
about having

639
00:22:21,739 --> 00:22:24,350
those conversations
of alleviating

640
00:22:24,350 --> 00:22:26,435
some of that fear factor?

641
00:22:26,435 --> 00:22:27,890
Choo: I think there's always fear

642
00:22:27,890 --> 00:22:29,270
when there is uncertainty.

643
00:22:29,270 --> 00:22:30,589
And I think in this case

644
00:22:30,589 --> 00:22:33,155
a little knowledge
goes a long way.

645
00:22:33,155 --> 00:22:34,849
We work very hard as

646
00:22:34,849 --> 00:22:36,664
we're talking about
sexual harassment,

647
00:22:36,664 --> 00:22:38,510
sexual harassment
discrimination,

648
00:22:38,510 --> 00:22:39,140
about being really

649
00:22:39,140 --> 00:22:41,585
precise and accurate
in our language.

650
00:22:41,585 --> 00:22:45,395
And I think the
fear is that

651
00:22:45,395 --> 00:22:47,299
anything can be perceived

652
00:22:47,299 --> 00:22:47,615
as

653
00:22:47,615 --> 00:22:49,430
sexual harassment or
gender discrimination.

654
00:22:49,430 --> 00:22:50,629
Actually, that's not true.

655
00:22:50,629 --> 00:22:52,310
I mean, there's a
legal definition.

656
00:22:52,310 --> 00:22:54,784
There are scholarly
definitions.

657
00:22:54,784 --> 00:22:57,049
They're very exact,
so it's not just

658
00:22:57,049 --> 00:22:59,794
like, I don't like you.

659
00:22:59,794 --> 00:23:02,164
So I think I will invoke
this movement and,

660
00:23:02,164 --> 00:23:04,385
and we know again
from scholarship,

661
00:23:04,385 --> 00:23:07,880
the false positives
are incredibly rare.

662
00:23:07,880 --> 00:23:11,420
The false negatives
are extremely common.

663
00:23:11,420 --> 00:23:13,520
So I think
perseverating about

664
00:23:13,520 --> 00:23:17,149
the false negatives
is strange to me.

665
00:23:17,149 --> 00:23:18,409
I mean, we know that

666

00:23:18,409 --> 00:23:20,119
reported sexual
harassment cases

667
00:23:20,119 --> 00:23:20,689
are the teeny,

668
00:23:20,689 --> 00:23:22,624
teeny tiny tip
of the iceberg.

669
00:23:22,624 --> 00:23:24,860
Ones that go on to be,

670
00:23:24,860 --> 00:23:28,219
to be investigated and
then to actually end

671
00:23:28,219 --> 00:23:29,959
up with some sort of

672
00:23:29,959 --> 00:23:32,959
sanction on the perpetrator
is the teeniest,

673
00:23:32,959 --> 00:23:34,160
tiniest little bit of

674
00:23:34,160 --> 00:23:36,034
that teeny tiny tip
of the iceberg.

675
00:23:36,034 --> 00:23:38,150
And so to be so

676
00:23:38,150 --> 00:23:40,834
consumed with what's
happening at the tip.

677
00:23:40,834 --> 00:23:43,820
Is and then and being like,

678

00:23:43,820 --> 00:23:45,049
that's what I'm
worried about and

679
00:23:45,049 --> 00:23:47,284
not the iceberg, [laugh] I think

680
00:23:47,284 --> 00:23:48,994
is strange to me

681
00:23:48,994 --> 00:23:51,230
and is completely
missing the point.

682
00:23:51,230 --> 00:23:53,540
And so I think people
with those anxieties

683
00:23:53,540 --> 00:23:55,880
just have not looked
at the problem.

684
00:23:55,880 --> 00:23:56,870
And so this is
where there's

685
00:23:56,870 --> 00:23:58,189
a huge awareness in

686
00:23:58,189 --> 00:23:59,930
education perspective
because the minute you

687
00:23:59,930 --> 00:24:02,089
realize what the
numbers are,

688
00:24:02,089 --> 00:24:03,709
you, your attention has to

689
00:24:03,709 --> 00:24:06,230
go to actually unrooting,

690
00:24:06,230 --> 00:24:08,869
unrooting the sexual
harassment discrimination

691
00:24:08,869 --> 00:24:10,249
that we do not see,

692
00:24:10,249 --> 00:24:11,630
that we do not correct.

693
00:24:11,630 --> 00:24:13,189
Murphy: I agree completely.

694
00:24:13,189 --> 00:24:16,024
And in a healthcare
setting where

695
00:24:16,024 --> 00:24:17,869
so many people that work in

696
00:24:17,869 --> 00:24:20,224
that environment
are data-driven,

697
00:24:20,224 --> 00:24:22,040
what can help
is showing them

698
00:24:22,040 --> 00:24:24,004
the facts, the figures,

699
00:24:24,004 --> 00:24:25,564
and letting them know that

700
00:24:25,564 --> 00:24:28,069
these false positive cases

701
00:24:28,069 --> 00:24:30,020
are so exceedingly rare.

702
00:24:30,020 --> 00:24:32,390

If they're being rational,
703
00:24:32,390 --> 00:24:33,800
they really don't
have to worry
704
00:24:33,800 --> 00:24:35,390
about that.
Choo: Totally.
705
00:24:35,390 --> 00:24:36,649
And it's not like
we're saying,
706
00:24:36,649 --> 00:24:38,600
eliminate all due
process. Bhagra: Right.
707
00:24:38,600 --> 00:24:40,099
Choo: You know, just say the word
708
00:24:40,099 --> 00:24:41,989
and that person
will be ejected.
709
00:24:41,989 --> 00:24:44,224
Hit the eject
Button. You,
710
00:24:44,224 --> 00:24:46,099
we, there are layers
and layers to this.
711
00:24:46,099 --> 00:24:47,599
There's always due process.
712
00:24:47,599 --> 00:24:50,270
There's always, you
know, no one anywhere
713
00:24:50,270 --> 00:24:53,180
says, don't do a
thorough investigation.

714
00:24:53,180 --> 00:24:57,020
Don't hear from all
sides, don't gather data.

715
00:24:57,020 --> 00:24:58,549
We're always
saying go through

716
00:24:58,549 --> 00:25:00,995
the same rigorous
process we always do.

717
00:25:00,995 --> 00:25:04,070
But fix this huge
upstream problem we have,

718
00:25:04,070 --> 00:25:05,719
which is nobody feels
safe reporting.

719
00:25:05,719 --> 00:25:07,069
That's really what
it's all about.

720
00:25:07,069 --> 00:25:08,900
So I would say if you're

721
00:25:08,900 --> 00:25:10,909
worried and still if

722
00:25:10,909 --> 00:25:11,629
you're worried after

723
00:25:11,629 --> 00:25:12,739
understanding this
whole problem,

724
00:25:12,739 --> 00:25:15,349
then that being worried
might actually be

725

00:25:15,349 --> 00:25:16,790
a signal to some
people that they need

726
00:25:16,790 --> 00:25:18,304
to actually look at
their behaviors.

727
00:25:18,304 --> 00:25:21,080
Like I sometimes wonder
if that anxiety is,

728
00:25:21,080 --> 00:25:22,399
I think I maybe I have

729
00:25:22,399 --> 00:25:24,950
this vague free-floating
anxiety that maybe

730
00:25:24,950 --> 00:25:27,620
some of my behaviors
are discriminatory.

731
00:25:27,620 --> 00:25:29,990
I think in some cases
with a symptom of

732
00:25:29,990 --> 00:25:31,580
some inner awareness that

733
00:25:31,580 --> 00:25:32,810
maybe needs to come
to the surface.

734
00:25:32,810 --> 00:25:34,429
But I think in other cases,

735
00:25:34,429 --> 00:25:37,024
it's simply not
fully understanding

736
00:25:37,024 --> 00:25:38,299
either the problem or

737
00:25:38,299 --> 00:25:40,084
the push to do something
about the problem.

738
00:25:40,084 --> 00:25:41,780
Bhagra: Yeah, I think
having that lens of

739
00:25:41,780 --> 00:25:43,970
numbers and a perspective

740
00:25:43,970 --> 00:25:46,130
of the tip of the
iceberg and what

741
00:25:46,130 --> 00:25:47,149
the whole iceberg and all is

742
00:25:47,149 --> 00:25:48,620
just very important.

743
00:25:48,620 --> 00:25:50,810
I know that Mr. Murphy has

744
00:25:50,810 --> 00:25:53,299
run some barbershop
conversations within

745
00:25:53,299 --> 00:25:56,494
our organization
to engage men and

746
00:25:56,494 --> 00:25:58,519
create more comfort around

747
00:25:58,519 --> 00:26:01,025
this free-floating
sense of discomfort,

748
00:26:01,025 --> 00:26:02,480
if you will,

around this topic.

749

00:26:02,480 --> 00:26:04,640

And I believe in
your experience,

750

00:26:04,640 --> 00:26:07,774

those have been
very eye opening.

751

00:26:07,774 --> 00:26:09,529

Murphy: There have been really
rich

752

00:26:09,529 --> 00:26:10,999

conversations
and we brought

753

00:26:10,999 --> 00:26:13,160
together a group of men

754

00:26:13,160 --> 00:26:14,719
only, for what we

755

00:26:14,719 --> 00:26:16,475
call a barbershop
conversation,

756

00:26:16,475 --> 00:26:18,199
to talk about these issues

757

00:26:18,199 --> 00:26:19,909
around gender equity
in the workplace.

758

00:26:19,909 --> 00:26:23,285

And we've done a number
of them now at Mayo.

759

00:26:23,285 --> 00:26:24,679

We still have more to do.

760

00:26:24,679 --> 00:26:25,819

And the next one
scheduled is

761

00:26:25,819 --> 00:26:27,590

actually going
to involve some

762

00:26:27,590 --> 00:26:28,880

of our highest
level leaders

763

00:26:28,880 --> 00:26:31,369

and really looking
forward to that.

764

00:26:31,369 --> 00:26:34,909

And what I've, what
I've found is that

765

00:26:34,909 --> 00:26:36,980

men primarily

766

00:26:36,980 --> 00:26:40,100

are well-intentioned
and well meaning.

767

00:26:40,100 --> 00:26:42,019

But they haven't thought

768

00:26:42,019 --> 00:26:43,730

about these issues, right,

769

00:26:43,730 --> 00:26:44,929

as much as women have.

770

00:26:44,929 --> 00:26:47,359

And the explanation and

771

00:26:47,359 --> 00:26:49,665

I know you're well
aware of this phrase.

772
00:26:49,665 --> 00:26:52,540
Privilege is invisible
to those who hold it.

773
00:26:52,540 --> 00:26:54,204
Men don't think about

774
00:26:54,204 --> 00:26:55,779
gender equity in
the workplace as

775
00:26:55,779 --> 00:26:57,099
much as women
because they're less

776
00:26:57,099 --> 00:26:59,004
affected by those
inequities.

777
00:26:59,004 --> 00:27:01,539
So I think men

778
00:27:01,539 --> 00:27:04,150
need to learn more
and women can

779
00:27:04,150 --> 00:27:06,820
help so that they

780
00:27:06,820 --> 00:27:08,799
can play a more
positive role

781
00:27:08,799 --> 00:27:11,034
in improving
the status quo.

782
00:27:11,034 --> 00:27:13,869
Choo: Yeah, exactly.
And I will ask

783
00:27:13,869 --> 00:27:17,079

people, who here is
pro harassment? [Laugh]

784
00:27:17,079 --> 00:27:18,910
And I have yet to

785
00:27:18,910 --> 00:27:20,664
have anybody
raise their hand.

786
00:27:20,664 --> 00:27:23,049
But then you ask,
okay, So I'm so glad

787
00:27:23,049 --> 00:27:24,100
everyone is against

788
00:27:24,100 --> 00:27:25,540
harassment and
discrimination.

789
00:27:25,540 --> 00:27:26,619
You know, you can
sort of plug in

790
00:27:26,619 --> 00:27:27,955
the phrase and
then you ask,

791
00:27:27,955 --> 00:27:29,725
what have you
done recently?

792
00:27:29,725 --> 00:27:31,690
A specific example
of what you have

793
00:27:31,690 --> 00:27:34,880
done specifically to show

794
00:27:34,880 --> 00:27:36,650
that you are
anti harassment

795
00:27:36,650 --> 00:27:37,969
or anti-discrimination
and it's

796
00:27:37,969 --> 00:27:40,369
incredibly hard to come

797
00:27:40,369 --> 00:27:41,570
up with something
you have done.

798
00:27:41,570 --> 00:27:43,339
And so you can be,

799
00:27:43,339 --> 00:27:45,799
think of yourself as
being anti these things,

800
00:27:45,799 --> 00:27:47,540
but actually you,
you can't be

801
00:27:47,540 --> 00:27:49,655
anti something if
there's no action.

802
00:27:49,655 --> 00:27:51,979
And so at best, most
people kind of live

803
00:27:51,979 --> 00:27:53,239
this thing where inside

804
00:27:53,239 --> 00:27:54,845
they know when
they believe in,

805
00:27:54,845 --> 00:27:56,240
it never shows itself.

806
00:27:56,240 --> 00:27:58,100

And so I think part
of this and it sounds

807
00:27:58,100 --> 00:28:00,140
like part of
your barbershop,

808
00:28:00,140 --> 00:28:02,300
meetings, is
getting people

809
00:28:02,300 --> 00:28:04,639
activated to take their
inner beliefs and

810
00:28:04,639 --> 00:28:05,779
bring them to
the outside in

811
00:28:05,779 --> 00:28:07,325
a very conscious
and deliberate way.

812
00:28:07,325 --> 00:28:09,379
Bhagra: And convert them
into actions. Choo: Right.

813
00:28:09,379 --> 00:28:12,020
Murphy: And one of the
things we did in

814
00:28:12,020 --> 00:28:13,640
these conversations
that I think

815
00:28:13,640 --> 00:28:15,379
was the most powerful and
impactful

816
00:28:15,379 --> 00:28:17,420
part of them was, yes,

817
00:28:17,420 --> 00:28:19,520

we had the men talk
about questions

818
00:28:19,520 --> 00:28:22,399
around gender equity in

819
00:28:22,399 --> 00:28:25,429
the workplace and what are

820
00:28:25,429 --> 00:28:26,629
some of the
challenges women

821
00:28:26,629 --> 00:28:28,865
face that men don't face?

822
00:28:28,865 --> 00:28:30,604
And what can
men do to help?

823
00:28:30,604 --> 00:28:32,359
But what we did was
even though there were

824
00:28:32,359 --> 00:28:34,369
no women in the room,

825
00:28:34,369 --> 00:28:36,650
we used audio recordings of

826
00:28:36,650 --> 00:28:39,485
women talking about
their own experiences,

827
00:28:39,485 --> 00:28:42,080
facing microaggressions,

828
00:28:42,080 --> 00:28:44,120
facing discrimination.

829
00:28:44,120 --> 00:28:46,099
And we just heard

their voices.

830
00:28:46,099 --> 00:28:48,200
Choo: Yeah. Murphy: And that was
something that

831
00:28:48,200 --> 00:28:50,299
really activated
to your point,

832
00:28:50,299 --> 00:28:53,509
Bhagra: Absolutely Murphy: Really
activated them because

833
00:28:53,509 --> 00:28:56,339
it got to their
heart in their gut.

834
00:28:56,339 --> 00:28:58,075
Choo: I love that.

835
00:28:58,075 --> 00:28:59,949
And we know
about trainings

836
00:28:59,949 --> 00:29:03,055
that, rote trainings,
online trainings.

837
00:29:03,055 --> 00:29:05,109
sort of click through,
trainings, aren't very

838
00:29:05,109 --> 00:29:07,360
effective when it comes
to sexual harassment.

839
00:29:07,360 --> 00:29:10,150
And also people
need the narrative.

840
00:29:10,150 --> 00:29:12,054
I always say

we're not Me Too, we are
841
00:29:12,054 --> 00:29:12,939
Time's Up, so we're
842
00:29:12,939 --> 00:29:14,139
very focused on solutions,
843
00:29:14,139 --> 00:29:15,969
but narrative creeps in
844
00:29:15,969 --> 00:29:18,220
because our, our solutions,
845
00:29:18,220 --> 00:29:19,780
our education,
our awareness
846
00:29:19,780 --> 00:29:21,520
building our action
items actually
847
00:29:21,520 --> 00:29:23,860
don't stick unless
there's narrative.
848
00:29:23,860 --> 00:29:25,870
I think that's a
key point of that.
849
00:29:25,870 --> 00:29:27,369
And then also giving
people space in
850
00:29:27,369 --> 00:29:29,979
a room to sort of talk
through these issues.
851
00:29:29,979 --> 00:29:31,299
Because again, those
conversations are
852

00:29:31,299 --> 00:29:32,634
a little bit
different every time.
853
00:29:32,634 --> 00:29:34,450
That's incredibly
powerful compared
854
00:29:34,450 --> 00:29:35,664
to some of the,
855
00:29:35,664 --> 00:29:37,059
some of the other
ways that we've
856
00:29:37,059 --> 00:29:37,750
traditionally trained
857
00:29:37,750 --> 00:29:39,015
people around these issues.
858
00:29:39,015 --> 00:29:41,750
Bhagra: And talking of
narratives and
859
00:29:41,750 --> 00:29:44,749
building of vision
and having action.
860
00:29:44,749 --> 00:29:46,309
What advice might you
861
00:29:46,309 --> 00:29:48,349
give to our learners to,
862
00:29:48,349 --> 00:29:50,509
to wrap their heads
around this early
863
00:29:50,509 --> 00:29:53,329
on as they're starting
their journey.

864
00:29:53,329 --> 00:29:56,059
Choo: I really want learners
to understand that

865
00:29:56,059 --> 00:29:58,519
this is a part of our
culture right now.

866
00:29:58,519 --> 00:30:00,110
I think we have an attitude

867
00:30:00,110 --> 00:30:01,879
that if it happens,

868
00:30:01,879 --> 00:30:03,230
you'll know it
and talk to us

869
00:30:03,230 --> 00:30:05,419
then, rather than
saying we have

870
00:30:05,419 --> 00:30:06,679
this incredible
data that it

871
00:30:06,679 --> 00:30:09,529
happens to 50% for example,

872
00:30:09,529 --> 00:30:11,089
female medical
students before they

873
00:30:11,089 --> 00:30:12,680
graduate will experience
sexual harassment.

874
00:30:12,680 --> 00:30:15,454
Why are we waiting
until it happens?

875
00:30:15,454 --> 00:30:16,880

And they report it to

876
00:30:16,880 --> 00:30:19,534
actually provide any
support counseling.

877
00:30:19,534 --> 00:30:21,469
And why aren't we
trying to do more

878
00:30:21,469 --> 00:30:23,555
in terms of early
prevention?

879
00:30:23,555 --> 00:30:25,339
And so I think

880
00:30:25,339 --> 00:30:27,125
talking about
ahead of time as,

881
00:30:27,125 --> 00:30:29,404
as a very strong
likelihood,

882
00:30:29,404 --> 00:30:30,664
this will happen to you.

883
00:30:30,664 --> 00:30:31,579
And when it does,

884
00:30:31,579 --> 00:30:32,539
here's what we
have in place.

885
00:30:32,539 --> 00:30:33,199
I think we need to do

886
00:30:33,199 --> 00:30:35,839
more anticipatory
guidance and counseling.

887

00:30:35,839 --> 00:30:38,630
But some of my advice
in terms of addressing

888
00:30:38,630 --> 00:30:39,860
it and speaking
up is really not

889
00:30:39,860 --> 00:30:41,090
to the students
with trainees,

890
00:30:41,090 --> 00:30:43,460
it's to their faculty.

891
00:30:43,460 --> 00:30:45,380
Because in truth, we know

892
00:30:45,380 --> 00:30:48,574
that if your junior
in the hierarchy,

893
00:30:48,574 --> 00:30:50,509
you are the,

894
00:30:50,509 --> 00:30:52,160
right now, I have the

895
00:30:52,160 --> 00:30:54,319
least ability to
speak up about it.

896
00:30:54,319 --> 00:30:56,989
In fact, we see in

897
00:30:56,989 --> 00:30:58,609
many cases you only

898
00:30:58,609 --> 00:31:00,709
can lose by speaking
up about it.

899

00:31:00,709 --> 00:31:01,939
And in truth, we need to

900
00:31:01,939 --> 00:31:03,499
be the ones stepping in.

901
00:31:03,499 --> 00:31:05,149
Recognizing

902
00:31:05,149 --> 00:31:07,415
harassment discrimination
when it happens,

903
00:31:07,415 --> 00:31:10,850
setting a culture
for 0 tolerance and

904
00:31:10,850 --> 00:31:13,040
really role
modeling how you

905
00:31:13,040 --> 00:31:15,740
step in and intervene when,

906
00:31:15,740 --> 00:31:16,940
when something start, when

907
00:31:16,940 --> 00:31:18,994
an interaction
starts to go awry.

908
00:31:18,994 --> 00:31:22,924
So I think the onus
is on us as faculty.

909
00:31:22,924 --> 00:31:25,610
The awareness
though, does need to

910
00:31:25,610 --> 00:31:26,689
be passed on to

911

00:31:26,689 --> 00:31:28,910
the students so
that they can,

912
00:31:28,910 --> 00:31:31,160
they can know sort of what

913
00:31:31,160 --> 00:31:32,869
what is the
reporting structure?

914
00:31:32,869 --> 00:31:34,069
How do I keep myself safe?

915
00:31:34,069 --> 00:31:35,540
How do I begin to talk

916
00:31:35,540 --> 00:31:36,349
about these things as

917
00:31:36,349 --> 00:31:37,250
I move through my career.

918
00:31:37,250 --> 00:31:39,770
Bhagra: Certainly I
think we, we are

919
00:31:39,770 --> 00:31:41,299
responsible and we are

920
00:31:41,299 --> 00:31:44,255
the ones sitting
now mid-career,

921
00:31:44,255 --> 00:31:46,100
up late, advanced,

922
00:31:46,100 --> 00:31:48,259
early career to take
responsibility.

923
00:31:48,259 --> 00:31:49,399

But I love what you said

924
00:31:49,399 --> 00:31:50,660
at the beginning of having

925
00:31:50,660 --> 00:31:52,730
those horizontal
peer groups

926
00:31:52,730 --> 00:31:54,110
where you have
these discussions.

927
00:31:54,110 --> 00:31:55,459
So you're calling it out,

928
00:31:55,459 --> 00:31:57,440
you're anticipating
it and you're

929
00:31:57,440 --> 00:32:00,169
mitigating it in
time before this,

930
00:32:00,169 --> 00:32:02,149
you know, happens to you.

931
00:32:02,149 --> 00:32:03,530
Choo: Totally. And we should

932
00:32:03,530 --> 00:32:04,999
routinize these
conversations.

933
00:32:04,999 --> 00:32:06,199
It shouldn't take
a great act of

934
00:32:06,199 --> 00:32:07,700
courage to initiate

935
00:32:07,700 --> 00:32:09,260

a conversation around
sexual harassment.

936

00:32:09,260 --> 00:32:10,910
It should be
what, you know,

937

00:32:10,910 --> 00:32:12,469
imagine a daily or

938

00:32:12,469 --> 00:32:14,570
weekly check-in on a
team that's rounding.

939

00:32:14,570 --> 00:32:17,180
Imagine a grid, a resident

940

00:32:17,180 --> 00:32:18,244
conference once a month

941

00:32:18,244 --> 00:32:19,850
addressing issues
of culture,

942

00:32:19,850 --> 00:32:21,575
of discrimination
or harassment.

943

00:32:21,575 --> 00:32:23,389
So that raising your hand

944

00:32:23,389 --> 00:32:25,670
becomes less of a
scary thing. Murphy: Right.

945

00:32:25,670 --> 00:32:27,465
Just like we were willing

946

00:32:27,465 --> 00:32:30,200
and expected to talk
about patient safety.

947

00:32:30,200 --> 00:32:33,335
Needle sticks. Bhagra: Yeah,

948

00:32:33,335 --> 00:32:34,820
I think it can no
longer be like

949

00:32:34,820 --> 00:32:36,349
a hidden curriculum which

950

00:32:36,349 --> 00:32:38,179
happened somewhere
on the side,

951

00:32:38,179 --> 00:32:39,469
it's an explicit part

952

00:32:39,469 --> 00:32:42,245
of curriculum,
essentially. Choo: Right.

953

00:32:42,245 --> 00:32:46,175
Murphy: Right. If I could
pivot to policies.

954

00:32:46,175 --> 00:32:49,369
So Mayo Clinic has,

955

00:32:49,369 --> 00:32:52,100
I think, taken some
important steps and

956

00:32:52,100 --> 00:32:54,094
helpful steps in
strengthening

957

00:32:54,094 --> 00:32:56,269
our policies around
sexual harassment,

958

00:32:56,269 --> 00:32:58,339
gender equity, and our

959
00:32:58,339 --> 00:33:00,214
training programs as well.

960
00:33:00,214 --> 00:33:03,770
From the perspective of
Time's Up Healthcare,

961
00:33:03,770 --> 00:33:05,810
what sort of policies do

962
00:33:05,810 --> 00:33:07,700
you think are important for

963
00:33:07,700 --> 00:33:10,250
hospitals across
the country to

964
00:33:10,250 --> 00:33:13,519
be thinking about,
to be implementing.

965
00:33:13,519 --> 00:33:17,270
And then on a slightly
broader scale from

966
00:33:17,270 --> 00:33:21,260
a national healthcare
policy perspective,

967
00:33:21,260 --> 00:33:25,019
what, what is your group
advocating for?

968
00:33:25,240 --> 00:33:29,315
Choo: Yeah, this is all
work in development.

969
00:33:29,315 --> 00:33:30,769
But I will tell

970
00:33:30,769 --> 00:33:35,314
you within specific

organizations,

971
00:33:35,314 --> 00:33:36,560
the first thing
that we're doing

972
00:33:36,560 --> 00:33:38,869
is creating these
communities.

973
00:33:38,869 --> 00:33:41,000
And one of them is our
signatory community.

974
00:33:41,000 --> 00:33:42,260
And Mayo is a part of that.

975
00:33:42,260 --> 00:33:43,759
Creating communities
where we

976
00:33:43,759 --> 00:33:46,100
can share best practices,

977
00:33:46,100 --> 00:33:47,719
establish norms
and benchmarks.

978
00:33:47,719 --> 00:33:48,980
Because right now although

979
00:33:48,980 --> 00:33:50,449
individual
organizations have

980
00:33:50,449 --> 00:33:52,520
wonderful policies
and procedures,

981
00:33:52,520 --> 00:33:54,199
we don't actually
share them.

982
00:33:54,199 --> 00:33:56,299
And we have, there are

983
00:33:56,299 --> 00:33:58,475
certain national
resources like

984
00:33:58,475 --> 00:34:00,020
EEOC website where you can

985
00:34:00,020 --> 00:34:01,775
sort of look for
best practices.

986
00:34:01,775 --> 00:34:03,409
But really best
practices means

987
00:34:03,409 --> 00:34:05,195
something different
to everybody.

988
00:34:05,195 --> 00:34:07,580
And we're remarkably siloed

989
00:34:07,580 --> 00:34:09,949
about what we're doing
in an organization.

990
00:34:09,949 --> 00:34:12,905
So part of our
signatory community

991
00:34:12,905 --> 00:34:14,269
needs is to get each
other to start

992
00:34:14,269 --> 00:34:16,370
sharing some of these
best practices.

993
00:34:16,370 --> 00:34:17,899

It's delightful to see

994
00:34:17,899 --> 00:34:18,950
people excited to share

995
00:34:18,950 --> 00:34:19,969
what they're doing well.

996
00:34:19,969 --> 00:34:22,550
And it's, it's unfortunate

997
00:34:22,550 --> 00:34:23,884
that we don't do
it more often.

998
00:34:23,884 --> 00:34:25,489
Bhagra: Yeah. Murphy: Perhaps
this is
something that could be

999
00:34:25,489 --> 00:34:27,950
published as well.
Choo: Publish.

1000
00:34:27,950 --> 00:34:29,030
And I think we can start

1001
00:34:29,030 --> 00:34:30,049
to get a sense over time.

1002
00:34:30,049 --> 00:34:31,429
And right now we're
50 signatories

1003
00:34:31,429 --> 00:34:33,319
We anticipate having
100. Bhagra: Contrulations

1004
00:34:33,319 --> 00:34:34,669
Choo: That was a lot of
work, but yes,

1005

00:34:34,669 --> 00:34:35,989
we anticipate having a 100.

1006
00:34:35,989 --> 00:34:36,560
And these are all

1007
00:34:36,560 --> 00:34:38,075
major healthcare
systems and

1008
00:34:38,075 --> 00:34:39,500
health professional schools

1009
00:34:39,500 --> 00:34:41,494
and community
health centers.

1010
00:34:41,494 --> 00:34:44,119
We mentioned within
a year or two,

1011
00:34:44,119 --> 00:34:46,504
having a sense of what
norms are. Bhagra: Right

1012
00:34:46,504 --> 00:34:48,200
Choo: And then once
we know a norm,

1013
00:34:48,200 --> 00:34:49,399
which we don't
know right now,

1014
00:34:49,399 --> 00:34:51,020
then we can set a new bar

1015
00:34:51,020 --> 00:34:52,639
and really push
people to have

1016
00:34:52,639 --> 00:34:54,079
very innovative

1017
00:34:54,079 --> 00:34:57,244
comprehensive policies
and practices.

1018
00:34:57,244 --> 00:34:59,659
It's hard to say what
those are right now,

1019
00:34:59,659 --> 00:35:01,175
but that's what we're
working towards.

1020
00:35:01,175 --> 00:35:03,095
And then on a
national level,

1021
00:35:03,095 --> 00:35:05,704
Time's Up has
a 501 c 4 arm,

1022
00:35:05,704 --> 00:35:08,570
a Research and
Policy Center in DC.

1023
00:35:08,570 --> 00:35:11,990
And they are the
ones creating a

1024
00:35:11,990 --> 00:35:13,850
really broad database of

1025
00:35:13,850 --> 00:35:16,790
existing laws across both

1026
00:35:16,790 --> 00:35:18,664
federally and at
the state level.

1027
00:35:18,664 --> 00:35:22,009
And able to inform areas
where we can improve

1028

00:35:22,009 --> 00:35:24,680
legislation to
support equity

1029
00:35:24,680 --> 00:35:26,300
in the workplace and
safety in the workplace.

1030
00:35:26,300 --> 00:35:27,514
So one thing there's
a Time's Up in

1031
00:35:27,514 --> 00:35:28,805
New York State actually.

1032
00:35:28,805 --> 00:35:32,209
And they pushed to
have changes in

1033
00:35:32,209 --> 00:35:34,879
policy around statute of

1034
00:35:34,879 --> 00:35:36,620
limitation in rape cases.

1035
00:35:36,620 --> 00:35:38,900
And were actually
able to work with

1036
00:35:38,900 --> 00:35:40,220
the governor and get

1037
00:35:40,220 --> 00:35:42,379
new legislation passed
on the state level.

1038
00:35:42,379 --> 00:35:44,450
That will be a model
for other states.

1039
00:35:44,450 --> 00:35:46,700
Something more
directly relevant

1040
00:35:46,700 --> 00:35:48,559
to health care
organizations,

1041
00:35:48,559 --> 00:35:52,399
the impact lab
was able to put on a,

1042
00:35:52,399 --> 00:35:54,109
a Community Call for

1043
00:35:54,109 --> 00:35:55,730
Time's Up Healthcare
when we talked about

1044
00:35:55,730 --> 00:35:57,260
legislation that was that

1045
00:35:57,260 --> 00:35:58,789
was coming down the pike in

1046
00:35:58,789 --> 00:36:00,740
the house and likely
to go on to the Senate

1047
00:36:00,740 --> 00:36:03,259
and within upcoming
years could be,

1048
00:36:03,259 --> 00:36:05,960
could be showing up in
terms of pay equity,

1049
00:36:05,960 --> 00:36:06,679
things that are already

1050
00:36:06,679 --> 00:36:07,669
happening on the
state level.

1051
00:36:07,669 --> 00:36:09,800

And so things like
that allow us to

1052
00:36:09,800 --> 00:36:12,469
take to take laws and

1053
00:36:12,469 --> 00:36:14,779
respond early to them by

1054
00:36:14,779 --> 00:36:16,400
incorporating those
considerations into

1055
00:36:16,400 --> 00:36:18,050
our employment culture now,

1056
00:36:18,050 --> 00:36:21,260
or at least incorporating
the idea of

1057
00:36:21,260 --> 00:36:24,169
upcoming legislation
that will

1058
00:36:24,169 --> 00:36:25,520
become norms over the next

1059
00:36:25,520 --> 00:36:26,960
decade or two decades.

1060
00:36:26,960 --> 00:36:28,399
And so we're trying to push

1061
00:36:28,399 --> 00:36:30,019
the envelope by
kind of working

1062
00:36:30,019 --> 00:36:32,600
on all fronts to suggest

1063
00:36:32,600 --> 00:36:35,030
changes that maybe

some employers

1064
00:36:35,030 --> 00:36:36,170
want to be ahead
of the law,

1065
00:36:36,170 --> 00:36:38,449
can really have
progressive policies

1066
00:36:38,449 --> 00:36:39,890
in terms of pay equity,

1067
00:36:39,890 --> 00:36:41,149
for example,
because certainly

1068
00:36:41,149 --> 00:36:42,349
those laws are coming.

1069
00:36:42,349 --> 00:36:43,639
So why not do it now?

1070
00:36:43,639 --> 00:36:45,199
So those kind of things
that we're working

1071
00:36:45,199 --> 00:36:47,089
on nationally. Murphy: Super
Bhagra: Yeah.

1072
00:36:47,089 --> 00:36:49,970
And I read in
the signatory contract

1073
00:36:49,970 --> 00:36:52,790
the other transparency
that Time's Up

1074
00:36:52,790 --> 00:36:56,030
is aiming for and
is sharing data.

1075
00:36:56,030 --> 00:36:58,220
Because all of us are
part of the problem.

1076
00:36:58,220 --> 00:36:59,239
We have shared vision

1077
00:36:59,239 --> 00:37:00,439
and we want to
eliminate it.

1078
00:37:00,439 --> 00:37:01,850
But the reality
is that we all

1079
00:37:01,850 --> 00:37:04,130
face it in healthcare.

1080
00:37:04,130 --> 00:37:05,360
I think that's powerful

1081
00:37:05,360 --> 00:37:07,730
too, data across the nation.

1082
00:37:07,730 --> 00:37:11,240
So gosh, I just am
sitting here and I

1083
00:37:11,240 --> 00:37:12,800
have a long to-do list for

1084
00:37:12,800 --> 00:37:15,574
myself and we could
go on forever.

1085
00:37:15,574 --> 00:37:17,810
So but what I heard
you say through

1086
00:37:17,810 --> 00:37:20,479
the podcast is breaking

1087
00:37:20,479 --> 00:37:23,075
the heirarchy and changing

1088
00:37:23,075 --> 00:37:26,795
systems and organizations
versus individuals.

1089
00:37:26,795 --> 00:37:28,700
And that we are all
part of the problem

1090
00:37:28,700 --> 00:37:31,220
and we have to be
part of the solution.

1091
00:37:31,220 --> 00:37:33,469
We are almost
wrapping up here.

1092
00:37:33,469 --> 00:37:36,665
What are your
strongest takeaways

1093
00:37:36,665 --> 00:37:38,839
for our listeners?

1094
00:37:38,839 --> 00:37:40,879
Choo: I think the three
things I would

1095
00:37:40,879 --> 00:37:43,010
really draw is one.

1096
00:37:43,010 --> 00:37:44,599
This is an everyone

1097
00:37:44,599 --> 00:37:46,099
problem and we
need everyone

1098
00:37:46,099 --> 00:37:47,750
engaged in the solutions

1099
00:37:47,750 --> 00:37:49,385
and everyone will benefit.

1100
00:37:49,385 --> 00:37:51,200
That's all one, sounded

1101
00:37:51,200 --> 00:37:52,820
like three things,
but that was all one. [Laugh]

1102
00:37:52,820 --> 00:37:55,339
I think the, the
second thing is

1103
00:37:55,339 --> 00:37:57,830
let's really keep the
conversation alive.

1104
00:37:57,830 --> 00:37:59,329
This is not

1105
00:37:59,329 --> 00:38:01,639
a routine conversation
for a reason.

1106
00:38:01,639 --> 00:38:03,440
It's uncomfortable
and of course,

1107
00:38:03,440 --> 00:38:05,090
like anything, the less
you talk about it,

1108
00:38:05,090 --> 00:38:06,110
the more
uncomfortable it is.

1109
00:38:06,110 --> 00:38:07,130
So then we don't
talk about it.

1110

00:38:07,130 --> 00:38:08,660
So then it's really
uncomfortable.

1111
00:38:08,660 --> 00:38:13,699
And what I've found is
my own muscle memory,

1112
00:38:13,699 --> 00:38:16,069
my own fitness to
talk about this

1113
00:38:16,069 --> 00:38:18,050
grows as I talk
about it more

1114
00:38:18,050 --> 00:38:18,889
and more and I think that's

1115
00:38:18,889 --> 00:38:19,940
true for every community.

1116
00:38:19,940 --> 00:38:21,049
So we need to
routinize these

1117
00:38:21,049 --> 00:38:22,519
conversations so
that they're not

1118
00:38:22,519 --> 00:38:23,630
frightening and

1119
00:38:23,630 --> 00:38:25,999
stigmatizing and
embarrassing.

1120
00:38:25,999 --> 00:38:27,050
I think we need to be

1121
00:38:27,050 --> 00:38:29,059
very matter of fact
and talk about it like

1122
00:38:29,059 --> 00:38:30,349
any other safety and

1123
00:38:30,349 --> 00:38:32,239
quality issue
in health care.

1124
00:38:32,239 --> 00:38:33,200
And I really see this as

1125
00:38:33,200 --> 00:38:34,805
safety and quality issue.

1126
00:38:34,805 --> 00:38:36,664
And then I think
the other thing is,

1127
00:38:36,664 --> 00:38:38,840
these conversations tend
to be so depressing.

1128
00:38:38,840 --> 00:38:40,775
We talk a lot about [laugh]

1129
00:38:40,775 --> 00:38:42,829
how rampant sexual
harassment is,

1130
00:38:42,829 --> 00:38:44,390
its devastating
effect on careers.

1131
00:38:44,390 --> 00:38:45,589
How much discrimination,
that is,

1132
00:38:45,589 --> 00:38:47,614
how much it's hard
to talk about,

1133
00:38:47,614 --> 00:38:49,909

about change and
really believe in it,

1134
00:38:49,909 --> 00:38:52,879
but I really believe
change is possible.

1135
00:38:52,879 --> 00:38:55,699
I am seeing it, the past
three years have

1136
00:38:55,699 --> 00:38:58,669
been really
incredible in terms

1137
00:38:58,669 --> 00:39:00,140
of the explosion of

1138
00:39:00,140 --> 00:39:01,280
interest in this topic and

1139
00:39:01,280 --> 00:39:02,479
the real engagement of

1140
00:39:02,479 --> 00:39:04,580
organizations like
Mayo Clinic in

1141
00:39:04,580 --> 00:39:05,900
addressing this problem in

1142
00:39:05,900 --> 00:39:07,520
bold and innovative ways.

1143
00:39:07,520 --> 00:39:10,070
And I, as much as I

1144
00:39:10,070 --> 00:39:11,360
talk about this really

1145
00:39:11,360 --> 00:39:13,145
tough and dark problem,

1146
00:39:13,145 --> 00:39:15,155
most of my time,

1147
00:39:15,155 --> 00:39:17,660
I feel hugely optimistic

1148
00:39:17,660 --> 00:39:19,340
about change and
I want people to

1149
00:39:19,340 --> 00:39:21,559
feel hopeful and feel

1150
00:39:21,559 --> 00:39:23,614
energized in this
work and not discouraged.

1151
00:39:23,614 --> 00:39:25,159
Bhagra: Yeah, well I

1152
00:39:25,159 --> 00:39:26,749
would say those
feelings on mutual,

1153
00:39:26,749 --> 00:39:29,795
we are incredibly
proud and honored

1154
00:39:29,795 --> 00:39:33,785
that we are partners
in this mission.

1155
00:39:33,785 --> 00:39:36,320
And it's onwards,
from here,

1156
00:39:36,320 --> 00:39:37,519
Choo: Onwards and upwards.

1157
00:39:37,519 --> 00:39:38,825
Bhagra: Onnwards and upwards.

1158
00:39:38,825 --> 00:39:40,550
Well we've been
talking about

1159
00:39:40,550 --> 00:39:42,499
Time's Up
Healthcare with

1160
00:39:42,499 --> 00:39:44,779
Dr. Esther Choo, thank
you so very much,

1161
00:39:44,779 --> 00:39:45,830
Dr. Choo for joining

1162
00:39:45,830 --> 00:39:48,210
us. Choo: Thank you.
Murphy: Thank you.