

# Becoming An Ally For Gender Equity In Medicine

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# Disclosures

- I have served as a consultant for and hold stock options in the I-PASS Patient Safety Institute



# Learning Objectives

By the end of today's session you will be able to

Describe the importance of allyship in achieving gender equity in medicine

Discuss ways to expand your gender intelligence

Develop a plan for how to become a better public ally to promote awareness and action for gender equity in medicine

Strategize how to stimulate organizational change for gender equity in the workplace



# Roadmap For Today

- Why are we talking about this (*still...*)
- What is allyship
- Why do we need allies for women and women of color
- Practical tips on how to be a personal and public ally
  - Missteps to avoid as an ally
- How to create culture change for gender equity





**WARNING**

# Why Are We (*still*) Talking About This



# Women Have Come A Long Way



**Dr. Elizabeth  
Blackwell**



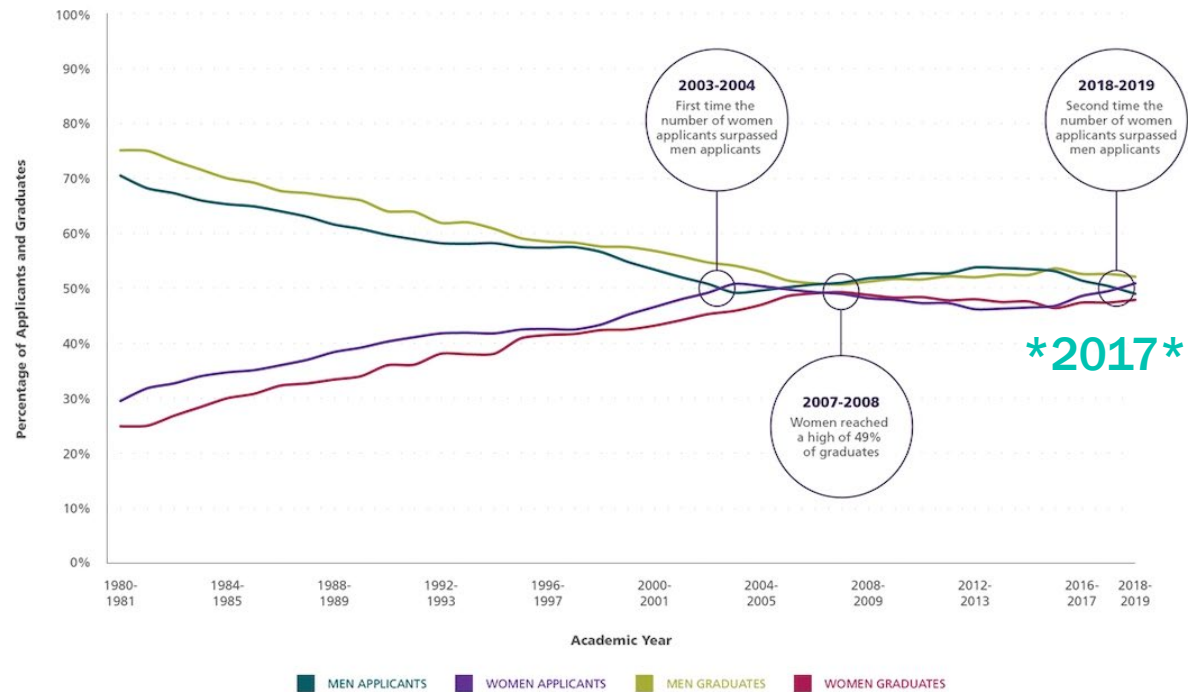
**Dr. Rebecca Lee  
Crumpler**



THE STATE OF WOMEN IN ACADEMIC MEDICINE, 2018-2019

# U.S. Medical School Applicants and Graduates by Gender, Academic Years 1980-1981 Through 2018-2019

FIGURE 2



LEARNERS | FACULTY

Source: AAMC FACTS Data Chart 2, Applicants to U.S. Medical Schools by Sex, 1980-1981 Through 2018-2019, as of Oct. 30, 2019, and AAMC FACTS Data Chart 5, Graduates to U.S. Medical Schools by Sex, 1980-1981 Through 2018-2019, as of Oct. 15, 2019.

Note: Does not include applicant, matriculant, or enrollee data from the 2019-2020 academic year because graduation rates won't be available until summer 2020.

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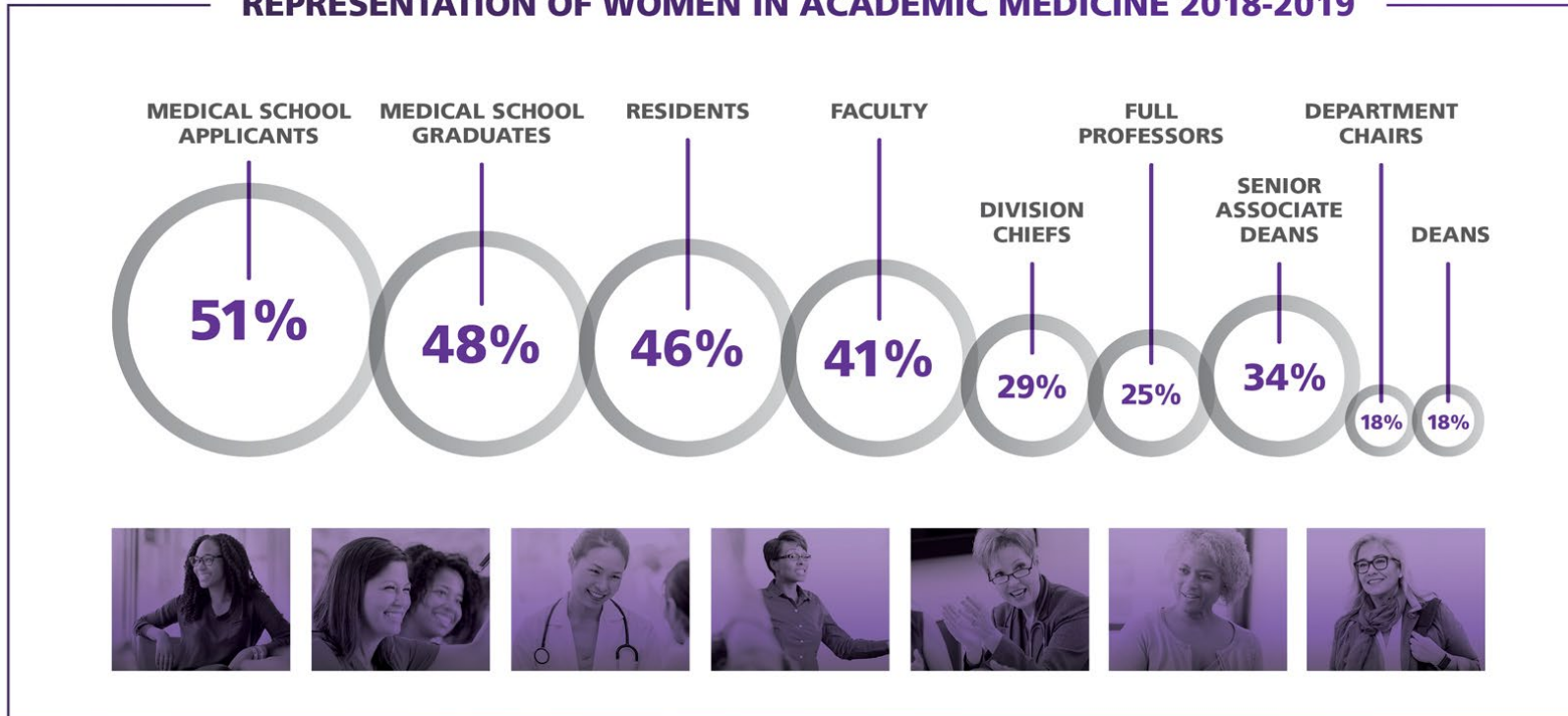


THE STATE OF WOMEN IN ACADEMIC MEDICINE, 2018-2019

# Executive Summary



## REPRESENTATION OF WOMEN IN ACADEMIC MEDICINE 2018-2019



### EXECUTIVE SUMMARY

# Your Department/Specialty Is Not Immune

**AACR** American Association for Cancer Research

## SCIENCE IN SOCIETY

### Gender Equity in Science and Medicine: Breaking the Impasse

Jennifer R. Grandis

**Summary:** Women comprise half of the scientific and medical workforce, yet still hold a minority of leadership positions. Here I discuss the barriers to gender equity and offer a new approach to address the problem.



Mayo Clinic Press

## Beyond Men: Gender Diversity in Medical Research

November 8, 2022

### Operating Room Lockers and Gender Equity in the Surgical Workforce

Ross Mudgway, MD<sup>1</sup>; Sharona Hariri, MD<sup>1</sup>; Luis Olmedo-Temich, MD<sup>1</sup>; et al

» Author Affiliations

JAMA Surg. 2022;157(11):1061-1062. doi:10.1001/jamasurg.2022.3142

Clin Orthop Relat Res (2016) 474:1950–1956  
DOI 10.1007/s11999-016-4827-y

Clinical Orthopaedics and Related Research®  
A Publication of The Association of Bone and Joint Surgeons®



SYMPOSIUM: WOMEN AND UNDERREPRESENTED MINORITIES IN ORTHOPAEDICS

### Where Are the Women in Orthopaedic Surgery?

Rachel S. Rohde MD, Jennifer Moriatis Wolf MD, Julie E. Adams MD



National Institutes of Health  
Office of Research on Women's Health

### NIH Office of Research on Women's Health Statement on Gender Disparities in NIH Funding Progress, Action, and Determination to Resolve Gaps

women received a median of \$364,509—5% more than men. NIH has also long found that for all (not just first-time) R01s, women got larger awards, but men have more awards overall and therefore more total funding.



Original Investigation | Health Policy

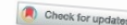
### Association of Physician Characteristics With Perceptions and Experiences of Gender Equity in an Academic Internal Medicine Department

Shannon M. Ruzycki, MD, MPH; Georgina Freeman, MSc; Aleem Bharwani, MD, MPP; Allison Brown, MSc

### Original Research

### Race, ethnicity, and gender in academic obstetrics and gynecology: 12-year trends

Denise J. Wooding, MSc; Priya Das, PhD; Sabeen Tiwana, DMD, BDS; Javed Siddiqi, MD; Faisal Khosa, MD, MBA, FFRCSI, FRCPC



The NEW ENGLAND  
JOURNAL of MEDICINE

### Unplugging the Pipeline — A Call for Term Limits in Academic Medicine

Whitney H. Beeler, M.D., Christina Mangurian, M.D., M.A.S., and Reshma Jaggi, M.D., D.Phil.

# Current State At UCCOM

## Representation of women

(Through spring 2022)

Faculty*	→	41%
Full Professors*	→	29%
Senior Associate Deans	→	31%
Associate Deans	→	40%
Chairs	→	17%
Vice/Associate Chairs	→	26%/43%
Clinical (GME) Program Directors	→	29%
Graduate Program Directors	→	35%
Drake Award Winners	→	13%



\* Excludes Dept of Pediatrics



INTERDISCIPLINARY SCIENCE REVIEWS, Vol. 36 No. 2, June, 2011, 146-53

**The Role of Gender in Team Collaboration and Performance**

JULIA B BEAR

Technion — Israel Institute of Technology, Haifa, Israel

ANITA WILLIAMS WOOLLEY

Carnegie Mellon University, Pittsburgh, USA

JAMA Internal Medicine | Original Investigation

**Comparison of Hospital Mortality and Readmission Rates for Medicare Patients Treated by Male vs Female Physicians**

Yusuke Tsugawa, MD, MPH, PhD; Anupam B. Jena, MD, PhD; Jose F. Figueroa, MD, MPH; E. John Orav, PhD; Daniel M. Blumenthal, MD, MBA; Ashish K. Jha, MD, MPH

# What /S allyship?



# Allyship

When a person of privilege works in solidarity and partnership with a marginalized group of people to help take down the systems that challenge the group's basic rights, equal access, and ability to thrive in in our society.

- Nicole Asong Nfonoyim-Hara



## Allyship Building Blocks

### Affirmation

- Recognition of inequity and privilege
- Personal relationships
- Listening and sometimes become invisible

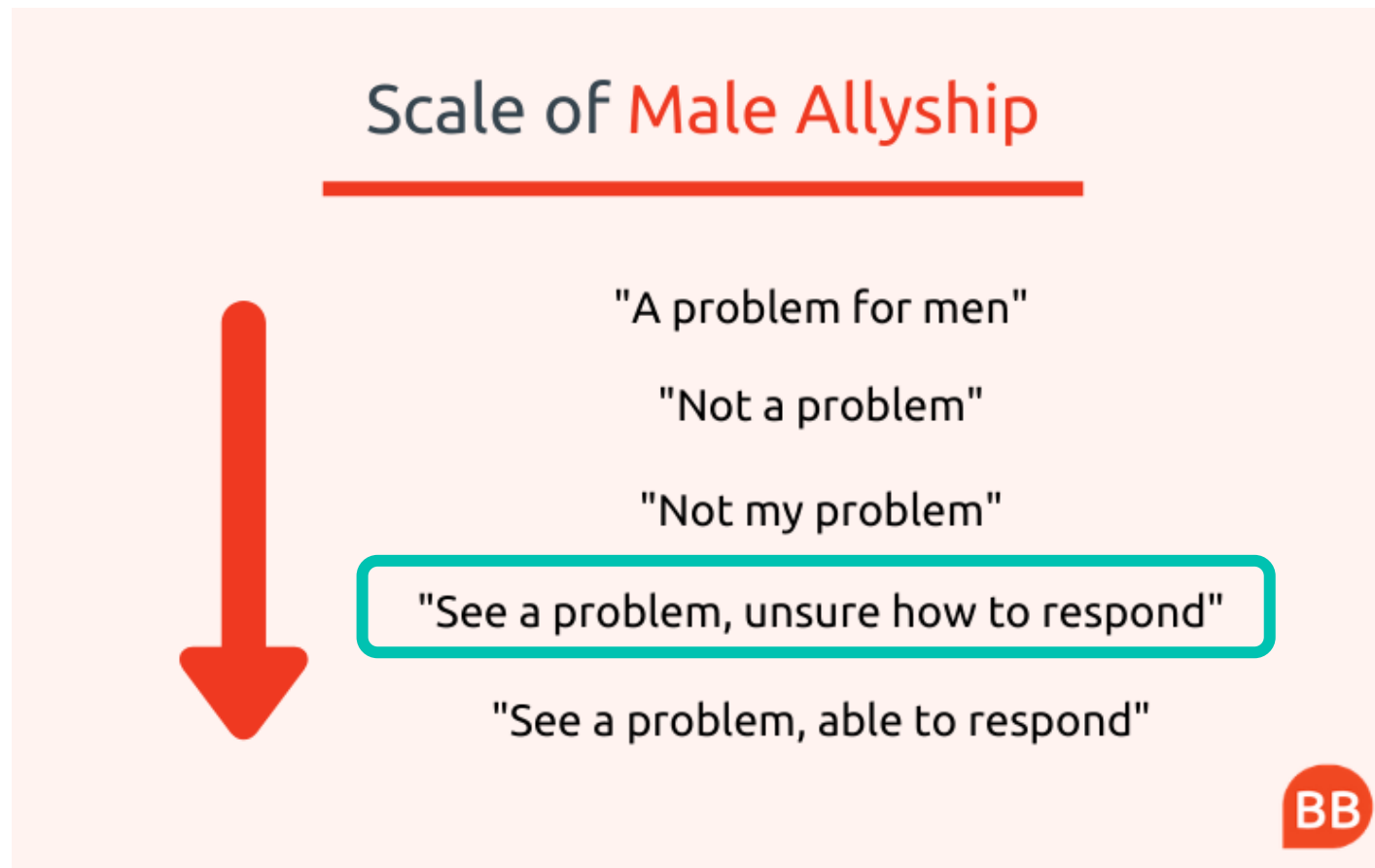
### Informed Action

- Public action
- Sponsorship
- Advocacy that leads to changes in the system and culture

### Allyship is NOT *saving* women

- Taking control reinforces the heroic, masculine stereotype and the status quo
- Allies emphasize *humility* and *gender partnership*

# Phases Of Allyship





# Why Do We Need Allies?



# Why Do We Need Male Allies?

Men hold the majority of positions of power and influence in medicine

- Women and those of a non-binary identity cannot change the status quo alone
- Men are necessary to stimulate and advance change
- Solving gender inequity should not be viewed as a “zero-sum” gain (aka “what we lose, you gain)

**“Gender inequities are not women’s issues; they are leadership issues.”**

- Smith and Johnson



# Women As Allies For Women Of Color Or Non-Binary Individuals

Inequities are *even more profound* for women of color and non-binary individuals

- Women in the majority should not assume their experiences are the same
- Use the same skills we are recommending men as allies



# Practical Tips For Becoming A Personal & Public Ally In The Workplace



# Expand Your (GQ) Gender Intelligence

## Open your eyes to workplace patterns, behaviors, and environment

- Who's in the room? Who is at the table?
- Who appears to be comfortable?
- Who is speaking most? Who is quiet?
- Who is getting interrupted?
- What is the mood in the room?
- Whose input is not being solicited?



# Drop Your Gynophobia

**Gynophobia = Abnormal fear of women which causes men to react in counterproductive ways**

- Don't harass
- Don't ignore women → especially as a leader
- Deliberately initiate conversations and mentoring opportunities



# Ask Women About Their Experiences

It's hard to see where bias and inequity exists when you  
*are not the one experiencing it!*

- Let women know why you are asking → To build your gender awareness
- Listen more than you talk
- Don't interrogate or make excuses



# Ask Women About Their Experiences

*“If there is one thing you wish men who work here were more aware of, what would that be?”*

*“Is there something men could do, stop doing, or do more of?”*



# Validate & Normalize Women's Experiences

Believe and honor her perceptions and experiences

Normalize her experiences and validate prejudice and discrimination

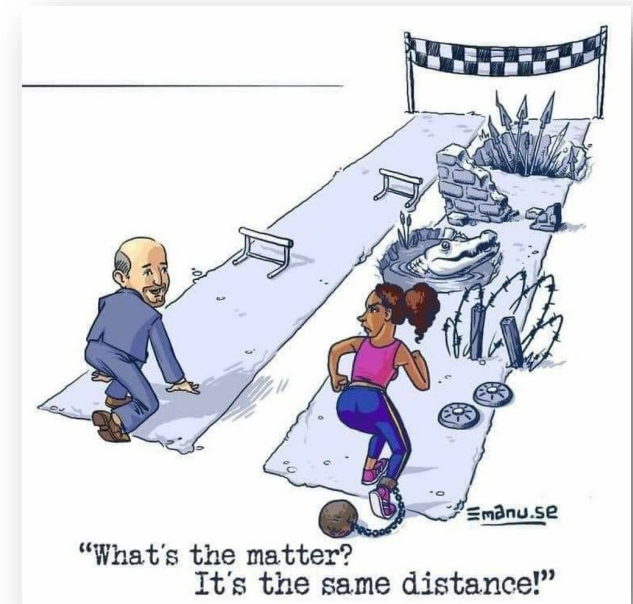
Give her the inside scoop on those that may have toxic personalities

Reframe emotion as passion

# Own & Strategically Use Your Privilege

No matter your role, as a man, you are endowed an invisible cape of privilege conferred by society and male centric workplaces

- Be open-minded and accept/own your privilege
- It's not ABOUT YOU! Allyship should not make you look better
- Use your privilege to stimulate change!
  - Relinquish power
  - Call out inequities (Say “no” to manels)
  - Give up the spotlight



# Identify Sexist Words & Phrases – And Intervene!

## Some examples of language to avoid or call out

### Non-inclusive/patronizing language

- “Hey guys....”
- “Hey girls....”
- “Man-up”

### Discriminatory comments that play on stereotypes and rigid gender roles

- “What she is trying to say is.....”
- “Whoa, I think you are being a bit overly sensitive.”
- “What are you girls gossiping about?”

### Misogyny

- “Wow! Someone’s grouchy! That time of the month, eh?”
- “That’s nice, but I’d like to hear what your (male) colleague/boss has to say about it.”

### Benevolent sexism

- “She’s nice, but not really leadership material.”
- “We’d invite you to join us, but it is at night and you will have find a babysitter.”

# See Something, Say Something!

## Male allies need to be *watchdogs*

**“Two second rule” to avoid  
bystander paralysis**

Shut down sexist humor/gossip/comments with responses like  
“OUCH!”  
“Not cool.”  
“I don’t get it. Can you explain the joke to me?”  
“Actually, that’s a really bad stereotype.”

**When you say something, own it!**  
Yes, it may be hard 😞

**Be strategic about when you confront other men**  
Frame feedback as a growth opportunity

# Just Say NO!!

## Say NO to Manels, Mansplaining, Manspaces, and Manterruptions

### Manels

A non-diverse, all-male conference panel

### Manspaces

Settings, such as meetings, where men assume they'll have a seat at the table, be able to speak up, expect to be heard, aren't interrupted, and expect full credit

### Mansplaining

An explanation by a man, typically to a woman, in a manner that is condescending and patronizing

### Manterruption

When a man interrupts a woman who is speaking, communicating disrespect for her and disregarding her perspective, resulting in an imbalance of in the amount of time men are speaking

# Disrupt Office Housework

## Office Housework

Administrative work (e.g., taking notes, bringing refreshments, planning social events, etc.) that is necessary but undervalued, unlikely to lead to promotion, and disproportionately assigned to women

- Who is doing the office housework in your group/division/department?
- Can it be redistributed to include men too?



# Meeting Mayhem

## Meetings can be precarious for women

Be aware of seating, placement, and screen video use

Employ strategies to ensure women's voices are heard

Interrupt *manterruptions*



Mitigate risks with pre-meeting huddles or debriefs

Call out her expertise

Amplify her voice, comments, and suggestions

Call out when women are given office housework

# Encourage Her To Let Her Talents Shine & Sponsor Her

## Sponsorship

When an individual with power and influence leverages those qualities for the advancement of another, often putting some social capital on the line

- Tout a woman's abilities and achievements when new projects are discussed
- Nominate, nominate, NOMINATE for awards, speaking engagements, positions, etc.
- Introduce women to key player in a professional network



For every nomination request that comes across your desk/email, nominate a woman!!!





# Allyship Starts At Home

## Be a domestic ally

- Help with household tasks (e.g., cleaning, shopping, etc.)
- Do more scheduling of the day-to-day family and kids' events
- Pay attention to your partner's work schedule
- Listen to and check in with your partner

## Take time away from work and leave loudly

- Step away from work for your domestic commitments
- Proclaim *loudly* and *publicly* when you are leaving
  - "I'm taking 6 weeks of paternity leave!"
  - "I don't respond to emails on the weekend."

## Support your partner's career

- Without reservation!
- Create a flexible strategy to maximize both careers

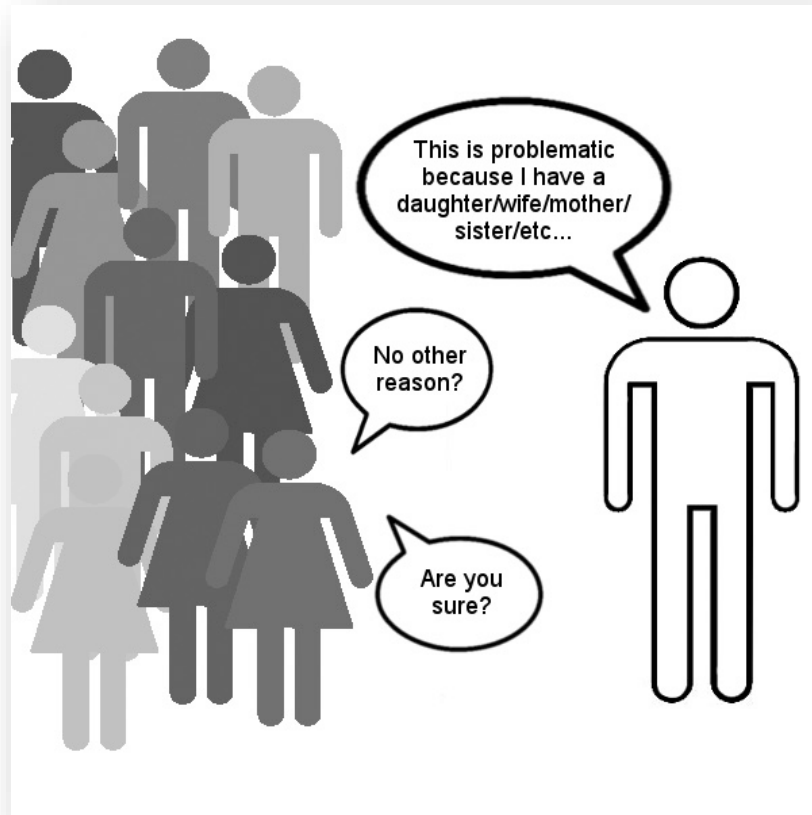
# Missteps Are INEVITABLE

You WILL make mistakes

Maintain a growth mindset and sense of humility

*“If it were easy, we wouldn’t be talking about it. Allyship requires us to enter spaces and conversations that can make us feel uncomfortable and take the occasional misstep.”*

# Missteps To Avoid



- Stepping back when things get uncomfortable or challenging
- Trying to “save” women
- Speaking more than you listen

# Becoming An Advocate For Systemic Change



# Systemic Culture Change



- Leaders → Make allyship part of your brand and become a *systemic change agent*
- Even if you are not in a leadership role, you can help stimulate system change
  - Remember that invisible cape!
- Leaders must hold themselves and their organizations accountable

# Purposefully Use Your Influence

- Use your positional power and influence to call out disparities and sexism
- Role model allyship in all you do
- Admit when you make a mistake
- Walk the walk by showing up at events and initiatives that promote gender equity
  - *Thank you* to all the men here today!



# Transparency

Data on rank, leadership and promotion

Recruitment and position opening

Publicly disclose policies and practices on gender, race, and sexual orientation



Harassment policies and outcomes

Equity initiatives in an organization

Salary

# Show Me The Money!

## Get pay equity right!!!



- Establish transparent hiring and salary criteria from the outset
- If salary is negotiable, state “salary negotiable” in jobs ads so everyone knows
  - Not doing so puts women in an unfair position
- Conduct annual pay equity reviews

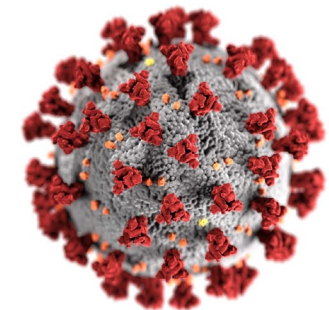
Smith and Johnson. *Good Guys: How Men Can Be Better Allies For Women in the Workplace*. Harvard Business Review Press, 2020





# Support Flexible Work & Leave Policies

- Not just for women! Men and non-binary individuals too!!
- Include leave for more than the birth of a child → lots of other sources of leave!
- Establish exit and re-entry opportunities
- Ensure it doesn't impact promotion/advancement



# Organizational & Leadership Accountability

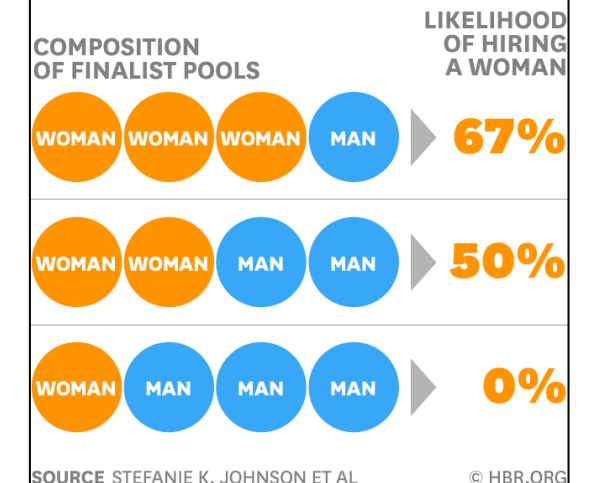
## The MOST powerful factor in change!

- Attach gender and diversity initiatives and metrics to the assessment of leaders
  - Link to salary, bonuses, or advancement as leaders!
- Create policies that ensure representation of women
  - Do not sponsor internal or external events where women do not have equal representation (e.g., do not send employees to conferences that host manels)
  - Mandate representation of women on search and evaluation committees
- Extend diversity and representation to suppliers and customers

### ”Get two in the pool effect”

#### The Relationship Between Finalist Pools and Actual Hiring Decisions

According to one study of 598 finalists for university teaching positions.



# Wrap Up





WHERE DO WE GO  
FROM HERE?

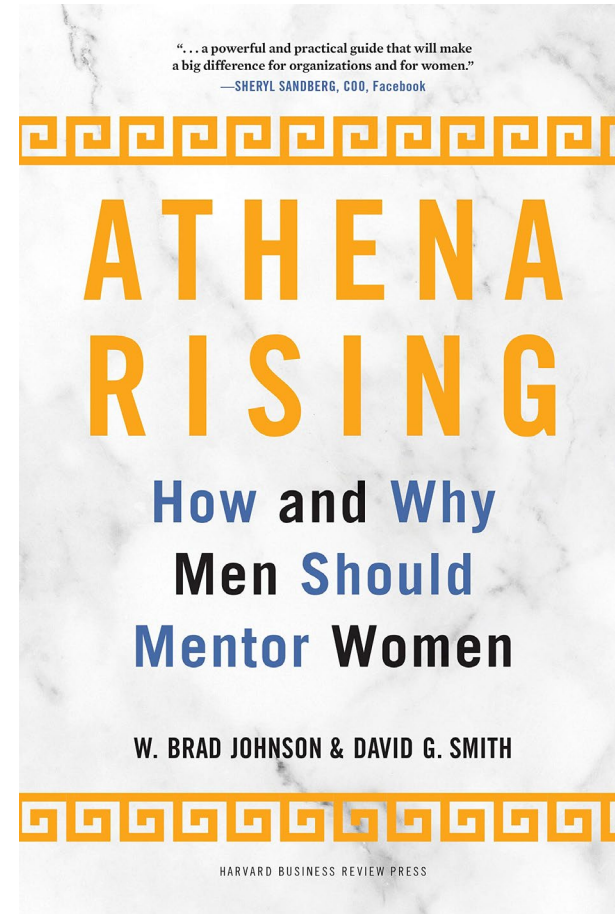
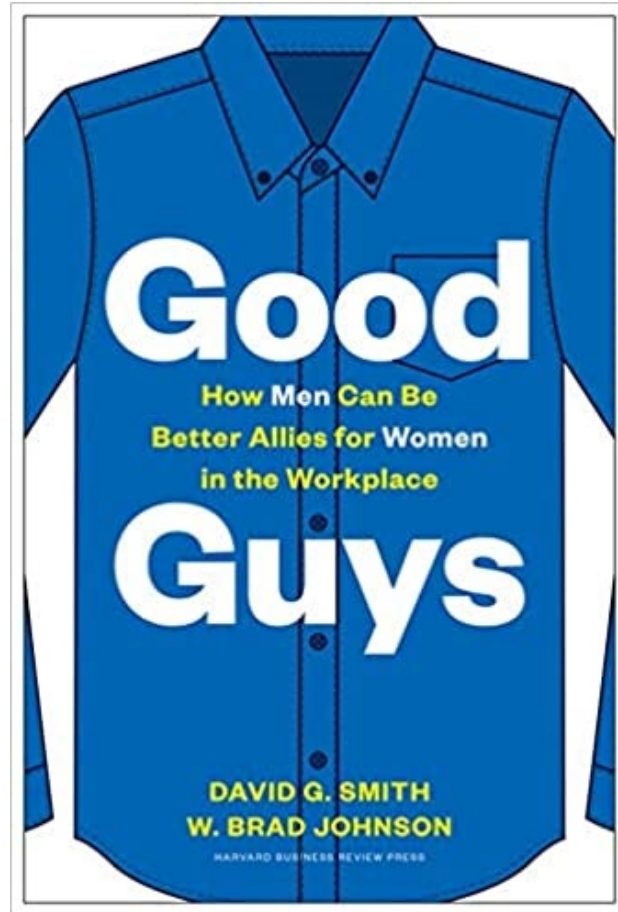
## The Pledge

What is one thing you will do after this talk to be a better ally?

Text that pledge to a your significant other or a colleague you work with



# Great Reference For All Allies!



# Additional References

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