AOA Symposium: Establishing Professionalism as a Priority: Orthopaedic Surgery and the Cultural Movement to Create Safe Work Environments

Moderator: Bill Moutzouros, MD, FAOA
Panelist: Eric W. Carson, MD, FAOA
Panelist: Scott E. Porter, MD, MBA, FACS, FAOA
Panelist: Leesa M. Galatz, MD, FAOA

No commercial support, financial or in-kind, was provided for this activity.
DISCLOSURES

The speakers have no conflicts of interest to disclose related to this presentation.
SPEAKERS

• Moderator
  • Vasilios (Bill) Moutzouros MD - Henry Ford Health System

• Speakers
  • Eric Carson MD – Washington University-St Louis
  • Scott Porter MD – Prisma Health- Greenville, SC
  • Leesa Galatz MD – Mt. Sinai Hospital - NYC
OBJECTIVES

• Describe the progression of cultural change in the professional world in regards to workplace behaviors

• What are the current threats to a safe work environment and how do we create a culture of professionalism in Orthopaedic Surgery?

• What are the potential ‘Minefields’ we need to identify to prevent inappropriate behavior?

• How do we approach incidents of reported harassment and poor behavior in an Orthopaedic Department?

• As a specialty, how do we take the lead to hold our staff members to the highest level of professional standards?
WHY THIS TALK AND WHY NOW?

• The national discourse over the past decade has led to an erosion of professional behavior
• This has been evident in numerous reports and articles that relate to both the social and professional settings
WHAT IS PROFESSIONALISM?

• Professionalism is the commitment to carrying out professional responsibilities and an adherence to ethical principles.

• Hippocratic Oath
Please use the Chat function for questions as we progress

We hope for an open and candid discussion at the end of our presentations
Establishing Professionalism as a Priority: Orthopaedic Surgery and the Cultural Movement to Create a Safe Work Environment

Eric W. Carson, MD  FAOA  FAAOS
Professor of Orthopaedic Surgery
Washington University School of Medicine
Department of Orthopaedic Surgery
Division of Sports Medicine
Disclosures

No Relevant Disclosures or Conflicts of Interest
Professionalism and Creating a Cultural Space Place
X. **Societal Responsibility.** The orthopaedic surgeon has a responsibility not only to the individual patient, to colleagues and orthopaedic surgeons-in-training, but also to society as a whole. Activities that have the purpose of improving the health and well-being of the patient and/or the community in a cost-effective way deserve the interest, support, and participation of the orthopaedic surgeon.
ABOS Professionalism

The American Board of Orthopaedic Surgery’s guidelines on Professional Behavior, Respect, Compassion, and Responsibility are listed below. Professionalism is demonstrated in practice by behaviors that reflect responsibility and accountability for care of patients, including:
1. Behavior and attitude that is respectful, compassionate, honest, and displays integrity in dealing with patients, other professionals, healthcare systems, and payers.

2. Respect and commitment to honoring the rights of patients regarding their medical and surgical care, including shared decisions and the right to privacy.

3. Empathy and compassion in caring for patient and family needs, while maintaining appropriate doctor-patient relationships.

4. Honesty and integrity in communication and interaction with patients, placing the well-being of the patient foremost in disclosing information and recommending treatment.

5. Utilization of appropriate professional standards regarding critique of care received by previous providers. Accepts responsibility for one's own actions. Respects the opinions of others. Provides constructive and objective criticism in the provision of medical care and education.

6. Fulfillment of the obligations of the medical profession contained in the social contract. These include providing care for ill or injured patients regardless of personal characteristics or ability to pay. The skills and abilities of the surgeon must benefit and meet the needs of society.

7. Demonstration of integrity in interactions with other professionals in the medical, legal, and governmental community. Demonstrates honesty in providing expert testimony, consulting, royalty and speaking agreements, media presentations, research, and publications.
Conduct In The Workplace

- Building a Respectful Team
- Fostering a Safe, Healthy Place to Work

CODE OF CONDUCT

“EACH OF US SHOULD BE A CHAMPION FOR INTEGRITY AND SET AN EXAMPLE THROUGH OUR WORDS & ACTIONS.”
Pillars of Medical Professionalism
Professionalism and Creating a Cultural Space Place
Professionalism and Creating a Safe Place: Examples of Disruptive Behaviors

Inappropriate actions/inaction

- Throwing or breaking things
- Refusal to comply with known and generally accepted practice standards such that the refusal inhibits staff or other care providers from delivering quality care
- Use or threat of unwarranted physical force with patients, family members, staff, or other care providers
- Repeated failure to respond to calls or requests for information or persistent lateness in responding to calls for assistance when on-call or expected to be available
- Repeated and unjustified complaints about a colleague
- Not working collaboratively or cooperatively with others
- Creating rigid or inflexible barriers to requests for assistance/cooperation
Professionalism and Creating a Safe Place: Examples of Disruptive Behaviors

- Inappropriate words
  - Profane, disrespectful, insulting, demeaning, or abusive language
  - Shaming others for negative outcomes
  - Demeaning comments or intimidation
  - Inappropriate arguments with patients, family members, staff, or other care providers
  - Rudeness
  - Boundary violations with patients, family members, staff, or other care providers
  - Gratuitous negative comments about another physician’s care
  - Passing severe judgment or censuring colleagues or staff in front of patients, visitors, or other staff
  - Outbursts of anger
  - Behavior that others would describe as bullying
  - Insensitive comments about the patient’s medical condition, appearance, situation
  - Jokes or non-clinical comments about race, ethnicity, religion, sexual orientation, age, physical appearance, or socioeconomic or educational status
Why is Creating a Cultural Safe Space Good?

- Respect for all
- Improved health care / outcomes
- Healthier work environment
- As teachers, we are mentors
- Improved patient satisfaction
Professionalism and Safe Place

• We all possess conscious and unconscious biases
  • Gender conscious professionalism
  • Religious conscious professionalism
  • Ethic conscious professionalism
  • Race conscious professionalism
  • Sexual orientation conscious professionalism

• A need to improve and understand cultural / ethnic competence
• Needs to be a sensitivities towards others
• As leaders and teachers, we need to lead
Professionalism and Creating a Safe Place: Scenario Presentation
Professionalism and Creating a Safe Place: Debrief and Learning points

• Within academic medical center many care for the underserved and minority populations
  • Establishing institutes for innovation, efficiency, address the health care inequities and disparities and strive towards an excellence
  • Opportunities for engagement and mentoring of all in the care of the underserved
  • Such a commitment will pay off in the long run of training residents to be more socially conscious and cultural competency, addressing not only academic medical centers but also in the private sector
Professionalism and Creating a Cultural Space Place

- We as orthopaedic surgeons are leaders and an integral part of the leadership who need to set the tone
- We are mentors to young orthopaedic surgeons who follow each and everyone of our leads, words and actions
Professionalism and Creating a Cultural Space Place

Safe spaces mean everyone moves easily without fear.

—MOHAMMAD, 31, JORDAN
Disclosures

Board Member of the American Board of Orthopaedic Surgery

Majority owner of Just Cause Scrubs, Inc.

Nothing to disclose in terms of conflicts of interest, hidden agendas, or ulterior motives

Views expressed are my own and do not reflect the views of my employer, any board on which I sit, any family members, etc.
This is a symposium on...
Minefield Fatigue
HUH?
I DON'T WANT TO
YOU CAN'T MAKE ME!
OH FOR GODS SAKE

NOT THIS AGAIN
WHY CAN'T I

EVER DO ANYTHING RIGHT?

memegenerator.net
Diversity Fatigue...

Schumpeter

Diversity fatigue

Making the most of workplace diversity requires hard work as well as good intentions
Like it or not...

• Generally speaking, the arguments in favor of diversity are unmistakable
  • Greater diversity of thoughts
  • Lowers the chance of blindspots
  • Deeper relationships along dimensions not possible in a homogeneous environment
  • Etc.

BUT...
Are there any negatives?
Law of Unintended Consequences

- Any intervention in a complex system may or may not have the intended result, but will inevitably create unanticipated and often undesirable outcomes.
- Mainly used as caution against a hubristic approach to life.
Without reflection, we go blindly on our way, creating more unintended consequences, and failing to achieve anything useful.

(Margaret J. Wheatley)
Possible Reflection Point?

ZERO-SUM GAMES
Zero – Sum Game

A game in which the gains of one participant necessarily come at the loss of another

- It is in the interest of either party to prevent the other from achieving their gains (**whether or not either party would admit this out loud!!**)
Identity politics and the perils of zero-sum thinking

Can we overcome the zero-sum game of gender politics?

The Zero-Sum Game of Race and the Familiar Strangeness of President Obama

White People And The Zero-Sum Game Of Racial Politics
# Table of Contents

4 Non-Discrimination Laws Make U.S. States More Innovative  
by Harry Levinson and H色情

9 Why Your Diversity Program May Be Helping Women But Not Minorities (or Vice Versa)  
by Lianna Gonder and Dorothy Otherson

13 How "Neutral" Layoffs Disproportionately Affect Women and Minorities  
by Sara Johnson and David R. Heekin

20 Why Diversity Programs Fail  
by Lianna Gonder and Dorothy Otherson

21 We Just Can't Handle Diversity  
by Lianna Gonder

25 Why Subtle Bias Is So Often Worse Than Blatant Discrimination  
by Sara Johnson and David R. Heekin

43 Getting More Black Women Into the C-Suite  
by Roderick M. Henderson and Tia Minghetti

49 If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired  
by Sara Johnson, David R. Heekin, and Max Thomas

56 The Unintended Consequences of Diversity Statements  
by Niels Tingberg, Katherine Delozier, and Sara Johnson

63 Women and Minorities Are Penalized for Promoting Diversity  
by Sara Johnson and David R. Heekin

68 Why So Many Talented Women Are Leaving Your Company  
by Elizabeth J. Carter

72 The Biases That Perpetuate Racially Diverse Workforces  
by Floor Reink, Katherine W. Phillips, Oliver Hilt, and Robert H. Kozlak

76 LGBT-Inclusive Companies Are Better at 3 Big Things  
by Floor Reink and Robert H. Kozlak

83 The 3 Biases Pushing Women Out of STEM  
by Jean Williams

90 Retaining Women at Your Firm  
by Roderick M. Henderson and Tia Minghetti

94 High-Achieving Women  
by Roderick M. Henderson and Tia Minghetti

103 Help Your Employees Be Themselves at Work  
by Floor Reink and Floor Reink

117 Navigating the Cultural Minefield  
by Floor Reink

124 Who's Got Those Top Jobs?  
by Peter Cappelli, Monika Horner, and Nida Begum

135 Research: Your Firm Probably Isn't an Equal Opportunity Employer  
by Floor Reink and Floor Reink

by Floor Reink and Floor Reink

137 Related Resources
Classic zero-sum game...
Figure 1. Percentage of applicants to U.S. medical schools by sex, academic years 1980-1981 through 2018-2019.

Click on legend item below to add or remove a line from the report.

Female  Male

Note: Figure excludes applicants who did not report sex.

Source: AAMC Applicant Matriculant Data File as of March 21, 2019.
Not arguing...

Not arguing that life shouldn’t be this way or the other
Not arguing about whether or not anyone’s actions are justified
Not arguing about which minority status or diversity dimension should be in which curve
Not arguing about the reasons for the curves
Etc...

What I am arguing is that an unintended consequence may be...
Minefield Fatigue...
If I had one wish... it would be for just one day, I could say everything that comes to my mind without the consequences..... oh the fun.

someecards user card
Would these two couples say the same thing?

Would society view identical statements from these two groups...identically?

If something was spoken out of ignorance (but from the heart) would the consequences be the same for these couples?
No debate here...

But the reality is this...

Minefield fatigue is real...
Regardless of our desire to belittle it, publicly shame it, vilify it, wish it away, boycott it, cancel it, etc...
Without reflection, we go blindly on our way, creating more unintended consequences, and failing to achieve anything useful.

(Margaret J. Wheatley)
Takeaways?
Black GOP Senator Talks About Being Pulled Over By Police 7 Times In One Year

"This is a situation that happens all across the country," Tim Scott said, "whether we want to recognize it or not."

By Louis Brehé-López

---

Report finds $23 billion racial funding gap for schools

Overseaswealth-rich school districts accrued key billions more than poor school districts in state and local funding in 2015, despite serving roughly the same number of students, a new report finds.

By Louis Brehé-López

---

"I AM AN AFRICAN AMERICAN WOMAN"

"I AM A FUTURE DOCTOR"

"I AM A FUTURE CORPORATE FINANCER"

"I AM A BROTHER"

---

"WHITE IS PURITY"
Relax, kiddo. There's no boogeyman under your bed!
I’m afraid that there is a certain class of race problem solvers who don’t want the patient to get well.
overplay one's hand

someone’s over confidence in his/her ability or position will spoil his/her chance of success.
San Francisco teacher says Bernie Sanders' mittens epitomized White 'male privilege'

High school teacher said her students could sense Sanders' 'white privilege'
History and guilt

Can America face up to the terrible reality of slavery in the way that Germany has faced up to the Holocaust?
“People say I can’t imagine what you’re going through. But they need to imagine. That’s the point. They need to imagine.”

-Jane Dougherty
“...the problem is that healthy debate appears to be dead. Or, at best, on life support in a hospice bed providing infected bed sores rather than rational thought.”

- David Himmel
How a Leader Approaches Workplace Behavior Issues

Leesa M. Galatz, MD
Mount Sinai Professor of Orthopedics
Leni and Peter May Department of Orthopedic Surgery
Icahn School of Medicine
Mount Sinai Health System
New York, NY
COI Disclosure Information

Leesa M. Galatz, MD

Research Support- National Institute of Health

Medacta-Consultant, Royalties
Difficult Conversations

Silence
Nervous
Emotional Avoidance
Thinking Political
Complicated Irrelevant
Uncomfortable Vulnerable
Necessary Opportunity
Respectful Cancerous
Trigger speech Respect
Responsible Language
Racism Tension
Sensibility

This Photo by Unknown Author is licensed under CC BY-SA
In a Hurry

Patient with an effusion

Pain

Family member
employee
Hostile Communication
It’s not my fault
Burnout

- Emotional exhaustion
- Depersonalization
- Professional accomplishment

Leesa M. Galatz, MD
Handle work place behaviors

Get a hold of yourself
Stop
Think
Don’t react
Handle work place behaviors

Never answer an email if you feel any emotion other than pure joy

Leesa Galatz’ foremost rule of leadership

Personal Law

Electronic communication- by nature- a landmine
Gather information

- Before you react
- No taking sides
- No judgement
- Just information
- 2 sides to every story
Person to Person

- Covid aside
- Body language, facial expressions, other nuances
- You have to see and feel that
The Conversation

• I don’t know how to tell you this, so I’m just going to tell you this....

  • Honesty
  • Transparency
  • No agenda
  • Compassion- see this person as a person
    – High functioning
    – Highly intelligent

Without trust, there’s no reason to continue.
When you talk, you are only repeating what you already know. But if you listen, you may learn something new.

- Dalai Lama
Make it clear, what do I want

• I want you to stop yelling
• Frame the problem
  – I don’t think you purposely trying to make them feel bad, but they feel bullied when you yell.
  – Our quality metrics are reviewed carefully… I want you to get a second opinion… get an assistant
  – Patient safety- depersonalization
Turn it around…
Candid question

- My problem

- Dr X, Nurse Y calls every other week, with concerns about complaints about you from her staff. What should I tell her next week when she calls?
Turn it around…
Candid question

• My problem
• Dr X, Nurse Y calls every other week, with concerns about complaints about you from her staff. What should I tell her next week when she calls?

• GET COMFORTABLE WITH THE UNCOMFORTABLE SILENCE
Turn it around…
Candid question

• My problem
• Dr X, Nurse Y calls every other week, with concerns about complaints about you from her staff. What should I tell her next week when she calls?
  • GET COMFORTABLE WITH THE UNCOMFORTABLE SILENCE
  • LET THAT CANDID QUESTION HANG IN THE AIR
Turn it around…

Candid question

• My problem

• Dr X, Nurse Y calls every other week, with concerns about complaints about you from her staff. What should I tell her next week when she calls?

  • GET COMFORTABLE WITH THE UNCOMFORTABLE SILENCE
  • LET THAT CANDID QUESTION HANG IN THE AIR
  • SOMEONE WILL SQUIRM-NOT YOU
So what's it like on the other side?
Reportable Sanctions

- Anything that limits practice
  - Indications review
  - Not allowed to do certain procedures
  - Remove privileges
  - Reported to board
  - Suspended

- Dangerous road
Summary

- Pause and control
- Fact finding-gather information
- Listen, listen, listen
- Plan resolution
  - What do I need?
- Communication-honest, transparent, fair
- Follow up
- Reportable sanctions

Let’s put it all together!
Thank you
Questions & Answer Session

Please use the Q&A button at the bottom of your screen to submit questions to our presenters. Please note, you do have the option to submit questions anonymously.

No commercial support, financial or in-kind, was provided for this activity.