



HARVARD
MEDICAL SCHOOL



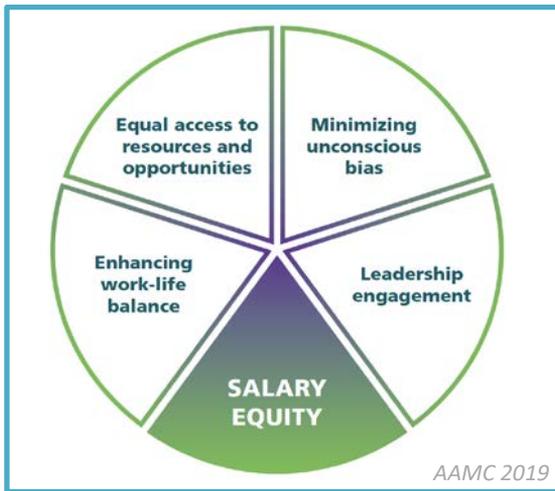
The Joint
Committee
on the Status
of Women



HARVARD
School of Dental Medicine

Professional Equity Committee Spring Symposium

Mind the Gap: Pay Equity in Academic Medicine



March 9, 2020

12:00 pm—2:00 pm

Harvard Medical School
25 Shattuck St. Boston, MA
Gordon Hall
Waterhouse room

The Panel discussion to focus on the current trends in equity analysis, developing framework for addressing equity, underlying issues and how to improve upon best practices. Harvard Community and affiliates are welcome to attend. Event will be livestreamed. See website for more information: <https://jcsw.hms.harvard.edu>

EVENT SCHEDULE

Welcome remarks 12:00

JCSW Professional Equity Committee Co-Chairs:
Robin Lindsay, MD and Carolyn Hoban, ScD

Building a Framework for Professional Equity

Panel Discussion 12:30

Moderators: Robin Lindsay, MD
Carolyn Hoban, ScD

Invited Speakers:

Robert Bordone, JD. Cofounder of the Harvard Law
School/Negotiation and Mediation Clinical Program

Honorable Nancy Gertner, JD. Federal Judge (ret), Harvard
Law School

James L. Heffernan, SVP and Treasurer, Massachusetts
General Physicians Organization

Audience Q & A 1:00

Closing Remarks

Adjourn to Networking Reception
Waterhouse Room 2:00



Robert Bordone, JD

*Senior Fellow, Harvard Law School;
Visiting Clinical Professor of Conflict
Transformation, Boston
University's School of Theology;
Founder of the Harvard Law School
Negotiation and Mediation Clinical
Program*

An internationally-recognized expert on consensus-building, dialogue, and facilitation, Bob Bordone has taught numerous executives, government leaders, healthcare professionals, and diplomats over the last two decades and is the author of many publications on these topics. His research interests include developing and testing methods of effective public dialogue on issues that cut to the core of identity, meaning, belonging, and belief.



Honorable Nancy Gertner
*Judge, US District of Mass.
(Ret). Senior Lecturer, Harvard
Law School*

Nancy Gertner is a former U.S. federal judge who built her career around standing up for women's rights, civil liberties and justice for all. Named one of "The Most Influential Lawyers of the Past 25 Years" by Massachusetts Lawyers Weekly. She has published widely on sentencing, discrimination, and forensic evidence; women's rights; and the jury system. Her autobiography, *"In Defense of Women: Memoirs of an Unrepentant Advocate,"* was published in 2011. Gertner has received countless awards, including the ABA's Thurgood Marshall Award, which recognizes outstanding contributions in the legal profession to the advancement of civil rights and civil liberties in the United States.



James L. Heffernan, FHFMA, MBA
*Senior Vice President Corporate
Development and Treasurer,
Massachusetts General Physicians
Organization (MGPO)*

From 1995-2019, Jim held the role of CFO of the MGPO with 2,800 participating physicians, more than 4,000 employees, and \$1.2B of operating revenue. As CFO, Jim led the MGPO's revenue cycle, physician payment & analysis, budgeting & financial forecasting, business intelligence, compliance and business transformation, and the Professional Billing Office. Jim has participated in research and papers on health care operations, administrative burden, burnout, engagement, and equity and is a regular speaker on health care locally and nationally. Jim currently sits on the boards of the MGPO; National Healthcare Financial Management Association; Wentworth Douglass Hospital; board treasurer, Jane Doe Inc.; and board chair, CodaMetrix.

With Special Acknowledgement:

Robin Antonellis, VP of Human Resources, Dana-Farber Cancer Institute (DFCI)-for her guidance and valuable insights.

JCSW Subcommittee members who participated in the collaborative learning workshop to discuss interests and priorities for the symposium.

Mass Equal Pay Act “MEPA”
An Act to Establish Pay Equity

On July 1, 2018, an updated equal pay law went into effect in Massachusetts. This new law provides clarity on what is unlawful wage discrimination and adds new protections to ensure make workplaces more fair and equal. The new law, [An Act to Establish Pay Equity](#), updates the [Massachusetts Equal Pay Act \(MEPA\)](#).

The goal of the Massachusetts law is to reduce pay differences for men and women doing comparable work - **Equal Pay for Comparable Work**. The law broadens the definition of “comparable work” to “work that is substantially similar in that it requires substantially similar skill, effort and responsibility and is performed under similar working conditions; provided, however, that a job title or job description alone shall not determine comparability.”

Employer cannot pay women and men differently for performing comparable work. Possible exceptions include:

1. A bona fide merit-based criterion
2. Seniority (provided that parental and pregnancy-related leave do not reduce seniority)
3. Productivity (quality or quantity of production or sales)
4. Geographic location
5. Education, training or experience (to the extent such factors are reasonably related to the particular job in question and consistent with business necessity)
6. Frequency of travel (if the travel is a regular and necessary condition of the particular job)

Other key features of the law include a ban on asking for salary histories, expanded remedies available to pay discrimination victims, and incentives to employers to audit their own pay practices to look for (and correct) pay disparities.

- **2018: MA Equal Pay Act (MEPA) enacted into MA law;**
<https://www.mass.gov/service-details/introduction-to-the-basics-of-the-massachusetts-equal-pay-act>

Association of American Medical Colleges (AAMC 2019 report)



“Promising Practices for Understanding and Addressing Salary Equity at U.S. Medical Schools”

https://store.aamc.org/downloadable/download/sample/sample_id/278/

Glossary

Equity

Refers to the state of having unbiased systems and processes that allocate resources

Equality

Refers to the state of people experiencing equal access to resources, compensation and otherwise.

“substantially similar” definition

The new pay equity law now mandates equal pay among employees who perform “substantially similar” work, when considering skill, effort, responsibility, and working conditions. Employers cannot rely on comparisons among those who share the same title to ensure pay equity. The analysis must encompass the wage rates among employees who hold “substantially similar,” role or classes of jobs, rather than individual positions.



Members of the Professional Equity Symposium Planning Group

Carolyn Hoban, ScD*	MGH Cancer Center
Robin Lindsay, MD*	Mass Eye and Ear Institute
Elisabetta del Ray, PhD	Harvard Medical School (Psychiatry)
Mary R. Loeken, PhD	Joslin Diabetes Center
Maria Mody, PhD	MGH Martinos Center (Radiology)
Jo M. Solet, MD, EdM, PhD	Cambridge Health Alliance (Medicine)
Cheryl D. Vaughn, PhD, EdM	Harvard Medical School

***JCSW Professional Equity Committee Co-Chairs**

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<http://jcsw.hms.harvard.edu/professional-equity>

Full speaker bios and additional resources are available on the JCSW website: <http://jcsw.hms.harvard.edu>