



#HeForShe:

Recruiting Men in the Fight for Gender Equity

Stephanie K. Mueller, MD, MPH (@DrStephMueller)

Michael S. Sinha, MD, JD, MPH (@DrSinhaEsq)

The slide features a decorative border composed of a repeating geometric pattern of blue triangles and white lines, forming a frame around the central text.

Acknowledgements:

Dr. Julie Silver, Dr. Vinny Arora, Dr. Elizabeth Harry, Dr. Anna Donovan, Dr. Emily Mallin, Dr. Elizabeth Eden, Dr. Fatima Cody Stanford, Dr. Kathy Hughes, Dr. Heather Logghe, Dr. Susan Hingle, Dr. Julie Ann Sosa, Dr. Sareh Parangi, Dr. Susan Pories

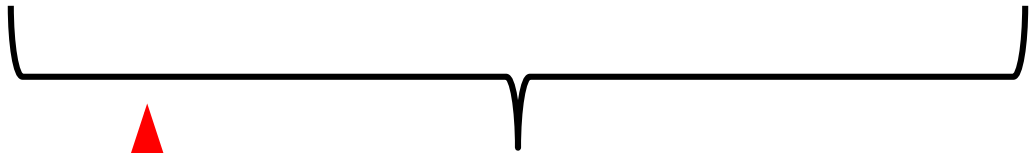
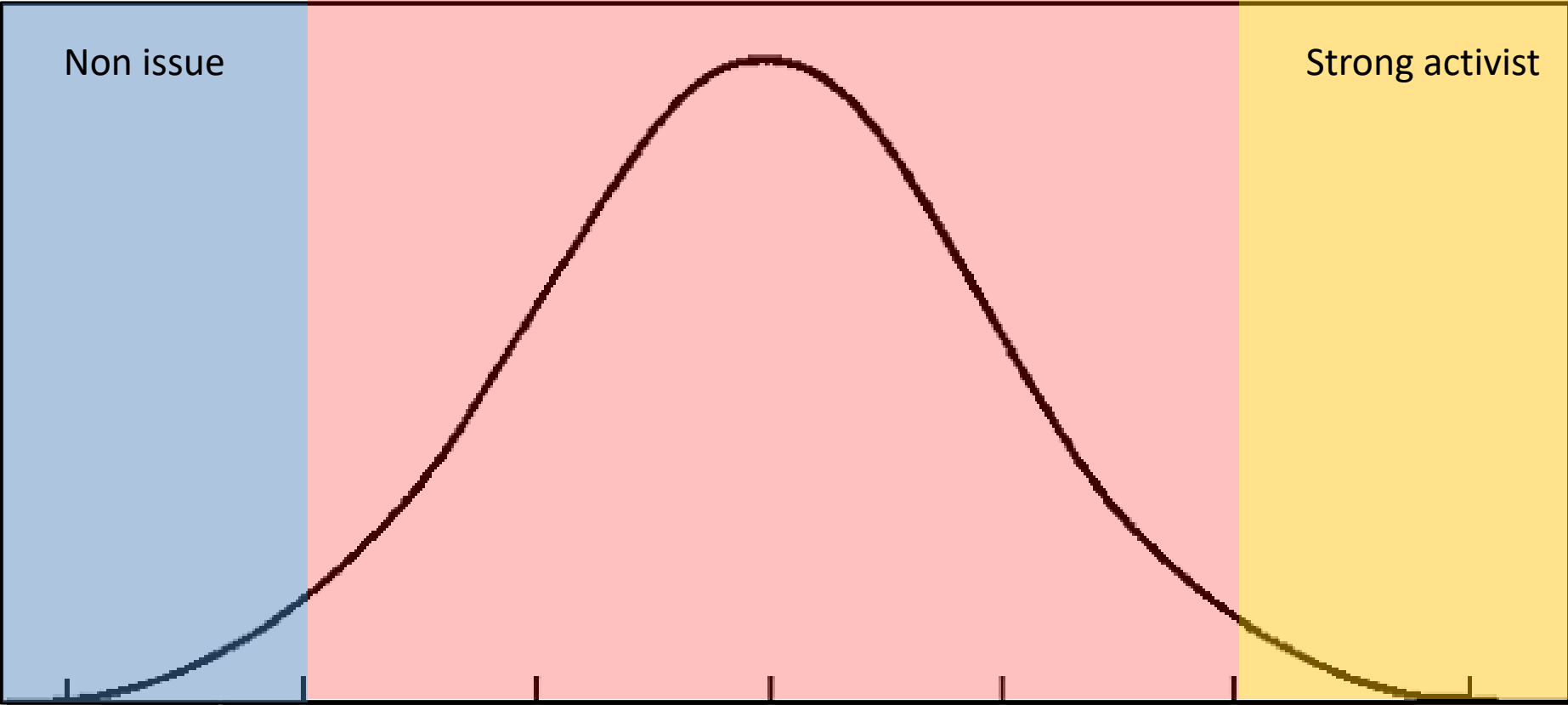
WHY ARE WE HERE?



ECHO

CHAMBER





Want to help but don't know how

Top 10 List

1	Listen and learn from women's experiences
2	Recognize gender differences in communication
3	Call out inappropriate behavior when it occurs
4	Mentor, sponsor, and connect women
5	Nominate women for awards
6	Put women on editorial boards
7	Promote women to leadership positions
8	Provide equal pay for equal work
9	Share salary data and negotiation strategy
10	Say no to the all-male panel ("manel")!

Adapted from Top 10 list by Dr. Michael Sinha, presented at the Massachusetts Medical Society, October 2018.

1

LISTEN AND LEARN FROM WOMEN'S EXPERIENCES





1

LISTEN AND LEARN FROM WOMEN'S EXPERIENCES

DAILY SHOUTS

PROPOSAL: MEN LISTEN TO WOMEN FOR FIVE SECONDS BEFORE OPTING TO SKIP AHEAD

By Ginny Hogan December 8, 2018

Objective: We'd like to increase the duration for which men listen to women. Jumping on the success of YouTube's ad model, we will require men to listen to women speak for at least five seconds before they skip ahead to content featuring other men, themselves, or animals. After five seconds, if the woman has failed to make an impression, the man is perfectly within his rights to interrupt her. We are even offering a Skip Woman button to make this process smoother.

1 LISTEN AND LEARN FROM WOMEN'S EXPERIENCES

Ways to actually listen and learn:

- Be in the room when these conversations happen
 - Attend lectures and conferences on gender equity
 - Be uncomfortable as one of few men in the room
 - Better yet, recruit male colleagues to be uncomfortable with you!
- Be present – use active listening skills
- Turn off your natural defense mechanisms
- Bite your tongue – NO “maninterrupting” or “mansplaining”
- Yes, we know... #NotAllMen
- Take time to reflect on what you’ve heard; change your behavior if warranted

2

APPRECIATING GENDER DIFFERENCES IN COMMUNICATION



Close your eyes.

Think of the last meeting you were in at work.

Who spoke more? In what tones?



Stereotypically Female Traits

Avoid seeming presumptuous/arrogant → disclaimers

- “I don’t know if this will work, but. . .”
- “You’ve probably already thought about this. . .”
- “This may be a silly question, but. . .”

(How often do you apologize without thinking about it?)

Trying not to take up time

- Study of university faculty meetings
- Without exception, men spoke longer
- Women: 3-10 seconds; Men: 11-17 seconds
- Longest woman’s turn < shortest man’s turn





Stereotypically Female Traits



Speaking at a lower volume

Self deprecating

- “Please excuse this talk not being better, my son was sick all weekend and I had to finish it last minute . . .”

Tentative

- “If it’s ok with everyone, I’d like to move onto the next meeting agenda item please”

When dissenting, adopt a conciliatory tone

- “I think we need to change the clinic schedule but I know everyone may not agree with me, so it’s also ok to leave it.”

Gender- Influenced Communication Styles

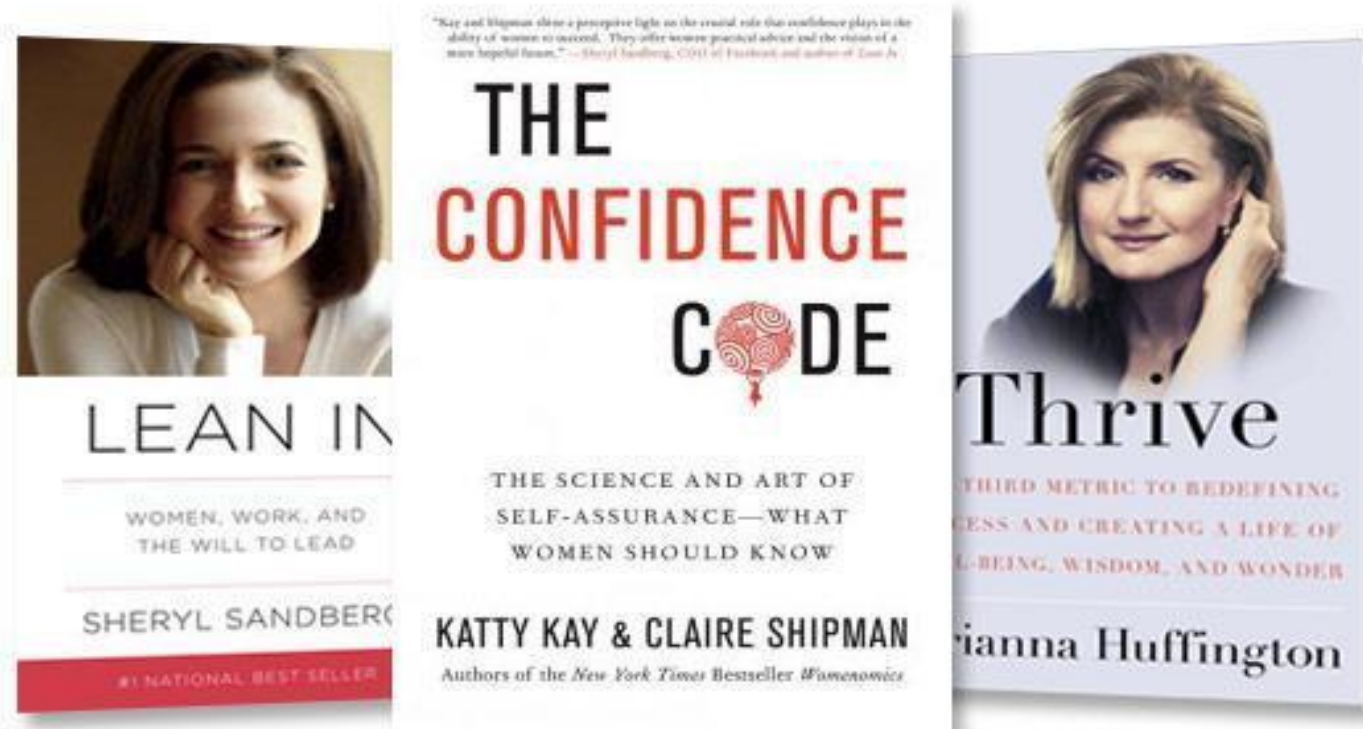


Based on research from 1970s and 1980s, women's styles were different than men and could be "fixed"



The Popular Solution

Align with the established norms and “fix” female influenced communication styles



Why?

**Think back to another meeting where a woman was
more outspoken, more assertive.**

How did you perceive her?

How did others?

*Regardless of your natural communication style,
communication is PERCEIVED differently*

Communal, affiliative

Wimpy
Incompetent



Agentic, dominant

Bossy
Aggressive

Likeable
Open

Confident
Assertive

The female gender role is based on the stereotype that women are nice and kind and compassionate...

In a leadership role, one is expected to take charge, demonstrate toughness... be assertive...



“The Double Bind”: Too shrill or too sweet



**So what do
we do?**

1. Recognize these differences *AND* how we may perceive them

Second guess yourself if you find a female colleague's communication style (verbal, written, etc.) "off-putting", overly aggressive, overly self-promoting, etc.



OVERCOMING

UNCONSCIOUS BIAS

3. Amplify the voices of your female colleagues



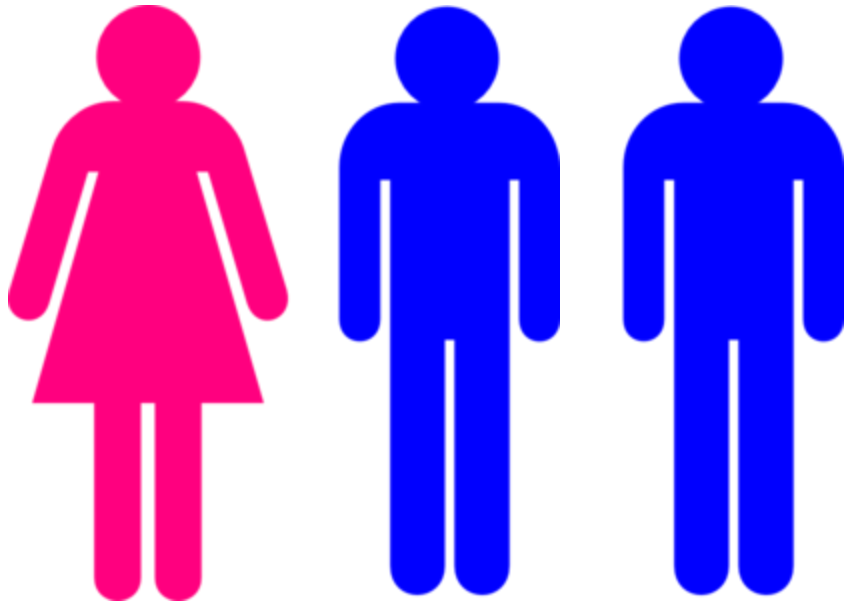
The clever strategy Obama's women staffers came up with to make sure they were being heard

BY WITW STAFF 09.14.16

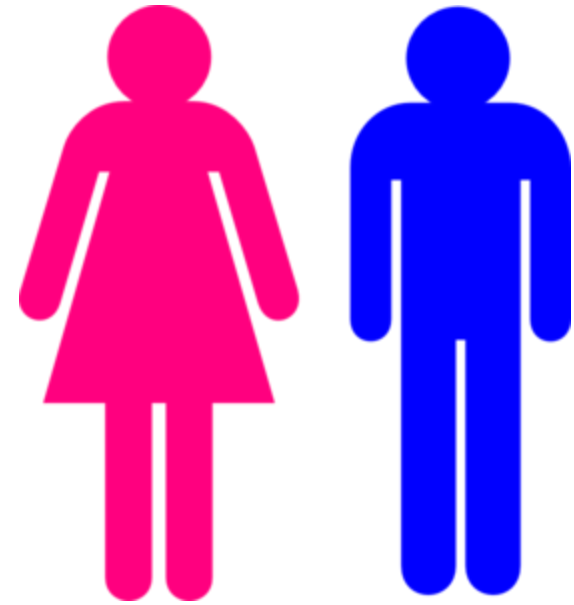
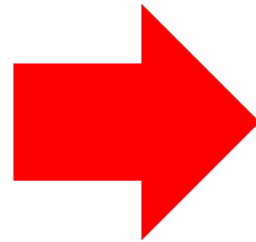


Washington Post, Juliet Eilperin, Sept 13, 2016

Top White House Aides



1st Term



2nd Term

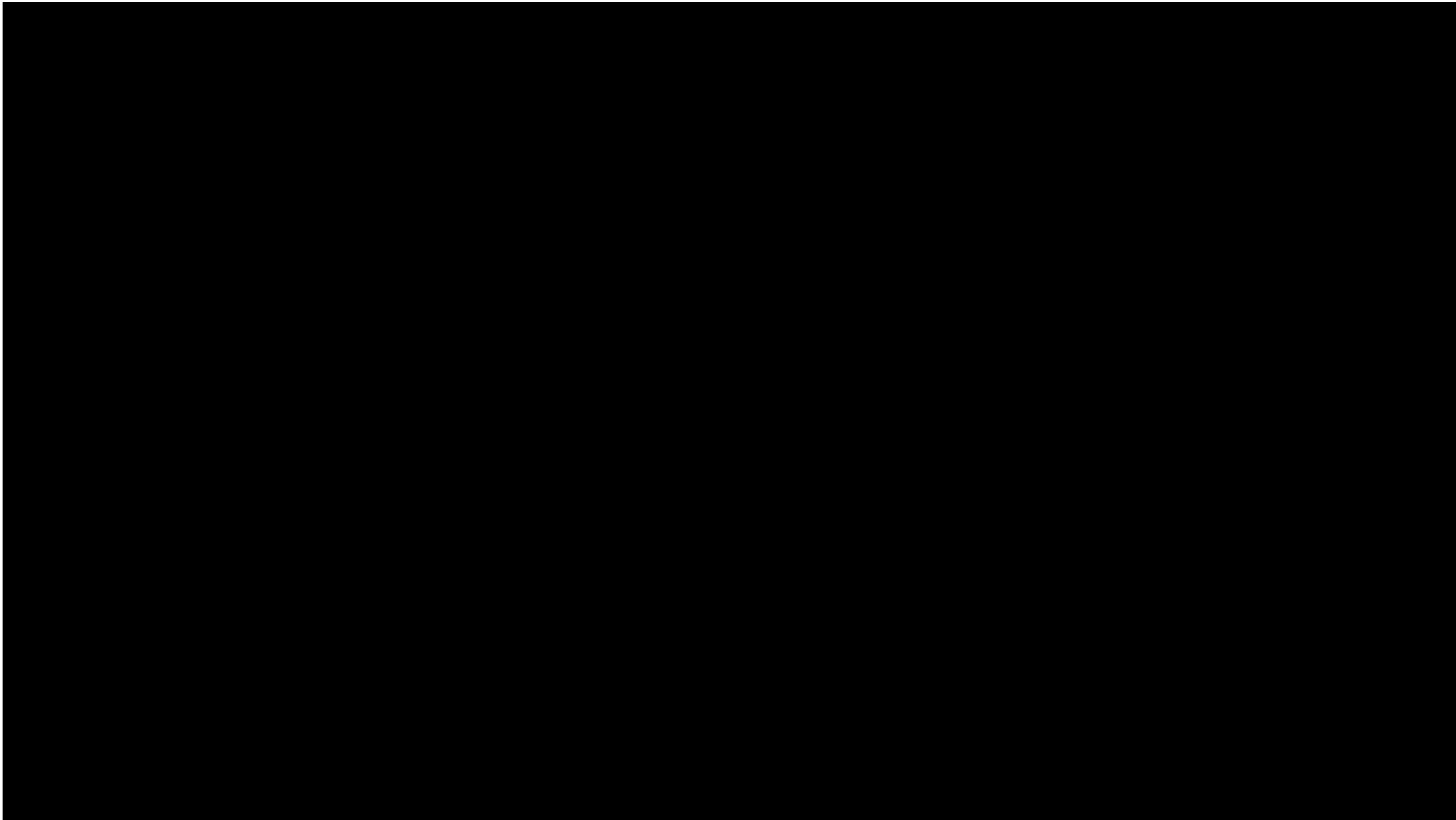


“Call out” to ensure correct credit to correct person:

“John, I believe Sarah gave us this idea earlier. Sarah, great idea, can you tell us more what you were thinking?”

3 CALL OUT INAPPROPRIATE BEHAVIOR WHEN YOU SEE IT







TIME'STM = UP HEALTHCARE

1. We are committed to preventing sexual harassment and gender inequity and protecting and aiding those who are targets of harassment and discrimination;
2. We believe every employee should have equitable opportunity, support, and compensation.
3. We cannot address a problem without understanding its scope and impact. We will measure and track sexual harassment and gender-based inequities occurring in our institution.

Instagram: [@TIMESUPHC](#) Twitter:

[@TIMESUPHC](#) Facebook: [@TIMESUPHC](#)



3 CALL OUT INAPPROPRIATE BEHAVIOR WHEN YOU SEE IT

JCSW Meeting: "Bystander Training" with Rachel DiBella, MSW, LICSW

Date: Tuesday, May 7, 2019, 11:45am to 2:00pm

Location: Gordon Hall Waterhouse Room

4 MENTOR, SPONSOR, AND CONNECT WOMEN





Mentorship versus Sponsorship

Mentors Advise

- Navigate career development
- Build confidence
- Provide tips/strategies

versus

Sponsors Act

- Connect to career opportunities
- Publicly endorse
- Use political capital

WOMEN NEED SPONSORSHIP

Data from Harvard Business Review

CAREER PLANNING

Why Men Still Get More Promotions Than Women

by Herminia Ibarra, Nancy M. Carter, and Christine Silva

FROM THE SEPTEMBER 2010 ISSUE

SPONSORSHIP MATTERS

- **Sponsorship:** “(the sponsor) uses his or her influence with senior executives to advocate for the mentee”
- “high-potential women are **overmentored** and **undersponsored** relative to their male peers—and they are **not advancing in their organizations**”

A woman with long blonde hair, wearing a light-colored turtleneck sweater, is holding a white rectangular sign with both hands. Her fingernails are painted red, and she is wearing a silver ring on her left hand. The sign has the text "#METOO" written in a bold, dark blue, hand-drawn font. The background is a dark, solid color.

#METOO

With progress comes backlash....

The NEW ENGLAND JOURNAL of MEDICINE

MEDICINE AND SOCIETY

Debra Malina, Ph.D., *Editor*

**Men's Fear of Mentoring in the #MeToo Era
— What's at Stake for Academic Medicine?**

Sophie Soklaridis, Ph.D., Catherine Zahn, M.D.C.M., Ayelet Kuper, M.D., D.Phil.,
Deborah Gillis, M.A., Valerie H. Taylor, M.D., Ph.D., and Cynthia Whitehead, M.D., Ph.D.

MENTORSHIP, SPONSORSHIP, & #METOO

SurveyMonkey online poll conducted January 23–25, 2018, among 2,950 employed nationally.



MEN ARE NERVOUS

- “ 1/2 of male managers are uncomfortable participating in a common activities with a woman: mentoring, working alone, or socializing together.”
- “30% of male managers are uncomfortable working alone with a woman- double prior rates”
- “Basically, #MeToo has become a risk-management issue for men,” said Laura Liswood, secretary general of the Council of Women World Leaders



How do we solve this?



Harvard Business Review

GENDER

Mentoring Women Is Not About Trying to “Rescue” Them

by [W. Brad Johnson](#) and [David G. Smith](#)

MARCH 14, 2018

HIGH-IMPACT RECIPROCAL MENTORSHIP



• HUMILITY

- recognize that your own vulnerability and imperfection serves as an empowering model, , levels the playing field, and opens the door to building their own empathy and wisdom
- check ego at the door
- demonstrate transparency
- express curiosity

Harvard Business Review

Advice for Men Who Are Nervous About Mentoring Women

by *Wendy Murphy*

MARCH 15, 2019

1. Intentionally seek out women mentees

Be aware of “homophily” (we are naturally drawn to people like us)

1. Intentionally seek out women mentees

Be aware of “homophily” (we are naturally drawn to people like us)

2. Be transparent in your developmental practices

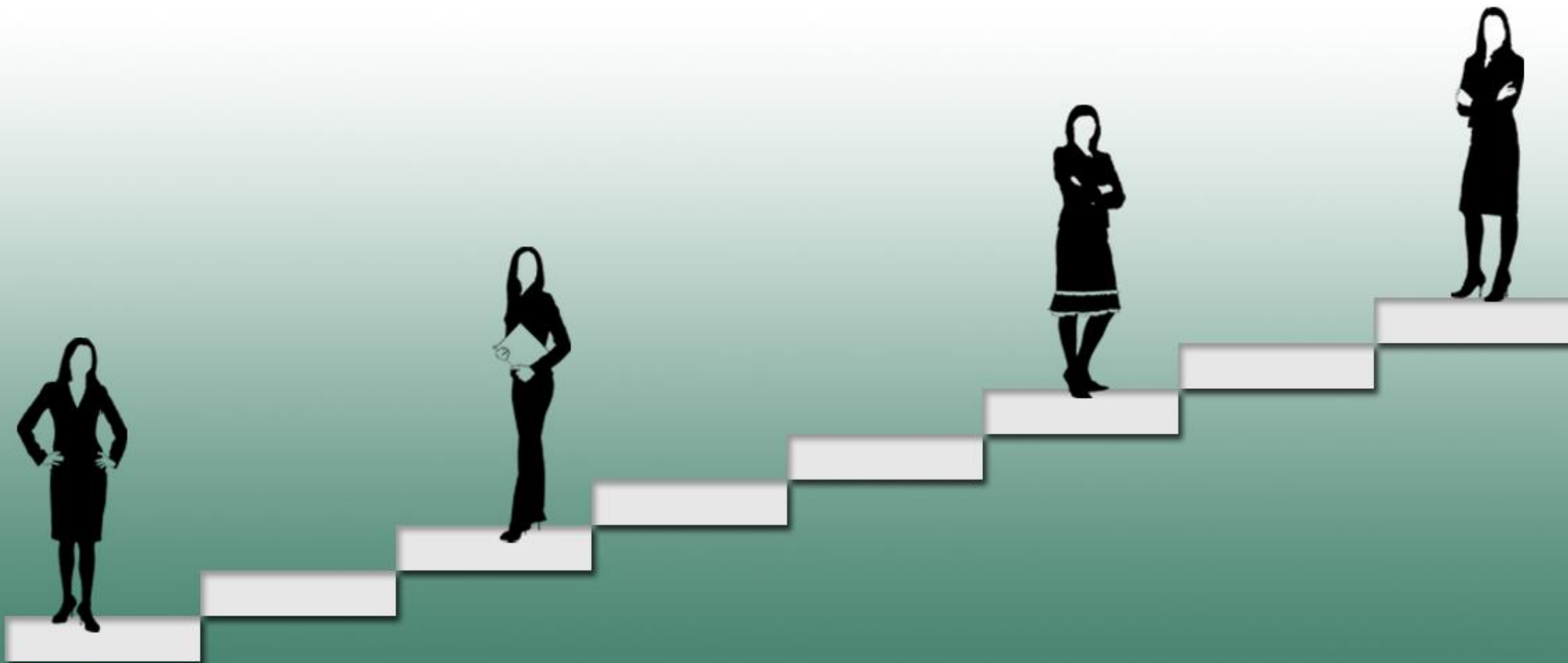
*Reflect on timing/context of mentorship
Be consistent across genders*

1. Intentionally seek out women mentees	<i>Be aware of “homophily” (we are naturally drawn to people like us)</i>
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3. Listen with empathy/ask good questions	<i>Cognitive and emotional, identify your own discomfort</i>

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4. Acknowledge gender issues exist	<i>Ask how gender has impacted her career, experiences in the workforce Ask about opportunities for improvement</i>

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4. Acknowledge gender issues exist	<i>Ask how gender has impacted her career, experiences in the workforce Ask about opportunities for improvement</i>
5. Actively sponsor + connect women to other sponsors	<i>Use your political capital Sponsor for “stretch assignments”</i>

- 5 NOMINATE WOMEN FOR AWARDS
- 6 PUT WOMEN ON JOURNAL EDITORIAL BOARDS
- 7 PROMOTE WOMEN TO LEADERSHIP POSITIONS



Awards of Excellence Awardees

- RSNA (Radiology)
 - “Gold Medalists” → 14/196 (7%)
- SHM (Hospitalist):
 - Clinical Excellence → 5/15 (36%)
 - Excellence in Teaching → 2/14 (14%)
 - Outstanding Service → 2/14 (14%)
 - Excellence in Research → 2/14 (14%)



WOMEN IN RESEARCH

Nature:

- 14% peer reviewers
- 18% profiled researchers

Among 69 Dental journals:

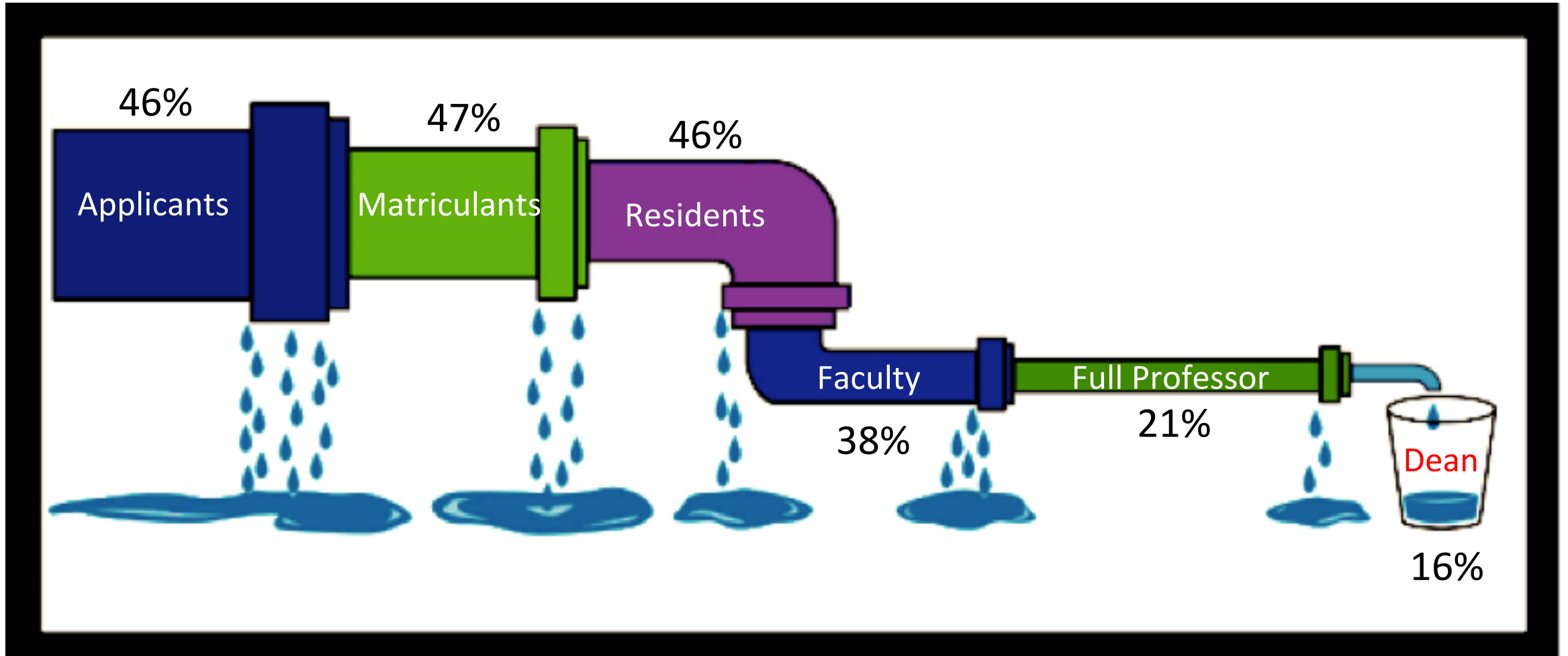
- 14.8% editorial board members

Obstetrics & Gynecology:


- 34% editorial board members



Leaky Pipeline to Academic Leadership



Plenty of moustaches but not enough women: cross sectional study of medical leaders

 OPEN ACCESS

Mackenzie R Wehner *resident physician*¹, Kevin T Nead *resident physician*², Katerina Linos *professor of law*³, Eleni Linos *assistant professor*⁴



19%



13%

Top 50 NIH funded medical schools in US:
Clinical Department Leaders (Chair/Chief)



- Nominate women for awards
- Appoint women to award committees
- Encourage women to submit research
- Appoint women (or sponsor them) to editorial boards
- Appoint women (or sponsor them) to leadership positions
- If hiring, consider whether a qualified women would be fit for the role

8 PROVIDE EQUAL PAY FOR EQUAL WORK



Sex Differences in Physician Salary in US Public Medical Schools

Anupam B. Jena, MD, PhD; Andrew R. Olenski, BS; Daniel M. Blumenthal, MD, MBA

Table 1. Characteristics of the Population

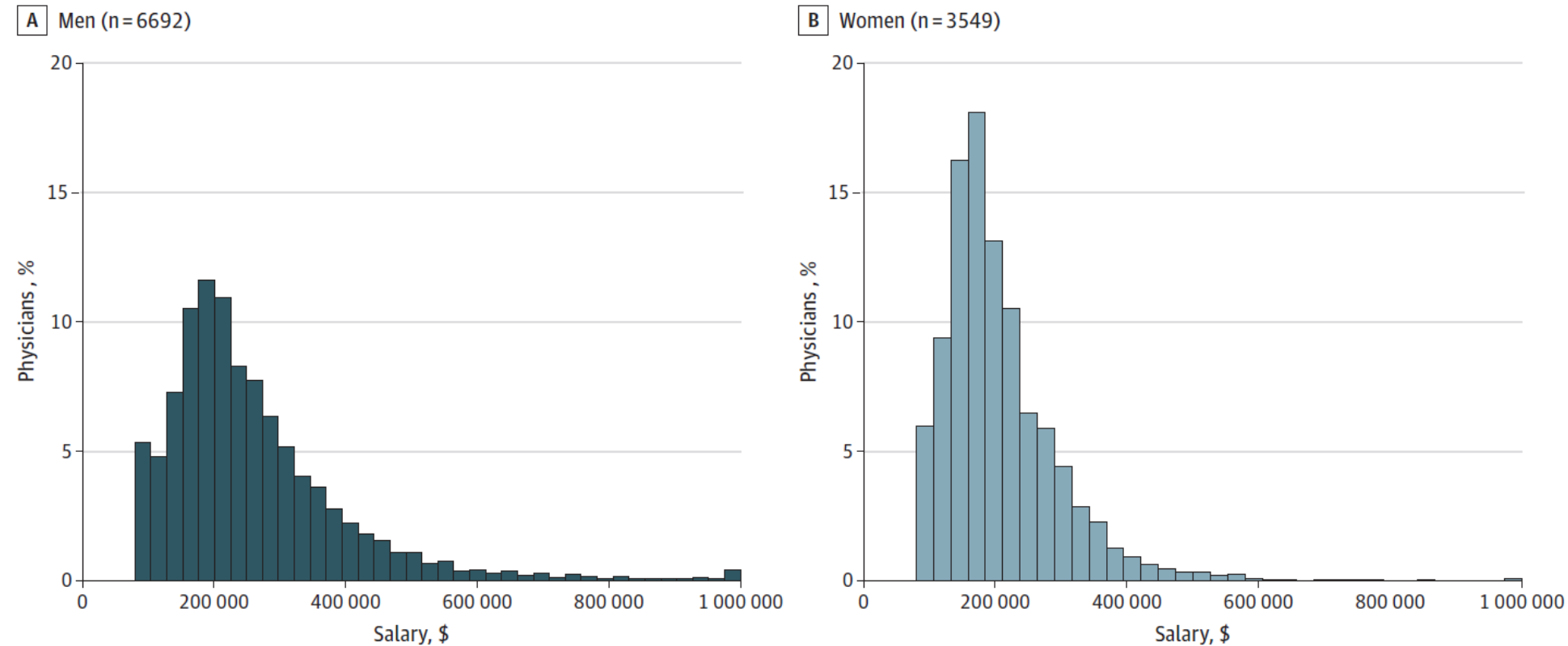
Characteristic	Faculty			P Value ^a
	All (N = 10 241)	Men (n = 6692)	Women (n = 3549)	
Salary, mean (SD), \$	240 173 (124 877)	257 957 (137 202)	206 641 (88 238)	<.001
Salary category, \$, No. (%)				
<100 000	421 (4.1)	277 (4.1)	144 (4.1)	
100 000-149 999	1562 (15.3)	799 (11.9)	763 (21.5)	
150 000-199 999	2567 (25.1)	1448 (21.6)	1119 (31.5)	
200 000-249 999	2091 (20.4)	1403 (21.0)	688 (19.4)	<.001
250 000-299 999	1326 (12.9)	951 (14.2)	375 (10.6)	
≥300 000	2274 (22.2)	1814 (27.1)	460 (13.0)	



Sex Differences in Physician Salary in US Public Medical Schools

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Figure 1. Salary Distribution by Sex



Distribution of salaries among 10 241 male and female physician faculty in 24 US public medical schools.



2018 Physician Compensation Report

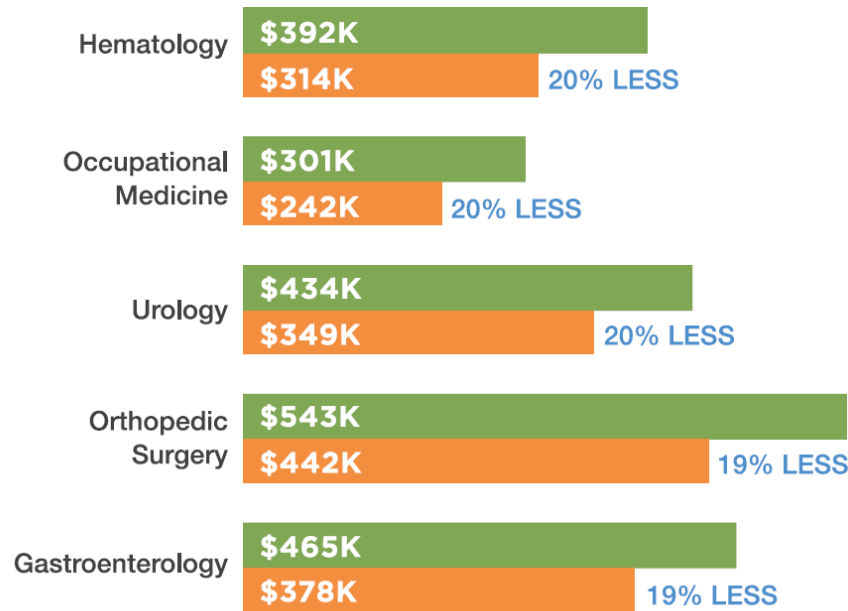
Second annual study

KEY FINDINGS

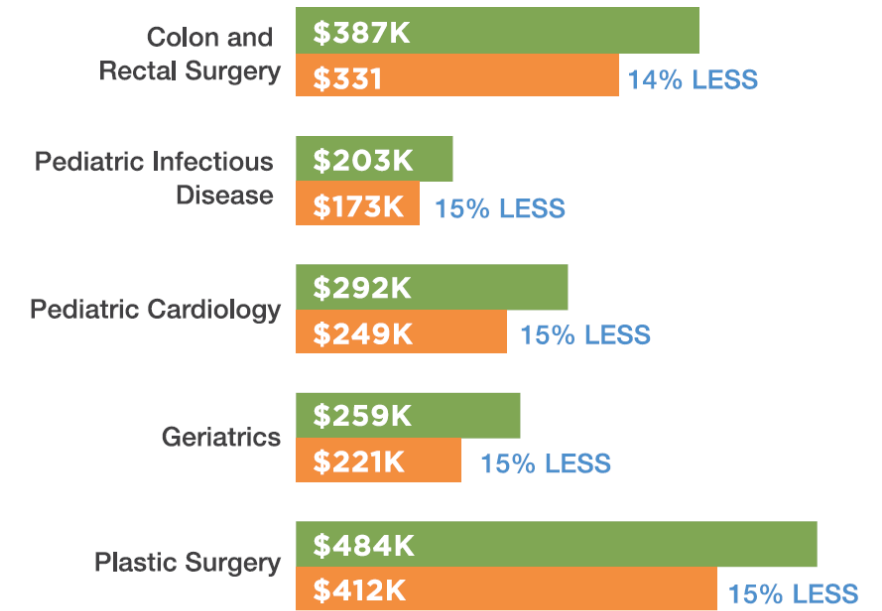
The Gender Wage Gap Continued Across Metro Areas

As in 2016, female physicians did not out-earn their male counterparts in any of the top 50 metro areas. And in 2017, there were 25 metro areas where the gap was greater than \$100,000, and none where the gender wage gap, in absolute dollars, was less than \$68,000. The gender wage gap in absolute dollars ranged from \$68,758 in Rochester, NY to \$134,499 in Charleston, SC.³

Medical specialties with the **LARGEST** wage gaps between **MEN** and **WOMEN** in 2017



Medical specialties with the **SMALLEST** wage gaps between **MEN** and **WOMEN** in 2017





2018 Physician Compensation Report

Second annual study

The Gender Wage Gap Continued by Employment Status

When examining compensation by employment status, the gender wage gap persists. Moreover, the overall wage gap is exacerbated by a lack of female-owned private practices.

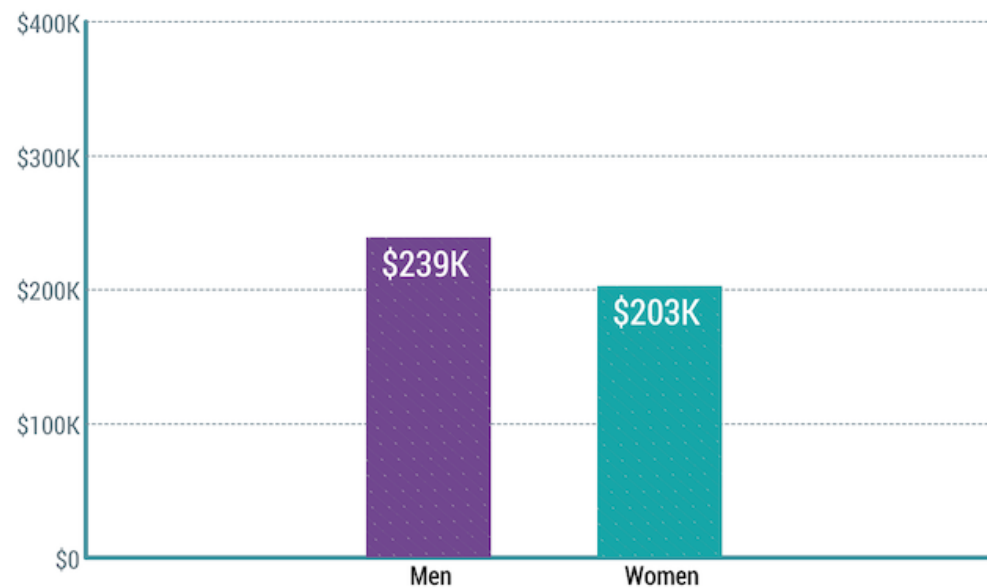
Notably, 85 percent of private practices, which have the highest compensation, are owned by male physicians. Of the women-owned practices, female owners still earn \$97,227 less than male physician owners.

	Total	Women	Men	% Female Physicians	Difference	Ratio
Owner / Partner	\$403,266	\$306,039	\$420,629	15%	\$114,590	27.2%
Independent Contractor	\$358,808	\$297,803	\$375,894	22%	\$78,091	20.8%
Employee	\$339,948	\$271,629	\$366,881	28%	\$95,252	26.0%

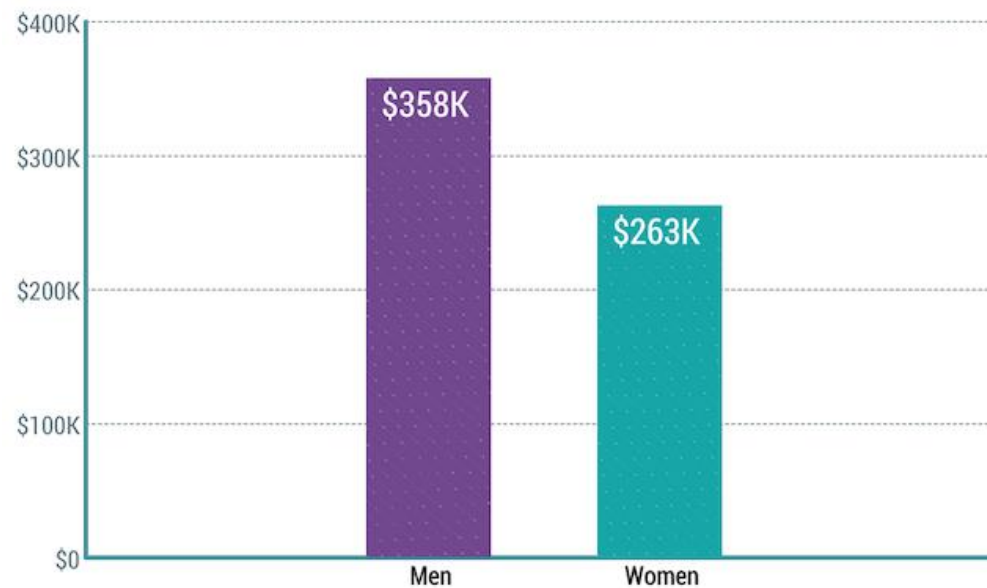


Medscape
**PHYSICIAN
COMPENSATION
REPORT**
2018

Among Primary Care Physicians, Who Earns More: Men or Women?

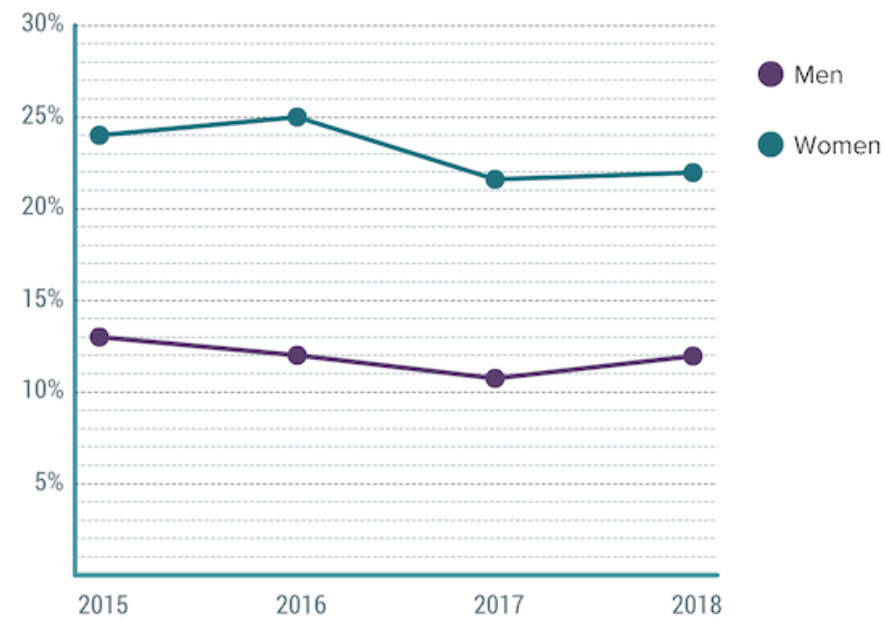


Among Specialists, Who Earns More: Men or Women?

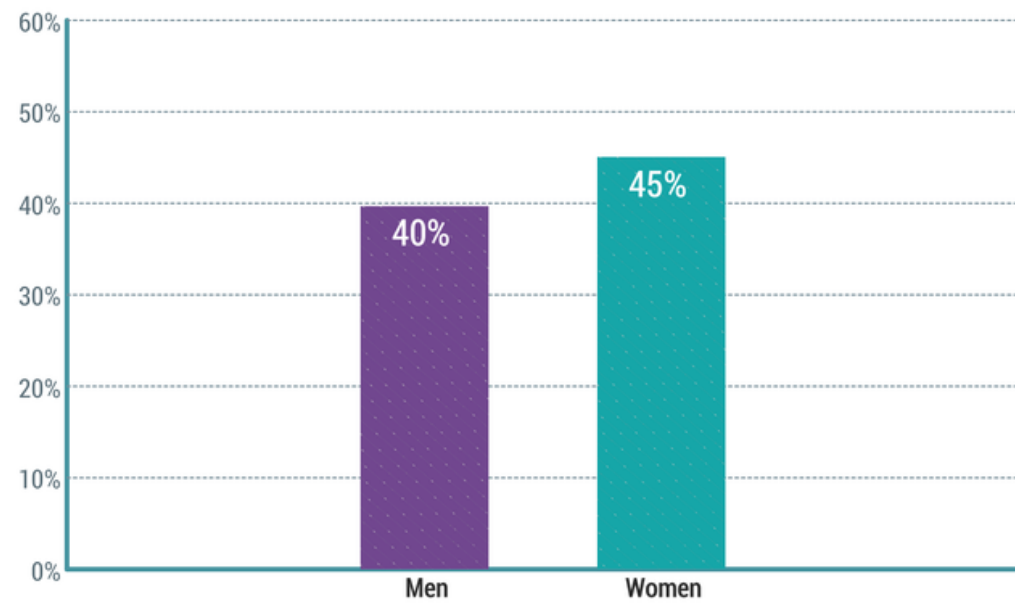




Physicians Working Part-Time, by Gender

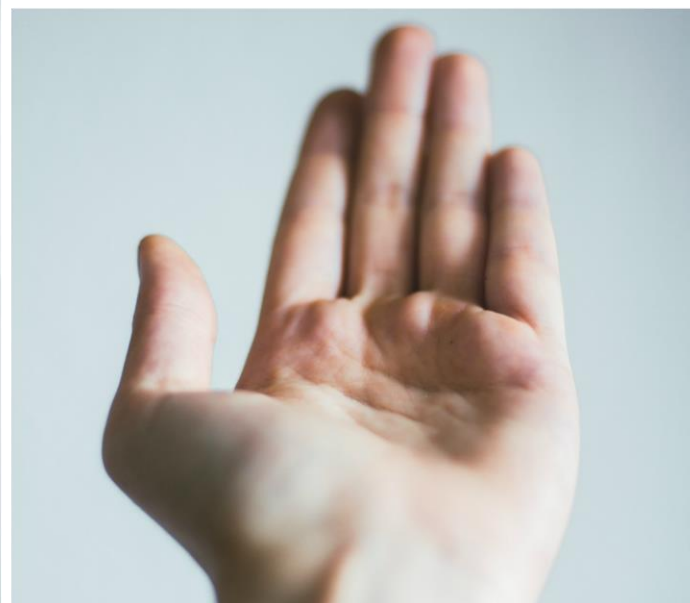
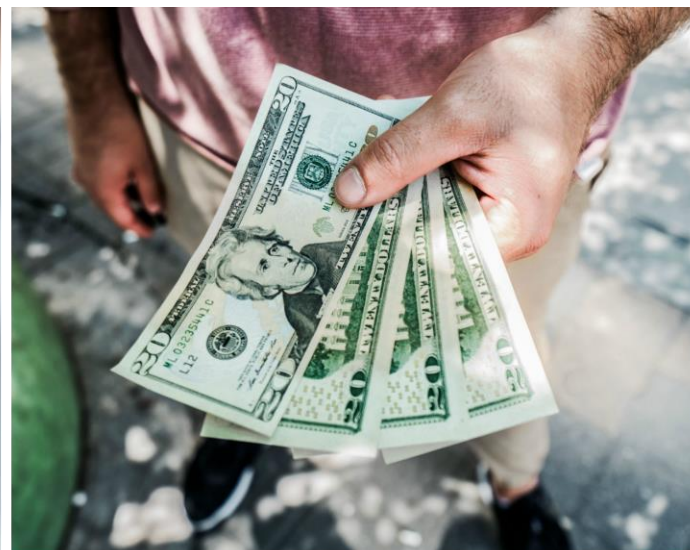


Who Aims for Promotion? (By Gender)



9

SHARE SALARY + NEGOTIATION STRATEGY



9

SHARE SALARY + NEGOTIATION STRATEGY



Michael Sinha MD, JD, MPH
@DrSinhaEsq

While interviewing for a staff position in a hospital-owned practice, division chair & potential practice partner informed me (unprompted) that I should negotiate & offered ideas for reasonable asks. Does this happen to [#WomenInMedicine](#) as well? [#HeForShe](#)

Terry Kind, MD MPH @Kind4Kids

One issue: not even knowing something is open for negotiation. Another: not knowing what we want, or knowing but not stating it.

Flash forward to the positive: being in a position to help others junior to us negoti...

4:03 AM - 2 Apr 2018

7 Retweets 27 Likes



6 7 27



Seriously, call Congress: (202) 224-3121 @karynbaum · 2 Apr 2018

Replying to @DrSinhaEsq

Never had that happen EVER for a job interview. Wow.



Lauren Kuwik MD @LaurenKuwikMD · 2 Apr 2018

Replying to @DrSinhaEsq

No it does not. Also there are recent stories of husbands and wives getting offered different pay (ie one offered signing bonus unprompted while the wife was not) in same field/job.

4



Paneez Khoury MD @KhouryMD · 3 Apr 2018

Replying to @DrSinhaEsq

Nope!

1



Arghavan Salles, MD, PhD @arghavan_salles · 2 Apr 2018

Replying to @DrSinhaEsq

@Kind4Kids did not happen for me

2 3

1 more reply



Sally Shukry, DO MS @GlamDctr · 2 Apr 2018

Replying to @DrSinhaEsq @LoggheMD

Haha wow. The disparity is unreal [#HeForShe](#) [#ILookLikeASurgeon](#)

1 1 3

9

SHARE SALARY + NEGOTIATION STRATEGY

Challenges:

- Negotiation is perceived differently – teaching better negotiation strategies alone won't solve the problem
 - Anecdotally, many women physicians have told me that during contract negotiations, they were told salary was “non-negotiable”
 - Some have told me about so-called “gag clauses” preventing discussion of salary data among employed physicians
- New physicians (men and women) may not know what they can (or should) negotiate for
 - **Examples:** moving expenses, loan repayment, signing and incentive bonuses, on-call schedules, flexible hours, administrative duties, hiring support staff, protected research/teaching time, etc.



9 SHARE SALARY + NEGOTIATION STRATEGY

- Share salary data with female colleagues. You will not sacrifice your own pay!
 - Pay equity is the law in Massachusetts, so this should be less controversial.
- Share fringe benefits you negotiated for – women often want the same things!
- Share strategies/approaches to negotiating.

- Men in a position to hire:
 - DO NOT require women to negotiate for equal pay!
 - Offer the SAME INITIAL SALARY AND BENEFITS PACKAGE to all new hires
 - DO NOT make something “non-negotiable” for women but engage men in negotiations
 - Routinely review salaries in your organization and adjust them accordingly if pay inequities are discovered



PROGRAM ON NEGOTIATION
HARVARD LAW SCHOOL



NEGOTIATION STRATEGIES FOR WOMEN

FREE REPORT

SECRETS TO SUCCESS



JCSW Meeting: Effective Negotiation Skills

Date: Monday, March 3, 2014, 11:00am

Location: Gordon Hall Waterhouse Room

Power Differentials in the Workplace and How to Negotiate Up

Date: Thursday, October 2, 2014, 9:30am

Location: Gordon Hall Waterhouse Room

December 7, 2017: Salary Negotiation: co-sponsor with CCW

Date: Thursday, December 7, 2017, 11:45am to 2:00pm

Location: Gordon Hall Waterhouse Room

April 4, 2016 Event Video: Salary Negotiation

April 4, 2016

Evelyn Murphy, President, The Wage Project

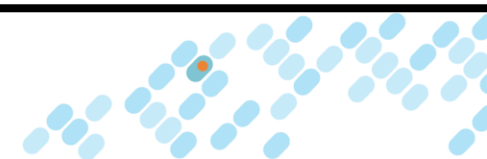
[Watch Video](#)

ECommons Username and Password Log-in required.



ACP INTERNAL MEDICINE MEETING 2019

APRIL 11-13, 2019
PRE-COURSES: APRIL 9-10
PHILADELPHIA, PA



Basics of Contract Negotiation: What All Internists Need to Know

Michael S. Sinha, M.D., J.D., M.P.H.

Harvard-MIT Center for Regulatory Science, Harvard Medical School
Program on Regulation, Therapeutics, and Law (PORTAL), Brigham and
Women's Hospital



100 YEARS OF EDUCATION









Julia Close, MD

@JuliaLClose

Follow

Kudos to @acgme for including a discussion on wellness led by leaders as a plenary session at #ACGME2019. Missed opportunity to diversify the panel and make this more representative/relatable to the audience of #MedEd - ironic on #InternationalWomansDay



2:58 PM - 8 Mar 2019



A blue poster with a gold border, pinned to a dark surface. At the top, four small portraits of men are arranged horizontally. Below them, the text reads: "WOMEN IN MATH" in large white letters, "FOR ALL WOMEN WHO LOVE MATH" in smaller white letters, "SURVEY OF TOPICS" in large white letters, "2/21/18 • 5:30PM" in large white letters, and "Room 111 TMCB" in smaller white letters. At the bottom, it says "COME LEARN ABOUT RESEARCH DONE IN DATA SCIENCE, TOPOLOGY, NUMBER THEORY, AND DYNAMICAL SYSTEMS FROM FOUR BYU MATH PROFESSORS." and "THERE WILL BE TREATS. ALL LEVELS OF MATH WELCOME." followed by "email womeninmathematics.byu.edu for details".

WOMEN IN MATH

FOR ALL WOMEN WHO LOVE MATH

SURVEY OF TOPICS

2/21/18 • 5:30PM

Room 111 TMCB

COME LEARN ABOUT RESEARCH DONE IN DATA SCIENCE, TOPOLOGY, NUMBER THEORY, AND DYNAMICAL SYSTEMS FROM FOUR BYU MATH PROFESSORS.

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ALL LEVELS OF MATH WELCOME.

email womeninmathematics.byu.edu for details

A stage presentation with a large screen displaying text and images. The screen shows the title "ENT was better in my day" in large white letters, followed by "THE GREAT DEBATE" and "Chris Perry - moderator". Below this is a list of participants: "Bill Coman - Brisbane", "Ryan Adams - Brisbane", "David Kennedy - USA", "Lewis Overton - USA", "Jack Kennedy - Melbourne", and "Matthew Cronin - Gold Coast". At the bottom of the screen, it says "Special thanks to Ben Wallwork & Scott Coman". There are two small inset images: one showing a group of people and another showing a man speaking. In front of the screen, six men are seated at a long table on a stage, each with a microphone and water bottle.

"ENT was better in my day"

THE GREAT DEBATE
Chris Perry - moderator

Bill Coman - Brisbane
Ryan Adams - Brisbane
David Kennedy - USA
Lewis Overton - USA
Jack Kennedy - Melbourne
Matthew Cronin - Gold Coast

Special thanks to Ben Wallwork & Scott Coman



Innovations in Digital Health



Innovations in Digital Health:
Technologies Shaping the Future of Health Care
Speaker times subject to change. Schedule as of 2.15.2019

March 12	Machine Learning
8:30 am – 9:00 am	<p><i>Welcoming Remarks and Introduction</i></p> <p>John Halamka, MD, MS International Healthcare Innovation Chief Information Officer, Beth Israel Deaconess Medical Center Professor of Emergency Medicine, Harvard Medical School</p>
9:00 am – 10:15 am	<p><i>Early Experiences with Machine Learning in a Large Health Care System</i></p> <p>Manu Tandon, MBA, MPA Senior Vice President, Chief Information Officer, Beth Israel Deaconess Medical Center</p>
10:15 am – 10:30 am	Break
10:30 am – 12:00 pm	<p><i>Google's Approach to Machine Learning in Health Care</i></p> <p>Eyal Oren, PhD, MSc Senior Product Manager, Google Brain</p>
12:00 pm – 1:00 pm	Lunch
1:00 pm – 2:15 pm	<p><i>Precision Medicine and AI Around the World</i></p> <p>Paul Cerrato, MA Former Editor of Information Week Healthcare, Contributing Writer Medscape</p> <p>John Halamka, MD, MS</p>
2:15 pm – 2:30 pm	Break
2:30 pm – 3:45 pm	<p><i>A Case Study of Machine Learning for Emergency Care</i></p> <p>Steve Horng, MD, MMSc Associate Director of Informatics, Beth Israel Deaconess Medical Center Instructor in Emergency Medicine, Harvard Medical School</p>
3:45 pm – 4:30 pm	Debrief and Group Reflections
4:30 pm - 6:00 pm	Networking Reception

March 13	Internet of Things and the Wired Home
8:45 am – 9:00 am	<p><i>Lessons from Day One and Introduction to Day Two</i></p> <p>John Halamka, MD, MS</p>
9:00 am – 10:15 am	<p><i>Wearables, Mobile and Behavioral Health</i></p> <p>John Torous, MD, MBI Director, Digital Psychiatry Division Department of Psychiatry, Beth Israel Deaconess Medical Center Editor-in Chief, JMIR Mental Health</p>

10:15 am – 10:30 am	Break
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10:30 am – 12:00 pm	<p><i>World Leading Technology Company's Digital Health Experience</i></p> <p>Speaker Name Withheld at Request of Company</p>
12:00 pm – 1:00 pm	Lunch
1:00 pm – 2:15 pm	<p><i>Early Experiences with Mobile and Internet of Things in a Large Health Care System</i></p> <p>Seth Berkowitz, MD Director, Radiology Informatics Innovation, Beth Israel Deaconess Medical Center Instructor, Harvard Medical School</p>
2:15 pm – 2:30 pm	Break
2:30 pm – 3:45 pm	<p><i>The Telemedicine and Telecare Revolution</i></p> <p>Oren Mechanic, MD, MPH Instructor in Emergency Medicine, Harvard Medical School Attending Physician, Emergency Medicine, Beth Israel Deaconess Medical Center</p>
3:45 pm – 4:30 pm	Debrief and Group Reflections

March 14	The Policy that Complements Technology
8:45 am – 9:00 am	<p><i>Lessons from Day One and Introduction to Day Two</i></p> <p>John Halamka, MD, MS International Healthcare Innovation Chief Information Officer, Beth Israel Deaconess Medical Center Professor of Emergency Medicine, Harvard Medical School</p>
9:00 am – 10:15 am	<p><i>The Argonaut/FHIR Story and Interoperability</i></p> <p>Micky Tripathi, PhD President and Chief Executive Officer Massachusetts eHealth Collaborative</p>
10:15 am – 10:30 am	Break
10:30 am – 11:45 am	<p><i>The Center for Health Care Information Analysis Experience to Date</i></p> <p>Ray Campbell, JD, MPA Executive Director, Center for Health Information and Analysis</p>
11:45 pm – 1:00 pm	Conclusion and Group Reflections



John Halamka @jhalamka · Feb 25

Looking forward to seeing folks in two weeks with:

- Eyal Oren, PhD, MSc
- Micky Tripathi, PhD
- Ray Campbell, MD, MPA
- Manu Tandon, MBA, MPA
- John Torous, MD, MBI
- Seth Berkowitz, MD
- Steven Horng, MD, MMSc

HMS Exec Ed @HMS_ExecEd

Our new executive education program, "Innovations in Digital Health: Technologies Shaping the Future of Health Care," is two weeks away. Register now: buff.ly/2Tmbv8V

9 replies 2 retweets 6 likes



Michael Sinha MD, JD, MPH

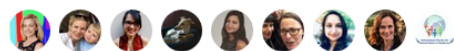
@DrSinhaEsq

Replying to @jhalamka

Dr. @jhalamka, with all due respect, you wouldn't have had to go far to find a highly qualified woman (or seven) in the Boston area. Here's one: @Medstro @MedTechBoston Founder @JenniferJoeMD #WomenInHIT #WomenInMedicine

2:31 PM - 26 Feb 2019

5 Retweets 17 Likes



ALL-MALE CONFERENCE

=

“MANFERENCE”



Maybell Romero @MaybellRomero · Feb 26

Replying to @jhalamka

Roses are red
Here's another #manel;
If this were TV
I'd just change the channel

#AcademicValentine @ManelWatchUS

3 retweets 21 likes



Innovations in Digital Health

Faculty Director



John D. Halamka, MD, MS
International Healthcare Innovation
Professor of Emergency Medicine,
Harvard Medical School

Executive Director, Health
Technology Exploration Center, Beth
Israel Lahey Health

From “inexorable zero” ...

... to token representation.

Select Faculty



Eyal Oren, PhD, MSc
Senior Product Manager, Google
Brain



John Torous, MD, MBI
Director of the Division of Digital
Psychiatry, Beth Israel Deaconess
Medical Center



Laura Adams
President and Chief Executive
Officer, Rhode Island Quality
Institute

Oversight Council, MA Center for
Health Information and Analysis

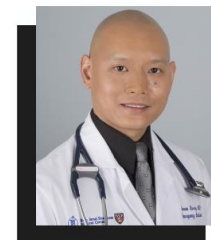


Seth Berkowitz, MD
Director, Radiology Informatics
Innovation, Beth Israel Deaconess
Medical Center

Instructor, Harvard Medical School



Micky Tripathi, PhD
President and Chief Executive
Officer, Massachusetts eHealth
Collaborative



Steven Horng, MD, MMSc
Associate Director of Informatics,
Beth Israel Deaconess Medical
Center

Instructor in Emergency Medicine,
Harvard Medical School



Ray A. Campbell, JD, MPA
Executive Director, Center for
Health Information & Analysis
(CHIA)



Oren Mechanic, MD, MPH
Instructor in Emergency Medicine,
Harvard Medical School

Attending Physician, Emergency
Medicine, Beth Israel Deaconess
Medical Center



Manu Tandon, MBA, MPA
Senior Vice President, Chief
Information Officer, Beth Israel
Deaconess Medical Center



Paul Cerrato, MA
Former Editor of Information
Week Healthcare

Contributing Writer Medscape

Editorial

Ten Simple Rules to Achieve Conference Speaker Gender Balance

Jennifer L. Martin*

Institute for Molecular Bioscience, University of Queensland, Brisbane, Australia

- (1) Collect the Data
- (2) Develop a Speaker Policy
- (3) Make the Policy Visible
- (4) Establish a Balanced and Informed Program Committee
- (5) Report the Data
- (6) Build and Use Databases
- (7) Respond to Resistance
- (8) Support Women at Meetings
- (9) Be Family-Friendly
- (10) Take the Pledge

Take the GA Pledge

Join hundreds who have signed the GA Pledge to declare:

"I will not serve as a panelist at a public conference when there are no women on the panel"*

* a panel consists of 3 or more people

When you fill out this form, your name will be added to [the list below](#).

Your email is private and will not be shared.

First name *

(required / will be shared publicly)

Last name *

(required / will be shared publicly)

Email address *

(required / will NOT be shared publicly)

Zip code / postal code *

(required / will NOT be shared publicly)

Twitter handle

(optional / may be used publicly on Twitter)

Job title / Organization

(optional / will be shared publicly)

URL

(optional / will be shared publicly)

Why I signed:

(optional / may be shared publicly in GenderAvenger r

Pinned Tweet



GenderAvenger @GenderAvenger · Mar 13

We've already written the script to make things super easy for you! Now time to take action... Encourage your Rep to be a #GenderAvenger. 🙋🙋 Let's fight the #manel and elevate women's voices in the public dialogue, together.



Take the GA Pledge

Join hundreds who have signed the GA Pledge to declare:

"I will not serve as a panelist at a public conference when there are no women on the panel"*

* a panel consists of 3 or more people

When you fill out this form, your name will be added to [the list below](#).

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(required / will be shared publicly)

Last name *
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Email address *
(required / will NOT be shared publicly)

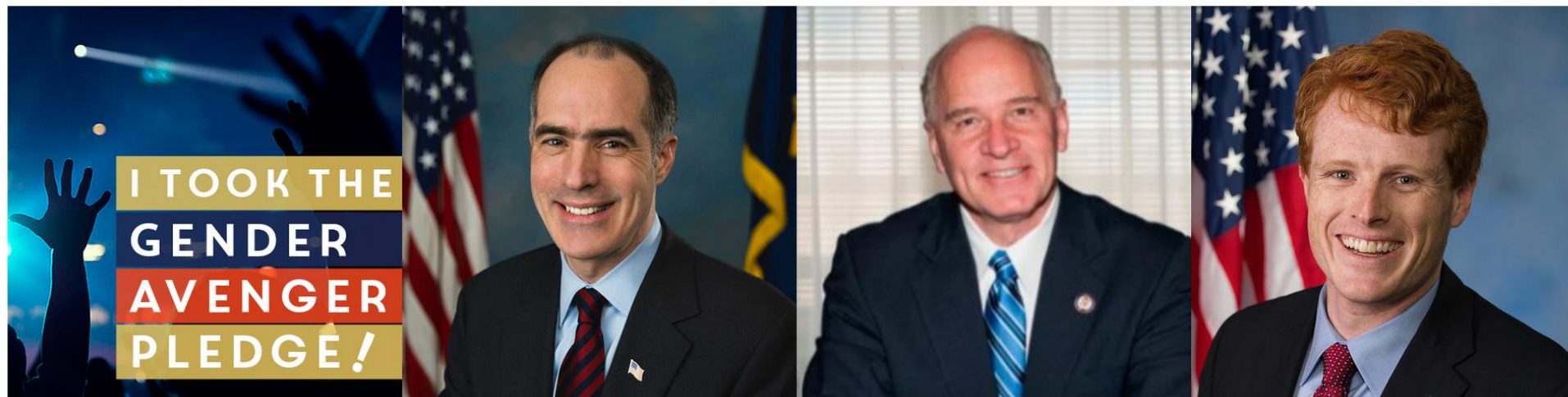
Zip code / postal code *
(required / will NOT be shared publicly)

Twitter handle
(optional / may be used publicly on Twitter)

Job title / Organization
(optional / will be shared publicly)

URL
(optional / will be shared publicly)

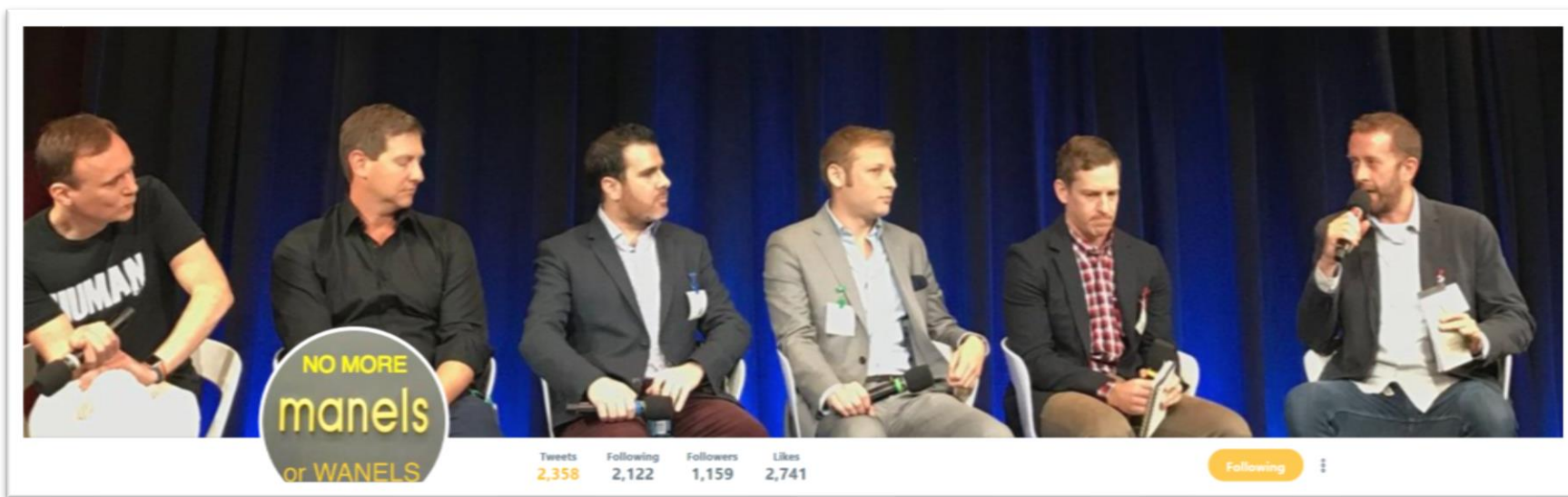
Why I signed:
(optional / may be shared publicly in GenderAvenger f




Bob Casey

Bill Keating

Joe Kennedy



 **ManelWatchUS** @ManelWatchUS Following

A Handy Two-Step Guide for Ending **#Manels** (All-Male Panels) and **#Wanels** (All-White Panels) and **#Manferences** (All-Male Conferences):

- 1) Men and white people refuse to participate if no women and people of color are on the panel
- 2) See #1



IN SUMMARY

Top 10 List

1	Listen and learn from women's experiences
2	Recognize gender differences in communication
3	Call out inappropriate behavior when it occurs
4	Mentor, sponsor, and connect women
5	Nominate women for awards
6	Put women on editorial boards
7	Promote women to leadership positions
8	Provide equal pay for equal work
9	Share salary data and negotiation strategy
10	Say no to the all-male panel ("manel")!

Adapted from Top 10 list by Dr. Michael Sinha, presented at the Massachusetts Medical Society, October 2018.

Engage in Social Media:

#HeForShe

#WomenInMedicine

#TimesUpHC

#TimesUpHealthcare

#SheLeadsHealthcare



Invite a male colleague to JCSW, gender equity events/workshops, etc.



Invite us to give this talk
at your Department or
Division





QUESTIONS/COMMENTS