



# TIME'S UP Healthcare

*A movement for all of us  
and for our patients*

BY SHARONNE N. HAYES, MD

This spring, eight leading health care organizations committed to the principles of TIME'S UP Healthcare, the health care business sector's affiliate of TIME'S UP, a national coalition of women across industries dedicated to creating safe, equitable and dignified work and workplaces for women. A diverse group of health professionals, including physicians, advanced-practice providers, nurses, clinical pharmacists, dentists and others founded TIME'S UP Healthcare with the goal of ending sexual harassment, gender discrimination and inequality in our field.

As one of the 50 founding members of TIME'S UP Healthcare, I am proud that Mayo Clinic is among the founding signatories. Other founding signatories include Alpert Medical School of Brown University, Brigham Health, Dartmouth-Hitchcock, Drexel University College of Medicine, UW Health, University of Wisconsin School of Medicine and Yale Medical School.

TIME'S UP Healthcare is also supported by a range of partners, including the American Medical Women's Association, American College of Physicians, Service Employees International Union (SEIU), American Nurses Association and Council of Medical Subspecialties (CMSS).

Since the initial announcement, it is gratifying to see the number of supporting organizations on the TIME'S Up website (<https://www.timesuphealthcare.org/signatories>) continue to grow and include clinics providing health care services in local communities and neighborhoods.

TIME'S UP Healthcare is an initiative of the TIME'S UP Foundation, which supports a growing number of industry affiliates driving change. The TIME'S UP Foundation, a 501(c)(3) nonprofit, also supports the TIME'S UP Legal Defense Fund, which is administered by the National Women's Law Center Fund and connects those who experience sexual misconduct and related retaliation in the workplace or in trying to advance their careers with legal and public relations assistance.

What does all this really mean? It is fundamental for Mayo Clinic and I believe it will be the new standard for health care. Mayo Clinic's commitment starts at the top of our organization. In my conversations with Gianrico Farrugia, MD, president and CEO of Mayo Clinic, there was no hesitation: he wanted Mayo Clinic to be involved at the beginning of this initiative. We are proud that Mayo Clinic's participation highlights the commitments that Mayo is already working toward. As an example: two years ago, Mayo Clinic commissioned an outside consultant to conduct an evaluation of Mayo Clinic physician compensation. While we have long believed that Mayo Clinic's salary-only compensation model created a system where men, women and racial and ethnic minorities doing the same work were paid equally, the findings were gratifying. It confirmed that despite widespread reports of gender pay inequity in the United States, as a woman noninvasive cardiologist at Mayo Clinic, I am paid the same as a man performing

the same work. In addition, we continue to hold our top leadership team accountable to gender equity by including diversity and inclusion metrics in their annual reviews and on the CEO's dashboard. We've also created a more robust process to report, address and eliminate sexual harassment and have shared the aggregate findings with our entire workforce.

At Mayo Clinic, our goal for TIME'S UP is to double down on our commitments to our colleagues, our staff and our patients in the area of gender equality, fairness and safe work environments. As a founding signatory of TIME'S UP Healthcare, Mayo Clinic pledged to support these core principles:

- Sexual harassment and gender inequity have no place in healthcare.
- Every staff member should have equitable opportunity and be compensated fairly.
- We are committed to tracking and measuring sexual harassment and gender-based inequities in our organization, as well as taking the appropriate steps to respond to issues and prevent them from happening.

Why should we physicians be directly involved in this effort? We have a heightened responsibility to address these issues across the full spectrum of health care settings and environments because these issues directly affect our patients. Health care workers who are being harassed or who are in unsafe work environments cannot provide the best care to our patients. Further, the TIME'S UP Healthcare principles must extend across the myriad environments in which care is provided, including hospitals, medical schools, clinics, nursing homes and private homes. As an industry, we must face some hard statistics:

- In the United States, women represent 95 percent of home health aides, 80 percent of all health care workers and 50 percent of medical students, but they serve in a minority of the most powerful and highest compensated roles. Only 11 percent of health care CEOs are women. When I started in cardiology, women made up only 4 percent of that specialty;

three decades later, that number is not quite 20 percent, a fact that disappoints and concerns me.

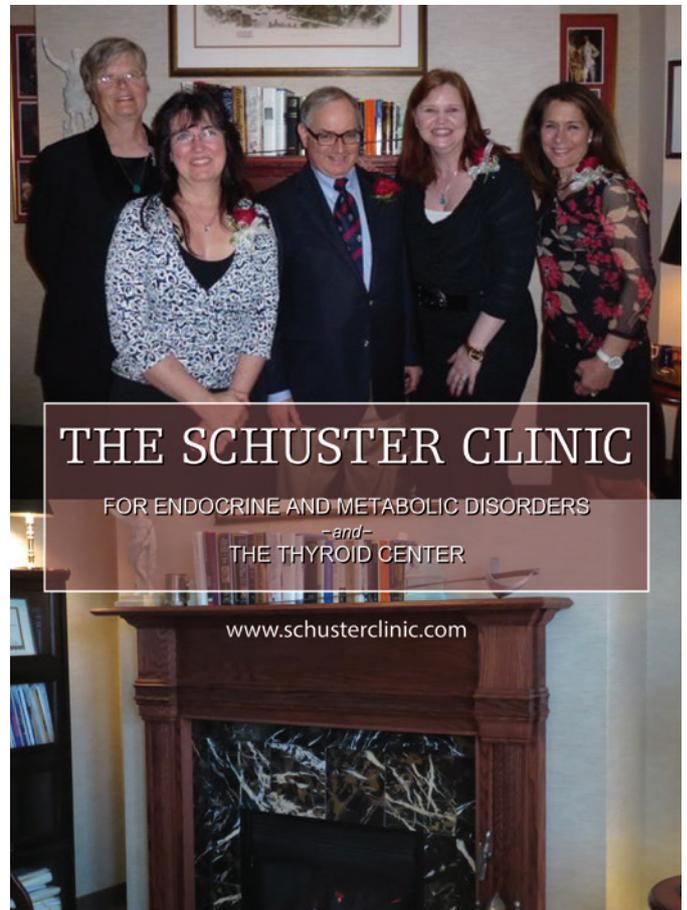
- Health care professionals represent the second-largest group of people who have contacted the TIME'S UP Legal Defense Fund for assistance; only workers in the arts and entertainment industries were ahead of them.

Those facts alone demonstrate there is much to be done. As physicians, we must commit to this work, because at the center of every health care work environment is the patient. Ultimately, it is our patients who are at risk if women health care professionals are afraid to speak up out of fear of retribution. Our patients suffer, if a woman health care professional feels less valued because of pay inequity. And, it is our patients who lose when our best and brightest leave the profession as a result of being bullied or harassed in the workplace.

Together, we have much work to do. Our hope is that the TIME'S UP Healthcare spotlight will accelerate our efforts. Our goal is to have more than 100 TIME'S UP Healthcare signatories to commit to these principles by the end of 2019.

For more details on TIME'S UP Healthcare or to become a partner or signatory, please visit [www.timesuphealthcare.org](http://www.timesuphealthcare.org). MM

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## healthy vitals

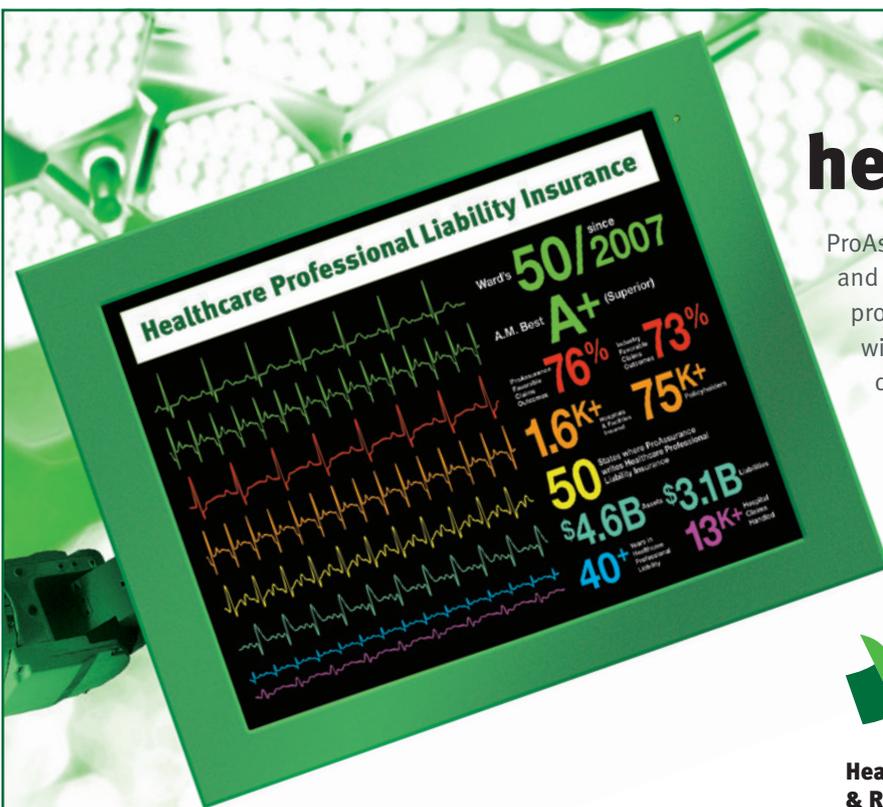
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