

Report. Respond. Restore.



**Addressing interpersonal mistreatments
at Boston University Chobanian and
Avedisian School of Medicine**

**Mid-Career Faculty Development Project
2022-2023**

Team



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Our Project Sponsors



Main Sponsor:

Aviva Lee-Parritz, MD

**Director, Office for Equity,
Vitality, and Inclusion, BUMG**

Other Leadership Stakeholders:

Makaila Manukyan, Cassandra Pierre, MD and Megan Bair-Merritt, MD

Jeffrey Schneider, MD and Shawnda Walker

Hee-Young Park, PhD

Susannah Rowe, MD

The Problem

Microaggression

Discrimination

**Shame
and
Blame**

Bullying

Reporting



Current State

Individual Reported Incidents

Reporting Systems

Who Handles Reports?

Harassment

Bullying

Discrimination

Bias

Macroaggressions

Microaggressions

Ethics point

Ombuds

GME

Professionalism

Reporting

ATM

Supervisor

HR

Dean/Committee

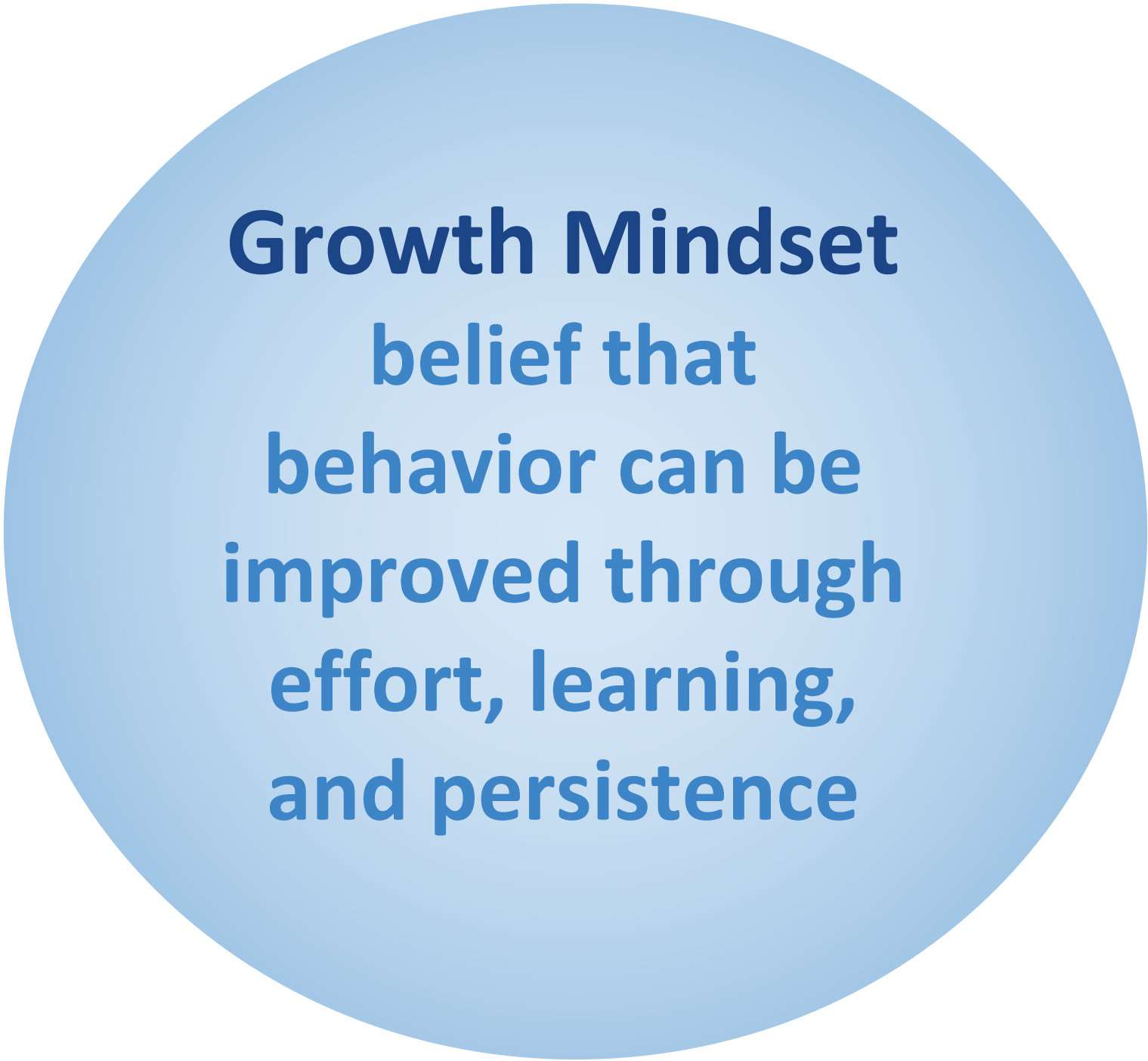
Legal counsel

Section chairs

BUMG

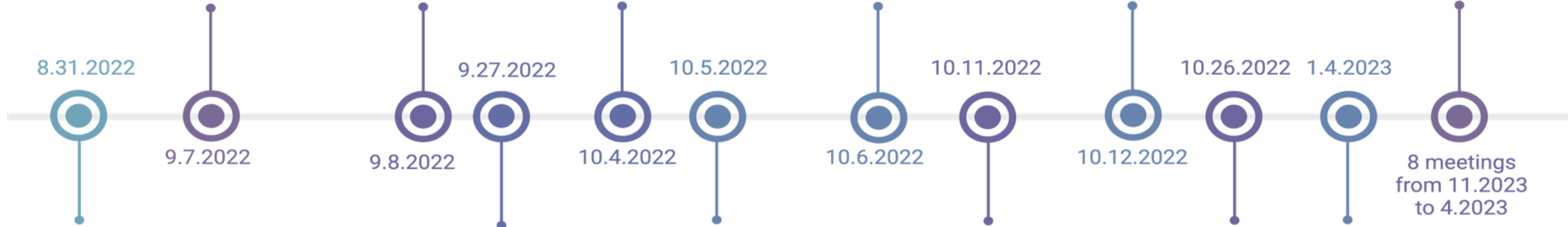
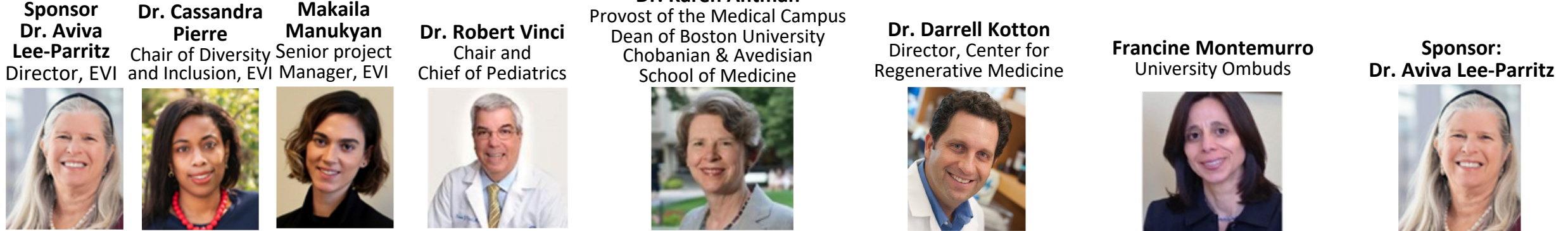
ATM Committee

Unclear/No one



Growth Mindset
belief that
behavior can be
improved through
effort, learning,
and persistence

Data Gathering: Investigation Overview and Timeline



Shawnda Walker
Under Represented
Minority
Program manager



Dr. Jeffrey Schneider
Assistant Dean
Graduate Medical Education
Associate Chief Medical Officer
Assistant Dean of Clinical Affairs



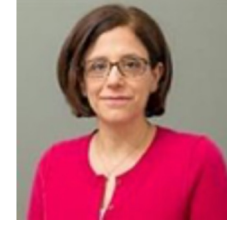
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Chair of Medical
Sciences & Education
Associate Dean
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**Meenakshi
Lakshminarayanan**
Administrative director,
Center for Regenerative
Medicine



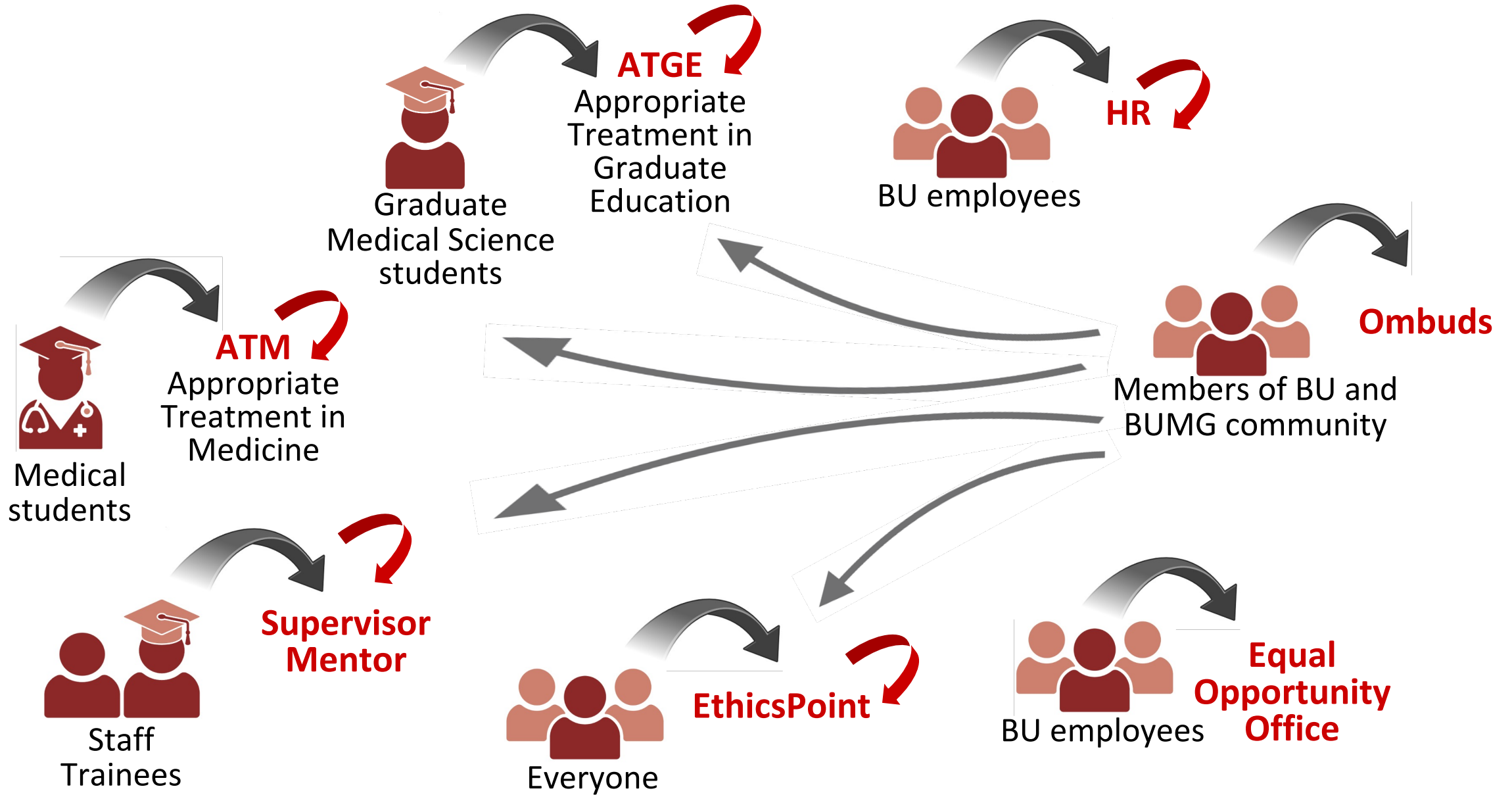
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Division of Graduate
Medical Sciences



Dr. Megan Bair-Merritt
Division Chief
Academic General Pediatrics
CSO, BMC

**Investigation
of reporting
systems
in 12+ peer
institutions**

Data Gathering: Reporting Systems



Themes

WHAT

Reporting Systems

WHO

Potential Reporters

HOW

**Reports and Report
Handling**

Themes

WHAT

Reporting Systems

Several reporting systems, BUT anonymous reporting systems are:

Underutilized
Not well known
Ombuds under-resourced

WHO

Potential Reporters

HOW

Reports and Report Handling

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Potential Reporters

People want to report, BUT:

Lack of trust
Lack of transparency
Want to know outcome
Person preferred
Fear of confidentiality breach
Fear of retaliation
Too many systems

HOW

Reports and Report Handling

Themes

WHAT

Reporting Systems

Several reporting systems, BUT anonymous reporting systems are:

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WHO

Potential Reporters

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HOW

Reports and Report Handling

Issues with submitted reports:

Unclear what to do with reports
No communication between systems
No feedback to reporter
Bias in reporting

Our Recommendations

We propose a multi-level initiative that is systemic and sustainable.



- **New institutional values statement**



- **Centralized committee/app for handling incidents**



- **Peer ambassador program**



- **Report. Respond. Restore. educational campaign**



Our Recommendations

New Institutional Values Statement:

- BU Chobanian and Avedisian School of Medicine needs a values statement with clear institutional values and expected behaviors.

Current “shame and blame” culture → growth mindset



Our Recommendations

Centralized Committee for Handling Incidents:

- Improve online resources to guide reporters
 - Including an app
- Integrate data from existing systems to track incidents
 - Report statistics to community
 - Increase transparency and trust



Our Recommendations

Peer Ambassador Program:

- To support those that experience mistreatment
- Employees trained to help colleagues find the right system
- Act as liaison with Ombuds office



Our Recommendations

Report. Respond. Restore. Educational Campaign

- To raise awareness about reporting process
- Collaborate with marketing team to advertise
- Host awareness briefings with stakeholders/leaders
- Teach growth mindset and how to avoid “shame and blame”

Feasibility and Sustainability

Recommendation

Resources Needed

Feasibility and Sustainability

Recommendation

**New Institutional
Values Statement**



Resources Needed

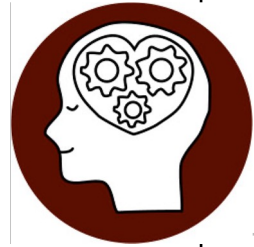
One-time commitment



Feasibility and Sustainability

Recommendation

Resources Needed



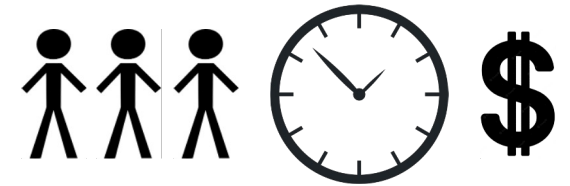
**New Institutional
Values Statement**

One-time commitment



**Centralized Committee
for Handling Incidents**

**Committee selected and
trained, ongoing work**



Boston University Chobanian & Avedisian School of Medicine is committed to a work environment that is professional, collegial, supportive of all personnel, and conducive to providing the best possible patient care, teaching, and research. The School places a priority on maintaining a work environment for staff, trainees, and faculty characterized by generosity, integrity, constructive interactions, mentoring, and respect for diversity and differences among members of our community. All faculty and staff are expected to model the behavioral attributes of responsibility, empathy, service excellence, problem solving and continuous improvement, efficiency, cultural competency and teamwork.

Behavior

The following resources are available for reporting incidents of unprofessional behavior:

Appropriate Treatment in Medicine

To ensure a supportive learning environment for its *medical students*, the School established the Appropriate Treatment in Medicine Committee. Students may view the policy and learn how to report unprofessional or inappropriate behavior [here](#).

Boston University Ombuds

The [Office of the Ombuds](#) is an independent, impartial, informal problem-solving resource serving BU faculty, staff, and students on both Campuses. The Office maintains strict confidentiality, and provides a safe place for off-the-record conversations on issues related to life, work, or study at Boston University.

EthicsPoint

[EthicsPoint](#) is an independent hotline for anonymous and confidential reporting of activities that may involve improper conduct or violations of Boston University policies for all BU faculty, staff and students.

All reports are investigated promptly and discreetly by the University, receiving careful consideration with the objective of addressing any improper conduct or violation of University policy.

[Office of the Dean](#)

[Strategic Plan](#)

[Organizational Chart](#)

[Committees](#)

[Reporting Unprofessional Behavior](#)

[Celebrating the Life and Legacy of Solomon Carter Fuller, MD](#)

[Rebecca Lee Crumpler](#)

[By The Numbers](#)



Where to Report a Concern

Boston University recognizes its obligation to employees and constituents to maintain the highest ethical standards. If you have

Feasibility and Sustainability

Recommendation

Resources Needed

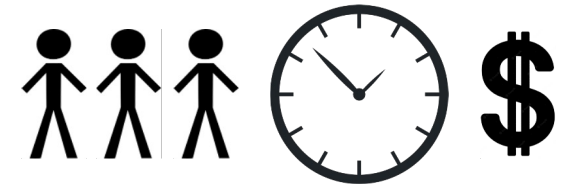
New Institutional Values Statement

One-time commitment



Centralized Committee for Handling Incidents

Committee selected and trained, ongoing work

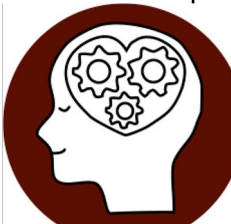


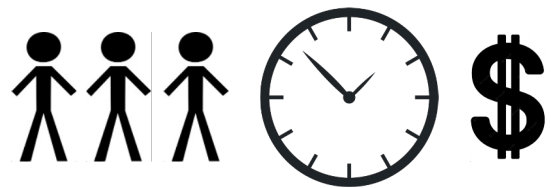






Peer Ambassador Program

Employee to lead and train ambassadors and advertise program



Feasibility and Sustainability

	Recommendation	Resources Needed
	<p>New Institutional Values Statement</p>	<p>One-time commitment</p> <p></p>
	<p>Centralized Committee for Handling Incidents</p>	<p>Committee selected and trained, ongoing work</p> <p></p>
	<p>Peer Ambassador Program</p>	<p>Employee to lead and train ambassadors and advertise program</p> <p></p>
	<p>Report. Respond. Restore. Educational Campaign</p>	<p>Ongoing campaign and advertising</p> <p></p>

Report. Respond. Restore.



Acknowledgements

Aviva Lee-Parritz MD, the Project Sponsor

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Emelia Benjamin MD,

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Ann Zumwalt PhD (Project Group Lead),

Chris Conley MD

Our interviewees

With special thanks to our fellow MFL program participants for invaluable feedback.