



UPSTANDER Handout for Action: Empowering Everyone to Create a Safe Environment

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Bystander Toolkit: Become an **UPSTANDER**

- Why? Ubuntu philosophy.
 - “I am because we are.”
 - “Humanity towards others.”
- Intervene in the interest of helping someone and acting in a **TIMELY** manner
 - Daily acts of harm: bias, harassment, bullying, inappropriate behavior with racist or sexist comments
 - Periodic high-risk situations: physical or sexual assault, acts that threaten safety

Bystander Toolkit: Become an **UPSTANDER**

- Be a **CHANGE MAKER**
- Be an **ADVOCATE**
- Be a **HERO** for someone who has experienced an injustice

ANYONE CAN BE AN UPSTANDER

IQEE: Speak UP against Injustice

Interrupt

Excuse me, can I just clarify what I heard?

Before we continue, I want to talk about the language you just used.

Question

Why do you feel that way?

Why do you think some people may find what you said harmful or inappropriate?

Educate

I'd like to share a different perspective.

Let me share my personal experiences.

Echo

Thank you for saying something

I agree with that, and let me add...

IQEE: Speak UP against Injustice

Interrupt

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Before we continue,
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- Speak Up & Use your Voice
- Silence signals acceptance or complacency
- Be non-threatening
- Clarify the “What” or meaning behind the statement

IQEE: Speak UP against Injustice

Question

Why do you feel that way?

Why do you think some people may find what you said harmful or inappropriate?

- Leverage curiosity
- Attempt to understand offender's perspective
- Use opportunity to ask offender to reflect and explain

IQEE: Speak UP against Injustice

Educate

I'd like to share a different perspective.

Let me share my personal experiences.

- Reframe: consider impact on individual receiving comment
- Teach by using "I" statements and personal experience
- Paraphrase to make what was invisible (unconscious bias) now visible

IQEE: Speak UP against Injustice

Echo

Thank you
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something.

I agree with
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- Reinforce the Upstander atmosphere
- Empower each other to help break down bias
- Prompts 2-part approach:
 - Acknowledge & Apologize
 - Resistance & Re-educate or Report
- Make sure to address later if unable to in the moment

When Addressing Patients

- Approach the patient/speaker **in the moment**
- **Redirect** the conversation to focus on the patient's **medical care 1st** then **end with “teaching” moment**
 - “I’m very concerned about your medical issues, so let’s focus on how we can help you today.... I would like to come back to what you said about my resident...”
- Focus on **building rapport** and assessing patient’s concerns
 - Discrimination may be motivated by patient’s fears & anxiety about the unknown & lack of control or by previous visits where they experienced injustice

When Addressing Patients

- **Cultivate a therapeutic alliance**
- **Depersonalize the event** by expressing nonjudgmental curiosity
 - “What makes you think I’m/she/he is not a real doctor?”
- **Refer to residents as “Dr.” in front of patients**
 - Establish validity, credibility, and purpose for the patient

Strategies for Faculty After an Event

- It is the **responsibility** of the attending/ any senior leadership position to establish a **safe, just learning and work environment** for staff, nurses, students, residents, and fellows
- **Stand UP for trainee in the moment**
- Response type should be proportional to the likely length of exposure and the gravity/level of the microaggression
 - Short time=> more direct, firm
 - Multiple visits=> steady educations and reinforcement
 - Gravity=> more severe, stronger message

Strategies for Faculty After an Event

- **Debrief with team in a timely manner**
 - Articulate what behaviors are not tolerated by the hospital and institution
 - State the importance of workplace safety, RESPECT, and physician well-being
 - Emphasize and promote your targeted colleague's competence, value, and abilities
- **Personal Reflection**
 - Identify own biases, triggers, and personal boundaries
 - Reflect on your own reaction to the event
- **Provide support, advocacy, & mentorship**

Being “Called Out”: Phrases Allies can Say Instead of Getting Defensive

1. I recognize that I have work to do.
2. I’m going to take some time to reflect on this.
3. I appreciate the hard work you’ve put in.
4. I apologize. I’m going to do & be better.
5. How can I make this right & prevent it from happening in the future?
6. What I’m gathering is (INSERT LEARNING HERE)
7. Thank you.
8. I believe you.

Strategies to Reduce Our Own Bias

- Common identity formation/ Build commonality
 - Ask questions about interests and activities that you share in common
 - Focus on a shared, common identity between YOU and the person
- Perspective taking
 - Take the perspective of a member of the group against which you have the unconscious bias
 - Imagine being in their shoes

Strategies to Reduce Our Own Bias

- Consider the opposite
 - When data seem to point to one conclusion → briefly look for data supporting the opposite conclusion before making a final decision
 - Build comprehensive knowledge from all angles
- Counter-stereotypical exemplars
 - Spend time with or focus on individuals you admire from groups against which you have a bias

What are **YOUR ACTION** items?

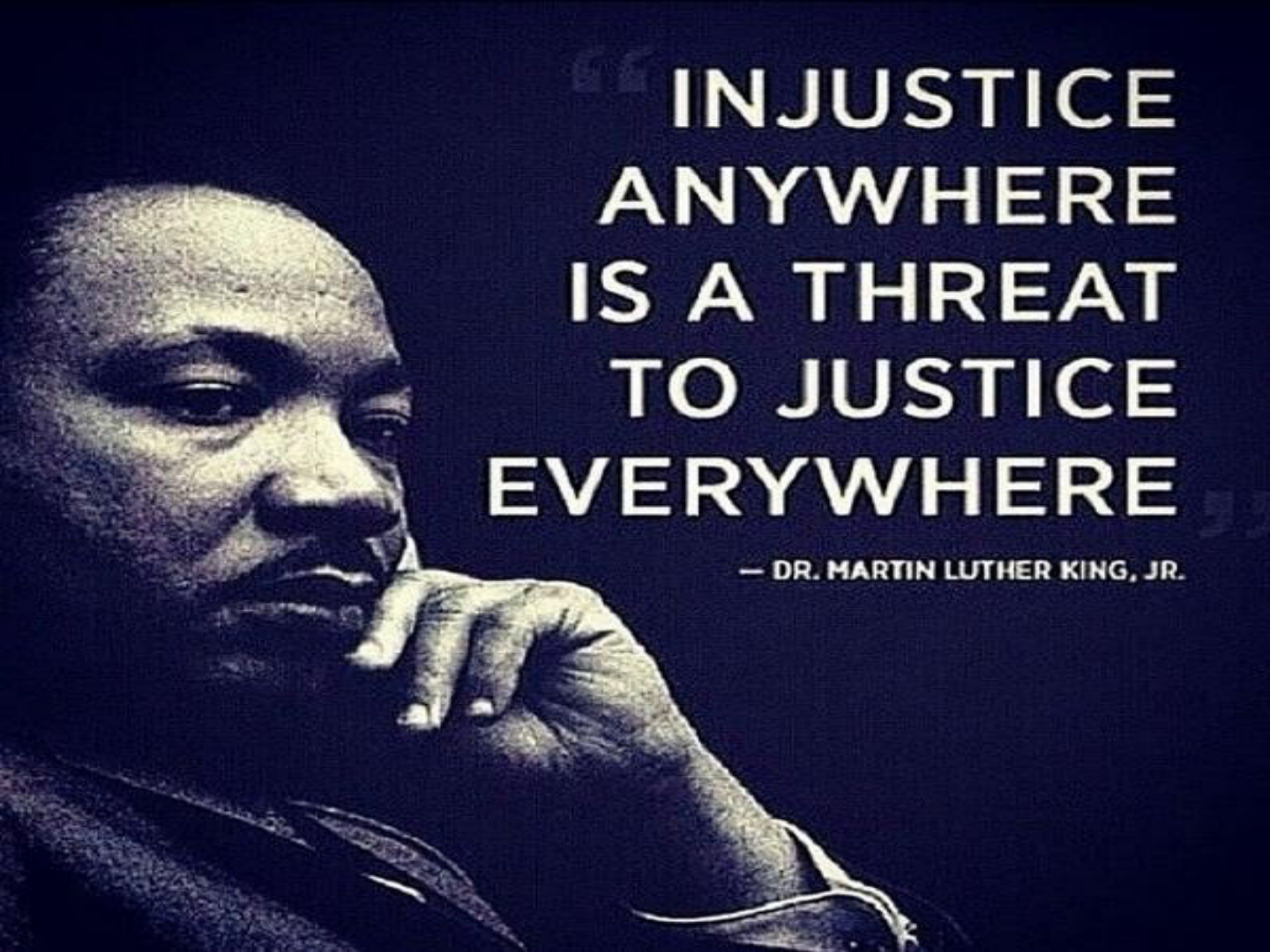
- Allow colleagues to share or define their own demographic groups rather than labeling someone based on your assumptions
- Reach out to colleagues who are different from you to understand their experiences over lunch, coffee, etc
- Read at least 3 articles/ books related to diversity (or a specific demographic group) in the workplace

What are **YOUR ACTION** items?

- Attend an event where you will be in the demographic minority
- Discuss career goals with a more junior colleague from a different background or demographic group than yourself
- Actively sponsor & mentor individuals of diverse backgrounds and demographic groups
- Be a Powerbroker

Ground Rules to Create a Safe Environment

- **Actively Participate & Stay Engaged:** Share your story & state your opinion. All questions are valid— **risk and grow!**
- **Speak Your Truth:** Value everyone's thoughts & initially assume good intentions. It's important that everyone is free to speak openly & disagree respectfully
- **Be Honest & Authentic**
- **Allow for mistakes/Faux pas:** There will be concerns of saying something wrong. Consider these learning opportunities.
- **Actively Listen for Understanding:** Listen and try to understand where another person is coming from as best as you can.
- **Honor Confidentiality:** What is shared here, stays here. [\[Vegas Rules\]](#)
- **Expect and Accept Non-closure:** Race conversations are challenging and ongoing. **Accept that much of this is about changing yourself, not others.**
- **Responsibility to Each Other and to the Process:** Everyone should follow the ground rules and propose new ones to create a safe environment for sharing



“ INJUSTICE
ANYWHERE
IS A THREAT
TO JUSTICE
EVERYWHERE

— DR. MARTIN LUTHER KING, JR.

UPSTANDER Badge Buddy

Speak UP against injustice: IQEE

I

INTERRUPT

"Excuse me, can I just clarify what I think I heard?"

"Before we continue, I want to talk about the language you just used."

Q

QUESTION

"Why do you feel that way?"

"Why do you think some people may find what you said harmful?"

E

EDUCATE

"I'd like to share a different perspective."

"Let me share my personal experiences."

E

ECHO

"Thank you for saying something."

"I agree with that and let me add..."

Adapted with permission of Teaching Tolerance, a project of the Southern Poverty Law Center. www.tolerance.org

LifeSolutions

Resident & Fellow Assistance Program

412-467-3669 | www.lifesolutionsforyou.com (Corporate Login: RFAP)

Physicians Assistance Program

866-918-1594 | www.lifesolutionsforyou.com (Corporate Login: UPMC)

Physicians 4 Physicians

412-647-3669

For any work-related stressor or adverse event

Professionalism Concern Line (GME Hotline)

1-844-GME-4DOC (1-800-463-4362)

For abuse, mistreatment, and concerns by an individual or program

Compliance Hotline

1-877-983-8442 | PSPhysicianRelations@upmc.edu

To contact HR regarding professionalism concerns by an individual or program

Pitt Med Professionalism Accolade & Incident Reporting System (PAIR)

<https://www.omed.pitt.edu/PAIR>

UPSTANDER Badge Reel Holder and Lanyard



PLEDGE TO FIGHT INJUSTICE

- ✓ I will stay engaged and celebrate diversity, equity, & inclusion
- ✓ I will be open & speak my truth, allowing others to do the same
- ✓ I will acknowledge and apologize for any bias and/or microaggression I may commit
- ✓ I will allow myself to experience discomfort to support my colleagues, push past it, confront it and use it to effect positive change
- ✓ I promise not to be silent and ACT in the face of injustice or mistreatment to anyone

Acosta, David MD; Ackerman-Barger, Kupiri PhD, RN Breaking the Silence: Time to Talk About Race and Racism, Academic Medicine: March 2017 - Volume 92 - Issue 3 - p 285-288. Olayiwola JN. Racism in Medicine: Shifting the Power. Annals of Family Medicine. 2016 May;14(3):267-269..

Adapted from Well Toolkit

Further Reading & Videos to Promote Awareness

- *What Does it Mean To Be White? Developing White Racial Literacy* by Robin DiAngelo
- *White Fragility* by Robin DiAngelo
- *How to be Anti-Racist* by Ibram X. Kendi
- *Me and White Supremacy* by Layla Saad
- *Whistling Vivaldi: And Other Clues to How Stereotypes Affect Us (Issues of Our Time)* by Claude Steele
- *Allegories on Race and Racism* by Dr. Camara Jones
<https://www.youtube.com/watch?v=GNhcY6fTyBM>

TAKE HOME POINTS

- We all have implicit bias
- Implicit & explicit biases can lead to microaggressions
- Microaggressions are like “hundreds of papercuts” which may seem small in nature, but very painful in impact
- Need for everyone to become an Upstander -> changing our culture
- Be supportive with mentorship and allyship to our colleagues in the face of microaggressions

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<https://gmewellness.upmc.com>



Thank you. Any questions/ comments?

Please email me at tripprp@upmc.edu