



Chapter 7

Management Consulting in Healthcare as an Innovative Means of Addressing an Organizational Cultural Crisis


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ABSTRACT

An increasing number of reports of sexual harassment in the workplace and medical education is challenging the current state of medical education and healthcare. The trauma and long-term consequences of sexual harassment are well documented, yet the issue of sexual harassment has been overlooked mainly in healthcare, leading to a culture of silence and a lack of meaningful and practical solutions. These dynamics represent a significant crisis. This chapter examines the prevalence of sexual harassment in

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the healthcare and medical education workplace and explores the need for innovative solutions and prevention strategies. The chapter concludes by discussing potential innovative solutions and prevention strategies developed by a management consulting group at Sunshine Health Regional Hospital and Medical Education Training Center, which has experienced a sexual harassment crisis. The intent is to find innovative solutions to influence the world of practice.

INTRODUCTION

The Sunshine Health Regional is a hospital and medical education training center in crisis due to a recent class action multimillion-dollar class settlement for sexual harassment against female doctors, staff, and medical.

Consequently, consultants of Management consulting solutions have assisted this organization in enhancing the working environment for female doctors who have experienced sexual assault and harassment and healthcare quality. Sexual harassment against women in the medical education and healthcare workplace is a problem that has been gaining more attention in recent years. With increased attention to the issue, more data about its prevalence and adverse effects on women in the medical field has been revealed.

Sexual harassment within the healthcare sector represents a deeply concerning crisis that demands immediate attention, urgency, and innovative solutions. This issue not only threatens the well-being and dignity of healthcare professionals but also undermines patient care and the trust that the healthcare system relies upon. To address this crisis effectively, it is imperative to approach it with a profound commitment to equity, inclusion, and diversity. Innovative solutions can emerge from a comprehensive understanding of the problem and a willingness to challenge systemic biases and power imbalances. These solutions may encompass culturally sensitive education and training programs, the establishment of clear reporting mechanisms, and the promotion of a culture that prioritizes respect and accountability. By tackling sexual harassment with a sense of urgency and a dedication to innovative approaches, the healthcare community has the potential to not only rectify this crisis but also foster an environment of safety, respect, and equality for all its members, ultimately enhancing the quality of patient care and the overall integrity of the profession.

What Is Sexual Harassment?

The Equal Employment Opportunity Commission (E.E.O.C.) defines *sexual harassment* as unwanted sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature (Jamieson & Milbrandt, 2018; Robinson et al., 2005).

Sexual assault is a sexual act committed against a person's will or without their consent and involves physical force, intimidation, coercion, or physical contact (Phillips & Schneider, 1993; Robinson et al., 2005). It is important to note that organizational development work is crucial for combating sexual harassment and assault in the workplace. Understanding and enhancing any substantive processes an organization may develop for performing tasks and pursuing objectives is part of organizational development work (Jamieson & Milbrandt, 2018).

Sexual harassment is an issue that has been pervasive in medical education and healthcare workplaces for decades, and the consequences of such behavior can be devastating for the victims. Women are par-

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