Achieving Leadership Gender Equity in Medicine: Collaboration, Innovation and the Imperative for Systemic Change

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Disclosures

Dr. Spector has

• Received grant funding from the US Department of Health and Human Services (DHHS), Agency for Healthcare Research and Quality (AHRQ), and Patient Centered Outcomes Research Institute (PCORI).

• Received consulting fees for helping various institutions implement I-PASS.

• Co-founded and holds equity interest in the I-PASS Patient Safety Institute, a company which aims to assist institutions in the implementation of the I-PASS Handoff Program.
Drexel College of Medicine Timeline

1850
Female Medical College of Pennsylvania established

1867
Female Medical College of Pennsylvania becomes Woman’s Medical College of Pennsylvania

1970
Woman’s Medical College of Pennsylvania becomes Medical College of Pennsylvania

1998
Medical College of Pennsylvania becomes MCP Hahnemann University.

2002
MCP Hahnemann becomes Drexel University College of Medicine
### Drexel University College of Medicine

#### Firsts for Women

<table>
<thead>
<tr>
<th>Ann Preston</th>
<th>Hannah Longshore</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1850 - Enrolled in the first class of the Female Medical College of Pennsylvania</td>
<td>• 1851 - Received her medical degree from the Female Medical College</td>
</tr>
<tr>
<td>• 1851 - Graduated medical school</td>
<td>• 1853 - Became Philadelphia’s first woman physician</td>
</tr>
<tr>
<td>• 1866 - Became the first woman dean of the Woman’s Medical College of Pennsylvania</td>
<td>• Dr. Longshore was one of the first women to hold a faculty position at an American medical school</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rebecca Cole</th>
<th>Anandibai Joshi</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1867 - Graduated from Woman’s Medical College of Pennsylvania and was the first African American to graduate from the school</td>
<td>• 1886 - Graduated from the Medical College of Pennsylvania at the age of 19</td>
</tr>
<tr>
<td>• Dr. Cole became the second African American woman to receive an M.D. degree in the United States</td>
<td>• Dr. Anandibai Joshi was the first Indian female physician</td>
</tr>
</tbody>
</table>

(Rebecca Crumpler, M.D., graduated from the New England Female Medical College in 1864)
### Firsts for Women

<table>
<thead>
<tr>
<th>Susan La Flesche Picotte</th>
<th>Eliza Grier</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1889</strong> - Graduated from Woman's Medical College of Pennsylvania</td>
<td><strong>1897</strong> – Graduated from Woman's Medical College of Pennsylvania</td>
</tr>
<tr>
<td>Was the first American Indian woman in the United States to receive a medical degree</td>
<td><strong>1898</strong>- Became the first African American woman admitted to practice medicine in Georgia</td>
</tr>
</tbody>
</table>

### The ELAM Legacy Story

- Students with skeletons (1895-1896)
- Operating amphitheatere (1903)
ELAM Timeline

ELAM was founded in 1995

In 1993, Drs. Cohen, Cormier and Morahan conducted a needs assessment of medical school deans. They designed a program that would address the challenges of advancing women leaders in academic health centers, that would help sustain the success of women who achieved these leadership positions, and work to change the culture of academic health centers to value the contributions of women.

- 1995 – fellows from medical schools
- 1996 – fellows from dental schools
- 2003 – fellows from pharmacy schools
- 2006 – fellows from schools of public health
- 2012 – fellows from international medical schools
- 2012 – ELATE founded

The ELAM Legacy Story

Walter Cohen
Patricia Kind

Patricia Cormier
Page Morahan
Rosalyn Richman
The ELAM Legacy: >1000 ELUMS

1995 -1996

2017 - 2018

24 Years / > 1000 Alumnae
Legacy of Leadership

• 33 Chief Executive or Academic Officers
• 23 Assistant/Associate/Vice/Senior Associate Provosts
• 56 Vice Presidents
• 34 Deans
• 13 of 25 women deans at medical schools
• 6 of 12 women deans at dental schools
• 3 of 24 women deans at public health schools
• 12 at other graduate schools
• 193 Associate, Senior Associate or Vice Deans
• 162 at medical schools
• 16 at dental schools
• 12 at public health schools
• 3 at other institutions
24 Years / > 1000 Alumnae
Legacy of Leadership

• 220 Department Chairs
  • 175 department chairs at medical schools
  • 16 at dental schools
  • 9 at public health schools
  • 20 at other institutions

• 208 Center Directors
  • 174 at medical schools
  • 8 at dental schools
  • 8 at public health schools
  • 11 at other institutions

Women in Academic Medicine
2018 Statistics

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Professors</th>
<th>Chairs</th>
<th>Deans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine *</td>
<td>24%</td>
<td>21%</td>
<td>17%</td>
</tr>
<tr>
<td>Dentistry ◊</td>
<td>21%</td>
<td>25%</td>
<td>23%</td>
</tr>
<tr>
<td>Pharmacy ●</td>
<td>33%</td>
<td>31%</td>
<td>22%</td>
</tr>
<tr>
<td>Public Health</td>
<td>N/A</td>
<td>N/A</td>
<td>40%</td>
</tr>
<tr>
<td>Internal Medicine +</td>
<td>22%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Sources
* AAMC Faculty Roster, December 31, 2017
◊ ADEA Survey of Dental School Faculty, 2016-17 Academic Year and internal ADEA list of dental schools and their deans
● American Association of Colleges of Pharmacy 2017-18 Profile of Pharmacy Faculty
Association of Schools and Programs of Public Health (ASPPH)
+ American Association of Medical Colleges Data Book
More Statistics

- In 2017 there were more female than male medical students for the first time
- Women are about 34% of physicians in the US
- Department Chairs
  - Clinical chairs: 18% women
  - Basic science chairs: 31% women
- Assistant Dens: 46% women
- Associate Deans: 39% women
- Senior Associate Deans: 33% women
- Deans: 17% interim and permanent are women – over half are ELUMs
- Hospital CEOs: 18% women

Journals

- Editors-in-chief of prestigious medical journals: 10%
- Senior authorship: 10%
Disparities

• Greater challenges in finding mentors (in particular sponsors)
• Attainment of independent grants
• Rates of promotion
• Pay
• Often solo woman leader with male majority

Women Make Great Contributions
Implicit Bias

Introductions of Grand Rounds Speakers

Introducer and Speaker | Speaker addressed by professional title | p-values from pairwise comparisons
---|---|---
Female, Female (FI-FS) | 45/46 97.8% | 0.46 <0.001 0.007
Female, Male (FI-MS) | 57/60 95.0% | <0.001 0.003
Male, Female (MI-FS) | 31/63 49.2% | <0.001
Male, Male (MI-MS) | 110/152 72.4% | 0.001

Files JA. Speaker Introductions at Internal Medicine Grand Rounds: Forms of Address Reveal Gender Bias. Journal of Women’s Health 2017; 26(5): 413-419
<table>
<thead>
<tr>
<th>System-wide Policies That Disadvantage Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Promotion and tenure</td>
</tr>
<tr>
<td>• Maternity leave (8 weeks) with discretion at</td>
</tr>
<tr>
<td>the departmental level</td>
</tr>
<tr>
<td>• No policies to support childrearing, lactation</td>
</tr>
<tr>
<td>and caretaking</td>
</tr>
<tr>
<td>• Women spend 8.5 more hours more than men on</td>
</tr>
<tr>
<td>parenting and domestic tasks (elder care)</td>
</tr>
</tbody>
</table>

<table>
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<th>#MeToo and Sexual Harassment</th>
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<tbody>
<tr>
<td>• Literature on workplace harassment – experiences are more common in hierarchical and male dominated fields like medicine</td>
</tr>
<tr>
<td>• Recent report – 40-50% of med students report experiencing sexual harassment by faculty and colleagues</td>
</tr>
<tr>
<td>• Gen x academic docs – 30% women vs 4% men – Jagsi, JAMA, 2016</td>
</tr>
<tr>
<td>• Harassment by patients</td>
</tr>
<tr>
<td>• Ann Peters, Keck School, 2018 Annals of Internal Medicine, “A Physician’s Place in the #MeToo Movement”</td>
</tr>
</tbody>
</table>
### Leadership Landscape

**Academic Dentistry**

In Academic Dentistry, despite the parity of women in dental school, women represent:
- 37% of dental faculty
- 20% of dental Deans

ADEA Snapshot of Dental Education
ADEA Deans’ Briefing Book

### Leadership Landscape

**Corporate America**

Despite the fact that women hold 52% of all professional-level jobs:
- 14.6% of CEOs are women
- 4.6% of Fortune 500 CEOs are women
- 16.9% of Fortune 500 board seats are held by women

Catalyst 2103 and 2014
Women Face the Labyrinth

Walls All Around

- Unconscious bias
- Gender stereotypes and leadership styles
  - Agentic versus communal
  - Double bind
- Demands of family life
- Underinvestment in social capital
  - Social networking with colleagues

Psychological Associations

Agentic and Communal

Men are associated with agentic qualities, which convey assertion and control

- Aggressive
- Ambitious
- Dominant
- Self-confident
- Forceful
- Self-reliant
- Individualistic
Psychological Associations

**Agentic and Communal**

Women are associated with communal qualities, which convey a concern for compassionate treatment of others

- Affectionate
- Helpful
- Kind
- Sympathetic
- Sensitive
- Gentle
- Well-spoken

**Double Bind**

- Agentic traits are most often associated with effective leadership
  - However, the most effective contemporary leaders have both agentic and communal traits
- If a woman leader is very communal, she may be viewed as not assertive enough
- If she is highly agentic, she is criticized for being too domineering or controlling
**Key Issues in Leadership Training for Women**

- Leadership training at early, mid and senior career
- Curricular focus includes
  - Finance, conflict resolution, negotiation, organizational dynamics and change management
- Critical need for
  - Supportive networks
  - Mentoring relationships
  - Sponsorship
- Engage both men and women in creating supportive institutional and organizational environments
- Develop meaningful metrics to track advancement of women in leadership

**Factors for Academic Success**

- Obtain leadership skills
  - Participate in professional development programs
  - Build your network
  - Target leadership positions
    - Local
    - Regional
    - National

Factors for Academic Success

- Build your reputation
  - Graceful self-promotion
- Associate with distinguished colleagues in your field
- Participate in professional organizations
- Sponsor others

Hitchcock MA. Academic Medicine 1995; 70: 1108-1116

Thinking Forward

Your Career and Impact

- Professional development planning
  - Key to your success
- Mentee-driven mentoring
  - Portfolio of mentors
- Gender disparities in medicine
  - Awareness and allies
- Factors for academic success
  - Importance of acquiring leadership skills
  - Networking
Impact of Mentors on Women in Business

• Outcomes
  – Have had at least one mentor
    • 83% of women vs. 76% of men
  – Have had four or more mentors
    • 21% of women vs. 15% of men

• However
  – Have had one or more promotions
    • 72% of men vs. 65% of women


Beyond Mentoring and Coaching

Sponsorship

“A coach tells you what to do, a mentor will listen to you and speak with you, but a sponsor will talk about you”

**Sponsorship**

- **Definition**
  - Public support by a powerful, influential person for the advancement and promotion of an individual within whom he or she sees untapped or unappreciated leadership talent or potential

- **Can catapult nascent talent to rising star status**

Travis EL. Academic Medicine 2013; 88(10): 1414-1417
Gottlieb, AS; Travis, EL. Academic Medicine 2018; 93 (11) 1620–1623

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**What Can Protégés Do for Sponsors**

- Work hard
- Be self-motivated
- Demonstrate trust
- Show loyalty
- Promote sponsor’s legacy

Overcoming Challenges

Best Practices

• Enact antidiscrimination legislation
• Raise awareness
  – Unconscious bias and diversity training
• Change the long-hours norm
  – Measure productivity rather than hours
• Make performance evaluations objective
• Use open recruitment techniques
• Ensure a critical mass of women leaders
• Avoid having a sole female member of a team

Overcoming Challenges

Best Practices

• Shore up social capital
• Prepare women for leadership and management
• Establish family-friendly HR practices
• Give employees with family responsibilities more time for promotion
• Welcome women back who step away from the workforce
• Encourage male participation in family-friendly benefits
Collaborations

- **Carol Emmott Fellowship**
  Accelerate the leadership capacity and national visibility of women in health

- **Women of Impact for Health Care**
  Female executives representing all sectors of the health care industry

- **Gender Equity Collaborative Design Day**
  Leaders from Deloitte & Touche, Press Ganey, Center for Create Leadership. The need to “move the needle, together” to create sustained improvement in equity in health

- **Bill and Melinda Gates Foundation**
  Create programming to develop and support women leaders in global health

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Collaborations

- **FeminEM**
  – Resource to discuss journey of women working in emergency medicine

- **#BeEthical Campaign**
  – A Call to Healthcare Leaders: Ending Gender Workforce Disparities is an Ethical Imperative

- “**Put Your Finger on the Scale**”
  – Promoting gender equity in leadership
Suggested Twitter Feeds to Follow

@ELAMProgram
@PROWDWomen
@feminemtweets (FemInEM)
@JulieSilverMD
@HarvardHBS
@choo_ek (Esther Choo, MD, MPH)
@CCollinsPhD (Chiquita Collins)
@WomenSurgeons
@RUBraveEnough (Brave Enough MD)
@HeForShe
@womeninmedchat
@DivaDocsBos
#BeEthical