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**Meet Your Future Leader:
Engaging & Empowering
Women to Achieve
Success in Health Care**

Sponsored by
Kevin Nazworth
Managing Director, Southeast Region and
Head of the Health Care Market
TIAA-CREF

The opinions expressed are those of the presenter and do not necessarily state or reflect the views of the American Society for Healthcare Human Resources Administration.

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Today's Presentation

- Introductions
- About the ASHHRA *Thought Leader Forums*
- Presentation and Interaction about...
 - ✓ Underrepresentation of women in health care leadership
 - ✓ Challenges women face in advancing their careers
 - ✓ Actions to pursue to help women achieve greater success in health care
- Recommendations for Future *Thought Leader Forums*

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Thought Leader Forum on “Engaging & Empowering Women to Achieve Success in Health Care”



- Moderated by The Walker Company Healthcare Consulting at the Health Forum Leadership Summit in San Diego, CA
- Executives in health care or in roles with insight into the field, provided perceptions, experiences and recommendations regarding the underrepresentation of women in health care leadership. Topics discussed included :
 - Readiness and positioning for leadership
 - Valuing attributes and equity in differences
 - The business case for women in leadership
 - Financial considerations
 - Transformation is a time of opportunity



Few Women are in Health Care Leadership Positions



Women comprise nearly 80% of the workforce...

- 89% of nurse practitioners are women
- 36% of physicians and surgeons are women
- 65% of physician assistants are women
- 54% of physical therapists
- 87% of occupational therapists are women
- 71% of medical & health services managers are women
- 95% of speech language pathologists are women
- 72 % of psychologists are women

Sources: Labor Force Statistics from Current Population Survey, Household Data Annual Averages, Bureau of Labor, Feb. 26, 2014
Kathryn Dill, Top 20 Best-Paying Jobs for Women 2014, Forbes, March 14, 2014.



Few Women are in Health Care Leadership Positions



Despite the considerable presence of women in health care, only...

- 18% of women serve as hospital CEOs
- 4% of women serve as CEOs of other health care companies
- 25.5% of women occupy top positions of leadership among medical school faculty, regulatory agencies, and public and private hospitals

Health care organizations are not benefiting from half the talent pool

Sources: RockHealth, Women in Healthcare, January 5, 2012
Tiffany Lennon, JD, Benchmarking Women's Leadership, University of Denver-Cororado Women's College, 2013.



Barriers & Challenges to Advancing Careers



Women in general don't position themselves for advancement...

- Men are selected for leadership based on **potential**, women for a **proven track record**
- Men apply for jobs they're only 60% qualified for, women don't apply unless 80-100% confident they are ready

Source: The Feminist Mystique. The Economist March 16, 2013.



Barriers & Challenges to Advancing Careers



Past experiences may contribute

- Women brought to leadership for the wrong reasons (e.g., filling "gender quota")
- Lacking of leadership development, readiness opportunities prior to assuming leadership positions
- Women in hiring positions seeking proven track records vs. potential

Women should be identified equitably as individuals with talent and potential, be given support and leadership development opportunities



Barriers & Challenges to Advancing Careers



Thought leaders predict the most difficult challenges to bringing women into leadership are culture and social norms



Barriers & Challenges to Advancing Careers



Examples of the influence of societal norms:

- "Lean In" and the campaign to ban "bossy" as it applies to confident girls and women
- "Nice Girls Don't Get the Corner Office"

Sources: Sheryl Sandberg, Facebook Chief Operating Officer, author "Lean In"; Lois P. Frankel, Ph.D., author "Nice Girls Don't Get the Corner Office"



Transformation and integration require collaborative leadership; but is a competitive leadership viewed as more successful leadership trait?

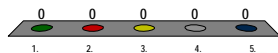


ASHHRA Leadership

ViewPoints

In your experience, women are more often hired for their proven track records, not their potential

1. Strongly agree
2. Somewhat agree
3. Somewhat disagree
4. Strongly disagree
5. Don't know



It's About Skills, Talents & Equity of Attributes, Not Women vs. Men



Women bring skills and attributes to leadership that benefit hospitals and health systems

- Focus should be on business results needed to succeed and the competencies and attributes critical to achieving results, regardless of gender
- Board and C-suite should shoulder succession planning responsibility
 - Acting intentionally to bring in new talent
 - Ensuring the best candidates are hired
 - Recognize the women's leadership attributes
 - Assessing leadership bench strength, the right mix of skills, personalities, diversity



It's About Skills, Talents & Equity of Attributes, Not Women vs. Men



There is equity in the differences if we value attributes in a way that we don't see the women's space as inferior.

- The health care system has traditionally rewarded behavioral norms based on male attributes
- Thought leaders' vision - cultures in which the differences in talents & attributes between women & men are valued equitably



Does your organization have a structured succession plan that incorporates diversity?



The Business Case for Great Results



When women are included in leadership, business performance delivers greater returns on investment.

- At top grossing hospitals & medical centers, women comprise 25% of leadership vs. 18% for industry as a whole
- At top grossing not-for-profit hospitals, women comprise 30% of CEOs, 25% of board members, and 35% of executives



The Business Case for Great Results



Engaging women as leaders is not so much a change as it is a solution to critical business needs.

- Health care transformation requires new talent, skills & attributes
- Including women in leadership means:
 - Stronger reflection of community & workforce diversity
 - Adding the benefits of utilizing the full talent pool
 - Building a catalyst to achieving strong business results




What strategies or programs are you using to develop the leadership capacity of women and enable successful C-suite advancement?



ASHHRA Leadership ViewPoints

Statistical data supports women's contributions to success? Should equitable advancement of women be a business initiative?

1. Yes
2. Maybe, it depends
3. No
4. I don't know

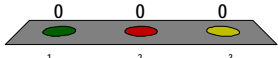


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ASHHRA Leadership ViewPoints

If your organization offers a leadership development program, are women equally represented as participants?

1. Yes
2. No
3. Don't know



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Precepting, Mentoring, Coaching & Championing



With [experience and success] comes a responsibility to mentor other women as leaders...

- Watch for and call attention to talent
- Help individuals recognize and realize their potential
- Mentor, sponsor and coach
 - Networking
 - Aspirational pursuits
 - Speaking out for advancement
 - Developing leadership skills

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Precepting, Mentoring, Coaching & Championing



Helping younger talent - a rewarding career accomplishment

But...

- Precepting, mentoring, coaching, sponsoring are not the same
- Not everyone wants to be a leader
- Putting your reputation on the line
- Aspiring leaders also have responsibility



What advice do you offer women with leadership, executive potential?

What advice have you received?



Compensation for Women in Health Care



- Earn 20% less than men (\$33,000) overall
- Achieve CEO positions at 50% the rate of men
- As CEOs of top-grossing, not-for-profit hospitals, earned 57% of male counterpart's compensation (\$1.5 million gap)
- Less likely to characterize their organizations as gender equitable

Sources: American College of Healthcare Executives, Division of Member Services, Research, Executive Summary, A Comparison of the Career Attainments of Men and Women Healthcare Executives. Dec. 2012.



Compensation for Women in Health Care



- Women rise through the ranks, men often recruited from outside. Internal caps constrain compensation equity
- Men may negotiate for better salaries, women may accept what's offered
- Women may be driven by passion and mission vs. money and tacitly exchange passion and flexibility for equitable compensation



In your experience, do you believe these presumptions to be true?

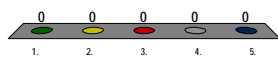


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ViewPoints

Is compensation in your organization gender equitable?

1. Yes, fully equitable
2. We have initiatives in place to improve equity
3. We are assessing gender equity
4. No
5. Don't know



Financial Literacy: A Fundamental Skill



The ability to speak the language of the Chief Financial Officer is essential to having a place at the table, be respected for knowledge of key issues, and to obtaining needed resources



Health Care Transformation, an Opportunity

- Women are half the workforce, half the talent pool
- An untapped resource in midst of critical transformation
- New competencies, attributes needed to succeed

Engaging women is a solution to critical business needs



Actions for Engaging & Empowering Women to Achieve Success

- Raise awareness
- Build a sound, compelling business case
- Pursue equity
- Nurture leadership talent
- Ensure leadership readiness




In what ways is your organization working to build awareness, change perspectives, tap into the whole talent pool and build a business case focused on great results and emerging talent needs?




ASHHRA Leadership **ViewPoints**

Do you believe your board and/or C-suite perceive gender inequities within your organization?

1. Yes
2. Somewhat
3. No
4. Don't know



Option	Count
1. Yes	0
2. Somewhat	0
3. No	0
4. Don't know	0



Recommendations for Future Thought Leader Forums

- Exploring partnerships with licensing boards
- Exploring partnerships with educational institutions to develop curriculums to meet the needs of the future workforce
- Pioneering new performance evaluations
- Pioneering new value-based pay systems



Recommendations for Future Thought Leader Forums

- Keeping pace with transformation - leveraging new data, establishing new HR benchmarks, supporting evidence-based human resource decision-making
- Navigating labor relations in implementing new performance and pay systems
- Creating one organizational culture with a dispersed workforce
- "Building in" employee support vs. gaining "buy-in" later
- Equipping employees for the future

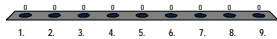


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ViewPoints

Which **three** topics would provide your organization with the greatest value?

1. Exploring partnerships with licensing boards
2. Exploring partnerships with educational institutions
3. Pioneering new performance evaluations
4. Pioneering new value-based pay systems
5. Keeping pace with transformation
6. Navigating labor relations in implementing new performance and pay systems
7. Creating one organizational culture with a dispersed workforce
8. "Building in" employee support vs. gaining "buy-in" later
9. Equipping employees for the future



Thank You!

Enjoy the Conference!

