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THE HUMAN SIDE OF HEALTHCARE

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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



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### 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.



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### 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.



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### 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.



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### 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*



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### Barriers & Challenges to Advancing Careers



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



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### 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"



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



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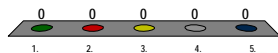
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### ViewPoints

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



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**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



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**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



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



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### 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



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### 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



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



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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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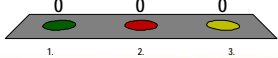
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ASHHRA Leadership **ViewPoints**

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



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

What advice have you received?



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### 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.



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### 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



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



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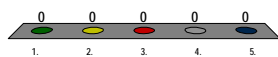
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### ViewPoints

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



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### 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*



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### 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*



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### Actions for Engaging & Empowering Women to Achieve Success

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



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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?



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*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



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**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



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### 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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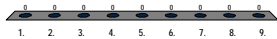
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### ViewPoints

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



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Thank You!

Enjoy the Conference!



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