

# **Glass Ceilings & Sticky Floors: Time for Academic Medicine to Renovate**

Department of Medicine, Grand Rounds, April 4, 2017

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Medical Director, Extracorporeal Life Support (ECLS)

Attending Physician, Pediatric Critical Care, MCH, MUHC

# Disclosures

We have no actual or potential conflict of interest in relation to this presentation.

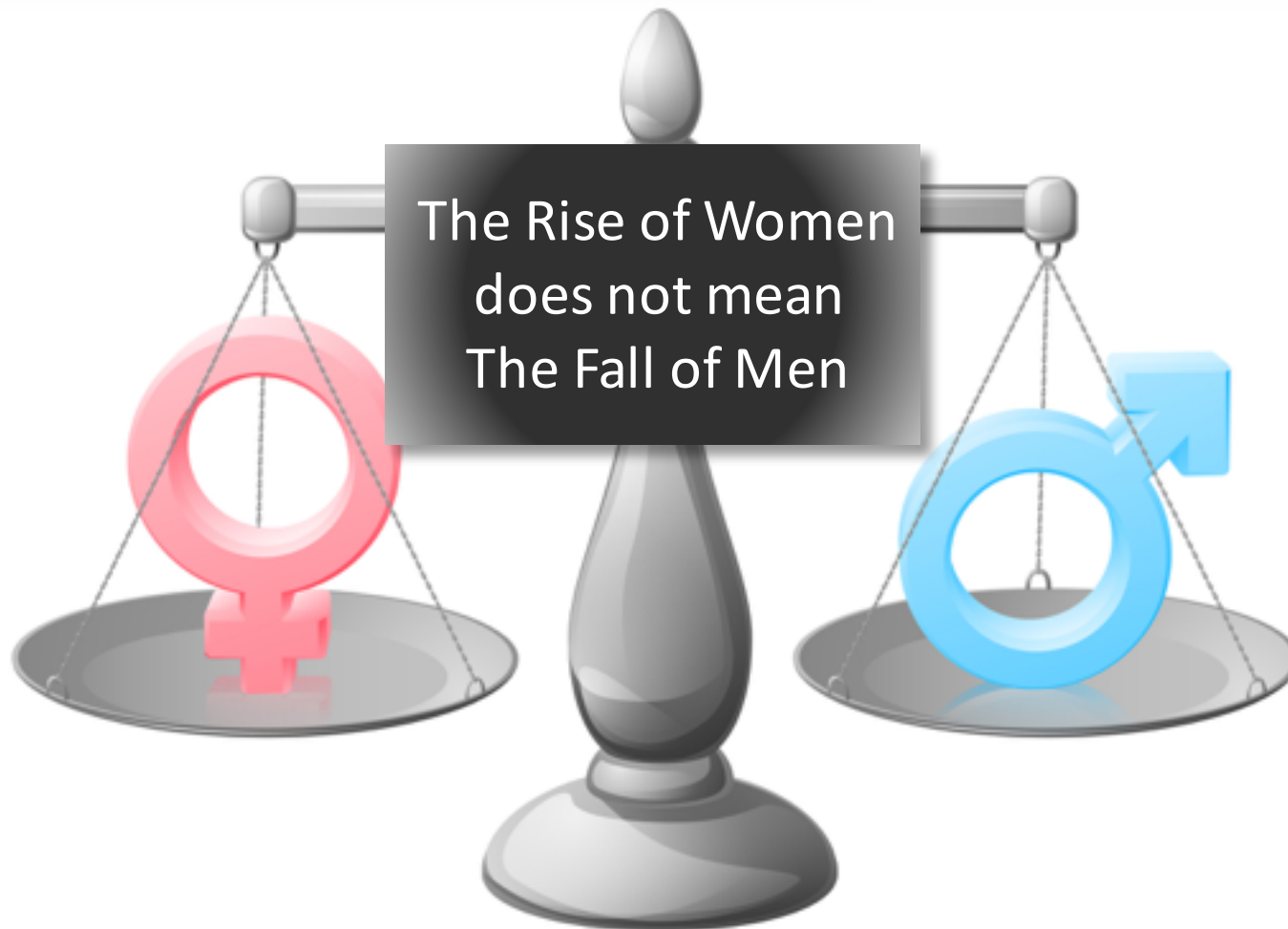
*(No affiliation, honoraria or monetary support from an industry source)*

# Objectives

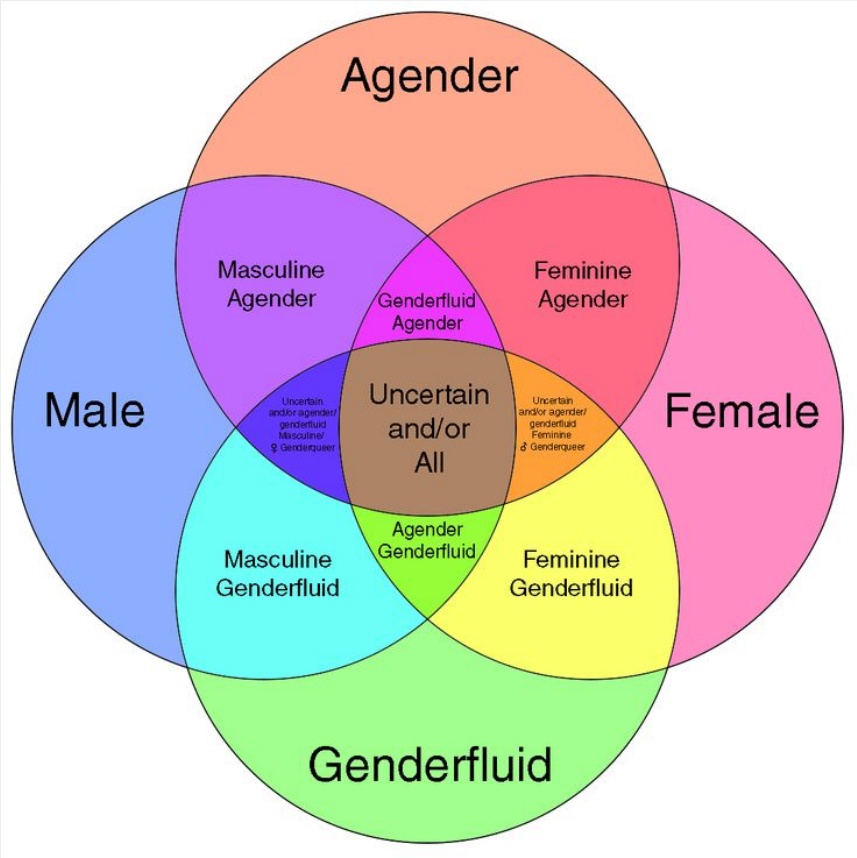
By the end of this session, participants will be able to:

1. Describe barriers to women's advancement in medical leadership
2. Summarize the activities of the Women in Leadership Task Force
3. Describe strategies to close the gender gap in medical leadership

# Disclaimers



# Disclaimers



<https://www.pinterest.com/sexedplus/visualizing-gender-identity-binaries-spectrums-and/>

# Disclaimers



<http://synthetick.com/stock-video/male-female-brain.html>

# Gender Disparity

- 23% university presidents
- 29% research chairs

Academics



- Academic rank
- Leadership

Academic  
Medicine



- Tenure
- Grants
- Papers

Research



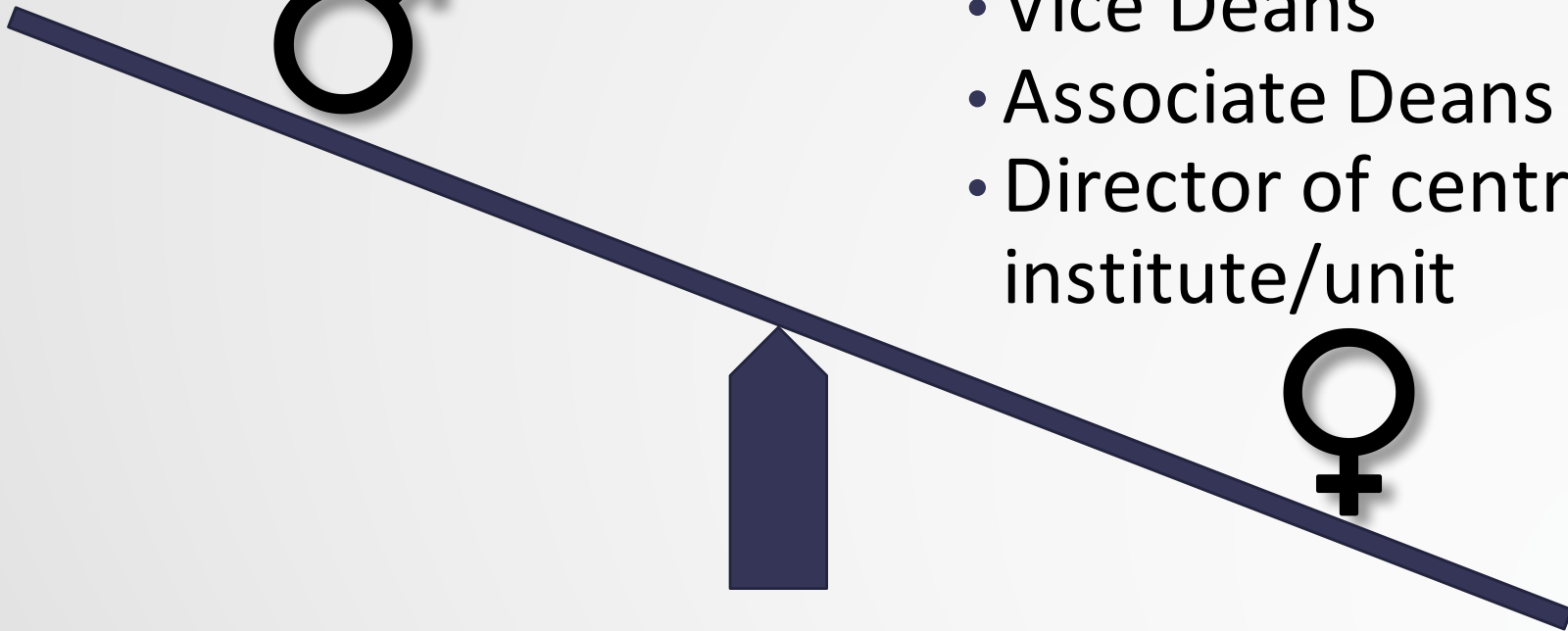
# Faculty of Medicine



- Dean
- Clinical Chairs
- Basic Science Chairs



- Vice Deans
- Associate Deans
- Director of centre/  
institute/unit

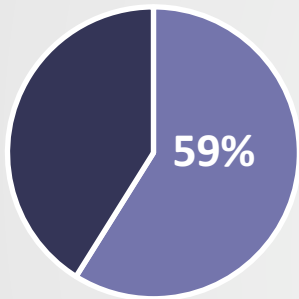




# Department of Pediatrics

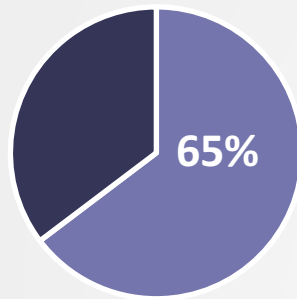


Demographics



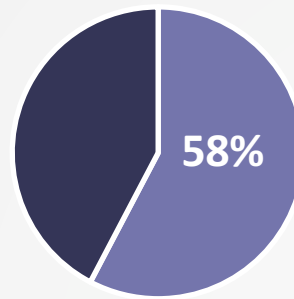
■ Women ■ Men

Assistant



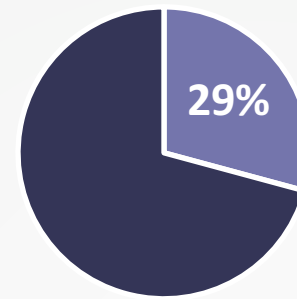
■ Women ■ Men

Associate



■ Women ■ Men

Professor



■ Women ■ Men

# Pediatrics - Leadership

	Female	Male
Pediatrics UGME Director	1	0
Sub-specialty Program Directors	14	7
Core Training Program Director	1	0
Core Assistant Program Director	1	1
<hr/>		
Division Directors	5	7
Associate Chairs*	1	6
Vice Chair	0	1
Head of Child Health Research**	0	1
Chair	0	1

**Is the Department of Medicine  
Different?**

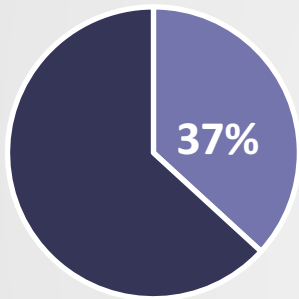
# Department of Medicine



McGill University  
Health Centre

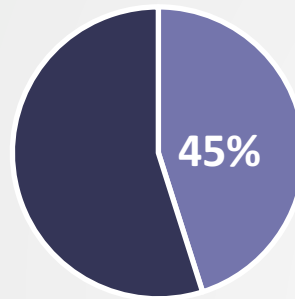


Demographics



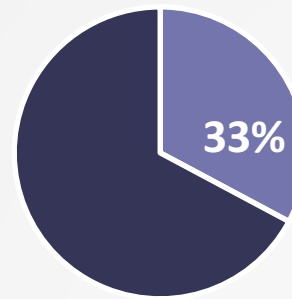
■ Women ■ Men

Assistant



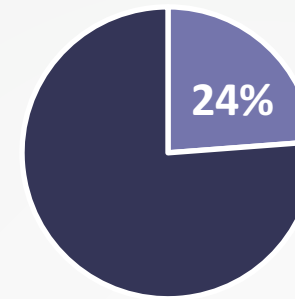
■ Women ■ Men

Associate



■ Women ■ Men

Professor



■ Women ■ Men

# Internal Medicine: Leadership

	Female	Male
Internal Medicine UGME Director	0	1
Subspecialty Program Directors	9	7
Core Site Directors	3	0
Core Assistant Program Director	1	0
Core Training Program Director	0	1
Division Directors	4	13
Associate Directors	0	2
Executive Associate Physician-in-Chief	1	0
Chair	0	1

# Common Misperceptions

- $\uparrow \text{♀} \rightarrow \uparrow \text{♀}$  leaders
- Less interest
- Opportunities  $\text{♀} = \text{♂}$
- Opportunities = Equality



<http://chatsworthconsulting.com/tag/perceptions>

(Vongalis-Macrow, AE, 2014; Weinacker, A and Stapleton, R, 2013; CIDA, 2010)

*Opportunities are the same but the ability to take advantage/accept the opportunities is different.*

Female, Focus Group

# Common Misperceptions



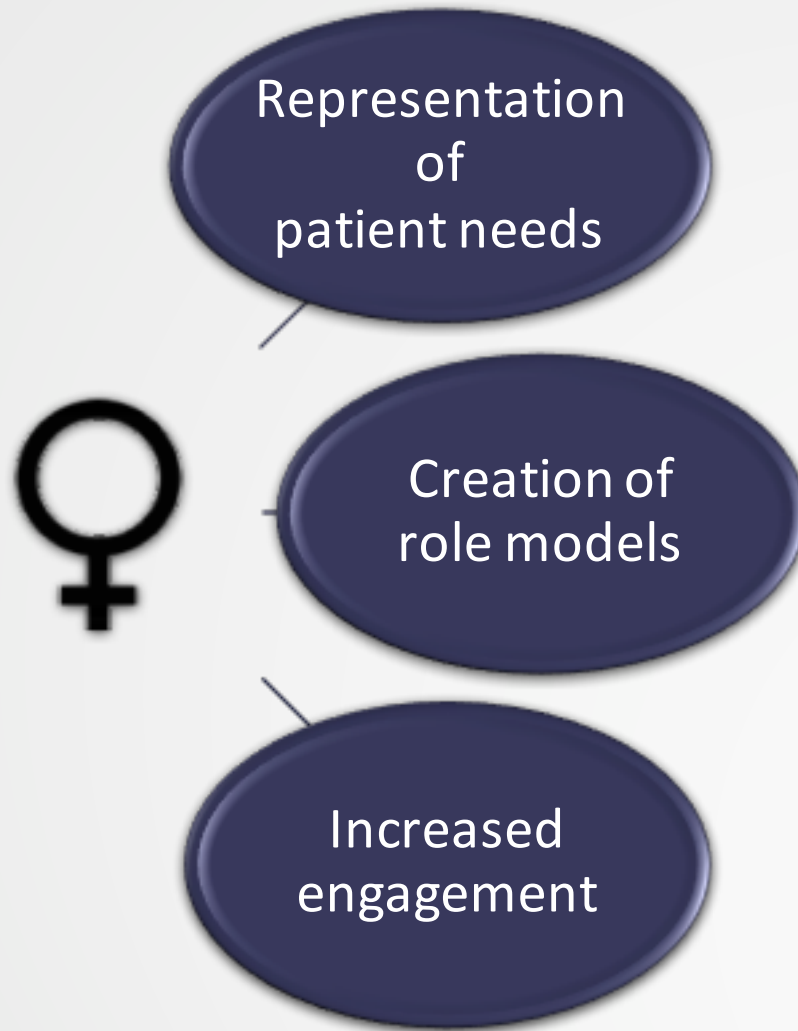
<http://darkroom.baltimoresun.com/2014/02/sochi-olympics-day-5-mancuso-wins-skiing-bronze-curling-begins/>



# Advantages of Gender Diversity in Medical Leadership



# Advantages of Gender Diversity in Medical Leadership



# **Women in Leadership Task Force**

## **Department of Pediatrics**

April 2016 - Present

# Membership

## **Laurie Plotnick – Chair**

Associate Professor, Associate Director,  
Pediatric Emergency Medicine,

## **Ingrid Chadwick**

Assistant Professor, Management,  
John Molson School of Business

## **Jean-Pierre Farmer**

Chair, Pediatric Surgery and Pediatric  
Neurosurgeon

## **Stephen Liben**

Professor, Director, Pediatric Palliative  
Care Program

## **June Ortenberg**

Assistant Professor, General Pediatrics

## **Joyce Plckering**

Executive Associate Physician-in-Chief of  
Medicine

## **Maria Psihogios**

PGY1 Pediatrics

## **Aimee Ryan**

Associate Professor, Department of Pediatrics

## **Christine Sabapathy**

Assistant Professor, Hematology-Oncology

## **Samara Zavalkoff**

Assistant Professor, Pediatric Critical Care

# WIL taskforce mandate

```
graph LR; A[Realistic action plans] --> B[↑ Women applying for leadership]; B --> C[↑ Women assuming leadership];
```

Realistic  
action  
plans

↑ Women  
applying for  
leadership

↑ Women  
assuming  
leadership

# WIL Taskforce Initiatives

Literature review

Leadership for  
Medical Women  
conference

Survey

Focus groups

# Survey and Focus Groups: Objectives

- Explore perceived barriers
- Surface innovative ideas

# Survey - Methods

- Development
- Questions:
  - Demographic
  - Career development
  - Barriers
  - Strategies
- Target: faculty, trainees
- Administration



# Focus Group-Methods

- 3 groups: male, female, mixed
- Participant selection
- Focus group facilitators
  - Gender matched to group
  - Qualitative researchers
- Question

# Survey Results

- 57.5% (n= 160) response rate
- Wide representation

# Focus Group Results

- 17 women, 10 men
- Wide representation



[https://medium.com/@UN\\_Women/comic-competition-winners-gender-equality-picture-it-b2b1690c6d14](https://medium.com/@UN_Women/comic-competition-winners-gender-equality-picture-it-b2b1690c6d14)

# Gender Disparity Principles

- Fairness
- Stereotypes and biases
- Stem from everyone

# Barrier 1 - Image of a Leader

## Agentic

- Dedicated
- Competent
- Strong
- Assertive
- Decisive
- Independent
- Analytical
- Action-oriented

## Communal

- Warm
- Caring
- Sensitive
- Honest
- Nurturing
- Dependent
- Collaborative
- Supportive

# Barrier 1 - Image of a Leader

## Agentic = Men

- Dedicated
- Competent
- Strong
- Assertive
- Decisive
- Independent
- Analytical
- Action-oriented

## Communal = Women

- Warm
- Caring
- Sensitive
- Honest
- Nurturing
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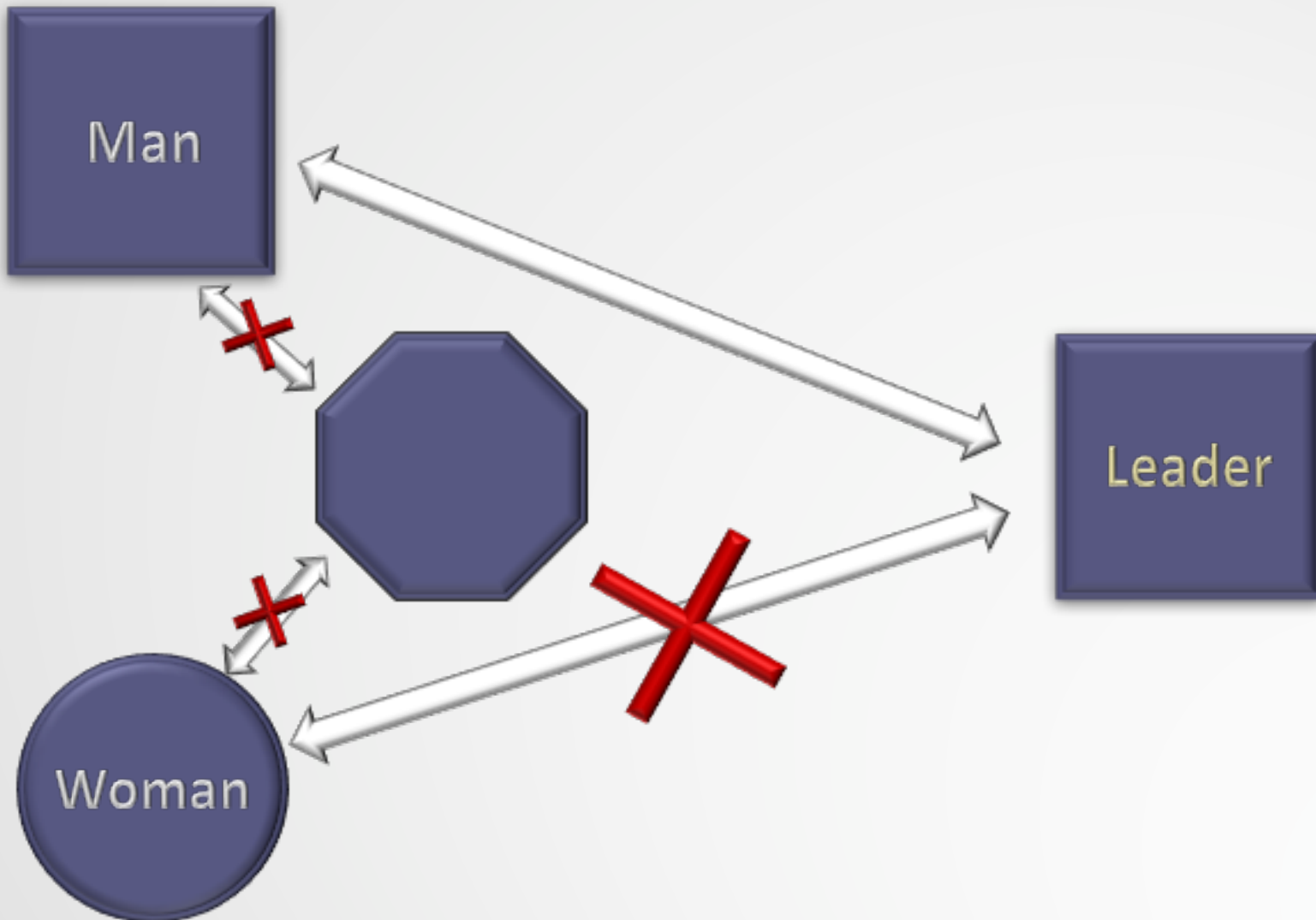
*If you (and a male colleague) are both talking to someone, I often find that the male ... is being listened to more than the female...*

*I've even had some nurses [say] "You're [going to] have to have...a deeper, more assertive voice, [because] they're [going to] listen to the male in the room."*

Female, Focus Group



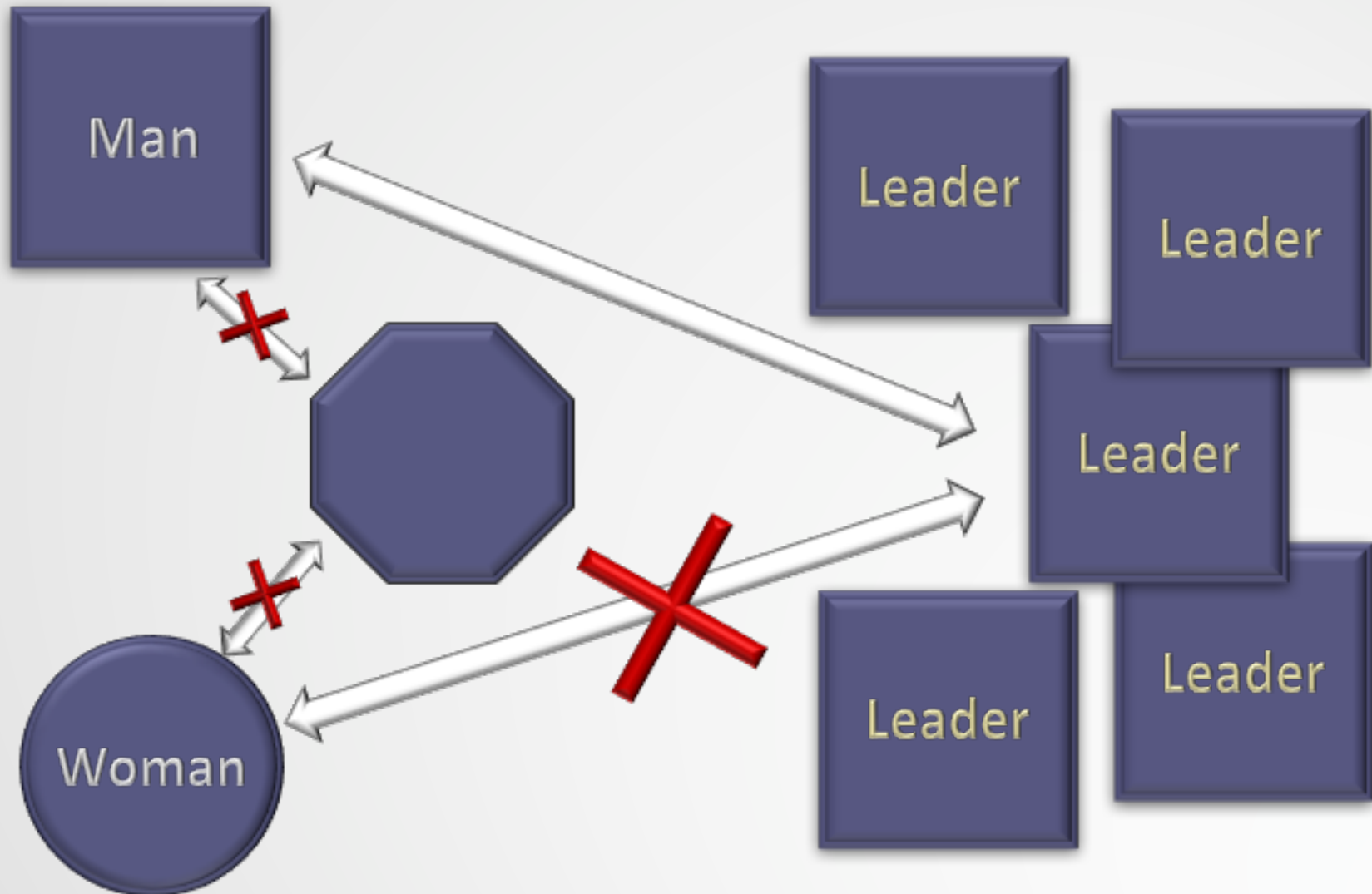
# Barrier 1 - Image of a Leader



*... if a man is more outspoken, he is a leader  
... if a woman is more outspoken ... that can  
be seen as negative ... not only just by men,  
but I think as a society we do tend to ...  
have a harder time with strong-willed women,  
[whereas] being strong-willed... for a man is  
a positive thing when it comes to leadership.*

Male, Focus Group

# Barrier 1 - Image of a Leader



# Barrier 2 - Lack of Active Guidance

## Mentorship – quantity and quality

*...there is a bit of reluctance [for women] to go for mentorship: “I don’t know who to talk to, I am too shy, I wouldn’t even know where to begin”... [mentorship] seems to be more of a natural fit for men, and I think women are a little bit too shy or less inclined to go there.*

Female, Focus Group

# Barrier 2 - Lack of Active Guidance

## Networking

Networking Opportunities	Female	Male	
Same	34.1% (31)	66.0% (31)	
Different	65.9% (60)	34.0% (16)	$\chi^2 = 12.78;$ $p = 0.002$

# Barrier 3 - Family Obligations

- Disproportionate
- Self-perceived barrier - F 42.5% vs. M 27.3%
- Top challenge to women

## Barrier 3 - Family Obligations

- *You have to look outside in a broader society context... I've been reasonably successful in my career ... I am very fortunate. I have a very supportive wife who was ready to give up her own career to raise our children ... I did a lot of things that, if I was a woman, I am sure I wouldn't be able to do.*

Male, Focus Group

# Woman's "choice"

Men	Women
Many role models	Few role models



# Woman's "choice"

Men	Women
Many role models	Few role models
Mentors and networks	Few mentors and networks

# Woman's "choice"

Men	Women
Many role models	Few role models
Mentors and networks	Few mentors and networks
Minority are primary caretakers	Majority are primary caretakers

# Woman's "choice"

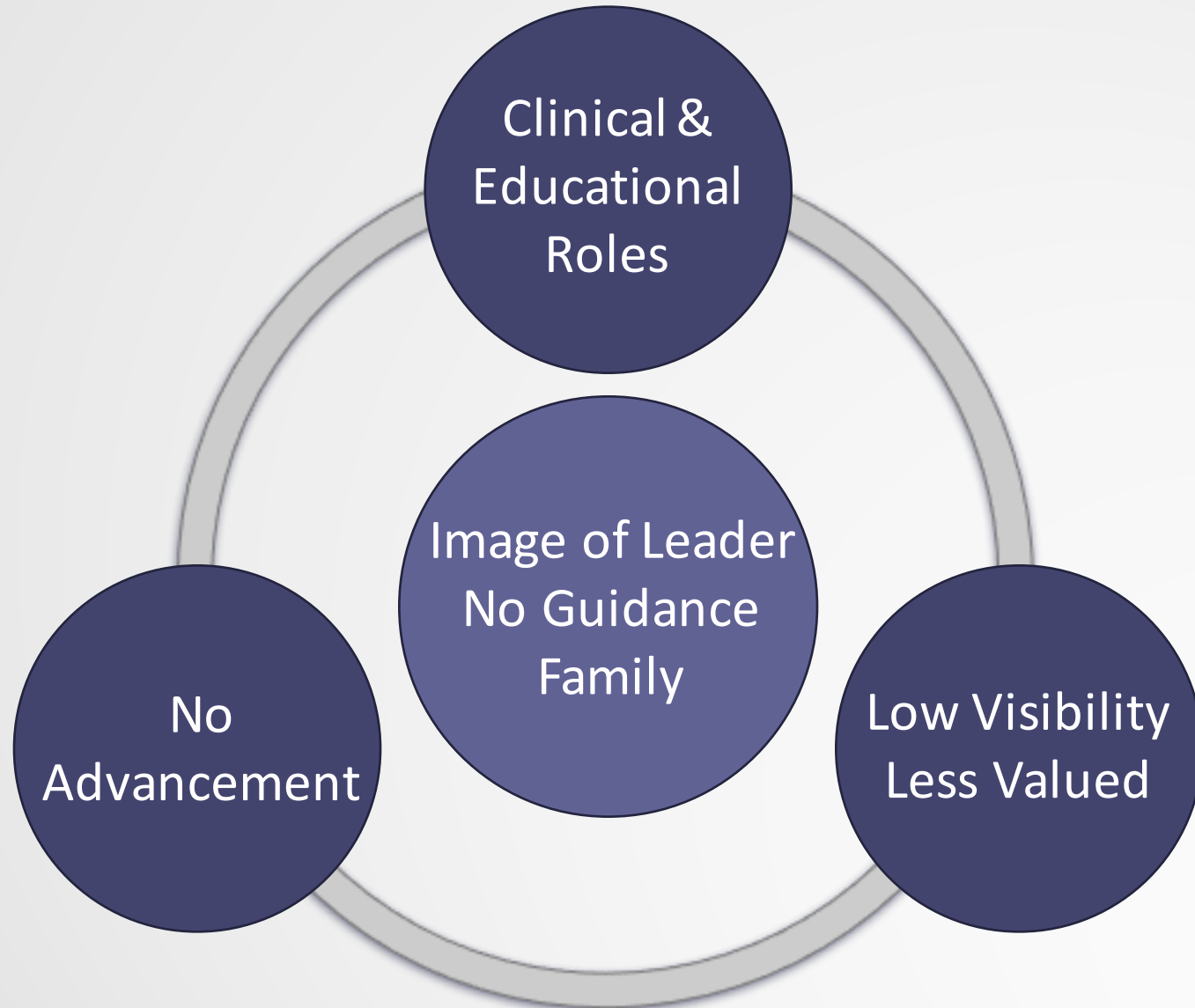
Men	Women
Many role models	Few role models
Mentors and networks	Few mentors and networks
Minority are primary caretakers	Majority are primary caretakers
Do not bear children	Bear children

# Woman's "choice"

Men	Women
Many role models	Few role models
Mentors and networks	Few mentors and networks
Minority are primary caretakers	Majority are primary caretakers
Do not bear children	Bear children
Do not breastfeed	Breastfeed

Adapted from: *Handelsman, J.* <https://med.stanford.edu/facultydiversity/diversity-resources/information-about-bias/handelsman-video-page.html>

# Barrier 4 - Distracting Roles



*...Male leadership tends to be ... about formal leadership roles... The informal leadership ... is heavily [undertaken by] women ... this sort of day-to-day, not named “chair of committee or department head,” but “lived” leadership ...that doesn’t necessarily get recognized or get much...*

Male, Focus Group

# Barrier 5 - Organizational Structure

## Traditional Career Path

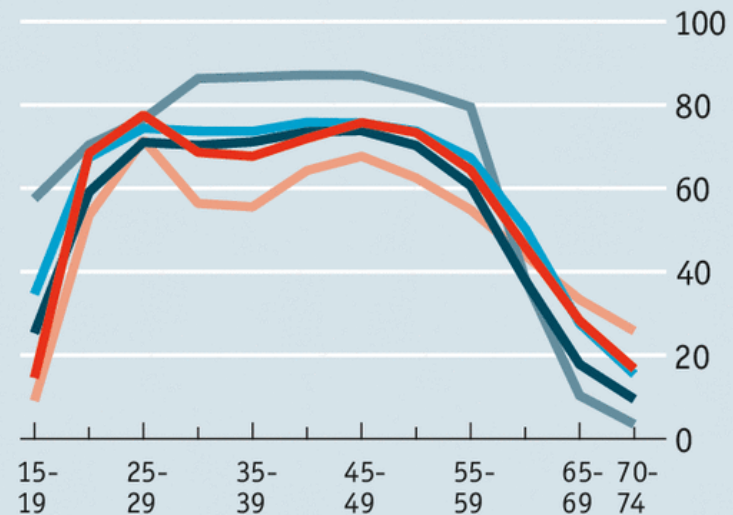


## Dial M for Mother

1

Female labour-force participation rate by age 2012, %

— South Korea\* — Japan — United States  
— OECD average — Denmark\*



Source: OECD

\*Biggest growth/decline between 25-29 and 30-34 in the OECD

<http://www.economist.com/news/briefing/21599763-womens-lowly-status-japanese-workplace-has-barely-improved-decades-and-country>

# Barrier 5 - Organizational Structure

Lack of:

- Family-friendly environment
- Metrics
- Policy



# Glass Ceiling & Sticky Floor



<http://www.dailymail.co.uk/femail/article-2703345/The-MYTH-glass-ceiling-Think-women-raw-deal-work-In-ferocious-blast-pioneering-woman-boss-eats-sexist-pigs-breakfast-says-time-stopped-whining.html>



<http://www.ahappymum.com/2017/03/empowering-women-with-3m-futuro-for-her.html>

(Monroe, A.K., et al., 2015; Zhuge, Y. et al., 2011; Carnes, M. et al., 2008)

# Potential Strategies

**Gender Diversity =  
Gender-diverse Solutions**

# 1. Training & Education

The first step in solving a problem  
is to recognize that it does exist.

*Zig Ziglar*

# 1. Training & Education

- Diversity expert
- Outcomes:
  - Buy-in
  - Gender Diversity policy
  - Training of Departmental leaders
  - Bias-free selection and promotion
- Faculty of Medicine Diversity Workshops



(Carnes, M. et al., 2015; Burgess, DJ et al., 2012; CIDA 2010; Carnes, M et al, 2008)

# 2. Data Tracking and Monitoring

- Tracking demographics
- Measurement of metrics
- Real-time reporting



<http://setuix.com/track-tracking-data-users-website/>

# 3. Renewed Career Framework

## Academic Biomedical Career Customization (ABCC)

- Framework
  - Individualized
  - All life stages
- Banking Program

(Valantine, H & Sandborg, CI, 2013)

## 4. Active Guidance for Women

- Formal mentorship program
- Networking
- Workshops, programs and meetings



# 5. Family-friendly Work Environment

- Meeting times and remote access
- Departmental petition for:
  - On-site childcare
  - On-site amenities and services
  - On-site employee gym

# Take-Home Points

- The gender gap is real
- Gender diversity is necessary
- Implicit biases → barriers
- Many strategies to consider

# Acknowledgements

- **Dr. Michael Shevell**, Chair, McGill Department of Pediatrics
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- **Ms. Isadora Hellegren**, RA, Department of Art History and Communication Studies, McGill University
- **Ms. Cecilia Delamora**, graduate student, Études Urbanes et Touristiques, Université du Québec à Montréal

**Be brave enough  
to start a conversation  
that matters.**

Margaret Wheatley

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Video - <https://med.stanford.edu/facultydiversity/diversity-resources/information-about-bias/handelsman-video-page.html>

Medscape Survey

<http://www.medscape.com/features/slideshow/public/femaleleadershipreport2015#page=1>