

Building competencies in healthcare: the future role of women in management

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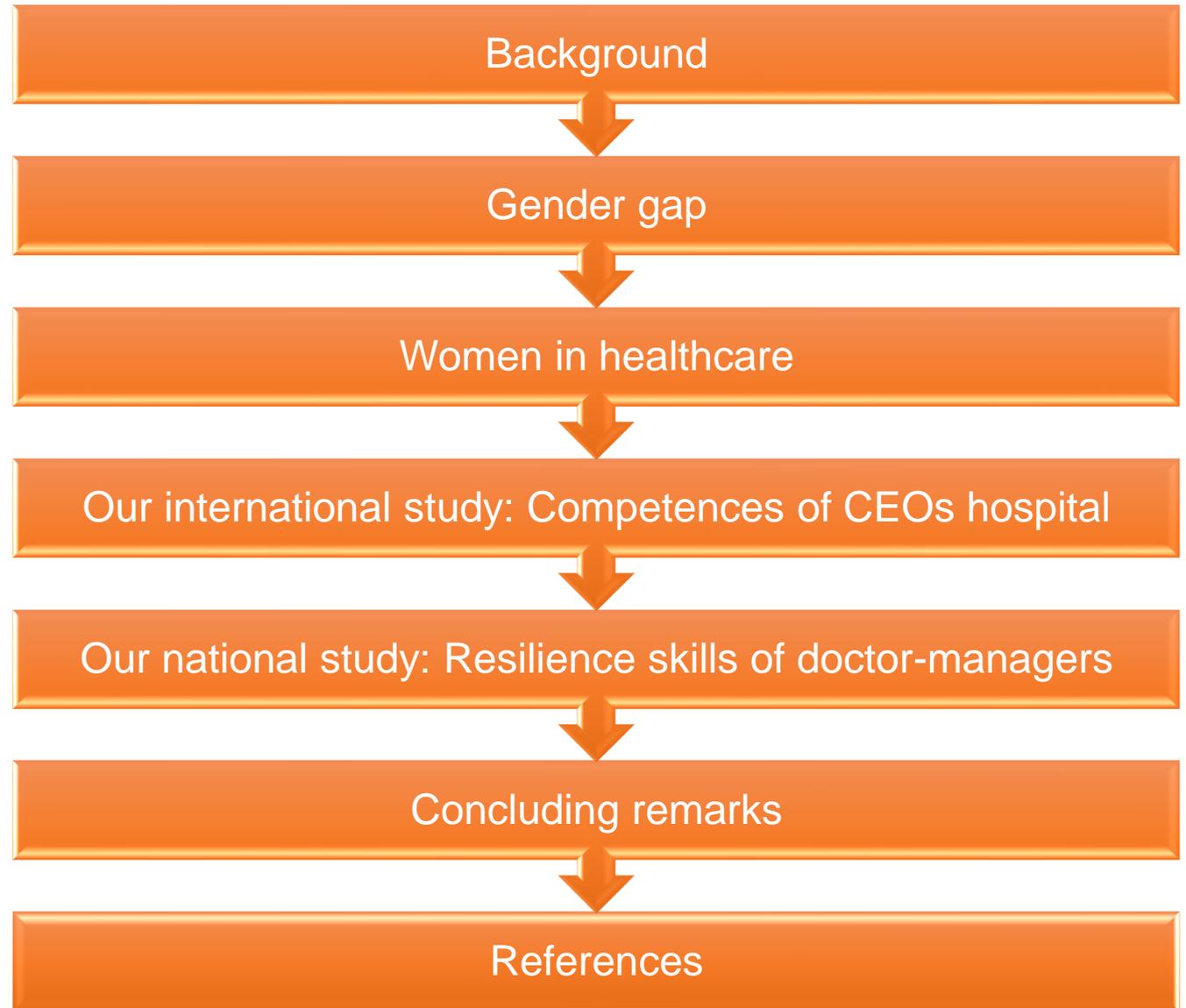
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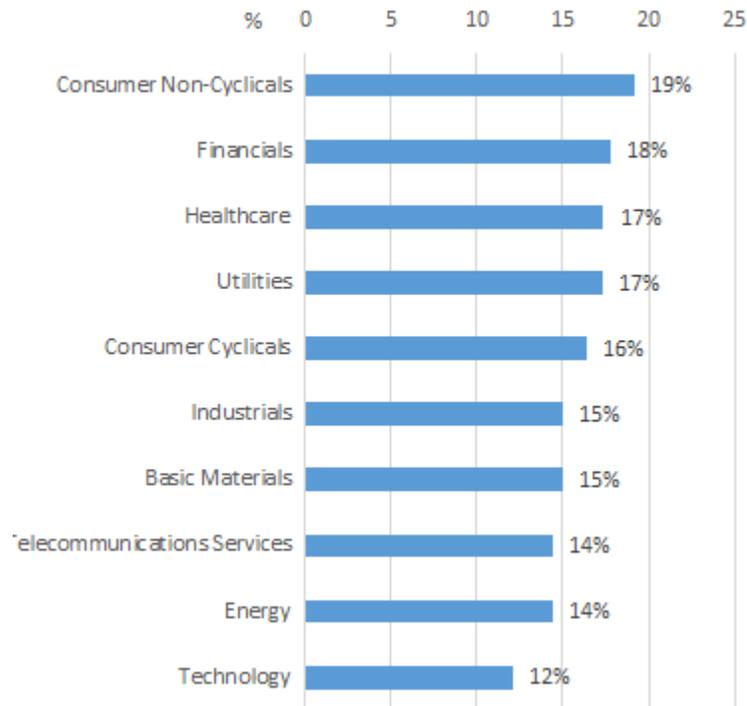
Background

- In the 21st century, globally women have faced unequal promotion because of gender.
- Compared with men, they are offered and engaged in both authorizations and opportunities in their occupations. This phenomenon is called the “**glass ceiling**” used as a phrase for comparison.
- The term was coined by M. Loden in 1978. It is a metaphor represent a subtle and **transparent barrier** that is powerful enough to **prohibit** women from **progressing** to **higher hierarchical levels** in the organizations where they work.

Gender gap

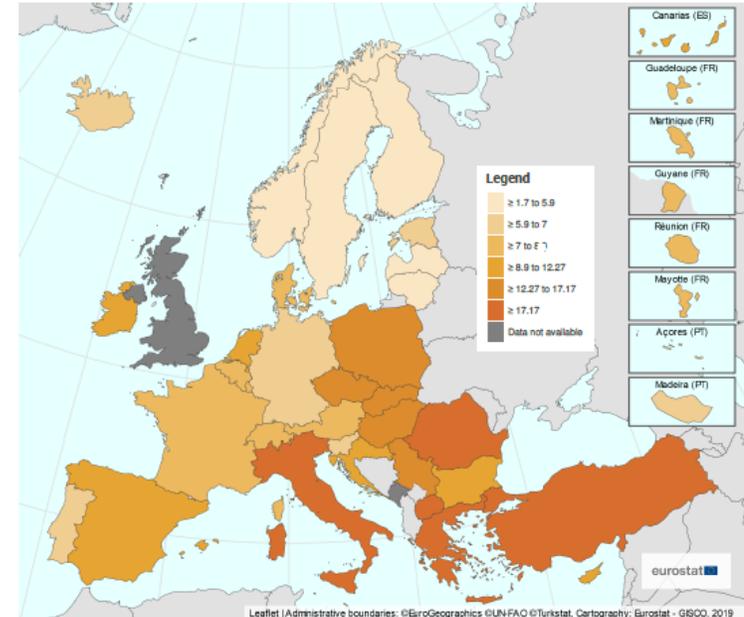
In Europe, the gender employment gap decreased from 11.7 to **11.3** percentage points between 2019 and 2020, despite the large impact Covid-19 measures had on women specifically (Eurostat, 2022).

Figure 1. Percentage of female board members by industry



Gender employment gap

Geopolitical entity (reporting) / Time: 2020 Time frequency: Annual Age class: From 20 to 64 years Unit of measure: Percentage of total population Employment indicator: Total employment (resident population concept - LFS)



Still, just **18%** of **firms globally** are **led** by women, and on average, only **22%** of **board members** in OECD countries are women (OECD, 2020).



Women leaders in healthcare

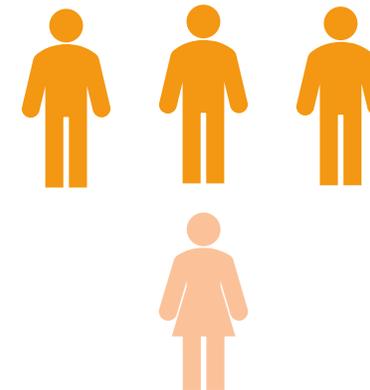
- Women continue to be severely underrepresented in top leadership roles in healthcare, even though they make up the great majority of the specialized healthcare workforce (Bismark et al., 2015; Fontenot, 2012; Hopkins et al., 2006; Hoss et al., 2011; Lantz, 2008).
- Out of the global healthcare workforce, 77.60%¹ percent are women. The presence of women in respect of total employment:

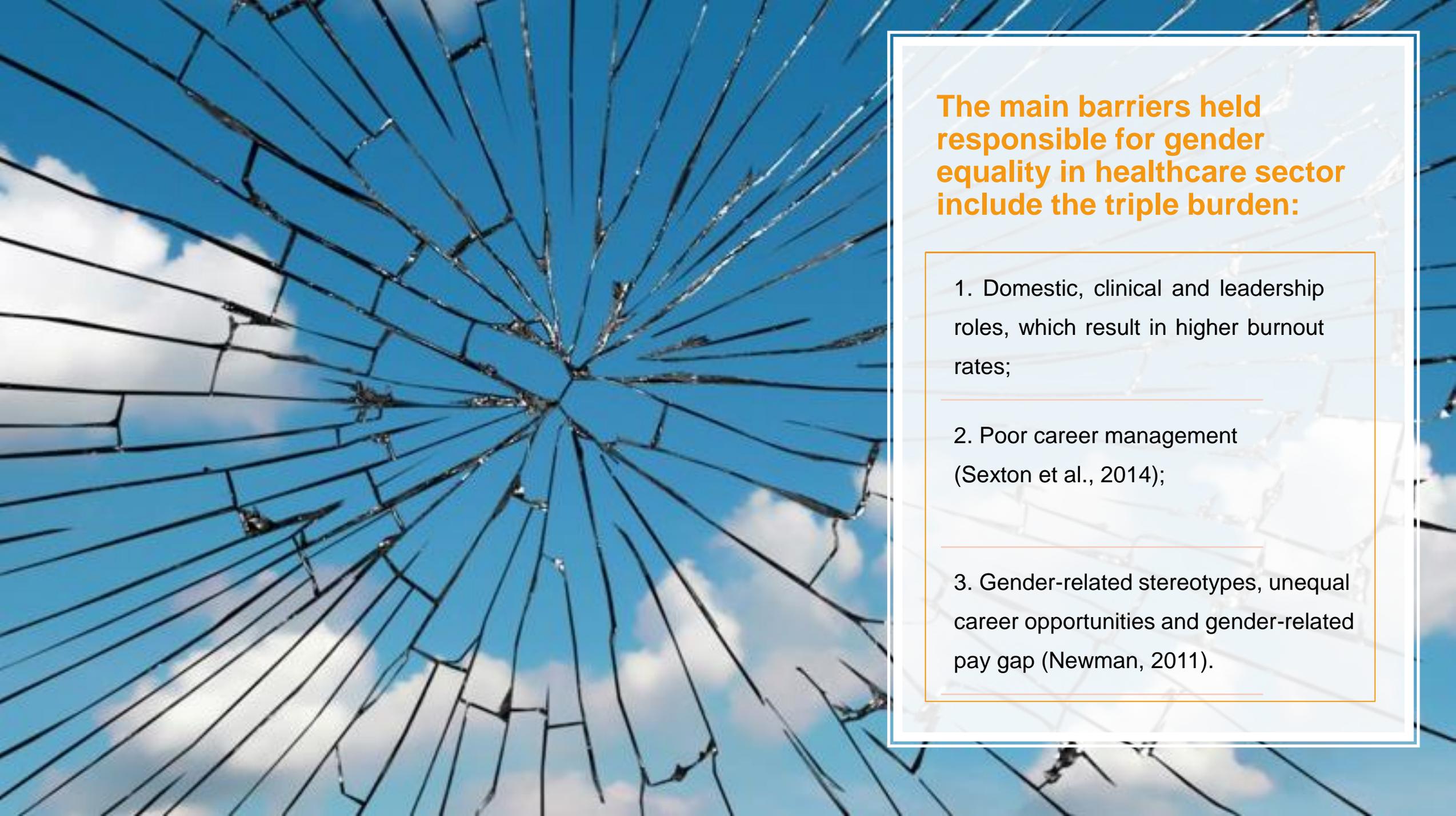


BUT, only

38% of women have Manager Positions

Only 1 manager out of 3 in the EU is a woman





The main barriers held responsible for gender equality in healthcare sector include the triple burden:

1. Domestic, clinical and leadership roles, which result in higher burnout rates;
2. Poor career management (Sexton et al., 2014);
3. Gender-related stereotypes, unequal career opportunities and gender-related pay gap (Newman, 2011).

Our international studies ...

- Multiple choice and open questions
- 4 languages
- Administered online through national hospital federations and partners



Five sections

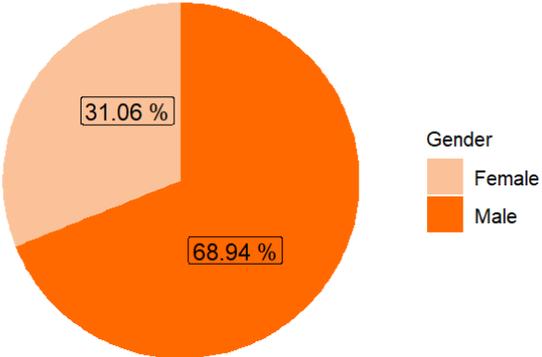
- **General information**
- **Training pathways**
- **Career pathways**
- **Competency relevance assessment**
- **Competency self-assessment**



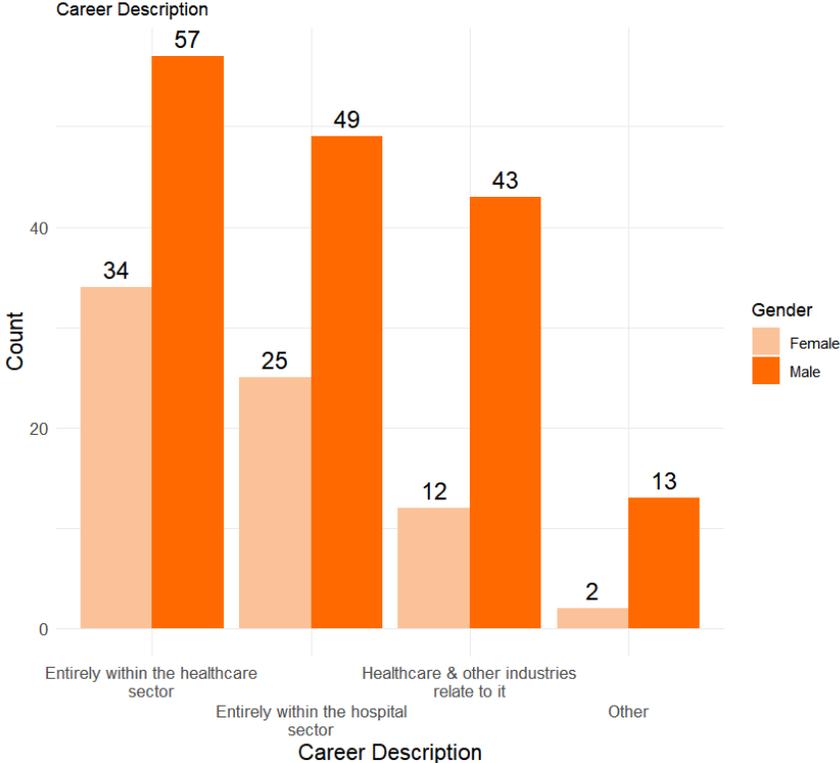
Comparing genders



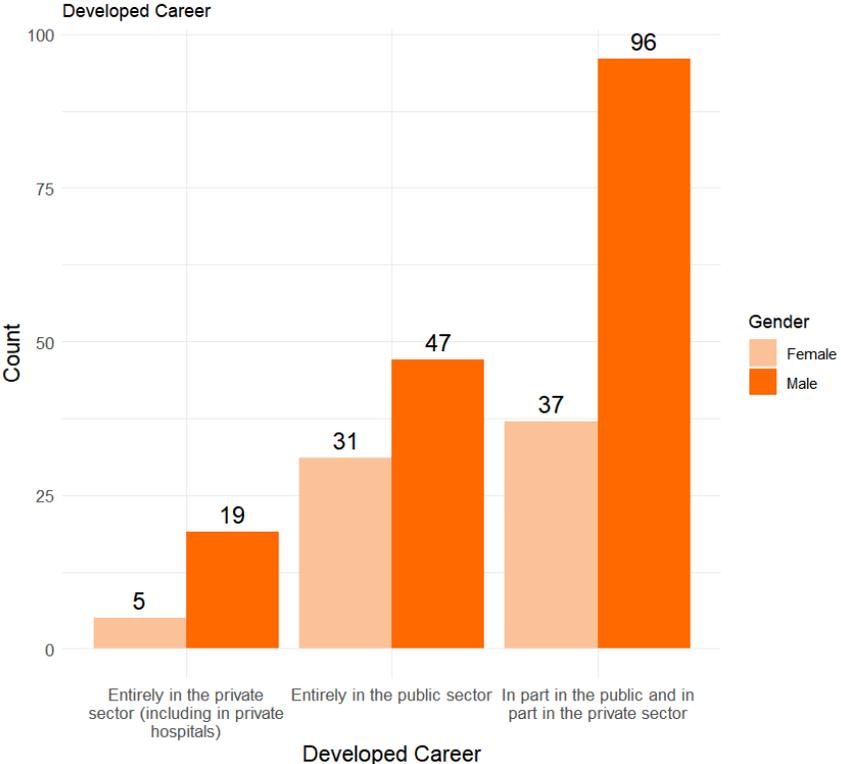
Gender of Delphi Panel



Sources: Survey of Career pathways leading to competent hospital CEOs Delphi (IHf & ALTEMS).
Data processed with ©RStudio



Sources: Survey of Career pathways leading to competent hospital CEOs Delphi (IHf & ALTEMS).
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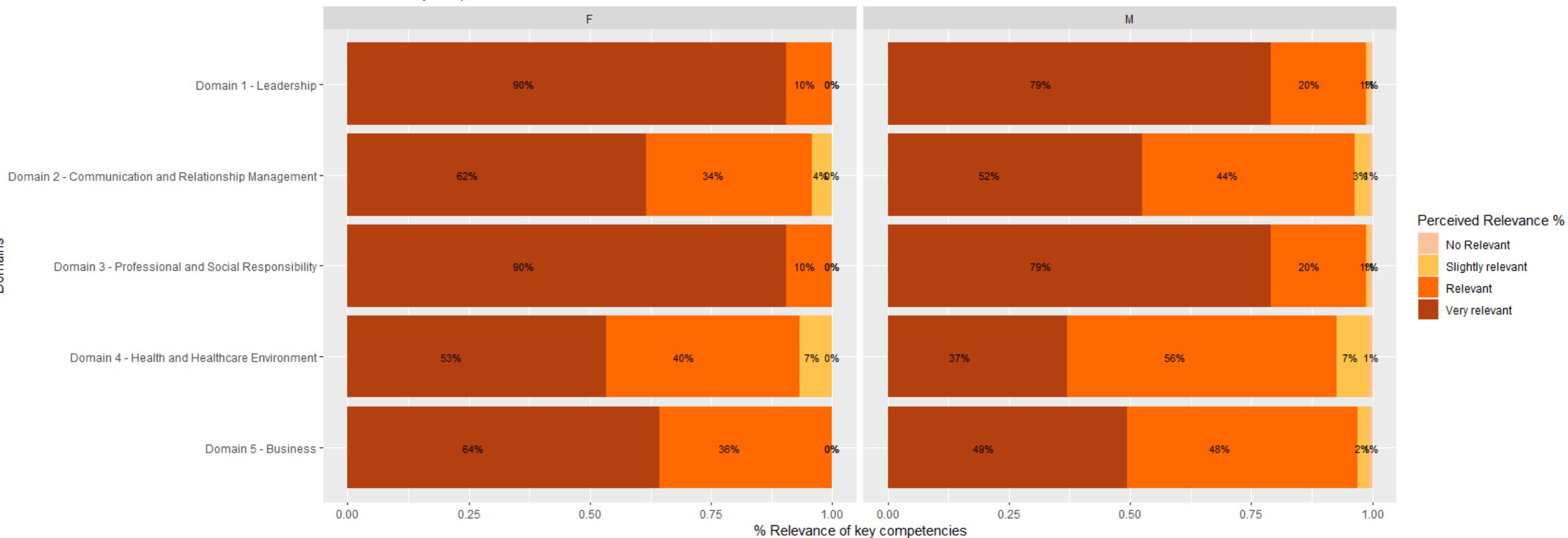


Sources: Survey of Career pathways leading to competent hospital CEOs Delphi (IHf & ALTEMS).
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Perceived Relevance % (F/M)



Female and Male difference in term of
Relevance of key competencies

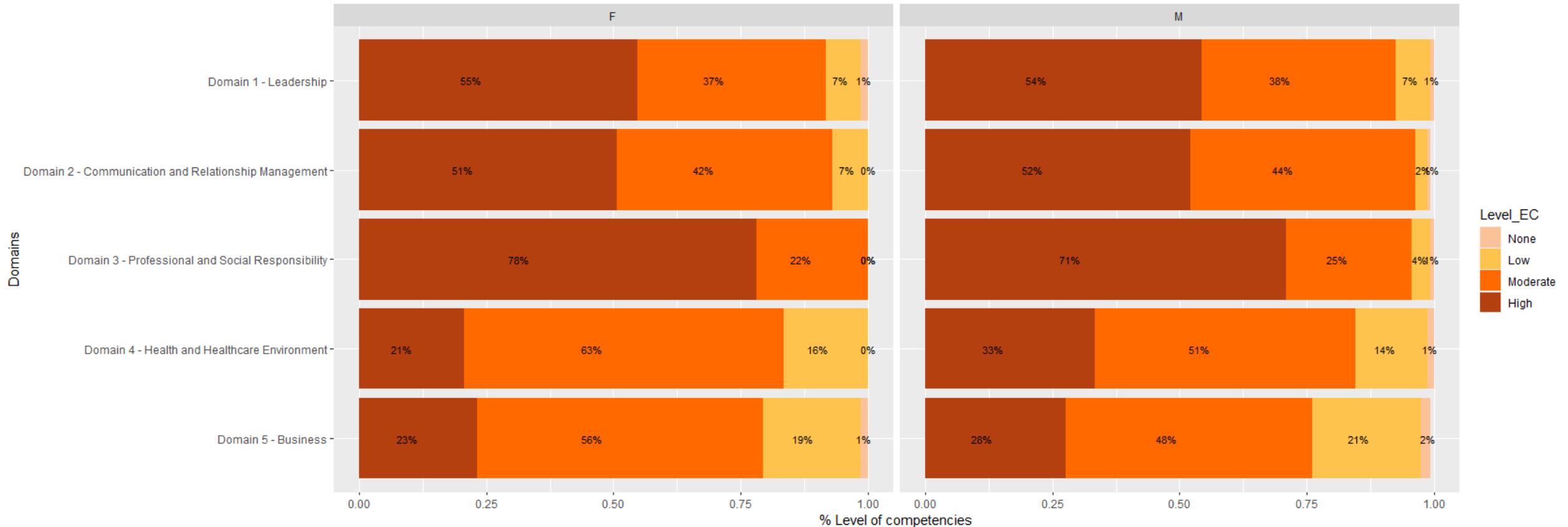


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Self Assessment % (F/M)



Female and Male difference in term of
Self- assessment of competencies



Sources: Survey of Career pathways leading to competent hospital CEOs Delphi (IHF & ALTEMS). Data processed with ©RStudio

Defining priorities in training programs...



Difference between respondents who assess the competency as highly relevant and those who assess it as highly present in their competency mix.

Female	
Items	Δ High - Very Relevant
D4_Digital health	-61,54%
D5_Supply chain management	-59,52%
D5_Financial management	-46,34%
D5_Laws and regulation	-44,12%
D5_Information management	-43,75%
D4_Public health	-37,50%
D2_Communication skills and engagement	-32,73%
D5_Strategic planning and marketing	-32,56%
D2_Facilitation and negotiation	-30,36%
D1_Driving innovation	-29,17%
D4_Health workforce optimization	-29,17%
D5_Human resource management	-23,53%
D5_General management	-23,40%
D5_Quality improvement	-22,45%
D5_Organizational dynamics and governance	-21,95%
D4_Health systems and organizations	-21,43%
D1_Leadership skills and behaviour	-19,70%
D5_Crisis management	-19,57%
D2_Relationship management	-17,78%
D1_Leading change	-17,54%
D5_Risk management	-17,39%
D4_Person-centred health	-16,98%
D1_Engaging culture and environment	-13,79%
D3_Contributions to the profession	-12,82%
D1_Systems thinking	-6,98%
D3_Self-awareness	-4,76%
D3_Professional development and lifelong learning	-2,22%
D3_Ethical conduct and social consciousness	9,62%
D3_Personal and professional accountability	15,09%

Male	
Items	Δ High - Very Relevant
D5_Supply chain management	-32,84%
D2_Communication skills and engagement	-27,35%
D2_Facilitation and negotiation	-17,31%
D5_Human resource management	-15,22%
D5_Information management	-15,00%
D1_Driving innovation	-14,67%
D1_Leading change	-12,80%
D1_Leadership skills and behaviour	-12,50%
D4_Digital health	-10,00%
D5_Financial management	-3,45%
D5_Strategic planning and marketing	-3,45%
D4_Health workforce optimization	-2,47%
D4_Public health	-1,56%
D4_Person-centred health	-1,15%
D2_Relationship management	0,00%
D5_Risk management	0,00%
D3_Ethical conduct and social consciousness	1,77%
D5_Quality improvement	3,26%
D5_Laws and regulation	4,65%
D3_Professional development and lifelong learning	8,64%
D4_Health systems and organizations	9,30%
D5_Organizational dynamics and governance	9,84%
D3_Personal and professional accountability	11,32%
D1_Engaging culture and environment	13,41%
D1_Systems thinking	18,92%
D3_Self-awareness	20,55%
D5_Crisis management	24,00%
D5_General management	26,25%
D3_Contributions to the profession	46,15%



Concluding remarks

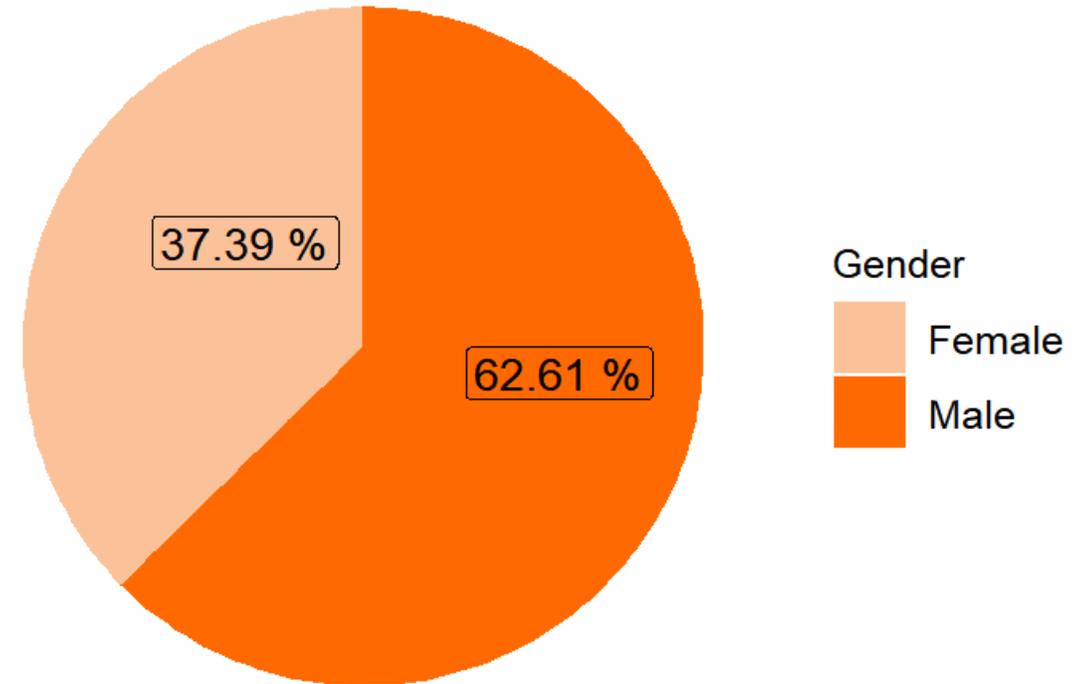
- Though the role of women in healthcare management is gaining attention worldwide, we still do not know much about whether/how men and women act differently when covering responsibility positions in the sector;
- Preliminary evidence suggests that the gender gap is smaller in younger generations than among older managers;
- Gender may affect choices on the type of organization in which to work and on career options;
- Preliminary results suggest that the gap between desirable competency mixes and self-assessment of achieved competencies is larger for women than for men;
- Communication and Business skills are those felt to be the most lacking and should be considered priorities in training programs.



Our national studies ...

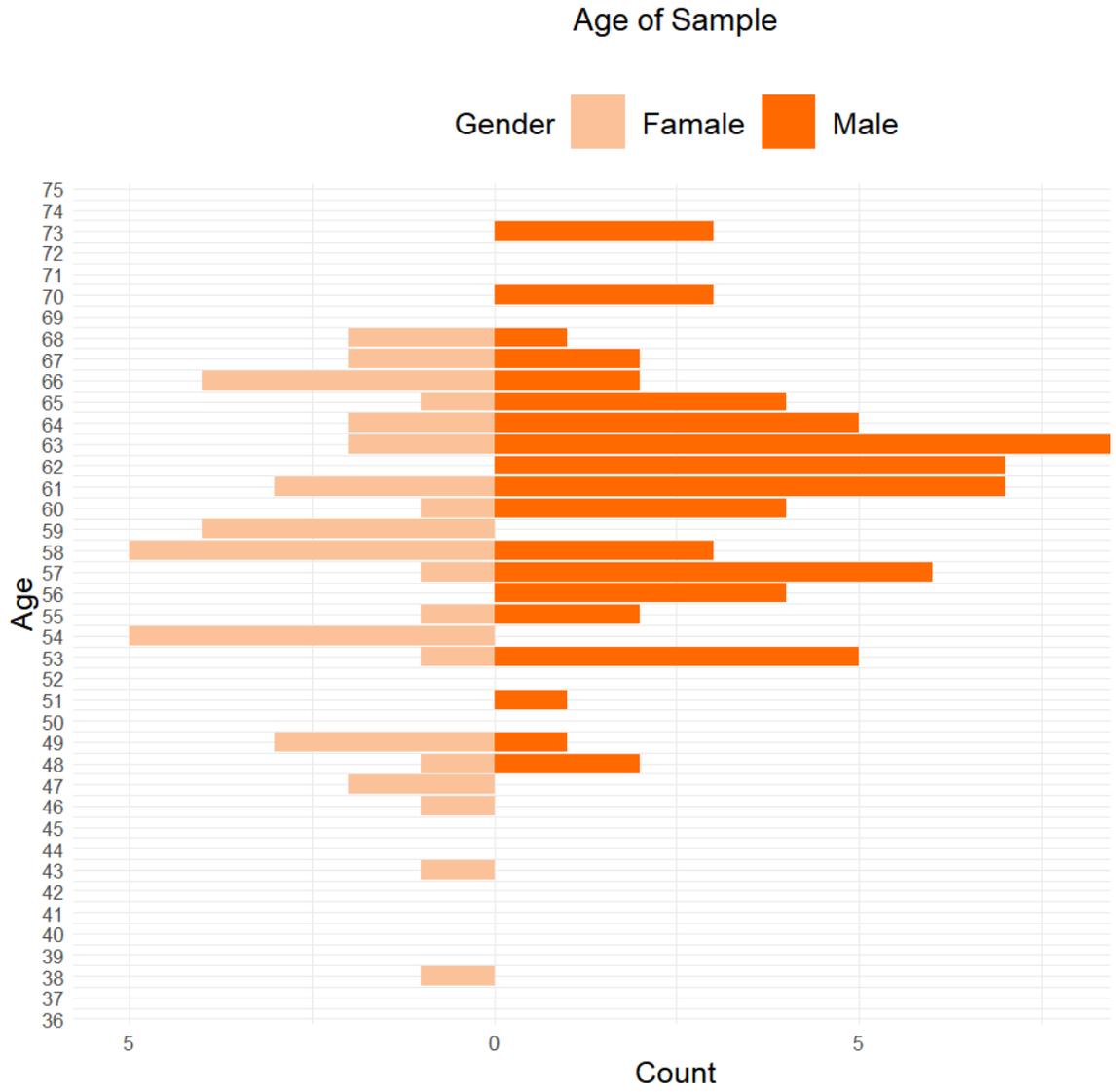
- The objectives of the study were analyzing resilience competencies of doctor-managers.
- Sample = **115**
 - Female = **43**
 - Male = **72**
- In particular, we have extrapolated data referred to female managers in terms of resilience skills as "dynamic process encompassing positive adaptation within the context of significant adversity" (Jackson et al., 2007).

Gender of Sample

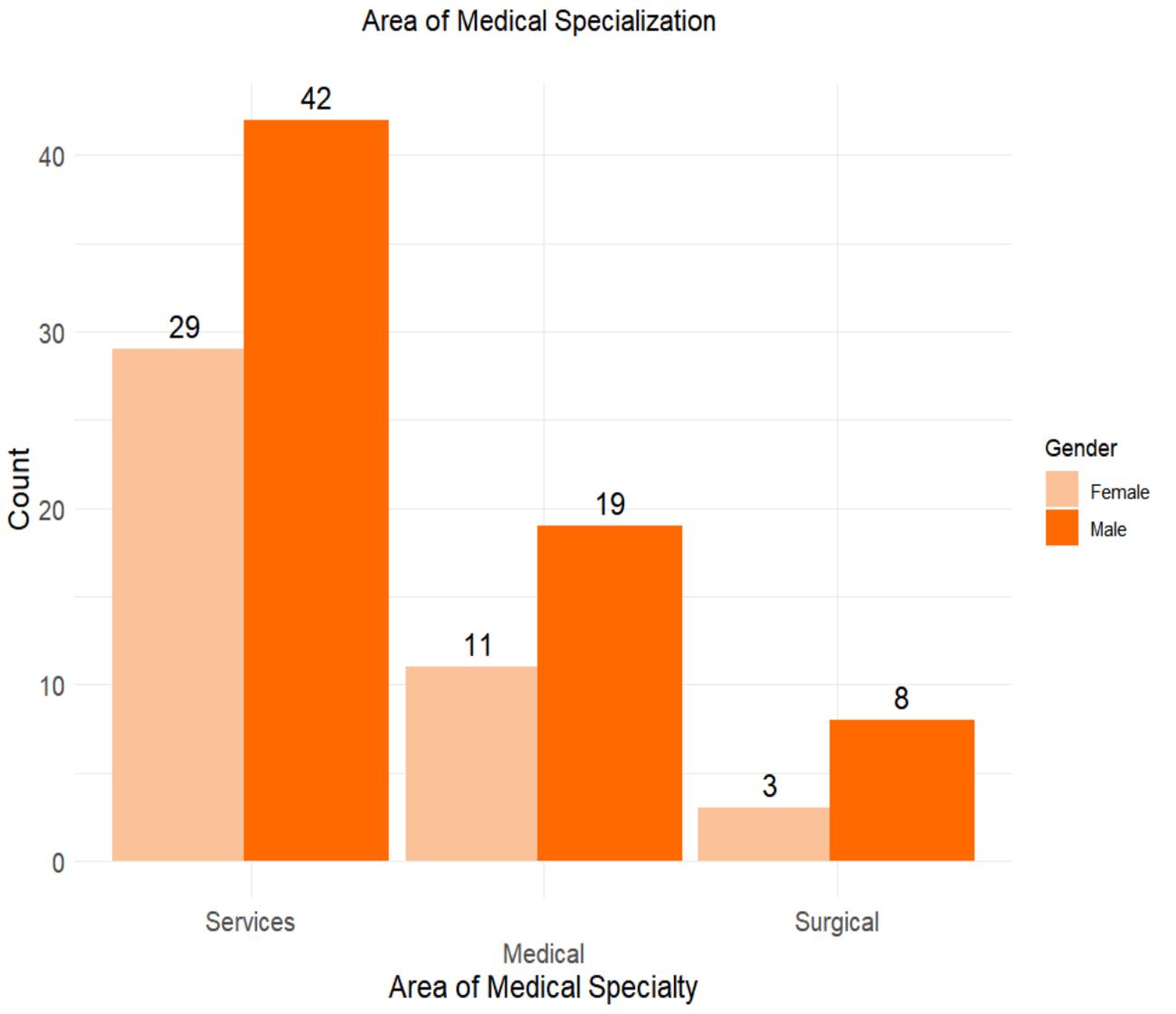


Data source: Survey resilience of the NHS doctors-managers (ALTEMS).
Data processed with ©RStudio

Comparing genders in healthcare management



Data source: Survey resilience of the NHS doctors-managers (ALTEMS).
Data processed with ©RStudio



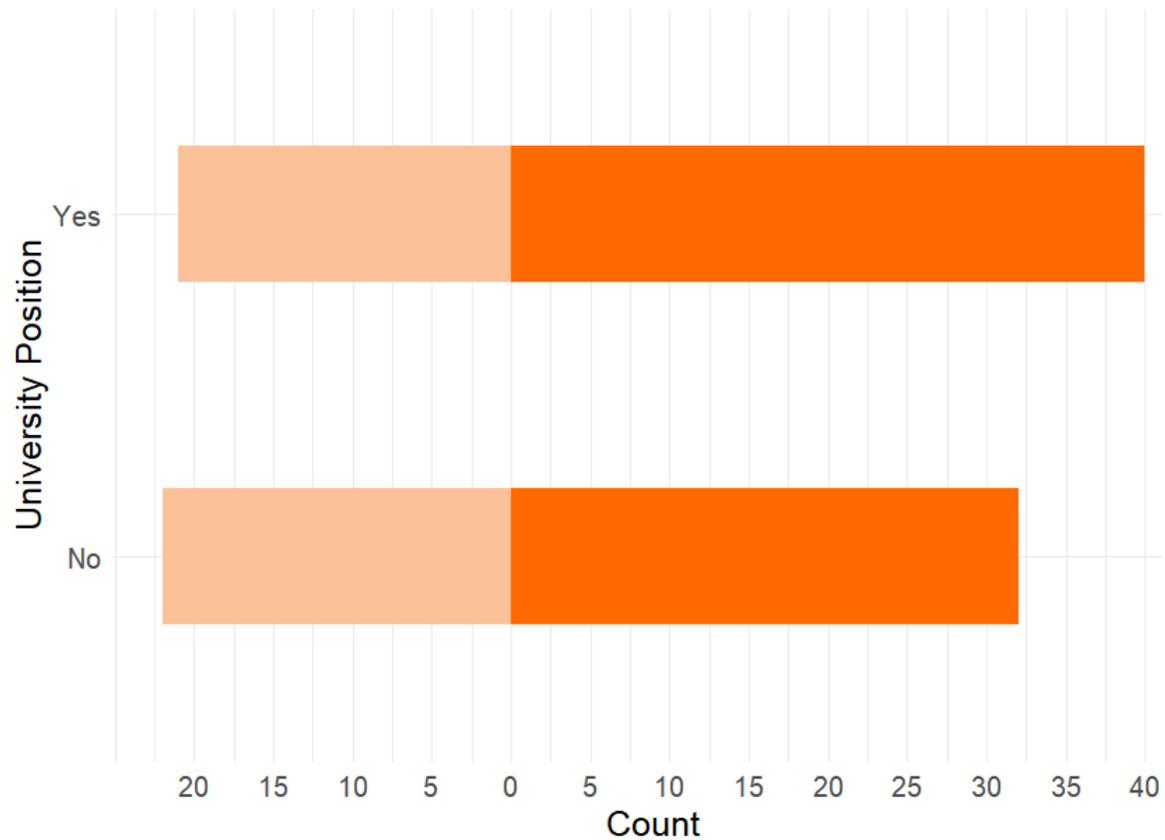
Data source: Survey resilience of the NHS doctors-managers (ALTEMS).
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Types of professional experince



No. doctors that currently holds a university position

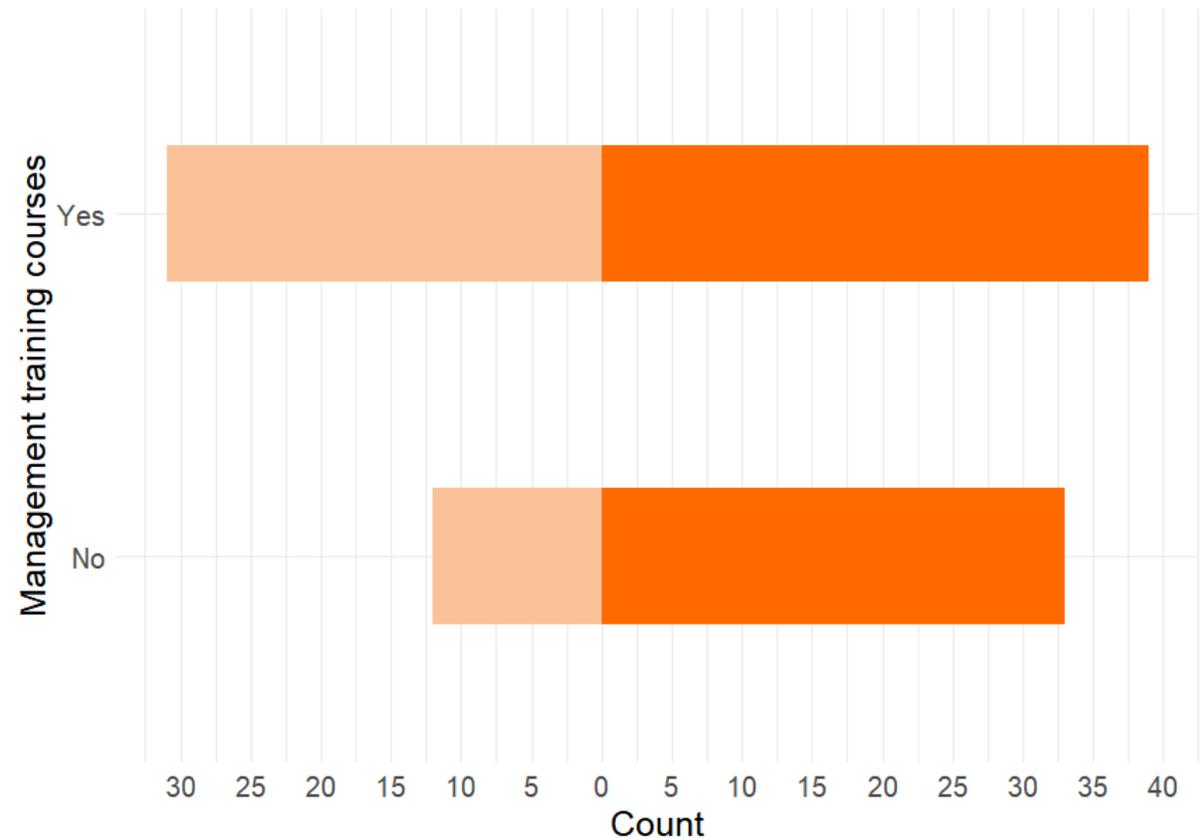
Gender Female Male



Data source: Survey resilience of the NHS doctors-managers (ALTEMS).
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No. doctors that attended management training courses

Gender Female Male



Data source: Survey resilience of the NHS doctors-managers (ALTEMS).
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Statistical analysis

Categorical variables

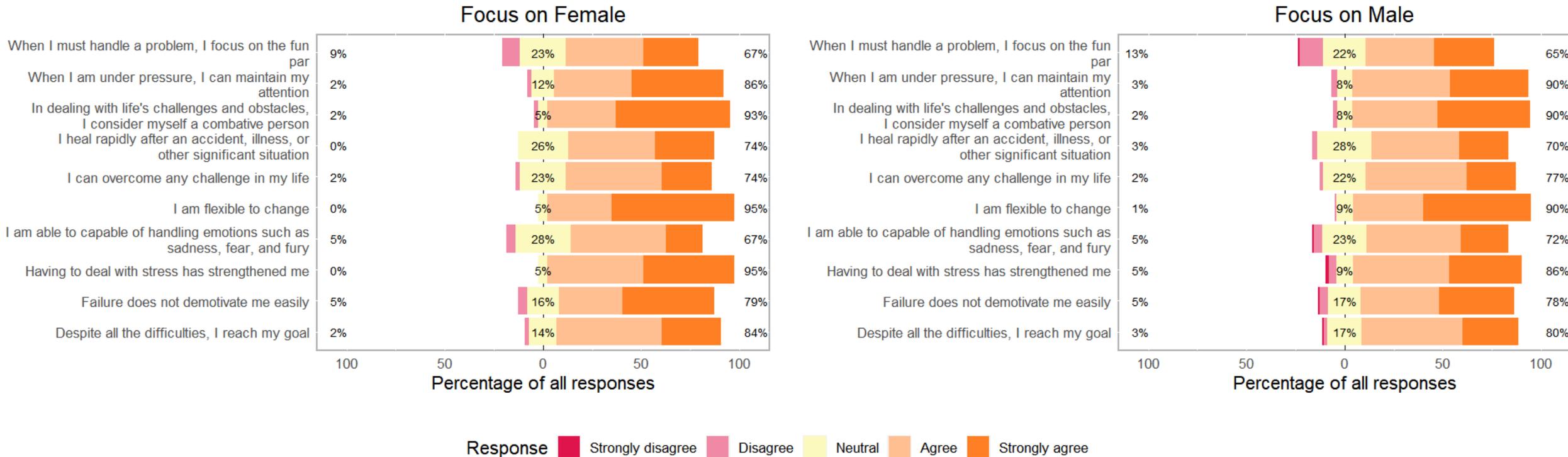
χ^2 Test

	χ^2	Df	p
Area of Medical Specialization	0.793	2	0.673
University Position	0.488	1	0.485
Attended Management Training Courses	3.33	1	0.068

Survey results



Resilience Skills



Data source: Survey resilience of the NHS doctors-managers (ALTEMS).

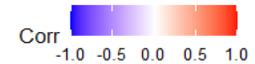
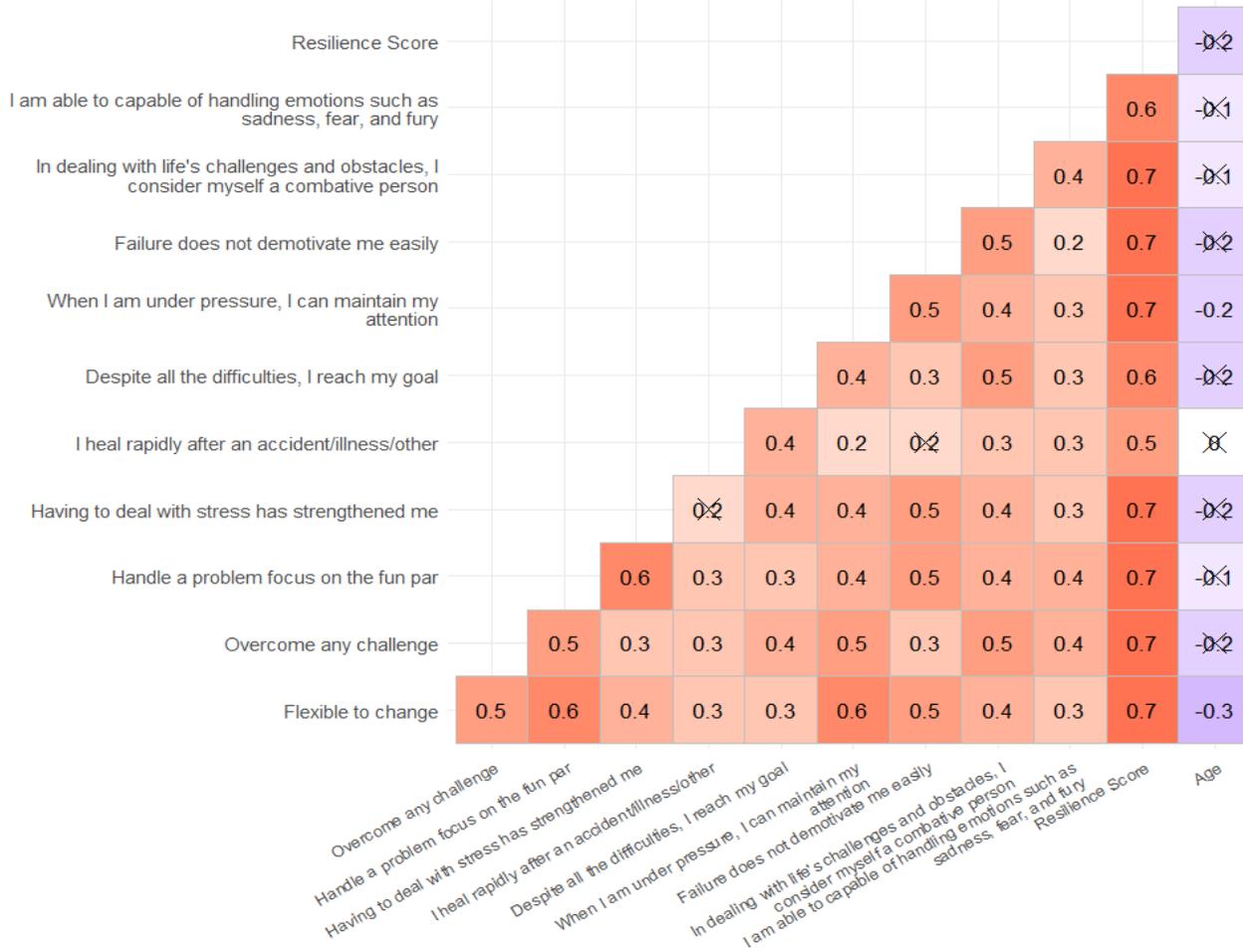
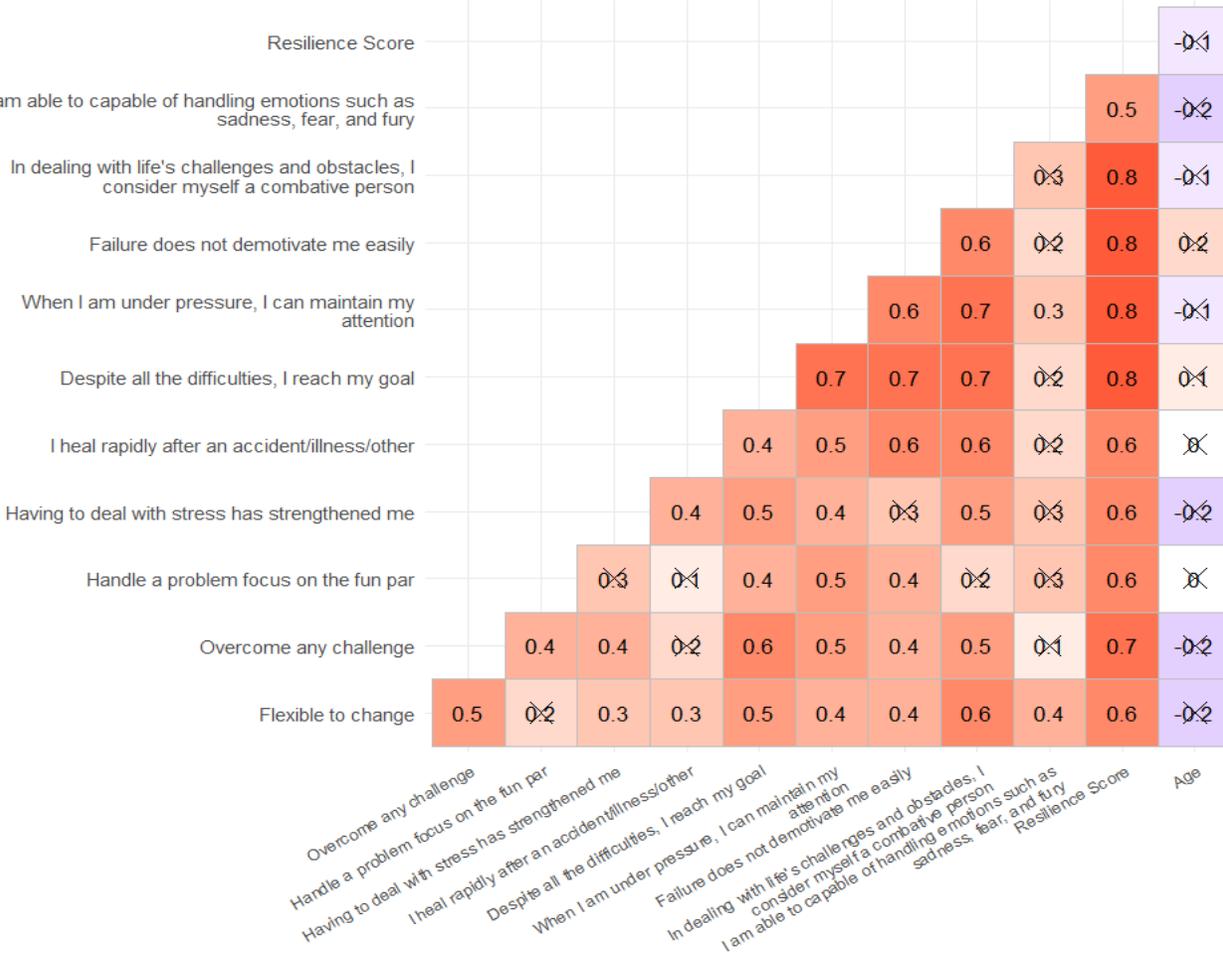
Data processed with ©RStudio

Correlation Matrix



Female

Correlation Matrix
Male



Data source: Survey resilience of the NHS doctors-managers (ALTEMS).
Data processed with ©RStudio

Statistical analysis



Continous variables 

Kruskal-Wallis Test			
	χ^2	gdl	p
I am flexible to change	23.367	1	0.126
I can overcome any challenge in my life	0.0474	1	0.828
When I must handle a problem, I focus on the fun par	0.0219	1	0.882
Having to deal with stress has strengthened me	47.408	1	0.029
I heal rapidly after an accident, illness, or other significant situation	14.147	1	0.234
Despite all the difficulties, I reach my goal	0.3645	1	0.546
When I am under pressure, I can maintain my attention	0.3706	1	0.543
Failure does not demotivate me easily	11.689	1	0.280
In dealing with life's challenges and obstacles, I consider myself a combative person	32.534	1	0.071
I am able to capable of handling emotions such as sadness, fear, and fury	12.521	1	0.263
Mean	18.851	1	0.170



Concluding remarks

- In terms of resilience women in healthcare managerial positions show higher scores than men;
- More specifically the statistical analysis shows that women are able to transform the stress in eustress;
- Resilience score and age are negatively correlated.

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