



Resource Guide

*for women and institutions seeking
fully inclusive gender equity*



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As part of our mission, we're lifting up the people and organizations who share in our commitment to fully inclusive gender equity, as well as maintaining a shared set of resources that cultivate collective learning and growth.

This Resource Guide is a living document to provoke discussion, inspire questions, increase knowledge and understanding, and connect us to powerful allies in this space. We hope that you will disseminate the guide, with attribution, through your own networks, and reach out to add to this growing compendium.

Contact us for questions and contributions:

info@carolemmottfoundation.org

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The Carol Emmott Foundation is a national nonprofit organization dedicated to achieving fully inclusive gender equity in healthcare leadership and governance.

Organizations and People to Follow

AMERICAN COLLEGE OF PHYSICIANS

<https://www.acponline.org/>

ACP has taken on gender equity in medicine as a major advocacy initiative, with resources available to their members. They are also working with the ACGME to create an aligned set of improvement initiatives across all specialty societies. Their platform for change includes ten actions we can all take to advance gender equity.

C-SWEETENER MENTORING NETWORK

<https://csweetener.org/>

With the goal of pairing women leaders in or nearing the C-suite with top industry mentors, C-Sweetener offers a rich panel of mentors and a mobile platform to connect.

HEALTHCARE BUSINESSWOMEN'S ASSOCIATION

<https://www.hbanet.org/>

The Healthcare Businesswomen's Association is a global nonprofit comprised of individuals and organizations from across healthcare committed to achieving gender parity in leadership positions, facilitating career and business connections, and sharing best practices.

HE FOR SHE

<https://www.heforshe.org>

@HeforShe

Founded by the UN, HeForShe is a solidarity movement for gender equality, with a focus on cultivating male allyship.

THE EQUITY COLLABORATIVE

a program of The Carol Emmott Fellowship

<http://carolemmottfellowship.org/blog/2019/9/11/introducing-the-equity-collaborative>

An emerging forum of leading health systems working to accelerate progress toward gender equity, the Collaborative includes CEOs from Dartmouth Hitchcock, Yale New Haven Health, City of Hope, University of Chicago, and Rush Medical Center, as well as CEF Board members, Dr. David Blumenthal and Dr. Joanne Conroy.

INTERNATIONAL WOMEN'S FORUM

<https://www.iwforum.org/>

IWF membership includes more than 7,000 accomplished women from 33 nations, answering high-achieving women leaders' need for a community of diverse thinkers.

LEAN IN

<https://leanin.org/>

Founded by Sheryl Sandberg, Lean In has facilitated the development of over 48,000 Lean In Circles in 174 countries and partners with McKinsey & Company on the annual Women in the Workplace research.

MICHIGAN WOMEN'S SURGICAL COLLABORATIVE

<https://irwg.umich.edu/content/michigan-women%E2%80%99s-surgical-collaborative>

This group of women surgeons at the University of Michigan and beyond are working to enhance gender diversity among academic surgeons and surgeon leaders, as well as create the first department of surgery in the U.S. that truly open and fair.

MODERN HEALTHCARE WOMEN LEADERS IN HEALTHCARE

<https://www.women-leaders.modernhealthcare.com/>

The annual meeting is focused on gender issues in healthcare leadership, with an award series to honor outstanding female leaders in the industry.

MOMENTUM

<https://momentumleaders.org/>

Momentum advances equity for women in leadership through a rigorous executive leadership program, conferences, community events, mentor matching, corporate training, and a Men with Momentum initiative.

NURSES ON BOARDS

<https://www.nursesonboardscoalition.org/>

The group was founded to put at least 10,000 nurses on boards by 2020, as well as raise awareness of the benefit of the nursing perspective to achieve the goal of improved health. They are encouraging all CEF Fellows who are nurses to register on their website.

PARADIGM FOR PARITY

<https://www.paradigm4parity.com/>

The movement is a coalition of business leaders dedicated to addressing the leadership gender gap in corporate America by adopting a five-point platform for change.

TIMES UP HEALTHCARE

<https://timesupnow.org/>
@TimesUpHealthcare

Founded with seed money from the entertainment industry in response to #MeToo, Times Up Healthcare is raising awareness of pay inequity and sexual harassment in academic medicine. The Times Up Legal Defense Fund also provides support to victims of sexual assault.

WOMEN ON BOARDS

<https://www.womenonboards.net/en-au/home>

WB is an independent, action-oriented social enterprise with a history of connecting women to board positions.

WOMEN BUSINESS LEADERS

<https://www.wbl.org/>

WBL is a nonprofit organization housing the premier peer network of female executives across the health care industry. Built on and inspired by genuine relationships between peers, WBL brings together women leaders for honest discussions about the opportunities and challenges facing the industry.

30% CLUB

<https://us.30percentclub.org/>

The 30% Club launched in June 2014, with a goal of achieving 30% female directors on S&P 100 boards by 2020.

WOMEN IN GLOBAL HEALTH

<https://www.womeningh.org/>

WGH works with global health organizations to encourage stakeholders from governments, civil society, foundations, academia, professional associations, and the private sector to achieve gender equality in global health leadership.

WOMEN OF IMPACT

<https://www.womenofimpact.net/>

Women of Impact for Health Care is a group of female executives representing all sectors of the healthcare industry, believing that healthcare will be improved with more women in leadership. The group was founded by Joanne Conroy, a Carol Emmott Fellowship Board member.

CATALYST

<https://www.catalyst.org/mission/>

Founded in 1962, Catalyst is a global nonprofit working with some of the world's most powerful CEOs and companies to build workplaces that work for women, with pioneering research, tools, and solutions to advance women.

WHAM GLOBAL

<https://www.whamglobal.org/>

WHAM empowers women to advocate for their health and the health of others, with a focus on addressing maternal mortality.

EMILY'S LIST

<https://www.emilyslist.org/>

Committed to electing pro-choice, female Democrats to all levels of government.

MCKINSEY WOMEN IN THE WORKPLACE

<https://www.mckinsey.com/featured-insights/gender-equality>

Bridging the gap between discussing gender equality in the corporate context and actually making change.

#ILOOLIKEDOCTOR, #ILOOLIKEASURGEON @BLACKGIRLSDOC

Global movement of African-American female physicians and surgeons challenging views of the medical and surgical profession.

THE REPRESENTATION PROJECT

<http://therepresentationproject.org/>

Using film and media as catalysts for cultural transformation, the group inspires others to confront gender stereotypes and shift norms.

GENDER AVENGER

<https://www.genderavenger.com/>

The GATally app keeps track of how many men, women, and women of color participate in public events to increase diversity.

#BEETHICAL

<http://sheleadshhealthcare.com/>

The #BeEthical campaign is a call to action for healthcare leaders to recognize the ethical imperative for workforce gender equity.

EQUALITY CAN'T WAIT

<https://www.equalitycantwaitchallenge.org/>

Conversation platform through Melinda Gates that connects women with resources to fight inequity in the workplace.

Podcasts and Presentations

TILTED: A LEAN IN PODCAST

<https://leanin.org/tilted-a-lean-in-podcast>

HARVARD BUSINESS REVIEW: WOMEN AT WORK

<https://hbr.org/2018/01/podcast-women-at-work>

THE WALL STREET JOURNAL: SECRETS OF WEALTHY WOMEN

<https://www.wsj.com/podcasts/secrets-of-wealthy-women>

THE WAVES: GENDER, RELATIONSHIPS, FEMINISM

<https://www.stitcher.com/podcast/slate/the-waves>

WOMEN KILLING IT

<http://www.womenkillingit.com/>

AMERICAN MEDICAL ASSOCIATION INTERVIEW WITH DR. ESTHER CHOO

<https://www.ama-assn.org/practice-management/physician-diversity/gender-inequity-medicine-expert-survey-landscape>

WHY WOMEN NEED SPONSORS

<https://www.listennotes.com/podcasts/women-at-work/sponsorship-defining-the-pxTPE0keBJh/>

PINK COUCH PODCAST

<https://podcasts.apple.com/us/podcast/pink-couch-podcast/id1507583276>

INTERSECTIONALITY MATTERS

<https://aapf.org/podcast>

CODE SWITCH

<https://www.npr.org/podcasts/510312/codeswitch>

BRENÉ BROWN ON VULNERABILITY

https://www.ted.com/talks/brene_brown_the_power_of_vulnerability/transcript?language=en

Author of *Dare to Lead* shares her insights about the power of vulnerability and why it is essential to human connection.

AMY CUDDY ON BODY LANGUAGE

<https://www.youtube.com/watch?v=Ks-Mh1QhMc>

Body language affects how others see us, but it may also change how we see ourselves.

KAREN FEINSTEIN ON WOMEN AS HEALTHCARE ACTIVISTS

<https://www.youtube.com/watch?v=5MNdWodw0IY>

The co-founder of the Women's Health Activist Movement Global shares insight on creating transparent, respectful, accountable, and equitable healthcare.

CLAIRE POMEROY ON RESILIENCE AND HEALTH EQUITY

<https://www.youtube.com/watch?v=qykD-2AXKIU>

Claire Pomeroy describes her experience with the social determinants of health while living on the streets and in the foster system.

DENISE BROSEAU ON TRUST IN PUBLIC INSTITUTIONS

<https://www.youtube.com/watch?v=dJcXk6HoDUg>

Studies reveal that trust in public institutions is waning. Discover a three-part framework for how organizations and leaders can build trust and credibility with their constituents.

SHERYL SANDBERG ON WOMEN IN THE WORKPLACE

https://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders

Listen to three powerful pieces of advice for women aspiring to the C-suite.

NANCY SCHLICHTING ON CREATING INCLUSIVE WORKPLACES

https://www.youtube.com/watch?v=_SSxlG2qvvgg

Hear wisdom from the woman credited for leading a \$4 billion healthcare organization to award-winning patient safety, customer service, and diversity.

Women Leaders of Color

The following is a sample of contemporary thought leadership that addresses challenges for women of color.

ADVANCING ALL WOMEN: HOW WOMEN OF COLOR EXPERIENCE THE WORKPLACE

https://www.newonline.org/sites/default/files/files/NEW_AdvancingAllWomen.pdf

JESSICA KIM COHEN: 80 HEALTHCARE EXECSTO CELEBRATE RESILIENCE OF AFRICAN-AMERICAN FEMALE LEADERS

<https://www.beckershospitalreview.com/hospital-management-administration/80-healthcare-execs-to-celebrate-resilience-of-african-american-female-leaders-at-3rd-executive-women-of-color-summit.html>

NATALIE TRAN: THE ROLE OF MENTORING IN THE SUCCESS OF WOMEN LEADERS OF COLOR IN HIGHER EDUCATION

<https://www.tandfonline.com/doi/abs/10.1080/13611267.2014.945740?src=recsys&journalCode=cmet20>

KAYLA BYNUN AND PAULA GOMEZ STORDY: FACTORS SUPPORTING THE LEADERSHIP OF WOMEN OF COLOR IN HIGHER EDUCATION, LOCAL POLITICS, AND THE NONPROFIT SECTOR

https://scholarworks.merrimack.edu/soe_studentpub/26/

EXECUTIVE WOMEN OF COLOR SUMMIT

<https://theleveragenetworkinc.com/ewoc-summit-2020/>

VALENTINA ZARYA: THESE CHARTS SHOW EXACTLY HOW FEW MINORITY WOMEN ARE IN POSITIONS OF POWER

<https://fortune.com/2016/03/30/charts-minority-women-leaders/>

JILLIAN BERMAN: WHEN A WOMAN OR PERSON OF COLOR BECOMES CEO, WHITE MEN HAVE A STRANGE REACTION

<https://www.marketwatch.com/story/when-a-woman-or-person-of-color-becomes-ceo-white-men-have-a-strange-reaction-2018-02-23>

LYDIA DISHMAN: WHY THE GENDER LEADERSHIP GAP IS SO MUCH WORSE FOR WOMEN OF COLOR

<https://www.fastcompany.com/3058388/why-the-gender-leadership-gap-is-so-much-worse-for-women-of-color>

CATHERINE HILL: THE COLOR OF LEADERSHIP: BARRIERS, BIAS, AND RACE

<https://ww3.aauw.org/2016/04/19/color-of-leadership/>

SOLANGE LOPES: 10 RULES OF SUCCESS FOR WOMEN OF COLOR

<https://www.ellevatenetwork.com/articles/8527-10-rules-of-success-for-women-of-color-at-work>

KATHERINE GISCOMBE: WOMEN OF COLOR NEED LEADERS OF COURAGE

<http://www.diversitywoman.com/women-of-color-need-leaders-of-courage/>

WOMEN IN CABLE TELECOMMUNICATIONS

<http://www.cablefax.com/programming/wict-wlc-leadership-lessons-from-women-of-color>

EILEEN ELIAS: LESSONS LEARNED FROM WOMEN IN LEADERSHIP POSITIONS: HOW WORKING WOMEN CAN SURVIVE AND THRIVE

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5870009/>

KATHEY PORTER AND ANDREA HOFFMAN: 50 BILLION DOLLAR BOSS: AFRICAN-AMERICAN WOMEN SHARING STORIES OF SUCCESS IN ENTREPRENEURSHIP AND LEADERSHIP

<https://www.amazon.com/Billion-Dollar-Boss-Entrepreneurship-Leadership/dp/1137475013>

LAURA MORGAN ROBERTS, ET AL.: BEATING THE ODDS

<https://hbr.org/2018/03/beating-the-odds>

CINDY PACE: HOW WOMEN OF COLOR GET TO SENIOR MANAGEMENT

<https://hbr.org/2018/08/how-women-of-color-get-to-senior-management>

NEFFY ANDERSON: LEADERSHIP LESSONS FROM WOMEN OF COLOR

<http://www.neffyanderson.com/blog/2016/10/17/leadership-lessons-from-women-of-color>

MARSHALL GOLDSMITH INTERVIEW WITH STEPHANIE CHICK

<http://www.marshallgoldsmith.com/articles/leadership-lessons-for-women-of-color/>

SANCHEZ-HUCLES: WOMEN AND WOMEN OF COLOR IN LEADERSHIP: COMPLEXITY, IDENTITY, AND INTERSECTIONALITY

<https://pubmed.ncbi.nlm.nih.gov/20350016/>

CHRISTINE STANLEY: GIVING VOICE FROM THE PERSPECTIVES OF AFRICAN-AMERICAN WOMEN LEADERS

<https://journals.sagepub.com/doi/abs/10.1177/1523422309351520>

ANTONIO PASTRANA, JR.: THE INTERSECTIONAL IMAGINATION: WHAT DO LESBIAN AND GAY LEADERS OF COLOR HAVE TO DO WITH IT?

<https://www.jstor.org/stable/41675182>

JASMINE TUCKER: THE WAGE GAP FOR BLACK WOMEN: WORKING LONGER AND MAKING LESS

<https://nwlc-ciw49tixgw5lbab.stackpathdns.com/wp-content/uploads/2019/08/Wage-Gap-for-Black-Women.pdf>

FOR WOMEN OF COLOR IN MEDICINE, THE CHALLENGES EXTEND BEYOND EDUCATION

<https://zora.medium.com/for-women-of-color-in-medicine-the-challenges-extend-beyond-education-4df4e4b78b58>

THE ECONOMIC IMPACT OF CLOSING THE RACIAL WEALTH GAP

<https://www.mckinsey.com/industries/public-sector/our-insights/the-economic-impact-of-closing-the-racial-wealth-gap>

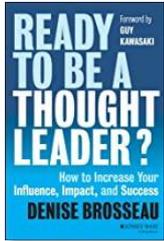
Articles

- [How successful women manage their networks](#) – Connected Commons
- [Shattering the Glass Ceiling: An Analytical Approach to Advancing Women into Leadership Roles](#) - BCG
- [Celebrating sponsors and sponsorship](#)
- [Time for Women Leaders](#) – Scientific American
- [A lack of sponsorship is keeping women from advancing into leadership](#) – Harvard Business Review
- [Women in the Workplace 2019](#) – McKinsey
- [Workplace harassment : Why women don't speak up](#) - Forbes
- [Ending gender harassment in medicine](#) - AAMC
- [7 charts that show the glaring gap between men's and women's salaries in the US](#) – Business Insider
- [Gender differences in the creation of different types of social capital: A multilevel study](#) – Social Networks
- [The gender gap at the top: What's keeping women from leading corporate America](#) – Bonnier Corporation
- [Mind the 100 year gap: 2020 Gender parity report](#) – World Economic Forum
- [A network's gender composition and communication pattern predict women's leadership success](#) - Proceedings of the National Academy of Sciences of the United States of America

Studies

- [Men's and women's networks – A study of interaction patterns and influence in an organization](#) – Academy of Management Journal
- [Understanding the Role of Networks in Collective Learning Processes: The Experiences of Women](#) – Advances in Developing Human Resources
- [Leveraging women's networks for strategic value](#) – Strategy & Leadership
- [Creating knowledge through networks: a gender perspective](#) – Gender, Work, and Organization
- [Psychological safety and learning behavior in work teams](#) – Administrative Science Quarterly
- [Why women build less effective networks than men: The role of structural exclusion and personal hesitation](#) – Human Relations
- [What's in it for you? Demographics and self-interest perceptions in diversity promotion](#) – Journal of Applied Psychology
- [Sexual Harassment of Women: Climate, Culture, and Consequences in Academic Sciences, Engineering, and Medicine](#) - National Academies Press
- [Women in formal corporate networks: an organizational citizenship perspective](#) – Women in Management Review
- [Women's networking across boundaries: recognizing different cultural agendas](#) – Women in Management Review
- [Breaking barriers: Towards more gender-responsive and equitable health systems](#) - WHO

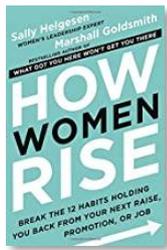
Books



READY TO BE A THOUGHT LEADER?

Denise Brosseau

Denise Brosseau has been a coach with The Carol Emmott Foundation and created this practical guide to establishing the public face of your personal and professional expertise.



HOW WOMEN RISE

Sally Helgesen and Marshall Goldsmith

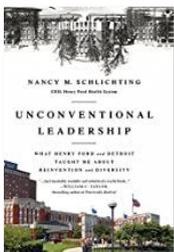
This book outlines 12 self-limiting habits, with examples of effective interventions to treat them.



KICK SOME GLASS

Portia Mount and Jennifer Martineau

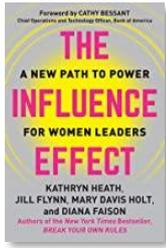
This research-based summary of lessons gleaned working with women leaders across the globe tells the stories of women who have refused to be limited by the prevailing rules, expectations, and undermining structures.



UNCONVENTIONAL LEADERSHIP

Nancy Schlichting

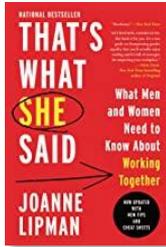
The author tells the story of turning around Henry Ford Health System, weaving together the challenges for healthcare leaders, the experience coming from a marginalized group, and turning attention from individual effort to organizational leadership.



THE INFLUENCE EFFECT

Kathryn Heath, et al.

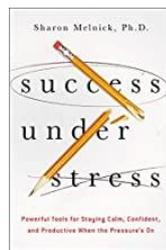
The Influence Effect offers tools and strategies to encourage women to look at workplace politics as a positive, with strategies to leverage power to your benefit.



THAT'S WHAT SHE SAID

JoAnne Lipman

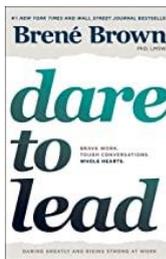
With studies showing corporate "diversity training" is actually making the gender gap worse, Lipman explores how women can be a force for meaningful change.



SUCCESS UNDER STRESS

Sharon Melnick

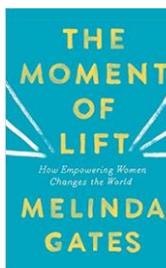
Melnick provides a practical guide to resilience in the face of competing demands that characterize leadership in healthcare, offering tips and actions that can change the way we respond to challenging environments.



DARE TO LEAD

Brené Brown

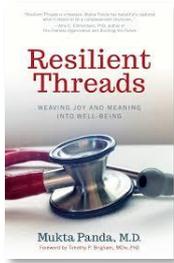
Brown examines and experiments with the research on leadership and vulnerability, sharing this wonderfully open and inspiring guide to leadership and the courage required to be both influential and vulnerable.



THE MOMENT OF LIFT

Melinda Gates

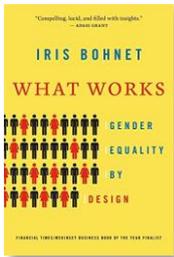
The author, famed philanthropist Melinda Gates provides both a narrative of the Gates Foundation's work demonstrating her belief that "when you lift up women, you lift up humanity", and a carefully documented analysis of the facts that incontrovertibly support her conclusions.. It is a global view of the positive impact equality will create for all.



RESILIENT THREADS

Mukta Panda, MD

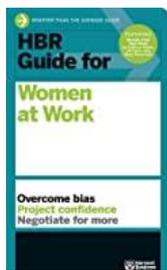
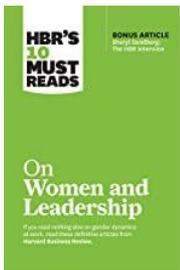
Dr. Panda, a Woman of Impact, Delaware Valley, has written a very thoughtful reflection on the sources of balance and stability in a highly stressful field. Her focus is on returning joy and meaning to clinical practice, weaving in her experience as a teacher, an immigrant, a mother, and a physician. It is one of the few books on the topic offering real solutions for us all.



WHAT WORKS: GENDER EQUALITY BY DESIGN

Iris Bohnet

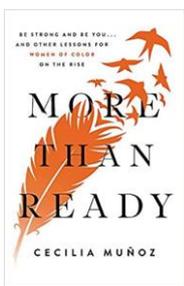
In this multiple award-winning book, Iris Bohnet demonstrates with data, research and metrics that the most effective strategies for addressing bias are organizational, not individual. A book used by The Equity Collaborative, as we design, implement, and evaluate action strategies for health systems.



HBR GUIDE FOR WOMEN AT WORK | HBR ON WOMEN AND WORK

Harvard Business Review

HBR has published two compendia of their best reviewed and most pertinent articles for women navigating leadership, covering the transitions from training to strategy.



MORE THAN READY

Cecilia Muñoz

Cecilia Muñoz reflects on her experience as the first Latinx woman to lead the White House Domestic Policy Council as well as the experiences of other women of color she has encountered, and shares strategies to achieve success and full self-expression as a woman of color on an uneven playing field.



A leader takes people where they want to go.
A great leader takes people where they don't necessarily want to go, but ought to.



ROSALYNN CARTER

The Carol Emmott Fellowship: Convergence Resources

TOOL	SOURCE	DESCRIPTION
Benchmarks Executive 360 Assessment	Center for Creative Leadership	Evidence-based assessment of leadership competencies for executives.
Compass®	Center for Creative Leadership	A tool that distills and organizes more than 50 years of leadership expertise, creating personalized strategies for leaders to build on strengths and improve in areas of development.
Making Leadership Happen™	Center for Creative Leadership, Cindy McCauley	Seminal article describing the mindshift from leadership as an activity to leadership as a characteristic of groups.
Positivity	Barbara Frederickson	What is the link between emotion and flourishing for individuals, teams, and organizations? Researcher Barbara Frederickson (UNC) demonstrates what it takes to create something powerful.
The Care and Feeding of the Leader's Brain	Center for Creative Leadership, Sharon McDowell-Larson	The fitness guidance provided to executives in the Leadership at the Peak program.
Visual Explorer	Center for Creative Leadership	Card decks with images designed to stimulate lateral thinking.
Interview Guide	Carol Emmott Fellowship	A guide to holding conversations with people in your network to get useful feedback about your leadership.
FIRO-B	Myers Briggs Company	A self-report measure of interpersonal needs that can help individuals and teams more effectively manage the emotional climate of their work.
Hogan Personality Suite	Hogan Assessments	Three personality assessments with a range of available reports to measure personality, risk factors, and values.
Pfeffer, Jeffrey, "Power Play"	Harvard Business Review (July-August 2010)	Stanford University faculty tackles the realities of power with advice for leaders; we use to contrast to approaches to power by female writers (e.g. <i>Kick Some Glass</i> and <i>The Influence Effect</i>).
Challenging Assumptions	https://shop.rsvpdesign.co.uk/challenging-assumptions	This deceptively simple puzzle stretches thinking and surface assumptions that may interfere with creative solutions.
Polarity Thinking	Rabbi Shoshana Boyd Gelfand	TedX, "The Power of Polarities"
Mentoring Women	https://www.ccl.org/leadership-research-resources/mentoring-women/	A set of eight booklets based on CCL research to assist women in creating "a network of champions."

The Carol Emmott Fellowship and Carol's Story

MISSION

Accelerate the leadership capacity and impact of women leaders in health

VISION

Develop outstanding women leaders in our organizations and professions who will enhance fully inclusive gender equity and transform health for all.

GOALS

1. Strengthen each fellow's unique capabilities, mission, and legacy through self-examination, fellowship, mentorship, and advocacy.
 2. Develop a growing community of women leaders working together with purpose to transform our organizations and professions.
 3. Help healthcare organizations institutions build more equitable, inclusive, and diverse cultures.
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ADDITIONAL RESOURCES

Carol Emmott Fellowship: Introducing the Equity Collaborative

<http://carolemmottfellowship.org/blog/2019/9/11/introducing-the-equity-collaborative>

All videos are available on Vimeo:

<https://vimeo.com/carolemmottfoundation/videos>

- Carol B. Emmott's Story
- 2016 Welcome Weekend Launch Video
- Carol Emmott Fellowship: Advancing Women Leaders in Health
- Carol Emmott Fellowship: Making an Impact in Health Leadership

The Equity Collaborative

MISSION

The Equity Collaborative is an active learning community of large healthcare organizations committed to fully inclusive gender equity.

VISION

To create a fully inclusive gender equity culture in each Collaborative Member and the healthcare industry.

GOAL

Demonstrate how fully inclusive gender equity improves organizational performance, including employee engagement, patient satisfaction and health outcomes, and reduced healthcare disparities.

OVERVIEW

Collaboratives serve as powerful change vehicles in healthcare, as exemplified by the Institute for Healthcare Improvement and similar organizations. True collaboratives are not just forums for idea-sharing; they are powerful accountability levers for organizations committed to measuring their performance and achieving tangible individual and collective goals. Launching a member-driven gender equity collaborative for healthcare companies will positively impact organizational culture change faster than any single tool or technique.

The Equity Collaborative, a part of The Carol Emmott Foundation, is a learning community of healthcare systems working together to accelerate progress in achieving institutional gender equity and promoting gender equity across the industry. The Equity Collaborative helps healthcare organizations to:

- Promote shared learning about best practice gender equity initiatives and change strategies from peer organizations
- Facilitate access to approaches, products, and solutions from other industries that can accelerate improvement
- Measure progress and demonstrate improvement using common agreed-upon metrics;
- Promote mutual accountability for results
- Develop innovative approaches and ideas for improving gender equity
- Demonstrate how gender equity can improve organizational performance, employee and patient satisfaction, health outcomes, and reduce healthcare disparities
- Articulate, publicize, and advocate winning strategies with organizations beyond the membership

BENEFITS OF IMPROVED GENDER EQUITY FOR MEMBER INSTITUTIONS INCLUDE:

- **Access to talent.** Organizations in search of talented leadership can expand their talent pools by hiring and promoting more women. The McKinsey Global Institute [has estimated](#) that advancing the economic potential of women in the U.S. could add \$4.3 trillion to annual GDP.
- **More innovation.** A [2017 study](#) by Boston Consulting Group found that companies with above average diversity (including gender diversity) had 19% more revenue from innovation than companies with below average diversity.
- **Reduced risk.** Sexual harassment suits are becoming more numerous and more expensive for employers with “toxic cultures” that appear to tolerate sexual harassment. And judges and juries deciding damage awards may be even less tolerant of healthcare companies, since they are expected to uphold societal norms of caring and universal respect.
- **Improved performance.** Studies by [McKinsey & Company](#), [Boston Consulting Group](#), [MSCI](#), and others have found that companies with more women on Executive Committees and Boards perform better on average in return on equity, EBIT, earnings per share, and stock price appreciation than companies with fewer women in these leadership positions.

Moving more women into leadership positions won't eliminate all the inequities facing women in healthcare. Institutional cultures that condone sexual harassment will not immediately reform themselves when more women are promoted. But increasing the number of women in senior leadership and governance positions will undoubtedly help Collaborative members build more just, diverse, and productive work environments.

THE NEED

While women make up 78% of total industry employees, they [represent](#) only 35% of all C-suite executives, 28% of Board members, 18% of all hospital CEOs, and 11% of CEOs of large hospitals. Even when controlling for rank, women in healthcare are [paid less](#) than men: female hospital CEOs, for example, earn 23% less than male hospital CEOs.

Moreover, sexual discrimination and harassment are [pervasive](#) in the culture of medicine and healthcare, especially academic medicine.

Gender bias is a cultural problem that afflicts most healthcare organizations, and the cost of the problem is growing. The opportunity cost of gender bias—under-utilization of talented women—has always been high. But the #MeToo movement has encouraged women who experience harassment or discrimination to speak out, raising the real cost of bias. Healthcare organizations are facing expensive lawsuits, senior executives are losing their jobs, and promising careers which companies have invested in are being cut short.

Leaders of most large healthcare organizations are scrambling to find solutions for their institutions. Most have tightened up sexual harassment policies to reduce legal risk and are trying to advance more women into management ranks. Some have mandated specific programs, such as implicit bias training.

Because gender inequity is so profoundly embedded in our culture, change has been agonizingly slow. Men still dominate senior levels of management and governance of large healthcare organizations. Many of these men are working hard to create environments that embrace diversity and full participation, but are frustrated because they haven't been able to create the change they wish to see. Men and women healthcare leaders are searching together for ways to level the playing field.

The purpose of The Equity Collaborative is to help committed healthcare companies transform their cultures to accelerate the advancement of women in senior management and governance. Leadership and culture are mutually reinforcing: the more women companies have in leadership positions, the more their cultures will support gender equity and discourage sexual harassment and discrimination, and vice versa.

MEMBERSHIP

The Equity Collaborative is open to healthcare-related organizations with large employment bases. Within this group, Collaborative membership will be inclusive and diverse, and include:

- Direct care providers, such as health systems, academic medical centers, schools of medicine, medical groups, integrated delivery networks, and specialized providers like ambulatory care centers, urgent care centers, and home care companies. Provider organizations are an initial focus, since they employ roughly two-thirds of healthcare workers in the U.S.
- Health plans, MSOs, and ACOs that manage population health
- Pharmaceutical, biotech, and durable medical equipment companies
- Health IT companies and other suppliers of information products to the healthcare industry
- Healthcare professional firms and industry associations

These healthcare industry segments are at different places along their journey toward gender equity, and as a result, their development paths will undoubtedly be different. The Collaborative accepts and utilizes these differences to accelerate learning for all members.

Membership in the Collaborative must be ratified at the highest level of the organization, such as the CEO and/or Board. Member organizations must agree to collect and share data within the Collaborative (with appropriate safeguards) and must agree to complete the McKinsey & Company annual “Women in the Workplace” survey at no additional cost. McKinsey & Company will compile and analyze the data for Members and the Collaborative to help set and achieve measurable process and outcome goals. Members also commit to undertaking one or more focused improvement projects to increase gender equity in leadership. Most importantly, Members commit to each other to make meaningful progress in achieving gender equity goals.

Eligibility for membership in the Collaborative is determined by the Membership Committee, which makes recommendations to the Collaborative’s Governing Council.

MORE INFORMATION

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Center For Creative Leadership: Women's Mentoring Resources

The Center for Creative Leadership has been committed to women's leadership since conducting the original research on "the glass ceiling."

In 2019, for International Women's Day, CCL published a series of eight guides on mentoring from the perspectives of the organization establishing the program (both the mentor and the mentee). Their research has consistently found that, "When women lead, organizations better serve their employees, communities, and missions. Creativity, innovation, and agility are enhanced, enabling companies to better embrace the challenges the future holds."

These open source resources are available online for use and distribution, with attribution:

<https://www.ccl.org/leadership-research-resources/mentoring-women/>

