

Women Medical Leaders; FMLM networking session

- Penny Newman, GP, NHS Leadership Academy and NHS Midlands and East
- Emma Stanton, Psychiatrist and CEO of Beacon UK
- Caron Morton GP, Accountable Officer Shropshire CCG
- Clare Marx CBE, Consultant Orthopaedic Surgeon, RCS Council, Ex President British Orthopaedic Association

Aim of this session: to consider ways to support women medical leaders

- To raise awareness of the different career paths of women medical leaders and impact of gender on career progression
- To provide personal tips that aid career progression to supplement the FMLM Top Tips publication
- To inform FMLM on the support required to female members

Women Medical Leaders

FMLM networking session

Surgical career

- Coventry - PRHO *
- A&E Middlesex - SHO
- Edward V11.RMO *
- PRIMARY FRCS Glasgow and London***
- Northampton-SHO surgery
- UCH - SHO rotation* careers advice**. FRSC 1981***

Surgical career

- Westminster , QMH Roehampton, St. Stephens
Whittington, RNOH, UCH rotation
Registrar/senior reg
- Brigham and Women's Boston USA-Fellowship
- St Mary's and St. Charles –First Consultant
Post***
- Ipswich ?Last Consultant! Post 1993-date

Educational activity

- Medical Students Induction Course**
- ATLS Instructor
- Step distance learning module
- Boa education committee
- SAC- Chairman*
- Curriculum for Trauma and Orthopaedics*
- Educational supervisor**

Management

- Clinical Director D 1995.
- Chair Medical Staff Committee – and “3 wise men”
- Chair LNC
- BOA council
- 2008-9 President BOA
- 2009 - date Council RCS. Lead for patient safety

Top Tips

- Master the “Day Job”
- Keep on learning day by day
- Know your bottom line – “to thine own self be true”
- It’s not weak to be kind (loving) and generous
- Some risks are worth taking
- Work for the greater good - seriously
- Have some fun

7 Leadership Styles

Emma Stanton

Psychiatrist and CEO of Beacon UK

Caron Morton
Accountable Officer
Shropshire CCG



Local Landscape



The NHS Leadership Academy - developing outstanding leadership in

Local Landscape



Be Honest with your Team

“Look we have some really big problems ahead of us – worst of all I am younger than any of you, I am a woman and I have no managerial training. What we are going to do is stop looking for the positives, face the negatives and turn the weaknesses in this health economy into strengths. So, we wont mention how remiss it has been of me to arrive as a young female leader with no management skills again because its insurmountable we will fix this organisation instead”



“Nobody cares if you can't dance well. Just get up and dance. Great dancers are not great because of their technique, they are great because of their passion”

Martha Graham, American Choreographer

Overview: why does this matter and what can be done?

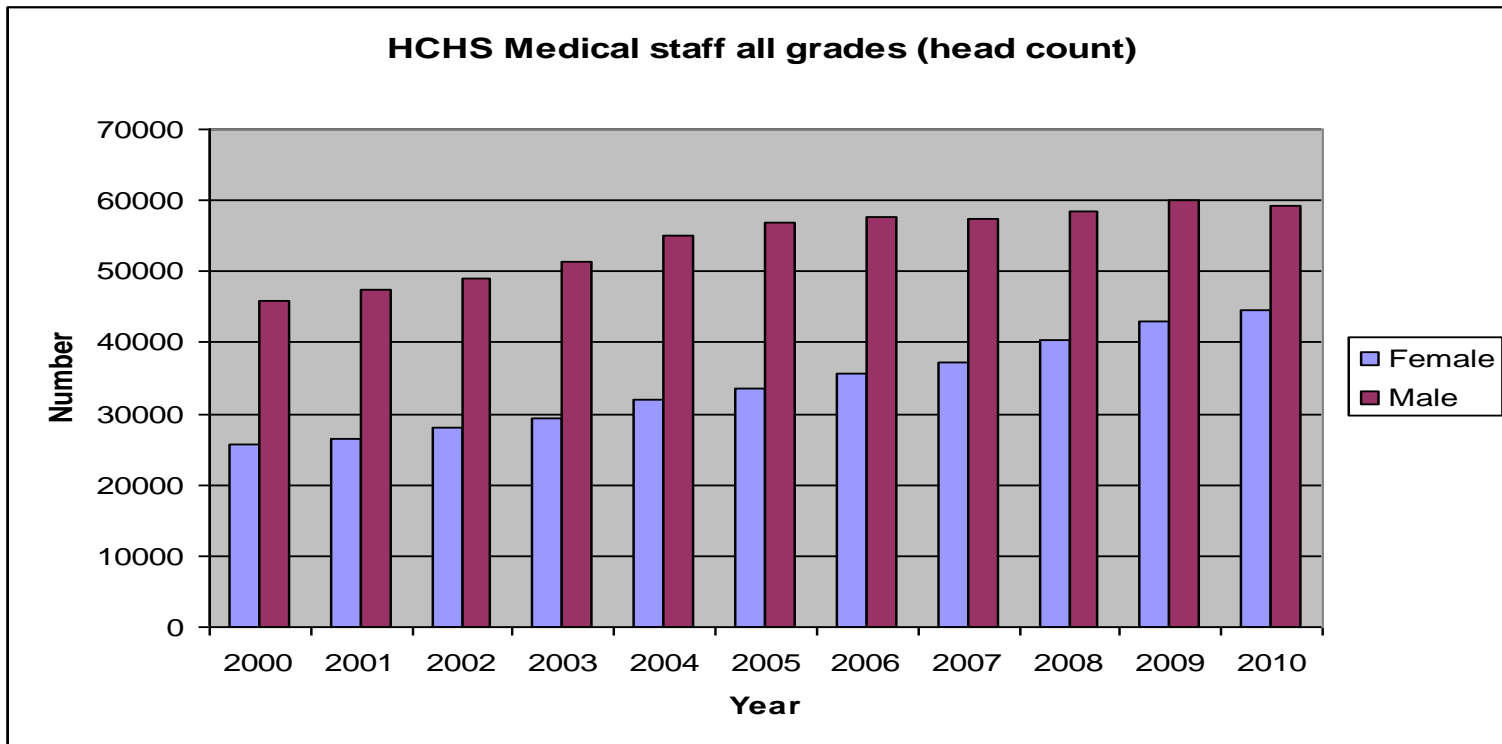
Dr Penny Newman

Associate, NHS Leadership Academy

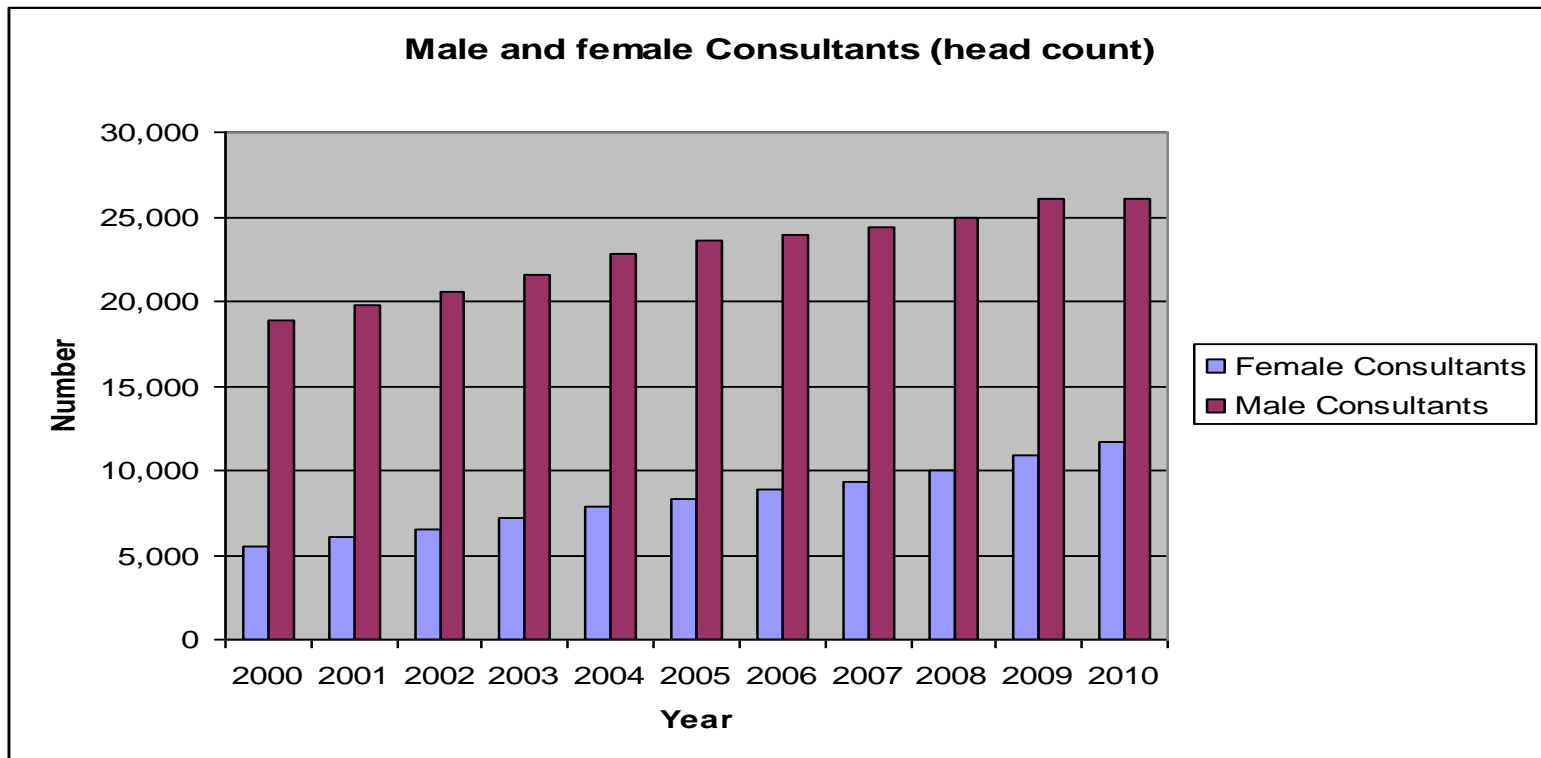
Primary Care Advisor, NHS Midlands and East

NAPC

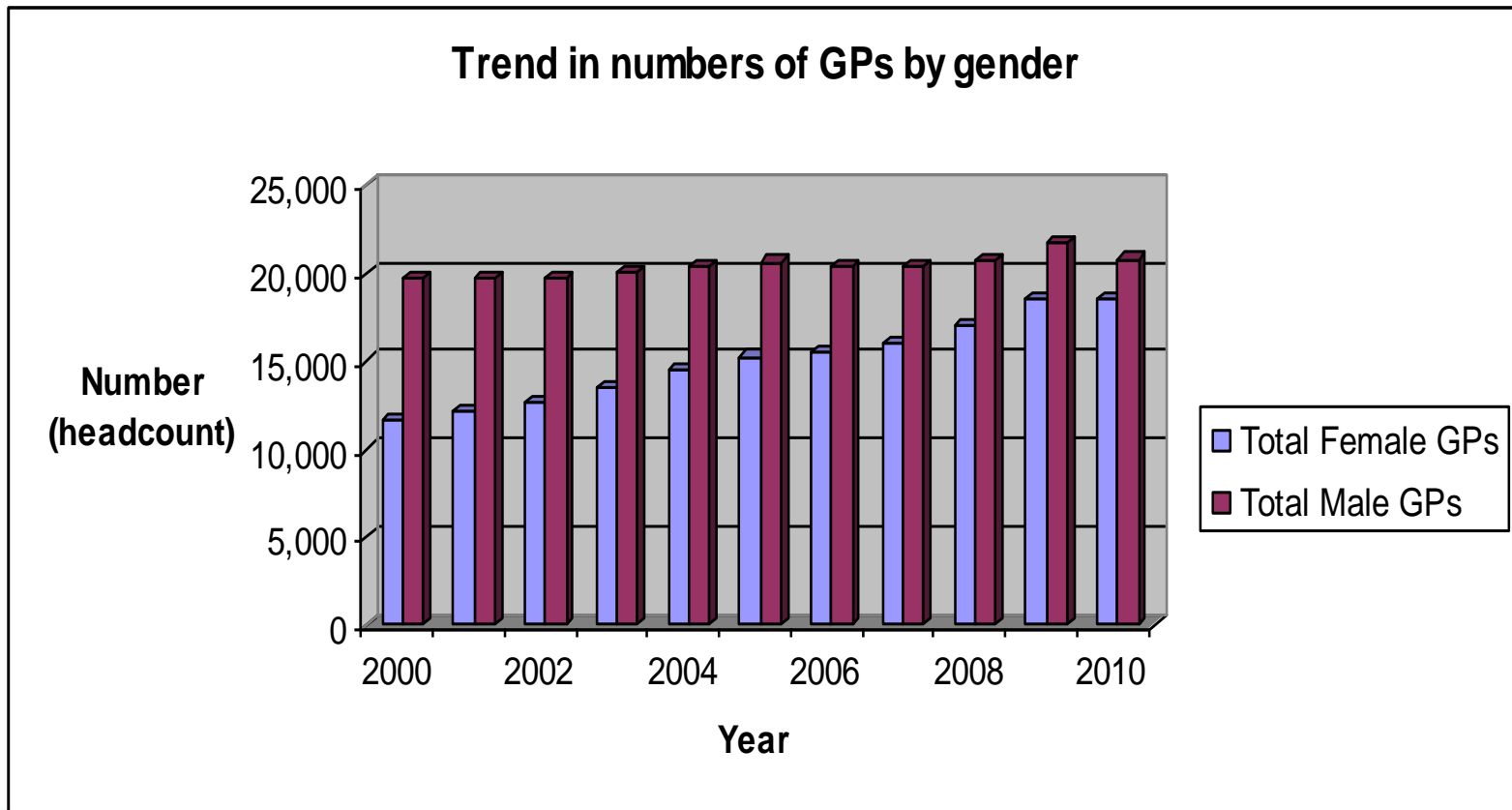
Hospital doctors - female 42%



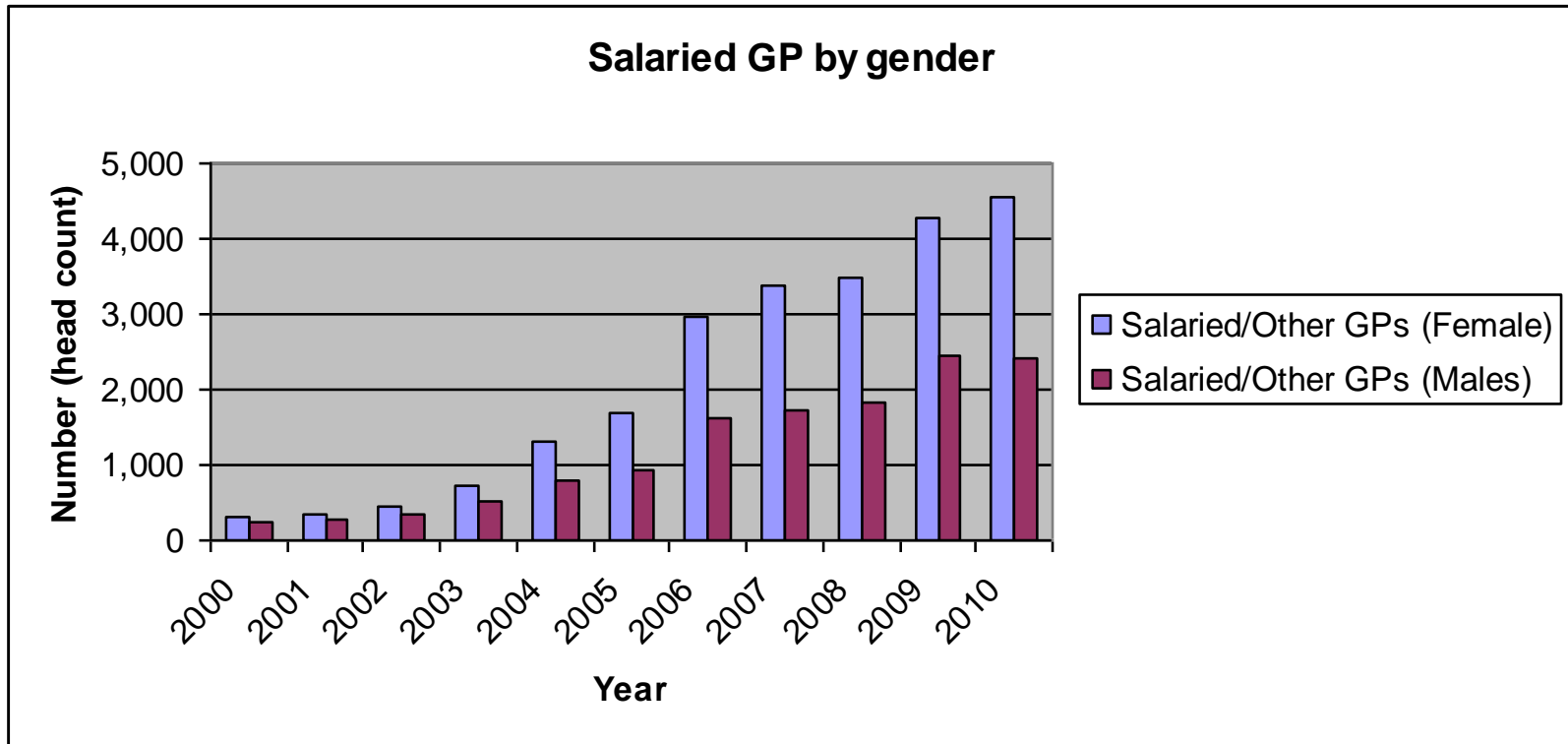
Consultants – female 31%



GPs – female 45%, partners 38%



Salaried GPs – female 68% (locums not recorded)



First wave CCGs

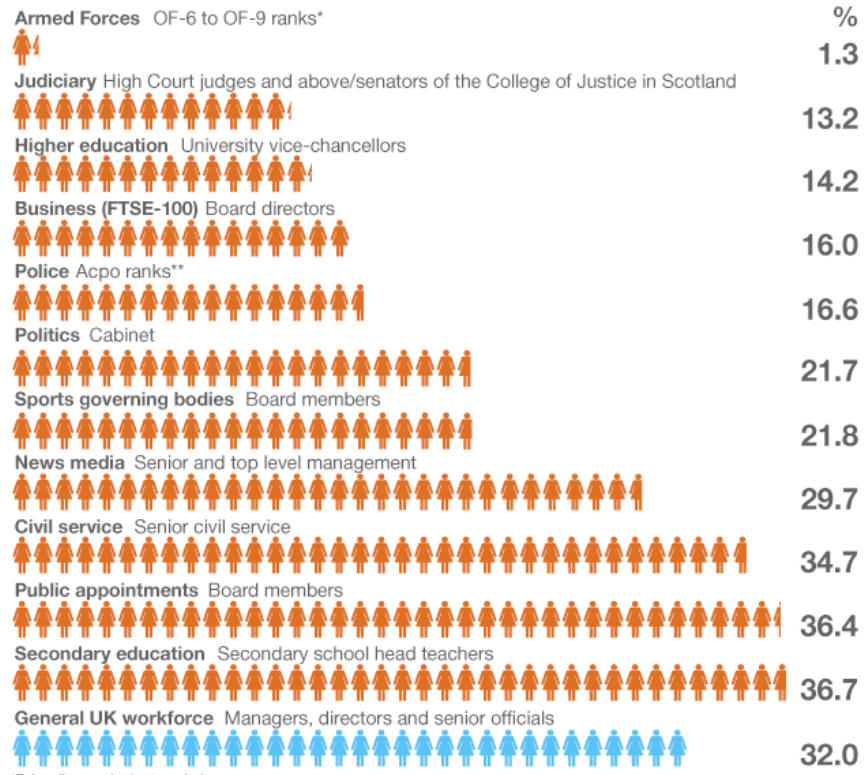


The NHS Leadership Academy - developing outstanding leadership in health

Women in 'top jobs'

Women doctors as leaders

Women make up 58% of senior managers



*Brigadier equivalent and above
 **ACPO ranks are chief constable, deputy chief constable and assistant chief constable, and in London, Met commissioner, deputy commissioner, assistant commissioner, deputy assistant commissioner and commander

Source: BBC (<http://www.bbc.co.uk/news/uk-18187449>)

Does it matter?

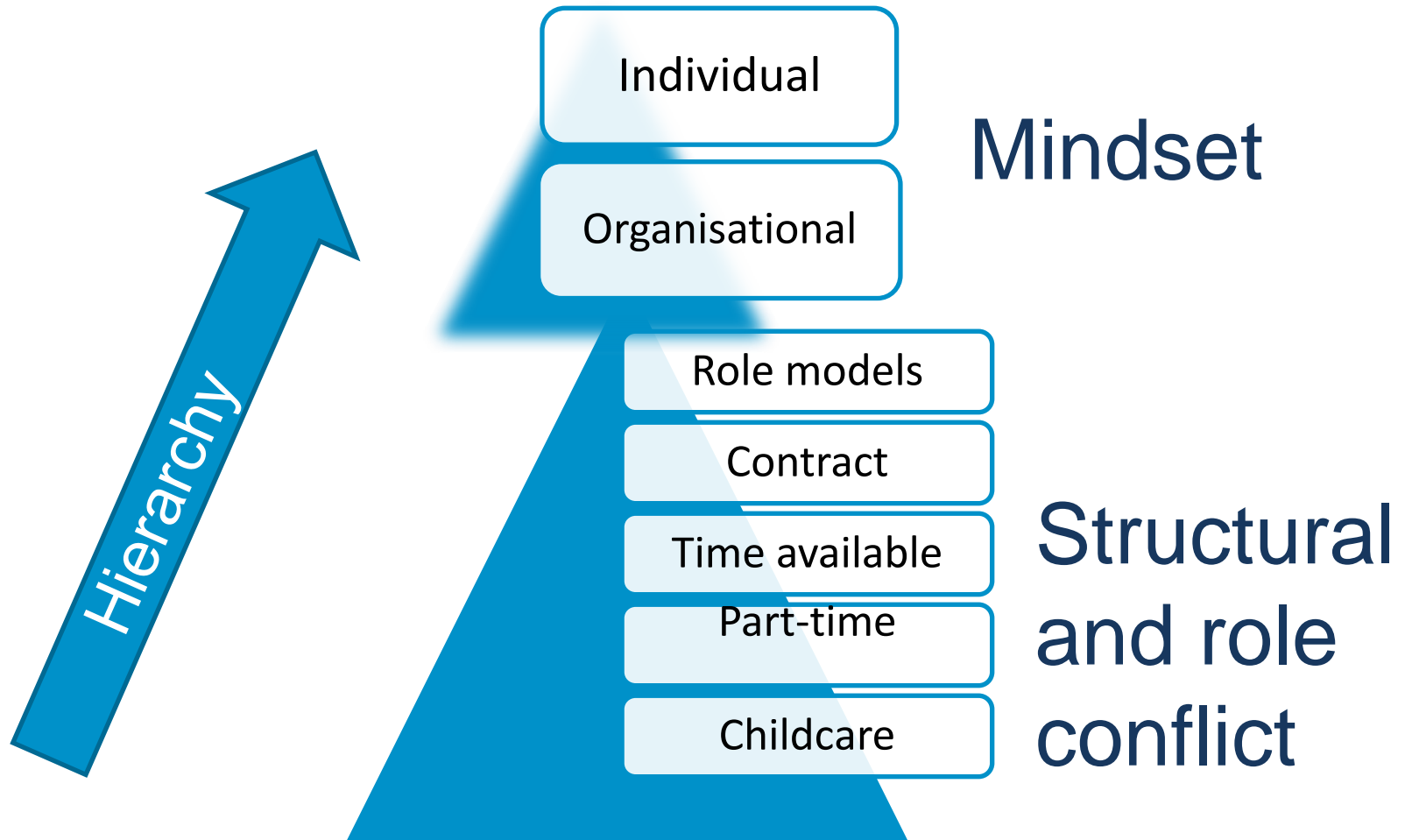
Yes

- Fishing from the whole talent pool
- higher 360 ratings/fewer complaints
- Mix of clinical leaders to reflect our patients and communities
- New leadership styles and behaviours
- Improved board performance
- Female role models
- Career progression
- Return on investment

No

- Individual expertise vs gender
- Women's "choice"
- Not held back

Barriers

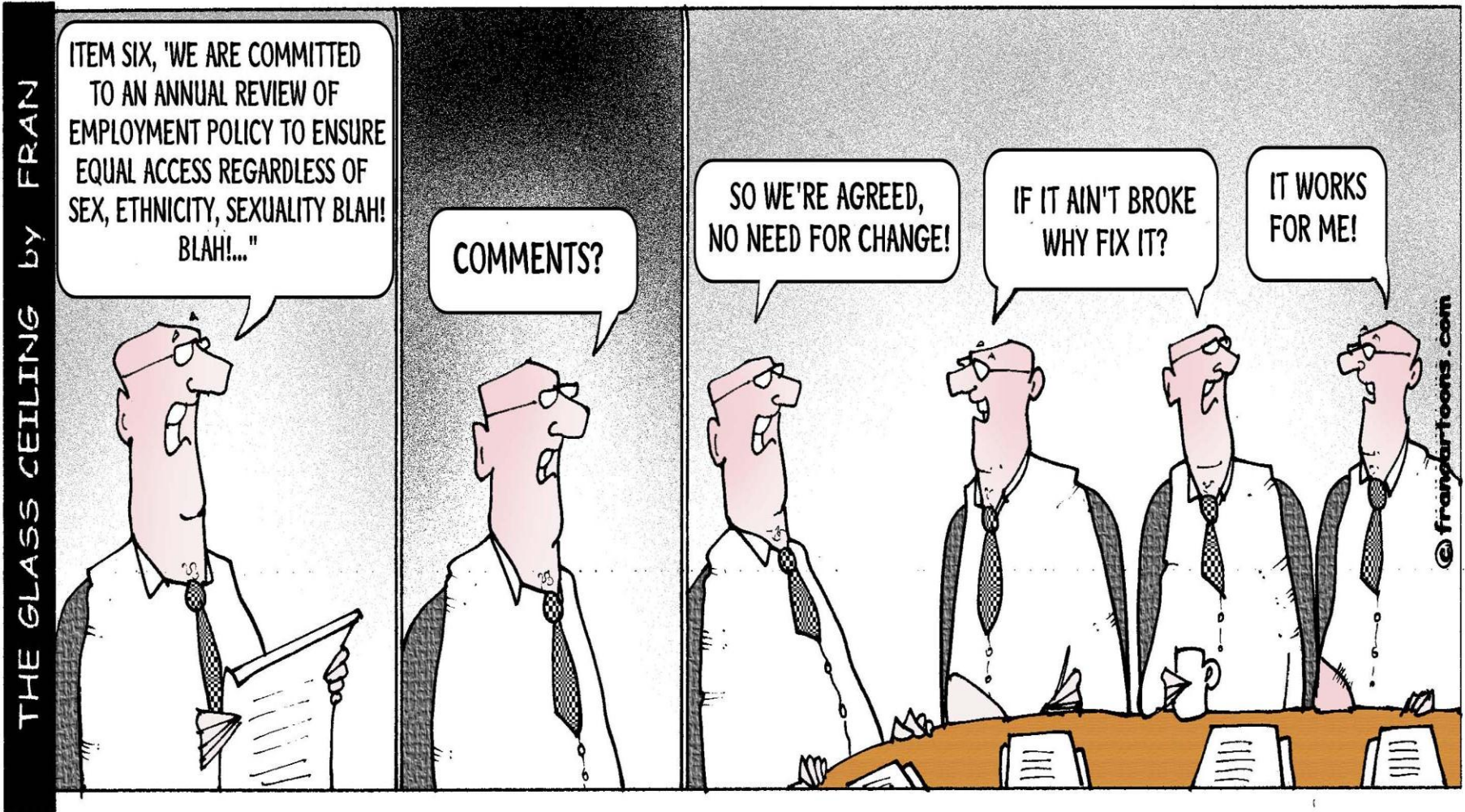


Ambition gap – lower expectations and ambitions, less confidence and more cautious

- 70% men have higher confidence vs 50% women
- 31% men have feelings of self doubt vs 50% of women
- 20% of men applied for roles when only partially meeting the JD vs 14% of women
- 2% of men had left work to care for children vs 21% of women
- 52% of men have career clarity vs 45% of women

Institute of Leadership and Management, Ambition and gender at work, February 2011, survey of 2,960 ILM members

Organisational mindset



Moss-Racusina C, Dovidio J, Brescoll V, Grahama M, Handelsman J, Science faculty's subtle gender biases favour male students
Proceedings of National Academy of Sciences of the USA. August 2012

- Double blind RCT – laboratory manager application post randomly assigned male or female name
- Same application sent to 127 profs of biology, chemistry and physics
- Male applicants were rated significantly more competent and hireable than (identical) female applicants and offered more mentoring and higher starting salary
- Women as well as men show bias against women
- Interventions that address bias might increase female participation
- Less encouragement and rewards i.e. positive feedback may impact on self efficacy and affect career goals.

What can be done? Fix the organisation

Davies report March 2011 – 25%target

Directorships	Oct 2008	Oct 2010	May 2012
UK	11.8% (plateau)	12%	16%

- Commitment from a high profile figure
- Continual measurement processes
- Targeted resources
- The possibility of sanctions
- Robust recruitment and selection
- Part-time and flexible working
- Ramp on and off schemes

Fix the women

- Role models (mind set)
- Action learning sets e.g. CCG leaders
- Coaches, mentors, sponsors and networks
- Leadership development/courses

Top Tips for Women Medical Leaders

- Manage yourself – self belief, positive behaviours, overcome setbacks
- Manage others – lead by example, build a great team, manage undermining behaviour
- Work smart – be time efficient and savvy
- Work life balance – make time for yourself, get robust support, prioritise and compromise
- Personal development – establish mentors, coaches, network and sponsors, learn from others, attend courses
- Your career – be ambitious and passionate, may need to be flexible, take every opportunity
- Enjoy it!

Summary

- Year on year increase in women entering medical workforce especially in general practice
- Women doctors and leadership – complex barriers
- NHS/patients need the most able vs most obvious
- Solutions involve fixing society, organisations, the women and ourselves!

Women doctors network – Inspiring Women Leaders

www.linkedin.com/groups/Inspiring-Women-Leaders-in-Medicine-4494986

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