Women Leaders, Wicked Problems

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Conclusions

• Today’s health care problems will not be solved by yesterday’s leadership models.
• Today’s health professionals must accept that fulfilling their obligations to society will require leadership skills.
• Today’s health leaders must commit to creating strategies to optimize the leadership potential of all professionals.
Health professionals for a new century: transforming education to strengthen health systems in an interdependent world

Julio Frenk*, Lincoln Chen*, Zulfiqar A Bhutta, Jordan Cohen, Nigel Crisp, Timothy Evans, Harvey Fineberg, Patricia Garcia, Yang Ke, Patrick Kelley, Barry Kissin, Afaf Meleis, David Naylor, Ariel Pablos-Mendez, Srinath Reddy, Susan Schimshaw, Jaime Sepulveda, David Serwadda, Huda Zurayk
20th Century Medicine
The certainty-agreement diagram (based on Stacey^23)

Technical
Technical Problems need **Transactional** Leaders

Approaches followers with an eye towards exchanging one thing for another.

……Burns
Toward Precision Medicine:
Building a Knowledge Network for Biomedical Research and a New Taxonomy of Disease
The certainty-agreement diagram (based on Stacey\textsuperscript{23})
Transactional Leaders Like Technical Solutions

- Welfare To Work
- Mandatory Sentencing
- Teacher Ratings
- Trickle Down Economics

The certainty-agreement diagram (based on Stacey)
Health Care is No Different
Figure 3. Health expenditure per capita, US$ PPP, 2008 (or latest year available)


Data are expressed in US dollars adjusted for purchasing power parities (PPPs), which provide a means of comparing spending between countries on a common base. PPPs are the rates of currency conversion that equalise the cost of a given 'basket' of goods and services in different countries.

Costs are High
Value is not
Mortality Amenable to Health Care by State
Deaths* per 100,000 Population, 2004–05

Total

- Top quartile (63.9–76.8) Best: MN
- Second quartile (77.2–89.9)
- Third quartile (90.7–107.5) Worst: DC
- Bottom quartile (108.0–158.3) Worst: DC

White Only

- Top quartile (56.4–72.6) Best: DC
- Second quartile (73.4–82.0)
- Third quartile (83.7–91.7)
- Bottom quartile (91.8–110.6) Worst: WV

* Age-standardized deaths before age 75 from select causes.


Source: Commonwealth Fund State Scorecard on Health System Performance, 2009.
For Children, There Are Great Differences in Performance by Medical Condition

<table>
<thead>
<tr>
<th>Medical Condition</th>
<th>Percentage of recommended care received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper respiratory tract infection</td>
<td>92</td>
</tr>
<tr>
<td>Allergic rhinitis</td>
<td>85</td>
</tr>
<tr>
<td>Acne</td>
<td>57</td>
</tr>
<tr>
<td>Fever</td>
<td>51</td>
</tr>
<tr>
<td>Childhood immunizations</td>
<td>50</td>
</tr>
<tr>
<td>Urinary tract infection</td>
<td>48</td>
</tr>
<tr>
<td>Asthma</td>
<td>46</td>
</tr>
<tr>
<td>Vaginitis and sexually transmitted diseases</td>
<td>44</td>
</tr>
<tr>
<td>Well-child care</td>
<td>38</td>
</tr>
<tr>
<td>Acute diarrhea</td>
<td>38</td>
</tr>
<tr>
<td>Adolescent preventive services</td>
<td>35</td>
</tr>
</tbody>
</table>

Quality: 2.4%/yr
Disparities: 0.5%/yr
Safety: ?%/yr
Wicked Problems
Insidious

Controversial

Slippery

Disruptive

Recalcitrant
Wicked Problems need Transformational Leaders

“It is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents.” Leithwood 2000.

Envision
Empower
Experiment
Entrust
Transformational leaders bring people together to envision a better world and then create it.
Focus on Purpose
Build Learning Coalitions
Welcome Constructive Conflict

http://www.joegerstandt.com/2012/04/conflict-what-is-it-good-for/
Experiment
And
Learn
Share Leadership
Physicians & scientists today must be transformational leaders.
Leadership is Influence

Career Advancement is Progressive Influence
A Truly Wicked Problem:
The Glacial Progress of Women in Leadership
Women at the Top

- Women's representation in Fortune 500 leadership positions has stagnated in recent years.

Women's Share of Fortune 500 Leadership

<table>
<thead>
<tr>
<th>Year</th>
<th>Executive Officer Positions</th>
<th>Board Seats</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>14.6%</td>
<td>15.2%</td>
</tr>
<tr>
<td>2007</td>
<td>14.8%</td>
<td>15.2%</td>
</tr>
<tr>
<td>2008</td>
<td>15.2%</td>
<td>15.7%</td>
</tr>
<tr>
<td>2009</td>
<td>15.7%</td>
<td>16.1%</td>
</tr>
<tr>
<td>2010</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Women's representation in Financial Post 500 leadership positions has slowly increased in recent years.

Women's Share of Financial Post 500 Leadership

<table>
<thead>
<tr>
<th>Year</th>
<th>Senior/Corporate Officer Positions</th>
<th>Board Seats</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>14.4%</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>15.1%</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>16.9%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>17.7%</td>
<td></td>
</tr>
<tr>
<td>2003</td>
<td>11.2%</td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>12.0%</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>13.0%</td>
<td></td>
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<td>2009</td>
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</table>
LEADERSHIP AT US MEDICAL SCHOOLS BY GENDER

AAMC 2008
Since 1982, more than 30% of all medical school graduates have been women.
Leaks in the Academic Pipeline for Women*

Graduate School Entry → PhD Receipt → Assistant Professor (Tenure Track) → Associate Professor (Tenured) → Full Professor (Tenured)

Women with Babies (29% less likely than women without babies to enter a tenure-track position)

Women, Married (20% less likely than single women to enter a tenure-track position)

Women (23% less likely than men to become an Associate Professor)

Women (25% less likely than men to become a Full Professor within a maximum of 16 years)

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* Preliminary results based on Survival Analysis of the Survey of Doctorate Recipients (a national biennial longitudinal data set funded by the National Science Foundation and others, 1979 to 1995). Percentages take into account disciplinary, age, ethnicity, PhD calendar year, time-to-PhD degree, and National Research Council academic reputation rankings of PhD program effects. For each event (PhD to TT job procurement, or Associate to Full Professor), data is limited to a maximum of 16 years. The waterline is an artistic rendering of the statistical effects of family and gender.

Mason & Goulden, *Marriage and Baby Blues: Re-defining Gender Equity.*
Parity without Power

University of California, Berkeley

Women
Ladder-Rank Faculty
325
N=581

Men
Second Tier
Non-Tenure Track, Lecturers
987
N=1117

256
N=581

130

Mason & Goulden, *Marriage and Baby Blues: Re-defining Gender Equity.*

Figure 1a: Percentage distributions of full-time clinical M.D. faculty by tenure status, 1984-2009

Figure 1b: Percentage distributions of newly hired, full-time clinical M.D. faculty by tenure status, 1984-2009
Leadership Gender Inequity

- Start off behind
- Take the wrong path
- Get less choice assignments
- Drop out more
- Aren’t offered opportunities
- Don’t accept opportunities
- Judged differently
Women Leaders must approach this problem with transformation in mind.
1. Lead with Purpose

Diverse Leadership Teams Get Better Results
2. Build a Learning Coalition
3. Experiment and Learn

- Mentorship → Sponsorship
- Curriculum → Work Place Learning
- Leader → Co-leader
- Productivity → Competency
- No → Yes, for..
- Time → Support
4. Challenge Assumptions, Accept Controversy

Is there a rationale for a 2 class faculty system?

Does academic success ensure leadership success?

Should there be term limits?

Who should choose leaders?

What if 40 hours a week was a full time academic job?

What if evaluations were tied to outcomes in gender balanced leadership?
Conclusions

• Today’s health care problems will not be solved by yesterday’s leadership models.
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Q. Are Women Better Transformational Leaders?

A. Maybe, but that’s the wrong question.

http://www.pewsocialtrends.org/2008/08/25/men-or-women-whos-the-better-leader/
Q. How Many Women Leaders do we need?

A. Enough to Ensure a Diversity of Skills and Views