The Equity Collaborative
A Conversation on Gender Equity

University of Massachusetts Medical School Community
Fall Campus Read and Diversity & Inclusion Programing
October 21, 2020

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The Equity Collaborative

The Equity Collaborative

The **Equity Collaborative (TEC)**

- One of two programs within the Carol Emmott Foundation

- A community of large healthcare related organizations

- Begun in July 2019

- Small dedicated part-time staff

- Member governed

  - All members represented on the Governing Council

The Equity Collaborative Member Tenets

- Members are anywhere on equity journey with commitment of the Board and the CEO

- Three-year commitment of the members
  - **Candid conversations to build trust**
  - **Establish metrics to measure progress**
  - **Share and implement best practices**
  - **Promote mutual accountability for results**

- Each member represented by at least 3 leaders (executive, operations, HR, diversity/inclusion)

- Attend two in person meetings and three virtual meetings per year

- Be involved in specific issue work groups

The Equity Collaborative: Mission/Vision/Goal

MISSION: The Equity Collaborative is an active learning community of large healthcare organizations committed to <mark>fully inclusive gender equity</mark>.

VISION: Create a <mark>fully inclusive gender equity</mark> culture in each Collaborative member and the healthcare industry.

GOAL: Demonstrate how <mark>fully inclusive gender equity</mark> improves organizational performance, including employee engagement, patient satisfaction, and health outcomes, and reduced healthcare disparities.

The **Equity Collaborative Members**

- **City of Hope**
- **Dartmouth Hitchcock**
- **Froedtert Health**
- **HCA Healthcare**
- **Marshfield Clinic Health System**
- **Rush Health**

- **Sutter Health**
- **Tufts Medical Center**
- **University of Massachusetts Medical School**
- **University of Virginia**
- **Vizient, Inc**
- **Yale New Haven Health**
- **Our sponsor: Witt/Kieffer**

The Equity Collaborative Partners

- McKinsey "Women in the Workplace" Initiative and data collection
- American College of Healthcare Executives (ACHE)

The Equity Collaborative Initiatives & Results

The Equity Collaborative Initiatives

- **First year: 2019-2020**
  - ✓ Common metrics
  - ✓ Recruitment/selection/promotion policies and processes
  - ✓ Leadership program that integrates with equity/diversity/inclusion
  - ✓ COVID-19 and its effect on mental health of employees

- **Second year: 2020-2021**
  - ✓ Follow up on the first-year initiatives
  - ✓ Work life integration
  - ✓ Diversity Conversations
  - ✓ Culture Change

- **Third year: 2021-2022**
  - ✓ Follow up on the first-year and second-year initiatives
  - ✓ Compensation equity

Common Set of Metrics

McKinsey
& Company

Women in the Workplace

The Equity Collaborative

2019 report

Main findings across all companies

1 **Women, particularly women of color, remain underrepresented in the workplace**

Women are 48% of entry-level employees and only 21% of C-suite executives. Women of color are 18% of entry-level employees and 4% of C-suite executives

2 **Bright spot at the top**

Close to 45% of companies now have 3 or more women in the C-suite (vs. less than 30% in 2015)

3 **Commitment to diversity is on the rise**

Almost 90% of companies say gender diversity is a high priority for their company (vs. 74% in 2015)

4 **But women are stuck at the "broken rung"**

Women are getting left behind early in their careers: For every 100 men promoted to management, only 72 women are promoted – and just 68 Latinas and 58 Black women are promoted

5 **Companies are more focused on removing bias from performance reviews at the top**

Companies are less likely to provide unconscious bias training for evaluators who participate in entry-level performance reviews (30%) than in senior leadership reviews (45%)

6 **Together, opportunity and fairness are the strongest predictors of employee satisfaction and retention**

When employees feel they have equal opportunity to grow and advance and think the system is fair, they are happier and plan to stay at their company longer

7 **Sponsorship has increased, but there is room to improve**

Compared to last year, almost 10% more employees report having one or more sponsors. Yet, only 1 in 3 employees have this critical support

8 **Day-to-day experiences are worse for women**

Women are significantly more likely to experience microaggressions and sexual harassment. Black women and women with disabilities face even more barriers to advancement and receive less support than other groups of women

9 **Paternity leave has increased but maternity leave has not**

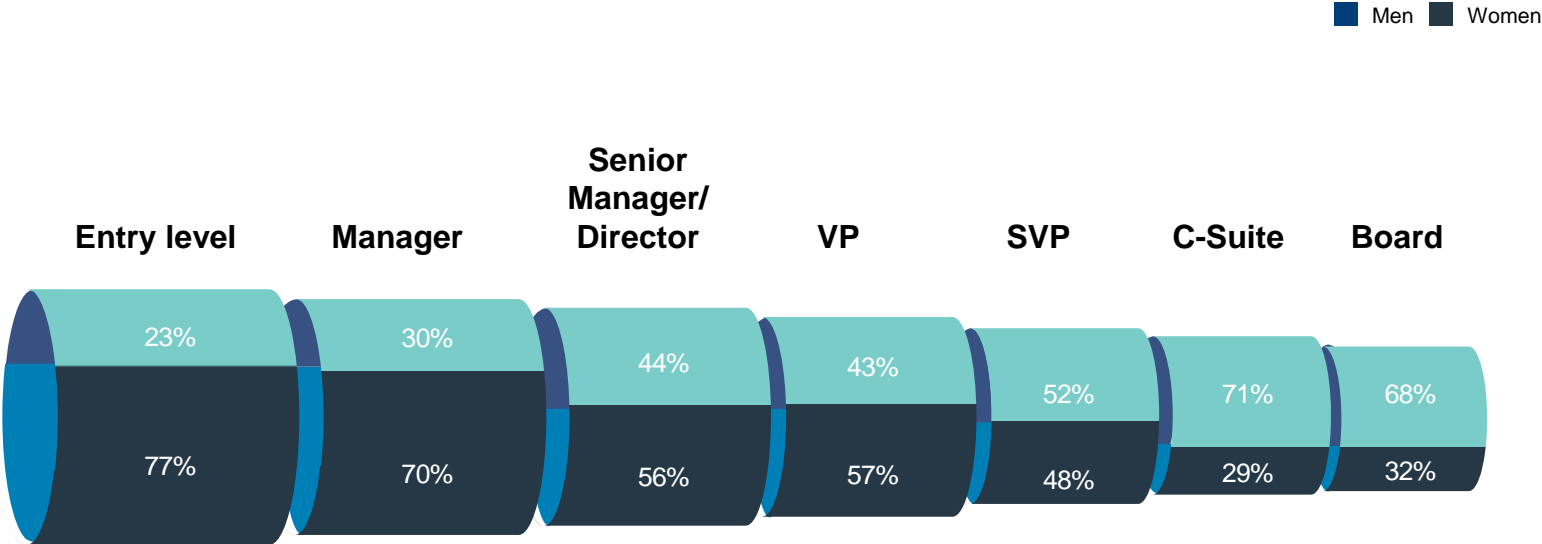Paid paternity leave has increased from 4 to 7 weeks in the last three years, but the average length of maternity leave has remained consistent at 10 weeks

10 **Dual career couples are on the rise, but housework hits women harder**

81% of women and 56% of men have a partner who works full-time, but women in dual career couples are 3x more likely to do all or most of the housework than men in the same situation

Women representation across the pipeline

Percent of women employees within each level

■ Men ■ Women

	Entry level	Manager	Senior Manager/ Director	VP	SVP	C-Suite	Board
Women	23%	30%	44%	43%	52%	71%	68%
Men	77%	70%	56%	57%	48%	29%	32%

Equity Collaborative[1]

	Entry level	Manager	Senior Manager/ Director	VP	SVP	C-Suite	Board
2018 EOY	77%	70%	56%	57%	48%	29%	32%
Healthcare providers[2]	77%	70%	58%	50%	44%	30%	31%
2018 all companies	48%	38%	34%	30%	26%	21%	26%

1. Equity Collaborative data set contains 6 healthcare providers recruited through the Equity Collaborative
2. Data from 16 companies in the Healthcare Providers industry benchmark

Source: 2019 Women in the Workplace pipeline data for U.S./Canada

What to look for:

1

Women representation across the pipeline and over time for your company
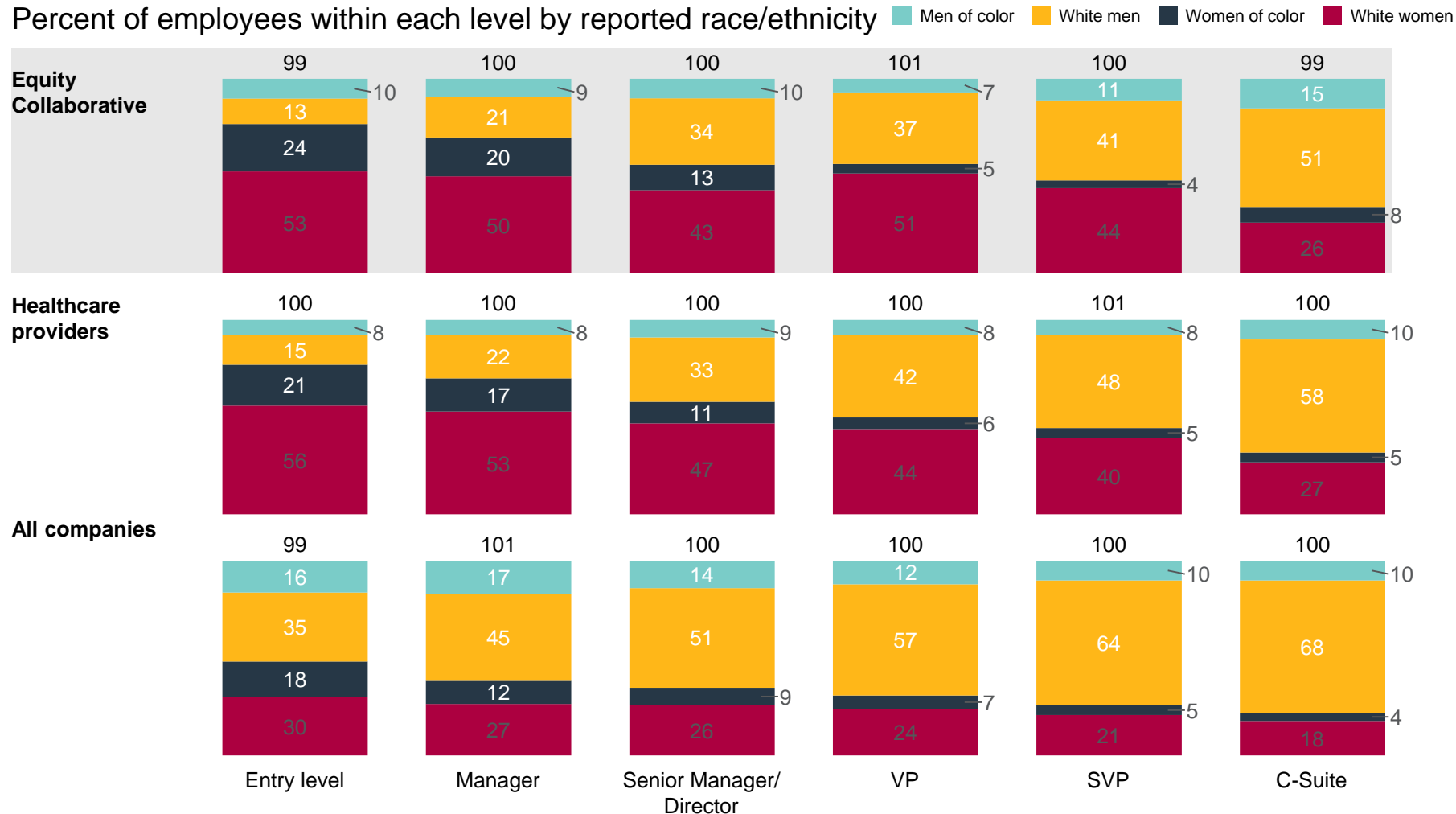
2

Women representation in your company compared to your industry and to the average representation across all companies

3

The broken rung: change in women representation between entry level and manager level

Talent pipeline by race and ethnicity

Percent of employees within each level by reported race/ethnicity   ▨ Men of color   ▨ White men   ▨ Women of color   ▨ White women

Equity Collaborative

	Entry level	Manager	Senior Manager/Director	VP	SVP	C-Suite
Total	99	100	100	101	100	99
Men of color	10	9	10	7	11	15
White men	13	21	34	37	41	51
Women of color	24	20	13	5	4	8
White women	53	50	43	51	44	26

Healthcare providers

	Entry level	Manager	Senior Manager/Director	VP	SVP	C-Suite
Total	100	100	100	100	101	100
Men of color	8	8	9	8	8	10
White men	15	22	33	42	48	58
Women of color	21	17	11	6	5	5
White women	56	53	47	44	40	27

All companies

	Entry level	Manager	Senior Manager/Director	VP	SVP	C-Suite
Total	99	101	100	100	100	100
Men of color	16	17	14	12	10	10
White men	35	45	51	57	64	68
Women of color	18	12	9	7	5	4
White women	30	27	26	24	21	18

What to look for:

1

Women of color representation across the pipeline for your company and in comparison, with your industry and all companies

Why it matters:

==Women of color (particularly Black women and Latinas) are more likely to be held back by the broken rung and have worse experiences than women overall==

NOTE: Some levels may not add up to 100 due to rounding

Source: 2019 Women in the Workplace pipeline data for U.S./Canada

Selected policies or programs

Measured number of organization with policies or programs or processes addressing:

- **Prioritize gender and racial diversity**

- **Ensure hiring is fair for manager level**

- **Ensure performance reviews are fair for entry level**

- **Foster an inclusive and respectful culture**

- **Give employees flexibility**

McKinsey & Company   LEAN IN

Perceptions of barriers to gender parity

What do you think represents the biggest challenges to getting equal numbers of women and men in management (manager level or higher) at your company?

	Biggest challenges according to	
	Women at all companies	**Men at all companies**
There are too few qualified women in the pipeline		1
Women are less likely to be promoted to first level manager roles	3	
Women are leaving the workforce at higher rates than men		
Women are less likely to aspire to be in management		
Women are less willing to do what it takes to be successful		
Women are judged by different standards	1	2
A disrespectful work environment		
Women don't receive as much sponsorship	2	3
There are already equal or higher numbers of women than men		
None of the options listed		

What to look for:

1

Differences between men and women's perceptions of biggest challenges to reaching parity

2

Differences between top challenges identified and areas where your company is focusing time and resources

Why it matters:

It is difficult to mobilize the organization when there are different views of the problem

Unbiased hiring and performance reviews

Men ■ Women ‑‑ All companies

Hiring at manager level

Percent of managers
who agree

Performance reviews at entry level

Percent of entry level
employees who agree

Evaluators have received unconscious bias training
- Men: 35
- Women: 38
- Entry level Men: 28
- Entry level Women: 28

Clear and specific evaluation criteria are put in place before any candidates are considered
- Men: 56
- Women: 55
- Entry level Men: 45
- Entry level Women: 44

Evaluators meet to discuss employee qualifications
- Men: 59
- Women: 59
- Entry level Men: 43
- Entry level Women: 43

Your company has diversity targets in place for hiring/promotions[1]
- Men: 32
- Women: 32
- Entry level Men: 17
- Entry level Women: 14

What to look for:

1

Differences between men and women's perceptions of bias in hiring and performance reviews

2

The execution gap: differences in existing formal practices and employees' experiences/awareness

Why it matters:

==Bias in hiring and performance reviews may especially disadvantage women at the first step up to manager==

1. This question is from employee experience survey. Policies and programs question: company tracks outcomes to ensure fairness in hiring/performance review process

Intersectionality: a closer look at workplace experiences

Differences in women's workplace experiences

Percent of women employees who experience this during the normal course of business

All companies

	White	Black	Latina	Asian	With dis-abilities	Lesbian	Bisexual
Needing to provide more evidence of your competence than others do	28	40	28	30	42	34	46
Hearing demeaning remarks about me or people like me	15	18	16	12	27	24	25
Feeling like I can't talk about myself or my life outside of work	10	12	9	8	21	23	26
Being the only, or one of the only, people in the room of your gender very often	18	14	18	21	16	22	22

What to look for:

1

Microaggressions experienced by women at your company and frequency of being an only of their gender

2

Underrepresented groups experiences compared to majority groups

Why it matters:

Women are not having the same experience. Solutions should directly address the unique challenges facing each different group of women

TEC Representation & Mobility Outcome Metrics

REVISED

Category	Metrics

Representation metrics	• % of women by level in organization
	   – McKinsey Talent Pipeline levels for health system managers
	   – Academic ranks for university health sciences faculty

	• % of women by level by race / ethnicity
Mobility metrics	• Promotion rate (up) by level by gender, race / ethnicity
	• Attrition rate (voluntary + involuntary) by level by gender, race / ethnicity
	• Share of external hires by level by gender, race / ethnicity
	• Average time to promotion ("TTP") by level by gender, race / ethnicity

Recruitment & Selection

Recruitment/Selection Policies & Processes

To increase **fully inclusive gender equity**:

- Create organizational accountability and disclose gender/race/ethnicity information

- Eliminate gendered language in job descriptions

- Demand gender/racial parity in selection committees

- Train selection committee in unconscious bias just prior to the candidate selection

- Ensure the application and selection process is objective, quantitative and transparent

- Ban the word "fit" from the process

- Set candidate pool quotas and stick to them

Iris Bohnet, *What Works: Gender Equality by Design*

Interview Checklist

Prepare
✓ Determine number of interviewers and their demographics (use your own data!). ✓ Determine questions (use your own data!).

During
✓ Interview separately (no group interviews). ✓ Ask questions in the same order and stick to it. ✓ Be aware of framing effects: anchoring, representativeness, availability, halo… ✓ Score answers to each questions and score immediately afterwards

After
✓ Compare answers to questions across candidates. One question at a time. ✓ Use pre-assigned weights for each question to calculate total score. ✓ Submit your scores to the lead evaluator ✓ Meet as a group to discuss controversial cases. Consider sub-groups for important hires

Iris Bohnet, *What Works: Gender Equality by Design*

TIP: AN INTERVIEW CHECKLIST CAN REDUCE IMPLICIT BIAS

Before
- Determine number of interviewers and their demographics
- Identify questions to be asked by each interviewer and the weight of each question

During
- Avoid group interviews; interview separately
- Ask question in the same order for each interview
- Be aware of framing effects, e.g. anchoring, representativeness, and availability
- Score answers to each question immediately after the interview

After
- Compare answers to questions across candidates, one question at a time
- Use pre-assigned weights for each question to calculate total score
- Compare candidates against each other, not ideas
- Submit each interviewer's score to the lead evaluator without discussion
- Meet as a group to discuss controversial cases

Other best practices:
- Require a gender-balanced finalist pool
- Select a candidate based on quantifiable data, not "gut"

UVA Health

Promotion Policies & Processes

To increase **fully inclusive gender equity**:

- Eliminate self-evaluations during performance appraisals

- Make criteria for advancement and performance objective and transparent

- Provide regular feedback on how people are doing in comparison to their peers

- Train leaders in unconscious bias at performance review time

- Replace annual review process with regular documented conversations between employee and supervisor

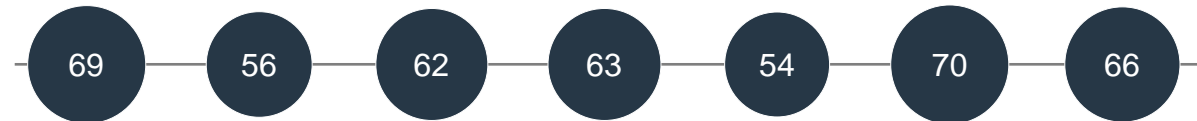# Leadership Development:

Sponsorship

Intersectionality: a closer look at opportunities

Differences in women's opportunities and support networks
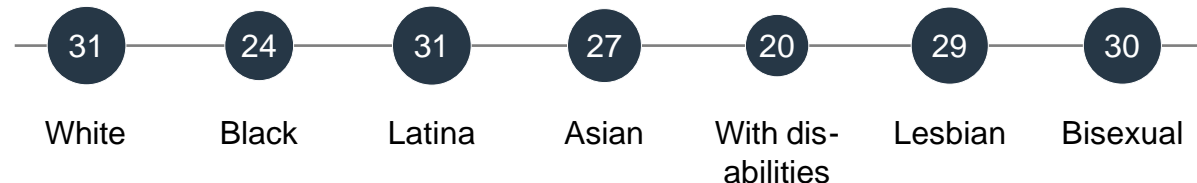Percent of women employees who agree

All companies

I have an equal opportunity for growth and development

White	Black	Latina	Asian	With disabilities	Lesbian	Bisexual
69	56	62	63	54	70	66

My manager advocates for new opportunities for me

| 37 | 29 | 35 | 35 | 28 | 35 | 37 |

I have the sponsorship needed to advance my career

| 31 | 24 | 31 | 27 | 20 | 29 | 30 |

| White | Black | Latina | Asian | With dis-abilities | Lesbian | Bisexual |

What to look for:

1

Differences in women's opportunities to advance and to have the support networks necessary to advance
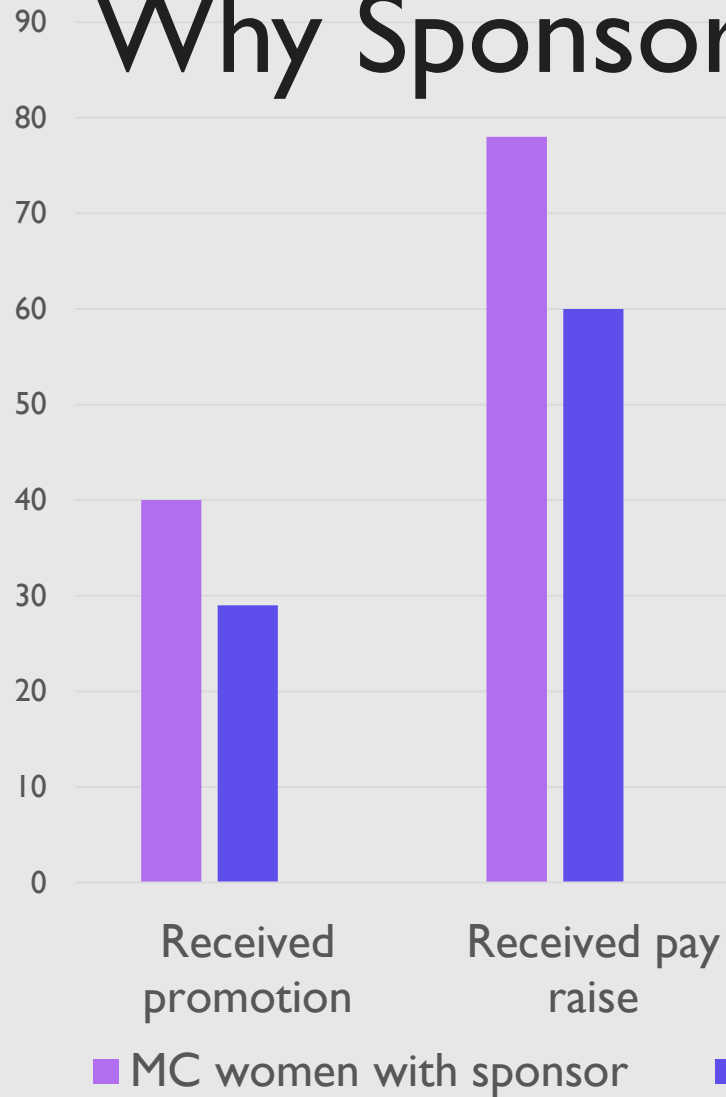
2

Underrepresented groups experiences compared to majority groups

Why it matters:

There is no one story of women in the workplace. Some groups of women receive less support and have fewer opportunities to advance

Why Sponsorship?

Diversity Best Practices Survey

- 39% of organizations have sponsorship programs
- Less than 5% of participants were women
- 3% of participants were Black
- 5% of participants were Hispanic
- 12% were Asian

Chart: "Why Sponsorship?"

	MC women with sponsor	MC women w/o sponsor
Received promotion	40	29
Received pay raise	78	60

Intersection of Leadership Development & Creating Diverse, Inclusive Cultures

○ Sponsoring 100 Women of Color by 2030 Jhaymee Tynan, Assistant Vice President, Integration, Atrium Health

○ The Sponsorship Brochure

○ Appreciative Inquiry Guide

○ Comprehensive Approach to Career Sponsorship for women
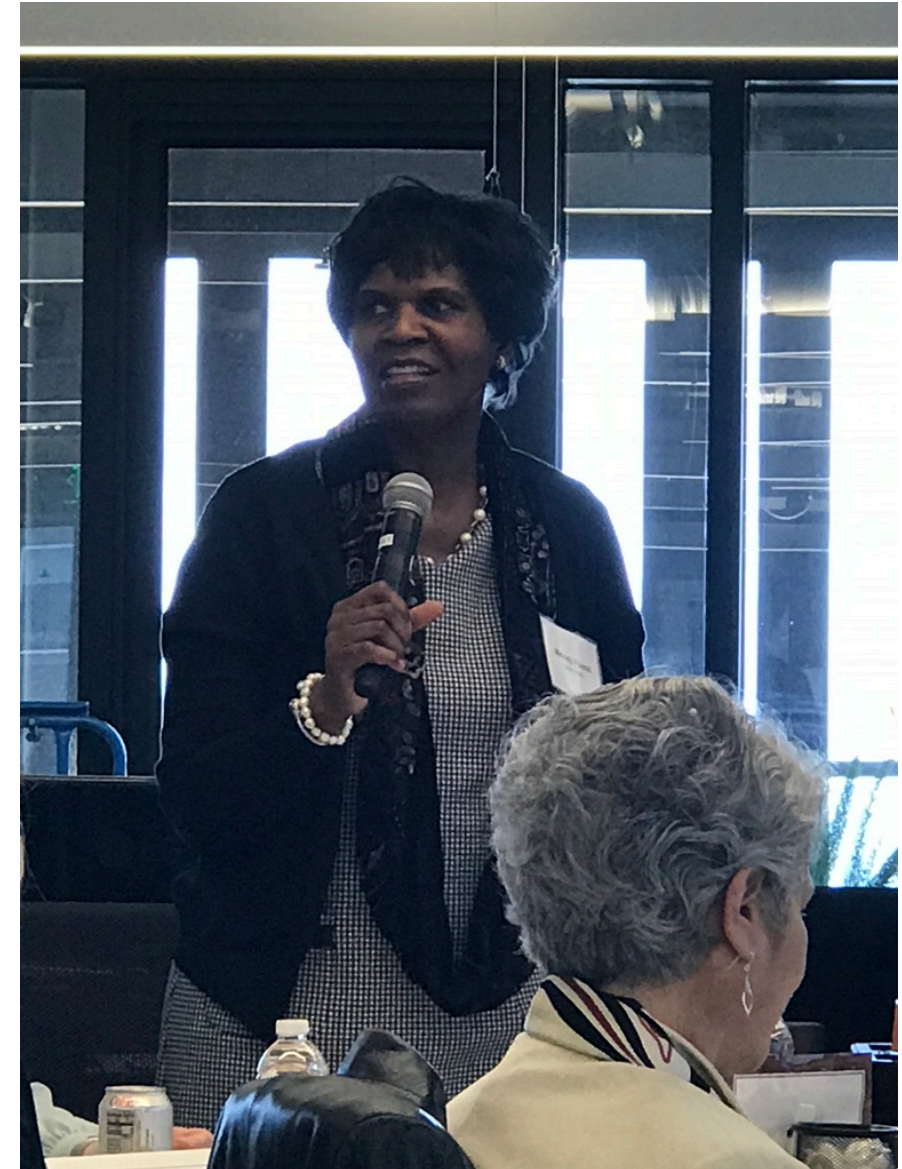
Work Life Integration

Pandemic Repercussions on the Workforce

Women Leaving the Workplace in Record Numbers

- Over 865,000 women vs. 216,000 men left the workplace in September 2020

- More than one in four women contemplating downshifting their careers or leaving the workplace

Women feel Exhausted, Burned out, Pressured to Work More than Men

- Senior Level Women/Mothers/Black Women

- Heightened effect on Black women

Source: 2020 Women in the Workplace employee experience survey data and policies and programs data for U.S./Canada

Pandemic Repercussions on the Workforce

Forces Pushing Women Out of the Workforce

- Lack of flexibility at work

- Loosing boundaries between work and home

- Housework and caregiving responsibilities due to Covid-19

- Worry about how caregiving will reflect on the perception of their work performance

- Fear of bringing up these issues to managers and co-workers

- Feeling blindsided by decisions that affect their work

Fewer women in the workplace means fewer women leaders now and in the future; unwinding years of slow progress toward fully inclusive gender equity in healthcare leadership

How Employers Can Help Employees: Forster a Culture of Empathy

- **Resetting norms around flexibility**
  - work hours
  - schedules
  - when people work
  - when meetings are scheduled
  - leaders model flexibility
- **Checking in with employees' mental health and wellness**
- **Showing gratitude for your employees**
- **Reassess performance and productivity standards**
- **Giving women opportunities to address their concerns on a regular basis**
- **Minimize gender bias with discussion and training**
- **Strengthening employee communication**
- **Creating work life integration HR policies to better support employees**

Gold Standard Work Life Integration Polices

- Maternity Leave
- Paid Family Leave
- Adoption Reimbursement
- Job Reinstatement
- Job Sharing
- Flexible Hours
- Scheduled Work Hours
- Scheduling
- Overtime
- Holiday Pay
- Paid Time Off (PTO)
- Bereavement Leave
- Employee Wellness
- Education Reimbursement

Diversity Conversations

Diversity Conversations

- Members have expressed interest in a TEC managed diversity training/discussion session to be available for their organization's management
- Two proposals
  - Diversity Day: 3-4-hour meeting including high profile guest speaker with Q & A, followed by discussion panel of TEC members sharing their accomplishments, concerns, and next steps in DEI.
  - Diversity modules: separate video modules akin to TED talks on different aspect of antiracism and antisexism training, recorded and accessible at any time by TEC members.

Questions