

**University of Florida Health Science Center- Jacksonville**

***Women in Medicine and Science  
Strategic Plan***

**March 2020**

**Prepared By**

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## **Acknowledgment:**

Many thanks to the UF Health Science Center- Jacksonville Inclusion, Diversity, Equity, and Access (IDEA) Advisory Board for the review, feedback and edits of the UFHSC-Jacksonville Women in Medicine and Science (WIMS) strategic plan including the following members:

- Senior Associate Dean for Clinical Affairs: Dr. Pradeep Kadambi
- Senior Associate Dean for Educational Affairs: Dr. Linda Edwards
- Senior Associate Dean for Research: Dr. Alexander Parker
- Associate Dean for Educational Affairs: Dr. Elisa Zenni
- Associate Dean for Student Affairs: Dr. Frank Genuardi
- Associate Dean for Administrative Affairs: Eric Conde
- Assistant Dean for Faculty Affairs: Dr. Kelly Best
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- Faculty at Large representative: Dr. LaRae C. Brown -Dr. Gladys Velarde
- Department Chair representatives: Dr. John Davis, Dr. Chandana Lall, and Dr. Arshag Mooradian
- Medical Director, Community Health: Dr. Ross Jones
- Human Resources representative: Dan Kurmaskie
- Resident representatives from medicine, surgical, and pharmacy specialties: Dr. Esther Bell, Dr. Andrew Riga, Dr. Carolina Garcia Rodriguez, Dr. Jon Robinson, and Dr. Ashlan Kunz Coyne

**The Women in Medicine and Science Strategic Plan is based on the University of Florida Health Science Center Inclusion, Diversity, Equity and Access (IDEA) Strategic Plan Strategic Initiative 4: Increase retention and advancement of underrepresented students, residents, faculty, allied healthcare professionals and senior administrative leaders (sections are underlined)**

Goals and Activities	Leader or Collaborate Partner	Timeline	Metric
<ol style="list-style-type: none"> <li>1. <u>Prepare women and underrepresented faculty for promotion process</u></li> <li>2. <u>Identify women and underrepresented students, residents, faculty, allied healthcare professionals and senior administrative leaders for development and leadership activities</u></li> <li>3. Increase participation in mentoring sessions</li> <li>4. <u>Develop women and underrepresented students, residents, faculty, allied healthcare professionals and senior administrative leaders leadership training</u></li> <li>5. Assess and respond to retention and advancement trends</li> <li>6. <u>Establish Women in Medicine and Science (WIMS) at UFHSC-Jacksonville*</u></li> </ol>	<p>Office of Educational Affairs, Office of Inclusion and Equity, and UF Health Training and Development Office</p>	<p>On-going</p>	<p><u>Number of women and underrepresented faculty pursuing and successfully achieving promotion</u></p> <p><u>Number of women and underrepresented students, residents, faculty, allied healthcare professionals and senior administrative leaders attending mentoring and development/leadership sessions</u></p> <p><u>Development of WIMS-Jacksonville</u></p>

**UFHSC-Jacksonville Women in Medicine and Science (WIMS) *programs and events will strive to:***

- Provide forums for women faculty, resident and allied health care professionals to network, support common goals, and address common concerns
- Educate and prepare women for success in professional advancement, including promotion and tenure
- Promote allyship of male leaders to support women faculty development and mentorship
- Highlight internal/local, state and national speakers on topics important to women in medicine and science
- Promote leadership skills and professional development among women

- Utilize feedback from participants to strengthen programs

### **Steps to establish WIMS-Jacksonville:**

- Establish the Rotating Roundtables Program on pertinent topics for women faculty, residents, and allied health care professionals. During these events we will conduct a need assessment of women faculty, residents and allied health care professionals participating in the program. Other programs will be developed based on the feedback obtained through the Roundtables Programs
- Establish an executive group of women faculty, residents and allied health care professionals to establish the bylaws and committees following the AAMC Group on WIMS format. WIMS at Jacksonville officers will participate in the future in the planning and executing of the various WIMS programs and initiatives.
- Establish allyship of male leaders to support women faculty development and mentorship.
- Sponsor Women in Medicine and Science Day
- Coordinate UF HSC-Jacksonville Women Faculty Mentoring Program
- Coordinate UF HSC-Jacksonville Women Faculty Leadership Program

**Rotating Roundtables Program on Pertinent Topics for Women Faculty, Residents, and Allied Health Care Professionals:** 30 minutes x 10 tables then debriefing: 6 hours event once per year (or 5 tables for 3 hours with 2 sessions per year):

During this event, participant will be able to rotate to the various tables, learn from the facilitators and have the opportunity to ask questions about the specific topics. A need assessment will be conducted following the program to help direct future professional development, leadership and mentorship initiatives, and understand potential barriers to success.

Potential tables and potential facilitators:

- Promotion strategies (Dr. Best)
- Work-life integration (Donna Ragucci/Dr. Zenni)
- Research collaboration: tips to make it work (Tina Botini/Dr. Fish/Dr. Crandall)
- Faculty benefits (Eric Conde/HR)
- Managing career challenges (Dr. Velarde/Dr. Lall/Dr. Motycka)
- How to get to leadership positions (Dr. Gray-Eurom)
- How men can become part of Women Allyship (Dr. Davis, Dr. Cuff)
- Negotiation/conflict management (Dan Kurmaskie)
- Business in Medicine: Developing a business plan/Become familiar with the accounting statements that assess the health of an organization (Dr. Kadambi/Dr. Newmayer)
- Visits with leaders (Dr. Haley, Dr. Edwards, Dr. Joseph, Dr. Shah)
- Times UP Healthcare

**Women in Medicine Day:** nationally renowned visiting professor then workshops.  
*Speaker and Conference Recruitment Planning*

Create a registry of potential speakers, keynote, and session chairs

Ensure that all aspects of the conference take into account gender equity

- Who is on the planning committee?
- Who are the chairs?
- What is the make up of proposed speakers?
- Recommend looking at total speakers as well as keynote speakers
  - Pay attention to marketing materials (pamphlets, websites, etc.) ensuring that conference materials take a diverse and equitable approach to representing men and women and ensuring roles equally spread out (i.e. men and women pictured as physicians)
  - Track results and publically report them

*Available Workshops: (limited seating: up to 25)*

- Strategies for Cultivating Career Satisfaction and Success through Negotiation (AAMC GWIMS Tool Kit Chapter 9)
  - Learning Objectives
    1. To appreciate the different approaches towards negotiation and the theoretical literature regarding concepts such as “positional bargaining” and “principled negotiation”
    2. To learn from the experiences described by other academic medical faculty regarding negotiation
    3. To recognize how gender affects negotiations and understand strategies that can optimize effectiveness in negotiation settings
- The Successful Women Series provided by UF Office of Professional and Workforce Development:
  - Leadership Strategies for Success
  - Leading with Impact: Building Commitment through Positive Influence
  - Crucial conversations: How to Handle Difficult Conversations with Ease
  - Commanding a Room: Charisma, Self-Confidence and Power
  - Inviting Men to the Table
  - Lifting up the Next Generation Women
  - What it means to lead like a Woman

*(See Exhibit A and B for descriptions of workshops.)*

## **UF HSC-Jacksonville Women Faculty Mentoring**

*General Knowledge on Mentoring:* This will be available for all women faculty, residents and allied health professionals and will include the following three lectures:

1. Mentoring Women- A Guide for Mentors (AAMC GWIMS tool Kit Chapter 7)
  - Topics Covered
    - Why Engage In Mentoring Women Faculty, Fellows and Students?
    - Essential Elements of Mentoring Women to Achieve Career Satisfaction and Success
    - Mentoring Women Faculty: Issues Related to Cross- Gender Mentoring

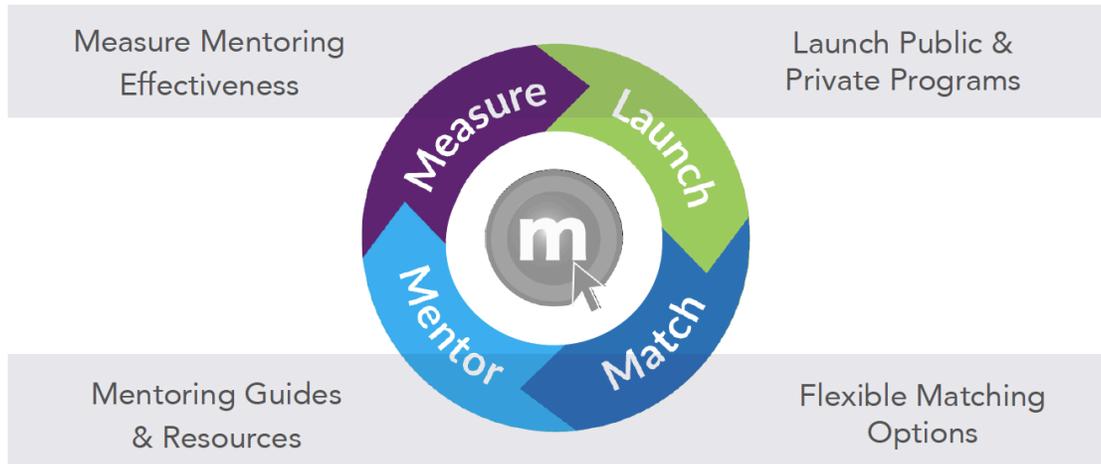
- Maximizing Your Success As A Mentor
  - Mentoring Women Trainees
2. Mentoring Women- A Guide for Mentees (AAMC GWIMS tool Kit Chapter 8)
- Topics Covered
- How to Identify Mentors Committed to the Professional Success of Women in Medicine and Science
  - Define Your Needs for a Mentoring Relationship
  - Choosing the Right Mentor (internal and external)
  - Mentorship versus Sponsorship
  - Essential Elements of Mentoring to Achieve Career Satisfaction and Success
  - Roles and Responsibilities of a Mentee
  - Maximizing Your Success as a Mentee
  - How to Begin, Sustain, and End Mentoring Relationships
3. Strategies for Advancing the Careers of Women of Color in Academic Medicine- Individual Strategies ((AAMC GWIMS tool Kit Chapter 12)
- Topics Covered:
- Identify the Primary Factors Affecting the Careers of Women of Color in Academic Medicine.
  - Recommend Strategies Women of Color Faculty Can Implement to Navigate Their Careers in Academic Medicine and Gain the Support Needed to Advance.

#### *MentorcliQ Program*

A selected group of women faculty (8-10 women faculty mentors and 8-10 women faculty mentees per year) will be enrolled in the MentorcliQ in collaboration with Office of UF Health Training and Development in Jacksonville with Dan Kurmaskie.

MentorcliQ is a mentoring software solution that helps organizations launch, support, and grow high-impact employee mentoring programs. Its approach drives employee participation and satisfaction through an engaging user experience and supporting training resources. It also offers measurement of time spent in mentoring, goals achieved, and user satisfaction with the mentoring program.

MentorcliQ supports your program administrators throughout the development life cycle. Our technology makes it easy to launch, manage, and support multiple programs from a single system.



## UF HSC-Jacksonville Women Faculty Leadership

### Goals:

- To empower women to seek out promotion, and leadership positions
- To increase the number of women who are in upper academic ranks, and in leadership positions
- To provide knowledge and skills needed for career advancement
- To leverage the resources of the institution by sharing learning from UF Health, UF Development Office, AAMC and other career development programs
- To provide past attendees with opportunity to take a leadership role and hone their skills

### Available Resources:

- Women faculty, residents and allied health professionals will be made aware of available leadership development programs at UF Health through the Office on Training and Development to strengthen leadership capability such as STEP, STIVE and LEAP.
  - *STEP – Support Tomorrow’s Emerging Performers: Cohort Program, open applications*
  - *STRIVE – Demonstrated leadership growth & capability: Self-Guided Program and all are welcome; open registration for classes*
  - *LEAP – Leadership, Excellence, Action, Partnership: Cohort Program, Nominations are by Senior/Executive Leaders*

- Women faculty, residents and allied health professionals will be made aware of the available Talent Tracks Leadership Confidence Assessments for Experienced Leader, New Leader, or Emerging Leader to choose the appropriate programs and courses to meet their needs. See Exhibit C.

## **TIME'S UP Healthcare**

On December 12, 2019, UF Health Jacksonville announced its participation in and unwavering support for TIME'S UP Healthcare, a new national initiative dedicated to ensuring safe, fair and dignified work for women in the industry. TIME'S UP Healthcare is a part of TIME'S UP, which launched in January 2018 to support women who experience sexual misconduct and related retaliation in the workplace across multiple industries.

UF Health Jacksonville is now a signatory of TIME'S UP Healthcare, with a focus on the following core principles:

- Sexual harassment and gender inequity have no place in the health care workplace. UF Health Jacksonville is committed to preventing sexual harassment and gender inequity and protecting and aiding those who are targets of harassment and discrimination.
- UF Health Jacksonville believes every employee should have equitable opportunity, support and compensation.
- UF Health Jacksonville cannot address a problem without understanding its scope and impact. It will measure and track sexual harassment and any gender-based inequities reported in our institution.

## **Exhibit A**

### **The Successful Women Series provided by UF Office of Professional and Workforce Development:**

#### ***Leadership Strategies for Success***

There has never been a better time to be a woman in leadership, and this course, back by popular demand, offers women a myriad of tools to continue your growth trajectory, empowering yourself and inspiring others. Offering everything from the original *Leading Like a Woman* program, plus exciting new information on the invisible rules of gender speak that women MUST know in order to work effectively with men. Also new, positive psychology principles to build morale and lead others within the organization toward a common vision. And new insights into increasing resilience, enabling women to successfully adapt to many leadership styles. Designed for any woman who wants to grow her business or leverage her skills in new and different directions.

#### ***Crucial conversations: How to Handle Difficult Conversations with Ease***

How do you deal with a negative colleague, client or boss? How do you reframe negative comments without taking them personally? Handle performance reviews you give and get? Deal with conflict, uncontrollable meetings and other difficult conversations? In today's business model it's imperative that women can assertively handle any meeting, take back a conversation, own their ideas and question what they don't agree with. This program teaches what words must be avoided, what body posture stances should be utilized, and how to speak up for yourself and others anytime, anywhere, with confidence and aplomb.

#### ***Leading with Impact: Building Commitment through Positive Influence***

Influencing others is a skill and a talent, offering women cutting edge information on the age-old challenge of building trust and credibility in order to effectively influence colleagues, clients and others. Along with insightful tools on empathetic communication, this program offers skills to understand the variety of biases that limit or sabotage others in accepting differing points of view and how to counteract those biases, plus new research on the five most powerful ways to influence/win over anyone.

#### ***Commanding a Room: Charisma, Self-Confidence and Power***

It's imperative that today's successful woman can demonstrate her confidence and credentials by leading an effective meeting or speaking in front of a thousand key stakeholders. Commanding a room is much more than being able to get up and speak. It's about overcoming fears, exuding self-confidence, anticipating objections and knowing all the non-verbal cues to win others over as she displays the elements of charisma and credibility. Commanding the room is power and poise, confidence and savvy; it is a must for any woman who wants to make a powerful first impression and lead her company to new heights.

## **Exhibit B**

### ***Inviting Men to the Table***

By engaging men in creating more equal workplaces, we're creating better leaders, stronger businesses, more fulfilling lives for both women and men and showing that this is a business imperative required at all levels from all managers. This topic will identify ways in which women can form closer ties and partner with male counterparts to work together more effectively.

### ***Lifting up the Next Generation Women***

As you climb the corporate ladder it's incredibly important to remember to throw down a rope. This is especially true for women leaders. Increasingly women recognize that the days of women fighting for the one available executive role are behind us. Rather, women helping women, is a responsibility not a choice. Why must women help other women succeed? What responsibility do we each have in making a difference for those who follow us? How can women leaders provide organizational and personal support?

### ***Diversity, Inclusion and Generations in the Workplace***

In this session participants will learn to recognize the layers and levels of diversity, which include personality, internal factors and societal and organizational factors. There will also be discussion and group work on understanding perceptions and stereotypes, selective listening, attention and interpretation and the impact these have on diversity and inclusion.

### ***What it means to lead like a Woman***

Do the same rules apply to men and women in leadership roles? Absolutely not. Leading effectively requires excellence in several key areas including communication skills to command respect, social and emotional intelligence skills to lead toward the same vision, nonverbal skills to demonstrate power and confidence, assertiveness skills to create and maintain credibility and interpersonal skills to read any group and adjust accordingly to build rapport and trust. And men and women establish these skills differently.

This program helps women define and demonstrate their specific leadership styles as well as increase executive presence and leverage their strengths and abilities.

**Exhibit C.**

**Talent Tracks Leadership Confidence Questionnaires**

<b>Emerging Leader Confidence Assessment</b>	<b>Rating Scale</b> 4 Very Confident 3 Mostly Confident 2 Slightly Confident 1 Not Confident
1. Promoting teamwork among coworkers	
2. Appropriately communicating clear expectations to others	
3. Demonstrating ability to prioritize tasks appropriately	
4. Taking personal action that positively impacts the success of the organization	
5. Anticipating problems to minimize negative impact and/or ramifications	
6. Delivering articulate messages even in difficult and complex circumstances	
7. Considers the tone of communications and adjusts to the situation through use of verbal and non-verbal behavior	
8. Effectively participating in meetings to achieve desired outcomes	
9. Practicing effective listening techniques to create maximum opportunity for improvement	
10. Seeking opportunities for continuous learning	
11. Exhibiting changes in behavior as a result of feedback from others	
12. Dealing with conflict in an objective manner	
13. Demonstrating appropriate behavior when dealing with conflicts among employees	
14. Recognizing the benefits in the diversity of people, ideas, and cultures	
15. Using appropriate interpersonal skills to gain acceptance for ideas	
16. Managing his / her power of influence to effect positive change on others	
17. Creating a positive work environment for others	
18. Motivating colleagues to achieve desired end results	
19. Creating a positive environment where staff are free to express concerns	
20. Finding ways to work more efficiently	

<b>New Leader Confidence Assessment</b>	<b>Rating Scale</b> 4 Very Confident 3 Mostly Confident 2 Slightly Confident 1 Not Confident
1. Managing expectations of others openly regarding completion of tasks	
2. Preparing well-written, well-organized, and professional communications	
3. Demonstrating lessons learned from facing new challenges	
4. Seeing failures as opportunities for learning and growth	
5. Serving as a mediator when helping others resolve conflict	
6. Addressing employees as conflicts arise appropriately	
7. Encouraging differences as a way to enhance group productivity	
8. Remaining free of bias in performance management situations	
9. Demonstrating the ability to positively affect other people's behavior	
10. Offering frequent constructive feedback and coaching	
11. Recognizing high-performing employees	
12. Motivating individual team members	
13. Demonstrating effective problem solving skills	
14. Creating a climate that encourages trust among others	
15. Establishing an intradepartmental patient-focused team approach	
16. Understanding and embracing the importance of change	
17. Modeling organizational culture, vision, and strategy	
18. Demonstrating collaborative decision-making with other team members	
19. Creating opportunities for employees to be involved in decision-making	
20. Encouraging others to find solutions to problems in order to streamline efficiencies	

<b>Experienced Leader Confidence Assessment</b>	<b>Rating Scale</b>
	4 Very Confident 3 Mostly Confident 2 Slightly Confident 1 Not Confident
1. Preparing well-written, well-organized, and professional	
2. Demonstrating skillful conflict resolution	
3. Recognizing how and when to delegate tasks to others	
4. Taking responsibility for achieving job principle accountabilities, tasks, objectives and outcomes even when other resources are required	
6. Seeing failures as opportunities for learning and	
7. Practicing effective reasoning skills when resolving	
8. Resolving issues based upon sound investigative	
9. Remaining calm when provoked and taking action to calm others	
10. Avoiding playing favorites among team members	
11. Basing all human resources decisions on performance rather than personal characteristics	
12. Incorporating influencing strategies to gain agreement	
13. Offering compromises and trade-offs to others, as necessary, in exchange for cooperation	
14. Establishing strong working relationships with key constituents within the organization to ensure the success of long-term goals	
15. Fostering an environment where professional and personal growth is an expectation	
16. Encouraging others on the importance of setting realistic and attainable goals	
17. Acting as a change agent by embracing new ideas and based upon the organization's strategy	
18. Articulating the vision of where the organization is heading and how the employees can help and make an impact	
19. Inspiring team members to excel in their respective job functions	
20. Seeking out opportunities to increase effectiveness through new process, procedures, and/or systems	