

# LEADERSHIP DEVELOPMENT: Unmasking Bias in Healthcare

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# DISCLOSURES



<p><b>GRACE WRIGHT, MD, PhD, FACR</b> President, Association of Women in Rheumatology</p>	<p><b>Consulting Fee:</b> AbbVie, Amgen, AstraZeneca, Bristol-Myers Squibb, Eli Lilly, GSK, Janssen, Novartis, Pfizer, Sanofi Genzyme, Schipher Medicine, UCB</p> <p><b>Speakers Bureau:</b> AbbVie, Amgen, AstraZeneca, Bristol-Myers Squibb, Eli Lilly, Novartis, Sanofi Genzyme, UCB</p>
<p><b>PRIYA REDDY, MD, FACR</b> Secretary and Co-Treasurer, Association of Women in Rheumatology</p>	<p><b>Consulting Fee:</b> AbbVie, Bristol-Myers Squibb, Eli Lilly, Janssen, Novartis, Sanofi Genzyme, Scipher Medicine, UCB, LabCorp, Horizon</p> <p><b>Speakers:</b> Bureau: AbbVie, Amgen, Exagen, Pfizer, UCB, Horizon</p>
<p><b>SHEETAL DESAI, MD, MScD</b> Chief of Rheumatology Rheumatology Fellowship Program Director Director, Lupus Clinic Clinical Professor of Medicine Division of Rheumatology University of California, Irvine</p>	<p><b>Speakers Bureau:</b> AstraZeneca, Aurinia, Alexion, GSK, Janssen</p>



# LEARNING OBJECTIVES

1. Assess the extent and impact of gender disparities in rheumatology and medicine
2. Advance strategies to reduce gender disparities in career development and leadership



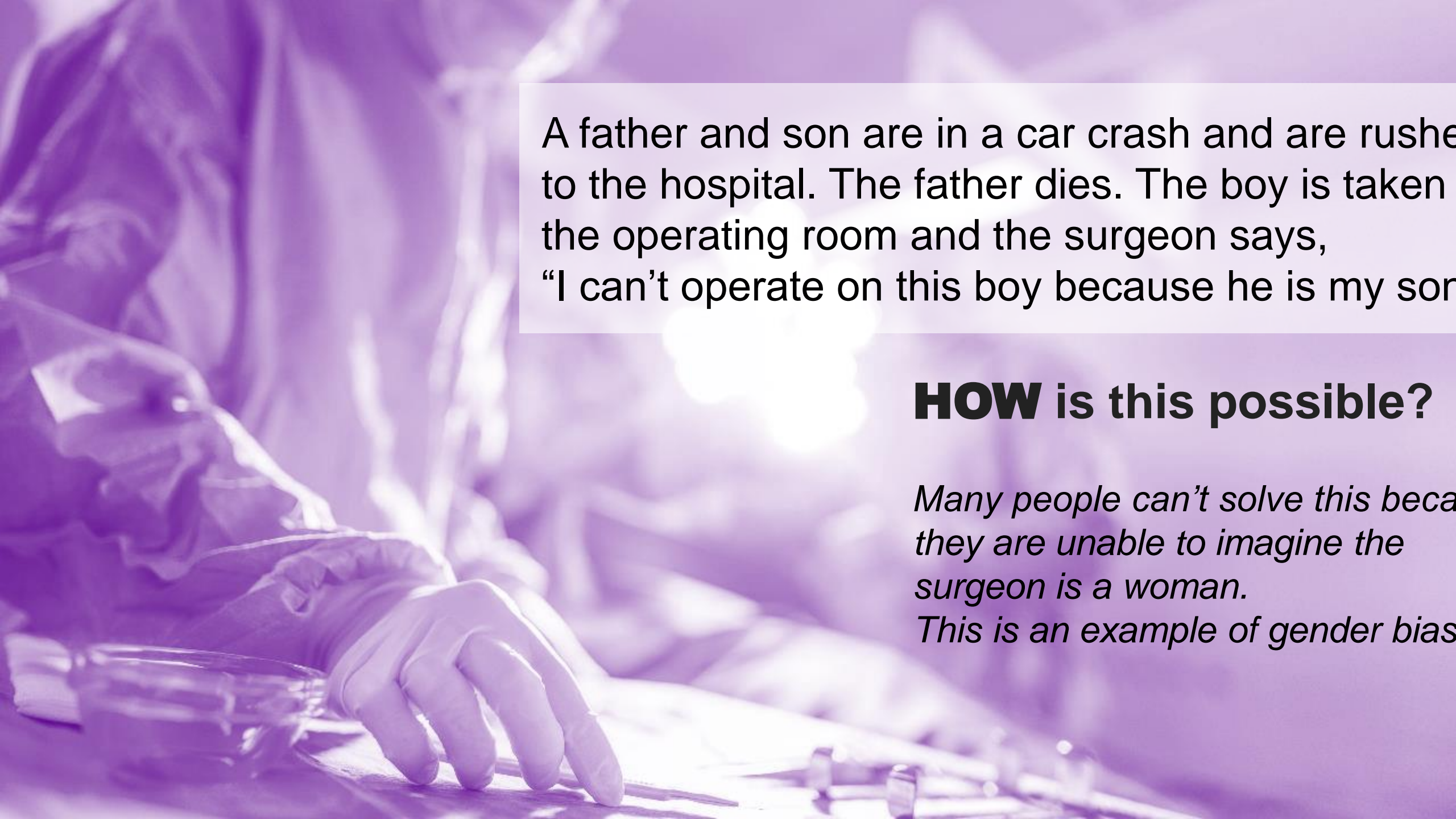


# CONTENT OUTLINE

- Gender Bias in Healthcare
- Consequences to the Provider
  - ❖ Economic
  - ❖ Professional Advancement
- Consequences to the Patient
- Strategies to Break the Cycle







A father and son are in a car crash and are rushed to the hospital. The father dies. The boy is taken to the operating room and the surgeon says, "I can't operate on this boy because he is my son."

**HOW** is this possible?

*Many people can't solve this because they are unable to imagine the surgeon is a woman.*

*This is an example of gender bias.*



According to the UN, nearly

**90%**

of men and women have some form of **GENDER BIAS** against women<sup>1</sup>

*Gender bias<sup>2</sup>*

Favoring one gender over another

**EXPLICIT**

Conscious of their bias

**IMPLICIT**

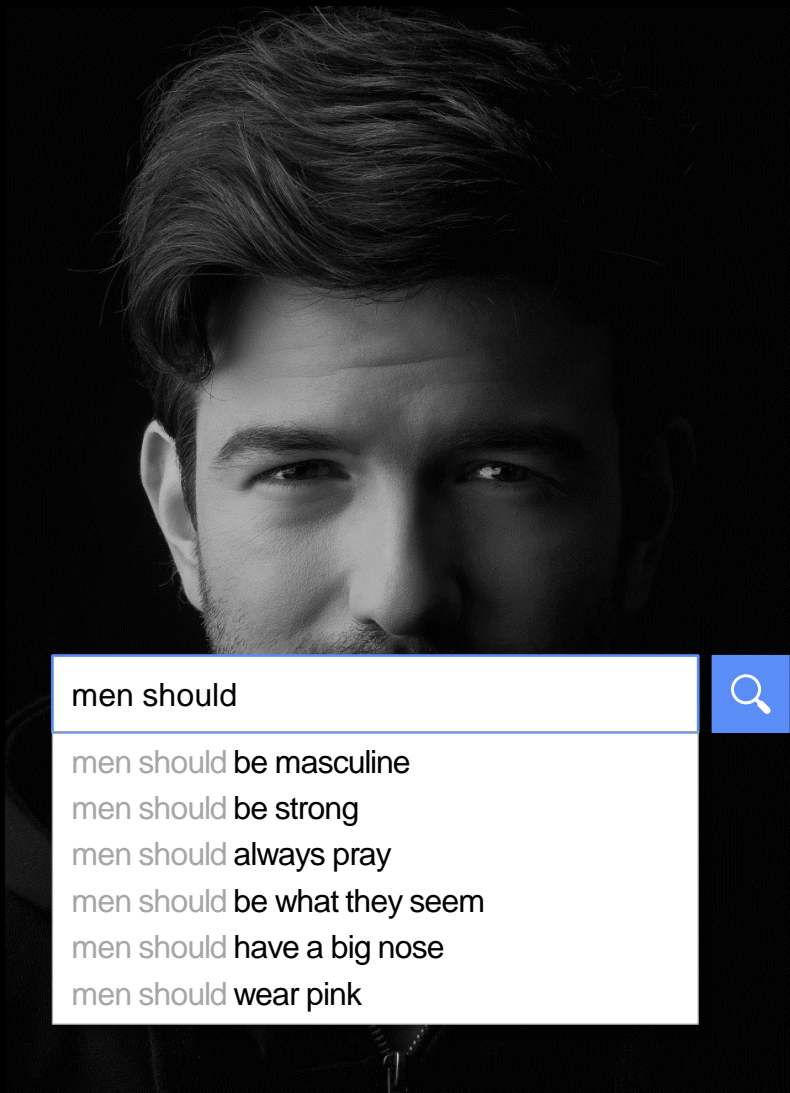
Unaware of their bias

UN = United Nations.

1. UNDP. Almost 90% of Men/Women Globally Are Biased Against Women. Accessed July 11, 2022. <https://www.undp.org/press-releases/almost-90-men/women-globally-are-biased-against-women>. 2. MedicalNewsToday.com. What to Know About Gender Bias in Healthcare. Accessed July 11, 2022. <https://www.medicalnewstoday.com/articles/gender-bias-in-healthcare>.

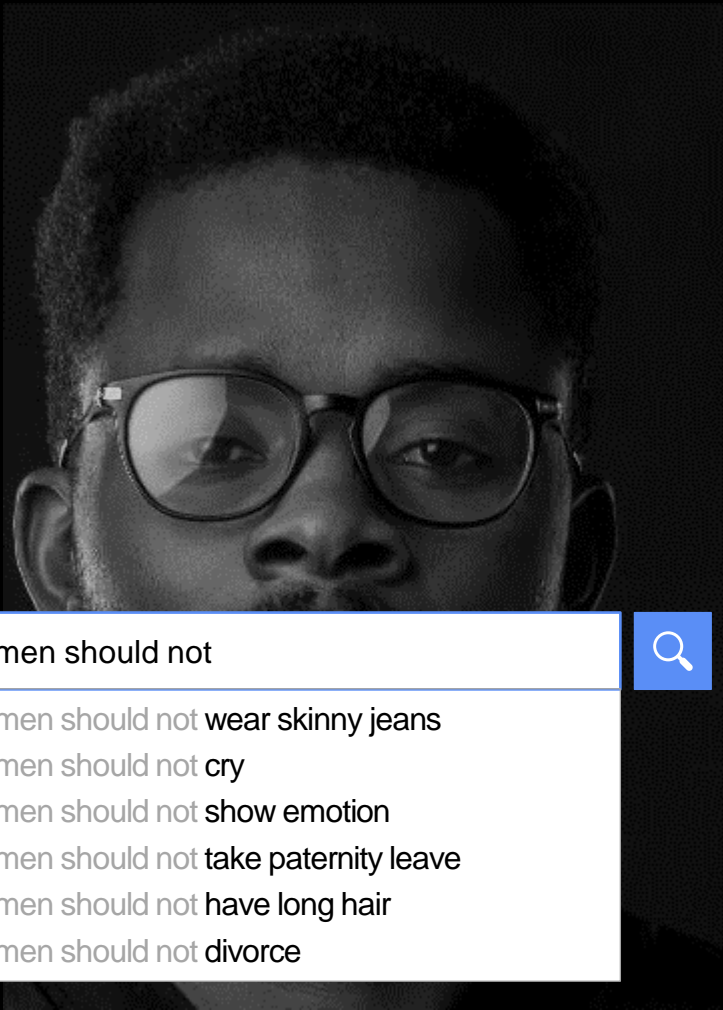


# The Autocomplete Truth About Men



men should

- men should be masculine
- men should be strong
- men should always pray
- men should be what they seem
- men should have a big nose
- men should wear pink



men should not

- men should not wear skinny jeans
- men should not cry
- men should not show emotion
- men should not take paternity leave
- men should not have long hair
- men should not divorce



men need

- men need women
- men need space
- men need to be masculine
- men need to be tough
- men need to provide
- men need more calories than women

Actual captures from Google Scholar and Yahoo!

# The Autocomplete Truth About Women



women should

women should stay in the kitchen

women should be housewives

women should be mothers

women should go out and work

women should be allowed in combat



women should not

women should not be in combat

women should not be in politics

women should not vote

women should not be leaders

women should not breastfeed in public

women should not be paid equally



women need

women need saving

women need a man

women need protection

women need attention

women need to belong

women need equal pay



Actual captions from Google search and autocomplete





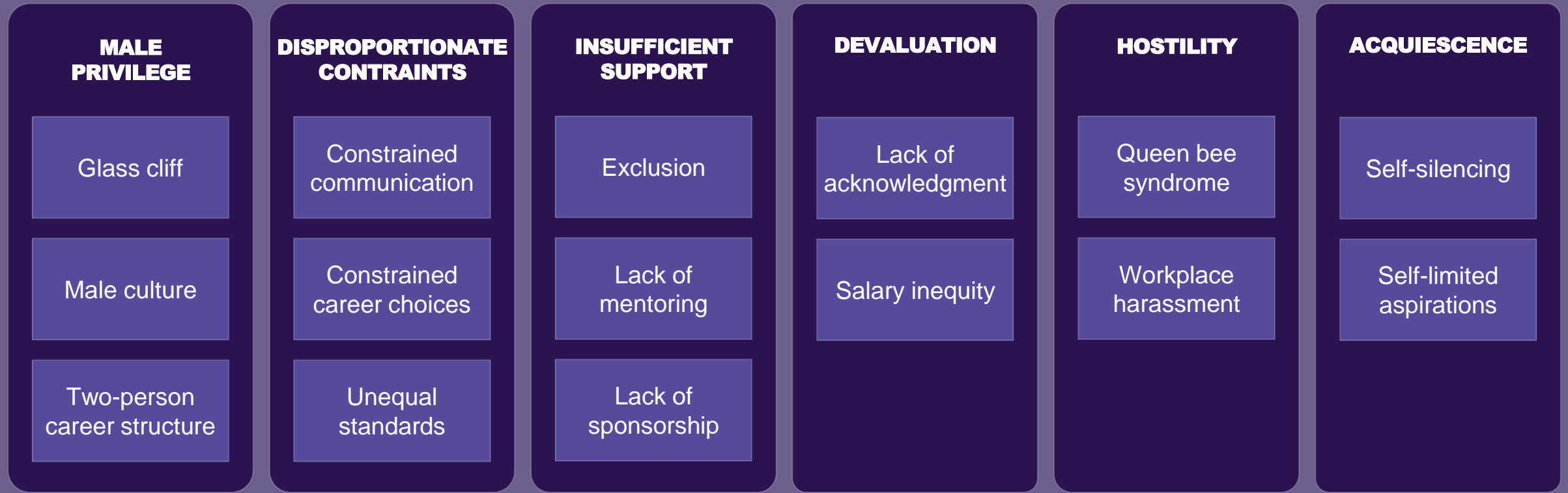
WOMEN FACE  
**INVISIBLE  
BARRIERS**  
TO EQUALITY<sup>1</sup>

WHAT  
**BARRIERS**  
DO YOU FACE?

1. UNDP. Almost 90% of Men/Women Globally Are Biased Against Women. Accessed July 11, 2022. <https://www.undp.org/press-releases/almost-90-men/women-globally-are-biased-against-women>.

# Conceptual Framework for Gender Bias in Healthcare<sup>1,2</sup>

## Gender Bias Scale for Women Leaders



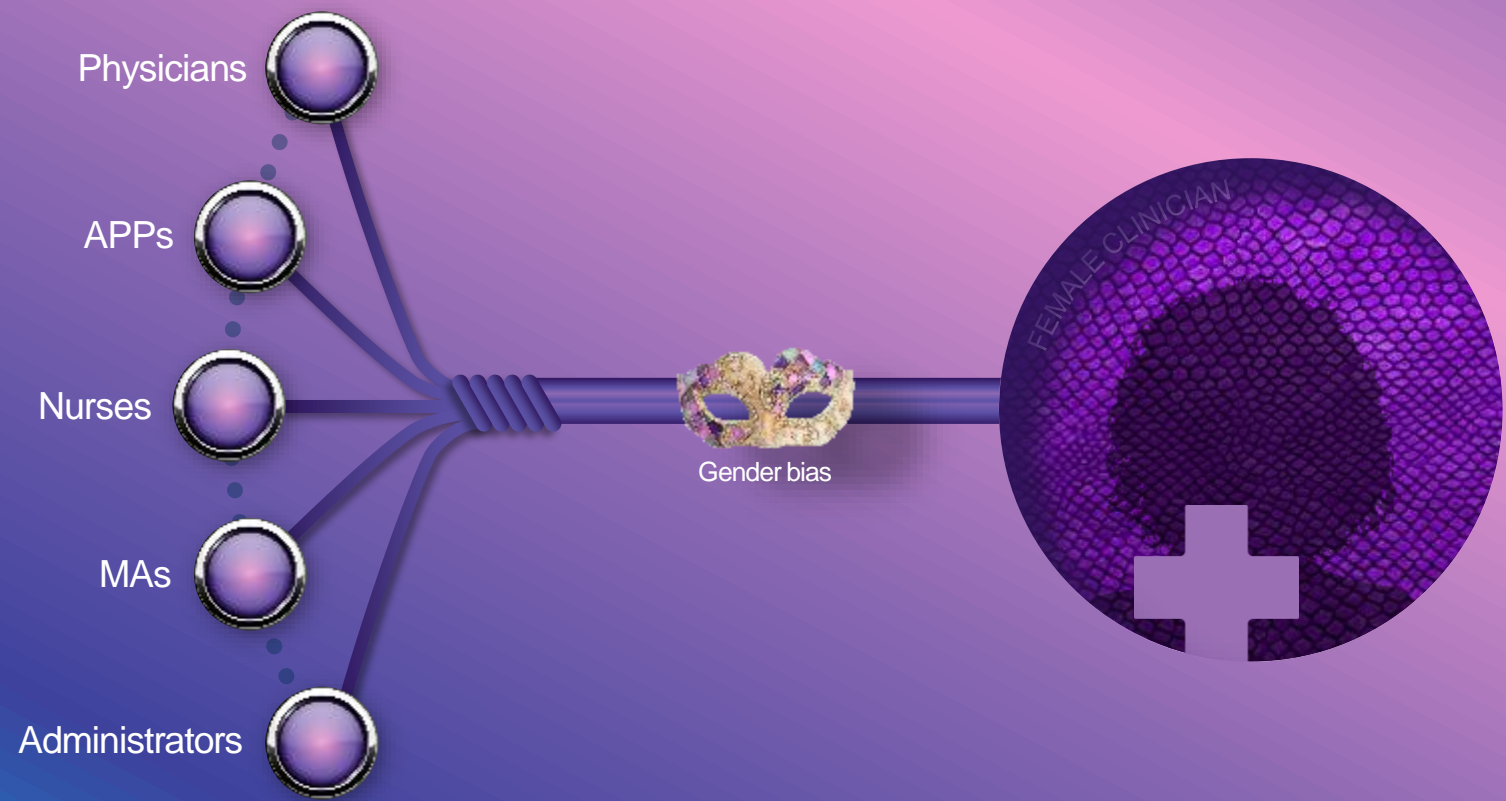
1. Stephenson AL, et al. *Adv Health Care Management*. 2021;20. doi:10.1108/S1474-823120210000020004. 2. Diehl AB, et al. *Human Resource Development Quarterly*. 2020;31:249-280.





# CONSEQUENCES OF GENDER BIAS TO THE PROVIDER

# Clinical Practice



## GENDER BIAS IN THE HEALTHCARE ECOSYSTEM

In a survey of senior women physicians (n=155)\*<sup>1</sup>



More than 3 out of 4 experienced  
**Gender discrimination**



And approximately half experienced  
**Sexual harassment**  
**Professional isolation**  
**Salary inequity**

### ADDITIONAL GENDER BIAS CONSEQUENCES

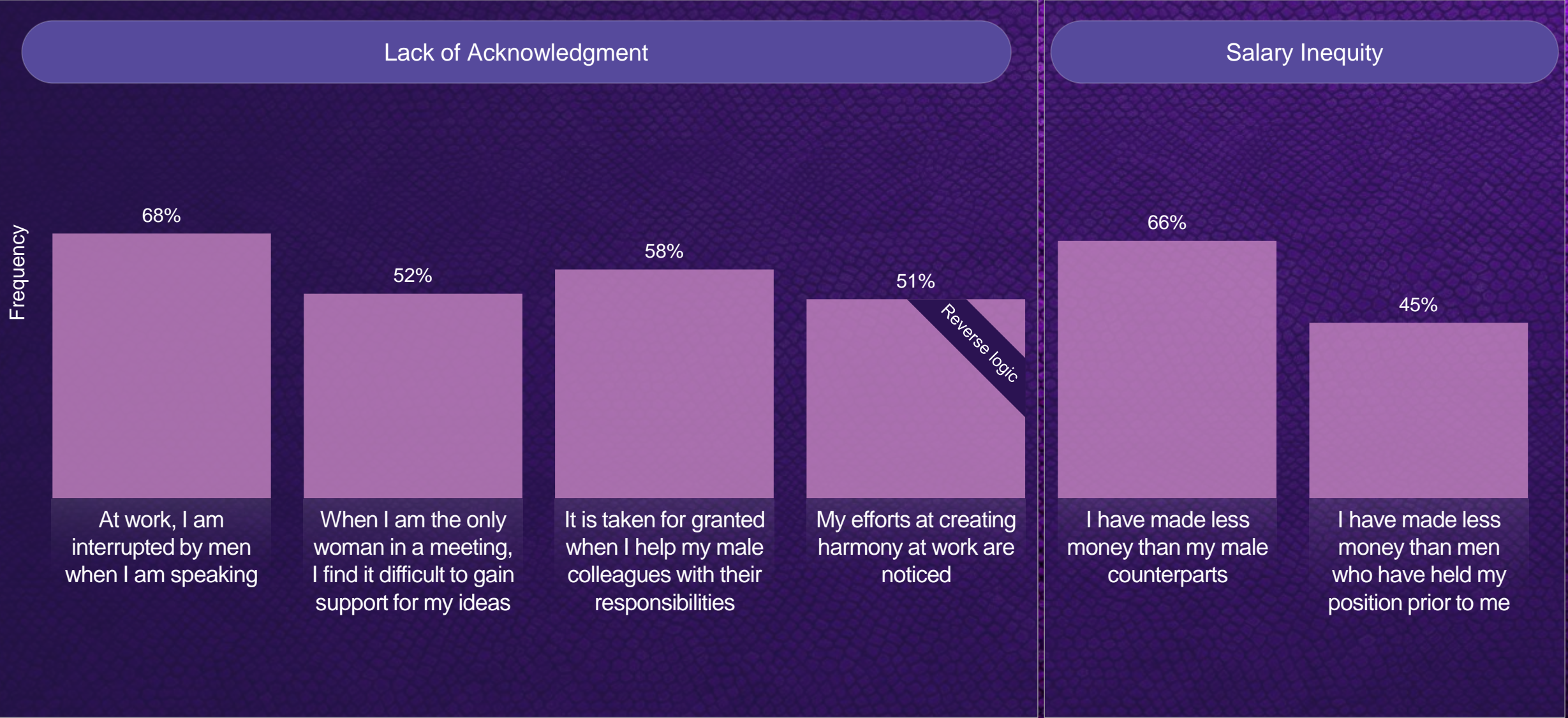
- Abilities underestimated<sup>2</sup>
- Assigned mundane tasks<sup>2</sup>
- Feeling excluded/marginalized<sup>2</sup>
- Unequal promotion opportunities<sup>3</sup>
- Pregnancy and childcare-related bias<sup>2</sup>

APPs = advanced practice provider; MA = medical assistant.  
\*Respondent ages ranged from 60-87 years.

1. Templeton K, et al. *J Women's Health*. 2020;29(7):980-988. 2. AMA. Gender Bias in Medicine. Accessed July 11, 2022. <https://www.ama-assn.org/system/files/2019-11/i19-gender-bias.pdf>. 3. Stephenson AL, et al. *Adv Health Care Management*. 2021;20. doi:10.1108/S1474-823120210000020004.



# Devaluation (n=293)\*1



\*Participants included female physicians, physician leaders, physician faculty, and PhD-level researchers.  
1. Stephenson AL, et al. *Adv Health Care Management*. 2021;20. doi:10.1108/S1474-823120210000020004.

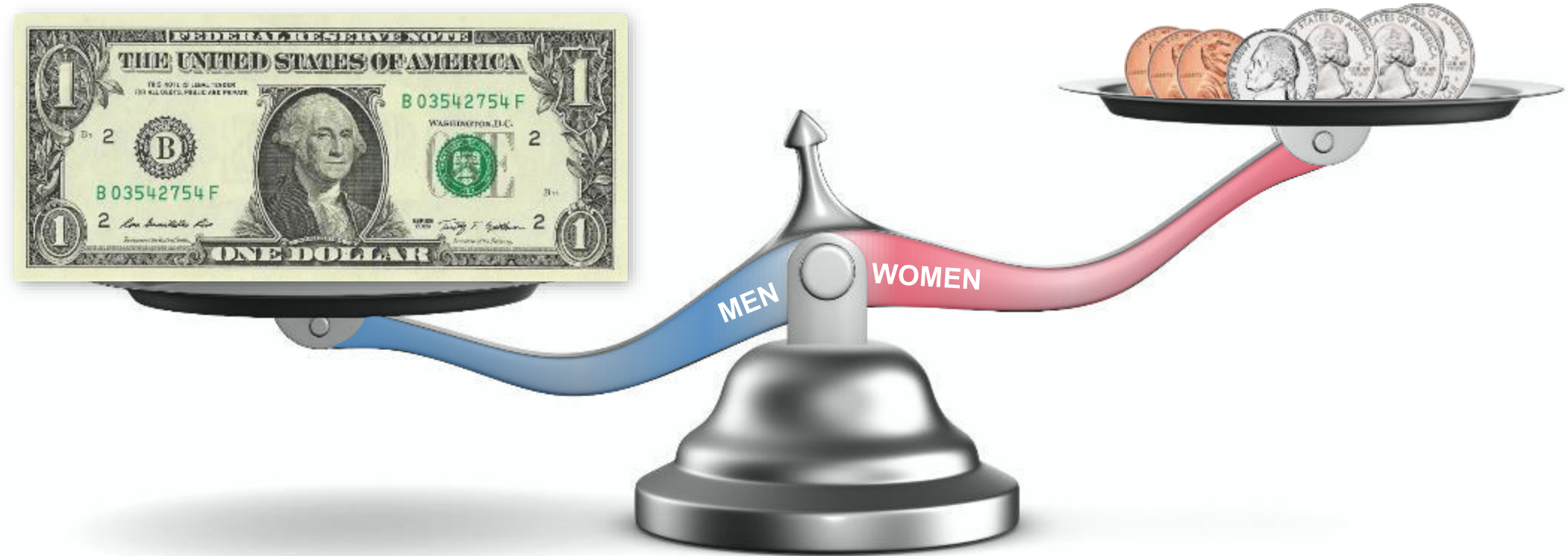
# Polling Question

**On average, how much does a female rheumatologist earn for every \$1 earned by a male rheumatologist?**

- A. 75 cents
- B. 83 cents
- C. 92 cents
- D. 98 cents
- E. 1 dollar



# Difference in Compensation\* by Gender in Rheumatology<sup>1-4</sup>



\*Mean Compensation Calculated From 2016, 2017, 2018, And 2020 Annual Compensation Reports (The Compensation Reported Is Based On Full-time Positions).

1. Medscape. <https://www.medscape.com/slideshow/2020-compensation-rheumatologist-6012748#4>. Accessed May 10, 2021.
2. Medscape. <https://www.medscape.com/slideshow/2018-compensation-rheumatologist-6009674>. Accessed May 10, 2021.
3. Medscape. <https://www.medscape.com/slideshow/compensation-2017-rheumatology-6008588>. Accessed May 10, 2021.
4. Medscape. <https://www.medscape.com/features/slideshow/compensation/2016/rheumatology>. Accessed May 10, 2021.
5. Wright G. *J Rheumatol*. 2021; Doi:10.3899/jrheum.210082.

# Lifelong Earnings Impact of Gender Compensation Difference\*1-5

What a female rheumatologist makes for every **dollar** a male rheumatologist makes



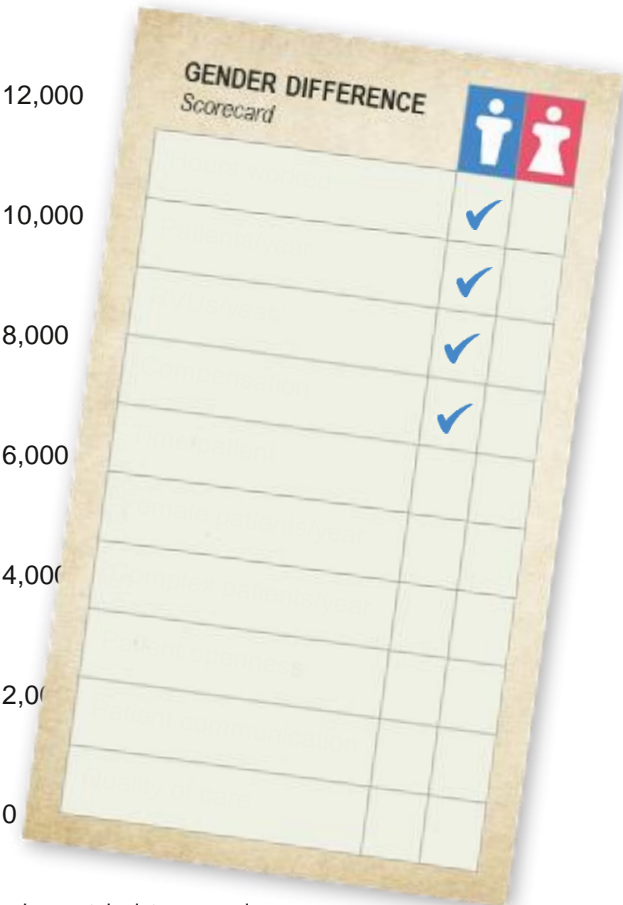
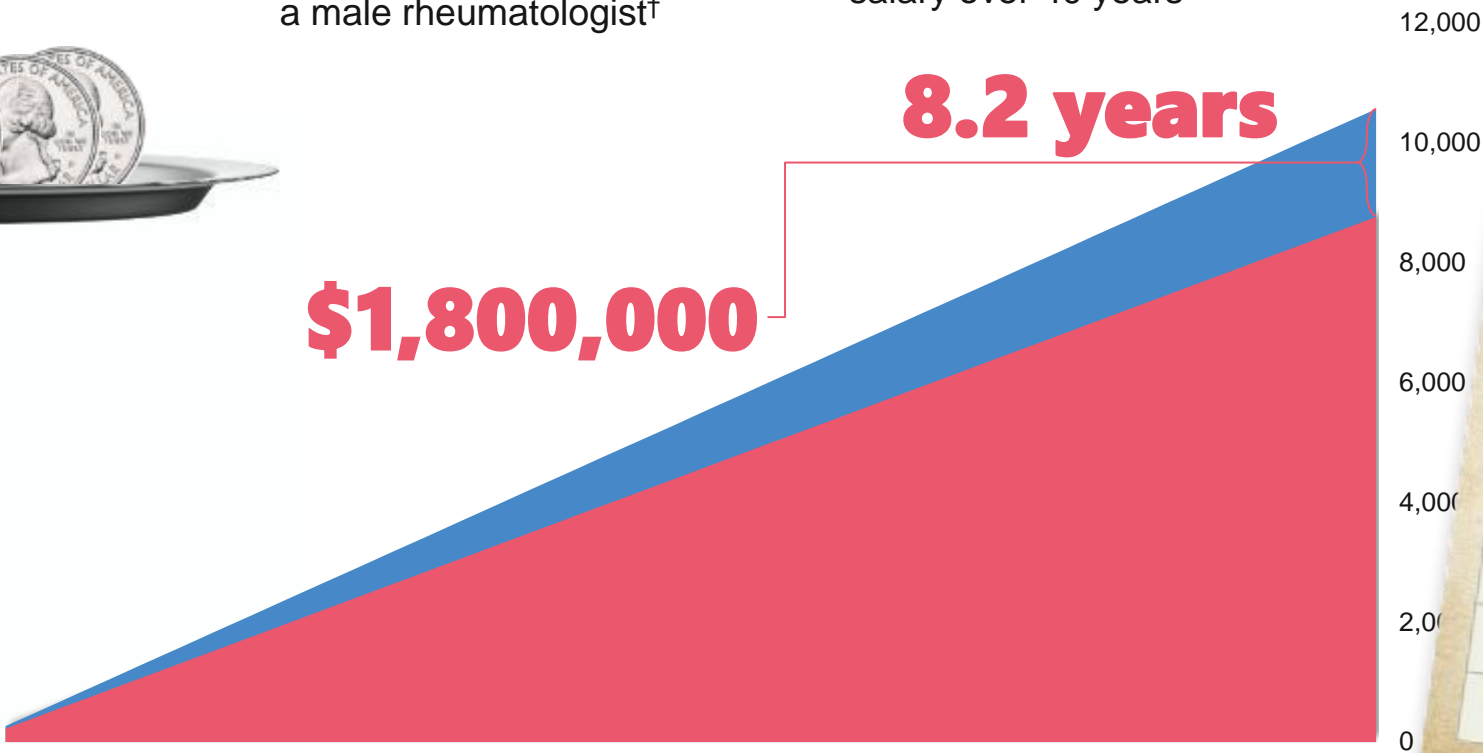
**83¢**

The difference in mean salary over 40 years (lifelong earnings) for a female rheumatologist vs a male rheumatologist†

**\$1,800,000**

Additional years a female rheumatologist has to work to make up the difference in mean salary over 40 years‡

**8.2 years**



\*Mean compensation calculated from 2016, 2017, 2018, and 2020 annual compensation reports. †Mean compensation x 40 years used to estimate lifelong earnings‡. ‡Difference over 40 years / female rheumatologist mean salary.

1. Medscape. <https://www.Medscape.Com/slideshow/2020-compensation-rheumatologist-6012748#4>. Accessed may 10, 2021.

2. Medscape. <https://www.Medscape.Com/slideshow/2018-compensation-rheumatologist-6009674>. Accessed may 10, 2021.

3. Medscape. <https://www.Medscape.Com/slideshow/compensation-2017-rheumatology-6008588>. Accessed may 10, 2021.

4. Medscape. <https://www.Medscape.Com/features/slideshow/compensation/2016/rheumatology>. Accessed may 10, 2021.

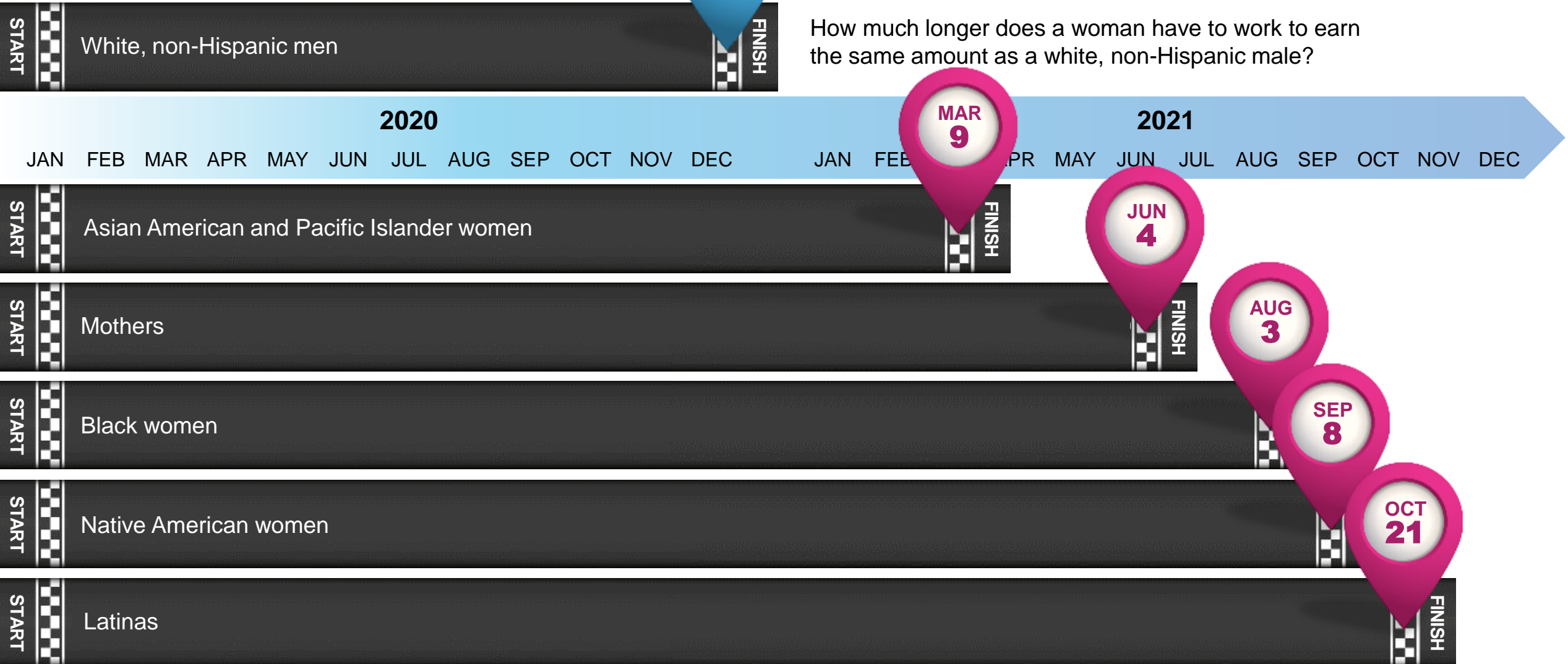
5. Wright G. *J rheumatol*. 2021; doi:10.3899/jrheum.210082.



# Equal Pay Day



How much longer does a woman have to work to earn the same amount as a white, non-Hispanic male?



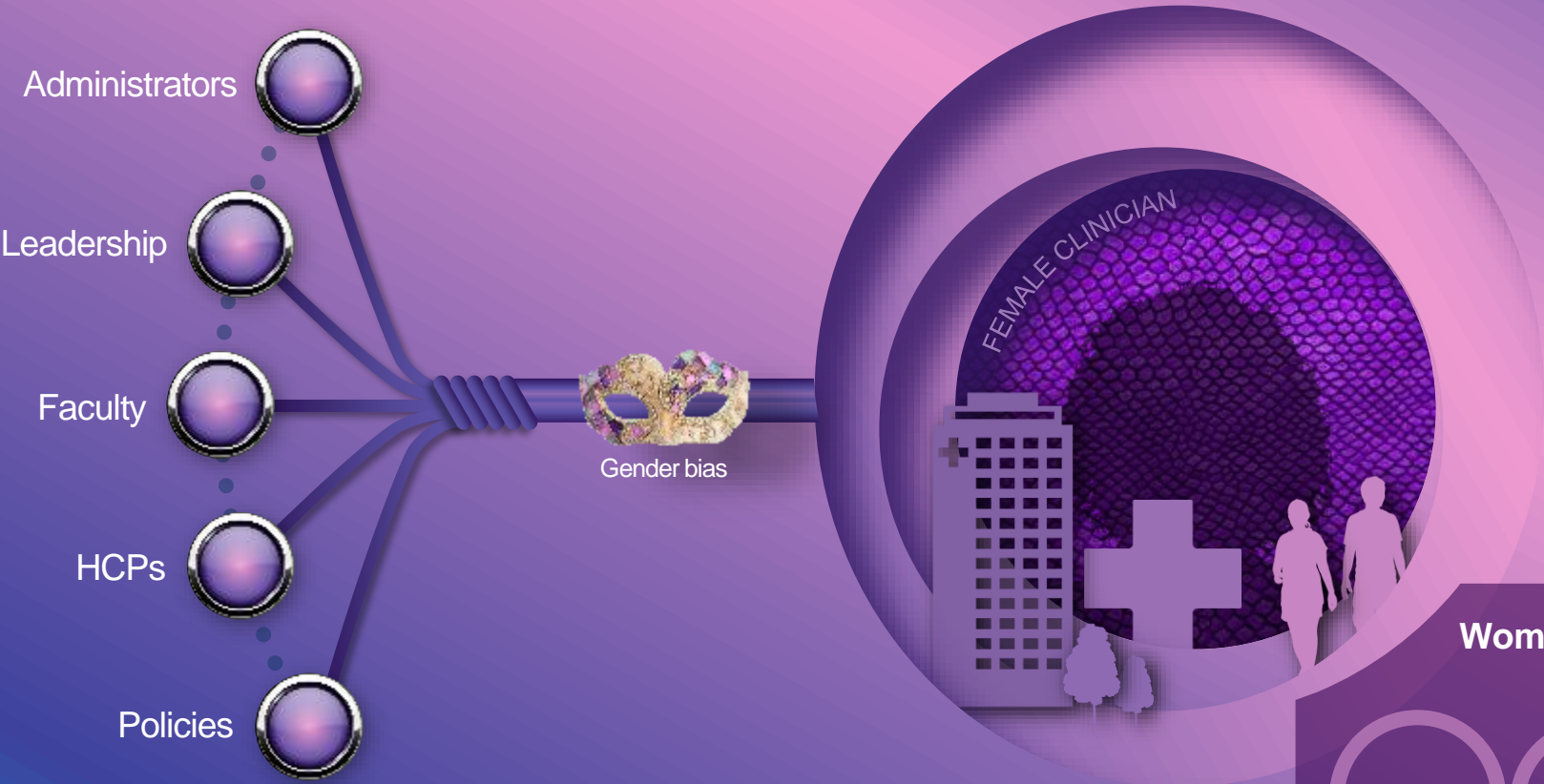
1. US Department of Labor. Accessed March 14, 2022. <https://blog.dol.gov/2021/03/19/5-facts-about-the-state-of-the-gender-pay-gap#:~:text=5%20Facts%20About%20the%20State%20of%20the%20Gender,force%20participation%20back%20more%20than%2030%20years.%20>



# CONSEQUENCES OF GENDER BIAS TO PROFESSIONAL ADVANCEMENT



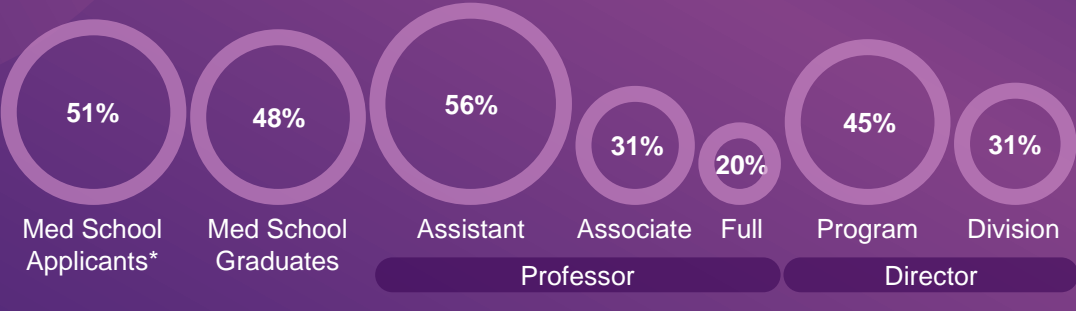
# Institutions/Academia



## ADDITIONAL GENDER BIAS CONSEQUENCES

- Microaggressions, hostility, humiliation<sup>1</sup>
- Denied opportunities or training rewards<sup>1</sup>
- Lower evaluations/grades<sup>1</sup>
- Interferes with a sense of belonging<sup>1</sup>
- Structures/policies that generate inequity (ie for tenure you need X years of uninterrupted experience)<sup>2</sup>
- Less likely to be introduced by title<sup>2</sup>
- Half of female medical students experience sexual harassment<sup>2</sup>

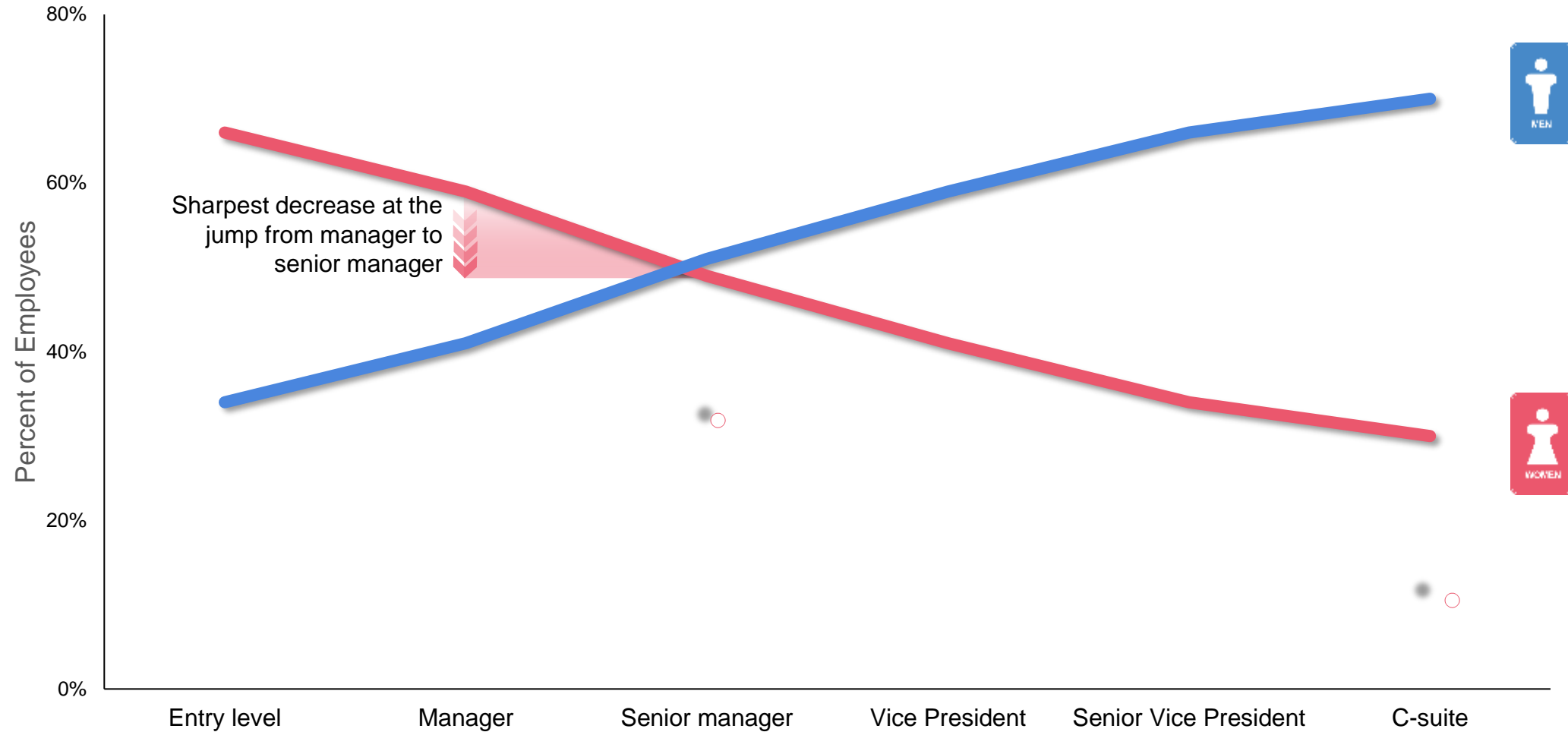
## Women in Academic Rheumatology<sup>3,4</sup>



## GENDER BIAS IN THE HEALTHCARE ECOSYSTEM

\*Not specific to academic rheumatology.  
1. Roberts LW. *Acad Med.* 2020;95(5):661-664. 2. AMA. Gender Bias in Medicine. Accessed July 11, 2022. <https://www.ama-assn.org/system/files/2019-11/19-gender-bias.pdf>. 3. AAMC. The State of Women in Academic Medicine. Accessed July 11, 2022. <https://www.aamc.org/data-reports/faculty-institutions/report/state-women-academic-medicine>. 4. Jorge A, et al. *Arthritis Rheumatol.* 2021;73(1):168-172.

# Gender Inequities Across the Healthcare Pipeline



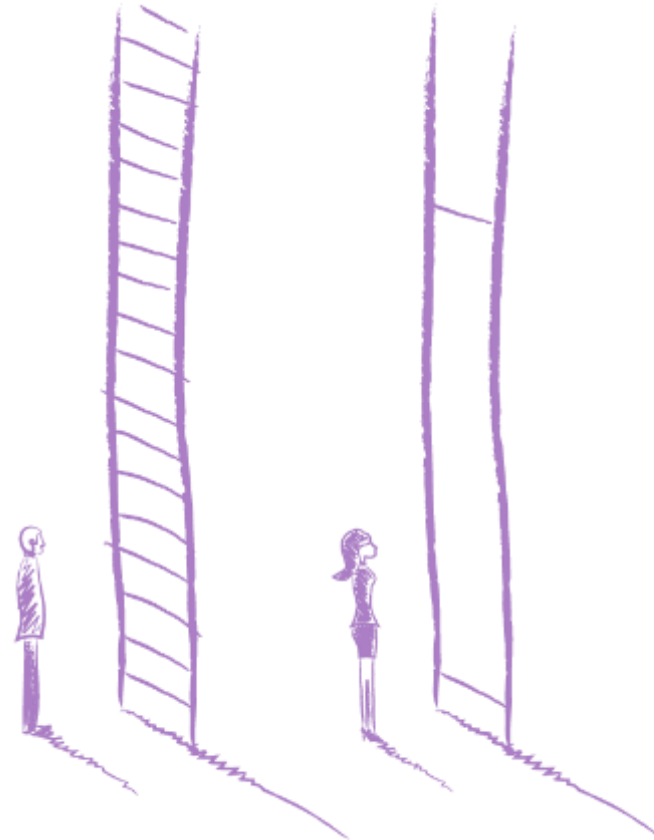
1. McKinsey & Company, <https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/women-in-healthcare-moving-from-the-front-lines-to-the-top-rung>. Accessed May 12, 2021.



# Inequality

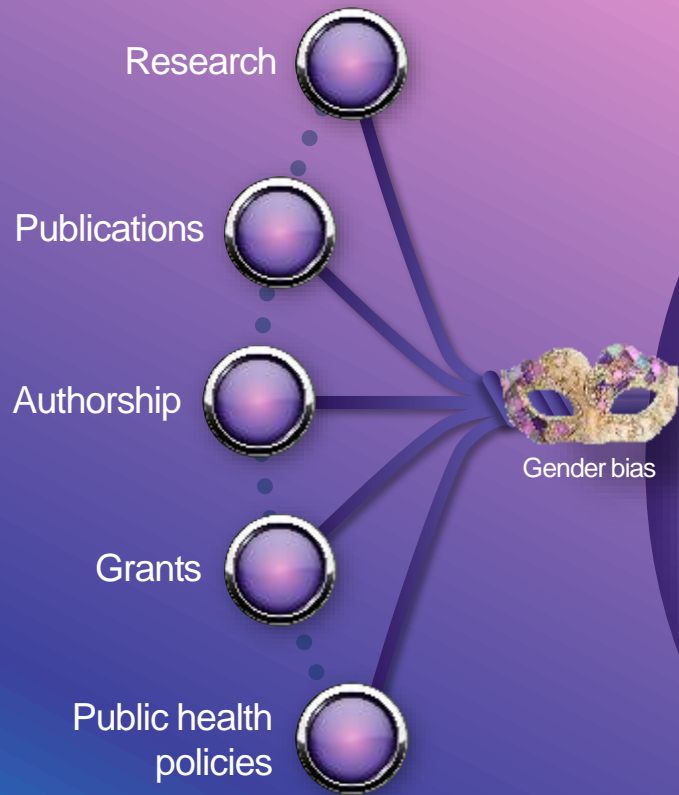
“An increasing number of companies are seeing the value of having more women in leadership, and they’re proving that they can make progress on gender diversity. This is an important step in the right direction.”

**“Still, women continue to be underrepresented at every level.”<sup>1</sup>**



1. McKinsey & Company, Lean In. [https://wiw-report.s3.amazonaws.com/Women\\_in\\_the\\_Workplace\\_2019.pdf](https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2019.pdf). Accessed May 3, 2020.

# Research/Public Health



## GENDER BIAS IN THE HEALTHCARE ECOSYSTEM



### Female rheumatologists have\*<sup>1</sup>



**HALF** as many publications



**HALF** as many grants

*than male rheumatologists*

### ADDITIONAL GENDER BIAS CONSEQUENCES

Research is dependent on mentorship and grants are dependent on prior grants<sup>2</sup>

Less likely to be a first author when their principal investigator is a male<sup>2</sup>

Gender blindness in research (women were not included in most clinical trials until the 1990s)<sup>2,3</sup>

Most studies only involve male lab animals<sup>4,5</sup>

\*Compared to male rheumatologists in a nationwide, cross-sectional study of all rheumatologists practicing in the US in 2014 (n=6,125), of which 941 held academic faculty appointments.

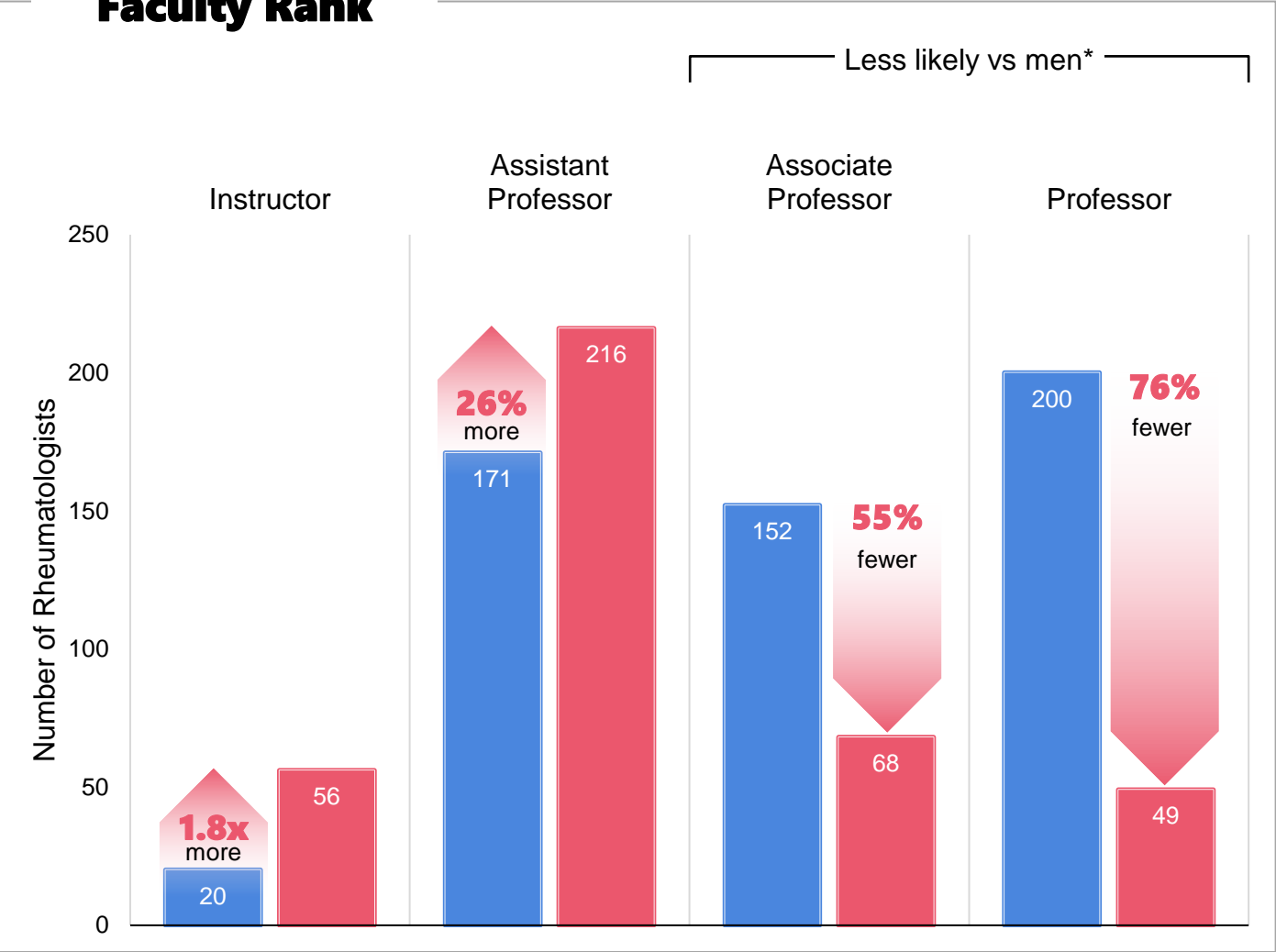
1. Jorge A, et al. *Arthritis Rheumatol.* 2021;73(1):168-172. 2. AMA. Gender bias in medicine. July 11, 2022. <https://www.ama-assn.org/system/files/2019-11/i19-gender-bias.pdf>. 3. Healthline. Gender bias in healthcare is very real — and sometimes fatal. Accessed July 11, 2022. <https://www.healthline.com/health/gender-bias-healthcare>. 4. CedarsSinai.com. Examining gender bias in medical care. Accessed July 11, 2022. <https://www.cedars-sinai.edu/research/news/cedars-science/2019/examining-gender-bias-in-medical-care.html>. 5. CNN. Lab rats are overwhelmingly male, and that's a problem. July 11, 2022. <https://www.cnn.com/2021/05/14/health/sex-biological-variable-research-science-drugs-scn/index.html>.



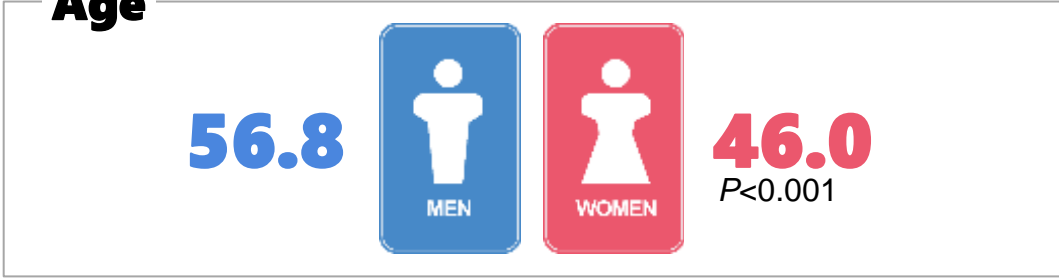
# Gender Disparities in Academic Rheumatology



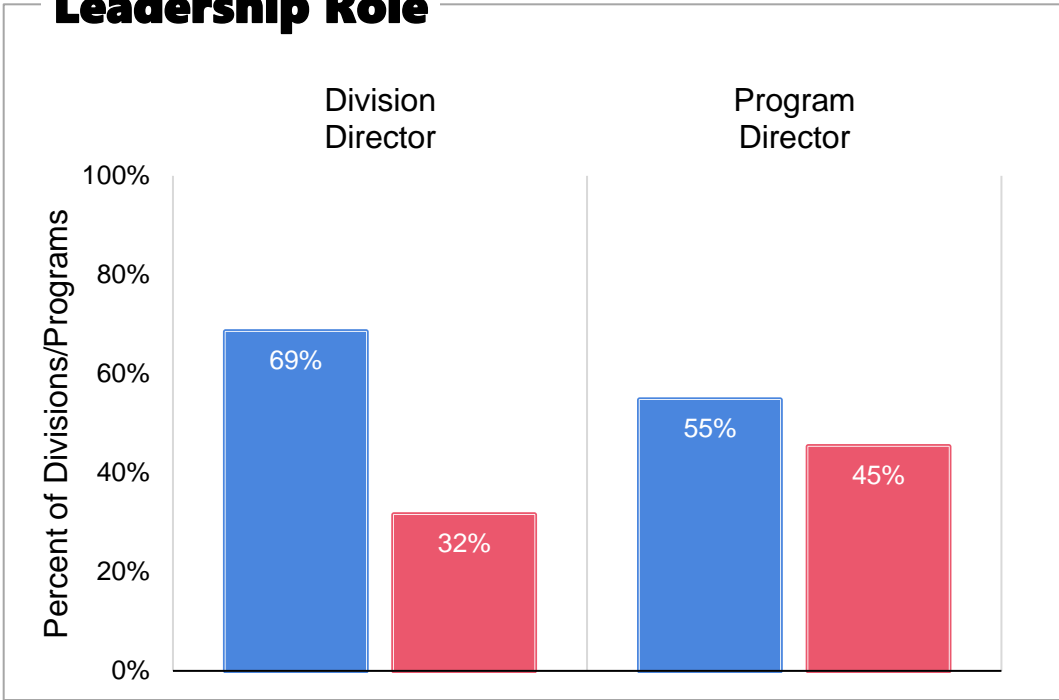
## Faculty Rank



## Age



## Leadership Role



Nationwide, Cross-sectional Study Of All Rheumatologists Practicing In The US In 2014 (N=6,125), Of Which 941 Held Academic Faculty Appointments.

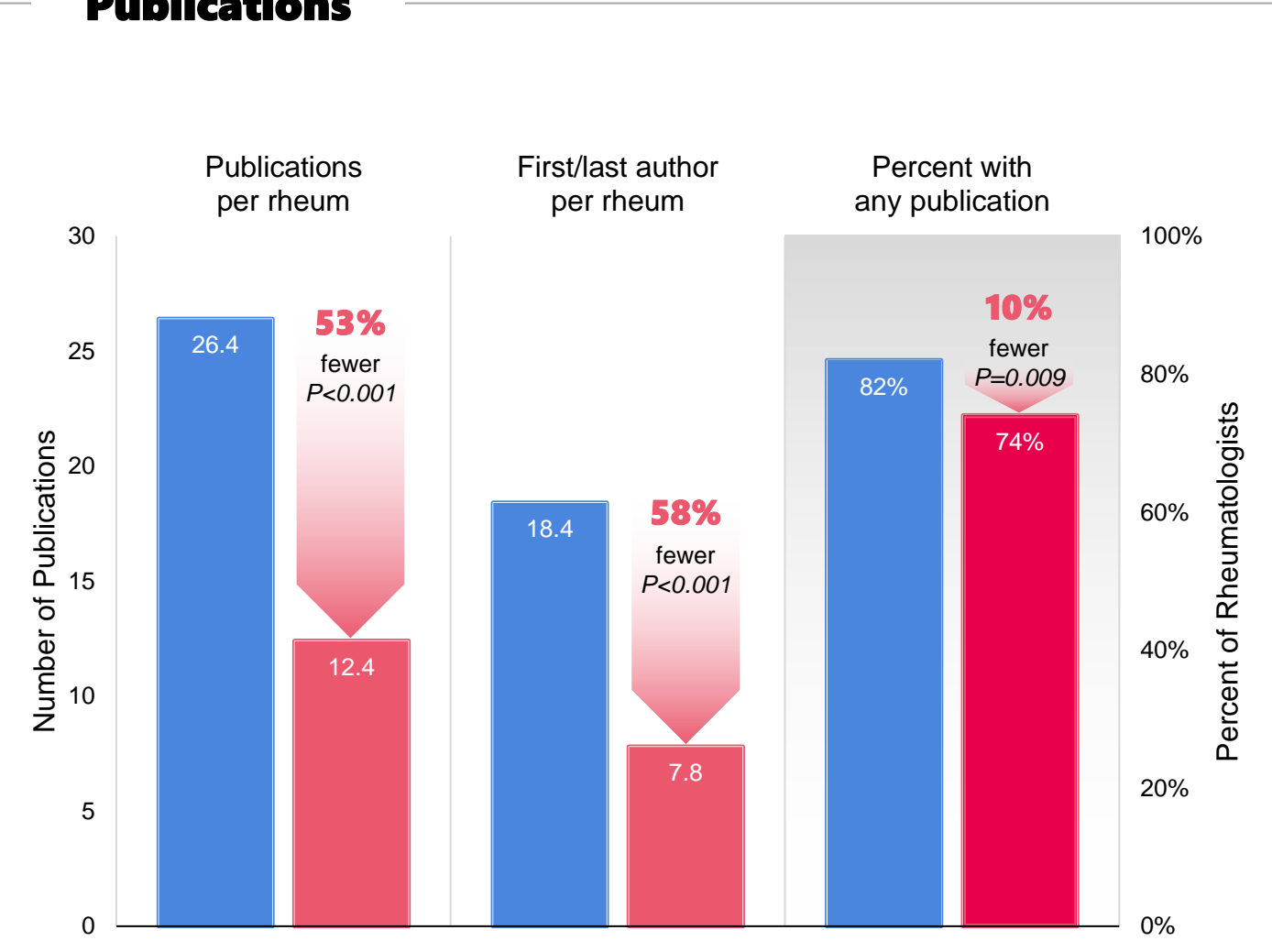
\*Unadjusted OR 0.52 [95% Ci 0.45–0.60]; Adjusted OR 0.78 [95% Ci 0.62–0.99].

1. Jorge A, Et Al. *Arthritis Rheumatol.* 2021;73(1):168-172.

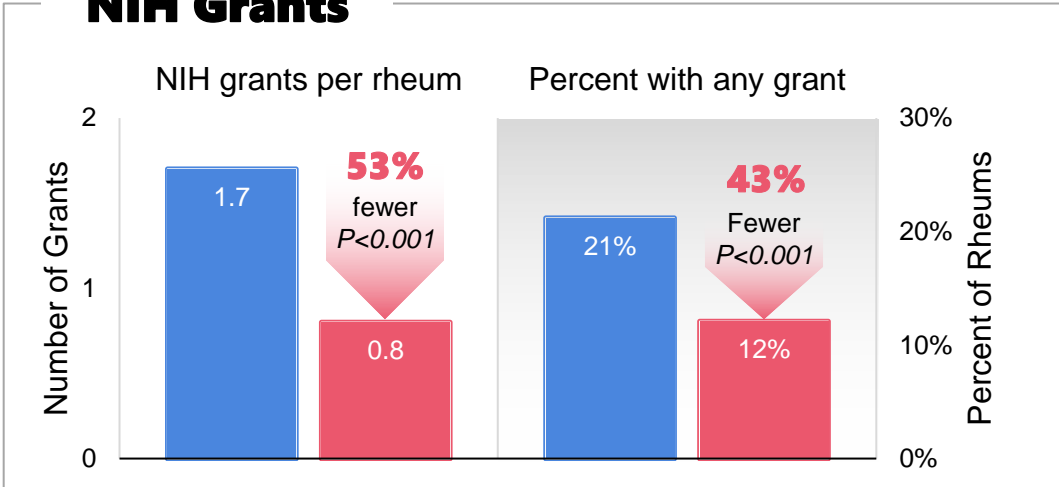
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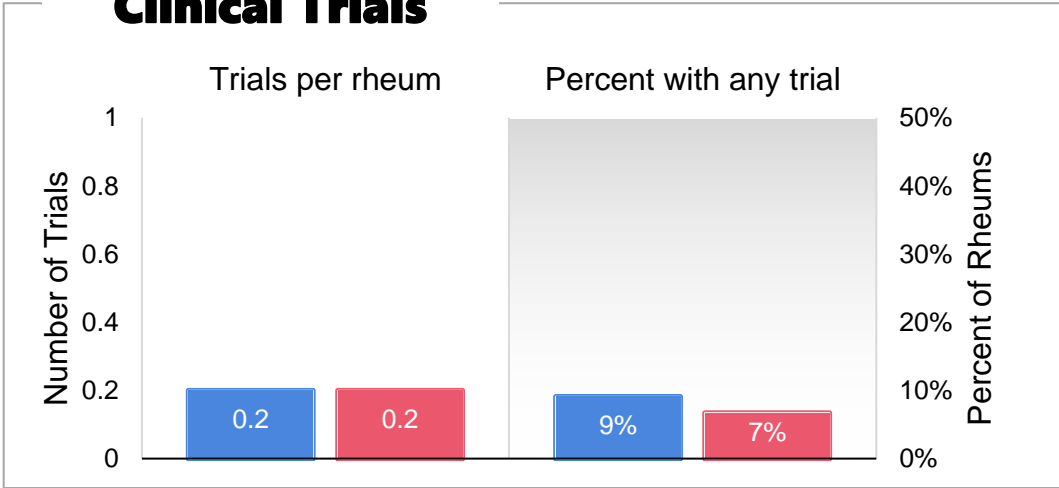
## Publications



## NIH Grants



## Clinical Trials

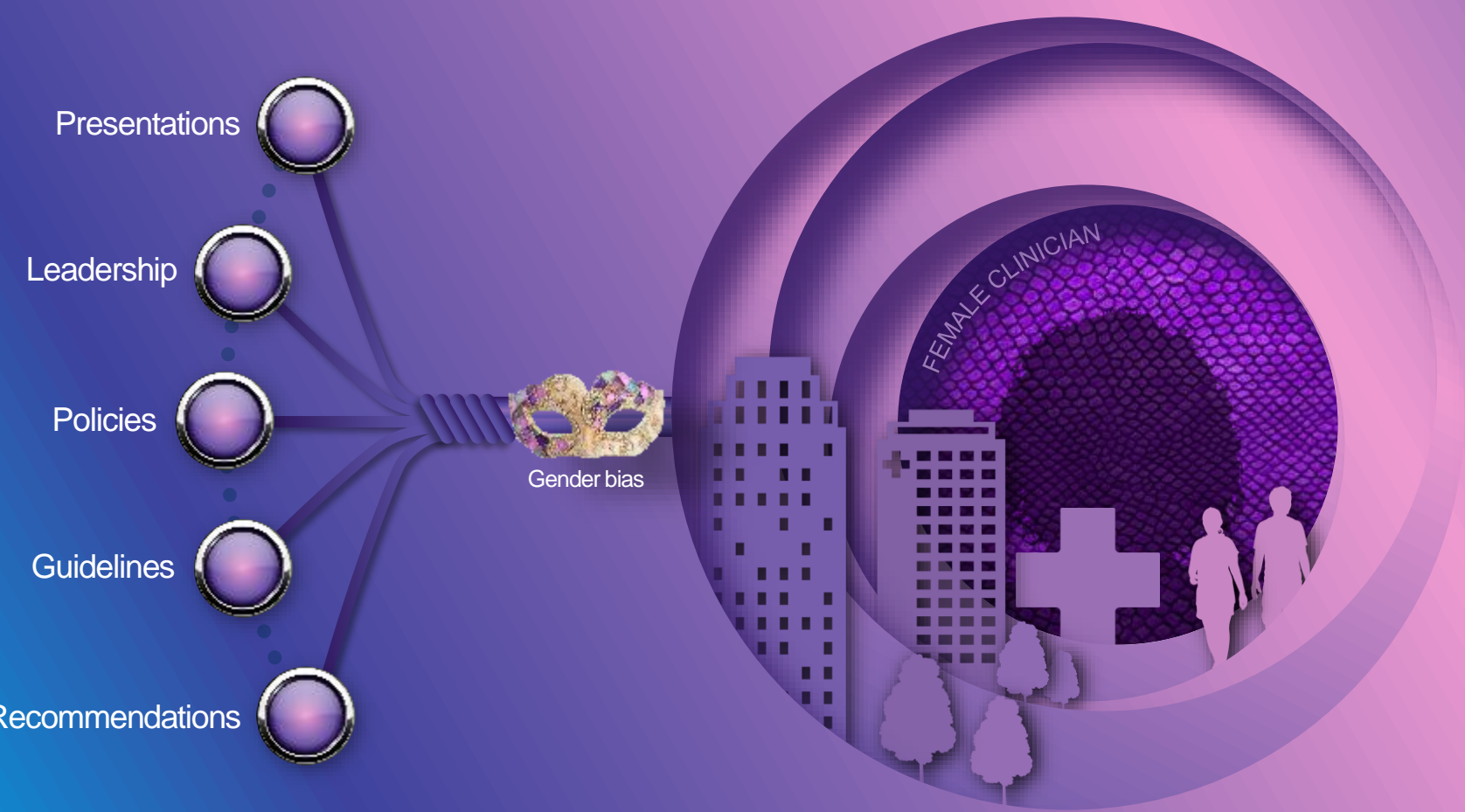


Nationwide, Cross-sectional Study Of All Rheumatologists Practicing In The US In 2014 (N=6,125), Of Which 941 Held Academic Faculty Appointments.

1. Jorge A, Et Al. *Arthritis Rheumatol.* 2021;73(1):168-172.

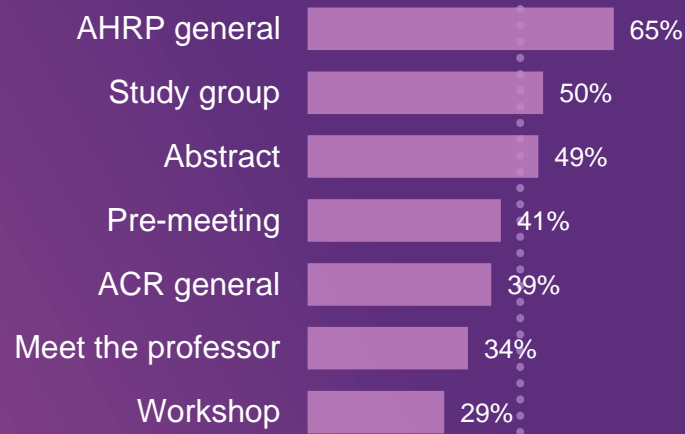


# Professional Organizations/Guidelines



## GENDER BIAS IN THE HEALTHCARE ECOSYSTEM

Proportion of Female Speakers at ACR<sup>1</sup>  
(by presentation type, mean 2017-2018)



**46%** of active  
rheumatologists  
were female (2017)<sup>2</sup>

### ADDITIONAL GENDER BIAS CONSEQUENCES

Underrepresentation of female mentors/role models in leadership positions<sup>3</sup>

Fewer female first authors on rheumatologic guidelines and recommendations<sup>4</sup>

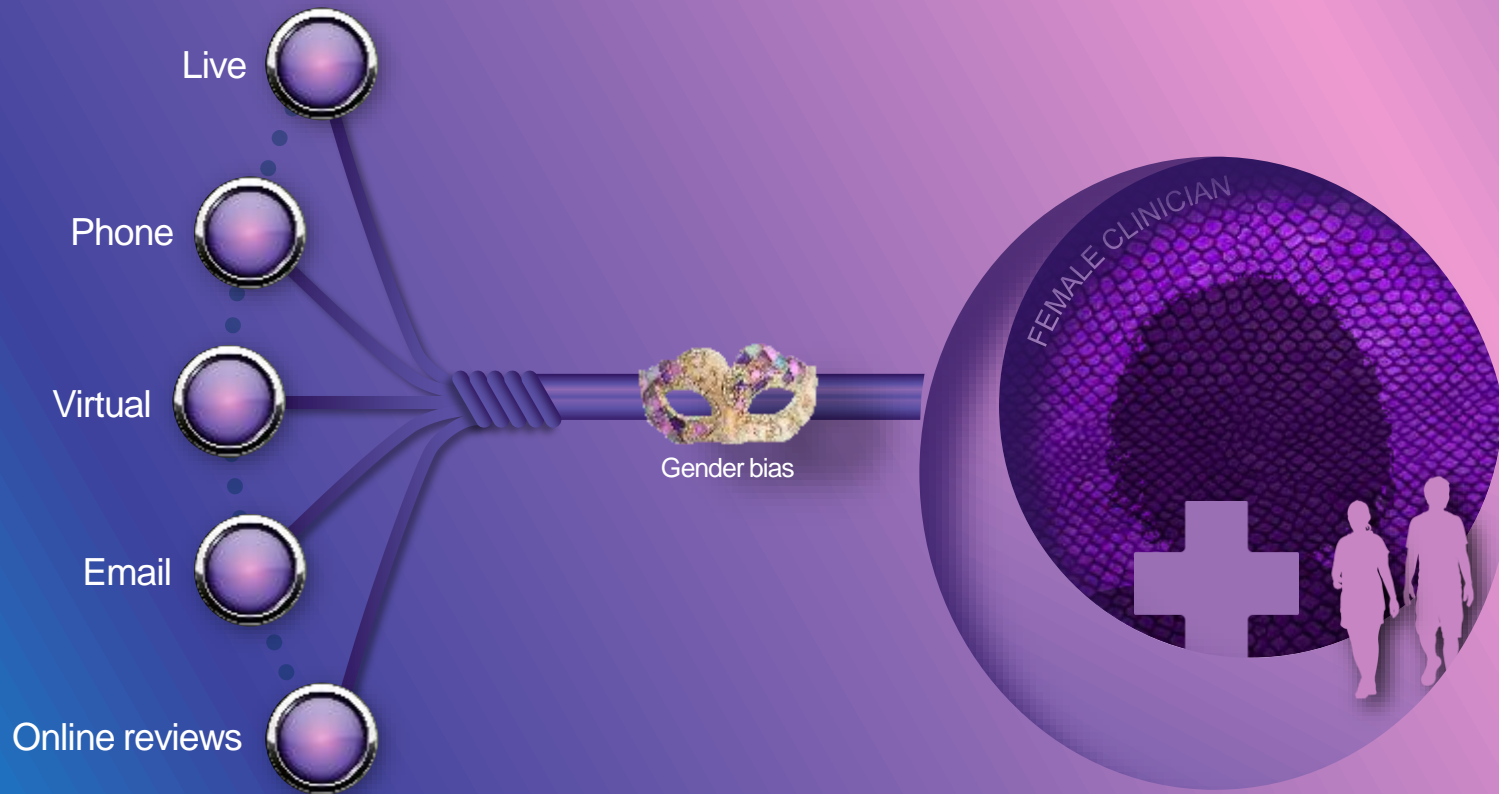
ACR = American College of Rheumatology; AHRP = Association of Rheumatology Health Professionals.  
1. Monga K, Liew J. *Ann Rheum Dis*. 2020;0:1. doi:10.1136/annrheumdis-2020-217673. 2. AAMC. Active Physicians by Sex and Specialty, 2019. Accessed July 11, 2022. <https://www.aamc.org/data-reports/workforce/interactive-data/active-physicians-sex-and-specialty-2019>. 3. Gupta S, Jordan K. *Psychology Language Communication*. 2022;26(1):18-41. 4. Adami G, et al. *Ann Rheum Dis*. 2020;79(8):1122-1123.



# CONSEQUENCES OF GENDER BIAS TO THE PATIENT



# Patients



## GENDER BIAS IN THE HEALTHCARE ECOSYSTEM

In a survey of physicians (n=1,397)\*<sup>1</sup>

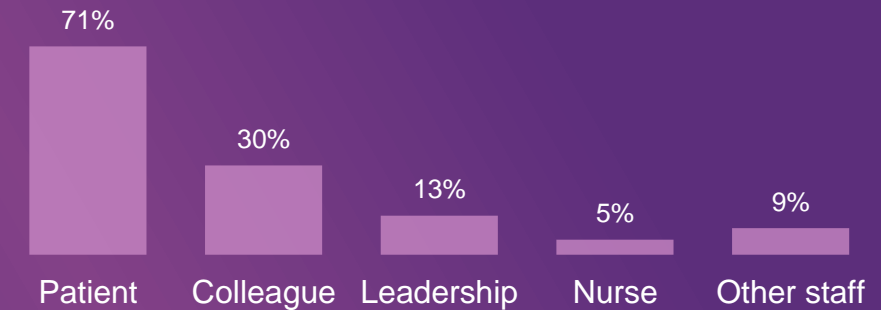
Female physicians experienced significantly more

**Sexual harassment  
or abuse**  
( $P<0.001$ )

**Verbal abuse/  
mistreatment**  
( $P<0.001$ )

than male physicians

Sources of mistreatment (sexual, verbal, or physical)



### ADDITIONAL GENDER BIAS CONSEQUENCES

Lower patient satisfaction scores<sup>2</sup>

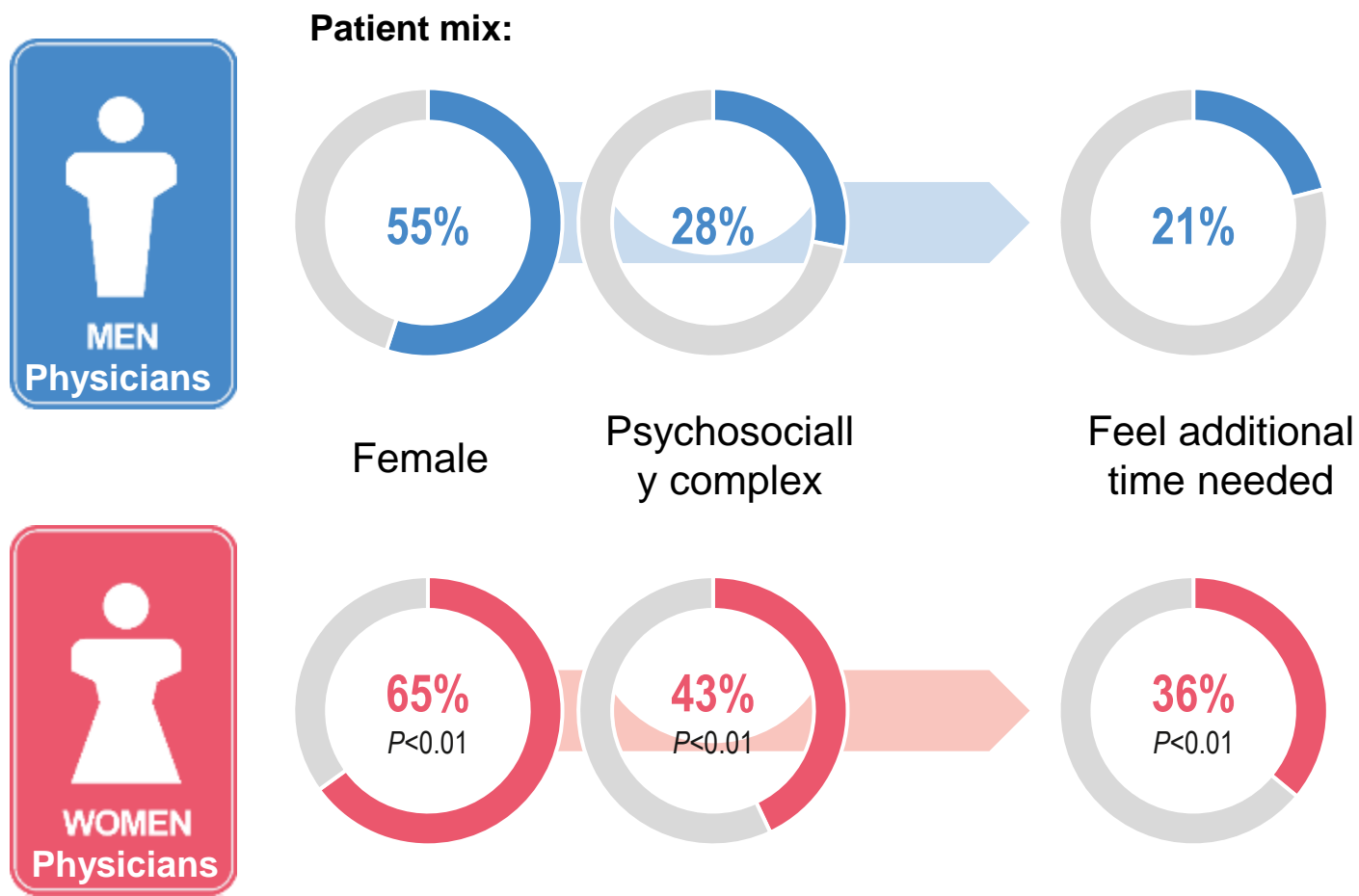
Less favorable online reviews<sup>3</sup>

Gender stereotyping (ie mistaken for a nurse)<sup>4</sup>

\*Respondents included 735 female physicians and 627 male physicians at Stanford University School of Medicine.

1. Rowe SG, et al. *JAMA Network Open*. 2022;5(5):e2210768. doi:10.1001/jamanetworkopen.2022.10768. 2. Rogo-Gupta LJ, et al. *Women's Health Issues*. 2018;28(3):281-285. 3. Dunivin Z, et al. *J Med Internet Res*. 2020;22(7):e14455. 4. Gupta S, Jordan K. *Psychology Language Communication*. 2022;26(1):18-41.

# Significant Differences Exist in the Patient Mix by Gender\*1



**GENDER DIFFERENCE Scorecard**

Hours worked	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Patients/year	<input checked="" type="checkbox"/>	<input type="checkbox"/>
RVUs/year	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Time/patient	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Female patients/year	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Complex patients/year	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Patient openness	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Patient communication	<input type="checkbox"/>	<input type="checkbox"/>
Quality of care	<input type="checkbox"/>	<input type="checkbox"/>

\*Based on a survey of primary care physicians.  
1. McMurray JE, et al. *J gen int med.* 2000;15:372-380.





# Gender Differences in the Patient Visit<sup>1</sup>

## Patients

-  Speak more
-  Disclose more medical information
-  Make more positive statements
-  Report more participatory visits

Are more open with female physicians

## Female physicians

-  Are more empathetic
-  Focus more on psychosocial question-asking and counseling

Are more patient-centered in their communications

GENDER DIFFERENCE Scorecard			
Hours worked			
Patients/year			
RVUs/year			
Compensation			
Time/patient			
Female patients/year			
Complex patients/year			
Patient openness			
Patient communication			
Quality of care			

1. Butkus R, et al. *Ann int med*. 2018;168:721-723.cpv

# Patients Treated by Female Physicians May Have Better Outcomes<sup>1</sup>

JAMA Internal Medicine | [Original Investigation](#)

## Comparison of Hospital Mortality and Readmission Rates for Medicare Patients Treated by Male vs Female Physicians


Yusuke Tsugawa, MD, MPH, PhD; Anupam B. Jena, MD, PhD; Jose F. Figueroa, MD, MPH; E. John Orav, PhD; Daniel M. Blumenthal, MD, MBA; Ashish K. Jha, MD, MPH

**IMPORTANCE** Studies have found differences in practice patterns between male and female physicians, with female physicians more likely to adhere to clinical guidelines and evidence-based practice. However, whether patient outcomes differ between male and female physicians is largely unknown.

**OBJECTIVE** To determine whether mortality and readmission rates differ between patients treated by male or female physicians.

**DESIGN, SETTING, AND PARTICIPANTS** We analyzed a 20% random sample of Medicare fee-for-service beneficiaries 65 years or older hospitalized with a medical condition and treated by general internists from January 1, 2011, to December 31, 2014. We examined the association between physician sex and 30-day mortality and readmission rates, adjusted for patient and physician characteristics and hospital fixed effects (effectively comparing female and male physicians within the same hospital). As a sensitivity analysis, we examined only physicians focusing on hospital care (hospitalists), among whom patients are plausibly quasi-randomized to physicians based on the physician’s specific work schedules. We also investigated whether differences in patient outcomes varied by specific condition or by underlying severity of illness.

- ← Editorial page 161
- + Author Audio Interview
- + Supplemental content
- + CME Quiz at [jamanetworkcme.com](http://jamanetworkcme.com) and CME Questions page 296

GENDER DIFFERENCE Scorecard			
Hours worked	✓		
Patients/year	✓		
RVUs/year	✓		
Compensation	✓		
Time/patient			✓
Female patients/year			✓
Complex patients/year			✓
Patient openness			✓
Patient communication			✓
Quality of care			✓

1. Tsugawa Y, et al. *JAMA int med*. 2017;177:206-213. 2. STAT news. <https://www.Statnews.Com/2016/12/19/patients-female-physicians-live-longer/>. accessed may 6, 2021.



# Patients Treated by Female Physicians May Have Better Outcomes<sup>1</sup>

Elderly hospitalized patients treated by female vs male internists



GENDER DIFFERENCE Scorecard

		
Hours worked	✓	
Patients/year	✓	
RVUs/year	✓	
Compensation	✓	
Time/patient	✓	
Female patients/year		✓
Complex patients/year		✓
Patient openness		✓
Patient communication		✓
Quality of care		✓

“The findings not only launch a grenade at the gender pay gap in medicine, they also suggest the methods of female physicians — if replicated broadly — could significantly improve the quality of medical care in the united states.”<sup>2</sup>

1. Tsugawa Y, et al. JAMA int med. 2017;177:206-213. 2. STAT news. <https://www.Statnews.Com/2016/12/19/patients-female-physicians-live-longer/>. accessed may 6, 2021.

# Cinderella Effect: Are Your Contributions Undervalued?



Recognize physician performance **BEYOND RVU production**<sup>1</sup>



“Female physicians may be **less productive**, as traditionally measured, and at **greater risk for burnout**, because they are performing activities that are time-consuming yet not captured with traditional rvu-based measurement.”<sup>2</sup>



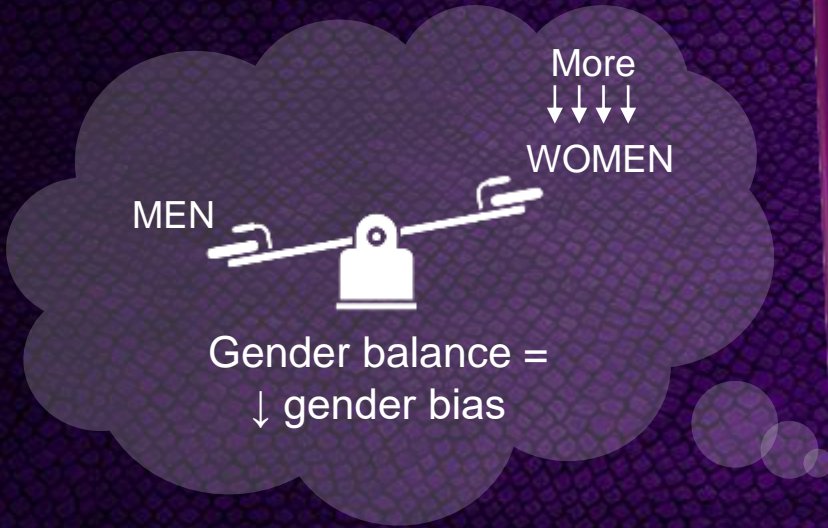
# GENDER BIAS

## IN THE HEALTHCARE ECOSYSTEM



1. Stephenson AL, et al. *Adv Health Care Management*. 2021;20. doi:10.1108/S1474-823120210000020004. 2. Dunivin Z, et al. *J Med Internet Res*. 2020;22(7):e14455. 3. Jorge A, et al. *Arthritis Rheumatol*. 2021;73(1):168-172. 4. AMA. Gender bias in medicine. July 11, 2022. <https://www.ama-assn.org/system/files/2019-11/i19-gender-bias.pdf>. 5. Monga K, Liew J. *Ann Rheum Dis*. 2020;0:1. doi:10.1136/annrheumdis-2020-217673. 6. Rowe SG, et al. *JAMA Network Open*. 2022;5(5):e2210768. doi:10.1001/jamanetworkopen.2022.10768. 7. Roberts LW. *Acad Med*. 2020;95(5):661-664.





“But simply adding women into a workplace **DOES NOT CHANGE** the organizational structures and systems that benefit men more than women”<sup>1</sup>



# Provide Education and Awareness<sup>1,2</sup>

## EDUCATION



What is gender bias?

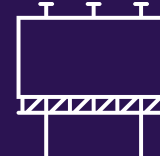


We all have gender bias



Consequences of gender bias

## AWARENESS



Gender bias exists



Equity is an organizational value

## TRAINING



Bystander intervention



Implicit bias

# Establish Equitable Policies<sup>1</sup>



Decisions made in formal meetings with all stakeholders



Open and equitable processes for promotion and hiring



Consistent baseline scheduling expectations with flexibility for family/ personal obligations



Parental leave policies for all parents

1. Stephenson AL, et al. *Adv Health Care Management*. 2021;20. doi:10.1108/S1474-823120210000020004.



# Enforce Accountability<sup>1,2</sup>



Cultivate a safe environment for culture change



Hold staff accountable for gender discrimination, harassment, and abuse



Establish policies/procedures for mistreatment by patients



Create safe reporting mechanisms

1. Stephenson AL, et al. *Adv Health Care Management*. 2021;20. doi:10.1108/S1474-823120210000020004. 2. Rowe SG, et al. *JAMA Network Open*. 2022;5(5):e2210768. doi:10.1001/jamanetworkopen.2022.10768.



# Facilitate Mentoring And Sponsorship<sup>1</sup>



Develop formal pathway for career trajectory at onboarding



Establish formal mentor program including expectations and compensation



Assign mentors at onboarding



Establish sponsorship goals and expectations among leadership

1. Stephenson AL, et al. *Adv Health Care Management*. 2021;20. doi:10.1108/S1474-823120210000020004.



# GENDER BIAS

## IN THE HEALTHCARE ECOSYSTEM



1. Stephenson AL, et al. *Adv Health Care Management*. 2021;20. doi:10.1108/S1474-823120210000020004. 2. Dunivin Z, et al. *J Med Internet Res*. 2020;22(7):e14455. 3. Jorge A, et al. *Arthritis Rheumatol*. 2021;73(1):168-172. 4. AMA. Gender bias in medicine. July 11, 2022. <https://www.ama-assn.org/system/files/2019-11/i19-gender-bias.pdf>. 5. Monga K, Liew J. *Ann Rheum Dis*. 2020;0:1. doi:10.1136/annrheumdis-2020-217673. 6. Rowe SG, et al. *JAMA Network Open*. 2022;5(5):e2210768. doi:10.1001/jamanetworkopen.2022.10768. 7. Roberts LW. *Acad Med*. 2020;95(5):661-664.

# GENDER BIAS

## IN THE HEALTHCARE ECOSYSTEM

## Disrupt the Gender Bias Cycle<sup>1</sup>



1. Stephenson AL, et al. *Adv Health Care Management*. 2021;20. doi:10.1108/S1474-823120210000020004.



# SUMMARY

## Reviewed:

- Gender Bias in Healthcare
- Consequences to the Provider
  - Economic
  - Professional Advancement
- Consequences to the Patient
- Strategies to Break the Cycle





**Any Questions?**





# GENDER EQUITY SURVEY



<https://survey.zohopublic.com/zs/5cbumd>