American College of Medical Practice Executives

Women as Healthcare Leaders: How have times changed?
(Profile of a Woman Clinic Manager Revisited)

Professional Paper Topic and Outline: HISTORICAL

Submitted April 18, 2014

This outline is being submitted in partial fulfillment of the requirements for election to Fellow.
Title: Women as Healthcare Leaders: How have times changed? (Profile of a Woman Clinic Manager Revisited)

The objective of this historical paper is to examine the literature pertaining to women as leaders, both in general business, and in healthcare, and the evolution of the viewpoints offered over the last several decades. This will occur first through the review of perceptions presented in two papers written in partial fulfillment of the requirements for fellowship. These papers are:

“Profile of a Woman Clinic Manager” (By Constance L. LLoyd, submitted in 1971) and
“Profile of a Woman Clinic Manager - Revisited Fifteen Years Later” (By Sherry A. Babbitt, submitted in 1987).

After a brief summary of these two papers, the author will provide a review of the landscape for female leaders in healthcare, examining legislative and cultural changes, as well as changes in the healthcare industry. Then, a review of the literature related to women as leaders since the writing of the second paper will be provided. This review will examine literature both looking specifically at women as leaders in healthcare, but also examine literature related to women as leaders in a broader sense. The author has chosen to expand the research beyond healthcare because literature on leadership expands far beyond healthcare and practice management executives do not often limit themselves to reading only literature limited to healthcare.

Furthermore, recommendations for improving personal leadership skills include examining industries not related to the industry the person is currently employed in. As such, it is important to review the literature available across multiple industries and from multiple sources to gain as clear as possible an understanding of the advice and direction, as well as perceptions, related to women as leaders over the last twenty-seven years.

Through the literature review, the author will provide a view of how the attitudes of women as leaders have changed, and how the environment has changed. This review will provide a look at the evolution of advice and direction women have been given through the decades since the Babbitt paper related to how to achieve leadership positions, improve their leadership skills, and how the literature presents what (if any) skills women have as leaders that give them an advantage or disadvantage in comparison to the opposite sex. In addition to the literature review, the author will provide a brief summary of how medical practices have evolved since the writing of the Babbitt paper, including the role of women in medical practices, and role of women in healthcare leadership overall. This will be derived from the Medical Group Management Association Salary Survey data, as well as other sources such as the American College of Healthcare Executives, and the Harvard Business Review.

In addition to a review of the literature, the author will distribute to female members of MGMA a survey looking for factual data and perceptions of their roles in healthcare. This survey will
duplicate the questions asked by Ms. Lloyd related to their personal experiences and perceptions as leaders, education, income, and marital status, as well as 2 additional questions related to practice affiliation and goals related to the American College of Medical Practice Executives.

At the conclusion of this paper, the author anticipates providing a summary of the potential advice or guidance for women seeking to be leaders, or improve their position as leaders in healthcare. This could include recommendations for women aimed at achieving executive level positions, such as Chief Executive Officer, Chief Operations Officer, or Chief Financial Officer, and how the recommendations for women to advance their careers has changed.

OUTLINE:

I. Introduction and Background

II. Review of Lloyd paper
   A. Purpose
   B. Methods
   C. Conclusion

III. Review of Babbitt paper
   A. Purpose
   B. Methods
   C. Conclusion

IV. The playing field for female leaders since 1987
   A. Glass Ceiling Commission
   B. Legislation and executive orders
   C. Cultural changes

V. Changes in the healthcare industry
   A. Women in management
   B. Practice size and type
   C. Medical Group Management Association
      1. Demographics of membership as available
      2. Demographics of leadership as available
      3. Evolution of American College of Medical Practice Executives

VI. Review literature from the Babbitt paper up to 1999
   A. Common themes
   B. Common conclusions
   C. Notable changes since previous papers

VII. Review literature of the 2000’s
   A. Common themes
   B. Common conclusions
   C. Notable changes since previous decades

VIII. Review literature of the 2010’s
   A. Common themes
   B. Common conclusions
   C. Notable changes since previous decades
IX. Summarize evolution of direction and advice to female leaders since 1987
   A. Guidance provided in the literature
   B. Women in the workplace
   C. Women as leaders

X. Review conclusions from survey of current body of women leaders developed by author, based on Lloyd paper

XI. Conclusion
   A. Have the conclusions/recommendations of Lloyd and Babbitt held true?
   B. Further recommendations for women in the pursuit of leadership positions
Survey of Female members of MGMA (Replication of Lloyd questionnaire as discussed on pages 2 and 3, “Profile of a Woman Clinic Manager”)

1. Do you prefer a particular title:
   a. Manager
   b. Administrator
   c. Executive
   d. Other

2. What is your age?

3. What is your level of education?
   a. No college
   b. Some college, no degree
   c. Associates degree
   d. Bachelor’s degree
   e. Master’s degree
   f. Doctorate

4. What is your marital status?
   a. Single
   b. Married
   c. Divorced
   d. Widowed

5. If married, do you live with your husband?
   a. Yes
   b. No
   c. N/A

6. What type of practice are you in?
   a. Multi Specialty
   b. Single Specialty

7. How many providers are in your practice?
   a. 1 to 9
   b. 10 to 19
   c. 20 to 29
   d. 30 to 39
   e. 40 to 49
   f. 50 or more

8. How long have you been with your current practice?

9. What is your salary range?
   a. $0 to $49,999
   b. $50,000 to $74,999
   c. $75,000 to $99,999
   d. $100,000 to $124,999
   e. $125,000 or more

10. How do you feel your salary compares to a male with the same qualifications?
    a. Appropriately paid
b. Underpaid
   c. Overpaid

11. Do you belong to any professional or civic organizations other than the Medical Group Management Association (MGMA)?
   a. Yes
   b. No

12. How long have you been a member of MGMA?
13. How many employees do you supervise?
14. How many males do you supervise?
15. Prior to employment in your current position, have you held other administrative positions?
   a. Yes
   b. No

16. Have you held a medical or clerical position before assuming your present role in your practice?
17. Do you see any advantages to being a female clinic manager/administrator/executive?
18. Do you see any disadvantages?
19. Is your practice:
   a. Independent
   b. Part of a health system

20. Have you obtained or planning to obtain certification as a medical practice executive?
   a. Already CMPE
   b. Currently Nominee
   c. Planning to obtain
   d. NOT planning to obtain
Bibliography (Sample)


