



# HIMSS<sup>®</sup>18

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**Conference & Exhibition | March 5–9, 2018**

Las Vegas | Venetian – Palazzo – Sands Expo Center

## **Advice for the Aspiring Female Executive**

Sue Schade

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MBA, LCHIME, FCHIME, FHIMSS

[www.himssconference.org](http://www.himssconference.org)



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## Conflict of Interest

Sue Schade, MBA, LCHIME, FCHIME, FHIMSS

Has no real or apparent conflicts of interest to report.



# Objectives

- Outline the current trends and how they impact you
- Explain what it takes to make that next move
- Discuss what work/life balance means to you
- List tips for next generation leaders



## My Story

- 30+ years in health care IT management
- Started out as software programmer
- Moved into business analyst role, then management
- Worked for software vendor and consulting firm
- CIO at Brigham and Women's Hospital in Boston
- CIO at University of Michigan Hospitals and Health Centers
- Founding advisor at Next Wave Health Advisors
- Interim CIO at University Hospitals in Cleveland and Stony Brook Medicine on Long Island
- Launched new HIT advisory services firm -- StarBridge Advisors



## StarBridge Advisors

- Healthcare IT advisory services, interim management, consulting and coaching
- Founded October 2016
- 3 Principals - Sue Schade, David Muntz, Russ Rudish
- Leadership combined 90+ years in healthcare

*An opportunity to control my life – all part of my master plan*





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# Current Trends



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2018

#MeToo

#TimesUp

#LeanIn

#ReclaimingMyTime



# Look Familiar?



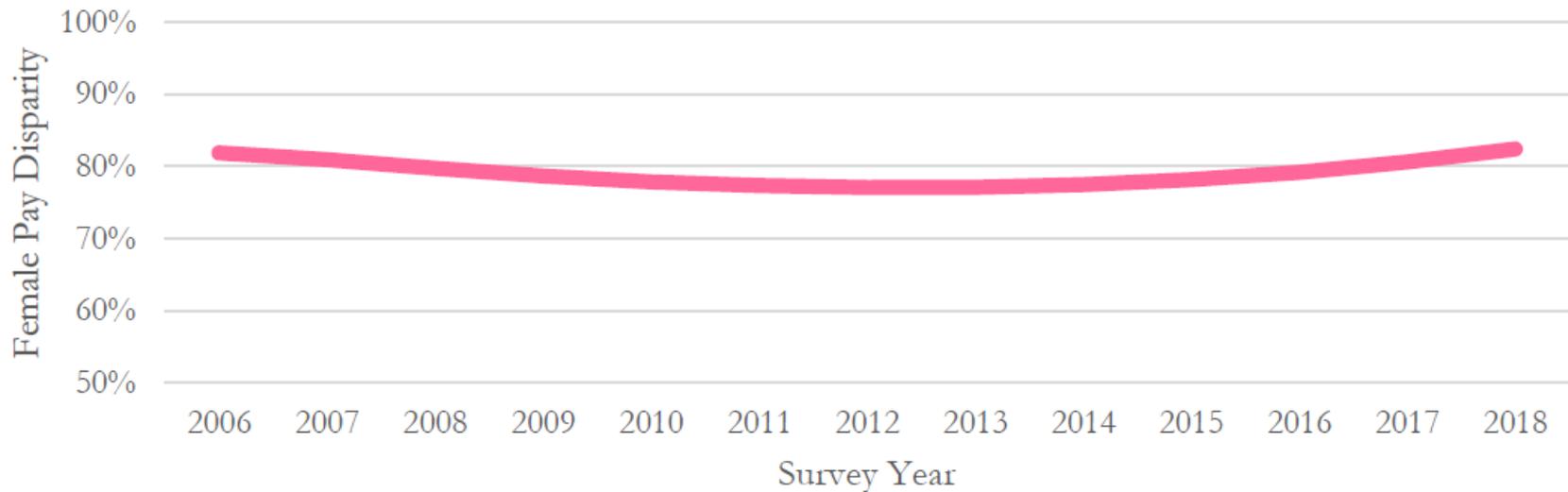
# HIMSS 2018 Women in HIT Survey

Have we made progress since 2016?



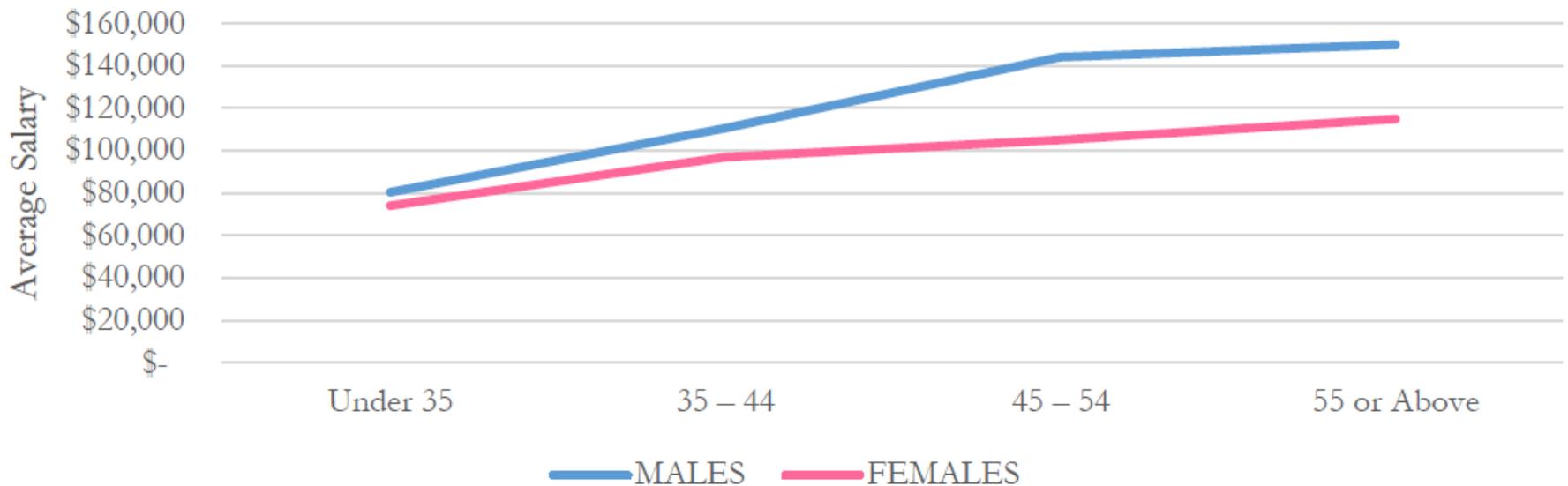
# HIMSS 2018 Women in HIT Survey

Graphic 3: Female Pay Disparity Trend (2006 - 2018)



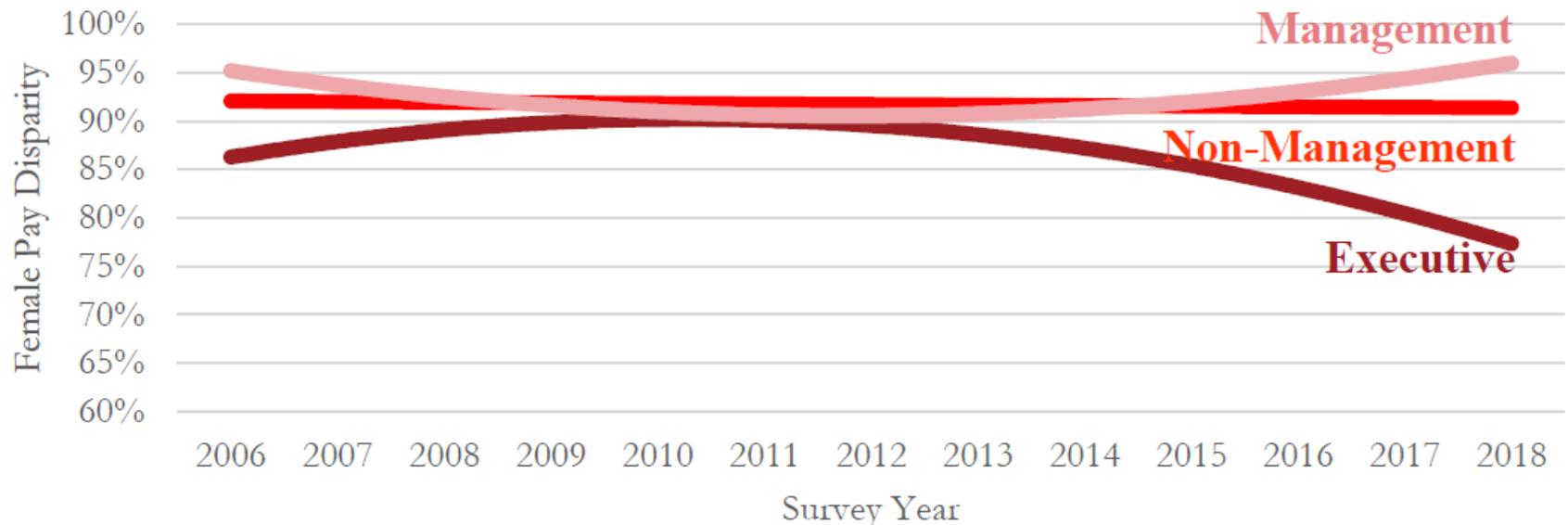
# HIMSS 2018 Women in HIT Survey

Graphic 4: Gender Pay Gap BY Age Cohort (2006 - 2018)



# HIMSS 2018 Women in HIT Survey

Graphic 6: Female Pay Disparity BY Managerial Status (2006 - 2018)



## Attracting Women to IT Jobs

Female computer & information science graduates

**37%** ↓ **18%**  
in 1984 in 2017

Percent of STEM workforce that is female

**23%** ↑ **26%**  
in 1990 in 2017

Percent of workforce in computer related fields that is female

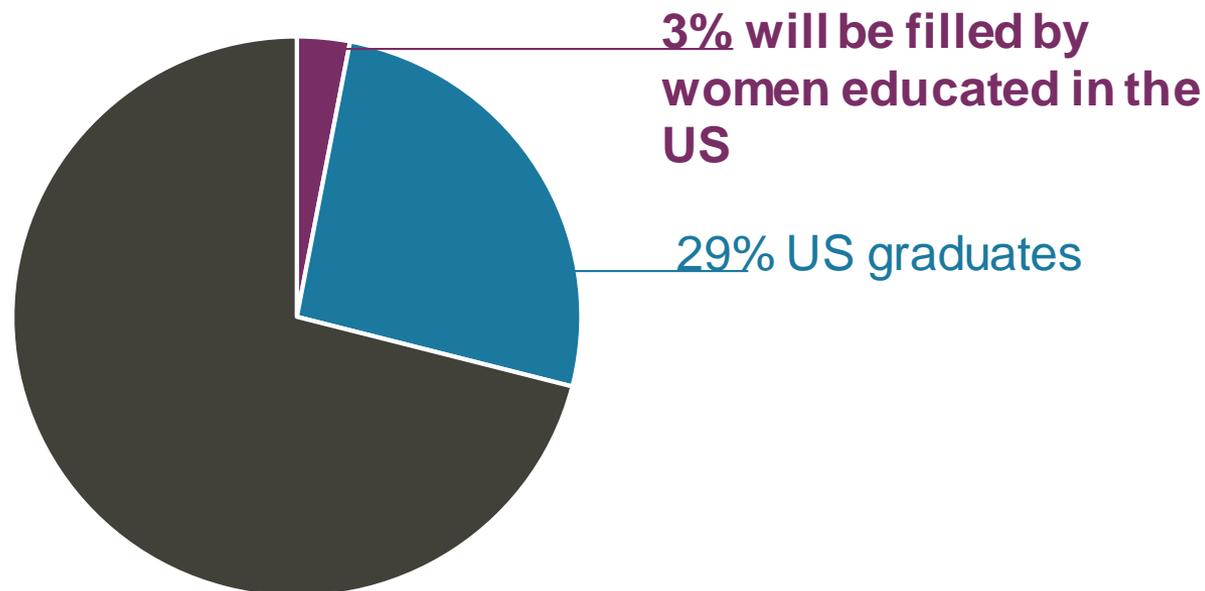
**35%** ↓ **27%**  
in 1995 in 2017

Women earn less than men

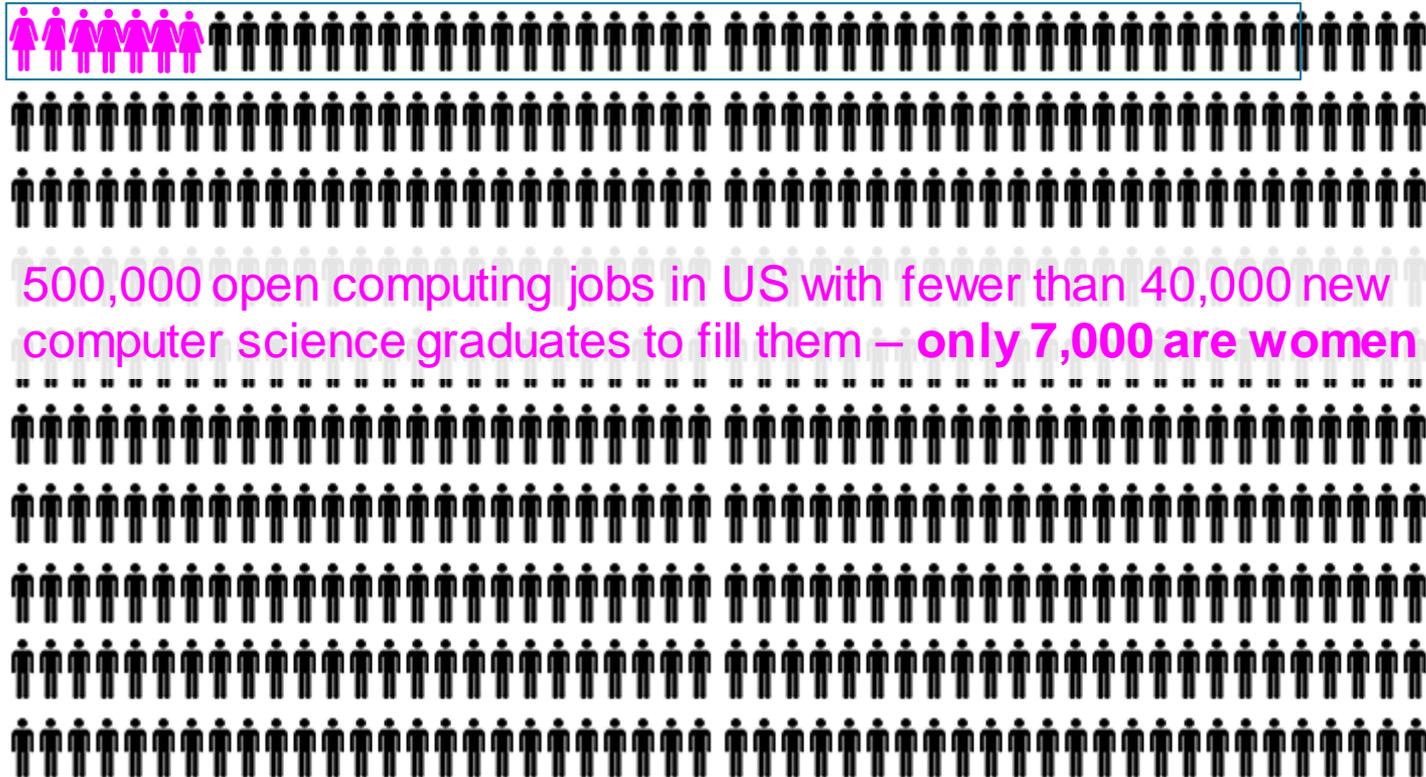
in tech **-13%** \$ all industries **-22%**

# Attracting Women to IT Jobs

By 2020, the U.S. will create an additional **1.4 million** computing related jobs



## Gender Gap Trends Will Continue



# Gender Gap Trends Will Continue



**26%**

More likely to study computer science if the teacher is female

Not having friends in computing class reduces likelihood of studying in college by

**33%**



# YOU CANNOT BE WHAT YOU CANNOT SEE

- Need to show girls that computer science is relevant across all aspects of life
- Need mentors during college to help transition into computing career
- More targeted focus on girls could triple the number of women working in computing, from 1.2M today to 3.9M by 2025



# Retaining Women in IT

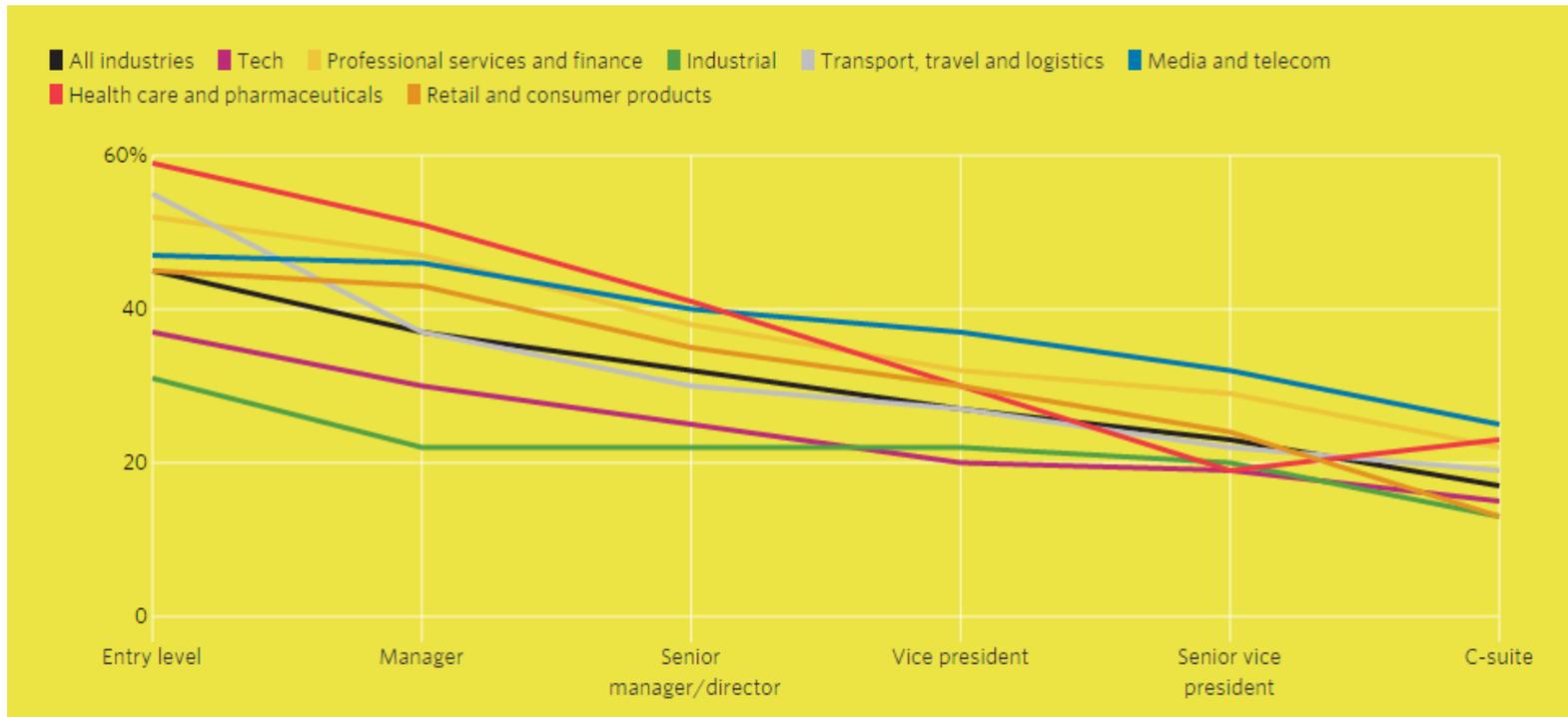
Average percent of women at each level



Wall Street Journal - special report "Women in the Workplace" based on study conducted by LeanIn.org and McKinsey & Company, September, 2015

# Retaining Women in IT

Average percent of women at each level, by industry





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# Leadership Lessons – Making the Next Move



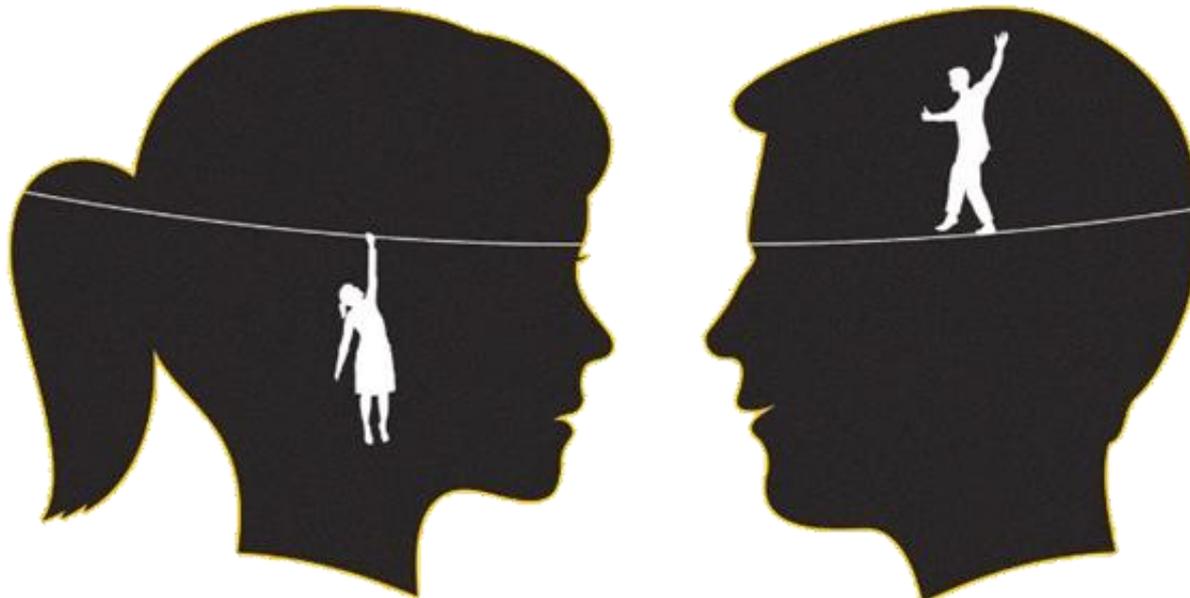
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## The Confidence Gap

*Confidence matters as much as competence*



*Confidence must lead to action*



# The Confidence Gap

“A growing body of evidence shows just how devastating this lack of confidence can be. **Success, it turns out, correlates just as closely with confidence as it does with competence.** No wonder that women, despite all our progress, are still woefully underrepresented at the highest levels. All of that is the bad news. The good news is that with work, **confidence can be acquired.** Which means that the confidence gap, in turn can be closed.”

*Source: The Confidence Gap, Katty Kay and Claire Shipman, The Atlantic, May 2014*



# The Confidence Gap

- Men initiate salary negotiations 4 times as often as women, and when women do negotiate, they ask for 30% less than men do (Linda Babcock)
- Tendency for some people to substantially overestimate their abilities, the less competent the more they overestimate (Dunning-Kruger)
- Women applied for a promotion only when they met 100% of the qualifications, men applied when they met 50% (HP and other studies)
- Perfectionism as a confidence killer and “enemy of the good”

Source: *The Confidence Gap*, Katty Kay and Claire Shipman, *The Atlantic*, May 2014



# The Confidence Gap

“Confidence is a belief in one’s ability to succeed, a belief that stimulates action. In turn, taking action bolsters one’s belief in one’s ability to succeed. So confidence accumulates – through hard work, through success, and even through failure..... To become more confident, women need to stop thinking so much and just act..... If we keep at it, if we channel our talent for hard work, we can make our brains more confidence-prone.”

*Source: The Confidence Gap, Katty Kay and Claire Shipman, The Atlantic, May 2014*



# What to Expect from Leaders

- **Teamwork** – the leader must set a tone in all their words and actions that people are expected to respect one another and work collaboratively toward common goals in the best interest of all.
- **Transparency** – the leader must practice open, honest, and proactive communication and expect that from others.
- **Customer service** – the leader must remember who they are ultimately serving and have that guide their decisions.



# What to Expect from Leaders

- **Accountability** – the leader must be accountable, take ownership and deliver on their commitments.
- **Innovation** – the leader must create an environment where people are encouraged to be creative and bold in their thinking.
- **Continuous improvement** – the leader must encourage change and not allow the status quo to be the norm if it no longer works.
- **Results focus** – the leader must focus on end results with appropriate respect for the rules and processes.



# Walk the Talk & Lead By Example

- We expect leaders to provide a vision and to inspire us.
- We want them to be genuine. They need to care about people, and to take time to get to know us.
- They need to nurture and encourage the people they lead.
- They need to give people opportunities to develop and be willing to step back and let them grow, guiding them when needed.
- Their values should be clear and you should be able to see those values in action.

*That's what "walk the talk" and "lead by example" mean. It's visible, it's real. It's hard. We all have our imperfections and bad days, but we owe it to ourselves and those who come after us to do the best we can!*



## Leaders are Teachers

- We teach by what we say and what we don't say; what we do and what we don't do.
- We teach with words and gesture.
- We teach with how we respond to situations.
- We teach in how we treat people regardless of their position and level in the organization.

*"Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence"*

*-Sheryl Sandberg,  
COO Facebook*



# Leadership Traits

- **Respectful**
- Helps others to find their strength and guides them on how to **develop it further**
- **Recognizes** others' work and strengths
- **Down to earth** by respecting the people she leads
- Listens to the people she leads and provides **feedback**



# Leadership Traits

- **Gives credit** to others and does not claim the work for herself
- Can discover the **potential** in others and give them a chance
- Always has a goal she works for and involves others because she is comfortable to delegate and **trust** others
- She smiles, shakes your hand, and **welcomes** you
- If you work for her, you will feel **supported-** not alone





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# Work Life Balance



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# Supportive Policies and Programs

“Fueling the ambition gap may be the current culture of work, one which does no favors for men or women, and one in which fealty to work is all—at all hours—as caregiving and family life are shunted to the margins.”

Waller, N., Lublin, J. (2015, September 15)

What's Holding Women Back in the Workplace?

The Wall Street Journal.





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# Tips for Next Generation Leaders



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# Advice to Your Younger Self

“Exactly what my father told me. **Don’t focus on the differences between men and women just do your best and show value.** He always told me I could do anything, the sky was the limit. My mother taught me how to be a woman in what was a man’s world at that time. If I wanted to play in a man’s world I should I not be overly verbal about differences or inequities but rather neutralize them with my talents.”



Pam McNutt

*Senior Vice President and  
Chief Information Officer,  
Methodist Health System*



# Advice to Your Younger Self

**“Don’t be afraid of work you have never done before. It’s a first for everyone at some point.** Also, if no one has ever accomplished a particular result, don’t let that sway you. With focus and learning from the hurdles of others, you frequently can find a way... **Dare to be the first!** Also to that end, if you have a stretch goal, never underestimate the power of a team to accomplish it.”



Pam Arora

*Senior Vice President and CIO at  
Children's Health System of  
Texas*



## General Advice

- **Get involved** with professional societies and associations, community service, adjunct teaching
- Be a local, state and national policy **advocate**
- Volunteer to **chair committees**
- Force yourself to be a **good public speaker** and put yourself out there
- **Make a name for yourself!**



# Tips for Next Generation Leaders

- **Find a mentor** – You can't do it yourself. Find someone you consider a role model and is willing to invest some time and energy in helping you develop.
- **Let go and be willing to delegate** – If you try to do it all yourself, you won't develop others and you won't have time to do the work that allows you to grow.
- **Give up on perfectionism** – It is the enemy of good. It wastes time and keeps you from doing other work.



# Tips for Next Generation Leaders

- **Ask for feedback** – Take off the blinders and ask for honest feedback from your staff, your boss, your peers, and your customers. What should you start doing, stop doing and continue doing.
- **Consider everything a learning opportunity** – Remember that you can learn from every experience. Whether it is a new skill, knowledge or lesson on how to improve for next time.
- **Be open to the possibilities** – Think of all the jobs that didn't exist 5 or 10 years ago and ones that may exist in the future. Technology and healthcare continue to change. Organizations evolve. Be open to new opportunities.



# Tips for Next Generation Leaders

- **Work life balance is a challenge for everyone** – Figure out what it means for you. Share your goals with family, friends and colleagues. Don't give up when it gets hard - instead, revisit your goals and renew your commitment.
- **PDCA** – plan-do-check-act. Apply that basic quality improvement concept to you. At the right intervals look at what's working well and what's not. Adjust and implement. Then repeat.
- **Be a continuous learner** – Continually learn from your peers and experts in the field. Share your learnings with others.



# Tips for Next Generation Leaders

- **Be vocal and visible** – Talk and write about your successes and learnings so others benefit from your experience.
- **Own your own career** – Your success depends on you, the choices you make, and the people you enlist to be on “team you!”

*Have confidence in yourself!*



## Encouraging Women Across the IT Industry



# Encourage Women Across IT: Speak Out



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**Yes we can: women in health IT**

Posted by Sue Schade on January 13, 2017

Think about the little girls you know. Did they get even more dolls for h that teach creative thinking and how to build things? Or did they maybe category?

Social norms start young. I recently played a match game with my two-year-old granddaughter. When we matched the truck picture, she took it over to her 6-month-old baby brother as though it was his domain! This granddaughter and her two-year-old girl cousin have a variety of developmental toys. But when it's free play, they are often clutching one of their dolls, whether it's Princess Sofia the First or the newest Disney Princess Elena of Avalor. At least these

**Recent Comments**

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**Lift up women and you lift up everyone**

Posted by Sue Schade on July 29, 2016

**Shattering the glass ceiling**

Posted by Sue Schade on February 26, 2016

**Balancing career and family**

Posted by Sue Schade on July 31, 2014

**Equal pay, who can argue?**

Posted by Sue Schade on April 22, 2016

My mother had to go to work to support four children after my father died from cancer. I was active in the women's movement in my college years. So, I can't imagine women not having a career outside the home if they so choose or if they have to support themselves and their families.

Although I was very interested in math growing up, I got into IT somewhat by accident; I had wanted to be a math teacher. But in the late 70's the field of computer science was exploding and there was an easy entry path. I went to a technical school and got a certificate in programming. I learned to code in 7 different languages. I doubt that any of them are still remotely useful. I didn't work as a programmer for long but stayed on the IT path. I worked as an analyst for a while and then moved into management in 1984.



# Investing in You

- Solicit 360 feedback
- Actively participate in professional organizations
- Establish your social media presence and be active
- Find mentors who are role models
- Consider an executive coach



# You Own Your Own Career

- Remember, you own your own career
- Healthcare and technology are two constantly changing fields
- The days of working your entire career in one position or organization are a thing of the past
- It's about making choices



# You Own Your Own Career

- Will challenge you to be your best?
- Will encourage you?
- Tells you only what you want to hear and thinks too small?
- Who do you know that does the kind of work you find interesting?
- Is on “team you”?





- Blog: “Health IT Connect” at [www.sueschade.com](http://www.sueschade.com)
- StarBridge Blog: “View from the Bridge” at [www.starbridgeadvisors.com](http://www.starbridgeadvisors.com)
- Email: [sue.schade@starbridgeadvisors.com](mailto:sue.schade@starbridgeadvisors.com)
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