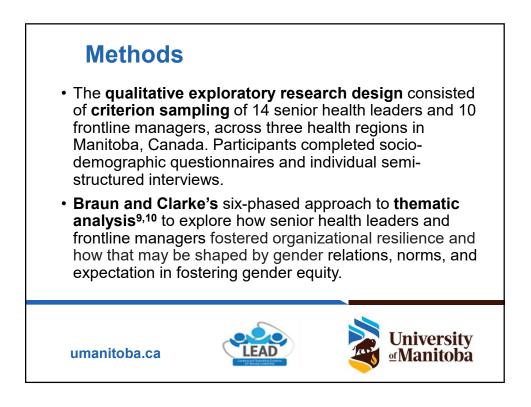


## **Purpose**

As part of a larger study on crisis leadership and organizational resilience during COVID-19, we explored how health leaders fostered organizational resilience and how that may be shaped by attention to gender equity and gender relations, norms, and expectations to inform action.



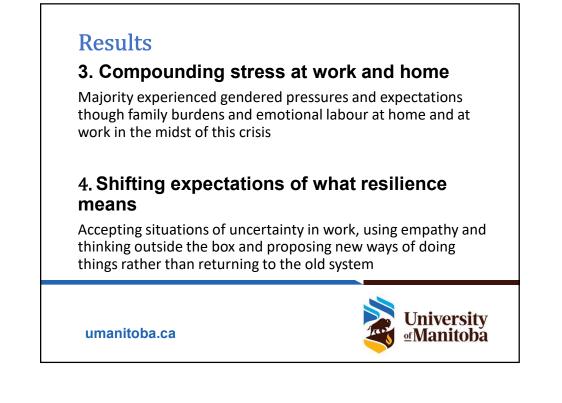
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	Number (n)	Percentage (%)			Number (n)	Percentage (%
Age	(n=14)			# of	(n=14)	
21-30 years	0	0.00		individuals supervised		
31-40 years	2	14.29				
41-50 years	6	42.89		< 50	12	85.71
51-60 years	4	28.57		51-100	0	0.00
61-70 years	2	14.29		101-150	0	0.00
Gender	(n=14)			> 150	2	14.29
Female	10	71.43			-	14.29
Male	4	28.57		Years of experience in senior leader role	(n=14)	
Education	(n=14)				-	
Diploma	9	64.29		< 5 years	2	14.29
Degree	13	92.86		5-9 years	2	14.29
Graduate Education	11	78.57		10-14 years	5	35.71
Certificate	8	57.14		15-19 years	5	35.71
*Other past mana Admin/Op. Officia umanito	al, and others.	•	ded	CNO, Director, Manage	r/Supervisor, Unive	

	Number (n)	Percentage (%)		Number (n)	Percentage (%)
Age	(n=10)		Years of Experience in Frontline Manager role*	(n=10)	
21-30 years	0	0.0			
31-40 years	1	11.00			
41-50 years	3	33.00	<5 years	6	60.00
51-60 years	5	56.00	5-9 years	1	11.00
Gender	(n=10)		10-14 years	2	22.00
Female	10	100.00	15-19 years	1	11.00
Male	0	0.00	# of individuals	(n=10)	
Education	(n=10)		supervised		
Degree in Nursing and other disciplines	8	80.00			
			<50	3	33.00
			51-100	6	60.00
Only Nursing Degree	2	20.00	100-150	0	0
			> 150	0	0
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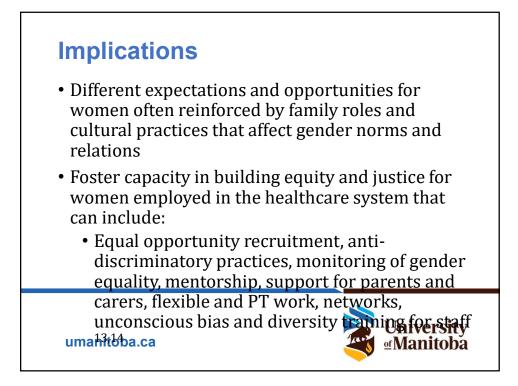


- Gender disparity in healthcare leadership is pronounced (women represent 70% of health workers, 26% hold leader roles), in our study women held the majority of leader roles
- 91% of regulated nurses in Canada are female<sup>11</sup> 2023)
- More female representation in lower management position "leaky pipeline" <sup>12</sup>

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