Introduction
Investing in the Power of Nurse Leadership: What Will it Take?
Women make up 70% of the total health and social care workforce and an even larger share of the nursing and midwifery profession, yet women only comprise 25% of health system leadership roles. This report explores gender-related barriers to nurse leadership.

Events
Join us at Women Deliver to celebrate the launch of our report and hear an overview of the breadth of participants, key findings, conclusions, and recommendations. Spark discussion on key findings and ways for event attendees to engage in advocacy and policy development to spur nurse leadership. RSVP here!

Investing in the Power of Nurse Leadership: What Will it Take?
Thursday, June 6, 6:30AM-8:00AM
Room 116/117, Vancouver Convention Center
Event Promo Tweets:

- Join us at #WD2019 Thursday 6/6 for a breakfast event launching a report by @JNJGlobalHealth @NursingNow2020 + @IntraHealth on the #PowerofNurses and the barriers to their leadership. Find out more >> [https://bit.ly/2ELqSPo](https://bit.ly/2ELqSPo) @WomenDeliver

- THURSDAY at #WD2019: We'll be discussing barriers to nurse leadership and launching a new report on the factors that stymie the #PowerofNurses in top positions at a breakfast event! Join @JNJGlobalHealth @NursingNow2020 + @IntraHealth at @WomenDeliver>> [https://bit.ly/2ELqSPo](https://bit.ly/2ELqSPo)

- What are you doing Thursday morning? If you're at #WD2019, you ought to be hearing about barriers to nurse leadership and perusing a brand new report on the #PowerofNurses with @JNJGlobalHealth @NursingNow2020 + @IntraHealth >> [https://bit.ly/2ELqSPo](https://bit.ly/2ELqSPo)

Event speakers:

- @ednaadan - Edna Adan
- @raj_devex - Raj Kumar, Devex
- @bathebrit - Barbara Stilwell, Nursing Now
- @RoopaDhatt - Roopa Dhatt, Women in Global Health
- @itwitmoNATHAN - Nathan Monis, WD young leader
- @MLMcIsaac - Michelle McIsaac, WHO
- @PamCiprianoRN - Pamela Cipriano, ICN
- @_dinotshe - Sheila Tlou, Nursing Now

Report Social Media

Key hashtags

- #PowerofNurses
- #HealthWorkersCount
- #Nurses
- #NurseLeaders
- #GenderEquality

Key accounts

- @JNJGlobalHealth
- @NursingNow2020
- @IntraHealth
- @WomenDeliver

Key supporters/reviewers:

- @bathebrit - Barbara Stilwell, Executive Director, Nursing Now
- @ChunMeiLi - Mei Li, J&J
- @joymarini - Joy Marini, J&J
- @blaserv - Vince Blaser, IntraHealth
- @RoopaDhatt - Roopa Dhatt, Executive Director, Women in Global Health
- @sapa999 - Susan Papp, Managing Director, Policy & Advocacy at Women Deliver
- @VBKerry - Founder & CEO, Seed Global Health
Prior to release:

Twitter / Facebook

- Look out for new report on nurse leadership with @JNJGlobalHealth @NursingNow2020 and @IntraHealth - released June 6. #PowerofNurses
- Heading to the #WD2019 in Vancouver? Come and hear from @JNJGlobalHealth @NursingNow2020 & @IntraHealth at the launch event of new report “Investing in the Power of Nurse Leadership: What Will it Take?” on June 6. #PowerofNurses #WD2019
- What do @RoopaDhatt, @sapa999, & @VBKerry have in common? They all supported the new report from @JNJGlobalHealth @NursingNow2020 & @IntraHealth on nurse leadership! #PowerofNurses #WD2019
- Ever thought about the barriers to leadership that nurses around the world face? New report from @JNJGlobalHealth @NursingNow2020 & @IntraHealth presents findings from over 2,500 surveyed nurses to find out! Released June 6. #PowerofNurses #WD2019
- New report from @JNJGlobalHealth @NursingNow2020 & @IntraHealth “Investing in the Power of Nurse Leadership: What Will it Take?” reveals barriers to nurse leadership. #PowerofNurses #WD2019
- #DYK that 2020 is the “Year of the Nurse & Midwife”? Don’t feel you know enough about the challenges modern nurses around the world face? Not to worry -- new report out June 6 on nurse leadership from @JNJGlobalHealth @NursingNow2020 & @IntraHealth. #PowerofNurses #WD2019

On release day and beyond:

- **Twitter poll: @IntraHealth to post; please take part & retweet the poll!**
  - What do nurses need in order to lead? #PowerofNurses
    - Resources
    - Training
    - Fair salary
    - Clear Guidelines
    - Support from mgmt
- “The spotlight is finally beginning to shine through the cracks and highlight the unending dedication, perseverance, & struggle of nurses and midwives around the world.”
  Inspirational foreword from @elizabeth_iro in new report on the #PowerofNurses from @JNJGlobalHealth @NursingNow2020 & @IntraHealth #WD2019
- What percentage of nurses do you think identify as leaders? See this graphic from new report from @JNJGlobalHealth @NursingNow2020 & @IntraHealth that surveyed over 2,500 nurses. #PowerofNurses #WD2019
Would you feel like a leader if you faced gender discrimination, inadequate compensation, and a lack of training and resources? See new report from @JNJGlobalHealth @NursingNow2020 & @IntraHealth on the barriers to leadership in nursing! #PowerofNurses #WD2019

Are barriers to nurse leadership universal? Why do nurses face discrimination? Is the this discrimination worse in some regions than others? As we head into the “Year of the Nurse” get informed with new report from @JNJGlobalHealth @NursingNow2020 & @IntraHealth https://bit.ly/2WsDEfW #PowerofNurses #WD2019

Report from @JNJGlobalHealth @NursingNow2020 & @IntraHealth recommends 1) Building nurses’ self-confidence & sense of preparedness to assume leadership 2) Fostering increased access to professional networks & mentoring schemes. Find out more here: https://bit.ly/2WsDEfW #PowerofNurses #WD2019

Want to break the glass ceiling? See this new report from @JNJGlobalHealth @NursingNow2020 & @IntraHealth and help us smash the glass ceiling and support female nurses to reach positions of leadership. https://bit.ly/2WsDEfW #PowerofNurses #WD2019

Key findings from new report on #nurse leadership:

- Female nurses experience double barriers.
- Female nurses experience both a “glass ceiling” and a “glass escalator.”
- Nurses want more leadership training and mentorship.

Let’s break down these barriers >> https://bit.ly/2WsDEfW #PowerofNurses #WD2019
Instagram
- This tile can be screenshot and typed over to collect responses from Instagram story viewers. Download the tile here or from the social media folder.

Quotes, Graphics, and GIFs

I talked with WHO regarding the nursing practice environment in [country] and the nurse staffing issues which is related to the nursing care quality. So I talked with them [WHO]...to be my intermediate. So I believe that WHO people have the power to influence my leaders.

Nurse leader, East Asia-Pacific
There is something about nursing that has a stigma of being secondary, tertiary even towards medicine... towards anything else. It [nursing] is a serving position.

Nurse leader, sub-Saharan Africa

I think that society has placed nursing in a “gender” type profession for years, and that if a man was in a nursing role he was considered to have “something wrong” with [him], which I believe is ludicrous. In these modern times where men are “allowed” to be more caring and nurturing it is more acceptable. People need to understand that nursing is an amazing career for those of ANY gender!

Survey Respondent
<table>
<thead>
<tr>
<th>Investing in the Power of Nurse Leadership</th>
<th>#PowerofNurses</th>
<th><a href="http://www.intrahealth.org/investing-in-nurse-leadership">www.intrahealth.org/investing-in-nurse-leadership</a></th>
</tr>
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**Part of it [networking]** is having close good professional friends who are supportive and who are supportive over a lifetime. **I have... quite a few very good friends, international, friends from different countries, who are nurses. And I guess what is by now, all in leadership positions.**

Nurse leader, Middle East

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**In a 90% female dominant field of nursing, I often see about a 50% or less in upper leadership positions.** It is not representative of the rest of the nursing population as a whole. **I have heard the comment many times from upper leadership that they need a “little testosterone” added to the group when deciding on leaders.**

Survey Respondent
I was once overlooked for [a] middle management job as I was of childbearing age, even though single and deemed “infertile” by doctors. The successful candidate was similar aged married man who was undergoing IVF treatments with his wife! I left the organization rather than challenging it.

Survey Respondent

I still think there is this misconception that males are leaders... in the CVs that we are to look at, we find that all the applicants are males. Do women not apply to those positions, or women are not chosen in those positions? That is the question that we need to interrogate.

Nurse leader, sub-Saharan Africa
"I have been nursing for 43 years; I am a feminist; I truly believe that young female nurses have more respect and acknowledgement of their skills and leadership abilities today... I also feel that men in nursing has supported the professional acknowledgement for all health professionals so that nurses are now being seen as important in the role of patient’s overall care.

Survey Respondent
### Investing in the Power of Nurse Leadership

#### What Will It Take?

<table>
<thead>
<tr>
<th>Region</th>
<th>Yes</th>
<th>Not Sure</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Saharan Africa</td>
<td>194</td>
<td>15</td>
<td>28</td>
</tr>
<tr>
<td>Middle East and North Africa</td>
<td>61</td>
<td>30</td>
<td>23</td>
</tr>
<tr>
<td>Europe</td>
<td>413</td>
<td>89</td>
<td>436</td>
</tr>
<tr>
<td>Central and South Asia</td>
<td>32</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>East Asia and Pacific</td>
<td>215</td>
<td>38</td>
<td>254</td>
</tr>
<tr>
<td>North America</td>
<td>157</td>
<td>12</td>
<td>83</td>
</tr>
<tr>
<td>Latin America and the Caribbean</td>
<td>341</td>
<td>42</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1413</td>
<td>231</td>
<td>858</td>
</tr>
</tbody>
</table>

#### Do You Consider Yourself to Be a Nurse Leader?

*Source: [www.intrahealth.org/investing-in-nurse-leadership](http://www.intrahealth.org/investing-in-nurse-leadership)*

#PowerofNurses
<table>
<thead>
<tr>
<th>What Would It Take to Make You Interested in a Higher-Level Nursing Job?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear policies about gender equality in the organization/at work</td>
</tr>
<tr>
<td>Training on discrimination and sexual harassment and how to cope with this</td>
</tr>
<tr>
<td>Organizational programs to integrate work and family responsibilities (including breastfeeding)</td>
</tr>
<tr>
<td>Clear selection criteria for promotion into leadership jobs</td>
</tr>
<tr>
<td>Clear understanding of what my authority is</td>
</tr>
<tr>
<td>Training in assertiveness and being confident in using my voice</td>
</tr>
<tr>
<td>Having a mentor</td>
</tr>
<tr>
<td>Support for my decisions from the senior management of the organization</td>
</tr>
<tr>
<td>Clear guidelines for decision-making in the organization</td>
</tr>
<tr>
<td>Good and fair salary</td>
</tr>
<tr>
<td>Training in leadership</td>
</tr>
<tr>
<td>Having the equipment and other resources to perform the job</td>
</tr>
</tbody>
</table>

#PowerofNurses  www.intrahealth.org/investing-in-nurse-leadership
INVESTING IN THE POWER OF NURSE LEADERSHIP
WHAT WILL IT TAKE?

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<table>
<thead>
<tr>
<th>Q42: Assuming that you have the right education, training, and experience, if you want to become a senior leader in the nursing world, to what extent do the following capabilities matter? Do they matter a lot, matter somewhat, or don’t matter?</th>
<th>Doesn’t matter</th>
<th>Matters a lot</th>
<th>Matters somewhat</th>
<th>Total</th>
<th>Missing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having confidence in the exercise of power</td>
<td>2.4%</td>
<td>58.1%</td>
<td>17.5%</td>
<td>78.0%</td>
<td>22.0%</td>
</tr>
<tr>
<td>Having public speaking skills</td>
<td>0.9%</td>
<td>62.3%</td>
<td>15.0%</td>
<td>78.2%</td>
<td>21.8%</td>
</tr>
<tr>
<td>Being comfortable speaking your mind in a group of senior managers</td>
<td>1.1%</td>
<td>66.9%</td>
<td>10.3%</td>
<td>78.3%</td>
<td>21.7%</td>
</tr>
<tr>
<td>Knowing how to counter sexual harassment</td>
<td>5.6%</td>
<td>55.3%</td>
<td>17.2%</td>
<td>78.0%</td>
<td>22.0%</td>
</tr>
<tr>
<td>Being able to identify or cope with different types of gender discrimination you are experiencing or perceive others experiencing</td>
<td>3.5%</td>
<td>59.4%</td>
<td>15.2%</td>
<td>78.0%</td>
<td>22.0%</td>
</tr>
<tr>
<td>Knowing how to engage in formulating policy</td>
<td>1.2%</td>
<td>66.8%</td>
<td>10.1%</td>
<td>78.1%</td>
<td>21.9%</td>
</tr>
<tr>
<td>Knowing how to effectively advocate for a position</td>
<td>1.7%</td>
<td>66.4%</td>
<td>9.8%</td>
<td>77.9%</td>
<td>22.1%</td>
</tr>
<tr>
<td>Having political connections</td>
<td>18.8%</td>
<td>28.4%</td>
<td>30.6%</td>
<td>77.8%</td>
<td>22.2%</td>
</tr>
</tbody>
</table>

#PowerofNurses  www.intrahealth.org/investing-in-nurse-leadership
**Key findings** - download gif [here](https://docs.google.com/document/d/1RXr19Qwgs4wkUdRJ6bZG6fr-VeGDsTWrXsMKx3OM_Pc/edit)

**KEY FINDINGS**

- Female nurses experience **double barriers**.

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**Key recommendations** - download gif [here](https://docs.google.com/document/d/1RXr19Qwgs4wkUdRJ6bZG6fr-VeGDsTWrXsMKx3OM_Pc/edit)

**KEY RECOMMENDATIONS**

- Work to **change the perception** of the nursing profession as a “soft science” and to **elevate the status and profile of nursing** in the health sector.