



Supporting Information

Supplementary material

**This appendix was part of the submitted manuscript and has been peer reviewed.
It is posted as supplied by the authors.**

Appendix to: Proimos J, Boyle JA, Garth B, et al. The role of medical colleges and member organisations in advancing women in health care leadership. *Med J Aust* 2024; doi: 10.5694/mja2.52244.

Supplementary Table 1. Search terms in literature review

Search terms used in narrative literature review:
<ul style="list-style-type: none">● Professional Colleges● Professional Associations● Medical Colleges● Training organisations● Policies● Flexible training● Training curriculum● Training standards● Gender equity● Women leadership● Gender quotas● Gender targets

Supplementary methods

Advancing Women in Healthcare Leadership Initiative description

The Advancing Women in Healthcare Leadership (AWHL) initiative is a national collaboration to generate new knowledge, coproduce, implement and evaluate organisational level interventions that will significantly improve the successful advancement of women in healthcare.

The research comprises four phases:

Phase 1 – Knowledge Generation: This includes synthesis of available evidence, qualitative and quantitative data collections to inform the context in which this work is taking place, gather information to be used for discussions and priority setting by individual organisations.

Phase 2 – Intervention Development: This includes the co-design and development of individual and organisational interventions aligned to the priorities set by the organisations.

Phase 3 – Implementation Support: In this phase, the partner organisations will implement interventions and evaluate them with support from the academic partners.

Phase 4 – Scale Up: This will involve policy development and change, with the development and dissemination of resource and toolkits to help organisations implement organisational change to promote women in leadership.

The knowledge generation phase of this project has so far included a systematic review,¹ meta-synthesis, and meta-ethnography,² identifying evidence-based cross-sector organisational interventions that effectively promote women

into leadership, and the development of theory of the requirements of organisational change for gender equity.³ Leadership commitment and accountability were found to be critical in implementing effective interventions to deliver change. Organisational processes, practices and policies, awareness and engagement, mentoring and networks, leadership training and development and support tools were shown to be effective strategies for advancing women in leadership.¹ A summary of the organisational strategies found to be effective for advancing women in leadership in the systematic review is outlined in Supplementary Table 2. This was used to classify the mapping of current activities by the partner member organisations.

Supplementary results

Supplementary Table 2. Systematic review summary of organisational strategies effective in advancing women in leadership¹

Category	Concept
Organisational processes, practices, policies	<ul style="list-style-type: none"> ● Leadership commitment and accountability ● Work–life integration – career flexibility, family-friendly policies ● Reporting and enforcing mechanisms ● Gender bias elimination
Awareness and Engagement	<ul style="list-style-type: none"> ● Awareness and improvement culture ● Organisational role modelling ● Inclusion and diversity
Mentoring and Networking	<ul style="list-style-type: none"> ● Formal and informal approaches
Leader Training and Development	<ul style="list-style-type: none"> ● Design and approach to improve self-confidence ● Contains actionable follow up
Support Tools	<ul style="list-style-type: none"> ● Recruitment, retention, and promotion free from gender bias ● Measurement and evaluation to develop a culture of continuous learning and growth

Supplementary Table 3. Key opportunities and priorities for future collective action

Priority areas and opportunities
<ul style="list-style-type: none"> ● Formation of a community of practice to share learnings and advance action ● Professional development encompassing Leadership training ● Consistent policy development within and across organisations with shared learnings ● Development of a gender equity and women in leadership training accreditation standard for employing and training health services ● Broader advocacy across the healthcare sector

Consolidated Framework for Implementation Research (CFIR) 2.0

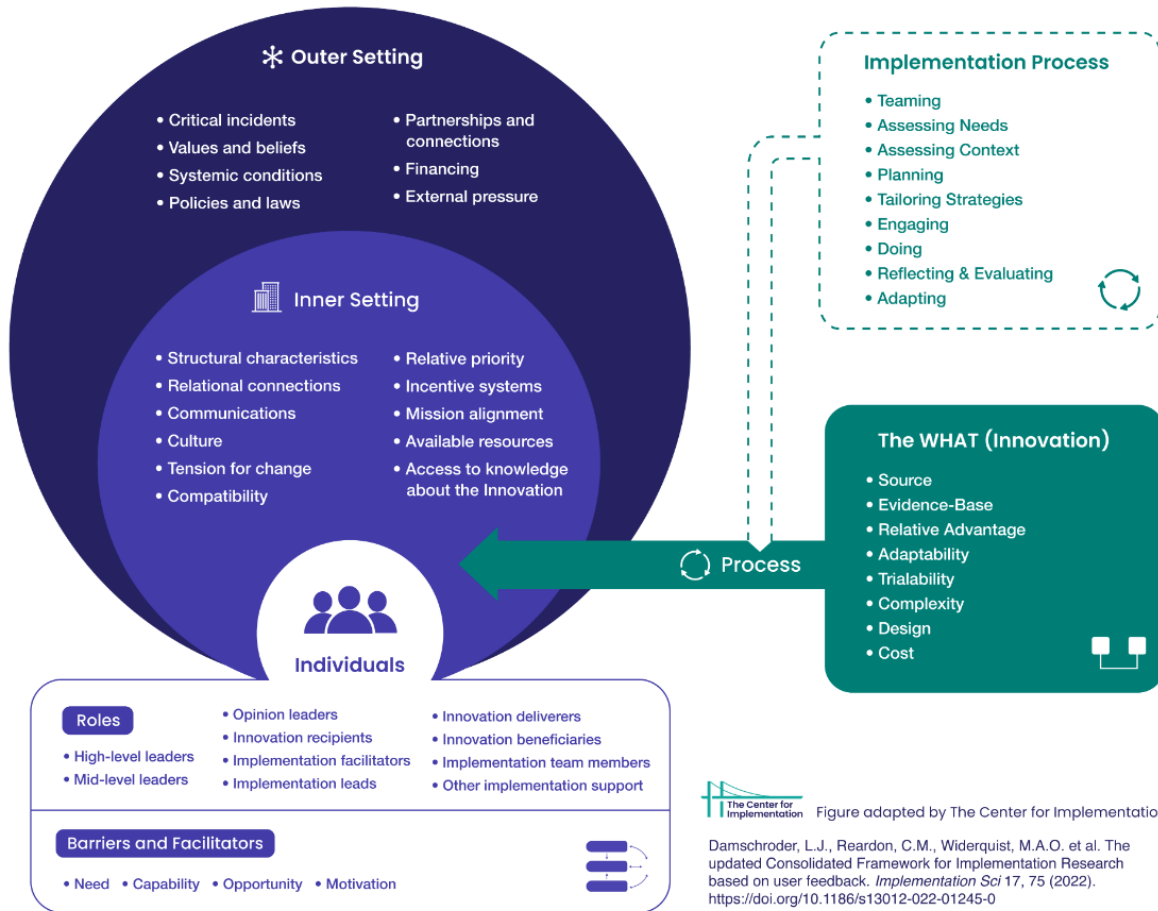


Figure adapted by The Center for Implementation

Damschroder, L.J., Reardon, C.M., Widerquist, M.A.O. et al. The updated Consolidated Framework for Implementation Research based on user feedback. *Implementation Sci* 17, 75 (2022). <https://doi.org/10.1186/s13012-022-01245-0>

References

1. Mousa M, Boyle J, Skouteris H, et al. Advancing women in healthcare leadership: a systematic review and meta-synthesis of multi-sector evidence on organisational interventions. *EClinicalMedicine* 2021; 39: 101084.
2. Mousa M, Skouteris H, Boyle JA, et al. Factors that influence the implementation of organisational interventions for advancing women in healthcare leadership: a meta-ethnographic study. *EClinicalMedicine* 2022; 51: 101514.
3. Mousa M, Garth B, Boyle JA, et al. Experiences of organizational practices that advance women in health care leadership. *JAMA Network Open* 2023; 6: e233532.
4. Damschroder LJ, Reardon CM, Widerquist MAO, Lowery J. The updated Consolidated Framework for Implementation Research based on user feedback. *Implementation Science* 2022; 17(1).
5. CFIR Research Team. The Consolidated Framework for Implementation Research 2022. <https://cfirguide.org/> (viewed Nov 2023).