

Women and leadership in Nephrology

Presented by
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THE UNIVERSITY OF
SYDNEY



Disclosures

- Associate Editor of Kidney International
- Past Associate Editor of Transplantation
- Advisory board – Veloxis, Hansa



The Asian Pacific Society of Nephrology

1986-1990 Priscilla Kincaid-Smith

1990-1992 Michinobu Hatano

1992-1995 Kirpal S. Chugh

1995-1997 Robert C. Atkins

1997-2000 Visith Sitprija

2000-2003 Myung-Jae Kim

2003-2005 Hideto Sakai

2005-2008 Gavin Becker

2008-2010 Tak Mao Chan

2010-2013 Yasuhiko Tomino

2013-2016 David Harris

2016-2019 Philip K.T. Li

2019-2022 Masaomi Nangaku

2022-2024 Sydney Tang

Gender disparity – Leadership in APSN?

1 Female president out of 14???

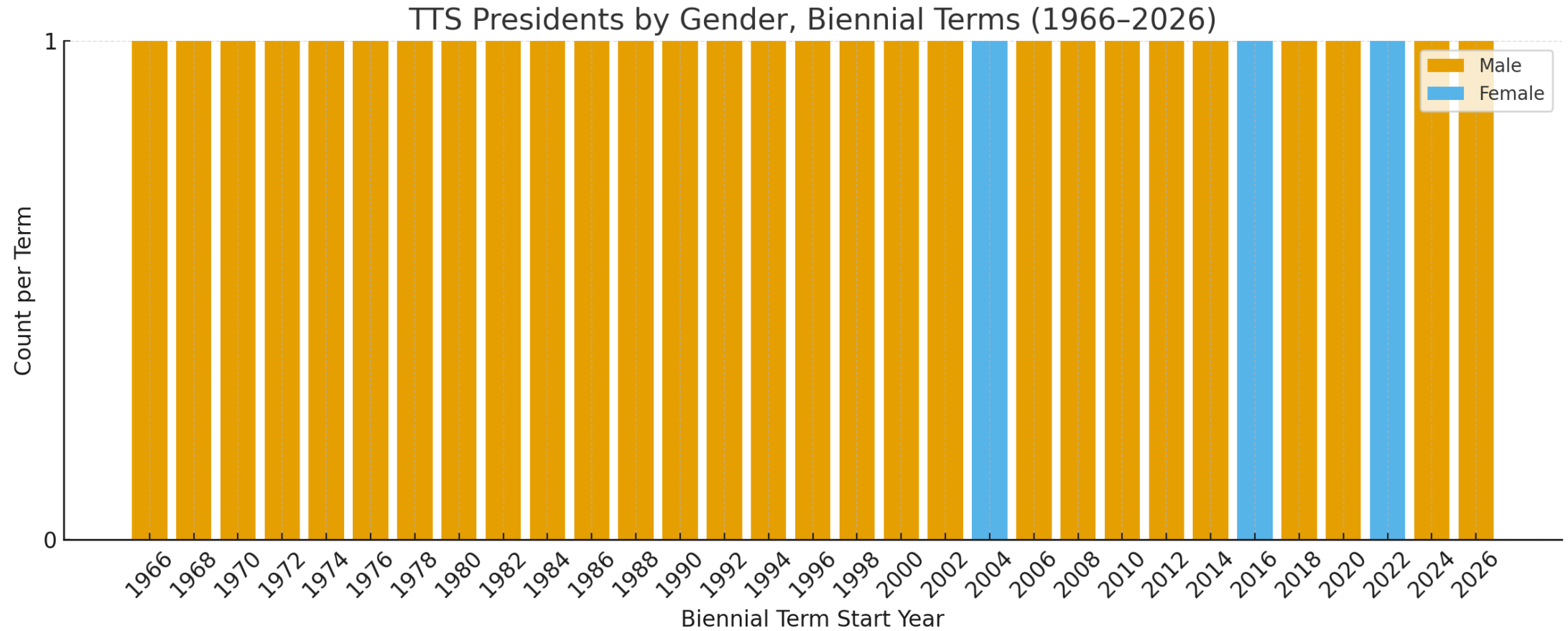
But APSN is not alone !

ISN presidents

Three female leaders
over the past 65
years????

ISN PAST PRESIDENTS		
Name	Country	Dates
Masaomi Nangaku	Japan	2023-2025
Agnes B. Fogo	USA	2021-2023
Vivekanand Jha	India	2019-2021
David Harris	Australia	2017-2019
Adeera Levin	Canada	2015-2017
Giuseppe Remuzzi	Italy	2013 - 2015
John Feehally	United Kingdom	2011 - 2013
Bernardo Rodríguez-Iturbe	Venezuela	2009 - 2011
Eberhard Ritz	Germany	2007 - 2009
William Couser	USA	2005 - 2007
Jan Weening	The Netherlands	2003 - 2005
Robert C. Atkins	Australia	2001 - 2003
Thomas E. Andreoli	USA	1999 - 2001
Kiyoshi Kurokawa	Japan	1997 - 1999
Robert W. Schrier	USA	1995 - 1997
J. Stewart Cameron	United Kingdom	1993 - 1995
Roscoe R. Robinson	USA	1990 - 1993
Klaus Thurau	Germany	1987 - 1990
Donald W. Seldin	USA	1984 - 1987
Gabriel Richet	France	1981 - 1984
George E. Schreiner	USA	1978 - 1981
Nils Alwall	Sweden	1975 - 1978
Priscilla S. Kincaid-Smith	Australia	1972 - 1975
Hugh E. de Wardener	United Kingdom	1969 - 1972
John P. Merrill	USA	1966 - 1969
Claus Brun	Denmark	1963 - 1966
Jean Hamburger	France	1960 - 1963

The Transplantation Society's Presidents



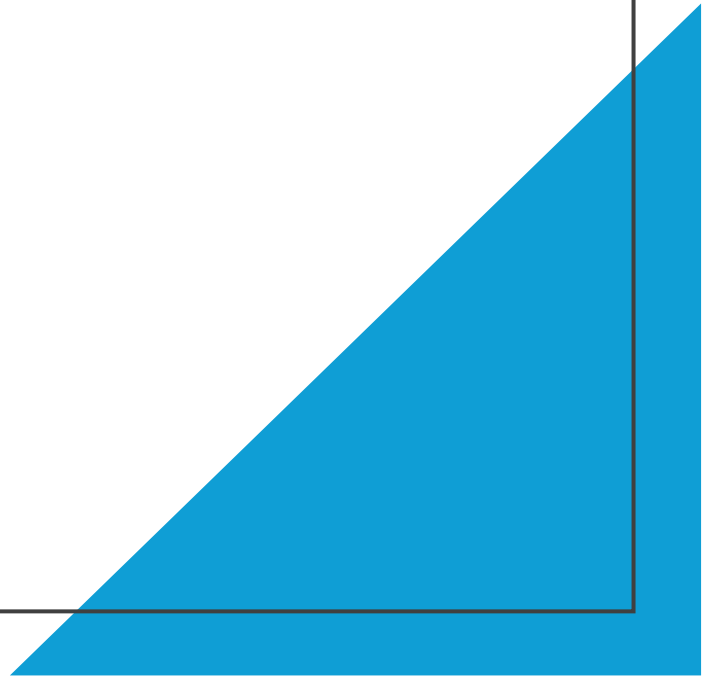
Losing Women Along the Way?

- **Historical pipeline effect**
- Until the 1980s–1990s, nephrology were heavily male-dominated fields.
- **Structural and cultural barriers**
- Women and minority clinicians historically have had limited access to mentorship, networks, and leadership roles.
- **Persistent issues include:**
 - Fewer nominations submitted for women
 - Lower visibility on speaker circuits and editorial boards
 - Unequal access to sponsorship (as distinct from mentorship)
 - Disproportionate career interruptions (e.g., parental leave, part-time work penalties)

Boys club?



**Why do we need
women leaders in
nephrology?**



Women leadership in business is increasing



Percentage of Women in Leadership is Growing, Slowly



Source: Grant Thornton: Women in Business 2021

Women are effective leaders

Statistical Relationships for Gender Differences in Evaluations of Leadership Behaviors.

A negative sign represents women are higher on the measures of estimates than men

		Mean d	Cor d	k	N	s.e.	95% CI	Q	I ²
Communal									
	More Effective								
Ethical/Moral	↑	-0.09	-0.09	36	5,011	0.031	-.15, -.03	27.18	0%
Idealized influence		-0.11	-0.12	40	6,488	0.031	-.18, -.06	44.97	10.77%
Individualized consideration		-0.13	-0.16	52	21,482	0.034	-.23, -.09	148.14**	61.08%
Intellectual stimulation		-0.07	-0.09	50	8,390	0.036	-.16, -.02	91.25**	44.68%
Relational/ Consideration		-0.14	-0.15	85	37,301	0.031	-.21, -.09	337.94**	72.17%
Democratic/ Participative	↓	-0.1	-0.12	31	14,447	0.045	-.21, -.03	139.94**	75.64%
Agentic									
	More Effective								
Contingent reward	↑	-0.16	-0.17	42	8,333	0.035	-.24, -.10	73.83**	41.96%
Task-oriented/Initiating structure		-0.08	-0.09	73	28,301	0.032	-.15, -.02	244.63**	65.55%
MBE-Active		0	0	25	11,142	0.06	-.12, .12	97.35**	63.70%
Autocratic/ Directive	↓	-0.04	-0.04	20	7,459	0.07	-.18, .09	117.44**	80.85%
Gender Neutral									
	More Effective								
Inspirational motivation	↑	-0.08	-0.09	44	7,733	0.032	-.15, -.02	61.07*	27.45%
MBE-Passive		0.15	0.17	25	11,182	0.053	.07, .28	72.23**	53.62
Laissez-faire	↓	0.05	0.05	37	13,155	0.041	-.03, .13	89.76**	51.96%
	Less Effective								

Gender and evaluations of leadership behaviors: A meta-analytic review of 50 years of research

Samantha C. Paustian-Underdahl^{a,*}, Caitlin E. Smith Sockbeson^b, Alison V. Hall^c, Cynthia Saldanha Halliday^d

Women bring fresh perspectives

Challenges the status quo



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graph TD; A[Challenges the status quo] --> B[Promote gender diversity and inclusivity]; B --> C[Breaking the traditional way of thinking]; C --> D[Lateral thinking]; D --> E[Intersectional approach];
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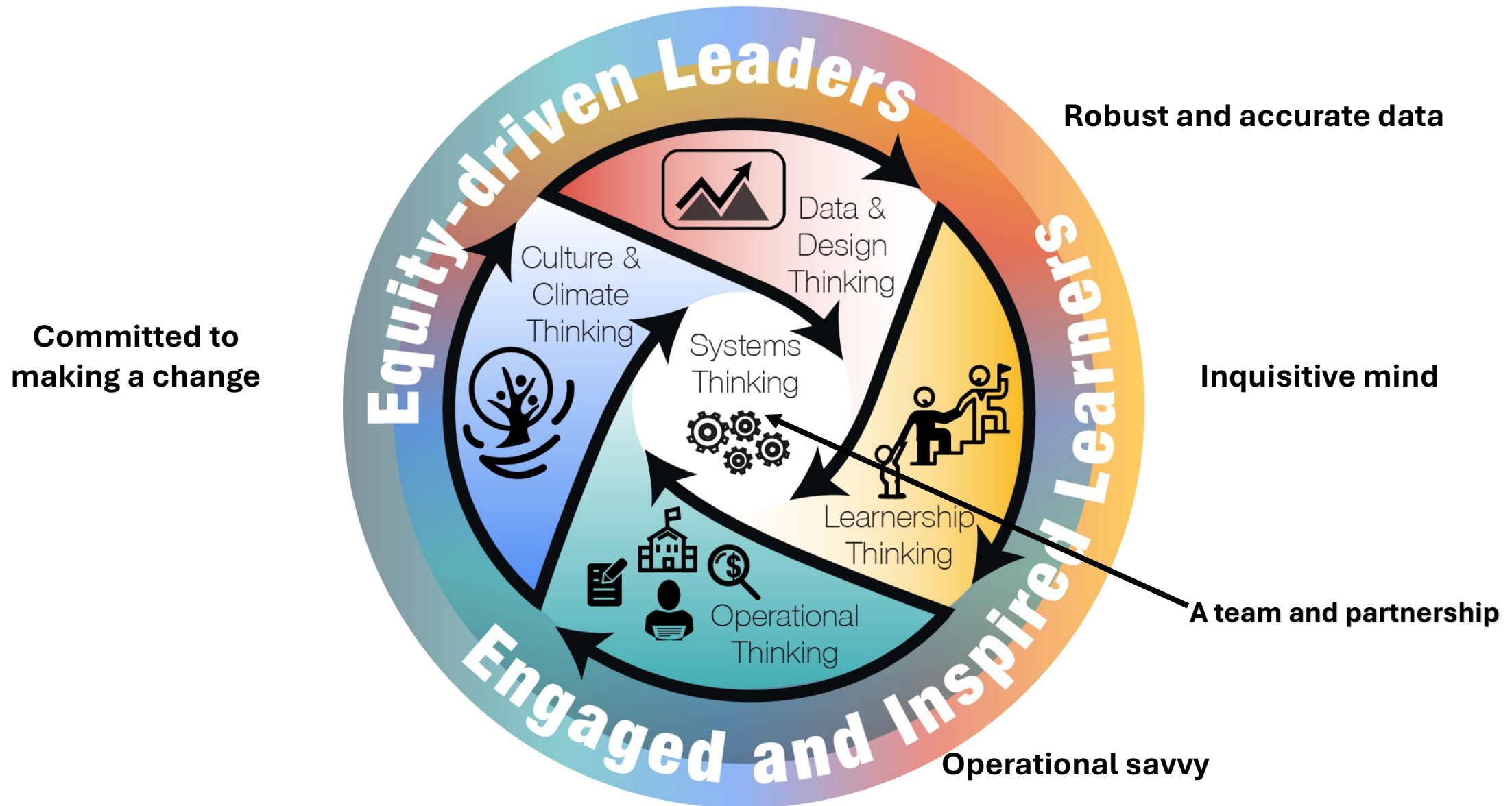
Promote gender diversity and inclusivity

Breaking the traditional way of thinking

Lateral thinking

Intersectional approach

Equity driven leaders



Leadership to drive change

Vision

To ensure equitable access to best quality care for all patients with end-organ failure, regardless of race, sex, sexual orientation, SES

Mission

To empower all patients with end-organ failure to live well

Values

Innovation
Kindness
Transparency
Honesty
Inclusion and Diversity
Accountable
Social responsibility

Equity

```
graph TD; Vision[Vision] --> Equity((Equity)); Mission[Mission] --> Equity; Values[Values] --> Equity;
```

The diagram illustrates the components of leadership to drive change. At the top, three boxes represent Vision, Mission, and Values. Vision is in an orange box, Mission is in a grey box, and Values is in a yellow box. Arrows from each of these boxes point towards a central blue circle labeled 'Equity'.

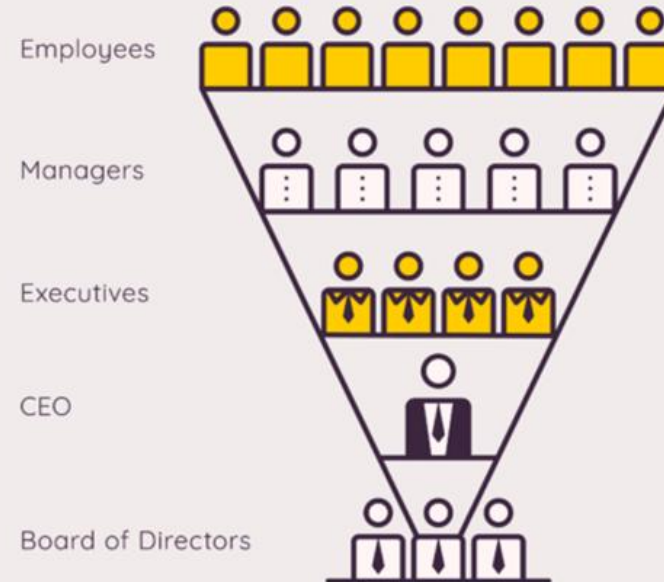
Women are service leaders

Leadership Organizational Structures

TRADITIONAL LEADERSHIP

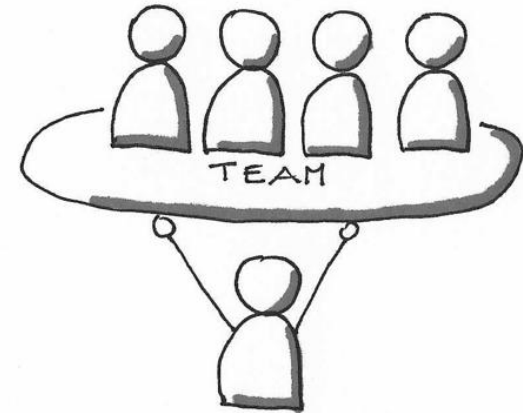
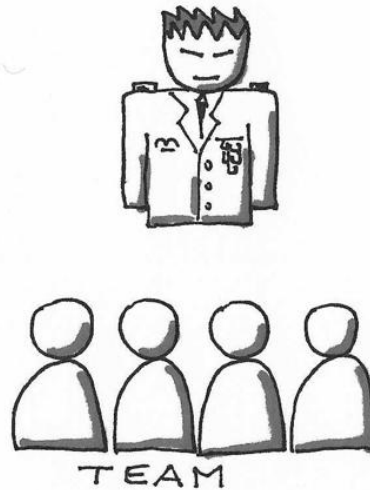
VS

SERVANT LEADERSHIP



Principles of servant leadership

- Empathy
- Listening
- Building capacity and community
- Commitment to the growth of people
- Conceptualisation
- Persuasion
- Foresight
- Healing
- Awareness
- Stewardship



Change strategies!

Equality



The assumption is that **everyone benefits from the same supports**. This is equal treatment.

Equity



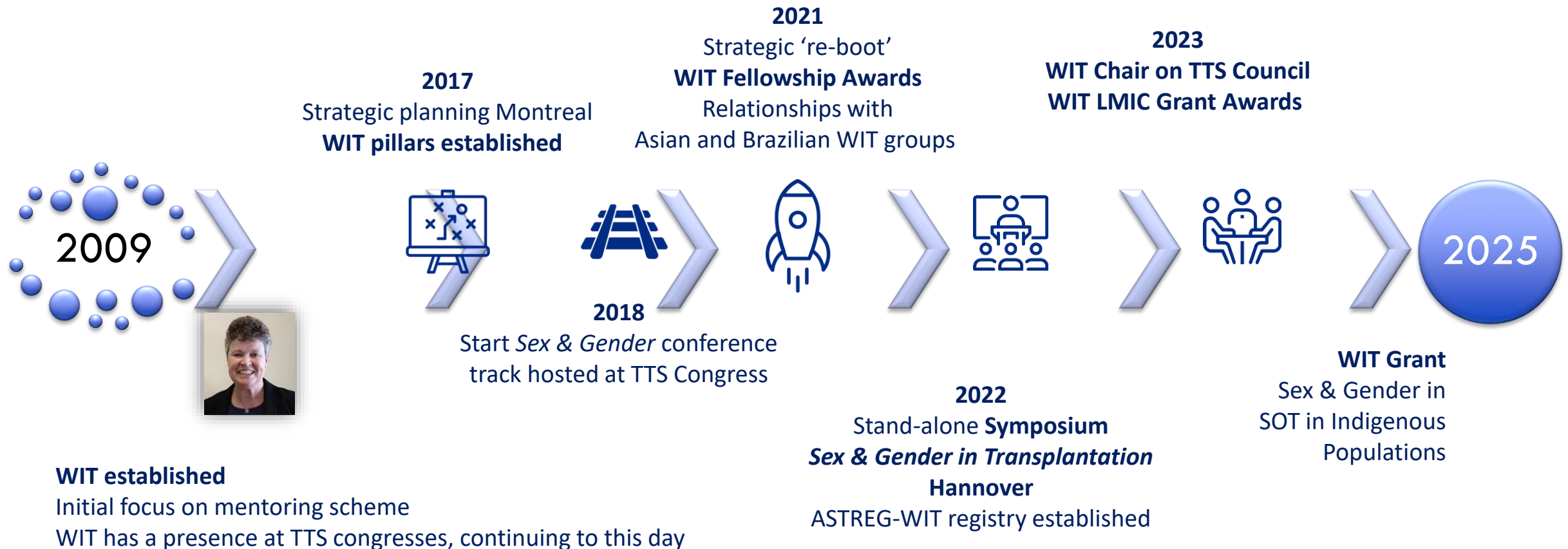
Everyone gets the supports they need (this is the concept of "affirmative action"), thus producing equity.

Justice



All 3 can see the game without supports or accommodations because **the cause(s) of the inequity was addressed**. The systemic barrier has been removed.

Women in Transplantation turned 15 last year!



Pillar 1: Advancing and Inspiring Women Transplant Professionals



Yolanda Becker, North America

- Enhance women's participation in the profession: education, networking, and supporting each other (formal and informal mentorship)
- Ensure equity in transplantation professional society leadership
- Advocate for an increase in women speakers in international and national meetings
- Support and advocate for monetary grants/awards to women transplant professionals

Events in collaboration with many national and international societies



Pillar 2: Championing Issues of Sex & Gender in Transplantation



Ruth Sapir-Pichhadze, North America

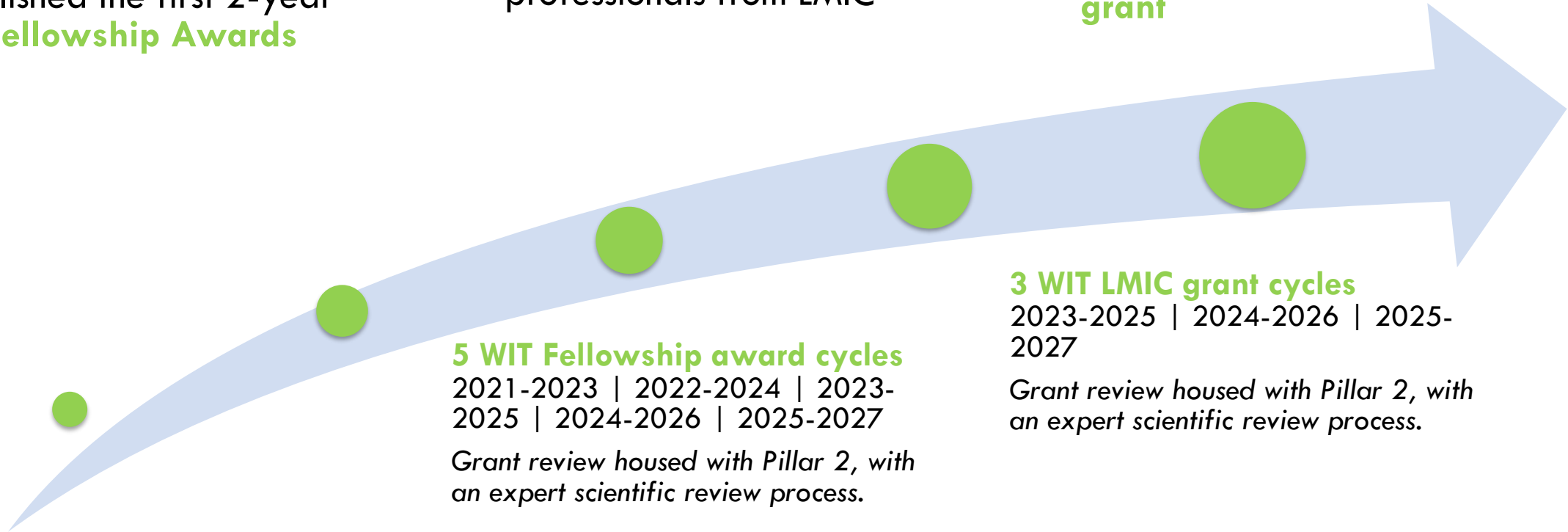
- Establish **sustainable funding** for projects that address issues of sex and gender.
- Provide **designated sessions on issues of sex and gender at major national and international transplant meetings**
- Strong focus on research dissemination and translation

WIT Fellowship Awards & LMIC award

2021: WIT Past-Chair Roslyn Mannon with industry support established the first 2-year **WIT Fellowship Awards**

2023: Launch of **WIT LMIC grant** to support transplant professionals from LMIC

2025: Inauguration of the **Sex & gender in SOT in Indigenous populations grant**



WIT Grant Award Winners 2025-2027



Dr. Annika Gompers

WIT Fellowship

Mentor: Dr. Jessica Harding

“Examining Multilevel Determinants of Intersectional Gender and Racial Disparities in Kidney Transplant Access in the United States”



Dr. Khushboo Saxena

WIT LMIC Grant

Mentors: Dr. Bethany Foster & Dr. Vivek Kute

“Developing and Testing Digital Tools to Expand Access to Kidney Transplantation: A Gender-Focused Approach”



Dr. Johanna Birrell

WIT Sex & gender in SOT in Indigenous populations grant

Mentor: Dr. Angela Webster

“Transplant Inequities: Knowledge and Access”



Pillar 3: Advocacy for Equity in Access to Transplantation and Donation



Amanda Vinson, North America

- Raise awareness within the transplant community about gender disparities in living donation and access to transplantation for women.
- Develop and disseminate educational content for patients, caregivers, and healthcare professionals that addresses the challenges, barriers, and recommendations faced by women before and after transplantation.

Perspectives and experiences of women with a kidney transplant on access to healthcare – a multinational qualitative study

Aim: The study aimed to describe the perspectives of women with a kidney transplant on access to healthcare before and after their transplant.

Methods: We conducted semi-structured interviews with women Kidney transplant recipients in English, Tamil and Spanish.

Results: 40 Women from 16 Countries participated.

High income countries = 21

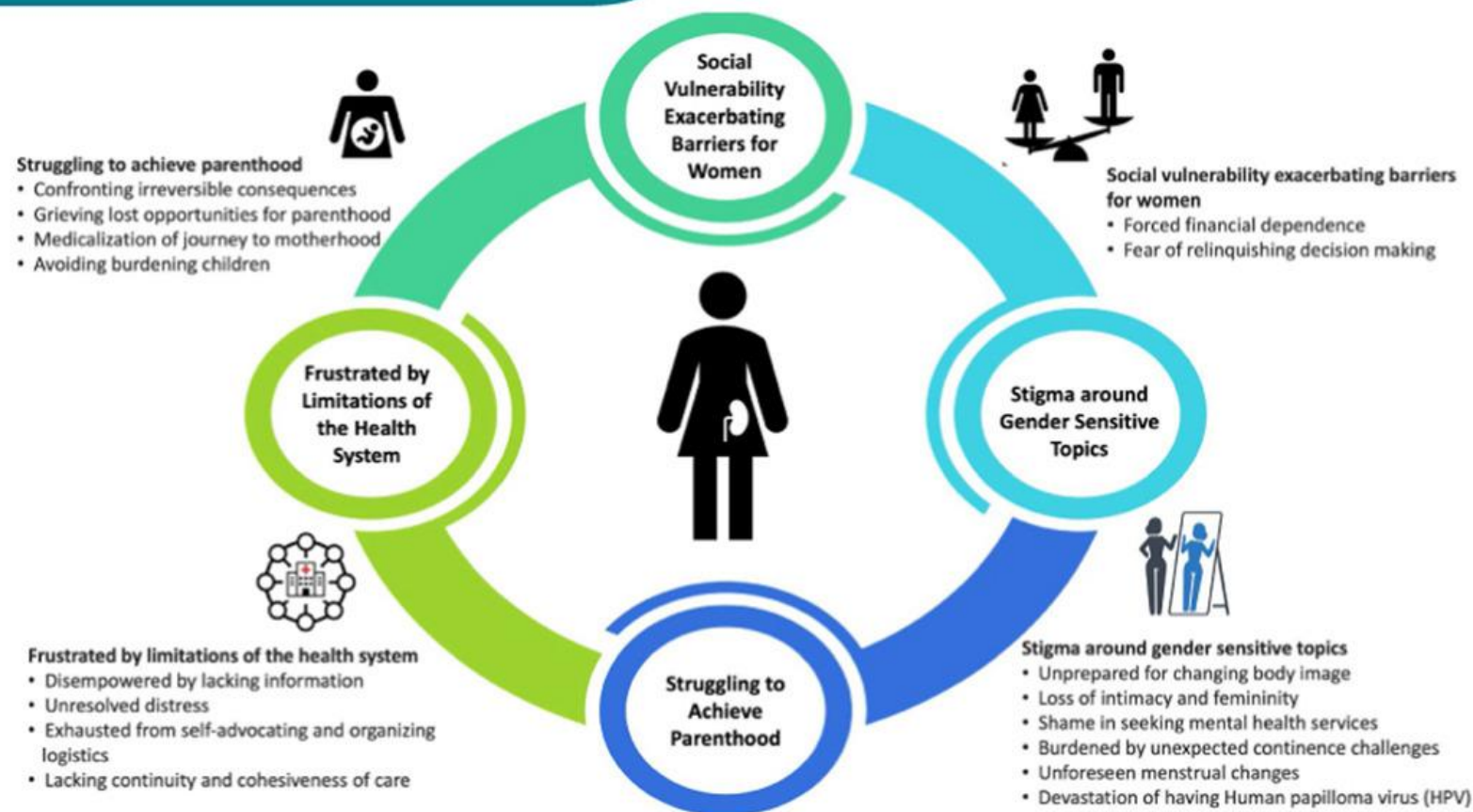
(Australia, Belgium, Canada, Chile, New Zealand, United States, United Kingdom, United Arab Emirates.)

Upper middle-income countries = 7

(Fiji, Mexico, South Africa)

Lower middle-income countries = 12

(Bolivia, Cameroons, India, Kenya, Philippines.)



Ladhani, 2025

Visual Abstract by Nicole Scholes-Robertson

Conclusion: Women with a kidney transplant face many gender-related barriers to accessing transplantation and post-transplantation care, including lack of family and fertility planning, psychosocial support, insufficient education about body image and menstrual changes, strong financial dependency on spouses and husbands, and the challenges in navigating the very complex healthcare systems that lead to care fragmentation and inadequate women's health services .

Who We Are

The Transplantation Society's Women in Transplantation initiative is a non-profit, international group of female transplant clinicians, researchers, and organ recipients committed to addressing the unique needs women have during their organ transplant journey. Learn more at www.tts-wit.org.

Who to Contact

Contact your transplant coordinator if you have any questions or symptoms discussed in this brochure. If required, they can refer you to the correct specialist.

Resources

Below are some helpful resources to learn more about cancer risks:

- www.cancer.org
- www.transplantliving.org/after-the-transplant/managing-comorbidities/

Steps to Take



- Learn your family history of cancer
- Tell your doctor about your family history
- Ask if you should work with a genetic counselor
- Incorporate healthy habits to lower your risk

WOMEN in Transplantation
International Headquarters
740 Notre-Dame Ouest, Suite 1245
Montréal, QC, H3C 3X6 Canada

www.tts-wit.org

Women in Transplantation in an initiative of



Understanding Cancer Risks with Your Transplant



Characteristics of ambitious leaders in Nephrology

- Vision and purpose
- Emotional intelligence
- Resilience
- Courage and integrity
- Collaborative leadership
- Commitment to developing others
- Continuous learning





Glass Cliff Effect?



Thank you

