

14TH NATIONAL EMERGENCY MEDICINE CONGRESS

5TH

19-22 April 2018 Kaya Palazzo Golf Resort Hotel

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INTERNATIONAL CRITICAL CARE AND EMERGENCY MEDICINE CONGRESS



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Women in leadership position

Antalya, April 2018

Dr. med. B. Hogan, MBA

Past President DGINA



Past President EuSEM





Speaker: Barbara Hogan

Title: Women in leadership position

Member of a scientific committee

No

Speaking or writing in exchange for remuneration

NO

Travel expenses and/or registration to congresses or other events covered

YES

If so: ... [as invited speaker](#)

Leader of research of clinical study

NO

**Is there still a challenge in society,
the economy and medicine?**





Women still face discrimination Are the best people getting the jobs?

“In the business world, [women currently hold only 4.6 percent of Fortune 500 CEO positions](#) and the same percentage of Fortune 1000 CEO positions. As women continue their upward trajectory in the business world, they have yet to be fully appreciated for the **unique qualities and abilities** they bring to the workplace.”

Glen Llopis (2014)

Percent of women directors in companies

Frauenanteil in Vorständen 2010



QUELLE: DIW

The need to change: present situation cannot continue

Men appointed only because they are men are not the best

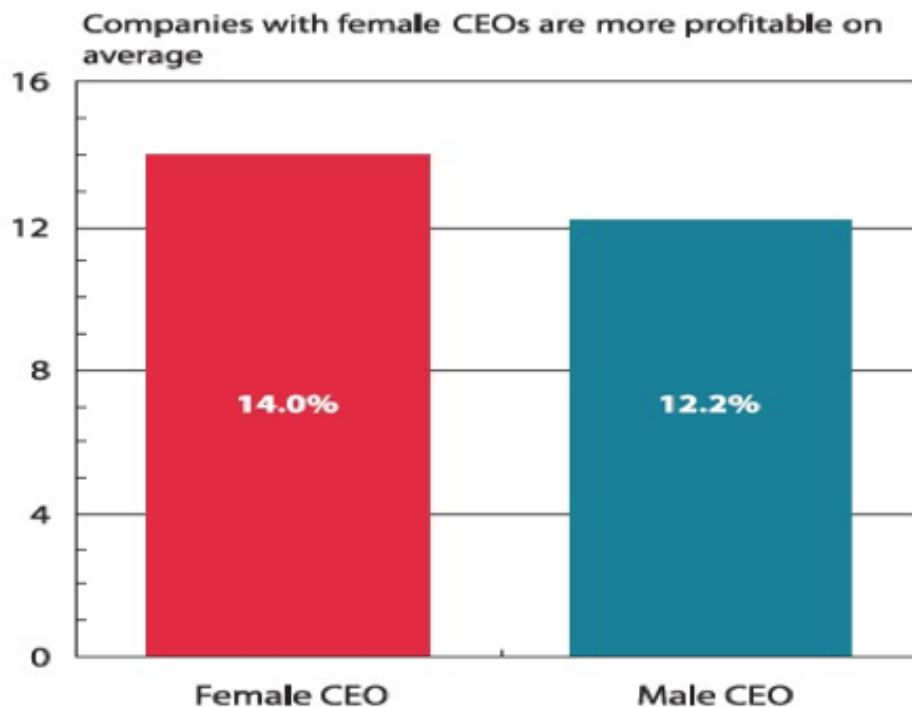
Corporate Governance, companies seek change

Establishing a culture of change towards equality

Recognising that prejudice reduces efficiency

New working models suitable for women

**Forget if they are a man or woman:
Just appoint the BEST PERSON FOR THE JOB**





A question to everyone in this room:

Who wants will be the director of an ED?

Who wants to be the CEO of a hospital?

#leadership

Advancing Women in Emergency Medicine



by Esther Choo, MD, MPH



September 21, 2015



1



It's been an interesting month for women in medicine. On September 15, JAMA published a large database study and a letter with a brief report, both describing disturbing gender disparities in medicine. On September 17, Medscape published results of a survey of over 3,000 women physicians, showing that over 25% of the women had *no interest* in pursuing leadership positions at all. Data like this would normally have depressed me. However, as I read the studies and processed their results, I actually felt hopeful.



Result of JAMA and Medscape studies

September 2015

Over 50 % of women physicians expressed no interest in *ever* becoming leaders, despite thinking that women leaders are important.

Why would women who think female leadership is important in medicine, not think it was important for them to be leaders? The answer was work- life balance.

The *perception* is that female leaders in medicine must sacrifice some element of their personal happiness if they become leaders.



What is the reality in Emergency Medicine ?

Emergency Medicine Workforce Needs More Women Physicians

By Kathleen Clem, MD, FACEP | on April 12, 2016 |

In the United States, although females comprise 50 per cent of medical school classes, they make up only 25 per cent of EM-trained physicians



YEAR	TOTAL EM RESIDENTS	# FEMALE	%
2013-14	5,743	2,077	36.2%
2012-13	5,590	2,053	36.7%
2011-12	5,388	1,971	36.6%
2010-11	5,190	1,927	37.1%
2009-10	4,950	1,828	36.9%
2008-09	4,763	1,751	36.8%
2007-08	4,546	1,608	35.4%

Number of female trainee EM physicians in the USA
35.4 % to 36.2 % – NO REVOLUTION here

YEAR	TOTAL ACTIVE EM PHYSICIANS	# FEMALE	%
2013	37,210	9,497	25.5%
2012			
2011			
2010	33,955	7,983	23.5%
2009			
2008			
2007	30,718	6,596	21.5%

Number of active EM female physicians in USA
21.5 % to 25.5 % – NO REVOLUTION here

Number and per cent of females holding EM leadership positions in the USA...

BOARD OF DIRECTORS	16	0.94%
Female	2	12.50%
Male	14	87.50%
CHAIRS	42	2.48%
Female	11	26.19%
Male	31	73.81%
COMMITTEES	961	56.66%
Female	270	28.10%
Male	682	70.97%
Unknown	9	0.94%
COUNCIL	630	37.15%
Female	169	26.83%
Male	454	72.06%
Unknown	7	1.11%
CHAPTER PRESIDENTS	47	2.77%
Female	9	19.15%
Male	38	80.85%
GRAND TOTAL	1696	100.00%

Men still dominate !



Career obstacles for women in medicine: an overview

Victoria Reed, Barbara Buddeberg-Fischer

First published: February 2001 Full publication history

DOI: 10.1111/j.1365-2923.2001.00837.x View/save citation

Cited by: 0 articles Citation tools



B.Buddeberg-Fischer Department of Psychosocial Medicine, University Hospital Zurich, Culm

Abstract

Purpose

This article describes the current position of women in the field of medicine

Procedures

Material was gathered using a MEDLINE search for recent articles on women in medicine and data from the Association of American Medical Colleges.

Main findings

Although women now make up a large proportion of the medical student body in many nations, they are still under-represented in a number of disciplines and in senior positions in medicine. A number of possible obstacles to career goals that presumably include domestic responsibilities, rigidity in career structures and discrimination.

Conclusions

Organizations in the field of medicine can look to the business world for 'best practices' in advancing women to incorporate in their own organization. Medical school curricula are not taking the issue seriously as can be seen from the variety of government and professional initiatives directed at improving the role of women in medicine.

YOU ARE AT: Home » Current Features » Busting the Myths of the Emergency Medicine Gender Gap

Busting the Myths of the Emergency Medicine Gender Gap

By JEANNETTE WOLFE, MD ON FEBRUARY 12, 2013



NO COMMENTS

There is still a marked disparity between the number of women in emergency medicine and the percentage of female leaders. This is damaging both to female physicians and to the specialty as a whole.

Sports Illustrated dedicated its May 2012 issue to the 40th anniversary of Title IX, the law declaring that any institution that received federal funding could not discriminate on the basis of sex. One of the more memorable vignettes in the SI piece was a story about the 1976 female Yale crew team. The women were fed up waiting sweaty and shivering for the post practice bus as the male team took hot showers in their warm locker room. So one day, cleverly accompanied by a NY Times writer and photographer, they stormed into the female athletic director's office. Once inside, the entire team stripped to reveal "TITLE IX" blocked in blue marker across their chests. Needless to say, the Yale plumbers were soon busy.

Ironically, Title IX may never have been introduced had its sponsor Patsy Mink, a Hawaiian congresswoman, been accepted into medical school. Ms. Mink had dreamed of being a doctor but found law and politics as an after thought when she couldn't get into medical school based on her gender (Carnes, Jama 2012). Although Title IX is best known for increasing access to women in collegiate sports (today 200,000 women compete collegiately compared to 16,000 in the early 70s), the original bill had nothing to do with athletics. Its original intent concentrated on preventing gender bias in higher education admissions departments (i.e. before Title IX 90% of medical students were men). Since its passage, women have made enormous strides: they have run for president, gone up in space, even led major colleges and corporations. But before we proudly cross off gender balance on our national "to do" list, let's take a moment for reflection.



Myth 1: The gap is all about babies and family choices

Myth 2: The just-be-patient-it's-only-a-matter-of-time argument

Myth 3: Women lack the leadership abilities to take charge and lead in such a cut-throat world

So what are the real reasons why we have not created gender balance in equity and senior leadership?



The real reasons why we have not created gender balance in equity and senior leadership:

- They are rooted in a complex interaction of subtle gender differences in genetic, hormonal, societal, and organizational cultures, but that the biggest elephant in the room is unconscious bias.
- “The real reasons that women are not moving up do not lie primarily with women. They are embedded in systems that have evolved over decades and reflect the values, motivations and views of a male majority. None of this is done intentionally or even consciously. It is simply the result of history and corporate evolutions. But so long as these issues remain unseen, they form an intractable barrier to a more inclusive work environment.” International business consultant Whittenberg-Cox

- The U.S. businesswoman Sheryl Sandberg published this book - called Lean In.
 - It should be compulsory reading for female medical students.
 - Her thesis is that too few women make it to the top of any profession. She acknowledges the conflict between professional success and domestic fulfilment, but says women should commit more professionally and not 'lean out'.
 - In other words, you must NOT accept the situation. DARE to think differently.
 - It is about equal rights, not about extra rights



"BECAUSE THE WORLD NEEDS YOU TO CHANGE IT"

LEAN IN FOR GRADUATES

SHERYL SANDBERG

WITH NEW CHAPTERS BY EXPERTS, INCLUDING
*FIND YOUR FIRST JOB, NEGOTIATE YOUR SALARY,
AND OWN WHO YOU ARE*



Why do many women not achieve or even seek promotion?

- There is still a stereotype of roles for men and women. Studies show successful men are admired. But successful women are not admired in the same way.
- Women seeking leadership face extra resistance than men. In medicine there is a special problem that female doctors face extra abuse and insults from men which men do not give to each other.
- Women face aggressive and critical questioning about their family plans and about their capability to work and raise families.

Why having so many women doctors is hurting the NHS: A provocative but powerful argument from a leading surgeon

By [PROFESSOR J MEIRION THOMAS](#)

PUBLISHED: 01:47 GMT, 2 January 2014 | UPDATED: 10:01 GMT, 2 January 2014



By 2017, for the first time, there will be more female than male doctors in the United Kingdom.

Although I am a feminist — in the NHS hospital in which I work as a surgeon, some of the best doctors are women — this shift of the gender balance in medicine is a worrying trend.

I believe it is creating serious workforce problems, and has profound implications for the way the NHS works.

For many years — until the Sixties — fewer than 10 per cent of British doctors were female. Then things changed. For the past four decades about 60 per cent of students selected for training in UK medical schools have been female.



Prof. J Meirion Thomas,
Surgeon in a NHS hospital
has concerns...

By 2017, for the first time, there will be more female than male doctors in the United Kingdom.



Prof. J Meirion Thomas, Surgeon in a NHS hospital has concerns...

- By early 2018, for the first time, there will be more female than male doctors in the United Kingdom
- This shift of the gender balance in medicine is a “worrying trend”
 - For many years fewer than 10 % of British doctors were female
 - For the past four decades about 60 % of students selected for training in UK medical schools have been female



Prof. J Meirion Thomas, Surgeon in a NHS hospital has concerns...

- Most female doctors end up working part-time — usually in general practice — and then retire early
- As a result, it is necessary to train two female doctors - so they can cover the same amount of work as one full-time colleague
- Women in hospital medicine tend to avoid the more demanding specialities which require greater commitment, have more antisocial working hours and include responsibility for management
- Instead of taking on a specialist career, many women prefer to look for a better work-life balance when they have young children of their own

So They Think You're a Nurse?

You've worked hard in the Emergency Department with a patient, providing the best care you can provide, spending time explaining the plan and diagnosis, speaking to family members, and you feel good about the rapport you've developed with the patient...

September 13 WORK 1



by Jenny Beck-Esmay, MD

The Right Fit HIPster Award Winners!

FeminEM, in partnership with Medelita, has created our first awards recognizing outstanding female residents in emergency medicine: The Right Fit HIPster Awards. Inspired by Medelita's H.I.P. (Honoring Inspiring Professionals) program, we sought applications from female emergency medicine residents. We asked potential HIPster awardees...

September 6 AWARDS Comment



by Kristen Maguire, MD

How EpiPen Price Gouging Hurts My Patients AND My Family

When I found out my daughter was allergic to peanuts, she was a year old. She couldn't have cared less. She was smiling and happy, sitting on my lap in the allergist's office, blissfully unaware of the big red mark on...

August 25 TALK 4

The "Other" Imposter Syndrome

In the late 1970s, the term 'Imposter Syndrome' was coined by Drs Clance and Imes (both females incidentally...). It referred to high-achieving people who were unable to "own" their accomplishments and who lived in persistent fear of being exposed as...

September 7 WORK Comment



by Teresa Chan, MD

5 TED Talks for All Lady Docs

A curated collection of excellent talks by Jenny Beck-Esmay, MD and Teresa Cha, MD There are countless fantastic TED Talks out there, making it easy to dive down a rabbit hole watching one great one after another. We have compiled...

September 5 GROW Comment



by Sherry Yafai, MD

Get Over Yourself and Let's Just Support Each Other

Editor's Note: The recent commentary in ACEPNow on women in EM prompted Dr. Yafai to pen her thoughts. To all those ER physicians who are angry with "supporting" your female colleague who is pregnant or otherwise woman-ly disabled, The thing...

August 29 WORK 1



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August 29 WORK 1



You are here: [Democracy](#) > [Gender Equality](#)

Gender Equality Strategy 2018-2023



The new Strategy, adopted on 7 March 2018, builds upon the vast legal and policy *acquis* of the Council of Europe as regards gender equality, as well as the achievements of the first Council of Europe Gender Equality Strategy 2014-2017. It links them to both the current economic context and the political leverage within the Council of Europe, including the overarching priorities of the Organisation. The new Strategy outlines the goals and priorities of the Council of Europe on gender equality for the years 2018-2023, identifying working methods and main partners, as well as the measures required to increase the visibility of results.



[English](#)
[French](#)

Calendar of events

Gender Equality Strategy 2014-2017



Adopted in November 2013, this Strategy builds upon the vast legal and policy acquis of the Council of Europe as regards gender equality.

The overall goal of the Strategy is to achieve the advancement and empowering of women and hence the effective realisation of gender equality in Council of Europe member States by supporting the implementation of existing standards. This will be accomplished through the realisation of five strategic objectives which will also integrate the issue of multiple discrimination while taking into account the specific rights and needs of women and men throughout the life cycle.

Resources

Publications

Factsheets

Multimedia

Useful links

Newsletters

Emerg Med J doi:10.1136/emmermed-2015-205581

Original article

Are there too few women presenting at emergency medicine conferences?

 Authors

Abstract

Introduction There is a perception that women are under-represented as speakers at emergency medicine (EM) conferences. We aimed to evaluate the ratio of male to female speakers and the proportion of presenting time by gender at major international EM conferences.

Methods Conference programmes of the major English-speaking EM conferences occurring from 2014 to 2015 were obtained. The number of presentations, the gender of the speaker and the duration of each presentation were recorded.

Results We analysed eight major EM conferences. These included 2382 presentations, of which 29.9% (range 22.5%–40.9%) were given by women. In total, 56 104 min of presentations were analysed, of which 27.6% (range 21%–36.7%) were delivered by women. On average, presentations by women were 95 s shorter than presentations by men (23 vs 21 min 25 s).

Conclusions Male speakers exceed female speakers at major EM conferences. The reasons for this imbalance are likely complex and multifactorial and may reflect the gender imbalance within the specialty.

Related articles

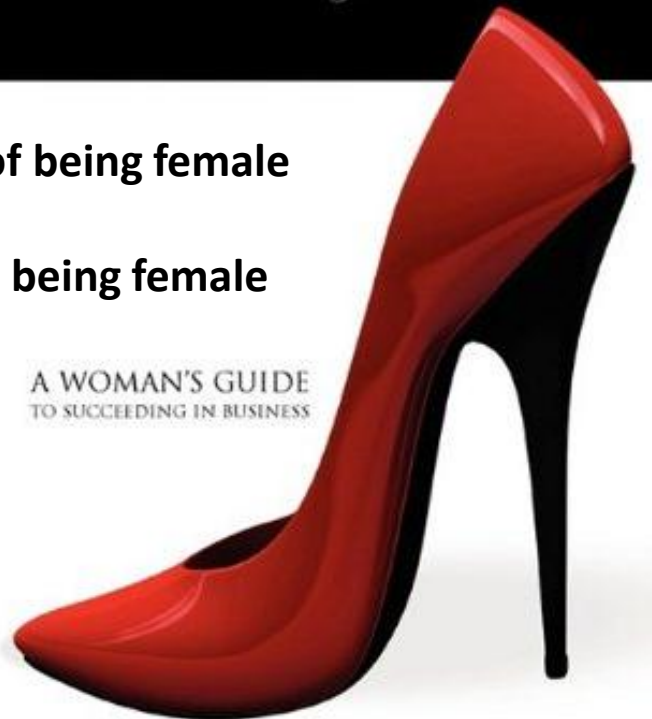
Commentary: When will we have enough women speakers in emergency medicine?

Dara Kass, Esther K Choo

Emerg Med J *emmermed-2016-206088* Published Online First: 17 August 2016 doi:10.1136/emmermed-2016-206088



What is the reality in Emergency Medicine ?



A WOMAN'S GUIDE
TO SUCCEEDING IN BUSINESS

SHEILA STEWART

Serial entrepreneur and author of the best selling 99 Killer Business Ideas From Those Who Know

The impossible art of being female

A woman`s guide to being female

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PALE
STALE**

Women world leaders – past and present

www.guide2womenleaders.com

WORLDWIDE GUIDE TO WOMEN IN LEADERSHIP

This site is dedicated to the women who have ruled since the beginning of times - or as long as the sources date back - and those holding political offices to the present day.

There have always been **female rulers**. Egyptian Queens are believed to have governed from around 3000 BCE, and the first to be named by the sources without any doubt is Ku-baba, who ruled the Mesopotamian City-State of Ur around 2500 BCE.

First female ministers in the world

However, it was not until during and just after the World War I that the first few women became members of the revolutionary governments in Ukraine, Russia, Hungary and Ireland. Nina Bang, Danish Minister of Education 1924-26, was the first woman to be minister in democratically elected parliamentary government. See more in **First female ministers**. Nevertheless, development was slow and it was not until the end of the 20th century that female ministers stopped being unusual, though a number of countries don't have women in their governments at the moment.

First female Prime Minister and President in the world

In 1960 Sirivam Bandaranaike of Sri Lanka became the world's first female elected **Premier Minister** and in 1974 Isabel Perón of Argentina became the first woman **President** - one woman had been Acting Head of Government and two women Acting Heads of State before that.

In 2009 Monaco became the last country in the world to have its first female member of government. 1999 Sweden became the first country to have more female ministers than male. 11 women and 9 men and in 2007 the Finish government had 60% women.

Current female heads of state and government

There are 193 members of the United Nations, 2 independent states outside, a few self-declared de-facto independent states and many self-ruling decencies. There are currently 25 **female leaders** in countries or self-ruling territories (The lowest number for several years).

Of the monarchies, there are reigning **Queens** in 2 countries: Denmark and the United Kingdom - and the latter is represented by female **Governor Generals** in 3 of the other 15 countries in which she is also Queen; The Bahamas, Grenada and Saint Lucia. They function as their countries' de-facto Heads of State.

The 12 current female **Presidents** are in Austria (Acting), Brazil (Suspended from office for 180 days), Chile, Croatia, Liberia, Lithuania, Malta, Marshall Islands, Mauritius, Nepal, South Korea and Taiwan

And currently there are 8 woman **Prime Ministers** in Bangladesh, Germany, Namibia, Norway, Poland and United Kingdom, as well as in the self-governing territories of Srpska and the Åland Islands.

In addition, Aung San Suu Kyi is State Councillor and De-facto leader of Myanmar, the President-elect of Taiwan will take office in May and the Designate Governor-General of New Zealand in September.

Content of www.guide2womenleaders.com

The site contains lists of female Heads of State listed by country, a chronological list of Women in Power from B.C. 3000, female Prime Ministers, Ministers of Finance and Ministers of Defence and Ministers by country, female Chairpersons of Parliament, female Governors, Premiers and local Leaders by country, female Party Leaders for each country, a chronological list of female Presidential Candidates, Ambassadors to the United Nations and first female ambassadors for each country, lists of women's ordination to priesthood and female bishops and finally a list of female Danish leaders. (See entries to the left).



1

ANGELA MERKEL
Chancellor, Germany
Age: 59



2

DILMA ROUSSEFF
President, Brazil
Age: 65



3

MELINDA GATES
Co-chair, Bill & Melinda
Gates Foundation, US
Age: 49



4

MICHELLE OBAMA
First Lady, US
Age: 49



5

HILLARY CLINTON
Former Secretary
of State, US
Age: 65



6

SHERYL SANDBERG
COO, Facebook, US
Age: 43



7

CHRISTINE LAGARDE
Managing Director,
International Monetary
Fund, US
Age: 57



8

JANET NAPOLITANO
Secretary, Homeland
Security, US
Age: 55



9

SONIA GANDHI
President, Indian
National Congress
party, India
Age: 66



10

INDRA NOOYI
CEO, PepsiCo, US
Age: 57

Women leaders



06.02.1952- Queen Elizabeth II of United Kingdom and Northern Ireland, Her other Realms Faith and Head of the Commonwealth

The following external territories are part of the United Kingdom: Gibraltar, Montserrat, British Virgin Islands, Falkland Islands, Turks and Caicos Islands, Pitcairn Islands and Lord of the Isle of Man. Further territories: New Zealand (1952), Jamaica (1962), Barbados (1974), Tuvalu (1978), the Solomon Islands (1978), the Grenadines (1979), Saint Lucia (1981) and Saint Christopher and Nevis (1981). Head of State in most of the countries in the Commonwealth. Married to Philip, Duke of Edinburgh. (b. 1926-).



15.10.2012- Chairperson of the Commission of the African Union, Dlamini-Zuma (South Africa)

1994-99 Minister of Health, 1999-2009 Minister of Foreign Affairs. She was offered the post of Deputy President in 2005 after her arrest after corruption charges, and was candidate for the post of Deputy President in 2009.



25.02.2013- President Park Geun-hye, South Korea

MP 1998-2012, Chairperson of the Grand National Assembly 2006, Candidate in the party primaries for president in 2008, Leader of Saenuri (Renamed GNP) 2012-).



13.03.2013- Prime Minister Željka Cvijanović, Bosnia and Herzegovina

zeljka Cvijanović was Minister of Economic Relations 2010-13. (b. 1967-).



07.05.2013- Governor-General Dame Cécile La Grenade, Grenada

Founder and chief executive of La Grenade Industries. (b. 1944-).



20.10.2013- Prime Minister Erna Solberg, Norway

Deputy Leader of Hayre 2002-04 and Party Leader from 2004-05. Deputy Prime Minister 2005-09, Deputy Prime Minister 2010-13. Married to Sindre Finnes and mother of 2. (b. 1961-).



11.03.2014- Executive President Miriam Defensor Sanja, Chile

2000-02 Minister of Health, 2002-04 Minister of Defense. First time 2006-10. Her father, a general, was killed by Pinochet. She had two children with her first husband and a daughter with her second. (b. 1952-).



06.01.2009- Prime Minister Sheikh Hasina, Bangladesh

Also Prime Minister 1996-2001. Her father, Prime Minister Sheikh Mujibur Rahman (1920-72-75), and most of her family was killed during the 1971 Bengali Language Movement. Returned to Bangladesh in 1981, Opposition Leader 1989-2001-06. In 1983, she formed the 15-party alliance to depose General Ershad from power and was in and out of prison was under house arrest a few times. Her party, along with the Nationalist Party, led by Begum Khaleda Zia, was instrumental in November 2008 to lead her party in the election party won overwhelmingly. Married to the nuclear scientist and mother a son, Sayeeb Wazed Joy, and a daughter, Sayeeb Wazed Joy. Both lives in the USA. (b. 1947-).



04.04.2014- President Marie-Louise Colebourne, United Kingdom

Labour MP 1998-2014 and Minister of Family and Communities 2013-14. (b. 1958-).



08.07.2014- Governor General Dame Marguerite Pindling, Bahamas

Widow of Sir Lynden Pindling (1930-2000) who was Prime Minister of the Bahamas 1967-73 and of Independent Bahamas 1973-92. Served as Governor General 2012-14. (b. 1932-).



18.02.2015- President Kolinda Grabar-Kitarović, Croatia

Appointed Minister of European Integration in 2003 and was 2005-08. English and Spanish languages professor and former Foreign Minister. Finished second in the first round of the presidential election in 2014 and won 50.5% in the second round. (b. 1968-).



21.03.2015- Prime Minister Saara Kuugongolwa, Botswana

Director-General of the National Planning Commission 1997-2003. Finance 2003-15. (b. 1967-).



05.06.2015- President Ameenah Gurib-Fauna, Mauritius

Professor of Organic chemistry and Pro-vice-chancellor of the University of Mauritius. (b. 1952-).



16.11.2015- Prime Minister Beata Szydło, Poland

Vice-President of the Law and Justice party (b. 1963-).



25.11.2015- Premier Katrin Sjögren, Åland (Finland External Territory)

2007-11 Minister of Social Affairs, Health and Care and Environment, Vice-Chairperson of the Liberal Party until 2012 and Party Leader from 2012.



28.01.2016- President Hilda Heine, the Marshall Islands

Former Secretary of Education as well as Senator and Minister of Education 2012-16. (1951-).



07.04.2016- State Councillor Aung San Suu Kyi, Myanmar

Her party won 80% of the votes in the 2015-elections. As the Constitution is designed to prevent her from becoming President, the Parliament created the new position of State Councillor; a role similar to that of Prime Minister. Also Minister of the President's Office and Foreign Minister. She also won the 1990 elections that were annulled, was placed under house arrest for a total of 15 years over a 21-year period. General Secretary of the National League for Democracy 1988-2011 and President from 2011, elected MP in 2012 and was Leader of the Opposition 2012-16. Widow of Dr. Michael Aris (1946-1999) and mother of 2 sons. (b. 1945-).



20.05.2016- President Tsai Ing-wen, Taiwan

Senior Advisor of the National Security Council 1999-2000, Minister and Chairperson of Mainland Affairs Council 2000-04, Member of the Legislative Yuan 2004-06, Vice-Premier and Minister of Consumer Protection 2006-07, Chairperson of the Democratic Progressive Party 2008-12 and from 2014 and Presidential Candidate in 2012. (b. 1956-).



08.07.2016- Head of the Joint Acting President, Austria

As President of the Nationalrat she became Acting President with the two Vice-Presidents after the second presidential elections had to be re-run. She became Member of Parliament in 1990 and Party Secretary 2000-07 and again in 2008, Federal Minister of the Office of the Federal Chancellor in charge of Affairs, Media and Civil Service 2007-08 and Federal Minister of Infrastructure, Traffic, Innovation and Technology 2008-12. (b. 1962-).



13.07.2016- Theresa May, United Kingdom of Great Britain and Northern Ireland

Conservative MP from 1997, Chairperson of the Conservative Party 2002-03, Home Secretary 2010-16, Minister for Women and Equality 2010-12 and Party Leader of the Conservative Party 2016. (b. 1956-).

Current women leaders in EM





Thank you!

THE EUROPEAN EMERGENCY MEDICINE CONGRESS

EUSEM 2018
GLASGOW, 8-12 SEPTEMBER

Save the date



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