

MINISTRY OF EDUCATION
Emergency Institute for Cardiovascular Diseases and
Transplantation of Târgu Mureş
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The Gender Equality Strategy and the Gender Equality Plan 2023-2025

**for the
Emergency Institute for Cardiovascular Diseases
and Transplantation of Târgu Mureş**

**STRATEGIA ŞI PLANUL DE IMPLEMENTARE AL
EGALITĂŢII DE GEN (2023 - 2025)
ÎN INSTITUTUL DE URGENŢĂ PENTRU BOLI
CARDIOVASCULARE ŞI TRANSPLANT TÂRGU MUREŞ**

Iulie 2023

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Abbreviations and definitions

AC	Administration council
CPOC	Counseling and professional orientation center
GE	Gender equality
GEP	Gender equality plan
HoD	Head of Department
HR	Human Resources
VR	Vice Rector
EICDTTM	Emergency Institute for Cardiovascular Diseases and Transplantation of Târgu Mureș
Sex	Either of the two major forms of individuals that occur in many species and that are distinguished respectively as female or male especially on the basis of their reproductive organs and structures https://www.merriam-webster.com/dictionary/
Gender	The behavioral, cultural, or psychological traits typically associated with one sex https://www.merriam-webster.com/dictionary/
Sex vs. Gender	A clear delineation between sex and gender is typically prescribed, with sex as the preferred term for biological forms, and gender limited to its meanings involving behavioral, cultural, and psychological traits. In this dichotomy, the terms male and female relate only to biological forms (sex), while the terms masculine/masculinity, feminine/femininity, woman/girl, and man/boy relate only to psychosocial and sociocultural traits (sender! https://www.merriam-webster.com/dictionary/)

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INTRODUCTION

The Gender Equality Strategy (GES) for 2023-2025 was developed by the Emergency Institute for Cardiovascular Diseases and Transplantation of Târgu Mureş on the basis of input from the entire institute and takes into account everyone who works at our institute. The GES was built on the provisions of the European Charter for researchers and of the Code of Conduct in the process of the recruitment of researchers 2015- 2019, the European Gender Equality Strategy 2020-2025 and the Horizon Europe guidance on gender equality plans.

The motivation for developing the GES is to ensure that our institute is a safe place for everyone, and all activities and processes that take place respect the principles of equality, diversity, inclusiveness and non-discrimination.

Based on the GES, the institute developed the GE Plan (GEP) for 2023-2025, with concrete actions and measures, as well as indicators for measuring progress of its implementation and revisions. Enforcing its mission and values, the GES and the GEP of the Emergency Institute for Cardiovascular Diseases and Transplantation of Târgu Mureş ensure and promote equality and diversity to knowledge and the acquisition of skills to all. The objectives of the GES are implanted through specific actions that aim at safeguarding an equal and inclusive organizational culture and promoting gender-equality at all levels. As such, the GES and the GEP will pro-actively enable gender equality awareness raising, skills and competences; genderbalance in decision-making structures and processes, including recruitment; gender equality in research and integrating the gender dimension in the entire research process.

1 https://cdn2.euraxess.org/sites/default/files/policy_library/ttf_goal_2_results_v1.0.pdf

2 https://ec.europa.eu/info/policies/iustice-and-fundamental-rights/gender-equality/gender-equality-strategy_en

3 <https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-llec-bd8e-01aa75ed71a1>

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I. REVIEW OF REQUIREMENTS, POLICIES AND CASE STUDIES

Prior to developing the GES and the GEP, the Emergency Institute for Cardiovascular Diseases and Transplantation of Târgu Mureş appointed a working group to conduct a literature review of the existing requirements, policies, recommendations and examples and case studies pertinent to discrimination, inclusiveness and gender equality.

A Gender Equality Plan is a comprehensive framework designed to promote gender equality and address gender-based disparities and discrimination patterns in various areas of society, such as workplaces, institutions or communities. The plan outlines specific goals, strategies and actions to be implemented in order to achieve gender equality and create an inclusive and fair environment for everyone, irrespective of their gender.

The purpose of a Gender Equality Plan is to challenge and change the structural and societal factors that perpetuate gender inequality. It seeks to dismantle barriers and biases that hinder individuals from realizing their full potential, both in personal and professional spheres. The plan aims to foster an environment that values and respects the rights, needs, and contributions of all genders equally. Gender inequality refers to the unequal treatment, opportunities and outcomes experienced by individuals based on their gender. It is deeply rooted in social, cultural, economic and political structures, resulting in disparities and discrimination against women, girls, and other marginalized genders. The background and context of gender inequality issues provide a foundation for understanding the challenges that need to be addressed.

Historical gender roles and societal norms have played a significant role in perpetuating gender inequality. These norms and roles have often assigned different roles, responsibilities and expectations to individuals based on their gender, resulting in unequal treatment and opportunities. Historically, societies have assigned distinct roles to men and women based on their biological differences. Men were typically associated with breadwinning, paid work, and public life, while women were primarily responsible for domestic work, caregiving, and maintaining the household. This division of labor created a hierarchy where men had more economic and political power, while women's contributions were often undervalued and unpaid.

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Patriarchy refers to a social system in which men hold primary power and dominance over women. It has been prevalent in many societies throughout history. Under patriarchy, men have traditionally held positions of authority, decision-making power, and control over resources. This power dynamic has perpetuated gender inequality by marginalizing and disempowering women, limiting their access to education, employment, and leadership roles. Societies have constructed and perpetuated gender stereotypes, which are widely held beliefs about the characteristics, roles, and behaviors expected of individuals based on their gender. For example, stereotypes have often portrayed women as nurturing, emotional, and suited for caregiving, while men are expected to be strong, assertive, and career-oriented. These stereotypes have constrained individuals, reinforcing gender-based expectations and limiting opportunities for self-expression and personal growth.

In many historical contexts, property and inheritance laws have favored men over women. Sons were often given preferential treatment in terms of inheriting land, wealth, and property, while daughters had limited or no rights to inherit. This unequal distribution of property perpetuated economic disparities between genders and limited women's financial independence and social mobility. Various social and cultural norms have reinforced gender inequality. These norms dictate acceptable behavior, appearance, and roles for individuals based on their gender. Examples include societal pressure on women to conform to beauty standards, restrictions on women's mobility and participation in public spaces, and the stigmatization of men who engage in caregiving or "feminine" activities. These norms have perpetuated harmful gender biases and restricted individual autonomy and choice.

It is important to recognize that these historical gender roles and societal norms continue to influence contemporary attitudes and behaviors, even as progress has been made towards gender equality. Challenging and transforming these norms and roles is crucial for creating a more equitable society that values and empowers individuals regardless of their gender.

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II. DIAGNOSIS (DATA COLLECTION AND ANALYSIS)

II.1. Data collection

The following indicators were selected at Emergency Institute for Cardiovascular Diseases and Transplantation of Târgu Mureş as relevant for the discussion on gender equality issues:

- Staff numbers by sex/gender at all levels, by medical departments
- Numbers of women and men in administrative decision-making positions (e.g. top management team, boards, committees, recruitment and promotion panels);

Table 1. Institute head of departments

	Woman	Man
Manager	1	0
Medical Director	0	1
Cardiology Department III	1	0
Cardiology Department I	0	1
Angiography And Cardiac Catheterization Compartment	1	1
Unit for Surveillance and Advanced Treatment of Critical Cardiac Patients	0	1
Cardiovascular Surgery Department For Adults And Children	0	1
Anaesthesia and intensive care unit - adults	0	1
TOTAL	3	6

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Table 2. Other Heads of Institute structures/units:

	Woman	Man
SERVICE FOR THE PREVENTION OF HEALTHCARE ASSOCIATED INFECTIONS	0	1
SENIOR NURSE MANAGER	5	0
CHIEF FINANCIAL OFFICER	1	0
CHIEF NURSE	2	0
TOTAL	8	1

Table 3. Total number of women and men in administrative and medical services

	Women	Men
Primary Physician	56	46
Specialist Physician	27	22
Resident Physician	56	33
Nurse	521	151
Orderly	74	3
Orderly Debutant	10	5
Economist	1	1
DDD Agent	0	1
Medical Attendant	43	1
Biologist	1	0
Manager With The Store	1	0
Referent	1	1
Senior Medical Registrar	9	1
Medical Registrar	7	0
Corpsman	1	7
Electrician	0	1
Physiokinetotherapist	0	1
Engineer	0	3
Sanitary installer	0	1
Goods Handler	0	1
Driver	0	2
Technician	0	1
Tamper	0	1
Manson	0	1
TOTAL	808	284

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II. 2. Data analysis

We conducted internal analyses of the data collected, and reviews of existing policies addressing gender equality and inclusiveness. The analyses took place in workshops, meetings and working seminars at all levels, with the gender equality function assigned for developing the GEP and including the institute management, institute research staff, representatives of institute administrative and support services. Each and all working groups included even numbers of men and women.

The conclusions of the internal audit were then analyzed in the institute managing section and then communicated to the entire institute staff.

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Analysis of current data

The analysis of current data illustrated that:

- There are more men than women in leadership positions at institute level;
- In terms of medical and administrative services in the institute there are more women than men
- The institute is considered as a safe place, without gender-violence;
- The institute is overall perceived as inclusive
- There is a noticeable lack of procedures and knowledge about the gender equality, inclusiveness and non-discrimination

The important conclusions of the current data analysis are:

We need to revisit the existing policies and procedures, to make gender relevant, and develop new ones covering all identified areas of intervention

We need to communicate gender relevant actions and measures actively and efficiently

We need to develop a gender strategy and a GEP for 2023-2025, with clear actions and targets, and responsible persons

III. GES and GEP

Based on the internal review and the national and European policies and requirements, the Institute committed to developing the institute GES for 2023-2025, and the corresponding GEP. The Emergency Institute for Cardiovascular Diseases and Transplantation of Târgu Mureș decided on creating a GE committee at institute level for developing, implementing and monitoring the GES and the GEP 2023-2025.

The GE committee included men and women representatives of institute leadership, academic positions and researchers from each department, representatives of institute administration and support services.

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GEP 2023-2025

The GES comprises the following areas of intervention and objectives for 2023-2025:

Area of intervention	Objectives
1. Work-life balance and organizational culture	Promoting integration of work with family and personal life
2. Gender balance in leadership and decision-making	Promoting gender equality in the institutional culture, processes and practice
3. Gender equality in recruitment and career progression	Promoting processes to favor and support gender-sensitive recruitment, career and appointments
4. Measures against gender-based violence, including sexual harassment	Raising awareness about the importance of equality issues and strengthening positive attitudes towards diversity

III.2. GEP 2023-2025

The GEP at the Emergency Institute for Cardiovascular Diseases and Transplantation of Târgu Mureş comprises areas of intervention, objectives, key measures, target audience, timeline, responsible persons, and indicators to measure progress.

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Area 1. Work-life balance and organizational culture

Objective: Promoting integration of work with family and personal life

Action/Measure	Target	Timeline			Indicator(s)	Responsible
		2023	2024	2025		
1. Availability of policies, procedures and structures at the institute for promoting integration of work with family and personal life	Medical staff and administrative staff	X	X	X	Policies, procedures and services for work and personal life integration	GE committee
2. Implementation of ICT-based systems for enhancing flexibility and improving a better planning of working meetings accordingly to work life balance needs (e.g., management and communications of the meeting schedule/timing)	Medical staff, technical and administrative staff	X	X	X	Policies, procedures for ICT-based systems promoting work and personal life integration	GE committee
3. Developing and implementing annual study regarding degree of satisfaction of employees over GES and GEP outcomes	Medical staff, technical and administrative staff		X	X	Study results	GE committee

Area 2. Gender balance in leadership and decision-making

Objective: Promoting gender equality in the institutional culture, processes and practice

Action/Measure	Target	Timeline			Indicator(s)	Responsible
		2023	2024	2025		
1. Appointing GE committee to be responsible for monitoring and ensuring that workplace procedures and practices respect gender equality	Medical staff, technical and	X			Gender equality policy and structures	Rector, AC

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2. Routine revision of any text, communication, images, from a gender equality and diversity standing point	administrative staff Medical staff, technical and administrative staff.	X	X	X	Text, communication, images revised from a gender equality and diversity standing point	GE committee
3. Promotion of initiatives to facilitate a widespread gender competence at all levels of the organization with provision of training to staff researchers	Medical staff, technical and administrative staff	X	X	X	Awareness training on gender equality issues	GE committee

Area 3. Gender equality in recruitment and career progression

Objective: Promoting processes to facilitate and support gender-sensitive recruitment, career and appointments

Action/Measure	Target	Timeline			Indicator(s)	Responsible
		2023	2024	2025		
1. Carrying out gender awareness initiatives, briefings and creating guidelines for gender-sensitive recruitment, career and appointments	Institute Management	X	X	X	Gender awareness initiatives and guidelines	HR, VRs, GE committee

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2. Courses and training on gender equality	Medical staff, technical and administrative staff	X	X	Courses and training for recruitment Courses and training for career progression	HR, VRs, GE committee, CPOC
3. Disseminate and communicate career good practices - role models for	Medical staff, technical and administrative staff	X	X	Courses and training for leadership Initiatives for raising awareness on female role models	HR, VRs, GE committee, CPOC

Area 4. Integration of the gender dimension into research and teaching content

Objectives:

- Promoting a gender and sex perspective in research processes
- Promoting the integration of a sex and gender perspective in teaching curricula

Action/Measure	Target	Timeline			Indicator(s)	Responsible
		2023	2024	2025		
1. Internal training seminars on the use of sex and gender perspective in research, to foster the acknowledgment of its economic, social and innovation value	Medical staff, scientific community		X	X	Participation in training seminars on integrating sex/gender analysis methods, by gender and field of research	HR, VRs, GE committee, CPOC, Researchers

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2. Development, communication and implementation of standards for the incorporation of the sex and gender variables into research	Medical staff, scientific community	X	X	Perception of the gender/sex variables in research contents	HR, VRs, GE committee, CPOC Researchers
3. Disseminate and communicate career good practices - role models for women	Medical staff, technical and administrative staff	X	X	Initiatives for raising awareness on female role models Initiatives for raising awareness on gender diversity in research teams	VRs, GE committee, HoD
4. Workshops on the integration of gender equality and diversity issues in curriculum design, learning activities and/or program of study, as support for teaching staff	Medical staff	X	X	Training seminars or guidelines on integrating sex/gender in teaching curricula	VR for Teaching, HR, Deans, HoD, GE committee
5. Specific courses available for medical resident on gender equality and softskills	Medical staff	X	X	Courses available on institute online teaching platform	HR, VRs, GE committee, CPOC

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Area 5. Measures against gender-based violence, including sexual harassment

Objective: Raising awareness about the importance of equality issues and strengthening positive attitudes towards diversity

Action/Measure	Target	Timeline			Indicator(s)	Responsible
		2023	2024	2025		
1. Training on discrimination phenomena (including discriminatory language), violence (including that based on prejudice or gender), harassment, and sexual harassment	Medical staff, technical and administrative staff		X	X	Participation in training, per categories Skills acquired in relation to identifying and responding to discrimination and violence phenomena	Rector, HR, VRs, GE committee
2. Develop internal (institutional) electronic tool (website/platform) supporting information and education, as well as allowing the reporting of sexual harassment and discrimination	Medical staff, technical and administrative staff		X	X	Dedicated institute website/platform, number of visits, number of real-case situations reported	Rector, VRs, HR, IT services, GE committee
3. Reinforce the Code of Ethics of the Institute with provisions against gender-based violence, including sexual harassment	Medical staff, technical and administrative staff		X	X	Provisions on the sanctioning of gender-based violence, including sexual harassment	Rector, VRs, HR, GE committee

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4. Awareness campaign highlighting diversity and inclusiveness in the Institute and encouraging prevention of discrimination in various areas	Medical staff, technical and administrative staff	X	X	X	Awareness campaign	GE committee
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IV. MONITORING AND EVALUATION OF THE GEP

The implementation of the GEP at the Emergency Institute for Cardiovascular Diseases and Transplantation of Târgu Mureș, the progress against the GE strategy aims and objectives are regularly assessed, through periodic meetings. The implementation of the GEP will be permanently monitored by the GE committee, which will perform a first analysis of the progress of the GEP (against the indicators), gather knowledge and feedback. The GE committee at the institute will conclude findings reports (once a year), which are then presented to the institute management department and discussed. These meetings will provide valuable conclusions on the implementation of the GEP. These meetings will also provide comments and recommendations that will enable adjustments and improvements to interventions on the GEP for the following year.

The periodic reports allow the continuous review of the impact of the GEP as well as keeping the wider community informed and engaged in the progress towards gender equality. The review of progress reports includes qualitative information as well as quantitative data, such as updates on human resource data disaggregated by sex, monitoring data to keep track of the implementation of key actions.