

# Faculty Development Summit

**April 26, 2024**

Sponsored by the School of Medicine  
Office of Faculty Development

# Welcome and Introduction

Andrea Cedfeldt, M.D.  
Associate Dean for Faculty Development



# OHSU SoM Faculty Development Team



**Atif Zaman, M.D.**  
Senior Associate  
Dean for Clinical  
and Faculty Affairs

**Andrea Cedfeldt, M.D.**  
Associate Dean



**Devon Ritter, M.A.**  
Program Design  
Specialist

**Kacy Kesecker**  
Admin Coordinator



**Jessica Lasneski**  
Admin Coordinator

# OHSU SoM Faculty Development Team



Education Scholars Program



Paths to Leadership



Early Career Advancement Program



P&T Peer Mentorship Program



Mid-Career Clinical Leadership Development Program

# Collaboration with SoM

## Diversity/Equity/Inclusion/Belonging



- Stepping In
- Faculty Development Fridays
- Faculty Diversity Advancement Pathway
- Other collaborations

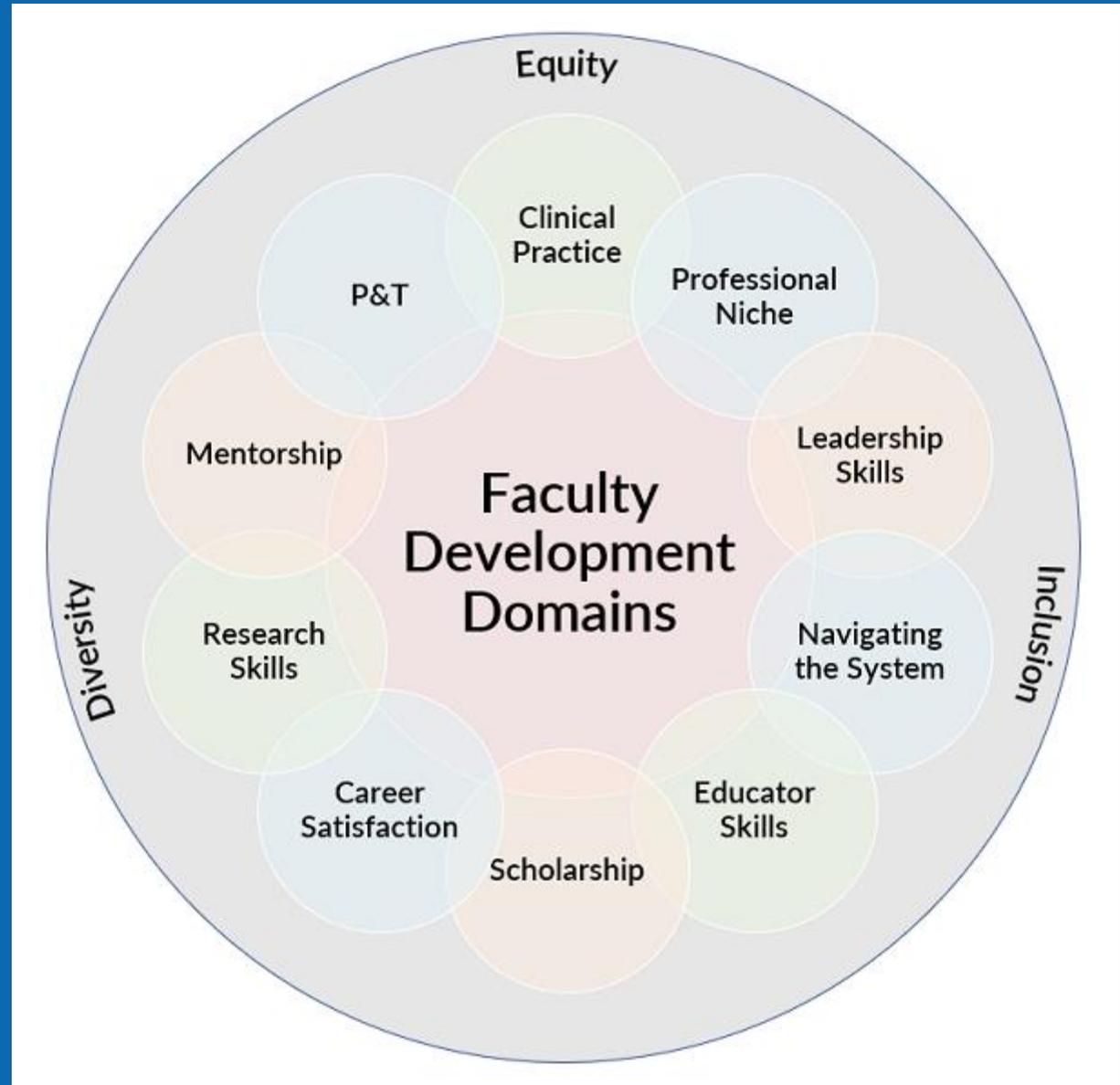
# On the horizon...

- New Faculty Foundations: Building for Success
- POCUS Champion Training Program

Point of Care Ultrasound Champion Program



# Professional Development: *Now more than Ever*





**"There is no  
power for change  
greater than a  
community  
discovering what  
it cares about."**

**MARGARET J. WHEATLEY**

# Today...

- Introduce yourself to someone new.
- Spend the time to catch up with a known colleague.
- Forge a new collaboration.
- Schedule a calendar appointment to get a cup of coffee or meal to follow up on a conversation.

# Welcome and Introduction

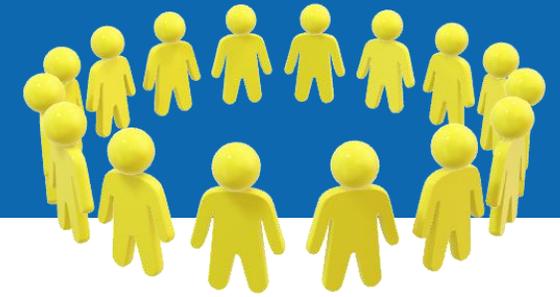
Nathan Selden, M.D., Ph.D.  
Interim Dean, School of Medicine



# Session One

## *Mentorship*

# Faculty Mentorship and Coaching in the Department of Emergency Medicine: A Mentor Family Approach



Academic



Education



Scholarship



Clinical



Wellness

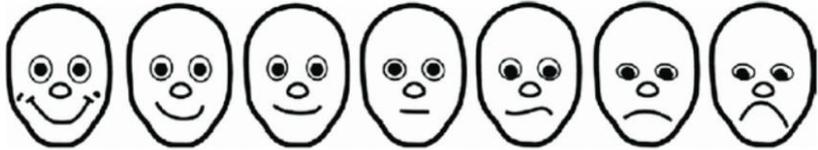
DEM Mid-Year Check In

## SECTION 1: SELF-REFLECTION AND ASSESSMENT

Please review and revise this section **prior** to each coaching session.

1. **Core Values:** Please describe your personal and professional core values.

2. **Wellness Check-in:** Below is a series of faces that represent common mood states that residents experience. Please identify the face that best illustrates how you have been feeling during the past week, including today.

	Contributing Factors
	1.
	2.
	3.

Please describe 3 strategies you aim to implement to maintain your wellness

Lainie Yarris, M.D., M.C.R.  
Professor and Vice Chair for Faculty Development  
Department of Emergency Medicine

Leah Reznick, M.D.  
Associate Professor  
Department of Ophthalmology

Mary Tanski, M.D., M.B.A.  
Associate Professor and Chair  
Department of Emergency Medicine

Chad Brown, M.D.  
Assistant Professor  
Department of Emergency Medicine



# Ophthalmology Department Mentorship Program: Implementation & Training for Mentees and Mentors

## Goals:

- Mentor as a thinking partner rather than expert imparting wisdom
  - Limited interpersonal chemistry needed
  - Mentee forges own path and solve own problems
    - Introspective exercises
    - Learning frameworks for non-medical problems (difficult conversations, choosing opportunities, etc.)
  - Provides foundation for OHSU culture that values each individual rather than engraining hierarchical relationships.
  - Mentor across differences

Training #1	Training #2	Training#3
<ul style="list-style-type: none"> <li>▪ Deliberate and Generous Listening</li> <li>▪ Didactic, paired practice, and group reflection</li> </ul>	<ul style="list-style-type: none"> <li>▪ Introspective Exercises</li> <li>▪ Total Leadership (Stuart Friedman) Values, Time Utilization, integration of four domains exercises</li> <li>▪ Paired discussion (practice deliberate listening)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Frameworks to Use as a Thinking Partner for Common Academic Medicine Mentoring Discussions</li> <li>▪ Opportunities vs Dysopportunities</li> <li>▪ Difficult/Crucial Conversations</li> <li>▪ How to Say No</li> </ul>

Leah Reznick, M.D.  
Associate Professor  
Department of Ophthalmology

Niki Steckler, Ph.D.  
Professor  
Division of Management

# Growing education scholarship through a community of practice

Jessica Walter, Ed.D.  
Assistant Professor  
Division of Management

Heather Hawk, D.N.P., R.N., CNE  
Assistant Professor of Clinical Nursing  
School of Nursing

## NEXT STEPS

- ADD WRITING RETREAT (SUMMER?)
- FORMALIZE EVALUATION PROCESS, METRICS
- SCHOLARSHIP ABOUT THE GROUP
  - HOW WORKS IN OTHER CONTEXTS?

## FINDINGS

- SUSTAINED INTEREST & ATTENDANCE
- ADDED TUESDAY WRITING & COLLOQUIAL
- INCREASED INDIVIDUAL OUTPUT
- ENHANCED SENSE OF COMMUNITY
- CONNECTIONS TO OTHER GROUPS
- REPLICATED BY OTHERS, CONTEXTS
- SMALL ENOUGH TO BE KNOWN
- QUARTERLY EVALS, CONSISTENCY, & SYNCHRONICITY = MOTIVATING

## EVALUATIONS

- 1) WISH TO CONTINUE
  - 2) PROFESSIONAL IMPACT
  - 3) SCHOLARLY OUTPUT
  - 4) SUGGESTIONS FOR IMPROVEMENTS
- \* EMAIL RESPONSES & FOCUS GROUP

## METHODS

### FRAMEWORKS

- COMMUNITY OF PRACTICE
- 3RD PLACES
- BODY DOUBLING

### STRUCTURES

- 1 FACILITATOR
- MEET VIRTUALLY + CHAT
- WRITING TIME: TUES & FRI @ 9AM
- COLLOQUIAL: MONTHLY, FEB @ 10AM
- QUARTERLY EVALUATION (I)

### RESOURCES

- MO TEAMS: MEET & CHAT
- SMARTSHEET: TRACK INTEREST
- 1 HR/WK FOR FACILITATOR

# GROWING EDUCATION SCHOLARSHIP THROUGH A COMMUNITY OF PRACTICE

JESSICA L. WALTER, EdD, MA  
HEATHER HAWK, DNP, RN, CNE

## WHY/NEED

- SHARED TOPIC: SoTL
- SHARED NEEDS: STRUCTURE, MENTORSHIP, ACCOUNTABILITY, & COLLABORATION
- POST-COVID ISOLATION

## WHO

### TARGET

- ANYONE IN THE ED COLLAB
- FOCUSED SoTL
- NEWSLETTER + WORD OF MOUTH

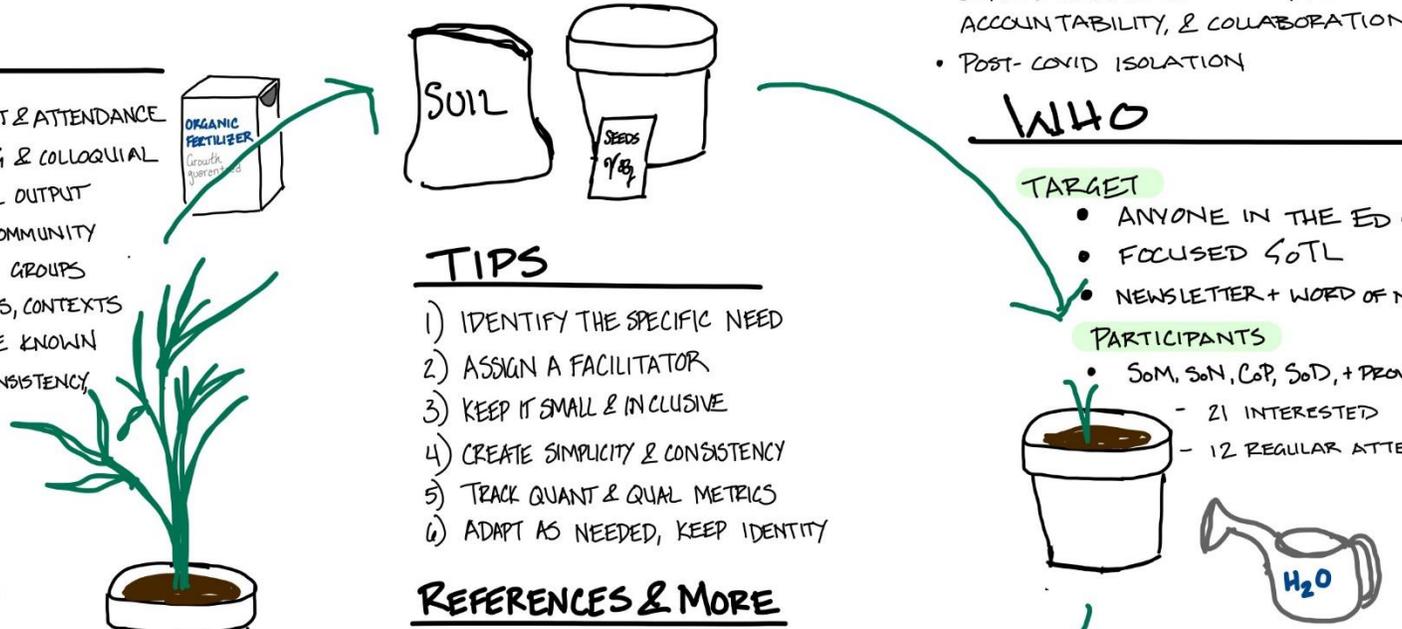
### PARTICIPANTS

- SoM, SoN, CoP, SoD, + PROVOST OFFICE
- 21 INTERESTED
- 12 REGULAR ATTENDEES

## TIPS

- 1) IDENTIFY THE SPECIFIC NEED
- 2) ASSIGN A FACILITATOR
- 3) KEEP IT SMALL & INCLUSIVE
- 4) CREATE SIMPLICITY & CONSISTENCY
- 5) TRACK QUANT & QUAL METRICS
- 6) ADAPT AS NEEDED, KEEP IDENTITY

## REFERENCES & MORE



## FACILITATE V.S. MENTOR

### FACILITATOR

- ORGANIZATIONAL SUPPORT
- GENERAL ADMINISTRATION
- EVALUATIONS, REPORTS

### MENTOR

- NO ASSIGNED MENTOR
- ALL BRING SKILLS & EXPERIENCES

# Mentorship and Career Design



*MCD follows life design - a proactive approach that invites individuals to follow meaningful career pursuits and curiosities through mentorship and immersive experiences to construct work life wellness.*

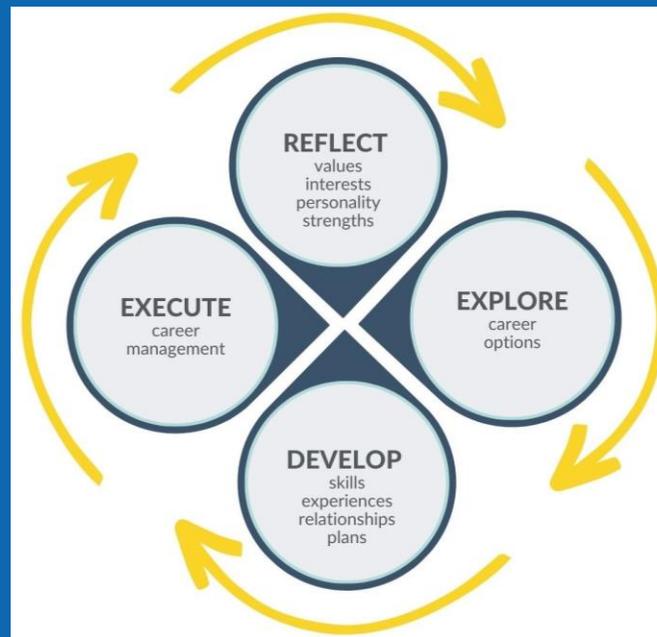


**F**acilitating **E**ffective **R**elationships & **N**etworks  
An exclusive online platform connecting the OHSU community

**Brenda Martinez, Ph.D., M.A. (she/hers)**  
Mentorship Specialist, Assistant Professor  
Mentorship & Career Design

**Seth Igarta, M.A. (he/him)**  
Professional & Career Development Manager  
Educational Improvement and Innovation

Session 1: Mentorship



## Fact Sheet 2022-2023

Mentorship  
and  
Career Design



Faculty (21) Postdoc (48)  
Staff (20) Student (25)



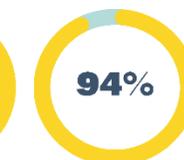
Individual (28) Educator (39)  
Programmatic (16) Learner (5)

**87** Fully trained in Mentorship Academy  
**educators**

**Career Coaching Metrics**



appointment satisfaction - and - feel more confident moving forward



know what next steps to take



know resources available to help

**28** Career-focused workshops, presentations, and professional events serving **1466** learners

**105** attendees of 3-part series on Critical Race Theory and Mentorship which supports OHSU's anti-racist mission

Partnered with CDCR, CEDAR and Knight Gender Equity



"You created a learning environment that fostered individual growth and group connections"



will make changes based on info learned at symposium

**135** attendees



Launched OHSU FERN Facilitating Effective Relationships and Networks Platform

Partnered with OHSU Foundation's Alumni Team



distributed \$33k of Educator Success Grants to 16 awardees



380 received New Faculty Newsletters

109 attended Professional Development Series

# Panel Q&A

## *Mentorship*

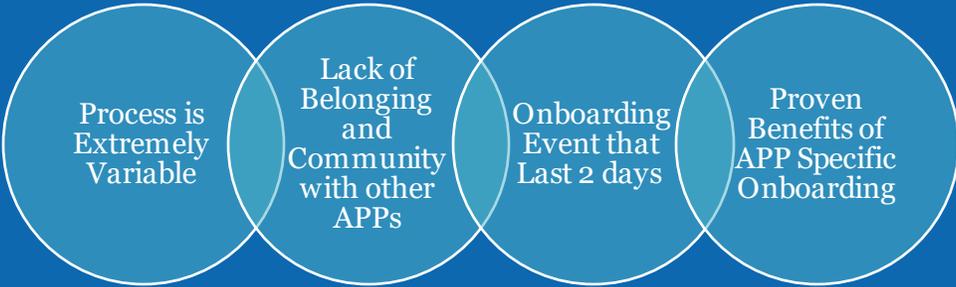


# Session Two

## *Onboarding and Orientation*

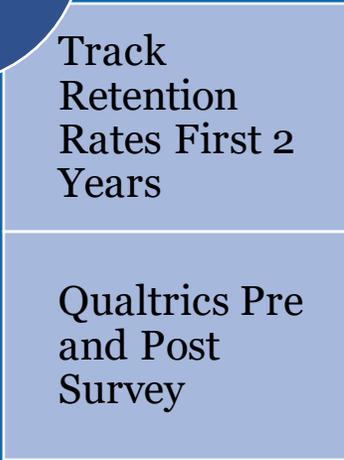
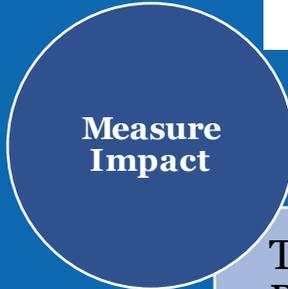


# Onboarding for Advanced Practice Providers, to Enhance Community and Foster Information Sharing



Coordination with Department of Diversity, Equity, and Inclusion

Material is Culturally Sensitive and Not Exclusionary



Sophia Lichenstein-Hill, D.N.P., F.N.P.  
Assistant Professor  
Department of Medicine, Division of Gastroenterology and Hepatology

Kristin Bowden, D.N.A.P., M.B.A., CRNA  
Assistant Professor  
Department of Anesthesiology and Perioperative Medicine

# Investing in the Future: Improving the APP Onboarding Process for the OHSU Department of Family Medicine

Hunter Poarch, M.D.  
Assistant Professor

Emily Jacobsen, P.A.  
Assistant Professor

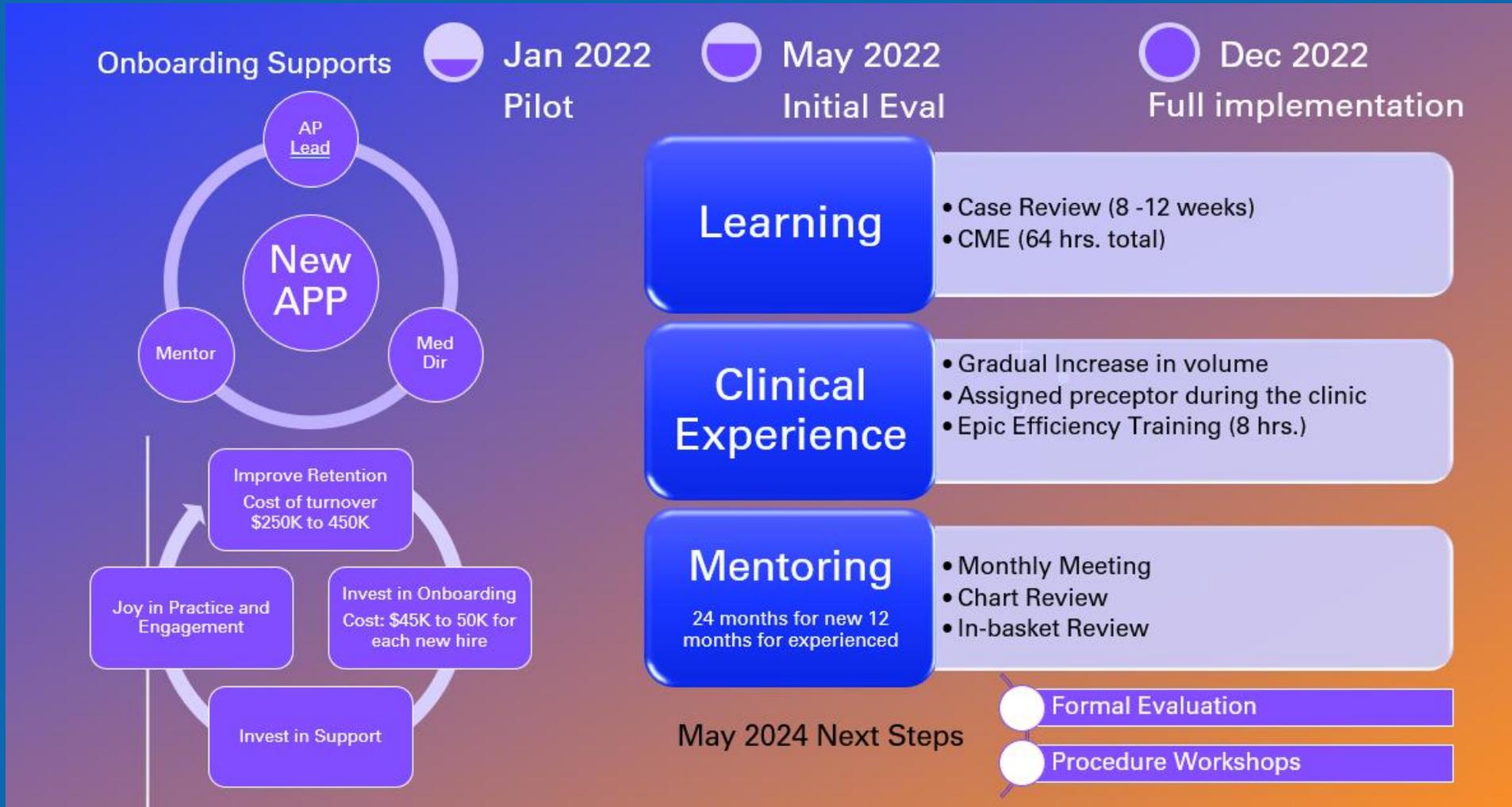
Shelby Lee Freed, F.N.P.  
Assistant Professor

Mary Bartlett, N.P.  
Assistant Professor

Ashley Atwood, P.A.  
Instructor

Ella Clark-Nicholson, P.A.  
Assistant Professor

Daisuke Yamashita, M.D.  
Associate Professor



# Panel Q&A

## *Onboarding and Orientation*

*Morning Break - We will return at 10:40 a.m.*

## P&T Peer Mentorship Program

Are you an OHSU Assistant Professor seeking promotion this year? If so, you can sign up to be paired with a peer mentor who will help guide you in the final stages of this process.

<https://bit.ly/OHSUPeerMentor>



Learn about all of our office supported faculty development programs:  
[www.bit.ly/somfacdev](http://www.bit.ly/somfacdev)



Session Three  
*Well-being and Professional  
Development*



# *Camaraderie Groups: Cultivating Belonging*

Megan Furnari, M.D., M.S.  
Associate Chief Wellness Officer  
Associate Professor  
Department of Pediatrics, Division of Neonatology

Session 3: Well-being and Professional Development



# Positive Moment Initiative During Morbidity, Mortality and Improvement Otolaryngology Grand Rounds Conference: Our initial 6-month experience

## BACKGROUND AND AIM:

M&MI are crucial forums to critically discuss adverse events and work towards continued quality. However, the inherent nature of discussing adverse outcomes can contribute to a somber atmosphere.

**Initiative aims to create a culture of appreciation, collaboration, and mindfulness.**

## INTERVENTION:

First 5-minutes of the M&MI  
conference sharing of positive experiences, achievements, or moments of gratitude

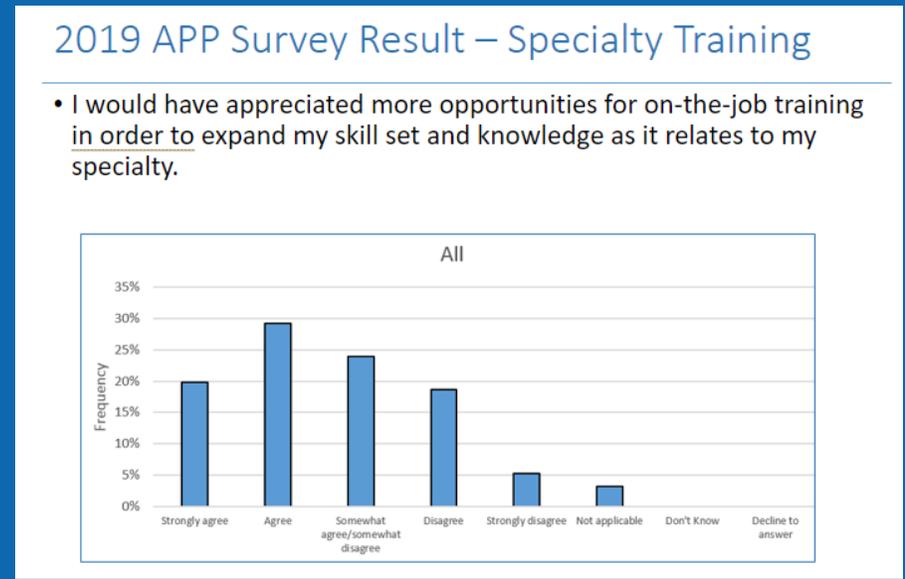
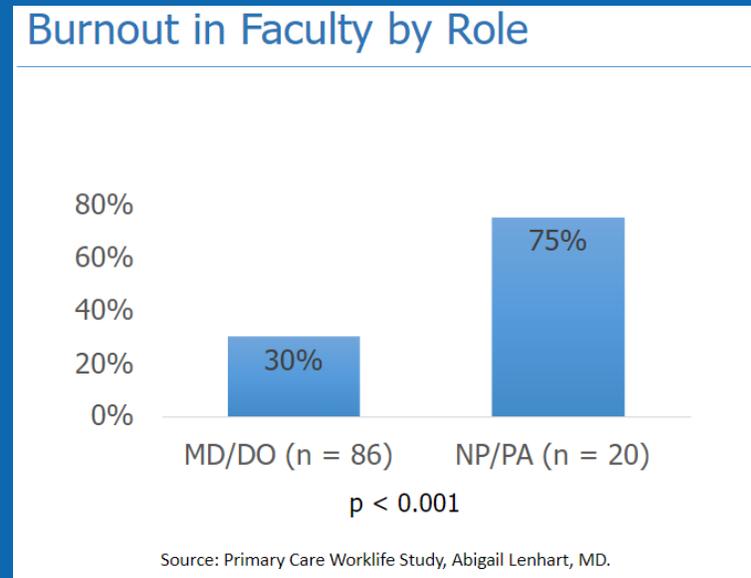
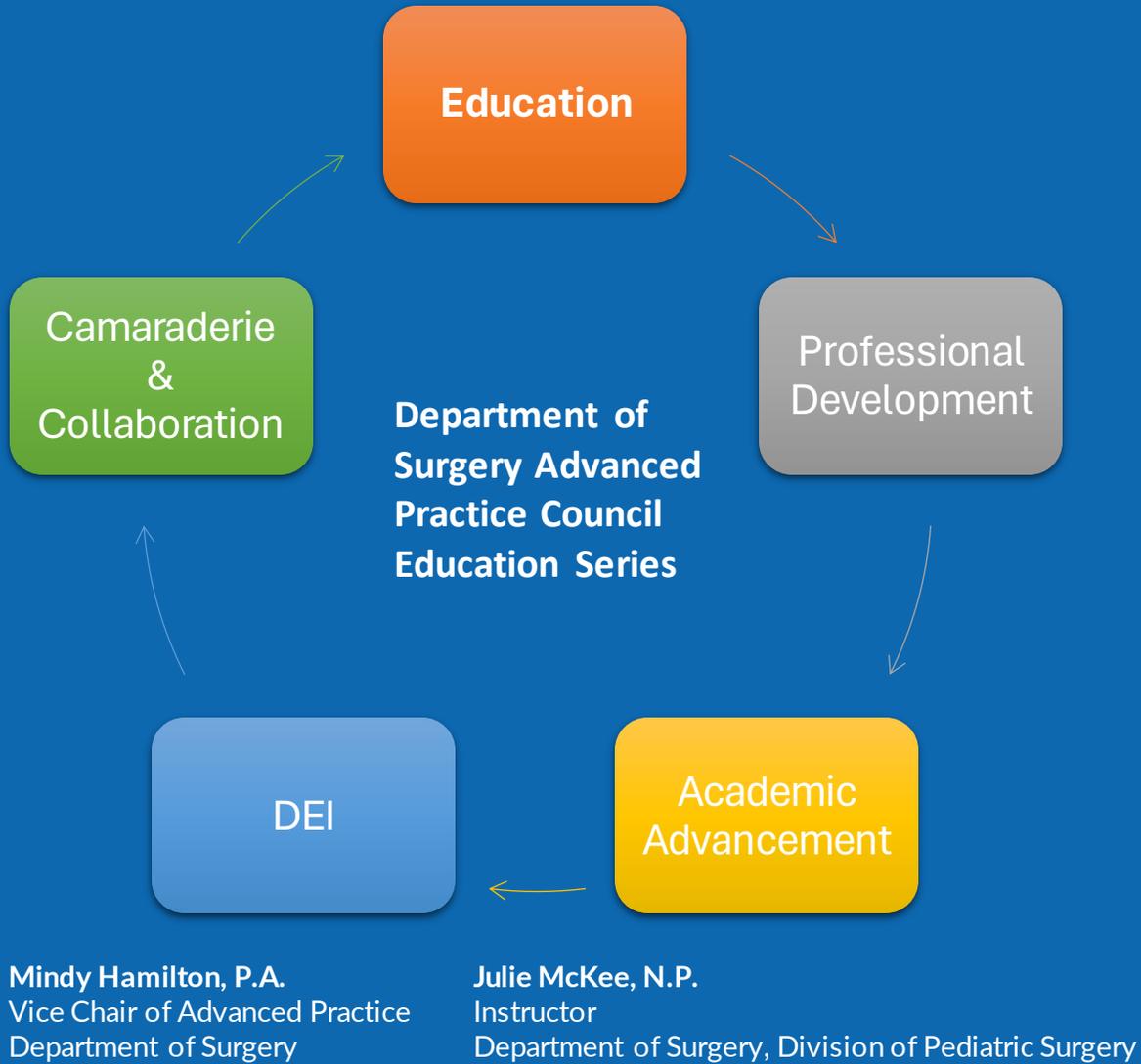
*Anyone could send an email to the M&MI's moderator*

## IMPACT:

- 1) Important recognition and all are included (residents and faculty).
- 2) Helped people to know what's going on in the department.
- 3) Provides positive feedback and boosts morale.

Myriam Loyo, M.D., M.C.R.  
Associate Professor  
Department of Otolaryngology-Head and Neck Surgery

# Supporting the Rebuilding of Department of Surgery Advanced Practice Community



*Faculty Development Provided During Work Hours: A Mixed-Methods Pilot Study for Developing Clinician Educators*

**A faculty development program provided during work hours is **feasible**, and participants are highly **satisfied**.**

Leila Zuo, M.D.  
Associate Professor  
Department of Anesthesiology and Perioperative Medicine

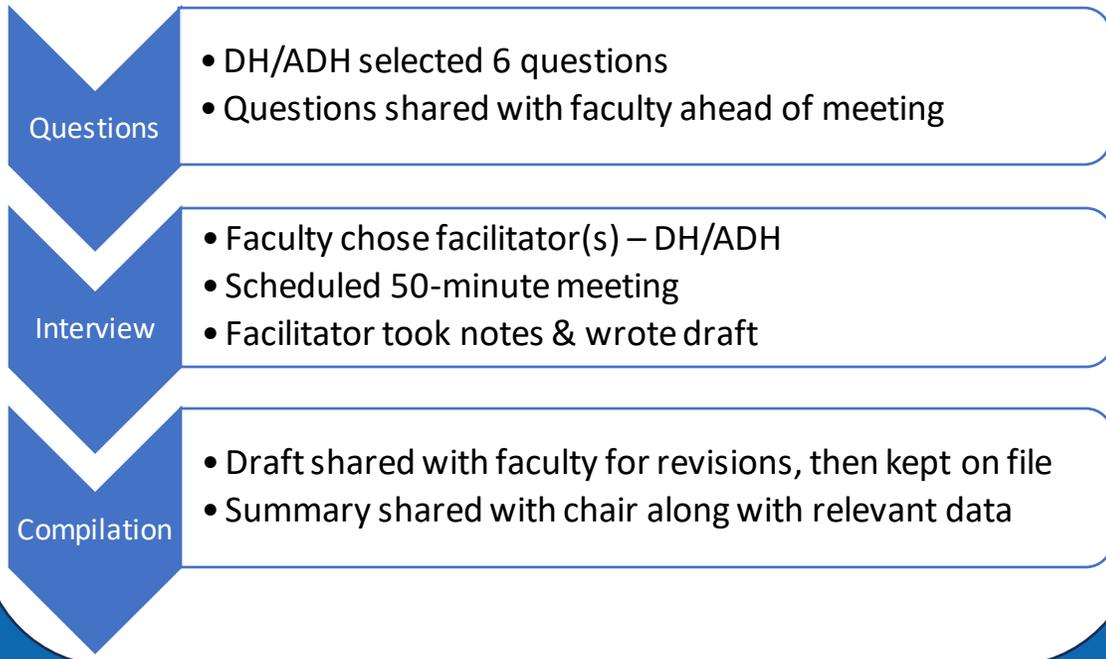
Jamie Rubin, M.D.  
Assistant Professor  
Department of Anesthesiology and Perioperative Medicine

# Stay Interviews as a tool for retention and engagement

## 1. Purpose

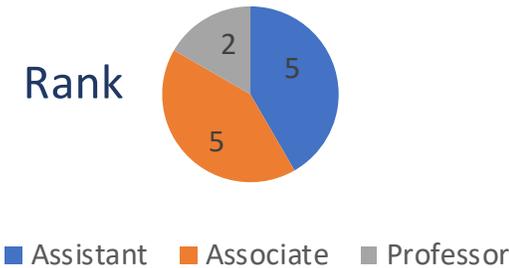
- Promote wellness through employee engagement and directed listening
- Support faculty retention

## 2. Process



## 3. Metrics

### Participants:

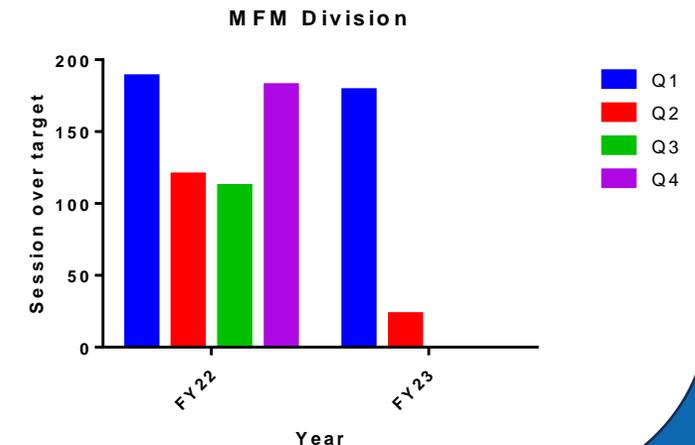


### Key Themes:

- Transparency
- Pay equity
- Clinical support
- Work hour expectations
- Impact of increased cFTE
- Protected time

### Outcomes:

- Realignment of coverage
- QGenda to track payments
- Adjusted division meetings
- Division newsletters



Panel Q&A  
*Well-being and Professional  
Development*



# Session Four

## *Diversity, Equity and Inclusion*

# Building Up: Retaining a Diverse Research Workforce



De'Sha Wolf, PhD  
Research Assistant Professor, PSU  
Staff Scientist and Current KL2 Scholar

Session 4: Diversity, Equity and Inclusion

Cirila Estela Vasquez Guzman, PhD, MCR  
Assistant Professor, Dept. Family Medicine  
Former KL2 and Current BIRCWH Scholar

## 4 Things You Need to Know about Building Up (BU)

### 1. WHAT & WHO

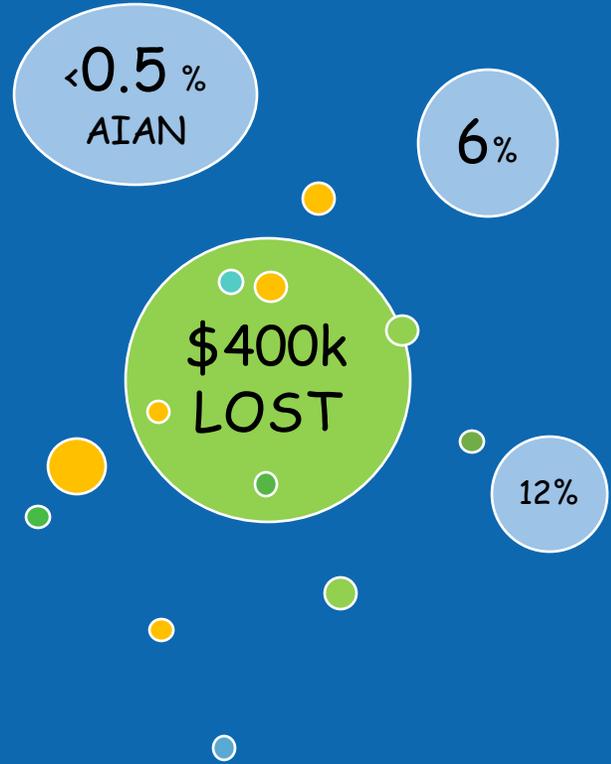
Year-long program to retain underrepresented post-docs and early career faculty in health science research

Based on UPitt CEED

RCT-tested

↑ Productivity, Retention, Community, & Diversity

### 2. WHY



National Center for Education Statistics (NCES) 2021

### 3. HOW

Near-Peer Approach

1. Monthly Meetings
2. Two-tiered Mentoring
3. Networking Events
4. Writing Support

Visit Our Website:  
[Ohsu.edu/buildingup](https://ohsu.edu/buildingup)

### 4. YOU



Contact Us!  
[buildingup@ohsu.edu](mailto:buildingup@ohsu.edu)

Q&A

*Diversity, Equity and Inclusion*



*Lunch Break - We will return at 1:15 p.m.*

## Education Scholars Program

Interested in a career dedicated to scholarship in health professions education? Apply by May 1 for consideration for the 2024-25 cohort of ESP.

<https://bit.ly/EducationScholars>



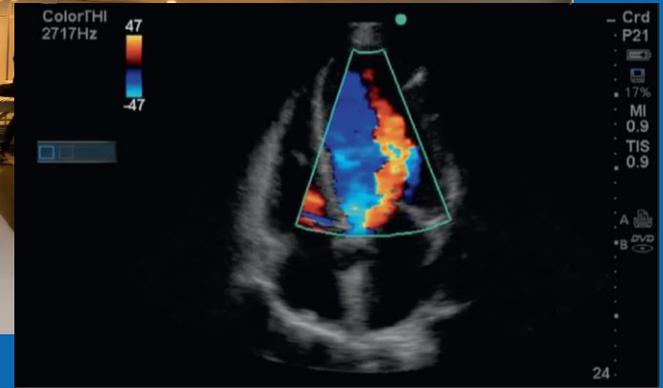
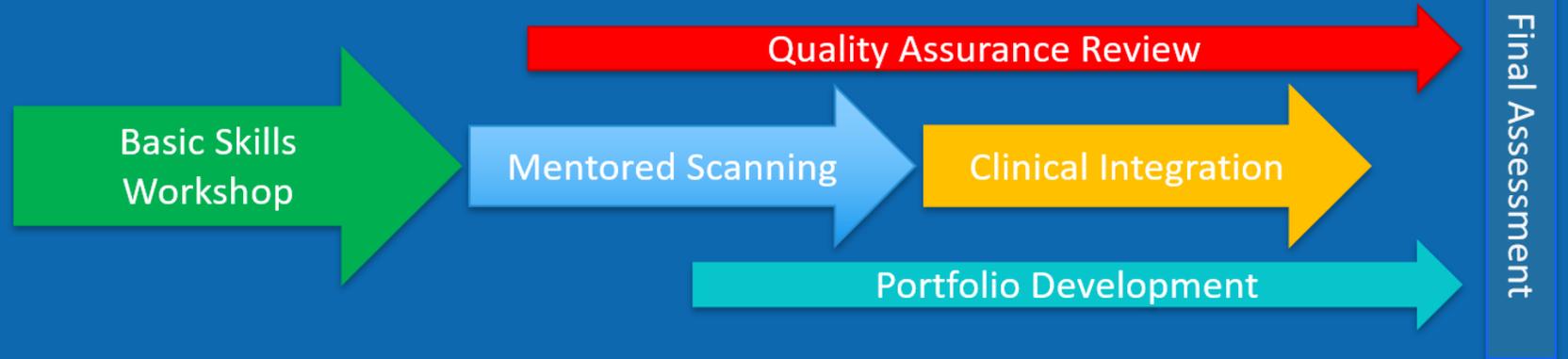
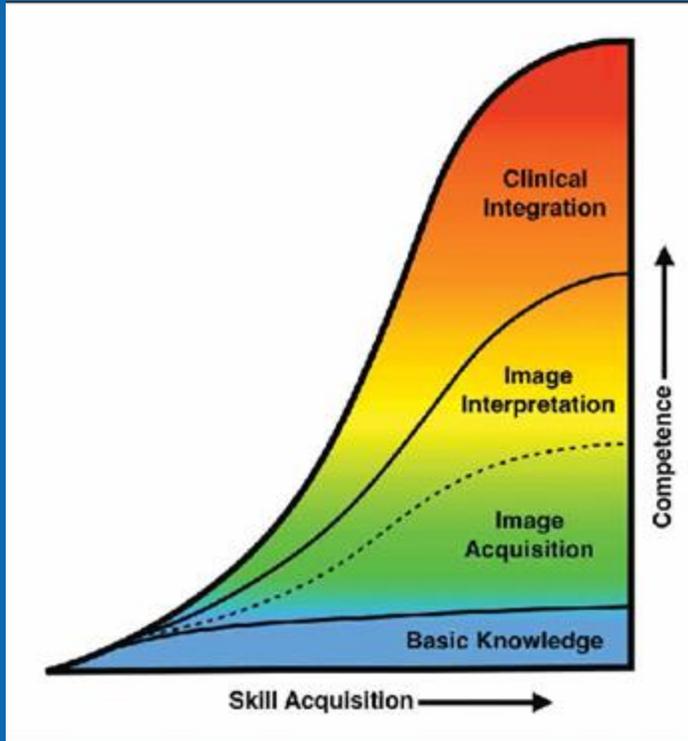
Learn about all of our office supported faculty development programs:  
[www.bit.ly/somfacdev](http://www.bit.ly/somfacdev)



Session Five  
*Faculty Skill Building*



# POCUS Champion Program: A Longitudinal, Multidisciplinary POCUS Training Program for Faculty



Soni et al. Certification of Point-of-Care Ultrasound Competency. J Hosp Med. 2017

**James Anstey, M.D.**  
Assistant Professor  
Department of Medicine, Division of Hospital Medicine

**Michael Wollenberg, M.D.**  
Associate Professor  
Department of Anesthesiology and Perioperative Medicine

**Kevin Piro, M.D.**  
Associate Professor  
Department of Medicine, Division of Hospital Medicine

# Faculty Development Webinars: Everything You Wish You Learned in School but Were Never Taught

## 1. PROBLEM

- Low proportion of female-identifying faculty in full Professor and other leadership roles.
- Gap between what is taught in school/training and what is expected of faculty/required for career advancement.

## 2. PROPOSAL

- Series of monthly, lunchtime webinars
  - Maintained in perpetuity on GEAHM website
- Feedback solicited via pre- and post-surveys
  - Including questions about P&T planning

## 4. CHALLENGES



## 3. PROPOSED TOPICS

- 1) Effective project management
- 2) Maintaining your CV and educators' portfolio
- 3) How to publicize your work
- 4) Negotiation for academic physicians
- 5) Promotion and tenure for new faculty
- 6) Time and inbox management
- 7) How to leverage your social media presence for good (and for promotion!)
- 8) Understanding OHSU compensation
- 9) How to mentor well
- 10) How to do a high-quality peer review
- 11) Team management skills for researchers
- 12) Finding a mentor at OHSU

Bethany Tara Samuelson Bannow, M.D., M.C.R.

Associate Professor

Department of Medicine, Division of Hematology/Medical Oncology

Session 5: Faculty Skill Building

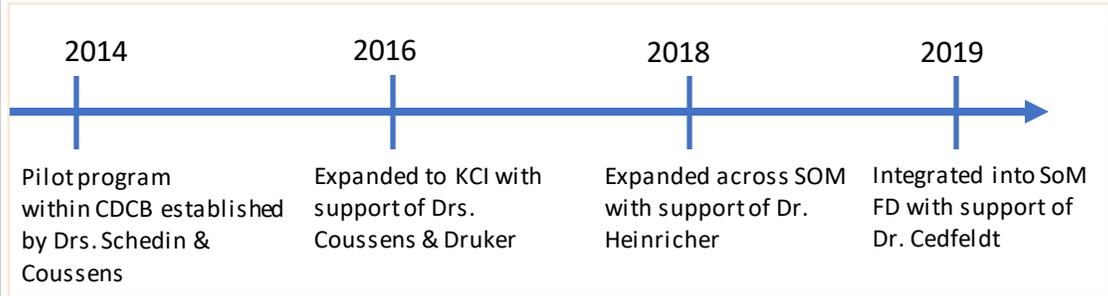


# Early Career Advancement Program (ECAP)

## 1. PURPOSE

- Supports early career faculty **across SOM** to build, maintain, and grow their **research portfolio**
- Designed for early career faculty participating in basic, translational, and/or clinical research
- Focus on key competencies essential to management of research portfolios & teams, successful grant writing, & leadership

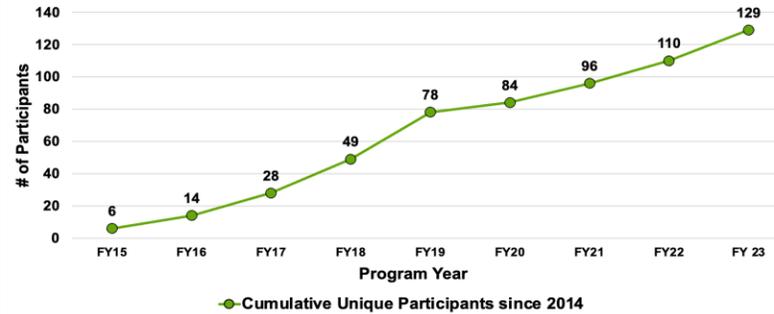
## 2. TIMELINE



## 3. APPROACH

- Catalogue of 15 distinct hands-on & experiential workshops designed to provide step-by-step guidance for time, team, and goal management.
- Seven 90-minute in-person workshops annually. Participants polled annually to select desired content.

**Figure 1: ECAP Cumulative Participation**  
Illustrates the cumulative number of unique participants



**Figure 2. ECAP Institutional Diversity**



Figure 2: Each slice of the pie represents a distinct OHSU Dept.

## 4. METRICS

- ECAP monitors time to promotion since appointment, funding success, and publication productivity.
- As of July 2023, ECAP has served 129 faculty across 36 unique departments, divisions, institutes, and programs at OHSU and 34 early career faculty have completed the program ( $\geq 6$  workshops).
- Of 20 members who have been in rank for  $\geq 5$  years, 17 have received R01-level funding and 15 have been promoted as of 2023.

## 5. CHALLENGES

- Identification of target faculty to join program
- Prioritization of attendance by participating faculty
- Mid/senior faculty to provide workshop content
- Quantifying value of ECAP participation due to lack of reference population

Panel Q&A  
*Faculty Skill Building*



# Session Six

## *Coaching*

# DHM COACH - Connection & Onboarding with Action & Care in Hospital Medicine – a Coaching Program for New Hires in the Division of Hospital Medicine

## Why



## How



## What



Angela Alday, M.D.  
Assistant Professor of Medicine, Section Chief  
Division of Hospital Medicine

Michael Hendricks, M.D.  
Assistant Professor, Assistant Medical Director  
Division of Hospital Medicine

Rebecca Harrison, M.D., FACP  
Professor of Medicine  
Vice Chair Faculty Development, Department of Medicine  
Director Faculty Development, Division of Hospital Medicine

# Department of Interventional Radiology Leadership Coaching

## 1. PURPOSE

- To support junior faculty (instructor/asst. prof) to identify and work toward career goals
- To foster ongoing faculty development for associate professors

## 2. METHODS



## 3. METRICS

**Participants:** Chair, VC, PD, QD, Section chiefs, DA

**Initial experience:**

1. Circumstantial challenges
2. Communication challenges
3. Personal challenges

**Future target:**

1. Goal-based coaching effort
2. Supporting faculty diversity into leadership roles

## 4. CHALLENGES

- Scheduling
- Faculty perception and engagement
- Cost
- Undefined benefit

# Panel Q&A

## *Coaching*

*Afternoon Break - We will return at 2:55 p.m.*

## Upcoming Workshops

### Faculty Development Fridays

*Clinical Teaching Skills: Part II*

*Friday, May 3*

*Noon - 1 p.m.*

*Webex*



### Early Career Advancement Program

*Strategies for Negotiating UP*

*Thursday, May 30*

*Noon - 1:30 p.m.*

*MAC 3198*



Session Seven  
*Faculty Development Scholarship  
and Evaluation*

# Family Medicine Faculty/Fellows Research Development Cohort

Sonja Likumahuwa-Ackman, M.I.D., M.P.H.  
Research Administrator

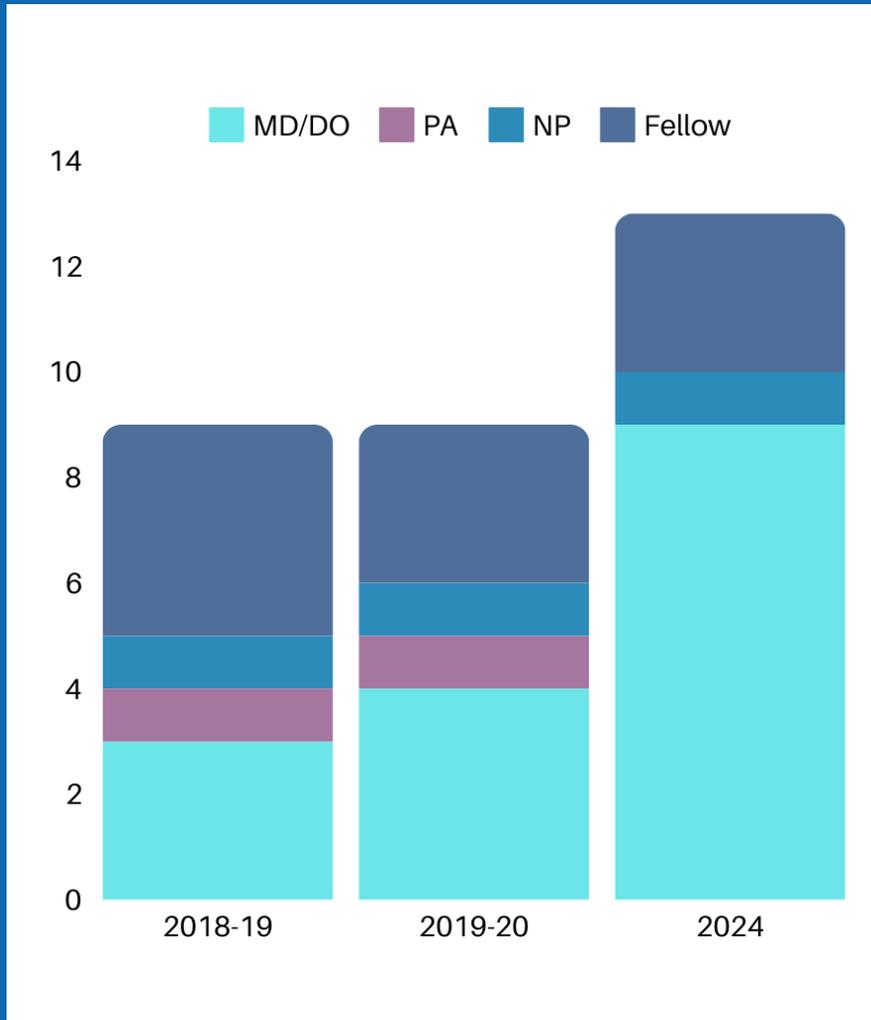
Deborah J. Cohen, PhD.  
Professor & Vice Chair of Research

Kathryn Bonuck, M.S.E.d.  
Research Data Analyst

Smriti Ohri, M.D.  
Associate Professor  
Director of Faculty Development

Alexandra Verdieck, M.D.  
Assistant Professor  
Associate Vice Chair of Education

Ana Quinones, Ph.D., M.S.  
Associate Professor  
Associate Director of Faculty Development



## Research Question

Forming clinical and educational passions into researchable questions



## Team Science/ Data

Finding partnerships; study design; data sources



## Methods & Dissemination

Qualitative and quantitative; writing basics; oral and poster presentations



## Taking Action

CV and educator's portfolio; setting scholarship goals; finding funding



# Educational Scholarship Resources

[Education  
scholarship  
SharePoint site](#)

[OHSU Library  
Research & Publishing  
Support](#)

[Professional  
Development  
Series](#)

Lisa Hatfield, Ed.D., M.A., MAT  
Director, Teaching and Learning Center

Pam Pierce, M.S., M.L.S.  
Publishing and Data Services Manager

Panel Q&A  
*Faculty Development  
Scholarship and Evaluation*

# Session Eight

## *Promotion and Tenure*

# Goal-based bi-annual reviews for promotion and tenure

## 1. PURPOSE

- To support junior faculty (instructor/asst. prof) to identify and work toward career goals
- To foster ongoing faculty development for associate professors

## 2. METHODS



## 4. CHALLENGES

- Scheduling
- Faculty engagement
- How to implement across larger faculty

## 3. METRICS

**Participants:** 29 Faculty: 17 asst prof, 5 assoc. prof, 7 APP

**28% identifying female | 32% non-white**

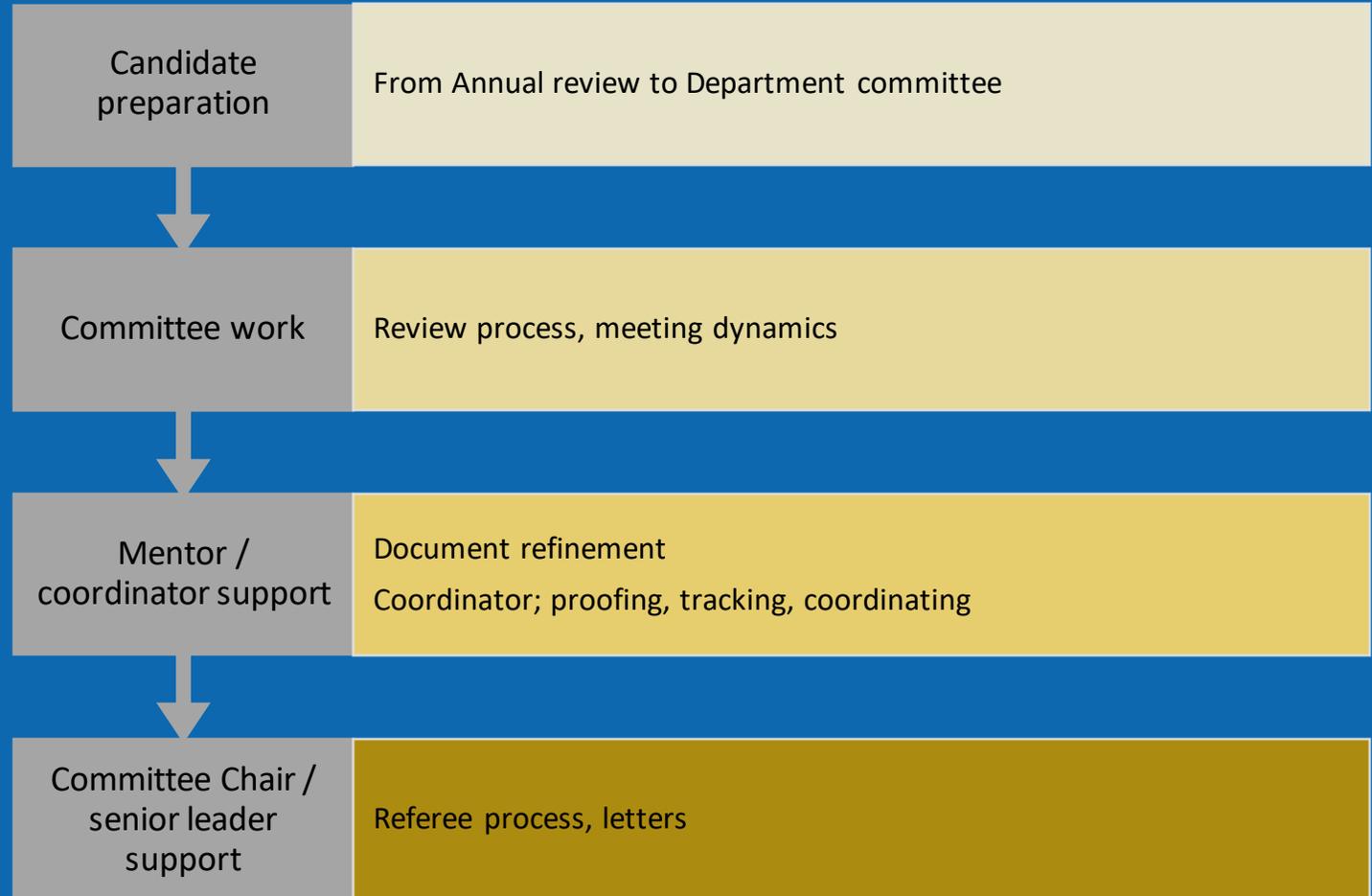
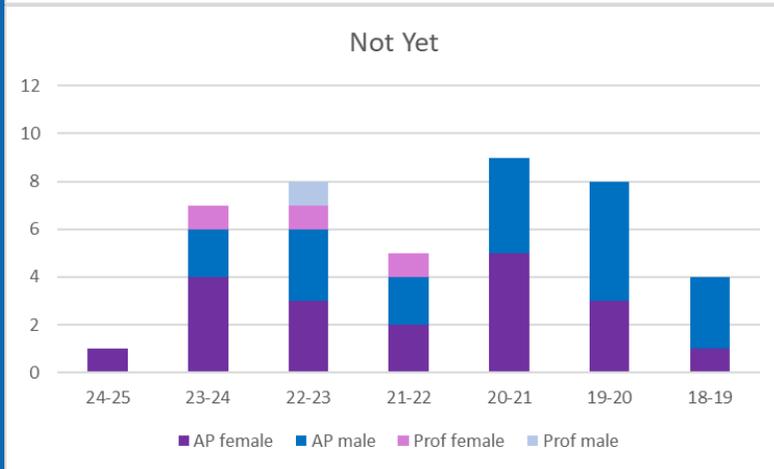
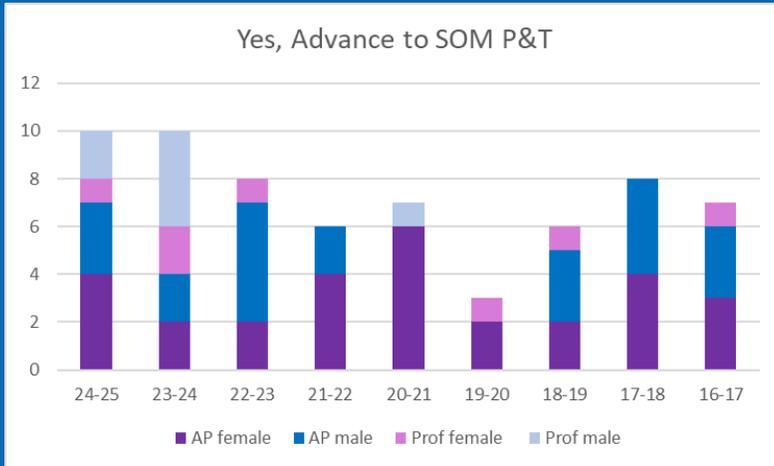
### Targets:

1. Identifying connections (global health, MS program, curriculum development, MCCLDP leadership course)
2. P&T progress
3. Personal and Professional goals
4. Recruitment and retention

### Future:

1. Successful P&T
2. Faculty retention and satisfaction

# Teamwork - Promotion and Tenure Support Evolving with the Times



**Alexandra Verdieck, M.D.**  
Assistant Professor  
Associate Vice Chair of Education  
Department of Family Medicine

**Ana Quinones, Ph.D., M.S.**  
Associate Professor  
Associate Director of Faculty Development  
Department of Family Medicine

**Smriti Ohri, M.D.**  
Associate Professor  
Director of Faculty Development  
Department of Family Medicine

Panel Q&A  
*Promotion and Tenure*



**"There is no  
power for change  
greater than a  
community  
discovering what  
it cares about."**

**MARGARET J. WHEATLEY**

