



UC DAVIS
HEALTH SYSTEM

Faculty Development Newsletter

Issue 1, No. 1 Fall 2004

Welcome

Welcome to the inaugural issue of the Faculty Development Newsletter. This newsletter, which will be published quarterly, has several purposes:

- Publicize available faculty development opportunities
- Clarify faculty promotion policies
- Provide useful teaching and career management topics

We aim to make this newsletter as relevant and informative as possible. To achieve this we welcome articles, photographs, letters, feedback and other submissions. Please send submissions and suggestions to: gregg.servis@ucdmc.ucdavis.edu

A Message from the Academic Affairs Office

Greetings! A goal of Academic Affairs is to assist faculty in acquiring the skills they need to pursue their career in academic medicine, to improve faculty diversity, and to foster a climate honoring diversity. Jesse and Gregg were hired one year ago to assist in focusing in these areas. The faculty development highlights this past year include: 1) a colloquium series geared toward interest in administration and operations for Chairs, Vice-Chairs and Division Chiefs; 2) A day-long NIH seminar presented by representatives from the NIH, 3) a Mentored Clinical Research Training Program developed by Fred Meyers and Claire Pomeroy, 4) a departmental mentoring program developed by Robin Hansen and piloted in Pediatrics, 5) a "two-reader rule" for grants (whereby all external grants submitted by junior faculty are read by two readers prior

to submission) piloted in Pediatrics and Pharmacology and 6) Women in Medicine events on work/life balance and negotiation organized by Amparo Villablanca. 7) a faculty development newsletter edited by David Hak. Next year we will expand and continue the above initiatives. In addition we plan 1) to develop "menu-based" opportunities for faculty development workshops and seminars accessible via the web, 2) to modify the clinician-patient communication program to include cultural issues, and 3) to arrange for interested faculty to have breakfast or lunch with the Dean, Executive Associate Dean, or an Associate Dean. Our job is to help you be successful at UCD School of Medicine. If you have any suggestions, please contact us.

Jesse Joad, Assistant Dean Faculty Development and Diversity
Lydia Howell, Associate Dean Academic Affairs
Gregg Servis, Director, Faculty Development

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School of Medicine Academic Affairs Website

<http://med-acaffairs.ucdavis.edu>

Upcoming Events

Wednesday September 29, 2004

New Faculty Orientation and Faculty Development Workshop
8 am – 2:30 pm
Ballroom, Courtyard Marriott
(see page 2 for further details)

Saturday October 30, 2004

Women in Medicine –
Managing Skills Workshop
8 am – 12:30 pm
Ballroom, Courtyard Marriott
(see page 2 for further details)

Other upcoming Faculty Development events can be found at:
<http://med-acaffairs.ucdavis.edu/calendar/index.htm>

Faculty Development Office in Academic Affairs

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New Faculty Orientation and Faculty Development Workshop

Wednesday, September 29, 2004
8:00 am – 2:30 pm
Ballroom, Courtyard Marriott at
UCDMC
4422 Y Street, Sacramento

New Faculty Orientation

8:00 – 8:20 Welcome and Introductions

- Lydia Howell, MD
- Jesse Joad, MD
- Claire Pomeroy, MD
- Joseph Silva, MD
- Robert Chason, CEO

8:20 – 9:15 The Present and Future of the UC Davis School of Medicine

- Claire Pomeroy, MD

9:15 – 10:00 An Overview of the Faculty Series, Merit/Promotion Process, and Diversity Programming

- Lydia Howell, MD
- Jesse Joad, MD

10:00 – 10:15 *Break*

Faculty Development Workshop 10:15 – 12:30

Assessing Change Challenges: Strategies on How to Take Advantage of Change Opportunities

- Thomas Gilmore

12:30-1:30 Lunch Panels: Tricks of the Trade – Break-out Groups by Series

- Ladder rank / In Residence
- Clinic _____
- Salaried Clinical
- Adjunct

1:30-2:30 Teaching and Research Resources – Break Out Groups by Resources

- Teaching Group
- Research Group
- My Info Vault

About Thomas Gilmore Faculty Development Workshop Guest Speaker

Thomas Gilmore is Vice President of the Center for Applied Research (CFAR), a consulting firm that spun off a decade ago from the Wharton Business School. Tom serves as an adjunct associate professor in health care systems and a senior fellow of the Leonard Davis Institute of Health Economics.

His work has focused on leadership transitions, strategy, and organizational change. Tom has lectured on these "change" topics in a wide variety of sectors: private, non-profit, institutional, academic, and government. He has worked extensively on strategy and organizational assignments in academic medicine, with schools, associates, and academic health centers. He is a founding member and currently on the board of the International Society for the Psychoanalytic Study of Organizations. He has written extensively, including *Making a Leadership Change: How Organizations and Leaders Can Handle Leadership Transitions Successfully* (Jossey Bass, 1989)

Tom will address the challenges and opportunities associated with the typical changes that new faculty undergo as they arrive and begin work in a new institution. All faculty are invited to hear his presentation: **"Assessing Change Challenges: Strategies on How to Take Advantage of Change Opportunities" from 10:15 am - 12:30 pm on Wednesday September 29, 2004.**

Faculty Mom's Group

First Saturday of Every Month
East Lawn Children's Park
(Folsom Blvd. @ 40th)

For more info, contact
Suzanne Eidson-Ton 4-2115 or
wetona.edison-ton@
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My Info Vault

My InfoVault is an on-line, web-based application, developed by the UC Davis School of Medicine's Medical Informatics group at the Center for Health Technology, to provide faculty with a user-friendly system for entering and storing data relevant to their professional activities. Once data have been entered and regularly updated, several output products are available: 1) A faculty CV can be designed, printed, stored and emailed in a variety of formats; 2) faculty merit and promotion packets can be automatically generated using University formats; and, 3) an NIH biosketch can be specifically designed and printed for individual research projects using the NIH template.

MyInfoVault is now ready for School of Medicine faculty use. It is also likely that the entire UC Davis campus (and other campuses as well) may adopt MyInfoVault as a way of standardizing merit and promotion actions and benefiting from a paperless record.

Data entered into MyInfoVault is totally secure and can be released only by express permission of the individual faculty member-owner.

Dr. Tom Anders (tfanders@ucdavis.edu, 916-703-0230) is forming a MyInfoVault Users Group for interested faculty. Individualized and group training sessions can be scheduled. Please contact Tom if you are interested in learning more.

Women in Medicine

Managing Skills Workshop
Saturday October 30, 2004
Ballroom, Marriott Courtyard

- Management Styles and Women: Expectations, Effectiveness, Challenges
- Managing Teams
- Managing Budgets and Finances: Lessons for Women
- Mock Managing Scenarios

Effectively manage your communication style

Tips to deal with workplace stress

By Wayne M. Sotile Ph.D, and Mary O. Sotile, MA

Have you ever noticed that a thriving medical organization is filled with smiling faces? Research has shown that level of happiness predicts both productivity and health. In prior work, we found that physician happiness cross-correlates a combination of important organizational and personal factors: health, job satisfaction, work-team cohesion, retention of key employees, quality of marriage and family life, patient satisfaction, patient adherence and medical claims.(1)

Protecting physician satisfaction

In today's changing medical environment, protecting physician satisfaction is a formidable task. More than ever, physicians need to be good corporate citizens – ambassadors of collaboration and collegiality. But between 23 percent and 60 percent of physicians show marked signs of burnout.(2) Also, from training through retirement, physicians report that conflict with peers, patients and the people they supervise is the most significant stressor effecting their personal and professional well being. In fact, only 22 percent of physicians say they received enough training in communication and 40 percent say they received enough training in management skills.(3)

Our work with physicians and medical organizations indicates that the tone of any group hinges on the practice of effective emotional management – the process of managing your own emotions, while also attending to the emotional impact your behavior has on others.

There are six aspects of effective emotional management that can foster individual resilience, collaboration and collegiality.

1. Manage yourself

Your relationships won't feel any better than you do. The starting point for dealing with workplace stress is to bolster your coping reserves with adequate self-care. It is important that you respect your own mind, body, spirit and personal relationships.

2. Act like a leader

Take the lead in your division/department for fostering effective medical leadership behaviors:

- Facilitate interdisciplinary collaboration.
- Speak in terms of “we” rather than “us-versus-them”.
- Be a team-builder.
- Promote physician involvement by sharing information openly and evenly. Foster group decision-making. Do not participate in gossip. Provide colleagues with honest data.
- Be the first to demonstrate a willingness to change.
- Focus on solutions, not on personalities.
- Confront any behavior that disrupts patient care, organizational operations, collegiality or collaboration.
- Foster optimism and hope about the future.

Accept the fact that leadership styles must match current organizational needs. Yesterdays leadership style may need to be replaced by new attitudes and skills.

3. Create team-building contexts

Create contexts that give trust, collegiality, mutual respect and teamwork a chance to grow. Meet regularly to discuss organizational issues. Have practice retreats. Set long- and short-term organizational goals, and regularly solicit and give each other feedback relative to these goals. Accept the fact that disagree-

ment between colleagues is inevitable; conflict is optional. How you manage your differences will determine the health or pathology of your organization.

4. Take responsibility for your communication style

Stress tends to make narcissists of us all. Evaluate your communication by the response you are getting. When others' responses displease you, consider changing your style – rather than blaming them and waiting for them to accommodate you. Avoid using any of the following collegiality-killers:

Silence, bullying, manipulation, ignoring, blaming, mixed messages, snubbing, insults, outbursts, cool/alooof behavior, abruptness, discrediting, secretiveness, passive/aggression, aggression and/or lack of response to input.

Remember: Effective leaders lead with gratitude and make a point to thank others when they are doing things right.

5. Deal with colleagues who demonstrate disruptive behavior

Develop policies and procedures for dealing with inappropriate workplace behavior, including inappropriate displays of anger and any behavior that sabotages collaboration and collegiality.(4)

These guidelines can help when dealing with a colleague who behaves in ways that erode teamwork:

- Strike when the iron is warm, not hot. Don't wait too long before discussing the issue. Conflict avoidance is one way that medical organizations accumulate team-killing tensions.
- Never blame or shame your colleague, but be clear that the behavior in question is unacceptable.

- Do it in person. Never give negative feedback through a memo or e-mail.
- Do it in private. Never criticize another person in front of staff or peers. If a one-on-one discussion doesn't work, include colleagues or staff who are willing to join in the confrontation.
- Be specific. Specify exactly which behavior(s) needs to change, and what would work better.
- Do not get into a debate. Behavior that violates your workplace code is simply unacceptable.
- Do not get defensive if counterattacked. Make it clear that your own behavior is, indeed, a legitimate topic of discussion – in a future conversation.
- If need be, insist that your colleague seek professional help.

References

1. Sotile WM, Sotile MO: *The Resilient Physician: Effective Emotional Management for Doctors and Their Organization*. Chicago, IL, AMA Press, 2002.

2. Campbell DA Jr, Sonnad SS, Eckhauser FE, Campbell KK, Greenfield LJ: Burnout Among American Surgeons, *Surgery*, 2001, 130(4): 696-705.
3. Ramirez AJ, Graham J, Richards MA, Cull A, Gregory WM: Mental health of hospital consultants: the effects of stress and satisfaction at work. *Lancet* 1996;347:724-728.
4. Sotile WM, Sotile MO: Effective emotional management: Managing an inappropriately angry colleague. *The Resilient Physician Newsletter*, March, 2003;2(2):1,8.

Wayne M. Sotile, PhD, and Mary O. Sotile, MA, are health care consultants who frequently write and speak about physician well being. They have published nine books and are editors-in-chief for The Resilient Physician newsletter. They can be reached at (336) 765-3032 or wsotile@attglobal.net. See <http://www.theresilientphysician.com> for more information.

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