Department of Pediatrics
Faculty Meeting

TOPIC: Report from the Division Chief Retreat: Impact of Leadership Qualities

February 26, 2018
Elizabeth Dorwart, MD  
*Clinical Instructor*  
*Critical Care Medicine*

Aditi Kamdar, MD, MSHP  
*Clinical Assistant Professor*  
*Hematology/Oncology*

Jack Percelay, MD  
*Clinical Professor*  
*Hospital Medicine*
Promotions
October through January

**Assistant Professor**
- Janene Fuerch, Neonatology
- Rebecca Ivancie, Hospital Medicine
- Rebecca McKenzie, Gastroenterology
- Rona Morris, Hospital Medicine

**Associate Professor**
- Jennifer Murdock, Hematology/Oncology
- Katherine McCallie, Neonatology
- Nasha Sabery Khavari, Gastroenterology
- Debbie Sakai, Hospital Medicine
- Seda Selamet Tierney, Cardiology
- Dana Weintraub, General Pediatrics
- Vamsi Yarlagadda, Cardiology

**Professor**
- Catherine Krawczeski, Cardiology
9th Annual Pediatrics Research Retreat
Thursday, April 26, 2017 from 8:00am-5:30pm
Li Ka Shing Center for Learning & Knowledge

Join us for the First Annual Diversity and Inclusion Forum at Stanford!

The event will highlight innovative workshops developed by our pediatric trainees and educational mentors who have participated in the inaugural LEAD (Leadership Education in Advancing Diversity) Program. The event will be an enriching opportunity for faculty, trainees, students, postdocs, and staff to learn tools and strategies to enable you to become an effective change agent for diversity and inclusion in medical education. We will conclude with a fair held in the LPCH atrium to bring together and celebrate the people and organizations promoting diversity and inclusion in the Stanford community. All are welcome to participate!

Education Goals:
1. Describe the value of building leadership and scholarship capacity for trainees to improve diversity and inclusion efforts in medical education.
2. Demonstrate tools and strategies to:
   a. Debrief implicit bias
   b. Identify and manage micro-aggressions in the workplace
   c. Optimize the care of patients and families with limited English proficiency
   d. Address discrimination by patient and families
3. Create a learning climate that embraces inclusion and supports the scholarship of diversity.
The Junction of Science, Medicine, Public Policy and Healthcare Delivery
CD22-targeted CAR T cells induce remission in B-ALL that is naive or resistant to CD19-targeted CAR immunotherapy

Terry J Fry1, Nirali N Shah1, Rimas J Orentas1,8, Maryalice Stetler-Stevenson2, Constance M Yuan2, Sneha Ramakrishna1, Pamela Wolters1, Staci Martin1, Cindy Delbrook1, Bonnie Yates1, Haneen Shalabi1, Thomas J Fountain1, Jack F Shern1, Robbie G Majzner3, David F Stroncek4, Marianna Sabatino4, Yang Feng5, Dimiter S Dimitrov5, Ling Zhang1, Sang Nguyen1, Haiying Qin1, Boro Dropulic6,8, Daniel W Lee1,8 & Crystal L Mackall7,8
CAR-T Cell Therapy for Pediatric Oncology: 
*The Peril and the Promise*

Speakers: Crystal Mackall and Christopher Mount

March 5, 2018 | 12:00 PM | Li Ka Shing Center 102
Bonnie Halpern-Felsher
Grant from the Tobacco-Related Disease Research Program for $250,000/year for 3 years
Lahia Yemane appointed to the Academic Pediatric Association Committee on Diversity and Inclusion

• responsible for identifying and establishing diversity and inclusion strategies for the organization
Bonnie Maldonado

• Chair of AAP Red Book Committee
• 2018 Recipient of the Stanford Medicine Alumni Association Reach, Inspire, Serve, Engage (RISE) Award
  – This award is dedicated to those individuals who have demonstrated exceptional dedication to nurturing Stanford Medicine and the alumni community through acts of leadership, volunteerism, mentoring, or teaching.
• Awarded Henry J. Kaiser Family Foundation Award for Excellence in Preclinical Teaching.

• Selected to present at the Office of the Vice Provost for Teaching & Learning's Great Teaching Showcase for their innovative work in the Stanford MD curriculum: “Pairing Basic Scientists and Physicians to Teach the Links between Microorganisms and Clinical Infectious Diseases”.

Sharon Chen, MD, MS
Manuel Amieva, MD, PhD
The Center of Excellence for Diversity in Medical Education, the Division of General Pediatrics, and the Department of Pediatrics invite you to our first “Social Justice and Health” event

- March 6 from 5:00pm to 7:30pm
- Diversity Center for Representation and Empowerment (DCORE) in the basement of Lane Library
• Rebecca Blankenburg  
  President Elect of the Association of Pediatric Program Directors
Using Slack to Improve Department Communication and Collaboration

Lindsay Stevens, MD
Lindsay.stevens@Stanford.edu
What is slack?

- Slack is a mobile platform that allows professional communities to collaborate using a shared workspace.
- Conversations are archived, searchable, and organized!
- Can access easily via app on your mobile device.
- We have created a Stanford Department of Pediatrics slack channel to improve faculty engagement and interactions.
How do you use slack?

- Create a slack account by going to stanfordpediatrics.slack.com and using your stanford.edu or stanfordchildrens.org email address
- Download the slack app in the app store on your mobile device (you can also create an account and join the workspace directly in the app)
How do you use Slack?

- Once you have the app set up, you’ll have access to communication channels that you can subscribe to:
  - #general (automatic)
  - #social (automatic)
  - #research
  - #wellness
  - #community involvement
- You can see/send messages in the channels you join and can also send direct messages
- You can change your notification settings as desired
Questions?

Contact: Lindsay.Stevens@stanford.edu
2017 Pediatrics Faculty Meetings

JANUARY 24, 2017
LPCH Auditorium
12pm - 1pm
TOPIC: Task Forces Report Out
Download slides (.pdf)

FEBRUARY 28, 2017
LPCH Auditorium
12pm - 1pm
TOPIC: Faculty Compensation and Incentive Plan
Download slides (.pdf)

MARCH 28, 2017
LPCH Auditorium
12pm - 1pm
TOPIC: Space + Education Scholarship
Download slides (.pdf)

APRIL 17, 2017
LKSC 130
12pm - 1pm
TOPIC: Physician Wellness Survey
Download slides (.pdf)

MAY 17, 2017
LKSC 120
12pm - 1pm
TOPIC: Associate Chairs
Creating a Culture of Academic Success for Women

Negotiation Workshops with Maggie Neale

- April 30\textsuperscript{th}, 8:30 to 12:00, LKSC 101
- TBD
Task Force #1
Division Operations: Challenges

- Division Chiefs are the primary unit of interaction and key driver for faculty satisfaction
  - Faculty expressed immense gratitude for the Chiefs
- Substantial variation noted in:
  - Training and support provided to Chiefs
  - Negotiation skills and resources
  - Engagement with faculty
  - Communication between divisions, and communication of key information to the faculty regarding LPCH, School of Medicine and Department
  - Knowledge of the A&P process
- These challenges impact the faculty’s ability to fully embrace all of the attributes of the institution
Task Force: Potential Remedies

• Define competencies and expectations for Division Chiefs. Some expectations may be Division-specific.
• Create a process by which faculty can provide anonymous evaluations of Division Chiefs annually.
• Current Chiefs should receive formal training/coaching in leadership.
• Incoming Chiefs should receive formal onboarding including leadership training/coaching.
  - Training should be updated for current and incoming chiefs.
• Department Chair should attend faculty meetings to understand the nature and challenges of each division and share critical information at least biannually.
• The balance between centralized and division-based processes should be addressed with ample vetting and communication prior to implementation.
• Division chiefs should actively support faculty by sponsoring junior faculty members for regional/national roles.
• Departmental meetings should have interactive portions. Records of the meetings should be available to those who are unable to attend.
Division Chief Retreat

Julie Moseley, PhD
Director of Organizational Effectiveness
School of Medicine Human Resources Group

Tait Shanafelt, MD
Professor of Medicine
Chief Wellness Officer
Impact of Organizational Leadership on Physician Burnout and Satisfaction

Tait D. Shanafelt, MD; Grace Gorringe, MS; Ronald Menaker, EdD; Kristin A. Storz, MA; David Reeves, PhD; Steven J. Buskirk, MD; Jeff A. Sloan, PhD; and Stephen J. Swensen, MD
<table>
<thead>
<tr>
<th>Item</th>
<th>Response Options</th>
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<tbody>
<tr>
<td>To what extent do you agree or disagree with each of the following</td>
<td>a</td>
</tr>
<tr>
<td>statements about (name of immediate supervisor)?</td>
<td></td>
</tr>
<tr>
<td>Holds career development conversations with me</td>
<td></td>
</tr>
<tr>
<td>Inspires me to do my best</td>
<td></td>
</tr>
<tr>
<td>Empowers me to do my job</td>
<td></td>
</tr>
<tr>
<td>Is interested in my opinion</td>
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<td>Encourages employees to suggest ideas for improvement</td>
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<td>Treats me with respect and dignity</td>
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<td>Provides helpful feedback and coaching on my performance</td>
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<td>Recognizes me for a job well done</td>
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<td>Keeps me informed about changes taking place at Mayo Clinic</td>
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<td>Encourages me to develop my talents and skills</td>
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<tr>
<td>I would recommend working for (name of immediate supervisor)</td>
<td>a</td>
</tr>
<tr>
<td>Overall, how satisfied are you with (name of immediate supervisor)?</td>
<td>b</td>
</tr>
</tbody>
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*a Response options: 5=strongly agree, 4=agree, 3=neither agree nor disagree, 2=disagree, 1=strongly disagree; NA=do not know/not applicable.

*b Response options: 5=very satisfied, 4=satisfied, 3=neither satisfied nor dissatisfied, 2=dissatisfied, 1=very dissatisfied.
Power of Leadership

• Behaviors of physician-supervisor largely impact burnout & satisfaction of individual physicians:
  
  – Each 1 point ↑ leader score ~4% ↓ burnout (p<0.001)
  
  – Each 1 point ↑ leader score ~9% ↑ satisfaction (p<0.001)

• Leadership qualities of the physician-supervisor impact burnout & satisfaction on the work-unit level
  
  – 11% variation burnout between divisions correlated leader score
  
  – 47% variation satisfaction between divisions correlated leader score

• Better training and support for leaders needed

Shanafelt, Mayo Clinic Proceedings 90:432
Leadership qualities of physician supervisors appear to impact well-being and satisfaction of individual physicians.

- **Emotional Exhaustion**
- **Depersonalization**
- **Overall Satisfaction with the Organization**
# Annual Survey

## Leadership Qualities

To what extent do you agree or disagree with each of the following statements about (name of immediate supervisor)?

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## Identification of Division-specific challenges

If the Division could do one thing, under its control, what would it be?
Leadership and Physician Burnout: Using the Annual Review to Reduce Burnout and Promote Engagement

Tait Shanafelt, MD¹, and Stephen Swensen, MD¹
If the Department could do one thing, under its control, what would it be?

- Coaching for Division Chiefs
  - Identify on-boarding skill set to do needs assessment
  - Coaching consults
  - National leadership conferences

- Facilitate the sharing of narratives of significant accomplishments at the Department, Division, Lab, and individual level to audiences within the Department of Pediatrics.
  - Enable colleagues to learn from each other’s experiences
  - Recognize accomplishments
  - Foster connections between individuals and groups within the Department

- Support and prioritize academic pursuits for all faculty regardless of line and rank
  - Bolster tools and resources

- Engage all faculty in establishing a department-wide vision with consensus metrics consistent with that vision.