



Mentorship and Sponsorship

Justin B. Dimick, MD, MPH

George D. Zuidema Professor of Surgery

Chief, Division of Minimally Invasive Surgery

Director, Center for Healthcare Outcomes & Policy

Department of Surgery, University of Michigan

Disclosures

- No relevant financial disclosures
- I have been lucky to have (and still have) many great mentors

So you want to be a leader?

“What have you built?”

“Who have you developed?”

Mentorship:

A **dynamic, reciprocal** relationship in a work environment between an advanced-career incumbent (mentor) and a beginner (mentee) aimed at promoting the **career development of both**.

Mentor vs. Sponsor:

What's the difference?

Mentors *ADVISE* Sponsors *ACT*

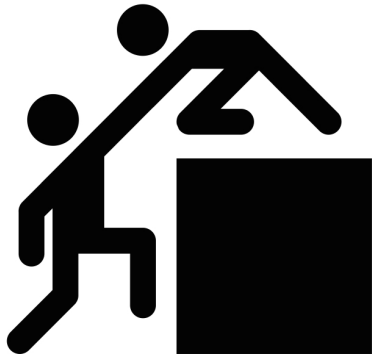
Mentors...

- Develop skills and capabilities
- Provide tips and strategies
- Navigate unwritten rules
- Reduce isolation and stress

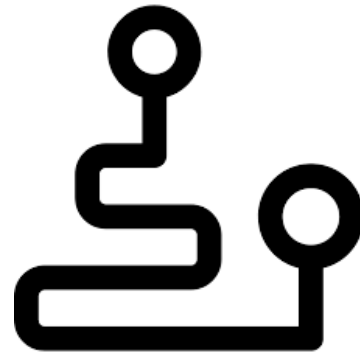
Sponsors...

- Connect to career opportunities
- Advocate for advancement
- Publicly endorse you
- Help confront and interrupt bias

Lessons I've learned from my mentors



Always have
your mentee's
back

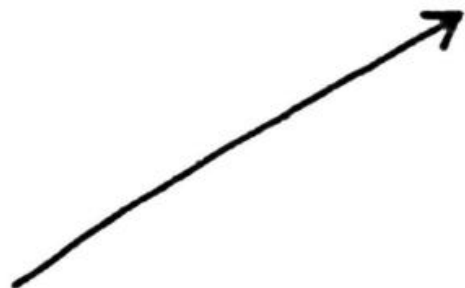


Take mentee
where they want
to go, not where
you went

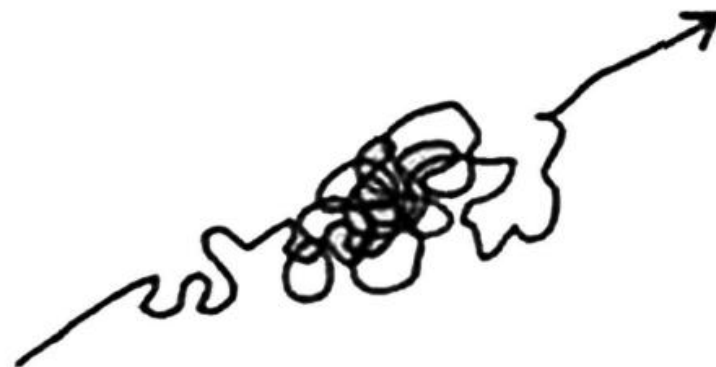


Listen to
mentees, so
you can learn

S U C C E S S



What people think
it looks like



What it really
looks like

First exposure to academic surgery



What it really
looks like

My first mentor in surgery



Pam Lipsett

Learn how to **truly** take someone under your wing



Always have your mentee's back

...but mentees have to live up to your side of the bargain.

Accountability:

Internal locus of control:

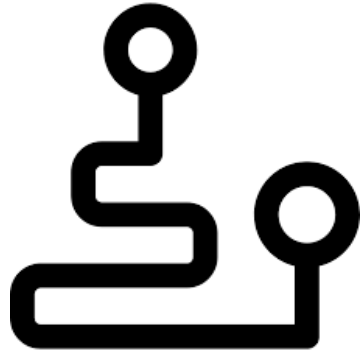
outcomes of our actions are contingent on what we do

External locus of control:

outcomes are outside our control



Precision mentoring



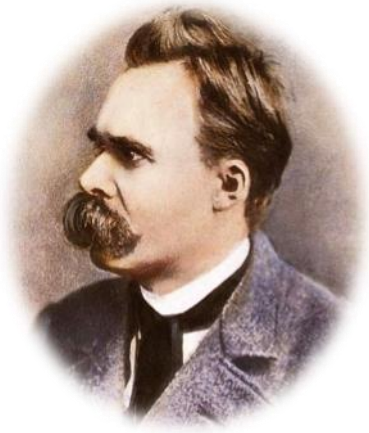
Take mentee
where they
want to go, not
where you
went

What phenotype of
academic surgeon?



What unique talents
and interests do
they have?



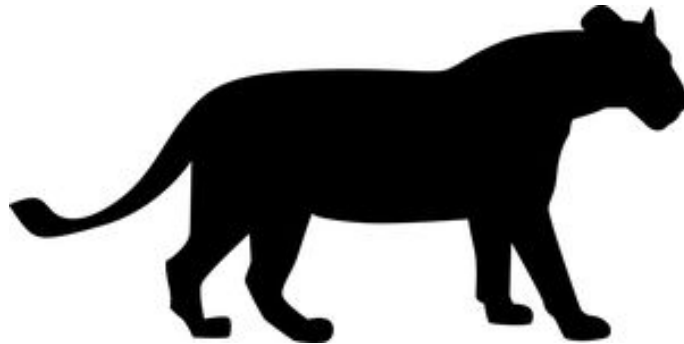


...but you have to pay your dues before you can go rogue.

The Three Metamorphoses of the Spirit



Bear the burden
of learning past
knowledge



Courage to
challenge
convention



Creativity to
begin again

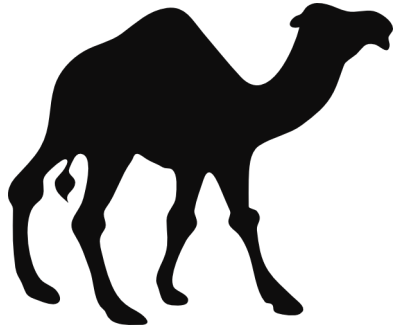
Precision mentoring



Andrew Ibrahim

Day # 1 of research fellowship:

“I’m really excited about design and architecture and how the built environment influences outcomes”



“Buckle up and get your camel on”

Research

Original Investigation

Association of Hospital Critical Access Status With Surgical Outcomes and Expenditures Among Medicare Beneficiaries

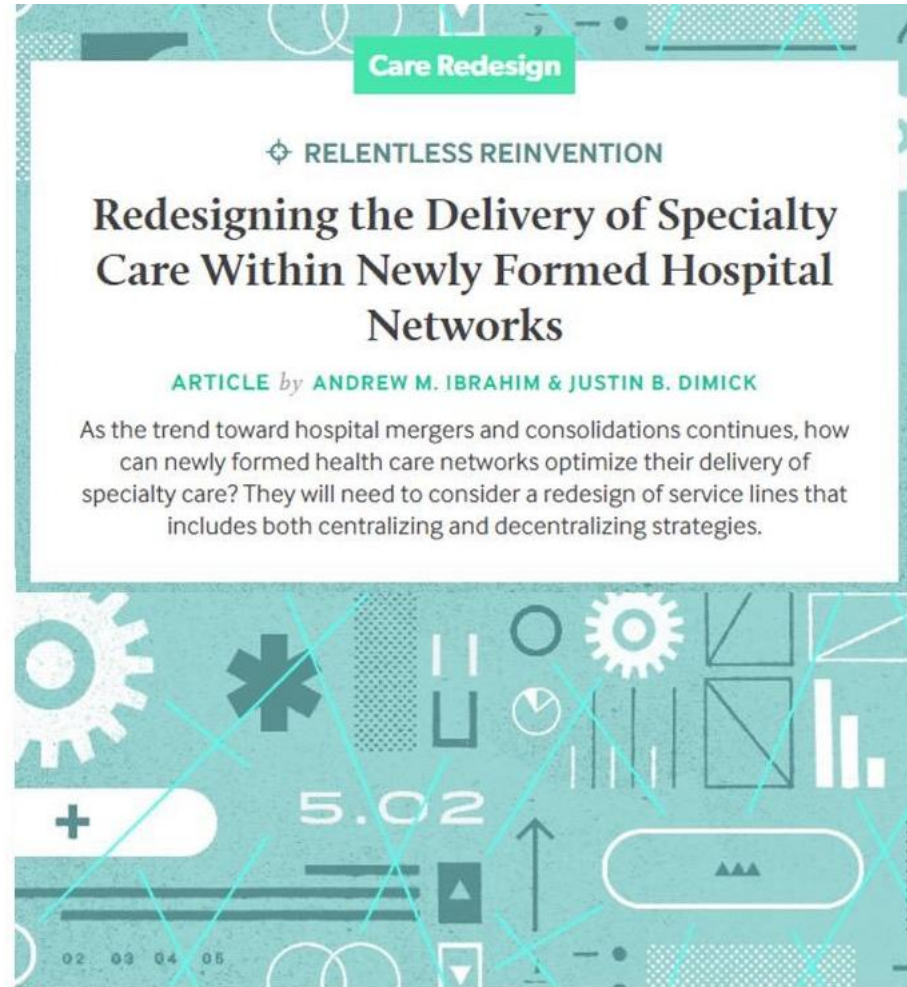
Andrew M. Ibrahim, MD; Tyler G. Hughes, MD; Jyothi R. Thumma, MPH; Justin B. Dimick, MD, MPH

ORIGINAL ARTICLE

Hospital Quality and Medicare Expenditures for Bariatric Surgery in the United States

Andrew M. Ibrahim, MD, Amir A. Ghaferi, MD, MS, Jyothi R. Thumma, MPH, and Justin B. Dimick, MD, MPH

“I’m really excited about design and architecture and how the built environment influences outcomes”



Emerging Model of Decentralized Specialty Care

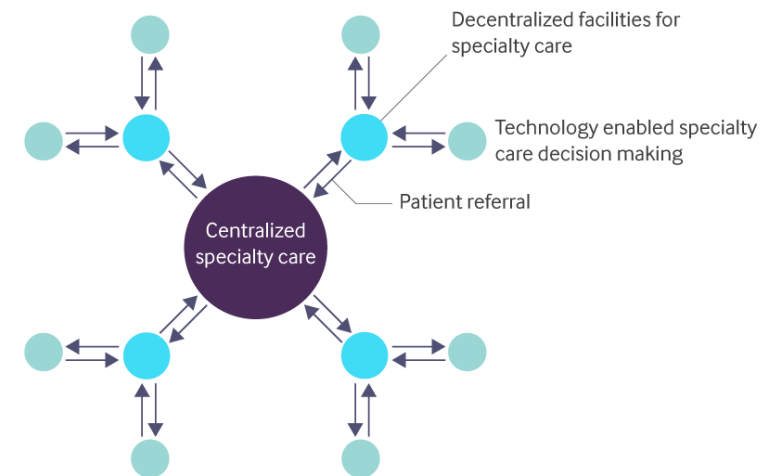


Diagram illustrating the decentralizing model for the delivery of specialty care. Emerging models of decentralizing specialty care emphasize patient-centered care. Regional facilities are equipped with staff and resources for specialty care, and smaller centers are technology-enabled (i.e. telehealth, integrated electronic medical records) to benefit from in-network specialty expertise.

Source: The Authors
NEJM Catalyst (catalyst.nejm.org) © Massachusetts Medical Society

Bidirectional learning



Listen to
mentees, so
you can learn



Lesly Dossett, MD, MPH
K08 Strategies for reducing
“between” hospital errors

Dana A. Telem, MD, MPH
R01 Realizing Advancement
in Surgical Equity (RAISE)



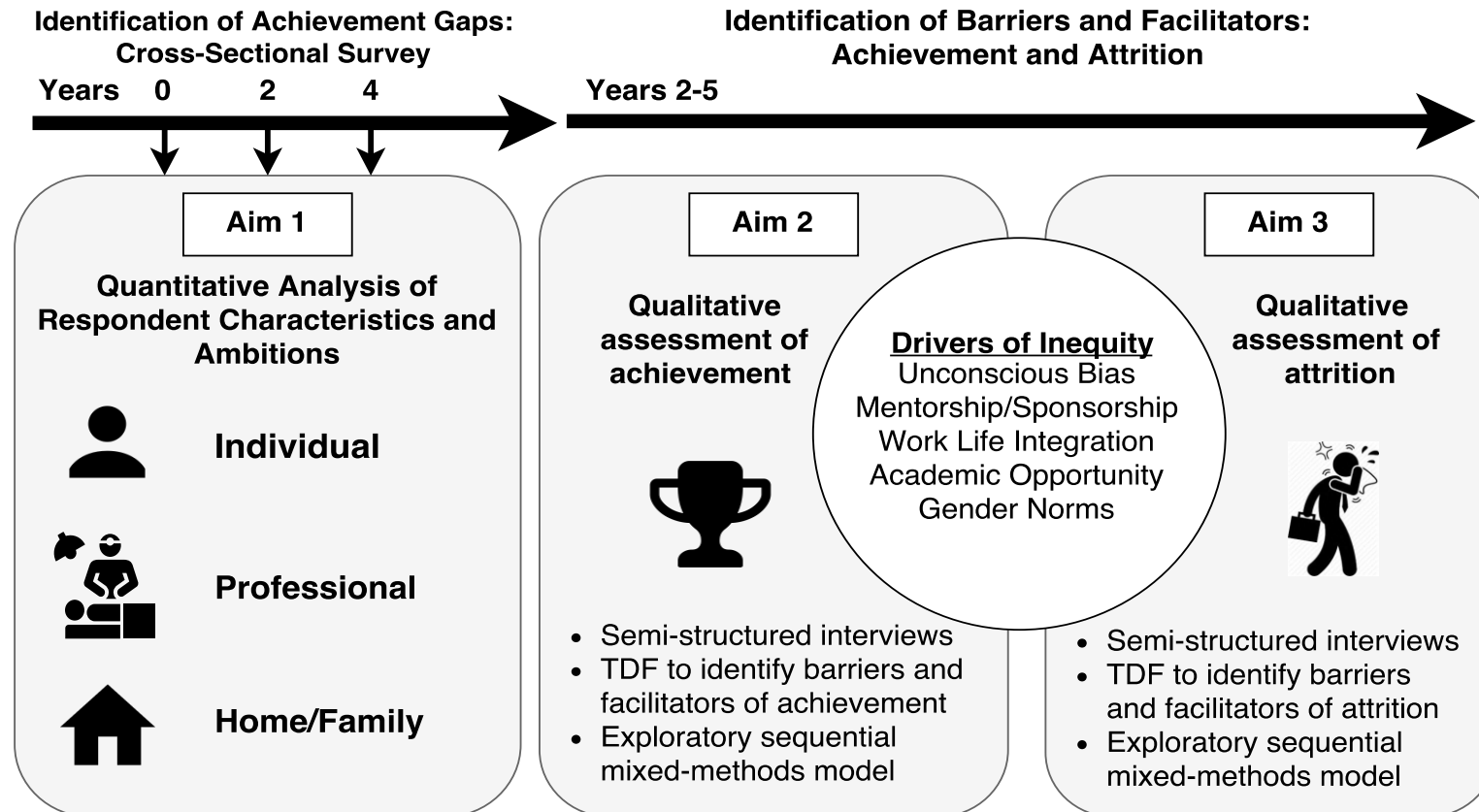
Pasithorn (Amy) Suwanabol, MD
K76 Understanding palliative care
in surgical patients

R01 Grant: Realizing Advancement In Surgical Equity study (RAISE)

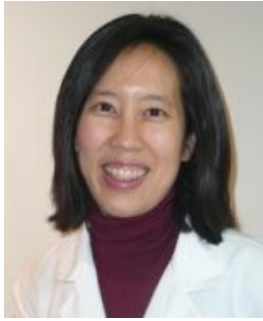
PI: Dana A. Telem, MD, MPH

A national prospective longitudinal cohort study designed to follow women in academic positions throughout their career.

Figure 1: RAISE Study Conceptual Model



Faculty Mentees:



Lena Chen, MD, MPH
Internal medicine
AHRQ K08 funded



Jennifer Waljee
Plastic surgery
AHRQ K08 funded



Michael Gaies, MD, MS
Pediatric critical care
NHLBI K08 funded



Amir Ghaferi, MD, MS
Minimally invasive surgery
AHRQ K08 funded



Hari Nathan, MD, PhD
Hepatobiliary surgery
AHRQ K08 funded



Dana Telem, MD, MHA
Minimally Invasive Surgery
AHRQ K08 funded

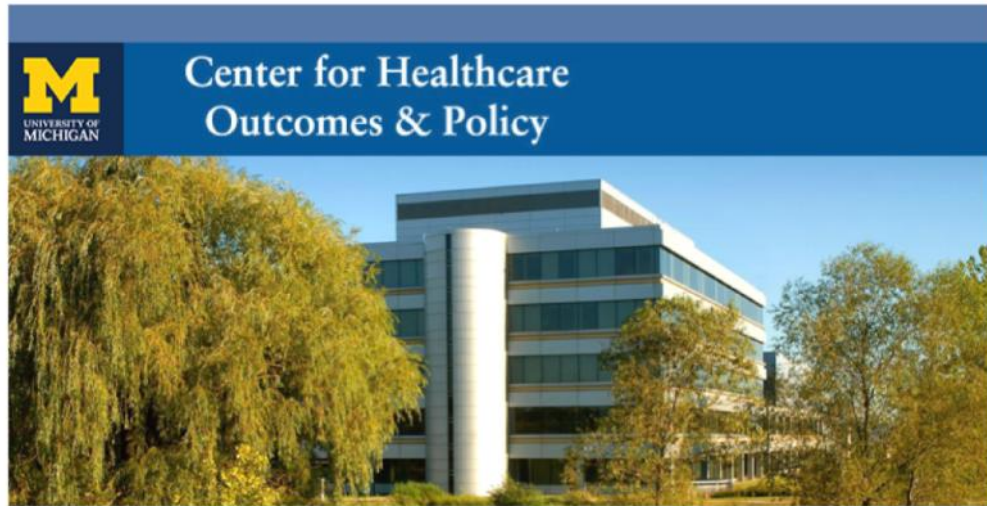


Lesly Dosset, MD, MPH
Surgical Oncology
AHRQ K08 funded



Amy Suwanobol, MD, MS
Colorectal surgery
NIH K76 submitted

Postdoctoral Fellows:



“Meta” mentorship

Building capacity by explicitly developing mentees into mentors

Resources:
Datasets, analyst
support, big picture
tweaking



Hari Nathan, MD, PhD
K-awardee
Co-I on R01




Sarah Shubeck, MD, MS
Former post doc



Margaret Smith, MD
2nd year post doc

Original Article

Hospital Quality, Patient Risk, and Medicare Expenditures for Cancer Surgery

Sarah P. Shubeck, MD ^{1,2}; Jyothi R. Thumma, MPH²; Justin B. Dimick, MD, MPH²; and Hari Nathan, MD, PhD²

Cancer 2018

“The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.”

Steven Spielberg

