

Mentorship and Sponsorship



Association for Academic Surgery
15th Annual Early Career Development Course

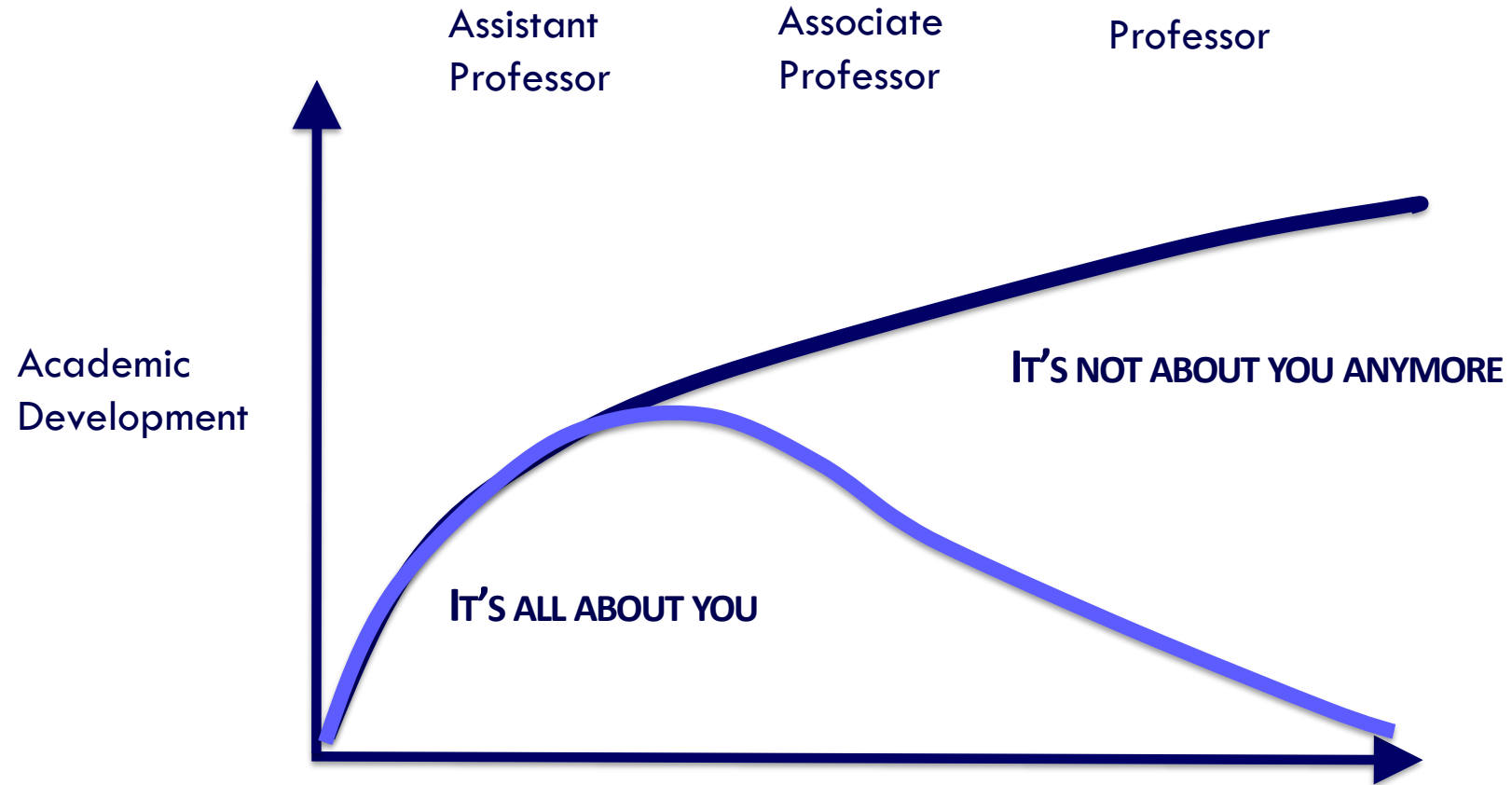


Justin B. Dimick, MD, MPH

Frederick A. Coller Distinguished Professor of Surgery

Chair, Department of Surgery, University of Michigan Medical School

Faculty Career Development Pathway





Harvard Business Review

www.hbrreprints.org

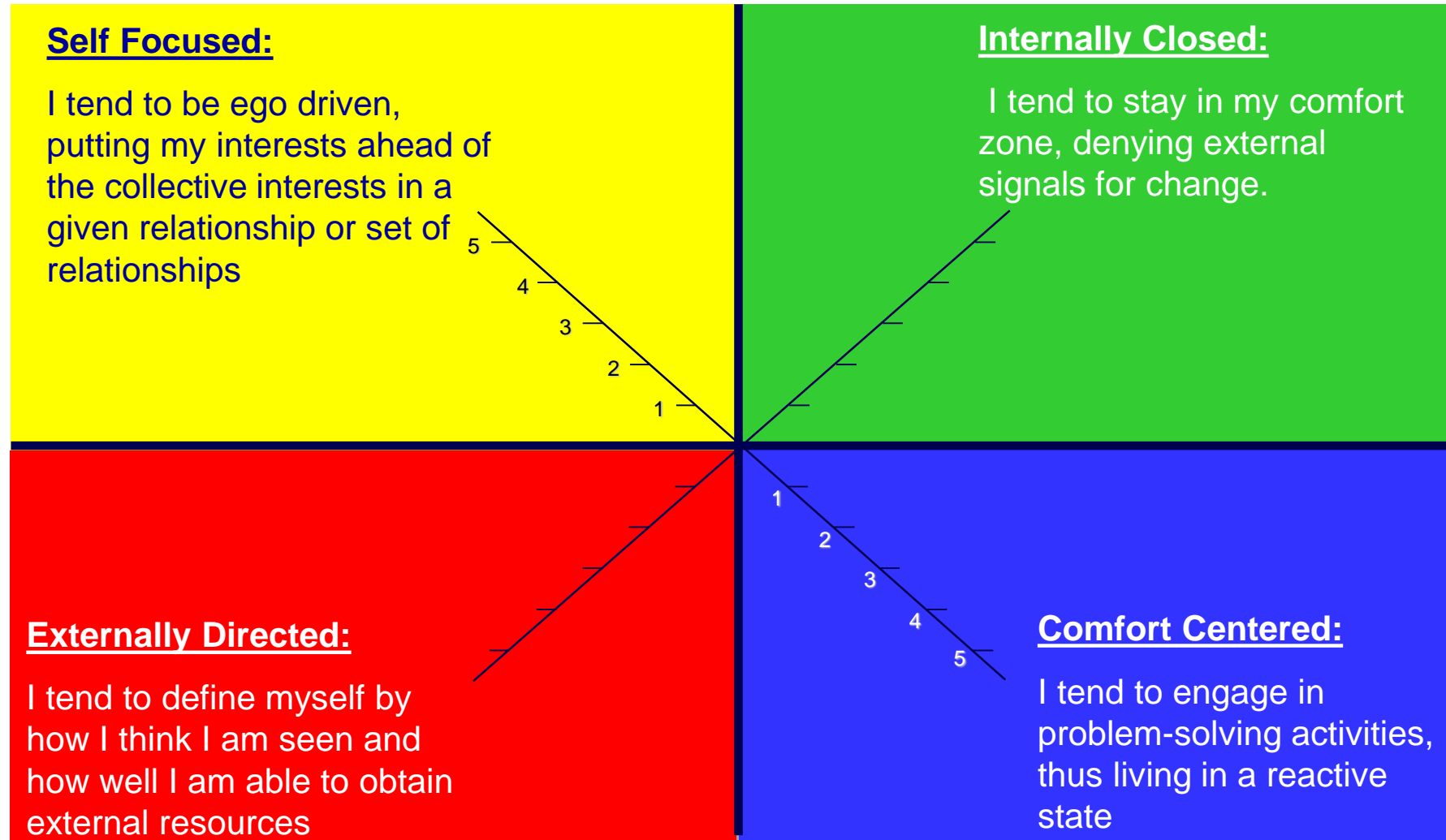
Leaders are at the top of their game when they act from their deepest values and instincts. Usually they tap into these fundamental qualities during a crisis, but it's possible to do so anytime—in the right frame of mind.

Moments of Greatness

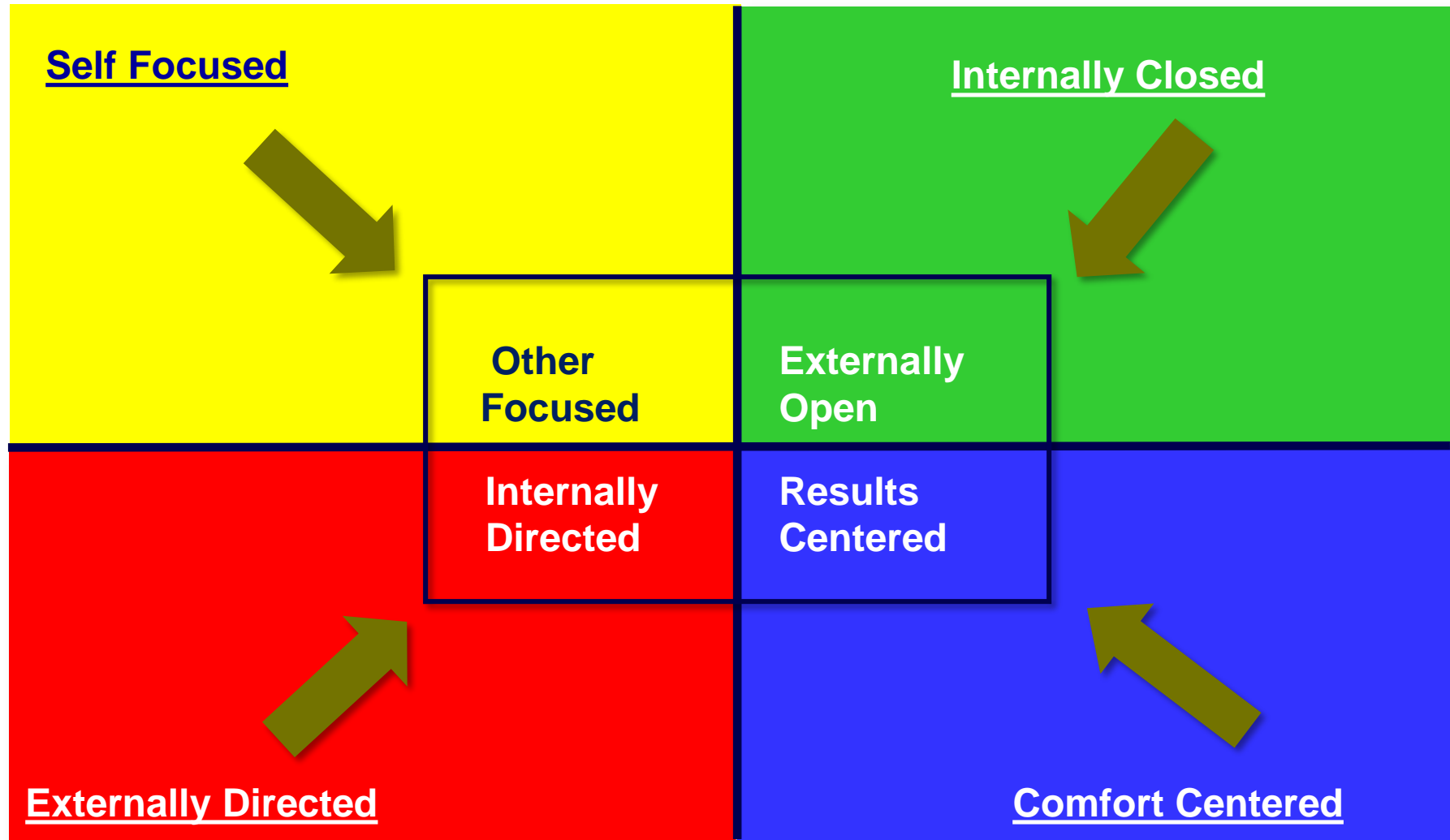
Entering the Fundamental State of Leadership

by Robert E. Quinn

The Normal State



Fundamental State of Leadership



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*

Mentors...

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

Sponsors *ACT*

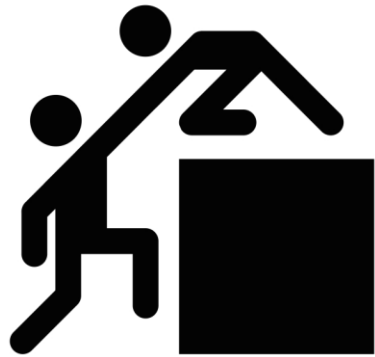
Sponsors...

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

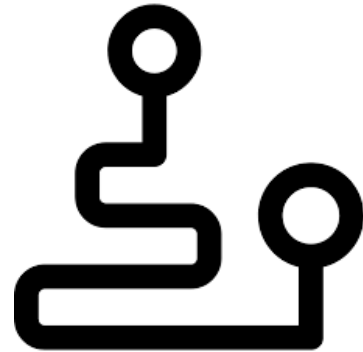


What mentors do:
Harvest potential.

Lessons I've learned from my mentors



Always have your mentee's back

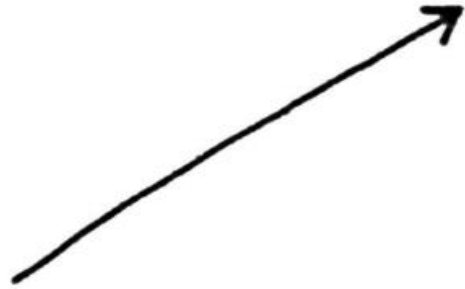


Take mentee where they want to go, not where you went

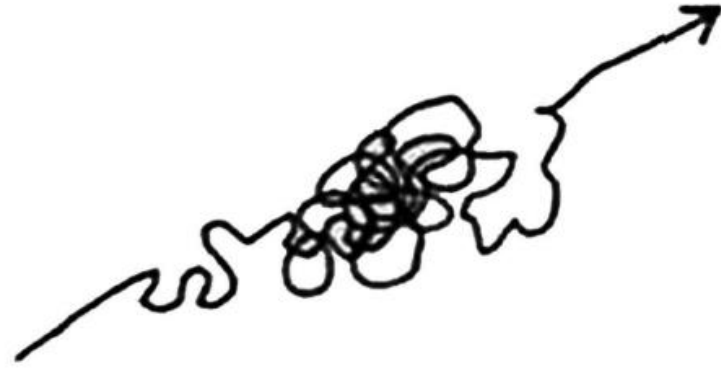


Listen to mentees, so you can learn

S U C C E S S

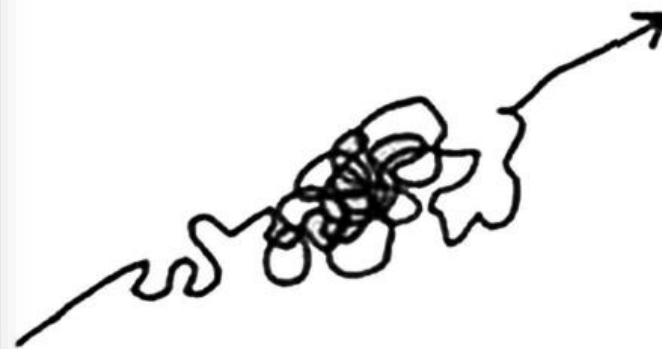


What people think
it looks like



What it really
looks like

First exposure to academic mentoring



What it really
looks like

My first mentor in surgery



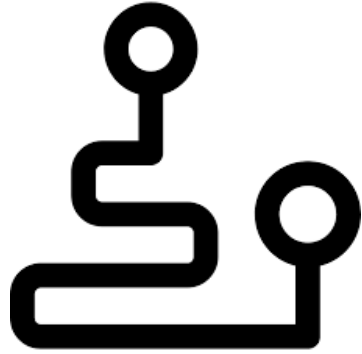
Pam Lipsett

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



Always have your mentee's back

Precision mentoring



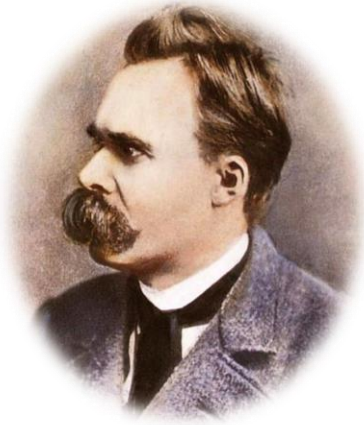
Take mentee
where they
want to go, not
where you
went

What phenotype of
clinician scientist?



What unique talents
and interests do
they have?



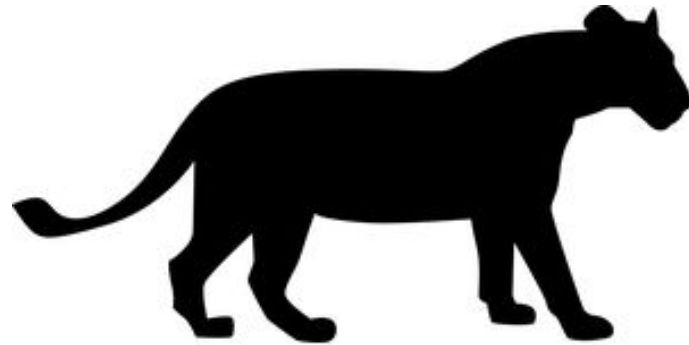


...but you have to pay your dues before you can go rogue.

The Three Metamorphoses of the Spirit



Bear the burden
of learning past
knowledge



Courage to
challenge
convention



Creativity to
begin again



Precision mentoring

Finding the golden nugget



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”


Care Redesign

RELENTLESS REINVENTION

Redesigning the Delivery of Specialty Care Within Newly Formed Hospital Networks

ARTICLE by ANDREW M. IBRAHIM & JUSTIN B. DIMICK

As the trend toward hospital mergers and consolidations continues, how can newly formed health care networks optimize their delivery of specialty care? They will need to consider a redesign of service lines that includes both centralizing and decentralizing strategies.



Emerging Model of Decentralized Specialty Care

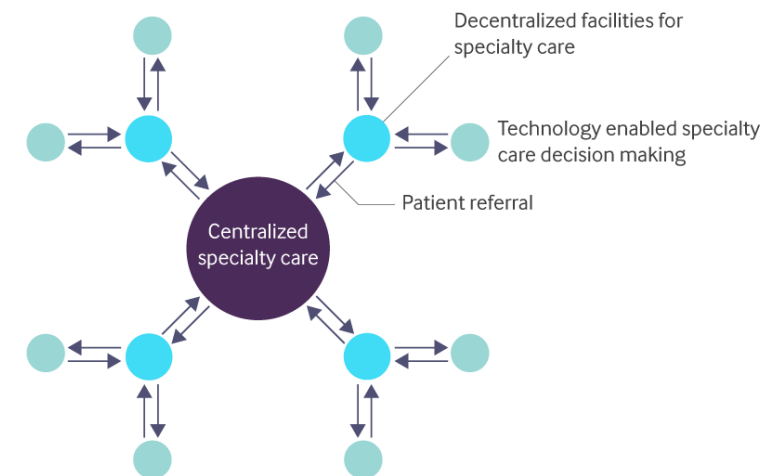


Diagram illustrating the decentralizing model for the delivery of specialty care. Emerging models of decentralizing specialty care emphasize patient-centered care. Regional facilities are equipped with staff and resources for specialty care, and smaller centers are technology-enabled (i.e. telehealth,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

Source: The Authors

NEJM Catalyst (catalyst.nejm.org) © Massachusetts Medical Society

look who's
talking

Dr Andrew Ibrahim
Senior Principal, Chief Medical Officer



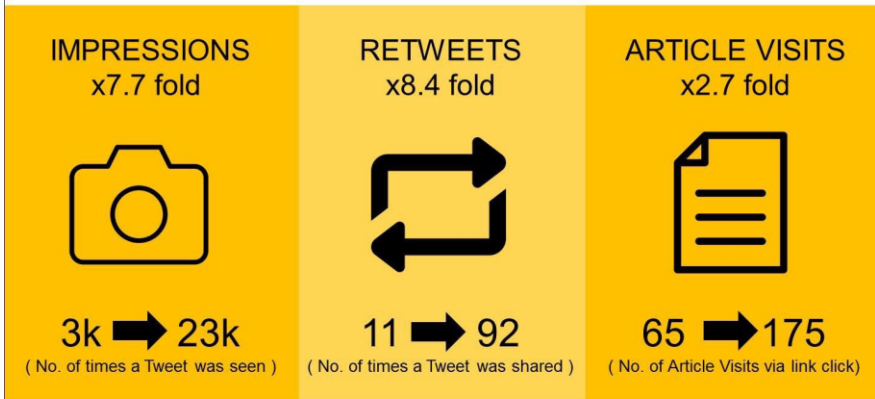
**Health
in all Design**

Healthcare Beyond 2030

hokthinkingoutloud.com



Visual Abstracts Increase Article Dissemination: a prospective, case-control crossover study



Ibrahim et al. *Ann Surg.* April 2017. **ANNALS OF SURGERY**
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7⁻⁸
AUG

VANDERBILT 13TH ANNUAL
HEALTHCARE DESIGN &
CONSTRUCTION SYMPOSIUM

EVENT DETAILS

"Intersection of the Built Environment with
Healthcare Delivery"

August 7-8, 2019
Featheringill Hall | Vanderbilt School of
Engineering

Keynote Presenters:
Dr. Toby Cosgrove – CEO Emeritus-
Cleveland Clinic, Executive Advisor to Google
Health
Dr. Andrew Ibrahim – U. of Michigan, Senior
Principal | Chief Medical Officer, Healthcare,
HOK

Registration opens Monday, June 10!

For questions and more information, please
contact charity.hasty@vanderbilt.edu

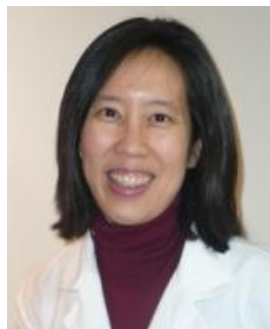
TIME
7 (Wednesday) 12:00 pm - 8 (Thursday) 4:00
pm CST



VANDERBILT
SCHOOL OF ENGINEERING



Primary Mentor K-awardees



Lena Chen, MD, MPH
Hospitalist
AHRQ K08 **funded**



Jennifer Waljee, MD,
MPH, MS
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 Dossett, MD, MPH
Surgical Oncology
AHRQ K08 **funded**



Nick Osborne, MD, MS
Vascular Surgery
NHLBI K08 **funded**



Amy Suwanobol, MD
Colorectal Surgery
AHRQ K08 **funded**



Brian George, MD
Acute Care Surgery
AHRQ K08 **pending**

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

Future of Health Systems Research:

Bring forth new knowledge that has translational value to our organization and others



Scott Regenbogen, MD, MPH
Associate Professor

R01 in progress: “Strategies for success under bundled payment models”



Hari Nathan, MD, PhD
Assistant Professor

R01 in progress:
“Best practices in building high-performing regional networks”



Lesly Dossett, MD, MPH
Assistant Professor

R01 in progress:
“De-implementation of low value breast cancer practices”



Diverse Faculty Phenotypes: Deploying Golden Nuggets



Oliver Varban, MD
Clinician Expert

Director, Bariatric
Surgery Program

Studies how to improve
surgical technique &
skill



Dana Telem, MD, MPH
Implementation Scientist

Chief, Division of Minimally
Invasive Surgery

Studies implementation of
evidence based hernia



Nabeel Obeid, MD
Network Builder

Surgical Lead at Chelsea
Hospital

Scholarly work optimizing
networks and delivery



Amir Ghaferi, MD, MS
Health System Leader

Surgical Director, Operating
Rooms

Examines how to improve
failure to rescue by
optimizing systems

“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
2nd year post doc



Margaret Smith, MD
1st 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 Michigan Promise

“Everyone achieves their potential”



Lesly Dossett

Vice Chair for
Faculty Life



Erika Newman

Vice Chair for Faculty
Development





Launch Teams

Years 1-3, all new faculty

- Composed of clinical mentor, research mentor, other sponsors and advisors
- Goal is to launch clinical practice, and scholarly work
- Review weekly schedule and goals at each meeting
- Coordinated centrally by department

Boost Teams



After promotion to Associate

- Phenotyping exercise
- Trajectory mapping:
 - Where do they want to go?
 - What growth opportunities do they need to achieve goals?
- Sponsorship from committee to help connect them to leadership positions and other growth opportunities

Early Career Faculty Exchange Program

21

UM Faculty
visited other
institutions

19

Visiting Faculty
were hosted
by UM faculty



Apply to the Program
Online application
due 3/1/2020



Early Career Faculty Exchange Program





MICHIGAN MENTORSHIP ACADEMY

SAVE THE DATE:

SEPTEMBER 25, 2020 | ANN ARBOR, MI

This one-day workshop will help you become a **better mentor**, a **more effective mentee**, and **enhance your organization's mentoring culture**.



HOSTED BY:

Justin Dimick, Vineet Chopra & Michelle Moniz

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

Steven Spielberg

