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
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

**Self Focused:**
I tend to be ego driven, putting my interests ahead of the collective interests in a given relationship or set of relationships.

**Externally Directed:**
I tend to define myself by how I think I am seen and how well I am able to obtain external resources.

**Internally Closed:**
I tend to stay in my comfort zone, denying external signals for change.

**Comfort Centered:**
I tend to engage in problem-solving activities, thus living in a reactive state.
Fundamental State of Leadership

- Self Focused
- Internally Closed
- Externally Directed
- Internally Directed
- Results Centered
- Comfort Centered
- Other Focused
- Externally Open

Robert E. Quinn 2016
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

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

Sponsors ACT

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
SUCCESS

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 scienist?

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
Day # 1 of research fellowship:

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

Andrew Ibrahim
“Buckle up and get your camel on”
“I’m really excited about design and architecture and how the built environment influences outcomes”
Visual Abstracts Increase Article Dissemination: a prospective, case-control crossover study

**IMPRESSIONS**
- x7.7 fold

**RETWEETS**
- x8.4 fold

**ARTICLE VISITS**
- x2.7 fold


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**EVENT DETAILS**

“The 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
Primary Mentor K-awardees

Lena Chen, MD, MPH
Hospitalist
AHRQ K08 funded

Jennifer Wajjee, 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; Jyothi R. Thumma, MPH; Justin B. Dimick, MD, MPH; and Hari Nathan, MD, PhD

Cancer 2018
The Michigan Promise

“Everyone achieves their potential”
MICHIcAGE PROMISE
Advancing Surgeon Excellence

ENVIRONMENT
- Cultural Competence
- Bias Awareness
- Equity and Inclusion

OUTREACH
- Center for Global Surgery
- Doctors of Tomorrow
- Women in Surgery Program

INNOVATION
- Innovation Prize
- Accelerated Business Engagement
- Directed Sabbatical

LEADERSHIP
- Leadership Development Program
- Diversity in Leadership
- Faculty Exchange Program

RECRUITMENT
- Recruitment Committee
- National Partnerships
- Program Engagement

ACHIEVEMENT
- Launch Teams
- Mentorship Training
- Academic Promotion Planning
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
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