

Meaningful Mentoring

Over the past several years, a number of MGH and MGPO faculty surveys indicated that our faculty was very interested in mentoring. In response, the Center for Faculty Development (CFD) piloted a program in 2009-2010 in the Departments of Anesthesia, Critical Care and Pain Medicine and Radiation Oncology which received positive feedback. The Faculty Mentoring Program was designed to strengthen faculty development and improve satisfaction by establishing relationships, foster camaraderie, encourage advocacy, and create new channels of communication.



In collaboration with the Department of Pediatrics (MGH/C) and the Multicultural Affairs Office (MAO), a second offering of the program was launched. MGH/C approached the CFD for assistance with mentoring and decided that the Faculty Mentoring Program was a good fit for their department. In addition, based on specific feedback received by MAO, an invite went to the Under Represented Minority (URM) faculty community as well.



*From the Center – Donna Lawton, MS
 Executive Director*



We hope you had a wonderful summer. The CFD has been actively planning for the new academic year and has many programs ready for you.

The September schedule includes: Negotiation Essentials, Managing Difficult Conversations, Women in Medicine Month and Responsible Conduct of Research to name a few. Please visit <http://www2.massgeneral.org/facultydevelopment> for more details.

Donna

The program included overviews on:

- » Mentoring best practices.
- » Confidential exchanges.
- » Modeling mentoring behavior.
- » Setting expectations.
- » Completing an action plan to crystallize mentees' goals and objectives.

Ninety percent of participants were interviewed during the program. The feedback was extremely positive and will help shape future offerings of the faculty mentoring program. (See pages 2 and 3).

It was incredible to see the time, talent and experience on display during the program. The majority of pairings were extremely successful and reported that they will continue the relationship after the formal program concluded.

A mentoring reunion will be held in December to further enhance the mentoring relationships and provide time to hear from senior faculty.

Please contact cfid@partners.org if you are interested in the Faculty Mentoring Program for your department.

Office for Clinical Careers (OCC)

Clinicians: Do you know your area of excellence?

The *Teaching and Educational Leadership* area of excellence is appropriate for candidates who spend a high proportion of their time on educational activities and who view education as their primary academic focus.

The *Clinical Expertise and Innovation* area of excellence provides the unifying theme for the candidate's academic activities and achievements. The individual is considered a leader in a clinical field. The candidate may have a reputation as an innovator in approaches to diagnosis, treatment or prevention of disease, applications of technology to clinical care and/or in developing models of care delivery.

If you are unsure of your area of excellence, unclear on the difference between the two areas or just need guidance in your career development, feel free to contact the Office for Clinical Careers at clinicalcareers@partners.org to set up a meeting with the Director, Dr. Ted Stern.

Office for Research Career Development (ORCD)

Tayyaba Hasan, PhD, to step down

In September, Tayyaba Hasan, PhD, Professor of Dermatology and Health Sciences and Technology (Harvard-MIT), will step down as Director of the Office for Research Career Development (ORCD). Dr. Hasan, who has served in this role since the founding of the ORCD in 2005, will devote more time to her research program and her interest in global medicine and research.



During her time with the ORCD, Dr. Hasan has had many accomplishments:

- » Focused attention on the needs of hospital-based basic scientists.
- » Provided career advice to research faculty and fellows.
- » Developed the Guidelines for Research Fellows ("Postdoc Policy").
- » Founded the Mass General Postdoc Association (MGPA).
- » Created a curriculum of professional development seminars.

For these and many other important contributions, the CFD gratefully acknowledges Dr. Hasan's critical role in the formation of the ORCD, and thanks her for her years of service to the MGH research community.

Office for Women's Careers (OWC)

Office for Women's Careers
Center for Family Development
MASSACHUSETTS GENERAL HOSPITAL
Multicultural Affairs Office

In Commemoration of Women in Medicine Month

Honoring the Past, Defining the Future: Women in Medicine in the 21st Century

Peter L. Slavin, MD, President, Massachusetts General Hospital, will open with introductory remarks.

Featured Speaker:
Evelynn M. Hammonds, PhD
Dean of Harvard College

Dr. Hammonds began her tenure as Dean of Harvard College on June 1, 2008. Prior to this appointment, she served as Harvard University's first senior vice provost for Faculty Development and Diversity beginning in July 2005. She is also the Barbara Guttman Rosenkrantz Professor of the History of Science and of African and African American Studies.

In recognition of Women in Medicine Month and the MGH Bicentennial, additional comments will be offered by:

Patricia K. Donahoe, MD
Marshall K. Bartlett Professor of Surgery
Chief of Pediatric Surgical Services, Emerita and the first woman appointed Professor of Surgery at HMS.

Anne B. Young, MD, PhD
Julianne Dom Professor of Neurology
Chief of Neurology and the first woman appointed Chief of Service at MGH.



Thursday,
September 22, 2011

noon - 1:30 pm
Thier Conference Room

RSVP to
womens.careers@partners.org
or call 617-724-5229 by Sept. 12
1.5 CME available

Sponsored by the
Office for Women's Careers,
Multicultural Affairs Office, and
Human Resources at
Massachusetts General Hospital



? Ask the Mentoring participants

– Meaningful Mentoring

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Summaries of feedback from participants –

What worked really well in your mentoring relationship?

	Mentor	Mentee
» Personal Connection: established a good relationship and trust; cultural similarities and/or clinical and research similarities	✓	✓
» Meetings: scheduled time; agenda driven; frequency and availability of mentor to meet	✓	✓
» Action Plan: clearly defined goals and expectations	✓	✓
» Matching: within and outside of department, ability to give objective/external view, and felt good about being a senior person made available to junior faculty member who otherwise would not have met	✓	

» **Matching:** Ability to meet with leadership and/or senior faculty members who otherwise would not have met, getting an external perspective was very helpful, thoughtful process (important that MAO knew URM faculty)

» **Structure:** Structure of a formal mentoring relationship and program

» **Other:** Mentee receptive to advice, ability to give specific/tangible advice and mentee follow through

» **Other:** Permission to talk about things would not have been able to without this program, dedication of mentor, knowledge transfer and getting concrete feedback

What were your biggest challenges and how did you overcome them?

» **Finding time:** the most cited challenge, but most said they overcame it

» **Mentor's perception of oneself** - e.g. did not think they could be helpful, but found out differently

Mentor Mentee

✓

✓

✓

✓

✓

✓

✓

» **Match itself:** different interests: clinical vs research and another senior mentor with different opinions

» **Other:** overstepping boundaries and lack of mentee follow through

» **Other:** Different styles, work life balance, time of sessions

What suggestions do you have to improve this program in the future?

» Majority said none

» **Goals:** Focus on prioritization of goals as well as identifying goals; contemplate if length of program is adequate to accomplish goals

» **Matching:** continue to be thoughtful about matching by continuing to take into consideration different factors including interests: clinical versus research; consider differentiating some aspects for those in an existing relationship versus a new mentoring relationship; include options for group mentoring

Mentor Mentee

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

» **Mentoring sessions:** Focus on how to overcome obstacles to success: provide clarity around "life" angst versus "career" angst; include senior mentor input at sessions to talk about own experiences; formal sessions closer together in time

» **Departmental buy-in:** market program with testimonials from past participants and educate chiefs/division chiefs about value of this program and get them to endorse it as part of the faculty advancement

» **Individualized follow up:** with mentees who are not "moving"

Would you recommend this mentoring program to others?

» Every interviewee gave an overwhelmingly enthusiastic "yes!" in response. All involved thought it was very important to offer and continue this type of program.

Mentor Mentee

✓

✓

✓

✓



Faculty Spotlight

G. Scott Gazelle, MD, MPH, PhD, Department of Radiology, was recently named Vice Chair of Faculty Development.

Debra Gervais, MD, Department of Radiology, was recently promoted to Division Chief for Abdominal Imaging and Interventional Radiology.

Daniel P. Hunt, MD, Department of Medicine, received the 2011 Award for Excellence in Teaching Award from the Society of Hospital Medicine.

Join us in congratulating these faculty members!

New Lactation Room available

The Employee Assistance Program (EAP) is pleased to announce the opening of an additional Lactation Room for employees, located on Bulfinch 1, next to the Employee Access Center. This new space, offered by Human Resources, provides two private areas with Medela Symphony breast pumps for new MGH mothers to continue nursing.

In addition to this new space, Lactation Rooms also are available in the following locations:

- » Wang 2, Room 233
- » Simches 3, Room 3.148
- » Simches 7, Library
- » CNY Building 149, seventh floor
- » Institute of Health Professions, Room 114
- » Revere Health Center, third floor

The EAP offers a variety of resources to breast-feeding mothers, visit http://www.eap.partners.org/WorkLife/Lactation_Support/LocationandContacts.asp for details.

Contact the EAP at (866) 724-4EAP to obtain access to the Bulfinch Lactation Room, which has ID card access, or to learn more about the EAP's services for working mothers.

Welcome to the new academic year 2011-2012!

Faculty Development Seminar: Negotiation Series Negotiation Essentials

Speaker: Robert C. Bordone, JD, Harvard Law School
Thursday, September 15, 2011 • noon to 2 pm

Women in Medicine month annual celebration Honoring the Past, Defining the Future: Women in Medicine in the 21st Century

Featured speaker: Evelyn M. Hammonds, PhD,
Dean of Harvard College

Special guests: Patricia K. Donahoe, MD and
Anne B. Young, MD, PhD

Thursday, September 22, 2011 • noon to 1:30 pm

Responsible Conduct of Research Series The Mentor/Mentee Relationship

Speaker: Raymond T. Chung, MD, Associate Professor of Medicine, Director of Hepatology and Vice Chief of Gastroenterology Division.

Friday, September 23, 2011 • noon to 1 pm

Managing Parenthood and Your Career Series Making Career Travel Work for You & Your Family

Panelists: Marylyn M. Addo, MD, PhD, Susan A. Slaughter, PhD, Rochelle P. Walensky, MD, MPH
Wednesday, September 28, 2011 • noon to 1 pm

Faculty Development Seminar: Negotiation Series Managing Difficult Conversations

Speaker: Gillien Todd, JD, Triad Consulting Group
Thursday, September 29, 2011 • noon to 3 pm

Faculty Development Seminar: Management Series Budgeting Basics

Speaker: Cindy Aiena, Director, Finance
Thursday, October 6, 2011 • noon to 1:30 pm

Faculty Development Seminar: Communication Series Power of Presentation

Speaker: Claudyne Wilder, Wilder Presentations
Thursday, November 17, 2011 • noon to 2 pm

For more information, visit: <http://www2.massgeneral.org/facultydevelopment/cfd/within-mgh.html>

Advance is a publication of the
Center for Faculty Development (CFD)
Office for Clinical Careers (OCC)
Office for Research Career Development (ORCD)
Office for Women's Careers (OWC)

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Visit our website: www2.massgeneral.org/facultydevelopment