

MGH DCCPM Faculty Development Program

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Faculty Development costs a lot! BUT it is worth it

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Return on Investment		
Scholarship	Academic Promotions	Retention
In 2012/2013, • > 300 research articles • > 80 book chapters	Since 2009, 51 faculty have received promotions	Since 2009, 83% of new faculty hired remain on staff

Guiding principles

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- Engage faculty from the beginning
 - Build institutional/departmental goals and HMS promotion criteria/metrics into the language of their career from day one
- Support faculty through all stages of their career
 - Career development is an iterative process
- Not one size fits all
 - More diverse programming leads to inclusiveness

Programming

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New Faculty Group	Annual Career Conferences	REFRESH clinical skill-building	Faculty workshops	Faculty Development Committee
Monthly workshop series for 1 st year faculty, focused on: <ul style="list-style-type: none"> • Community building • Providing guidance and mentorship as new faculty develop academic plans/goals 	Annual meeting between faculty member and chief, division chief and/or mentor to discuss all aspects of one's career: <ul style="list-style-type: none"> • Clinical • Teaching • Research / Academic 	Hands-on clinical skill-building sessions and expert perspectives, examples include: <ul style="list-style-type: none"> • Central line placement • Airway workshop • Ultrasound techniques 	Part of Thursday morning educational programming, geared specifically for faculty, that focuses on clinical, teaching and academic topics of interest	Support career development through mentorship and financial support for: <ul style="list-style-type: none"> • Educational programs • Leadership skills training • Faculty development days

REFRESH clinical skill-building

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    graph TD
        Root[REFRESH clinical skill-building] --> Specialty[Specialty Skills]
        Root --> Core[Core Skills]
        Root --> Latest[Latest Techniques]
        
        Specialty --> Regional[Regional block skills]
        Regional --> Regional_CS[Clinical Skills & Equipment]
        Regional_CS --> Regional_CS_Cont[Online resources  
• 12 week didactic curriculum w/ simulation sessions  
• Ultrasound workshops]
        
        Core --> Massive[Massive Hemorrhage]
        Core --> Difficult[Difficult Airway]
        
        Massive --> Massive_CS[Clinical Skills & Equipment]
        Massive --> Massive_EP[Expert Perspectives]
        Massive --> Massive_S1[Simulation session #1: Equipment]
        Massive_S1 --> Massive_S1_Cont[Ultrasound guided (peripheral) lines (including IIC)  
• Intersosseous line placement  
• Belmont setup]
        Massive --> Massive_S2[Simulation session #2: Central Line placement]
        Massive_S2 --> Massive_S2_Cont[Faculty choose among 3 options  
• "Quick review" (buddy system)  
• Small group learning  
• Private lesson]
        
        Difficult --> Difficult_CS[Clinical Skills & Equipment]
        Difficult --> Difficult_EP[Expert Perspectives]
        Difficult --> Difficult_AW[Airway workshop]
        Difficult_AW --> Difficult_AW_Cont[Tracheotomy  
• jet Ventilation  
• Fiberoptic Bronchoscopy  
• Bronch Simulator  
• Double Lumen Tube  
• Bronch Bleeder  
• Glidewire  
• C-MAC]
        
        Latest --> Latest_CS[Clinical Skills & Equipment]
        Latest --> Latest_EP[Expert Perspectives]
        Latest --> Latest_PDP[Panel discussions and lectures on the following topics:]
        Latest_PDP --> Latest_PDP_Cont[Long tracheal tubes  
• Tracheostomy tubes  
• Montgomery tubes  
• Airway stents]
    
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Faculty Development Committee

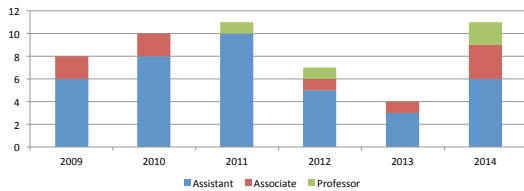
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- Support career development through mentorship and financial support for:
 - Educational programs
 - Leadership skills training
 - Faculty development days
- Over last 3 years, distributed over \$300K to faculty to support a wide variety of professional development opportunities, including:
 - Global health work
 - Teaching fellowships/courses
 - Leadership development programs
 - Graduate-level coursework (e.g. MBA, MPH)

Harvard Medical School promotions



- Departmental Academic Appointments and Promotions Committee (AAPC) guides and mentors faculty through the HMS promotion process
- Since 2009, **51** faculty have been recognized with promotions
 - 4 professors
 - 9 associate professors
 - 38 assistant professors



Retention and advancement



- **Retention**
 - Retained **83%** (49/59) of new faculty hired since 2009
- **Advancement**
 - Guide and mentor faculty towards next opportunity
 - Chairs and other leadership positions at outside institutions
 - In turn, helps recruit new faculty and completes the life-cycle

Research support



- **Funding sources**
 - Extramural funding
 - Federal
 - Industry
 - Foundation
 - Departmental support
 - Clinical revenue
 - Innovation
 - Royalties
 - Gifts

Research support



- **Grant applications and awards (FY10 – FY14)**

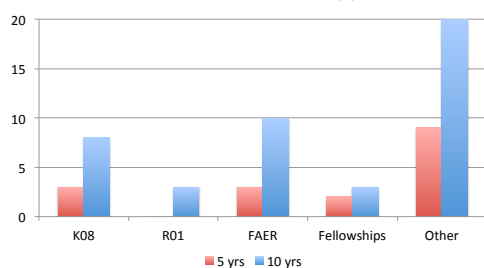
Year	Applications	Awards (success rate)
FY14*	146	22 (15%)
FY13	122	26 (21%)
FY12	124	30 (24%)
FY11	123	29 (24%)
FY10	138	17 (12%)

* 22 RO1 submissions; 6 awards (27% success rate)

Research support



- **86%** of faculty completing the T32 in the last 10 years have obtained additional research support



Research support



- **FY14 grant funding**

Number	Type
30*	NIH grants
15	Foundation grants
16	Industry grants
10	Internal grants
8	Other awards

* 1 T32, 1 K08, 1 R03, 1 R21, 20 R01, 1 U01, 1 P01, 1 P01-sub, 3 other grants

Research support



- Departmental support
 - T32/K08 investigators
 - PIs (e.g. NIH cap/interim)
 - Clinical research / other new initiatives
 - Research equipment/space renovation
 - Summer student program / HMS fellowship
 - Administrative support
- Infrastructure
 - ~ 30,000 square feet of established research space

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Faculty Development is an investment worth making



- Over the last five years, significant progress has been made in academic promotions, retention and publications by:
 - Engaging faculty from the beginning
 - Supporting faculty through all stages of their career, and
 - Developing diverse programming that cuts across clinical, teaching and research domains