

UNIVERSITY OF WASHINGTON  
FACULTY COUNCIL ON WOMEN IN ACADEMIA  
MONDAY, March 5, 2007, 3:30-5:00 p.m.  
26 Gerberding Hall

Chair Sandra Silberstein called the meeting to order at 3:36 p.m.

Meeting Synopsis:

1. Comments on and approval of minutes.
  2. Invited Guests Ellie Graham, Susan G. Marshall, Melissa Parisi, and Janine Jijina  
Creating Institutional Change for Work/Life Balance in Pediatric Careers (power  
point presentation-see Addendum A)
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**1. Comments on and approval of minutes**

The Council voted unanimously to approve the February 8, 2007 meeting minutes.

**2. Creating Institutional Change for Work/Life Balance in Pediatric Careers**

Guests Melissa Parisi and Susan Marshall began the presentation with a response to a question about the context and demographics of pediatrics within the larger medical community at Children's Hospital and Regional Medical Center. They spoke about the rapidly changing nature of pediatric work and how the increasing percentage of women entering pediatric careers demands that the life/balance issue be addressed in order to attract the best women for the profession in general and for positions of leadership.

Guest Ellie Graham then followed this with a power point presentation of The History of the Process. She explained how and why the Puget Sound Women's Pediatric Society was formed and the ways in which it promotes networking, leadership, and career development for female pediatricians. Graham also noted that women constitute over half of new pediatric residents. Given the current nature of pediatric work, she found that the younger generation of women, and men, want a better quality of life that gives them more family time, better pay, and fewer working hours.

Next, guest Susan Marshall discussed the Federation of Pediatric Organizations Report of the Task Force on Women in Pediatrics. She explained how the Task Force sought a proactive approach to addressing issues related to work/life balance for pediatricians. This was accomplished by using a developmental approach to the pediatric physician's training and practices. Marshall emphasized the importance of addressing issues related to balancing parenting/ family responsibilities with professional responsibilities within the medical education of pediatric residents. She noted how flexible training, career counseling, and mentoring should be offered within a family friendly environment to all pediatric residents, research fellows, and junior academic faculty. Marshall also

explained the challenges that mid-level faculty face when they try to balance family responsibilities with the demand to travel to national meetings.

Council members asked the panel several questions at this point. The first question was: are you asking for female pediatricians in part-time flexible careers to go into leadership positions? The panel was then asked to talk about how the Task Force is addressing the interface of these emerging culture and leadership issues with other departments in medicine. The response was that it is not currently happening at the national level, but it begins at the institutional level and branches out. Another inquiry asked about the ratio of the clinical-teaching track to the clinical-research track. A concern was raised that female pediatricians were being shuttled into the clinical-teaching track, which has been traditionally viewed as “second class.” Some responses to this involve raising the prestige of clinical work. The next question inquired about how female pediatricians who seek a better life/work balance can gain a national reputation that will aid them in being promoted from Assistant to Associate Professor particularly when this may require attending meetings, which is difficult when they have young children. A related question asked whether it was possible to encourage women to go into the other career track: research.

Last, guest Melissa Parisi presented the Work Group Process and Symposium Overview. In the first part of this presentation, Parisi identified five local organizations that are supporting the family life issue in pediatric careers. She then provided an overview of the four major work groups tasked to address this issue: family support structures, academic advancement issues, facilitating mid-life career changes, and flexible training and work. Parisi then described the research process, explaining that they even sought out best practices from private companies like Starbucks. She identified finding childcare (and eldercare) to be huge issues for women, as well as the challenges in creating a flexible schedule structure for unplanned events, like pregnancy. A council member raised the question, is there resentment by others who take on the work load of those with a flexible schedule? The response was that there are some serious issues of equity between residents with and without children. Speaking to a later career stage, Parisi pointed out that the group investigated best practices in existing programs that facilitate mid-life career changes, but found there were few programs available. The October 11<sup>th</sup>, 2006 Symposium was introduced next, and Parisi explained how its success was due to the fact that they had involved Children’s Hospital Administration early on in the process. She noted that with the Administration’s early support, the symposium was able to both identify work/life balance issues in pediatrics as well as identify plausible responses to these issues. The presentation concluded with a progress report that included a proposed Faculty Life Survey, designed to annually survey faculty members on work/life balance issues to gauge the success of interventions being developed, and the various ways in which flexible work and training, family support structures, and best practices for academic advancement, are being implemented in the Department of Pediatrics.

**The meeting was adjourned at 5:10 p.m.**

Minutes by Melissa Kane, Faculty Senate, mmkane@u.washington.edu, or 206.543.2884

**Present:**       **Faculty:** Beatrice Gandara, Marjorie Olmstead, Sandra Silberstein, Selva Tekkok, Luanne Thompson

**President's Designee:** Sutapa Basu

**Members of Representative Groups:** Pamela Yorks, Kim Johnson-Bogart

**Regularly Invited Guests:** Kate Quinn

**Invited Guests:** Ellie Graham, Susan G. Marshall, Melissa Parisi, Janine Jijina

**Absent:**

**Faculty:** Soo Borson (excused), Michelle Habell-Pallan, Margaret Heitkemper, Janet Primomo

**Members of Representative Groups:** Kelly Gilblom, Alexis Sclamberg

## Creating Institutional Change for Work/Life Balance in Pediatric Careers

**Planning Committee:** Ellie Graham, Susan G. Marshall, Melissa Parisi, and Amy Carter

**Assistant:** Janine Jijina



CHRCM (Children's Hospital and Regional Medical Center)  
Department of Pediatrics, Univ of WA

Elinor Graham, MD, MPH  
*History of the Process*

## Puget Sound Women's Pediatric Society

- Founded in 2001
- Initially supported by a grant from the Children's Hospital Fund for Excellence
- Promotes networking, leadership, and career development for female pediatricians
- In 2005, PSWPS identified the Impact of Family Life on Pediatric Careers as a major issue to be addressed in order for women to achieve their full potential as leaders in pediatrics.

## Pediatricians are Changing

- There has been a major gender shift:
  - Over 50% of pediatricians are women
  - 75% of pediatric residents are women

## Pediatric Demands are Changing

- The younger generation, of both genders, wants:
  - Higher pay
  - Fewer work hours
  - More time with family
    - Eleven pregnancies among Children's residents last year required major last minute schedule changes to cover maternity and paternity leaves.
- Patients in clinics and hospitals require more care time:
  - More complex
  - Require 24/7 medical management
  - Medicare requires more documentation of patient care by attending physicians
  - Most MD time is not reimbursed by insurance companies

## Who is affected?

- As we confront issues of family balance, we need to consider:
  - *All of our trainees (med students, residents, fellows)*
  - *Academic faculty*
  - *Community Physicians*

## Why do We Need Change?

- It is becoming increasingly evident that newly-trained physicians are less eager to pursue tenure-track academic positions, particularly at research universities, because of the seeming imbalance between professional and personal goals.\*
- Our experience at CHRMC is an increase in women choosing the pediatric specialty, an increase in pregnancies among residents, and fewer trainees choosing academic careers.
- Flexibility in the work place is essential to support our strategic goal at CHRMC of attracting and retaining the best employees.

\*American Council on Education Report-An Agenda for Excellence: Creating Flexibility in Tenure-Track Faculty Careers.

## Can we change our systems to provide pediatricians with family-friendly work environments?

## Susan G. Marshall, MD *FOPO Report of the Task Force on Women in Pediatrics*

## Federation of Pediatric Organizations (FOPO)

*Report of the Task Force on Women in Pediatrics 2005*

- Address issues of family balance in lives of pediatricians during training and practice
- Concerns regarding productivity, career advancement, and individual fulfillment
- Commitment of pediatrics to health and well-being of children and youth should encompass the families of those who pursue careers in pediatrics

## Report of the Task Force on Women in Pediatrics

- At each phase in the development of a pediatric physician, measures should be taken to promote the career development of (women) pediatricians
- Promote the best interests of children whose parents are or will be pediatricians

## Medical Student Education

- Pediatric faculty address balance between parenting/family responsibilities and professional responsibilities toward patients
- Discuss various pediatric careers and interface with family responsibilities
- Provide family friendly environments
- “Models” for medical students

## Pediatric Residency Training

- Conducted in family friendly environment (e.g. child care, lactation facilities)
- Flexible training
- Incorporate relevant educational experiences related to parenting; understanding and being sensitive to parenting issues
- Career counseling

## Subspecialty/Research Fellowship Training

- Conducted in family friendly environment
- Flexible training (part-time or percent effort based support)
- Career counseling
- Flexible spending accounts (child care, after-school care, care for sick or disabled parents)
- Balancing family life issues and professional responsibilities

## Junior Academic Faculty

- Family friendly environment
- Career mentors
- Options for academic success (scholarly pursuits and institutional activities)
- Research-intensive careers
- Age requirements for academic/professional organizations and fellowship/investigator awards should be adjusted upward

## Mid-level Academic Faculty

- Career advancement mentoring by Pediatric Department Chairs and Division Heads
- Address challenges of family responsibilities limiting travel to national meetings
- Recognize faculty who have altered the professional environment to make it more family-friendly
- Encourage those with leadership potential

## Senior Academic Faculty

- Accurately describe and assess demographic trends of senior faculty to consider implications of junior faculty advancement, utilization of human resources, and changing gender composition of the faculty

## Private Practice of Pediatrics

- Task force could not adequately analyze these issues
- Recognized importance of many issues including debt burden, part-time employment, contract negotiations, family friendly practice environments, income equity, roles in caring for underinsured and uninsured
- American Academy of Pediatrics  
American Medical Association

Melissa Parisi, MD, PhD  
*The Work Group Process and  
Symposium Overview*

## Supporting Organizations

- Puget Sound Women's Pediatric Society
- UW Department of Pediatrics
- Children's Hospital Administration
- UW President's Advisory Committee on Women
- UW Dean of Faculty Development

## Work Groups formulated May 2006

- **Family Support Structures**
  - *Childcare/Eldercare*
- **Academic Advancement Issues**
  - *Best practices regarding processes for promotion, retention, and mentoring*
- **Facilitating Mid-Life Career Changes**
  - *Facilitating job transitions into academic pediatrics from private practice or industry*
- **Flexible Training and Work**
  - *For medical students, pediatric residents, and pediatric faculty*
  - *Maternity/Paternity Leave Policies*

## Research Process

We used the following steps to research these issues.

1. Identify the problem(s)
2. Brainstorm creative solutions/ investigate "best practices" around the country
3. Determine if the solution can realistically be integrated into Children's and the Dept of Pediatrics
4. Define the economic constraints and consequences of the solutions

## Family Support Structures Work Group Charge

- To investigate best practices for family support structures (child care and elder care) in the work place
- Physicians who have balance between work, personal life and family life will be better employees and better able to model good choices to the families they serve

## Flexible Work and Training Work Group Charge

- To identify current flexibility in training and work for medical students, pediatric residents, and pediatric faculty.
- To develop recommendations around flexible training and work options to enable the hospital and department to become national leaders in family-friendly workplaces.

## Academic Advancement Work Group Charge

- To investigate best practices and gather information on processes for promotion, retention, and mentoring.
- Application of best practices in these areas will support a main goal of the hospital's strategic plan: recruitment and retention of the best academic physicians.

## Facilitating Mid-Life Career Changes Work Group Charge

- To investigate existing programs facilitating mid-life career changes into academics
  - Pediatricians entering academics from **industry** or **public/private practices**
  - Pediatricians making job transitions during a stage in their lives when they have **fewer family demands** and are **more experienced** clinicians, administrators or researchers

## October 11<sup>th</sup>, 2006 Symposium

*Audience:* Trainees, Physicians, Administrators at CHRMC & UW and the Greater Puget Sound Pediatric Community

- **Opening Session**
  - Keynote Speaker: Dr. Bonita Stanton, Chair of Pediatrics, Wayne State University
  - Panel response
- **Group Discussions Over Lunch**
  - Work group presentations
  - Feedback from participants
  - Incorporate suggestions into final recommendations
- **Plenary Session**
  - Work group recommendations
  - Panel response: how we can **implement** these ideas?

## Evaluation of Recommendations

1. Is this recommendation a feasible option?

If **yes:**

- Is this a short-term (immediate or within the next year) or long-term option (within one to five years)?
- Do you know of any other groups/efforts also working on this issue?
- Are there places we haven't researched yet (within Children's or in the community) that may provide useful information?
- Are there other factors related to this recommendation that should be discussed?

If **no:**

- Is there anything we can do to make it feasible?

## Evaluation of Recommendations (continued)

2. How do we implement these recommendations?

- What can our working group do?
- What areas of this recommendation are completely up to administration?
- Can you help us identify the key stakeholders we should work with during implementation?
- Is there a regular meeting of administrators where these topics are raised?

## Symposium Review Panel Members

- Susan Heath, *RN, MN, CNAA*, Senior VP and Chief Nursing Officer
- Bonnie Ramsey, *MD*, Professor and Faculty member
- Charles Sims, Director of Human Resources
- Bonita Stanton, *MD*, Keynote speaker
- Bruder Stapleton, *MD*, Chair of Pediatrics

## Work/Life Balance Implementation Committee: Progress Report 10/11/06 – 3/05/07



## Faculty Life Survey

- Measurable results to determine needs and progress
- Yearly survey of all faculty in Dept of Pediatrics
- Designed to collect data and educate faculty about services
- Topics :
  1. **Family Support**
    - Dependent Care Needs; Use of Benefits
  2. **Career Support**
    - Mentoring
    - New Hire Support
  3. **Work/Life Culture (adapted from Sloan Foundation Survey)**
    - With assistance and support from Kate Quinn, PhD

## Family Support Structures

- Increasing on-site childcare  
*(priority for new facilities)*
- Childcare for after-hours meetings
- Collaboration with UW Work/Life Office
- Lactation resources are available:  
*(links available on Faculty Website)*
  - Children's
  - UW
  - Harborview

## Flexible Work and Training

- Creation of clear maternity/paternity guidelines
- Clear definition of full vs. part-time work & consequences of part-time work for participation in faculty/division administration
- Annual evaluation of job burn-out, overwork, and job flexibility

## Academic Advancement

- Share best practices from Department of Pediatrics with School of Medicine
- Review of promotion criteria
  - Requirement for national recognition for promotion to Associate Professor
  - "Acting" faculty appointments
- Establish Mentoring Award in Department of Pediatrics
  - Add mentoring excellence to promotion criteria
- Additional incentives for MDs
  - Publicize access to some of Children's HR resources
  - New Reward and Recognition program/Wellness activities—stay tuned!
  - [http://child/staff\\_resources/reward\\_recognition/](http://child/staff_resources/reward_recognition/)

## Faculty Development

(formerly: Facilitating Mid-Life Career Changes)

- Standardize faculty orientation
  - Faculty Development Website
- Facilitation of Mid-Life Career Changes
  - Small mentoring work group
- Faculty Development Skills Training
  - CHRMC-based faculty not accessing School of Medicine workshops
  - Input through Faculty Life Survey

## Engagement of Faculty

- Participate in Child Care Task Force
- Fill out on-line Faculty Life Survey
- What other issues/services should we address?
- Contact us:
  - Ellie Graham: [ellieg@u.washington.edu](mailto:ellieg@u.washington.edu)
  - Susan G. Marshall: [smarsh@u.washington.edu](mailto:smarsh@u.washington.edu)
  - Melissa Parisi: [mparisi@u.washington.edu](mailto:mparisi@u.washington.edu)
  - Amy Carter: [aecarter@u.washington.edu](mailto:aecarter@u.washington.edu)
  - Janine Jijina, program assistant:  
[janine.jijina@seattlechildrens.org](mailto:janine.jijina@seattlechildrens.org)

## Lessons Learned

- You don't get anything unless you ask
- Institutional/culture/societal change is needed
- Not a gender issue: work/life balance impacts men and women
- Women's leadership opportunities impacted by family responsibilities
- Issue for Dept of Pediatrics, School of Medicine, UW upper campus, and all academic institutions

## Thank you!

Comments and Discussion...