WEBVTT

00:00:06.000 --> 00:00:06.500 Minutes,

00:00:07.440 --> 00:00:08.420 but, certainly,

00:00:08.880 --> 00:00:09.380 I

00:00:09.760 --> 00:00:11.460 love to start by welcoming

00:00:11.679 --> 00:00:12.740 everybody here.

00:00:14.160 --> 00:00:14.820 You know,

00:00:16.575 --> 00:00:17.235 we thought

00:00:17.935 --> 00:00:19.535 of the idea of just

00:00:19.535 --> 00:00:22.035 having a panel slash conversation

00:00:22.494 --> 00:00:22.994 because,

00:00:24.415 --> 00:00:25.695 many of us have been

00:00:25.695 --> 00:00:26.195 approached,

00:00:27.295 --> 00:00:29.475 by either junior faculty

00:00:30.015 --> 00:00:30.515 or,

00:00:30.860 --> 00:00:31.600 you know,

NOTE Confidence: 0.9295802

00:00:32.740 --> 00:00:33.240 fellow

NOTE Confidence: 0.6295442

00:00:34.860 --> 00:00:35.360 after,

NOTE Confidence: 0.9883729

00:00:36.060 --> 00:00:38.400 or just an educational leader,

NOTE Confidence: 0.96376795

00:00:40.300 --> 00:00:41.979 you know, in either in

NOTE Confidence: 0.96376795

00:00:41.979 --> 00:00:42.479 education,

NOTE Confidence: 0.9327076

00:00:43.020 --> 00:00:44.495 an an educational leader in

NOTE Confidence: 0.9327076

00:00:44.495 --> 00:00:46.275 education, a leader in education,

NOTE Confidence: 0.9822507

00:00:47.215 --> 00:00:48.275 and so could think

NOTE Confidence: 0.99212945

00:00:49.375 --> 00:00:49.875 of

NOTE Confidence: 0.9287216

00:00:50.335 --> 00:00:53.075 no better than two of,

NOTE Confidence: 0.94723314

00:00:54.255 --> 00:00:56.820 our educational leaders in our

NOTE Confidence: 0.94723314

00:00:57.060 --> 00:00:58.120 pediatric programs,

NOTE Confidence: 0.99713755

00:00:58.820 --> 00:01:01.160 just to make themselves available

NOTE Confidence: 0.99713755

00:01:01.220 --> 00:01:02.120 in a conversation.

NOTE Confidence: 0.92104524

00:01:03.460 --> 00:01:05.560 So first, Rachel Osborne,

NOTE Confidence: 0.99680364

00:01:05.860 --> 00:01:06.760 who's been

NOTE Confidence: 0.9851527

00:01:07.220 --> 00:01:08.120 the categorical

NOTE Confidence: 0.9972131

00:01:08.740 --> 00:01:09.800 pediatric residency

NOTE Confidence: 0.98917246

00:01:10.260 --> 00:01:10.760 director.

NOTE Confidence: 0.97199744

00:01:12.345 --> 00:01:14.205 Let's see. Rachel, is it

NOTE Confidence: 0.8965771

00:01:14.665 --> 00:01:15.705 how do you have you

NOTE Confidence: 0.8965771

00:01:15.705 --> 00:01:16.205 done

NOTE Confidence: 0.99742436

00:01:16.584 --> 00:01:17.485 four years?

NOTE Confidence: 0.92549443

00:01:17.944 --> 00:01:18.825 I'm trying to think of

NOTE Confidence: 0.92549443

00:01:18.825 --> 00:01:20.025 how long it's been. My

NOTE Confidence: 0.92549443

00:01:20.025 --> 00:01:20.525 six.

NOTE Confidence: 0.9088094

00:01:20.905 --> 00:01:21.785 I Oh my gosh. I

NOTE Confidence: 0.9088094

00:01:21.785 --> 00:01:23.165 was gonna say five.

NOTE Confidence: 0.9598982

00:01:23.625 --> 00:01:25.370 The fall of twenty nineteen,

NOTE Confidence: 0.9598982

00:01:25.590 --> 00:01:26.790 as my joke goes, a

NOTE Confidence: 0.9598982

3

00:01:26.790 --> 00:01:28.470 real chef's kiss timing of

NOTE Confidence: 0.9598982

00:01:28.470 --> 00:01:29.510 when to take a leadership

NOTE Confidence: 0.9598982

00:01:29.510 --> 00:01:30.870 role in medicine. Just, like,

NOTE Confidence: 0.9598982

00:01:30.870 --> 00:01:32.409 couldn't have done it better.

NOTE Confidence: 0.9717802

00:01:32.950 --> 00:01:33.830 Right. So

NOTE Confidence: 0.98103565

00:01:35.350 --> 00:01:36.470 and just to give you

NOTE Confidence: 0.98103565

00:01:36.470 --> 00:01:37.690 a little bit of background,

NOTE Confidence: 0.98103565

00:01:37.990 --> 00:01:39.510 I don't have anybody's formal

NOTE Confidence: 0.98103565

00:01:39.510 --> 00:01:41.475 CV with me, but

NOTE Confidence: 0.9924606

00:01:41.854 --> 00:01:43.635 Rachel had done her

NOTE Confidence: 0.796635

00:01:44.015 --> 00:01:44.834 med peds,

NOTE Confidence: 0.9989375

00:01:46.655 --> 00:01:47.875 residency here

NOTE Confidence: 0.72077966

00:01:48.415 --> 00:01:49.215 and then,

NOTE Confidence: 0.992409

00:01:50.095 --> 00:01:51.935 was actually on faculty for

NOTE Confidence: 0.992409

00:01:51.935 --> 00:01:53.620 probably about two years.

NOTE Confidence: 0.9791547

00:01:53.920 --> 00:01:54.880 And so I'm gonna be

NOTE Confidence: 0.9791547

00:01:54.880 --> 00:01:56.160 a little bit shady in

NOTE Confidence: 0.9791547

00:01:56.160 --> 00:01:57.200 terms of the number of

NOTE Confidence: 0.9791547

00:01:57.200 --> 00:01:58.260 years of everything.

NOTE Confidence: 0.95986354

00:01:58.800 --> 00:02:00.660 Went to University of Michigan,

NOTE Confidence: 0.99910337

00:02:01.600 --> 00:02:02.100 where

NOTE Confidence: 0.9655442

00:02:02.720 --> 00:02:03.680 as soon as we had

NOTE Confidence: 0.9655442

00:02:03.680 --> 00:02:05.940 an opening for pediatric residency

NOTE Confidence: 0.90198964

00:02:06.400 --> 00:02:06.900 director

NOTE Confidence: 0.95584613

00:02:07.305 --> 00:02:09.325 recruited her back. And so,

NOTE Confidence: 0.9857661

00:02:10.025 --> 00:02:11.785 have really, really been thrilled

NOTE Confidence: 0.9857661

00:02:11.785 --> 00:02:12.365 to have,

NOTE Confidence: 0.97950196

00:02:12.745 --> 00:02:14.445 Rachel in our residency,

NOTE Confidence: 0.96147

00:02:16.025 --> 00:02:17.165 leadership team.

NOTE Confidence: 0.88546365

00:02:17.705 --> 00:02:18.845 And Lisa DelSignore

NOTE Confidence: 0.9703269

00:02:19.385 --> 00:02:21.700 is is a new member,

NOTE Confidence: 0.92146623

5

00:02:22.080 --> 00:02:24.500 but actually quite an experienced

NOTE Confidence: 0.98955476

00:02:25.040 --> 00:02:26.819 member in terms of educational

NOTE Confidence: 0.98262566

00:02:27.200 --> 00:02:27.700 leadership.

NOTE Confidence: 0.9893635

00:02:28.560 --> 00:02:30.500 And Lisa just joined us,

NOTE Confidence: 0.98535836

00:02:30.959 --> 00:02:32.020 from Tufts.

NOTE Confidence: 0.9476189

00:02:32.415 --> 00:02:34.255 And again, just correct me

NOTE Confidence: 0.9476189

00:02:34.255 --> 00:02:35.375 since I haven't looked at

NOTE Confidence: 0.9476189

00:02:35.375 --> 00:02:36.975 anybody's CDs. And this is

NOTE Confidence: 0.9476189

00:02:36.975 --> 00:02:37.955 out of my memory,

NOTE Confidence: 0.9596076

00:02:39.695 --> 00:02:40.195 where,

NOTE Confidence: 0.97313035

00:02:40.575 --> 00:02:41.955 she had been the associate

NOTE Confidence: 0.97313035

00:02:42.095 --> 00:02:44.095 fellowship program director in critical

NOTE Confidence: 0.97313035

00:02:44.095 --> 00:02:46.014 care, and we could not

NOTE Confidence: 0.97313035

00:02:46.014 --> 00:02:47.919 wait to recruit her as

NOTE Confidence: 0.97313035

00:02:47.919 --> 00:02:49.919 fellowship program director to our

NOTE Confidence: 0.97313035

00:02:49.919 --> 00:02:51.300 critical care program.

NOTE Confidence: 0.9838665

00:02:52.160 --> 00:02:54.500 Lisa also has an educational,

NOTE Confidence: 0.940862

00:02:56.560 --> 00:02:58.740 educational leadership in the Association

NOTE Confidence: 0.940862

00:02:58.880 --> 00:03:00.740 of Pediatric Program Directors,

NOTE Confidence: 0.95423853

00:03:01.305 --> 00:03:02.924 I think is now rotating

NOTE Confidence: 0.96668386

00:03:03.465 --> 00:03:05.305 off of a three year

NOTE Confidence: 0.96668386

00:03:05.305 --> 00:03:05.805 term,

NOTE Confidence: 0.8930547

00:03:06.905 --> 00:03:07.885 as the,

NOTE Confidence: 0.96600765

00:03:08.424 --> 00:03:09.944 as a co chair in

NOTE Confidence: 0.96600765

00:03:09.944 --> 00:03:10.444 the

NOTE Confidence: 0.91521966

00:03:10.825 --> 00:03:13.245 Association for Pediatric Program Directors,

NOTE Confidence: 0.84772015

00:03:13.704 --> 00:03:15.704 Northeast Region, where, oh, as

NOTE Confidence: 0.84772015

00:03:15.704 --> 00:03:16.525 an aside,

NOTE Confidence: 0.9224117

00:03:16.930 --> 00:03:18.850 Karina is also a co

NOTE Confidence: 0.9224117

00:03:18.850 --> 00:03:19.350 chair,

NOTE Confidence: 0.9997067

00:03:20.290 --> 00:03:20.790 and

NOTE Confidence: 0.97938514

00:03:21.490 --> 00:03:22.389 still remains.

NOTE Confidence: 0.9825139

00:03:23.250 --> 00:03:25.590 And so really, really thrilled,

NOTE Confidence: 0.9461246

00:03:26.130 --> 00:03:27.730 to have both Leech and

NOTE Confidence: 0.9461246

00:03:27.730 --> 00:03:29.510 Rachel. And again, this is

NOTE Confidence: 0.9461246

00:03:29.805 --> 00:03:31.245 this is really meant to

NOTE Confidence: 0.9461246

00:03:31.245 --> 00:03:32.704 be more of a

NOTE Confidence: 0.9997243

00:03:33.245 --> 00:03:33.745 conversation

NOTE Confidence: 0.86799335

00:03:34.924 --> 00:03:35.424 about

NOTE Confidence: 0.2886493

00:03:39.325 --> 00:03:39.825 to

NOTE Confidence: 0.97238886

00:03:40.125 --> 00:03:41.965 how to think about your

NOTE Confidence: 0.97238886

00:03:41.965 --> 00:03:44.409 own career. So I'm just

NOTE Confidence: 0.97238886

00:03:44.409 --> 00:03:45.849 gonna hand it off to,

NOTE Confidence: 0.97238886

00:03:46.090 --> 00:03:47.209 the both of you. And,

NOTE Confidence: 0.97238886

00:03:47.209 --> 00:03:48.409 again, thank you for doing

NOTE Confidence: 0.97238886

00:03:48.409 --> 00:03:48.909 this.

NOTE Confidence: 0.99970186

00:03:52.409 --> 00:03:53.870 Thank you for having us.

NOTE Confidence: 0.9893549

00:03:56.405 --> 00:03:57.605 Lisa and I were gonna

NOTE Confidence: 0.9893549

00:03:57.605 --> 00:03:59.125 talk briefly in the hallway

NOTE Confidence: 0.9893549

00:03:59.125 --> 00:04:00.085 about what we were gonna

NOTE Confidence: 0.9893549

00:04:00.085 --> 00:04:01.205 do today, and then we

NOTE Confidence: 0.9893549

00:04:01.205 --> 00:04:02.805 got sidetracked talking about a

NOTE Confidence: 0.9893549

00:04:02.805 --> 00:04:04.265 clinical case instead.

NOTE Confidence: 0.9669462

00:04:05.445 --> 00:04:06.965 And so now we have,

NOTE Confidence: 0.9669462

00:04:07.205 --> 00:04:08.245 we're sort of planning to

NOTE Confidence: 0.9669462

00:04:08.245 --> 00:04:09.945 keep it very informal. Maybe

NOTE Confidence: 0.9669462

00:04:10.085 --> 00:04:11.160 I'll give my sort of

NOTE Confidence: 0.9669462

00:04:11.240 --> 00:04:13.000 perspective on program director leadership,

NOTE Confidence: 0.9669462

00:04:13.000 --> 00:04:13.960 and then you can, Lisa,

NOTE Confidence: 0.9669462

00:04:13.960 --> 00:04:15.020 and then we can sort

NOTE Confidence: 0.9669462

00:04:15.240 --> 00:04:16.360 of take some questions. And

NOTE Confidence: 0.9669462

00:04:16.360 --> 00:04:17.800 if not, we'll just pretend

NOTE Confidence: 0.9669462

00:04:17.800 --> 00:04:19.320 like it's between two ferns,

NOTE Confidence: 0.9669462

00:04:19.320 --> 00:04:20.600 and I'll be the the

NOTE Confidence: 0.9669462

00:04:20.600 --> 00:04:21.960 one from the hangover and

NOTE Confidence: 0.9669462

00:04:21.960 --> 00:04:22.920 ask you a series of

NOTE Confidence: 0.9669462

00:04:22.920 --> 00:04:23.820 awkward questions,

NOTE Confidence: 0.9165823

00:04:25.125 --> 00:04:26.425 to to make this entertaining.

NOTE Confidence: 0.7520888

00:04:28.565 --> 00:04:30.504 So as Penina mentioned,

NOTE Confidence: 0.9690554

00:04:31.365 --> 00:04:33.365 I, have had a couple

NOTE Confidence: 0.9690554

00:04:33.365 --> 00:04:34.645 of different hats before I

NOTE Confidence: 0.9690554

00:04:34.645 --> 00:04:36.004 took on this hat, and

NOTE Confidence: 0.9690554

00:04:36.004 --> 00:04:36.904 I didn't necessarily

NOTE Confidence: 0.9682862

00:04:37.310 --> 00:04:38.430 actually think of myself as

NOTE Confidence: 0.9682862

00:04:38.430 --> 00:04:40.130 as a future educational leader.

NOTE Confidence: 0.9565995

00:04:40.670 --> 00:04:41.810 I did do a chief

NOTE Confidence: 0.9565995

00:04:41.950 --> 00:04:43.790 residency year here, after my

NOTE Confidence: 0.9565995

00:04:43.790 --> 00:04:45.230 med pediatrics residency. And I

NOTE Confidence: 0.9565995

00:04:45.230 --> 00:04:46.450 think during that time,

NOTE Confidence: 0.9986292

00:04:47.070 --> 00:04:48.210 I was sort of being

NOTE Confidence: 0.98910457

00:04:48.910 --> 00:04:50.750 directed and coached into kind

NOTE Confidence: 0.98910457

00:04:50.750 --> 00:04:52.029 of a different role, which

NOTE Confidence: 0.98910457

00:04:52.029 --> 00:04:52.904 was a role that I

NOTE Confidence: 0.98910457

00:04:52.904 --> 00:04:54.025 had for two years where

NOTE Confidence: 0.98910457

00:04:54.025 --> 00:04:55.784 I was the deputy quality

NOTE Confidence: 0.98910457

00:04:55.784 --> 00:04:57.224 officer for the children's hospital

NOTE Confidence: 0.98910457

00:04:57.224 --> 00:04:58.664 and the inpatient medical director

NOTE Confidence: 0.98910457

00:04:58.664 --> 00:04:59.805 for the children's hospital.

NOTE Confidence: 0.9867609

00:05:01.705 --> 00:05:03.145 And, obviously, that's, like, not

NOTE Confidence: 0.9867609

00:05:03.145 --> 00:05:04.664 an educational role in the

NOTE Confidence: 0.9867609

00:05:04.664 --> 00:05:05.705 way that you think of

NOTE Confidence: 0.9867609

00:05:05.705 --> 00:05:06.000 it.

NOTE Confidence: 0.9865173

00:05:06.560 --> 00:05:07.600 But I was very close

NOTE Confidence: 0.9865173

00:05:07.600 --> 00:05:08.640 to the residents because I

NOTE Confidence: 0.9865173

00:05:08.640 --> 00:05:09.600 had just been a chief.

NOTE Confidence: 0.9865173

00:05:09.600 --> 00:05:10.480 And when you're in that

NOTE Confidence: 0.9865173

00:05:10.480 --> 00:05:11.680 role as an inpatient medical

NOTE Confidence: 0.9865173

00:05:11.680 --> 00:05:12.560 director, you actually have a

NOTE Confidence: 0.9865173

00:05:12.560 --> 00:05:14.000 ton of interface with learners

NOTE Confidence: 0.9865173

00:05:14.000 --> 00:05:15.360 in the inpatient setting all

NOTE Confidence: 0.9865173

00:05:15.360 --> 00:05:16.020 the time.

NOTE Confidence: 0.97362375

00:05:17.200 --> 00:05:18.339 And so I think,

NOTE Confidence: 0.9713962

00:05:18.915 --> 00:05:20.115 when I I left because

NOTE Confidence: 0.9713962

00:05:20.115 --> 00:05:20.595 I,

NOTE Confidence: 0.9833134

00:05:21.154 --> 00:05:23.315 needed a less important job.

NOTE Confidence: 0.9833134

00:05:23.315 --> 00:05:24.275 I had three kids under

NOTE Confidence: 0.9833134

00:05:24.275 --> 00:05:25.154 age two, and I was

NOTE Confidence: 0.9833134

00:05:25.154 --> 00:05:26.355 like, okay. Well, I can't

NOTE Confidence: 0.9833134

00:05:26.355 --> 00:05:27.395 be having this job with

NOTE Confidence: 0.9833134

00:05:27.395 --> 00:05:28.514 three kids under age two.

NOTE Confidence: 0.9938859

00:05:29.235 --> 00:05:30.275 And so I left because

NOTE Confidence: 0.9938859

00:05:30.275 --> 00:05:31.154 I I wasn't sure I

NOTE Confidence: 0.9938859

00:05:31.154 --> 00:05:32.035 was gonna be able to,

NOTE Confidence: 0.9938859

00:05:32.035 --> 00:05:33.895 like, effectively create that that,

NOTE Confidence: 0.9798534

00:05:34.860 --> 00:05:36.620 what's the term, boundary. I'm

NOTE Confidence: 0.9798534

00:05:36.620 --> 00:05:37.740 really good at using them,

NOTE Confidence: 0.9798534

00:05:37.740 --> 00:05:38.779 obviously, since I can't think

NOTE Confidence: 0.9798534

00:05:38.779 --> 00:05:40.300 of the term, here. And

NOTE Confidence: 0.9798534

00:05:40.300 --> 00:05:41.520 then when I came back,

NOTE Confidence: 0.9798534

00:05:41.820 --> 00:05:42.380 I think,

NOTE Confidence: 0.89627135

00:05:42.940 --> 00:05:44.460 people were interested in bringing

NOTE Confidence: 0.89627135

00:05:44.460 --> 00:05:46.720 me back actually partially because

NOTE Confidence: 0.9919543

00:05:47.775 --> 00:05:49.135 program directorship, and this is

NOTE Confidence: 0.9919543

00:05:49.135 --> 00:05:50.015 my point in all of

NOTE Confidence: 0.9919543

00:05:50.015 --> 00:05:51.535 this, is actually it's an

NOTE Confidence: 0.9919543

00:05:51.535 --> 00:05:53.295 educational job, but it's actually

NOTE Confidence: 0.9919543

00:05:53.295 --> 00:05:54.995 more of an operational job.

NOTE Confidence: 0.9900358

00:05:55.375 --> 00:05:56.895 And I think sometimes people

NOTE Confidence: 0.9900358

00:05:56.895 --> 00:05:57.395 think

NOTE Confidence: 0.9801158

00:05:57.935 --> 00:05:59.214 they wanna be a program

NOTE Confidence: 0.9801158

00:05:59.214 --> 00:06:00.895 director because they think they

NOTE Confidence: 0.9801158

00:06:00.895 --> 00:06:02.410 like to teach. And I

NOTE Confidence: 0.9801158

00:06:02.490 --> 00:06:03.529 of course, I do some

NOTE Confidence: 0.9801158

00:06:03.529 --> 00:06:05.050 teaching. Right? I pinch it

NOTE Confidence: 0.9801158

00:06:05.050 --> 00:06:06.170 and do some lectures here

NOTE Confidence: 0.9801158

00:06:06.170 --> 00:06:07.370 and there. But if, like,

NOTE Confidence: 0.9801158

00:06:07.370 --> 00:06:08.650 what really sort of fills

NOTE Confidence: 0.9801158

00:06:08.650 --> 00:06:09.310 your bucket

NOTE Confidence: 0.99734515

00:06:09.850 --> 00:06:10.670 is the idea

NOTE Confidence: 0.9781632

00:06:11.050 --> 00:06:12.890 of instructional methods and giving

NOTE Confidence: 0.9781632

00:06:12.890 --> 00:06:14.410 a great lecture and thinking

NOTE Confidence: 0.9781632

00:06:14.410 --> 00:06:15.630 about lecture evaluation.

NOTE Confidence: 0.9991218

00:06:16.444 --> 00:06:17.964 That's not actually the the

NOTE Confidence: 0.9991218

00:06:17.964 --> 00:06:19.185 bulk of my job.

NOTE Confidence: 0.99428546

00:06:19.724 --> 00:06:21.185 The bulk of my job

NOTE Confidence: 0.99428546

00:06:21.245 --> 00:06:23.085 is actually thinking about how

NOTE Confidence: 0.99428546

00:06:23.085 --> 00:06:25.404 do we create environments that

NOTE Confidence: 0.99428546

00:06:25.404 --> 00:06:27.585 allow other people to effectively

NOTE Confidence: 0.99428546

00:06:27.724 --> 00:06:28.224 teach.

NOTE Confidence: 0.9973812

00:06:28.764 --> 00:06:29.884 So it's much more sort

NOTE Confidence: 0.9973812

00:06:29.884 --> 00:06:31.664 of operational and leadership

NOTE Confidence: 0.9988588

00:06:31.970 --> 00:06:32.950 than sort of direct

NOTE Confidence: 0.98251057

00:06:33.410 --> 00:06:33.910 education.

NOTE Confidence: 0.96323663

00:06:34.610 --> 00:06:36.210 And I think, I've I've

NOTE Confidence: 0.96323663

00:06:36.210 --> 00:06:36.930 talked to a lot of

NOTE Confidence: 0.96323663

00:06:36.930 --> 00:06:38.050 people who sort of, you

NOTE Confidence: 0.96323663

00:06:38.050 --> 00:06:39.410 know, end up in roles

NOTE Confidence: 0.96323663

00:06:39.410 --> 00:06:40.310 as a p

NOTE Confidence: 0.968266

00:06:43.170 --> 00:06:44.365 like to teach. Oh. So

NOTE Confidence: 0.968266

00:06:44.365 --> 00:06:45.245 this is a good job

NOTE Confidence: 0.968266

00:06:45.245 --> 00:06:46.365 for me. And then they

NOTE Confidence: 0.968266

00:06:46.365 --> 00:06:48.305 find themselves a little saddened

NOTE Confidence: 0.9776857

00:06:48.605 --> 00:06:49.805 to learn that, in fact,

NOTE Confidence: 0.9776857

00:06:49.805 --> 00:06:51.485 they have less time to

NOTE Confidence: 0.9776857

00:06:51.485 --> 00:06:51.985 teach,

NOTE Confidence: 0.9997832

00:06:52.845 --> 00:06:54.125 because they're doing some of

NOTE Confidence: 0.9997832

00:06:54.125 --> 00:06:55.824 these other operational things.

NOTE Confidence: 0.9950115

00:06:56.980 --> 00:06:58.020 Of course, the other big

NOTE Confidence: 0.9950115

00:06:58.020 --> 00:06:59.300 part of being a program

NOTE Confidence: 0.9950115

00:06:59.300 --> 00:07:00.580 director is not so much

NOTE Confidence: 0.9950115

00:07:00.580 --> 00:07:01.700 direct teaching, but a lot

NOTE Confidence: 0.9950115

00:07:01.700 --> 00:07:02.360 of mentorship

NOTE Confidence: 0.98246694

00:07:02.900 --> 00:07:04.900 and coaching of residents across

NOTE Confidence: 0.98246694

00:07:04.900 --> 00:07:06.980 the spectrum of abilities and

NOTE Confidence: 0.98246694

00:07:06.980 --> 00:07:07.480 interests.

NOTE Confidence: 0.99110585

00:07:08.500 --> 00:07:09.700 And you have to help

NOTE Confidence: 0.99110585

00:07:09.700 --> 00:07:10.520 them all.

NOTE Confidence: 0.9981

00:07:11.055 --> 00:07:12.095 And so that's the other

NOTE Confidence: 0.9981

00:07:12.095 --> 00:07:13.295 piece that I think sometimes

NOTE Confidence: 0.9981

00:07:13.295 --> 00:07:14.195 people don't

NOTE Confidence: 0.99882674

00:07:14.655 --> 00:07:15.795 often think of.

NOTE Confidence: 0.97152185

00:07:17.215 --> 00:07:18.495 I use this term with

NOTE Confidence: 0.97152185

00:07:18.495 --> 00:07:19.455 love. I used to call

NOTE Confidence: 0.97152185

00:07:19.455 --> 00:07:20.895 my children my human need

NOTE Confidence: 0.97152185

00:07:20.895 --> 00:07:22.175 machines, and now I call

NOTE Confidence: 0.97152185

00:07:22.175 --> 00:07:23.535 them my child human need

NOTE Confidence: 0.97152185

17

00:07:23.535 --> 00:07:23.988 machines and my adult human

NOTE Confidence: 0.97152185

00:07:23.988 --> 00:07:24.835 need machines, meaning my

NOTE Confidence: 0.9374259

00:07:25.639 --> 00:07:27.020 machines, meaning my residents,

NOTE Confidence: 0.99761474

00:07:27.720 --> 00:07:29.160 because you really do spend

NOTE Confidence: 0.99761474

00:07:29.160 --> 00:07:30.440 a lot of time getting

NOTE Confidence: 0.99761474

00:07:30.440 --> 00:07:31.660 to know them and addressing

NOTE Confidence: 0.99761474

00:07:31.800 --> 00:07:33.480 their questions and concerns about

NOTE Confidence: 0.99761474

00:07:33.480 --> 00:07:34.380 both the immediate

NOTE Confidence: 0.9960803

00:07:35.000 --> 00:07:36.620 and their long term future.

NOTE Confidence: 0.97836304

00:07:37.160 --> 00:07:38.535 And you're gonna have several

NOTE Confidence: 0.97836304

00:07:38.535 --> 00:07:39.655 of them, and they are

NOTE Confidence: 0.97836304

00:07:39.655 --> 00:07:40.535 with you for a long

NOTE Confidence: 0.97836304

00:07:40.535 --> 00:07:41.415 time. And so I think

NOTE Confidence: 0.97836304

00:07:41.415 --> 00:07:42.615 it's just important before you

NOTE Confidence: 0.97836304

00:07:42.615 --> 00:07:43.655 even think like, oh, I

NOTE Confidence: 0.97836304

00:07:43.655 --> 00:07:45.035 wanna be a program director

NOTE Confidence: 0.97836304

00:07:45.335 --> 00:07:46.555 to stop and ask yourself.

NOTE Confidence: 0.9908853

00:07:47.255 --> 00:07:47.995 Do I?

NOTE Confidence: 0.95547915

00:07:48.535 --> 00:07:49.735 Is this actually the job

NOTE Confidence: 0.95547915

00:07:49.735 --> 00:07:50.875 that I think it is?

NOTE Confidence: 0.95547915

00:07:51.095 --> 00:07:51.720 So So then I'll let

NOTE Confidence: 0.95547915

00:07:51.720 --> 00:07:52.699 Lisa sort

NOTE Confidence: 0.9997686

00:07:53.000 --> 00:07:53.800 of talk a little bit

NOTE Confidence: 0.9997686

00:07:53.800 --> 00:07:54.780 about her perspective.

NOTE Confidence: 0.9945969

00:07:55.880 --> 00:07:57.240 Thanks, Rachel. And I think

NOTE Confidence: 0.9945969

00:07:57.240 --> 00:07:57.639 that,

NOTE Confidence: 0.98069185

00:07:58.360 --> 00:07:59.479 that's a great segue. And

NOTE Confidence: 0.98069185

00:07:59.479 --> 00:08:00.360 I think as you were

NOTE Confidence: 0.98069185

00:08:00.360 --> 00:08:01.560 talking, I was thinking a

NOTE Confidence: 0.98069185

00:08:01.560 --> 00:08:02.520 lot of the same things

NOTE Confidence: 0.98069185

00:08:02.520 --> 00:08:03.960 that, you know, I actually,

NOTE Confidence: 0.98069185

00:08:03.960 --> 00:08:04.620 I think,

NOTE Confidence: 0.98364466

00:08:05.155 --> 00:08:07.335 came into my holding educational

NOTE Confidence: 0.98364466

00:08:07.475 --> 00:08:08.854 leadership roles relatively

NOTE Confidence: 0.979971

00:08:09.235 --> 00:08:10.935 later in my career.

NOTE Confidence: 0.999418

00:08:11.475 --> 00:08:12.435 And I had done a

NOTE Confidence: 0.999418

00:08:12.435 --> 00:08:13.495 lot more of

NOTE Confidence: 0.98545414

00:08:14.115 --> 00:08:15.715 the sort of teaching and

NOTE Confidence: 0.98545414

00:08:15.715 --> 00:08:17.475 educational scholarship and things like

NOTE Confidence: 0.98545414

00:08:17.475 --> 00:08:19.120 that earlier in my career

NOTE Confidence: 0.98545414

00:08:19.120 --> 00:08:20.020 while I also

NOTE Confidence: 0.99910855

00:08:20.479 --> 00:08:21.680 took on some roles and

NOTE Confidence: 0.99910855

00:08:21.680 --> 00:08:23.620 responsibilities with clinical operations,

NOTE Confidence: 0.9870735

00:08:24.240 --> 00:08:25.280 in which I was still

NOTE Confidence: 0.9870735

00:08:25.280 --> 00:08:26.720 really close to to trainees.

NOTE Confidence: 0.9870735

00:08:26.720 --> 00:08:28.000 So I'll kind of back

NOTE Confidence: 0.9870735

00:08:28.000 --> 00:08:28.800 up and give you a

NOTE Confidence: 0.9870735

00:08:28.800 --> 00:08:29.599 little bit more,

NOTE Confidence: 0.9813521

00:08:30.695 --> 00:08:31.895 of where I came from

NOTE Confidence: 0.9813521

00:08:31.895 --> 00:08:32.695 and how I got to

NOTE Confidence: 0.9813521

00:08:32.695 --> 00:08:34.615 here, which is I did

NOTE Confidence: 0.9813521

00:08:34.615 --> 00:08:35.915 my pediatric residency,

NOTE Confidence: 0.95169264

00:08:36.455 --> 00:08:37.575 at the Children's Hospital of

NOTE Confidence: 0.95169264

00:08:37.575 --> 00:08:39.575 Philadelphia where I also was

NOTE Confidence: 0.95169264

00:08:39.575 --> 00:08:40.395 a chief resident,

NOTE Confidence: 0.9988038

00:08:41.015 --> 00:08:42.535 after I completed my three

NOTE Confidence: 0.9988038

00:08:42.535 --> 00:08:44.529 years of training there. And

NOTE Confidence: 0.9988038

00:08:44.529 --> 00:08:45.570 I think that kind of

NOTE Confidence: 0.9988038

00:08:45.570 --> 00:08:47.510 gave me the spark of

NOTE Confidence: 0.99793965

00:08:48.130 --> 00:08:49.350 wanting to eventually

NOTE Confidence: 0.9987187

00:08:49.970 --> 00:08:51.270 be in educational

NOTE Confidence: 0.9326248

00:08:51.650 --> 00:08:53.730 program leadership because at that

NOTE Confidence: 0.9326248

21

00:08:53.730 --> 00:08:55.350 time, I was really

NOTE Confidence: 0.97540945

00:08:55.970 --> 00:08:56.929 excited by,

NOTE Confidence: 0.99504316

00:08:58.205 --> 00:08:59.165 a lot of things Rachel

NOTE Confidence: 0.99504316

00:08:59.165 --> 00:09:00.365 just mentioned. It was the

NOTE Confidence: 0.99504316

00:09:00.365 --> 00:09:02.465 operations. It was thinking about

NOTE Confidence: 0.99504316

00:09:02.525 --> 00:09:04.045 how we were creating a

NOTE Confidence: 0.99504316

00:09:04.045 --> 00:09:05.804 new schedule that was gonna

NOTE Confidence: 0.99504316

00:09:05.804 --> 00:09:07.485 allow interns to work sixteen

NOTE Confidence: 0.99504316

00:09:07.485 --> 00:09:09.005 hour shifts instead of twenty

NOTE Confidence: 0.99504316

00:09:09.005 --> 00:09:10.019 four hour shifts. So kind

NOTE Confidence: 0.99504316

00:09:10.019 --> 00:09:11.259 of thinking about how you

NOTE Confidence: 0.99504316

00:09:11.259 --> 00:09:12.220 do that on a large

NOTE Confidence: 0.99504316

00:09:12.220 --> 00:09:12.720 scale

NOTE Confidence: 0.9951175

00:09:13.339 --> 00:09:14.620 while you're also sort of

NOTE Confidence: 0.9951175

00:09:14.620 --> 00:09:16.319 supporting people through change.

NOTE Confidence: 0.9973653

00:09:17.100 --> 00:09:18.220 So I those were the

NOTE Confidence: 0.9973653

00:09:18.220 --> 00:09:19.519 things that I really liked,

NOTE Confidence: 0.9973653

00:09:19.819 --> 00:09:21.279 you know, in that position.

NOTE Confidence: 0.98095083

00:09:23.105 --> 00:09:24.525 I decided to subspecialize.

NOTE Confidence: 0.97425604

00:09:25.145 --> 00:09:26.985 I love pediatric intensive care

NOTE Confidence: 0.97425604

00:09:26.985 --> 00:09:29.225 medicine, and so I took

NOTE Confidence: 0.97425604

00:09:29.225 --> 00:09:30.025 a little bit of a

NOTE Confidence: 0.97425604

00:09:30.025 --> 00:09:31.145 break, I think, from kind

NOTE Confidence: 0.97425604

00:09:31.145 --> 00:09:33.005 of pursuing, you know, educational

NOTE Confidence: 0.97425604

00:09:33.145 --> 00:09:34.425 leadership and that I completed

NOTE Confidence: 0.97425604

00:09:34.425 --> 00:09:35.485 a three year fellowship,

NOTE Confidence: 0.9984518

00:09:36.590 --> 00:09:38.190 in pediatric critical care at

NOTE Confidence: 0.9984518

00:09:38.190 --> 00:09:39.570 Boston Children's Hospital.

NOTE Confidence: 0.9976472

00:09:40.350 --> 00:09:41.310 And while I was in

NOTE Confidence: 0.9976472

00:09:41.310 --> 00:09:42.610 fellowship, I

NOTE Confidence: 0.64243704

00:09:43.950 --> 00:09:44.450 try

NOTE Confidence: 0.9246142

00:09:47.230 --> 00:09:48.910 or so in addition to

NOTE Confidence: 0.9246142

00:09:48.910 --> 00:09:49.970 all of the responsibilities

NOTE Confidence: 0.9803749

00:09:50.510 --> 00:09:52.394 of fellowship, I was seeking

NOTE Confidence: 0.9803749

00:09:52.394 --> 00:09:52.894 opportunities

NOTE Confidence: 0.9998593

00:09:53.514 --> 00:09:54.574 to be involved

NOTE Confidence: 0.98521554

00:09:55.115 --> 00:09:56.894 with the residency program there,

NOTE Confidence: 0.8816373

00:09:57.595 --> 00:09:59.035 gear teaching within my own

NOTE Confidence: 0.8816373

00:09:59.035 --> 00:09:59.535 fellowship,

NOTE Confidence: 0.93446827

00:10:00.475 --> 00:10:02.014 taking advantage of,

NOTE Confidence: 0.9855423

00:10:03.355 --> 00:10:05.514 formal courses in teaching and

NOTE Confidence: 0.9855423

00:10:05.514 --> 00:10:07.695 education that were guided towards

NOTE Confidence: 0.9855423

00:10:07.970 --> 00:10:08.470 trainees.

NOTE Confidence: 0.99511683

00:10:08.929 --> 00:10:10.390 So I took the postgraduate

NOTE Confidence: 0.99511683

00:10:10.690 --> 00:10:12.230 medical educator course,

NOTE Confidence: 0.93372184

00:10:12.850 --> 00:10:14.630 that the Harvard BC Institute

NOTE Confidence: 0.93372184

00:10:14.770 --> 00:10:15.270 offers,

NOTE Confidence: 0.95302796

00:10:15.809 --> 00:10:16.630 for trainees,

NOTE Confidence: 0.9759194

00:10:17.170 --> 00:10:18.130 things like that. I think

NOTE Confidence: 0.9759194

00:10:18.130 --> 00:10:19.170 just to, again, kind of

NOTE Confidence: 0.9759194

00:10:19.170 --> 00:10:20.554 expose myself and and build

NOTE Confidence: 0.9759194

00:10:20.554 --> 00:10:22.075 up some skills in all

NOTE Confidence: 0.9759194

00:10:22.075 --> 00:10:23.595 of the domains of what

NOTE Confidence: 0.9759194

00:10:23.595 --> 00:10:24.394 it means to be an

NOTE Confidence: 0.9759194

00:10:24.394 --> 00:10:24.894 educator.

NOTE Confidence: 0.9952253

00:10:25.595 --> 00:10:27.035 And then I I tied

NOTE Confidence: 0.9952253

00:10:27.035 --> 00:10:28.415 my scholarship project,

NOTE Confidence: 0.9789166

00:10:28.875 --> 00:10:29.615 in fellowship

NOTE Confidence: 0.9792792

00:10:30.315 --> 00:10:32.334 to medical education. And so

NOTE Confidence: 0.9819572

00:10:32.679 --> 00:10:34.200 I was really interested in

NOTE Confidence: 0.9819572

00:10:34.200 --> 00:10:36.280 looking at applying different types

NOTE Confidence: 0.9819572

00:10:36.280 --> 00:10:38.520 of learning theories, so test

NOTE Confidence: 0.9819572

25

00:10:38.520 --> 00:10:40.059 enhanced learning and spaced,

NOTE Confidence: 0.99814975

00:10:40.360 --> 00:10:41.340 learning methodologies

NOTE Confidence: 0.9905891

00:10:41.800 --> 00:10:43.480 to video based learning. So

NOTE Confidence: 0.9905891

00:10:43.480 --> 00:10:44.760 I was really interested in

NOTE Confidence: 0.9905891

00:10:44.760 --> 00:10:46.460 how technology and innovation

NOTE Confidence: 0.9782433

00:10:47.245 --> 00:10:48.945 and different types of teaching,

NOTE Confidence: 0.9782433

00:10:49.005 --> 00:10:50.045 I think, were sort of

NOTE Confidence: 0.9782433

00:10:50.045 --> 00:10:50.865 starting to,

NOTE Confidence: 0.99680907

00:10:52.205 --> 00:10:53.565 make their way into the

NOTE Confidence: 0.99680907

00:10:53.565 --> 00:10:54.465 learning environment,

NOTE Confidence: 0.9828751

00:10:55.005 --> 00:10:57.025 especially as we are adapting

NOTE Confidence: 0.9828751

00:10:57.165 --> 00:10:57.665 as

NOTE Confidence: 0.99579835

00:10:58.045 --> 00:10:59.085 with who our new learners

NOTE Confidence: 0.99579835

00:10:59.085 --> 00:11:00.059 are, which are those who

NOTE Confidence: 0.99579835

00:11:00.059 --> 00:11:01.740 are really based in in

NOTE Confidence: 0.99579835

00:11:01.740 --> 00:11:02.240 technology

NOTE Confidence: 0.9955333

00:11:02.540 --> 00:11:03.040 savviness.

NOTE Confidence: 0.99868804

00:11:04.300 --> 00:11:05.360 So after fellowship,

NOTE Confidence: 0.9716252

00:11:06.300 --> 00:11:08.059 I took a clinical position

NOTE Confidence: 0.9716252

00:11:08.059 --> 00:11:10.320 at Boston Children's Hospital. And

NOTE Confidence: 0.9980841

00:11:10.780 --> 00:11:12.300 because I had connections through

NOTE Confidence: 0.9980841

00:11:12.300 --> 00:11:12.800 fellowship,

NOTE Confidence: 0.9938608

00:11:13.485 --> 00:11:14.925 made my way onto a

NOTE Confidence: 0.9938608

00:11:14.925 --> 00:11:16.765 variety of committees within the

NOTE Confidence: 0.9938608

00:11:16.765 --> 00:11:18.605 fellowship. So I joined the,

NOTE Confidence: 0.9390417

00:11:19.725 --> 00:11:22.205 the different resident fellowship committees

NOTE Confidence: 0.9390417

00:11:22.205 --> 00:11:23.505 that were focused on,

NOTE Confidence: 0.99947506

00:11:24.365 --> 00:11:24.865 evaluating

NOTE Confidence: 0.9358998

00:11:25.404 --> 00:11:26.640 fellows. I was,

NOTE Confidence: 0.8984538

00:11:27.040 --> 00:11:28.800 often a a junior faculty

NOTE Confidence: 0.8984538

00:11:28.800 --> 00:11:29.760 who was reached out to

NOTE Confidence: 0.8984538

00:11:29.760 --> 00:11:31.620 to do near peer mentoring,

NOTE Confidence: 0.9864117

00:11:32.080 --> 00:11:33.840 for fellows who were struggling

NOTE Confidence: 0.9864117

00:11:33.840 --> 00:11:34.500 in fellowship.

NOTE Confidence: 0.97882307

00:11:34.960 --> 00:11:36.080 And those things, I I

NOTE Confidence: 0.97882307

00:11:36.080 --> 00:11:38.260 think, were really formative experiences

NOTE Confidence: 0.9885672

00:11:38.895 --> 00:11:39.855 to, I think, push me

NOTE Confidence: 0.9885672

00:11:39.855 --> 00:11:40.895 forward to say, like, these

NOTE Confidence: 0.9885672

00:11:40.975 --> 00:11:42.175 I have these skills. I

NOTE Confidence: 0.9885672

00:11:42.175 --> 00:11:43.775 like developing these skills, and

NOTE Confidence: 0.9885672

00:11:43.775 --> 00:11:44.735 I wanna think about how

NOTE Confidence: 0.9885672

00:11:44.735 --> 00:11:45.535 to make a career out

NOTE Confidence: 0.9885672

00:11:45.535 --> 00:11:46.115 of this.

NOTE Confidence: 0.9710809

00:11:46.895 --> 00:11:48.655 So similar to Rachel, after

NOTE Confidence: 0.9710809

00:11:48.655 --> 00:11:50.415 two years at Boston Children's,

NOTE Confidence: 0.9710809

00:11:50.415 --> 00:11:51.375 I was thinking a lot

NOTE Confidence: 0.9710809

00:11:51.375 --> 00:11:52.495 about what was going on

28

NOTE Confidence: 0.9710809

00:11:52.495 --> 00:11:53.855 in not only my professional

NOTE Confidence: 0.9710809

00:11:53.855 --> 00:11:55.320 life and my personal life.

NOTE Confidence: 0.9710809

00:11:55.540 --> 00:11:56.579 And I made the decision

NOTE Confidence: 0.9710809

00:11:56.579 --> 00:11:57.559 to go to Tufts,

NOTE Confidence: 0.84240925

00:11:58.339 --> 00:11:59.240 medical center,

NOTE Confidence: 0.9903217

00:11:59.940 --> 00:12:00.740 to work in a little

NOTE Confidence: 0.9903217

00:12:00.740 --> 00:12:01.959 bit of a smaller group

NOTE Confidence: 0.9903217

00:12:02.179 --> 00:12:03.160 where I was,

NOTE Confidence: 0.9778809

00:12:03.620 --> 00:12:04.740 quote, unquote, a big fish

NOTE Confidence: 0.9778809

00:12:04.740 --> 00:12:05.880 in a small pond

NOTE Confidence: 0.97999066

00:12:06.260 --> 00:12:08.179 and was even closer to

NOTE Confidence: 0.97999066

00:12:08.179 --> 00:12:09.940 the the resident trainees who

NOTE Confidence: 0.97999066

00:12:09.940 --> 00:12:10.395 were there.

NOTE Confidence: 0.98973054

00:12:10.955 --> 00:12:12.395 And so, unfortunately, at the

NOTE Confidence: 0.98973054

00:12:12.395 --> 00:12:12.895 time,

NOTE Confidence: 0.99890393

00:12:13.595 --> 00:12:15.135 there was not an opening,

NOTE Confidence: 0.9850251

00:12:15.675 --> 00:12:16.875 for a program leader in

NOTE Confidence: 0.9850251

00:12:16.875 --> 00:12:18.875 their residency program. But I

NOTE Confidence: 0.9850251

00:12:18.875 --> 00:12:20.554 think recognizing that I already

NOTE Confidence: 0.9850251

00:12:20.554 --> 00:12:21.054 had

NOTE Confidence: 0.97395843

00:12:21.675 --> 00:12:22.890 a a skill set that

NOTE Confidence: 0.97395843

00:12:22.970 --> 00:12:24.170 could lend itself well to

NOTE Confidence: 0.97395843

00:12:24.170 --> 00:12:25.530 the residency. I was pulled

NOTE Confidence: 0.97395843

00:12:25.530 --> 00:12:26.890 in very early on as

NOTE Confidence: 0.97395843

00:12:26.890 --> 00:12:28.350 a core faculty member.

NOTE Confidence: 0.9969868

00:12:28.730 --> 00:12:30.030 I took on the residency

NOTE Confidence: 0.9969868

00:12:30.170 --> 00:12:30.670 rotation,

NOTE Confidence: 0.9971059

00:12:31.450 --> 00:12:32.350 in the PICU.

NOTE Confidence: 0.9837583

00:12:33.130 --> 00:12:34.570 I made my connections with

NOTE Confidence: 0.9837583

00:12:34.570 --> 00:12:36.585 Tufts, University School of Medicine,

NOTE Confidence: 0.9837583

00:12:36.585 --> 00:12:37.245 and I

NOTE Confidence: 0.9575301

00:12:37.945 --> 00:12:39.625 I met with the PhD

NOTE Confidence: 0.9575301

00:12:39.625 --> 00:12:41.005 educator there who,

NOTE Confidence: 0.969566

00:12:42.105 --> 00:12:43.245 does all of the faculty

NOTE Confidence: 0.969566

00:12:43.305 --> 00:12:45.385 development for for faculty at

NOTE Confidence: 0.969566

00:12:45.385 --> 00:12:46.585 Tufts. And I very quickly

NOTE Confidence: 0.969566

00:12:46.585 --> 00:12:48.445 got involved with medical student.

NOTE Confidence: 0.9703032

00:12:51.690 --> 00:12:52.570 And so a lot of

NOTE Confidence: 0.9703032

00:12:52.570 --> 00:12:54.089 this, I tell you because

NOTE Confidence: 0.9703032

00:12:54.089 --> 00:12:55.470 I think it's

NOTE Confidence: 0.9976623

00:12:56.329 --> 00:12:57.610 finding the people who are

NOTE Confidence: 0.9976623

00:12:57.610 --> 00:12:59.209 gonna help mentor you through

NOTE Confidence: 0.9976623

00:12:59.209 --> 00:13:01.050 your career and learning what

NOTE Confidence: 0.9976623

00:13:01.050 --> 00:13:01.550 opportunities

NOTE Confidence: 0.9731495

00:13:02.010 --> 00:13:03.290 you may take risks on

NOTE Confidence: 0.9731495

00:13:03.290 --> 00:13:04.915 and say yes to. And

NOTE Confidence: 0.9731495

00:13:04.915 --> 00:13:06.115 I think about that as

NOTE Confidence: 0.9731495

00:13:06.115 --> 00:13:07.155 in who are the people

NOTE Confidence: 0.9731495

00:13:07.155 --> 00:13:07.975 that I trust.

NOTE Confidence: 0.9939865

00:13:08.355 --> 00:13:09.475 And if I trust them,

NOTE Confidence: 0.9939865

00:13:09.475 --> 00:13:10.595 it may be an experience

NOTE Confidence: 0.9939865

00:13:10.595 --> 00:13:11.875 that I've never done before,

NOTE Confidence: 0.9939865

00:13:11.875 --> 00:13:13.075 but I'm gonna say yes

NOTE Confidence: 0.9939865

00:13:13.075 --> 00:13:14.515 to it because it's gonna

NOTE Confidence: 0.9939865

00:13:14.515 --> 00:13:16.115 help me develop maybe some

NOTE Confidence: 0.9939865

00:13:16.115 --> 00:13:17.235 new skills. And if I

NOTE Confidence: 0.9939865

00:13:17.235 --> 00:13:18.835 have the mentorship, then I

NOTE Confidence: 0.9939865

00:13:18.835 --> 00:13:20.035 believe that I can be

NOTE Confidence: 0.9939865

00:13:20.035 --> 00:13:20.535 successful.

NOTE Confidence: 0.9878963

00:13:21.740 --> 00:13:23.120 And so I also became

NOTE Confidence: 0.9878963

00:13:23.179 --> 00:13:24.700 the medical director of the

NOTE Confidence: 0.9878963

00:13:24.700 --> 00:13:26.000 PICU at that time,

NOTE Confidence: 0.97405523

00:13:26.380 --> 00:13:27.420 in which case, again, a

NOTE Confidence: 0.97405523

00:13:27.420 --> 00:13:28.720 lot of my focus was

NOTE Confidence: 0.97405523

00:13:29.020 --> 00:13:30.960 the residents were our frontline

NOTE Confidence: 0.97405523

00:13:31.020 --> 00:13:32.140 providers. So how do I

NOTE Confidence: 0.97405523

00:13:32.140 --> 00:13:33.980 integrate their education as the

NOTE Confidence: 0.97405523

00:13:33.980 --> 00:13:34.480 residency

NOTE Confidence: 0.958714

00:13:35.875 --> 00:13:37.654 rotation director into the clinical

NOTE Confidence: 0.958714

00:13:37.714 --> 00:13:39.575 operations? And that was real

NOTE Confidence: 0.96828216

00:13:42.115 --> 00:13:42.934 for about,

NOTE Confidence: 0.96367097

00:13:43.714 --> 00:13:44.835 I think, three or four

NOTE Confidence: 0.96367097

00:13:44.835 --> 00:13:45.315 years,

NOTE Confidence: 0.685516

00:13:45.714 --> 00:13:46.535 and opening,

NOTE Confidence: 0.99320585

00:13:47.395 --> 00:13:49.429 for an associate residency program

NOTE Confidence: 0.99320585

00:13:49.570 --> 00:13:51.429 director came to be, and

NOTE Confidence: 0.99320585

00:13:51.650 --> 00:13:53.170 I applied for that and

NOTE Confidence: 0.99320585

00:13:53.170 --> 00:13:54.929 got that position. So prior

NOTE Confidence: 0.99320585

00:13:54.929 --> 00:13:56.690 to my fellowship position here

NOTE Confidence: 0.99320585

00:13:56.690 --> 00:13:58.450 at Yale, I spent three

NOTE Confidence: 0.99320585

00:13:58.450 --> 00:13:58.950 years,

NOTE Confidence: 0.9790769

00:13:59.410 --> 00:14:00.850 three years, yeah, as an

NOTE Confidence: 0.9790769

00:14:00.850 --> 00:14:02.690 associate residency program director for

NOTE Confidence: 0.9790769

00:14:02.690 --> 00:14:03.750 the Tufts Pediatric

NOTE Confidence: 0.9874138

00:14:04.105 --> 00:14:04.605 Residency

NOTE Confidence: 0.9903925

00:14:05.145 --> 00:14:07.705 Program. I joined the team

NOTE Confidence: 0.9903925

00:14:07.705 --> 00:14:09.465 in twenty twenty one, in

NOTE Confidence: 0.9903925

00:14:09.465 --> 00:14:11.405 the fall. And in January

NOTE Confidence: 0.9903925

00:14:11.465 --> 00:14:13.225 of twenty twenty two, Tufts

NOTE Confidence: 0.9903925

00:14:13.225 --> 00:14:14.505 announced that they were closing

NOTE Confidence: 0.9903925

00:14:14.505 --> 00:14:16.445 their inpatient pediatric spaces,

NOTE Confidence: 0.99918306

00:14:17.190 --> 00:14:18.870 which meant that the residency

NOTE Confidence: 0.99918306

00:14:18.870 --> 00:14:20.470 program was going to undergo

34

NOTE Confidence: 0.99918306

00:14:20.470 --> 00:14:21.610 an enormous change.

NOTE Confidence: 0.99725676

00:14:22.390 --> 00:14:23.130 And so

NOTE Confidence: 0.9655822

00:14:23.670 --> 00:14:25.750 I was really excited to

NOTE Confidence: 0.9655822

00:14:25.750 --> 00:14:26.950 be in that role during

NOTE Confidence: 0.9655822

00:14:26.950 --> 00:14:28.150 that time because there is

NOTE Confidence: 0.9655822

00:14:28.150 --> 00:14:29.290 a lot of new uncharted

NOTE Confidence: 0.9655822

00:14:29.350 --> 00:14:31.050 territory to to work through.

NOTE Confidence: 0.9655822

00:14:31.235 --> 00:14:32.995 And I think being able

NOTE Confidence: 0.9655822

00:14:32.995 --> 00:14:34.195 to have the space to,

NOTE Confidence: 0.9655822

00:14:34.195 --> 00:14:35.475 I think, innovate and be

NOTE Confidence: 0.9655822

00:14:35.475 --> 00:14:35.975 creative

NOTE Confidence: 0.97637725

00:14:36.435 --> 00:14:37.955 and support learners through a

NOTE Confidence: 0.97637725

00:14:37.955 --> 00:14:39.395 really difficult time was something

NOTE Confidence: 0.97637725

00:14:39.395 --> 00:14:40.515 that I also continue to

NOTE Confidence: 0.97637725

00:14:40.515 --> 00:14:41.495 find really valuable.

NOTE Confidence: 0.99489117

00:14:42.275 --> 00:14:43.555 And so I stayed in

NOTE Confidence: 0.99489117

00:14:43.555 --> 00:14:44.295 that position,

NOTE Confidence: 0.9961849

00:14:44.915 --> 00:14:45.415 until

NOTE Confidence: 0.925907

00:14:45.795 --> 00:14:46.560 our last,

NOTE Confidence: 0.9942492

00:14:47.200 --> 00:14:48.740 group of residents graduated.

NOTE Confidence: 0.9979035

00:14:49.120 --> 00:14:51.060 And in that last year

NOTE Confidence: 0.9979035

00:14:51.279 --> 00:14:51.779 of,

NOTE Confidence: 0.9931816

00:14:52.160 --> 00:14:53.840 the program, I thought really

NOTE Confidence: 0.9931816

00:14:53.840 --> 00:14:55.700 hard long and hard about

NOTE Confidence: 0.9884716

00:14:56.080 --> 00:14:57.360 what was my career gonna

NOTE Confidence: 0.9884716

00:14:57.360 --> 00:14:58.820 look like going from here.

NOTE Confidence: 0.9751991

00:14:59.654 --> 00:15:01.274 And so I decided to

NOTE Confidence: 0.9751991

00:15:01.334 --> 00:15:02.795 take a leap and transition

NOTE Confidence: 0.9751991

00:15:02.855 --> 00:15:04.235 from residency to fellowship,

NOTE Confidence: 0.9814077

00:15:05.334 --> 00:15:06.615 when this position at Yale

NOTE Confidence: 0.9814077

00:15:06.615 --> 00:15:07.654 opened up. And I think

NOTE Confidence: 0.9814077

00:15:07.654 --> 00:15:08.855 for me, that's been really

NOTE Confidence: 0.9814077

00:15:08.855 --> 00:15:09.834 fun to

NOTE Confidence: 0.9988973

00:15:10.535 --> 00:15:11.975 see how the skills that

NOTE Confidence: 0.9988973

00:15:11.975 --> 00:15:13.415 I've developed in a variety

NOTE Confidence: 0.9988973

00:15:13.415 --> 00:15:15.540 of different arenas are translatable

NOTE Confidence: 0.9998286

00:15:16.080 --> 00:15:17.060 across different

NOTE Confidence: 0.9999255

00:15:17.680 --> 00:15:18.180 leadership

NOTE Confidence: 0.99762124

00:15:18.640 --> 00:15:20.180 positions in education.

NOTE Confidence: 0.95817465

00:15:21.440 --> 00:15:24.000 And so I like now

NOTE Confidence: 0.95817465

00:15:24.000 --> 00:15:26.080 that my learners are at

NOTE Confidence: 0.95817465

00:15:26.080 --> 00:15:27.360 a at the next level

NOTE Confidence: 0.95817465

00:15:27.360 --> 00:15:28.020 of maturity,

NOTE Confidence: 0.99132884

00:15:28.365 --> 00:15:29.245 that I get to focus

NOTE Confidence: 0.99132884

00:15:29.245 --> 00:15:30.945 a lot on professional development,

NOTE Confidence: 0.99811393

00:15:31.885 --> 00:15:34.205 and that my curriculum and

NOTE Confidence: 0.99811393

37

00:15:34.205 --> 00:15:35.245 sort of focus of my

NOTE Confidence: 0.99811393

00:15:35.245 --> 00:15:36.925 fellowship is even closer to

NOTE Confidence: 0.99811393

00:15:36.925 --> 00:15:38.205 who I am as a

NOTE Confidence: 0.99811393

00:15:38.205 --> 00:15:38.705 practicing,

NOTE Confidence: 0.98707426

00:15:39.325 --> 00:15:40.980 clinician. So I think those

NOTE Confidence: 0.98707426

00:15:40.980 --> 00:15:41.779 are the things that are

NOTE Confidence: 0.98707426

00:15:41.860 --> 00:15:43.399 I'm really enjoying right now

NOTE Confidence: 0.98707426

00:15:43.540 --> 00:15:45.000 about being in a fellowship,

NOTE Confidence: 0.9667688

00:15:45.459 --> 00:15:47.540 leadership role. And then Panina

NOTE Confidence: 0.9667688

00:15:47.540 --> 00:15:48.200 had mentioned

NOTE Confidence: 0.9972741

00:15:48.820 --> 00:15:50.420 my involvement in,

NOTE Confidence: 0.8706029

00:15:50.820 --> 00:15:52.580 the Association of Pediatric Program

NOTE Confidence: 0.8706029

00:15:52.580 --> 00:15:53.080 Directors.

NOTE Confidence: 0.9970679

00:15:53.735 --> 00:15:54.935 And I think that I

NOTE Confidence: 0.9970679

00:15:54.935 --> 00:15:56.875 would I would sort of

NOTE Confidence: 0.96768993

00:15:57.255 --> 00:15:58.855 share as a, like, I

NOTE Confidence: 0.96768993

00:15:58.855 --> 00:16:00.535 was really nervous about applying

NOTE Confidence: 0.96768993

00:16:00.535 --> 00:16:01.815 for that position because I

NOTE Confidence: 0.96768993

00:16:01.815 --> 00:16:02.855 was like, who am I?

NOTE Confidence: 0.96768993

00:16:02.855 --> 00:16:04.134 Like, I've been an APD

NOTE Confidence: 0.96768993

00:16:04.134 --> 00:16:05.175 for, like, a hot six

NOTE Confidence: 0.96768993

00:16:05.175 --> 00:16:06.315 months, and, like,

NOTE Confidence: 0.9959358

00:16:07.269 --> 00:16:08.390 what do I know about

NOTE Confidence: 0.9959358

00:16:08.390 --> 00:16:09.670 anything? And so I was

NOTE Confidence: 0.9959358

00:16:09.670 --> 00:16:10.070 really,

NOTE Confidence: 0.97825736

00:16:10.870 --> 00:16:12.649 surprised, I think, when I

NOTE Confidence: 0.97825736

00:16:12.790 --> 00:16:13.990 got the position, and it's

NOTE Confidence: 0.97825736

00:16:13.990 --> 00:16:15.430 been really fun, I think,

NOTE Confidence: 0.97825736

00:16:15.430 --> 00:16:16.170 to also,

NOTE Confidence: 0.99864346

00:16:16.709 --> 00:16:17.850 you know, kind of

NOTE Confidence: 0.97758186

00:16:18.230 --> 00:16:20.415 bleed into the fact supporting

NOTE Confidence: 0.97758186

00:16:20.415 --> 00:16:22.515 the faculty side of educational

NOTE Confidence: 0.97758186

00:16:22.654 --> 00:16:24.175 leadership. And so that's been

NOTE Confidence: 0.97758186

00:16:24.175 --> 00:16:25.215 really fun for me to

NOTE Confidence: 0.97758186

00:16:25.215 --> 00:16:26.195 build my network

NOTE Confidence: 0.9180761

00:16:26.575 --> 00:16:27.395 and connections.

NOTE Confidence: 0.97494864

00:16:28.335 --> 00:16:29.295 And I see that now

NOTE Confidence: 0.97494864

00:16:29.295 --> 00:16:30.415 in my role in fellowship.

NOTE Confidence: 0.97494864

00:16:30.415 --> 00:16:31.535 Right? I see the residents

NOTE Confidence: 0.97494864

00:16:31.535 --> 00:16:32.415 who are coming from a

NOTE Confidence: 0.97494864

00:16:32.415 --> 00:16:33.855 variety of different programs where

NOTE Confidence: 0.97494864

00:16:33.855 --> 00:16:35.315 I know their program leaders,

NOTE Confidence: 0.97494864

00:16:35.375 --> 00:16:37.190 and I think then looking

NOTE Confidence: 0.97494864

00:16:37.190 --> 00:16:38.410 at their letters of recommendation

NOTE Confidence: 0.97494864

00:16:38.470 --> 00:16:39.430 and things like that, I

NOTE Confidence: 0.97494864

00:16:39.430 --> 00:16:41.209 think, is only more additive

NOTE Confidence: 0.9997861

00:16:41.829 --> 00:16:42.949 to my ability to

NOTE Confidence: 0.8863786

00:16:47.509 --> 00:16:49.350 and so I think the

NOTE Confidence: 0.8863786

00:16:49.350 --> 00:16:50.329 national organization,

NOTE Confidence: 0.9777531

00:16:51.575 --> 00:16:53.175 plug is, like, apply for

NOTE Confidence: 0.9777531

00:16:53.175 --> 00:16:54.455 things. Apply for things that

NOTE Confidence: 0.9777531

00:16:54.455 --> 00:16:55.175 you feel like you have

NOTE Confidence: 0.9777531

00:16:55.175 --> 00:16:56.695 the bandwidth for because this

NOTE Confidence: 0.9777531

00:16:56.695 --> 00:16:57.815 is how you form those

NOTE Confidence: 0.9777531

00:16:57.815 --> 00:16:59.115 connections professionally,

NOTE Confidence: 0.99150777

00:17:00.135 --> 00:17:01.255 because you just never know,

NOTE Confidence: 0.99150777

00:17:01.255 --> 00:17:02.215 I think, where your career

NOTE Confidence: 0.99150777

00:17:02.215 --> 00:17:03.115 is gonna go.

NOTE Confidence: 0.89305

00:17:04.215 --> 00:17:04.960 And And so yeah. So

NOTE Confidence: 0.89305

00:17:04.960 --> 00:17:06.480 maybe I'll stop there, and

NOTE Confidence: 0.89305

00:17:06.480 --> 00:17:07.139 we can

NOTE Confidence: 0.958784

00:17:07.440 --> 00:17:08.880 take some questions, or we

NOTE Confidence: 0.958784

00:17:08.880 --> 00:17:09.840 can go keep going back

NOTE Confidence: 0.958784

00:17:09.840 --> 00:17:10.740 and forth, Rachel.

NOTE Confidence: 0.9991292

00:17:17.325 --> 00:17:18.605 Questions in the chat are

NOTE Confidence: 0.9991292

00:17:18.605 --> 00:17:19.505 also welcome.

NOTE Confidence: 0.9956045

00:17:21.085 --> 00:17:22.125 So let me start off

NOTE Confidence: 0.9956045

00:17:22.125 --> 00:17:23.165 with the two of you.

NOTE Confidence: 0.9956045

00:17:23.165 --> 00:17:24.765 I'm just you know, very

NOTE Confidence: 0.9956045

00:17:24.765 --> 00:17:25.265 often,

NOTE Confidence: 0.9098841

00:17:26.605 --> 00:17:29.025 I'll have junior faculty especially,

NOTE Confidence: 0.98394746

00:17:29.484 --> 00:17:30.765 or I I would also

NOTE Confidence: 0.98394746

00:17:30.765 --> 00:17:31.484 say trainees,

NOTE Confidence: 0.99978465

00:17:32.740 --> 00:17:33.480 come to me

NOTE Confidence: 0.9963305

00:17:34.179 --> 00:17:35.380 and say, well, how do

NOTE Confidence: 0.9963305

00:17:35.380 --> 00:17:36.900 you get protected time for

NOTE Confidence: 0.9963305

00:17:36.900 --> 00:17:37.380 these,

NOTE Confidence: 0.9888997

00:17:38.340 --> 00:17:40.740 for educational leadership or for

NOTE Confidence: 0.9888997

00:17:40.740 --> 00:17:41.240 education?

NOTE Confidence: 0.9937561

00:17:41.619 --> 00:17:43.299 So I'm gonna toss that

NOTE Confidence: 0.9937561

00:17:43.299 --> 00:17:44.520 question to you.

NOTE Confidence: 0.897001

00:17:49.095 --> 00:17:49.674 I think

NOTE Confidence: 0.946257

00:17:50.135 --> 00:17:51.734 I the first question that

NOTE Confidence: 0.946257

00:17:51.734 --> 00:17:53.335 I offer when people say

NOTE Confidence: 0.946257

00:17:53.335 --> 00:17:54.934 that to me, right, is,

NOTE Confidence: 0.946257

00:17:54.934 --> 00:17:55.434 like,

NOTE Confidence: 0.9738903

00:17:56.294 --> 00:17:57.994 you can think that, like,

NOTE Confidence: 0.9738903

00:17:58.054 --> 00:17:59.255 I want protected time to

NOTE Confidence: 0.9738903

00:17:59.255 --> 00:18:00.299 do this. I will tell

NOTE Confidence: 0.9738903

00:18:00.299 --> 00:18:01.659 you right now that most

NOTE Confidence: 0.9738903

00:18:01.659 --> 00:18:02.779 of us in sort of

NOTE Confidence: 0.9738903

00:18:02.779 --> 00:18:04.940 educational leadership time spend more

NOTE Confidence: 0.9738903

00:18:04.940 --> 00:18:06.320 time doing the job

NOTE Confidence: 0.99352664

43

00:18:06.940 --> 00:18:08.159 than is protected.

NOTE Confidence: 0.9691912

00:18:08.700 --> 00:18:10.380 Right? And so if if

NOTE Confidence: 0.9691912

00:18:10.380 --> 00:18:11.899 it's that you are looking

NOTE Confidence: 0.9691912

00:18:11.899 --> 00:18:13.425 to sort of have yeah.

NOTE Confidence: 0.9691912

00:18:13.425 --> 00:18:14.865 And there's no there is

NOTE Confidence: 0.9691912

00:18:14.865 --> 00:18:16.145 no judgment in this. Right?

NOTE Confidence: 0.9691912

00:18:16.145 --> 00:18:17.185 But if people are looking

NOTE Confidence: 0.9691912

00:18:17.185 --> 00:18:18.625 to have kind of a

NOTE Confidence: 0.9691912

00:18:18.625 --> 00:18:19.445 lighter plate,

NOTE Confidence: 0.9833005

00:18:20.305 --> 00:18:21.585 I always say this might

NOTE Confidence: 0.9833005

00:18:21.585 --> 00:18:22.385 not be the way to

NOTE Confidence: 0.9833005

00:18:22.385 --> 00:18:22.965 do that,

NOTE Confidence: 0.9894957

00:18:23.585 --> 00:18:25.025 because I can assure you

NOTE Confidence: 0.9894957

00:18:25.025 --> 00:18:26.405 the amount of responsibilities

NOTE Confidence: 0.99940866

00:18:27.300 --> 00:18:28.820 that come with many protected

NOTE Confidence: 0.99940866

00:18:28.820 --> 00:18:29.560 time roles

44

NOTE Confidence: 0.9441677

00:18:29.940 --> 00:18:31.860 exceed that protected time as

NOTE Confidence: 0.9441677

00:18:31.860 --> 00:18:32.820 is the case in many

NOTE Confidence: 0.9441677

00:18:32.820 --> 00:18:34.340 things in academics. Right? And

NOTE Confidence: 0.9441677

00:18:34.340 --> 00:18:35.860 and being in in an

NOTE Confidence: 0.9441677

00:18:35.860 --> 00:18:37.480 educational leadership role,

NOTE Confidence: 0.9740785

00:18:38.660 --> 00:18:39.780 and I don't know. Maybe

NOTE Confidence: 0.9740785

00:18:39.780 --> 00:18:40.660 this is true. It was

NOTE Confidence: 0.9740785

00:18:40.660 --> 00:18:41.860 certainly true for my old

NOTE Confidence: 0.9740785

00:18:41.860 --> 00:18:43.365 job in sort of, more

NOTE Confidence: 0.9740785

00:18:43.365 --> 00:18:45.205 traditional medical leadership, but,

NOTE Confidence: 0.9909295

00:18:46.085 --> 00:18:46.885 it's a little bit of

NOTE Confidence: 0.9909295

00:18:46.885 --> 00:18:47.765 a bucket with a hole

NOTE Confidence: 0.9909295

00:18:47.765 --> 00:18:48.805 in the bottom. Right? And

NOTE Confidence: 0.9909295

00:18:48.805 --> 00:18:49.685 so you can pour and

NOTE Confidence: 0.9909295

00:18:49.685 --> 00:18:51.365 pour and pour, but there's

NOTE Confidence: 0.9909295

00:18:51.365 --> 00:18:52.325 a lot that you could

NOTE Confidence: 0.9909295

00:18:52.325 --> 00:18:53.605 do, and you have to

NOTE Confidence: 0.9909295

00:18:53.605 --> 00:18:54.825 sort of choose your priorities.

NOTE Confidence: 0.9953602

00:18:55.880 --> 00:18:57.559 So that's always my first

NOTE Confidence: 0.9953602

00:18:57.559 --> 00:18:58.059 question

NOTE Confidence: 0.9373566

00:18:58.440 --> 00:18:58.519 is,

NOTE Confidence: 0.99289256

00:18:59.240 --> 00:19:00.359 what are you hoping to

NOTE Confidence: 0.99289256

00:19:00.359 --> 00:19:02.119 accomplish with that ask of

NOTE Confidence: 0.99289256

00:19:02.119 --> 00:19:03.580 sort of more protected time?

NOTE Confidence: 0.9944329

00:19:04.519 --> 00:19:05.480 And then I think if

NOTE Confidence: 0.9944329

00:19:05.480 --> 00:19:06.759 you are sort of committed

NOTE Confidence: 0.9944329

00:19:06.759 --> 00:19:07.799 that you want to have

NOTE Confidence: 0.9944329

00:19:07.799 --> 00:19:09.899 the opportunity to develop yourself

NOTE Confidence: 0.9944329

00:19:09.945 --> 00:19:10.904 as a leader and as

NOTE Confidence: 0.9944329

00:19:10.904 --> 00:19:11.945 an educator in the world

NOTE Confidence: 0.9944329

00:19:11.945 --> 00:19:13.144 of education and have thought

46

NOTE Confidence: 0.9944329

00:19:13.144 --> 00:19:14.184 about the fact that it

NOTE Confidence: 0.9944329

00:19:14.184 --> 00:19:14.924 isn't just,

NOTE Confidence: 0.9934589

00:19:15.384 --> 00:19:16.744 you know, sort of the

NOTE Confidence: 0.9934589

00:19:16.744 --> 00:19:18.105 ability to give more lectures,

NOTE Confidence: 0.9934589

00:19:18.105 --> 00:19:19.225 but you really wanna sort

NOTE Confidence: 0.9934589

00:19:19.225 --> 00:19:20.605 of dive into that.

NOTE Confidence: 0.9921737

00:19:22.230 --> 00:19:23.190 I will tell you right

NOTE Confidence: 0.9921737

00:19:23.190 --> 00:19:24.710 now that anyone who's sort

NOTE Confidence: 0.9921737

00:19:24.710 --> 00:19:26.710 of selecting people to give

NOTE Confidence: 0.9921737

00:19:26.710 --> 00:19:27.690 protected time

NOTE Confidence: 0.97525716

00:19:27.990 --> 00:19:29.429 is always going to look

NOTE Confidence: 0.97525716

00:19:29.429 --> 00:19:30.869 at the short list of

NOTE Confidence: 0.97525716

00:19:30.869 --> 00:19:32.390 people who are already sort

NOTE Confidence: 0.97525716

00:19:32.390 --> 00:19:34.010 of proven value added.

NOTE Confidence: 0.9969469

00:19:34.835 --> 00:19:36.295 So if you are waiting

NOTE Confidence: 0.9969469

00:19:36.595 --> 00:19:38.435 until you have protected time

NOTE Confidence: 0.9969469

00:19:38.435 --> 00:19:39.255 to contribute

NOTE Confidence: 0.9993951

00:19:39.715 --> 00:19:40.775 to the educational

NOTE Confidence: 0.9154768

00:19:41.315 --> 00:19:41.815 milieu

NOTE Confidence: 0.97040814

00:19:42.355 --> 00:19:43.715 at an institution that you're

NOTE Confidence: 0.97040814

00:19:43.715 --> 00:19:45.575 at, you are very unlikely

NOTE Confidence: 0.97040814

00:19:45.715 --> 00:19:46.935 to ever be selected.

NOTE Confidence: 0.97012025

00:19:50.470 --> 00:19:51.510 You added can look like

NOTE Confidence: 0.97012025

00:19:51.510 --> 00:19:52.630 a lot of different things.

NOTE Confidence: 0.97012025

00:19:52.630 --> 00:19:53.590 Right? It can look like

NOTE Confidence: 0.97012025

00:19:53.590 --> 00:19:54.810 being a really committed

NOTE Confidence: 0.99968886

00:19:55.270 --> 00:19:55.770 educator.

NOTE Confidence: 0.9956704

00:19:56.070 --> 00:19:57.109 Right? So for me, if

NOTE Confidence: 0.9956704

00:19:57.109 --> 00:19:58.390 I'm choosing someone to have

NOTE Confidence: 0.9956704

00:19:58.390 --> 00:19:59.530 a role in the residency

NOTE Confidence: 0.9956704

00:19:59.670 --> 00:20:00.170 program,

NOTE Confidence: 0.9959459

00:20:01.205 --> 00:20:02.244 I have to answer to

NOTE Confidence: 0.9959459

00:20:02.244 --> 00:20:03.925 my constituents, which is the

NOTE Confidence: 0.9959459

00:20:03.925 --> 00:20:04.425 residents.

NOTE Confidence: 0.9722734

00:20:04.885 --> 00:20:06.165 And so if if there

NOTE Confidence: 0.9722734

00:20:06.165 --> 00:20:07.285 is someone who spent a

NOTE Confidence: 0.9722734

00:20:07.285 --> 00:20:09.145 long time, who's really recognized

NOTE Confidence: 0.9722734

00:20:09.205 --> 00:20:10.645 as being an incredible teacher

NOTE Confidence: 0.9722734

00:20:10.645 --> 00:20:12.244 on the wards, who creates

NOTE Confidence: 0.9722734

00:20:12.244 --> 00:20:13.685 a positive learning climate, that

NOTE Confidence: 0.9722734

00:20:13.685 --> 00:20:14.825 can be value added.

NOTE Confidence: 0.9863448

00:20:15.205 --> 00:20:16.700 Right? Or is it someone

NOTE Confidence: 0.9863448

00:20:16.700 --> 00:20:18.540 who I know is gonna

NOTE Confidence: 0.9863448

00:20:18.540 --> 00:20:20.140 be willing to sort of

NOTE Confidence: 0.9863448

00:20:20.140 --> 00:20:21.820 be flexible and help out,

NOTE Confidence: 0.9863448

00:20:21.820 --> 00:20:23.100 right, if I need someone

NOTE Confidence: 0.9863448

00:20:23.100 --> 00:20:24.720 who's gonna be able to,

NOTE Confidence: 0.9863448

00:20:24.940 --> 00:20:26.700 you know, interview some candidates

NOTE Confidence: 0.9863448

00:20:26.700 --> 00:20:28.220 for me one year or,

NOTE Confidence: 0.99041814

00:20:29.735 --> 00:20:30.795 join the CCC,

NOTE Confidence: 0.9830751

00:20:31.095 --> 00:20:32.615 which is, you know, you

NOTE Confidence: 0.9830751

00:20:32.615 --> 00:20:33.275 know, it's

NOTE Confidence: 0.99606067

00:20:33.735 --> 00:20:35.255 four hours of commitment twice

NOTE Confidence: 0.99606067

00:20:35.255 --> 00:20:36.935 a year. Right? And that's

NOTE Confidence: 0.99606067

00:20:36.935 --> 00:20:38.375 not gonna come with protected

NOTE Confidence: 0.99606067

00:20:38.375 --> 00:20:39.735 time. Those asks are not

NOTE Confidence: 0.99606067

00:20:39.735 --> 00:20:41.095 gonna come with protected time

NOTE Confidence: 0.99606067

00:20:41.095 --> 00:20:42.075 right at the beginning.

NOTE Confidence: 0.99722886

00:20:42.490 --> 00:20:43.609 But then when there is

NOTE Confidence: 0.99722886

00:20:43.609 --> 00:20:45.369 a role that has protected

NOTE Confidence: 0.99722886

00:20:45.369 --> 00:20:45.869 time,

NOTE Confidence: 0.9929906

00:20:47.369 --> 00:20:48.490 I'm much more apt to

NOTE Confidence: 0.9929906

00:20:48.490 --> 00:20:49.289 sort of be like, well,

NOTE Confidence: 0.9929906

00:20:49.289 --> 00:20:50.250 do I wanna open it

NOTE Confidence: 0.9929906

00:20:50.250 --> 00:20:51.289 up to the masses, or

NOTE Confidence: 0.9929906

00:20:51.289 --> 00:20:52.169 do I wanna sort of

NOTE Confidence: 0.9929906

00:20:52.169 --> 00:20:53.529 have a targeted ask of

NOTE Confidence: 0.9929906

00:20:53.529 --> 00:20:54.570 the five or six people

NOTE Confidence: 0.9929906

00:20:54.570 --> 00:20:55.450 that I know would be

NOTE Confidence: 0.9929906

00:20:55.450 --> 00:20:55.950 great

NOTE Confidence: 0.9963722

00:20:56.250 --> 00:20:58.005 in this role of global

NOTE Confidence: 0.9963722

00:20:58.005 --> 00:20:59.605 health track leader or whatever

NOTE Confidence: 0.9963722

00:20:59.605 --> 00:21:00.645 that role might be that

NOTE Confidence: 0.9963722

00:21:00.645 --> 00:21:02.345 comes with some protected time.

NOTE Confidence: 0.9996812

00:21:03.445 --> 00:21:04.505 That being said,

NOTE Confidence: 0.99946266

00:21:05.045 --> 00:21:07.045 be cautious about saying yes

NOTE Confidence: 0.99946266

00:21:07.045 --> 00:21:07.865 to everything.

NOTE Confidence: 0.9842331

00:21:08.325 --> 00:21:09.859 I got some advice very

NOTE Confidence: 0.9842331

00:21:09.859 --> 00:21:10.900 junior in my career that

NOTE Confidence: 0.9842331

00:21:10.900 --> 00:21:11.859 you should just say yes

NOTE Confidence: 0.9842331

00:21:11.859 --> 00:21:12.980 to everything, and I think

NOTE Confidence: 0.9842331

00:21:12.980 --> 00:21:13.780 the person who gave me

NOTE Confidence: 0.9842331

00:21:13.780 --> 00:21:14.980 that advice didn't know who

NOTE Confidence: 0.9842331

00:21:14.980 --> 00:21:16.500 I was because that was

NOTE Confidence: 0.9842331

00:21:16.500 --> 00:21:18.119 not good advice for me.

NOTE Confidence: 0.955024

00:21:19.140 --> 00:21:20.040 And I think,

NOTE Confidence: 0.9296759

00:21:21.540 --> 00:21:23.475 instead, think about, is this

NOTE Confidence: 0.9987982

00:21:24.434 --> 00:21:25.815 thing going to sort of

NOTE Confidence: 0.999239

00:21:26.195 --> 00:21:27.655 give me either exposure

NOTE Confidence: 0.9887591

00:21:28.434 --> 00:21:30.674 to the world of whatever

NOTE Confidence: 0.9887591

00:21:30.674 --> 00:21:31.875 it is, right, in education

NOTE Confidence: 0.9887591

00:21:31.875 --> 00:21:32.674 that you're interested in? Is

NOTE Confidence: 0.9887591

00:21:32.674 --> 00:21:33.554 it gonna give me more

NOTE Confidence: 0.9887591

00:21:33.554 --> 00:21:34.755 exposure to residency? Is it

NOTE Confidence: 0.9887591

00:21:34.755 --> 00:21:35.875 gonna give me more exposure

NOTE Confidence: 0.9887591

00:21:35.875 --> 00:21:37.015 to fellowship leadership?

NOTE Confidence: 0.99882346

00:21:37.475 --> 00:21:38.595 And if the answer is

NOTE Confidence: 0.99882346

00:21:38.595 --> 00:21:39.095 yes,

NOTE Confidence: 0.9969984

00:21:39.470 --> 00:21:40.750 then great. Think about doing

NOTE Confidence: 0.9969984

00:21:40.750 --> 00:21:42.270 it. Right? And then the

NOTE Confidence: 0.9969984

00:21:42.270 --> 00:21:43.550 other question that I would

NOTE Confidence: 0.9969984

00:21:43.550 --> 00:21:44.930 sort of ask is, like,

NOTE Confidence: 0.99586093

00:21:45.390 --> 00:21:46.609 is this a slog?

NOTE Confidence: 0.9923673

00:21:47.070 --> 00:21:48.590 Right? So don't say yes

NOTE Confidence: 0.9923673

00:21:48.590 --> 00:21:49.950 to things that you then

NOTE Confidence: 0.9923673

00:21:49.950 --> 00:21:50.609 are like,

NOTE Confidence: 0.91467327

00:21:51.630 --> 00:21:52.990 I don't wanna respond to

NOTE Confidence: 0.91467327

00:21:52.990 --> 00:21:53.810 this email.

NOTE Confidence: 0.98091674

00:21:54.585 --> 00:21:55.945 There is nothing quite like

NOTE Confidence: 0.98091674

00:21:55.945 --> 00:21:57.145 having a project that you've

NOTE Confidence: 0.98091674

00:21:57.145 --> 00:21:58.184 said yes to that you

NOTE Confidence: 0.98091674

00:21:58.184 --> 00:21:59.965 really are not enjoying. So

NOTE Confidence: 0.98091674

00:22:00.184 --> 00:22:01.145 make sure that those two

NOTE Confidence: 0.98091674

00:22:01.145 --> 00:22:02.105 things are true, that it's

NOTE Confidence: 0.98091674

00:22:02.105 --> 00:22:03.385 giving you exposure to grow

NOTE Confidence: 0.98091674

00:22:03.385 --> 00:22:04.585 your skills in the area

NOTE Confidence: 0.98091674

00:22:04.585 --> 00:22:06.345 that you're interested in, and

NOTE Confidence: 0.98091674

00:22:06.345 --> 00:22:07.544 then also that you kinda

NOTE Confidence: 0.98091674

00:22:07.544 --> 00:22:08.345 find it to be a

NOTE Confidence: 0.98091674

00:22:08.345 --> 00:22:09.244 little bit fun.

NOTE Confidence: 0.96563405

00:22:09.740 --> 00:22:11.100 But you are almost certainly

NOTE Confidence: 0.96563405

00:22:11.100 --> 00:22:12.300 gonna have to say yes

NOTE Confidence: 0.96563405

00:22:12.300 --> 00:22:13.680 to doing a little more

NOTE Confidence: 0.9941406

00:22:14.380 --> 00:22:15.740 before anyone is gonna be

NOTE Confidence: 0.9941406

00:22:15.740 --> 00:22:17.020 able to sort of provide

NOTE Confidence: 0.9941406

00:22:17.020 --> 00:22:17.820 you with that,

NOTE Confidence: 0.97395766

00:22:18.300 --> 00:22:19.980 protected time for a role

NOTE Confidence: 0.97395766

00:22:19.980 --> 00:22:21.740 in leadership. And just also,

NOTE Confidence: 0.97395766

00:22:21.740 --> 00:22:22.720 I say it again,

NOTE Confidence: 0.99752676

00:22:23.105 --> 00:22:24.625 be aware that you will

NOTE Confidence: 0.99752676

00:22:24.625 --> 00:22:26.244 probably not be less busy.

NOTE Confidence: 0.99857914

00:22:26.545 --> 00:22:27.425 You may be a little

NOTE Confidence: 0.99857914

00:22:27.425 --> 00:22:28.785 more flexible, but you aren't

NOTE Confidence: 0.99857914

00:22:28.785 --> 00:22:30.085 going to be less busy,

NOTE Confidence: 0.99736863

00:22:30.785 --> 00:22:32.085 with a role like that.

NOTE Confidence: 0.95311964

00:22:33.984 --> 00:22:35.345 Yeah. And I would echo,

NOTE Confidence: 0.95311964

00:22:35.345 --> 00:22:36.945 I think, all that, you

NOTE Confidence: 0.95311964

00:22:36.945 --> 00:22:38.225 know, Rachel just said. And

NOTE Confidence: 0.95311964

00:22:38.225 --> 00:22:39.960 I think, Penina, to get

NOTE Confidence: 0.95311964

00:22:39.960 --> 00:22:41.000 to your, like, you know,

NOTE Confidence: 0.95311964

00:22:41.000 --> 00:22:42.200 when did I ask or

NOTE Confidence: 0.95311964

00:22:42.200 --> 00:22:43.240 when was the right time

NOTE Confidence: 0.95311964

00:22:43.240 --> 00:22:45.180 to ask for protected time?

NOTE Confidence: 0.99659914

00:22:45.800 --> 00:22:47.400 Similarly, like, early in my

NOTE Confidence: 0.99659914

00:22:47.400 --> 00:22:49.640 career, I didn't. I did

NOTE Confidence: 0.99659914

00:22:49.640 --> 00:22:50.540 this all

NOTE Confidence: 0.98832864

00:22:50.920 --> 00:22:51.560 as a full

NOTE Confidence: 0.97879213

00:22:55.095 --> 00:22:57.095 I really enjoyed it, so

NOTE Confidence: 0.97879213

00:22:57.095 --> 00:22:58.855 it didn't feel burdensome. Like,

NOTE Confidence: 0.97879213

00:22:58.855 --> 00:23:00.375 I was really excited to

NOTE Confidence: 0.97879213

00:23:00.375 --> 00:23:01.095 do a lot of the

NOTE Confidence: 0.97879213

00:23:01.095 --> 00:23:02.215 things that I was doing,

NOTE Confidence: 0.97879213

00:23:02.215 --> 00:23:03.095 and so it made it

NOTE Confidence: 0.97879213

00:23:03.095 --> 00:23:04.295 a lot easier to think

NOTE Confidence: 0.97879213

00:23:04.295 --> 00:23:05.595 about it as, like,

NOTE Confidence: 0.9955405

00:23:06.030 --> 00:23:07.150 I like this. This is

NOTE Confidence: 0.9955405

00:23:07.150 --> 00:23:09.070 helping me, like, be who

NOTE Confidence: 0.9955405

00:23:09.070 --> 00:23:10.190 I am and be who

NOTE Confidence: 0.9955405

00:23:10.190 --> 00:23:11.170 I wanna become.

NOTE Confidence: 0.9255461

00:23:12.030 --> 00:23:13.230 And so I do feel

NOTE Confidence: 0.9255461

00:23:13.230 --> 00:23:14.350 like to the point of,

NOTE Confidence: 0.9255461

00:23:14.350 --> 00:23:14.850 like,

NOTE Confidence: 0.9872286

00:23:16.430 --> 00:23:18.234 you'll do it if it

NOTE Confidence: 0.9872286

00:23:18.234 --> 00:23:20.395 really if you're motivated and

NOTE Confidence: 0.9872286

00:23:20.395 --> 00:23:21.515 you can see how this

NOTE Confidence: 0.9872286

00:23:21.515 --> 00:23:22.715 is really additive to your

NOTE Confidence: 0.9872286

00:23:22.715 --> 00:23:24.095 own professional development.

NOTE Confidence: 0.99938184

00:23:24.875 --> 00:23:25.835 I think when I found

NOTE Confidence: 0.99938184

00:23:25.835 --> 00:23:26.575 it helpful

NOTE Confidence: 0.9961828

00:23:26.875 --> 00:23:28.975 to ask for protected time,

NOTE Confidence: 0.98620725

00:23:29.929 --> 00:23:31.049 I can think of one

NOTE Confidence: 0.98620725

00:23:31.049 --> 00:23:32.650 particular instance, which was in

NOTE Confidence: 0.98620725

00:23:32.650 --> 00:23:33.470 this transition

NOTE Confidence: 0.994794

00:23:34.169 --> 00:23:34.669 of,

NOTE Confidence: 0.9734786

00:23:35.450 --> 00:23:36.910 the closure of the inpatient

NOTE Confidence: 0.9734786

00:23:36.970 --> 00:23:38.250 units at Tufts, in which

NOTE Confidence: 0.9734786

00:23:38.250 --> 00:23:39.369 case I was going to

NOTE Confidence: 0.9734786

00:23:39.369 --> 00:23:41.309 work clinically at Boston Children's,

NOTE Confidence: 0.9229548

00:23:41.770 --> 00:23:43.369 but keep some educate on

NOTE Confidence: 0.9229548

00:23:43.369 --> 00:23:45.210 my sort of academic role

NOTE Confidence: 0.9229548

00:23:45.210 --> 00:23:46.744 through Tufts University School of

NOTE Confidence: 0.9229548

00:23:46.744 --> 00:23:47.244 Medicine,

NOTE Confidence: 0.8896084

00:23:47.945 --> 00:23:49.784 I recognized that there was

NOTE Confidence: 0.8896084

00:23:49.784 --> 00:23:50.445 a need

NOTE Confidence: 0.9991887

00:23:50.984 --> 00:23:51.804 and an opportunity

NOTE Confidence: 0.9591109

00:23:52.505 --> 00:23:53.945 for someone who is well

NOTE Confidence: 0.9591109

00:23:53.945 --> 00:23:55.005 versed in

NOTE Confidence: 0.9964127

00:23:56.184 --> 00:23:56.684 organizational

NOTE Confidence: 0.9974606

00:23:56.984 --> 00:23:58.684 leadership, creating new programs

NOTE Confidence: 0.7437171

00:23:59.065 --> 00:23:59.304 to,

NOTE Confidence: 0.99980545

00:24:00.539 --> 00:24:01.359 step into

NOTE Confidence: 0.99909973

00:24:02.299 --> 00:24:03.820 a role in creating a

NOTE Confidence: 0.99909973

00:24:03.820 --> 00:24:05.840 new pediatric clerkship site

NOTE Confidence: 0.91775054

00:24:06.380 --> 00:24:06.880 and

NOTE Confidence: 0.98235047

00:24:07.419 --> 00:24:07.919 new,

NOTE Confidence: 0.99943906

00:24:08.779 --> 00:24:09.279 elective

NOTE Confidence: 0.997125

00:24:09.580 --> 00:24:11.759 and acting intern rotations

NOTE Confidence: 0.94379437

00:24:12.299 --> 00:24:14.080 in a new clinical site,

NOTE Confidence: 0.9866915

00:24:14.905 --> 00:24:16.105 where I had the connection

NOTE Confidence: 0.9866915

00:24:16.105 --> 00:24:17.225 as being someone who had

NOTE Confidence: 0.9866915

00:24:17.225 --> 00:24:18.365 been in that site before.

NOTE Confidence: 0.9988692

00:24:18.825 --> 00:24:19.805 And so I

NOTE Confidence: 0.97166073

00:24:20.425 --> 00:24:21.625 raised my hand and said,

NOTE Confidence: 0.97166073

00:24:21.625 --> 00:24:23.244 I I'll do this,

NOTE Confidence: 0.9819948

00:24:23.865 --> 00:24:25.065 knowing that I haven't done

NOTE Confidence: 0.9819948

00:24:25.065 --> 00:24:26.345 a lot in sort of

NOTE Confidence: 0.9819948

00:24:26.345 --> 00:24:27.405 UME landscape.

NOTE Confidence: 0.98252994

00:24:27.785 --> 00:24:29.560 But for this, I need

NOTE Confidence: 0.98252994

00:24:29.560 --> 00:24:31.000 time because you're asking me

NOTE Confidence: 0.98252994

00:24:31.000 --> 00:24:32.300 to create a new

NOTE Confidence: 0.8652582

00:24:32.600 --> 00:24:33.100 program,

NOTE Confidence: 0.9521352

00:24:33.480 --> 00:24:33.980 infrastructure,

NOTE Confidence: 0.81642926

00:24:34.520 --> 00:24:35.020 assessment.

NOTE Confidence: 0.97655416

00:24:36.520 --> 00:24:37.800 And that is what I

NOTE Confidence: 0.97655416

00:24:37.960 --> 00:24:39.240 you know, to Rachel's point,

NOTE Confidence: 0.97655416

00:24:39.240 --> 00:24:39.960 I sort of, like, knew

NOTE Confidence: 0.97655416

00:24:39.960 --> 00:24:41.160 what I needed the time

NOTE Confidence: 0.97655416

00:24:41.160 --> 00:24:42.440 for to work on, and

NOTE Confidence: 0.97655416

00:24:42.440 --> 00:24:43.400 it was like, I knew

NOTE Confidence: 0.97655416

00:24:43.400 --> 00:24:44.280 I was gonna need a

NOTE Confidence: 0.97655416

00:24:44.280 --> 00:24:45.695 lot of that in the

NOTE Confidence: 0.97655416

00:24:45.695 --> 00:24:47.055 beginning of the role and

NOTE Confidence: 0.97655416

00:24:47.055 --> 00:24:48.494 probably as the years went

NOTE Confidence: 0.97655416

00:24:48.494 --> 00:24:49.855 on. Not that I would

NOTE Confidence: 0.97655416

00:24:49.855 --> 00:24:51.455 disclose that I need necessarily,

NOTE Confidence: 0.97655416

00:24:51.455 --> 00:24:52.655 like, less and less protected

NOTE Confidence: 0.97655416

00:24:52.655 --> 00:24:53.535 time for that, but I

NOTE Confidence: 0.97655416

00:24:53.535 --> 00:24:54.595 needed the time

NOTE Confidence: 0.9942664

00:24:54.895 --> 00:24:56.095 to really get that program

NOTE Confidence: 0.9942664

00:24:56.095 --> 00:24:56.994 up and running.

NOTE Confidence: 0.5247535

00:24:57.960 --> 00:24:58.460 And

NOTE Confidence: 0.99297476

00:24:58.840 --> 00:24:59.640 I was able to get

NOTE Confidence: 0.99297476

00:24:59.640 --> 00:25:00.520 that time because I was

NOTE Confidence: 0.99297476

00:25:00.520 --> 00:25:01.900 able to, I think,

NOTE Confidence: 0.99975985

00:25:03.160 --> 00:25:03.980 make the case

NOTE Confidence: 0.984639

00:25:04.359 --> 00:25:05.900 for the reasons of why

NOTE Confidence: 0.984639

00:25:06.119 --> 00:25:07.400 and to Rachel's point of,

NOTE Confidence: 0.984639

00:25:07.400 --> 00:25:08.359 like, what I was gonna

NOTE Confidence: 0.984639

00:25:08.359 --> 00:25:09.180 deliver on.

NOTE Confidence: 0.9936569

00:25:09.905 --> 00:25:10.784 And I think when those

NOTE Confidence: 0.9936569

00:25:10.784 --> 00:25:12.784 deliverables were seen and that

NOTE Confidence: 0.9936569

00:25:12.784 --> 00:25:14.225 the metrics we were using

NOTE Confidence: 0.9936569

00:25:14.225 --> 00:25:15.605 of around satisfaction

NOTE Confidence: 0.96496296

00:25:15.905 --> 00:25:17.424 of the students in the

NOTE Confidence: 0.96496296

00:25:17.424 --> 00:25:20.005 learning environment, the positive learning

NOTE Confidence: 0.96496296

00:25:20.225 --> 00:25:20.725 culture,

NOTE Confidence: 0.94702625

00:25:21.265 --> 00:25:22.804 things like that, when those,

NOTE Confidence: 0.9997594

00:25:23.345 --> 00:25:23.845 numbers

NOTE Confidence: 0.9853972

00:25:24.400 --> 00:25:26.080 were not dropping in the

NOTE Confidence: 0.9853972

00:25:26.080 --> 00:25:27.440 in the transition of of

NOTE Confidence: 0.9853972

00:25:27.440 --> 00:25:28.960 new rotations, I think that

NOTE Confidence: 0.9853972

00:25:28.960 --> 00:25:30.320 was really additive to say,

NOTE Confidence: 0.9853972

00:25:30.320 --> 00:25:31.760 like, this is important. We're

NOTE Confidence: 0.9853972

00:25:31.760 --> 00:25:32.880 really glad we gave her

NOTE Confidence: 0.9853972

00:25:32.880 --> 00:25:34.100 this time because,

NOTE Confidence: 0.99656856

00:25:35.200 --> 00:25:36.720 we're still having a great

NOTE Confidence: 0.99656856

00:25:36.720 --> 00:25:37.859 educational experience,

NOTE Confidence: 0.99978894

00:25:38.240 --> 00:25:39.140 for our students.

NOTE Confidence: 0.99782586

00:25:41.855 --> 00:25:42.755 Great. Thanks.

NOTE Confidence: 0.9802856

00:25:43.375 --> 00:25:44.895 And by the way, anybody

NOTE Confidence: 0.9802856

00:25:44.895 --> 00:25:46.015 who's on the call is

NOTE Confidence: 0.9802856

00:25:46.015 --> 00:25:48.255 welcome to ask questions. Again,

NOTE Confidence: 0.9802856

00:25:48.255 --> 00:25:50.015 in the chat, you can

NOTE Confidence: 0.9802856

00:25:50.015 --> 00:25:51.075 raise your hand.

NOTE Confidence: 0.9963995

00:25:51.695 --> 00:25:52.994 Oh, go ahead, David.

NOTE Confidence: 0.99354285

00:25:53.375 --> 00:25:55.375 Nobody needs an invitation to

NOTE Confidence: 0.99354285

00:25:55.375 --> 00:25:55.875 ask.

NOTE Confidence: 0.9427975

00:25:59.190 --> 00:26:00.649 So I've I've been working,

NOTE Confidence: 0.9834401

00:26:02.149 --> 00:26:03.109 in the UK for a

NOTE Confidence: 0.9834401

00:26:03.109 --> 00:26:04.630 fair bit, over the past

NOTE Confidence: 0.9834401

00:26:04.630 --> 00:26:05.750 few years. And one of

NOTE Confidence: 0.9834401

00:26:05.750 --> 00:26:06.869 the things that they've been

NOTE Confidence: 0.9834401

00:26:06.869 --> 00:26:09.369 pushing, especially for medical educators

NOTE Confidence: 0.9834401

00:26:09.429 --> 00:26:10.230 or people who are on

NOTE Confidence: 0.9834401

00:26:10.230 --> 00:26:10.809 a track,

NOTE Confidence: 0.9193747

00:26:11.615 --> 00:26:13.535 towards medical education in the

NOTE Confidence: 0.9193747

00:26:13.535 --> 00:26:15.695 GME space has been micro

NOTE Confidence: 0.9193747

00:26:15.695 --> 00:26:16.195 credentials

NOTE Confidence: 0.96933824

00:26:17.135 --> 00:26:18.895 and memberships and sort of

64

NOTE Confidence: 0.96933824

00:26:18.895 --> 00:26:19.395 that

NOTE Confidence: 0.9842425

00:26:19.935 --> 00:26:20.755 those, like,

NOTE Confidence: 0.94130707

00:26:21.215 --> 00:26:23.775 pieces of tangible paper as

NOTE Confidence: 0.94130707

00:26:23.775 --> 00:26:25.295 they call them. I'm curious

NOTE Confidence: 0.94130707

00:26:25.295 --> 00:26:26.095 if you guys have any

NOTE Confidence: 0.94130707

00:26:26.095 --> 00:26:27.090 thoughts on sort of

NOTE Confidence: 0.915493

00:26:27.650 --> 00:26:28.850 not just a North American

NOTE Confidence: 0.915493

00:26:28.850 --> 00:26:30.609 perspective, but also a, you

NOTE Confidence: 0.915493

00:26:30.609 --> 00:26:32.369 know, do they matter? What

NOTE Confidence: 0.915493

00:26:32.369 --> 00:26:33.990 what which ones are valuable?

NOTE Confidence: 0.99898964

00:26:34.609 --> 00:26:35.109 And

NOTE Confidence: 0.9446344

00:26:35.490 --> 00:26:36.789 not just from an institutional

NOTE Confidence: 0.9446344

00:26:36.850 --> 00:26:38.289 standpoint or but from a

NOTE Confidence: 0.9446344

00:26:38.289 --> 00:26:39.809 personal standpoint of is it

NOTE Confidence: 0.9446344

00:26:39.809 --> 00:26:41.010 useful to go out and

NOTE Confidence: 0.9446344

00:26:41.010 --> 00:26:42.435 seek that, you know, MHPE

NOTE Confidence: 0.91755825

00:26:43.475 --> 00:26:44.295 from UIC,

NOTE Confidence: 0.99936193

00:26:44.595 --> 00:26:45.095 or

NOTE Confidence: 0.9855222

00:26:45.715 --> 00:26:47.095 is it actually more useful

NOTE Confidence: 0.9855222

00:26:47.235 --> 00:26:48.695 to do the local MHS

NOTE Confidence: 0.9855222

00:26:48.755 --> 00:26:50.195 and engage with, you know,

NOTE Confidence: 0.9855222

00:26:50.195 --> 00:26:51.715 local resources? And and not

NOTE Confidence: 0.9855222

00:26:51.715 --> 00:26:52.915 saying that Janet or any

NOTE Confidence: 0.9855222

00:26:52.915 --> 00:26:53.715 of the other folks are

NOTE Confidence: 0.9855222

00:26:53.715 --> 00:26:55.155 not fantastic and excellent and

NOTE Confidence: 0.9855222

00:26:55.155 --> 00:26:56.855 whatnot, but just

NOTE Confidence: 0.9657251

00:26:57.500 --> 00:26:58.400 from your perspectives.

NOTE Confidence: 0.9988934

00:27:01.820 --> 00:27:02.940 Yeah. I mean, being someone

NOTE Confidence: 0.9988934

00:27:02.940 --> 00:27:04.300 who doesn't have a formal

NOTE Confidence: 0.9988934

00:27:04.300 --> 00:27:05.840 master's degree in education,

NOTE Confidence: 0.9774773

00:27:06.300 --> 00:27:08.140 it doesn't mean that now

NOTE Confidence: 0.9774773

00:27:08.140 --> 00:27:09.100 at this point in my

NOTE Confidence: 0.9774773

00:27:09.100 --> 00:27:10.460 career, I'm not thinking about

NOTE Confidence: 0.9774773

00:27:10.460 --> 00:27:12.085 that. I am. And I

NOTE Confidence: 0.9774773

00:27:12.085 --> 00:27:13.725 think for me, it's been

NOTE Confidence: 0.9774773

00:27:14.005 --> 00:27:15.605 what's really been important and

NOTE Confidence: 0.9774773

00:27:15.605 --> 00:27:16.484 with some advice that I

NOTE Confidence: 0.9774773

00:27:16.484 --> 00:27:17.684 had gotten early on in

NOTE Confidence: 0.9774773

00:27:17.684 --> 00:27:18.904 my career was

NOTE Confidence: 0.9729968

00:27:19.365 --> 00:27:20.484 it may be different from

NOTE Confidence: 0.9729968

00:27:20.484 --> 00:27:22.325 what Rachel's heard or what

NOTE Confidence: 0.9729968

00:27:22.325 --> 00:27:23.924 other people have experienced, but

NOTE Confidence: 0.9729968

00:27:23.924 --> 00:27:24.085 was

NOTE Confidence: 0.998242

00:27:25.070 --> 00:27:26.770 it's important to get experience.

NOTE Confidence: 0.97818154

00:27:27.390 --> 00:27:29.070 And so I started with

NOTE Confidence: 0.97818154

00:27:29.070 --> 00:27:31.570 getting experience and finding myself

NOTE Confidence: 0.97818154

67

00:27:31.630 --> 00:27:33.390 the things that, again, I

NOTE Confidence: 0.97818154

00:27:33.390 --> 00:27:34.510 think were gonna kind of

NOTE Confidence: 0.97818154

00:27:34.510 --> 00:27:35.790 push me in the career

NOTE Confidence: 0.97818154

00:27:35.790 --> 00:27:37.309 direction so that when I

NOTE Confidence: 0.97818154

00:27:37.309 --> 00:27:38.590 found that it was time

NOTE Confidence: 0.97818154

00:27:38.590 --> 00:27:39.490 to think about

NOTE Confidence: 0.98731595

00:27:40.184 --> 00:27:42.524 a formalized degree in education

NOTE Confidence: 0.98201567

00:27:42.825 --> 00:27:43.965 or medical education,

NOTE Confidence: 0.98692715

00:27:44.585 --> 00:27:45.465 I feel like I am

NOTE Confidence: 0.98692715

00:27:45.465 --> 00:27:46.904 now a better candidate for

NOTE Confidence: 0.98692715

00:27:46.904 --> 00:27:48.365 a program like that because

NOTE Confidence: 0.98692715

00:27:48.424 --> 00:27:49.705 I know what I'm looking

NOTE Confidence: 0.98692715

00:27:49.705 --> 00:27:50.984 for in terms of what

NOTE Confidence: 0.98692715

00:27:50.984 --> 00:27:52.440 I need out of that

NOTE Confidence: 0.98692715

00:27:52.440 --> 00:27:53.559 program. And it doesn't mean

NOTE Confidence: 0.98692715

00:27:53.559 --> 00:27:55.159 that I will dismiss all

NOTE Confidence: 0.98692715

00:27:55.159 --> 00:27:56.359 of the other things that

NOTE Confidence: 0.98692715

00:27:56.359 --> 00:27:57.480 I feel like I have

NOTE Confidence: 0.98692715

00:27:57.480 --> 00:27:58.519 along the way sort of

NOTE Confidence: 0.98692715

00:27:58.519 --> 00:27:59.500 built up some

NOTE Confidence: 0.97962916

00:27:59.879 --> 00:28:01.960 credentialing in or experience in.

NOTE Confidence: 0.97962916

00:28:01.960 --> 00:28:02.919 But I think in terms

NOTE Confidence: 0.97962916

00:28:02.919 --> 00:28:03.980 of, like, a formalized

NOTE Confidence: 0.98521733

00:28:04.359 --> 00:28:04.859 degree,

NOTE Confidence: 0.988714

00:28:06.295 --> 00:28:08.135 where often there's a thesis

NOTE Confidence: 0.988714

00:28:08.135 --> 00:28:09.095 we're gonna defend at the

NOTE Confidence: 0.988714

00:28:09.095 --> 00:28:10.295 end. Right? There's some sort

NOTE Confidence: 0.988714

00:28:10.295 --> 00:28:11.975 of scholarship or project you're

NOTE Confidence: 0.988714

00:28:11.975 --> 00:28:12.795 putting together.

NOTE Confidence: 0.97679484

00:28:13.095 --> 00:28:13.975 I think for me, it

NOTE Confidence: 0.97679484

00:28:13.975 --> 00:28:15.015 was sort of really important

NOTE Confidence: 0.97679484

69

00:28:15.015 --> 00:28:15.734 to get to the point

NOTE Confidence: 0.97679484

00:28:15.734 --> 00:28:16.775 where it's like, okay. I

NOTE Confidence: 0.97679484

00:28:16.775 --> 00:28:18.830 know, like, what methodology I'm

NOTE Confidence: 0.97679484

00:28:18.830 --> 00:28:19.970 looking for additional

NOTE Confidence: 0.99131936

00:28:20.270 --> 00:28:21.550 support in. I sort of

NOTE Confidence: 0.99131936

00:28:21.550 --> 00:28:22.910 have a well defined or

NOTE Confidence: 0.99131936

00:28:22.910 --> 00:28:24.190 thought on what a project

NOTE Confidence: 0.99131936

00:28:24.190 --> 00:28:25.790 will be, and I know

NOTE Confidence: 0.99131936

00:28:25.790 --> 00:28:27.390 how then the degree is

NOTE Confidence: 0.99131936

00:28:27.390 --> 00:28:29.310 going to help catapult me

NOTE Confidence: 0.99131936

00:28:29.310 --> 00:28:30.830 or or be a catalyst

NOTE Confidence: 0.99131936

00:28:30.830 --> 00:28:32.450 for my career moving forward.

NOTE Confidence: 0.9857199

00:28:32.984 --> 00:28:33.945 So it's not to say

NOTE Confidence: 0.9857199

00:28:33.945 --> 00:28:35.565 that I didn't do formalized

NOTE Confidence: 0.9857199

00:28:35.785 --> 00:28:37.305 courses along the way. I

NOTE Confidence: 0.9857199

00:28:37.305 --> 00:28:38.985 did take advantage of several

NOTE Confidence: 0.9857199

00:28:38.985 --> 00:28:40.665 of the Harvard Macy Institute

NOTE Confidence: 0.9857199

00:28:40.665 --> 00:28:41.165 courses,

NOTE Confidence: 0.99888766

00:28:41.785 --> 00:28:43.005 early in my career.

NOTE Confidence: 0.9429401

00:28:43.385 --> 00:28:44.665 I sought out other,

NOTE Confidence: 0.9991655

00:28:45.910 --> 00:28:47.430 sort of courses and classes

NOTE Confidence: 0.9991655

00:28:47.430 --> 00:28:48.970 through professional organizations

NOTE Confidence: 0.9713375

00:28:49.750 --> 00:28:51.350 that necessarily weren't like a

NOTE Confidence: 0.9713375

00:28:51.350 --> 00:28:52.950 full certificate program, but I

NOTE Confidence: 0.9713375

00:28:52.950 --> 00:28:54.390 think I sort of took

NOTE Confidence: 0.9713375

00:28:54.390 --> 00:28:55.750 those as I found they

NOTE Confidence: 0.9713375

00:28:55.750 --> 00:28:57.190 were helpful to what I

NOTE Confidence: 0.9713375

00:28:57.190 --> 00:28:58.870 needed at at various states

NOTE Confidence: 0.9713375

00:28:58.870 --> 00:28:59.770 in my career.

NOTE Confidence: 0.9788669

00:29:03.725 --> 00:29:05.265 Yeah. I mean, I think,

NOTE Confidence: 0.99263054

00:29:05.965 --> 00:29:07.085 you know, from, like, a

NOTE Confidence: 0.99263054

00:29:07.085 --> 00:29:07.585 marketability

NOTE Confidence: 0.97728497

00:29:07.885 --> 00:29:09.664 point of view, if you're,

NOTE Confidence: 0.97728497

00:29:09.725 --> 00:29:11.005 you know, not if you're

NOTE Confidence: 0.97728497

00:29:11.005 --> 00:29:12.445 thinking about, you know, sort

NOTE Confidence: 0.97728497

00:29:12.445 --> 00:29:14.684 of institutional transfer and things

NOTE Confidence: 0.97728497

00:29:14.684 --> 00:29:16.810 like that, like, yeah, having

NOTE Confidence: 0.97728497

00:29:16.810 --> 00:29:18.650 a degree is gonna it

NOTE Confidence: 0.97728497

00:29:18.650 --> 00:29:20.010 it it it is something

NOTE Confidence: 0.97728497

00:29:20.010 --> 00:29:20.510 there.

NOTE Confidence: 0.9978129

00:29:21.530 --> 00:29:22.650 I think there's lots of

NOTE Confidence: 0.9978129

00:29:22.650 --> 00:29:22.890 ways

NOTE Confidence: 0.99002695

00:29:23.450 --> 00:29:25.150 am I frozen? No. Okay.

NOTE Confidence: 0.99002695

00:29:25.210 --> 00:29:26.410 I think there's lots of

NOTE Confidence: 0.99002695

00:29:26.410 --> 00:29:27.790 ways to get the skills

NOTE Confidence: 0.99002695

00:29:27.850 --> 00:29:29.370 that you need, though, to

NOTE Confidence: 0.99002695

00:29:29.370 --> 00:29:30.910 sort of Lisa's point.

NOTE Confidence: 0.9902682

00:29:31.625 --> 00:29:32.684 I happen to have

NOTE Confidence: 0.96032536

00:29:33.225 --> 00:29:35.225 two masters in education because

NOTE Confidence: 0.96032536

00:29:35.225 --> 00:29:36.264 I was the teacher before

NOTE Confidence: 0.96032536

00:29:36.264 --> 00:29:37.565 I went to medical school,

NOTE Confidence: 0.93360007

00:29:38.184 --> 00:29:39.384 and then have one in

NOTE Confidence: 0.93360007

00:29:39.384 --> 00:29:41.465 MHPE. And, like, to be

NOTE Confidence: 0.93360007

00:29:41.465 --> 00:29:42.745 honest, like, what I got

NOTE Confidence: 0.93360007

00:29:42.745 --> 00:29:43.725 out of my MHPE

NOTE Confidence: 0.9963038

00:29:44.184 --> 00:29:45.384 program in terms of sort

NOTE Confidence: 0.9963038

00:29:45.384 --> 00:29:46.205 of my own

NOTE Confidence: 0.94986105

00:29:46.679 --> 00:29:48.460 growth as an educator,

NOTE Confidence: 0.9847593

00:29:48.919 --> 00:29:50.200 I think I probably could

NOTE Confidence: 0.9847593

00:29:50.200 --> 00:29:51.799 have gotten those same skills

NOTE Confidence: 0.9847593

00:29:51.799 --> 00:29:53.240 and knowledge with a little

NOTE Confidence: 0.9847593

00:29:53.240 --> 00:29:55.000 less both financial and time

NOTE Confidence: 0.9847593

00:29:55.000 --> 00:29:55.500 investment.

NOTE Confidence: 0.9779257

00:29:57.000 --> 00:29:58.600 But I'm still happy I

NOTE Confidence: 0.9779257

00:29:58.600 --> 00:29:59.259 did it.

NOTE Confidence: 0.94757897

00:30:00.165 --> 00:30:01.365 And I think, you know,

NOTE Confidence: 0.94757897

00:30:01.365 --> 00:30:02.485 again, it sort of depends

NOTE Confidence: 0.94757897

00:30:02.485 --> 00:30:03.625 on what you're hoping

NOTE Confidence: 0.8182545

00:30:04.325 --> 00:30:04.825 to,

NOTE Confidence: 0.99607223

00:30:05.525 --> 00:30:06.645 where you're hoping your sort

NOTE Confidence: 0.99607223

00:30:06.645 --> 00:30:08.405 of educational leadership role is

NOTE Confidence: 0.99607223

00:30:08.405 --> 00:30:09.845 gonna take you. I mean,

NOTE Confidence: 0.99607223

00:30:09.845 --> 00:30:10.885 I have a number of

NOTE Confidence: 0.99607223

00:30:10.885 --> 00:30:12.665 certificates in quality improvement

NOTE Confidence: 0.9984756

00:30:13.070 --> 00:30:14.270 from my past life that

NOTE Confidence: 0.9984756

00:30:14.270 --> 00:30:15.470 I think are probably more

NOTE Confidence: 0.9984756

00:30:15.470 --> 00:30:16.929 relevant and useful

NOTE Confidence: 0.9989892

00:30:17.230 --> 00:30:18.450 in what I do now

NOTE Confidence: 0.9989892

00:30:18.510 --> 00:30:19.790 than anything I gained in

NOTE Confidence: 0.9989892

00:30:19.790 --> 00:30:20.929 any kind of education.

NOTE Confidence: 0.96253204

00:30:21.550 --> 00:30:22.750 So there's the thing that

NOTE Confidence: 0.96253204

00:30:22.750 --> 00:30:23.630 you need to do the

NOTE Confidence: 0.96253204

00:30:23.630 --> 00:30:25.155 job well, and then there's

NOTE Confidence: 0.96253204

00:30:25.235 --> 00:30:26.195 the thing that, you know,

NOTE Confidence: 0.96253204

00:30:26.195 --> 00:30:27.315 might sort of help grow

NOTE Confidence: 0.96253204

00:30:27.315 --> 00:30:28.355 your skill set as an

NOTE Confidence: 0.96253204

00:30:28.355 --> 00:30:29.875 educator or, you know, your

NOTE Confidence: 0.96253204

00:30:29.875 --> 00:30:30.915 or your marketability as an

NOTE Confidence: 0.96253204

00:30:30.915 --> 00:30:31.415 educator.

NOTE Confidence: 0.9922975

00:30:32.035 --> 00:30:33.155 And those are sometimes the

NOTE Confidence: 0.9922975

00:30:33.155 --> 00:30:34.035 same thing, but not always.

NOTE Confidence: 0.9922975

00:30:34.035 --> 00:30:34.915 But I think I have

NOTE Confidence: 0.9922975

00:30:34.915 --> 00:30:36.595 a different perspective because I

NOTE Confidence: 0.9922975

00:30:36.595 --> 00:30:37.635 already had a master's in

NOTE Confidence: 0.9922975

00:30:37.635 --> 00:30:38.755 education before I was a

NOTE Confidence: 0.9922975

00:30:38.755 --> 00:30:39.255 doctor.

NOTE Confidence: 0.9584651

00:30:39.710 --> 00:30:41.470 So things around objectives and

NOTE Confidence: 0.9584651

00:30:41.470 --> 00:30:43.090 Bloom's taxonomy taxonomy

NOTE Confidence: 0.99102116

00:30:43.470 --> 00:30:44.430 and, you know, sort of

NOTE Confidence: 0.99102116

00:30:44.430 --> 00:30:45.490 instructional methods,

NOTE Confidence: 0.98375833

00:30:46.350 --> 00:30:47.630 they're not actually that different

NOTE Confidence: 0.98375833

00:30:47.630 --> 00:30:48.510 when you're talking about a

NOTE Confidence: 0.98375833

00:30:48.510 --> 00:30:49.470 thirteen year old than when

NOTE Confidence: 0.98375833

00:30:49.470 --> 00:30:50.350 you're talking about a thirty

NOTE Confidence: 0.98375833

00:30:50.350 --> 00:30:51.150 year old. There are actually

NOTE Confidence: 0.98375833

00:30:51.150 --> 00:30:52.830 a lot of overlap there.

NOTE Confidence: 0.99640626

00:30:53.390 --> 00:30:54.690 And and so I think

NOTE Confidence: 0.96144027

00:30:55.085 --> 00:30:56.125 my perspective on some of

NOTE Confidence: 0.96144027

00:30:56.125 --> 00:30:57.325 those micro skills was probably

NOTE Confidence: 0.96144027

00:30:57.325 --> 00:30:58.445 a little different because of

NOTE Confidence: 0.96144027

00:30:58.445 --> 00:30:59.105 my background.

NOTE Confidence: 0.9794218

00:31:00.365 --> 00:31:01.325 Yeah. And if I could

NOTE Confidence: 0.9794218

00:31:01.325 --> 00:31:03.005 just jump in, on that,

NOTE Confidence: 0.9794218

00:31:03.005 --> 00:31:03.505 David.

NOTE Confidence: 0.9826773

00:31:03.885 --> 00:31:05.745 Michael, can you unmute? Because

NOTE Confidence: 0.9826773

00:31:05.805 --> 00:31:07.410 if, so I think that

NOTE Confidence: 0.9826773

00:31:07.570 --> 00:31:09.010 both Rachel and Lisa made

NOTE Confidence: 0.9826773

00:31:09.010 --> 00:31:10.690 some really important points. I

NOTE Confidence: 0.9826773

00:31:10.690 --> 00:31:11.510 think that,

NOTE Confidence: 0.9499119

00:31:12.130 --> 00:31:12.870 a degree,

NOTE Confidence: 0.9920365

00:31:13.410 --> 00:31:14.950 if you're thinking about

NOTE Confidence: 0.9918743

00:31:15.410 --> 00:31:15.910 educational

NOTE Confidence: 0.99322987

00:31:16.690 --> 00:31:17.190 scholarship,

NOTE Confidence: 0.9224383

00:31:18.690 --> 00:31:20.475 is very useful useful and

NOTE Confidence: 0.9224383

00:31:20.475 --> 00:31:21.755 or the skills that you

NOTE Confidence: 0.9224383

00:31:21.755 --> 00:31:22.975 get with the degree.

NOTE Confidence: 0.969716

00:31:23.595 --> 00:31:25.035 And both Rachel and I

NOTE Confidence: 0.969716

00:31:25.035 --> 00:31:26.795 actually got the MHPE at

NOTE Confidence: 0.969716

00:31:26.795 --> 00:31:27.934 University of Michigan.

NOTE Confidence: 0.95640355

00:31:28.315 --> 00:31:30.555 Michael got the MHS MED.

NOTE Confidence: 0.95640355

00:31:30.555 --> 00:31:31.595 And so, Michael, it looks

NOTE Confidence: 0.95640355

00:31:31.595 --> 00:31:32.955 like you unmuted yourself if

NOTE Confidence: 0.95640355

00:31:32.955 --> 00:31:34.415 you wanna comment on,

NOTE Confidence: 0.972699

00:31:35.220 --> 00:31:36.600 perhaps your experience.

NOTE Confidence: 0.99689883

00:31:37.940 --> 00:31:38.980 Yeah. I think,

NOTE Confidence: 0.94844604

00:31:39.380 --> 00:31:40.660 Rachel and Lisa hit the

NOTE Confidence: 0.94844604

00:31:40.660 --> 00:31:42.840 major points. I'll say

NOTE Confidence: 0.9448639

00:31:43.380 --> 00:31:45.380 I really appreciate this idea

NOTE Confidence: 0.9448639

00:31:45.380 --> 00:31:46.980 of you you don't get

NOTE Confidence: 0.9448639

00:31:46.980 --> 00:31:47.940 a degree to get a

NOTE Confidence: 0.9448639

00:31:47.940 --> 00:31:48.340 degree.

NOTE Confidence: 0.9881037

00:31:48.740 --> 00:31:49.675 I think if you have

NOTE Confidence: 0.9881037

00:31:49.675 --> 00:31:51.195 something that you're already working

NOTE Confidence: 0.9881037

00:31:51.195 --> 00:31:52.655 on and you're already gonna

NOTE Confidence: 0.9701887

00:31:53.035 --> 00:31:54.395 have a sort of idea

NOTE Confidence: 0.9701887

00:31:54.395 --> 00:31:55.835 around some methodology and you're

NOTE Confidence: 0.9701887

00:31:55.835 --> 00:31:56.655 looking for

NOTE Confidence: 0.99874115

00:31:57.275 --> 00:31:59.435 some additional expertise around how

NOTE Confidence: 0.99874115

00:31:59.435 --> 00:32:00.495 to make it happen

NOTE Confidence: 0.9330602

00:32:00.955 --> 00:32:02.315 and the timing's right for

NOTE Confidence: 0.9330602

00:32:02.315 --> 00:32:04.315 your personal life, like, that's

NOTE Confidence: 0.9330602

00:32:04.315 --> 00:32:04.975 the time

NOTE Confidence: 0.9734683

00:32:07.140 --> 00:32:08.580 that's the direction you're gonna

NOTE Confidence: 0.9734683

00:32:08.580 --> 00:32:09.480 take your career.

NOTE Confidence: 0.9656599

00:32:13.220 --> 00:32:14.500 And and I agree I

NOTE Confidence: 0.9656599

00:32:14.659 --> 00:32:15.299 so that's why I think,

NOTE Confidence: 0.9656599

00:32:15.299 --> 00:32:16.179 like, whether you choose to

NOTE Confidence: 0.9656599

00:32:16.179 --> 00:32:17.460 do something external or something

NOTE Confidence: 0.9656599

00:32:17.460 --> 00:32:18.495 internal, I would say that

NOTE Confidence: 0.9656599

00:32:18.495 --> 00:32:19.775 the additional benefits of doing

NOTE Confidence: 0.9656599

00:32:19.775 --> 00:32:21.055 something in an internal program

NOTE Confidence: 0.9656599

00:32:21.055 --> 00:32:22.355 is the amazing networking

NOTE Confidence: 0.9848187

00:32:22.815 --> 00:32:24.195 that such a degree offers,

NOTE Confidence: 0.9848187

00:32:24.495 --> 00:32:25.855 both within kind of your

NOTE Confidence: 0.9848187

00:32:25.855 --> 00:32:26.355 home

NOTE Confidence: 0.92784923

00:32:26.895 --> 00:32:28.515 department, the department of pediatrics,

NOTE Confidence: 0.92784923

00:32:28.575 --> 00:32:29.775 or just across where we

NOTE Confidence: 0.92784923

00:32:29.775 --> 00:32:30.655 are at the teaching learning

NOTE Confidence: 0.92784923

00:32:30.655 --> 00:32:31.455 center, and you get to

NOTE Confidence: 0.92784923

00:32:31.455 --> 00:32:33.040 meet all these amazing folks

NOTE Confidence: 0.92784923

00:32:33.040 --> 00:32:34.340 throughout the medical school.

NOTE Confidence: 0.94693947

00:32:35.040 --> 00:32:35.780 So I think,

NOTE Confidence: 0.9218284

00:32:36.480 --> 00:32:38.180 yeah, I I think ultimately

NOTE Confidence: 0.9218284

00:32:38.320 --> 00:32:39.540 having sort of your

NOTE Confidence: 0.9707923

00:32:40.000 --> 00:32:41.440 half baked project already in

NOTE Confidence: 0.9707923

00:32:41.440 --> 00:32:42.800 mind that it's already something

NOTE Confidence: 0.9707923

00:32:42.800 --> 00:32:43.540 you're doing

NOTE Confidence: 0.9560334

00:32:43.920 --> 00:32:45.015 is a big part of

NOTE Confidence: 0.9560334

00:32:45.175 --> 00:32:46.295 then saying, okay. And the

NOTE Confidence: 0.9560334

00:32:46.295 --> 00:32:47.415 degree will really help it

NOTE Confidence: 0.9560334

00:32:47.415 --> 00:32:49.275 be scholarly or really good.

NOTE Confidence: 0.9660778

00:32:50.455 --> 00:32:51.175 If I can make one

NOTE Confidence: 0.9660778

00:32:51.175 --> 00:32:52.855 other comment just related to,

NOTE Confidence: 0.9660778

00:32:52.855 --> 00:32:54.455 I think, just program direction

NOTE Confidence: 0.9660778

00:32:54.455 --> 00:32:55.735 in general. I think there's

NOTE Confidence: 0.9660778

00:32:55.735 --> 00:32:57.415 a and, Rachel, Lisa, I'm

NOTE Confidence: 0.9660778

00:32:57.415 --> 00:32:59.550 really curious to hear your

NOTE Confidence: 0.9660778

00:32:59.710 --> 00:33:00.530 opinion on this.

NOTE Confidence: 0.9522595

00:33:01.390 --> 00:33:03.090 Like, there's this, like, commitment.

NOTE Confidence: 0.9522595

00:33:03.150 --> 00:33:05.010 There's this branch point career

NOTE Confidence: 0.9522595

00:33:05.070 --> 00:33:06.510 based decision I think you

NOTE Confidence: 0.9522595

00:33:06.510 --> 00:33:07.630 make when you go into

NOTE Confidence: 0.9522595

00:33:07.630 --> 00:33:09.010 educational leadership, and,

NOTE Confidence: 0.9803098

00:33:09.630 --> 00:33:10.750 it sort of goes to

NOTE Confidence: 0.9803098

00:33:10.750 --> 00:33:11.550 me like this. Do I

NOTE Confidence: 0.9803098

00:33:11.550 --> 00:33:12.670 wanna be a local

NOTE Confidence: 0.9273899

00:33:13.385 --> 00:33:14.305 like, someone who's gonna be

NOTE Confidence: 0.9273899

00:33:14.345 --> 00:33:15.965 have an excellent local reputation?

NOTE Confidence: 0.9273899

00:33:16.265 --> 00:33:17.545 And in doing so, am

NOTE Confidence: 0.9273899

00:33:17.545 --> 00:33:19.725 I somewhat compromising my trajectory

NOTE Confidence: 0.9273899

00:33:19.865 --> 00:33:21.465 store towards a national reputation

NOTE Confidence: 0.9273899

00:33:21.465 --> 00:33:22.345 when we think about these

NOTE Confidence: 0.9273899

00:33:22.345 --> 00:33:24.185 things in our promotion tracks

NOTE Confidence: 0.9273899

00:33:24.185 --> 00:33:25.545 and whatnot. But I think

NOTE Confidence: 0.9273899

00:33:25.545 --> 00:33:25.945 that,

NOTE Confidence: 0.99630845

00:33:26.425 --> 00:33:28.280 when you sign up for

NOTE Confidence: 0.99630845

00:33:28.280 --> 00:33:29.740 and apply for these

NOTE Confidence: 0.6161742

00:33:32.600 --> 00:33:33.179 there you're,

NOTE Confidence: 0.9662209

00:33:33.559 --> 00:33:34.840 overtly doing it or not,

NOTE Confidence: 0.9662209

00:33:34.840 --> 00:33:35.720 I I think you are

NOTE Confidence: 0.9662209

00:33:35.720 --> 00:33:37.340 committing to to local,

NOTE Confidence: 0.99856436

00:33:38.600 --> 00:33:39.260 you know,

NOTE Confidence: 0.9851126

00:33:40.184 --> 00:33:41.465 notoriety as for lack of

NOTE Confidence: 0.9851126

00:33:41.465 --> 00:33:42.904 better term, than anything else,

NOTE Confidence: 0.9851126

00:33:42.904 --> 00:33:43.865 which I think is is

NOTE Confidence: 0.9851126

00:33:43.865 --> 00:33:44.664 good as long as you're

NOTE Confidence: 0.9851126

00:33:44.664 --> 00:33:45.784 aware of that. I'm curious

NOTE Confidence: 0.9851126

00:33:45.784 --> 00:33:47.164 if the panel agrees.

NOTE Confidence: 0.9936896

00:33:51.544 --> 00:33:52.445 Go ahead, Rachel.

NOTE Confidence: 0.99902517

00:33:54.179 --> 00:33:55.700 I mean, I definitely that's

NOTE Confidence: 0.99902517

00:33:55.700 --> 00:33:56.679 definitely been

NOTE Confidence: 0.9956413

00:33:59.059 --> 00:34:00.019 I don't know. I I

NOTE Confidence: 0.9956413

00:34:00.019 --> 00:34:01.399 would say that that's probably

NOTE Confidence: 0.9956413

00:34:01.460 --> 00:34:02.919 rings true for me, Michael.

NOTE Confidence: 0.9956413

00:34:02.980 --> 00:34:04.200 I think there's ways

NOTE Confidence: 0.9941819

00:34:04.500 --> 00:34:05.779 around it to a certain

NOTE Confidence: 0.9941819

00:34:05.779 --> 00:34:06.279 extent,

NOTE Confidence: 0.9780855

00:34:07.475 --> 00:34:08.355 you know, which is like

NOTE Confidence: 0.9780855

00:34:08.355 --> 00:34:09.635 figuring out the things in

NOTE Confidence: 0.9780855

00:34:09.635 --> 00:34:10.995 your local role that you're

NOTE Confidence: 0.9780855

00:34:10.995 --> 00:34:12.035 good at and then trying

NOTE Confidence: 0.9780855

00:34:12.035 --> 00:34:12.755 to figure out how to

NOTE Confidence: 0.9780855

00:34:12.755 --> 00:34:14.114 market that. Right? So going

84

NOTE Confidence: 0.9780855

00:34:14.114 --> 00:34:15.395 and doing some workshops at

NOTE Confidence: 0.9780855

00:34:15.395 --> 00:34:15.895 APPD

NOTE Confidence: 0.93570423

00:34:16.195 --> 00:34:17.555 and that kind of thing,

NOTE Confidence: 0.93570423

00:34:17.555 --> 00:34:18.995 I think can absolutely get

NOTE Confidence: 0.93570423

00:34:18.995 --> 00:34:19.955 you a little bit more

NOTE Confidence: 0.93570423

00:34:19.955 --> 00:34:21.395 of a national reputation and

NOTE Confidence: 0.93570423

00:34:21.395 --> 00:34:22.135 then just

NOTE Confidence: 0.97527635

00:34:22.460 --> 00:34:24.480 engaging with other program leaders.

NOTE Confidence: 0.9950767

00:34:26.219 --> 00:34:27.500 You know, I I I

NOTE Confidence: 0.9950767

00:34:27.500 --> 00:34:28.700 think there's ways to do

NOTE Confidence: 0.9950767

00:34:28.700 --> 00:34:29.200 that

NOTE Confidence: 0.77492094

00:34:30.700 --> 00:34:31.200 well,

NOTE Confidence: 0.9404069

00:34:31.819 --> 00:34:32.779 and that could do it.

NOTE Confidence: 0.9404069

00:34:32.779 --> 00:34:33.680 But, certainly,

NOTE Confidence: 0.99987286

00:34:34.855 --> 00:34:36.635 in terms of just strict

NOTE Confidence: 0.9514226

00:34:37.175 --> 00:34:38.315 traditional senses

NOTE Confidence: 0.98656005

00:34:38.695 --> 00:34:39.975 of how one creates a

NOTE Confidence: 0.98656005

00:34:39.975 --> 00:34:42.315 national reputation, which is publishing,

NOTE Confidence: 0.73253584

00:34:43.815 --> 00:34:44.315 yeah.

NOTE Confidence: 0.92405486

00:34:44.775 --> 00:34:46.055 And, like, the reality is

NOTE Confidence: 0.92405486

00:34:46.055 --> 00:34:46.935 is that That's what I

NOTE Confidence: 0.92405486

00:34:46.935 --> 00:34:48.295 was referring to, Rachel. Like,

NOTE Confidence: 0.92405486

00:34:48.295 --> 00:34:49.655 time time meeting with a

NOTE Confidence: 0.92405486

00:34:49.655 --> 00:34:50.820 a resident who's struggling is

NOTE Confidence: 0.92405486

00:34:50.820 --> 00:34:52.180 time not riding your next

NOTE Confidence: 0.92405486

00:34:52.180 --> 00:34:53.480 meeting. I mean That's the

NOTE Confidence: 0.92405486

00:34:53.580 --> 00:34:54.900 difference. While I've been in

NOTE Confidence: 0.92405486

00:34:54.900 --> 00:34:56.180 this meeting, guys, I have

NOTE Confidence: 0.92405486

00:34:56.180 --> 00:34:56.680 received,

NOTE Confidence: 0.9991034

00:34:57.140 --> 00:34:59.140 seven text messages about different

NOTE Confidence: 0.9991034

00:34:59.140 --> 00:35:00.680 residency program issues,

NOTE Confidence: 0.9911343

00:35:01.460 --> 00:35:02.980 that need an urgent response

NOTE Confidence: 0.9911343

00:35:02.980 --> 00:35:04.180 within the next three days.

NOTE Confidence: 0.9911343

00:35:04.180 --> 00:35:05.320 And I'm not exaggerating,

NOTE Confidence: 0.9996536

00:35:05.700 --> 00:35:06.315 and that's

NOTE Confidence: 0.9997373

00:35:06.714 --> 00:35:08.315 normal for me. That is

NOTE Confidence: 0.9997373

00:35:08.315 --> 00:35:09.055 a normal

NOTE Confidence: 0.98860466

00:35:09.435 --> 00:35:11.194 life for me. Right? And

NOTE Confidence: 0.98860466

00:35:11.194 --> 00:35:12.155 so when I'm like, oh,

NOTE Confidence: 0.98860466

00:35:12.155 --> 00:35:13.275 I'm gonna sit down and

NOTE Confidence: 0.98860466

00:35:13.275 --> 00:35:14.335 write this manuscript.

NOTE Confidence: 0.9466599

00:35:14.795 --> 00:35:15.755 I mean, it's a little

NOTE Confidence: 0.9466599

00:35:15.755 --> 00:35:17.375 comical with what time.

NOTE Confidence: 0.9995234

00:35:18.155 --> 00:35:19.194 And so you are sort

NOTE Confidence: 0.9995234

00:35:19.194 --> 00:35:20.875 of making that decision. I

NOTE Confidence: 0.9995234

00:35:20.875 --> 00:35:21.935 I have submitted

NOTE Confidence: 0.98422986

00:35:22.290 --> 00:35:22.790 two

NOTE Confidence: 0.96580124

00:35:23.890 --> 00:35:25.170 manuscripts in the last three

NOTE Confidence: 0.96580124

00:35:25.170 --> 00:35:25.650 years,

NOTE Confidence: 0.9837415

00:35:25.969 --> 00:35:27.170 that I'm a first author

NOTE Confidence: 0.9837415

00:35:27.170 --> 00:35:28.450 on. Right? And there's ways

NOTE Confidence: 0.9837415

00:35:28.450 --> 00:35:29.570 to sort of work around

NOTE Confidence: 0.9837415

00:35:29.570 --> 00:35:30.850 it to, you know, being

NOTE Confidence: 0.9837415

00:35:30.850 --> 00:35:32.370 a senior author on more

NOTE Confidence: 0.9837415

00:35:32.370 --> 00:35:33.890 trainees' papers and things like

NOTE Confidence: 0.9837415

00:35:33.890 --> 00:35:34.850 that that can sort of

NOTE Confidence: 0.9837415

00:35:34.850 --> 00:35:35.350 help

NOTE Confidence: 0.9564337

00:35:35.650 --> 00:35:36.469 grow that.

NOTE Confidence: 0.96662396

00:35:36.924 --> 00:35:38.045 But it's hard to be

NOTE Confidence: 0.96662396

00:35:38.045 --> 00:35:39.325 niche. And we, for a

NOTE Confidence: 0.96662396

00:35:39.325 --> 00:35:40.605 long time at our institution,

NOTE Confidence: 0.96662396

00:35:40.605 --> 00:35:41.484 had a real sort of

NOTE Confidence: 0.96662396

00:35:41.484 --> 00:35:42.765 focus on, like, a niche

NOTE Confidence: 0.96662396

00:35:42.765 --> 00:35:43.265 leadership,

NOTE Confidence: 0.9963624

00:35:44.125 --> 00:35:45.184 unless that niche

NOTE Confidence: 0.972776

00:35:45.484 --> 00:35:48.204 really, really perfectly aligns with

NOTE Confidence: 0.972776

00:35:48.204 --> 00:35:49.424 your role as an educational

NOTE Confidence: 0.972776

00:35:49.484 --> 00:35:50.605 leader. Right? Like, if you're

NOTE Confidence: 0.972776

00:35:50.605 --> 00:35:52.460 gonna be a leader in

NOTE Confidence: 0.972776

00:35:52.460 --> 00:35:53.500 sim and you're an ED

NOTE Confidence: 0.972776

00:35:53.500 --> 00:35:55.180 doc and you're also the

NOTE Confidence: 0.972776

00:35:55.180 --> 00:35:57.099 program director, like, maybe the

NOTE Confidence: 0.972776

00:35:57.099 --> 00:35:58.299 stars align, but you have

NOTE Confidence: 0.972776

00:35:58.299 --> 00:35:59.599 to be very deliberate.

NOTE Confidence: 0.9651274

00:36:00.380 --> 00:36:01.660 And if you're interested in,

NOTE Confidence: 0.9651274

00:36:01.660 --> 00:36:03.760 like, you know, NOWs or

NOTE Confidence: 0.9651274

00:36:03.900 --> 00:36:04.400 bronchiolitis

NOTE Confidence: 0.99770725

00:36:04.859 --> 00:36:05.359 or

NOTE Confidence: 0.96072483

00:36:05.835 --> 00:36:08.075 asthma, it's very hard to

NOTE Confidence: 0.96072483

00:36:08.075 --> 00:36:09.515 make those stars align for

NOTE Confidence: 0.96072483

00:36:09.515 --> 00:36:10.015 sure.

NOTE Confidence: 0.9770278

00:36:12.555 --> 00:36:13.755 Yeah. And I was gonna

NOTE Confidence: 0.9770278

00:36:13.755 --> 00:36:14.575 add to,

NOTE Confidence: 0.95855236

00:36:15.035 --> 00:36:16.895 like, that about the scholarship

NOTE Confidence: 0.95855236

00:36:17.114 --> 00:36:18.955 piece is I think the

NOTE Confidence: 0.95855236

00:36:18.955 --> 00:36:19.455 value

NOTE Confidence: 0.99869937

00:36:20.319 --> 00:36:21.299 in collaborating

NOTE Confidence: 0.9843971

00:36:22.239 --> 00:36:24.319 outside the institution, which I

NOTE Confidence: 0.9843971

00:36:24.319 --> 00:36:25.280 know many of you already

NOTE Confidence: 0.9843971

00:36:25.280 --> 00:36:26.480 do, but I think that

NOTE Confidence: 0.9843971

00:36:26.480 --> 00:36:27.940 is another way that,

NOTE Confidence: 0.98231906

00:36:28.319 --> 00:36:29.440 like, in addition to sort

NOTE Confidence: 0.98231906

00:36:29.440 --> 00:36:30.880 of workshops, which I do

NOTE Confidence: 0.98231906

00:36:30.880 --> 00:36:32.480 think those are things that

NOTE Confidence: 0.98231906

00:36:32.480 --> 00:36:33.940 are tangible that you

NOTE Confidence: 0.9422984

00:36:38.055 --> 00:36:39.495 has advanced in what an

NOTE Confidence: 0.9422984

00:36:39.495 --> 00:36:41.255 educator CV looks like and

NOTE Confidence: 0.9422984

00:36:41.255 --> 00:36:42.295 how that gets put up

NOTE Confidence: 0.9422984

00:36:42.295 --> 00:36:43.995 for promotion. And there's recognition

NOTE Confidence: 0.96583027

00:36:44.295 --> 00:36:45.815 that an educator CV and,

NOTE Confidence: 0.96583027

00:36:45.815 --> 00:36:46.935 Parena, you can correct me

NOTE Confidence: 0.96583027

00:36:46.935 --> 00:36:47.815 if I'm wrong on this,

NOTE Confidence: 0.96583027

00:36:47.815 --> 00:36:49.400 but that an educator CV

NOTE Confidence: 0.96583027

00:36:49.400 --> 00:36:50.920 is gonna look different from

NOTE Confidence: 0.96583027

00:36:50.920 --> 00:36:52.720 a clinical researcher CV or

NOTE Confidence: 0.96583027

00:36:52.720 --> 00:36:54.440 a basic scientist CV. And

NOTE Confidence: 0.96583027

00:36:54.440 --> 00:36:54.940 while,

NOTE Confidence: 0.96513015

00:36:55.640 --> 00:36:56.140 scholarship

NOTE Confidence: 0.9502495

00:36:56.440 --> 00:36:58.040 is still important, I think

NOTE Confidence: 0.9502495

00:36:58.040 --> 00:36:59.080 there's a little bit of

NOTE Confidence: 0.9502495

00:36:59.080 --> 00:37:00.520 a broader definition of what

NOTE Confidence: 0.9502495

00:37:00.520 --> 00:37:01.640 that looks like, you know,

NOTE Confidence: 0.9502495

00:37:01.640 --> 00:37:03.135 for an educator and that

NOTE Confidence: 0.9502495

00:37:03.135 --> 00:37:03.855 there are gonna be some

NOTE Confidence: 0.9502495

00:37:03.855 --> 00:37:04.835 who who will

NOTE Confidence: 0.8539798

00:37:05.135 --> 00:37:05.555 be sort of more niche

NOTE Confidence: 0.8539798

00:37:05.555 --> 00:37:06.121 y in various parts of

NOTE Confidence: 0.8539798

00:37:06.121 --> 00:37:06.825 education. But, like, those may

NOTE Confidence: 0.8539798

00:37:06.825 --> 00:37:07.325 be

NOTE Confidence: 0.97334874

00:37:14.460 --> 00:37:16.300 people who aren't necessarily also

NOTE Confidence: 0.97334874

00:37:16.300 --> 00:37:17.660 in program leadership or are

NOTE Confidence: 0.97334874

00:37:17.660 --> 00:37:19.339 in program leadership, but have

NOTE Confidence: 0.97334874

00:37:19.339 --> 00:37:20.400 a really big team,

NOTE Confidence: 0.98929214

00:37:21.260 --> 00:37:23.739 of associate program directors or

NOTE Confidence: 0.98929214

00:37:23.739 --> 00:37:25.420 other individuals, in which case,

NOTE Confidence: 0.98929214

00:37:25.420 --> 00:37:26.800 like, they are doing

NOTE Confidence: 0.9928477

00:37:27.174 --> 00:37:27.974 some of the work, but

NOTE Confidence: 0.9928477

00:37:27.974 --> 00:37:29.094 they also have an enormous

NOTE Confidence: 0.9928477

00:37:29.094 --> 00:37:30.535 team to, I think, offset

NOTE Confidence: 0.9928477

00:37:30.535 --> 00:37:31.974 some of the burden not

NOTE Confidence: 0.9928477

00:37:31.974 --> 00:37:32.934 burdens, but I think some

NOTE Confidence: 0.9928477

00:37:32.934 --> 00:37:34.214 of the other facets of

NOTE Confidence: 0.9928477

00:37:34.214 --> 00:37:35.835 the of the job

NOTE Confidence: 0.97074306

00:37:36.135 --> 00:37:37.414 that I think in a

NOTE Confidence: 0.97074306

00:37:37.414 --> 00:37:38.775 in a medium small to

NOTE Confidence: 0.97074306

00:37:38.775 --> 00:37:40.535 medium size residency program or

NOTE Confidence: 0.97074306

00:37:40.535 --> 00:37:42.519 fellowship program, the program director

NOTE Confidence: 0.97074306

00:37:42.519 --> 00:37:43.640 is probably doing a lot

NOTE Confidence: 0.97074306

00:37:43.640 --> 00:37:44.839 of that. And, certainly, Rachel,

NOTE Confidence: 0.97074306

00:37:44.839 --> 00:37:45.719 you can tell me if

NOTE Confidence: 0.97074306

00:37:45.719 --> 00:37:47.180 I'm incorrect in that.

NOTE Confidence: 0.97349286

00:37:48.680 --> 00:37:50.039 So I think for me,

NOTE Confidence: 0.97349286

00:37:50.039 --> 00:37:51.239 it's been like, especially as

NOTE Confidence: 0.97349286

00:37:51.239 --> 00:37:52.519 I step into a fellowship

NOTE Confidence: 0.97349286

00:37:52.519 --> 00:37:53.745 role where I have a,

NOTE Confidence: 0.97349286

00:37:53.985 --> 00:37:55.185 like, I have six fellows

NOTE Confidence: 0.97349286

00:37:55.185 --> 00:37:56.305 in my program. So for

NOTE Confidence: 0.97349286

00:37:56.305 --> 00:37:57.505 me to be thinking about

NOTE Confidence: 0.97349286

00:37:57.505 --> 00:37:58.865 what does scholarship look like

NOTE Confidence: 0.97349286

00:37:58.865 --> 00:38:00.545 for me in fellowship, I

NOTE Confidence: 0.97349286

00:38:00.545 --> 00:38:01.825 am thinking a lot more

NOTE Confidence: 0.97349286

00:38:01.825 --> 00:38:03.585 about how am I more

NOTE Confidence: 0.97349286

00:38:03.585 --> 00:38:05.445 present in national organizations

NOTE Confidence: 0.97296304

00:38:05.825 --> 00:38:07.650 that don't, to Rachel's point,

NOTE Confidence: 0.97296304

00:38:07.650 --> 00:38:09.250 like, deter me from what

94

NOTE Confidence: 0.97296304

00:38:09.250 --> 00:38:10.050 I need to be doing

NOTE Confidence: 0.97296304

00:38:10.050 --> 00:38:11.430 locally but are additive

NOTE Confidence: 0.9995814

00:38:11.810 --> 00:38:12.310 to

NOTE Confidence: 0.9511779

00:38:12.690 --> 00:38:14.210 my career development and network

NOTE Confidence: 0.9511779

00:38:14.210 --> 00:38:15.250 so that I am getting

NOTE Confidence: 0.9511779

00:38:15.250 --> 00:38:17.030 involved in more national collaboration.

NOTE Confidence: 0.9511779

00:38:17.170 --> 00:38:18.710 So for example, I'm helping

NOTE Confidence: 0.9983631

00:38:19.055 --> 00:38:20.435 the critical care community

NOTE Confidence: 0.9989717

00:38:20.735 --> 00:38:21.875 develop a national

NOTE Confidence: 0.9908001

00:38:22.255 --> 00:38:23.475 online flipped classroom,

NOTE Confidence: 0.9898072

00:38:24.255 --> 00:38:25.535 in critical care, and I'm

NOTE Confidence: 0.9898072

00:38:25.535 --> 00:38:27.295 doing one also for, you

NOTE Confidence: 0.9898072

00:38:27.295 --> 00:38:29.635 know, teaching skills across fellowship.

NOTE Confidence: 0.9172421

00:38:30.495 --> 00:38:32.015 I had the opportunity to

NOTE Confidence: 0.9172421

00:38:32.015 --> 00:38:33.935 apply for the council of

NOTE Confidence: 0.9172421

00:38:33.935 --> 00:38:35.640 pediatrics of specialties subspecialties that

NOTE Confidence: 0.9172421

00:38:35.640 --> 00:38:36.839 Penina was referring to in

NOTE Confidence: 0.9172421

00:38:36.839 --> 00:38:38.280 the very beginning as the

NOTE Confidence: 0.9172421

00:38:38.280 --> 00:38:39.799 critical care representative, which I

NOTE Confidence: 0.9172421

00:38:39.799 --> 00:38:41.079 feel like, again, is additive

NOTE Confidence: 0.9172421

00:38:41.079 --> 00:38:42.280 for me in my role

NOTE Confidence: 0.9172421

00:38:42.280 --> 00:38:43.559 as a fellowship director and

NOTE Confidence: 0.9172421

00:38:43.559 --> 00:38:44.380 thinking about,

NOTE Confidence: 0.99827087

00:38:44.920 --> 00:38:45.980 you know, my subspecialty

NOTE Confidence: 0.9301791

00:38:46.760 --> 00:38:48.299 and how pediatrics,

NOTE Confidence: 0.9995365

00:38:48.839 --> 00:38:49.500 the landscape

NOTE Confidence: 0.9256193

00:38:50.285 --> 00:38:51.485 may be changing and who

NOTE Confidence: 0.9256193

00:38:51.485 --> 00:38:52.525 were you who were getting

NOTE Confidence: 0.9256193

00:38:52.525 --> 00:38:53.405 into the field and how

NOTE Confidence: 0.9256193

00:38:53.565 --> 00:38:54.445 you know, kind of thinking

NOTE Confidence: 0.9256193

00:38:54.445 --> 00:38:55.725 at these bigger levels of,

NOTE Confidence: 0.9256193

00:38:55.725 --> 00:38:57.245 like, what's my role in

NOTE Confidence: 0.9256193

00:38:57.245 --> 00:38:58.545 kind of helping to

NOTE Confidence: 0.99511284

00:38:59.165 --> 00:39:00.705 create and continue the pipeline

NOTE Confidence: 0.99511284

00:39:00.925 --> 00:39:02.285 of trainees who are interested

NOTE Confidence: 0.99511284

00:39:02.285 --> 00:39:03.645 in pediatrics. So I I

NOTE Confidence: 0.99511284

00:39:03.645 --> 00:39:05.630 see that as maybe not

NOTE Confidence: 0.99511284

00:39:05.630 --> 00:39:07.070 necessarily exactly what I'm doing

NOTE Confidence: 0.99511284

00:39:07.070 --> 00:39:08.110 locally every day in my

NOTE Confidence: 0.99511284

00:39:08.110 --> 00:39:08.989 role, but I see that

NOTE Confidence: 0.99511284

00:39:08.989 --> 00:39:09.730 as additive,

NOTE Confidence: 0.9860625

00:39:10.510 --> 00:39:11.310 to who I am as

NOTE Confidence: 0.9860625

00:39:11.310 --> 00:39:12.350 a program director. So I

NOTE Confidence: 0.9860625

00:39:12.350 --> 00:39:14.190 think really thinking about when

NOTE Confidence: 0.9860625

00:39:14.190 --> 00:39:16.350 those opportunities arise in national

NOTE Confidence: 0.9860625

00:39:16.350 --> 00:39:16.850 organizations,

NOTE Confidence: 0.9932922

00:39:17.150 --> 00:39:18.270 like, do they make sense

NOTE Confidence: 0.9932922

00:39:18.270 --> 00:39:19.010 for you

NOTE Confidence: 0.9960816

00:39:19.434 --> 00:39:20.734 at the time that they're

NOTE Confidence: 0.9960816

00:39:20.954 --> 00:39:21.454 happening?

NOTE Confidence: 0.9863308

00:39:23.114 --> 00:39:24.875 And that while it does

NOTE Confidence: 0.9863308

00:39:24.875 --> 00:39:25.755 take, I think, a lot

NOTE Confidence: 0.9863308

00:39:25.755 --> 00:39:27.194 of effort to apply for

NOTE Confidence: 0.9863308

00:39:27.194 --> 00:39:28.335 some of them sometimes,

NOTE Confidence: 0.96670026

00:39:29.994 --> 00:39:31.035 sometimes you just never know

NOTE Confidence: 0.96670026

00:39:31.035 --> 00:39:32.234 what's gonna come from them

NOTE Confidence: 0.96670026

00:39:32.234 --> 00:39:33.275 as well. So I'll share

NOTE Confidence: 0.96670026

00:39:33.275 --> 00:39:34.800 a story in which diagnosis

NOTE Confidence: 0.96670026

00:39:34.800 --> 00:39:35.600 is getting a little bit

NOTE Confidence: 0.96670026

00:39:35.600 --> 00:39:36.100 off

NOTE Confidence: 0.83980346

00:39:36.800 --> 00:39:38.020 tar you know, tangent

NOTE Confidence: 0.89616084

00:39:40.640 --> 00:39:41.140 the,

NOTE Confidence: 0.91217107

00:39:41.840 --> 00:39:42.340 APPD's,

NOTE Confidence: 0.9849965

00:39:43.520 --> 00:39:45.760 executive director committee for associate

NOTE Confidence: 0.9849965

00:39:45.760 --> 00:39:46.660 program directors,

NOTE Confidence: 0.99953514

00:39:47.005 --> 00:39:48.125 and I didn't get that

NOTE Confidence: 0.99953514

00:39:48.125 --> 00:39:48.625 position.

NOTE Confidence: 0.99961984

00:39:48.925 --> 00:39:49.885 But what came out of

NOTE Confidence: 0.99961984

00:39:49.885 --> 00:39:51.085 that position was that they

NOTE Confidence: 0.99961984

00:39:51.085 --> 00:39:53.005 were really looking to launch

NOTE Confidence: 0.99961984

00:39:53.005 --> 00:39:55.025 a program on peer mentoring

NOTE Confidence: 0.98568684

00:39:55.325 --> 00:39:57.645 for associate residency program directors

NOTE Confidence: 0.98568684

00:39:57.645 --> 00:39:58.385 through APBD.

NOTE Confidence: 0.97971374

00:39:59.340 --> 00:40:00.780 And peer mentoring has always

NOTE Confidence: 0.97971374

00:40:00.780 --> 00:40:01.580 been something that I've been

NOTE Confidence: 0.97971374

00:40:01.580 --> 00:40:02.700 really passionate about.

NOTE Confidence: 0.99743444

00:40:03.100 --> 00:40:03.840 And so

NOTE Confidence: 0.9731184

00:40:04.140 --> 00:40:04.860 I was like, you know

NOTE Confidence: 0.9731184

00:40:04.860 --> 00:40:06.480 what? Like, this seems like

NOTE Confidence: 0.9731184

00:40:06.540 --> 00:40:07.739 maybe I should do this

NOTE Confidence: 0.9731184

00:40:07.739 --> 00:40:08.940 because it's already kind of,

NOTE Confidence: 0.9731184

00:40:08.940 --> 00:40:10.780 like, put in motion. I

NOTE Confidence: 0.9731184

00:40:10.780 --> 00:40:11.739 would be able to jump

NOTE Confidence: 0.9731184

00:40:11.739 --> 00:40:13.094 into something that's, you know,

NOTE Confidence: 0.9731184

00:40:13.094 --> 00:40:14.375 at the beginning but has

NOTE Confidence: 0.9731184

00:40:14.375 --> 00:40:16.475 some guardrails on what, like,

NOTE Confidence: 0.9731184

00:40:16.535 --> 00:40:17.415 they want it to look

NOTE Confidence: 0.9731184

00:40:17.415 --> 00:40:18.775 like. And at the end

NOTE Confidence: 0.9731184

00:40:18.775 --> 00:40:19.494 of the day, the group

NOTE Confidence: 0.9731184

00:40:19.494 --> 00:40:20.935 is really committed to scholarship

NOTE Confidence: 0.9731184

00:40:20.935 --> 00:40:22.135 out of it. So for

NOTE Confidence: 0.9731184

00:40:22.135 --> 00:40:22.855 me, it it sort of

NOTE Confidence: 0.9731184

00:40:22.855 --> 00:40:23.655 checks off a lot of

NOTE Confidence: 0.9731184

00:40:23.655 --> 00:40:25.255 boxes. It's interest for me.

NOTE Confidence: 0.9731184

00:40:25.255 --> 00:40:26.455 It's joining a group who's

NOTE Confidence: 0.9731184

00:40:26.455 --> 00:40:27.515 committed to scholarship,

NOTE Confidence: 0.9797775

00:40:28.000 --> 00:40:29.360 and it's also building my

NOTE Confidence: 0.9797775

00:40:29.360 --> 00:40:31.120 network. So I think I

NOTE Confidence: 0.9797775

00:40:31.120 --> 00:40:32.239 I had no idea that

NOTE Confidence: 0.9797775

00:40:32.239 --> 00:40:33.280 that would, you know, even

NOTE Confidence: 0.9797775

00:40:33.280 --> 00:40:34.320 be a possibility, and I

NOTE Confidence: 0.9797775

00:40:34.320 --> 00:40:35.360 wouldn't have known if I

NOTE Confidence: 0.9797775

00:40:35.360 --> 00:40:36.880 hadn't put myself out there,

NOTE Confidence: 0.9812557

00:40:37.280 --> 00:40:38.480 and applied for this other

NOTE Confidence: 0.9812557

00:40:38.480 --> 00:40:38.980 position.

NOTE Confidence: 0.9959079

00:40:40.914 --> 00:40:41.654 Great. Thanks.

NOTE Confidence: 0.99624044

00:40:42.914 --> 00:40:44.674 While everybody's thinking about another

NOTE Confidence: 0.99624044

00:40:44.674 --> 00:40:46.114 question, I just wanted to

NOTE Confidence: 0.99624044

00:40:46.114 --> 00:40:47.555 also just bring one thing

NOTE Confidence: 0.99624044

00:40:47.555 --> 00:40:49.015 up in terms of

NOTE Confidence: 0.94905645

00:40:49.315 --> 00:40:50.835 scholarship because we've been talking

NOTE Confidence: 0.94905645

00:40:50.835 --> 00:40:52.775 a lot about scholarship and,

NOTE Confidence: 0.94905645

00:40:52.960 --> 00:40:53.540 you know,

NOTE Confidence: 0.9892149

00:40:53.920 --> 00:40:55.120 and there's two things that

NOTE Confidence: 0.9892149

00:40:55.120 --> 00:40:56.560 come to mind about that.

NOTE Confidence: 0.9892149

00:40:56.560 --> 00:40:57.300 One is,

NOTE Confidence: 0.99566436

00:40:58.239 --> 00:40:59.120 do you need it for

NOTE Confidence: 0.99566436

00:40:59.120 --> 00:41:00.739 promotion on an educational

NOTE Confidence: 0.78443646

00:41:01.200 --> 00:41:01.700 track?

NOTE Confidence: 0.9827091

00:41:02.239 --> 00:41:03.920 And then the second is,

NOTE Confidence: 0.9827091

00:41:03.920 --> 00:41:05.655 why would you even, like,

NOTE Confidence: 0.9827091

00:41:05.815 --> 00:41:07.575 want to do scholarship? And

NOTE Confidence: 0.9827091

00:41:07.575 --> 00:41:08.935 so one of the things

NOTE Confidence: 0.9827091

00:41:08.935 --> 00:41:10.614 that's really important, but it's

102

NOTE Confidence: 0.9827091

00:41:10.614 --> 00:41:11.435 very, very

NOTE Confidence: 0.9943529

00:41:11.735 --> 00:41:13.035 institutional dependent

NOTE Confidence: 0.61500454

00:41:13.415 --> 00:41:13.915 is

NOTE Confidence: 0.9885939

00:41:14.695 --> 00:41:17.594 what actually counts for promotion.

NOTE Confidence: 0.99163514

00:41:18.295 --> 00:41:19.275 And so

NOTE Confidence: 0.88327825

00:41:19.710 --> 00:41:21.150 in every track to Yale,

NOTE Confidence: 0.88327825

00:41:21.150 --> 00:41:22.190 and we'll just talk about

NOTE Confidence: 0.88327825

00:41:22.190 --> 00:41:23.570 Yale, in every track,

NOTE Confidence: 0.9439655

00:41:24.030 --> 00:41:26.750 teaching, excellent teaching is really

NOTE Confidence: 0.9439655

00:41:26.750 --> 00:41:27.790 important in one of the

NOTE Confidence: 0.9439655

00:41:27.790 --> 00:41:28.290 criteria.

NOTE Confidence: 0.9976954

00:41:28.989 --> 00:41:30.530 When you start talking about

NOTE Confidence: 0.9976954

00:41:30.590 --> 00:41:32.050 scholarship or educational

NOTE Confidence: 0.9994424

00:41:32.430 --> 00:41:32.930 scholarship

NOTE Confidence: 0.9501033

00:41:33.795 --> 00:41:34.535 at Yale,

NOTE Confidence: 0.98405826

00:41:35.635 --> 00:41:37.395 it's important in what we

NOTE Confidence: 0.98405826

00:41:37.395 --> 00:41:39.655 call the clinician educator track,

NOTE Confidence: 0.98405826

00:41:39.714 --> 00:41:40.994 but one can also be

NOTE Confidence: 0.98405826

00:41:40.994 --> 00:41:42.614 very successful as

NOTE Confidence: 0.9977838

00:41:42.994 --> 00:41:43.815 a program

NOTE Confidence: 0.9729688

00:41:44.114 --> 00:41:44.614 director,

NOTE Confidence: 0.9990104

00:41:45.635 --> 00:41:46.694 on the academic

NOTE Confidence: 0.9658763

00:41:46.994 --> 00:41:48.915 clinician track because there's a

NOTE Confidence: 0.9658763

00:41:48.915 --> 00:41:50.989 special part of that track

NOTE Confidence: 0.9658763

00:41:51.210 --> 00:41:52.110 that recognizes

NOTE Confidence: 0.9404039

00:41:52.810 --> 00:41:53.310 local,

NOTE Confidence: 0.99618983

00:41:54.730 --> 00:41:55.950 program leadership.

NOTE Confidence: 0.94951355

00:41:57.370 --> 00:41:59.050 And so I just wanted

NOTE Confidence: 0.94951355

00:41:59.050 --> 00:42:00.510 to kinda make that differentiation

NOTE Confidence: 0.91341007

00:42:00.810 --> 00:42:02.270 that's going to definitely,

NOTE Confidence: 0.9814644

00:42:03.355 --> 00:42:05.114 change in different institutions and

NOTE Confidence: 0.9814644

00:42:05.114 --> 00:42:06.815 will actually vary in departments

NOTE Confidence: 0.9814644

00:42:07.035 --> 00:42:08.875 as to, you know, whether

NOTE Confidence: 0.9814644

00:42:08.875 --> 00:42:09.375 departments

NOTE Confidence: 0.97594416

00:42:09.755 --> 00:42:10.415 kind of,

NOTE Confidence: 0.8855113

00:42:11.835 --> 00:42:12.975 I don't wanna say,

NOTE Confidence: 0.99745965

00:42:13.675 --> 00:42:15.455 whether scholarship is important.

NOTE Confidence: 0.8898506

00:42:15.860 --> 00:42:17.320 The other thing is scholarship

NOTE Confidence: 0.8898506

00:42:17.380 --> 00:42:18.420 on a fella as a

NOTE Confidence: 0.8898506

00:42:18.420 --> 00:42:20.040 fellowship program director

NOTE Confidence: 0.9866607

00:42:20.500 --> 00:42:22.180 is actually required by the

NOTE Confidence: 0.9866607

00:42:22.180 --> 00:42:22.680 ACGME

NOTE Confidence: 0.9435031

00:42:22.980 --> 00:42:25.219 where it's not required for

NOTE Confidence: 0.9435031

00:42:25.219 --> 00:42:25.960 a pediatric

NOTE Confidence: 0.9994894

00:42:26.260 --> 00:42:26.760 residency

NOTE Confidence: 0.9394558

00:42:27.140 --> 00:42:29.025 director, but it really boils

NOTE Confidence: 0.9394558

105

00:42:29.025 --> 00:42:30.145 down to, I think, and

NOTE Confidence: 0.9394558

00:42:30.145 --> 00:42:31.665 I can't remember Rachel or

NOTE Confidence: 0.9394558

00:42:31.665 --> 00:42:33.105 Lisa who you said it,

NOTE Confidence: 0.9394558

00:42:33.105 --> 00:42:35.105 like, very early on. The

NOTE Confidence: 0.9394558

00:42:35.105 --> 00:42:36.325 bottom line is

NOTE Confidence: 0.98105395

00:42:36.785 --> 00:42:37.905 you have to wanna do

NOTE Confidence: 0.98105395

00:42:37.905 --> 00:42:39.185 it and really love it.

NOTE Confidence: 0.98105395

00:42:39.185 --> 00:42:39.685 Otherwise,

NOTE Confidence: 0.93056375

00:42:40.385 --> 00:42:41.844 like, that's the

NOTE Confidence: 0.9611601

00:42:45.030 --> 00:42:46.790 you just don't wanna get

NOTE Confidence: 0.9611601

00:42:46.790 --> 00:42:48.550 texts about. So you can't

NOTE Confidence: 0.9611601

00:42:48.550 --> 00:42:49.910 force, like, a round peg

NOTE Confidence: 0.9611601

00:42:49.910 --> 00:42:51.670 into a square box. And

NOTE Confidence: 0.9611601

00:42:51.670 --> 00:42:52.790 so I just wanted to

NOTE Confidence: 0.9611601

00:42:52.790 --> 00:42:54.490 make that comment about scholarship.

NOTE Confidence: 0.9611601

00:42:54.550 --> 00:42:55.350 And I know we have

106

NOTE Confidence: 0.9611601

00:42:55.350 --> 00:42:56.550 only a couple of minutes

NOTE Confidence: 0.9611601

00:42:56.550 --> 00:42:57.450 left, but,

NOTE Confidence: 0.98777497

00:42:58.230 --> 00:42:58.730 any

NOTE Confidence: 0.9959451

00:42:59.634 --> 00:43:00.114 questions,

NOTE Confidence: 0.9997441

00:43:00.594 --> 00:43:01.094 from

NOTE Confidence: 0.9932545

00:43:01.795 --> 00:43:03.315 the audience or from the

NOTE Confidence: 0.9932545

00:43:03.315 --> 00:43:03.815 participants?

NOTE Confidence: 0.9404793

00:43:05.315 --> 00:43:06.594 Just just wanna make sure

NOTE Confidence: 0.9404793

00:43:06.594 --> 00:43:07.815 we get through that.

NOTE Confidence: 0.9969239

00:43:10.114 --> 00:43:11.394 Well, if I was gonna

NOTE Confidence: 0.9969239

00:43:11.394 --> 00:43:12.194 ask you,

NOTE Confidence: 0.9945038

00:43:12.515 --> 00:43:13.414 both of you,

NOTE Confidence: 0.9995298

00:43:14.100 --> 00:43:15.060 what do you think is

NOTE Confidence: 0.9995298

00:43:15.060 --> 00:43:15.880 the one

NOTE Confidence: 0.98627204

00:43:16.420 --> 00:43:18.100 import like, if you're thinking

NOTE Confidence: 0.98627204

00:43:18.100 --> 00:43:18.920 about it,

NOTE Confidence: 0.9973502

00:43:20.260 --> 00:43:21.700 what is one important thing

NOTE Confidence: 0.9973502

00:43:21.700 --> 00:43:23.460 that perhaps you haven't said

NOTE Confidence: 0.9973502

00:43:23.460 --> 00:43:25.300 that you just would wanna

NOTE Confidence: 0.9973502

00:43:25.300 --> 00:43:25.800 communicate

NOTE Confidence: 0.9209204

00:43:26.340 --> 00:43:26.840 to,

NOTE Confidence: 0.99906284

00:43:28.715 --> 00:43:30.415 the audience or the participants

NOTE Confidence: 0.9525775

00:43:31.435 --> 00:43:34.175 about load about program leadership

NOTE Confidence: 0.9525775

00:43:34.235 --> 00:43:35.435 that you haven't said so

NOTE Confidence: 0.9525775

00:43:35.435 --> 00:43:36.715 far or had that hasn't

NOTE Confidence: 0.9525775

00:43:36.715 --> 00:43:37.455 come up.

NOTE Confidence: 0.9780428

00:43:40.235 --> 00:43:41.114 I think one thing that

NOTE Confidence: 0.9780428

00:43:41.114 --> 00:43:42.015 I would emphasize

NOTE Confidence: 0.9529536

00:43:42.315 --> 00:43:43.614 is as you

NOTE Confidence: 0.9927093

00:43:44.559 --> 00:43:45.839 go on in your career,

NOTE Confidence: 0.9927093

00:43:45.839 --> 00:43:47.219 the importance of mentorship,

NOTE Confidence: 0.98922986

00:43:48.640 --> 00:43:50.319 and finding those people, I

NOTE Confidence: 0.98922986

00:43:50.319 --> 00:43:52.260 think, who you can have

NOTE Confidence: 0.9971737

00:43:52.640 --> 00:43:54.819 real conversations with about,

NOTE Confidence: 0.99848914

00:43:55.279 --> 00:43:56.960 I think, your values, what

NOTE Confidence: 0.99848914

00:43:56.960 --> 00:43:58.719 you're looking for, but who

NOTE Confidence: 0.99848914

00:43:58.719 --> 00:43:59.619 also become

NOTE Confidence: 0.9774331

00:44:00.775 --> 00:44:02.295 support to you when you're

NOTE Confidence: 0.9774331

00:44:02.295 --> 00:44:03.575 in this role. Because I

NOTE Confidence: 0.9774331

00:44:03.575 --> 00:44:05.835 think to Rachel's point, like,

NOTE Confidence: 0.9925203

00:44:06.935 --> 00:44:08.055 she just got seven text

NOTE Confidence: 0.9925203

00:44:08.055 --> 00:44:09.335 messages about things that need

NOTE Confidence: 0.9925203

00:44:09.335 --> 00:44:10.775 urgent needs. Right? And sometimes

NOTE Confidence: 0.9925203

00:44:10.775 --> 00:44:11.975 it's really helpful to have

NOTE Confidence: 0.9925203

00:44:11.975 --> 00:44:13.335 that person that you're like,

NOTE Confidence: 0.9925203

00:44:13.335 --> 00:44:13.800 okay.

NOTE Confidence: 0.99763954

00:44:14.200 --> 00:44:15.400 Like, help me sort through

NOTE Confidence: 0.99763954

00:44:15.400 --> 00:44:16.760 this a little bit. Like,

NOTE Confidence: 0.99763954

00:44:16.760 --> 00:44:17.820 help me understand,

NOTE Confidence: 0.9988053

00:44:18.680 --> 00:44:19.180 like,

NOTE Confidence: 0.9831024

00:44:19.800 --> 00:44:21.320 your approach or an approach

NOTE Confidence: 0.9831024

00:44:21.320 --> 00:44:22.200 to this. Because I think

NOTE Confidence: 0.9831024

00:44:22.200 --> 00:44:23.560 sometimes we also really deal

NOTE Confidence: 0.9831024

00:44:23.560 --> 00:44:24.600 with a lot of sensitive

NOTE Confidence: 0.9831024

00:44:24.600 --> 00:44:26.840 issues around our trainees and

NOTE Confidence: 0.9831024

00:44:26.840 --> 00:44:28.860 our educational learning environments.

NOTE Confidence: 0.9915809

00:44:29.344 --> 00:44:30.224 And so I think it's

NOTE Confidence: 0.9915809

00:44:30.224 --> 00:44:31.505 really helpful to have a

NOTE Confidence: 0.9915809

00:44:31.505 --> 00:44:33.265 team around you of mentors,

NOTE Confidence: 0.9915809

00:44:33.265 --> 00:44:34.545 whether or not that's locally,

NOTE Confidence: 0.9915809

00:44:34.545 --> 00:44:35.844 whether or not that's regionally,

NOTE Confidence: 0.9416617

00:44:36.545 --> 00:44:37.045 nationally,

NOTE Confidence: 0.9914157

00:44:37.505 --> 00:44:38.545 where I think you can

NOTE Confidence: 0.9914157

00:44:38.545 --> 00:44:40.484 engage in some discussions about,

NOTE Confidence: 0.9914157

00:44:40.545 --> 00:44:41.664 you know, how do you

NOTE Confidence: 0.9914157

00:44:41.664 --> 00:44:43.025 manage some of the difficult

NOTE Confidence: 0.9914157

00:44:43.025 --> 00:44:43.500 parts,

NOTE Confidence: 0.9651125

00:44:44.060 --> 00:44:45.200 of these roles,

NOTE Confidence: 0.9965291

00:44:46.060 --> 00:44:47.200 and how do you,

NOTE Confidence: 0.974407

00:44:47.580 --> 00:44:49.420 I think, keep, you know,

NOTE Confidence: 0.974407

00:44:49.420 --> 00:44:50.860 your own boundaries, to use

NOTE Confidence: 0.974407

00:44:50.860 --> 00:44:52.940 Rachel's word earlier. I think,

NOTE Confidence: 0.9931057

00:44:53.260 --> 00:44:54.620 for me, that's something that

NOTE Confidence: 0.9931057

00:44:54.620 --> 00:44:56.160 I think has challenged me

NOTE Confidence: 0.9931057

00:44:56.235 --> 00:44:57.515 along the way at different

NOTE Confidence: 0.9931057

00:44:57.515 --> 00:44:59.275 points in time. And so

NOTE Confidence: 0.9931057

00:44:59.275 --> 00:45:00.475 I just would kind of

NOTE Confidence: 0.9931057

111

00:45:00.475 --> 00:45:02.235 echo on that importance of

NOTE Confidence: 0.9931057

00:45:02.235 --> 00:45:02.975 of mentorship.

NOTE Confidence: 0.8404356

00:45:03.435 --> 00:45:03.935 Yeah.

NOTE Confidence: 0.9748391

00:45:09.370 --> 00:45:10.570 I will say two things.

NOTE Confidence: 0.9748391

00:45:10.570 --> 00:45:12.090 One, I think, is an

NOTE Confidence: 0.9748391

00:45:12.090 --> 00:45:13.290 area of vulnerability in the

NOTE Confidence: 0.9748391

00:45:13.290 --> 00:45:14.090 role and one that I

NOTE Confidence: 0.9748391

00:45:14.090 --> 00:45:15.130 think is a is a

NOTE Confidence: 0.9748391

00:45:15.130 --> 00:45:16.330 real area of strength in

NOTE Confidence: 0.9748391

00:45:16.330 --> 00:45:17.850 the role. So to sort

NOTE Confidence: 0.9748391

00:45:17.850 --> 00:45:19.770 of echo and then even

NOTE Confidence: 0.9748391

00:45:19.770 --> 00:45:20.270 amplify

NOTE Confidence: 0.9873791

00:45:20.570 --> 00:45:22.830 what Lisa said, having people

NOTE Confidence: 0.99772173

00:45:23.445 --> 00:45:24.645 who can help you sort

NOTE Confidence: 0.99772173

00:45:24.645 --> 00:45:26.325 of process this job and

NOTE Confidence: 0.99772173

00:45:26.325 --> 00:45:28.265 think through problems is invaluable.

NOTE Confidence: 0.9833601

00:45:29.045 --> 00:45:30.565 And remember that mentorship doesn't

NOTE Confidence: 0.9833601

00:45:30.565 --> 00:45:31.605 always have to go from

NOTE Confidence: 0.9833601

00:45:31.605 --> 00:45:32.725 me up. Right? It can

NOTE Confidence: 0.9833601

00:45:32.725 --> 00:45:34.085 go from me down. Right?

NOTE Confidence: 0.9833601

00:45:34.085 --> 00:45:35.445 So one of the things

NOTE Confidence: 0.9833601

00:45:35.445 --> 00:45:36.565 that I've learned, right, is,

NOTE Confidence: 0.9833601

00:45:36.565 --> 00:45:37.820 like, getting to be close

NOTE Confidence: 0.9833601

00:45:37.820 --> 00:45:39.340 with my chief residents is

NOTE Confidence: 0.9833601

00:45:39.340 --> 00:45:40.940 is crucial for me because

NOTE Confidence: 0.9833601

00:45:40.940 --> 00:45:41.739 I can sort of hear

NOTE Confidence: 0.9833601

00:45:41.739 --> 00:45:42.860 from them, like, what is

NOTE Confidence: 0.9833601

00:45:42.860 --> 00:45:44.400 the actual situation?

NOTE Confidence: 0.9959197

00:45:45.020 --> 00:45:45.980 Right? Not what I

NOTE Confidence: 0.98368067

00:45:50.060 --> 00:45:51.500 and creating those sort of,

NOTE Confidence: 0.98368067

00:45:51.739 --> 00:45:52.239 transparent

NOTE Confidence: 0.99436665

00:45:53.025 --> 00:45:53.525 bidirectional

NOTE Confidence: 0.9991794

00:45:53.825 --> 00:45:54.325 relationships

NOTE Confidence: 0.99955523

00:45:54.864 --> 00:45:57.204 around you is really important.

NOTE Confidence: 0.97915196

00:45:58.145 --> 00:45:58.944 I am a,

NOTE Confidence: 0.97522634

00:45:59.505 --> 00:46:01.825 fiercely independent human being. I

NOTE Confidence: 0.97522634

00:46:01.825 --> 00:46:03.585 do not like help. You

NOTE Confidence: 0.97522634

00:46:03.585 --> 00:46:04.785 cannot do a job like

NOTE Confidence: 0.97522634

00:46:04.785 --> 00:46:06.150 this without having help.

NOTE Confidence: 0.9996976

00:46:07.029 --> 00:46:08.150 And I think that is

NOTE Confidence: 0.9996976

00:46:08.150 --> 00:46:09.190 something that you just have

NOTE Confidence: 0.9996976

00:46:09.190 --> 00:46:10.710 to know about yourself before

NOTE Confidence: 0.9996976

00:46:10.710 --> 00:46:11.210 you

NOTE Confidence: 0.99916744

00:46:11.589 --> 00:46:12.950 try to do it. Right?

NOTE Confidence: 0.99916744

00:46:12.950 --> 00:46:13.989 If you don't like to

NOTE Confidence: 0.99916744

00:46:13.989 --> 00:46:14.489 share

NOTE Confidence: 0.9988772

00:46:15.270 --> 00:46:16.469 your ideas and thoughts and

NOTE Confidence: 0.9988772

00:46:16.469 --> 00:46:17.829 hear honest feedback about your

NOTE Confidence: 0.9988772

00:46:17.829 --> 00:46:19.029 ideas and thoughts, this job

NOTE Confidence: 0.9988772

00:46:19.029 --> 00:46:19.930 will be impossible.

NOTE Confidence: 0.9713053

00:46:21.555 --> 00:46:22.515 And then the those sort

NOTE Confidence: 0.9713053

00:46:22.515 --> 00:46:23.714 of more positive thing that

NOTE Confidence: 0.9713053

00:46:23.714 --> 00:46:24.375 I'll say,

NOTE Confidence: 0.9983048

00:46:25.155 --> 00:46:26.454 is that it is,

NOTE Confidence: 0.9952675

00:46:27.315 --> 00:46:27.815 like,

NOTE Confidence: 0.9995701

00:46:28.275 --> 00:46:28.775 really

NOTE Confidence: 0.85251486

00:46:29.155 --> 00:46:29.655 deeply

NOTE Confidence: 0.9546689

00:46:30.035 --> 00:46:31.094 fulfilling work,

NOTE Confidence: 0.98437905

00:46:31.714 --> 00:46:32.755 if it's the right fit

NOTE Confidence: 0.98437905

00:46:32.755 --> 00:46:33.954 for you. I mean, I

NOTE Confidence: 0.98437905

00:46:33.954 --> 00:46:35.234 do call them my adult

NOTE Confidence: 0.98437905

00:46:35.234 --> 00:46:36.434 mean machines, but I call

NOTE Confidence: 0.98437905

00:46:36.434 --> 00:46:38.339 them that with, like, love.

NOTE Confidence: 0.98437905

00:46:38.560 --> 00:46:40.020 Right? Like, I really,

NOTE Confidence: 0.99897796

00:46:40.400 --> 00:46:41.920 I think the opportunity to

NOTE Confidence: 0.99897796

00:46:41.920 --> 00:46:42.739 get to be

NOTE Confidence: 0.99891186

00:46:43.200 --> 00:46:44.500 a really big part

NOTE Confidence: 0.99977416

00:46:44.800 --> 00:46:46.339 of someone's training trajectory

NOTE Confidence: 0.9988048

00:46:46.960 --> 00:46:48.739 is an incredible privilege.

NOTE Confidence: 0.9903976

00:46:49.359 --> 00:46:51.040 Right? Like, people are going

NOTE Confidence: 0.9903976

00:46:51.040 --> 00:46:52.880 to do work either better

NOTE Confidence: 0.9903976

00:46:52.880 --> 00:46:54.825 or worse because of me.

NOTE Confidence: 0.9903976

00:46:54.825 --> 00:46:56.445 And I think knowing that

NOTE Confidence: 0.98631614

00:46:56.825 --> 00:46:58.344 can really feel like, okay.

NOTE Confidence: 0.98631614

00:46:58.344 --> 00:46:59.545 So, like, what decision am

NOTE Confidence: 0.98631614

00:46:59.545 --> 00:47:00.685 I gonna make today

NOTE Confidence: 0.99705416

00:47:01.065 --> 00:47:01.945 to help them be a

NOTE Confidence: 0.99705416

00:47:01.945 --> 00:47:03.165 better doctor tomorrow?

00:47:04.265 --> 00:47:05.485 And, you know, I,

00:47:05.859 --> 00:47:06.900 you know, it's a little

00:47:06.900 --> 00:47:08.440 cheesy. Right? But I literally

00:47:08.500 --> 00:47:09.540 will say out loud both

00:47:09.540 --> 00:47:11.140 on recruitment and routinely to

00:47:11.140 --> 00:47:12.200 residents that,

00:47:12.579 --> 00:47:13.540 I have a duty to

00:47:13.540 --> 00:47:14.579 the patients that they're gonna

00:47:14.579 --> 00:47:16.099 serve fifteen years from now.

00:47:16.099 --> 00:47:17.140 And I take that duty

00:47:17.140 --> 00:47:18.339 seriously, but it's also a

00:47:18.339 --> 00:47:20.165 privilege, right, to really help

00:47:20.165 --> 00:47:21.205 people think through how are

00:47:21.205 --> 00:47:22.825 they gonna have fulfilling careers,

00:47:23.765 --> 00:47:25.545 and be good pediatricians.

00:47:26.405 --> 00:47:27.305 And I think,

NOTE Confidence: 0.9815017

00:47:28.885 --> 00:47:29.925 when you really can feel

NOTE Confidence: 0.9815017

00:47:29.925 --> 00:47:31.205 that, right, and get to

NOTE Confidence: 0.9815017

00:47:31.205 --> 00:47:32.565 know residents well and see

NOTE Confidence: 0.9815017

00:47:32.565 --> 00:47:33.844 all of their wonderful unique

NOTE Confidence: 0.9815017

00:47:33.844 --> 00:47:34.344 strengths

NOTE Confidence: 0.9849102

00:47:34.910 --> 00:47:35.950 and the things that maybe

NOTE Confidence: 0.9849102

00:47:35.950 --> 00:47:37.170 they need some help with,

NOTE Confidence: 0.9553396

00:47:38.030 --> 00:47:39.469 the job is definitely worth

NOTE Confidence: 0.9553396

00:47:39.469 --> 00:47:40.750 it. Right? So I I

NOTE Confidence: 0.9553396

00:47:40.750 --> 00:47:41.710 like to tell people, go

NOTE Confidence: 0.9553396

00:47:41.710 --> 00:47:43.010 ahead, eyes wide open.

NOTE Confidence: 0.96518993

00:47:43.469 --> 00:47:45.250 It's not an easy job,

NOTE Confidence: 0.92777485

00:47:46.110 --> 00:47:47.145 but it is,

NOTE Confidence: 0.97851175

00:47:47.705 --> 00:47:49.065 a really fulfilling one if

NOTE Confidence: 0.97851175

00:47:49.065 --> 00:47:49.945 it's the right fit for

00:47:49.945 --> 00:47:51.065 you, if if you're if

00:47:51.065 --> 00:47:51.945 you're willing to not be

00:47:51.945 --> 00:47:52.525 an island.

00:47:58.585 --> 00:48:00.370 I love this. I agree

00:48:00.370 --> 00:48:02.230 with Kathleen. It's been incredibly

00:48:02.530 --> 00:48:04.370 informative and helpful, and you

00:48:04.370 --> 00:48:05.190 guys rock.

00:48:06.210 --> 00:48:07.570 So thank you both so

00:48:07.570 --> 00:48:08.390 much. Really,

00:48:08.850 --> 00:48:10.290 appreciate it. You're both just

00:48:10.290 --> 00:48:11.270 such amazing

00:48:12.035 --> 00:48:12.695 role models,

00:48:13.635 --> 00:48:14.135 as

00:48:14.675 --> 00:48:15.175 educators

00:48:15.475 --> 00:48:17.335 and as leaders. And so

119

00:48:17.635 --> 00:48:19.015 I'm super grateful

NOTE Confidence: 0.9948185

00:48:19.395 --> 00:48:20.375 to have you,

NOTE Confidence: 0.97682357

00:48:21.715 --> 00:48:22.995 on our, you know, kind

NOTE Confidence: 0.97682357

00:48:22.995 --> 00:48:24.035 of as part of our

NOTE Confidence: 0.97682357

00:48:24.035 --> 00:48:26.295 educational leadership and really appreciate

NOTE Confidence: 0.99479896

00:48:26.750 --> 00:48:28.109 the time that you've spent

NOTE Confidence: 0.99479896

00:48:28.109 --> 00:48:29.569 just sharing your experiences.

NOTE Confidence: 0.97949046

00:48:31.069 --> 00:48:31.569 So

NOTE Confidence: 0.9075301

00:48:32.109 --> 00:48:33.410 thank you both so much

NOTE Confidence: 0.9075301

00:48:33.469 --> 00:48:33.969 and

NOTE Confidence: 0.97223896

00:48:34.510 --> 00:48:35.950 see everybody in another couple

NOTE Confidence: 0.97223896

00:48:35.950 --> 00:48:37.710 of weeks, with our next

NOTE Confidence: 0.97223896

00:48:37.710 --> 00:48:39.150 session, which I think is

NOTE Confidence: 0.97223896

00:48:39.150 --> 00:48:39.650 Jaydeep,

NOTE Confidence: 0.92570883

00:48:40.855 --> 00:48:42.375 Tal Walker, who's gonna be

NOTE Confidence: 0.92570883

00:48:42.375 --> 00:48:44.215 talking about, you know, kind

NOTE Confidence: 0.92570883

00:48:44.215 --> 00:48:45.675 of more on the medical

NOTE Confidence: 0.92570883

00:48:45.735 --> 00:48:46.235 student

NOTE Confidence: 0.97497755

00:48:47.255 --> 00:48:48.875 level and just

NOTE Confidence: 0.98190325

00:48:49.255 --> 00:48:50.475 how we can help our

NOTE Confidence: 0.8369658

00:48:52.976 --> 00:48:54.996 have clinical judgments. So,

NOTE Confidence: 0.99024284

00:48:56.337 --> 00:48:57.456 thank you all. Have a

NOTE Confidence: 0.99024284

00:48:57.456 --> 00:48:58.116 good day.

NOTE Confidence: 0.9192745

00:48:58.736 --> 00:48:59.636 Thank you, guys.