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#### Committee Mission Statement

To develop and enhance an excellent academic environment  
for women faculty and trainees through networking, mentorship,  
professional development, and advocacy.



## PAVING THE WAY FOR CURRENT AND FUTURE LEADERS



**An Interview with Deborah Burnet, MD, MA, Section Chief, General Internal Medicine and Vice-Chair for Faculty Development, Department of Medicine**

In 1993, Dr. Deborah Burnet started her career as a faculty member at the University of Chicago with a clinical and research focus on inequities and disparities in health services – an interest that lingered from her previous career in social services as a foster care case-worker on the South Side of Chicago.

She graduated from the Pritzker School of Medicine in 1989, and stayed at the University of Chicago to complete a combined Medicine–Pediatrics residency in 1993, and subsequently, a master's degree in Public Policy at the Harris School of Graduate Studies in 2003. She served as the Director of the Medicine–Pediatrics Residency Program for six years before she was appointed as Chief of the Section of General Internal Medicine in 2003 and as Vice Chair for Faculty Development in the Department of Medicine (DOM) in 2005.

As Vice–Chair, she organizes and leads faculty development activities for more than 300 faculty members; she also supports initiatives of the DOM Women's Committee and Diversity Committee. During her tenure, she has seen a gradual increase in the number of women holding major leadership positions in the Department, including 3 women section chiefs at present and four women faculty who make up half of the DOM Executive Committee.

In her leadership positions, she recognized the unmet needs and undeveloped potentials of junior and senior faculty in negotiation, communication and leadership skills. In response to this, she launched leadership development and mentoring programs not only locally, but also regionally and nationally. In 2012 and 2013, she successfully conducted negotiation skills and assertive communication workshops at the Society of General Internal Medicine regional and national meetings, which she has also brought back and taught to colleagues, trainees and medical students in our institution. In 2014, she founded the LEAD program of the Society of General Internal Medicine with colleague April Fitzgerald, MD from Johns Hopkins. LEAD is a year-long leadership development program for mid-level academic general internists that now boasts 25 national scholar graduates. (Continued)

## DEBORAH BURNET, CONTINUED

Her most recent endeavors include a five-year program funded by U.S. Health Resources and Services Administration, the Leading Urban Primary Care Education and Transformation (LUCENT) training program for residents and faculty in primary care leadership, which is aimed to strengthen their clinical skills in primary care and to prepare them for leadership and teaching roles in urban primary care settings. This year, she adapted the University of Chicago Medicine Foundational Leadership Program and piloted this for 70 faculty and executive staff throughout the Biological Sciences Division (BSD). She is currently exploring possible collaboration with the University of Chicago Booth School of Business to develop a longitudinal leadership training program.

The editors of Women at the Forefront (WF) had a conversation with Dr. Burnet (DB) after her inpatient rounds one afternoon, which included these topics:

**WF: What makes a good leader?**

DB: A good leader has the ability to envision the future of her group. She needs to have good relationship skills to be able to listen and understand her group, and incorporate the group's input into her own vision by finding a common ground that aligns the interests of all parties. Good leaders make their institution better in all aspects, and diversifying the workplace makes for a healthier environment for us to learn from each other.

**WF: How did you develop your own leadership skills and style?**

DB: When I was appointed as a Section Chief in 2003, I was the only woman section chief in the Department. I turned to colleagues in the Association of Chiefs of General Internal Medicine (now known as the Association of Chiefs and Leaders in GIM) for guidance and mentorship on how to be a good leader. I learned a lot from then ACGIM President, Dr. Mark Linzer, who taught me the ways to lead, how to recruit, and how to help the section develop. I then became deeply involved in the ACLGIM's mission and activities, and later served as its President in 2012. Over time, I have mentored and developed leadership skills in younger colleagues, and have created my legacy of leadership training in the society – the LEAD program.

**WF: How do women compare with men in seeking leadership positions?**

DB: Men tend to predominate in leadership positions, often applying for new positions without hesitation, while women tend to wait to seek out leadership positions until they fulfill every single requirement. Hence, proactive outreach is necessary to find developing women leaders who may not actively apply for a leadership position but clearly qualify.

**WF: What are your goals for the future?**

DB: I want to continue to develop leadership skills and harness leadership potentials amongst our faculty and other academicians, and I want to build a leadership academy here at the University of Chicago!



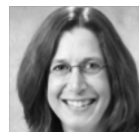
# WOMEN IN THE NEWS

## FACULTY SPOTLIGHT

**Jeanne DeCara, MD****Professor of Medicine (Cardiology)**

Dr. Jeanne DeCara received her medical degree from Medical College of Pennsylvania. She completed her Internal Medicine residency and Cardiology fellowship training at Boston Medical Center, before joining the faculty in the Department of Medicine in 2000. She is a cardiologist who focuses on consultative cardiology and echocardiography, being one of three full time echocardiography readers at UCM where the annual volume is almost 15,000 echo examinations. In 2010, Dr. DeCara developed the Cardio-Oncology program to address an unmet need for focused cardiac care for cancer patients who have pre-existing cardiovascular disease, at risk for or have developed cardiovascular disease as a result of their cancer treatment. Cardio-Oncology is a natural complement to Dr. DeCara's imaging expertise, as cardiac imaging is a basic initial assessment of patients who are about to undergo potentially cardiotoxic cancer therapy and is essential in subsequent monitoring for cardiotoxicity. This first-of-a-kind program in Chicagoland offers a service line dedicated to the care of this specific patient population, allowing its cumulative experience to be harnessed to facilitate the implementation of cancer treatment plans in the safest manner possible. Dr. DeCara is now joined by her colleague, Dr. Tamar Polonsky, in expanding the breadth of this program.

Outside of the department, Dr. DeCara is engaged in many professional activities, both at a national and international level. She has served on the editorial board of the Journal of the American Society of Echocardiography and serves on committees of the American Society of Echocardiography (ASE). She contributed to the consensus documents of the ASE on the use of echocardiography in clinical trials and also on the use of imaging in the evaluation of cancer patients. She was a member of the technical panel for the Appropriate Use Criteria for Echocardiography document which has been endorsed by multiple professional societies, and a content reviewer of the American Heart Association/American College of Cardiology guidelines for the management of patients with valvular heart disease. In 2016, Dr. DeCara was elected to the Board of Directors of the Echocardiography Division of the International Accreditation Commission.

**Susan Glick, MD, FAAP, MS, FACP****Associate Professor of Medicine (General Medicine)**

Dr. Susan Glick graduated from Brown University with a bachelor of science in chemistry. She received her medical degree from the Pritzker School of Medicine and completed residency training in Internal Medicine at Barnes Hospital/Washington University School of Medicine.

## SUSAN GLICK, CONTINUED

Following residency, Dr. Glick joined the faculty at Washington University, St. Louis and was Director of the Ambulatory Medicine Clerkship. She then moved to Stanford University where she worked as a clinician educator. She subsequently directed the Women Veterans Comprehensive Health Center and served as residency program site director at University of California San Francisco. Dr. Glick returned to Chicago in 1999 to lead the newly established integrated Primary Care Internal Medicine residency program at Rush University and then Cook County Hospital. In 2005, Dr. Glick received an NIH-sponsored K07 Cultural Competence and Health Disparities Academic Award to develop curricula that would improve the ability of practicing and future physicians to care for patients who come from diverse backgrounds. Dr. Glick found a home for her work as she joined the faculty in the Department of Medicine in 2005.

Since then, Dr. Glick has participated in Department's tripartite mission of clinical care, education and research. As a clinician, Dr. Glick is particularly interested in patient-centered care, in complex and undifferentiated medical illness, and in team-based care, which she coordinates across the full range of medical and surgical specialties. As an educator, Dr. Glick is known for her rigorous, practical, hands-on approach to medical education that integrates both the old-fashioned art and modern science of clinical medicine. Together with Dr. Michael O'Connor, she developed and implemented the Foundations in Clinical Medicine course to transition second year medical students to the clinical years. She is currently pursuing a Master of Health Professions Education at the University of Illinois at Chicago. As an investigator, Dr. Glick is particularly interested in physician education to improve teaching, learning and clinical care. She is currently conducting a systematic review of the literature to determine the outcomes of the flipped classroom and has developed a conceptual framework to better understand the flipped classroom model of instruction. She is also working on a project to assess self-directed learning.



## TRAINEE SPOTLIGHT

### Erica MacKenzie, MD

#### Resident (Internal Medicine)

Dr. Erica MacKenzie received her bachelor's degree in Biology and International Studies from the University of North Carolina at Chapel Hill and her medical degree from the University of Chicago Pritzker School of Medicine. She stayed at the University of Chicago to complete her Internal Medicine residency training where she is currently a PGY-3.

Dr. MacKenzie's research interests focus on long-term functional outcomes of ICU survivors. She presented a project at the American Thoracic Society 2016 conference on cognitive outcomes amongst ICU survivors who received early physical and occupational therapy. She is currently working on a project examining the long-term outcomes of adult respiratory distress syndrome (ARDS) patients who received non-invasive ventilation via helmet, a novel respiratory support device. Dr. MacKenzie also has a strong interest in medical education and has served as a teaching assistant for several medical student courses through the Pritzker School of Medicine.

Dr. MacKenzie has been selected to serve as chief resident after she completes her residency training next year. She then plans to pursue a fellowship in Pulmonary and Critical Care Medicine thereafter.

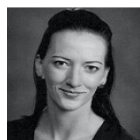


## NEW FACULTY



### Jyoti Patel, MD – Professor (Hematology/Oncology)

Dr. Jyoti Patel received her medical degree from the Indiana University. She completed an Internal Medicine residency and chief residency at Northwestern–McGaw Medical Center, followed by a Medical Oncology fellowship at Sloan–Kettering Cancer Center and a Medicine fellowship at Weill Medical College of Cornell University. In April 2016, she joined the faculty of the Department of Medicine where she currently serves as Director of Thoracic Oncology, overseeing lung cancer clinical and research activities. She aims to develop personalized multidisciplinary treatments for lung cancer to effect better outcomes.



### Laura Frye, MD – Assistant Professor (Pulmonary/Critical Care)

Dr. Laura Frye obtained her medical degree and completed her Internal Medicine residency training from the University of Kansas. She completed her Pulmonary and Critical Care fellowship and additional training in Advanced Lung Disease at the University of Pennsylvania and recently finished an Interventional Pulmonary fellowship at the Cleveland Clinic. Dr. Frye's clinical research is focused on benign airway disease particularly on airway complications following lung transplantation and airway disease associated with rheumatologic conditions.



## NEW FACULTY, CONTINUED

**Lauren Gleason, MD –Assistant Professor (Geriatrics/Palliative Medicine)**

Dr. Lauren Gleason is a graduate of the University of Buffalo School of Medicine and completed her Internal Medicine residency at the University of Rochester and fellowship training in Geriatrics at Beth Israel Deaconess (Harvard). She earned her master's degree in Public Health, specifically in Clinical Effectiveness, from Harvard's T.H. Chan School of Public Health. Prior to joining us, Dr. Gleason served as instructor in medicine in the Division of Aging at Brigham and Women's Hospital. Dr. Gleason's primary interests are in co-management, frailty, delirium, and polypharmacy in the geriatric population.

**Hae Kyung Im, PhD – Assistant Professor (Genetic Medicine)**

Dr. Hae Kyung Im received a master's degree in Physics from the Balseiro Institute, Argentina and in Financial Mathematics from the University of Chicago, where she also proceeded to obtain a doctorate degree in Statistics. Dr. Im's research centers on statistical methods that can be used to sift through the vast amounts of genomic and other high dimensional data, to understand the biological mechanisms that drive complex diseases with the ultimate goal of making discoveries that can be translated into improving the health of people. She focuses on methods that predict and dissect complex traits using data from multiple heterogeneous sources.

**Adena Rosenblatt, MD, PhD - Assistant Professor (Dermatology)**

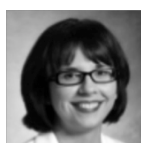
Dr. Adena Rosenblatt received her medical degree and PhD in Molecular and Cellular Pharmacology from the University of Miami. She completed her pediatric internship at University of California San Francisco and is a graduate of our Dermatology residency program. She most recently completed her Pediatric Dermatology fellowship training at Northwestern/ Lurie Children's Hospital. Dr. Rosenblatt's goal is to build a comprehensive pediatric dermatology clinical practice, to teach residents and medical students, as well as pursue collaborative research projects

**Jennifer Rusiecki, MD – Assistant Professor (General Internal Medicine)**

Dr. Jennifer Rusiecki received her medical degree from the Medical College of Georgia. She completed residency in Internal Medicine and a fellowship in Women's Health at the University of Pittsburgh, where she also received a master's degree in Medical Education. Dr. Rusiecki is interested in women's health and patient-center communication. She plans to develop a women's health curriculum for Internal Medicine residents and to teach shared-decision making and use of decision aids, using curricula that she has developed.

**Nitasha Sarswat, MD – Assistant Professor (Cardiology)**

Dr. Nitasha Sarswat received her medical degree from Northwestern University, and completed her residency training in Internal Medicine at New York University. This was followed by fellowship training in Cardiovascular Disease at the University of Medicine and Dentistry of New Jersey and in Advanced Heart Failure and Transplantation at Montefiore Medical Center and Massachusetts General Hospital. She has a particular expertise in cardiac amyloidosis, pulmonary hypertension, mechanical circulatory support and cardiac resynchronization therapy. She is interested in investigating ways to improve the treatment and management of heart failure.

**Catherine Bonham, MD – Instructor (Pulmonary/Critical Care)**

Dr. Catherine Bonham received her medical degree and completed residency in Internal Medicine at the University of Michigan. She then pursued a fellowship in Pulmonary and Critical Care Medicine at the University of Chicago. Her research focuses on determining how changes in some patients' immune systems lead to pulmonary fibrosis and more effective diagnosis and treatment strategies for persons with pulmonary hypertension.

**Emily Curran, MD – Instructor (Hematology/Oncology)**

Dr. Emily Curran received her medical degree from Stanford University School of Medicine, and completed residency training in Internal Medicine at the University of Chicago. She served as Chief Resident in Internal Medicine at MacNeal Hospital before pursuing fellowships in Hematology/Oncology and Clinical Pharmacology/Pharmacogenomics. Dr. Curran's research is focused on investigating mechanisms of immune resistance in leukemia. She utilizes murine models to identify therapeutic strategies to enhance anti-leukemia immunity, with the goal of translating these findings to clinical trials in humans.

**Cara Hrusch, PhD – Instructor (Pulmonary/Critical Care)**

Dr. Cara Hrusch received her bachelor of science from Kent University and her doctorate degree in Biomedical Science from the University of New Mexico Health Sciences Center. She then completed a postdoctoral scholarship here under the mentorship of Anne Sperling, PhD. She is currently investigating the role of type 2 immunity in the lung in the context of allergy, fibrosis, and acute injury. Her current research focus is acute respiratory distress syndrome (ARDS), where she is studying how the type 2 immune response can be activated in order to repair the damaged lung tissue associated with the disease.

**Vanessa Leone, PhD – Instructor (Gastroenterology, Hepatology & Nutrition)**

Dr. Vanessa Leone received a bachelor of science and a doctorate degree in Animal Science from University of Wisconsin–Madison. She then completed Postdoctoral Scholarship in the laboratory of Dr. Eugene Chang here at the University of Chicago and has recently been appointed as Pathways to Independence Instructor. Dr. Leone's work examines the influence of the gut microbiome on complex disease development. The goal of her current studies is to determine how the diurnal patterns of diet-induced gut microbiota influence the host circadian system in the context of diet-induced obesity that could lead to development of new strategies to prevent and treat obesity.

## NEW FACULTY, CONTINUED

**Jeannette Messer, DVM, PhD – Instructor (Gastroenterology, Hepatology & Nutrition)**

Dr. Jeannette Messer received her veterinary degree from Michigan State University and her master's degree in Veterinary Clinical Sciences in Comparative Physiology from Ohio State University, where she completed a residency in Small Animal Internal Medicine. She then received a doctorate degree in Immunology from the University of Chicago. Dr. Messer has obtained her postdoctoral training here as a Postdoctoral Scholar in the laboratory of Dr. Eugene Chang. Her work focuses on field of host–microbe interactions in inflammatory bowel disease and colorectal cancer. She is studying the role of the intestinal epithelium in these diseases, specifically how intestinal epithelial cells participate in inflammatory responses to gastrointestinal stressors.

**Moira McNulty, MD – Coggeshall Instructor (Infectious Disease and Global Health)**

Dr. Moira McNulty received her medical degree from Loyola University of Chicago and completed her residency and chief residency at the University of Chicago, where she stayed to pursue a fellowship in Infectious and Global Health. Her clinical interests include general infectious diseases as well as the care of individuals living with HIV. Her research interests focus on enhancing access to HIV testing, prevention, and linkage to care. Dr. McNulty's long-term goal is to strengthen the academic–public health partnership for HIV prevention services and she will be working closely with the Chicago Department of Public Health to this end.

RECENT  
PROMOTIONS

## ASSOCIATE PROFESSOR

**Keme Carter, MD (Emergency Medicine)**

NEW LEADERSHIP  
APPOINTMENTS

## PRITZKER SCHOOL OF MEDICINE

**Monica Vela, MD (General Internal Medicine) –  
Director of the UChicago Bowman Society**

## DEPARTMENT OF MEDICINE

**Vesna Rosic, MD (Dermatology) – Interim  
Section Chief**



## HONORS AND AWARDS

**National/Regional Appointments, Honors, and Awards**

**Jane Churpek, MD (Hematology/Oncology)** – American Society for Clinical Investigation Young Physician Scientist Award

**Gini Fleming, MD (Hematology/Oncology)** – Fellow, American Society of Clinical Oncology and Society of Gynecologic Oncology's Harry Long Multidisciplinary Award

**Michelle Josephson, MD (Nephrology)** – Participated in the White House Organ Summit on June 13, 2016

**Esra Tasali, MD (Pulmonary and Critical Care Medicine)** – Elected as American Thoracic Society Sleep Assembly Program Committee Chair

## HONORS AND AWARDS, CONTINUED

**University Appointments/Elections**

**Anne Sperling, PhD (Pulmonary/Critical Care)** – Elected to University Senate

**Helen S. Te, MD (Gastroenterology, Hepatology and Nutrition)** – Appointed to UChicago Women's Leadership Council

**Biological Sciences Division (BSD) Elections, Honors and Awards**

**Eileen Dolan, PhD (Hematology/Oncology)** – BSD Distinguished Educator/Mentor (Basic Sciences Award)

**Gini Fleming, MD (Hematology/Oncology)** – BSD Distinguished Clinician (Senior Award)

**Emily Landon, MD (Infectious Diseases/Global Health)** – BSD Distinguished Leader in Program Innovation (Junior Award)

**Lisa Vinci, MD (General Internal Medicine)** – Elected to Faculty Advisory Committee

**Pritzker School of Medicine (PSOM) Appointments**

**Diane Altkorn, MD (General Internal Medicine)** – Appointed as the PSOM Ombudsman

**Department of Medicine 2016 Awards**

**Susan Glick, MD (General Internal Medicine)** – Medical Resident Teaching Award

**Olwen Hahn, MD (Hematology/Oncology)** – Postgraduate Teaching Award

**Patricia Kurtz, MD (General Internal Medicine)** – Medical Resident Teaching Award

**Bhakti Patel, MD (Pulmonary/Critical Care)** – 2016 Parker B. Francis Fellowship

**Wendy Stock, MD (Hematology/Oncology)** – Arthur Rubenstein Mentorship Award

**Esra Tasali, MD (Pulmonary/Critical Care)** – Leif B. Sorensen Faculty Research Award

**Helen S. Te, MD (Gastroenterology, Hepatology & Nutrition)** – Outstanding Clinical Service Award

**Mara Terras, MD (General Internal Medicine)** – Patient Visit Productivity Award

## Pritzker School of Medicine

**Eve Van Cauter, PhD (Endocrinology, Diabetes & Metabolism)** – 2016 Gold Key Award

**Vineet Arora, MD (General Internal Medicine)** – PSOM Favorite Faculty 2016

**Halina Brukner, MD (General Internal Medicine)** – PSOM Favorite Faculty 2016

**Keme Carter, MD (Emergency Medicine)** – PSOM Favorite Faculty 2016

**Jeanne Farnan, MD (Hospital Medicine)** – PSOM Favorite Faculty 2016

**Monica Vela, MD (General Internal Medicine)** – PSOM Favorite Faculty 2016



## NEW GRANTS

### Federal Grants

**Anna Birukova, PhD (Pulmonary/Critical Care)** – R01 renewal: Microtubule-associated regulation of acute lung injury

**Arlene Chapman, MD (Nephrology)** – U01: Identifying genetic modifiers of severity in Autosomal Dominant Polycystic Kidney Disease and subcontract with the University of Kansas (P30): Kansas Polycystic Kidney Disease Research and Translation Core Center

**Eileen Dolan, PhD (Hematology/Oncology)** – Sub-award with Indiana University: Genetic Susceptibility and Biomarkers of Platinum-Related Toxicities and sub-award with St. Jude's Children's Research Hospital: Pharmacogenomics of Childhood Leukemia

**Megan Huisingh-Scheetz, MD (Geriatrics & Palliative Medicine)** – K23: Early Frailty Biomarkers: Patterns of Activity and Energy Expenditure

**Karen Kim (Gastroenterology, Hepatology & Nutrition)** – Center for Disease Control: Cook County Colon Cancer Alliance to Reignite and Enhance Screening (Cook County CARES)

**Olufunmilayo Olopade, MD (Hematology/Oncology)** – Conference and Workshop on New Frontiers in diagnosis, screening and management of inherited cancer syndromes and K12 renewal: Developing an Oncology Workforce for the 21st Century

**Anne Sperling, PhD (Pulmonary/Critical Care)** – S10: Fluidigm CyTOF-2 Mass Cytometer and R21: Human Lung T cell subsets in Disease

### Non-Federal Grants

**Vineet Arora, MD (General Internal Medicine)** – Value, Improvement, Safety, and Team Advocates (VISTA): Curriculum & Culture Change to Cultivate Physicians for the Future (American Medical Association)

**Vineet Arora, MD (General Internal Medicine) & Jeanne Farnan, MD (Hospital Medicine)** – Accelerating Change in Medical Education Grant to improve training in healthcare delivery sciences at Pritzker School of Medicine (American Medical Association)

**Michelle Josephson, MD (Nephrology)** – Preparing patients for a successful transplant by achieving weight loss (Gift Hope Organ & Tissue Donor Network & the IL Transplant Society).

**Dana Edelson, MD (Hospital Medicine)** – Identifying At-Risk Patients and Predicting Deterioration of In-Patients Using Continuous Heart Rate, Respiratory Rate, and Movement Monitoring (EarlySense)

**Teresita Hogan, MD (Emergency Medicine)** – Developing a National Collaborative to Improve Emergency Department Care of Older Adults (Hartford Foundation/American Geriatrics Society)

**Rong Stephanie Huang, PhD (Hematology/Oncology)** – Whole Genome Expression Based Drug Repurposing in Metastatic Breast Cancer (Avon Foundation)

## NEW GRANTS, CONTINUED

**Sonali Smith, MD (Hematology/Oncology)** – A Combination of BTK and HSP90 Inhibition in Relapsed NHL/CLL (Lymphoma Research Foundation)

**Teresita Hogan, MD (Emergency Medicine)** – Developing a National Collaborative to Improve Emergency Department Care of Older Adults (Hartford Foundation/American Geriatrics Society)

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## GENDER MATTERS...STILL

### Two decades later, gender salary disparity still persists

Freund KM, Raj A, Kaplan SE, Terrin N, Breeze JL, Urech TH, Carr PL. Acad Med 2016;91(8):1-6

Salary inequities disadvantaging female faculty in academic medical careers compared to their male colleagues have been well described in the past 20 years. This article sought to determine whether gender inequities in faculty compensation have decreased or persisted over time. The authors conducted a 17-year follow-up to the National Faculty Survey that initially sampled full time faculty from 24 US medical schools in 1995. Covariates that were studied included race/ethnicity, retention in academic careers, department type, effort distribution, marital and parental status, academic rank, and the number of years since first academic appointment. Any leave or part-time status of >2 months were also analyzed.

Table 3

Adjusted Models to Estimate Differences in Compensation Between Women and Men, From a 24-Institution Follow-up Study to the National Faculty Survey Analyzing Compensation, 1995 to 2012-2013\*

Characteristic	Model 1*			Model 2*		
	Parameter estimate	95% Wald confidence limits	P value	Parameter estimate	95% Wald confidence limits	P value
<b>Women</b>	-\$16,982	-\$32,954, -\$1,010	.04	-\$15,159	-\$31,080, +\$763	.06
<b>Race: minority vs. white</b>	-\$2,342	-\$26,571, +\$21,886	.85	-\$328	-\$24,437, +\$23,781	.98
<b>Academic position</b>	+\$60,927	+\$40,257, +\$81,596	< .0001	+\$56,991	+\$36,249, +\$77,733	< .0001
<b>Professor</b>	+\$61,114	+\$41,901, +\$80,327	< .0001	+\$57,873	+\$38,635, +\$77,110	< .0001
<b>Department</b>						
Basic sciences	-\$14,910	-\$38,373, +\$8,553	< .0001	-\$16,486	-\$39,817, +\$6,844	< .0001
Medical specialties	+\$27,417	+\$5,644, +\$49,190		+\$26,336	+\$4,699, +\$47,973	
Surgical specialties	+\$59,967	+\$34,910, +\$85,024		+\$58,658	+\$33,755, +\$83,561	
Generalists	Ref.			Ref.		
<b>Effort distribution, for each 1% increase in the category</b>						
Clinical	+\$425	+\$58, +\$792	< .0001	+\$428	+\$63, +\$792	< .0001
Teaching	-\$1,075	-\$1,610, -\$540		-\$1,098	-\$1,629, -\$566	
Research	-\$524	-\$888, -\$161		-\$553	-\$915, -\$192	
Administration <sup>†</sup>	—	—	—	—	—	—
<b>Part-time or leave of absence</b>	—	—	—	-\$27,899	-\$49,050, -\$6,748	.01
<b>Intercept</b>	\$120,327	\$86,644, \$154,011	< .0001	\$131,974	\$97,378, \$166,569	< .0001

\*Data sources: Longitudinal survey of faculty from 24 randomly selected medical schools in 1995, with follow-up data in 2012-2013 from survey. Table includes those faculty who were full-time employed at both the baseline (1995) and follow-up (2012-2013) survey.

<sup>†</sup>Model 1 adjusted for gender, race/ethnicity, academic setting, academic rank, department, and effort distribution. N = 476, due to missing values on covariates.

<sup>‡</sup>Model 2 adjusted for all variables in Model 1 and any part-time work or leave of absence for more than two months between 1995 and 2012-2013. N = 476, due to missing values on covariates.

<sup>§</sup>Percent effort in administration was 100% minus the sum of the other categories. It was excluded from the model to avoid multicollinearity.

A total of 490 faculty participated in this study. In unadjusted analyses, women earned a mean of \$20,520 less than men ( $p=0.03$ ), translating to women making 90 cents for every dollar earned by their male counterparts. When adjusting for covariates, the difference was reduced to \$16,982 ( $p=0.04$ ), and to \$15,159 ( $p=0.06$ ) after adding the leave or part-time status.

The authors concluded that the continued gender gap in compensation can not be accounted for by metrics used to calculate salary. They recommended institutional actions to address these disparities be implemented, such as initial appointment and annual salary equity reviews, training of senior faculty and administrators to understand implicit bias, and training of women faculty in negotiating skills.





## THE BALANCING ACT:

HOW DO WOMEN BALANCE ACADEMIC SUCCESS WITH HOME AND PERSONAL LIFE? WHAT ADVICE WOULD WOMEN GIVE OTHER WOMEN?



**Shannon Martin, MD, MS**

**The Balancing Act: Clinician, Educator, Wife, Mother**

### Professional Accomplishments

Dr. Shannon Martin is an Assistant Professor of Medicine in the Section of Hospital Medicine. She is a 2011 graduate of the Internal Medicine residency program at the University of Chicago, and stayed on to complete a dual fellowship as a Hospitalist Scholar and in the Medical Education Research, Innovation, Teaching and Scholarship (MERITS) program while earning her master's degree in Health Studies. Her clinical interests are in general internal medicine, in hospitalized patients, as well as perioperative consultative medicine. In July of this year, she assumed a new role as Associate Program Director for the Internal Medicine residency program, where her academic focus is on assessments in graduate medical education, clinical supervision in residency training, and improving trainee communication skills in consultative medicine.

### Work Life Balance

My husband Michael and I welcomed our son, Harry, in May of 2015. He is now a happy, goofy 14-month old with a ton of energy and an amazing belly laugh that keeps us smiling every day. My husband is non-medical and thankfully has regular hours, which helps immensely in organizing our busy schedules. We share a nanny with a nearby family that has allowed us to have the flexibility of having a nanny as well as the wonderful ability for Harry to socialize with his little buddy. At home, we keep things running (mostly) smoothly by developing a fairly clear division of labor based on our strengths. Michael is the chef of the family, so he takes care of all the food prep and cooking, while I do bath time, books and bedtime with Harry. Since we both fail miserably at housekeeping, we outsource that as much as possible.

### Advice to Women Faculty and Trainees

Plan ahead for rough patches. It is very predictable that when I go on service, much of my time and energy is dedicated toward my patients and my team. As a result, lots of other things tend to fall by the wayside – academic deadlines, writing, and

housework. I try to proactively arrange my schedule to minimize extraneous meetings or busy work that is not time sensitive to keep my focus on my patients and my residents and students. And on the home front, we've found that when we take the extra effort to organize the house, stock the fridge and do the laundry before a busy block starts, it makes all the difference and helps us to feel semi-relaxed after work rather than chronically behind.

Utilize FaceTime PRN. I will never complain about having a baby who is an excellent sleeper (we are so lucky!), but it was on Harry's terms – he established his bedtime at the early hour of 6pm during his first year! As a busy junior faculty member with occasional late meetings or shifts, I had to come to terms with the fact that there may be times where I barely see him. If I am still at the hospital or at another professional obligation, I try to duck out to take a minute and do FaceTime before he goes to sleep. Though certainly not a substitute for being home, it means the world to me to be able to see his little face every day, even if just for a few minutes.

Cut yourself some slack. We are all accustomed to being perpetual overachievers, but the first year of life with a new baby is just as rough as everyone says. I naively thought that after returning to work that my academic productivity would immediately resume to pre-baby levels. It took me quite some time to figure out how to adjust my expectations for realistically completing the items on my to-do list given the new demands on my time. Once I was a little more patient with myself, it felt a lot better to have a more doable and smaller list rather than have so many chronically unchecked boxes.

Remember the privilege of being a mother and being a doctor. On tough days where it seems like I can barely do either, I try to remember how lucky I am to have both of these roles. Though I may not always succeed, I try to be the best that I can in each role when I am present in that moment, even when it's at odds with the other one. When taking 30 extra minutes to listen to a frustrated patient in the hospital or have an additional session with a struggling trainee means I might miss seeing my son that night, it's not always easy to choose to do that, but it's the right thing to do as a physician in that moment. There are so many people in the world that ache to be either one or both of these things, and I am tremendously grateful that I get to be both a physician and a mother.



**Jessica Ridgway, MD**

**The Balancing Act: Clinician, Researcher, Wife and Mother**

### Professional Accomplishments

Dr. Jessica Ridgway is an Assistant Professor in the Section of Infectious Diseases & Global Health. She attended medical school at UCSF and completed both her Internal Medicine residency and Infectious Diseases fellowship at the University of Chicago. In addition to her clinical responsibilities, she is also a leader in the Infection Control Program as Associate Hospital Epidemiologist and an active researcher. Her research utilizes informatics and large electronic medical record databases to understand infectious disease epidemiology and to guide infection prevention.

### Work-life Balance

My husband Bill and I have three kids, ages 5, 3, and 1. We also have a wonderful au pair who provides live-in childcare. We live in Hyde Park, allowing me an easy bike commute to work. One thing I enjoy about being in academics is the flexibility it allows, so I can attend my kids' school picnics and ballet concerts, and make up for it by doing some work in the evening. I also feel incredibly fortunate to have a

supportive section chief and co-workers. If one of my kids is sick or I have a last minute childcare issue, I can always find someone to cover my clinical duties for me. While some days balancing the demands of work and kids can be tough, I take comfort in knowing that I am providing an example for my children. My oldest daughter June recently told me that when she grows up she is going to be an artist, a doctor, a swim teacher, a yoga teacher, and a mommy — "because you can be lots of things when you grow up."

### Advice to Women Faculty and Trainees

Set professional and personal goals for both the long and short term. These goals can guide your daily "to do" list and help you prioritize what projects to work on and roles to accept.

When you have an important project to complete (e.g., a manuscript or grant application), I find it helps to set aside a large chunk of time, minimize distractions, and even seek out a change of venue. I get the most work done sitting in a coffee shop for several hours, not once opening my email or Epic inbox.

When career and/or home life gets busy and I start to feel burnt out, it helps me to remember why I went into medicine in the first place. As physicians, we have the unique opportunity to make a real impact in people's lives when they are at their sickest and most vulnerable, which is an enormous privilege.



## GROWING THE PIPELINE: STUDENTS AND TRAINEES

### Morning Report with Katrina Armstrong, MD



On April 26, 2016, the Department of Medicine Women's Committee hosted Dr. Katrina Armstrong as a Grand Rounds speaker on "Disparities in Precision Medicine." Dr. Armstrong is a Professor of Medicine at Harvard Medical School, Chair of the Department of Medicine and Physician-in-Chief at Massachusetts General Hospital. Before her Grand Rounds presentation, Dr. Armstrong attended Morning Report for the Internal Medicine Residency Program, where she served as the case discussant. Dr. Anisha Chandiramani presented the case, and Dr. Armstrong discussed many valuable teaching points on breast cancer screening & disparities.



## FUTURE EVENTS

- **Speak for Success**, featuring Lori Klinka, Speaking Coach and Speaking and Acting Faculty, Columbia College, October 10, 2016, 12 to 1 pm, L-107
- **Department of Medicine New Women Faculty Reception**, October 26, 2016, at 4:30 pm to 6 pm, Center for Care and Discovery 7th floor foyer
- **Leading High Impact Teams**, featuring Leigh Thompson, J. Jay Gerber Professor of Dispute Resolution & Organizations, Kellogg School of Management, Northwestern University, January 23, 2017, 12 to 1 pm, Location TBA



### WOMEN AT THE FOREFRONT

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