Department of Pathology & Immunology
New Faculty Orientation

The Office of Faculty Development
July 2023
Agenda

10:00  Office of Faculty Development and Faculty Resources  Mark Watson, MD, PhD. (LGM)
10:30  “Who’s Who” at WU / BJH / BJC  Ann Gronowski, PhD (LGM)
11:00  Department Business Affairs  Jo Anne Humphries, Eric Schnable
11:15  Training Programs and Office of Education  Erica Crouch, MD, PhD (AMP)
11:30  Faculty Discussion Panel / Q&A  Cara Shirai (LGM), Liang-I Kang (AMP), Mei San Tang (AMP), Kevin Bowling (LGM), Jasmin Herz (IMM)
12:00  Closing Remarks / Adjourn
The Office of Faculty Development

to create a thriving and diverse department with professionally happy and healthy faculty who are productive, well recognized, and respected within the Washington University School of Medicine and within Academic Pathology & Immunology worldwide

**REPRESENTATIVES**

- Members-at-Large
- Faculty Engagement and Events
- Mid-Career Faculty
- Translational Research
- Diversity
- Mentoring and Promotions
- Junior Faculty
- New Faculty

**ACTIVITIES**

- Leadership
- Promotion
- Evaluation
- Career Development
- Mentoring
- Recruitment and Orientation
- Newsletter
- Twitter Feed
- CEP and promotion guidelines
- Awards Program
- Annual review
- Funding opportunities
- Professional program presentations and workshops
- Collaborative catalysts
- Seminar series
- Junior faculty mentoring committees
- Work environment initiatives
- Website and resources
- New faculty orientation
- Twitter Feed
Embracing and Supporting Diversity, Equity, and Inclusion
OOFD Representatives and Working Groups

• Identify, champion, and prioritize concerns across all dimensions of the Department of Pathology and Immunology (‘eyes and ears’)  

• Provide preliminary feedback and consensus for new initiatives and policies that impact multiple stakeholders across the department  

• Distribute effort and responsibilities for all new and on-going OFD activities, as appropriate  

• Monthly meetings to update on all of the above
New Faculty Resources

Faculty Welcome

Welcome to Pathology & Immunology at Washington University School of Medicine. Arriving in a new city and establishing yourself in a new academic setting can be daunting. We have gathered information on this page with the goal to make your transition easier.
Wellness Resources

A central hub for all WUSTL wellness, family support, mental & emotional health and employee assistance program.

WUSTL Well-Being Hub

Important highlights:

- **WUCare** A primary care practice dedicated to WUSTL employees & family.
- **WU Direct** Priority access to subspeciality WUphysicians for WUSTL employees & family.
OFD Career Programs and Workshops

- Clinician Educator Portfolio (CEP)
- Writing Letters of Recommendation
- Diversity 1.0 - 4.0; Erin Stampp
- HR 101; Gillian Boscan
- IRB; Abbey Keely
- Giving & Receiving Feedback; Sarah Bean, MD, Duke
- Communication Skills for Women Leaders; Diana Gray, MD
- Mentoring
- Strategies for Successful Publications
- Feedback symposium
- Time management series; Sue Johnson
- Grants Dos and Don’ts; Karen Dodson
- Conflict resolution; Jessica Kutchta-Miller
- Resilience; Tim Bono
- Work / Life Balance; Mark Zaydman

- New Events
- Past presentation materials
- Recordings
- Reference Material
Mentoring and Promotions

- Policies / Guidelines
- Support Materials
- Templates
- Examples
- Mentoring Program
Navigating Faculty Resources

- Human Resources
- Learn@Work (Compliance)
- WorkDay
- **Clinical systems (EPIC, CoPATH)**
- Human Studies (myIRB)
- Environmental Health and Safety
- Division of Biology and Biomedical Sciences (DBBS)
- Institute of Clinical and Translational Science (ICTS)
- Siteman Cancer Center (SCC)
- Clinical Training Research Center (CTRC)
- Shared Resource Facilities
- Institute for Informatics (I2)
- Bernard Becker Medical Library
- Office of Technology Management (OTM)
- Medical Public Affairs (MPA)

**Administrative**

**Programmatic**

**Supportive**
https://one.wustl.edu/
Human Resources

Enable a healthy Mind/Body
Support you Financially, today and in the future
Help you achieve balance in your Work-Life
Foster an inclusive Culture and vibrant community centered on collective success
Support your Career so you can learn, grow and excel

Well-being resources to help you thrive, personally and professionally.

We care about you, and we're here to help.

https://hr.wustl.edu/
Office of Ombuds

Helpful Documents and Articles

- Common Mistakes People Make in Handling Conflict (pdf)
- Do's and Don'ts When Your Behavior is Perceived as Offensive (pdf)
- Email Civility (pdf)
- Informal Strategies for Responding to Sexual Harrassment (pdf)
- Negotiation Strategies (pdf)
- Options for Creating a Record of Complaint (pdf)
- The Power of Apology (pdf)
- Practices of a Good Listener (pdf)
- Resistance or Cooperation (pdf)
- Responding to Complaints (pdf)
- Responding to Critical Supervisory Feedback (pdf)
- Resources for Bullying and Mobbing (pdf)
- Writing a Letter (pdf)
- We Have to Talk: A Step-By-Step Checklist for Difficult Conversations, by Judy Ringer
- Collaboration and Team Science: A Field Guide
Learn@Work is a cloud-based learning management system (LMS) for Washington University employees.

Use Learn@Work to complete and track compliance-based training, LinkedIn Learning courses, and other professional development activities.

Learn@Work will help you manage your work and career planning at Washington University in a single application.

https://sites.wustl.edu/learnatwork
WorkDay

https://workday.wustl.edu
Human Research Protections Office (HRPO)

• myIRB protocol submission system

- Need help with your application?
  Call SWAT! 314-747-6800

https://hrpo.wustl.edu
• Graduate school program comprised of more than 420 faculty across the University (Medicine, Arts & Sciences, Engineering).

• More than 620 Ph.D. and M.D./Ph.D. (MSTP) Students

• 11 Interdepartmental Ph.D. Programs

• Support for graduate students, post-doctoral fellows, and their faculty mentors.

• DBBS application and affiliation required to host / mentor DBBS students.

https://dbbs.wustl.edu
Institute of Clinical and Translational Science (ICTS)

- NIH-funded program network with emphasis on translational biomedical research
- Funding opportunities
- Research services and core facilities
- Educational programs for career development
- Clinical Research Training Center
- Collaboration and networking
- Grant and manuscript preparation

http://icts.wustl.edu
Siteman Cancer Center (SCC)

- NCI ‘Exceptional’ rated Comprehensive Cancer Center
- Membership levels for faculty with clinical or research focus in cancer
- Pre-clinical and clinical research programs
- Members have priority and discounted access to shared resource facilities
- Funding opportunities
- Educational opportunities
- Pre- / post- graduate trainee programs

https://siteman.wustl.edu/research
Office of the Vice Chancellor for Research (OVCR)

https://research.wustl.edu/
Shared Resource Core Facilities

- Siteman / ICTS Cores (Programmatic)
  - Genome Technology Access Center (GTAC)- sequencing
  - Genome Engineering and Stem Cell
  - High Speed Cell Sorting- flow cytometry
  - Informatics Core Services (ICS)
  - Biostatistics
  - Mass Spectrometry
  - Metabolomics
  - Immunomonitoring Lab (IML)- immunoassays, flow cytometry
  - WU Center for Cell Imaging (WUCCI)
  - Small Animal Imaging
  - Tissue Procurement Core

- Pathology and Immunology Cores (Departmental)
  - Anatomic and Molecular Pathology (AMP) Core
  - Digital Imaging Center
  - Electron Microscopy
  - Transgenic / Knockout Core
  - Hybridoma Center

https://research.wustl.edu/core-facilities
Institute for Informatics (I²)

COLLABORATE
Access the Tools You Need

From consultations to cutting-edge software, researchers partnering with I² can benefit from an array of data-mining technologies.

https://informatics.wustl.edu/
Office of Technology Management (OTM)

https://otm.wustl.edu/
Medical Public Affairs (MPA)

Our school has amazing stories to tell.

We’re here to let the world know.

https://publicaffairs.med.wustl.edu/
Welcome
And
Thank You!
Our academic healthcare organization... its complicated

Ann M. Gronowski, PhD
Who owns these buildings?

BJH
SLCH
WUSM
BJC
Forest Park
P&I and the academic healthcare enterprise
School of medicine: Executive Faculty centric

21 Heads of departments
6 Pre-clinical, 15 Clinical
Meet monthly

P&I: pre-clinical and a clinical department

Executive faculty committees (governance, space, finance, promotions)

Faculty Practice Plan
Medical Executive Committee-BJH
Clinical Chiefs Committee-BJH
Pre-Clinical Faculty Meeting
Dean has resources, must earn support of Executive Faculty

**Dean’s world**
- Landlord of all space collects rent
- Indirect overhead 56% NIH grants
- Faculty practice revenue tax
- Medical school tuition
- Gifts big Gifts
- Recruits Department Heads
- Strategic planning and Vision
Clinical + research missions: equally crucial

Clinical-FFP
- Outstanding financial performance for now
- Subspecialty not multi-specialty
- Future success requires
  - Proving value to insurers
  - Meeting patient expectations
  - Growth outside academic campus
  - Applies to Pathology too

Research
- Top NIH funded medical school
- Collaborative research environment
- Core resources
- Strong grad students DBBS
- Research space constant issue
- Recruitment is challenging
Beyond the medical center campus:

1. Alton Memorial Hospital
2. Barnes-Jewish Hospital
3. Barnes-Jewish St. Peters Hospital
4. Barnes-Jewish West County Hospital
5. Boone Hospital Center
6. Christian Hospital
7. Memorial Hospital Belleville
8. Memorial Hospital East
9. Missouri Baptist Medical Center
10. Missouri Baptist Sullivan Hospital
11. Parkland Health Center
12. Parkland Health Center Bonne Terre
13. Progress West Hospital
14. St. Louis Children’s Hospital
15. The Rehabilitation Institute of St. Louis
Brief History of BJC
revenue ~ 5 billion-largest employer in region

• 1992: Merger of Barnes & Jewish Hospitals
• 1993: Acquired Christian Hospital system
• 1994: Acquired Missouri Baptist, Sullivan, and SLCH
• Steve Lipstein era: 1994-2017: decentralized management
  Management agreement Boone County Hospital-Columbia MO-ended April/2021
  BJH bought suburban hospital-renamed Barnes-Jewish West County
  BJC built 2 small suburban hospitals-Progress West, Barnes St. Peters
  BJC-HealthSouth co-manages Rehab Institute of St. Louis
  Purchased Parkland Hospital in Farmington MO
  BJC affiliates with Bellville Memorial Hospital 2014-took over ownership April 2018
• 2012: “Make BJC Better” Huron Consultants
• 2022: “Positioning for the Future” different consultants
Who are these BJH/BJC leaders?

Rich Liekweg
BJC President,
CEO

Joan Magruder
Group Pres. BJC Healthcare
(Alton, Memorial, MoBap, Sullivan, Parkland, SLCH)

Michael McManus
Pres. Memorial

Trish Lollo
Pres. SLCH

Ann Abad
Pres. MoBap

Christopher Miller, MD
BJC Sr VP, Chief Clinical Officer

Bob Cannon
Group Pres. BJC Healthcare
(BJH, BJWCH, CH, St Peters, Progress West)

Greg Patterson
Pres. BJWC

John Lynch MD
Pres. BJH

Angelleen Peters-Lewis
PhD RN
VP & COO BJH

Katie Henderson MD
CMO BJH
BJH revenue, revenue sharing, and the affiliation agreement

- BJH IRS status: non-profit hospital
- Net revenue = income - expenses
- Excess revenue-shared with WUSM ~50:50 up to a cap
- Affiliation agreement:
  - BJH owns and manages revenue generating services provided to in-patients and out-patients in BJH facilities
    - Radiology technical fees
    - Laboratory tests
    - Technical fees from surgical pathology (part B billing by AMP)
  - BJH may decline to provide or sell a billable service (EM, autopsy, FISH)
  - BJH retains right to decide vendor for outsourced services
    - WUSM Dept. of Pathology is “another (special) vendor”
- BJC + WUSM co-developments: Siteman cancer centers, orthopedic and pediatric out-patient centers, Epic
P&I Central Administration & Finance (A & F)

Executive Assistant: Lisa Heck
heckl@wustl.edu
P&I Division Administration & Finance

- **Anatomic & Molecular Pathology**
  - Joe Gaut, MD, PhD
  - Lynn Coats & Stephanie Paton (Manager of Admin & Finance)

- **Neuropathology**
  - Bob Schmidt, MD, PhD
  - Lynn Coats & Stephanie Paton (Manager of Admin & Finance)

- **Immunobiology**
  - Kodi Ravichandran, PhD
  - Lynn Coats & Stephanie Paton (Manager of Admin & Finance)

- **Laboratory & Genomic Medicine**
  - Ann Gronowski, PhD – Co-Chief Clinical
  - Gautam Dantas, PhD, Co-Chief Research
  - Lynn Coats & Stephanie Paton (Manager of Admin & Finance)
P&I Office Administration & Finance

Office of Education

Erika Crouch, MD, PhD

Justavian Tillman
(Manager of Education Administration)

Office of Faculty Development

Mark Watson, MD, PhD

Janet Braun
(Manager of Office of Faculty Development)
P&I Administration & Finance Leadership

• Jenny Adams: Sr. Mgr Dept Administration: West Building: jadams@wustl.edu
• Janet Braun: Asst to the Vice Chair: West Building: janetbraun@wustl.edu
• Lynn Coats: Business Director: West Building: coatsl@wustl.edu
• Michele Goad: Sr Manager Bus Dev: West Building: michele.goad@wustl.edu
• Julie Gutierrez: – Administrator Dept. Operations: BJCIH: julielgutierrez@wustl.edu
• JoAnne Humphries: Co-Executive Director: West Building: jhumphries@wustl.edu
• Mike Isaacs: Dir Clin Informatics/Bus Dev: West Building: isaacs@wustl.edu
• Stephanie Paton: Director Research: West Building: spaton@wustl.edu
• Eric Schnable: Co-Executive Director: West Building: eric_Schnable@wustl.edu
• Lauri Thienes: Sr Director Clinical Operations: Clayton Ave: thienesll@wustl.edu
• Justavian Tillman: Mgr Educational Program: West Building: justavian.tillman@wustl.edu
Appendix

For a list of the administrative assistants: Faculty/Admin List
Office of Education

Orientation for New Faculty
July 2023
Office of Education

• Established in May of 2020.
• An outcome of the department’s 2019 Retreat and the development of the P&I Strategic Plan.
• Education Group for the Retreat recommended elevation of the educational mission and the coordination of educational activities across the department.
Our Goal Overarching Goal

Excellence in Education

• Provide administrative support for our educational programs, including the development and use of shared resources

• Interact with the Office of Faculty Development to evaluate, promote, and reward faculty contributions to the educational missions

• Interact with the Office of Faculty Development to enhance trainee evaluation and mentorship

• Identify gaps and barriers in current programs and promote continuous quality improvement and best educational practices

• Promote institutional visibility of our educational programs

• Develop and encourage interdivisional educational endeavors and activities.
How do you find us?
Office of Education

Administrative Cluster
5th Floor West Building

Administrative Staff
• Sharon Aubuschon
• Jeannie Doerr
• Kim Green
• Lana Torry
• Maria Turnbough

Justavian Tillman, EdD
Office of Education Manager
justavian.tillman@wustl.edu
314-273-6464
OE Sponsored Events

• Numerous trainee wellness events and activities throughout each year
• Annual Welcome and End of Year Dinners
• Trainee Research Symposium
• Selected departmental lectures, e.g., Lauren V. Ackerman Lecture Series
• Presentations by medical students completing elective rotations
WUSM Gateway Curriculum
Beginning its 4th academic year

• Horizontal and helical integration of basic, clinical, and social foundational sciences throughout the 4-year curriculum

• Competency-based with standardized and transparent assessment and coaching systems

• Evidence-based educational methodologies that emphasize active learning

• Longitudinal curricula that support the formation of identity as an academic leader
WUSM Gateway Curriculum

Diverse and Expanding Roles of P&I Faculty

• Curriculum Design and Build Teams for all three Phases
• Module 2 – Defense and Response to Injury Co-Leaders representing AMP and LGM (Erika Crouch & Brian Edelson)
• Longitudinal Gateway Threads
  ■ Histology and Pathology Thread Leader (Erika Crouch)
  ■ Genetics and Molecular Genetics Thread Leader (Ian Hagemann)
  ■ Laboratory Medicine Thread Leader (Suzie Thibodeaux)
• Recently approved Anatomic Pathology and Laboratory Medicine Advanced Clinical Rotation (Suzie Thibodeaux)
• Assistant Dean for Admissions (Ian Hagemann)
• Growing number of instructors . . .
Staying Informed - Gateway Curriculum

Join the Mailing List

EdUpdate Newsletter Archive

from Office of Education

join our mailing list

06/06/2023 - Time to Breathe and Recharge
05/02/2023 - Go and Do Good! (Updated)
Erika Crouch, MD, PhD
Professor of Pathology and Immunology
Vice Chair for Education

crouch@wustl.edu
Education Leadership Steering Committee

Representation from All P&I Training Programs

- Residency Programs
- Clinical Fellowships
- Physician Scientist Training Program
- Undergraduate Medical Training – Gateway Curriculum
- Graduate Programs under the WUSM Division of Biomedical and Biological Sciences (DBBS)
- Post-graduate Research Programs
Questions & Answers