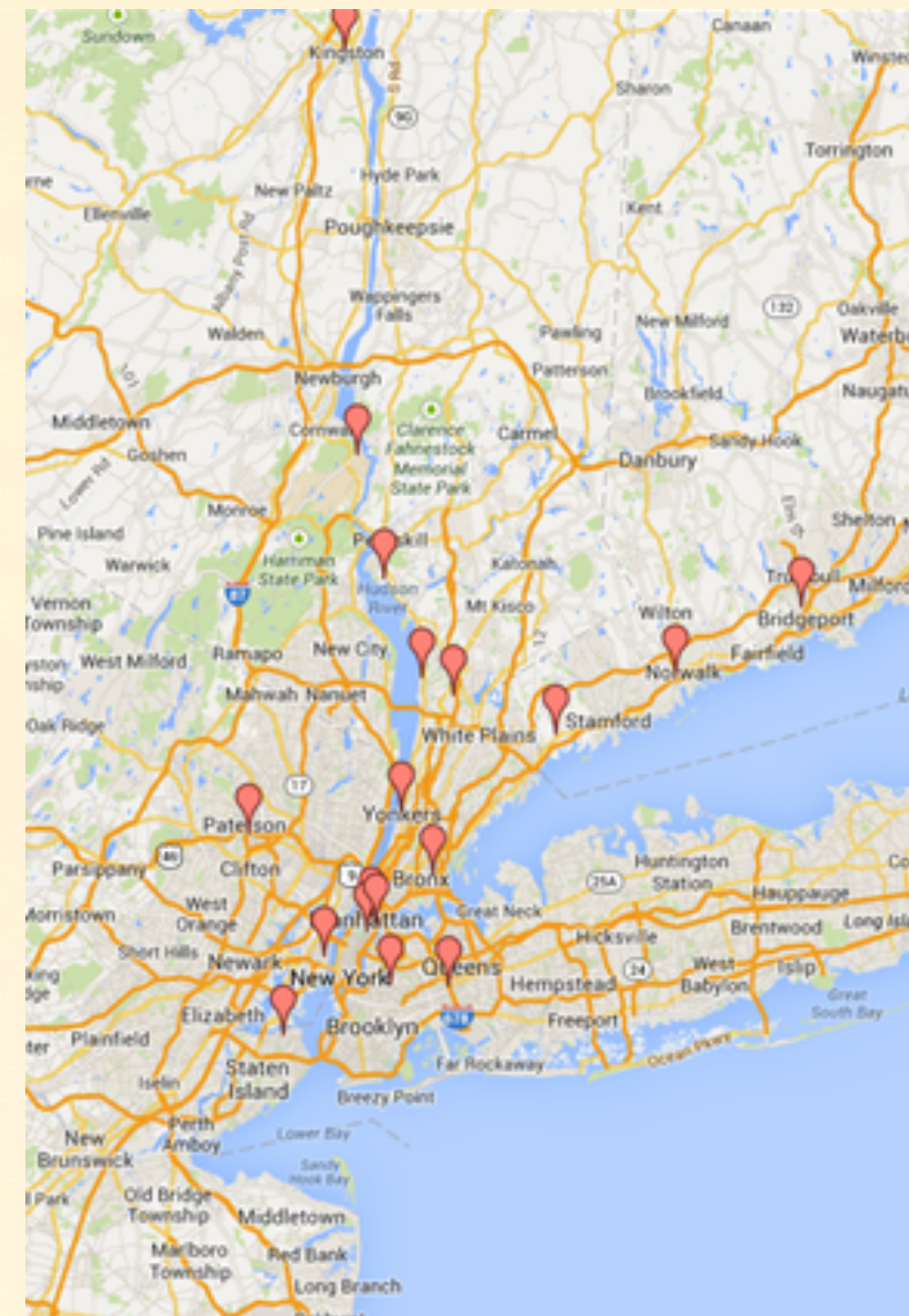# Promotion of Faculty Development: What, Where, and How?
STFM Emerging Leaders Fellowship

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Challenge: Getting Faculty Development To a Widely Dispersed Medical Community

- Faculty development is challenging in a school with many geographically dispersed sites.
- This is an area of critical need, one where there is little centralized oversight or management.
- Developing and updating existing resources is a much needed "first step" in advancing faculty development activities.
- This also presents an opportunity to promote collaboration between many departments within the organization and develop leadership skills.

Goal of Leadership Practicum

Develop a school-wide faculty development resource for clinical faculty educators to augment existing programs.
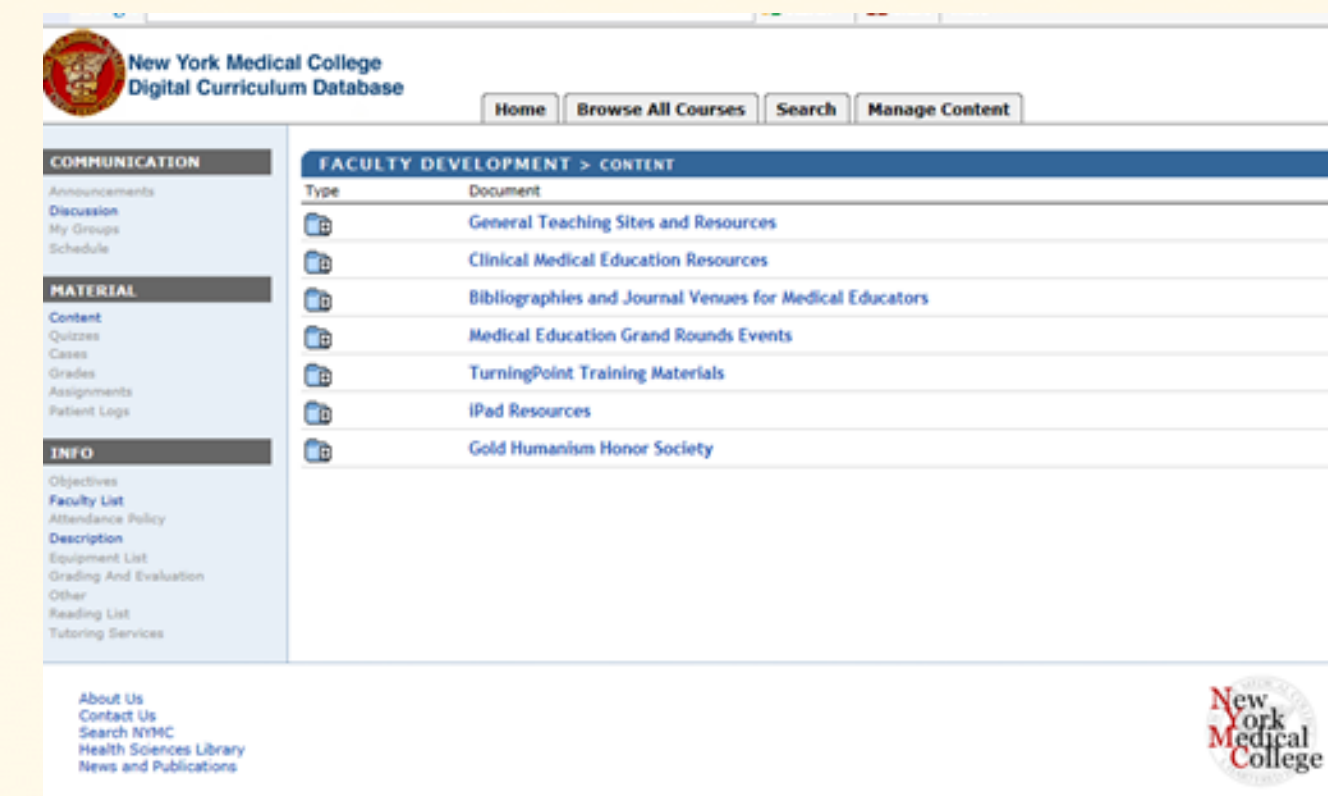
Baseline Assessment

1. No Faculty Development Department
   - No central oversight or organization
   - One overworked Director of Primary Care Faculty Development who ran:
     - workshops (on demand)
     - Residents as Teacher workshops
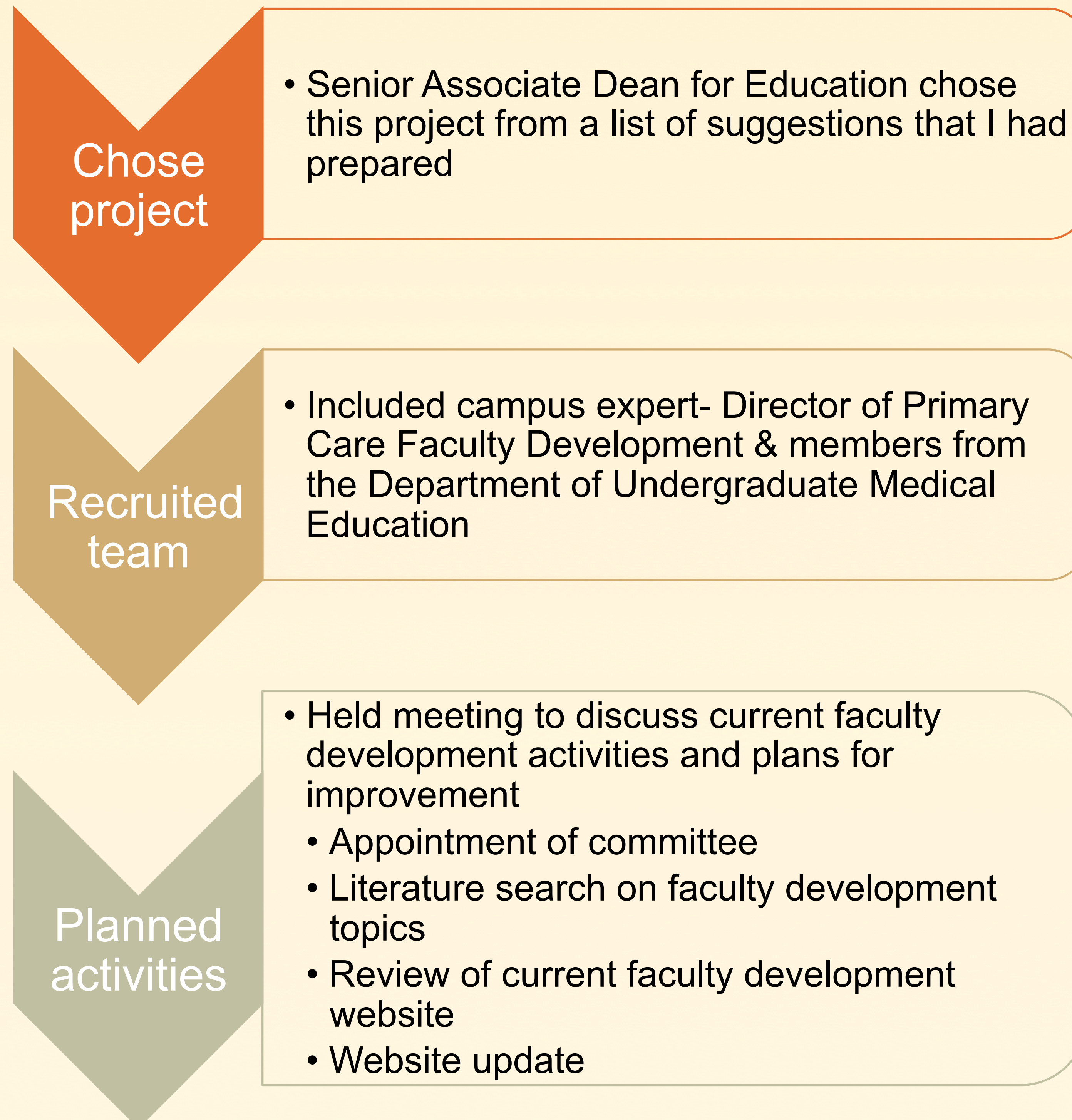   - monthly Medical Education Grand Rounds

2. Faculty Development done independently by all clerkship and residency program directors
   - Often reactive and problem-focused: curriculum updates, evaluations

3. Repository of materials located on password protected website
   - Scanned material difficult to read
   - Links outdated
   - Limited search capacity

The Journey

Chose project
- Senior Associate Dean for Education chose this project from a list of suggestions that I had prepared

Recruited team
- Included campus expert- Director of Primary Care Faculty Development & members from the Department of Undergraduate Medical Education

Planned activities
- Held meeting to discuss current faculty development activities and plans for improvement
- Appointment of committee
- Literature search on faculty development topics
- Review of current faculty development website
- Website update

Accomplishments

- Literature search completed
- New resources identified & articles compiled
- Review of website completed

What Didn't Get Done & Why

- Committee was never formed.
  - Director of Primary Care Faculty Development was appointed Vice Dean of Faculty Development with a promise of staff & resources
- Website update waylaid due to uncertainty of where is should be housed.
  - Current website not widely accessible (requires a login) and is difficult to navigate,
  - NYMC Webpage (unsecure) a possibility, but requires that the webmaster redesigns and maintains it

Next Steps

- Once the obstacle of the website was identified, we needed to regroup and modify our strategy.
- We decided to pursue an existing web-based resource, STFM's TeachingPhysician.org
- We were able to secure the subscription through an existing grant.
- We presented this resource at curriculum committee meetings and solicited faculty to sign up.
- Uptake was lower than anticipated, mostly consisting of directors and their key personnel, however all faculty in the Department of Family & Community Medicine were enrolled.
- Review of website utilization shows some faculty using frequently, but most faculty not using it at all.

Lessons Learned

1. Being a Backseat Driver Isn't Easy.

   This project put me in a difficult position, as I was not directly responsible for Faculty Development and it required finesse to negotiate the list of tasks. Ultimately, the only completed tasks were the ones I was in control of.

2. Deadlines (and Meetings) Drive Progress

   I should have been more aggressive with scheduling follow-up meetings instead of waiting for a committee to be formed.

3. Sometimes You Need to Cut Your Losses and Move in a Different Direction.

   After a fair amount of frustration regarding lack of resources, the scope of the project was narrowed which allowed for some progress

4. Change Does Not Happen Overnight.

   This project will take more time and significantly more resources.