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OUR MISSION

The mission of *FOCUS on Health & Leadership for Women* (FOCUS) is twofold:

- To support the advancement and leadership of women in academic medicine
- To promote education and research in women's health

BRIEF HISTORY OF ORGANIZATION

In 1994, FOCUS was launched in the Center for Clinical Epidemiology and Biostatistics (CCEB) at the University of Pennsylvania School of Medicine. FOCUS was established in response to large gaps in knowledge about the causes, diagnoses, treatments and prevention of diseases in women. One of its primary purposes has been to promote the quantity, quality, and visibility of research pertaining to women's health. In 1997, with generous support from the School of Medicine, FOCUS instituted leadership mentoring and professional development initiatives in order to address the national data that indicate that women are over-represented in junior ranks and are less likely to attain promotion or tenure relative to their male colleagues in academic medicine. The primary goal of these initiatives is the recruitment, retention, and promotion of women medical faculty at the University of Pennsylvania. Through professional development conferences and workshops centered on skill building and networking, and through the annual benchmarking of gender statistics, FOCUS works to foster an increase in the proportion of women faculty in all departments, particularly at the senior levels and in leadership positions. By promoting and retaining more women faculty, the long-range goal is to create an academic culture in which all faculty may fully contribute to the academic mission. FOCUS received the Association of American Medical Colleges annual *AAMC Women in Medicine and Science Leadership Development Award* in both 2004 (organizational level) and in 2012 (individual level to Dr. Abbuhl).

In sum, FOCUS on Health & Leadership for Women supports the twofold initiative of advancing the careers of women in academic medicine and promoting education and research in women's health in order to foster gender equity in medical education, biomedical research, clinical care, and in the leadership and administration of the academic health center. The faculty leadership of the FOCUS program is comprised of a multidisciplinary group of women with specific expertise and interest in women's health and career issues:

Stephanie Abbuhl, MD, Executive Director

Professor and Vice Chair of Faculty Affairs,
Department of Emergency Medicine

Lucy W. Tuton, PhD, Director of Professional Development

Adjunct Professor, Department of Medicine
Adjunct Professor, Prevention & Population Health,
Department of Biostatistics and Epidemiology
Associate Director, Robert Wood Johnson Clinical Scholars
Program (University of Pennsylvania)
Executive Director, Bridging the Gaps

Hillary R. Bogner, MD MSCE, Director of Research Programs

Associate Professor and Associate Chair for Research
Department of Family Medicine & Community Health
Senior Scholar, Center for Clinical Epidemiology and Biostatistics

Patricia Scott, BA, Director of Operations

Susan Primavera, Administrative Coordinator

OVERVIEW OF FOCUS INITIATIVES

Women Faculty Career Development and Leadership Initiatives

Benchmarks Initiative

Since 1999, FOCUS has continuously compiled a comprehensive report, *Benchmark Data: Gender Statistics of Faculty, University of Pennsylvania School of Medicine*. This report documents the gender distributions of medical faculty by rank, track, and department, and the representation of women faculty serving in leadership positions and on searches and key committees. In addition, Penn gender data are compared with the national medical school benchmarks tabulated by the Association of American Medical Colleges (AAMC). This extensive data compilation, currently a biennial process, helps monitor Penn's efforts to support the retention and promotion of women faculty and guides the FOCUS programmatic agenda. The current data are presented periodically to Department Chairs and the Dean and serve as a critical measure of the Dean's Strategic Plan. The formalized reports are all posted on the FOCUS website.

Annual Fall Leadership Mentoring Conference

This conference entitled *Successful Strategies for Women in Academic Medicine* is the sole annual opportunity for all women at Penn to convene in a daylong meeting during which nationally recognized speakers and senior Penn faculty present plenary sessions, workshops and skill building sessions. Plenary speakers have included women Deans and Chairs, renowned experts in academic medicine and gender issues, career development experts, and management consultants. Workshops have included topics such as Public Speaking & Presentation, Negotiation, Conflict Management, Career Strategies, Time Management, Balancing Work & Family, and Writing for Publication. All Penn women in academic medicine, in all ranks and tracks, are invited to attend—MDs, PhDs, faculty, instructors, lecturers, fellows, and residents. The Dean customarily delivers a welcome address and sets the stage for the importance of mentoring, networking and advancing women's careers at Penn.

Faculty Recognition Awards: Advancement of Women in Medicine & Outstanding Mentoring

In 2004, FOCUS introduced the *FOCUS Award for the Advancement of Women in Medicine*. This award recognizes a faculty member (male or female) whose extraordinary efforts and achievements have enhanced women's professional success, women's healthcare, and/or women's overall quality of life at Penn Medicine. All Penn medical faculty, excluding those who comprise the leadership of FOCUS, in any of the "fulltime" tracks (Tenure, Clinician-Educator, Research, and Academic-Clinician) are eligible for nomination. In addition to the institutional recognition this honor brings, the recipient receives a plaque during the annual Fall Conference for Penn women in academic medicine. The awardee's name is also added to a plaque that permanently hangs with other School of Medicine awards.

FOCUS also created the annual FOCUS Mentoring Award for Excellence in 1999 to recognize the critical importance of mentoring in academic medicine. In 2004, at the request of the Dean, this mentoring award became a School of Medicine Award of Excellence. FOCUS is honored by the evolution of this award to a permanent place among other prestigious School of Medicine faculty awards.

Lunchtime Seminar Series

FOCUS sponsors lunchtime seminars on women's health research, professional development for academic physicians, and "hot topics" in healthcare. Presenters include faculty from the School of Medicine as well as from across the University— anthropologists, bioethicists, economists, lawyers, medical historians, sociologists, psychologists, as well as physicians and researchers — all of whom offer exposure and fresh perspective to a broad range of medical and professional development topics. This interactive one-hour lunchtime format provides opportunities for faculty presentations to peers and thereby promotes networking within the School of Medicine, the Hospital, and across the University. The Seminar Series is well-attended by both men and women faculty from a broad range of specialties. A portion of the series is devoted to workshops on career development and mentoring, particularly targeting female and/or junior medical faculty.

Section for Women Residents & Fellows

Jointly sponsored by FOCUS and the Office of Graduate Medical Education, the FOCUS Section for Women Residents & Fellows was developed in 2007 in response to multiple requests for similar “women in medicine” programming tailored for women trainees. This initiative offers trainees annual networking opportunities in sessions that provide critical skills and resources for career advancement and work/life balance in academic medicine. Topics include training opportunities at Penn Medicine, negotiation, career paths after training, finding and generating effective mentoring, funding mechanisms and grant applications. Many of these sessions are offered to both men and women in our effort to provide programs that benefit everyone and improve mentoring for all residents and fellows.

Collaborative Initiatives with Medical School & University Committees and Regional & National Women in Medicine Programs

FOCUS regularly collaborates with the School of Medicine’s Office of Faculty Affairs and Professional Development to provide jointly sponsored programs and develop strategic approaches to faculty development in general. Over the years, FOCUS has worked closely on University level projects with the Provost’s office and the Penn Forum for Women Faculty. Finally, FOCUS networks regularly with the AAMC’s Group on Women in Medicine and Science (GWIMS), the Executive Leadership in Academic Medicine (ELAM) Program, the Academy for Women in Academic Emergency Medicine (AWAEM), and other national women’s organizations to provide consultation to other programs and to share in best practices.

Website: www.focusprogram.org

The FOCUS web site contains resource information of national interest to those working in the area of women’s career and leadership development and women’s health. In addition, the site includes details about FOCUS activities and projects, Penn and external resources for women, a bibliography of references that impact women in academic medicine, and links to AAMC activities and to other organizations that center on issues relevant to women medical faculty.

Women’s Health Research Related Initiatives

Junior Faculty Investigator Award: Seed Grants for Research in Women’s Health

FOCUS secures extramural funding to provide junior faculty investigators, both men and women, with year-long seed grants of \$10,000 to conduct clinical, basic science, or public health research in women’s health. The overall objective of this grants program is to enable researchers to: a) conduct pilot research projects that can serve as the basis for building a career in academic medicine, or b) conduct gender-relevant analysis of existing research projects. The seed grants support direct costs including data acquisition, laboratory tests, technical assistance, salary, survey costs, and computer time. To date, FOCUS has supported 44 junior faculty grants. *(Currently funded by the Edna G. Kynett Memorial Foundation)*

Medical Student Fellowship in Women's Health

The FOCUS Medical Student Fellowship in Women's Health is also funded extramurally. This popular program offers students funded, mentored opportunities to work fulltime for six months conducting clinical or basic science research, or working in a community-based program focused on issues of women’s health. Through these fellowships, medical students learn hands-on research skills; work on publications generated from the research; gain knowledge in a specific area of women’s health; experience the multitude of factors that impact women’s healthcare; and, develop an appreciation of and expertise in a specific area of women's health. FOCUS has supported 71 medical student fellows to date.

(Currently funded by the Bertha Dagan Berman Award, the Edna G. Kynett Memorial Foundation, and Patricia Kind)

Women's Health Scholar Certificate Program

FOCUS jointly sponsors the Women’s Health Scholar Certificate Program with the Department of Obstetrics and Gynecology. Established in 2006, this provides medical students with concentrated experiences in women's health research, clinical training, and community outreach over all four years of medical school. There are four required components that must be completed before graduation for completion of a Women's Health Scholar Certificate. To date, 9 medical students have graduated with a WHS Certificate and 12 students are currently in the pipeline.

Research, Awards & Publications

The Penn Faculty Pathways Program

This pilot intervention was launched in October 2013 to tailor components of The NIH-TAC Trial (*see below*) for STEM (Science, Technology, Engineering and Math) junior faculty at the University. This initiative was developed at the request of the Vice Provost and is being supported by the Provost's Excellence Through Diversity Fund (ETDF). The Pathways Program is designed to enhance the personal and professional development of faculty members in the first phase of their careers at Penn. The goal of the Penn Pathways program is to improve academic productivity as well as job satisfaction in junior faculty by providing leadership training and skill building workshops to guide their career planning, personal development and scholarly success at Penn. The specific aims are to serve as the foundation for a University-wide effort to: (1) maximize the potential of Penn's world-class faculty by optimizing their creativity, productivity, engagement and satisfaction at work and in other parts of their life; (2) build community and faculty collaboration across disciplines; and, (3) provide specific skill-building sessions to improve strategies for academic success at Penn. Currently in its second year, the program consists of eight sessions in two phases encompassing Wharton faculty member Stew Friedman's *Total Leadership Program* and then key faculty career development sessions addressing strategies for promotion, negotiation, effective communication, and career mapping, and leadership. (*Pathways Team faculty/staff: Stephanie Abbuhl, MD [Perelman School of Medicine-PSOM, Executive Director of FOCUS] and Stew Friedman, PhD [Wharton] are the joint Directors; Susan Margulies, PhD [Engineering and Applied Science], Lucy W. Tuton PhD [PSOM, FOCUS], Patricia Scott [PSOM, FOCUS], and Susan Primavera [PSOM, FOCUS]*)

The NIH-TAC (Transforming Academic Culture) Trial

The work of the FOCUS leadership led to a unique, landmark intervention trial funded in 2009 by a 4-year NIH-RO1 grant. With enthusiastic support from the Dean of the School of Medicine and the President of the University of Pennsylvania, FOCUS assembled a multidisciplinary team of researchers to conduct this cluster-randomized study. The hypothesis is that a multi-level, coordinated intervention will improve academic productivity, job satisfaction, and the overall quality of life for junior women faculty in intervention departments compared with their counterparts in control departments. The intervention includes three components: 1) junior women faculty participation in the nationally-recognized Total Leadership Program and an eight-session Manuscript Writing course; 2) structured, facilitated task forces in each intervention department/division to conduct analyses of work practices, recruitment, mentorship, and cultural attitudes and then develop recommendations for change; and 3) periodic individual meetings with the senior leaders of intervention departments and divisions. The goal is to create an environment where women can succeed fully in their careers, thus maximizing their contributions to academic medicine and improving the workplace for all faculty, both men and women. Results are still being analyzed but 3 peer-reviewed papers have been published thus far. A reliable and valid culture measure was developed that can be used to evaluate the effectiveness of interventions; an innovative three-tiered intervention can be implemented in a cluster-randomized trial across an entire school of medicine with substantial improvements in both intervention and control groups for publications, grants, culture scores and work-self efficacy; certain subgroups of the intervention group had significant improvements in publications and grants; and, department culture plays a crucial role in women's careers – women in more supportive cultures experience less work-family conflict, even at equivalent levels of demanding work hours. Based on organizational change theory, this intervention trial has enormous potential to demonstrate institutional change and rigorously evaluate promising approaches to improve the success of women faculty in academic medicine. (*Joint PIs: Stephanie Abbuhl, MD [Executive Director, FOCUS] & Jeane Ann Grisso, MD MSc [Founder, FOCUS]*)

Awards

FOCUS Program: The AAMC Women in Medicine Leadership Development Award (for an organization), Boston, MA, 2004.

First Prize, poster competition, AAMC Annual Meeting: Group on Women in Medicine and Science (GWIMS), Washington, DC, 2010.

(Awards, continued)

First Prize, poster competition, AAMC Annual Meeting: Group on Women in Medicine and Science (GWIMS), Denver, CO, 2011.

Abbuhl, Stephanie: The AAMC Women in Medicine and Science Leadership Development Award (for an individual), San Francisco, CA, 2012

Abbuhl, Stephanie: Trustees' Council of Penn Women-Provost Award, University of Pennsylvania (for significant contributions to advancing the role of women in higher education and research at UPenn), 2013

Publications

Bellini LM, Abbuhl S, Grisso JA, Lavizzo-Mourey R, Shea JA: Stresses and workplace resources for academic junior faculty: track and gender comparisons. *Academic Medicine* 76(10 Suppl): S62-64, October 2001.

Morahan PS, Voytko ML, Abbuhl S, Means LJ, Wara DW, Thorson J, Cotsonas CE: Ensuring the success of women faculty at academic medical centers: lessons learned from the National Centers of Excellence in Women's Health. *Academic Medicine* 76(1): 19-31, January 2001.

Bristol MN, Abbuhl S, Cappola A, Sonnad SS: Work-life policies for faculty at the top ten medical schools. *Journal of Women's Health* 17(8): 1311-1320, October 2008.

Von Feldt JM, Bristol M, Sonnad S, Abbuhl S, Scott P, McGowan KL: The brief CV review session: One component of a mosaic of mentorship for women in academic medicine. *Journal of the National Medical Association* 101(9): 873-80, September 2009.

Abbuhl S, Bristol MN, Ashfaq H, Scott P, Tuton LW, Cappola AR, Sonnad SS: Examining faculty awards for gender equity and evolving values. *Journal of General Internal Medicine* 25(1): 57-60, January 2010.

Speck RM, Sammel MD, Troxel AB, Cappola AR, Williams-Smith CT, Chittams J, Scott P, Tuton LW, Abbuhl SB: Factors impacting the departure rate of female and male junior medical school faculty: evidence from a longitudinal analysis. *Journal of Women's Health* 21(10):1059-65, October 2012.

Westring AF, Speck RM, Sammel MD, Scott P, Tuton LW, Grisso JA, Abbuhl S: A culture conducive to women's academic success: development of a measure. *Academic Medicine* 87(11): 1622-31, November 2012.

Pati S, Reum J, Conant EF, Tuton, LW, Scott P, Abbuhl S, Grisso JA: Tradition meets innovation: transforming academic medical culture at the University of Pennsylvania's Perelman School of Medicine. *Academic Medicine* 88(4): 461-4, April 2013.

Westring AF, Speck RM, Sammel MD, Scott P, Conant EF, Tuton LW, Abbuhl SB, Grisso JA: Culture matters: the pivotal role of culture for women's careers in academic medicine. *Academic Medicine* 89(4): 658-663, April 2014.

Abstracts and Poster Presentations

Abbuhl SB, Scott P, Tuton LW, Armstrong K: FOCUS on Health & Leadership for Women: A Faculty Development and Mentoring Program at the University of Pennsylvania School of Medicine. Poster session at the AAMC Annual Meeting in Boston, MA November 2004.

Abbuhl SB, Scott P, Tuton LW, Cappola A: FOCUS on Health & Leadership for Women: Six years of gender statistics at the University of Pennsylvania School of Medicine. Poster presentation at the AAMC Annual Meeting in Washington DC November 2005.

Abbuhl SB, Rubenstein AH, Scott P, Tuton LW: Essential role of Dean in partnership with FOCUS to foster institutional change. Poster presentation at the AAMC Annual Meeting in Seattle, WA October 2006.

(Abstracts and Poster Presentations, continued)

Abbuhl SB, Scott P, Rubenstein AH: AAMC change agents' panel. Invited oral panel presentation at the AAMC Annual Meeting in Seattle, WA October 2006. *(Abstracts and Poster Presentations, continued)*

Abbuhl SB, Scott P, Cappola A, Tuton LW: FOCUS initiatives and seven years of faculty gender data at the University of Pennsylvania School of Medicine. Poster presentation at the AAMC Annual Meeting in Seattle, WA October 2006.

Abbuhl SB, Buyske J, Cappola A, Scott P, Tuton LW: Three new initiatives for FOCUS: Expanding our efforts. Poster presentation at AAMC annual meeting in Washington, DC November 2007.

Abbuhl SB, Scott P, Tuton LW, Cappola AR, Troxel AB, Sammel MD: Nine year trends in faculty gender statistics. Poster presentation at the AAMC Annual Meeting in San Antonio, Texas November 2008.

Tuton LW, Azzam H, Scott P, Pati S, Cappola A, Abbuhl SB: FOCUS: expanding our efforts to foster the next generation of women in medicine. Poster presentation at the AAMC Annual Meeting in Boston, MA AAMC (eds.). Page: 4, November 2009.

Abbuhl SB, Grisso JA (joint PIs), Scott P, Tuton LW, Westring A, Speck RM, Sammel M, Pati S, Friedman S, Sonnad S, McGowan K: Moving beyond defining the problem: A unique NIH funded multi-level intervention to enhance institutional culture and women's success in academic medicine. Poster presentation at the AAMC Annual Meeting in Washington, DC (Earned *Best Poster in Show*) November 2010.

Speck RM, Westring AJ, Sammel MD, Scott P, Tuton LW, Grisso JA, Abbuhl SB: Women's health in academic medicine: the role of work-family conflict. Poster presentation at Women's Health 2011: The 19th Annual Congress Scientific Poster Sessions in Arlington, VA April 2011.

Westring AF, Sammel MD, Speck RM, Tuton LW, Scott P, Abbuhl SB, Grisso JA: Work-family culture in the context of women's careers. Oral presentation at the International Center for Work and Family Conference (Innovations in Work-Family Research and Practice) in Barcelona, Spain July 2011.

Conant EF, Scott P, Tuton LW, Westring AF, Pati S, Reum J, Sammel MD, Speck RM, Grisso JA and Abbuhl SB (Joint PIs): "Local" interventions at the department level: a key component of a multi-tiered approach to promote institutional change. Poster presentation at the AAMC Annual Meeting in Denver, CO (Earned *Best Poster in Show*) November 2011.

Abbuhl SB, Scott P, Tuton LW, Westring A, Speck RM, Sammel M, Conant EF, Friedman S, Sonnad S, McGowan K, Grisso JA: Overview of NIH-TAC trial progress. Poster presentation at the AAMC Annual Meeting in Denver, CO November 2011.

Westring AF, Sammel MD, Speck RM, Scott P, Tuton LW, Grisso JA, Abbuhl SB: Culture and conflict: exploring the protective effects of a supportive work culture on women's experiences in academic medicine. Symposium presentation at Work and Family Researchers Network Conference (Women, Work and Life in the STEM Fields) in New York, New York June 2012.

Morse CB, Westring AF, Speck RM, Conant EF, Abbuhl SB, Tuton LW, Scott P, Grisso JA, Sammel MD: A measure of Culture Conducive to Women's Academic Success (CCWAS): variation across departments and divisions at one academic institution. Poster presentation at the AAMC Annual Meeting in San Francisco, CA November 2012.

Westring AF, Speck RM, Sammel MD, Friedman S, Conant EF, Scott P, Tuton LW, Grisso JA, Abbuhl SB: Women's work-family conflict in academic medicine: a cluster-randomized controlled trial. Oral presentation at the V International Conference of Work and Family (V ICWF), "Work and Family: Leadership for the 21st century," in Barcelona, Spain July 2013.

Speck RM, Conant EF, Grisso JA, Sammel MD, Scott P, Tuton LW, Westring AF, Abbuhl SB: Self-reported barriers and solutions to clinical and research productivity – perspectives of junior faculty. Poster presentation at the AAMC Group on Faculty Affairs (GFA) Professional Development Conference in Minneapolis, MN August 2013.

Westring AF, Sammel MD, Conant EF, Scott P, Speck RM, Tuton LW, Grisso JA, Abbuhl SB: The role of mentorship in academic productivity and thoughts of quitting for women assistant professors. Poster presentation at the AAMC Annual Meeting in Philadelphia, PA November 2013.

(Abstracts and Poster Presentations, continued)

Grisso JA, Sammel MD, Speck RM, Westring AF, Conant EF, Scott P, Tuton LW, Abbuhl SB: A multi-level intervention to enhance the careers of women in academic medicine. Poster presentation at Women's Health 2014: The 22nd Annual Congress Scientific Poster Sessions in Washington, DC April 2014.

Sammel MD, Valian V, Kahn S, Glass JL (Panelists), Westring AF (Discussant): The research partnership on women's careers in science: a panel discussion on dissemination and collaboration. Panel presentation at Work and Family Researchers Network Conference (Changing Work and Family Relationships in a Global Economy) in New York, New York June 2014.

Westring AF, Sammel MD, Speck RM, Conant EF, Friedman S, Scott P, Tuton LW, Grisso JA, Abbuhl SB: The impact of a multilevel intervention on work-family conflict in a randomized controlled trial. Symposium presentation at Work and Family Researchers Network Conference (Changing Work and Family Relationships in a Global Economy) in New York, New York June 2014.

Westring AF, Speck RM, Sammel MD, Conant EF, Scott P, Tuton LW, Grisso JA, Abbuhl SB: How a 3-tiered intervention impacted academic productivity of women medical faculty: results from the NIH-TAC (*Transforming Academic Culture*) Trial. Poster presentation at the AAMC Annual Meeting in Chicago, IL November 2014.

Westring AF, Speck RM, Sammel MD, Scott P, Tuton LW, Conant EF, Abbuhl SB, Grisso JA: Factors impacting the attrition of women faculty in academic medicine. Symposium presentation at the Society for Industrial and Organizational Psychology (SIOP) Conference (Gendered Experiences in STEM: Understanding Drivers of Staying and Leaving) in Philadelphia, PA April 2015.

Cited in Publications and News

Randolph LB: A Matter of FOCUS and Potential. Penn Medicine 9-14, Summer 2005.

Featured in AAMC's Faculty Vitae: Spotlight: Award Winning Women in Medicine Programs– Lessons in Building a Strong Professional Development Program for Women. Winter 2006.

Selhat L: The Goal is Transformation. Penn Medicine 13-17, Winter 2010/2011. *Cited in publications and news, continued)*

Gabriel BA: Lonely at the Top: Academic Medicine's Women Leaders. AAMC Reporter May 2011.

Conant EF, Scott P, Tuton LW, Westring AF, Pati S, Reum J, Sammel MD, Speck RM, Grisso JA and Abbuhl SA (Joint PIs): "Local" interventions at the department level: a key component of a multi-tiered approach to promote institutional change. Invited to be listed in the AAMC's iCollaborative web resource, March 2012 and also published in AAMC's GWIMS Watch Quarterly newsletter, Winter 2012, p.3. *(Poster presented at 2011 Annual Meeting GWIMS Poster Session | "Best in Show" Winner)*

Featured in AAMC's GWIMSWatch: Empowering Women in Academic Health Centers: Past, Present, and Future. Fall 2012.

Westring AF, Speck RM, Sammel MD, Conant EF, Scott P, Tuton LW, Grisso JA, Abbuhl SB: How a 3-tiered intervention impacted academic productivity of women medical faculty: results from the NIH-TAC (*Transforming Academic Culture*) Trial. Invited to be listed in the AAMC MedEdPORTAL's iCollaborative web resource, November 2014. *(Poster presented at the 2014 AAMC Annual Meeting in Chicago, IL)*