

A group of people, likely students or professionals, are seated in a circle in a room with large windows. The view is from behind the audience, showing the backs of several people in the foreground. The text "YOU ARE HERE" is overlaid in large white letters on the right side of the image.

**YOU
ARE HERE**

UW INTERNAL MEDICINE PROFESSIONAL DEVELOPMENT

The University of Washington Internal Medicine Residency
is dedicated to training the future leaders of internal medicine
regardless of whether they plan to work in:

academic medicine

community practice

biomedical research

healthcare policy or administration

You are here

because we believe you will be
one of these leaders.

We also believe that it's our job to

partner with you in
developing and stewarding

your **strengths.**

You will change the face of medicine.

Here's how we will help.

TEN TRUTHS ABOUT MENTORSHIP

A mentor is a professional friend who supports and facilitates the realization of your dreams

– Gordon Noel

The literature suggests that successful mentoring relationships in academic medicine are characterized by **reciprocity, mutual respect, clear expectations, personal connection** and **shared values**.¹

On the other hand, these relationships fail with *poor communication, lack of commitment, personal differences, perceived competition, conflicts of interest* and *lack of mentor experience*. Thinking carefully about what you are looking for can help you find the right team.

1. You don't need to know what you want to do to be mentored.

Many residents are uncertain of their career goals upon starting training; this may feel like a barrier to seeking counsel. Don't let this stop you! Skilled mentors reflect with you on your values and strengths and advance your discovery process.

2. Mentorship goals vary widely among residents.

Some need just-in-time help with questions arising during training. Some have a specific research background and wish to continue similar work. Others seek a sounding board about work-life integration. There is no wrong reason to seek mentorship – and there is a mentor for anything you need.

Comrade: *This mentor is someone you enjoy as a person.*

Character: *This mentor is someone you have identified as a role model.*

Coach: *This mentor provides advice and guidance in response to your questions and challenges you to think about situations in new ways.*

Comfort: *This mentor supports you emotionally during the personal growth and transitions of training.*

Champion: *This mentor is your advocate in education settings or scholarly pursuits. He or she may sponsor you by providing unique opportunities to shine.*

Content Expert: *This mentor is an authority in a clinical, educational or scientific area.*

Connection: *This mentor will help you expand your professional network.*

Career: *This mentor assists with elements of your job search.*



3. Mentorship “matchmaking” is challenging.

In fact, it seldom works. Mentor-mentee chemistry is very personal. For this reason, our Residency Advising and Mentorship Program (RAMP) team has opted for a formal advising structure rather than mentor pairings. Working with your advisors, we encourage you to try on a number of potential mentors and find the relationship/s that work best for you.

4. Mentorship in residency is most effective when pursued early.

Three years may sound like a long time, but time passes more quickly than you might think. Your first important deadlines in training occur 6 months after the beginning of the R1 year (application for pathways, special electives or research). We have included meetings with your RAMP advisor and/or Program Mentor early in the fall to be sure you are ready for these decisions.

5. Finding your mentors takes work.

Our program provides an advising framework, but no one will find mentors for you. Be proactive and persistent. Review your schedule and decide in advance when you will make time for advising and mentorship meetings.

1.Characteristics of successful and failed mentoring relationships: a qualitative study across two academic health centers. Acad Med. 2013 Jan;88(1):82-9.



6. Most people need more than one mentor.

It is uncommon that any one person will meet all of your mentoring needs, though a strong mentor may provide support in several areas. Practice mentor polygamy! It's encouraged.

7. Great mentors can come from anywhere.

And they do! We hope that RAMP will serve your needs, but we're equally thrilled when relationships develop organically on-call, over coffee or in the clinic. Keep your eyes and ears open in clinical settings. Be curious about the people you work with. Don't underestimate the power of mentors outside the UW; these can provide a helpful external perspective.

8. Mentors love to be asked.

It feels good to be identified as a resource. Don't be afraid to ask any



senior resident, chief resident or faculty member if they are open to an exploratory meeting. Be as specific as you can in suggesting a focus for the meeting. Sending a *curriculum vitae* in advance of the meeting can be helpful. When you find a mentor, be sure to use the word "mentor" with them to formalize the relationship.

9. Many potential mentors have worked with residents before.

Ask a potential mentor to describe their previous experiences working with residents; ask for resident names. Find those residents and ask hard questions about mentor support, expertise, availability and productivity.

10. It's OK to break up with a mentor.

Sometimes it's just not the right fit. Sometimes your needs evolve. Communicate this change. Express your gratitude for the help you have received and move on.

TEN IMPORTANT QUESTIONS FOR POTENTIAL MENTORS

1. How would you describe your mentoring style?

In mentorship, personality may matter more than precise interest match. Is this mentor hands on? Will you be working independently? What is the preferred mode of interaction?

2. What do you expect from a mentee?

Clear expectations are essential. A good mentor will ask the same question of you. Ask specifically about the time commitment.

3. Who works closely with you?

Your mentor may at times be busy or unavailable for your questions. You will be most successful if there are other people on the team who can help you.

4. What was the best bit of advice someone gave you?

This might be related or unrelated to the content of your meeting. Learn from their experiences.

5. How did you end up in your current position?

This is a wonderful open-ended question that might inform your own career journey. Ask as many people as you can.

6. Do you have the time to take me on as a mentee right now?

Ask this question directly. Give a potential mentor the chance to make a graceful exit.

7. What skills will I need to develop to reach my goals?

A strong mentor possesses the knowledge and skills to assist you. A proactive mentee asks for recommendations on how to acquire these skills.

8. How can I help you with an existing project?

A right size project is crucial to successful scholarship as a clinically-active resident. Existing projects may include a resident-sized “chunk.” A potential mentor benefits from assistance with ongoing work and is strongly motivated to move a project forward.

9. How will we evaluate the success of our mentor-mentee relationship?

Both parties should have an idea of what the end game looks like. Discuss this in advance using a goal-setting sheet.

10. Based on our conversation, who else should I be talking to?

Never leave a meeting without another contact.



RESIDENCY ADVISING & MENTORSHIP PROGRAM (RAMP)

What is RAMP?

RAMP is a resident-run mentorship program that evolves based on your feedback. RAMP is available to you throughout your training.

Who are RAMP Advisors?

RAMP Advisors are senior faculty members in the Department of Medicine who are knowledgeable about research and clinical initiatives in their specialty and will connect you to potential mentors in that field. These faculty members represent a broad range of careers in inpatient and ambulatory medicine and all major medical subspecialties.

How and when are RAMP Advisors assigned?

After the Match, you completed a survey identifying your early career interests. If you have a strong interest in a specific career path, you have already been assigned 1 or 2 RAMP Advisors. You are also invited to contact RAMP Advisors directly at any point if you feel ready to explore research opportunities, educational activities, and career options within a given field of interest.

What if I am undecided?

If you are still exploring multiple fields, you will first meet with your program mentor for a Mentorship Huddle. All program mentors are broadly connected and can identify an appropriate RAMP Advisor as your career interests become more specific.

What is a RAMP Buddy?

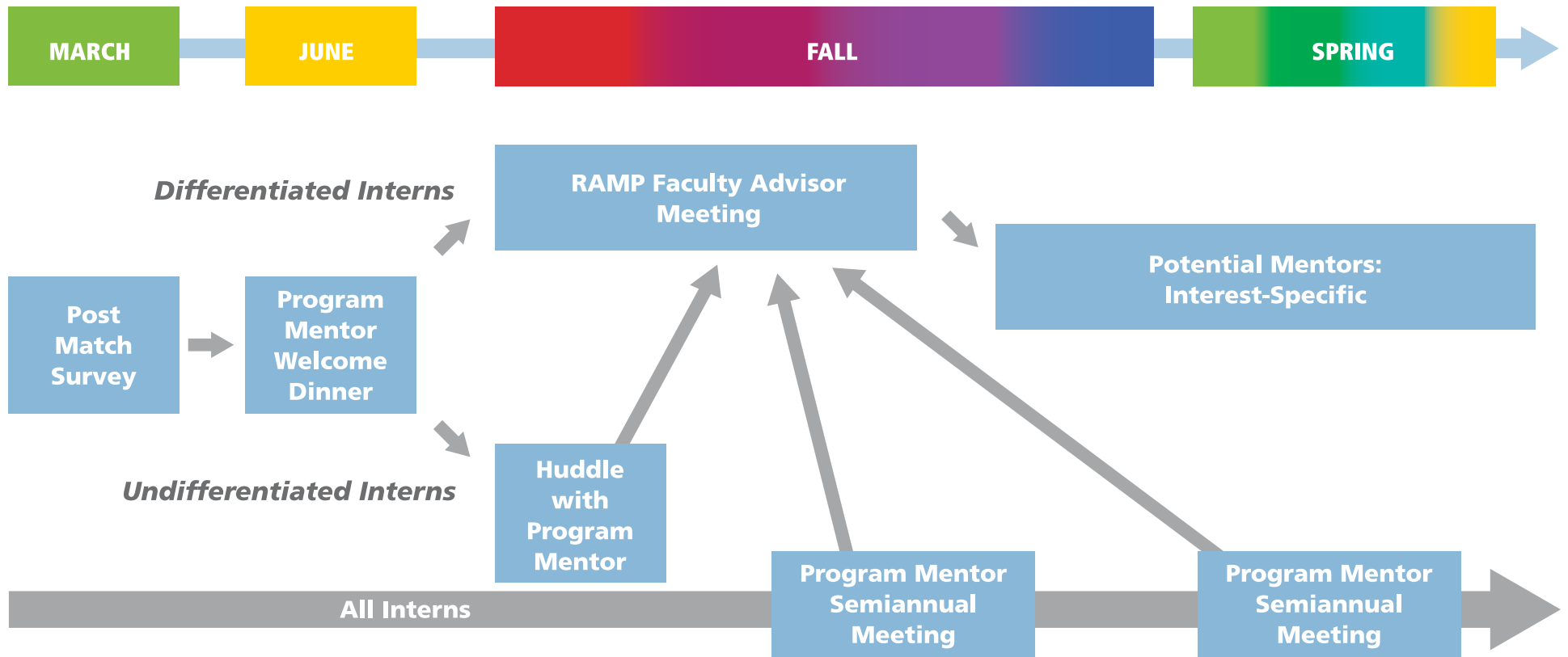
These senior resident peers can provide guidance as you transition into residency. They can help answer questions you may have about the program, rotations, and living in Seattle.

Questions?

Please contact the RAMP Committee uw ramp@gmail.com or refer to the program website <http://depts.washington.edu/uwmedres/professional/RAMP/index.htm>



RAMP IN THE R1 YEAR



YOUR PROGRAM MENTORS

Your Program Mentor is a member of the faculty leadership team with whom you are paired throughout training. Your Program Mentor serves as your advocate, your coach and your liaison to the Residency Advising and Mentorship Program (RAMP).

You will meet twice yearly with your Program Mentor for semiannual Professional Development Meetings. During these meetings, you will:

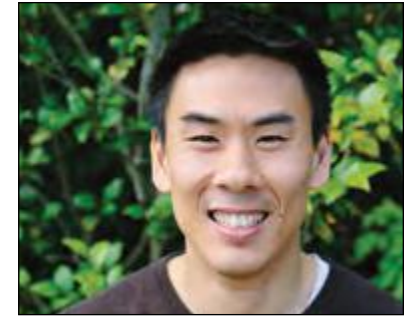
- Review personal reflections on your clinical practice and professional development
- Review formal evaluations and progress against standardized benchmarks (milestones)
- Discuss career goals (or uncertainty!) and next steps
- Discuss your scholarship
- Review and refine your curriculum vitae
- Discuss how the program can better support your educational and personal goals
- Reflect on your quality of life and well-being
- Discuss other issues important to you – work-related or otherwise



Jennifer Best, MD



Gaby Berger, MD



Anders Chen, MD MHS



John Choe, MD MPH



Chris Knight, MD



Maryann Overland, MD



Amanda Shepherd, MD



Toby Sinton, MD



Ken Steinberg, MD



Renata Thronson, MD



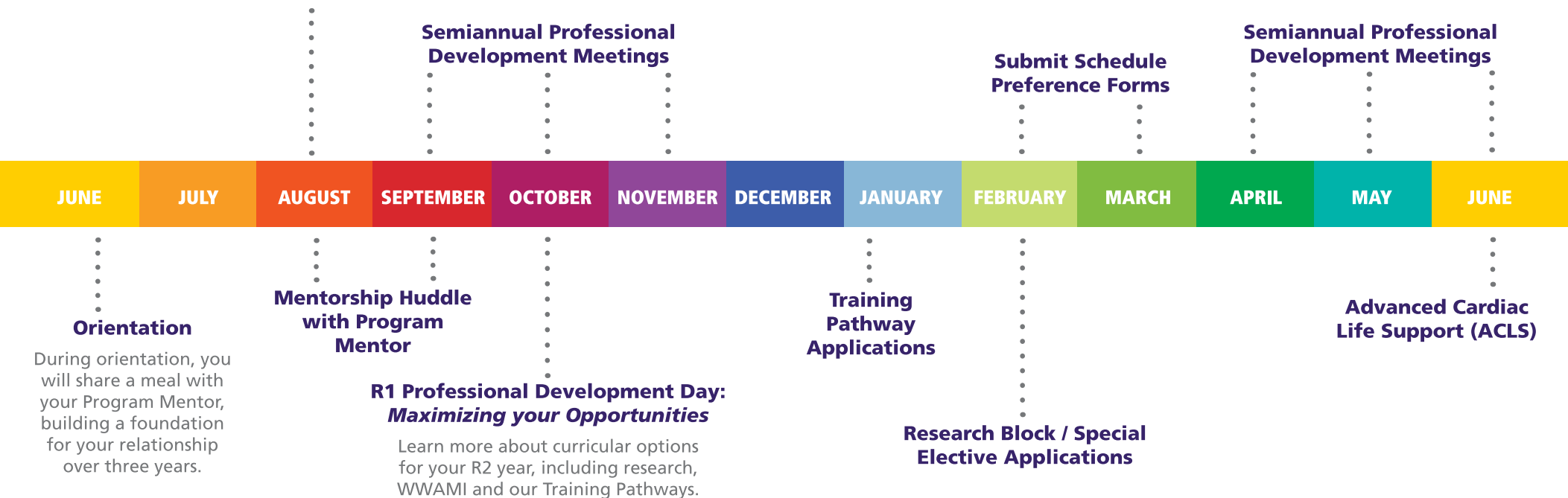
Lisa Vande Vusse, MD MSc

R1 YEAR: FOUNDATION

Internship is grounded in ***broad-based clinical exposure*** to inpatient and ambulatory internal medicine. It is a time of community building and early exploration of mentorship.

Intern Retreat

Join your fellow interns and program leadership for a day and a half in the woods. Socialize and share stories of your early days in training and discuss strategies for success and self-care.



Questions You Should Be Asking

- What clinical or educational experiences could inform my career choice?
- Am I ready for a RAMP Advisor?
- Do I want to apply for a research block or special elective?

- Do I want to apply for the Clinician-Educator, Global Health, Healthcare Systems, HIV or Women's Health Pathway?
- Do I want to "fast track" into a subspecialty? (ABIM Research Pathway)
- When will I take my USMLE Step 3 examination?

R2 YEAR: DIFFERENTIATION

Your second year expands opportunities for teaching and clinical team leadership. You will have more **flexibility for personal curriculum**, with increased elective time and initiation of our Training Pathways. Mentorship needs may change with evolution in clinical and academic interests.

R2 Resident as Teacher and Leader Course

Join other new senior residents in this day-long course to build confidence and skills in leading a clinical team of learners.

Semiannual Professional Development Meetings
 ABIM In-Training Exam (ITE)

Research Block/Special Elective Applications

Submit Schedule Preference Forms

Semiannual Professional Development Meetings

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

Fellowship Application Deadline- ABIM Fast-Track Only (July 15)

R2 Professional Development Day: Career Exploration

Explore your strengths with your peers, refine your understanding of various career paths including chief residency, share lunch with fellowship directors and address career questions to graduate panels in common IM careers.

Chief Resident Interviews

Chief Resident Selection

R2 Professional Development Day: The Job Search

Learn more about finding open positions, develop your CV and cover letter and meet with hiring directors from local inpatient and ambulatory practices to learn more about their practice settings. A fellowship application session is included for residents considering a subspecialty.

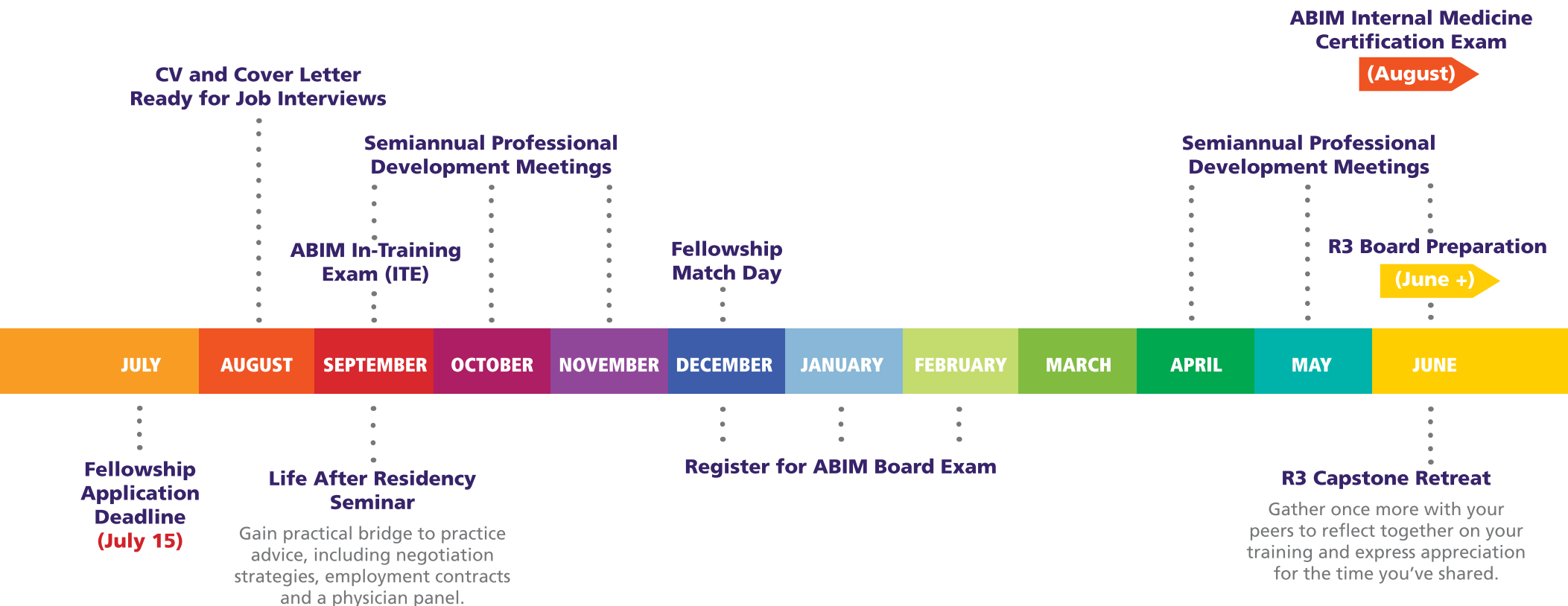
Questions You Should Be Asking

- Am I ready for a RAMP Advisor?
- Do I want to apply for a research block or special elective?
- Will I apply for fellowship? On what timeline?

- Do I want to apply for a chief resident/clinician-teacher fellow position?
- Do my ITE results suggest that I need additional experience in certain areas?
- Are there certain experiences I'd like to be sure I have before my training ends?

R3 YEAR: CONSOLIDATION

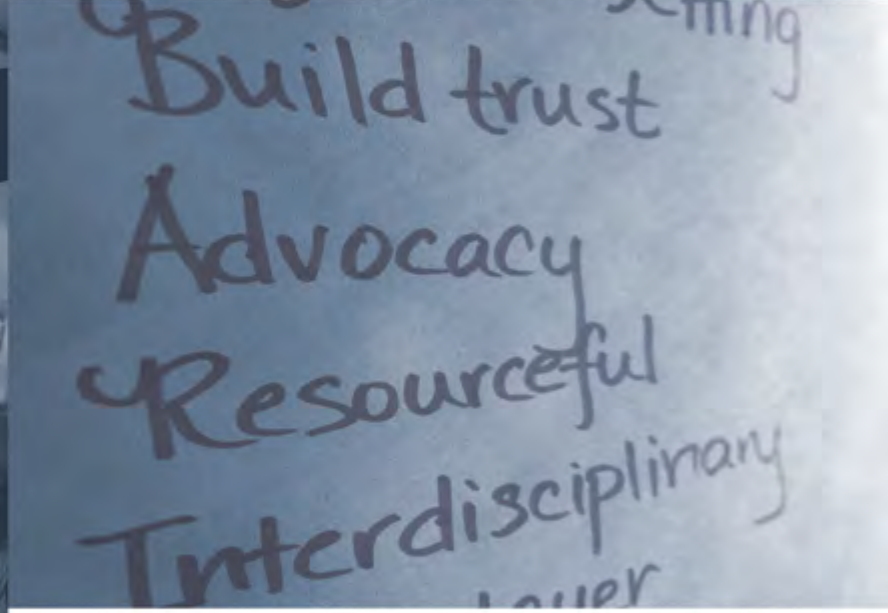
In your final year, clinical knowledge and skills are reinforced. You will have opportunities to develop as a leader and to fill personal curricular gaps. Career ***next steps and transitions are solidified*** and mentorship is provided as you bridge to practice or your next stage of training.



Questions You Should Be Asking

- What are my plans for next year? Beyond next year?
- Am I applying for a fellowship?
- Will I have my *curriculum vitae* (CV) and cover letter ready for my job search by August?

- How will I prepare for the ABIM Certification Exam?
- Do I need to apply for a medical license in another state?



<https://depts.washington.edu/uwmedres/>