

Mini But Mighty Skills for Career & Professional Development & Fulfillment

Explore Your Career Opportunities

Meet Our Lead Faculty



Dr. Sheela M. Vijay, MD, FRCPC

Associate Clinical Professor,
General Internal Medicine

Department of Medicine,
University of Alberta Hospital

ACP Wellness Champion, Alberta Chapter

Edmonton, Alberta, Canada



The Journey to Career Satisfaction

Challenges, Strategies and Finding Fulfillment



Learning Objectives

- Briefly review what we know about needs and challenges to career satisfaction
- Discuss proposed *personal strategies* to create career opportunities and satisfaction
- Discuss proposed *organizational investments* into physician wellness, including career development, as a quality indicator of healthcare organizations



A personal interest: the mid-career physician

- Largest (>50% of higher education faculty (Strage & Merdinger)) and most productive segment of faculty (Campion et al)
 - Lowest satisfaction with job (Castillo et al) and chosen specialty (Campion et al)
 - Lowest satisfaction in work-life balance (Whitcomb)
 - Experienced across specialties and in both women and men (Campion et al)
- **“Mid-career Crisis Syndrome”**: common across many career paths— results in individuals feeling unsatisfied, stagnant or losing a sense of purpose (Castillo et al)
 - “Mid-career malaise” “Mid-career muddle” “Mid-career stall”



Why is this important?

- Inadequately supported staff members → higher levels of burnout, reduced productivity, lower patient satisfaction, and poorer health outcomes (Bhagra et al)
- Physician job dissatisfaction: the most powerful predictor of physician departures (Brown & Gunderman)
 - Mid-career: > 2x as likely (even pre-pandemic) as early and late career to plan to leave medicine for reasons other than retirement in next 24 months (Whitcomb)
- *Over the career course, how can we meet mid-career and beyond on a better path?*



Issues affecting physicians: at the individual level

- Life stage challenges— noted at mid-career but can affect any physician
 - Caregiving for younger and older generations (Pifer)
 - Promoting their own health (Grant-Vallone & Ensher)
 - Partners with emerging careers (Daubman et al)
 - Find it personally difficult to change roles, give up roles, bring others along, or negotiate for expanded opportunities to lead (Frugé et al)
 - Navigate personal and professional roles and deal with challenges in juggling clinical and nonclinical responsibilities (Daubman et al)
 - *We are interdependent with a wider network- ripple effects both ways*



Issues affecting physicians: at the institutional level

- Noted at mid-career but can play a role in career development at any stage
 - “Off the radar screen” (Wilson)
 - “Ball will bounce by itself and have momentum” (Baldwin et al)
 - Eligibility for institutional recognition? Barriers? (Strage & Merdinger)
 - Opportunities for mentoring and career development (AAAAI)?
 - Rewards, recognition, feedback— ongoing or rare (Grant-Vallone & Ensher)?
 - Managerial tasks > authentic leadership opportunities (LaPointe Terosky & Baker)
 - Little or no formal training for leadership roles (Pifer)



Pathways to success: worth pursuing

- Faculty development: critical for continued career vitality (Catanzano)
- Physician satisfaction: enhances staff recruitment/retention; saves costs of physician turnover (Spickard et al) —> likely to provide better health care (Leigh et al)
 - ?Physician fulfillment affects patients' perception of quality of care (Brown & Gunderman)
- Individuals who feel well equipped to leverage their talent in the workplace achieve better outcomes, are more engaged, and are less likely to leave (Bhagra et al)
- *Hinges on organizational culture and willingness to change that culture*



What a better path might look like

- Satisfied physicians (Bickel):
 - Control their work hours
 - Develop diversified interests
 - Maintain relationships with family
 - Seek feedback from colleagues
 - Proactively address their weaknesses
- *Strategies to improve work experiences involve personal and institutional approaches*



Barriers to better paths

- Medical training: rigid; forging a professional identity is consuming
 - Other aspects of development are marginalized (Bickel)
- Lifestyle/accompanying financial obligations — to keep up with (Rousmaniere)
- “Embeddedness”: fit (extent that career is congruent with rest of life), links (extent of ties to other people/activities), and sacrifice (what would be given up) (Früge et al)
- Culture: burnout is maintained by subtle reinforcement of esteem and recognition of one’s peers for working hard and placing service to others before self-care (Spickard et al)
- Assumption that being highly skilled in a particular area, especially if demand for the skill is great, means one must persist with that work (Bickel)
- Organizational politics (Bickel)



Where does diversity and inclusion fit?



- Women: productivity may be influenced by family and/or work–life choices— literature shows that this does not adequately account for gaps in mid-career representation
 - Systemic forms of bias prevent women from achieving that anticipated by their education, training, and academic accomplishments (Lewiss et al)
- Paucity of sponsors of underrepresented identity (Farlow et al) [people of colour, LGBTQ+, cross-sectional identities]
 - Lack of transparent, intentional sponsorship processes
 - Inequities associated with recruitment, retention, advancement of diverse individuals
- Prior research: gender concordance between mentor/mentee pairs is not a prerequisite for effective mentorship (Oh et al).
- ***Mentorship paired with Sponsorship***



A word about physician coaching



- A career coach can facilitate reflection and new directions (Bickel)
 - Facilitates contexts/tools for planning/support continued growth (Eib & Miller)
- Coachees gain empowerment via cognitive shifts in career (Grant-Vallone & Ensher)
 - Recognize and consistently make choices that support cognitive career ideal
- Anticipatory guidance— define what broadening or scaling back might entail (Bickel)
- Recent study: 88 mid-career practicing physicians —> 6-month coaching intervention —> demonstrated decreased burnout and decreased emotional exhaustion (Fishman et al)
- Transformative at mid career— facilitate critical self-reflection on specific development needs or career dilemmas; catalyze problem-focused interventions (Catanzano)



Personal strategies for career development

- *Clarify your VALUES before setting your goals— they should ALIGN*
- Set goals— assess available opportunities— how to qualify for them (Rosenfeld)
- Shed responsibilities that don't support goals; nurture better connections (Daubman et al)
- “Growth” mindset (Strage & Merdinger): embrace learning/experiences; resilience
- Find mentors/sponsors/coaches (Murphy)— outside institution (Daubman et al)
- Job-crafting (Grant-Vallone & Ensher): to increase variety, meaning, fulfillment
- Mine professional medical associations for helpful resources (Rosenfeld)
- Treasure your accumulated professional experience and the clinical judgment that flows from it (Emmons). *Work on your wellness!*



Institutional investment into physician wellness



- *Health care provider well-being: important metric of a high-quality health system (Singh et al)*
- Interventions to increase work–life balance— family-friendly policies (Lall et al)
- Flexible work arrangements: (Mazaheri et al) promote well-being/reduce burnout; enable some control over when, where, how much work; associated increase in productivity
- Monitor experiences of mid-career faculty— different programs within the same department can be vary in offerings (Baldwin et al)
 - Exacerbates inequities in how we support or fail to support faculty
 - Chairs and department members— acknowledge differences in resources/professional growth opportunities within their units— distribute resources, particularly those focused on professional development, so that all faculty benefit



Institutional investment into career development

- Organizational support for career development: most strongly correlated with career satisfaction (Collins II & Sanford)
 - More strongly related to career satisfaction than salary and promotion
- Placing the onus for career design solely on the individual neglects the historic and powerful role of institutions in shaping a faculty career (LaPointe Terosky & Baker)
- Recognition by campus administrators for faculty accomplishments (Stage & Medinger)— career-level specific awards & grants
- Targeted faculty development programs (Campion et al)
- More guidance/broader spectrum of available career paths (Bickel)



Conclusions

- There are numerous factors that impact career satisfaction at the individual and institutional levels
- There are numerous measures that can be taken at the individual and organizational levels that can enhance career development, career satisfaction and physician wellness
- Physician coaching is a personal and institutional investment that has proven benefits
- Overall it takes a multi-pronged approach, including culture shift, to get results!



**Discover More
Mini But Mighty Skills**

www.acponline.org/minibutmighty



Literature Review

- Searched Google, Ovid MEDLINE, PubMed for all articles combining any form of the words mid-career, mid career physician, physician, career development, equity, diversity, inclusion, burnout,
- Without date or language restrictions
- Exclusion criteria included the inability to obtain the full text or English translation
- References of selected texts were manually reviewed for additional relevant articles



References

American Academy of Allergy Asthma & Immunology. Maintaining Wellness in Mid-Career. AAAAI (<https://www.aaaai.org/Practice-Management/Practice-Tools/wellness/career>)

Anyane-Yeboah, A., Balzora, S., Gray II, D.M. Improving diversity and inclusion in GI. *Am J Gastroenterol* (2020): (115): 1147-1149.

Association of Clinical Documentation Integrity Specialists. News: 43% of physicians made a career change during pandemic, survey shows. *ACDIS* (July 7, 2022): *CDI Strategies*: 16(27) (<https://acdis.org/articles/news-43-physicians-made-career-change-during-pandemic-survey-shows>)

Aulivola, B., Mitchell, E.L., Rowe, V.L., Smeds, M.R., Abramowitz, S., Amankwah, K.S., Chen, H., Dittman, J.M., Erben, Y., Humphries, M.D., Lahiri, J.A., Pascarella, L., Quiroga, E., Singh, T.J., Wang, L.J., Eidt, J.F. Ensuring equity, diversity, and inclusion in the Society for Vascular Surgery: A report of the Society for Vascular Surgery Task Force on Equity, Diversity, and Inclusion. *J Vasc Surg* (2021): 173: 745-56.

Baldwin, R., DeZure, D., Shaw, A., Moretto, K. Mapping the terrain of mid-career faculty at a research university: implications for faculty and academic leaders. *Change* (2008): *September/October*: 46-55.

Bhagra, A., Croghan, T., Monson, T.R., Schletty, A.A., Baedke, L.K., Ghosh, K. An innovative, pilot program to enhance career development and staff engagement for mid- and late-career physician staff within an academic institution: the RISE program. *Mayo Clin Proc Inn Qual Out* (Dec 2020): *Vol 4* (No. 6): 786-791.

Bickel, J. Not too late to reinvigorate: how mid career faculty can continue growing. *Academic Medicine* (2016): *Vol 91* (No 12)

Bittar, N., Cohee, A., Bhamidipalli, S.S., Savoy, A., Ismail, H.M. Emotional distress, stress, anxiety, and the impact of the COVID-19 pandemic on early- to mid-career women in healthcare sciences research. *Journal of Clinical and Translational Science* (2022): 6: e93: 1-10.

Bradshaw, C. Doctor's Manitoba: President's Letter. *Doctor's Manitoba* (June 28, 2022): (<https://doctorsmanitoba.ca/managing-your-practice/weekly-member-message/presidents-letter-june-28-2022>)

Brady, K.J., Trockel, M.T., Khan, C.T., Raj, K.S., Murphy, M.L., Bowman, B., Frank, E., Louie, A.K., Roberts, L.W. What do we mean by physician wellness? A systematic review of its definition and measurement. *Acad Psychiatry* (2018): 42: 94-108.



References

- Brand, D.A., Patrick, P.A. & Grayson, M.S. Mid-career research training for the generalist physician: case study of a balancing act. *Teaching and Learning Medicine* (2008): 20(2): 180-185.
- Brown, S., Gunderman, R.B. Viewpoint: Enhancing the professional fulfillment of physicians. *Acad Med* (2006): Vol 81: 577-582.
- Campion, M.W., Bhasin, R.M., Beaudette, D.J., Shann, M.H., Benjamin, E.J. Mid-career faculty development in academic medicine: how does it impact faculty and institutional vitality? *J Fac Dev* (2016): 30(3): 49-64.
- Canadian Medical Association (CMA). COVID-19: Impacts on physician health and wellness in Canada: report executive summary. June 2021.
- Castillo, J.L., Chang, B.P., Manfredi, R.A., Kaplan, J. Well-being and burnout: one size does not fit all. *JACEP Open* (2020): (1): 1039-1043.
- Catanzano, T.M. Overcoming mid-career malaise. *AJR* (2022): 219: 996- 997.
- Cheung, Y. Making a mid-career transition. *Physician Leadership Journal* (2016): January/February.
- Collins II, R.T., Sanford, R. The importance of formalized, lifelong physician career development: making the case for a paradigm shift. *Academic Medicine* (2021): 96(10): 1383-1388.
- Daaleman, T.P. The mid-career demon. *Ann Fam Med* (2018): 16: 264-266.
- Daubman, B.-R., Lawton, A.J., Zehm, A., Rosenberg, L.B., Natarajan, S. The tween years: thriving as a mid-career academic hospice and palliative medicine clinician. *Journal of Palliative Medicine* (2023): (26)(3): DOI: 10.1089/jpm.2022.0285.



References

- DeLisa, J.A., Lindenthal, J.J. Commentary: reflections on diversity and inclusion in medical education. *Acad Med* (2012): (87): 1461-1463.
- Dugani, S.B., Geyer, H.L., Maniaci, M.J., Burton, M.C. Perception of barriers to research among internal medicine physician hospitalists by career stage. *Hospital Practice* (2020): 48(4): 206-212.
- Dunbar, T.V., Olsen, M.K., Yang, H., Kennedy, D., Jackson II, L.R., Thomas, K.L., Alkon, A., Prose, N.S., Pollak, K.I. Characteristics associated with burnout among cardiologists in an academic medical setting: baseline survey results from a communication coaching RCT. *Behav. Sci* (2022): (12): 362.
- Dutheil, F., Aubert, C., Pereira, B., Dambrun, M., Moustafa, F., Mermillod, M., Baker, J.S., Trousselard, M., Lesage, F.-X., Navel, V. Suicide among physicians and health-care workers: a systematic review and meta-analysis. *PloS ONE* (2019): (14)(12): e0226361.
- Dyrbye, L. Researching the effect of coaching on mid-career physician wellness. *The Physicians Foundation* (<https://physiciansfoundation.org/grantee-perspectives/researching-the-effect-of-coaching-on-mid-career-physician-well-being/>)
- Dyrbye, L., Varkey, P., Boone, S.L., Satele, D.V., Sloan, J.A., Shanafelt, T.D. Physician satisfaction and burnout at different career stages. *Mayo Clin Proc* (2013): 88(12): 1358-1367.
- Eliason, M.J., Streed, C., Henne, M. Coping with stress as an LGBTQ+ health care professional. *Journal of Homosexuality* (2018): 65(5): 561-578.
- Emmons, R.S. Burnout no more: how to push back against the toxic medical workplace. *Journal of American Physicians and Surgeons* (2019): (24)(4): 114 - 119.
- Farlow, J.L., Wamkpah, N.S., Francis, H.W., Bradford, C.R., Brenner, M.J. Sponsorship in Otolaryngology- Head and Neck Surgery: a pathway to equity, diversity and inclusion. *JAMA Otolaryngol Head Neck Surg* (May 4, 2023).
- Fishman, M.D.C, Reddy, S. P. Coaching: a primer for the radiologist. *J Am Coll Radiol* (2021): 18: 1192 - 1197.



References

- Flynn, J.M. Mistakes made and lessons learned: a mid-career pediatric orthopaedic surgeon's journey to sustain energy and avoid burnout. *J Pediatr Orthop* (2020): 40: S16-S21.
- Früge, E., Margolin, J., Horton, T., Venkateswaran, L., Lee, D., Yee, D.L., Mahoney, D. Defining and managing career challenges for mid-career and senior stage pediatric hematologist/oncologists. *Pediatr Blood Cancer* (2010): 55: 1180-1184.
- Gajjar, J., Pullen, N., Li, Y., Weir, S., Wright, J.G. Impact of the COVID-19 pandemic upon self-reported physician burnout in Ontario, Canada: evidence from a repeated cross-sectional survey. *BMJ Open* (2022): 12: e-060138.
- Girard, D. E., Dongseok, C., Dickey, J., Wessel, K., Austin, D. A mid year comparison study of career satisfaction and emotional states between residents and faculty at one academic medical center. *BMC Medical Education* (2006): 6(36).
- Goldberg, E. For doctors of colour, micro-aggressions are all too familiar— “They ask you if you’re coming in to take the trash out- stuff they wouldn’t ask a physician who was a white male.” *New York Times* (August 11, 2020).
- Golper, T.A., Feldman, H.I. New challenges and paradigms for mid-career faculty in academic medical centres: key strategies for success for mid-career medical school faculty. *Clin J Am Soc Nephrol* (2008): 3: 1870-1874.
- Grant-Vallone, E.J., Ensher, E.A. Re-crafting careers for mid-career faculty: a qualitative study. *Journal of Higher Education Theory and Practice* (2017): 17(5):10-24.
- Hannon, E.A., Fisher, K., Seashore, C. Toto, I've a feeling we're not in Kansas anymore: navigating the mid-career transition to academic medicine. *Medical Science Educator* (2020) Vol 30: 1617 - 1620.
- Harvard Business Review Staff. Reading List: Midcareer Crisis Series. *Harvard Business Review: Career Planning* (May 4, 2015).
- He, C., McGregor, A.J., Lewiss, R.E. Preinvisible: an early-career perspective on a mid career phenomenon. *The Permanente Journal* (2020): 24 (20).



References

Henderson, M. The forgotten middle— strategies to engage mid-career radiologists. *Radiological Society of North America* (Feb. 10, 2022): <https://www.rsna.org/news/2022/february/Mid-Career-Radiologists>

Huff, C. A boost in the middle: faculty development leaders search for new ways to help mid-career hospitalists stay inspired and pursue their passions. *ACP Hospitalist* (Nov. 16, 2022): <https://acphospitalist.acponline.org/archives/2022/11/16/free/a-boost-in-the-middle.htm>

Jaimes, C., Jaramillo, D. Mentoring for diversity and inclusion in paediatric radiology: nurturing the next generation of physicians from under-represented minorities. *Pediatric Radiology* (2022): 52: 1730-1736.

Kalet, A.L., Fletcher, K.E., Ferdman, D.J., Bickell, N.A. Defining, navigating, and negotiating success: the experiences of mid-career Robert Wood Johnson Clinical Scholar Women. *J Gen Intern Med* (2006): 21: 920-925.

Kaplan, R.S. Two ways to clarify your professional passions. *Harvard Business Review*. March 30, 2015.

Lall, M.D., Perman, S.M., Garg, N. Intention to leave emergency medicine: mid-career women are at increased risk. *Western J of Emerg Med* (2020): 21(5): 1131-1139.

Lufler, R.S., McNulty, M.A. The glass ceiling thickens: the impact of COVID-19 on academic medicine faculty in the United States. *Medical Education Online* (2022): 27: 2058314.

Kase, J., Doolittle, B. Job and life satisfaction among emergency physicians: a qualitative study. *PLoS ONE* (2023): 18(2): e0279425.

LaPointe Terosky, A, Baker, V.I. Sustainable. Purposeful. Thriving: Critical hope for mid-career research and practice. *New Dir. High. Educ.* (2021): 2021: 81-87.

Leigh, J.P., Kravitz, R.L., Schembri, M., Samuels, S.J., Mobley, S. Physician career satisfaction across specialties. *Arch Intern Med* (2002): 162: 1577-1584.



References

- Lemke, D.L. Perceptions of career agency and career calling in mid-career: a qualitative investigation. *Journal of Career Assessment* (2021): 29(2): 239-262,
- Lewis, R.E., Silver, J.K., Bernstein, C.A., Mills, A.M., Overhoiser, B., Spector, N.D. Is academic medicine making mid-career women physicians invisible? *Journal of Women's Health* (2020): Vol 29 (No 2): 187 - 192.
- Magrane, D., Helitzer, D., Morahan, P., Chang, S., Gleason, K., Cardinali, G., Wu, C-C. Systems of career influences: a conceptual model for evaluating the professional development of women in academic medicine. *Journal of Women's Health* (2012): 21(12).
- Margolis, R.D., Bernstein, L.K., Janosy, N., Yanofsky, S., Tackett, S., McElrath Schwartz, J., Lee, J.K., Deutsch, N., Sinskey, J.L. Grow and advance through intentional networking: a pilot program to foster connections within the Women's Empowerment and Leadership Initiative in the Society for Pediatric Anesthesia. *Pediatr Anesthesia* (2021): 31: 944-952.
- Marr, M.C., Heffron, A.S., Kwan, J.M. Characteristics, barriers, and career intentions of a national cohort of LGBTQ + MD/PhD and DO/PhD trainees. *BMC Medical Education* (2022): 22: 304.
- Martin, L., McDowell, A. The professional resilience of mid-career GPs in the UK: a qualitative study. *Br J Gen Pract* (2021): DOI: <https://doi.org/10.3399/BJGP.2021.0230>
- Mazaheri, P., Hawk, K.E., Ledermann, E.J., Spong Lozano, K.D., Porter, K.K. Flexible work arrangements and their impact on women in radiology: RSNA 2021 panel discussion summary sponsored by AAWR and more. *Clinical Imaging* (2023): 94: 56-61.
- Melnikow, J., Padovani, A., Miller, M. Frontline physician burnout during the COVID-19 pandemic: national survey findings. *BMC Health Services Research* (2022): 22: 365.
- Murphy, B. Women doctors who succeed at mid career: what they've learned. *American Medical Association* (<https://www.ama-assn.org/delivering-care/health-equity/women-doctors-who-succeed-midcareer-what-they-ve-learned>)
- Oh, L., Linden, J.A., Zeidan, A., Salhi, B., Lema, P.C., Pierce, A.E., Greene, A.L., Werner, S.L., Heron, S.L., Lall, M.D., Finnell, J.T., Franks, N., Battaglioli, N.J., Haber, J., Hampson, C., Fisher, J., Pillow, M.T, Doshi, A.A., Lo, B. Overcoming barriers to promotion for women and under-represented in medicine faculty in academic emergency medicine. *JACEP Open* (2021): (2): e12552.



References

- Piano, M., Diemer, K., Hall, M., Hui, F., Kefalianos, E., Lawford, B.J., McKibbin, G., Jarden, R.J. A rapid review of challenges and opportunities related to diversity and inclusion as experienced by early and mid-career academics in the medicine, dentistry and health sciences fields. *BMC Medical Education* (2023): (23): 288.
- Pifer, M.J. Grants and funding at mid-career: planning with purpose to achieve agency, vitality and fulfillment. *New Dir High Educ.* (2021): 2021:53-61.
- Pololi, L., Conrad, P., Knight, S., Carr, P. A study of the relational aspects of the culture of academic medicine. *Acad Med* (2009): 84: 106-114.
- Pololi, L., Vasiliou, V., Bloom-Feshbach, K. Midcareer medical school research faculty perspectives on vitality and professionalism during the COVID-19 pandemic. *JAMA Network Open* (2021): 4(8): e2120642.
- Puddester, D.G. Canada responds: an explosion in doctors' health awareness, promotion and intervention. *MJA* (2004): (181)(7): 386 - 387.
- Rees, A., Shaw, K., Peer mentoring communities of practice for early and mid-career faculty: broad benefits from a research-oriented female peer mentoring group. *Journal of Faculty Development* (2014): 28(2): 5-17.
- Rizvi, R., Raymer, L., Kunik, M., Fisher, J. Facets of career satisfaction for women physicians in the United States: a systematic review. *Women & Health* (2012): 52(4): 403-421.
- Rosenfeld, J. Mid-career development for medical practice staff. *Physicians Practice* (July 13, 2018): (<https://www.physicianspractice.com/view/mid-career-development-medical-practice-staff>)
- Rousmaniere, D. What to do if you feel stuck in the wrong career. *Harvard Business Review* (April 6, 2015).
- Schwandt, H. Why so many of us experience a midlife crisis. *Harvard Business Review* (April 20, 2015).



References

Shanafelt, T., Goh, J., Sinsky, C. The business case for physician well-being. *JAMA Intern Med.* (2017): (177)(12): 1826-1832.

Shanafelt, T.D., Noseworthy, J.H. Executive leadership and physician well-being: nine organizational strategies to promote engagement and reduce burnout. *Mayo Clin Proc* (2017): 92(1): 129-146.

Shanafelt, T.D., Schein, E., Minor, L.B., Trockel, M., Schein, P., Kirch, D. Healing the professional culture of medicine. *Mayo Clin Proc* (2019): 94(8): 1556-1566.

Sikora, M.J., Riggins, R.B., Madak-Ergogan, Z. Making an IMPACT on Career Development for Early- and Mid-Career Faculty. *Endocrinology* (2021): Vol 162 (No 3): 1-7.

Singh, S., Farrelly, A., Chan, C., Nicholls, B., Nazeri-Rad, N., Bellicoso, D., Eisen, A., Falkson, C.B., Fox, C., Holloway, C., Kennedy, E., McLeod, R., Rothenberger, D., Trudeau, M., Shanafelt, T., Bauman, G. Prevalence and workplace drivers of burnout in cancer care physicians in Ontario, Canada. *JCO Oncol Pract* (2021): 18:e60-e71.

Smith, A., Angood, P.B. Diversity & inclusion: tough decisions, rich rewards. *American Association of Physician Leadership- Physician Leadership Journal* (2020)(July-August): 20-25.

Smith, N., Fredricks-Lowman, I. Conflict in the workplace: a 10-year review of toxic leadership in higher education. *International Journal of Leadership in Education* (2020): (23)(5): 538-551.

Soklaridis, S., Lin, E., Black, G., Paton, M., LeBlanc, C., Besa, R., MacLeod, A., Silver, I., Whitehead, C.R., Kuper, A. Moving beyond 'think leadership, think white male': the contents and contexts of equity, diversity and inclusion in physician leadership programmes. *BMJ Leader* (2022): 6: 146-157.

Spickard Jr, A., Gabbe, S.G., Christensen, J.F. Mid-career burnout in generalist and specialist physicians. *JAMA* (Sept 25, 2002): Vol 288 (No 12): 1447 - 1450.

Strage, A., Merdinger, J. Professional growth and renewal for mid-career faculty. *Journal for Faculty Development* (2014): 28(3): 41-50.



References

- Tabo, L.Y., Greenberg, D., Haviv, Y.S., Riesenber, K., Nesher, L. The impact of gender on early scientific publication and long-term career advancement in Israeli medical school graduates.
- Vongalis-Macrow, A. Worker bees and wild roses: the pleasure and pain of mid-career female academics. *Advancing Women in Leadership (2016): 36: 17-25.*
- Wallace, J.E., Lemaire, J.B., Ghali, W.A. Physician wellness: a missing quality indicator. *Lancet (2009): 374: 1714-21.*
- Ward, K., Wolf-Wendel, L. Academic motherhood: mid-career perspectives and the ideal worker norm. *New Directions For Higher Education (2016): 176: 11-23.*
- West, M.A., Hwang, S., Maier, R.V, Ahuja, N., Angelos, P., Bass, B.L., Brasel, K.J., Chen, H., Davis, K.A., Eberlein, T.J., Fong, Y., Greenberg, C.C., Lillemoe, K.D., McCarthy, M.C., Michelassi, F., Numann, P.J., Parangi, S., Reyes, J.D., Sanfey, H.A., Stain, S.C., Weigel, R.J., Wren, S.M. Ensuring equity, diversity, and inclusion in academic surgery: an American Surgical Association White Paper. *Ann Surg (2018): 268: 403-407.*
- Westafer, L.M., Freiermuth, C.E., Lall, M.D., Muder, S.J., Ragone, E.L., Jarman, A.F. Experiences of transgender and gender expansive physicians. *JAMA Network Open (2022): 5(6): e2219791.*
- Whitcomb, W. Beware mid-career. *The Hospitalist* (<https://www.the-hospitalist.org/hospitalist/article/126344/beware-mid-career>)
- Wilson, R. Why are associate professors so unhappy? *The Collaborative on Academic Careers in Higher Education at the Harvard Graduate School of Education- The Chronicle of Higher Education.*
- Wolfe, A. Incongruous identities: mental distress and burnout disparities in LGBTQ+ health care professional populations. *Heliyon (2023): 9: e14835.*
- Zenger, J., Folkman, J. Why you should watch out for your 5-year job anniversary. *Harvard Business Review (April 10, 2015).*

