

Work/Life “Balance”



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One person's advice

- 1) No such thing as balance
- 2) Perfect can be the enemy of good
- 3) Learn to say no
- 4) Hire help whenever possible

Time is your most valuable resource

- Always more to do than time available
- No one else will protect your time
- Time spent on one thing = time not spent on another
- Think about whether you would want to do this tomorrow (not in the distant future)
- Remember: you will feel just as busy later

Time Management

	Urgent	Not-urgent
Important	A	B
Not important	C	D

“Perfect is the enemy of the good” (Voltaire)

- We are accustomed to being “the best”
- We want to be “the best” parents, clinicians, teachers, investigators
- Learn to be satisfied with trying your best, not being the best
- Pareto principle – 20% of your work produces 80% of your results (and vice versa)

Practice saying out loud (in front of the mirror):

- Thank you very much for the invitation, but I'm afraid I have other plans.”
- “Let me give this some thought, and I'll get back to you.”
- “I'm sorry, but I have another commitment.”
- “I'm sorry that doesn't work for me.”

Time is more valuable than money

- \$ 50,000/year $\cong$ \$25/hour
- \$100,000/year $\cong$ \$50/hour
- \$150,000/year $\cong$ \$75/hour
- If you can pay someone or something (like a parking garage) to save yourself time, do so
- It's worth paying for good child-care



Building a Research Team

- Pre-doctoral students (medical/dental/nursing/pharmacy)
- Post-doctoral fellows
- Volunteers (require minimum commitment of 500 hours)
 - Foreign medical graduates
 - Undergraduates (SF State, City College, USF)
 - Pre-medical post-baccalaureate students
 - Graduate students (SF State, UC Berkeley)

Maternity/paternity leave

- University policy: up to 6 weeks paid childbearing leave
- Fathers/non-birth parents up to 2 weeks paid leave
- Each dept has a Health Sciences Compensation Plan (HSCP) that may include additional paid leave
- Dept Medicine (for example) adds 6 weeks paid leave for a total of up to 12 weeks childbearing leave
- Up to 12 weeks “modified duties” for non-birth parents
- Plus can take up to one year unpaid leave

www.ucop.edu/academic-personnel-programs/_files/apm/apm-760.pdf
<http://senate.ucsf.edu/facultyhandbook/FacultyHandbook-UCSF.pdf>

In addition:



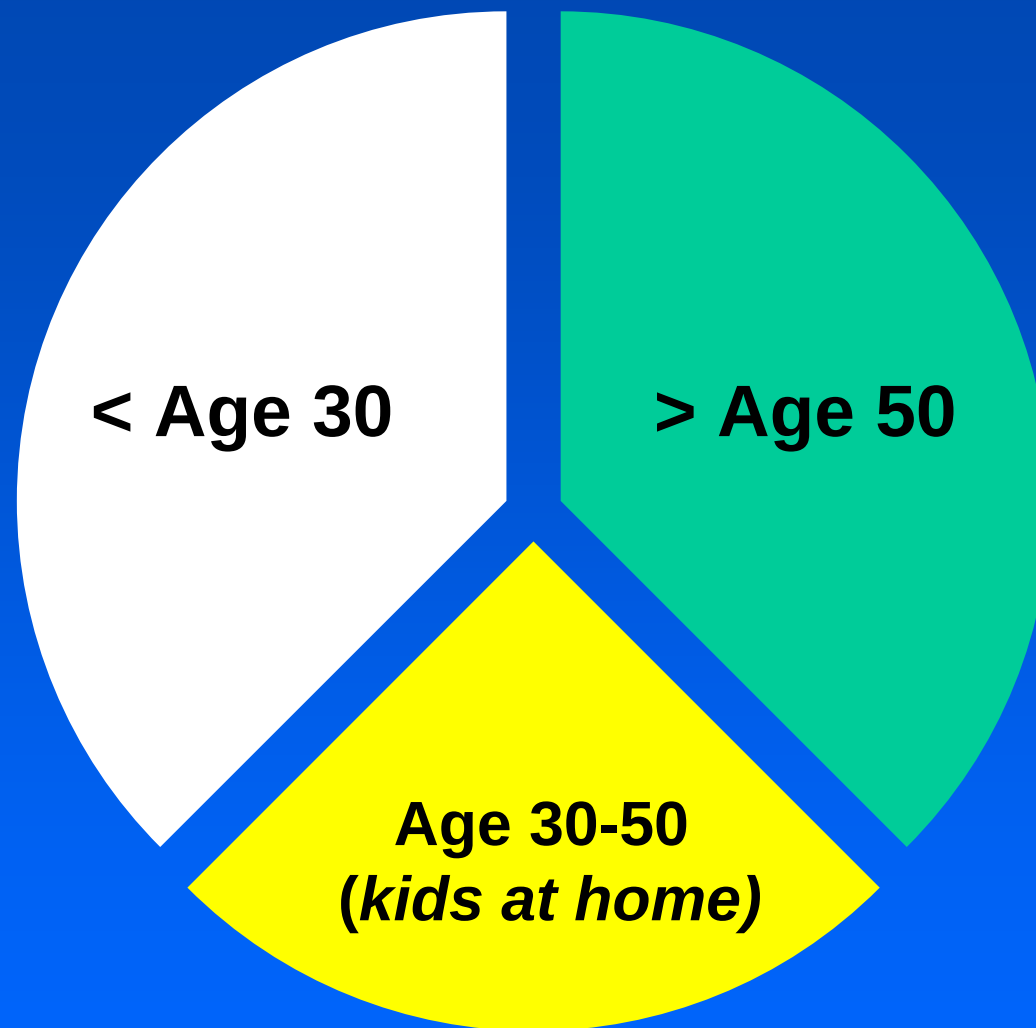
- Can stop the clock for up to one year at a time (two years total) for childbearing or prenatal leave
- Post-childbearing professional development program:
- Up to \$40,000 within 18 months of child-birth
- <http://rap.ucsf.edu/post-childbearing-professional-development-leave-award-program-0>

Clinician/educator

- **Comfort / competence**
- **Job security**
- **Immediate value**

Clinician/investigator

- **Variety**
- **Flexibility**
- **Delayed gratification**



= 25% of 80 year lifetime

Valuable UCSF resources

- **UCSF School of Medicine Office of Education:**
<http://meded.ucsf.edu/radme/faculty-development>
- **UCSF Center for Health Professions:**
<http://futurehealth.ucsf.edu/>
- **UCSF Chancellor's Council on Faculty Life:**
<http://academicaffairs.ucsf.edu/ccfl/>
- **UCSF Office of Career and Professional Development:**
<http://career.ucsf.edu/>

Outline

- Manuscript preparation
- Funding resources
- Tips for writing grants
- Dealing with rejection



Types of grants

- Fellowship grants – salary support for post-doctoral fellows
- Career Development Grants – salary support for junior faculty
- NIH Loan repayment grants
- Research grants – support for research expenses, may also include salary support

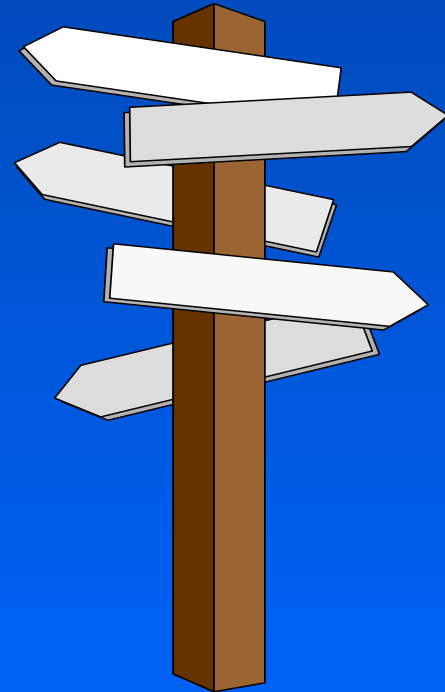
Should I do an additional year of fellowship?

- Advantages:

- complete projects
- find the right job
- educational experience

- Disadvantages:

- salary at fellowship level
- loss of momentum
- can often obtain similar experience on faculty



Fellowship funding opportunities

- National Institute of Health (e.g., F32)
- Societies (e.g., American Cancer Society)
- Foundations (e.g., Robert Wood Johnson)
- Pharmaceutical or biotech company grant
- Intramural grants (e.g., <http://rap.ucsf.edu/grants/>)

Deadlines – NIH Fellowship Grants

<i>Due date</i>	<i>Review</i>	<i>Notified</i>	<i>Award</i>
April 8	June	September	December
August 8	October	January	April
December 8	February	May	July

See “F Kiosk” for detailed information:
http://grants.nih.gov/training/F_files_nrsa.htm

Career Development Grant Sources (Salary support for junior faculty)

- UCSF programs:
<http://accelerate.ucsf.edu/funding/career-development-awards>
- NIH (K awards, Minority or R01 Supplements)
- VA Career Development Awards
- NIH Minority or R01 Supplement
- Foundations: www.fdncenter.org www.cof.org
- Professional societies

VA Career Development Awards (2 cycles per year)

<i>Letter of Intent</i>	<i>Application due</i>	<i>Reviewed</i>
8 months prior to start date	6 months prior to start date	4 months prior to start date

<http://www.research.va.gov/funding/CDP.cfm>

Deadlines – NIH Career Development Awards

<i>Due date</i>	<i>Review</i>	<i>Notified</i>	<i>Award</i>
February 12	June	September	December
June 12	October	January	April
October 12	February	May	July

See “K Kiosk” for detailed information

<http://grants.nih.gov/training/careerdevelopmentawards.htm>

NIH Eligibility

Must be U.S. citizen
or permanent resident

U.S. or non-U.S.
organization can apply

- K23
- NIH loan repayment
- R01 minority supplement

K99/R00

- R01
- R21
- R03

www.niaid.nih.gov/researchfunding/grant/pages/newpiportal.aspx

NIH Pathway to Independence Award (K99/R00)

- Kangaroo: 2 years fellowship + 3 years faculty support
- Non-US citizens eligible to apply from a US institution
- Foreign institutions not eligible to apply
- <http://grants.nih.gov/grants/guide/pa-files/PA-11-197.html>

NIH Definition of Minority (may vary by program):

Underrepresented minority students and investigators are defined as individuals belonging to a particular ethnic or racial group that has been determined by the grantee institution to be underrepresented in biomedical, behavioral, clinical or social sciences.

NIH Loan Repayment Program

http://www.lrp.nih.gov/about_the_programs/index.aspx

http://www.lrp.nih.gov/apply_here/index.aspx

- Repays \$35,000/year in educational loans for 1 or 2 years
- Half of applications funded (1/3 of new, 2/3 of renewals)
- Must be a US citizen or permanent resident
- Must have a health professional doctoral degree
- Must spend at least 50 percent time doing clinical research
- Educational debt must be at least 20 percent of your salary
- Employed by a nonprofit institution or government entity

Five NIH Loan Repayment Programs

http://www.lrp.nih.gov/about_the_programs/index.aspx

- Clinical Research
- Pediatric Research
- Health Disparities Research
- Contraception and Infertility Research
- Clinical Research for Individuals from Disadvantaged (Low Income) Backgrounds

Other research grants

- Federal government opportunities – www.grants.gov
- DOD – <http://cdmrp.army.mil/funding/reftable.shtml>
- HRSA – <http://www.hrsa.gov/grants/index.html>
- [Patient-Centered Outcomes Research Institute](http://www.pcORI.org) (PCORI)
- Agency for Health-Care Research and Quality (AHRQ)
- Industry (Investigator-Initiated Research programs)
- Grantmakers in health – www.gih.org
- Foundations – <http://foundationcenter.org>

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Preparing grant applications

- Specific Aims page: brief summary of background with 2 to 4 very clear, specific, concrete objectives (and associated hypotheses)
- Budget (defining study objectives and coming up with budget an iterative process); aim for max
- Look at successful proposals
- Get feedback early and often

Grant Writing Guidance

Examples of successful research proposals and expert advice on how to navigate and write grant applications.

- Writing NIH Mentored K Award Applications ?
- How to Write a PCORI Grant ?
- K Proposal Library (K08, K23, K24, K99) ?
- T32 Proposal Library ?
- Diversity Supplement Proposal Library ?
- Data Safety Monitoring Protocol Library ?
- PCORI Proposal Library ?
- All Grant Writing Resources ?

Explore: <http://accelerate.ucsf.edu/funding?/career-development-awards>

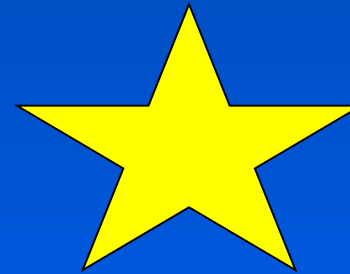
Tips for writing a successful proposal



- Read and re-read instructions
- Make a time-line
- CTSI consult: <http://accelerate.ucsf.edu/consult>
- Complete forms early (cover page, other support, etc.)
- Review other successful applications
- Find out who is on review committee:
<http://www.csr.nih.gov/Committees/rosterindex.asp>
- Contact program officer at target NIH Institute

Supporting letters

- Select strong mentors
 - well known in field
 - expertise in your area
- Ask for letters at least 1 month before due date
 - attach your CV and proposal outline
 - offer to provide draft of letter
 - let them know outcome of application





"We study, we plan, we research. And yet, somehow, money still remains more of an art than a science."

Other extremely useful grant-writing resources

- <http://grants.nih.gov/training/resources.htm>
- <http://www.niaid.nih.gov/researchfunding/Pages/default.aspx>
- http://grants.nih.gov/grants/grant_basics.htm
- http://grants.nih.gov/grants/grant_tips.htm
- <http://grants.nih.gov/grants/oer.htm>
- <http://grants.nih.gov/grants/sitemap.htm>
- http://grants.nih.gov/grants/useful_links.htm

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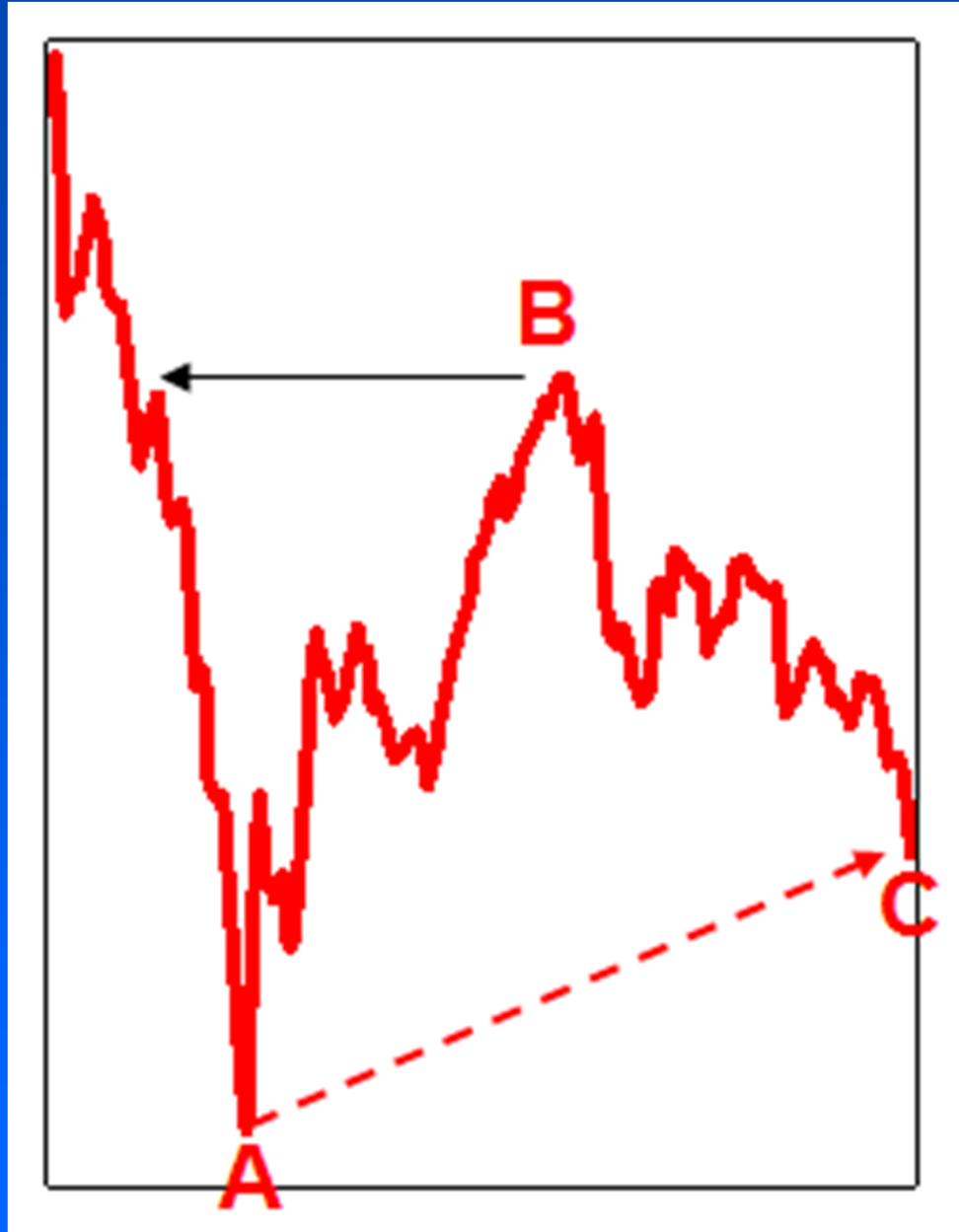


*“What do the publishers recommend?
A really good paper shredder!”*



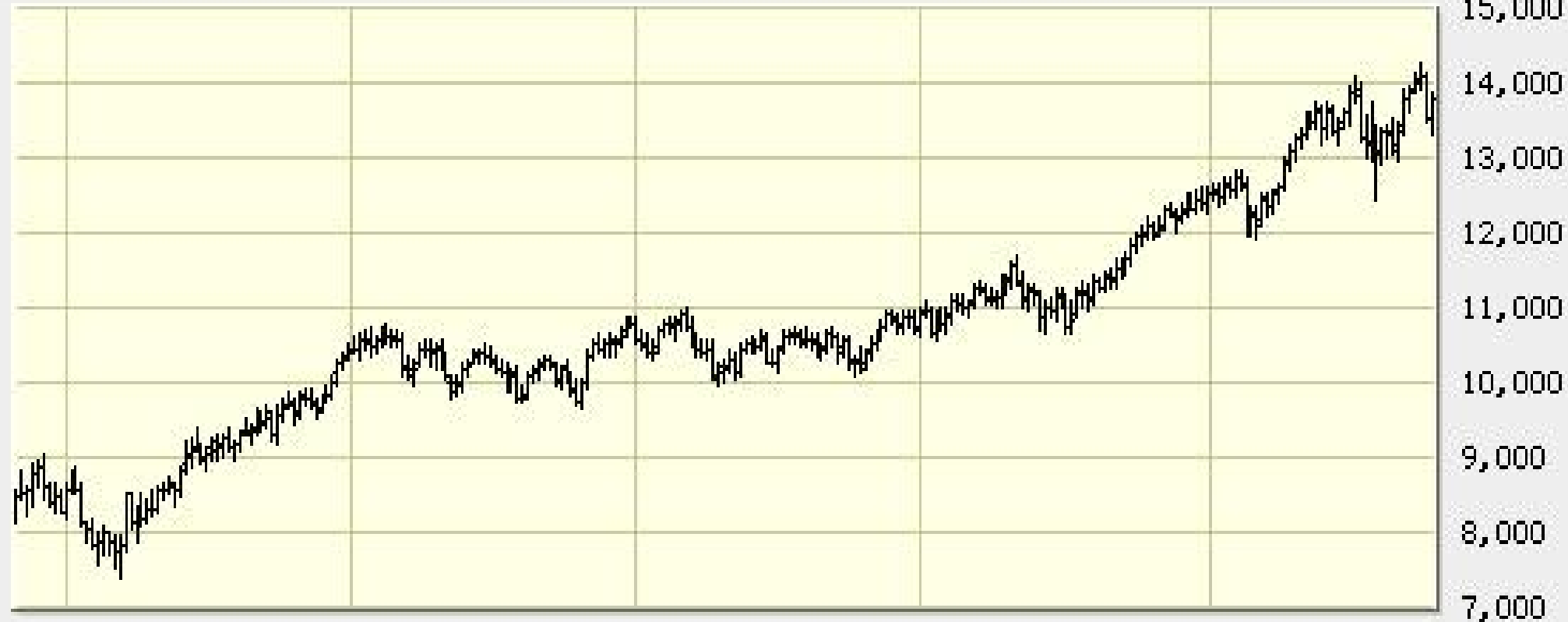
Whooley – Rejected Grants and Manuscripts

TNTC



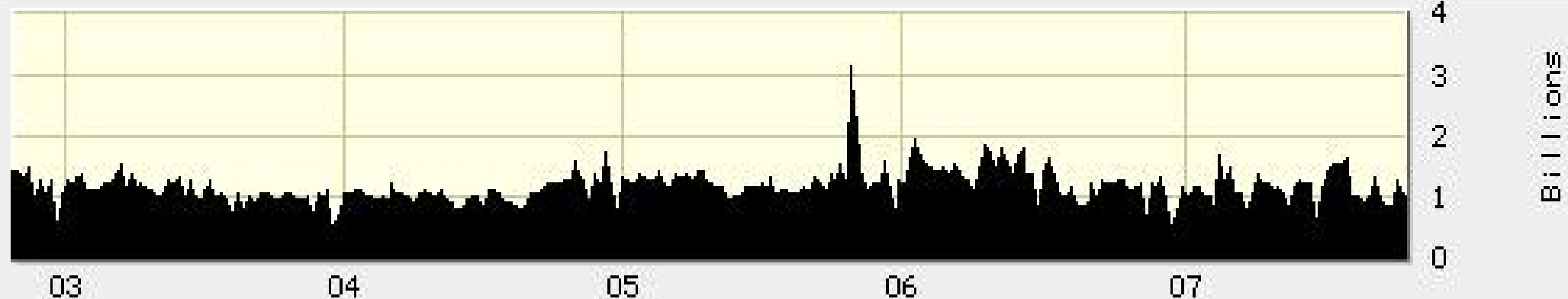
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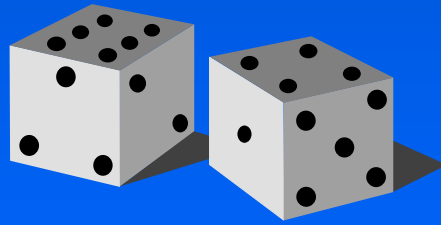
Volume —

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Dealing with rejection

- Expect 2 to 3 submissions for every paper / grant
- Politely respond to reviewers concerns
- Be persistent
- Remember: it's the numerator that counts



Extra slides

TABLE 3: PREGNANCY, CHILDBEARING, AND CHILD REARING LEAVE

	GUARANTEE	MAXIMUM DURATION	PAID	STOP CLOCK
Pregnancy (Disability) leave for medical needs prior to, during, and following pregnancy – negotiated through Department Chair	FEHA¹	4 Months	No	Yes
Childbearing leave after pregnancy – administered through the Chancellor’s Office	FMLA²	6 Weeks	Yes	Yes
Child rearing leave for newborns or newly adopted children under age five – negotiated through Department Chair	FMLA	6 Weeks	Maybe	Yes
Extended child rearing leave may be negotiated with advanced consent from the Department Chair, School Dean, and Executive Vice Chancellor	–	1 Year	No	Maybe

Additional guarantees are provided under APM 760 and APM 133.17

1 [California Fair Employment and Housing Act](#)

2 [Federal Family and Medical Leave Act](#)

8.9.2 Prenatal, Childbearing, and Child Rearing Leave

University policy requires at least one year of service in a faculty title *before* paid childbearing leave can be taken. Remember that time spent as a Student, Fellow, or Resident does *not* count towards this one-year requirement. However, there is no service requirement for the Academic Senate series.

Childbearing Leave or Prenatal Leave taken that is equal to or in excess of one semester or one quarter, but not more than one year, is *automatically excluded* from time counted toward the eight-year rule *unless* you inform your department chair in writing before, during, or within one semester after the leave, that it should not be excluded.

Individuals may elect to take leave without pay for up to one year following the birth of a child. If such a leave is taken, time to tenure may be extended from eight to nine years (see [*Stopping the Clock*](#) in Section 8.8 of this handbook). Arrangements for a full year's leave and extension of time to tenure must be formulated in advance and with the agreement of your Department Chair, School Dean, and the Executive Vice Chancellor. *Unless you obtain specific permission from the Executive Vice Chancellor for an extended leave without pay, your promotion clock will continue ticking.* Both limited and extended child rearing leave may be elected by either parent. It is essential to plan for all leaves associated with childbearing and child rearing well in advance, and to work closely with faculty members whose academic responsibilities will be affected by your leave.

General Funding Resources

- Pivot – set up automated funding search for your interests (UCSF library website → Pivot)
- Foundations – www.fdncenter.org + www.cof.org
- Federal government opportunities – www.grants.gov
- Grantmakers in health – www.gih.org
- Grateful patients (via development office)
- NIH Guide Listserve –
<http://grants.nih.gov/grants/guide/listserv.htm>

Other US government research grants

- DOD – <http://cdmrp.army.mil/funding/reftable.shtml>
- HRSA – <http://www.hrsa.gov/grants/index.html>
- [Patient-Centered Outcomes Research Institute](#) (PCORI)
- Agency for Health-Care Research and Quality (AHRQ)
- Industry (Investigator-Initiated Research programs)