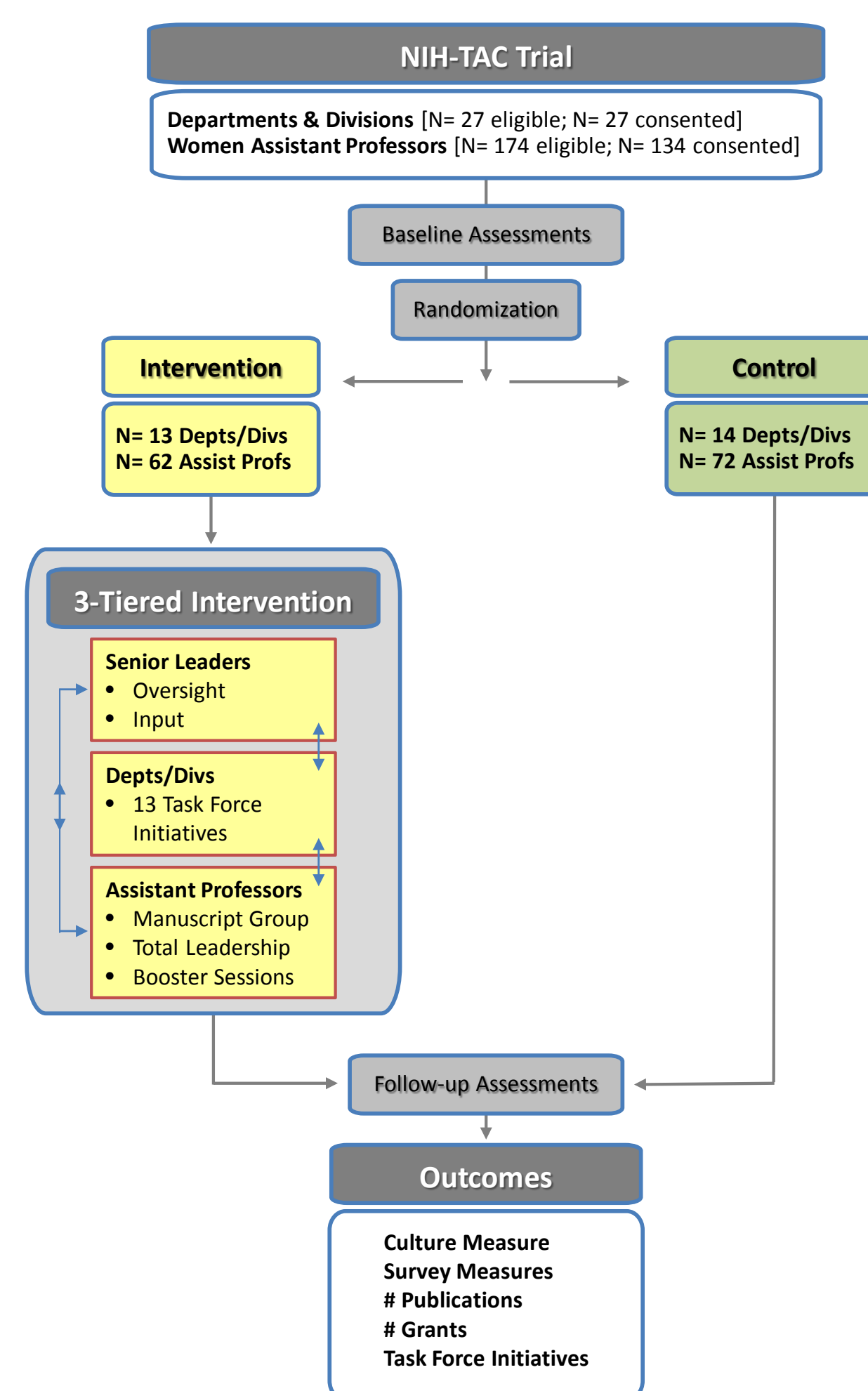


Overview

The NIH-TAC Trial is a cluster-randomized trial of a multi-faceted intervention at the Perelman School of Medicine to enhance institutional culture, increase academic productivity, and improve job satisfaction for women assistant professors.

Multi-faceted intervention targeted 3 critical levels:

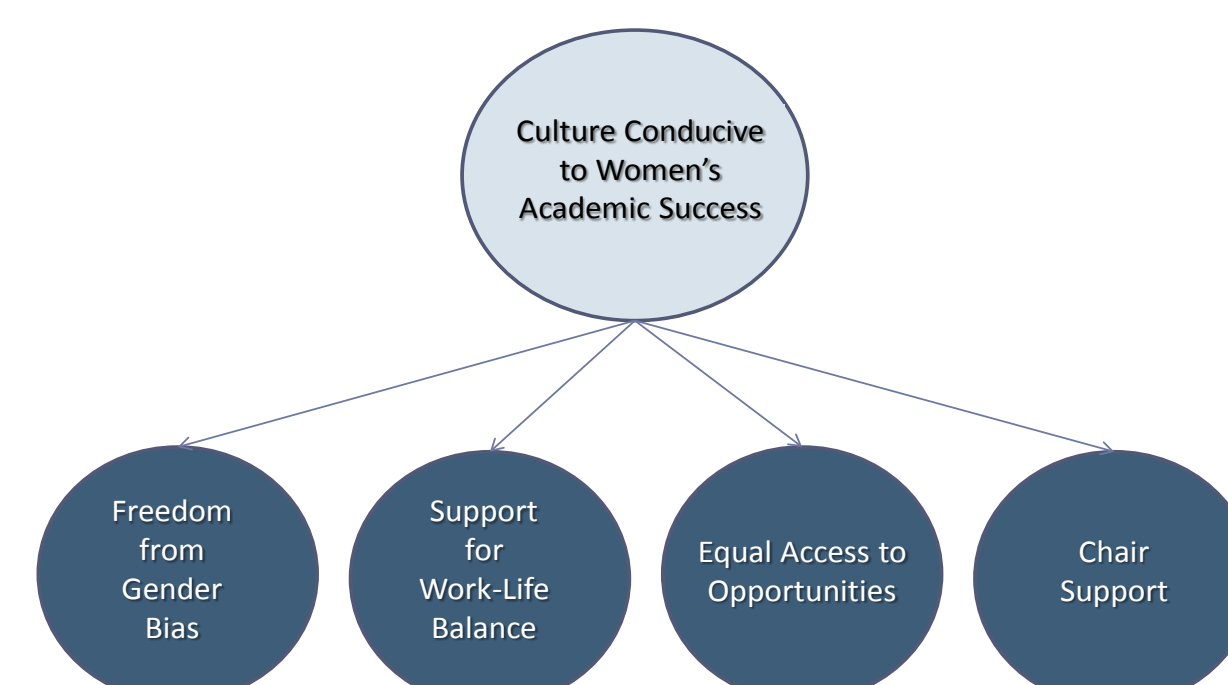
- **Senior Leadership** provided oversight and input
 - Deans, Vice Deans, Department Chairs and Division Chiefs
- **Department/Division Task Forces** created customized, local interventions to target unit-specific needs
- **Women Assistant Professors** participated in:
 1. Total Leadership course for 4 months
 2. Manuscript writing course for 4 months
 3. Targeted workshops



Key Results

Culture Conducive to Women's Academic Success (CCWAS) Measure

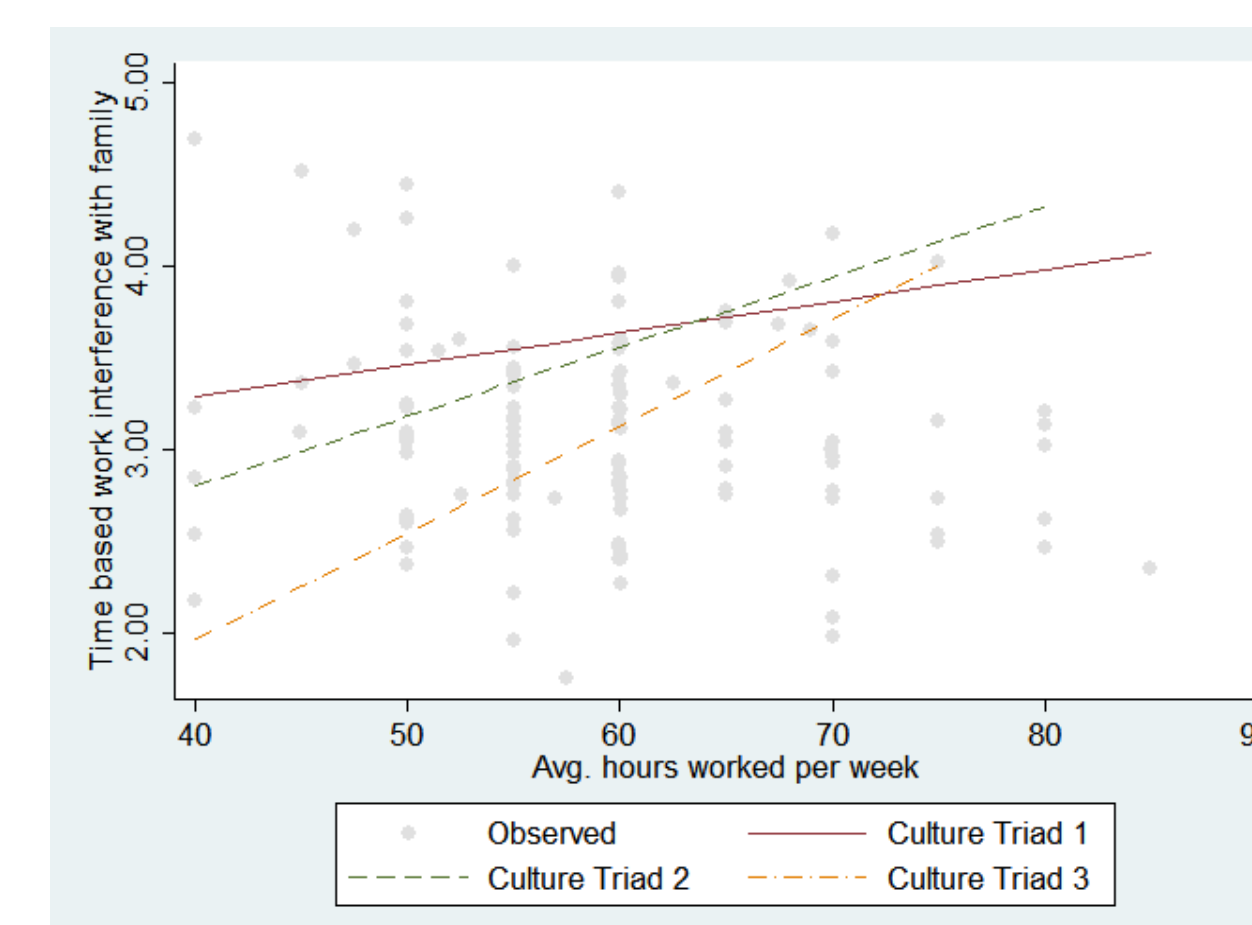
- A measure of work culture was developed to identify:
 - Shared beliefs and expectations that may impact ability of women faculty to be successful
- Development of work culture measure involved:
 - Review of literature, focus group, discussions with experts
 - Formal pilot test with 56 junior women faculty at over 10 academic health centers
- Final version: 46 items reflecting four dimensions:



- Major Findings:
 - Women within departments/divisions agree on the supportiveness of their unit
 - Significant cultural differences exist among departments/divisions

Impact of Longer Work Hours and Supportive Work Culture (CCWAS) on Work-Family Conflict

- Longer work hours were associated with greater work-family conflict
- Less supportive cultures were associated with greater work-family conflict
- Culture mitigates the impact of long work hours on work-family conflict
 - Women in the most supportive culture (triad 3) experienced significantly less work-family conflict at any level of hours worked per week (up to ~70 hrs)
 - Women in the least supportive culture (triad 1) experienced higher levels of work-family conflict at any level of hours worked per week (up to ~65 hours)



Task Force Initiative developed and implemented local change at department/division level

Magnitude of effort:

- 100 diverse faculty engaged over 2 years
- All 13 task forces met with facilitator for a total of 43 meetings
- Summit meetings of all 13 task forces, Dean and senior leaders shared insights and recommendations

Results:

- Task Force Initiative enhanced local engagement
- Specific interventions developed for local environments

Examples Task Force "Local" (Department) Interventions

- Overhauled clinical accounting of night and weekend duty for junior/senior faculty to improve equity
- Created Vice Chairs of Faculty Development
- Instituted home reading stations in radiology for off-hour coverage (rather than in-house coverage)
- Increased support and accountability for mentoring programs
 - Augmented startup packages to support mentors of junior faculty
 - Developed grant writing/review programs
 - Established peer mentoring programs

Summary

Overall goal to create an environment where women can succeed fully in their careers, maximizing their contributions to academic medicine and improving workplace for all faculty

- First randomized trial to test effectiveness of a multi-level, school-wide intervention
- Women working in departments with more supportive cultures were more satisfied with and more committed to their departments; women faculty agreed on the supportiveness of the culture of their department and significant differences existed among departments
- Department culture played a key role in mitigating the effect of long work hours on work-family conflict
- A task force process to develop and implement local department changes resulted in creative initiatives to support faculty

