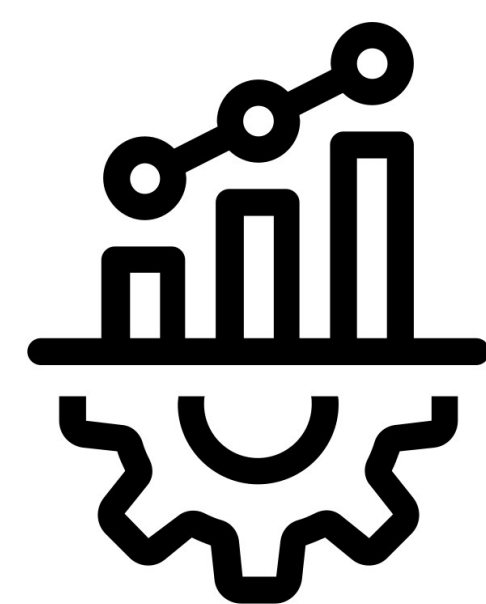


# Developing a Culture of Scholarship in the Department of Plastic and Reconstructive Surgery at The Ohio State University

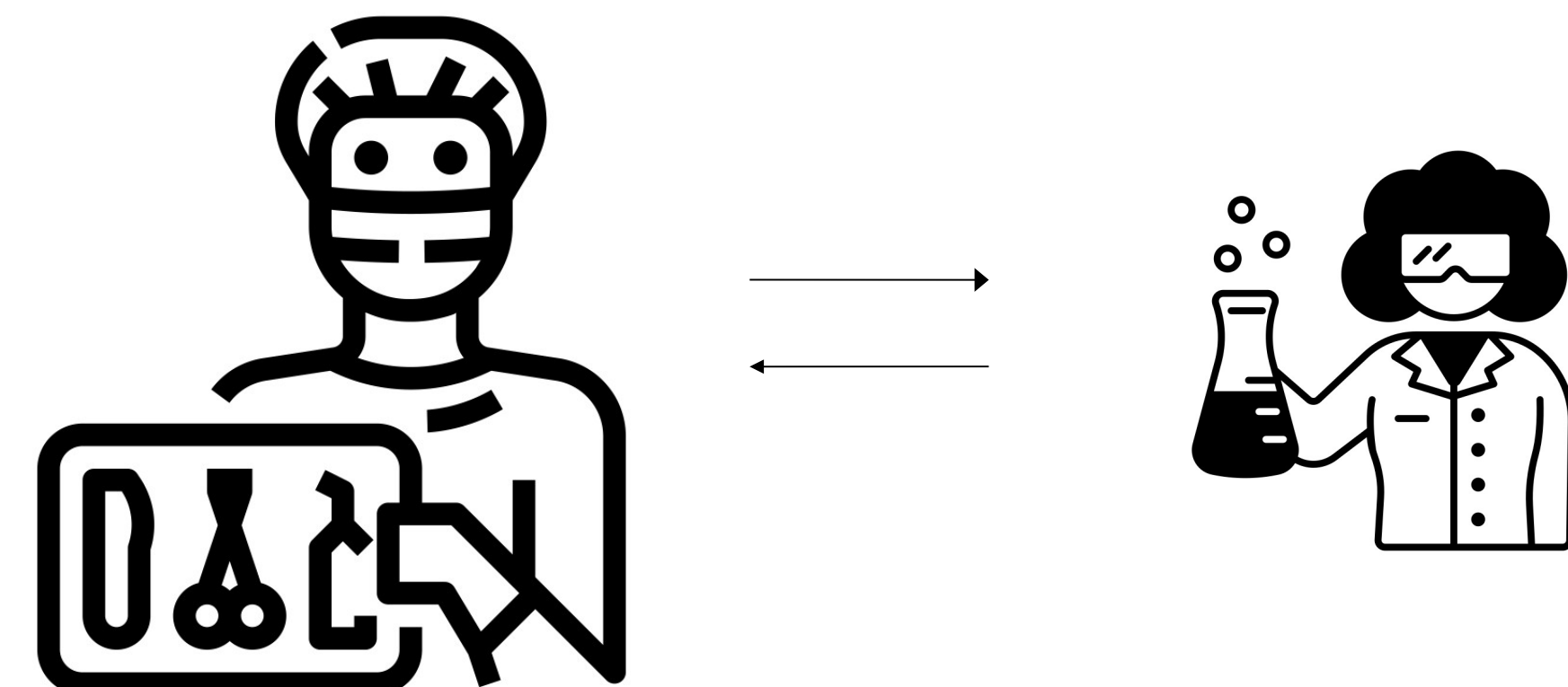
Clara Lee, MD, MPP, Associate Professor, Vice Chair for Research; Carol Bradford, MD, Dean; Amy Moore, MD, Department Chair

## Background

The OSU College of Medicine (COM) has increased emphasis on research.



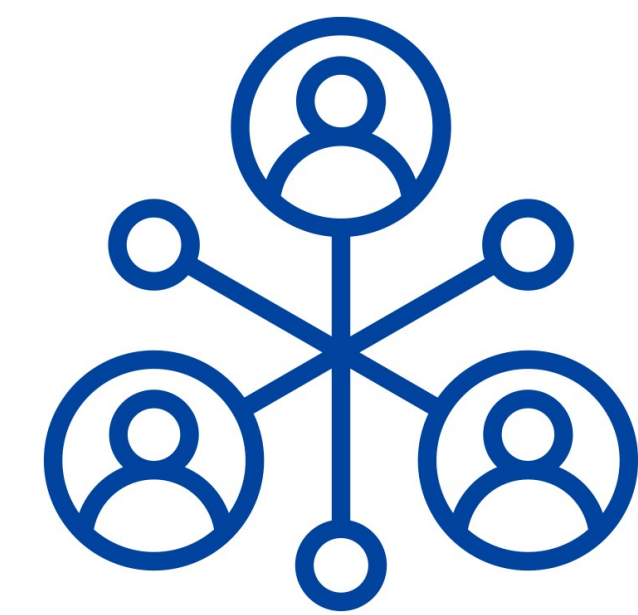
Plastic and Reconstructive Surgery departments have historically prioritized clinical care over research.



IAP goal: To advance the scientific success of the OSU Department of Plastic and Reconstructive Surgery.

Year 1 objectives: Improve research infrastructure, develop standard operating procedures, and advance a culture of scholarship.

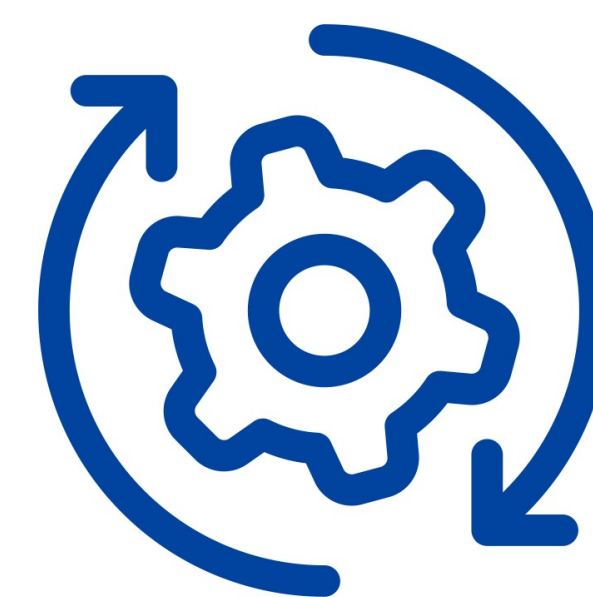
## Approach



Engage key internal and external stakeholders.



Develop research infrastructure.



Establish standard operating procedures.



Mentor early career faculty and learners.



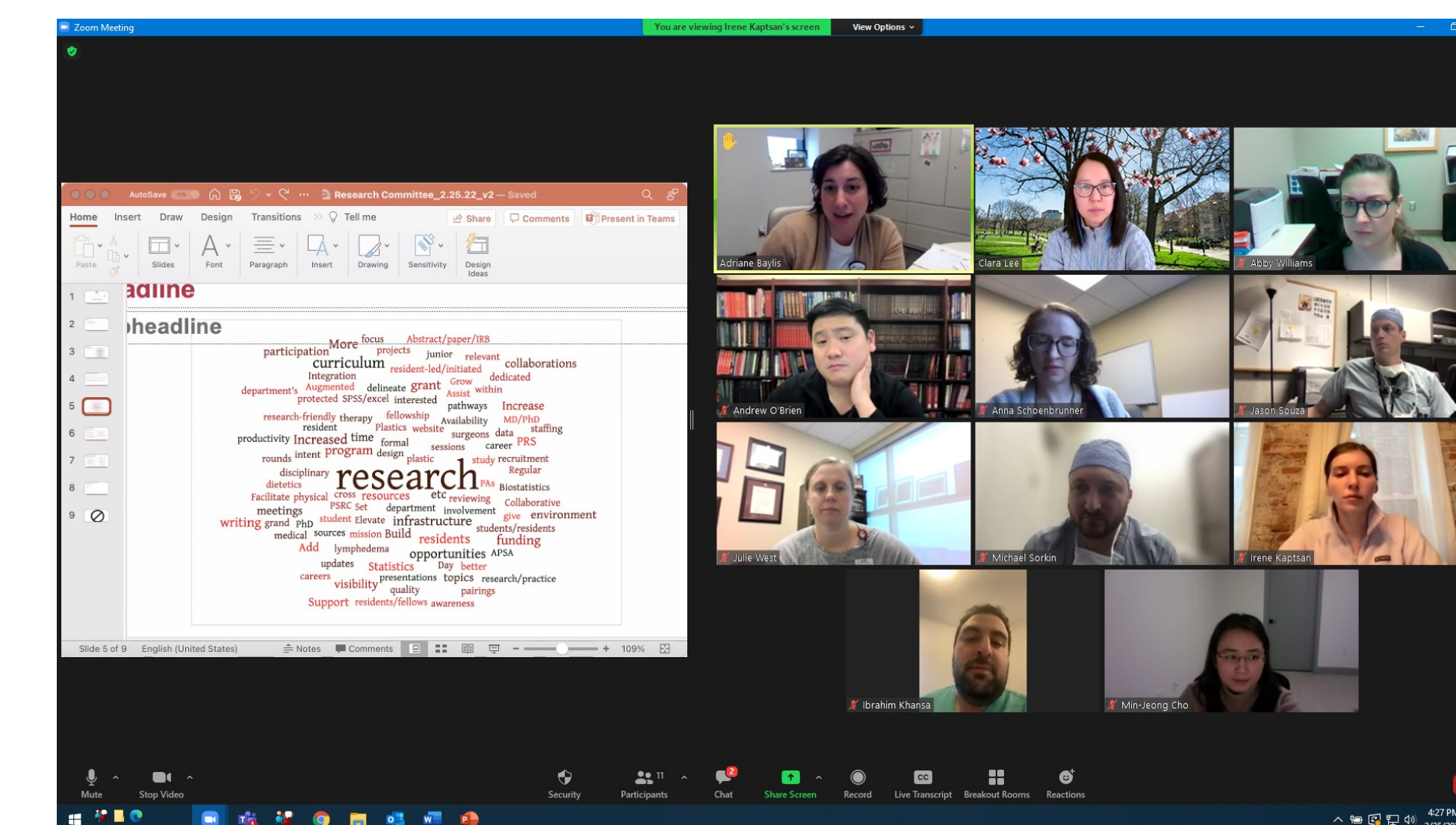
Connect across department mission areas (faculty affairs, clinical operations, education, DEI).

## Results

Expanded research network across COM and university

Clinical trials management, biostatistical support, grants administration in place

Highly engaged research committee, especially early career faculty and learners



Every resident with a research project and mentor  
Multiple grant submissions, large intramural award  
Mentoring 2 and recruiting 3 surgeon-scientists

## Lessons and Future Directions

Involving stakeholders encourages buy-in.  
Infrastructure and procedures support culture change.  
Learners and early career faculty are change agents.

Future work: Increase grant funding, negotiate for space and infrastructure, retain surgeon-scientists

## Developing a Culture of Scholarship in the Department of Plastic and Reconstructive Surgery at The Ohio State University

Fellow: Clara N. Lee, MD, MPP, FACS

ELAM Mentor: Carol Bradford, MD, Dean of the College of Medicine

Collaborator: Amy Moore, MD, Chair of the Department of Plastic and Reconstructive Surgery

**Background:** The Ohio State University (OSU) College of Medicine (COM) has recently increased its emphasis on scientific research. Historically, the OSU Department of Plastic and Reconstructive Surgery emphasized clinical care and did not actively support research, which is consistent with national norms among plastic and reconstructive surgery departments/divisions. The long-term goal of this IAP is to advance the scientific success of the OSU Department of Plastic and Reconstructive Surgery. The short-term objectives were to improve research infrastructure, develop standard operating procedures, and advance a culture of scholarship.

### **Methods:**

- Engage key stakeholders in and outside of the department and COM
- Develop research infrastructure (e.g., biostatistics, clinical trials management, grants administration, regulatory support, personnel)
- Develop standard operating procedures for research (meetings, updates, requests for resources)
- Mentor early career faculty and residents who are supported by the department for research
- Convene a diverse research committee, engage learners in research, and conduct research day
- Connect research activities with other mission areas (clinical, education, service, diversity equity and inclusion)

**Results:** We have started networking within the COM (vice chairs for research, associate deans for research), the Cancer Center, College of Public Health, and university. Formal arrangements have been established for clinical trials management, biostatistical support, and pre/post award administration. We put out a call for research committee members, which was met with a very enthusiastic response, particularly from residents and early career faculty. All residents have a research project and mentor, and all senior residents will present their projects at research day. One early career faculty member achieved a large intramural award, two new faculty members are being mentored, and 3 surgeon-scientists are being recruited.

**Conclusions and Future Directions:** We have laid the groundwork for scientific and scholarly achievement by creating new research infrastructure and procedures. Learners and early career faculty have been particularly engaged. Incremental change in social norms and culture has been noted. Future work will focus on development of a research curriculum, improving grant submissions and funding, negotiation for greater research infrastructure, and retention of surgeon-scientists.