

Thrivecast Episode 72: Passing the Mic: A Celebration of Leadership, Growth, and Transition

Trish Kritek: [00:00:00] Welcome to another episode of the University of Washington's Thrivecast, the podcast designed to help School of Medicine faculty thrive. I'm Trish Kritek, and today we're joined again by Dr. Giana Davidson. And usually at this point in time I say what we're here to do, and this is actually a really special Thrivecast.

First of all, it's Thrivecast number 72. I cannot believe we have made it to Thrivecast 72. To be honest, I wasn't sure we would get to Thrivecast 3 when we started, and I'm so grateful for so many people being a part of us succeeding in making this podcast a reality. I told you this is a special podcast.

I'm going to reveal why it's special in a minute, but before I do that, as I reflect on 72 podcasts, I want to just say a couple thanks to people. There would be no Thrivecast without Lisa Pierce. She has been my partner in all of this. She was a guest on one of [00:01:00] our podcasts, but she's really the behind-the-scenes person who makes Thrivecast happen, and she's been my partner in doing Thrivecast for 72 Thrivecasts.

So a deep sense of gratitude to Lisa for all that she's done to make this a reality. And for all the people who are listening, I just want you to understand that, like, I don't even listen to podcasts, and we made this podcast, so it's a remarkable feat that she partnered with me to make this happen.

I want to thank all the amazing people that I have talked to on Thrivecast. I have so enjoyed this experience because what's more fun than talking to really interesting people? It is so cool. And I would say it's been fun, it's been educational, and it's really been inspirational to me in many ways, the conversations I've had with so many of our faculty, that I wouldn't have really known in the same way if I hadn't done Thrivecast with them.

And then finally, for all the people who actually listened, I really didn't know if anyone would listen, and I'm so thrilled that people have listened, and grateful for the input that I've [00:02:00] gotten from people over time about what would be helpful in a Thrivecast. So with a deep sense of

gratitude, I now reveal that the reason I'm saying all this is because this is a time for a next chapter for me, for Thrivecast, and for Giana.

And this is my last Thrivecast, which makes me sad and excited, because it's been an awesome experience for me, and I think that the next chapter of Thrivecast will be even better. And so I'm really excited that as I enter to a next chapter of my career, and Giana enters into a next chapter of her career.

She's becoming the interim vice dean for faculty affairs, that Thrivecast is going to be transitioning to something that Giana is going to lead. So I am thrilled about this transition, wistful and sad to think of not having this as my monthly activity, and so excited to finally have a podcast that I'll listen to, because I will listen to it regularly despite what I said a second ago about my listening to podcasts.

So [00:03:00] this is a special Thrivecast because it is a passing of the baton. It is the end of a chapter and the start of a next chapter, and we thought it would be interesting to do this together, this transition. And so I'm actually going to hand the mic over to Giana and do what I don't usually do, which is be the person who answers questions.

I'm really good at asking questions, and I'm a pretty darn good listener. Some people say I'm a good summarizer. I enjoy those things deeply, probably more than I enjoy answering questions. So know that I'm going outside my comfort zone as I hand the mic over to Giana to start this next chapter, and for this Thrivecast, be the person asking the questions.

Giana Davidson: Oh, thanks so much, Trish. It is such an honor to be here, and these are huge shoes to fill. And I would echo your gratitude for Lisa. It's so reassuring that Lisa will be able to still come on here, and she has reassured me over and over that we can cut out the bloopers, maybe make a bloopers reel at the end of the next 70 [00:04:00] episodes.

But Trish, thank you so much for creating this space. There is, like, not an operator's manual oftentimes I think for faculty in this job and in the things we're doing, and you've allowed us to get to meet people in our local area who have just phenomenal expertise, and another pathway to be able to teach each other, and that's incredibly special.

I have loved the episodes. I've loved referring people to the episodes, and it's really, an incredible honor to be able to do this part of it. So thank you, and I think the greatest consequence of creating something is, like, now you have to suffer the consequences of being asked the questions.

Trish Kritek: Indeed, I'm looking forward to this, she says with some trepidation.

Giana Davidson: I think, one of the things we were, chatting about, like, gosh, what do we do this episode on, is this thing that you've done so beautifully well. And it's really like, how do you take an idea? There wasn't even an Office of Faculty Affairs, a decade ago.

And Thrivecast is another awesome example of taking an idea, like finding the gap, and then making that idea all the way to a program, to fruition, to [00:05:00] sustainability because you're able to step away, build other projects, and it's going to continue on. And, I was listening to a Hidden Brain episode recently that why following your dreams isn't enough, and the thing that really stayed with me is that passion alone doesn't create impact.

They really focused on, like, we need the big visionaries. We need the poets in the world. And you've so been that, but you're also the plumber, as they call it in that episode, or the person that actually can operationalize it and get it across the finish line. And so I'd love to talk about that, today.

And so what are the steps, and how do we teach our faculty about taking an idea and building it all the way through to a program that's sustainable?

Trish Kritek: I love that topic. It's something that's obviously near and dear to my heart, so I look forward to talking about that with you. I may object slightly to being called a plumber.

But I do think that it is both that vision and operationalizing that are important, and so happy to talk about that more with you.

Giana Davidson: I love it. I think I would object to being called the poet, so it's perfect. [00:06:00] So I think as we get into this, one of the interesting things about both Office of Faculty Affairs and Thrivecast is when you started, these didn't exist.

And, part of, I think, an academic career is sometimes people say, "Gosh, go to the new area. Be novel," and it's sort of lonely out there. How do you identify where the gaps are? How did you think about what could be possible when you started to think about Faculty Affairs or programs like Thrivecast or Rising Leaders?

Trish Kritek: I think that, one of the things you already said I think is important, and that is all of those things were things that I eventually was super passionate about, and I do think you have to be excited about something in order for you to kind of take it from nothing to something and hopefully to something sustainable.

And I'll ... We can talk about more about the sustainability part of it. But I think that sometimes places where people go wrong on this is that it can't just be your vision or just your passion. I think you need to also understand what does the community want? What does the institution need? What are [00:07:00] other people saying are the gaps?

And so for all of the things that I think I've led initiatives on, whether it's creating the Office of Faculty Affairs or creating Thrivecast or whatever, it started with listening and hearing from other people what are the needs and trying to understand what people meant by when they said there were needs.

Like Thrivecast came out of a desire to have greater, quote-unquote, communication, and people saying, "I can't make it to that workshop," and things like that and then it gets translated into something. But I think for anything to be a successful project, you have to be excited about it. If you're not excited about it, it's never going to happen, right?

Like, really easy to put at the bottom of your list. And it's got to be something that you've figured out is something that people other than just you think is important and needed. And so it's really those two things that I think were the starting point, and in both cases, and really in any case of things that I've led it's starting with listening and hearing voices and understanding where [00:08:00] the greater community-- And those are all different communities, but the greater community says, "Boy, there's a gap."

And so, with faculty affairs, there were a lot of people saying, "We don't have a one place, home for faculty to have resources to support them," and that was slowly visioning what that could be. But that was based on listening and hearing those concerns, those desires, those hopes over a fair amount of time

Giana Davidson: That's really great to hear, and I appreciate what you say about the gut check on, like, the simple question of, do you like it?

If you're building something new, you have to have a ton of energy around it, and it's oftentimes in addition to the other work that you're doing. I think, we often see folks that really see a need to improve, and they think the solution is sort of technical. And I know y- you've taught a ton of courses on adaptive leadership, and I think that was one of the biggest lessons, that I learned in you and Lago's, lectures on adaptive leadership, is that technical solution versus adaptive solution.

And can you talk a little bit more about how do you get away from just saying, "Gosh, we have this problem and we [00:09:00] need to hire more people," or, "We need this different program," and get into sort of like... I bet people didn't say in the beginning, "We need better communication." I bet they said something else.

How do you get to what the core sort of nugget is?

Trish Kritek: Yeah. I very much appreciate that question. I think, as you alluded to, I think sometimes we find a problem and we want to fix it with a thing that we do that's technical, and really we need to think about how we're changing the culture, the climate, the beliefs of a group in order to actually make change.

And for sure that was true when I first stepped into the leadership of what at the time was faculty development, now is faculty affairs. I remember the first thing people said is, "We need a website." And the truth is, we needed a website. That is true. And What did that really mean? It meant that we need a place where faculty feel recognized, they can find the stuff that they need, that they have a sense of community, that they are supported [00:10:00] in ways that we were doing things that I think we support our students and our trainees, but we weren't really supporting our faculty.

And what that came out as is we need a website. And the reality is we built a website. That was an important thing, but the website became a symbol of trying to do this bigger culture climate change of thinking about our faculty and support of our faculty in different ways. So there are technical fixes, right?

It was helpful to have a website to point people to and put resources on, and that technical fix wasn't really the thing we needed to do. What we needed to do was think about what is it that we're not achieving right now, and how do we do it? And you know this because I say it all the time, and that's iterative.

So the first thing was like, "Okay, let's get a website up. We can do that, but now let's try to understand this more, and what are the things step by step that we can do that start to change that culture, that climate, that make people feel like we value them, that they're appreciated, that we want [00:11:00] them to grow and thrive?"

And that is the bigger adaptive change that we needed to embrace.

Giana Davidson: I appreciate your focus on that, and the reframing too of like the technical solution was important, and what did it get to and how did it build us towards the step where there was really more of a culture and community in faculty. And it gets you a little bit, to the thing I'd love to hear, this messy middle space.

So once you've built it, you get into a space where like you have something there and maybe not everybody saw the same vision or there's roadblocks or there's naysayers. And can you talk a little bit about some of the surprising roadblocks that you hit and maybe some of the not surprising roadblocks, but the things you expected because you had the listening tour with folks?

Trish Kritek: I mean, there's lots of things that are bumps in the road any time you're implementing projects. There's some really obvious ones. When I started in this role, I didn't have a good sense of the complexity and diversity of our faculty, and so some of the initial initiatives that I tried to [00:12:00] put into action weren't as inclusive as they should've been.

We have 13 biomedical research departments that often feel ignored in our school, and I wasn't sensitive to that when I started. That was a mistake on my part, and I learned, and I think do it better, and it's still challenging and we still mess it up sometimes. There are faculty who have appointments in the school and also work at institutions that are affiliated with UW Medicine, but are separate.

Children's, Fred Hutch, the VA. How are we being inclusive of all of those faculty? So, there were things along the way where what sounded good at first blush wasn't nearly as inclusive of all of our faculty as I would like it to be or I would've liked it to be. So that's definitely one thing. I think a lot of the initial efforts in all of my leadership steps, I need to learn this better in my next chapter, I led and did a lot of rolling up my sleeves and doing the work myself, which I enjoy.

It gets us there, [00:13:00] but it doesn't necessarily help with sustainability, and I think one of the things I learned is to not have things depend solely on me or a couple people. That doesn't work. And the truth is, that can be really hard on the people who are supporting me or the part of that small team. So I think that part about how do you distribute the responsibility, how do you put in sustainability features, how do you make sure that things are going to be durable beyond the time that you're doing things?

So those are a couple thoughts on that space. I could wax philosophical about all the things that I tried to do that didn't turn out quite the way I wanted to. I have this regular reminder. Before I was the vice dean for faculty affairs, I was the medical director for critical care at UWMC, and at one point I worked really hard to make the ICUs quiet.

And we did some things that are still lasting, like we no longer overhead announce when there's a bake sale at the gift shop. But we used to have quiet time in the ICUs, and we don't have that anymore, and there's this like [00:14:00] face of a person going, "Shh" that lights up when you make too much noise in the ICU, and it's like a constant reminder to me of what happens when you don't create sustainability measures, because that didn't that didn't sustain beyond me championing it.

And so that concept of how do you make things actually stick when you're not the person always leading it, I think that's been one of the biggest

challenges in that middle, and I think the thing I've probably learned the most about over time

Giana Davidson: I appreciate you saying that. And that's such a good visual of that, the light up shh.

Trish Kritek: And it's not working, I'll just say. I know. Nope, it doesn't shush anyone.

Giana Davidson: Oh I appreciate you saying that. The getting to sustainability over time, I think I hear folks say that, "Well, I can't leave because this project will then go away." And it's... That's a big load to carry. How do you build a team that you can start to say, "I'm going to have other folks help share this load"?

But recognizing what you're giving up when you do that. You're letting go of some of the control and some of the, the way it's going to get done is going to be different.

Trish Kritek: You just [00:15:00] said exactly what it is. It's getting yourself comfortable with the fact that there's, A, more than one way to do it, and that your way isn't necessarily always the best way, which, most of us think our way is the best way, which is good, but in reality, that's not true.

And getting comfortable with the fact that there will be bumps in the road and things won't work out sometimes, and that's okay. And I had to get better about rolling with that. That wasn't naturally where I started, and I think once you get yourself through a few times like that, you realize that is actually true, that it's going to be okay, and it might look a little different, but different is good.

And handing things off to other people allows for the next chapter. It allows for novel approaches to things that you didn't think of. And I've watched things kind of evolve, look different, and get better over time. So I think that's really important. The other thing about sustainability is building in structures and supports that help maintain those things.

And, we were talking before, having a [00:16:00] website that codifies some things is helpful. That kind of helps sustain things. Building in processes and policies and things like that hold things true beyond one leader I think

is really important. And I just don't think it's a successful program if I have to say, "It's only going to succeed if I'm here."

That's not actually a successful program. So I think it has to be able to thrive when you're not there, and thinking about that from the start is really important.

Giana Davidson: Yeah, and I just want to call out the thing I hear, like, as a theme in what you're saying too, is the need to have a lot of humility. It's the continual process improvement of hearing from the people that you're trying to serve that maybe you didn't hit it quite right.

Folks feeling left out or folks feeling like maybe this ... It didn't serve them in the way that you had hoped, and then other people coming in and having new ideas or doing it differently. I appreciate you pointing to the amount of humility that sort of takes and letting go sometimes of that, like, vision that got you there, how that vision might have to evolve for it to be sustainable over time.[00:17:00]

Trish Kritek: And let me just say, that is not to say that I don't have that instinct that we all have when people say, "This isn't great," to come up with all the reasons why they're wrong when they say that. I definitely have that instinct, and I think it's super important to have a few close friends where you can voice those feelings because often once I voice it, I can get past it.

So it is not that I haven't wanted to rebut the people who tell me, "We actually have 13 biomedical research departments," and I say, "No, we don't." "Well, actually we do." And I'm making it kind silly, but the reality is we all have that natural reaction, or most of us have that natural reaction. It's how do you get past that?

And sometimes it's just having a little self-talk, and sometimes it's voicing it and giving yourself a little time to process it, and then moving forward. Because in reality, all those voices that question stuff are helpful. It just doesn't always feel helpful in the moment.

Giana Davidson: I love it. It's like the perpetual reviewer two in your life.

You're [00:18:00] like I get my review back, you read it, and you think, gosh, you know nothing. Two days later, like, dang, that's going to make it so much better.

Trish Kritek: Absolutely right. Completely agree with you, and I think for all of us, we have that instinct at some point in time, and it's just time sometimes, giving yourself a little time.

That helps a ton, like you just said.

Giana Davidson: I love it. And as you have thought about so many ways that faculty can thrive or the things that we need to help faculty to thrive, I'm wondering if you could just talk a little bit, for someone who's in that visionary period or is trying to think about, like, how could I help make this environment better, whether it's education or their research space or trying to build a program, what resources do we have to help them?

Trish Kritek: Well, I'd like to say the Office of Faculty Affairs is a great place. I think that there's some workshops and things like that, but really, there's a great team of faculty and staff in the Office of Faculty Affairs who are great people to bounce ideas off of. We have an outstanding coaching program, and sometimes having a coach is a great way to kind of work [00:19:00] through some of those wrinkles.

I think there's so many leaders in our system who would love to be a partner, and I think sometimes we have trepidation about reaching out to people and talking things through. I appreciate that there are people who send emails and nobody responds. I actually think we remember those because of those are the exceptions to the rule, and most people in our community, if you reach out to them and say, "Can I talk to you about this?"

usually say, "Yes, I'd love to talk to you about it." Might take a few weeks to get on my calendar, or I'm away for the next, period of time. But I think talking to people, so use the Office of Faculty Affairs, use your peers, gather resources through workshops and things like that, but test it out with people.

And the one thing I'd say about that, and people who've come and talked to me about this have heard this, Jana, you've heard this from me, I think you need to write down your ideas. What has helped me a lot to become more

tangible about what I might be thinking about is to start to put fingers to keyboard or pen to paper and delineate what that is, because then you can [00:20:00] take that to somebody to have them look at it, react to it.

It might be that you take it to various people who might be involved or not involved or a trusted mentor or a f- a staff, member from the Office of Faculty Affairs, whomever. But I do think that part where if you're visioning something in the future, I'm thinking about creating Thrivecast, actually writing down what in the world am I thinking of is really helpful.

Because for that example, I think we wanted to come up with some way to have durable effects of our workshops, really. That was our starting point, and I needed to morph that into a real plan about what a, a continuing podcast would look like, and writing it down helped delineate some of those things that we had to figure out.

Giana Davidson: As, as the victim of your why don't you write it down and bring it back to me, you know the other thing it really does is, like, how much do you like it? because if I have sat down to write it down to bring it back to you, sometimes about halfway through the first page I'm like, "God, this ... I'm so bored myself."

Like, this is not an idea that I want to pursue. So it [00:21:00] offers sort of that gut check on are you really enthusiastic and excited about looking through the literature and seeing what else is out there and what have other people built and how do you build a network around this, versus, like, maybe this isn't the passion or the problem that you want to solve right now.

Trish Kritek: I agree with everything you just said, and I do think the other thing it illuminates is, like, have you engaged other people in thinking this through beforehand? And I am always reminded about the voices that I've forgotten when I try to write stuff down.

Giana Davidson: Yeah, absolutely. In moving us to thinking about the next stage of, like, sustainability and succession planning, y- you've built a lot of programs that are still sustainable, which is really one of the most impressive things, from rising leaders to how you've thought about the Office of Faculty Affairs and the workshops.

I think, we were counting, we were at, like, 100 workshops from four or five, five years ago. How do you know when it's time to move into another role?

Trish Kritek: Oh, that could be a whole podcast in and of itself. [00:22:00] So I'm just going to share a couple thoughts. I am a big fan of different chapters of one's life.

I've embraced that, and I think it's different for every individual. However, I think that two things has inspired me to think about that. One is when I feel like I am ready to acquire new skills or test out new parts of who I am and continue to grow and develop, and I can see that happening in the role I'm in, and it also feels a little bit like I'm repeating some of the stuff that I've done, and I'm ready to kind of stretch in a new way, that's one signal that I listen to.

I think in general I'm trying to listen to that before I'm like, "I have to get the heck out of this job," and I think that's not a good feeling. And it did happen to me in one chapter of my career, and it... I didn't like evolving in that way as much as I kind of having a little bit more of a ongoing check on myself.

I think the second one is, and I... this has happened more as I've gotten older, is are there people around me [00:23:00] who are ready to ascend to the next chapter of their career, and am I impeding that ability if I don't think about what I'm going to do next? And that's easier now that I'm farther along, and it's hard still, right?

So it's both in a, a self-awareness, listening to that kind of inner voice about where I am in terms of where I want to grow, and then also being attentive to the external environment and thinking about opportunities for other people, because at the end of the day, we want to have new perspectives and spaces, right?

It is incredibly valuable to the Office of Faculty Affairs to have someone new in this leadership space, or it was helpful for me to be a leader of the bias reporting tool for a long time, but also helpful to step away and let other people lead that space. So I think there's reason for the success of the work that you get new perspectives, and so it's kind of listening to both of those voices.

And as I said, I could wax philosophical on this forever and ever, but those are two of the things that have prompted me to think [00:24:00] about next chapters in my career, and I have found that to be incredibly valuable for me to kind of keep growing.

Giana Davidson: That's great. I think it's easy to sort of take a scarcity mindset to the roles that we have over time, and the self-awareness that you have and your dedication to mentoring folks is, I think, really, really apparent and appreciated.

Trish Kritek: Of course.

Giana Davidson: I'm curious too- you're stepping into a new role and so am I, and maybe I'll selfishly ask you, what advice do you have as you step into a new role and you're in this space that can, quite frankly feel sort of scary and feels like it has a little bit of the spotlight on you, and how do you navigate that piece?

Trish Kritek: Well, I'm like a broken record on this. So I think it's, number one, listen first. I think it's going and meeting with people and understanding what their needs are, understanding what they think are opportunities, understanding what they are, their concerns are, and really listening. And as not only do I always say we should iterate, but I also say let's be [00:25:00] curious.

And going into those spaces with my ideas. I have ideas, you have ideas. We all have new ideas. We wouldn't hopefully go into a next chapter if we didn't get excited about some of the ideas we have, but being curious about what other people's thoughts are. And it may be that in those early stages I'm testing out some of those ideas and wanting to hear people's, you know, reactions to them.

But I think it's to start by listening. I also think that when you step into a new role, it's trying to figure out the places that you want to hold onto what was there and what you might want to evolve. I think those are both important. I think I'm stepping into a new role that's not really well-defined. I like that.

That's a great opportunity for me, and it's uncomfortable sometimes, so getting comfortable with being uncomfortable is one of those things that each new chapter in my career has been really important. And then I think

it's finding some early wins, the things that you're like, "Hey, I could make this thing happen," and it would be like, okay, yeah, it's good for the community that I'm serving, and it's good for me because I'm like, "Okay, I can actually [00:26:00] achieve something in this job.

That feels good." And then starting to evolve that vision for the future, but not rushing into that. Where I probably have gone wrong sometimes as a leader stepping into a next chapter is being like, "I have to prove myself, that I have all this stuff that I'm going to do right away," and in reality, there are a couple people who are looking for that, but the majority of people aren't looking for that.

And you will be, I will be, we will be more effective if we do that kind of with some listening and thinking and processing first. So those are some of those things. Again, like I said, I think some of it is, kind of depends on the role you're stepping into. Sometimes you're having to define a role that was somebody else's role, and you're going to have to make it your own, you're going to have to figure that out.

And sometimes it's a role that nobody's had before, and you're going to have to figure it out, so those are a little bit different. But some of the same principles for those different types of next chapters.

Giana Davidson: That's helpful. And I think for all of us, it's nice to reflect on as the new academic year is starting, and a lot of people are starting in new chapters at this time of [00:27:00] year.

We're focusing on ways to make folks thrive. But I want to ask you, what are you most proud of in this last chapter? And the reason I want to ask that is, like, throughout this we talked a little bit about the humility, the resilience, the taking feedback, and I'm curious, like, what are the things that help you to stay healthy and stay enthusiastic?

A little bit of optimism, keeping your team up. So what are you proud of, and then how do you sort of maintain that level of enthusiasm and push in this work in new hard spaces?

Trish Kritek: Wow, you ask hard questions. You're going to be great at this job. What am I most proud of? I'm proud of lots of things, to be honest, but that's actually maybe an easy one.

I'm really proud of the team. I started with two of us, Lisa and me, and now we have a really robust team of faculty and staff who are focused on working together to think about how we support our faculty. And without a doubt, the greatest joy I have is having such an awesome team. [00:28:00] Really every member of the team is somebody that I thoroughly enjoy being with and partnering with and learning from.

So having created an outstanding team is something I'm super proud of, and by far the, like, most gratifying part of the job. I think the second thing is, like, how do I stay optimistic? I'm an optimist by nature. All you have to do is ask Andy. He's a pessimist by nature- ... and so we balance each other very well.

So that's where I start from. I'm just an optimistic person. However, I think the thing that has been most powerful in this job for me is all the faculty that I've met through this role, and I've met faculty who are wanting to partner on teaching stuff. I've met with faculty who want to tell me about what doesn't work here.

I've met with faculty when they're having a really hard time, and I've met with faculty when they want to share, like, great successes. And I'm so impressed by the people that we have in this organization. And what has been a true privilege is I don't get to have the relationships that a division head or a department [00:29:00] chair or a section head might have with people, where they have a longitudinal relationship with people.

I have much more of the, like, meet once, meet twice, maybe, meet a couple times over a couple years, check in again, which is a totally different type of relationship, but what has been awesome about it, and kind of what keeps me coming back to work is I get to meet so many different people who do so many different things and have so many different impacts.

It makes me excited about this place, and I learn something new every time I meet with a new faculty member. So that is incredibly inspiring. And I'll just say, the same could be said of meeting staff. The same could be said of meeting our learners, whether they're medical students or PA students or residents or fellows.

Like, the people... The best meetings I have every week are when I meet one-on-one with some individual in my office, and that is what keeps me coming back to work every day I also do things that aren't at work, and that also keeps me excited to come back to work every day. So those are some of the secrets to me being excited about [00:30:00] what I do.

Giana Davidson: That's great. I love that you're just going to leave it. And there's also things that I do outside of work, and then say nothing else about it. Thank you so much, Trish, for the conversation and for what you've built here. You've really created such a phenomenal space for all of us. I'm incredibly grateful to be a part of this team.

And for the next chapter of Thrivecast, I do actually listen to podcasts, I will say, a lot, as but maybe all the viewers don't. I've been, like, really brainstorming with games we can play, and I do love a rabbit hole. And so it's going to be all of my skill set used to try to summarize in the way that you do, that give people these really phenomenal nuggets that they can take with them after just 20 minutes.

And so I appreciate people reaching out if they have ideas giving feedback as we go, and move into this next chapter. But thank you for having me here and for building this space.

Trish Kritek: Thank you for taking on this next chapter of Thrivecast, for taking on the Office of Faculty Affairs, for taking on this next chapter for you and for me, and I'm really excited about it.[00:31:00]

And for the last time, I'm going to say, if you want to listen to more episodes of Thrivecast, you can listen to them at Apple Podcasts, Spotify, or wherever you get your podcasts. You can also find them at the Faculty Affairs website at faculty.uwmedicine.org. For 72 episodes, thanks for listening, and have a great day.