



# How to Build a Successful Clinical Practice and Add Value to Your System

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# Disclosures

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- No disclosures



# Why is it important to discuss clinical practice in a academic career development course?



## Attrition

- 30-40% of junior faculty leave < 5 years of hire
- 15-25% leave academic surgery

*JACS* 2013;216:944-953

*BMS Medical Education* 2014;14:27-34

# Why is it important to discuss clinical practice in a academic career development course?

“Surgeons are surgeons because they can operate”



**Surgeons lead teams**



**Surgery informs research**



**Surgeons understand hospitals**

# How to Build a Successful Clinical Practice and Add Value to Your System



**Never forget  
that success is  
defined by  
others and is  
often an  
illusion.**

**Seek  
fulfillment.**

# How to Build a Successful Clinical Practice and Add Value to Your System

$$\text{VALUE} = \frac{\text{QUALITY}}{\text{COST}}$$

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- Defined differently by institution
- Often opaque
- Leads to bean-counting
- Leave it to your boss

# How to Build a Successful Clinical Practice and Add Value to Your System

$$\text{VALUE} = \frac{\text{QUALITY}}{\text{COST}}$$

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- Controlled by you
- Should be transparent
- Should be connected to your passion
- This is your job

# How to Build a Successful Clinical Practice and Add Value to Your System

- Follow your passion
  - Embed yourself in multidisciplinary teams
  - Embrace failure
  - Be authentic
- 
- Identify reliable mentors
  - Protect yourself



Passion

# Follow your passion

People  
with great  
passion can  
make the  
impossible  
happen.

## **SURGERY** *DECEMBER 1963* *Gynecology & Obstetrics* **VOLUME 117** **NUMBER 6**

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### **HOMOTRANSPLANTATION OF THE LIVER IN HUMANS**

T. E. STARZL, M.D., F.A.C.S., T. L. MARCHIORO, M.D., K. N. VON KAULLA, M.D.,  
G. HERMANN, M.D., R. S. BRITAIN, M.D., and W. R. WADDELL, M.D., F.A.C.S.,  
Denver, Colorado

AN IDEAL TREATMENT for liver disease would be a living organ and orthotopic hepatic homotransplantation. In a carcinoma of the liver, the bile ducts, and

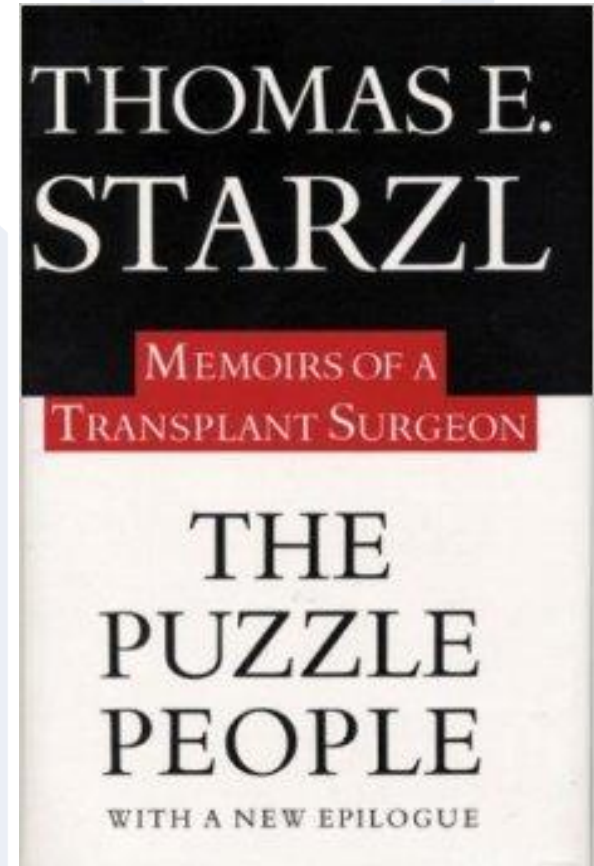


first attempt resulted in a fatal outcome. The course of the disease in this patient establishes the need for liver transplantation in humans, which occurred 22 and 1/2 months after transplantation from a donor.

# Thomas E. Starzl, 1926-2017



- First human liver transplant, 1963
- Critical to the development and FDA approval of cyclosporine and tacrolimus
- 1,792 published scientific articles (last January 2017)
- Most cited medical researcher
- National Medal of Science, 2004
- Lasker Award, 2012



# Passion is the antidote

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- Clinical medicine is hard.
- Patients and team members will judge you by your passion for your work.
- Inspiration and innovation don't appear when you are coasting.

Embed yourself  
in multidisciplinary teams

# Embed yourself in multidisciplinary teams



*“Become a T-shaped person... breadth of knowledge across disciplines with single area of profound expertise. Lifelong learning is required for both.”*

Justin Smith  
@TheDocSmitty

# Embed yourself in multidisciplinary teams



## Don't submit to the hospital game

- Speak with consultants directly
- Do not resolve patient care conflicts in the chart
- If you are involved, see the patient
- Don't rely on previous systems



## Become a “mini-expert” in the disciplines of your closest colleagues

- Attend their conferences
- Read their journals
- Consider a society meeting once a year that is outside scope



## DEEPEN your clinical practice

- Be willing to see non-operative patients
- Look outside your institution!
- Watch others work

# Embrace Failure



# Embrace Failure

“So Chris, have you had a crisis of confidence yet?”

Mike Mulholland  
2008, about 5 seconds after I joined faculty



# Failure needs to be spoken

*“So you will take risks, and you will have failures. But it’s what happens afterwards that is defining. A failure often does not have to be a failure at all. However, you have to be ready for it—Will you admit when things go wrong? Will you take steps to set them right?—**because the difference between triumph and defeat, you’ll find, isn’t about willingness to take risks. It’s about mastery of rescue.**”*

Atul Gawande, “Failure to Rescue”, Commencement Address, Williams College, 2012

# Failure builds loyalty

*“Be fallible. Everyone has missteps or makes decisions that are not the greatest. However, owning that learning from it as leader, speaks volumes. It makes you human. It makes people connect to you, which in the long run will create a stronger team and is better for patients.”*

Jen Sharp, ACNP  
Michigan Medicine Transplant Center

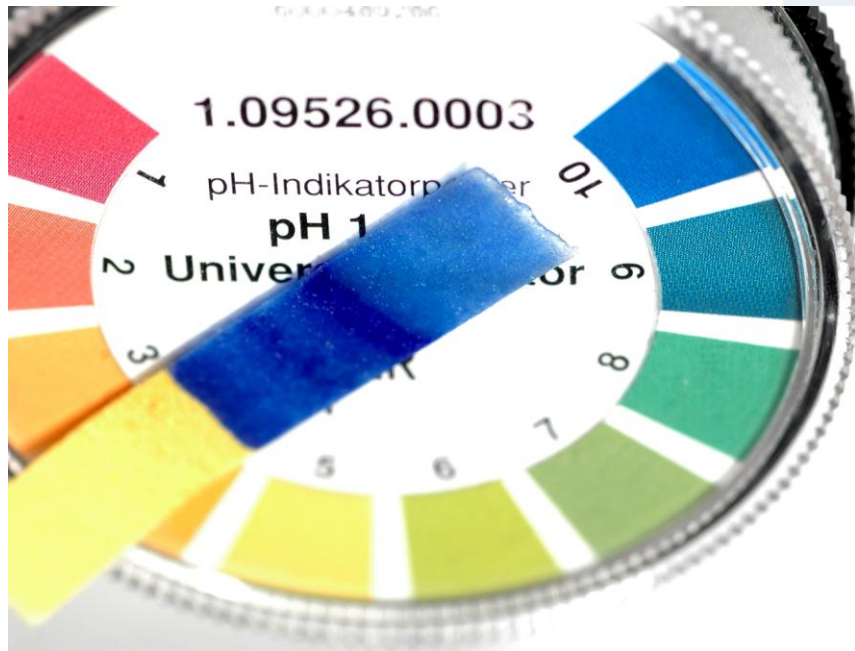
# Authenticity

# Be Authentic



# Test your authenticity

***Does my team recognize me as the most passionate and committed member?***



***“Surgeons should inspire others. They must keep the spirit and mission of the team at the forefront”***

***Shon Dwyer, MBA, RN  
Executive Director University Hospital/CVC  
Michigan Medicine***



# Authenticity and trust in clinical medicine



## Competency-based trust

**Clinical skill**  
**Clinical outcomes**  
**Teaching ability**  
**Citizenship**

Entry-level  
Criteria



## Character-based trust

**Authenticity in clinical  
medicine is EARNED EVERY  
DAY with patients and team  
members.**

# Common threats to authenticity

- Actions speak louder than words.
- You move heaven and earth to make a meeting with your boss, but cancel meetings with team members at the slightest conflict and at late notice.
- Imposing your ideas without feedback, but dismissing team member suggestions without a trial.
- Appearing too busy to be approachable.
- Applying different standards for behavior to physicians than other team members.



# Mentorship

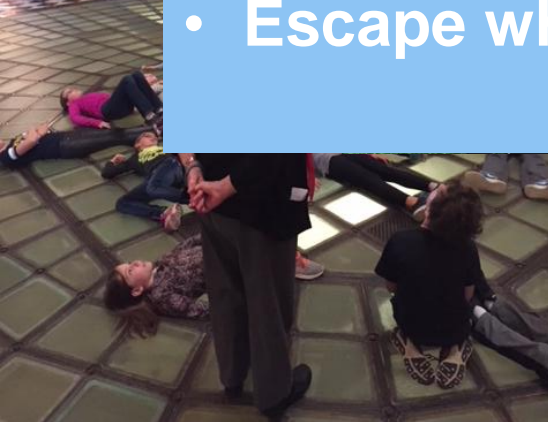
# Identify reliable mentors – home and away



# Protect yourself

# Protect yourself

- Family is similar to clinical medicine:
  - Daily work
  - Authenticity
- Put important family commitments on your calendar – and protect them unapologetically
- Escape when you can – work will find you



# How to Build a Successful Clinical Practice and Add Value to Your System

- Follow your passion
- Embed yourself in multidisciplinary teams
- Embrace failure
- Be authentic







**Thank you**

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