



# Managing Time and Expectations: Surgeon and Scientist

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St. Jude Children's Research Hospital

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# Disclosures

- I *do not* have any relationships with commercial interests to disclose.
- **Many extremely talented and organized surgeons have given talks like this before me. I have benefited from many of their concepts and some of their slides.**

# Surgeons are ideally suited to Research

- Hard workers – we don't have a 9-5 mentality
- Decisive – we get things done
- Surgeons can focus – clear and directed thinking
- Attention to detail
- Problem solvers
- Perseverance
- Great Instincts about what will and wont work.
- Relevance – we know surgical disease

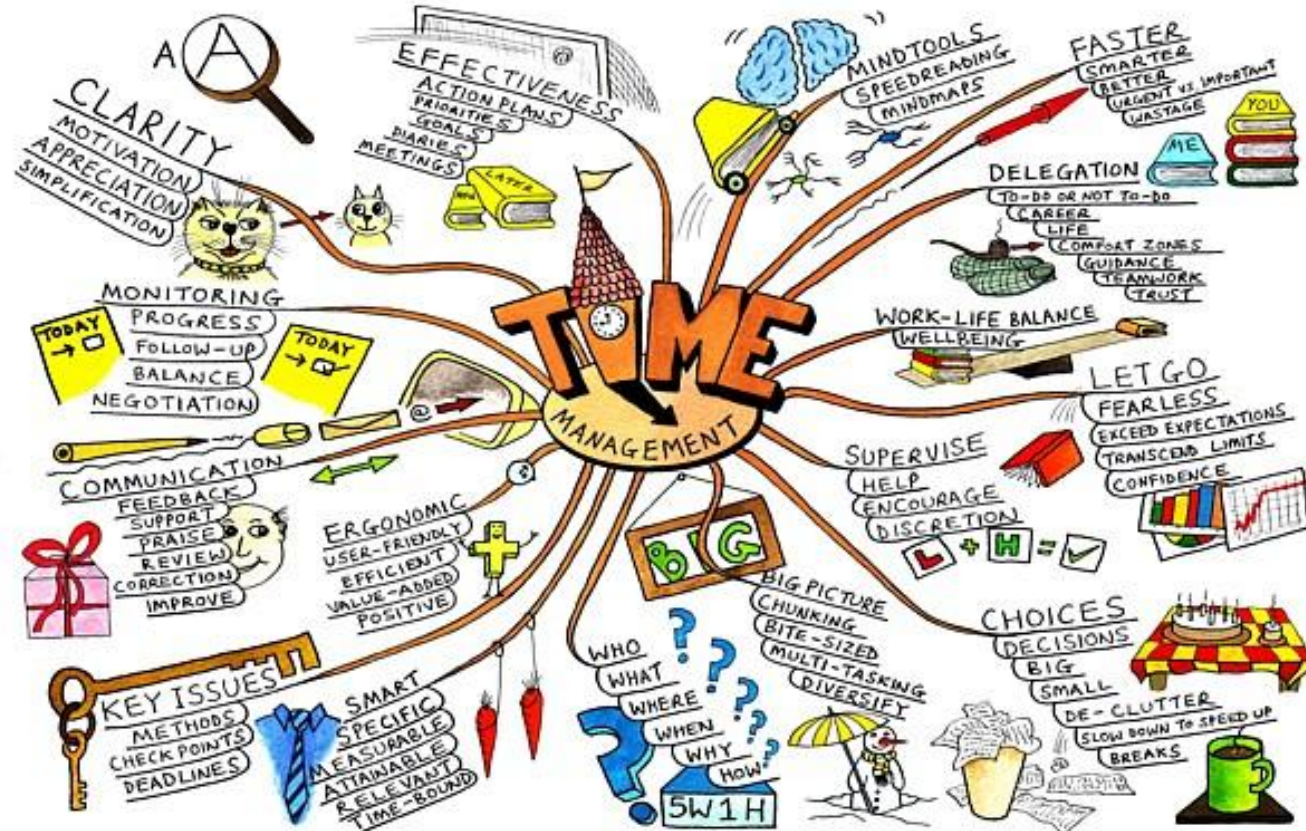


***“We have the surgeon personality”***

*- K.Craig Kent, MD*



# Time Management



9/6/12

Dear Paddy

+ Love You

and I'm really

~~so~~ sorry Of

how ~~more~~ much

you have to

work!

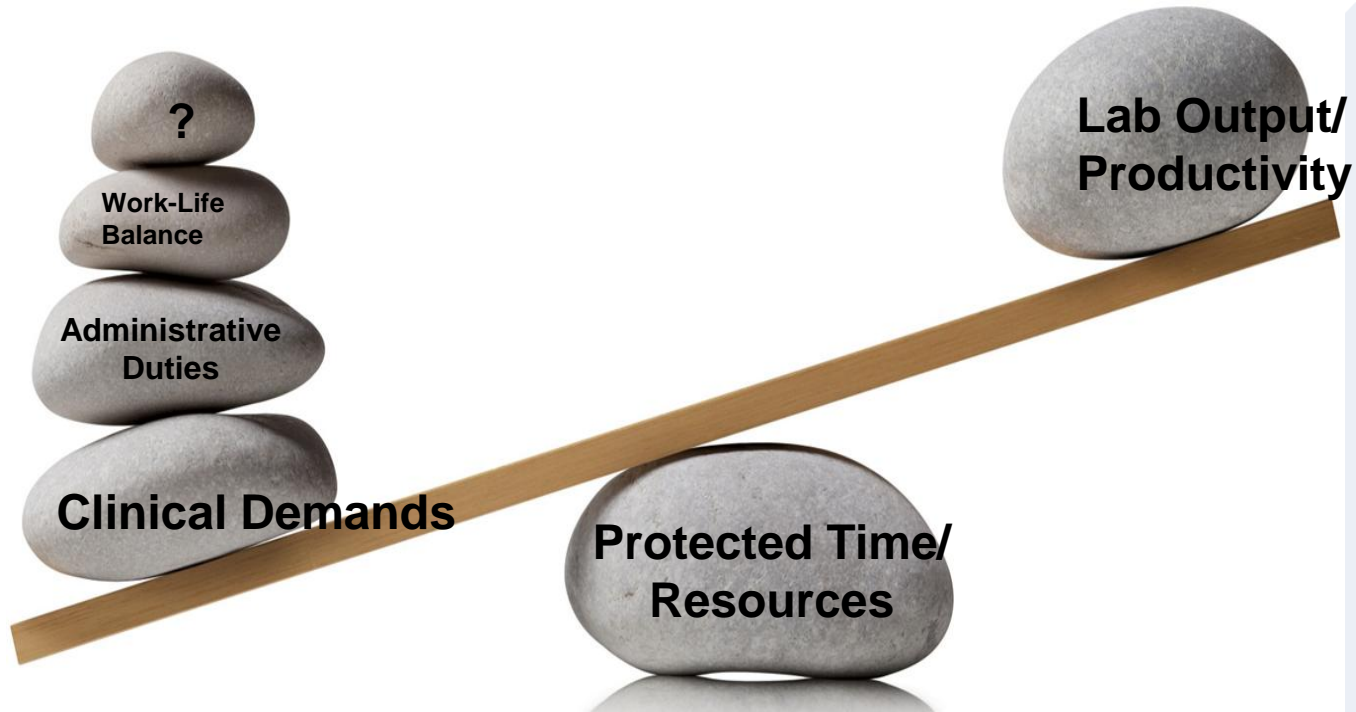
Love

Sofia

# Work-Life Balance?



# The Balance of Time Management

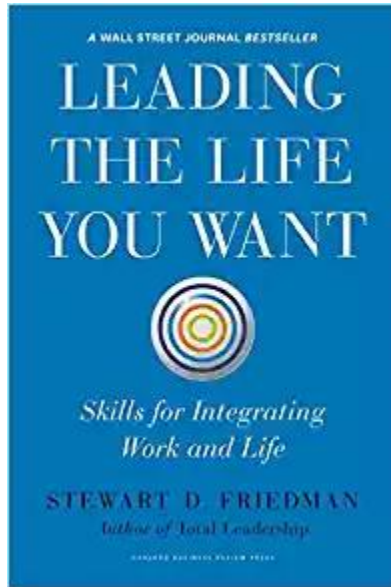




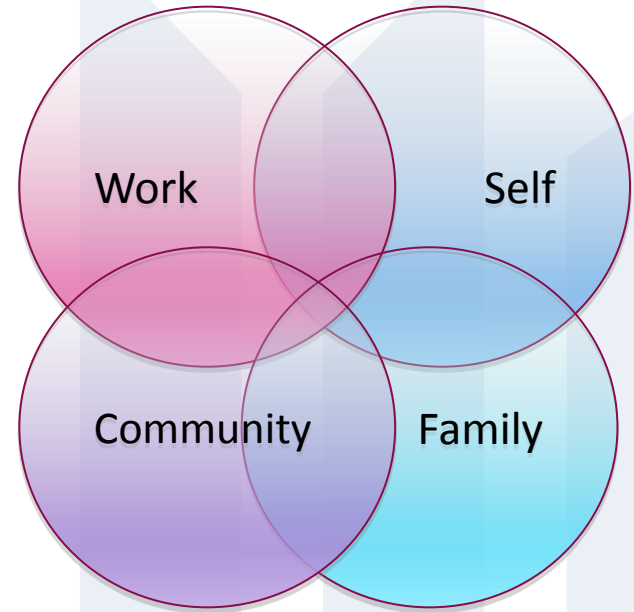
**Balance is bunk. It's a misguided notion that assumes we must always make trade-offs among the different aspects of our lives.**

*Stuart D. Friedman*

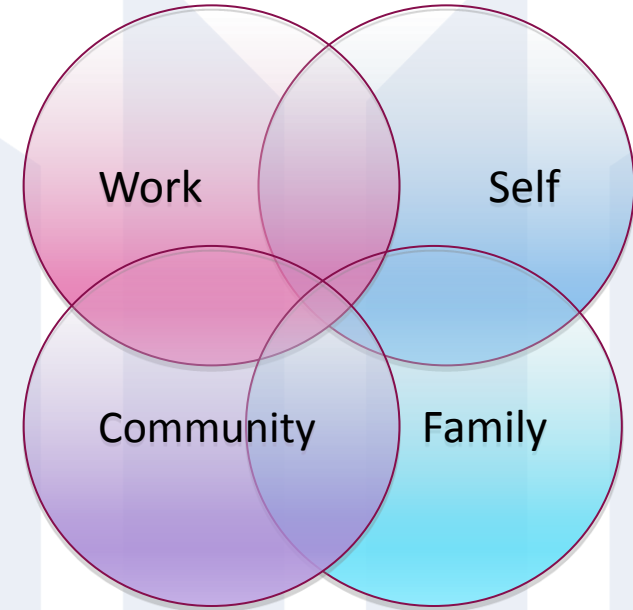
# Work-Life Integration: Four-Way Wins



1. Be Real
2. Be Whole
3. Be Innovative

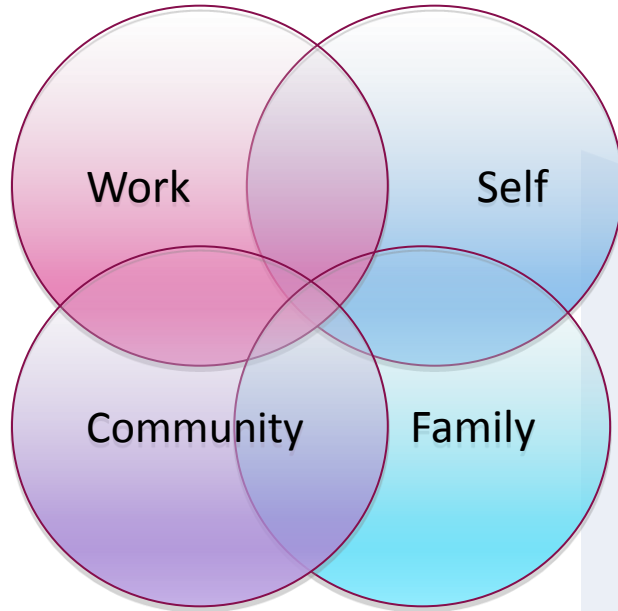


# How do you get from A to B?



# 1. Be Real

## Know what matters

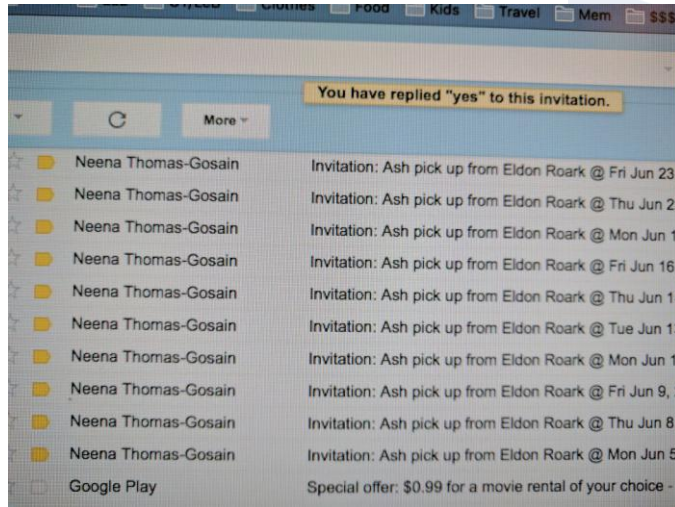


- Start with 100 points
- Allocate points to each of the 4 circles based on how you value them
- Separately, allocate points to the 4 circles based on how you spend your time
- Are they the same?

# 1. Be Real

## Align actions with values

- If work meetings aren't malleable, why should family time be?

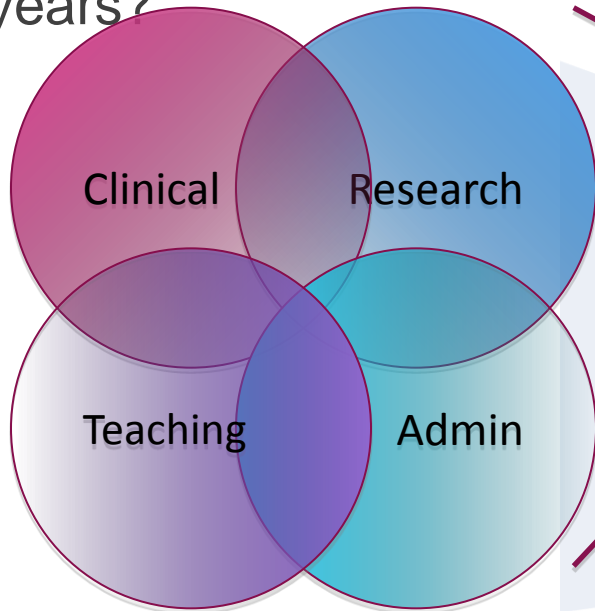


- Drive kids to school 3-5x/week
- Red-eyes whenever possible

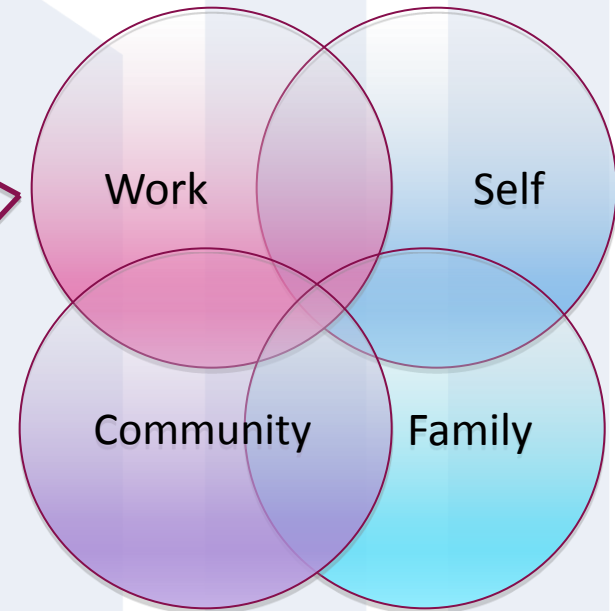
# Know where you want to go



- Where you would like to be at various points in the coming years?



- What does success mean to you?



# 1. Be Real

## Embody values consistently

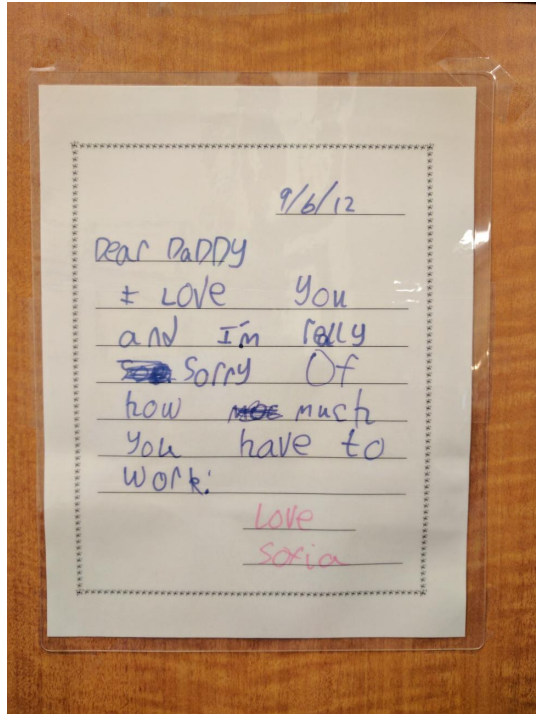


	M	Tu	W	Th	F
AM	Lab	Clinical Research, Meetings	Conferences	Lab	Lab
PM	Lab	Lab or Clinic	OR Block	Lab	Lab

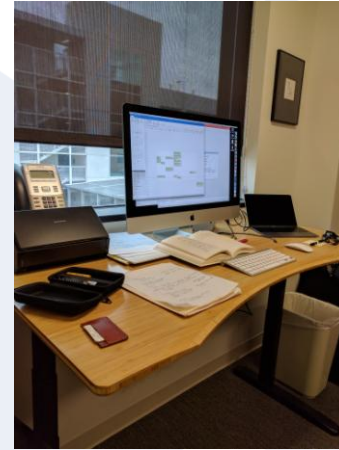
Allocate your time to what is important

# 1. Be Real

## Hold yourself accountable



- 3 Offices
  - Clinical
  - Lab
  - Home



- Nights away
  - 01/2016-04/2016: 15 days away
  - 01/2017-04/2017: 6 days away



## 2. Be Whole

Help others



## 2. Be Whole

# Manage boundaries intelligently

	M	Tu	W	Th	F
AM	Lab Meeting	Clinical Research, Meetings	Conferences	Lab	Lab
PM	Lab	Lab or Clinic	OR Block	Lab	Lab

### Sacrosanct times

Lab Meeting  
Formal presentations

Clinic  
Teaching residents

- 7 partners / SOW system
- CHARMING Patients



### Our Pediatric Surgery Team

 <b>James "Trey" Eubanks III, MD</b> Cell: (901) 483-0638 Areas of Interest: Thoracic Surgery (Pleural Surgery), Trauma, Minimally Invasive Surgery, Inflammatory Bowel Disease	 <b>Alex Feliz, MD</b> Cell: (901) 232-4263 Areas of Interest: Advanced Minimally Invasive Surgery, Pediatric Acute Care Surgery and Trauma, Pediatric Critical Care, Neonatal Surgery	 <b>Ankush "Ash" Gosain, MD, PhD</b> Cell: (312) 208-8691 Areas of Interest: Hirschsprung's Disease, Anorectal Malformations, Inflammatory Bowel Disease, Liver Tumors	 <b>Eunice Huang, MD, MS</b> Cell: (901) 619-4811 Areas of Interest: Hirschsprung's Disease, Anorectal Malformations, Intestinal Rehabilitation, Breast and Ovarian Disorders
 <b>Tim Jancelewicz, MD, MS</b> Cell: (901) 545-9973 Areas of Interest: Congenital Diaphragmatic Hernia, ECMO, Neonatal Surgery, Minimally Invasive Surgery	 <b>Max Langham, MD</b> Cell: (901) 484-4284 Areas of Interest: Liver Tumors, Biliary Atresia, Congenital Diaphragmatic Hernia, ECMO	 <b>Regan Williams, MD, MS</b> Cell: (901) 355-0999 Areas of Interest: Neonatal Surgery, Burn and Trauma Care, Vascular Anomalies, Endocrine Surgery	 <b>Ying Zhuge, MD</b> Cell: (305) 775-1346 Areas of Interest: Adolescent Bariatric Surgery, Robotic Surgery, Minimally Invasive Surgery, Neonatal Surgery

## 2. Be Whole

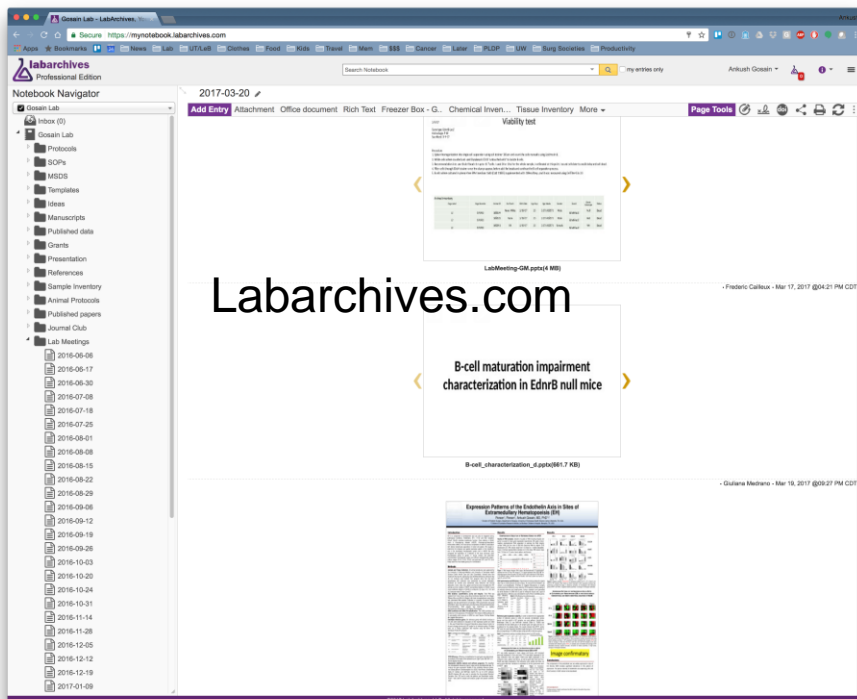
### Weave disparate strands



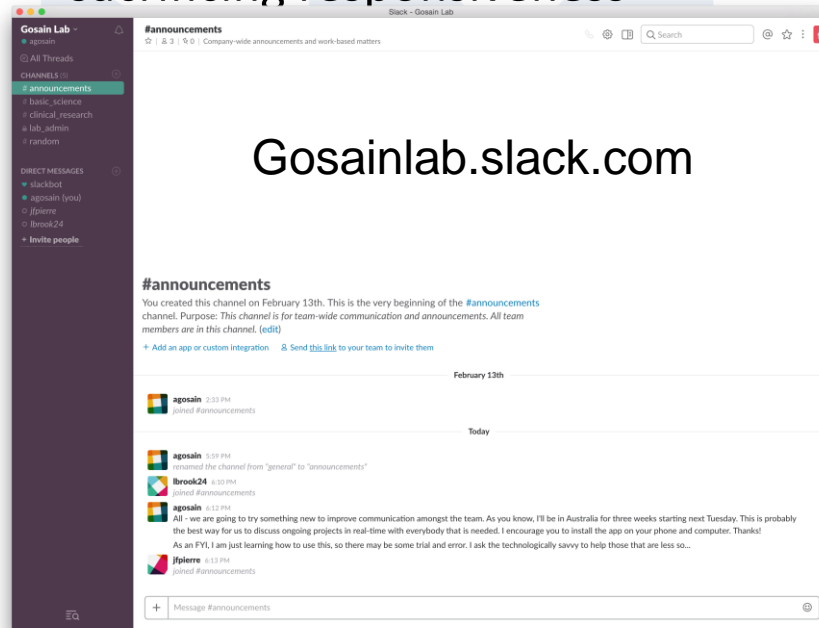
# 3. Be Innovative

## Focus on results

- Goal: Never miss lab meeting



- Goal: Decrease email without sacrificing responsiveness



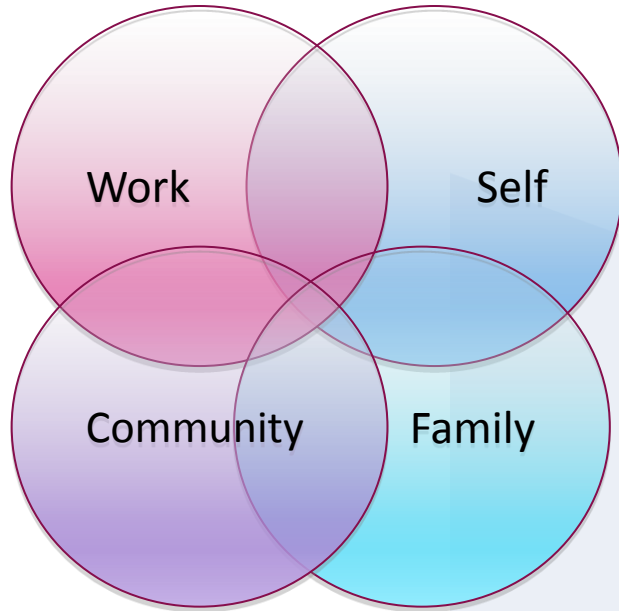
# 3. Be Innovative

## Resolve conflicts among domains

- Both spouses on call on a weekend
- Meeting during school breaks
- Grant deadlines during Spring Break



# Work-Life Integration



1. Be Real
2. Be Whole
3. Be Innovative



Pearls  
Resident Research Years -> Early Faculty Years

# Time Lapse of Gosain Lab @ 0600-0855



**Be Here Now.**



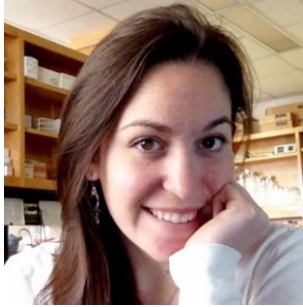
# Tips for Success in Research Years

1. **Mentorship**
2. Submit abstracts & attend conferences
3. **Pick a subject matter that interests you and will help patients**
4. Consider advanced degrees
5. Enjoy life



Jonathan Abelson, MD  
@jabelsonmd

# Returning to clinical years



Laura Stafman, MD  
[needs to join Twitter]

1. Guide your path to success by optimizing your rotation schedule.
2. **Operate, operate, operate.**
3. **Ask questions.**
4. Don't beat yourself up.
5. Take time to live life.

# Bridging Research Fellowship to Faculty Position

**1:50 PM – 2:50 PM**      **BREAKOUT SESSIONS**

*Room: Lower Auditorium*

## **BASIC & TRANSLATIONAL RESEARCH**

*MODERATORS: Evan Scott Glazer, MD, PhD  
& Rebecca M. Rentea, MD*

Finding the Right Lab and the Right Mentor –  
Timothy L. Frankel, MD

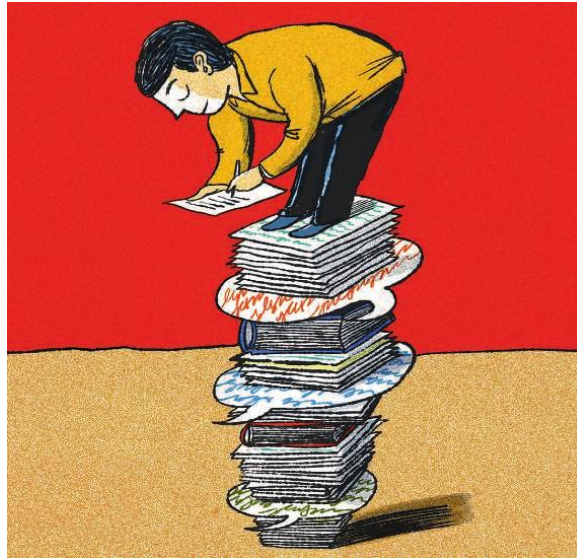
Creating a Timeline for Success in a Basic Science  
Lab – Allison L. Speer, MD

**Bridging the Gap Between End of Research Years and  
First Faculty Appointment – J. Josh Smith, MD, PhD**



J. Joshua Smith, MD, PhD  
@smithj10Smad4

# Junior Faculty: Developing Your Research Brand



*“Get good results, publish papers, and give talks that all map to your theme.”*

# Faculty: The Only Problem is that We are Surgeons!

- The clinical work is easy, its getting to the lab that's the hard part.



*Tim Crombleholme  
Surgeon-in-Chief  
Colorado Children's  
Univ of Colorado*



*Brad Warner  
Surgeon in Chief  
St. Louis Children's,  
Wash U SOM*

- The time you spend at work after training doesn't get any shorter, but at least you make your own schedule.

# One Size Does Not Fit All



Basic

Translational

Outcomes

HSR

Education

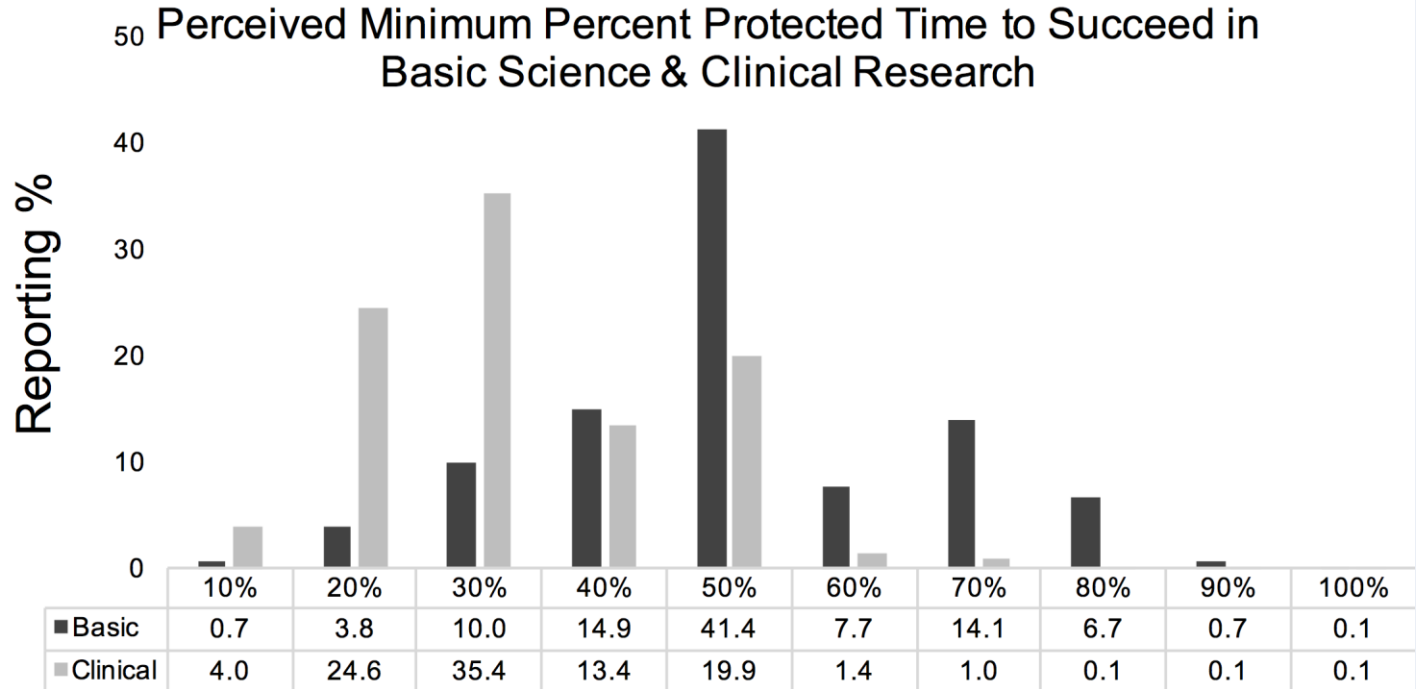
Global

Technology

Ethics

Safety

# How Much Protected Time Do You Need?



# Protect your time!

## Minimize Context Switching

	M	Tu	W	Th	F
AM	Lab	Clinical Research, Meetings	Conferences	Lab	Lab
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# Minimize Context Switching

	M	Tu	W	Th	F
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- Monday
- AM: Lab meeting
  - Beginning of week to allow weekend to generate data & prepare presentations
  - Rest of week to carryout experiments
  - Individual meetings
- PM: Reading/writing

# Minimize Context Switching

	M	Tu	W	Th	F
AM	Lab	Clinical Research, Meetings	Conferences	Lab	Lab
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- Tuesday
- AM:
  - Meetings - admin has control to schedule up to 30 minutes
    - Only meetings with Chief/Chair/CEO are allowed outside this time
    - Clinical Research meeting - weekly with mentees & research coordinator
- PM: Clinic - minimal loss due to holidays; ok to run late

# Minimize Context Switching

	M	Tu	W	Th	F
AM	Lab	Clinical Research, Meetings	Conferences	Lab	Lab
PM	Lab	Lab or Clinic	OR Block	Lab	Lab

- Wednesday (the day after your clinic)
- AM: Fellowship conferences
  - Miss for OR if necessary
- PM: OR
  - Use all of this time! (EMR, Reviews, Evals, etc.)
  - Late day if necessary
  - Anticipate missing dinner

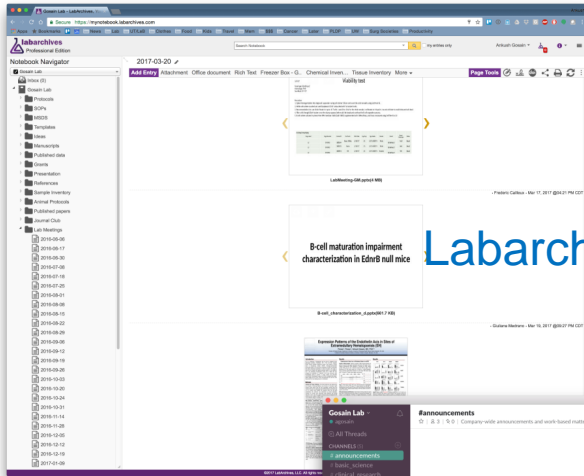


# Minimize Context Switching

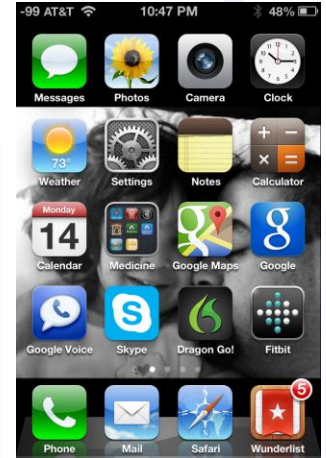
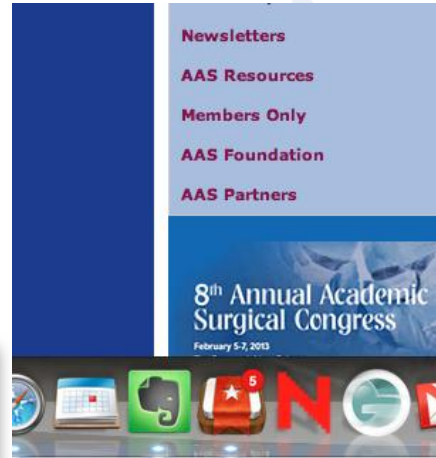
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- Monday, Thursday, Friday
  - Protected Research Days: Avoid non-research activities
  - Do experiments
  - Data analysis
  - Read
  - Write
  - THINK!!!!!!

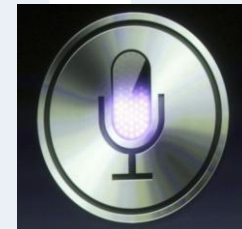
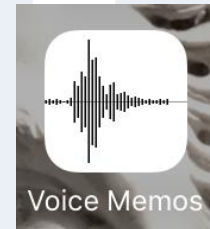
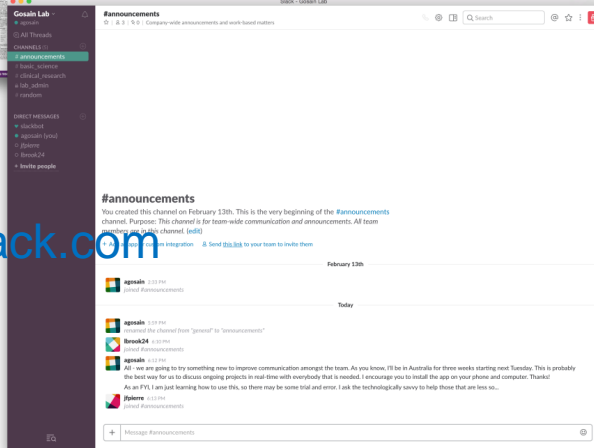
# Improve Efficiency - Utilize Technology



Labarchives.com



Gosainlab.slack.com



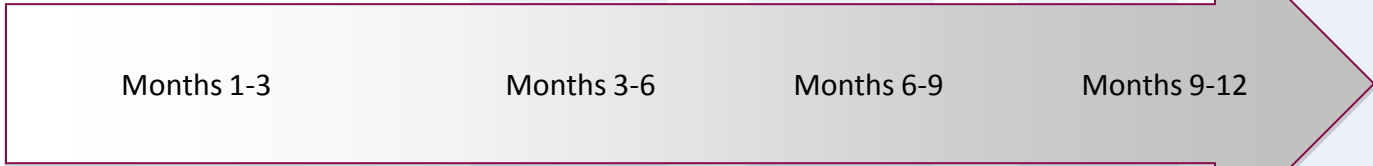
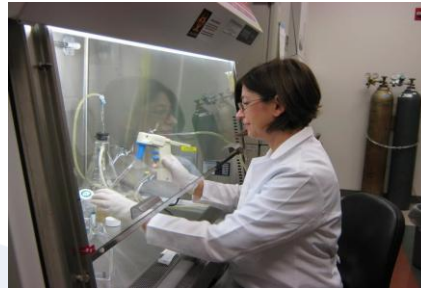
# Secure Research Space



- Initial lab space in mentors lab
  - Help for training technician/staff
  - Starting new assays
  - Fully equipped
  - Away from clinical service
  - Saves time awaiting protocol approvals
- Move to your own space in 2-3 years
- Lab and Office have to be in close proximity

# Months 1-3

- Get Organized
- Generate Data
- Protocol Book
  - Biosafety
  - Animal Safety
- READ READ READ**



- Every day is a school day
- Own your space
  - Learn all that you can and become the expert in that area

# Months 3-6

- Grant Writing Advice & Courses
- Grant Outline
- Generate More Preliminary Data



Months 1-3

Months 3-6

Months 6-9

Months 9-12

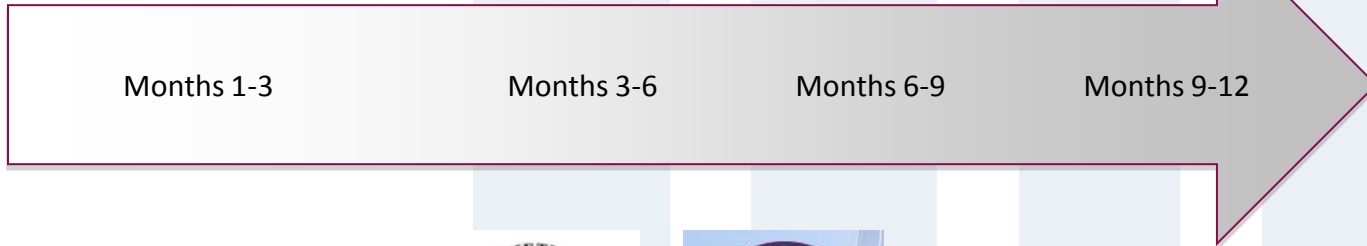
- Aim #1: Cellular
- Aim #2: Molecular
- Aim #3: In vivo

} Human Relevance



# Months 6-9

- Apply for Surgical Society Grants
- Write a review article
- Submit abstracts to ASC and ACS

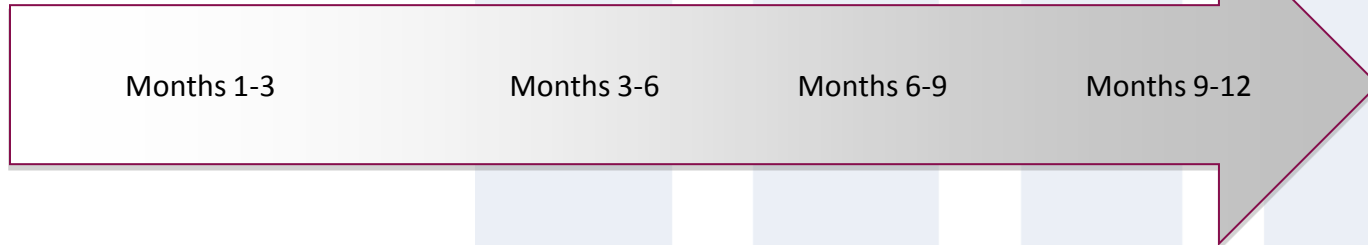


- External validation
  - You are making progress
  - Your time is worth protecting
- Funding track record

# Months 9-12

- Identify a Scientific Advisory Panel
- Call your program official at the NIH
- K award
  - 1/3 Candidate
  - 1/3 Mentorship & Career Development Plan
  - 1/3 Science

•Write & Submit NIH K Award



K award is the gateway grant: 63% of K-awarded pediatric surgeons transitioned to an independent NIH award mechanism

# Much more granular details...

## AAS BTS Faculty Timeline

YEAR 0	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Identify research area	○	○										
Find a job/Identify primary research mentor				○	○	○	○	○	○	○	○	○
Background reading on mentors' lab focus and your idea										○	○	○
YEAR 1	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Secure research space with your mentor <small>(link to paragraph about space)</small>	○	○										
Arrange your schedule <small>(link to paragraph about schedule)</small>	○	○										
Commit to a time/task management system	○											
Start learning techniques from mentors' personnel		○	○									
Generate your protocol book	○	○	○	○	○	○	○	○	○	○	○	○
Learn institutional biosafety and animal care process	○	○	○									
Identify 1-2 Basic Science Societies to join/participate in	○	○	○		○	○						
Write a grant outline				○	○							
Begin to identify societal funding opportunities				○	○	○						
Attend AAS Fall Courses				○								
Write a review on your focus area				○	○	○						
Apply for societal funding							○	○	○			
Submit an abstract to the ACS									○			
Attend Gordon Conferences in your field												○
Relevant Abstract Deadlines			ASC		APSA	AACR	DDW			AAS/ACS		
YEAR 2	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Attend Gordon Conferences in your field	○	○										○
Revisit your time/task management system (annual)	○											
Submit progress reports to funding agencies	○											
Submit an NIH K-series award		○	○	○								
Submit an abstract to the ASC		○										
Publish papers with mentor				○	○	○	○	○	○			
Seek out Reviewer opportunities							○					
Submit an abstract to ACS										○		
Relevant Abstract Deadlines		ASC		APSA	AACR	DDW		ASC	AAS/ACS			
YEAR 3	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Attend Gordon Conferences in your field	○	○										
Secure research space near your mentor	○											
Arrange your schedule <small>(link paragraph about schedule)</small>	○											
Revisit your time/task management system (annual)	○											
Submit progress reports to funding agencies	○											
Submit an abstract to the ASC		○										
Publish papers with mentor				○	○	○	○	○	○			
Submit an abstract to ACS										○		
Relevant Abstract Deadlines		ASC		APSA	AACR	DDW		ASC	AAS/ACS			





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Questions?  
[agosain@uthsc.edu](mailto:agosain@uthsc.edu)

