

AAS

Association for
Academic Surgery

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

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Associate Chair for Clinical Affairs

M | MICHIGAN MEDICINE

Disclosures

- No disclosures
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Why is it important to discuss clinical practice in a academic career development course?



Attrition

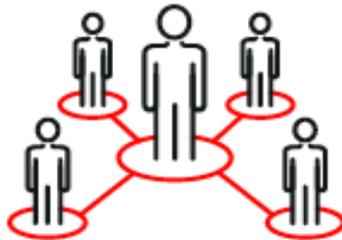
- 30-40% of junior faculty leave < 5 years of hire
- 15-25% leave academic surgery

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

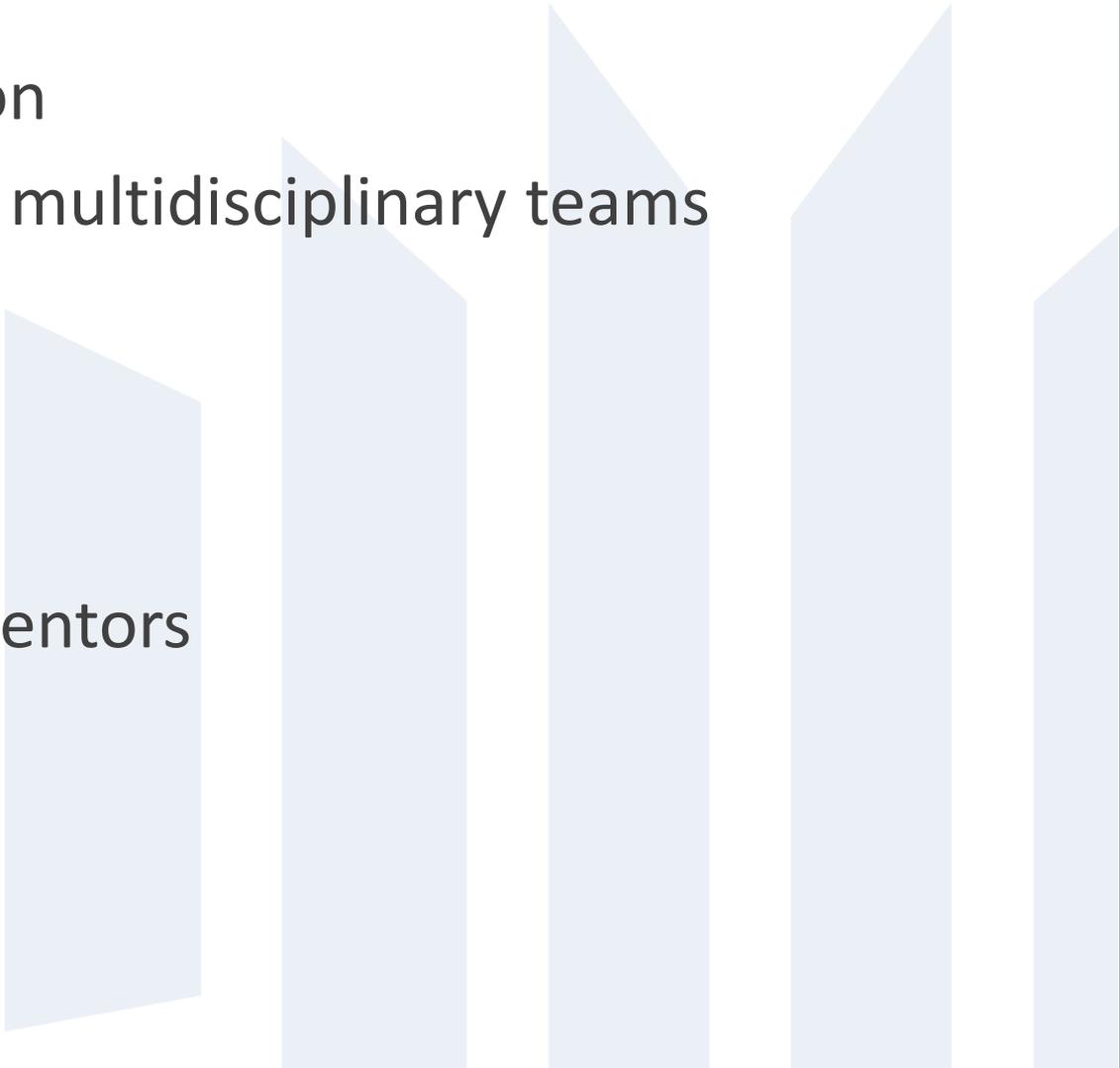
$$\text{VALUE} = \frac{\text{QUALITY}}{\text{COST}}$$

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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

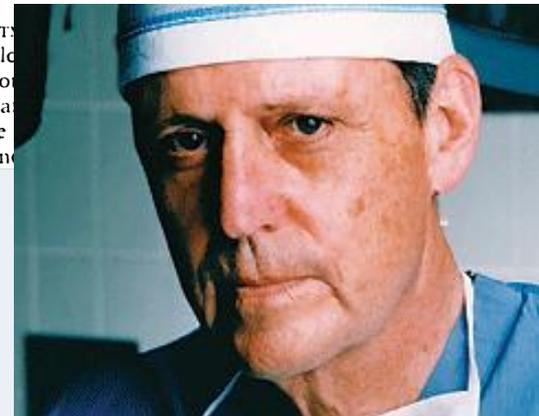
VOLUME 117

NUMBER 6

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. BRITTAIN, M.D., and W. R. WADDELL, M.D., F.A.C.S.,
Denver, Colorado

AN IDEAL TREATMENT FOR
liver disease would be a
organ and orthotopic
hepatic homograft.
carcinoma of the
the bile ducts, and

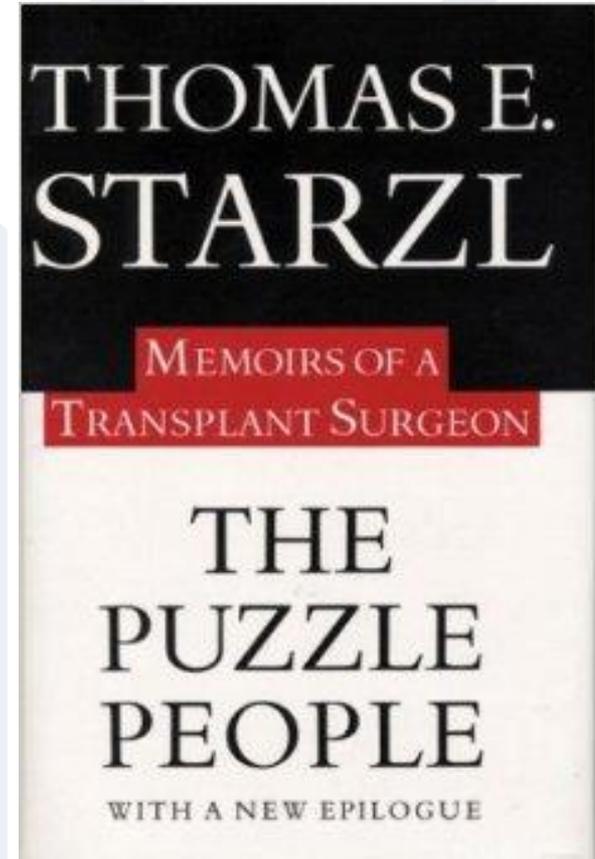


first attempt resulted
table. The course
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ntation from dul-

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

- 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

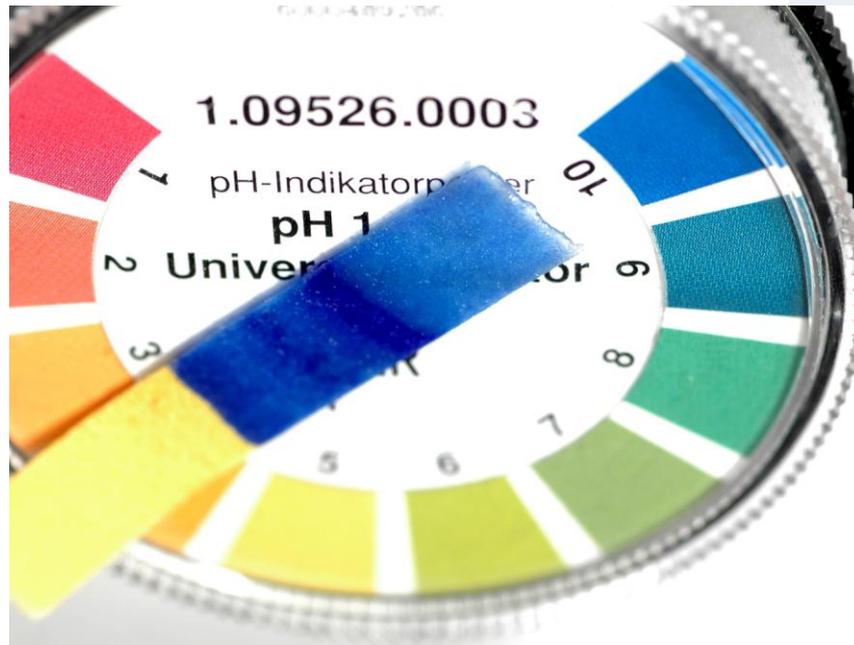
Authenticity

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

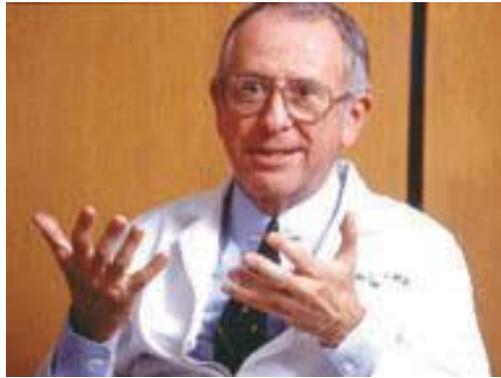
**Authenticity in clinical
medicine is EARNED EVERY
DAY with patients and team
members.**

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

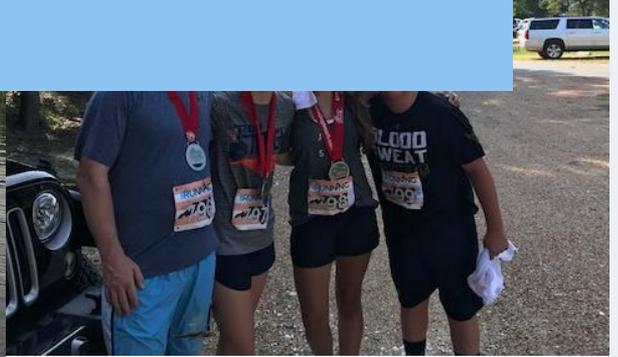
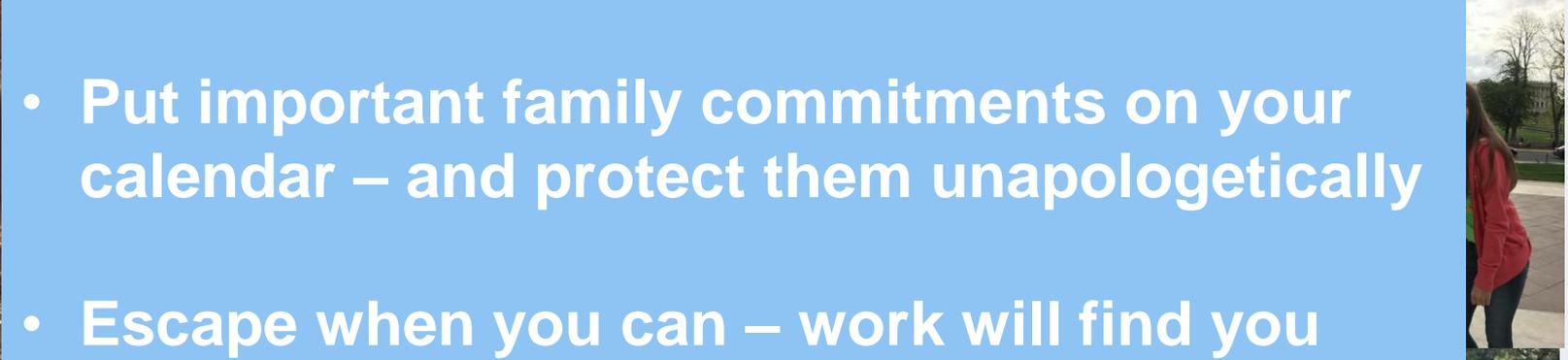
Identify reliable mentors – home and away



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



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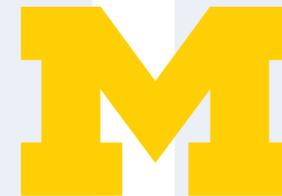


Thank you

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UNIVERSITY OF MICHIGAN