



Managing Time and Expectations: Surgeon and Scientist

Ankush Gosain, MD, PhD, FACS, FAAP

Director of Surgical Research
Program Director, Pediatric Surgery Research Fellowship
Children's Foundation Research Institute, Le Bonheur Children's Hospital

Associate Professor, Departments of Surgery and Pediatrics
Associate Program Director, General Surgery Residency
University of Tennessee Health Sciences Center

Affiliate Physician
St. Jude Children's Research Hospital

20 October 2018

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

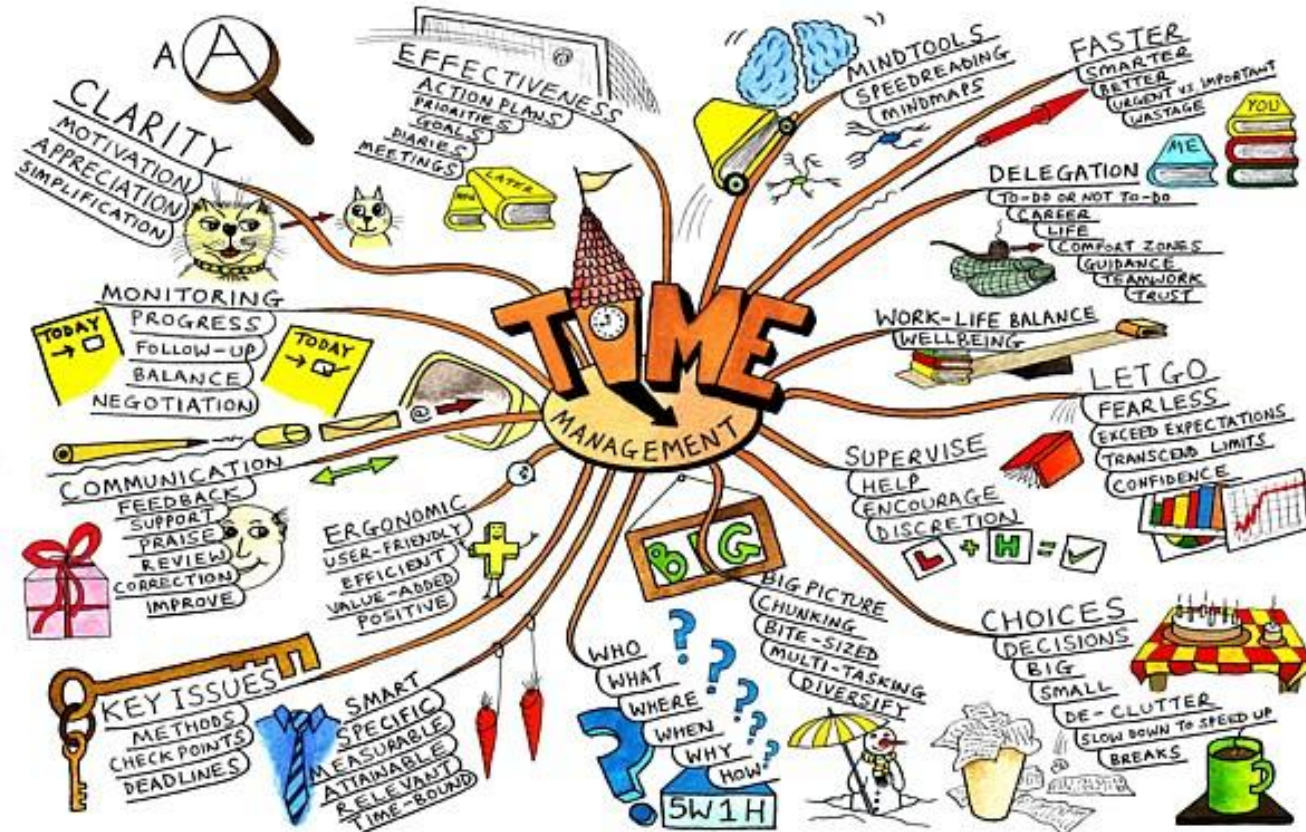


“We have the surgeon personality”

- 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!

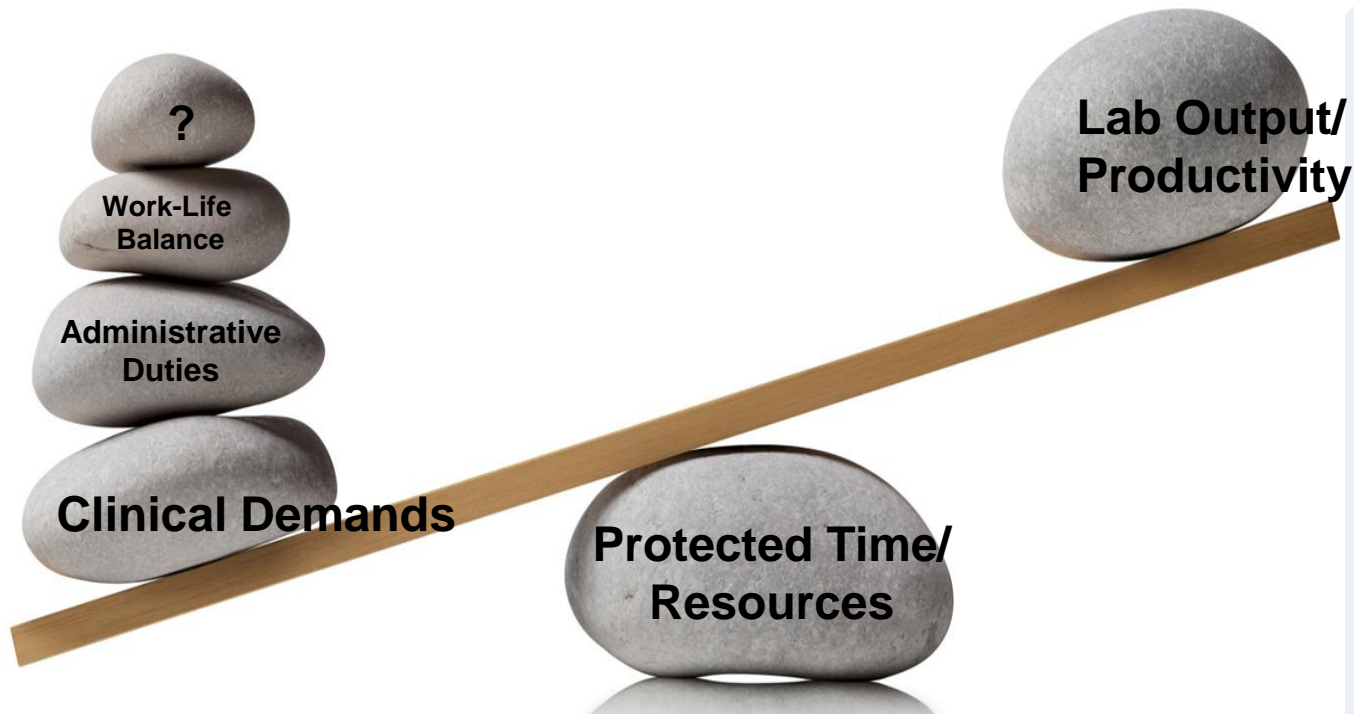
Love

Soxia

Work-Life Balance?



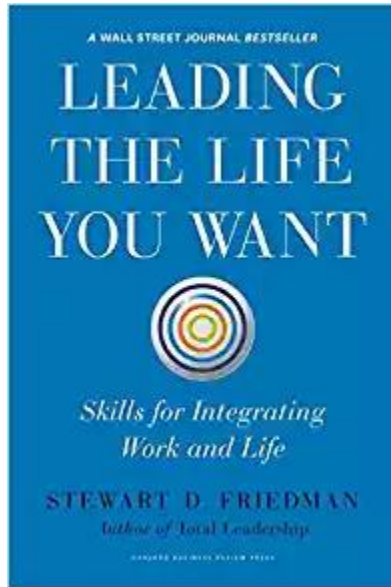
The Balance of Time Management



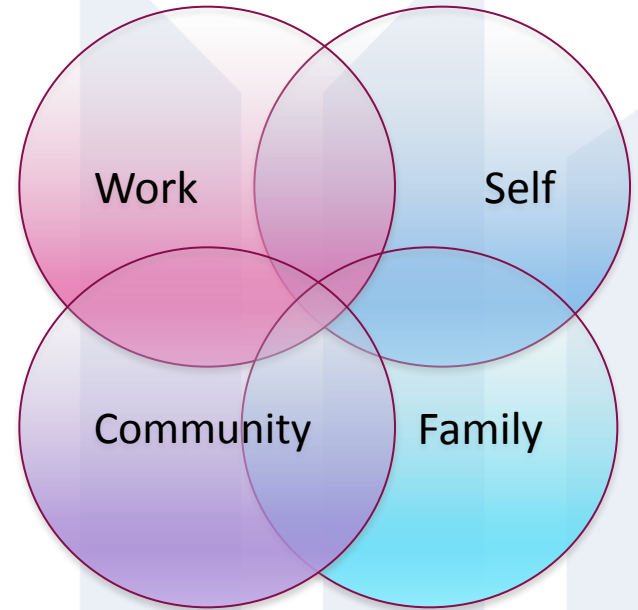
Balance is bunk. It's a misguided notion that assumes we must always make trade-offs among the different aspects of our lives.

Stuart D. Friedman

Work-Life Integration: Four-Way Wins

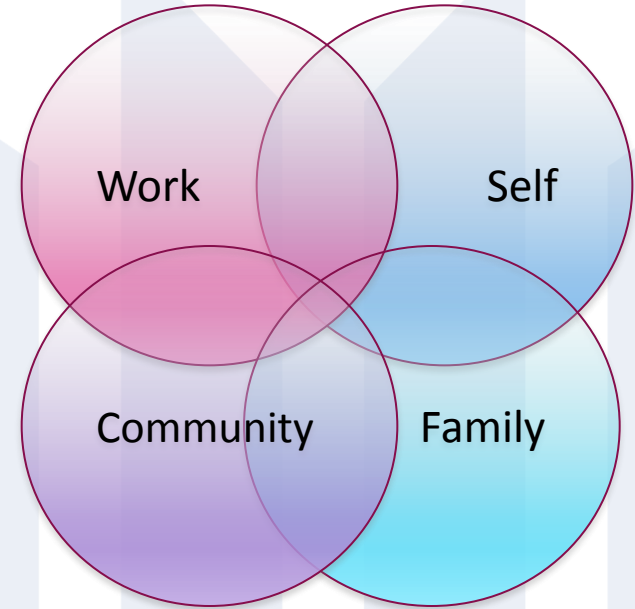


1. Be Real
2. Be Whole
3. Be Innovative



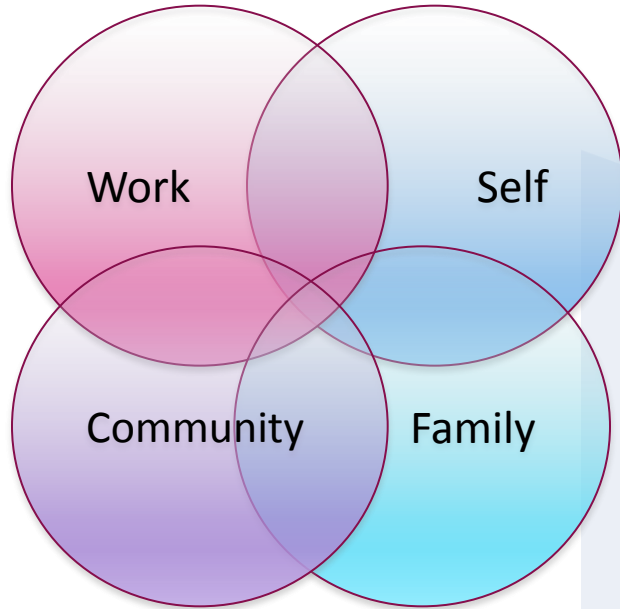
* Caveat: There are many prioritization schemata, this is just one that is currently working for me.

How do you get from A to B?



1. Be Real

Know what matters

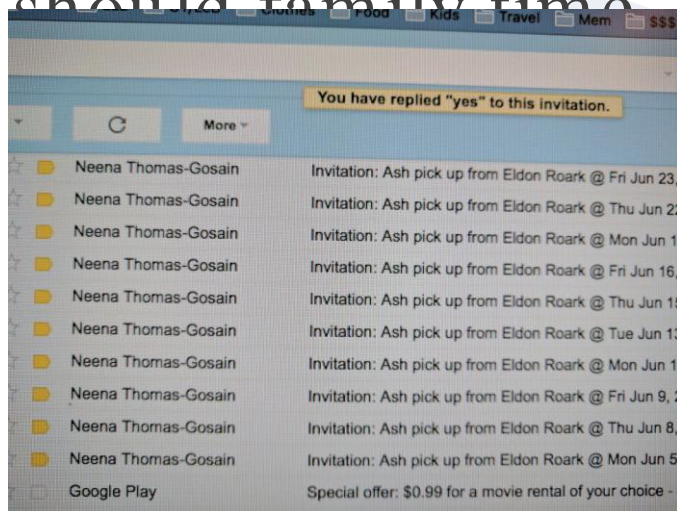


- Start with 100 points
- Allocate points to each of the 4 circles based on how you value them
- Separately, allocate points to the 4 circles based on how you spend your time
- Are they the same?

1. Be Real

Align actions with values

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

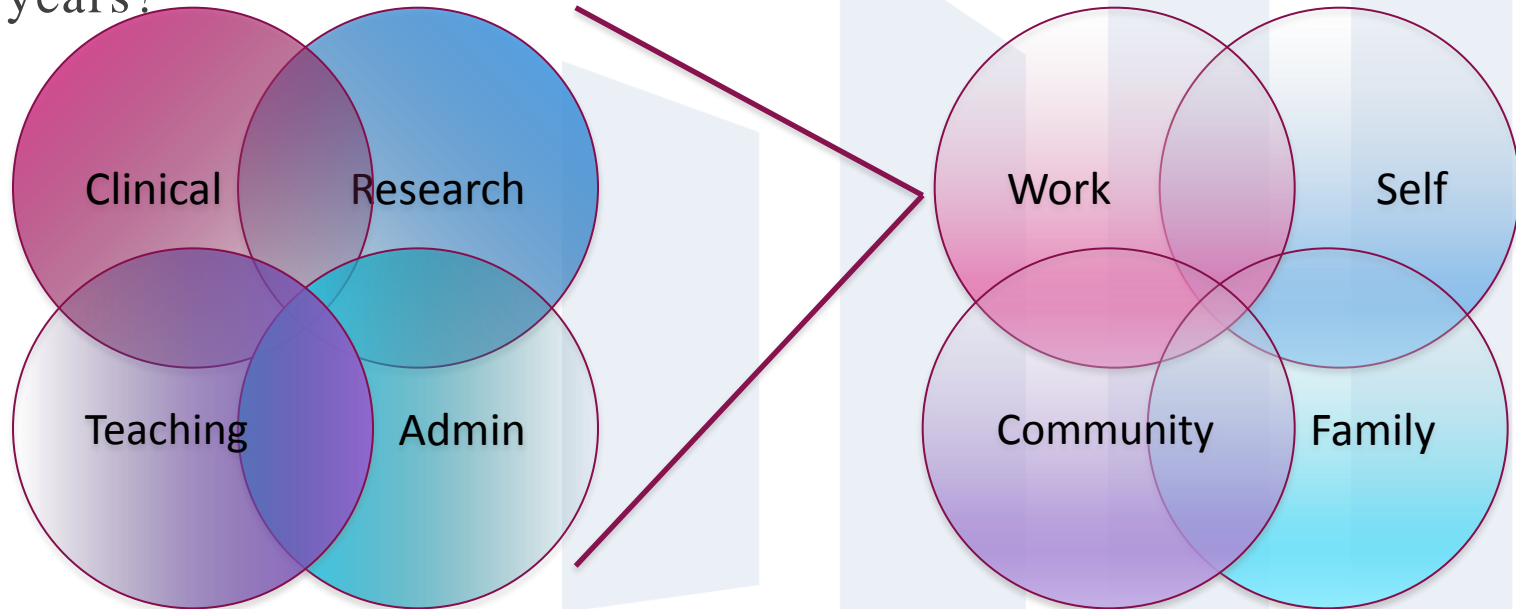


- Drive kids to school 3-5x/week
- Red-eyes whenever possible

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

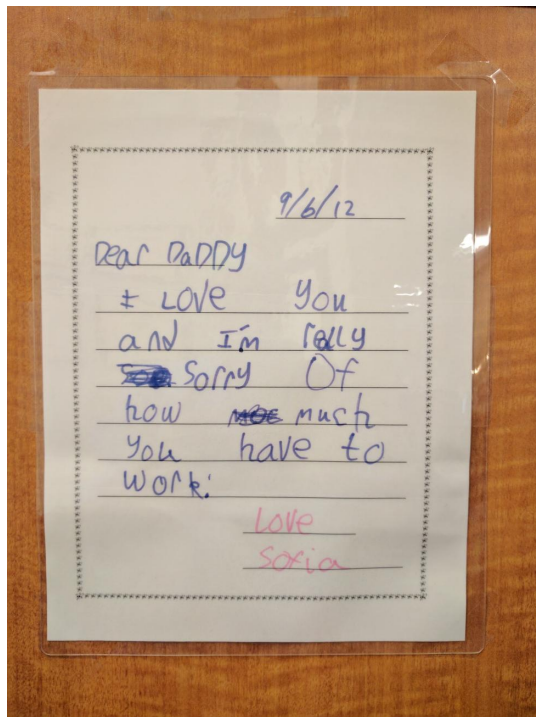


	M	Tu	W	Th	F
AM	Lab	Clinical Research, Meetings	Conferences	Lab	Lab
PM	Lab	Lab or Clinic	OR Block	Lab	Lab

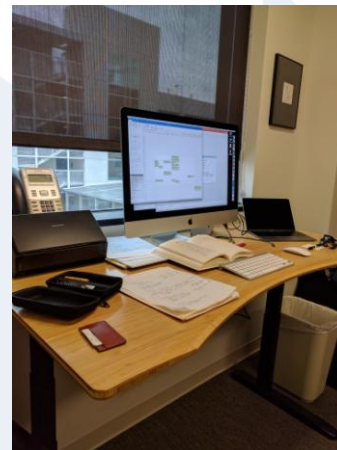
Allocate your time to what is important

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
 - 01/2018-04-2018: 8 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

- 7 partners / SOW system
- CHARMING Patients



Sacrosanct times

Lab Meeting

Formal presentations

Clinic

Teaching residents

Our Pediatric Surgery Team



James "Trey" Eubanks III, MD
Cell: (901) 483-0638
Areas of Interest: Thoracic Surgery (Pleural Surgery), Trauma, Minimally Invasive Surgery, Inflammatory Bowel Disease



Alex Felix, MD
Cell: (901) 232-4263
Areas of Interest: Advanced Minimally Invasive Surgery, Pediatric Acute Care Surgery and Trauma, Pediatric Critical Care, Neonatal Surgery



Ankush "Ash" Gosain, MD, PhD
Cell: (312) 208-8691
Areas of Interest: Hirschsprung's Disease, Anorectal Malformations, Inflammatory Bowel Disease, Liver Tumors



Eunice Huang, MD, MS
Cell: (901) 619-4811
Areas of Interest: Hirschsprung's Disease, Anorectal Malformations, Intestinal Rehabilitation, Breast and Ovarian Disorders



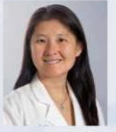
Tim Jancelewicz, MD, MS
Cell: (901) 545-9973
Areas of Interest: Congenital Diaphragmatic Hernia, ECMO, Neonatal Surgery, Minimally Invasive Surgery



Max Langham, MD
Cell: (901) 484-4284
Areas of Interest: Liver Tumors, Biliary Atresia, Congenital Diaphragmatic Hernia, ECMO



Regan Williams, MD, MS
Cell: (901) 355-0999
Areas of Interest: Neonatal Surgery, Burn and Trauma Care, Vascular Anomalies, Endocrine Surgery



Ying Zhuze, MD
Cell: (305) 775-1346
Areas of Interest: Adolescent Bariatric Surgery, Robotic Surgery, Minimally Invasive Surgery, Neonatal Surgery

2. Be Whole

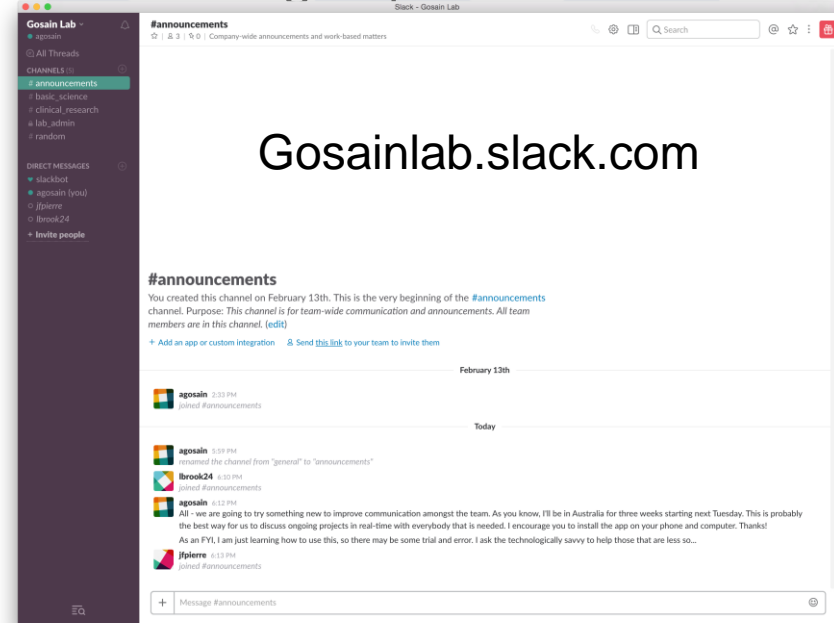
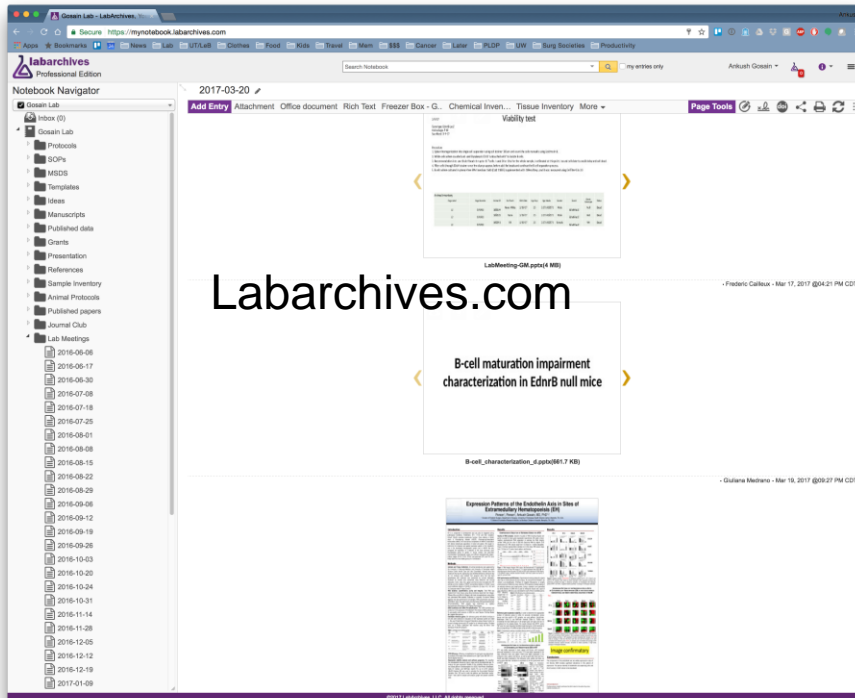
Weave disparate strands



3. Be Innovative

Focus on results

- Goal: Never miss lab meeting
- Goal: Decrease email without sacrificing responsiveness



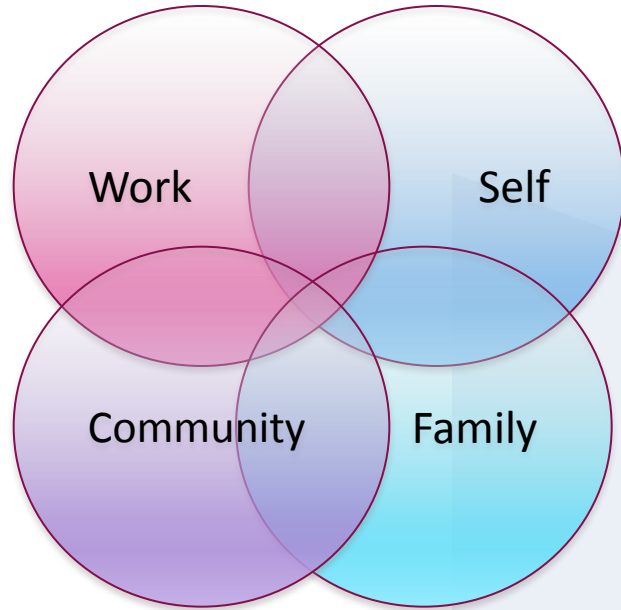
3. Be Innovative

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.

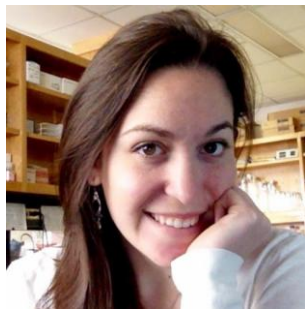
Tips for Success in Research Years

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
@lstafman

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

BASIC & TRANSLATIONAL RESEARCH

Room: Back Bay Ballroom A

MODERATOR: Richard Burkhart, MD

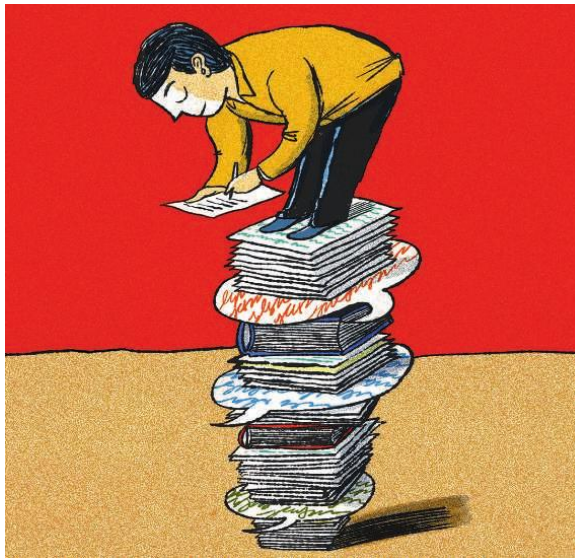
**Basic Scientist: From Resident to
Faculty - Christina Angeles, MD**

Leveraging Collaborations in
Basic and Translational Science -
Rebecca Rentea, MD
Translational Work to Bridge
Basic Science and Clinical Ideas -
Sam Wang, MD



Christina Angeles, MD
@[cvangelesMD](#)

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*

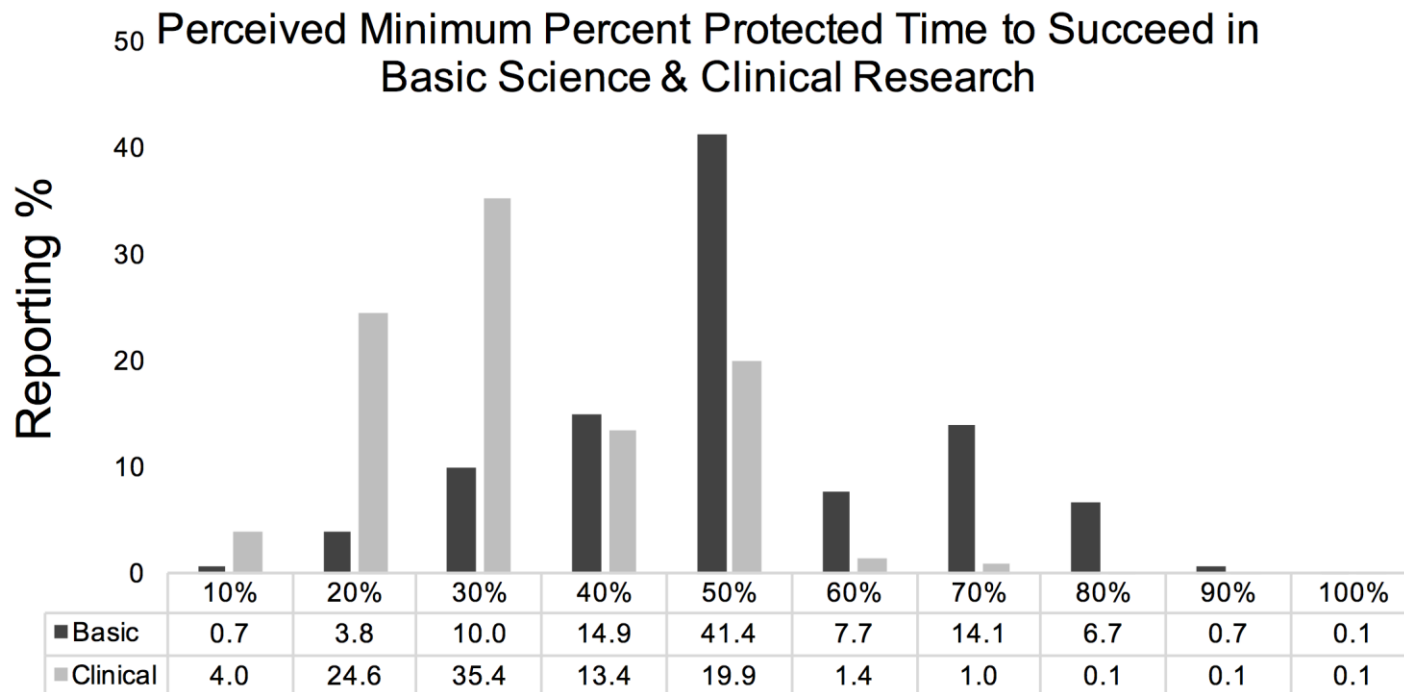
- The time you spend at work after training doesn't get any shorter, but at least you make your own schedule.

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
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Minimize Context Switching

	M	Tu	W	Th	F
AM	Lab	Clinical Research, Meetings	Conferences	Lab	Lab
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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

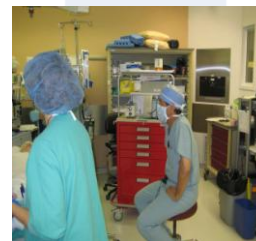
	M	Tu	W	Th	F
AM	Lab	Clinical Research, Meetings	Conferences	Lab	Lab
PM	Lab	Lab or Clinic	OR Block	Lab	Lab

- 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

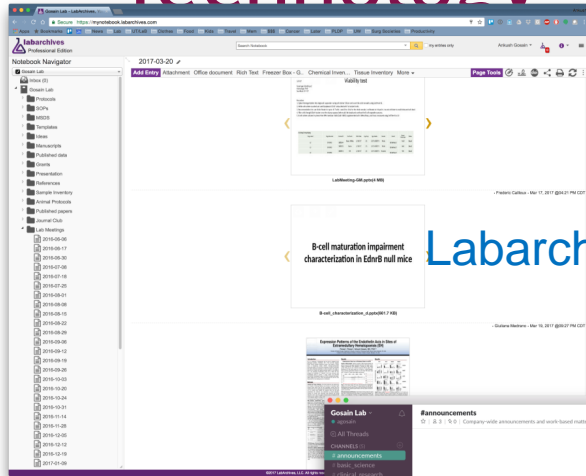


Minimize Context Switching

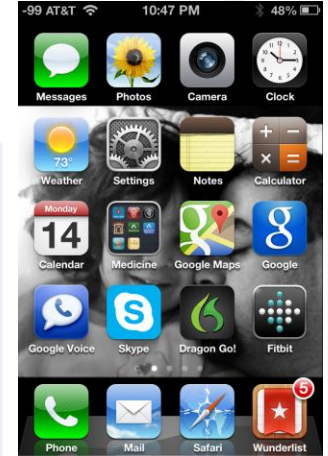
	M	Tu	W	Th	F
AM	Lab	Clinical Research, Meetings	Conferences	Lab	Lab
PM	Lab	Lab or Clinic	OR Block	Lab	Lab

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

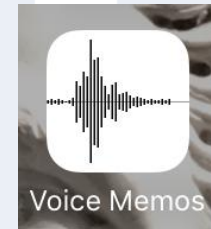
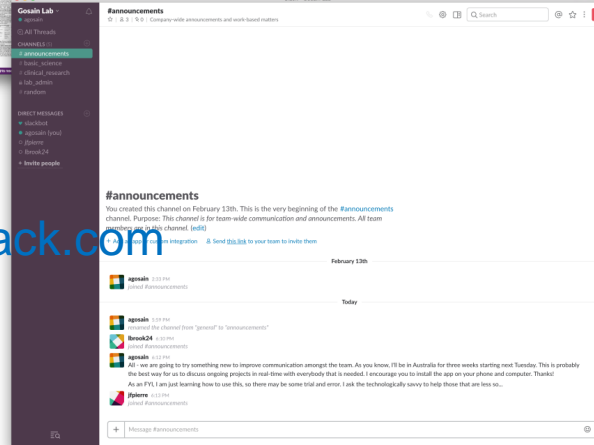
Improve Efficiency - Utilize Technology



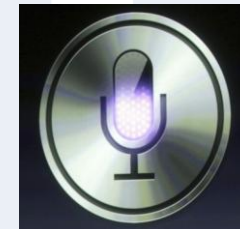
Labarchives.com



Gosainlab.slack.com



Voice Memos



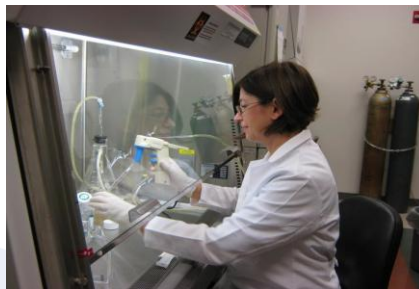
Secure Research Space



- 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 must be in close proximity

Months 1-3

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



Months 1-3

Months 3-6

Months 6-9

Months 9-12



- 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

Months 1-3

Months 3-6

Months 6-9

Months 9-12

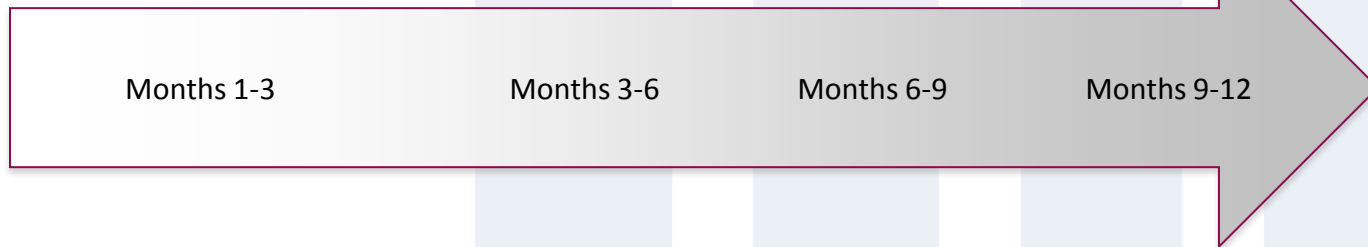


- External validation
 - You are making progress
 - Your time is worth protecting
- Funding track record

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 (link to paragraph about space)	○	○										
Arrange your schedule (link to paragraph about schedule)	○	○										
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 (link paragraph about schedule)	○											
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			

A Roadmap for Aspiring Surgeon-Scientists in Today's Healthcare Environment

Allan M. Goldstein, MD,* Alex B. Blair, MD,† Sundeep G. Keswani, MD,‡ Ankush Gosain, MD, PhD,\$ Michael Morowitz, MD,¶ John Kuo, MD, PhD,|| Matthew Levine, MD, PhD,** Nita Ahuja, MD,†† and David J. Hackam, MD, PhD‡‡, Basic Science Committee of the Society of University Surgeons

TABLE 1. Timeline for the Initial Years of a Surgeon-Scientist's Career

Early Years	Goals and Milestones
Year 1	Identify the scientific questions to be tackled Obtain skills necessary to achieve scientific goals Master the relevant literature and knowledge gap Begin to obtain preliminary data Hire a research technician and/or trainee or fellow Submit applications for institutional approvals Identify a team of mentors Attend research skills and grant writing workshops Start submitting grant applications Become active in national societies
Years 2–3	Identify collaborators Begin to publish initial manuscripts Maintain an up-to-date curriculum vitae Continue applying for research grants Participate in manuscript and grant reviews
Year 4 and beyond	Become familiar with requirements for academic promotion Be persistent and resilient!

Use the resources around you!

Association for Academic Surgery 2018 Fall Courses

29th Annual Fundamentals of Surgical Research Course

Saturday, October 20, 2018

Sheraton Boston Hotel

7:00 AM - 8:00 AM	Registration Constitution Ballroom Foyer
8:00 AM - 8:10 AM	Welcome & Introduction - Fabian Johnston, MD, MS and Drew Shirley, MD Constitution Ballroom
8:10 AM - 8:30 AM	KICKOFF LECTURE - "Success in Academic Surgery: Putting the Puzzle Pieces Together" SPEAKER: Lillian Kao, MD, MS Constitution Ballroom
8:30 AM - 9:50 AM	RESOURCES Constitution Ballroom MODERATORS: Lesly Dossett, MD, MPH and Filip Bednar, MD, PhD Optimizing the Mentor/Mentee Relationship - Rebecca Sippel, MD Managing People and Projects - Carrie Lubitz, MD, MPH Managing Time and Expectations - Surgeon and Scientist - Ankush Gosain, MD, PhD, FACS, FAAP Funding Mechanisms for Trainees - Christina Roland, MD, MS
9:50 AM - 10:10 AM	Panel Discussion
10:10 AM - 10:20 AM	Break
10:20 AM - 11:20 AM	METHODS Constitution Ballroom MODERATORS: Ryan Merkow, MD and Erika Newman, MD Hypothesis & Study Design - Amir A. Ghafari, MD, MS Implementation Science - Angela Ingraham, MD, MS Team Science - Karl Bilimoria, MD, MS
11:20 AM - 11:40 AM	Panel Discussion
11:40 AM - 12:45 PM	Lunch Lunch on Own
12:45 PM - 1:45 PM	MARKETING Constitution Ballroom MODERATORS: Lesly Dossett, MD, MPH and Allison Speer, MD Writing for Impact - Justin B. Dimick, MD, MPH Research Advocacy - Dorry Segov, MD, PhD How to Deliver an Effective Research Presentation - Eugene S. Kim, MD Using Social Media Effectively - Heather L. Yeo, MD, MHS
1:45 PM - 1:50 PM	Break
1:50 PM - 2:50 PM	BREAKOUT SESSIONS
BASIC & TRANSLATIONAL RESEARCH Room: Back Bay Ballroom A MODERATOR: Richard Burkhardt, MD Basic Scientist: From Resident to Faculty - Christine Angiles, MD Leveraging Collaborations in Basic and Translational Science - Rebecca Rentes, MD Translational Work to Bridge Basic Science and Clinical Ideas - Sam Wang, MD	CLINICAL & HEALTH SERVICES RESEARCH Room: Constitution Ballroom MODERATORS: Angela Ingraham, MD, MS and Stephanie Lumpkin, MD Qualitative Research - Stephanie Bonine, MD PROs - Ryan Merkow, MD Survey Methodology - Daniel Abbott, MD
EDUCATION RESEARCH Room: Back Bay Ballroom B MODERATORS: Ajit Kulkarni, MD, MS and Jeffrey Forme, MD Crash Course on Educational Research Methodology - Arghavan Salles, MD, PhD How to Obtain Funding for Educational Research - Brenessa Lindeman, MD, MHP Building an Educational Research Team: Mentors/ Collaborators - Roger Kim, MD	GLOBAL SURGERY RESEARCH Room: Liberty Ballroom MODERATORS: Amal Althefi, MD and Christopher Dodgson, MD, MSPH Global Surgery Research & Why It's Important - Alexandria McDow, MD and Kristin Long, MD Resources and Opportunities in Global Surgery - Tamara Fitzgerald, MD, PhD and Nabeel Zafar, MBBS, MPH Common Challenges in Global Surgery and How To Overcome Them - Jennifer Rickard, MD, MPH
2:50 PM - 3:00 PM	Break
3:00 PM - 4:00 PM	PANEL DISCUSSION: Building a Research Career. This is My Story..... Constitution Ballroom MODERATORS: Fabian Johnston, MD, MS and Drew Shirley, MD PANELISTS: Georgia Beasley, MD, MHS, Allan Goldstein, MD, Rachel Keltz, MD, MSCE, Sundee Keswani, MD, FACS, FAAP, and Heena Santry, MD, MS
4:00 PM - 5:00 PM	KEYNOTE LECTURE - "Academic Surgery Wars: The Last Jedi" Constitution Ballroom SPEAKER: Jeffrey Matthews, MD
5:00 PM - 6:30 PM	Networking Reception Republic Ballroom B

COURSE EVALUATION

Please provide your feedback by completing the course evaluation using the link below. Certificates of attendance can be requested at the end of the evaluation.
<https://www.research.net/r/FSRC2018Eval>

Association for Academic Surgery 2018 Fall Courses

14th Annual Early Career Development Course

Saturday, October 20, 2018

Sheraton Boston Hotel

7:00 AM - 8:00 AM	Registration Constitution Ballroom Foyer
8:00 AM - 8:05 AM	Welcome & Introduction - Hari Nathan, MD, PhD & Shripa Arya, MD, MS Back Bay Ballroom CD
8:05 AM - 8:25 AM	Kickoff Lecture: Tips on How to Succeed in Academic Surgery Back Bay Ballroom CD SPEAKER: Melina Kibbe, MD, FACS, FAHA
8:30 AM - 9:40 AM	MAKING YOUR MARK IN THE FIRST FEW YEARS Back Bay Ballroom CD Establishing Your Clinical Footprint and Understanding Your Clinical Value - T. Clark Gambin, MD, MS, MBA Launching your Research Program: Early Strategies and Benchmarks - Adil Haider, MD, MPH Being an Effective Educator as a Junior Faculty Member - Brenessa Lindeman, MD, MHP Being a Good Citizen and Leader in your Institution - Christopher Sonnenberg, MD, MHS
9:40 AM - 9:50 AM	Moderated Question and Answer - Melissa Hogg, MD & Matthew Porembka, MD
9:50 AM - 10:10 AM	Break
10:10 AM - 11:20 AM	ADVANCING YOUR CAREER Back Bay Ballroom CD Strategies to Find and Negotiate your First or Next Academic Position - Timothy Pawlik, MD, MPH, PhD Mentorship and Sponsorship - Justin Dimick, MD, MPH Funding your Research: How to Start and How to Keep it Going - Caprice Greenberg, MD, MPH Making the Transition from K to R: Establishing Research Independence - Dorry Segov, MD, PhD
11:20 AM - 11:30 AM	Moderated Question and Answer - Joseph Phillips, MD & Susan Pitt, MD, MPH
11:30 AM - 12:30 PM	Lunch Lunch on Own
12:30 PM - 1:25 PM	SUSTAINING AND BUILDING ON EARLY SUCCESSES Back Bay Ballroom CD Pearls for Promotion - Lillian Kao, MD, MS Switching Gears in Academic Surgery - Rachel Keltz, MD, MSCE Achieving Local and National Visibility: Societies, Committees, Journals, and the Web - Karl Bilimoria, MD, MS
1:25 PM - 1:35 PM	Moderated Question and Answer - Christy Chai, MD & Amanda Laird, MD
1:35 PM - 1:45 PM	Break
1:45 PM - 2:10 PM	SMALL GROUP SESSION: PREPARING AN ELEVATOR PITCH Back Bay Ballroom CD Introduction - Rebecca Sippel, MD Small Group Breakouts
2:10 PM - 2:20 PM	Break
2:20 PM - 3:20 PM	MANAGING LIFE AS JUNIOR FACULTY Back Bay Ballroom CD Finances and Compensation Plans - Rebecca Minter, MD Effective Time Management, When to Say "Yes," and When to Say "No" - Gregory Kennedy, MD, PhD Turning Difficult Conversations into Opportunities - Arden Morris, MD, MPH Taking Care of Yourself: Wellness and Resilience - Taylor Riell, MD, PhD
3:20 PM - 3:40 PM	Moderated Question and Answer - Lindsay Kuo, MD & Priti Parkhi, PhD Back Bay Ballroom CD
3:40 PM - 3:45 PM	Closing Comments - Hari Nathan, MD, PhD & Shripa Arya, MD, MS Back Bay Ballroom CD
3:45 PM - 4:00 PM	Break
4:00 PM - 5:00 PM	Keynote Lecture - "Academic Surgery Wars: The Last Jedi" Constitution Ballroom SPEAKER: Jeffrey Matthews, MD
5:00 PM - 6:30 PM	Networking Reception Republic Ballroom B

COURSE EVALUATION

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<https://www.research.net/r/ECDC2018Eval>



Managing Time and Expectations: Surgeon and Scientist

Questions?

agosain@uthsc.edu

