Managing Time and Expectations: Surgeon and Scientist

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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
Dear Daddy

I love you

and I'm really sorry of how much you have to work.

Love

Sofia

9/6/12
Work-Life Balance?
The Balance of Time Management

- Clinical Demands
- Administrative Duties
- Work-Life Balance
- Protected Time/Resources
- Lab Output/Productivity
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?

Work
Self
Community
Family
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

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

9/6/12
Dear Daddy
I love you
and I'm really
sorry of
how much
you have to
work.

Love,
Sonia
2. Be Whole

Help others
2. Be Whole

Manage boundaries intelligently

- 7 partners / SOW system
- CHARMING Patients

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2. Be Whole

Weave disparate strands
3. Be Innovative

Focus on results

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

Labarchives.com

Gosainlab.slack.com
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

http://www.aasurg.org/blog/entering-research-years-surgery-residency-top-5-pieces-advice/
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.

https://www.aasurg.org/blog/returning-surgical-residency-research-years-top-5-pieces-advice/
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, it's getting to the lab that's the hard part.
- The time you spend at work after training doesn't get any shorter, but at least you make your own schedule.

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

Tim Crombleholme
Surgeon-in-Chief
Colorado Children's
Univ of Colorado
One Size Does Not Fit All
How Much Protected Time Do You Need?

Perceived Minimum Percent Protected Time to Succeed in Basic Science & Clinical Research

Data from Sundeep Keswani, MD; see Keswani, et.al. Ann Surg 2016.
Protect your time!
Minimize Context Switching

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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

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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

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- **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 must be in close proximity
Months 1-3

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

Months 1-3

- 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

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

- 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

K award is the gateway grant: 63% of K-awarded pediatric surgeons transitioned to an independent NIH award mechanism
# A Roadmap for Aspiring Surgeon-Scientists in Today’s Healthcare Environment

Allan M. Goldstein, MD,* Alex B. Blair, MD; Sunderraj G. Keswani, MD; Ankush Gosain, MD, PhD,† Michael Morewitz, MD,* John Kao, 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

<table>
<thead>
<tr>
<th>Early Years</th>
<th>Goals and Milestones</th>
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</table>
| **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  
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  |
| **Years 2–3**|  |
| **Year 4 and beyond**| Become familiar with requirements for academic promotion  
Be persistent and resilient!  |

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### AAS BTS Faculty Timeline

#### YEAR 0

**July** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** | **Jan** | **Feb** | **Mar** | **Apr** | **May** | **June**
---|---|---|---|---|---|---|---|---|---|---|---
Identify research area | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○
Find a job | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○
Background reading on mentors’ lab focus and your idea | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○

#### YEAR 1

**July** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** | **Jan** | **Feb** | **Mar** | **Apr** | **May** | **June**
---|---|---|---|---|---|---|---|---|---|---|---
Secure research space with your mentor (1–2 months prior to October) | ○ | ○ | | | | | | | | | ○
Arrange your schedule to accommodate your mentor’s meetings | ○ | ○ | | | | | | | | | ○
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 Full 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

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#### YEAR 2

**July** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** | **Jan** | **Feb** | **Mar** | **Apr** | **May** | **June**
---|---|---|---|---|---|---|---|---|---|---|---
Attend Gordon Conferences in your field | ○ | ○ | | | | | | | | | ○
Revise 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

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#### YEAR 3

**July** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** | **Jan** | **Feb** | **Mar** | **Apr** | **May** | **June**
---|---|---|---|---|---|---|---|---|---|---|---
Attend Gordon Conferences in your field | ○ | ○ | | | | | | | | | ○
Secure research space near your mentor | ○ | | | | | | | | | | ○
Revise 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 | ○ | | | | | | | | | | ○

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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

9:00 AM - 9:15 AM
Welcome & Introduction - Fabian Johnston, MD, MS; and Drew Shroyer, MD

9:15 AM - 9:30 AM
**KICKOFF LECTURE** - "Success in Academic Surgery: Putting the Puzzle Pieces Together"

9:30 AM - 9:45 AM
**SESSION 1: DISSECTING THE CORE**

9:45 AM - 10:00 AM
**SESSION 1A: DEGREE PROGRAMS**

10:00 AM - 10:15 AM
Break

10:15 AM - 10:30 AM
**SESSION 1B: RESEARCH COACHING & CAREER DEVELOPMENT**

10:30 AM - 10:45 AM
Break

10:45 AM - 11:00 AM
**SESSION 1C: SCIENTIFIC PUBLISHING & COMMUNICATION**

11:00 AM - 11:15 AM
Break

11:15 AM - 12:00 PM
**SESSION 1D: CLINICAL RESEARCH**

12:00 PM - 12:45 PM
Lunch

12:45 PM - 1:00 PM
**SESSION 1E: POSTER SESSION**

1:00 PM - 1:15 PM
Break

1:15 PM - 2:00 PM
**SESSION 1F: WORKSHOPS & BREAKOUT SESSIONS**

2:00 PM - 2:15 PM
Break

2:15 PM - 3:00 PM
**SESSION 1G: GRADUATE SCHOOL INFORMATION & EXHIBITION HALL**

3:00 PM - 3:15 PM
Break

3:15 PM - 4:00 PM
**SESSION 1H: SMALL GROUP SESSIONS & PREPARING AN ELEVATOR PITCH**

4:00 PM - 4:15 PM
Break

4:15 PM - 5:00 PM
**SESSION 1I: CONCLUDING SEMINAR**

5:00 PM - 6:00 PM
Networking Reception

6:00 PM - 7:00 PM
Posters

7:00 PM - 7:30 PM
Reception

Registration Information:

- Monday, October 22, 2018
- Sheraton Boston Hotel

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

8:00 AM - 8:15 AM
Welcome & Introduction - Fabian Johnston, MD, MS; and Drew Shroyer, MD

8:15 AM - 8:30 AM
**KICKOFF LECTURE** - "Tips on How to Succeed in Academic Surgery"

8:30 AM - 8:45 AM
**SESSION 1: ADVANCING YOUR CAREER**

8:45 AM - 9:00 AM
Break

9:00 AM - 9:15 AM
**SESSION 2: MANAGING YOUR TIME IN THE FIRST FIVE YEARS**

9:15 AM - 9:30 AM
Break

9:30 AM - 9:45 AM
**SESSION 3: STRATEGIES FOR PERSISTING**

9:45 AM - 10:00 AM
Break

10:00 AM - 10:15 AM
**SESSION 4: ADVANCING YOUR CLINICAL CAREER**

10:15 AM - 10:30 AM
Break

10:30 AM - 10:45 AM
**SESSION 5: MANAGING YOUR TIME IN THE FIRST FIVE YEARS**

10:45 AM - 11:00 AM
Break

11:00 AM - 11:15 AM
**SESSION 6: ADVANCING YOUR CLINICAL CAREER**

11:15 AM - 12:00 PM
Lunch

12:00 PM - 12:45 PM
**SESSION 7: SUSTAINING AND BUILDING ON EARLY SUCCESSES**

12:45 PM - 1:00 PM
Break

1:00 PM - 1:15 PM
**SESSION 8: ADVANCING YOUR CLINICAL CAREER**

1:15 PM - 1:30 PM
Break

1:30 PM - 1:45 PM
**SESSION 9: ADVANCING YOUR CLINICAL CAREER**

1:45 PM - 2:00 PM
**SESSION 10: ADVANCING YOUR CLINICAL CAREER**

2:00 PM - 2:15 PM
Break

2:15 PM - 2:30 PM
**SESSION 11: MANAGING YOUR TIME IN THE FIRST FIVE YEARS**

2:30 PM - 2:45 PM
Break

2:45 PM - 3:00 PM
**SESSION 12: STRATEGIES FOR PERSISTING**

3:00 PM - 3:15 PM
Break

3:15 PM - 3:30 PM
**SESSION 13: ADVANCING YOUR CLINICAL CAREER**

3:30 PM - 3:45 PM
Break

3:45 PM - 4:00 PM
**SESSION 14: ADVANCING YOUR CLINICAL CAREER**

4:00 PM - 4:15 PM
Break

4:15 PM - 4:30 PM
**SESSION 15: MANAGING YOUR TIME IN THE FIRST FIVE YEARS**

4:30 PM - 5:00 PM
Break

5:00 PM - 5:15 PM
Networking Reception

Networking Reception Information:

- Monday, October 22, 2018
- Sheraton Boston Hotel

Registration Information:

- Monday, October 22, 2018
- Sheraton Boston Hotel
Managing Time and Expectations: Surgeon and Scientist

Questions?
agosain@uthsc.edu