

### How Do I Make 50:50 Work? Academic Productivity In The Current Environment

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Assistant Professor of Surgical Oncology
The University of Texas MD Anderson Cancer Center

### **Disclosures**



• Sponsored Research: Bristol Myers Squibb

### Overview



- Success in Academic Surgery
- What does 50% mean?
- Time Management
- Organization/Email
- Collaborators/Mentors/Support

Success in Academic Surgery
Series Editors: Lillian Kao · Herbert Chen



Herbert Chen Lillian S. Kao *Editors* 

# Success in Academic Surgery

Second Edition

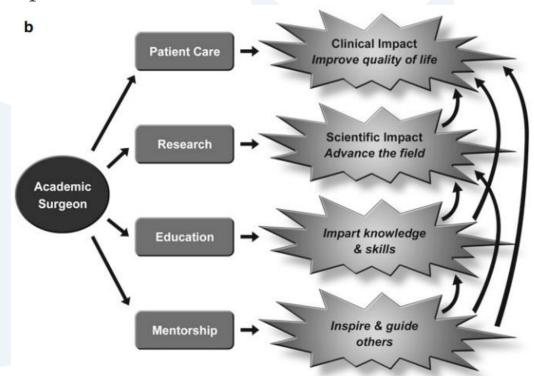




"Unique opportunity to impact patients with our

intellect and our hands. "

-Scott LeMaire, MD



### Assistant Professor-Surgical Oncology

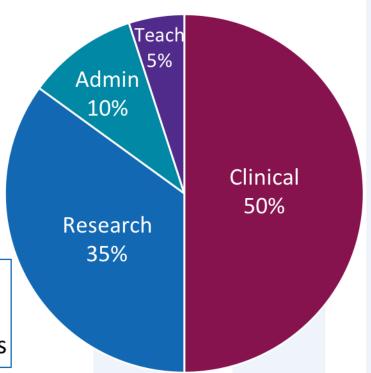




Section Chief Cancer Network

**Clinical Trials** 

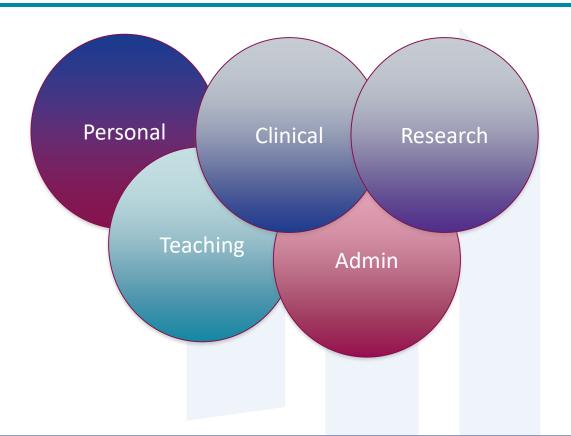
- -Translational
- -Cooperative Groups



Sarcoma Surgery

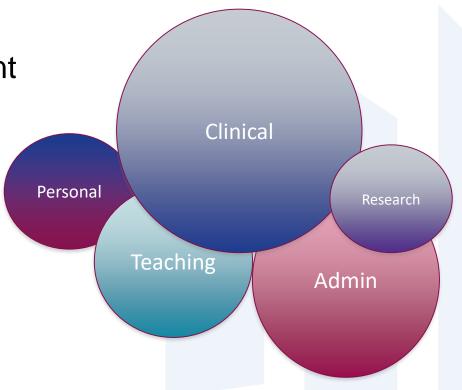
- -2 OR block Days
- -1 Clinic Day



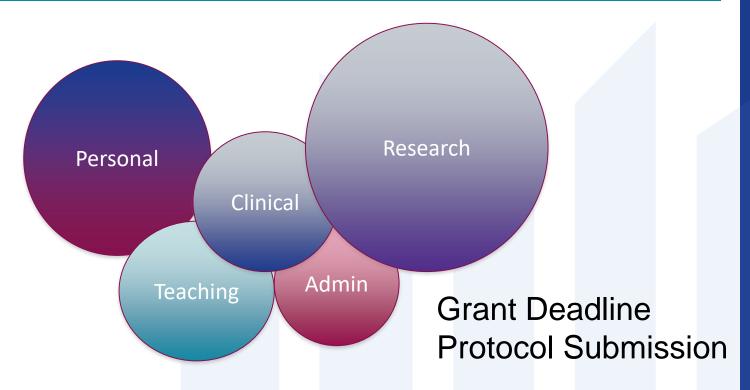




Sick patient Call











### Academic Surgeon vs. Surgeon Scientist



#### **Dichotomous**

Surgeon Scientist 75-80% research

Academic Surgeon 75-80% Clinical

#### Continuous

Promotion track	Description/focus
"Triple Threat" clinician-scientist- educator (Tenure accruing)	In addition to excellence in clinical activities, exceptional research (basic science) accomplishments (multiple grants, prolific publication, and mentorship) AND exceptional educational accomplishments (clerkship director, program director, stellar student/resident evaluations, programmatic development, and publication in education field)
Clinician-scientist (Tenure accruing)	In addition to excellence in clinical activities, exceptional research (basic science) accomplishments (multiple extramural grants, program project involvement, prolific presentations and publication (high impact), research mentorship, and service in college/department research mission)
Clinician-scholar	In addition to excellence in clinical activities, substantial (but less than above) academic/research activities (may focus on clinical trial or translational research activities, health services/outcomes research, or intramural quality improvement programs)
Clinician-educator	In addition to excellence in clinical activities, exceptional educational leadership and accomplishments (mentorship, student clerkship director, residency/fellowship program director, stellar student/resident evaluations, programmatic development, service in college/department educational mission, and funding and publication in education field)
Clinician-administrator	In addition to excellence in clinical activities, some substantial administrative duties at the college (i.e., Dean's office, committees) or department (i.e., division/section chief, center director) level
Clinician	Primarily excellence in clinical productivity (recognized expert in field, clinical awards, establishment of a clinical program, RVU goals, mortality/morbidity, quality improvement programs, and other metrics); likely some clinical research
Research	Generally reserved for a non-clinical, strictly research faculty evaluated for excellence in basic science research (multiple extramural grants, laboratory management, prolific presentations and publication (high impact), and mentorship)

#### Association for Academic Surgery 2019 Fall Courses

#### 30th Annual Fundamentals of Surgical Research Course

Saturday, October 26, 2019 The Westin St. Francis, San Francisco, CA

ine westin St. Fr	ancis, San	Francisco, CA		
7:00 AM - 8:00 AM	Registratio	on		
8:00 AM - 8:10 AM	Welcome & Introduction – Fabian Johnston, MD, MHS & Vikas Dudeja, MD			California West
8:10 AM - 8:30 AM	KICKOFF LI	ECTURE - Timothy Pawlik, MD, Ph	D, MPH	California West
8:30 AM - 10:10 AM	AM - 10:10 AM RESOURCES			California West
	Optimizing Managing P	RS: Angela Ingraham, MD, MS & V the Mentor/Mentee Relationship People and Projects – Carrie Lubir Time and Expectations - Surgeon	o – Eugene Kim, MD tz, MD, MPH	ı, MD, PhD
	How Do I M Panel Discu		uctivity in the Current Environ	nment – Christina Roland, MD, MS
10:10 AM - 10:20 AM	Break			California Foyer
10:20 AM - 11:40 AM	METHODS.			California West
	Hypothesis Creating an	RS: Ryan Merkow, MD, MS & Troy & Study Design – Amir Ghaferi, N d Managing a Database – Aslam d Informatics – David Schneider, ssion	ID, MS Ejaz, MD, MPH	
11:40 AM - 12:45 PM	Lunch Brea	ak		Nearby Restaurants
12:45 PM - 1:45 PM	MARKETIN	G		California West
	Writing for Research A How to Deli	RS: Tasha Hughes, MD, MPH & Jos Impact – Justin Dimick, MD, MPH dvocacy – Adil Haider, MD, MPH iver an Effective Research Presei ng: Pearls and Pitfalls – Dorry Se,	ntation – Caprice Greenberg, M	JD, MPH
1:45 PM - 1:50 PM	Break		-	California Foyer
1:50 PM - 2:50 PM	BREAKOUT	SESSIONS		
BASIC & TRANSLA RESEARCH	ATIONAL	CLINICAL/HEALTH SERVICES RESEARCH	EDUCATION RESEARCH	GLOBAL SURGERY RESEARCH
LOCATION: Elizabetha	ın C	LOCATION: California West	LOCATION: Elizabethan B	LOCATION: Elizabethan A

RESEARCH	ATIONAL	RESEARCH	EDUCATION RESEARCH	GLOBAL SURGERY RESEARCH
LOCATION: Elizabethia MODERATORS: PIPD B. Irend Gribovsk What Do I Need In To Succeed? - Chris MD Am I Worth Invest Establishing A Trac Filip Bednar, MD, PI Mentorship: Wher Richard Burkhart, I	Dedhia, MD, aja-Rupp, MD My First Job stina Angeles, ing In: ck Record - hD e to Find It? -	LOCATION Colifornia West MODERATORS Karon Chinabra MD, MC & Siephonie Lumpkin, MD Research A Primer - Nader Massarweh, MD, MPH Real World Evidence Use, Misuse, and Ensuring High-Quality Output From Databases - Rebecca Snyder, MD, MPH Health Spending and Health Cost Research - Hari Nathan, MD, PhD	LOCATION: Elizobethon B MODERATORS: Jeffrey Farma, MD & Grace Mail, MD Besing An Education Besing An Education Besing An Education Research = Brenessa Lindeman, MD, MEHP Building an Educational Research Team - Meredith Sorensen, MD, MS	LOCATION-Eisobethon A MODERATORS: Kristin Long, MD, MFH & Christopher Dodgion, MD, MSPH, MEA Getting Started in Global Surgery Research - Alexandria MCDow, MD & S. Nabeel Zafar, MBBS, MFH Resources and Opportunities: Connecting Across the Globe - Christopher Dodgion, MD, MSPH, MBA Current Challenges in Global Surgery - Rebecca Maine, MD, MFH & Kristin Long, MD, MPH
2:50 PM - 3:00 PM	Break			California Foy
3:00 PM - 4:00 PM	PANEL DISC	USSION: BUILDING A RESEARC	CH CAREER, THIS IS MY STORY.	
		RS: Fabian Johnston, MD, MHS and		
				oland, MD, PhD; Susan Pitt, MD, MPH
4:00 PM - 5:00 PM		IOTE LECTURE: MENTORSHIP, F		
	Selwyn Vicke	rs, MD		California We
5:00 PM - 6:00 PM	Networking Reception			

We want your feedback! Please complete the course evaluation here: https://www.surveymonkey.com/r/fsrc2019eval

#### Association for Academic Surgery 2019 Fall Courses

#### 15th Annual Early Career Development Course

Saturday, October 26, 2019
The Westin St. Francis, San Francisco, CA

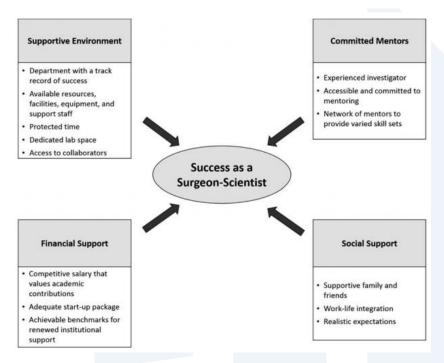
7:00 AM - 8:00 AM				
8:00 AM - 8:05 AM		MS & Catherine Velopulos, MD, MHS California East		
8:05 AM - 8:25 AM				
8:30 AM - 9:50 AM	STARTING YOUR ACADEMIC CAREER  Colifornia East MODERATORS; Joseph Phillips, MD & Julia Coleman, MD, MPH Strategies to Find and Negotiate Your First or Next Academic Position - Caprice Greenberg, MD, MPH Establishing Your Clinical Footprint and Understanding Your Clinical Value - T. Clark Gamblin, MD, MS, MBA Being an Effective Educator as a Junior Faculty Member - Prenessa Lindeman, MD, MEHP Being a Good Citizen and Leader in Your Institution - Christopher Sonnenday, MD, MHS Moderated Question and Answer			
9:50 AM - 10:10 AM	Break			
10:10 AM - 11:30 AM	LAUNCHING YOUR RESEARCH PROGRAM B	REAKOUT SESSIONS		
TRADITIONAL EXT	RAMURAL FUNDING PATHWAY (K-R)	NON-TRADITIONAL RESEARCH PATHWAY		
LOCATION: California E		LOCATION: Elizabethan C		
MODERATORS: Lesly Do Finding Your Resear Funding Your Resear MD, MPH Making the Transitio Independence - Dorn	ssett, MD, MPH B. J, Joshus Smith, MD, PhD ch Path: What, Where, How? - Ulka Sachdev, MD ch: K and Early Career Grants - Carrie Lubitz, in Chemos K to R: Establishing Research ry Segev, MD, PhD A, DOD, PCORI, Foundations - Nader Massarweh,	MODERATORS: Isia Losson, MD, MSHS & Haytham Kiafarani, MD, MPH Education Research - Arghavan Salles, MD, PhD Global Surgery Research - Marmt Swaroop, MD Clinical Research - Cindy Kin, MD, MS Collaborative Translational Science - Dawn Coleman, MD Moderated Question and Answer		
	SUSTAINING AND BUILDING ON EARLY SUG MODERATORS: Susan Pitt, MD, MPHS & Lindsa	ies, Committees, Journals, and the Web – Karl Bilimoria, MD, MS ortunities – Eugene Kim, MD		
1:35 PM - 1:50 PM	Break California Fover			
1:50 PM - 2:20 PM	SMALL GROUP SESSION: PREPARING AN ELEVATOR PITCH California East Introduction - Adil Haider, MD, MPH Small Group Breakouts - Instructions located in course handout.			
2:20 PM - 2:30 PM	Break			
2:30 PM - 3:50 PM				
	Taking Care of Yourself: Wellness and Resilier Effective Time Management and Work-Life In Negotiation and Conflict Management – Arde Rising Beyond Complications and Setbacks – Moderated Ouestion and Answer	ntegration – Heena Santry, MD, MS n Morris, MD, MPH		
3:40 PM - 3:45 PM		Catherine Velopulos MD, MHS		
3:45 PM - 4:00 PM				
4:00 PM = 5:00 PM	JOINT KEYNOTE LECTURE: MENTORSHIP, R			
FM - 5.00 FM				
E-00 PM - 6-00				
5:00 PM - 6:00 PM	Networking Reception	Elizabethan Rooms A-C		

We want your feedback! Please complete the course evaluation here: https://www.surveymonkey.com/r/ecdc2019eval

### 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





### What does 50% mean?

### What does 50% mean?



- "part of a whole expressed in hundredths"
- Need to know <u>denominator</u>
  - What is the clinical metric?
    - # of RVU
    - # of cases
    - days per week
- Very hard to get protected time back after you lose it

### What does 50% mean?



- What are the "consequences" of not meeting clinical 50%?
  - Does that impact promotion?
  - Bonus?

- Planning for promotion starts when you get hired
  - Can serve as a guide for research

#### Appendix C - Table 1 Research Faculty

#### Minimum Qualifications and Criteria for Term Tenure Track Appointment or Promotion

7			
CATEGORY	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROFESSOR
Qualifications	Doctorate-level degree in a field appropriate to • faculty role • department mission	Doctorate-level degree in a field appropriate to • faculty role • department mission	Doctorate-level degree in a field appropriate to • faculty role • department mission
Experience	At least 2 years postdoctoral experience preferred (unless not required for discipline) or equivalent time as a basic scientist	Generally 5 years as Assistant Professor or equivalent Note: Promotion before 5 years is considered early	Generally 5 years as Associate Professor or equivalent Note: Promotion before 5 years is considered early
Education	Shows promise as an educator with the ability to educate and mentor in classrooms or one-to-one settings	Has demonstrated considerable ability & meaningful contributions in education & training and successful mentoring of trainees and, preferably, junior faculty or staff  Note: Quality & relevance of contributions considered, not just quantity	Has received recognition for excellence in education & training and is recognized for consistent record of meaningful contributions and successful mentoring of trainees and faculty or staff  Note: Quality & relevance of contributions considered, not just quantity
	Previously participated in a research program with peer-reviewed support	Has demonstrated considerable ability in independent research with consistent record of successful peer-reviewed research funding  Note: Team science* funding counted if candidate has important role(s)	Has consistent record of successful, independent, peer-reviewed research funding  Note: Team science* funding counted if candidate has important role(s)
Research	Has evidence of originality, initiative, and growth in research and promise for external recognition	Has actively participated in and led original & creative research scholarship and is acknowledged for expertise by peers on local or national levels  Note: Team science* counted if candidate has important role(s)	Recognized nationally or internationally for research expertise and independence and having produced a cohesive body of scholarly work demonstrating progress in an important area of science  Note: Team science* counted if candidate has important role(s)
	Has senior or co-author (with significant rule) publications in peer-reviewed journals  Note: Intellectual property development counted	Major author of peer-reviewed publications, continuous over the preceding 5 years  Notes:  Team science* counted if candidate has important role(s)  Innovative intellectual property development counted  Quality & relevance of contributions considered, not just quantity	Has demonstrated unusual skill in research leading to continuous production of major-author peer-reviewed publications over preceding 5 years  Notes:  • Team science* counted if candidate has important role(s) • Innovative intellectual property development counted • Quality & relevance of contributions considered, not just quantity



#### Christina L. Roland, M.D.

#### Candidate Synopsis for Appointment

As an Assistant Professor in the Department of Surgical Oncology, Section of Sarcoma Surgery at the University of Texas MD Anderson Cancer Center, my position will be focused on providing excellent clinical care to patients with soft tissue sarcomas, and on developing a clinical and translational research program focused on improving treatment for patients with these aggressive soft tissue tumors. My time will be allocated as follows, 70% patient care, 25% research, 3% instructional/educational activities, 1% for institutional activities/extramural service, and 1% for administrative duties.

My contributions to each of the categories above are described in further detail below.

#### 1. Patient Care/Clinical Activities (70%)

As a member of the Section of Sarcoma Surgery in the Department of Surgical Oncology, I will provide preoperative, operative and postoperative patient care for our sarcoma patients. As part of my practice as a member of the Sarcoma Center, I will participate in the twice-weekly MD Anderson sarcoma multidisciplinary conferences. In these conferences, sarcoma physicians from different specialties meet to discuss challenging sarcoma cases. This allows the articulation of specific multidisciplinary treatment programs for sarcoma patients while facilitating accrual of patients into active clinical trials. This is a great opportunity where I can contribute to and collaborate in the translation of our scientific findings to the clinics, thereby ensuring that patients with sarcoma will maximally benefit from new research findings.

#### 2. Research (25%)

I intend to dedicate significant research time to clinical and translational research.

Clinical

In regards to clinical research, I plan to lead the Sarcoma Surgical Oncology group in the implementation of clinical trials. To broaden my knowledge in clinical trial design and execution, I plan to attend clinical trial workshops, including the MD Anderson Clinical Trials Workshop and the AACR/ASCO Methods in Clinical Cancer Research Workshop. These types of educational offerings will assist in the implementation of much needed clinical trials in this rare disease site.

My goal is to participate fully within the Sarcoma Research Program in the recruitment of patients for ongoing clinical trials and to explore opportunities for collaborative research within our center, regionally and nationally. MD Anderson is among the top academic centers in the world in terms of the volume of sarcoma patients evaluated and treated. There are relatively few clinical and research protocols available for patients to participate in especially in the arena of local-regional therapy. In addition to clinical trials participation and development, I will work with Dr. Keila Torres to further enhance the sarcoma oncology database. This computer-based

### Protect your time!



- Supportive Boss/Department/Institution
- No one will watch out for you as well as you can watch out for yourself.

- Always more patients that need to be seen
  - That's ok!





"You either need the time to do it yourself or money to pay people to do it for you" -Jason Fleming, MD

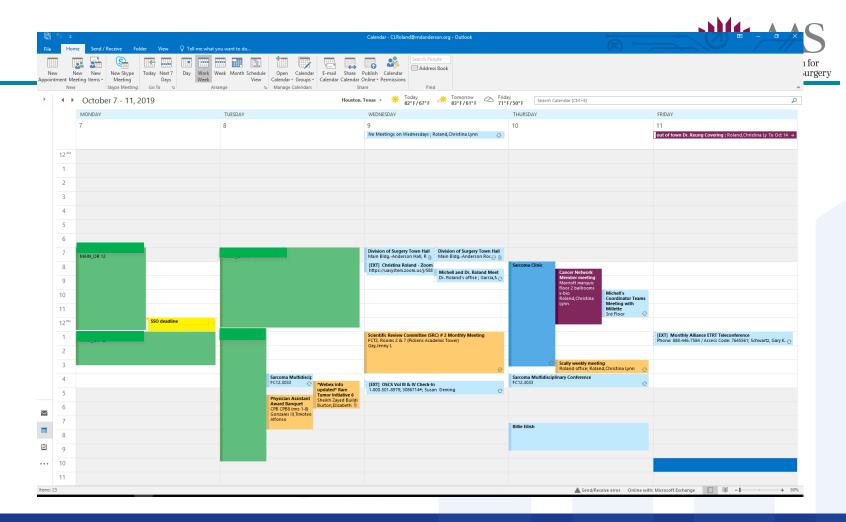
### Start-up Package



- How much?
  - Time vs. \$\$\$
  - Will salary be compensated during "start-up"
- How long? When does it start?
- Who? Personnel
- Space & Equipment?

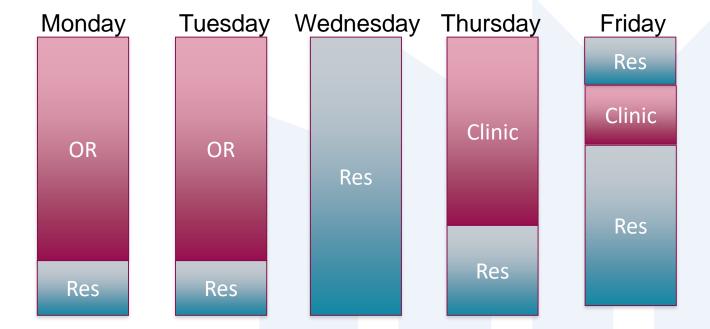


### Time Management



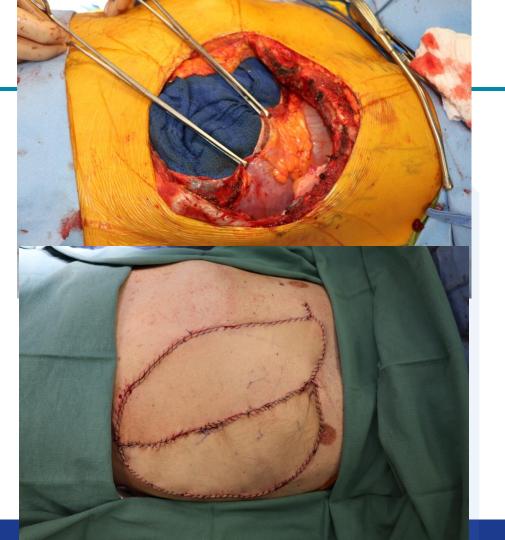
### Block vs. Sporadic







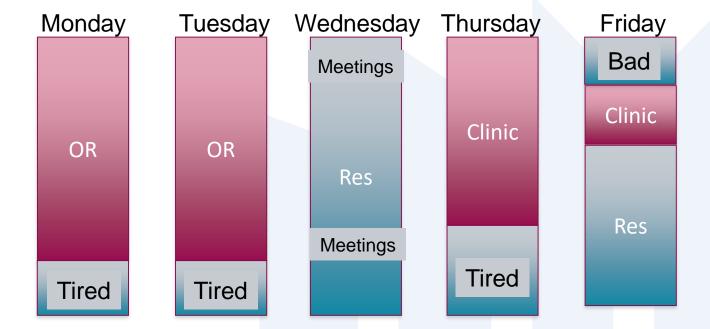




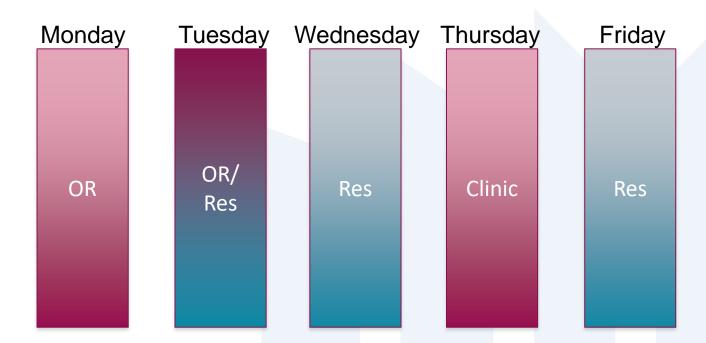


### Block vs. Sporadic



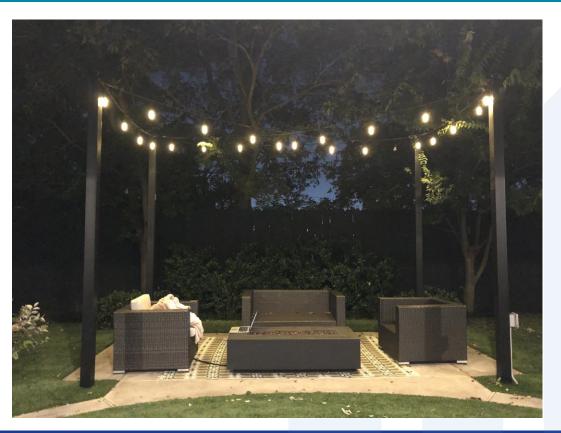






### Before or after work?





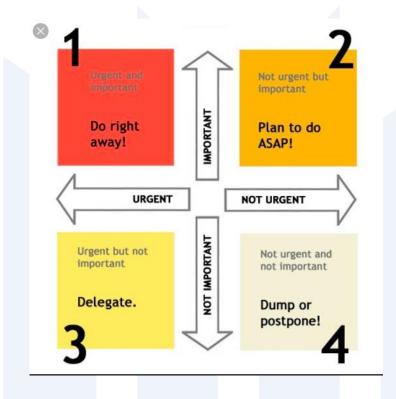


### Organization/Email

### Effort vs Impact







### **Email**

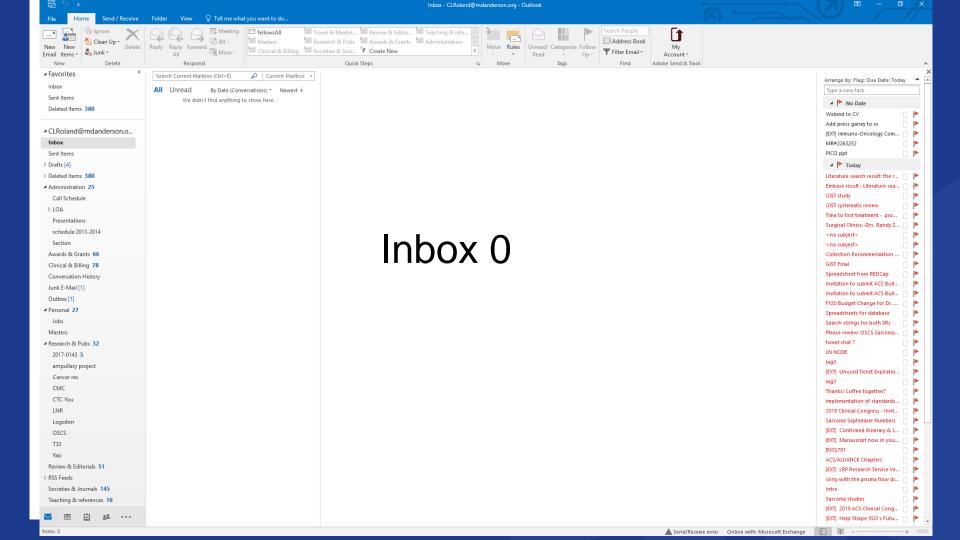


- Average professional spends 28% of time on work email
- Send and receive 124 work email/day

"If you check your email first thing, you are letting other people dictate your initial priorities"

Can take up to 23 minutes to fully recover after interruption

https://hbr.org/2019/01/how-to-spend-way-less-time-on-email-every-day



# Inbox 0: delegate, respond, defer or do.



- Don't leave email open.
- Process email periodically throughout the day
- 1: delete as many new messages as possible.
- 2: forward what can be best answered by someone else.

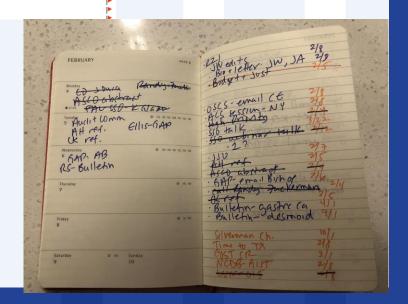
- 3: Immediately respond messages that can be answered in <2 minutes.
- 4. Move new messages that require >2 minutes to a "requires response" folder.
- 5. Set aside time each day to respond the "requires response" folder

☐ TASK SUBJECT	START DATE	REMINDER TIME	DUE DATE A	IN FOL.   CATEGORIES
	Mon 10/21/2019	None	Mon 10/21/2019	To-Do _
Search strings for both SRs	Thu 8/1/2019	None	Thu 8/1/2019	Resear
Articles	Fri 8/23/2019	None	Fri 8/23/2019	Resear
Please review: OSCS Sarcoma CE Manuscr	ipt Fri 8/30/2019	None	Fri 8/30/2019	Resear
(EXT) FSRC at COSECSA - Kampala, Ugano	da Wed 9/4/2019	None	Wed 9/4/2019	Travel _
weet chat ?	Thu 9/5/2019	None	Thu 9/5/2019	Societi
♠ LN NCDB	Mon 9/9/2019	None	Mon 9/9/2019	Resear
⊋ lag3	Mon 9/9/2019	None	Mon 9/9/2019	Resear
[EXT] Unused Ticket Expiration Alert	Wed 9/11/2019	None	Wed 9/11/2019	Travel _
€ lag3	Mon 9/16/2019	None	Mon 9/16/2019	Resear
Thanks! Coffee together?	Mon 9/16/2019	None	Mon 9/16/2019	Clinical
implementation of standards research	Fri 10/4/2019	None	Fri 10/4/2019	Societi
€ EN 669008	Fri 10/4/2019	None	Fri 10/4/2019	Clinical
2019 Clinical Congress - Invitation	Mon 10/7/2019	None	Mon 10/7/2019	Travel _
Sarcoma September Numbers	Mon 10/7/2019	None	Mon 10/7/2019	Admini_
(EXT) Confirmed Itinerary & Lodge	Tue 10/8/2019	None	Tue 10/8/2019	Travel _
(EXT) Manuscript now in your Author Cen	te Tue 10/8/2019	None	Tue 10/8/2019	Resear
BXCL701	Wed 10/9/2019	None	Wed 10/9/2019	Resear
ACS/ALLIANCE Chapters	Thu 10/10/2019	None	Thu 10/10/2019	Resear
(EXT) LRP Research Service Verification -	N Thu 10/10/2019	None	Thu 10/10/2019	Awards
sorry-with the prisma flow diagram	Thu 10/10/2019	None	Thu 10/10/2019	Inbox
Intro	Mon 10/14/2019	None	Mon 10/14/2019	Resear
Sarcoma studies	Mon 10/14/2019	None	Mon 10/14/2019	Resear
[EXT] 2019 ACS Clinical Congress – Preser	nt Tue 10/15/2019	None	Tue 10/15/2019	Travel _
[EXT] Help Shape SSO's Future – Voluntee	er Tue 10/15/2019	None	Tue 10/15/2019	Inbox
[EXT] AAS Diversity Task Force	Thu 10/17/2019	None	Thu 10/17/2019	Inbox

Eri 10/19/2010

01/07/R/101 ind. nime@ utlined leni3 remin/ lie3 2AA ITV91





10/2



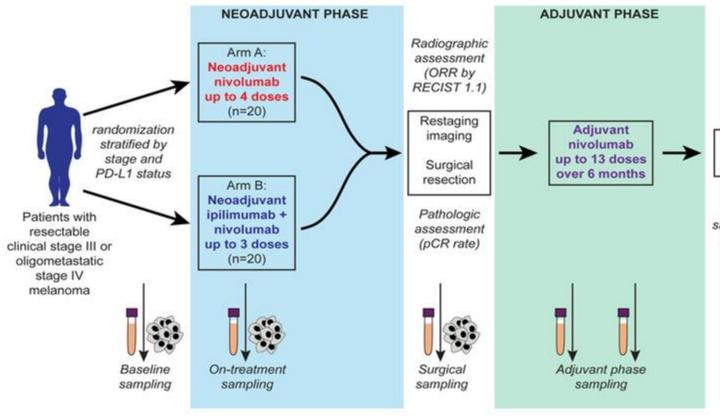
### Collaborators, Mentors & Support

### Collaborators/Mentors



- Do what works in your institution
- MD Anderson: Clinical Trials
  - "You should run clinical trials in Sarcoma"
  - "Sure, I don't really know much about clinical trials but I can learn!"
  - "I should probably get my Masters-Clinical Research"



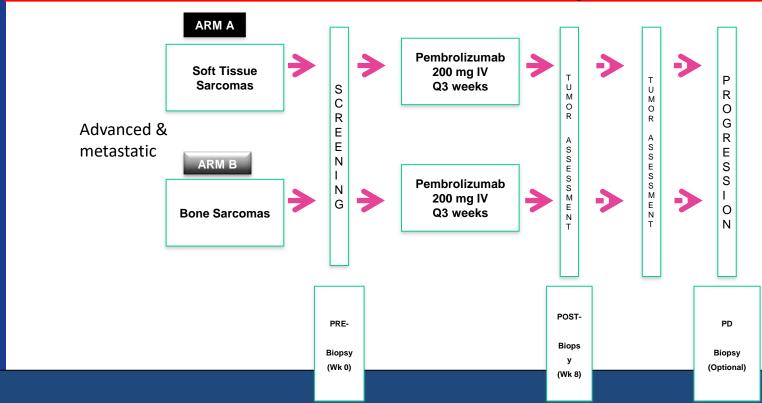


Clinical and radiographic follow-up

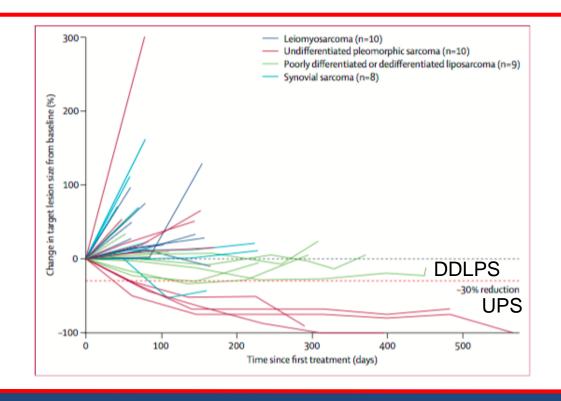
Secondary survival and safety outcomes (PFS, DMFS, RFS, OS, toxicity)



## Safety and Efficacy of PD-1 Blockade Using Pembrolizumab in Patients with Advanced Soft Tissue and Bone Sarcomas: Results of SARC028, a Multicenter Phase II Study



### UPS and DDLPS → response to anti-PD1

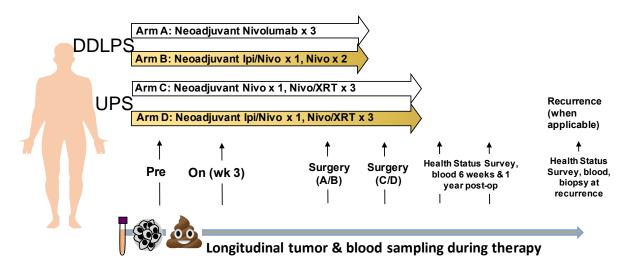


### Paul Calabresi Career Development Award for Clinical Oncology



- K12 Clinical Scientist <u>Institutional</u> Career Development Program Award
- Held by institution/established investigator, not individual
  - Set # of slots
- Some "flexibility" in time commitment
  - "Protected time can include effort treating patients on clinical trials"
  - Formal research training-Masters degree

#### Phase II study of checkpoint blockade in retroperitoneal DDLPS and Extremity/trunk UPS



#### **Downstream analyses being performed**



- Genomic analysis (WES)
- Transcriptomic profiling (RNAseq)
  Immune profiling
- Tumor
- · IHC.
- Flow cytometry, +/- CyTOF
- TCR sequencing



- Germline for WES
- · Immune profiling
  - Flow cytometry, +/- CyTOF
  - TCR sequencing
- Measurement of serum cytokines



· Microbiome profiling/bacteria

C. Roland-PI Bristol-Myers Squibb NCT03307616

### Support Team



- Administrative Assistant
  - Learn what they can/are supposed to do
- Physician Assistant/Scribe
  - Organize clinic
  - Scheduled meeting weekly to review
  - Have to get approval for clinic overbook

#### DR. ROLAND CLINIC SARCOMA SURGERY PRE-OP CHECKLIST

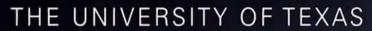
Patient:		Surgery Date: 11/19/2019
MRN:		
Procedure: Radical resection RP (49205), left nephrectomy,		X Case Posted
poss. distal pancreatectomy/splenectomy		
Diagr	osis: malignant neoplasm abdomen (c49)	Consultants: Matin, Huynh
	Info Last Chemo Date	Comments
	Last Radiation Date	
	Oral Chemo Stop Date Determined & Communicated with Patient	
	Anticoagulant Stop Date Determined &	
	Communicated with Patient	
	Pre-op labs completed and checked	11/7, 11/18
	Pre-op CXR and EKG completed	11/7
	Sarcoma Imaging within 30 days	11/6
	Anesthesia Visit completed	11/8
	IMPAC Clearance obtained if needed	
	Cardiology Clearance obtained if needed	
	Gynecology Consult/Surgeon confirmed if needed	
	GI Consult/Surgeon confirmed if needed	
	Urology Consult/Surgeon confirmed if needed	10/14
	Thoracic Consult/Surgeon confirmed if needed	11/18
	Ortho Consult/Surgeon confirmed if needed	
	Plastics Consult/Surgeon confirmed if needed	
	Ostomy nurse consult if needed	
	Bowel Prep instructions completed if needed	No
	H&P within 30 days completed	11/7
	Consents signed/witnessed	11/7
	ORDERS	Comment
	PACU Destination	TPACU
	Pre-op Antibiotics	Invanz
	DVT prophylaxis?	Heparin
	Anesthesia	TAP
	Special Equipment ordered for OR	Berchtold Bed
	EXPAREL	



### Supportive Family/Take Vacation!!







# MD Anderson Cancer Center

