



AAS

Association for
Academic Surgery

Leadership Growth and Navigating New Opportunities

Eugene S. Kim, MD

Professor of Surgery and Pediatrics

Children's Hospital Los Angeles, USC Keck School of Medicine



@dreskim

What kind of leader do you want to be?



Leadership - how do we grow?

- Acquire leadership skills
 - Negotiations, communication
 - Influencing people
 - Innovative thinking
 - Basics on the business of medicine
 - Understanding financial reports
 - Understanding the changing healthcare environment



Leadership - how do we grow?

- Leadership Courses
- Coaching
- Experience



Leadership
Development

Leadership Courses

- What are my goals?
- What specifically do I want to learn?
- Will this course and this group help me achieve my goals?



Local Programs

- Hospital / Medical School Leadership programs
- University Programs



USC Keck / Children's Hospital Los Angeles
Healthcare Leadership Academy

SUS Leadership Agility Program



SOCIETY OF UNIVERSITY SURGEONS
LEADERSHIP
AGILITY
PROGRAM

Northwestern
Kellogg
School of Management

September 22-25, 2019
Kellogg School of Management, Northwestern University, Evanston, IL



- Business basics
- Negotiation
- 3D Feedback
- Understanding financial statements
- Influence without authority
- Healthcare landscape



American College of Surgeons



ACS Surgeons as Leaders

FROM OPERATING ROOM TO BOARDROOM

APRIL 28-MAY 1, 2019 • DURHAM, NC

[facs.org/surgeonsasleaders](https://www.facs.org/surgeonsasleaders)



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Highest Standards, Better Outcomes*

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DIVISION OF EDUCATION
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- Leadership challenges
- Negotiation
- Leading/sustaining change
- Team effectiveness
- Leading oneself
- Art of leadership

<https://www.facs.org/education/division-of-education/courses/surgeons-as-leaders>

American College of Surgeons

Thoracic Surgery Foundation

American Association of Neurological Surgeons (AANS)

American Academy of Otolaryngology - Head and Neck Surgery Foundation (AAO-HNS)

American Association for the Surgery of Trauma (AAST)

American Pediatric Surgical Association (APSA)

American Surgical Association (ASA)

American Society of Breast Surgeons (ASBrS)

American Society of Colon and Rectal Surgeons (ASCRS)

American Society of Plastic Surgeons (ASPS)

American Urogynecologic Society (AUGS)

American Urological Association (AUA)

Eastern Association for the Surgery of Trauma (EAST)

New England Surgical Society

Society of American Gastrointestinal and Endoscopic Surgeons (SAGES)

Society of Thoracic Surgeons

Society for Vascular Surgery (SVS)

Leadership Program for Health Policy and Management (BHLP)

- U.S. Health Policy: Economics and Financing
- Individual and Group Decision Making
- Managing Clinics and the Care Process
- Effective Leadership Styles
- Managing Change in Complex Systems
- Conflict Negotiation
- Financial Literacy for Physician Leaders

Surgical Leadership Program



HARVARD
MEDICAL SCHOOL



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Postgraduate
Medical Education

- Strategies and best practices for leadership in and out of OR
- Identify your personal brand, leadership style
- Write business plans and grants
- Quality, safety, informatics
- Legal and commercial aspects of innovation in surgery
- Managing highly productive teams
- Effective negotiations
- Managing change across an organization

<https://postgraduateeducation.hms.harvard.edu/certificate-programs/open-enrollment-programs/surgical-leadership-program>

Advice for Leadership Courses

- Talk to previous course participants
- Engage leadership for support / sponsorship
- Seek out grants and funding opportunities
- Engage with participants

Coaching - what is it?

- Someone to vet ideas
- Help think through issues
- Organize your thinking
- Visualize problems from a different vantage point



Coaching

- Usually someone from outside your organization or your department (offsite)
 - Usually not a clinician
 - Focus on asking questions to help you find the solutions
 - Unbiased viewpoint
 - Keeps you honest
 - Helpful for work and life issues
- Not a consultant
 - Not a mentor
 - Not a trainer



Coaching - how to get it

- Check availability at your institution
- Negotiation package



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Benefits & perks | Learn & grow | Connect & take part | New hires & life events | Our workplace | University policy | Manager Gateway

Search

Executive and professional coaching

USC's Center for Work and Family Life (CWFL) provides professional coaching (also known as executive coaching in for-profit organizations) to USC leaders including:

- Executives and administrators at a director level and above
- Department chairs and deans
- Faculty members
- Physicians
- Lab directors and principal investigators

Professional coaching is also recommended for individual contributors in high-performance positions, including USC faculty physicians.

Managers and high-achieving professional staff in positions below director level are also eligible for CWFL's Associate Coaching Program (see below).

Coaching is strengths-based, and focuses on building skills through:

- Case examples
- Assigned reading
- Exercises
- Rehearsal

"Working at USC has opened doors that I never thought possible. Not only do I have the honor of teaching machining and fabricating techniques, I also have been involved in a pilot program in machine shop safety. My personality has blossomed and I found I have a passion for teaching and hands-on interaction with my students and colleagues alike that was not encouraged in the environment I came from. My

Experience

- Takes time
- Adjusting of attitudes and appreciation of differing viewpoints
- Exposure to different groups



Navigating New Opportunities

Be ready!

- You never know when an opportunity will occur
- Sponsorship comes from anywhere
 - Keep working and give it your all
- Make the most of the opportunities that you have
- Be the go-to person while your clinical practice and research evolve



Local - Hospital, Medical School

- Seek out Committee opportunities
 - Multi-disciplinary groups
- Small opportunities usually lead to bigger opportunities
 - More prestigious committees
 - Chair of committee
- Alignment of your interests with committee work



- Regional ACS Chapters
 - Committee work
 - Program Development
 - Moderating / Chairing
- 


- Surgical Societies
 - Starter committees
 - Elected committees
 - Committee Chairs / Councilors
 - Appointments
 - Officers



Tips and advice for navigating new opportunities

- Show up
- Speak up
- Do what is asked of you in a timely manner
- Exceed expectations
- Empower and value all members


Twitter advice for navigating new opportunities



Lindsay Kuo
@lindsaykuo

Replying to @dreskim @AcademicSurgery and 10 others


I would advise them to come to the ECDC!!!! #AASFC19 #ECDC19



Jennifer F. Tseng, MD MPH
@TsengJennifer

Replying to @dreskim @AcademicSurgery and 9 others

Work hard, think outside the box, listen to others, volunteer for more, concentrate on building worthwhile things and building up others rather than focusing on titles or credit ... those will come if you do the above!



Shimul A. Shah @shimulshah73 · 1h

Replying to @dreskim @AcademicSurgery and 10 others

Do it for all the right reasons (impact change, mentor others, innovate)...not just to become famous.



Justin B. Dimick
@jdimick1

John Cameron gave me this advice on becoming chair:

"You'll be fine as long as you remember that you work for your faculty, not vice versa"

Thank you!

