

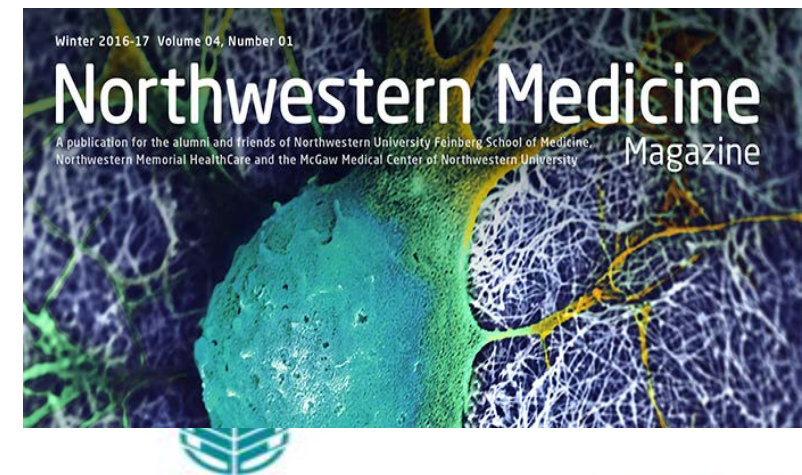


***Successful  
Career Transitions  
in Medicine:  
Predicting vs  
Planning vs Preparing***



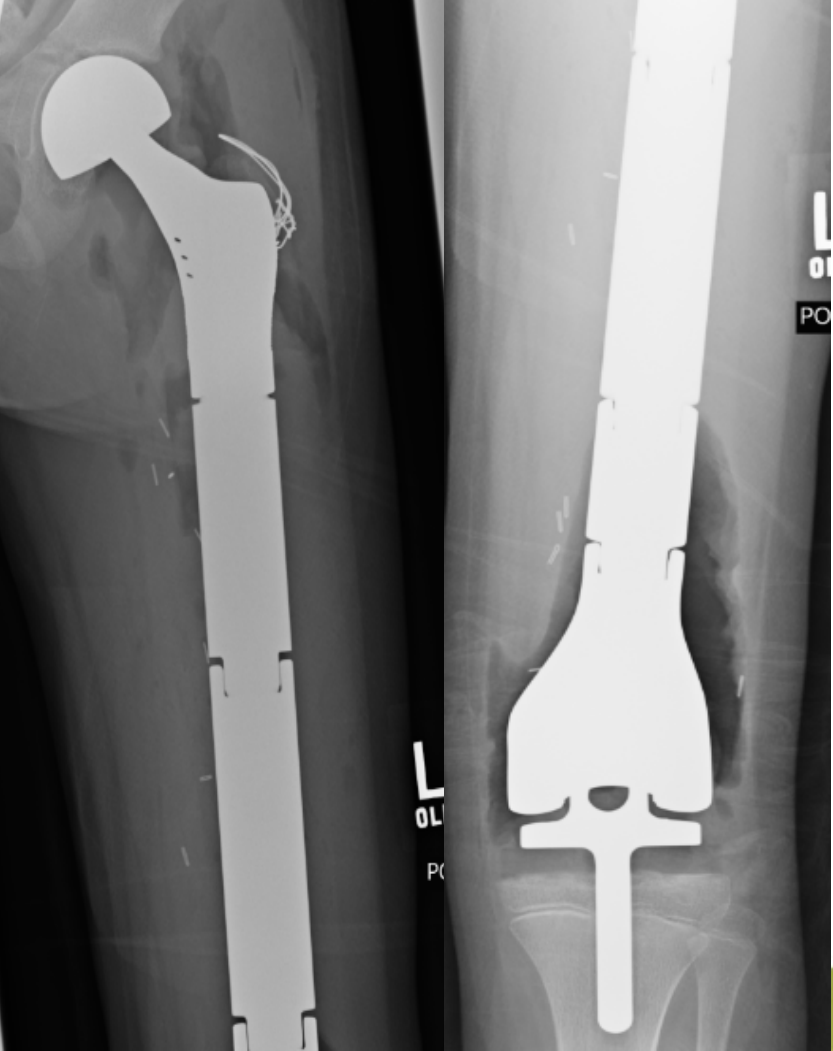
***Atrium Health  
CFE Faculty Learning Series  
June 21, 2019***

**Jeffrey S. Kneisl MD FACS  
Professor of Orthopaedic Surgery  
Chief Surgical Officer  
Atrium Health**





**Jeffrey S. Kneisl, MD**  
Chief of Maximally Invasive Orthopaedic Surgery





## *Today is about transitions*

### Goals

- ✧ Some history
- ✧ Planning vs Preparation
- ✧ Common ground for all
- ✧ Suggest future work

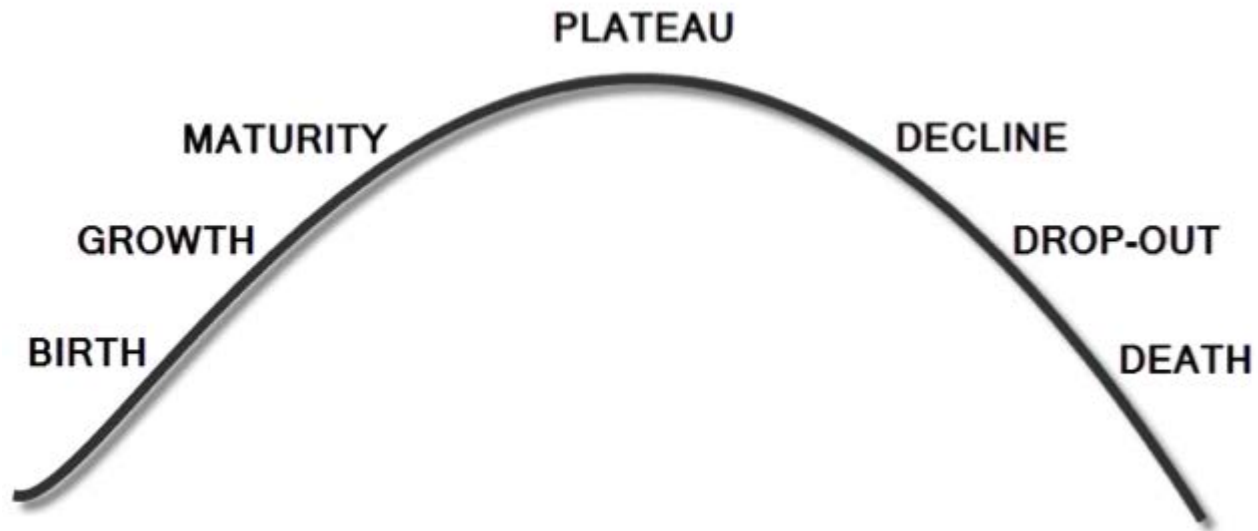
### Objectives

- ✧ Discuss career phases
- ✧ Four critical questions
- ✧ How to be better prepared in your transition
- ✧ Potential pathways



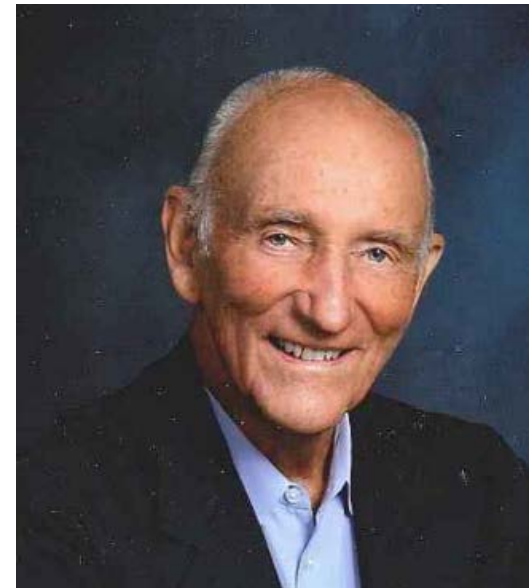
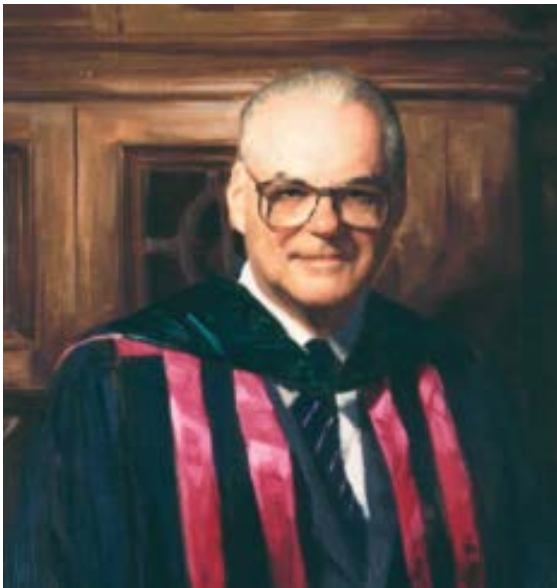
***Successful navigation of your career is no accident***  
***Examine Career development phases***  
***Can we predict? plan? prepare?***

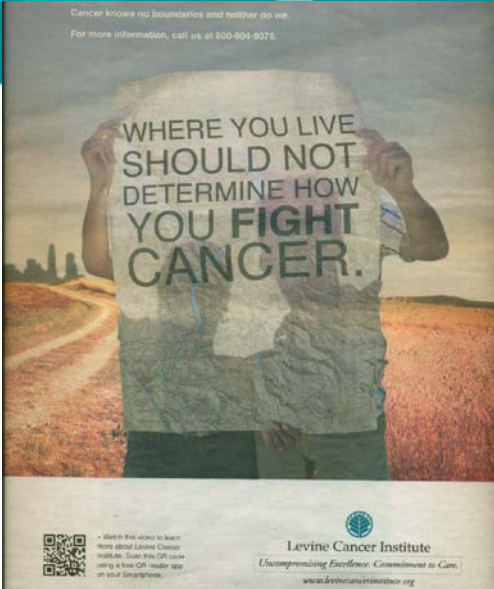
- ✧ 18-32 yo Developmental Phase
- ✧ 32-60 yo Crescendo to plateau
- ✧ 60-74 yo Plateau to decrescendo



## Predicting .....? Unreliable

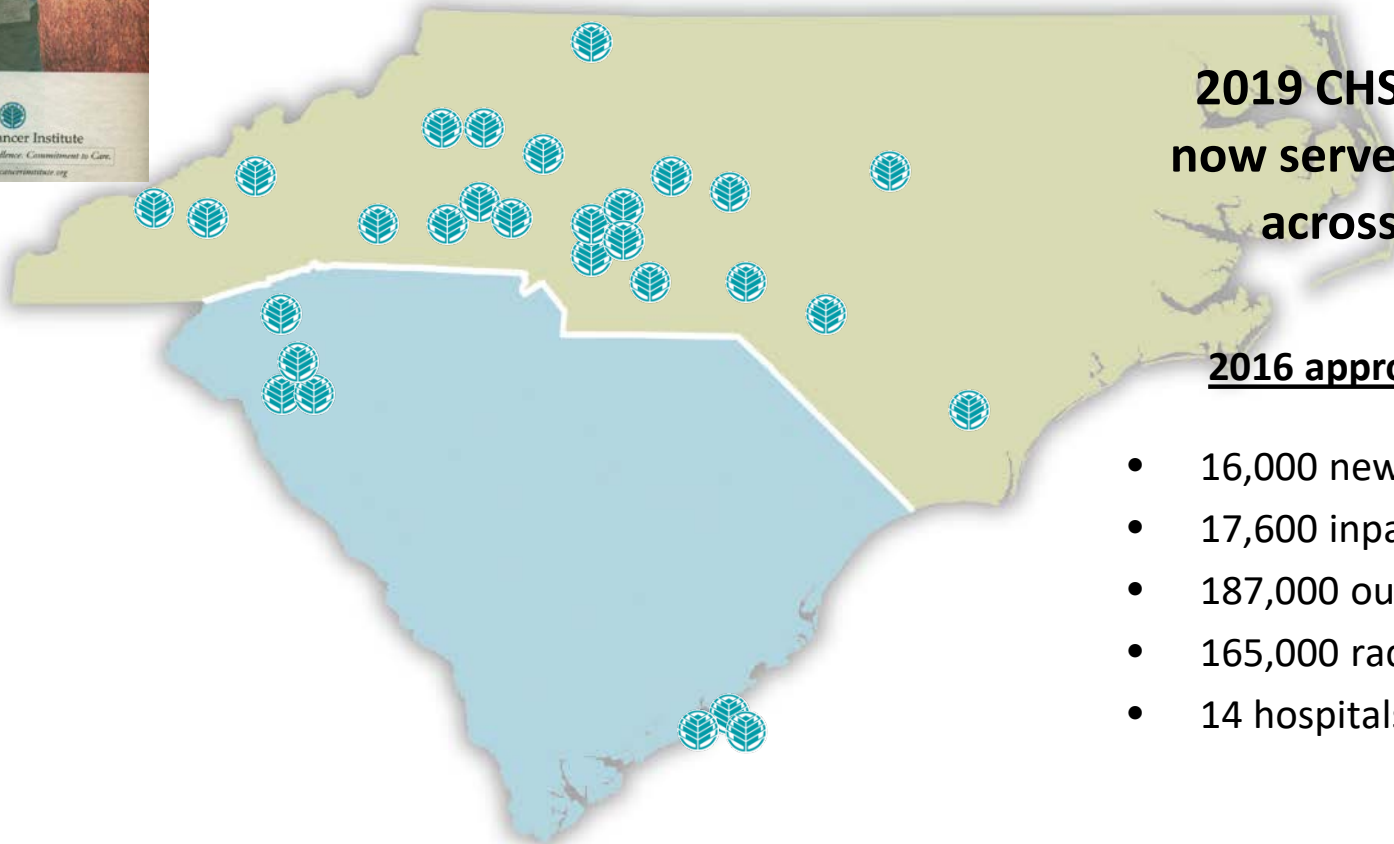
- ✧ Navy pilot ?
- ✧ Flight surgeon?
- ✧ Anesthesia?
- ✧ Orthopaedics?
- ✧ Oncology?





## Who Knew?

**A Vision 1989: 1500 cancer cases , 1 hospital**  
**2011: An Opportunity-Materialized as Levine Cancer Institute**



**2019 CHS cancer programs now serve > 5 million people across the Carolinas.**

**2016 approximate annual volume:**

- 16,000 new cancer cases (10x increase)
- 17,600 inpatient cancer admissions
- 187,000 outpatient encounters
- 165,000 radiation therapy treatments
- 14 hospitals /44 within system



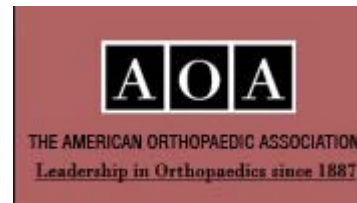
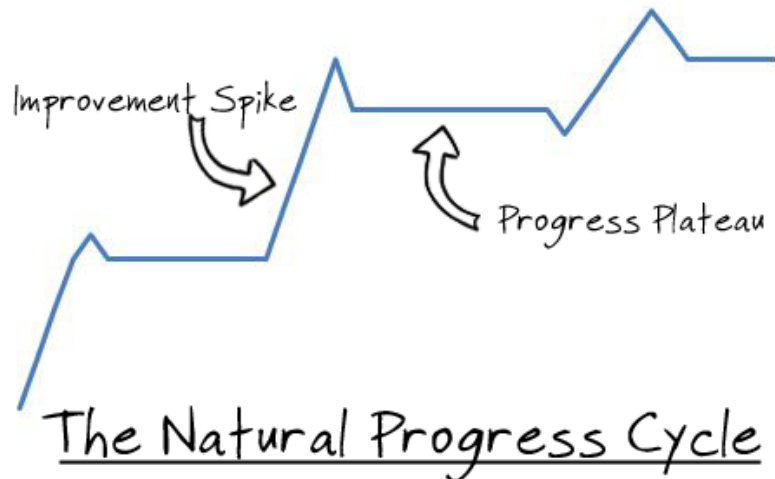
# The Carolinas Orthopaedic Opportunity- Realized 2018

## Atrium Health MSKI

### People : TNTC

*Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work.*

- Vince Lombardi



### Programs:

- ✧ Trauma
- ✧ Total Joint/ Hip and Knee
- ✧ Foot and Ankle
- ✧ Sports/Shoulder and Elbow
- ✧ Hand
- ✧ Pediatrics
- ✧ Spine
- ✧ Tumor
- ✧ Residency and Fellowships



Levine Cancer Institute

***“It’s tough to make predictions, especially about the future”***



- ❖ Mike Ditka went to college to be a dentist
  - Patriots have gone on to win 5 Super Bowls
- ❖ Phil Jackson assumed he would be a minister
  - Renowned Zen Master
- ❖ Cubs 1908 World Series Champions
  - 108 year drought until 2016 ?





# What did I learn from these Chicago Coaches and their preparation for success?

Mike Ditka – “ Da Bears”

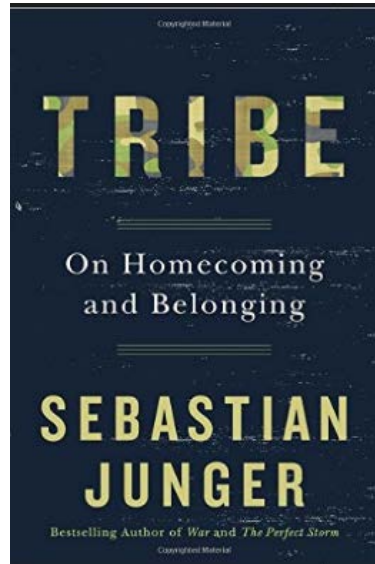
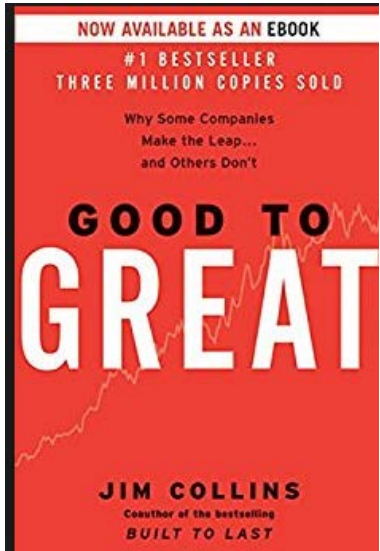
Phil Jackson – “Da Bulls”

Each had high degree of competency , experience AND

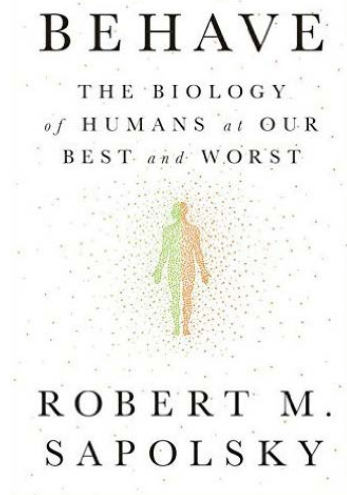
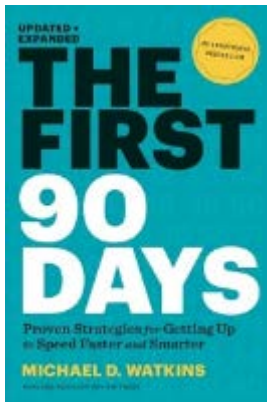
- ✧ A Vision
- ✧ A System and Strategy (triangle offense/46 defense)
- ✧ Discipline/Culture-authentic, (Zen Master vs Iron-Mike)
- ✧ GREAT mentors-George Halas/Tom Landry; Tex Winter
- ✧ “You cannot plan for everything, but you can prepare for anything”



# Success: It is about people's character, as much as it is about competency



- ✧ Great vision w/o great people is irrelevant
- ✧ To feel competent, authentic, and connected
- ✧ Behavior drives success
- ✧ More on this later



The brilliance of what the Cubs did was to put their faith not just in numbers, but also in the type of people they acquired. The four pillars of the rebuild—first baseman Anthony Rizzo, future Most Valuable Player Kris Bryant, outfielder Kyle Schwarber, and shortstop Addison Russell—were all acquired because the Cubs valued their character, not just their skill.



**Ask yourself these four critical questions for your career development:**

- Where are you going? VISION**
- How will you get there? STRATEGY/SYSTEM**
- Who you taking along? CORE VALUES ; PEOPLE**
- Who are your coaches and mentors?**

***“If you don’t know where you are going, you are going to wind up someplace else”***



## *He knows where he wants to go*



Gene Woods Sworn In as the 118th Chair of the American Hospital Association

- ✧ Be flexible enough to adapt in the storm, while staying firmly rooted in our mission.
- ✧ We must *not* be afraid to take risks and – make mistakes
- ✧ We must have the courage to set firm the aspiration that no one in this country should have their lives cut short due to inequities in care.



To improve **health**, elevate **hope** and advance **healing**—for all.



## *How is going to get there, and who he wants along with him...*



Gene Woods Sworn In as the 118th Chair of the American Hospital Association



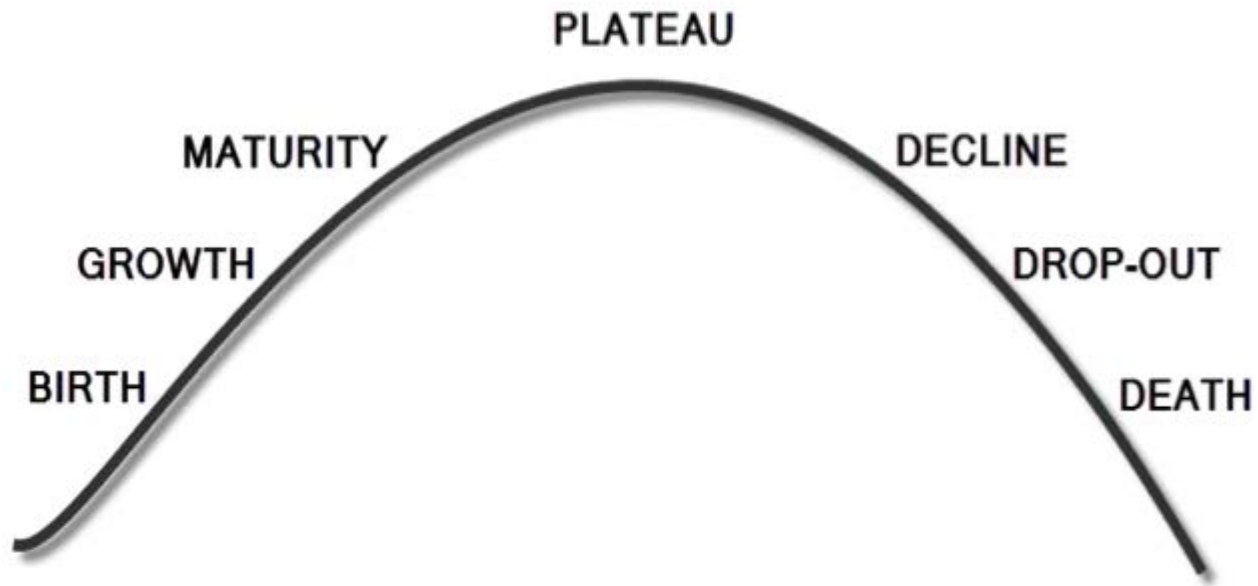
To improve **health**,  
elevate **hope** and advance **healing**—  
for all.

- ✧ Lets' pick up our toolboxes and get to work in a bipartisan way for the benefits of our patients, and our communities
- ✧ "There are people who make things happen,
- ✧ There are people who watch things happen,
- ✧ and there are people who wonder what happened."
- ✧ Don't be that guy who watched and wondered...



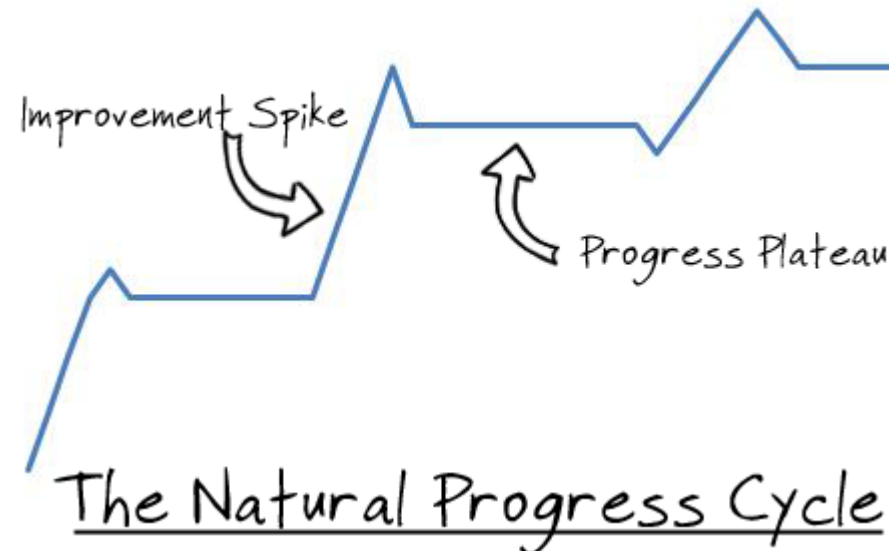
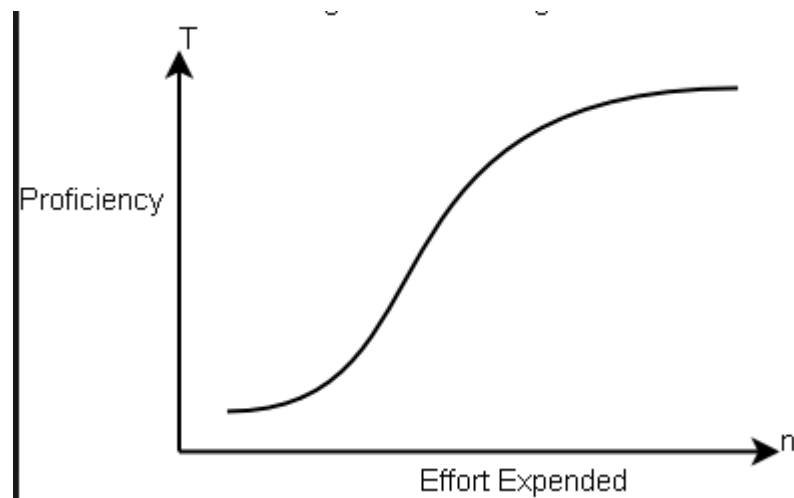
## *How are you going to get there?*

- ✧ 18-32 yo : Developmental, Phase I : Where you are today, residents and fellows
- ✧ 32-60 yo : Transitional, Phase II : Crescendo to plateau –sweet spot
- ✧ 60-74 yo : Transitional, Phase III : Plateau to decrescendo – what now?



# Career development phases- Housestaff ,you are here: Phase I

- ✧ 18-32 yo Developmental, Phase I : Crescendo ; standardized and measured
  - Residents get developmental coaching focused upon task competencies as directed by RRC/CORD/ACGME-i.e surgical decision making and psychomotor skills; daily/weekly/monthly plans are outlined for you; game plan predetermined
  - Education, knowledge and skill- learning your trade
  - Challenges are...merit badges, staying out of trouble.... Be a good apprentice
  - Focus is year to year, then graduate: NOW WHAT?

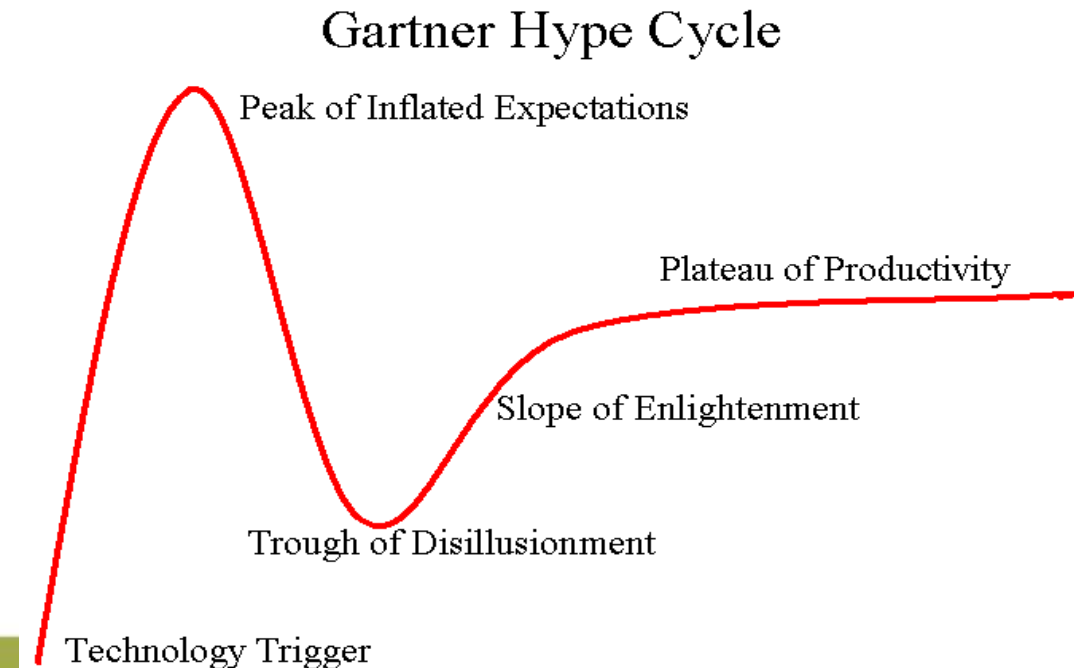


## ***Post residency and Fellowship: Transition to Phase II***

### ✧ **32-60 yo Transitional, Phase II : Crescendo to plateau –extremely variable**

- Unstructured for perhaps first time in life
- Relocation, personal /family growth , practice development , define/ refine vision
- Challenges are...direction, focus, endgame, partnerships-people
- Behavioral competencies and emotional intelligence rule
- Takes +/- 5-7 years post-fellowship to get to new plateau
- Focus = decade to decade

### ✧ **Your first 5-7 years out may determine** what happens for next 30 years ;





***“Where are you going ?”  
A vision, a destination, and a plan\****

**Career vision is more than a JD:**

- ✧ 3/5/10 + years ?
- ✧ Starting new vs Replacement ?  
Addition to existing?
- ✧ Subspecialty focus plus what?
- ✧ Educational role?
- ✧ Research role?
- ✧ Admin role (now or later)?
- ✧ How will I be valued? By whom?

**Geography:**

- ✧ Family/dual careers
- ✧ W vs E; N vs S; urban vs other
- ✧ Competition –for what, from whom, for how long
- ✧ Competition-internal vs external
- ✧ Payor mix/economy
- ✧ Certificate of need state? status



# ***“It’s tough to make predictions, especially about the future”***

## If you wish to be valued, create value:

- ✧ **Clinician:** wRVU/PSA/stipend
- ✧ **Educator:** volunteer/stipend/per diem
- ✧ **Researcher:** funded or not
- ✧ **Administrator:** develop or design
- ✧ **Designated hitter:**
  - Become useful
  - In fact, be indispensable

## Lead the change:

- ✧ **Be innovative and creative**
- ✧ **Be optimistic**
- ✧ **Be resilient**
- ✧ **Be reliable**
- ✧ **Be tenacious**
- ✧ **Be a team player**



# *Housestaff, What's in your current toolbox?*

## *NY Times says some tools may be generationally absent*

- Trust
- Judgement
- Resilience
- Relationships
- Energy
- Focus
- Task competency



✧ New York Times May 7, 2017



Levine Cancer Institute

## ***Successful transition Phase I-II and Phase II-III requires a different toolbox:***

### **Can you:**

- ✧ Adapt
- ✧ Accelerate your social learning
- ✧ Improve your Emotional Intelligence
- ✧ Diagnose what to do and not do- i.e. situational awareness
- ✧ Determine your own vision
- ✧ Create alliances that further your vision

### **Will you :**

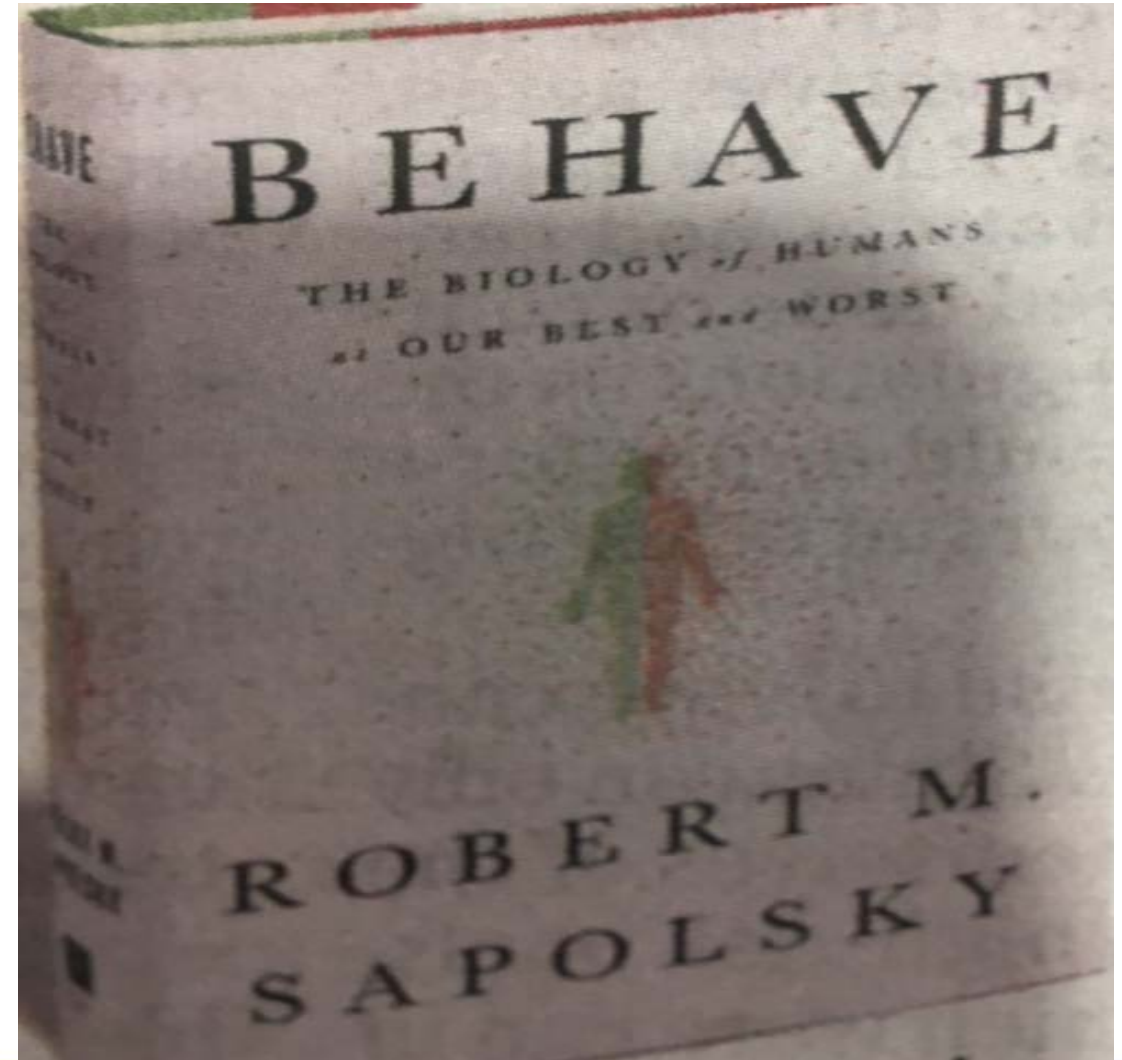
- ✧ Handle failure and persevere
- ✧ build momentum
- ✧ Secure the early success
- ✧ Maintain your core values
- ✧ Position yourself to negotiate for further success



## ***Successful transition requires that you face these Core Challenges***

**Can you:**

- ✧ Adapt
- ✧ Accelerate your social learning
- ✧ Improve your Emotional Intelligence
- ✧ Diagnose what to do and not do- situational awareness
- ✧ Determine your own vision
- ✧ Create alliances that further your vision



# ***Successful transition requires that you face these Core Challenges***

## **The 18 EI Competencies in 4 Domains**

### **Self Awareness**

- Emotional Self-Awareness
- Accurate Self-Assessment
- Self-Confidence

### **Self Management**

- Emotional Self-Control
- Transparency
- Adaptability
- Achievement
- Initiative
- Optimism

### **Social Awareness**

- Empathy
- Organizational Awareness
- Service Orientation

### **Relationship Management**

- Developing Others
- Inspirational Leadership
- Influence
- Change Catalyst
- Conflict Management
- Teamwork and Collaboration

## **Will you :**

- ✧ Handle failure and persevere
- ✧ build momentum
- ✧ Secure the early success
- ✧ Maintain your core values
- ✧ Position yourself to negotiate for further success



## *Two Most Important*

### Trust

- ✧ A firm belief and reliance on the integrity, strength, ability, and character of someone
- ✧ “earned in drops, lost by the bucket”



"If you trust your search engine more than you trust me, maybe you should switch doctors."

### Judgement

- ✧ “the ability to identify essential features and dynamics of emerging situations and translate those insights into timely and appropriate action”\*

**JUST BECAUSE  
YOU CAN,  
DOESN'T  
MEAN  
YOU SHOULD.**

*iliketoquote.com*

# *Who you bringing with you? Your team, your players, your coaches, and GM...*

- Personal support system
- Internal and external
- Structure and expectations
- Provide a personnel toolbox
- Reliable, trusted
- Provide support but
- Hold you accountable





# *Who you bringing with you?*

These people are your team :

- ✧ Spouse/parents
- ✧ Best friends
- ✧ Trusted co-workers
- ✧ Trusted colleagues
- ✧ My female supervisors
  - Nurse
  - Secretary

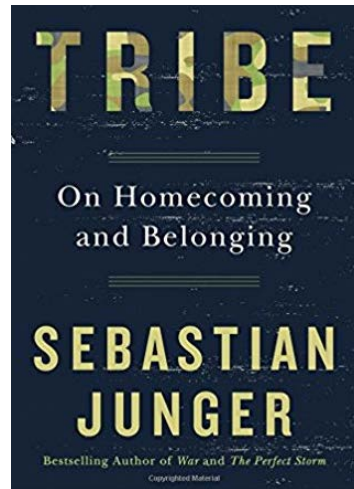
Mentors are coaches - these include, past, current and future.



# ***“Who am I taking with me ?”***

## **Who will be my team?**

- ✧ Will I develop my identity as an individual, or as a member of a group? Or both?
- ✧ Is my identity with orthopaedics, Or is it with Oncology? Or both?
- ✧ Is my alignment with a group, Or is it with a facility? Or both?

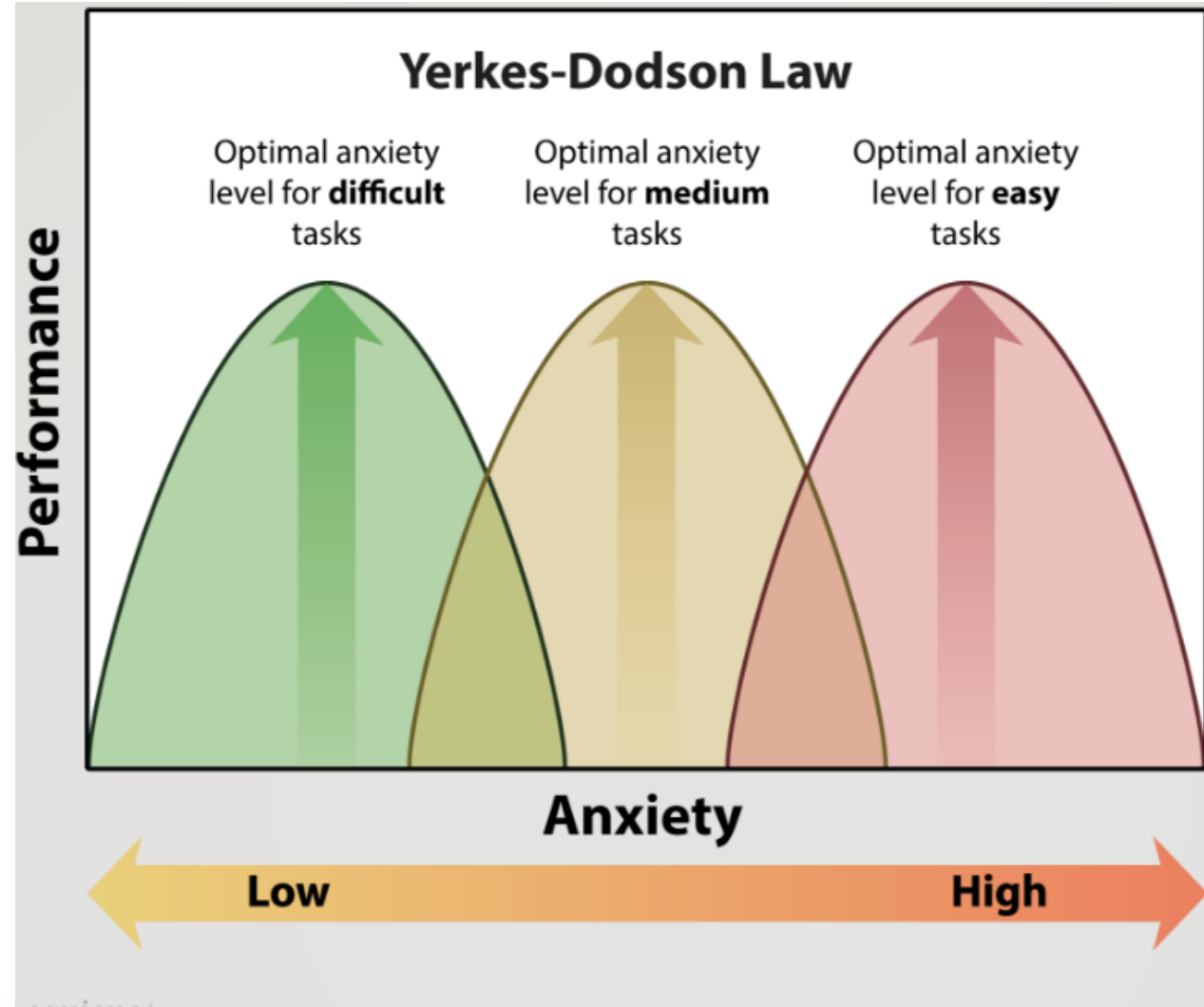


## **Who will be my teammates?**

- ✧ **Great vision without great people is irrelevant**
- ✧ **Orthopaedic network**
- ✧ **Oncology network**
- ✧ **Multidisciplinary tumor team**
  - Usual suspects (path, MSK radiology, RT, med onc and peds onc)
  - Who are they and where are they
  - Can you develop your own culture
  - Can you influence politics



# Why do you bring them? It allows you more productivity with less stress



## Personal Support System

- ✧ Provide durable structure
- ✧ Set consistent expectations
- ✧ decreases stress and anxiety
- ✧ Shifts your curve



# Shift gears to Phase III: Physician Performance and age

The Aging Physician  
JAMA Surgery July 19, 2017

Between 40-75 yo mean cognitive ability declines > 20%

Figure 1. Age-Related Differences in MicroCog Total Score

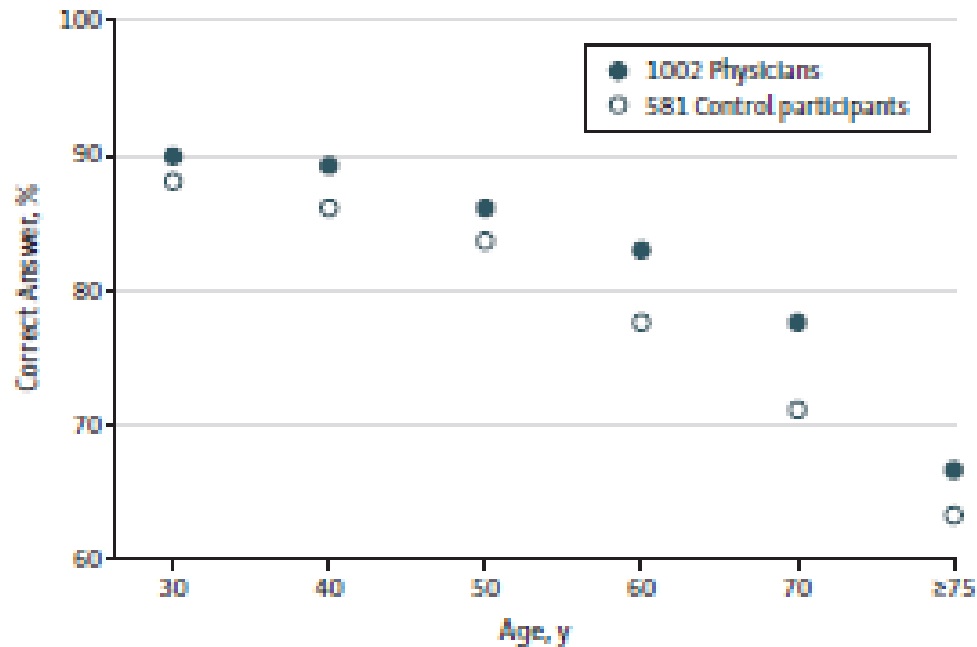
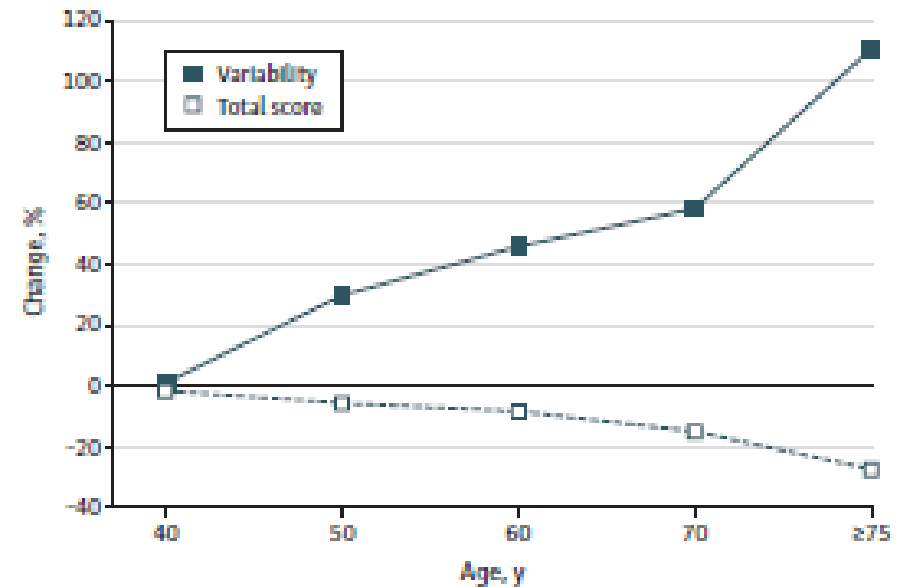
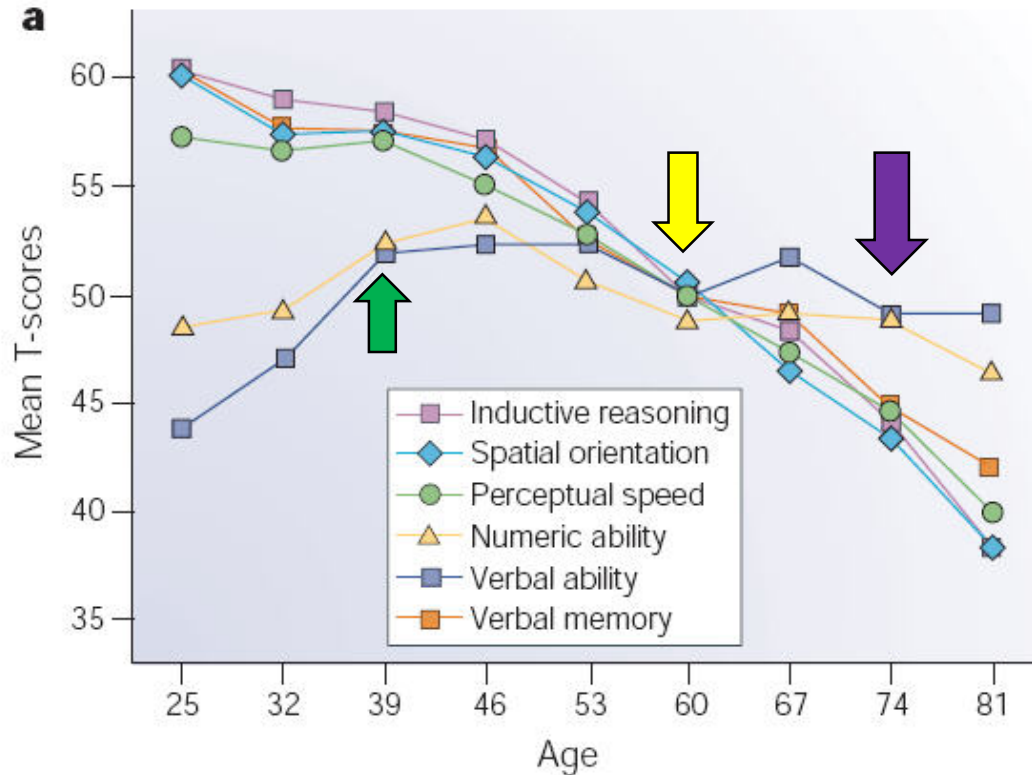


Figure 2. Percentage of Change From the 35- to 44-Year Age Group In Total Cognitive Score and Variability Among 1002 Physicians



# Why prepare for Phase III ? Competencies change



- ✧ Sweet spot 39-60 yo +/-
- ✧ Entry point corresponds to about 7 years out from residency = 39 yo
- ✧ Nodal point approximately 60 yo i.e. myself
- ✧ "It's all downhill from there!"\*
  - \*Aside from verbal ability
- ✧ More later



# ***American College of Surgeons Recommendations Board of Governor's Physician Competency and Health Workgroup January 2016***

## **ACS**

- ✧ Eschewed mandatory retirement age
- ✧ Recommended at age 65-70 a voluntary and confidential PE and visual baseline test
- ✧ Recommended voluntary online neurocognitive testing
- ✧ Focuses upon clinical practice
- ✧ No "what if " scenario
- ✧ ?Too late?

## **Domains of concern**

- ✧ Physical health
- ✧ Mental health
- ✧ Neurocognitive
- ✧ Hand –eye performance
- ✧ Peer review 360 to include surgeons, operating room staff, anesthesia, etc
- ✧ Voluntary vs mandatory
- ✧ Age discrimination
- ✧ Need time to shift gears



# Successful navigation of Phase III requires preparation

## ✧ 60-74 yo Transitional, Phase III : Plateau to decrescendo

- Challenges are... the same!
  - Where are you going NOW?
  - Have you done what you need to do to “get there”?
  - Whose left to go with you?
  - Who are you coaching and mentoring?
- Focus is on timely transition for you
  - redirection for yourself
  - Acknowledge weaknesses
  - Amplify strengths
- As well as your practice
  - Succession planning;
  - talent development of junior colleagues;
  - etc



# ***Career Transition Plan and Preparation for Department and Individual : Work in Progress***

**3-5 years before “planned “  
retirement date, or age 60**

- ✧ Departmental 360 degree peer review
- ✧ Intellectual/cognitive
- ✧ Emotional/mental fitness
- ✧ Physical /visual fitness
- ✧ Professional competence
- ✧ Relative value to system division/department of individual’s roles and responsibilities

**Additional Individual self  
evaluation**

- ✧ Task competencies clinical vs other
- ✧ Work/life balance current and desired
- ✧ Gray ceiling effect on others
- ✧ Career transition coach/mentor
- ✧ Hard stop vs soft stop endpoint
- ✧ Financial and retirement benefit impact





## ***Work in Progress***

### **Identify timeline and strategy 2-3 years beforehand**

- ✧ Succession planning for division/dept/peers
- ✧ Appropriate recruiting time at appropriate level
- ✧ Opportunity to learn /amplify individual skills necessary post transition
- ✧ Optimize departmental long term strategy by potentially retaining essential skill sets at FMV without restricting growth of younger faculty

### **Transitional career pathways - could in in Atrium or outside Atrium**

- ✧ Full bore- full stop leave medicine
- ✧ Weekends/vacation internal locum tenems
- ✧ System locum tenems
- ✧ Educator/simulation lab instructor
- ✧ Admin only, requires planned evolution
- ✧ Research /Clinical trials only, planned and funded
- ✧ No funded emeritus positions
- ✧ All in system positions must fill a recognized system need
- ✧ MUST avoid "gray ceiling effect"



# To-dos for you

Vision: Discover yours



"... we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence."

Work on your behavior:

## The 18 EI Competencies in 4 Domains

Self Awareness	Social Awareness
<ul style="list-style-type: none"><li>• Emotional Self-Awareness</li><li>• Accurate Self-Assessment</li><li>• Self-Confidence</li></ul>	<ul style="list-style-type: none"><li>• Empathy</li><li>• Organizational Awareness</li><li>• Service Orientation</li></ul>
Self Management	Relationship Management
<ul style="list-style-type: none"><li>• Emotional Self-Control</li><li>• Transparency</li><li>• Adaptability</li><li>• Achievement</li><li>• Initiative</li><li>• Optimism</li></ul>	<ul style="list-style-type: none"><li>• Developing Others</li><li>• Inspirational Leadership</li><li>• Influence</li><li>• Change Catalyst</li><li>• Conflict Management</li><li>• Teamwork and Collaboration</li></ul>



## To-dos for you

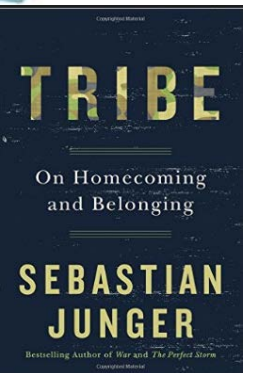
Build your support, and invite people to your corner

*Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work.*

- Vince Lombardi



Solicit and develop external relationships , including mentors



# Research, Education and teaching are all part; great people

## Cancer Medicine

ORIGINAL RESEARCH

### The effect of radiation therapy in the treatment of adult soft tissue sarcomas of the extremities: a long-term community-based cancer center experience

Jeffrey S. Kneisl<sup>1</sup>, Chad Ferguson<sup>1</sup>, Myra Robinson<sup>2</sup>, Anthony Crimaldi<sup>3</sup>, Will Ahrens<sup>4</sup>, James Symanowski<sup>2</sup>, Michael Bates<sup>1</sup>, Jennifer L. Ersek<sup>5</sup>, Michael Livingston<sup>5</sup>, Joshua Patt<sup>1</sup> & Edward S. Kim<sup>5</sup>

Open Access

## THE LANCET

Volume 388, Issue 10043, 30 July–5 August 2016, Pages 488–497



15080||

Articles

### Olaratumab and doxorubicin versus doxorubicin alone for treatment of soft-tissue sarcoma: an open-label phase 1b and randomised phase 2 trial

Dr William D Tap, MD<sup>a, b</sup>, , Robin L Jones, MD<sup>c, d</sup>, Brian A Van Tine, MD<sup>e</sup>, Bartosz Chmielowski, MD<sup>f</sup>, Prof Anthony D Elias, MD<sup>g</sup>, Prof Douglas Adkins, MD<sup>e</sup>, Mark Agulnik, MD<sup>h</sup>, Matthew M Cooney, MD<sup>i</sup>, Michael B Livingston, MD<sup>j</sup>, Gregory Pennock, MD<sup>k</sup>, Meera R Hameed, MD<sup>a</sup>, Gaurav D Shah, MD<sup>l</sup>, Amy Qin, PhD<sup>m</sup>, Ashwin Shahir, MD<sup>n</sup>, Damien M Cronier, PhD<sup>n</sup>, Robert Ilaria Jr, MD<sup>o</sup>, Ilaria Conti, MD<sup>o</sup>, Jan Cosaert, MD<sup>m</sup>, Prof Gary K Schwartz, MD<sup>p</sup>

Show more



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***At every phase , seek and achieve work life balance***

