

Patient Care, Research and Education: My Thoughts on Leadership and Teamwork

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Someone gave me this topic as an assignment ...

- Basically, this is a “tell us how awesome you are” topic
- If there’s one thing I’m not awesome at, it’s telling you how awesome I am ...
- But we’ll give this a try

Leadership

Real leadership starts from a proposition that you do not seek or accept a leadership designation because it pays better or because you get more recognition, but because you hunger for the responsibility of making a difference.

Dr. Jack Cochran

The Doctor Crisis...

Made me think: what is my leadership style?

- Many leaders are very intentional
- They develop a clear vision of where they want to go and a very detailed strategy on how to get there
- Every thing they do is designed to achieve that goal
 - We will be the primary research center on sepsis pathophysiology (or VTE prevention or resuscitation research...)
- I've always been too interested in too many questions to restrict my activities to 1 or 2 areas

Set your goals in stone, but write
your map to them in chalk

Be flexible in your approach, but
immovable from the target

[#wednesdaywisdom](#)

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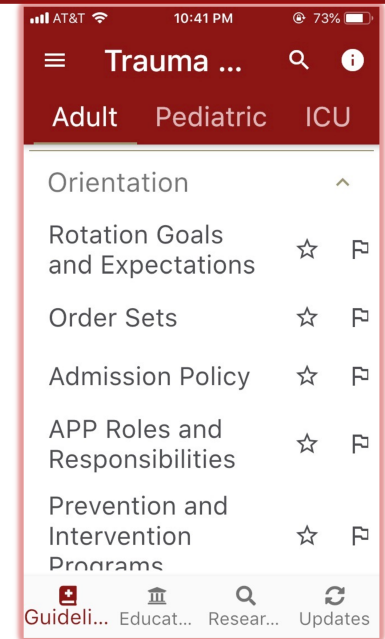
So what are my targets?

What differences do I want to make?

- Excellent patient care is number one
 - *Nothing else matters if you don't have this*
- Try to contribute new knowledge
 - *This is why I do research and teach*
- Develop a place where people could flourish – in the way they want, not the way I want
 - *This is why I sought leadership roles*

Excellence in Patient Care

- Hire good people who care about what they do
- Build support system to help them do their job well
- Have a process to assess what you do
 - Trauma center verification process has done a great job at helping (forcing...) programs to do this
 - Have to actually buy into the process and honestly question your care



Most important things as a clinical leader: lead by example

- Boots on the grounds
 - Still take regular Trauma/EGS call
 - Do my attending weeks on Trauma, EGS and SICU
 - You have to be in the OR at 2am sometimes
 - You have make SICU rounds and teaching trainees

Rule # 1:
Hard work is more
important than talent

Trust that hard work
is its own reward

Most important things I do as a clinical leader: lead by example

- Boots on the grounds
 - Still take regular Trauma/EGS call
 - Do my attending weeks on Acute Care Surgery and SICU
 - You have to be in the OR at 2 in the morning sometimes
 - You have to be making SICU rounds and teaching trainees
- Set the tone
 - If my case is presented at M&M, have to let the discussion flow
 - And if appropriate, you have to say “I made a judgment error” or “I made technical a error – I didn’t like the way that anastomosis looked but I talked myself out of redoing it and I shouldn’t have”

Rule # 2: Integrity is everything

Integrity: use 2 functional definition

1. Ability to be honest with yourself – about yourself
2. Doing the right thing, even when no one is looking and it will cause you pain

*“The standard you walk past is
the standard you accept.”*

—Lieutenant General David
Morrison


Rule # 3:

Teamwork is a necessity

Stanford Acute Care Surgery

- We have great team
- We love what we do
 - Taking care of patients
 - Training the next generation of surgeons
 - Doing research to try and make all of it better

Whole Team

- Surgeons
 - Trainees
 - APPs
 - Clinic Staff
 - Trauma Office
 - Academic Office
- 

Team is everything

- Hire great people
- Give them meaningful work to do
- Give them the support (and protection) to do it
- Give them the all the recognition/credit when they succeed
- Corollary: take all the blame when something doesn't work out

Teamwork is crucial

- Starts with a good environment
- Trauma *care* is the ultimate team sport in the hospital
 - Have to work well with Nursing, EMed, Ortho, Radiology, etc
- Trauma *research* is now a team sport

Rule # 4: Never stop learning

Learning: two ways I increase my knowledge

- Research
- Reading

Who dares to teach must never cease to learn
-- John Cotton Dana, librarian

SWAT

SURGEONS WRITING ABOUT TRAUMA

History

“If you can figure how to be a busy, overworked PGY 1 or 2, study for the ABSITE and get one to two projects completed before your dedicated research time, then I promise that you can figure out how to be productive for the rest of your career.”

-- DAS

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Building a Trainee-led Research Community to Propel Academic Productivity in Health Services Research



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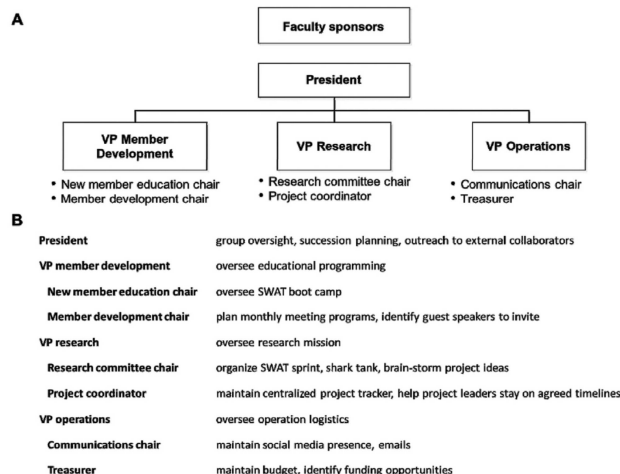


FIGURE 2. Surgeons writing about trauma leadership team; (A) structure; (B) responsibilities.

Activity vs. Productivity

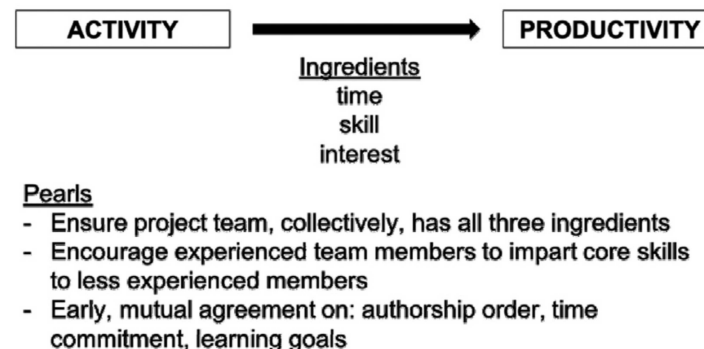


FIGURE 1. Optimizing productivity for members (adapted from Dr. Forrester's presentation).

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Rule # 5: Multitasking is a myth

Multitasking

- Actually physically impossible for the human brain to be doing two things at once
- Most of the time it's just a lame excuse to “look busy and important”

I think you have to have *presence*
and be *present*

My advice: *Do what you are doing*

Rule # 6: Humility solves many problems

If you are humble, you can:

- Listen to others
- Consider new ideas
- Say you're sorry
- Serve others

Rule 7:


You have to take some risks

Me Moving to CA

- When I was young, I used to always say I wouldn't:
 - Practice in California
 - Start a trauma program from scratch
- After 3 visits, told Jill I wanted to take the job Stanford and she asked me:
 - Isn't that in California?
 - Do they have a trauma program?

Penultimate Rule (8): Enjoy the journey

Recognition from your
colleagues and
appreciation from our
patients makes it all
worthwhile



Congratulations Dr. David Spain-President elect of the AAST! A true Professional, a Master Clinician, Thoughtful Academic, Patient and Steadfast Mentor.

[@DavidASpain](#)

[@traumadoctors](#) [@wtc2018](#)

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Aussama Nassar @au... · 2d ✓

Congrats to Dr. Spain [@DavidASpain](#) for his ascension to AAST president elect, setting a historic milestone for [@StanfordSurgery](#). We are all so proud of you. Dr. Spain is a truly remarkable human being, an outstanding clinician, colleague and mentor!





"You cannot write about
caring; you must practice it.
What a privilege it is to
participate in the care and
well-being of
another human being." -Sir
Murray F. Brennan, MD"



Hard work

- I've been fortunate and lucky
- Chose my initial mentors well
 - Listened to them and heeded their advice
- I've surrounded myself with good people
- I've also worked really hard

Final Rule (9):
Always remember your
true North – excellence in
patient care and education



Do not be daunted by the enormity
of the world's grief.
Do justly, now.
Love mercy, now.
Walk humbly, now.
You are not obligated to complete the work,
but neither are you free to abandon it.

- Talmud