

**A CAREER IN ACADEMIC SURGERY:  
FOR WHOM ?  
... AND WHY ?**

**Vincent D. Pellegrini, Jr, MD  
James L. Kernan Professor and Chair  
Department of Orthopaedics  
University of Maryland School of Medicine**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# THE PRACTICE OF MEDICINE

“THE PRACTICE OF MEDICINE IS AN ART,  
NOT A TRADE;

A CALLING, NOT A BUSINESS;

A CALLING IN WHICH YOUR HEART WILL BE  
EXERCISED EQUALLY WITH YOUR HEAD.”

SIR WILLIAM OSLER, 1903



*UNIVERSITY OF MARYLAND ORTHOPAEDICS*

# **CAREER IN ACADEMIC SURGERY MEDICAL PRACTICE**

**THE COMMON DENOMINATOR**

**OUR COMMON RESPONSIBILITY  
TO PROVIDE EXEMPLARY CARE  
FOR OUR PATIENTS**

***OUR PATIENTS ARE OUR FIRST PRIORITY***



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY THE UNIVERSITY SETTING**

**WHAT DISTINGUISHES ACADEMIC PRACTICE ?  
THE *ADDED PRIVILEGE AND RESPONSIBILITY* OF**

**DISCOVERING NEW KNOWLEDGE  
TRANSMITTING IT TO OTHERS  
MENTORING THE NEXT GENERATION  
(EVEN WHEN THEY ARE THE COMPETITION !)**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY MY EDUCATIONAL BACKGROUND**

**DARTMOUTH COLLEGE 1977**

**DARTMOUTH MEDICAL SCHOOL 1979**

**SO, I BLEED GREEN...**

**HARTFORD HOSPITAL – GEN SURG 1979-81**

**U OF ROCHESTER – ORTHOPAEDICS 1981-84**

**U OF ROCHESTER – HAND / UE 1984-85**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY MY “PERSONAL” DISCLOSURE**

**THREE DAUGHTERS ( 24, 20, 17 )**

**THREE (FEMALE) CATS**

**ONE CHOCOLATE LAB (MALE – SPAYED)**

**WIDOWED 1998 - SINGLE PARENT**

**NEVER BEEN TO THE OPERA !**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY MY “EMPLOYMENT” DISCLOSURE**

**STANFORD UNIVERSITY 1985 –**

**1986**

**UNIVERSITY OF ROCHESTER 1986 –**

**1992**

***PRIVATE PRACTICE TEMPTATION 1988***

**PENN STATE UNIVERSITY 1992 –**

**2001**

**UNIVERSITY OF MARYLAND 2001 -**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY THE UNIVERSITY**

**WHAT DISTINGUISHES ACADEMIC PRACTICE ?**

**DON'T LIKE GOLF OR BOATS**

**CAN'T RUN A BUSINESS**

**LAZY**

**SPEND ALL THEIR TIME IN A LAB**

**CAN'T OPERATE**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***



# **CAREER IN ACADEMIC SURGERY THE UNIVERSITY MISSION**

**PROVIDE “EXEMPLARY CARE” TO OUR PATIENTS  
IN AN ENVIRONMENT THAT**

**ENCOURAGES INQUIRY AND DISCOVERY**

**SUPPORTS LEARNING**

**NURTURES PERSONAL / PROFESSIONAL DEVELOPMENT**



---

***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY THE UNIVERSITY MISSION**

**THE CLASSICAL THREE – LEGGED STOOL**

**PATIENT CARE**

**TEACHING**

**RESEARCH**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY THE UNIVERSITY MISSION**

**TRUE SURGICAL “TRIPLE THREATS” ARE RARE**

**OPERATIVE PRACTICE FOR A “MASTER CLINICIAN”**

**AND**

**COMPETING SUCCESSFULLY FOR NIH FUNDING**

**ARE EACH, INDIVIDUALLY, FULL TIME ENDEAVORS**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY THE UNIVERSITY – NOT FOR EVERYONE**

**EXCELL IN *AT LEAST TWO* AREAS TO SURVIVE**

**A *MANDATORY* COMMITMENT TO TEACHING**

**CLINICAL EXCELLENCE**

***AND / OR***

**NIH SUPPORTED RESEARCH**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY RESEARCH REQUISITES**

**RESEARCH INTEREST AND INTEREST IN RESEARCH  
PARTICIPATE IN INQUIRY AT SOME LEVEL**

**BENCH BASIC SCIENCE**

**CLINICAL TRIALS**

**OBSERVATIONAL STUDIES**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# CAREER IN ACADEMIC SURGERY EDUCATION

“ALL MEN (AND WOMEN) BY NATURE  
DESIRE TO *KNOW*.”

ARISTOTLE



*UNIVERSITY OF MARYLAND ORTHOPAEDICS*

# **CAREER IN ACADEMIC SURGERY EDUCATION AND TEACHING**

**“IT IS WHAT WE THINK WE ALREADY KNOW  
THAT KEEPS US FROM LEARNING.”**

**CLAUDE BERNARD**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY EDUCATION AND TEACHING**

## **PREREQUISITES OF A CAREER EDUCATOR**

**SUBSTANTIAL FUND OF *KNOWLEDGE***

**KNOW WHAT YOU DON'T *KNOW***

**ALWAYS WANT TO *KNOW* MORE**

**NOT ... “*KNOWING* ALL THE ANSWERS”**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***



# **CAREER IN ACADEMIC SURGERY EDUCATION AND TEACHING**

**FOR THE NEW OR INSECURE FACULTY MEMBER**

**THE RESIDENCY PROGRAM,**

**ESPECIALLY THE UNIVERSITY PROGRAM,**

**CAN BE A VERY THREATENING ENVIRONMENT**

**A SECURE (NOT OFFENSIVE!) EGO IS A *NECESSITY***



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY FACULTY REQUISITES**

**PERSONAL ATTRIBUTES**

**INTELLECTUAL HONESTY**

**SECURE EGO**

**INTEREST IN BEING A MENTOR**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# CAREER IN ACADEMIC SURGERY MENTORING

## Provision of supportive environment

- Clear and genuine communication
- Constructive criticism
- Fatigue management
- Health maintenance

Humiliation is *NOT* a pre-requisite !



**UNIVERSITY OF MARYLAND ORTHOPAEDICS**

# CAREER IN ACADEMIC SURGERY THE HIGHLY EFFECTIVE MENTOR

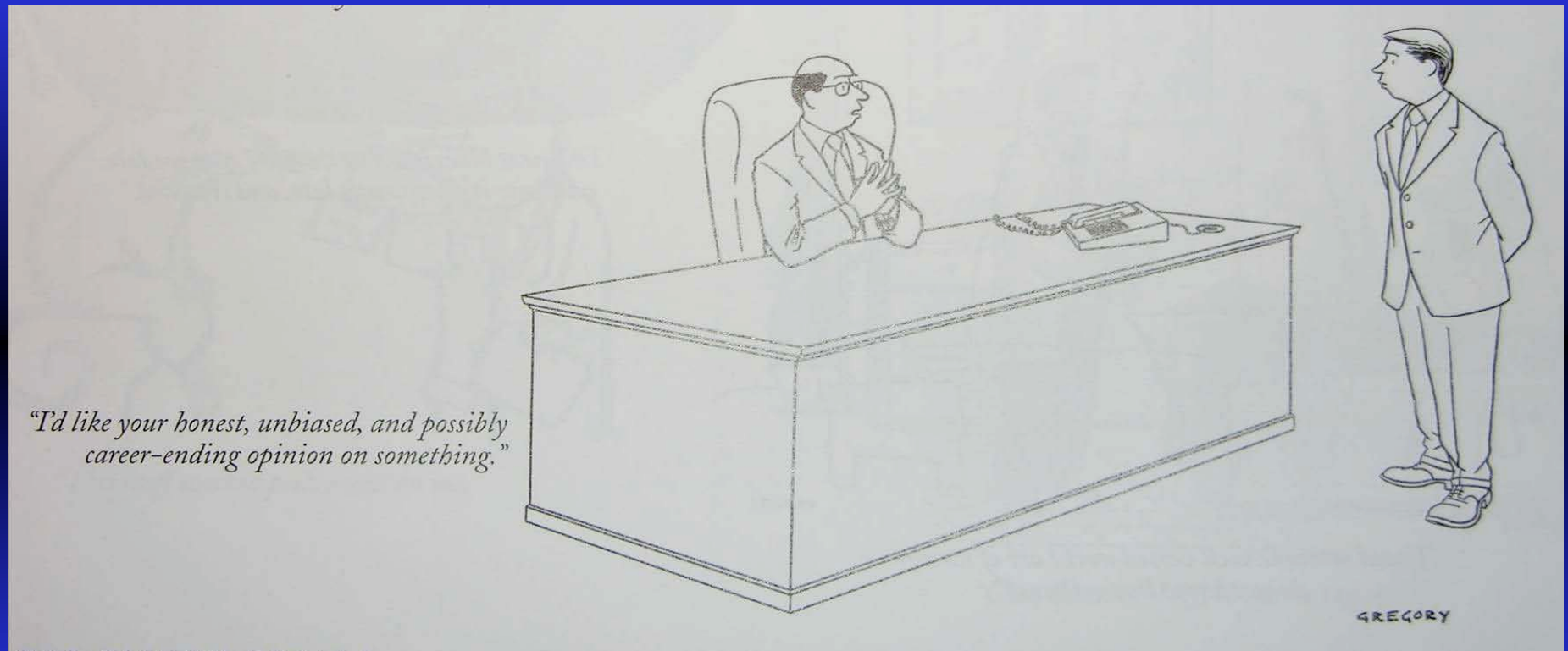


*Revels in succession planning for the next generation*



**UNIVERSITY OF MARYLAND ORTHOPAEDICS**

# CAREER IN ACADEMIC SURGERY THE HIGHLY EFFECTIVE MENTOR



*Derives personal satisfaction from mentee accomplishments*



**UNIVERSITY OF MARYLAND ORTHOPAEDICS**

# **CAREER IN ACADEMIC SURGERY RESIDENT CAREER CHOICE**

**FEWER GRADUATES CHOOSE CLINICAL PRACTICE**

**INCREASING ADMINISTRATIVE BURDEN**

**RESTRICTIVE REGULATION OF MANAGED CARE**

**SEEK MORE CONTROLLED HOURS**

**? DISCOMFORT WITH CLINICAL MEDICINE ?**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY RESIDENT CAREER CHOICE**

**GENERATIONAL DIFFERENCES**

**GEN X and MILLENNIALS**

**GREATER VALUE OF PERSONAL AND FAMILY TIME**

**TECHNOLOGY SAVVY**

**LESS WILLING TO DEFER GRATIFICATION**

**ACGME GUIDELINES**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***



# **CAREER IN ACADEMIC SURGERY RESIDENT CAREER CHOICE**

## **CURRENT TRENDS**

**DECREASING NUMBERS IN SOLO / PRIVATE**

**PRACTICE**

**MORE IN NONPRACTICE POSITIONS**

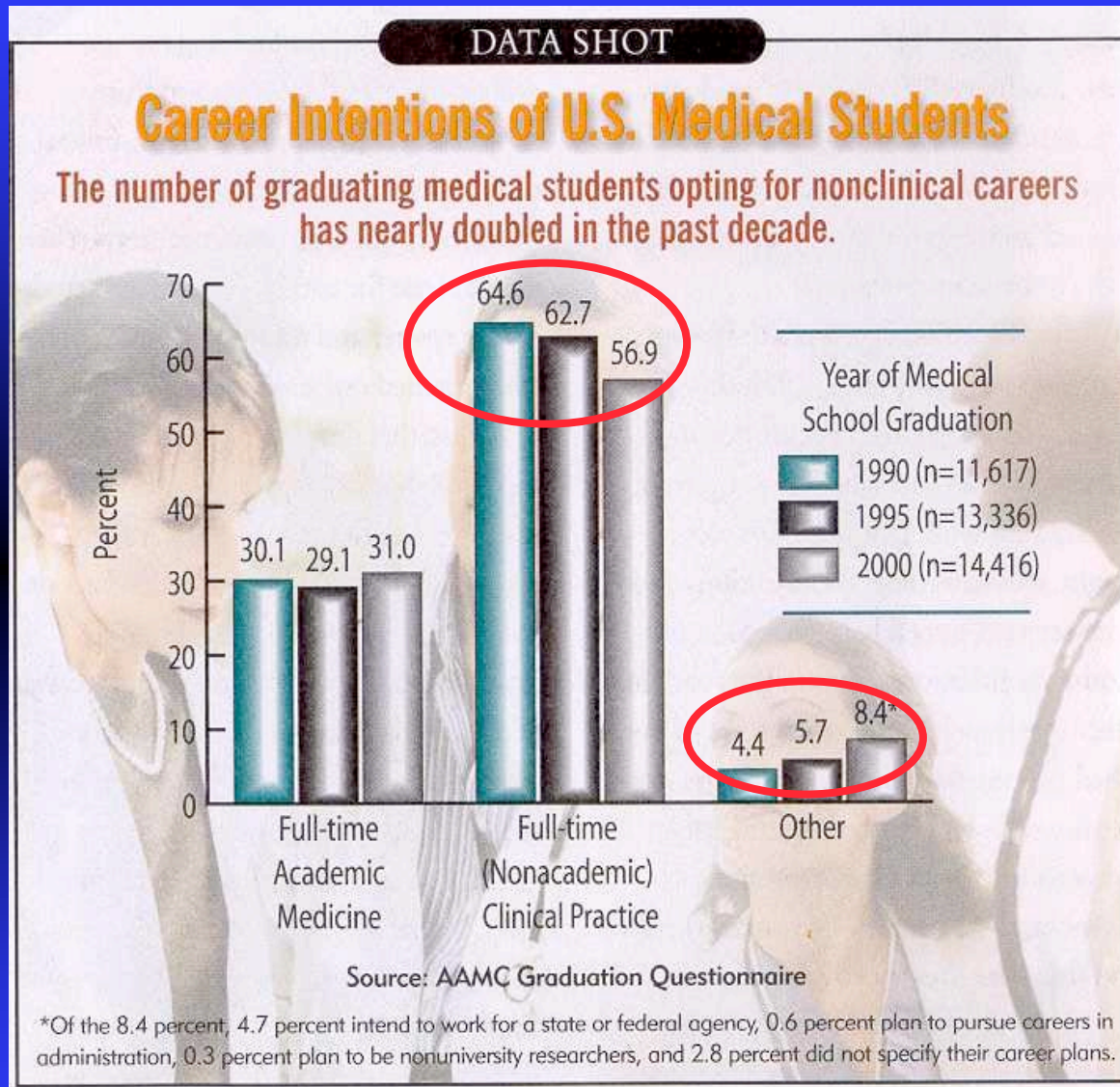
**? UPTICK IN ACADEMIC PRACTICE INTEREST ?**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***



# RESIDENT CAREER CHOICE



# **CAREER IN ACADEMIC SURGERY EDUCATIONAL CROSSROADS IN MEDICINE**

**THE ART VS. THE SCIENCE  
PRACTICE VS. TECHNOLOGY  
OLD VS. NEW**

**THREATENS TO DEHUMANIZE MEDICINE  
AND ERODES THE PUBLIC TRUST**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY SOCIAL SKEPTICISM IN RESIDENT EDUCATION**

**INSTITUTE OF MEDICINE - NOVEMBER 1999**

**DEATH AND INJURY FROM MEDICAL ERRORS**

**ACGME - 2000**

**INTERNAL MEDICINE - WORK HOUR VIOLATIONS**

**ACGME 2003 - DUTY HOURS REGULATIONS**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY THE TIME TO TEACH**

**MEDICARE REGULATIONS**

**DIMINISHING TEACHING TIME ON PATIENT WARDS**

**DECREASING LENGTH OF STAY**

**INCREASING NUMBERS OF STUDENTS**

**LESS EXPOSURE TO CLINICIAN ROLE MODELS**

LUDMERER; TIME TO HEAL, 1999



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY THE MASTER CLINICIAN**

**UNDERVALUED IN THE ACADEMIC MEDICAL CENTER**

**LITTLE TO NO TENURE RECOGNITION**

**REPLACED BY DIAGNOSTIC TECHNOLOGY ?**

**COMPUTER MODELS**

**SIMULATED PATIENTS - STANDARDIZED EXAMS**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY UNDER ASSAULT**

**INCREASING EMPHASIS ON CLINICAL PRODUCTIVITY**

**LESS “PROTECTED” TIME FOR RESEARCH**

**DECREASING OPPORTUNITY FOR TEACHING**

**MEDICARE “TEACHING PHYSICIAN” RULES**

***BUT, DECLINING REIMBURSEMENT IS  
SHRINKING THE SALARY DIFFERENTIAL***



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# CAREER IN ACADEMIC SURGERY PERSPECTIVE OF THE CHAIR

Obligations and actions of the chair are not intellectually difficult to comprehend.

They are, however, invariably more difficult to implement and operationalize!

*“Nothing astonishes men so much as common sense and plain dealing.”*

Ralph Waldo Emerson



**UNIVERSITY OF MARYLAND ORTHOPAEDICS**



# CAREER IN ACADEMIC SURGERY MY BIAS

THE SPIRIT OF  
*INQUIRY AND TEACHING*

HELP TO MAINTAIN  
THE *PASSION* IN  
THE PRACTICE OF MEDICINE



*UNIVERSITY OF MARYLAND ORTHOPAEDICS*



# **CAREER IN ACADEMIC SURGERY FACULTY REQUISITES**

**PERFORMANCE EXPECTATIONS**

**CLINICAL EXCELLENCE**

**WILLINGNESS TO LEARN AND TEACH**

**INVOLVEMENT IN SCIENTIFIC INQUIRY**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY PATHWAYS TO ADVANCEMENT**

**PROMOTION – ACADEMIC RANK**

**REWARD FOR SCHOLARLY *ACHIEVEMENT***

**TENURE – JOB SECURITY**

**DEPENDABILITY OF FUTURE *PRODUCTIVITY***



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY PROMOTION**

**ASSISTANT PROFESSOR**

**BOARD CERTIFIED – A STARTING POINT**

**ASSOCIATE PROFESSOR**

***REGIONAL* REPUTATION – 20 PUBLICATIONS – 6 YRS**

**PROFESSOR**

***NATIONAL* REPUTATION – 40 PUBLICATIONS – 12 YRS**



***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# **CAREER IN ACADEMIC SURGERY TENURE**

## **TRADITIONAL**

**“UP OR OUT” – JOB (SALARY) SECURITY**

**REVIEW AT 6+ YEARS**

## **CONTEMPORARY**

**TRANSFER TO NONTENURE ANNUAL APPOINTMENT**

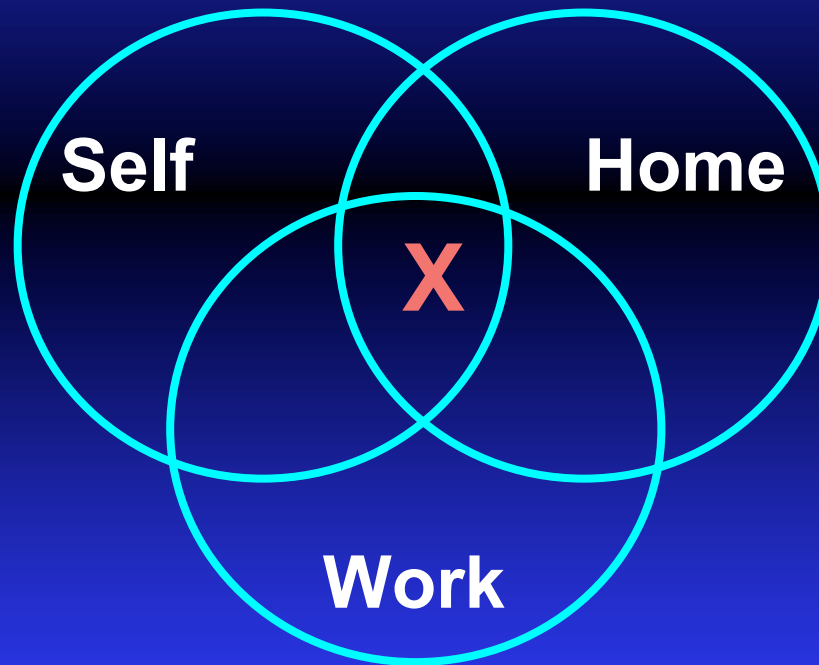
**TWO TRACKS – “CLINICIAN EDUCATOR”**



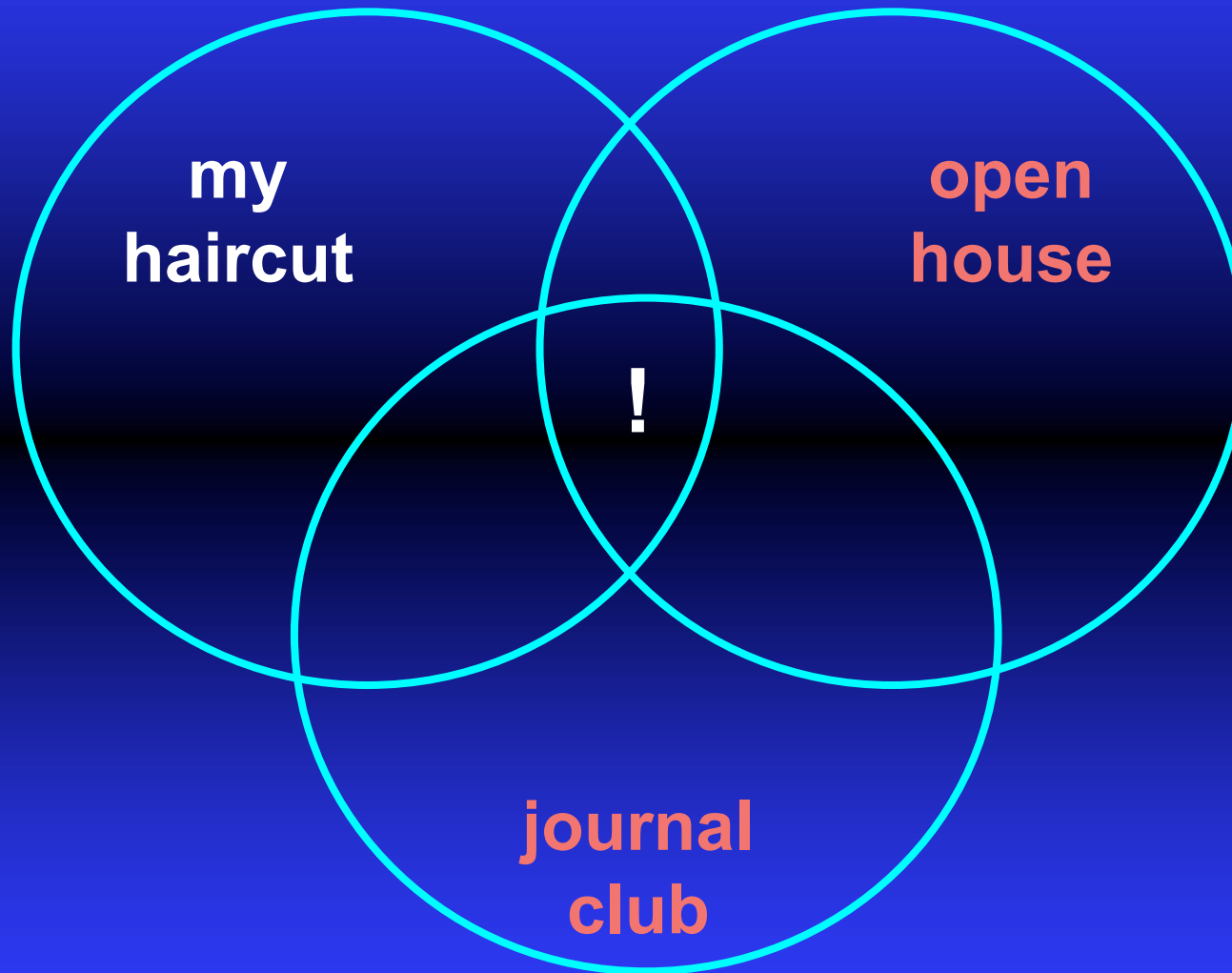
***UNIVERSITY OF MARYLAND ORTHOPAEDICS***

# CAREER IN ACADEMIC SURGERY STRESS

The “mind-body arousal resulting from physical and psychological demands” of our three spheres of influence



# CAREER IN ACADEMIC SURGERY STRESS



# CAREER IN ACADEMIC SURGERY STRESS

