

It's all about relationships and

Other Lessons Learned

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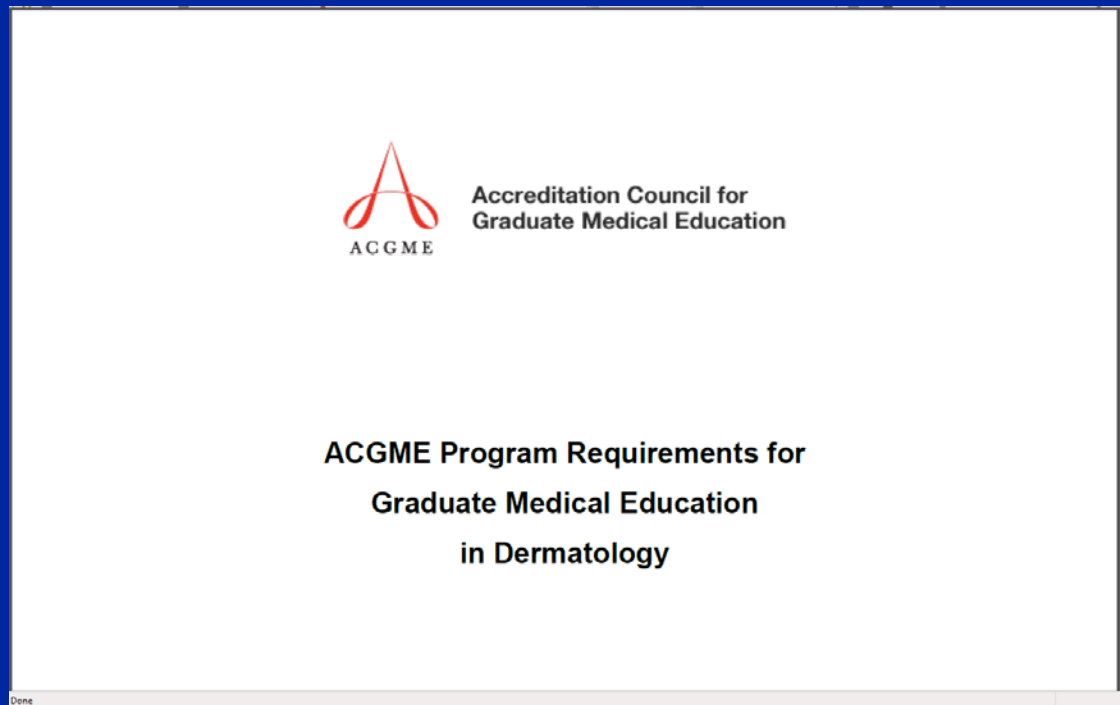
I have no conflicts of interest

Objectives

- Share lessons gained from 29+ years as program director
- Practical recommendations
 - Smooth sailing
- Philosophical underpinnings
 - Academics, life, love

Practical Recommendations

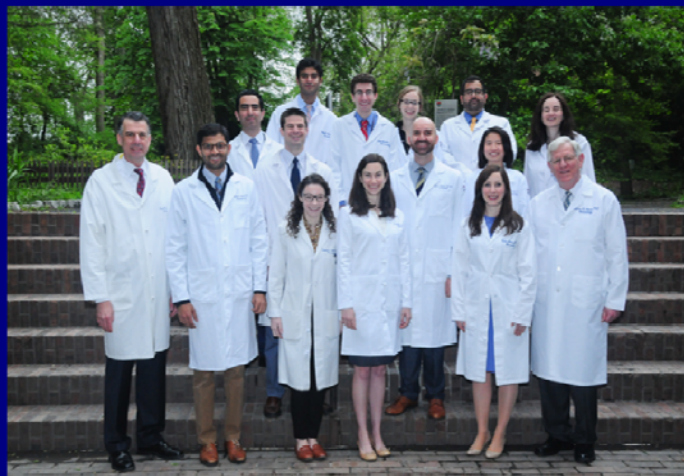
Know what is expected





Penn Medicine
DERMATOLOGY
Established 1874

Resident Handbook



2016-2017

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Section 1: Resident Orientation

Section 2: Resident Guidelines and Departmental Policies

Section 3: Educational Goals and Objectives

Section 4: **Professionalism**

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Section 6: Academic and Didactic Overview for 2015-2016 and Helpful Information

Section 7: Administrative and Project Assignments for 2015-2016 and First Year Rotation Knowledge

Section 8: CEQI and Evaluation and Management Coding Guidelines

Resident Handbook

- **They should read it**
- **Sign they have read it and agree to the resident responsibilities**
- **Use it for your opening sessions**

Greeting the First Years

Lay the Foundation

Overview for New Residents

- Introductions
- Philosophy about Patient Care
- Academic Responsibilities, learning plan
- Administrative Responsibilities
- Academic Medicine as a career
- Teamwork/Fairness
- Professionalism/Ethics
- Leadership
- Volunteerism
- Wrap Up

Greeting All Residents

- Lay the Foundation
 - Similar issues
 - Extend to higher level concepts

Overview for All Residents

- Patients
- Academic Responsibilities
- Administrative Responsibilities
- Goals
- Professionalism
- Teamwork
- Mentor/Mentee relationship
- Ethics
- Leadership
- Volunteerism
- Wrap Up

Who Gets on the Bus

Resident and Fellow Selection

- Can they do the work?
- Diversity is important
- Grit, the value of passion and perseverance
- Screen for basic values and communication skills

Meet with First Years at 3 months

- **Listen**
- **Lost, behind, drowning?**
- **Reassurance, help if needed**

Impress NOT late on administrative issues

- **Keep off the bad lists of the medical center**
 - **PPD, computer training, duty hours, surveys, ACGME evals**
- **Why?**
 - **Keeps you off the radar**
 - **Allows for independence**

Handle the Issues Yourself

- Control your own destiny
 - Not the GME office, hospital administrators, Lawyers, etc



Allows you to Lead

Resident Book Reviews

Ethics

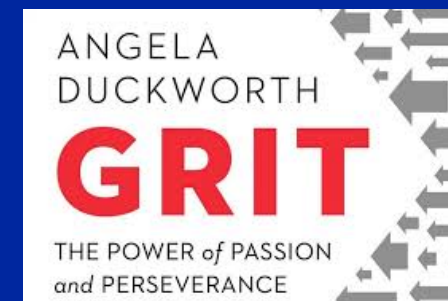
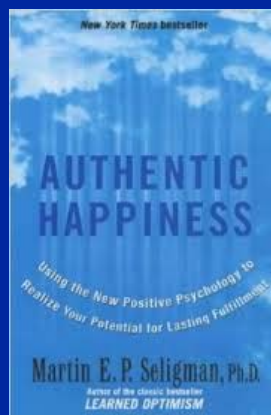
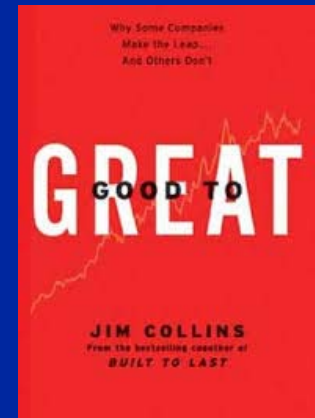
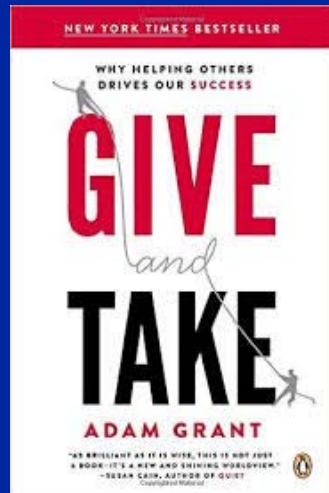
Professionalism

Leadership

Self-Awareness

Teaching and Mentoring

Happiness



Your Program Coordinator

- **A key communicator and face of your program**
- **Continuing education**
- **Be an advocate**
- **Key part of the team**
- **Respect, ask advice**

Include Others Who Desire It

- **Associate Program Director**
- **QA/Safety Director**
- **Clinical Competency Committee**

Plan for the Future

Listen and Change

- Seek continuing improvement
- Teach others how to implement changes
 - Ask for detailed plans on costs, space, people implications



**A ship in harbor is safe, but that is
not what ships are made for**

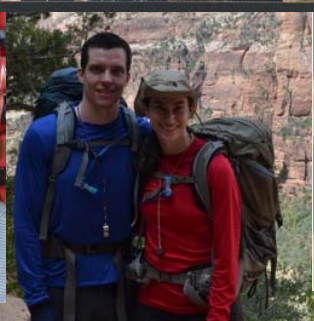
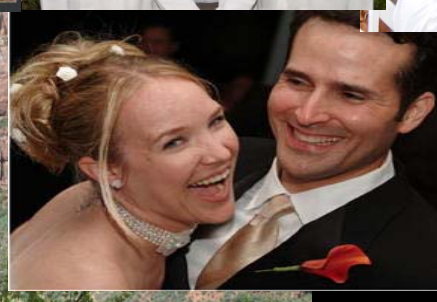
William Shedd

Attend the APD

Philosophy



People---- not forms, paperwork



Look for and find the good in others



Train
your mind
to see
the good in
everything

**The greatest good you can do
for others is not just to share
your riches, but to reveal to
them their own**

**Don't let weakness get
in the way of strengths**

Expect the Best in Others

- **Have high expectations**
- **Optimism and hope are contagious**



quotespedia.info

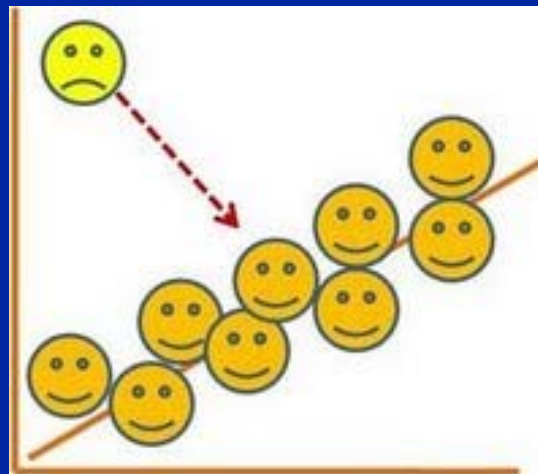
That some achieve great success, is proof to all that others can achieve it as well.

Abraham Lincoln

Expectations

- Over the course of three years, there are many opportunities to do small favors for each other
- Everyone is expected to help freely for the betterment of all
- Culture is of giving so all can flourish

**With everyone on board
working for mutual success
and support, outliers let
everyone down.**





None of us is smarter than all of us
Japanese proverb



Make it a Team Event

Use Plural Pronouns

Our instead of **My**

We instead of **I**

Us instead of **Me**

Be a cheerleader

- **Say good job, keep it up!
Do it early and often**
- **Tell people you appreciate them**
- **Show them you care**

Rules

- Limit the number of rules
- Too many rules get in the way of leadership
- They put you in a box and keep you from making decisions

**The most unfairly we
can treat others is to
treat everyone the
same**

- You will all be treated as individuals
- Keep your eyes on **YOUR** goals
- I will do my best to be fair to each of you

Set the Example

- Don't ask trainees to do something that they don't see you doing



- Ask them to do what you do

**Preach the gospel, and if you must, use
words**

Francis of Assisi

That's what alchemists do. They show that when we strive to become better than we are everything around us becomes better too.

Paulo Coelho

**The ones among you who
will be really happy are those
who have sought and found
how to serve.**

Albert Schweitzer

**When I ask an educated person,
“What is the most significant
experience in your education?” I
almost never get back an idea, but
almost always a person**

Tosteson

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Tosteson

Try to be that person for someone

Happy
Father's Day,
Dad!



You made me
what I am
today!

My God!

How can you
sleep at night?

Bill

GRATEFULLY REMEMBERING
ALL your KINDNESS &
ENCOURAGEMENT!

LOVE & BLESSINGS

Brian

Dr James,

I was thinking of you today and have been feeling so grateful to have been taught by you. I had a 12 month old little boy come in today. As soon as I laid eyes on the lesions, your voice from the past came flooding into my brain. I can't tell you how often I distinctly remember your voice in these circumstances. People who you have never met, like this baby and his family, are touched and affected by you because of the folks you have taught and influenced. That must feel really awesome! Thank you!

**A man wrapped up in himself makes a
very small bundle**

Benjamin Franklin

**There is no better exercise for the human heart
than reaching down and lifting another up**

John Andrew Holmes

“We must acknowledge that the most important, indeed, the only thing we have to offer our students is ourselves. Everything else they can read in a book.”

NEJM 1979; 301: 690

Be Generous

By giving others your time,
your commitment, your best...
everyone improves,
relationships develop and
happiness is obtained.

Resident Reading Library

Being Mortal, Atul Gawande	
Better, Atul Gawande	
Blindspot, Mahzarin Banaji	
Buddha's Brain, Rick Hanson	
Chasing the Rabbit, Steven J. Spear	
Crucial Conversations, Patterson	
David and Goliath, Malcolm Gladwell	
Drive, Daniel H. Pink	
Effective Teaching and Mentoring, Laurent A. Daloz	
Essentialism, GregMcKeown	
Fish, Stephen C. Lundin	
Flourish, Martin E. P. Seligman	
Getting to Yes, Fisher, Ury and Patton	
Give and Take, Adam Grant	
Good to Great, Jim Collins	
GRIT, Angela Duckworth	
How Good People Make Tough Choices, Rushworth M. Kidder	
How People Learn, National Research Council	
It's Your Ship, Captain D. Michael Abrashoff	
Leading with the Heart, Mike Krzyzewski	
Lean In, Sheryl Sandberg	
Mentor, Lauren A Daloz	

Mindfulness for Beginners, Jon Kabat-Zinn	
Monday Morning Choices, David Cottrell	
Multipliers, Liz Wiseman	
On Becoming a Servant Leader, Greenleaf	
On Leadership, John W. Gardner	
Outliers, Malcom Gladwell	
One Minute Manager, Ken Blanchard	
Seeing David in the Stone, James B. Swartz	
Stumbling on Happiness, Daniel Gilbert	
The Adult Learner, Knowles	
The Elements of Mentoring, W. Brad Johnson	
The Five Dysfunctions of a Team, Patrick Lencioni	
The Ice Cream Maker, Subir Chowdhury	
The Leadership Moment, Michael Useem	
The Power of Habit, Charles Duhigg	
The Power of Nice, Linda Kaplan Thaler	
The Unthinkable, Amanda Ripley	
Time to Heal, Kenneth Ludmerer	
Ultimate Leadership, Palmer	
What the Most Successful People do before Breakfast, Laura Vanderkam	
Wherever you go, There you are, Jon Kabat-Zinn	



Practical Recommendations:

1. Know what's expected
2. Have a resident handbook
3. Opening Sessions – Lay the foundation
4. Resident selection – right people on the bus
5. Meet with first years at 3 months
6. Do not be late for administrative issues
7. Allows for independence, leadership
8. Resident book reviews (see reading list)
9. Importance of the Program Coordinator
10. Be inclusive, let interested faculty participate
11. Listen and Change – Improve!
12. Attend the APD

Philosophical Underpinnings

1. It's about PEOPLE, not forms
2. Look for and find the good in others
3. Don't let weaknesses get in the way of strengths
4. Expect the best in others
5. Instill a culture of giving
6. Peers will influence outliers to be like them
7. Teamwork and team success are inseparable
8. Use plural pronouns – how you speak is important
9. Be a cheerleader
10. Limit the number of rules – treat people as individuals
11. Set the example
12. Be a person that makes a difference to someone

Thank You!