

Lessons Learned in a Surgical Career

**The Closer You Get to
Being History, the
More You Will Learn
to Appreciate It**

**Learn the Fabric of
Your Institution
and Manage
Change within It**

**First Responsibility is
to Create a Sound
Financial Base**

**“You get new
players only once a
year so coach the
ones you’ve got”**

Norman Sloan, Gator Basketball Coach

Gator Football Core Values

- **Honesty**
- **Treating women with respect**
- **No drugs**
- **No stealing**

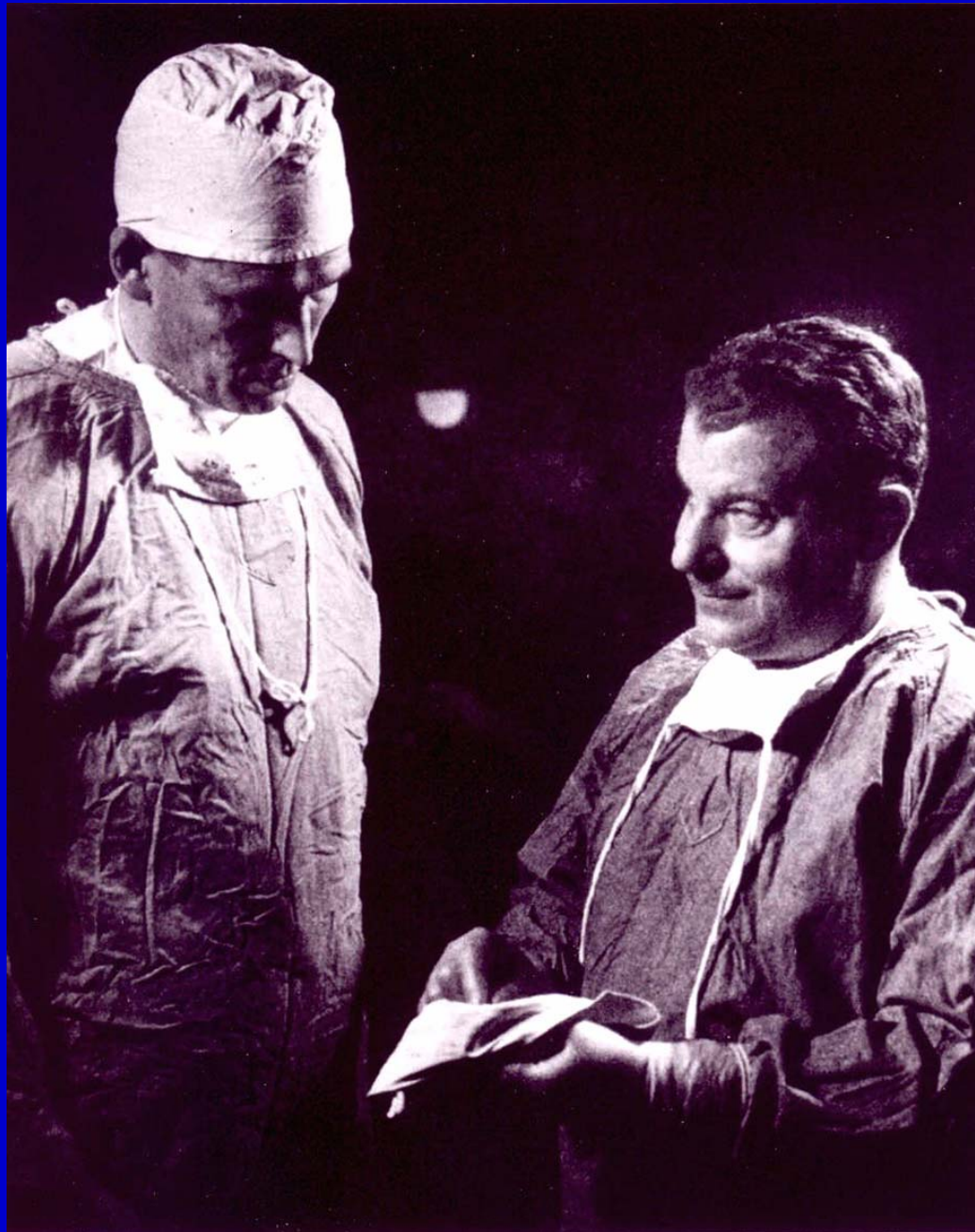
Urban Meyer, University of Florida Football Coach

CORE VALUES

- **Honesty**
- **Respect for patients, colleagues and trainees**
- **Education of the next generation of physicians**
- **Adding to the clinical and scientific knowledge base**
- **Surgical decisions should not be income driven**
- **Awareness and respect for tradition**

ACGME Core Competencies

- **Professionalism**
- **Patient Care**
- **Medical Knowledge**
- **Practice Based Learning and Improvement**
- **Systems –Based practice**
- **Interpersonal Skills**



Dr. Edward Copeland
University of Florida at Gainesville
Department of Surgery
PO Box 100286
Gainesville, FLA 32610

Dear Ted:


The notice of the scientific symposium in your honor which I believe connotes your diminished role in surgery at Gainesville came to me some days ago. My response to it was lost in dictation. May I write to congratulate you on completing a long and very effective service as chief of surgery at Gainesville? I think it is fair to say that you have placed this medical school high on the map of surgical training programs in the country.

As I believe I wrote to you earlier, it was a great satisfaction to see you join the Board of Regents of the College and to feel that you would be there reflecting your values and those of your uncle and perhaps, to some extent, those of us whom you knew during your

My experience on the Board of Regents was surely one of the great highlights of my life and I continue to hope that the College will continue to enjoy a reputation ^{as} of the advocate of the patient rather than the advocate of the surgical ^{member}. However, I recognize that times change, pressures change and one has to adapt ^{to} the realities of the present.

It does not appear at all likely that I can attend any part of your celebration but please know that you have my hearty congratulations and that I feel, no doubt unjustifiably, a special pride in your remarkable career.

Affectionately,


Jonathan E. Rhoads, MD

“Take great pride in all of us whom you trained. The professional folkways and mores that we learned under your tutelage at the University of Pennsylvania have now been passed on to multiple other surgeons through each of us.”



CORE VALUES

PATIENT SAFETY

- **If a test is ordered-know the result**
 - **If a tube is used-be sure it works**
- **Talk to the patient-its amazing what they know**
- **When practical, check on inpatients at least twice a day**
- **Team work among health care professionals, e.g. insure the physician who assumes the care of your patient is well informed**
- **When in the operating room, be prepared for the unexpected**

**Friendship and Respect
of Peers at Young Age
Cannot Be
Overemphasized**

**As a Resident and Young Faculty
Member, Be Collegial
with Your Associates.
They will Be Your Supporters
for a Lifetime.**

**Err on the Side
Of Being Inclusive
Not Exclusive**

**Maximize Your Potential
Without Hurting Others**

**Remember, a Career
Lasts a Long Time**

**Strive to Make Those
Around You Successful and
Your Success
Will Be Potentiated, More
Appreciated and
Better Recognized.**

**Mentally Change Places
with Your Colleagues
and Evaluate How Your
Decisions Will Affect Them**

**An Intelligent Chairman
Should Make Those Around
Him Think They Are of
Equal Intelligence**

**Be a Spokesperson for
the Common Opinion
of Your Colleagues,
Not Just a Conduit of
Information To Them**

**It is Not What You Said That
Determines Another Person's
Behavior But What That
Person Heard You Say—So
Be Succinct and Pleasant,
But Do Not Leave Room for
Misinterpretation**

Be Honest

**The Best Way to
Remember in the Future
What You Said Today,
Is to Tell the Truth**

**Create No Second-Class
Citizens Among
Faculty Members**

**It is Important to Provide
an Identity for Everyone
in Your Charge**

Be In Control

But Avoid

Hierarchy

**Maintain an Open-Door
Policy But Keep it Closed,
So You Protect Time
For Yourself**

**Try to Learn as Much
From the *Mistakes* of
Others as You Do From
their *Successes***

**Investigate Every Negative
Event for Positive Impact**

**Make a Seemingly Bad
Situation Work to Your
Advantage**

BE A SURGEON!

**Become an Expert in Your Field
of Interest so That You Can React
From a Sound Knowledge Base—
And also on “Gut” Instinct.**

**Your Work Should be
Your Hobby**

**Select an Outside Interest
in which You Can be
Successful and Competitive,
Involve Your Family, and
Meet New Friends**

**Good Judgment Needs to Be
Combined with Influence
And Patience**

**Good Judgment Alone
Can Be A Curse**

**The Art of Skillful Neglect
Will Eliminate
50 % Your Controversial
Problems**

The Art Is to Figure Out

Which 50%

**Institutions Have No Conscience,
Memory or Loyalty;
Only the People Who Work
Within Them Do**

**Since Patients Trust You,
Do Not Assume That Others
Interacting with You Are
Trustworthy**

**Enjoy the Successes of
Others But Be Prepared for
Them to Think That They
Have Helped You More Than
You Have Helped Them**

Individuals know their worth in an ecosystem. If they are only getting paid one half of what they think they are worth, they will only work half the time.

Avoid Pitfalls

- **Lack of Concentration**
- **Poor Organizational Skills**
- **Not Being Prepared**

Work Ethic

- **Evaluate Work to Be Done**
- **Time Available**
- **Break Work into Time Increments**
- **Establish Deadlines**

**Academic Surgeons Are
Easy to Train.**

**It is only a Matter of
Replicating Yourself.**

Private Practitioners Are More Difficult to Train

- **85% of Surgeons in Private Practice**
- **95% of Surgical Residencies are University Affiliated**
- **Academic Surgeons Train Private Practitioners**

**If You Are Going to Train
Surgical Residents
You Might As Well Like Them**

**Explore your patients' and
colleagues' personalities well
enough to know what makes
them smile; that smile will
mean more to you than to them.**

**Look within yourselves for your
core values that have taken so
many years of personal
sacrifice to develop and do not
compromise them.**

**It is a Privilege to Have the
Life of Another Person
Placed in Your Hands**

**It is a Unique Privilege to Serve as
a Role Model for Those who will
Assume the Responsibility of the
Lives of Others**