

# Creating the Culture of a Winning Team

## Herbert Chen, MD, FACS

Chair, Department of Surgery

University of Alabama at Birmingham

Fay Fletcher Kerner Endowed Chair

Professor of Surgery and BME

Endocrine Surgeon

Surgeon-in-Chief, UAB Medicine



# Culture of a Winning Team

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- What defines a Winning Team?
- What are the Best Teams in History?
- What Culture was Critical for Success?

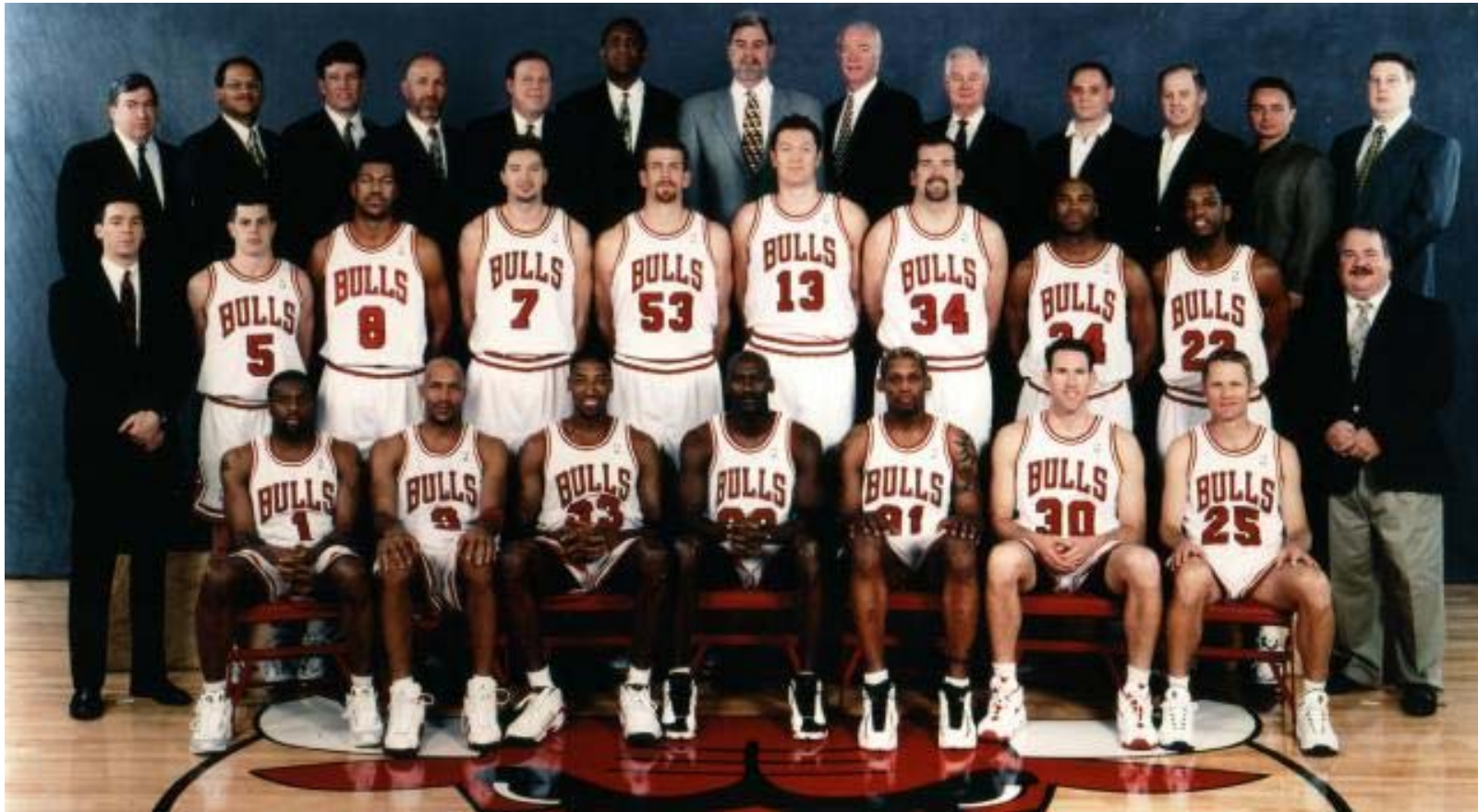
# 1927 NY Yankees



**Babe Ruth, Lou Gehring, Murder Row**



# 1998 Chicago Bulls



**Michael Jordan**

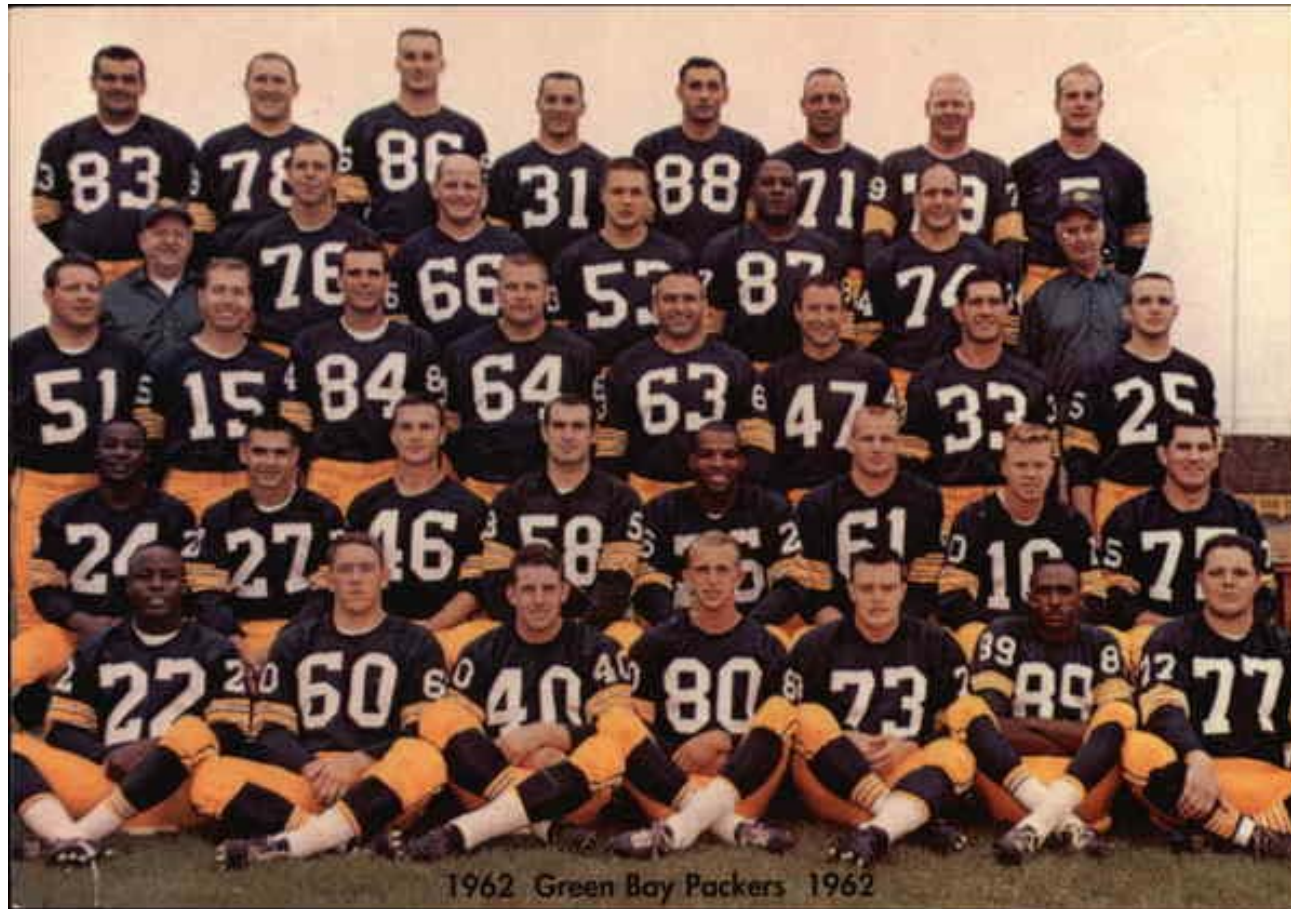


# 2015 US Womens Soccer Team



**Abby Wambach, Alex Morgan, Hope Solo**

# 1962 Green Bay Packers



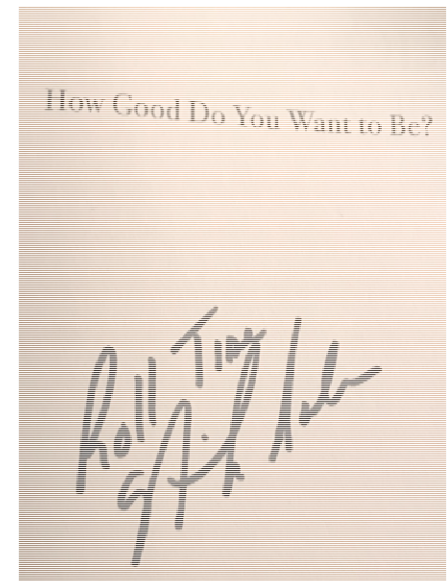
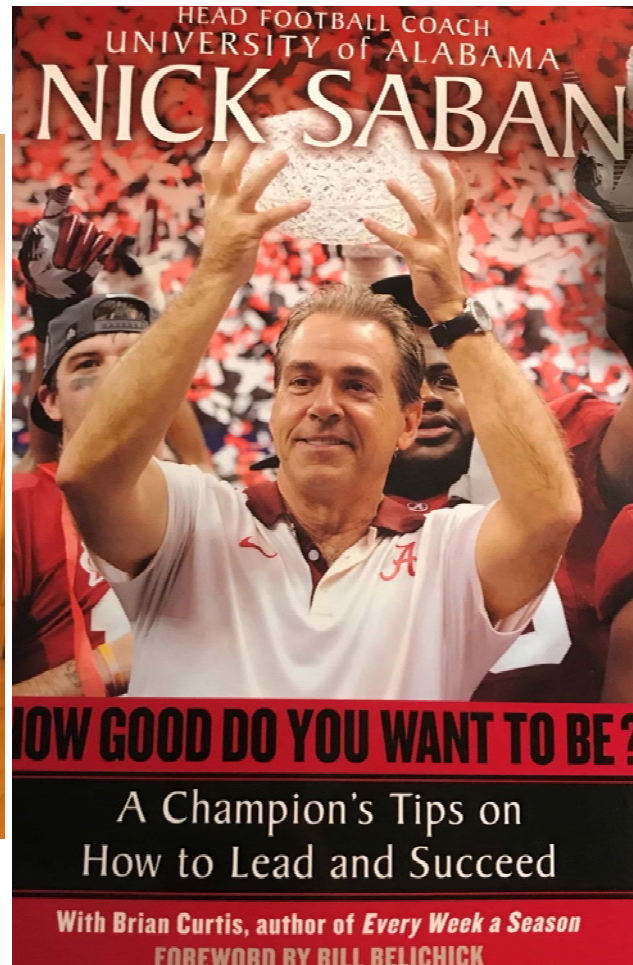
**Bart Starr, Jim Taylor, Paul Hornung**



# Alabama National Championship



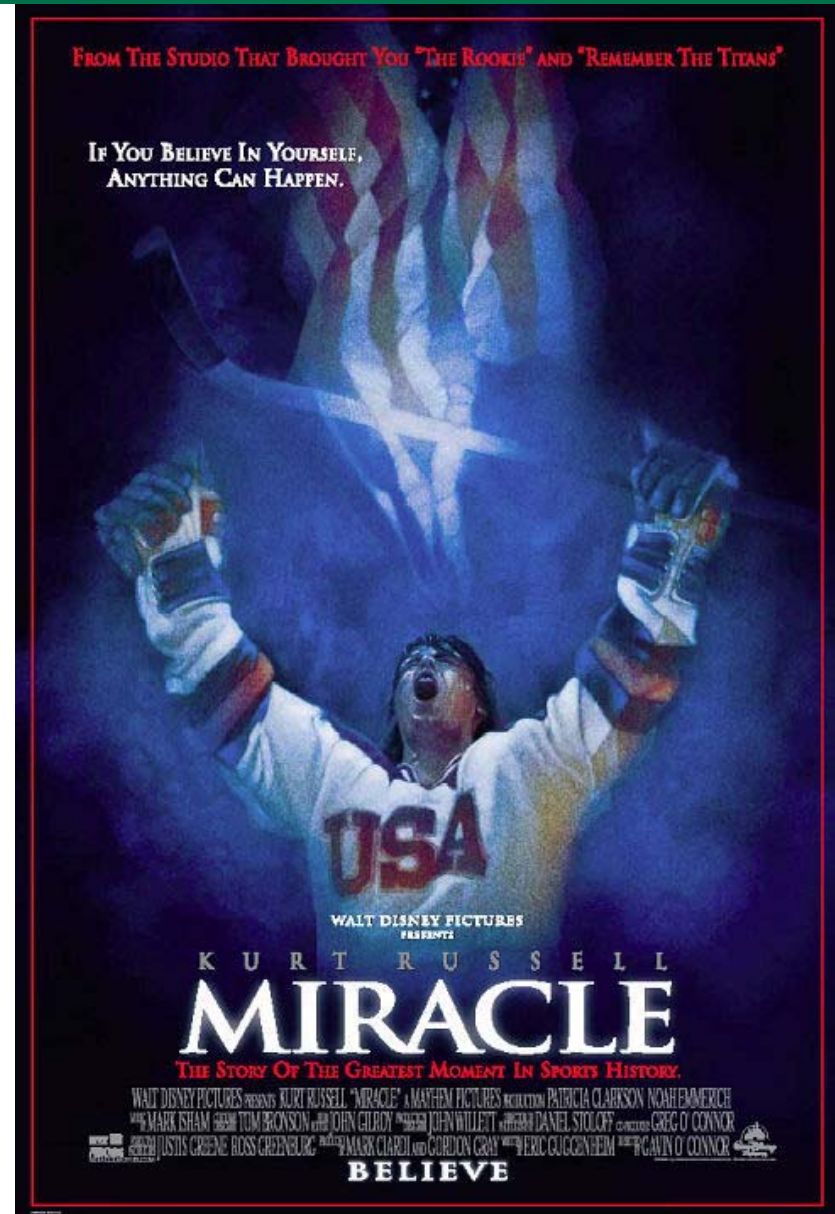
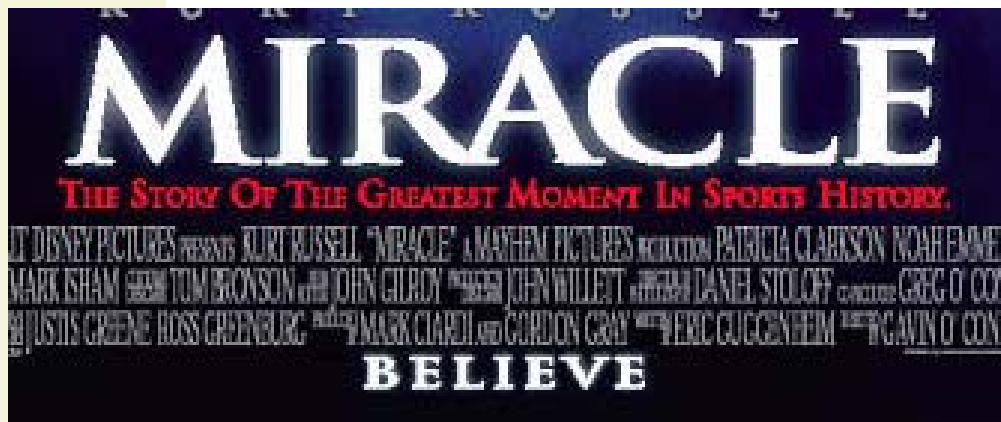




# Greatest Teams?

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- These teams win with outstanding individual performances by star players
- I would define greatest team by one that was much better together compared to the individuals apart
- And far exceeded expectations.....
- And had an impact fact far beyond the game.....







# Creating a Winning Department of Surgery



**NIH research ranking #6, clinical programs growing, endocrine surgery fellowship**

# Johns Hopkins, Surgery



**LMB MEDICINE**  
SURGERY





**UAB MEDICINE**  
SURGERY



LIFE  
BEGINS  
AT  
THE  
END  
OF  
YOUR  
COMFORT  
ZONE.

-NEALE DONALD WALSCH-







## Move to a Team Culture

# Moving to a Team Culture



**Catherine Parker, Vice-Chair for Patient Experience  
Breast Surgery**

# Moving to a Team Culture

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- Assess current culture





**1. Neat**

**2. Team member**  
**3. Chair in center of office-commander center**

**4. Organized-lab and clinical projects separate**

**5. Leadership books-trying to learn and thinking about future**

**6. Couch-comfortable, relaxed, intimate meetings, spends time in office**

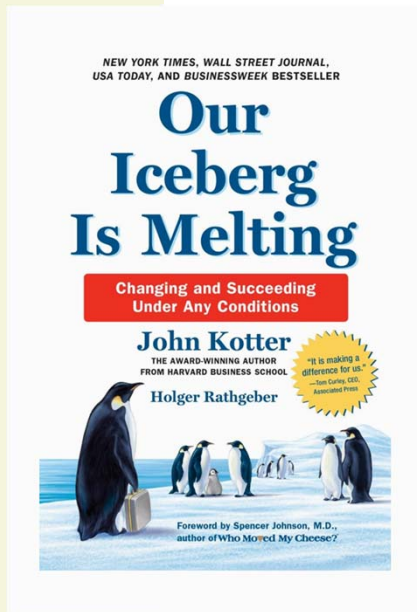
**7. Family man**

# 8 Divisions = 8 Silos



# Moving to a Team Culture

- Assess current culture





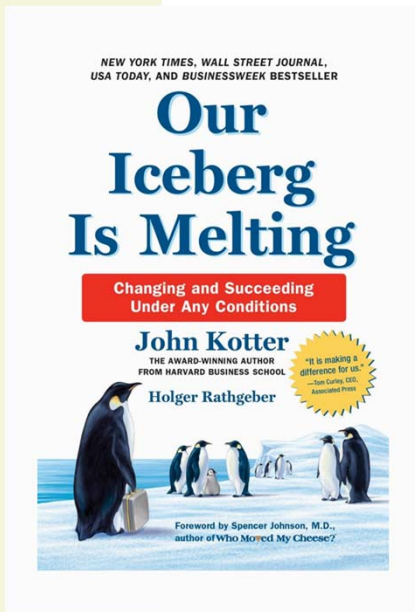
# Moving to a Team Culture



**Karin Hardiman, Director of SURE Program  
Colorectal Surgery**

# Moving to a Team Culture

- Assess current culture
- Create a sense of urgency

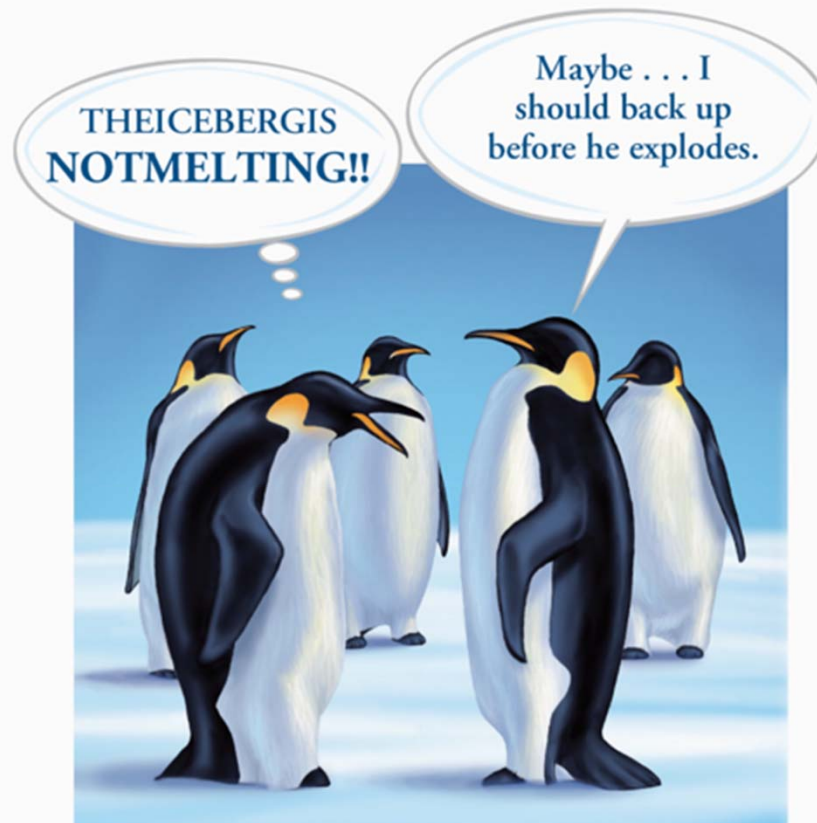


# State of the UAB Department of Surgery



**Herbert Chen, M.D., F.A.C.S.**  
**January 15, 2019**





When NoNo saw that the support of some of the others was turning in his favor, he pointed to Fred and

**Birmingham Clerkships - Academic Year 2015-16 - Mean Ratings\***

	Family Medicine	Medicine	Neurology	Ob-Gyn	Pediatrics	Psychiatry	Surgery
The overall organization of the clerkship	4.1	4.5	3.6	4.1	4.3	4.0	3.2
The orientation to clerkship learning objectives	4.2	4.2	4.0	4.2	4.2	3.9	3.6
The orientation to clerkship grading	4.2	4.1	3.8	4.2	4.1	4.0	3.7
The orientation to what was expected of students	4.2	4.1	3.9	4.1	4.2	3.9	3.6
The patient experiences available to meet clerkship requirements	4.2	4.4	3.8	4.0	4.5	4.0	3.9
The Clerkship Director's receptiveness to student concerns	4.3	4.7	4.1	4.5	4.7	4.3	4.2
The constructive feedback given in response to observed student skills	4.2	4.3	3.7	4.0	4.2	4.1	3.5
The quality of the lectures	4.0	4.2	3.6	3.7	3.5	3.9	3.6
Faculty teaching	4.3	4.4	3.8	4.1	4.1	4.0	3.5
Resident teaching	4.1	4.3	3.5	4.0	4.0	3.8	3.4
The Clerkship overall	4.2	4.4	3.6	4.2	4.4	4.0	3.5
This clerkship as a preparation for residency	4.1	4.4	3.8	4.2	4.3	4.0	3.5

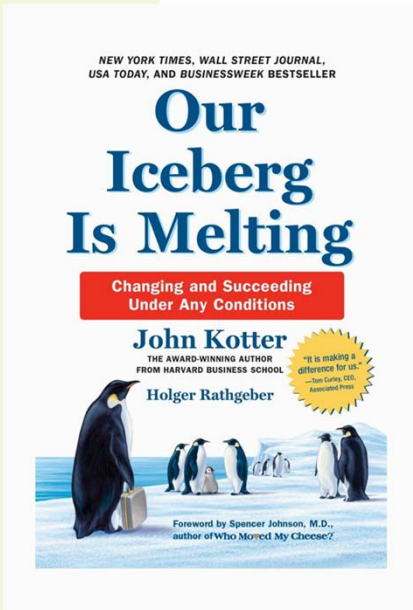
\*Rating Scale: 1=Unacceptable - Needs immediate attention, 2=Marginal - Obvious room to improve, 3=Sufficient - Met expectations the most part, 4=Very Good - Delivered a valued student experience, 5=Sets a standard for clerkships and rises to the level of Best Practice

	Surgery	Surgery	Surgery	Surgery
The overall organization of the clerkship	3.2	4.5	4.1	4.0
The orientation to clerkship learning objectives	3.6	4.5	4.1	4.0
The orientation to clerkship grading	3.7	4.2	3.8	3.9
The orientation to what was expected of students	3.6	4.2	3.9	4.0
The patient experiences available to meet clerkship requirements	3.9	4.4	4.2	4.3
The Clerkship Director's receptiveness to student concerns	4.2	4.5	4.8	4.2
The constructive feedback given in response to observed student skills	3.5	4.3	4.0	3.9
Faculty teaching	3.5	4.4	3.9	4.1
Resident teaching	3.4	4.4	4.0	4.0
The Clerkship overall	3.5	4.5	4.1	4.2
preparation for residency				
	<b>Birmingham</b>	<b>Huntsville</b>	<b>Montgomery</b>	<b>Tuscaloosa</b>



# Moving to a Team Culture

- Assess current culture
- Create a sense of urgency



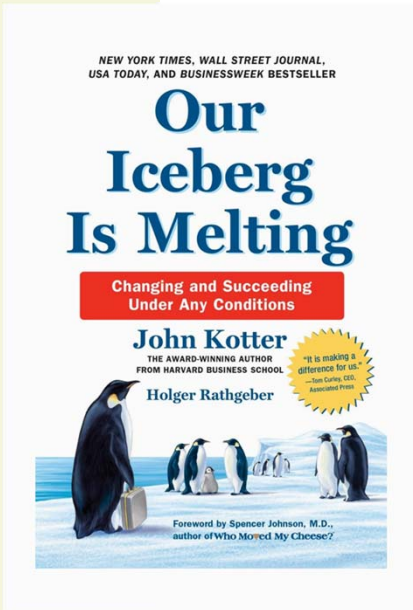
# Moving to a Team Culture



**Helen Krontiras, Division Director of Breast and Endocrine Surgery  
Breast Surgery**

# Moving to a Team Culture

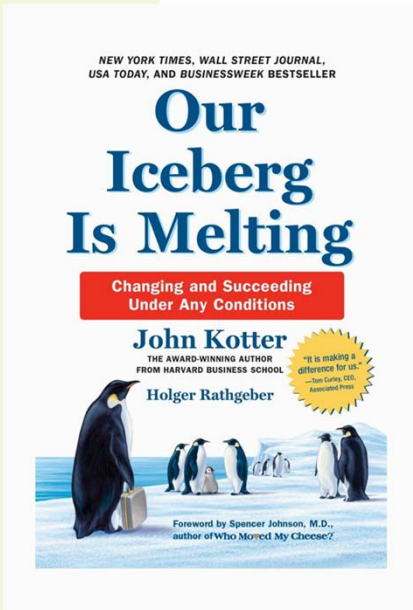
- Assess current culture
- Create a sense of urgency
- Pulling together the guiding team

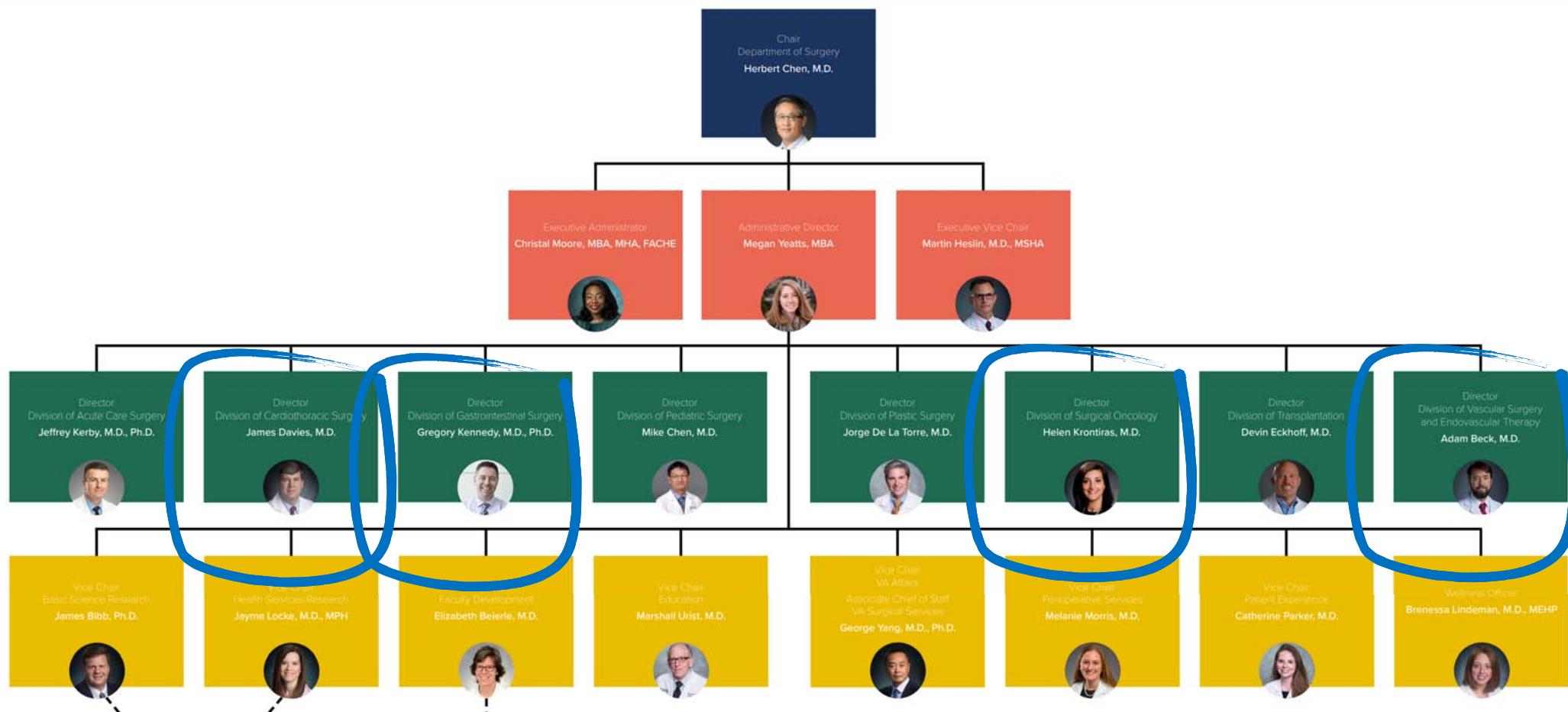




# Putting together the guiding team

- Leadership



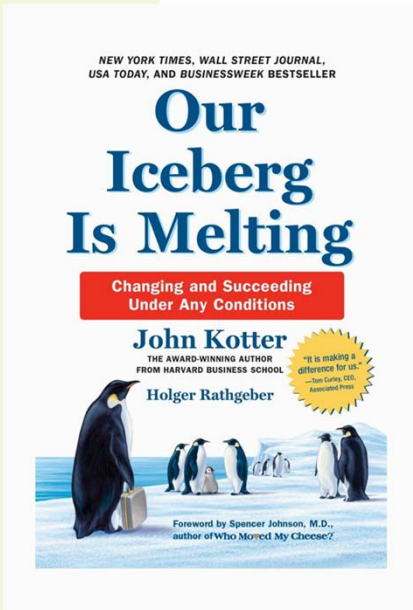






# Putting together the guiding team

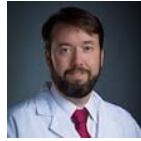
- Leadership
- Faculty and resident recruitment



# 2016 Faculty Recruitment = 29 New Faculty!



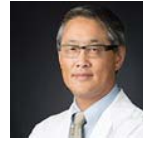
**Courtney Balentine**  
GI



**Adam Beck**  
Vascular



**James Bibb**  
GI



**Herbert Chen**  
Oncology



**David Cooper**  
Transplant



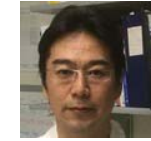
**Britney Corey**  
GI



**Brad Denney**  
Plastics



**Hidetaka Hara**  
Transplant



**Hayato Iwase**  
Transplant



**Renata Jaskula-Sztul**  
Oncology



**Greg Kennedy**  
GI



**Timothy King**  
Plastics



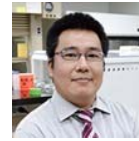
**Rachael Lancaster**  
Oncology



**Sakthi Rajaram**  
Ortho



**David Mauchley**  
CT



**Manabu Nukaya**  
GI



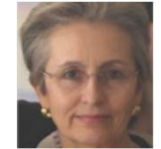
**Sara Pereira**  
Cardio



**Jason Pittman**  
Ortho



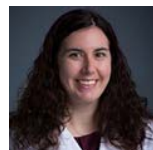
**Jonathan Quade**  
Ortho



**Luz Reyes**  
Transplant



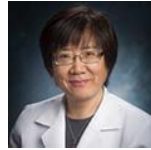
**Jill Richter**  
Acute Care



**Emily Spangler**  
Vascular



**Lauren Tanner**  
Acute Care



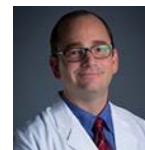
**Zhuo Tao**  
Transplant



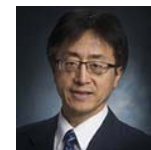
**Joseph Tector**  
Transplant



**Matthew Tector**  
Transplant



**Marty Vander Noot**  
Acute Care



**Zheng-Yu Wang**  
Transplant



**Sameer Naranje**  
Ortho

# 2017 Faculty Recruitment = 23 New Faculty!



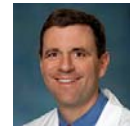
**Philip  
Ashley**  
Ortho



**Guerard  
Byrne**  
CV Surgery



**Daniel  
Cox**  
Acute Care



**James  
Donahue**  
CV Surgery



**Aurelio  
Galli**  
Research



**Richard  
Hanney**  
Volunteer



**Erick  
Hernandez**  
CV Surgery



**Parker  
Hu**  
Acute Care



**James  
Hwang**  
Acute Care



**Jan  
Jansen**  
Acute Care



**Harry  
Kourlis**  
CV Surgery



**Brenessa  
Lindeman**  
Surg Onc



**Reema  
Mallick**  
GI



**Heinrich  
Matthies**  
Research



**Kenneth  
McCollough**  
Ortho



**Christopher  
McGregor**  
CV Surgery



**Kertrisa  
McWhite**  
Surg Onc



**Amit  
Momaya**  
Ortho



**Zdenek  
Novak**  
Vascular



**Abhishek  
Parmar**  
GI



**J. Bart  
Rose**  
Surg Onc



**Rama  
Rudraraju**  
KIRSO



**Joseph  
Sherrill**  
Ortho



# 2018 Faculty Recruitment = 22 New Faculty!



**Douglas Anderson**  
Transplant



**Aaron Beckwith**  
Trauma - AF



**Ryan Cowley**  
GI



**Enrique Gongora**  
CT  
*Feb. 2019*



**Drew Gunnells**  
GI  
*Summer 2019*



**Brent Haverstock**  
Vascular



**Matthew Knight**  
GI



**Pradeep Kurup**  
GI



**Graeme McFarland**  
Vascular



**John McKinney**  
CT



**David Northern**  
Trauma – AF  
*2019*



**Babak Orandi**  
Transplant



**Ali Padilla**  
CT



**Pornima Phatak**  
CT  
*March 2019*



**Rihannon Reed**  
Transplant  
*June 2019*



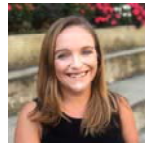
**Bin Ren**  
Vascular



**Omar Rokayak**  
Trauma



**Eric Schinnerer**  
Trauma



**Brittany Shelton**  
Transplant  
*Summer 2019*



**Panayotis Vardas**  
CT  
*Summer 2019*

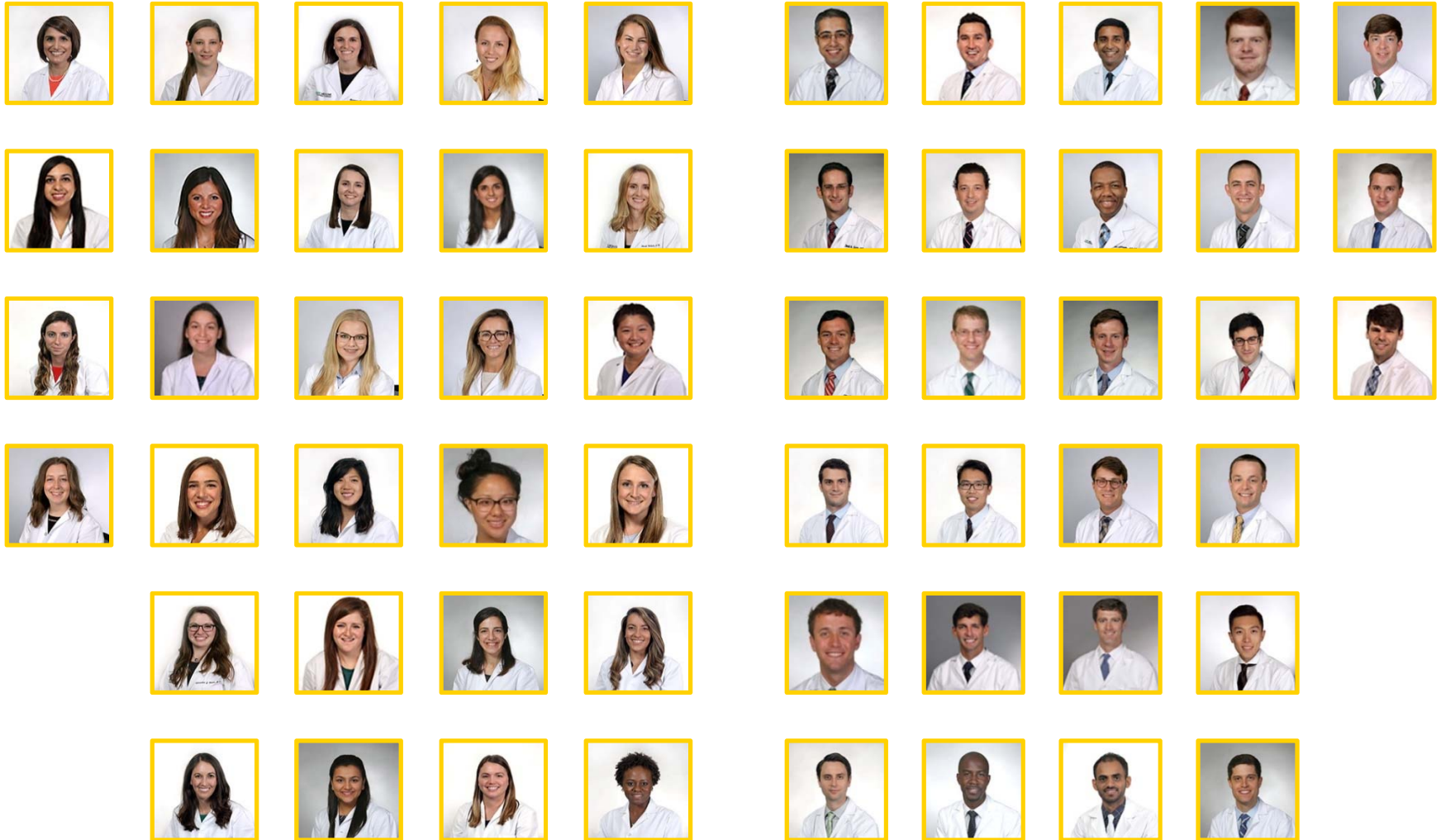


**Rongbing Xie**  
CT



**George Yang**  
GI

# General Surgery Residents





**Shelby Bergstresser**

@shelbybergs



It's 2019 and women are still being discouraged from entering surgery because some people believe you can't be a surgeon and a mother simultaneously. It makes me sad to think young girls are being turned away from surgery because of this

5:40 PM · 8/30/19 · [Twitter Web App](#)



**Shelby Bergstresser**

@shelbybergs



If you're a female student thinking about a career in surgery- come shadow at [@UABSurgery](#) where we have tons of female faculty who are mothers and incredible surgeons and will show you that you CAN be both

[@WomenSurgeons](#)

11:40 AM · 8/30/19 · [Twitter Web App](#)

**6** Likes

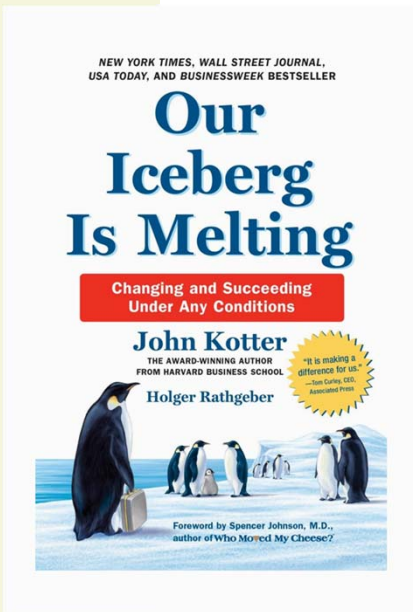


**UAB MEDICINE**

SURGERY

# Putting together the guiding team

- Leadership
- Faculty and resident recruitment
- Leadership assessments



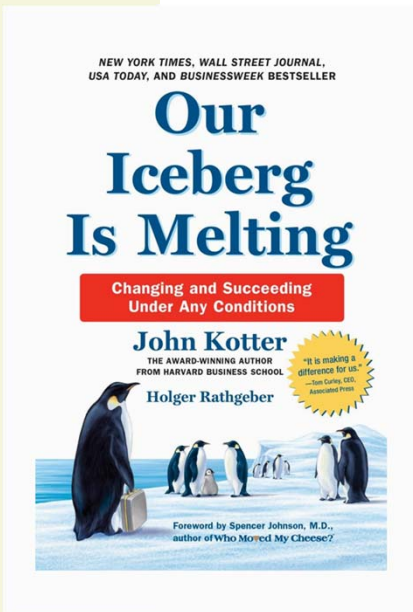


# Faculty Retreat: DISC Profiles



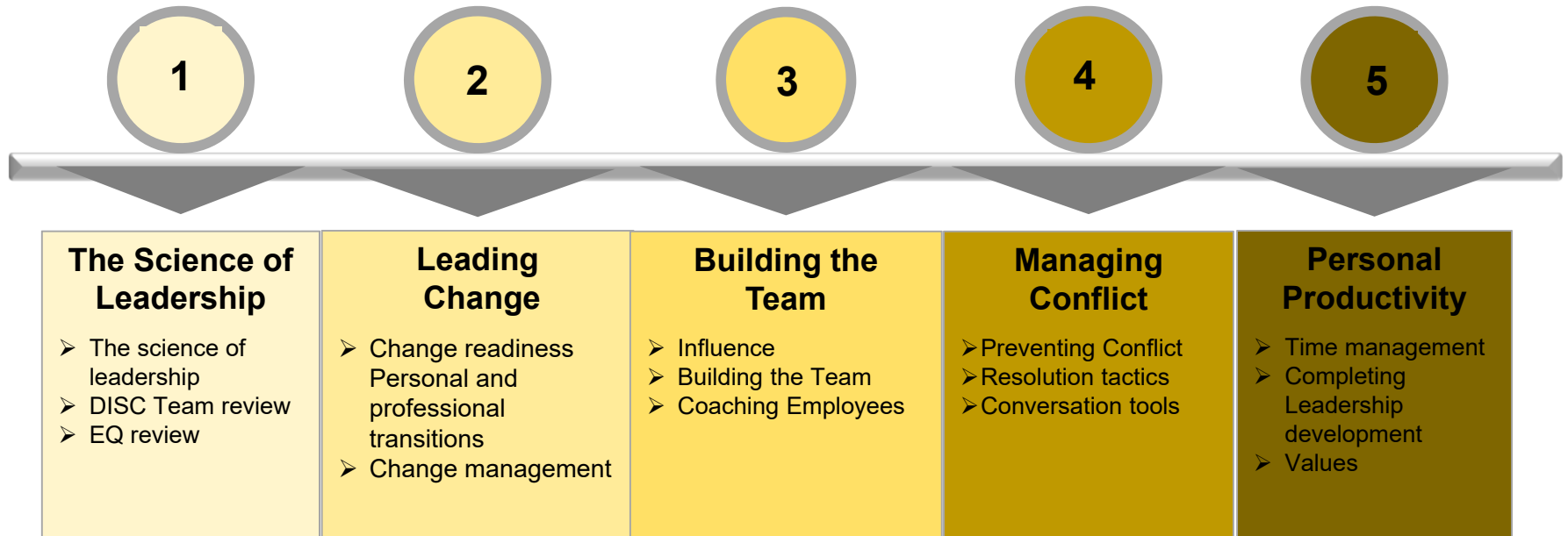
# Putting together the guiding team

- Leadership
- Faculty and resident recruitment
- Leadership assessments
- Leadership training



# Leadership Development Series

## 2-Hour Workshops Program Outline



**Optional Elective: Emotional Intelligence**





- HOME
- ABOUT
- JOIN
- AWARDS
- MEETINGS
- PUBLICATIONS
- LEADERSHIP
- PARTNERS

### WHO ARE WE? ...



... About The Association for Academic Surgery.

### LOG IN

E-mail

Password

Remember Me



## How to Chair and AAS Committee or Task Force

The AAS recognizes that we are an organization that provides many leadership opportunities to young faculty. Often, AAS members are serving as Chair of a committee for the first time. Thus, we felt it was important to provide guidelines on how to chair a committee or taskforce.

### Formalities when first assigned Chair:

1. Formally accept the appointment to serve as chair/co-chair through the AAS office.
2. Submit disclosure information through the disclosure form.
3. Be familiar with the **"AAS Executive Council Standard Operating Procedures (SOP) and Executive Council Reporting Template" document.**
4. Obtain the contact information, including email addresses, for all of your committee members from the AAS office.

### Organizing your committee:

1. Upon assuming the Chair position, send out an email to all committee members, confirming that you have all the correct email addresses (i.e., request replies to confirm they received your email). With folks moving a lot, this has been an issue in the past. We have had committee members claim that a Chair has not contacted them throughout the entire year. We want to avoid these types of situations.
2. In the first email
  - a) introduce yourself
  - b) describe the goals or tasks of the committee (see "AAS Committee Objectives" document)
  - c) detail the expectations you have for the committee members (i.e., if there are deadlines, meetings to attend, etc)
  - d) set the communication schedule (i.e., monthly conference calls, etc). Conference calls can be arranged through the AAS office.
3. When having conference calls, develop an **agenda** ahead of time and distribute this, along with call-in information, prior to the call. To coordinate a conference call date and time, the AAS staff can set up a Doodle pool to find the best day and time, if needed.

# My AAS Involvement

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- Audit Committee (2000-2001)
- Membership Committee (2000-2002)
- Education Committee (2002-2004)
- Executive Council (2004-2012)
- Committee on Leadership (2003-2006)
- Institutional representative (2004-2007)
- Program Committee (2004-2007)
- Nominating Committee (2004-2009)
- Communications Committee (2005-2007)
- AAS Foundation Board (2011-2018)
- Senior Advisory Council (2013-2018)

# Society of Asian Academic Surgeons (SAAS)



## LATEST NEWS

### SAVE THE DATE!

2nd ANNUAL SAAS MEETING

September 21-22, 2017

University of Alabama at Birmingham  
Birmingham, AL

Local Host: Herb Chen, MD

Local Arrangements Chair: Jayleen  
Grams, MD

### MEMBER HIGHLIGHTS

Syed Nabeel Zafar, MD has been  
awarded the Best Abstract Award for

The Society of Asian Academic Surgeons (SAAS) was founded to focus on the personal and professional development of Asian academic surgeons with the belief that the best way to increase Asian representation in the leadership of academic surgery is to prepare future generations to succeed.

Towards this end, we raise money to provide [scholarships](#) for both trainees and junior faculty to help them with their career development. We also give out [awards](#) for the best research submitted by members to the ASC to showcase the advances being made by Asians in the field.

From the beginning, our society has been fully inclusive. We defined "Asian" in the broadest sense to include not only those from East, Southeast, and South Asia, but also Persians, Arabs, Turks and any other nationality from the Asian continent. Furthermore, membership in SAAS is open to anyone of any ethnicity who has an interest in promoting underrepresented populations in any arena of academic surgery.

Membership in SAAS is open to any individual with an interest in academic surgery and is not limited to those of Asian descent.





## Future Meetings

### Leadership and Professional Development Breakout Session

This session comprises small groups led by leaders in surgery to answer questions and address topics of interest in professional development.

- Prabhakar Baliga, MD  
Medical University of South Carolina
- Kirby Bland, MD  
University of Alabama at Birmingham
- Herb Chen, MD  
University of Alabama at Birmingham
- Sharmila Dissanaikie, MD  
Texas Tech University
- Gerard Doherty, MD  
Brigham and Women's Hospital
- John Hunter, MD  
Oregon Health & Sciences University
- Warner Huh, MD  
University of Alabama at Birmingham
- Shelley Hwang, MD, MPH  
Duke University
- Vigneshwar Kasirajan, MD  
Virginia Commonwealth University
- Clifford Ko, MD, MS, MSHS  
University of California Los Angeles
- Jeffrey Matthews, MD  
University of Chicago
- Leonard Lee, MD  
Robert Wood Johnson University
- Ken Murayama, MD  
University of Hawai'i, Mānoa
- Richard Schulick, MD, MBA  
University of Colorado School of Medicine
- David Shibata, MD  
University of Tennessee
- Steven Stain, MD  
Albany Medical Center
- Jennifer Tseng, MD, MPH  
Boston University
- Doug Tyler, MD  
University of Texas Medical Branch
- Sandra Wong, MD, MS  
Geisel School of Medicine at Dartmouth
- David Yuh, MD  
Stamford Health Medical Group

# Society of Asian Academic Surgeons Traveling Lectureship

Host rising stars in academic surgery

2018 SAAS Traveling Lectureship Program

[www.asiansurgeon.org](http://www.asiansurgeon.org)

The Society of Asian Academic Surgeons announces the establishment of a Traveling Lectureship featuring rising academic stars in our membership. Members will be selected for the Traveling Lectureship based upon past history of academic success, quality of current research, and potential for future contributions.

Institutions that are interested in hosting one of the Traveling Lectureships will partner with the Society of Asian Academic

Surgeons to cover the travel costs of Lecturers to the host institution. Institutions that are interested in serving as hosts should contact Herb Chen ([herbchen@uab.edu](mailto:herbchen@uab.edu)), the SAAS Foundation President or George Yang ([gyyang@stanford.edu](mailto:gyyang@stanford.edu)), the Executive Director.



**2018-2019**

University of Chicago (Ash Gosain)  
University of Colorado (Haejin In)  
Dartmouth (Vikas Dudeja)  
City of Hope (Tony Yang)\*  
University of South Florida (Wen Shen)  
Brigham and Women's (Dan Chu)

**2019-2020**

Boston University (Nancy Cho)  
University of Miami (Susan Tsai)  
City of Hope (Insoo Suh)\*  
Johns Hopkins (Ravi Radhakrishnan)  
Tulane (Roger Kim)  
Ohio State (Arghavan Salles)

**2020-2021**

UTMB  
University of Utah  
City of Hope\*  
University of California-San Diego\*  
Dartmouth  
University of California-Irvine  
Medical College of Wisconsin

**2021-2022**

UAB  
University of Chicago  
University of Hawaii  
UT-Memphis  
Hong Kong  
City of Hope\*

**2022-2023**

Yale  
University of Michigan  
City of Hope\*

## Early Career Women Faculty Leadership Development Seminar

This popular and highly interactive seminar provides women at the assistant professor or instructor level with the knowledge and skills required to navigate the academic medicine enterprise as well as continue on the path to leadership.

This three and a half-day seminar is designed for women physicians and scientists holding medical school appointments at the instructor or assistant professor level, and in the early stages of leadership positions within their discipline, department or institution. Seminar attendees develop academic medicine career building skills such as communication, conflict management, and financial acumen, and employ strategic thinking about their career and leadership development.

Seminar faculty from schools throughout the United States and Canada have been chosen for their specialized knowledge in particular areas and demonstrated leadership capabilities. They offer valuable information, inspiring stories, and practical advice to support career advancement.

### Who Should Attend?

Women at the instructor or assistant professor level, ideally with at least 1-2 years in academic medicine.

SAVE THE DATE!



8<sup>th</sup> ANNUAL

## SUS Mid-Career Academic Surgery Professional Development Course

Monday, February 3, 2020

Hilton Orlando Buena Vista Palace, Orlando, FL



## SAVE THE DATE!

February 3, 2020

Hilton Orlando Buena Vista Palace

The SUS Mid-Career Academic Surgery Professional Development Course will provide personal guidance to develop your leadership skills and a road map for progression for aspiring leaders in academic surgery.





**The SUS Leadership Agility Program**, designed in collaboration with [Kellogg School of Management](#), equips leaders to advance their careers in academic medicine amidst an ever-changing landscape. The September 22-25, 2019 program leverages Kellogg's strength in meeting the unique design requirements of the healthcare sector through faculty and practitioners who have instructed thousands of healthcare professionals on their leadership journey. This program is rooted in theory-driven knowledge and concrete strategies that allow participants to put new ideas into action.

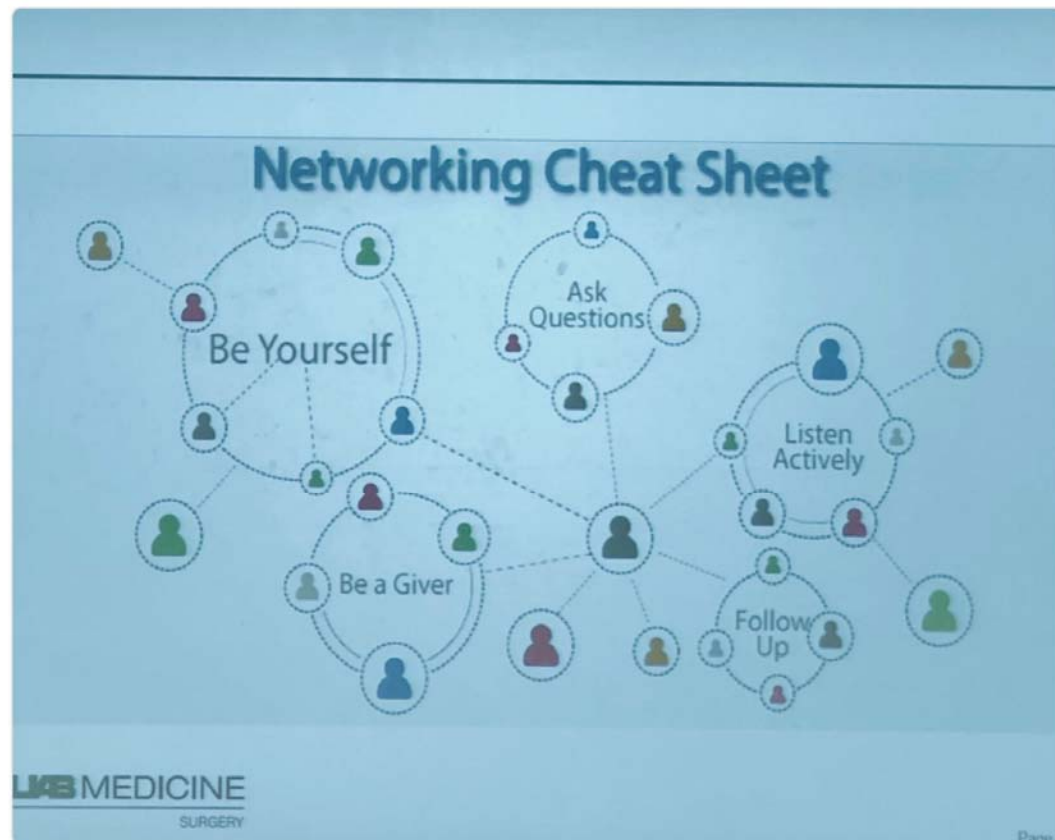
The course will take place at the James L. Allen Center, which is located on Northwestern University's Evanston, Illinois campus. The Allen Center is designed to facilitate peer learning and informal interactions among faculty and participants. During your stay, you will enjoy a private bedroom and bathroom and your commute to the program each morning is only a brief elevator ride or quick walk downstairs from your room. The Evanston Campus is about a 30-minute drive from Chicago's O'Hare International Airport.



**Colin A. Martin MD** @colinalexmartin · Aug 28

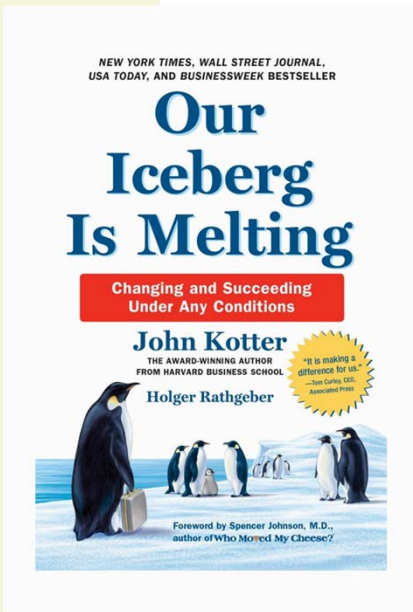


@herbchen speaking bout the importance of building social networks. Take home point:always be yourself! @UABSurgery @UnivSurg SUS Northwestern Kellogg leadership agility course.



# Putting together the guiding team

- Leadership
- Faculty and resident recruitment
- Leadership assessments
- Leadership training
  - ◆ Association for Academic Surgery
  - ◆ Society for Asian Academic Surgeons
  - ◆ AAMC courses
  - ◆ SUS courses
    - ◆ Mid-Career
    - ◆ Agility Program



# Moving to a Team Culture

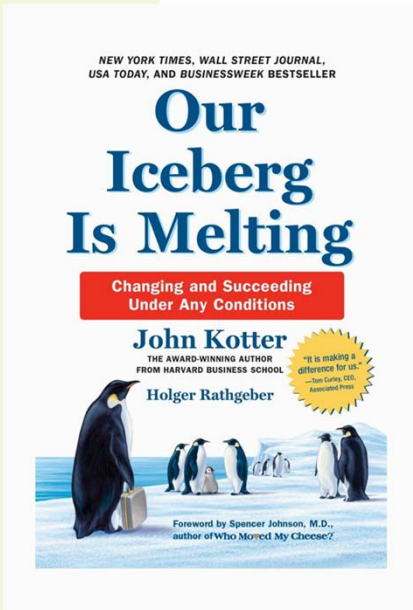


**Lauren Tanner, Director of UAB Critical Care Fellowship  
Acute Care/Trauma Surgery**



# Moving to a Team Culture

- Assess current culture
- Create a sense of urgency
- Pulling together the guiding team
- Develop the change vision and strategy



## UAB Department of Surgery Goals

---

1. Increase surgery research portfolio
2. Enhance career development, social networking, and education opportunities
3. Drive clinical program specialization and expansion

# Part of the Team



**UAB** MEDICINE  
SURGERY

# UAB Surgery Swag



**UAB MEDICINE**  
SURGERY



# The Importance of Food



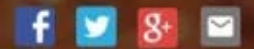
# ZAGAT

AMERICA'S NEXT HOT FOOD CITIES



## #1 Birmingham, AL

Overshadowed for years by its neighbors Nashville and Atlanta, Birmingham has now come into its own as a premier culinary destination.



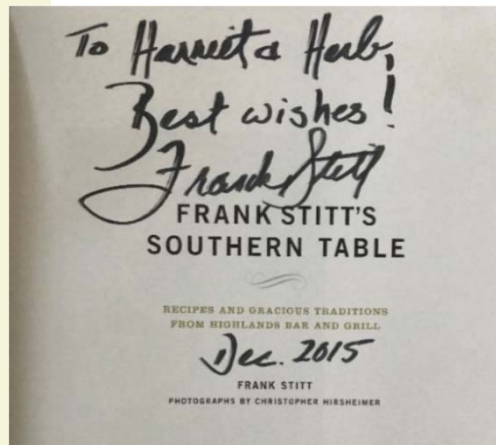
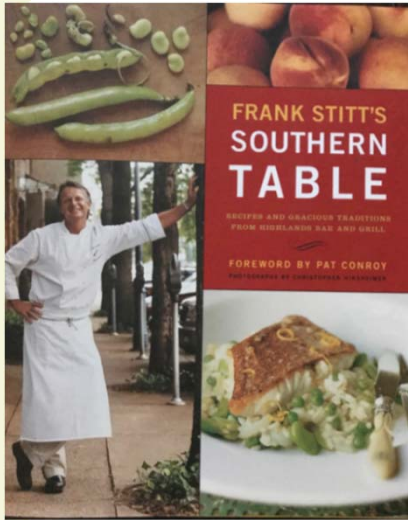




# James Beard Award Winner Frank Stitt

## Highlands Bar and Grill named most outstanding restaurant in America at James Beard Awards

Updated May 8; Posted May 7





# The 25 Best Italian Restaurants in America

By THRILLIST  
Updated On 10/26/2018 at 05:02PM EST  
@Thrillist



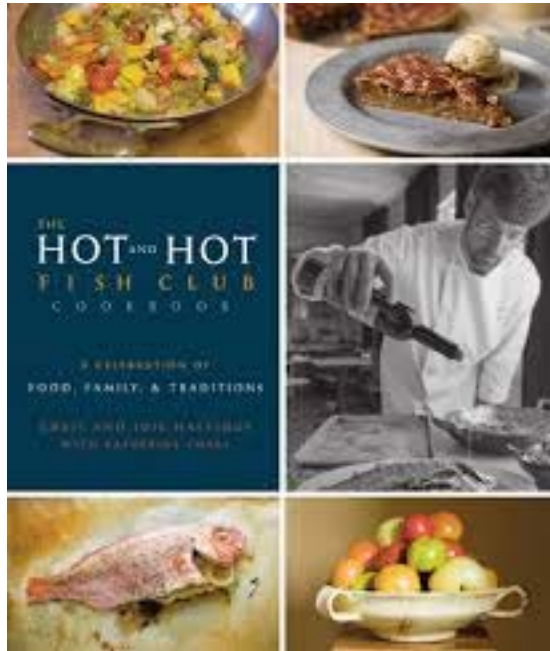
Bottega Cafe

## **Bottega**

*Birmingham, Alabama*

With its stone exterior, arches, 17-foot-tall ceilings, ornate staircases, and lush marble, Bottega's digs look like an ancient Roman structure inexplicably thrust into Birmingham. But once you've climbed the grand staircase to the mezzanine, you'll find yourself at the confluence of Italy and the deep south, which makes more sense than it

# James Beard Award Winner Chris Hastings







## WELCOME TERI & GREG KENNEDY AND KIM & ADAM BECK



**WHERE:**

CHEN HOME  
3304 HERMITAGE ROAD, MOUNTAIN BROOK, AL 35223

**HOST:**

HARRIET & HERB CHEN  
608-206-4469

**WHEN:**

SUNDAY, JULY 24 AT 4:00 PM

This event has already occurred

[Send Message](#)

[Copy Invitation](#)

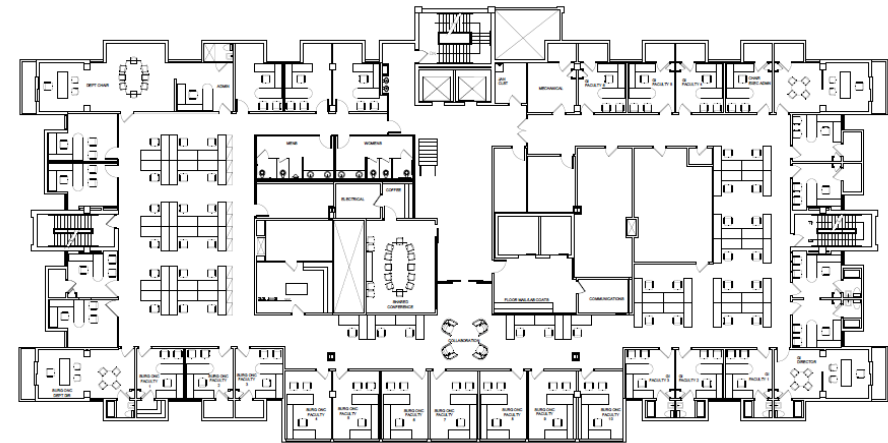






# Boshell Renovations

- BDB 5 & 6 Project Specifics:
  - ◆ Individual faculty offices
  - ◆ Open floor design to maximize sunlight
  - ◆ Interconnecting mid-floor stairwell between 5 & 6
  - ◆ Co-localization of surgeons from multiple divisions
- BDB 2 Project Specifics:
  - ◆ General Surgery residency program offices
  - ◆ Multiple computer or docking workstations
  - ◆ Conferencing facilities
  - ◆ Breakroom & Kitchen
  - ◆ Lockers & lounge area
  - ◆ Bathrooms with showers

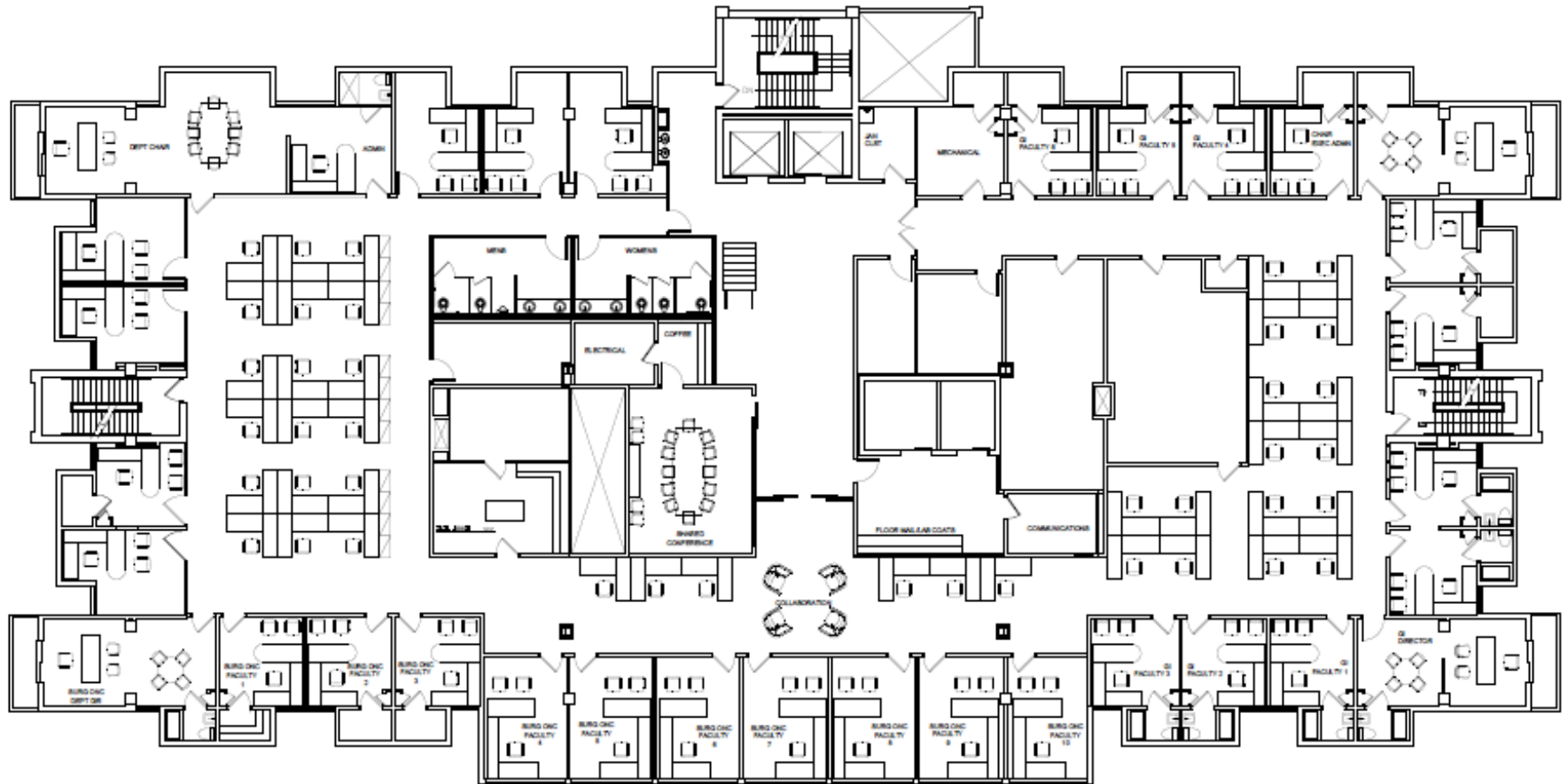


BOSHELL BUILDING  
5TH FLOOR REVISED PLAN  
1-08-17



BOSHELL BUILDING  
6TH FLOOR SCHEMATIC PLAN  
10-20-16  
GHAFARI ASSOCIATES, LLC

# Surgical Oncology and GI Surgery



**BOSHELL BUILDING  
5TH FLOOR REVISED PLAN  
1-08-17**

# Acute Care Surgery and Vascular Surgery



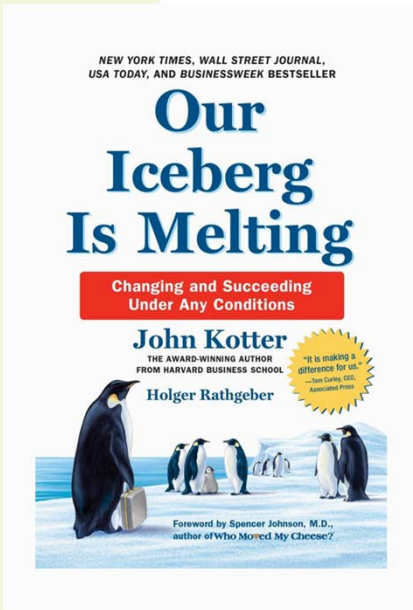


# Department of Surgery Resident Lounge



# Moving to a Team Culture

- Assess current culture
- Create a sense of urgency
- Pulling together the guiding team
- Develop the change vision and strategy



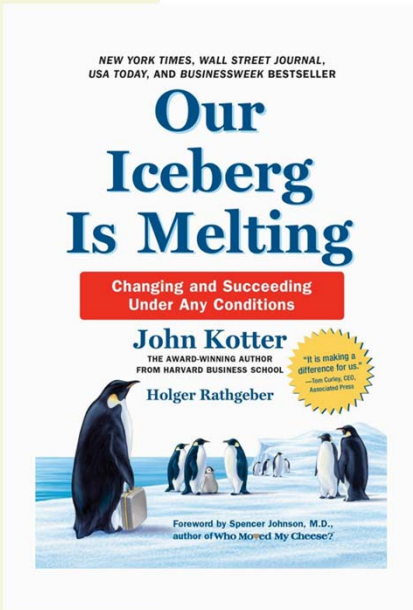
# Moving to a Team Culture



**Brenessa Lindeman, Associate Designated Institutional Official (DIO)  
Chief Wellness Officer  
Endocrine Surgery**

# Moving to a Team Culture

- Assess current culture
- Create a sense of urgency
- Pulling together the guiding team
- Develop the change vision and strategy
- Communicate for understanding and buy in





File Message

You forwarded this message on 10/25/2015 11:27 AM.

From: Herbert Chen Sent: Sun 10/25/2015 11:27 AM

To: Leslie H. Franklin; Benjamin Wei; Charles W. Hoopes; Constantine L Athanasuleas; David C. Cleveland; Doug Minnich; Franjo Siric; James E. Davies; James Kirclin; John S. Thurber; Ramaswamy Ravikumar; Robert J Dabal; Robert J. Cerfolio; Russell Ronson; Scott C. Bellot; William Holman; Camille D. Blackledge; Daniel I. Chu; Jamie A. Cannon; Jayleen Grams; John Christein; John R. Porterfield; Melanie S. Morris; Richard D. Stahl; Ashish Shah; Brent Ponce; Candice Dubose; David Moore; Donald Deinlein; Eugene W. Brabston; Herrick J Siegel; Jason Lowe; Jean Oakes; John Gould; John Kirchner; Joseph G Khoury; Mark W Kunkel; Matthew Heath Hale; Matthew C. Keener; Michael D. Johnson; Mike Conklin; Nicole K. Behnke; Nileskumar M Chaudhari; Reed Estes; Richard Meyer; Richard A Sanders III; Sara J. Gould; Scott Doyle; Shawn R Gilbert; Steven Theiss; Stuart Stephenson; William Garth; Beverly Ellen Chaignaud; Colin A Martin;

Cc: Herbert Chen

Subject: UAB Department of Surgery News

## Surgery News

The Division of Transplant Surgery is excited to announce a new collaborative effort with of United Therapeutics and its CEO Dr. Martine Rothblatt. This collaborative agreement is a grant to do preclinical work in xenotransplantation. United Therapeutics has developed genetically modified pigs that have the antigens responsible for xenograft rejection removed and/or modified. This grant is to fund research for the transplantation of porcine renal allografts into non-human primates. This collaborative agreement is a five-year commitment of 12.5 million dollars and the research will focus on the development modified porcine renal allografts and immunosuppressive protocols that allow pronged graft survival. This will serve as the basis for the initiation of clinical trials. Dr. Devin Eckhoff will be the principal investigator of this grant and the development of this collaborative agreement also could not have been done without the assistance of Dr. Robert Bourge.

## Faculty Recruitment

Division Chief for GI Surgery: Next week, we will begin interviewing candidates to replace Mary Hawn. This is a national search and the Co-Chairs of this search committee are Devin Eckhoff and Liz Beierle.

Division Chief for Vascular and Endovascular Surgery: I am sad to announce that Will Jordan will be leaving UAB at the end of December for a leadership position at Emory. We will miss Will's leadership. Marc Passman will serve as the Interim Director for that Division. This national search is being led by Co-Chairs Jeff Kerby and Jayme Locke.

Division Chief for Cardiothoracic Surgery: After years of strong leadership, Jim Kirclin will be stepping down as Division Chief in July 2016 but will remain on the faculty as a clinical surgeon and a soon-to-be-established leadership role within the department. We are utilizing a search firm to help fill this position, and the search committee will be Co-Chaired by Marc Passman and Jayleen Grams.

**RE: UAB Department of Surgery News**

Robert J Dabal

*i* You replied to this message on 10/25/2015 2:51 PM.

Sent: Sun 10/25/2015 2:45 PM

To: Herbert Chen

Cc: Leelia H. Franklin

**Re: UAB Department of Surgery News**

John R. Porterfield

*i* You replied to this message on 10/25/2015 9:44 PM.

Sent: Sun 10/25/2015 8:40 PM

To: Herbert

**Re: UAB Department of Surgery News**

Great upd Brent Ponce

Transpare *i* You replied to this message on 10/25/2015 10:15 PM.

Sent: Sun 10/25/2015 9:49 PM

To: Herbert Chen

John R. Po

**UA**

Thank you for the update. This is a nice way to communicate with the Department being so large.

Welcome to Birmingham.

Brent

Sent from my iPhone



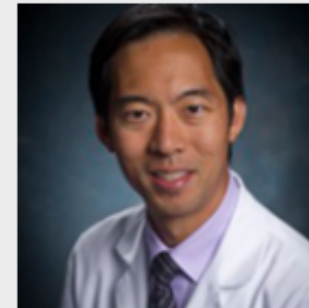
SURGERY

## UAB Surgery News



### Department of Surgery wins ASC abstract competition

The UAB Department of Surgery headed to Jacksonville, Florida, last month for the [Academic Surgical Congress](#), Jan. 30 – Feb. 1, 2018. With 71 presentations, UAB won the ASC 2018 abstract competition by a margin of 20 presentations. A total of 67 from UAB Surgery presented at the three-day

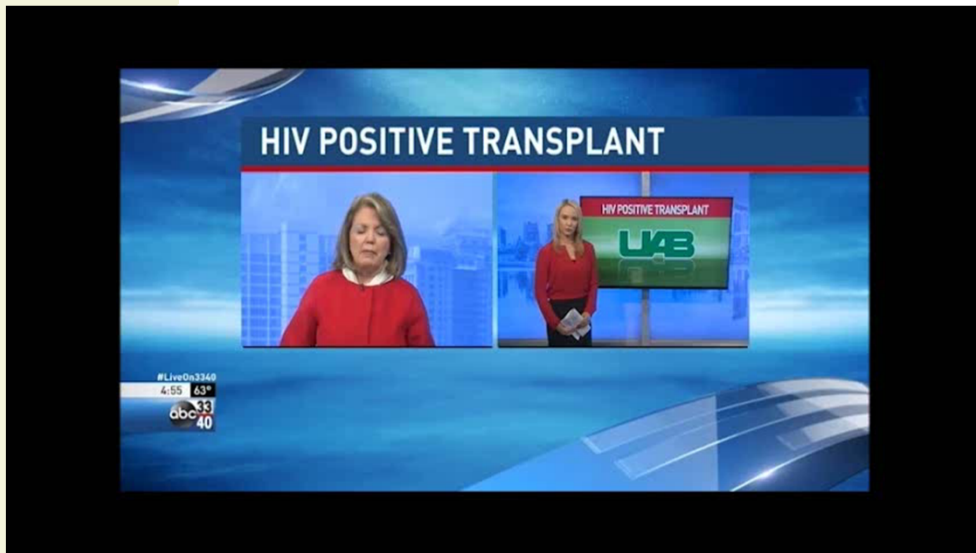


### Spotlight:

**Chu named 2018  
Pittman Scholar**

At last month's [State of the UAB School of Medicine](#) address, [Dr. Daniel Chu](#) was named a 2018 [James A. Pittman Jr., M.D., Scholar](#). The Pittman Scholars program was created to recognize the contributions of junior faculty and support the recruitment

# Communications: Marissa Keppley MBA, Anna Waters



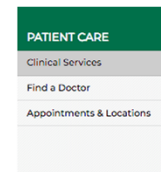


# UAB Surgery Communications Office

- Communicating the clinical programs to the world
- Adding content organized by clinical service or program area:
  - ♦ Colorectal, endocrine surgery, foregut and minimally invasive surgery, hernia, bariatric surgery, liver surgery, pancreas surgery, melanoma, sarcoma, plastic & reconstructive surgery, vascular and endovascular therapies, lung, cardiac, kidney transplant, liver & pancreas transplant, pediatric surgery
- Increased collaboration with uabmedicine.org
  - ♦ Patient Education videos added
  - ♦ Physician bio videos coming in 2018
- Send all web updates and ideas to [surgcomm@uabmc.edu](mailto:surgcomm@uabmc.edu)



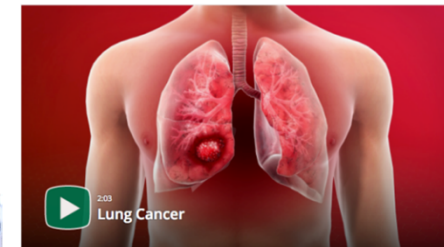
**UAB MEDICINE**  
SURGERY



Home / Patient Care / Conditions / L / Lung Cancer

## Lung Cancer

Lung cancer is cancer that begins in the lungs, the two spongy organs in the chest that take in oxygen when breathing in and release carbon dioxide when breathing out. It is a leading cause of cancer death among men and women in the United States and is among the most common cancers worldwide. Most lung cancers begin in the cells that line the tubes of the lungs, called bronchi. Lung cancer is most often caused by cigarette smoking, but exposure to asbestos and other toxic chemicals, radon gas, high levels of air pollution, and secondhand smoke also may play a role, as can a family history of lung cancer.



## Clinical Services



Our faculty is subspecialty trained in all areas of neurosurgery and aims to provide high-quality care to every patient. Click below to learn more about our clinical programs.

### Brain Tumor

Surgery and radiosurgery are common treatments for the diagnosis of [brain tumors](#), [pituitary tumors](#), and skull-base tumors. UAB practices a collaborative approach where a team of UAB surgeons, neurologists, oncologists and radiation-oncologists works together to provide patients highly specialized care, customized to their condition.

We offer advanced techniques such as intraoperative, precision image-guided navigation systems and magnetic resonance imaging (MRI), functional brain mapping, radiosurgery, minimally invasive neurosurgery, and awake intraoperative functional mapping.

As part of the [UAB Comprehensive Cancer Center Neuro-Oncology Program](#), our team is actively seeking to improve treatment options for brain tumor patients through research and clinical trials.

[UAB Medicine patient information](#)

[Our team](#)

[Appointments and Locations](#)

[Research and clinical trials](#)

Spinal Disorders

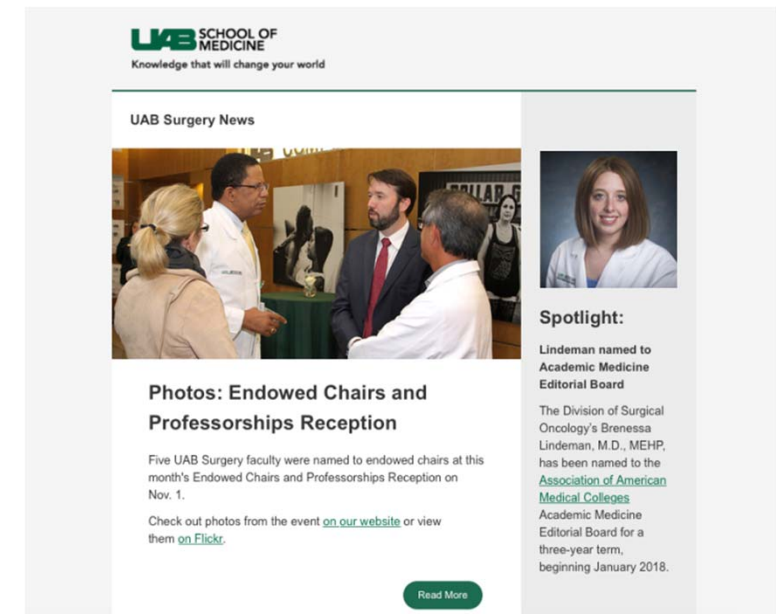
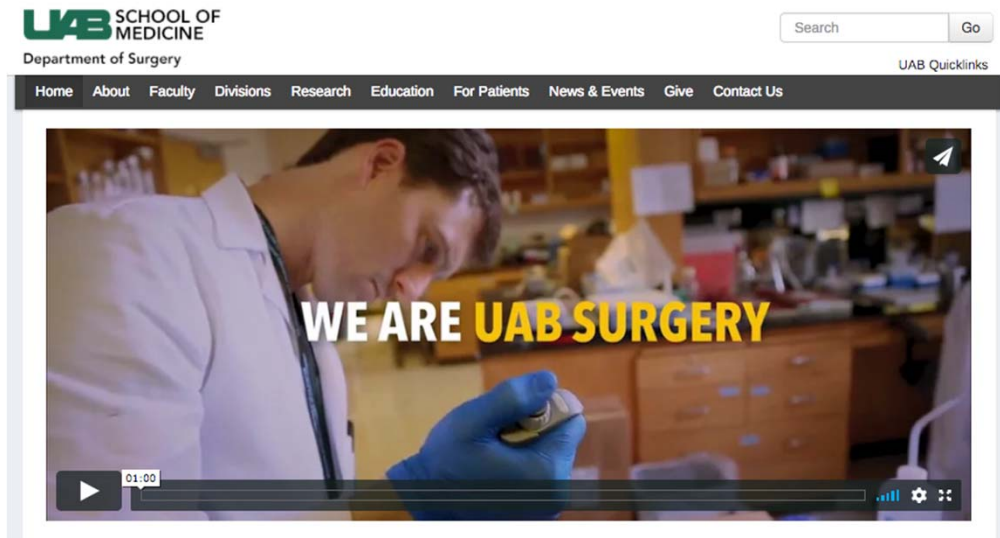
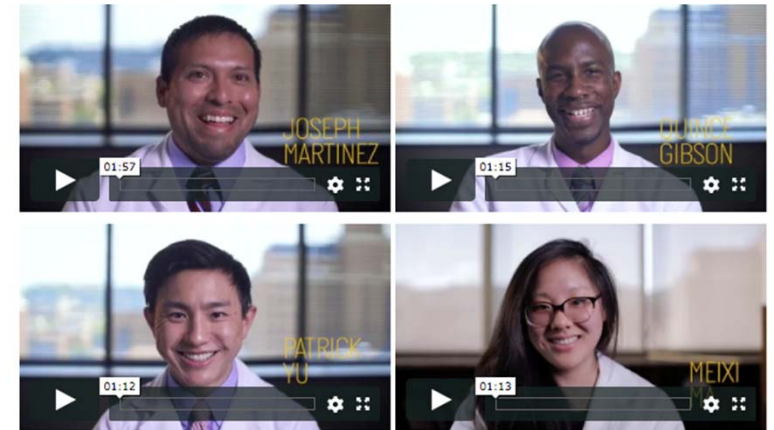
Neurovascular Disorders

Functional Neurosurgery and Movement Disorders

# UAB Surgery Communications Office

- Expanded audience for DOS News
  - ♦ Sent to approx. 1,500 recipients monthly including alumni, donors, visitors and friends of the dept.
  - ♦ Send stories to: [surgcomm@uabmc.edu](mailto:surgcomm@uabmc.edu)
- Videos
  - ♦ Website homepage; Research section; Meet the Residents; Vascular residency

## Meet the Residents



# UAB Surgery Communications Office

## Facebook:

- ◆ 1,127 followers as of 12/21/18
  - ◆ 112-follower increase over 2018
- ◆ 1,112 likes as of 12/21/18
  - ◆ 106-like increase over 2018
- ◆ Facebook Live of Resident Resource Center tour

**Performance for Your Post**

764 People Reached		
521 Video Views		
43 Reactions, Comments & Shares		
29 Like	26 On Post	3 On Shares
4 Love	4 On Post	0 On Shares
1 Wow	1 On Post	0 On Shares
8 Comments	8 On Post	0 On Shares
2 Shares	2 On Post	0 On Shares
325 Post Clicks		
84 Clicks to Play	0 Link Clicks	241 Other Clicks
<b>NEGATIVE FEEDBACK</b>		
1 Hide Post	1 Hide All Posts	
0 Report as Spam	0 Unlike Page	

Reported stats may be delayed from what appears on posts

## Twitter:

- ◆ 1,203 followers as of 12/21/18
  - ◆ 596-follower increase over 2018
- ◆ #FollowFriday series

**UAB Surgery** @UABSurgery

For our inaugural #FollowFriday series on UAB Surgery faculty, we're featuring Dr. @herbchen. Learn more about his online presence and how he uses Twitter to stay connected: [uab.edu/medicine/surge](http://uab.edu/medicine/surge) ...

Chen featured in UAB Surgery on Twitter: Who to Follow

"It's exhilarating to see our UAB Surgery team support each other and their peers from other institutions on Twitter – where they can network with and learn from a community who shares their zeal for social media and surgery – and then to build on those relationships when they meet one another at surgical meetings."

Read more on [uab.edu/surgery](http://uab.edu/surgery).

Herbert Chen, M.D. @herbchen

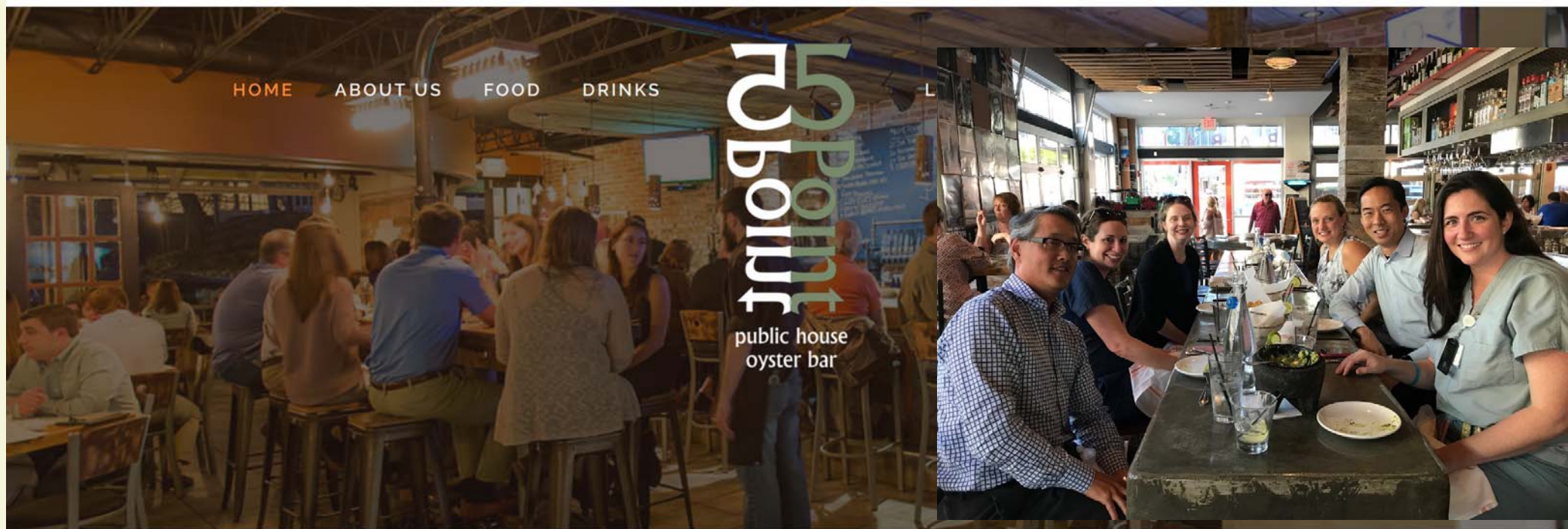
6:00 AM - 5 Oct 2018

5 Retweets 18 Likes

- ◆ Top #FF tweet of 2018
  - ◆ 1,539 impressions
  - ◆ 54 engagements
  - ◆ 126 new followers added as of 12/21/18



# Mentoring Mondays

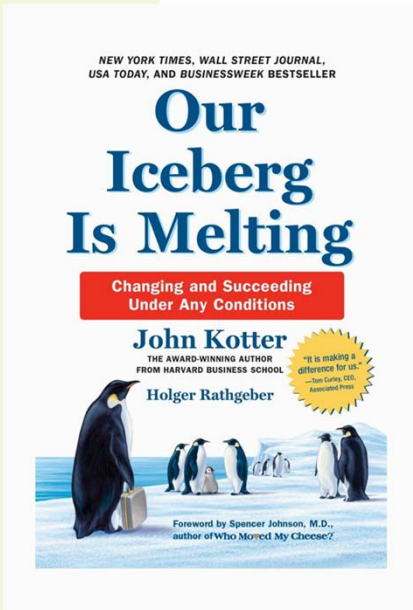


Located in the heart of Five Points, 5 Point Public House is Birmingham's newest favorite spot.



# Moving to a Team Culture

- Assess current culture
- Create a sense of urgency
- Pulling together the guiding team
- Develop the change vision and strategy
- Communicate for understanding and buy in



# Moving to a Team Culture

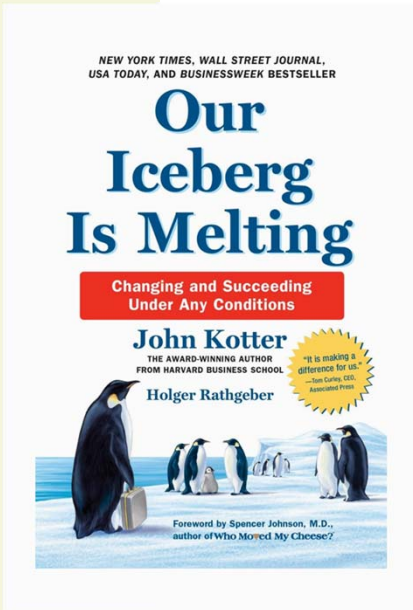
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**Elizabeth Beierle, Vice-Chair of Faculty Development  
Pediatric Surgery**

# Moving to a Team Culture

- Assess current culture
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- Develop the change vision and strategy
- Communicate for understanding and buy in
- Empower others to act



# UAB: Departmental Leaders

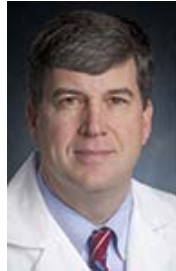
## DIVISION DIRECTORS



Jeff  
Kerby  
Acute Care



Helen  
Krontiras  
Breast/  
Endocrine



Jamey  
Davies  
CT



Greg  
Kennedy  
GI



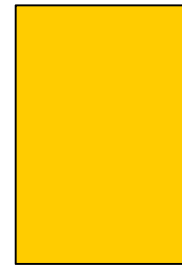
Mike  
Chen  
Pediatrics



Jorge  
de la Torre  
Plastics



Jayme  
Locke  
Transplant



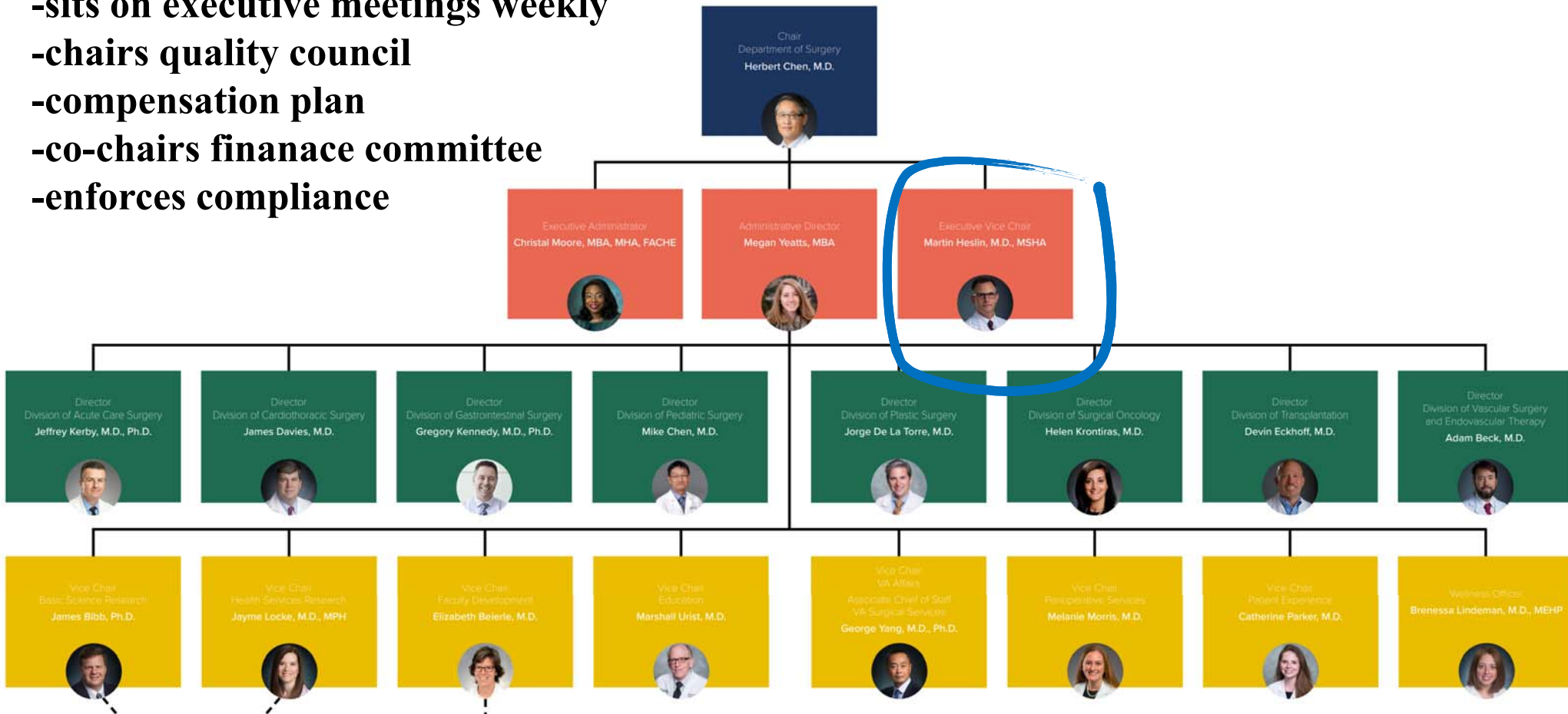
????  
Surgical  
Oncology



Adam  
Beck  
Vascular



- sits on executive meetings weekly
- chairs quality council
- compensation plan
- co-chairs finance committee
- enforces compliance



Vice Chair  
Basic Science Research  
James Bibb, Ph.D.



Vice Chair  
Health Services Research  
Jayme Locke, M.D., MPH



Vice Chair  
Faculty Development  
Elizabeth Beierle, M.D.



Vice Chair  
Education  
Marshall Urist, M.D.



Vice Chair  
VA Affairs  
Associate Chief of Staff  
VA Surgical Services  
George Yang, M.D., Ph.D.



Vice Chair  
Perioperative Services  
Melanie Morris, M.D.



Vice Chair  
Patient Experience  
Catherine Parker, M.D.



Wellness Officer  
Brenessa Lindeman, M.D., MEHP



## Vice Chair

- Significant other role (no Division Directors)
- Work across Divisions
- Bring groups together

# Promotion package highlights

---

- 3 or more years at current rank
- Involved in department or SOM
- National / international peer recognition
- Demonstration of sustainability at UAB



# Mentoring Program for Assistant Professors



**Marshall Urist**



**Liz Beierle**

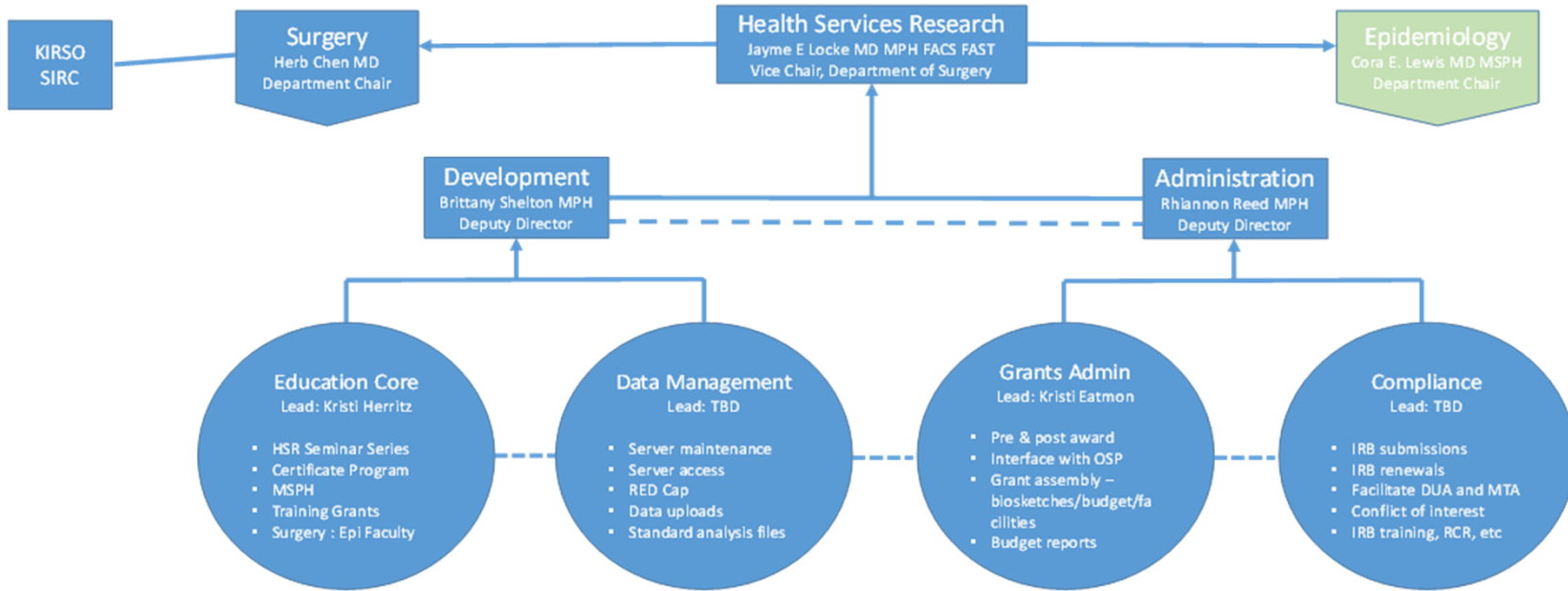
- Assigned mentor
  - ◆ Associate Professor/Professor
  - ◆ Outside own Division
  - ◆ Similar area of focus (clinical, research, education)
  - ◆ Provide guidance/advice/ feedback
- Meet every 6-12 months
- Report progress centrally
- Goal: advancement and promotion of mentee



# DOS Research Infrastructure

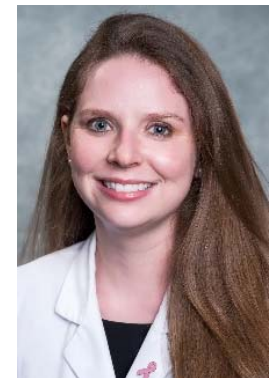


Research Institute for Surgery & Epidemiology  
Organizational Chart



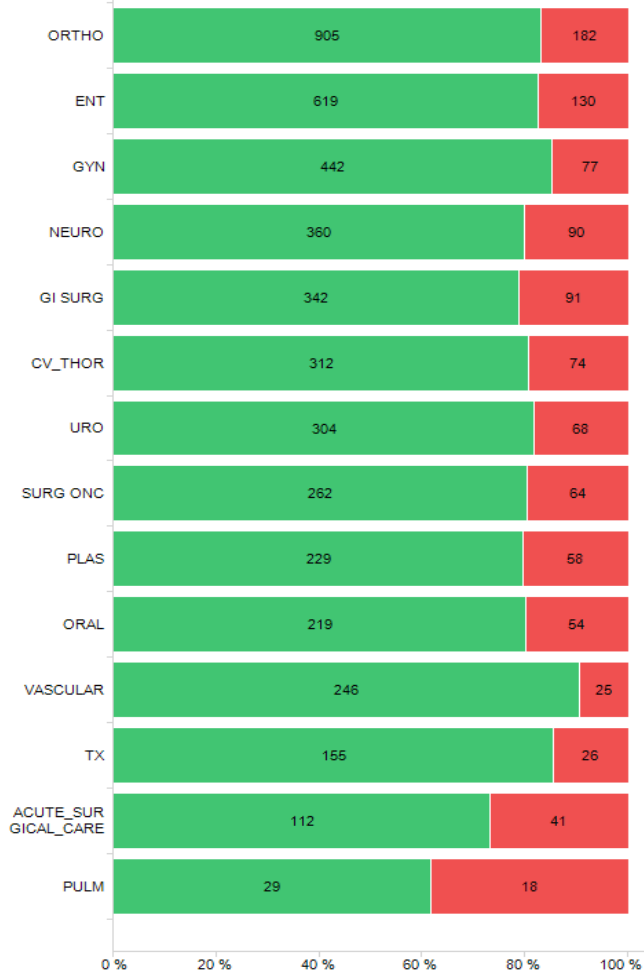
# Patient Experience & Physician Communication

- Provider patient satisfaction scores
  - ◆ Across specialty, age of provider, gender, years of practicing, volume of clinical practice
  - ◆ Analyze provider to patient characteristics (race/gender)
  - ◆ By disease process with emphasis on degree and frequency of "delivering bad news"
  - ◆ Impact of provider wellness



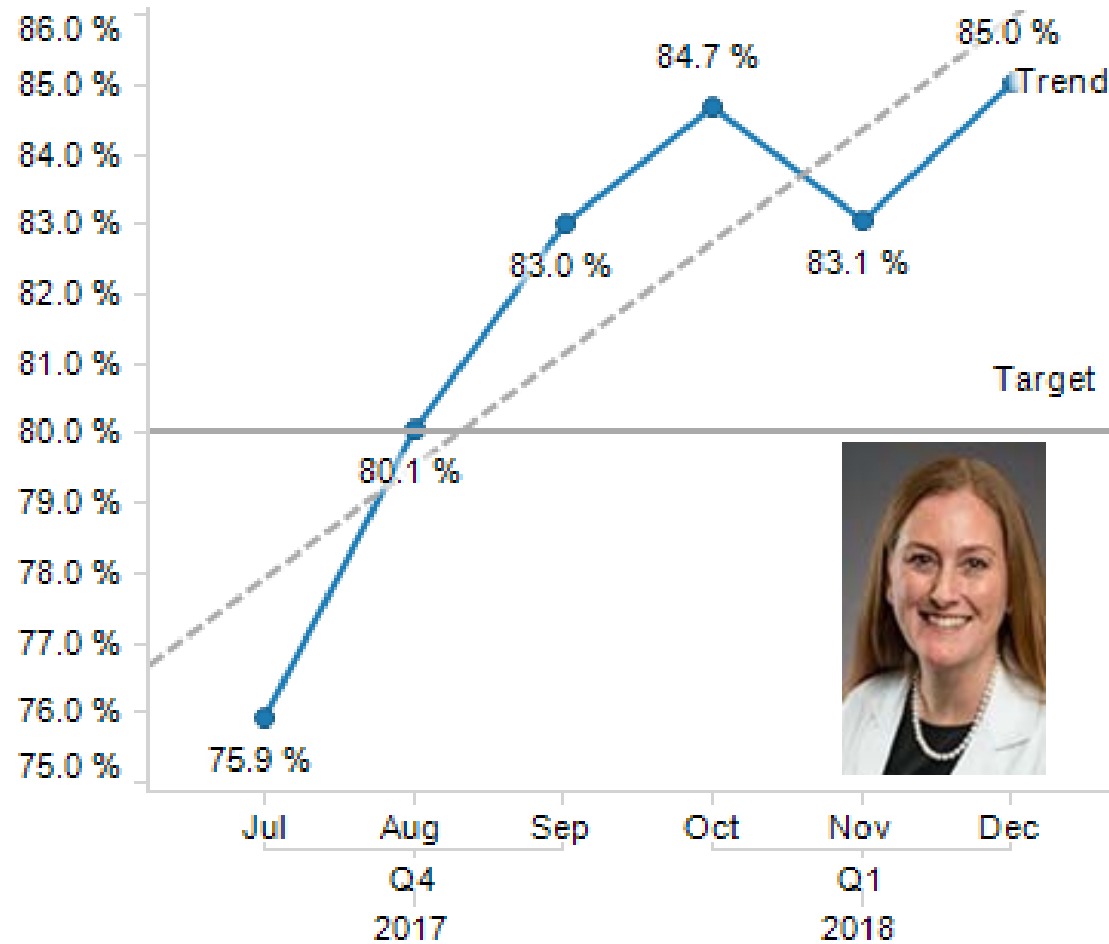
# Perioperative Services

On Time Starts by Service



**UAB MEDICINE**  
SURGERY

% On Time Starts Trend



## Women in Medicine Spotlight: Brenessa Lindeman

Brenessa Lindeman, MD, shares advice and reflects on what has inspired and challenged her as a woman in medicine.

***What is your name, title, and department?***

I'm Brenessa Lindeman, assistant professor of Surgery and Medical Education. I also have the privilege of serving as our associate designated institutional official (DIO) for the Clinical Learning Environment in our Graduate Medical Education Office.

***Where did you receive your medical degree?***

I attended the Vanderbilt University School of Medicine then trained in general surgery at Johns Hopkins Hospital, followed by a fellowship in endocrine surgery at Harvard/Brigham and Women's Hospital.

***Why did you decide to get into medicine?***

I think like most people, I desired to marry my love of science with a passion for serving other people. Medicine fit that perfectly. It was when I was in medical school that I realized I could integrate my love for educating others by being an academic physician.

***What is your leading charge or project here at UAB or a favorite project you worked on at UAB?***

In my role as associate DIO for the Clinical Learning Environment, my primary charge is enhancing the clinical learning environment for all of our residents and fellows across the institution. The things we have been working on most recently have been focused on resident well-being, specifically looking at the work environment of our trainees through an annual survey, as well as provid



The Well-Being Index logo features a stylized network of white nodes and lines on a blue background. To the right of the logo, the text 'WELL-BEING index' is displayed in white. Below the logo, a white text box contains the description: '100% anonymous, online assessment tool that evaluates distress in just 9 questions.'





# UAB: Departmental Leaders

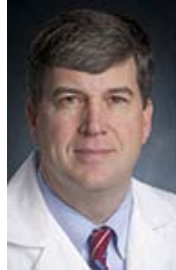
## DIVISION DIRECTORS



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CT



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GI



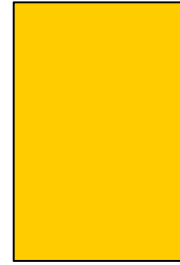
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Pediatrics



Jorge  
de la Torre  
Plastics



Jayme  
Locke  
Transplant



????  
Surgical  
Oncology



Adam  
Beck  
Vascular

## VICE CHAIRS



Marty  
Heslin  
Executive



James Bibb  
Research



Marshall  
Urist  
Education



?????  
Health  
Services  
Research



Liz Beierle  
Faculty  
Development



George  
Yang  
VA Chief



Melanie  
Morris  
Perioperative  
Services



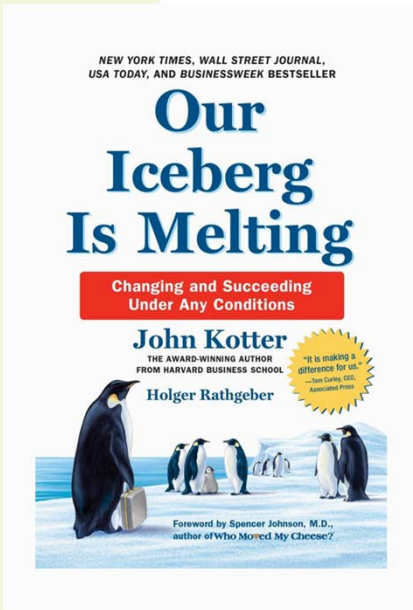
Catherine  
Parker  
Patient  
Experience



Brenessa  
Lindeman  
Chief Wellness  
Officer

# Moving to a Team Culture

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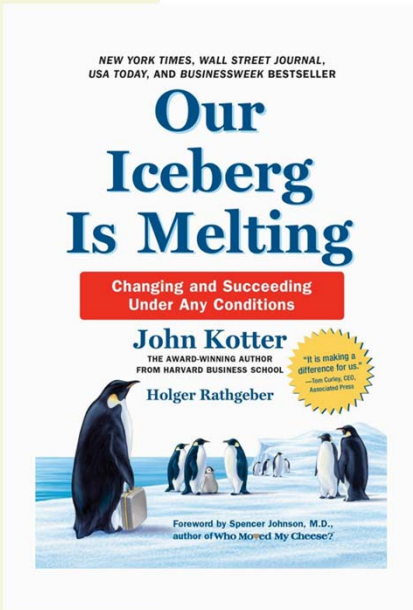
# Moving to a Team Culture



**Britney Corey, Director, UAB Medical Student Clerkships  
Assistant Chief of Surgery, Birmingham VA**

# Moving to a Team Culture

- Assess current culture
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- Develop the change vision and strategy
- Communicate for understanding and buy in
- Empower others to act
- Produce short-term wins





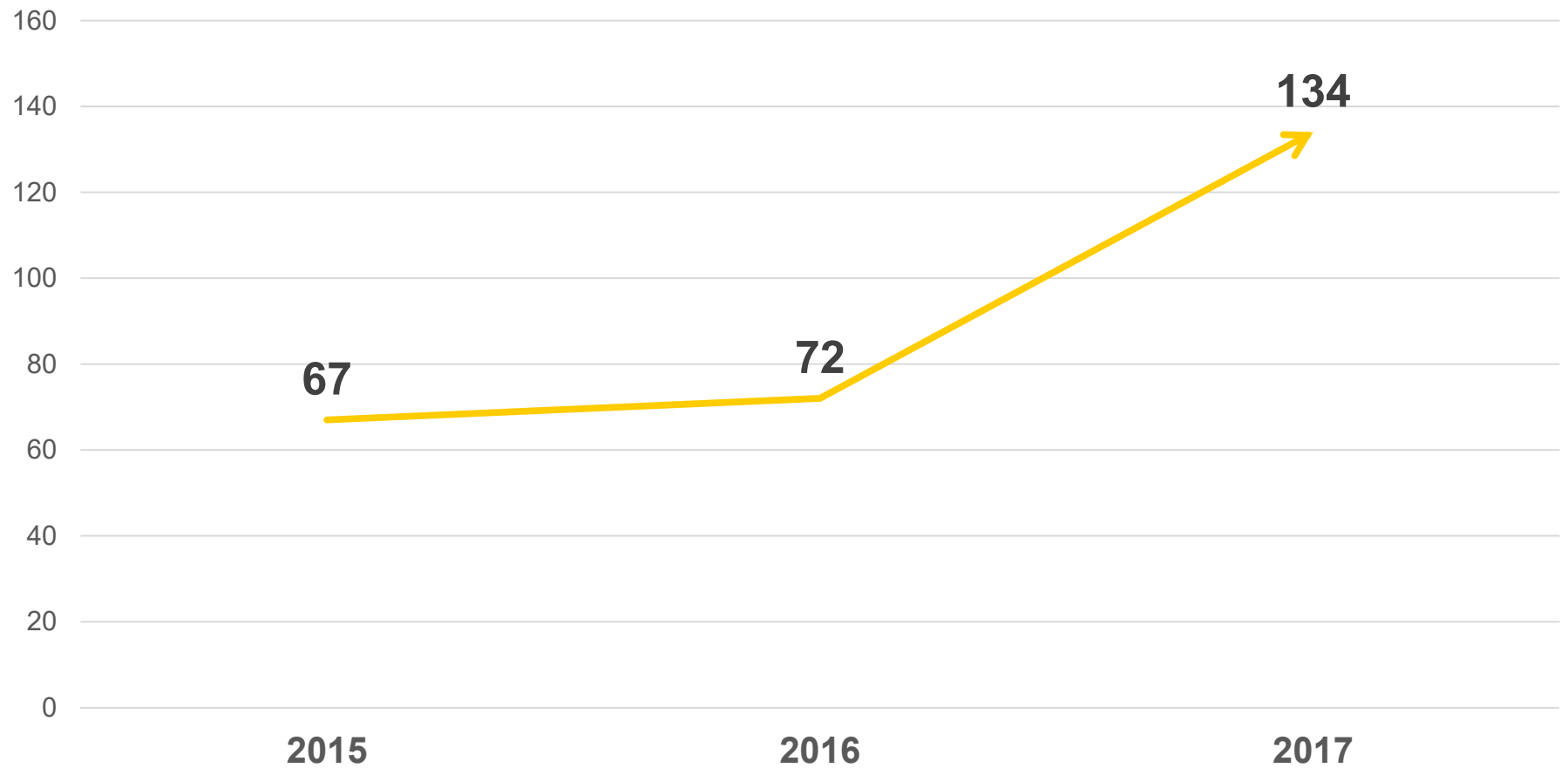


## UAB Department of Surgery Goals

---

1. Increase surgery research portfolio
2. Enhance career development, social networking, and education opportunities
3. Drive clinical program specialization and expansion

# Grant Submissions





**UAB** MEDICINE  
SURGERY





## RE: 2016 SSAT Health Care Disparities Research Award Notification

Herbert Chen

Sent: Mon 3/14/2016 1:03 PM

To:  Daniel I. Chu;  Greg Kennedy;  Sara J. Knight;  Sara Knight

Cc:  Allison Gullick;  Tyler S. Wahl

Dan-

Well done! You are on a roll!

Herb



**herb chen**  
@herbchen

@timkingmdphd congrats!! chair-elect plastic surgery research council.  
[@UABSurgery](#) [@UABSOM](#)  
[@uabmedicine](#) [@JSurgRes](#)

5/21/16, 2:37 PM



**herb chen** @herbchen 4/15/16  
melanie Morris at American surgical, predicting readmissions is difficult: [@UABSOM](#) [@uabmedicine](#) [@UABNews](#) [@maryhawn](#)



← 6 ♡ 5 |||

**UAB** MEDICINE

SURGERY

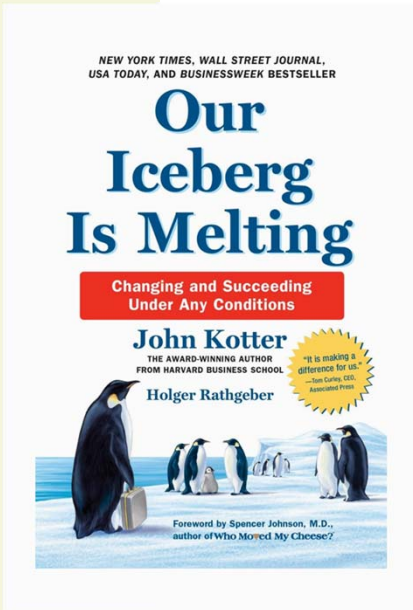


"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

– Maya Angelou

# Moving to a Team Culture

- Assess current culture
- Create a sense of urgency
- Pulling together the guiding team
- Develop the change vision and strategy
- Communicate for understanding and buy in
- Empower others to act
- Produce short-term wins



# Moving to a Team Culture

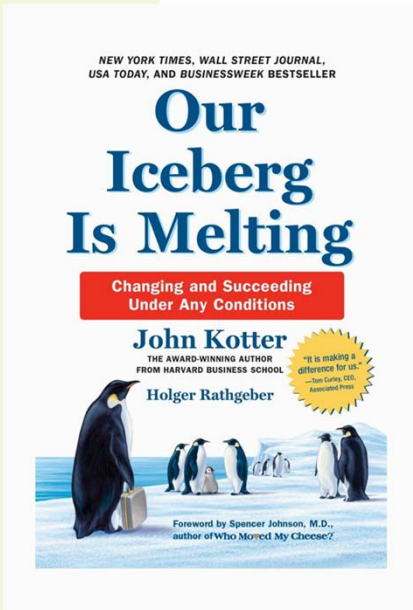


**Danielle Sutzko**  
**Vascular Surgery**



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# Academic Surgical Congress



**2016**  
**#11 UAB**



**2017**  
**#2 UAB**  
w/ 68 abstracts



**2018**  
**#1 UAB**  
w/ 71 abstracts



**2019**  
**#1 UAB**  
w/ 85 abstracts

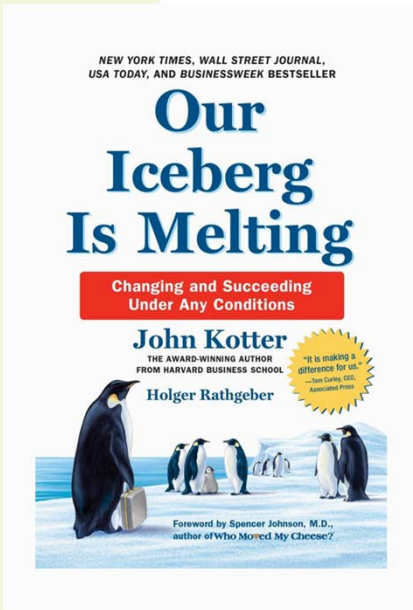


# UAB at ASC



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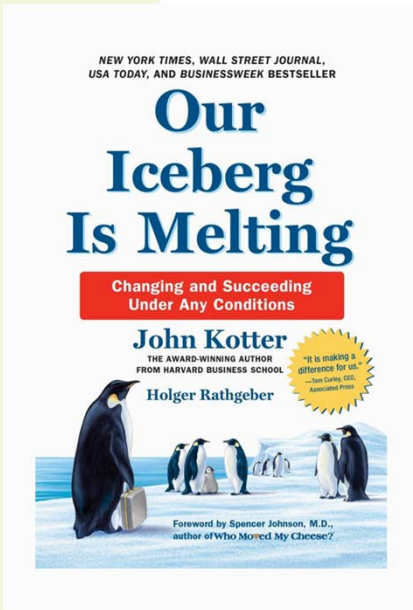
# Moving to a Team Culture



**Jayme Locke, Division Director of Transplant Surgery  
Director, UAB Comprehensive Transplant Institute**

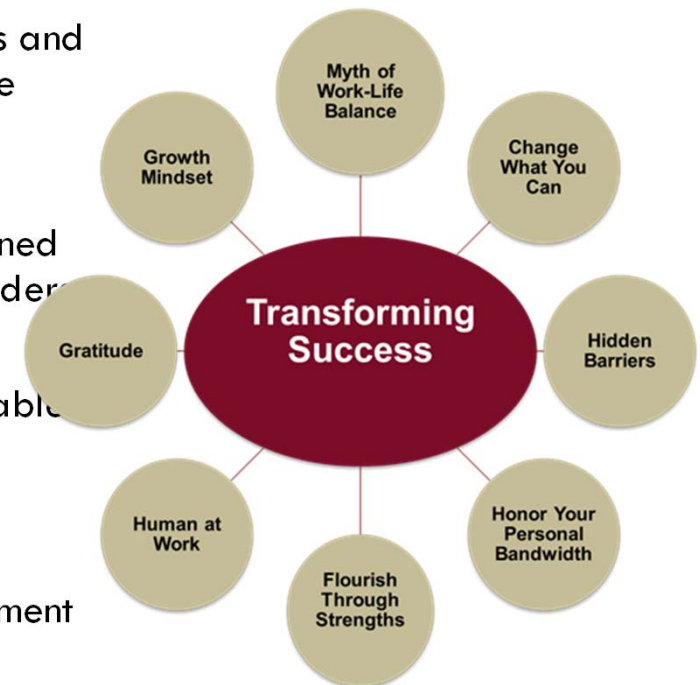
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# Transforming Success: Tools For Leaders in Academic Medicine

- **Group coaching experience** – 6 highly interactive sessions and 12 weeks of personal access to Drs. Lisa Graham and Julie McDonald via online discussion platform
- **Real-time practice *integrating research-based tools*** designed to overcome common challenges for emerging female leaders
- Adopt a mindset that increases cognitive capacity and enables **participants to reach their full potential**
- Enhance **productive behaviors connected to effective leadership** such as: adaptability in the face of disappointment or failure, creative problem solving, strategic thinking, increased efficiency, and effective collaboration
- By the end of the program, high potential physician-leaders and researcher-leaders will be **poised to reap the full benefits of later development opportunities**



**Started Fall 2017**  
**52 Female Faculty**  
**4 surgeons**  
**10-12 in each cohort**

# Transforming Success: Tools For Leaders in Academic Medicine

- I was literally reading our feedback forms this morning from our 2 UAB sessions that ended last week and two women shared that they were on the verge of leaving this job (after years of training, sacrifice, long hours, and devotion) until this program helped them understand what they need to do to manage their own situation more effectively. They both reported making changes that are helping them operate within their bandwidth and have a greater sense of satisfaction in their job and their lives. Woo hoo!!”



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**UAB** MEDICINE  
SURGERY

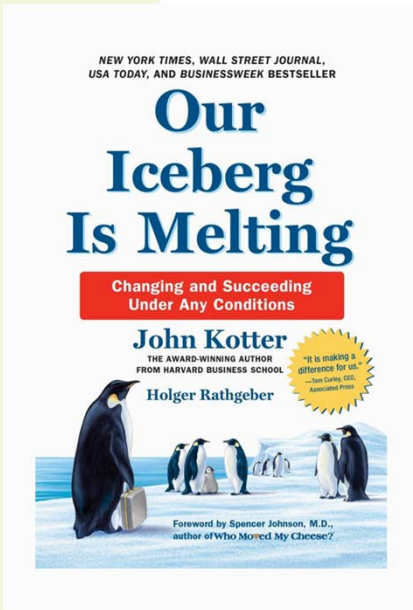
**OUR  
NATIONALLY  
RANKED  
TEAM  
WEARS  
SCRUBS**



**UAB** MEDICINE  
SURGERY

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**UAB MEDICINE**  
SURGERY