

# Professional Career

- Unique for each of us. Lots of different paths can lead one to the ultimate destination.
- Wish to make it
  - Challenging
    - Fund of knowledge
    - Skill set
    - Pain + Happiness = Satisfaction
  - Impactful – positive
    - Help others – patients and colleagues

# Mid career look back

- Education mission
  - Assist Prof at UTSW 1991
  - Assoc. Professor 1997
  - Prof. 2003
  - RRC 2003-2005, 2007-2013
  - RRC Chair 2009-2012
- Administration mission
  - Medical Director 1991 to present
  - Chair of Medical Directors 2002 to present
  - EMR optimization in 2008-09
  - Masters in HC Administration 2010-2012
  - AVP/CMO started October 2011

# Chair of RRC

- Interest based on:
  - Interest in education
  - Interest in refining the profession – esp. the procedural side
  - ACGME is a quality organization
- My objectives:
  - PRs for PD fellowships
  - case log
  - Swept up into HC reform
    - NAS
    - Milestones
- Post mortem
  - Hard work, lots of it
  - Met a lot if not almost all of academic Dermatology
  - Reworked the case logs and PD PRs
  - Tied the APD to the Milestones project
- Charting a course
  - Excellent educator
  - Involvement in ACMS, APD, local GMEC
  - Comment during the public comment periods

# AVP job complemented my interests and skill set

- I enjoyed:
  - Leadership opportunities
  - Politics and negotiations
  - Learning the business side of medicine
  - The details of regulatory agency impact on medicine
- I wanted:
  - To be an agent of change
  - To help my colleagues, my institution be cutting edge in the coming storm of HC reform

# Ambulatory at UTSW

- Dyad leadership
- Ambulatory faculty practice
- 44 OP clinics at 5 sites on the main campus
- 1200 clinical faculty
- Triad clinic leadership : Medical Director, Clinic Manager, Billing Manager

# It is a challenge

- Acquire a different fund of knowledge
  - Management
  - Planning
  - Understanding the way others practice medicine
  - Financial
  - Regulations
- Use different skills
  - Management
  - Political gamesmanship
  - Making decisions with limited knowledge

# Post mortem

- Too early to tell