

Building (and Keeping) the Perfect Transplant Team

(and winning the game...)



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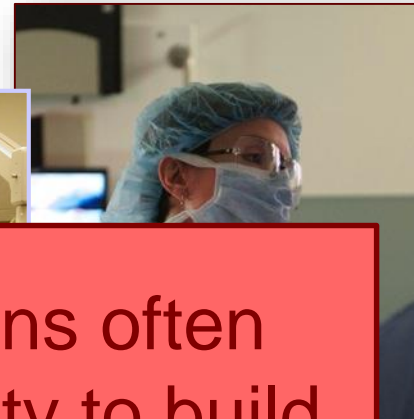
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Philadelphia, PA

The importance of “team mentality”



- ◆ Transplant leads the way in a team-based approach
- ◆ Your program cannot survive without teamwork
- ◆ Transplant teams are much more than the surgeons



Transplant surgeons often assume responsibility to build and lead transplant teams





Building a team

WHAT IS A TEAM?



What is a team?

Definition – Merriam Webster



¹**team** *noun* \tēm\

1. 2 or more animals harnessed to the same vehicle or instrument
2. a group of animals: as
 - a) A brood especially of young pigs or ducks
 - b) A matched group of animals for exhibition
3. A number of persons associated together in a work or activity
 - a) A group on one side (as in football or a debate)
 - b) Crew, Gang

What is a team?

Definition – Merriam Webster

¹team *noun* \tēm\



m-w.com



What is a team?

Definition – Merriam Webster



²team *adjective* \tēm\

1. Of or performed by a team <a team effort>; also: marked by devotion to teamwork rather than individual achievement <a team player>



What is a team?

Definition –



♦ team

- A group of people with a full set of complementary skills required to complete a task, job, or project.
- Team members (1) operate with a high degree of interdependence (2) share authority and responsibility for self-management, (3) are accountable for the collective performance, and (4) work toward a common goal and shared rewards.
- A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members

- ♦ If you were in a human pyramid, would you rather be
- On top
 - On the bottom
 - In the middle
 - None of the above

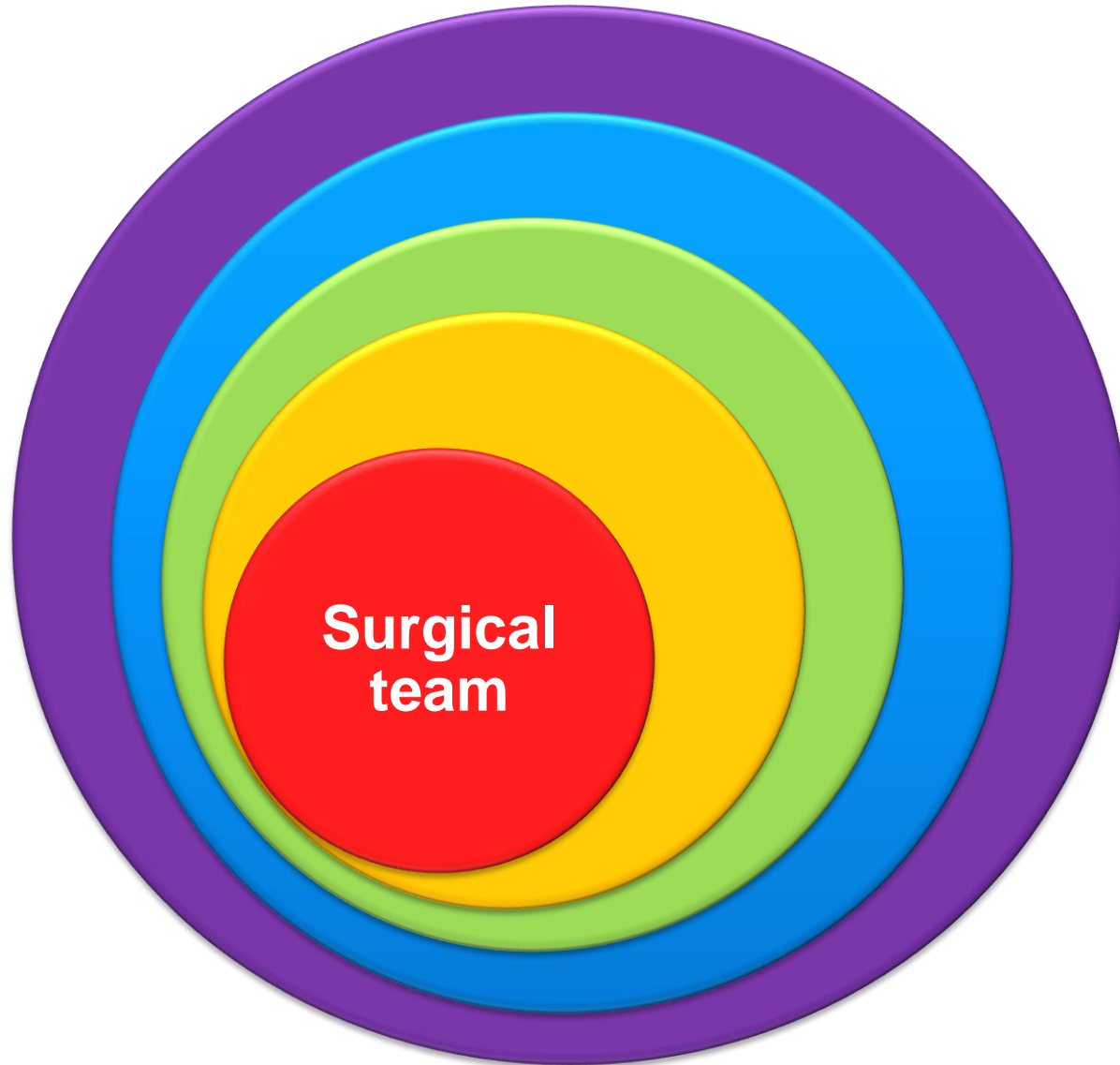




Building a team

LEVELS OF TEAM BUILDING

Transplant team levels



What is a team?



What is a team?

- ◆ When you are fresh out of fellowship...



What is a team?



1. In my career I wish to

- a.** Lead a kidney/liver/pancreas program
- b.** Run a lab and do clinical surgery
- c.** Become a division chief
- d.** Become a department chair
- e.** Just get and keep a job
- f.** Go to the International Space Station

◆ **Soon...**

- You will be asked to lead a project
- You will be asked to fix a problem or improve results
- you will want to do some research

◆ **Eventually...**

- You may be asked to lead a kidney/liver/pancreas/intestine program
- You may be asked to chair an institutional or national committee
- You will want to organize a new initiative

◆ **Someday...**

- You may want to be a chief, director, or chair....

◆ “Offensive Line” transplant teams

- Kidney
- Liver
- Pancreas
- Intestine



◆ “Specialty” teams

- Living donor
- Incompatible
- Oncology/HCC
- Vascular access
- Bariatric
- Islet



Program Leadership Table of Organization



Dr. Abraham Shaked
Director, Penn Transplant Institute

Diane Jakobowski
Administrator
(Direct Reports =12)

Stacey Doll
Director, Quality
& Regulatory
(Direct Reports = 6)

Denise DuPont
Mgr. Outreach &
Communication
(Direct Reports = 6)

Program Clinical
Directors

Kelly Patton
Manager, Support
Operations
(Direct Reports = 16)

Kathy Kratowicz
Surgical staff sup.
(Direct report - 3)

Mary Shaw
Clinical Research
Coord. (reports=3)

Donna Chojnacki
Heart, H/L & VAD
(Direct Reports = 10)

Donna Chojnacki
Lung & Heart/Lung
(Direct Reports = 6)

Geri LiBetti,
Director Abdominal
Organ Programs
(Direct Reports = 33.5)

**Heart
Transplant
Program**

**Lung
Transplant
Program**

**Liver
Transplant
Program**

**Kidney
Transplant
Program**

**Pancreas
Transplant
Program**

Lee Goldberg, MD
Medical Director

Vivek Arora, MD
Medical Director
Primary Physician

David Hoff, MD
Primary Surgeon

Peter Abt, MD
Primary Surgeon

Ali Naji, MD, PhD
Primary Surgeon
Surgical Director

Mariell Jessup, MD
Primary Physician

Edward Cantu, MD
Medical Director
Primary Surgeon

Abraham Shaked,
MD, PhD
Surgical Director

Ali Naji, MD
Surgical Director

Roy Bloom, MD
Medical Director

Pavan Atluri, MD
Surgical Director

Rajender Reddy,
MD
Primary Physician

George Makar, MD
Medical Director

Roy Bloom, MD
Primary Physician
Medical Director

Robert Grossman,
MD
Primary Physician

Michael Acker, MD
Primary Surgeon

George Makar, MD
Medical Director

Roy Bloom, MD
Primary Physician
Medical Director

Robert Grossman,
MD
Primary Physician

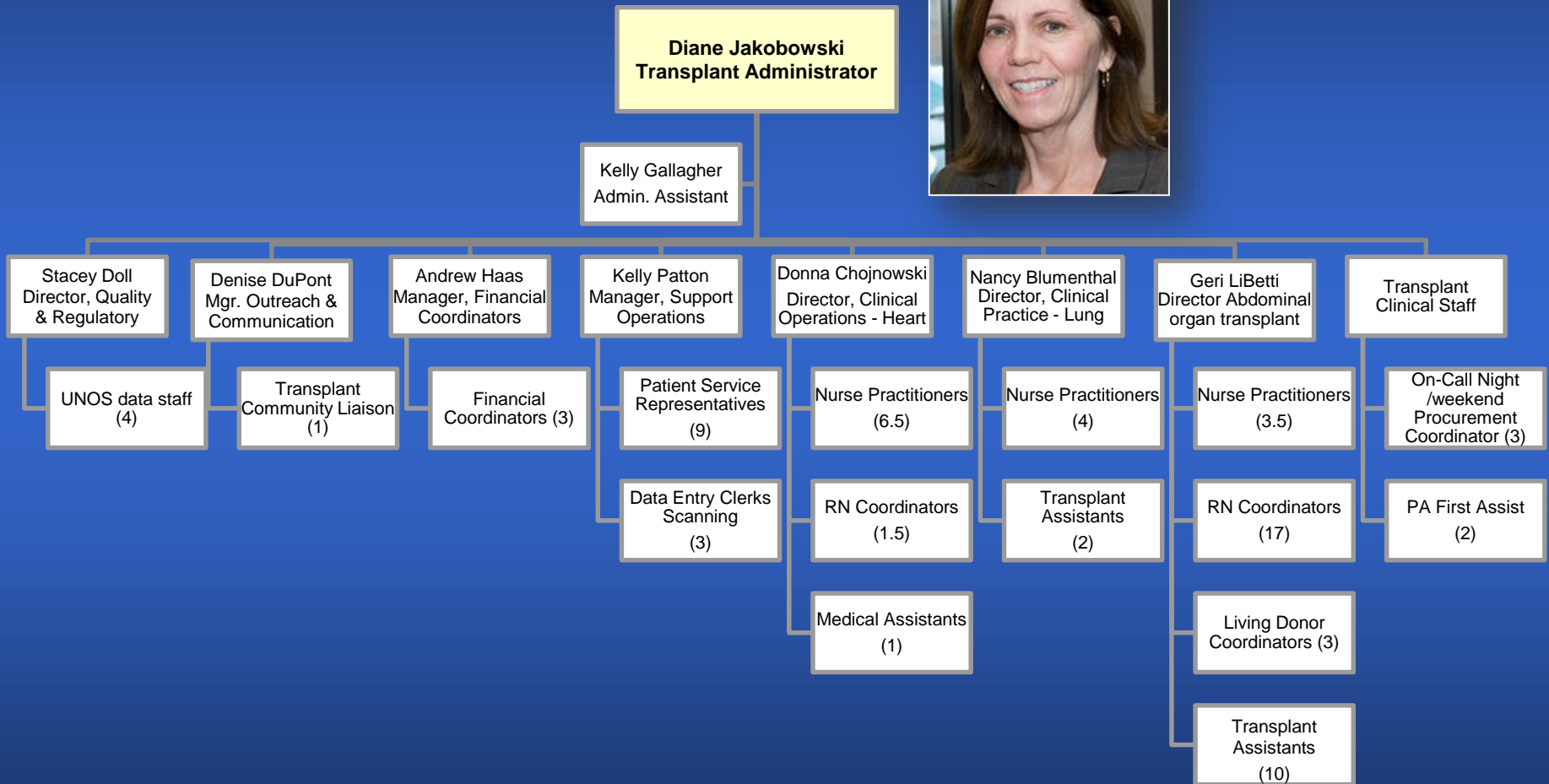
“Administrative” teams

♦ Administrators are always part of every big team, but often are a “team within a team”

- Marketing and outreach
- Finance/Budget/Managed care
- Quality improvement
- Regulatory requirements
- Outcomes analysis and review
- Database, EMR, and IT systems
- New program development

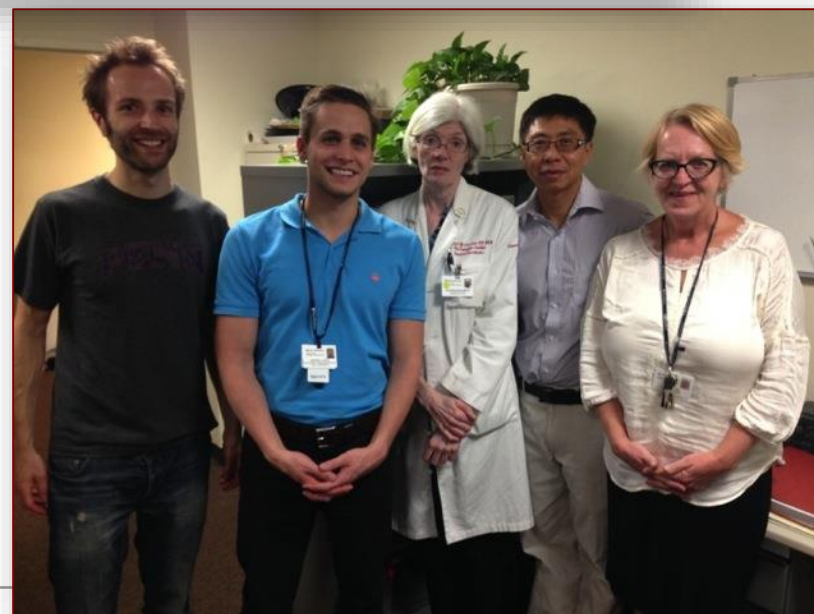
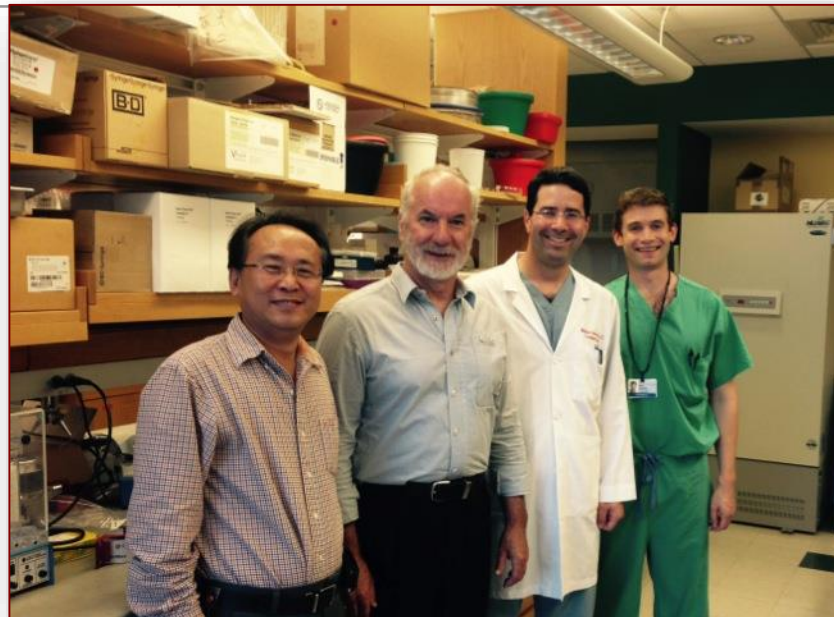


Transplant Operations Table of Organization



Research teams

- ◆ Mentors
- ◆ Collaborators
- ◆ Students
- ◆ Residents
- ◆ Biostatisticians
- ◆ Epidemiologists
- ◆ Technicians
- ◆ Study coordinators
- ◆ Biorepository directors
- ◆ IRB submission
- ◆ Microsurgeons
- ◆ Lab managers
- ◆ And more....

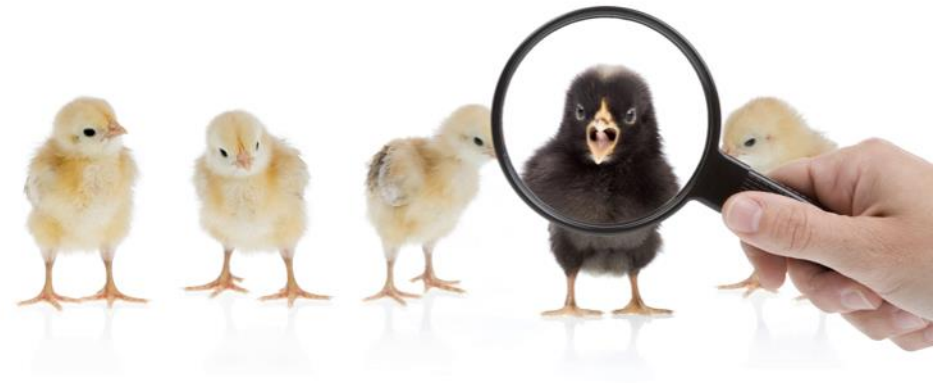


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- A word cloud visualization of terms related to the National Cancer Institute's research areas. The words are arranged in a circular pattern, with 'cancer' and 'health' being the largest and most central. Other prominent words include 'biomedical', 'genomics', 'laboratory', 'systems', 'scientific', 'wealth', 'collaboration', 'management', 'grid', 'informatics', 'incubate', 'program', 'sharing', 'cross-sector', 'intelligence', 'evaluation', 'partnerships', 'international', 'computational', 'structural', 'biology', 'discovery', 'intensive', 'High-Throughput-Enabled', 'knowledge', 'ideas', 'collective', 'funding', 'economy', 'life', 'innovation', 'entrepreneurship', 'create', and 'evaluation'.



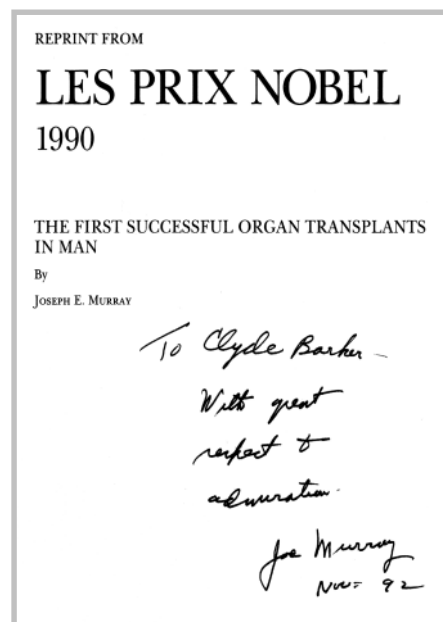
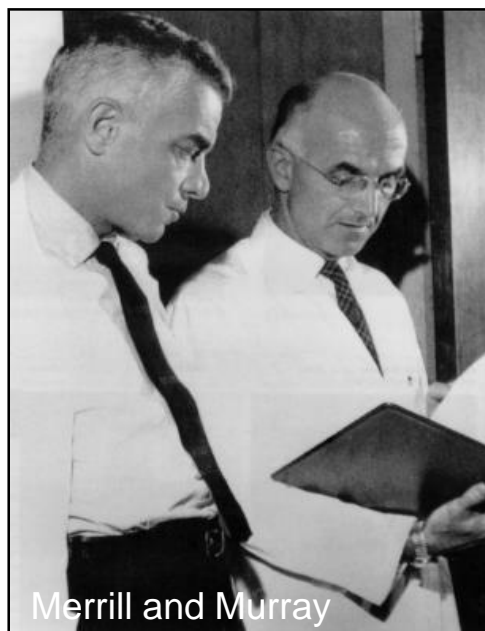
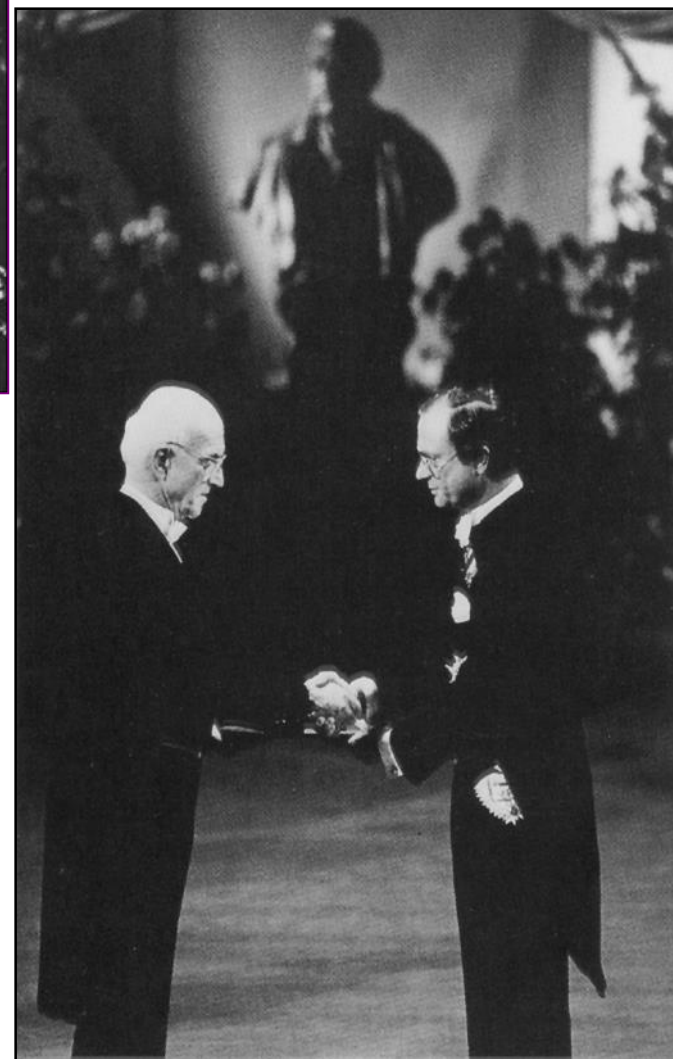
♦ **Transplant surgery science research lends itself to many different approaches using a team mentality:**

- Technical innovations
- Bioengineering
- Public policy
- Business practice
- Global health
- Bioethics
- Education



♦ **These require collaboration beyond the Department of Surgery and very often beyond any School of Medicine**

The rewards of finding the right team



◆ **Transplant organizations**

- OPO/DSA
- UNOS/OPTN
- SRTR
- ASTS
- AST
- AOPO

◆ **Organ-specific societies**

◆ **International societies**

◆ **Government**

- FDA
- HRSA
- DHHS
- DoT
- CMS
- NIH

◆ **Managed Care**

- BCBS
- UHC
- Kaiser
- More....

Team building in National/International societies, organizations, studies: A chance to make a difference

- ◆ Always an opportunity to get involved
- ◆ Meet interesting people
- ◆ Expand your horizons
- ◆ Opportunities to see the world and see “how they do it”
- ◆ Make a difference on transplantation



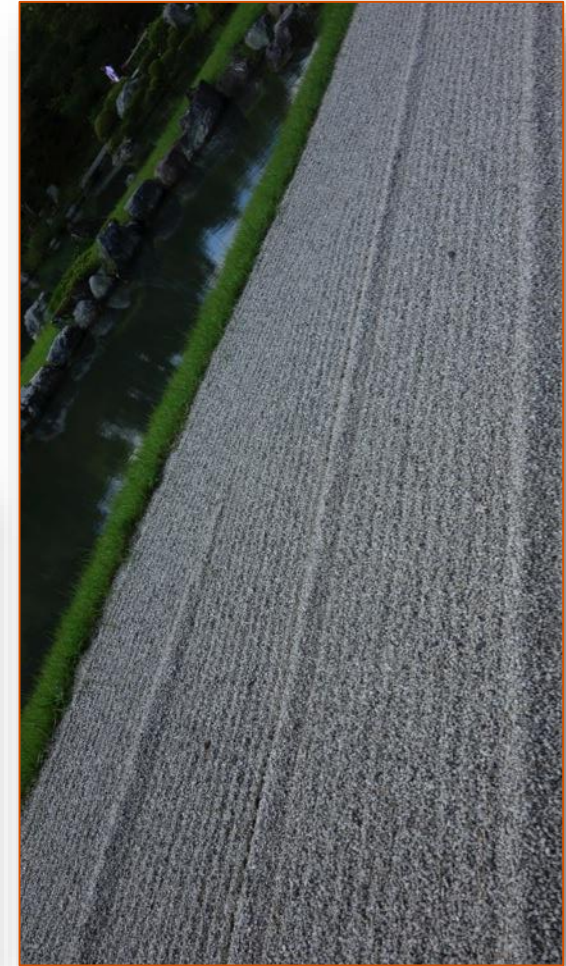


Building a team

HOW TO BUILD THE BEST TEAM

Looking for the “it” factor

- ♦ What are those elusive group dynamics that characterize high-performing teams?
- ♦ How do you assemble teams that are blessed with energy, creativity, and shared commitment to surpass other teams?



Getting the right people on the bus

- ♦ **Find the “right” people already there**
 - Known strengths and weaknesses
 - Determine what they bring to the table
 - Find hidden resources and talents
- ♦ **When looking for new “right” people:**
 - Resumes and interviews only tell half the story
 - Candid references important



Who should be on the bus?

◆ Know when to get rid of the “wrong” people

- Know your HR guidelines and rules
- Probationary periods
- Good people on the wrong team
- Find them another area





Building a team

FINDING YOUR ZEN...

5 STRATEGIES FOR THE PERFECT TEAM

Freely plagiarized, modified, and added to from
Forbes article by Glenn Llopis

<http://www.forbes.com/sites/glennllopis/2012/10/01/6-ways-successful-teams-are-built-to-last/>

1. Know how you work

- ◆ **Leadership is the key to a great team**
- ◆ **Know your personality**
- ◆ **Know your leadership style**
- ◆ **Hold yourself accountable**
- ◆ **Be flexible and modify your approach if necessary**



Know your leadership style

Where you
focus your
attention

E

The way
you take in
information

S

The way
you make
decisions

T

How you
deal with the
outer world

J

ENFJ Teacher Smooth talking charmers. Very inspiring & motivational. Often clergy. People leaders & persuaders. Great salespeople. Very relationship-oriented. Like to motivate groups.	INFJ Counselor Work is to inspire others to achieve great things. Great visionaries of human possibilities. Serious academicians. Often professors or offer themselves to a religious order.	INTJ Mastermind If they say they are going to do something, they do it. Likely to be corporate leaders, scientists. Believe everything has room for improvement. Superior planners and visionaries of systems.	ENTJ Field Marshall Very leadership-oriented. Likely to be top executives, business persons. Big on reducing inefficiency, ineffectiveness. Take charge people. Can be overwhelming to less outgoing types.
ENFP Champion Second only to ESFPs for fun. Want lives filled with excitement and romance. Very enthusiastic and creative. Often teachers, artists, writers. Great need for diversity and change.	INFP Healer Noble servants aiding society. Different from ISFPs, they try to tackle long-term problems. Often psychologists or counselors. Want to save the whales and rainforests.	INTP Architect Deepest analysts of problems to be solved. Often physicists, scientists. Most aloof of types. Critical thinkers.	ENTP Inventor Want one exciting challenge after another. Love to problem solve. Good at analysis, consider themselves full of ingenuity and ideas. Often involved in conflict, systems analysis, design.
ESFP Performer Number one in fun and enthusiasm. Always invite ESFPs to your party. The most generous of all types. Warm, friendly, vibrant people. Excellent at customer service.	ISFP Composer Quietly harmonious with world. Very observing, benevolent. Inclined toward work with people in need. Work to solve problems of the immediate such as homeless, stopping hunger.	ISTP Operator Ready to try anything once. Rushed with the rush of life. Seek excitement. A love of tools and the utility they offer. Inclined toward mechanical devices, can take apart & reassemble anything.	ESTP Promoter Excitement seekers. Never feel more alive than when taking risks. Great negotiators on the front end. Excellent promotional & entrepreneurial capabilities if someone else follows through.
ESFJ Provider Hosts & hostesses. Gracefulness of this type makes them excellent at entertaining, coordinating. May be teachers, nurses. Very conscious of appearances, should/shouldn'ts.	ISFJ Protector A high sense of duty. Upholders of family tradition. Often found in traditional helping professions including nursing, elementary education, etc.	ISTJ Inspector Doers of what should be done. Masters at completing practical details and adding finishing touches. Get-it-done people. Superb administrators. Duty bound & obligated, often military.	ESTJ Supervisor Administrators, workers, pillars of strength in community. Loyal mates, parents, employees. Often promoted to management positions. Dependable, consistent, straightforward.

ersion tend to focus their
d of ideas and impressions.

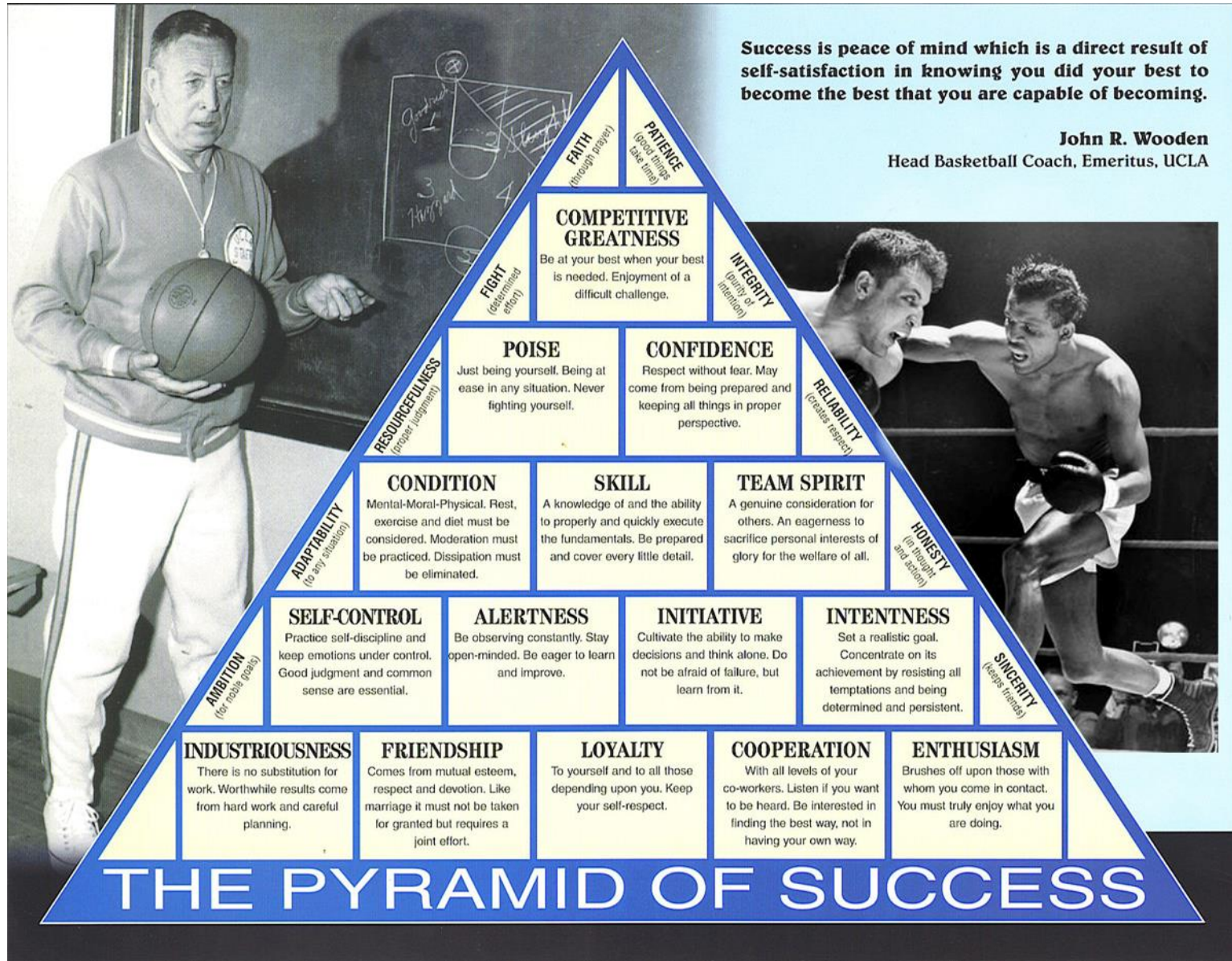
h tend to take in information
picture and focus on future

tend to make decisions
and on subjective
ered concerns.

ing tend to like a flexible
h to life and prefer to keep

- ◆ **Who used “The Pyramid of Success” to become one of the best coaches of all time?**
 - Vince Lombardi
 - Sparky Anderson
 - John Wooden
 - Bobby Knight
 - Don Shula
 - Scotty Bowman

John Wooden's approach to leadership

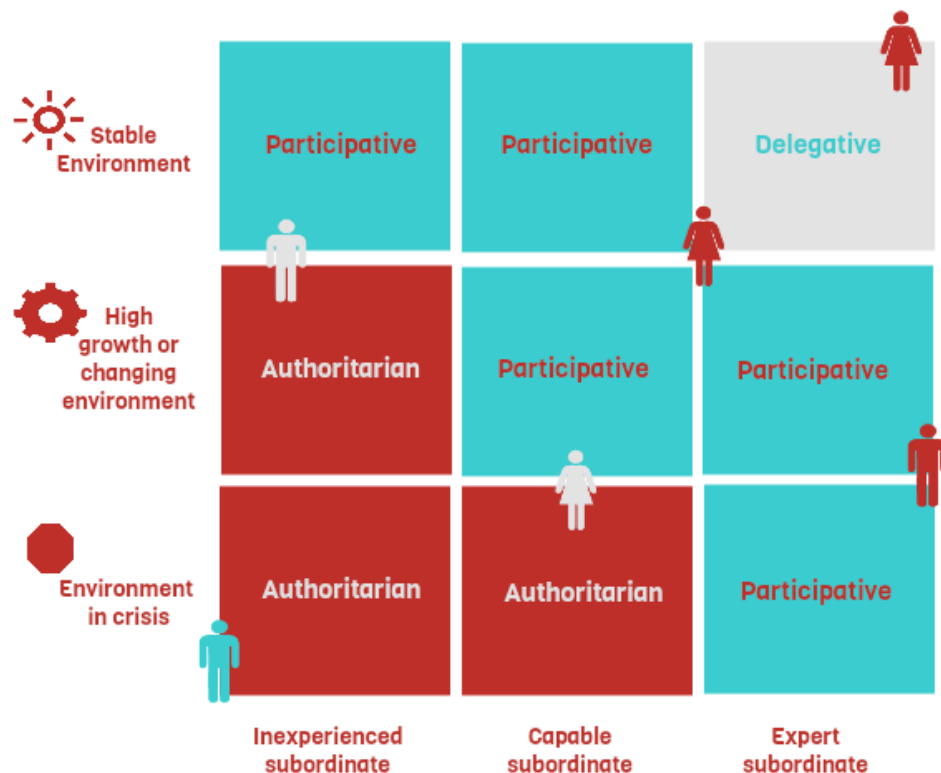


Know your leadership style

leadership styles



There is no one right style of leadership



The leadership style that you use depends on the needs of the person you are leading and the needs of the environment.

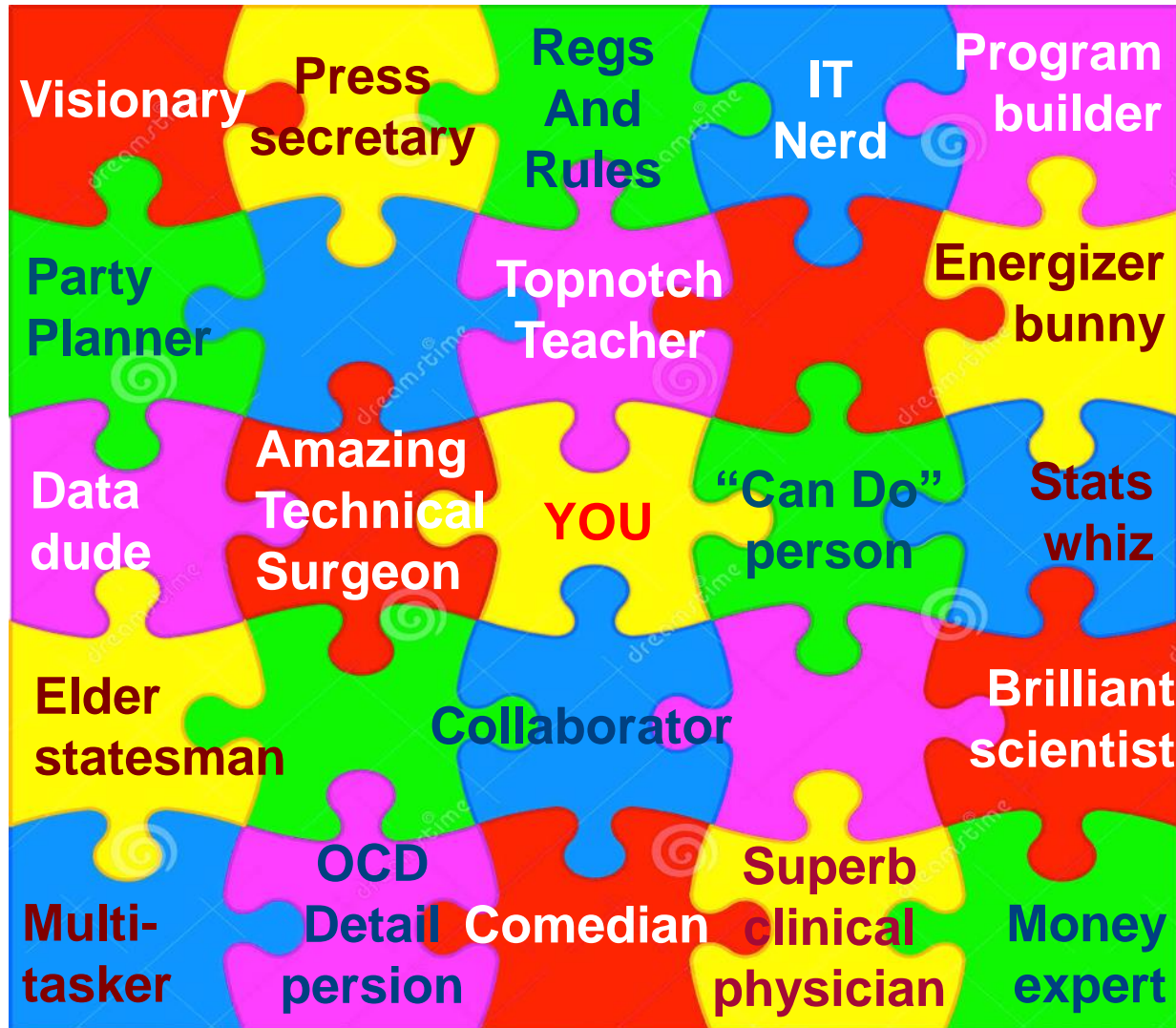
2. Get to know your team

- ◆ Food and drink builds camaraderie
- ◆ Care about their needs
Learn their talents
- ◆ Foster ideas



Pieces of the puzzle

♦ The creative (and fun) part of team building



3. Define goals, roles, responsibilities

- ◆ **Get everyone excited about a common goal**
- ◆ **Determine which puzzle pieces are needed**
 - Example: Starting a new outreach clinic
 - Why do it?
 - Physician, nursing, coordinator roles
 - Building collaborative partnerships
 - Financial assessment
 - Time management
 - Organizing clinic space
 - Marketing of the new program
 - Implementation
- ◆ **Once you know the goals and needs you can then assign roles and determine team members (because you know the players)**

4. Give feedback, acknowledgement

- ◆ **Be proactive and generous with feedback (formal and informal)**
- ◆ **Give constructive criticism, advice, and praise**
- ◆ **Don't wait until it is just negative feedback**
- ◆ **No cookie cutter approach**
 - Everyone handles feedback differently
- ◆ **Also GET feedback**
 - Don't get defensive
 - Be ready to change to make things better



5. Always celebrate success





Building a team

SO WHAT?



Final thoughts from an (almost) dead president

♦ **Join a well-balanced team**

- Find your “niche” in that team
- Learn from successful team leaders within that team
- Keep eyes open for opportunities that highlight your strengths

♦ **Within that team, create your own team(s)**

- Build teams that address your goals and make your efforts successful
- Find the strengths in others
- Be flexible in your approach

♦ **There are always positions for well-trained, talented, innovative transplant surgeons who are team players**

- Academic productivity improves marketability
- Versatility improves marketability
- Leadership opportunities improve marketability
- Collaborative efforts demonstrate team player mentality
- Your first position is not your final position, initial impressions matter

Questions?

