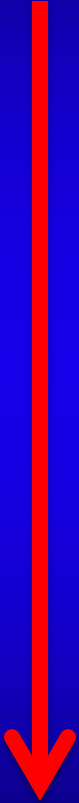


Effective Teams

Attributes – Pat Lencioni

- Trust
 - Invulnerability
 - No fear of conflict
 - Open discussions
 - Commitment
 - consensus
 - Accountability
 - Ability to confront issues
 - Attention to results
 - Care about Team Performance, not individual
- 

Ideal Team Member

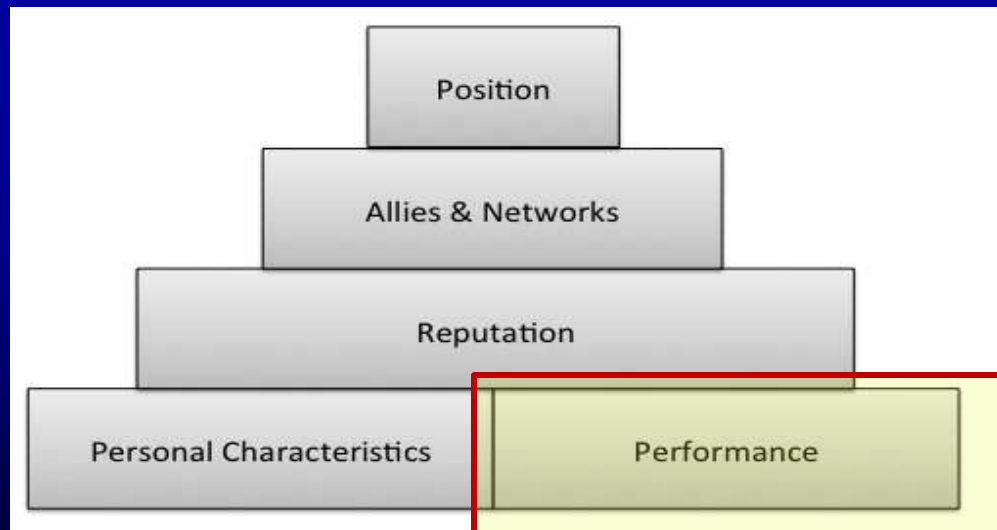
What do I look for?

- Loyalty
- Selflessness
- Standards
- Care & Compassion
- Strong, thoughtful, & frequent input



Pyramid Base

- Personal Characteristics
- Performance

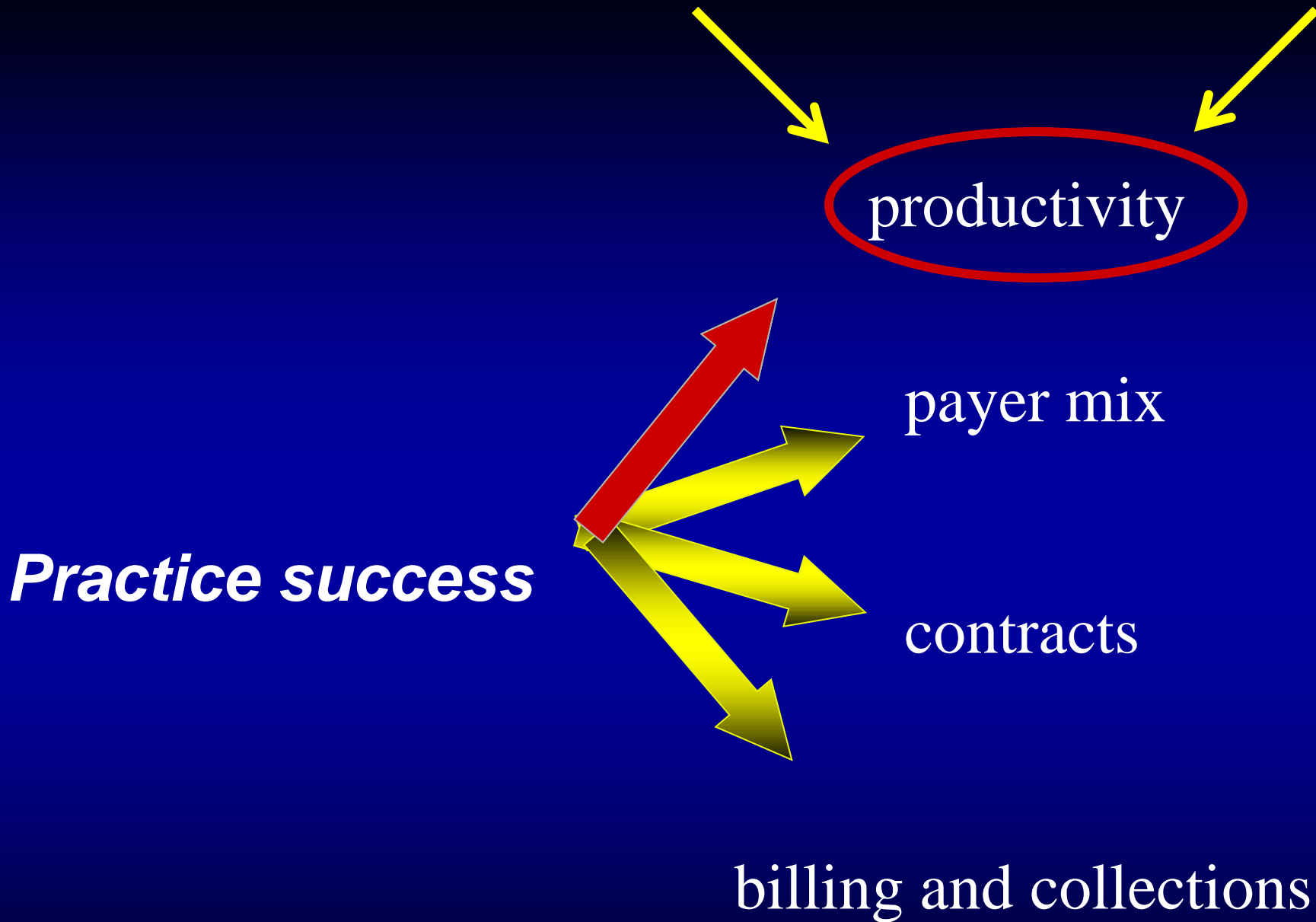


Performance

Metrics

- Clinical Productivity
 - “no margin, no mission”
- Research
 - Peer reviewed articles
- Teaching
 - Evaluations

- 
- Articles published in most influential journals
 - NIH grants
 - ABC, NATF, Specialty Society fellowship awards
 - Officers in leading organization
 - Educational effectiveness measured by house staff
 - Clinical productivity



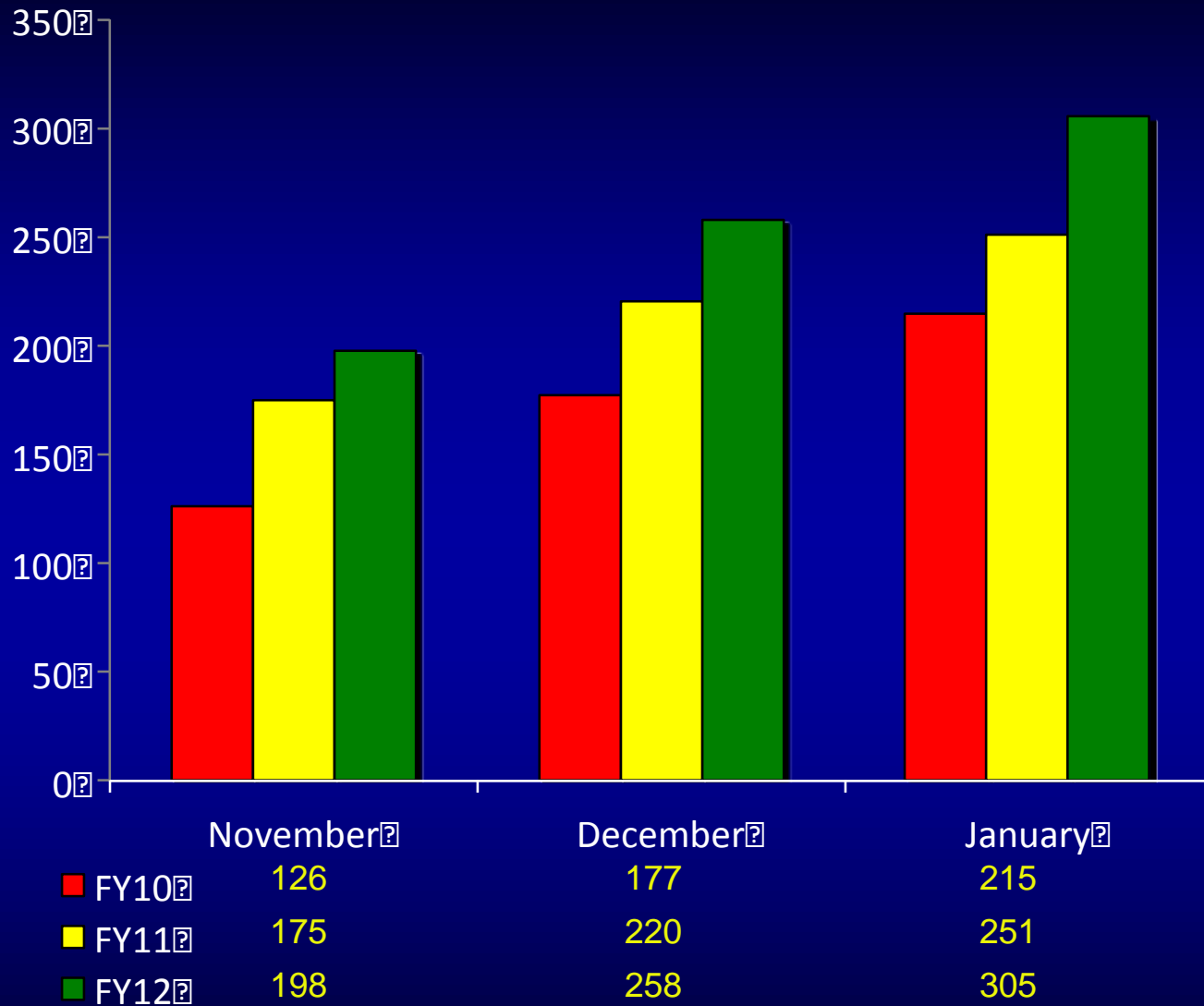
Translate primary goal into metrics

- *Based on principle*
- *Clear*
- *Consistent*

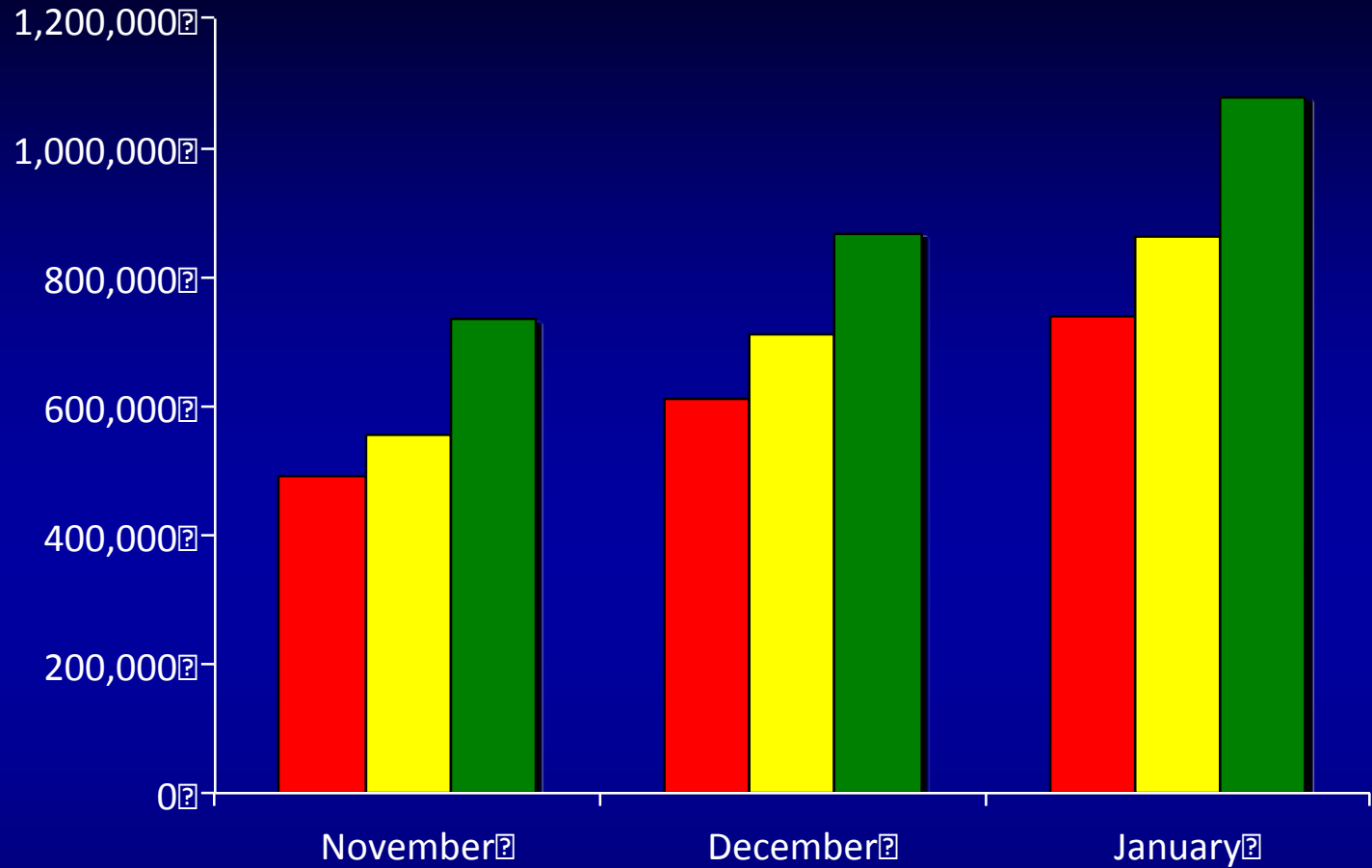
Expectancy Theory:

*incentives are effective when physicians can clearly see that their extra efforts **lead to increased performance** and desirable results – termed “line of sight.”*

Surgical Cases - Cumulative



Receipts - Cumulative

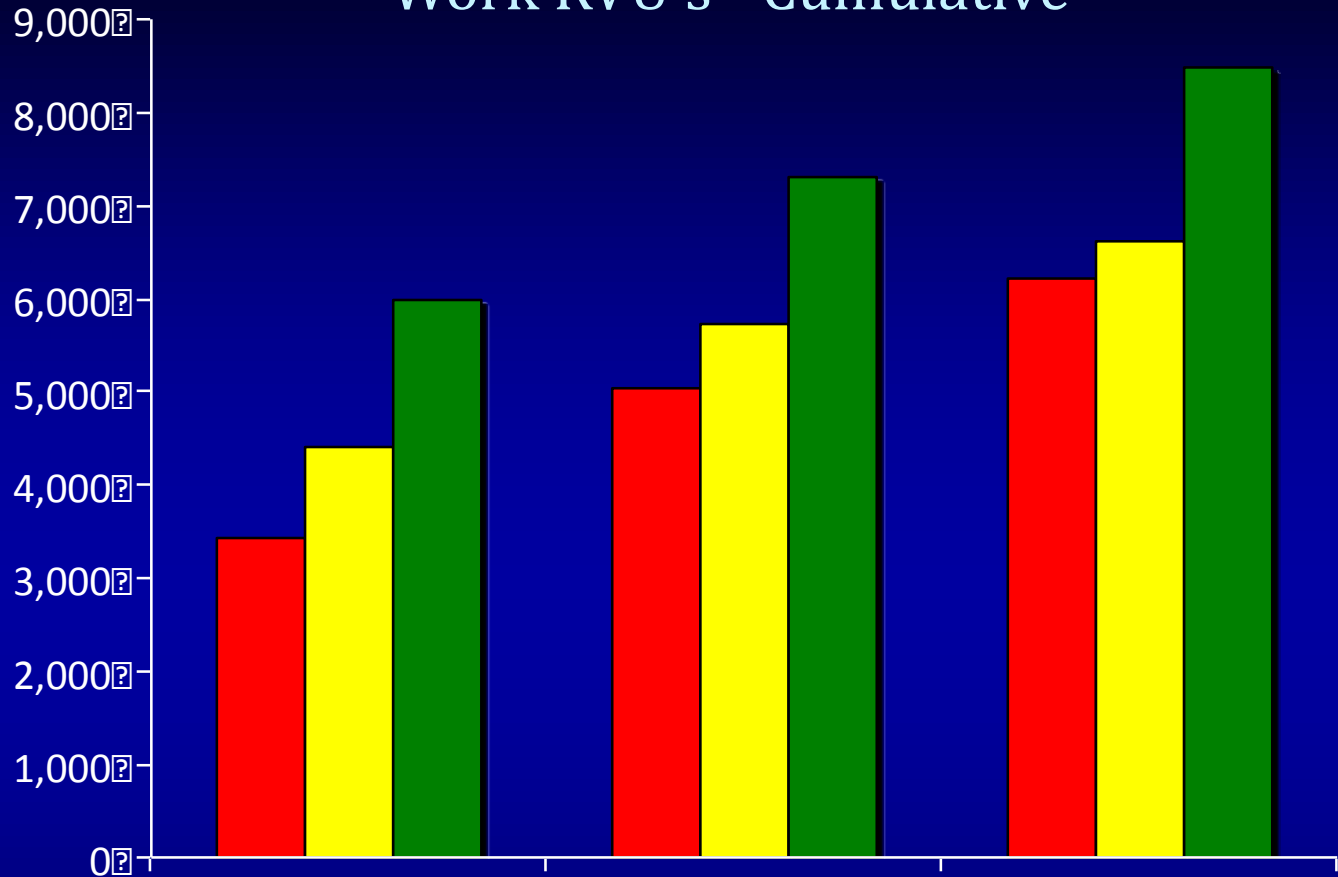


FY10

FY11

FY12

Work RVU's - Cumulative



	November	December	January
FY10	3,426	5,037	6,218
FY11	4,410	5,719	6,622
FY12	5,992	7,309	8,482



Research

Education



**DEPARTMENT OF ORTHOPAEDIC SURGERY
2005 ACADEMIC PRODUCTIVITY SUMMARY**

NAME	ARTICLES PUBLISHED	ARTICLES IN PRESS	TOTAL	IMPACT FACTOR	TOTAL # ARTICLES PUBLISHED OR IN PRESS
	3	0	3	14.5	Res 38
	7	2	9	23	Rec: 172
	2	6	8	27	Tra 44
	3	0	3	7.5	Hand 58
	10	8	18	41.5	Spine 150
	1	0	1	5	Rec: 15
	1	0	1	13	Rec: 37
	1	0	1	27	Peri: 44
	1	0	1	6	Res 14
	0	0	0	18	Shou 22
	4	0	4	6.5	Hand 94
	2	0	2	18	Hand 24
	8	0	8	25	Peri: 44
	7	0	7	17	Foot 38
	8	4	12	25	Spine 166
	9	0	9	17	Hand 176
	2	1	3	5	Sp 33
	1	3	4	5.5	Turn 49
	0	1	1	11	Phys 14
	2	3	5	12.5	Tra 37
	3	4	7	26.5	Spine 50
	2	0	2	12	Res 97
	5	2	7	14.5	Peri: 108
	3	2	5	15.5	Res 61
	0	1	1	6.5	Spine 6
	0	4	4	17	Res: 13
	0	5	5	11.5	Sp 42
	2	2	4	17	Shou 47
TOTAL NUMBER OF ARTICLES PUBLISHED OR IN PRESS (DEPT)					1028
Averages					
- Number of Articles Published					3.21
- Number of Articles in Press					2.25
- Total Articles					5.46
- Impact Factor					16.02

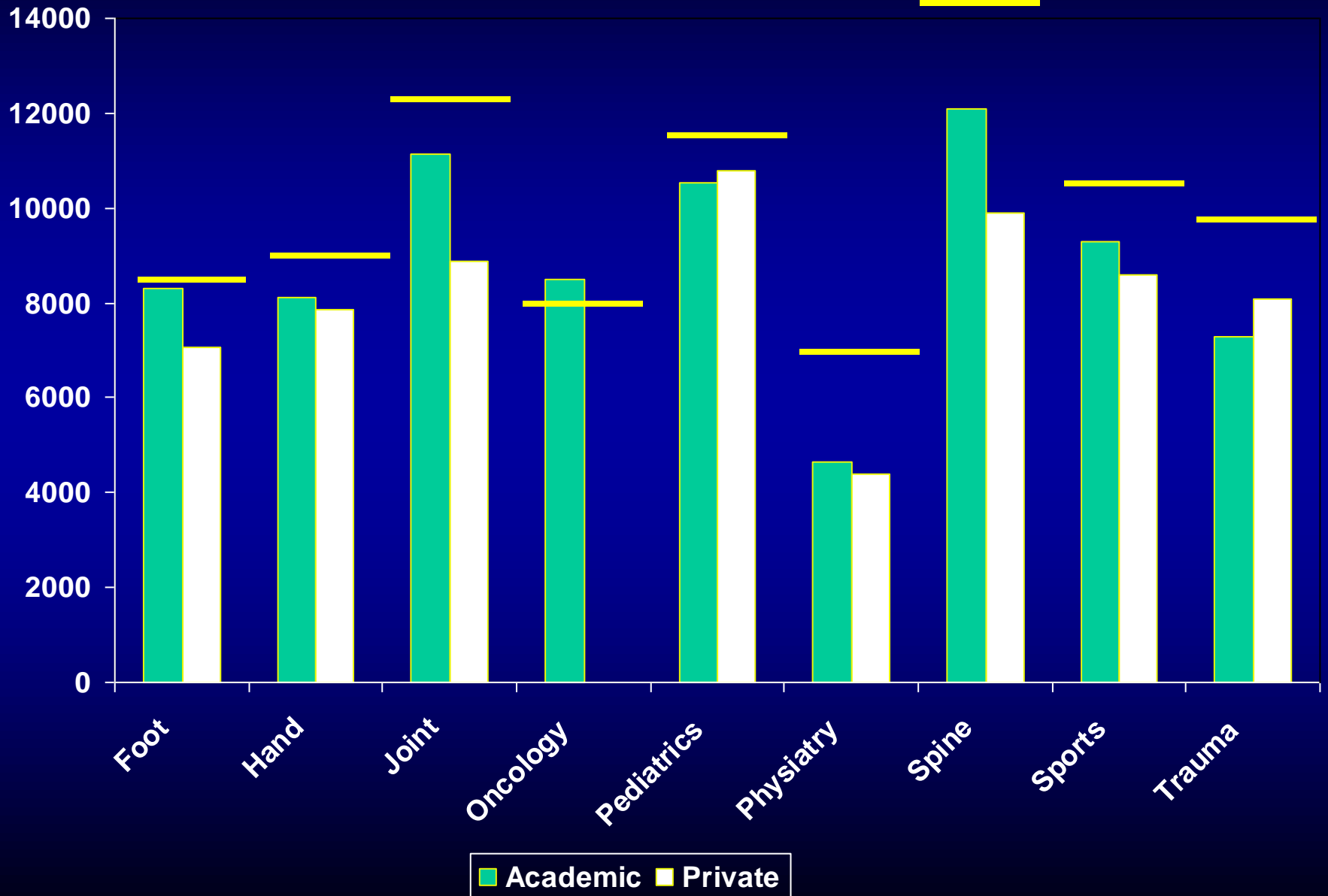
27



Reward system

Work RVU Median Values for Selected Sub-specialties

Source: MGMA 2006 Survey of Academic Practice



Research!



Clinical Science

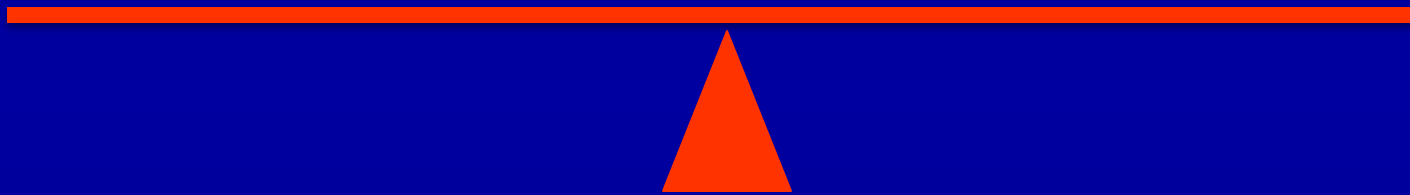
Fundamentals – Primary Investigator

- Burning desire to make a difference (fire in the belly)
- Strong clinical skills – identify important needs and questions
 - Research directly relevant to clinical practice
- Focus!!!
- Leadership skills – team building / management establish goals!

Research Program

Quantity

Quality



*Do you want to make a difference with
your research?*

Clinical Science

Primary Consideration

- What is your fundamental research goal?
 - To add a publication to the CV?
 - To make a clinical difference?