Delivering Value Outside the Ivory Tower

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“There are three things extremely hard: steel, a diamond, and to know one’s self”

-Benjamin Franklin

Practice Site Determines Expectations
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Affability
Ability
Availability

Full Service Physicist

- Commissioning and QA
- Linacs(s)
- IGRT
- HDR
- Planning systems
- Planning and dosimetry
  - Supervision
  - Training
  - IMRT QA
- Participate in care
  - Weekly
  - Chart rounds
  - Consultations with MD
- Strategic planning
  - Equipment
  - Training
  - Radiation Safety Officer
  - Research (?)
Problem Solving Trumps All Else!

- Strategic Vision
- Program Development
- Leadership
- Supervision

Critical Skills NOT Taught in Graduate School

- Strategic Vision
- Program Development
- Leadership
- Supervision

Strategic Vision

- Hospital employee
- Large department
- Small department
- Freestanding office
- Very large group
- Large group
- Solo / small practice
- Private physics practice
“The vision thing”
George H. W. Bush

- Where are we going?
  - Mission statement / vision statement
  - Align with organizational leadership
  - Guide organizational leadership
  - Problem solving
    - What can be done
    - What can’t be done

Program Development

- Know thyself and know thy team!
- Understand available resources
- Be advocate for safety culture
- Do only what you can do well
  - IMRT
  - IGRT
  - Brachytherapy
    - LDR
    - HDR
  - Stereotactic
  - Radiopharmaceuticals

Effective Leadership
Leadership and Supervision

Leading Down
- Other physicists
- PhD or MS
- Technical staff
- Dosimetry
- RTT's
- Service engineer

Leading Up
- Physicians
- Medical director
- Departmental administrator
- Hospital administrator
- Hospital / foundation board

Situational Leadership
Paul Hersey and Ken Blanchard (1977)
Develop Leadership Skills

- Communicate
- Delegate
- Organizational thinking
- Time management
- Give recognition / gratitude
- Admit failure
- Manage disruptive staff
- Don't pass judgement, compete

Know the difference between urgent and important

Thomas Oppong
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