

Vital and Valued in the Free Standing and Community-based Hospital Environment

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Disclosures or Conflicts

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None

Learning Objectives

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1. Understand the challenges of succeeding in different work environments.
2. Learn strategies to help define the role of a medical physicist to various administrators, physicians, and department staff and directors.
3. Learn how to successfully communicate and interact with University, Hospital, and Department administrators.

Preview

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- Scope
- The reality we want to affect
- Methods used
- General productivity tips

Scope

- Non-academic, community, private practice (large and small)

Assumptions

- Important aspects of our career:
 - How physicists are employed, evaluated, and **valued**
 - Remaining **vital** during change, consolidation, increased workload, and financial constraints

The reality we want to affect



Vital: def. absolutely necessary, important, essential, or needed

- Binary based on “standards”
- Objective; “sticky” once a standard has been set
- Setting the standard can be a challenge. It can be based largely on “common sense” assumptions and not proof
- Can be seen as self-serving: “my peers and professional societies agree”: scope of practice, accreditation standards, regulatory codification

Value: def. the level of regard, worth, utility, desirability, or usefulness, beneficial

- A Gradient and a perception
- Subjective / relative; “fickle” – can change quickly even after a standard has been set
- Perception; tougher sell, multiple “votes” with multiple points of view / world view differences

Valuable and Vital

- Does it necessarily follow that if a person is one, they are also the other, also?

Valuable and Vital

- Choices
 - Vital Only: A necessary pain in the butt

Valuable and Vital

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 - Valued Only: Well regarded but not needed

Valuable and Vital

• Choices

- Vital Only: A necessary pain in the butt
- Valued Only: Well regarded but not needed
- Neither vital nor valued: employment-limiting (unnecessary and unessential)

The reality we want to affect

- Proposal: It is essential that a clinical medical physicist is both vital and valued

What dictates Reality?

- We want to affect reality and not simply exercise wishful thinking
- Assumption: Perception dictates Reality



How are you perceived?

- How is your role perceived?
- How is your profession perceived?

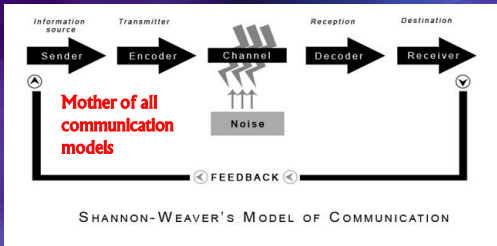
How are you perceived?

- How is your role perceived?
- How is your profession perceived?
- We need a tool to affect perception which in turn dictates reality

How are you perceived?

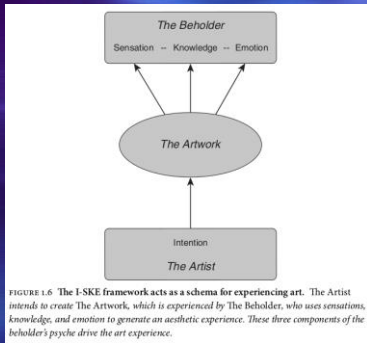
- Our senses and reason dictate Perception
- Communication affects the senses and reason
- Communication affects and dictates Perception

Communication as a tool to affect perception



David D. Woods and Erik Hollnagel Joint Cognitive Systems: Foundations of Cognitive Systems Engineering

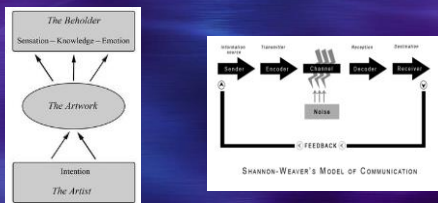
Experiencing Art



Shimamura, A. P., & Palmer, S. E. (Eds.). (2012). *Aesthetic science: Connecting minds, brains, and experience*. Oxford University Press, pp 24.

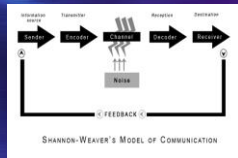
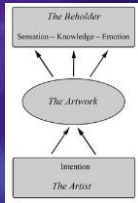
Methods

- In both examples you have a message and a means of communicating the message and an interpretation of that message

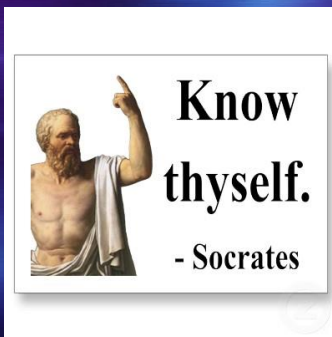


Methods

- How can you be more effective in assuring the message you want to communicate is the message that is received?

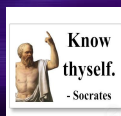


Effectiveness



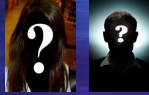
Effectiveness

- How do others see you, your role, and profession?
- How do you see yourself, your role, and profession?



"Know Thy Audience"

- Not only "Know Thyself"



- Know what they want
- Involved in supporting others' success



Medical Physics Perceived

Audience	Negative	Positive
Physician	Nay-sayer, obstacle, over-stepping	"Has my back", team member, enabler
Administrator	Expensive, a mystery	Leader, understands bottom line, efficient
Medical Dosimetrist	Unappreciative, bossy	Respectful, teammate
Radiation Therapist	Annoying, doesn't put away his toys	Patient safety advocate, listener
Front Desk	Must be smart ...what they are talking about	Courteous, respectful
Patient	Who?	Educator
Block Party	Nerd or "yada yada yada" after they hear "physicist..."	a normal person who helps sick people

Getting the ideas across

- Exercise: visualize something

Visualize something

- Humuhumunukunukuapua`a

Visualize something

- Humuhumunukunukuapua`a
- *Rhinecanthus rectangulus*

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- Reef or Wedgetail Triggerfish

Visualize something

- Humuhumunukunuaipua`a
- *Rhinecanthus rectangulus*
- Reef or Wedgetail Triggerfish
- Tropical fish with a tan body with dark bands. Its distinctive features include blue/black strips across its eyes, blue lips and a black wedge at the base of the caudal fin, which is outlined in brown and yellow.

Show them a Picture



Show vs. Say

- "The 'difference' equals 'What you say you'll do' minus 'what you actually do' "
- — George Akomas Jr (Poet)
- In this case you want a negative or zero result



Show vs. Say

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- — [George Akomas Jr](#) (Poet)
- Show them a picture



What you do...



Simplified definitions

- Vital = What you DO
- Value = What YOU do

Find your unique way to communicate and “show”

Why you?

• Credentials:

- Earned an appropriate degree
- Granted certification by an appropriate national certifying body
- Abide by the requirements for continuing education.

-AAPM Definition of a Qualified Medical Physicist

Find your unique way to communicate and “show”

What do you do?

- Essential responsibility: **assure the safe and effective delivery of radiation to achieve a diagnostic or therapeutic result** as prescribed in patient care.

-AAPM Scope of Practice of Clinical Medical Physics

Find your unique way to communicate and “show”

How do you do this?

- The medical physicist **performs or supervises** the **technical aspects** of procedures necessary to achieve this objective.
- **Collaboration is essential** in the performance of Medical Physics duties.
- Are you **being consulted?** Do others **defer to your judgment?** If not, examine **why not?**

- AAPM Scope of Practice of Clinical Medical Physics

General productivity tips

- Ever feel like you're just not getting enough done?
- Based on current research, here are some tips.

1. Manage Mood and Emotion

- If you start the day calm it's easier to get the right thing done and focus.
- Doctors put in a positive mood before making a diagnosis show **almost three times** more intelligence and creativity than doctors in a neutral state, and they **make accurate diagnoses 19% faster**.

-The Happiness Advantage, Shawn Achor

1. Manage Mood and Emotion

- Optimistic salespeople **outsell** their pessimistic counterparts by 56%.
- Students primed to **feel happy** before taking math achievement tests far **outperform** their neutral peers.
- It turns out that our **brains** are literally **hardwired to perform at their best** not when they are negative or even neutral, but **when they are positive**.

-The Happiness Advantage, Shawn Achor

2. Don't Check Email or Social Media in the Morning

- When interviewing very productive people nobody said, "Spend more time with email and social media."

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- When interviewing very productive people nobody said, "Spend more time with email and social media."
- Why? You're setting yourself up to *react*.
- An email comes in and suddenly you're giving your best hours to someone else's goals, not yours.

Research shows email...

A. Stresses you out

- "people who do not look at e-mail on a regular basis at work are less stressed and more productive."
- "Email 'vacations' decrease stress and increase concentration"

- The Cost of Interrupted Work: More Speed and Stress ,UC Irvine informatics professor Gloria Mark

Research shows email...

B. Can turn you into a jerk

- “relative to those engaging in face-to-face interaction, those who interacted via e-mail were :
- (1) not only are less cooperative but also
- (2) felt more justified in being non-cooperative.”

-Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long, David Rock

Research shows email...

C. “Can be more addictive than alcohol and tobacco.”

-Willpower and desires: Turning up the volume on what you want most, Society for Personality and Social Psychology, Lisa M.P. Munoz, et al

Research shows email...

D. Checking email frequently is the equivalent of dropping your IQ 10 points

- “It reduces mental ability by an average of about 10 IQ points. For men, it’s about three times the effect of smoking marijuana.”

-Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long, David Rock

Is this really how you want to start your day?

3 .Eliminating Distractions

- “Dual task interference is when people do two cognitive tasks at once. Their cognitive capacity can drop from that of a Harvard MBA to that of an eight-year-old.”

-Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long, David Rock

“We have ‘Culturally generated ADD’”

- “Has modern life permanently damaged our attention spans?”

“We have ‘Culturally generated ADD’”

- “Has modern life permanently damaged our attention spans?”
- No. What we do have is **more tantalizing, easily accessible, shiny things available to you 24/7 than any human being has ever had in the history of mankind.**

-Driven to Distraction, Ed Hallowell, former professor at Harvard Medical School

"The answer:

- is to lock yourself somewhere to make all the shiny, flashing, and buzzing distractions go away.
- Put yourself in a padded room, with the problem that you need to work on, and shut the door. That's it."

-Driven to Distraction, Ed Hallowell, former professor at Harvard Medical School

"The answer:

- is to lock yourself somewhere to make all the shiny, flashing, and buzzing distractions go away.
- Put yourself in a padded room, with the problem that you need to work on, and shut the door. That's it."
- "What's the best way to sum up this research?
Distractions make you stupid.

-Driven to Distraction, Ed Hallowell, former professor at Harvard Medical School

4. Write down your one or two most important "to-dos" for the next day before you leave the clinic

- "You are **more likely to follow through** if you are specific and if you write your goals down for the next day."
- "Studies also show this has a secondary benefit: writing down what you need to do tomorrow **relieves anxiety and helps you enjoy your evening.**"

-Drive: The Surprising Truth About What Motivates Us

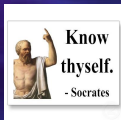
Take-Away

- Affect Reality – be Valuable AND Vital:
 - Communication → Perception → Reality



Take-Away

- Know thyself and your audience



Take-Away

- Vital - What you DO
- Value - What YOU do
- Show Them a Picture → Actions over Words



Take-Away

- Email and multi-tasking make you a stressed-out, addicted, stupid, jerk

