

# RHOADS ORATION

December 3, 2012

College of Physicians

Philadelphia

# SOURCES: SEVERAL

- Many thoughts are my own
- Some graphs & pictures are from:
  - “The Pearl of the Cote – the Great Wines of Vosne-Romanee”  
by Alan Meadows. 2010
- Some quotes, are from these books:
  - “The Personal MBA: Master the Art of Business”  
by Josh Kaufman
  - “The End of Illness” by David B. Agus
  - “The Great Thoughts” by George Seldes
- Other sources
  - David Brooks, NY Times
  - American College of Surgeons Bulletins
  - **Cited throughout the talk**

# BACKGROUND THOUGHTS

- I suspect many of you are here for a **perspective** on a seemingly successful career, and out of **general interest**, not to learn about surgery
- The presumption is that having had a degree of success in a long career, I will have a perspective containing a few things of interest, with **insights** into how it was done – for what that is worth. The talk is, I believe more about a look at a life in surgery with a distinct plastic/facial reconstructive surgery slant --- the **panorama of a career** in that field.
- So, the only way I know how to approach this is to show you **the journey, and a very personal view** of some of what I believe are truths in the pursuit of **quality**

# YOUR INDULGENCE PLEASE

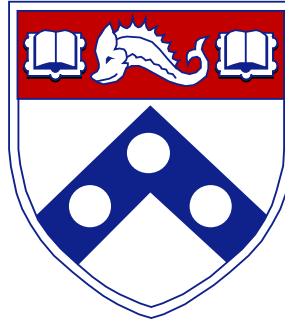
MY PERSONALIZING in an ATTEMPT to CONVERY MY MESSAGE

- **Parallels in two nearly lifelong passions of mine are considerable, fascinating, and instructive:**
  - Such parallels could be drawn to a number of quality endeavors , but are striking in these two fields that I know well. Great wine as well as outstanding plastic surgery are manifestations of both beauty & quality.
  - And yes, there are rare exceptional outliers to what I will say – in surgery more than wine
- **Finally, clear bias toward some things I love: where I live, my medical center, and a very special type of grape & part of the world.**

# SPECIAL THANKS

- Renata & my family – for everything
  - Anne Schoemaker for her thoughts and suggestions
  - Nelson Shanks for much inspiration in our 40 yrs of friendship together
- My partners, CF fellows, & Pl Surg residents through 42 years at Penn

PENN MEDICINE



THE CHILDREN'S HOSPITAL  
OF PHILADELPHIA



# ***TERROIR* and the CULTIVATION of QUALITY**

**Linton A. Whitaker, MD**

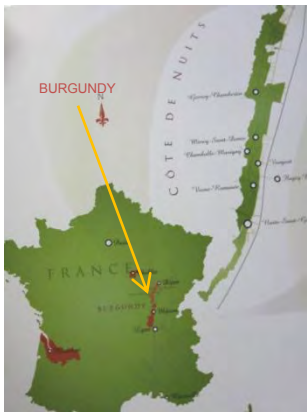
**Professor of Surgery (Plastic Surgery)**

**Chief of Plastic Surgery Emeritus**

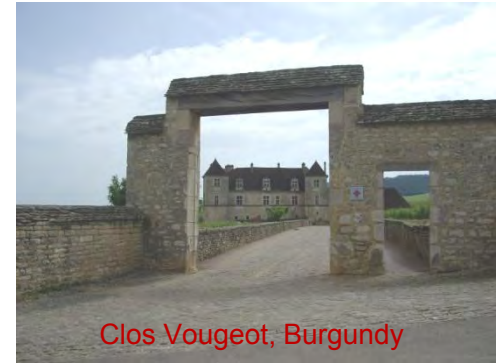
The Children's Hospital of Philadelphia  
Hospital of the University of Pennsylvania

**Founder & Director,**

**Edwin & Fannie Gray Hall Center for Human Appearance  
University of Pennsylvania Health System**



# WHY *TERROIR*?



- A French term denoting the special characteristics of place that geography, geology (soil) and microclimate (weather) bestow on a particular product; now most often grapes for wine, esp Burgundy
  - Belief that the land and location where grapes are grown imparts a unique quality specific to that region.
- *Terroir* as it relates to this talk, and as I see it, to (plastic) surgery, refers to the total environment which, if favorable, is a major asset, but still needing cultivation

# WHY WINE?

- Because I know quite a lot about it as well as surgery, parallels are many, and learning about wines has been meaningful & fascinating to me, and I hope, today, to you.
  - Both high quality wines and surgeons are prized and sought after
    - Wine at the top of quality is among the most precious of products in the world; rare and expensive. Pl surg -----
  - Great wines and quality surgeons require painstaking cultivation, tend to reach their peak in 4<sup>to</sup> 5 decades of life, then may start to decline (?).





# SURGERY and WINE:

## THEY RELATE HISTORICALLY



- \*SURGERY, earliest known: ~3,000 yrs ago (Danube Basin + Egypt): trepanation
- \*\*WINE, Classical Greece (“wine dark sea”), ~ 3,000 yrs ago: general reference
- \* PL SURG, earliest, ~2,600 yrs ago (600 BCE; Susruta – nose): “specialized”
- \*\*WINE, first hierarchy known, 2,000+ yrs ago: 1<sup>st</sup> century A D : „special „  
Campania --> Falernum wine. Romans favorite

\*Surgery: Knut Hager: “History of Surgery”. Bell Pub Co, 1988

\*\*Wine: Patrick McGovern: “Ancient Wine”. Princeton U Press 2003

Stuart Fleming: “The Story of Roman Wine” Piccari Press 2001

# THE MESSAGE & THE QUESTION

- Quality development leads to success (& honors) in programs & life, and to DRC\* quality in wines.
  - As noted, top quality wines sought at least back to Roman times, and now world wide w Asian markets exploding.
- What does it take to make programs/ surgeons/ wines of excellence ?
  - > a look at quality end products in both , and the parallels in their development

\* to be explained

*PERSONALIZING: SOME OF*  
**THE MAJOR FORCES THAT MOTIVATED ME**  
*AS I NOW SEE THEM*

- “The deepest principle in human nature is the craving to be appreciated”.

William James; physician, psychologist, writer (late 19<sup>th</sup> c)

**or**

“**the quest for significance**” that we all seek

Sherif Emil, MD: American College Surgeons Bulletin (2012)

- And : desire ----
  - A desire to excel
  - (A fear of not)

# BOOKS THAT WERE STRONG INFLUENCES

ON ME:

BEFORE & DURING MEDICAL SCHOOL & LATER

- “The Life of William Osler” by Harvey Cushing

↓  
McGill, Penn

- “The Life of Harvey Cushing” by John Fulton

↓  
(Pl Surg) “Neurosurg” (Craniofacial)

- 
- “Aequanimitas With Other Addresses” by Sir William Osler
  - “The Quiet Art” by Robert Coope
  - “Religio Medici” by Sir Thomas Browne

# MY INVOLVEMENTS IN TWO WORLDS: PARALLEL BEGINNINGS & EVOLUTIONS

## MEDICINE

**1958: MEDICAL SCHOOL** Tulane  
**1962: INTERNSHIP** McGill  
**1963: Captain, US Army**  
**1965: SURGERY** Dartmouth  
**1969: PLASTIC SURGERY** Penn  
**1972: CF SURGERY**

## WINE

**NEW ORLEANS**  
**MONTREAL**  
**GERMANY**  
**FRANCE**


Philadelphia



Wall ST J



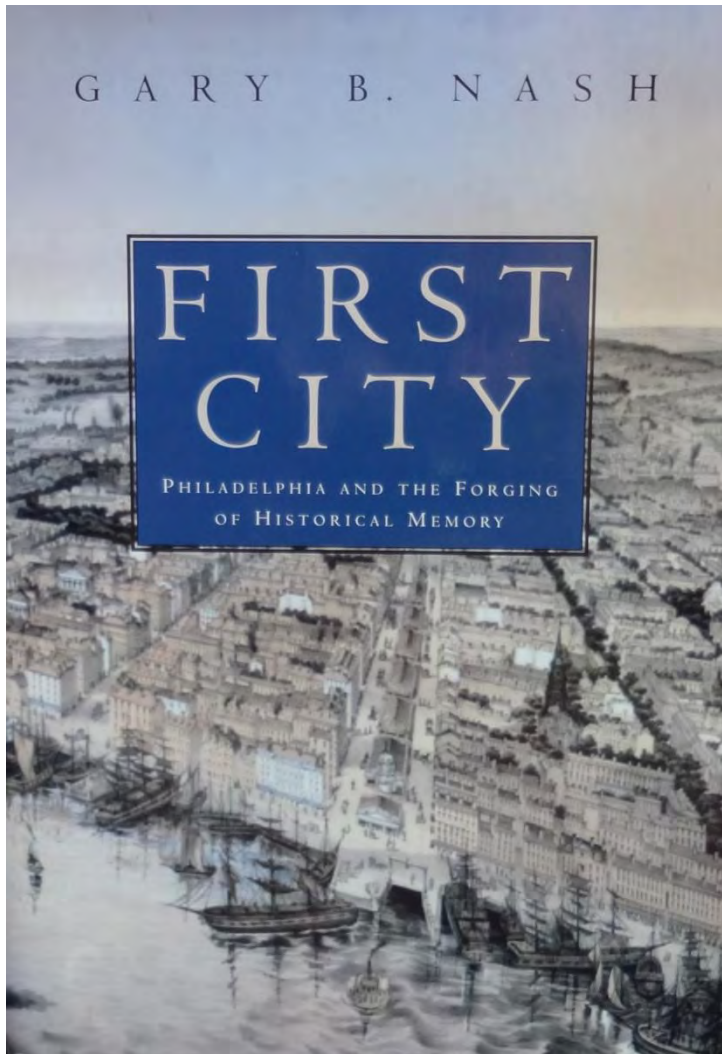
## MY *TERROIR*

- Philadelphia (*Geography*): Great traditions & institutions, inspiring environment
- Penn(*Soil*): Quality, opportunity,  & a high expectation/achiever environment.
- People (*Climate*): Several inspiring, many motivating

and

Impossible for me to have done what I did without the right *terroir*

# A QUALITY SETTING FOR PROFESSIONAL DEVELOPMENT



## Philadelphia – where most of modern U.S. was created

**Michael Zuckerman**

is emeritus professor of history at the University of Pennsylvania

The Convention and Visitors Bureau touts Philadelphia as “a city of firsts.” The Independence Hall Association lists five pages of “Philadelphia Firsts” on its website. A walking tour of the city links “Philadelphia Firsts” to its home page. George Morgan may have been the first to title a book on Philadelphia *The City of Firsts*, in 1926, but even he acknowledged the research of others who had been tracking those firsts for “many years past.”

The firsts did not begin with Ben Franklin. Philadelphia was a vision before it

Phila. Inquire  
4/5/12  
PHRASING  
PHILADELPHIA

### CITY OF FIRSTS

was a city, and its grandest innovations were in place before Franklin was even born. The ideas that revolutionized the West, religious freedom and political democracy, were proclaimed by William Penn and put into practice by the first sturdy settlers of his colony.

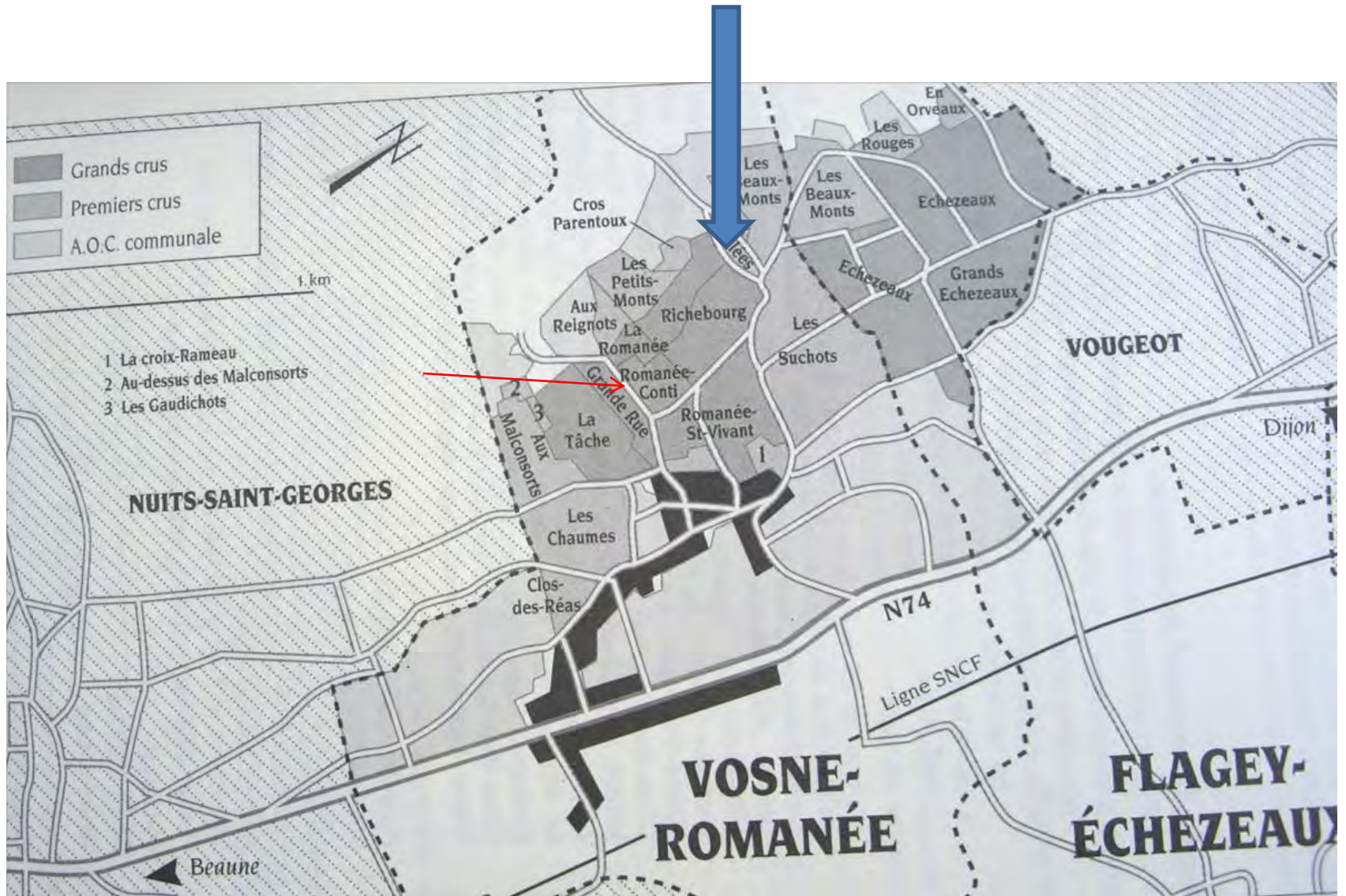
Franklin did do mighty work. But he See **CITY OF FIRSTS** on D6

### First in the United States:

- Bank, Insurance Co, Stock Exchange
- Daily newspaper & magazine
- Law firm & teaching of law
- Medical School, Hospital,  
Children's Hosp, University Hosp
- Beginnings of the nation itself  
& it's first flag
- etc., etc., etc



# A SETTING FOR QUALITY WINE CULTIVATION: DOMAINE ROMANEE CONTI (DRC): 7 vineyards





# SPECIFIC SETTINGS (*TERROIR*) FOR QUALITY DEVELOPMENT

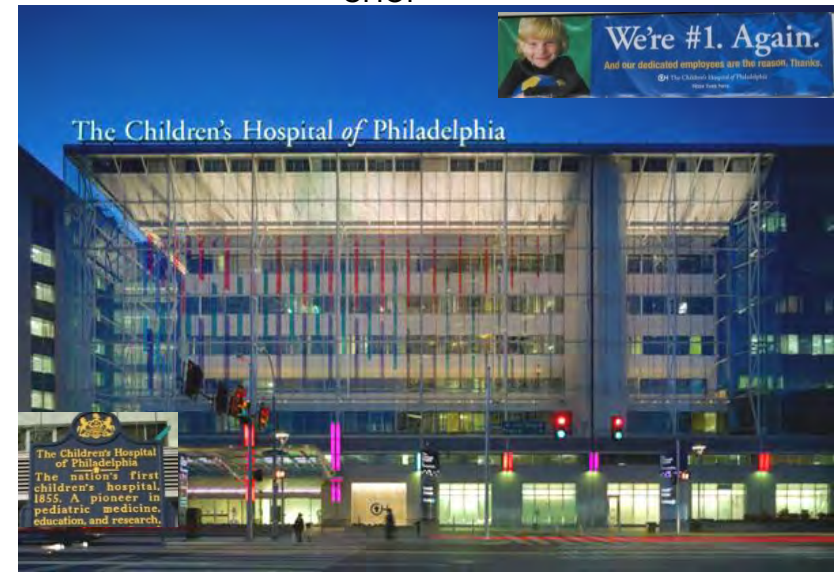
D R C



PENN MEDICINE  
HUP

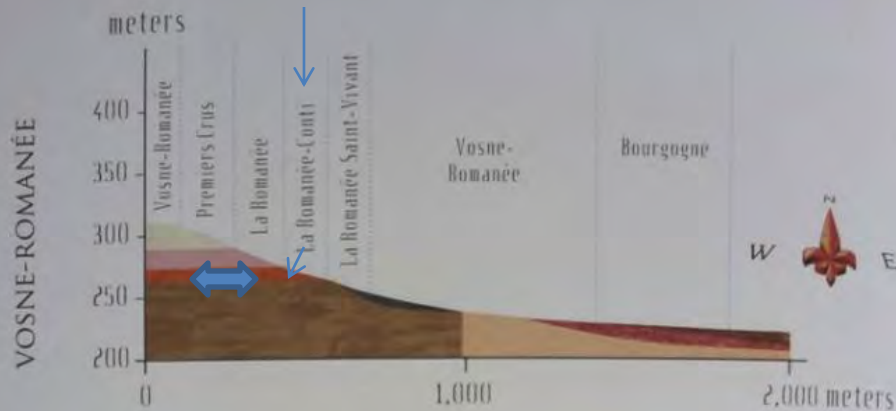


CHOP



## GEOLOGICAL CROSS SECTION

MID SLOPE SSE



# MAJOR PROFESSIONAL INFLUENCES

ON ME

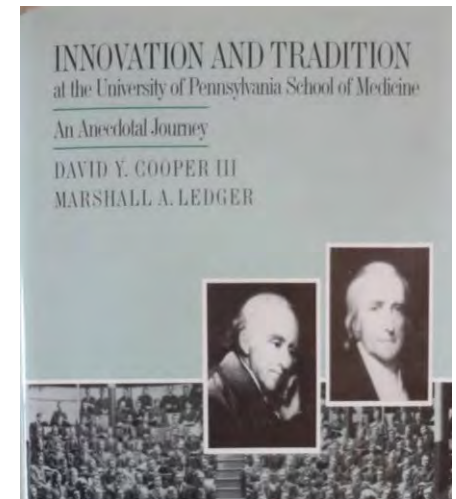
*TERROIR*

- 2 FIRST CLASS HOSPITALS (HUP & CHOP)  
& A GREAT EDU INSTITUTION (PENN)
- PEOPLE: Tanzer (Dartmouth), Ivy, Randall;  
Penn Surgeons: Koop, Rhoads, Barker,  
& others incl some nurses
- PENN PLASTIC SURGERY:  
FACULTY, RESIDENTS, & CF FELLOWS  
FROM 1969 -PRESENT

# INFLUENCES & FOUNDATIONS OF PENN PLASTIC SURGERY PHILOSOPHY

*TERROIR*

- QUAKER/PHILADELPHIA/PENN INFLUENCE:  
CONSENSUS, COOPERATIVENESS,  
CONGENIALITY, TRUST, QUALITY
- PENN DEPARTMENTAL AND DIVISIONAL  
HISTORY OF WORKING TOGETHER  
& STRONG SURGERY TRADITIONS
- LEADERS as CARETAKERS --- OF GREAT  
INSTITUTIONS AND TRADITIONS





# PENN FACIAL SKELETAL ORIENTATION: EARLY PL SURG INFLUENCES

TERROIR



ROBERT H. IVY, 1881  
*Photograph of Portrait by Agnes Allen, Presented by the  
Robert H. Ivy Society and Friends to the School of Medicine,  
University of Pennsylvania, January 28, 1961.*

## A LINK WITH THE PAST

*Robert H. Ivy, M.D., D.D.S., Sc.D., F.A.C.S.*



Baltimore • 1962

THE WILLIAMS & WILKINS COMPANY

# MY JOURNEY TO C F: I

(& SKELETAL FOCUS)

- Pl Surg Residency, Penn/CHOP -> Rx pts w clefts &/or hand problems. Nothing for total face.  
Finished residency June, 1971 -> Faculty, Penn
- Oct, 1971, ASPS, Montreal. Tessier.  
Eureka moment! We met
- Paris, Spring 1972. Met: F. Monasterio, K. Salyer, D. Marchac, & others: ~ 20 surgeons there.

PHILADELPHIA  
Fall, 1972



Paul Tessier



# MY JOURNEY TO C F: II

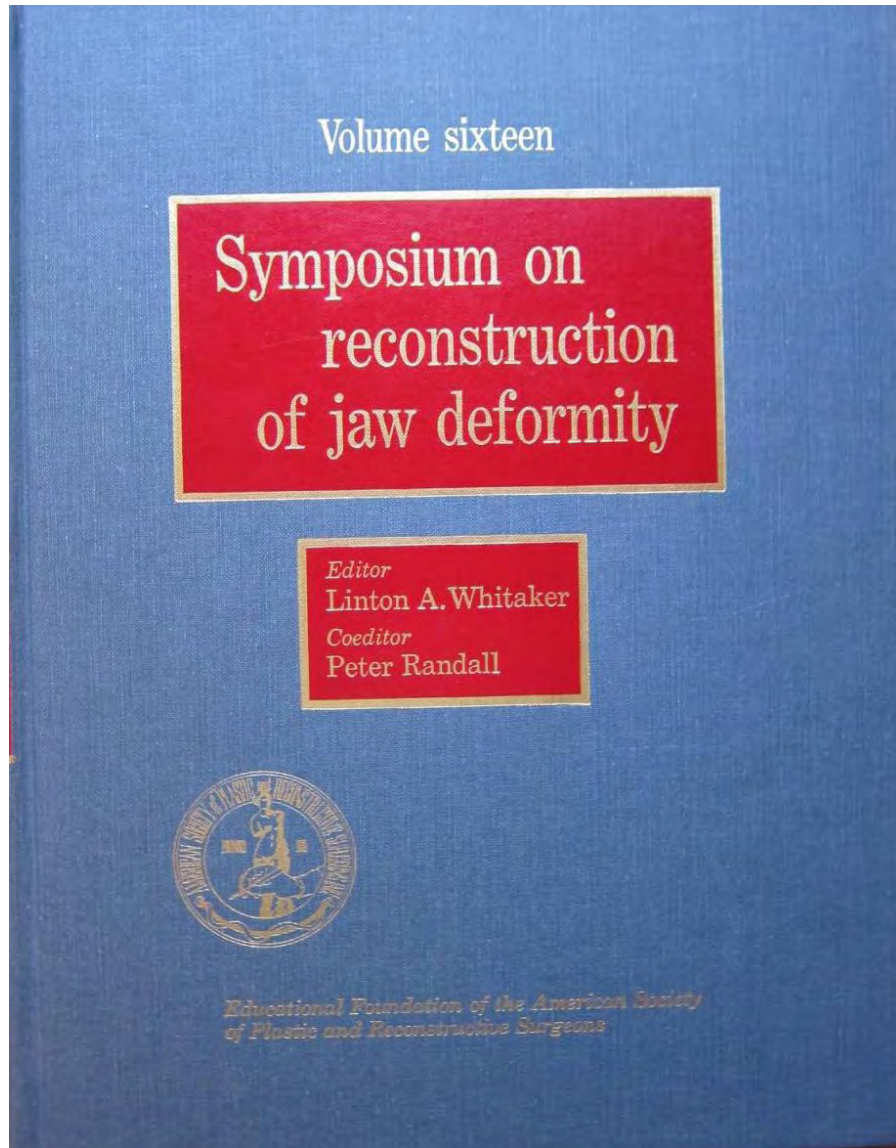
- Fall, 1972, first cases w Tessier in Phila,
  - then began on my own.
  - Tessier to Phila 3x over next 3 yrs.
  - back to Paris 2 more times, once w Joe Murray and me alone for several days
- Started C F fellowship, 1974
- Started applying surgery to *aesthetic* pts late 1970s

# MY DEVELOPMENT/ EVOLUTION/INSPIRATION-

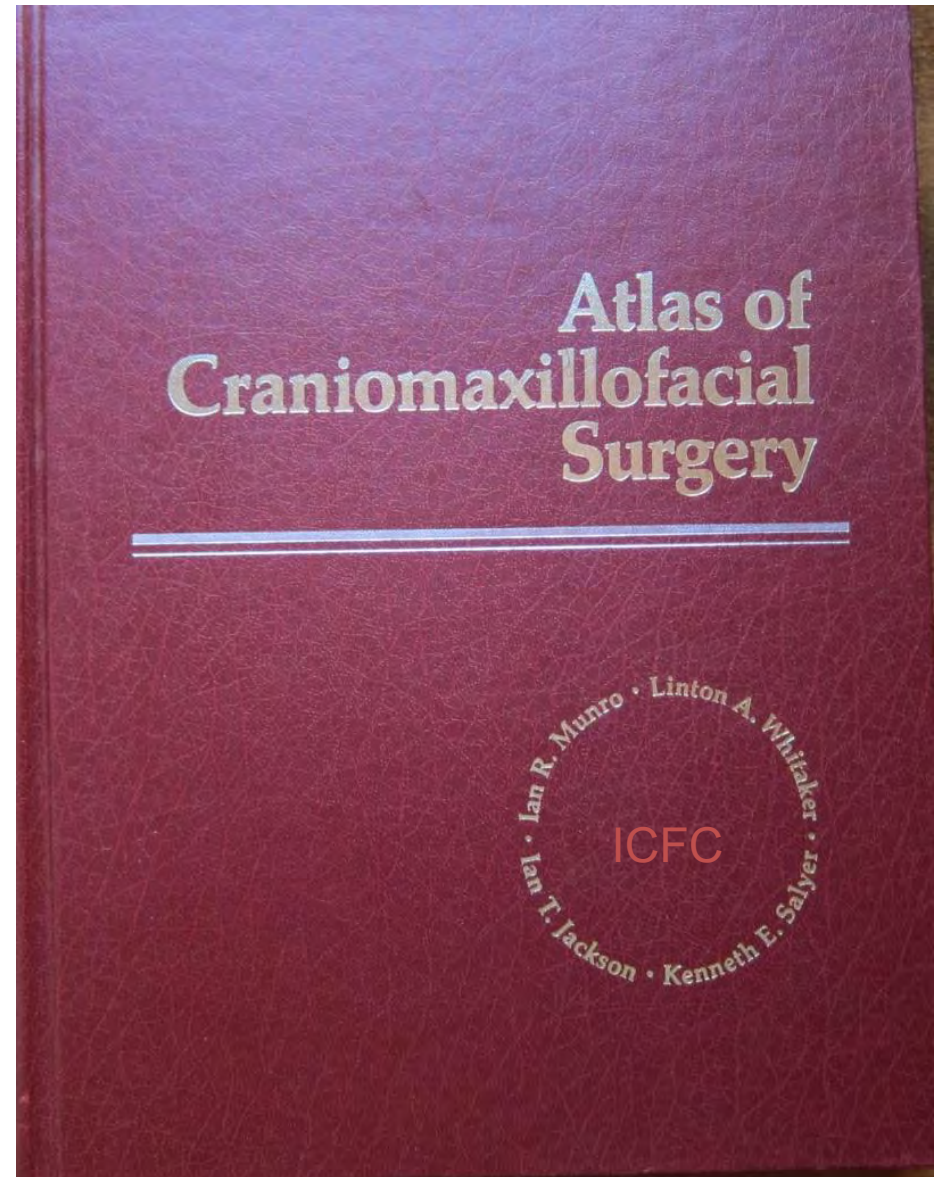
- **Environment** (Penn & People); sl resistance to CF--- then total support -> team created -> pt flow & focus began
- **Fellowship & research** followed w HUP & CHOP support: funding fellowship, providing first fellows, lab space, encouragement
- **ICFC** & top quality places -- healthy competition
- **Ideas** generated from **pts** -> infant c f surg, aseth skel, applic to aging, details cf (e.g. canthopexy) --all resulted from pt flow



# MAJOR STEPS MY DEVELOPMENT: FIRST SYMPOSIUM & BOOKS



PSEF Symposium  
Philadelphia, Oct 1976



Pub 1982

ICFC\* : 1972 →

## 5 WORLD CLASS SURGEON COLLEAGUES

JACKSON (Glasgow), MARCHAC (Paris), MONASTERIO (Mexico City), MUNRO (Toronto), SALYER (Dallas)

- We selected each other in the belief that we were the leading edge of CF (right or wrong)
- We challenged each other
- We measured ourselves against each other and competed for patients and recognition on the national and international scenes
- We met regularly and were brutally honest- improving each other in understanding of cf surgery and of living life as a surgeon in general.
- We respected each other (perhaps not always?)

\* **International Craniofacial Club** (celebrated 40<sup>th</sup> anniv Mexico City June 2012)



# MY DEVELOPMENT, EVOLUTION, INSPIRATION AAWPS



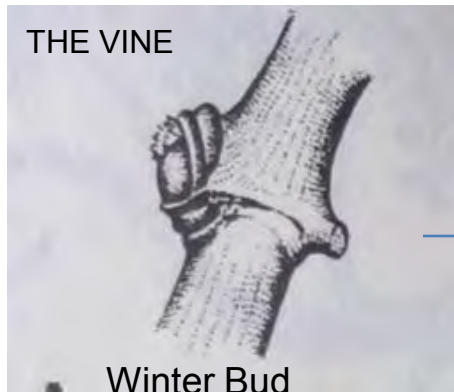
**FOUNDERS:** Achauer, Alpert, Bostwick, Lesavoy, Little, Spear, Salyer  
San Diego; San Francisco; Atlanta; Los Angeles; Washington, D.C.; Dallas;

Whitaker  
Philadelphia

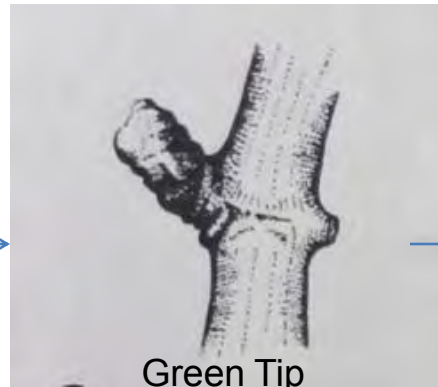
# CULTIVATION of QUALITY PEOPLE AND PROGRAMS, AS I SEE IT

- SELECT --- BEST POSSIBLE PEOPLE,
  - THEN TRAIN, STARTING EARLY & CORRECTLY
  - BRING OUT THEIR BEST, AND THEY WILL  
BRING OUT YOURS
- CONTINUALLY CRITICALLY ASSESS RESULTS
  - & CHANGE
- EXPERIENCE - MAXIMIZE

# PARALLELS: THE CULTIVATION OF WINE/A SURGEON



College/Interest



Medical School



Surgery Residency



Plastic Surgery Residency



Craniofacial /Specialty  
Fellowship



Craniofacial/Specialty  
Surgeon

Now the refining process

# DEVELOPING QUALITY: TEACHING & MENTORSHIP

- “Self education is, I firmly believe, the only education there is”.

Isaac Asimov. Professor of Education

Boston University; & author of > 500 books

- **HOWEVER:** Guidance, inspiration, respectful competitiveness, esp early; relations & communication , later – keys in our field, along with continuing self education.



# PENN PLASTIC SURGERY

## THE PROGRAMS: CULTIVATING QUALITY

### TEACHING & MENTORING

(LAW)

- RESIDENCY: 1956 – 2012; 130 TRAINEES (1987-2005 : 45)
  - PRECEPTORSHIP (Ivy): 1930s – 1950s
  - THEN 5 CHIEFS:
- FELLOWSHIPS:
  - CRANIOFACIAL 1974 – 2012; 43 TRAINEES (1974-2001 : 30)
  - MICROSURGERY: 2005 - 2012; 12 TRAINEES
- FACULTY (23) & HOSPITALS (8)
  - CORE, HUP & CHOP: 12 CURRENT

# CULTIVATING QUALITY “SELECTING & MENTORING”

SELECT



PROCESS



MATURE & REFINE



“Evolving over time is the mark of a truly great wine-  
and one of the glories of a great Burgundy”  
Jay Mcinerney in: “The Juice: Vinous Veritas”

and a quality Surgeon ---Whitaker’s thoughts



# ON THE SUCCESS OF THE PROGRAMS & PEOPLE: MY BELIEFS & PHILOSOPHY

- I didn't create successful people. I simply accepted the right ones in the right place, and now claim some credit for their success
- Put the right people in the right framework and positions, turn them loose, and support them
- **Work in & on something greater than one's self**
  - Have a “worthwhile vision” and cultivate into something that will continue to grow, evolve, & *create*→

# LEADERSHIP

## PENN PLASTIC SURGERY

- IVY, (DORRANCE): ~ 1920, Preceptorship
  - Graduate & CHOP ?PGH
- ROYSTER: 1956 - 1969, formal residency begun
  - HUP & CHOP: ? GRADUATE
  - 16 RESIDENTS ; 1 PRECEPTEE (1953)
- LEHR: 1970 – 1979
  - 23 RESIDENTS
- RANDALL: 1979 – 1987
  - 26 RESIDENTS
- WHITAKER: 1987 – 2005.
  - 45 RESIDENTS
- SERLETTI: 2005 ----
  - 16 RESIDENTS (& COUNTING)



# ESSENTIAL RELATIONS

IN MY JOURNEY:

## CORE PENN FACULTY

HENRY ROYSTER:	1946 - 1969
PETER RANDALL :	1953 - 1996
HERNDON LEHR :	1958 - 1979
WILLIAM GRAHAM :	1967 – 1971
RALPH HAMILTON :	1967 - 1996
DON LAROSSA	1974 – 2009
SCOTT BARTLETT	1987 – PRESENT
DAVID LOW	1989 - PRESENT
LOUIS BUCKY	1995 - 2008
BEN CHANG	1995 - PRESENT
RICHARD KIRSCHNER	1998 – Feb,2010

# MY JOURNEY

## TO LEADERSHIP POSITIONS

### & AS I SEE IT, THE DEVELOPMENT OF QUALITY

- Identified area of passionate interest; focused on this to try to become “*the best*”
- Worked! Continuing eval surg w personal records;  
Wrote : to solidify & clarify ideas;  
Traveled: took every opportunity to meet innovators  
& be involved in relevant programs
  - Through these efforts, ideas generated, for surgery, fellowship, residency, programs, CHA.

# LEADERSHIP:

## MY IMPORTANT ADMINISTRATIVE CONTRIBUTIONS

- CHIEF : CHOP, HUP,  
PLASTIC SURGERY PENN, OVERALL
- FOUNDING & DEVELOPING:  
CRANIOFACIAL PROGRAM, PENN
- FOUNDING & DEVELOPING  
CENTER FOR HUMAN APPEARANCE

# LEADERSHIP

PHILOSOPHY & TRADITION: WORKING TOGETHER

**CLEFT PALATE PROGRAM**

**FIRST IN THE COUNTRY**

MULTIPLE SPECIALTIES WORKING TOGETHER : Dr. Ivy

---



***CRANIOFACIAL PROGRAM***

w MULTIPLE SPECIALTIES COOPERATING,

**CENTER FOR HUMAN APPEARANCE**

SIMILAR BASIS

# **THE FOUNDATION : THE CF PTS \***

MY PERSONAL EXPERIENCE BY DIAGNOSIS

1972 -2010

• CRANIOSYNOSTOSIS	540
– COMPLEX	365
– SINGLE SUTURE	185
• CF CLEFTS	324
– ORH	73
– MFD	53
– HFM	198
• TRAUMA (CRANIOORBITAL)	240
• TUMORS (CRANIOORBITAL)	68
• OTHER (CRANIOORBITAL)	<u>262</u>
<b>TOTAL</b>	<b>1434*</b>

**\* CRANIOORBITAL ONLY : PROCEDURES > 2,000 \***

# TOTAL EXPERIENCE

## PROBLEMS >2000 CF OPERATIONS

- DEATH 0
- BRAIN INJURY 1
- BLINDNESS 0
- PARALYSIS 0

- 
- RE OPERATIONS ~ 30% (~430)
  - INFECTIONS ~ 3%



EXPERIENCES IN PENN CF PROGRAM  
A FEW PRINCIPLES  
LEARNED FROM ALL OF THIS\*

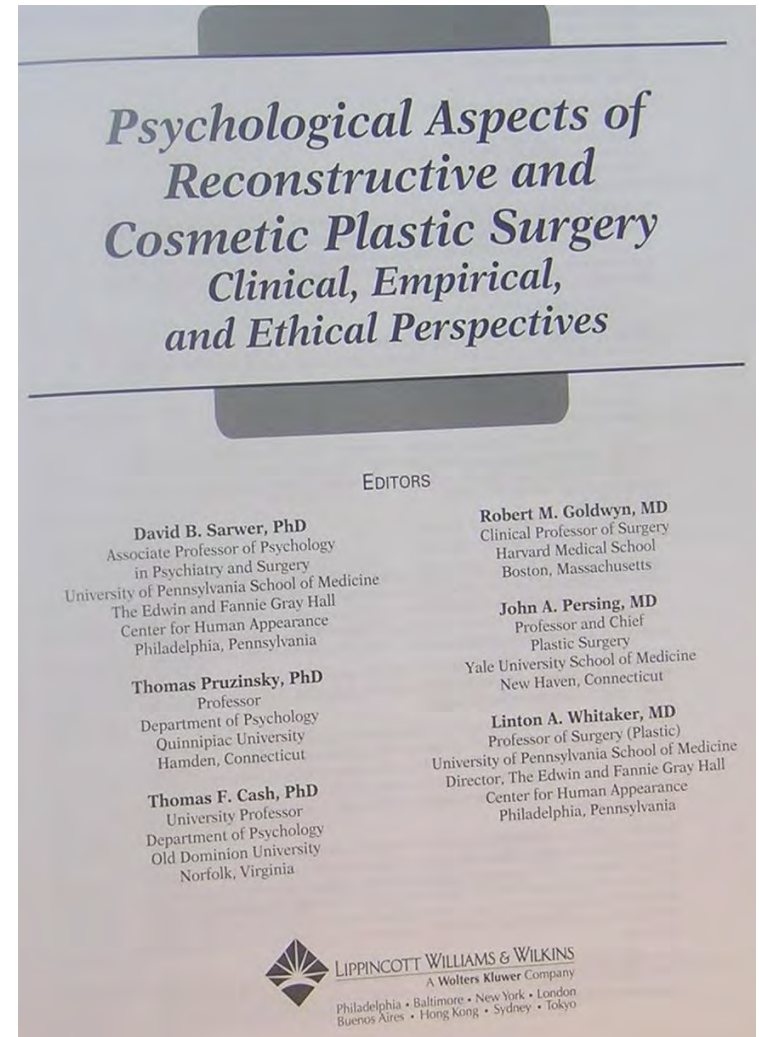
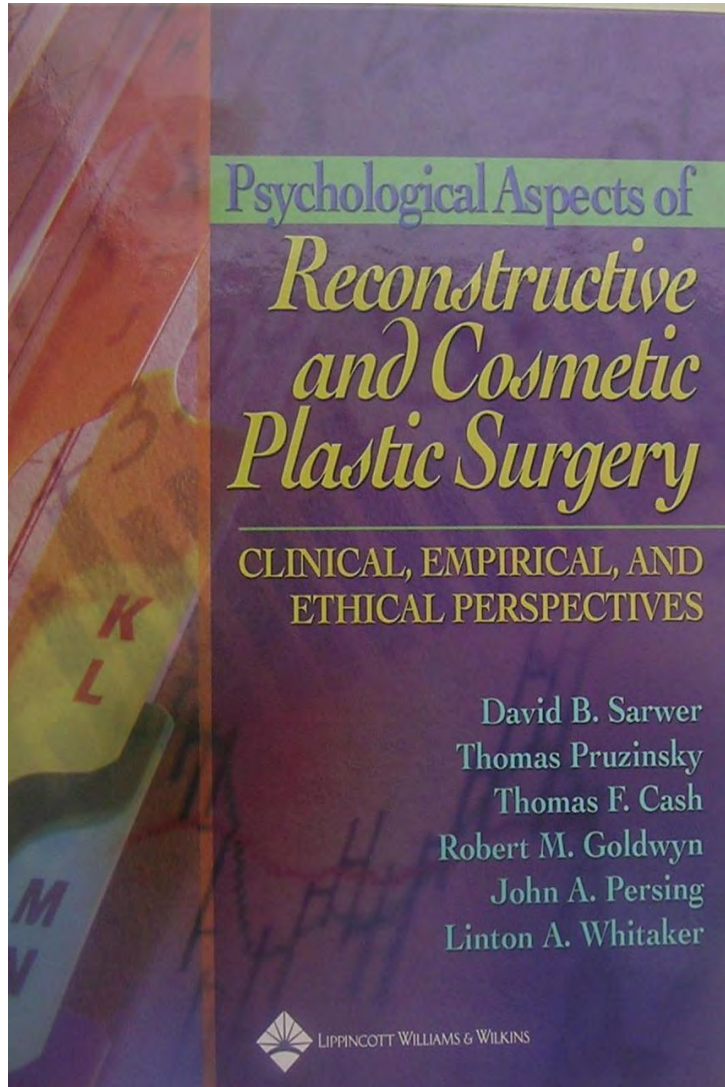
\*In a sense knowledge shrinks as wisdom grows;  
for details are swallowed up in principles”

Alfred North Whitehead

British philosopher & mathematician

# PRINCIPLE

IN THE FINAL ANALYSIS, IT'S ALL ABOUT THE **PSYCHOLOGY**



PUBLISHED 2006

**PRINCIPLE**

# **BIOLOGICAL BOUNDARIES**

**IN FACIAL SKELETAL RESTRUCTURING**

**WHY SOME BONE PERSISTS  
& OTHER DISAPPEARS**

# PRINCIPLES OF FACIAL SKELETAL RESTRUCTURING

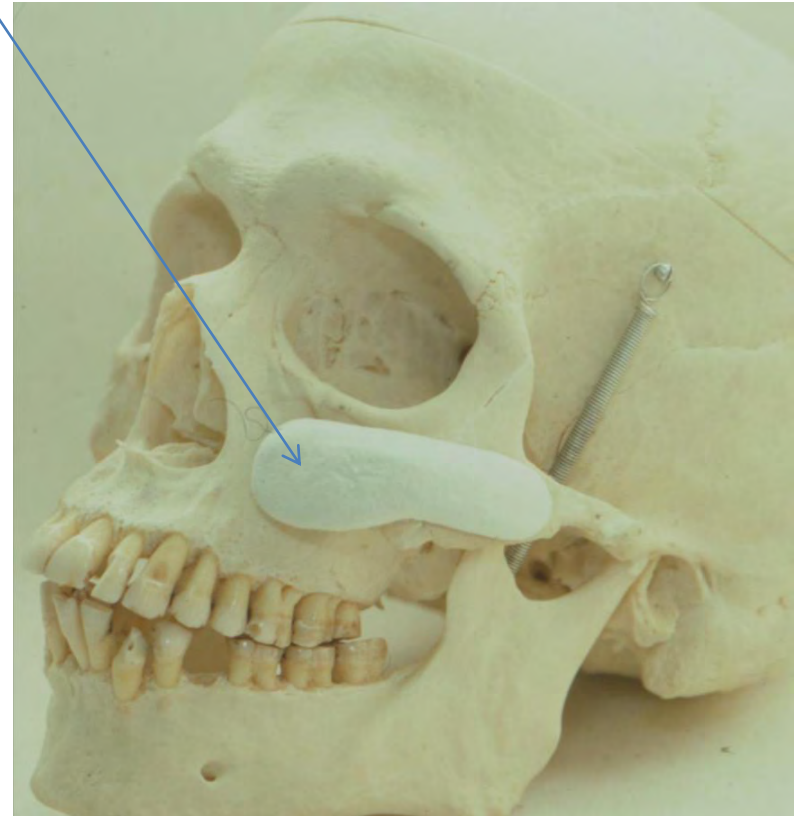
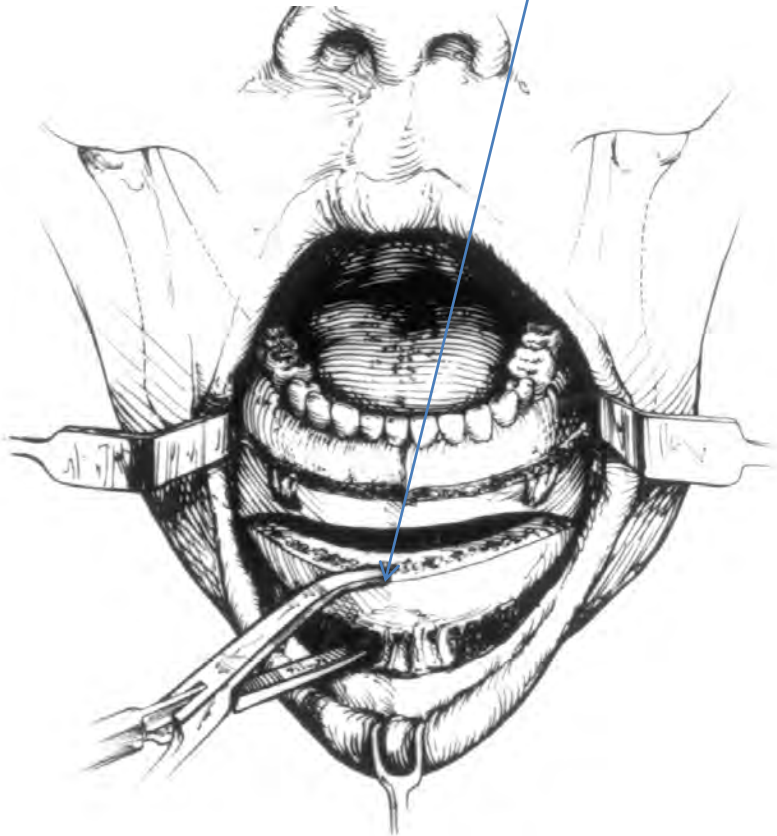
- **RESTORING BOUNDARY**
  - USE ANY AUTOGENOUS BONE
- **EXTENDING BOUNDARY (or AUGMENTATION)**
  - SEGMENT SHIFT
  - ALLOPLAST

PRINCIPLE

# LIMITED USE OF ALLOPLAST

SEGMENT SHIFTS WHERE POSSIBLE

ALLOPLAST WHERE NOT



PRINCIPLES

**RESTORING BOUNDARY**

**ANY AUTOGENOUS BONE**

**WILL DO**

**PRINCIPLES**

**SOFT TISSUE  
THE FINAL DETERMINANT**

# MY MOST IMPORTANT SURGICAL CONTRIBUTIONS:

EARLY INVOLVEMENT IN DEVELOPMENT THESE FIELDS  
(ALL SKULL/FACE RELATED)

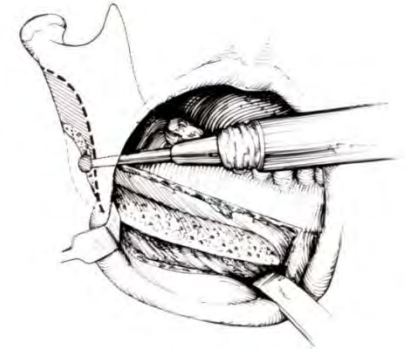
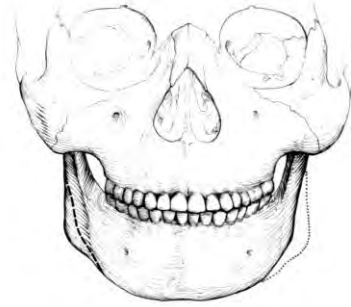
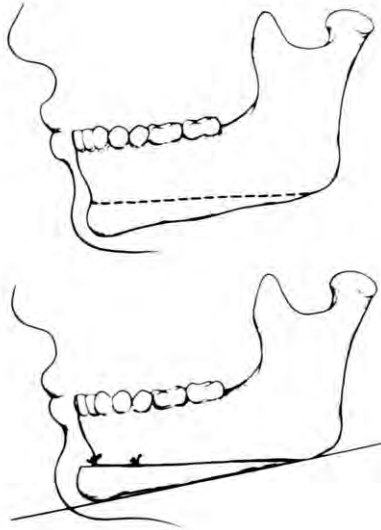
- **INFANT CRANIOFACIAL**
  - TECHNIQUES & SAFETY MEASURES
- **AESTHETIC SURGERY OF THE FACIAL SKELETON**
- **BONE/SOFT TISSUE RELATIONS:  
AGING FACE**



**AESTHETIC SURGERY**  
**OF THE FACIAL SKELETON**

**THE CONVERGENCE OF RECONSTRUCTIVE  
& AESTHETIC SURGERY OF THE FACE**

# SOME OF THE POSSIBILITIES IN ASCFS: LIMITED MAJOR OSTEOTOMIES & HOSPITALIZATION



**BONE/SOFT TISSUE RELATIONS AGING FACE**  
**RECONSTRUCTIVE TO COSMETIC IS A SPECTRUM:**  
**THE PURELY COSMETIC END OF THE SPECTRUM**



**BRIGHT CREEK**

# LEADERSHIP

PHILOSOPHY & TRADITION: WORKING TOGETHER

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**CRANIOFACIAL PROGRAM**

w MULTIPLE SPECIALTIES COOPERATING,

***CENTER FOR HUMAN APPEARANCE***

SIMILAR BASIS



# EDWIN & FANNIE GRAY HALL

## CENTER FOR HUMAN APPEARANCE

FOUNDED 1987

- APPEARANCE FUNDAMENTAL & of PRIMARY IMPORTANCE
- PURPOSE: EXPANDING UNDERSTANDING & TREATMENT
- WORKING PHILOSOPHY :
  - RECONSTRUCTIVE & AESTHETIC : COMPLEMENT ONE ANOTHER
  - “REPAIR OF THE PHYSICAL: ENHANCES THE HUMAN SPIRIT” R Engman,1984

---

6 CORE SPECIALTIES: *INTERACTING / COOPERATING*

PL SURG, DERM, OPH, OMFS, PSYCH, ENT  
& NOW MORE







- FIRST CENTER (1987) IN MAJOR ACADEMIC SETTING DEDICATED TO SERIOUS INTERDISCIPLINARY STUDY & TREATMENT OF APPEARANCE: HALL TRUST 1994
  - INCORPORATES FIELDS w MAJOR INTEREST IN APPEARANCE
    - BIRTH THRU OLD AGE
    - ENTIRE BODY
    - PHYSICAL & PSYCHOLOGICAL
- PROVIDES ADDITIONAL FUNDS FOR ACADEMIC PURPOSES
  - SEED GRANTS, RESEARCH
  - SYMPOSIA 2 X ANNUALLY (ONE RESEARCH; ONE CLINICAL)
  - PROGRAM AID INTERNATIONALLY: E EUROPE; AFRICA; CHINA ->

CHAC





## ---> **BEYOND TRADITIONAL CHA**

### DISRUPTIVE INNOVATION

Clayton Christensen; Harvard Business School. Concept of how otherwise well managed professions fail to deal w technological change.

- **\*SURGERY'S RISE** (late 19<sup>th</sup> & most of 20<sup>th</sup> c): **STEADY TECHNICAL & TECHNOLOGICAL INNOVATIONS DEFINED MODERN EVOLUTION; BUT, DECREASING, LAST 2 DECADES,**  
e.g. cardiac , vascular, g i, etc.
- **\*“DISTINCTIONS BETWEEN SURGERY & MEDICINE INCREASINGLY OBSOLETE”** (lasers, injectables, topicals, etc)
  - FOR SURGEONS TRAINING MUST BE LONG ENOUGH TO UNDERSTAND INTANGIBLES, BEYOND TECHNICAL .
  - DISTINGUISH WHEN OPTIMAL SURG VS MED CARE- & HOW

**\*** Rosenberg,L, MD & Schlich, T, MD:

“TWENTY FIRST CENTURY SURGERY” Bulletin of the ACS; July, 2012. pp 7-11



# BEYOND TRADITIONAL CHA

## CHA CONFERENCES 2012-2013

Sept 11 “ Functional & Aesthetic Considerations for Maxillofacial Reconstruction in Companion Animals”

John Lewis, VMD; **Asst Prof Dentistry & Oral Surgery.**  
Ryan **Veterinary Hosp U of P**

Jan 8 “The Real Thing: the Model in the Mirror”.

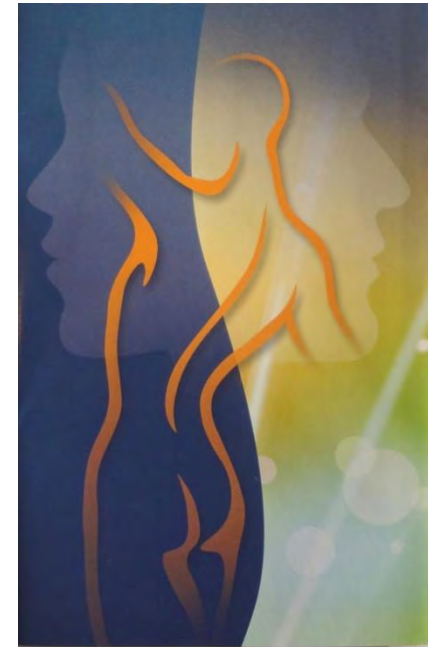
Wendy Steiner, PhD. **Professor & Chair of English.**  
U of P

CENTER FOR HUMAN APPEARANCE  
CLINICAL CONFERENCE SCHEDULE  
2012 -- 2013

DATE	SECTION
9/11/2012	Beyond Traditional CHA
10/9/2012	Oculoplastic Surgery
11/13/2012	Dermatology
12/11/2012	Plastic Surgery
1/8/2013	Beyond Traditional CHA
2/12/2013	Oral & Maxillofacial Surgery
3/12/2013	Psychology
4/9/2013	Otorhinolaryngology
5/14/2013	Beyond Traditional CHA

All Conferences 5:30 PM - 6:30 PM  
Second Tuesday of the Month  
10 Penn Tower Conference Room

11/16-17, 2012  
**Comprehensive Facial Reconstruction**  
*An Interdisciplinary Approach to Restoring the Human Face*  
A CHA Symposium -- Details to Follow



Symposium: Nov 1 & 2, 2013  
**APPEARANCE ∞ IDENTITY**  
A Transdisciplinary Conference

# ON CULTIVATING QUALITY ->EXCELLENCE

- “It is the sense of care – of voluminous attention to detail- that makes things matter” Robert Hughes. “Rome”
- “Great things are not done by impulse but by a series of small things brought together” Vincent van Gogh

**Provide a framework of high expectations and appropriate rewards; then constant, persistent, focused work**

NO SECRETS

# REFINING & FINESSE

- CONSTANT ASSESSING - CULTIVATING
- CONSTANT LEARNING - GROWING
- MAXIMIZE EXPERIENCE - REFINING
  - MATURE IT AND APPLY IT

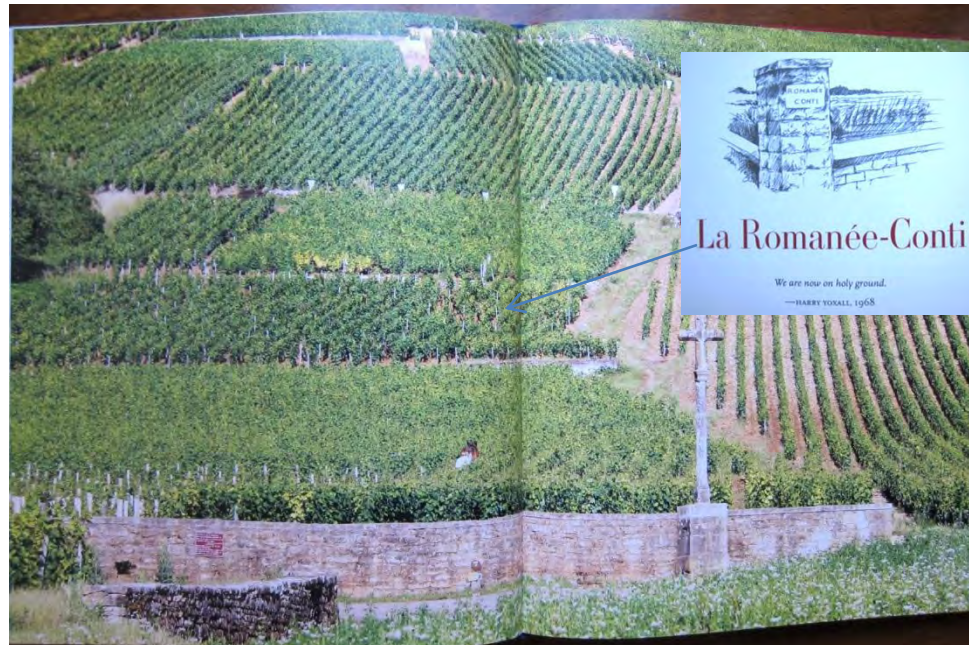
# QUALITY PRODUCTS AT THE PEAK:

## RAREST, MOST EXPENSIVE WINES IN THE WORLD\*

\*FROM DATA BASE OF 4.6 M WINE OFFERINGS FROM >32,300 STORES MID 2011

2011 sales: 8 of 10 most expensive & sought after = **Burgundies**

		<b>Avg pr/btl</b>	<b>max pr/btl</b>
1.	Romanee-Conti (DRC)	\$10,777	\$64,703.
7.	Grand Echezeaux (DRC)	\$ 3,252	\$13,688
10.	La Tache (DRC)	\$ 2,493	\$18,985



POSITIONING AT THE TOP:

# La Romanee-Conti

“the best wine in the world”\*

- “The best”. WHY? By virtue of positioning - history, geography, specifics of location of vineyard (immediately adjacent vineyards not nearly as valuable), details of development, rarity (4.4 acres), mystique
  - Taste “that indescribable thing”, “masterpieces of equilibrium”, “powerful, not big”
  - Constant monitoring and effort to improve (dug up entire vineyard & started over. 7 yrs to 1<sup>st</sup> new wine)
  - Maintaining consistency & quality – and marketing, the right way
- Note: “the best” may not exist with either wines or surgeons
  - but does by perception

\*“MORE INTELLIGENT LIFE” MAGAZINE - & MULTIPLE OTHER SOURCES

# SUMMATION

- FIND THE *TERROIR*
- CULTIVATE
  - Control quantity; focus on quality
- FROM MATURING -> MATURITY
  - Aging (experience) improves – up to a point
- **THEN** - MAKE THE PRODUCT KNOWN:
  - Personal relations, speaking, publishing, marketing ( right kind -honest best light), and delivering consistent quality
- **AND** – CONTINUE TO EVOLVE

“Nothing is as vulnerable as entrenched success” Mitt Romney

# THE REWARDS

PROGRAMS - & SOMETIMES -- SELF



- SATISFACTION OF HAVING DONE SOMETHING MEANINGFUL
- WORKING IN STIMULATING ENVIRONMENTS
- RECOGNITION IN MANY WAYS (program & - ? self)
  - LECTURESHIPS
  - ENDOWED CHAIRS
  - SUPPORT FOR PROJECTS
- ORGANIZATIONS /PARTICIPATIONS OTHERWISE UNLIKELY
  - Opportunities (hobbies, other)
- MONEY – (programs & - ? self)



# MY RECURRENT THOUGHTS/THEMES

## IN THE JOURNEY

on the personal pursuit of excellence in surgery & training programs,

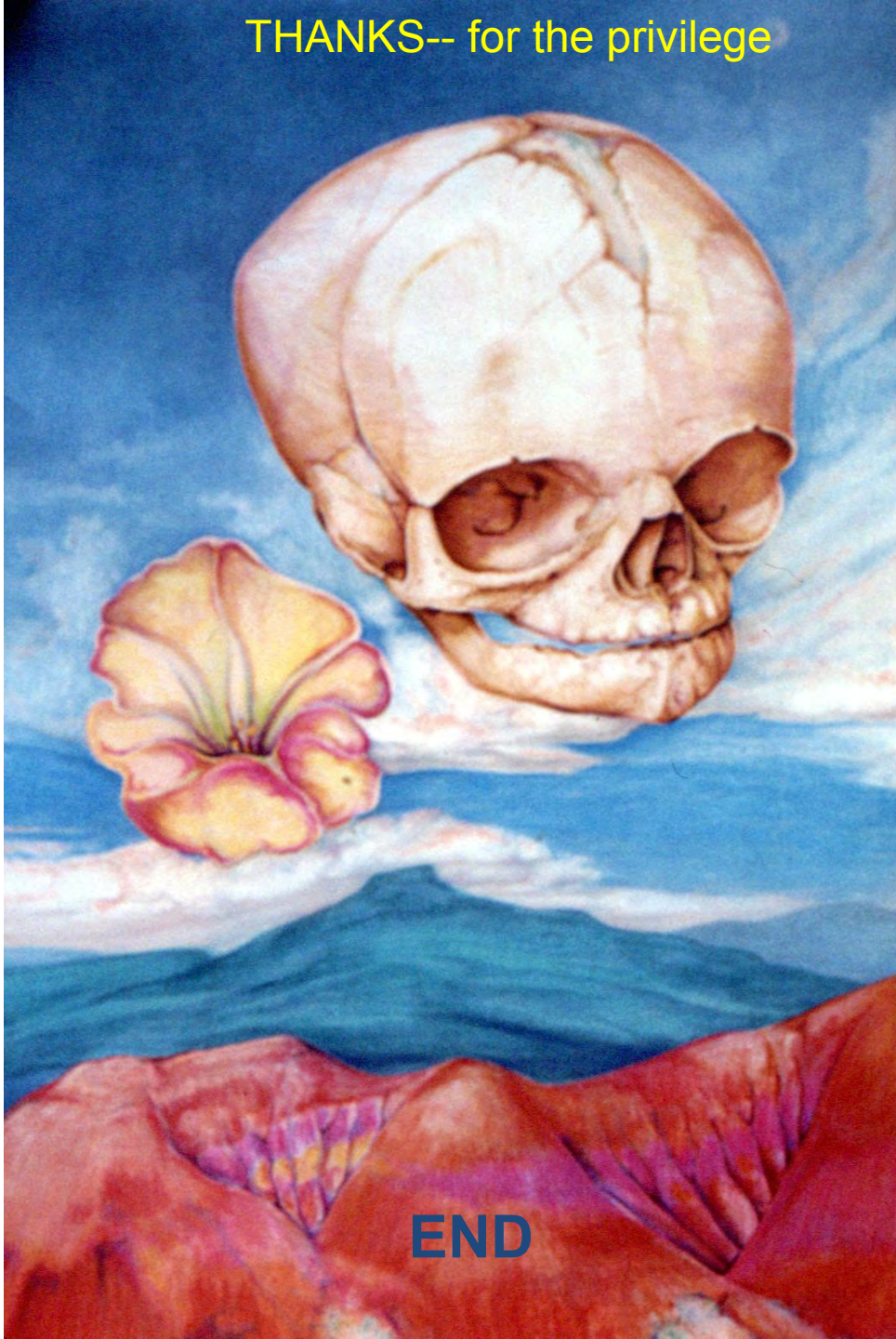
- “I want to be the best. I want my institution, my service, my surgery to be the best”
- The problems associated with some outcomes in surgery always influenced/weighed on me, more than the triumphs – and thus the desire to never have them again
- A desire to help people, & work together to improve  
-> evolution of CF program & CHA concept

# IN HINDSIGHT AS I SEE IT

## KEY FACTORS IN THE PATHWAY

- A partner/spouse that **completely** supports you. But never neglect her/him
- Work intensely: Determine the core professional focus and spend at least 75% of your professional time on that → for 25+ yrs
- Choose interests that enhance what you do but take you completely away. For me: wine, art, mountains/skiing, streams/trout fishing.

THANKS-- for the privilege



END