Career Choices: Academic Practice

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Associate Division Chief for Clinical Affairs
Objectives

- Mission of academic centers
- Clinical faculty tracks
- Perspectives on academic career tracks.
Mission of Academic Medical Centers

- Patient Care
- Research
- Teaching
Clinical Chief’s Mission

- Research
- Patient Care
- Teaching

$ $$ $
How do I evaluate performance?

- **Income Generation**
  - RVU
  - Pass-throughs
  - Other income
    - Grants
    - Consulting
    - CME

- **Mission of AMC**
  - Lectures
  - Research
  - Papers
  - Housestaff evals
  - Committees
RVU = relative level of time, skill, training and intensity to provide a given service.

<table>
<thead>
<tr>
<th>Medical Specialties</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allergy</td>
<td>3,855</td>
<td>3,986</td>
</tr>
<tr>
<td>Cardiology</td>
<td>6,934</td>
<td>7,126</td>
</tr>
<tr>
<td>Cardiology - Cath Lab</td>
<td>8,298</td>
<td>8,629</td>
</tr>
<tr>
<td>Dermatology</td>
<td>7,282</td>
<td>7,440</td>
</tr>
<tr>
<td>Endocrinology</td>
<td>4,393</td>
<td>4,446</td>
</tr>
<tr>
<td>Family Medicine</td>
<td>4,890</td>
<td>4,977</td>
</tr>
<tr>
<td>Gastroenterology</td>
<td>7,992</td>
<td>8,073</td>
</tr>
<tr>
<td>Hematology &amp; Medical Oncology</td>
<td>4,393</td>
<td>4,318</td>
</tr>
<tr>
<td>Hospitalist - Internal Medicine</td>
<td>4,021</td>
<td>3,914</td>
</tr>
<tr>
<td>Hypertension &amp; Nephrology</td>
<td>6,159</td>
<td>5,980</td>
</tr>
<tr>
<td>Infectious Disease</td>
<td>4,299</td>
<td>4,119</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>4,717</td>
<td>4,838</td>
</tr>
<tr>
<td>Neurology</td>
<td>4,717</td>
<td>4,868</td>
</tr>
<tr>
<td>Pediatrics &amp; Adolescent - General</td>
<td>5,111</td>
<td>5,089</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>3,381</td>
<td>3,681</td>
</tr>
<tr>
<td>Pulmonary Disease</td>
<td>6,057</td>
<td>6,014</td>
</tr>
<tr>
<td>Pulmonary Disease (without Critical Care)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rheumatologic Disease</td>
<td>4,662</td>
<td>4,654</td>
</tr>
<tr>
<td>Urgent Care</td>
<td>5,217</td>
<td>5,022</td>
</tr>
</tbody>
</table>

e.g.
- 1 HD of IP = 1.87
- 4 visits for OP HD = 8
- Interventional nephro = 27
Faculty Tracks

Physician-Scientist Tenure

Clinical Practice
- Non-Tenure
- Clinical-Investigator
- Clinician-Educator
- Clinician-Scholar

CLINICAL

RESEARCH
Table 1

Work Characteristics of Three Faculty Cohorts by Year of Questionnaire: 56 Academic Physicians, 1,470 Academic Physicians, and 394 Basic Science Faculty

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>1984 Academic physicians (n = 56)</th>
<th>2001 Academic physicians (n = 1,470)</th>
<th>2001 Basic science faculty (n = 394)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean hours worked per week</td>
<td>60.4</td>
<td>60.8</td>
<td>54.7</td>
</tr>
<tr>
<td>Mean vacation days past 12 months</td>
<td>11.4</td>
<td>15.1</td>
<td>12.3</td>
</tr>
</tbody>
</table>

Percentage of time spent in . . .*  

<table>
<thead>
<tr>
<th>Activity</th>
<th>1984</th>
<th>2001</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient care</td>
<td>23</td>
<td>40.7</td>
<td>7.1</td>
</tr>
<tr>
<td>Supervising residents, medical students</td>
<td>21</td>
<td>15.2</td>
<td>3.4</td>
</tr>
<tr>
<td>Research</td>
<td>29</td>
<td>14.7</td>
<td>46.1</td>
</tr>
<tr>
<td>Administrative activity</td>
<td>19</td>
<td>15.6</td>
<td>18.3</td>
</tr>
<tr>
<td>Teaching/teaching-related activities</td>
<td>8</td>
<td>11.4</td>
<td>20.5</td>
</tr>
<tr>
<td>Professional development</td>
<td>not reported</td>
<td>5.6</td>
<td>5.6</td>
</tr>
<tr>
<td>Reading</td>
<td>10</td>
<td>not reported</td>
<td>not reported</td>
</tr>
</tbody>
</table>

* Percentages add up to slightly more than 100% because some respondents overestimated their time in a particular activity.
Why Choose Academic Practice as a Career?

“What a great case!”
Why Choose Academic Practice as a Career?

- The challenge of handling complex cases:
  - High-risk procedures
  - Sophisticated testing
  - Complex treatment therapies
  - Advanced devices.
- Teaching
- Research
- Interspecialty collaboration
- Job security
### Sources of Dissatisfaction and Frustration in the Workplace

<table>
<thead>
<tr>
<th>Factors Contributing to an Unpleasant Workplace Environment</th>
<th>Factors Contributing to a Missing Sense of Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overworked and underpaid</td>
<td>Less trust and confidence in leadership</td>
</tr>
<tr>
<td>High turnover (poor staff retention)</td>
<td>Loss of meaning and direction</td>
</tr>
<tr>
<td>Lack of appreciation</td>
<td>Lack of commitment to a cause beyond oneself</td>
</tr>
<tr>
<td>Lack of collegiality and teamwork</td>
<td>Feeling of not making a difference or contribution</td>
</tr>
<tr>
<td>Lack of information, tools, resources</td>
<td>Less reward or enjoyment</td>
</tr>
<tr>
<td>Limited time for research and teaching</td>
<td>Difficulty in putting values to work</td>
</tr>
<tr>
<td>Less opportunity for professional development</td>
<td></td>
</tr>
</tbody>
</table>
Most Cited Advantages and Disadvantages of Working

Women
Advantages (n = 127 total responses)
  More involvement with children (n = 28)
  More time for family (n = 20)
  Balance in life or work (n = 14)
  More time for personal pursuits, development (n = 10)
Disadvantages (n = 119 total responses)
  Perceptions, expectations, lack of respect from colleagues and medical community (22)
  Limited career advancement, slow progress (14)
  Limited or no benefits (10)
  Do as much work as if full-time (10)

Men
Advantages (n = 132 total responses)
  Satisfaction from teaching (n = 19)
  Keep up with developments in field (n = 14)
  Involvement (stimulation) with academic pursuits (n = 13)
  Increased income (n = 11)
Disadvantages (n = 110 total responses)
  Perceptions, expectations, lack of respect from colleagues and medical community (n = 13)
  Low salary or less money (n = 13)
  Time consuming (n = 11)
  Conflicting demands on time (n = 9)

Cardiologist Compensation by Setting...

- Academic*: $192,000
- Healthcare organization: $325,000
- Hospital: $254,000
- Multispecialty group practice**: $327,000
- Single-specialty group practice**: $388,000
- Solo practice**: $303,000

*Research, Military, Government  **Office-based
If You Had To Do It All Over Again, Would You…

- 48% Choose medicine as a career
- 50% Choose the same specialty
- 18% Choose the same practice setting
Conclusions

- Academic practice is like snorkeling
  - Initially one is unsure where to go
  - There can be storms (and sharks)
  - Once you get your rhythm, the view is beautiful