

dear residents

Happy Thanksgiving

November 19, 2023

Dear Residents,

A very **Happy Thanksgiving** to everyone. I hope that some of you will be off and can enjoy a traditional experience. For many of you (especially interns) this may be the first time you are away from this annual family gathering. We plan to have special meals at all 3 clinical sites to partially make up for this. Thank you, Maria, Stephanie, and Lynne, for making this possible.

In other happenings, we are working toward an Amion to QGenda transition, residency interview season is almost halfway over, and the fellowship rank order lists are locked. Fellowship Match Day feels so far away – and yet it is around the corner. Fingers crossed! I recently attended the American College of Rheumatology Annual Meeting and was thrilled to be in the audience when Aaron, Michelle, and Gaby presented their work. All three had very interesting podium presentations. Dr. Peterson sent me photos of those who presented at the American Heart Association. Congratulations to all of you!



With my colleagues on the Rheumatology Education and Workforce Team – clockwise from the left: Me, Vineet Sandhu (UC Irvine), Natasha Ruth (MUSC), Jonathan Haussmann (MGB), Sarah Goglin (UCSF), Lisa Zickhur (Wash U) and Jason Kolfenbach (UC).

You may be aware that Ben Cowen, our recruitment specialist, has left our team and that recruitment is now being managed by the rest of the team (principally Alyssa and Cydney). They haven't missed a beat and I'm grateful that the IM Education Team has stepped up so nicely. I am so appreciative that our team always finds a way to perform at an exceptionally effective level even in the face of resource scarcity.

I am also aware that we have our usual annual flu shot mess with multiple employers requesting evidence of compliance. It was my understanding that there would be sharing of information between UTSW and Parkland – but this may not have transpired as planned. Please let our team know if you need any assistance in this matter. Last week I ran into Aradhna Agarwal, a former resident, now a rheumatology fellow at Columbia. I teased her that her name was on the influenza vaccination delinquency list at UTSW. We both laughed at the absurdity of information systems and how they can't seem to keep up with us.

It remains interesting to me how we continue to feel the pressure to conform, be adherent and compliant. And while there are numerous organizational advantages, the productivity loss is substantial. We must remain curious and continuously seek ways to innovate. You are a remarkably talented group. I encourage you to solve problems on your own, share your findings and help us improve what we do and how we do it. Injecting novelty in our work will improve engagement and satisfaction.

Your collective intelligence and the curiosity that emerges from it shapes our context and culture. We must remain attuned to these subtle shifts. Every organization has its key cultural artifacts, yet we must revisit our mission, values, and culture to ensure that they reflect the changing context of our work. I often reflect on the culture change in our program from top-down conformity to an emergent bottom-up vibrancy, largely driven by you. It's important that you remain curious and continue to ask "why" and "what if." Each of you has signature strengths. Bring these out. Question the status quo. While it is important to excel at the basics – reflecting upon and exploring your strengths will help drive transformation. I've often said this before – we are not in competition with each other... we are in competition with what is possible.

IMPOSSIBLE -> IM|POSSIBLE -> I'M POSSIBLE

I am grateful for your energetic devotion to the greater good,

Dino Kazi