

Presidential Address of the American Orthopaedic Society for Sports Medicine

Family, Balance, and the Sphere of Influence

Bernard R. Bach Jr, MD, *President, AOSSM*



Thank you, Champ, for your kind words. I value your friendship, leadership, and mentorship, but most importantly, I appreciate that you entrusted your son with us (as a sports fellow at Rush) this past year. I am humbled and honored to stand before this great organization, having represented you as its 36th president this past year.

When I consider my predecessors, and in particular several special mentors to me, who have been your presidents, I am incredulous

that I have been so fortunate. Certainly there are many individuals in the audience who have made significant contributions to this Society and the specialty of sports medicine and are equally or perhaps more deserving than I, and I hope they too experience this privilege. Leadership is a privilege; I have felt the responsibility as a steward of this wonderful organization.

When considering what comments I could impart to you today, I reflected on the presidential addresses of my predecessors (Table 1). I will, as almost all presidents have done, review our Society's accomplishments of the past year, emphasizing a theme of "A Decade of Change." I will focus my main delivery on "Family, Balance, and the Sphere of Educational Influence" with segues on leadership³⁻⁸ and a healthy reflection on the people who make this Society, and our lives, so special. Many of my comments will be directed to the young members of our Society as they represent the future of this vibrant organization, and hopefully my comments may affect them.

A Decade of Change

This has been a banner year for our Society. In the next few slides, I would like to show you the profile of our Society today compared to 10 years ago.

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In 1998, our Society had 1200 members. Today we boast over 2600 members, a 2-fold increase. This is attributed in part to our candidate membership program that allows for Sports Medicine Fellows membership benefits during their fellowship year and also streamlines their upgrades to active membership. Candidate members have 5 years to upgrade to active membership, and our yield exceeds 80% annually. This is an important message as over 50% of our members have not known our Society before 1998!

With the increase in our membership, annual meeting attendance site selection has transitioned from smaller "destination" venues to sites capable of comfortably hosting our meetings. Unfortunately, the days of Sun Valley are long gone; next year, we will have our last meeting in Keystone. Subsequent meetings will be held in Providence, San Diego, Baltimore, Chicago, and Seattle, respectively.

The operational aspects of our Society have changed dramatically. Our budget has grown to \$6.5 million from \$1.2 million. The financial engine for our Society is the success of the *AJSM*. This journal is currently ranked second among orthopaedic journals and fourth among the sports science publications internationally. Our impact factor, which increased from 2.4 to 3.4 within the last 2 years, is higher than the *Journal of Bone and Joint Surgery (JBJS)*, the *Journal of Arthroscopic and Related Surgery (Arthroscopy)*, the *Journal of Shoulder and Elbow Surgery (JSES)*, or *Clinical Orthopaedics and Related Research (CORR)*. In *Motion*, *The Athletic Health Handbook*, *Sports Medicine Update*, *Sports Tips*, and other educational brochures were not available in 1998 and today are membership benefits.

In 1998, the *AJSM* was published 6 times annually. Today, it is a monthly publication with over 240 articles published annually. In 1998, the highly successful Current Concepts section, edited by Tim Foster, was nonexistent. Online access, pay-for-use access, archival retrieval, and print before publish access are many of the features the Internet has afforded our members. Bruce Reider, in his 6 years as editor, has been a thoughtful and active steward for the journal, continuing the tradition of Jack Hughston and Bob Leach. Bruce, Tim Foster, the editorial board and reviewers, and those researchers whose works have been published in *AJSM* present us with an outstanding product!

This year, your board approved the development of a second journal, *Sports Health*, that will focus on multiple aspects of sports medicine, including orthopaedic, medical, rehabilitative, and preventive concepts in primarily a review

TABLE 1
Presidential Addresses Over the Past 20 Years

1988	Allen	"A Commitment to Education"
1989	Cahill	"A New Frontier"
1990	Collins	"Sports Medicine Past, Present, and Future"
1991	Cox	"Drug Abuse in Sports"
1992	Bassett	"Everyone Needs an Edge"
1993	DeHaven	"Where Do We Go From Here?"
1994	Bergfeld	"From Adolescence to Adulthood: Prepared Leadership in Sports Medicine for the 21st Century"
1995	Johnson	"Outcomes Research in the AOSSM"
1996	Warren	"Vicissitudes of Life and Medicine"
1997	Boland	"Our Qualifications as Orthopaedic Surgeons to Be Team Physicians"
1998	Sisk	"Who Are We? The Past, Present and Future"
1999	Brown	"Some Thoughts on Perspective and the Business of Medicine"
2000	Clancy	"The Past, Present and Future"
2001	Curl	"Get Involved"
2002	Shields	"Stars and Heroes"
2003	Fowler	"Stars and Heroes"
2004	Garrett	"It Hurts When I Do This"
2005	Wickiewicz	"Education: Commodity or Responsibility"
2006	Grana	"Presidential Address of the AOSSM"
2007	Baker	"Coming Full Circle"
2008	Bach	"Family, Balance, and the Sphere of Influence"

format. This journal will be highly successful in initial circulation of over 25 000. As a member benefit, *Sports Health* will appear in January 2009. A competitive application process resulted in the selection of Ed Wojtys as editor of *Sports Health*. He has already compiled an international board and has chosen topics for the first 6 issues. We have partnered with the American Medical Society for Sports Medicine (AMSSM), the Sports Physical Therapy Section (SPTS), and the National Athletic Trainers' Association (NATA) in this venture.

As a world leader in sports medicine education, research, communication, and fellowship, our infrastructure has grown dramatically, nearly 2- to 3-fold in every metric studied. New committees have evolved; others have been expanded and refined. Our program committee now reviews between 200 to 300 abstracts for both the Specialty Day and annual meeting. At our Specialty Day meetings in 2006 and 2008, we partnered with American Shoulder and Elbow Surgeons (ASES) and the Arthroscopy Association of North America (AANA), respectively, to develop an afternoon session that was enthusiastically received. This concept demonstrates our ongoing desire to avoid isolation and fractionation within orthopaedic subspecialties and the American Academy of Orthopaedic Surgeons (AAOS), in particular.

This past year, our education program organized multiple courses. In 1998, we had 3 continuing medical education (CME) courses; in 2008, we had 11 courses. Our first annual Specialty Certification Review course attracted over 500 attendees and was an outstanding course organized by Jim Carpenter and Mark Miller. Our first Baseball

Sports Medicine course was held in October. An MRI Correlation course partnering with radiologists was held in early May, and our first multisite Motor Skills course held at 4 different locations ushered in a new era for surgical skills courses.

Anyone who has worked with Jan Selan recognizes her dedication to our educational programs. She is a perfectionist, and this reflects in our educational products. Brian Cole and his team have done a wonderful job on the program committee.

Our enduring education committee has evolved over the past year under the aegis of Jo Hannafin to preserve, protect, and catalog education materials for our members.

The financial strength of our organization has allowed us to develop and expand our administrative infrastructure nearly 2-fold in the past decade. And what a fantastic job they do! Irv Bomberger, our executive director, has been with us since 1997. Camille Petrick, our managing director, has been with this organization for 18 years. Our Society is extremely privileged to have these committed individuals leading the Society office. They are incredibly dedicated to the Society, and we are fortunate. They are the heart and soul of our Society!

Six years ago, we appointed a director of research, Bart Mann. Our research budget was negligible in 1998 (\$10 000); today the budget for research is \$660 000. Premeeting consensus panels and workshops (nonexistent before 1998) have resulted in 3 National Institutes of Health (NIH) grants for our Society members within the last year alone. Multicenter research initiatives to study revision ACL, pediatric ACL, and the effects of viscosupplementation all have been initiated and have Bart's "fingerprints" on them.

Director of Communications Lisa Weisenberger has, in her short tenure, affected our Society with the new *Athletic Health Handbook*, a collection of sports reprints, a member benefit. Public service announcements, increased media coverage of topics relative to our Society and emanating from our publications, find their way into the press on an increasing basis. The Youth Sports Injury Prevention Initiative, which you will hear more of over the course of the next 2 years, will take the concepts of the very successful "Pop Warner Football" and "Little League Baseball" public awareness campaigns to an even higher and more sophisticated level.

With this growth and "branding" of our Society, a redesign of our logo has been approved and adopted by the board. This freshening of the Society's logo respects the heritage and genesis of this "icon" yet represents a new appearance that every design and marketing person has reviewed and approved, and the vast majority of former presidents and founding members were supportive of this endeavor.

Today there are 84 Accreditation Council for Graduate Medical Education (ACGME) programs training 206 fellows. Twenty-five percent of graduating residents pursue a sports medicine fellowship. At the 2008 AAOS annual meeting, 50 fellowship programs convened and reviewed the state of the fellowship application process. Assisted by a survey that had been conducted of directors and applicants, it was evident that a change was crucial. We will return to

the match process for accredited sports medicine programs and AANA-approved programs. Employment of a different match clearinghouse in San Francisco allows us to customize dates of interviews, match interval times, and match rank list submission and announcement all within a 90-day cycle! We have added significant incentives and disincentives to the process. Applicants who match will have access to candidate membership of both the AOSSM and AANA with full-member benefits! Programs that violate the match agreement will be subject to harsh financial penalties and exclusion for 2 years of society presentations, committees, and board-related opportunities. Chris Harner, chair of the fellowship director committee, deserves considerable credit for steering us in this direction. To date, we have 92% of the programs representing 94% of the fellowship slots committed to the match. Let us make it work!

In May, I represented our Society at the European Society of Sports Traumatology Knee Surgery and Arthroscopy (ESSKA) meeting in Porto, Portugal. It was clear to me and Executive Director Irv Bomberger that the orthopaedic sports medicine world is flattening out and shrinking. We need to demonstrate increasing leadership in collaborative ventures with our international colleagues. Examples include future representation at the International Society of Arthroscopy, Knee Surgery & Orthopaedic Sports Medicine (ISAKOS), ESSKA, and the Argentinian Orthopaedic Society meetings.

Our rich legacy and the leadership of the first and second generations established the solid foundation for our Society. At 55, I represent the transition and link from these 2 groups to the current groups of younger AOSSM members. We must respect those who preceded us and brought this Society forward. The camaraderie, enthusiasm, excellence, and will to succeed are fundamental strengths of our Society. There is not a better forum for education, research, and camaraderie, and there is no better educational organization. Young members, “get involved.” Volunteer. Attend the annual meetings. This meeting has always been organized to encourage you to bring your family. You will be amazed that your best friends and many memorable moments evolve around the AOSSM, and it will become an extension of your family.

FAMILY

Although the presidential honor from this Society, the AOSSM, is my greatest professional accolade yet received, it pales in comparison with what we do each and every day taking care of family, friends, and patients. Every day, our family, friends, and patients keep us “grounded.” It is this inner character that defines who we are, what we do, and the style with which we do it. There is nothing more important than your family.

“Between the Bookends”

Knowledge and surgical skills are critical in our daily care of patients and represent the “bookends,” but the intangibles of character, compassion, dedication, ethics, enthusiasm,

humility, humanity, integrity, leadership, and passion are in my opinion equally important. Young AOSSM members, this is an important message as the “books” between bookends are what separates the good surgeons (and docs) from the great ones!

“Guardian Angels”

For every one of us, our successes occur in part because of an individual or individuals who helped along the way, functioned as a coach, a mentor, a motivator—an individual who opened our eyes to our potentials and who motivated us to excel. We are all familiar with the phrase “on the shoulders of giants,” which has been attributed to Newton: “For if I have seen further it is because I have stood on the shoulders of giants.” There are many “giants” who have affected your career and mine.

Orthopaedic Grandparents

I am certain that all of you can recollect that salient moment when you decided on orthopaedic surgery and subsequently sports medicine. For me, this journey started in 1970 at the age of 17. In my early wide-eyed days, it was the charisma of Tom Peterson who cared for my ACL triad in 1970 that piqued my interest. Thomas B. Quigley, a general surgeon, the Harvard team physician for 25 years, next furthered my interests. I spent time in the old Dillon Fieldhouse at Harvard, not only as a patient but also shadowing him. He was my senior undergraduate thesis advisor on “Achilles Tendon Ruptures.” These 2 individuals would be considered my orthopaedic “grandparents.”

Biological Parents

In life, everything boils down to our parents; my blood parents, Bernie and Dorothea Bach, are in the audience and provided an upbringing that focused on love, respect, character, discipline, perseverance, hard work, and personal integrity. The lessons of life are learned during these formative years. My dad, the first college graduate in his family lineage, sent all 4 of us off to college, and 3 kids obtained postgraduate degrees. He always said that other than a stable marriage and happy home, the best gift you could give your children was an education. I learned from the folks that hard work, persistence, and drive go a long way. My mom was a few hours short of her doctorate in education, and she remains the family’s glue and moral compass. We owe a debt of gratitude to our parents. Mom, Dad, I love you!

Orthopaedic Parents

Who were my professional “parents”? In 1978, I spent 1 month with Art Boland at Harvard. His professionalism, friendliness, compassion, and care of the athlete were exemplary; he and his wife, Jane, have become dear friends. I had the privilege to write the forward for the *Orthopaedic Journal at Harvard Medical School* issue that

was dedicated to him.¹ One thing remains true; he never took the medical school course on “arrogance,” and after talking with Art for 10 minutes, a complete stranger may feel that they have known him for years.

My other “guardian angel” was Russ Warren, another true giant—a New York Giant. The indefatigable warrior, motivator, and coach, Russ motivated me and rekindled my academic interests that had waned after 4 years of residency. No one worked harder; what demands he put on you as a fellow paled in comparison with those he placed on himself. In one morning making rounds, he could generate 10 research ideas, and even today if you keep an eye on him in the audience, he is taking notes for continued research and educational endeavors. Russ and his wife, Laurie, have become great friends over the years. Russ has served as my Kennedy Day lecturer, and I am thrilled that he has been elected to the Hall of Fame this year. Art and Russ exemplify in the truest sense of the word “team physician.” Next to my father, they have been my closest male mentors and influenced me in innumerable ways.

Biological Uncles

The relationships with our uncles are special. I was particularly close to my Uncle Russ, who passed away along with his wife, Annie, this past February. There are many uncles who helped mold me professionally.

Orthopaedic Uncles

I was exposed to a summer of research after my first year in medical school under the aegis of Frank Noyes. Frank’s meticulous research methodologies and the educational organization of his fellowship have been imprinted on the DNA of our sports program at Rush. Frank enters the Hall of Fame this summer, and there are few as deserving for his academic contributions. Back in 1986 as a fellow, I was asked to coauthor my first book chapter for John Feagin’s text, *The Crucial Ligaments*.² I will never forget how kind and genuinely appreciative John Feagin was to me for writing that chapter. It is interesting how a small opportunity can jump-start a career! Bill Grana, a former Harvard all-American fullback, past AOSSM president, and founding member of the Harvard Quigley sports medicine society, took me under his wing early in my career and was generous in including me in academy and AOSSM activities. He and his wife, Susan, are great friends. In 1993, I received a call from Royer Collins who asked me to represent the Society with the Foundation for Sports Medicine Education and Research (FSMER) and the Orthopaedic Research and Education Foundation (OREF), which led to a decade of fundraising on behalf of the AOSSM and culminated in the Herklotz challenge and stimulated many of us to join OREF at the Shands’ Circle level. Royer, thanks for giving a young guy a chance. I served as David Sisk’s program director in 1997; I hardly knew the man, and he gave me an incredible opportunity and responsibility that opened a door to this organization. David, thank you for trusting me! Clarence Shields, last year’s Mr Sports Medicine

awardee, has been a beacon of support during my professional career. We have shared much fun with Clarence and Barbara! Wise counsel has been provided by virtually all of the former presidents of this Society who at one time or another have taught and mentored me. These men are some of my orthopaedic uncles, and they have imprinted their DNA on me. I tell our fellows and residents that we are a blend or synthesis of the best characteristics of our mentors. I have been affected, taught, and guided by these “giants” who have been my “guardian angels” through my professional career.

Biological Siblings

In my blood family, I am graced today by my brothers, Greg and Dave, and my sister Stephanie. Thanks, guys, for all of your love and support over the years. The Bachs are blessed with a close-knit family. The theme “family” has been a persistent chord at Christmases, Thanksgivings, shared birthdays, and many other special occasions.

Orthopaedic Siblings

Who then might be my orthopaedic siblings? I have known Tim Hosea since high school, and we attended college, medical school, and residency together and were equally influenced by Art Boland. Mark Steiner, another Harvardian, has been a wonderful friend since 1972 and has followed Art as the team physician at Harvard! Ed Wojtys, your *Sports Health* editor, has been one of my “brothers” since the late 1980s when we first met. We have shared the glories and angst of Michigan football for many years and caught a few fish along the way. Chris Harner, a former MSU Spartan baseball player, has jumped allegiance, and on many Saturdays, he may travel from Pittsburgh to the Big House in Ann Arbor. We also share a common lineage; we all grew up in Michigan, and our Herodicus Society members refer to us as the “Michigan Mafia.” Tom Wickiewicz was a young attending during my fellowship year at the Hospital for Special Surgery (HSS); it was evident even then that he held great promise that was recently fulfilled with his presidential year of the AOSSM. “Wick” has taught me everything I know about food and wine but not everything he knows about food and wine! These guys represent some of my orthopaedic brothers. I have a special friendship with each of them, and they are outstanding leaders within our Society.

The Family at Work

I have spoken about my collegial orthopaedic kin, but the family extends beyond. We have our partners at work. I have been blessed to recruit individuals who are as good as, if not better than, I in their respective areas of expertise. It has been exciting to see Chuck Bush-Joseph mature into the senior managing partner of our 32-person group, become the “go-to” guy for hip arthroscopy, and become head team doc for the Sox. Likewise, Tony Romeo has literally pioneered many advances in arthroscopic shoulder

conditions, is a superb technical surgeon, and is an educator. Brian Cole has done a superb job as the program chair for Specialty Day and the annual meeting. He has become an internationally recognized expert in articular cartilage disorders, while maintaining a high level of academic productivity and acting as the head team physician for the Bulls. Greg Nicholson has balanced complex revision shoulder surgery, arthroplasty, and cuff tear arthropathy with an interest in the elite-level throwing athlete. Nik Verma, in only his fourth year, is light-years ahead of my academic productivity at a similar time period in practice.

My point is that these friends and partners make work and collaboration fun. If you don't micromanage and keep a thumb on talented people, they will thrive and make you better. My advice for the young program directors is to recruit high-energy partners with diverse backgrounds so you can exchange information, avoid being inbred, diversify, and grow. Leadership is more fun when you lead leaders rather than lead followers.^{8(pp248-252)} Check your ego at the door, think programmatically, and avoid thinking about your personal gains. These are some of the fundamentals of leadership.

While I am speaking about the home front, all of us are incredibly dependent upon a quality office staff, and they are part of your family. I have been particularly appreciative of the efforts of my office team, Jayne, Valencia, John, and Phyllis, who have juggled masterfully more this past year than ever.

Orthopaedic Offspring

The next level of "family" that comes to mind is the young men and women we train as residents and fellows. I consider them our offspring or "kids." Education, mentoring, leadership, motivation, and counseling all come into play in training our residents and fellows. Do you have an "open-door" policy for your trainees? Do you encourage them to come to the office to learn the preoperative and postoperative skills that cannot be learned from a textbook? Or do they take up too much of your time? Do you spend time teaching them the art of practice and patient management? Are these young doctors your skilled minions who man an operating room (OR) for you, or do you guide, instruct, correct, and reinforce their technical skills intraoperatively? When they have done something wrong, do you berate them, or do you discuss this one-on-one behind closed doors? Do you make efforts to interact with them socially? I remember as a fourth-year medical student that Art Boland took me out to dinner in Harvard Square after finishing down at the field house. I remember as a fellow having Russ Warren take me out to dinner after a long day in the OR, take me to a black-tie fundraiser, and even invite me to his home! Those were precious experiences for me! I look at our trainees as a direct extension of the family; our fellowship annual newsletter is now replete with family photographs, growing families, and maturing children, and I feel like they are my "grandkids"! And what is more exciting than seeing your trainees go out into the real world and contribute to the family at their institution? Recent fellows like these outstanding young educators,

TABLE 2
Developing Future Leaders

Examples of recent Rush sports medicine trainees:
Gus Mazzocca (University of Connecticut)
Pearce McCarty (Minnesota Twins)
Alex Creighton (University of North Carolina)
Pat McCulloch (Baylor University)
Christian Lattermann (University of Kentucky)
Andreas Gomoll (Harvard-Brigham & Women's)
Matt Provencher (US Naval Medical Center-San Diego)
J. P. Rue (US Naval Medical Center-Bethesda)
Matt Busam (Cincinnati Sports Medicine)

researchers, and sports medicine specialists (Table 2) are just a few of the names that we know are going to continue to educate the next generation of residents and fellows. I feel like a proud father and beam with pride at their accomplishments. The residents and fellows refer to me as "Uncle Bern." I challenge you to be a better "parent" to your professional children. They need discipline, love, attention, support, and guidance just like our biological children.

The AOSSM Board as Family

I have completed 7 years on the AOSSM board and have 2 remaining. In 7 years on the board, I have developed friendships with many talented members of this Society. Egos are left at the door, and the respect that members extend to one another is laudable as we try to make decisions that benefit our membership. The team approach among the board is impressive and inspirational, and I hope that many of you have the privilege of this experience. In my mind, the board does evolve into a tightly knit family unit, and it mirrors the bigger picture of our organization.

We compose the organization that is the world leader in sports medicine education, research, communication, and fellowship. Whether we care for high-school or recreational teams and athletes, work in a community private practice, take care of elite-level athletes, or preside over university-based programs focused on research, we are working together to improve outcomes, to educate, and to advance the care of athletes.

Balance in Life

One of my personal goals in life has been to seek a balanced life. To remain grounded in this challenging, enjoyable, yet demanding profession, our home is our safe haven.

Elizabeth, my wife and bride of 26 years, is the CEO, CFO, director of fun, accountant, mom, best friend, domestic goddess, and love of my life. Elizabeth, in the words of Bogie, "I've met a lot of dames in my life but you're something special." We, as surgeons, could not do what we do without the love and support of our spouses, and I would like all of us in the audience to acknowledge our spouses.

David and Laura, our children, have been the joys of our life. The design of my practice has given me every opportunity and no excuses not to prioritize my family. You see,

at Rush, we are *not* a level 1 trauma center; in fact we have recently been designated a level 7 trauma center. I purposely have orchestrated my office and OR schedule, despite being in a private-practice setting, to have nearly every dinner with my family while the kids grew up. You cannot get back the time you missed with your children. It seems like it was only yesterday that our kids were toddlers, and now they are young adults. David, a former intercollegiate baseball player and Harvard graduate, is now working in commercial real estate training. Laura, a rising junior at Washington University in St Louis, is majoring in anthropology with a focus in public health.

If you do not prioritize making time for your family, you will, in hindsight, regret it. No one will give back that precious time. Some of my proudest accomplishments as a dad are that I found time to coach a few times and attended nearly all of our kids' recreational activities—softball, soccer, baseball, volleyball, basketball, dance recitals, plays, homecomings, and proms; you name it. It took some juggling but was worth every minute! You have one opportunity to raise your kids; prioritize it! Make time, coach, be a supportive spectator—be an engaged parent.

Outside Interests (Balance)

One needs to have a passion outside of orthopaedics. I am counseled that this is the real secret to transitioning from our profession to the sidelines of retirement. What passion do you have, and is it something that will allow you to transition into your postorthopaedics years? Sometimes leaders struggle with the thought of “letting go” because they love their vocation, excel at it, financially benefit from it, and may have a large void to fill without their professional passion.^{3(pp185-186)} I have recently learned about the “1,000 marble analogy.” At 55, with a life span perhaps of 75, I have about 1000 Saturdays left.^{7(pp119-120)} Place those 1000 marbles in a jar, and remove one each Saturday; how do you want to spend them?

Are you a golfer? Do you exercise regularly? Are you an outdoorsman, hunter, fisherman, hiker, bicyclist, or runner? Have you tried something new? Have you traveled to those places of dreams? Birding (eg, Bob Johnson)? Woodworking? Gardening (eg, Dave Sisk)? Reading? Repairing clocks (eg, Ken DeHaven)? Painting? Coaching? Volunteering (eg, Jay Cox)? Photography? Breeding cattle (eg, John Bergfeld)? Are you a collector? Coins, stamps, art, or antiques? I have tried to balance my personal life with interests outside of medicine. I am a woodworker, gardener, and antique collector, with interests in pre-1860 patent medicine bottles, furniture, art, and wildlife bronze sculptures. Think about what you want to be doing with your precious spare time. Balance your life!

Quite simply, a happy home makes the workplace happier! If you are happy at work, you will take better care of your patients. It is a reciprocal relationship.

Sphere of Influence

The fireworks depicted in this slide symbolize our effect on patients; the embers are far-reaching just like our influence

on patients. Think for a moment how you affect the lives of people. We are reminded that every patient tells 10 people of their experience with their physician. A marketing professional recently told me that this old adage may fall by the wayside. He stated that the Internet has resulted in a paradigm shift in marketing and that 10-fold factor may now be a 100-fold effect!

Let's use my professional track record as an example. In 22 years, I have operated on over 7500 patients (75 000 “impacts”) and annually have 3000 patient office encounters ($>66\ 000 \times 10 = >660\ 000$ “impacts”). Multiply those impacts, contacts, or “hits” by a 10-fold factor (cumulatively 735 000 “impacts”). There is not a day that goes by where the principles and fundamentals I have learned from my mentors have not affected decisions and recommendations I make. Consider the residents and fellows you have trained, and apply this model to their practices as their patients are indirectly benefited by your teachings. During my time at Rush, I have trained 84 residents (combined 934 practice years) and 52 sports medicine fellows (combined 334 practice years), collectively having 1268 practice years among themselves! Factor in for a minute the number of patients and surgeries they perform on an annual basis, and the numbers become staggering. You are now talking about 130+ physicians who you have influenced and on a daily basis may make decisions that you directly or indirectly affected. What about those trainees who themselves have entered academics? They have their own group of residents and possibly fellows that they are teaching. Your educational efforts are now indirectly affecting those trainees.

Consider the visiting physicians, students, or international visitors that you may have imparted knowledge to either in the office, OR, or lecture hall. What about lectures you have given, whether local, regional, or national, and how your educational efforts have affected patient care? If each lecture conservatively influenced 10 physicians, using the relative patient impact factor (10 \times), you are talking about huge numbers ($400 \times 10 \times 10 = 40\ 000$ “impacts”)! If those physicians return home and educate their colleagues, physical therapists, athletic trainers, residents, fellows, and patients, you can see how your educational efforts are indirectly affecting the lives of thousands of individuals. Consider manuscripts and book chapters that we publish and how they directly and indirectly affect patient care. If hypothetically only 10 physicians read each article we wrote but it affected 10 patients' care, the message is powerful. In my situation, there have been 400+ publications of various sorts $\times 10 \times 10$ (40 000 “impacts”). Every contact you have with a patient, resident, medical student, fellow, and colleague is an opportunity to affect their lives educationally. We can very powerfully affect the lives of others.

In April, I returned to the HSS to attend a reception honoring Russ Warren. Jo Hannafin had crafted an educational tree for Russ. It was very moving to see the names of fellows he had trained since 1980. I can assure you that his sphere of influence is several orders of magnitude larger than mine! Everyone in this audience has an educational “family tree”; there is a veritable forest among us!

The AOSSM is composed of 2600 members; apply these numbers to your unique situation and our Society as a whole, and the message is indeed powerful.

Winding Down

I have tried to weave a story of the family, and how our personal and professional families are interwoven, and how our personal and private equanimity has to be balanced with our professional life. The AOSSM is about friends, relationships, and fellowship. Dovetailed into this story is the realization that we touch many people's lives and a sphere of influence that is powerful.

There are some important words I hope you remember from this presentation: character, charisma, dedication, discipline, energy, enthusiasm, humility, humanity, integrity, leadership, and mentorship. Give some thought to how you measure up.

In the book *George Washington and Benedict Arnold: A Tale of Two Patriots*,⁹ the author reflects on 2 leaders and their divergent directions over time and mentions a poignant observation attributed to Marella in a book on leadership: "Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your character. Your character becomes your destiny." Decide what kind of leader you want to become. Leaders are rarely born. Most leaders work hard at developing leadership skills and habits, and there are terrific

books on leadership. I would encourage all of us to continue to improve our leadership skills.

If there is any message I would like to leave with you today, it is that "the most important work you and I will do will be within the walls of our own homes" (Harold B. Lee, US Mormon clergyman, 1899-1973). Do not forget your "family." Thank you.

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