

# dear residents

**Adjusting the Course**

**August 2, 2026**

**Dear Residents,**

Greetings from Karachi. It's hot and humid, but that is exactly how I remember summers here. The monsoon season has arrived, summer fruit is everywhere, and rain is in the forecast.

On another note, July is behind us. It is an important milestone in the residency year. Our interns have begun to find their footing, second-year residents are becoming more confident leading teams, and third-year residents have submitted fellowship applications, with interview invitations already beginning to arrive.

Behind the scenes, the residency is also completing its annual ACGME updates and developing action plans for the coming year. This year, the Internal Medicine Residency has identified three priorities: improving handoffs, strengthening patient safety reporting and analysis, and enhancing the quality of faculty feedback. The first two align closely with themes from the ACGME Resident Survey, while the third reflects a recurring concern raised in our own end-of-year resident survey. Together, these priorities reflect our commitment to continually improving your educational experience.

Several other initiatives are also moving forward. Our residency website has undergone a much-needed refresh. Hatcher Clinic has had an excellent start, and the Parkland High Value Care Clinic will soon open its doors to patients. We are carefully monitoring patient census on the Parkland ward teams, where the longer intervals between call days have produced lower census nadirs than anticipated. Meanwhile, the new Clements Cardiology floor service has launched smoothly.

Every meaningful change has unintended consequences. Identifying those consequences and making thoughtful adjustments is one of the most important responsibilities of leadership.

I am reminded of an observation by Nassim Nicholas Taleb in *The Black Swan*. He uses the trajectory of a billiard ball to illustrate how small uncertainties compound in complex systems. After the first collision, its path is easy to predict. With each subsequent rebound, however, tiny uncertainties in the initial conditions are amplified until, after enough collisions, accurate prediction becomes effectively impossible.

Our clinical services are no different. Team census is influenced by emergency department arrivals, length of stay, discharge timing, call caps, call-cycle intervals, seasonal variation, and countless other factors. It is little surprise that even carefully designed systems behave in unexpected ways.

The need to modify a well-conceived plan is not evidence that the original plan was flawed. It is evidence that complex systems require continuous learning. Failing to make adjustments in the face of new information, however, is not a failure of planning, it is a failure of leadership.

Our commitment is not to defending yesterday's decisions, but to making tomorrow's decisions better than today's. We will continue to listen, measure, learn, and adapt so that the residency keeps moving in the right direction and every class inherits a program stronger than the one before it.

Thank you for working so hard in July.

Warm regards,

Dino Kazi