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Mid 90<sup>th</sup>  
25% of Anesthesia Chairs  
are replaced every year

# Why Chairs are Fired

Get Out,  
Loser!



Money

Money

**Money!**

**PRIVATE PRACTICE**

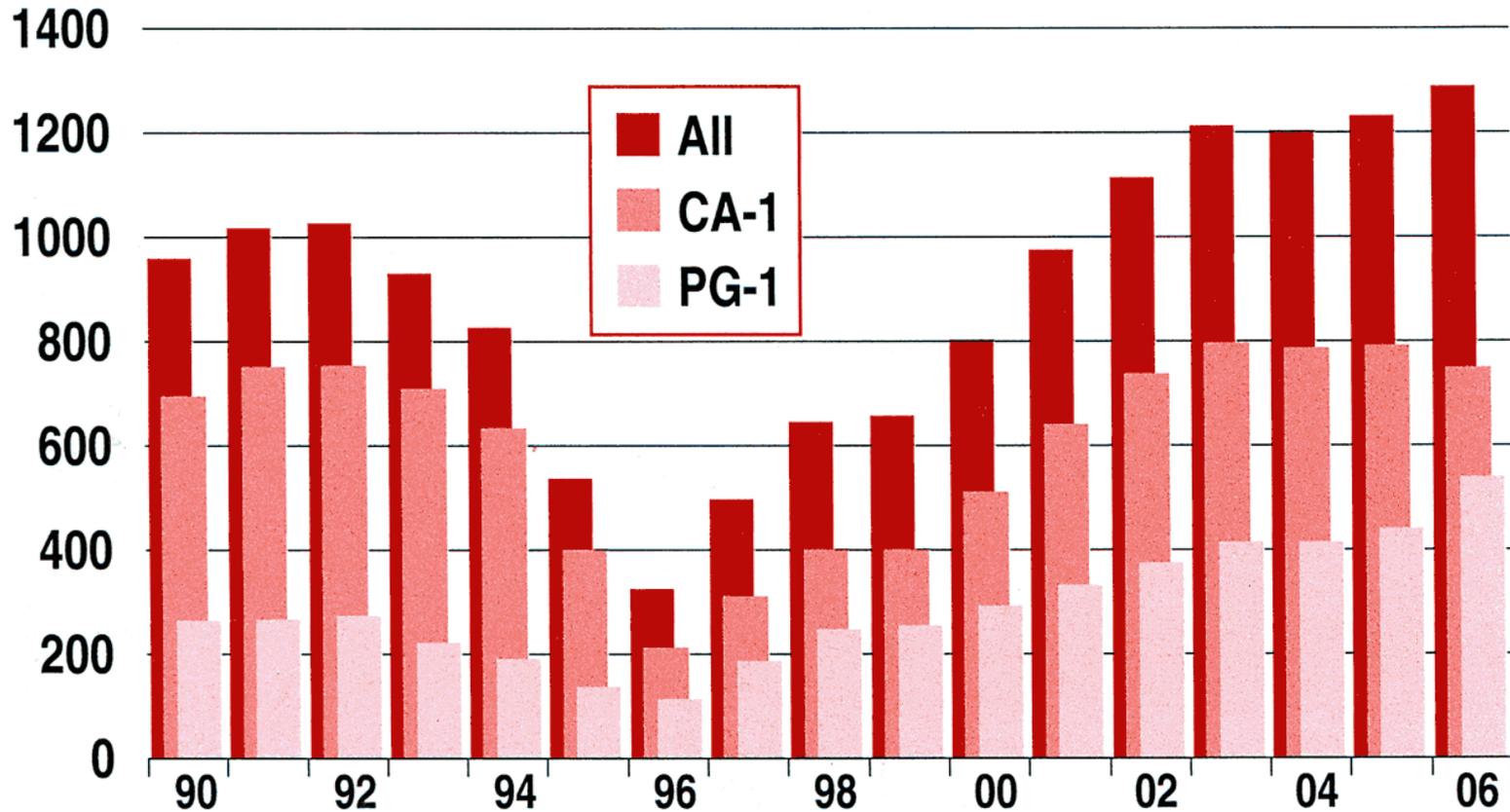


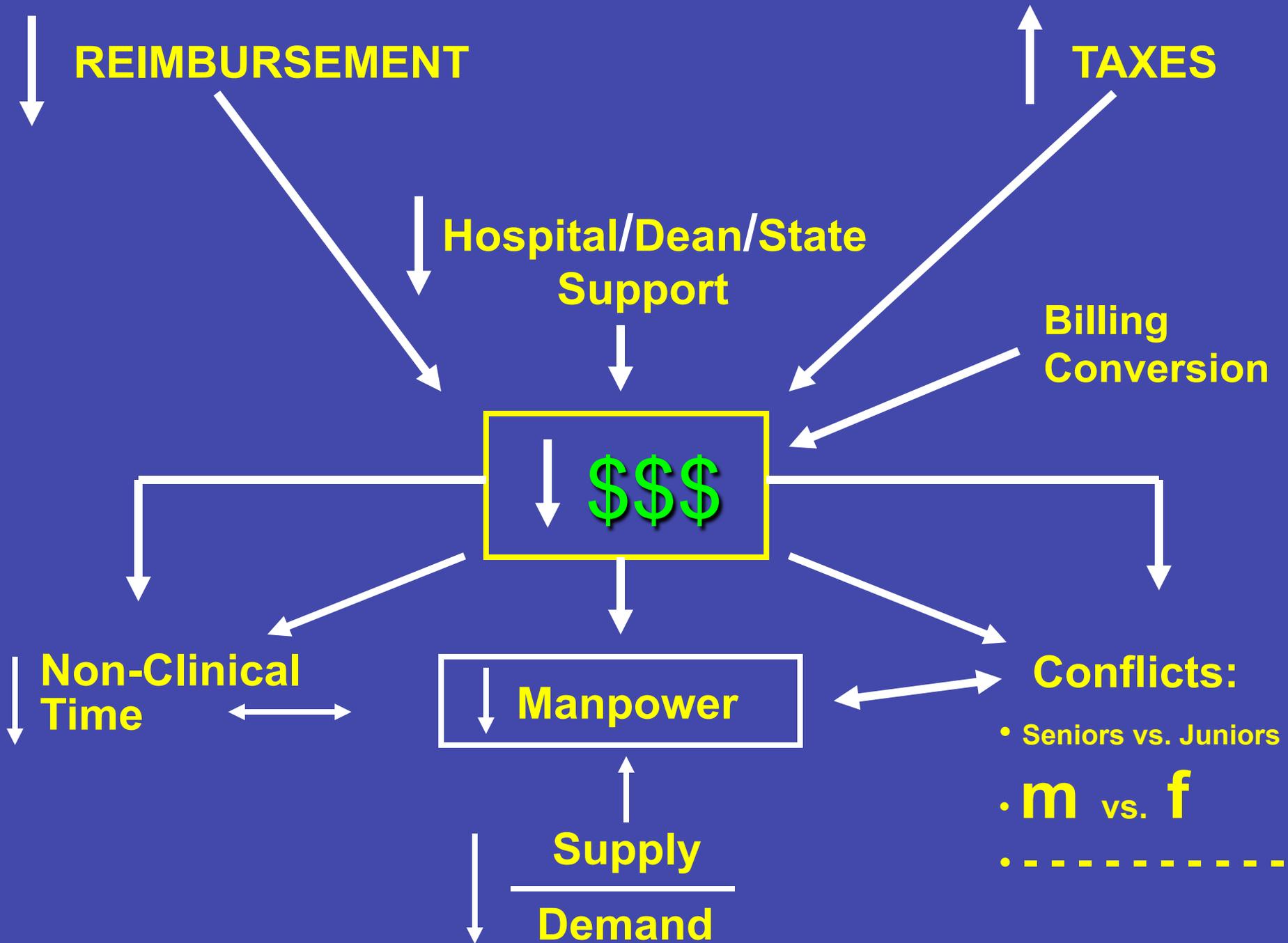
**vs.**

**ACADEMIA**

- a) **Case Mix**
- b) **Surgical Teaching**
- c) **Anesthesia Teaching**
- d) **Overhead**

## Total Recruitment Into Anesthesiology via the NRMP During the Years 1990-06







# Balances

**Clinical vs. Non-Clinical Time**

**Administration & Research & Educational Expenses**

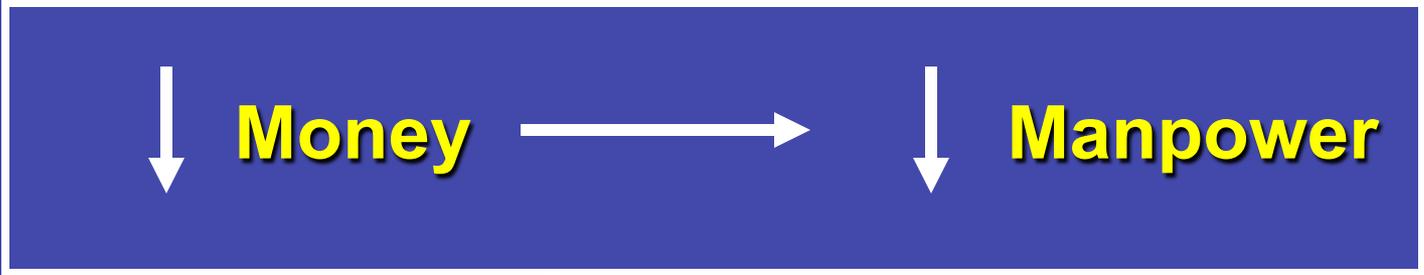
**vs.**

**Salaries**

**Surgical/Institutional Demands**

**vs.**

**Faculty's Abilities**



**Modifier  
(Your Leadership)**

**Finding  
Balances**

**Convincing  
Power**

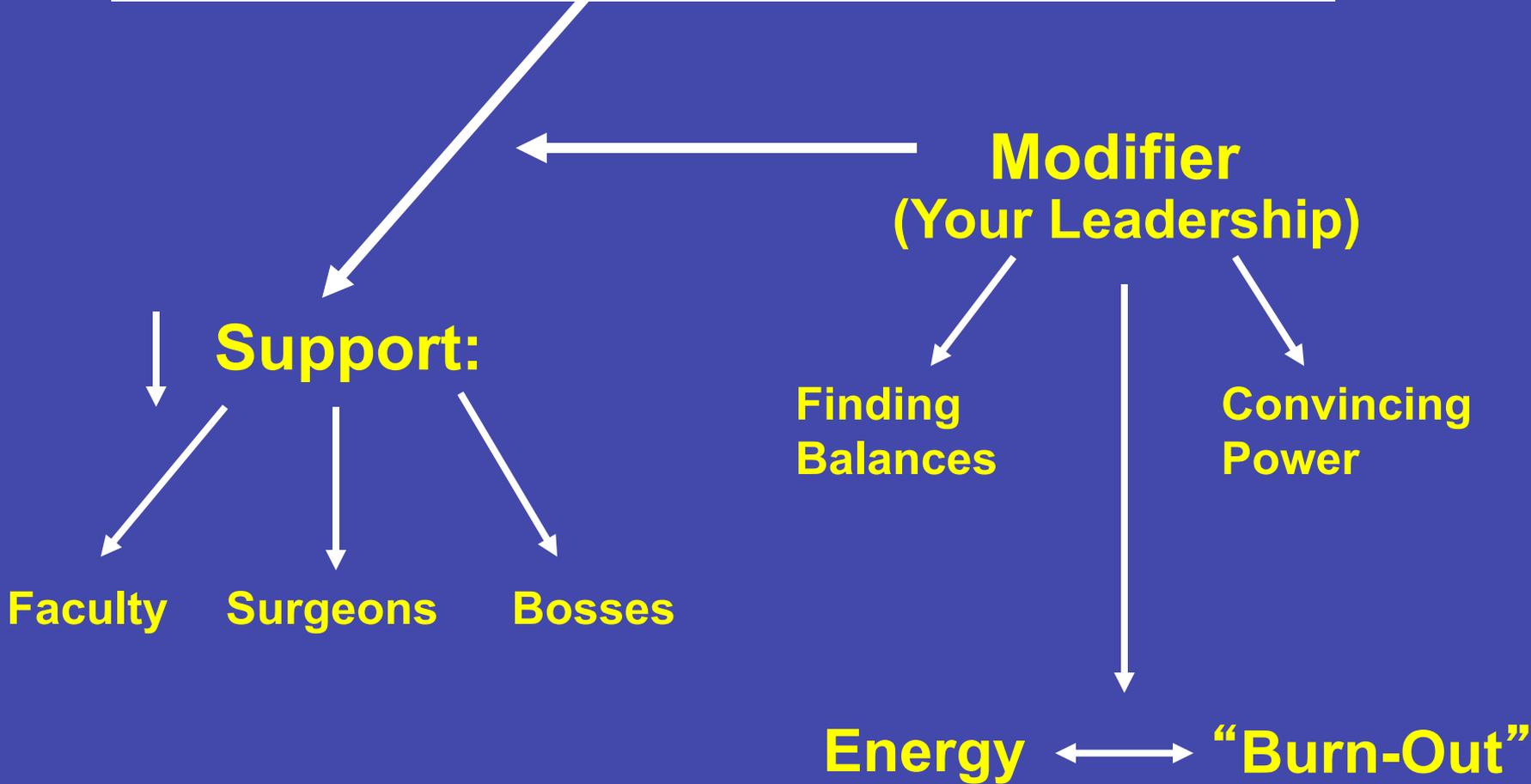
**Energy** ↔ **“Burn-Out”**

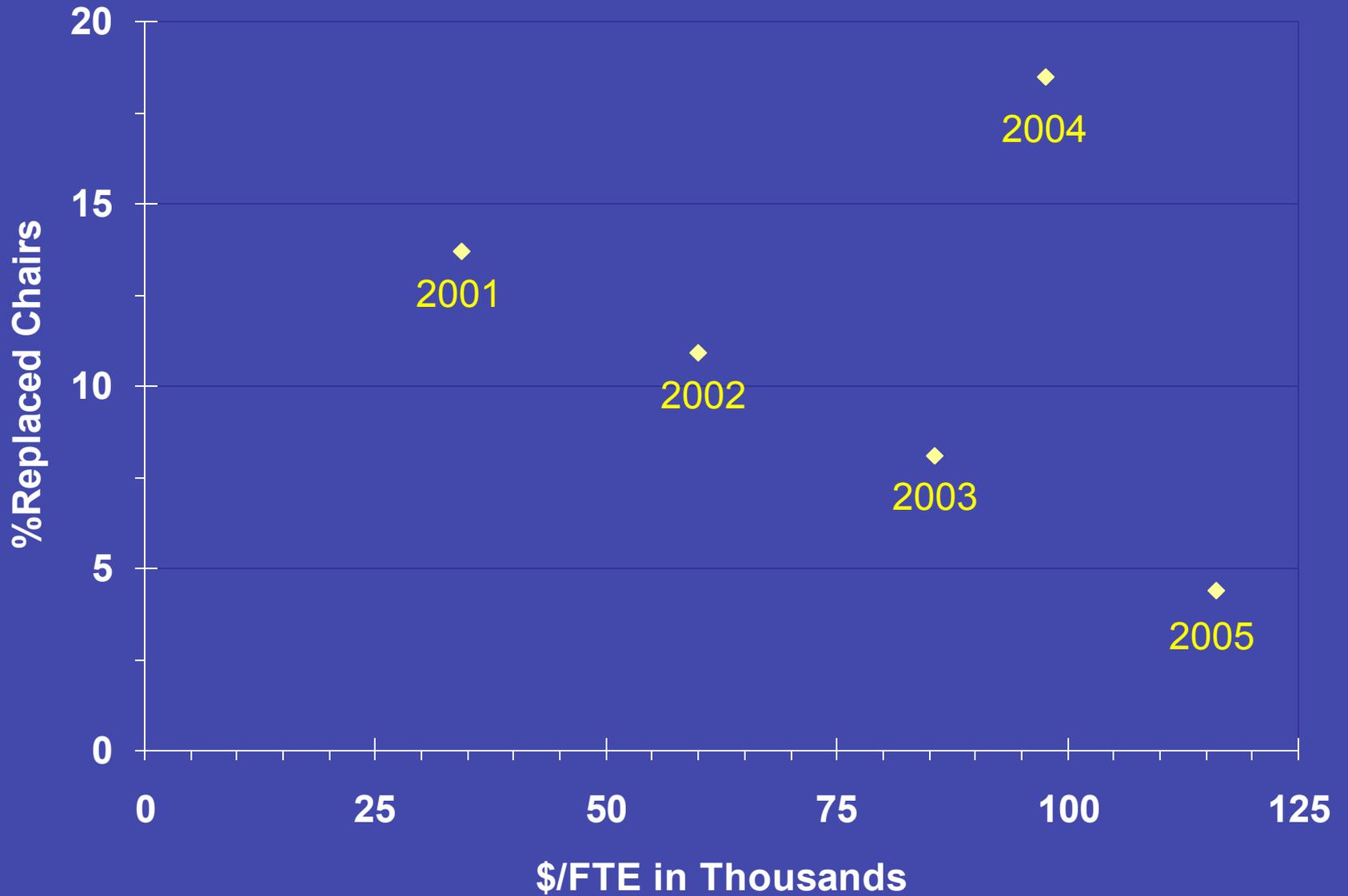
**Support:**

**Faculty**

**Surgeons**

**Bosses**





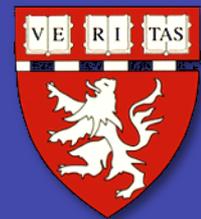
Kevin Tremper 2006, personal communication + SAAC data

**Good Luck!**

**Thank you!**



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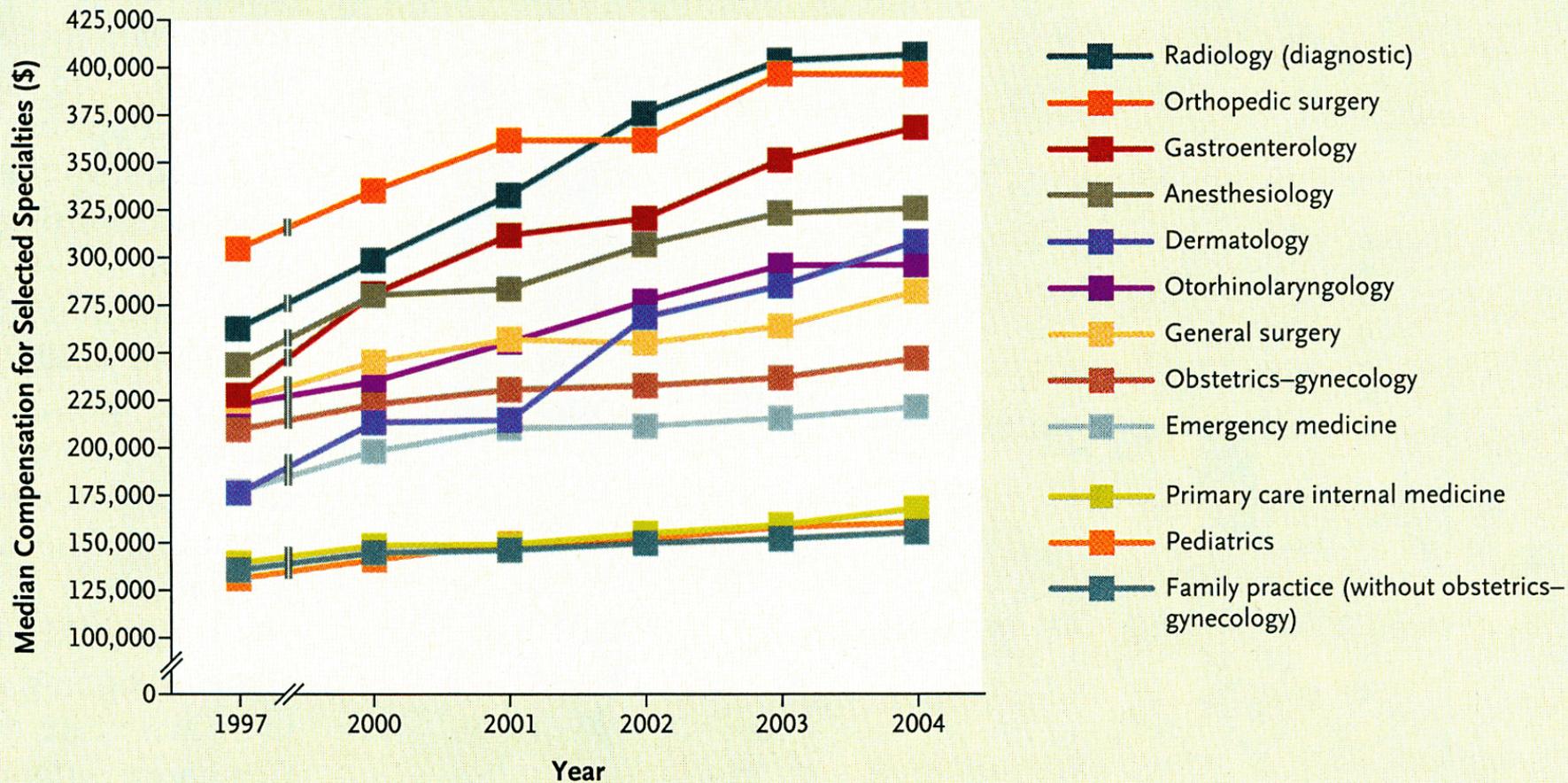
Money

Money

**Money!**

***Something else...***

# Median Compensation for Selected Medical Specialties



**2000 2001 2002 2003 2004 2005**

**Number of faculty**

**35.8 37.6 38.9 39.7 45.3 44.1**

**Open faculty  
positions**

**3.8 3.9 3.4 3.7 3.3 2.8**

**Departments with  
open positions (%)**

**91.5 83.5 78.4 78.4 81 87**

Kevin Tremper 2006 (personal communication)

Bosses



Chair



Faculty

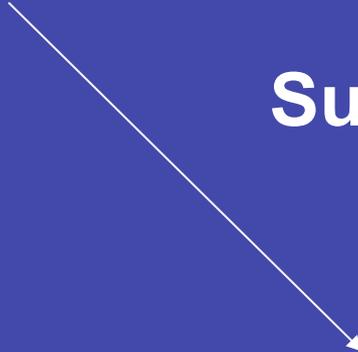
**--- WRONG! ---**

**Bosses**

**Faculty**

**Surgeons**

**Chair**



# What Do They Want?

## Bosses

1. Clinical Service is delivered
2. No conflicts
3. No complaints
4. No demands

## Faculty

1. More money and More non-clinical time
10. Be left alone
21. Your advice

## Surgeons

1. Turnover time = 5 seconds
2. Anesthesia on demand

# Mistakes with the Faculty

1. Do not listen

Your ears keep your foot  
out of your mouth.

People do not care how much you know, until they know how much you care.

# Mistakes with the Faculty

1. Do not listen
2. Micro managing → ↓ initiative
3. Do not keep given promises
4. Allow conflicts
  - a. open policy-driven determination of salaries, non-clinical time, etc.
  - b. age and gender

# Mistakes with the Bosses

1. Lie / exaggerate problems to get what you want
2. Fight unimportant or unwinnable wars
3. Use of nonexistent power
  - a. *power* is ability to make things happen
  - b. title = low power...during honeymoon
  - c. successes → ↑ reputation → ↑ support  
→ ↑ power
  - d. threat to resign

# Overall Mistakes

1. Loss of honeymoon
2. Not to listen
3. Confuse flexibility with weakness,  
strength with rigidity
4. Lack of enthusiasm
5. To be afraid of criticism
6. Defending mistakes
7. Inability to read between lines
8. Lack of interpersonal skills

# Conclusions

- Each of “something else” leads to loss of Chair’ s job very rarely, if ever.
- Every one of them *MAY* decrease Chair’ s *POWER* and ability to modify lack of money / workforce.

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