

How Chairs Can Manage Culture Change: Perspectives from a New Chair

Douglas R. Bacon, M.D., M.A.
Professor and Chair
Department of Anesthesiology
University of Mississippi Medical Center
Jackson, Mississippi

Faculty Forward Data 2014 VS. 2016



- I assumed leadership of the department on August 4, 2014
- 2014 data was gathered around the time of my arrival
- 2016 data demonstrates the first 24 months or so of my tenure in the department
- There had been three interim chairs and one permanent chair in the five years before I arrived

Department: Summary Scores Comparison 2014-2016

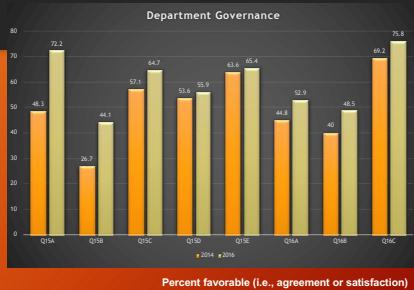


What Changed?

- The largest changes were over items which the chair has a great deal of control
 - Relationship with Supervisor (+9)
 - Workplace Culture (+4.7)
 - Departmental Governance (+10.3)
 - Growth Opportunities (+10.1)
 - Promotion Equality (+11.9)
 - Collegiality and Collaboration (+11.2)
 - Faculty Recruitment and Retention (+ 10.0)



Department Governance 2014 - 2016



What Changed?

- The deeper dive into departmental governance was equally as interesting:
 - Communication from the Chair (+23.9)
 - Explaining Departmental Finances (+ 20.4)
 - Decision Making (+ 8.1)
 - Faculty Participation (+8.5)



Making Change Occur?

- The Golden Rule
- An Open Door
- Transparency—Faculty Meeting Slides
- SAAA
- David Zvara (an others)
- Retreat
- Structure
- Operating Room Time



One Management Book



- Michael Abrashoff was a plenary session speaker at the ASA in San Diego
- Many lessons about listening
- Can reform the department from within
- Allows empowerment of the faculty

Questions????