

THE FIRST TWO YEARS AS A CHAIR

Ruben J. Azocar, MD, MHCM, FCCM, FASA
 Professor and Chair
 Department of Anesthesiology and Perioperative Medicine
 Tufts Medical Center and Tufts University School of Medicine



VIGNETTE

You are asked to become the Chair in the Department where you have been the Executive Vice-Chair for little over a year

- You would be the 5th Chair in 7 years
- Surgical Services have had 11 directors in 10 years
- Alignment between Department and Institution seems lacking
- Your sense is that the Department is fragmented

THE PROCESS



Diagnose: STARS

- ✓ Change in unavoidable
 - Internal vs External Leader
 - Making changes

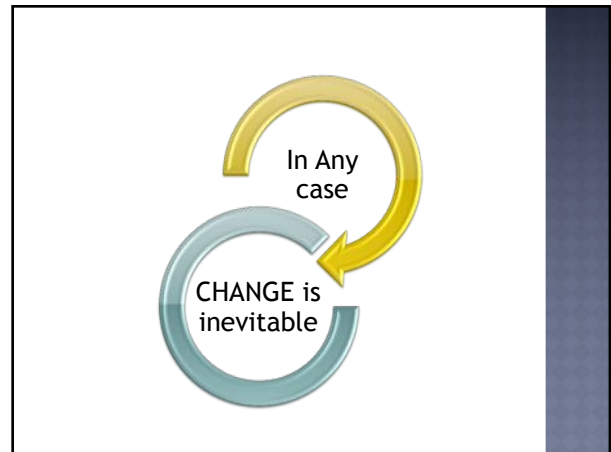
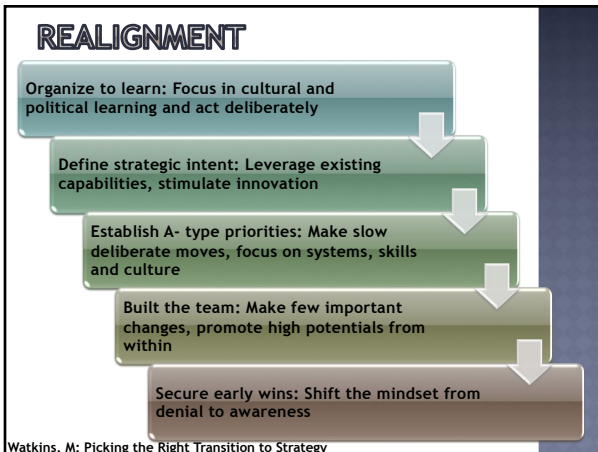
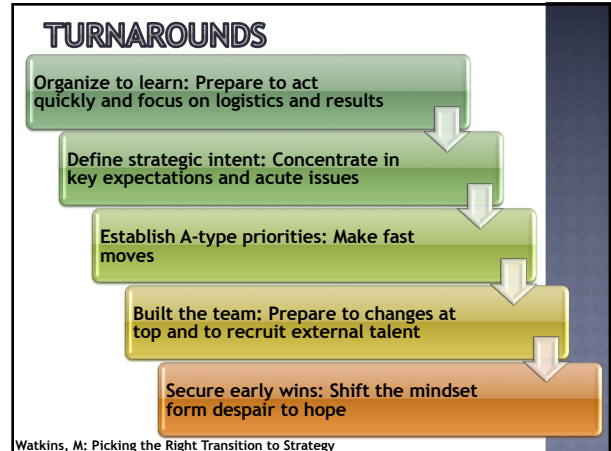
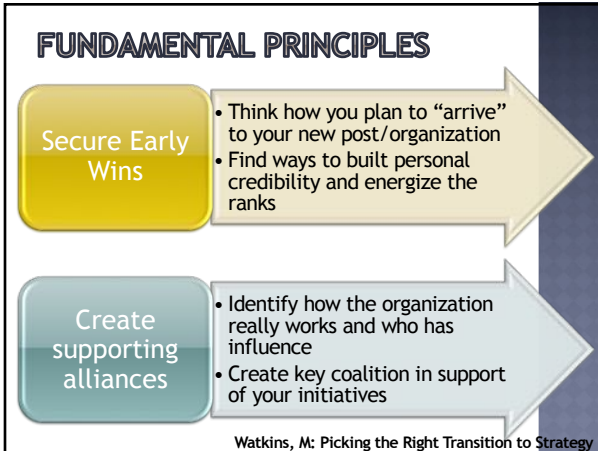
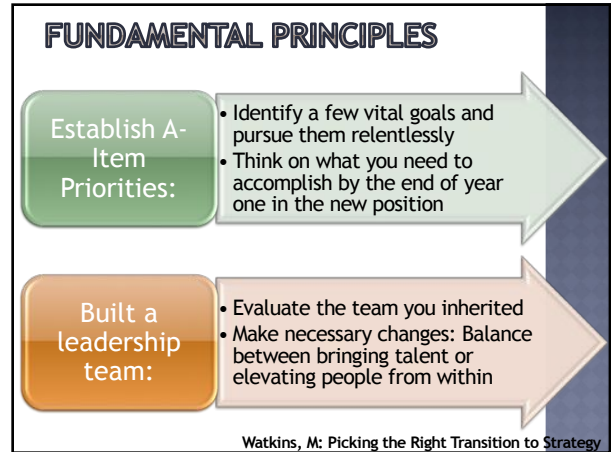
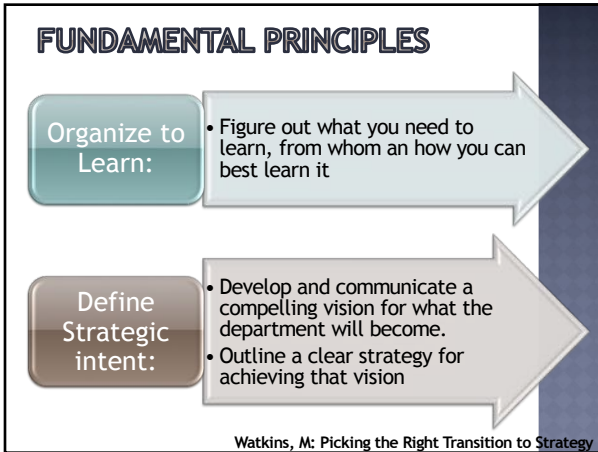


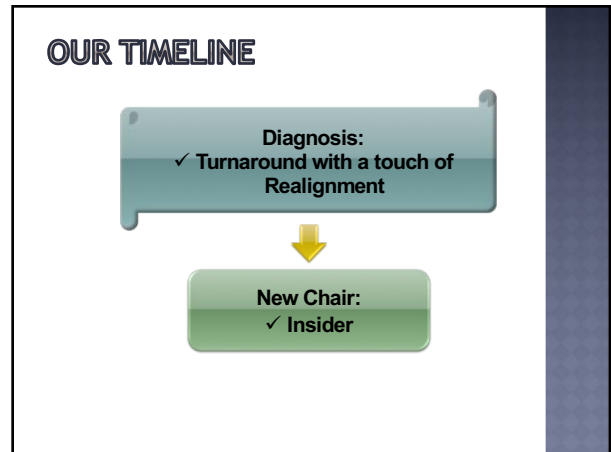
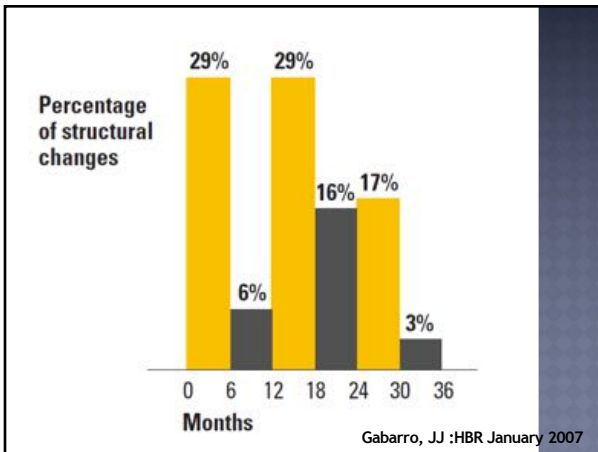
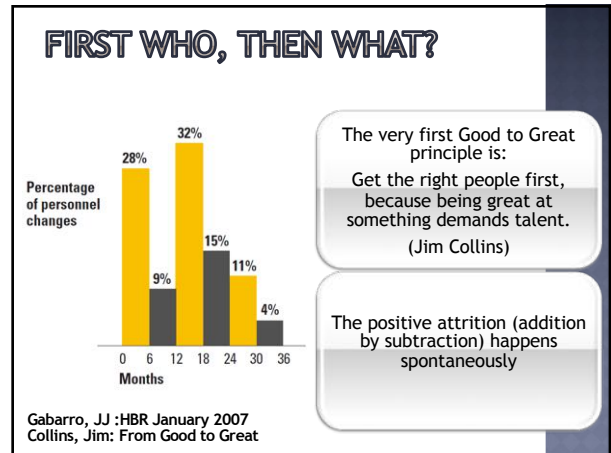
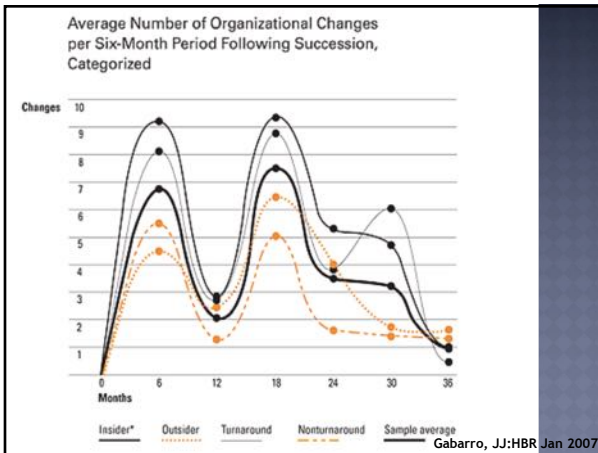
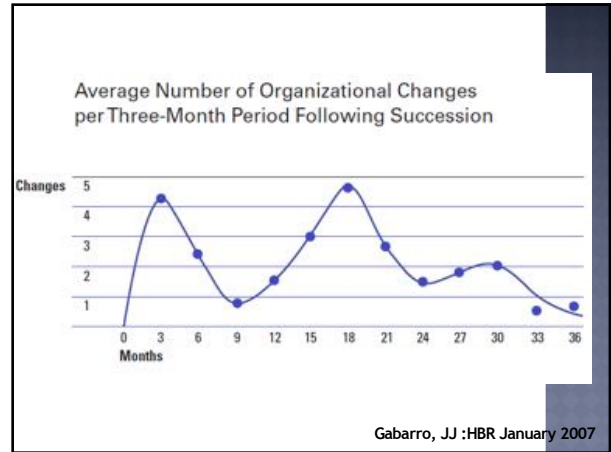
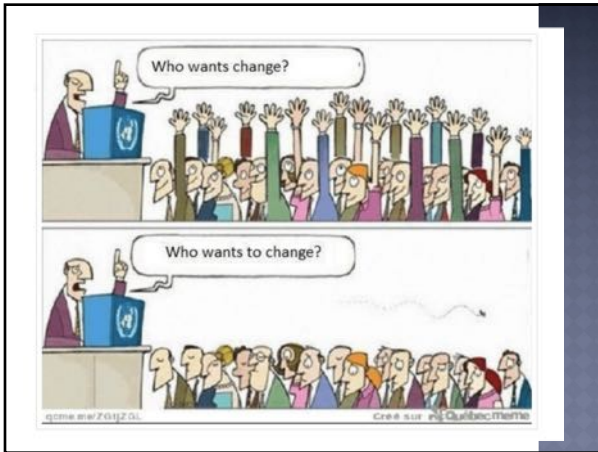
CHALLENGES

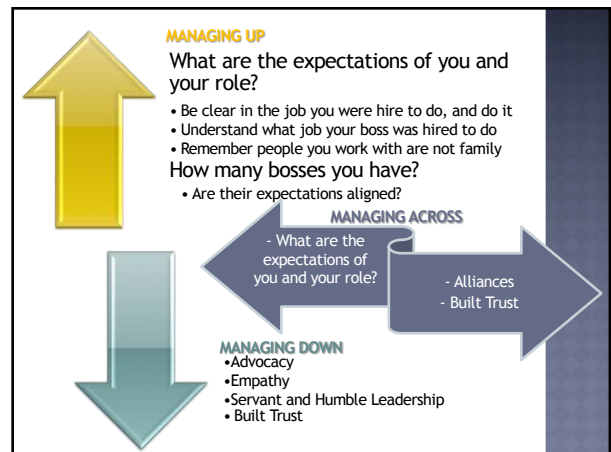
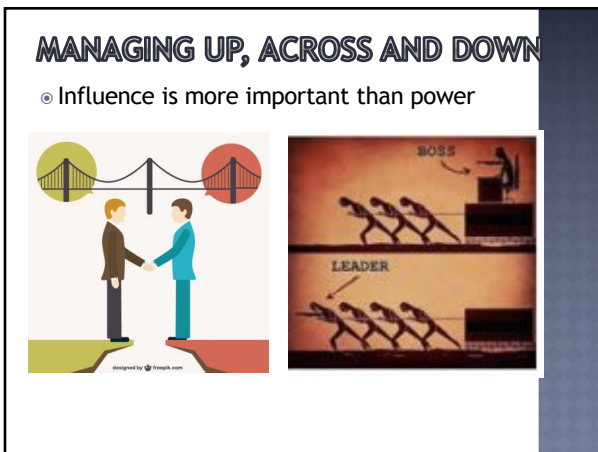
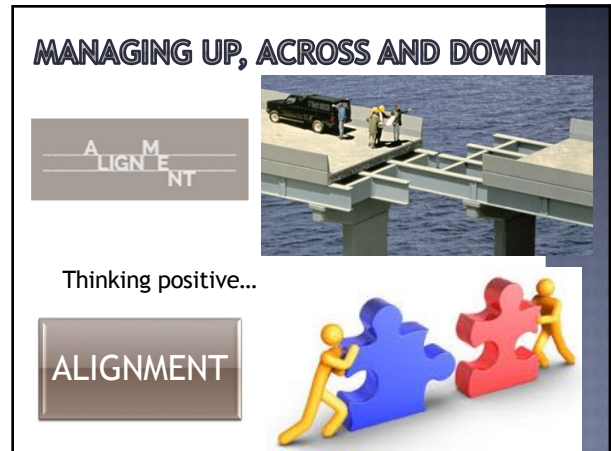
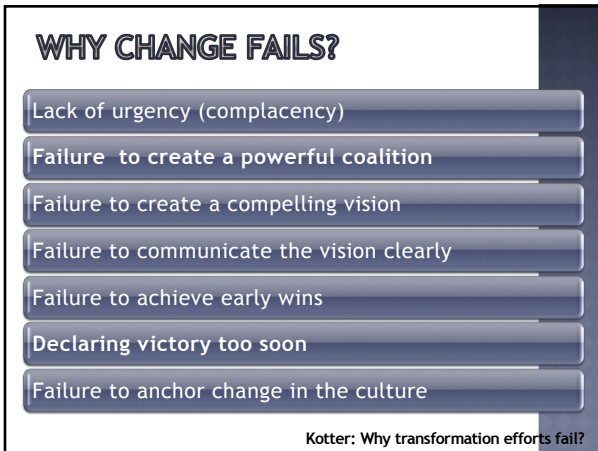
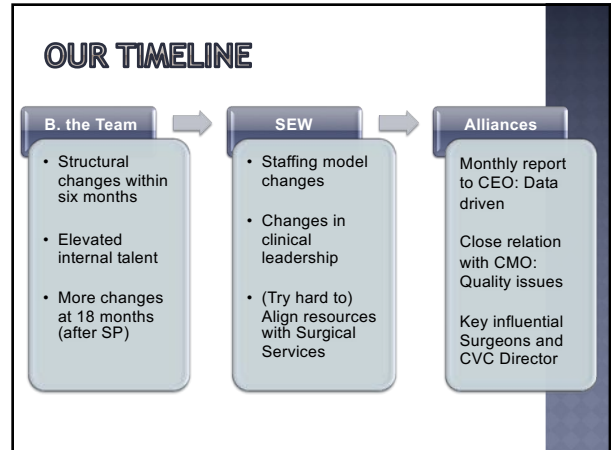
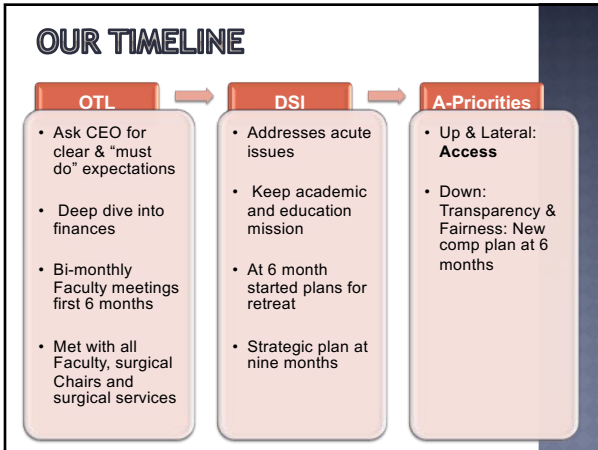


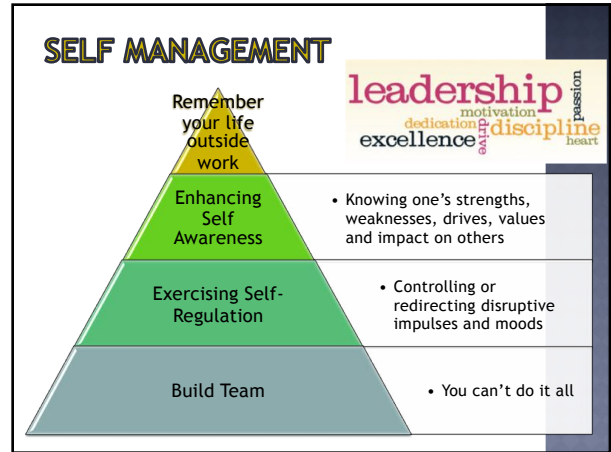
OPPORTUNITIES











CONCLUSIONS

- Diagnose situation
- Changes are inevitable
- Manage: up, across, down and self

Watkins

- Organize to Learn
- Define Strategic intent
- Establish A- type priorities
- Built the team
- Secure early wins
- Create supportive alliances

Kotter

- Establishing a Sense of Urgency
- Forming a Powerful Guiding Coalition
- Creating a Vision
- Communicating the Vision
- Empowering others to Act on the Vision
- Planning for an creating short term wins
- Consolidating Improvement &Producing more change
- Institutionalizing New Approaches