

The "Life Cycle of a Chair" Preparing to be a Chair

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Disclosures

I have no actual or potential conflict of interest in relation to this program/presentation.



Outline

1. You want to become an Academic Chair
 - Why? When? Where?
2. What helps you to prepare to serve as an Academic Chair?
 - What is the Dean expecting?
 - What are the CEO's needs?
 - What does the faculty want?
 - What motivates you?



My Journey

- University of Pittsburgh (1994 to 2003)
 - Graduate Training & Faculty Position
- Lehigh Valley Health Network (2003 – 2014)
 - Vice-Chair for Clinical Operations
 - President of the Private Practice Group
 - Academic Affiliation – Penn State University
- University of Alabama at Birmingham (2014 – present)
 - Vice-Chair for Clinical Operations
 - Associate CMO for Perioperative and Procedure Areas
 - Interim Chair (2017-2018)



You Want to Become an Academic Chair...

- Why?
 - What motivates you?
- When?
 - Are you ready? Are you prepared?
- Where?
 - What kind of academic department?



Know Yourself – Why? Where? When?

- What are you known for?
- What do you want to be known for?
- What are your areas of expertise?
- What past experiences have you had that have helped shape who you are today?
- What kind of problems have you solved?
- How have you demonstrated impact?
- What makes you different?
- How recognizable are you?



Academic Department Chair

The department **chair** is the executive officer of the unit and reports to and advises the dean of the college.

The **chair** provides leadership and direction in the planning, development, and delivery of academic programs and promotes excellence in **teaching, research, and service.**



Tripartite Academic Mission




CEO's Expectations

- Quality Care
- Efficiency
- Consistency
- 24/7/365
- High OR Utilization (and other service lines)
- Budget
- Growth (academic and community)



Successful Clinical Mission

- Efficient Clinical Operations
- Clinical Sites & Service to be Balanced with the Number of Faculty FTEs, GME trainees and CRNAs (modelling)
- Recruitment of Talent
- Maintain Faculty Work-Life Balance
- Leadership Development / Succession Planning
- Growth
- Budget



Dean's Expectations

- Funded Research / NIH rankings
- Educational Programs
- Clinical Mission
- Recruiting (clinical and research faculty)
- Leadership Development / Succession Planning
- Budget



Research Mission

- Talent Recruitment
- Talent Development
- Tenured Faculty
- Endowments
- Start-up Packages / Internal Grants
- Research Support Budget
- Space / Support Staff
- Leadership Development / Succession Planning



Education Mission

- Accreditation Council for Graduate Medical Education (ACGME) - Program Requirements
- Resident/Fellow Recruitment
- Curriculum Development / Didactics
- Mentoring (Residents & Faculty)
- Work-Life Balance (Residents & Faculty)
- Leadership Development / Succession Planning



Faculty Expectations

- You are “Their” Chair
- “You Need to Walk the Talk”
- Professional Development
- Work-Life Balance
- Compensation
- Generational Differences
- Fairness / Visibility / Access



Success Factors

- Mentoring (both directions, internal & external)
 - Develop & Maintain Strong Mentoring Relationships
 - Have a “Fellow Chair to Call for Advice”
- Team Building
 - Develop your Leadership Team, Motivate and Empower them
- Relationships (“Bank of Good Will”)
- Negotiation Skills & Politically Savvy
- Financial Management



Can the Chair Do it all?

- Manage and Grow Clinical Enterprise
- Conduct Funded Research
- Lead Educational Programs
- Recruit, Develop and Mentor Faculty
- Manage Budgetary and HR Issues
- Stay Clinically Active
- Maintain your Work-Life Balance



Yes and No. It Depends.

- Your Personality
- Your Organization Size
- Your Organization Governance Structure
- Your Organization Financial Situation
- Your Department Credibility and Ability to Influence within the Organization



The First 90 Days



“STARS”

- S - Startup
- T - Turnaround
- A - Accelerated Growth
- R - Reorganization
- S - Sustaining Excellence



The First 90 Days

- Listen and Learn
 - Present day academic departments are highly interdependent and complex enterprises
- Networking and Establishing Relationships – Internal and External
- Learn, Learn, Learn
- Be Visible
- Start Conceptualizing How to Implement Your Vision – but Articulate it with the Right Speed



Knowledge that will change your world

Ultimately Dean/CEO Will Decide...

- Internal vs External Candidate
 - Pro's and Con's for Both
- Departmental (and Institutional) Needs and Priorities
- Start-Up Package Expectations
- Potential Candidate Retention Offers
- Personal Chemistry
- Sometimes - Timing and Luck



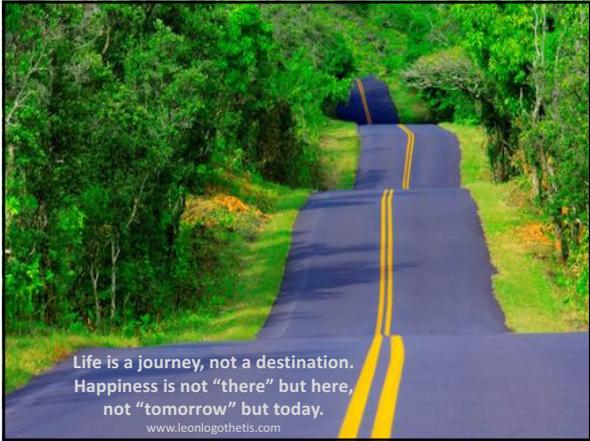
Knowledge that will change your world

Positivity & Reality

- Sometimes You Win, Sometimes You Don't
- Competitive Marketplace
- It's Not Personal, It's Business
- You Learn a Lot in the Process



Knowledge that will change your world



THANK YOU!

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