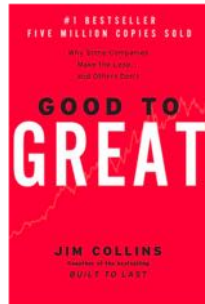
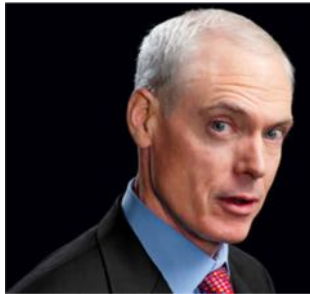


LIFE CYCLE OF A CHAIR: SUSTAINING THE DEPARTMENT

Scott Segal, MD, MHCM
Wake Forest school of Medicine



Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning.



Sustaining vs. pursuing greatness

“Good is the enemy of great. And that is one of the key reasons why we have so little that becomes great. We don't have great schools, principally because we have good schools. We don't have great government, principally because we have good government. Few people attain great lives, in large part because it is just so easy to settle for a good life.” --Jim Collins

Seven principles of “great companies”

- Level 5 Leadership
- First Who, Then What
- Confront the Brutal Facts (Yet Never Lose Faith)
- The Hedgehog Concept
- A Culture of Discipline
- Technology Accelerators
- The Flywheel

Leadership



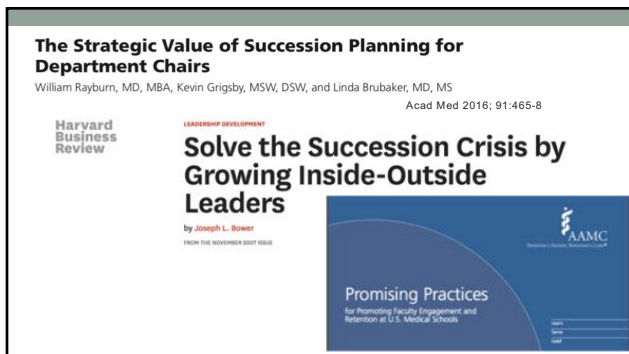
Intense determination, profound humility, organizational success over personal advancement
Focus on high level of performance during tenure

Faculty development

- Incentives: nonclinical productivity, citizenship
- Coaching: developmental and “remedial”
- Office of Women in Medicine and Science
- Peer-review of proposed departmental investments
 - Faculty development committee
 - Research committee
 - Global Health committee
- Faculty engagement initiative
- Succession planning

Critical importance of succession planning

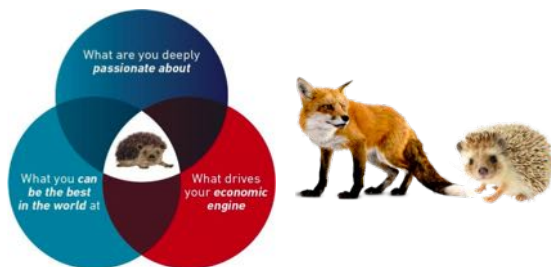
- Many businesses have no plan
 - 2007 large US companies: 60% no plan
 - 2017 small businesses: 58% no plan
 - “Enjoy running the company...transition too far in the future...too busy...no obvious successor”
- Academic medicine: even worse, but equally important (Acad Med 2016; 91:465-8)
- AAMC Faculty Forward survey: highest engagement scores correlate with succession planning and affirmative faculty development



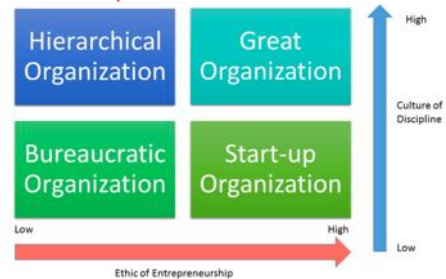
Confront the Brutal Facts (Yet Never Lose Faith)

- “Stockdale paradox”
- Fortunately, no crises (so far!)
- Significant financial pressures, vigorous expansion
 - Budget pressure, but pressure to grow
 - Acquisitions of two hospitals
 - Growing pains for new Pain Medicine section
 - New clinical services (OB)
- Faculty meetings, MBWA, balance institutional and departmental loyalties
- Investments in the future (departmental facelift, endowments)

The Hedgehog Concept



Culture of Discipline



Focus and discipline

- Hard for me personally!
- Use senior advisors, faculty to vet ideas before pursuing them
 - But encourage creativity, entrepreneurship
- CSU model for faculty effort: supports flexibility
- Some “hedgehog discipline” decisions
 - Focus residency on clinical excellence > academic productivity
 - Expand clinical footprint with CRNAs, not residents
 - Accept some financial loss to bolster institutional priorities (PSH)

Technology accelerators

- Hedgehog/discipline: choose tech that accelerates, not creates greatness
- Examples we chose
 - qGenda: not just schedules, business intelligence tools, faculty effort accounting, accountability
 - Activity Insight: faculty activity reporting; drives annual reports, CV maintenance, Dean's report, academic incentive program
 - MPOG, data scientist: drives QI, process improvement, research
 - Office renovation: high end conference room, display screens

Flywheel



Our flywheel

- Maintain a thoughtful, selective quest for big new initiatives
- Steady increase in clinical footprint, services offered
- Steady increase in academic output, research \$
- Promote faculty development and engagement
- Succession plan for all major leadership positions
- Continual celebration of wins