

Using Simulation: Selecting a New Chair

Berend Mets, MB, ChB, PhD, FRCA, FFA(SA)

Eric A. Walker Professor & Chair
Anesthesiology
Penn State College of Medicine
Hershey Medical Center
Hershey, PA

Using Simulation: Selecting a New Chair

Objectives

To describe a role-playing simulation of a
"disruptive faculty member"
as a possible
tool
for
Departmental Chair Searches

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No Disclosures:

Except



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Picture yourself as a Nervous Chair Applicant



Berend Mets, MD, PhD

You have been subjected to a litany of Questions

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The Chair of the Search Committee calls a Break

Scenario:

A Radiation Oncologist (hired 18 months ago) has asked to see you. She/he shared with your administrative assistant that she/he is upset because her/his clinical load continues to increase as her/his time to pursue academic interests has diminished.

You are aware that while the faculty member has an excellent reputation and scores well for outcomes, through this physician did have a bad outcome following SBRT early after joining the faculty and has been recently named in a suit.

You've spoken to clinic managers who note that her/his clinical productivity has been low for her/his group - RVU generation is at 40% for the last eighteen months, while not unusual for new faculty, two other faculty hired at the same time are closer to the mean of 55% for your other faculty. Additionally, in the past year, she/he has cancelled a few clinics at the last minute. His/Her teacher ratings are good, she is well liked and respected by both residents and medical students and her/his patient satisfaction scores are above average for our clinic. Based upon your knowledge of the annual reviews with this faculty member, she/he has not published since joining the faculty.

You are going to meet with the simulated faculty member for approximately 10 minutes during the "airport interview" portion of the process.

You have been sent a case scenario two weeks ago

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An Actor Pulls up a Chair and goes into Mode:

Scenario:
"Disruptive Faculty Member"

A faculty member who has worked at the Institution
for 18 months in outpatient settings
is frustrated with how little time
he/she has for academic pursuits.
He/she is a skilled teacher
with highly satisfied patients
but is less clinically productive than his/her colleagues.

Using Simulation of a Frustrated Faculty Member During Department Chair Searches. DE Shapiro et al. Acad Medicine 2018; 93, 224-227.

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Picture yourself as a Nervous Chair Candidate

Dr Mack Ruffin
Chair Candidate

Search Committee

Dr Dan Shapiro: Actor
Vice-Dean Faculty Affairs

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Traditional Chairs Needed to be/have:

- National Stature
- Recruited from Prestigious Institution
- Track Record in Research
- Clinical Competency
- Appreciation for Teaching
- "Gets along with others"

Grigsby et.al. Acad Med 2004;79, 571-7

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Contemporary Chairs must also be:

- Self Aware
- Empathetic
- Sense of Humor
- Ability to inspire
- Effective Communicator

Emotional competence

- Interpersonal &
- Communication skills

NOT TESTED !!!!!

- National Stature
- Recruited from Prestigious Institution
- Track Record in Research
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An Approach:

Behavioral Based Interviewing

Problem:

"Describe a problem you worked with with some-one you worked with you"

Interviewing ability v.s. Interpersonal ability

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Another Approach:

"Simulation Role Playing"

- Used for 4 Chair Searches
 - Neurology
 - Family and Community Medicine
 - Pediatrics
 - Pathology

May 2015 - November 2016
Penn State University College of Medicine

Using Simulation of a Frustrated Faculty Member During Department Chair Searches. DE Shapiro et al. Acad Medicine 2018; 93, 224-227.

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"Simulation Role Playing"

- Initial Goal: Proof of Concept
 - Would ?
 - Chair Candidates Engage
 - Search Committees and Dean find this a useful assessment

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Picture yourself as a Nervous Chair Candidate



Dr. Mack Ruffin,
Chair Candidate

Scenario:
"Disruptive Faculty Member"
 A faculty member who has worked at the institution for 18 months in outpatient settings is frustrated with how little time he/she has for academic pursuits. He/she is a skilled teacher with highly satisfied patients but is less clinically productive than his/her colleagues.




Dr. Dan Shapiro: Actor
Vice-Dean Faculty Affairs

Key Feature: Not a Problem Solving Test but a measure of critical communication skills when missions conflicted.

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Process



Dr. Mack Ruffin,
Chair Candidate

- Scenario Provided 2/52 prior
- On Interview Day - Break in Questions
- Candidate asked – What are goals?
- 10 minute Role Play
- Debrief: Candidate Sharing – What went well and follow-up plan?

Committee Voted:
Pass/Fail




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Vice-Dean Faculty Affairs

Key Feature: Not a Problem Solving Test but a measure of critical communication skills when missions conflicted.


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Results (1)



Dr. Mack Ruffin,
Chair Candidate


- 4 Dept Chair Searches
- 29 Candidates
- 28/29 started well
- 27/29 ended with follow-up with-in a specific time-frame.



Dr. Dan Shapiro: Actor
Vice-Dean Faculty Affairs


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Results (2)



Dr. Mack Ruffin,
Chair Candidate


- 9/29 (31%) Disqualified
 - Philosophical Beliefs
 - Communication Failures
- Examples:
 - "Faculty member had no business pursuing scholarship"
 - Or
 - "Candidate leapt harshly to lower productivity not validating 1^o concern" (lack of access to protected time)



Dr. Dan Shapiro: Actor
Vice-Dean Faculty Affairs


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Results (3)



Dr. Mack Ruffin,
Chair Candidate


- Disqualifiers
- Examples:
 - Candidate assumed role of therapist: inquiring about "Disruptive Faculty's" marriage and personal issues.
 - 2 - candidates held court: lecturing the "Disruptive Faculty" – leaving no room for faculty member to express concerns.



Dr. Dan Shapiro: Actor
Vice-Dean Faculty Affairs


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Results (4)



Dr. Mack Ruffin,
Chair Candidate

- Successful Candidates
- Widely Differing Approaches
- Listened carefully and asked clarifying questions
- Validated concerns and empathized: "Yes I faced that problem too it is frustrating"
- Softly and curiously (rather than punitively) addressed the productivity issue.



Dr. Dan Shapiro: Actor
Vice-Dean Faculty Affairs

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My Own Experience

Chair of Search Committee:

- Family and Community Medicine (Fall 2016)
- Radiation Oncology (Summer 2018)




Dr. Mack Ruffin
Chair Candidate



Dr. Dan Shapiro: Actor
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Role Playing Simulation - Summary
Using "Disruptive Faculty Member" Scenario



Dr. Mack Ruffin
Chair Candidate

- Did not "scare off" candidates – engaged them instead.
- Added to a holistic view of candidate "In Action"
- Might be a better discriminator in highly "Interpersonal"



Dr. Dan Shapiro: Actor
Vice-Dean Faculty Affairs

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