

Faculty Workplace Satisfaction Among Anesthesiologists in Academic Medicine

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SAAA Annual Meeting
November 6, 2010



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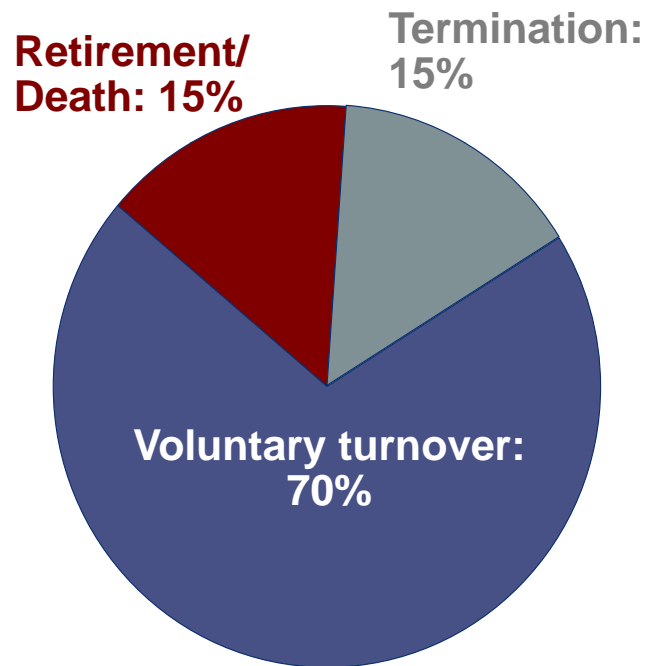
Faculty Workplace Satisfaction

Associated with:

- Quality of patient care
- Career choice
- Organizational performance
- Retention

AMC faculty turnover

Nationwide turnover of MD physicians in clinical departments



Average annual voluntary turnover, 1996-2006	2,940
Estimated per-physician turnover cost*	\$75,000 – 100,000
Annual turnover cost, national	\$220 – 294 million
Annual clinical faculty turnover cost, per medical school	\$1.7 – \$2.3 million

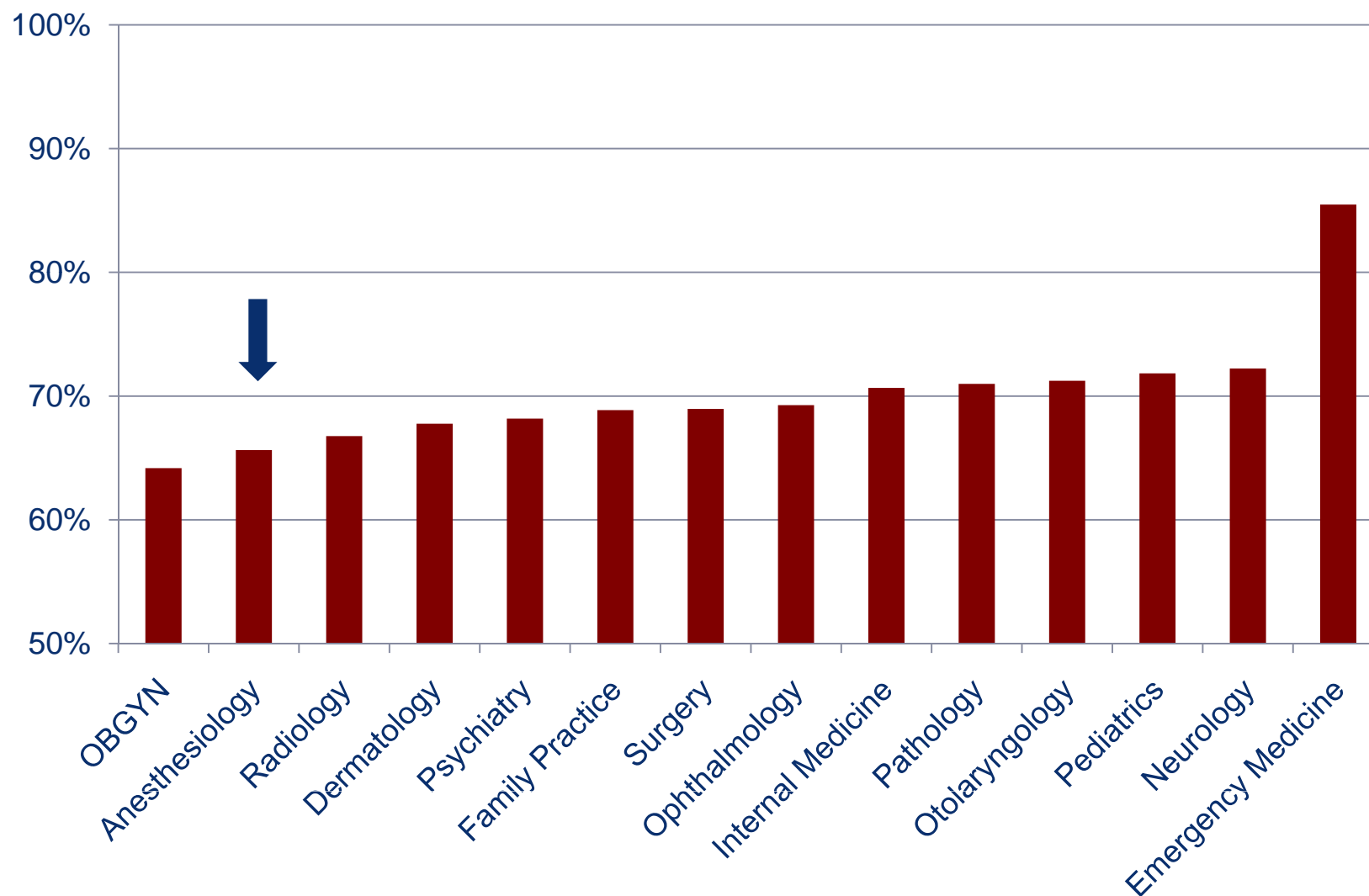
* Waldman JD et al. *Health Care Manage Rev.* 2004; 29: 2-7.

The obvious, safest, and most effective way to lower turnover cost is by increasing employee retention.

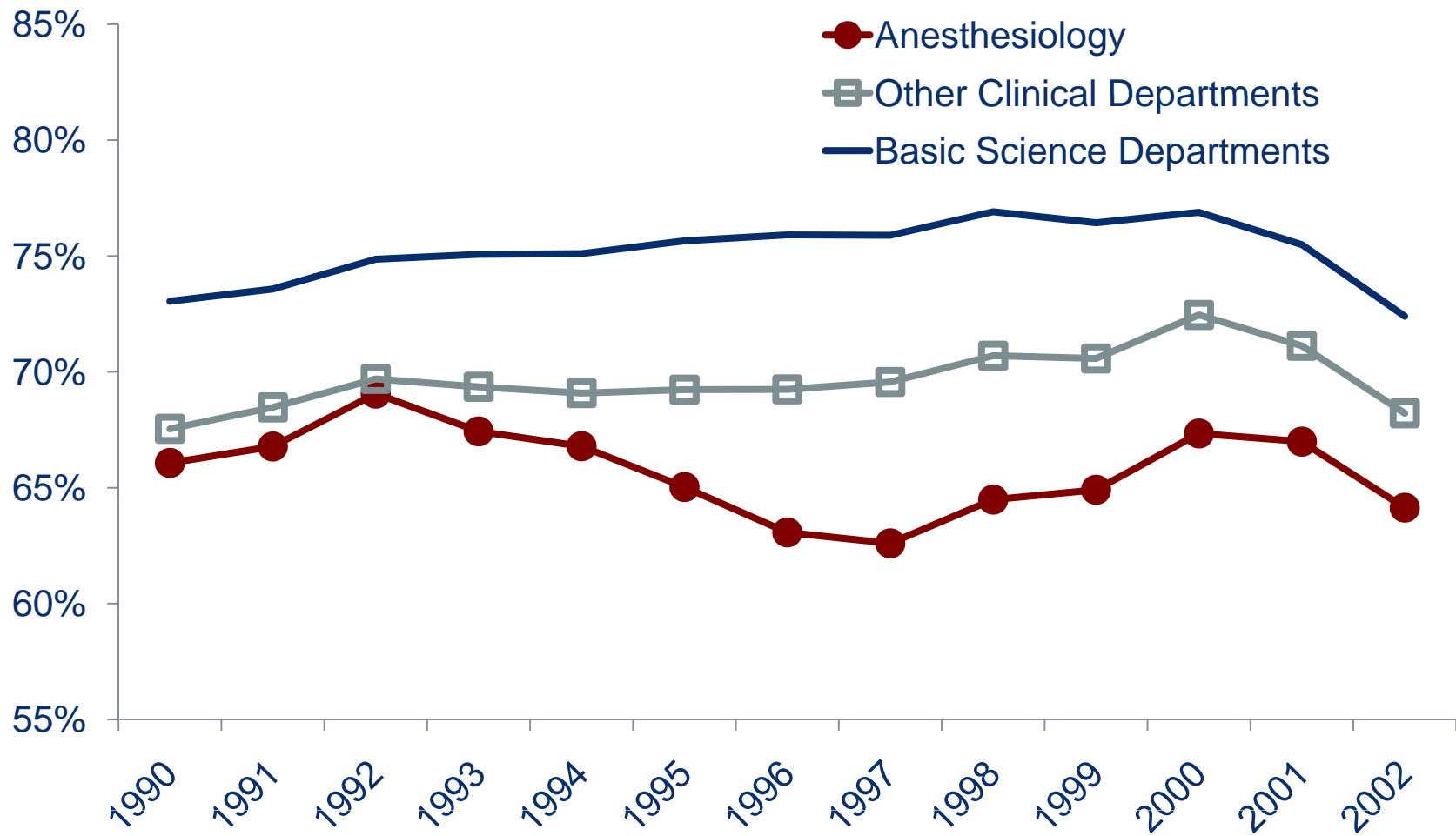
Waldman JD et al. *Health Care Manage Rev.* 2004; 29: 2-7.

Average Percent Retained, by Dept.,

(Rates averaged across thirteen 5-year cohorts, 1990-2002)

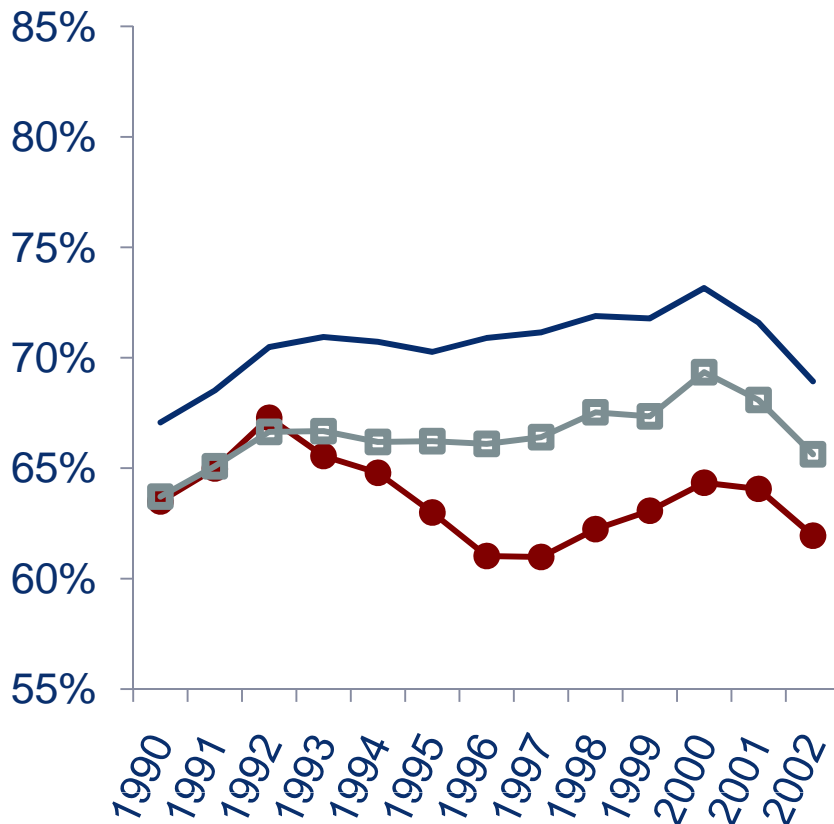


Retention Rates by Department

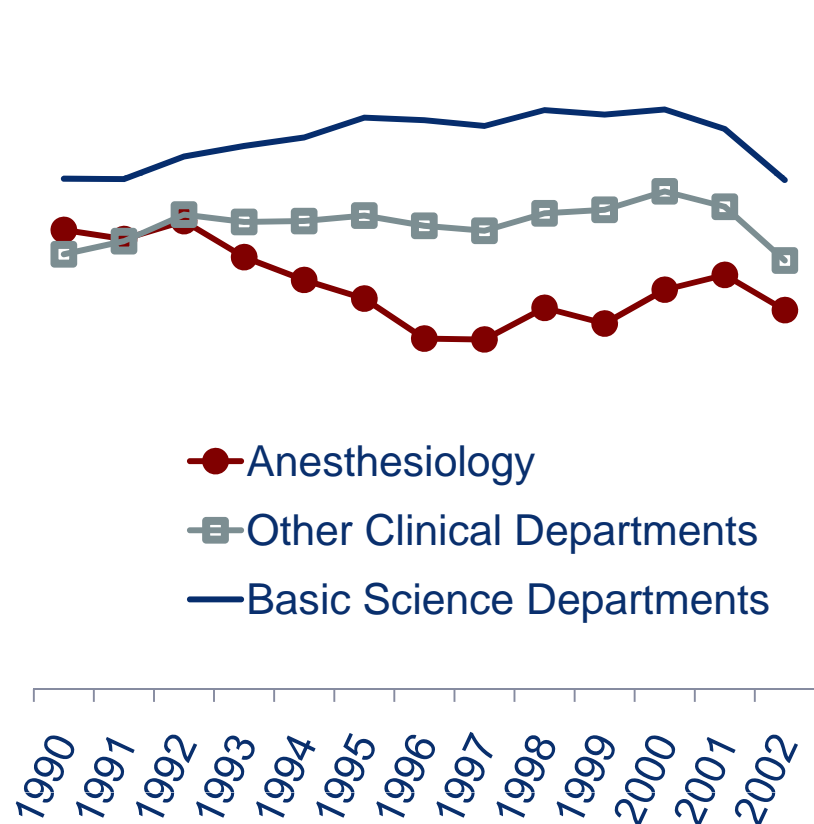


Retention Rates, by Dept. and Rank

Junior Faculty



Senior Faculty



Anesthesiology Faculty Perspective

Pressures:

- Expectations from medical school
- Expectations from hospital or patient care site
- Emphasis on clinical productivity and revenue generation
- Decrease in protected nonclinical time

Anesthesiology Chair Perspective

Responsibilities for:

- Recruiting high-quality faculty
- Retaining high-quality faculty
- Achieving clinical and academic success
- ...all while achieving financial success



Faculty Satisfaction

Overall Clinical MD Faculty Satisfaction

**63% of faculty were satisfied with their
medical school as a place to work**

**71% were satisfied with their departments
as places to work**

Satisfaction with Medical School

<u>Department</u>	<u>% satisfied</u>
Dermatology	75
Pediatrics – General	72
Internal Medicine – General	71
Family Medicine/Practice	70
Neurology	68
Otolaryngology	67
OB/GYN	67
Pediatrics – Subspecialty	65
Psychiatry	62
Radiology	61
Medicine – Subspecialty	61
Pathology	61
Ophthalmology	60
Emergency Medicine	59
Surgery – Specialty/Other	58
Surgery – General	51
Anesthesiology	51



Satisfaction with Department

<u>Department</u>	<u>% satisfied</u>
Otolaryngology	92
Dermatology	82
Family Medicine/Practice	81
Pediatrics – General	81
Pediatrics – Subspecialty	76
OB/GYN	74
Neurology	72
Emergency Medicine	72
Radiology	72
Surgery – Specialty/Other	71
Internal Medicine – General	70
Ophthalmology	68
Psychiatry	67
Surgery – General	66
Pathology	64
Anesthesiology	64
Medicine – Subspecialty	62



Again Choose an Academic Career

<u>Department</u>	<u>% agree</u>
Neurology	91
Internal Medicine – General	91
Surgery – General	90
Pediatrics – General	88
Medicine – Subspecialty	87
Pediatrics – Subspecialty	86
Otolaryngology	86
Family Medicine/Practice	85
Surgery – Specialty/Other	85
Pathology	84
Ophthalmology	84
OB/GYN	83
Emergency Medicine	82
Dermatology	81
Radiology	80
Psychiatry	80
Anesthesiology	77



Areas of High and Low Faculty Satisfaction: MD Faculty in Anesthesiology Departments

Areas of highest satisfaction

- Time spent in patient care: **75%**
- How contributions in patient care are valued: **74%**
- Professional/personal interaction with colleagues: **72%**
- Ability to provide high quality of care: **72%**

Areas of lowest satisfaction

- Opportunities to collaborate with faculty in other schools and departments: **27 and 36%, respectively**
- Time spent on research and scholarship: **29%**
- Communication between physicians and senior administrators at clinical location: **36%**

Clinical Practice

	MD anesthesiology faculty	Other MD clinical faculty	
	% satisfied	% satisfied	Sig.
Ability to provide a high quality of care	72	70	
How well this clinical location functions overall as it relates to patient care	63	61	*

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

Nature of Work

	MD anesthesiology faculty	Other MD clinical faculty	
	% satisfied	% satisfied	Sig.
Time spent on patient care	75	69	*
Time spent on research/scholarship	29	41	***
Time spent on teaching/education	57	70	***

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

Pay and Advancement

	MD anesthesiology faculty % satisfied	Other MD clinical faculty % satisfied	Sig.
Overall compensation	53	50	**
Pace of your advancement at your medical school	41	55	***
Opportunities for professional development at your medical school	43	52	**

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

Clinical Practice

	MD anesthesiology faculty	Other MD clinical faculty	
	% agree	% agree	Sig.
Department is successful in hiring high quality faculty members	46	60	***
Department is successful in retaining high quality faculty members	38	48	***

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

Department Governance & Operations

	MD anesthesiology faculty	Other MD clinical faculty	
	% satisfied	% satisfied	Sig.
Communication from your department chair to the faculty about the department	56	65	***
Department chair's priorities for the department	57	60	
Pace of decision-making by your department	53	60	*

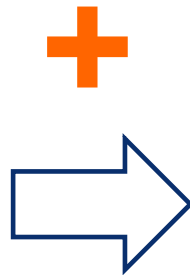
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How to Use Your Survey Results?

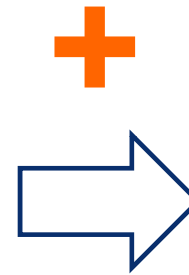
The Faculty Forward approach

Improvements to strategies for Faculty

- Recruitment
- Development
- Retention



Building a high performance culture



- Higher faculty satisfaction
- Higher levels of faculty performance
- Higher retention rates

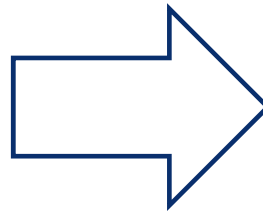
Findings: Drivers of 'satisfaction with dept'

Department organization, governance and transparency

- Opportunities for faculty participation in governance of dept
- Communication from dept chair
- Dept chair's priorities, pace of decision-making

Department relationships

- How well you fit in your dept
- Quality of professional, personal interaction with colleagues
- Intellectual vitality



**I am satisfied with my
department as a place to
work**

Drivers of 'satisfaction with medical school'

Medical school organization, governance and transparency

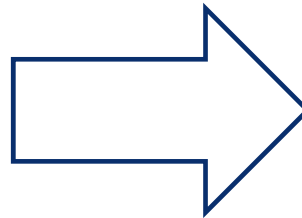
- Opportunities for faculty participation in governance of med school
- Communication from dean's office
- Dean's priorities, pace of decision-making

Workplace culture

- The workplace culture at this medical school cultivates collegiality, interdisciplinary work, entrepreneurialism, excellence, work/life balance

Recruitment and retention effectiveness

- My medical school/department/division is successful in hiring/retaining high quality faculty members



**I am satisfied with my
medical school as a place
to work**

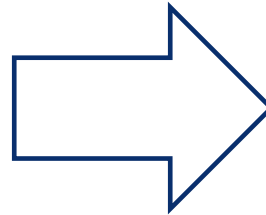
Drivers of 'I would choose to work at this medical school again'

Recruitment and retention effectiveness

- My medical school/department/division is successful in hiring/retaining high quality faculty members

Opportunity for professional development

- Promotion criteria are consistently applied to faculty across comparable positions
- Satisfaction with pace of professional advancement
- Satisfaction with opportunities for professional development



I would choose to work at this medical school again

Improving the Workplace: Suggestions for Departmental Actions

- Development of a **mission-driven department** to provide purpose and community building among faculty
- **Clear and consistent communication** about departmental direction and decision-making
- **Transparency** of departmental processes
- **Incorporate personal touches** in interactions with faculty—a little attention from a department chair can really make faculty feel valued
- Incorporating structured and multiple **faculty development opportunities** and providing mandatory **career development** feedback

Closing Thoughts