

Chairperson Leadership of US Academic Anesthesiology Departments

Berend Mets, MB, ChB, FRCA, FFASA, PhD
Eric A. Walker Professor & Chair Anesthesiology
Penn State Milton S. Hershey Medical Center

Chairperson Leadership: Academic Anesthesiology

Publications

Part 1 ■ Characteristics & Accomplishments

Mets B, Galford JA, Purichia HR. Leadership of United States academic anesthesiology programs 2006: Chairperson characteristics and accomplishments. *Anesth Analg.* 2007 Nov;105(5):1338-45.

Part 2 ■ Leadership & Management Approach

Mets B, Galford JA. Leadership and management of academic anesthesiology departments in the United States. *J Clin Anesth.* 2009 Mar;21(2):81-93.

Chairperson Leadership: Academic Anesthesiology

Methods

- Internet-based password protected
- SAAC Listserv July 25 – Aug 25, 2006 to 132 Chairs
- Ranked Questions / Rank Ordered
- 55% Response Rate

Chairperson Characteristics & Accomplishments

- Median age 54 years
- 92% Male
- 97% Permanent Positions
- Median; 5 years in position
- 80% Professors, 11% Associate Professors, 3% Assistant Professors
- 64% Tenured
- 54% AUA Members

Chairperson Characteristics & Accomplishments

Previous Training

- 82% AMG
- 93% held MD
- 18% held PhD
- 24% Masters Degree

N=72

Chairperson Characteristics & Accomplishments

Previous Training

- 98.5% US Residencies

7 Chairs from Massachusetts General Hospital

- 31% Research Fellowship

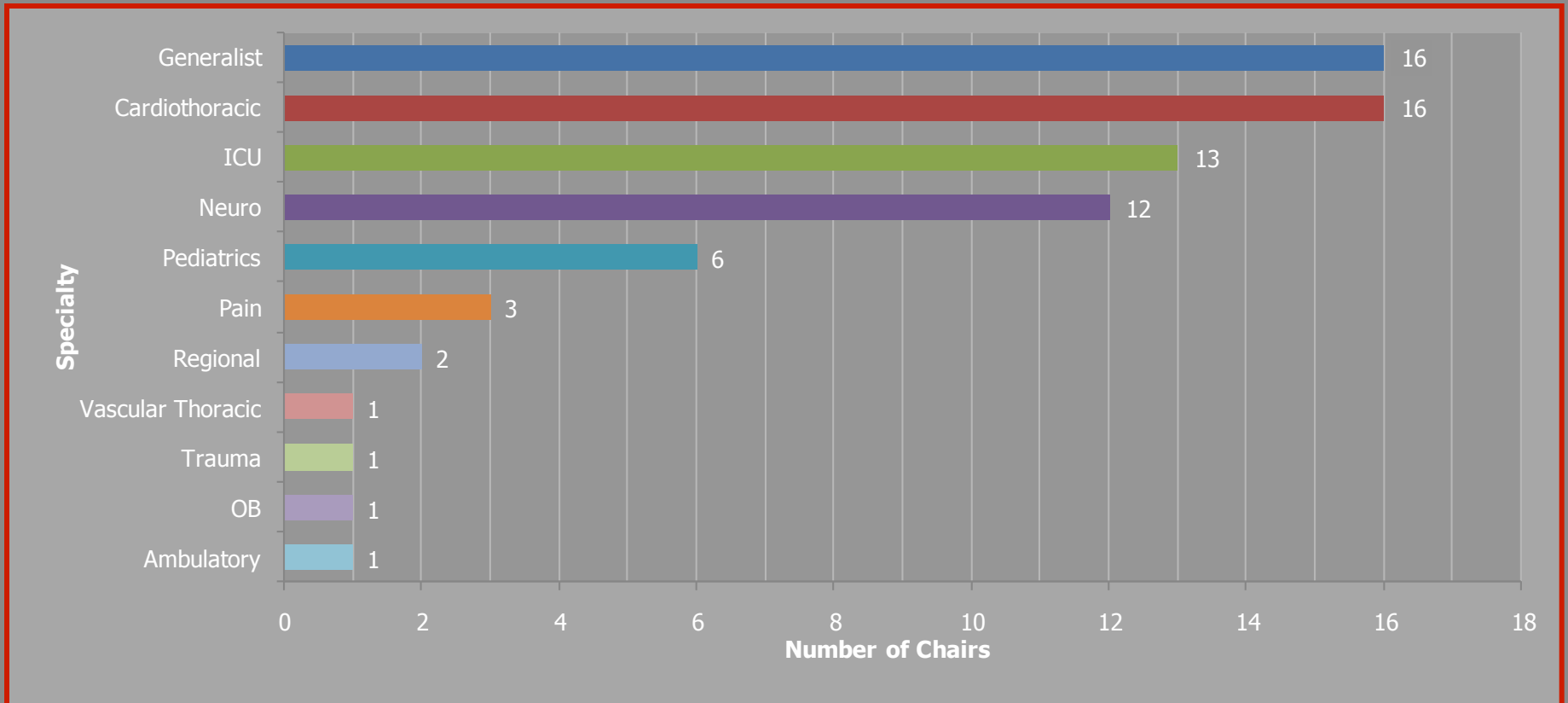
- 57% Clinical Fellowship

ICU

Cardiac Anesthesia

Chairperson Characteristics & Accomplishments

Primary Specialties of Anesthesiology Chairpersons



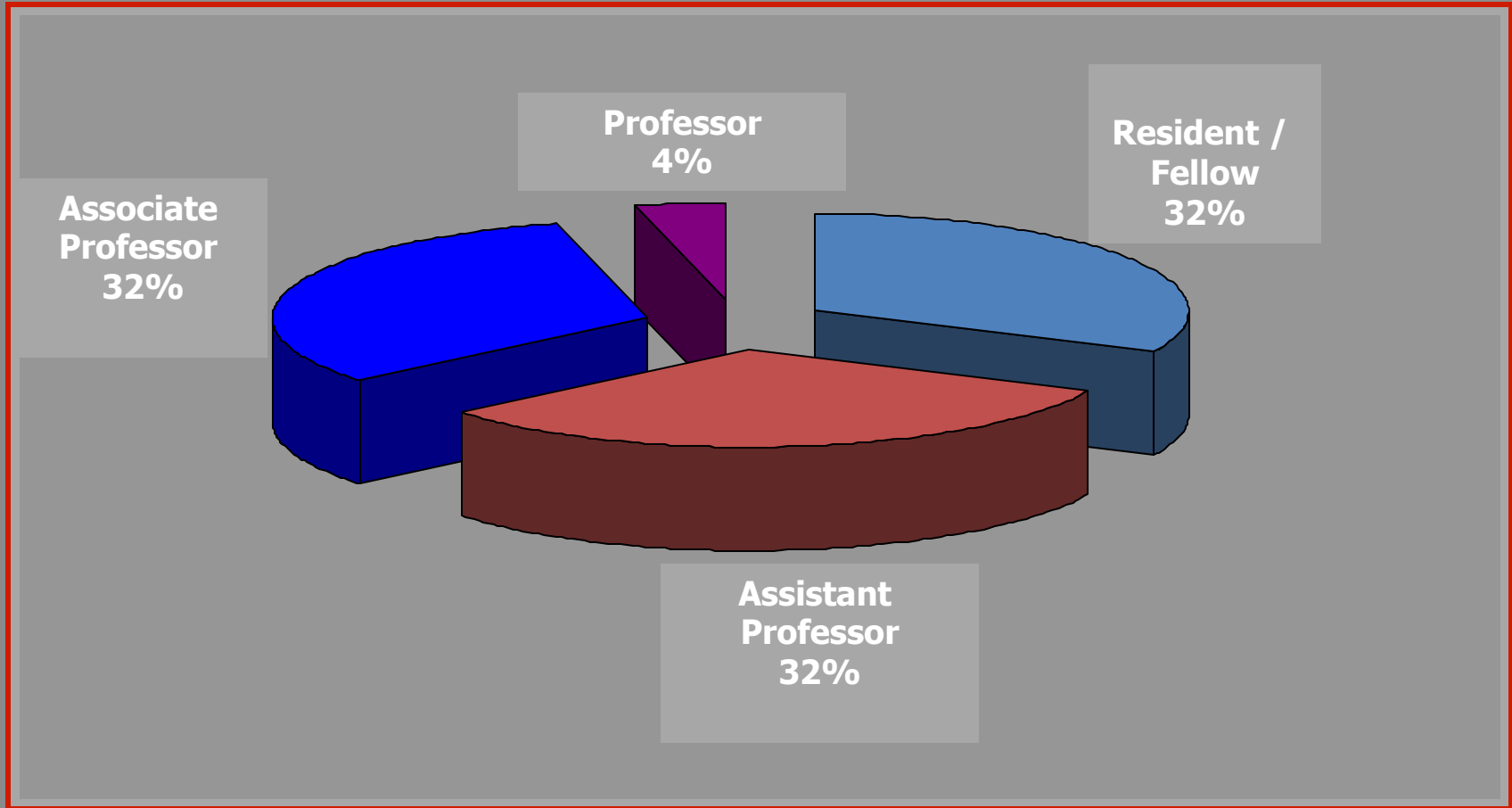
N=72

Chairperson Motivation & Insights



Chairperson Motivation & Insights

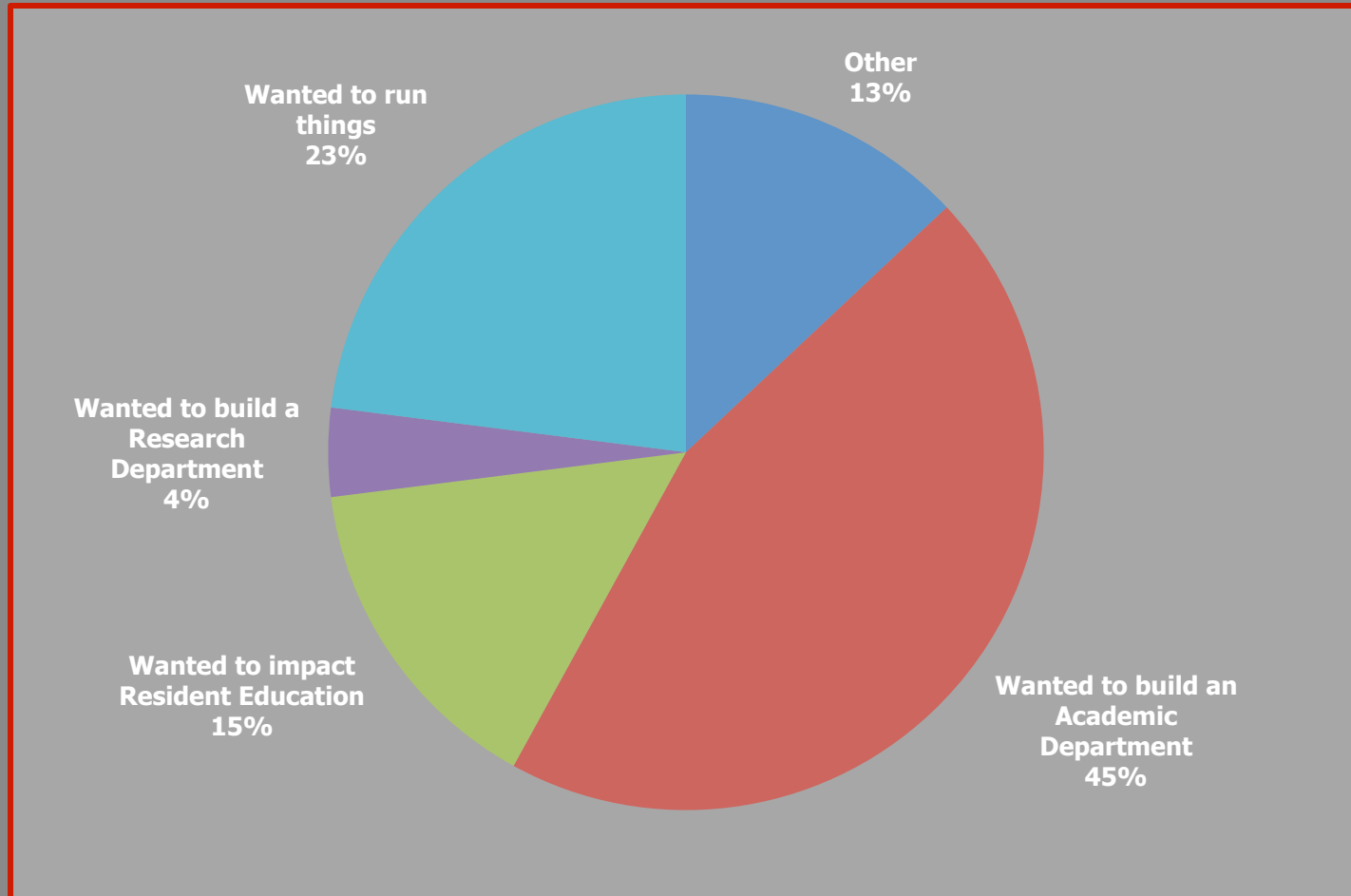
Stage of Career when becoming a Chair was identified as career goal



N=48

Chairperson Motivation & Insights

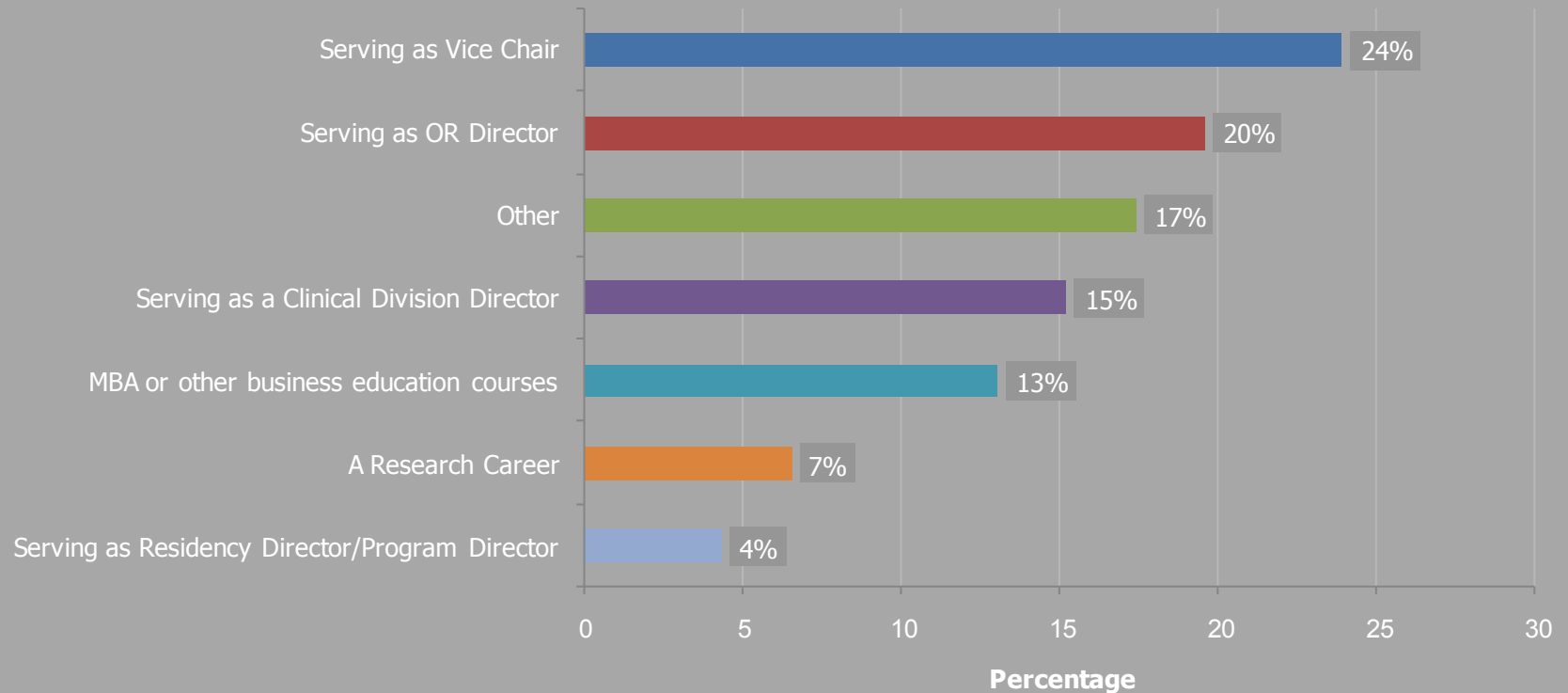
Motivation to Become Chair



N=52

Chairperson Motivation & Insights

Experience & Training most helpful in functioning as a Chair

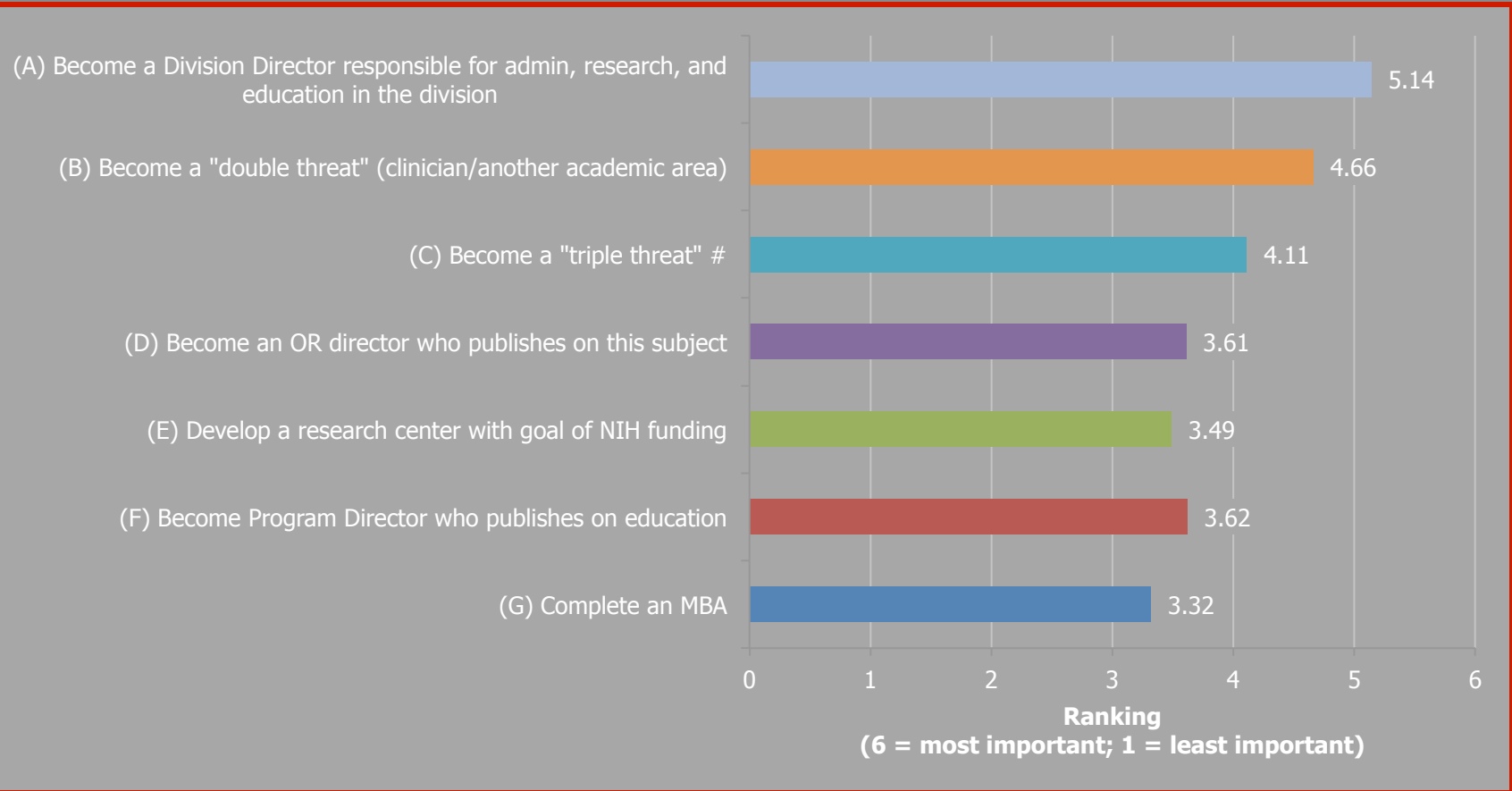


Examples of “Other” – Industry/business experience, clinical training, learning from peers.

N=46

Chairperson Motivation & Insights

Chairperson's response to question: "What would you advise an Aspirant Chair who is an Assistant Professor to do?"



N=44

Chairperson Leadership: Academic Anesthesiology

Summary Advice for Aspirant Chairs

- Experience Most Helpful:
 - Vice Chair
 - OR Director
 - Division Director
- Advice to Assistant Professor:
 - Become a Division Director
 - Double Threat or Triple Threat
- Most Important when preparing to be a Chair:
 - Being a clinical expert on a national level
 - Ability to write Scholarly publications
 - >15 research publications
 - becoming a national leader of an organization

Chairperson Leadership: Academic Anesthesiology

Publications

Part 1 ■ Characteristics & Accomplishments

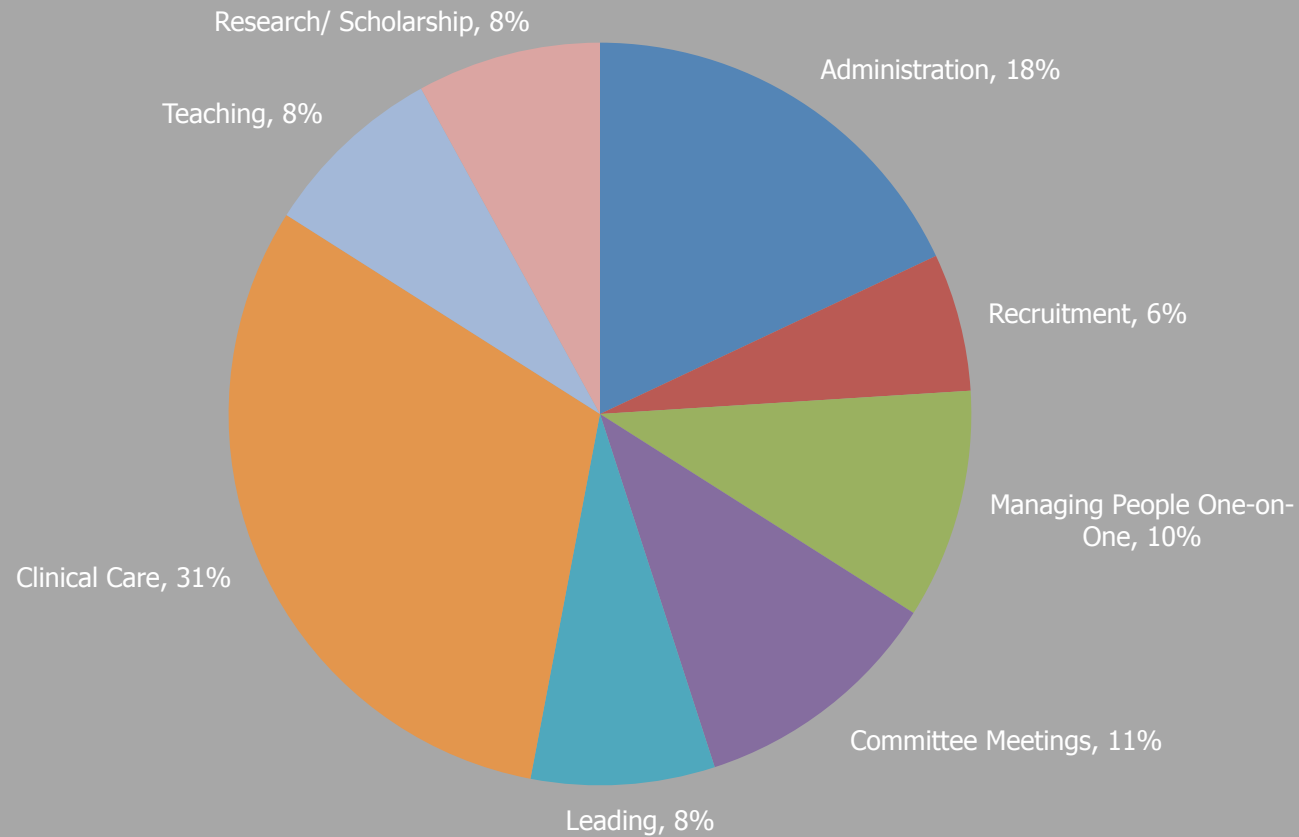
Mets B, Galford JA, Purichia HR. Leadership of United States academic anesthesiology programs 2006: Chairperson characteristics and accomplishments. *Anesth Analg.* 2007 Nov;105(5):1338-45.

Part 2 ■ Leadership & Management Approach

Mets B, Galford JA. Leadership and management of academic anesthesiology departments in the United States. *J Clin Anesth.* 2009 Mar;21(2):81-93.

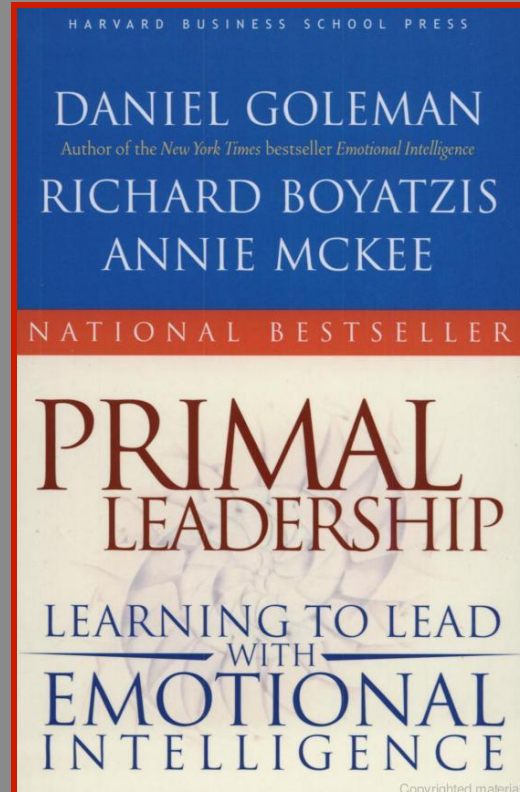
Chairperson Leadership & Management

Time Allocation by Chairs of Different Leadership/Management Tasks



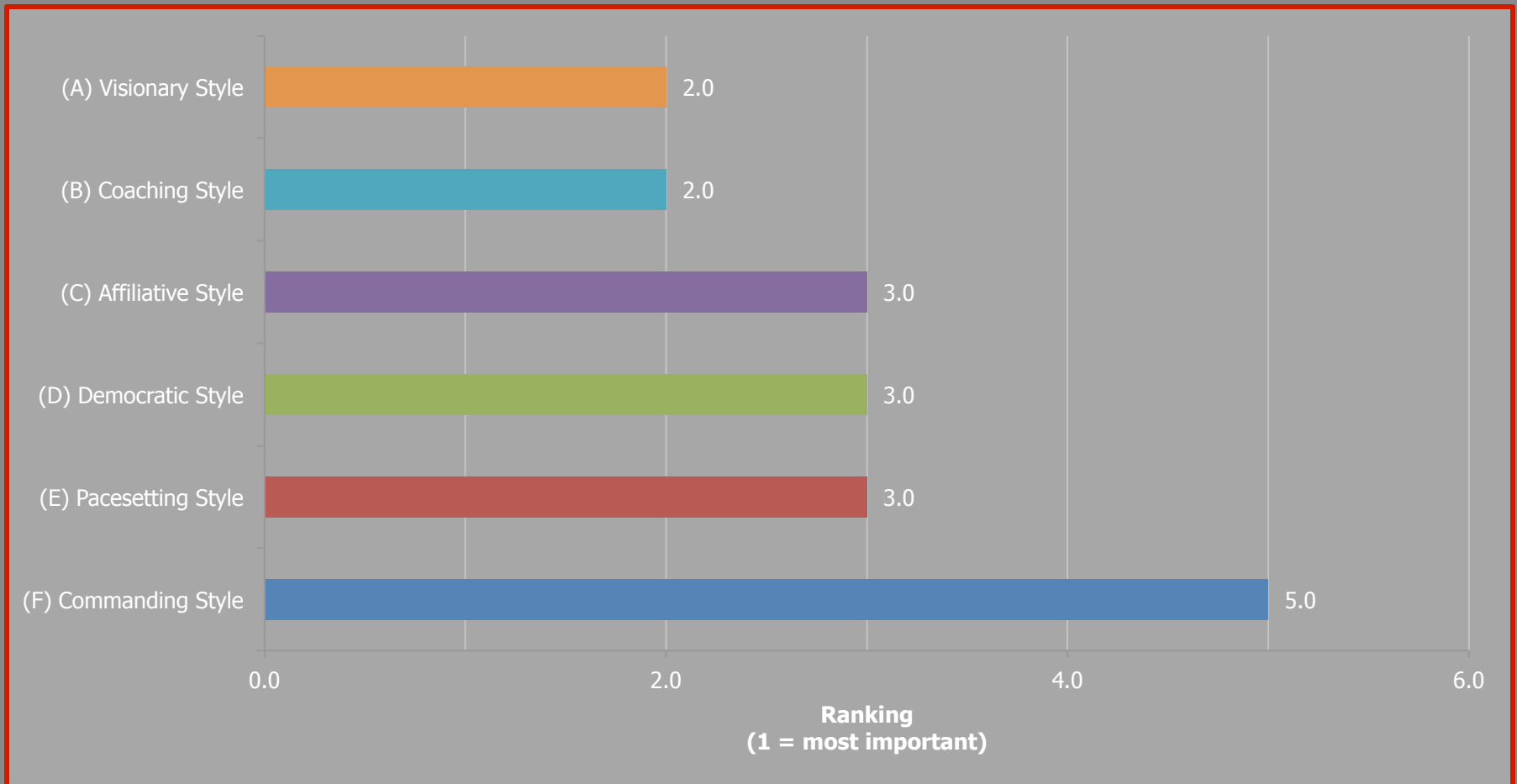
N=67

Relative Importance of Six Styles of Leadership to Department Chairs



- Visionary
- Coaching
- Affiliative
- Democratic
- Pace Setting
- Commanding

Relative Importance of Six Styles of Leadership to Department Chairs



N=41

*Goleman et al. 2002, Primal Leadership

Chairperson Characteristics & Accomplishments

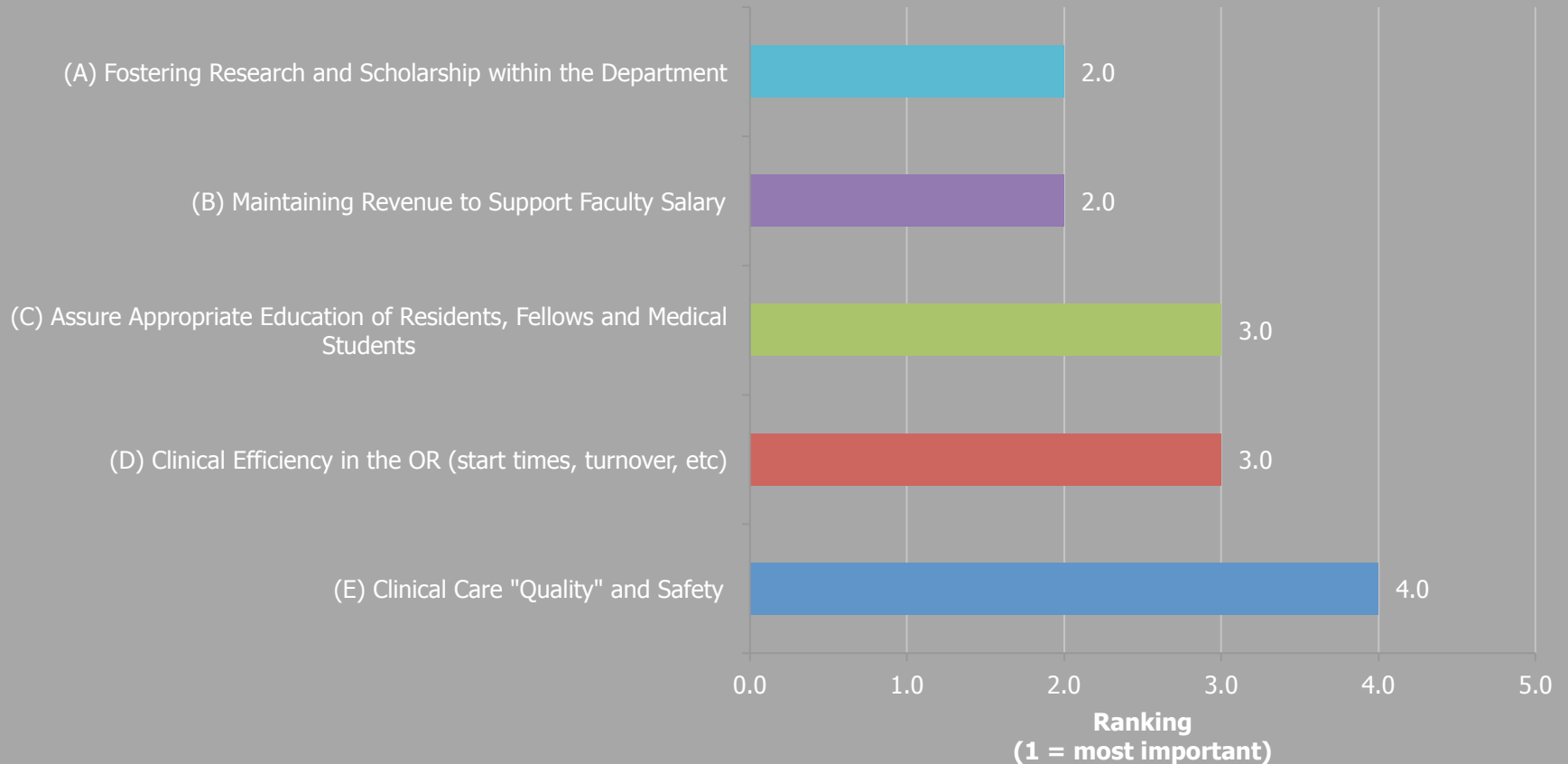
Chairperson's response to question: "What would you consider to be the most important leadership challenge as a Chair?"



N=61

Chairperson Characteristics & Accomplishments

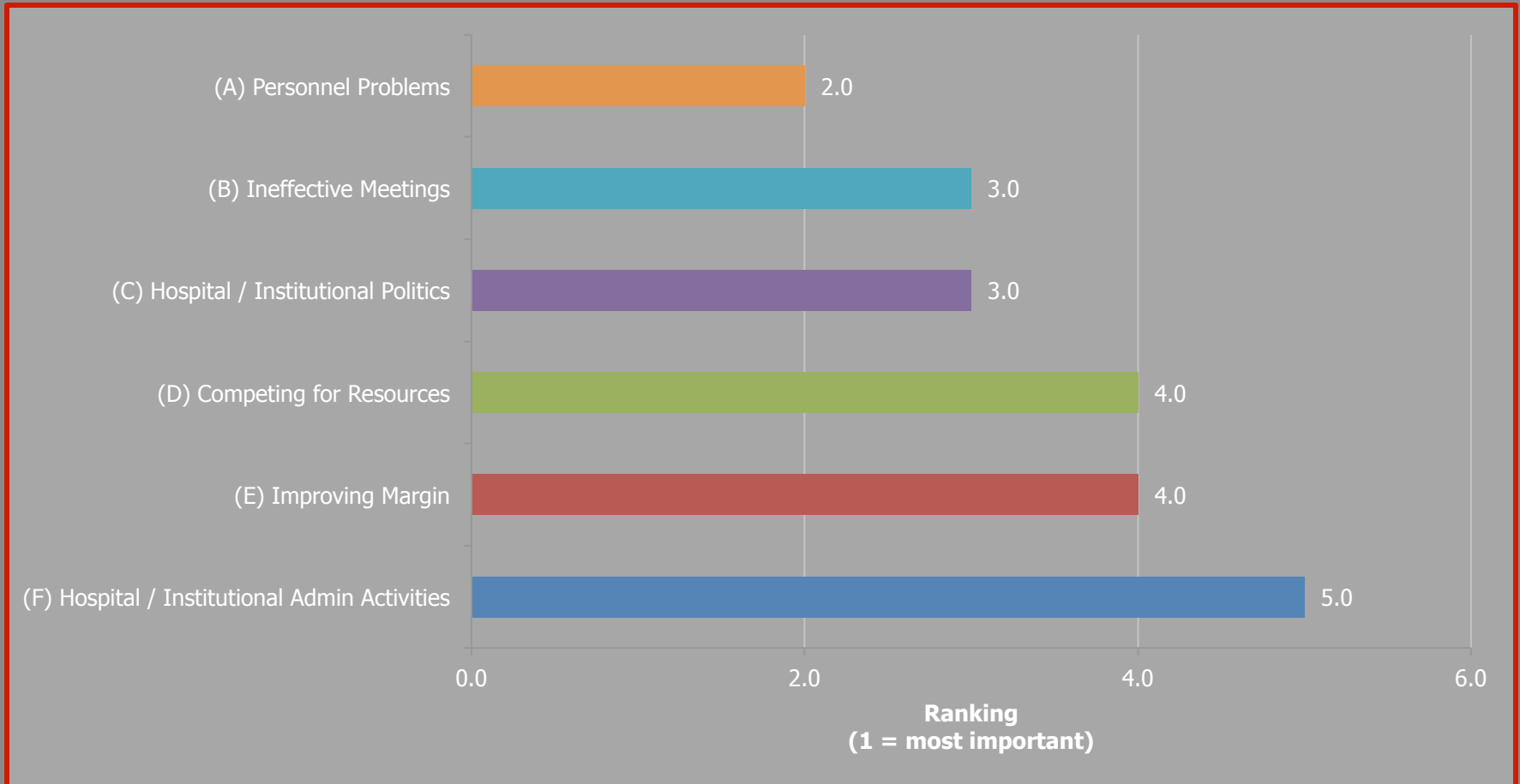
Most Difficult Management Challenge for a Chair



N=44

Chairperson Leadership & Management

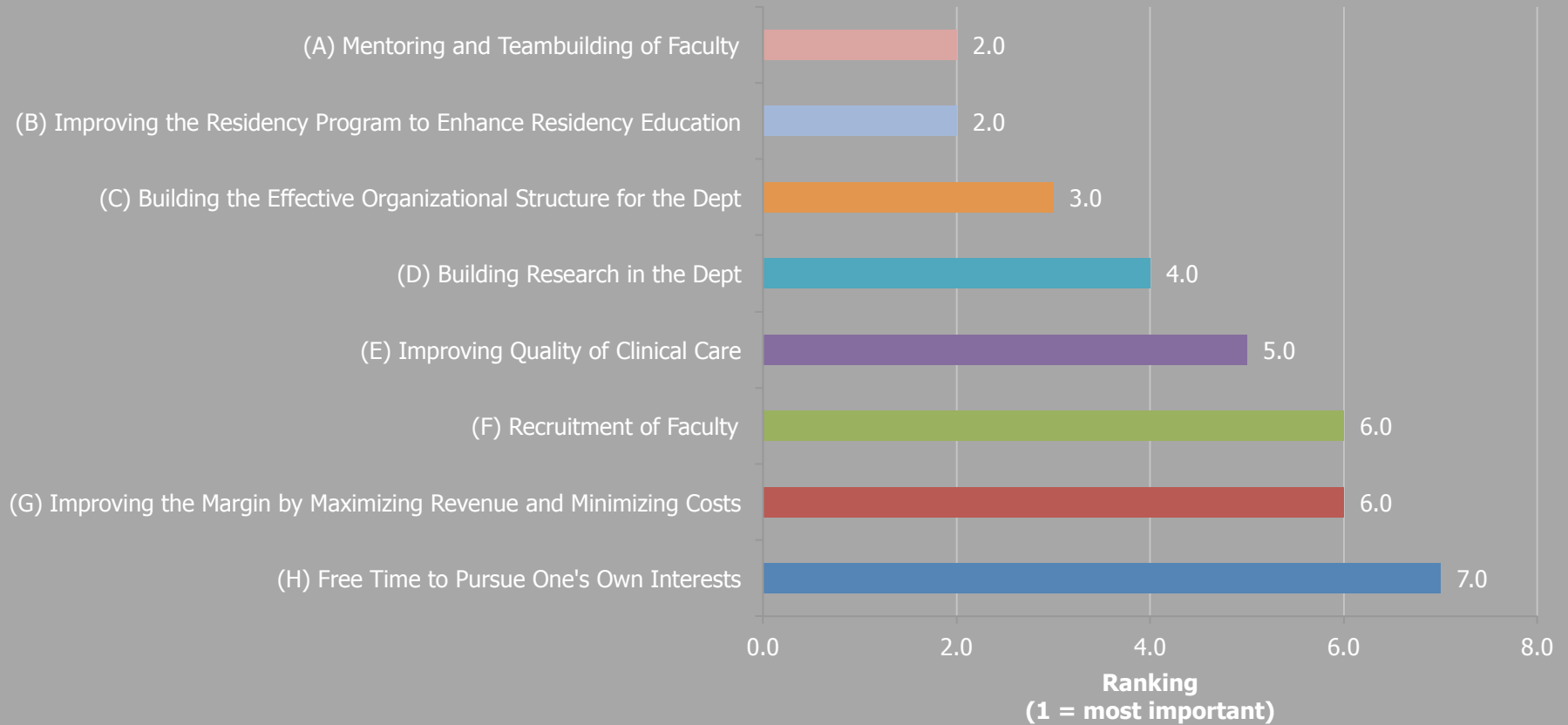
Chairperson's response to question: "What administrative function of your position do you least enjoy?"



N=47

Chairperson Leadership & Management

Chairperson's response to question: "What do you enjoy most about your position?"



N=48

Dept = Department

Autonomy & Financial Transparency in Academic Anesthesiology Departments

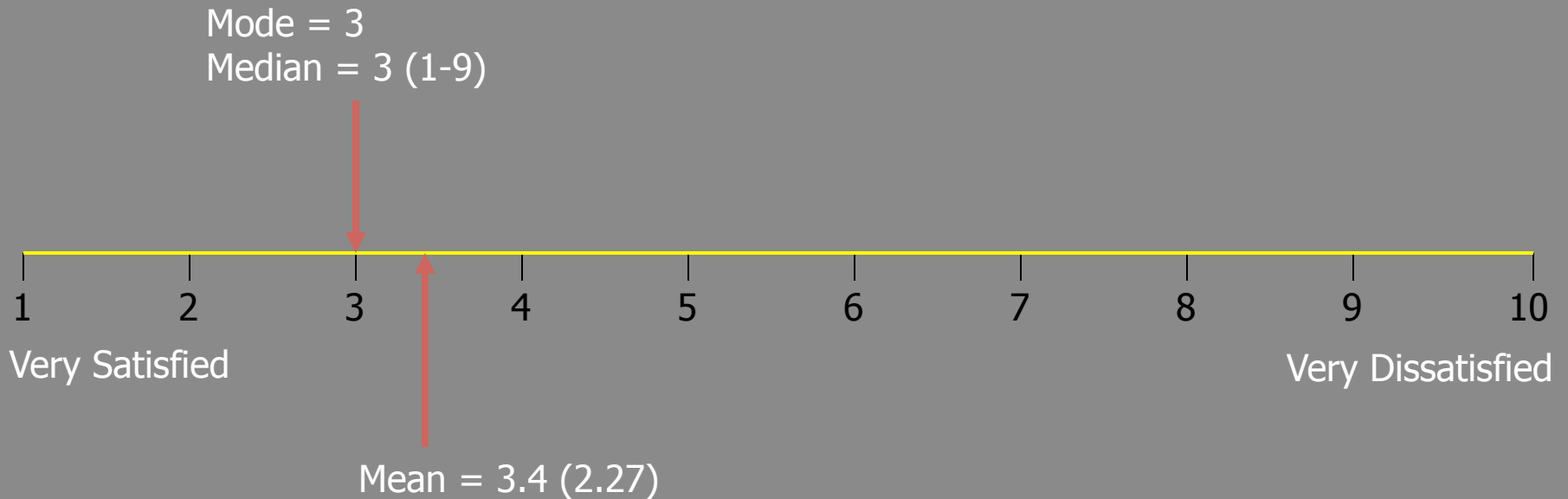
Autonomy	Percentage	N
Program Director is Not Chair	65%	60
Program Director Controls Residency Budget	44%	45
Program Director Conducts NRMP	73%	60
Division Chiefs Control Divisional Budget	8%	57

Financial Transparency	Percentage	N
Faculty Salary Ranges are Known in the Dept	77%	49
Individual Faculty Salaries are Shared in the Dept	18%	49
Profit and Loss Revenues are Shared in the Dept	82%	47
Financial State of the Department Shared at Least Annually	93%	48

NRMP = National Residency Matching Program
Dept = Department

Chairperson Motivation & Insights

Chair Satisfaction with Current Position

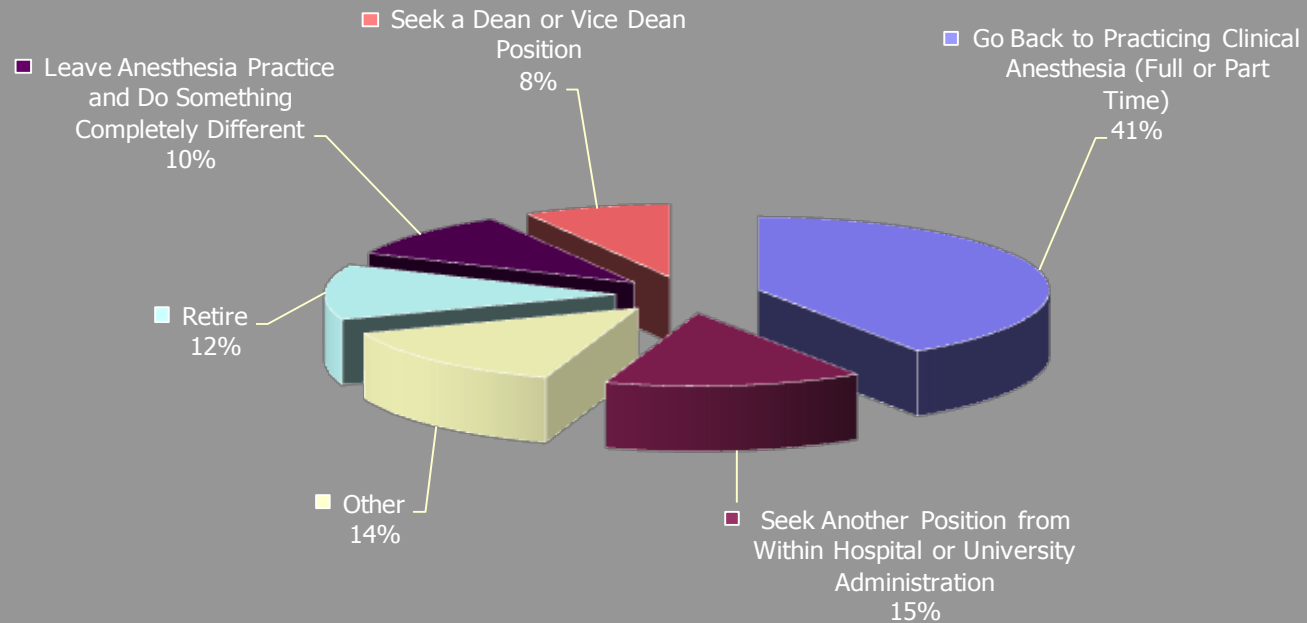


Mode = The most frequently occurring value of a set of N
Median = The middle value of a set of N
Mean = The average of a set of N

N=50

Chairperson Motivation & Insights

Plans After Chairpersonship



N=47

Chairperson Leadership of US Academic Anesthesiology Departments



“To Lead is to Live Dangerously”

Ronald Heifetz