STFM 2014 Annual Spring Meeting: What New Chairs of Departments of Family Medicine Need to Know about Unique Challenges Amidst the Evolving Healthcare Environment
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Key Points from Referenced Articles:

(Kastor article) “Chair is now a different job.”
1. Gain support and authority to be a change agent from dean and CEO of the hospital.
2. Avoid “harried middle management” syndrome.
3. Loss of autonomy related to budgetary management.
4. More business responsibilities and less academic advancement.
5. Having an MBA may have more value than a research portfolio.

(Sheldon article) “Embrace the challenge.”
1. Knowledge of the position.
2. Context and collaboration.
4. Knowledge of policy changes (meaningful use).
5. Have fun.

(Lieff article) “Understanding needs of chairs.”
1. Infrastructure and network support.
2. Mentoring and coaching.
3. Interpersonal skill development.
4. Develop a community of peers.

(Quillen article) “Interim Chairs”
1. Establish stability.
2. Have transparency.
3. Maintain communications, strategic plans, and personal development.
4. Establish clear expectations from the dean.
5. Have a few “quick wins”.

(Grigsby article) “Future-oriented chair.”
1. Management priorities should be set.
2. Have an organizational approach and alignment.
3. Shift the focus from personal success to success of others.
4. Be resilient.
5. Be a team leader.

(Grigsby article) “Five ways to fail”
1. Ignore the culture.
2. Focus on short-term goals only.
3. Talk too much and listen too little.
4. Ignore conflict.
5. Not having realistic plans.

(Ende article) “Bigger chairs at smaller tables”
1. Delegate more.
2. Consider downsizing to emphasize high performance.

(Ross article) “Executive Onboarding: Ensuring the Success of the Newly Hired Department Chair
1. Onboarding clarifies expectations, builds relationships, and fosters organizational loyalty
2. Key components include assimilation, providing early feedback, assessing and building leadership and management skills
3. Onboarding should include three key roles
   a. Orientation navigator: Documents, badges, critical information
   b. Peer mentor: usually a sitting chair with skills in leadership, management, mentoring, institutional commitment
   c. Transition mentor: long-term, may be external chair or prior member; is sounding board and coach
Key Lessons and Data from ADFM:

How many hours per week do you work on average?
(2005-2006 Survey, 82% response rate)

- More than 100 hrs: 2%
- 91-100 hrs: 4%
- 50 hrs or less: 17%
- 50-60 hrs: 35%
- 61-70 hrs: 38%
- 71-80 hrs: 5%

Top responses: What are the top three skills or additional training that you think you need to develop further as a chair?
(2011-2012 Survey, 77% response rate (113/146))

- Finances/fundraising/budgets/philanthropy (n=70)
- Research (n=23)
- Human resources management/delegation (n=20)
- Faculty recruitment, development, management (n=20)
- Negotiation (n=19)
- Change management or Transitions/Succession planning/Leadership development (n=17)
- National policy/advocacy (n=17)
- Institutional policy/relationships (n=15)

On which missions do you spend your time?
(2005-2006 Survey, 82% response rate; 2009-2010 Survey, 76% response rate)

- Personal Clinical Care
  - % of respondents
  - % time

- Teaching
  - % of respondents
  - % time

- Research
  - % of respondents
  - % time

- Department and Institutional Administration
  - % of respondents
  - % time

KEY

- 2005-2006
- 2009-2010