

International Conference on Selection of Academic Medical Chairs

„Are selection criteria different in the headhunting industry?“



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Zurich ^{UZH}

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LGID Foundation
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EXPERTISE IN MOTION

Introduction

- **2.5 year - preparation**
- **1st Meeting April 2012**
Local Organizing Committee

**Adriano Aguzzi, Pierre-Alain Clavien,
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Christian Gerber, Klaus Grätz, Rolf Graf,
Ernst Hafen, Hans Hengartner, Jürg Hodler,
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Markus Manz, Peter Meier Abt,
Holger Moch, Manuel Pascual,
François Pralong, Daniel Scheidegger,
Markus Stoffel, Daniel Wyler, Gregor Zünd,
Philipp Kron, Dimitri Raptis,
Christoph Tschuor**



Introduction

**Leadership =
One of the most critical issues in academic medicine**

**There are inconsistent recommendations available
worldwide**

No consensus on how to select academic chairs

Introduction

Department Chair Recruitment in the US

Association of American Medical Colleges (AAMC)

- 2009: 2 surveys:
 - Deans of medical schools
 - CEOs of teaching hospitals
- Average leadership search > full year
- Use of Institutional search committees 75% or External firm 25%.
- Deans and CEOs disagree in 50% of the cases in the selection process of selecting new chairs.

Introduction

Department Chair Recruitment in the US

Association of American Medical Colleges (AAMC)

Alignment between the CEO and Dean about expectations, competencies, financial incentives, and evaluation criteria is critical in the recruitment of new clinical department chairs

Introduction

The Future-Oriented Department Chair

*R. Kevin Grigsby, DSW, David S. Hefner, MPA, Wiley W. Souba, MD, ScD, MBA, and
Darrell G. Kirch, MD*

Traditional department chair

National stature and visibility

Track record in research

Clinical competency

Appreciation for teaching

«Gets along well with others»

Future-oriented department chair ?

Business and administrative experience

Institutional orientation

Emotional competence

Resilience

Fit with the organization`s values

Strong communication skills

Able to build and lead a team

Results orientation

Develops others

Introduction

The Future-Oriented Department Chair

*R. Kevin Grigsby, DSW, David S. Hefner, MPA, Wiley W. Souba, MD, ScD, MBA, and
Darrell G. Kirch, MD*

Impact of an “inadequate” chair?

- Poor quality team
- Patients go elsewhere
- Poor innovation
- Poor reputation
- Fail to train the next generation

Impact of a “good” chair?

- Innovative clinical care, teaching and research
- Attracts the best people
- Attracts patients, grants
- Reputation
- National and international influence in the field
- Brings \$\$\$

Introduction

The Future-Oriented Department Chair

*R. Kevin Grigsby, DSW, David S. Hefner, MPA, Wiley W. Souba, MD, ScD, MBA, and
Darrell G. Kirch, MD*

**What are the current shortcomings in selecting
chairs for academic medical positions?**

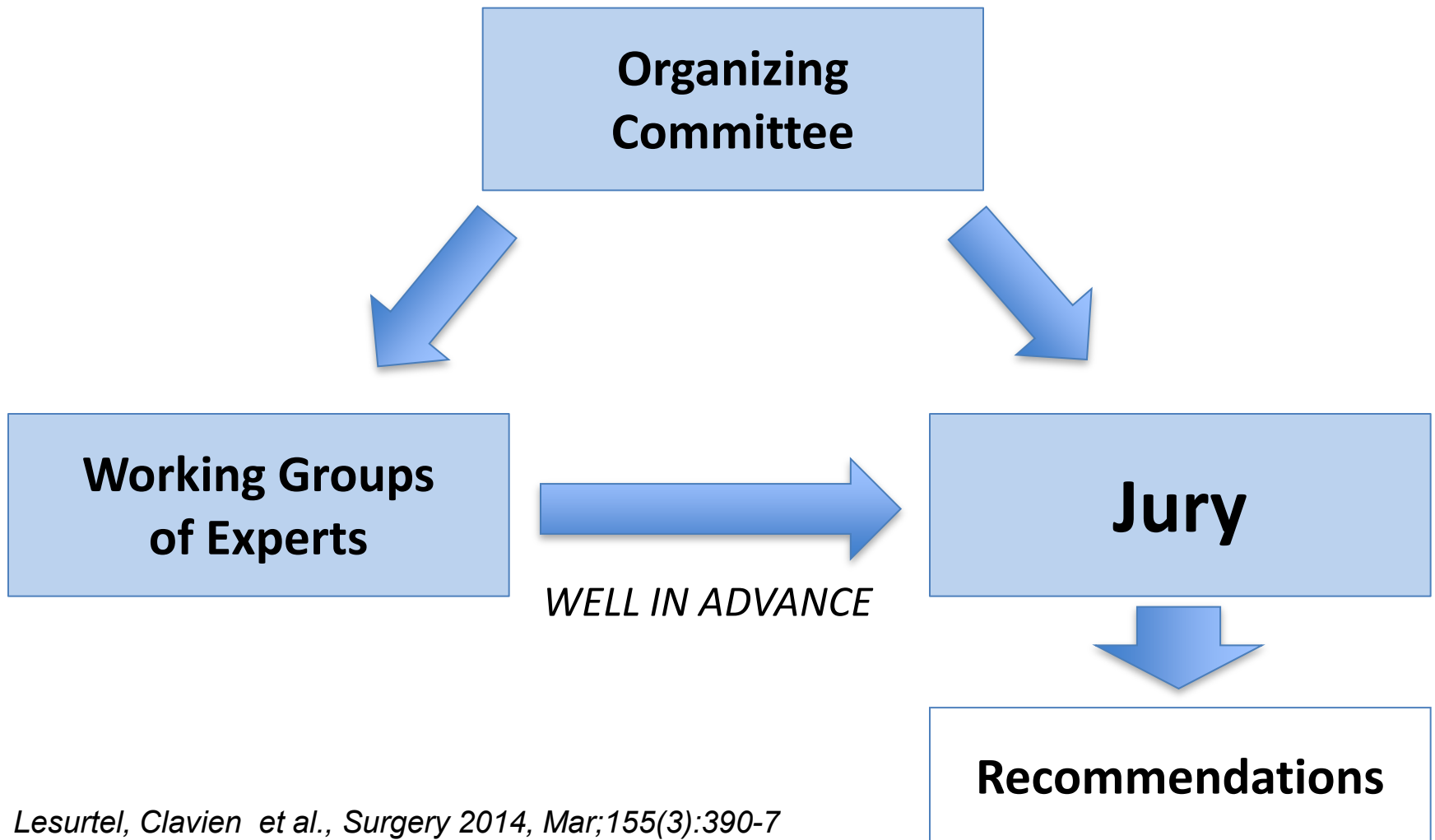
Patrick Aebischer

Aims

- **Identify objective criteria to select the most appropriate candidate for an academic leadership position**
- **To make available the consensus statements worldwide**
- **Create a flexible tool to assess candidates and select the most appropriate**

Methods

Zurich - Danish Model



Methods

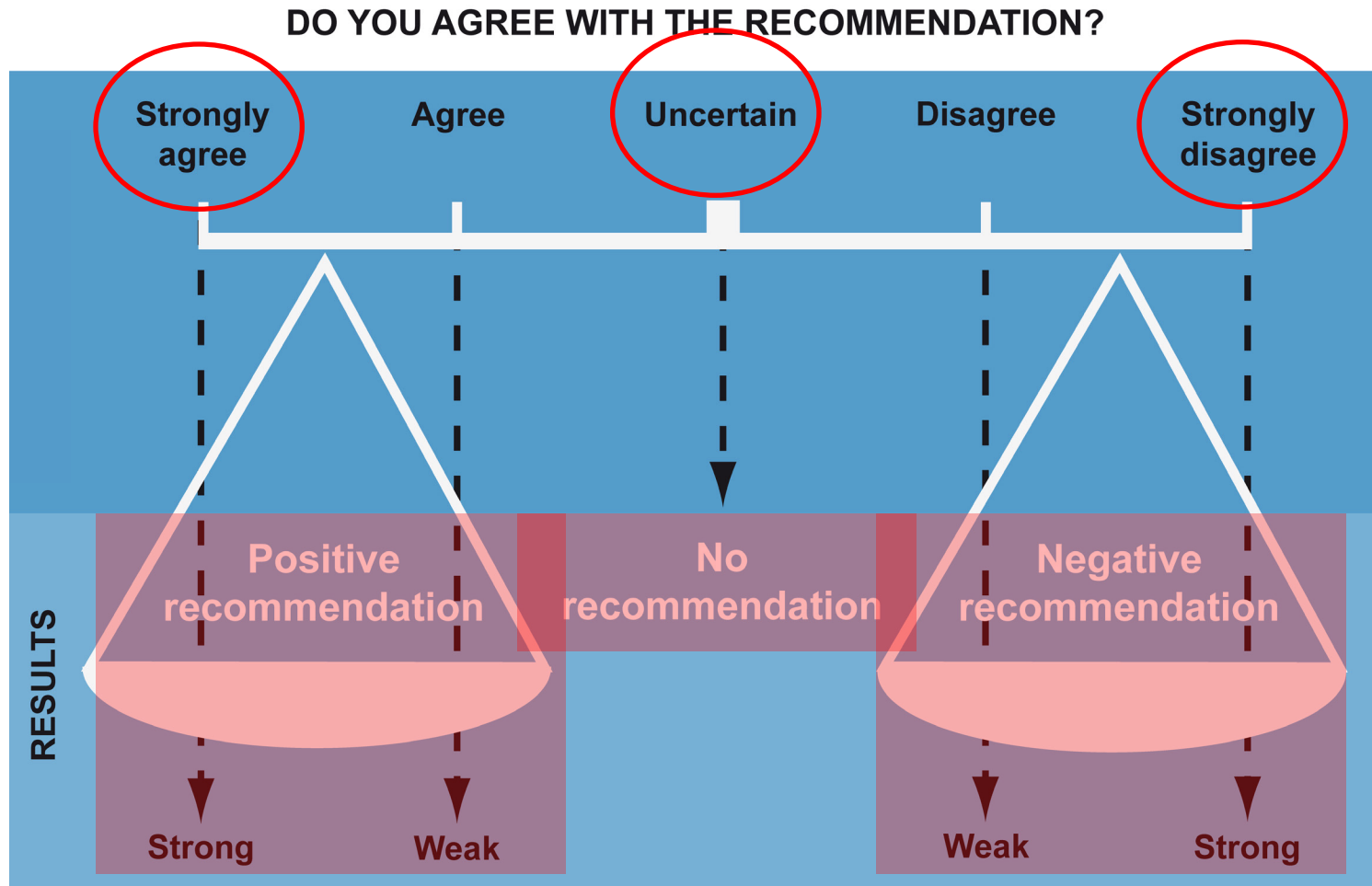
ESSENTIAL RULE

The members of the Jury
draw the recommendations

NOT the experts

Introduction - Methods

Grading of Recommendations



Methods

- Jury-

- **Independent “unbiased” evaluation**
 - Not direct involvement with Academic recruitment
 - No leadership in academic medicine
- **Cover many perspectives**
 - Patient perspective
 - Student perspective
 - Research and innovation
 - Economy
 - Social skills

Methods

- Jury-

12 members

- **President:**

Prof. Joseph Deiss

(Former Member of Swiss Federal Council, President UN General Assembly)

- **Vice-President:**

Dr. Philip Campbell

(Editor-in-Chief, Nature)

Methods

- Jury -

President



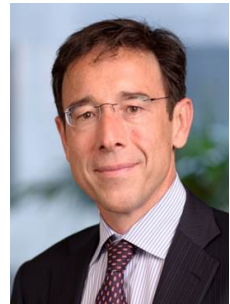
Prof. Joseph Deiss

Vice President



Dr. Philip Campbell

Members



Mr. Claudio Feser



Dr. Charles Kleiber



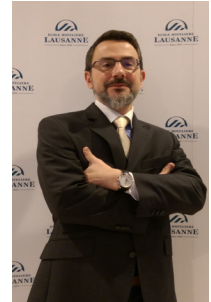
Prof. Jean-Marie Lehn



Dr. Stefan Lippe



Prof. Felicitas Paus



Juan Francisco Pelleron



Dr. Carmen Walbert



Dr. Hansjörg Wyss



Mrs. Verena Büttler



Fabian Unteregger

Methods

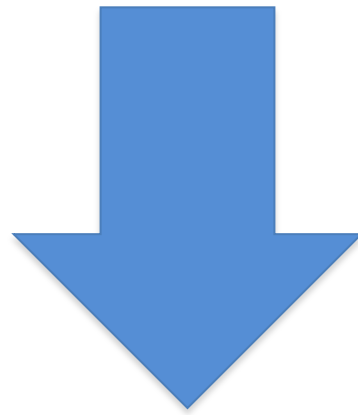
- Experts-

- **3-6 experts per panel**
- **Published in the field**
- **Multidisciplinary**
- **Multinational**
- **Demographically, well balanced**

Methods

- Experts-

9 Topics



9 Panels of Experts

Panel I

How to attract the best candidates?

Chair: **Ed Miller** (Dean & CEO Emeritus of Johns Hopkins University, Baltimore, USA)

Vice Chair: **Alexander Borbély** (Emeritus, former Vice President University of Zurich, Switzerland)

Freddie Hamdy (Chair of Surgery, University of Oxford, UK)

Moderator:

Peter Meier-Abt (President, SAMW, Basel, Switzerland)

Thomas F. Lüscher (Chair, Department of Cardiology, Zurich, Switzerland)

Panel II

How should the degrees, the training courses, the professional and the clinical experience of the candidates be assessed and how should the honors, awards and grants of the candidates be assessed?

Chair: **Gregory Fitz** (Dean of Southwestern Medical School, Dallas Texas, USA)

Vice Chair: **Gottfried Schatz** (Emeritus, Biocenter University of Basel, Switzerland)

Tan Chorh Chuan (Deputy Chairman, Agency for Science, Technology & Research, Singapore)

Masatoshi Makuuchi (Chairman of Surgery, Red Cross Medical Center, Tokyo, Japan)

Jacques Marescaux (Chairman Surgery, University of Strasbourg, France)

Matthias Rothmund (Former Dean, Medical School, University of Marburg, Germany)

Moderator:

Gregor Zünd (Head, Division of Surgical Research, University Hospital Zurich, Switzerland)

Fritz Müller (Dean, Faculty of Science, University of Fribourg, Switzerland)

Panel III

How should demographics and the language skills of the candidates be assessed?

How important are oral and written skills in the language of a foreign country?

How important are English skills?

Chair: **Paola Castagnoli** (Scientific Director, Immunology Network, Singapore)

Vice Chair: **Philippe Kourilsky** (former Director of the Pasteur Institute, Paris, France)

Roland Martin (Consultant, Department of Neurology, University Hospital Zurich, Switzerland)

Igor Kadkhov (Chairman of Surgery, Clinical Scientific Center, Moscow, Russia)

Moderator:

Lars French (Chair, Department of Dermatology, Zurich, Switzerland)

Christian Gerber (Chair, Department of Orthopedics, Zurich, Switzerland)

Panel IV

How should the scientometrics of the candidates be assessed?

Chair: **Gregory J. Gores** (Dean for Research, Mayo Clinic, Rochester, USA)

Vice Chair: **Paul Wouters** (Director of CWTS, Leiden University, the Netherlands)

Alison Abbott (Nature Correspondent, UK)

Margit Osterloh (Management Science, Warwick Business School, UK)

Patrick Bossuyt (Clinical Epidemiology, University of Amsterdam, the Netherlands)

Moderator:

Michael Hengartner (President, University of Zurich, Switzerland)

Adriano Aguzzi (Chair, Institute of Neuropathology, Zurich, Switzerland)

Panel V

How should the teaching skills of the candidates be assessed?

Chair: **Morito Monden** (Director, Cancer Institute Hospital, Tokyo, Japan)

Vice Chair: **Gerald M. Fried** (Chairman of Surgery, Mc Gill University, Montreal, Canada)

Patrick Serruys (Chair, Department of Cardiology, University of Rotterdam, the Netherlands)

Anna Wang (President, Swiss Medical Student Association, Zurich, Switzerland)

Moderator:

Francois Pralong (Chair, Department of Endocrinology, Lausanne, Switzerland)

Klaus Grätz (Dean, University of Zurich, Switzerland)

Panel VI

How should the leadership and management skills of the candidates be assessed?

Chair: **Philip Pizzo** (Former Dean, Stanford School of Medicine, USA)

Vice Chair: **Gudela Grote** (Department of Management, Technology and Economics, Zurich, Switzerland)

Kuno Schedler (Dean, School of Management, University of St. Gallen, Switzerland)

Felix Gutzwiller (Member of the Swiss Parliament, Switzerland)

Joerg Debatin (former CEO, University Hospital Hamburg, Germany)

Philipp Heitz (Emeritus Head of Pathology, University Hospital Zurich, Switzerland)

Moderator:

Martin Täuber (President, University of Bern, Switzerland)

Hans Hengartner (Professor Emeritus, Federal Institute of Technology ETH, Zurich, Switzerland)

Panel VII

How should personal and social skills of the candidates be assessed?

Chair: **Filip Lievens** (Dept. of Personnel Management and Work and Organizational Psychology, Ghent University, Belgium)

Vice Chair: **Klaus Jonas** (Department of Psychology, University of Zurich, Switzerland)

David Chan (School of Social and Behavioural Sciences, Management University, Singapore)

Martin P. Charns (Health Policy & Management, Harvard University, Boston, USA)

David Shore (Harvard School of Public Health, Boston, USA)

Moderator:

Beatrice Desvergne (Chair, Centre intégratif de génomique, Lausanne, Switzerland)

Heike Bischoff-Ferrari (Chair, Department of Geriatrics , Zurich, Switzerland)

Panel VIII

**Do we need an algorithm/electronic tool
to enhance the selection process?**

Chair:

Milo Puhan (Institute of Social and Preventive Medicine, University of Zurich, Switzerland)

Dimitri Raptis (Resident in Surgery, Zurich, Switzerland)

Tobias Mettler (Institute of Information Management, University of St. Gallen, Switzerland)

Moderator:

Ernst Hafen (Chair, Institute of Molecular Systems Biology, ETH Zurich, Switzerland)

Arnaud Perrier (Chair, General Internal Medicine, University Hospital of Geneva, Switzerland)

Panel IX

How should post recruitment evaluation and guidance be defined?

Chair: **Francis Waldvogel** (Emeritus, Dept. of Medicine, University Hospital of Geneva, Switzerland)

Vice Chair: **Arnaud Perrier** (Chair, General Internal Medicine, University Hospital of Geneva, Switzerland)

Scott Friedman (Dean for Therapeutic Discovery, Fishberg Professor of Medicine, Mount Sinai, New York, USA)

Sonja Hammerschmid (President, Veterinary Medicine, University of Vienna, Austria)

Martin Täuber (President, University of Bern, Switzerland)

Nu Viet Vu (Director, Unit for Development/Research in Med. Education, University of Geneva)

Moderator:

Daniel Wyler (Vice President, University of Zurich, Switzerland)

Henri Bounameaux (Dean, Faculty of Medicine, University of Geneva, Switzerland)

Special lectures

“Human mistakes in decision making”

Ernst Fehr (*Chairman, Department of Economics, University of Zurich, Switzerland*)

Moderator: Christian Gerber (*Chair, Department of Orthopedics, Zurich, Switzerland*)

“What are the current shortcomings in selecting chairs for academic medical positions”

Patrick Aebischer (*President EPFL*)

“Decades of research on personnel selection in organization: Key Evidence and principles”

Filip Lievens (*Dept. of Personnel Management and Organizational Psychology, Ghent University, Belgium*)

Moderator: Peter Egli (*Dean, University of Bern, Switzerland*)

“How the Nobel prize committee selects the winner”

Sten Lindahl (*Previous Chairman of the Nobel prize committee*)

Moderator: Jean- Marie Lehn (*Nobel Prize Chemistry, Strasbourg, France*)

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