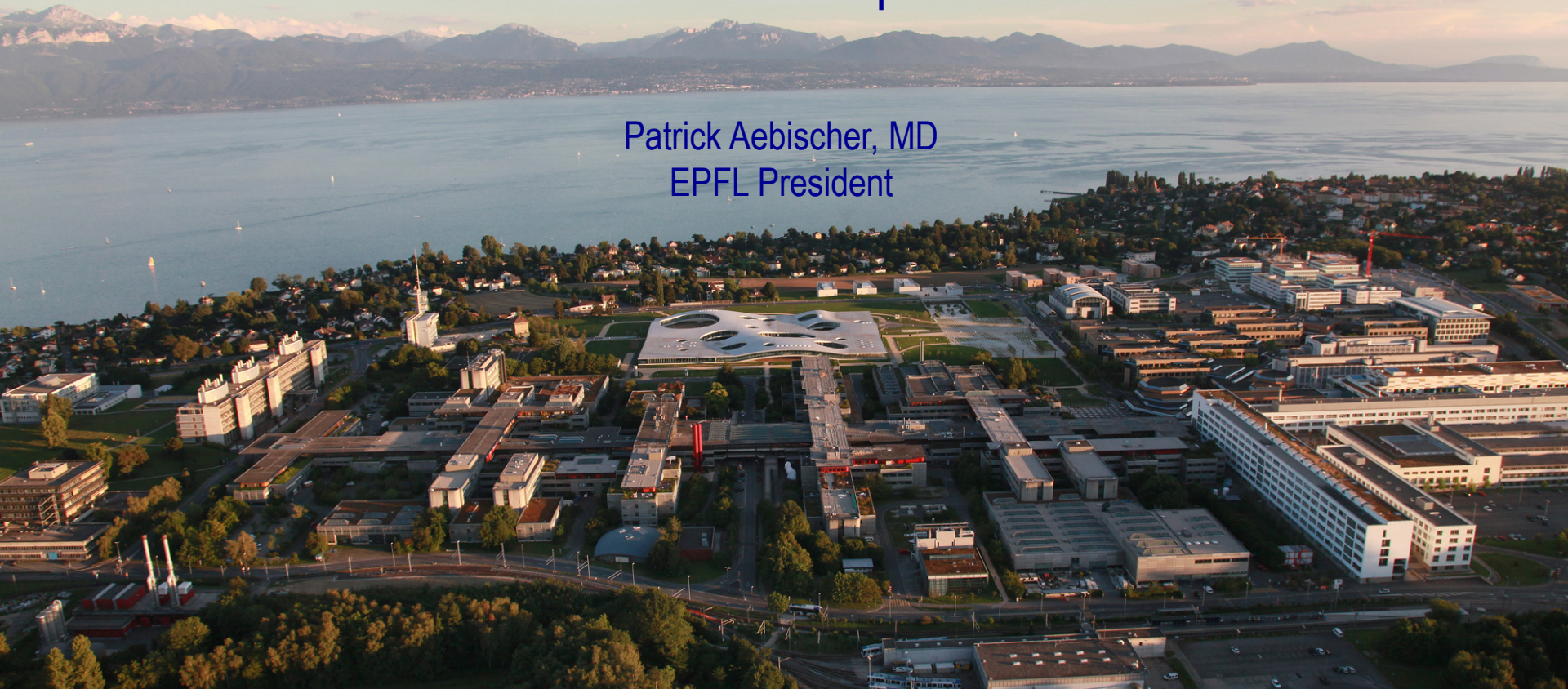


What are the shortcomings in selecting chairs for academic medical positions?

Patrick Aebischer, MD
EPFL President



Megatrends in Academic Medicine

- Integrative medicine : a continuum of care instead of distinct episodes of care
- Rise of « omics technologies » and « big data » leading to the concept of personalized medicine
- Development of powerful IT tools for education (ie MOOCs)
- Man (not mouse) is the experimental animal of the XXIst century
- A new convergence from bed to lab (and back)

These trends require science-backed leadership

Issues in Academic Medicine

Source : AAMC

- General agreement that things are not right, but little agreement on the nature of the problem
- The gap between the evidence-based practice and what actually happens is substantial
- The gap between academics and practitioners is growing
- Fewer MD want to pursue a career in research
- Careers in academic medicine are discouraged by financial disincentives
- Career path is unclear, especially for women.

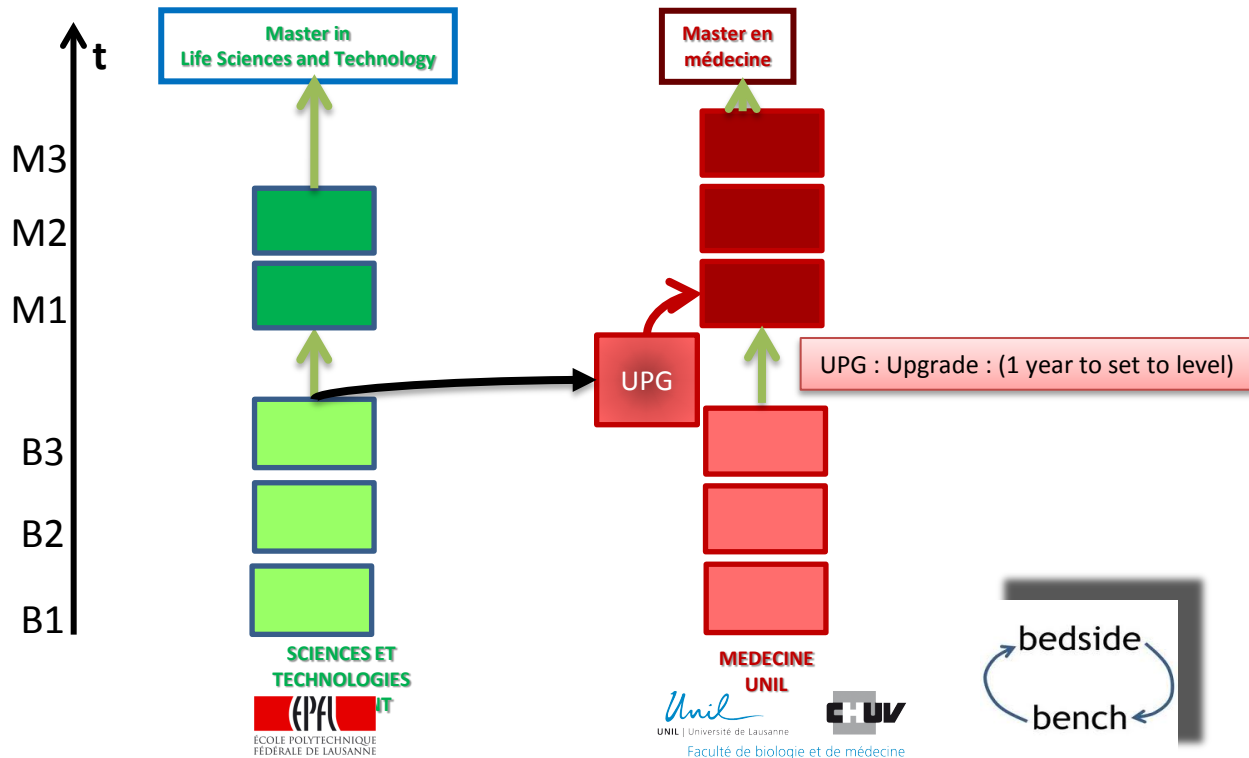
Challenges for Clinical Researchers in Switzerland

SWR (adapted)

- Lack of critical mass of clinical researchers to guarantee high quality research
- The usual recruitment instruments (ie SNF professorship) are ill-suited for medicine
- MD-PhDs careers are not promoted in University Hospitals
- Insufficient protected research time for academic clinicians
- Need to train MD with a broader background

Need to train MD with greater background

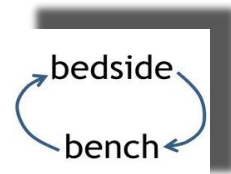
A concrete example



SCIENCES ET TECHNOLOGIES
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ÉCOLE POLYTECHNIQUE FÉDÉRALE DE LAUSANNE

MEDECINE UNIL
UNIL | Université de Lausanne
Faculté de biologie et de médecine

UNIVERSITÉ DE GENÈVE



Chairs of academic medical departments

The chair of a Department should be:

- A great clinician
- A great researcher
- A good manager
- A good fund raiser
- A good communicator
- A visionary with leadership qualities

An impossible equation!

Average Tenure for Chairs (years)

- Medical Department (1970s) 5.2
- Medical Department (2000s) **3.9**
- University President (2000s) 8.5
- CEO Fortune 500 (2000s) 5.0

Leadership is a difficult job, notably in Medicine ...

Stress and Burnout in Department Chairs

Stapleton (2007)

What do Pediatric Chairs
find most satisfying?

Teaching
Mentoring Students
Mentoring Faculty
Improving Child Health

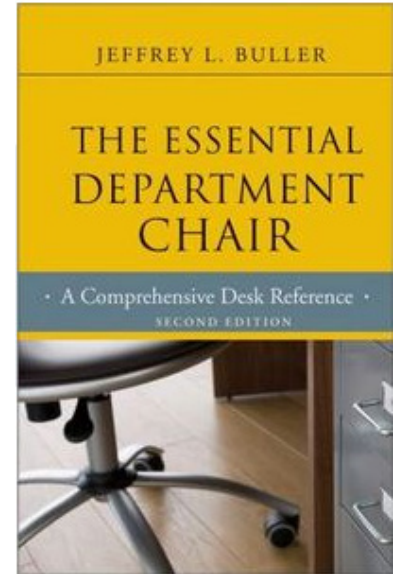
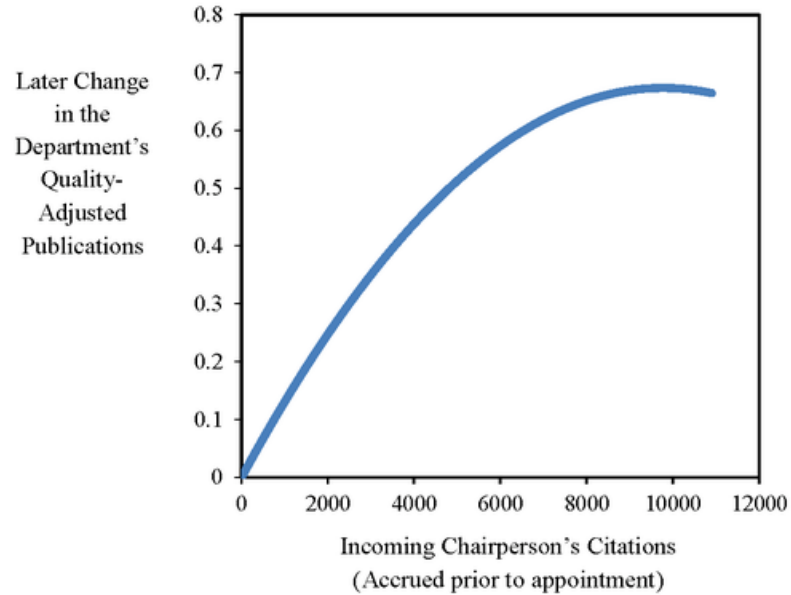
What do Pediatric Chairs
find least satisfying

Fund Raising
Research and grant writing
Work-life balance

High burnout was found in 30% of pediatric chairs

Great chairs make a difference !

Figure 1
The Change in Research Output of US University Departments
as a Function of the Incoming Department Chair's Citations



Can we come up with predictable parameters?

H index	Make a difference in research
M index	Impact in teaching (M for MOOCs)
care index	Clinical impact (still qualitative)
€ index	Ability to attract funding, (€ for ERC)

But leadership is difficult to quantify

The importance of leadership

How to select leaders ?



The Ideal Leader

I RECOMMEND THAT THE ORGANIZATION OF THE HOSPITAL SHALL BE ON THE **MILITARY OR RAILROAD** PLAN, I.E., THAT IT SHALL HAVE ONE HEAD, AND ONLY ONE THIS OFFICER SHOULD BE A COMPETENT MEDICAL MAN, AND A MAN OF EXECUTIVE ABILITY.

John Shaw Billings

Planner of The Johns Hopkins Hospital, 1875

Times have changed...

Leadership in the 21st century

A major role of leadership is to guide organizations in adapting to changing circumstances

Leaders define the future, align people with a vision, and remove obstacles to allow people to realize the vision

Clinical Leadership

AAMC : *Integrative Leadership: Critical Conversations for Changing Times*

Medical leaders should ...

- Develop a common mission and vision, and share it
- Think strategically with a long term view ... and also remain adaptable
- Focus relentlessly on the goals identified because results matter
- Make transparency and accountability priorities
- Re-engineer incentives to increase shared commitment
- Communicate endlessly

An orange hexagonal icon with a white border and a drop shadow, containing the text "Official view" in bold black font.

**Official
view**

Clinical Leadership

(adapted from Kotter, 1994 and NAS 2004)

A successful chair or leader ...

- Creates a sense of urgency
- Builds the team to lead change
- Develops a clear vision and strategy
- Communicates this vision and strategy at every opportunity
- Eliminates obstacles to action
- Achieves short-term wins to create momentum
- Continues to make changes
- Embeds the changes made into the culture



Leaders must have shortcomings !



« Leaders are visionaries with a poorly developed sense of fear and no concept of the odds against them.»

Robert Jarvik

Distinguish clinical and managerial decision-making

Clinical decision making ...

- is quite different from managerial decision making
- tend to be made in a short time frame and by a single clinician who makes similar decisions repeatedly

Managerial decision making ...

- tends to rest more in teams
- Has longer time horizons
- Is quite varied in its topics
- faces significant constraints (regulations, financing, ...).

Leadership requires both competences in one person



Medical chairs selection: a daunting task!



Proposed solutions

Havard Medical School

→ « More barons means less barons »

Develop a Tenure-track system

→ « Increase the talent pool »

Career planning

→ « All tracks can lead to leadership »

I. Harvard Medical School recipe

- Total faculty 12,251
- Tenured and tenure-track faculty on the HMS campus 183
- Voting faculty, campus and affiliates 5,364
- Full-time faculty, campus and affiliates 9,349
- Total MD students 708
- Total PhD students 815
- MD-PhD students 342
- Trainees (residents and postdoctoral fellows) 9, 376

II. Tenure Track Medical Faculty

- Establishment of a tenure-track Assistant Professorship
- Autonomy and academic freedom
- Independent research budget
- Transparent evaluation criteria and procedure
- A clear career path

An efficient way to increase the talent pool

III. Career planning

- Life-long career planning, starts ideally with an MD/PhD + tenure-track
- Recognize clinical excellence by creating clinical professorships
- Recognize specialized tracks (clinical and research) : all can lead to leadership
- Organize protected time for research excellence in early careers
- Faculty : hire the best, internationally

How to select Medical chairs ?

- Leadership should be the key parameter
- Have at least one of the following parameter (outstanding clinician, researcher, manager)
- Nomination is preferred to election
- After a first period, the selected can be confirmed by an election
- Nomination committee composed of senior managers of the Institution + external experts

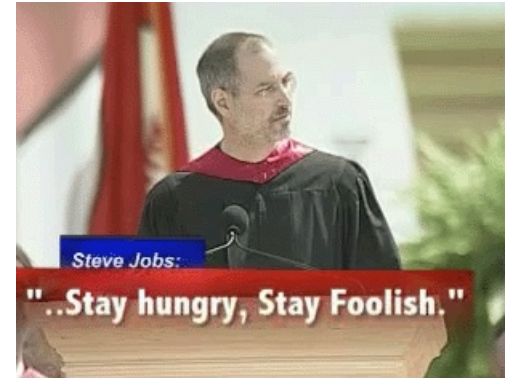


**My
2 cents**

Steve Job's Leadership Lessons

Harvard Business Review, April 2012

- Focus
- Simplify
- Take responsibility end to end
- When behind, leapfrog
- Don't be a slave to focus group
- Bend reality
- Push for perfection
- Tolerate only « A » players
- Engage face-to-face
- Know both the big picture and the details
- Combine the humanities with the sciences



Thank you for your attention

