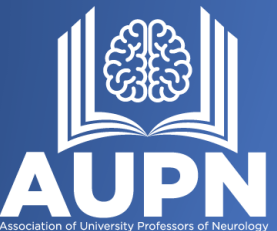


AUPN New Chairs Mentoring Session

Moderated by Clifton L. Gooch, MD

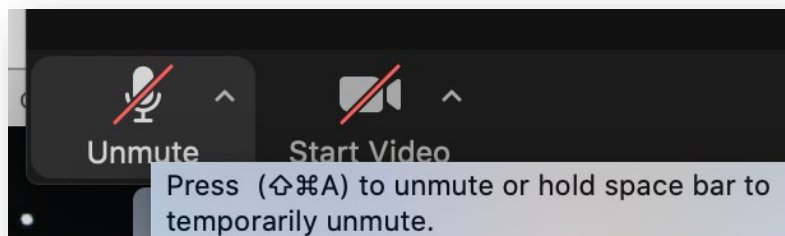
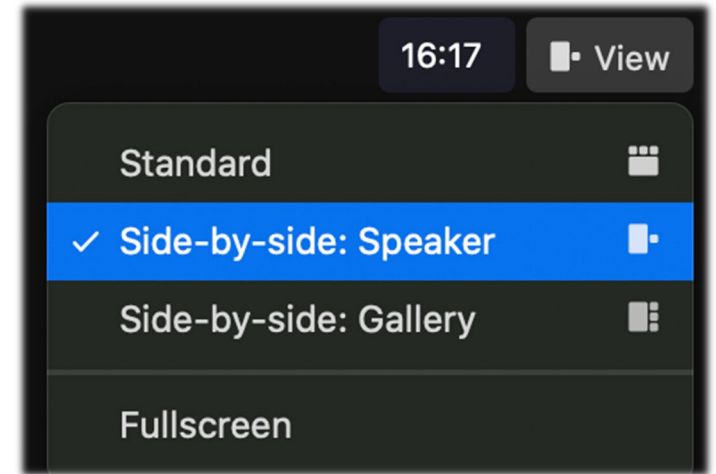
With Special Guest

Barbara G Vickrey, MD, MPH



Housekeeping

- Zoom Meeting
- Speakers will have cameras on
- For the slide presentation segment, we suggest using the “Side-by-side: Speaker” view
- Please keep your lines muted to preserve audio quality
- During the open discussion, attendees are welcome to raise hand, or voice questions aloud to the group.

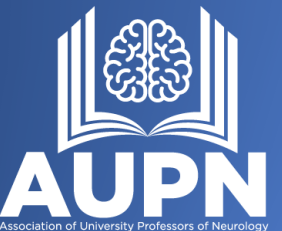


Welcome

- Chair Introductions
 - Institution
 - Time in Position

AUPN Member Resources

Welcome to AUPN!



Our Mission and Vision

ABOUT AUPN

The Association of University Professors of Neurology (AUPN) was founded in 1967 and formally incorporated in 1968. It was organized originally to foster the development of academic neurology's educational, research and patient care programs. The organization has always served as a forum for the Chairs of Departments or Divisions of Neurology in accredited medical schools in the United States, or similar programs in Canada, to discuss academic interests and challenges. The AUPN supports department chairs through its educational offerings that are geared toward the leaders in Neurology Departments including program directors and clerkship directors.

OUR MISSION

To advance and strengthen the academic Neurology community through education, mentorship and the sharing of best practices among leaders in academic neurology.

OUR VISION

To shape the future of neurology as the voice of its academic leaders.



AUPN Member Benefits



MEMBER DIRECTORY

Connect with Neurology Chairs, Residency & Fellowship Directors (Adult & Child), Clerkship Directors, Research Directors and VA Chiefs



SATURDAY EMAILS

The AUPN President provides an update on coming events, new chair appointments & other relevant news



JOB BOARD

Post and review recruitment efforts from Academic Neurology departments



COUNCIL & COMMITTEES

Opportunities for *all members* to join a variety of committees including Program, Podcast and Engagement Committees



EDUCATION PROGRAMS


Educational courses for *all members* that tackle important current topics and issues, held in the Fall with ANA & Spring with AAN




MENTORSHIP PROGRAM

New Chairs are paired with an experienced Chair/Mentor during the initial three years of appointment

AUPN Programs and Workshops

**AUPN**
Association of University Professors of Neurology

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ABOUT MEMBERSHIP **FUTURE PROGRAMS** EDUCATION JOB BOARD CHAIR RESOURCES MEMBERS

AUPN 2021 SPRING SESSIONS
MAY 7TH AND MAY 14TH

Register




FRIDAY MAY 7 AND MAY 14
2PM - 4PM CST / 3PM - 5PM EST



 **AUPN SPRING SESSIONS** 

AUPN 2021 SUMMER SESSION
JUNE 11TH

Register



FRIDAY JUNE 11
2PM - 4PM CST / 3PM - 5PM EST

 **AUPN SUMMER SESSION** 

Education



AUPN
Association of University Professors of Neurology

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[EDUCATION](#)

[JOB BOARD](#)

[CHAIR RESOURCES](#)

[MEMBERS](#)

EDUCATION

AUPN offers Educational Courses that are designed towards current topics and/or issues pertinent to our members. These courses are targeted towards Neurology Chairs, Residency Program Directors, Clerkship Directors, Small Academic Departments of Neurology, and we offer a mentoring program for Chairs 0-3 years in their role. Click on the following sub categories to view presentations on each subject.

AUPN Meetings:

Winter Programming *(virtual)*

Clerkship Directors Workshop

Program Directors Workshop

Additional Workshops Relevant to Members

Spring Programming *(in conjunction with the AAN Annual Meeting)*

Spring Chairs Session

New Chairs Mentoring Luncheon

Fall Programming *(in conjunction with the ANA Annual Meeting)*

Fall Chairs Sessions (three in total)

Networking Session for Small Academic Departments of Neurology

ANA-AUPN Meet the Chairs Session

ANA-AUPN Career Fair

Faculty Development

Leadership Development

Neurology Clerkship

Physician Burnout

Productivity, Compensation, & Quality

Promoting Research

Recruitment and Hiring

Residency Education

Teleneurology




Education Cont.

- AUPN offers Educational Courses that are designed towards current topics and/or issues pertinent to our members. These courses are targeted towards Neurology Chairs, Residency Program Directors, Clerkship Directors, Small Academic Departments of Neurology.
- We also offer a mentoring program for Chairs 0-3 years in their role.


Physician Burnout	Faculty Development	Recruitment and Hiring
Productivity, Compensation, & Quality	Leadership Development	Residency Education
Promoting Research	Neurology Clerkship	Teleneurology

Chair Resources



AUPN
Association of University Professors of Neurology

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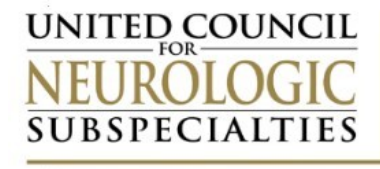
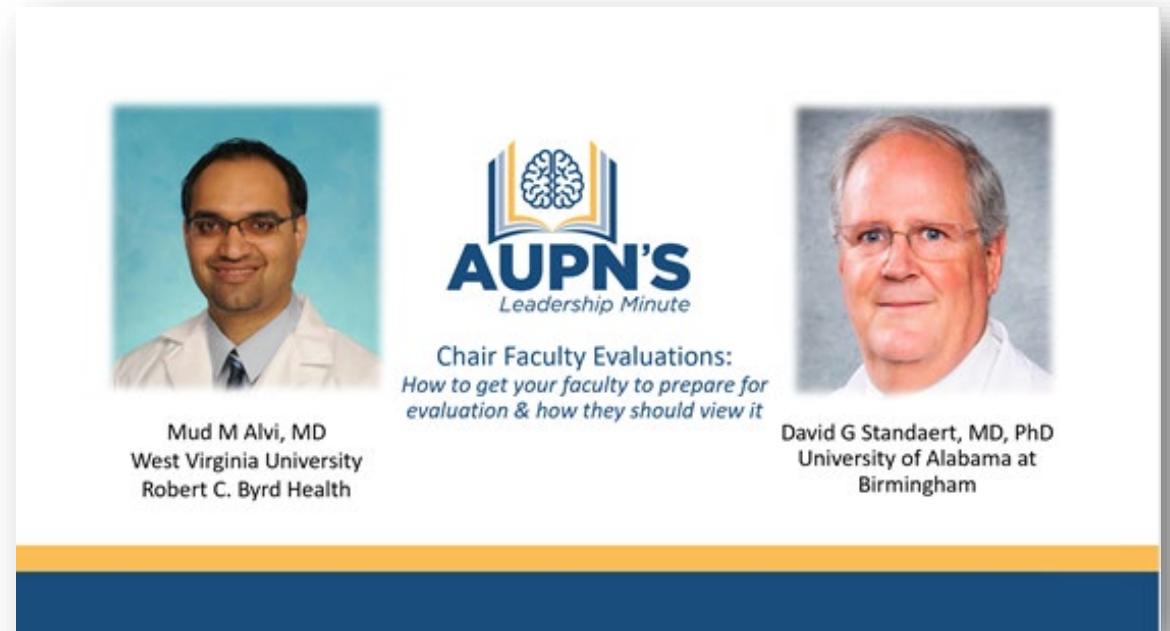
[ABOUT](#) [MEMBERSHIP](#) [FUTURE PROGRAMS](#) [EDUCATION](#) [JOB BOARD](#) [CHAIR RESOURCES](#) [MEMBERS](#)

CHAIR RESOURCES

- AUPN's Leading Edge Podcasts
- AUPN's Leadership Minute
- COVID-19
- Diversity & Social Justice
- Leadership/Education
- Meetings
- Memberships
- Multi-Media
- Partner Organizations
- Research & Grants

Chair Resources Cont.

- Leading Edge Podcasts
- Leadership Minute
- Covid-19 Resources
- Partner Organizations
- Leadership/Education
- Diversity and Social Justice
- Research and Grants



Advice to New Chairs

What we wish we had known



Clifton L. Gooch, MD
University of South Florida
Morsani College of Medicine



Barbara G. Vickrey, MD, MPH
Icahn School of Medicine
at Mount Sinai

Congratulations!

You now have more Bosses

- Dean
- CEO of Clinical Operations
- Hospital President
- University President
- Associate Deans
 - Medical Student Education
 - GME
 - Research
 - Faculty & Clinical Affairs
- Board Members, Donors & VIPS
- Your Department Faculty
- **Your Success depends upon keeping them happy**
 - **Meet & Cultivate relationships early**
 - **Find out what they want, and share your vision**



Surprise!

Not everyone is happy to see you

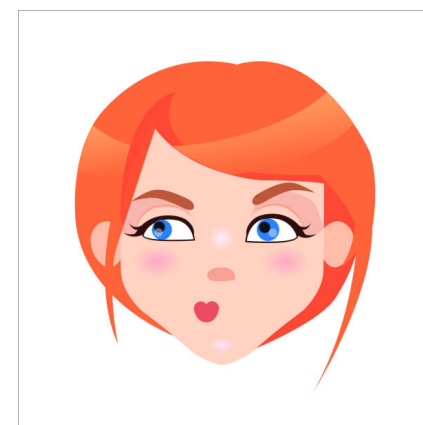
- Early Fans

- Excited about change
- Looking forward to improvements
- Seek to engage early
- Often more naturally optimistic junior faculty



- The “Wait and Sees”

- Often mid-career to senior faculty
- Have “been around the block a few times”
- Past experience makes them wary
- Can be won over, but need proof of concept
- May take months or up to 1 to 2 years



Not everyone is happy to see you

Skeptics

- **Skeptics**
 - Usually more senior faculty
 - “I have heard that one before” (eye roll)
 - May be burnt out, embittered by experience, resistant to change
 - Sometimes chronic pessimists
 - Can be won over sometimes, but sometimes not
 - Still can be productive part of team, **IF:**
 - They fulfill assignments
 - They don’t promulgate negativity



Not everyone is happy to see you

Insurgents

- **Danger Will Robinson!**
- **Open and/or Clandestine**
 - Can come from faculty at any academic rank
- **Motivations Vary**
 - **Response to changes made by you affecting them**
 - **Feel you did not show them appropriate respect**
 - Passed over as Chair for you
 - Power play within the Department for personal gain
 - Jealousy
 - Personality Conflict
 - **Rarer: Sociopathy (6% of population)**
- **Can imperil your success and your position**



An Ounce of Prevention

Winning Hearts and Minds

- **Show you Care**
- **Meet with Every Faculty Member & Key Staff Early**
 - Start with Division Chiefs
 - Identify and show interest in their passions
 - Understand and Sympathize with their problems
 - Do your best to match passion & ability with jobs to be done
 - Take notes, you will learn a lot
- **Present your vision for the Dept.**
 - Individually and Collectively
 - Explain challenges, solutions and how the faculty will benefit
- **Find Quick Wins**
 - Rapidly move to improve their lives via low-hanging fruit opportunities
 - Use some of your new-chair cred if needed



An Ounce of Prevention

Winning Hearts and Minds

- **Win the Golden Fleece**
 - Solve an intractable, Department-wide source of frustration/impediment
 - The faculty may define this for you, but choose wisely if you have a choice
 - This will go a long way in establishing your authority and benefit with the faculty
- **Turn the Insurgents if you can, If not make changes**
 - “A Rotten Apple Spoils the Bunch”
 - Robert Sutton PhD:
 - The No A** Hole Rule: Building a civilized workplace and surviving one that isn’t.
 - This should be done carefully, with clear justification and after due consideration
 - Benefit should outweigh the potential costs
 - Consult carefully with Dean and Head of Faculty Affairs, HR & Legal
 - Will require lots of explanation and updates
 - Remember you are still establishing your credibility up and down the org chart

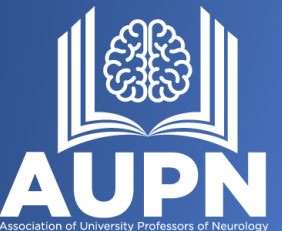


“Do over” Reflections

Barbara G. Vickrey, MD, MPH

Professor and Chair

Icahn School of Medicine at Mount Sinai



Apply a Basic Tenet of Community Organizing



*“A process of **effecting change [BV]** by involving a constituency in identifying both the problems they share and the solutions to those problems, identifying the targets that could make those solutions possible, engaging with those targets...”*

Grassroots organizing is one of the essential capacities needed to carry out a successful campaign.

<https://www.communitycatalyst.org/resources/publications/document/2017/ItsAllAboutTheBase-Report-FINAL.pdf>

Meet with people regularly

- Meet regularly with the Dean
- Meet regularly with hospital leadership
- Meet regularly with faculty (small groups as well as 1:1); ask them questions
- Include faculty+staff working groups for projects/operations
- Let people complain there are too many meetings and nothing to discuss before decreasing (Corollary: there is always something meaningful that can be discussed)

Figure out how to make effective business cases

- Most of your work will involve negotiating for resources to enact change (new programs, addressing new requirements, etc.)
- Requires having or putting in place a strong finance team and trustworthy and competent administrator

Hire Project Managers



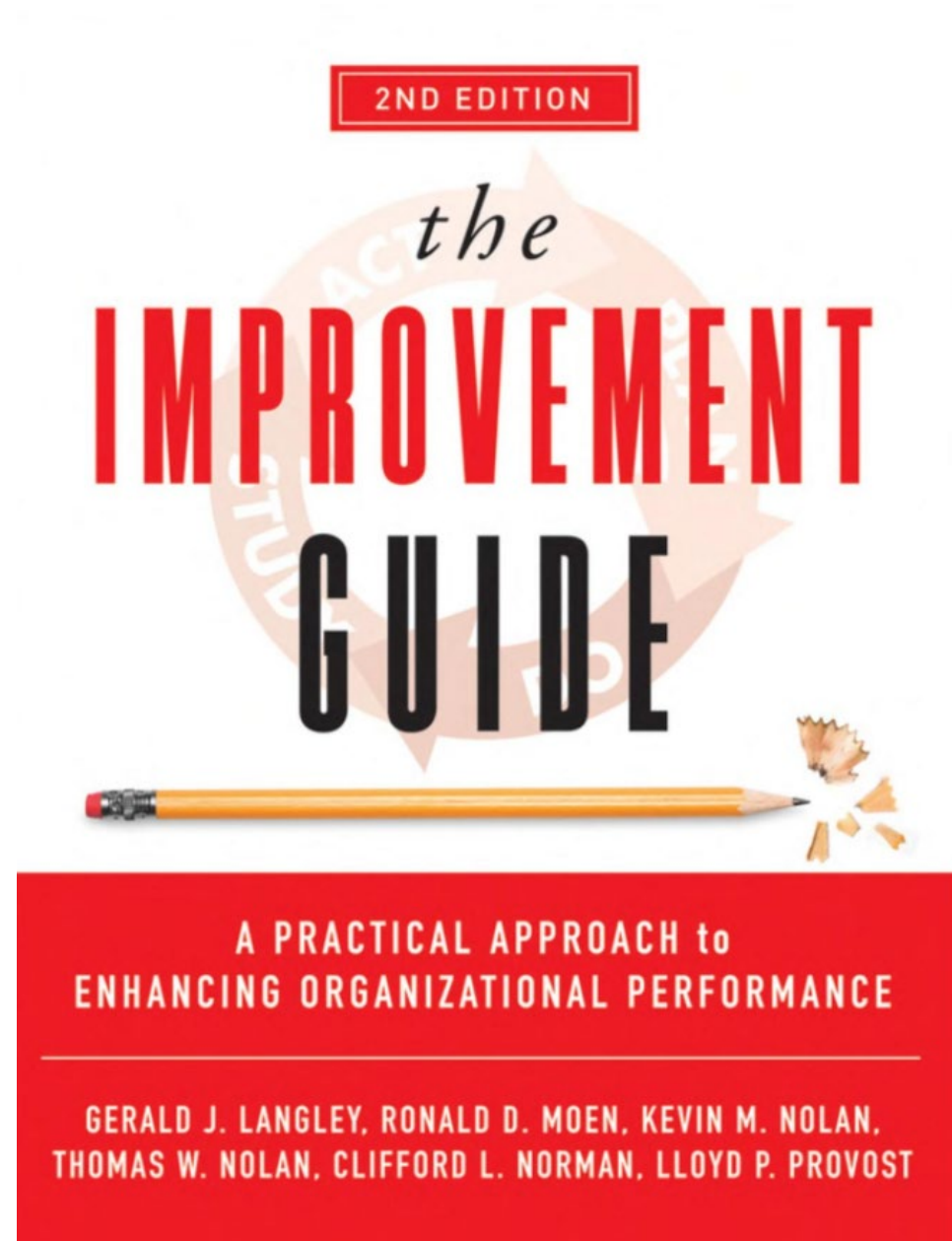
Continues to
Project 28

PROJECT NUMBER	1	2	3	4	5	6	7	8	9	10	11	
Ideal target for completion	Q4-2018	Q1-2019	Q4-2018		Q4-2018	Q4-2018	Q4-2018	TBD	TBD	Q4-2018	Q4-2018	Q4-2018
Type of Project	Faculty Development	Faculty Development	Faculty Development	Faculty Compensation	Media and Communication	Media and Communication	Media and Communication	Research	Research	General administration	General administration	Clinical Regu
Project title	Individualized Core and Tailored Academic Data Sharing with Faculty	Annual Faculty Performance Evaluations	Viewable Resource Sharing	Group wRVU for epilepsy	Updated Signage	update every faculty individual and division web profiles	Department listserv table/decision guide	Improving Grant Success Through Systematic Review and Feedback	Setting up Clinical trials Financing budgeting and review process	Standardizing work meeting	Create Box folder for department SOPs & organization of Box folders for Administrative Core	Individualized Ganey Feedb
Designated PM	Chhavi Arora	Trisha Tagle	Trisha Tagle (needs to set up meetings with BV)	Aspasia Kalomoiri	Johani Lindsay, Operations Manager	Judith Blazer and division managers	Trisha Tagle	Need to verify with Nathalie what else is needed.		confirm that they have a workflow and appropriate templates to follow up on action items for each division).	Chhavi / MC	Chhavi Arc
Project Lead(s)	BV	vickrey	none at present	Nathalie Jette	none at present	Vickrey plus Blazer	none at present	Nathalie Jette, Lidija Ivic		none at present	none at present	none at pres
Purpose	to provide data on a range of academic activities to faculty for their information to use for self-improvement	mandatory annual evaluations required by Dean's office	to make important, up-to-date, and typically less accessible departmental data on resources and grand rounds schedules available to all faculty (and selected information to trainees)		to ensure that signage for clinical, research, and administrative activities in all department locations at all sites is periodically updated		to efficiently and accurately select appropriate audience for a particular department communication	to increase the quality and competitiveness of junior faculty grant submissions	to improve decision-making about clinical trial participation and financing to support Sinai participation	to develop and put in one place on Box templates and protocols for providing support for ongoing admin and other project meetings, like minutes and action items	so that staff turnover does not lead to loss of knowledge	to push out to Press-Ganey interpretable i
What is the opportunity?	indirectly improve financials due to faculty being able to monitor own data; also improve teaching, patient experience ratings, and quality	mandatory from School	morale and efficiency	disincentivize hogging high-reimbursed EEG interpretation; incentivize outreach activities	improve morale and public perception of department	to improve the professional nature of our appearance to outside world (ie remove typos and errors) and to update to include information potentially of interest to patients and referring providers ie clinical trials, subspecialty	make sure all appropriate faculty, staff, and/or trainees receive information distributed from central administration	increase the number of funded grants through higher success rate and linking to more funding announcements		efficiency	indirectly to minimize lost revenue from inefficiencies during staff transitions	improve scor
What's involved	point person needs to follow established rubric for ensuring that updates to faculty box folders are occurring at proscribed times, and that Box is accessible and working for faculty; need to meet with each division to determine what tailored reports are desirable and how often	identity evaluator for each faculty member; disseminate assignments and instructions (consider an in-service/training); monitor progress; make Box folders available, make transparent to faculty; keep templates for each year in accessible location	have process for updating (add/remove) faculty and trainees with viewing access to Box; periodically review and update folders on box	consensus process to determine weighted equivalents of time for various activities	canvas all locations with department signage; create process and responsible entities for periodically updating	one-on-one meetings to review line by line in a tracking sheet every item on the web profile with the faculty member	to create a department listserv table that has categories of audiences so that when someone in central admin or dept leadership needs correspondence distributed, the correct audiences are selected, and to have a process to continuously maintain/ keep it up-to-date	create protocols and timelines, and create reviewer faculty; publicize to junior faculty; incorporate evaluation metrics		collecting existing templates and organizing them on box along with instructions/SOPs	person to monitor and update and outreach for updates; SOP training and format; determining access and updating	steps and imp Managers to Additionally v. reports (David finish develop with faculty ar and monitor i
Who's it for	All faculty	All faculty	faculty and trainees	epilepsy division	patients, visitors, faculty, staff, trainees	patients, referring physicians	accurate distribution of specific correspondence	junior faculty	faculty participating in clinical trials	all department	all central admin and indirectly, all faculty trainees and staff	faculty and pa
her department faculty and staff involved on ongoing basis	David Lisoo for monthly P&L, and FPSC data; need process for regular teaching eval updates (ed staff) and academic updates; Devell for Box access	Connie to schedule meetings; admin assistants of division chiefs	Devell (IT); should have JK (education aspects) and HRI (faculty on/off boarding)		needs to involve John Bone (clinical) and Heather (HR), as well as Jennifer Savitsky and Rob Shiao		education staff for trainee updates and HRI staff for faculty updates	to be determined		none at present	Devell for IT issues	site chairs/sit site administr
Essential non-department entities	none	none	none		where one gets signage		none	possibly faculty at other departments		none	none	FPA
SOP needed?	Yes although some template correspondence	Yes	Yes		Yes	Yes	Yes	Yes		Yes	Yes	Yes
Staff handoff determined? If yes, who?	no	no	No		no	yes, Judith Blazer	yes, Connie Guzman	yes, Lidija Ivic		no	no	no
Project Status PRIOR to PM involvement	Need to finish creating a SOP and identify and train an ongoing lead, as well as develop customized financial reports	have some template emails - not organized; have asked and mentored about 4 or 5 division chiefs and Pis in process	some materials and folders developed and posted and access given to many faculty, but no staff to monitor and update		Not started. Currently have people who are dead for over a year and/or no longer working at Sinai for over a year listed on signage		that lags this out clearly enough and not get double-checked against actual emails contained in the lists, and not made accessible to key users	discussed among staff/faculty leadership but not developed		has not begun	has not begun	Janet began t
Date when project was designated	5/7/2018					Q3-2018						
Date when project was completed	In Progress											
Ideal target for completion	late spring 2018	Mar-18	summer 2018		spring 2018	winter 2018-2019	1-Mar-18	by fall 2018 NIH application deadline		summer 2018	ASAP	summer 2018
Level of Complexity	High	Medium	Low		Low	Medium	Low	High		Low	Low	High

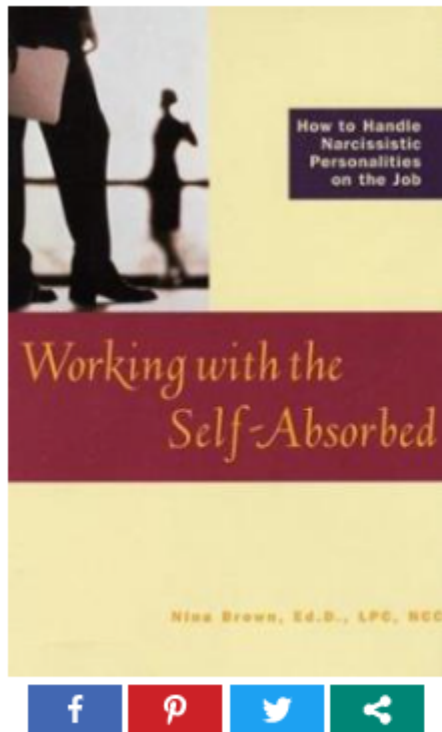
Change is the New Constant: so...Aim to Get Everyone to Practice the “Basics”

“Implementing a change means making it a permanent part of how things are done day-to-day...

- To implement a change, permanent support structures (training, job descriptions, standardized procedures, and so on) need to be created that increase the chances the gains will be achieved and sustained.
- ...only a change you are very sure will result in improvement should be implemented.
- Implementing a change will affect more people than the tests of the change....Successful implementation requires activities to address the impact on people.”



Address Toxic Behaviors



ISBN: 1572242922

ISBN13: 9781572242920

Working with the Self-Absorbed : How to Handle Narcissistic Personalities on the Job

by **Nina W. Brown**



[See Customer Reviews](#)

Narcissists in the workplace take credit for others' work, inflate their own accomplishments and expect an unlimited supply of favours from their colleagues. Whether the narcissist is a boss, an employee or a co-worker, this guide offers practical methods for managing destructive behaviours and ensuring that your own work gets the respect it deserves. Realistic strategies are suggested for changing expectations, responding constructively and not taking...

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Know your institution's culture (not just the written policies) about toxic faculty

Know the consequences of avoiding dealing with toxic behaviors and do not avoid dealing with them

Consider getting a coach

THE
NEW YORKER

News Books & Culture Fiction & Poetry Humor & Cartoons Magazine Cros

ANNALS OF MEDICINE OCTOBER 3, 2011 ISSUE

PERSONAL BEST

Top athletes and singers have coaches. Should you?



By Atul Gawande

September 26, 2011

Not long afterward, I watched Rafael Nadal play a tournament match on the Tennis Channel. The camera flashed to his coach, and the obvious struck me as interesting: even Rafael Nadal has a coach. Nearly every elite tennis player in the world does. Professional athletes use coaches to make sure they are as good as they can be.

But doctors don't



No matter how well trained people are, few can sustain their best performance on their own. That's where coaching comes in. Illustration by Barry Blitt

Citations

- Langley, G. J., Moen, R. D., Nolan, K. M., Nolan, T. W., Norman, C. L., & Provost, L. P. (2009). *The improvement guide* (2nd ed.). Jossey Bass Wiley.
- Brown, Nina W., "Working with the Self-Absorbed: How to Handle Narcissistic Personalities on the Job" (2002). New Harbinger Publications, Inc. (out of print but available online at Amazon, other online sellers)
- Gawande, Atul, *Personal Best*, The New Yorker 3 October 2011. <https://www.newyorker.com/magazine/2011/10/03/personal-best>

Open Discussion

Open Discussion

- During the open discussion, attendees are welcome to raise hand, or voice questions aloud to the group.
- If you would prefer to write your question in the chat, the chat will be moderated by both AUPN Staff and Dr. Gooch.
- For the Open Discussion we suggest using the “Gallery” view

