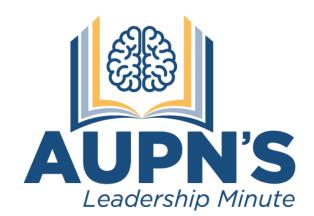


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How to Lead a Small Neurology Department to Big Success



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Title: How to lead a small department to success

Description: Leading a department is highly dependent on its context, small departments pose specific challenges. This episode provides insights and tips to leading successfully a small department



Challenges of a small department

Institutional

- Red tape (Tradition/state v. Private)
- Funding
- Expectations (Achievement)
- Financial sustainability

Partner organizations

- Red tape
- Funding. Contractual negotiation and obligations
- Resources:
 - no hospital presence;
 - no NSICU

Recruitment (El Paso...where?)

New department with no services

Border underserved area.

Compensation/Competition/Promotion

Faculty candidate expectations

(Service/teaching/protected time/**Visa**)

Starting a residency

Population

Payor mix and SES

Language and cultural barriers

Immigration status

Access:

Distance

Workforce



What I've learned

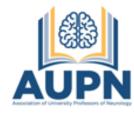
- Once you've seen a department of neurology, well...., you've seen <u>Only One</u> department of neurology!
- Politics and solutions are local. Understand the law of the land
- Understand (and be involved in setting) the expectations institutions have
- Establish short-, mid-, and long-term measurable goals
- Early "Wins" provide political currency with funding sources (they earn you trust and respect)
- Know your allies and your competitors (intra and extramural, sometimes hard to discern; other departments are competing for same money)
- Highlight the uniqueness of the Neuro services in the region and what they bring to the institution(workforce)
- Understand and take advantage of the role of APP's can play in starting up services
- Relations and negotiation: Transactional vs Relational (this has cultural undertones)

What I've learned: the personal side

- Be careful what you wish for, you may actually get it....and THEN SOME!
- THOU SHALT_be called to take on more duties out of your comfort zone
- Professional competency assured, be sure to recruit and hire for attitude, skill can be taught
- Don't reinvent the wheel, seek advice
- Give and share the credit for the wins
- Acknowledge and own your mistakes

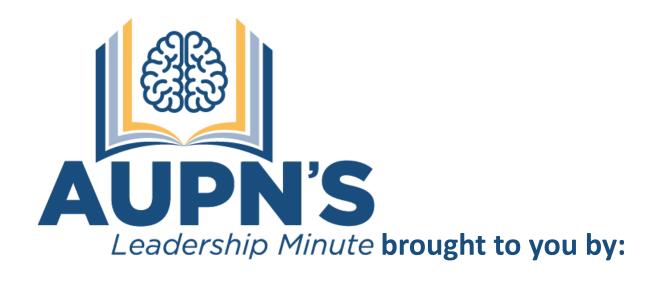
I should have done it earlier; deal with your impostor syndrome (ISA meetings)

- Set a vision and goals, get a buy in; then, empower people and get out of the way
- Micromanagement kills initiative
- Be visible but not overbearing
- Sometimes you lead from the front and sometimes you lead from the back...
 In small departments is mostly from the front!
- Grow a cast iron stomach



"Do what you can, with what you've got, where you are" Teddy Roosevelt





The Association of University Professors of Neurology's Media Engagement Committee

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