

Recruitment – Identifying the Department Needs and How to Recruit for Them.



Michael S. Cookson, MD, MMHC, FACS

Professor and Chairman, Department of Urology
University of Oklahoma Health Sciences Center
Surgeon-in-Chief
OU Health’s Stephenson Cancer Center

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“Good judgment comes from experience, and a lot of that comes from bad judgment.”

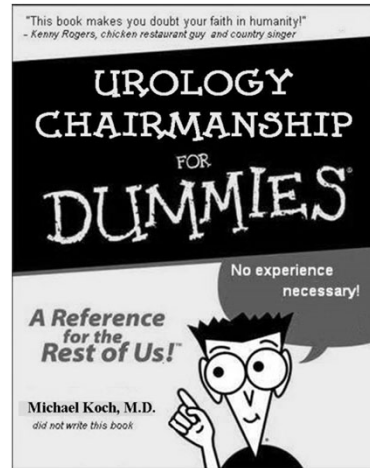
-Will Rogers



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How Do You Build a Department?

- No one claims expertise
- Most chairmen state they “learn on the job”
- Trial and error a must
- Many cynics and critics
- Each situation is unique
- One size does not fit all
- Some common themes



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Contemporary Role of the Chairman

- To serve as a liaison between the institutional leadership and the faculty to ensure:
 - Understanding and cooperation of faculty with institutional goals and direction
 - Representation of the faculty interests to the administration and leadership
 - Anticipate needs and secure resources

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Role of the Department Chairman

- Determines the mission and establishes the core values of the Department
- Attract, promote and retain talented faculty
- Incentivize the behavior that best supports that mission
- Financial stability is paramount to success with any mission and vision
- Each Department will have differences based on institutional structure and culture

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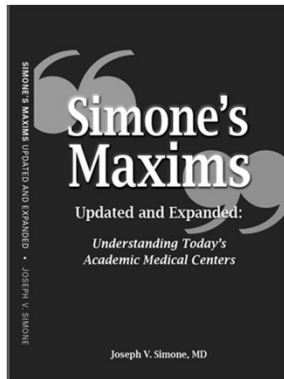
The Truth About AMC's

'If you have seen one academic medical center, you have seen one academic medical center.'

- Anonymous AMC CEO

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Simone's Maxims



Institutions Don't Love You Back

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Simone's Maxims on Recruiting

#1

In recruiting, first class people recruit first class people; second class people recruit third class people.

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Simone's Maxims on Recruiting

#2. Personal attitude and team compatibility is grossly under-rated in faculty recruiting.

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Simone's Maxims on Recruiting

#3. The longer and more detailed the written offer to a new faculty recruit, the more likely both sides will end up unhappy.

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Assess the Needs of the Department

- Do your homework
- Prioritize and focus
- Strategize for resources
- Layered approach
- Be opportunistic
- Quality is most important
- Consider impact of the recruitment on current faculty



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Strategic Plan: Pillar Goals




Building a Department Urology



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Know Your Buckets

Alignment of the ASK with the TASK

Academic Space Research Resources Research FTE's Endowments GME, Fellows	Clinical FTE's - MDs, APPs, RNs Equipment Clinic Space OR Block Time	Affiliates Philanthropy Special Programs
		
Academic	Health System	Other

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Importance of Finance

- Increase clinic and hospital revenues
- Increase funding for research
- Invest in people, infrastructure and technology
- Increase endowment and philanthropy
- Return on Investment

"There is no such thing as a free lunch."
- Milton Friedman

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Team Building

1. Delegate
2. Motivate
3. Teamwork
4. Leadership
5. Problem solving
6. Communication
7. Reliability
8. Empathy

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Getting the Right People

First about "who"...then what. - Jim Collins

- Right people on the bus
- Put the right people in the right place in the bus.



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Right People in the Right Place

- Effectiveness can change dramatically when put in a position that best utilizes their personality, interests, and abilities
- May need to try these "right" people in different strategic positions before the "perfect" fit
- So, when loading *YOUR* bus - pick people who have multiply talent sets- so that you can have more flexibility and raise the success rate

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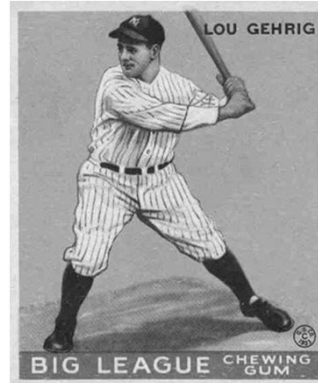
Importance of Service

- Clinical
- Collaboration
 - Intra-departmental
 - Other clinical service lines
 - Multidisciplinary
- Educational
- Administrative
 - Practice plan, College of Medicine, Hospital System
- Research

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Make yourself available

- On June 2nd, 1925 Yankee manager Miller Huggins started a rookie in place of first baseman
- He didn't leave the playing field for over 13 years and set the record for 2,130 consecutive games



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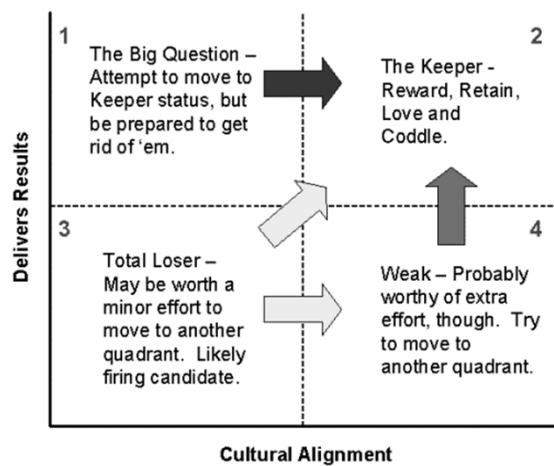
Redefining Professionalism

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Autonomy	➔	Collaboration
Authority	➔	Evidence
Assertion	➔	Measurement
Control	➔	Transparency
Self-interest	➔	Public interest

Professionalism = Accountability

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When To Get Rid Of The "Best" People Who Work For You



- Jack Welch, *GE Chairman and CEO*

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Four Keys to Tapping into Philanthropic Potential in the Healthcare Setting

- Early identification of donors/prospects
- Coordinate and enhance services during hospitalization and clinic visits
- Leveraging resources based on prospect potential
- Utilizing physicians where they are most willing and needed: Physician Champions

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What to ask for: Endowments

- Naming Opportunities
 - Endowed Department: ≈ \$10 Million (\$450K/year)
 - Endowed Professorship: \$ 2 Million (\$90K/year)
 - Endowed Laboratory: \$ 1 Million (\$45K/year)
 - Endowed Fellowship : 750K (34K/year)
 - Endowed Lectureship: \$250K (11K/year)
- Selling Points
 - In perpetuity; assures continued support
 - Provides ROI for donor
 - Builds a legacy

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How will the team be viewed ?

- Clinical expertise
- High level subspecialty care
- Innovator/surgeon scientist
- Leader in clinical trials
- Leader in education
- Administrative expertise

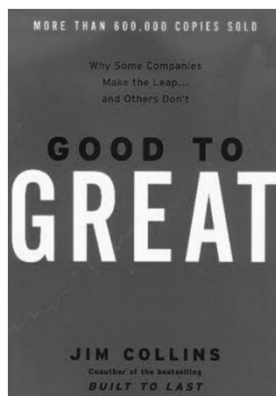
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What can we learn from birds?



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The curse of competence



- To go from good to great requires transcending the curse of competence... just because you've been doing it for years or perhaps even decades – does not necessarily mean you can be the best. And if you cannot be the best in the world at your core business, then your core business absolutely cannot form the basis of a great company."

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The Road to Success

- Align with institutional goals and priorities
- Get the 'right' people on the bus and give them the 'right' seats
- Systematic, progressive development and integration of subspecialty programs
- Inspire the group to cultivate aspirations and facilitate innovation, discipline, focus on camaraderie and multidisciplinary teamwork

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“Courage is what it takes to stand up and speak, and its also what it takes to sit down and listen.”

7. Reliability

When others have faith in you, they are more likely to reciprocate respect and reliability.

8. Empathy

— Winston Churchill



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Thank you for the opportunity!