

Creating a Culture

(some) Lessons Learned as a Chair

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Disclosures

Name of Company	Nature of Relationship	Current Status
Pacific Edge	Study site investigator	Current clinical trial
Steba Biotech	Study site investigator	Current clinical trial
Urogen Pharma	Study site investigator	Current clinical trial
CG Oncology	Study site investigator	Current clinical trial
Valar Labs	Study site investigator	Current clinical trial
UMS	Investor	Current

I will not be discussing unlabeled/investigational uses of medical devices or pharmaceuticals during this presentation.

Disclosures

What follows are reflections from my own experience.

Not a blueprint and certainly not instructions.

1. Be a clinician and a surgeon

Clinic staffing

Prior authorizations

EHR burden

Throughput pressure

Clinic templates

OR turnover

Equipment issues

Teams trusts leaders who
still do the work.

Energy without credibility
fades fast.

If you are insulated from
this reality, culture erodes
quickly.

2. Share the pain

Taking call is culture, not logistics

Holidays matter
for everyone

Late-night decisions

IR–Urology tug of war

Transfer calls

Uncompensated effort

Fournier's Gangrene ...

Call is where equity, trust, and
resentment are built.

If leadership avoids
call, the message is
unmistakable.

3. Be present

Presence beats availability

Be in the office

Appointments stop
conversations

Keep your door open

If people must schedule
you, hard conversations
disappear.

Don't make people knock

Working remotely = out of
sight

Things fester when
access is hard

Nobody wants real talks
to be virtual

Access creates trust. Absence
creates distance.

4. Normalize normal things

Not everything is work

Life doesn't need permission

Ask about others

Normalize life so small issues
don't become crises.

When people feel human at work, trust and resilience follow.

Talk about yourself

Kids, parents,
partners matter

Grief, loss, transitions are
normal

Illness, stress, bad
days happen

5. Fund the fun ... but don't prescribe it

Enable joy – don't mandate it

Meals after call

Resident/faculty outings

Team coffee or snacks

Joy works best when it's optional and organic.

Celebrating small wins

Flexible scheduling

Wellness funds

Department traditions

Funding removes barriers; prescribing kills authenticity.

Culture is revealed in moments of pressure.



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Leaders need to lead from the front.