

# Negotiating with Your Chair for Money, Time, and Resources

SASGOG Annual Meeting 2017

# Panelists



**Nanette Santoro, MD**



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# Introductory Question for both Panelists

- Consider the common topics for negotiations: money, time and resources.
  - What are some of the biggest errors that Division Directors make when conducting their negotiations with you?
  - What about strategies that are likely to succeed?

# C's of negotiation

- Courage (for the greater good-impact)
- Communication (concise)
- Context (how does this fit into the overall departmental strategy)
- Currency (\$, RVU's, Grant funding)
- Community (collaboration)
- Compromise (third way) Getting to yes
- Challenging (perseverance)

A story...

# Questions for Dr. Santoro

- Can time be granted through different sources i.e.: education or research budget? How do faculty learn about these potential resources in your department and negotiate to acquire them?
- Noting that the mission of most institutions is the same, are faculty requests more likely to be granted for time/\$ if related to research vs. education vs. administration vs. patient safety?

# Questions for Dr. Young

- If the Division Director is meeting with you to discuss a faculty who is negotiating for more non clinical time, how do you approach the problem?
- Do you consider how you will handle backfilling the clinical work?
- Do you ask the faculty member to help the DD figure out a strategy for this?

# Negotiating for non-clinical time

- Sell
  - Benefitting the division and the department
- Is there hard money coming in to compensate for the nonclinical work?
- Are all the clinical duties necessary?
- Is there someone else that will be benefitted that can back fill?
- Can you cut back on that clinical assignment?
- Are there others (plural) within the division that can fill in?
- Are there are others that are having difficulty meeting up to their clinical obligation that can back fill?
- Will you need to recruit a faculty to back fill? Is there enough work for an additional faculty? Can you back fill on PSA from a community provider?



# Sources of Revenue

- Clinical Revenue? Is it maximized?
  - Collections
  - Surveillance
- Hard money-
  - From the hospital directorships, supervision dollars, hospital stipends for call coverage
  - Teaching Dollars
- Grants (usually don't pay for themselves)
- Reserves
- Dean...

# Questions for both Panelists

- How do you provide information about departmental finances and resources to Division Directors and other faculty?
- How would a DD help their chair increase transparency when it comes to resources?
- How do your division chiefs participate in creating and managing their division budget? What is the degree of autonomy of the division chiefs?
- What resources or courses have you found helpful for Division Directors specifically to support their negotiation skills?

# Divisional Transparency

- Don't have traditional divisions.
- Mission oriented with a mission driven budget.
- If you don't have one (which you do and just don't know it.) You can estimate
- Salary information may not be shared.
- Find out how budgeting is done at your university?
- What methodology is used? Probably have a pretty good idea of compensation plan.
- Transparency at the divisional level

# What will support division director

- ACOG leadership course
- AAMC Mid Career program
- ELAM-Executive Leadership in Academic Medicine
- Leadership Development for Physicians in Academic Health Centers

# Attendee Questions