Patterns of Administration for the Department of Anesthesiology

Introduction

This document provides a brief description of the Department of Anesthesiology as well as a description of its policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the University to which the department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time subject to approval by the College of Medicine and Public Health office and the Office of Academic Affairs.

Department Mission

Anesthesiology, as practiced at The Ohio State University Medical Center, is defined as a practice of medicine dealing with but not limited to:

- The provision of insensibility to pain during the surgical, obstetrical, therapeutic and diagnostic procedures and the management of patients so affected.
- The monitoring and restoration of homeostasis during the perioperative period, as well as homeostasis in the critically ill, injured, or otherwise seriously ill patient.
- The diagnosis and treatment of painful syndromes.
- The clinical management and teaching of cardiac and pulmonary resuscitation.
- The evaluation of respiratory function and the application of respiratory therapy in all its forms.
- The supervision, teaching, and evaluation of performance of both medical and paramedical personnel involved in anesthesia, respiratory and critical care.
- The conduct of research at the clinical and basic science levels to explain and improve the care of patients.
- The administrative involvement in hospitals, medical schools, and outpatient facilities necessary to implement these responsibilities.

The American Board of Anesthesiology modeled the future practice of anesthesiology, and three concepts emerged. First, there has been growth in the knowledge base of the specialty, and this is expected to continue. Second, there has been an increase in the variety and complexity of the clinical demands placed upon anesthesiologists, and this will also continue. Anesthesiologists must not only be highly knowledgeable and skilled in basic clinical anesthesia, but must also possess advanced knowledge and skills in critical care medicine, regional anesthesia, acute and chronic pain management, and the specialized aspects of anesthesia care for such disciplines as cardiovascular, neurological, transplant, pediatric and obstetrical anesthesia and other anesthetic specialties. Third, the training program in clinical anesthesia must be so planned that the resident becomes skilled in all of these aspects of the specialty.

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Department Faculty

A. Membership in Departmental Faculty

The Department Faculty shall comprise all members of the Department who are members of the College Faculty. The Chair shall make recommendations on educational policies to the faculty of the College. In addition, the faculty shall have general academic powers set forth in rule 3335-5-19 of the Administrative Code. The President of the University and the Dean of the College are members of the Faculty of each department.

B. Faculty

Faculty shall include persons appointed by the Board of trustees with regular, auxiliary, and emeritus faculty titles on full or part-time appointments, with or without salary.

1. Regular Faculty:

Persons with regular tenure-track or regular clinical track titles of professor, associate professor, assistant professor, and instructor who serve on appointments totaling fifty percent or more service to the University.

2. Auxiliary Faculty:

Persons with adjunct titles, clinical titles, visiting titles, lecturer titles; also professors, associate professors, assistant professors, and instructors who serve on appointments totaling less than fifty percent service to the University.

Persons with regular faculty titles may not hold auxiliary titles. Persons holding auxiliary titles are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters.

Persons with adjunct titles serve in a voluntary capacity and may not be compensated. Persons with clinical and visiting titles may be compensated or not and, if compensated, may serve on appointments of any size up to 100% FTE. Persons with regular titles on less than 50% appointments may be compensated or not and, if compensated, may serve on appointments of any size up to 49%.

3. Emeritus Faculty:

Persons who have served the University continuously as a regular faculty for at least ten consecutive years who, upon retirement, were recommended by the Chair, the Dean, and the Vice President for Academic Affairs and Provost for emeritus status.

C. Voting Faculty

The voting faculty of the Department includes all regular faculty.
Organization of Department Services and Staff

The Chair is responsible for the organization of services in the Department. In addition to the administrative roles of the chairs of the departmental committees, other services are organized as follows.

1. Administrative, Clerical and Facilities Support

The department provides a broad range of services that assure efficient and productive day-to-day operation. These include full time human resources and payroll actions; purchasing of supplies, services and equipment; fiscal accounting; and secretarial/administrative support.

2. Secretarial Staff

There shall be an Administrative Manager to oversee the non-academic operation of the Department. The Administrative Manager is the supervisor of record for all classified civil service personnel, and reports to the Chair. The Chair and/or his designee is responsible for the assignment of secretarial staff for the faculty.

Overview of Departmental Administration and Decision-Making

Policy and program decisions can be made in a number of ways: by the Department as a whole, by standing or special committees of the Department, by individuals to whom specific responsibilities are delegated, or by the Chair. The nature and importance of each matter will determine the procedure to be followed. Matters of the most general importance are usually dealt with first in one of the standing committees and then in a full departmental meeting. Matters of lesser importance or of a more specific nature may be decided by the committees themselves or by the Chair. Any such matters and related decisions can be brought up for review in the full departmental meetings; or they can be placed on the agenda by the Chair, the committees, or interested members of the faculty.

The Department proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be. Open and widely shared discussions constitute the primary vehicle for reaching agreement on basic decisions.

Departmental Administration

A. Meetings

1. Faculty meetings are regularly scheduled (see below); Members of the Department's administrative staff may be invited when financial, teaching, or personnel issues are discussed, and members of the Department's administrative staff may have their own meetings as needed. Departmental meetings including administrative staff, research staff, residents and fellows, nurse anesthetists, anesthesia assistants, and anesthesia technicians and aides will be conducted from time to time as needed.
2. Departmental meeting agendas are prepared by the Chair with input from any departmental employee.

Faculty Meetings

1. Faculty meetings are scheduled upon call of the Chair, but not less frequently than once each quarter during the academic year. Faculty members are informed by e-mail and in writing of these meetings at least 72 hours in advance of the meeting. Additional meetings may be called at the discretion of the Chair as necessitated by matters of general concern or important reports coming from standing or special committees. All professors, associate professors, assistant professors and instructors including chief residents who hold regular and clinical appointments are automatically invited to all faculty meetings. Minutes will be taken at faculty meetings and distributed to the faculty.

2. Meeting agendas are established by suggestions from the faculty and the chair. Because clinical service workload makes it sometimes difficult to establish a quorum, we do not utilize the quorum concept except on matters requiring faculty vote according to COMPH rules. An approval vote on most matters constitutes the majority of those present at the faculty meeting.

Responsibilities of Department Chair and Departmental Administration

A. Chair of Department

The duties of the Chair of a Department shall be as follows:

a. To have general administrative responsibility for its program, subject to the approval of the Dean of the College.

b. To develop, in consultation with the faculty, a pattern of administration. This pattern of administration shall be made available to all present and prospective members of the Department, and a copy shall be deposited in the Office of the Dean of the College and in the Office of the Executive President and Provost.

c. To prepare, after consultation with the faculty and in accordance with the Pattern of Departmental Administration, a statement setting forth the criteria and procedures according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement shall be made available to all present and prospective members of the Department, and a copy shall be deposited in the Office of the Dean of the College and in the Office of the Executive President and Provost. At the beginning of each four-year term of the Chair of the Department, the members of the Department, the Office of the Dean of the College, and the Office of Executive President and Provost shall receive either a revision or reaffirmation of the original statement.

d. To operate the business of the Department with efficiency and dispatch.

e. To plan with the members of the faculty and Dean of the College a progressive program.
f. To evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.

g. To evaluate faculty members periodically in accordance with criteria approved by the Board of Trustees and subject to the instructions from the Executive President and Provost, and also according to such supplemental criteria as may be set up by the Department or school.

h. To inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their tenure initiating unit and to place in that file a response to any evaluation, comment or other material contained in the file.

i. To recommend to the Dean of the College, after consultation with the faculty, appointments, promotions, dismissals, and matters affecting the tenure of the Department faculty.

j. To encourage research and educational investigations.

k. To see that all faculty, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.

l. To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.

m. To prepare annual budget recommendations for the consideration of the Dean of the College.

n. To promote improvement of instruction by providing written evaluations by students and residents and periodic review by faculty.

B. Vice-Chair of the Department

1. The Department Chair has final responsibility for the administration of the Department. In the absence of the Chair, this administrative responsibility may be delegated to the Vice-Chair.

2. The Vice-Chair will be responsible for all duties assigned by the Chair.

3. The appointment of the Vice-Chair shall be made at the pleasure of the Department Chair.

4. The position of Vice-Chair may be left unfilled at the Chair’s discretion.

C. Pattern of Departmental Administration

1. The Department Chair shall consult with the faculty as a whole on all matters involving educational and academic policies and such consultation will, whenever
practicable, be undertaken at a meeting of the faculty as a whole. Not included are matters of administrative procedures or responsibilities.

2. The faculty shall also be consulted in the initiation, review, and selection of new faculty members for appointment.

3. The Department recognizes, in principle, the presumption favoring majority rule on all matters covered by the Pattern of Departmental Administration. There may be times, however, when the Chair finds it necessary to depart from the decision of the majority of the faculty. In such cases, it is incumbent upon the Chair to communicate to the faculty at a faculty meeting the reasons for the departure from the majority decision. This communication shall outline the decision of the majority of the faculty, the decision of the Chair, and the reasons the decisions differ.

4. Meetings of the Department faculty shall be held upon call of the Chair, but not less frequently than once each quarter during the academic year.

5. Special faculty meetings may be called by the Chair providing that a written announcement, including the agenda, is distributed to all voting faculty members in advance. Upon petition of at least 20% of the voting faculty, the Chair shall call a special faculty meeting.

6. The Chair shall maintain the minutes of all faculty meetings and the records of all other actions covered by the Pattern of departmental Administration.

7. In addition to consultation with the faculty, the Chair shall consult with the Department Executive Committee at regularly scheduled meetings, the minutes of which are distributed to all voting faculty.

8. The Chair is responsible for the administration of the Department Promotion and Tenure Guidelines.

9. Standing committees, special committees, task forces, etc. will be created and faculty assigned to them to meet Department needs. The selection of faculty to serve on these assignments shall consider factors such as expertise, interest, workload, and the diversity of interests within the Department.

Faculty Teaching, Duties & Responsibilities

All faculty members in the Department of Anesthesiology are expected to have responsibilities in teaching, scholarship and service. The department will support and reward academic productivity, research, service and educational related scholarly activity, and clinical excellence as outlined in the department’s Merit Assessment Plans.

1. The department’s teaching schedules principally involve teaching our own residents and the medical students from The Ohio State University College of Medicine and Public Health.

2. Teaching schedules are developed through the Resident and Medical Student Education Committees primarily. Dr. Ronald Harter oversees the resident education aspects, and Dr. Lori Meyers oversees the medical student education aspects.
3. Instructional Activity

Due to the nature of the practice of anesthesiology, much of the teaching is direct hands-on in the operating rooms. However, while all faculty are required to teach in the operating rooms to the residents and medical students, most faculty are also required to spend at least 10% of their time in the didactic, clinical conference curriculum, and journal club activities to enhance the educational experience.

4. Scholarly Activity

It will be expected that people on the tenure track will participate in appropriate research activities leading toward promotion and tenure in a timely fashion. In the regular clinical track, scholarly activities are also required, such that an individual will have some publications of an educational or research nature. In the auxiliary track, scholarly activity is encouraged and certain merit point performance targets are specified in all three tracks, some of which come from scholarly activity.

5. Service Activity

All faculty will serve on departmental committees as appointed by the Chair. Likewise, participation in college governance should be taken at the same level of commitment. It would be to the faculty's benefit to seek out participation in the more important College, University and professional and organization committees. This is optional, however, and must be left to the individual faculty although the recommendation of the Promotion and Tenure Committee and the Chair is that this should be accomplished.

6. Faculty Performance Reviews

Attachment A demonstrates the format utilized by the Chair for the annual review of each faculty member. This form is designed specifically for the review; the evaluation is shared with the faculty member at the time he/she meets with the Chair annually. This form is also transmitted to the Promotion and Tenure Committee for their review and information. Additionally, salary and bonus recommendations are made based upon the evaluation.

Workload Policy

1. Members of the regular faculty who participate in clinical patient care will give resident and medical student lectures and interactive teaching sessions as assigned by the Chair and/or resident or medical student education coordinators. Consideration will be given of time spent in problem-based learning administration, practice oral examinations, and student advisory activities. Members of the regular clinical faculty should submit scholarly articles (original research, case reports, review articles, or book chapters, as examples) for publication on a regular basis.

2. Members of the Department holding a Ph.D. degree who are actively involved in basic research will serve as a mentor to at least one student each year. Students may include medical students, house officers, or students pursuing an M.S. or Ph.D.
degree. Members of the tenure track faculty should have some peer-review original research scholarly publications (either journal articles or grant proposals) each year.

3. All faculty are expected to participate in department, College of Medicine and Public Health and/or University Medical Center, and/or University governance.

4. Departure from the expected level in any area may be balanced by increased or decreased activity in other areas. Fluctuations in instructional demands and the individual circumstances of faculty members may warrant deviation from the policy.

**Committee Assignments and Objectives**

**A. Guidelines**

1. **Appointments**

   a. Appointments to standing committees and the appointment of the Chair of these committees shall be made by the Chair of the Department.

   b. It is recommended that no faculty serve on more than four standing committees concurrently.

   c. Appointees shall be advised of committee objectives by the Department Chair. A current list of committee appointments shall be provided to each faculty member.

2. **Term of Office**

   In order that committee responsibilities may be shared by the Department faculty, the normal term of office shall be for a minimum of two years beginning on July 1 of the academic year of appointment. Faculty members shall be eligible for reappointment to the same committee. The normal term of office may be adjusted as necessary to enhance the effectiveness of the committee.

3. **Meetings**

   Each standing committee shall meet upon the petition of two committee members, but in general not less than once per quarter.

**B. Objectives of Standing Department Committees**

1. **Promotion and Tenure Committee**

   This committee serves as an advisory committee to the chair, comprised of full-time professors and associate professors in the department from the regular tenure and regular clinical faculty tracks in the department. Evaluates the credentials of all candidates for academic appointments, promotion and tenure according to departmental and college guidelines and makes recommendations to the Chair and the faculty.
2. Quality Assurance Committee

Reviews clinical practice activities; assesses outcomes as measure of quality of care, reviews clinical protocols. Recommendations are made to the Department Chair and faculty.

3. Research Committee

Reviews research protocols and/or proposals submitted by faculty as well as research protocols currently in progress. Reviews staff for possible internal funding or use of laboratory space. Recommendations are made to the Department Chair for implementation.

4. Faculty Recruitment and Credentials Committee

Reviews candidates' credentials, past practice experiences and other aspects regarding safe administration of anesthesia. Makes recommendations to the Department Chair. The committee chair will serve as the designated EEO/Affirmative Action Representative.

5. Resident Selection Committee

Reviews prospective residents' education and credentials. Interviews candidates. Make recommendations to the Department Chair.

6. Clinical Competence Committee

Determines form and content of evaluation, reviews resident evaluations, recommends corrective action as appropriate to Chair.

7. Computer Committee

Makes recommendations for computer hardware and software acquisitions. Evaluates the use of computers and applications for the department. Manages Department's Web site.

8. Equipment and Perioperative Services Committee

Recommends and reviews all equipment and new product acquisitions. Meets with company representatives regarding new equipment, supplies, and quality control issues. Sets up faculty review and in-service education of new and prospective equipment and products. Handles scheduling and other operational matters and makes recommendations to Chair and/or clinical director.

9. Faculty Grievance

Investigates and adjudicates faculty grievances on departmental level. Makes recommendations to Chair.
10. Policy and Procedures Committee

Reviews and recommends policy and procedures to Chair. Maintains current Policy and Procedures documentation. Participates in JCAHO review.

11. Resident/Medical Student Education Committee

Recommends and coordinate didactic lectures and conferences. Coordinates practice oral examinations. Evaluates and makes recommendations concerning curriculum.

B. Ad Hoc Committees.

From time to time Ad Hoc committees may be formed to address specific needs.

Allocation of Department Resources

1. All faculty have access to educational and meeting/travel funds through Ohio State Anesthesia Corporation.

2. All members of the department have access to office space and to secretarial assistance.

Leaves and Absences

Professional Leave

The Department recognizes the importance of continued professional development for its faculty. Opportunities available include professional leaves, which may be granted to encourage increased scholarly performance. These leaves are approved by the Board of Trustees for the mutual benefit of the individual and the University as recommended by the Chair.

1. Faculty Professional Leave

Under this program, any faculty member on at least 50 percent appointment with at least seven years of teaching service to the University is eligible for professional leave for a period not to exceed one academic year. Faculty members making written requests for leave should include a detailed description of the proposed work and the applicant's qualifications for the task. Requests for leave should be submitted to the Chair for department and college peer reviews. In turn the request must also receive approval from the dean, the Provost, the President, and the Board of Trustees. A full-time faculty member becomes eligible for a second professional leave after completion of seven academic years of service following the end of the first professional leave.

Within two months after returning from professional leave, each recipient shall submit to the provost, dean and chair a statement summarizing work completed while on leave.

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2. Special Research Assignment

Any regular faculty member on at least 50 percent appointment may be eligible for a special research assignment for a period not to exceed one quarter.

Faculty members making written requests for a special research assignment should include a detailed description of the proposed work and the applicant’s qualifications for the assignment. Requests for a special research assignment should be submitted to the department Chair for approval. There are no University limitations to the frequency of special research assignments. Within two months after returning from the special research assignment, each faculty member shall submit a statement summarizing the work completed to the Chair.

**Supplemental Compensation & Paid External Consulting Activity**

Faculty members are encouraged to engage in paid external consulting to the extent that these activities are clearly related to the mission of the Department of Anesthesiology and the University. All requests should be submitted to the Chair for approval.

**Grievance Procedures**

The department has a grievance committee which reviews any faculty or resident grievances and reports them either to the appropriate committee, the Chair, or both. If these procedures should fail to yield a satisfactory solution, the appropriate hospital or COMPH grievance processes are invoked.

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