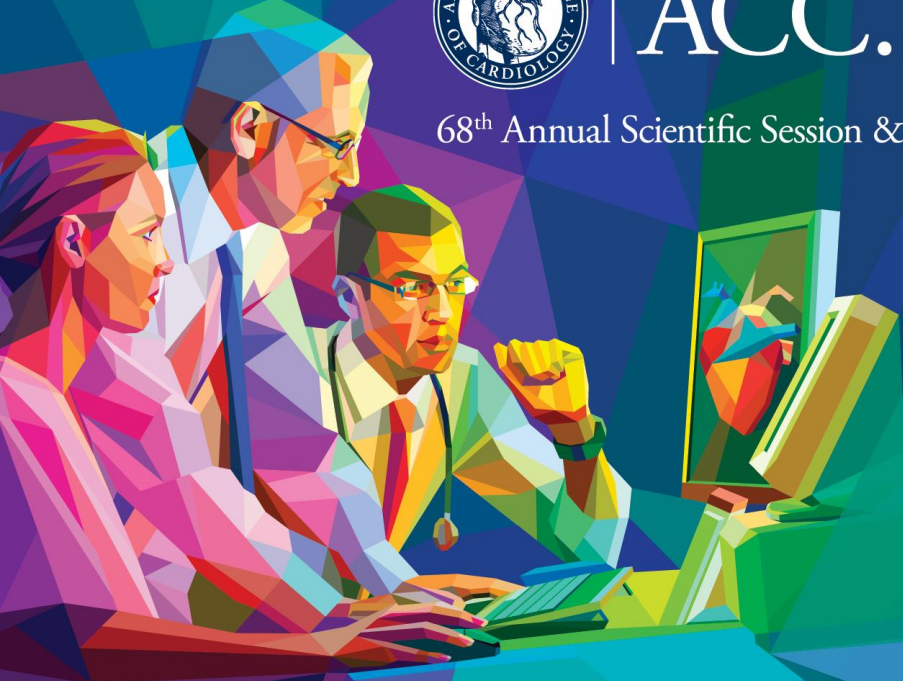




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2019

Navigating the Demands of Being Program Director

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Disclosures

- None



Learning Objectives

1. Identify common resources that program directors use to complete their work
2. Discuss two important PD competencies: delegation and prioritization
3. Explore ways to create and conserve time
4. Formulate strategies protect your personal life and wellness

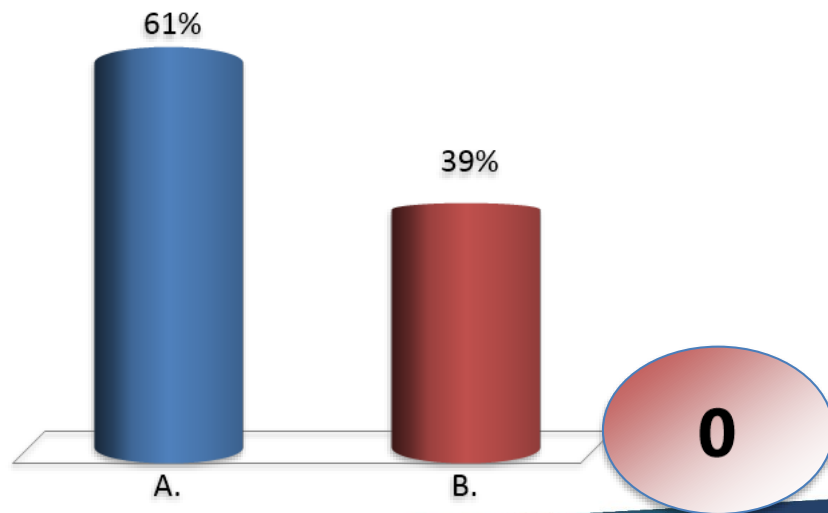


Audience Response Question

1. Have you considered resigning in the past year?

A. Yes

B. No

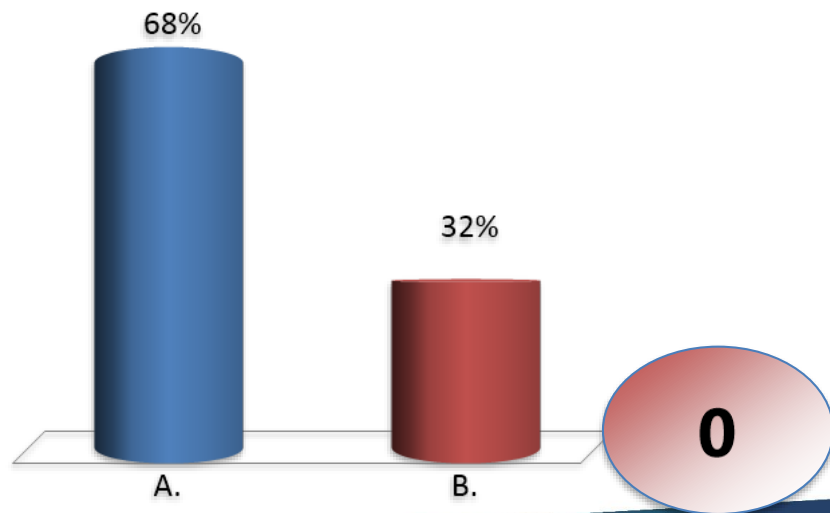


Audience Response Question

2. Do you feel burned out?

A. Yes

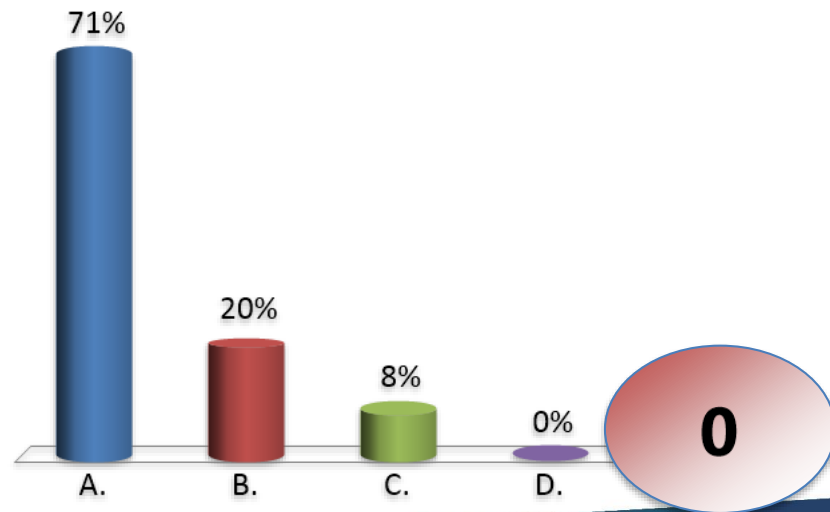
B. No



Audience Response Question

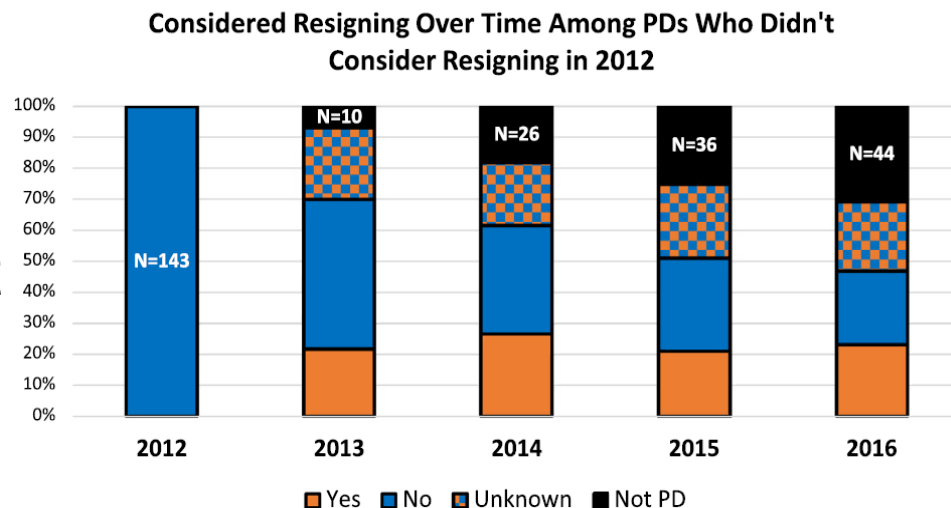
3. What percentage of your time (non-clinical) is protected for PD?

- A. <25%
- B. 25-35%
- C. 36-50%
- D. >50%



PD Burnout and Turnover: APDIM Data

- Nearly half (48%) of PDs considered resigning in the preceding year
- One-third of PDs are burned out
- Less than half (45%) of PDs were still PDs within 4 years



O'Connor Am J Med 2018



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Program Director Duties

- Teaching
- Role modeling
- Curriculum planning, implementation, and monitoring
- Fellow assessment
- Program Administration
- Recruiting
- Supervision and mentoring
- Divisional leadership



What are your resources?



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What are your resources?

- Coordinator
- APD
- Chief Fellow(s)
- Rotation directors
- Committee members
- Division Chief
- Department Chair
- DIO
- Mentors
- Outside groups
- Colleagues





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Delegating

- Necessary to get the work done
- Important to provide others with opportunities to develop
- Resources: APD, program manager, faculty, fellows
- Ensure credit for contributions/accomplishments



Priorities and Goals

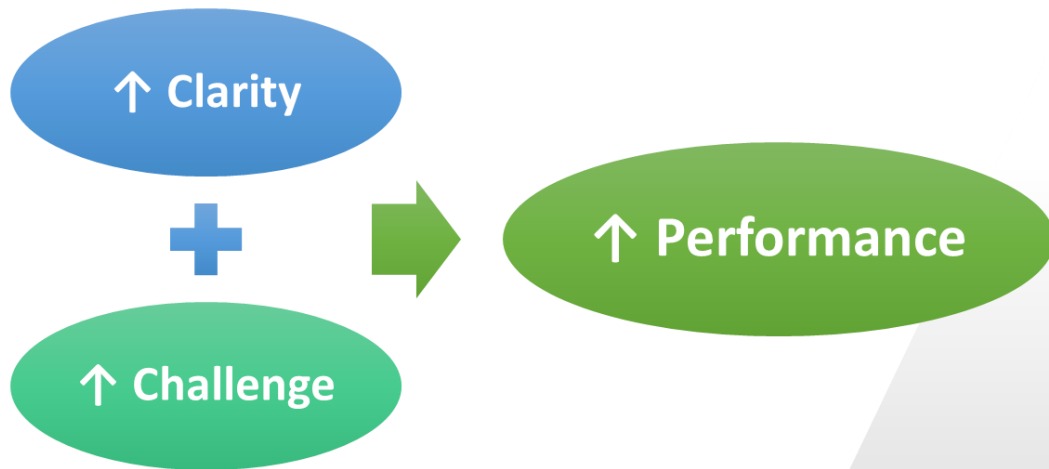
- **Identify individual values, priorities, goals**
 - Core values, identity, aspirations, roles, responsibilities, motivations
 - Mission statement
- **Allocate time accordingly**
 - Promotes control
 - ↑ Productivity
 - ↑ Career satisfaction



Defining Goals/Tasks

- **Goal setting theory**

– Locke & Latham



CLARITY

CHALLENGE

COMMITMENT

FEEDBACK

COMPLEXITY

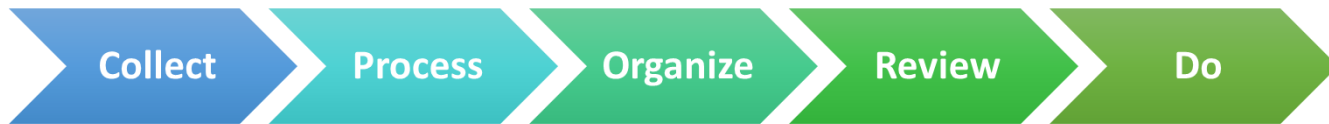
Multitasking



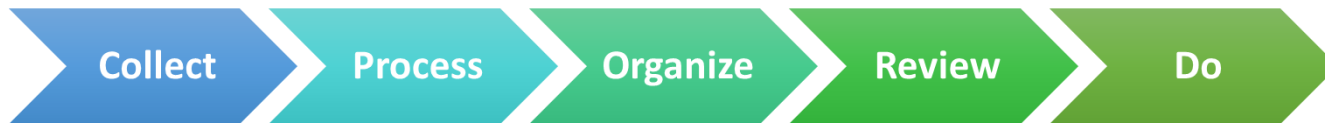
- Disrupts cognitive focus
- Reduces efficiency & productivity
- Diminishes learning
- Increases mistakes
- Increases stress

Multitasking Cartoon Man With Original Background from Pixabay, retrieved from <https://openclipart.org/detail/261508/multitasking-cartoon-man-with-original-background>

Managing Workflow



Managing Workflow



	Urgent	Not Urgent
Important	Crises Pressing Problems Project Deadlines	Relationships Planning Recreation
Not Important	Interruptions Some Calls/Texts Some Email/Mail Some Reports	Busy Work Some Calls/Texts Some Email/Mail Time Wasters

How To Create Time At Work

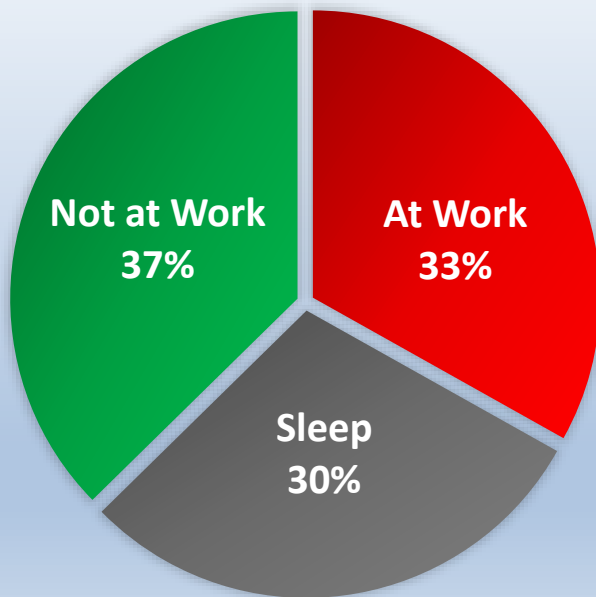


- Negotiate with Chief/Chair for protected time
 - ACGME program requirements 25-50%
- Support from multiple training sites and/or university
- Research or other admin time
- Prioritizing top clinical interests



Be Mindful of Time Outside of Work

TIME DISTRIBUTION IN A WEEK (APPROXIMATE)



Sample weekly schedule

- Weekdays
 - 11 hour workday*
 - 7 hours sleep†
 - 6 hours/day outside of work (x 5 days)
- Weekends off
 - 16 hours/day (x 2 days)
- Total time per week
 - **At Work: 55 hrs**
 - **Outside of work: 62 hrs**

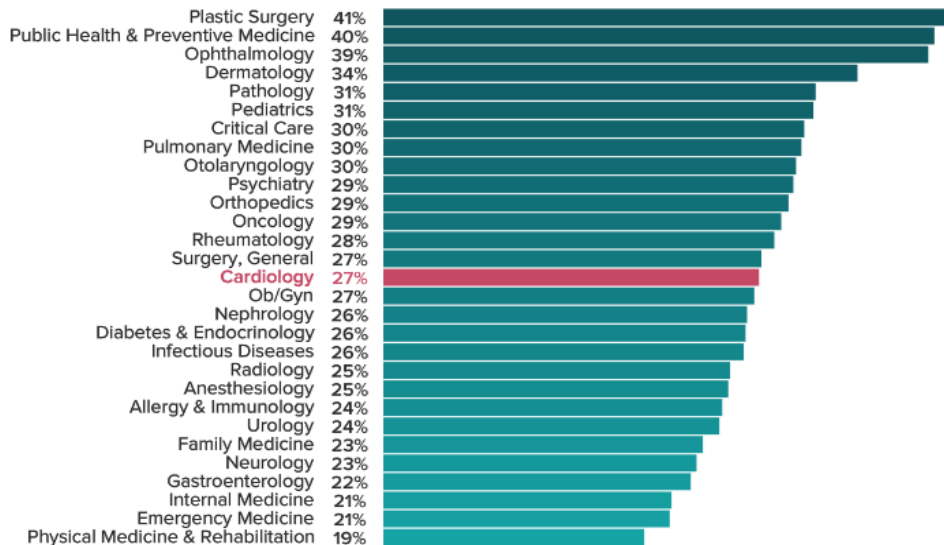
* Medscape Cardiologist Lifestyle, Happiness, & Burnout Report, 2019

† Physicians' Health Study, 2013

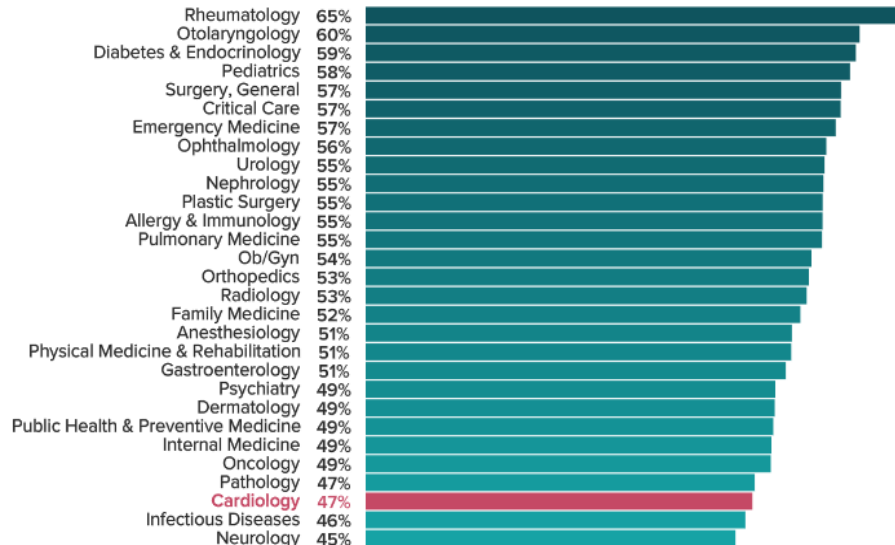


Cardiologists' Happiness At and Outside of Work

How Happy Are We At Work?



How Happy Are We Outside of Work?



Conservation of Time: Applying PD Competencies Outside of Work

- Delegation
 - Lawn, cleaning, meal prep/cooking, groceries, additional childcare, financial planning, personal assistant
- Prioritization
 - Time with family or close friends
 - Self-care
 - Work

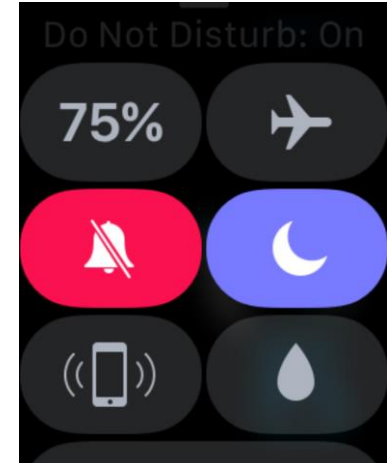
Protecting Personal Life and Wellness: Setting Boundaries



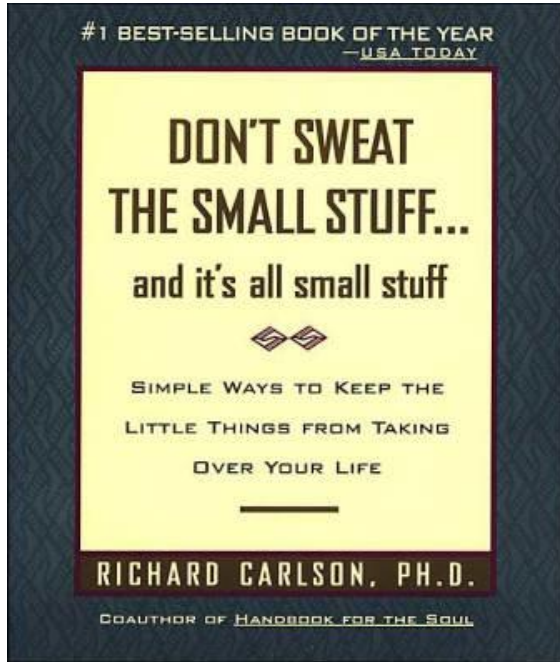
- Keep phone away and computer off
 - 60-90 min each evening to be present with my spouse and kids



- Minimize checking email, taking calls, or working during:
 - Family trips
 - Kids sports/activities
 - Date night

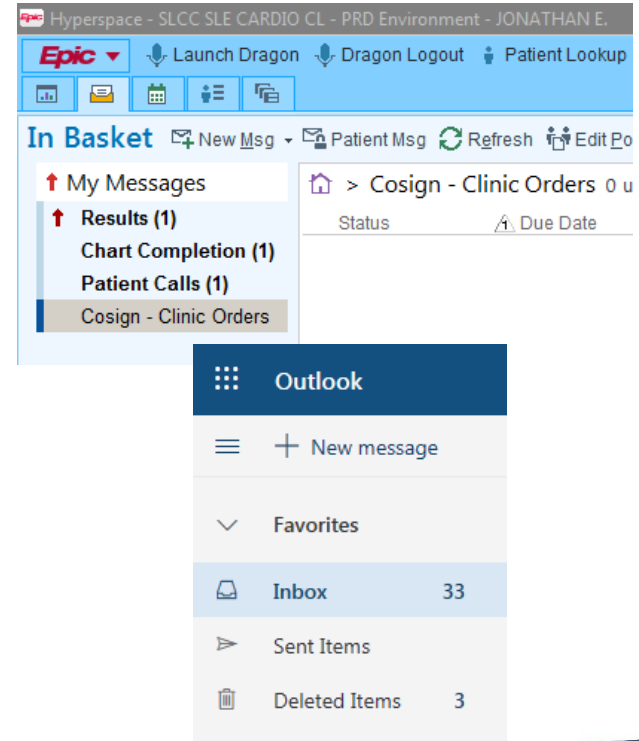


“When You Die, Your In Basket Won’t Be Empty”



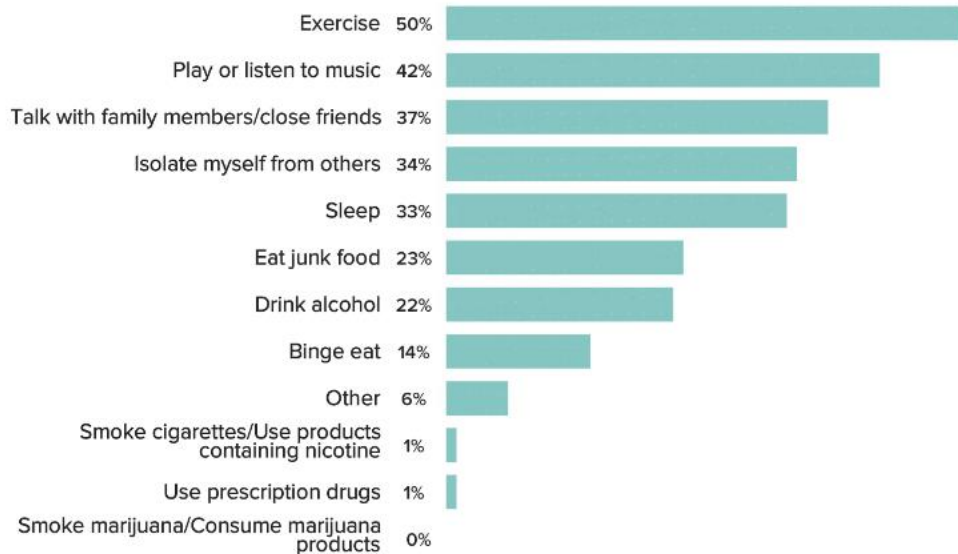
Chapter 6: Remind Yourself that When You Die, Your “In Basket” Won’t Be Empty

“Regardless of who you are or what you do, remember that nothing is more important than your own sense of happiness and inner peace and that of your loved ones.”












How Cardiologists Cope With Burnout

Individual level



Systems level

-  Acknowledge and assess the problem
-  Harness the power of leadership
-  Develop and implement targeted work unit interventions^a
-  Cultivate community at work
-  Use rewards and incentives wisely
-  Align values and strengthen culture
-  Promote flexibility and work-life integration
-  Provide resources to promote resilience and self-care
-  Facilitate and fund organizational science

Summary: Navigating the Demands of Being PD

1. Identify common resources PDs use to complete work
 - ✓ PC, APD, chief fellow, rotation directors, committee members, institutional leaders
2. Discuss two important PD competencies
 - ✓ Delegation and prioritization
3. Explore ways to create and conserve time
 - ✓ Negotiation, consider multiple funding sources for time
 - ✓ Outside of work: be mindful of time, apply same PD competencies
4. Formulate strategies protect personal life and wellness
 - ✓ Setting boundaries, focusing on what's most important
 - ✓ Combating burnout at individual- and systems-levels

