Navigating the Demands of Being Program Director

Jonathan R. Enriquez, MD, FACC
Saint Luke’s Mid America Heart Institute
University of Missouri – Kansas City
Twitter: @jonerriquez_KC

John A. McPherson, MD, FACC
Vanderbilt University Medical Center
Twitter: @johnmcph
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 to protect your personal life and wellness
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.

Considered Resigning Over Time Among PDs Who Didn't Consider Resigning in 2012

O’Connor Am J Med 2018
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?
What are your resources?

- Coordinator
- APD
- Chief Fellow(s)
- Rotation directors
- Committee members
- Division Chief
- Department Chair
- DIO
- Mentors
- Outside groups
- Colleagues
WHAT HAPPENED TO THE PROJECT I DELEGATED TO YOU?

I DELEGATED IT!
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

↑ Performance

- 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

Collect - Process - Organize - Review - Do

## Managing Workflow

<table>
<thead>
<tr>
<th>Important</th>
<th>Urgent</th>
<th>Not Urgent</th>
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<tbody>
<tr>
<td>Important</td>
<td>Crises</td>
<td>Relationships</td>
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<td>Pressing Problems</td>
<td>Planning</td>
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<td>Project Deadlines</td>
<td>Recreation</td>
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<td>Interruptions</td>
<td>Busy Work</td>
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<td>Some Reports</td>
<td>Time Wasters</td>
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</table>
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)

- Not at Work 37%
- At Work 33%
- Sleep 30%

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?

- Plastic Surgery: 41%
- Public Health & Preventive Medicine: 40%
- Ophthalmology: 39%
- Dermatology: 34%
- Pathology: 31%
- Pediatrics: 31%
- Critical Care: 30%
- Pulmonary Medicine: 30%
- Otolaryngology: 30%
- Psychiatry: 29%
- Orthopedics: 29%
- Oncology: 29%
- Rheumatology: 29%
- Surgery, General: 27%
- Cardiology: 27%
- Ob/Gyn: 27%
- Nephrology: 26%
- Diabetes & Endocrinology: 26%
- Infectious Diseases: 26%
- Radiology: 26%
- Anesthesiology: 25%
- Allergy & Immunology: 24%
- Urology: 24%
- Family Medicine: 23%
- Neurology: 23%
- Gastroenterology: 22%
- Internal Medicine: 21%
- Emergency Medicine: 21%
- Physical Medicine & Rehabilitation: 19%

How Happy Are We Outside of Work?

- Rheumatology: 65%
- Otolaryngology: 60%
- Diabetes & Endocrinology: 59%
- Pediatrics: 58%
- Surgery, General: 57%
- Critical Care: 57%
- Emergency Medicine: 57%
- Ophthalmology: 56%
- Urology: 56%
- Nephrology: 55%
- Plastic Surgery: 55%
- Allergy & Immunology: 55%
- Pulmonary Medicine: 55%
- Ob/Gyn: 54%
- Orthopedics: 53%
- Radiology: 53%
- Family Medicine: 52%
- Anesthesiology: 51%
- Physical Medicine & Rehabilitation: 51%
- Gastroenterology: 51%
- Psychiatry: 45%
- Dermatology: 45%
- Public Health & Preventive Medicine: 49%
- Internal Medicine: 49%
- Oncology: 49%
- Pathology: 47%
- Cardiology: 47%
- Infectious Diseases: 46%
- Neurology: 45%

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

- Exercise (50%)
- Play or listen to music (42%)
- Talk with family members/close friends (37%)
- Isolate myself from others (34%)
- Sleep (33%)
- Eat junk food (23%)
- Drink alcohol (22%)
- Binge eat (14%)
- Other (6%)
- Smoke cigarettes/Use products containing nicotine (1%)
- Use prescription drugs (1%)
- Smoke marijuana/Consume marijuana products (0%)

**Systems level**

- Acknowledge and assess the problem
- Harness the power of leadership
- Develop and implement targeted work unit interventions
- 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

Medscape Cardiologist Lifestyle, Happiness, & Burnout Report, 2019
Shanafelt TD. Mayo Clinic Proceedings, 2017
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 to protect personal life and wellness
   - Setting boundaries, focusing on what’s most important
   - Combating burnout at individual- and systems-levels