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**Managing Your Program:  
Together**

# We Are All Feeling the Stress



# Our Jobs Aren't Getting Any Easier...

- Institutional support is drying up - fast.
- Some chairs can be exceedingly difficult to deal with.
- Unlike the past, pretty much everything must now be justifiable from a financial perspective.
- Residents are less willing to accept... well - *Everything!*
- Faculty retention can be challenging, especially for star clinicians.
- The ACGME keeps rolling out new initiatives
- *Everyone's* problem seems to be the PD & PC's problem.



It is not the *strongest* of the species that survive, nor the most intelligent, but the one most responsive to change.

- Charles Darwin

# What's Working (and What's Not)?



# Things for Which Program Directors Are Eternally Grateful



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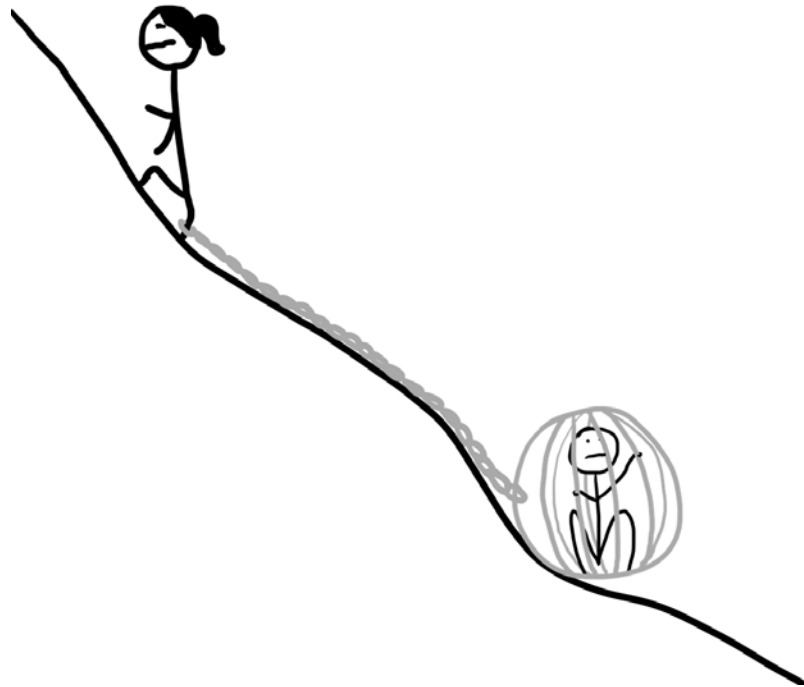
- Thinking one (or two) step(s) ahead - what needs to be done and reminding the PD
- Keeping current at the national (ACGME) and institutional level.
- Having materials (WebADS, required APE materials, DIO review, etc) prepared in advance so all the PD needs to do is edit
- Good working relationships with others (faculty, residents, staff, GME, other programs, and of course the PD)
- Alerting me to personal or professional "problems" that might be effecting the residents or the residency program

# Things for Which Program Directors Are Eternally Grateful

- Spearheaded the creation and execution of our program's Alumni outreach. She created a LinkedIn Group, helped to create the survey system for our alumni survey, tracks our graduates, and ensures that they are invited for annual events of our program.
- Plans and organizes our celebratory events, such as our annual retreat with our residents, our end-of-the-year party, and our holiday recognition event for our residents
- Completely manages our recruitment process and making it so the entire thing is organized, from screening to ranking
- Organizes and prioritizes the list for our weekly discussions from her perspective which I can compare with my list



# Things for Which Program Directors Are Less Eternally Grateful



# Things for Which Program Directors Are Less Eternally Grateful

- **Committing to financial expenditures without prior approval of the PD (trips, board reviews etc.)**
- **Submission of institutional funding requests without review of PD**
- **Gossiping about residents to faculty and other residents**
- **Becoming too friendly with residents and not recognizing professional boundaries**
- **Offering harsh criticism to a more junior program coordinator thus undermining them**
- **Residents do not trust the PC for any number of reasons (e.g., not getting administrative paperwork done; not getting petty cash to residents on time; tattle-telling, etc).**

# Things for Which Program Directors Are Less Eternally Grateful

- **Accidentally invited applicants to interview who were supposed to receive “thanks, but no thanks”. We ended up having to interview an additional 30, unqualified candidates.**
- **Booking teaching sessions in rooms that do not have the required equipment such as projector, computer etc.**

# Things for Which Program Coordinators Are Eternally Grateful



# Things for Which Program Coordinators Are Eternally Grateful

- Responds quickly to my e-mails or calls
- Makes time to meet with me once a week to go over items for the week
- Recognizes my work and makes me feel appreciated
- Trusts the PC and gives them decision making authority with limitations
- Communicates expectations to faculty, residents and program coordinator
- Open and honest with the PC about changes/future of the program
- Extensive knowledge and is well spoken on the ACGME Program Requirements

# Things for Which Program Coordinators Are Eternally Grateful

- **Effective, engaged, & competent leader, notably respected by faculty, residents & staff to ensure a cohesive team/program. Exemplifies the philosophy of servant leadership**
- **PD is well recognized throughout our specialty, the name recognition is very important**
- **Doesn't micromanage**
- **Includes me in most meetings**
- **Respects my opinion**
- **Will hound other providers to get things done**

# Things for Which Program Coordinators Are Less Eternally Grateful



# Things for Which Program Coordinators Are Less Eternally Grateful

- Does not respond to my e-mails or calls
- Makes program-related decisions and does communicate them to me
- Waits until the last minute to do things
- Accepts a change (good idea) but agrees to the process without asking PCs input.
- Does not make time to meet
- Places blame and points fingers for errors and perceived errors
- Constantly verbalizes his/her disagreement with any/all directives from ACGME & GME, which is toxic to a cohesive, successful program
- Does not know ACGME Program Requirements and GME policies, nor shows any interest



# Things for Which Program Coordinators Are Less Eternally Grateful



- PD is so busy it's hard to track down answers
- An absent leader who alienates the PC who feels left to run the program on my own
- Not apprised of PDs travel so scheduling meetings is always difficult
- Doesn't like to plan in advance for upcoming years
- Program environment includes a notable disconnect between Faculty/Residents & the PD
- Refuses to enforce regulations and requirements so I'm the "bad parent"

# We're In This Together



Faithless is he that  
says farewell when the  
road darkens.

-J.R.R. Tolkien