

Time Management on the Inpatient Wards

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Who needs time management training?

Survey of 75 Medicine residents and 50 attendings - recent unpublished data from Emory (Brady, Doyle, Hayes; presented at APDIM Meeting 2004 – summarized with permission)

- Residents think attendings need time management training; attendings say residents need it
- 58% of residents wanted training
- 70% of residents thought their attendings would benefit
- 100% of attendings responded that their residents needed time management training

What slows Work Rounds?

Adapted from J Sheffield and A Baernstein Handout 2003

- Unclear expectations
- Lots of patients
- Lots of team members
- Overly long and detailed presentations
- New R2s running teams
- (Attending) documentation requirements
- Teaching
- Presentations away from the bedside
- Rounding on all patients as a team

What Enhances Time Efficiency?

- Set clear expectations for time management at the beginning of the rotation
 - Establish firm time limits for rounds
 - Set time limits for each patient seen
- Enlist the resident's help in achieving time management goals
- Provide regular and specific feedback to all team members about presentations, efficiency, rounds, professionalism and patient care
- Establish efficient post-call management rounds
 - Concise 2-3 minute bedside presentations
 - Provide specific goals/feedback about what should/should not be included
 - Model presentations for your team
 - Distribute a handout detailing your expectations
 - Practice presentations and elicit and give feedback
 - Avoid meeting with interpreters during team rounds
 - Prioritize patients to be seen as a whole team/identify which patients need to be seen early (sick and new)
 - Complete Attending "prep" before rounds
 - Discuss new patients with resident night before
 - Review CORES the night before/before rounds
 - Meet with the student to review FULL presentation independent of post-call team rounds (?day before)
 - Allow the student to present early
 - Inform the patient that you will come back to complete physical examination and answer questions later
 - Focused examination at the bedside (1-2 educational features for each patient)
 - Identify educational points to discuss in more detail another day for attending rounds
- Identify a specific – task-oriented - management plan for each patient by the end of rounds
- Be on time

- Identify and utilize existing resources to get work done (e.g., Patient Care Coordinator, Team Pharmacist, Discharge Pharmacist)