TIME MANAGEMENT

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Priorities

- Develop short- and long-term objectives
- Learn to say NO at the right times
- Leverage activities so that they count for more than one thing
- Refocus periodically
- Don't hesitate to try something new if it can fit in with your overall goals

Personal Schedule

- Block in overall schedule for the year
- Attending—call
- Meetings
- Vacations
- Deadlines (grants, papers, etc.)

Optimize your weekly schedule

- Does the schedule match your job description?

Daily Schedule

- Try to minimize fragmentation of the day
- Build in time for interruptions
- Allow time for housekeeping (reading and answering mail)
- Keep your office door closed—although may sound unfriendly, it's efficient.
- Communicate clearly with your secretary
- Batch telephone calls when possible
- Indicate to secretary/trainees when to page
- Ask secretary to sort mail by priorities
- Develop an effective filing system
- Use Email

Track Your Time

- Develop a "To Do" list for each day
- Note on your schedule what you have actually done each day for a typical month
- At the end of the month, divide your work into categories to have a realistic picture of where your time is going
- Average work week for an academic physician is 60 hours
Rounds

- Start and end punctually
- Prepare the day before — Read about pts & know what to expect
- Directly involve all of the participants
- Keep to a weekly routine
- Allow time for chart review
- Allow time for radiology/pathology review
- Use a "Pocket PDR" (TM)
- DO NOT hang around the ward to chat, however, be available to discuss

Outpatient Clinics

- Prepare before the clinic — know the patients
- Be aware of the appointment scheduling
- Never keep the patient waiting
- Teaching can be inefficient here:
  - Encourage reading by student/resident (have resident prepare beforehand)
  - Tell the trainee how much time to spend with patient
  - Review cases at post-clinic conference
- Write up charts promptly, including communication with referring physician

Conferences

- Clinical
  - Grand Rounds ALWAYS. Don't forget that you're a pediatrician first, be a subspecialist second, & you're being a good citizen.
  - Others — Pick and choose
- Research
  - Lab meeting ALWAYS (weekly, at a minimum)
  - Seminars — Pick and choose (include some in unrelated areas)
- Division/Departmental/School of Medicine ALWAYS
- Committees: Go if on the committee, but quit committee if meetings are worthless

Manage the Literature

- Medline (or Grateful Med) (TM)
- Reference Update (TM)
- Reference Manager (TM)
- Slide Manager (TM)
- Abstracts of meetings
- Textbooks
- Filing system

#1 HINT FOR TODAY'S TALK

Allows you to form your personal database of reference

From, eg: Reference Update (TM)
- Sorts by keyword, author, journal

Online searches:

- #1 HINT FOR TODAY'S TALK
  - Search strategy (500 titles quickly) ~ 10 read abstracts
  - Use the available search engines (eg, in my subspecialty / topics)
  - CD, ROM, websites
  - Filing system

#2 HINT: NETWORK

Networking & understanding what their colleagues are learning / your career.
Reading

- Read at times of least interruptions
- Skim titles (and of itself is helpful)
- Skim conclusions of abstract (last 1-2 sentences)
- If worth it, skim discussion, and finally methods and results
- Read only what is immediately relevant
- File the rest (don't stack papers on desk)
- If possible, handle every piece of paper once:
  Respond to it, delegate it, file it, or discard it

Writing

Develop a careful strategy of what to write
- Plan for abstract/grant deadlines
- Abstracts only count if material is subsequently published in peer-reviewed journal
- Accept few review/chapter assignments until having a series of related original papers
- Always outline first: form follows logic
- Pay attention to the reviewers' comments
- Revision should be meticulous

Interviews

- Hiring personnel
  - Know the regulations (what you can't ask)
  - Review resumes carefully
  - Cover a variety of issues
  - Ask what kind of a job the applicant is looking for
  - Contact the references

Networking

- Participate early in career: be a team player
- Selective volunteering
  - School of Medicine
- Go to conferences/seminars outside of your department--SCHMOOZE

Meetings

- Go to the best subspecialty meetings each year and PRESENT PAPERS--GO TO THE COCKTAIL PARTIES--SCHMOOZE
  - Talk to the famous people!