

TIME MANAGEMENT

Robert L. Chevalier, M.D.

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

should be done @
Dept head each year.

eg: doing wk to put together
lowest info can also be
submitted for a paper.

Personal Schedule

Block in overall schedule for the year

- Attending--call
- Meetings
- Vacations
- Deadlines (grants, papers, etc.)

-hardest, b/c there are no deadlines.

Abstracts don't count unless you've written/
published a paper.

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 inefficient.
- Communicate clearly with your secretary.
- Batch telephone calls when possible (sec'y)
- Indicate to secretary/trainees when to page
- Ask secretary to sort mail by priorities
- Develop an effective filing system
- Use Email

Instead, let others know
when you're free.
→ they can enhance your efficiency.
- Give them fdbk.

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

} compare this at end of month @
planned schedule. If it doesn't
match, determine if this is
b/c of you or st else. If
not you, sit @ Div Chair & re-do
job description.

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: - *Bullets of info may be helpful*
- Encourage reading by student/resident (*Have resident prepare beforehand*)
- Tell the trainee how much time to spend with patient
- Review cases at postclinic conference
- Write up charts promptly, including communication with referring physician

Conferences

- Clinical
 - Grand Rounds ALWAYS *Don't forget that you're a pediatrician first & 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 } *networking & understanding what diff pp can bring to your career. NETWORK*

Manage the Literature

- Medline (or Grateful Med) (TM)
 - Reference Update (TM) - "Research Information Systems" {RIS} - software available commercially
 - Reference Manager (TM) - Then, print "REPRINT REQUEST" card, and gets sent out to author, who'll send you a reprint.
 - ~~Slide Manager (TM)~~ *now everyone uses Powerpoint (but must that computer will wk!)*
 - Abstracts of meetings
 - Textbooks (3 yrs out of date)
 - Filing system
- very helpful*
- Consider also "current contents" on disk. * Should have WEEKLY update.
- Search strategy (e ~ 100 titles @ wk) ~ 10 read abstracts
- keywords, journals, articles ~ 2-3/wk entire article

#1 HINT FOR TODAY'S TALK

Allows you to form your personal data base of reference (from, eg: Reference Update (TM))

- sorts by keyword, author, journal

Puts in Unique Identifier

- * Abstracts & mtgs
 - use the available Search Engines (esp in my subspecialty / mtgs)
 - CD-ROMs
 - websites
- * Filing System
 - Reference Mgr - best way
 - *best way only on those you refer to regularly*

Reading

- Read at times of least interruptions
- Skim titles (in 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

Department

- 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!

The Research Article

The #1 currency of academic XΔ

- Charts scientific careers
- Measures out scientific lives

* Don't forget that a paper is marketing

- GET A CATCHY TITLE!

Learn to critique

- Develops credibility
- Do this early in your career
- Be fair
- Be timely
- personnel
- students/housestaff

Don't forget to compliment