



Optimizing Teamwork in Medical Education

How PDs and APDs Most Effectively Work Together

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Joint PD/APD Session

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Atlanta, GA

Disclosures

- **We have no relevant financial disclosures or relationships regarding the subject of this program/activity**

Overall Objectives

- **Identity APD career development needs**
- **Articulate the importance of personal and professional development planning**
- **Describe the process of professional development planning**
- **Create an action plan to use professional development planning (of both yourself and your team) as a means of achieving program goals**

What We Know About APD Needs

- **Series of surveys identified need to further strengthen the APD Workforce**
- **Areas of need include**
 - **Young ages of APDs**
 - **Turnover concerns for APDs**
 - **Challenge in education vs. other roles balance**
 - **More professional development needed**

Recommendations

- **Program Level**
 - Clarify role expectations
 - Career Development
- **National level**
 - Focus on Career Development
 - Train PDs and Department Chairs to Optimize the Professional Development of APDs
 - Focus on APD Leadership Development

The Plan

- **APPD Faculty and Professional Development Taskforce identified subcommittee to:**
 - **Focus on Career Development**
 - **Train PDs and Department Chairs to Optimize the Professional Development of APDs**
- **Members include PDs and APDs**
 - **Clifton Yu and Ted Sectish (co-chairs), Aditee Narayan, Megan Aylor, Maneesh Batra, Nancy Spector**

Job Structure Survey

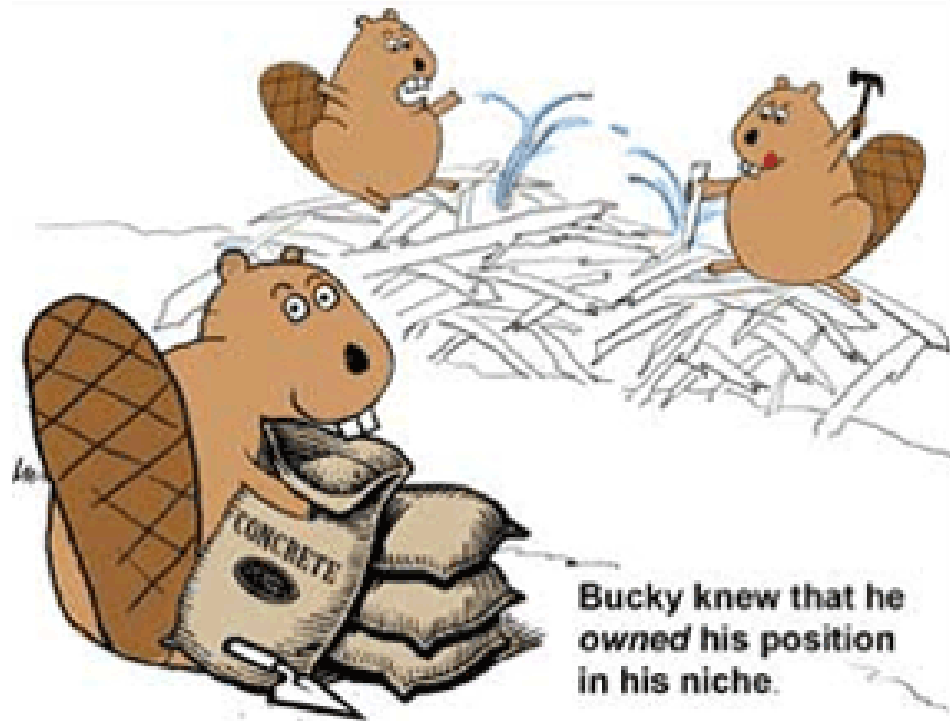
- **To better assess current structure of APD job and leadership to inform this session to help train PDs and APDs to optimize program**
- **IRB approved, APPD approved survey sent to APD listserv August 2015**

Preliminary Survey Results

- **83/391, 21% response rate**
- **Most < 0.50 FTE**
- **98% satisfied or very satisfied with**
 - **APD role**
 - **Program Director**
 - **“Valued as educator”**

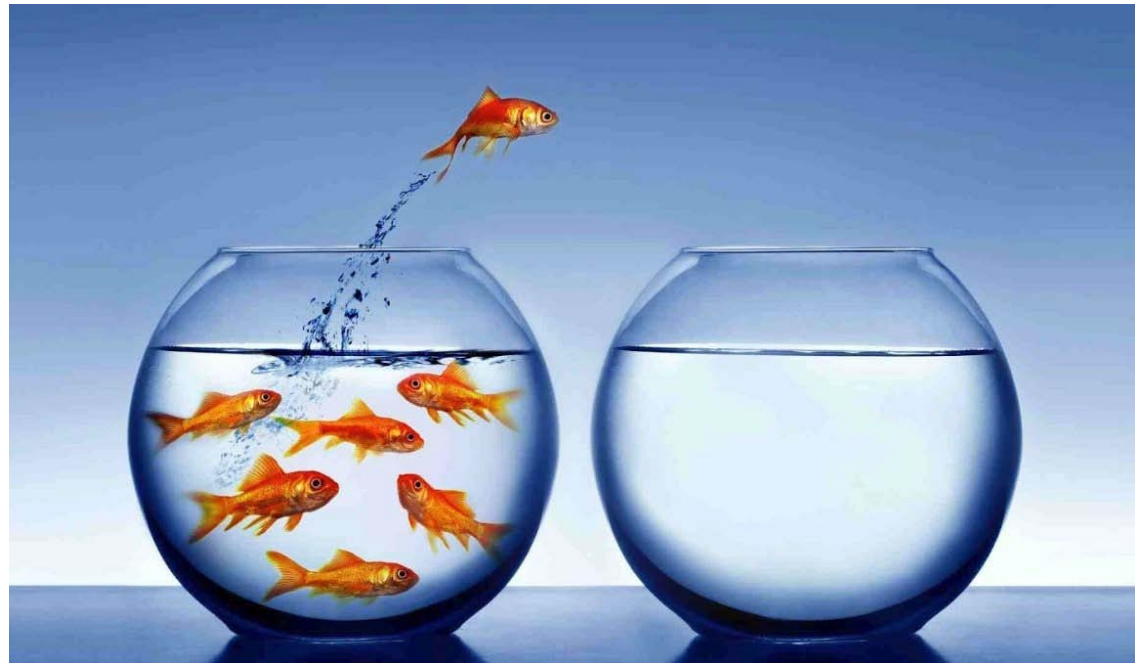
Preliminary Survey Results

- **Niche based position**
 - Most common
 - Most desired



Preliminary Survey Results

- Majority EXPECT to stay in same role
- 40% WANT TO LEAVE
 - Other educator role



Preliminary Survey Results

- **What would help them stay? What could PD do differently?**
 - Variable responses across the board
- **Suggests need to individualize approach**
 - Professional Development Plan





Finding Your Path

Professional Development Planning for Academic Faculty

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Acknowledgments

Theodore C. Sectish, MD



Learning Objectives

- **Articulate the importance of personal and professional development planning**
- **Describe the process of professional development planning**
- **Identify your network of mentors and professional colleagues**
- **List strategies for career advancement in academic medicine**

Importance of Professional Development Planning

- **Forces organization, clarity, and focus**
- **Allows you to prioritize goals in your busy life**
 - **Prevents you from getting lost in tasks and duties**
- **Provides colleagues with better insight and understanding of you and your professional goals**

Professional Development Planning Process

- **Articulate Mission, Vision, and Values**
- **Identify personal strengths and challenges**
- **Set goals, objectives, strategies, and timelines**
- **Engage mentors to enhance your plan**

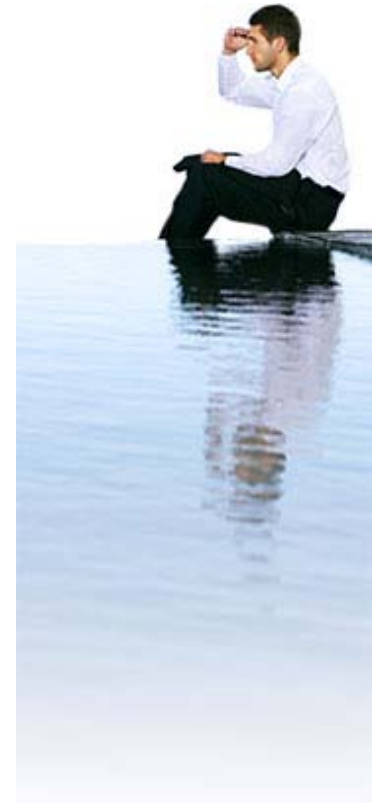
Reflection and Self-Assessment

- **Reflection and self-assessment**
 - **Courage**
 - **Time**
 - **Humility**
 - **Willingness to confront**
 - **Weaknesses**
 - **Fears**
 - **Blind spots**



Mission, Vision, and Values

- **Mission** → **Why you exist**
- **Vision** → **Where you want to be**
- **Values** → **What is important**

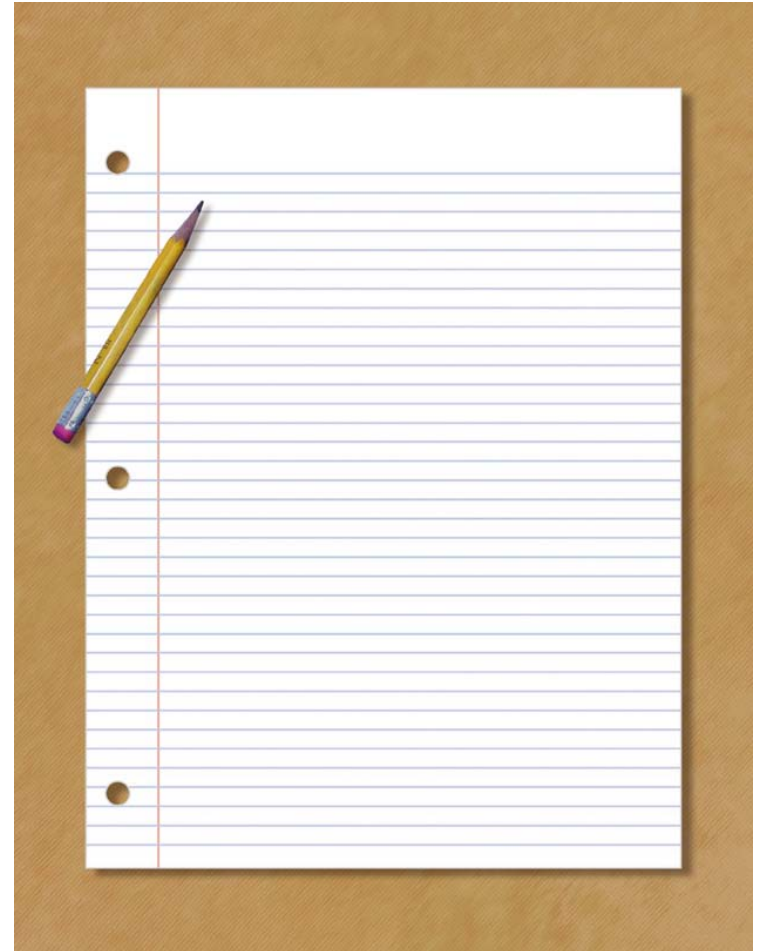


Professional Example

- **Mission**
 - Enhance quality improvement efforts within a pediatrics residency program
- **Vision**
 - Become an innovative leader of quality improvement in pediatric training programs
- **Values**
 - Practice evidence-based medicine
 - Focus on patient and family-centered care
 - Standardize practice
 - Enhance inter-professional teamwork

Mission, Vision, and Values Exercise

- Spend the next 5 minutes drafting your Mission, Vision, and Values on the worksheet
- Discuss with a partner



Self-Assessment

- **Perform self-assessment**
 - Strengths
 - Challenges
- **Obtain feedback from others**
 - Identify 5-7 colleagues, supervisors and subordinates
 - Ask them for feedback
 - Share your self-assessment

Strengths and Challenges

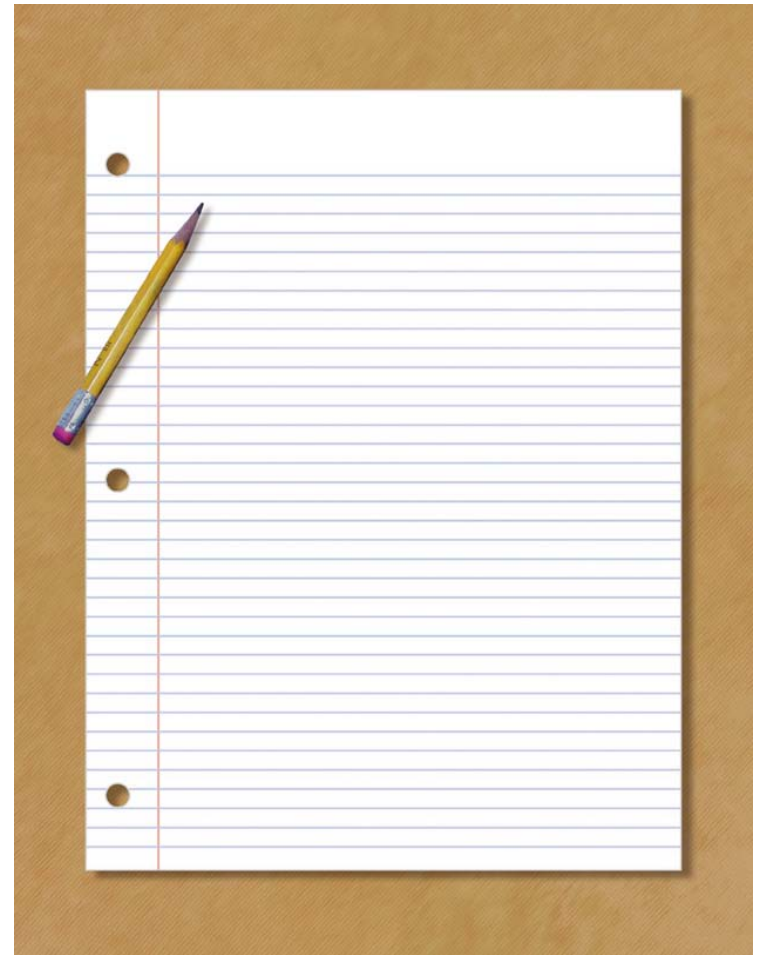
Domains

- **Leadership skills**
- **Personnel management**
- **Personal professional development**
- **Financial management**
- **Educator development**
- **Quality improvement skills**
- **Research skills**
- **Professional and administrative skills**

Self-Assessment

Homework Exercise

- Review the areas in each of the eight domains
- Indicate 2-4 strengths and 2-4 challenges for you to consider and prioritize in your PDP
- Circle 1 strength and 1 challenge as the highest priority in each area



Professional Development Planning

- **Set goals**
- **Specify objectives for each goal**
- **Devise strategies for each objective**
- **Identify timelines**



PDP Goal

Professional Example

- **Create a quality improvement program to expose residents to a variety of projects**



PDP Goal

Fellow Example

- Create a simulation-based procedure curriculum for residents in the ICU

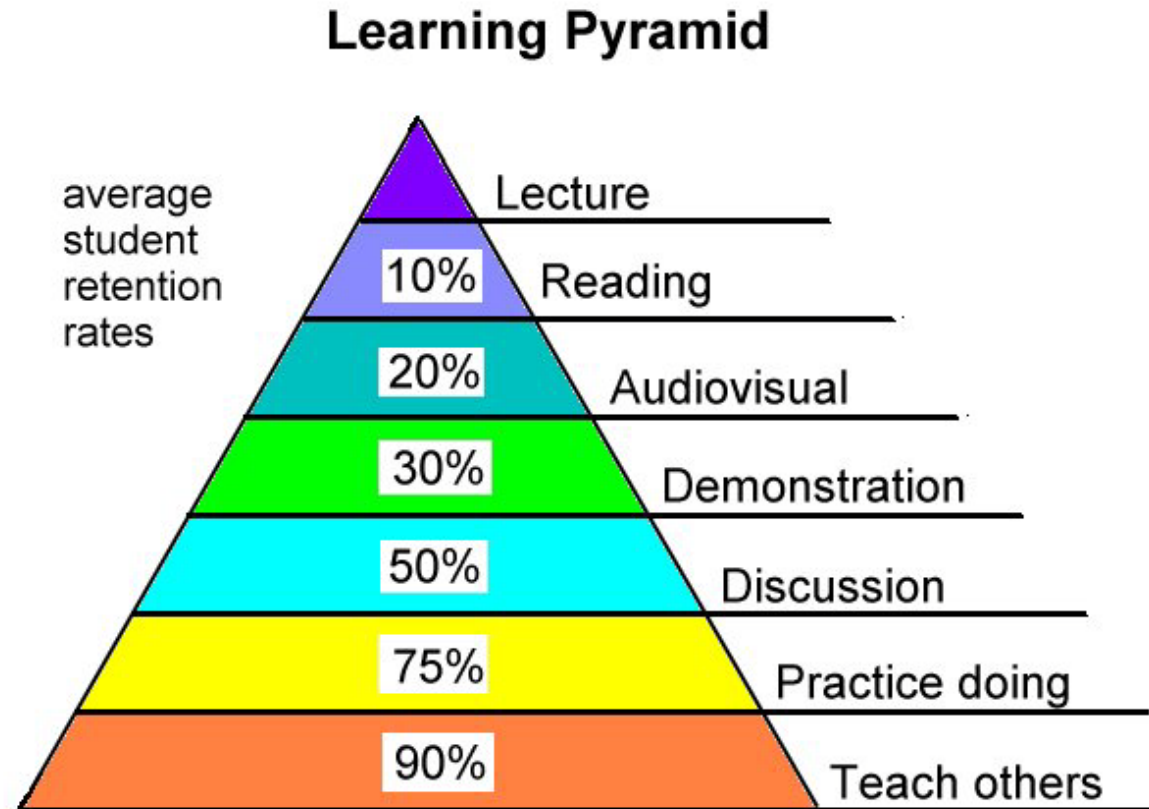


Goals versus Objectives

- **Goals**
 - Big picture
 - Lofty
 - Not measurable
- **Objectives**
 - Specific
 - Action verbs (list, compare, describe, etc.)
 - Measurable

SMART Objectives and Strategies

- **Specific**
- **Measurable**
- **Achievable**
- **Relevant**
- **Time-based**



Source: National Training Laboratories, Bethel, Maine

Doran GT. Management Review 1981; 70(11): 35-36.

PDP Objectives

Professional Example

- **Identify projects for the first year of the program**
- **Articulate the timeline and milestones for each project**
- **Describe resource needs for an effective program**

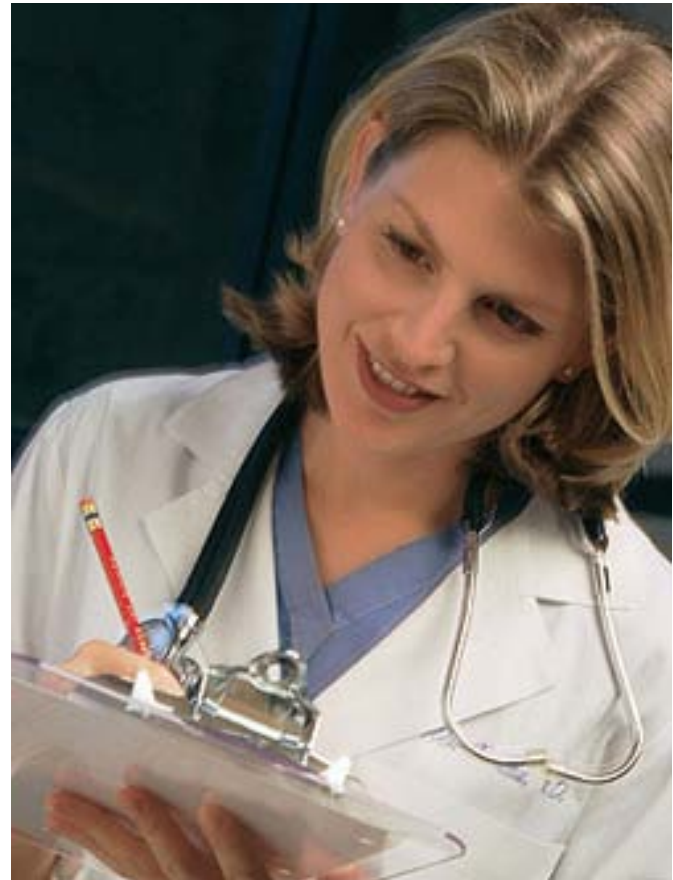


PDP Strategies

Professional Example

Objective: Describe resource needs for an effective program

- **Identify mentors**
- **Create a faculty development plan for mentors**
- **Determine existing patient safety program resources**



Professional Development Planning

PD and APD Exercise

- Create your PDP
- Have program leaders complete their PDPs
- Arrange a meeting to share PDPs among PDs and APDs



My APDs



Sharon Calaman

- Clinical Area:
 - Critical Care
- Scholarly Interests:
 - Simulation
 - Educator development
- APPD Leadership Role:
 - Co-Chair of Simulation PEG



Mario Cruz

- Clinical Area:
 - General Pediatrics
- Scholarly Interests:
 - Violence Prevention
 - Educator development
- APPD Leadership Role:
 - Co-Chair of Mentoring Task Force



Blair Dickinson

- Clinical Area:
 - Hospital Medicine
- Scholarly Interests:
 - Smoking Cessation
 - Educator development
- APPD Leadership Role:
 - Co-Chair of Chief Resident Forum

Mentors and Professional Colleagues

- **Traditional dyadic**
- **Facilitated peer group**
- **Relationship to PDP**



Hitchcock MA. *Academic Medicine*. 1995; 70: 1108-1116.

Definitions

- **Mentor**
 - A person who gives another person help and advice over a period of time and often also teaches them how to do their job
- **Advisor**
 - Someone whose job is to give advice



Differences: Advising and Mentoring

- **Advisors**

- Provide specific instruction, information, or direction such as:
 - Thesis advisor
 - Research advisor
 - Faculty advisor
 - Section chief
- May be assigned
- Engage in short term relationships

- **Mentors**

- Foster personal and professional growth of the mentee / protégé
- Introduce the mentee/protégé to the field
- Facilitate other professional collegial relationships
- Engage in long term relationships

Identifying the Right Mentors

- **Choose based on PDP objectives**
- **Determine mentors'**
 - **Availability**
 - **Expertise**
- **Discuss expectations**
- **Use mentors and peers to identify other mentors**

Using Mentors to Enhance PDP

- **Assist in refinement of PDP**
- **Work towards objectives that are realistic and achievable**
- **Ensure alignment with**
 - **Mission, vision, and values**
 - **Strengths and challenges**
- **Provide content expertise and resources**
- **Create opportunities for collaboration**

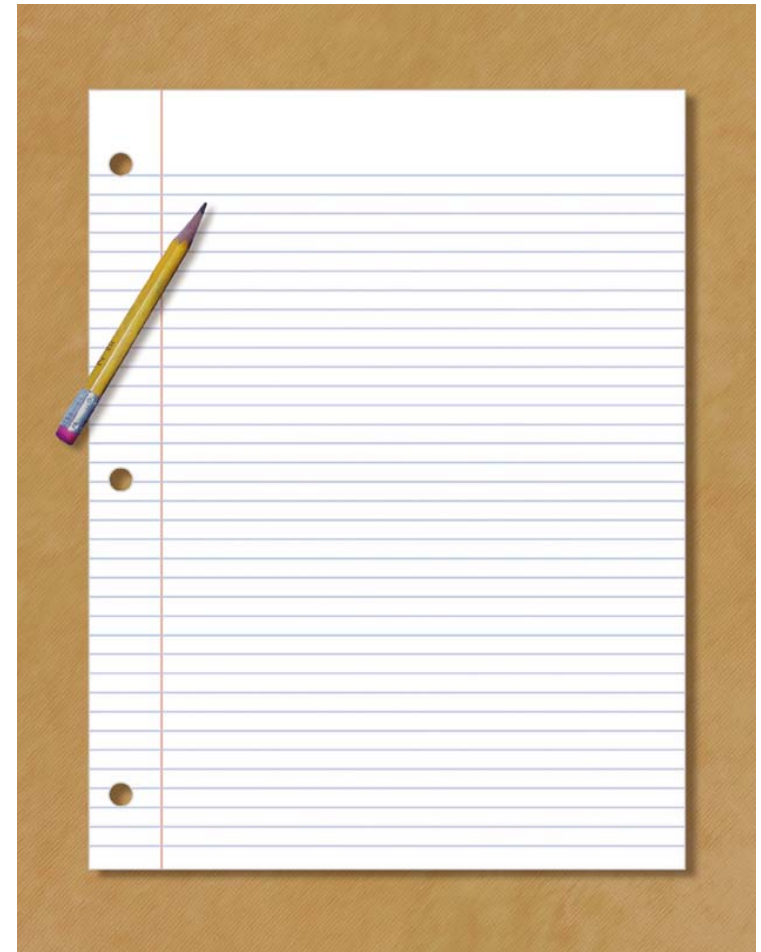
Additional Considerations for Mentoring Relationships

- **Mentees drive the relationship**
- **Multiple mentors may be needed**
- **Consider use of peer mentors**

Mentors and Professional Colleagues

Homework Exercise

- **Create a list of mentors, mentees, and professional colleagues**
 - You are at center
 - Inner circle
 - Within your institution
 - Outer circle
 - Outside your institution
 - Include current and potentially helpful mentors and colleagues



Strategies for Career Advancement

- Review and revise your Professional Development Plan annually
- Develop an area of expertise within the program
- Acquire educator skills
 - Harvard Macy
 - Masters of Education (Health care professionals focus)
 - Institute for Healthcare Improvement



Strategies for Career Advancement

- **Obtain leadership skills**
 - APPD LEAD
 - AAMC
 - ELAM
 - APA Leadership Conference
- **Associate with distinguished colleagues in your field**
 - Build your reputation
- **Participate in professional organizations**
 - Seek leadership positions



Summary

- **Professional development planning**
 - Key to successful professional development
- **Mentors and professional colleagues**
 - Networking at many levels supports your success
- **Strategies for career advancement**
 - Become a leader in your professional organizations





Image courtesy of www.wsj.com

Bringing it Home

An Action Plan for Your Program and Your Team

Better Alignment

- **Meaningful work predicts job satisfaction**
- **Engaged workers are more productive**
- **Engagement**
 - Opportunities for growth, autonomy and variety
 - Responsibilities fit talents

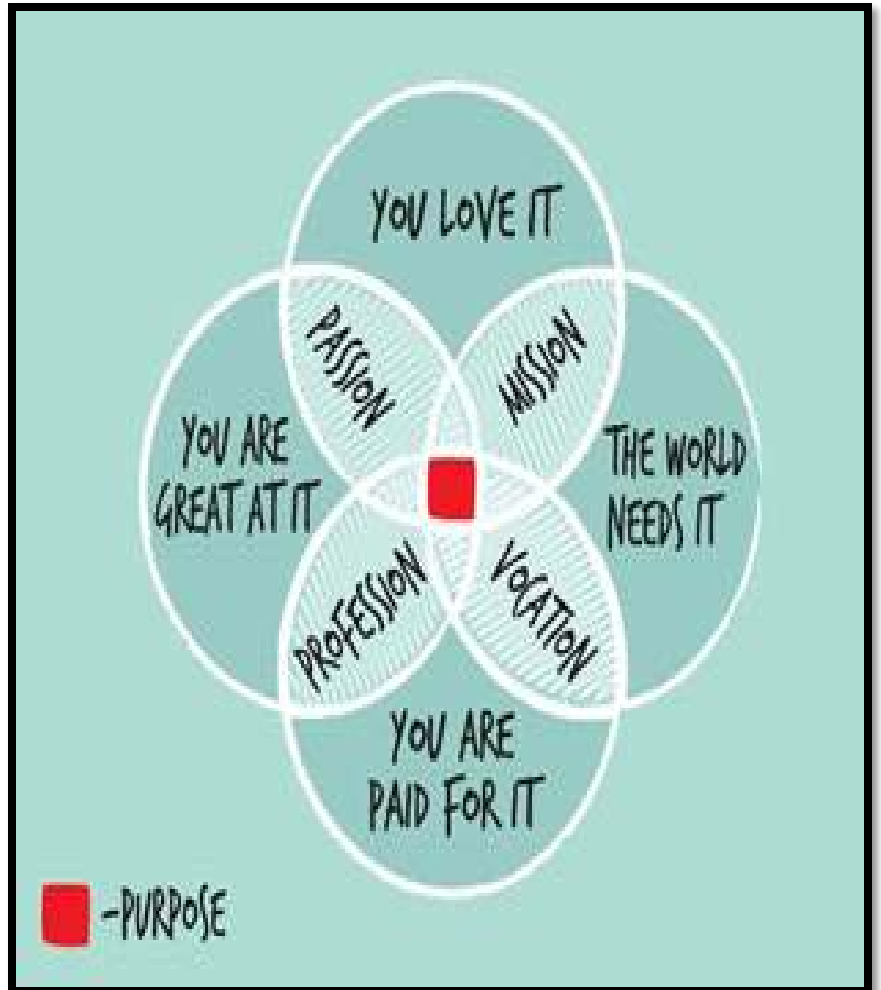


Image courtesy of: www.onpurpose.fr

Action Plan Activity

- **For APD's:**
 - Think about your roles within the residency program
 - Think about your professional goals, MVV
 - Use provided worksheet to strategize
 - Facilitate planning a meeting with your team

Next Steps for APD's

Step 1
Timeline:

- Complete MVV, Self-Assessment, PDP Worksheets

Step 2
Timeline:

- Schedule a meeting with your mentor(if different than your PD) to review your PDP

Step 3
Timeline:

- Craft a job description for your role (if not already done)

Step 4
Timeline:

- Schedule a meeting with your PD to review strategic goals of the program, your job description, and your PDP

Step 5
Timeline

- Facilitate a meeting with PD, yourself, other team members to review PDP's as a group

Step 6
Timeline:

- Establish a follow up plan with both mentor and your team at least annually

Action Plan Activity

- **For PD's**
 - Think about your goals for your residency program
 - Think about your team members and the different roles they play within the program
 - What do you know about your team members' professional goals?
 - How well do they align?
 - Plan a meeting with your team

Next Steps for PD's

Step 1
Timeline:

- Ask your team members (APD's, FPD's, coordinators) to complete their MVV, Self-Assessment, PDP Worksheets

Step 2
Timeline:

- Ask each team member to review these with their mentor (if other than you)

Step 3
Timeline:

- Schedule a meeting with your team to review PDP's and roles in the program

Step 4
Timeline:

- Ensure all members of your team have job descriptions that match their roles in the program and professional goals

Step 5
Timeline:

- Make a plan for follow up with team members at least annually to review PDP, program roles, and job descriptions

Overall Summary

- **Professional Development Planning**
 - Is a high priority for APD's
 - Is key to professional growth, networking, career advancement
 - Is an opportunity to align workforce interests with goals of the program

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