WORK SMARTER NOT HARDER: How To Prepare Your Incoming Chiefs To Be Successful Leaders For Tomorrow

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Overview

In today's presentation, we want to share our process on how our program elects and onboards our chief residents

Show key responsibilities and smarter ways to manage these tasks.

Describe our dyad relationship

Provide examples of challenges chief residents face as they transition from colleague to leader

Professional development journey and leadership involvement

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Intro

Leadership track

- Role models
- Senior role, teaching, provide feedback, conflict management, time management

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Additional responsibilities within the realms of:

- Administrative
- Educational
- Leadership
- Supervision

Our Roles with Chiefs

Eszie	Sam	Stephanie
 Leadership PD & APD's 	 Junior Chiefs Lectures Series 	 Senior Chiefs Schedules Time Away Requests



HISTORY



Aurora Family Medicine Residency Program

Started out at 1st site

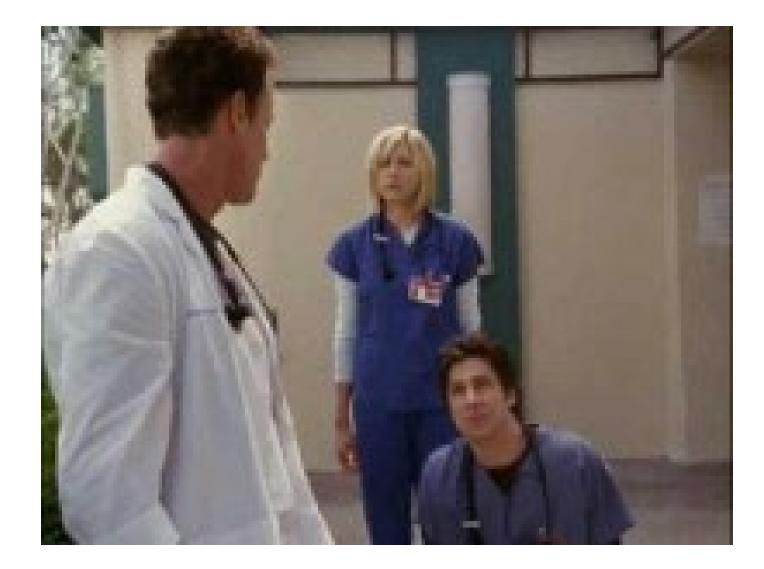
- St. Luke's Medical Center
- PD & 1 Associate Program Director

Program Expansion at 2nd site

- Wisconsin Avenue Family Care Center (now located at Aurora Sinai Hospital)
- Senior & Junior Chiefs at each site

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How to Choose Chief Residents



https://www.youtube.com/watch?v=ysI-7y2E97w



SELECTION PROCESS

JUNIOR CHIEFS

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Qualifications – Junior Chiefs

Must be in good professional standing Must have completed 6 months of PGY1 year Term- April of PGY1 year to March 31st of PGY2 year

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Qualifications – Senior Chiefs

Must be in good professional <u>and</u> academic standing Must have completed 6 months of PGY2 year Term - April 1 of PGY2 year to March 31st of PGY3 year

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Selection Process



Survey sent out to all residents with all names on ballot After first round of nominations, nominees are vetted by coordinators and PD to see who meets qualifications Second ballot is sent with qualifying nominees' names

Final vote is cast via second ballot

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Exceptions

If a chief is elected that does not meet qualifications:

- PD meets with resident to discuss qualifications
- If they do not meet academic qualifications at the time of election, they must meet the mean ITE score in order to keep position
- If the resident does not follow through with his expectation, a backup chief is selected from ballot

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If a junior chief opts out of senior chief duties:

- Must inform coordinators and PD before election process
- Kept confidential but still included in ballot

Timeline of Selection Process

Chief/PEC Rep elections take place before contract renewals – January

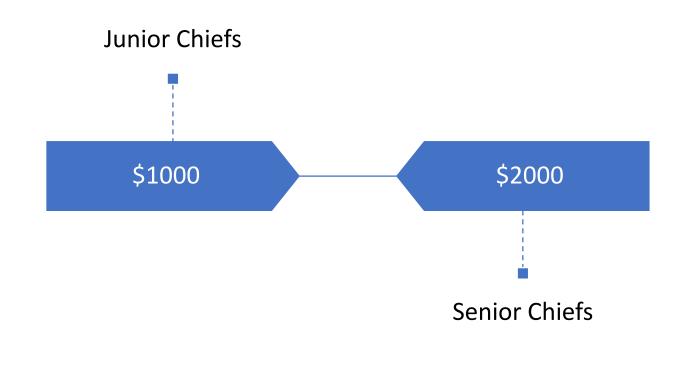
Coordinator sends job description along with nomination ballot

Residents are given 1 week to nominate

Second ballot is sent - residents have 1 week to cast final votes

Chiefs are elected and given two months for onboarding/training for April 1st start date

Compensation





Junior Chief Responsibilities

- Lecture Scheduling
- Program Evaluation Committee (PEC)
- Assist in Recruitment
- Attend Recruitment Fairs
- Lead Recruitment Kick-off meeting and Assist in Part 1 of Annual meeting
- Attend Meetings (Resident meeting, Chief meeting, Report out at Resident/Faculty meeting)

Onboarding Junior Chiefs

Skeleton lecture schedule is sent from coordinator

Coordinator meets with Junior Chiefs to discuss expectations/roles

Meet or speak quarterly to discuss processes or need for improvements

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Junior Chief Role in Program Evaluation Committee (PEC) As a junior chief, they are to participate in PEC along with PEC representatives

Serves as additional educational liaison

Assist with curricular updates in resident town halls and res/fac meetings

Additionally, can bring lecture concerns or issues to PEC

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Recruitment

Recruitment Kick-Off

ERAS Pre-Scoring Process

Resident Interview Sign-up

Videos/Instagram/Social Media

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I Sucked As Chief Resident



https://www.youtube.com/watch?v=4-YGk-Pm32U



SENIOR CHIEFS

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Senior Chief Responsibilities

Scheduling Rotation grid and call schedule

Approve/Deny resident time away requests

Attend Meetings (Resident meeting, Chief meeting, report out at Res/Fac meetings)

Assist in Recruitment

Maintain and facilitate communication among residents, faculty, and support staff

Expected to resolve conflicts between residents

Provide guidance to Junior Chiefs

Senior Chief Orientation



After elected, get right into it!



Set up meeting with new and old chiefs

3

"Hand off the torch"
Final transition April 1st

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Onboarding Senior Chiefs

Vacation Requests MedHub 	Sick Days/ Bereavement Days • Protocol	Amion • Call Schedule	Important Events/Blocked Dates	Interns/Orientation
MD and DO In-Training Exam	Rotation Schedule Changes	"Special Requests"	Blocked Chief Time	Conferences
		Golden vs. Ground Rules		

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Building the Schedule

Senior Chiefs help build the rotation grid and call schedule for the year

Lots of moving parts!

- New Interns
 - Clinic preference
 - Vacation preference
- Current residents
 - Vacation preference
 - Scheduling Meeting
- Children's Hospital Schedules
 - Have a current chief and new chief attend meeting together to select "numbers" for the year
- Google Docs (transition into clean rotation grid)



Chiefs Orientation – New Interns





Help onboard new interns

Orientation Checklist (PDF documents of FMTS, OB, Newborn protocols)

Chief Orientation Part 1 and 2

Other Resources That Help Us Work Smarter



Google Drive

Passed down from chief to chief

Spreadsheets

Microsoft Teams Surveys

SharePoint



Chief Communication

Communication is KEY!

Chief Blocked Time

•Every other Thursday

•Use this time to work on things or meet with me

Microsoft Teams chat

Text

Setting boundaries

•Only allow senior chiefs to have my number

Email chains

Sick policy

•COVID

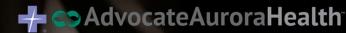
•Vacation changes/updates

•Anything resident related that is non urgent

Medhub/Amion



CHALLENGES



Challenges

- Transition of role from colleague to leader
 - Objective is for them to continue to have a positive relationship with all their colleagues.
 - "Be the person they come to not run from" - Grey's Anatomy
 - Eliminating bias and build trust
 - Get the right individuals stick to the criteria
 - Decision making should be consistent
 - Introverts vs. Extroverts

Examples Of Our Chief's Challenging Moments



COVID hit – now what ???

Clinic and call schedules overhauled

Closures of clinics

E-visits to the rescue

Virtual didactics

BUT WAIT... Everyone's getting COVID!!



Terminations and LOA

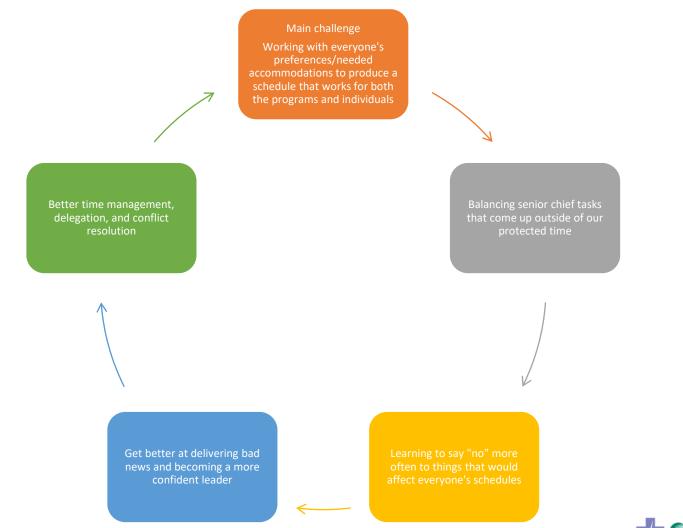
Managing confidential information

Communication

Impacts on inpatient services



Challenges: "Current" Senior Chief Perspective



LEADERSHIP

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Professional Development

Specialty Affiliate Organizations	
•AAFP for Family Medicine	
Conferences and Workshops catered for chiefs	
 AAFP National Conference – Junior Chiefs FMX – Senior Chiefs 	
Annual Chief Retreat	
Leading/presenting at department meetings & events:	
•Recruitment Kick Off	
Resident Meetings	
•Town Halls	
Annual Meetings	
Internal Graduation	



Leadership Involvement

Policy review and input have led to more receptiveness to changes

Leadership retreat includes PD, APD, Coordinators, Medical Directors, Clinic Leadership Team & Chiefs

Bi-weekly Meetings with PD & APDs

Administrative Time

Leading wellness initiatives

Recruitment



Past Chiefs – Where Are They Now?

Varying positions held by our previous chiefs in the last 10 years:

- Program Director
- Associate Program Director
- Medical Director
- CMO & COO
- Director of Integrative Medicine
- Director of Student Programs
- Osteopathic Recognition Site Director

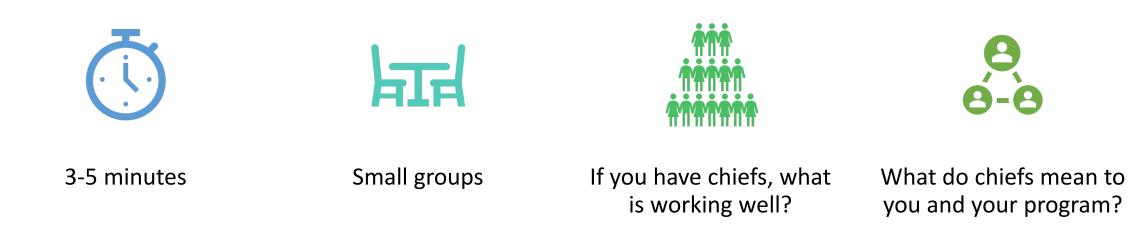
Chiefs become future leaders 1



Break Out Session

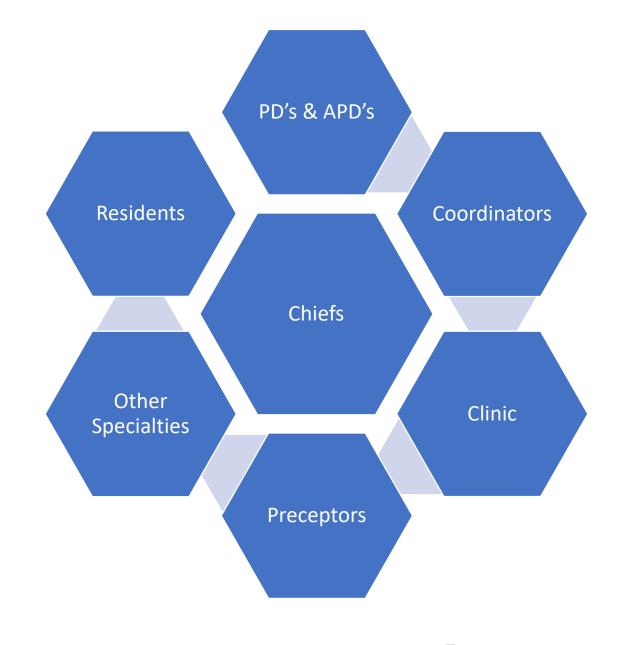
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Break Out Session





The "Glue" to Working Smarter Not Harder



Key Takeaways

Many benefits to having chiefs

- Less resistance from residents
- Promotes growth for Chiefs and Coordinators
- Improves processes (new ideas help innovate)
- Help monitor resident wellness & morale
- Never the same each year!

Create a process with your leadership and chiefs that works for you and your program

For us coordinators – having chief residents allows us to work smarter not harder!!!

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Questions?





• 1. Deane, K, Ringdahl, E. The Family Medicine Chief Resident: A National Survey of Leadership Development. FamMed. 2012 Feb;44(2):117-20. PMID: 22328478.

