

And So I Face the Final Curtain – Choosing and Mentoring a Prospective Program Director

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I have no financial disclosure

Learning Objectives

- Review the role of the program director
- Identify reasons why there may be a change in program director
- Develop a plan to mentor the new program director
- Design a means for the smooth transition

Who is the Program Director?

- The one physician designated with authority and accountability for the operation of the residency or fellowship program



Who is the Program Director?

- ACGME Program Requirements for GME in Anesthesiology
 - “PD must” – 142 times
 - “not” – 44 times
 - “should” – 40 times
 - “required” – 42 times
 - “ensure” -17 times
 - “document” – 18 times
 - “ submit” – 9 times
 - “approve” – 13 times
 - “substantial” – 3 times



Program Director Requirements

- Requisite specialty expertise and documented educational/administrative experience acceptable to RRC
- Current certification
- Current medical licensure
- Significant academic achievements in anesthesiology, such as publications, development of educational programs, or conduct of research



Who is the Program Director?

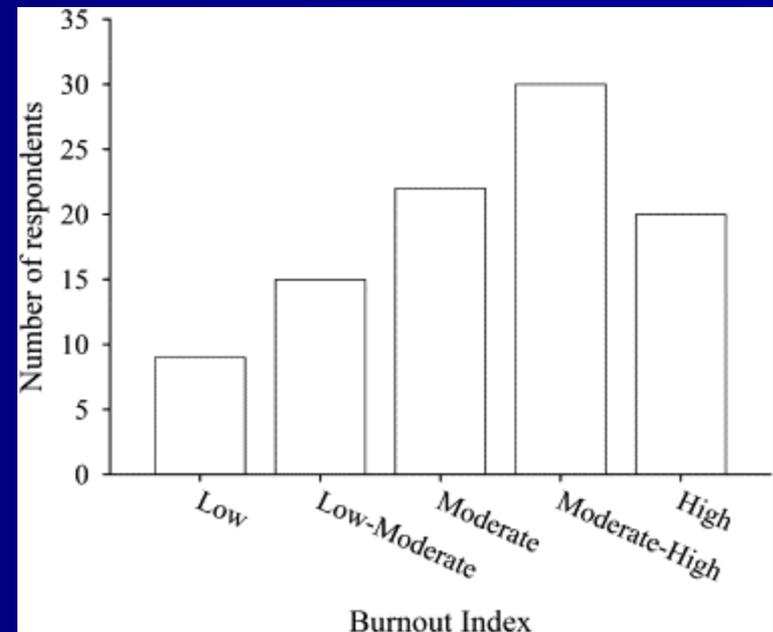
- Most likely male gender
- Most likely older (median 52 years)
- Median appointment duration (3.7 years)

Specialty	Programs	Residents	Female Res (%)	Female PD (%)
Anesth	132	5322	37.5	29
EM	153	4922	40.3	19
Surg	246	7661	35	11
Int Med	379	22,292	44.8	24

Long TR. J Women's Health 2011;20:1867
Long TR. J Clin Anesth 2010;22:583

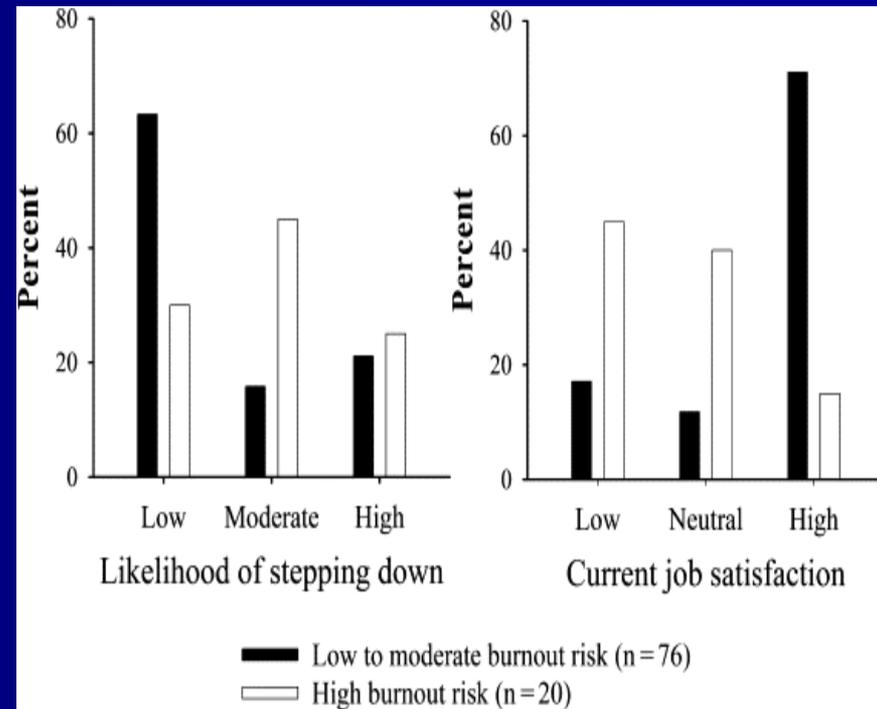
PD is also likely to be burned out

- Burnout is a work-related psychological syndrome
- Survey sent to 132 PD
- Response rate – 76%
 - 20 PD – high burnout
 - 30 PD – moderate high



Burnout Leads to Departure

- 43% reported dissatisfaction between balance between personal and professional life
- 29 of 55 who had been PD for > 5 yrs had decreased job satisfaction
- 22% had likelihood of stepping down



Yet, We are still better than Internal Medicine

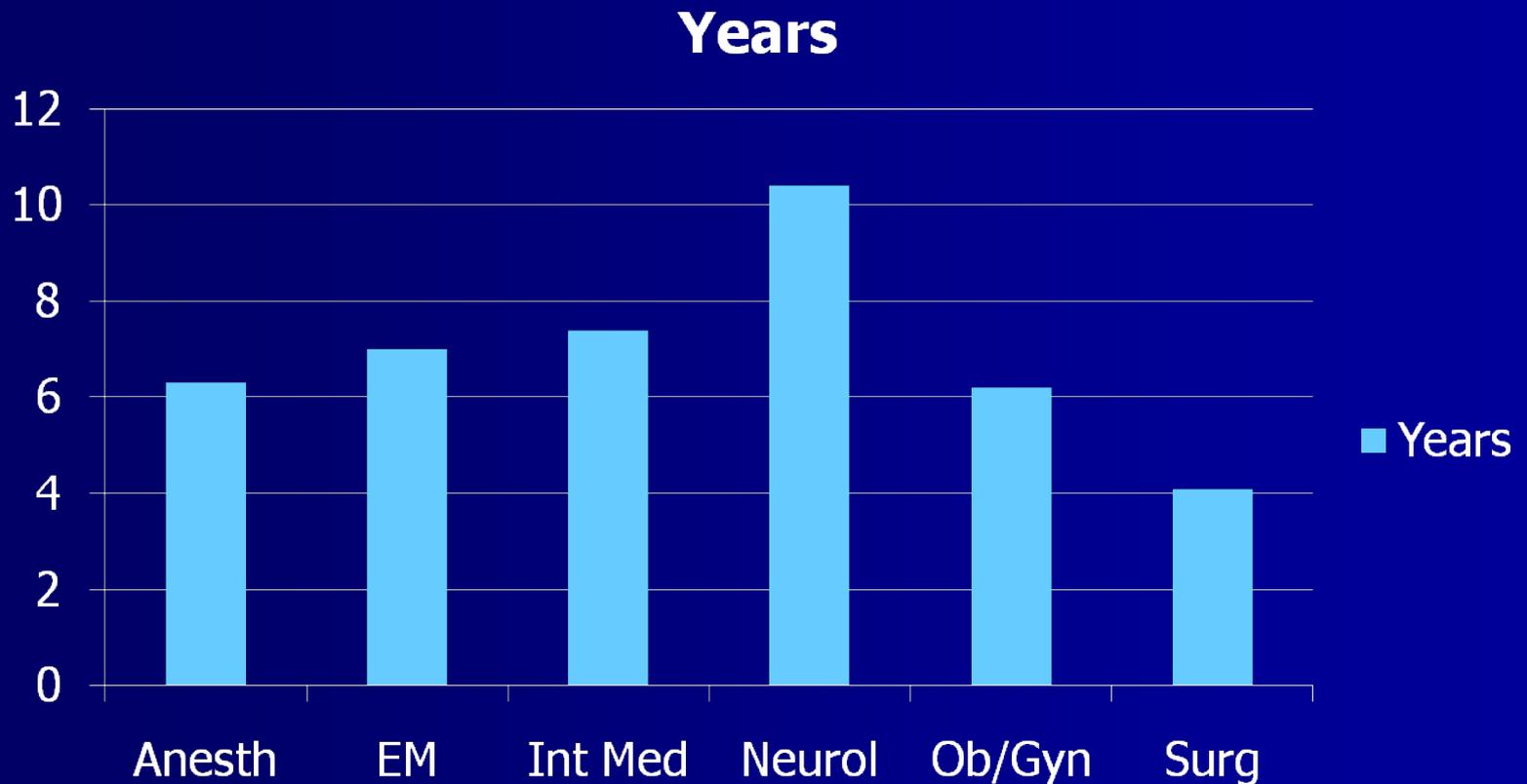
- Survey to 391 IM PD
- 70% response rate
- Independent Predictors of Satisfaction
 - Annual take-home pay
 - No. of FTE administrative support
 - # of months on consulting service



Be Prepared for Change

- The PD should continue in his or her position for a length of time adequate to maintain continuity of leadership and program stability
- Anesthesiology in 2011-12
 - 11.4% programs with New Directors
 - 11.4% with distinct changes
 - Lower than EM, Int Med, Fam Med, Surg
 - Higher than Peds

Mean Length in Years of Past PD



New PD – How Much Time

Specialty	Avg Hrs/Wk	Hrs Admin	Hrs Clin	Hrs Research	Hrs Teaching
Anesth	53.8	19.9	25.4	3.3	5.2
EM	46.1	18.7	16.7	3.8	5.3
Fam Med	39.9	20.8	13	1.7	4.4
Int Med	45.8	22.6	11.9	2.9	8.3
Neurol	43.4	15.4	16.9	5.6	5.5
Ob/Gyn	45.1	20	17.4	2.6	5.1
Surg	59.7	20	27.9	4.4	7.4

End of PD – End of Life

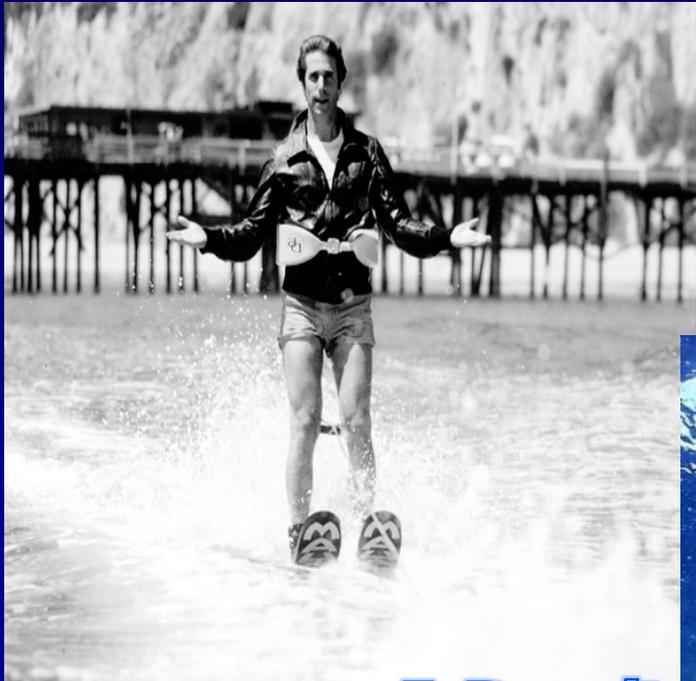
- Universal
- Influenced by availability of medical treatment
- End is highly individual and is influenced by unique combination of several factors
- Advance Care Planning
- Continuity of Care

Things I Would Recommend

- Recommend that the New PD be an Associate or Full Professor
 - Pre-PD
 - Peer Reviewed Publications – 22
 - Chapters - 29
 - Post-PD
 - Peer Reviewed Publications – 10
 - Chapters – 16

Things I Would Recommend

- My Biggest Fear



I Don't



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Remind Yourself of the Benefits

- Watching a resident become a master clinician
- Receiving an appreciative note from a patient describing the resident's role in their care
- Learning that a resident had a manuscript accepted
- Hearing that a resident will become a new mother or father
- Learning about a resident's first job
- Receiving good news in the match
- Witnessing high quality care
- Allowing a resident to learn from a mistake

A New Program Director is Inevitable

- Be prepared
- Choose your successor
- Mentor and include them
- Provide the guidelines
- Be realistic
- Be supportive
- Allow enough time for smooth transition

A Successful Transition

- And now the end is near
- And so I face the final curtain
- My friend, I'll say it clear
- I'll state my case, of which I'm certain
- I've lived a life that's full
- I travelled each and every highway
- And more, much more than this, I did it my way
- Yes, there were times, I'm sure you knew
- When I bit off more than I could chew
- But through it all, when there was doubt
- I ate it up and spit it out
- The record shows I took the blows AND

DID IT MY WAY!!!