



Acknowledging, Surviving and Thriving through Burnout

MARCH 1, 2023

Disclosures

DISCLOSURES:

I am an employee of Thalamus. My presentation is based on my prior GME experience. This session is not meant to promote, endorse or discourage the use of any product, service or offering.

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About Me

EDUCATION

- ▶ University of Cincinnati - Bachelors Business Administration (BBA)
- ▶ TAGME Certified (2015-2020)
- ▶ Project Management Professional (PMP)® (2021 through the PMI Institute)

CAREER

- ▶ Convergys Corporation: Sales and Operations Manager - 11 years
- ▶ Cincinnati Children's Hospital: Residency Coordinator 12 years (19 years total)
- ▶ Co-Founded the Program Coordinators of Child Neurology Association 2014
- ▶ Thalamus: Account Manager – 1.75 years



TO THE EDITOR

Program Administrator Burnout: More Than a Wellness Issue

Ewen and colleagues captured valuable information in their recent survey article, "Residency and Fellowship Program Administrator Burnout: Measuring Its Magnitude."¹ The authors used the term "program administrator" (PA) to capture the job title of residency and fellowship program coordinators (PCs). Utilizing the Copenhagen Burnout Inventory,² the authors found elevated mean burnout scores in all 3 domains (personal, work-related, and client-related). Median time in the current PA position was less than 5 years. Queried factors that accounted for higher burnout scores included more years in graduate medical education (GME) and lack of wellness activities offered by the institution.

Will offering more wellness activities for PCs increase job longevity and reduce burnout? We suggest there are more germane considerations such as insufficient training and support for the coordinator position.³ For example, in our surveys of child neurology residency PCs, most respondents reported to a direct supervisor with no GME knowledge and had outdated, inaccurate, nonprofessional job descriptions and titles that had not been reviewed or updated after the onset of the Next Accreditation System (NAS). Lack of sufficient job training, support staff, salary support, faculty knowledge, and allocated time were common, as were working at home and unpaid overtime.⁴ A number of these problems were linked to lower compliance with NAS implementation.⁵

Increasing demands and tracking required by the Accreditation Council for Graduate Medical Education (ACGME) at the resident and program levels fall squarely on the shoulders of PCs. The ACGME, in the Background and Intent Section of the new Common Program Requirements, describes the PC as "critical to the success of the program" and "a member of the leadership team" who "must possess skills in leadership and personnel management." High turnover and burnout likely results from the discrepancy between these ACGME requirements and the lack of recognition in many institutions of the managerial function, leadership, and independent decision-making by PCs

in GME training programs.^{1,4} As a way to validate this, the ACGME could begin tracking PC turnover. Our survey found 33% PC turnover in the prior 12 months.⁴ We agree with recommendations by Ewen et al to add wellness activities.¹ However, we suggest that addressing the root causes of PC burnout and high turnover with possible solutions should be the next step in improving GME. What is needed are fundamental changes in the understanding of the managerial PC role by institution leadership and human resources departments followed by restructuring GME administration and PC job titles.

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References

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- Gilbert DL, LaBare JA, Keough K, Feist T. Neurology residency program directors: a survey of their roles, responsibilities, and perceived value. *Pe.* 2018;79:21-27. doi:10.1016/j.pediatr.2018.02.021.
- Feist TB, Campbell JL, LaBare JA, Gilbert DL. Implementation of the New ACGME Program Requirements. *J Child Neurol.* 2017;32(4):397-404. doi:10.1177/0883073816685241.

DOI: <http://dx.doi.org/10.4300/JGME-D-19-00622.1>



How Thalamus Promotes Program Coordinator Wellbeing

Unsung heroes: A forum for GME Program Coordinators on burnout & turnover

thalamus connecting the docs

Goals and Objectives

1. Acknowledge Burnout and Reasons
2. Results of Unofficial OBGYN Survey
3. Research on Coordinator Workforce
4. Making an Impact (Nationally and Personally)
5. Career Pathways
6. Resources



1) Acknowledging Burnout and Reasons

What is Burnout?

Maslach 6 burnout areas



<https://journify.co/blog/2020/8/11/burnout-bites-what-are-the-top-6-causes-of-burnout>

[Burnout with Dr. Christina Maslach](#) | Positive Psychology | UMN Extension



Episode 5.8

Exhaustion, Cynicism, Inefficiency. These are three responses to chronic work stressors that Dr. Christina Maslach has found to be dimensions of burnout.

The 6 Burnout Triggers – Chris Bailey

<https://chrisbailey.com/the-6-burnout-triggers/>

Assessing Work-Related Burnout and Job Satisfaction among Obstetrics and Gynecology Residency Program Coordinators

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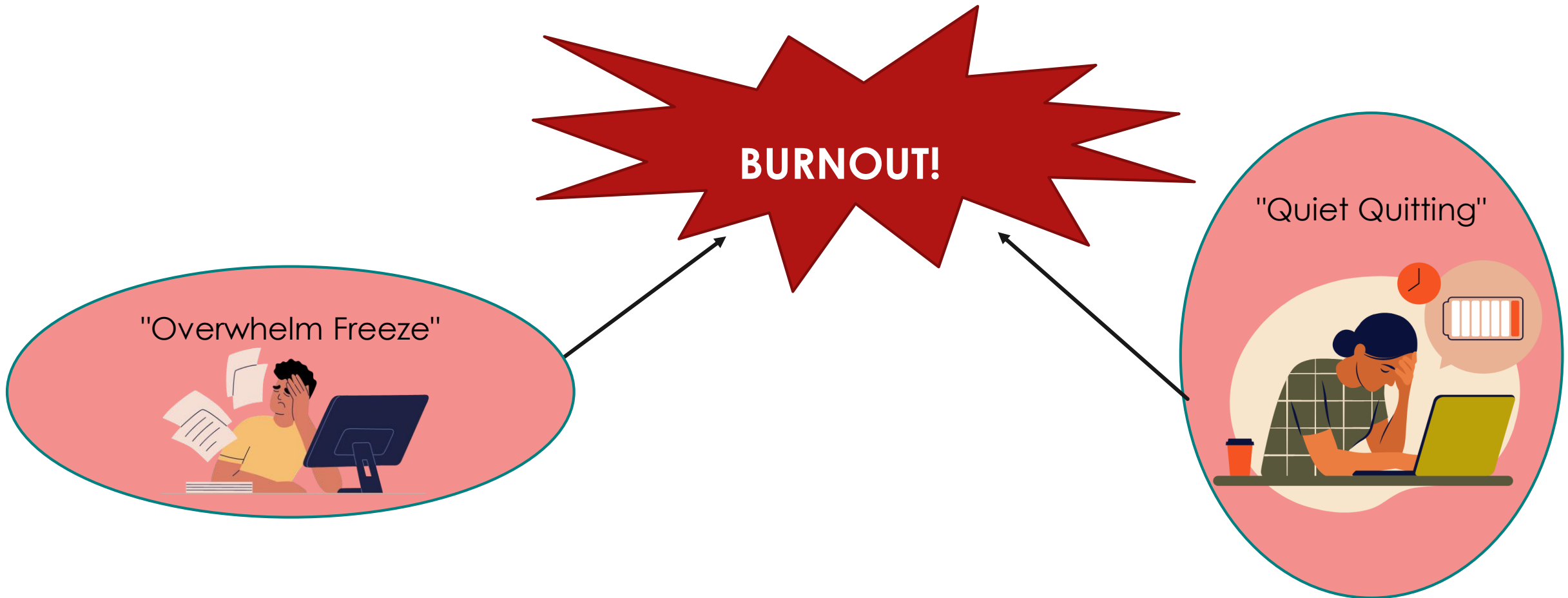
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Burnout has been associated with long-term exposure to work-related stress^{7,8} and low job satisfaction.^{9,10} Job satisfaction is multi-faceted, but can be broken into nine meaningful domains: satisfaction with pay, opportunities for promotion, fringe benefits, contingent rewards, supervision, co-workers, nature of work, communication, and work conditions. These domains are the basis for the commonly used job satisfaction survey.¹¹ Work-related burnout is “the degree of physical and psychological fatigue and exhaustion that is perceived by a person as related to his/her work.”¹²

Popular Burnout Phrases





Let's look at your
burnout reasons!



2) OBGYN – Your Survey Results

“Unofficial” Survey Summary

N=93 **Survey Responders**

78% **Manage 1 Program**

60% **Exempt/Salaried (no overtime)**

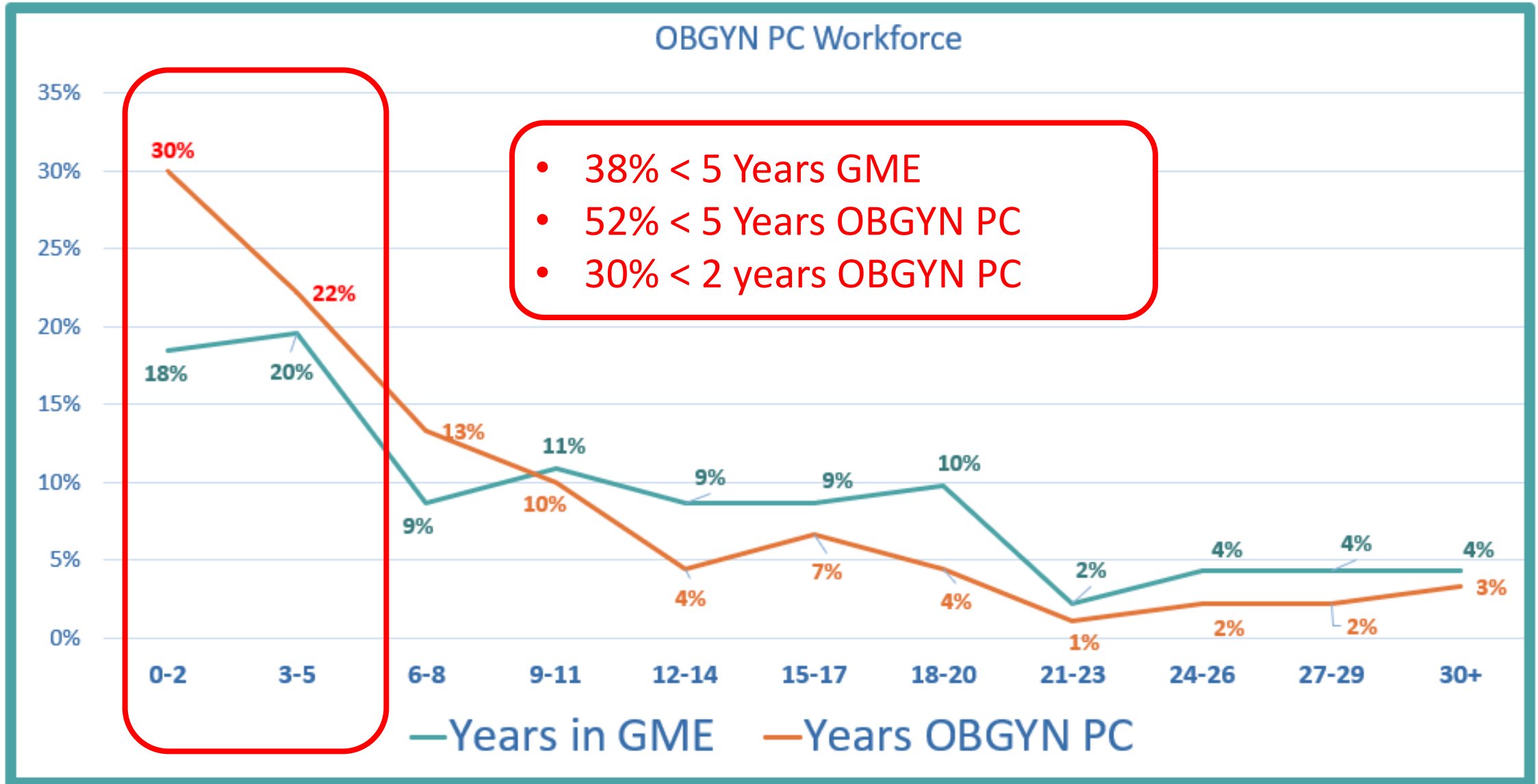
42% **Supervisor NO GME Experience**

84% **Office Outside GME Area**

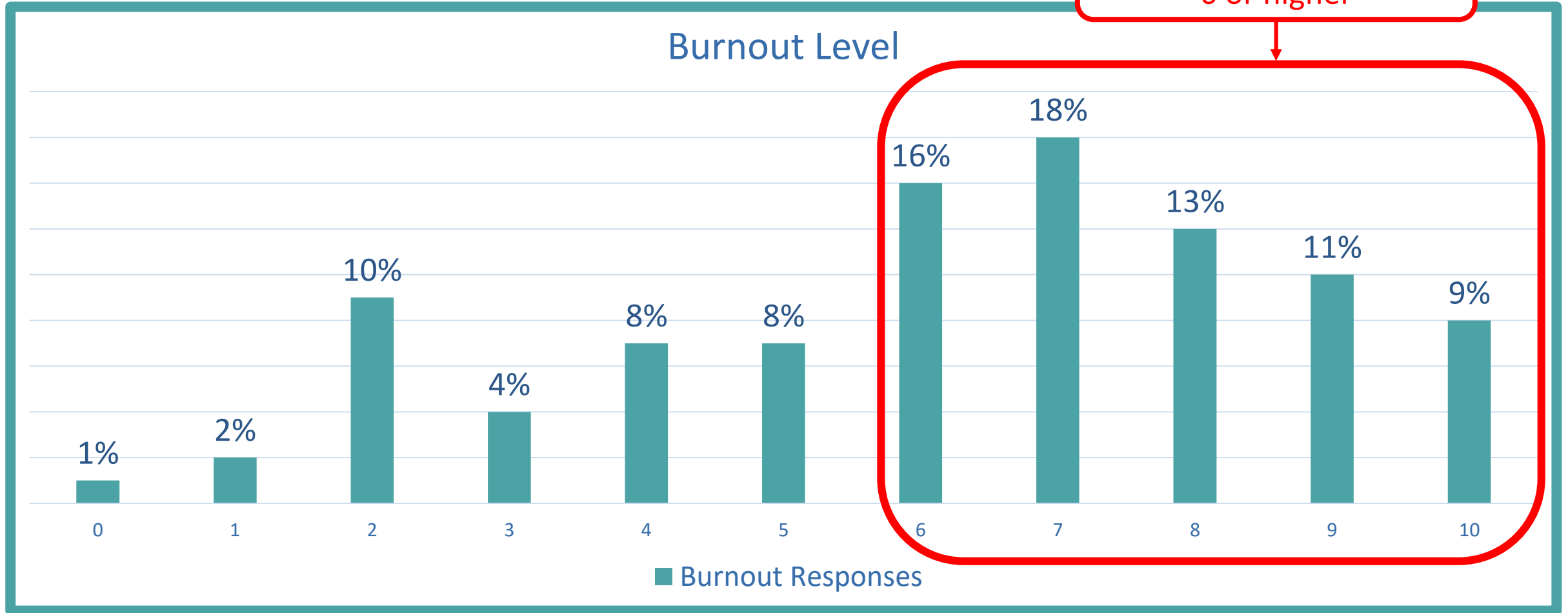
72% **No Career Path**



30% PCs have 2 Years or Less as OBGYN PC



Majority of OBGYN PCs Report High Burnout



3) Research on the Coordinator Role

Coordinator Research

24 publications / 8 specialties:

1. Child Neurology
2. Family Medicine
3. Radiology
4. General Surgery
5. Orthopaedic Surgery
6. Pediatric Fellowships
7. Obstetrics & Gynecology
8. Internal Medicine

2003
"The Role of
the
Residency
Coordinator"





4a) Making an Impact (Nationally)

ACGME Common Program Requirements

BACKGROUND AND INTENT (Pg 17 in OBGYN requirements):

- **Professional Development:** Programs, in partnership with their Sponsoring Institutions, should encourage the professional development of their program coordinators and avail them of opportunities for both professional and personal growth.
- **Additional Support:** The minimum required dedicated time and support specified in II.C.2.a) is inclusive of activities directly related to administration of the accredited program. It is understood that coordinators often have additional responsibilities, beyond those directly related to program administration, including, but not limited to, departmental administrative responsibilities, medical school clerkships, planning lectures that are not solely intended for the accredited program, and mandatory reporting for entities other than the ACGME. Assignment of these other responsibilities will necessitate consideration of allocation of additional support so as not to preclude the coordinator from devoting the time specified above solely to administrative activities that support the accredited program. In addition, it is important to remember that the dedicated time and support requirement for ACGME activities is a minimum, recognizing that, depending on the unique needs of the program, additional support may be warranted.

Assessing Work-Related Burnout and Job Satisfaction among Obstetrics and Gynecology Residency Program Coordinators

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ABSTRACT

Introduction. This study explored the prevalence of and the relationship between job satisfaction and burnout among obstetrics and gynecology residency program coordinators.

Methods. This cross-sectional study involved members of the American Program Managers of Obstetrics and Gynecology, The Copenhagen Burnout Inventory and Spector's Job Satisfaction Survey were used to measure the participants' burnout and job satisfaction rates respectively. Data were collected between August 2017 and December 2017. The authors used Fisher's exact tests, Spearman's r correlations, and multiple linear regression to analyze the data.

Results. There was an 83% (171/207) response rate. Thirteen percent of the coordinators reported high, 70% moderate, and 17% low job satisfaction scores. Thirty-nine percent of the coordinators reported high, 25% moderate, and 36% slight work-related burnout rates. Correlation coefficient showed a significantly negative relationship between job satisfaction and work-rated burnout, ($r_{[169]} = -0.402, p < 0.01$). Regression analysis showed co-workers ($\beta = -0.47$) and supervision ($\beta = -0.16$) domains of the job satisfaction scale were significant predictors of work-related burnout ($R = 0.55; F[5, 195] = 11.05; p < .001$).

Conclusions. The findings highlight the importance of job satisfaction factors, such as support from coworkers and supervisors, in dealing with work-related burnout among residency coordinators.

Kans J Med 2019;12(0):11-16.

INTRODUCTION

Obstetrics and gynecology (Ob-Gyn) residency program coordinators play an integral role in day-to-day operations of Ob-Gyn graduate medical education. There are different job titles of Ob-Gyn residency coordinators including program administrator, residency manager, residency program manager, and resiliency coordinator. For consistency purposes, we used "residency program coordinators" to refer to all the Ob-Gyn coordinators irrespective of their job title. Residency program coordinators have multiple roles and respon-

sibilities that include providing administrative support to program directors, faculty, fellows, and residents; scheduling and assisting with program accreditation; and maintaining files and databases that contain faculty, fellow, and resident information. These coordinators often work in an environment that can be stressful.^{1,2} Increased job responsibilities could result in increased job stress if these coordinators do not receive an adequate level of institutional support.^{3,4}

A study that included 56 residency coordinators from 21 specialties, including obstetrics and gynecology, revealed 72% were overwhelmed by job duties and responsibilities and 39% considered quitting their job.⁵ Similar sentiments were shared by family medicine residency coordinators where 81% reported they are overwhelmed by their workload and 71% indicated their work wore them out.⁶

Burnout has been associated with long-term exposure to work-related stress^{7,8} and low job satisfaction.^{9,10} Job satisfaction is multi-faceted, but can be broken into nine meaningful domains: satisfaction with pay, opportunities for promotion, fringe benefits, contingent rewards, supervision, co-workers, nature of work, communication, and work conditions. These domains are the basis for the commonly used job satisfaction survey.¹¹ Work-related burnout is "the degree of physical and psychological fatigue and exhaustion that is perceived by a person as related to his/her work."¹²

Even though burnout rate among physicians is studied widely, a review of the literature indicated little information regarding job satisfaction and work-related burnout studies involving Ob-Gyn residency program coordinators who play a pivotal role in postgraduate medical training. Therefore, the purposes of this study were to:

1. explore the prevalence of job satisfaction and work-related burnout among Ob-Gyn residency program coordinators;
2. assess if there is a relationship between job satisfaction and work-related burnout among the Ob-Gyn residency program coordinators. We hypothesized that the coordinators who are satisfied with their jobs will report low work-related burnout scores on the burnout scale; and
3. determine predictors of Ob-Gyn residency program coordinators' work-related burnout using job satisfaction domains: pay, promotion, supervision, co-worker, and nature of work.

METHODS

Study Design and Participants

This cross-sectional study included data from Ob-Gyn residency program coordinators who were active members of the American Program Managers of Obstetrics and Gynecology (APMOG). Among other functions, the APMOG is a professional organization dedicated to professional growth of residency program coordinators. Study participants completed an anonymous, 43-item online survey that included questions from the Copenhagen Burnout Inventory¹² and the Spector's Job Satisfaction Scale,¹¹ as well as questions used to construct the demographic profile of the participants. The University of Kansas School of Medicine-Wichita Institutional Review Board granted exemption for the study. A sample size of 100 was calculated as necessary for adequate power (> 0.85) to detect significant correlations of 0.5, $p < 0.01$ between variables.¹³

Assessing Work-Related Burnout and Job Satisfaction among Obstetrics and Gynecology Residency Program Coordinators

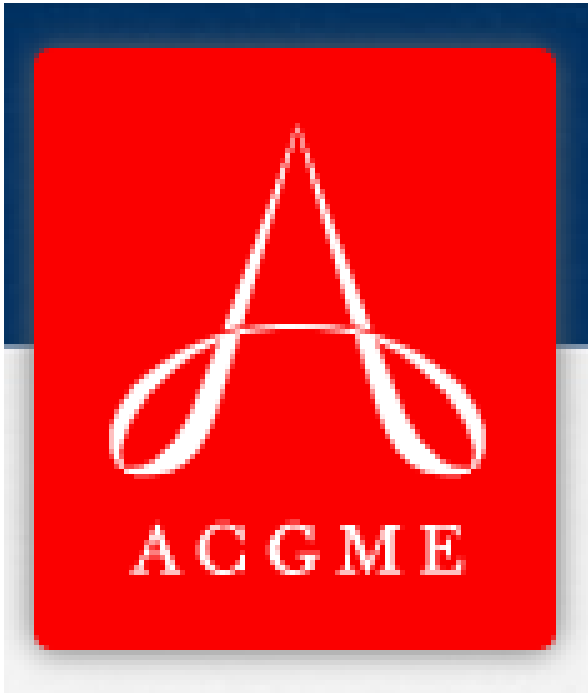
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JUL 7 2023 Agenda Closing Date

SEP 20-21 2023 Meeting Date

Because a new application requires a site visit, both the application and the Accreditation Field Representative's Site Visit Report verifying/clarifying the application must be received by the Review Committee staff by the agenda closing date.

Submission Deadline for New Applications: February 3, 2023.

DEC 1 2023 Agenda Closing Date

FEB 7-9 2024 Meeting Date

Because a new application requires a site visit, both the application and the Accreditation Field Representative's Site Visit Report verifying/clarifying the application must be received by the Review Committee staff by the agenda closing date.

Submission Deadline for New Applications: July 7, 2023.

ACGME RC Meetings

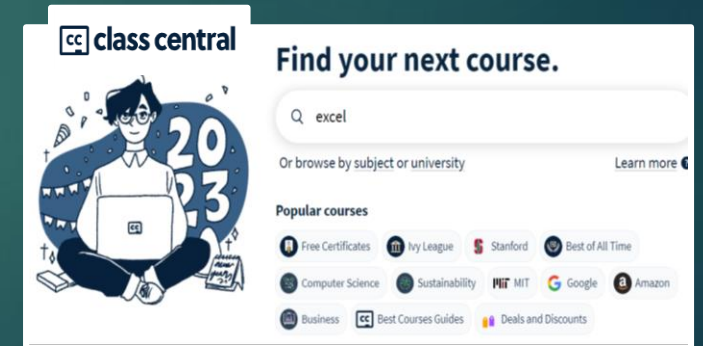
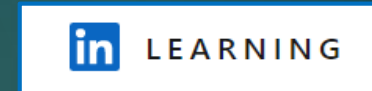
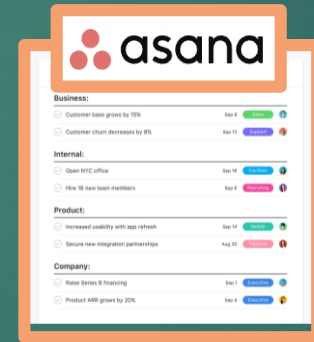


4 b) Making an Impact (Personally)

Prioritize Yourself!



CONTINUING EDUCATION – Build your Skill Set!



NETWORKING!



Boundaries



“Send me that in an email, otherwise...”

“Submit in Medhub or New Innovations...”

“This would be better handled by ... ”

“That’s outside of my scope”

“I’m not able to do that”

“I don’t have the bandwidth for that”

“I have family obligations already”

WORK-LIFE BALANCE

- Set boundaries
- Define clearly PD and PC responsibilities
- What can you delegate to your trainees, others?
- Prioritize! (not everything is urgent!)
- Schedule recurring events as much as possible!
- Consider “office hours” for faculty and residents (lecture day)
- Post PTO and OOO time (add to email signature)
- Lunch away from work-space
- YOUR professional development – schedule time each week!

5) Career Pathways

Career Pathways

University of Michigan



University of Utah



Cureus

Open Access
Editorial

DOI: 10.7759/cureus.3373

**Medical Education Manager: A Title Worthy
of the Description**

Kimberly R. Gilfedder ¹, Cara Giacomo ², Julie Randall ³, Ginger L. Wilson, ACUME ⁴



ALLIANCE
for ACADEMIC INTERNAL MEDICINE

[Job Description: Residency Program Manager - AAIM](#)



JOB DESCRIPTION FOR A SUCCESSFUL RESIDENCY PROGRAM MANAGER

EDUCATION PROGRAM MANAGER

Job Summary

Incumbent serves as administrative leader for one or more graduate medical education (GME) programs and partners with the program director in the operational and financial management of the program(s). This position requires a comprehensive and detailed understanding of national accreditation policies as well as a high degree of initiative and independent judgment. This person will develop, initiate and/or direct a wide range of programmatic activities including long- and short-term program planning, project development and management, recruiting, developing and updating policies, developing and implementing databases, communicating with faculty, fellows, residents, and medical students and managing internal and external program relations. The program administrator's role crosses many specialty areas including: administrative, finance, human resources and event planning to name a few. The position is essential in training program operations and is a primary resource for learners, faculty and administrative staff. This position is a requirement of the accrediting agency, the Accreditation Council for Graduate Medical Education (ACGME). The incumbent may also be responsible for supervising office staff members who work in the training program office.

Qualifications

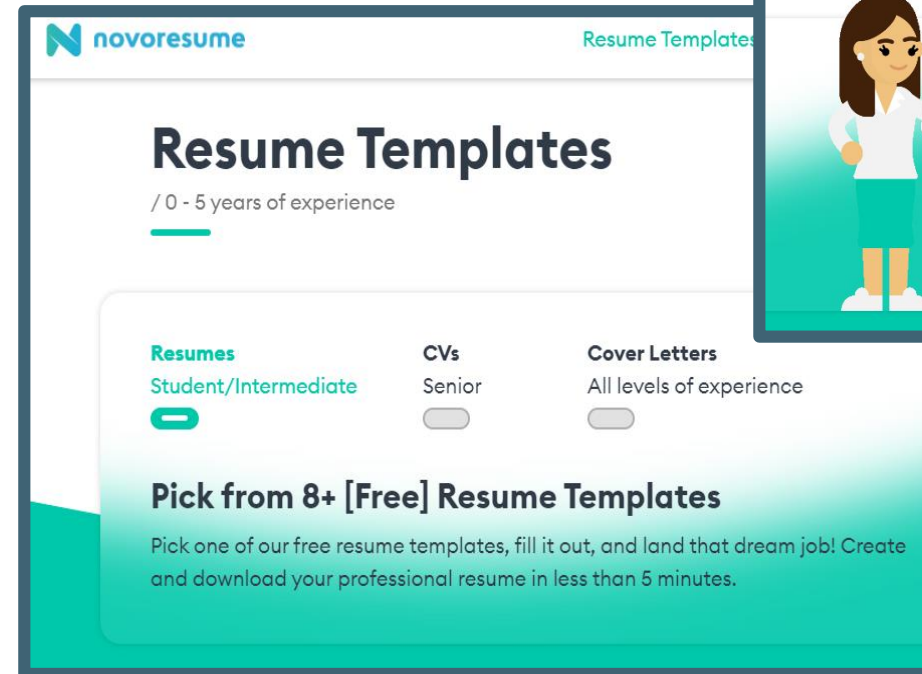
Required:

Advanced leadership training and job skills are necessary. Administrative support experience, to include some project coordination/management, are required. An associate's degree and three years of administrative support experience needed. If no degree, will accept five years of experience.

Responsibilities:

1. Administrative
2. Clinical Experiences and Educational Schedules
3. Credentialing
4. Didactics and Educational Content
5. Faculty
6. Finance
7. Human Resources
8. Information Technology
9. Recruiting/Onboarding
10. Program Accreditation
11. Wellness
12. Professional Development
13. Other

Update your resume! It's motivating!



The screenshot displays the Novoresume website interface. At the top left is the 'novoresume' logo, and at the top right is the text 'Resume Templates'. The main heading is 'Resume Templates' with a sub-heading '/ 0 - 5 years of experience'. Below this are three filter tabs: 'Resumes' (which is selected and highlighted in teal), 'CVs', and 'Cover Letters'. Under 'Resumes', there are three sub-options: 'Student/Intermediate' (selected with a teal pill), 'Senior', and 'All levels of experience'. A call-to-action section reads 'Pick from 8+ [Free] Resume Templates' followed by the text 'Pick one of our free resume templates, fill it out, and land that dream job! Create and download your professional resume in less than 5 minutes.' To the right of the main content area is a small inset image of a woman in a white shirt and teal skirt holding a document.

7 Reasons to keep your
resume up to date

6) Resources

Topic/Resource	Details/Link/Website
CAREER PATHWAYS	
University of Michigan	Shared Resources University of Michigan Medical School (umich.edu)
University of Utah	Program Coordinator/Manager Advocacy Committee Information (PCMAC) School of Medicine University of Utah Health
Alliance for Academic Internal Medicine Job Description	Job Description: Residency Program Manager - AAIM
Alliance for Academic Internal Medicine publication	Transforming from Coordinator to Manager: Essential Responsibilities of a Successful Residency Program Manager (higherlogicdownload.s3.amazonaws.com)
Medical Education Manager: A Title Worthy of the Description (Publication with career pathway levels/examples)	Medical Education Manager: A Title Worthy of the Description - PMC (nih.gov)
BURNOUT BUCKETS	
COMPLIANCE:	ACGME, Milestones, Committees, GMEC, Board Requirements, Rotations, Didactics
DEPT STRUCTURE:	People, Workload, supervision (doesn't understand GME), overtime, no back for vacation or LOA, non-gme related duties, # of programs, # of residents, program staff (PD, Residents, Division Chair, Business Director, etc)
INSTITUTION/HR:	Job Title, Job Description, Compensation/Pay, Career Path, Advancement Opportunities
LIFE:	Family, kids, aging parents, spouses, in-laws, grandparents, illnesses, pregnancies, surgeries, vacations, relationships, financial challenges, college
CONTINUING EDUCATION/PROF DEVELOPMENT	
TAGME	Home - TAGME
ClassCentral	Class Central - Find the best courses, wherever they exist.
Coursera	Coursera Degrees, Certificates, & Free Online Courses
Udemy	Udemy Free Resource Center: Find Free Online Courses Udemy
LinkedIn Learning	LinkedIn Learning
Project Management Institute	Free Project Management Course PMI KICKOFF™
Google Project Management	Google Project Management- Professional Certificate Coursera
Calendly	Free Online Appointment Scheduling Software Calendly
Asana	Asana Pricing Premium, Business, & Enterprise pricing plans - ASANA
Trello	Manage Your Team's Projects From Anywhere Trello
Learn at ACGME	Accreditation Council for Graduate Medical Education (acgme.org)
Novoresume	Free Resume Templates for 2023 [Download Now] (novoresume.com)
7 Reasons to keep resume up to date	7 Reasons You Should Update Your Resume Right Now, Even If You're Not... (brazen.com)
ARTICLES/RESOURCES	
"Quiet Quitting"	Quiet Quitting and the Death of Office Culture (substack.com)
"Quiet Quitting"	It's self-preservation and purpose, not quiet-quitting - rabble.ca
"Overwhelm Freeze"	That Feeling When You Have So Many Things to Do You Can't Do Any of Them? Psychologists Have a Name for It, and a Solution Inc.com
Maslach Burnout	Burnout with Dr. Christine Maslach Positive Psychology UMN Extension
The 6 Burnout Triggers	The 6 Burnout Triggers - Chris Bailey
PUBLICATIONS	
Terri Feist's Publications	Terri Feist - Google Scholar
OBGYN Publication	Kansas Journal of Medicine, Volume 13 Issue 1 (nih.gov)
Thalamus Blog Post on Coordinator Wellbeing	How Thalamus Promotes Program Coordinator Job Satisfaction and Wellbeing - Thalamus (thalamusgme.com)
2003 -- "The Role of the Residency Coordinator	INTRODUCTION (spdr.org)

Resources

“Acknowledging, Surviving and Thriving through Burnout” resource list can be viewed [here!](#)





The role of a coordinator and YOU!

- ❑ The **coordinator role is important**, unique, rewarding and critical to the program.
- ❑ The position is **cyclical** – important to recognize the ups and downs
- ❑ **Your skillset** is important to your efficiency and success
- ❑ **Job security** – program requirement
- ❑ **YOU** are important! You are the heart and the glue!
- ❑ **YOU matter greatly** - to your trainees, program, future trainees – few others positions where you can make such a profound impact on people's lives
- ❑ **Empowering - Advocate for yourself!** (Professional development, extra support, to get involved!)

2023 Community Forum

“Cultivating Culture in GME”

March 6th, 2023

4-5:30pm EST

thalamus
connecting the dots

Cultivating Culture in GME
COMMUNITY FORUM

MON
March 6
4 - 5:30pm EST
ZOOM

Cultivating Culture in GME Community Forum

EVENT SPEAKERS

 **ERICA KING**
Program Coordinator, University of Minnesota, MedPeds Residency Program

 **MICHELLE GONZALEZ**
Program Coordinator, Martin Luther King Hospital, Internal Medicine Residency Program

 **ASIM ANSARI, MD**
Resident Physician, Merit Health Wesley, Host of "Match Madness"

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This is a free event!

Please register here and feel free to share with others:

[2023 Community Forum : Cultivating Culture in GME Tickets, Mon, Mar 6, 2023 at 4:00 PM | Eventbrite](#)



Thank you!

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