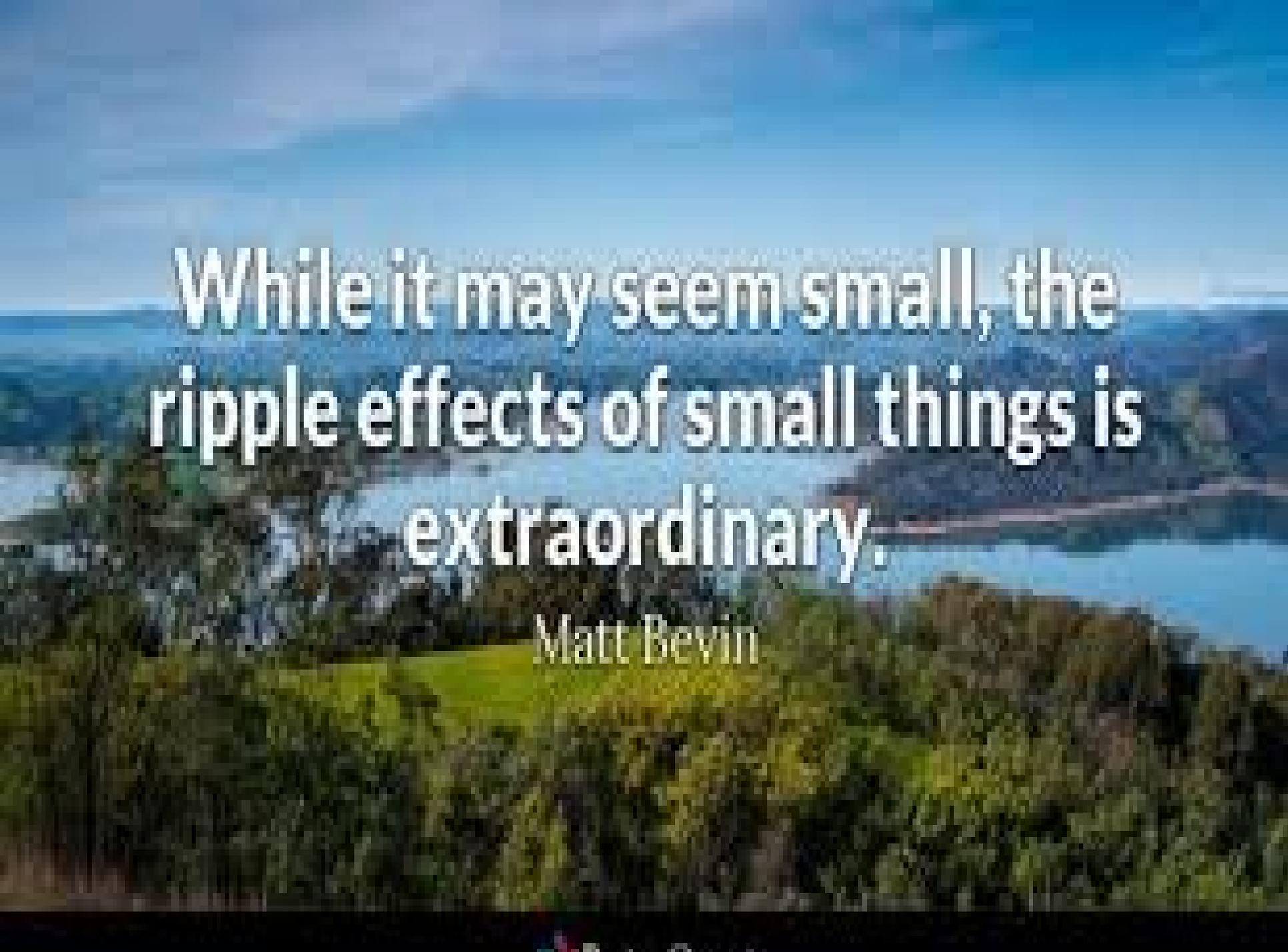


# The Ripple Effect: Finding and Fueling Your Professional Spirit



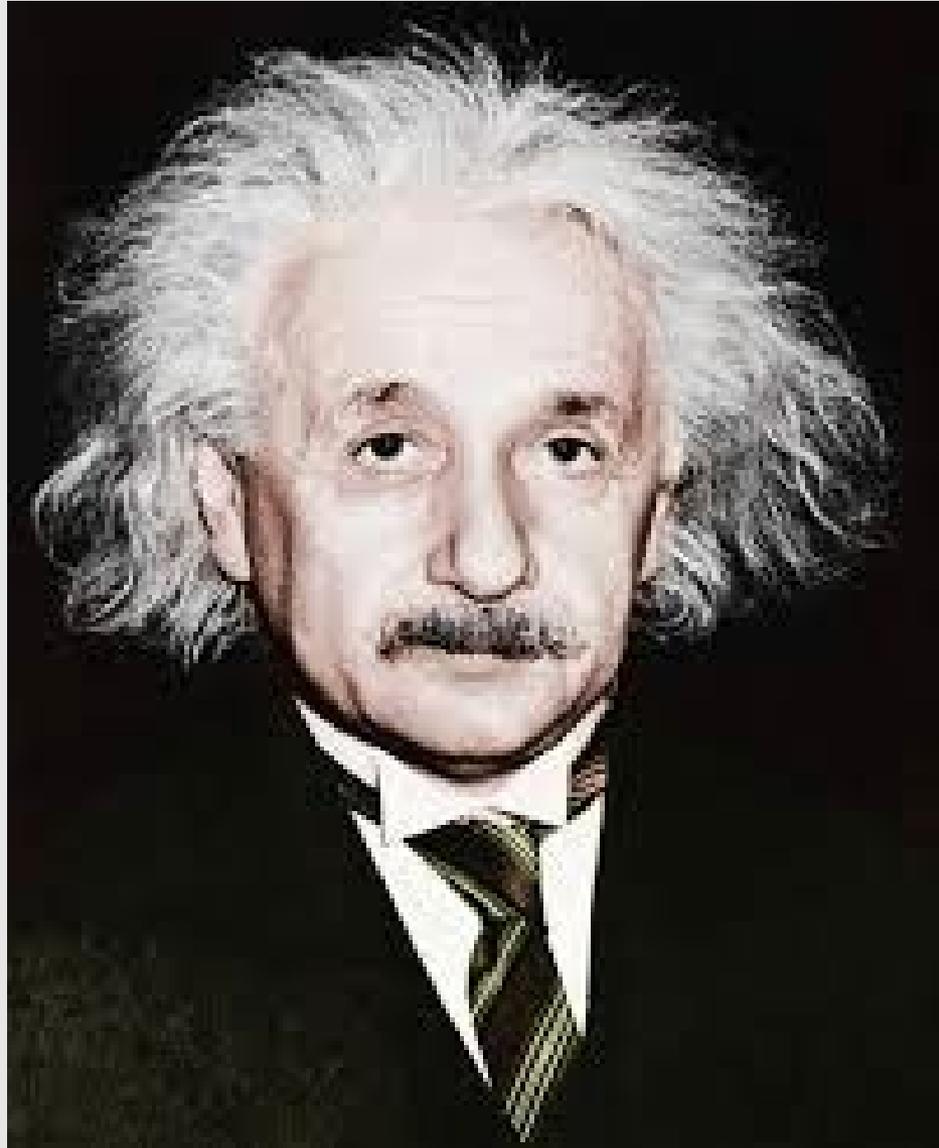
**Nancy B. Ruddy, Ph.D.**

**Antioch University New England**

A scenic landscape featuring a wide river flowing through a valley. The foreground is dominated by lush green hills and dense trees. In the background, a range of blue mountains stretches across the horizon under a clear sky. The overall scene is bright and vibrant, suggesting a natural, outdoor setting.

While it may seem small, the  
ripple effects of small things is  
extraordinary.

Matt Bevin



$$G_{\mu\nu} = \frac{8\pi G}{c^4} T_{\mu\nu}$$

# Einstein's General Relativity Equation – How Mass affects the time/space curvature as an explanation of the experience of gravity

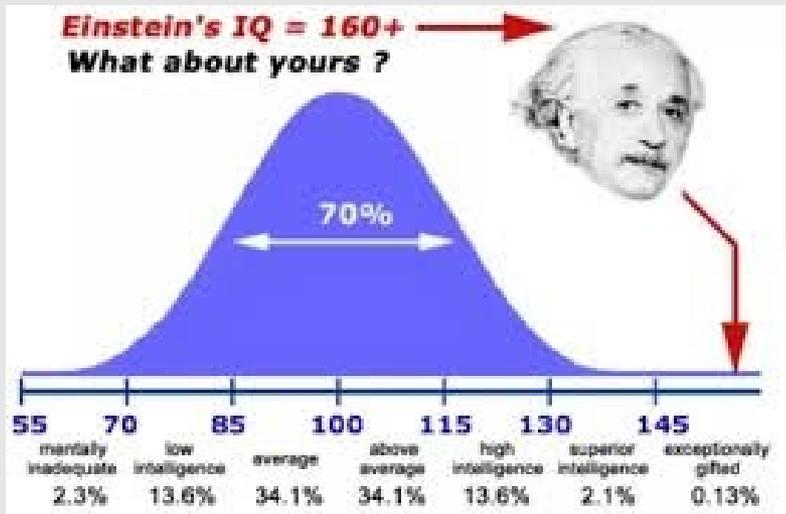
Einstein equations:

$$G_{\mu\nu} = 8\pi G T_{\mu\nu}$$

**Einstein tensor  
(describes curvature  
of spacetime)**

**energy-momentum tensor  
(describes distribution of  
matter in the spacetime)**

# What enabled Einstein's success?



$BC^2 = AB^2 + AC^2 - 2AB \cdot AC \cdot \cos A$

$T = \frac{2S}{a+b+c}$

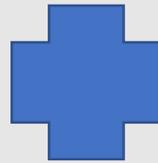
$S = \frac{r}{2} AC \cdot BD \cdot \sin \alpha$

$S = \frac{a+b}{2} \cdot A$

$\angle ABC = \frac{1}{2} \angle AOC$

$S = \frac{r}{2} cr + \frac{r}{2} ar + \frac{r}{2} br$

$S = \frac{r}{2} ab \sin \gamma$



$P_1 V_1 = P_2 V_2$   
 9.8 newtons

$3,000 \text{ kg/m}^3$   
 $W = Fg$

15,000 Hz (15 kHz)

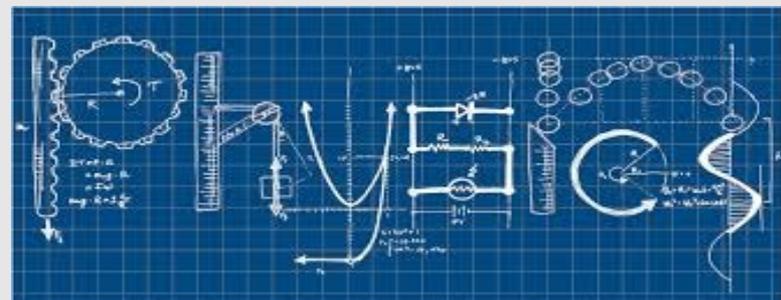
$E = mc^2$

$F = ma$   
 $500 \times 3 = 1,500 \text{ joules}$

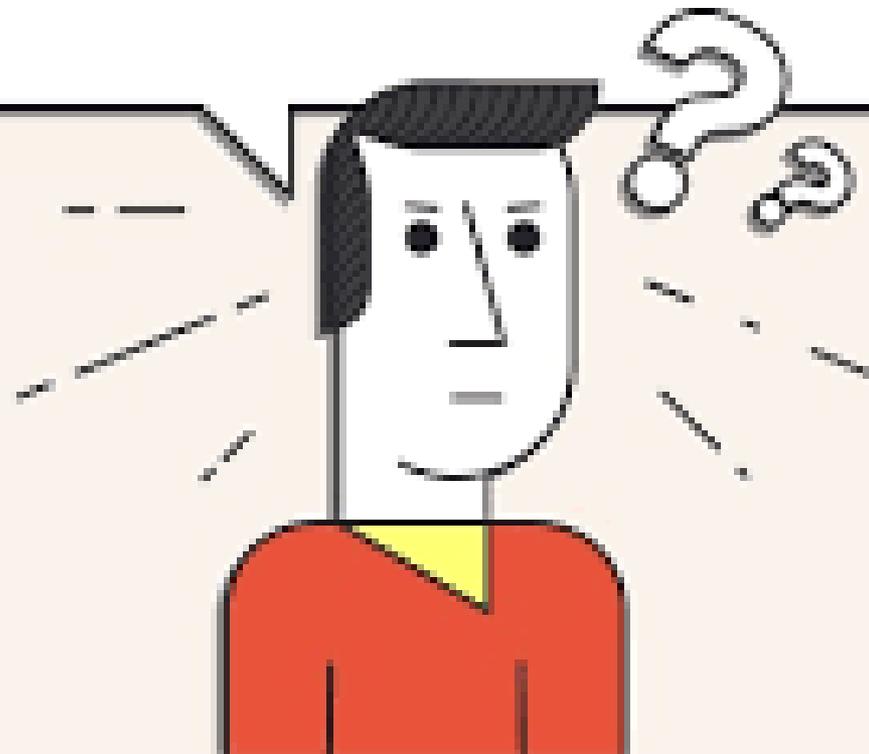
$m = \frac{\text{Weight}}{g}$

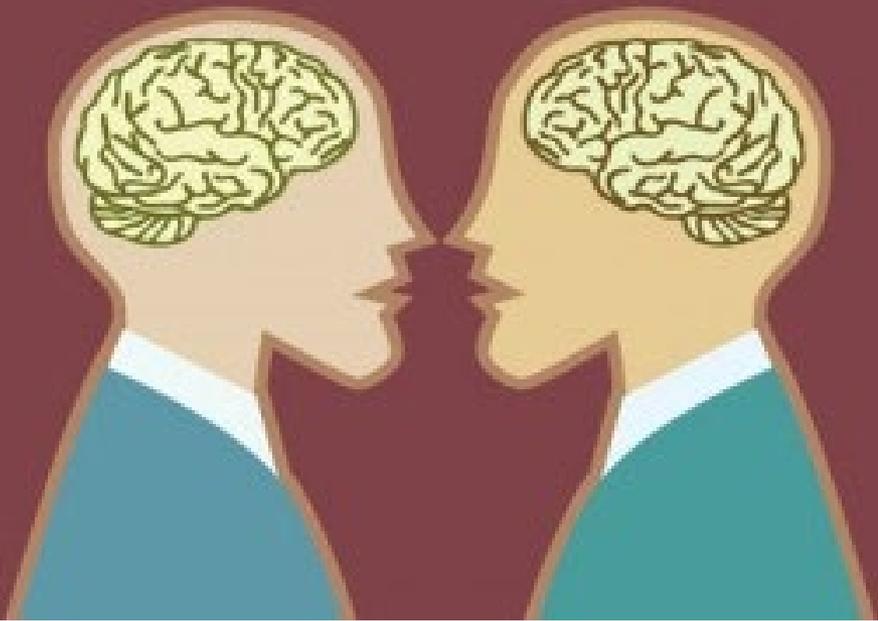
$60 \text{ kg} \times 10 \text{ m/s} = 600 \text{ kg m/s}$

$120,000 \text{ J (120 kJ)}$   
 $v^2 = u^2 + 2 as$



Why is this relevant to me?





Sometimes it feels

**EXTRAORDINARY**

I think you'll find  
I'm one of the most  
empathetic doctors  
around.



Sometimes It DOESN'T Feel

**EXTRAORDINARY !**



# WARNING

Working here may be hazardous  
to your health and sanity

# 3 Dimensions of Burnout



- Emotional exhaustion: feeling depleted, overextended, and fatigued
- Depersonalization/cynicism: negative attitudes toward the job or those you serve
- Reduced sense of personal accomplishment: view own work impact in a negative light

Stalker C, Harvey C. Partnerships for Children and Families Project. Wilfrid Laurier University; 2002. Professional burnout: A review of theory, research, and prevention

# Not just your imagination.....

- Copenhagen Burnout Scale
- Program Admins, not all PC's
- Level of burnout aligned with burnout of program specialty
- High workload, low support
- Suggest “wellness” strategies

## Residency and Fellowship Program Administrator Burnout: Measuring Its Magnitude

Alana M. Ewen, MPH, Mikhail C.S.S. Higgins, MD,  
MPH, [...], and Jeffrey I. Schneider, MD

Ewen, A. M., Higgins, M. C., Palma, S., Whitley, K., & Schneider, J. I. (2019). Residency and fellowship program administrator burnout: measuring its magnitude. *Journal of graduate medical education*, 11(4), 402-409.

# Not just your imagination.....

Terri B. Feist, BBA, C-TAGME  
Program Coordinator, Division of Neurology,  
Department of Pediatrics, Cincinnati Children's  
Hospital Medical Center

Donald L. Gilbert, MD, MS  
Program Director, Division of Neurology,  
Department of Pediatrics, Cincinnati Children's  
Hospital Medical Center

- Reduce ACGME reporting burden
- Increase job training
- Increase salary and status
- Ensure job description aligns
- ACGME track PC turnover, cost to programs

Ewen, A. M., Higgins, M. C., Palma, S., Whitley, K., & Schneider, J. I. (2019). Residency and fellowship program administrator burnout: measuring its magnitude. *Journal of graduate medical education*, 11(4), 402-409.

- Professional identity
- Connection/networking
- Learning



WHY  
BOTHER

Opportunity to mentor & be  
mentored

# Combatting Burnout



Mentoring and Being  
Mentored



Taking on a Growth  
Project

I can mentor someone who  
needs.....

I need a someone who can  
mentor me on.....

# Career Mentoring

- Sponsorship, creating opportunities for success & challenge
- Coaching/Counseling
- Protection
- Role Modeling
- Support & Friendship

# 5 Program Coordinator Roles

- Manage “up” (AKA manage your boss)
- Manage change
- Quality improvement
- Using data to guide quality improvement
- Develop professionally – embrace lifelong learning

Stuckelman, J., Zavatchen, S. E., & Jones, S. A. (2017). The evolving role of the program coordinator: five essential skills for the coordinator toolbox. *Academic radiology*, 24(6), 725-729.

# Managing “Up:” Influencing without Authority

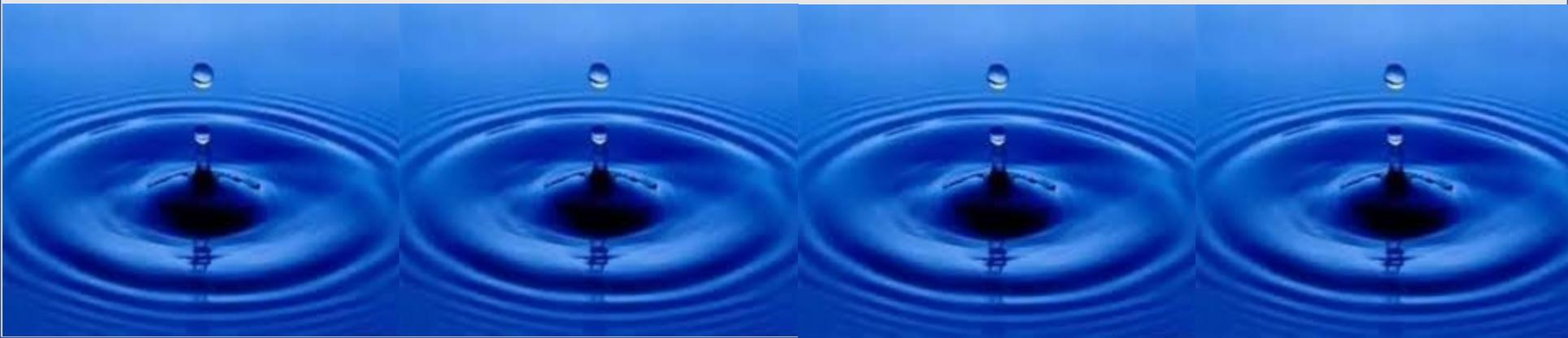
- Likeability – listening, elicit opinions, show interest
- Relationships: Trust, transparency, connection, stability
- Expertise: Know what you know, and know what you don’t know – ask for help
- Start with “why,” ask for your what you need. discipline privately, thank publicly, help out, “team player”

# Systemic Change Management 101

- Find Pain Points – motivation & relevance
- Incremental change
- Attend to Systemic Adaptive Reserve
- Find champions, but attend to early adopters
- Timing and patience
- Measurement based change – DATA!

# Finding Meaning & Connection

Taking on a “Growth Project”



- Professional identity
- Connection/networking
- Learning



WHY  
BOTHER

You want me to do MORE?

# Projects: Pros and Cons

## Pros

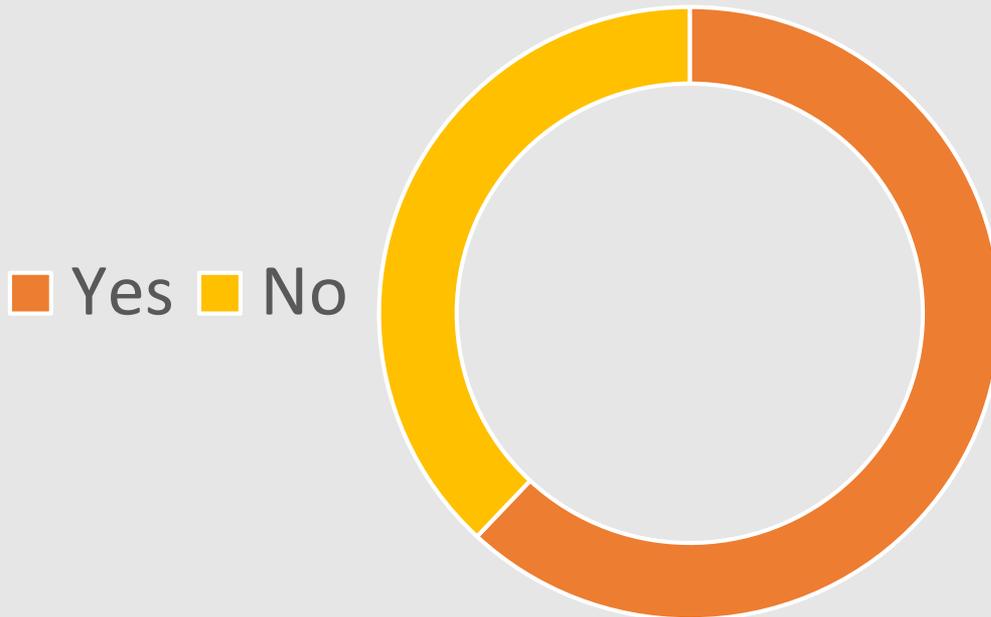
- Connection and networking – our team & beyond
- Positive impact on field
- Intellectual stimulation
- Learning new material
- Recognition
- New opportunities

## Cons

- Time, time, time
- Never ending – ensuring the good work doesn't “die on the vine” (More time!)

# Time Pressure is a Real Issue

Time Pressure A Factor in Burn Out?



61%: administrative tasks/emails

17%: teaching

13%: electronic medical records

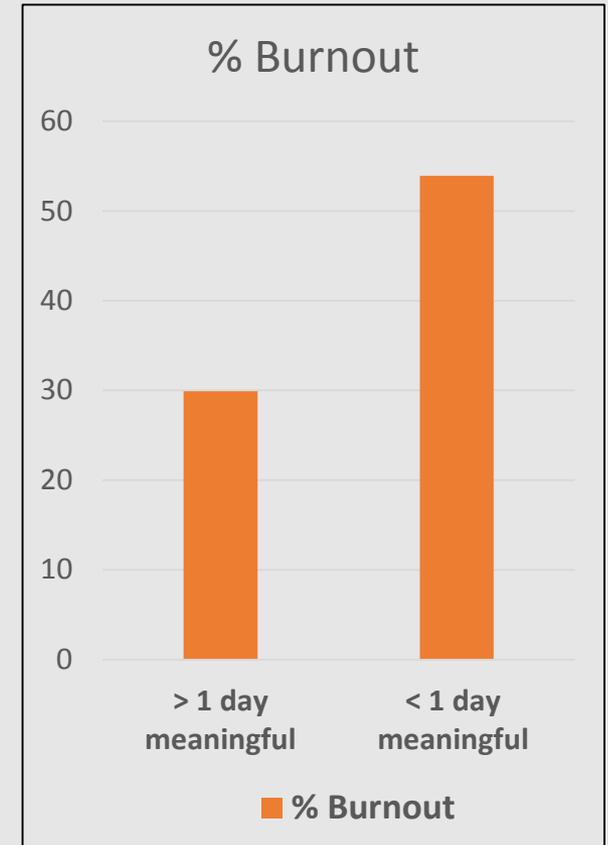
(EMR) requirements

9%: patient care

Agana, D. F., Porter, M., Hatch, R., Rubin, D., & Carek, P. (2017). Job Satisfaction Among Academic Family Physicians. *Family medicine*, 49(8), 622-625.

# But time spent on “meaningful” activities may be the best antidote

- Those physicians who spent the most time on their “most meaningful” activity were far less likely to report signs of burnout
- Those physicians who spent one day or less on their “most meaningful” activity were far more likely to report signs of burnout (53.9% vs 29.9%)



**DANGER**

**DANGER**

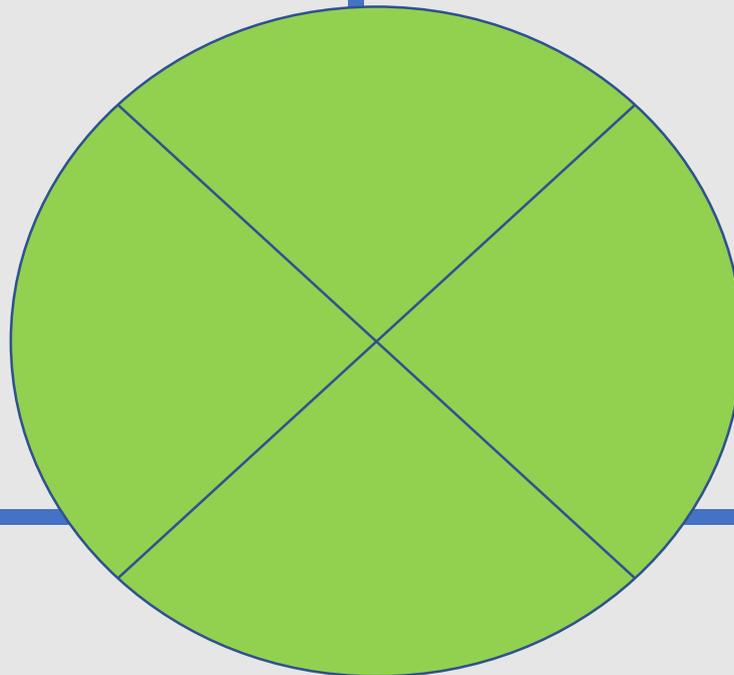
**DANGER**

Bored

Engaged

Overwhelmed

Burned Out



- Addressing program or system “pain point”
- Getting certified
- Conference presentations
- Mentoring an early career coordinator
- Sponsoring a community project
- Getting involved in TAGME

“Growth” opportunities



- **Do a good needs assessment or gap analysis.**
- **Identify stakeholders.**
- **Put together a good team and nurture it.**
- **Articulate/Clarify goals and objectives.**
- **Match methodology to G & O and set up an appropriate budget and tap into other resources**
- **Come up with an evaluation strategy/plan.**
- **Reflect on what works and what doesn't and make changes as needed.**
- **CELEBRATE success!!!!**



- **Clear role definitions are key**
- **Frequent communication**
- **Collaborate**



- **Assure an adequate leadership succession plan**
- **Pay it forward**

**1) Don't move away from the lit fire. Believe in the possibilities of transforming its destruction potential into warmth, energy and healing.**

**2) Involve organizational leaders.**

**3) Share responsibility, tasks, and wealth.**

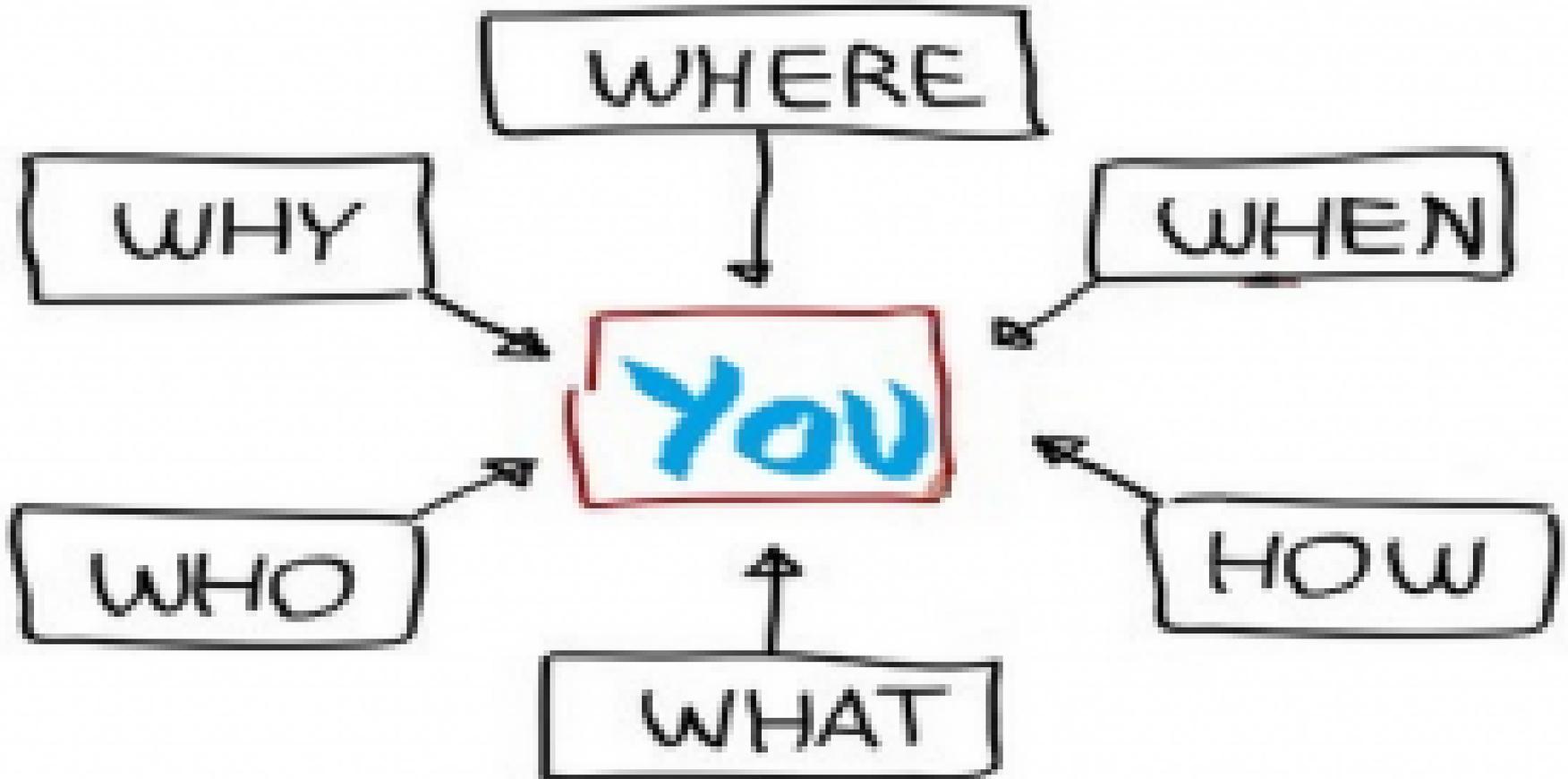
**4) Recognize and take advantage of serendipity.**



I can't do that!



BIG WAVES, start as little ripples!



Contextualize your spot



Contextualize your spot

# What are your pros and cons of seeking a team based project?

	<u>Positive</u>	<u>Negative</u>
More		
Less		

# What are the pros and cons of seeking a team based project?

	<u>Positive</u>	<u>Negative</u>
More	<b>Passion project</b> <b>Connection with like minded professionals</b> <b>Sense of meaning</b> <b>Learning</b>	<b>Time, Time, Time!</b> <b>Already overwhelmed</b> <b>Nothing is that interesting</b> <b>Other priorities</b>
Less/ No change	<b>More time for family/other interests</b> <b>Already in a good place – don't want to upset my balance</b> <b>Time for other priorities</b>	<b>Less development opportunity</b> <b>Less networking opportunity – isolation</b>

# Critical Questions



- What do you love to do?



- What are you really good at?



- Where is there an unmet need?



Do you care if you get paid with money for it?

you can do  
anything  
but not  
everything



 -PURPOSE