The Ripple Effect: Finding and Fueling Your Professional Spirit

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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

\[ G_{\mu\nu} = 8\pi G T_{\mu\nu} \]

- Einstein tensor (describes curvature of spacetime)
- Energy-momentum tensor (describes distribution of matter in the spacetime)
What enabled Einstein’s success?
Why is this relevant to me?
Sometimes it feels
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

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

Not just your imagination.....

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

• Professional identity
• Connection/networking
• Learning

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

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

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?

- Yes
- No

61%: administrative tasks/emails
17%: teaching
13%: electronic medical records (EMR) requirements
9%: patient care

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%)

• 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?

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<th>Positive</th>
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<td><strong>More</strong></td>
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<td>Time, Time, Time!</td>
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<td></td>
<td>Connection with like minded professionals</td>
<td>Already overwhelmed</td>
</tr>
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<td></td>
<td>Sense of meaning</td>
<td>Nothing is that interesting</td>
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<td></td>
<td>Learning</td>
<td>Other priorities</td>
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<td><strong>Less/ No change</strong></td>
<td>More time for family/other interests</td>
<td>Less development opportunity</td>
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<td>Already in a good place – don’t want to upset my balance</td>
<td>Less networking opportunity</td>
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<td>Time for other priorities</td>
<td>– isolation</td>
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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
You love it
You are great at it
Passion
Mission
You are paid for it
Profession
Vocation
The world needs it

Purpose