

Time Management & Clinical Efficiencies in Academic Medicine

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Adapted from:
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Disclosures

- None

Objectives

- Identify and adopt one new strategy for increasing work efficiency
- This is NOT a session on work life balance
- This is NOT a session on burnout
- This is NOT a session on scholarship (but could be)
- Probably our lives would be better with 6-hour workdays and 4-day work weeks

Agenda

1. Managing Stuff
2. Saying No & Yes
3. Procrastination (if we have time, at the last minute)

What has medical education taught us about managing time?



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What do medical trainees learn about time management?

Time *less valued* than...

- Achievement
- Mastering info
- Individual limits
- Clinical productivity

• **Results in...**

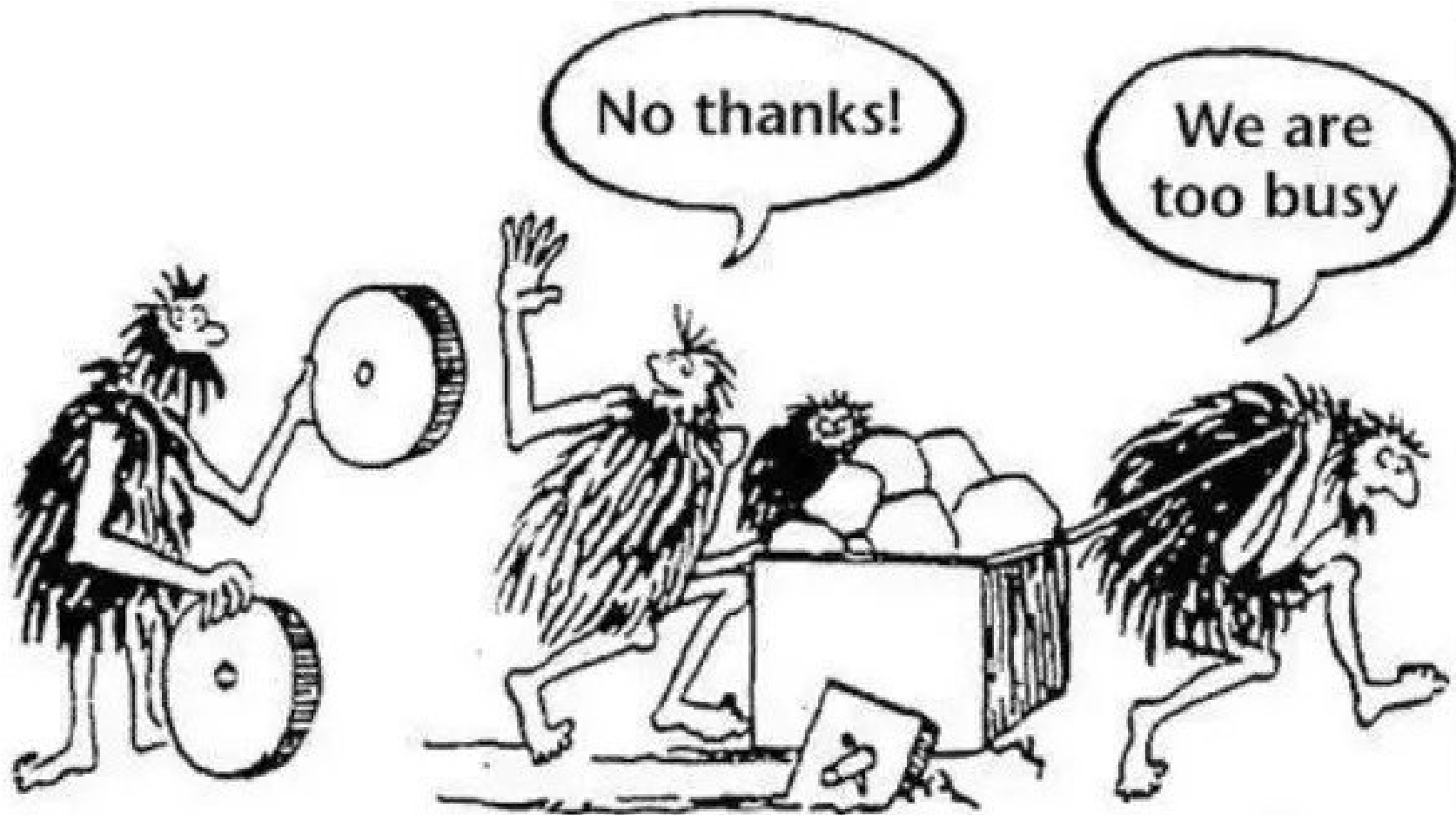
- Learn poor time management skills
- Increased stress
- Lost personal identity

Partner exercise – 5 minutes

1. Identify 5 goals you have, or tasks that intend to do, but have yet to accomplish
2. Estimate how many hours have been filled with thought or stress about each item
3. Why haven't you accomplished each item?

Reflection

- Share an example?



Effective work requires organization

- Distracted
- Overworked
- Too much to do

- Our best work comes when we are organized
- 100% Purpose
- Don't worry about work; do it
- Focus today on improving work choices
- Manage energy as well as time

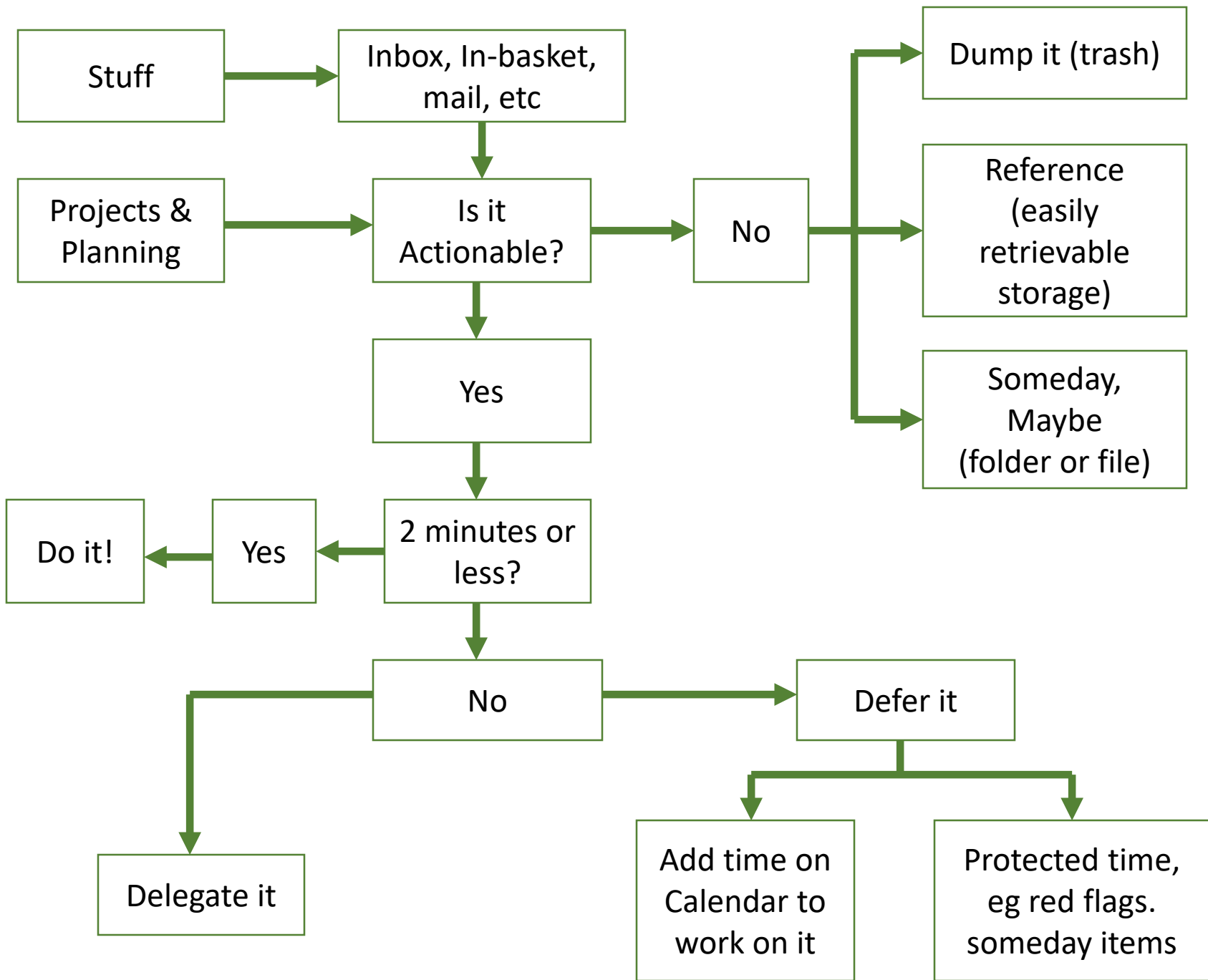
The 4 Ds

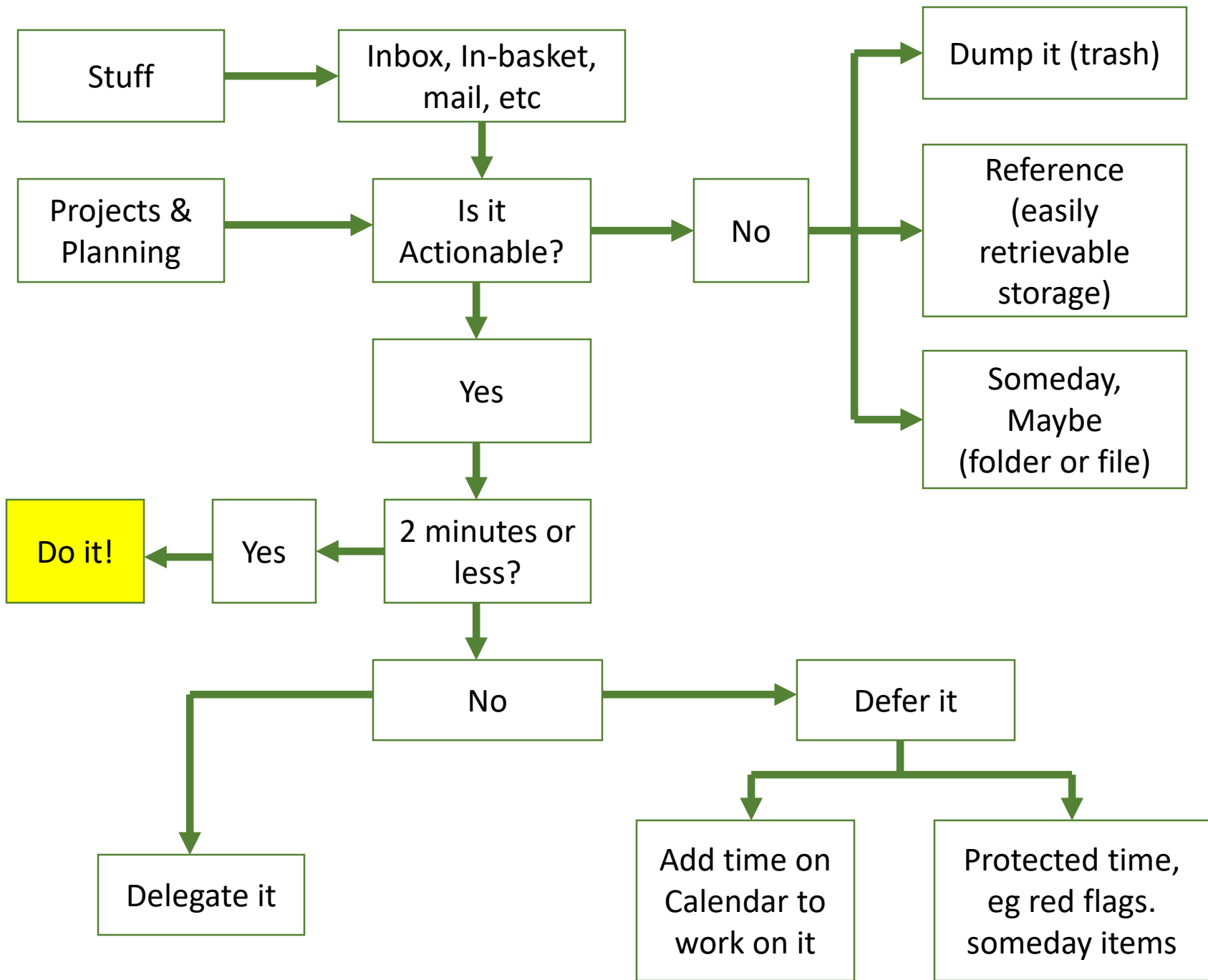
- Do it
- Delegate it
- Defer it
- Dump it

David Allen.

Getting Things Done.

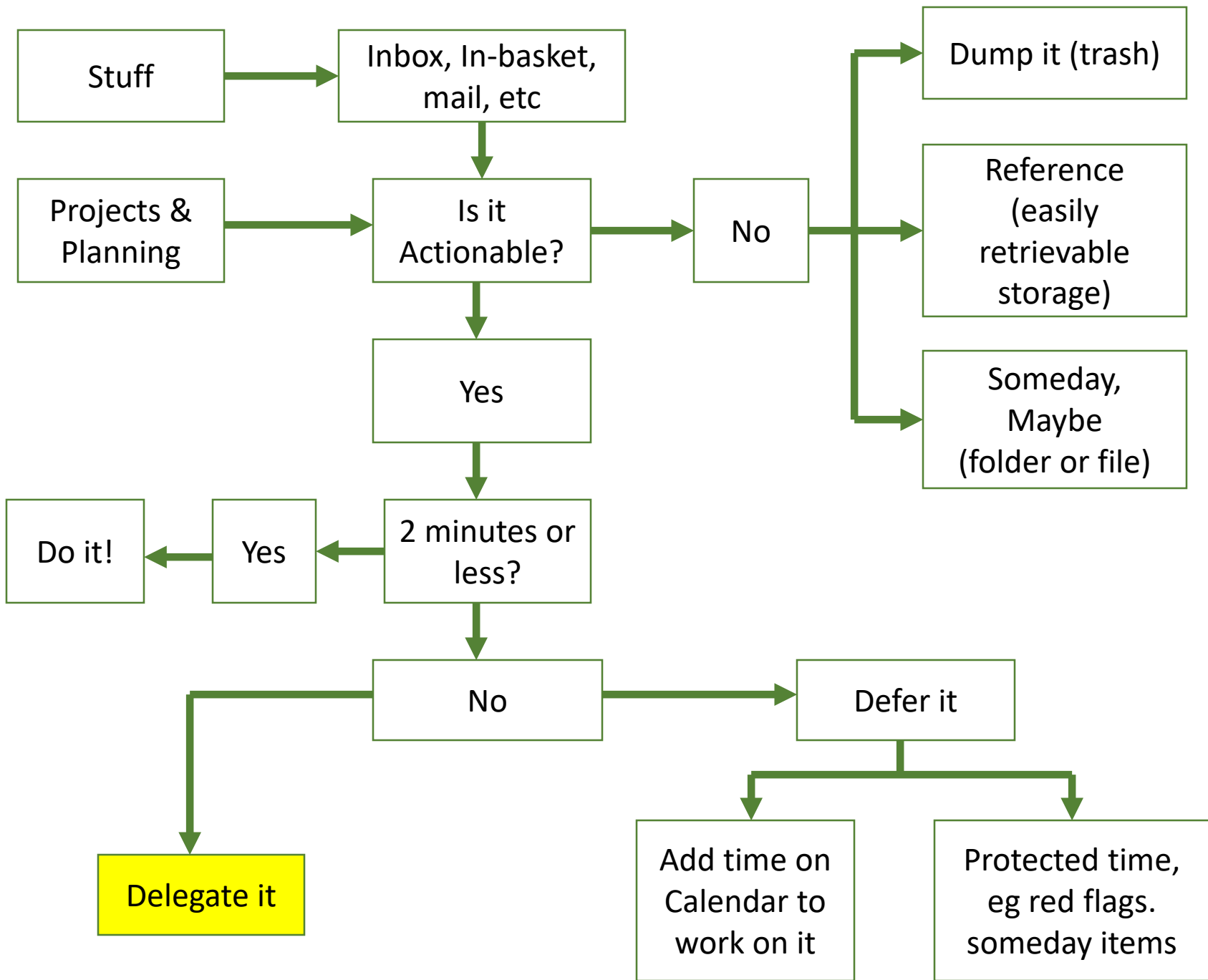
<https://gettingthingsdone.com>





Do it!

- When something presents that you must do, and can be done in 2 minutes or less, do it now.
 - Time & place
 - Where/when check email or inbox?
 - Access to shared drive? Work files? Epic?
 - Phone vs computer?
- Discipline – doing this alone can help.
 - Less stuff in your inbox = less stress, more focus
- Does this apply to any of your 5 things?

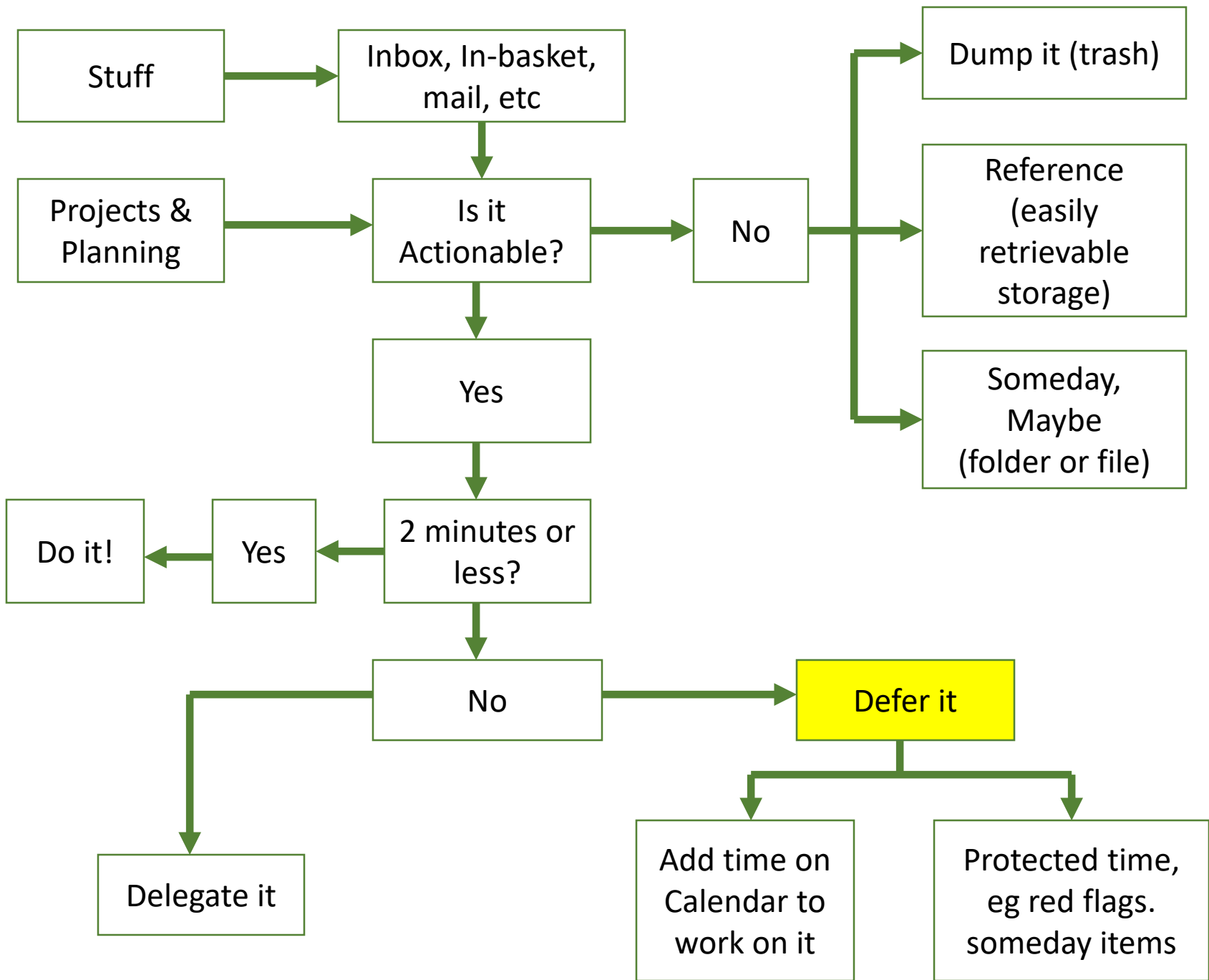


Delegate it

- Routine tasks
- Tasks you don't have time to do
- Tasks that involve problem solving, gathering information, etc
- Tasks that build others' skills and capabilities
- Tasks that represent a change in job emphasis

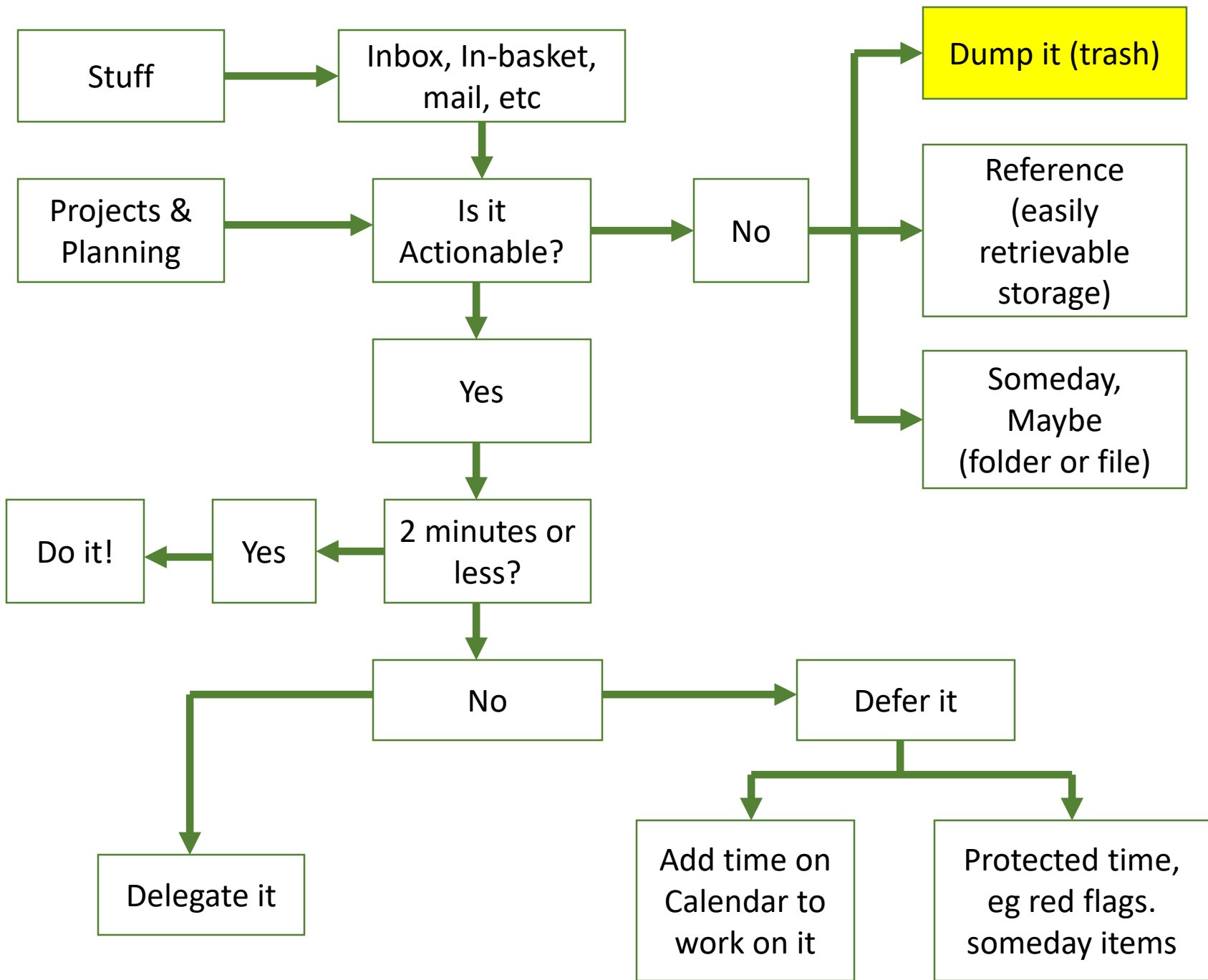
Delegation Requires Strategy

- Follow-up
 - Is it done? Is it done right?
- Know your team
 - Who can you trust?
- Training/Education
 - Ensure others have the skills/resources to get it done right
- How do you recall something has been delegated?
 - What if no one gets back to you? Will you know?
- What if you're the one being delegated to?



Defer it

- Intention in prioritization
- Have a complete list of projects
 - Do you know all the things you're working on?
- Accurate calendar
 - Due dates
 - Min 45 min blocks of time
 - Transition times
 - Work time
- Defer with purpose, planning, intent



Dump it!

- Be ruthless
- Will you really go back and read it?
- Could you find it online?
- Is this a priority of yours?
- Does it align with short- or long-term goals?

How do you decide what to do?

	Urgent	Not Urgent
Important	Q1 - Necessity Crisis Medical emergencies Call Deadlines Last-minute preparation Unforeseen events	Q2 - Effectiveness Preparation and planning Values clarification Relationship building Empowering others Professional development Exercise and healthy lifestyle
Not Important	Q3 - Distraction Preventable interruptions Other people's minor issues Most email, spam phone calls, etc Unnecessary meetings	Q4 - Waste Doom scrolling Procrastination activities Junk mail Trivial or unnecessary work

Intentional Prioritization

- Have a complete list of projects
- Relate your work to short- and long-term goals
- Spend at least 20% of your time in Q2 (important, not urgent)
- Accurate calendar

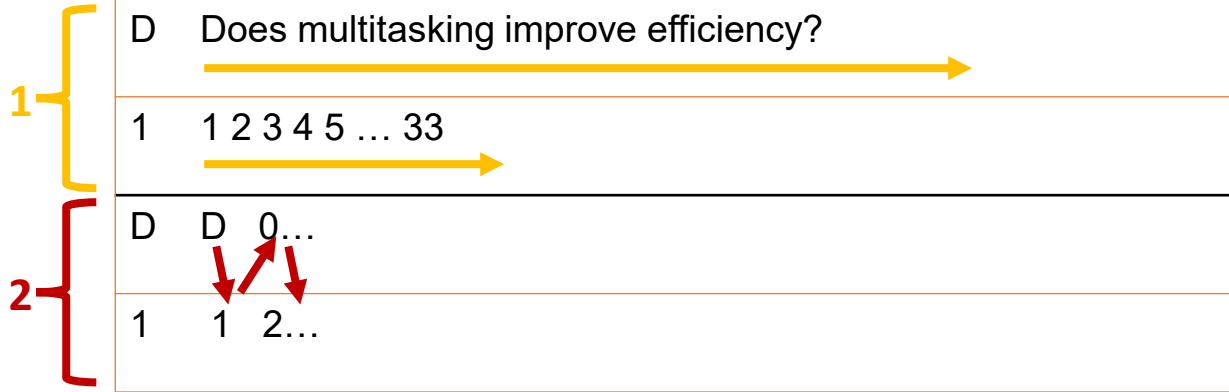
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Multitasking is NOT an effective time management strategy



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Does multitasking improve efficiency?



Adapted from Crenshaw's *The Myth of Multitasking* (2008).



Interruptions

- Must have uninterrupted time to work
- Multitasking is NOT efficient
- Interruptions cause unnecessary delay
- Manage interruptions
 - Who?
 - Why?
 - Where?
 - How?
- How can these things be eliminated, reduced, managed?

Email

- Turn off notifications
- Turn off reminders
- Do NOT use your email as a to-do list
- Avoid long emails
- Is a zoom meeting, IM chat, or phone call more appropriate?
- CC/BC judiciously
- Do not feel obligated to respond to every thread
- Unsubscribe

Home Organize Tools

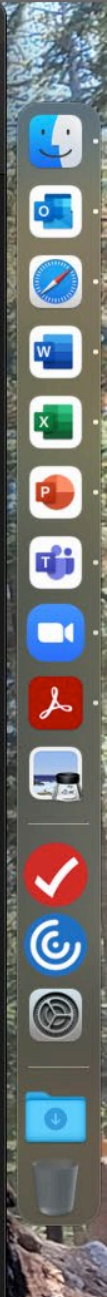
- Library Committee
- Move
- new building
- Outcomes & Evaluations
- Philanthropy
- Psych residency
- AMA
- Beyond Flexner
- Climate & Health
- ▼ Clinic
 - Aspirus
 - Flu
- ▼ Residency
 - Scholarship
- ▼ Community
 - Afgan
 - Ag Health
 - Free Clinic
 - MedFest
 - Mosaic
 - PA Program
 - T1W Conference
- Conversation History
- > COVID-19
- ▼ Curriculum
 - ACE
 - AI
 - B2B
 - > CA
 - CEC

By: Conversations ↓



All done for the day!
Enjoy your empty inbox.

No Conversation Selected



Meetings

- Is your presence necessary?
- Alternatives?
- Who needs to be there?
 - Ensure all necessary stakeholders can make it
- Preparation
- Clear agenda and goals
- Defined tasks/responsibilities

Deciding “No” or “Yes”

- Alignment with goals
- Does the task use your skills?
- Long-term benefit? Lead to other opportunities?
- Time and timing?
- Partial engagement?
- What are you able to give up in order to say yes?
- Who is asking? Supervisor? Mentor? “Dear esteemed colleague...”
- Would saying “no” jeopardize work or goals?

Impacts of saying “No” and “Yes”

- Impacts of saying “yes”
- Impacts of saying “no”

Impacts of saying “No” and “Yes”

- Impacts of saying “yes”
- Impacts of saying “no”

Saying “Yes” and “No”

Dangers of Saying “Yes” Too Much	Dangers of Saying “No” Too Much
<ul style="list-style-type: none">▪ Become overcommitted▪ Not be able to do a good job on the project▪ Not have enough time to do your own scholarly work▪ Not be able to say “yes” to a great opportunity because you are too busy▪ People stop asking you because you either do a bad job or don’t finish the task	<ul style="list-style-type: none">▪ Thought of as not a team player▪ Becomes a habit and then it is not clear when you will say “yes”▪ People stop asking you to do things▪ If you say “no” to a request, you may be forced to say “yes” to the next one▪ You may miss out on an exciting opportunity

How to say “No” and “Yes”

- How to say “no” without saying “no”
 - Written proposal
 - Time to do it right
 - Mentor/Boss/Supervisor
 - Opportunity for others
 - Could you mentor?

Procrastination



Deadlines

- Horizon 5: Life (irony intended)
- Horizon 4: Long-term visions
- Horizon 3: 1–2 year goals
- Horizon 2: Areas of focus and accountability
- Horizon 1: Current projects
- Ground: Current actions

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Overcoming procrastination

- Reflect on why, seek a solution
- Break down projects into smaller, manageable tasks
- 10-minute rule: Do something for 10 minutes just to get it started
- Ask for help, delegate
- Reward yourself,
 - eg, If I get this done by Friday, I will...

Resources

- [Getting Things Done - David Allen](#)
- [The 7 Habits of Highly Effective People – Stephen R. Covey](#)
- [Inside the mind of a master procrastinator – Tim Urban](#)
- [Getting More Done: Strategies to Increase Scholarly Productivity. Sarina Schragger & Elizabeth Sadowski](#)

Open Forum

Thank you!

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