Doing More With Less – Utilizing Your Whole Team

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Educational Objectives

- How to recognize and prevent burnout and fatigue within your staff.
- How to utilize your entire staff in an equitable manner that meets the goals of the institution or department.
- How to manage up to obtain the necessary resources for your team.
Background

- The Internal Medicine Residency, Fellowship Programs, and Student Programs are all housed under the Central Department of Medicine at our institution.
  - **Internal Medicine Breakdown**
    - One coordinator/supervisor that oversees the residency and supervises two employees
    - One Administrative Staff
    - One Coordinator
  - **Fellowship Programs**
    - One coordinator/supervisor that oversees the fellowships and supervises two employees (also has five fellowship programs)
    - One coordinator that has five programs
    - One coordinator that has four programs
  - **Student Programs**
    - One coordinator/supervisor that runs the M3 Clerkship and supervises one staff member
    - One coordinator that runs the M4 Clerkship
How to recognize and prevent burnout and fatigue within your staff

- What is burnout?
  - According to Dictionary.com burnout is physical or mental collapse caused by overwork or stress.
  - Activity: Work as a group, what do you feel are warning signs of an unhappy employee that is burnt-out and fatigued?
10 Warning Signs of Unhappy Employees

- Increased Tardiness
- Frequently calling in sick
- Clocking out right on the dot
- Declined Productivity
- Does not care about others
- Unsociable
- Decreased Professionalism
- Refusal to cooperate or collaborate with the team
- Tired and fatigues
- Stagnant Growth
Managers can do the following to help:
- Take Risks
- Get the Right Balance
- Take an Interest
- Delegate
- Motivate
- Encourage Self-Improvement
- Praise
- Teach
- Communicate

How to utilize your entire staff in an equitable manner that meets the goals of the institution or department

- Typically, staff do not like change. Here are some pieces of information to consider prior to making changes:
  - What's actually going to change? What will people have to give up?
  - Who will feel threatened by the change, and how will you deal with that as a leader?
  - What skills does your staff already have? What skills will they need to learn?
  - Supervise Appropriately
How to manage up to obtain the necessary resources for your team

- **What is managing up?**
  - It’s learning to adapt to your boss’s work style so you can give them the best performance possible.
  - Successful managers pay attention to managing in both directions (up and down) as well as communicating with their peers.

- **How do I manage up? Get to know your boss.**
  - What are they trying to accomplish for your program, department, or institution?
  - What do they value most, professionally as well as personally?
Now that I know what it is, how can it help me?

- Once you know your boss’s style, use it to your advantage to obtain the necessary resources for your team.

- Approaching your boss is easier if you know how to ‘handle’ them.
  - Will concrete data help you get what you need?
    - If we have this resource available, we’ll be able to increase output by 35%.
  - Does a more personal approach work best with your boss?
    - You know, if we had this resource available, it would really boost staff morale, which would in turn boost productivity.
Questions