

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



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What can you do to help?

- Managers can do the following to help:
 - Take Risks
 - Get the Right Balance
 - Take an Interest
 - Delegate
 - Motivate
 - Encourage Self-Improvement
 - Praise
 - Teach
 - Communicate

<https://www.lifehack.org/articles/work/42-surefire-practices-become-great-boss.html?ref=twitter>



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