

SAEM19

Time Management

Kelly D. Young, MD, MS

Department of Emergency Medicine

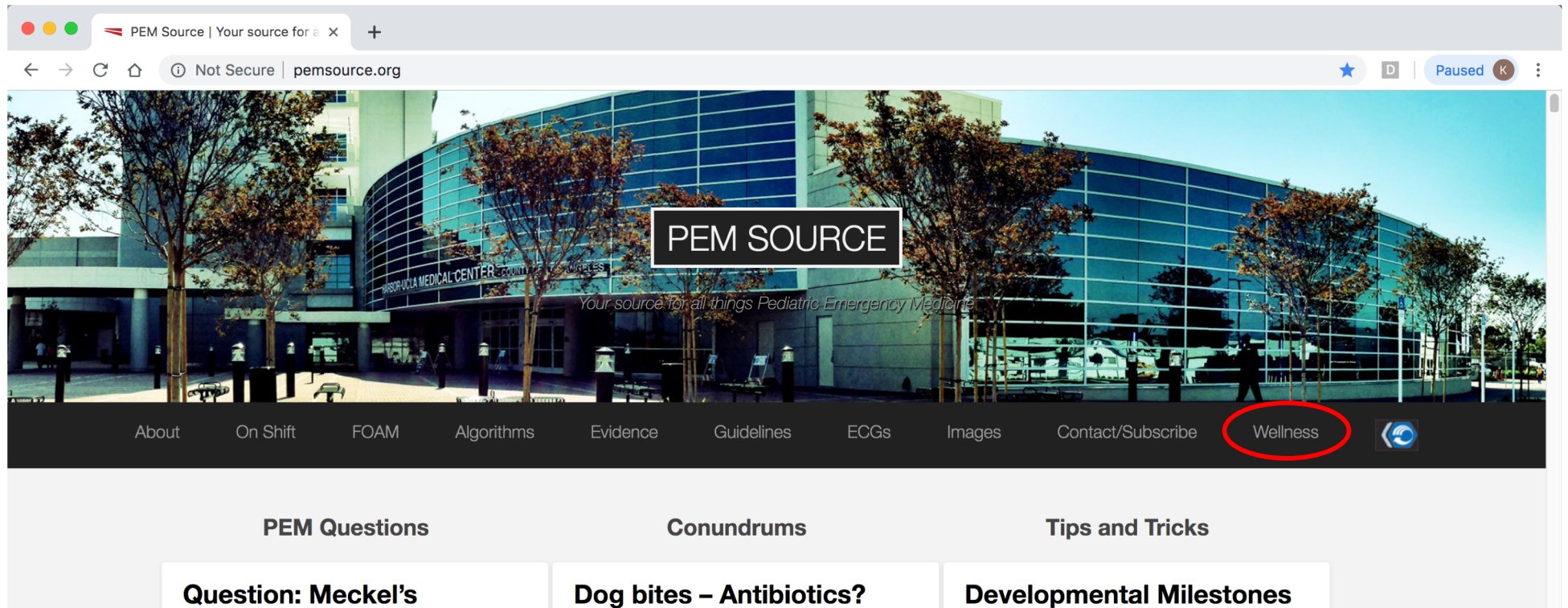
Harbor-UCLA Medical Center

Disclosure of Commercial Relationship(s)

Kelly D. Young, MD, MS

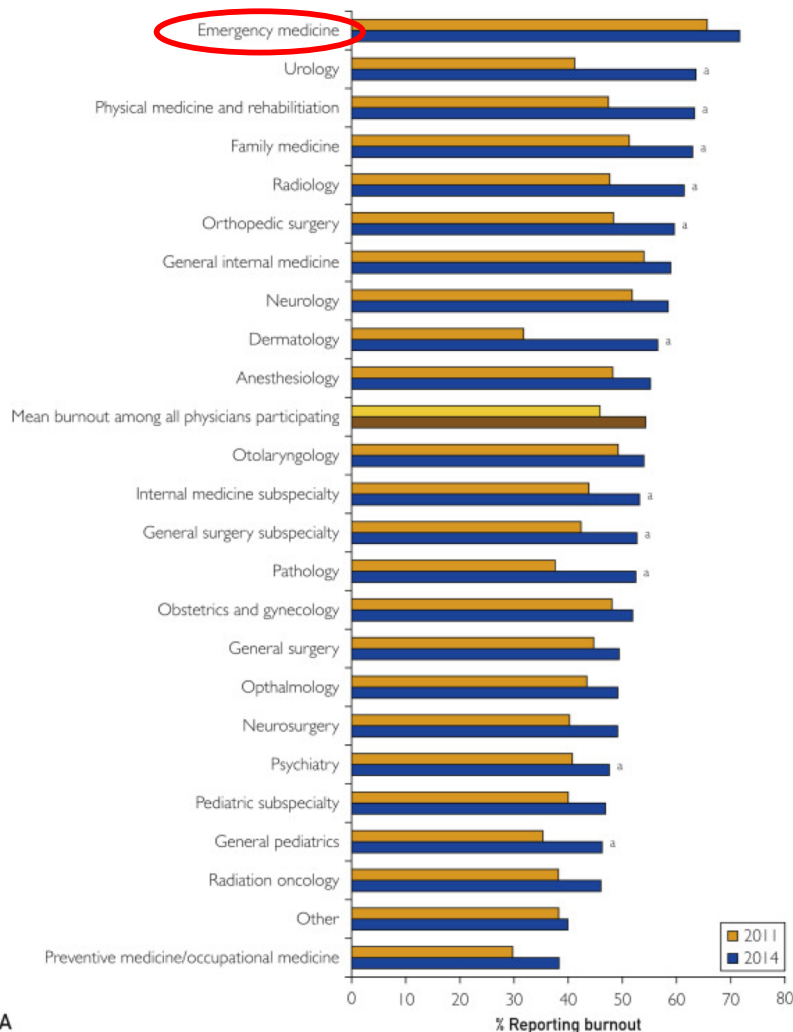
No financial COI to disclose

No handout for this session

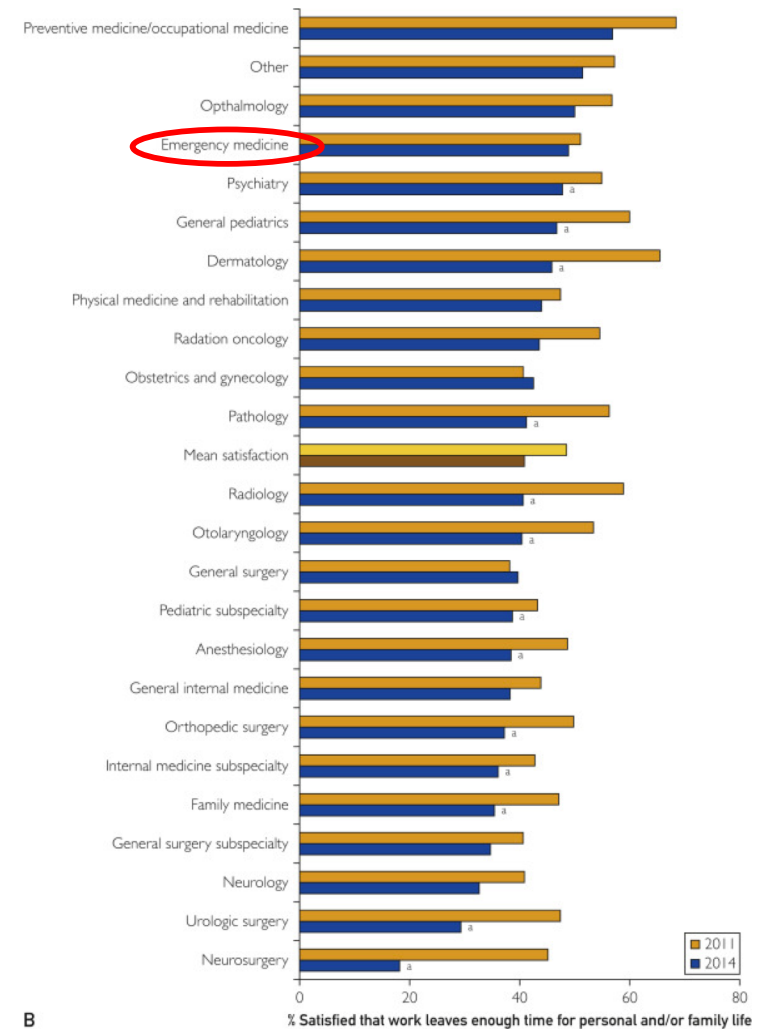


Burnout in EM

Shanafelt TD et al. Mayo Clin Proc
2015;90(12):1600-13

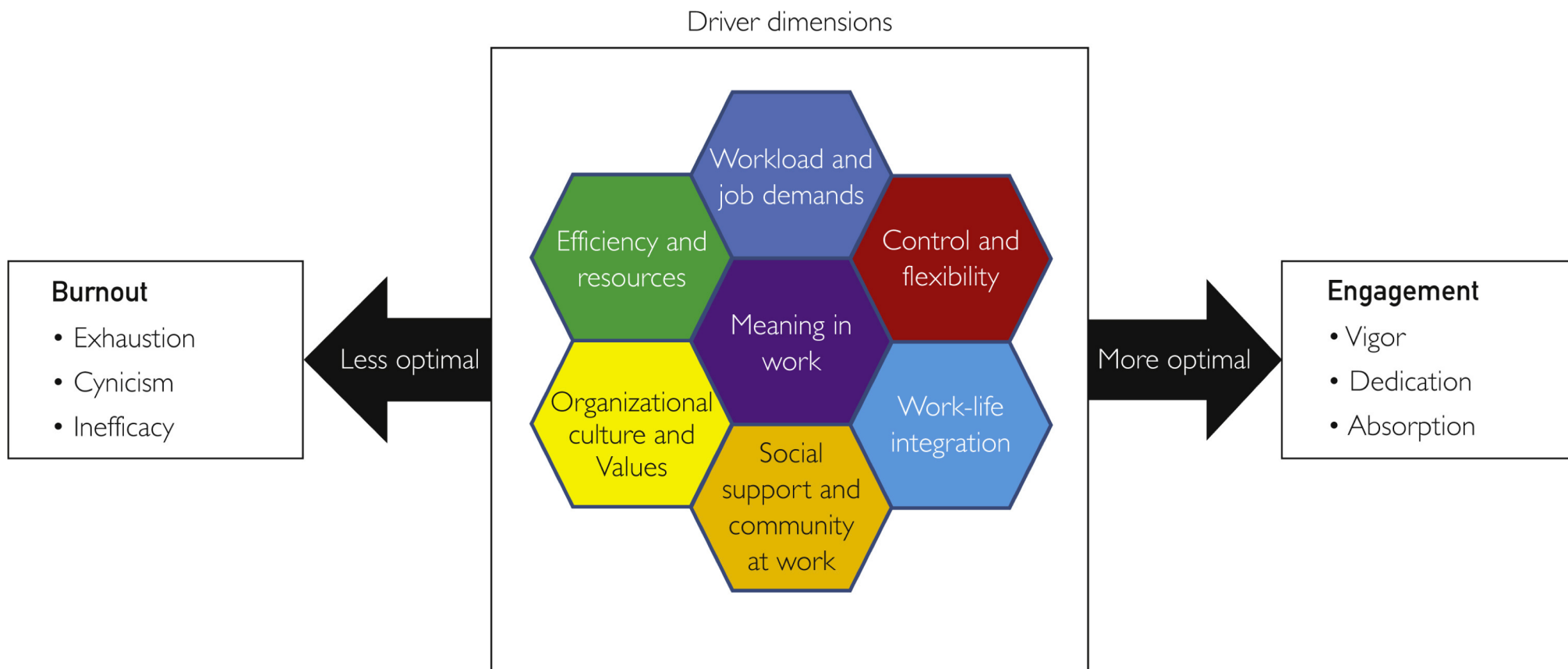


Burnout



Enough time for personal / family

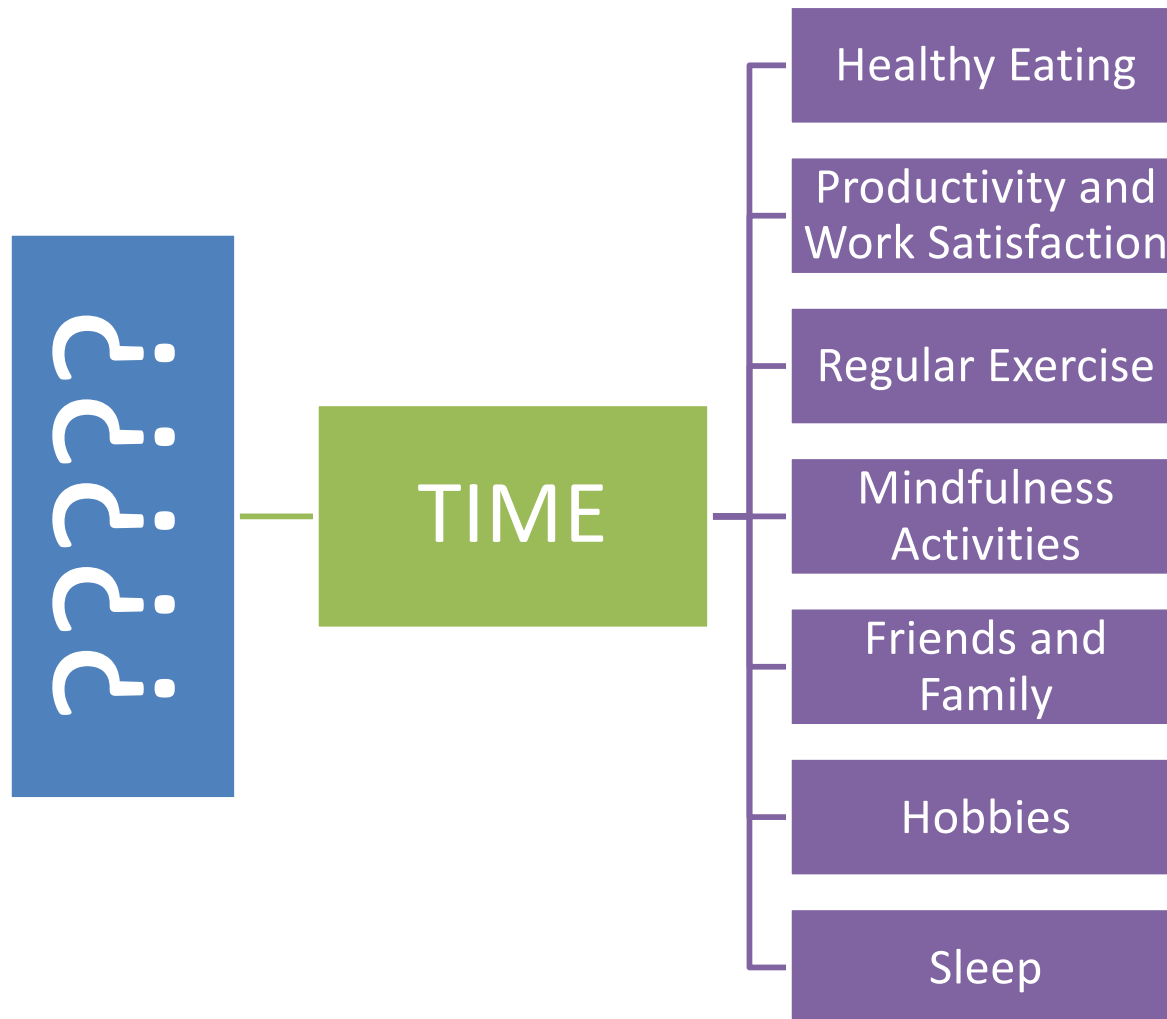
Drivers of Burnout



Shanafelt TD, Noseworthy JH. Mayo Clin Proc
2017;92(1):129-146



Wellness

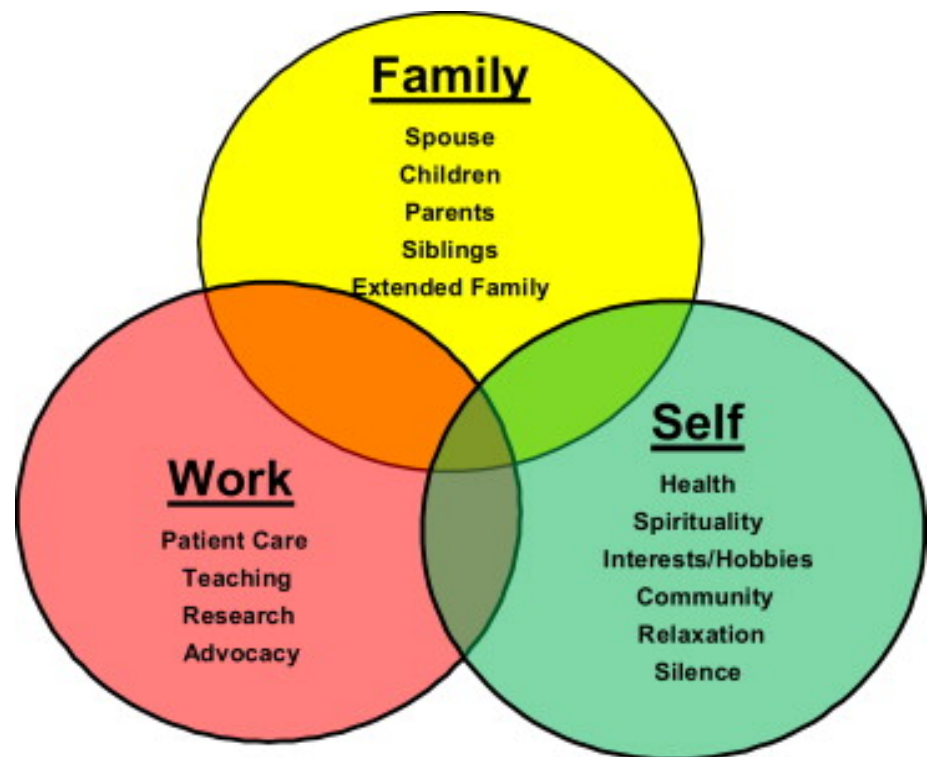
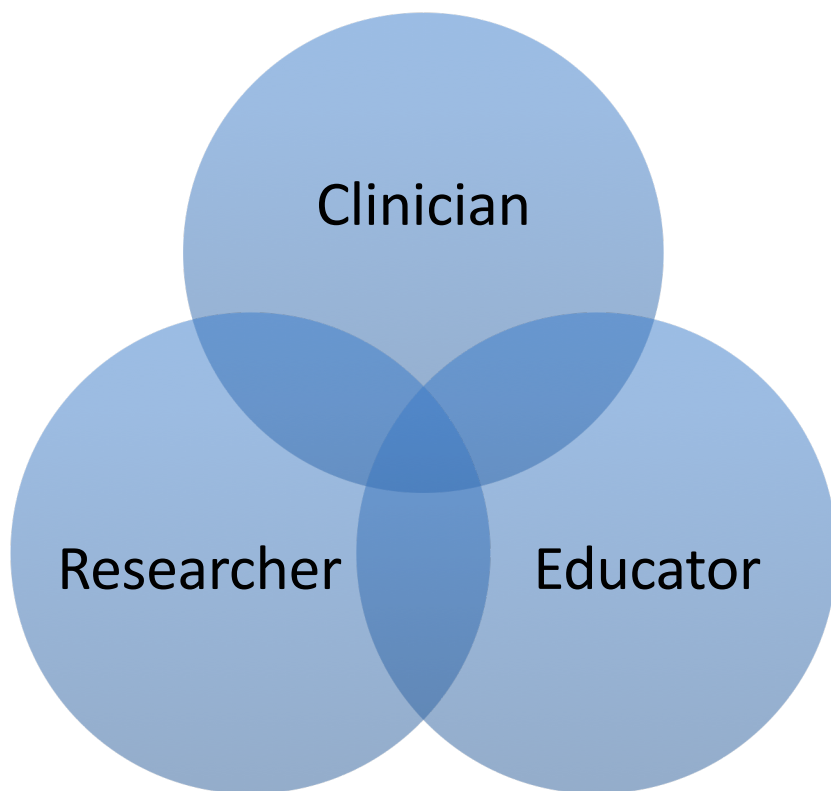


But first, take a step back



<https://corporatefinanceinstitute.com>

Triple threat



Questions to ask yourself

- What gives me energy and engages me? How often am I doing those things?
- If I could spend 2 extra hours a day, what would I do with those hours?
- What are 3-5 things I need in my life to be happy and healthy (e.g. dinner with family most nights, exercise, sleep 8 hours) – what can I do to ensure these?
- Ten years from now, if I looked back at my current work life balance, would I have any regrets?



Mission Statement & Goals



Image: Shutterstock

- Work goals
 - Projects & publications
 - Positions
 - Promotions
- Family goals
 - Activities, meals, community involvement
- Self-care goals
 - Eating, exercise, sleep, hobbies

Ikigai

A JAPANESE CONCEPT MEANING "A REASON FOR BEING"



SOURCE: dreamstime

TORONTO STAR GRAPHIC

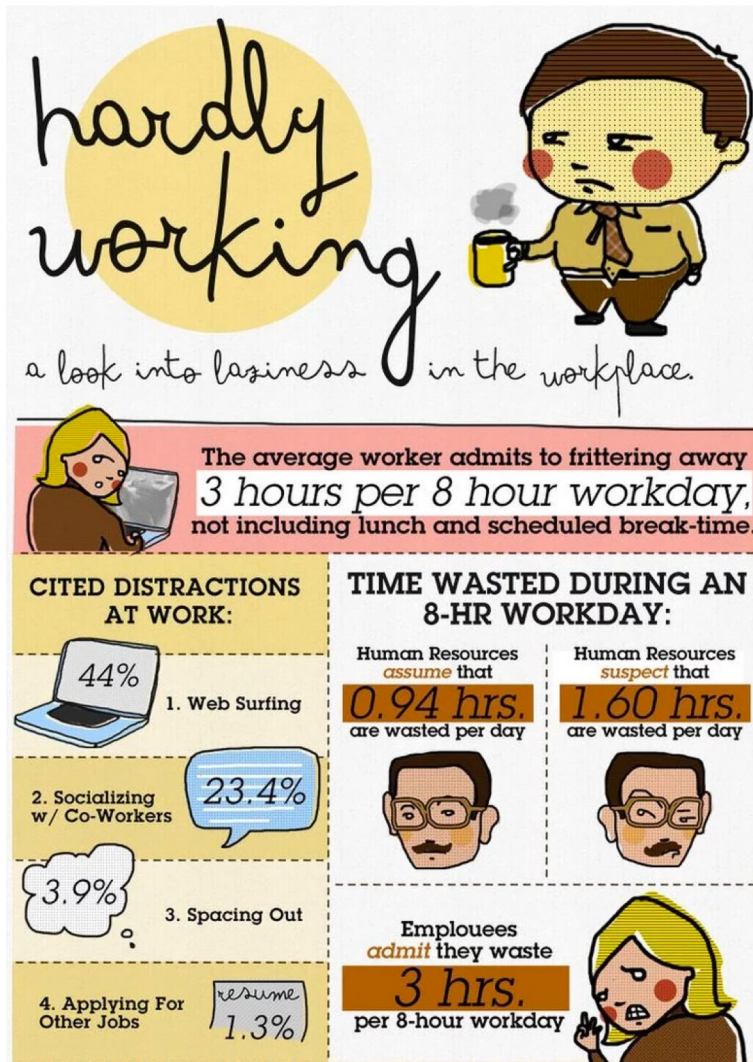


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Time Management Tools



Where does your time go?



- Email
- Internet
- Socializing with co-workers
- Social media
- Texting
- Spacing out
- Charting

Time Management Tools

Time Log

Date:

Start time	Activity	Time taken	Was this planned?	Comments

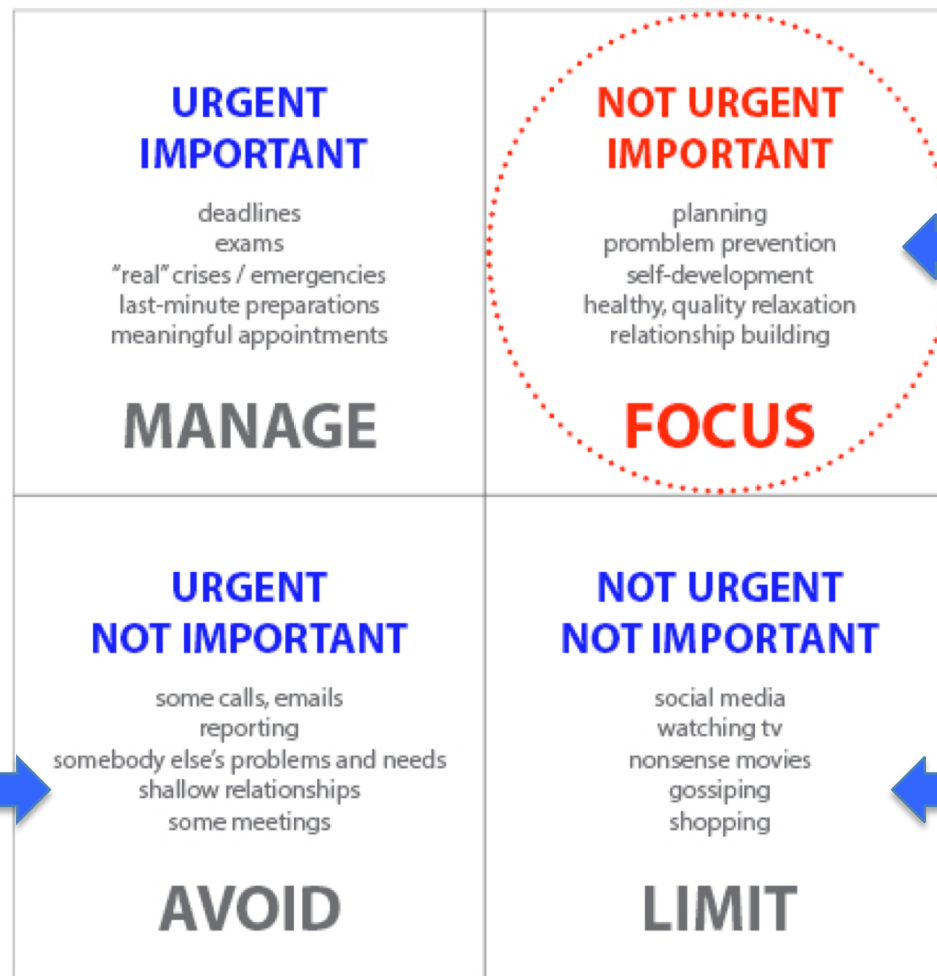
<https://www.time-management-success.com/support-files/time-management-log.pdf>

Prioritize

Covey time management matrix

Don't check email first thing nor constantly

Avoid, Rush, Delegate



The Good Stuff:
manuscripts,
relationships, new
skills, your health

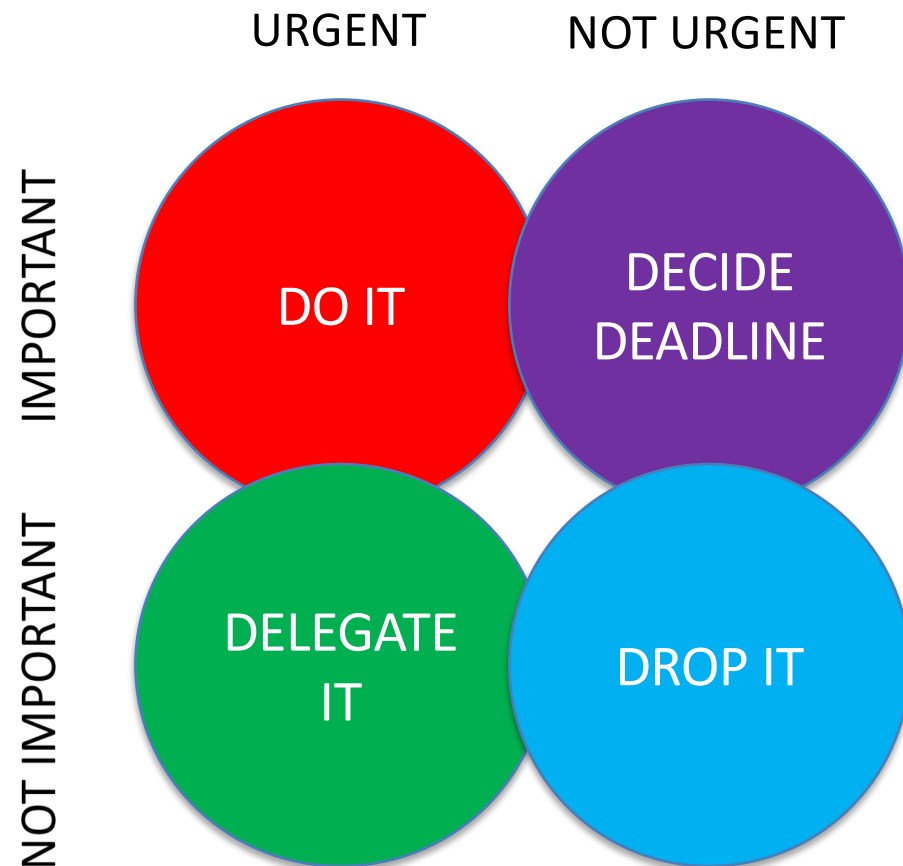
What's your poison?
Yahoo News,
Twitter, Facebook,
Netflix binges,
hallway chatting...

<http://magazine.sae.edu>

SAE M19

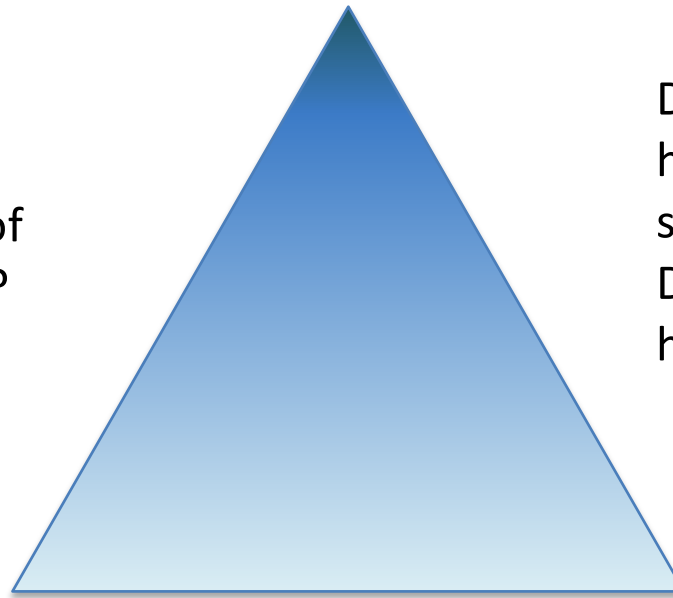
Covey Time Management Matrix

<p>URGENT IMPORTANT</p> <p>deadlines exams "real" crises / emergencies last-minute preparations meaningful appointments</p> <p>MANAGE</p>	<p>NOT URGENT IMPORTANT</p> <p>planning problem prevention self-development healthy, quality relaxation relationship building</p> <p>FOCUS</p>
<p>URGENT NOT IMPORTANT</p> <p>some calls, emails reporting somebody else's problems and needs shallow relationships some meetings</p> <p>AVOID</p>	<p>NOT URGENT NOT IMPORTANT</p> <p>social media watching tv nonsense movies gossiping shopping</p> <p>LIMIT</p>



2 out of 3 to say yes, AND you have enough time

Is the activity
enjoyable?
Is the activity of
interest to me?



Does this activity
help my dept /
society?
Does this activity
help my career?

Will I be compensated for this
activity? (in time, money,
promotion, other)



When to say “No”

- Mentor
- Adds to wrong box
- Can't meet deadline
- Vague project
- Not in your wheelhouse
- Doesn't meet your list of needs
- Weigh “yes to stress” ratio

URGENT IMPORTANT deadlines exams “real” crises / emergencies last-minute preparations meaningful appointments MANAGE	NOT URGENT IMPORTANT planning problem prevention self-development healthy, quality relaxation relationship building FOCUS
URGENT NOT IMPORTANT some calls, emails reporting somebody else's problems and needs shallow relationships some meetings AVOID	NOT URGENT NOT IMPORTANT social media watching tv nonsense movies gossiping shopping LIMIT

Yes to X means No to Y

- This Side of Doctoring: Reflections from Women in Medicine, Eliza Lo Chin, Editor, Oxford University Press 2003
- “In the big picture, there is still time to write papers, network, attend national meetings, and give grand rounds. But if you did not take the afternoon off to go to your child’s second-grade play, that opportunity is lost forever.”
- Barbara Cammer Paris

How to say “No”



www.shutterstock.com • 336640919

Good
Cop,
Bad
Cop



www.shutterstock.com • 192861449

No,
but
Yes



www.shutterstock.com • 645742051

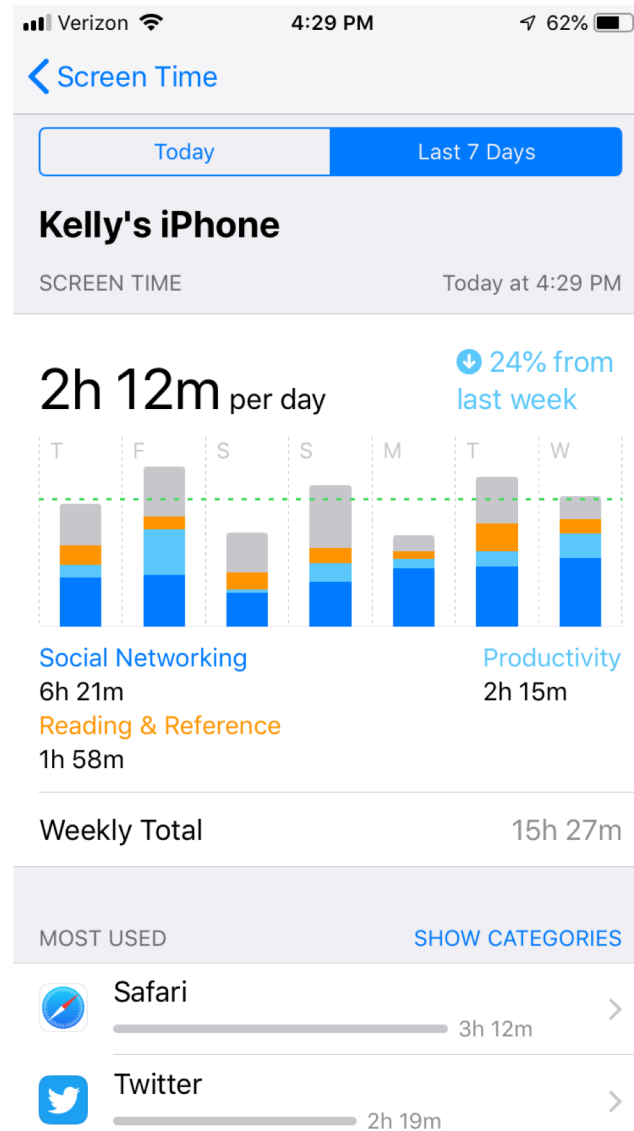
No Sandwich

- Have a stock excuse
- Pass the buck
- Buy some time (if you panic)
- Just say no

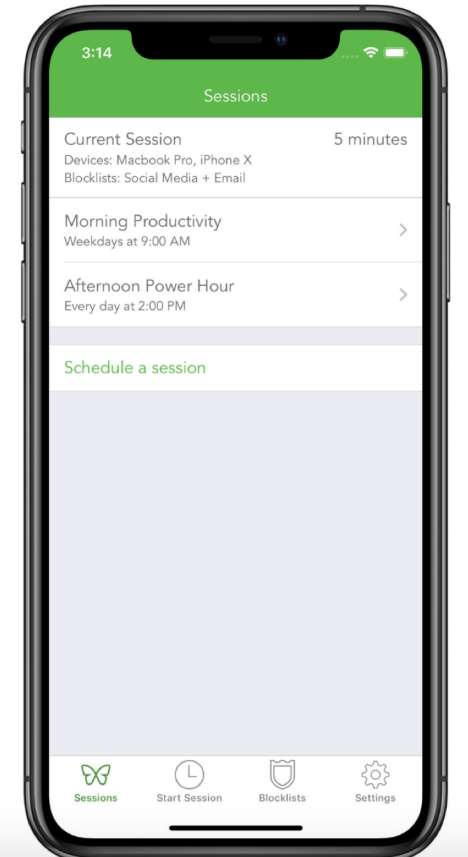
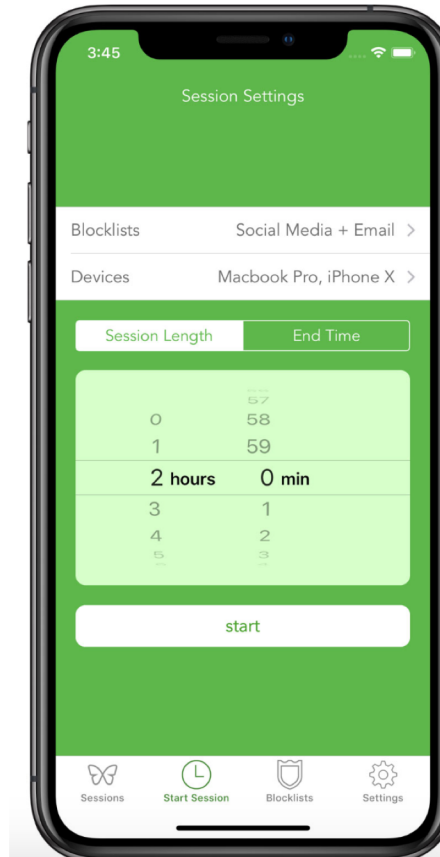
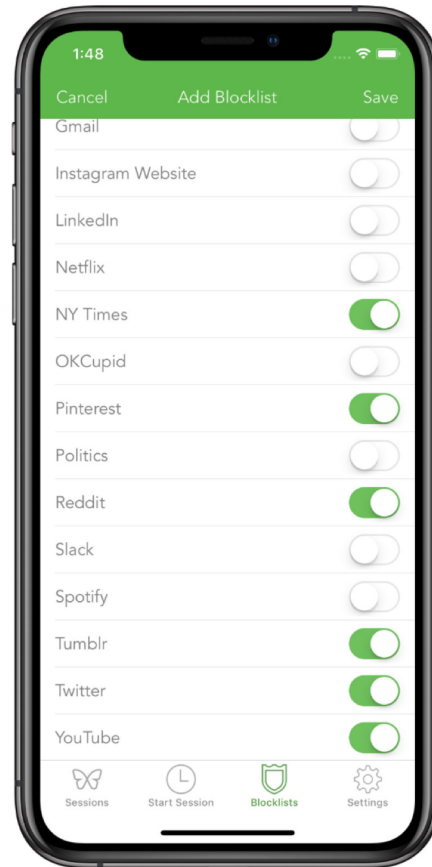
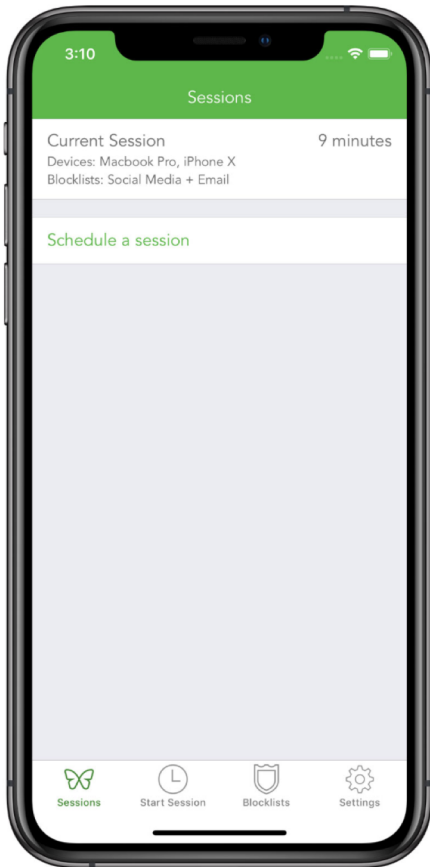
Distractions



Mobile Phone Jail
Amazon.com



Distractions



<https://freedom.to/freedom-for-ios>

Computer



BLOCK WEBSITES

Whether it's Facebook, ESPN, or Youtube, block an unlimited number of distracting websites so you can focus on what matters.



BLOCK APPS

Spending too much time on apps? Freedom lets you block time-wasting apps—from email clients to addictive games.



BLOCK THE INTERNET

When you need a break or a focus boost, block the whole internet with the click of a button.

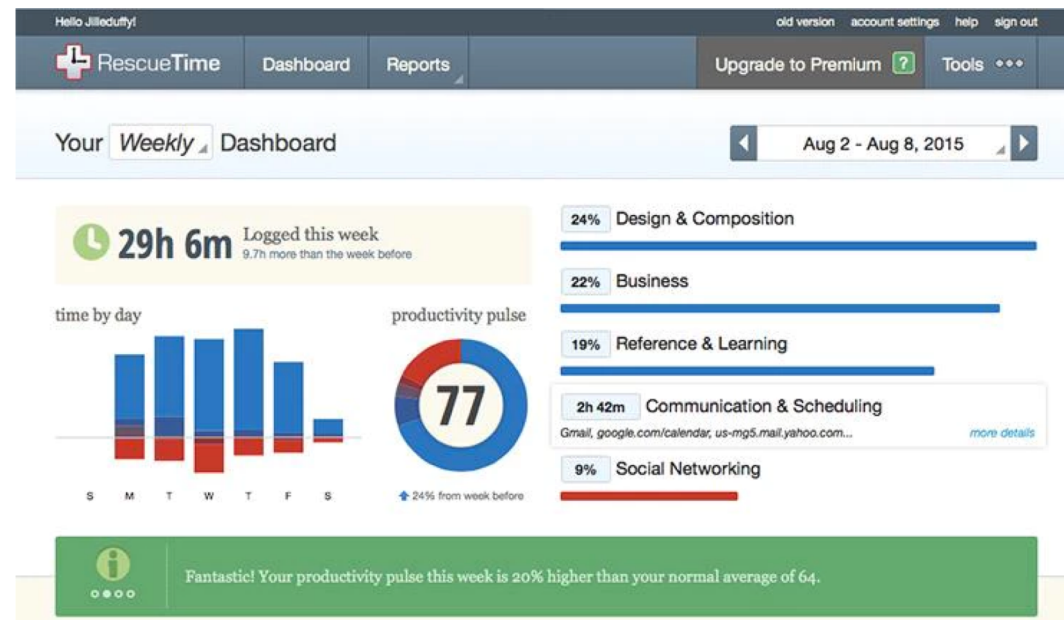


BLOCK ALL EXCEPT

Create custom whitelists. Block all websites except for the ones you need to access.

<https://freedom.to/features>

<https://www.rescuetime.com/>



Work at work (or elsewhere)

TMN TIP:

An open door policy
doesn't mean your door
has to be open
all the time.

Close it when you need
to get work done.



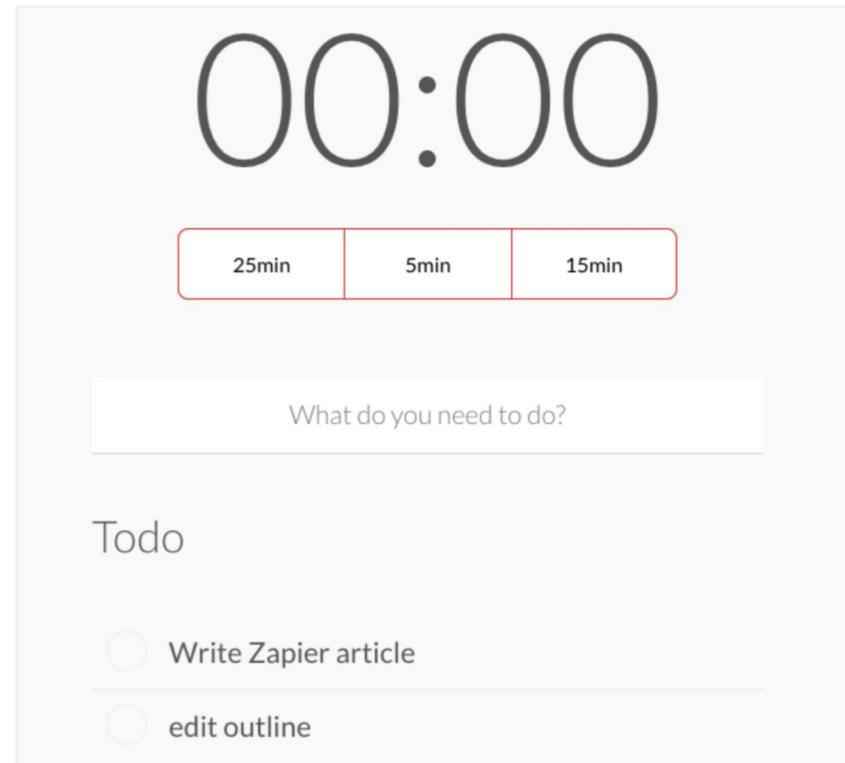
TimeManagementNinja.com

Get Creative

- Coffee house
- Library
- On the commute
- Hotel room

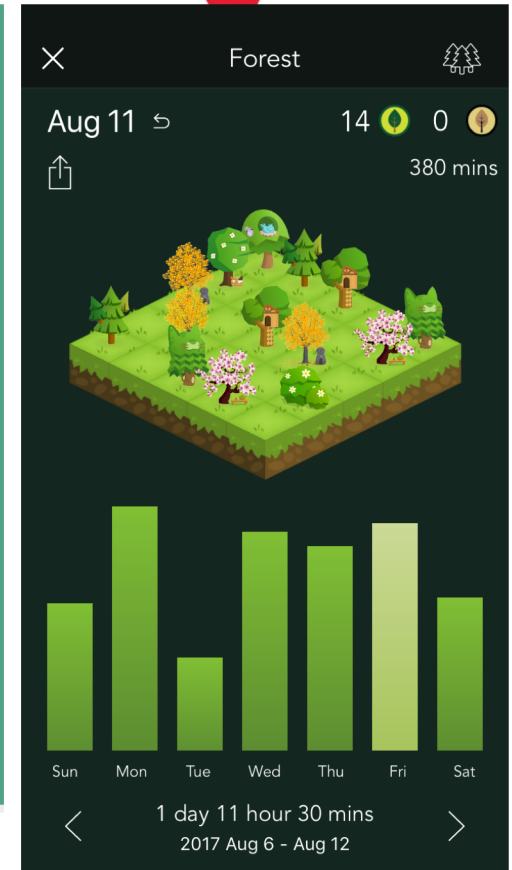
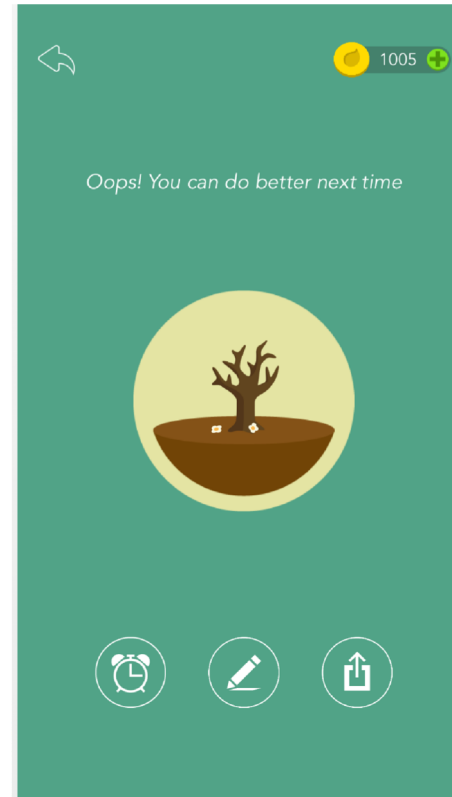
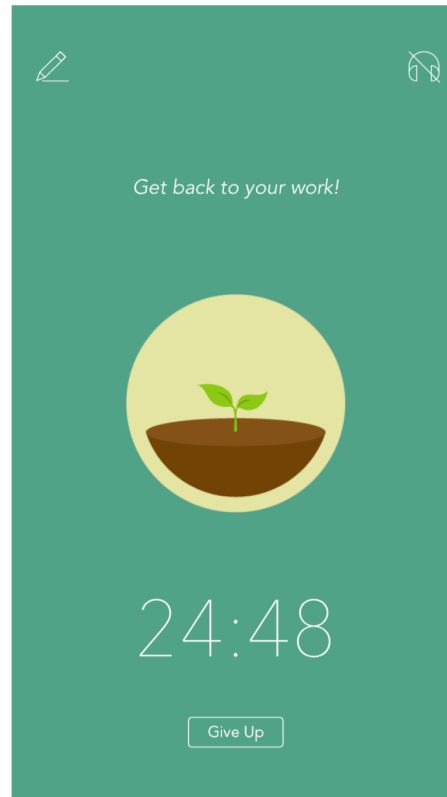
Procrastination

- Tuesdays to write*
- Checklist – break it down to small tasks
- Complete one (quick & brainless) task
- Do the worst first
- Then reward yourself
- Create an audience
- Make an agenda
- Race the clock
- Take a do-over



<https://zapier.com/blog/best-pomodoro-apps/>

Focus



<https://www.forestapp.cc/>

SAEM19

Email

- Check at set times a day, not constantly
- Avoid unnecessary replies, reply to all
- Handle 90% of emails once: reply, file, or delete
- Turn off notifications
- Organize into folders
- Unsubscribe

Adobe Campaign, 400 white-collar workers
52% check email in bed
50% on vacation
18% while driving
88% use a smart phone
2-6 hours per day spent on email

Get organized at work



<https://www.ultimateoffice.com>



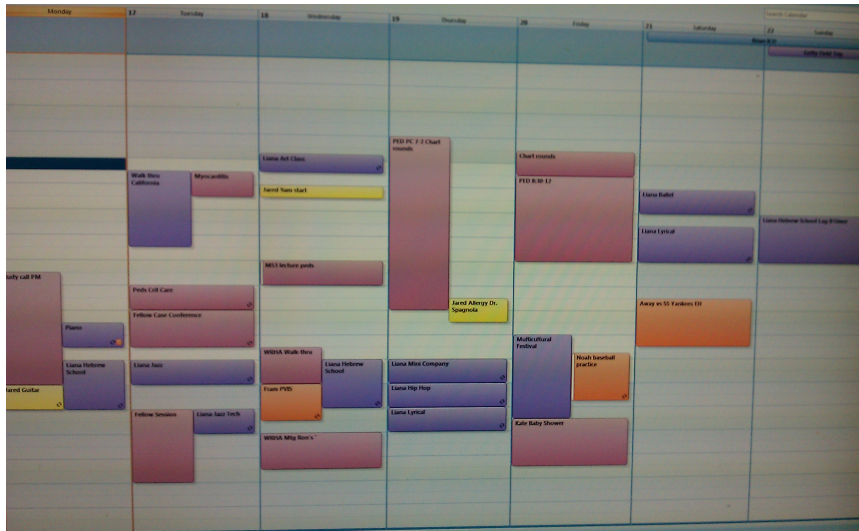
<https://www.themuse.com/advice/organize-your-work-life-your-stepbystep-plan>



Evernote



Get organized at home



- Schedule *everything*
- As soon as you get the dates
- Be pro-active



Delegate

- What can I...
- Delegate
- Outsource
- Do less well
- Not do at all
- Make a *don't* (want to) do list
- Housekeeper
- Gardener
- Nanny / parent's helper
- HopSkipDrive
- Laundry service
- Grocery delivery
- Internet retailers with free delivery & returns
- Professional organizer
- Party planner
- Travel agent
- Personal shopper
- Tutor / homework helper
- Decorator
- Dog walker
- Personal assistant

Delegate

- Prioritize – keep the important and delegate the rest
- Look for win-win situations (but don't dump)
- You can't set it and forget it
 - Be clear on what needs to be done
 - Make a plan and check in
- Delegate down = mentorship =
- Delegate up
- Micromanagement is inefficient

burnout

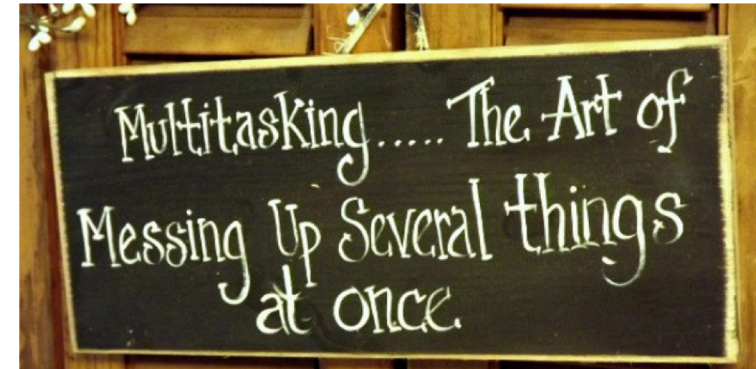


Multi-tasking

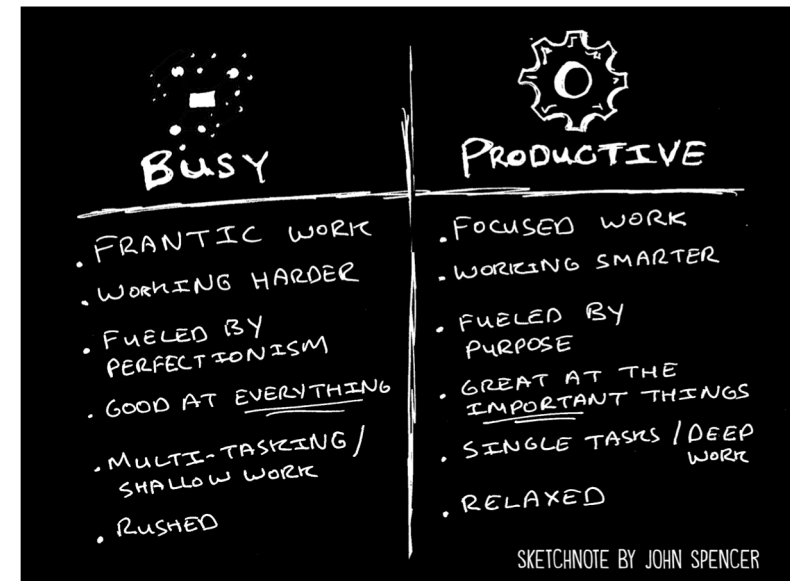
- Double Dipping
- Exercise and...
 - TV, Netflix, GOT, journal, magazine, watch kid's game
- Chapter, review article, grant background, lecture, podcast, blog post, PTA article
- Be ready for little chunks of time



<https://perigee.se/apps/seven/>



<http://brucemctague.com/no-one-multi-tasks>



<http://www.spencerauthor.com/rest/>

Multi-tasking Work-Life Balance

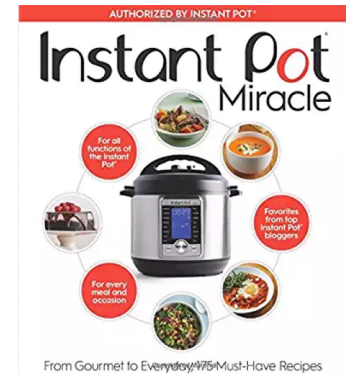
- Bring one kid along to a meeting (special time)
- Schedule dates with spouse and each kid
- Watch a show together as a family
- Make your pleasure reading your kids' assigned English class books
- Do a medical demonstration at kids' school
- Write a PTA newsletter article
- Help your kid do CPR in Schools
- Have your kid be a sim model
- Have a family group-chat



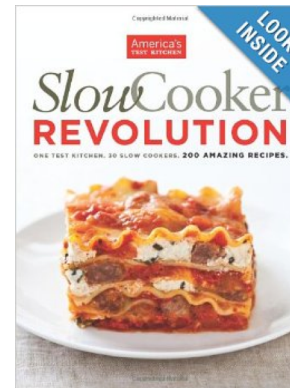
Technology at work

- Learn to type (or use voice recognition)
- Cloud storage + mobile phone or tablet
- Digitize documents – searchable
- Project management apps
- Skype in to a meeting
- Chart efficiently
 - Dot phrases, macros, pre-completed notes
 - Leave the docbox at the end of the shift

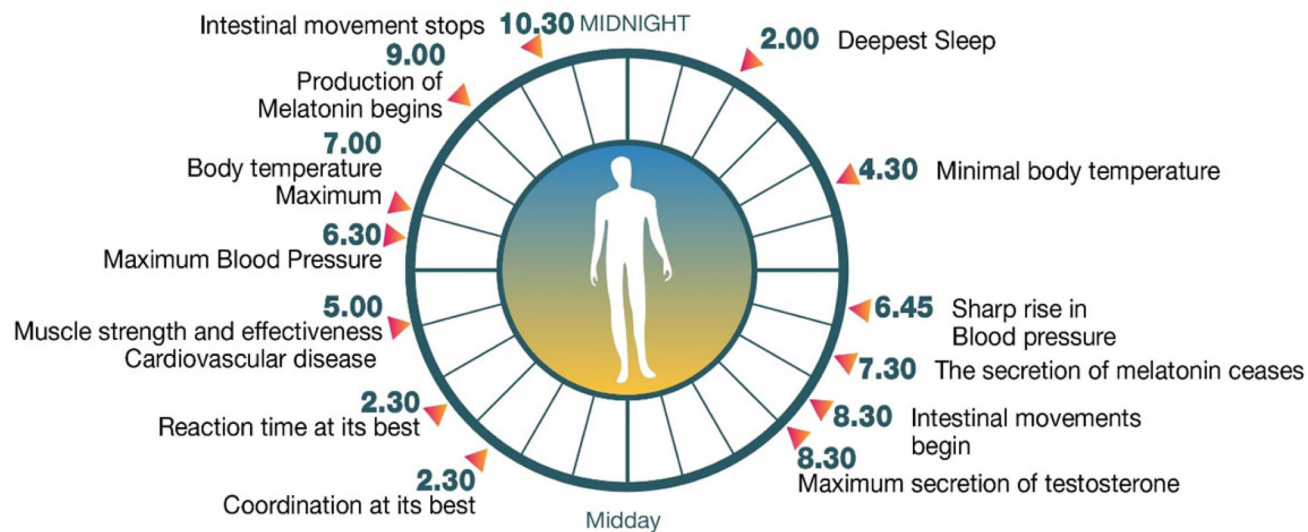
What's for dinner?



Heat and eat (Trader Joe's, Costco)
Breakfast for dinner
Finger foods night
Involve the kids
Meal kit delivery
It takes a village



Sleep

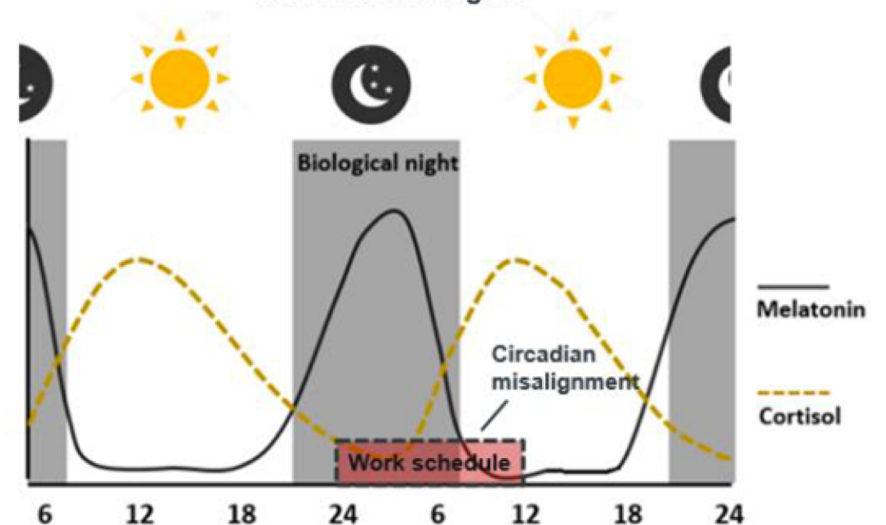


<https://km-humanfactors.com>

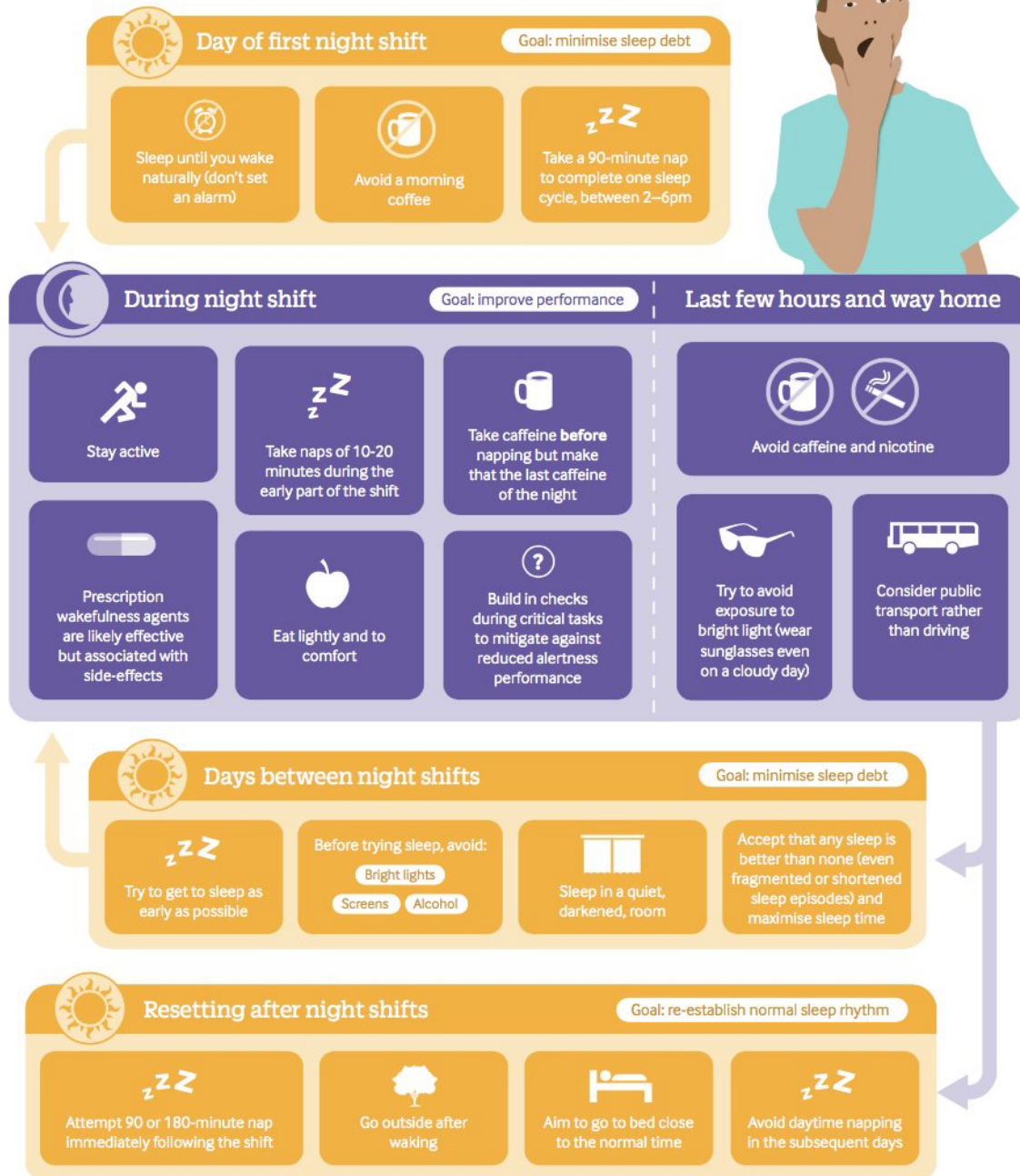
Meijer et al (2017) Proactive fatigue countermeasures

<https://www.staplesadvantage.ie>

Circadian rhythms of melatonin and cortisol
Circadian misaligned



The below diagram describes a sleep strategy, based on the evidence included in the article by Helen McKenna and Matt Wilkes. It is supported by their wider reading and discussions with experts in the field, although they note that quality of evidence is low. They offer this as a starting point from which to develop your own sleep strategy.



- No > 1-2 night shifts in a row
- Rotate clockwise
- Nightshift, f.lux
- Pink noise
- Exclusive nights, Thomas schedule

EM Doctor—Parents we got this!

- Prioritize
- Multi-task
- Make choices quickly
- Accept less than perfection
- Communication and conflict resolution
- Flexible work hours
- We are not phased by night shifts

Serrano KD. Change of Shift: On Being a Resident and a Mom. Ann Emerg Med 2010;55:481-482

Don't waste time

- The “Choice-Minimal” Lifestyle
- Don't postpone decisions
- Make non-fatal or reversible decisions quickly
 - Set a \$ “risk” limit
- Embrace routines that work

<https://tim.blog/2008/02/06/the-choice-minimal-lifestyle-6-formulas-for-more-output-and-less-overwhelm/>

HOW TO BE MENTALLY STRONG

1. Don't fear alone time.
2. Don't dwell on the past.
3. Don't feel the world owes you.
4. Don't expect immediate results.
5. Don't worry about pleasing everyone.
6. Don't waste time feeling sorry for yourself.
7. Don't waste energy on things you can't control.
8. Don't let others influence your emotions.
9. Don't resent on other people's success.
10. Don't shy away from responsibilities.
11. Don't give up after the first failure.
12. Don't fear taking calculated risks.

Ten signs that you are an emergency medicine parent

- You are the only parent mashing hot dogs and grapes at the preschool picnic
- You have performed a minor procedure (nasal foreign body removal, nursemaid's reduction) in your living room
- Your child is completely vaccinated... including the optional ones
- After a minor fall, your comforting hug includes a brief neurologic, cervical spine, and abdominal exam
- You scope out the playgrounds *without* monkey bars
- Your child has had ≥ 1 subspecialty visit before age 2 with an eventual diagnosis of "normal exam"
- You apply antibiotic ointment to bruises
- Your child wears a helmet for a spin on a Big Wheel riding toy
- At his 18-month-old well-child check-up, your child compliantly opens his mouth and says "ah"
- You overhear your 3-year-old daughter ask her father, "What's the plan?"



Leticia Manning Ryan, MD. Acad EM Reflections 2009

A couple of final quotes:

- This Side of Doctoring: Reflections from Women in Medicine, Eliza Lo Chin, Editor, Oxford University Press 2003
- When feeling torn between family and work, it is important to remember that you suffer from an abundance of blessings. The privilege of doing work that you love and having a family that you cherish are causes for rejoicing in spite of your fatigue and strain. There is no steady state. You will never achieve a durable balance between career and home. Flux is the norm, the only constant. You will always be giving more in one area or another. You are astride a teeter-totter. Don't be frozen in the middle, trying to keep it perfectly level. Learn to prance, slide, skip, skid, and skitter from one end of the see-saw to the other.
- Marcia Quereau McCrae

From a presentation on FindingBalanceProductions.com

- Brian Dyson, CEO of Coca Cola Enterprises from 1959-1994
- “Imagine life as a game in which you are juggling five balls in the air. You name them- work, family, health, friends, and spirit – and you’re keeping all of these in the air. You will soon understand that work is a rubber ball. If you drop it, it will bounce back. But the other four balls – family, health, friends, and spirit are made of glass. If you drop one of these, they will be irrevocably scuffed, marked, nicked, damaged, or even shattered. They will never be the same. You must understand that and strive for balance in your life.”

Time Management Tools



Parting Shot

A red jagged line graphic, resembling a stylized heartbeat or a jagged arrow, pointing downwards from the right side of the blue header bar.

Everyday:
Floss or Exercise