Professional Development & Coordinator Success:
It’s more than paperwork and deadlines

Anne Hartford, MBA
Jory Eaton, C-TAGME
We have nothing to disclose.
- 599 Bed, Level I Trauma Center
- 51 ACCGME Accredited Programs
- 15 Other/Non-accredited Programs
- 650 Residents
- 24 Program Coordinators
Learning Objectives:

- Explain a program coordinator's role in the program(s), as it relates to the success of the program and institutional accreditation.
- Identify internal and external resources necessary in the coordinator role.
- Develop a plan to engage and manage responsibilities, whether for a single program or multiple programs across multiple disciplines.
- Recognize the role of the coordinator in the ongoing success of a training program.
Evolution of the Program Coordinator Role

HOW DID WE GET HERE?
Program Coordinator Evolution

“From a relatively easily replaced clerk to an indispensable, knowledgeable and highly valued contributor to the education of residents.”

John R. Potts, III, MD
Senior Vice President, Surgical Accreditation
ACGME
“In many programs the coordinator is the only member of the residency program team whose time is devoted 100% to the program”
Evolution of PC Role

- **In the Past:**
  - Program Director’s Assistant
  - Program Coordinator with lots of other duties
  - “Catch-all” position

- **Today**
  - National conversations about job descriptions and competencies
  - TAGME Certification
  - ACGME Coordinator Advisory Group
Evolution of PC Role

- New/different skill set required
- Managerial
- Project Management
What's at stake?

- Accreditation
- Reimbursement
- Budgets / FTEs
- Perceptions
- Impact on Residents’ lives
Coordinators Have Increased Impact & Influence

- **Department**
  - Program Accreditation
  - Recruitment
  - On-Boarding & Off-boarding
  - Licensure
  - Trainee

- **Institutional**
  - Reimbursement
  - Accreditation
  - Data & decision making
  - Affiliate relationships
Coordinator Success?

- How is success determined?
  - It depends on who’s doing the evaluating
- What does it look like?
In order to excel, a PC must:

- Have good problem solving skills, be resourceful and take the initiative when needed.
- Have a good understanding and knowledge of the requirements of the residency program as well as the structure and functionality of the department and the institute.
- Be able to work independently and to be organized in their work to ensure that tasks are completed in a timely manner.
- Have excellent communication skills and be professional when dealing with all aspects of the residency program.

http://qatar-weill.cornell.edu/cpd/pcRole.html
“You cannot escape the responsibility of tomorrow by evading it today.” – Abraham Lincoln
Who are you at work?

MORE THAN PAPERWORK & DEADLINES
Engaged vs. Not-Engaged

Identifying characteristics

- Job performance
- Service Excellence
- Teamwork
- Adaptability
- Open to learning
- Responsibility
Engaged

- PC may be first to flag an issue
- Identify trends in advance of a “problem”
- Ask great questions
- Know they make a difference & proud of it!
Not-Engaged

- ITEs not ordered
- Visa status issues
- Incorrect information submitted
- Bills not paid
- Investigations or site visits
- Lost opportunities
- Lost $
How does GME Office know if a PC is successful?

- On-time deliverables
- Communication
- Integrity
- Implementation of new/required evaluation tools
- Promulgation of best practices across programs
- Manages up (get your boss/PD to trust you)
- Calls to give central GME/PD a “heads up”
- Has answer before question is asked
PD/PC Relationship

- No matter how good or bad your manager may be, it’s vital—and, honestly, it’s your job—to make this relationship work.

https://www.themuse.com/advice/10-ways-to-get-your-boss-to-trust-you-completely
Together we succeed

- Embrace the mission (to make the PD and Program look good.
- Develop a positive relationship
- Understand their goals
- Anticipate needs
- Never let your PD get blindsided
- Do your job well
- Make sure PD understands your talents
- Honor time
- Align goals
- Under-promise and over-deliver
Does this role fit?

- The PC role is not for everyone
- Determine if someone is hardwired to take on the PC role
  - Behavioral interviewing
  - Scenarios
  - Writing sample
  - PC Peer interviews
“Nothing will ever change while you point the finger of blame. Out of responsibility comes possibility.” – Lisa Villa Prosen
SUCCESSFUL PROGRAM COORDINATION
Successful Program Coordination

Fundamentals
- Relationships
- Communication
- Investment
- Ownership
- Commitment

Systems
- Rules
- ACGME
- Institution
- Policies
- Procedures

Behaviors
- Time
- Management
- Organization
- Prioritization
- Standard Work
- Planning
- Flexibility
Fundamentals

- Successful program coordination depends on these fundamentals:
  - Relationships (PD/PC, PC/GME, Program/ACGME..)
  - Communication (PD/PC, PC/Resident, PD/Resident..)
  - Investment - as part of a team, time…
  - Ownership - as a coordinator you are part owner
  - Commitment - time, energy…
Fundamentals

- Relationships aren’t built overnight - they take time.
Fundamentals

- You may need to flex your style to learn how to manage the relationship so that program needs are met.

- Set boundaries and expectations:
  - You have a common goal: program success
  - Decide the best way to communicate
    - Set a standing meeting time
    - Monday morning huddles
Fundamentals

- **Know your team**
  - Can the APD/Chief handle specific concerns?
    - Duty hour violations, research projects, schedule changes
  - Create an org. chart for who to go to with questions (for both you and the residents)

- Relationships
- Communication
- Investment
- Ownership
- Commitment
Fundamentals

- Use your face to face time with your Program Director wisely
  - Ask questions
  - Be invested
  - Be strategic

Be Brief, Be Brilliant, Be Gone
Behaviors

- Successful Program Coordinators need to know:
  - Time Management
  - Organization
  - Prioritization
  - Standard Work
  - Project Planning
  - Flexibility
Behaviors

- Standard tools can help!
  - Program Calendars
  - Standard Agendas/Standing Meetings

- Time Management
- Organization
- Prioritization
- Standard Work
- Planning
- Flexibility
Behaviors:
Program Calendar/Planning

- Helpful to know “what’s next”
Behaviors:
Standard Agenda

- When meeting with PD/Manager-
  - Save items that can wait until you meet in person (if possible)
  - A standard agenda helps meetings stay focused and quick
Behaviors: Time Management/Priority

- Comes with time
- It takes 1 year to see the annual cycle of a GME Program.

Behaviors
- Time Management
- Organization
- Prioritization
- Standard Work
- Planning
- Flexibility
Behaviors:

Time Management/Priority

- Comes with time
- It takes 1 year to see the annual cycle of a GME Program.
- It takes 2 years to understand it.
Behaviors:
Time Management/Priority

- Comes with time
- It takes 1 year to see the annual cycle of a GME Program.
- It takes 2 years to understand it.
- May take up to 10 years to see complete cycle with self-study and subsequent visit
Coordinator Success is not determined by having all the answers, it’s knowing where to find them.

- ACMGE Requirements
- Institutional Policies and Procedures
- GME Handbook
- Other Coordinators
- PD/PC Associations
- AHME
Systems

Program Coordinators impact:

- Money - CMS billing/budgeting/schedule changes
- Future Training - ordering ITE, submitting Board information
- Accreditation - ADS submission, correct information
- Recruitment - first impression of the program
- Residents’ futures
- The ability to implement change
- And much, much more
Successful Program Coordination

- Relationships
- Communication
- Investment
- Ownership
- Commitment

Fundamentals

Systems
- Rules
- ACGME
- Institution
- Policies
- Procedures

Behaviors
- Time
- Management
- Organization
- Prioritization
- Standard Work
- Planning
- Flexibility
Scenario #1

- APE was due to GME Office and it’s now over a week past due. After multiple deadline reminders, GME Coordinator follows up with program by phone. PC response “Yeah, I told the PD about it”
Program would like to fill an empty position in a 3-year fellowship program. One candidate being considered is raising red flags to the coordinator. PC follows up to obtain complete application materials and discovers trainee hasn’t passed USMLE Step 3 and won’t be eligible for licensure or to begin training on July 1st.
Scenario #3

As part of a GME audit, a discrepancy in training dates was discovered. Due to a leave of absence, a resident doesn’t have the required weeks of training to be board eligible. When calling the Coordinator for additional information, they reply: “You never told me, how was I supposed to know that?”
Learning Objectives:

- Explain a program coordinator's role in the program(s), as it relates to the success of the program and institution’s accreditation.
- Identify internal and external resources necessary in the coordinator role.
- Develop a plan to engage and manage responsibilities, whether for a single program or multiple programs across multiple disciplines.
- Recognize the role of the coordinator in the ongoing success of a training program.
It is not only for what we do that we are held responsible, but also for what we do not do.” – Moliere
We also treat the human spirit.
Contact Information

Jory Eaton, C-TAGME
jeaton@lumc.edu
(708) 216-3145

Anne Hartford, MBA
ahartford@lumc.edu
(708) 216-3151