



# WELCOME

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## WELCOME!

### Program Faculty and Department Introductions

### Desired Outcomes and Objectives

*Cultivate* a cross departmental faculty community through a learning collaborative cohort

*Provide introductory skills* to create an individual career development plan and develop skills identified for your professional success

*Create an opportunity* to learn from senior School of Medicine faculty



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# Department Contacts and Faculty

## **Emergency Medicine:**

Anne Libby, PhD, Vice Chair of Academic Affairs

## **Family Medicine**

Kent Voorhees, MD, Vice Chair of Education

## **Medicine:**

Greg Austin, MD, MPH, Vice Chair Regional Clinical Affairs; Director, Junior Faculty Development

Ava Russell, Administrative Coordinator

## **Ophthalmology:**

Prem Subramanian, MD, PhD, Vice Chair Academic Affairs

## **Pediatrics:**

Andy Sirotnak, MD, Vice Chair Faculty Affairs

Justin Lotspeich, Faculty Affairs Coordinator

## **Radiology:**

Carol Rumack, MD, Vice Chair for Professional Development; Chair, Radiology Promotions and Tenure Committee

Beth Post, Assistant to Dr. Carol Rumack

Jana Garin, Administrative Assistant

**Program Questions:** [CareerCornerstones@ucdenver.edu](mailto:CareerCornerstones@ucdenver.edu)



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# Building Foundations



Community Building  
*in session & encouraged between*



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Turn  
TALK  
and

## Warm Up

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### INTRODUCE YOURSELVES in 30 seconds!

- Introduce yourself (including your name and Department)
- Share why you decided to participate in Career Cornerstones and what you hope to gain from the experience



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## Setup for Success

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- Start and end on time
- Be present physically and mentally
- Engage and learn from your colleagues
- One person speaks at a time, actively listen
- Maintain confidentiality



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## Career Cornerstones: Career Mapping

Greg Austin, MD, MPH

Director, Junior Faculty Development, Department of Medicine

Director, CO-Mentor Program, CCTSI

Vice Chair for Regional Clinical Affairs, Department of Medicine

Acknowledgements: Cara Wilson, MD and Anne Libby, PhD



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A man was travelling and stopped at an intersection where there was an elderly man. He asked the elderly man, “Where does this road take me?” The elderly man asked, “Where do you want to go?” The man replied, “I don’t know.” The elderly man said, “Then take any road. What difference does it make?” How true. When we don’t know where we are going, any road will take us there!

Spring 2017



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# Individual Development Plan

- All junior faculty should have an *individual development plan (IDP)*
- IDP should guide reflection and action planning
- Working document to be used throughout your career
  - Reflection and updates should occur on an annual basis, at a minimum
- Components:
  - Personal mission statement
  - Goals / milestones (action items)
  - Effort assessment
  - Personal SWOT
  - Mentor review
  - Personal matrix

Today's workshop is designed to get you started! Work will be ongoing.



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- Importance of Goal Setting
- Why Goals Fail
- Guidelines for Setting Goals
- Types of Goals
- How to Set SMART Goals

## Importance of Setting Goals

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- Allows focus on the most important things
- Reinforces habits that change (improve) behavior/actions
- Leads us to make long-term improvements
- Increases short-term resiliency
- Accelerates progression to “success”

## Why Goals Fail

- The Goal was not written down
- Reward for achieving the Goal was not given
- The Goal was unrealistic
- The Goal was not specific enough
- The Goal was not aligned with primary values
- The Goal is not consistent with your personal mission
- The person who set the Goal has not told anyone else for added accountability, help, and support
- The Goal was not incorporated into a realistic plan that includes measurements, timelines and resources.



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## SMART Goals



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“Bar Graph” icon by Scott Lewis, from the NounProject.com collection  
“Calendar”, “People” and “Target” icons from the NounProject.com collection



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## Creating SMART Goals

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Specific: Goals should be stated as simply and clearly as possible.

Measurable: Include how you will know you have met your goal (Metrics)

Attainable: Goals should be realistic given your current situation, resources, and time.

Relevant: Goals should be on your journey toward meeting your larger lifetime outcomes.

Time-Bound: Goals should have a realistic and specific timeframe for achievement.



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## Goal Setting-Define the Goal

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Pick a Primary Career Goal to be Achieved in 6 Years.

Example:

- Promotion from Assistant to Associate Professor
- Obtain your first R01
- Program Director of “X”

Are these SMART Goals?



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Is the goal of being promoted from Assistant Professor to Associate Professor in 6 years:

- Specific?
- Measurable?
- Attainable?
- Relevant?
- Time-Based?



## Goal is Promotion

By what Criteria will be you be measured:

- **Regular Faculty Series** - traditional balance of activities; basic scientists, clinician-scientists, and clinician-educators.
- Research Professor Series - grant-funded scientists with limited teaching and service activities.
- Clinical Practice Series - clinician-educators with limited or no scholarship activities.

Meritorious in all of the following : 1) Teaching, 2) Scholarly Activity, and 3) Service/Clinical Activity

Excellence in at Least One of the following: 1) Teaching, 2) Research, and 3) Clinical Activity.

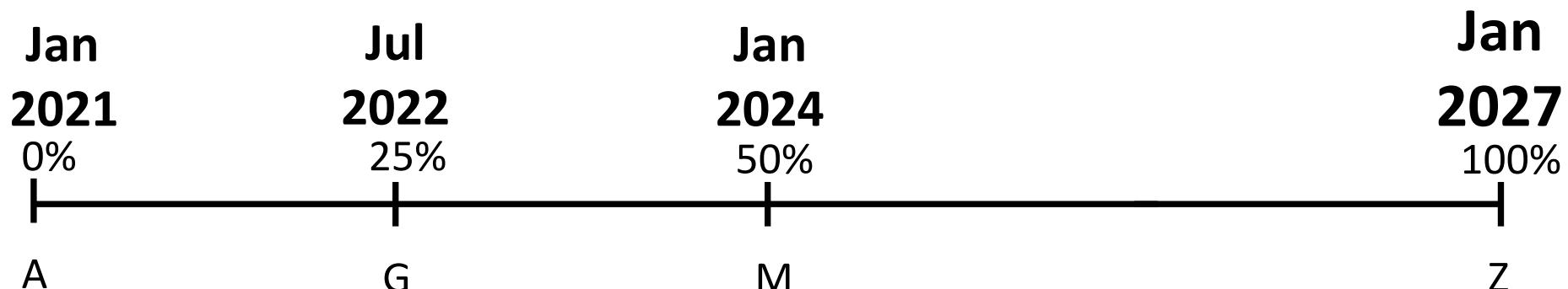
Meritorious or Excellent? Are these SMART?



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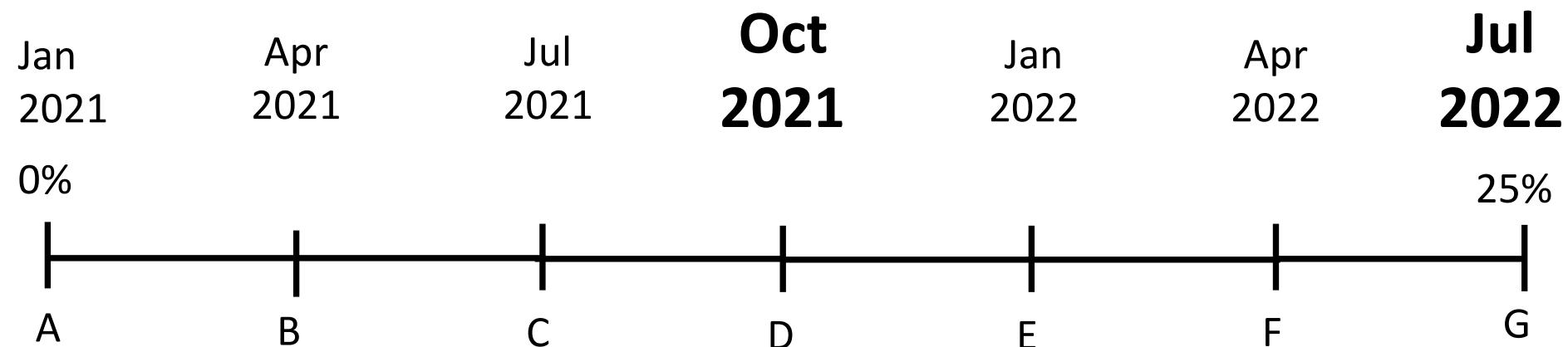
# Benchmarks/Milestones



- What you do you need to achieve by point G? M? Z?
  - Are you: Regular Faculty vs. Research Professor vs. Clinical Practice
  - Review with mentor; know achievements of others recently promoted.
- How do you turn Meritorious/Excellent into SMART Goals?
  - Funding: How many grants? Percent Salary Covered? What kind (e.g., R01)?
  - Research/Scholarly Activity: How many first-authored manuscripts? How many total manuscripts? Impact of Published Manuscripts?
  - Teaching: Classes/Courses Taught? Curriculum Development? Mentoring?
  - Clinical Activity: RVUs? QI Initiatives? Establishing a Center of Excellence?



## Timeline of Benchmarks/Milestones Need Plan to Get to 25%



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# Getting Started

## 15 minutes

**Step 1:** Identify the mission area you want to focus on  
(research, clinical, education, administration or leadership, etc.)

**Step 2:** Write a personal mission for this area of your career

*NOTE: Does not have to be perfect. Use as a guide for goal setting. You'll revamp, as needed.*

**Step 3:** Craft 1-3 goals (short or long term) that will help you meet your mission

**Step 4:** Craft 1-3 milestones / action items to move you towards your goal

**Step 5:** Complete your effort assessment (current versus desired)

**Step 6:** Fill in table for Mentoring team



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Turn  
and  
**TALK**

## 10 minutes / person (triad)

### **Presenter**

- Verbalize mission statement, goals, milestones / action steps
- Solicit specific feedback you would find valuable

### **Peer Supporters**

- Actively listen
- Provide your colleague feedback
  - What could this person do that will help them reach their goals?
  - What ideas do you have for them to explore in order for them to meet their goals (gaps you may have heard, resources you want to recommend etc.)
  - Consider sharing relevant experiences that have helped you in the past



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## Next Steps

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1. Identify and write down one action step from your plan that you will complete in the next 30 days
  
2. Between today and our next workshop (**March 2**), transfer your worksheet information to your Department's Individual Development Plan (IDP).



# Time Management Skills

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ANNE LIBBY, PHD AND PREM SUBRAMANIAN, MD PHD

#CareerCornerstones



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Share your biggest time management challenge(s)?

Share ONE SOLUTION that works for you?

## Your Challenges

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“Spreading myself too thin, getting sucked into email and wasting blocks of time with that.”

“Epic inbox and email; juggling multiple projects and protecting time to write papers”

“Distraction. Email black hole.”

“Work/life balance; constantly locked into email not carving out time to do deep dive work; stuck with menial/routine tasks that don't allow time for higher level strategic work”

“I think I do not work efficiently enough, i.e., perfectionist, etc. Even small tasks like responding to emails I spend too much time on.”



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## Your Challenges

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“Trying to find time for academic / career advancement between endless clinical responsibilities and being present with my family (2 kids age 2 and 4)”

“Effective use of short blocks of unscheduled time”

“Too many different outlets using my time”

“too many days with a few appts, hard to get a day off”

“Accomplishing tasks when there is no deadline, as I am a procrastinator and work best under pressure.”

“Setting up structured time boundaries for myself to do work outside of the hospital and balance time as a partner and parent”



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Everyone has 24 hours in the day

“You have to live on this twenty-four hours of daily time. Out of it you have to spin health, pleasure, money, content, respect, and the evolution of your immortal soul. Its right use, its most effective use, is a matter of the highest urgency and of the most thrilling actuality.”

“We never shall have any more time. We have, and we have always had, all the time there is.”

Arnold Bennett. “How to Live on 24 Hours a Day.”





## Time Management Tips: How to Use Time Wisely

- 1. Say YES by saying NO**
- 2. Reduce interruptions and stress associated with email**
- 3. Manage time and energy**
- 4. Increase mindfulness**
- 5. List and prioritize**

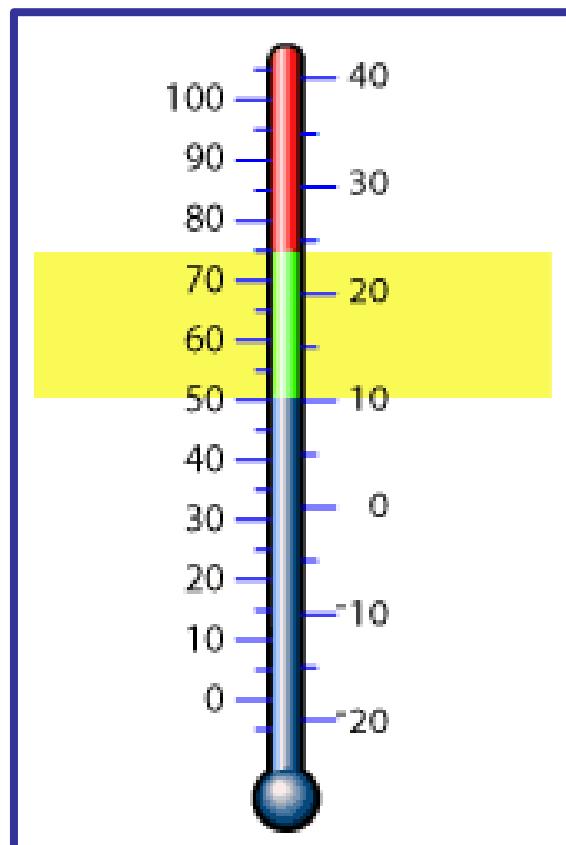


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# 1. Just Say “No”

# When to Say No: Passion Thermometer



Is it **LOW** on the thermometer? **Say NO**

Is it **MODERATE** on the thermometer? **Say NO!**

These are hard. If you say yes, you are locked in when an opportunity in high passion area comes up.

Is it **HIGH** on the thermometer? **Say YES**

--OK to qualify YES with getting more help, collaboration, co-chair effort, etc.

## The Strategic No

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Rule: Never say yes in the moment, always delay to reflect/get input and then respond

### **State the truth**

- Do not accept blame
- Do not assign blame

### **Explain why the answer is “no”**

- Focus on the positive

### **Offer an alternative or compromise**



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## Example: Can You Teach a Class Tomorrow?

State the truth

- Do NOT accept blame
- Do NOT assign blame

**“I cannot give a guest lecture at 3pm because I have another commitment at that time.”**

- **Do not apologize**—no fault
- Do not be defensive by pointing if the person had asked sooner then “maybe I could have done it”
  - Puts you in a weak position
  - Makes it seem you really want to do it



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## Explain Why the Answer is “No”

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Focus on the positive

**“...because I am already committed at that time.”**

- Easier to say “no” when you can say why
- Sets your priorities
- Ensures important tasks remain on your list



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## Other Tips on Saying No

Make rules for yourself and stick to them

- Quota of only one review at a time
- Schedule on calendar to block out maximum time allotment during the week (e.g. meetings)
- Make some workflow rules for yourself if possible
- Ask the person if they really need you there or could you contribute asynchronously
- Try to improve meeting processes generally



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Offer an Alternative  
or Compromise if Possible

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“Maybe Dr. Austin is available.”

or

“I have a video and a recorded lecture if you can get  
someone to play it at 3:00.”



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## Saying “No” Is Saying “Yes”

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Yes may be good in short run, bad in long run

Crowding out important activities

“No” builds respect for you and your time

Senior person may be “testing” your priorities—don’t fail the test!



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# Saying “No”: A Growth Strategy

Wrong projects saps:

- Time, energy and profits
- Morale → retention problems

Know your strength, customer, let the rest go

Say no to yourself, too

- “I cannot work on X right now because I need to focus on Y today.”

Recommendation: The 4-Hour Workweek, Tim Ferriss  
HBR The Strategic Power of Saying No, Susan Bishop 1999



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# Non-verbal No: Access vs Productivity

## Meaning of a closed door

- Unfriendly
- Don't bother me
- I am working!

## Who needs immediate access?

- Supervisor/chair?
- Admin asst?
- Family?

## Strategic retreat

- “Man-cave” /  
“she-shed”
- Coffee shop
- Library workspace



2. Improve your  
relationship with email

## Minimizing Distractions

28% of time spent reading/responding to email (McKinsey)

Less than 50% of emails deserve attention

Costs time and concentration to recover, switch from task to task  
(avg. 4-6 minutes, 2-3 minute recovery)

Avg. sends/receives more than 100 emails daily

“Involuntary email notification is the single biggest time management detractor in the world today”

Recommendation: Driven to Distraction at Work, Edward Hallowell, MD



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## Multitasking vs Deep Thinking

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“And without the power to concentrate—that is to say, without the power to dictate to the brain its task and to ensure obedience—true life is impossible. Mind control is the first element of a full existence.”

Arnold Bennett. “How to Live on 24 Hours a Day.”  
Recommendation: Cal Newport blog ([calnewport.com/blog](http://calnewport.com/blog))



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## Multitasking vs Deep Thinking: Challenges

“Adhering to schedule for non-scheduled work (i.e., grant writing, manuscript preparation, etc)”

“Getting distracted and not being able to protect my time to focus on one specific task”

“Unable to read, write, or do clinical research in the middle of work.”

“I tend to do the quickest items on my ‘to-do’ list first, so that I can mark them off, and feel like I made progress. In reality, I should do the things that need greatest attention / higher level thinking first. I struggle to re-prioritize this.”

## Multitasking vs Deep Thinking

### Attentional switching

- Goal shifting
- Rule activation

	<b>HIGH YIELD</b> Low effort	<b>HIGH YIELD</b> <b>HIGH EFFORT</b>
Cumulative cost		
◦ Up to 40% of time	Low yield Low effort	Low yield <b>HIGH EFFORT</b>
◦ Goes unnoticed		

### Innate drive

### Addiction?

Rubinstein et al. J Exp Psych- Hum Percept Perf 2001; 27: 763-797.  
Yeung & Monsell. J Exp Psych- Hum Percept Perf 2003; 29: 455-469.  
<http://www.apa.org/research/action/multitask.aspx>



## Multitasking vs Deep Thinking

### Attentional switching

- Goal shifting
- Rule activation

### Cumulative cost

- Up to 40% of time
- Goes unnoticed

### Innate drive

### Addiction?

DEADLINE Unimportant	DEADLINE IMPORTANT
No deadline Unimportant	No deadline IMPORTANT

Rubinstein et al. J Exp Psych- Hum Percept Perf 2001; 27: 763-797.  
Yeung & Monsell. J Exp Psych- Hum Percept Perf 2003; 29: 455-469.  
<http://www.apa.org/research/action/multitask.aspx>



## Digital Minimalism

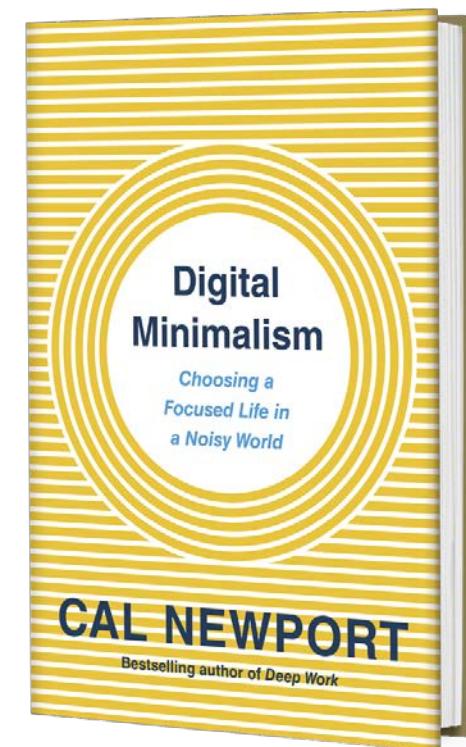
Platforms created to hold attention

Eyes are money

Plays on deep-seated emotional needs

- “Connectedness”?
- Fails to satisfy and may worsen

Digital cleansing



“Repeated short periods of intense focus.”

“Blocks on my calendar, planning at the beginning of the week, keeping a personal Trello board.”

“I struggle with this, when I use it consistently, Wunderlist works fairly well.”

“Prioritize daily, try to leave more mundane tasks to less optimal thinking/creative time. Selectively/strategically delegate both at work and in personal life. Enlist others as thinking partners.”

“List of goals to be completed. Avoiding opening emailing/EPIC”



## Are You Addicted to Email?

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Take “Email Dependence Test”

12 questions

Write down answers, score points

Add up total score



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## Email Dependence Test

A=4

Total Scores

B=3

37-48: major addiction, email severely  
hampering your time efficiency

C=2

25-36: addicted

D=1

19-24: abusive

12-18: healthy relationship with email

# DISCUSS!

Share one planned remedy

SkillSoft Corporation Job Aid Series, 2007



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You are in control of your interruptions!

Plan to do big, important tasks free of interruption

Read email at scheduled times, in blocks

- Close Outlook when not email time

TURN OFF email alerts!



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**Outlook** File Edit View Message Format Tools Window Help

About Outlook  
Preferences...  
Work Offline Turn Off Reminders  
Services  
Hide Outlook ⌘H  
Hide Others ⌘⌥H  
Show All  
Quit Outlook ⌘Q

**Inbox**

**Organize Tools**

Archive Reply Reply All Forward Meeting Attachment Move Junk Rules Read/Unread Categorize Follow Up Filter Email Find a Contact Address Book Send & Receive Store Evernote MHA View Headers

LA RE: Podcast

**Lee, Andrew G., M.D. (TMHPO CHAIR) <AGLee@houstonmethodist.org>**  
Subramanian, Prem; Susan Malloy; Beaver, Hilary A., M.D.  
Tuesday, October 17, 2017 at 1:53 PM  
Show Details

← You replied to this message on 10/17/17, 2:00 PM.

Ten minutes total

Introduction (What is your preferred title/affiliation?)  
Today, we are talking about tocilizumab in giant cell arteritis  
Prem, can you tell the listening audience a little about tocilizumab  
How does it work for GCA?  
Who is a good candidate?  
What is the evidence?  
When do you use it?  
Who gives the drug?  
How much does it cost?  
What is the future for this treatment?  
Any last minute pearls or summary for our listeners.  
Thanks  
That concludes today's podcast

#2  
Similar to number one above except for siRNA  
Aiming for conversational tone, short answers, ten minutes max.

**From:** Subramanian, Prem [mailto:[PREM.SUBRAMANIAN@UCDENVER.EDU](mailto:PREM.SUBRAMANIAN@UCDENVER.EDU)]  
**Sent:** Tuesday, October 17, 2017 2:48 PM  
**To:** Lee, Andrew G., M.D. (TMHPO CHAIR); Susan Malloy  
**Cc:** Beaver, Hilary A., M.D.  
**Subject:** Re: Podcast

Great- how long for each one, and will you send any info ahead of time? Or is it all on the fly?

**From:** Andrew Lee <[AGLee@houstonmethodist.org](mailto:AGLee@houstonmethodist.org)>  
**Date:** Tuesday, October 17, 2017 at 10:42 AM  
**To:** Susan Malloy <[smalloy@aao.org](mailto:smalloy@aao.org)>  
**Cc:** Prem Subramanian <[PREM.SUBRAMANIAN@UCDENVER.EDU](mailto:PREM.SUBRAMANIAN@UCDENVER.EDU)>, "Beaver, Hilary A., M.D." <[HABeaver@houstonmethodist.org](mailto:HABeaver@houstonmethodist.org)>  
**Subject:** Re: Podcast

Ok

Two subjects back to back

1) tocilizumab in GCA  
2) siRNA trial in NAION

Andrew G. Lee MD

Items: 8 All folders are up to date. Connected to: UC Denver

A large grey arrow points from the top-left towards the left sidebar of the Outlook window.

You replied to this message on 10/17/17, 2:00 PM.

12:11 PM  
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8:36 AM  
ouble I...

11/2/17  
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10/17/17  
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9/25/17  
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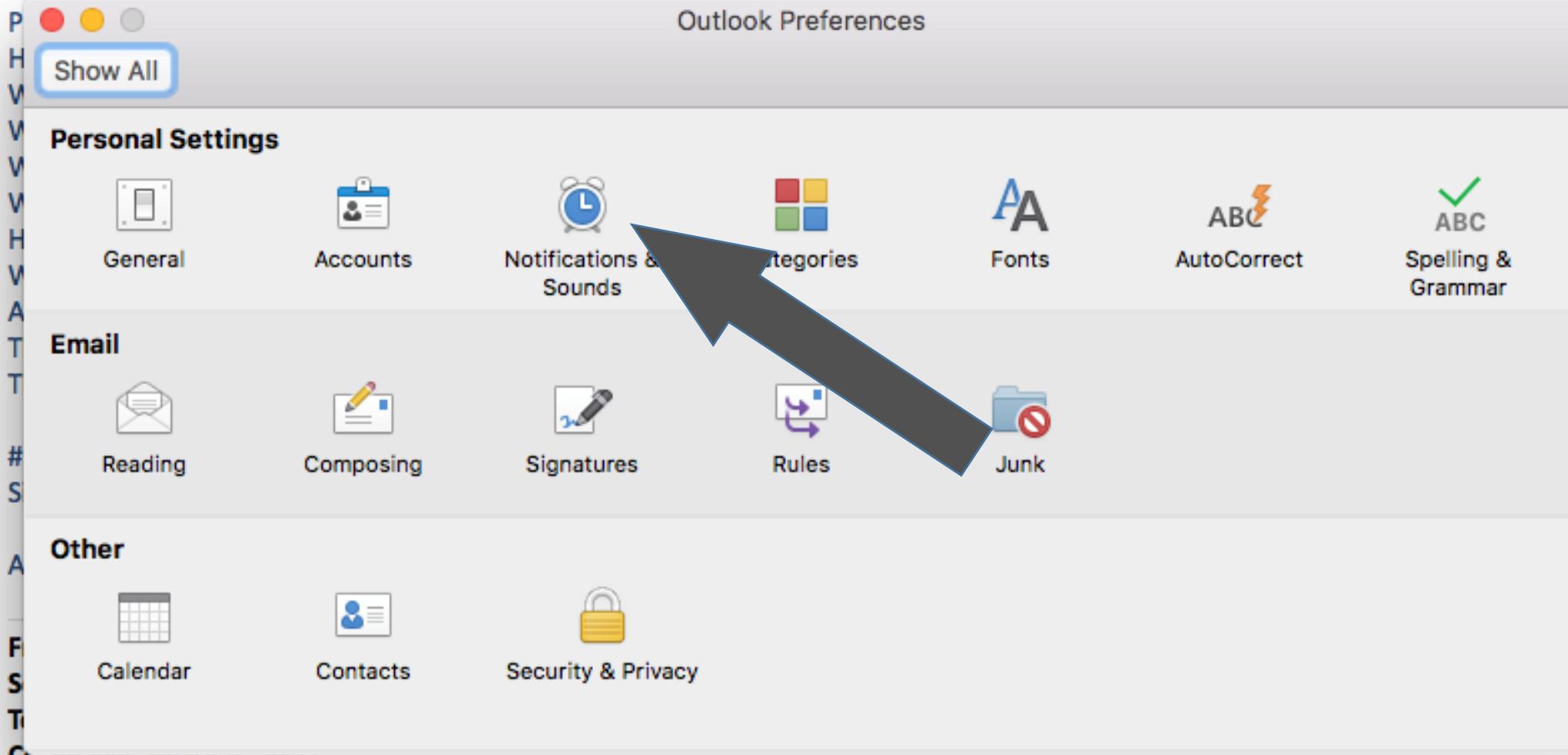
9/23/17  
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Ten minutes total

Introduction (What is your preferred title/affiliation?)

Today, we are talking about tocilizumab in giant cell arteritis



Great- how long for each one, and will you send any info ahead of time? Or is it all on the fly?

## Introduction (What is your preferred title/affiliation?)

Today, we are talking about tocilizumab in giant cell arteritis

P



Notifications and Sounds

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Show All

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### ✉ Message arrival

For new messages:  Display an alert on my desktop

Show message subject only

Show message subject and preview

Bounce Outlook icon in Dock

### 🔊 Sounds

Sound set: Default

>  New message

>  Message

>  Reminder

>  Mailbox sync error

>  No new messages

>  Welcome

### .Badge count

For all accounts, include all unread messages

For accounts that have Focused Inbox, include only Focused messages

### ⚠ Alerts

Clear all "Don't show this message again" check boxes

Reset Alerts

ver@h

[Notifications](#)

Outlook

Allow Notifications



Sounds

Badge App Icon



ALERTS

Show on Lock Screen



Show in History



Show as Banners



Persistent banners require an action before proceeding.  
Temporary banners appear at the top of the screen and go away automatically.

OPTIONS

Show Previews

Always (Default) &gt;

11:39



## Settings

Airplane Mode

Wi-Fi uchealth-visitor >

Bluetooth On >

Cellular >

Personal Hotspot Off >

VPN

Notifications >

Do Not Disturb >

Screen Time >

General >

Control Center >

Display & Brightness >

Accessibility >

Wallpaper >

Siri & Search >

Face ID & Passcode >

11:44



Settings

## Notifications

Banners, Sounds, Badges >

JetBlue Banners, Sounds, Badges >

KAYAK Off >

Korean Air Banners, Sounds, Badges >

Banners, Badges >

Lufthansa Banners >

Lyft Banners, Sounds, Badges >

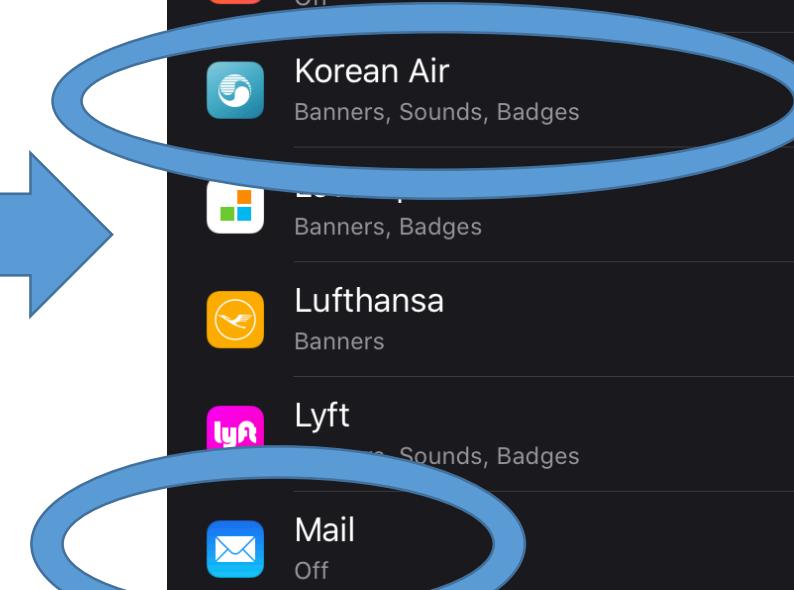
Mail Off >

iViaps Banners >

Marriott Banners, Badges >

Medscape Off >

Messages >





## Stress from Email Awareness

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Appearance of email alerts heightens stress hormone release

“Push” feature associated with increased anxiety

Does reading and answering email increase your productivity?

- Is it on your time schedule?
- Are you expected to reply immediately?
- Setting expectations

Confining emails to set times and days



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Electronic Mail is not secure, may not be read every day, and should not be used for urgent or sensitive issues

University of Michigan email disclaimer



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Message Options ? ^

Send Later...

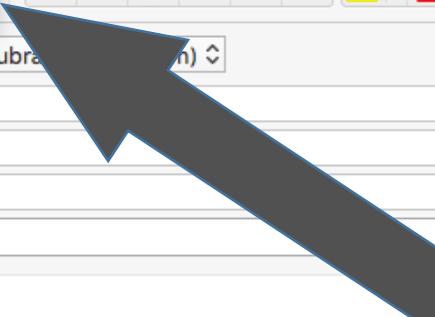
From: UC Denver (Subramanian, Prem S.)

To: Libby, Anne

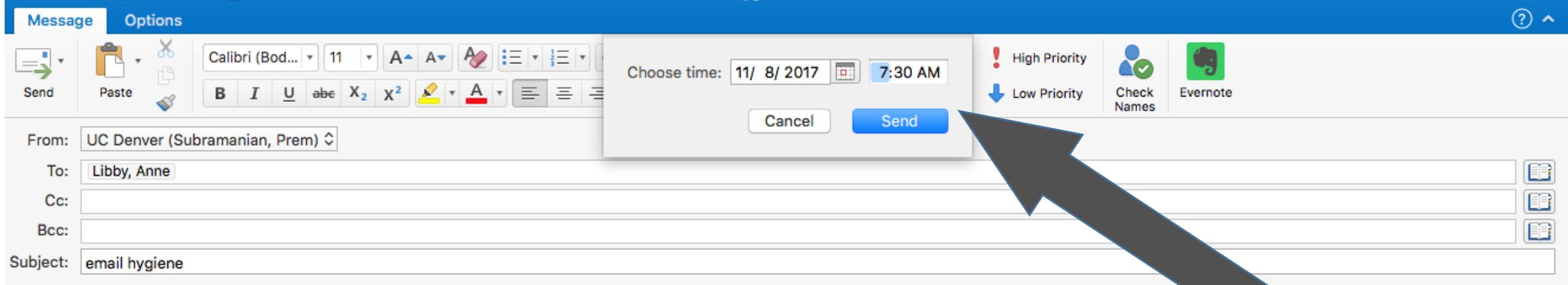
Cc:

Bcc:

Subject: email hygiene



--  
Prem S. Subramanian, MD, PhD  
Professor of Ophthalmology, Neurology, and Neurosurgery  
Director, Neuro-Ophthalmology  
Vice Chair for Academic Affairs, Ophthalmology  
University of Colorado School of Medicine  
1675 Aurora Court #F731  
Aurora, CO 80045



### Filtering services

- Sanebox
- Moo.do
- Focused Inbox
- Clutter

### Prioritizing work

- Inbox zero
- Reminders
- “Pending Tasks” folders



### “VIP” list

- Supervisors
- Direct reports?
- Key University/hospital members

Should patients email you?

Access = reputation and success?



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## Urgent Communications

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Is email the tool?

Texting?

Phone call...

In-person meeting

Effort = urgency



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3. Manage energy,  
not just time

## Conduct a Time Study

Time log of 15-30 minutes increments, record every 30-60 minutes, for 3 to 14 days

Blocks of time for most important activities first

Target appropriate high-value times (e.g. home when kids home and awake)

Schedule exercise

Schedule writing/creative time early or late as you prefer

Recommendation: The Power of Full Engagement, Jim Loehr and Tony Schwartz



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## Managing Energy and Time: Past Cohorts

Pay yourself first. Block out time you need for family/personal time and keep it blocked to protect it.

Schedule many meetings on the same day to keep other big blocks free to focus.

“Meetless Mondays”

- Do more “mindless” activities later in the day/evening when I’m more tired to use early day for more focused tasks

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



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## Managing Energy and Time

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Identify your most productive times

Schedule work accordingly



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## Energy Management Tips

“Working after my kids are in bed on weekdays but only rarely on weekends”

“Set up a timer when I meet with other faculty or students; seems rude but it helps me to be on time to the next item”

“Getting outside when possible helps to restart my circadian rhythm”

“Taking hourly breaks to clear my mind, walk around, etc.”

“Walking or running meetings”



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# 4. Increase Mindfulness

## Setting Boundaries on Time

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Boundaries respectful, demonstrate value

Allow full engagement with task at hand

Enjoy the person you are talking with, the article you are reading, the view

Cultivate an attitude of gratitude for simple, clearly defined moments

↑ performance, satisfaction, effectiveness

Don't be afraid to end meetings early (disregard Boyle's Law)

# 5. List and Prioritize



## Lists, Lists, Lists Priorities and Time Estimates

“Do things right off the bat - I try not to put things off until another time as I tend to forget”

“Block out time in my schedule for specific tasks”

“Pomodoro method: using timers to get started with writing projects”

“Mapping out weekly goals with estimated duration for each goal and adding goals into my Outlook calendar according to the duration”

“I rely on my support staff to help me complete clinic tasks or notify patients of things”



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## Lists, Lists, Lists Priorities and Time Estimates

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“Keeping bullet lists of outstanding ‘to dos.’”

“Give myself a time goal to complete work on a specific task.”

“Budget time so you don't let something chronically fall to the back burner.”

“Creating false deadlines (though admittedly, I often lapse these without external pressure and end up with the hard deadline as my impetus for progress).”



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“Repeated short periods of intense focus.”

“Blocks on my calendar, planning at the beginning of the week, keeping a personal Trello board.”

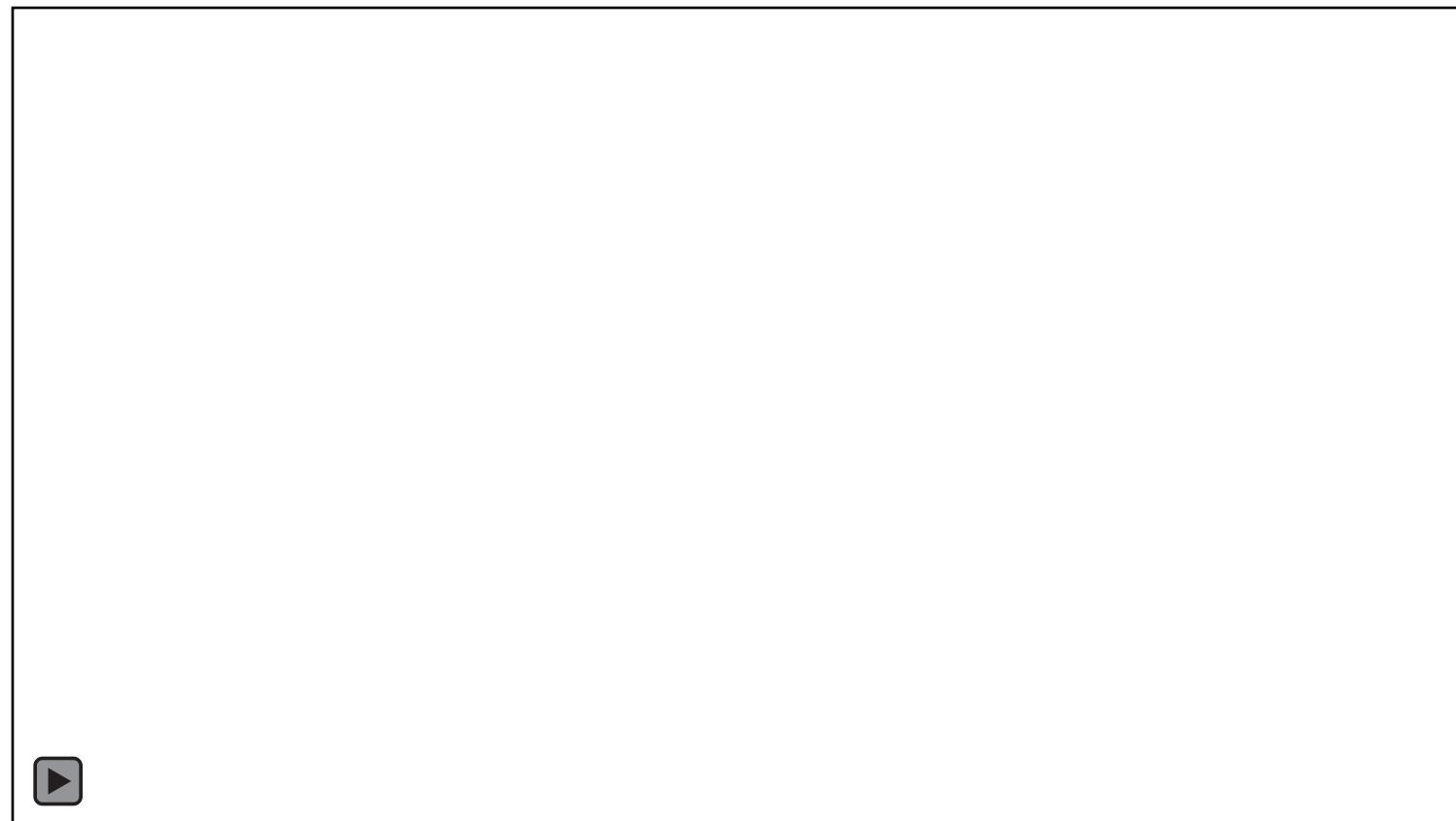
“I struggle with this, when I use it consistently, Wunderlist works fairly well.”

“Prioritize daily, try to leave more mundane tasks to less optimal thinking/creative time. Selectively/strategically delegate both at work and in personal life. Enlist others as thinking partners.”

“List of goals to be completed. Avoiding opening emailing/EPIC”



# Inspiration for Implementing Choices: Star Wars Episode V The Empire Strikes Back (1980)



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### PRIOR TO MARCH 2 SESSION

1. Update your Individual Development Plan (IDP) – use your Department template, transfer work from today *and* review with your mentor
2. Select one IDP action item to complete in next 60 days
3. Pick and implement a time management pearl from today
4. Details for future sessions will be sent via email

#CareerCornerstones



**THANK YOU**



**Next Session**

Tuesday, March 2

1:00-4:30pm via Zoom

Email

[careercornerstones@ucdenver.edu](mailto:careercornerstones@ucdenver.edu)

if you did not receive an invite and  
plan to attend



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# Department Contacts and Faculty

## **Emergency Medicine:**

Anne Libby, PhD, Vice Chair of Academic Affairs

## **Family Medicine**

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## **Medicine:**

Greg Austin, MD, MPH, Vice Chair Regional Clinical Affairs; Director, Junior Faculty Development

Ava Russell, Administrative Coordinator

## **Ophthalmology:**

Prem Subramanian, MD, PhD, Vice Chair Academic Affairs

## **Pediatrics:**

Andy Sirotnak, MD, Vice Chair Faculty Affairs

Justin Lotspeich, Faculty Affairs Coordinator

## **Radiology:**

Carol Rumack, MD, Vice Chair for Professional Development; Chair, Radiology Promotions and Tenure Committee

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