

## So You Want to Start a Residency?

Gaining Institutional Support and Budgeting  
Accreditation with the RRC  
Faculty Recruitment and Development

## So You Want to Start a Residency?

Gaining Institutional Support and Budgeting

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## The posting...

- An amazing hospital wants to start an EM residency...
- Looking for a PD just like you...
- Delightful community with good schools...

## ACGME Requirements

- 3 years as core faculty at an ACGME residency
- ABEM certified
- Current state license

## Would you take the job?

- 1 million dollars annual salary
- Faculty recruited from other residencies
  - Most have already listed lectures they want to give
  - Academic Incentive Plan voted on and approved
- Institution agrees to your budget, plus 500K in Development Funds
- All other dept chairs excited to partner with new program

## Would you take the job?

- 1 million dollars annual salary
- Faculty are private docs, concerned about how this will impact productivity
  - Not interested in doing lectures
- Institution agrees to budget, plus 500K in Development Funds
- All other dept chairs excited to partner with new program

### Would you take the job?

- 1 million dollars annual salary
- Faculty are private docs, concerned about how this will impact productivity
  - Not interested in lecturing
- Institution encourages you to apply for grants to fund program development and administration
- Trauma surgery runs ED traumas, Anesthesia does ED airways

### Be sure you have institutional support

Before  
You  
Sign!

### Institutional Support

Look for Evidence

- What other residencies/fellowships are there?
- Over CMS Cap?
- Faculty Staffing Ratios (pts/hr)?
- Sim Lab/Classroom Space/Admin Space
- Faculty Commitment and Understanding of new work load
- EM respected by other depts
  - Who runs trauma? Who owns airways?
  - How do admissions work? Consultations/on call?

### Institutional Support

Look for Evidence

- Talk to the ED Medical Director/Chief of Service
- Talk to the Faculty (Lunch?)
- Tour the Teaching Facilities
  - and the ED (you're going to have to work there!)
- Meet the Medicine and Surgery PDs
- Talk to the Institution
  - Who has final approval on your budget?

### Make a pros/cons list

#### Discuss with your family

	Pros	Cons
Professional	<ul style="list-style-type: none"> <li>• Career Growth</li> <li>• Creative Challenge</li> <li>• I'm burnt out now</li> </ul>	<ul style="list-style-type: none"> <li>• More Hours</li> <li>• Am I up for the challenge?</li> <li>• I hate politics</li> </ul>
Personal	<ul style="list-style-type: none"> <li>• Good Schools</li> <li>• Closer to Family</li> <li>• More Outdoors</li> </ul>	<ul style="list-style-type: none"> <li>• Spouse's career</li> <li>• Higher cost of living</li> <li>• Friend network here</li> </ul>

### Gaining Institutional Support

Who is at the table?

- Medical School (academic sponsorship)
- Hospital/Institution (money, facilities)
- Physician Group (faculty)

## Gaining Institutional Support

Why are they at the table?

- Cheap Labor
- Retention/Recruitment
- Reputation/Ego

## Negotiation

- Inter-departmental-i.e. with your Chair
  - Will depend on where your chair stands
  - Be prepared and know the data inside out
  - First present your dream budget (but not a fantasy) and be ready to negotiate
- Extra-departmental-i.e. with the medical school, GMEC or hospital
  - Have a united front with your chair, no matter what

## Key to Negotiation

- Know who is at the table
- Know why they're at the table
  - What do they value?
  - Why would they want to start a residency?
- Speak to those needs
- No one cares about your needs
- Understand that you will NOT win everyone's support

## Budget Negotiation

- Come with data
  - other budgets but beware that some PDs in your institution will be reluctant to share.
  - common residency (competitor's) practices
  - salary surveys
- Budget Padding vs Financial Integrity (credibility)
- Everyone loves a bargain
  - Haggle for services (and talk about it)
  - Find funding partners-Share stuff

## Budget Development

- Get involved in your current program's budget process
- Get copies of budgets from other EM residencies (phone a friend)
- Get copies of other residency budgets from the new institution (Again, beware...some will be quite reluctant to share)

## Reasons to start a program

- 3 residents cost less than one attending
- A PGY 3 adds 4 RVUs/hr to faculty productivity
- It costs \$30-70K to recruit a new physician
- 75% of residents stay within 50 miles of where they trained
- Higher faculty job satisfaction/lower burnout and turnover
- Leave a legacy

### Development Package

- What Size Program?
- Annual Budget
- Bare Bones? Cadillac Program?
- Start Up Costs
- Faculty Support
- Teaching Space
- Admin Space

### Budget

- Orientation
- Professional Organizations
- Didactics
- Software
- Recruitment
- Special Events
- Faculty Time
- Coordinator Time
- CME
- Resident Salaries
- Research
- Administrative Costs

### Budget

- Orientation
- Paid vs Unpaid vs In-Line (July)
  - Merit Badges (ACLS, BLS, ATLS, PALS, etc)
  - Scrubs, Lab Coats
  - Books
  - Bling

### Budget

- Professional Organizations
- ACEP, EMRA, State Chpt ACEP, SAEM, AAEM
  - ACGME Accreditation Fees (\$6200, \$5200)
  - CORD/EMARC Dues
  - Local Medical Society

### Budget

- Didactics
- Grand Rounds Speaker Travel/Honorarium
  - Food at Conference and Journal Club
  - Sim Lab
  - Skills Lab Supplies
  - Cadaver Lab
  - Standardized Patients
  - ABEM In-Training Exam

### Budget

- Software
- Evaluation/Residency Management Software
  - On-Line Educational Software
  - Question Banks
  - Scheduling Software

### Budget

#### Recruitment

- Residency Fairs—ACEP, SAEM, Regional Mtgs
- NRMP Fee
- Interview Broker?
- Meals—Dinner, Breakfast, Lunch
- Applicant Parking
- Tour?

### Budget

#### Special Meetings

- Intern Welcome
- Resident Retreat
- Graduation (incl Awards, Gifts)
- Socials

#### CME Travel

- Residency Leadership (Recruitment, CORD)
- Faculty
- Chief Residents
- Resident Travel
  - Whole Class Mtgs
  - Travel to Present Scholarship

### Budget

#### FTE

- Core Faculty Protected Time (RRC rules)
- Academic Incentive Bonus
- Coordinator

### Budget

#### Residents

- Salaries
- Benefits
- Malpractice
- Chief Stipends

### Budget

#### Research

- Coordinators
- Staff
- Biostats
- Seed Money

### Budget

Administrative

- Office Supplies
- Computers
- Photocopying
- Phones
- Office Space
- Gifts (Births, Funerals, etc)

### Sample Budget