

So You Want to Start a Residency?

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



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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 lecturing
- Institution agrees to budget, plus 500K in Development Funds
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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"> • Career Growth • Creative Challenge • I'm burnt out now 	<ul style="list-style-type: none"> • More Hours • Am I up for the challenge? • I hate politics
Personal	<ul style="list-style-type: none"> • Good Schools • Closer to Family • More Outdoors 	<ul style="list-style-type: none"> • Spouse's career • Higher cost of living • Friend network here

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



Keys 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)



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

Budget Negotiation

- Come with data
 - other budgets (but know 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



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 (if they are willing 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 Events

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



Budget

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

Is It Worth It?


