


Program Director Emeritus - When and How to Make the Transition

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Transition Planning for the PD

1. How long should I serve as the PD?
2. When should I step down?
3. How to transition smoothly?
4. What to do after you're no longer PD?

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1. How long should I serve as the PD?


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ACGME Core Program Requirements

II.A.1.c) The program must demonstrate retention of the program director for a length of time adequate to maintain continuity of leadership and program stability. (Core)

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Minimum Time as Anesthesia PD?

Description	Time
Recruitment (Match Day) to CA-1 start	1.25 years
Recruitment (Match Day) to completion CA-3	4.25 years

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Average Time of PD Tenure

Specialty	Median	Mean
Anesthesiology	5.7 years	6.7 years
Average for all specialties		6.8 years
Allergy and Immunology	6.7 years	10.4 years
IR - Integrated	1.2 years	1.2 years

Source: ACGME Data Resource Book 2020-2021, pp 137-142

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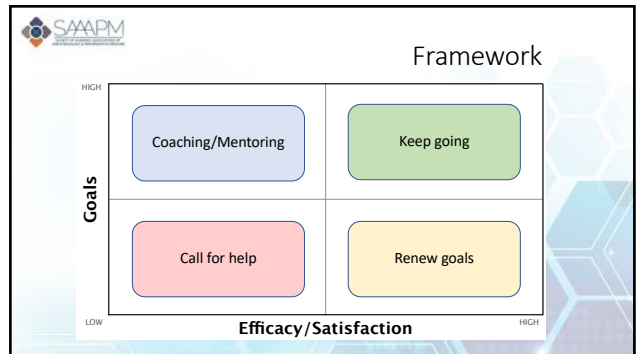
Maximum Time as Anesthesia PD?

Approaches	Pros	Cons
Unlimited, open-ended tenure	Stability, experience gain	Potential successors, accountability
Term limits	Fresh perspective	Forced change (for better or worse), uncertainty, "lame duck" phase
Terms, renewable	Mix of above	Mix of above

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2. When should I step down?

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Original contribution

Anesthesiology residency program director burnout[☆]

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Maslach Burnout Inventory (subset)

Question area	Example
Emotional exhaustion	I feel emotionally drained by my work
Depersonalization	I feel I have become more callous towards people
Personal accomplishment	I feel I am positively influencing people's life through my work
	Burnout – 20% of PD's

De Oliveira et al. J Clin Anes 2011.

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"High likelihood of stepping down in 1-2y" = 22%

Factors unchanged compared to not likely to step down group	Factors associated with high likelihood of stepping down
Age, gender	Job-related stressors
Years as PD, self-efficacy	
Personal/professional balance	
Salary dissatisfaction	

De Oliveira et al. J Clin Anes 2011.

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COVID-19 Pandemic

Job-Related Stressors

ACGME issues
Compliance issues
Resident recruitment
Substance abuse
Dispute with Chair
Resident dismissal

De Oliveira et al. J Clin Anes 2011.

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3. How to transition smoothly?

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Timing of PD Transition - Short

Prior	July 24	September 1
One APD New Chair Sep 1 No search	Announce current PD will step down	New PD Starts

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Timing of PD Transition - Long

Jun 30	July	Nov	July 1
Current PD announce will step down in 1 year	Chair forms search committee	New PD named by 1 st interview	New PD starts

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Timing of PD Transition

	Pros	Cons
Short time interval	No uncertainty	Search process short Short prep time for new PD
Long time interval	More thorough search Handoff potentially better	Uncertainty about leadership "Lame duck" period

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4. What to do after you're no longer PD?


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Support Your Successor

Informal	Formal
	Vice Chair Education
Intermittent meetings	Clinical Competency Committee
	Program Evaluation Committee

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Leadership Roles for Former PD

Department	Institution
Faculty Recruitment	Associate Dean for GME (DIO)
Vice Chair Education	Assistant/Associate Dean Education
Vice Chair (Other)	National
Chair	ACGME

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