

dear residents

The Last 10 years

October 2, 2022

Dear Residents,

October 2022 marks 10 years since I was appointed program director. In this period, we witnessed the construction and opening of two new hospitals and the addition of two new programs - med/peds and med/psych. The core program modestly increased in size from 163 to 178. This permitted us to expand your training to new rotations and facilitated the expansion of the hybrid rotations. When I took over in 2012, there were 3 chief residents and now we have 6. The number of associate program directors has also grown. The Seldin Symposium, TARDIS and UT-StARR programs are also recent additions to the program. Further growth of the program is constrained by the availability of primary care training sites even though we added a few resident primary care clinics at POB.

As we think about the next few years and as we recover from COVID, I look forward to further enhancements in the program. We need to work through our current problems with the service to education balance and schedule inflexibility. In many ways both the strength and the vulnerability of our program is the reliance on residents for patient care. We have witnessed growth in both the hospitalist and APP realms, but many rotations and services rely heavily on residents. This has caused problems with schedule flexibility among other issues. We will continue to explore variations on the X+Y system (4+4, 4+2, 3+1 etc.). We should also explore tracks that prepare you more fully for your chosen career. Residency redesign is not easy. It's like [repairing a plane while it's flying](#).

Our program remains exceptionally strong and despite struggles you are virtually assured that you will finish your time here feeling competent and confident. I have also faced challenges each year with numerous issues - an ACGME site visit for work hour violations, resident wellbeing, and ensuring that the clinical work environment creates a safe space for learning and growth. Perhaps the biggest change has occurred in the culture of the program - flattening the hierarchy, increasing team orientation, removing barriers to speaking up and your increased engagement in health policy and social justice.

I've done a lot of different things in my career - this current phase has brought me the greatest joy and it is through your growth and success that I draw sustenance. Thank you for being here. Thanks for your trust in our program.

Dino Kazi