

dear residents

Farewell Chief Residents

June 11, 2023

Dear Residents,

The outgoing chiefs have handed over the torch to the incoming chiefs. I am very grateful for the initiatives executed by the outgoing chiefs which include but are not limited to the creation of the subspecialty mentorship programs, redesigning the hybrid rotations, creating a stand-alone resident EROC rotation, revising the resident guide, redesigning CUH wards, launching the Bluit Flowers COPC site, improving schedule management, creating a shared resource for all our vital information, and for genuinely supporting you at all times. As we enter the new academic year, we will work to consolidate and refine these gains.

Chief residents are a vital part of the program – designing rotations, collaborating with other programs, creating the teaching materials you receive in morning report and other venues, supporting your scholarly pursuits, refining policies and procedures, interfacing with hospital administration and tending to all needs big and small.

[John Kotter](#), one of the more impressive thinkers and writers about leadership makes an important distinction between leadership and management. He reminds us that leadership and management are complementary skills and both are essential for success in a complex world. Management concerns complexity while leadership is about grappling with change. Chief residents are great leaders because they do both.



<https://www.kotterinc.com/methodology/8-steps/>

Chief residents manage the complexity of the program by very deliberate planning and budgeting of the limited time in your training – answering the *where*, *what* and *how* questions about each rotation ensuring that they will integrate seamlessly to maximize education and flexibility, while abiding by ACGME rules and being mindful of health system needs.

Chief residents are change agents: they set new directions and develop a vision for the future. They continuously reassess their plans, watching for faults, stops and jams – they catalyze innovation and it's their vision that is the engine of change. The unique perspective of being a recent graduate provides an insider's view of what's working and what's still needed.

Chief residents align your individual needs with what is possible. They push boundaries on your behalf, advocating for your goals. Chiefs help you, not by controlling you, but by assisting you in finding that intrinsic motivation to burst through to your next stage of development and achievement. They don't solve your problems as much as they release that nascent energy within you. In that sense they act as motivators and catalysts.

I could go on, but it's impossible to fully capture all that is the province of the chief resident role. I remain grateful to past, present, and future chiefs for taking on these herculean tasks and for shouldering so much responsibility.

Thank you, Lauren, Emily, Emil, Vicente, Eddie and Matthew. Thank you, Tom and Emily.

With gratitude,

Dino Kazi