

# Reading list: Time management

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## 1 Description

- This tailored reading list includes signposted web links, links to e-Books held by the BMA library, and journal articles on the topic of ***time management*** as a supplement to the Learning and Development webinar you attended on 07 February 2023.
- The selected content is representative of the current literature on this topic, inclusion on this list does not imply endorsement from the BMA.
- If you would like to request a literature search on any aspect of this topic please fill out a [request form](#) (this service is available to BMA Members only).
- This reading list prioritises online content to ensure all attendees can benefit from this supporting resource. However most full text links will be accessible to BMA Members only. Find out more about [the benefits of BMA Membership](#) and [join here](#).
- The BMA Library prioritises an e-first approach, however if you are near BMA House in London, we have a modern, purpose-built library space where members are welcome to come and study. Find out more and see how we can help you [here](#).

## 2 Obtaining full text articles

### 2.1.1.1 Full text links

If available, the full text link has been included.

### 2.1.1.2 Search for Journals

The BMA Library provides access to thousands of e-journals for all BMA members. Use our [journal search](#) or [search by citation](#) options on the library website.

### 2.1.1.3 Article Requests

Members can use our article request service to request digital copies of articles that are not available in our library collections. We will try to obtain these copies from other libraries in the UK on your behalf for a fee: £4.10 (+VAT) for the first ten article requests; £13 (+VAT) for all subsequent requests. To request digital copies of articles, use the [order an article form](#) on the library website (you must be signed in).

### 2.1.1.4 E-Books

We provide free, direct access to thousands of e-books for BMA members.

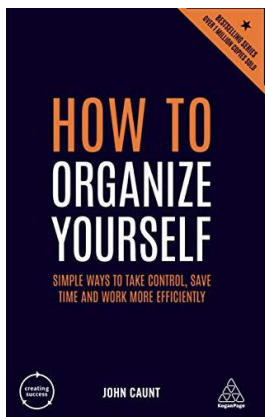
### 2.1.1.5 Further help

For any further help with getting full text articles, please contact the BMA Library Team ([bma-library@bma.org.uk](mailto:bma-library@bma.org.uk))

## 3 Results

### Results

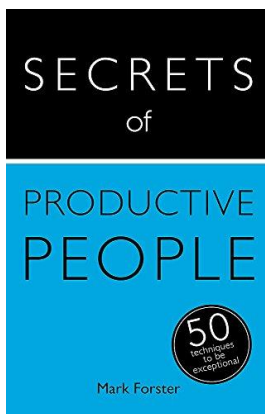
#### 3.1 e-Books



Caunt, J. *How to Organize Yourself: Simple Ways to Take Control, Save Time and Work More Efficiently*. London: Kogan Page, 2019.

Available online [here](#)

Gain essential skills for career development with this concise and comprehensive guide to determining goals, prioritising tasks, and managing your time effectively.



Forster, M.; Campbell, I. *Secrets of productive people: 50 techniques to get things done*. Teach Yourself, 2015.

Available online [here](#)

Each chapter outlines one of the 50 ideas and gives three strategies for putting it into practice. Whether you want to improve your efficiency, clear your desk, or be on top of your work, this book provides tools and techniques you need, including dedicated sections on having a productive attitude, managing specific projects, aids to productivity and productivity in action.



Stoilov, T. *Time Management*. IntechOpen, 2012.

Available online [here](#)

Time management concerns a variety of problems related to goal definition, assessment of available resources, control of management policies, and scheduling of decisions. This book is an attempt to illustrate the decision-making process in time management.

STUDENT-FRIENDLY GUIDES



Skilful time management



Peter Levin

Levin, P. *Skilful Time Management!* Maidenhead, England: Open University Press, 2007.

Available online [here](#)

Designed to help you cope with academic demands, this book shows you, among other things, how to create a time-use strategy and put it into practice; plan your weekly routine; prioritise tasks and manage two or more tasks at once; use your time productively; overcome blocks to getting started on tasks; and make sure you meet deadlines.

3.2 Web links



**BMJ Learning**

*Workload and time management*

This module looks at how you currently manage your time and workload, helping you scrutinise your approach to time, address your challenges and equipping you with tools to give you more control and improve your effectiveness.

Available online [here](#)



**Skills for Care**

*Time to manage*

This guide will help frontline managers to find practical ways to manage their time. It looks at the personal benefits of time management, how to empower your team and delegate tasks, and how best to prioritise your work.

Available online [here](#)



**Medscape**

*12 Smart Time Management Tips for Doctors*

Available online [here](#) (requires free registration)



### Just Labcoats

*Time Management 101 For Doctors*

5 time management tips.

Available online [here](#)

## 3.3 Google Scholar



allintext:(“time management” OR “manage time”) (challenges OR prioritise OR improve OR techniques OR tools OR strategies) (doctors OR clinicians OR “health professionals”) -patient -parent -child

Click link to see [Google Scholar results](#)

BMA members can follow the instructions set out in [this library blog post](#) to directly access the full text of any of the Google Scholar articles that the BMA library has a subscription to (you only need to follow these instructions once).

*\*Please note that as Google Scholar results are ordered by relevance, the first few pages of results will be the most useful.*

## 3.4 Journal articles

1. Ortynski, J. (2020).

**“From resident to family doctor: Time management tips to help keep you sane.”**

*Canadian Family Physician* 66(2): 144-145.

[Click to view reference](#)

Are you a new family physician who struggles to stay on time in clinic? Are you a resident who worries about managing a full patient panel alone? It can be incredibly daunting to go from splitting a full patient list with your preceptor to your first day as a locum or new staff member in a clinic with a full list of 20 to 30 patients whom you might know nothing about. This article is aimed at providing a quick (but by no means exhaustive) list of tips, tricks, and pearls to foster time management and efficiency in clinic. These pearls have been collected from multiple doctors in their first 5 years of practice, as well as some seasoned preceptors. Let’s learn from their experience and start out on the right foot.

2. Torres, R. A. T. and Fischer F. M. (2019).

**“Strategies for time management as part of daily routine of medical residents.”**

*Sleep Science* 12(Supplement 3): 69.

[Click to view reference](#)

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Introduction: Medical training is a complex process involving a number of multiple competencies which begin to be developed during the undergraduate years of medical school. The studies and skills are strengthened during medical residency. It is a recognized form of professional qualification; however, criticisms are made regarding the high work demands. Resident physicians use certain practices in order to optimize their daily activities and to reconcile their professional and personal lives. Aim(s): To describe daily management strategies of Internal Medicine residents in a university hospital of Sao Paulo, Brazil. Method(s): Eight second-year residents from a public hospital were interviewed. Information were provided about personal and family life, study, practical activities and work. Analyses of the interviews were performed using MaxQDA program. Result(s): Several strategies for time management were informed: living near the hospital; hiring domestic workers for cleaning; eating their meals at the hospital restaurants; postponing maternity; restricting the main social activities with colleagues and residence program supervisors. Night shifts were often scheduled. Sometimes the working hours were much longer than predicted by residence regulation, i.e. 60 hours per week. Although extra paid work performed out of residency activities is likely to reduce the time for sleep, study and leisure, it was a common practice to complement residents' income. Discussion(s): The adopted strategies aimed to maximize time available for medical residency activities. Management time strategies should be investigated when evaluating the impact of working hours of medical residents. These strategies, if successful, can improve the quality of life associated with medical residents' long working hours.

3. Torres, R. A. T. and Fischer F. M. (2018).

**“Strategies of time management in the daily routine of medical residents of internal medicine in a public university hospital.”**

*Occupational and Environmental Medicine* 75(Supplement 2): A489.

[Click to view reference](#)

Introduction Becoming a doctor is a complex process that usually consolidates during medical residency. This phase includes full immersion in professional activities with long working and studying hours. Junior doctors take care of patients in complex and difficult-to-manage care situations, both for their severity and institutional shortcomings. Although medical residency is recognised as an efficient form of professional training, there are several criticisms about work overload and long working hours. Objective To identify strategies of time management in the daily routine of medical residents of Internal Medicine in a university hospital in Sao Paulo, Brazil. Method In-depth interviews were conducted with eight randomly selected residents about their daily lives during the first year of residence. Results The mean age was 25 y, being 4 men. Average hours of residence are 60 h/week. This excludes night shifts and work performed during days off. Over 8 months there is a 12 hour weekly night shift; and during 2 months there are 2 to 3 shifts per week. The reported highlights were: little time to accomplish domestic activities and commuting time to and from the hospital/home. Reduced time for leisure, sleep and study activities. Six out of eight participants reported activities during night shifts for supplementation of income. Some strategies for managing time were: moving to places close to the hospital, hiring cleaning ladies, eating out at the hospital restaurant, keeping a social circle restricted to other residents. The need for income supplementation was reported as a time management constraint. Discussion Time management strategies during residence include measures to save time such as hiring third persons to perform domestic activities, and living close to the hospital. Some of the reported consequences are: the reduction of time to study, the restriction in the social relations and working odd-hours/days to supplement their income.

4. Offiah, G. and Doherty E. (2018).

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**“Tricks of the trade: time management tips for newly qualified doctors.”**

*Postgraduate Medical Journal* 94(1109): 159-161.

[Click to view reference](#)

**BACKGROUND:** The transition from medical student to doctor is an important milestone. The discovery that their time is no longer their own and that the demands of their job are greater than the time they have available is extremely challenging.

**METHODS:** At a recent surgical boot camp training programme, 60 first-year surgical trainees who had just completed their internship were invited to reflect on the lessons learnt regarding effective time management and to recommend tips for their newly qualified colleagues. They were asked to identify clinical duties that were considered urgent and important using the time management matrix and the common time traps encountered by newly qualified doctors.

**RESULTS:** The surgical trainees identified several practical tips that ranged from writing a priority list to working on relationships within the team. These tips are generic and so applicable to all newly qualified medial doctors.

**POTENTIAL IMPLICATION:** We hope that awareness of these tips from the outset as against learning them through experience will greatly assist newly qualified doctors.

5. DeKosky, A. S., et al. (2018).

**“Simple Frameworks for Daily Work: Innovative Strategies to Coach Residents Struggling With Time Management, Organization, and Efficiency.”**

*Journal of Graduate Medical Education* 10(3): 325-330.

[Click to view reference](#)

**BACKGROUND:** Organization and efficiency are central to success on busy inpatient services and may be relevant to demonstrating certain milestones. Most residents adopt these skills by observing supervisors and peers. For some, this method of emulation and adaptation does not occur, with the potential for a negative effect on patient care and team morale. Information on effective strategies for remediating organization and efficiency deficits is lacking.

**OBJECTIVE:** We explored the major themes of organization and efficiency referred to the University of Pennsylvania Department of Medicine Early Intervention and Remediation Committee (EIRC), and developed tools for their remediation.

**METHODS:** Assessments of residents and fellows referred to the EIRC between July 2014 and October 2016 were reviewed for organization and efficiency deficits. Common areas were identified, and an iterative process of learner observations and expert input was used to develop remediation tools.

**RESULTS:** Over a 2-year period, the EIRC developed remediation plans for 4% of residents (13 of 342 total residents), and for 1 internal medicine subspecialty fellow. Organization and efficiency was the primary or secondary deficit in more than half of those assessed. Most common deficiencies involved admitting a patient efficiently, performing effective preroounding, and composing daily progress notes/presentations. Remediation tools that provided deconstruction of tasks to their most granular and reproducible components were effective in improving performance.

**CONCLUSIONS:** Deficits in organization and efficiency can disproportionately affect resident performance and delay milestone achievement. Many residents would benefit from detailed frameworks and assistance with new approaches to basic elements of daily work.

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