

ACLGIM e-Leadership

E-Info Management: Information Overload

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THE MAGAZINE

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Death by Information Overload

by [Paul Hemp](#)

Comments (3)



Can everyone just stop whining about information overload? I mean, in the knowledge economy information is our most valuable commodity.

And these days it's available in almost infinite abundance, delivered automatically to our electronic devices or accessible with a few mouse clicks. So buck up, already!

Wait a second: Can/ just stop whining about information overload?

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**PLEASE STOP FORWARDING THE ATTACHED E-MAIL
ABOUT THE E-MAIL I SENT YESTERDAY
REFERING TO THE PREVIOUS E-MAIL
ABOUT FLOODING THE SYSTEM WITH
UNNECESSARY E-MAILS.**

**PLEASE FORWARD THIS E-MAIL TO
YOUR ENTIRE S**



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Bob Corringham

**information overload. I'm going to
sketchlets describing the problem. "**

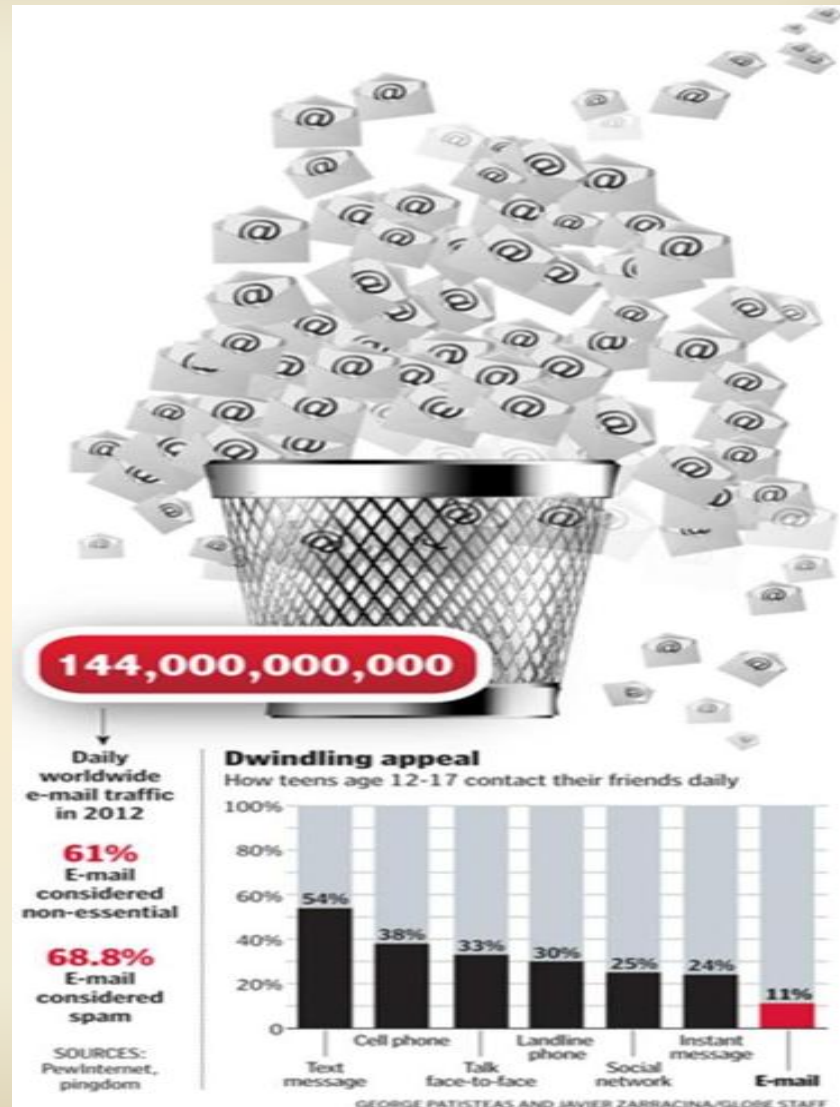


NOISE TO SIGNAL
Bob Corringham - socialsignal.com/n2s

E-mail a thing of past for business, young

By [Michael B. Farrell](#)

The Boston Globe



Large Group Discussion

- What are some of the problems with navigating your electronic information (e.g., email)?
- What are some of the consequences?

The Organizational Cost of Email

- 20% of emails cc'd unnecessarily to staff members other than the main recipient
- 13% of received emails were irrelevant or untargeted
- 41% of received emails were for information purposes
- 46% required an action but didn't state the expected action
- 56% of employees remarked that email is used too often instead of telephone or face-to-face
- Almost half of employees (45%) felt that their own emails were easy to read

Thomas W. Jackson, Sharman Lichtenstein. **Optimising e-mail communication: the impact of seminar- and computer-based training.** *International Journal of Internet and Enterprise Management*, 2011; 7 (2): 197 [DOI](#)

Productive or Disruptive?

What Was I Working On Again?

Studies by Basex, a company that looks at workers' efficiency at information-intensive businesses, show that significant amounts of time are wasted by interruptions, like unimportant e-mail messages, and the time it takes to refocus on work.

HOW A TYPICAL INFORMATION WORKER'S DAY IS SPENT

28%	25%	20%	15%	12%
Interruptions by things that aren't urgent or important, like unnecessary e-mail messages — and the time it takes to get back on track.	Productive content creation including writing e-mail messages	Meetings (in person, by phone, video and online)	Searching through content, like the Web, digital communications and paperwork	Thinking and reflecting

Source: Basex

THE NEW YORK TIMES

“The fractured attention comes at a cost.... More than **\$650 billion a year in productivity is lost** because of unnecessary interruptions, predominately mundane matters... That cost comes from the time it takes people to recover from an interruption and get back to work.”

iChaos

- Fast paced, rapidly changing environment
- Large amount of information
- Conflicting “sources of e-truth”
- Multiple modalities
- Frequent updates, broadcasts

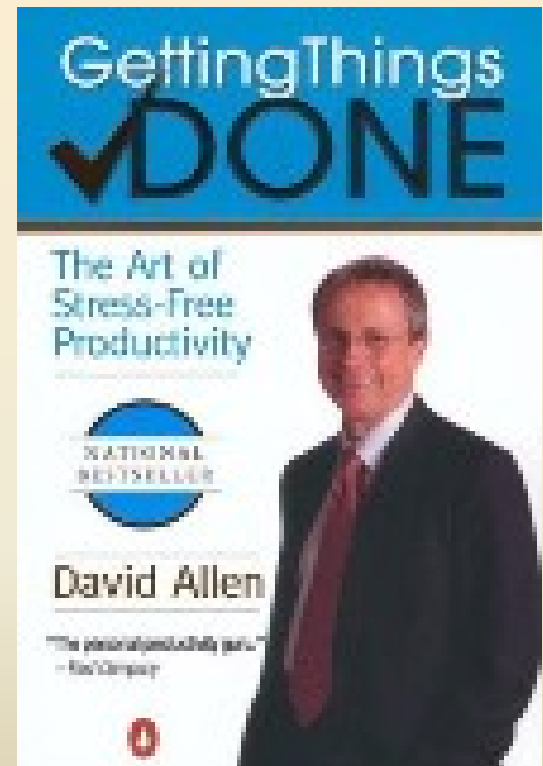


Large Group Discussion

- What are some strategies you use to help manage e-information?
- What are some challenges?

Strategies

- **The GTD Method**: GTD, or "Getting it Done," methodology arose from David Allen's popular and ground-breaking work-life management system. His techniques can be applied to nearly all aspects of work and life. The GTD method for processing email involves taking action on every piece of email that arrives in your inbox.
- If the item requires action:
 - 1) Do it (if it takes less than two minutes)
 - 2) Delegate it,
 - 3) Defer it
- If the item does not require action:
 - File it,
 - Delete it
 - Incubate it for possible action later
- "By processing mail this way, you'll always have an empty inbox"



Challenges

- Manage volume
- Manage tasks, scheduling, and events
- Minimize disruptive interruptions



- Prioritization
- Focus awareness and attention
- Organization
- Automation

Cognitive Framework: Awareness & Priority

“I’ll take care of it now”

High Priority > High Awareness: Push Strategies

“I typically get to it at a certain time”

Intermediate Priority > Moderate Awareness: Fetch Strategies

“I’ll get to it when I have time”

Low Priority > Low Awareness: Pull strategies

“To Push or To Pull”

That is the question...

“Push”

- High priority, high awareness
 - Sent to you
 - VIPs
 - Important announcements
 - Patient-related



“Fetch”

- Intermediate priority, moderate awareness
 - Clinical tasks (e.g., reviewing discharge summary)

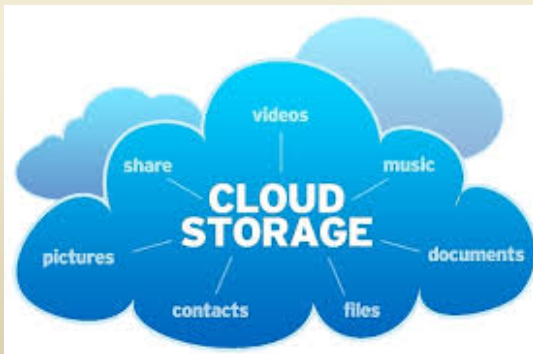
“Pull”

- Low priority, low awareness
 - Informational messages
 - Broadcasts
- Routine Tasks
 - Journals TOCs
 - List-serves (e.g., funding agency)

Enhancing Productivity



- Separate work and personal e-mail accounts
- Create contacts, calendar events, tasks
- Use cloud storage as your “single source of truth” for contacts, calendars, documents, spreadsheets, powerpoints, etc.
- Use mobile “apps”
- Social media?



A single source of truth: “The Cloud”

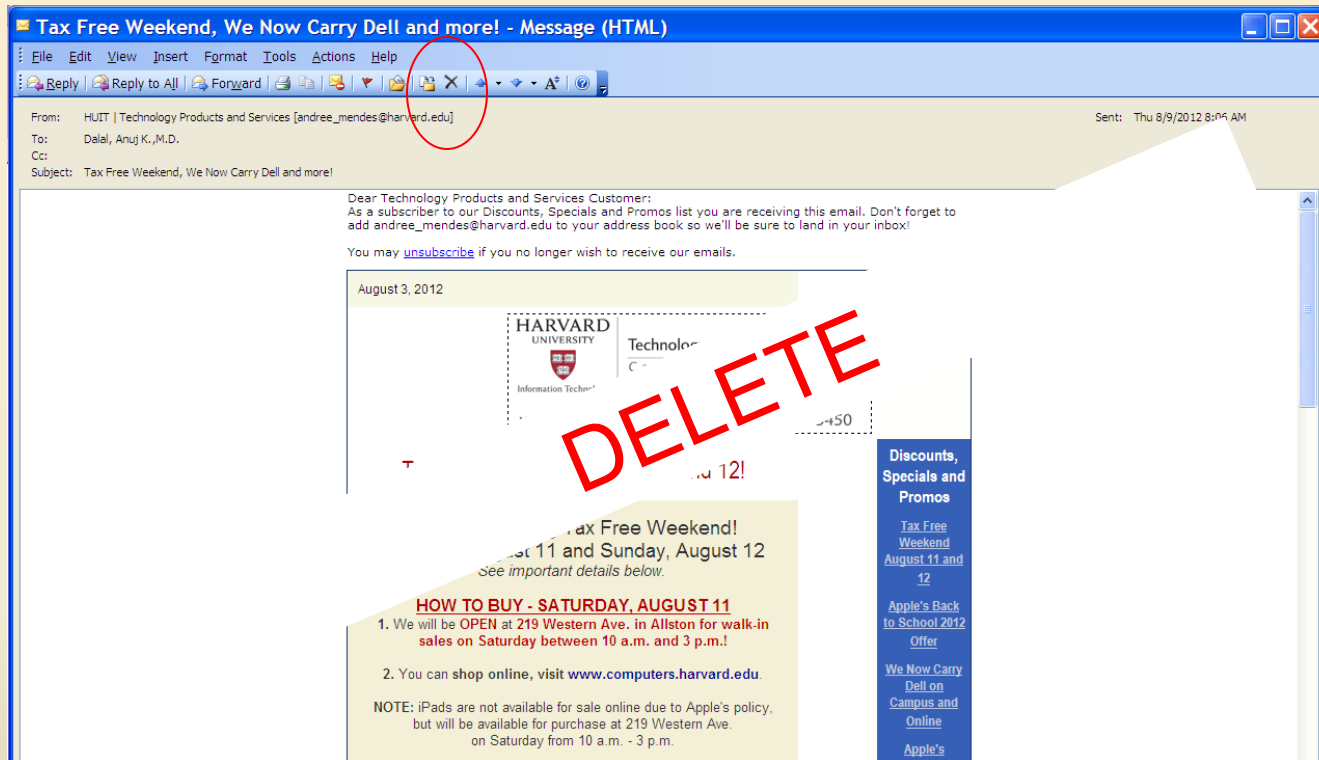


Access digital files from any internet connected device
(e.g., desktops, workstations, tablets, smartphones)

Large Group Discussion

- What strategies do you use to manage email volume?
- What techniques can you use to reduce the perception of email overload?
- What tools can you use to manage your email tasks?

Reduce email volume



Reduce email volume

Unsubscribe

Tax Free Weekend, We Now Carry Dell and more! - Message (HTML)

File Edit View Insert Format Tools Actions Help

Reply Reply to All Forward

From: HUIT | Technology Products and Services [andree_mendes@harvard.edu]
To: Dalal, Anuj K., M.D.
Cc:
Subject: Tax Free Weekend, We Now Carry Dell and more!

Apple's shopping agreement states that personal purchasers purchasing from Harvard's Technology Products and Services will be allowed to purchase the following quantities of product per academic school year, July 1 thru June 30:

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Display: A maximum of two (2) may be purchased per academic year

Closeout Models Still Available! Call 495-5450 to check availability.

New MacBook Air, MacBook Pro, MacBook Pro 15" with Retina display and Mac Pro are now in-stock!

Statement of Eligibility

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Reduce the perception of email volume

Work Email

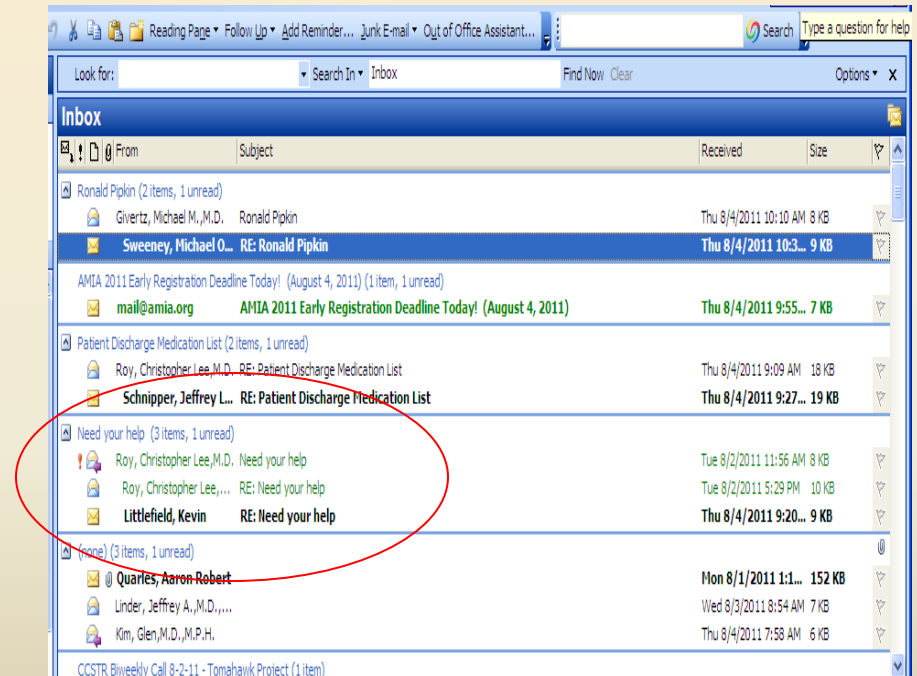
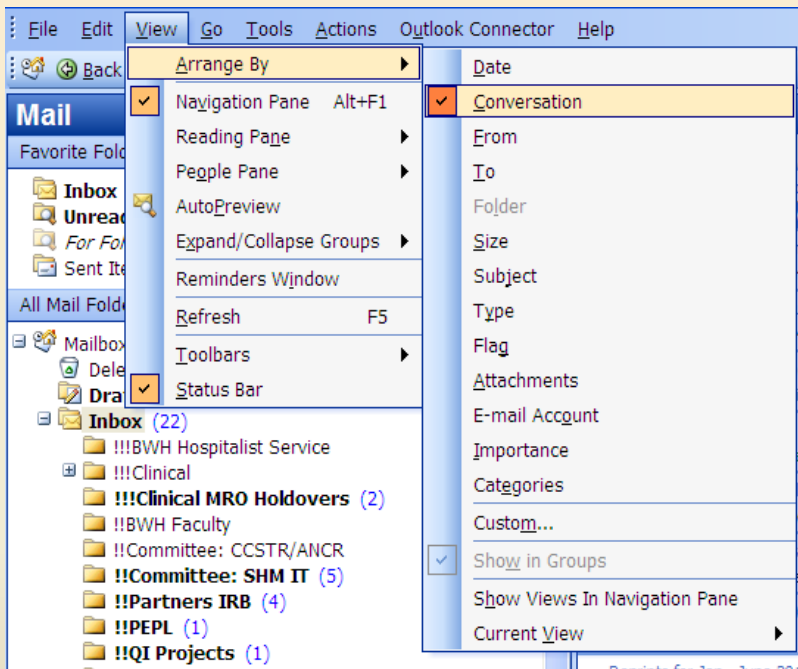
Personal Email

Don't mix work with pleasure!



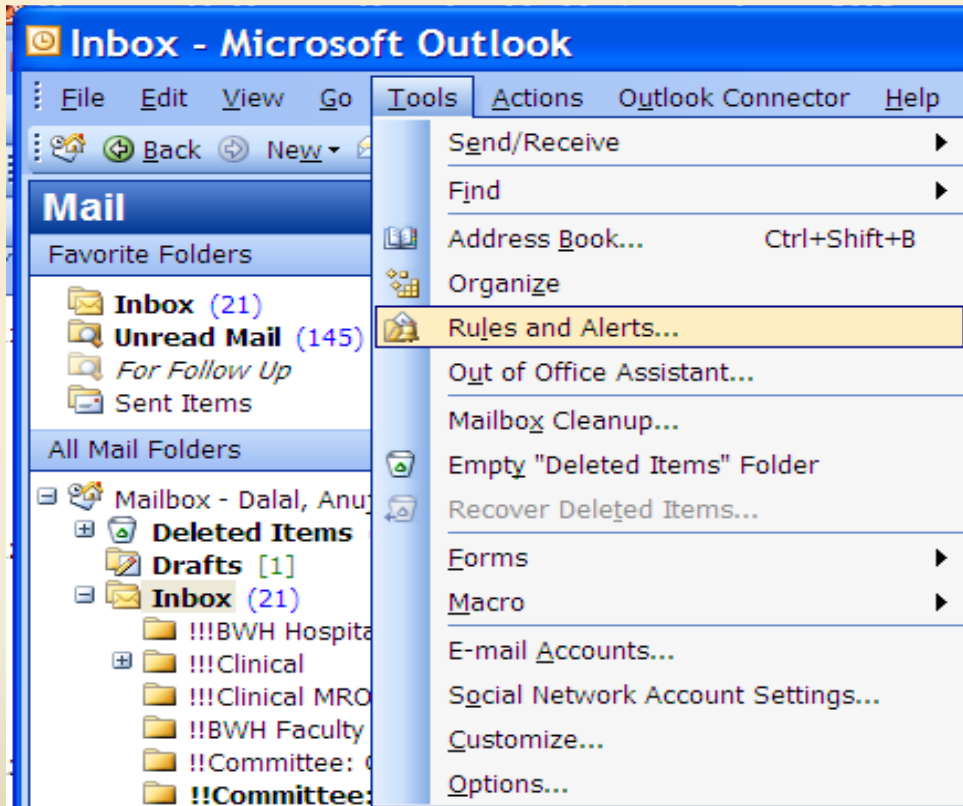
Reduce the perception of email volume

View emails by conversation thread



Multiple emails “collapse”

Reduce the perception of email volume



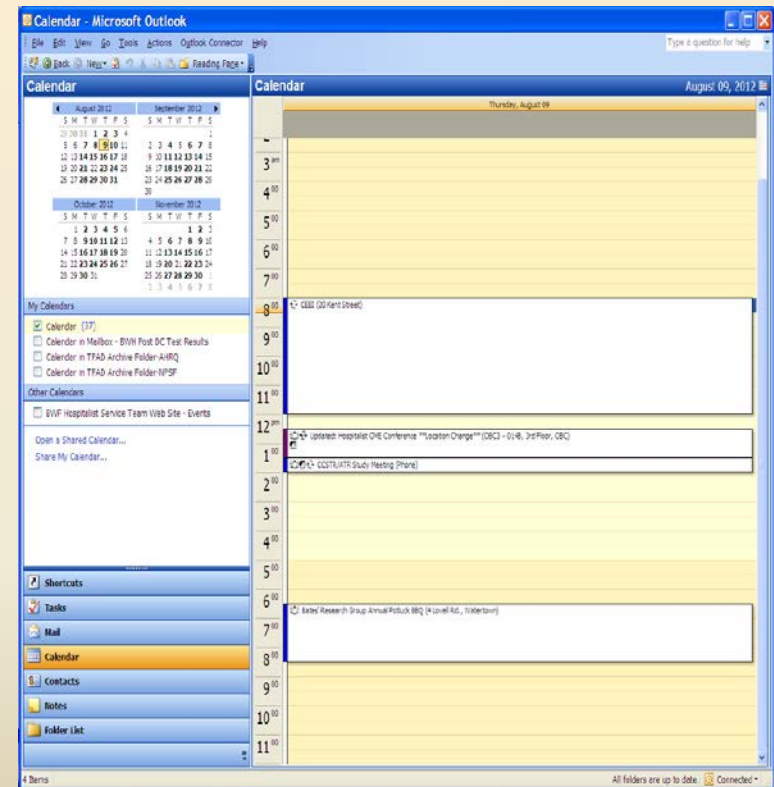
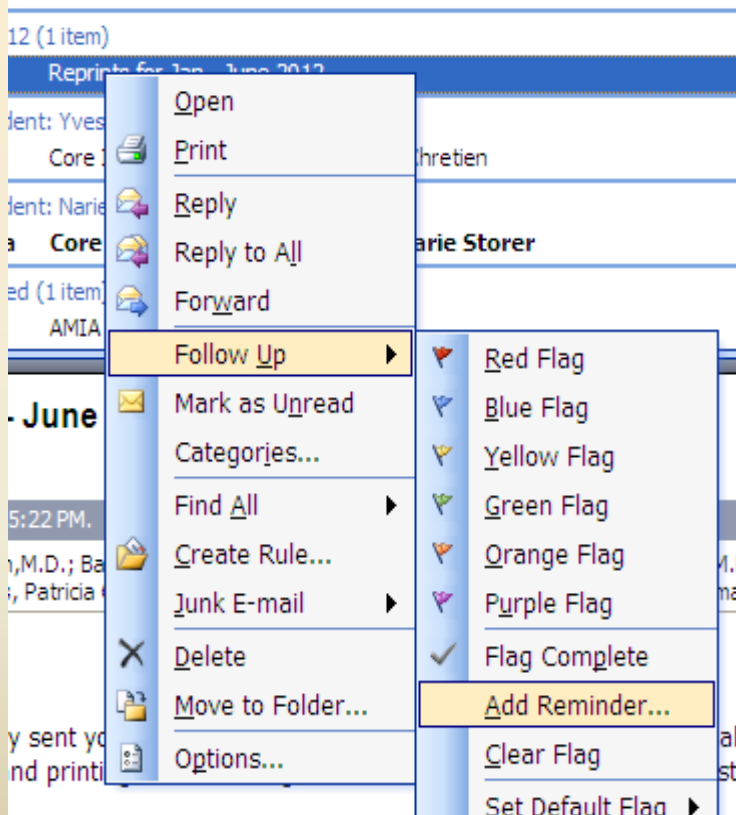
Fewer emails left in
your “inbox”

Create rules to automatically route
emails into folders

Tasks and Schedules:

Create Tasks and Calendar Events

Add a reminder to follow-up at another time



When possible, create calendar events

Managing Disruptive Interruptions

The New York Times
ON THE WEB

Email can make us more anxious at work → more self-interruptions

MAY 4, 2012, 6:00 AM | 28 Comments

Taking E-Mail Vacations Can Reduce Stress, Study Says

By NICK BILTON

Gmail - [] [] [] More -

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screenshot via Gmail

FACEBOOK | You probably don't need a doctor or scientist to tell you this, but your e-mail could be killing you.

TWITTER

GOOGLE+

SHARE

PRINT

A new [study released Thursday](#) by the University of California, Irvine, which was co-written with United States Army researchers, found that workers who don't check e-mail are less stressed and more productive.

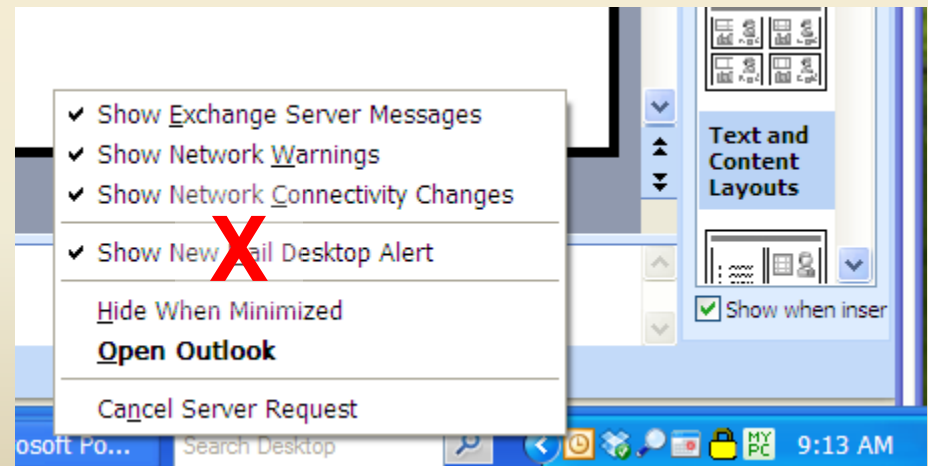
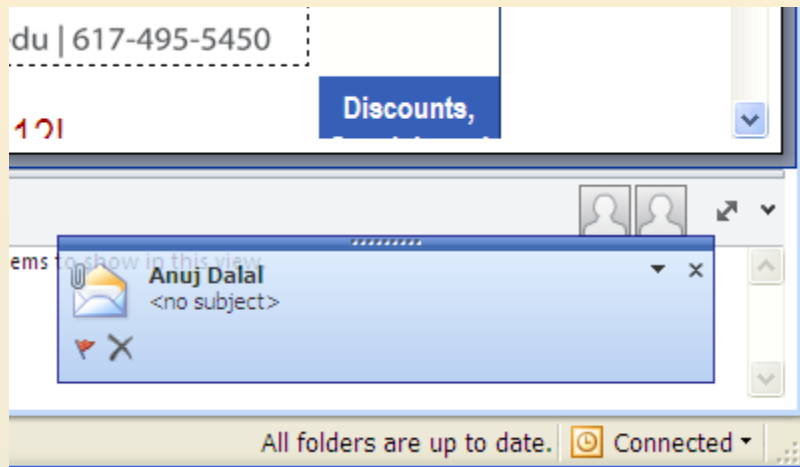
The study, "A Pace Not Dictated by Electrons: An Empirical Study of Work Without Email," looked at 13 workers in a typical office setting and asked them to discontinue e-mail for five days. The results were that during the e-mail hiatus, these people spent longer periods of time focusing on a single task at work and shifted between computer windows much less than those who were slaves to their in-box.

The researchers also tested people's stress levels by attaching wearable heart rate monitors and found that their stress levels were much lower when not checking e-mail on a regular basis.

"The fact that we found that people are less stressed when they don't have e-mail shows that there are ways to change the way we use e-mail in the work setting," explained Gloria Mark, an informatics professor who has been studying the effects of e-mail in the workplace since 2004. "We suggest doing what we call *batching e-mails*, where organizations send

"A pace not dictated by electrons": an empirical study of work without email (Mark G)

Manage Disruptive Interruptions: Notification Settings



Manage Disruptive Interruptions & Stress: Notification Settings

Manage notification settings on your device(s):

“Push”

“Fetch”

“Pull” (Manual)



Email Management Tips & Advice: The Sender

- Use a subject line to *summarize*, not *describe*
- Give your reader *full context at the start* of your message
- When you copy lots of people (a heinous practice that should be used sparingly), *mark out why each person should care*
- *Clearly state action requests*
- Make your e-mail one page, preferably less
- *Separate topics* into separate e-mails ...up to a point
- Edit forwarded messages
- Use tools to set priority of message (!), but don't abuse it!
- Avoid replying to all
- Avoid using email for scheduling a call or conference:
 - Use calendar invitations and include the topic in the calendar invitation
 - Use online scheduling apps when coordinating schedules of multiple people (e.g., TimeBridge, Doodle, etc.)
- Others???

Email Management Tips & Advice: The Reader

- If you don't need it, delete it
- If you think you may need it, more than likely you won't
- The assumption that you will be able read all your emails is false
- The quicker you reply, the quicker you'll get a response – take your time, send out delayed responses to lower priority messages, or just ignore it if it's not relevant and you don't have time
- Check e-mail at defined times each day
- Triage messages before you do any follow-up
- If it's important and you can't respond immediately, create a reminder to prompt you at a later time
- If it's really important, the information will ultimately get to you...have faith!
- There are plenty of other ways that information gets to you
 - Flat screen TV broadcasts, electronic calendar subscriptions, rss feeds
- Unsubscribe to list-serve emails that you don't actually read
- Auto-filter lower priority and task specific messages into sub-folders
- View your email in conversation threads as the default
- If you are getting information pushed to you on other devices (e.g., mobile app), you don't need a duplicate email notification

ACLGIM e-Leadership

E-Info Management: Social Media

Vineet Arora MD MAPP

Twitter: @futuredocs

varora@uchicago.edu

What is social media?

Social Networking Websites

Facebook, LinkedIn

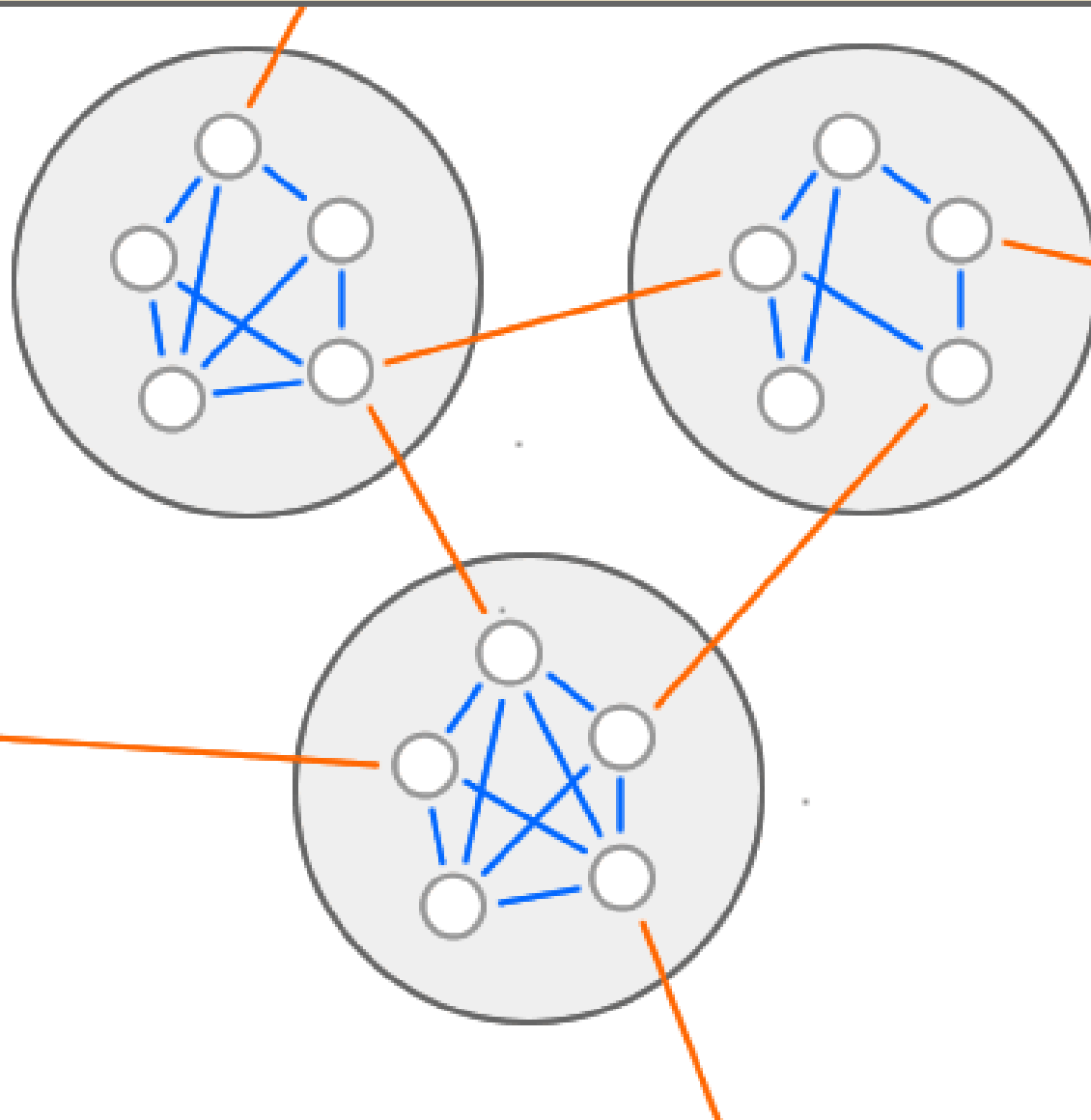
Media Sharing Websites

YouTube, Vimeo,
Pinterest



Blogs & Micro-blogs

Wordpress, Twitter



Group/Network

Group members, because of their frequent interaction, tend to think alike over time. This reduces the diversity of ideas, and in worst-case scenarios leads to "groupthink"

Weak Ties

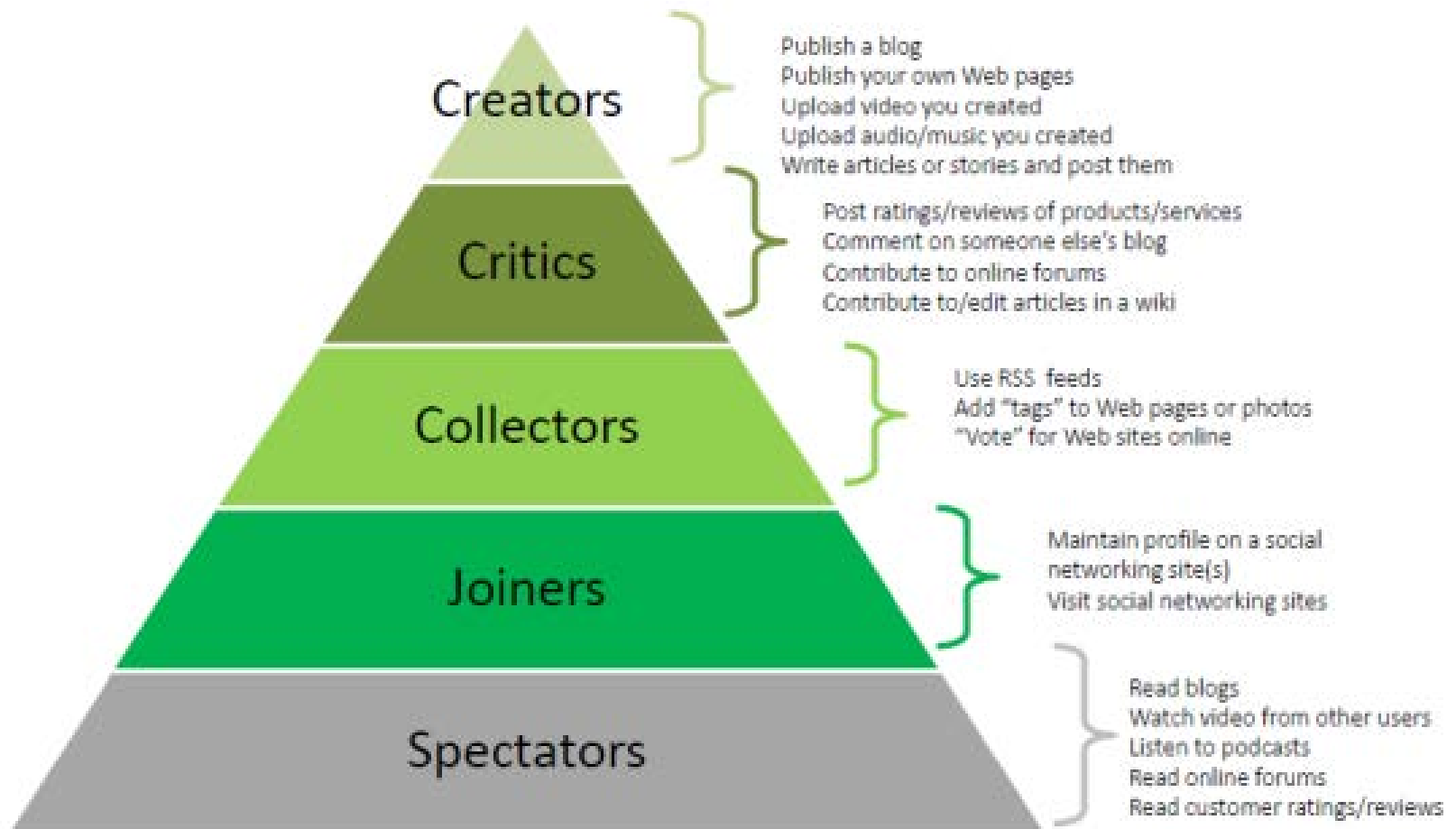
Weak ties are relationships between members of different groups. They are utilized infrequently and therefore don't need a lot of management to stay healthy. They lead to a diversity of ideas, as they tie together disparate modes of thought.

Strong Ties

Strong ties are relationships between people who work, live, or play together. They are utilized frequently and need a lot of management to stay healthy. Over time, people with strong ties tend to think alike, as they share their ideas all the time.

Social Media Exploits Strength of Weak Ties

Forrester Engagement Pyramid: Social Media

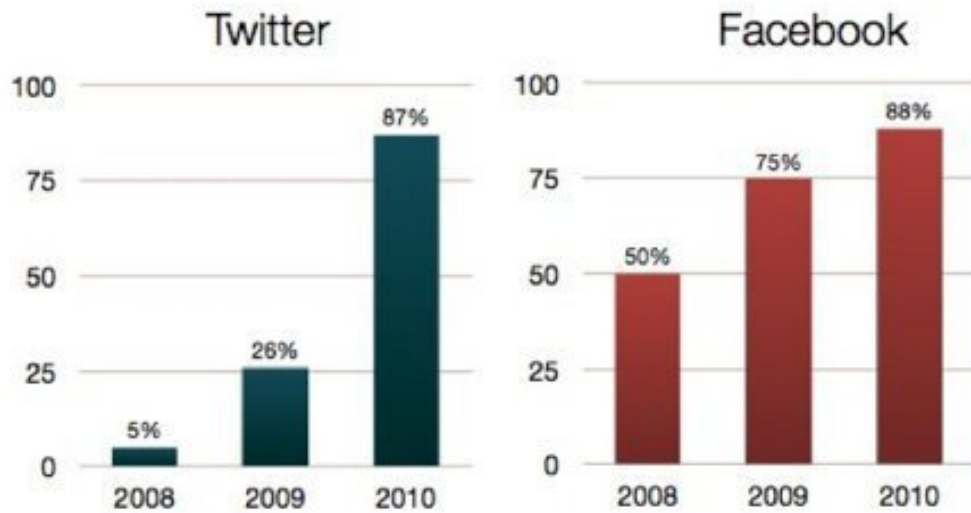


Facebook & Twitter

- Fastest growing social media site
- Microblog messages that are 140 characters or less to 'followers'

Twitter Has Caught Facebook In Awareness

% Who are aware of indicated service



Base: Total Population 12+



Copyright 2010, Edison Research
Mashable

twitter



Twitter Terminology

- **Tweet** – message that is 140 characters or less
- **Retweets** or “RT” – repeating the message
- **@ Reply** – a message to specific tweeter that is public
- **Direct message** or “DM” – a message to a specific tweeter that is private

twitter

Have an account? [Sign in](#)

Get short, timely messages from Vinny Arora.



Twitter is a rich source of instantly updated information. It's easy to stay updated on an incredibly wide variety of topics. **Join today** and follow **@FutureDocs**.

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FutureDocs

Name Vinny Arora

Location Chicago

Web <http://futuredocs...>

Bio Internal medicine doc advising students & residents about medical careers. Interested in ways to improve medical education and patient care.

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Tweets 1,972

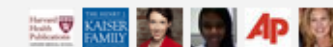
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Following



All about social networks RT [@nytimeshealth](#) Better Health, With a Little Help From Our Friends <http://nyti.ms/bvRLim>

about 2 hours ago via Twitterrific

Medical Eponyms: Time for Name Change? <http://tinyurl.com/2732tpq> (esp Wegener & Reiter with Nazi past) in Archives IM

about 5 hours ago via web

RT [@whatifwhynot](#) Quality will drive doctor & hospital choices - [chicagotribune http://bit.ly/adF9Ks](http://bit.ly/adF9Ks) #hcr features Northshore

Real time conversation



Thanks!

1,265,381,596,000.00



MotherinMed Could do 3-3:30ish pm CST on Friday. Yes, let's talk about maybe doing one emphasizing + applications in med ed. I'm at [REDACTED]. Cool!

1,265,172,233,000.00



MotherinMed Next week sounds good. Especially M-T-W before I start back on wards. Have you done any how-to social media workshops for meetings?

1,265,170,222,000.00



MotherinMed Blogging IS a time commitment and many enjoy sites frequently updated. just a thought. our group blog format has worked really well.

1,265,143,571,000.00



MotherinMed Would love to talk. Your blog has a lot of potential given your twitter rep-great idea. What about having multi-authors - all about med ed?

1,265,143,452,000.00



MotherinMed Your tweets are so awesome, Vinny. I love them. Thanks for all the great info. Would love tips on how to filter all that info sometime.

1,265,139,513,000.00



GoldCareInMed Welcome to the Gold Foundation!

1,265,121,507,000.00



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1,264,796,104,000.00

The Hierachy of Tweets

www.theinnovationdiaries.com
www.twitter.com/kevmaguire

Self-actualization

Esteem

Love/Belonging

Safety

Physiological



twooshing,
meta-tweeting,
"tweet better" tweets
post-twitter tweets

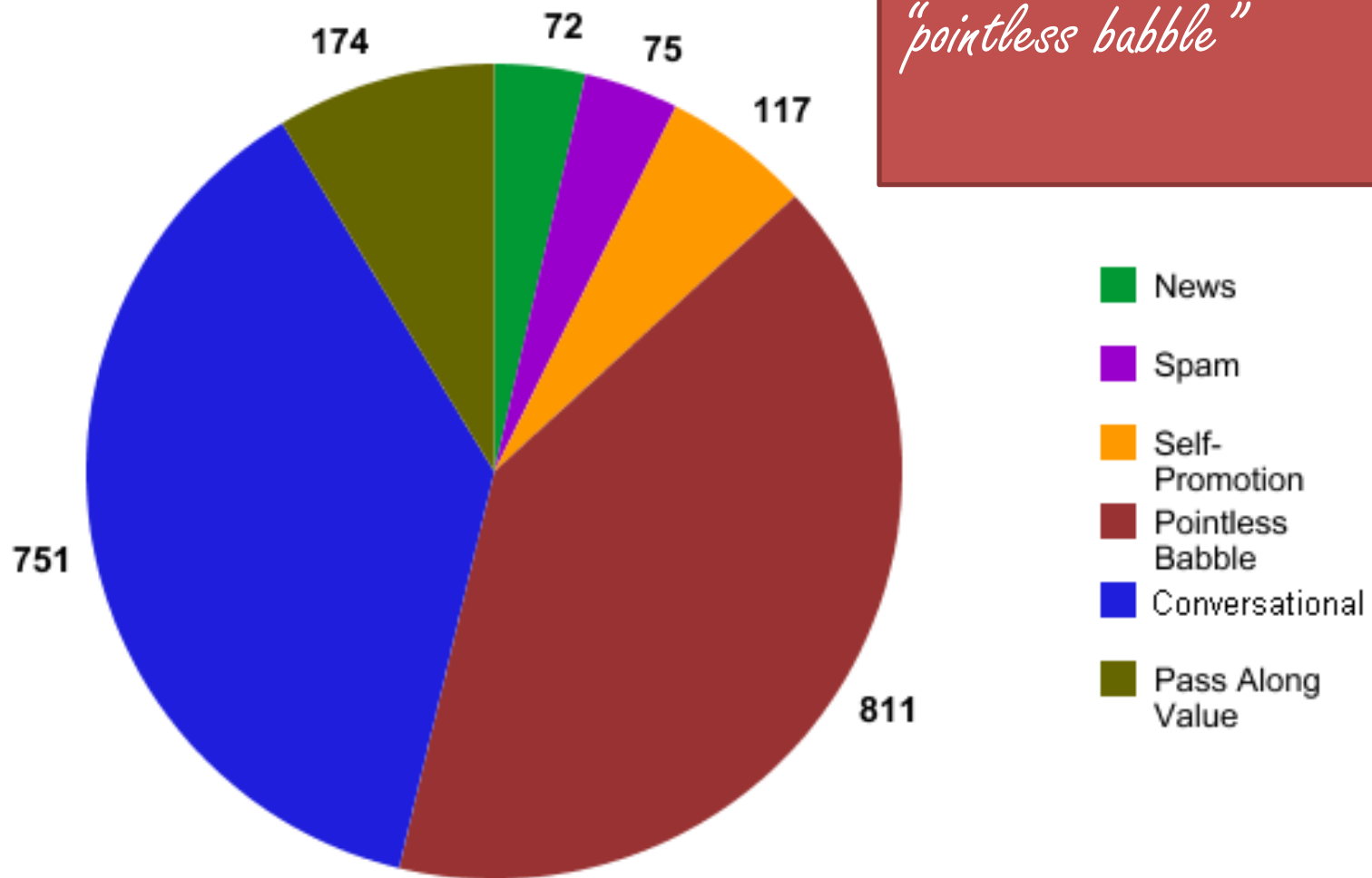
retweeting, self-promoting,
breaking the news, follow-baiting

conversations, introductions,
answering questions, hashtagging

sharing knowledge, staying "in the loop",
popularity, personal health & security, non-user berating

eating, drinking, sleeping (alone),
sleeping (with someone else), general "verbing"

Content of Tweets



*40% of tweets are
"pointless babble"*

Kelly, Ryan, ed. (2009-08-12), "Twitter Study - August 2009" (PDF),
Twitter Study Reveals Interesting Results About Usage, San Antonio,
Texas: Pear Analytics. [http://www.pearanalytics.com/wp-content/
uploads/2009/08/Twitter-Study-August-2009.pdf](http://www.pearanalytics.com/wp-content/uploads/2009/08/Twitter-Study-August-2009.pdf)

Breaking through the Babble: “Pulling” Meaningful Information

- Select followers carefully
- Create or follow Twitter list
- Save a hashtag search
 - “#meded or #ptsafety”
 - “#primarycare”
 - Healthcare Hashtag Project
- Use another program to aggregate tweets
 - Flipboard, Pulse, etc.
- Participate in a tweet–chat
 - Get ideas!



Use Cases

Activity	Example
Learning	Following a conference hashtag #SGIM13, follow a journal
Connecting	Join a Twitter chat (#meded chat)
Advocacy	Tell a story, join a movement (DFA #debatehealth)
Teaching	Teaching a MOOC (Massive Open Online Course)
Engaging	Recruiting patent champions

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1,129
TWEETS

267
FOLLOWING

546
FOLLOWERS

 **Following**

Tweets

- 
SGIM @SocietyGIM
 @Neil_Mehta Great post...was SGIM12 the first Tweetup?
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 Tweetup at #SGIM13--Thurs 5:30pm abstract poster session. Twitter pros and newbies--plan to be there. Spread the word! @futuredocs @medrants
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FOLLOWERS

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Hospital Handoffs for Intern Orientation

by Vineet Arora on Jun 20, 2010

Teaching video for new resident physicians highlighting the pitfalls of the handoff process

20,208 views

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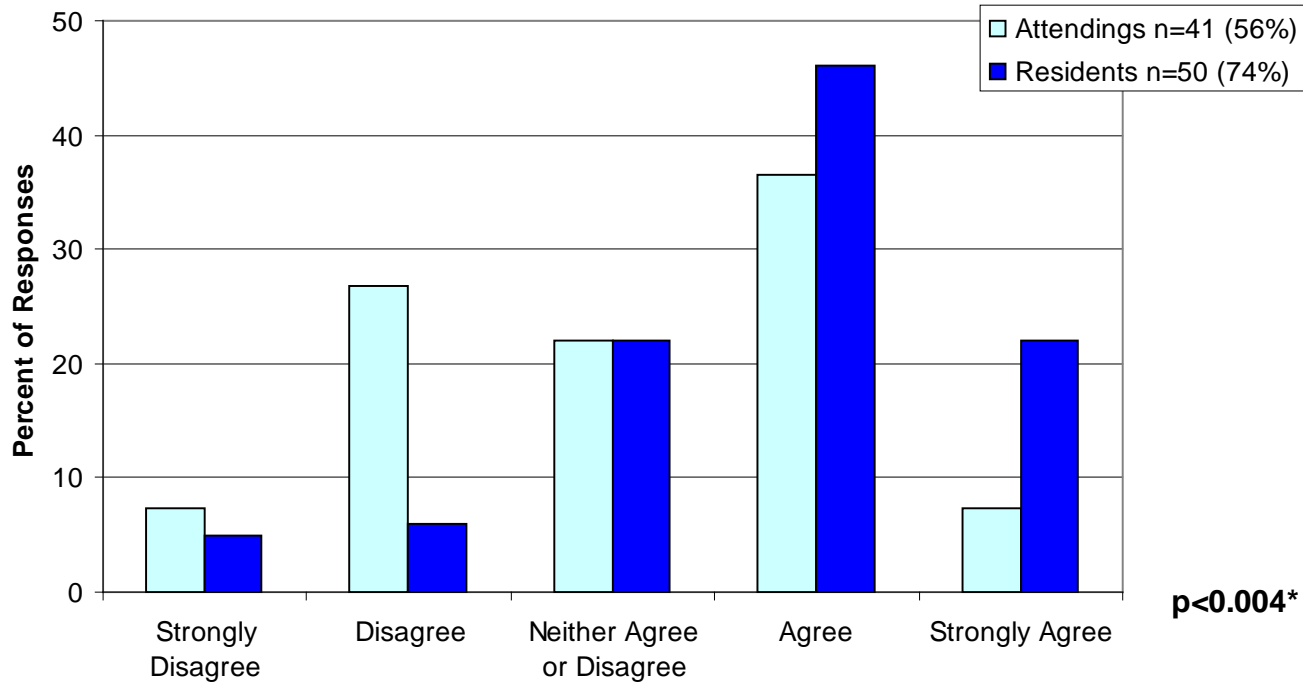


Chill out dude, it's only Social CRM
2760 views



Yammer - from 0 to 1500 in 4 weeks
2414 views

Percentage of Physicians Who Believe Patients are Held Financially Responsible When They Leave AMA



Only 4% of patients who had insurance and left AMA had payment denied

Financial Responsibility of Hospitalized Patients Who Left Against Medical Advice: Medical Urban Legend?

Gabrielle R Schaefer, BA¹, Heidi Matus, MD², John H. Schumann, MD³, Keith Sauter, BA⁴, Benjamin Vekhter, PhD⁵, David O. Meltzer, MD, PhD⁵, and Vineet M. Arora, MD, MAPP^{2,5}

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Demystifying Medicine One Week at a Time

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Like [Mikey](#), the Life cereal kid who died from mixing Pop Rocks and Coke, or the [spider eggs in Bubble Yum](#) that help make it so soft and chewy, Medicine has its share of urban legends.

Did you know, for example, that if you're hospitalized and decide that you want to leave "[Against Medical Advice](#)" [AMA], that your insurer won't pay for the hospitalization?


Bunk.



He likes it!!

Tweets

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 **John Schumann, M.D.** @GlassHospital 3h
Fraud. Breathtaking Fraud. [Alleged] [is.gd/dQDQN1](#)

 **John Schumann, M.D.** @GlassHospital 15h
The Choice [is.gd/tnLr4t](#)

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Social Docs [is.gd/ytLSSg](#)

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Does leaving against medical advice stick patients with a bill?

JOHN SCHUMANN, MD | PHYSICIAN | MARCH 8, 2012

(All names and identifying features of characters in this story have been changed.)

Nora, a third year medical student, came to me in moral distress.

Ms. DiFazio, one of the hospitalized patients on her internal medicine rotation, was frightened to undergo an invasive (and expensive) medical procedure: cardiac catheterization.

The first year doctor with whom Nora was paired, Dr. White, vented to her:

"These patients come to us seeking our help and then refuse what we have to offer them," Dr. White steamed.

At the bedside, the intern demanded to know why Ms. DiFazio refused the procedure.

TRENDING

PAST WEEK

Doctors who work part time: I'm sorry that I'm ruining medicine

FIZZY, MD | PHYSICIAN



Sending your child to the chiropractor: Be very careful

ROY BENAROCH, MD | PHYSICIAN

90

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leaving against medical advice



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Against medical advice - Wikipedia, the free encyclopedia

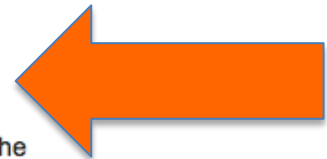
en.wikipedia.org/wiki/Against_medical_advice

Against Medical Advice, or AMA, sometimes known as DAMA, **Discharge Against Medical Advice**, is a term used with a patient who checks himself or herself out ...

Does leaving against medical advice stick patients with a bill?

www.kevinmd.com/.../leaving-medical-advice-stick-patients-bill.html

Mar 8, 2012 – Don't let us doctors coerce you into staying by threatening you with the bill.



Do patients pay when they leave against medical advice? - The ...

www.uchospitals.edu > About Us > Newsroom > 2012 Press Releases

Feb 3, 2012 – February 3, 2012: There are ways in which patients who **leave** the hospital **against medical advice** wind up paying for that decision.

Patients leaving hospital against medical advice fare worse | Fox ...

www.foxnews.com/.../patients-leaving-hospital-against-medical-advic...

May 3, 2012 – Hospital patients who **leave against medical advice** may have an increased risk of being readmitted or dying within a month, a study at one ...

When a Patient Leaves Against Medical Advice

www.aaos.org/news/aaosnow/nov12/managing5.asp

Surprisingly, there is a paucity of literature available describing the consequences of patients who **leave against medical advice** (AMA). Although logically ...

"I'm Going Home": Discharges Against Medical Advice

www.ncbi.nlm.nih.gov > ... > Mayo Clin Proc > v.84(3); Mar 2009

by DJ Alfandre - 2009 - Cited by 29 - Related articles

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If hotels billed like hospitals

Posted by Sarah Kliff at 11:45 AM ET, 02/16/2012

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Via the Boston non-profit [Costs of Care](#), an [entertaining video reminder](#) of how opaque health-care bills make understanding health-care costs a big challenge. Meet "Hotel Hospital," a hotel with billing practices that mirror those of a hospital

What if Your Hotel Bill Was Like a Hospital Bill?

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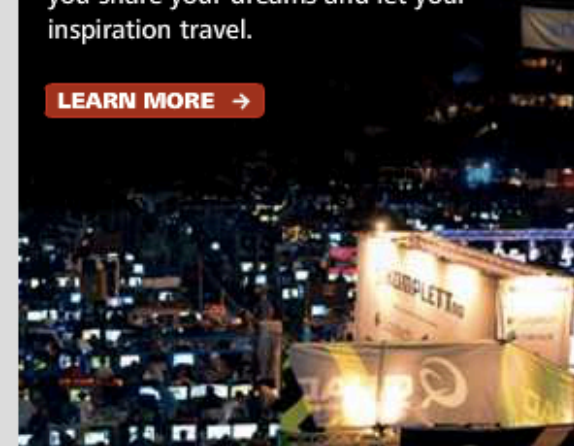
200G — a world record!

April 2012
The Gathering, Hamar, Norway

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www.TeachingValue.org/Competition

Online Medical Professionalism: Patient and Public Relationships: Policy Statement From the American College of Physicians and the Federation of State Medical Boards

Jeanne M. Farnan, MD, MHPE; Lois Snyder Sulmasy, JD; Brooke K. Worster, MD; Humayun J. Chaudhry, DO, MS, SM; Janelle A. Rhyne, MD, MA; and Vineet M. Arora, MD, MAPP, for the American College of Physicians Ethics, Professionalism and Human Rights Committee; the American College of Physicians Council of Associates; and the Federation of State Medical Boards Special Committee on Ethics and Professionalism*

Activity

Use of social media sites to gather information about patients

Use of online educational resources and relate information with patients

Physician-produced blogs, microblogs, and physician posting of comments on others

Physician posting of personal information on public social media sites

“Pause before posting”

Consider the content and the message it sends about a physician as an individual and the profession

Maintain separate personas, personal and professional, for online social behavior

Scrutinize material available for public consumption

Safeguards

Use of search engines and review of findings and implications for ongoing care to ensure accuracy of information

Limit information to reputable sites and sources

“Pause before posting” and consider the content and the message about a physician as an individual and the profession

Maintain separate personas, personal and professional, for online social behavior

Scrutinize material available for public consumption

@FutureDocs Very much enjoyed your Grand Rounds at Ohio State this morning. I vow to be a better hand-off.

about 20 hours ago from web in reply to FutureDocs



GOOD TWEET



BAD TWEET

My DNR/DNI patient got intubated by pulmonary. Medical errors on multiple levels. This should not have happened

2:00 PM Dec 13th, 2009 from txt

Caution: Whatever happens on Twitter stays on Twitter

Overcoming the Time Barrier

- Tie it closely to what you are doing anyway
- Use dead space in your day (i.e. better than watching the numbers on an elevator)
- NO GUILT if you miss anything!
- OK to lurk at first
- Get a Twitter mentor (“Twentor”)



Small Group Activity

- Name something that you want to spread using social media
- Develop a social media strategy to spread the word
 - Vehicle of spread?
 - Account name?
 - Why will it work?