



Pursuing Professionalism, High Reliability & Safety: Thank You for Being a Professional!

Gerald B. Hickson, MD

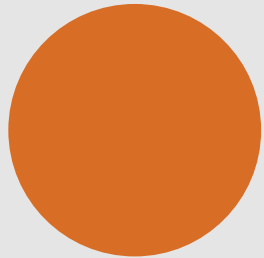
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Pursuing the Right Balance

Intentionally
Designed Systems



Professional
Accountability



Patients see and experience....

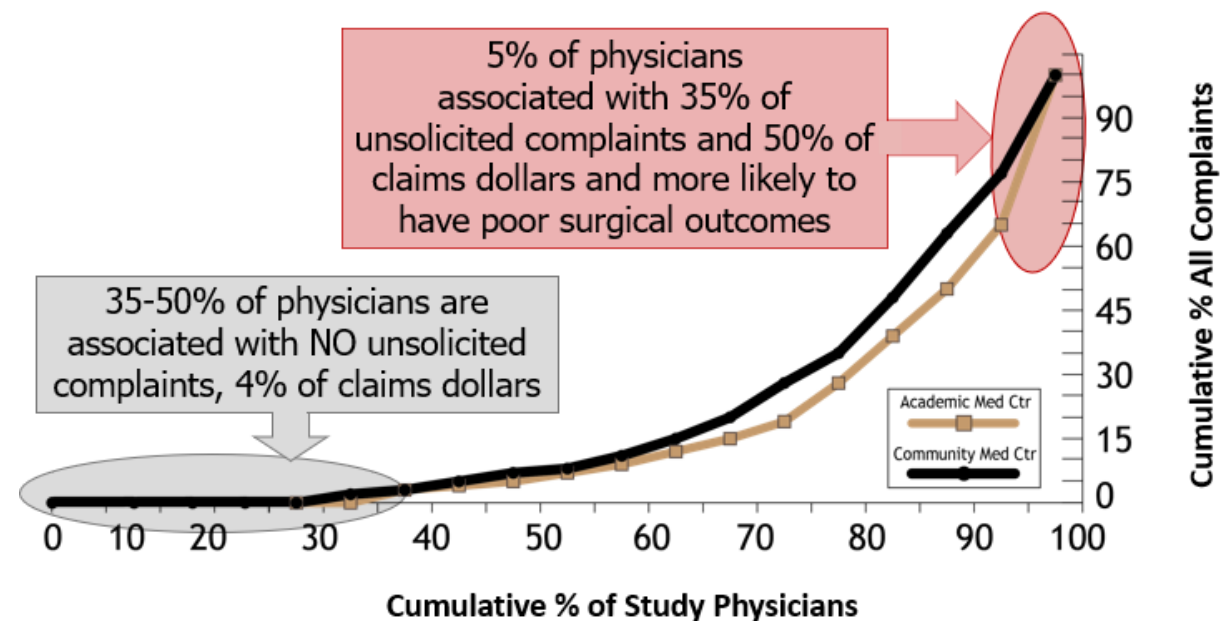
PARS[®] Patient Complaints

“While asking Dr. XX about my diagnosis, responded that my questions were annoying...”

“Asked to sign a consent... for another patient (same last name).”

“Dr. YY examined me without any protective attire... didn’t wash hands either...”

Cumulative Distributions of Physicians by Patient Complaints



And sometimes team members see things...

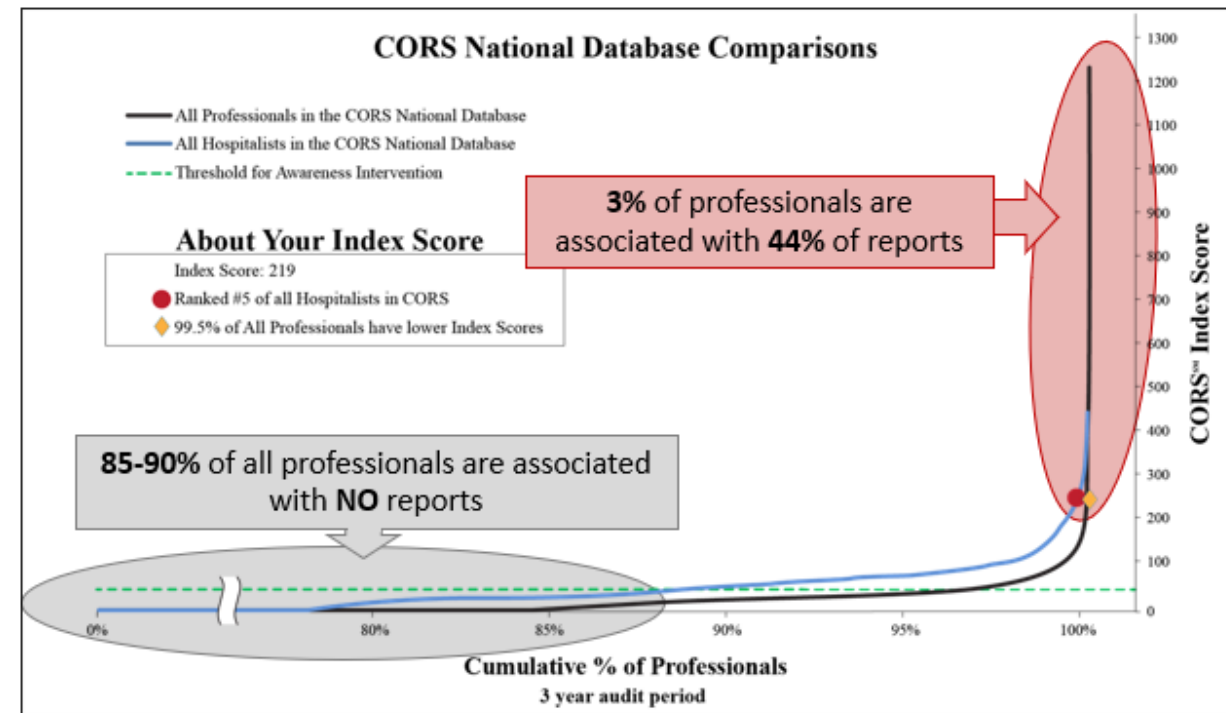
CORSsm Co-worker Concerns

“Offered Dr. X a pair of gloves before the procedures...said ‘no thanks’ and threw them in the trash and continued.”

“Dr. YY refused to mark the procedure site said, ‘I stopped coloring in kindergarten’.”

“I stated we needed to do the timeout before procedure. Dr. ZZ declared, ‘Wow, aren’t you a bossy cow.’”

Co-Worker Report Distribution



Physicians who model disrespect account for:

50-70% of your organization's malpractice claims experience and cost

And if you personally need care:

You are 20-30% more likely to have a surgical site infection

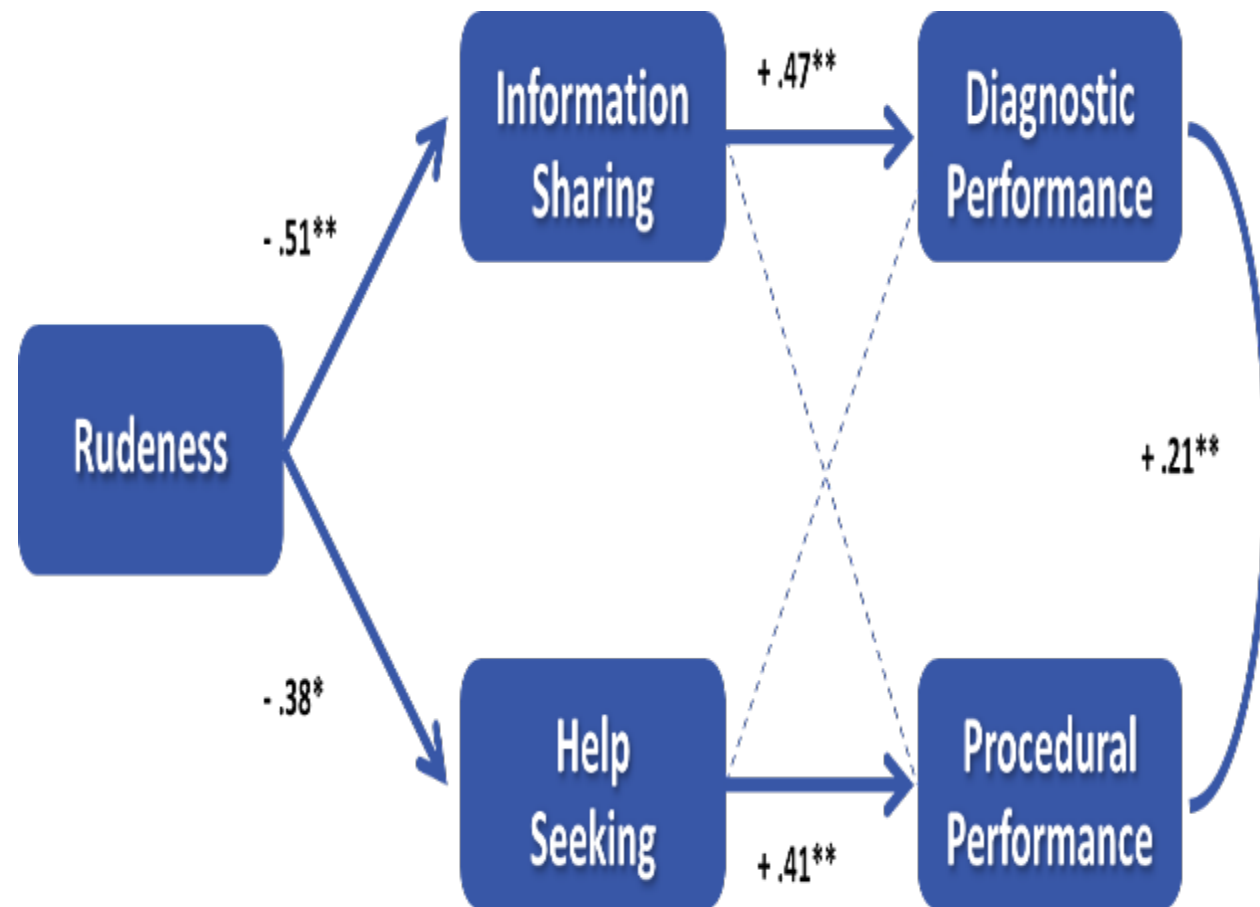
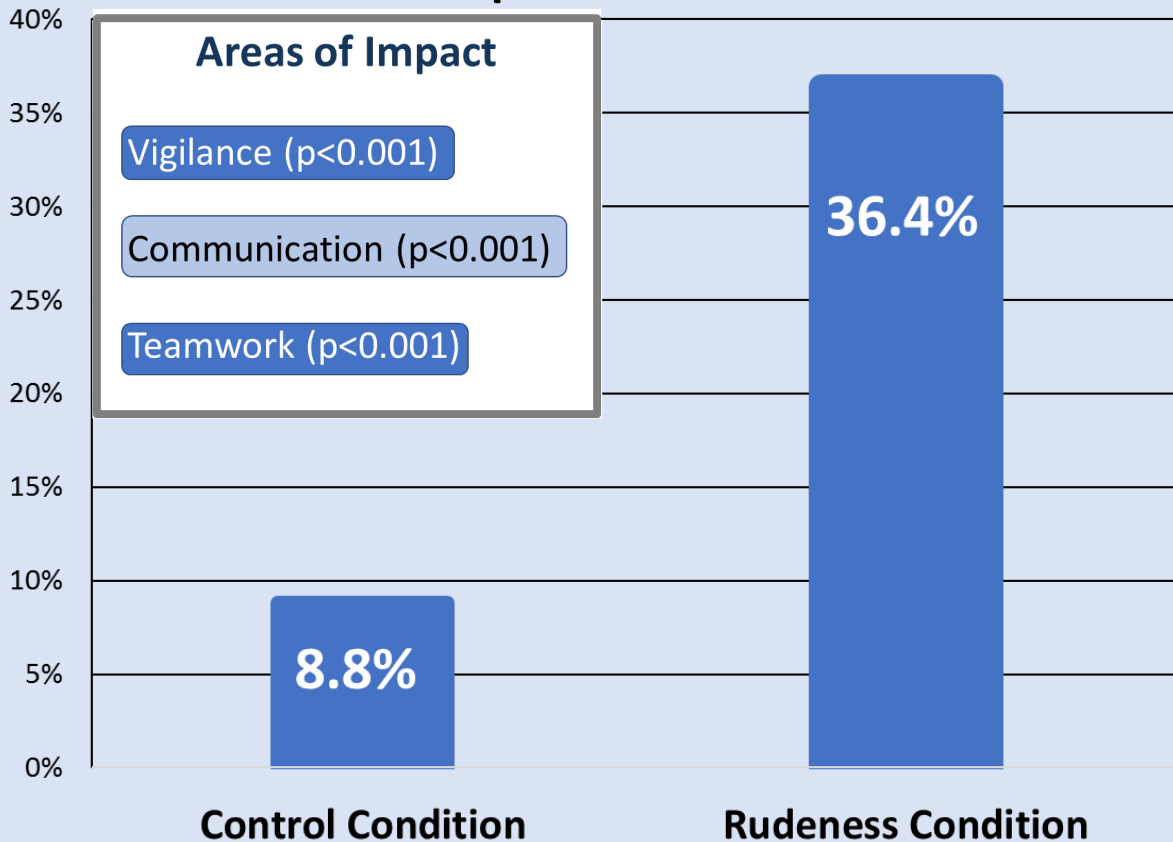
You are 20-40% more likely to develop Sepsis

You are 24-30% more likely to die if you require trauma care

*Includes surgical site infections, wound disruptions, and medical complications (e.g. pneumonia, embolism, stroke, MI, UTI)

The Impact of Rudeness on Individual & Team Performance

Residents Who Performed Below Expected Level



Team Function Key Concepts

Team members...



Know
each
other



Share
values



Understand
each other's
roles and
responsibilities



Respect
each
other



Create
psychological
safety



Ask clarifying
questions



Adjust to other
team members

Pursuit of Professional Accountability Requires an Infrastructure



PEOPLE

- 🔍 Committed Leadership
- 🔍 Project Champions
- 🔍 Implementation Teams



ORGANIZATION

- 🔍 Clear Goals and Values
- 🔍 Policies and Procedures
- 🔍 Sufficient Resources
- 🔍 Tiered Intervention Models



SYSTEMS

- 🔍 Tools, Data and Metrics
- 🔍 Reliable Review Process
- 🔍 Training



Mission:

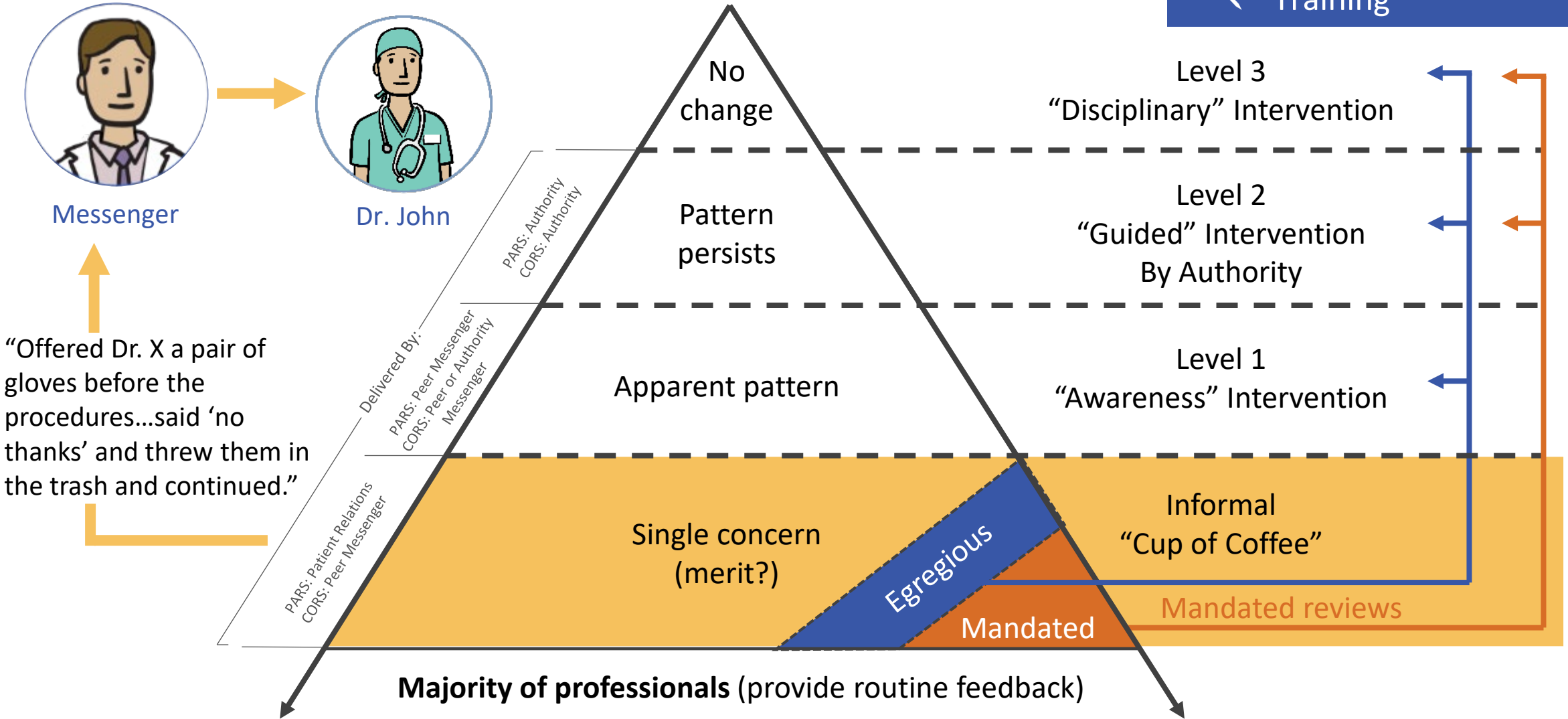
- We improve...through **DISCOVERY** and **TRANSLATION** of the best science into clinical practice and education; to **DELIVER** the **HIGHEST QUALITY** patient care and **PREPARE** the next generation...

Core Values:

- Accountability
- Compassion
- Quality
- Collaboration
- Integrity
- Diversity
- Creativity

Promoting Professionalism Pyramid

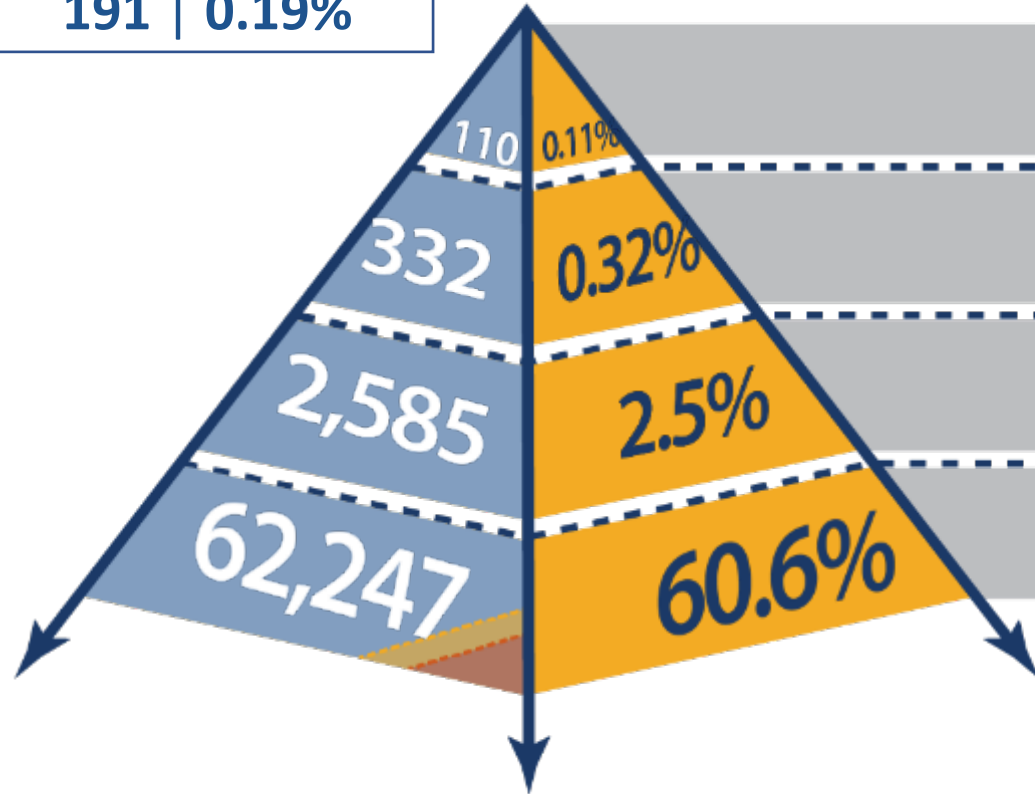
-  Project Champions
-  Implementation Teams
-  Tiered Intervention Models
-  Training



CPPA Experience

Depart Unimproved

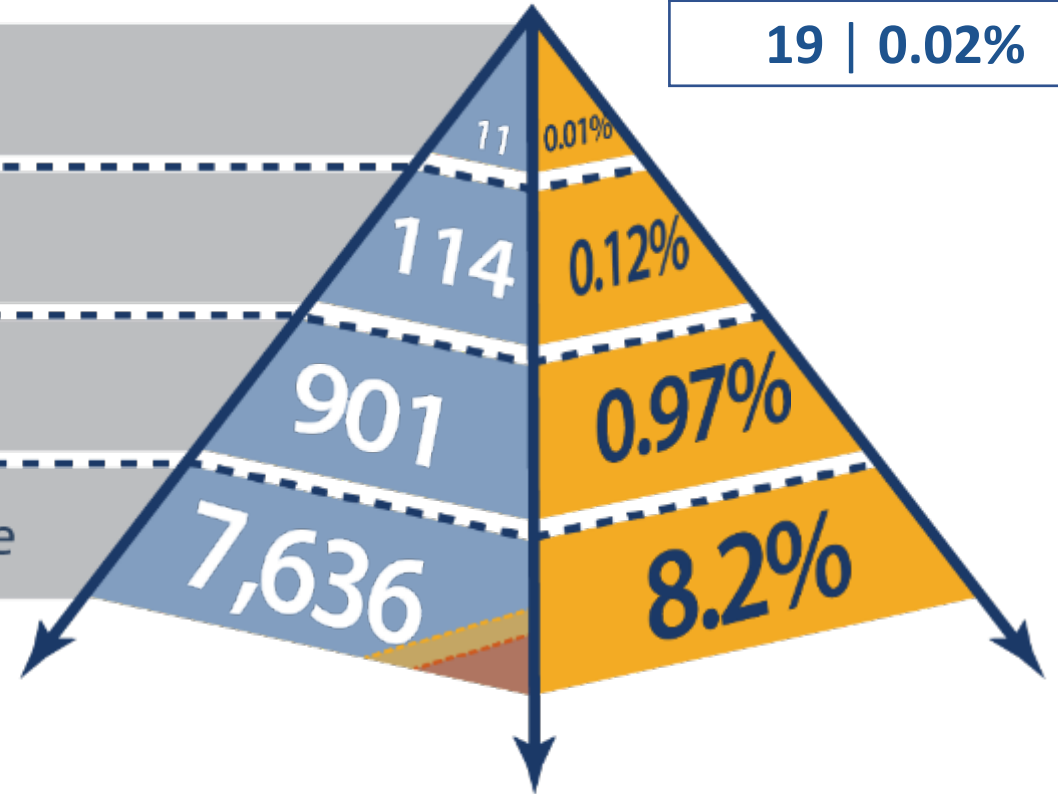
191 | 0.19%



102,744 Physicians in the
PARS National database

Depart Unimproved

19 | 0.02%



93,050 Professionals in the
CORS National database

For a single “event” ...



Informal Conversation
Regular (Cup of Coffee)

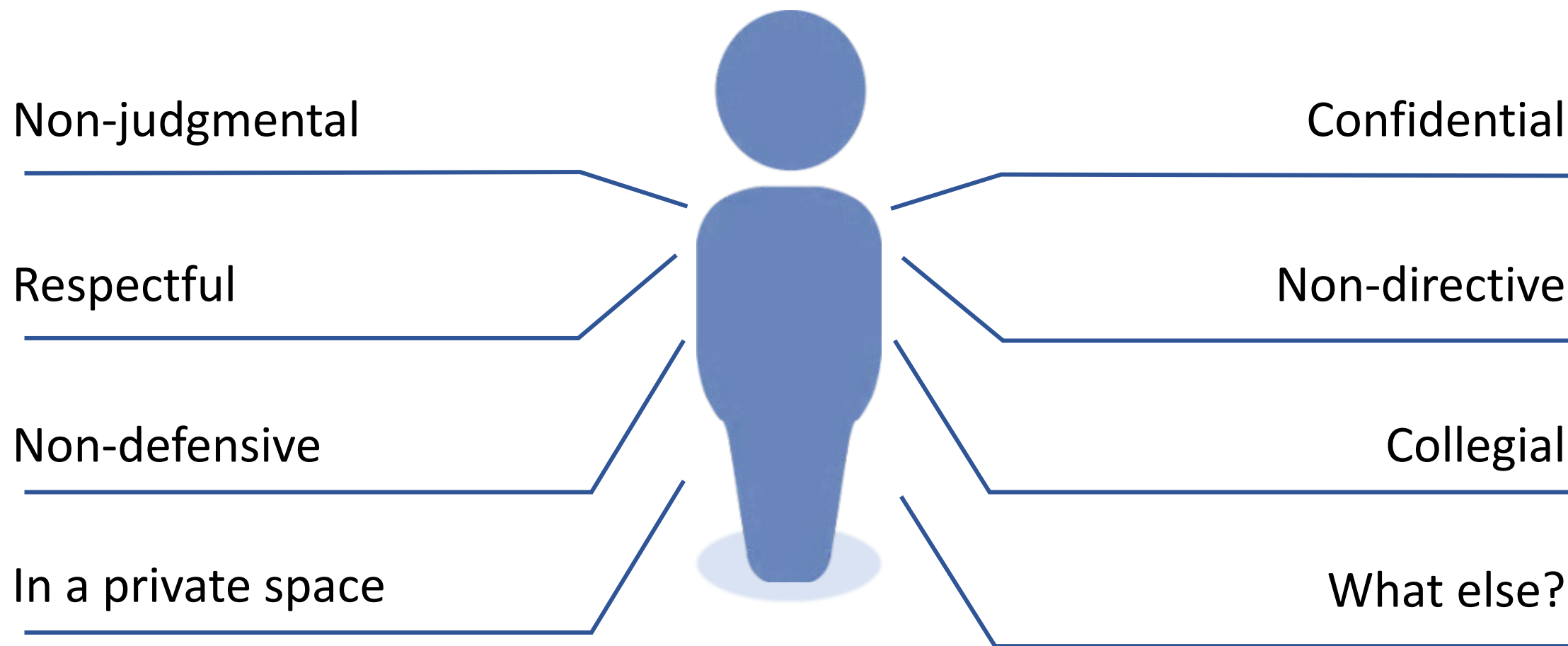
For those who have
shared...what went well?

The background features a white triangular shape on the left side, pointing towards the center. The rest of the background is a solid blue color. The text is positioned within the white triangle.

What were the
challenges?

If you were on the receiving end...

You would want the conversation to be:



Elements for “Informal” Conversations



Goals

- Deliver a single story/observation.
- Let the recipient know the behavior/performance was observed.

Having the “Informal” Conversation



Opening

- I am here as a member of the Professionalism/Environment of Learning Program
- You are an important team member...
- I observed/received a report...
- We are committed to sharing...

Having the “Informal” Conversation



Review Story

- Review story with sufficient specifics
- “I know there are two sides...”
- Avoid seeming judgmental
- Avoid “you” word
- Pause

Having the “Informal” Conversation



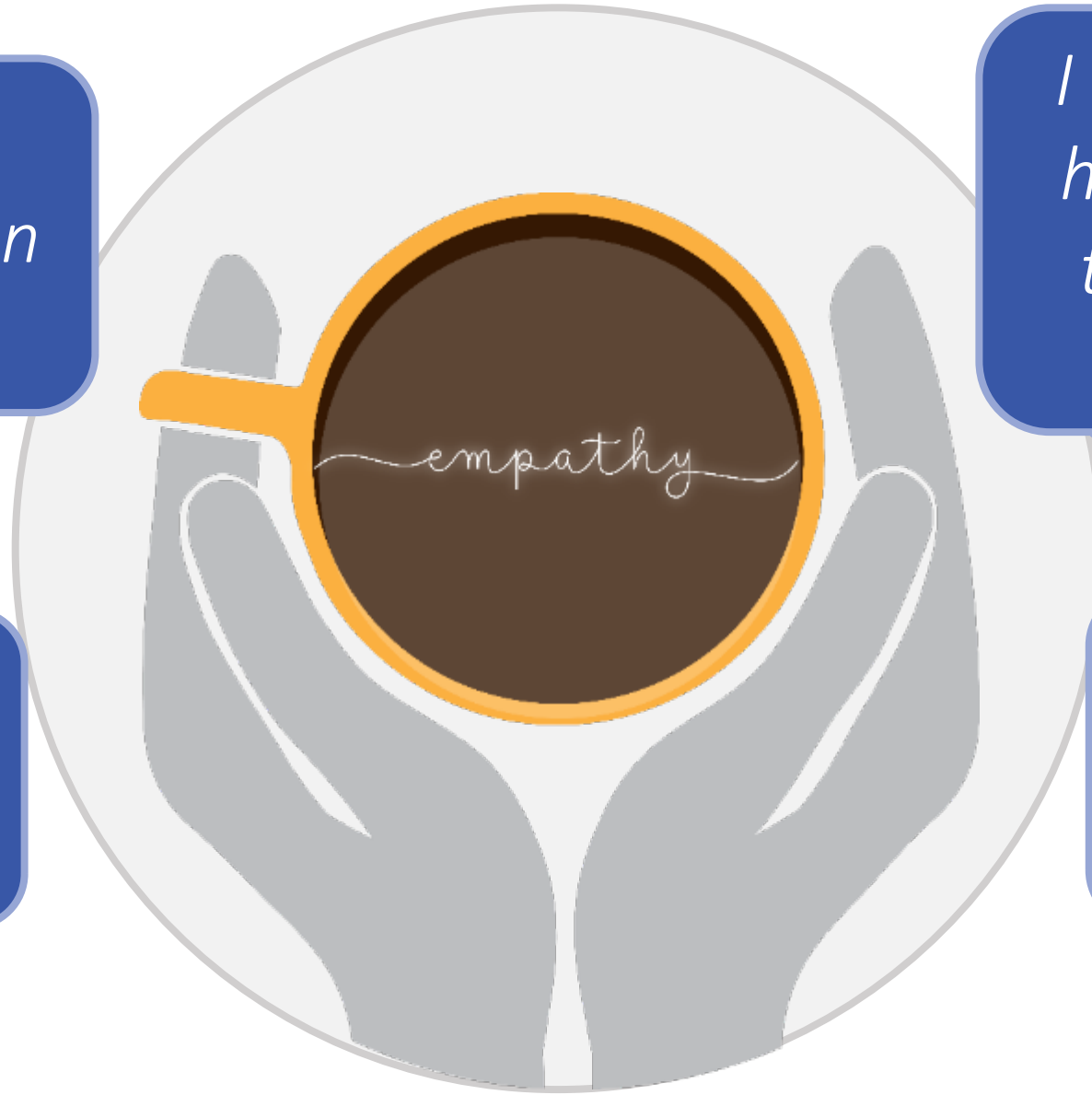
Respond

- Pushbacks
- Questions
- Emotions

Empathic Engagement

It seems like things have been stressful.

How are you doing?



I can understand how challenging that must have been.

I mainly wanted to check-in with you.

Having the “Informal” Conversation



Close

- Express appreciation
- Ask to reflect
- Encourage alternative response

Types of Pushback



Deflection



Dismissal



Distraction



Pushback: Deflection

It's not me, it's the...

- Patients (unique, difficult)
- Staff
- System
- Your failed leadership



Deflection

Pushback: Dismissal

“Do you know who I am?”

“I don’t accept...”

- Data/Story
- Seriousness
- You want me to spend my time on this?



Dismissal

Pushback: Distraction

“We should really be focusing on...”

- System/other team members
- Other low performers
- Morale/Burnout
- Nurses weaponize reporting



Distraction



**Your responses should reflect
the Goals of the conversation**

- An observation/ report was made
- Deliver the message



Now it's your turn...



- Remind
- Reflect
- Reinforce

- Deflection
- Dismissal
- Distraction





Cup of Coffee #1

Resident on hospitalist serviced reported:
“We asked for a consult. Dr. Consultant came by and left a note...I was uncertain about his orders and tried to get a clarification before he left the unit...he just turned back to me and declared so everyone could hear... ‘It's in the note and I am confident you can read and figure it out.’...and then walked off.”



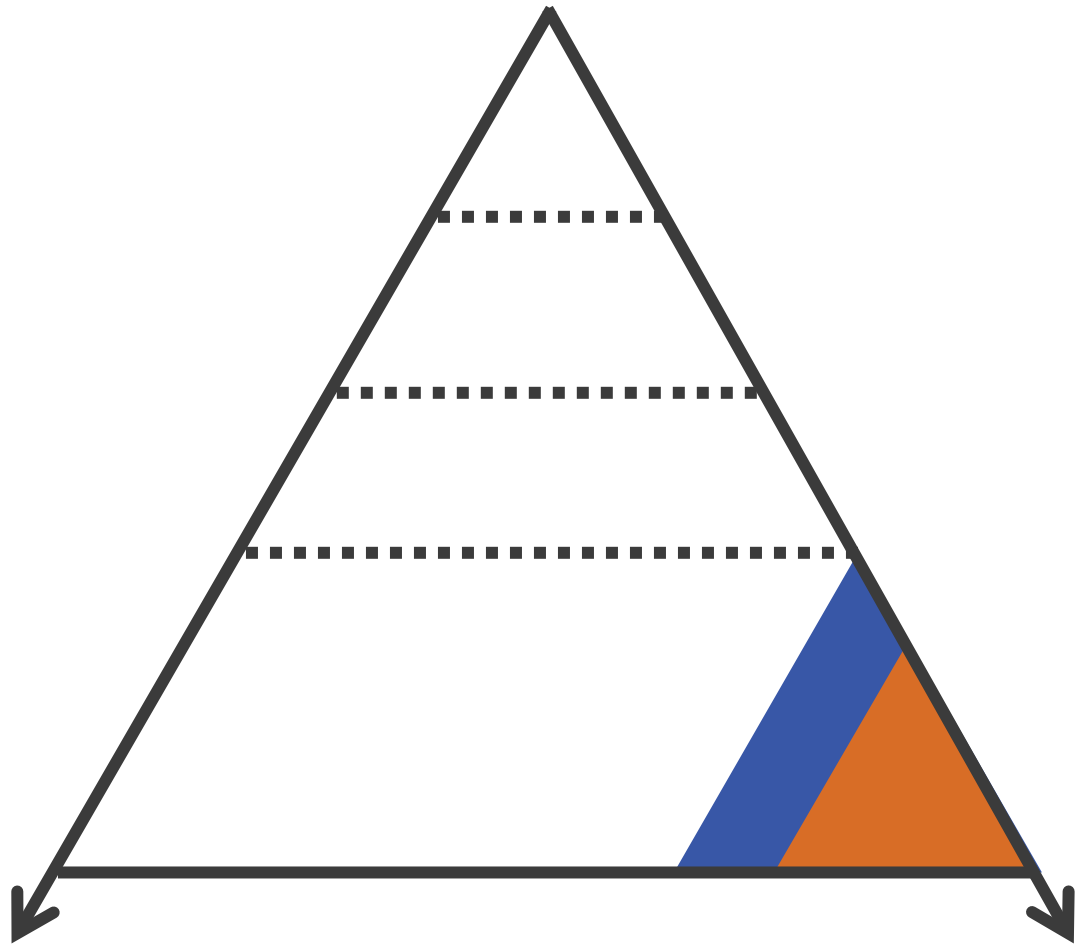
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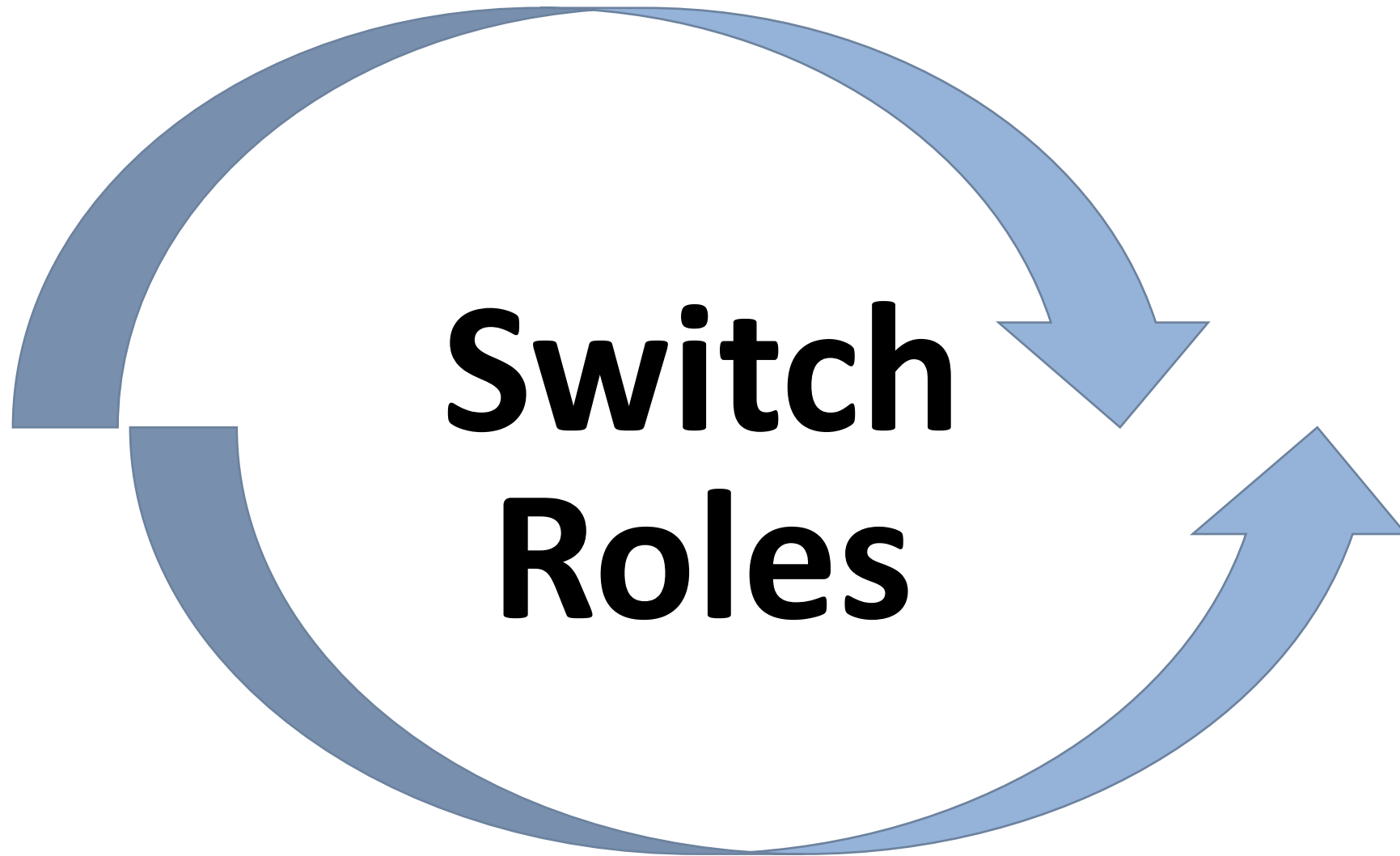
Deflection

1. “The note was clear; I know they are bright...not sure why they didn’t understand.”
2. “Sometimes the residents get a bit behind and want us to do their work.”
3. “Are they being properly developed as clinicians if we have to spoon feed them?”



What did you
experience?
Observe?





Messenger becomes the Receiver / Receiver becomes the Messenger



Cup of Coffee #2

Learner reports:

“Dr. Kelly said, ‘You must have been the first person in your family to go to college...I bet they are so proud.’”



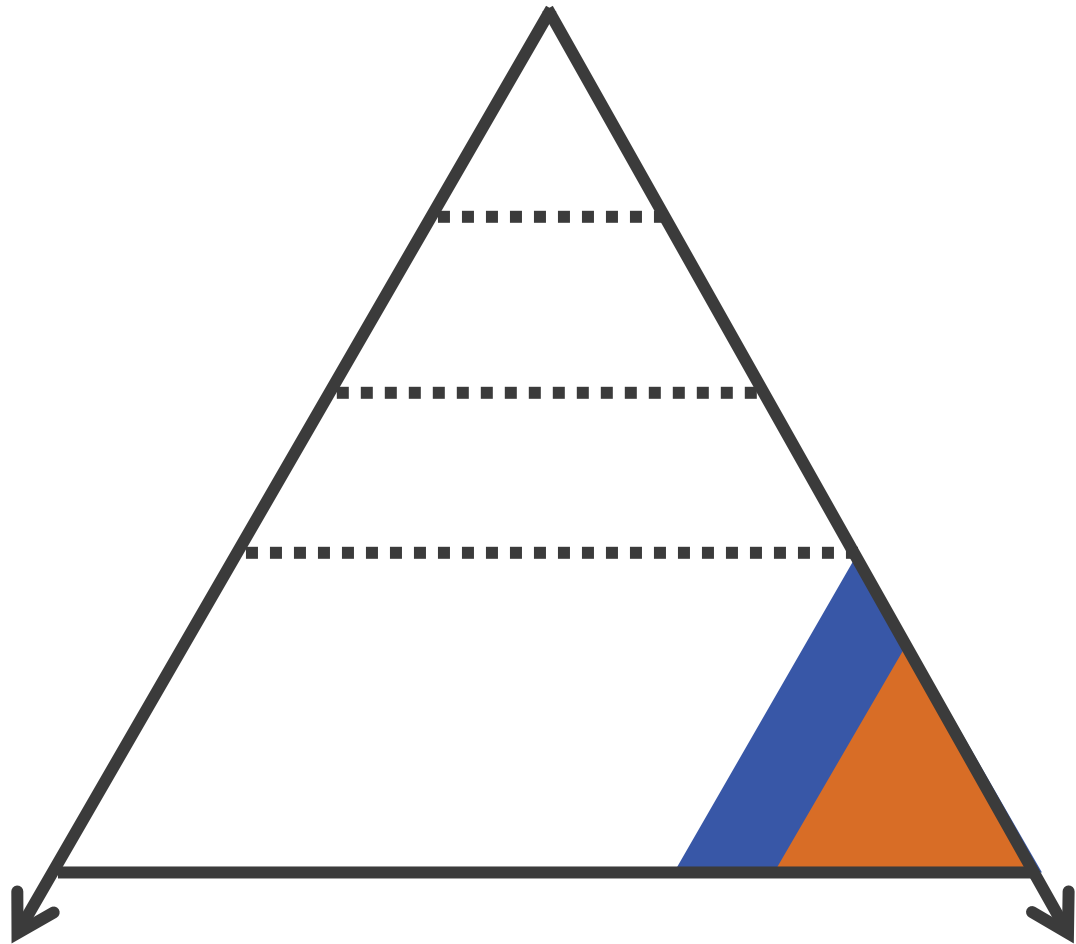
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Dismissal

1. “I thought it was funny, why are they taking it so personal?”
2. “This is not a big deal; you are wasting both of our time talking about this.”
3. Again, it was meant to be a joke, if they can't take a joke then I don't know what to tell you.”



What did you
experience?
Observe?



The background consists of several overlapping geometric shapes. A large white triangle is on the left side, pointing towards the center. The rest of the background is filled with various shades of blue, including a light blue at the top and a darker blue at the bottom right, creating a layered, abstract effect.

Moving forward, what
might be helpful to you?

Three Characteristics Define a Profession: Justice Louis Brandeis

Body of knowledge that is owned by the profession;
distinguished from mere skill.

Occupation pursued largely for others; financial return
not the accepted measure of success.

Obligation for self regulation. (*group regulation too*)



Center for Patient and Professional Advocacy

VANDERBILT  UNIVERSITY
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Thank you



Or visit: vumc.org/patient-professional-advocacy

Let Us Hear Your Comments and Questions