

Case 1

Inefficient intern

It is December, and you have been on service with Susan who is on her first month on the pediatric hospital medicine team. She has been on at least one inpatient rotation prior to this. You notice that she seems quite overwhelmed with carrying on average 4-5 patients, during what is a busy early bronchiolitis season. On more than one occasion, she has not seen all her patients before rounds, and she often confuses details of two or more patients while presenting. Her seniors have reported similar issues in the afternoon, when she often triages her tasks poorly so that she often has to sign things out to the night team, or ask for help from her co-interns during the day.

Feedback Script

Case 1 – Inefficient Intern

<p>Step 1: Identify the Trigger Behavior</p> <ul style="list-style-type: none"> • <i>Describe specific examples</i> 	<p>In the busier months, Susan has difficulty triaging tasks and managing time, resulting in her not completing tasks. She has not seen her patients before rounds, and she often needs help from her co-interns to get things done in the afternoon. By signout, she often still has tasks to sign out, and she sometimes fails to tell the night team all the tasks that need to be done.</p>
<p>Step 2: Identify Milestone-based correlation</p> <ul style="list-style-type: none"> • <i>Correlate behavior to milestone anchor</i> 	<ul style="list-style-type: none"> • PC2: Is unable to prioritize and organize patient care activities when she is carrying more than a few patients. She is often sidetracked by acute issues or simple distractions (Level 1/2) • PC3: when busier she has errors of omission (Level 2)
<p>Step 3: Target High Yield Feedback Points</p> <ul style="list-style-type: none"> • <i>Real issue behind behavior</i> • <i>Identify impact of behaviors</i> 	<ul style="list-style-type: none"> • Unable to manage time, which is essential in any setting in pediatrics, whether high acuity fields like the ICUs, or in a busy clinic • Inability to triage tasks will lead to patient management inefficiency, which will result in suboptimal care, prolonged hospitalizations, or medical complication • Handoffs do not anticipate or expressly note what still needs to be done, which prevents the night team from doing essential tasks and delays patient care
<p>Step 4: Create Brief Script</p> <ul style="list-style-type: none"> • <i>No more than 3-4 sentences</i> • <i>Neutral language</i> • <i>Focus on behaviors and actions</i> 	<p>Susan, I appreciate the effort you put in to taking care of your patients, but I and the seniors have noted that you are not completing all the tasks needed for your patients. Examples of this include Tuesday when you did not see all your patients before rounds, or last night when you failed to tell the night team that you had not ordered the morning CBC which we needed to have. We have noticed that when you are</p>

	<p>distracted in the workroom, you often don't get back to what you are doing. All of these things are resulting in your patients' care not being complete and being delayed, and time management and triaging are essential skills for any pediatric practice.</p>
<p>Step 5: Describe Possible Plan for Improvement</p> <ul style="list-style-type: none"> • <i>Create 1-2 specific methods for improvement</i> 	<ul style="list-style-type: none"> • Prepare for the next day prerounds by anticipating what could happen overnight and already having a plan prepared to save yourself time • Create a routine method of analyzing the chart in the EMR so that you save time through consistency • Make a prioritized "task list" on your patients by the end of rounds, and then go over that list with your seniors after rounds to confirm the priorities • Try to work outside the workroom (consider the call room) when you need to get things done most quickly; this will minimize distractions