

Case 27

Poor professionalism between peers – negative comments about ED providers or consultants

It is June, and you have just come on service, with a relatively quiet ward. You are working with a strong 2nd year resident and two interns. Most of the patients who have been admitted during the week are pediatric sub-specialty patients and surgical patients. During family-centered rounds, you make note that the interns are communicating with the families well and demonstrate good clinical reasoning. The 2nd year resident has been doing a good job of picking out some quick teaching points. Overall, the team is doing a great job and you feel they are ready to advance to the next year from a clinical standpoint.

However, you do notice that some of the conversations amongst the residents are concerning. You have heard them make inappropriate comments about some of the sub-specialists and their recommendations. Instead of asking for clarification or education on recommendations they don't understand, you'll hear them say "why is the specialist recommending all these useless tests". You have also heard them make unprofessional comments about other care providers, such as nurses and respiratory therapists, usually based on assumptions. For example a nurse didn't get a pre-meal glucose because the patient didn't inform her she was about to eat lunch, but the residents assumed the nurse "just decided not to do it".

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Feedback Script

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<p>Step 1: Action Identify the Trigger Behavior</p> <ul style="list-style-type: none"> • <i>Describe specific examples</i> 	<ul style="list-style-type: none"> • Unprofessional comments about other physicians and not taking charge of their education -Ex: commenting about the recommendations given by specialists • Making assumptions about other care providers without evidence or thought as to reasons behind their actions -Ex: stating a nurse didn't do their job, follow up on an order
<p>Step 2: Subcompetency Identify Milestone-based correlation</p> <ul style="list-style-type: none"> • <i>Correlate behavior to milestone/EPA anchor</i> 	<p>PROF2: Level 2: lapses in professional conduct which is exacerbated under conditions of stress. Needs external prompting about unprofessional behavior</p> <p>SBP3: Level 1-2: tends to dismiss input from other care providers; doesn't look to them for valuable contributions</p> <p>MK1: Level 3: doesn't identify knowledge gaps as learning opportunities; doesn't make an effort to ask answerable questions on a regular basis. Does not use the opportunity of not understanding recommendations to gain further knowledge</p>
<p>Step 3: Evidence 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"> • Unprofessional comment about subspecialist regarding their recommendations -Based on your comment, you had questions about the recommendations, but didn't ask for clarification • Stating/assuming a nurse didn't do their job, instead of first trying to figure out why something didn't happen • Real issue: not valuing other care providers in the care team; not taking charge of your education; not appreciating that you have more to learn • Impact: ultimate impact is on patient care as the care team will not work as a team if you don't show them all respect – colleagues won't respect you and may not want to work with you; also impact on your interns as they look to you as a guide for their behavior; finally impacting your education

<p>Step 4: Script 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>Overall, you have been doing a great job during this week, especially with picking times on rounds which are ideal for quick teaching points. I am concerned about some of the comments you have made about other members of team. While you are professional when interacting with them directly, the comments you make about them later are unprofessional. I noticed this when you disagreed with Dr. Tan's recommendations, and when Jackie didn't perform the POC glucose check when requested. Your comments assumed the worst (for Jackie) and de-valued the experience of others (Dr. Tan), while not taking opportunities to add to your own knowledge. This combination will not only affect team dynamics, but also your own clinical development, and ultimately patient care. Also, you should be aware that your behavior impacts the interns, as they look to you as a role model. The ability to work with and lead a team of interprofessionals is an important skill that will be required throughout your career, and it takes practice which can start now.</p>
<p>Step 5: Strategy Describe Possible Plan for Improvement</p> <ul style="list-style-type: none"> • <i>Create 1-2 specific methods for improvement</i> 	<ol style="list-style-type: none"> 1. Always ask 'why' when responding to the recommendations or actions of other care providers – obtain the answer from them when possible 2. When you disagree with a recommendation, after inquiring for more information, search the literature on your own before finishing your discussion 3. Take a leadership development and/or communications class.