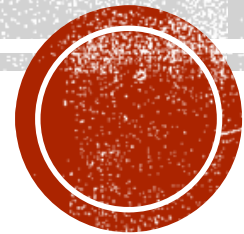


PROFESSIONALISM PHYSICIAN COMMUNICATION

April 26, 2022



OBJECTIVES



After this presentation you will be able to:

- Define different aspects of professionalism
- Understand behavioral expectations under Erlanger's new Standards of Behavior
- Apply physician specific behaviors to increase the patient experience
- Demonstrate professionalism through using empathetic responses to address patient concerns



CLER PROGRAM



- The ACGME established the CLER Program to provide formative feedback that presents graduate medical education (GME) leaders and the executive leadership of the clinical learning environments (CLEs) for GME with information on six areas of focus:
 - Patient safety
 - Health care quality
 - Teaming
 - Supervision
 - Well-being
 - **Professionalism**



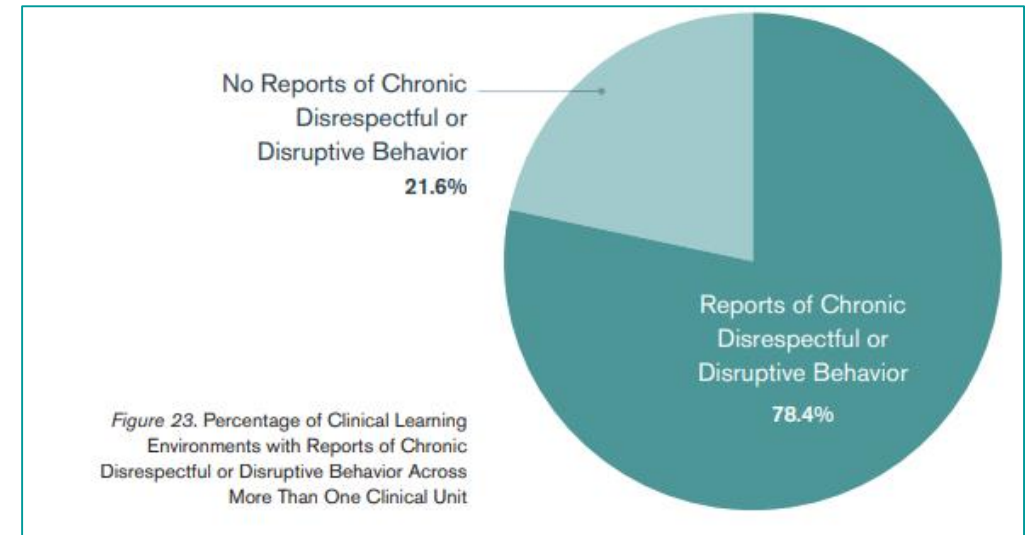
CLER PROFESSIONALISM “BASECAMP”

- “The optimal clinical learning environment recognizes that attitudes, beliefs, and skills related to professionalism directly impact the quality and safety of patient care.”
 - Expectations for professional conduct in an interprofessional environment
 - Promoting a culture that supports honesty, integrity, and respectful treatment of others
 - Understanding how patient experience data on professionalism are used for improvement
 - Understanding how the culture of professionalism is monitored and improving over time



EXPECTATIONS FOR PROFESSIONAL BEHAVIOR - CLER FINDINGS

- Articulating and communicating:
 - what defines appropriate behavior
 - what will be tolerated before an action is considered unprofessional and results in intervention
 - what actions are taken to maintain professionalism
 - how individuals are celebrated for modeling excellence in professionalism
 - how professionalism is monitored
 - how accountability is achieved
- It is up to leaders at executive and department levels to set the expectations, tone, and culture for the clinical care team. That culture can either promote high quality care or pose vulnerabilities to patient safety.



CLER National Report of Findings 2021



WHEN YOU THINK ABOUT “PROFESSIONALISM” — WHAT DO YOU PICTURE?



WHY IS PROFESSIONALISM SO IMPORTANT?

- The primary rationale for **professionalism** and collaboration is to promote *patient safety*.
- Health care is delivered by teams of **professionals** who need to:
 - communicate well, respecting the principles of honesty, respect for others, confidentiality and responsibility for their actions.
- A patient's trust in a doctor is no longer assumed; it is reached through a display of appropriate **professional** qualities: expertise, morality, integrity, and compassion.
- Being **professional** can ensure a positive first impression, successful interpersonal relationships and a lasting reputation within your organization and industry.



MISCOMMUNICATION: A MAJOR CAUSE OF MEDICAL ERROR

- 80% of serious medical errors are caused by miscommunication among providers during patient handoffs.
- Root cause of over 70% sentinel events
- 50% substandard care related to MD Communication
- 27% of medical malpractice is from communication failures



Joint Commission Aug. 2021



UNPROFESSIONAL BEHAVIOR

- Lack of self control – losing your cool: whine, gripe, or roll your eyes
- Belittlement or humiliation; inappropriate tone in speech; foul language
- Discrimination (racial and sexual orientation sources)
- Disrespect for judgments of peers
- Breaches of confidentiality (HIPAA) and dishonesty
- Avoiding responsibility for own actions; blaming others
- Electronic mail communication that criticizes another's actions
- Spreading rumors or sniping at others - on or off the job
- Not paying attention to dress and personal grooming



ERLANGER JUST RELEASED NEW 2022 STANDARDS OF BEHAVIOR

- Over 200 frontline associates contributed to creating these

Category	Subcategory	# statements submitted from focus groups
<i>Positive 1st Impression</i>	Appearance	14
	Hallway	21
	Introduction	45
	Explain	11
	Respond / Please	22
	Thank you	
<i>Respect</i>	Caring	20
	Diversity	8
	Privacy	10
<i>Ownership / Environment</i>	Cleanliness	15
	Respond to issues / safety/requests	35
	Service Recovery	12
<i>Commitment to Coworkers</i>	Attitude	30
	Teamwork	17
	Recognition	15



Positive First Impression

Appearance

I will be neat and well groomed, follow dress code, and wear my ID badge where it is visible above my waist.

Hallway

I will adhere to the 5/10 rule; smile within 10 feet and greet others within 5 feet.

I will escort patients/customers who need direction to their destination.

I will refrain from using electronic devices for personal reasons in service areas.

Introduction

I will acknowledge all patients/customers by smiling, maintaining eye contact and introducing myself and my role/department.

I will address the patients/customers by name and make a personal connection.

I will actively listen to concerns and requests by giving full attention and validating concerns.

I will implement the same behaviors listed above when answering the phone and say, "How may I help you?"

Explain

I will keep patients/customers and their families informed by explaining expectations re: tests and procedures in a way they can understand.

I will keep patients and their families updated related to changes or delays.

Respond

I will anticipate needs by asking, "Is there anything else I can do for you?"

I will respond promptly and compassionately to patients' and customers' questions and requests.

I will use "Please" and "Thank you" when interacting with coworkers, customers and patients.

Respect

Caring

I will treat all patients, customers and coworkers as I would want to be treated.

I will demonstrate empathy and compassion, realizing I may not know what another has been through.

Diversity

I will recognize and respect the diversity (age, gender, culture, etc.) of the people we serve and each other.

Privacy

I will respect the dignity and privacy of patients at all times.

I will knock before entering, close curtains/doors and explain, "We are doing this for your privacy."

Ownership/Environment

Cleanliness

I will keep our environment clean and organized – pick up trash, wipe up spills, and reduce clutter.

Safety

I will take ownership of quality and safety by reporting safety hazards promptly.

I will proactively address problems and follow through with a solution or find someone who can help address the issue/fulfill the request.

Service Recovery

I will address breakdowns in service using L.E.A.D. when service recovery is warranted.

- Listen to concerns
- Empathize
- Apologize
- Do something to resolve it

Commitment to Coworkers

Attitude

I will maintain a positive demeanor when interacting with others.

I will refrain from gossip and negativity.

I will resolve conflict promptly, respectfully and directly with the individual involved.

Recognition

I will acknowledge and praise team members and thank them for their contributions.

I will celebrate others' accomplishments and hard work to make Erlanger the best place to work, practice medicine and receive care.

Teamwork

I will support coworkers by being on time and ready to work.

I will be willing to step up and offer help to my team members.

I recognize there is no place for "It's not my job."

I will be willing to accept additional responsibility to get the job done.



WHY BEHAVIOR STANDARDS ARE SO IMPORTANT

- Patients want to be cared for by a friendly, caring, and empathetic team



THE WHY – STANDARDS OF BEHAVIOR

- Contributes to a '**Culture of Excellence**'
- Provides a **shared language** that makes mutual understanding possible
- Helps *EVERYBODY* understand how his or her individual behavior has an **impact on patient care**
- Provides **clear expectations** that allows us to both recognize positive behavior and also address behaviors that don't align with the organization's goals and values
- It is our responsibility to **exceed** our patients' and their families' (customer's) expectations



WHEN EMPLOYEES ARE TRULY ENGAGED, THEY CARE, THEY GIVE DISCRETIONARY EFFORT AND GO THE EXTRA MILE. FOR EXAMPLE:

- An engaged healthcare employee makes **eye contact** with patients, genuinely smiles, and welcomes them.
- An engaged healthcare team member **escorts** patients to their destination or helps family members find their loved ones.
- An engaged clinician **listens** to a patient, unrushed, and answers every question regarding medications and discharge orders.
- An engaged healthcare team member puts **patients first**.



POSITIVE COMMENTS

- The doctors were very **friendly, kind and informative**. There was vital information provided to ease my anxiety
- I was kept **well informed** of what was happening
- The doctors and residents were wonderful- both knowledgeable and **professional**
- **Attentive** and thorough. Answered my questions .
- Dr. was very **professional**, gifted and personable.
- **Informative** and **positive** from the beginning. Made a huge impact on my apprehension of everything I was going through

NEGATIVE COMMENTS

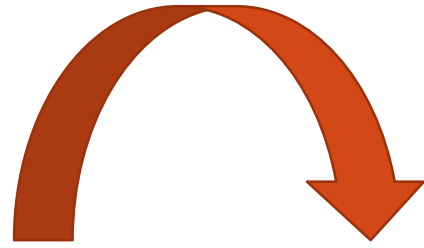
- The MD **did not listen** to family
- The residents, the ER attending, the Cardiology Fellow and the Cardiologist on call **all told me different** plans of care
- Would have liked more follow up by doctors. The doctors are **not very available**.
- Doctors seemed **not to communicate** with each other about test order.
- The doctor would **say one thing then leave and change** what they told me
- Every doctor we encountered we **rude, blew our questions off, cut off sentences**, wouldn't let us finish our thoughts



PRESS GANEY PRIORITY INDEX

High Importance Low Performance
items that drive overall experience

- **Courtesy shown**
- **Concern for comfort**
- **Response to concerns**
- **Care about me as a person**
- **Attention to needs**
- **Keep informed**



STANDARDS OF BEHAVIOR

- I will address the patient / customer by name and make a personal connection.
- I will actively listen to concerns and requests by giving full attention and validating concerns.
- I will anticipate needs by asking “Is there anything else I can do for you?”
- I will respond promptly and compassionately to patients’ and customers’ questions and requests.
- I will keep patients and their families updated related to changes or delays.



PATIENT CENTERED COMMUNICATION FOR PHYSICIANS

▪ INTRODUCTION

- Knock / announce arrival
- Wash hands
- Address patient by name
- Introduce self and role
- Build rapport - small talk before big talk
- Acknowledge visitors / get permission to talk

▪ INTERACTION

- Avoid 'How are you?' Say How can I help you?
- Ask for patient concerns
- Allow patient to speak uninterrupted
- Exhaustive 'What else?'
- Prioritize agenda
- Use plain language
- Ask if patient has any questions
- Express empathy when needed

▪ PLAN & TREATMENT

- Explain what doing and why
- Explain tests and set expectations
- Summarize visit
- Assess patient understanding – repeat back
- Discuss criteria for going home

▪ BODY LANGUAGE

- Make and keep eye contact
- Sit at bedside
- Caring gesture, physical contact
- Attentive
- Maintain efficient but non-rushed pace

▪ SUGGESTED PHRASES

- *Tell me more about...*
- *It seems like...*
- *Let me summarize...*
- *What was that like?*
- *What did you notice?*
- *What are you most concerned about?*

▪ PARTING

- Pleasant goodbye, thank you and handshake
- Expectation for next visit
- Anything else I can do for you



EMPATHY

- Clinical Empathy has strong positive effects on patients' health outcomes



WHAT REALLY MATTERS MOST?

LISTENING, EMPATHY.....A PERSONAL CONNECTION

- When caregivers use *patient-centered communication*, including **listening**, patients are more satisfied with their **overall medical care**
- **USE OF EMPATHY:**
 - Reduces anxiety
 - Improves clinical outcomes
 - Increases patient satisfaction
 - Decreases burnout
 - Decreases errors



- **65%** percent of patient satisfaction was attributed to MD/caregiver **Empathy**

- Satisfaction was ***not*** affected by
 - wait time for an appointment
 - wait time in the office
 - time with the surgeon
 - health literacy
 - treatment choice

EMPATHY



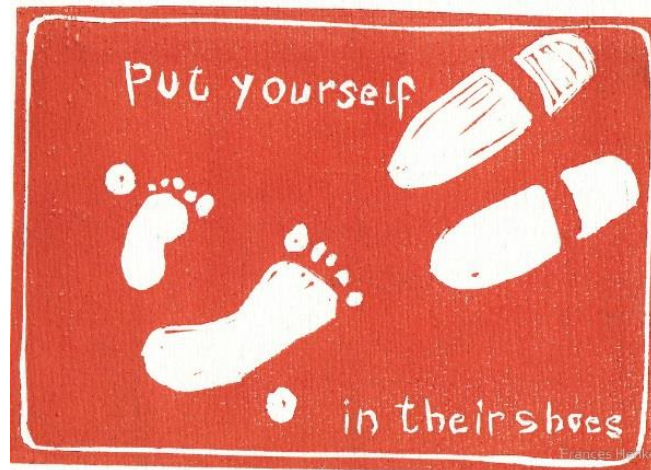
112 new patients at the Massachusetts General Hospital; Department of Orthopedic Surgery; American Academy of Orthopedic Surgeons, March 2016



WHAT IS EMPATHY?

- *"Empathy is the ability to understand another's experience, to communicate and confirm that understanding with the other person and to then act in a helpful manner."*

Dr. Robert Buckman, Princess Margaret Hospital and the Faculty of Medicine, University of Toronto



“People very often simply want empathy and they can feel worse, alone, or misunderstood if the other person goes into problem solving mode.” (Fixing it, offering an opinion, giving advice or a pep talk)

“Have you tried _____”

“You shouldn’t feel that way because _____,”

“This would not have happened if _____”

“I think that you should _____”



WHAT WOULD YOU SAY?

- “I hate this Chemo! I feel awful. And I am tired of everyone trying to give me a pep talk!”
 - “It will get better”
 - “It’s hard at the beginning”
- “I don’t want to do this anymore.....I’d rather have my life back the way it was even if it ends sooner.....”



Patient says:

INEFFECTIVE!

- “How am I going to go on without her?” (pt. lost wife recently)

“She’s in a better place now.”

- “We are going to go under Hospice care tomorrow.” (90 yr. old husband with terminal cancer)

“You are lucky he lived a long life.”

- “I had to say my final goodbye last night.” (taking mom off vent)

“Be strong...Time heals everything.”

- “It looks like they might have to amputate.” (45 yr. old diabetic)

“You’ll do fine, the Rehab facility down the street is really good.”



Patient says:

- How am I going to go on without her?
- We are going to go under Hospice care tomorrow.
- I had to say my final goodbye last night.
- It looks like they might have to amputate.

EMPATHIC RESPONSES

I can see you are really struggling...you miss her.

This is a difficult time...I am sorry.

I can't imagine what that must've felt like....

You sound scared. Most people would be upset about that.





YES



NO



MAYBE

■ “How are you?”

■ “I understand...”

■ “It’ll be ok....”

* “How are you holding up?”

* “I can imagine it must be difficult...”

* “I am here to support you.”



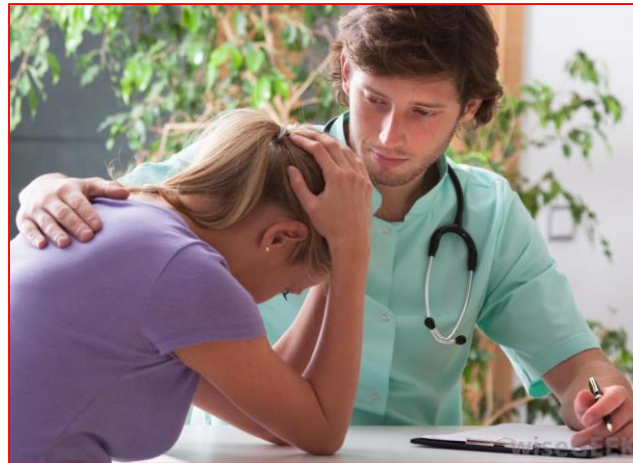
ARTICULATING EMPATHY

(Such statements offer empathy and allow patients to continue expressing emotion)

- *Name the emotion
- Acknowledge
- Validation
- Express sorrow
- Encourage expression
- Supporting
- “You seem upset....”
- “You’ve had a tough time.”
- “That must have felt terrible....most people would be upset about this.”
- “I am sorry this has been difficult.”
- “Tell me more.”
- “We’ll get through this together.”



SOMETIMES IT IS BEST TO SAY NOTHING



FINAL WORDS

- “Our patients may not remember what you did for them, or even what you said, but they will always remember how you made them feel.”

