The Little Organization that Could and The “Seventh Competency”

Presidential Address
March 29th, 2012
Ann E. Burke, MD
There Really isn’t a Recognized Seventh Competency

- The Pediatrics Milestone’s Working Group likes to call it the Seventh Competency
- ACGME: “There cannot be seven competencies”
Challenges

1. Lack of clarity and focus on professional values
2. Failure to assess, acknowledge and advance professional behaviors
3. Inadequate expectations for progressively higher levels of professional commitment
4. Erosion of professional values because of pace and commercial nature of health care

Residency Training Climate

• Forces Impacting Training:
  – Resident activities are increasingly non-clinical
    • 36% clinical care
    • 15% organized teaching activities
    • 35% tasks that are not educational
      Boex JR et al. Acad Med 2003; 78:939-944
  – Pediatric Residents spend only 14% of their time directly with patients and families
      Gabow PA, Leahy PJ. Acad Med 2006; 81(8):766-775
Residency Training Climate

- Forces Impacting Training:
  - Insufficient funds: GME dollars and stipends are out-dated
  - Expanding information technology: Information overload with unintended consequences on learning and tasks

The Fishbowl

• “When I go into the fishbowl to talk with the residents, I usually find them with their backs to me placing orders and notes into EPIC or frantically typing discharge summaries. They do not spend enough time getting to know their patients.”

*An Attending Pediatrician
The Uphill Battle

- ACGME with unprecedented rate of change over the last 3 years
- Duty Hours
- Generational Issues
- Technology Issues
- More Change
THE LITTLE ENGINE THAT COULD

by WATTY PIPER

THE COMPLETE, ORIGINAL EDITION

A Platt & Munk classic
Professional Formation

• “Squeamish” about addressing the “aspirational dimension” of medicine
• Inculcating a desire to be:
  – Compassionate
  – Altruistic
  – Humane

Professional Formation?

- Ongoing, self reflective process
- Habits of thinking, feeling and acting
- Demonstrate:
  
  “Compassionate, communicative and socially responsible physicianhood”

Professional Formation?

“The physician we envision has, first and foremost, a deep sense of commitment and responsibility to patients, colleagues, institutions, society, and self and an unfailing aspiration to perform better and achieve more.”

Milestones Project Feedback: APPD

Annual Spring Meeting 2009

• What do you want to see made more explicit in the about ACGME competencies that would assist your learners?
Milestones Feedback from APPD

- Humanism and humanistic qualities
- Emotional intelligence
- Empathy
- Maturity
- Ownership of patients/accountability
- Self Care
- Compassion
- Trustworthiness
Milestones Feedback from APPD

- Humanism and humanistic qualities
- Emotional intelligence
- Empathy
- Maturity
- Ownership of patients/accountability
- Self Care
- Compassion
- Trustworthiness
- NO NEW COMPETENCIES!!!
Professional Formation

Humanism

Compassion

Altruism
Humanism?

• A way of being
• Humanism provides the passion that animates authentic professionalism

Humanism?

“The accordance of deep respect to humans individually and to humanity collectively, and concern for their general welfare and flourishing”

Humanism?
Humanism?

“The camera is an instrument that teaches people how to see without a camera.”

Dorothea Lange
Altruism?

• The cornerstone of the Hippocratic Oath, yet it remains “intangible and opaque”
• Motivation for helping behaviors
• Other-directed
• Involves a range of “prosocial” behaviors
  —EMPATHY

Altruism and Empathy

• “Predominantly cognitive attribute that involves understanding of patient’s experiences, concerns, perspectives combined with a capacity to communicate this understanding and an intention to help”

• Empathy erodes during medical school

• Decreases in empathy during residency
Compassion?

- Compassion: empathetic consciousness of others’ distress together with a deep desire to alleviate it.
“The good physician treats the disease; the great physician treats the patient who has the disease.”
The Seventh Competency

- Personal and Professional Development
- Makes more explicit the nuance of some of these qualities
- Will assist learners and raters in consistency with what characteristics and actions to look for and assess.
- Outlined by the Milestones Working Group

Pediatrics Milestone Project.
Personal & Professional Development

1. Develop the ability to use self-awareness of knowledge, skills and emotional limitations to engage in appropriate help seeking behaviors
2. Use healthy coping mechanisms to respond to stress
3. Manage conflict between personal and professional responsibilities
4. Practice flexibility and maturity in adjusting to change with the capacity to alter behavior
5. Demonstrate trustworthiness that makes colleagues feel secure when one is responsible for the care of patients.

6. Provide leadership that enhances team functioning with the ultimate intent of improving care of patients.

7. Demonstrate self-confidence that puts families and members of the health care team at ease.

8. Recognize that ambiguity is part of clinical medicine and respond by utilizing appropriate resources in dealing with uncertainty.

"THE SEVENTH COMPETENCY"
2. Use healthy coping mechanisms to respond to stress
   – Three dimensions of burnout (Maslach)
   – Early, intermediate and advanced professional identity
Burned Out Residents?

• 220 Residents from three large pediatric residencies
• Maslach Burnout Inventory
• Measures:
  – Emotional exhaustion
  – Depersonalization
  – Personal Achievement
• Decreased from 75% to 57% with duty hour change

Depressed Residents?

• 220 Residents
• Harvard Department of Psychiatry National Depression Screening Day Scale
• 19.6% of residents screened positive for Depression
• No significant change with work hour changes

Mindful Practice

• Being attentive
• Implies presence rather than detachment
• Allows one to see a situation from several angles at the same time

Epstein RM. JAMA. 1999;282:833
Personal & Professional Development

4. Practice flexibility and maturity in adjusting to change with the capacity to alter behavior
Flexibility and Maturity?

- Emotional intelligence
  - The ability to perceive emotions in oneself and others
  - Facilitating thought
  - Understanding emotions
  - Managing emotions
The Trustworthiness Construct:

a. Ability or level of KSA
b. Discernment
c. Conscientiousness
d. Truthfulness


Recently Highlighted

• Steve Ludwig’s: *Striving for Polygamy*
  – Three marriages
  – Family, Self and Work
  – Balance and appreciation
Recently Highlighted

• Janet Serwint’s Presidential Address:
  – Humanism
  – Our own Humanism
  – Reviewed Strategies for Self-Care

Serwint JR. Humanism through the Lens of the Academic Pediatric Association. *Acad Peds* 2012;12:1-8
Recommendations

1. Promote formal ethics instruction, storytelling and symbols

2. Address the underlying messages in the hidden curriculum

3. Offer feedback, opportunities for reflection, and assessment of professionalism with longitudinal mentoring

4. Faculty who simultaneously support learners and hold them to high standards

Getting over the Mountain

• Raise the bar of Professional Formation
• Practice Humanism, Empathy and Compassion
• Celebrate and use the Seventh Competency
• Embrace and enjoy what we do each day
• Take good care of ourselves and others
We think we Can, We know we can!