

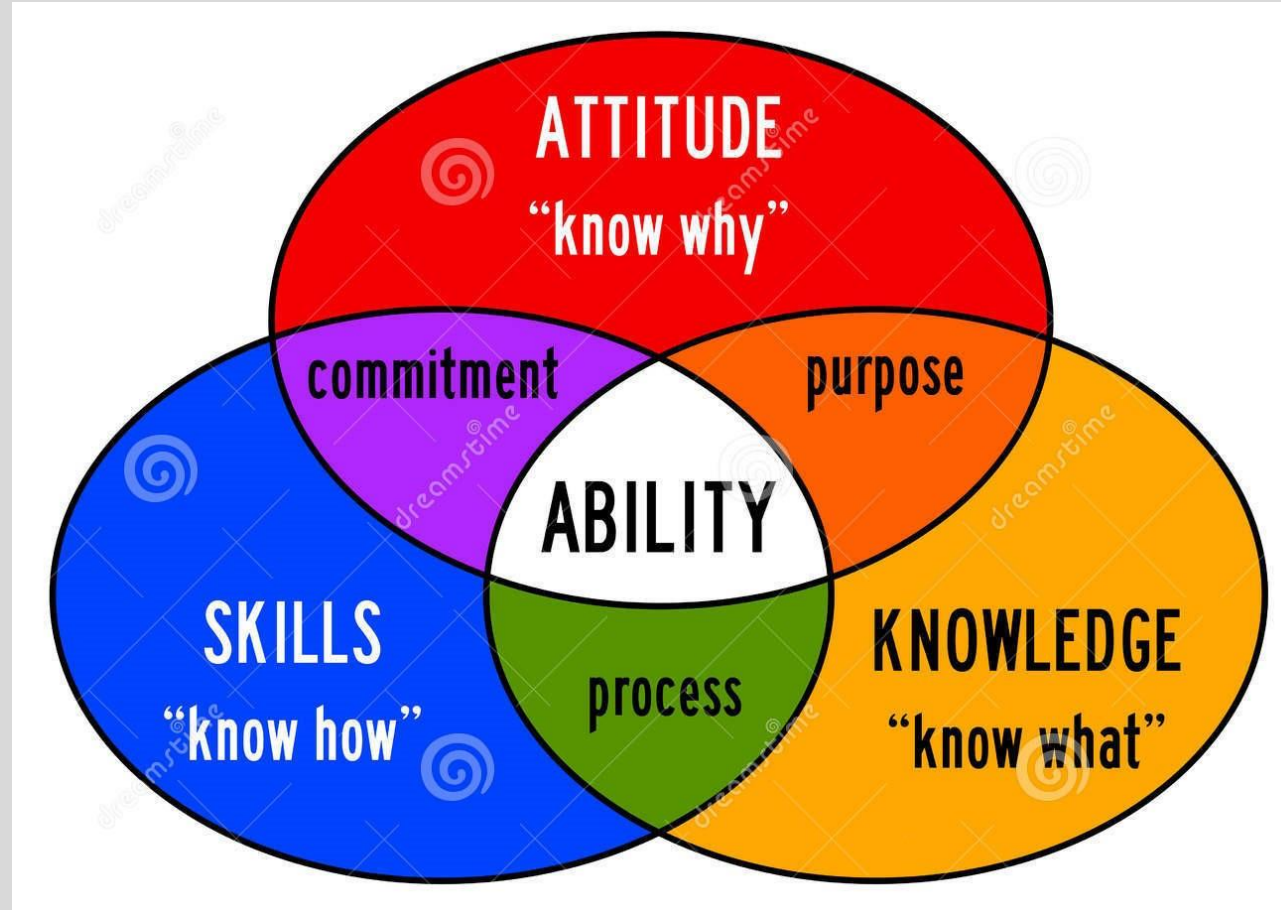


# Setting the stage

- NOBODY has training. Literally nobody.
- Experience is key.
- We don't always pick our teams
- Not all persons SHOULD be in GME.
- Begin with a strong foundation of KSA's



# KSA Foundation



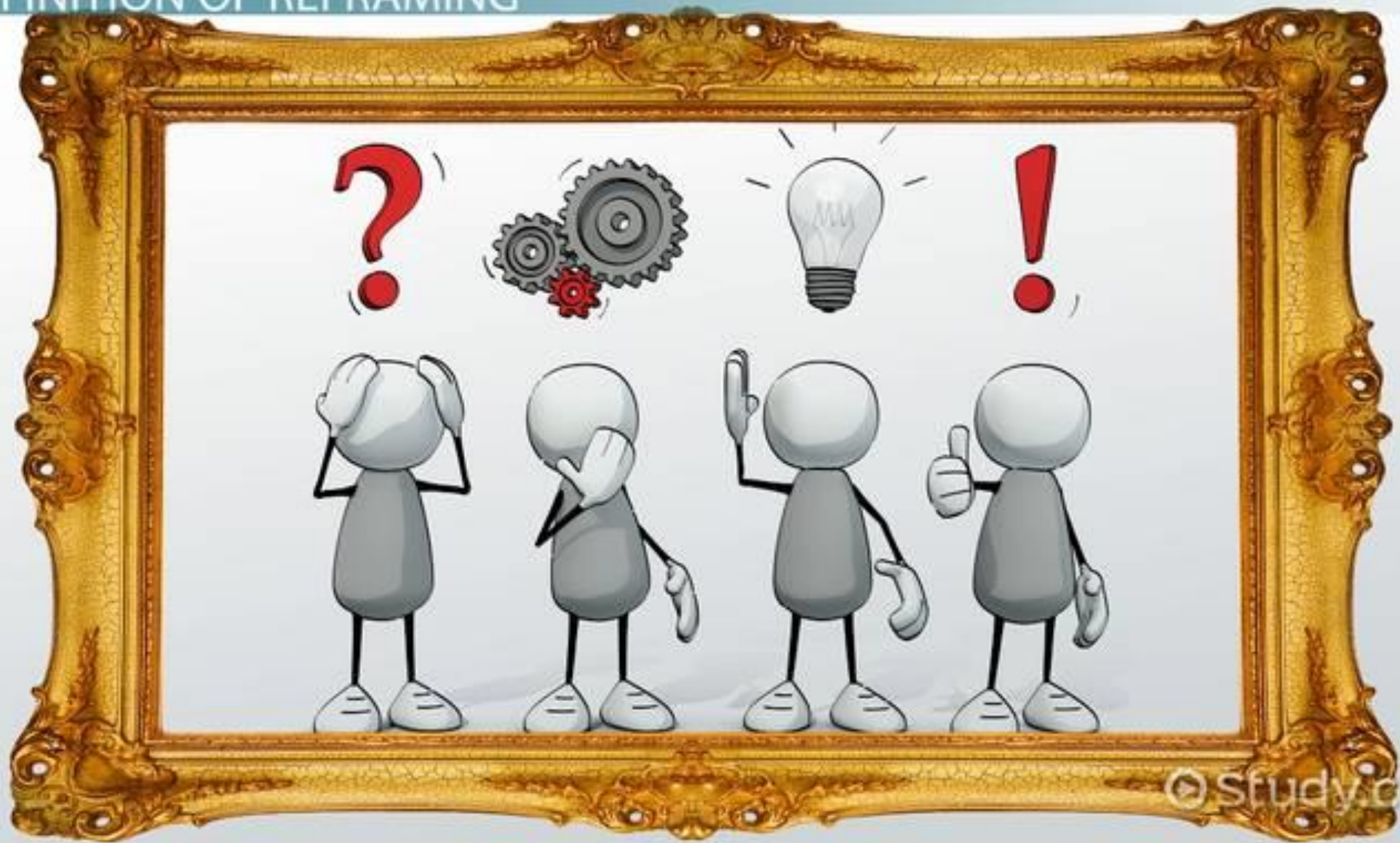


# Knowledge

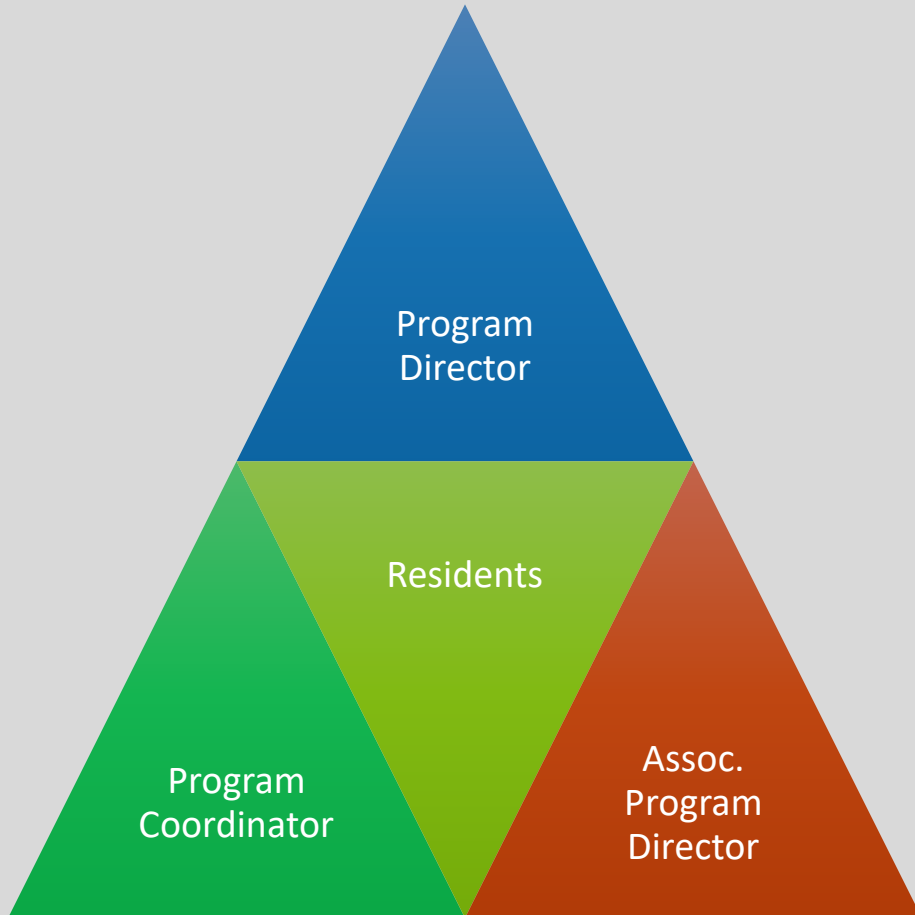
Know what?

THIS IS MY  
STORY

## DEFINITION OF REFRAMING



# Triad Team Structure



- Role definition
- Team Structure; triad
- Setting YIL expectations
- Leader → Follower
- Strengths & Weaknesses

# Entry into the field - perspective



## PD/APD

- Has 2 roles – doctor and administrator
- Came in as an physician that enjoyed academics
- Came in with minimal admin experience
- Came in with exposure to profession but little understanding of culture

## PC

- Has 1 role – administrator
- Came in as an administrator
- Came in with admin experience but variable education (maybe HS only, maybe a Masters)
- Came in without medical exposure to culture or profession



# Duties – the basics



## **PD/APD**

- Oversee the program
- Understand YIL duties
- Complete annual reporting
- Lead recruitment
- Ensure ACGME compliance
- Work to improve program
- Role model wellness

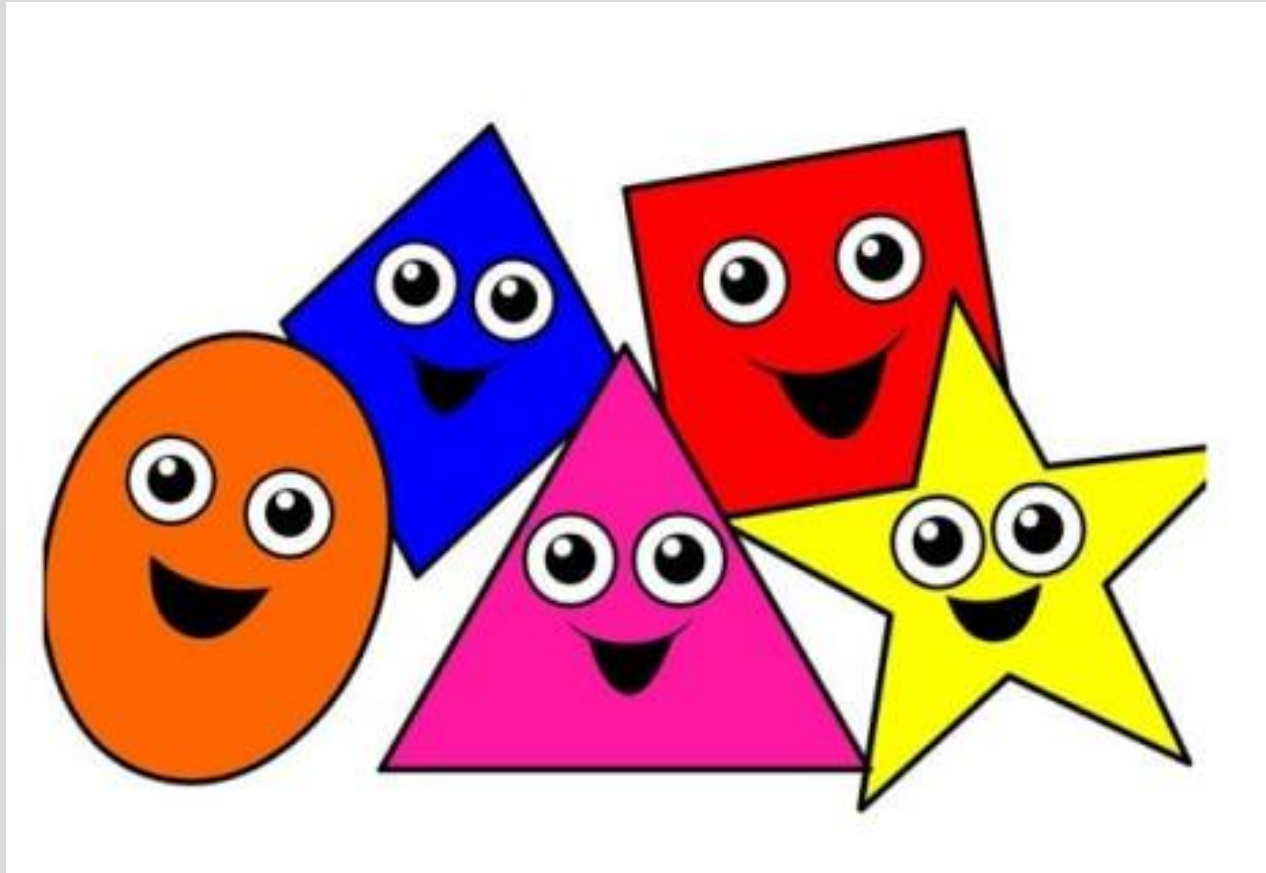
## **PC**

- Support the program and Director
- Understand YIL duties
- Coordinate information for annual reporting
- Coordinate/Support recruitment
- Ensure ACGME compliance
- Work to improve program
- Role model Wellness

# Fundamental Knowledge

Teamwork involves building relationships using important skills and habits:

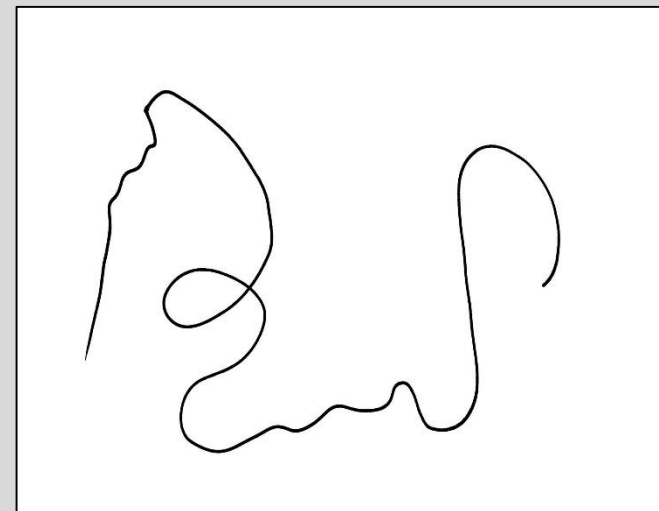
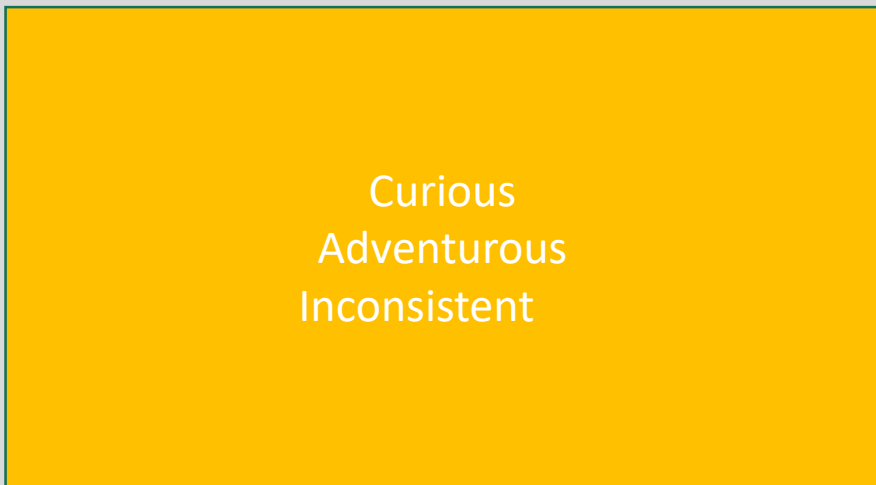
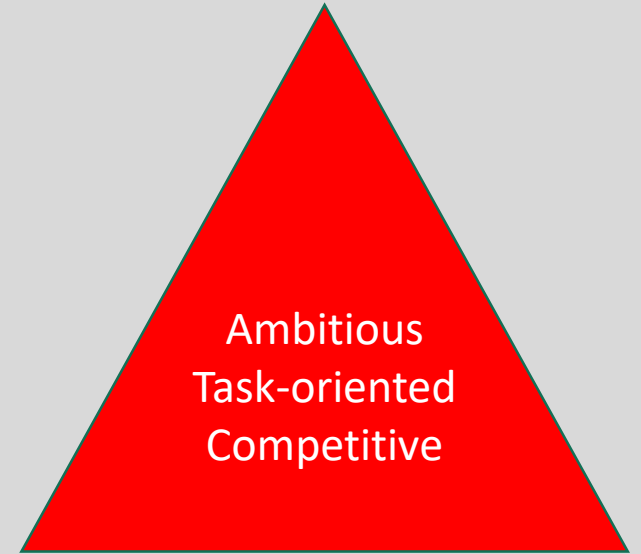
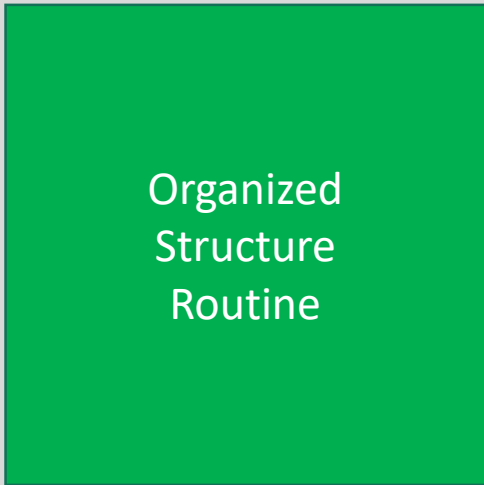
- Cooperative
- Contributing
- Communication
- Responsible
- Mutual Respect
- Active participation



Find the shape in the room that you are most “drawn” to and stand next to it.

Teamwork Activity: What shape are you?

# What Shape are you?



Creative  
Intuitive



# Skills

Know How?

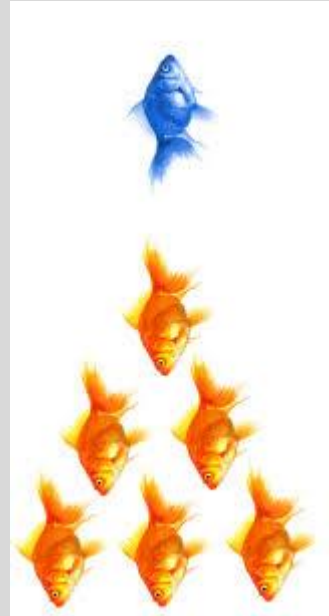
# Common to ALL Programs

- NRMP
- ACGME
- FREIDA/AAMC/ GME Track
- ERAS
- GME
- AAP
- ABP
- APPD
- Interviews
- Orientation
- Graduation
- Official Paperwork
- Budgets
- Learners



# Specific to Your Program – Execution

- Curriculum
  - Conferences
  - Simulation
  - Procedures
  - Projects
- Meetings with
  - Chair/Division Director
  - GME
  - Residents/Fellows

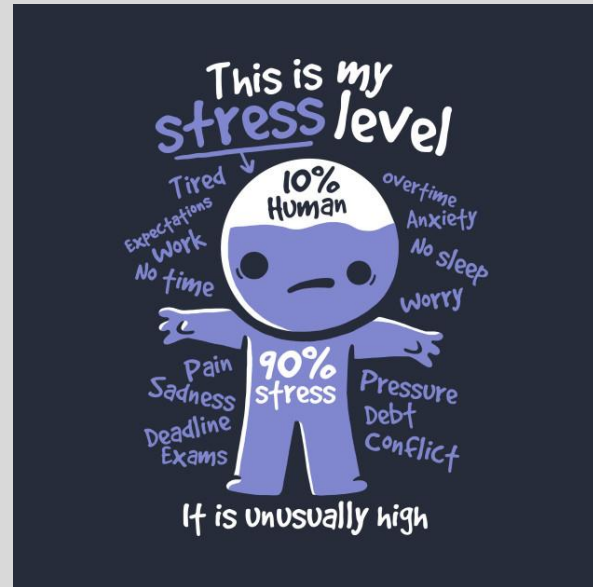


- Retreats
- Parties / Social Events
- Hospital Committees
- Schedules
- GME – Institutional
- ILP
- National Meetings
- Salaries/Stipends

# Stress effect on communication

## MD

- Patient Care
- Competency within specialty
- RVUs
- Training
- Fatigue



## Non-MD

- Accreditation
- Multiple Faculty needs and personalities'
- Little to no training
- Confusion between offices
- Fatigue



# Effective Communication



## **Style**

Understand your own style  
of communication



## **Feedback**

Praise in public and  
provide feedback in private



## **Conflict**

Conflict resolution is not  
natural for anyone



## **Mutual Respect**

Each role is important to  
making the program  
excellent



**“THE SINGLE BIGGEST PROBLEM IN  
COMMUNICATION IS THE ILLUSION THAT IT HAS  
TAKEN PLACE.”**

**GEORGE BERNARD SHAW**

© Lifehack Quotes

1. Active Listening
2. Non-Verbal Communication
3. Asking Questions
4. Being Clear and Succinct
5. Clarifying and Summarizing
6. Being Empathetic
7. Providing Feedback
8. Developing Trust and Rapport
9. Mutually Respectful
10. Being Present

Effective Communication is...

“PEOPLE CAN’T LIVE  
UP TO THE EXPECTATIONS  
THEY DON’T KNOW HAVE BEEN SET FOR THEM”



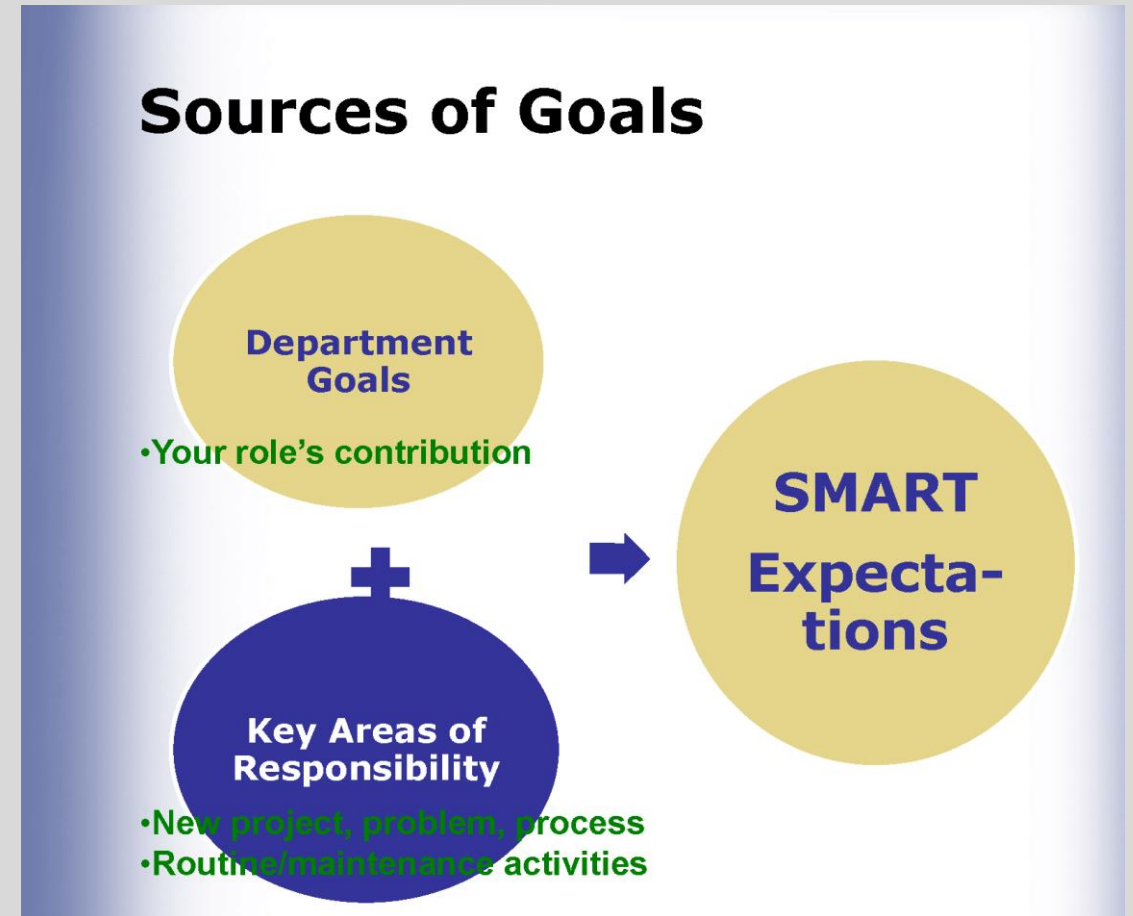
-RORY VADEN

# Setting Expectations



# SMART Expectations (Activity)

- **Specific** Descriptive verb & specific result.
- **Measurable** Quantity, Quality, Yes/No.
- **Actionable** Actions within scope of job.
- **Realistic** Reasonably challenging & achievable.
- **Time Bound** Deadline, milestones or frequency.



# SMART Expectations

## SMART Formula:

(*Action Verb*) (*Key Result*) by (*Target Date*)  
requiring (*Resources*) or (*How*).

<b>Specific</b>	Descriptive verb & specific result.
<b>Measurable</b>	Quantity, Quality, Yes/No.
<b>Actionable</b>	Actions within scope of job.
<b>Realistic</b>	Reasonably challenging & achievable.
<b>Time Bound</b>	Deadline, milestones or frequency.

- Staff meetings
- Effectively Communicate
- SMART expectations
- Appreciation
- Full Inclusion

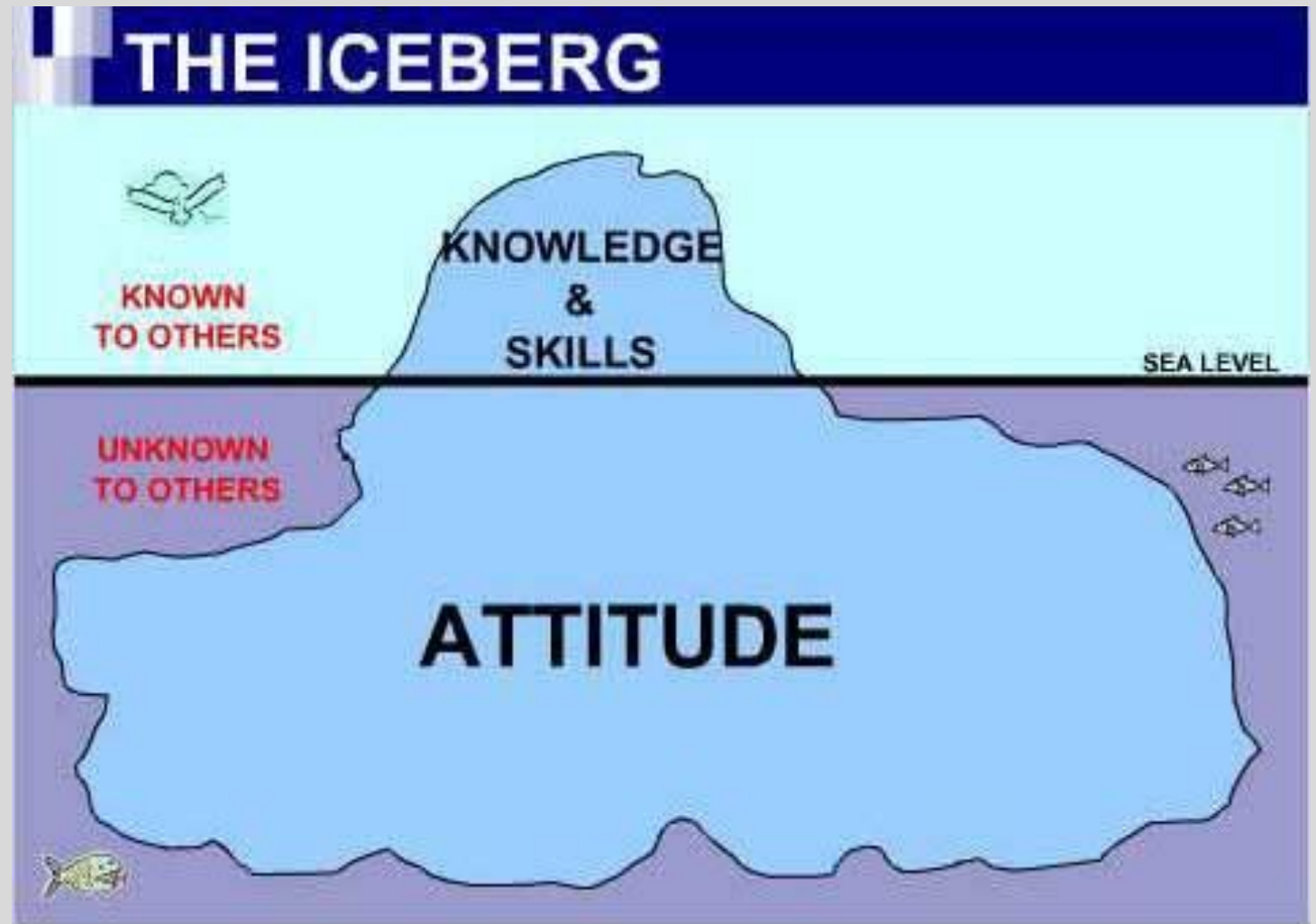
Application – Communication  
and Expectations



# Attitudes

Know Why?

- Understanding
- Perspective
- Mutual Respect
- Appreciation



# Medical Culture – Know your environment

*culture*

- Competitive
- High Stress
- Career V Job
- Oath V Admin
- Mutual Respect
- GME complexities



# Build Relationships to Avoid Conflict



## Developing Strong Relations

Interactive communication

Trust

Ethics

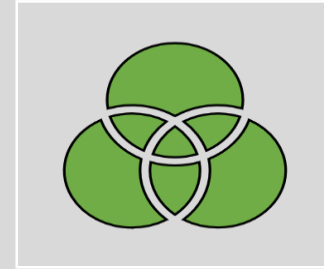
Fairness

Empathy

Perceptions and beliefs

Clear expectations

Conflict resolution



## A Framework to Minimize Conflict

Written rules, policies and agreements

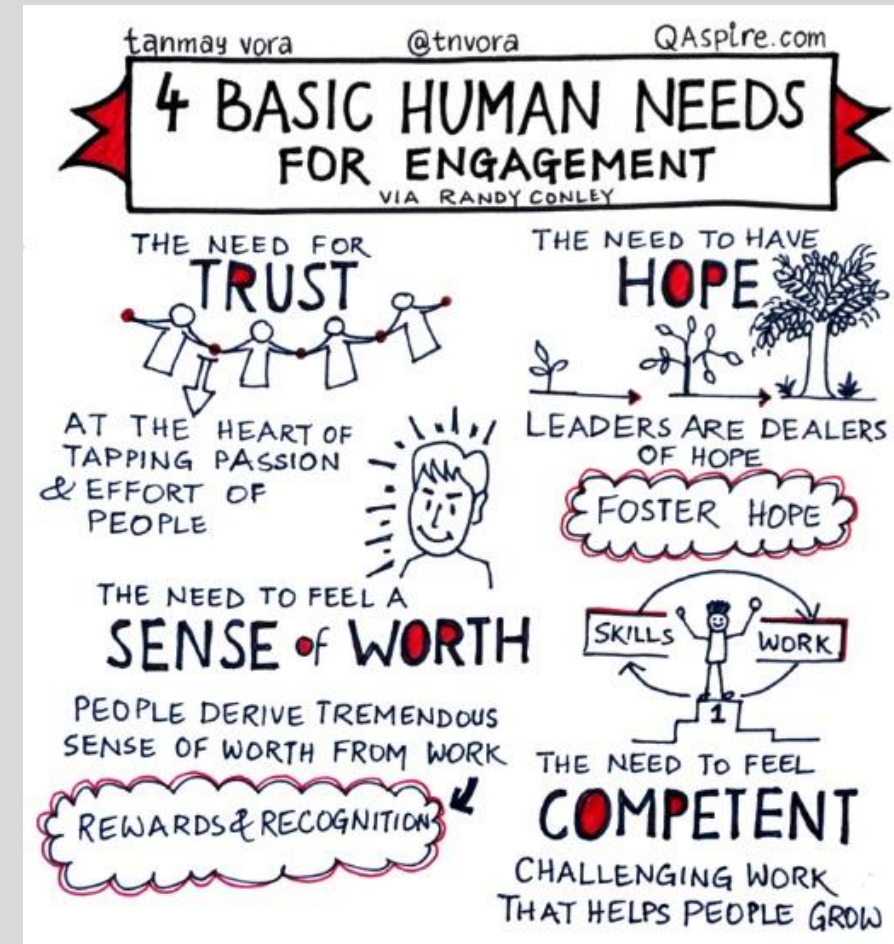
Effective management

Careful hiring

Fair grievance processes

# Skills Inventory (Activity)

- Self Reflection is KEY!
- Team Characteristics
- Complete Inventory of Skills
- Share one identified areas of strengths
- Share one area your would like to improve.



# Conclusion

- By building a strong **knowledge** base of our roles and abilities we can begin to hone our **skills** in collaboration and communication.
- Improved skills ultimately lead us to more positive **attitudes** about our GME team.
- GME teams need to be nurtured, grown and tended too through team building and development
- We can reframe the conversation beginning today!



# Activities and References

- <http://blog.trainerswarehouse.com/communication-exercises/>
- <https://www.dol.gov/odep/topics/youth/softskills/teamwork.pdf>
- <http://blog.trainerswarehouse.com/negotiation-and-conflict-resolution-activities/>