Strategies for giving feedback & creating a faculty development program on professionalism

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Transitional Year Professionalism Milestones

- Adherence to ethical principles
- Accountability to patients, society, and the profession
- Personal responsibility to maintain emotional, physical, & mental health
- Compassion, integrity, and respect for others

Creating a Culture of Professionalism

- Set expectations early & often
- Provide (consistent) feedback for aberrant behavior & positive behaviors
- Role modeling
- Ethics case conferences
- Resident participation in hospital's ethics committee
- Monitor resident wellness
- Promote resilience & prevent burnout
Making the Case to Teach Emotional Intelligence as an Approach to Teaching Professionalism and Providing Feedback

ADAPTED FROM: TAYLOR C, FARVER C, STOLER J. PERSPECTIVE: CAN EMOTIONAL INTELLIGENCE TRAINING SERVE AS AN ALTERNATIVE APPROACH TO TEACHING PROFESSIONALISM TO RESIDENTS. ACADEMIC MEDICINE, 2011.

A Case

• Scott is a 28 y/o PGY-3 internal medicine resident rotating in the MICU
• Last week, just before rounds, he went into the dietary room and took a small carton of milk out of the refrigerator for his own personal use
• He was challenged by a dietary host and advised that the food and drinks in the refrigerator are only for patients and it was against policy for hospital staff to take it for themselves
• Scott argues with the dietary host and takes the milk

Case (continued)

• Dietary host complains to her supervisor
• Supervisor approaches Scott and advises him that what he did was wrong
• Scott argues with the dietary supervisor
• Dietary supervisor writes up a disruptive physician report that is sent to the hospital’s CMO
• CMO sends the report to the Department Chair who forwards the concern to the Program Director
• Scott is now in your office
Three rhetorical questions

• Was Scott wrong to take the milk? (yes)
• Was taking the milk the most important issue? (no)
• Was the bigger issue a problem with professional interactions and emotional intelligence? (YES)

Emotional Intelligence is:

The ability to recognize, understand and manage one's emotions

AND

The ability to recognize, understand, and influence the emotions of others

From: http://www.ihhp.com/meaning-of-emotional-intelligence

So why talk about emotional intelligence?
Physicians with higher emotional intelligence

- Have stronger doctor-nurse and doctor-patient relationships
- Suffer less burnout and higher job satisfaction
- Have more effective teamwork and communication skills
- Cope better with stress
- Are more effective leaders

Weng HC, et. al. 2011
Arora S, et. al. 2010
Lobes JG, 2006

Emotional intelligence provides a useful framework to analyze professionalism and communication problems and counsel residents

IQ vs. EQ

- No correlation between IQ and EQ
- IQ is relatively inflexible
- EI can be learned and change over time
- EI not correlated with personality types
  - Extroverts can have low EQ
  - Introverts can have high EQ
Components of Emotional Intelligence

- Self-awareness
- Self-management
- Social awareness
- Relationship management

Self-Awareness

**SELF AWARENESS IS:**
- A deep understanding of one's emotions, strengths, weaknesses, needs, and drives
- An understanding of one's goals and values

**PEOPLE WITH HIGH SELF AWARENESS:**
- Have realistic self-assessments
- Are self-confident
- Understand how their feelings affect them (e.g., know their emotional triggers)
Self-Management

Self Management is:
Self-Control
Inner conversation that frees us from being prisoners of our emotions

Individuals with effective self-management skills

• Do not let their emotions control them.
• Channel their emotional impulses in effective ways
• Are willing to acknowledge how they feel to others (transparency)
• Are adaptable

Social Awareness

SOCIAL AWARENESS IS:
Empathy
Ability to pick up on what others are feeling, particularly when it is different from one's own feelings
Organizational awareness

PEOPLE WITH HIGH SOCIAL AWARENESS:
Ask open ended questions about how others are feeling
Summarizes other's comments and puts them into context
Can recognize mood shifts and understand how this can have a significant impact on success
Relationship Management

RELATIONSHIP MANAGEMENT IS:
- Ability to affect other's emotions

A PERSON WITH HIGH RELATIONSHIP MANAGEMENT SKILLS:
- Inspires others
- Effectively manages conflict
- Enhances teamwork and collaboration

Emotional Intelligence

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<tr>
<th>Self-Awareness</th>
<th>Social Awareness</th>
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<tr>
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<td>Relationship Management</td>
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What about Scott?
Happy ending

Scott gained insight into his behaviors and how it effects others
No further incidents through the remainder of his residency

Strategies to Improve Emotional Intelligence
A Curriculum for Teaching Professionalism Using the Emotional Intelligence Model

### Enhancing Personal Discovery
- Personality style inventories (e.g., Meyers-Briggs or MBTI)
- 360° feedback
- Learning styles inventory
- Identifying your ideal self

### Enhancing Awareness of Others
- Active listening
- Communication skills
- Cultural competence
- Systems thinking

### Enhancing Ability to Manage Oneself
- Time management
- Communication skills
- Coping strategies
- Stress management
- Developing a vision for yourself

### Enhancing Ability to Manage Relationships
- Team building
- Conflict resolution
- Creative problem solving
- Change management

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**Recommendations**
Teach your residents and faculty about emotional intelligence to:

- Decrease burnout
- Increase job satisfaction
- Improve teamwork & communication skills
- Coach and enhance professionalism

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**References**
- Goleman D. Emotional Intelligence: Why It Can Matter More Than IQ. 2005
- Grewal D, Davidson HA. Emotional Intelligence and Graduate Medical Education. JAMA. 2008;300:1200-1202