

ABSTRACT: 2016 ELAM Institutional Action Project Symposium

Project Title: CPR² – Commitment to Positive Respectful Relationships

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Collaborators: Clark Denniston, MD, Cam Enarson, MD, MBA, Anthony Lindsay, MD, Karen McCall

Background: Physician burnout is common and contributes to lapses in professional behavior which compromise optimal patient care and allow mistreatment of learners. At the 2014 AAMC “Learn, Serve, Lead”, these topics and their relationship were keynotes, inspiring leaders at the University of North Carolina School of Medicine to develop a campaign to address both.

Purpose: We aim to improve patient care and the learning environment through the deployment of a campaign highlighting the importance of respectful relationships. We intend to generate conversation among faculty, staff, and learners.

Methods/Approach: The Vice Dean for Education convened a broadly representative task force of eighteen individuals to develop strategies to concurrently improve the patient care and learning environment. The task force developed the following recommendations:

- UNC Healthcare and UNC School of Medicine should launch an initiative called **CPR² (Commitment to Positive and Respectful Relationships)** to call attention to professional behavior in engagement with both learners and patients
- Attach this initiative to “Commitment to Caring”, regarding patient satisfaction
- **CPR²** should be endorsed by senior leadership and implemented by established structures
- The initiative should be aspirational, stating goals for a thriving respectful climate
- This approach should articulate an expectation for respectful behaviors with recognition of the fact that environmental factors and burnout, as well as individual factors, contribute to lapses, similar to the approach used to address patient safety and medical errors
- Acknowledge productive individuals who have high patient satisfaction scores and concurrently high learner evaluation scores as role model clinician educators
- Acknowledge productive clinical teams and clinical settings who have high patient satisfaction scores and concurrently high learner evaluation scores as model clinical environments
- Mark the initiative with visible reminders such as lapel pins, posters, and graphic identifiers
- Introduce this in various groups and include in orientation
- Enhance the resources for skill development for relevant professional behaviors
- Expand resources to prevent and address burnout
- Survey the climate for each constituent group annually
- Develop an annual dashboard that is publicly displayed that marks trends in the climate

For the ELAM IAP, Dr. Byerley is working with system leaders to implement the recommendations in alignment with ongoing efforts.

Outcomes and Evaluation Strategy:

- Deployment of a campaign that specifically links patient satisfaction and appropriate treatment of learners to professional behavior
- Generation of an annual dashboard that compares national benchmarks on both patient satisfaction and scores from residents and students regarding the learning climate
- Improvement on the scores on the dashboard, to document long term success



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CPR² – Commitment to Positive Respectful Relationships

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Graphic identifier for the clinician
wellness campaign including
burnout management and CPR²

Background

Physician burnout is common and contributes to lapses in professional behavior which can compromise optimal patient care and allow mistreatment of learners. At the 2014 AAMC “Learn, Serve, Lead”, these topics and their relationship were keynotes, inspiring leaders at the University of North Carolina School of Medicine to develop a campaign to improve the treatment of both patients and learners

Purpose

We aim to improve patient care and the learning environment through the deployment of a campaign highlighting the importance of respectful relationships. We intend to generate conversation among faculty, staff, and learners regarding expectations for professionalism

Methods

The Vice Dean for Education convened a broadly representative task force of eighteen individuals to develop strategies to concurrently improve the patient care and learning environment.

The task force developed a set of recommendations that the Vice Dean for Education is now working to implement



Task Force Recommendations

- **UNC Healthcare and UNC School of Medicine should launch an initiative called CPR² (Commitment to Positive and Respectful Relationships) to call attention to professional behavior in engagement with both learners and patients**
- **Attach this initiative to “Commitment to Caring”, regarding patient satisfaction**
- **CPR² should be endorsed by senior leadership and implemented by established structures**
- **The initiative should be aspirational, stating goals for a thriving respectful climate. This approach should articulate an expectation for respectful behaviors with recognition of the fact that environmental factors and burnout, as well as individual factors, contribute to lapses (similar to the approach used to address patient safety)**
- **Acknowledge productive individuals who have high patient satisfaction scores and concurrently high learner evaluation scores as role model clinician educators**
- **Acknowledge productive clinical teams and clinical settings who have high patient satisfaction scores and concurrently high learner evaluation scores as model clinical environments**
- **Mark the initiative with visible reminders such as lapel pins and posters that include graphic identifiers**
- **Introduce this in various constituent groups and include in orientation for new staff, residents, and students**
- **Enhance the resources for skill development for relevant professional behaviors, especially communication**
- **Expand resources to prevent and address burnout**
- **Survey the climate for each constituent group annually**
- **Develop an annual dashboard that is publicly displayed that marks trends in the climate**

Outcomes and Evaluation – Dashboard

A dashboard to be shared annually was developed of currently available markers of the climate

Group	Established Survey	Question on the survey	Latest results
Faculty	AAMC Faculty Forward Survey	Satisfied or very satisfied with your job?	Benchmark 2010, 73% (National 63%)
Faculty	AAMC Faculty Forward Survey	Likely or very likely to choose to work at UNC if they had to do it all over again?	Benchmark 2010, 70% (National ?%)
Residents	ACGME Resident Survey	Residents can raise concerns without fear	Benchmark 2014, 89% (National 80%)
Residents	ACGME Resident Survey	I am satisfied with the process to deal with problems and concerns	Benchmark 2014, 88% (National 80%)
Students	AMMC Graduation Questionnaire	Have you experienced a mistreatment behavior during medical school?	Benchmark 2014, 27% (National 39%)
Staff	AHRQ Hospital Survey on Patient Safety Culture	In this unit, people treat each other with respect?	Benchmark 2013, 82%
Staff	AHRQ Hospital Survey on Patient Safety Culture	Hospital units work well together to provide the best care for patients?	Benchmark 2013, 69%, (National 65%)
Patients	HCAHPS	Overall rating of hospital of 9-10	Benchmark 90%ile

Conclusions and Next Steps

- Through the task force work, SOM and HCS leadership understands that burnout relates to lapses in professionalism, compromising both patient care and the learning environment
- The Health Care System communications team is now engaged in building an initiative to address the shared concerns
- The next step is to clearly associate the graphic identifier with the campaign concept and educate the constituencies (students, residents, staff, and faculty)
- Conversation within each constituent group is important to generate buy in
- Once all are informed, we will track and publicize the dashboard of markers that reflect our climate

Acknowledgements

Task force members include:

Julie Byerley, chair	Vice Dean for Education
Alice Chuang	Chair, Professionalism Task Force
Bim Dang	Student Representative
Karon Dawkins	Director, General Psychiatry Residency Program
Clark Denniston	Executive Dean for Graduate Medical Education
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Tony Lindsey	Executive Associate Dean, Clinical Affairs & Chief Medical Officer
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