Turn that Frown Upside Down

*Changing culture and embracing positive change in your residency*
Faculty

Joel Moll, MD
Program Director
Associate Professor

Melissa White, MD MPH
Program Director
Associate Professor

Steve Miller, DO
Assistant Program Director
Assistant Professor

Lauren Wingfield, MD
Chief Resident
Objectives

• Describe the impact of morale and culture education programs and accreditation
• Cite examples of successful methods used to improve morale and build positive culture
• Develop a realistic timeline for culture change
• Identify factors that contribute to program morale and culture
• List short and long term tools to change low program morale
2013-2014 ACGME Faculty Survey - page 1
1105121160 Virginia Commonwealth University Health System Program - Emergency medicine

Survey taken: January 2014 - February 2014

Faculty Surveyed: 11
Faculty Responded: 9
Response Rate: 82%

Program Means at-a-glance

Faculty Supervision and Teaching
Educational Content
Resources
Patient Safety
Teamwork

Very Compliant: 4.1, 4.8, 3.3, 4.2, 4.5
Very Noncompliant: 4.5, 4.7, 4.3, 4.4, 4.6

Faculty's overall evaluation of the program

Very negative: 0%
Negative: 0%
Neutral: 0%
Positive: 58%
Very positive: 44%

2017-2018 ACGME Faculty Survey - page 1
1105121160 Virginia Commonwealth University Health System Program - Emergency medicine

Survey taken: January 2018 - February 2018

Faculty Surveyed: 13
Faculty Responded: 13
Response Rate: 100%

Program Means at-a-glance

Faculty Supervision and Teaching
Educational Content
Resources
Patient Safety
Teamwork

Very Compliant: 4.7, 5.0, 4.6, 4.6, 4.8
Very Noncompliant: 4.6, 4.4, 4.5, 4.5, 4.7

Faculty's overall evaluation of the program

Very negative: 0%
Negative: 0%
Neutral: 0%
Positive: 8%
Very positive: 92%
Formula

Positive Change

Adult Learner

Millennial Traits

Change Management
Principles of Andragogy

- Adults need to be involved in the planning and evaluation of their instruction
- Experience (including mistakes) provides the basis for learning activities
- Adults are most interested in learning about subjects that have immediate relevance to their job or personal life
- Adult learning is problem-centered rather than content-oriented

# Millennials

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Age Span</td>
<td>65 to 86 years old</td>
<td>46 to 64 years old</td>
<td>33 to 45 years old</td>
<td>32 or younger</td>
</tr>
<tr>
<td>Traits</td>
<td>Conservative&lt;br&gt;Believe in Discipline&lt;br&gt;Respect for authority&lt;br&gt;Loyal&lt;br&gt;Patriotic</td>
<td>Idealistic&lt;br&gt;Break the rules&lt;br&gt;Time stressed&lt;br&gt;Politically correct</td>
<td>Pragmatic&lt;br&gt;Self-sufficient&lt;br&gt;Skeptical&lt;br&gt;Flexible&lt;br&gt;Media/Info/Tech savvy&lt;br&gt;Entrepreneurial</td>
<td>Confident&lt;br&gt;Well-educated&lt;br&gt;Self-sufficient&lt;br&gt;Tolerant&lt;br&gt;Team builders&lt;br&gt;Socially/politically conscious</td>
</tr>
<tr>
<td>Defining Events</td>
<td>Great depression&lt;br&gt;World War II&lt;br&gt;Korean War</td>
<td>Vietnam War&lt;br&gt;Woodstock&lt;br&gt;Watergate</td>
<td>Missing children&lt;br&gt;Latch Key Kids&lt;br&gt;Computers in school</td>
<td>School shootings&lt;br&gt;Terrorism&lt;br&gt;Corporate scandals</td>
</tr>
<tr>
<td>To Them Work Is</td>
<td>If you want a roof and food….</td>
<td>Exciting adventure</td>
<td>Difficult challenge</td>
<td>To make a difference</td>
</tr>
<tr>
<td>Work Ethic</td>
<td>Loyal/dedicated</td>
<td>Driven</td>
<td>Balanced</td>
<td>Eager but anxious</td>
</tr>
<tr>
<td>Employment Goals</td>
<td>Retirement</td>
<td>Second career</td>
<td>Work/life balance</td>
<td>Unrealistic</td>
</tr>
<tr>
<td>Education</td>
<td>A dream</td>
<td>Birthright</td>
<td>Way to get to an end</td>
<td>A given</td>
</tr>
<tr>
<td>Communication</td>
<td>Face to face</td>
<td>Telephone</td>
<td>Email</td>
<td>IM/Text messaging</td>
</tr>
<tr>
<td>Time at Work is defined</td>
<td>Punch clock</td>
<td>Visibility</td>
<td>Why does it matter if I get it done today?</td>
<td>Is it 5 PM? I have a life.</td>
</tr>
<tr>
<td>Most need in the workplace</td>
<td>Continued involvement past 65</td>
<td>Recognition!</td>
<td>More information</td>
<td>Praise and fun; or is that fun and praise?</td>
</tr>
</tbody>
</table>

https://www.slideshare.net/shaywood/generational-differences-presentation-7168923
Pathman’s Pipeline

Aware ➔ Accept ➔ Adapt ➔ Adhere
Just in My Three Years . . .

- No general ward blocks
- More ICU time
- Started ortho-procedures block
- More EM weeks total
- Teaching Rounds
- Adult learning style conference

July 1, 2016
Summary

• It’s both a sprint and marathon. Some changes make others possible, don’t give up
• Make your priorities and values clear. Identify allies and barriers
• Resident ownership, transparency, and communication key. Emphasize listening
• Every decision is deliberate and targeted for effect. Perception is reality
• Don’t just try it. Have an implementation plan that anticipates yet remains fluid
• Celebrate your victories, strategize how to use your defeats
THANK YOU!

Joel Moll, MD
joel.moll@vcuhealth.org

Melissa White, MD, MPH
mhwhite@emory.edu

Stephen Miller, DO
stephen.miller@vcuhealth.org

Lauren Wingfield, MD
lauren.wingfield@vcuhealth.org