Spreading the Principles of Professionalism: The U.S. Experience

Daniel Wolfson, EVP & COO

ABIM Foundation

5th Chinese-U.S. Conference on

Medical Professionalism

Beijing, China

November 2, 2010

Presentation Outline

- **Phase I:** Defining professionalism in the United States.

- **Phase II:** Understanding the gaps between physician aspirations and actual behaviors.

- **Phase III:** Showcasing examples that are advancing professionalism; implementing strategies by organizations "on the ground"; serving as a resource.

Defining Professionalism
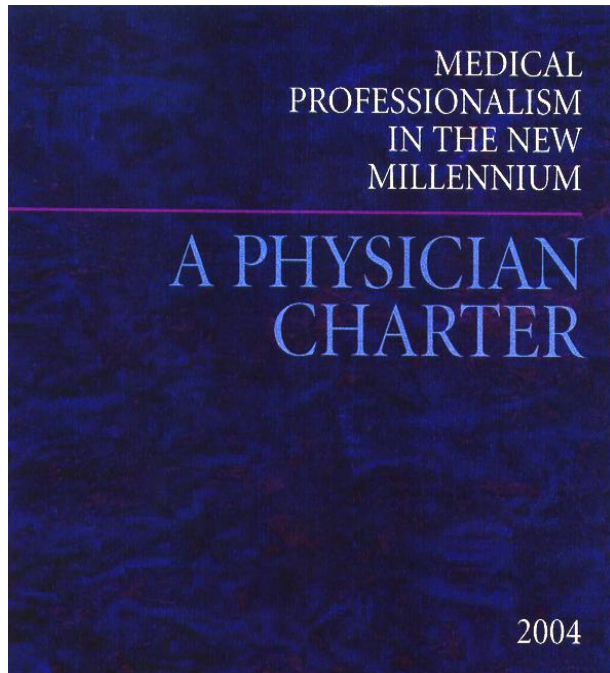
- A series of meetings convened by the ABIM Foundation, the ACP Foundation and the European Federation of Internal Medicine led to the development of the *Physician Charter* in 2002.

- Outlines principles and commitments of physicians in the 21st century.

- Translated into 12 languages and endorsed by 100 medical organizations worldwide; cited in over 1,000 books and articles to date.

Physician Charter Principles and Commitments

Principles:

- Patient welfare first
- Patient autonomy
- Social justice

Commitments:

- Professional Competence
- Honesty with Patients
- Patient Confidentiality
- Maintaining Appropriate Relations with Patients
- Improving Quality of Care
- Improving Access to Care
- Just Distribution of Finite Resources
- Scientific Knowledge
- Maintaining Trust by Managing Conflicts of Interest
- Professional Responsibilities

Defining Professionalism

Further defining professionalism by convening experts and publishing journal articles on professionalism.

- **Conflicts of interest**
  - Co-sponsored a conflict of interest initiative with IMAP that convened a group of experts. The group published a highly influential journal article with recommendations for academic medical centers in managing conflicts of interest.

- **Engaging physicians in quality improvement**
  - Conducted "Putting Quality into Practice," a study of small practices engaging in quality improvement. Developed journal article and widely used video profiling selected physicians.
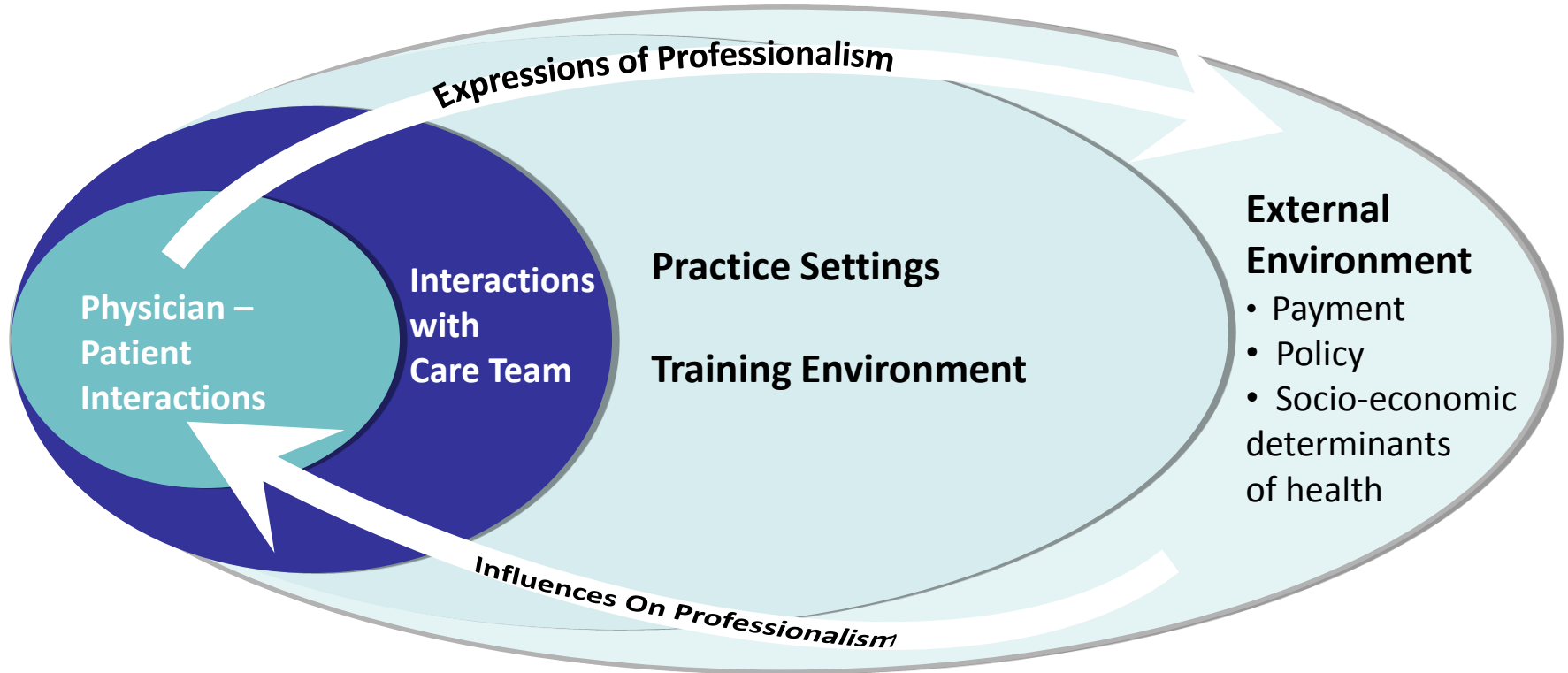
- **Stewardship of resources**
  - With IMAP, convened a Task Force on Engaging Physicians in Stewardship of Healthcare Resources. The Task Force will issue recommendations on strategies to engage physicians in resource stewardship.

- **Care coordination and patient-centered care**
  - Focus of 2007 and 2008 Forums, and the "Stepping up to the Plate: alliance.

Our Current Understanding: "Systems" View of Professionalism

Expressions of Professionalism

Physician – Patient Interactions

Interactions with Care Team

Practice Settings

Training Environment

External Environment
- Payment
- Policy
- Socio-economic determinants of health

Influences On Professionalism

Adapted from Gruen, Russell, et. al., "Physician-Citizens – Public Roles and Professional Obligations," *JAMA*, 2004.

Levers for Change

- Individual physician, clinician and patient competencies
- Organizational culture and physician leadership
- Advocacy, system reform

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Professionalism in the U.S.: Understanding the Gaps

- "Chasm" between professional norms and behaviors
  - *Campbell et al, 2007*

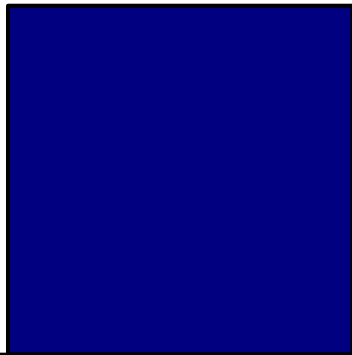- Only 55% people receive recommended care
  - *McGlynn et al, 2003*

- Loss of public faith in the authority of the medical profession
  - *Schlesinger, 2002*

- Push to teach, assess and report on professionalism—and pushback from students and physicians

  - *"Do as I say, not as I do"*

Example: Managing Conflicts of Interest

96%

67%

Respondents saying "yes:" Physicians should put the patient's welfare above the physician's financial interests

Respondents saying "no:" You and your partners have invested in a local imaging facility near your suburban practice. When referring patients for imaging studies, would you refer your patients to this facility?

Maintaining Professional Competence

Physicians responding "yes"

77%

33%

Physicians should undergo recertification examinations periodically throughout their career

In the last 3 years, have you undergone competency assessment by a provider organization or health plan?

Maintaining Trust by Managing Conflicts of Interest

96%

67%

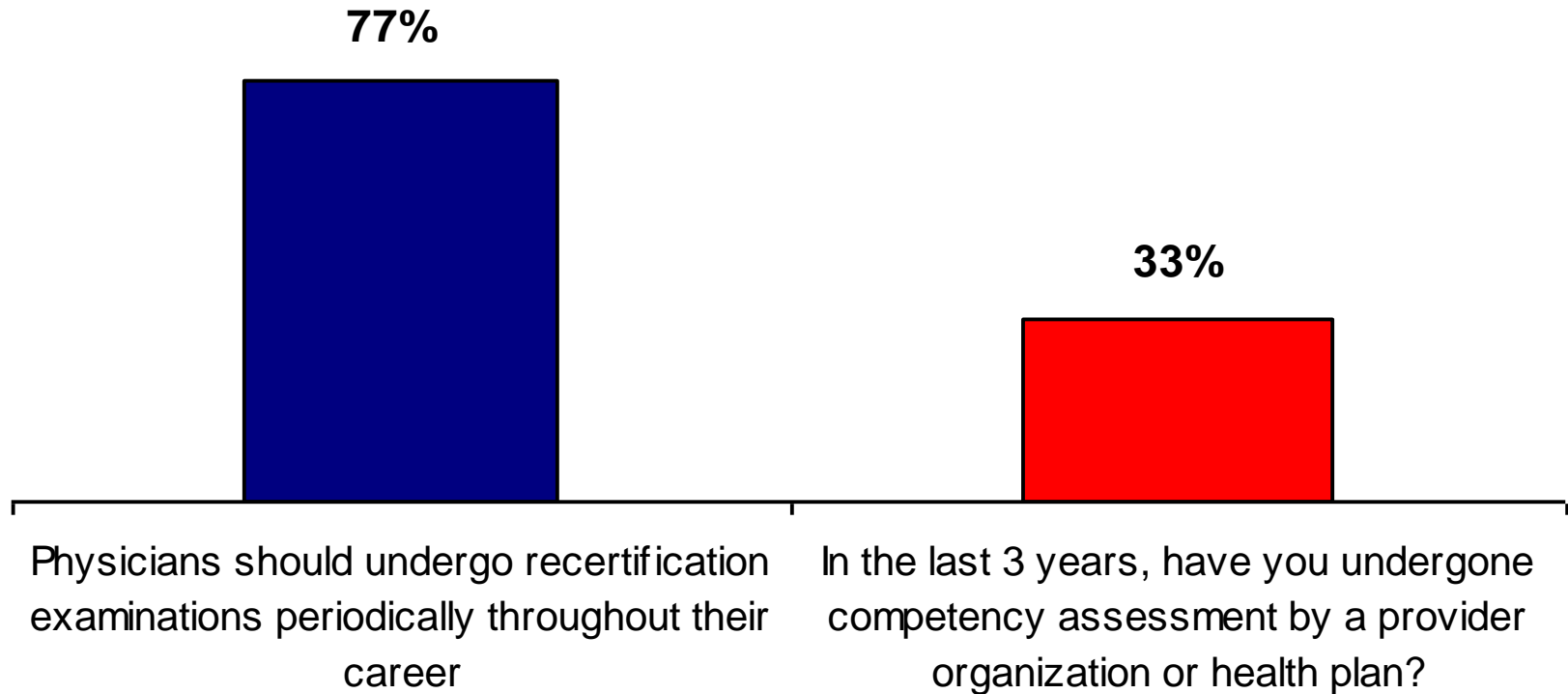Respondents saying "yes:" Physicians should put the patient's welfare above the physician's financial interests
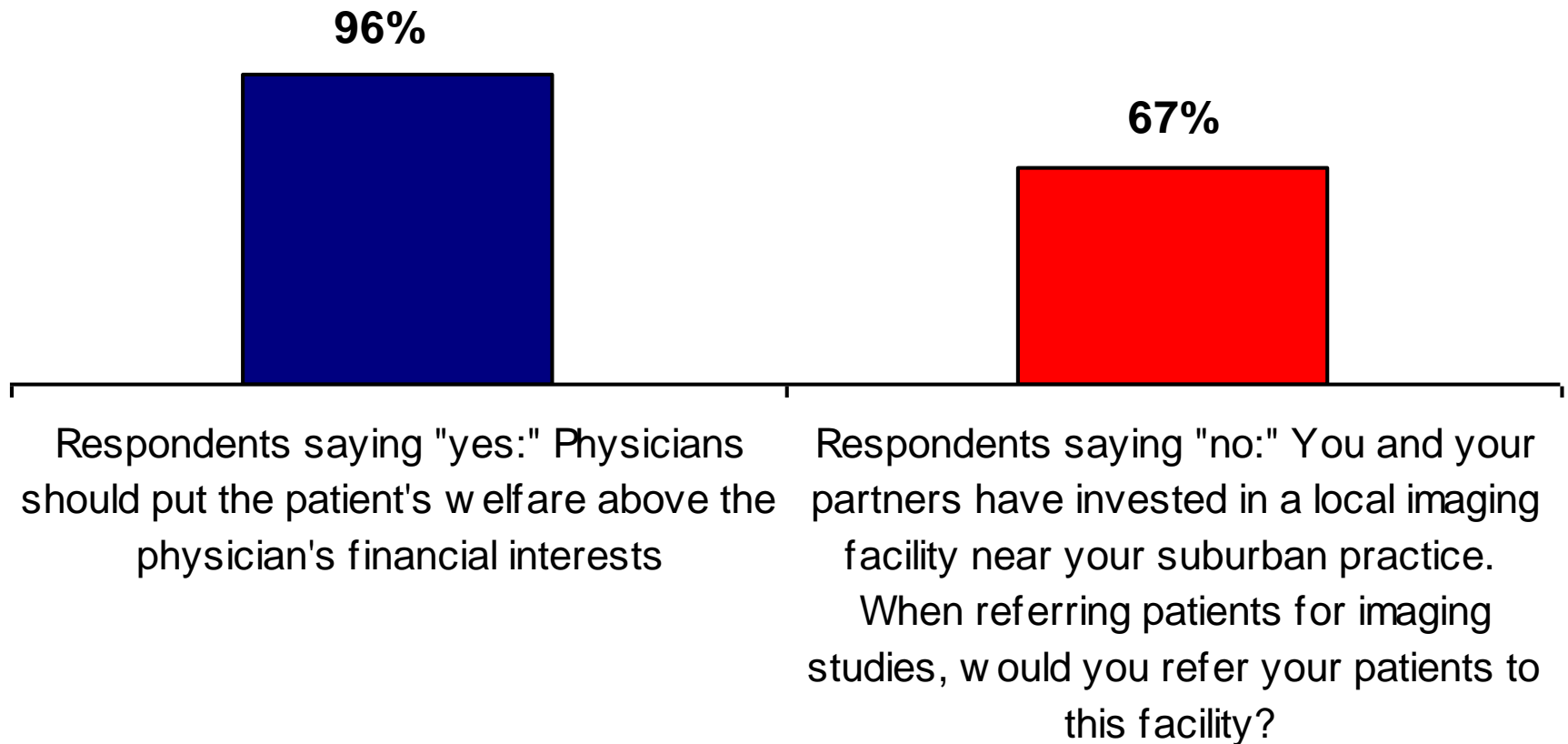
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Learning from International Comparisons

- Funding support for the U.S.-China Center on Medical Professionalism.

- Funding researchers at the Mongan Institute for Health Policy to compare professionalism in the U.S. and U.K. (article submitted).

Moving from Understanding to Action

- Convening experts to develop strategies for change, and identifying others to carry work forward.

- Identifying promising organizational strategies for advancing professionalism.

- "Putting the Charter into Practice" demonstration program.

- Serving as a resource.

Convening Experts

Sponsoring meetings where experts identify concrete strategies for change, and commit to moving the work forward.

- ABIM Foundation Forum
- Advancing Team-Based Care
- Task Force on Stewardship of Healthcare Resources

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Identify and Showcase Organizational Strategies to Advance Professionalism

- Conducted interviews with leaders from 10 organizations to identify promising strategies to advance professionalism, such as:

  - Structuring compensation to align physician incentives with professional values.

  - Providing peer support for disclosure of errors.

  - Establishing a zero-tolerance policy for disruptive behavior.

- Disseminating findings via web profiles, presentations, and a journal article.

"Putting the Charter into Practice" Demonstration Program

- Awarded $20,000 Putting the Charter into Practice grants to six organizations that are developing initiatives to advance professionalism among practicing physicians.

- Project leaders participate in quarterly phone calls to share progress and offer support and advice.

- Grantee products include publications, videos and curricula that can be used by other organizations.

Putting the Charter into Practice: Project Examples

- **National Physicians Alliance - Promoting Good Stewardship in Clinical Practice**
    - Physicians from internal medicine, family medicine and pediatrics developed lists of "5 Things You Can Do in Your Practice" to be a good steward of resources.

- **University of Chicago Medical Center - Improving On-Call Etiquette among Internal Medicine Residents in Chicago**
    - Created video vignettes depicting "unprofessional" interactions related to on-call etiquette, as part of workshops to improve professionalism.

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Putting the Charter into Practice: Project Examples

- **Cleveland Clinic Lerner College of Medicine of Case Western Reserve University - Increasing Empathic Behaviors of Staff Physicians through Reflective Writing**
  - Project leaders are using reflective writing classes to increase self-awareness among physicians, with a focus on improving empathy.

- **Johns Hopkins Bayview Medical Center - Timeouts Facilitated by a Coach: Bringing the Charter to Life in Real-time for Hospitalists**
  - The hospital proposes to train two hospitalists to become Physician Charter/Professionalism Coaches.

Putting the Charter into Practice: Project Examples

- **Ohio State University Medical Center, Mt. Carmel Health Systems, and OhioHealth - Putting the Charter into Practice for Central Ohio Physicians**
  - The investigators plan tocollect stories that describe challenging situations in which physicians successfully demonstrated the values of the profession, identify themes and sources of success; and share the stories through educational programming.

- **Society of General Internal Medicine- Communicating about Professionalism: SGIM Regional Workshop**
  - Project leaders have created a replicable workshop on"Communicating about Professionalism." The workshop features case-based discussion and skills practice and will use scenarios that portray challenges to these principles.

Serving as a Resource

Providing professionalism resources, tools and dialogue through our website, blog and social media channels.

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Thank You