

Cardiovascular Summit

*Culture Change: Professionalism,
Anti-Bullying, Harassment:*
**What Do You Do at Your
Institution to Approach These
Challenges?**

STRATEGIZE
INNOVATE
IMPLEMENT
TRANSFORM



Agenda

- Help is On The Way: ACC's 2022 Health Policy Statement on **Building Respect, Civility, and Inclusion in the Cardiovascular Workplace**

Pamela S Douglas, MD, MACC; Duke University

- Leadership Accountability and Institutional Policy

Kathryn L. Berlacher, MD, FACC

- Holistic Hiring and Personnel Evaluations

Jennifer H. Mieres, MD, FACC

- Harassment Reporting and Responses

Robert Roswell, MD, FACC

Three Quick Cases...*Sound familiar??*

- A female FIT with 2 children is interested in EP, but her mentors question her about compatibility of that course with her maternal status. No concerns are voiced about parental roles for her male colleagues with children.
- An Afro-Caribbean cardiologist is asked by colleagues if they can use a nickname (“Dr. O”) since his name is “so hard to pronounce”. He is repeatedly mis-identified as transport and housekeeping staff despite his white coat and name badge.
- A Cambodian-American nurse goes to see a new CCU admission. The patient would not answer the nurse’s questions and the patient’s spouse shouted that they only want a white nurse.



Spectrum of Civil and Uncivil Behaviors



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HEALTH POLICY STATEMENT



2022 HPS on Building Respect, Civility, and Inclusion in the Cardiovascular Workplace

A Report of the American College of Cardiology Task Force on Health Policy Statements and Systems of Care

Writing Committee

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Task Force on Health Policy Statements and Systems of Care

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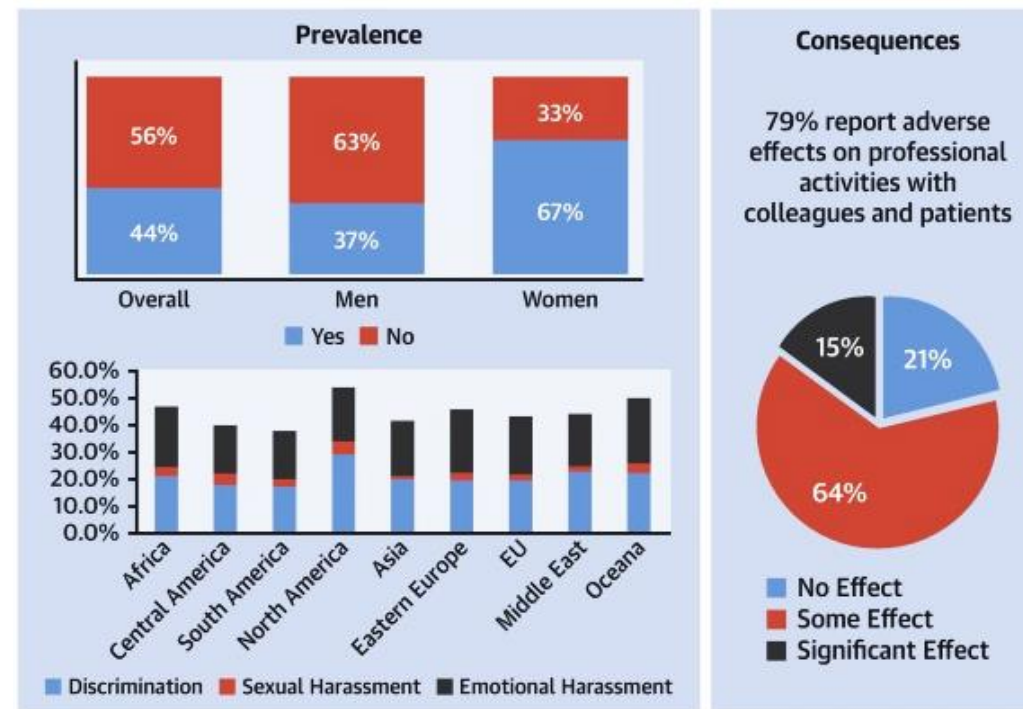
James K. Min, MD, FACC

Michael J. Wolk, MD, MACC

PLACEHOLDER

Why Is This Document Needed?

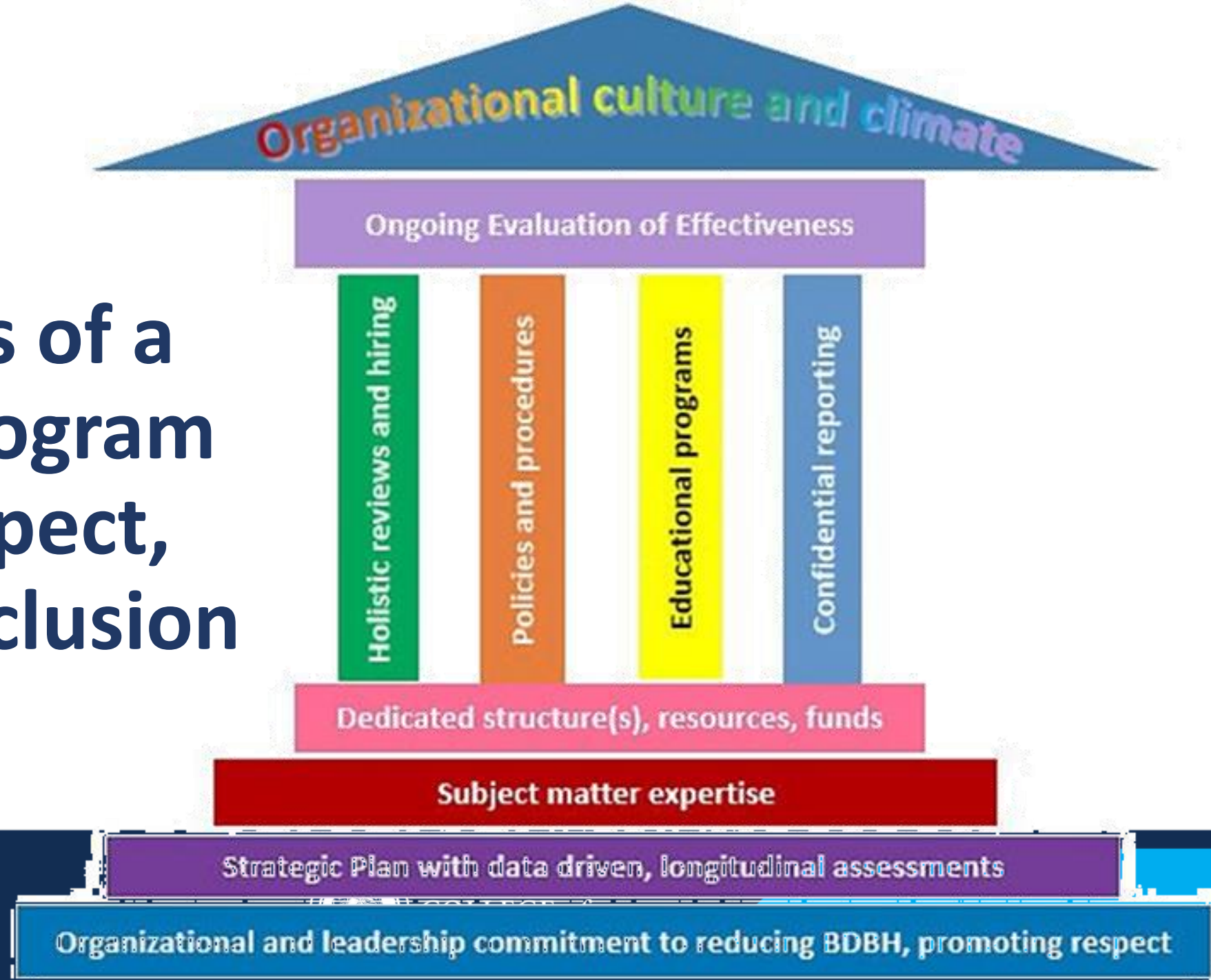
- Uncivil behavior is common
- Adverse effects on individuals, teams, institutions and patients
- Risks: Legal, regulatory, funding, wellbeing
- Building a culture of respect requires:
 - Institutional leadership, resources, policies
 - Individual education and upstander practice
 - Continuous improvement/culture change



JACC 2021 77:2398

HPS Core: 12 ACC Principles: *The ACC believes.....*

Components of a Successful Program to Build Respect, Civility and Inclusion



Institutional Policy

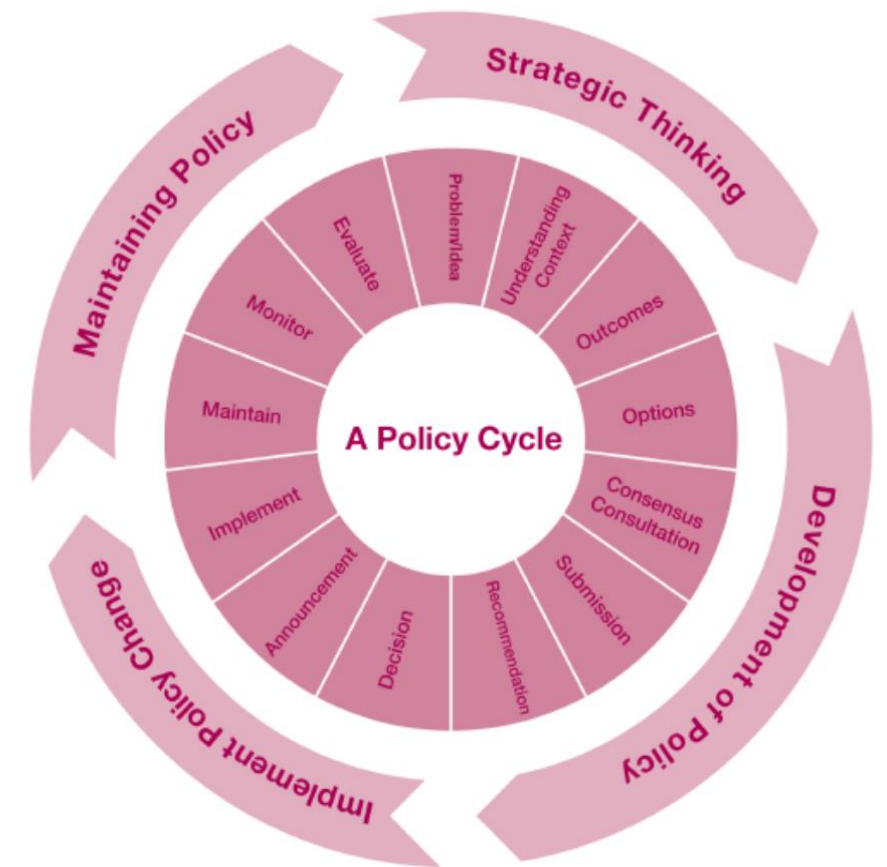
What do you know about the policy?

- Medical School vs Organization
- Department vs Division vs Group Practice

What does your team know about the policy?

Does the policy reflect the values and mission of the ideal culture?

- What needs to stay?
- What needs to change?



Author of image:
Anthony F. Camilleri, <https://procsee.eu>

Leadership *Accountability*

Definition: *The actions, attitude and effort necessary to merge expectations with performance*

- Give Support & Access – “Here’s my cell – call or text anytime”
- Share Information – “There’s a policy on that...”
- Provide Resources – “You can find it on the infonet”
- Be Clear & Transparent – “We are working with legal and HR teams”



Holistic Hiring and Personnel Evaluations

What is a holistic Review ?

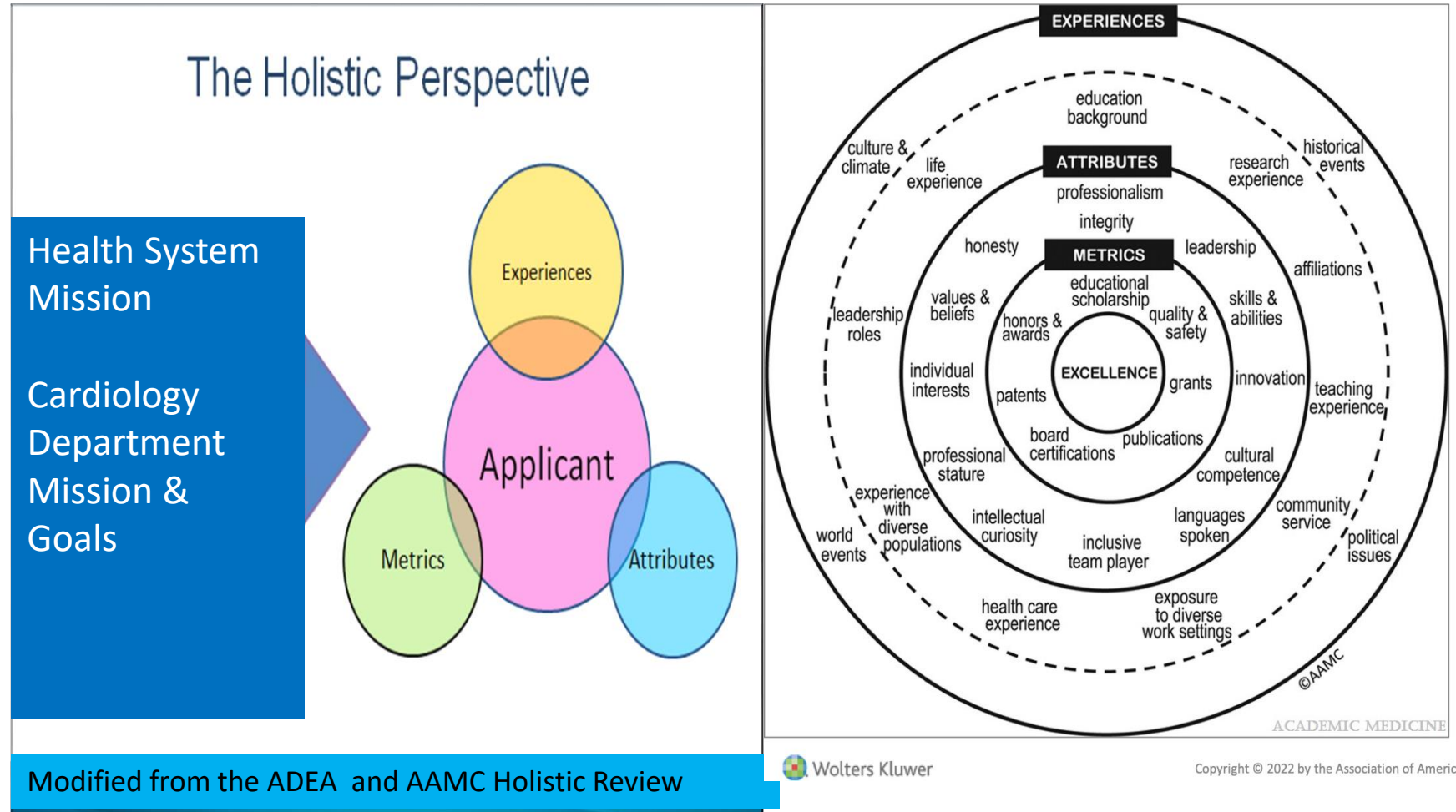
Holistic Review as an important means toward achieving key workforce goals, as defined by the institution in its mission

What are the benefits of the holistic review ?

Candidates are judged on a broader scale of qualities

Includes a global evaluation of potential and soft skills

Promotes a more diverse workforce



Personnel Evaluation : Merit and performance conversation resources

Performance evaluations are one of the most important communication tools.

Guidance on behavioral expectations, goals and overall performance

Benefit both employee, employer & teams

Feedback, recognize quality performance & set expectations for future job performance.

Candid conversations about performance

Prepare

Review team member data points

Use this page to prepare for drafting your team member's review and performance conversation.



Performance goals

How did the team member contribute to departmental/site/organizational goals this year?

- **Accomplishments:** What did the team member accomplish in the past year? (e.g., cross-functional initiatives, COVID related goals, input from their self-assessment)
- **Challenges:** Where did they struggle in the past year? How did they react and respond to these challenges?
- **Metrics:** Support feedback with metrics (e.g., myRecognition reports, engagement scores, Lateness/absentee occurrence report, OCIO Phishing report, etc.)



Development goals

- **Accomplishments:** Progress towards any development goals set for the past year (e.g., stretch assignments, initiatives they participated in, on-the-job development)
- **Challenges:** Where did they struggle in the past year? How did they react and respond to these challenges? Did they develop and grow in response to these challenges?



Behavioral expectations

Feedback on Northwell's behavioral expectations.

Individual contributors are assessed on the six core behaviors and leaders on the additional four behaviors. Refer to the [rating scale tips guide](#) for definitions.

Pause and reflect

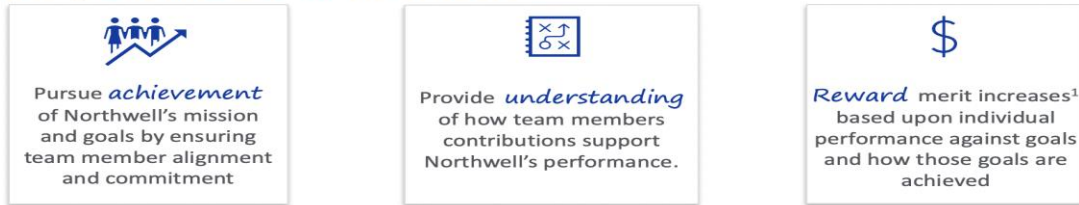
To reinforce objectivity and fairness as you write performance reviews, and our career experience as a whole, use the PAUSE model to reflect on the questions below.

P	Pay attention
A	Acknowledge your assumptions
U	Understand your perspective
S	Seek different perspectives
E	Examine your options and make a decision

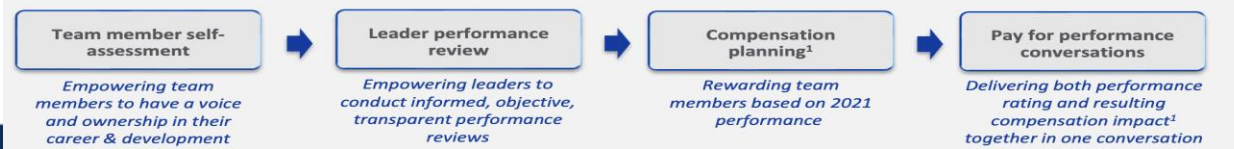
- *Am I setting consistent expectations for all team members?*
- *How were opportunities for stretch assignments and projects assigned?*
- *Did I provide equal opportunities for development and learning for all team members?*
- *Are there any trends in ratings that could stem from unconscious bias?*

Leader guide to annual performance review conversations

Pay for performance at Northwell



Experience we are creating



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Reporting & Trust



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Harassment Reporting

Pathway	Confidential/anonymous/self-Identified (by student's choice)	Periodicity/review
Anonymous comments to the Vice Dean Online	Confidential: Anonymous or self-identified by student choice	Report Anytime/Immediate Review
Direct face-to-face	Confidential	Report Anytime/Immediate Review
On-line Professionalism Note	Confidential: Anonymous or self-identified by student choice	Report Anytime/Immediate Review
On-line Mistreatment Incident reporting form	Confidential: Anonymous or self-identified by student choice	Report Anytime/Immediate Review
End of course evaluation	Confidential and anonymous by default	Completed at the end of the course/Reviewed Every 6 Months
Student focus groups and exit interviews; Survey data; AAMC GQ	Confidential, anonymous	Annually/Reviewed within One Month

Fleit, H.B. *et al.* A model of influences on the clinical learning environment: the case for change at one U.S. medical school. *BMC Med Educ* 17, 63 (2017).

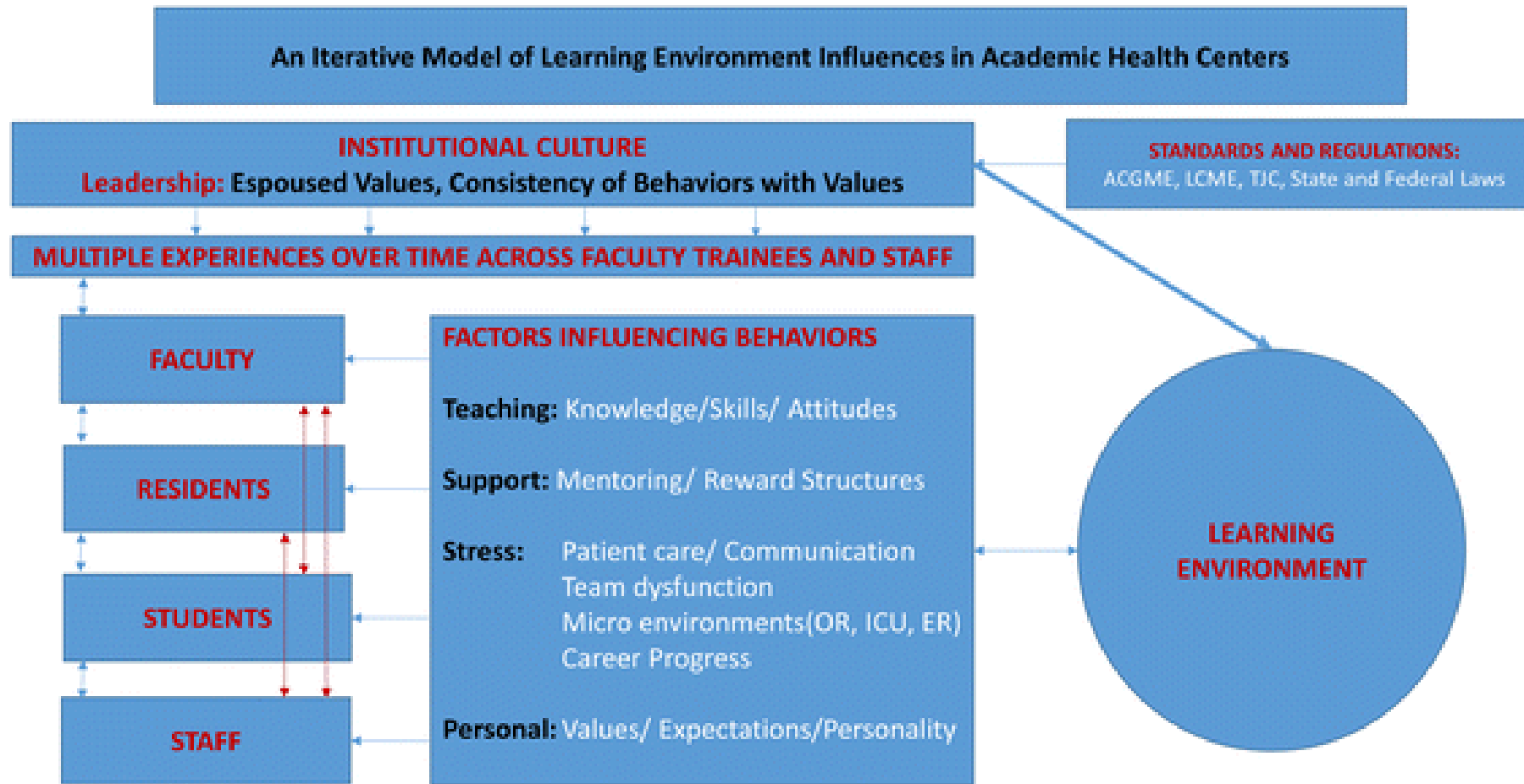
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Institutional Response & Climate



Fleit, H.B. *et al.* A model of influences on the clinical learning environment: the case for change at one U.S. medical school. *BMC Med Educ* 17, 63 (2017).

Key Take Home Points

- **Read** the new statement on building respect, civility and inclusion in the workplace and **incorporate** into your day-to-day life
- **Check** your institutional policies and **ensure** leaders are accountable
- **Commit to** and **use** a holistic hiring and evaluation process
- **Build** a culture of trust and a robust system for reporting





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