Supplemental Guide: Hospice and Palliative Medicine

ACGME

December 2018
Milestones Supplemental Guide

This document provides additional guidance and examples for the Hospice and Palliative Medicine Milestones. This is not designed to indicate any specific requirements for each level, but to provide insight into the thinking of the Milestone Working Group.

Included in this document is the intent of each Milestone and examples of what a Clinical Competency Committee (CCC) might expect to be observed/assessed at each level. Also included are suggested assessment models and tools for each subcompetency, references, and other useful information.

Review this guide with the CCC and faculty members. As the program develops a shared mental model of the Milestones, consider creating an individualized guide (Supplemental Guide Template available) with institution/program-specific examples, assessment tools used by the program, and curricular components.
## Patient Care 1

### Comprehensive Whole Patient Assessment

<table>
<thead>
<tr>
<th>Overall Intent</th>
<th>To ensure correct assessment and diagnosis etiology of physical symptoms and psychosocial/spiritual distress</th>
</tr>
</thead>
</table>
| Level 1 Examples | - Performs history and physical exam, and recognizes physical aspects of cancer pain during initial outpatient palliative care consult  
- Performs basic psychosocial history including data such as family structure and marital status, place of residence and history of substance use for patients with advanced cardiac disease |
| Level 2 Examples | - Identifies psychosocial and spiritual dimensions of cancer pain in initial outpatient palliative care consult  
- Routinely obtains detailed psychosocial information, including family support, spirituality and culture beliefs in a patient with advanced cardiac disease |
| Level 3 Examples | - In outpatient consultation, routinely uses appropriate assessment tools to evaluate cancer pain in different populations such as Flexibility, Access, Cost-Effectiveness, Engagement (FACES), Pain Assessment in Advanced Dementia (PAINAD) Scale, Face, Legs, Activity, Cry, Consolability (rFLACC) Scale, and numeric scales  
- Routinely incorporates psychosocial/spiritual assessment tools such as Faith, Importance and Influence, Community, Address or Application (FICA) and Brief COPE for patients with advanced cardiac disease |
| Level 4 Examples | - Incorporates palliative care interdisciplinary team (IDT) members’ assessment into the clinical impression of total pain for a cancer patient in outpatient palliative care settings  
- Routinely collaborates outside the team with the bedside nurse, on-call chaplain and consulting psychologist in the assessment of a new palliative care consult with advanced cardiac disease |
| Level 5 Examples | - Collaborates with oncology to develop a template for comprehensive cancer pain assessment in the electronic health records (EHR)  
- Educates residents and nursing staff on routine spiritual assessment in patients with advanced cardiac disease |

### Assessment Models or Tools
- Direct observation
- 360-degree evaluations
- Chart audit

### Notes or Resources
### Patient Care 2: Addressing Suffering and Distress

| Overall Intent | To provide comprehensive, culturally-sensitive management of refractory symptoms and complex psychosocial and spiritual distress across care settings in conjunction with the interdisciplinary team and community resources |
| Level 1 Examples | ● Manages musculoskeletal pain with non-steroidal anti-inflammatory medications  
● Diagnoses major depressive disorder based on symptom complex (e.g., SIGECAPS)  
● Identifies sudden onset dyspnea as a palliative emergency |
| Level 2 Examples | ● Manages pain from bone metastases with combination product (opioid + acetaminophen) in opioid naive patient  
● Differentiates depression, adjustment disorder, anticipatory/normal/complicated grief reactions  
● Considers use of opioids for a patient with sudden onset dyspnea |
| Level 3 Examples | ● Manages complex somatic and neuropathic pain with escalating opioids and other adjuvant medications and interventions in an opioid-tolerant patient  
● Refers to members of the interdisciplinary team and other specialists when indicated for depression and grief symptoms.  
● Collaborates with IDT to clarify goals of care and escalates respiratory support, if appropriate for a patient with sudden onset dyspnea due to airway obstruction |
| Level 4 Examples | ● Manages refractory pain with proportionate sedation  
● Provides basic counseling for grief and bereavement and prescribes medication for depression when indicated  
● With IDT, plans for future episodes of sudden onset dyspnea due to airway obstruction and educates patient and caregiver on appropriate steps |
| Level 5 Examples | ● Develops protocol for use of ketamine infusion in refractory pain with opioid toxicity  
● Teaches others about depression in serious illness, including complicating factors of grief and bereavement  
●Writes an evidence-based guideline for management of sudden onset dyspnea |

### Assessment Models or Tools
- Direct observation
- Global/rotation evaluations
- 360-degree evaluations
- Standardized patients
- Simulation
- Patient feedback
- Self-assessment including self-reflection
- Chart audit
- Multiple-choice questions

### Notes or Resources
### Patient Care 3

<table>
<thead>
<tr>
<th>Overall Intent</th>
<th>Withholding and/or Withdrawal of Life-Sustaining Therapies (LST)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To know the benefits and burdens of LST and artificial nutrition and hydration (ANH) in patients close to the end of life; be able to manage withholding and withdrawing ANH and LST, taking into account physical, emotional, spiritual, and practical considerations.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 1 Examples</th>
<th>● For a patient with severe irreversible neurologic condition, identifies and anticipates common questions and reactions from patient and caregivers regarding ANH and LST.</th>
</tr>
</thead>
</table>
| Level 2 Examples | ● Is familiar with hospital policies on withholding tube feeding and withdrawing ventilator support  
● For a patient with a severe irreversible neurologic condition, acknowledges differing religious, ethical, and legal perspectives on tube feeding and ventilator support |
| Level 3 Examples | ● Counsels a patient and family with severe irreversible neurologic condition on why tube feedings may or may not be beneficial at end of life  
● Manages a patient being withdrawn from a ventilator, addressing symptoms and patient/caregiver/staff member emotional and spiritual concerns |
| Level 4 Examples | ● Anticipates feeding and hydration problems in patients with severe irreversible neurologic condition before problems arise, and works with patient, caregiver, family, and interdisciplinary team to develop a shared care plan  
● Provides anticipatory guidance to patient, caregivers, and team and develops a shared care plan for ventilator withdrawal |
| Level 5 Examples | ● Develops a teaching module for speech and language pathologists to incorporate patient goals of care into recommendations for patients with severe irreversible neurologic conditions  
● Develops a protocol for home ventilator withdrawal that addresses physical, emotional, and spiritual dimensions |

### Assessment Models or Tools

- Direct observation  
- Chart audit  
- 360-degree evaluation  
- Standardized patient simulation  
- Self-assessment and reflection

### Notes or Resources

- AAP Guidance on Forgoing Life-Sustaining Medical Treatment, [http://pediatrics.aappublications.org/content/140/3/e20171905](http://pediatrics.aappublications.org/content/140/3/e20171905).
<table>
<thead>
<tr>
<th>Patient Care 4</th>
<th>Care of the Imminently Dying</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Intent</strong></td>
<td>To anticipate, evaluate, and manage the sources of physical, psychosocial, and spiritual distress in the imminently dying patient while appropriately supporting their loved ones</td>
</tr>
</tbody>
</table>
| **Level 1 Examples** | ● Recognizes a rapidly declining functional trajectory and multiple physical exam findings that support a diagnosis of active dying in a terminally ill patient  
● Recognizes a family member’s distress as it manifests as anger and erratic behavior after days of reduced sleep with bedside vigil |
| **Level 2 Examples** | ● Raises concern with the attending that a patient’s tube feeding is likely to contribute to end-of-life secretions  
● Arranges a joint interdisciplinary visit with the chaplain and social worker and sensitively inquires about source(s) of the family member’s distress |
| **Level 3 Examples** | ● Recommends reducing or stopping tube feeding to decrease excessive terminal secretions and potential vomiting at end of life  
● To promote coping and reduce anxiety, educates family of the signs and symptoms of impending death and symptom management plan |
| **Level 4 Examples** | ● Collaborates with a patient’s nurse to help manage respiratory distress and intractable secretions at end of life  
● Collaborates with the interdisciplinary team members to develop a time-of-death action plan for a caregiver at risk for complicated grief and communicates the plan to relevant staff members |
| **Level 5 Examples** | ● After reviewing the literature, works with the hospital’s information technology team to design a standardized comfort order set or bereavement risk assessment in the EHR |
| **Assessment Models or Tools** | ● Direct observation  
● Patient and family feedback  
● 360-degree evaluation  
● Chart audit |
| **Notes or Resources** | ● Bruera E, et al. Textbook of Palliative Medicine and Supportive Care, CRC Press, 2016.  
● Bailey FA and Harman SM. Palliative Care: the last hours and days of life. Up to Date, 2018.  
<table>
<thead>
<tr>
<th>Medical Knowledge 1</th>
<th>Disease Trajectories and Formulation of Prognosis in Serious Illness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Intent</td>
<td>To know disease trajectories (both cancerous and non-cancerous diseases) for common and less common conditions and can formulate a prognosis based on clinical assessment, use of tools, and input from other health care providers</td>
</tr>
</tbody>
</table>
| Level 1 Examples    | ● Describes the natural history of common cancers such as non-small cell lung cancer in adults from diagnosis to death  
● Describes elements of history, physical exam, and diagnostic testing important to determining prognosis and guide decision making |
| Level 2 Examples    | ● Describes the natural history of less common cancers such as neuroblasoma from diagnosis to death  
● Describes the use of prognostic tools such as Palliative Performance Scale |
| Level 3 Examples    | ● Identifies the potential impact of immunotherapy on the illness trajectory of advanced melanoma  
● Formulates a prognosis for a patient with liver failure using the MELD/PELD score while recognizing the limitations |
| Level 4 Examples    | ● Identifies the impact of functional status, renal function, substance use, and psychosocial support on prognosis of a patient with cancer  
● Develops consensus with hepatology on prognosis for a patient with liver failure based on renal dysfunction, level of family support, and refractory symptoms |
| Level 5 Examples    | ● Studies the impact of caregiver support interventions on survival in patients after bone marrow transplant  
● Collaborates with hepatology to develop guidelines for palliative care consultation in patients with liver failure |
| Assessment Models or Tools | ● Direct observation  
● 360-degree evaluation  
● Global/rotation evaluations  
● Chart audit |
<table>
<thead>
<tr>
<th>Medical Knowledge 2</th>
<th>Palliative Management of Pain Symptoms</th>
</tr>
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<tbody>
<tr>
<td>Overall Intent</td>
<td>To know the full spectrum of pharmacologic, non-pharmacologic, and procedural interventions to manage physical pain in palliative and hospice patients, across settings</td>
</tr>
</tbody>
</table>
| Level 1 Examples    | ● Lists pharmacologic options including morphine, hydromorphone and gabapentin,  
                             ● Lists non-pharmacologic options including distraction and guided imagery  
                             ● Lists procedural options including nerve block and epidural |
| Level 2 Examples    | ● Describes World Health Organization analgesic ladder and recommends ibuprofen for mild inflammatory pain  
                             ● Understands use of distraction for painful procedures  
                             ● Proposes celiac plexus block for pancreatic cancer related abdominal pain |
| Level 3 Examples    | ● Knows when gabapentin is preferable to duloxetine due to mechanism of action and adverse events  
                             ● Uses child life specialists for distraction during painful procedure  
                             ● Outlines referral process for celiac plexus block |
| Level 4 Examples    | ● Knows dosing and agent adjustments for patients with opioid-related neurotoxicity  
                             ● Describes evidence base for distraction during painful procedures  
                             ● Understands efficacy, durability, alternative interventions, and potential adverse events of celiac plexus block |
| Level 5 Examples    | ● Presents case series on novel use of intranasal ketamine at a national meeting |
| Assessment Models or Tools | ● Direct observation  
                             ● Chart audit  
                             ● Multiple-choice question |
<table>
<thead>
<tr>
<th>Medical Knowledge 3</th>
<th>Palliative Management of Non-Pain Symptoms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Intent</td>
<td>To know the mechanisms and pathophysiology of non-pain symptoms, as well as pharmacologic, non-pharmacologic, and procedural interventions to manage non-pain symptoms, across hospice and palliative medicine settings</td>
</tr>
</tbody>
</table>
| Level 1 Examples    | - Names haloperidol and ondansetron as two antiemetics  
- Recognizes acupuncture, aromatherapy, and ginger as non-pharmacologic treatments of nausea  
- Lists stent or venting gastrostomy tube placement as options for refractory nausea with malignant bowel obstruction |
| Level 2 Examples    | - Lists one example of medications that act on all receptors involved in the nausea pathway  
- Discuss appropriateness of acupuncture for a specific patient with nausea  
- Describes indications for venting gastrostomy tube placement |
| Level 3 Examples    | - Discusses indications for major classes of antiemetics based on mechanism of action and safety profile  
- Identifies acupuncture resources available in care settings  
- Identifies when to refer patients for venting gastrostomy tube placement |
| Level 4 Examples    | - Creates a nausea medication plan for a patient with prolonged QTc interval  
- Describes the available evidence base and gaps in evidence base for acupuncture for nausea  
- Recognizes when venting gastrostomy placement is contraindicated based on patient goals and procedural risk |
| Level 5 Examples    | - Educates colleagues on relative efficacy of haloperidol and olanzapine for nausea  
- Designs a curriculum on non-pharmacologic management of nausea  
- Collaborates with surgeons to develop clinical guidelines for early venting gastrostomy referral |
| Assessment Models or Tools | - Direct observation  
- Mentored review of clinical management plan  
- Chart-stimulated review  
- Examinations/quizzes  
- Reflective journaling |
### Systems-Based Practice 1: Patient Safety and Quality Improvement

| Overall Intent | To demonstrates competence to engage in the analysis and management of patient safety events, including relevant communication with patients, families, and health care professionals; is able to conduct a quality improvement project |
| Level 1 Examples | ● Acknowledges risks associated with opioid medications  
● Identifies the safety event reporting mechanism for their institution  
● Describes the components of a Plan, Do, Study, Act (PDSA) cycle |
| Level 2 Examples | ● Identifies transitions of care as a system risk factor contributing to opioid overdoses  
● Enters a safety event report after discovering a nurse inadvertently placed an extra fentanyl patch on a patient  
● Describes a current QI project to improve completion of advance directives in their program |
| Level 3 Examples | ● Participates in a simulated root cause analysis related to an opioid overdose in the hospital  
● In collaboration with the attending discloses the erroneous placement of an extra fentanyl patch to a patient/caregiver  
● Participates in a committee to improve completion of advance directives for hospitalized palliative care patients |
| Level 4 Examples | ● Collaborates with IDT to analyze an opioid overdose safety event and communicates with patient/caregiver about the event  
● Independently discloses the erroneous placement of an extra fentanyl patch to a patient/caregiver  
● Completes and shares outcomes of a full PDSA cycle related to improved completion of advance directives for hospitalized palliative care patients |
| Level 5 Examples | ● Leads an initiative to reduce risk of opioid overdoses during transitions of care  
● Coaches a resident on disclosure of a safety event related to an opioid overdose  
● Completes and shares outcomes of a full PDSA cycle related to improved completion of advance directives for all hospitalized patients in an institution |

### Assessment Models or Tools
- Simulation
- Direct observation
- E-module multiple choice tests
- Chart audit
- Documentation of quality improvement or patient safety project
- 360-degree evaluations
- Portfolio

### Notes or Resources
- Institute of Healthcare Improvement website ([http://www.ihi.org/Pages/default.aspx](http://www.ihi.org/Pages/default.aspx)) which includes multiple choice tests, reflective writing samples, and more.
## Systems-Based Practice 2: System Navigation for Patient-Centered Care

<table>
<thead>
<tr>
<th>Overall Intent</th>
<th>To effectively navigate the health care system, including the interdisciplinary team and other care providers, to adapt care to a specific patient population to ensure high-quality patient outcomes</th>
</tr>
</thead>
</table>
| **Level 1 Examples** | • Identifies the members of the interprofessional team and describes their roles, but is not yet routinely using team members or accessing resources  
  • Lists the essential components of an effective sign out  
  • Identifies components of social determinants of health and their impact on the delivery of patient care |
| **Level 2 Examples** | • Contacts interprofessional team members, such as social workers and consultants, but requires supervision to ensure all necessary referrals are made and resources are arranged  
  • Performs a basic sign out but still needs direct supervision to identify stable versus not stable, and guidance for anticipated overnight events to the night team or next incoming team for a new block  
  • Knows which patients are at high risk for hospice underutilization related to health literacy concerns, insurance status, ethnicity, etc. |
| **Level 3 Examples** | • Coordinates with oncology, radiation oncology, outpatient palliative care, and social work for a newly diagnosed cancer patient who wants palliative treatments  
  • Provides effective anticipatory guidance for unstable patients including recommendations for how to escalate treatments for patients with uncontrolled pain  
  • Appreciates the need for and uses clinic or local resources, such as the social worker/health navigator, to ensure patients with low literacy understand how to access caregiver resources as functional status declines and needs increase |
| **Level 4 Examples** | • Educates trainees on engagement of appropriate interprofessional team members for each patient/caregiver, and ensures the necessary resources have been arranged  
  • Proactively calls the outpatient clinicians to communicate that goals of care have changed, and ensures that there is a prescribing physician before a new medication such as methadone is initiated  
  • Performs panel reviews to identify patients who have not completed advance directives |
| **Level 5 Examples** | • Analyzes hospice referrals from the emergency department and develops a quality improvement plan to streamline referral process  
  • Collaborates with key stakeholders to improve standardized documentation of patient goals of care discussions in the EHR  
  • Designs a curriculum to help others identify high risk patients who might benefit from a home based palliative care program |
| **Assessment Models or Tools** | • Direct observation  
  • Chart review  
  • Chart review of written sign-out/hand-off tools  
  • 360-degree evaluation  
  • Chart review/audit for quality metrics and documented goals of care |
<table>
<thead>
<tr>
<th>Systems-Based Practice 3</th>
<th>Physician Role in Health Care Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Intent</strong></td>
<td>To understand his/her role in the complex health care system and how to effectively navigate the system to improve patient care and the health system’s performance</td>
</tr>
</tbody>
</table>
| **Level 1 Examples**     | - Recognizes the many incentives that may impact a patient’s hospital length of stay  
- Compares payment systems, such as Medicare, Medicaid, the VA, and commercial third party payers, and contrast practice models, such as a patient-centered medical home and an Accountable Care Organization; compares and contrasts types of health benefit plans, including preferred provider organization and health maintenance organization |
| **Level 2 Examples**     | - Recognizes how early palliative care consultation can impact hospital length of stay  
- Describes how hospice services are covered by different payment systems  
- Describes differences between practice employment versus being an independent contractor |
| **Level 3 Examples**     | - Analyzes personal practice pattern of transitioning patients route of analgesic management and its impact on hospital length of stay  
- Displays ability to counsel patients on the use of covered rehabilitative services versus uncovered board and care with hospice in a skilled nursing facility  
- Identifies a mentor with desirable hospice and palliative medicine practice |
| **Level 4 Examples**     | - With IDT assistance, manages transition from hospital for a patient with pain related to serious illness who is not eligible for hospice services  
- Advocates for palliative radiation therapy treatment for a hospice patient with a painful bone metastasis  
- Develops a professional development plan for the first year after training |
| **Level 5 Examples**     | - Presents institution specific data to show palliative care impact on hospital length of stay  
- Develops e-consults or telehealth services within an existing hospice and palliative medicine program |
| **Assessment Models or Tools** | - Direct observation  
- Chart audit  
- Objective structured clinical examination  
- Quality improvement project  
- Portfolio |
| **Notes or Resources**   | - [http://aahpm.org/education/quality](http://aahpm.org/education/quality) resources from the American Academy of Hospice and Palliative Medicine.  
| --- |
### System-Based Practice 4: Hospice

<table>
<thead>
<tr>
<th>Overall Intent</th>
<th>To understand the regulatory requirements for hospice and the role of the hospice physician in caring for patients near the end of life</th>
</tr>
</thead>
</table>
| Level 1 Examples | ● Identifies members and roles of a hospice IDT  
● Understands that admission to hospice requires a life expectancy of six months or less if the illness runs its normal course |
| Level 2 Examples | ● Details common symptoms managed by the hospice team such as pain, delirium, agitation, and secretions.  
● Describes eligibility guidelines for common diseases such as cancer, congestive heart failure, and dementia |
| Level 3 Examples | ● Facilitates referrals to interventional radiology for malignant pleural effusion drainage intervention  
● With supervision, begins to apply the eligibility requirements to establish whether patients are appropriate for hospice/concurrent care |
| Level 4 Examples | ● Provides hospice symptom management including complex symptoms requiring potential transition to general inpatient care level of care  
● Independently assesses when patients meet hospice enrollment and disenrollment guidelines |
| Level 5 Examples | ● Leads hospice-wide quality improvement initiative for optimal formulary use  
● Collaborates with and educates non-hospice physicians on how to improve appropriate hospice utilization |
| Assessment Models or Tools | ● Direct observation  
● 360-degree evaluations  
● Chart review  
● Multiple-choice questions |
● NHPCO: [https://www.nhpco.org/regulatory](https://www.nhpco.org/regulatory).  
### Practice-Based Learning and Improvement 1

<table>
<thead>
<tr>
<th>Overall Intent</th>
<th>To incorporate evidence and patient values into clinical practice</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level 1 Examples</strong></td>
<td>• Identifies clinical practice guideline for treatment of depression in a seriously ill patient</td>
</tr>
<tr>
<td><strong>Level 2 Examples</strong></td>
<td>• Refines search of evidence for treatment of depressive symptoms to include comorbidities and patient preferences for intervention</td>
</tr>
<tr>
<td><strong>Level 3 Examples</strong></td>
<td>• Synthesizes available evidence to make a recommendation for cognitive behavioral therapy in conjunction with an serotonin-norepinephrine reuptake inhibitors (SNRI) for depressive symptoms and neuropathic pain</td>
</tr>
<tr>
<td><strong>Level 4 Examples</strong></td>
<td>• Recognizes gaps in high-level evidence and incorporates other case reports or non-clinical studies to guide recommendation for treatment of depressive symptoms in patient with short prognosis</td>
</tr>
<tr>
<td><strong>Level 5 Examples</strong></td>
<td>• Develops standardized journal club format for critical appraisal of available evidence and its application to seriously ill patients</td>
</tr>
</tbody>
</table>

### Assessment Models or Tools

- Direct observation
- Portfolio
- Simulation
- Objective structured clinical examination
- Oral or written examination

### Notes or Resources

- [http://www.cebm.net/](http://www.cebm.net/)
**Practice-Based Learning and Improvement 2** | **Reflective Practice and Commitment to Personal Growth**
---|---
**Overall intent** | To seek clinical performance information with the intent to improve care; reflects on all domains of practice, personal interactions, and behaviors, and their impact on patients and colleagues (reflective practice); develop clear objectives and goals for improvement in an individualized learning plan.

**Level 1 Examples** | ● Sets a personal practice goal of prescribing bowel regimen for own patients on opioids  
● After modeling by the attending, recognizes own inexperience using the chaplain during the family meeting  
● Recognizes lack of personal training in spiritual assessment.

**Level 2 Examples** | ● Integrates external feedback on percent of patients on bowel regimen to adjust practice  
● Recognizes lack of understanding of the role of chaplaincy as contributing to an effective family meeting  
● When prompted, meets with chaplain to develop a reading list of spiritual care resources.

**Level 3 Examples** | ● Does a performance audit of percent of patients on opioids with a bowel regimen  
● With prompting from the chaplain, collaborates to determine how to effectively work together in a family meeting  
● Using web-based resources, creates a personal curriculum to improve spiritual assessment.

**Level 4 Examples** | ● Routinely reviews personal practice of prescribing bowel regimen with opioids to continually improve practice  
● After family meeting, debriefs with the chaplain to optimize future collaboration in family meetings  
● Performs a chart audit on personal documentation of spiritual assessment.

**Level 5 Examples** | ● Coaches others on improving bowel regimen prescribing habits for patients on opioids  
● Develops interprofessional education module for hospice and palliative medicine fellows and chaplain trainees on collaboration during family meetings  
● Develops a spiritual assessment curriculum for colleagues.

**Assessment Models or Tools** | ● Direct observation  
● Mentored review of learning plan  
● Targeted reflective writing.

• [https://journals.lww.com/academicmedicine/FullText/2016/10000/The_Relationship_Between_Academic_Motivation_and.28.aspx](https://journals.lww.com/academicmedicine/FullText/2016/10000/The_Relationship_Between_Academic_Motivation_and.28.aspx).

## Professionalism 1

<table>
<thead>
<tr>
<th><strong>Professional Behavior and Ethical Principles</strong></th>
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<tbody>
<tr>
<td><strong>Overall Intent</strong></td>
<td>To recognize and address lapses in ethical and professional behavior, demonstrate ethical and professional behaviors, and use appropriate resources for managing ethical and professional dilemmas</td>
</tr>
</tbody>
</table>
| **Level 1 Examples** |  ● Recognizes that fatigue may lead to rude behavior  
● Describes beneficence, non-maleficence, justice, and autonomy |
| **Level 2 Examples** |  ● Acknowledges being rude to a nurse over the phone without becoming defensive, making excuses, or blaming others  
● Applies the basic ethical principles to determine a surrogate decision maker |
| **Level 3 Examples** |  ● Apologizes for being rude, takes steps to make amends if needed, and articulates strategies for preventing similar lapses in the future  
● Applies ethical principles to analyze a case of non-beneficial treatments and conflicting goals |
| **Level 4 Examples** |  ● Self-monitors for fatigue and stress and proactively asks for help with caseload when at risk of rude behavior  
● Collaborates with the Ethics Committee and risk management to address a complicated case of non-beneficial treatment and conflicting goals |
| **Level 5 Examples** |  ● Coaches colleagues to connect rude behavior with fatigue and stress  
● Develops a patient-centered guideline for addressing non-beneficial treatments |
| **Assessment Models or Tools** |  ● Direct observation  
● Global evaluation  
● 360-degree evaluation  
● Objective structured clinical examination  
● Oral or written self-reflection  
● Simulation |
● Case Based Teaching Guides for Residents (Fellows), American Academy of Pediatrics, Section on Bioethics: [https://www.aap.org/en-us/continuing-medical-education/Bioethics-Cased-Based-Teaching-Guides/Pages/Bioethics-Case-Based-Teaching-Guides.aspx](https://www.aap.org/en-us/continuing-medical-education/Bioethics-Cased-Based-Teaching-Guides/Pages/Bioethics-Case-Based-Teaching-Guides.aspx). |
<table>
<thead>
<tr>
<th>Professionalism 2</th>
<th>Accountability/Conscientiousness</th>
</tr>
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<tbody>
<tr>
<td>Overall Intent</td>
<td>To take responsibility for his/her actions and the impact on patients and other members of the health care team</td>
</tr>
<tr>
<td>Level 1 Examples</td>
<td>● Promptly responds to prescription refill request from the outpatient clinic staff</td>
</tr>
<tr>
<td>Level 2 Examples</td>
<td>● During outpatient clinic encounter, completes opioid prescription after reviewing prior use and prescriptions</td>
</tr>
<tr>
<td>Level 3 Examples</td>
<td>● Collaborates with clinic staff to ensure prior authorization of opioid prescriptions</td>
</tr>
<tr>
<td>Level 4 Examples</td>
<td>● Collaborates with IDT to manage a patient with escalating opioid need and prior authorization requirements</td>
</tr>
<tr>
<td>Level 5 Examples</td>
<td>● Assists outpatient clinic to develop streamlined processes for completion of prior authorizations for opioid prescriptions</td>
</tr>
</tbody>
</table>
| Assessment Models or Tools | ● Direct observation  
● 360-degree evaluations  
● Global/rotation evaluations  
● Self-evaluations  
● Compliance with deadlines and timelines  
● Simulation  
● Objective structured clinical evaluation |
● Code of conduct from fellow institutional manual. |
### Professionalism 3  |  Self-Awareness and Help Seeking

**Overall Intent**
To identify, use, manage, improve, and seek help for personal and professional well-being for self and others

**Level 1 Examples**
- Acknowledges own response to patient death, when asked
- Receives feedback on missed emotional cues after a family meeting

**Level 2 Examples**
- Independently identifies and communicates personal impact of a patient death
- Recognizes a pattern of missing emotional cues during a family meeting and accepts feedback

**Level 3 Examples**
- With the IDT, develops a reflective response to deal with personal impact after patient death
- Integrates feedback from the IDT to develop a plan for identifying and responding to emotional cues during the next family meeting

**Level 4 Examples**
- Independently develops a personal practice to sustain resilience in response to patient deaths
- Self-assesses and seeks additional feedback on skills responding to emotional cues during a family meeting

**Level 5 Examples**
- Assists in organizational efforts to address clinician wellness after patient death
- Works with IDT to develop a feedback framework for trainees around family meetings

**Assessment Models or Tools**
- Direct observation
- Self-assessment
- Review of learning plan
- Individual interview
- Group interview or discussions for team activities
- Participation in institutional well-being programs

**Notes or Resources**
- Local resources, including Employee Assistance Program.
- ACGME Tools and Resources for Resident and Faculty Member Well-Being [https://www.acgme.org/What-We-Do/Initiatives/Physician-Well-Being/Resources](https://www.acgme.org/What-We-Do/Initiatives/Physician-Well-Being/Resources).
# Interpersonal and Communication Skills 1

## Patient- and Family-Centered Communication

<table>
<thead>
<tr>
<th>Overall Intent</th>
<th>To use listening, language, behaviors, and self-awareness to form a therapeutic relationship with a patient and his/her family while identifying and minimizing potential barrier to communication</th>
</tr>
</thead>
</table>
| **Level 1 Examples** | ● Reflects how use of silence and active listening assists in establishing patient/caregiver rapport  
● Identifies the need for an interpreter for a patient/caregiver who is non-English speaking |
| **Level 2 Examples** | ● Demonstrates therapeutic relationship with appropriate use of silence and normalizing emotional responses  
● Identifies non-English-speaking patient who prefers to defer decision-making to their caregiver as a potential communication challenge |
| **Level 3 Examples** | ● Successfully maintains therapeutic relationship in the context of patient’s/caregiver’s expression of anger at health system  
● Identifies and reflects on personal bias towards patient autonomy over cultural preferences in decision making |
| **Level 4 Examples** | ● Maintains rapport and therapeutic relationship with multiple emotional caregivers and differing opinions on the patient’s plan of care  
● Acknowledges personal bias and successfully manages communication with non-English-speaking patient who defers decision making to their caregiver |
| **Level 5 Examples** | ● Teaches a model for consistent family meeting debriefing  
● Coaches a trainee to acknowledge personal bias and successfully manage communication with non-English-speaking patient who defers decision making to their caregiver |

## Assessment Models or Tools

- Direct observation
- Standardized patients or structured case discussions
- Self-assessment
- Mini-clinical evaluation exercise
- SECURE - Kalamazoo Essential Elements Communication Checklist (Adapted)
- SEGUE - Skills needed to Set the state, Elicit information, Give information, Understand the patient, and End the encounter

## Notes or Resources

- Alexi A. Wright; Baohui Zhang; Alaka Ray; et al. Associations Between End-of-Life Discussions, Patient Mental Health, Medical...
<table>
<thead>
<tr>
<th><strong>Interpersonal and Communication Skills 2</strong></th>
<th><strong>Interprofessional and Team Communication</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Intent</strong></td>
<td>To effectively communicate with the interdisciplinary team, and with other health care providers, in both straightforward and complex situations</td>
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</tbody>
</table>
| **Level 1 Examples**                        | - Receives consult request for pain management, asks clarifying questions politely, and expresses thanks for the consult  
  - Describe the professional skill set, expertise, role, and potential contribution of each member of the IDT members  
  - Identifies which issues should be managed by the outpatient palliative care team and the outpatient pulmonology team |
| **Level 2 Examples**                        | - Communicates pain management recommendations clearly and concisely in an organized and timely manner  
  - Actively seeks and listen to the point of view of the IDT members in preparing a discharge plan to home hospice  
  - Elicits history from the pulmonology team and asks their thoughts about adding an opioid for symptom management |
| **Level 3 Examples**                        | - Speaks directly to the consulting team to verify understanding of pain management plan and discusses potential next steps if plan is not effective  
  - Incorporates recommendations form the IDT members regarding a safe discharge plan in the setting of potential opioid diversion  
  - Negotiates a time limited trial of opioid for a patient with dyspnea to address the concerns of the pulmonology team |
| **Level 4 Examples**                        | - Identifies the need for goals of care discussion and negotiates to expand the original focus of the pain management consult  
  - Solicits underlying concerns about the discharge plan with higher risk of opioid diversion from the IDT members and addresses each wherever possible  
  - Initiates a direct discussion with the pulmonology team to address conflict regarding differences in opinions about the chronic use of opioids in dyspnea management |
| **Level 5 Examples**                        | - Mediates a conflict resolution between the primary oncologist and intensivist regarding goals of care  
  - Develops strategies to promote resilience and optimal functioning within the IDT and collaborating teams  
  - Leads a debriefing with the pulmonology team after the death of a chronic patient |
| **Assessment Models or Tools**               | - Direct observation  
  - Global assessment  
  - 360-degree evaluation  
  - Simulation  
  - Standardized patient encounters  
  - Objective structured clinical examination  
  - Checklists  
  - Chart audit |
<table>
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<tr>
<th><strong>Interpersonal and Communication Skills 3</strong></th>
<th><strong>Communication within Health Care Systems</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Overall Intent</strong></td>
<td>To effectively communicate through established institutional pathways using a variety of methods</td>
</tr>
<tr>
<td><strong>Level 1 Examples</strong></td>
<td>• Documents accurate subjective and objective components of patient’s pain</td>
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<td></td>
<td>• Logs off computer when leaving clinical workstation</td>
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<td></td>
<td>• Reports a dosing error through designated reporting system</td>
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<td><strong>Level 2 Examples</strong></td>
<td>• Documents thoughtful differential diagnosis of pain etiology and justifies multimodal therapeutic recommendations</td>
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<td></td>
<td>• Uses EHR template for pain management documentation</td>
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<td></td>
<td>• Clearly documents sequence of events leading to the dosing error in the event reporting system</td>
</tr>
<tr>
<td><strong>Level 3 Examples</strong></td>
<td>• Documents streamlined assessment and plan for pain management in line with patient’s/caregiver’s goals</td>
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<tr>
<td></td>
<td>• Communicates urgent pain crisis management recommendations in person or via telephone</td>
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<td></td>
<td>• Offers suggestions to avoid future dosing errors via the reporting system</td>
</tr>
<tr>
<td><strong>Level 4 Examples</strong></td>
<td>• Provides pain management contingency plan in the EHR if a patient’s pain escalates overnight</td>
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<td></td>
<td>• Consistently documents pain crisis management information in an easy-to-understand format</td>
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<td></td>
<td>• Collaborates with pharmacists about opportunities to avoid future dosing errors</td>
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<tr>
<td><strong>Level 5 Examples</strong></td>
<td>• Creates a consistent note template for documenting patient’s pain management plan across care settings.</td>
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<td></td>
<td>• Develops policy and education plan for changes in patient-controlled analgesia (PCA) titration</td>
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<td>• Leads discussion on safer administration of opioids at Pharmacy and Therapeutics Committee</td>
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<tr>
<td><strong>Assessment Models or Tools</strong></td>
<td>• Chart audit</td>
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<tr>
<td></td>
<td>• Direct observation</td>
</tr>
<tr>
<td></td>
<td>• 360-degree evaluation</td>
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<td>• Chart stimulated recall</td>
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<td>• Log of event reporting, quality improvement and committee activities</td>
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</table>
## Interpersonal and Communication Skills 4

### Complex Communication Around Serious Illness

<table>
<thead>
<tr>
<th>Overall Intent</th>
<th>To sensitively and effectively communicate about serious illness with patients and their families/caregivers, promoting shared decision making and assessing the evolving impact on all involved</th>
</tr>
</thead>
</table>
| Level 1 Examples | ● Recognizes importance of communicating prognosis to permit shared decision making but unable to do so independently  
● Values assessing patient/family understanding of health status and expectations but unable to consistently do so independently |
| Level 2 Examples | ● Using open ended questions, can determine a patient’s/family’s prognostic awareness and discuss patient/family preferences for how communication about prognosis should occur  
● Begins a family meeting for a patient with acute respiratory distress syndrome by asking the patient/family what they understand about their clinical condition |
| Level 3 Examples | ● Consistently responds to emotion in conversations by using NURSE statements (Name, Understand, Respect, Support, Explore) and deliberate silence  
● With a shared understanding of their medical condition, asks patients and families what is most important to them |
| Level 4 Examples | ● Adjusts communication with family/caregivers to address uncertainty and conflicting prognostic estimates after a traumatic brain injury  
● Run a family meeting with more complex emotions, family dynamics  
● Independently develops and provides a recommendation for a time-limited trial of ventilator support for a patient with acute respiratory distress syndrome, in the context of conflicting patient and family goals |
| Level 5 Examples | ● Develops a simulation module to teach communication of prognosis  
● Develops a role play to teach shared decision making |

### Assessment Models or Tools
- Direct Observation
- Objective structured clinical examination

### Notes or Resources