PROFESSIONALISM: THE FOUNDATION FOR HOLISTIC CARE –

How Can It Be Learned?

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As series editor, Dr. Ende receives royalties from the sales of the ACP Teaching Medicine book series, which is referenced in this talk.
Towards a Definition of Holistic Medicine

“Holistic medicine means consideration of the complete person, physically, psychologically, socially, and spiritually, in the management and prevention of disease.”

from Henderson R. BMA, 2014
In Contrast to What I Was Taught...

The scope of medicine, circa 1980

- DAMN IT
- VINDICATE
- VITAMIN C & D
“Non-medical factors that can impact an individual’s overall health and health outcomes.”

- Income
- Social status
- Education
- Physical environment
- Safety
- Social support network
- Access to health services
- Stress, anxiety

Adapted from: Daniel H, Ann of Int Med, 2018
Osler Appreciated This Over 100 Years Ago

“Good doctors take care of diseases, great doctors take care of patients”

-Sir William Osler

Sir William Osler, MD  1849-1919
What characterizes the physician who goes beyond biomedical parameters to develop a more holistic approach?

What enables, encourages an holistic approach to medical care?
Encouraging Holistic Care: What Will It Take?

- Time
- Tradeoffs
- Teams
- Tools

But in the end, something called Professionalism
Images of Professionalism
Some formal attempts at defining Professionalism: The ABIM Charter on Professionalism

- **Fundamental Principals**
  - primacy of patient welfare
  - patient autonomy
  - social justice

- **Professional Responsibilities**
  - be competent and honest with patients (including admitting mistakes)
  - respect patient confidentiality
  - maintain appropriate relationships with patients
  - improving quality of care and access to care
  - work towards just allocation of finite resources (high value care)
  - appreciate the importance of scientific knowledge
  - maintain trust by managing conflict of interest
  - maintain professional standards and self-monitoring

From ABIM Foundation, 2002
A Normative Definition of Professionalism

- Physicians should:
  - subordinate one’s own interests to the interests of patients
  - adhere to high ethical and moral standards
  - respond to societal needs and reflect the social contract
  - demonstrate humanistic values, including honesty, integrity, compassion, and trustworthiness
  - maintain accountability for one’s self and one’s colleagues
  - demonstrate commitment to excellence and scholarship and advance the field
  - deal with high levels of complexity and uncertainty
  - reflect upon these actions and decisions for the purpose of continuous improvement.

Swick HM. Acad Med, 2000
Charter on Professionalism for Health Care Organizations

- **Patient Partnerships**
  - primary focus of health care organizations is care and well-being of patients
  - invite patient participation
  - shared decision-making, collaboration and coordination
  - measure what matters to patients

- **Organizational Culture**
  - respectful and committed to well-being of all workers
  - commitment to team work, inclusion, diversity and accountability
  - incentives aligned with organizational values
  - partnership with communities
  - ethical operations for all business practices
  - transparent management of COI
  - commitment to high-value care and innovation
  - meet fair and just accounting and financial reporting standards
  - ensure fair and equitable access to health care

Adapted from Egner et al, Acad Med 2017
No Shortage of Definitions of Professionalism

But do we have the definition we need?
What Professionalism is Not

- Set of principles or rules
- Ethics
- Competency
Professionalism: you’ll know it when you DON’T see it. Join me on rounds

- 74 yo woman with COPD, late for her appointment
- 65 yo diabetic who didn’t take his insulin
- 60 yo renal transplant patient who received live virus zoster vaccine
- 71 yo man with CHF, seen in clinic
- 58 yo man S/P hip replacement, with pulmonary embolism

Professionalism as moral behavior: “Doing the right thing when no one is watching.”

Huddle T, 2005
So the Important Questions Are?

- If professionalism is moral behavior, can it be learned?
- And if it can, what should we, as teachers, do to enable this?

Ok, time for a story...
On the road from Jerusalem to Jericho

- To Princeton University School of Theology
- What does this tell us about practicing holistic medicine?
- What does this tell us about teaching and learning professionalism?

adapted from Tipping Point, Malcolm Gladwell, 2000
Inculcating Professionalism: What will it take?

“In asking for professionalism, medical educators are asking for something quite different. They are asking for compassion, kindness, honesty and intellectual rigor, all to be exercised when the chips are down.”

Adapted from Huddle T, Acad Med, 2005
And, It Will Take a Different Approach

Professionalism

- Hidden Curriculum
- Role Models
- Mentors

ACP - American College of Physicians
The Hidden Curriculum, vs. the...

- Formal Curriculum
- Informal Curriculum
- Hidden Curriculum
  - customs
  - rituals
  - environment
  - what learners see
The Attendings’ Role in the Hidden Curriculum

- High standards
- Zero tolerance
- Advocacy
Mentors

- Vision – mirror and a map
- Advice – encouragement and caution
- Credibility and authenticity
- Support and challenge
Mentorship

SUPPORT

CHALLENGE

low high

stasis growth

regression avoidance

Adapted from L. Daloz, 2001
Medical Teachers as Mentors

- Intense relationships over a period of time
- Personalized advice and counseling
- Feedback
Role Models

- May not have relationship with learner
- We learn by observing
- Profound effect on career choice
- Profound effect on how learners behave
- Learners are watching us all the time

“I’m not a role model. I’m not paid to be a role model. I’m paid to wreak havoc on the basketball court.”

Charles Barkley, 1993
Summary

- Defined holistic care vs. the kind of care I learned
- How can we ‘get there’ i.e. the extra mile?
- Dependent upon professionalism, but what is that?
- Professionalism as moral behavior - but how can it learned?
- The Good Samaritan, and is knowing enough?
- The hidden curriculum, mentoring and role modeling
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One more story ...