Resident Feedback: 
You Give It….Can You Take It?

OSHP 76th Annual Meeting
April 24th, 2015

Curt Passafume Jr. MBA, RPh
System Vice President for Pharmacy Services
Ohio Health

Objectives for today’s program

Pharmacists
• Discuss the design and value of facilitated feedback
• Design a strategy to incorporate facilitated feedback into the residency program
• Discuss the role of the RPD in residency program continual improvement
• Use facilitated feedback to develop focused preceptor action plans for development and improvement

Technicians
• Discuss the design and value of facilitated feedback
• Use facilitated feedback to develop focused trainer action plans for development and improvement

I have no conflicts to disclose concerning this presentation

Definitions

Feedback
noun

feed·back 
ˈfēd-ˌbak

: helpful information or criticism that is given to someone to say what can be done to improve a performance, product, etc.

: an annoying and unwanted sound caused by signals being returned to an electronic sound system

Facilitator
noun

fa·cil·i·ta·tor 
ˈfa-sə-lə-tər

: one that facilitates; especially: one that helps to bring about an outcome (as learning, productivity, or communication) by providing indirect or unobtrusive assistance, guidance, or supervision

Merriam Webster Dictionary

ASHP guidance on feedback

Accreditation standard 4.2.c

Preceptors provide ongoing, criteria-based verbal and, when needed, written feedback. Written feedback is used if there is limited direct contact with the preceptor or verbal feedback alone is not effective in improving performance.

Over 60 references to the use of evaluations and assessments

Current mechanisms for program feedback

• Structured documentation tools
  • ResiTrak®
  • PharmAcademic®
  • Residency Learning System (RLS)®
  • Program designed tools
  • Surveys

• Individual conversations
  • Resident/preceptor 1:1
  • Leadership/resident 1:1
  • Facilitated 1:1

• Group conversations
  • Resident advisory council (RAC)
  • Cohort meetings
  • Facilitated sessions
Two programs with a long history of providing residency training
Established partnership with an accredited college of pharmacy
Reaccreditation surveys had provided guidance for program improvement
HSPA academic component was looking to become a contemporary model
Some recent challenges with fully matching all available resident positions
Preceptor development had been identified as a professional growth opportunity
There was a cultural shift developing providing an open door for change

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

One organization’s journey to adding facilitators

- Two programs with a long history of providing residency training
- Established partnership with an accredited college of pharmacy
- Reaccreditation surveys had provided guidance for program improvement
- HSPA academic component was looking to become a contemporary model
- Some recent challenges with fully matching all available resident positions
- Preceptor development had been identified as a professional growth opportunity
- There was a cultural shift developing providing an open door for change

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback

Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback

Structure of facilitated feedback sessions

- Use of an non-residency leadership facilitator
- Conduct the sessions at an off-site location
- Demonstrate leadership commitment to both the process and the anonymity of the responses
- Have the facilitator compile the responses and group into several common themes within 2 weeks of the session
- Have a follow-up meeting with the residency leadership in close proximity to the report out date
- Report back to the resident cohort the findings of the session and the specific changes that will be made as a result of the feedback
Contacted our HR department to facilitate three sessions each program year.

ASHP has clearly articulated the ultimate responsibility of the RPD to facilitate sessions of the ASHP reaccreditation team as part of the overall program development action planning.

Established an environment of comfort and trust with the facilitated resident survey.

Remember that early in the resident relationship there may be a tendency to withhold information to avoid downstream fall-out.

Should be scheduled consistently and kept as a priority to the best extent possible.

Begin with establishing an environment of comfort and trust.

Remember that early in the resident relationship there may be a tendency to withhold information to avoid downstream fall-out.

Requires full transparency on the part of the RPD and the resident.

Be prepared to implement improvements based on feedback or clearly communicate why it may need to be delayed or deferred.

Must be handled with complete integrity and confidentiality parameters through mutual agreement.

Role of the Residency Program Director (RPD)

ASHP has clearly articulated the ultimate responsibility of the RPD for program integrity, development and improvement.

Every accredited program owes it to every resident to deliver a contemporary and well-developed program.

Assure that preceptors are aligning their rotations and learning activities to the standards and to contemporary practice.

Preceptor development is not only good for the program but for the service line as well.
Steps taken toward program improvement

- Began with our HSPA program and a review of the facilitated resident survey data that had been being collected over the prior 4 program years
- Contacted our HR department to facilitate three sessions each program year for the express purpose of critiquing the program and compiling the feedback
- Used the facilitated sessions of the ASHP reaccreditation team as part of the overall program development action planning
- Individual resident feedback sessions were scheduled with the program director and given a high priority as well as a “safe” structure
- Develop a process to formulate preceptor development actions plans based on summation of feedback (still in the planning stages for this program)

Preceptor development action planning

Objectives for today’s program

Pharmacists
- Discuss the design and value of facilitated feedback
- Design a strategy to incorporate facilitated feedback into the residency program
- Discuss the role of the RPD in residency program continual improvement
- Use facilitated feedback to develop focused preceptor action plans for development and improvement

Technicians
- Discuss the design and value of facilitated feedback
- Use facilitated feedback to develop focused trainer action plans for development and improvement

I have no conflicts to disclose concerning this presentation

Summary

?