Professionalism and its Futures

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These presenters have nothing to disclose

Session Objectives

1. Review the evolution of medicine’s modern day professionalism movement
2. Explore key professionalism opportunities and challenges
3. Link professionalism to issues of quality, safety and affordability.
4. Explore Choosing Wisely® as a case study in the institutionalization of professionalism.
DISCLOSURES

Relevant Financial Relationship(s)
None

Off Label Usage
None

The ABIM Foundation

- Activated in 1999 as an operating foundation
- Mission is to advance medical professionalism to improve healthcare
- Accomplishes its mission by serving as a convener and a catalyst
Mayo Clinic’s Program in Professionalism

- Launched in 2008 as an enterprise-wide initiative
- Mission: “Promote an environment in which the duties and responsibilities of professionalism and ethics are taught, modeled, nurtured and applied.”

Exercise #1
Professionalism Opportunities and Challenges

- Take a moment to think about how you view contemporary professionalism challenges and opportunities.
- Turn to the person sitting next to you and discuss your conclusions.
Medicine’s Modern Day Professionalism Movement

Four Major Movements in Medicine
Talcott Parsons’ characteristics of a profession (1939):

- Serves a specific social function
- Authority based on specialized knowledge and training
- Presence of professional institutions/associations
- Service rather than a profit motive
- Autonomy
- Self-regulation


Eliot Freidson’s definition of a profession (1970)

- A work group that reserves to itself the authority to judge the quality of its own work.
- Society give the profession this authority because of belief in the profession’s altruism, expertise and ability to self-regulate.

Paul Starr’s definition of a profession (1984)

- The possession of distinctive technical competence based in scientific knowledge and experience
- A commitment to collective self-regulation
- Subscription to a moral and ethical code that elevates the interests of the patient above the interests of the professional
- “A basis of solidarity for resisting forces that threaten the social and economic position of an occupational group.”

Andrew Abbott’s reframing (1984)

- Abbott offers an ecological, multi-level theory whose nexus is the relations among professions. These relations are defined by (a) work practices, (b) claims in the legal arena, and (c) public opinion.

- Professions seek to grow—to survive, and to contest with other professions within an organizational environment that is continually subject to change due to exogenous social and technological events.

- Abbott’s focus is on jurisdictional authority lost to or shared with other groups.


Professionalism in Crisis

- “Chasm” between professional norms and behaviors

- Only 55% people receive recommended care

- Loss of public faith in the authority of the medical profession

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

  - “Do as I say, not as I do”
Broken Social Contract with Medicine

- Institutional and organizational settings of contemporary medical practice pose significant impediments to achieving professional responsibilities…
  …and many of those impediments are beyond the control of physicians.

- If the institutions surrounding them fail in support, only the most heroic individuals can actively concern themselves with the ethical issues raised by their work.

Contrasting Views of Professionalism

- Self-interested protectionism
  - Nostalgic view of physician autonomy and control
  - Obstructs health reform

- Guiding principles for medical practice
  - Source of inspiration and guidance
  - Motivation for improving health care
## Stages of Professionalism

<table>
<thead>
<tr>
<th>Year</th>
<th>Stage</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>1980</td>
<td>Discovery</td>
<td>Professionalism as counterbalance to commercialism</td>
</tr>
<tr>
<td>1990</td>
<td>Definition</td>
<td>Development of formal definitions of professionalism</td>
</tr>
<tr>
<td>1998</td>
<td>Assessment</td>
<td>Emphasis on assessing physicians on professionalism</td>
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<tr>
<td>2000</td>
<td>Institutionalization</td>
<td>Efforts to embed professionalism concepts in medical institutions</td>
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<tr>
<td></td>
<td>Emerging</td>
<td>Linked structure and agency: Structural and environmental forces that shape social actors and actions</td>
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<tr>
<td></td>
<td>Nascent</td>
<td>Complex adaptive systems: Recast social actors, social structures, and environmental factors as interactive, adaptive and interdependent</td>
</tr>
</tbody>
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## Physician Charter

### A Commitment to
- Professional competence
- Honesty with patients
- Patient confidentiality
- Maintaining appropriate relations with patients
- Improving quality of care
- Improving access to care
- A just distribution of finite resources
- Scientific knowledge
- Maintaining trust by managing conflicts of interest
- Professional responsibilities

### Fundamental Principles
- Primacy of patient welfare
- Patient autonomy
- Social justice

Ethical
Respectful
Altruistic
Honest
Knowledgeable
Integrity
Collegial
Cultural competence
Resource stewardship
Trustworthy relationships

Unifying concept
Why does professionalism matter?

Do you think professionalism can be a driving force for quality, safety, and affordability?
Linking Professionalism To Quality, Safety and Affordability

Quality and Professionalism


Quality and Professionalism


The Multi-Specialty MOC Portfolio Approval Program

http://www.mocactivitymanager.org

Choosing Wisely: A Case Study in the Intersection of Professionalism and Quality
Choosing Wisely is an initiative of the ABIM Foundation to help physicians and patients engage in conversations about the overuse of tests and procedures and support physician efforts to help patients make smart and effective care choices.

Choosing Wisely Partners

### Phase I Specialty Societies (9)
- American Academy of Allergy Asthma & Immunology
- American Academy of Family Physicians
- American College of Cardiology
- American College of Physicians
- American College of Radiology
- American Gastroenterological Association
- American Society of Nephrology
- American Society of Nuclear Cardiology
- American Society of Clinical Oncology
- National Physicians Alliance

### Consumer Groups
Through Partnership with Consumer Reports
- AARP
- Alliance Health Networks
- Leapfrog Group
- Midwest Business Group on Health
- Minnesota Health Action Group
- National Business Coalition on Health
- National Business Group on Health
- National Center for Farmworker Health
- National Hospice and Palliative Care Organization
- National Partnership for Women & Families
- Pacific Business Group on Health
- SEIU
- Union Plus
- Wikipedia

### Phase II Specialty Societies (16)
- American Academy of Hospice and Palliative Medicine
- American Academy of Neurology
- American Academy of Ophthalmology
- American Academy of Otolaryngology-Head and Neck Surgery
- American Academy of Pediatrics
- American College of Obstetricians and Gynecologists
- American College of Rheumatology
- American Geriatrics Society
- American Society for Clinical Pathology
- American Society of Echocardiography
- American Urological Association
- Society of CardiovascularComputed Tomography
- Society of Hospital Medicine
- Society of Nuclear Medicine and Molecular Imaging
- Society of Thoracic Surgeons
- Society of Vascular Medicine

### Phase III Specialty Societies (5)
- American College of Chest Physicians
- American College of Surgeons
- American Headache Society
- American Society of Hematology
- American Society for Radiation Oncology
The “Top 5 Lists”

• Funded by an ABIM Foundation grant, the National Physicians Alliance conceived and piloted the concept through its Good Stewardship Working Group
• Developed lists of top five activities in family medicine, internal medicine, and pediatrics where the quality of care could be improved
• Published in *Archives of Internal Medicine*
• Subsequent research published in *Archives* found a cost savings of more than $5 billion could be realized if the recommendations were put into practice.

Components of the Campaign

• **Messengers and Collaborators**
  - 30 specialty societies and Consumer Reports—and growing

• **Communicate Messages**
  - Specialty societies, Consumer Reports, consumer organizations and ABIM Foundation

• **Activate**
  - Concrete action around unnecessary tests and procedures
Messengers

The Medical Professionalism Blog

The Choosing Wisely® Campaign: What Can Be Learned from The Ride of Paul Revere

Written by Daniel Watterson on June 4, 2012

Messages

The Medical Professionalism Blog

Choosing Wisely®: Changing Words is Altering Health Care Policy and Conversations

Written by Daniel Watterson on July 23, 2012

It is a wonder that a change of a word can alter the course of Federal legislation or an important conversation between patients and physicians and a wider community. Words, when used in the right way at the right time between physicians and patients, can form the building blocks of important conversations that serve as the basis of the Choosing Wisely campaign.
Actions

Consumer Reports

- Consumer Reports is a partner in Choosing Wisely and will support the effort by creating patient-friendly materials based on the society recommendations and engaging a coalition of consumer communication partners to disseminate content and messages about appropriate use to the communities they serve.

- Tools and resources can be found at: www.consumerhealthchoices.org.
Exercise #4: How do we build upon *Choosing Wisely* to enhance both quality and professionalism?

Thank You

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