

Workshop: Having difficult conversations with trainees

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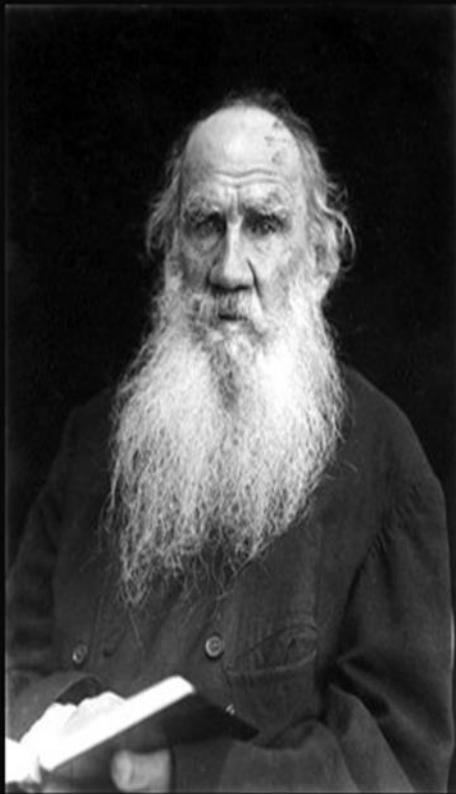
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Developing people
for health and
healthcare

Behaviours of DIDs

- Rigidity
- Ward Rage
- Disappearing Act
- Bypass Syndrome
- Poor decision making/poor judgement
- Career problems
- Insight failure

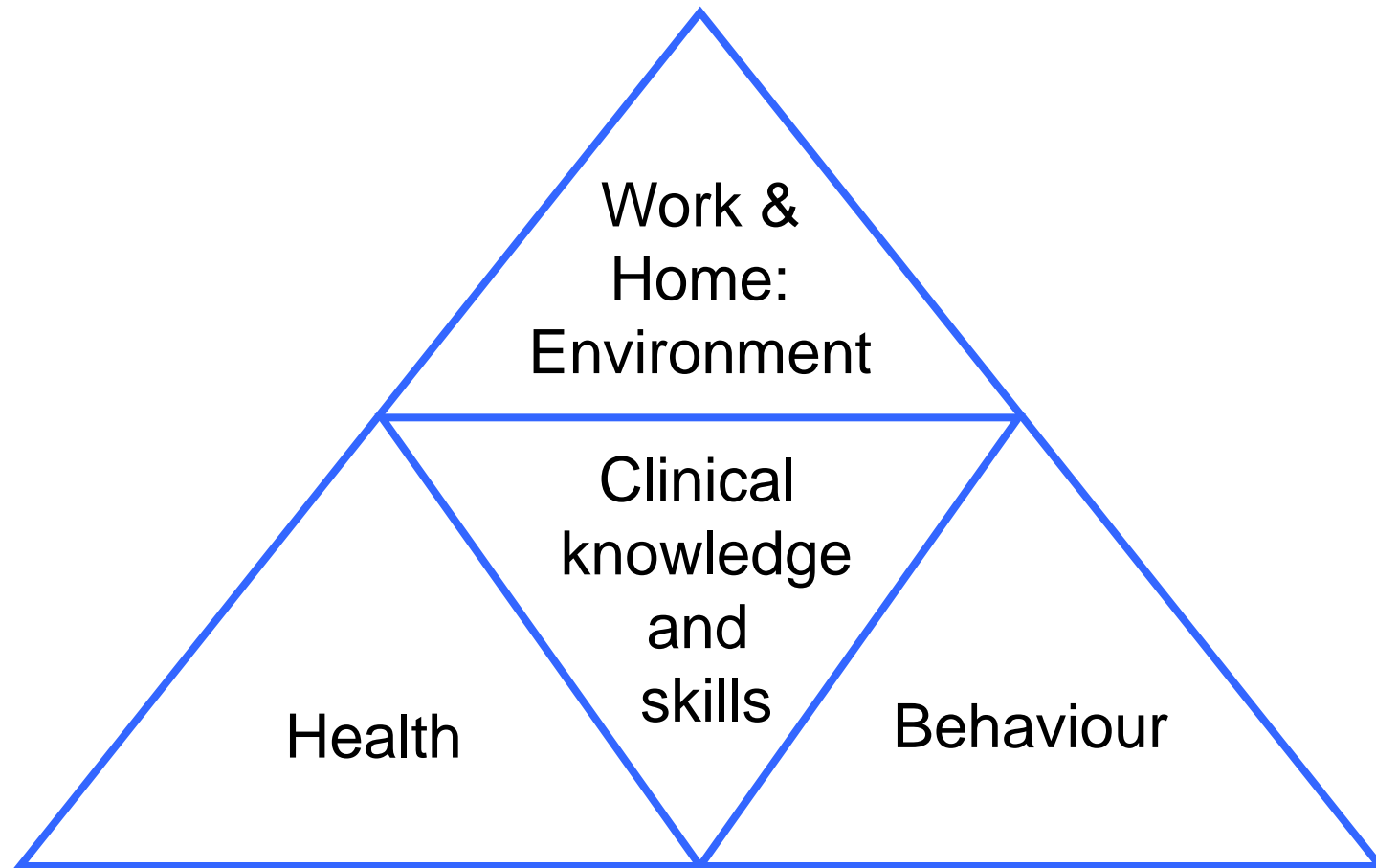
Why do trainees get into difficulty?



Happy families are all alike; every unhappy family is unhappy in its own way.

(Leo Tolstoy)

The Performance Triangle



A developing DID

Training year	ARCP outcome	Comments
ST1	1	Underwhelming. Poor input. "should catch up in a different unit ²
ST2	1	Underwhelming. Poor input. "could catch up in a different unit"
ST3	2	Complains about ES and unit. Reasonable clinical skills. Not popular with colleagues

Further progress

Training year	ARCP outcome	Comment
ST4	2	Complains about ES and unit. Reasonable clinical skills. Not popular with colleagues
ST5	3	Exam failure
ST5	8	Has gone LTFT after time OOP(C) Passes exam
ST5	3 (dean's discretion)	Very poor 360 feedback with reflection blaming everyone else.

Early intervention

- Challenge early behaviour issues before they become entrenched
- Educational plan to support trainee
- Strong early ES support

Simulated situation

You are the ES to a Zoe Smith a CT1 whose foundation post was in another part of the country. She has been in post for 4 weeks. You met briefly in early August but since you have been away. There are reports of the doctor being late, being dressed inappropriately and being rude to nurses. You have been asked to “sort this out” by colleagues

Exercise

Meet with Dr Smith to discuss the issues

Principles of feedback

- Private environment
- Clear plan for what you want to achieve
- Non judgmental
- Start positive
- Honest and open
- Adaptive conversation style
- Don't focus on the negative


Feedback principles

- Keep a positive focus
- State the feedback clearly and directly
- Have evidence and information
- Be specific
- Listen and empathise
- Keep cool and patient
- Focus on behaviours and actions
- If appropriate comment on dynamics between you both
- Reaffirm positive qualities
- Define the way forward

Structuring the conversation

- Clarity why it is happening and what it is for, how long and how recorded (Contracting)
- Explore the ideas, concerns and expectations of trainee .
- Clarify any points of information
- Reflect back their answers
- Plans – shared – all relevant parties, and agreed
- Review Planned or Not – when ,who

Prevention

- Get to know the doctor
 - Good team atmosphere
 - Create culture of success and minimising failure
 - Develop/implement processes – and set standards
 - Train, Practice & Reflect in your supervision skills
 - Monitor & analyse
 - Create a learning organisation
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Simulated situation

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