

**Stage 4. Coach for performance change**

*Goal: for the physician to engage in "change talk" and develop an action plan that they feel is achievable.*

**Stage 4 Phrases and Strategies**

Physicians need to understand, reflect upon and assimilate the content of the report before being able to plan for change.

Consider coaching as the "skill of offering solutions."

- "And 6 months down the line – is there anything you would like to see changed?"
- "If there was just one thing that you would target for immediate action, what would it be?"
- "What might be your goal?"
- "What action might you have to take?"
- "Who/what might help you with this change?"
- "What might get in the way?"
- "How do you see this as linking to a QI initiative? To team work?"
- "Do you think you can achieve this change?"

**Determine goals and develop a plan.**

Use the space below to write your own tips for effective feedback.

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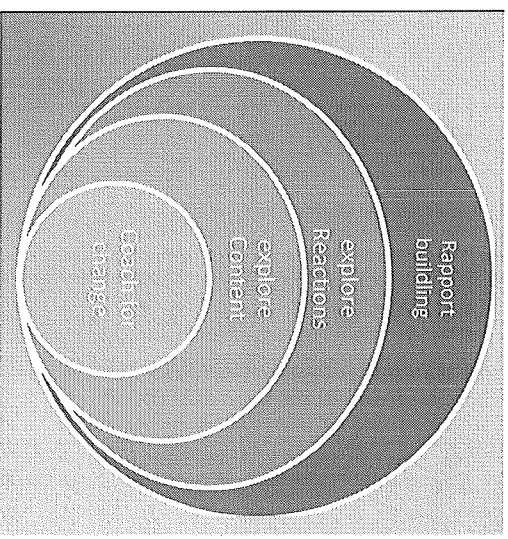
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For information about using the R2C2 model:

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**Evidence-Informed Facilitated Feedback.**

*R2C2 - A model for sharing performance feedback and planning for change*

SAFER Research Team

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Citation for this work: *Sargeant J, Lockyer J, Mann K, Holmboe E, Silver J, Armon H, Driessen E, Macleod T, Yen W, Ross K, Power M. Facilitated reflective performance feedback: Developing an evidence and theory-based model [published online ahead of print July 21, 2015]. Acad Med doi: 10.1097/ACM.0000000000000809*

## Stage 1. Build rapport and relationship

*Goal: to engage the person, build relationship and trust, establish credibility of the assessment.*

- Explain the purpose of assessment report and interview; i.e., to provide:
  - A sense of how they're performing;
  - A chance to describe their practice and work environment;
  - Data that can present opportunity for improvement.
- Outline the agenda to:
  - Review performance data and gaps;
  - Discuss their reactions to the data and what it means to them;
  - Developing an action plan from the data.

### Stage 1 Phrases and Strategies

- "Tell me about your experience in completing this assessment"
- "I'd like to hear about your practice (setting, patients, challenges, what you enjoy)"
- "Would you like to hear more about the assessment process?"
- "What struck you about this report?"

Confirm what you're hearing; empathize, show respect; build trust; validate.

**Relation-building is central and needs attention throughout the interview.**

## Stage 2. Explore reactions to and perceptions of the data/report

*Goal: for physician to feel understood and that their views are heard and respected.*

### Stage 2 Phrases and Strategies

- "What were your initial reactions? Anything particularly striking?"
- "Did anything in the report surprise you? Tell me more about that..."
- "How do these data compare with how you think you were doing? Any surprises?"
- "Based on your reactions, is there a particular part that you would like to focus on?"

Negative reactions/surprises tend to be more frequently elicited by:

- Subjective data such as multisource feedback, than by objective data such as chart audit
- Comparative data, when scores are lower than the group mean
- Data identifying one is not doing as well as they thought
- Be prepared for expression of negative reactions in these cases. Support expression of negative reactions using general facilitative approaches and explore reasons for these reactions.

## Stage 3. Explore physician understanding of the content of the data/report

*Goal: for the physician to be clear about what the data mean for their practice and the opportunities suggested by the data for change.*

### Stage 3 Phrases and Strategies

- "Was there anything in the report that didn't make sense to you?"
- "Anything you're unclear about?"
- "Let's go through section by section."
- "Anything in section X that you'd like to explore further or comment on?"
- "Anything that struck you as something to focus on?"
- "Do you recognize a pattern?"

Knowledge of the speciality and areas where opportunities frequently arise for improvement can be helpful.