Lessons Learned: A multi-method systems approach to improving the culture and practice of feedback

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Purpose
Our purpose was to determine if we improved the culture of feedback by using a multi-method, co-learning approach, targeting local challenges with feedback and coaching across multiple postgrad programs at our institution.

Methods
This case study describes a multi-level, systems approach that applies an integrated relationship-centred strategy to building individual, program and systems capacity for effective feedback.

Feedback Culture:
Enablers for feedback:
1. Coaching
2. Longitudinal Relationships
3. Educational Alliance
4. Growth Mindset
5. Bi-directional Feedback

Barriers to feedback:
1. Lack of Feedback
2. Performance Orientation
3. Short-term Relationships
4. Fixed Mindset
5. Failure to Fail

INTERVENTION OVERVIEW: Four interventions:

1. Workshops
   Improving the culture and practice of feedback
   Mixed faculty and trainee audiences
   Participants from 1 department
   1 and 4 hour formats
   Local challenges discussed, Follow-up planned

2. Grant Competition
   Supporting local projects targeting feedback challenges
   Goal to improve feedback, coaching or mentorship within a program at our institution
   Applicants include 1 faculty AND 1 trainee from a residency program
   If successful, at least 1 faculty and 1 trainee applicant attend 3 x 2-hour meetings, together with other grant recipients

3. Symposium
   Engaging key faculty and trainee education leaders
   Trainee-Faculty Relationship
   Coaching
   Feedback Culture
   Co-Learning

4. Online Resource Bank
   Available through: http://cbme.postmd.utoronto.ca
   Handouts
   Videos
   Book reviews

KEY LESSONS LEARNED
- Co-learning appears to be an important tool to enhance feedback relationships and culture.
- Interventions, designed with flexibility, permit adaptation to local challenges and enhance buy-in.
- Positive potential impact from multi-level, systems approach to building capacity for effective feedback culture and practice.

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