

Bad attitude? Conflict in GP training.

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Acknowledgement of Country

We acknowledge First Nations peoples as the Traditional Owners and ongoing custodians of the land on which we meet, and pay our respects to Elders past and present, and extend that respect to all First Nations people present today.

Introduction

- Conflict for doctors in training is well recognised¹
 - Hospital environment
 - Between healthcare staff and patients
- Often preventable
- Financial costs of conflict
- Intersect with personal costs
 - Attrition (\$3.8 billion)²
 - Absenteeism (\$4.7 billion)³
 - Lost productivity (30-50% of managers time)⁴
 - Legal costs⁵



"DR. WILLIAMS WILL BE WITH YOU SHORTLY.
HE'S CONSULTING WITH A COLLEAGUE."

Rationale

- Lack of data regarding conflict in GP training in Australia



Aim

- To identify the sources and contexts of conflict within GP supervisor/practice manager relationships with registrars

Method

Participants (N = 121)

- 43 GP supervisors
- 33 Practice managers
- 45 GP registrars

Materials and Procedure

- Monash Human Research Ethics Committee approval (#28176) September 2021
- Anonymous online survey, open between Oct-Nov 2021
- Sociodemographic factors, experience/observation of conflicts, actions taken to address/resolve conflict, and processes/resources that were helpful.



Socio-demographics

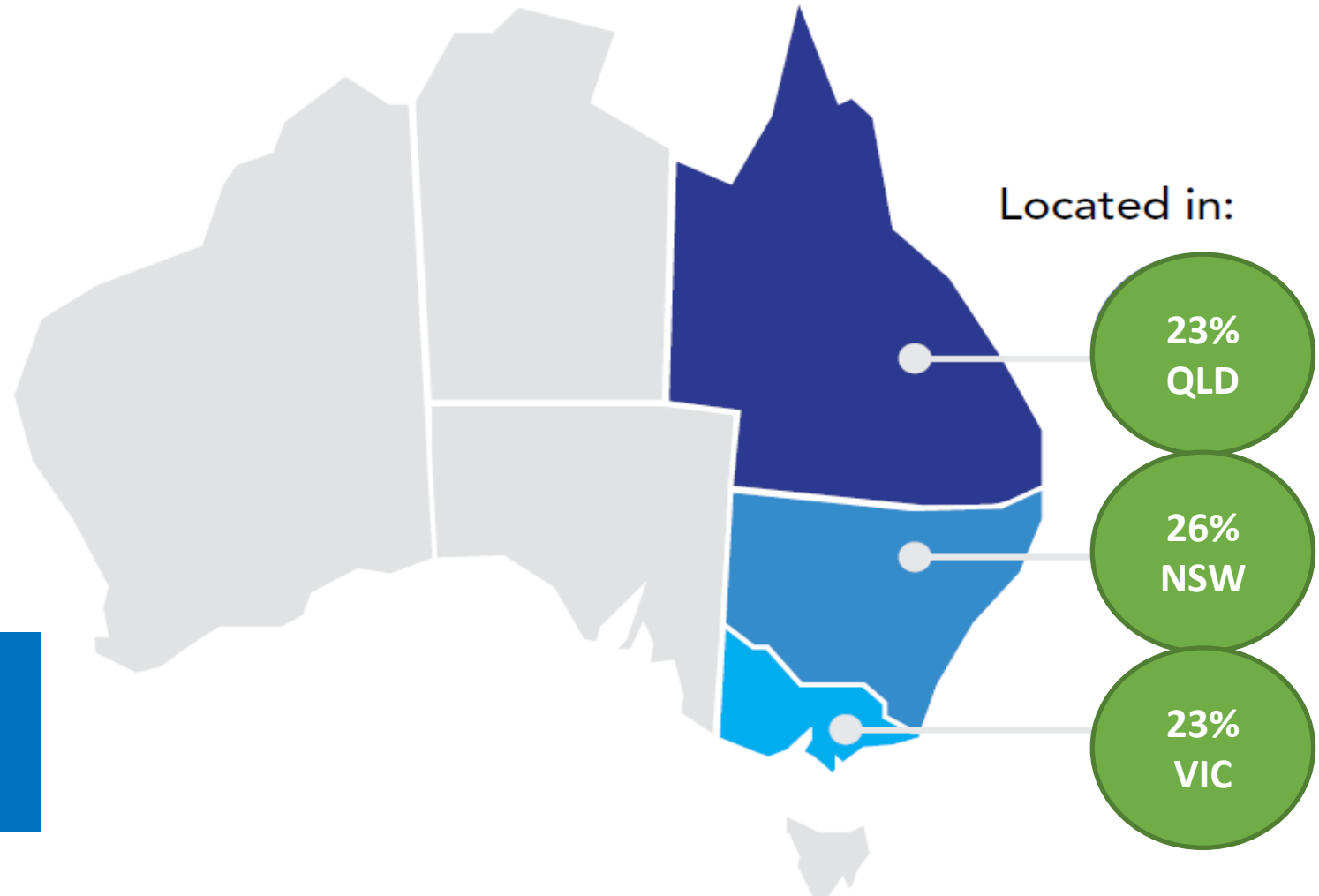


74%

Age group	%
< 35	22
35-44	27
45-54	19
55-64	28
65+	3

Main GP practice location

49% State/Territory capital
51% Outside capital



Sources of conflict

Employment

- Base salary or bonuses
- Employment conditions
- Leave entitlements
- Rosters / scheduling
- Problems with billing
- After hours / on-call work availability
- Professional competence
- Patient safety
- Quality of patient care
- Assessments /Fellowship exams
- Clinical skills and knowledge

Psychosocial/interpersonal

- Attitude of registrar or supervisor
- Poor communication
- Giving or accepting feedback
- Interpersonal skills
- Personality differences
- Cultural differences
- Lack of trust
- Approach to teaching
- Mismatch: registrar and the practice
- Mismatch: registrar and practice patients
- Mismatch: registrar and the local community

Top 10 sources of conflict

1	58%	Attitude of registrar or supervisor
2	41%	Giving or accepting feedback
3	41%	Communication
4	33%	Rosters / scheduling
5	31%	Base salary or bonuses
6	31%	Personality differences
7	29%	Interpersonal skills
8	28%	Employment conditions
9	26%	Professional competence
10	25%	Approach to teaching

GP supervisors (n = 43, all locations)



63%

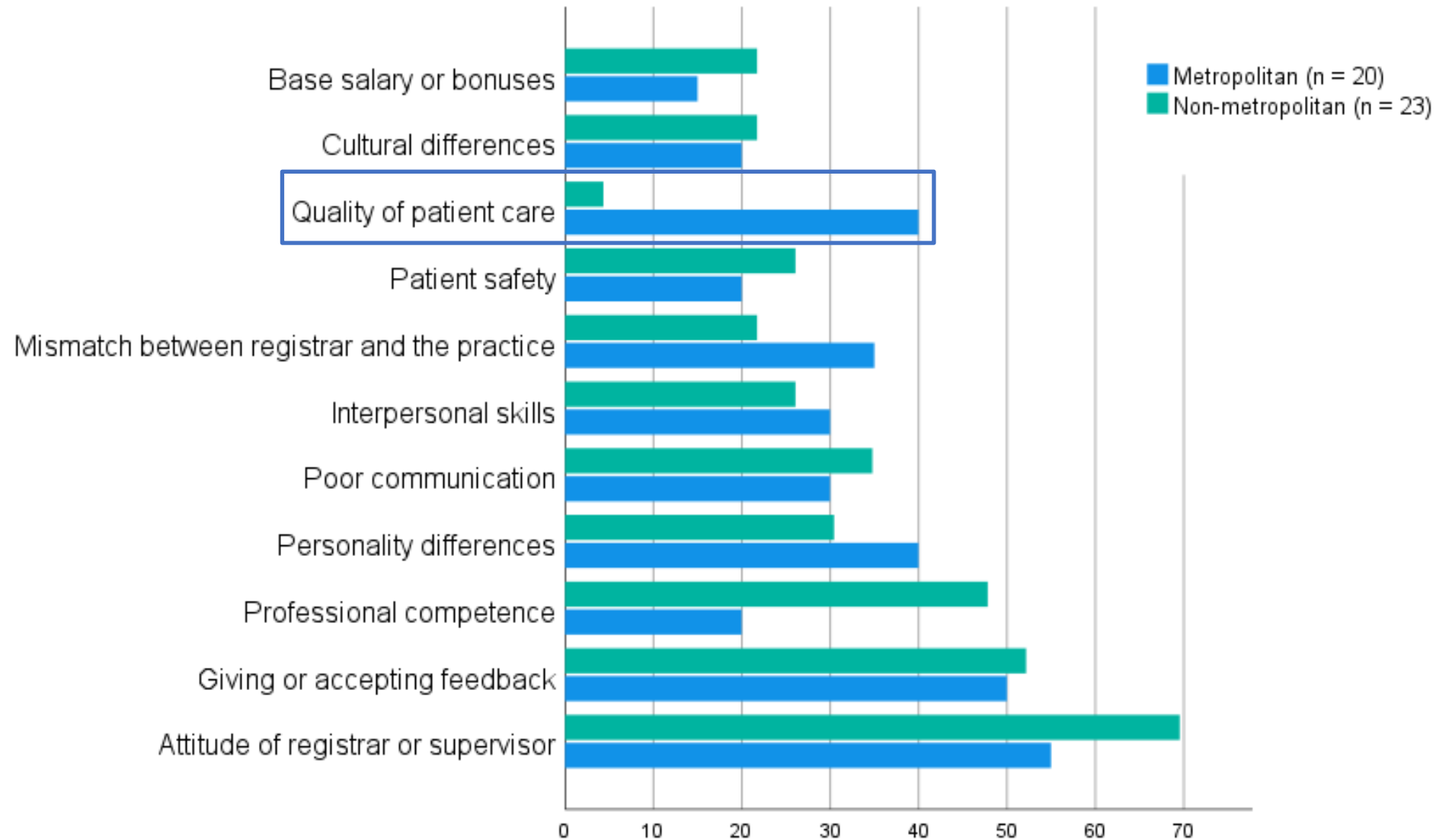
Age group	%
< 35	7
35-44	26
45-54	16
55-64	42
65+	9

Represented across all Australian States/Territories

54% outside State/Territory capital

1	63%	Attitude of registrar or supervisor
2	51%	Giving or accepting feedback
3	35%	Professional competence
4	35%	Personality differences
5	33%	Poor communication
6	28%	Interpersonal skills
7	28%	Mismatch between GPR and practice
8	23%	Patient safety
9	21%	Cultural differences
10	19%	Base salary or bonuses

GP supervisors: Metro vs non-metro



Practice managers (n = 33, all locations)



88%

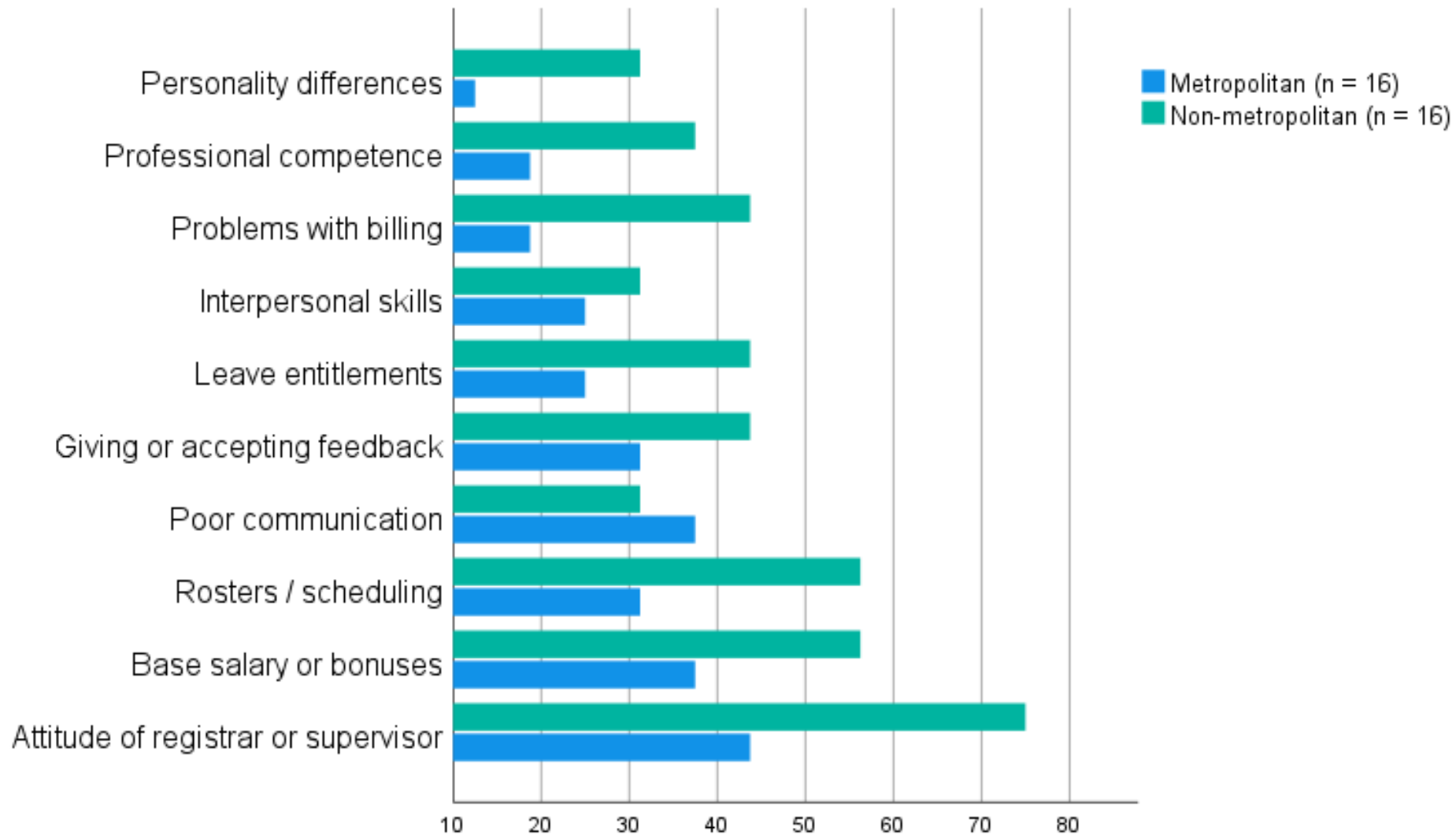
Age group	%
< 35	6
35-44	15
45-54	39
55-64	39
65+	0

Represented across most
Australian States/Territories

50% outside
State/Territory capital

1	58%	Attitude of registrar or supervisor
2	49%	Base salary or bonuses
3	42%	Rosters / scheduling
4	36%	Poor communication
5	36%	Giving or accepting feedback
6	33%	Leave entitlements
7	28%	Interpersonal skills
8	30%	Problems with billing
9	27%	Professional competence
10	24%	Personality differences

Practice managers: Metro vs non-metro



GP registrars (n = 45, all locations)



76%

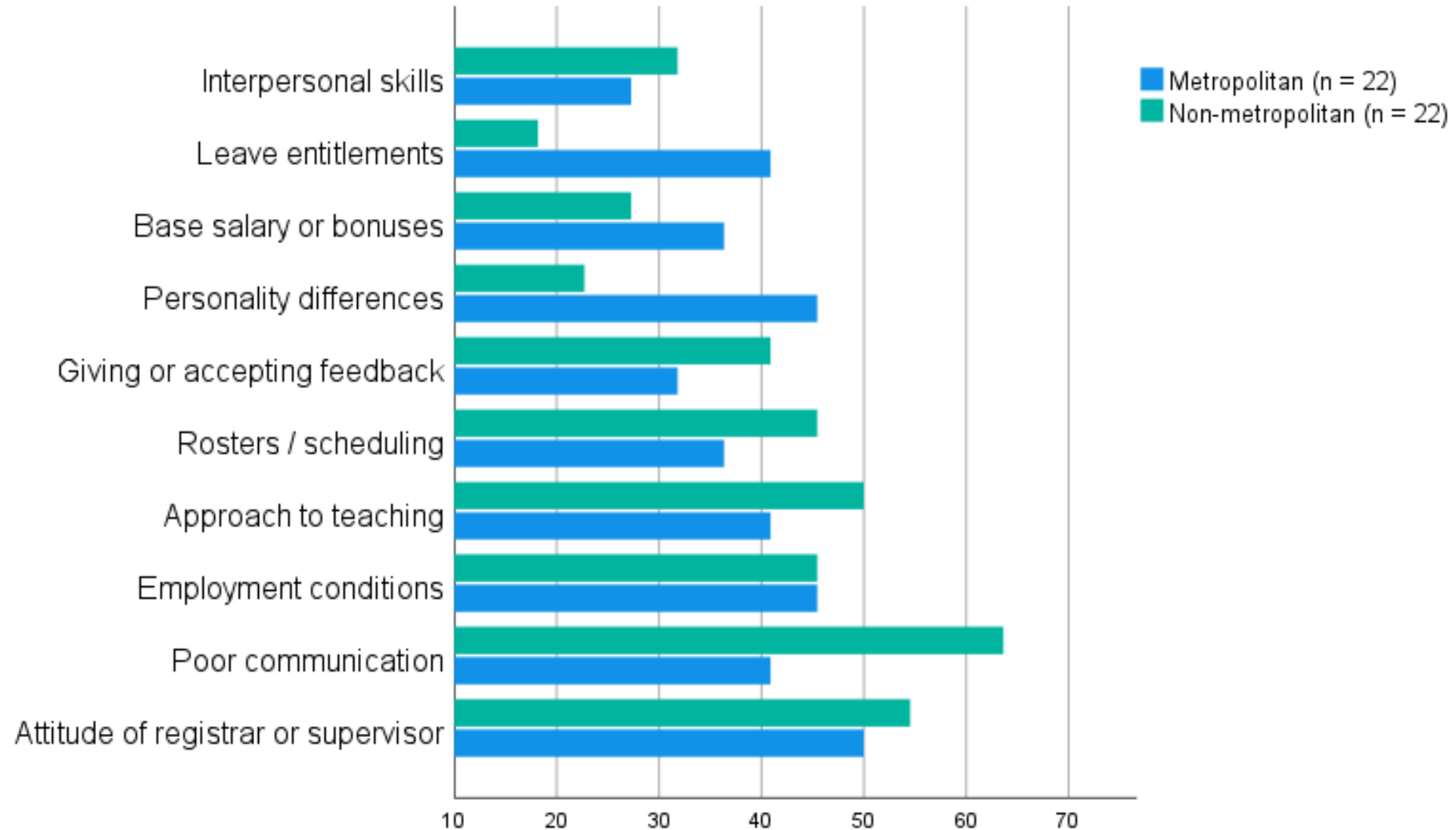
Age group	%
< 35	49
35-44	38
45-54	7
55-64	7
65+	0

Represented across all
Australian States/Territories

50% outside
State/Territory capital

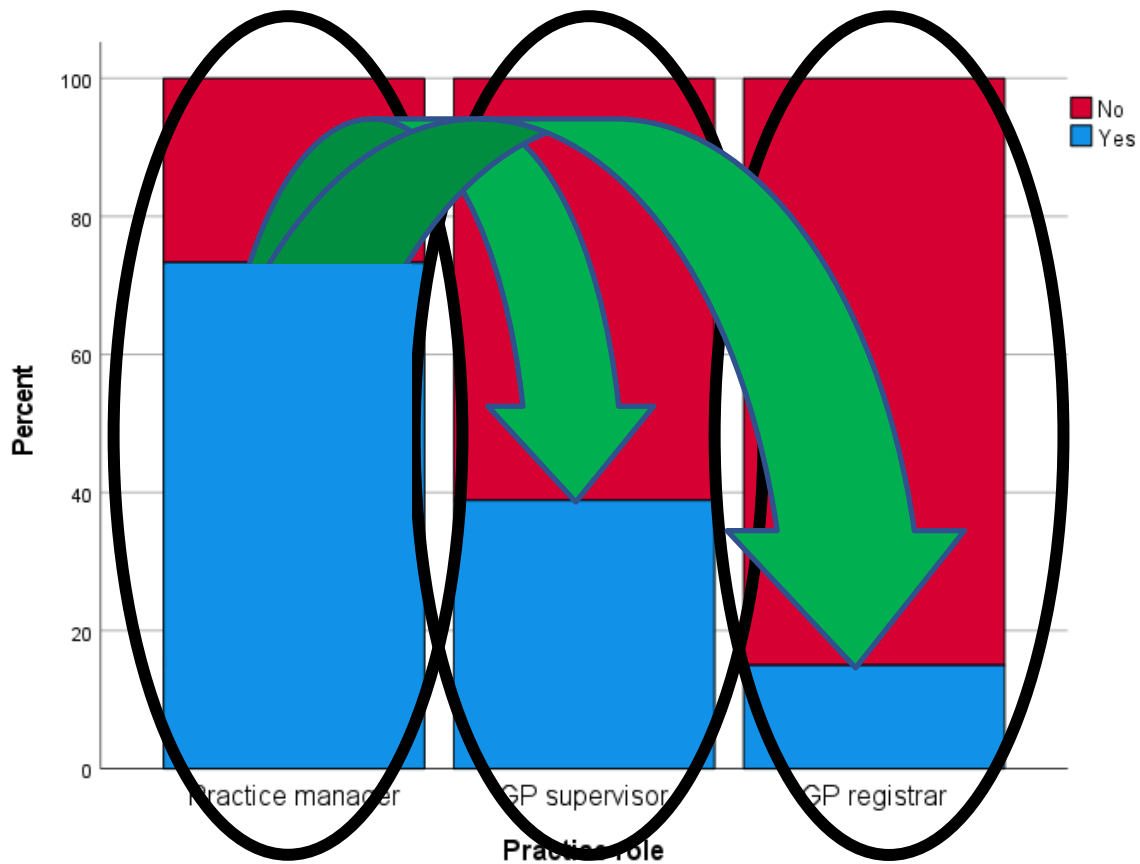
1	53%	Attitude of registrar or supervisor
2	51%	Poor communication
3	47%	Employment conditions
4	47%	Approach to teaching
5	42%	Rosters / scheduling
6	36%	Giving or accepting feedback
7	33%	Personality differences
8	31%	Base salary or bonuses
9	31%	Leave entitlements
10	29%	Interpersonal skills

GP registrars: Metro vs non-metro

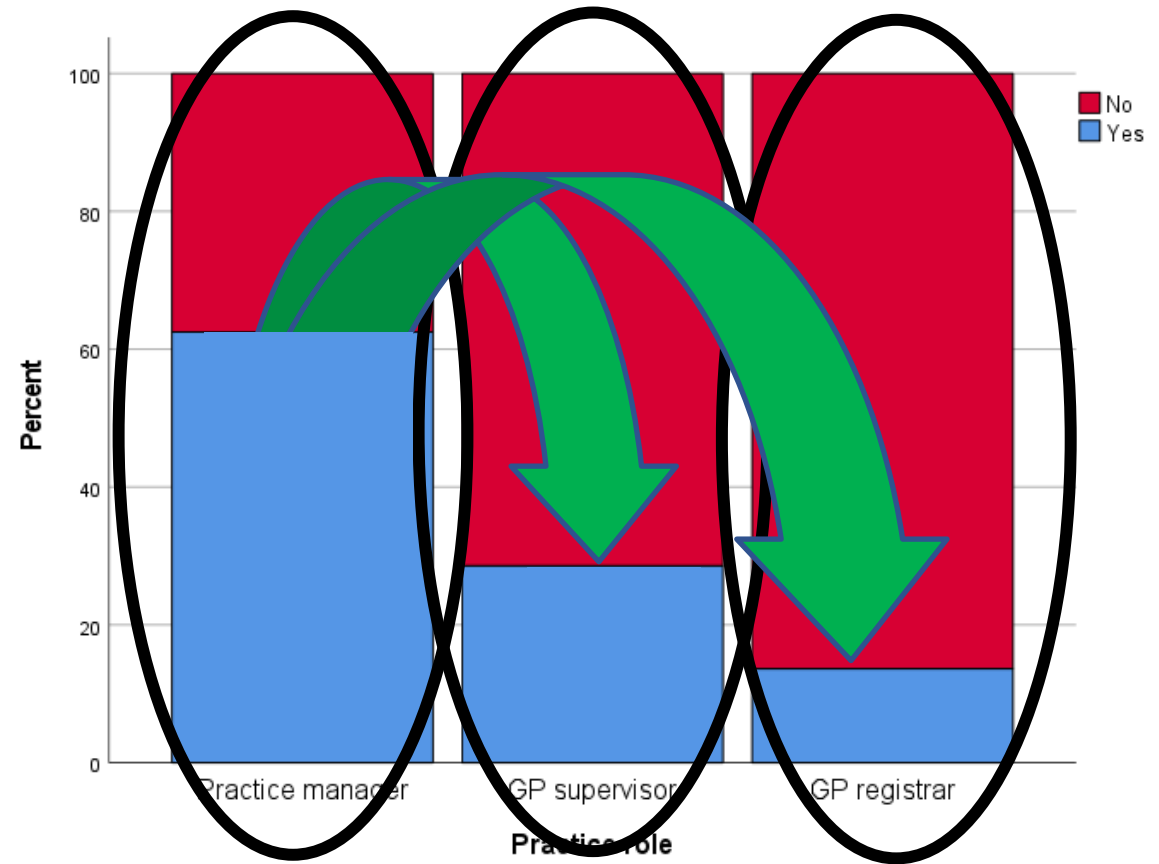


Are conflicts easy to resolve?

Metro practices



Non-metro practices



Solutions?

- Stage 1: online survey
 - Data informed the development of a guide to proactively address conflict in Australian GP training
- Stage 2: workshops/interviews
 - Industry-wide consultation, feedback and evaluation of guide
- Stage 3: inform policy
 - Training tools



Top three tasks to prevent and manage conflict

1. Optimise the employment, orientation and induction process
2. Identify, communicate and manage expectations
3. Conduct monthly employment and training check-ins



Discussion

- Conflict in Australian GP training is common
- Top 10 sources of conflict for GP supervisors, practice managers and GP registrars

Employment-related matters
Rosters / scheduling
Base salary or bonuses
Employment conditions
Professional competence

Psychosocial/interpersonal factors
Attitude of registrar or supervisor
Giving or accepting feedback
Communication
Personality differences
Interpersonal skills
Approach to teaching

- Unlike practice managers, most GP supervisors and GP registrars do not believe that conflicts are easily resolved

Discussion

Policy/practice implications

- Collected and analysed over 40 hours of interview/workshop data from GP supervisors, practice managers, and GP registrars
 - Stage 2 preliminary results
 - Validate the findings presented here
 - Provide insight regarding conflict resolution

Future research

- Trial the implementation of GPSA's conflict mitigation and management tools
 - Evidence-based best practice

Watch this space!


THE GENERAL PRACTICE LEARNING ENVIRONMENT

Before the Registrar Starts

It is important to plan and prepare your practice before your registrar starts so they feel safe, welcome and ready to start on their first day. The following tables outline what tasks need to be performed, and the supporting resources, from 2-3 months before your new registrar starts through to their fourth week.

2-3 months before

KEY TASKS	KEY DOCUMENTS
<ul style="list-style-type: none"> <input type="checkbox"/> Employment Documentation - collect evidence of the GP's medical indemnity certificate of currency, Medical Board of Australia registration, Working with Children Check (if required), police clearance (if required), and conduct reference checks. <input type="checkbox"/> Medicare Provider Number - ensure the registrar has applied, via their RTO, for a Medicare provider number for their placement. <input type="checkbox"/> Medicare Documentation - download, complete and lodge required Medicare forms. <input type="checkbox"/> PRODA - encourage registrar to create a Provider Digital Access (PRODA) account and make the Practice a delegate. <input type="checkbox"/> HPOS - encourage registrar to create a Health Professional Online Services (HPOS) account. <input type="checkbox"/> PSIS - encourage your registrar to create a Prescription Shopping Information Service (PSIS) account. <input type="checkbox"/> AIR - encourage your registrar to set up access to the Australian Immunisation Register (AIR) using their HPOS account. <input type="checkbox"/> Set up for Workcover/TAC, etc. 	<ul style="list-style-type: none"> Employment contract National Terms and Conditions for the Employment of Registrars (NTCER) NTCER Frequently Asked Questions Fair Work information statement Supernomination standard choice form Tax File number declaration GP Registrar Position Description template Personnel Form (Bank details, next of kin, address, etc) Online claiming provider agreement (H0027) Provider registration for Electronic Funds Transfer payments (H0022) Bank account details for Online Claiming (H0052) General practitioner 90 day pay doctor cheque scheme (H0074) Practice Incentives individual general practitioners, nurse practitioner or health professional details (P003) Practice Incentives change of practice details (P005) General Practitioner Aged Care Access Incentive Payment banking details form (P011)

Thank you for creating a practice that values learning 

Expectation management checklist and agreement

Who	The three parties to the supervision relationship: the GP registrar, GP supervisor, and practice owner/manager
What	Expectations of their own and each other's roles and responsibilities as parties to the supervision relationship
Why	To manage expectations and encourage open discourse and self-awareness to mitigate any negative placement experiences through unmet expectations/conflict
When	Before and during the placement

Identifying and communicating expectations are effective ways to build commitment in the workplace, but securing this commitment requires the conscious management of these expectations by all relevant parties.


After discussing and finalising expectations during the interview process, document these in the section provided below, then confirm them by way of signed agreement. This agreement provides a framework for the psychological contract underpinning the training placement, facilitating a proactive approach to conflict that may otherwise undermine it.

Expectation management checklist

This checklist has been created as a tool for enhancing the GP clinical learning environment!

WHO	
<ul style="list-style-type: none"> Have the roles of each party - registrar, supervisor, practice owner/manager - been clearly defined from the outset, and reinforced throughout the placement? 	<ul style="list-style-type: none"> Does the registrar have ready access to all the appropriate contacts in the practice? Has back-up supervision (secondary supervisor/supervision team) been established and introduced to the registrar to ensure consistency throughout the training term? Does the registrar know who to go to for payroll matters? For assessment issues? For PPE?
WHAT	
<ul style="list-style-type: none"> Has the registrar been connected to the practice culture through the placement? 	<ul style="list-style-type: none"> Does the registrar understand how they contribute to the practice as a whole? Does the registrar's training involve the whole practice team? If not, do they have a clear definition of where their training intersects with the practice business? Does the registrar understand what is expected of them as learners/employees in the context of the practice's mission?

* Supporting Elements 1.3 and 5 of the GPCLF Framework

Thank you for committing to effective communication processes 

G - Goals

HOW HAVE THINGS GONE SINCE WE LAST SPOKE?
WHAT ARE YOU ENJOYING ABOUT THE JOB?
TELL ME ABOUT YOUR ACHIEVEMENTS THIS PAST MONTH?
HOW HAVE YOU BEEN GOING WITH YOUR WORK-LIFE BALANCE?

PROVIDE FEEDBACK AND DOCUMENT IT: REGISTRAR'S POSITIVE CONTRIBUTION?

- > to team / workplace culture / performance
- > improvement since previous month

O - Opportunities

WHAT CAN WE DO TO MAKE THIS A BETTER LEARNING ENVIRONMENT FOR YOU?
WHAT SPECIFIC TRAINING OR ASSISTANCE WOULD HAVE MADE THE LAST MONTH BETTER FOR YOU?
CAN YOU IDENTIFY ANY HELP OR SUPPORTS THAT WOULD MAKE THINGS EASIER FOR YOU?
ARE THERE ANY DIRECTIONS YOU FEEL UNCLEAR ABOUT?

PROVIDE FEEDBACK AND DOCUMENT IT: REGISTRAR'S SUGGESTIONS / NEEDS?

- > team / workplace culture / progress
- > clinical / professional training / College / RLO

O - Obstacles


COULD ANYTHING BE IMPACTING YOUR WORK / TRAINING?
DO YOU HAVE ANY CONCERNS IN TERMS OF SAFETY?
DO YOU FEEL UNSURE OR FRUSTRATED ABOUT ANYTHING?
ARE YOU HAVING ANY INTERPERSONAL ISSUES WE CAN HELP WITH? ARE YOU FEELING BULLIED AT ALL?

PROVIDE FEEDBACK AND DOCUMENT IT: ANY CONCERNS OR ROADBLOCKS?


- > progress / behavioural / professional skills
- > complaints made by team / patients

D - Decisions

WHAT HAVE YOU LEARNT ABOUT YOURSELF THIS PAST MONTH?
WHAT CAN YOU DO TO IMPROVE YOUR EXPERIENCE / RELATIONSHIPS AT WORK?
WHAT CAN WE DO TO HELP MAKE NEXT MONTH [EVEN] BETTER?
HOW CAN WE SUMMARISE YOUR GOALS FOR THE NEXT MONTH?

Thank you for committing to effective communication processes 


GP Supervisor Guide



Proactively Addressing Conflict in Registrar Placements

For GP supervisors and practice managers

DRAFT



References

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Acknowledgements

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Thank-you



Who are the first responders for GP registrar wellbeing?

