

Physician Breakfast Club



GETTING STARTED KIT

Prepared by the Saskatoon Physician Journal Club:
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Welcome!



Journal Clubs are growing in popularity and succeed by virtue of connecting people who have shared interests and goals. Journal clubs offer opportunities for exchange and serve to reinforce energy and optimism during the challenging periods of learning and growth.

In the spring of 2010, **Drs. Kishore Visvanathan** and **Susan Shaw**, spearheaded the creation of a local journal club, coined the '**Physician Breakfast Club**' within the city of Saskatoon, that was to focus on **building physician leadership capacity** in health system improvement.

Since its inception, this breakfast club has not only served to build greater physician leadership capability among its members, but it has also brought a very diverse community of providers together, who routinely share ideas, problem solve and learn from each other's experiences.

Current Membership includes:

- Dr. Kishore Visvanathan
- Dr. Susan Shaw
- Dr. Mark Wahba
- Dr. Shabir Mia
- Dr. Leane Bettin
- Dr. Joanne Kappel
- Dr. Jason Hosain

The Saskatoon Physician Breakfast Club (SPBC) has developed this '**Getting Started Kit**' to share the lessons that have been learned thus far in their journal club journey, in hopes of helping others who might be interested in getting a similar club started locally.....as a breakfast club really is '*more than just tea and toast*'

This '**Getting Started Kit**', has been organized around the following article that was published in 2010, in the Medical Teacher (Volume 32, pg 368-70). This article helped SPBC get up and running in the early days.

TWELVE TIPS

Twelve tips for conducting a medical education journal club

PETER MCLEOD, YVONNE STEINERT, DONALD BOUDREAU, LINDA SNELL & JEFFREY WISEMAN
McGill University Centre for Medical Education, Montreal, Canada

- Tip #1:** Consider how a Journal Club might be of value to your community
- Tip #2:** Outline the goals of your Journal Club
- Tip# 3:** Make a decision about the frequency of the Journal Club - plan for regular meetings
- Tip #4:** Recruit a broadly balanced representation of participants
- Tip #5:** Vary the leadership of your Journal Club
- Tip #6:** Articulate the criteria for selection of an article for discussion
- Tip #7:** Develop guidelines for conduct of the session
- Tip #8:** Consider the ideal number of participants
- Tip #9:** Decide in advance how many articles will be circulated for discussion at each Journal Club meeting
- Tip #10:** Disseminate the results of your Journal Club meetings
- Tip #11:** Remember the 'wrap up' component of your Journal Club
- Tip #12:** Evaluate the Journal Club program on an ongoing manner



"Consider how a Journal Club might be of value to your community"

According to McLeod et al., journal clubs have proven to be successful in many health science fields. Journal clubs bring the opportunity for collegial social interaction while introducing fellow colleagues to new information that is pertinent to their current working experiences.

Following the inaugural SPBC Meeting, each member was asked what they thought the Journal Club experience might offer, below are some member's thoughts:

"I think that any chance for individuals from the different disciplines of medicine (surgical, medical, family) to come together is a great thing. We have been working away in our silos for a very long time blaming each other for the problems in health care. I think that this group has a pretty good mix of practitioners. We may find a lot of solutions to our individual problems from within the group."

Dr. Jason Hosain, Academic Family Medicine, Westwinds Health Centre

"We can only begin to collaborate and help each other when we know and trust each other. This is what was exciting for me. I view this group as a "support group" so I do not quit [being a physician leader]. I look forward to continuing the discussions we initiated and specifically bringing case studies to the group to discuss"

Dr. Joanne Kappel, Division Head of Nephrology

"I thoroughly enjoyed the first journal club meeting. I was surprised by the fact that many people felt isolated from their colleagues by their QI work. I'm still trying to understand the fact that by trying to make improvements, we are often 'the enemy.' I'm excited to have colleagues to offer support. Sometimes I feel like Sisyphus pushing the boulder up the hill. It will be nice to have others help push."

Dr. Mark Wahba, Emergency Medicine

"I thought the inaugural journal club was a success! It was (and will be) very helpful to meet with other physicians. I am looking forward to having some productive trouble-shooting discussions facing physicians in leadership roles, including how to advance quality improvement initiatives and how to engage more physicians in the process"

Dr. Leane Bettin, Head of Medical Group, Saskatoon Community Clinic

Despite the diversity of age, time in leadership roles, specialties and gender, we quickly found common leadership challenges to discuss. Emphasizing these areas of interest will be important in maintaining participation in this group....Re: my motivation to join this group - There is a void in mutual support of medical leaders... because our busy clinical work tends to restrict us to our own practice circles (i.e surgeons in the OR, GPs at their clinics), we have limited opportunities to interact."

Dr. Kishore Visvanathan, Division Head of Urology

"Outline the goals of your Journal Club"

McLeod et al., suggest hosting a group discussion on this topic will be very helpful in setting up a new Journal Club. The results of a survey conducted with medical journal clubs in Canada revealed that journal clubs can serve to achieve a variety of goals, including:

(1) keeping abreast of latest literature, (2) foster research, (3) stimulate debate, (4) learn about new tools and websites, (5) enhance critical appraisal skills and (6) introduce new and important research skills and approaches.

During the first meeting, the SPBC members, discussed what they hoped to achieve by attending the Journal Club. Through this discussion the group established three shared goals:

Shared Purpose/Goal:

- To create opportunities to **collaborate and troubleshoot** real issues or challenges that current members are facing.
- To build knowledge of **current leadership thinking and best practices** by reviewing and discussing relevant journal articles.
- To establish **meaningful relationships** to support members throughout their leadership journeys.



"Make a decision about the frequency of the Journal Club - plan for regular meetings"

The survey conducted by McLeod et al., revealed that monthly meetings, each in an hour duration was ideal for Journal Clubs. However this frequency may not be practical, if the desire is for regular face-to-face attendance. McLeod et al., recommended that hosting a minimum of four meetings during an academic year (September to May) is sufficient to sustain success. McLeod et al., also suggests that predictability of scheduling is important to ensure regular attendance.

Landing on a frequency and time of day that works for a diverse group of individuals is one of the most difficult things to achieve, when setting up a Journal Club.

Out of the first meeting, the SPBC decided to meet over breakfast, from 6:30-7:45am (before the day officially begins) every other month (6 times a year). The group felt meeting in the early morning would present the least risk, in terms of encountering things like delays, interruptions or unexpected events, that often make it difficult for physicians to attend meetings during any other time of day.

To ensure greater predictability, the group thought it would be important to identify a central downtown location for the meetings. Finding a suitable location that offered a pleasant environment that was conducive for members to engage in conversation and was open before 7:30am, was an unanticipated a challenge.

Members of SPBC, feel that scheduling this meeting over meal time and sharing a meal together, has been very important in the success and sustainability of the club. Food has served to build a sense of community.

"People tend to be a little more relaxed and cordial while eating. If someone is not comfortable with participating in the discussion, they have something else to occupy them." Dr. Kishore Visvanathan



How to coordinate meetings:

1. Set same time, same day each month
2. Set date of subsequent meetings at end of each meeting.
3. Circulate out a meeting poll to secure dates using www.doodle.com
4. Create a [LinkedIn](#) Group and send meeting invites out through.
5. Find what works for your group

"Recruit a broadly balanced representation of participants"

McLeod et al., suggest that having a diverse mix of providers encourages a breadth of perspectives, enriches discussions and can lead to greater debate. McLeod et al., also encourages the active involvement of students and post graduate trainees, where possible.

Recruitment for the SPBC, was achieved through word-of-mouth, with specific focus on those who have been involved in quality improvement initiatives through the Health Quality Council and who have expressed interest in building greater leadership capacity.

SPBC has not recruited students or trainees to date. However, over the last year and a half, the Breakfast Club has extended invites to special guests, such as Dr. Sarah Fraser from the UK, Dr. Jack Silversin and Paul Levy from the US and Dr. Brian Geller from the SMA

Helpful Tips

Finding interested folks in your 'neck of the woods':

(Deciding where to look, really depends on what you want your club to focus on)

1. Contact your local Regional Medical Association (RMA) President, for physicians in your area.
2. Contact your local Quality department, for physicians who have been involved in local QI initiatives.
3. Contact the Saskatchewan Medical Association (SMA), for list of physicians who have been engaged in things like the Physician Management Institute (PMI), in your region.
4. Contact the Health Quality Council (HQC), for a list of physicians who have been involved in a Chronic Disease Management Collaborative or other QI initiatives, like the QIC Program, Clinical Practice Redesign or IHI National Forum.
5. Contact the Ministry of Health, for a list of physicians who have been involved in the Saskatchewan Surgical Initiative or the Primary Health Care Redesign Initiative.

SPBC member quote: *"I love that we are from diverse backgrounds and practice styles but all have common challenges and experiences."*



"Vary the leadership of your Journal Club"

McLeod et al., recommend that every participant should have the opportunity to lead a session. The meeting preparation and critical appraisal required for each session, is in itself, a valuable learning experience. McLeod suggests that a more experienced Journal Club member may consider assisting more newer members in article selection and preparation.

The SPBC has established the following process to provide guidance to each meeting leader. Varying the meeting leadership has provided variety in the types of articles selected, the types of experiences shared and in the nature of the reflective questions posed.

Meeting Process

The group will rotate **leadership** responsibility across all members.

Leads are responsible for:

- Selecting an article,
- Posing some reflective questions for the group,
- Sharing a current leadership scenario that you are grappling with,
- Leading the conversation, and
- Picking up the breakfast tab

"Articulate the criteria for selection of an article for discussion"

McLeod et al., suggest the importance of establishing criteria to assist with selecting an article for discussion. Things to be considered are: nature of content, appeal or novelty, linkage of article to group's goals, as well as credibility and reputation of article source and author.

The SPBC decided to focus the club and resulting article selection on: *current thinking and best practices in leadership/physician leadership*. The group has agreed to review no more than 3 articles (and preferably 1) per meeting, to keep the reading load manageable and to not risk introducing too many competing concepts for discussion.

The group has also agreed that the article is intended to serve as a platform for discussion and not be the focus of the full hour, as there is preference to keep the conversation focused on the local and more vexing leadership issues of the day that are conducive to collective trouble-shooting and problem-solving.

Due to copyright concerns, the group tries to focus on seeking out resources that can be readily found on the internet.



Where to find interesting, relevant and accessible articles:

1. Create a [twitter](#) account and start following those who are tweeting about what you are interested in. Often links to articles are shared through twitter.
2. Set up an RSS feed, through something like [Google Reader](#) and follow blogs or agencies of interest. Some of the feeds that Saskatoon Club follows are:
 - [Harvard Business Review](#)
 - [Not Running a Hospital](#) - Paul Levy
 - [Spreading Good Practice](#) – Sarah Fraser
 - [Institute for Healthcare Improvement](#)
3. Create a [Linkedin](#) Profile and join groups that align with your groups goals and interests.



"Develop guidelines for conduct of the session"

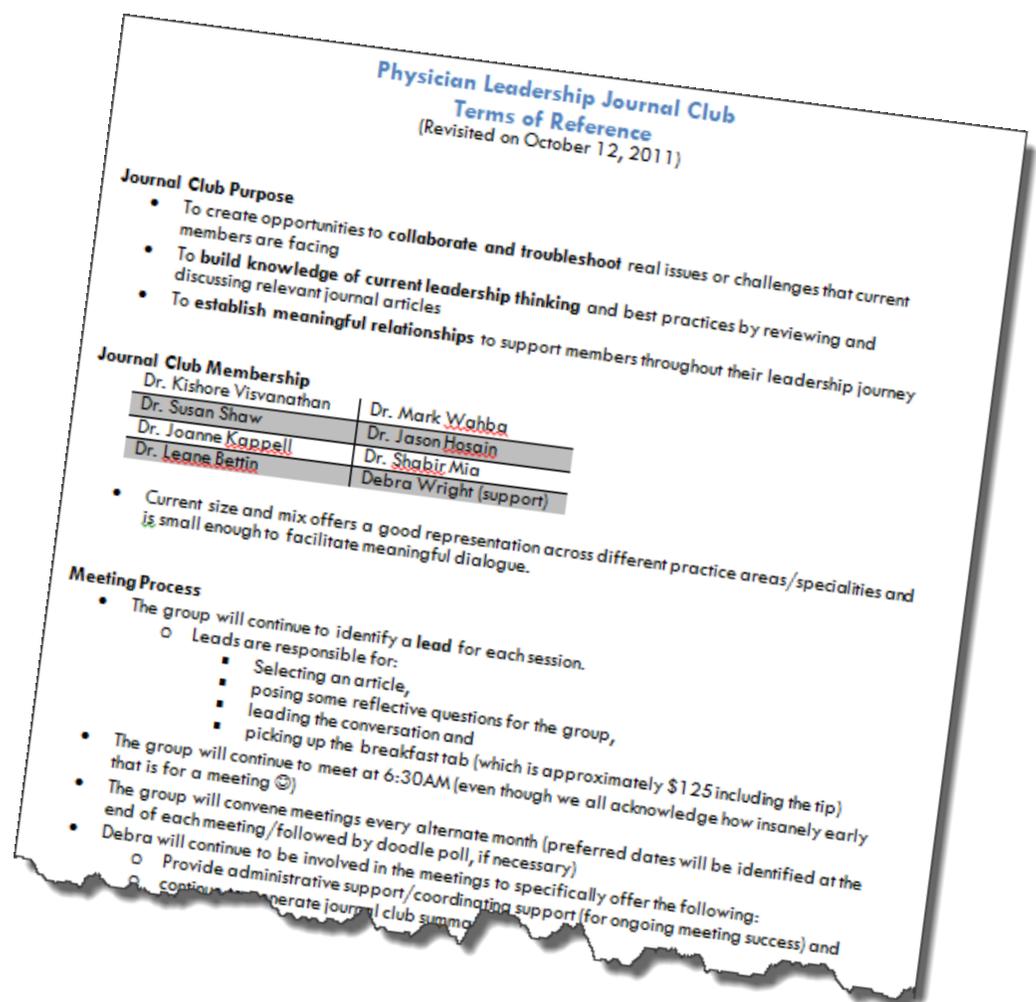
McLeod et al., recommends that members of a Journal Club should identify processes to ensure all participants have equal opportunity to be involved in the discussion and that standards for politeness are set, while at the same time, encourage interruptions, debate and critical appraisal.

The SPBC has not formalized a set of 'ground rules' for conduct during the meeting, but in the early days, the group did talk about how they wanted the meetings to look like and feel like. It was this shared visioning, that helped the group shape what conduct looks like today.

The SPBC also developed a 'Terms of Reference' (TOR) for their meetings, to outlined a number of the items that the group felt were important to capture. The following items included on the SPBC TOR are:

- Purpose Statement
- Membership List
- Meeting Process
- Lead Rotation Cycle
- Evaluation of Success

SPBC Member Quote: "I feel that the interaction between the participants is very productive. I also feel that there is genuine respect among the participants for everyone's opinions and there is nobody that dominates the discussion."



"Consider the ideal number of participants"

McLeod et al., suggest that no fewer than 5 and no more than 15 participants are sufficient to support successful discussion and debate, while offering a variety of viewpoints.

SPBC has decided that 8 is the ideal number for optimal journal club participation, based on experiences to date.

SPBC Member shared—when they were asked what they like best about the Journal Club Meetings:

"I like the small group setting. It promotes active discussion by all participants. I also like the fact that the physicians come from various clinical backgrounds."

"Small group, enthusiastic about topic, everyone contributes to discussion, respectful listening and participation."

Something that the SPBC did to assist with the sustainability and maintenance of the Journal Club, was to recruit **administrative support**.

Currently SPBC receives support from HQC, by helping to coordinate meetings, set up breakfast orders, capture and circulate meeting notes and articles.

It is anticipated that support for these meetings could be readily found in the Continuous Improvement Promotion Offices within regions or within existing administrative offices of departments or division heads.



"Decide in advance how many articles will be circulated for discussion at each Journal Club meeting"

McLoed et al., recommends deciding how many articles will be reviewed for each individual meeting. The number of articles reviewed, depends on the purpose of the meeting. If the goal is to critically review, then one article would be sufficient, if the goal is to survey a broad perspective on a select topic, then two or more would be appropriate.

The SPBC has agreed to circulate no more than 3 journals per meeting (and averaged 1.3)

Articles reviewed by the SPBC in the first year, are outlined in the accompanying summary document, however are also listed below:

1. Turning Doctors into Leaders. (2010) Thomas Lee,
2. Physicians as Leaders in the Improvement of Health Care Systems. (1998) Reinertsen, J.
3. From Resistance to Attraction: A different approach to change - positively influencing physicians. (1999) Plsek, P. & Kilo, C. .
4. When Clinicians Lead.(2009) Mountford & Webb
5. How Centered Leaders Achieve Extraordinary Results.(2010) Barsh, Mogelof & Webb
6. The Value of Centered Leadership.(2010) Barsh, Mogelof & Webb
7. Disseminating Innovations in Healthcare. (2003), Don Berwick.
8. A curriculum for training quality scholars to improve health and health care of veterans and the community at large. (2002), Mark Splaine, et al.
9. Walking the Tightrope: Physician Advocacy and Institutional Fidelity. (2010), David Saltman.
10. Public Roles of US Physicians: Community participation, political involvement and collective advocacy (2006) Russell Gruen, Eric Campbell & David Blumenthal
11. The New Leader's 100-Day Action Plan: How to take charge, build your team and get immediate results. (2011), George Bradt, Jayne Check & Jorge Pedraza

"Disseminate the results of your Journal Club meetings"

McLeod et al., identify that a journal club whose members are adept at critical appraisal will provide valuable and unique perspectives on any given publication. These reviews can be of benefit for the broader medical community. McLeod et al., reports there is no perfect forum for dissemination, however identifies a few vehicles for a club to consider: prepare a letter to the editor of the journal, post up on departmental/organizational websites, prepare a blogs, circulate through a listserv.

From the very beginning, the SPBC agreed to circulate a record of the main points discussed from each meeting. The record is circulated out to its members approximately 1-2 weeks following the meeting. The record that SPBC uses, include:

- Article Reviewed
- Reflection Questions Posed
- Summary of key discussion points raised.

The SPBC has also shared its 'club notes' through the Online Physician Engagement Network (oPEN), in efforts to share the discussion more broadly and in hopes to stimulate conversation with other colleagues and peers within the province of Saskatchewan.

**Physician Journal Club Summary
December 14, 2010**

True health care transformation requires Leadership — "and that leadership must come substantially from doctors and other clinicians, whether or not they play formal management roles." Mountford & Webb (Feb, 2009)

What role are you currently in and what role are you prepared to play in healthcare transformation?

December's Journal Club meeting involved a review of the following articles:

1. When Clinicians Lead (2009) Mountford & Webb
2. How Centered Leaders Achieve Extraordinary Results (2010) Barsh, Mogelof & Webb
3. The Value of Centered Leadership (2010) Barsh, Mogelof & Webb

As part of this journal club review, the group posed the following questions for discussion:

- How would you describe your leadership style? How do you think other's would describe your style?
- How do we balance the desire to be collaborative with the need to be efficient in our fast-paced, busy lives, while not being labeled as a command and control style leader?
- What can body language tell us about what people are thinking about a particular topic or issue?
- Why do people/clinicians resist change and resist becoming involved?
- What is the role of a leader?
- How can leadership become more valued by the clinical community?
- What is the best way to connect with people when seeking input and collaboration?

Summary of Discussion:

- Being a leader starts with yourself—we are the only ones we can change.
- Rogers Curve (Diffusion of Innovation) tells us not to target the innovators and early adopters when introducing a new idea, because these groups will change on their own. As leaders, we need to plan and target for those who are just left of the bell curve. These are the people who will ask the tough questions and these are the people that will build the credibility needed to encourage and motivate the late adopters.
- Doing a personality inventory has helped to build greater understanding of how people learn, think and process information. This has helped me as a leader, to change the way I communicate and work with people - I now recognize that some people respond to the facts, some respond to the stuff of relationships and some respond to a bit of both.
- There is great value in 'observing' a conversation, truly sitting back and watching body language can tell us a lot about how people are reacting to new information, questions and ideas.
- There is no hard evidence for leadership. As physicians we are taught to value the hard, quantitative data, but leadership is more art than science. How can value for leadership be built within the physician community.

"Remember the 'wrap up' component of your Journal Club"

To effectively conclude a journal club meeting, McLeod et al., suggest summarizing critical points discussed in the meeting as well as encourage journal club participants to consider how the article or discussion might influence their future work encounters and decisions. McLeod et al., also recommends that each journal club should end, by outlining plans for the next meeting.

The SPBC tries to keep the last 10 minutes of the meeting for 'wrap up'.

In addition to the meeting lead, sharing their final thoughts, the group also tends to the following questions:

1. What went well about today's meeting?
2. What could have been even better about today's meeting?
3. When would we like to meet again?
4. Who is the lead for the next meeting?



"Evaluate the Journal Club program on an ongoing manner"

McLeod et al., recommend that regular feedback from participants should be solicited to ensure the club is meeting everyone's needs. It is also recommended that an annual summative program evaluation be conducted, to identify any required modifications for the coming year.

In the first year of the club the SPBC members evaluated the strength and value of the club, immediately following the first meeting, then again after three meetings and then again at the conclusion of the first year. The following page provides a sample of key questions used in each of the formal evaluations, conducted by the SPBC.

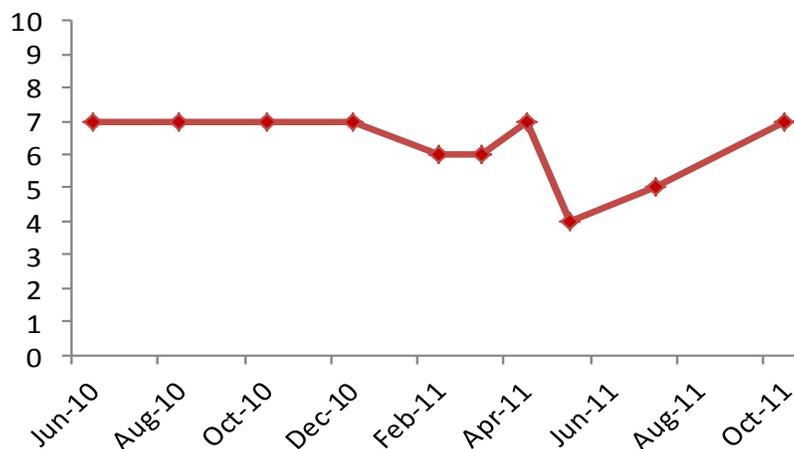
In addition to using formal surveying methods, the group asks themselves two questions - 'what went well and what could have been even better' at the end of each meeting to provide regular opportunities for members to review, reflect and suggest minor tweaks for improvement between each meeting.

Upon the conclusion of the first year, SPBC members discussed a set of evaluation criteria they would use on an ongoing basis to determine club success. They have outlined the following within their TOR:

Evaluation of Success:

- Attendance at meetings
- Number of practical (real-world) issues brought forward at each meeting, as a result of the conversation
- Percent of membership that feels their participation in the learning network is helping to build their leadership knowledge and awareness of best practice.

Example - Attendance tracking for first year:



Sample Journal Club Evaluation (prepared through Survey Monkey)

1. Given your experience with the last three journal club meetings, please rate the following questions:

	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied
Frequency of meetings	<input type="radio"/>				
Time of meetings	<input type="radio"/>				
Duration of meetings	<input type="radio"/>				
Location of Meetings	<input type="radio"/>				
Article length	<input type="radio"/>				
Lead time for article review	<input type="radio"/>				

2. Based on your experience of the last three physician leadership journal club meetings, what do you feel is working well?

3. How has participating in this Leadership Journal club helped you in your day to day work as a physician leader and champion? or has it?

4. Based on your experience of the last three physician leadership journal club meetings, what would make it even better?



If you are interested in setting up a Journal Club, or would like to learn more about how the Saskatoon Physician Journal Club was set up, feel free to contact anyone from its current membership:

- Dr. Kishore Visvanathan (dr.k.visvanathan@sasktel.net)
- Dr. Susan Shaw (susan.shaw@saskatoonhealthregion.ca)
- Dr. Mark Wahba (drmarkwahba@mac.com)
- Dr. Shabir Mia (shabirmia@hotmail.com)
- Dr. Leane Bettin (lbettin@communityclinic.sk.ca)
- Dr. Joanne Kappel (jekappel@sasktel.net)
- Dr. Jason Hosain (jason.hosain@usask.ca)