



The RCCI Newsletter is a Publication of the IU School of Medicine Relationship-Centered Care Initiative.

Healing Through The Arts

Dr. Larry Cripe, Associate Professor of Medicine, IUSM wrote the following poem for the dedication of the IU Simon Cancer Center. Dr. Cripe and Ann Cottingham, MAR oversee the ongoing Fostering Community at Clarian retreats

There Are Dreams That Surpass All Dreams

By Larry Cripe, MD

I. Standing on the shore of Lake Michigan— The sky a seamless sweeping canopy. The lake A vast shimmering green, blue-green, blue-black. A distant white sail—I was overwhelmed By the magnitude of the place we’ve built. The waves swell, break and recede. Stirring and smoothing the sand and stones Near my feet. And in the cycles Of sound silence and again sound, voices: Who will care for me?

We to the best of our ability. Completely? With all our heart and soul. Regardless? Without hesitation or end.

II. There are dreams that surpass all dreams Intricate dreams that span the corrupt filaments Between the mutated molecules and cancer. Dreams of restoration. Simpler dreams of return To the life that changed so dramatically Once. And the place to seek the dreams That surpass all dreams.

III. My father died of cancer fifteen years ago, my sister Not quite one. I remember those who carried her

To the kitchen for soup when she first came home Who carried the bowl to her bed when her pain was too great. Holding one another as she lay dying. Curious where she was In her body so ravaged and diminished, I asked. She said, "There is too much goodness to gather all of it." She was harvesting. And then, "Whatever happens to me All this goodness was my hope." She was tying her dreams Into bundles to leave with us. Our hopes, our dreams No less elusive, no more certain, no less urgent May require fourteen years Multiplied by two, six, or ten. Until then— This.

IV. Standing on the shore of Lake Michigan I imagined the sailor who awoke early And cast off while I still dreamed. Closer to the opposite shore than I But no closer to the horizon, my heart knew One day he would return triumphant. Today we dedicate a necessary space A way station on a journey of dreams. Today we rededicate ourselves With the patience of humility And the humility of grace To the belief that in caring for one We make the dreams of all possible.

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## Cultural Metamorphosis: Better doctors through better relationships

**By Cindy Fox Aisen, IUSM Office of Public and Media Relations**

A study published in an advanced online issue of the *Journal of General Internal Medicine* reports that dramatic change in the organizational culture of the nation's second largest medical school is being achieved through a process called relationship-centered care.

"Organizational culture is like the weather – everyone complains about it, but unlike the weather you can do something about it. We found that organizational culture at our medical school, and we believe at others, is subject to intentional change, so long as you use appropriate methods," said the study's senior author, Thomas Inui, M.D., associate dean for health services research at the IU School of Medicine and president and CEO of the Regenstrief Institute, Inc.

### Evolution of Change

The momentum to change the organizational culture or informal curriculum of the IU School of Medicine began a decade earlier with the initiation of a curriculum expanded to include nine key competencies that IUSM medical students must achieve before graduation. These include clinical skills; self-awareness, self care and personal growth; professionalism and role recognition; social and community contexts of health care; and moral reasoning and ethical judgment.

### The Hidden Curriculum

"As we developed the competency curriculum, we realized that in addition to teaching these abilities, we needed to change the organizational and interpersonal environment of the school – the 'hidden curriculum' – so

our school's informal curriculum and culture supported the values promoted by new curriculum. Unless we did this, we were sending a mixed message," said Ann Cottingham, M.A.R., director of special programs for the Office of Medical Education and Curricular Affairs and first author of the study.

At Indiana's only medical school, students, physicians in training (residents and fellows), faculty and staff are exposed to a relationship-centered learning environment which stresses, as Ms. Cottingham puts it, getting to know people as human beings, not just their professional roles.

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To measure success, study authors looked at various measures including student satisfaction and application rates.

### Student Satisfaction Improving

Student satisfaction with the quality of their medical education increased with the initiation of relationship-centered care driven culture change and is higher than the national average. Prior to change in the organizational culture, this measure was consistently lower than the national average even though IUSM graduates consistently had scored above national averages on their professional licensing exams.

Students rate responsiveness of administration to student problems higher than the national average. Prior

to change in the organizational culture, this measure was consistently lower than the national average

There has been a sharp rise in number of out-of-state students applying to the school which, when added to an increase of in-state applicants, has led to a twofold increase in applications for admission.

IU School of Medicine admissions officers seek students who, in addition to having outstanding academic credentials, are the kind of students who would be a good fit in an organization that values relationships as well as the comprehension of scientific principles and outstanding clinical skills.

The study concludes that "a culture-change initiative at one medical school succeeded in engaging many faculty and organization leaders within the school, stimulated a remarkable efflorescence of activities, enhanced its environment, and exerted a favorable impact on a variety of organizational performance indicators."

Funded in part by the Fetzer Institute, the study was co-authored by eight of the thousands of individuals who are participating in the culture change underway at the school.

***"Organizational culture is like the weather – everyone complains about it, but unlike the weather you can do something about it."***

***Thomas Inui, MD***

## Practicing Hospitality at Indiana University School of Medicine

*"I was fascinated by the voyage that had brought them to my clinic door. The anecdotes lingered in my head and became how I identified them."*

*Abraham Verghese  
Author My Own Country*

This is the time of year for welcoming our new medical students, and often, new colleagues and staff. We welcome students on a formal level through the white coat ceremony, but on a daily basis we practice hospitality by helping students, faculty and staff feel included in their new "medical home"—IUSM.

### **Build the Relationship First**

Calling on our relationship-centered skills, we invite newcomers to share their stories of how they arrived here, what talents they bring, what worries and concerns they have, as well as what motivates their learning and service. Acknowledging our students as multi-dimensional persons with a life outside classroom and clinic helps build these relationships.

We also share some of our story. How do we successfully balance professional and personal life? What are our passions and interests? Everyone in Dr. Walker's Anatomy class at IUSM-Lafayette knows he loves fly fishing and Ohio State Football. Everyone in my ICM class last year knew that my son was a first year veterinary student and that I was a caregiver for my stroke-afflicted father.

Relationship-centered faculty and staff meetings invite participants to check in with personal concerns and joys. Sometimes poetry and stories are shared which help members focus on

what gives meaning and purpose to our work.

### **Verbal & Non-Verbal Cues**

On a daily basis many of us encounter anxious, fearful patients, some who are new to us, and new to our complex health care systems. How do we make patients feel welcome, respected, and the focus of our attention? Eye contact, a warm handshake, and a smile are a good beginning for any relationship. Simply listening for a few minutes without interrupting the story is a sign of deep respect. We build rapport by both verbal and non-verbal cues. We look at our patient, call them by their formal name, and ask how they would like to be addressed. We may elicit how their day is going or what is happening with their family. We identify and call by name other persons who may be accompanying the patient. We try to ensure the privacy and comfort needed for the interview or patient examination.

*"I think that we who try to practice relationship-centered care with patients worry that it will be too time consuming."*

*J.L. Hortin, MD*

During the interview, we sit at eye level if possible and include the patient in setting the agenda for the visit. All this can take as little as 2 minutes, but sets the stage for a more meaningful doctor-medical student- patient encounter.

On rounds, we spend a few minutes focusing on our patients' understanding of their treatments, how they and their families are coping with the stresses of illness, what strengths and talents they possess to aid in their recovery, while discussing the disease and technical aspects of the treatment. Our patients are

multi-dimensional humans in need of our care and compassion.

I commend to you a recent article entitled *Relationship, Communication, and Efficiency in the Medical Encounter*, (L. Mauksch, D. Dugdale, S. Dodson, & R. Epstein: *Archives Int Med* 168(13):1387-95, July 4, 2008). I think that we who try to practice relationship-centered care with patients worry that it will be too time consuming. These authors did a literature review on studies linking communication quality with efficiency and then developed a model for efficient, high-quality encounters.

### **A Treatment Plan That Works**

Their conclusion was that building rapport, setting a collaborative agenda upfront, and attending to social and emotional concerns of a patient improve both quality of care and efficiency. The up-front agenda setting and vigilance about staying with the agenda by topic tracking seemed important to efficiency. Understanding the patient's beliefs and priorities helps in the co-creation of a plan that will have increased success, patient adherence and satisfaction.

The practice of hospitality in the classroom, clinic, lab and hospital will promote the kind of place where we look forward to working and learning. Welcome to IUSM!

*"...building rapport, setting a collaborative agenda upfront, and attending to social and emotional concerns of a patient improve both quality of care and efficiency."*

*Mauksch, Dugdale, Dodson, & Epstein*

## IUSM - South Bend Students Honored for Excellent Bedside Manner

The following article was originally published in *The Commitment, IU School of Medicine South Bend (on the campus of the University of Notre Dame) Summer 2008 Newsletter*.



Tiffany Williams



Kimberly Matchett

Two IUSM-SB students were recently honored by the Midwest Cardiovascular Research and Education Foundation for their superior relationship-centered care. Tiffany Williams, of Union City, Ind., and Kimberly Matchett, of Muncie, Ind., were recommended for the award by IUSM-SB director Dr. Rudy Navari and the IUSM-SB faculty.

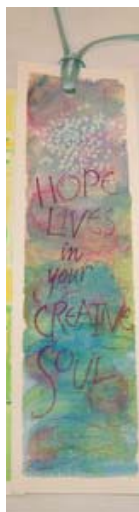
“Kimberly and Tiffany are excellent communicators,” said Navari. “They both love people and relate well in

many situations. In their interactions with classmates, faculty, and patients, they exhibit exactly the kinds of skills—empathy, warmth, compassion—that we value so much at IUSM-SB.”

The \$2,500 cash awards were presented by Foundation representatives Dr. Raman Mitra, Dr. Don Westershausen, and Dr. Bill Sarnat during a May luncheon at the Morris Inn on the Notre Dame campus.

## Brown Bag Art Brings Respite for Healers

By Tina Gianfagna



On July 24, 2008 a group of twelve medical professionals from the IU School of Medicine community gathered during their lunch break for a “Brown Bag” watercolor session. An inspirational article “Sara’s Story” an inspirational article written by a young woman born with Spina Bifida, provided the reflection for the workshop. Swirling greens and blues, pinks and oranges, blacks and brown created simple bookmarks and provided an hour of respite from the stress of the day. Watercolor artists John and

Tina Gianfagna of Creating Hope facilitated the session, demonstrated water color techniques, and gave encouragement. For the group, it was a time of reflection and shared creativity.

The workshop was a continuation of the Fostering Humanism at Clarian: Engaging the Arts initiative of the IU school of Medicine with the support of a Clarian Values Grant. “Brown Bag” sessions are scheduled monthly.

## Handmade Greeting Cards Express Emotions

The Glad Writings Card Shop is an art program in which clients are involved in the production, marketing and sales of hand-made greeting cards. Through participation in the program, clients have the opportunity to build cognitive, leisure and social skills leading to more independent lives. It is also a means for the clients to use their creative skills to express their emotions.

The card shop is completely client motivated. The participants make the paper for the cards and design and package them. The card shop program began in 2001 and continues to flourish. It spreads joy through its creative and unique greeting cards. The shop is open during the week for individuals to make purchases at 1700 N. Illinois St. near downtown Indianapolis. You may call for hours. Cards can also be purchased at the Volunteers’ Gift Shop at Wishard Hospital.



For more information about the Glad Writings Card Shop, please contact:

Nanette Mettler  
Program Coordinator  
(317) 931-5134  
nanette.mettler@wishard.edu

## Building Relationships thru the Arts

By **Janet L. Hortin, MD**

You are all invited to attend the third in a series of Fostering Community Retreats on Oct 16 and 17, 2008 at the Indianapolis Art Center in Broad Ripple. This is an outstanding opportunity to refresh our sense of connection to each other and to our work in medicine.

Activities linking the arts and medicine have flourished at IUSM/Clarian over the past year. The first arts retreat/workshop convened at the Hulman Riverhouse of the White River Garden on Oct 21-22, 2007. It was a remarkable gathering of persons across diverse disciplines and talents for a day and a half of reflection about our lives in medicine and beyond. We explored stories, poetry, watercolor, music, and mosaic-making as ways to facilitate enhanced self-awareness and compassionate understanding of our patients and colleagues.

We recognized common themes in our work of caring for others through dialogue and the arts. We also came away with a better understanding of the necessity of caring for ourselves so that we can be a resource for others.

Monthly brown bag arts lunch gatherings were initiated to create opportunities for artistic expression and reflection on a regular basis at the medical school campus. A second large retreat convened April 17 and 18 at the Indianapolis Arts Center in Broad Ripple.

An example of some of the other arts and medicine activities that are growing at IUSM/Clarian are the photography projects to decorate the walls at the new Simon Cancer Center and Riley Hospital. People from across the state, many of them doctors, nurses and patients have contributed their photographs to enhance the healing environment of the hospitals.

For the past five years medical students and faculty have contributed art, poetry, short stories and non-fiction to a publication which is placed in the white coat pocket of the incoming first year medical students. Reflections: Voices of Hope in Our Community is the name of this year's publication.

## Calendar of upcoming events and RCCI Resources:

**Everyone in the IUSM community is welcome to attend any of our meetings!**

**Student Engagement Team (SET)** Contact: Jenny Haddad at [jhaddad@iupui.edu](mailto:jhaddad@iupui.edu)

Room: TBA

September 10, 12:00-1:00pm    October 8, 12:00-1:00pm    November 5, 12:00-1:00pm    January 14, 12:00-1:00pm

**Courage To Lead Program**    October 13, 6:00-9:30 pm    October 14, 8:00-4:30 pm. Enrollment required. Contact:

Richard Frankel [rfrankel@iupui.edu](mailto:rfrankel@iupui.edu) or Deb Litzelman. [dklitzel@iupui.edu](mailto:dklitzel@iupui.edu)

**Fostering a Sense of Community at Clarian: Engaging the Arts**    October 16 and October 17 Contact Robyn Burns at [raburns@iupui.edu](mailto:raburns@iupui.edu)

**AACH Research and Teaching Forum, Madison, Wisconsin**    October 17-19

**AAMC 2008 Conference Small Group Discussion, San Antonio, Texas** Approaches To Achieving Culture Change In Academic Medical Institutions - November 3 (3:00-4:30pm) & Immersion Network Supper at The Palm (7:00-9:00pm)

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*The stories you read here show how relationship-centered care is alive and well at IU School of Medicine. While the Fetzer Institute grant which created the Relationship-Centered Care Initiative nears its end, many seeds were planted which are continuing to grow. Our work is being disseminated nationally through conferences, personal contacts, and our students.*

*I invite all readers of the newsletter to submit stories of encouragement, hope, and surprise.*

*Appreciatively,  
Janet Hortin, MD  
IU School of Medicine - Lafayette  
(on the campus of Purdue University)*

To contribute story ideas, photographs, letters, comments or suggestions to a future RCCI NEWSLETTER, please contact the editors:  
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