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EPA 7 Toolkit: Form Clinical Questions and Retrieve Evidence to Advance Patient Care

Association of American Medical Colleges Washington, D.C.



#### EPA 7 Workgroup

Patrick Cocks, MD, New York University William B. Cutrer, MD, MEd, Vanderbilt University Karin Esposito, MD, Florida International University Carla Lupi, MD, Florida International University

#### **Senior Editors**

Vivian Obeso, MD, Florida International University David Brown, MD, Florida International University Carrie Phillipi, MD, PhD, Oregon Health & Science University

#### Editors

Meenakshy Aiyer, MD, University of Illinois Beth Barron, MD, Columbia University Jan Bull, MA, Association of American Medical Colleges Teresa J. Carter, EdD, Virginia Commonwealth University Matthew Emery, MD, MSc, Michigan State University Colleen Gillespie, PhD, New York University Mark Hormann, MD, The University of Texas Health Science Center at Houston Abbas Hyderi, MD, MPH, University of Illinois Carla Lupi, MD, Florida International University Michael L. Schwartz, PhD, Yale University Margaret Uthman, MD, The University of Texas Health Science Center at Houston Eduard E. Vasilevskis, MD, MPH, Vanderbilt University Sandra Yingling, PhD, University of Illinois

#### AAMC Staff

Alison Whelan, MD Chief Medical Education Officer Chris Hanley, MBA Project Manager Lynn Shaull, MA Senior Research Specialist

For inquiries and correspondence, contact Dr. Vivian Obeso at <u>vobeso@fiu.edu</u>, Carrie Phillipi at <u>phillica@ohsu.edu</u>, or Dr. Alison Whelan at <u>awhelan@aamc.org</u>.

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### **User Guide**

This toolkit is for medical schools interested in implementing the Core Entrustable Professional Activities (EPAs) for Entering Residency. Written by the AAMC Core EPA Pilot Group, the toolkit expands on the EPA framework outlined in the *EPA Developer's Guide* (AAMC 2014). The Pilot Group identified progressive sequences of student behavior that medical educators may encounter as students engage in the medical school curriculum and became proficient in integrating their clinical skills. These sequences of behavior are articulated for each of the 13 EPAs in one-page schematics to provide a framework for understanding EPAs; additional resources follow.

This toolkit includes:

- One-page schematic of each EPA
- Core EPA Pilot supervision and coactivity scales
- List of resources associated with each EPA
- Reference to EPA bulleted behaviors and vignettes from the Core EPA Guide
- The Physician Competency Reference Set
- Opportunities for engagement with the Core EPA Pilot



### **One-Page Schematics**

In 2014, the AAMC launched a pilot project with 10 institutions to address the feasibility of implementing 13 EPAs for entering residency in undergraduate medical education. To standardize our approach as a pilot and promote a shared mental model, the Core EPA Pilot Group developed one-page schematics for each of the 13 EPAs.

These schematics were developed to translate the rich and detailed content within *The Core Entrustable Professional Activities for Entering Residency Curriculum Developers' Guide* published in 2014 by the AAMC into a one-page, easy-to-use format (AAMC 2014). These one-page schematics of developmental progression to entrustment provide user-friendly descriptions of each EPA. We sought fidelity to the original ideas and concepts created by the expert drafting panel that developed the *Core EPA Guide*.

We envision the one-page schematics as a resource for:

- Development of curriculum and assessment tools
- Faculty development
- Student understanding
- Entrustment committees, portfolio advisors, and others tracking longitudinal student progress

### **Understanding the One-Page Schematic**

Performance of an EPA requires integration of multiple competencies (Englander and Carraccio 2014). Each EPA schematic begins with its list of key functions and related competencies. The functions are followed by observable behaviors of increasing ability describing a medical student's development toward readiness for indirect supervision. The column following the functions lists those behaviors requiring immediate correction or remediation. The last column lists expected behaviors of an entrustable learner.

The members of the Curriculum and Assessment Team of the Core EPA Pilot Group led this initiative. Thirteen EPA groups, each comprising representatives from four to five institutions, were tasked with creating each EPA schematic. Development of the schematics involved an explicit, standardized process to reduce variation and ensure consistency with functions, competencies, and the behaviors explicit in the *Core EPA Guide*. Behaviors listed were carefully gathered from the *Core EPA Guide* and reorganized by function and competency and listed in a developmental progression. The Curriculum and Assessment Team promoted content validity by carrying out iterative reviews by telephone conference call with the members of the Core EPA Pilot Group assigned to each EPA.

### **EPA Curriculum and Assessment**

Multiple methods of teaching and assessing EPAs throughout the curriculum will be required to make a summative entrustment decision about residency readiness. The schematics can help to systematically identify and map curricular elements required to prepare students to perform EPAs. Specific prerequisite curricula may be needed to develop knowledge, skills, and attitudes before the learner engages in practice of the EPA.

To implement EPAs, medical schools should identify where in the curriculum EPAs will be taught, practiced, and assessed. Among other modalities, simulation, reflection, and standardized and structured experiences will all provide data about student competence. However, central to the concept of entrustment is the global performance of EPAs in authentic clinical settings, where the EPA is taught and assessed holistically, not as the sum of its parts.



### Workplace-Based Assessments: Supervision and Coactivity Scales

On a day-to-day basis, clinical supervisors make and communicate judgments about how much help (coactivity) or supervision a student or resident needs. "Will I let the student go in the room without me? How much will I let the student do versus observe? Because I wasn't present to observe, how much do I need to double-check?" Scales for clinical supervisors to determine how much help or supervision a student needs for a specific activity have been proposed (Chen et al 2015; Rekman et al 2016). There is limited validity evidence for these scales, and no published data comparing them. Given our initial experience, the Core EPA Pilot Group has agreed on a trial using modified versions of these scales (Appendix 1).

### Resources

The Pilot Group compiled a list of resources, including relevant Critical Synthesis Packages from MedEdPORTAL<sup>®</sup>, a review of current existing literature, teaching methods, and assessment tools related to each EPA (Appendix 2). This collection of products may help schools with implementation. For example, schools may find the teaching methods and assessment tools useful when considering multiple sources of data about student performance that may eventually contribute to a summative entrustment decision. The Pilot Group concluded that new teaching methods and assessment tools will be needed to complement these resources. This need is particularly relevant for workplace-based assessments where the synthetic performance of an EPA is linked to a level of supervision. We envision the one-page schematics as a resource for the development of new teaching and assessment methods.



### **Frequently Asked Questions**

#### Why are EPAs important?

In many cases, medical school graduates are perceived by residency program directors as insufficiently prepared at the beginning of their residency training for indirect supervision in clinical skills and for exhibiting professional behaviors. The EPAs define a shared set of clinical activities that residents are expected to perform on day one of residency. This is an important opportunity for undergraduate medical education to develop a new construct toward preparedness and, as an end goal, improvements in patient safety. Ideally, students will perform the Core EPAs consistently in situations of varying complexity as they practice and receive actionable feedback, formulating learning goals for future demonstrations of competence.

#### What does "entrustment" mean in the context of the EPAs?

Entrustment is defined as trustworthiness in applying knowledge, skills, and attitudes in performance of an EPA. To be "trustworthy," students must consistently demonstrate attributes such as conscientiousness, knowledge of their own limits and help-seeking behavior (discernment), and truthfulness (Kennedy et al 2008). Throughout medical education, students should be assessed on trustworthiness—though this may occur implicitly or explicitly. The EPA framework makes this assessment explicit and transparent.

EPA entrustment is defined as a judgment by a supervisor or collection of supervisors signaling a student has met specific, defined expectations for needing limited supervision. The Core EPA Pilot Group recommends the formation of an entrustment committee to make evidence-based summative entrustment decisions about each student's readiness for residency (Brown et al 2017).

#### What is the relationship between competencies and EPAs?

The EPA framework reorganizes competencies into observable units of clinical work by function. Each function is a subunit of work required to perform an EPA. The functions and related competencies are the parts, and the EPA is the whole. The Toolkit's one-page schematics highlight an EPA's specific functions with underlying competencies into observable behaviors within a developmental progression toward entrustment.

Although tracking progression within individual functions can help learners develop appropriate skills, monitoring learner progress toward entrustability for that EPA requires synthesis: At some point the learner must apply each of the functions in execution of the EPA task. *To this end, we emphasize the importance of the holistic nature of the EPA and prioritize assessment for entrustment in these activities in workplace settings as a whole, not as the sum of their parts.* 

#### Is the one-page schematic designed as a rubric for student assessment?

No, the one-page schematics are not intended to serve as assessment tools. They can serve as guides for development of instructional, feedback, and assessment tools for EPAs. We share them as a framework for understanding the developmental progression that graduating medical students should demonstrate as a reflection of their readiness for residency.



#### How can I or my institution become more involved?

Medical schools in the AAMC pilot, those interested in implementing EPAs, and those wondering about the faculty resources needed to teach and assess EPAs are already part of a dynamic learning community. Opportunities for engaging with others exist through the AAMC Core EPA listserve, conference presentations, collaborative projects, and in informal medical education networks. Your contributions help shape the work of the Core EPA Pilot project and are a source of new ideas, feedback, and suggestions for implementation. We invite you to continue your conversations with us by sharing the decisions you face within the unique culture of your institution.

- To subscribe to the Core EPAs listserve, send a blank email to subscribe-coreepas@lists.aamc.org. To post a comment to the listserve, simply send an email to coreepas@lists.aamc.org.
- Core EPA Pilot Website: <u>https://www.aamc.org/initiatives/coreepas/</u>
- Publications from the Core EPA Pilot Group: <u>https://www.aamc.org/initiatives/coreepas/publicationsandpresentations/</u>
- Core EPA Pilot Group email for queries and observations: <u>coreepas@aamc.org</u>

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# **EPA 7: Form Clinical Questions and Retrieve Evidence to Advance Patient Care**

Key Functions with Related Competencies	Behaviors Requiring				
Combine curiosity, objectivity, and scientific		$\rightarrow$ Developing Behaviors $\rightarrow$ (Learner may be at different levels within a row.)		Expected Behaviors for an Entrustable Learner	
reasoning to develop a well-formed, focused, pertinent clinical question (ASK) KP3 PBLI6 PBLI1 PBLI3	Does not reconsider approach to a problem, ask for help, or seek new information	With prompting, translates information needs into clinical questions	Seeks assistance to translate information needs into well- formed clinical questions	Identifies limitations and gaps in personal knowledge Develops knowledge guided by well-formed clinical questions	
Demonstrate awareness and skill in using information technology to access accurate and reliable medical information (ACQUIRE)	Declines to use new information technologies	Uses vague or inappropriate search strategies, leading to an unmanageable volume of information	Employs different search engines and refines search strategies to improve efficiency of evidence retrieval	Identifies and uses available databases, search engines, and refined search strategies to acquire relevant information	
PBLI6 PBLI7	Refuses to	Accepts findings from clinical	Judges evidence quality from	Uses levels of evidence to	
Demonstrate skill in appraising sources, content, and applicability of evidence (APPRAISE)	consider gaps and limitations in the literature or apply published evidence to specific patient care	studies without critical appraisal With assistance, applies evidence to common medical conditions	clinical studies Applies published evidence to common medical conditions	appraise literature and determines applicability of evidence Seeks guidance in understanding subtleties of evidence	
Apply findings to	Does not discuss	Communicates with rigid	Applies findings based on	Applies nuanced findings by	
individuals and/or patient panels; communicate findings to the patient and team, reflecting on process and outcomes (ADVISE) ICS1 ICS2 PBLI1 PBLI8 PBLI9 PC7	findings with team Does not determine or discuss outcomes and/or process, even with prompting	recitation of findings, using medical jargon or displaying personal biases Shows limited ability to connect outcomes to the process by which questions were identified and answered and findings were applied	audience needs Acknowledges ambiguity of findings and manages personal bias Connects outcomes to process by which questions were identified and answered	communicating the level and consistency of evidence with appropriate citation Reflects on ambiguity, outcomes, and the process by which questions were identified and answered and findings were applied	
	Related Competencies Combine curiosity, objectivity, and scientific reasoning to develop a well-formed, focused, pertinent clinical question (ASK) KP3 PBLI6 PBLI1 PBLI3 Demonstrate awareness and skill in using information technology to access accurate and reliable medical information (ACQUIRE) PBLI6 PBLI7 Demonstrate skill in appraising sources, content, and applicability of evidence (APPRAISE) PBLI6 KP3 KP4 Apply findings to individuals and/or patient panels; communicate findings to the patient and team, reflecting on process and outcomes (ADVISE) ICS1 ICS2 PBLI1 PBLI8	Related CompetenciesBenaviors Requiring Corrective ResponseCombine curiosity, objectivity, and scientific reasoning to develop a well-formed, focused, pertinent clinical question (ASK)Does not reconsider approach to a problem, ask for help, or seek new informationKP3 PBLI6 PBLI1 PBLI3Declines to use new information technology to access accurate and reliable medical information (ACQUIRE)Declines to use new information technologiesPBLI6 PBLI7Demonstrate skill in appraising sources, content, and applicability of evidence (APPRAISE)Refuses to consider gaps and limitations in the literature or apply published evidence to specific patient carePBLI6 KP3 KP4Does not discuss findividuals and/or patient panels; communicate findings to the patient and team, reflecting on process and outcomes (ADVISE)Does not discuss findings to individuals and/or patient panels; communicate findings to the patient and team, reflecting on process and outcomes (ADVISE)Does not discuss even with promptingICS1 ICS2 PBLI1 PBLI8PBLI6	Related Competencies    Benaviors      Requiring    Combine curiosity,      objectivity, and scientific    Response      reasoning to develop a    Does not      well-formed, focused,    Does not      pertinent clinical    Does not      question    Ask()      KP3 PBLI6 PBL11 PBL13    Declines to use      Demonstrate awareness    new information      and skill in using    Declines to use      new information    technologies      umanageable volume of    information      access accurate and    Refuses to      consider gaps    and limitations in      information    Refuses to      consider gaps    and limitations in      informatios    thell present      PBLI6 PBL17    Refuses to      Demonstrate skill in    apply published      apply published    evidence to      specific patient    care      and limitations in    findings with team      of evidence    Does not discus      (APPRAISE)    Does not discus      PBLI6 KP3 KP4    Does not discus      Apply findings to    f	Related Competencies    Benaviors Requiring Corrective Response    > Developing Behaviors > (Learner may be at different levels within a row.)      Combine curiosity, objectivity, and scientific reasoning to develop a well-formed, focused, pertinent clinical question    Does not reconsider approach to a problem, ask for help, or seek new information    With prompting, translates information needs into clinical questions    Seeks assistance to translate information needs into clinical questions      Demonstrate awareness and skill in using information technology to access accurate and reliable medical information (ACQUIRE)    Declines to use new information technologies    Uses vague or inappropriate search strategies, leading to an unmanageable volume of information    Employs different search strategies to improve efficiency of evidence retrieval      PBLI6 PBLI7    Refuses to consider gaps and applicability of evidences, (APPRAISE)    Refuses to consider gaps and initiations in the literature or approach to a peefic patient care    Accepts findings from clinical studies without critical appraisal conditions    Judges evidence quality from clinical studies      PBLI6 KP3 KP4    Does not discuss findings with team redical jargon or displaying personal biases    Applies findings based on audience needs      Applies findings very (ADVISE)    Does not discuss findings with team process and outcomes (ADVISE)    Applies findings based on audience needs    Actrowedges ambiguity of findings and manages personal bias      Connects outcomes (ADVISE)    Does not discuss outcomes even with prompting	

Cocks, P, Cutrer, WB, Esposito, K, Lupi, C, Obeso V, Brown D, Phillipi C, eds.; for Core EPAs for Entering Residency Pilot Program Adapted from the Association of American Medical Colleges (AAMC). Core entrustable professional activities for entering residency. 2014.

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### **Appendix 1: Core EPA Pilot Supervision and Coactivity Scales**

Scales for clinical supervisors to determine how much help (coactivity) or supervision they judge a student needs for a specific activity have been proposed—the Chen entrustment scale and the Ottawa scale (Chen et al 2015; Rekman et al 2016). There is limited validity evidence for these scales and no published data comparing them. We include these published tools here for your reference. The Core EPA Pilot Group has agreed on a trial using modified versions of these scales (described below). A description of how the pilot is working with these scales is available on the <u>Core EPA website</u>.

<b>Modified Chen entrustment scale:</b> If you were to supervise this student again in a similar situation, which of the following statements aligns with how you would assign the task?	Corresponding excerpt from <b>original Chen</b> entrustment scale (Chen et al 2015)	
1b. "Watch me do this."	1b. Not allowed to practice EPA; allowed to observe	
2a. "Let's do this together."	2a. Allowed to practice EPA only under proactive, full supervision as coactivity with supervisor	
2b. "I'll watch you."	2b. Allowed to practice EPA only under proactive, full supervision with supervisor in room ready to step in as needed	
3a. "You go ahead, and I'll double-check all of your findings."	3a. Allowed to practice EPA only under reactive/on-demand supervision with supervisor immediately available, all findings double-checked	
<b>3b. "You go ahead, and I'll double-check key findings."</b>	3b. Allowed to practice EPA only under reactive/on demand supervision with supervisor immediately available, key findings double-checked	



Modified Ottawa scale: In supervising this student, how much did you participate in the task?	<b>Original Ottawa scale</b> (Rekman et al 2016)
1. "I did it." Student required complete guidance or was unprepared; I had to do most of the work myself.	1. "I had to do." (i.e., requires complete hands-on guidance, did not do, or was not given the opportunity to do)
<b>2. "I talked them through it.</b> " Student was able to perform some tasks but required repeated directions.	2. "I had to talk them through." (i.e., able to perform tasks but requires constant direction)
<b>3. "I directed them from time to time.</b> " Student demonstrated some independence and only required intermittent prompting.	3. "I had to prompt them from time to time." (i.e., demonstrates some independence, but requires intermittent direction)
<b>4. "I was available just in case.</b> " Student functioned fairly independently and only needed assistance with nuances or complex situations.	4. "I needed to be there in the room just in case." (i.e., independence but unaware of risks and still requires supervision for safe practice)
5. (No level 5: Students are ineligible for complete independence in our systems.)	5. "I did not need to be there." (i.e., complete independence, understands risks and performs safely, practice ready)



### **Appendix 2: Resources Related to EPA 7**

### A Longitudinal Medical School Evidence-Based Medicine Curriculum

West C, Jaeger T, McDonald F. A longitudinal medical school evidence-based medicine curriculum. MedEdPORTAL Publications. 2014;10:9827. doi.org/10.15766/mep\_2374-8265.9827.

### Making Evidence-Based Medicine Simple Series

Mojica M. The making evidence-based medicine simple series—meta-analysis module. MedEdPORTAL Publications. 2013;9:9479. doi.org/10.15766/mep\_2374-8265.9479.

#### Search Assessment Tool for Ovid Medline

Sperr Jr. E. Critical synthesis package: University of Michigan search assessment tool for Ovid Medline (UMMSA). MedEdPORTAL Publications. 2014;10:9801. doi.org/10.15766/mep\_2374-8265.9801.

### **UCSF Reflection Tool**

Aronson L, Kruidering M, Niehaus B, O'Sullivan P. UCSF LEaP (learning from your experiences as a professional): guidelines for critical reflection. MedEdPORTAL Publications. 2012;8:9073. dx.doi.org/10.15766/mep\_2374-8265.9073.

### **Reflective Ability Rubric and User Guide**

O'Sullivan P, Aronson L, Chittenden E, Niehaus B, Learman L. Reflective ability rubric and user guide. MedEdPORTAL Publications. 2010;6:8133. dx.doi.org/10.15766/mep\_2374-8265.8133.

### Jefferson Scale of Physician Lifelong Learning

Novak M. Critical synthesis package: Jefferson scale of physician lifelong learning (JeffSPLL). MedEdPORTAL Publications. 2013;9:9493. doi.org/10.15766/mep\_2374-8265.9493.

#### **Evidence and Instruments in the Literature**

Ramos K, Schafer S, Tracz S. Validation of the Fresno test of competence in evidence based medicine. *Br Med J.* 2003;326(7384):319-321. doi: 10.1136/bmj.326.7384.319.





### **Appendix 3: Behaviors and Vignettes**

The <u>Core EPA Guide</u> produced by the AAMC contains additional detailed information that may be useful for curriculum designers.

- 1. For a convenient list of behaviors for this EPA that were used to develop a developmental progression, we refer you to the *Core EPA Guide*.
- 2. For exemplars of learner vignettes that highlight pre-entrustable and entrustable scenarios, please see the <u>Core EPA</u> <u>Guide</u>.



### Appendix 4: The Physician Competency Reference Set (PCRS)

The Physician Competency Reference Set (Englander et al 2013) is provided for cross-referencing with the one-page schematic.

	1 DATI	ENT CARE (PC): Provide patient-centered care that is compassionate, appropriate, and effective
		ne treatment of health problems and the promotion of health
	1.1	Perform all medical, diagnostic, and surgical procedures considered essential for the area of
	1.1	practice
	1.2	Gather essential and accurate information about patients and their condition through history-
		taking, physical examination, and the use of laboratory data, imaging, and other tests
	1.3	Organize and prioritize responsibilities to provide care that is safe, effective, and efficient
	1.4	Interpret laboratory data, imaging studies, and other tests required for the area of practice
	1.5	Make informed decisions about diagnostic and therapeutic interventions based on patient
		information and preferences, up-to-date scientific evidence, and clinical judgment
	1.6	Develop and carry out patient management plans
	1.7	Counsel and educate patients and their families to empower them to participate in their care and
		enable shared decision making
	1.8	Provide appropriate referral of patients, including ensuring continuity of care throughout
		transitions between providers or settings and following up on patient progress and outcomes
	1.9	Provide health care services to patients, families, and communities aimed at preventing health
		problems or maintaining health
	1.10	Provide appropriate role modeling
	1.11	Perform supervisory responsibilities commensurate with one's roles, abilities, and qualifications
2.	KNOWLE	DGE FOR PRACTICE (KP): Demonstrate knowledge of established and evolving biomedical,
	clinical, e	pidemiological, and social-behavioral sciences, as well as the application of this knowledge to
	patient o	are
	2.1	Demonstrate an investigatory and analytic approach to clinical situations
	2.2	Apply established and emerging biophysical scientific principles fundamental to health care for patients and populations
	2.3	Apply established and emerging principles of clinical sciences to diagnostic and therapeutic
		decision making, clinical problem solving, and other aspects of evidence-based health care
	2.4	Apply principles of epidemiological sciences to the identification of health problems, risk factors,
		treatment strategies, resources, and disease prevention/health promotion efforts for patients and populations
	2.5	Apply principles of social–behavioral sciences to provision of patient care, including assessment
		of the impact of psychosocial–cultural influences on health, disease, care-seeking, care
		compliance, and barriers to and attitudes toward care
	2.6	Contribute to the creation, dissemination, application, and translation of new health care
		knowledge and practices
		- ·



- 3. PRACTICE-BASED LEARNING AND IMPROVEMENT (PBLI): Demonstrate the ability to investigate and evaluate their care of patients, to appraise and assimilate scientific evidence, and to continuously improve patient care based on constant self-evaluation and lifelong learning
  - 3.1 Identify strengths, deficiencies, and limits in one's knowledge and expertise
  - 3.2 Set learning and improvement goals
  - 3.3 Identify and perform learning activities that address one's gaps in knowledge, skills, or attitudes
  - 3.4 Systematically analyze practice using quality-improvement methods, and implement changes with the goal of practice improvement
  - 3.5 Incorporate feedback into daily practice
  - 3.6 Locate, appraise, and assimilate evidence from scientific studies related to patients' health problems
  - 3.7 Use information technology to optimize learning
  - 3.8 Participate in the education of patients, families, students, trainees, peers, and other health professionals
  - 3.9 Obtain and utilize information about individual patients, populations of patients, or communities from which patients are drawn to improve care
  - 3.10 Continually identify, analyze, and implement new knowledge, guidelines, standards, technologies, products, or services that have been demonstrated to improve outcomes

4. INTERPERSONAL AND COMMUNICATION SKILLS (ICS): Demonstrate interpersonal and communication skills that result in the effective exchange of information and collaboration with patients, their families, and health professionals

- 4.1 Communicate effectively with patients, families, and the public, as appropriate, across a broad range of socioeconomic and cultural backgrounds
- 4.2 Communicate effectively with colleagues within one's profession or specialty, other health professionals, and health-related agencies (see also interprofessional collaboration competency, IPC 7.3)
- 4.3 Work effectively with others as a member or leader of a health care team or other professional group (see also IPC 7.4)
- 4.4 Act in a consultative role to other health professionals
- 4.5 Maintain comprehensive, timely, and legible medical records
- 4.6 Demonstrate sensitivity, honesty, and compassion in difficult conversations (e.g., about issues such as death, end-of-life issues, adverse events, bad news, disclosure of errors, and other sensitive topics)
- 4.7 Demonstrate insight and understanding about emotions and human responses to emotions that allow one to develop and manage interpersonal interactions
- 5. PROFESSIONALISM (P): Demonstrate a commitment to carrying out professional responsibilities and an adherence to ethical principles
  - 5.1 Demonstrate compassion, integrity, and respect for others
  - 5.2 Demonstrate responsiveness to patient needs that supersedes self-interest
  - 5.3 Demonstrate respect for patient privacy and autonomy



	5.4	Demonstrate accountability to patients, society, and the profession
	5.5	Demonstrate sensitivity and responsiveness to a diverse patient population, including but not
		limited to diversity in gender, age, culture, race, religion, disabilities, and sexual orientation
	5.6	Demonstrate a commitment to ethical principles pertaining to provision or withholding of care,
		confidentiality, informed consent, and business practices, including compliance with relevant
		laws, policies, and regulations
6.	SYST	EMS-BASED PRACTICE (SBP): Demonstrate an awareness of and responsiveness to the larger
	cont	ext and system of health care, as well as the ability to call effectively on other resources in the
	syste	em to provide optimal health care
	6.1	Work effectively in various health care delivery settings and systems relevant to one's clinical
		specialty
	6.2	Coordinate patient care within the health care system relevant to one's clinical specialty
	6.3	Incorporate considerations of cost awareness and risk-benefit analysis in patient and/or
		population-based care
	6.4	Advocate for quality patient care and optimal patient care systems
	6.5	Participate in identifying system errors and implementing potential systems solutions
	6.6	Perform administrative and practice management responsibilities commensurate with one's role,
		abilities, and qualifications
7.	INTE	RPROFESSIONAL COLLABORATION (IPC): Demonstrate the ability to engage in an
	inter	professional team in a manner that optimizes safe, effective patient- and population-centered
	care	
	7.1	Work with other health professionals to establish and maintain a climate of mutual respect,
		dignity, diversity, ethical integrity, and trust
	7.2	Use the knowledge of one's own role and those of other professions to appropriately assess and
		address the health care needs of the patients and populations served
	7.3	Communicate with other health professionals in a responsive and responsible manner that
		supports the maintenance of health and the treatment of disease in individual patients and
		populations
	7.4	Participate in different team roles to establish, develop, and continuously enhance
		interprofessional teams to provide patient- and population-centered care that is safe, timely,
		efficient, effective, and equitable
8.	PERS	ONAL AND PROFESSIONAL DEVELOPMENT (PPD): Demonstrate the qualities required to sustain
	lifelo	ong personal and professional growth
	8.1	Develop the ability to use self-awareness of knowledge, skills, and emotional limitations to
		engage in appropriate help-seeking behaviors
	8.2	Demonstrate healthy coping mechanisms to respond to stress
	8.3	Manage conflict between personal and professional responsibilities
	8.4	Practice flexibility and maturity in adjusting to change with the capacity to alter behavior
	8.5	Demonstrate trustworthiness that makes colleagues feel secure when one is responsible for the
		care of patients
	8.6	Provide leadership skills that enhance team functioning, the learning environment, and/or the
		health care delivery system



- 8.7 Demonstrate self-confidence that puts patients, families, and members of the health care team at ease
  2.2 Demonstrate that each is its invested of the invested base
  - 8.8 Recognize that ambiguity is part of clinical health care and respond by using appropriate resources in dealing with uncertainty





### References

#### **Publications From the Core EPA Pilot Group**

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