

## Anesthesiology Milestones

ACGME International, Inc. (ACGME-I)



Second Revision: March 2023 First Revision: May 2017

## **Anesthesiology Milestones**

The Milestones are designed only for use in evaluation of residents and fellows in the context of their participation in ACGME-I-accredited residency and fellowship programs. The Milestones provide a framework for the assessment of the development of the resident or fellow in key dimensions of the elements of physician competence in a specialty or subspecialty. They neither represent the entirety of the dimensions of the six domains of physician competence, nor are they designed to be relevant in any other context.

## **Understanding Milestone Levels and Reporting**

This document presents the Milestones, which programs use in a semi-annual review of resident or fellow performance, and then report to the ACGME-I. Milestones are knowledge, skills, attitudes, and other attributes for each of the ACGME-I Competencies organized in a developmental framework. The narrative descriptions are targets for resident/fellow performance throughout the educational program.

Milestones are arranged into levels. Tracking from Level 1 to Level 5 is synonymous with moving from novice to expert resident or fellow in the specialty or subspecialty. For each reporting period, the Clinical Competency Committee will review the completed evaluations to select the milestone levels that best describe each learner's current performance, abilities, and attributes for each subcompetency.

These levels *do not* correspond with post-graduate year of education. Depending on previous experience, more junior residents/fellows may achieve higher levels early in their educational program just as more senior residents/fellows may be at a lower level later in their educational program. There is no predetermined timing for a resident or fellow to attain any particular level. Residents and fellows may also regress in achievement of their milestones. This may happen for many reasons, such as overscoring in a previous review, a disjointed experience in a particular procedure, or a significant act by the resident/fellow.

Selection of a level implies the resident/fellow substantially demonstrates the milestones in that level, as well as those in lower levels (see the diagram on page v).

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## **Additional Notes**

Level 4 is designed as a graduation *goal* but *does not* represent a graduation *requirement*. Making decisions about readiness for graduation and unsupervised practice is the purview of the program director. Furthermore, Milestones 2.0 include revisions and changes that preclude using the Milestones as a sole assessment in high-stakes decisions. Level 5 is designed to represent an expert resident or fellow whose achievements in a subcompetency are greater than the expectation. Milestones are primarily designed for formative, developmental purposes to support continuous quality improvement for individual learners, education programs, and the specialty. ACGME-I and its partners will continue to evaluate and perform research on the Milestones to assess their impact and value.

Examples are provided for some milestones within this document. Note: The examples are not the required element or outcome; they are provided as a way to share the intent of the element.

Some milestone descriptions include statements about performing independently. These activities must occur in conformance with ACGME-I supervision guidelines as described in the applicable Program Requirements, as well as with institutional and program policies. For example, a resident who performs a procedure independently must, at a minimum, be supervised through oversight.

A Supplemental Guide is also available to provide more context regarding the intent of each subcompetency, as well as examples for each level, assessment methods or tools, and other resources. The Supplemental Guide, like examples contained within the Milestones, is designed only to assist the program director and Clinical Competency Committee; it is not meant to demonstrate any required element or outcome.

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The diagram below presents an example set of milestones for one subcompetency in the same format as the ACGME-I Report Worksheet. For each reporting period, a resident's/fellow's performance on the milestones within each subcompetency will be indicated by selecting the Milestones Level that best describes that individual's performance in relation to those milestones.

Systems-Based Practice 1: Patient Safety and Quality Improvement				
Level 1	Level 2	Level 3	Level 4	Level 5
Demonstrates knowledge of common patient safety events	Identifies system factors that lead to patient safety events	Participates in analysis of patient safety events (simulated or actual)	Conducts analysis of patient safety events and offers error prevention strategies (simulated or actual)	Actively engages teams and processes to modify systems to prevent patient safety events
Demonstrates knowledge of how to report patient safety events	Reports patient safety events through institutional reporting systems (simulated or actual)	Participates in disclosure of patient safety events to patients and their families (simulated or actual)	Discloses patient safety events to patients and their families (simulated or actual)	Role models or mentors others in the disclosure of patient safety events
Demonstrates knowledge of basic quality improvement methodologies and metrics	Describes local quality improvement initiatives (e.g., community vaccination rate, infection rate, smoking cessation)	Participates in local quality improvement initiatives	Demonstrates the skills required to identify, develop, implement, and analyze a quality improvement project	Creates, implements, and assesses quality improvement initiatives at the institutional or community level
Comments:			Not Yet (	Completed Level 1
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Patient Care 1: Pre-Anesthetic Evaluation				
Level 1	Level 2	Level 3	Level 4	Level 5
Performs basic chart review	Performs focused chart review, with indirect supervision	Interprets chart review information to assess need for further work-up	Evaluates diagnostic data and provides risk stratification based on comorbidities and anesthetic implications	
Conducts patient interview, with direct supervision	Interviews the patient and gathers pertinent information, with indirect supervision	Interprets information collected during patient interview, with assistance	Independently identifies the need for additional evaluation and suggests therapeutic interventions	
Conducts and interprets a physical examination, with direct supervision	Conducts a focused physical examination, with indirect supervision	Identifies comorbidities on physical examination that may require further evaluation, with indirect supervision	Independently identifies concerning physical exam findings that require further evaluation	Independently identifies a previously undiagnosed condition
Comments: Not Yet Completed Level 1				

Patient Care 2: Perioperative Care and Management				
Level 1	Level 2	Level 3	Level 4	Level 5
Identifies the components of an anesthetic plan	Develops an anesthetic plan for a healthy patient undergoing uncomplicated procedures	Develops an anesthetic plan for patients with well- controlled comorbidities or undergoing complicated procedures	Develops an anesthetic plan for patients with multiple uncontrolled comorbidities, and undergoing complicated procedures	
Identifies the components of a pain management plan	Implements simple perioperative pain management plan	Identifies patients with a history of chronic pain who require a modified perioperative pain management plan	Implements the anesthetic plan for patients with complex pain history and polypharmacy	In collaboration with other specialists, develops protocols for multimodal analgesia plan for patients with a complex pain history and substance use disorder
Identifies potential impact of anesthesia beyond intraoperative period	Identifies patient-specific risk factors for long-term anesthetic effects	Develops the anesthetic plan based on risk factors to mitigate the long-term impact of anesthesia	Implements the anesthetic plan to mitigate the long-term impact of anesthesia	Develops departmental or institutional protocols for reduction of the long-term impact of anesthesia
Comments:       Not Yet Completed Level 1         Not Yet Assessable				

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Level 1	Level 2	Level 3	Level 4	Level 5
Identifies standard monitors	Independently selects central and arterial catheters based on patient comorbidities and procedure	Selects advanced monitors based on patient comorbidities and procedure, with supervision	Independently selects advanced monitors based on patient comorbidities and procedure	
Applies standard monitors to patients	Inserts central and arterial catheters, with supervision	Inserts or applies advanced monitors, with supervision	Independently inserts or applies advanced invasive monitors	Functions as a consultant for difficult advanced monitor placement
Interprets standard monitoring data	Addresses malfunctions in standard monitors and interprets data from central and arterial lines, with supervision	Recognizes and addresses malfunctions in advanced monitors and interprets data, with supervision	Independently interprets data, recognizes and addresses malfunctions in monitors and other anesthesia equipment	Participates in the research and/or development of protocols for monitoring technology

Patient Care 4: Intraoperative Care				
Level 1	Level 2	Level 3	Level 4	Level 5
Assists in the initiation of the anesthetic	Plans and initiates the anesthetic for healthy patients undergoing uncomplicated procedures, with supervision	Plans and initiates the anesthetic in a patient with well-controlled comorbidities, or undergoing complicated procedures	Independently plans and initiates the anesthetic in a patient with multiple uncontrolled comorbidities undergoing complicated procedures	
Assists in maintenance of anesthetic care	Manages expected events during anesthetic care, with supervision	Independently manages expected events during anesthetic care	Independently manages unexpected events during anesthetic care	Manages rare events during anesthetic care
Assists with emergence from anesthesia	Anticipates and manages expected events during emergence, with supervision	Anticipates and manages unexpected events during emergence, with supervision	Independently anticipates and manages unexpected events during emergence	Manages rare events during emergence
Comments: Not Yet Completed Level 1 Not Yet Assessable				

Patient Care 5: Airway	lanagement			
Level 1	Level 2	Level 3	Level 4	Level 5
Performs basic airway assessment Performs bag-mask ventilation in uncomplicated airway	Uses the airway exam and identifiable risk factors to formulate a patient-specific plan Prepares basic equipment and manages an uncomplicated airway	Devises airway management plans that address contingencies, with supervision Prepares and incorporates advanced equipment in the	Independently devises airway management plans that address contingencies Independently prepares and incorporates advanced equipment in	Functions as an expert in an airway crisis for complicated airways
		management of a complicated airway, with supervision	the management of a complicated airway	
Comments:				ompleted Level 1
			Not Yet A	·

Patient Care 6: Point-of-Care Ultrasound				
Level 1	Level 2	Level 3	Level 4	Level 5
Lists and explains the basic science and terminology of ultrasound	Selects ultrasound equipment for procedures, with supervision	Selects ultrasound equipment for a patient with difficult anatomy, with supervision	Independently selects proper ultrasound equipment and settings for indicated scenarios	Participates in research of emerging ultrasound procedures
Identifies relevant anatomy using ultrasound	Conducts point-of-care ultrasound, with supervision	Interprets point-of-care ultrasound, with supervision	Independently conducts and interprets point-of- care ultrasound	Participates in the development of institutional protocols for point-of-care ultrasound
Uses ultrasound for vascular access in routine situations, with supervision	Uses ultrasound for vascular access in routine situations	Uses ultrasound for vascular access in complex situations, with supervision	Independently uses ultrasound for vascular access in complex situations	
Comments: Not Yet Completed Level 1				

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Patient Care 7: Situational Awareness and Crisis Management				
Level 1	Level 2	Level 3	Level 4	Level 5
Demonstrates vigilance during clinical care	Demonstrates awareness of case flow and developments throughout a procedure	Demonstrates awareness of case flow and developments throughout a procedure, including those outside of one's own immediate control, with supervision	Independently demonstrates awareness of case flow and developments throughout a procedure, including those outside of one's own immediate control	
Articulates causes of common perioperative crisis situations	Recognizes crisis situations; calls for help	Anticipates impending crisis and identifies possible etiologies, with supervision	Independently anticipates impending crisis and identifies possible etiologies	
Responds to crisis	Participates in	Initiates management and	Independently initiates	Leads the health care
situations as a reliable team member	management during crisis situations	resolves crisis situations, with supervision	management and resolves crisis situations	team in the management of crisis situations
Comments: Not Yet Completed Level 1 Not Yet Assessable				

Patient Care 8: Postoperative Care					
Level 1	Level 2	Level 3	Level 4	Level 5	
Outlines postoperative disposition options for patients	Plans disposition for uncomplicated procedures	Identifies unexpected changes in patient status meriting change in disposition, with supervision	Independently identifies unexpected changes in patient status meriting change in disposition	Develops protocols for disposition based on procedure and patient comorbidities	
Lists complications commonly encountered postoperatively	Diagnoses, manages, and documents commonly encountered complications arising from anesthetic care, with supervision	Diagnoses, manages, and documents uncommon complications arising from anesthetic care, with supervision	Independently diagnoses, manages, and documents uncommon complications arising from anesthetic care		
Comments: Not Yet Completed Level 1					

Patient Care 9: Critical Care				
Level 1	Level 2	Level 3	Level 4	Level 5
Acquires data for the care of the critically ill patient	Interprets routine diagnostic data in the care of critically ill patients	Interprets advanced diagnostic data in the care of critically ill patients, with supervision	Independently interprets advanced diagnostic data in the care of critically ill patients	
Recognizes when a patient is critically ill	Prioritizes the care of the critically ill patient	Prioritizes the care of multiple critically ill patients, with supervision	Independently prioritizes the care of multiple critically ill patients	Leads and deploys resources in the care of the critically ill patient
	Implements the care team's plan for a critically ill patient	Develops and implements a comprehensive plan of care for the critically ill patient, with supervision	Develops and implements a comprehensive plan of care for the critically ill patient	Functions in a supervisory role managing all patients in a unit and the unit's resources
Comments: Not Yet Completed Level 1 Not Yet Assessable				

Patient Care 10: Regional (Peripheral and Neuraxial) Anesthesia					
Level 1	Level 2	Level 3	Level 4	Level 5	
Describes anatomy relevant to regional anesthesia	Describes indications and contraindications for regional anesthesia	Develops a patient- and procedure-specific regional anesthesia plan, with supervision	Independently develops a patient- and procedure-specific regional anesthesia plan		
Prepares the patient and the equipment for common regional anesthesia techniques	Performs regional anesthesia techniques, with direct supervision	Performs regional anesthesia techniques, with indirect supervision	Independently performs regional anesthesia techniques	Serves as a consultant on advanced or difficult regional techniques	
Describes potential complications of regional anesthesia	Recognizes and manages complications of regional anesthesia, with direct supervision	Recognizes and manages complications of regional anesthesia, with indirect supervision	Independently recognizes and manages complications of regional anesthesia	Develops institutional protocol for using regional anesthesia and managing complications	
Comments:					
	Not Yet Completed Level 1       Image: Completed Level 1         Not Yet Assessable       Image: Completed Level 1				

Medical Knowledge 1: Foundational Knowledge				
Level 1	Level 2	Level 3	Level 4	Level 5
Demonstrates knowledge of pathophysiology and treatment of medical and surgical conditions	Demonstrates knowledge of common medical and surgical disease, treatments, and populations as it relates to anesthetic care	Demonstrates knowledge of complex medical and surgical disease, treatments, and populations as it relates to anesthetic care	Demonstrates comprehensive knowledge of medical and surgical disease as it relates to the full spectrum of the patient's perioperative care	Demonstrates scientific knowledge of uncommon, atypical, or complex conditions as it relates to the full spectrum of the patient's perioperative care
Identifies medications used to treat common comorbidities	Demonstrates knowledge of pharmacology of medications routinely used in anesthetic care	Demonstrates knowledge of medications used in subspecialty areas (e.g., cardiac, obstetrics)	Demonstrates comprehensive knowledge of pharmacology in the setting of complex comorbidities	Participates in research related to pharmacology
Comments: Not Yet Completed Level 1 Not Yet Assessable				

Medical Knowledge 2: C	linical Reasoning			
Level 1	Level 2	Level 3	Level 4	Level 5
Organizes and accurately summarizes information obtained from the patient evaluation to develop a clinical impression	Integrates information from all sources to develop a basic differential diagnosis for common patient presentations	Develops a thorough and prioritized differential diagnosis for common patient presentations	Develops prioritized differential diagnoses in complex patient presentations and incorporates subtle, unusual, or conflicting findings	Coaches others to develop prioritized differential diagnoses in complex patient presentations
Lists types of clinical reasoning errors	Identifies clinical reasoning errors within patient care, with guidance	Retrospectively applies clinical reasoning principles to identify errors	Continually reappraises own clinical reasoning to improve patient care in real time	Models how to recognize errors and reflect upon one's own clinical reasoning
Comments: Not Yet Completed Level 1				

Systems-Based Practice 1: Patient Safety and Quality Improvement				
Level 1	Level 2	Level 3	Level 4	Level 5
Demonstrates knowledge of common patient safety events	Identifies system factors that lead to patient safety events	Participates in analysis of patient safety events (simulated or actual)	Conducts analysis of patient safety events and offers error prevention strategies (simulated or actual)	Actively engages teams and processes to modify systems to prevent patient safety events
Demonstrates knowledge of how to report patient safety events	Reports patient safety events through institutional reporting systems (simulated or actual)	Participates in disclosure of patient safety events to patients and their families (simulated or actual)	Discloses patient safety events to patients and their families (simulated or actual)	Role models or mentors others in the disclosure of patient safety events
Demonstrates knowledge of basic quality improvement methodologies and metrics	Describes local quality improvement initiatives (e.g., community vaccination rate, infection rate, smoking cessation)	Participates in local quality improvement initiatives	Demonstrates the skills required to identify, develop, implement, and analyze a quality improvement project	Creates, implements, and assesses quality improvement initiatives at the institutional or community level
Comments: Not Yet Completed Level 1				

Systems-Based Practice 2: System Navigation for Patient-Centered Care				
Level 1	Level 2	Level 3	Level 4	Level 5
Demonstrates knowledge of care coordination	Coordinates care of patients in routine clinical situations, effectively utilizing the roles of the interprofessional teams	Coordinates care of patients in complex clinical situations, effectively utilizing the roles of the interprofessional teams	Role models effective coordination of patient- centered care among different disciplines and specialties	Analyzes the process of care coordination and leads in the design and implementation of improvements
Identifies key elements for safe and effective transitions of care and hand-offs	Performs safe and effective transitions of care/hand-offs in routine clinical situations	Performs safe and effective transitions of care/hand-offs in complex clinical situations	Role models and advocates for safe and effective transitions of care/hand-offs within and across health care delivery systems, including outpatient settings	Improves quality of transitions of care within and across health care delivery systems to optimize patient outcomes
Comments: Not Yet Completed Level 1				

Level 1	Level 2	Level 3	Level 4	Level 5
Identifies key components of the complex health care system (e.g., hospital, skilled nursing facility, finance, personnel, technology) Describes the principles of cost-effective care	Describes how components of a complex health care system are interrelated, and how this impacts patient care Delivers care with consideration of each	Discusses how individual practice affects the broader system (e.g., length of stay, readmission rates, clinical efficiency) Engages with patients in shared decision making,	Manages various components of the complex health care system to provide efficient and effective patient care and transition of care Advocates for patient care needs (e.g.,	Advocates for or leads systems change that enhances high value, efficient, and effective patient care and transition of care Participates in health policy advocacy activities
	patient's payment model	informed by cost-effective care principles	community resources, patient assistance resources) regardless of ability to pay	
Comments:				
Not Yet Completed Level 1				

Level 1	Level 2	Level 3	Level 4	Level 5
Demonstrates how to access and use available evidence, and incorporate patient preferences and values in order to take care of a routine patient	Articulates clinical questions and elicits patient preferences and values in order to guide evidence-based care	Locates and applies the best available evidence, integrated with patient preference, to the care of complex patients	Critically appraises and applies evidence, even in the face of uncertainty and conflicting evidence, to guide care tailored to the individual patient	Coaches others to critically appraise and apply evidence for complex patients, and/or participates in the development of guidelines
Comments: Not Yet Completed Level 1				

Level 1	Level 2	Level 3	Level 4	Level 5
Accepts responsibility for personal and professional development by establishing goals	Demonstrates openness to performance data (feedback and other input) in order to inform goals	Seeks performance data episodically, with adaptability and humility	Intentionally seeks performance data consistently, with adaptability and humility	Role models consistently seeking performance data with adaptability and humility
Identifies the factors which contribute to gap(s) between expectations and actual performance	Analyzes and reflects on the factors which contribute to gap(s) between expectations and actual performance	Analyzes, reflects on, and institutes behavioral change(s) to narrow the gap(s) between expectations and actual performance	Challenges assumptions and considers alternatives in narrowing the gap(s) between expectations and actual performance	Coaches others on reflective practice
Actively seeks opportunities to improve	Designs and implements a learning plan, with prompting	Independently creates and implements a learning plan	Uses performance data to measure the effectiveness of the learning plan and, when necessary, improves it	Facilitates the design and implementation of learning plans for others

Level 1	Level 2	Level 3	Level 4	Level 5
Identifies and describes potential triggers for professionalism lapses	Demonstrates insight into professional behavior in routine situations	Demonstrates professional behavior in complex or stressful situations	Recognizes situations that may trigger professionalism lapses and intervenes to prevent lapses in self and others	Coaches others when their behavior fails to meet professional expectations
Describes when and how to appropriately report professionalism lapses, including strategies for addressing common barriers	Takes responsibility for own professionalism lapses	Recognizes need to seek help in managing and resolving complex ethical situations	Recognizes and utilizes appropriate resources for managing and resolving ethical dilemmas as needed (e.g., ethics consultations, literature	Identifies and seeks to address system-level factors that induce or exacerbate ethical problems or impede their
Demonstrates knowledge of the ethical principles underlying informed consent, surrogate decision making, advance directives, confidentiality, error disclosure, stewardship of limited resources, and related topics	Analyzes straightforward situations using ethical principles	Analyzes complex situations using ethical principles	review, risk management/legal consultation)	resolution
Comments:			Not Vot C	omploted Lovel 1
			Not Yet C	ompleted Level 1

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Level 1	Level 2	Level 3	Level 4	Level 5
Takes responsibility for failure to complete tasks and responsibilities, identifies potential contributing factors, and describes strategies for ensuring timely task completion in the future	Performs tasks and responsibilities in a timely manner with appropriate attention to detail in routine situations	Performs tasks and responsibilities in a timely manner with appropriate attention to detail in complex or stressful situations	Recognizes situations that may impact others' ability to complete tasks and responsibilities in a timely manner	Takes ownership of system outcomes
Responds promptly to requests or reminders to complete tasks and responsibilities	Recognizes situations that may impact own ability to complete tasks and responsibilities in a timely manner	Proactively implements strategies to ensure that the needs of patients, teams, and systems are met		
Comments: Not Yet Completed Level 1				

Professionalism 3: Self-Awareness and Help-Seeking				
Level 1	Level 2	Level 3	Level 4	Level 5
Recognizes status of personal and professional well-being, with assistance	Independently recognizes status of personal and professional well-being	With assistance, proposes a plan to optimize personal and professional well-being	Independently develops a plan to optimize personal and professional well-being	Coaches others when emotional responses or limitations in knowledge/ skills do not meet professional expectations
Recognizes limits in the knowledge/skills of self or team, with assistance	Independently recognizes limits in the knowledge/ skills of self or team and demonstrates appropriate help-seeking behaviors	With assistance, proposes a plan to remediate or improve limits in the knowledge/skills of self or team	Independently develops a plan to remediate or improve limits in the knowledge/skills of self or team	
Comments: Not Yet Completed Level 1				

Interpersonal and Communication Skills 1: Patient and Family-Centered Communication						
Level 1	Level 2	Level 3	Level 4	Level 5		
Uses language and nonverbal behavior to demonstrate respect and establish rapport	Establishes a therapeutic relationship in straightforward encounters using active listening and clear language	Establishes a therapeutic relationship in challenging patient encounters	Easily establishes therapeutic relationships, with attention to patient/ family concerns and context, regardless of complexity	Mentors others in situational awareness and critical self-reflection to consistently develop positive therapeutic relationships		
Identifies common barriers to effective communication (e.g., language, disability) while accurately communicating own role within the health care system	Identifies complex barriers to effective communication (e.g., health literacy, cultural)	When prompted, reflects on personal biases while attempting to minimize communication barriers	Independently recognizes personal biases while attempting to proactively minimize communication barriers	Role models self- awareness while identifying a contextual approach to minimize communication barriers		
Identifies the need to adjust communication strategies based on assessment of patient/ family expectations and understanding of their health status and treatment options	Organizes and initiates communication with patient/family by introducing stakeholders, setting the agenda, clarifying expectations, and verifying understanding of the clinical situation	With guidance, sensitively and compassionately delivers medical information, elicits patient/ family values, goals, and preferences, and acknowledges uncertainty and conflict	Independently, uses shared decision making to align patient/family values, goals, and preferences with treatment options to make a personalized care plan	Role models shared decision making in patient/family communication, including those with a high degree of uncertainty/conflict		
Comments: Not Yet Completed Level 1						

_evel 1	Level 2	Level 3	Level 4	Level 5	
Respectfully requests a consultation	Clearly and concisely requests a consultation	Checks own understanding of consultant recommendations	Coordinates recommendations from different members of the health care team to optimize patient care	Role models flexible communication strategies that value input from all health care team members, resolving conflict when needed	
Respectfully receives a consultation request	Clearly and concisely responds to a consultation request	Checks understanding of recommendations when providing consultation			
Jses language that /alues all members of he health care team	Communicates information effectively with all health care team members	Uses active listening to adapt communication style to fit team needs			
	Solicits feedback on performance as a member of the health care team	Communicates concerns and provides feedback to peers and learners	Communicates feedback and constructive criticism to superiors	Facilitates regular health care team-based feedback in complex situations	

Level 1	Level 2	Level 3	Level 4	Level 5
Accurately records information in the patient record	Demonstrates organized diagnostic and therapeutic reasoning through notes in the patient record	Concisely reports diagnostic and therapeutic reasoning in the patient record	Communicates clearly, concisely, timely, and in an organized written form, including anticipatory guidance	Models feedback to improve others' written communication
Safeguards patient personal health information	Demonstrates accurate, timely, and appropriate use of documentation shortcuts Documents required data in formats specified by institutional policy	Appropriately selects direct (e.g., telephone, in- person) and indirect (e.g., progress notes, text messages) forms of communication based on context	Achieves written or verbal communication (e.g., patient notes, email) that serves as an example for others to follow	Guides departmental or institutional communication around policies and procedures
Communicates through appropriate channels as required by institutional policy (e.g., patient safety reports, cell phone/pager usage)	Respectfully communicates concerns about the system	Uses appropriate channels to offer clear and constructive suggestions to improve the system	Initiates difficult conversations with appropriate stakeholders to improve the system	Facilitates dialogue regarding systems issues among larger community stakeholders (institution, health care system, field)