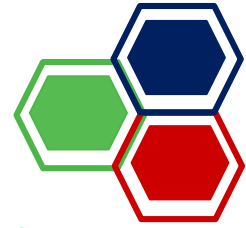


CHRISTIANA CARE
HEALTH SYSTEM

PROVIDER COMMUNICATIONS EXCELLENCE TOOLKIT Version I

As part of Christiana Care Health System's commitment to excellence and love for its patients and caregivers, the Provider Communications Excellence Toolkit (PCET) is a curated set of improvement materials targeted to increase provider communications excellence based on the provider's individual needs and learning styles.

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Note: Each underlined name indicates a [link](#). Click on the links to see the content.

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- Clinicians and the Language of Nonverbal Communication



Translating Clinical Expertise

Articles and Research Papers

- Communication Practices of Physicians With High Patient-Satisfaction Ratings
- Patients' Unvoiced Agendas in General Practice Consultations: Qualitative Study
- Relationships, Communication, and Efficiency in the Medical Encounter

Books

- Smith's Patient-Centered Interviewing, Fourth Edition
- Communication Rx: Transforming Healthcare Through Relationship-Centered Communication

Podcasts

- Encouraging Patients to Participate in Shared Decision Making
- What Matters to You? Putting Patients' Goals First
- Effective Communication Techniques to Help Patients Change



Handling Difficult Situations

VitalTalk

- VitalTalk Live Training
- VitalTalk Online Videos

Articles and Research Papers

- How Respected Family Physicians Manage Difficult Patient Encounters
- How to Manage Difficult Patients

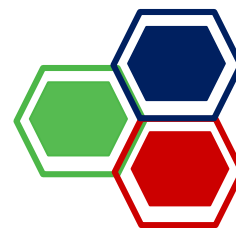
DocCom

Podcasts

- Responding to Strong Emotions
- How to Deliver Good News: It's Harder Than You Think
- AMA Doc Talk



TAKE A STEP



What is this toolkit?

The Provider Communications Excellence Toolkit (PCET) has been created to help Christiana Care providers find relevant tools to improve communication with their patients, loved ones, and the care team. The tools provided are intended to be flexible to meet your needs and learning styles.

Why should I use it?

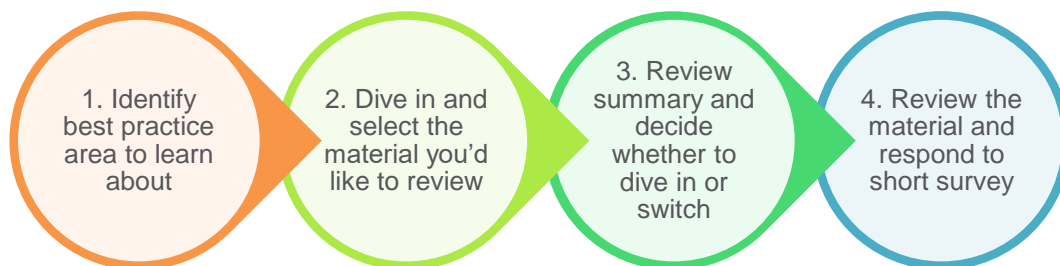
We have heard from nearly 180 of our providers on the importance of good communication, not only for the patient experience, but also the team, and their own experiences. They also highlighted that this is an area where they and their colleagues can improve. This is why we have built this flexible toolkit so you can choose what and how you want to learn.

There are three reasons why you may want to use this toolkit:

- 1. Patient Outcome:** Effective communication engenders trust and strengthens the patient-provider relationship, which has a beneficial effect on the overall health outcome of the patient. Many studies have shown this positive effect. An example is included in the reference below¹.
- 2. Improved Provider Well-being:** Better interpersonal communications and cognitive empathy improve provider well-being from reduced depersonalization, reduced burnout, and increase ratings of clinical competence.^{2,3}
- 3. Demonstrate Excellence and Love:** Effective communication with patients will enable our providers to manifest the core tenets of the physician compact and demonstrate Christiana Care values and behaviors.

How should I use the toolkit?

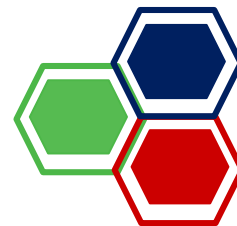
The toolkit is a curated set of content including articles, videos, podcasts, and information about formal training. Please select the material based on the best practice area you would like to learn about, the time you have, and the medium you prefer.



References

1. John M. Kelley, Gordon Kraft-Todd, Lidia Schapira, Joe Kossowsky, Helen Riess. The Influence of the Patient-Clinician Relationship on Healthcare Outcomes: A Systematic Review and Meta-Analysis of Randomized Controlled Trials. Published: April 9, 2014 <https://doi.org/10.1371/journal.pone.0094207>. Available [here](#)
2. Edward Spilg, *Empathy, Education And Interpersonal Engagement*. Available [here](#)
3. Shanafelt TD, West C, Zhao X, Novotny P, Kolars J, Habermann T, Sloan J. Relationship between increased personal well-being and enhanced empathy among internal medicine residents. *J Gen Intern Med*. 2005 Jul;20(7). Available [here](#)

TAKE A STEP



How is the toolkit organized?

We have organized the toolkit by the three Christiana Care best practice areas. We have also categorized each learning tool into one of the four material types so you can choose how you want to learn.

Christiana Care Best Practice: We developed the following best practice directly based on the feedback received from you, our providers.

“Apply ***caring and relating*** qualities to translate our ***clinical expertise*** for effective communication with our patients, their families and our teams; especially in ***difficult situations.***”



Caring and Relating: This best practice area emphasizes the interpersonal engagement qualities that providers can leverage for excellence in communications such as:

1. Respect and partnership
2. Active listening and patience
3. Caring and empathy
4. Rapport building
5. Awareness of self, patient, loved ones, team, and the situation



Translating Clinical Expertise: This best practice area focuses on the technical and operational excellence qualities that providers can use to deliver excellent communication to their patients.

1. Clarity of message
2. Collaboration and team maximization
3. Preparedness
4. Organization and efficiency
5. Ability to set expectations



Handling Difficult Situations: This best practice area acknowledges that given how emotionally charged health situations can be for patients and loved ones, healthcare can be a challenging profession - especially when it comes to communication. Heightened awareness and care should be taken when there are the following situations.

1. Challenging conditions
2. Upset patients and families
3. Fear and Lack of Trust

Material Types

PCET learning tools are also identified by material type so that you can easily find content based on your preferred learning style.



Goal Setting



Independent Study



Instructor-Led Training



Team-based Interventions



Set Your Communication Goals



What I should focus on?

We heard from many of your colleagues on the importance of good communication, not only for the patient experience but also the team and their own experience. They also highlighted that they were not always aware of what they would benefit from - it is not obvious. So we suggest three approaches for you to consider and pick what works for you.

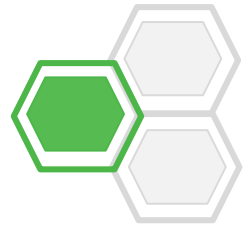
1. If you already know what you are interested in, set a goal to learn more about one or more of the three best practice areas: **Caring and relating**, **Translating clinical expertise** and **Handling difficult situations**.
2. Review your **Individual Provider Scorecard** which will provide you an indication of how patients perceive your communications. Use the score as a guide to determine where you may want to focus on improving.

Your scorecard will be available at this [link](#) after March 1st, 2019. Please note, you have to be logged in the CCHS network to access this scorecard and you will only be able to see your own scores.

If your patients provided feedback, your updated scores will be reflected in this scorecard. Please check at the beginning of every quarter.

| | | Survey Received Date 11/1/2017 to 10/31/2018 | | Caregiver Name All | | |
|-----------------|---------|-------------------------------------------------|-----------------|-------------------------------------|---------|-----------------|
| | | | | SMITH, ADAM, MD | | |
| CaregiverName | Top Box | Rank | Total Responses | QuestionText | Top Box | Total Responses |
| SMITH, ADAM, MD | 33.33% | 1 | 6 | Doctors expl in way you understand | 50.00% | 6 |
| | | | | Doctors listen carefully to you | 50.00% | 6 |
| | | | | Doctors treat with courtesy/respect | 50.00% | 6 |

3. Meet with your team leader and set a quarterly goal. Share your scorecard results and your interests as an input to the discussion.

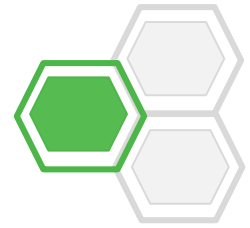


Caring and Relating

The caring and relating best practice area emphasizes the interpersonal engagement qualities that providers can leverage for excellence in communications such as:

1. Respect and Partnership
2. Active Listening and Patience
3. Caring and Empathy
4. Rapport Building Temperament
5. Awareness of Self, Patients, Loved Ones, the Care Team, and the Situation

EMPATHETICS



Description

Empathetics is an evidence-based "empathy training" program focused on increasing patient satisfaction, clinician effectiveness, and productivity.

A video of a TED Talk by Helen Riess, MD, Co-Founder and Chief Scientific Officer of Empathetics, Inc. is included in the toolkit. Dr. Riess's TED talk breaks down the topic of empathy in a clear way and also introduces the Empathetics Framework:

1. Why empathy is important with several stories that resonate, including those with positive patient outcomes.
2. How to be an "emotion detective" and connect in a meaningful way to make an impact.
3. How the approach improves the physician/patient relationship, and ultimately, the care outcome.

Aligned to Best Practice Area: Caring and Relating



Type: Independent Study



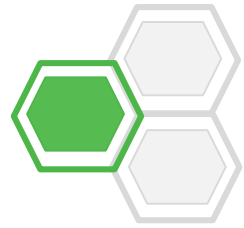
Delivery Medium: Video

Other: Time: ~17 min • Cost: None • CME Credit: None

How to Access: Link to [video](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

AIDET



Description

Building Patient Trust with AIDET: This training focuses on communication skills which enhance the patient experience by providing information, reducing anxiety and ultimately improving clinical outcomes.

The videos highlight interactions with staff from different departments using the AIDET model. Scenarios are actual patient interactions filmed with health care staff from Vanderbilt University Medical Center. Each segment is followed by a discussion led by Dr. Gerald Hickson from Vanderbilt.

Video #1: Overview - Featuring an introduction to AIDET

Video #2: Emergency Department - Featuring ED Physician

Video #3: Pediatric Inpatient - Featuring Resident, Attending & Medical Student

Video #4: Cardiovascular Inpatient - Featuring Cardiovascular Team

Aligned to Best Practice Area: Caring and Relating



Type: Independent Study



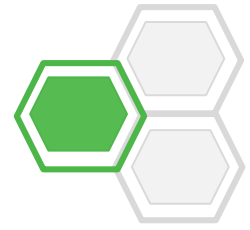
Delivery Medium: 4 videos

Other: Time: Varies from (10-30 minutes) • Cost: None • CME Credit: None

How to Access: Access videos via CCHS Learning space (located on right side of employee portal). Search for “AIDET” and select ““BUILDING PATIENT TRUST WITH AIDET”. Enroll to access the videos.

Feedback: Please respond to a short survey to improve the toolkit.

Relationship Based Care (RBC)



Description

Relationship-Based Care (RBC) is developed by Creative Health Care Management and is the Christiana Care Nursing Care Delivery Model. RBC incorporates four practices to improve quality, safety, & the patient experience.

RBC Overview document: "Stronger Relationships - Stronger Outcomes" is a two page summary which describes the "why" and provides overview of RBC.

In addition, there is a two-day workshop "See Me as a Person: Four Practices to Improve Quality, Safety and the Patient Experience." This helps health care teams more consistently create therapeutic connections with patients and their families. Participants gain the personal awareness, professional knowledge, and practical skills required to see each patient as a person with his/her own unique story.

Aligned to Best Practice Area: Caring and Relating



Type: Independent Study and Instructor Led Training



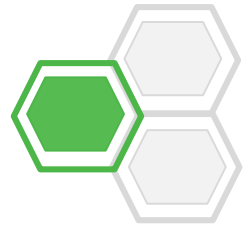
Delivery Medium: 2-page document and a 2-day workshop

Other: Time: 5-10min for the document, 2days for workshop
Cost: None • CME Credit: Only for the workshop

How to Access: Link to overview [document](#)
Contact your team lead to explore the workshop.

Feedback: Please respond to a [short survey](#) to improve the toolkit.

Four Habits



Description

The Four Habits Model was developed by Kaiser Permanent and centers around four patterns of behavior, called *Habits That Optimize Medical Visits*.

These interdependent habits are:

1. Invest in the Beginning
2. Elicit the Patient's Perspective
3. Demonstrate Empathy
4. Invest in the End

The following materials are available for you in the toolkit:

Document 1: Overview: One-page overview of the Four Habits Model: "Habit – Skills – Techniques – Payoff"

Document 2: HuffPost Article: "4 Habits That Revolutionize a Doctor's Visit" - online article that focuses on importance of physician's interpersonal skills

Document 3: "Talking with Patients - Using the Four Habits Model" - In-depth document from Kaiser Permanente that provides a comprehensive look at the model.

Aligned to Best Practice Area: Caring and Relating



Type: Independent Study



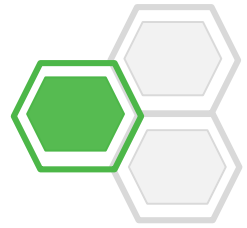
Delivery Medium: Articles and Documents

Other: Time: Varies • Cost: None • CME Credit: None

How to Access: Link to [document 1](#), [document 2](#), and [document 3](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

Commit to Sit



Description

“Commit to sit” is a best practice that positively impacts the patient's perception of their interactions with providers. Simply sitting instead of standing at a patient's bedside can have a significant impact on patient satisfaction by:

1. Increasing provider-patient rapport
2. Producing the perception that the provider spent more time with the patient
3. Helping the patient understand the provider better

The synopsis of study: "Effect of sitting vs. standing on perception of provider time at bedside" is provided for you in the toolkit.

Aligned to Best Practice Area: Caring and Relating



Type: Team based interventions



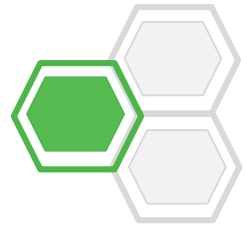
Delivery Medium: Document

Other: Time: Varies • Cost: None • CME Credit: None

How to Access: Link to [document](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

Face Cards



Description

Objective of handing out provider face cards during care is to promote improved team identification by patients and loved ones. A controlled study by the University of Michigan on use of “Surgical baseball cards” supported the following findings:

1. Improved patient recognition of healthcare team members
2. Better understanding of healthcare team roles
3. More positive patient feedback.

The synopsis of study: “Surgical Baseball Surgical Baseball Cards: Improving Patient- and Family-Centered Care “ is provided for you in the toolkit.

Aligned to Best Practice Area: Caring and Relating



Type: Team based interventions



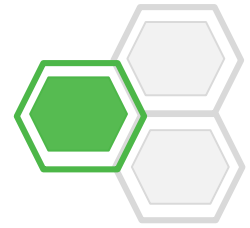
Delivery Medium: Document

Other: Time: Varies • Cost: None • CME Credit: None

How to Access: Link to [document](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

Articles and Books



Description

In this section of the toolkit, we have selected a few articles and books that exemplify “Caring and Relating” themes.

Article: Can a Nice Doctor Make Treatments More Effective?

Book 1: Being Mortal: Medicine and What Matters in the End by Atul Gawande

In his bestselling books, Dr. Atul Gawande, a practicing surgeon, has fearlessly revealed the struggles of his profession. Now he examines its ultimate limitations and failures – in his own practices as well as others’ – as life draws to a close. He finds people who show us how to have the hard conversations and how to ensure we never sacrifice what people really care about.

Book 2: In Shock: My Journey from Death to Recovery and the Redemptive Power of Hope Hardcover by Rana Awdish

In Shock is a riveting first-hand account from a young critical care physician, who in the passage of a moment is transfigured into a dying patient. This transposition, coincidentally timed at the end of her medical training, instantly lays bare the vast chasm between the conventional practice of medicine and the stark reality of the prostrate patient.

Aligned to Best Practice Area: Caring and Relating



Type: Independent Study



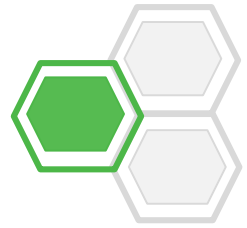
Delivery Medium: Document

Other: Time: Varies • Cost: None • CME Credit: None

How to Access: Link to [article](#), [book1](#) and [book2](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

Podcasts



Description

In this section of the toolkit, we have selected some interesting podcasts that showcase frameworks and tips that support “Caring and Relating” themes.

These podcasts are done in a bit of traditional interview style with the beginning five or so minutes focused on the background of the speaker. After the introductions, the podcasts get immersive in the specific topics.

Podcast 1: Heart to Heart Communication: How a Heart Surgeon Bonds Quickly with Patients

Kathy Magliato, MD, MBA, FACS, a cardiothoracic surgeon, discusses techniques to bond quickly with patients. Her book, *Heart Matters*, a New York Times best seller, is the basis of the NBC drama, *Heartbeat*, about her life.

Podcast 2: Clinicians and the Language of Nonverbal Communication

Joan Lowery shares fascinating information about non-verbal communication. Learn how to improve your non-verbal skills, as well as recognize cues with your patients.

Aligned to Best Practice Area: Caring and Relating



Type: Independent Study

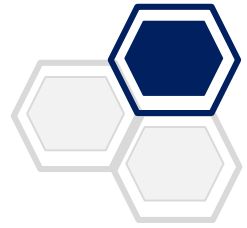


Delivery Medium: Podcast

Other: Time: 25 minutes per podcast • Cost: None • CME Credit: None

How to Access: Link to [podcast1](#) and [podcast2](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

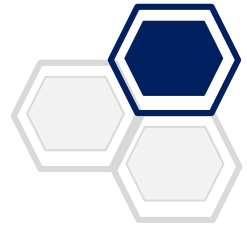


Translating Clinical Expertise

The translating clinical expertise best practice area focuses on the technical and operational excellence qualities that providers can use to deliver excellent communication to their patients.

1. Clarity of message
2. Collaboration and team maximization
3. Preparedness
4. Organization and efficiency
5. Ability to set expectations

Articles and Research Papers



Description

We have selected most relevant articles and papers to help you “Translate Your Clinical Expertise.”

Document 1: Communication Practices of Physicians With High Patient-Satisfaction Ratings: This 11 page research paper is worth a read and helpfully organized into five areas which differentiates physicians with high patient satisfaction:

1. Focus on the patient’s agenda
2. Draw out the story
3. Demonstrate understanding
4. Provide detailed explanation
5. Complete the patient’s agenda

Document 2: Patients’ unvoiced agendas in general practice consultations: qualitative study. This 5 page study explores the need to voice patient’s agenda so their needs can be met.

Document 3: Relationship, Communication, and Efficiency in the Medical Encounter. This 9-page review explores which physician-patient relationship and communication skills enhance efficiency. Three domains emerged that may enhance communication efficiency: rapport building, up-front agenda setting, and acknowledging social or emotional clues. While this paper is focused on the outpatient and particularly in a Primary Care setting, some of the skills can be translated to the hospitalist or subspecialist practice.

Aligned to Best Practice Area: Translating Clinical Expertise



Type: Independent Study



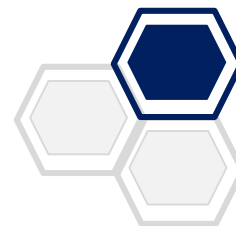
Delivery Medium: Reading Materials

Other: Time: Varies • Cost: None • CME Credit: None

How to Access: Link to [document 1](#), [document 2](#), and [document 3](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

Books



Description

We have selected a few relevant books that will help you achieve communications excellence. Please note that these books touch on multiple best practice areas including emphasizing “Translating Your Clinical Expertise.”

Book 1: Smith's Patient-Centered Interviewing, Fourth Edition. This book presents a step-by-step methodology for mastering every aspect of the medical interview.

The Medical Interview • Data Gathering and Relationship Building Skills
• The Beginning of the Interview: Patient-Centered Interviewing
Evaluation • Symptom-Defining Skills • The Middle of the Interview:
Clinician-Centered Interviewing • Step 11: The End of the Interview
• Adapting the Interview to Different Situations and Other Practical issues
• The Clinician-Patient Relationship • Summarizing and Presenting the
Patient's Story

Book 2: Communication Rx: Transforming Healthcare Through Relationship-Centered Communication. Provides a step by step guide to develop fundamental skillsets for effective communication as well as ways to apply these skillsets in practice.

Aligned to Best Practice Area: Translating Clinical Expertise



Type: Independent Study



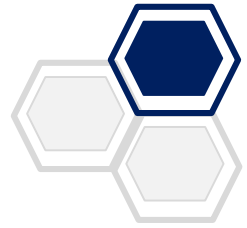
Delivery Medium: Reading Materials

Other: Time: Varies • Cost: Book1: \$60, Book2: \$18-\$22 • CME Credit: None

How to Access: Link to [book 1](#), and [book2](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

Podcasts



Description

We have selected a few podcasts which may assist you to have more efficient and effective patient communications.

These podcasts are done in a bit of traditional interview style with the beginning five or so minutes focused on the background of the speaker. After the introductions, the podcasts get immersive in the specific topics.

Podcast 1: Encouraging Patients to Participate in Shared Decision Making
Clarence Braddock, MD, MPH, MACP, UCLA, talks about Encouraging Patients to Participate in Shared Decision Making. He discusses his widely used framework for teaching and evaluating the quality of shared decision-making that saves time and lowers the likelihood of malpractice claims.

Podcast 2: What Matters to You? Putting Patients' Goals First
Damara Gutnick, MD, discusses the world-wide campaign to ask patients, "What Matters to You?" which saves clinicians time, reduces falls and has the potential to improve HEDIS measures.

Podcast 3: Effective Communication Techniques to Help Patients Change
F. Daniel Duffy, MD, discusses Communication Techniques to Help Patients Change, such as the Ask Tell Ask Technique and the most time-saving question in the patient interview.

Aligned to Best Practice Area: Translating Clinical Expertise



Type: Independent Study

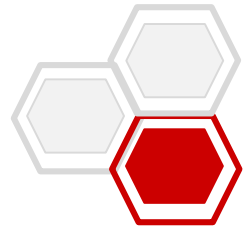


Delivery Medium: Podcast

Other: Time: 22-30 minutes per podcast • Cost: None • CME Credit: None

How to Access: Link to [podcast1](#), [podcast2](#) and [podcast3](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

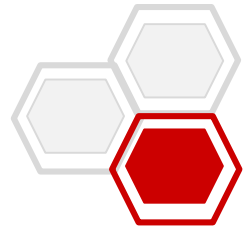


Handling Difficult Situations

This best practice area acknowledges that given how emotionally charged health situations can be for patients and loved ones, healthcare can be a challenging profession - especially when it comes to communication. Heightened awareness and care should be taken when there are the following situations.

1. Challenging conditions
2. Upset patients and families
3. Fear and lack of trust

VitalTalk



Description

VitalTalk is a communications skills-based offering organized through the nonprofit VitalTalk organization. Content and training is based on the belief that effective, empathetic, and honest conversations between a clinician, patient, and their family are the cornerstones of patient-centered care. There are many different types of materials available.

1. Live Training Course: Mastering Tough Conversations. CCHS Patient Experience has partnered with Supportive and Palliative Care to co-sponsor Vital Talk courses. This full day interactive workshop makes mastering tough conversations learnable and is suitable for providers in any specialty.
2. Extensive library of 39 online videos is tailored to specific aspects of provider-patient-family communication. Subject groupings include but are not limited to: Establish Rapport; Defuse Conflicts, Cultivating Your Skills etc. "First Steps Towards Conversation" is an introduction to the VitalTalks ethos, tools, and methodology.

Aligned to Best Practice Area: Handling Difficult Situations



Type: Instructor led training and Independent Study



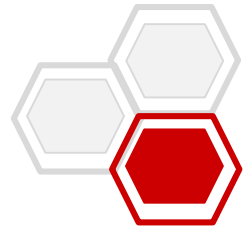
Delivery Medium: Live training and online videos

Other: Time: Training 1-day, videos -varies • Cost: N/A • CME Credit: Course; 6.25 AMA PRA Category 1 credits, Videos none.

How to Access: Go to learning space to sign up for the Live training. Access videos [here](#).

Feedback: Please respond to a [short survey](#) to improve the toolkit.

Articles and Research Papers



Description

We have selected a few relevant articles and papers to help you in Handling Difficult Situations.

Document 1: How Respected Family Physicians Manage Difficult Patient Encounters

While this paper is based on Family Medicine, its strategies of applying empathy and appropriate use of power may be helpful in all settings.

Document 2 How to Manage Difficult Patients is a five page article describing patient and provider factors that drive challenging medical encounters and strategies for dealing with them effectively.

Aligned to Best Practice Area: Handling Difficult Situations



Type: Independent Study



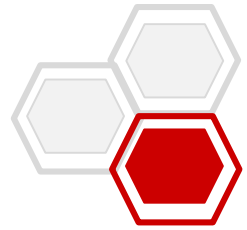
Delivery Medium: Articles

Other: Time: varies • Cost: none • CME Credit: none.

How to Access: Link to [document 1](#) and [document 2](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

DocCom



Description

DocCom is an online learning resource designed to teach communication skills for healthcare providers with 42 modules with videos, text, evaluations, skills checklists and 400+ videos. Real clinicians are featured in video demonstrations.

As a start, we have selected Module 33: "Delivering Bad News" to be represented in the toolkit. Please let us know in the survey below if you would like additional modules to be included.

Aligned to Best Practice Area: Handling Difficult Situations



Type: Independent Study



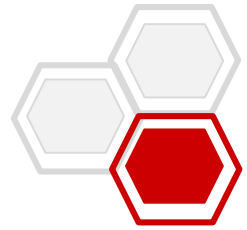
Delivery Medium: Video

Other: Time: varies • Cost: none • CME Credit: none.

How to Access: Link to [video](#). You may have to scroll to the top of the webpage to see the video.

Feedback: Please respond to a [short survey](#) to improve the toolkit.

Podcasts



Description

These series of podcasts have been selected to help you learn from other providers and experts based on how they have handled challenging situations.

Podcast 1: Responding to Strong Emotions

Tim Gilligan, MD discusses effective techniques to respond to strong emotions – including how to be vulnerable and how to handle strong emotions such as fear and anger.

Podcast 2: How to Deliver Good News: It's Harder Than You Think

Douglas Maynard, PhD, discusses how to use perspective display sequence and recommends clinicians ask before telling. He is a sociology professor at University of Wisconsin – Madison. He's studied the delivery and reception of both good and bad news.

Aligned to Best Practice Area: Handling Difficult Situations



Type: Independent Study



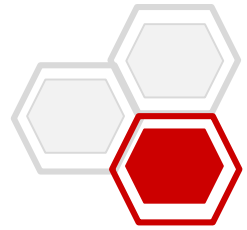
Delivery Medium: Podcast

Other: Time: Approx. 20 minutes per podcast • Cost: None • CME Credit: None

How to Access: Link [podcast1](#) and [podcast2](#)

Feedback: Please respond to a [short survey](#) to improve the toolkit.

AMA Doc Talk



Description

This podcast series from the American Medical Association (AMA), features physicians and other health care leaders who share their real-world experiences while taking care of their patients.

The content is more in the forms of “tips” and what has worked for those physicians than a structured framework or philosophy. Since the podcast is structured in an interview format, you will hear the personal perspective with pro/cons of the tips. Sometimes the doctors being interviewed do not agree with one another, which helps to highlight that these issues are not necessarily black and white.

A majority of the interviews are with physicians providing longitudinal care in the outpatient setting but there are also questions about how to apply these skills to acute care with ED or anesthesia examples. The first season of the podcast is more focused on patient engagement and communications.

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Type: Independent Study



Delivery Medium: Podcast

Other: Time: Approx. 20 minutes per podcast • Cost: None • CME Credit: None

How to Access: Go to the Appstore or Google Play Store. Search for “ama doc talk” and download the podcast.

Feedback: Please respond to a [short survey](#) to improve the toolkit.

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