

## FM REVIEW 2018 5 COMMENTS

**COMMENTS TO EDITOR:** This essay raises interesting questions about whether to confront an attending, a pharmacist, and a nurse, or whether to yield to non-EBM institutional practices. However, I agree with both reviewers that the author gets lost in the weeds of choice of IV irons. The article could be improved considerably by eliminating some of the technical details and emphasizing the tension between professionalism and maintaining good work relationships that are now insufficiently developed.

**COMMENTS TO AUTHOR:** This essay raises interesting questions about whether to confront an attending, a pharmacist, a nurse, or whether to yield to non-EBM institutional practices. However, I agree with both reviewers that the essay gets lost in the weeds of choice of IV irons. The article could be improved considerably by eliminating some of the technical details and emphasizing the issues of professionalism and maintaining good work relationships that are now insufficiently developed.

We think the essay would be better served if you focused more on the professionalism issues that confronted you when your attendings told you to follow different courses of action; when the pharmacist thought you'd made a rookie mistake; when the nurse also challenged your decision and filed a complaint; and how such situations create tension between best practices and maintaining good working relationships with superiors and colleagues. Reflect a little more on these difficult interactions. Help us see how you handled them, how you felt about them, and how retrospectively you might approach them a bit differently.

You also describe how the new attending continued to push the iron dextran issue as well as try to create other changes in the hospital. It seemed like you learned some important lessons from her failures, but you only hint at this in the phrase "As I was processing the conflicts around me..." Say more about how observing these conflicts affected you and what conclusions you drew.

You also need to explain more clearly how conforming to community standards of care build trust, as the "choose your battles" attending intimated. Are you saying that by "going along to get along," people begin to accept you as a member of their community; and from this inside position, you can be a more effective agent of change?

Finally, can you also say something about the criteria you use to decide when to battle and when to let go? This seems like the most important lesson you learned from this experience, but it's rather vague how this actually played out. What are some examples of instances where you chose to fight, and why were these different from the IV iron dextran issue?

Remember, this essay is your story. Help us see you and the dilemmas you faced.

**Comments to editor II:** This essay explores when and how a resident/new attending should fight for EBM that contradicts established institutional practices. The author has done a truly superb job of revision, going above and beyond the reviewers' and editorial suggestions. She has not so much reconceptualized the essay as brought its central issue into sharp focus. She has also been more

transparent about her own behavior and choices; and has elucidated a useful map she follows in deciding whether or not to challenge accepted practice. The essay provides valuable guidance about how to approach institutional change while sharing the author's own growth as a physician. I recommend acceptance.

There are three minor edits I've suggested in the attached manuscript. I think Sam could address these in copy-editing, so I've opted not to slow down the pipeline by returning the ms to the author for a final polishing.

Comments to Author II: You've done a superb job of revising this essay, above and beyond what reviewers and editors expected. Thank you for reducing the amount of attention to the medical details of the iron controversy. Thank you also for interrogating your own experience more deeply. The result is a cohesive, focused piece that defines the problem - when and how a resident/new attending should fight for EBM that contradicts established institutional practices - then shows, through your own growth as a physician, how you refined your already considerable skills and came up with a model that captures your mentor's advice of choosing battles. This version offers more humility regarding the complexities of institutional change, while also sharing some truly useful insights about the kinds of personal issues that can get in the way of being an effective change agent. Thank you for all the time and thought you obviously invested in rewriting the essay. The end product is truly impressive!