

# Doing well, getting better

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Propositions accompanying the dissertation

**DOING WELL, GETTING BETTER**  
**Facilitating physicians' reflection**  
**on their professional performance**

**Elisa Bindels**

*22 February 2021*

1. Reflection can only be a 'meaningful ethic' if it is not just approached in terms of what physicians' are *supposed* to do, but also something that physicians *want* to do and feel they are *able* to do. (This dissertation)
2. Physicians' professional performance must not be solely seen through an individualistic lens, but also through a social and collective lens. (This dissertation)
3. Prerequisites for facilitating reflection on physicians' professional performance are a challenging yet psychologically safe environment, careful attention to the process of reflection and the opportunity to (privately) speak with a skilled and trustworthy coach. (This dissertation)
4. It is possible to design, develop and implement a performance appraisal system that complies with accountability requirements *and* stimulates professional development. (This dissertation)
5. "Every system is perfectly designed to get exactly the results it gets." (Paul Batalden, adapted from Arthur Jones)
6. "Expanding re-registration requirements for physicians is of course no guarantee of better performance or better patient care, but care for quality gives at least some indication of quality of care." (Tom Schulpen and Kiki Lombarts in Archives of Disease in Childhood, 2007)
7. "Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom." (Viktor E. Frankl)
8. "Who reflects too much will accomplish little." (Wilhelm Tell)
9. "There are few people who receive the truth complete and staggering, by instant illumination. Most of us acquire it fragment by fragment, on a small scale, by successive developments, cellular like a complicated mosaic." (Anais Nin, "The Diary of Anais Nin", 1969)
10. "Medical education is not completed at medical school: it is only begun." (William H. Welch)
11. "Ring the bells that still can ring, forget your perfect offering. There is a crack in everything, that is how the light gets in." (Leonard Cohen, "Anthem")