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How does a program director come to the conclusion that a trainee is not remedial and what needs to be done for documentation?

ACGME Guidance

Resident Services

Resident Services was established by the ACGME to help physicians in graduate medical education receive fair solutions to residency/fellowship education-related concerns and formal complaints. Resident Services does not adjudicate disputes between individual persons and residency/fellowship programs. Resident Services does not address issues regarding matters of admission, appointment, contract, credit, discrimination, promotion, or dismissal of residents or fellows. Before contracting Resident Services, concerns must be brought to the DIO first.

Institutional Requirements:

II.C. Resident/Fellow Forum: The Sponsoring Institution with more than one program must ensure availability of an organization that allows residents/fellows from within and across programs to communicate and exchange information with each other program.

II.C.1. Any resident/fellow from one of the Sponsoring Institution's ACGME-accredited programs must have the opportunity to raise a concern to the forum

IV.C.1.a The Sponsoring Institution must ensure that each of its programs provides a resident/fellow with a written notice of intent when that resident's/fellow's agreement will not be renewed, when that resident/fellow will not be promoted to the next level of training, or when that resident/fellow will be dismissed.

IV.C.1.b. The Sponsoring Institution must have a policy that provides residents/fellows with due process relating to the following actions regardless of when the action is taken during the appointment period: suspension, non-renewal, nonpromotion, or dismissal.

IV.D. Grievances: The Sponsoring Institution must have a policy that outlines the procedures for submitting the processing resident/fellow grievances at the program and institutional level and that minimizes conflicts of interest.

Publications on Resident/Fellow Dismissal

O'Boyle EH, Jr, Forsyth DR. A meta-analysis of the dark triad and work behavior: A social exchange perspective. *J Appl Psych* 2012;97:557-579.

This review examined three personality traits: Machiavellianism, narcissism, and psychopathy and the effect of these traits on job performance. Machiavellianism involves manipulative tactics in dealing with people, a cynical view of human nature, and a moral outlook that puts expediency above principle. Narcissism involves an inflated view of self, fantasies of control, and a desire to have this self-love reinforced by others. Psychopathy is marked by a lack of concern for both other people and social regulatory mechanisms, impulsivity, and a lack of guilt or remorse when their actions harm others. While having one of these personality traits increases the chance of poor performance, having all three almost guarantees poor job performance.

Olmstead J. Four steps toward easing disciplinary action. *Nursing Manage* 2005;36:58-59.

Four Categories of Violators: 1. Accidental policy violator (no consistent problems), 2. There's no problem here violator (These violators have trouble comprehending the cause and effect relationship between actions and outcome.), 3. Can't stop violator (Violator caught up in situations that are bigger than their position), and 4. Won't stop violator (violator does not care about the repercussions of their actions).

Treat all violator categories identically. Management is won or lost on credibility and consistency so it's importance to maintain strict adherence to policy. Step 1. Verbal warning; Step 2. Written warning (becomes a permanent part of the record); Step 3. Suspension without pay; and Step 4. Termination.

Pulich M, Tourigny L. Workplace deviance: Strategies for modifying employee behavior. *The Health Care Manager* 2004;23:290-301.

The integration of soft skills into a health care team enables people to work together smoothly to achieve common goals. These soft skills may be differentiated into five emotional intelligence areas: 1) self-awareness, 2) self-regulation, 3) motivation, 4) empathy, and 5) social skills. Some residents lack the competences associated with emotional intelligence and display less adaptability leading to negative job attitudes.

Keys to Success:

1. Consistency
2. Policies
3. Self-awareness
4. Management of one's own feelings
5. Remembering the ultimate responsibility to the public