

What are we gonna do with that resident? The Remediation and Probationary Process

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Learning Objectives

Define, in competency-based language, a resident learning deficiency.

List the dual purposes of a probation letter.

List the attributes of a probationary committee for resident remediation.

Develop a plan for putting a probationary process into place in your residency, based on institutional policies and Graduate Medical Education (GME) regulations.

Outline

Describe our approach to “pre-probation”

Define the contents of a probation meeting and letter

Appointing a probationary committee

Developing a timeline and a remediation plan

Share examples of competency-based language for probation

3

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Our experience 2002 - 2017

11 residents on probation

6 residents received “pre-probation”

8 residents – progress committees

1 resident – non-promotion (4 months)

3 residents terminated

2 residents resigned/transferred

4

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Definition: Probation

1375–1425; late ME *probacion* < L *probātiōn-* (s. of *probātiō*).

-the act of testing.

-the testing or trial of a person's conduct, character, qualifications, or the like.

-the state or period of such testing or trial.

Education. a trial period or condition of students in certain educational institutions who are being permitted to redeem failures, misconduct, etc.

Pre-probation

When a few incidents become a pattern

Importance of written documentation

Pre-probation letter

Resident involvement in correction plan

Pre-probation meeting

Increasing frequency of evaluations

Actively soliciting feedback

When do you need to put a resident on probation?

Balancing:

- Helping resident succeed and documentation for possible termination;
- The right of the resident to pursue their career aspiration and the well-being of the public

7

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Who is involved?

- Program director
- Resident
- Probationary committee
- Faculty advisor

8

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A few caveats and disclaimers...

I have no experience with resident unions

URMC treats residents as learners – GME office involved, not HR

Well developed, specific GME Resident Manual

All probationary letters reviewed in advance by DIO; all termination letters reviewed by DIO AND URMC attorney

For the program director:

Who can you touch base with?

Who can you have frank, non-judgmental discussions with – about gender, race, doubts?

Who can you ask “Am I doing the right thing?”

Structure of probation

Role of program director:

- Define why probation necessary
- Define possible outcomes of probation
- Describe what success would look like

Structure of probation

Role of Probationary committee:

- Facilitate resident's improvement
 - Clarifying
 - Counseling
 - Cajoling
 - Coordinating
- Provide minutes of meetings to program director
- Make final recommendation

Role of faculty advisor

Safe “sounding board”

NOT involved in probationary committee

No expectation of minutes back to PD or probationary committee – but can help clarify specific aspects of probation resident may be struggling in

The process of probation

What does the program director do?

- Appoints the probation committee
- Writes the probation letter
- Meets with resident
- Reviews probation committee minutes
- Makes final decision

The process of probation

What does the probation committee do?

- Initial meeting - just faculty
- Meets regularly with resident.
- Reviews resident's progress.
- Suggests additional resources.
- Updates program director.
- Maintains resident confidentiality.

The process of probation

- Initial meeting:
 - Review objective data
 - Discuss concerns
 - Establish roles

The process of probation

What does the resident do?

- Reviews their evaluations, probation letter, and remediation plan.
- Meets regularly with the probation committee.
- Works with the probation committee to set and achieve goals to improve performance.

The Probation Letter

Clearly state in first line of the letter—what and why?

Use competency-based language to list rationale for probation

Be as specific as possible!

- problems leading to probation
- Failure of rotation
- Lack of professional behavior
- proposed solutions

Provide the committee data from which to develop remediation plan with the resident.

The Probation Letter

The beginning—What, When and Why?

WHAT: 1st sentence - "This letter is to formally notify you that you are being placed on academic probation."

WHEN: 2nd sentence - "The probationary period will take effect October 1, 2009 and will continue for 90 days, until January 1, 2010."

WHY: 3rd sentence –Summary: "The reasons that you are being placed on academic probation are for deficiencies in the competency of medical knowledge."

The Probation Letter

The middle—

- Document the concerns that led to probation
- Categorize by competency
- Quote from evaluations
- *S/he is unable to synthesize the medical problem at hand and I believe this stems from lack of an understanding of disease pathophysiology.*
- *(She) is definitely an aggressive resident – a positive and negative quality. I...think this is frequently interpreted as hostile and egotistical by peers and nursing staff. I witnessed when another attending was speaking to XX (behind her) and (she) rather rudely responded.*

The Probation Letter

The end—possible outcomes

"There are four possible outcomes to this probationary period:

- full reinstatement into the program;
- an additional 90 days of probation;
- Non-renewal of annual contract;
- or immediate termination.

Your performance in the next 90 days will have a huge impact on which of these possible outcomes is enacted. The following will need to occur for you to successfully complete this probationary period, and your residency."

The Probation Letter

The end—define success

What would define success?

Program Director--establishes the goals

Probationary committee--assists the resident in meeting the goals

Our case - only the names have been changed....

Pre-probation letter

Probation letter

Termination letter

Things to think about if headed towards termination...

Review your own paper trail – does it make sense?

Know appeal process – prepare for appeal in advance

Communicate with advisor

Set up meeting with all other residents for 1-2 days after termination

Progress committees

Milestones help recognize the need

Formal intervention PRIOR to probation

Same roles of PD, 3 faculty committee

Not on formal record; do not report to GME office

Used 3x; in all three, avoided probation

Learning Objectives

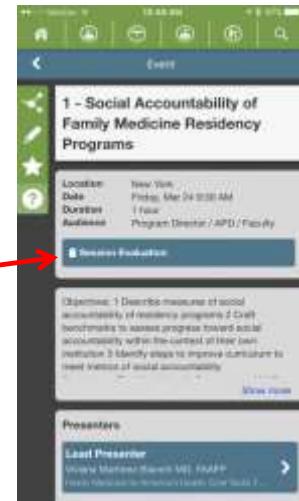
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Please
complete the
session evaluation.



Thank you.



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