



# Residency Directors Forum: Manure Reviews

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**Panelists:**

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# Resident and Faculty Reviews Some Tips and Best Practices

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# Disclosures

- Nothing to disclose
- (I wish I did)



# Building Reviews - Residents

- Use the ACGME Family Medicine Milestones
- Advisor / resident dyads meet quarterly
- Clinical Competency Committee (CCC) meets 4x per year
  - Reviews longitudinal progress across milestones
- Residents in Difficulty (as opposed to difficult residents)
  - More frequent advisor meetings
  - Academic remediation plan
  - Stepped process - remediation / probation / termination
  - Professionalism lapses more challenging than academic difficulty





# Faculty Evaluations

- 3 regular meetings per year with Chair, high stakes
- 2 Formative, 1 Summative
  - Meeting 1 – Goal setting – 3 SMART goals adapted for individuals
    - Prepare for promotion, learn a new clinical skill, assume a leadership position
  - Meeting 2 – Mid-year review and reflection
    - Progress to goals, new goals, change of plans
    - Re-direct if on the wrong track
  - Meeting 3 – Summative assessment of performance and goals
- Chair completes and faculty acknowledges on-line evaluation
- Extra faculty meetings as needed

**Tip – NO SURPRISES in summative evaluations**



# Dealing with negative reviews – of self

- Be honest with yourself –
  - Is there substance to the negative review?
    - How will you change / improve your behavior / performance?
  - Is there interpersonal conflict / clash of leadership styles?
    - Acknowledge, confront, negotiate, get to agreement
    - Have a BATNA
- Sometimes we are on the wrong bus
- Or the bus changes route to a place we don't want to go
- Or there's a new driver and we don't like his/her driving style

**Tip – NEVER threaten to submit your resignation**



# Do or do not resign— there is no threat

DO OR  
DO NOT  
THERE IS  
NO TRY. **THREAT**



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# Giving negative reviews – resident or faculty

- Give negative reviews privately
- No surprises
- Three step approach to giving negative feedback
  1. Just the FACTS – agree on the facts / behaviors / actions
  2. Share your REACTION to the facts / behaviors / actions
  3. Describe the CONSEQUENCES of the behaviors / actions
- Document, document, document
- Involve HR / Legal early (don't surprise your lawyer)

**Tip – NEVER negotiate / give negative feedback while angry**





# Dealing with retaliation

- It's rare
- It's scary
- You are not alone
- HR / Legal / Police
- Lawsuits happen

**Tip – Sometimes you have to turn up in court**



# Thank you!

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