

## Program Directors/Coordinators Role as the Director of Human Resources

Disruptive Faculty/Residents

Sharif Ellozy  
New York Presbyterian (Columbia and Cornell Campuses)

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### Case Scenario


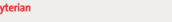
Second year fellow was seen by the Chief Medical Officer getting dinner at a Subway in OR scrubs

Was not so contrite when confronted by the CMO

CMO contacted the Chairman of Surgery directly

CMO contacted OR management that evening, telling them that the fellow was forbidden to scrub

"Perfect Storm" – Fellow has a history of interpersonal difficulties and CMO wanted to make an example

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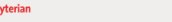
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### Issues to consider

Fellow is not technically a hospital employee  
**Under the purview of GME**

Impact this will have on other fellows' work hours

Reporting the event going forward

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# What would the panel do?

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**NEWYORK-PRESBYTERIAN HOSPITAL  
GRADUATE MEDICAL EDUCATION  
POLICIES AND PROCEDURES**

**TITLE: PERIOD OF INTENSIVE ACADEMIC FOCUS**

**POLICY:**  
Based on the evaluation of Graduate Staff in accordance with the GME Selection, Continuity, Extension and Renewal Policy, a Clinical Service Chief and/or the Program Director may determine that the academic performance of a Graduate Staff member/ GME has not met the level of performance to be in the program.

When such a determination is made, the Program Director may direct the GME to begin a period of intensive academic focus in order to enhance the opportunity for the GME to achieve the required level of performance. A period of intensive academic focus shall not exceed four months.

**PROCEDURE:**  
The procedure for placing a GME on a period of intensive academic focus shall be as follows:

- The Vice President, Medical Affairs, or the Designated Institutional Official of the Institute must be notified of the determination and each has the authority to reverse said determination.
- The Clinical Service Chief, the Program Director and/or the Vice President, Medical Affairs must review the decision. The Program Director and/or the Vice President must notify the GME of the decision to place the GME on a period of intensive academic focus and the reasons for the decision. The GME shall not have the opportunity to be present at the meeting with the Clinical Service Chief, the Program Director and/or the Vice President, Medical Affairs. At the request of the Program Director, the Designated Institutional Official, the Clinical Service Chief and/or the Program Director, the Director for the Institute may attend the meeting.
- When notified following the meeting with the GME, the Clinical Service Chief and/or the Program Director must provide the GME with a written notification by written notice to the GME via hand delivery or registered mail that shall state the basis for the determination of intensive academic focus, the program and the reasons for the decision to place the GME on a period of intensive academic focus. The written notice shall advise the GME of the right to have the determination reviewed under the GME Grievance Policy and the right to appeal the determination to the GME. The GME shall not file an appeal of the determination to the GME until the end of the period of intensive academic focus which shall begin on the effective date.
- For the duration of the period of intensive academic focus, the Clinical Service Chief and/or the Program Director, or their designees, shall meet with the GME on a periodic basis, but not less often than every two weeks, to

provide verbal feedback. Documentation of said meetings shall be maintained in the GME file. At the conclusion of each month of the period of intensive academic focus, the GME shall be given a written evaluation providing feedback as to the progress made, or lack thereof, regarding the period of intensive academic focus. At the conclusion of the period of intensive academic focus, the GME shall be given a final written evaluation which shall state whether the GME has met the program's performance requirements to be in the program. In the event that the GME has not met the program's performance requirements, the Program Director and/or the Vice President, Medical Affairs, shall determine a further course of action to address the matter in accordance with the Graduate Medical Education Program and Procedures and/or Medical Staff by-Laws.
- If at any time during the period of intensive academic focus, the Clinical Service Chief and/or the Program Director determine that the GME is not meeting the program's performance requirements, the GME shall not be placed on a period of intensive academic focus. If, at any time during the period of the program, the Clinical Service Chief and/or the Program Director, in consultation with the Vice President, Medical Affairs, shall determine a further course of action to address the matter in accordance with the Graduate Medical Education Program and Procedures and/or Medical Staff by-Laws.
- Placing the GME on a period of intensive academic focus does not preclude action under the Graduate Medical Education Program and Procedures and/or the Medical Staff by-Laws.
- This Policy and Procedure shall not apply to faculty circumstances that must be reviewed in violation of applicable professional conduct on the part of the GME under Public Health Law Section 2802-e and other applicable sections of New York Law, at the time of the meeting, the Vice President, Medical Affairs and the Office of Legal Affairs shall be notified as soon as possible.

Approved by GMEC: September 2008  
Approved by the Board of Medical Staff: May 2010

Well Cornell Medicine NewYork-Presbyterian

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September 25, 2017

Dear Dr. XXXX:

This letter is to inform you that effective 9/25/17 you will be placed on a "Period of Intensive Academic Focus" (PIAF) as defined in the New York Presbyterian Hospital Graduate Medical Education Policy and Procedures. The PIAF shall last for a period of three months, ending 12/24/2017, and will be reviewed as outlined. The reason for this action is your academic performance has not progressed to the required level of performance for a fellow in the Department of Surgery. The specific ACCME core competencies where deficiencies are noted include the following:

- Interpersonal and Communication Skills
- Professionalism

You have had repeated issues with professional behavior towards auxiliary staff and patients. Operational concerns as outlined in the account of the evening of Tuesday, September 19<sup>th</sup>, 2017, concern you and Dr. XXXX. You were found to be smoking during House rounds which is against the policy of the PIAF. You were found to be smoking during House rounds which is against the policy of the PIAF. You were found to be smoking during House rounds which is against the policy of the PIAF.

The PIAF is being implemented so that you can spend a period of time focusing on effective work in a clinical setting. The challenge is to provide a supportive environment.

You were informed through self-reflection that the behavior is detrimental to yourself, patient care and the general surgery program. While it is not going to be sufficient until you work with this person, it is important that you recognize that the responsibility for change ultimately rests with you.

The plan for the Period of Intensive Academic Performance is as follows:

- Regular counseling
- Increased direct observation with feedback. You will be expected to attend office hours with each of the attending staff during the month-long PIAF.
- Contact Dr. John Barbach for Surgery

Required attendance at "Taking People Skills courses, "Thinking Effective Communication"

Self-reflection and the State of a biweekly journal entry when the teacher reflects on the student and the student reflects on the teacher.

Read How to Win Friends and Influence People

At the conclusion of each month you will be given a written evaluation providing feedback about your progress made, or the lack thereof, regarding the period of intensive academic focus. You will be given a final written evaluation which shall state whether you have progressed to the required level of performance of a fellow in the Department of Surgery. If you do not meet the program's performance requirements, the Program Director and/or the Vice President, Medical Affairs, shall determine a further course of action to address the matter in accordance with the Graduate Medical Education Program and Procedures and/or Medical Staff by-Laws.

Approved by the New York Presbyterian Hospital Graduate Medical Education Policy and Procedures Manual, it is your right to have this determination reviewed under the GME Grievance Policy (see attached). In order to review the grievance procedure, you must submit a written statement of the determination to the Institute of Graduate Medical Education within the time you have for appeal of the PIAF, 9/25/17.

Sincerely,

Sheff Elyan, MD  
Program Director

cc: Fabrice Michelson, MD  
Chair, Department of Surgery, New York Presbyterian, Columbia University Medical Center

Felix Scahill, MD  
Chair, Department of Surgery, New York Presbyterian, Columbia University Medical Center

Laura Kempinski, MD  
Department Institutional Official

Joan Corbridge  
Division Graduate Medical Education

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**Period of Intensive Academic Focus**

In-depth counseling

Increased direct observation with feedback.

**Participate in Attending office hours daily during the first month**

Contact Dr. John Barnhill for therapy

Required attendance at "Enhancing People Skills course,  
"Developing Effective Communication"

Self-evaluation in the form of a bimonthly journal entry where the  
resident reflects on clinic situations and his/her response to them

Read How to Win Friends and Influence People

Written evaluation at the end of each month, with a final evaluation  
at the end of three months

PIAF may be terminated, extended, or other action, up to and  
including dismissal, may occur.

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