



Case-Quality Committee

Jane had been a terrific second year resident and really needed a place on a committee. When a spot on the resident departmental quality committee became open, she thought she would like to become involved, possibly as the Chair. She spent some time with the Residency Program Director at Grand Rounds one day and told the Program Director what she could contribute as a committee member. The Program Director decided to add Jane to the committee, of which Mike, the Chief Resident, was the Chair. She knew that Mike would be upset as he liked to have people on the committee who would agree with him. The Program Director warned Jane that Mike had expected to choose a new committee member himself and that "You'll need to be very proactive if you expect Mike to keep you on the committee but I think you should have the opportunity."

Jane was thrilled to be on the committee and came up with some new quality measures. Mike met with her and told her that she would first need to see how the committee operates and no changes would be enacted. At the quality meeting Jane described to the committee some of the new measures she would like to see used in the strategic planning of the committee.

Mike called her into the Chief Resident's office afterwards. He exploded and said that contradicting him was unacceptable, and that she would need to shape up in the next three months or she would be off the committee.

The Program Director became aware of the difficulties from the meeting and contacted HR. She was concerned about the problems that had emerged between Mike and Jane. She told the HR manager that both were good residents and that she wanted things fixed quickly. She asked that the HR manager coach the two through this distressing time.