

Remediating without shaming

Addressing unprofessional behaviors without inducing shame



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What we're exploring:

- ➡ Shame as a driver of unprofessional behaviors or moderator of the response to remediation
- ➡ The psychology of self-conscious emotions
- ➡ **Specific strategies** to remediate in a way that mitigates shame



Sentinel Emotional Events: The Nature, Triggers, and Effects of Shame Experiences in Medical Residents

William E. Bynum IV, MD, Anthony R. Artino Jr, PhD, Sebastian Uijtdehaage, PhD,
Allison M.B. Webb, MD, and Lara Varpio, PhD

The Story

“Your PGY-3 resident Jonathan just yelled at me and cussed me out”

The Story

- ➡ At baseline, a very talented resident, a bit difficult to work with at times, not the best team player
- ➡ Very irritable at work the last two days
- ➡ Missed a critical portion of the exam on a sick patient
- ➡ Upon giving him feedback, he was...
 - Defensive
 - Angry
 - Verbally combative

Brief Pair-Share Activity

At this moment, you are the person responsible for responding to this situation in your program.

- What specifically would you do and how would you do it?
- What other information do you need?

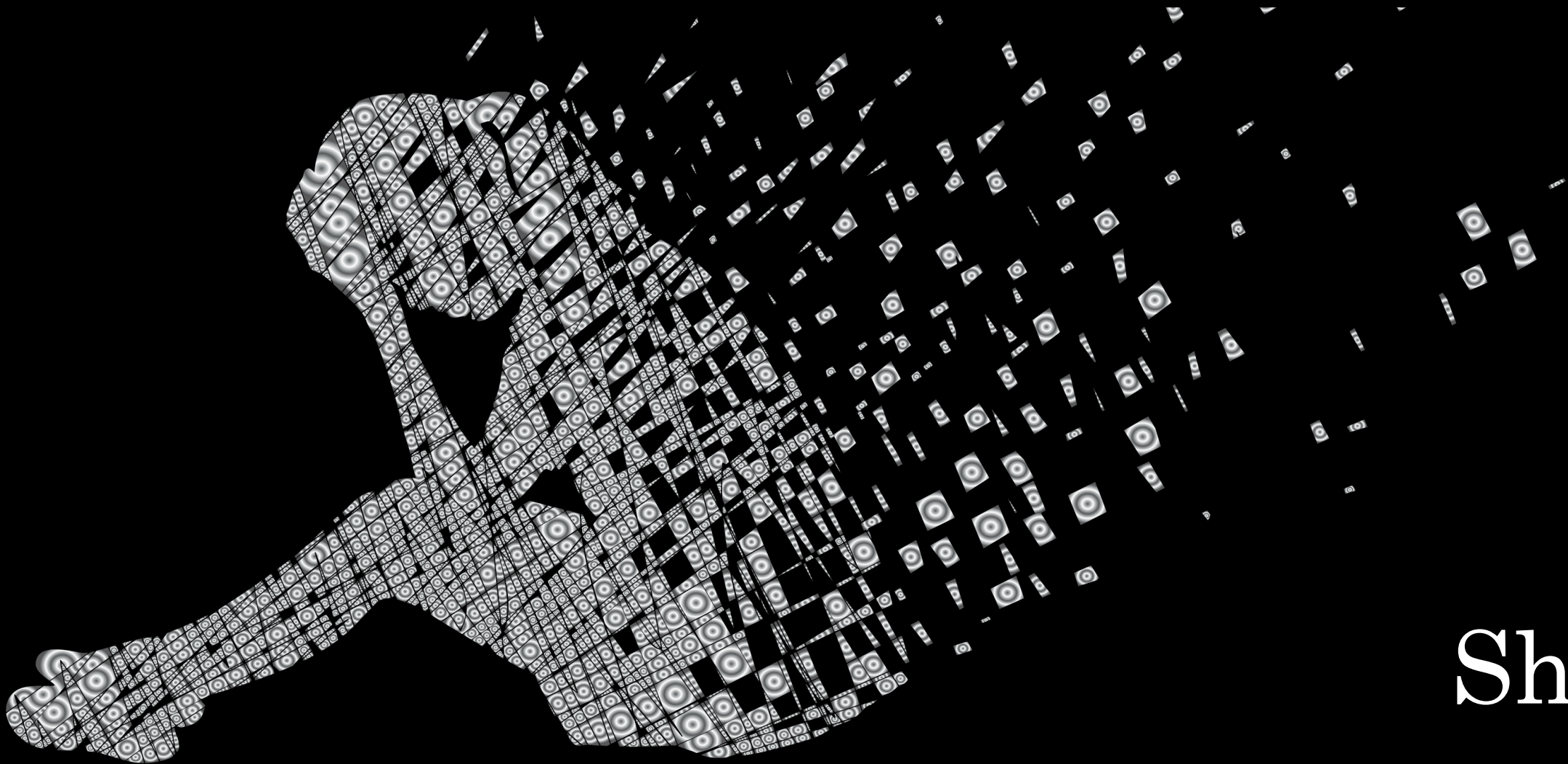
More of the story

2 days earlier, Jonathan was not selected to be the next chief resident.



“The Chief Residents are always kind of thought to be the golden children of the program, the best the program has to offer: brightest, the best leaders, and all that stuff.”

"I was let down and I felt like just like what depressed wasn't
good enough. I felt inadequate, just like I was told, shamed, and I like
my skin was crawling. I think about it. I was just kind of angry."



Shame

“I’m not _____ enough”

Shame

Tracy & Robins' Theory of Self-Conscious Emotion



Focus directed inward



Self-representations activated



Self-evaluation generated

Is there congruence?

Stable & long-term self-representations

"How I want to view myself both now and in the future"

My ideal self



Pride
Shame
Guilt

Current self-representations

"How I view myself now"

My current self



To what do I *attribute* the action/event?

Something

GLOBAL
&
STABLE

about myself

SHAME

HUBRISTIC PRIDE

Something

SPECIFIC
&
UNSTABLE

about myself

GUILT

AUTHENTIC PRIDE

“I AM BAD”

“I AM NOT ____ ENOUGH”

“I AM INHERENTLY FLAWED”

“I NEED TO FIX MYSELF”

SHAME



Desire to hide
Disengagement with learning
Impaired belonging
Emotional distress



“THIS THING I DID IS BAD”

“I MADE A MISTAKE”

“I AM ENOUGH”

“I NEED TO IMPROVE AT
_____”

GUILT

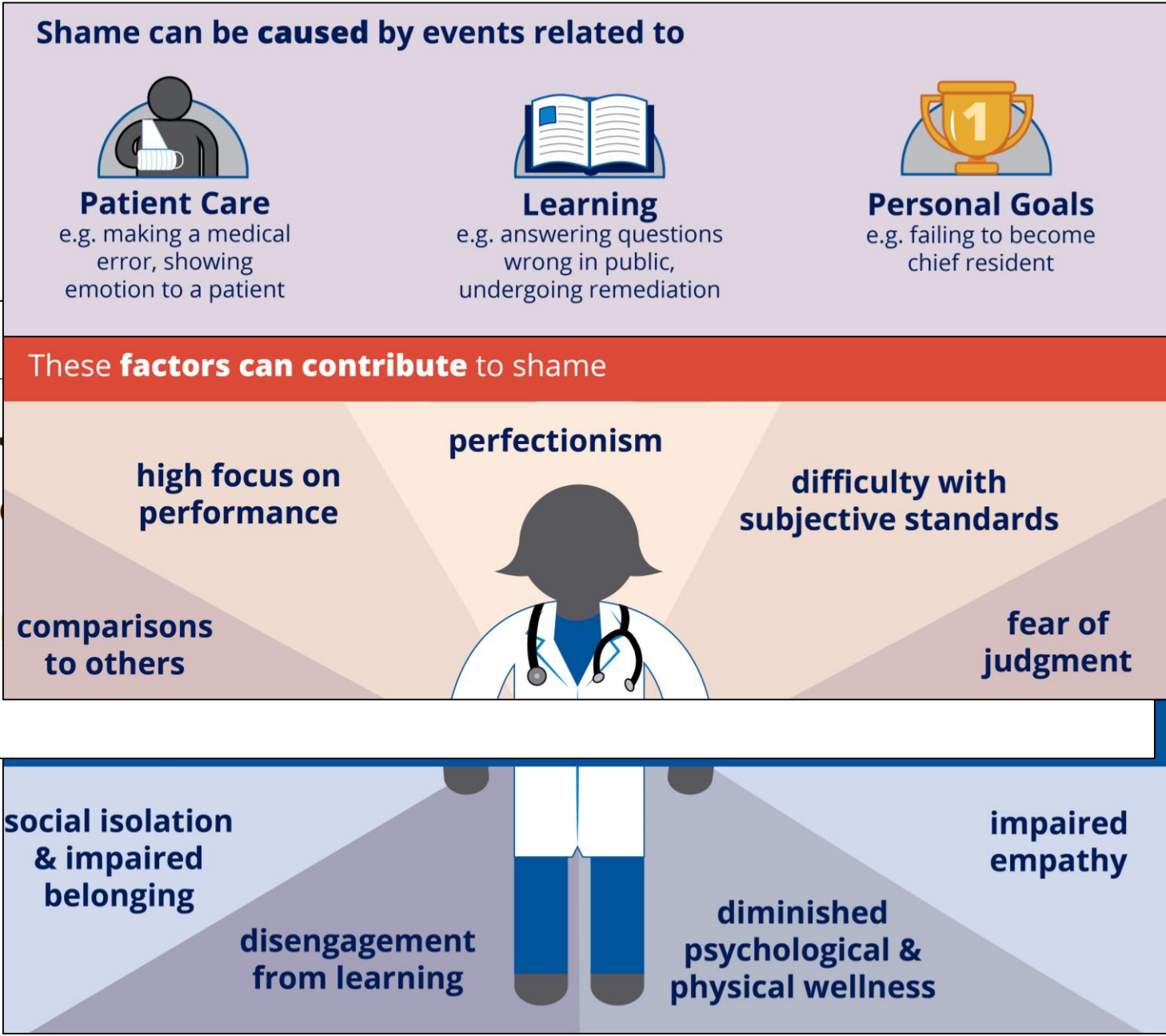


Reparative Action
Engagement with learning
Promotes belonging
Healing

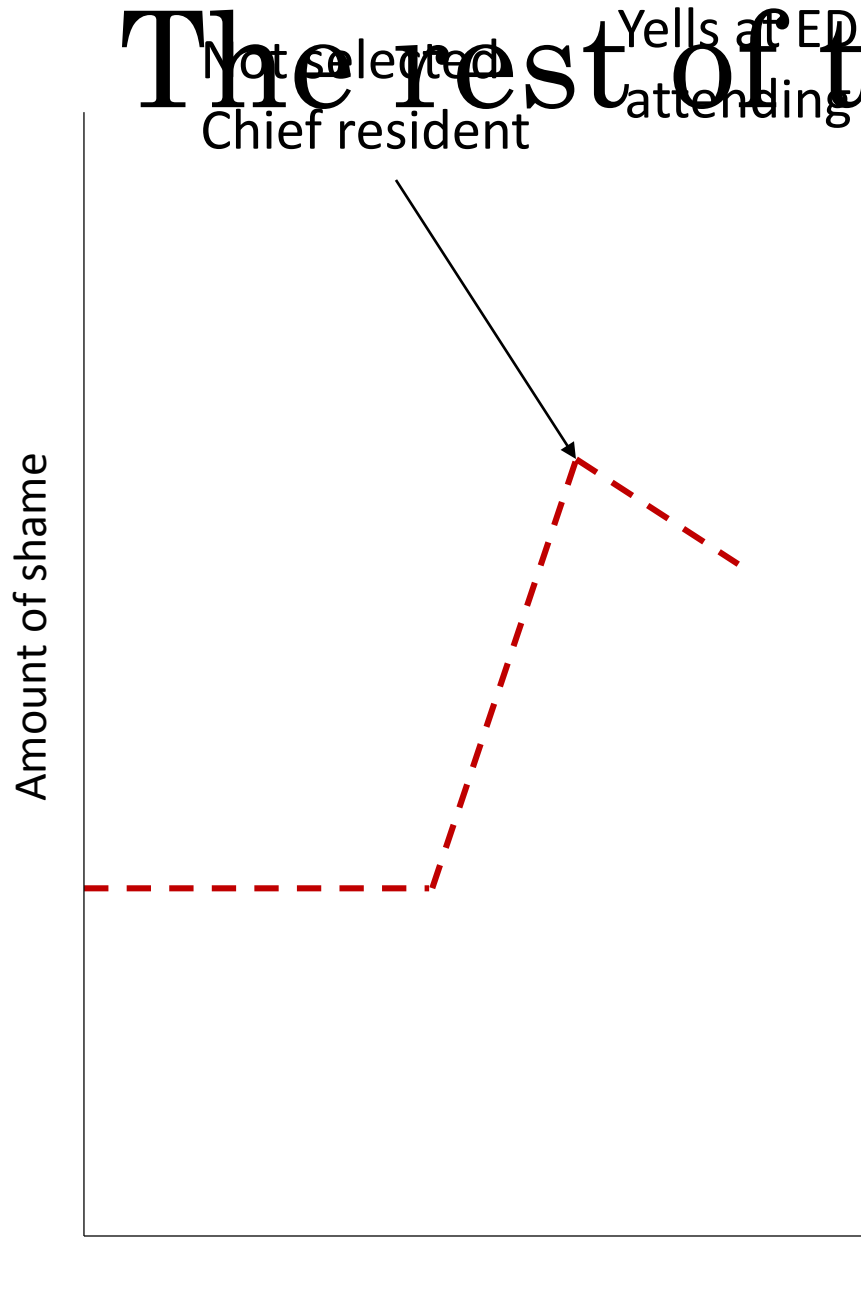


Sentinel Emotional Events: Triggers, and Effects of Shame in Medical Residents

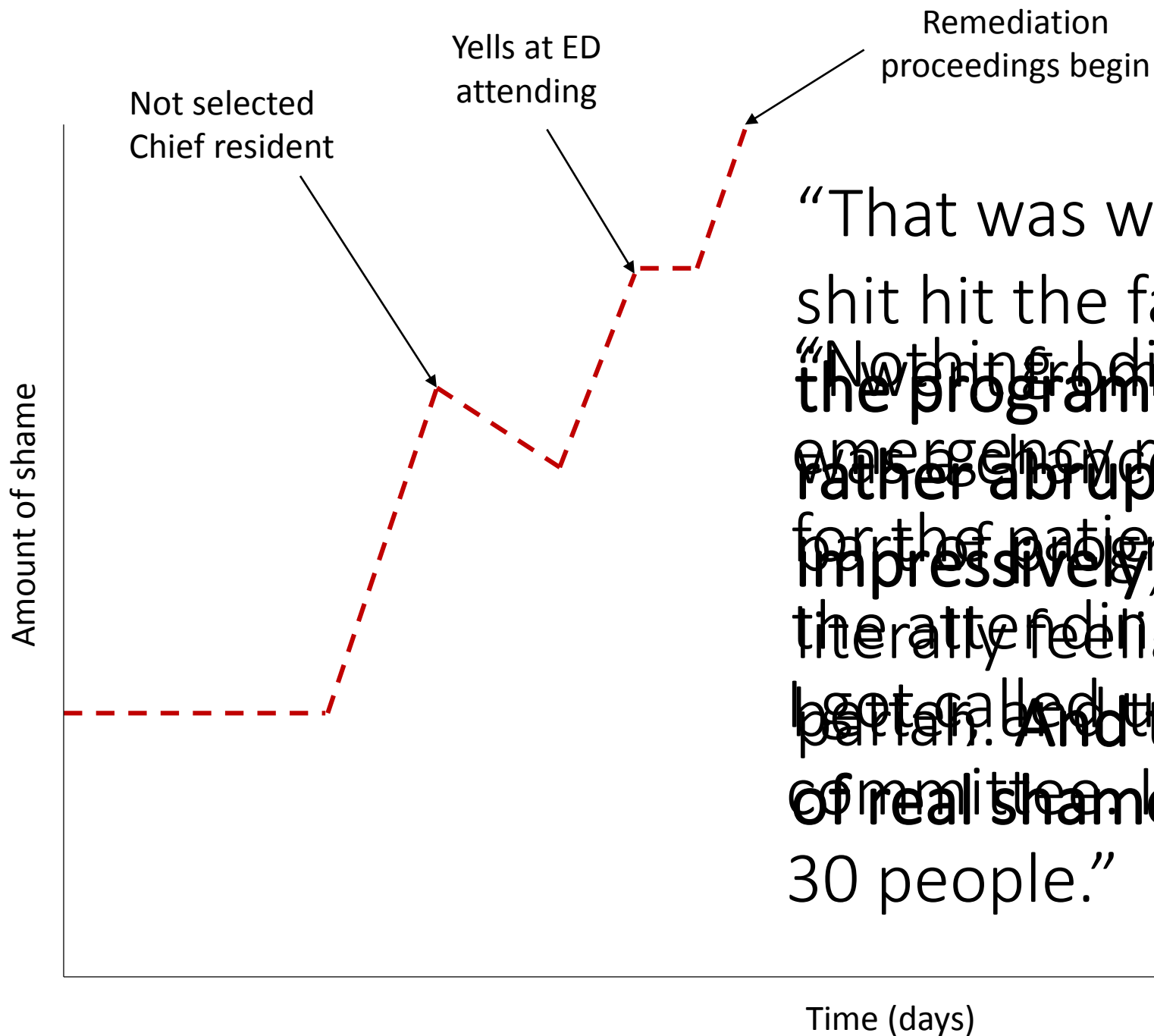
William E. Bynum IV, MD, Anthony R. Artino Jr, PhD, Seamus J. O'Brien, MD, Allison M.B. Webb, MD, and Lara Varpio, PhD



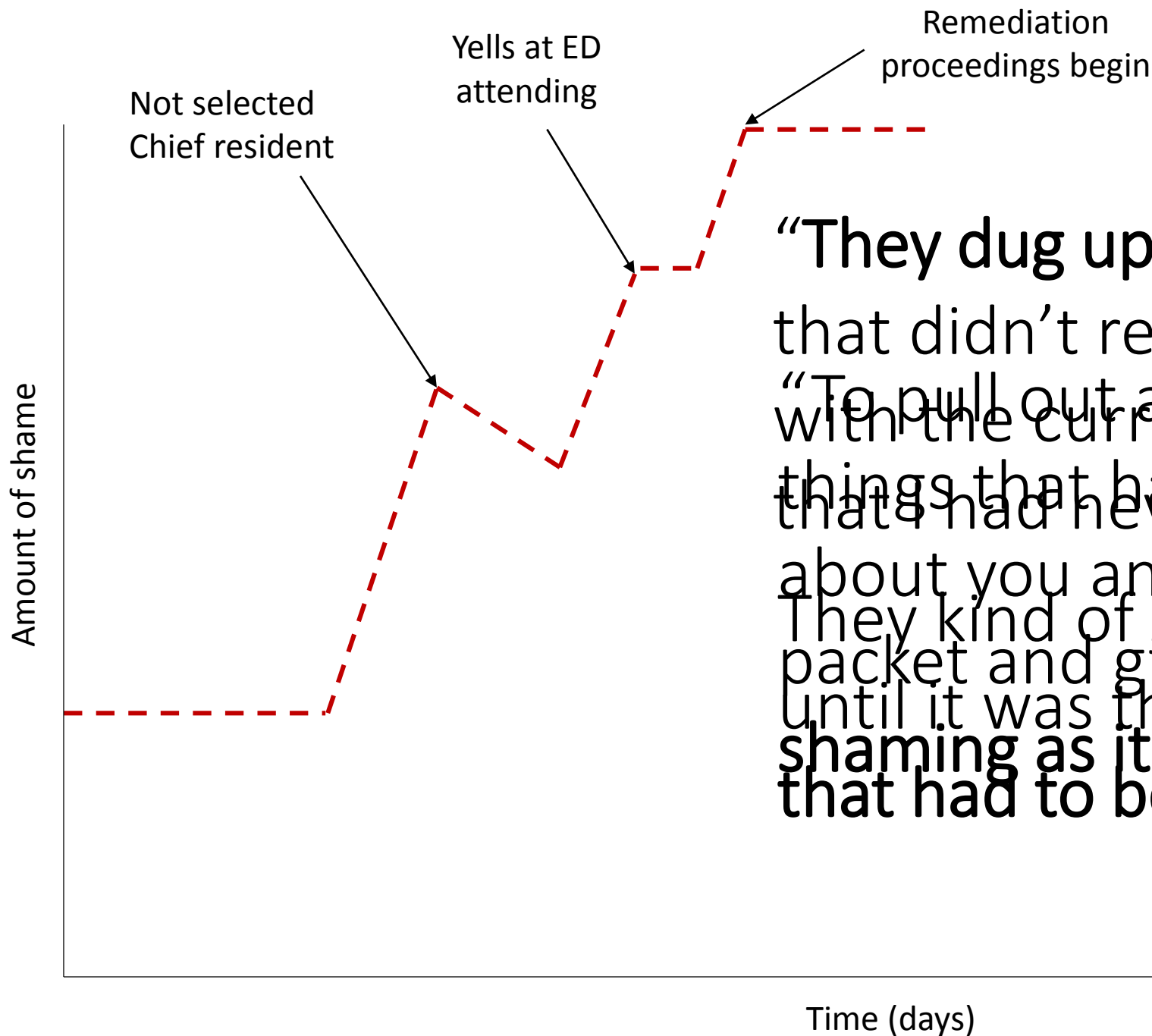
The rest of the story



"I just wanted to forget it and
move on, and they self-righteously
entered the room and it was a
primitive response."

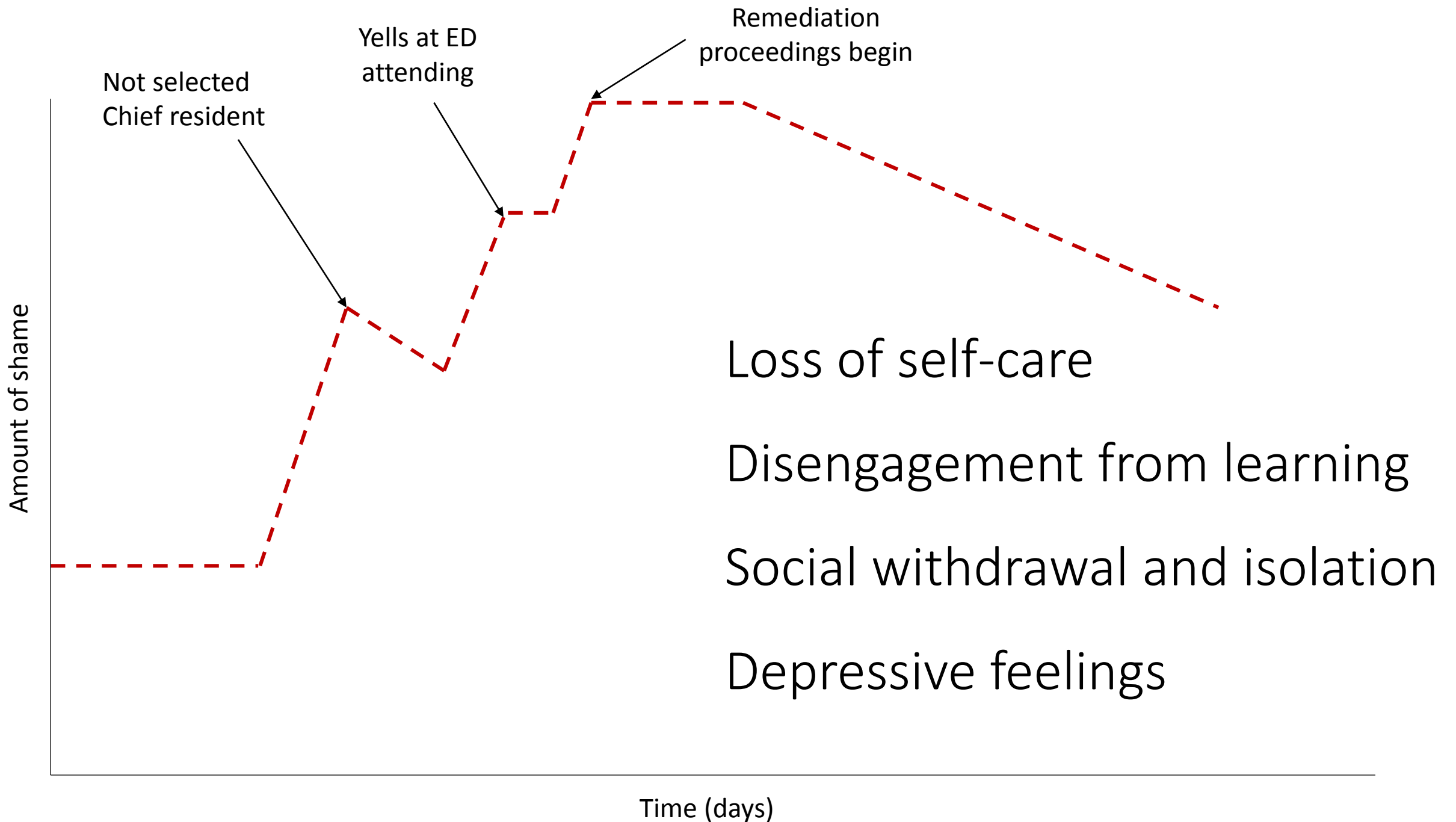


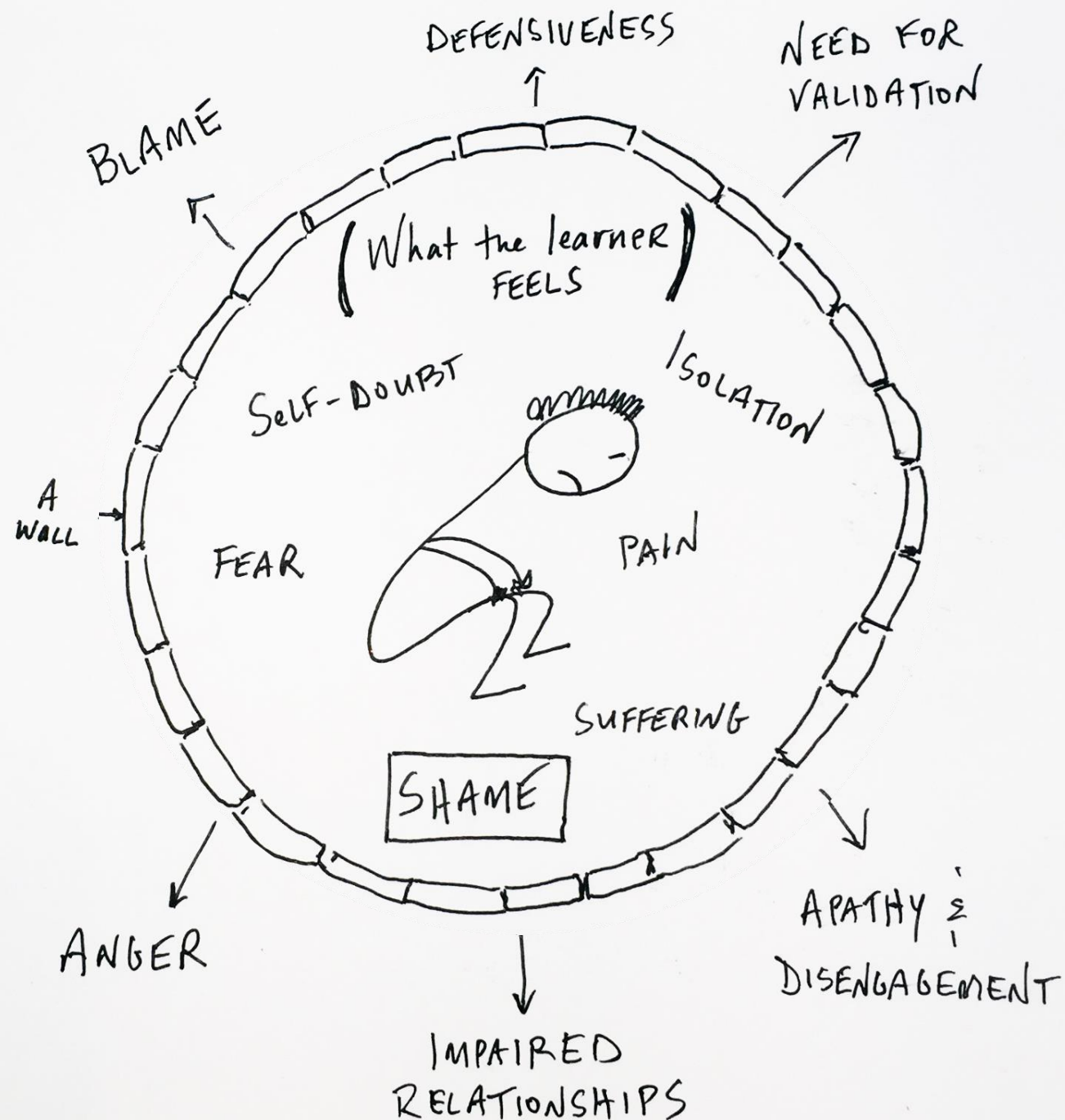
“That was when the proverbial shit hit the fan. All of a sudden, “Nothing is said” in that emergency room was productive rather abruptly and kind of impressively, honestly literally feeling like my self-esteem got called up in front of the committee. And that was a huge amount of real shame.”



“They dug up stuff from old evals that didn’t really have much to do with the current circumstance and things that have ever been said about you and to collate them into a packet and give it to you is about as shaming as it gets.”

“To pull out all of the negative things that I had never seen. They kind of just let it just snowball until it was this massive abscess that had to be debrided in the OR.”

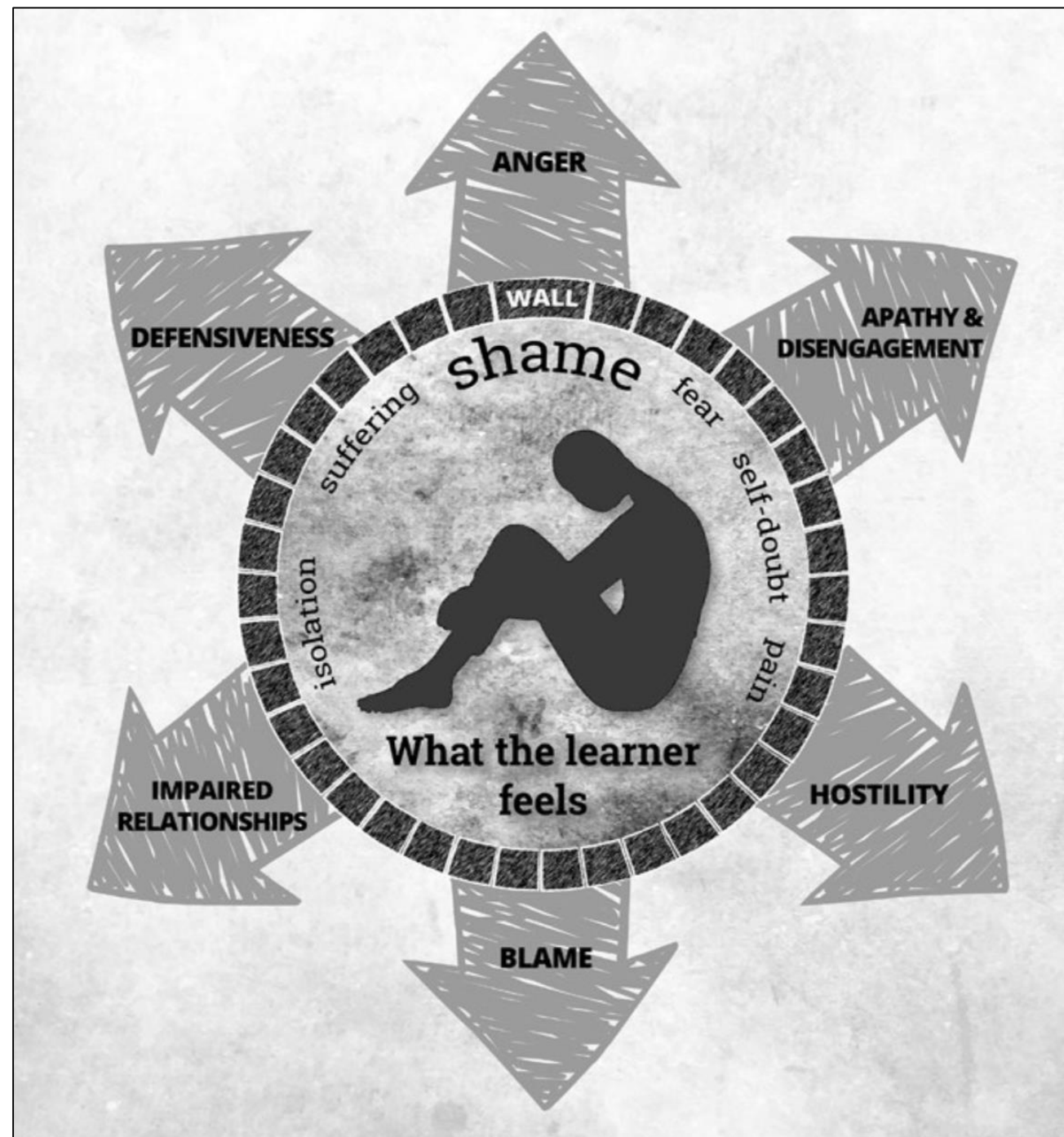




"I don't see shame – I see anger directed at others. In fact, this person doesn't seem particularly inclined to feel shame."

"This is starting to feel like a martyr complex/victim complex. It's all 'them' who are attacking 'amazing me.'"

"This guy is unlikeable. I'd love to meet his wife."



Distinguishing Three Unprofessional Behavior Profiles of Medical Students Using Latent Class Analysis

Marianne C. Mak-van der Vossen, MD, Walther N.K.A. van Mook, MD, PhD, Joyce M. Kors, MA, Wessel N. van Wieringen, PhD, Saskia M. Peerdeman, MD, PhD, Gerda Croiset, MD, PhD, and Rashmi A. Kusurkar, MD, PhD

**Behavioral themes described in
evaluation forms (n = 37)**

Student mentioned personal
circumstances to teacher

Not meeting deadlines

Brusque—hostile or argumentative
communication

Not following up on activities related
to patient care

Insecurity and inability to work
independently

Poor initiative
Avoiding feedback
Failure to engage

Unprofessional nonverbal communication
Not listening
Ignoring e-mails or other contacts from
teaching or administrative staff
Inadequate communication

Work too detailed and working
pace too low

Inadequate relationships

General disorganization

Poor collaboration

Poor academic skills

Inadequate mastery of Dutch language
Inadequate written communication
(including e-mail and social media)

Does not act in a truthful and
trustworthy manner

Does not accept feedback

No self-improvement

Plagiarism

Does not incorporate feedback

Lack of commitment

Does not obey rules and regulations

Does not share emotional experiences and
does not ask for help

Late or absent for assigned activities

Unprepared for activities

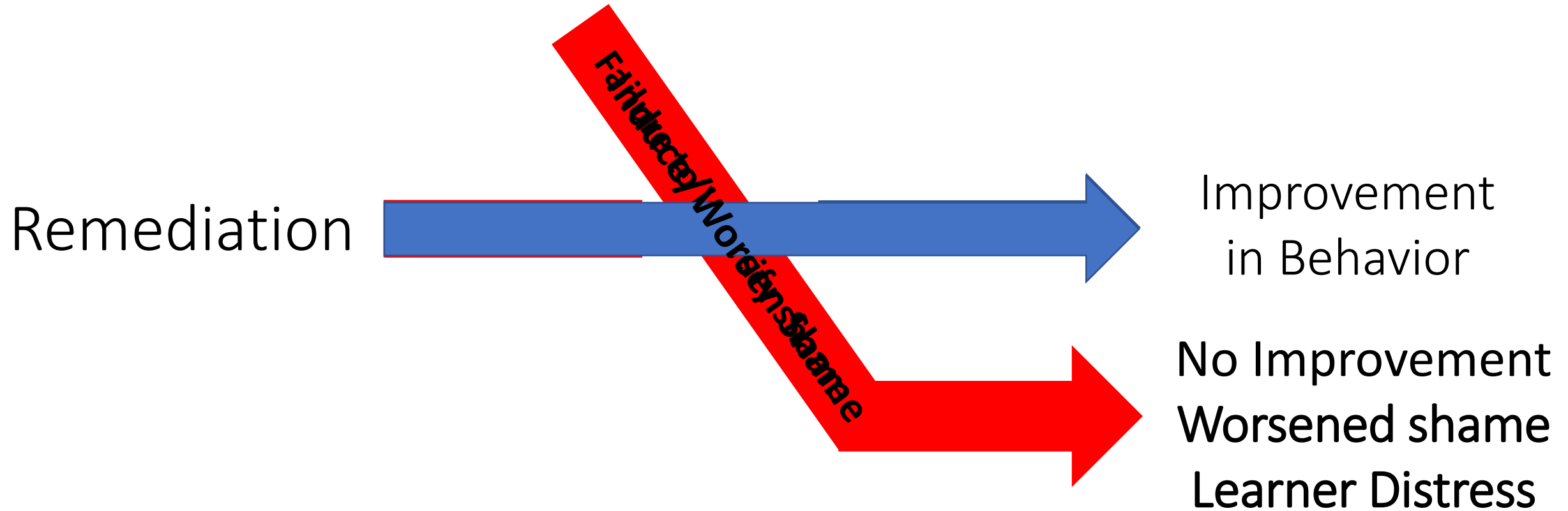
No insight into own behaviors

No accountability

No insight into emotions of others

Key Take-Aways

- ➡ Learner shame may contribute to or drive unprofessional behavior
- ➡ Learner shame may influence the way remediation is received



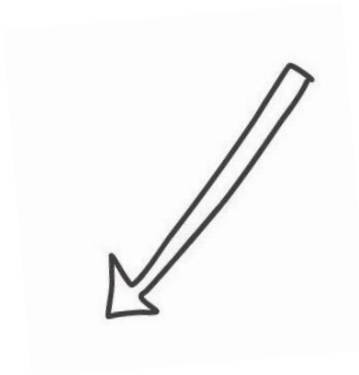
- ➡ Need to **identify** and **mitigate** learner shame early in the process.
- ➡ Remediate in a way that **avoids shame** & **promotes engagement**.

Small Group Discussions

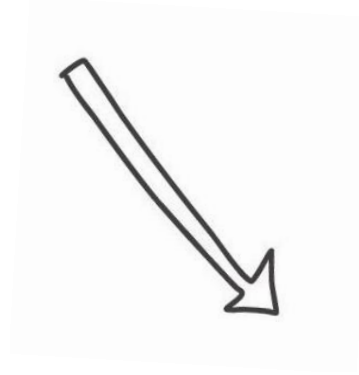
- ➡ Discuss a situation in which **learner shame** may have **driven the behavior being remediated** or **influenced the response to remediation**.
- ➡ How did you or others handle that remediation process?
- ➡ Considering the potential presence of learner shame, **how might you have handled that process differently?**
- ➡ What **specific strategies** can we use to **remediate learners without prolonging, amplifying, or inducing shame?**

Final Thoughts

8 simple strategies to remediate
without inducing shame



Individual



Program



Be very mindful of
your own emotional reaction
to the learner

How are you feeling about yourself?

“Something’s going on w/ me

“Others/ niet betäven”

"I Want to make"

“You’re the problem, not me”

Listen for shame

Look for shame

Ask about shame

Focus on actions or behaviors that can be changed.

~~You're a
bad dog~~

You did a
bad thing

“Let's fix it”



DROP THE

DEAD



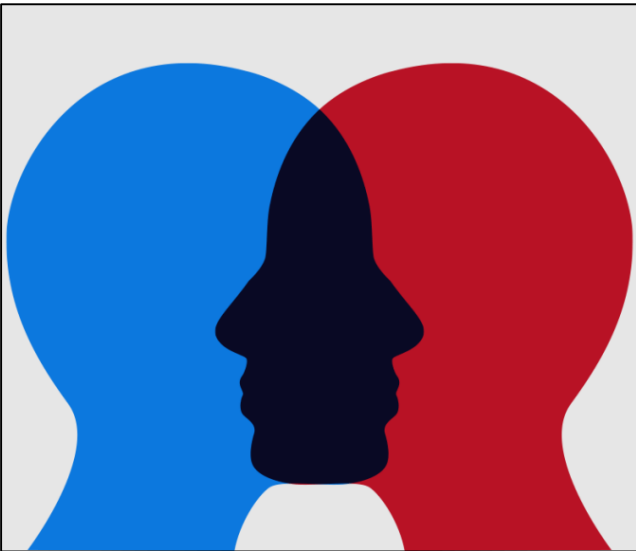
WEIGHT

Leverage guilt & transition the blame

The program director is critical

Empathize

“I know this is difficult”



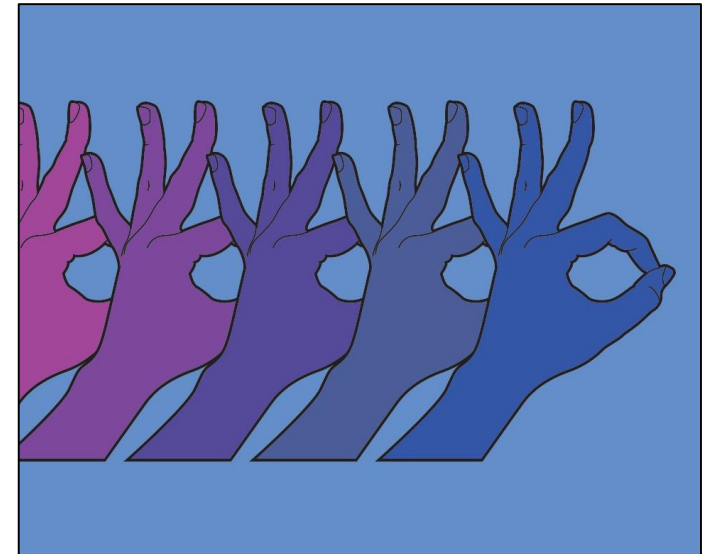
De-Stigmatize

“You are not the
‘only’ one”



Normalize

“When I was this
happened to me”

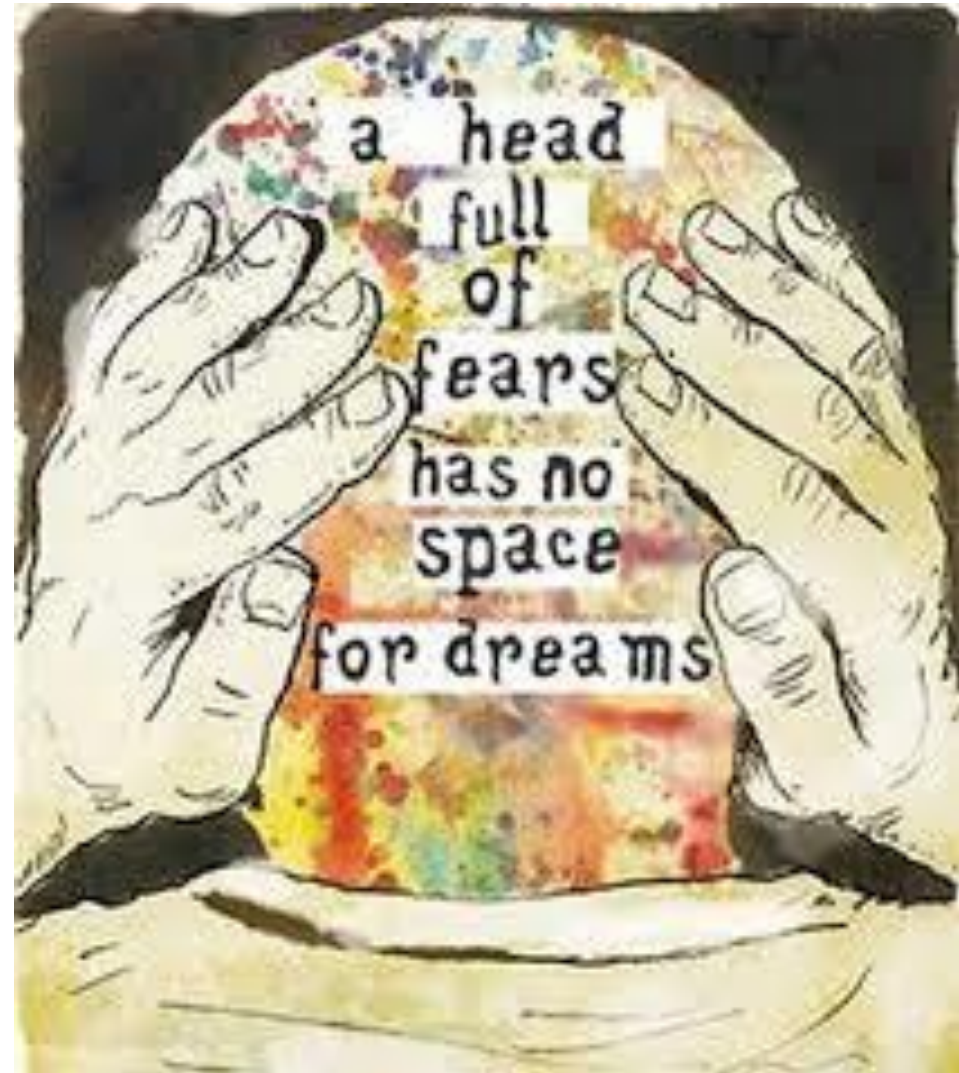


Remediate with [emotional] safety in mind

Advisor/confidant
for resident

Well-being visit

Coaching/
Counseling



Leverage the CCC to build a partnership

CCC member presents
information to resident
(engages CCC)



Program Director is
partner for problem solving
(decreases targeting)



Help the resident visualize the future

What **specific goals** remain? How to achieve them?

How can we leverage this disappointment for **growth**?



On the Conference App...

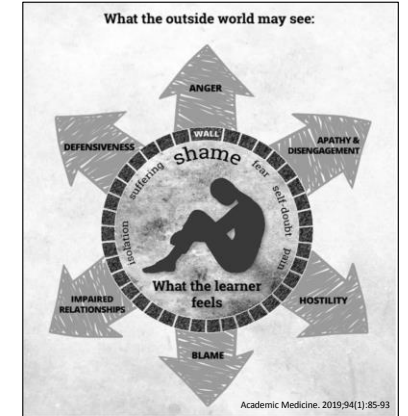
Reference List



HOW TO REMEDIATE WITHOUT SHAMING

➡ Consider the presence of unrecognized shame

Shame: an emotion that results from a global, negative self-evaluation



Some unprofessional behaviors may be a manifestation of unrecognized shame. Hold the learner accountable for the behavior without worsening the shame.

✓ To assess for shame **Ask** "How are you feeling about *yourself*?"

➡ Establish trust & rapport

- ✓ Carefully manage your own emotional reaction to the learner
- ✓ Maintain the privacy of the learner
- Partner & Empathize with the learner
- De-stigmatize & Normalize the shame feelings


➡ Remediate via focus on growth, active support

- ✓ Use remediation as growth opportunity w/i safe environment
- ✓ Focus on actions that can be changed & not the whole person
"You're not bad. You did a bad thing, and we need to fix it."
- ✓ Provide counseling resources & psychological support
- ✓ Provide active follow-up. Assess for & mitigate shame.


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Thank you!



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