

### BLIND SPOT

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### HOW THEY DISRUPT

- **DISRUPTING MEETINGS**
- **NONCOMPLIANCE WITH POLICIES**
- **HOSTILE ENVIRONMENT**
- **BREACH OF CONFIDENTIALITY**
- **UNDERMINING PROFESSIONAL REPUTATION**



### WHAT THEY DISRUPT

- **DISRUPT HOSPITAL OPERATIONS**
- **AFFECT ABILITY OF OTHER TO DO THEIR JOBS**
- **CREATE HOSTILE WORK ENVIRONMENT**



### WHAT THEY DISRUPT (CON'T)

- **INTERFERE WITH ABILITY TO PRACTICE COMPETENTLY**
- **ADVERSELY AFFECTS COMMUNITY'S CONFIDENCE IN HOSPITAL'S ABILITY TO PROVIDE QUALITY CARE**



### DESCRIPTORS

- **TROUBLESOME, TROUBLEMAKING**
- **UNRULY, DISORDERLY**
- **UPSETTING**
- **DISTURBING, DISTRACTING**



### EXAMPLES

- **PERSONAL, IRRELEVANT ATTACKS – VERBAL OR PHYSICAL**
- **IMPERTINENT/INAPPROPRIATE COMMENTS MADE IN MED RECORD**
- **CRITICISM THAT INTIMIDATES, UNDERMINES, BELITTLES, IMPLIES STUPIDITY OR INCOMPETENCE**
- **REFUSAL TO ACCEPT ASSIGNMENTS OR PARTICIPATE APPROPRIATELY**




### SAYINGS



- ZERO TOLERANCE
- BEST PREDICTOR OF FUTURE BEHAVIOR IS PAST BEHAVIOR
- STOP THEM AT THE DOOR

### DRIVING FORCES

- FUNDAMENTAL CHANGES IN MEDICINE THAT FRUSTRATE PHYSICIANS
- INCREASE FREQUENCY & SIZE OF LAWSUITS RAISE THE STAKES
- INCREASING DIVERSITY
  - CULTURAL BIAS VS DISRUPTIVE BEHAVIOR



### BOTTOM RUNG

- APPOINT EXCELLENT PHYSICIANS
  - ASK – PHYSICIAN, REFERENCES, NPDB/FSMB, INTERNET/SOCIAL MEDIA
  - EVALUATE RED FLAGS
  - PERSONAL INTERVIEW
  - QUALIFIED APPOINTMENT



### NEXT STEP

- SET & COMMUNICATE EXPECTATIONS
  - BYLAWS, CODE OF CONDUCT POLICY
  - EXPECTATION FOR PROFESSIONALISM & MATURITY
  - CULTIVATE BUY-IN TO EXPECTATIONS




### NEXT STEP

- MEASURE ACTUAL PERFORMANCE
  - COLLECT PERFORMANCE DATA
  - TRACK & TREND HURDLES
  - TOOLS – IR, COMPLAINTS, SURVEYS, QUESTIONNAIRES
  - ENCOURAGE REPORTING
  - NON-RETALIATION POLICY



### NEXT STEP



**YOUR FEEDBACK MATTERS**

- PROVIDE PERIODIC, TIMELY FEEDBACK
  - BOTH POS & NEG
  - MOST IMPROVEMENT WHEN POS:NEG = 5:1
  - DENIAL
  - PRAISE IN PUBLIC, CHASTISE IN PRIVATE
  - WRITTEN FEEDBACK, F2F (ESP FOR NEG)


**NEXT STEP**



- **PROVIDE PERIODIC, TIMELY FEEDBACK (CON'T)**
  - GROUND RULES
    - VALIDATE COMPLAINT
    - PRIVATE F2F
    - FREQ – 3 OR 6 MONTHS, AT LEAST Q 2 YRS
    - TIMELY

**NEXT STEP**

- **MANAGE POOR PERFORMANCE**
  - SERIES OF ESCALATING INTERVENTIONS
    - COLLEGIAL DISCUSSION – ACTION PLAN
    - LESS COLLEGIAL – REVISE AP
    - MONOLOGUE, NOT DIALOGUE
    - DOC IN THE BOX




**TOP RUNG**

- **TAKE CORRECTIVE ACTION**
  - RECOMMENDATIONS
  - FAIR HEARING
  - FILE WITH NPDB/SMLB
  - IMMUNITY UNDER HCQIA



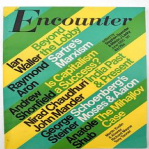
**ENCOUNTER**

- REFERENCE ROLE
- ID BEHAVIOR/INCIDENT
- REFER TO EXPECTATIONS/POLICY
- INVITE THEIR SIDE OF THE STORY
- DEFLECT EXCUSES/JUSTIFICATIONS



**ENCOUNTER (CON'T)**

- REFER TO DATA
- FOCUS ON BEHAVIOR, NOT PERSON
- CLARIFY NONRETALIATION
- TIME LIMITED (20 MIN OR LESS)
- CLOSE WITH NEXT STEPS & DOCUMENTATION



**GOALS**

- ESTABLISH A POSITIVE BEHAVIOR

