

# Disruptive Behaviour

Physician Health Program

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# The Importance of Disruptive Behaviour

- Changing expectations in the workplace, code of conduct
- Dupont enquiry in Windsor
- Employers must provide a safe work place-Ministry of Labour regulations
- Violation of Human Rights
- ONA collective agreement requires hospitals to deal with physician behaviour
- CPSO policy and guidebook



# The Nature of Disruptive Behaviour

- Deviation from the accepted norm
- College definition
- Human Rights
- Specific behaviours
- Any behaviour that interferes with achieving the primary mission of the organization
- Keeps you awake at night

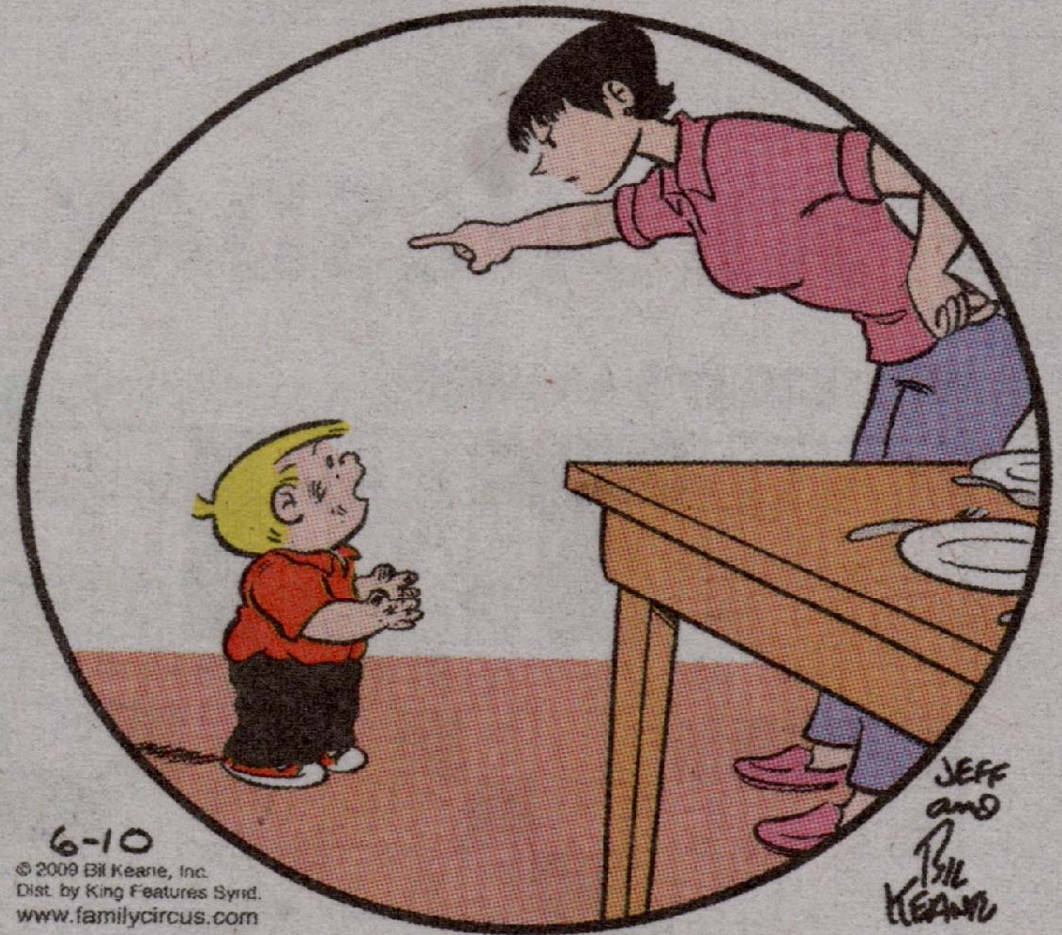


# CPSO Definition

- *Disruptive Behaviour is demonstrated when inappropriate conduct, whether in words or action, interferes with, or has the potential to interfere with, quality health care delivery*
- *Single egregious act, or*
- *Pattern of behaviour*
- *Gravity depends on nature of the behaviour, the context and the consequences*

Is this DB?

## Family Circus



6-10

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and  
BILL  
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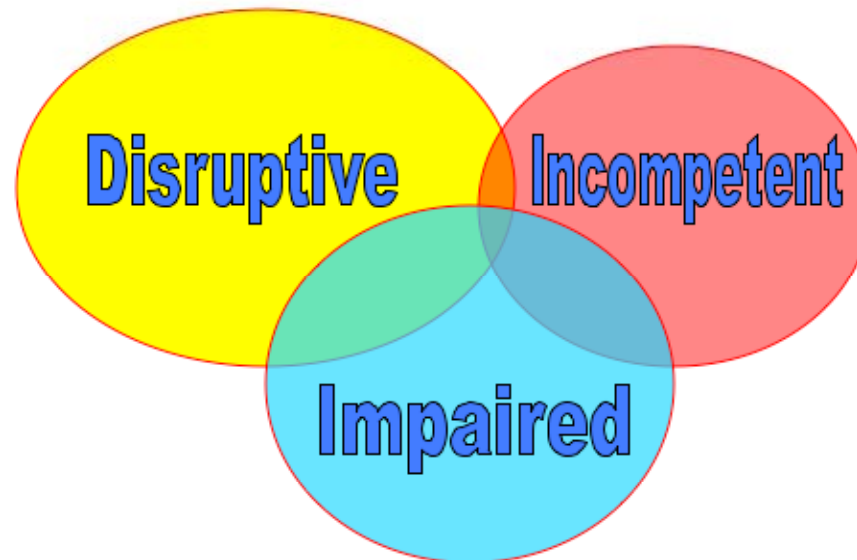
**“Why do I hafta wash my HANDS?  
I’m eating with a knife and fork.”**



# Specific Behaviours

- Egregious act
- Harassment
- Sexual harassment
- Unreasonable behaviour-repetitive pattern
- Burnout
- Impaired-incompetent-disruptive

# Assessment Triad





# What is NOT DB?

- Advocacy for improved patient care,
- Quality improvement when done within the construct of the “rules”, policies, and established mechanisms
- Making a complaint
- Providing testimony



# Proactive Management

- Recruit the right physician, behavioural interviewing
- Provide feedback regularly, informal
- Clear expectations, code of conduct
- Performance and development reviews, formal
- Intervene when behaviour is inappropriate
- Be prepared to remove privileges



# Providing feedback-CPR

- **Content**-when the behaviour first occurs
- **Pattern**-when there is repetition
- **Relationship**-when emotions start to intervene



# Developing insight

- H-hungry
- E-exhausted
- L-lonely
- P-pressured
- G-generous
- I-insightful
- V-validate
- E-empathetic



# Prevention

- Last word-in medicine we know that prevention is better than treatment
- What should we do to prevent DB?
  - Start early-improve interpersonal skills
  - Provide feedback
  - Improve mediation skills
  - Collective use of resources



# Case Study

- Dr. Sleep is providing anaesthesia for emergency C-section
- Baby is born with low apgars, requires resuscitation
- Nursing staff ask for assistance pending arrival of paediatrician-refused
- Argument ensues
- Staff threaten human rights action if hospital doesn't respond appropriately



# Case Study

- Dr. Bones has been on staff just over 2 years
- Year one was great
- Year two complaints started: demanding equipment, nurses incompetent in OR
- Not attending medical staff meetings
- OR nurses request meeting with CEO