

Addressing the Problem Clinician

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Why invest the time?

“EP’s all over the place
looking for jobs”





Frustration
Just Ahead



All causes considered

30-40% of all physicians
will have a problem at
some time in their
career that will impair
their ability to safely
practice medicine



Attitude issues

Discipline issues

Relationship issues

WEAKNESS

STRENGTH



Fear of retaliation

Financial and Legal

Fear of confrontation and conflict

Professional and social stigma

Inadvertently and Indirectly
Promote



ENABLER

The background features a large, light blue circular gradient that is slightly off-center. Overlaid on this are numerous dark blue and black ink splatters and paint strokes of varying sizes and directions, creating a dynamic, textured effect. The word "impact" is centered horizontally and partially overlaid by these splatters.

impact

Does the conduct adversely affect the the ability to render quality patient care, fulfill their responsibilities, do their job effectively or create a “hostile work environment” ?

Causes or Contribute to Impairment

- **Axis I** Psychiatric disorders
- **Axis II** Personality disorders, personality traits/features
- **Axis III**
 Illness: Alzheimer's, CNS dz. due to trauma/alcohol/ drugs
 Circadian Rhythm Sleep Disorder
 Shift work (Various combinations of above)



Why Bother?


Brand

Finances



Employee Turnover

Cost to replace an
employee ?



Turnover matters

- Annual salary of new hire
- # of days it takes to fill position
- Salary of hiring manager
- # of hours to screen resumes
- # of hours to conduct interview
- Cost of advertisements
- Cost of drug screening and background checks
- Cost of lost productivity
- Onboarding
- # of days to trains the new hire



Why Bother?



Anna Parini







145
140
135
130
125
120

Tues.	Chg.	Pct. chg. Day
142.78	1.64	1.2%
141.12	1.98	0.21
140.14	1.98	1.41




YOU CAN HAVE
EVERYTHING
IN LIFE YOU WANT,
IF YOU WILL JUST HELP
ENOUGH OTHER PEOPLE
GET WHAT THEY WANT.

~ZIG ZIGLAR



**TO CATCH THE SQUIRREL, YOU MUST
BECOME THE SQUIRREL.**



Assume they
may have the
best intentions

A photograph of the interior of an ambulance. A person wearing a blue jumpsuit with a police-style badge is sitting on a medical gurney in the center. The ambulance is cluttered with various items, including a red and white bag, a blue bag, and some equipment on the floor. The walls are metallic and have some papers pinned to them. The floor is dark and has some debris. The text "I'M SORRY, I TRIED" is overlaid in large, bold, white letters with a red outline across the bottom of the image.

I'M SORRY, I TRIED

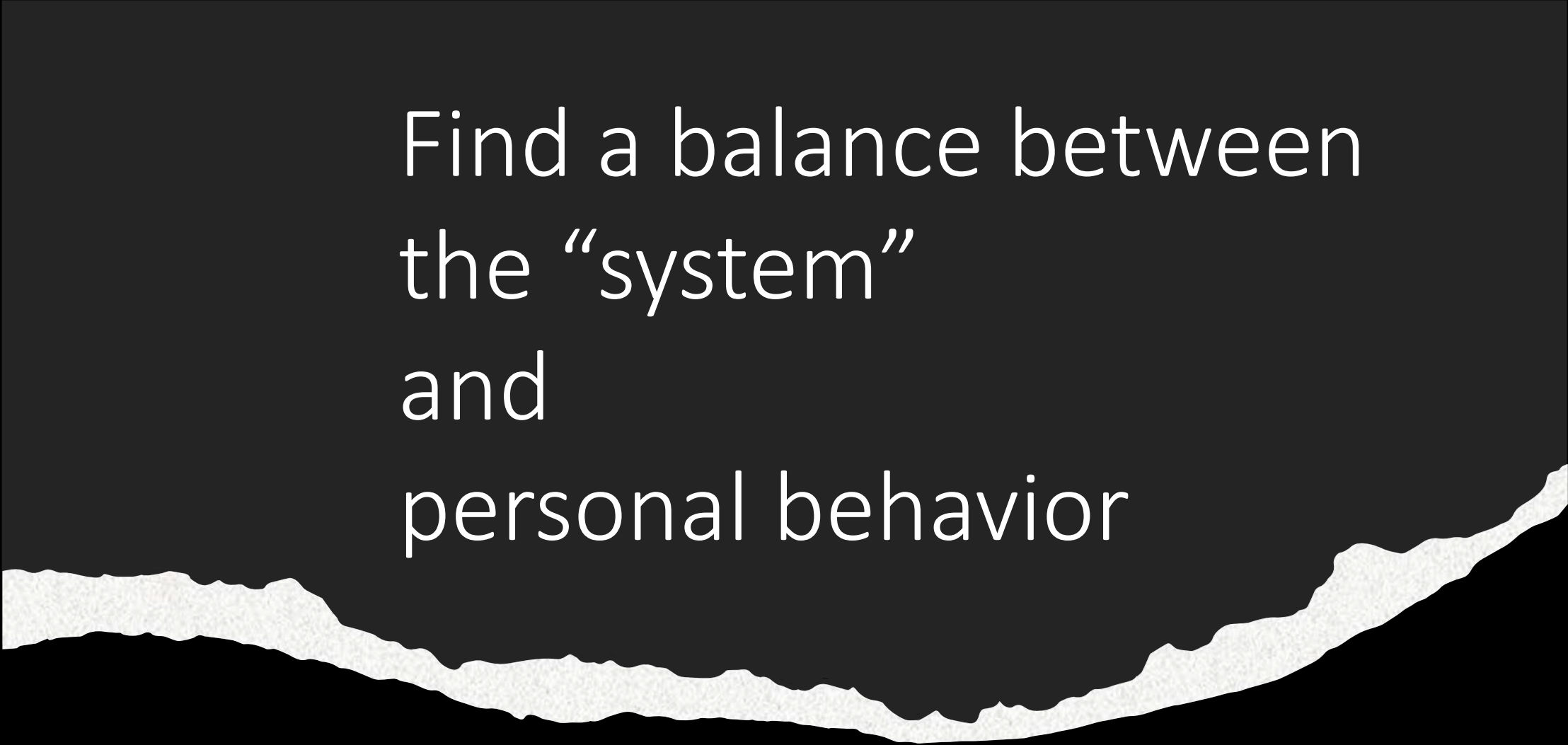


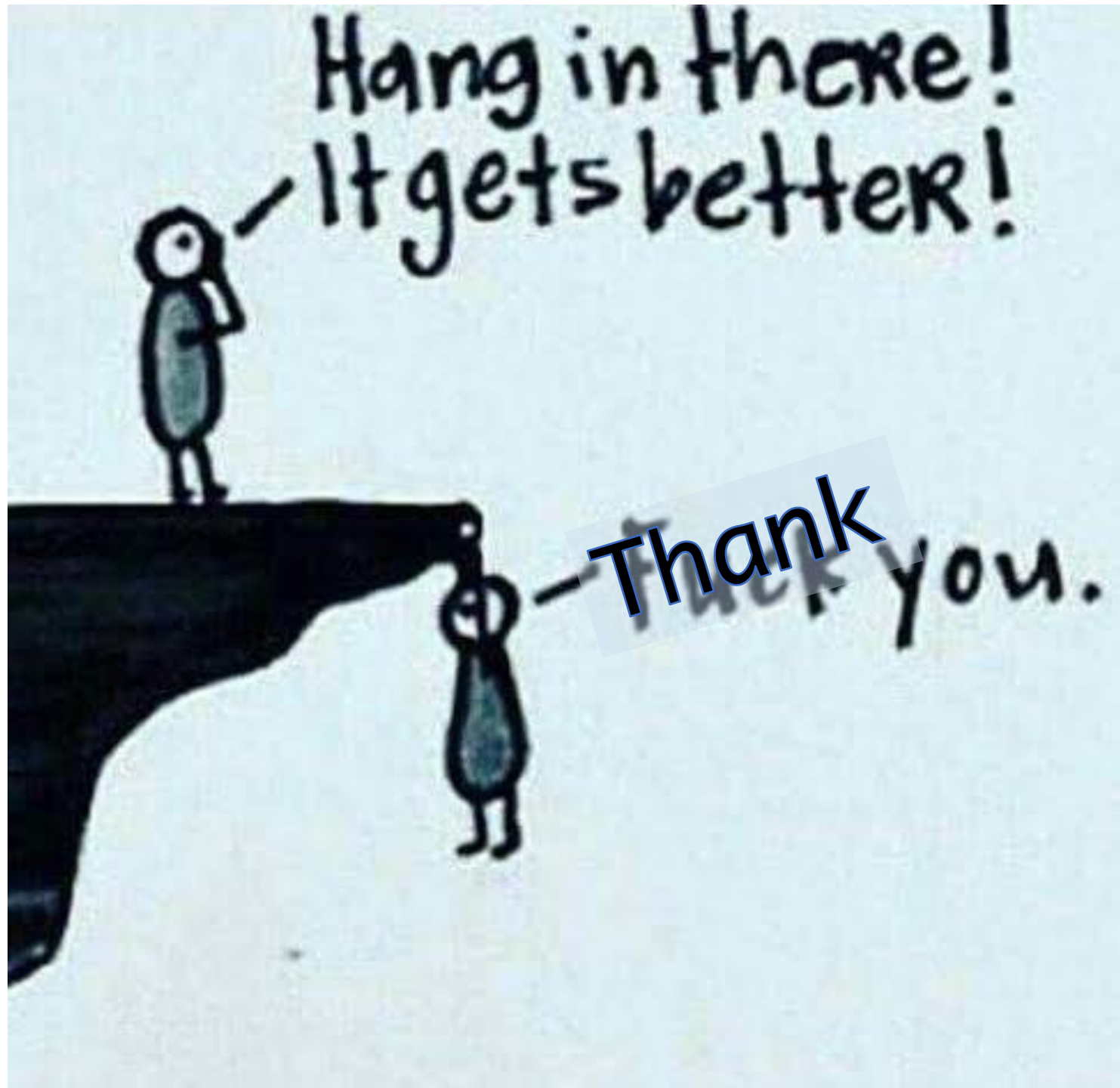
No matter where you are in life, perhaps we can all agree with the following:

I'm shaped to be part of something significant!

Help rise above a "difficult"
phase in their professional life

Find a balance between
the “system”
and
personal behavior





Thank

What we tolerate
won't change!



Our values:

Integrity • Responsibility
Care • Openness



Rounding

- Sign out
- Shift time
- Shift start
- Microaggressions
- Bias
- Citizenship





Specific examples of
unacceptable behaviors
and

Clearly communicate
possible disciplinary actions




Effective Actionable Feedback

Window to a better future



IT'S NOT
WHAT YOU
THINK

Metrics




What you reward
is what you get



Part of everyday
communication


Frame projects as a chance to learn and
develop skills



Feedback

Productive
open
minded

Reinforcing & promoting
good behavior



High performance teams share 6 x's more
positive feedback than average teams

```
graph LR; Feedback[Feedback] --- Info[Information about how we are doing]; Feedback --- Action[What we need to do]; Feedback --- Path[Our path to meet our goals];
```

Feedback

Information about how we
are doing

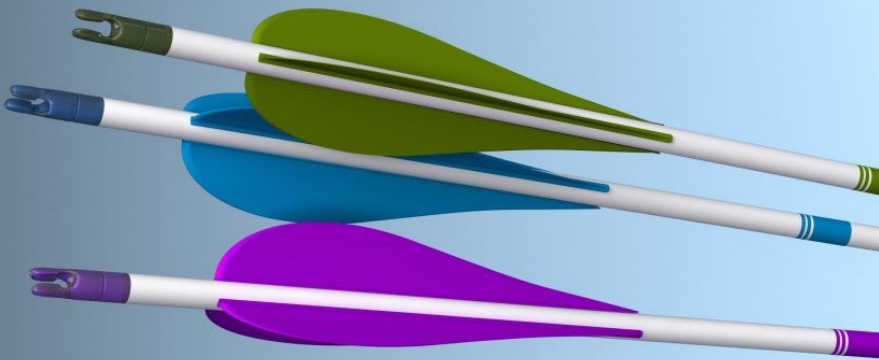
What we need to do

Our path to meet our goals

We need descriptive information on
what action we need to take to
meet goals

Feedback is goal referenced

- Am I on track?
- Do I need to change something?



WE'RE
MOTIVATED
WHEN

We believe that
if we try

we will succeed
and be rewarded

And

We believe that if
we do not succeed

we will feel consequences

and the consequences will be
severe enough to avoid

**YOU'RE FIRED AND YOU'RE
FIRED**



EVERYONE'S GETTING FIRED.



EXPECTATIONS

PERFORMANCE





Feedback

Every Professional has the right to know

What there are expected to do

How well they are doing it

When they are not meeting expectations

Where they can make a difference


How they can enhance their career





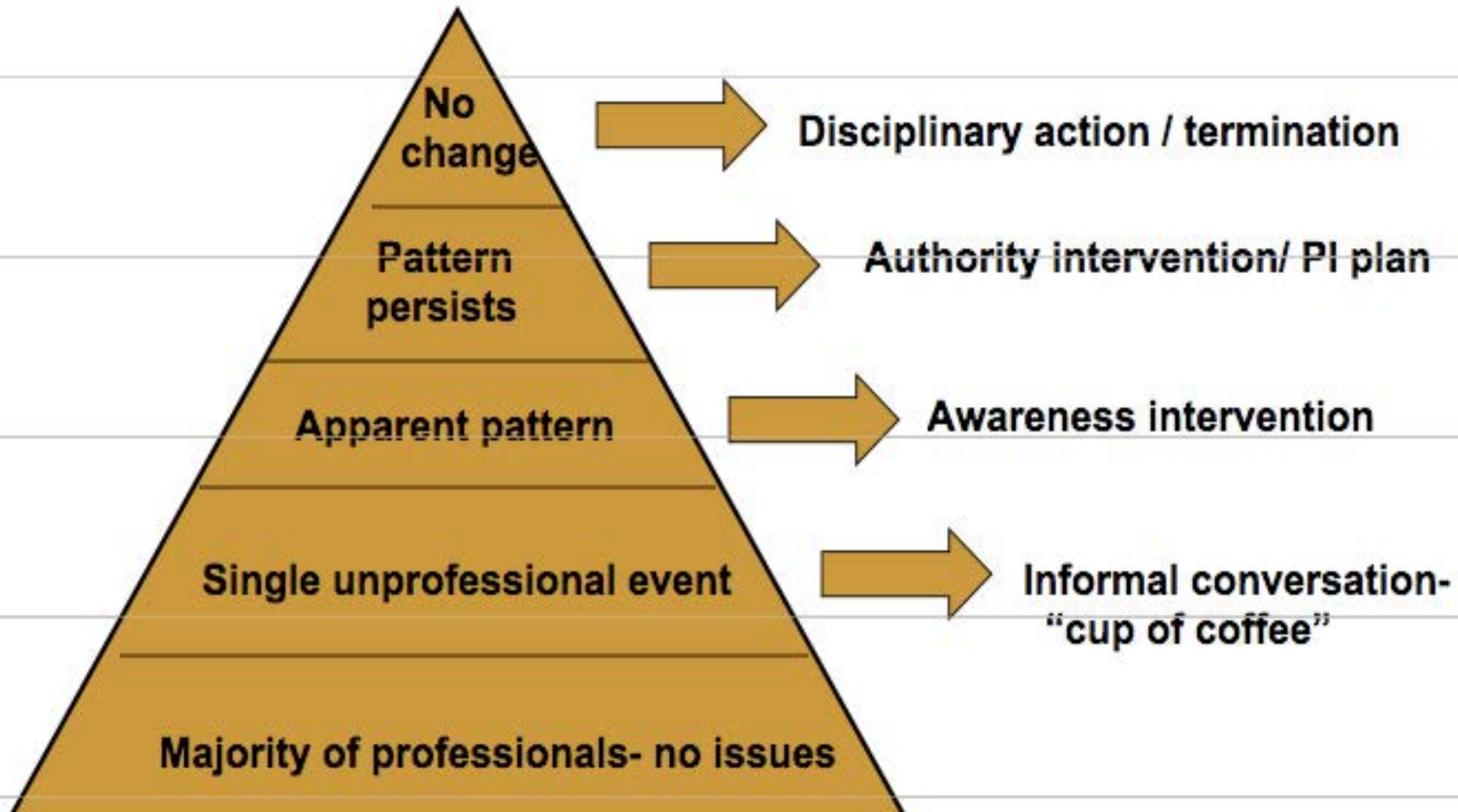


3.14159265358979323846264338327950288419716939937510582097494459230781640628620899862803482534211706798214808651328230664709482964666067185

A close-up photograph of a single, smooth, white egg resting on a bed of dark, jagged, and textured rocks. The word "Discipline" is printed in a bold, black, serif font across the center of the egg. The lighting is bright, casting soft shadows and highlighting the smooth surface of the egg against the rough, porous texture of the surrounding stones.

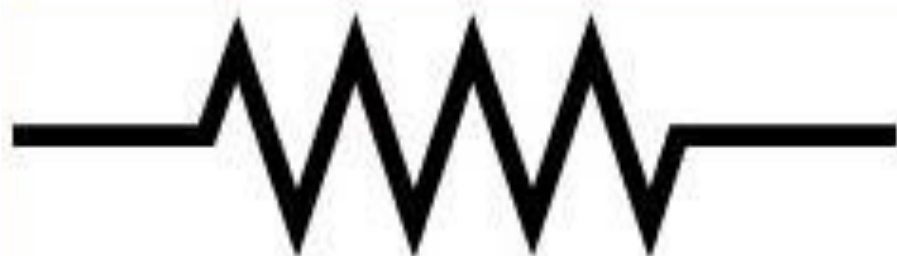
Discipline

Hickson Pyramid- Vanderbilt

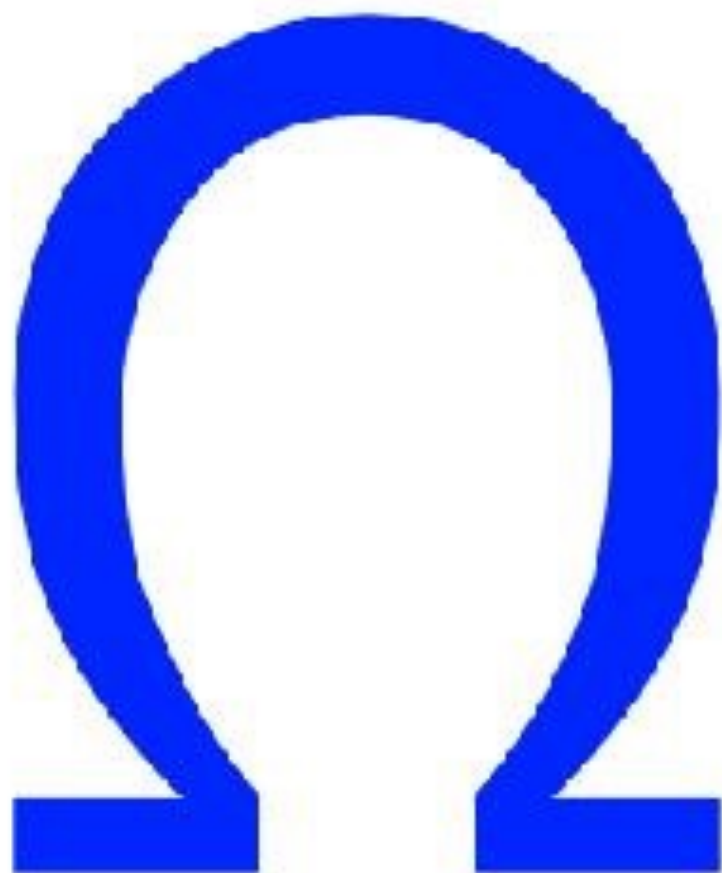


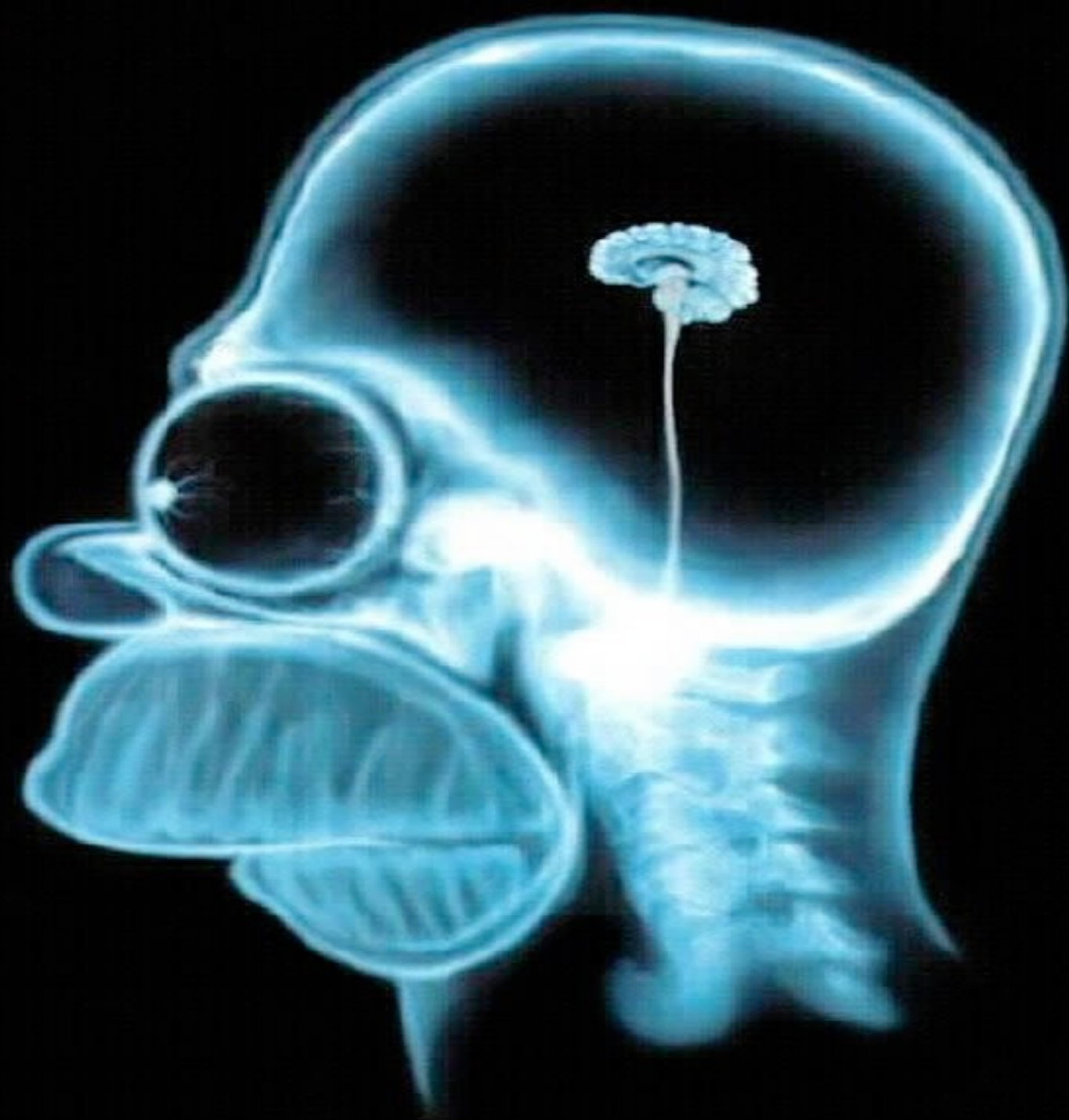


- Basic Demographics
- Description of Issue
- Verbal or Written discussion
- Corrective Action or Goals
- Management Assistance
- Clinician's Comments
- Signature
- Reassessment time period



R





THESE





FIGHT



A single, dark teal puzzle piece is centered against a light gray background. The piece has a complex, interlocking shape with several tabs and blanks. In the center of the piece, the words "Your Role" are written in a bold, white, sans-serif font. The text is split across two lines, with "Your" on the top line and "Role" on the bottom line.

Your Role

Calvin



HIGHER
PURPOSE

A word cloud centered around the word "Safety" in large blue font. Other prominent words include "Medical", "Quality", "Error", "Blame", "Injury", "Claims", "Risk", "Legal", "Tort", "Liability", "Negligence", "Apology", "Mistakes", "Shame", "Malpractice", "Disclosure", "Settlements", "Medical", "Risk", "Legal", "Tort", "Liability", "Negligence", "Apology", "Mistakes", "Shame", "Malpractice", "Disclosure", "Settlements".



The problem

Impact of the problem

What needs to change

Consequences

Strengths

Support

Affirmation of expected performance

- Realistic expectations & boundaries
- Peer monitoring/supervision
- Continuing education in areas of weakness
- Behavioral contract
- Consequences for failure
- Dignity and support



Has anyone
told you yet today
just how absolutely,
positively, incredibly
amazing you are?

We can't think when when focused on survival

Livelihood at risk

Exclusion

Abandonment

Ostracism









Automatic Negative Thoughts

A dark, atmospheric stage scene with three bright spotlights at the top, each casting a beam of light onto a word. The words are 'Fears', 'Flaws', and 'Failures', arranged horizontally. A horizontal band of light is visible at the bottom of the frame.

Fears

Flaws

Failures



AM I
GOOD
ENOUGH?



IT'S ALL ABOUT
RELATIONSHIPS



Restorative Justice Involves Three Parties



the
victim

or the individual harmed



the
offender

or the individual who
caused the harm



the
community

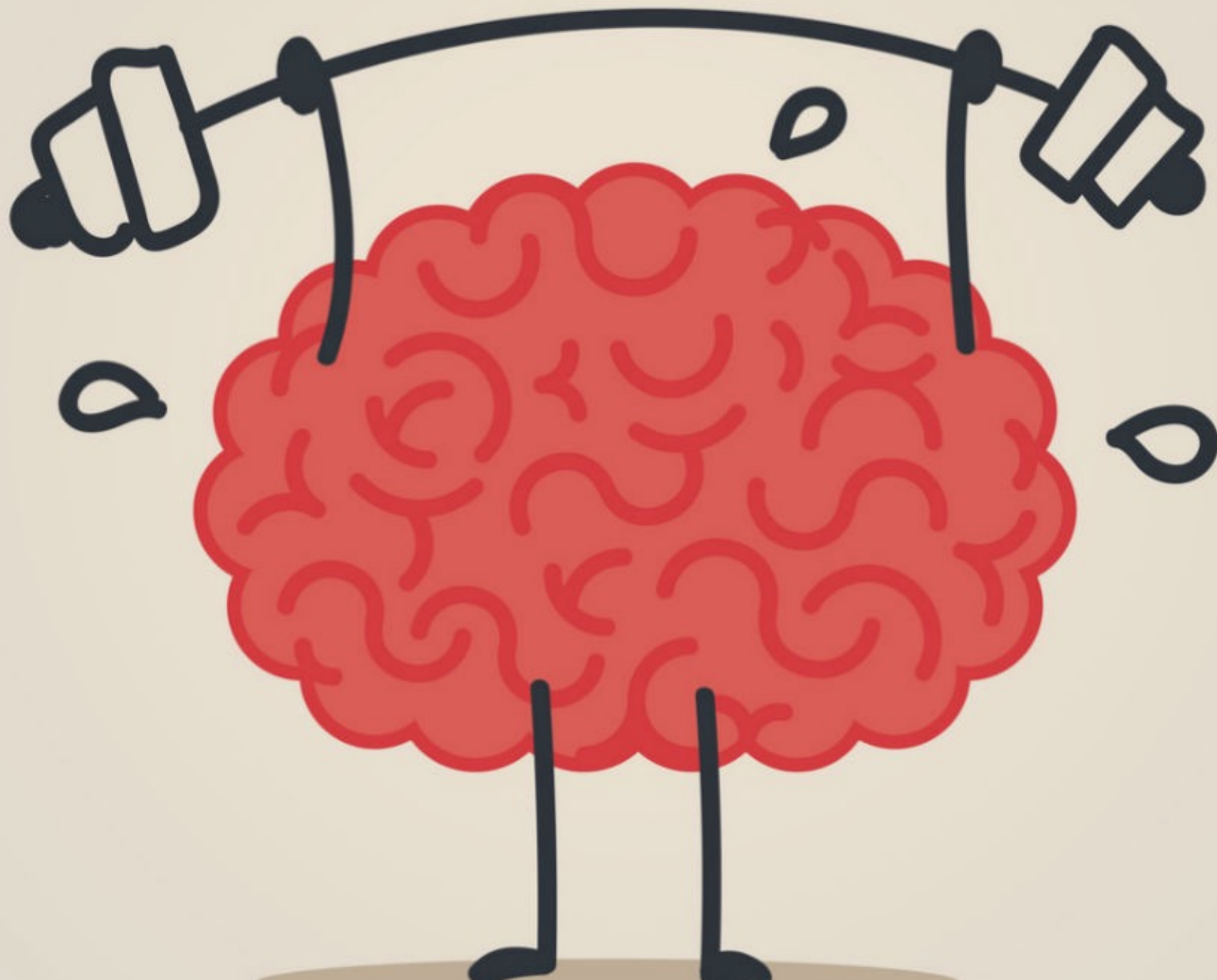
the place where the
harm was committed



Goals

- Repair Relationships
- Maintain Relationships
- Build Relationships

GRACE



We Can Do It!





Caring for those called to care.

Thank You!

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