

# Understanding Unprofessional Behavior In Two Questions

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Competence + Willingness

Doctor

Patient

Doctor

Patient

Nurse

Allied  
Prof.

Staff

Business

State

Community

Accreditation  
Organizations

Professional  
Organizations

Students

Organization

Peers

Doctor

Patient

Prof  
Orgs

Peers

Nurse

Allied  
Prof.

Peers

Staff

Students

Students

Student

Peers

Allied  
Professionals

**Clinician**

Patient

Staff

Community

Organization

First Question: *Where* is the Problem?

Seek treatment  
Give truthful information  
Keep appointments  
Pay for treatment

**Clinician**

Patient

Be sincere, competent and humane  
Have pt' s best interest in mind  
Listen  
Try to avoid doing harm  
Protect pt  
Respect pt' s autonomy



Student

Try to learn  
Not to interfere with  
other students' learning  
Be truthful  
Not to interfere with  
patient care

**Clinician**

Contribute to learning  
Show student how to be a  
Dr.  
Be fair  
Create safe learning  
environment  
Not to abuse power  
differential

Peers

**Clinician**

Collegiality

Respect for expertise

Non-interference

Respectful

- Respect for expertise
- Up to date training
- Protection of Clinician's relationship with patient

Allied  
Professionals

**Clinician**

- Respect for expertise
- Effective sharing of patient
- Avoid exploiting power differential

Student

Peers

Allied  
Professionals

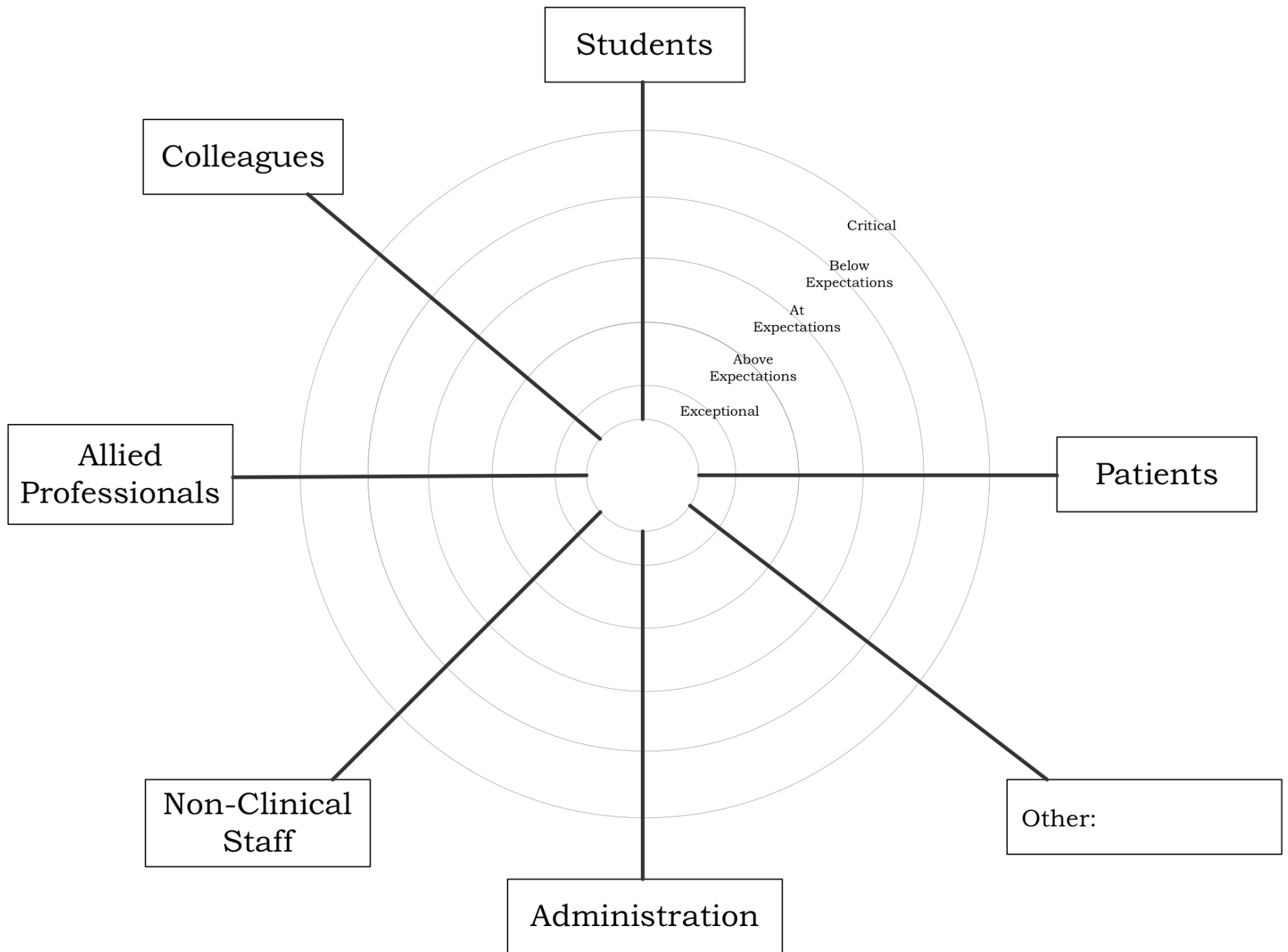
**Clinician**

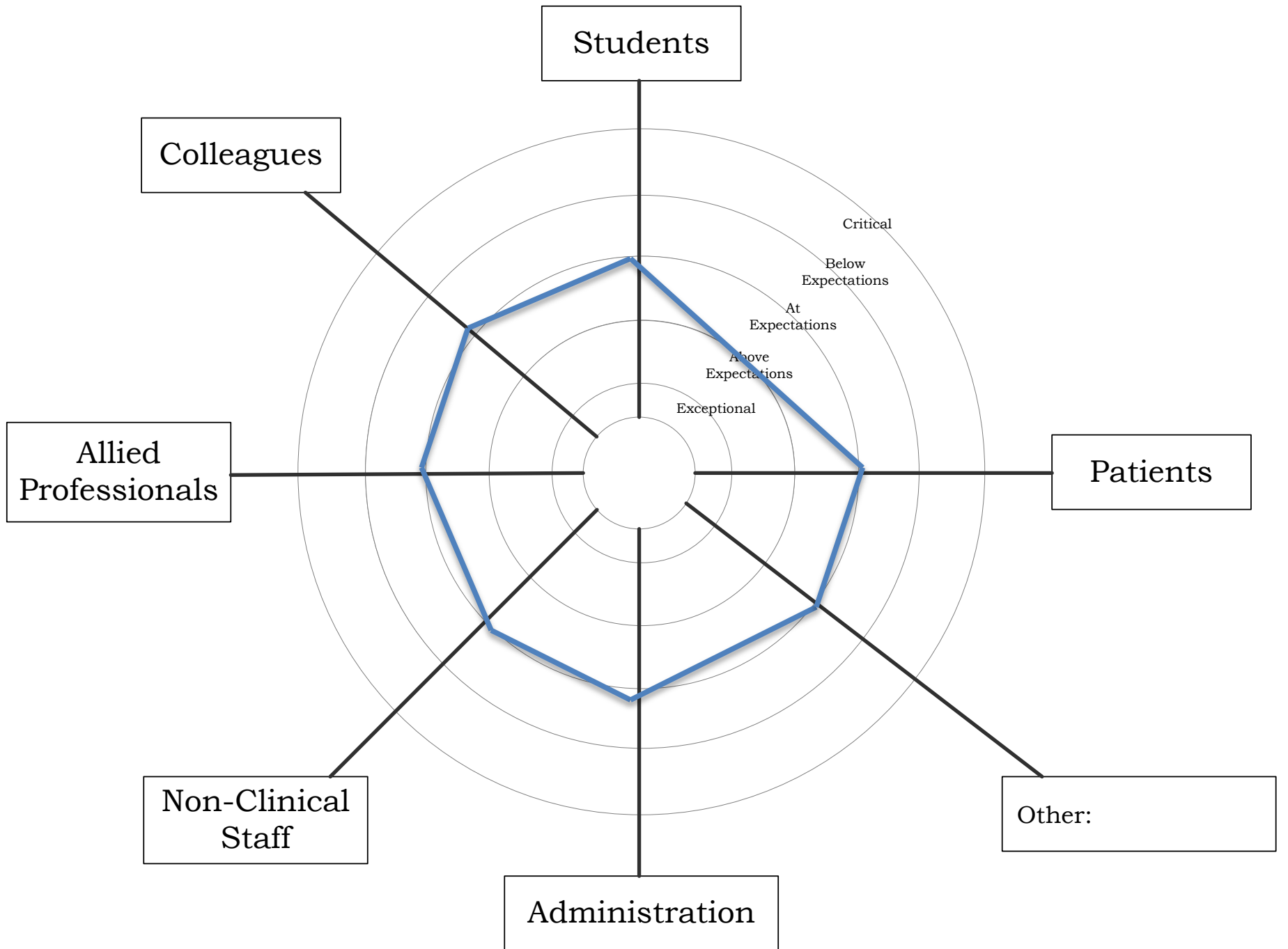
Patient

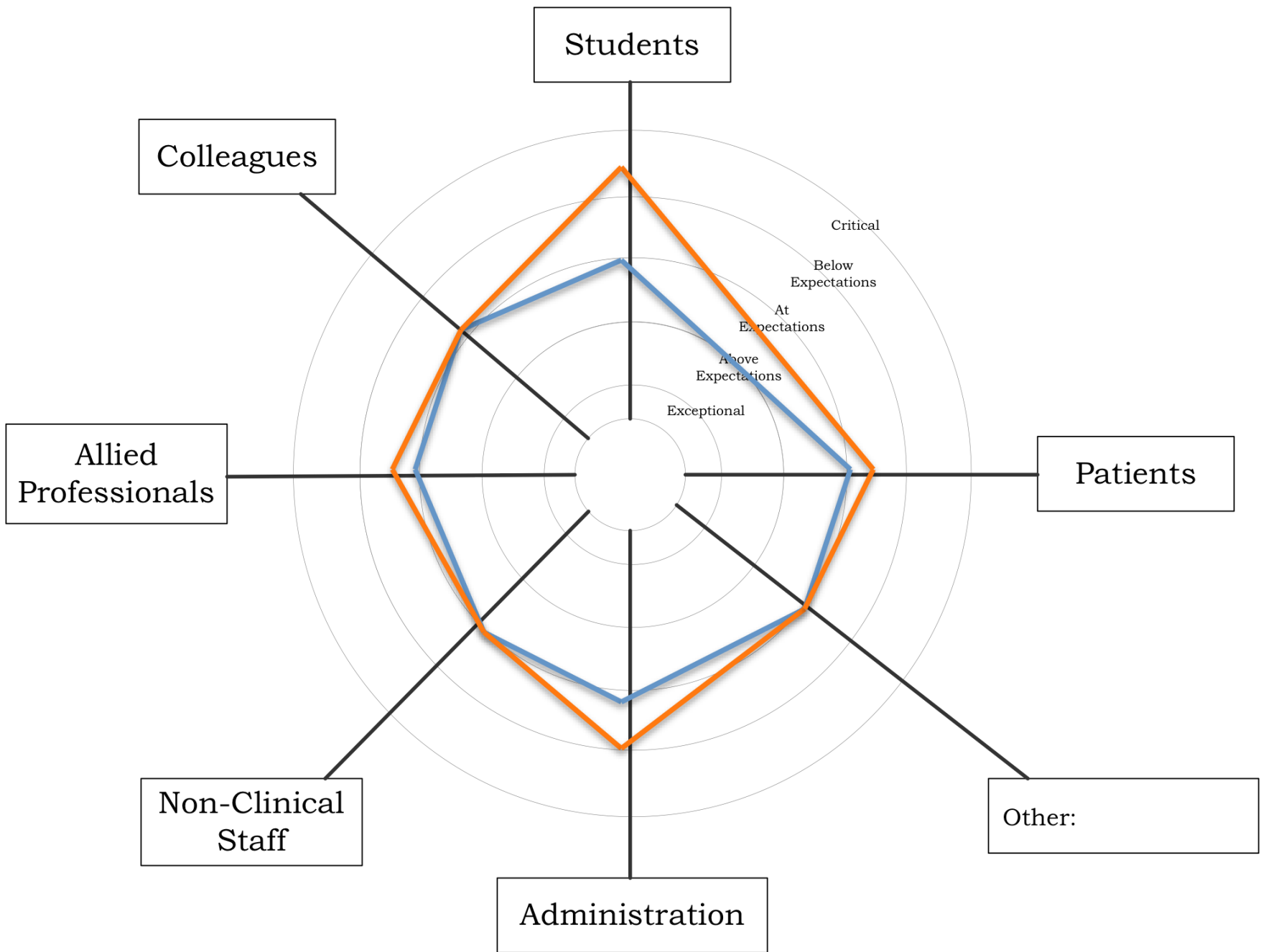
Staff

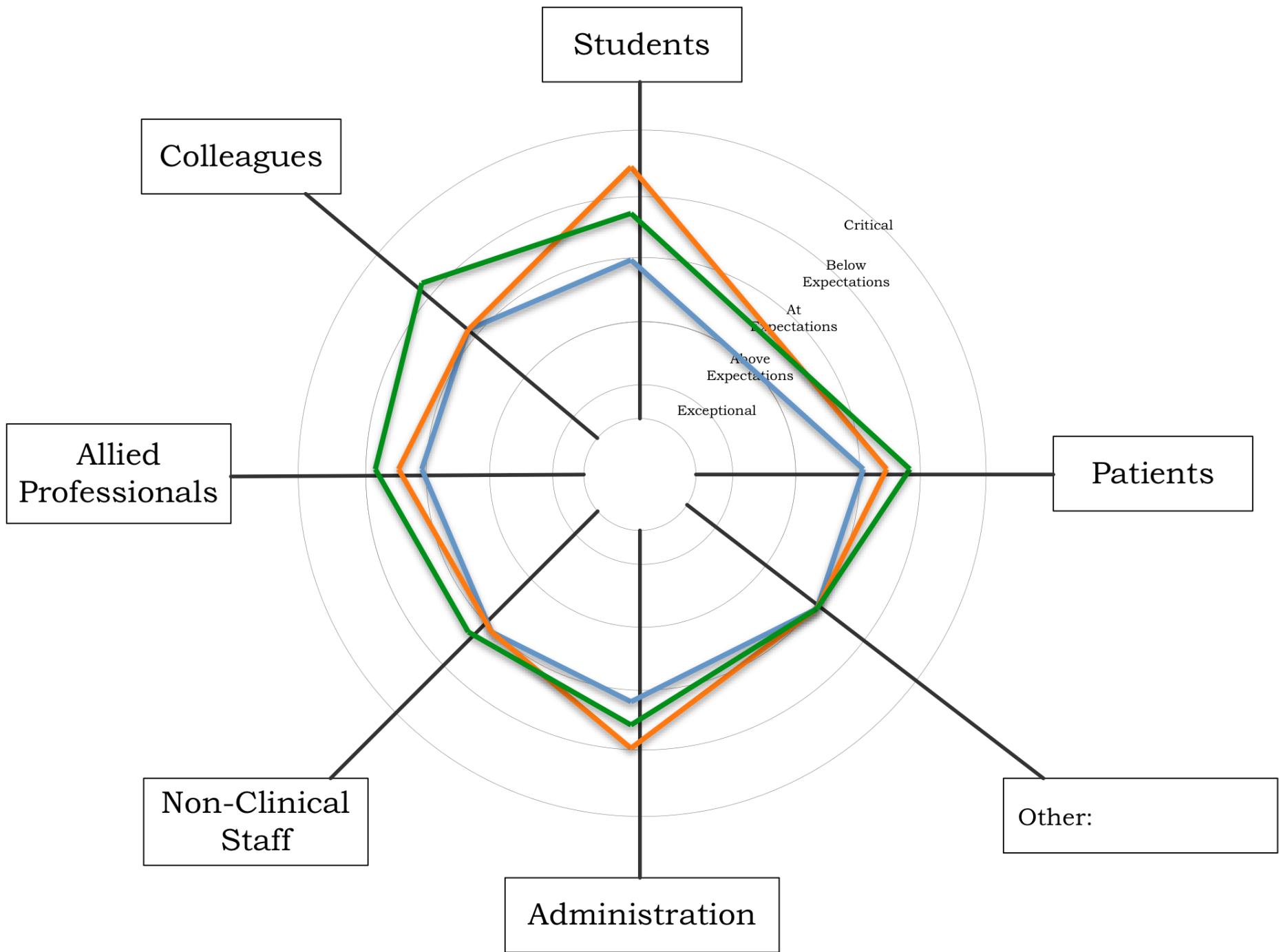
Community

Organization











Second Question: *Why* is there a Problem?

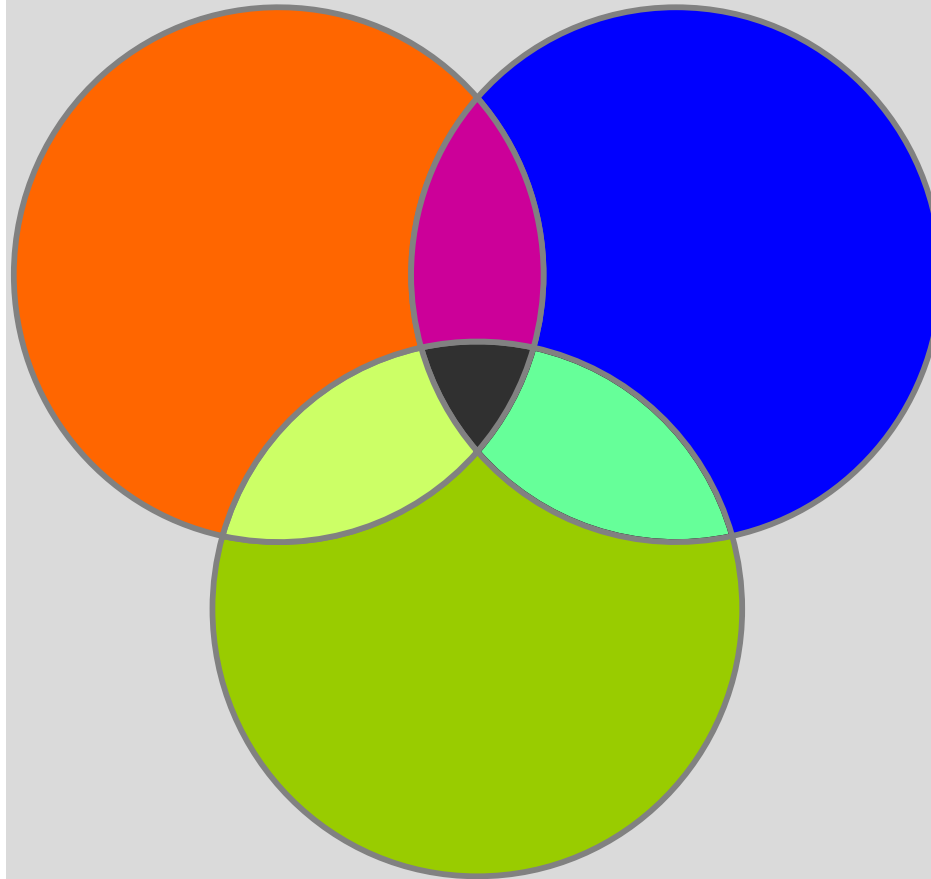
# Can't, Won't, & Oops

## Model of Unprofessional Behavior

- Can't: *Individual does not know the rules/expectations*
- Won't: *Individual knows the rules/expectations but chooses not to follow them*
- Oops: *Individual knows the rules/expectations and usually follows them, but breaks them (rarely)*

Can't

Won't



Oops

Can't

*Individual does not know the rules/expectations or does not have the skills to enact them*

- Socialization (primary, secondary, tertiary)
- Neuropsychiatric (disorder of empathy, anxiety, brain injury/lesion, dementia, depression, intelligence)

Won't

*Individual knows the  
rules/expectations and has the skills  
to enact them, but chooses not to.*

Won't

- Psychiatric (personality disorder, addiction, mania)
- Anger
- Love/Lust

Won't cont.

- Apathy/Burnout
- Intentional/goal-directed
- Role contradiction/strain
- Person is convinced he/she is right (but isn't)
- Person is convinced he/she is right (and is, or may be)

# Oops

Knows the rules, usually follows the rules; occasional lapse.



What to do about Unprofessional Behavior?

## Reasons To Do Nothing

Fear of consequences

Lack of confidence

Lack of organizational commitment

Unaware of policies

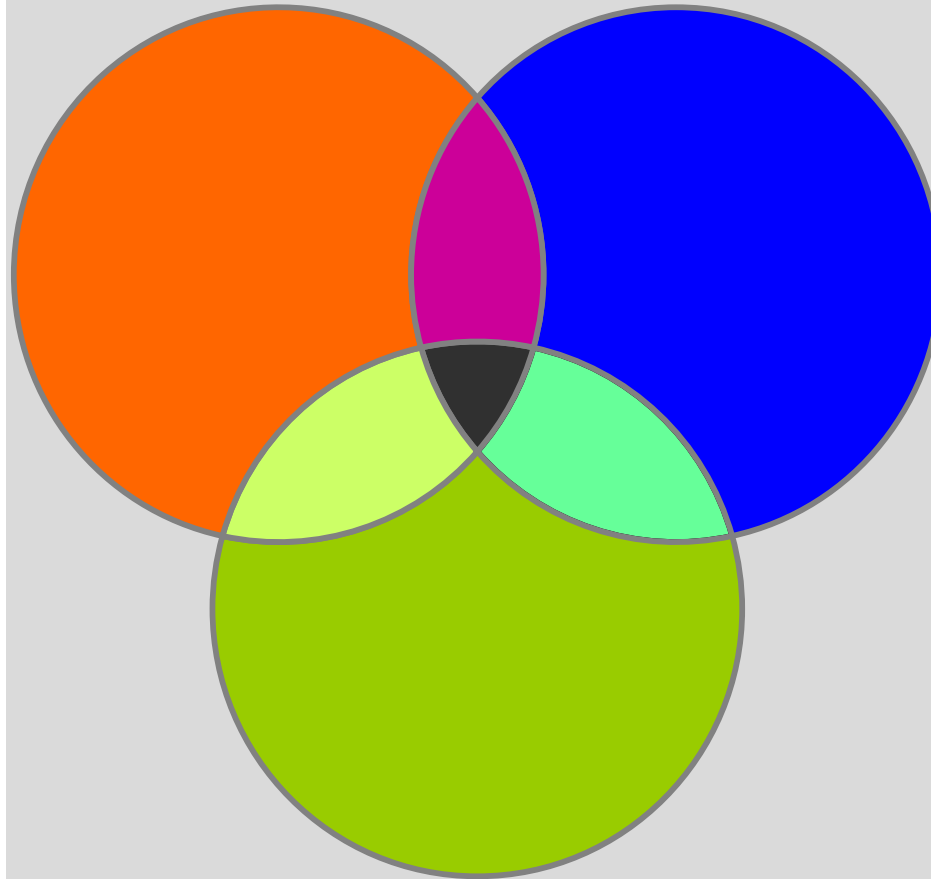
Conflict of interest

## Costs of Inaction

- Low morale and cynicism
- Staff turnover
- Compromised patient care and safety
- Decreased patient satisfaction
- Negative reputation
- Increased liability
- Financial losses
- Loss of accreditation

Can't

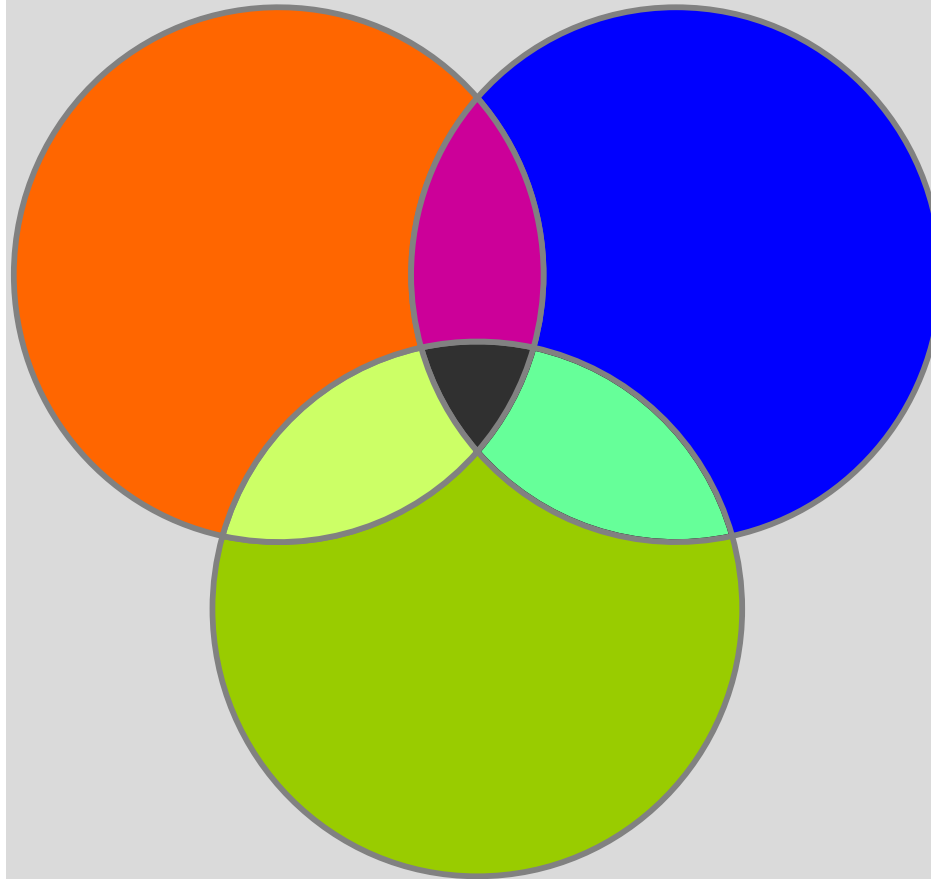
Won't



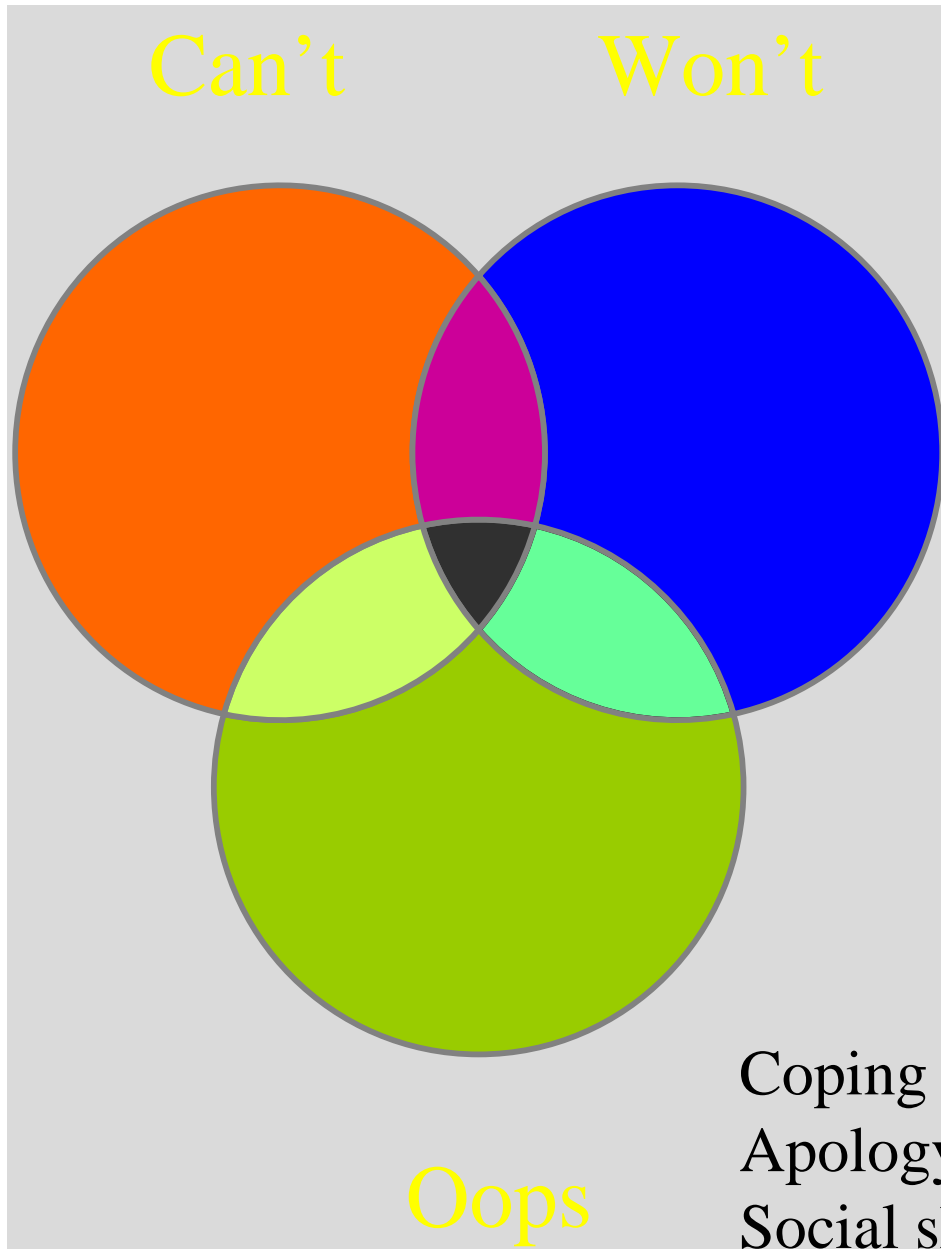
Oops

Can't

Won't



Oops



Coping strategy  
Apology  
Social skills

## Reducing Oops

- Acknowledge responsibility
- Offer explanations
- Express remorse
- Discuss reparations



# Monthly rates of new claims before and after full implementation of University of Michigan Disclosure-with-Offer program

Before

After

Total Claims

(5.98-8.08)

(3.96-5.08)

Lawsuits

(1.58-2.67)

(0.47-1.03)

All other claims

(4.17-5.63)

(3.27-4.26)

