Understanding Unprofessional Behavior
In Two Questions

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Professionalism is about how we manage our work relationships.

Competence + Willingness
First Question: *Where* is the Problem?
Seek treatment
Give truthful information
Keep appointments
Pay for treatment

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

Clinician
Try to learn
Not to interfere with other students’ learning
Be truthful
Not to interfere with patient care
Collegiality
Respect for expertise
Non-interference
Respectful
• Respect for expertise
• Up to date training
• Protection of Clinician’s relationship with patient

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

_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

Coping strategy
Apology
Social skills
ReducingOops
• 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

<table>
<thead>
<tr>
<th></th>
<th>Before</th>
<th>After</th>
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<tbody>
<tr>
<td>Total Claims</td>
<td>(5.98-8.08)</td>
<td>(3.96-5.08)</td>
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<td>Lawsuits</td>
<td>(1.58-2.67)</td>
<td>(0.47-1.03)</td>
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<td>All other claims</td>
<td>(4.17-5.63)</td>
<td>(3.27-4.26)</td>
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