Economic Impact of Disruptive Physician Behavior

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Impact on Disruptive Behavior

- Patient Safety and hospital operations
- Clinical outcomes
- Medical student and resident education
- Staff turnover
- Leadership resources diverted
- Performance
What is Disruptive Behavior?

- Anger outbursts
- Profanity
- Throwing
- Demeaning
- Physical violence
- Sexual Harassment
- Racial/ Ethic jokes
- Alcohol or drug

- Chronically late
- Ignoring pages/calls
- Ignoring questions, warnings, suggestions
- Derogatory comments
- Refusal to follow policy
- Body language-eye rolling
What is Disruptive Behavior?

• Falling asleep in lecture
• Not participating in discussion (eg texting)
• Postings on blog/Facebook
Yelling

Photo courtesy of iStockphoto.com/jhorrocks
6 ways Physicians Yell

1. The Mad Dog Look
2. Pounding on the Table
3. Interrupting
4. Personal Attacks
5. Violate personal space
6. Raised voice

http://www.richardwinters.com/yelling
Disruptive Behavior can

- Foster medical errors
- Contribute to poor patient satisfaction
- Contribute to preventable adverse outcomes
- Increase cost of care including malpractice
- Lead to turnover of qualified staff

- Joint Commission SA #40 July 9, 2008
Joint Commission Requirements

Hospitals establish a formal Code of Conduct
Leadership creates a process for reporting, evaluating and managing disruptive behavior
Disruptive Behavior: The Numbers

• 10% residents are impaired
• 12% staff leave because of disruptive behavior
• 99% physicians believe disruptive physician behavior impacts patient care
Incidence of disruptive physician behavior

• Survey of 840 physicians
• 70% of physicians reported disruptive physician behavior occurs at least once per month
• 10% of physicians reported disruptive physician behavior occurs on a daily basis
Who was surveyed?

- 60% held leadership positions
- Medical Director (34%)
- Chief Medical Officer (12%)
- Department Chair (10%)
- Vice President Medical Affairs (4%)
- President of Medical Staff (3%)
- 35% Private practice vs 33% hospital based physicians vs 18% academic
Impact of disruptive physician behavior

- 99% physician surveyed believed that disruptive behavior ultimately affects patient care
- 60% physicians surveyed their organizations had received complaints from patients or families
- 50% physicians reported patients changing doctors or leaving a practice due to disruptive behavior
- 26% of physicians admitted to engaging in disruptive behavior at one time in their career
Staff Turnover

• 2.4 nurses left hospital per year due to disruptive behavior

• Employer turnover costs are typically estimated to be 1.5 to 2.5 times the salary paid for the job (or $50,000 on average per departing employee across U.S. industries and occupational classifications)
  Porath and Pearson  The Cost of Bad Behavior
What is the incidence of impairment in Residents?

- 10-20% estimated incidence
- How many residents/fellows would that be in your program?
- How many residents/fellows would that be nationally?
Treatment of Impaired Physician

- 72 hour observation
- 90 day inpatient treatment
- Alcoholics Anonymous/Narcotics Anonymous/Counseling
Total time for One Impaired Resident

- Discovery (12 hours)
- Decision/Treatment (55 hours)
- Return to work (9 hours)
- Graduation/Future employment (6 hours)

- Total time (82 hours) or 8 days of 52 days

Program Director Administrative time
AAMC GQ

• Annual General Survey of graduating medical students

https://www.aamc.org/download/300448/data/2012gqallschoolssummaryreport.pdf
2012 AAMC GQ-graduating medical students

- Public humiliation 34.3% or 4127 students
- Medical students threatened with physical harm 1.5% or 183 students
- Subjected to sexist remarks 15.7% or 1899 students
- Medical students subjected to unwanted sexual advances 4.6% or 559 students
- Asked to exchange sexual favors for grades or other awards 0.2 % or 24 students
Peer reviewed literature

• 1990- 80.6% of senior medical students reported being abused
  Silver et al JAMA 1990; 263 (4):527-532

• In a 13 yr long longitudinal study of medical students in a proactive environment attempting to reduce/eliminate medical student mistreatment dropped from 75% to 57%
  Fried et al Acad Med 2012; 87:1191-98
Food for Thought

• Medical errors = 30% price of healthcare
• 100,000 patient deaths/ yr
• >50% medical errors are preventable
• Medical errors = 10-15% operating $
• Dysfunctional MDs= 0.5-1% operating budget
Cost Estimates

- 400 bed hospital
- Disruptive Physician Behavior (staff turnover, medication errors, procedural errors)
- $1 million

Impact of disruptive physician behavior

- Patient leaves practice
- Patient’s family members and friends stop using physician/hospital for care
- Prevents Culture of Safety
- Physician or Staff leaves and needs to be replaced
Strategies

- Written policies
- Training to recognize and manage
- Prevention
- Forum to discuss
- 360 evaluations
- GRU Policy combines impaired and disruptive behavior into one policy
Summary

• The cost to the individual programs is hard to estimate
• Using conservative estimates the $$$ are significant
• Indirect effects to the residents, faculty and patients is significant and more difficult to estimate
• We need to be alert to recognize an impaired resident early
Food for thought

• “A million here, a million there, pretty soon you’re talking real money”
  —Senator E. Dirksen
Thank you

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