

TRACY SANSON  MD

# Addressing the Problem Clinician

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Why invest the time?

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



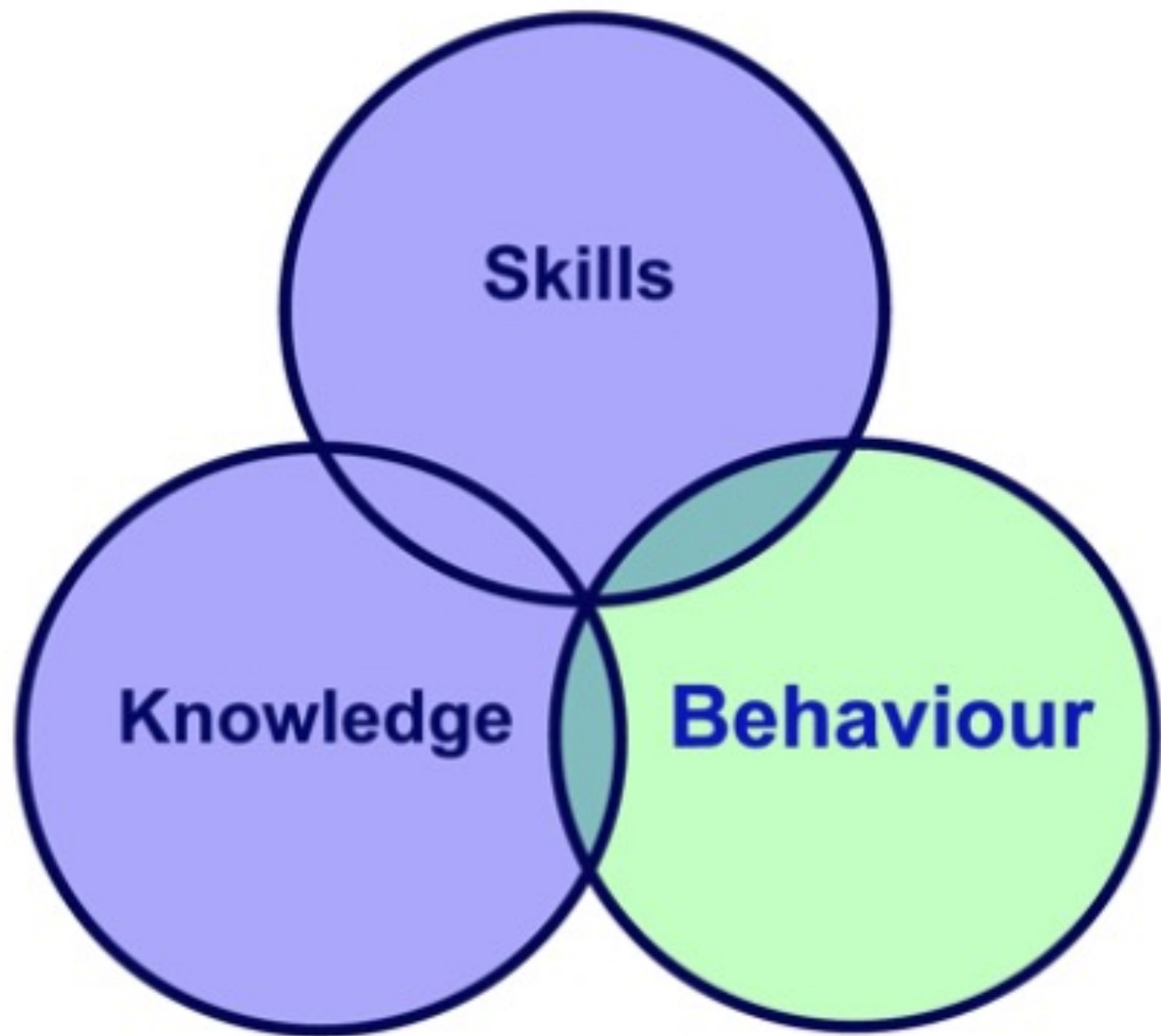
A green rectangular sign with rounded corners and a white border is mounted on two wooden posts. The sign features the text "Frustration" in a large, bold, white sans-serif font, with "Just Ahead" in a smaller, white sans-serif font directly below it. The background is a dramatic, overcast sky filled with grey and white clouds. The bottom of the image is obscured by a white, torn-edge paper effect.

**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 image features a dynamic, abstract background of blue and white splatters and ink-like stains. The splatters are concentrated in the center and spread outwards, creating a sense of movement and impact. The word "impact" is written in a clean, white, lowercase sans-serif font, centered horizontally and partially overlaid by the blue splatters. The overall composition is energetic and visually striking.

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

A dark, irregular ink blot with splatters on a white background. The blot is roughly circular but has jagged, uneven edges, with several smaller splatters radiating outwards. The text "Why Bother?" is centered within the dark area in a white, sans-serif font.

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	1.9%
139.14	0.21	0.2%




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 uniform and a hooded jacket is sitting on a stretcher in the center. The ambulance is cluttered with various medical supplies, including a red and white bag, a blue bag, and a metal gurney on the right. The floor is covered with a patterned carpet and has some debris scattered on it. The walls are metallic and have several notices pinned to them. The ceiling has several circular lights. The overall scene suggests a state of disarray or a chaotic situation.

**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

Hang in there!  
It gets better!



Thank  
Fuck you.



What we tolerate  
won't change!




**Our values:**

**Integrity • Responsibility**

**Care • Openness**



# Rounding

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



**Revisit**





Specific examples of  
unacceptable behaviors  
and

Clearly communicate  
possible disciplinary actions



Effective Actionable Feedback

Window to a better future

A circular graphic with a colorful, abstract background of purple, blue, and green. The text "IT'S NOT WHAT YOU THINK THINK" is written in a bold, black, sans-serif font, arranged in three lines. The word "THINK" is repeated at the end of the third line.

**IT'S NOT  
WHAT YOU  
THINK THINK**

Metrics

—

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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

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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

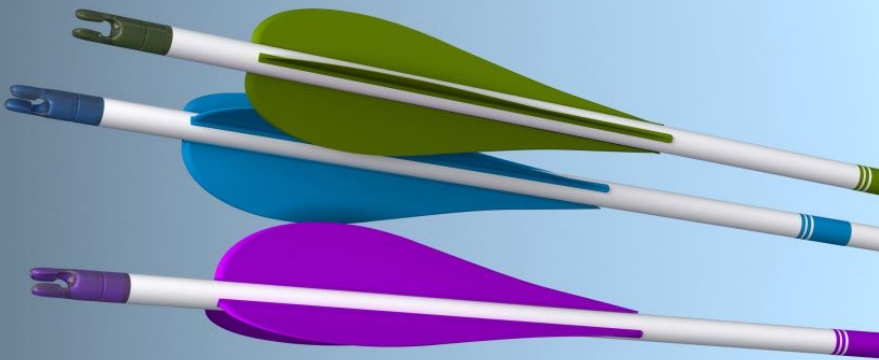
Our path to meet our goals



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.**



SCHOOL BUS

Bus

STOP

SCHOOL BUS

SCHOOL BUS

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










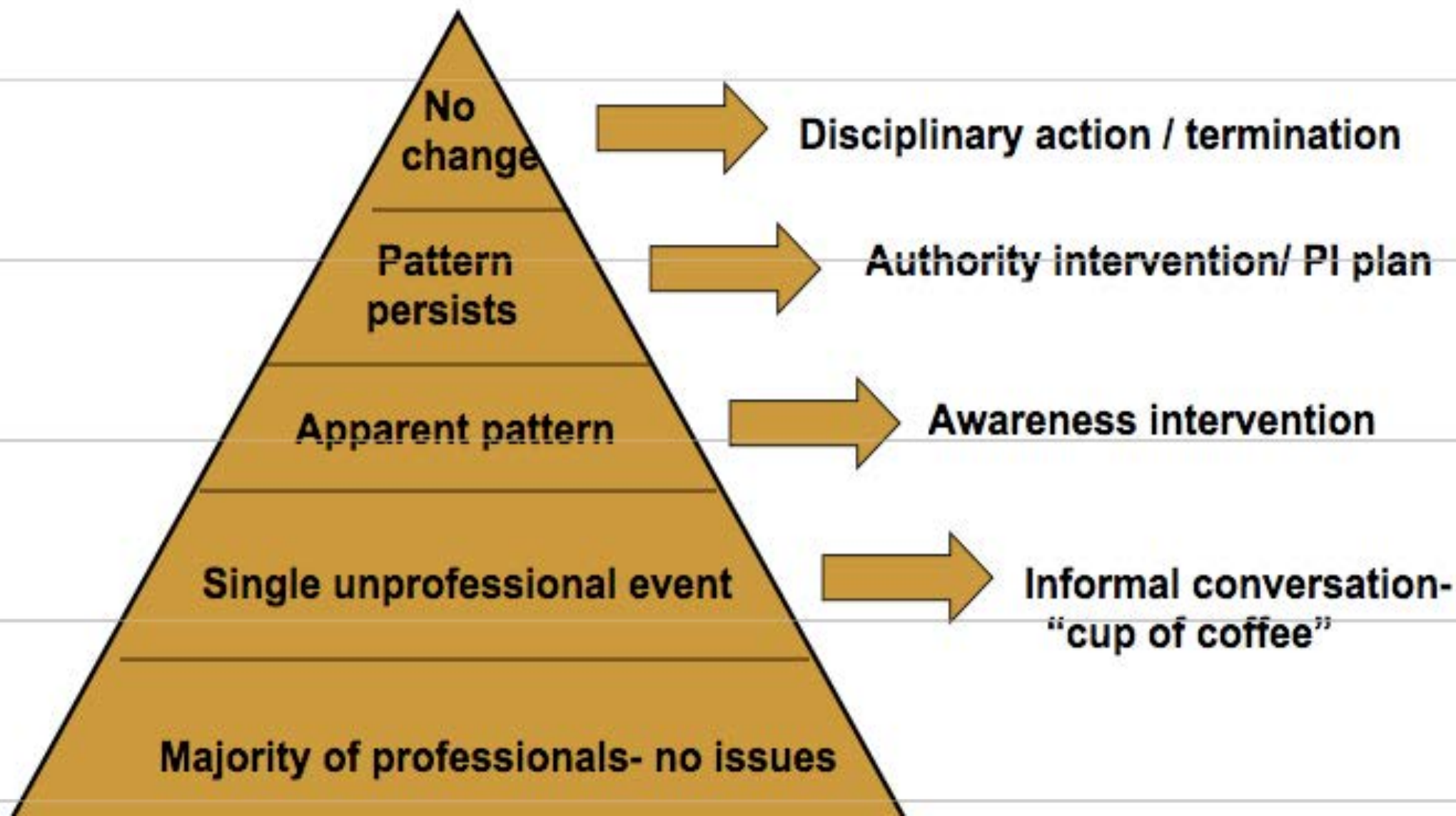


A close-up photograph of a single, smooth, white egg resting on a bed of dark, textured, greyish-brown rocks. The word "Discipline" is printed in a bold, black, serif font across the center of the egg. The lighting is bright, casting soft shadows and highlighting the smooth surface of the egg against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

**Discipline**



# Hickson Pyramid- Vanderbilt

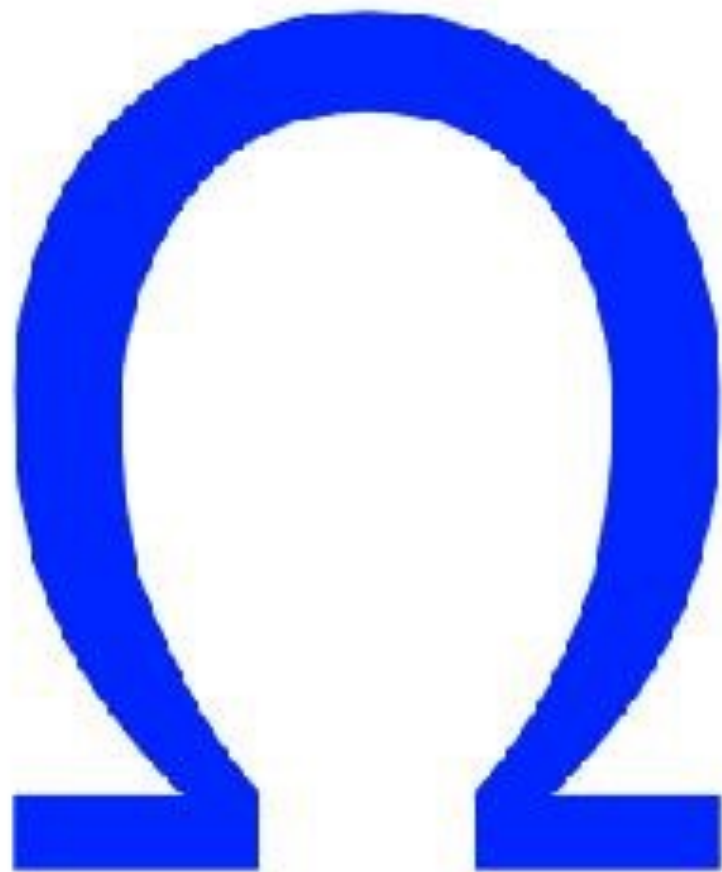


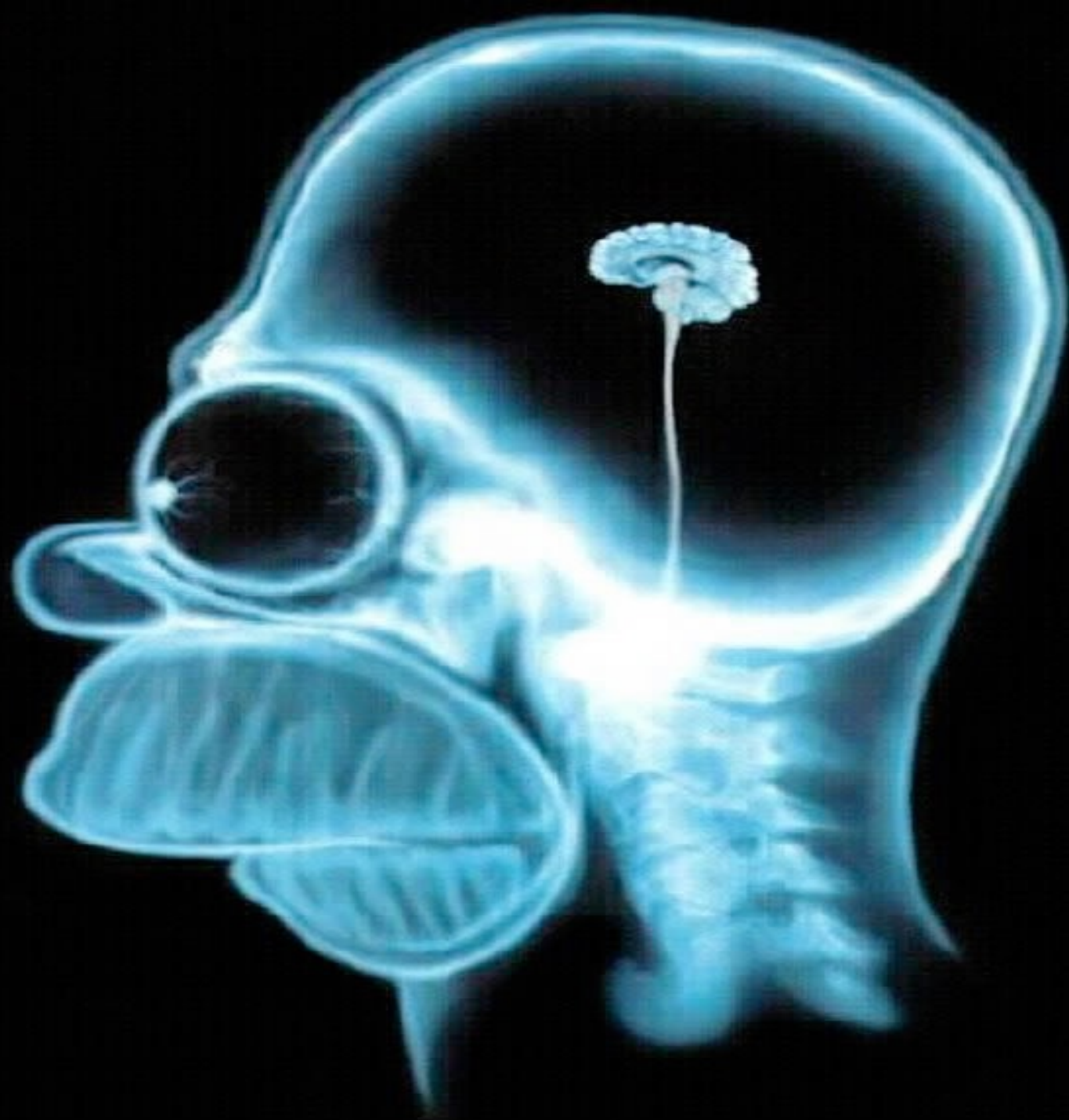


- Basic Demographics
- Description of Issue
- Verbal or Written discussion
- Corrective Action or Goals
- Management Assistance
- Clinician's Comments
- Signature
- Reassessment time period



$R$











FIGHT





A dark teal puzzle piece is centered on a white background. The piece has a complex, interlocking shape with several protrusions and indentations. In the center of the piece, the words "Your Role" are written in a clean, 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

**Safety**

Medical Quality

Error

Blame

Legal

Risk

Tort

Claims

Injury

Liability

Negligence

Apology

Medical

Mistakes

Error

Shame

Malpractice

Quality

Disclosure

Blame

Negligence

Injury

Malpractice

Apology

Liability

Safety

Legal

Shame

Risk

Tort

Claims

Medical

Settlements

Mistakes

Settlements

Risk



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 stage with three spotlights illuminating the words 'Fears', 'Flaws', and 'Failures'.

Fears

Flaws

Failures



AM I  
GOOD  
ENOUGH?





No one cares

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**

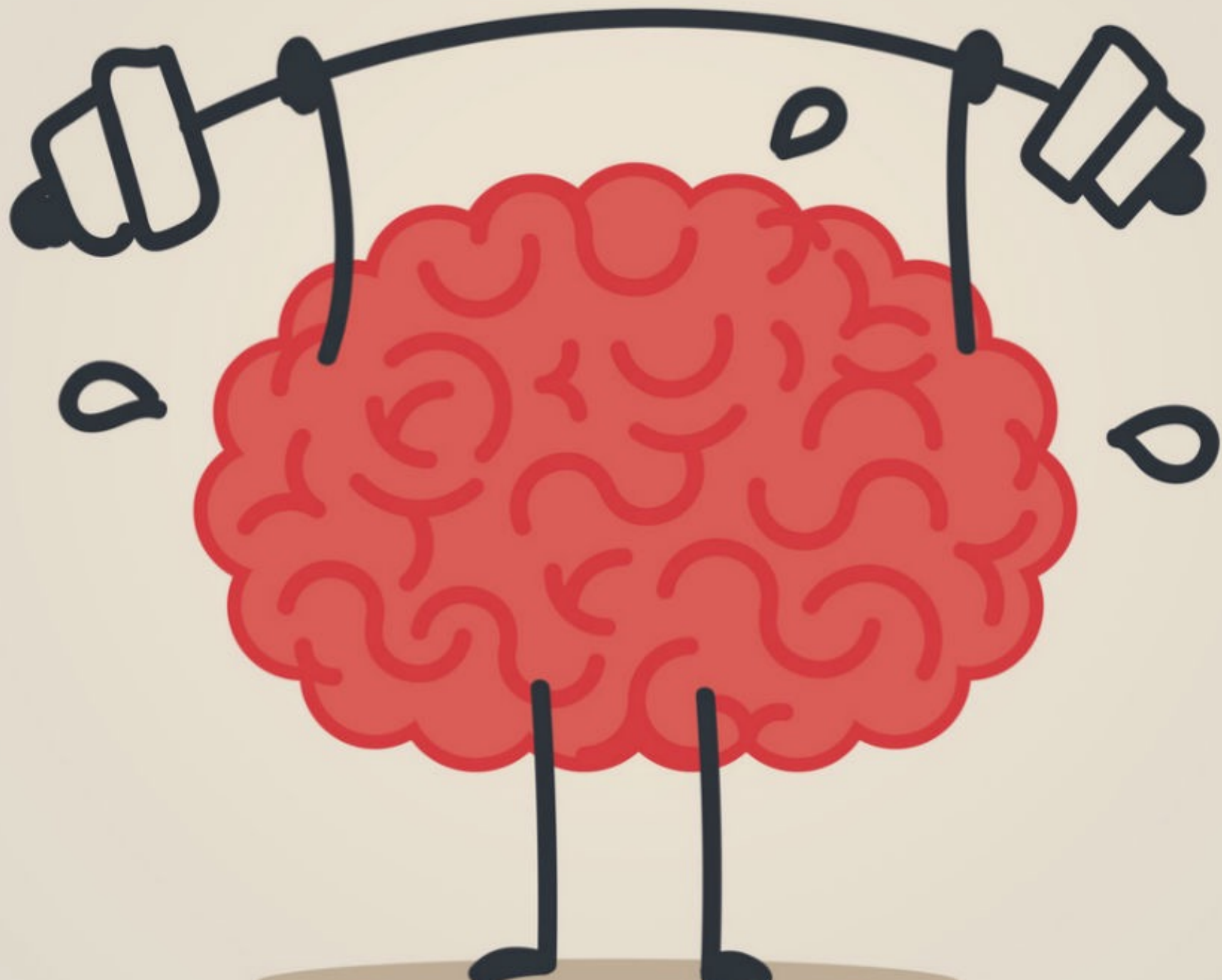
the place where the  
harm was committed



# Goals

- Repair Relationships
- Maintain Relationships
- Build Relationships

**GRACE**



**We Can Do It!**





*Caring for those called to care.*

*Thank You!*

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