



module overviews

INTRODUCTION

Introduction to Just Doctors® and The Prescriptive Rules®

Purpose:

An overview that discusses the impact of inappropriate workplace conduct on patient care, research, education, and risk management activity.

Learning Points:

- Unprofessional conduct by physicians, researchers, and/or academicians can damage teamwork and compromise patient care, research, and teaching outcomes.
- Physicians, researchers, and academicians have a responsibility to exhibit professionalism in all their interactions in the workplace.
- Lawsuits caused by inappropriate, unprofessional, or illegal workplace behavior are time-consuming, expensive, and potentially damaging to a professional's career.
- Physicians, researchers, and academicians can rely on the Prescriptive Rules® and organizational policy as guidelines to help maintain a culture of teamwork and professionalism.

CASE ONE - "SOME MEETING..."

Sexual Harassment

Purpose:

A two-part module with video-based exercises. In part one, participants evaluate a performance record and make a recommendation with regard to a nurse's termination. In part two, they discover that sexual harassment may have been a factor and must re-evaluate their recommendation. Participants learn how sexual harassment can impact teamwork and performance, and how such behavior creates risk for the individual engaging in it and the institution as a whole.

Learning Points:

- Sexual harassment is a serious risk management issue.
- A leader's inappropriate comments may taint the legitimacy of his/her decisions.
- Tort cases can be extremely costly and can lead to personal liability.
- Physicians, researchers, and academicians can minimize risk to themselves and the institution by following the Prescriptive Rules® and avoiding certain behaviors.

CASE TWO - "BRILLIANT DIAGNOSIS."

Abusive Conduct

Purpose:

A video-based scenario and exercise about abusive or disruptive physician behavior, its impact on the work environment, and the potential legal ramifications. Participants witness an incident of abuse and build a model for providing effective criticism while maintaining a professional demeanor, both in emergency and non-emergency situations. In an optional second video, participants watch as a physician tries to defend his abusive behavior in court.

Learning Points:

- Abusive conduct is unacceptable in a professional healthcare environment; it undermines teamwork, education, patient care, and research.
- Physicians, researchers, and academicians are expected to be able to deliver blunt, effective criticism without rising to the level of abuse.
- The stress of a situation is no excuse for unprofessional or abusive behavior.
- Abusive conduct is a violation of organizational policy, can lead to personal liability, and in some cases, may constitute sexual harassment.

CASE THREE - "WHEN'S MY TURN?"

Mutual Banter

Purpose:

A video-based scenario and exercise about inappropriate workplace banter and how it may affect teamwork, patient care, and professional reputations. Participants also identify "gray-area" or subtle issues that may or may not be clear violations of policy or the law and practice applying a feedback model to effectively communicate concerns to a colleague about his/her behavior.

Learning Points:

- Inappropriate banter in the workplace may be a part of a broader issue.
- Mutual banter may negatively impact the work environment, teamwork, patient care, and the institution's reputation and credibility.
- Inappropriate joking and other conduct based on race, sex, age, or other personal characteristics does not belong in the workplace, even if no one appears to be offended.
- Using the INFORM Model™ to speak directly to a colleague about his/her behavior can open lines of communication and build positive working relationships.

CASE FOUR - "IS THAT A THREAT?"

Duty to Act; Course Wrap-Up

Purpose:

A video-based exercise that emphasizes a leader's Duty to Act and identifies ways to take action. Participants learn that they may have a legal requirement to take action to address behavior that contributes to a hostile work environment. The course wraps up by highlighting high-risk situations where inappropriate conduct may be most likely to occur and re-emphasizing the Prescriptive Rules®.

Learning Points:

- All forms of harassment require management intervention.
- Hospital physicians may be considered supervisors by the courts.
- Non-managerial physicians/researchers may also have reason to act.
- Inaction implies that harassment is not a serious issue and/or that the organization condones the behavior.
- The organization has a responsibility to inform employees of policies regarding harassment and discrimination; employees have a responsibility to speak up according to policy guidelines.
- By applying the Prescriptive Rules® and other key course concepts in the workplace, physicians, researchers, and medical faculty can minimize risk to themselves, patients, and the institution and contribute to a healthy workplace culture.

For Additional Discussion

"IN THE LAB." OPTIONAL

Research Scenario; Objective Decision Making; Abuse of Authority

Purpose:

A text-based exercise set in a research environment that addresses objective decision making and the risks of engaging in abuse of authority. Participants learn steps for making appropriate, fact-based decisions and what types of behavior constitute abuse of authority. In a group activity, participants analyze scenarios to determine if appropriate criteria were used in making the decisions.

Learning Points:

- Team management and workload decisions should be made based on legitimate, objective criteria, not personal characteristics, friendships, or other subjective factors.
- Abuse of authority damages teamwork, lowers morale, and violates organizational policy and values.
- While there are levels of hierarchy within the institution, all members of the organization deserve to be treated with respect, fairness, and dignity.

"WHAT'S THE HARM IN THAT?" OPTIONAL

Retaliation

Purpose:

A video-based exercise that demonstrates how the institution will take prompt and appropriate action to address inappropriate behavior. (Note: Two versions of this video are provided – one for physicians, the other for researchers.) Participants learn that retaliation against an employee who raises a concern is a violation of policy and the law.

Learning Points:

- If the investigation of a complaint reveals inappropriate behavior occurred, the organization will take prompt, appropriate action to address the situation.
- Retaliation against an individual who raises a concern is illegal and violates organizational policy.