

## "Disruptive Physicians Heighten Hospital Risks at a Time When Collaboration Is Key to Effective Compliance"

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Disruptive physicians are a growing problem for healthcare organizations at a time when the government is paying closer attention to quality, and doctors and nurses are required to collaborate on payment restrictions, present on admission reporting and other nonclinical issues. Healthcare experts say more disruptive physicians are making false claims of hospital noncompliance and poor quality to justify their behavior, noting that these doctors simply are exhibiting another form of disruptive behavior. **Experts recommend that hospitals employ various strategies to help disruptive doctors alter their behavior**, such as offering concrete data on disruptive behavior or implementing a three-step process that involves anonymous e-mail surveys to the physician's colleagues, a summary of the responses and an analysis that paves the way for a customized action plan to change the physician's behavior. Dr. Larry Harmon, a Miami-based psychologist, developed the three-step teamwork improvement program to help disruptive physicians see the impact of their behavior on others, offering frustration, conflict, people and time management programs as necessary and tracking participants for about a year to ensure appropriate behavior is maintained. According to The Joint Commission, "Safety and quality thrive in an environment that supports working in teams and respecting other people, regardless of their position in the organization. Undesirable behaviors that intimidate staff, decrease morale or increase staff turnover can threaten the safety and quality of care."