A 360° Assessment of a physician’s workplace behavior
2014
IPHC #79
The Center for Professional Health
Vanderbilt University School of Medicine

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Background

The unprofessional behavior of physicians continues to be a nationally recognized problem affecting a culture of safety. Physicians need objective assessments on competencies that lead to behavior change and remediation.
When “a little chat” doesn't work

Mr. Bangsiding felt (and wrongly so) that a little chat would be enough to stop Dr. Bob’s disruptive behavior.
Flooding*

- “This means you feel so stressed that you become emotionally and physically overwhelmed…”
- “Pounding heart, sweaty hands, and shallow breathing.”
- “When you’re in this state of mind…you are not capable of hearing new information or accepting influence.”

The B 29©

The B 29© is a 360° assessment of physician’s workplace behavior. It provides objective data for both the physician and the institution or practice setting.

The B 29© is based on the American Board of Medical Specialties and the Accreditation Council for Graduate Medical Education (ABMS/ACGME) six core competencies.

It provides a measurement consistent with the literature and our experience of those areas of functioning related to interpersonal skill and communications, professionalism, and team behavior for healthcare professionals.
Purpose

Physicians with unprofessional behavior can benefit from specific and clear feedback about their behavior to make needed changes.

We created a valid and reliable instrument to track and assess behavior change over time that can be used to complement and augment patient complaint data within the institution.

We present the psychometric properties of the B 29©.
Methods

- A matched case–control design (N=9 pairs)

- Analyzed to determine whether there is a significant difference between the physicians referred to the Distressed Physicians Program at the Center for Professional Health and the control (non-referred) physicians.

- Participants were matched for age ± 5 yr., specialty, graduation date from a medical college, and gender. Human subjects' approval was obtained from the Institutional Review Board at Vanderbilt University.
## Results

<table>
<thead>
<tr>
<th>Type</th>
<th>Control</th>
<th>Index</th>
<th>Pair * Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACTOR 1. General Personal Demeanor</td>
<td>4.5</td>
<td>3.6</td>
<td>$P = 0.002$</td>
</tr>
<tr>
<td>FACTOR 2. Willingness or Ability to meet Hospital/Clinical Timeliness &amp; Tasks</td>
<td>4.55</td>
<td>4.3</td>
<td>$P = 0.014$</td>
</tr>
<tr>
<td>FACTOR 3. Avoids Egregious Behavior</td>
<td>4.8</td>
<td>4.3</td>
<td>$P = 0.01$</td>
</tr>
<tr>
<td>FACTOR 4. Patient and Family Orientation and Empathy</td>
<td>4.7</td>
<td>4.2</td>
<td>$P = 0.085$</td>
</tr>
<tr>
<td>Past Results</td>
<td>21. Is easy and accepting with other team members</td>
<td>18. Understanding of how his/her behavior affects others</td>
<td>5. Makes others feel comfortable approaching to ask questions or make suggestions</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------------------------------------</td>
<td>------------------------------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>Among the best</td>
<td>33%</td>
<td>17%</td>
<td>40%&lt;sup&gt;S&lt;/sup&gt;</td>
</tr>
<tr>
<td>Top Half</td>
<td>46%&lt;sup&gt;S&lt;/sup&gt;</td>
<td>38%&lt;sup&gt;S&lt;/sup&gt;</td>
<td>44%</td>
</tr>
<tr>
<td>Average</td>
<td>13%</td>
<td>38%</td>
<td>8%</td>
</tr>
<tr>
<td>Bottom half</td>
<td>4%</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>Among the worst</td>
<td>4%</td>
<td>4%</td>
<td></td>
</tr>
</tbody>
</table>

*S* Self
Red percentages indicate at risk behavior category
Conclusions

- Physicians referred to the CME course have consistently scored below average on all four factors compared to the control group.

- The B 29© is a validated and easy to use 360° assessment instrument that can provide the basis of discriminating between those who have been identified as unprofessional and those who are not.

- The B 29© can be used to monitor behavior over time.
Questions
Visit our website for further information:

www.mc.vanderbilt.edu/cph