

# AOA Symposium: Establishing Professionalism as a Priority: Orthopaedic Surgery and the Cultural Movement to Create Safe Work Environments

Moderator: Bill Moutzouros, MD, FAOA

Panelist: Eric W. Carson, MD, FAOA

Panelist: Scott E. Porter, MD, MBA, FACS, FAOA

Panelist: Leesa M. Galatz, MD, FAOA



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**ORTHOPAEDIC**  
ASSOCIATION

*No commercial support, financial or in-kind, was provided for this activity.*



# DISCLOSURES

The speakers have no conflicts of interest to disclose related to this presentation.



# SPEAKERS

- Moderator
  - Vasilios (Bill) Moutzouros MD- Henry Ford Health System
- Speakers
  - Eric Carson MD – Washington University-St Louis
  - Scott Porter MD – Prisma Health- Greenville, SC
  - Leesa Galatz MD – Mt. Sinai Hospital - NYC



# OBJECTIVES

- Describe the progression of cultural change in the professional world in regards to workplace behaviors
- What are the current threats to a safe work environment and how do we create a culture of professionalism in Orthopaedic Surgery?
- What are the potential ‘Minefields’ we need to identify to prevent inappropriate behavior?
- How do we approach incidents of reported harassment and poor behavior in an Orthopaedic Department?
- As a specialty, how do we take the lead to hold our staff members to the highest level of professional standards?



# WHY THIS TALK AND WHY NOW?

- The national discourse over the past decade has led to an erosion of professional behavior
- This has been evident in numerous reports and articles that relate to both the social and professional settings



# WHAT IS PROFESSIONALISM?

- Professionalism is the commitment to carrying out professional responsibilities and an adherence to ethical principles.
- Hippocratic Oath



**Please use the Chat function for questions as we progress**

**We hope for an open and candid discussion at the end of our  
presentations**





Washington University School of Medicine in St. Louis

# Establishing Professionalism as a Priority: Orthopaedic Surgery and the Cultural Movement to Create a Safe Work Environment



Eric W. Carson, MD FAOA FAAOS  
Professor of Orthopaedic Surgery  
Washington University School of Medicine  
Department of Orthopaedic Surgery  
Division of Sports Medicine



# Disclosures

No Relevant Disclosures or Conflicts of Interest



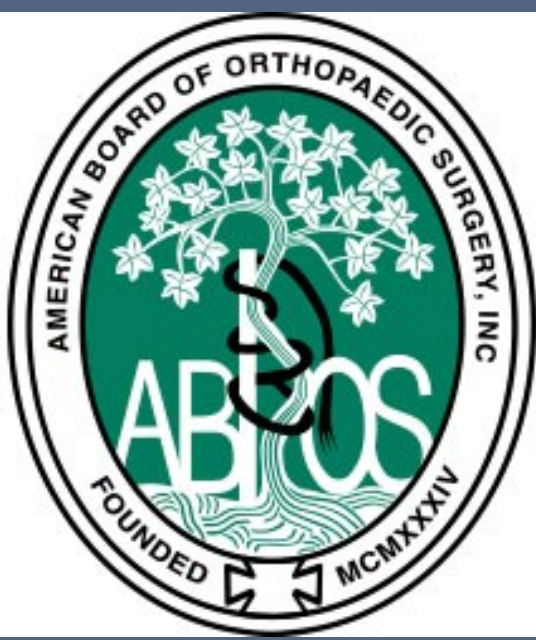


AMERICAN ACADEMY OF ORTHOPAEDIC SURGEONS

AMERICAN ASSOCIATION OF ORTHOPAEDIC SURGEONS

# Principles of Medical Ethics and Professionalism in Orthopaedic Surgery

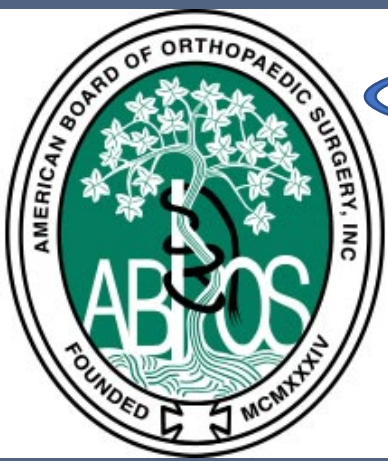
- X. Societal Responsibility.** The orthopaedic surgeon has a responsibility not only to the individual patient, to colleagues and orthopaedic surgeons-in-training, but also to society as a whole. Activities that have the purpose of improving the health and well-being of the patient and/or the community in a cost-effective way deserve the interest, support, and participation of the orthopaedic surgeon.



## *American Board of Orthopaedic Surgery*

### *ABOS Professionalism*

The American Board of Orthopaedic Surgery's guidelines on Professional Behavior, Respect, Compassion, and Responsibility are listed below. Professionalism is demonstrated in practice by behaviors that reflect responsibility and accountability for care of patients, including:



American Board of Orthopaedic Surgery

- 1 Behavior and attitude that is respectful, compassionate, honest, and displays integrity in dealing with patients, other professionals, healthcare systems, and payers.
- 2 Respect and commitment to honoring the rights of patients regarding their medical and surgical care, including shared decisions and the right to privacy.
- 3 Empathy and compassion in caring for patient and family needs, while maintaining appropriate doctor-patient relationships.
- 4 Honesty and integrity in communication and interaction with patients, placing the well-being of the patient foremost in disclosing information and recommending treatment.
- 5 Utilization of appropriate professional standards regarding critique of care received by previous providers. Accepts responsibility for one's own actions. Respects the opinions of others. Provides constructive and objective criticism in the provision of medical care and education.
- 6 Fulfillment of the obligations of the medical profession contained in the social contract. These include providing care for ill or injured patients regardless of personal characteristics or ability to pay. The skills and abilities of the surgeon must benefit and meet the needs of society.
- 7 Demonstration of integrity in interactions with other professionals in the medical, legal, and governmental community. Demonstrates honesty in providing expert testimony, consulting, royalty and speaking agreements, media presentations, research, and publications.

# Conduct In The Workplace

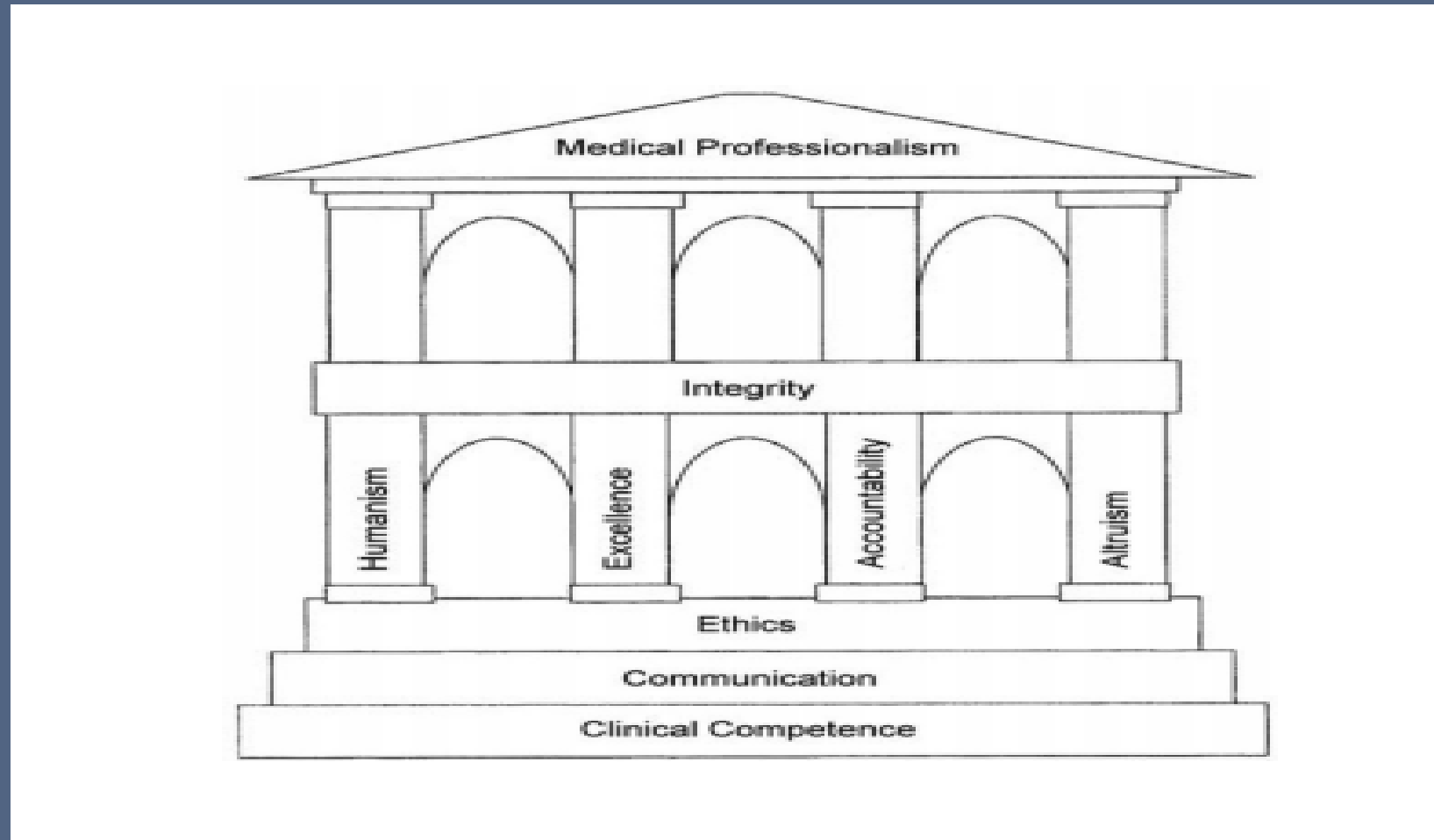
- Building a Respectful Team
- Fostering a Safe, Healthy Place to Work



## CODE OF CONDUCT

**“EACH OF US SHOULD  
BE A CHAMPION  
FOR INTEGRITY AND  
SET AN EXAMPLE  
THROUGH OUR  
WORDS & ACTIONS.”**

# Pillars of Medical Professionalism



# Professionalism and Creating a Cultural Space Place





# Professionalism and Creating a Safe Place: Examples of Disruptive Behaviors

## Inappropriate actions/inaction

- Throwing or breaking things
- Refusal to comply with known and generally accepted practice standards such that the refusal inhibits staff or other care providers from delivering quality care
- Use or threat of unwarranted physical force with patients, family members, staff, or other care providers
- Repeated failure to respond to calls or requests for information or persistent lateness in responding to calls for assistance when on-call or expected to be available
- Repeated and unjustified complaints about a colleague
- Not working collaboratively or cooperatively with others
- Creating rigid or inflexible barriers to requests for assistance/cooperation

# Professionalism and Creating a Safe Place: Examples of Disruptive Behaviors

## Inappropriate words

- Profane, disrespectful, insulting, demeaning, or abusive language
- Shaming others for negative outcomes
- Demeaning comments or intimidation
- Inappropriate arguments with patients, family members, staff, or other care providers
- Rudeness
- Boundary violations with patients, family members, staff, or other care providers
- Gratuitous negative comments about another physician's care
- Passing severe judgment or censuring colleagues or staff in front of patients, visitors, or other staff
- Outbursts of anger
- Behavior that others would describe as bullying
- Insensitive comments about the patient's medical condition, appearance, situation
- Jokes or non-clinical comments about race, ethnicity, religion, sexual orientation, age, physical appearance, or socioeconomic or educational status

# Why is Creating a Cultural Safe Space Good ?

- Respect for all
- Improved health care / outcomes
- Healthier work environment
- As teachers, we are mentors
- Improved patient satisfaction



# Professionalism and Safe Place

- We all possess conscious and unconscious biases
  - Gender conscious professionalism
  - Religious conscious professionalism
  - Ethic conscious professionalism
  - Race conscious professionalism
  - Sexual orientation conscious professionalism
- A need to improve and understand cultural / ethnic competence
- Needs to be a sensitivities towards others
- As leaders and teachers, we need to lead



# Professionalism and Creating a Safe Place: Scenario Presentation



# Professionalism and Creating a Safe Place: Debrief and Learning points

- Within academic medical center many care for the underserved and minority populations
  - Establishing institutes for innovation, efficiency, address the health care inequities and disparities and strive towards an excellence
  - Opportunities for engagement and mentoring of all in the care of the underserved
  - Such a commitment will pay off in the long run of training residents to be more socially conscious and cultural competency, addressing not only academic medical centers but also in the private sector

# Professionalism and Creating a Cultural Space Place

- We as orthopaedic surgeons are leaders and an integral part of the leadership who need to set the tone
- We are mentors to young orthopaedic surgeons who follow each and everyone of our leads, words and actions



# Professionalism and Creating a Cultural Space Place



Safe spaces mean everyone moves easily without fear.

–MOHAMMAD, 31, JORDAN



# Minefield Fatigue

AOA March Symposium  
Everywhere, USA

---

SCOTT E. PORTER MD, MBA, FACS, FAOA  
PROFESSOR, ORTHOPAEDIC SURGERY  
PRISMA HEALTH  
GREENVILLE, SC



# Disclosures

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Board Member of the American Board of Orthopaedic Surgery

Majority owner of Just Cause Scrubs, Inc.

Nothing to disclose in terms of conflicts of interest, hidden agendas, or ulterior motives

Views expressed are my own and do not reflect the views of my employer, any board on which I sit, any family members, etc.



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**This is a symposium  
on...**

# Minefield Fatigue

---



НУН?



**I DON'T WANT TO**

**YOU CAN'T MAKE ME!**

memegenerator.net

**OH FOR GODS  
SAKE**

**NOT THIS AGAIN**

memegenerator.net

**WHY CAN'T I**

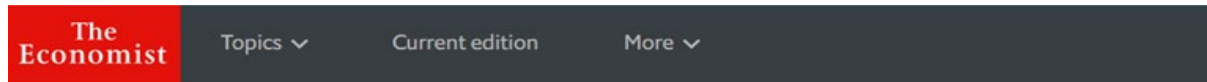


**EVER DO ANYTHING RIGHT?**

[imggenerator.net](http://imggenerator.net)



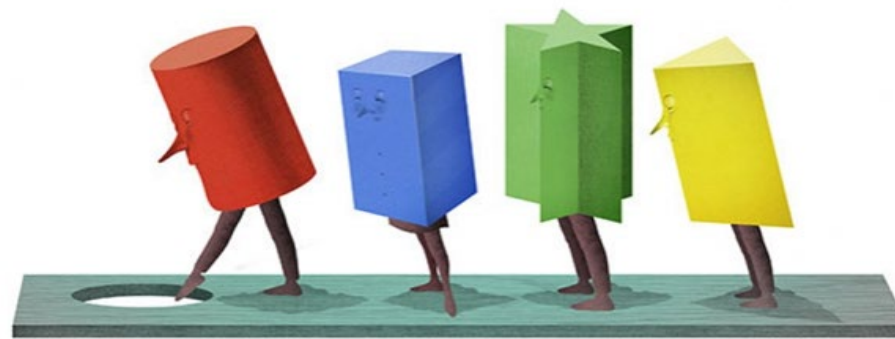
# Diversity Fatigue...



Schumpeter

## Diversity fatigue

*Making the most of workplace diversity requires hard work as well as good intentions*



Brett Ryder







## Like it or not...

---

- Generally speaking, the arguments in favor of diversity are unmistakable
  - Greater diversity of thoughts
  - Lowers the chance of blindspots
  - Deeper relationships along dimensions not possible in a homogeneous environment
  - Etc.

**BUT...**



---

**Are there any  
negatives?**



## Law of Unintended Consequences

- Any intervention in a complex system may or may not have the intended result, but will inevitably create unanticipated and often undesirable outcomes
- Mainly used as caution against a hubristic approach to life

Without reflection, we go blindly on our way, creating more unintended consequences, and failing to achieve anything useful.

(Margaret J. Wheatley)

[izquotes.com](http://izquotes.com)

# *Possible Reflection Point?*

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# Zero – Sum Game

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A game in which the gains of one participant necessarily come at the loss of another

- It is in the interest of either party to prevent the other from achieving their gains (*whether or not either party would admit this out loud!!*)



# Identity politics and the perils of zero-sum thinking

By Ilya Sor

## Whites See Racism as a Zero-Sum Game That They Are Now Losing

Michael I. Norton, Samuel R. Sommers

## Can we overcome the zero-sum game of gender politics?

By: **Becky S. Cornett and Barb Smoot** | 3:21pm

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EDT December 1, 2016

## The Zero-Sum Game of Race and the Familiar Strangeness of President Obama

Lisa A. Flores [✉](#) & Christy-Dale L. Sims

Pages 206-222 | Published online: 29 Jul 2016

CAFE

📶 53 [💬](#) 44

# White People And The Zero-Sum Game Of Racial Politics

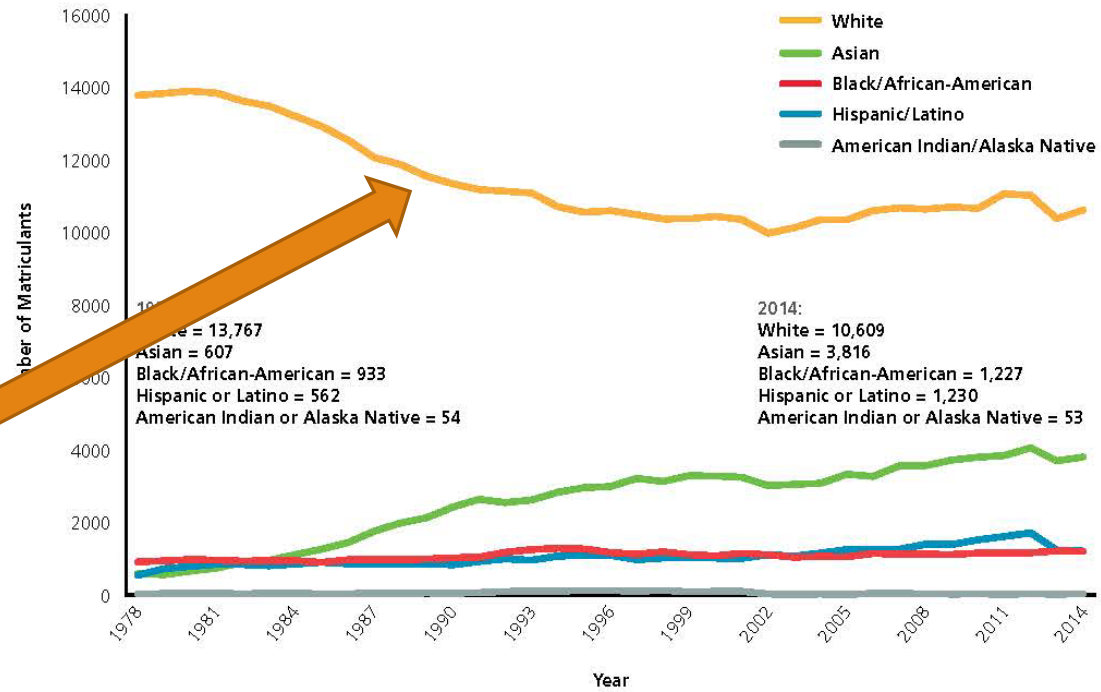
By Adrien Schless-Meier | April 23, 2015 6:00 am

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**FIGURE 2. U.S. medical school matriculants by race and ethnicity, 1978–2014.**



Classic zero-sum game...

*Note: The figure does not include non-U.S. matriculants, U.S. matriculants who designated "Other" race/ethnicity, U.S. matriculants who designated multiple race/ethnicity categories, or any matriculant for whom race data are not available.*

*Source: AAMC Data Warehouse: Applicant and Matriculant File, as of 5/11/2015.*

Figure 1. Percentage of applicants to U.S. medical schools by sex, academic years 1980-1981 through 2018-2019.



Note: Figure excludes applicants who did not report sex.

Source: AAMC Applicant Matriculant Data File as of March 21, 2019.

# Not arguing...

---

Not arguing that life shouldn't be this way or the other

Not arguing about whether or not anyone's actions are justified

Not arguing about which minority status or diversity dimension should be in which curve

Not arguing about the reasons for the curves

Etc...

**What I am arguing is that an  
unintended consequence may be...**

# Minefield Fatigue...



MARCH '19

# Esquire

BUILD A LIFE THAT MATTERS

Ryan Morgan, a high school senior in Wisconsin, at home: "I know what I can't do, I just don't know what I can do."

## AN AMERICAN BOY

What it's like to grow up white, middle class, and male in the era of social media, school shootings, toxic masculinity, #MeToo, and a divided country

By Jennifer Percy

# What would you say?

---







---

**Would these two couples say the same thing?**



**Would society view identical statements from these two groups...identically?**

**If something was spoken out of ignorance (but from the heart) would the consequences be the same for these couples?**

No debate here...

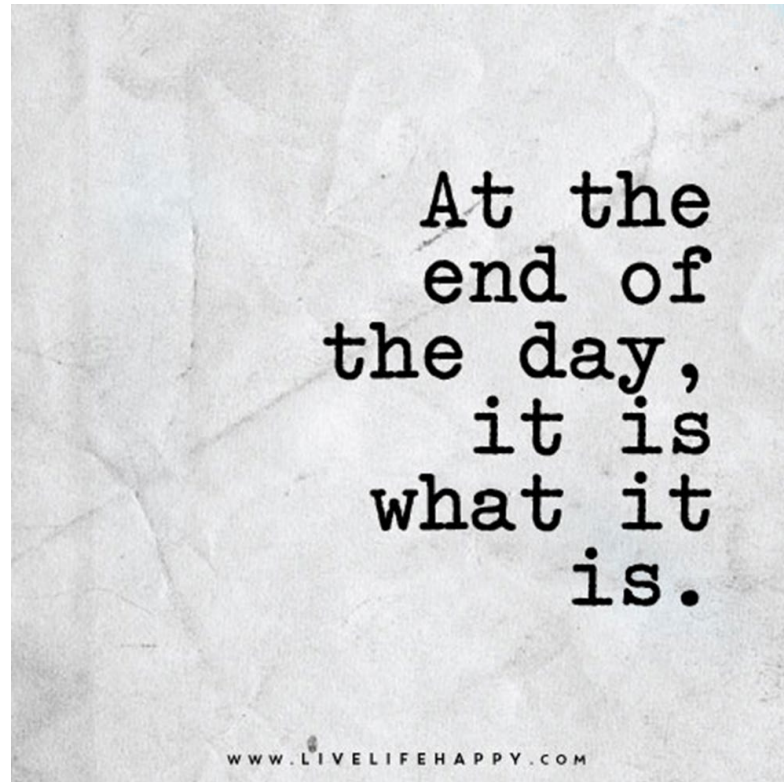
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Minefield fatigue is real...

Regardless of our desire to belittle it, publicly shame it, vilify it, wish it away, boycott it, cancel it, etc...

---





Without reflection, we go blindly on our way, creating more unintended consequences, and failing to achieve anything useful.

(Margaret J. Wheatley)

[izquotes.com](http://izquotes.com)

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# Takeaways?



POLITICS 07/13/2016 07:20 pm ET | Updated Jul 15, 2016

# Black GOP Senator Talks About Being Pulled Over By Police 7 Times In One Year

"This is a situation that happens all across the country," Sen. Tim Scott said, "whether we want to recognize it or not."

By Laura Barrón-López



GARY CAMERON / REUTERS



Education

## Report finds \$23 billion racial funding gap for schools



(iStock)

By Laura Meekler  
February 26

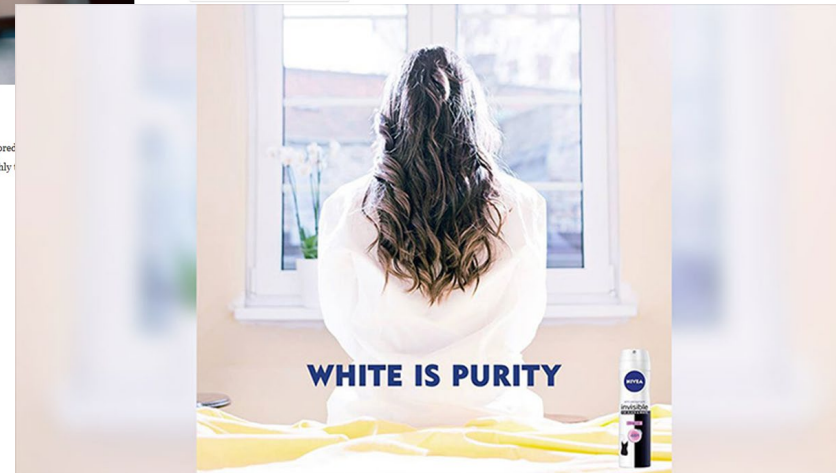
Overwhelmingly white school districts received \$23 billion more than pred school districts in state and local funding in 2016, despite serving roughly children, a new report finds.



The Washington Post  
Democracy Dies in Darkness

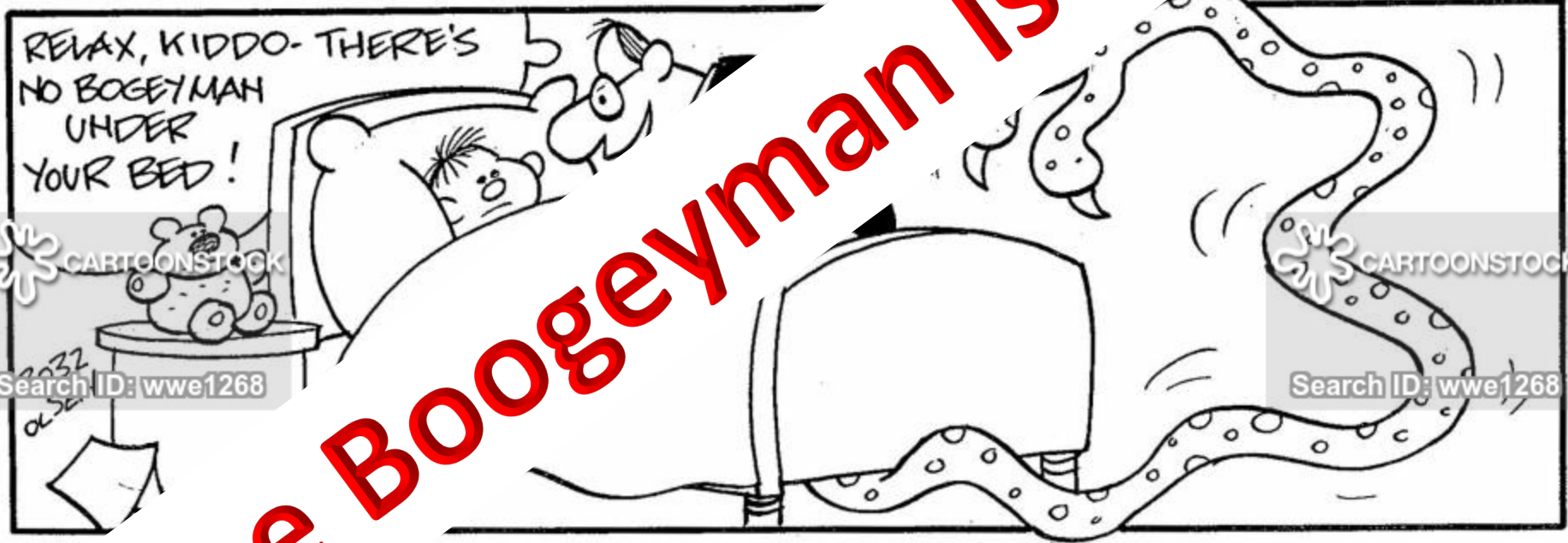
Most Read Local

- 1 Luke Perry, actor who became a teen idol on 'Beverly Hills, 90210,' dies at 52
- 2 Watch an avalanche devour a Colorado highway in seconds
- 3 Roger Stone attorneys set to answer to U.S. judge Monday for new book amid gag order
- 4 Charlottesville mystery: Who are the last two attackers of a Black man in a parking garage?
- 5 Inside the Southeast tomato swim that devastated Alabama on Sunday



INFLUENCER

1.

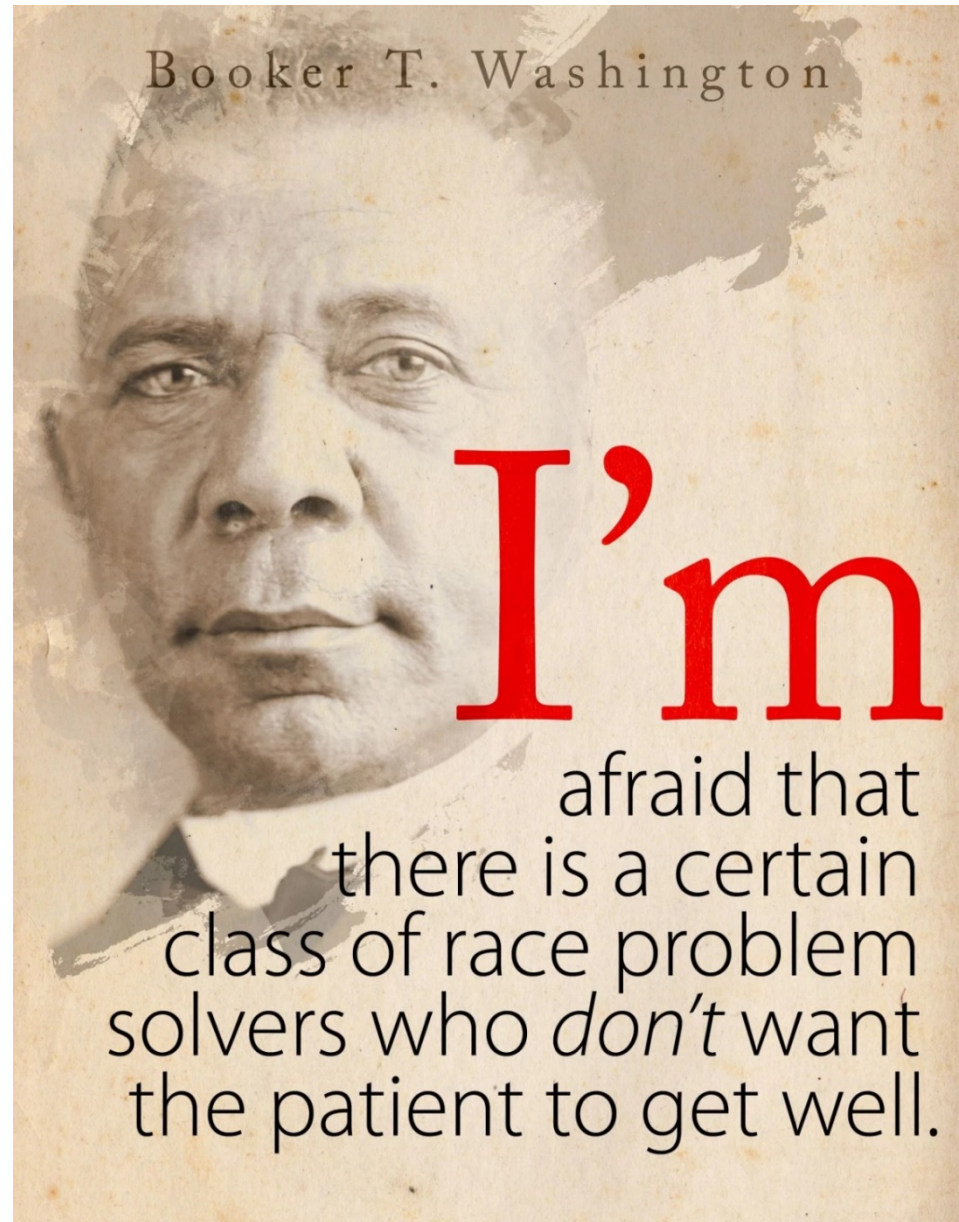


**The Boogeyman Is Real**

CARTOONSTOCK  
Search ID: wwe1268

CARTOONSTOCK  
Search ID: wwe1268

2.





2.

WWW.EDITORIALWORDS.COM  
**PHRASE OF THE DAY**

03AUG20

**overplay one's hand**  
(phrase)

someone's over confidence in his/her ability or position  
will spoil his/her chance of success.

**EW**  
Learning English & Improving Vocabulary  
WWW.EDITORIALWORDS.COM

2.

BERNIE SANDERS · Published February 2

# San Francisco teacher says Bernie Sanders' mittens epitomized White 'male privilege'

High school teacher said her students could sense Sanders' 'white privilege'



3.



MENU / 🔍

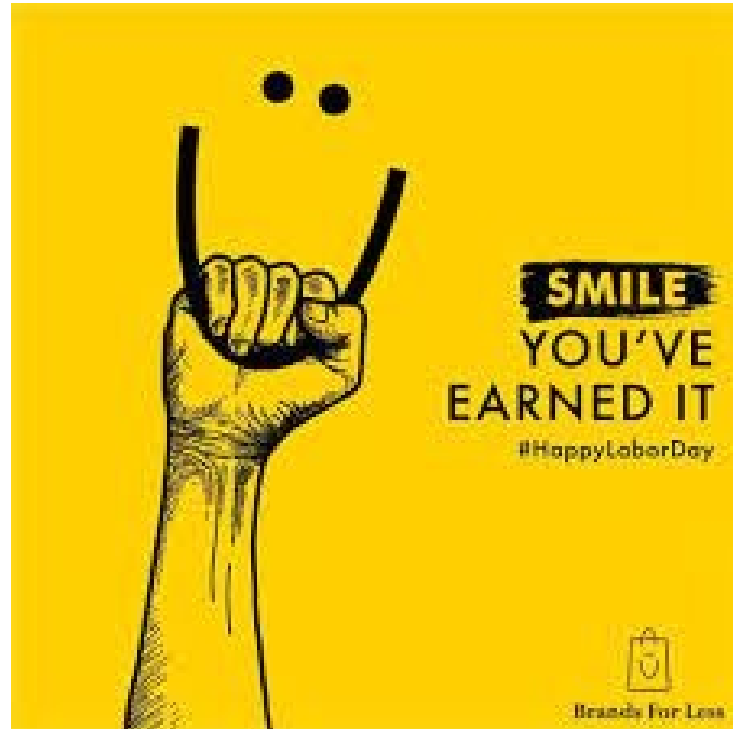
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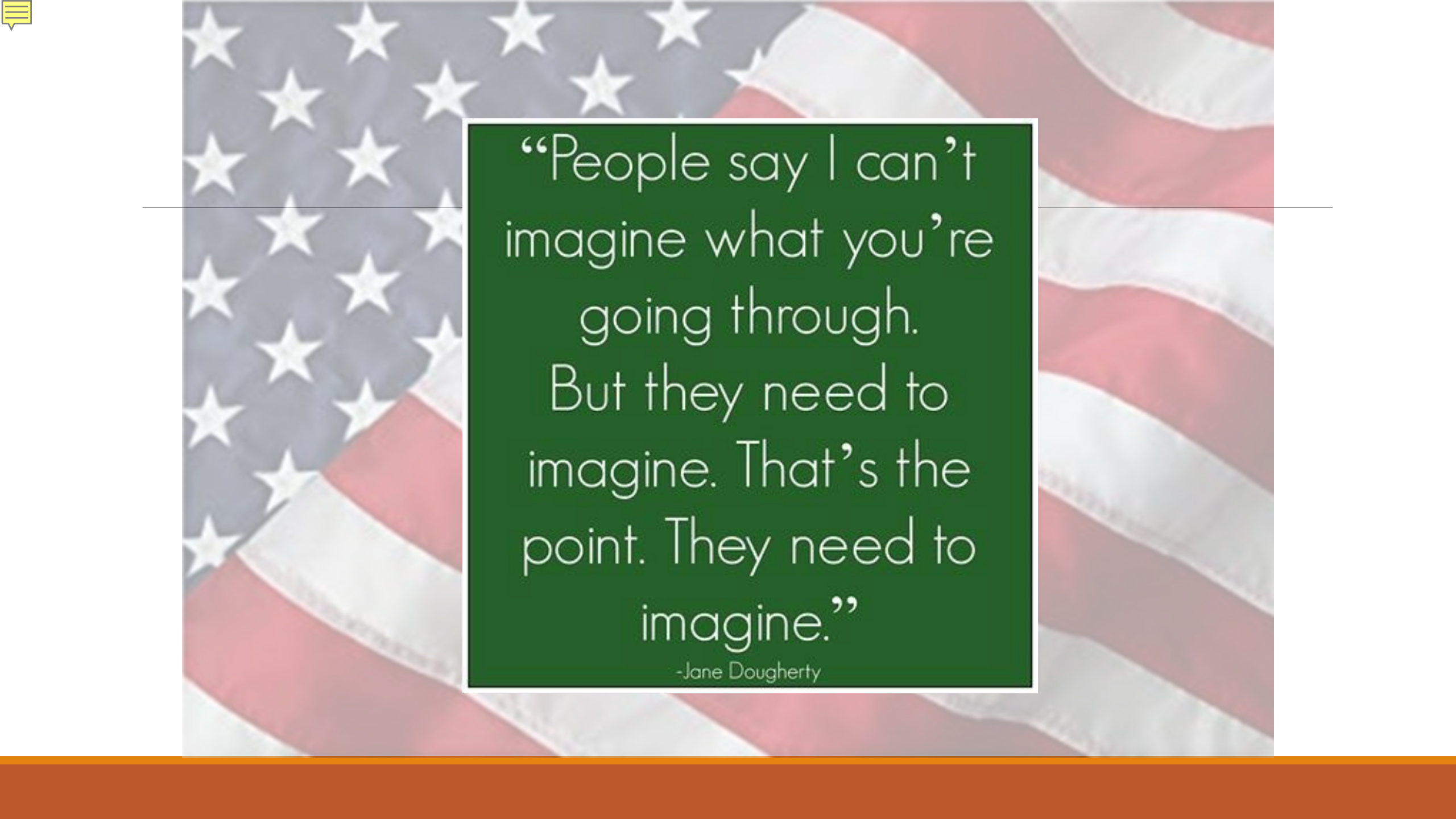
f 🐦 📷 DONATE / NEWSLETTER / SIGN IN

# History and guilt

Can America face up to the terrible reality of slavery in the way that Germany has faced up to the Holocaust?

3.



The background of the entire page is a faded, wavy American flag. The stars and stripes are visible but have a low opacity, serving as a subtle backdrop for the central text.

“People say I can’t  
imagine what you’re  
going through.  
But they need to  
imagine. That’s the  
point. They need to  
imagine.”

-Jane Dougherty

**DANGER**

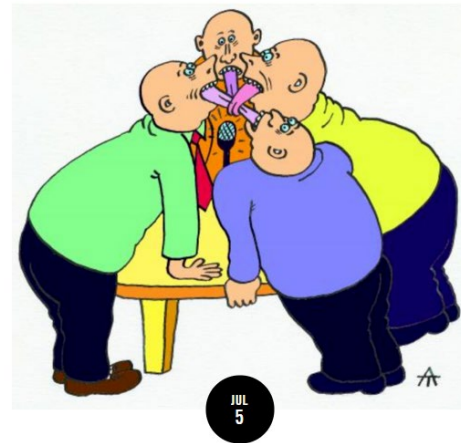


**MINEFIELD**

“...the problem is that healthy debate appears to be dead. Or, at best, on life support in a hospice bed providing infected bed sores rather than rational thought.”

- David Himmel

## LITERATE APE



Debate is Dead; Long Live Debate

DAVID HIMMEL

Thank  
you for  
listening!

# **How a Leader Approaches Workplace Behavior Issues**

**Leesa M. Galatz, MD**

Mount Sinai Professor of Orthopedics

Leni and Peter May Department of  
Orthopedic Surgery

Icahn School of Medicine

Mount Sinai Health System

New York, NY



# **COI Disclosure Information**

**Leesa M. Galatz, MD**

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Research Support- National Institute of Health

Medacta-Consultant, Royalties

# Difficult Conversations

A word cloud of terms related to difficult conversations. The words are arranged in a roughly circular pattern, with some larger than others. The colors range from dark red to brown. The words include: Silence, Nervous, Emotional Avoidance, Thinking Political, Complicated, Irrelevant, Opportunity, Vulnerable, Hate, Necessary, Uncomfortable, Respectful, Cancerous, Trigger, speech, Respect, Responsible, Language, Stubbornness, Racism, Tension, and Sensibility.

This Photo by Unknown Author is licensed under [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/)

# In a Hurry

Patient with an effusion

Pain

Family member  
employee



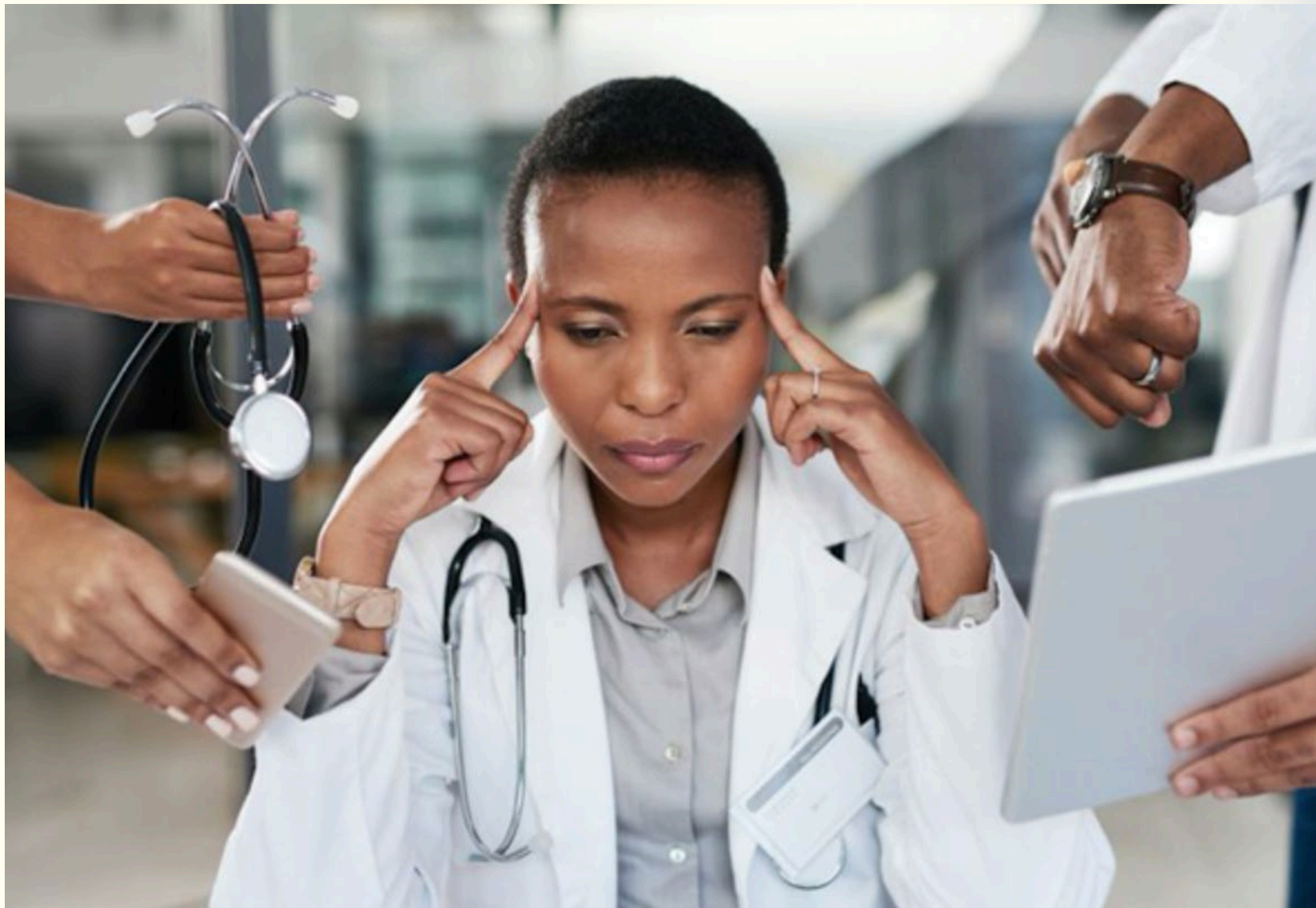
# Hostile Communication



It's not my fault



# Burnout



**Leesa M. Galatz, MD**

# Handle work place behaviors

Get a hold of yourself

Stop

Think

Don't react

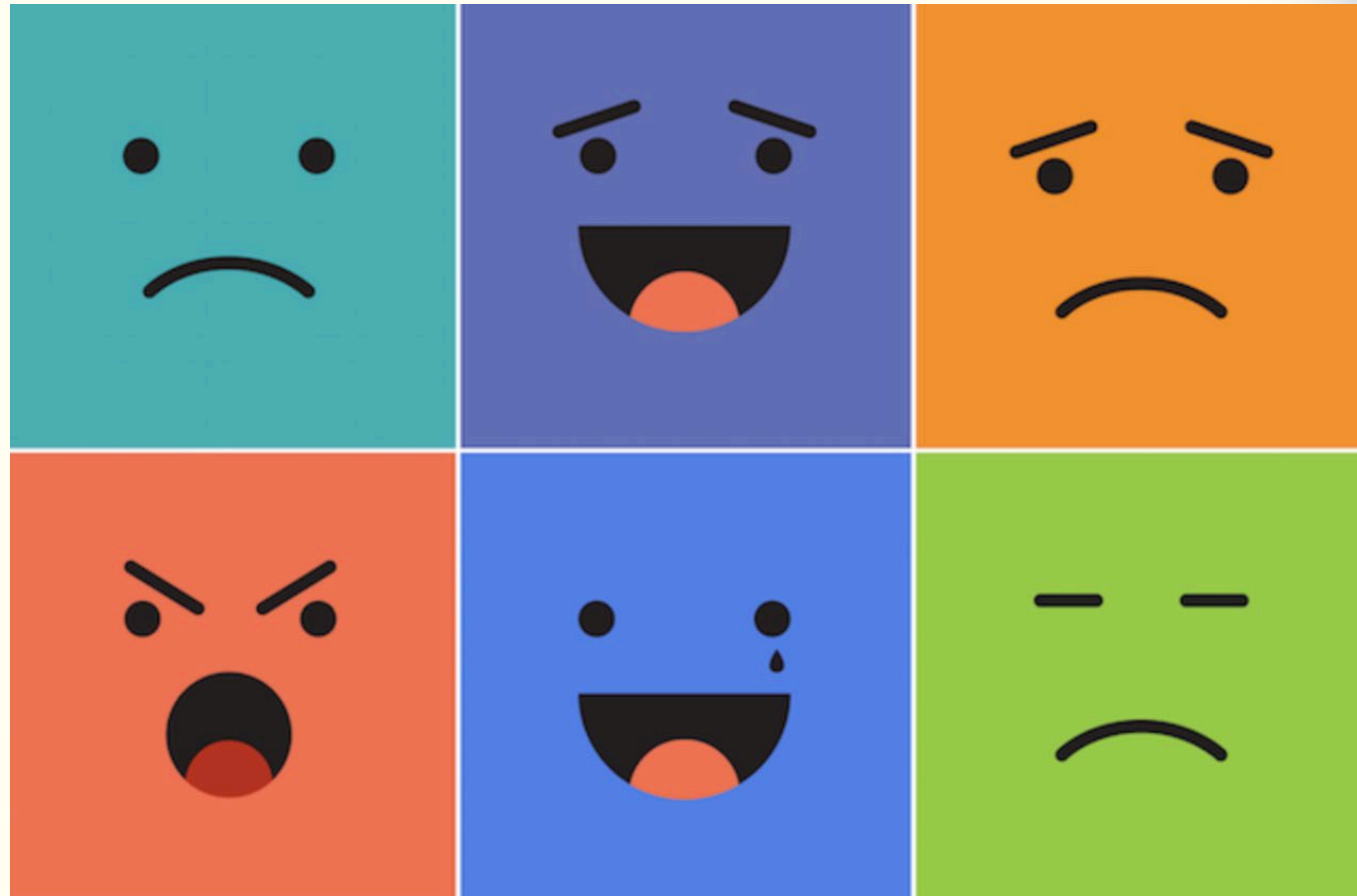
# Handle work place behaviors

Never answer an email if you feel any emotion other than pure joy

Leesa Galatz' foremost rule of leadership

Personal Law

Electronic communication- by nature- a landmine





# Gather information



Relationships and trust.  
This is the bedrock of life.

Mukesh Ambani

quotefancy

- Before you react
- No taking sides
- No judgement
  
- Just information
- 2 sides to every story

# Person to Person

- Covid aside
- Body language, facial expressions, other nuances
- You have to see and feel that



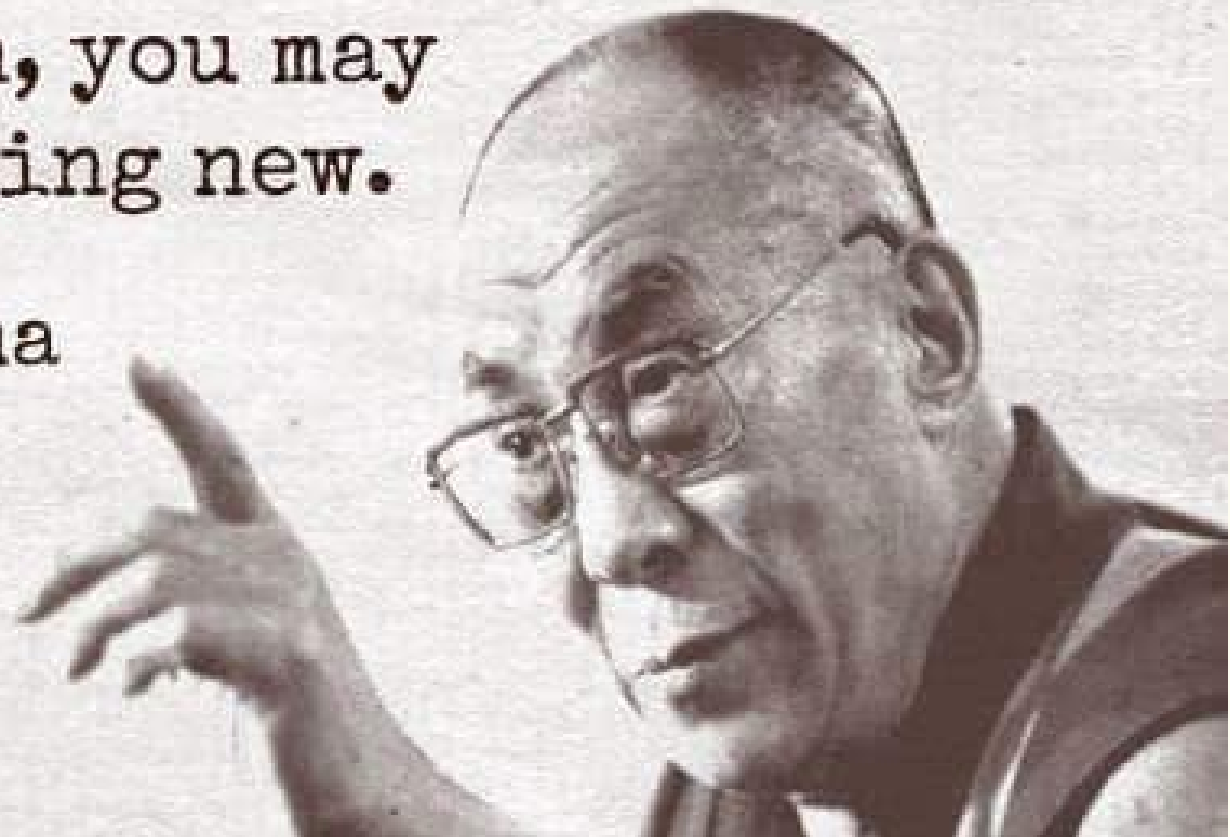
# The Conversation

- I don't know how to tell you this, so I'm just going to tell you this....
- Honesty
- Transparency
- No agenda
- Compassion- see this person as a person
  - High functioning
  - Highly intelligent

**Without trust,  
there's no reason  
to continue.**

When you talk, you are  
only repeating what  
you already know. But  
if you listen, you may  
learn something new.

- Dalai Lama



# Make it clear, what do I want

- I want you to stop yelling
- Frame the problem
  - I don't think you purposely trying to make them feel bad, but they feel bullied when you yell.
  - Our quality metrics are reviewed carefully... I want you to get a second opinion... get an assistant
  - Patient safety- depersonalization

# Turn it around...

## Candid question

- My problem
- Dr X, Nurse Y calls every other week, with concerns about complaints about you from her staff. What should I tell her next week when she calls?

# Turn it around...

## Candid question

- My problem
- Dr X, Nurse Y calls every other week, with concerns about complaints about you from her staff. What should I tell her next week when she calls?
  - **GET COMFORTABLE WITH THE UNCOMFORTABLE SILENCE**

# Turn it around...

## Candid question

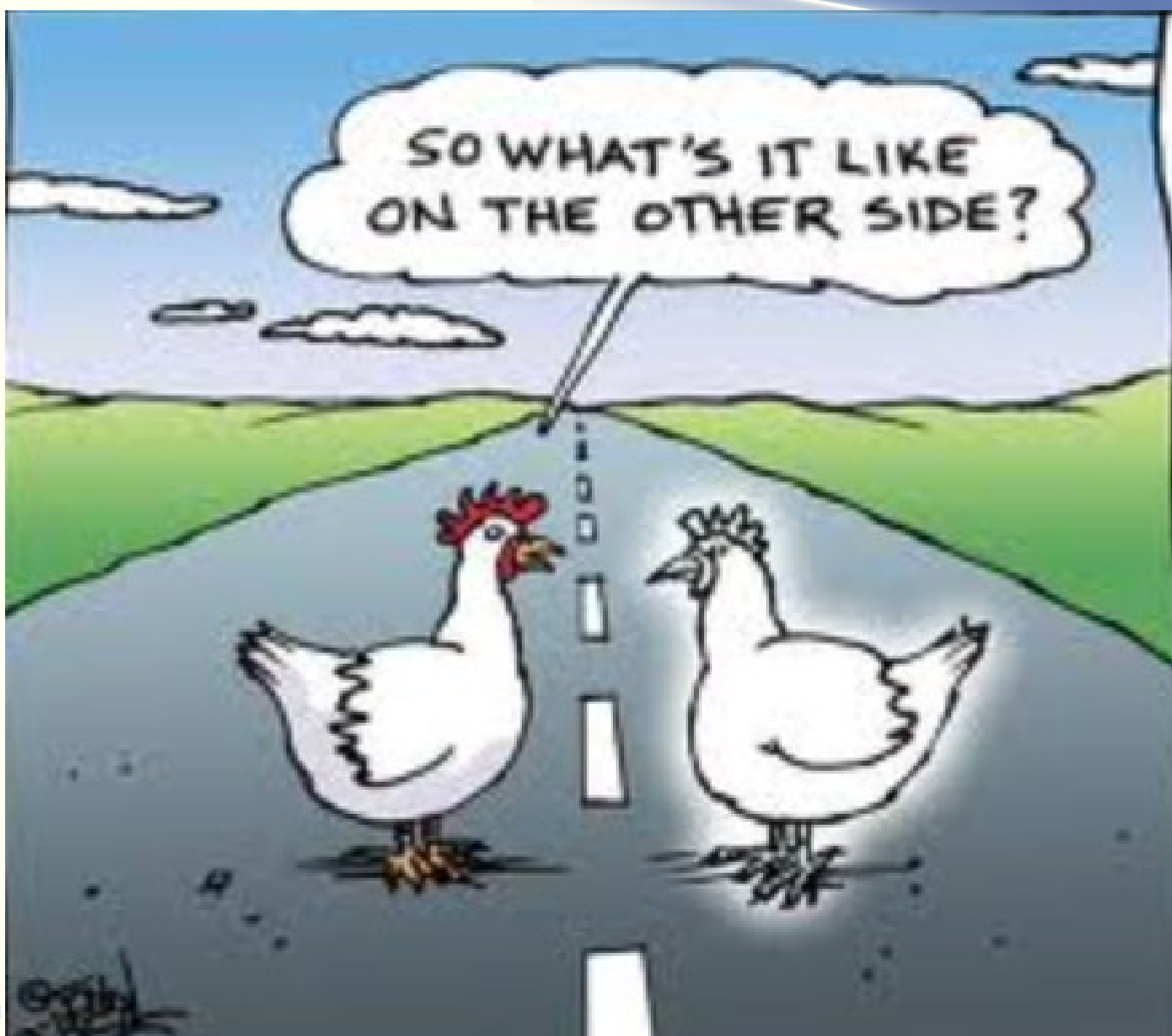
- My problem
- Dr X, Nurse Y calls every other week, with concerns about complaints about you from her staff. What should I tell her next week when she calls?
  - **GET COMFORTABLE WITH THE UNCOMFORTABLE SILENCE**
  - **LET THAT CANDID QUESTION HANG IN THE AIR**



# Turn it around...

## Candid question

- My problem
- Dr X, Nurse Y calls every other week, with concerns about complaints about you from her staff. What should I tell her next week when she calls?
  - GET COMFORTABLE WITH THE UNCOMFORTABLE SILENCE
  - LET THAT CANDID QUESTION HANG IN THE AIR
  - SOMEONE WILL SQUIRM-NOT YOU



# Reportable Sanctions

- Anything that limits practice
  - Indications review
  - Not allowed to do certain procedures
  - Remove privileges
  - Reported to board
  - Suspended
  
- Dangerous road

**Leesa M. Galatz, MD**



# Summary

- Pause and control
- Fact finding-gather information
- Listen, listen, listen
- Plan resolution
  - What do I need?
- Communication-honest, transparent, fair
- Follow up
- Reportable sanctions

Let's  
put  
it all  
together!



Thank you



**Leesa M. Galatz, MD**

# Questions & Answer Session

Please use the Q&A button at the bottom of your screen to submit questions to our presenters. Please note, you do have the option to submit questions anonymously.



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