

THE CREATION OF A CHECKLIST OF BAD BEHAVIOURS

Table S1. Institutional Professionalism Competencies and Definitions

Competency	Competency Definition	Sample Behaviours
<u>Conscientiousness</u> : Demonstrating a high degree of reliability by following through on commitments, approaching work in a methodical manner, and completing work tasks thoroughly and systematically; displaying high standards of attendance, punctuality, enthusiasm, and vitality in approaching and completing tasks.		
Dependability	Being reliable and responsible; following through on commitments.	Demonstrates regular and punctual attendance; Promptly attends to clinical responsibilities
Planning/Organizing	Approaching work in a methodical manner; planning and scheduling work tasks so that work is completed on time; determining priorities and allocating time and resources effectively.	Appropriately prioritizes work tasks based on patient care needs
Thoroughness	Meticulously keeping track of details; completing work thoroughly and systematically; being exacting, precise and accurate.	Is meticulous and thorough in approach to tasks; Demonstrates a sound approach to preventing medical errors
<u>Aspiring to Excellence</u> : Exerting a high level of effort and perseverance toward goal attainment; working hard to become excellent at doing tasks by setting high standards; setting goals for personal improvement; striving to continuously learn and share the products of that learning with others.		
Work Commitment	Pursuing work with energy, drive, and a strong accomplishment orientation; concentrating on work without becoming bored or distracted; setting high standards of personal competence; producing high quality work under time pressure or other stress.	Demonstrates appropriate effort; Takes proactive role in patient care
Motivation to Learn	Demonstrating interest in learning new skills; continually engaging in self-directed learning to increase knowledge and skill base; seeking constructive feedback from others; sharing the products of learning with others.	Sets personal goals for improvement; Demonstrates an interest in personal learning and development
<u>Integrity</u> : Showing consistency between principles and values, and behaviour; choosing an ethical course of action and doing the right thing; being truthful and direct; maintaining confidentiality; remaining free from substance abuse; avoiding conflicts of interest; obeying health system and regulatory policies.		

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Competency	Competency Definition	Sample Behaviours
Trustworthiness	Being truthful in all dealings with patients and interprofessional staff.	Demonstrates honesty in interactions with patients, families, and other health care professionals
Discretion	Respecting confidentiality of information; discussing sensitive subjects with tact and diplomacy.	Protects confidentiality of sensitive patient and coworker information
Personal Conduct	Showing consistency between principles and values, and behaviour; choosing an ethical course of action and doing the right thing; avoiding conflicts of interest; being free from substance abuse; refraining from abusing privileges or mismanaging organizational resources.	Does not display obvious signs of substance abuse; Does not abuse doctor privileges
Organizational Citizenship	Obeying health system and regulatory policies and treating hospital and other property with care; displaying personal appearance and demeanor consistent with professional expectations.	Displays personal appearance and composure consistent with professional expectations
<u>Accountability:</u> Accepting responsibility for individual and group performance; accepting the consequences of one's behaviour; admitting mistakes and attempting to learn from mistakes.		
Personal Responsibility	Taking responsibility for one's actions and work and for those of one's team even when task ownership is not clearly defined; accepting the consequences of behaviour; admitting mistakes and attempting to learn from feedback provided.	Accepts responsibility for one's decisions and actions and for those of one's team
Self-Awareness	Accurately identifying own strengths, weaknesses, and personal limitations; taking action to address personal limitations; monitoring and attending to burnout/work-life balance issues; observing appropriate boundaries with patients.	Recognizes the scope of his/her abilities and asks for supervision and assistance when appropriate
<u>Teamwork:</u> Collaborating and coordinating with others to achieve work goals; showing concern for and providing assistance and support to others; interacting respectfully with others; creating a desire for team accomplishment.		

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Competency	Competency Definition	Sample Behaviours
Cooperation	Working cooperatively with others to achieve goals; sharing own knowledge and expertise with others on the team; volunteering to help complete tasks; sharing ownership of tasks.	Develops cooperative working relationships with coworkers; Helps coworkers learn new skills
Respectful Interaction	Treating every person fairly and impartially irrespective of that person's role on the interprofessional team; remaining free from bias; being open-minded about alternatives and other points of view.	Demonstrates honesty, fairness, courtesy, and respect for all coworkers
Team Building	Communicating expectations to team members; creating trust, a feeling of belonging to a team, and a desire for team accomplishment by showing respect for and empowering others.	Shares credit with coworkers for team accomplishments
<u>Patient-Centered Care:</u> Understanding patients' needs and feelings and treating them with respect; focusing one's efforts on discovering and meeting patients' needs; handling challenging patient situations effectively; promoting and striving to create a workforce and environment that represents and values diversity of people and ideas.		
Compassion	Understanding patients' needs and feelings; having a genuine interest in patients and their welfare; patiently tolerating rudeness and anger and responding with tact and empathy.	Demonstrates empathy and compassion for all patients; Demonstrates a commitment to relieve pain and suffering
Patient-Advocacy	Empowering and engaging patients and their families by including them in the decision making process; actively seeking ways to help patients and their families be part of the healthcare team by listening to them, asking questions, clearly communicating, and finding answers to their questions; paying attention to how patients are responding and changing approach if necessary.	Listens attentively to patient complaints and does best to resolve situation

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Competency	Competency Definition	Sample Behaviours
Respect for Diversity	Understanding and showing respect and appreciation for the uniqueness of all individuals, cultures, and values; promoting a workforce that represents and values diversity of people and ideas.	Does not discriminate against others on the basis of race, culture, gender, nationality, ethnicity, age, sexual orientation, or socioeconomic status
<u>Stress Tolerance</u> : Effectively handling stressful situations and interactions, even when under time pressure; making effective decisions under time pressure.		
Situational Stress Tolerance	Thinking clearly and taking effective action in stressful or emergency situations; taking control of a stressful situation to calm others; successfully tolerating stressful circumstances; prioritizing effectively under stress.	Maintains composure and keeps emotions in check during difficult situations
Interpersonal Stress Tolerance	Maintaining situational awareness in order to recognize interpersonal conflict and one's impact on others. Demonstrating self-control, diplomacy, and tact when faced with conflict or confrontation.	Is polite, civil, and respectful to people when under stress

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Table S2. Importance Ratings of Professionalism Behaviours

Professionalism Dimensions and Facets	N	CV ¹		Importance ²	
		Mean	SD	Mean	SD
Conscientiousness					
1. Dependability	23	4.46	0.58	4.45	0.58
2. Planning/Organizing	23	4.16	0.84	4.39	0.69
3. Thoroughness	22	4.27	0.87	4.66	0.61
Aspiring to Excellence					
4. Work Commitment	23	4.22	0.78	4.26	0.85
5. Motivation to Learn	23	4.16	0.87	4.18	0.85
Integrity					
6. Trustworthiness	23	4.76	0.45	4.84	0.35
7. Discretion	23	4.54	0.57	4.57	0.60
8. Personal Conduct	22	4.32	0.88	4.40	0.87
9. Organizational Citizenship	22	4.24	0.80	4.39	0.72
Accountability					
10. Personal Responsibility	23	4.50	0.64	4.43	0.80
11. Self-Awareness	23	4.62	0.55	4.60	0.81
Teamwork					
12. Cooperation	22	4.25	0.80	4.28	0.77
13. Respectful Interaction	23	4.32	0.75	4.33	0.75
14. Team Building	23	4.17	0.77	3.97	1.07
Patient-Centered Care					
15. Compassion	22	4.59	0.62	4.63	0.65
16. Patient-Advocacy	23	4.48	0.81	4.61	0.68
17. Respect for Diversity	22	4.40	0.82	4.32	1.06
Stress Tolerance					
18. Situational Stress Tolerance	23	4.55	0.55	4.61	0.57
19. Interpersonal Stress Tolerance	23	4.35	0.62	4.36	0.72

¹construct validation; the extent to which each behaviour measured at least one element of the intended facet; ²the importance of each behaviour for performance as an independent physician

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Table S3. Concern Ratings for Professionalism Negative Behaviours

Professionalism Behaviours	Dimension	N	Number of Occurrences in Six Months					Concern Index
			1	2	3	4	5+	
1. Displays obvious signs of substance abuse (e.g. binge drinking, misuse of prescription drugs, etc.).	Integrity	22	3.95	4.00	4.00	4.00	4.00	19.95
2. Demonstrates abusive behaviour towards coworkers (e.g., verbally abuses coworkers, threatens coworkers).	Teamwork	20	3.80	4.00	4.00	4.00	4.00	19.80
3. Uses status as doctor for personal gain (e.g., accepts bribes or offers of special favors).	Integrity	22	3.86	3.95	3.95	3.95	3.95	19.68
4. Fails to interact truthfully with patients, families, or other health care professionals.	Integrity	22	3.50	3.91	3.95	4.00	4.00	19.36
5. Discriminates against coworkers or patients based on their race, culture, gender, nationality, ethnicity, age, sexual orientation, or socioeconomic status.	Patient-Centered Care	19	3.42	3.86	4.00	4.00	4.00	19.28
6. Fails to uphold ethical expectations of research and scholarly activity (e.g., misrepresents research data, fails to protect human subjects, plagiarizes, etc.).	Integrity	22	3.59	3.82	3.86	3.91	3.95	19.14
7. Is disrespectful towards patients (e.g., does not listen to/ignores patient comments or criticism).	Patient-Centered Care	19	3.26	3.76	3.95	4.00	4.00	18.98
8. Blames coworkers for errors that were not their fault.	Teamwork	20	3.15	3.86	3.95	4.00	4.00	18.96
9. Misrepresents facts, or does not always present facts impartially (e.g., distorts content of patient communications).	Integrity	22	3.27	3.68	3.91	3.95	4.00	18.82
10. Knowingly disregards site rules and procedures.	Integrity	22	3.23	3.73	3.82	3.95	3.95	18.68
11. Demonstrates lack of respect for coworkers (e.g., starts arguments with coworkers, spreads rumors, ignores coworker input, attempts to make coworkers look bad).	Teamwork	20	2.95	3.67	4.00	4.00	4.00	18.62
12. Includes erroneous information in the electronic medical record.	Integrity	22	3.09	3.71	3.90	3.95	3.95	18.61

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			1	2	3	4	5+	
13. Criticizes coworkers in public in a non-respectful manner.	Teamwork	20	3.10	3.81	3.86	3.90	3.90	18.58
14. Makes decisions regarding coworkers that reflect bias or partial treatment.	Teamwork	20	2.90	3.67	3.86	3.90	4.00	18.33
15. Engages in conduct that puts patient privacy at risk (e.g., discusses patients' situations in public, does not de-identify sensitive data).	Integrity	22	2.91	3.55	3.86	3.95	4.00	18.27
16. Fails to take responsibility for decisions (e.g., blames others when errors occur as a result of one's work).	Accountability	22	2.77	3.59	3.91	3.95	4.00	18.23
17. Wastes, mismanages or abuses organizational resources (e.g., takes supplies, tools, scrubs home without permission, produces inaccurate expense reports).	Integrity	22	2.95	3.64	3.82	3.86	3.91	18.18
18. Demonstrates insufficient interest in relieving pain and suffering.	Patient-Centered Care	19	2.89	3.52	3.86	3.86	3.95	18.09
19. Puts individual needs above needs of patient.	Patient-Centered Care	18	3.00	3.55	3.80	3.85	3.85	18.05
20. Generalizes/stereotypes about a group of patients (e.g., "Those ____ always want tokens for their ride home from the ER).	Patient-Centered Care	19	3.00	3.43	3.76	3.90	3.95	18.05
21. Puts self in situations that constitute conflict of interest (e.g., has inappropriate relationship with drug and device representatives, refers to self-owned facilities, accepts gifts from patients and/or vendors, etc.).	Integrity	22	2.77	3.55	3.82	3.91	3.95	18.00
22. Does not admit to personal mistakes.	Accountability	22	2.86	3.45	3.73	3.86	3.95	17.86
23. Lets major errors in work go uncorrected, or unaddressed (e.g., does not correct inaccurate discharge summaries, hand-off sheets or incorrectly ordered tests).	Aspiring to Excellence	22	2.64	3.48	3.81	3.95	3.95	17.83
24. Fails to disclose conflicts of interest to patients, students, and colleagues.	Integrity	22	2.77	3.45	3.73	3.91	3.95	17.82

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Professionalism Behaviours	Dimension	N	Number of Occurrences in Six Months					Concern Index
			1	2	3	4	5+	
25. Fails to comply with health system, regulatory agency, and government performance and outcome reporting requirements for operative logs, medical records, and adverse events.	Integrity	22	2.86	3.41	3.73	3.86	3.91	17.77
26. Fails to ask for supervision and/or assistance when it is desirable/required.	Accountability	22	2.59	3.45	3.82	3.91	4.00	17.77
27. Panics in emergency or high-pressure situations.	Stress Tolerance	17	2.71	3.45	3.70	3.90	4.00	17.76
28. Becomes argumentative or uncivil to coworkers, subordinates, or supervisors when under stress.	Stress Tolerance	17	2.59	3.45	3.80	3.90	4.00	17.74
29. Demonstrates lack of empathy towards patients (e.g., demonstrates lack of desire to understand patient needs).	Patient-Centered Care	19	2.58	3.33	3.81	3.95	3.95	17.63
30. Misrepresents which services were performed for patients in patient chart (e.g., copies forward).	Integrity	22	2.86	3.32	3.68	3.82	3.86	17.55
31. Does not anticipate and plan for safe patient care transitions during hand-offs.	Patient-Centered Care	18	2.67	3.35	3.70	3.90	3.90	17.52
32. Uses pejorative terms to refer to patients (e.g., refers to admissions as "hits" and/or patients as "rocks").	Patient-Centered Care	19	2.63	3.29	3.76	3.81	3.90	17.39
33. Refuses to help coworkers who ask for assistance	Teamwork	21	2.52	3.27	3.64	3.86	4.00	17.30
34. Fails to address personal, psychological and physical limitations that may affect professional performance (e.g., fatigue, substance abuse, burnout).	Accountability	22	2.45	3.18	3.68	3.91	4.00	17.23
35. Does not change behaviour in response to feedback.	Accountability	22	2.64	3.23	3.67	3.82	3.86	17.21
36. Does not recognize or act on work that contains significant errors.	Conscientiousness	21	2.52	3.14	3.67	3.86	4.00	17.19
37. Does not forthrightly admit lack of knowledge when circumstances call for it.	Patient-Centered Care	19	2.58	3.14	3.62	3.86	3.90	17.10

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			1	2	3	4	5+	
38. Does not acknowledge shortcomings in clinical skills and/or knowledge where appropriate.	Accountability	22	2.50	3.14	3.68	3.82	3.91	17.05
39. Fails to participate in debriefing of bad outcomes.	Accountability	22	2.59	3.18	3.64	3.77	3.82	17.00
40. Displays lack of tolerance towards ideas or opinions that differ from his/her own.	Patient-Centered Care	19	2.42	3.10	3.60	3.85	3.85	16.82
41. Loses composure when under stress (e.g., says or does things that are not appropriate to professional role).	Stress Tolerance	17	2.24	2.90	3.65	3.95	4.00	16.74
42. Does not adhere to expected standards of personal appearance (e.g., dress is unclean or dirty in appearance, or overly casual).	Integrity	22	2.14	3.14	3.67	3.86	3.90	16.71
43. Does not use interpretive services when needed and available.	Patient-Centered Care	19	2.32	3.14	3.62	3.71	3.90	16.70
44. Does not acknowledge that healthcare decisions rest with the patient.	Patient-Centered Care	18	2.50	2.95	3.50	3.80	3.90	16.65
45. Inappropriately excludes team members from team activities (e.g., does not include interprofessional team members in patient care).	Teamwork	20	2.30	3.00	3.57	3.86	3.90	16.63
46. Fails to advocate on behalf of patients or family member.	Patient-Centered Care	18	2.44	3.00	3.60	3.75	3.80	16.59
47. Does not consult colleagues and attendings when appropriate.	Conscientiousness	22	2.23	2.95	3.68	3.77	3.91	16.55
48. Does not provide complete, accurate information when answering patients' questions.	Patient-Centered Care	19	2.16	2.95	3.57	3.85	3.95	16.48
49. Becomes flustered when working on procedures requiring high attention to detail.	Stress Tolerance	17	2.24	3.00	3.50	3.75	3.89	16.38
50. Becomes easily flustered when others around him/her are upset.	Stress Tolerance	17	2.12	2.90	3.50	3.90	3.95	16.37
51. Fails to share credit with team members for team accomplishments.	Teamwork	20	2.15	3.00	3.52	3.81	3.86	16.34

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52. Inappropriately defers tasks to other coworkers (e.g. holds a consult to another shift, delays a non-emergency transport).	Teamwork	19	2.16	2.85	3.55	3.85	3.90	16.31
53. Appears to be passive and unengaged with patients in therapeutic relationships.	Patient-Centered Care	19	2.26	2.90	3.48	3.81	3.81	16.26
54. Fails to keep patients up-to-date about condition or decisions as new information becomes available.	Patient-Centered Care	19	2.21	2.80	3.48	3.81	3.95	16.25
55. Reacts defensively to criticism.	Accountability	22	2.27	2.95	3.50	3.68	3.82	16.23
56. Discourages coworkers from discussing their ideas in team situations.	Teamwork	20	2.10	2.90	3.52	3.71	3.90	16.15
57. Displays faulty thinking and/or poor-quality decision making when under pressure.	Stress Tolerance	17	2.24	2.75	3.30	3.80	3.90	15.99
58. Does not ask sufficient questions to ensure understanding of patient concerns.	Patient-Centered Care	19	2.11	2.81	3.43	3.71	3.90	15.96
59. Is unprepared for scholarly activities (e.g. journal clubs, grand rounds, etc.)	Aspiring to Excellence	21	2.00	2.71	3.52	3.76	3.86	15.86
60. Does not follow through on commitments (e.g., does not return family's calls, keep up with chart completions).	Conscientiousness	22	2.00	2.73	3.36	3.77	3.95	15.82
61. Demonstrates insufficient initiative (e.g., avoids work, defers unnecessarily to attending)	Aspiring to Excellence	22	1.91	2.68	3.32	3.73	3.86	15.50
62. Appears uninterested in learning new things.	Aspiring to Excellence	22	1.91	2.59	3.27	3.68	3.82	15.27
63. Fails to attend promptly to clinical responsibilities, including but not limited to calls and pages.	Conscientiousness	22	2.05	2.55	3.27	3.59	3.77	15.23
64. Is not thorough in approach to work tasks (e.g., takes abbreviated, incomplete histories).	Conscientiousness	22	1.91	2.55	3.18	3.64	3.91	15.18
65. Does not volunteer to help coworkers.	Teamwork	21	1.86	2.68	3.14	3.59	3.75	15.02
66. Does not follow up with patients to determine outcomes and/or satisfaction.	Patient-Centered Care	19	1.95	2.52	3.10	3.48	3.62	14.66

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			1	2	3	4	5+	
67. Does not encourage patients to ask questions.	Patient-Centered Care	19	1.79	2.48	3.00	3.57	3.76	14.60
68. Inappropriately dominates team interactions (e.g., interrupts others when talking).	Teamwork	22	1.68	2.36	3.09	3.55	3.82	14.50
69. Approaches work tasks unsystematically (e.g., does not prioritize work tasks).	Conscientiousness	22	1.36	1.86	2.59	3.05	3.36	12.23
70. Arrives late for conferences, rounds, or other work-related meetings.	Conscientiousness	22	1.05	1.45	2.36	3.00	3.32	11.18

Table 3 depicts mean concern ratings for professionalism negative behaviours at five frequencies of occurrence in a six-month span (1= not concerned, 2=a little concerned, 3=somewhat concerned, and 4=very concerned, a meeting with the program director is required). Dark gray cells identify behaviours that were judged to be at least somewhat concerning (i.e., a mean rating of 3 on the concern scale) if they occurred once. Light gray cells identify the point at which repeated occurrences of a behaviour were judged to be at least somewhat concerning.