

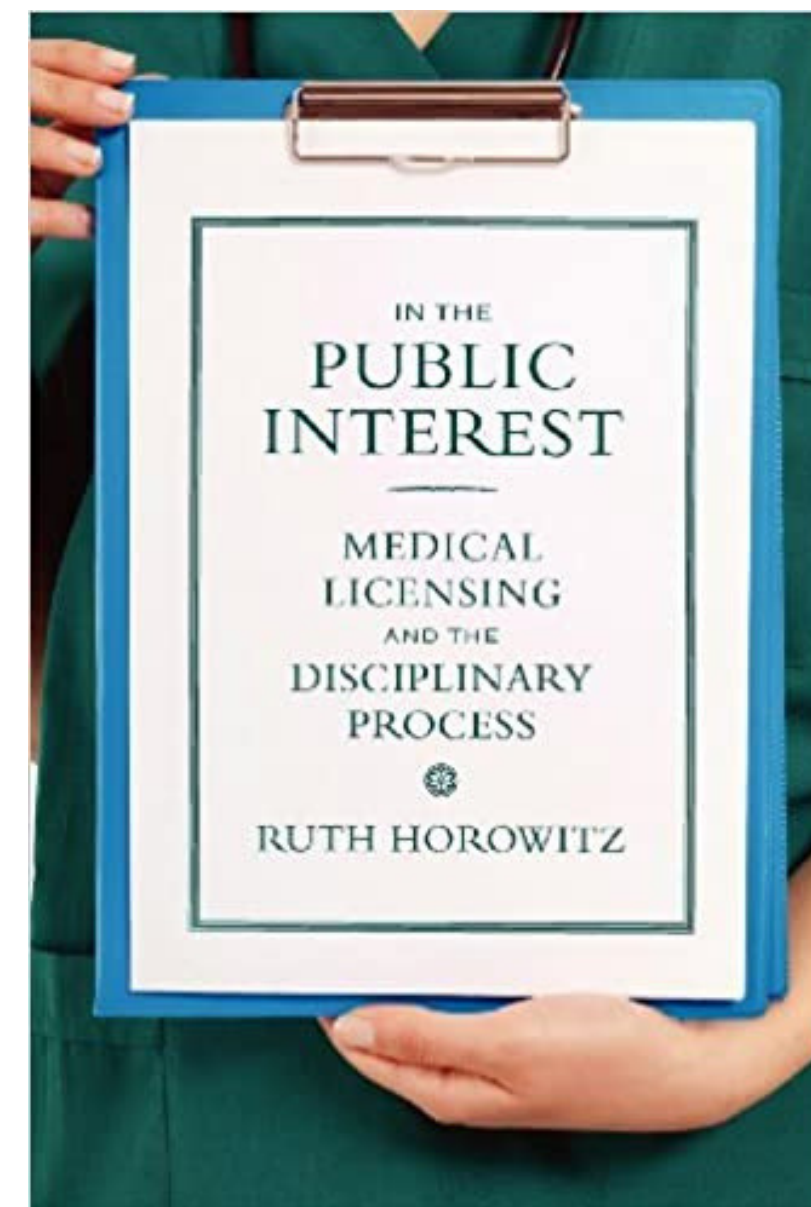
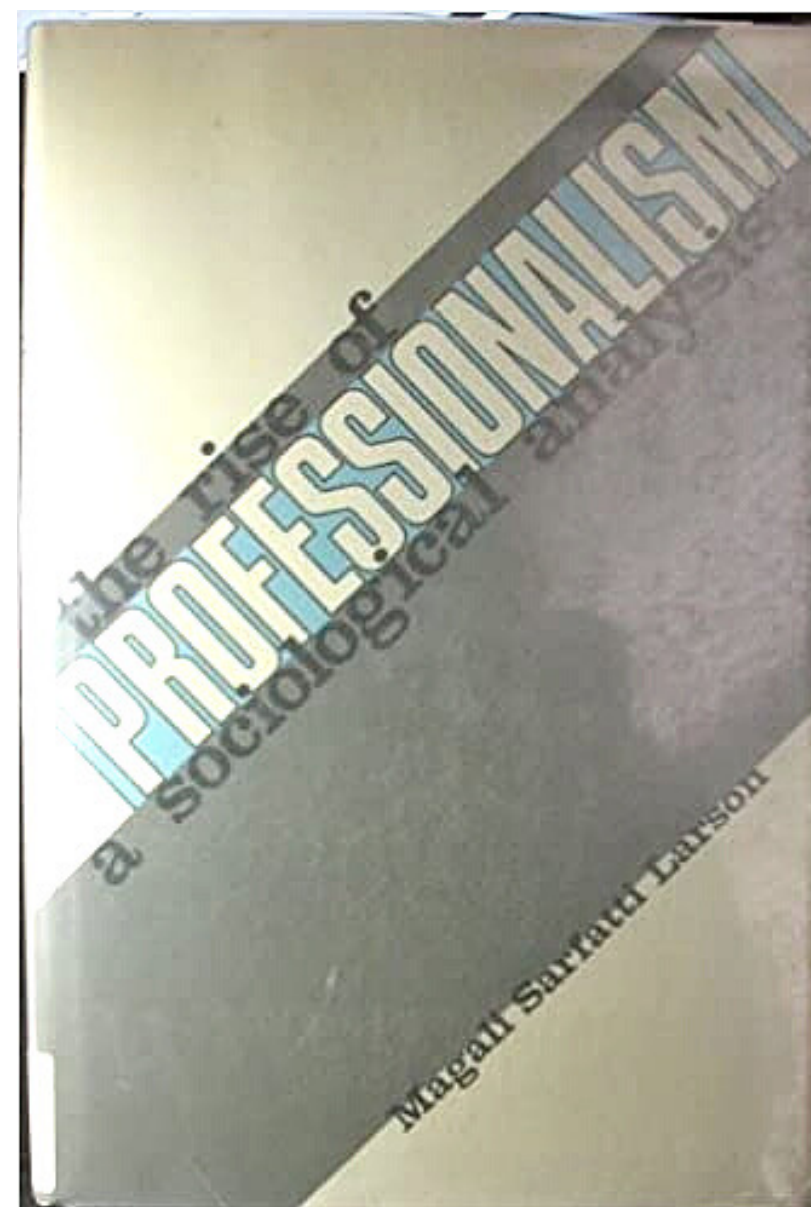
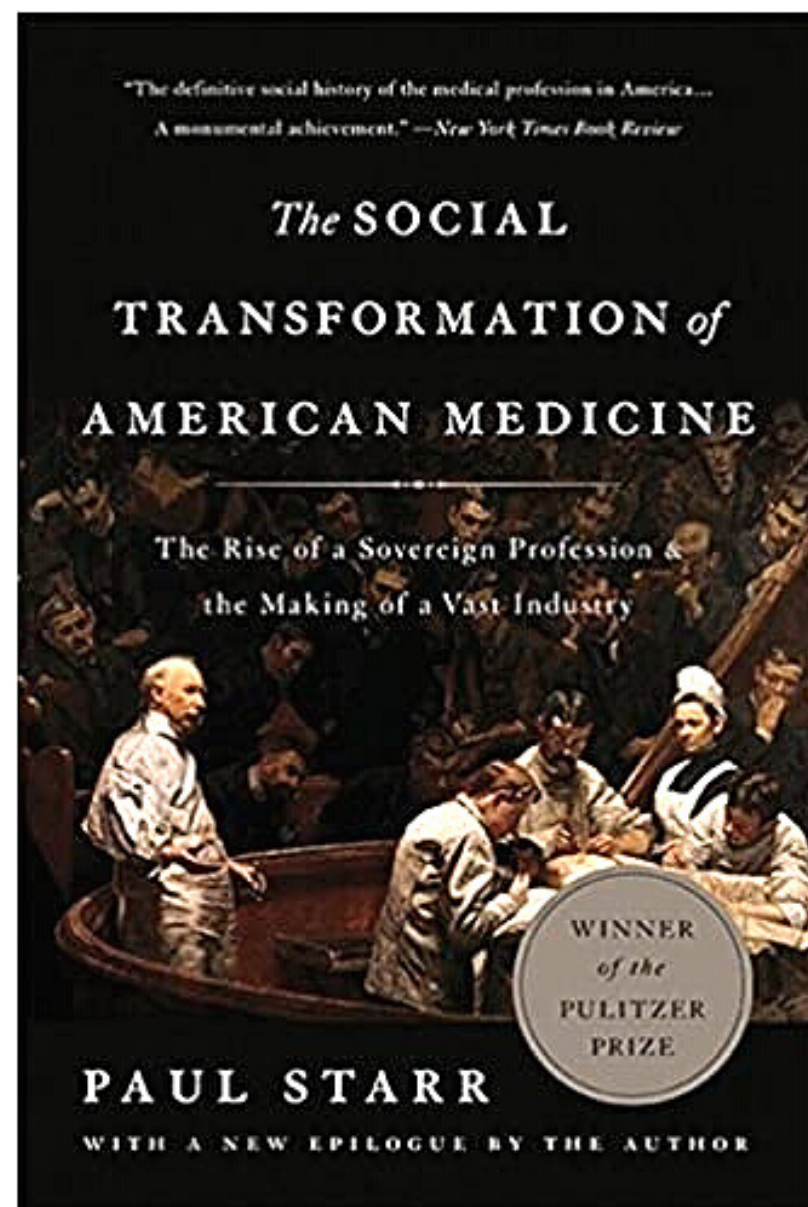
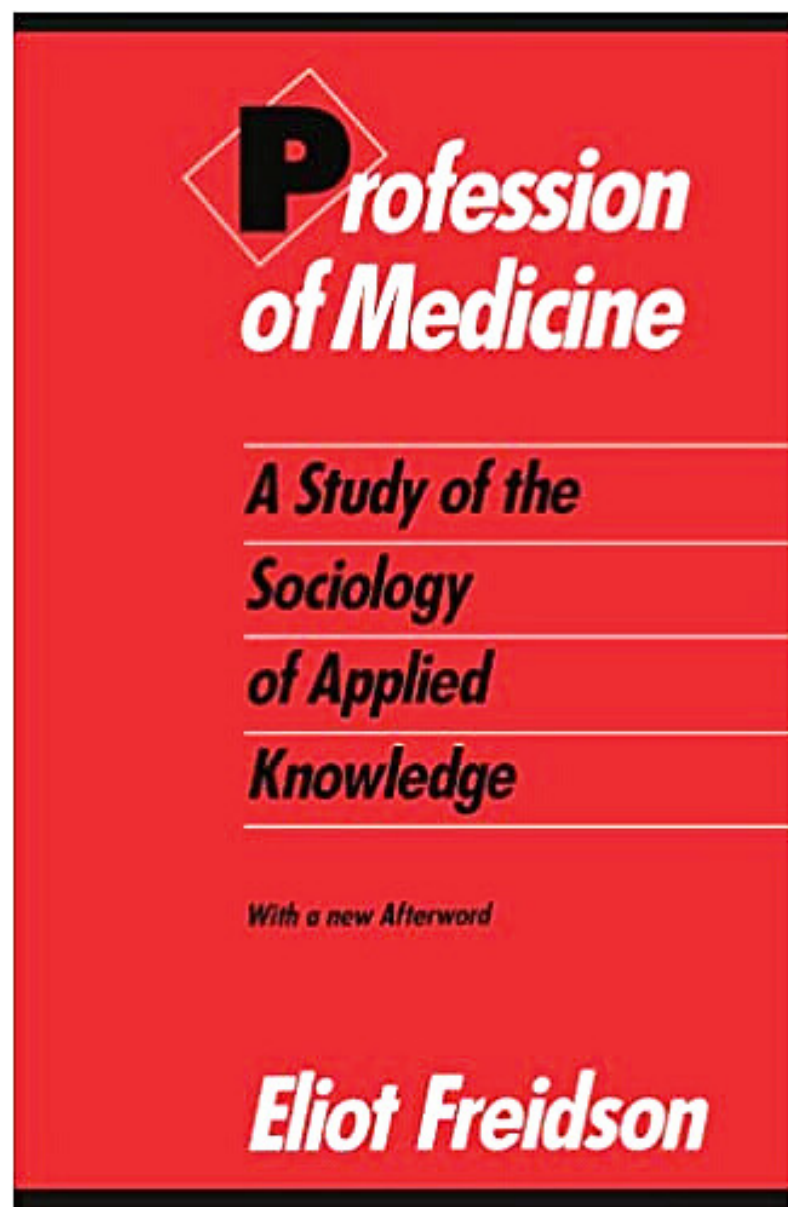


# **BARRIERS TO DISCIPLINE: CULTURAL AND ORGANIZATIONAL CONSTRAINTS**









If medical boards are designed to protect the public from physician harm, why do they so often fail to do so?

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If medical boards are designed to protect the public from physician harm, why do they so often fail to do so?

We need a cultural and organizational perspective.

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# CULTURAL NORMS AND VALUES



**INPUT  
BARRIERS**



**PROCESSING  
BARRIERS**



**OUTPUT  
BARRIERS**





# INPUT BARRIERS



# INPUT BARRIERS

FINANCIAL AND  
REPUTATIONAL RISKS





# INPUT BARRIERS

FINANCIAL AND  
REPUTATIONAL RISKS

LACK OF CONSEQUENCES FOR  
FAILING TO REPORT



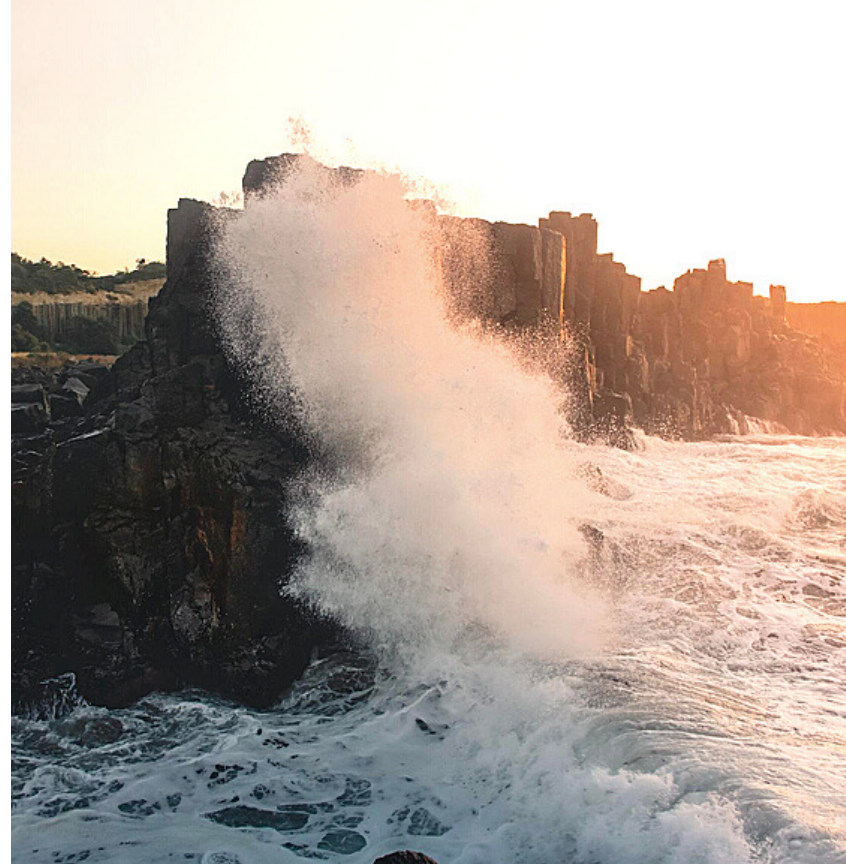
# INPUT BARRIERS

FINANCIAL AND  
REPUTATIONAL RISKS

LACK OF CONSEQUENCES FOR  
FAILING TO REPORT

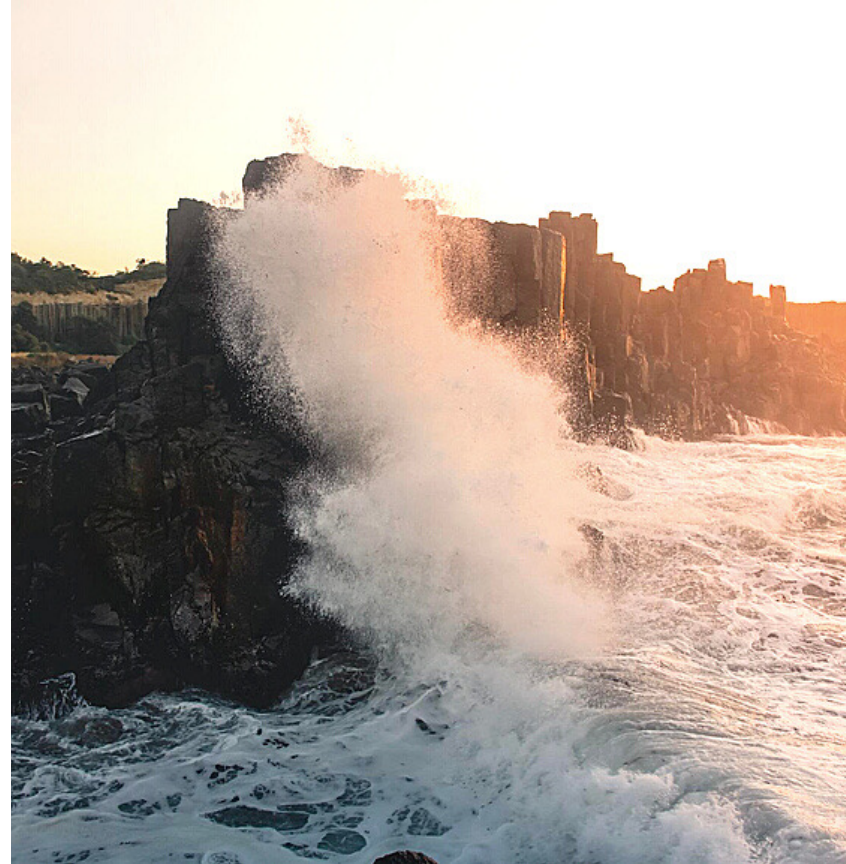
ORGANIZATIONS PROTECT  
THEIR OWN





# **BUFFERING**

Shielding  
perpetrators from  
external  
consequences



## **BUFFERING**

Shielding  
perpetrators from  
external  
consequences



## **CIRCULATING**

Sending perpetrators  
to other organizations  
instead of  
punishing them





# PROCESSING BARRIERS



# PROCESSING BARRIERS

CONFLICT BETWEEN  
PROFESSIONAL IDENTITY,  
BOARD MISSION, AND PUBLIC  
PROTECTION





# PROCESSING BARRIERS

CONFLICT BETWEEN  
PROFESSIONAL IDENTITY,  
BOARD MISSION, AND PUBLIC  
PROTECTION

PROFESSIONAL IDENTITY:  
white coat wall of silence



# PROCESSING BARRIERS

CONFLICT BETWEEN  
PROFESSIONAL IDENTITY,  
BOARD MISSION, AND PUBLIC  
PROTECTION

PROFESSIONAL IDENTITY:  
white coat wall of silence

EXPERT PHYSICIAN  
INVOLVEMENT IN  
DISCIPLINARY PROCESSES





# OUTPUT BARRIERS



# OUTPUT BARRIERS

BOARDS CIRCULATE  
PERPETRATORS BY WITHHOLDING  
INFORMATION FROM OTHER  
BOARDS AND FROM LAW  
ENFORCEMENT





# OUTPUT BARRIERS

BOARDS CIRCULATE  
PERPETRATORS BY WITHHOLDING  
INFORMATION FROM OTHER  
BOARDS AND FROM LAW  
ENFORCEMENT

TENSION/LACK OF CONTACT  
BETWEEN BOARDS AND LAW  
ENFORCEMENT

If medical boards are designed to protect the public from physician harm, why do they so often fail to do so?

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# CULTURAL NORMS AND VALUES



**INPUT  
BARRIERS**



**PROCESSING  
BARRIERS**



**OUTPUT  
BARRIERS**

THANK YOU

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