



Changing the Culture around Physician Support

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Physician burnout hurts physicians, patients & medical groups



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Extensive
Physician
Support
Programs



Culture of
Wellness

Physician AND
Organizational
Excellence



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Changing our thinking: Physician wellness is a **primary driver** of performance



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Physician Wellness is culture and should be the norm



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A career as a physician is a marathon



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	Professional Athlete	Physician
Hours of Training	LONG Varies by discipline, continues to practice and train even at professional level	LONG Undergrad (4 years), Medical School (4 years), Residency (3-7 years)
Hours of Performance	SHORT NBA: 2-2.5 hours MLB: 3 hours NHL: 2.5 hours Tennis: 2 hours	LONG Often 12 hour days Shift work influences schedule
Off-Season	VARIES NBA: 136 days MLB: 152 days NHL: 118 days Tennis: 51 days	NONE Vacation days dependent on practice
Length of Career	VARIES NFL: 3.5 years NBA: 4.8 years MLB: 5.6 years NHL: 5.5 years	LONG Average 30+ Retirement age: 60
Available Support Services	ROBUST SUPPORT Nutritionist, Physical Therapy, Coach, Trainers, Sports Psychologist, etc.	??



**Support can help physicians
learn the importance of self-
care and discovering and
pursing passions**



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Where we come from



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SF TPMG Physician Wellness Project: Building a support tool through collaboration



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SFO Physician Support Resources



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Support Handout

TPMC Physician Resources
San Francisco Medical Center

RESOURCE Communication Consultants (CC)	DETAILS Communication Consultants facilitate, advocate, and teach superior communication skills with the goal of improving clinician satisfaction, patient satisfaction and health outcomes. Communication consultants are available by self and chief referral for 1:1 coaching. They also facilitate the annually required physician communication workshops (DYO).	CONTACT Group Co-Leads: Eric Dunne, MD Diana Rodriguez, MD Project Manager: Heather Choate Email: SFO-service@lp.org
Department Tech Leads (DTL)	DETAILS DTLs educate and support their colleagues about the ever-changing technology required for their work. They organize and present updates to their own departments as well as do 1:1 sessions with physicians at least yearly. They are available by self or chief referral for additional teaching support for any physician needing extra tech support.	Physician Leads: Ignatius Chan, MD Cavin So, MD Project Manager: Melissa Vernon
Employee & Physician Assistance Program (EAP)	Free CONFIDENTIAL service available for physicians, employees and anyone covered as a spouse/partner by the physicians Kaiser health plan. EAP counselors are licensed clinicians available for short-term problem-solving for a wide range of issues including work, home and relationships. Consultations can be in person at the medical center (IMB or Geary) or by phone. They are NOT noted in your medical or personnel file.	Employee and Physician Assistant Counselor: Erika S. Vadalopas, PhD, MFT
Ergonomics/Physical Stress	Physicians with physical pain related to performing their work especially computer/typing related. Their work assessments are available and discomforts are encouraged to seek assistance ASAP. In-office ergo assessments are available and specialized/personalized equipment can be ordered immediately after the in-person assessment. Examples of support that may be provided include: keypads, headsets, dragon speak, desk chairs, etc... Once a physician sees a physician for a workplace injury, it becomes a worker's comp case and all equipment must be approved through the official worker's compensation process which can be a lengthier wait. PFDOT are usually arranged by SSC med desk done after equipment is ordered).	Ergonomics Program Coordinator: Carson Demers 415-835-9246 (office)

Created by:
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PhysiciansHealth @ Verizon

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TPMC Physician Resources
San Francisco Medical Center

Professional Development Trainings	Local and Regional Offerings: change annually <ul style="list-style-type: none"> • Mentoring Back Well Resident People Do • Reconnecting with your Meaning and Purpose • Technology Tips (AFPA, DB and Data) • Managing your Time and Energy Colleagues 	Coordinated Regionally, Sessions being held both locally and regionally
Expanded Mentoring Program	The Extended Mentoring Program, offered through TPMC, extends mentoring beyond your first year at TPMC. It matches small groups of mentees over the course of their entire career at TPMC. Programing encourages discussions around career development and shared experiences as physicians also use Wisdom in Medicine group for physicians over age 55.	MD Leads: Alison Cooke, MD Lisa Chiu, MD Francis Yu, MD Email: SFO-mentor@lp.org
Health Education	Physicians have access to all member classes with a 30% discount. Additional class list available on the Health Education website . Personal Health Coaches are available for nutrition and fitness coaching. Various levels of support and coaching available in fee-for-service model.	Chief of Health Education: Dawn Ogawa, MD Personal Health Coaches: Alexia Binzer, MFT Heather Elbert-Gordon, RD CSO Health Coach@lp.org
Recourses: Chaplain & Ombudsman	The Chaplain provides patients, families and health care providers and team religious & spiritual support in times of significant illness and personal crisis. The ombudsman acts as a neutral facilitator in situations of medical errors, risk events, conflict care providers and families. They are also part of the Situation Management Team when Adverse Events or "Risk Events" happen.	Chaplain: Trevi Beckel 415-833-3129 (office) 415-793-3136 (cell) Ombudsman: Sola Adedisa 415-833-5682 (office) 415-114-1036 (cell)
Care for the Caregiver	Extensive regionally developed support program offered going to any physician (and named in a demand for Arbitration (Laborpractice Claim)).	Med-Legal: Alice Tsui, MD - Chief Conroe McCreary, MD - A Chief
Significant Event Situation Management Team	Available anytime a physician is involved in a high risk or adverse outcome event. Physician should contact any member of the team as soon as they become concerned.	Physician Well Being Chief: David Pating, MD
Third party Application requests, Medical Board Complaints or Appeals	Physicians for questions and/or support, contact Dr. Tsui or Dr. McCreary.	Physician Well Being Committee: Sally Franklin 415-833-7111 (office) Physician Health Resource Consultant
Situation Room Team	Alison Tsui, MD - Chief Corrin McClary, MD - A Chief Todd Lewis, MD Wadea Bhatia, PI Risk	HR Generalist: Sally Franklin 415-833-7111 (office) Physician Health Resource Consultant
Physician Well Being Committee	The Physician Well Being Committee coordinates and monitors the prevention and treatment of physician well-being issues and the promotion of physician well-being. The committee may be requested for support in cases where physician well-being issues are identified by the physician, or family members of the physician specifically disclose for evaluation and assistance as well as communication, engagement and burnout prevention.	Physician Well Being Chief: David Pating, MD
Physician Well Being Program	Programs that allow for the Open and Honest discussion of physician well-being experiences, concerns and emotional health. Sessions held every 5 th Wednesday during the lunch hour.	Physician Well Being Program Manager: Emily Audette 415-312-1380 (cell)

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Employee & Physician Assistance Program (EAP)

Free CONFIDENTIAL service available for physicians, employees, and anyone covered as a spouse/dependent by the physician's Kaiser Permanente's health plan.

EAP counselors are licensed clinicians available for **short-term** problem solving on a wide range of issues including work and home challenges.

Assistance through EAP is completely confidential and not noted in your medical or personnel file.



Physician Wellbeing Committee (PWBC)

A group of selected physicians who coordinate the confidential assessment and treatment of staff and physicians dealing with significant stress, depression, and family issues as well as chemical dependency and physical or mental illness when these issues may be negatively impacting their ability to practice medicine. The committee receives self-referrals as well as accepts inquiries from concerned medical staff, physician colleagues, or family members of potentially impaired physicians.



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Physician Human Resources

Provides assistance and support to physicians by self-referral or chief referral

Leave planning

Mediation in staff/physician or physician/physician conflict

Career/life coaching (not mental health)

Mentoring





Med Legal Risk Events / Adverse Outcomes

Care for the Caregiver: Support program offered ongoing to every physicians being named in a “demand for arbitration” (AKA Malpractice Claim). Provides confidential support through Physician Well Being. Begins the first day med legal notifies you of claim and is available throughout the process.

Significant Event Situation

Management Team: Available to physician’s involved in a “high risk” or adverse outcome event. Physicians reach out directly after involved in event.

Third party deposition requests, Medical Board Complaints or Inquiries.

Education and support available about legal rights and details of process.




Chaplain & Ombudsman

The **Chaplain** provides patients, families, and health care providers and teams religious and spiritual support in times of significant illness and related personal crisis.

The **Ombudsman** acts as a neutral facilitator in situations of medical errors, risk events, conflict situations, or miscommunications between health care providers and families.




Threat Management Team




Designed to address incidents of threats or acts of violence in a coordinated and collaborative manner. For example, when patient makes uncomfortable sexual comments or threatens a physician.

Includes representatives from Security, EAP, Medical, Legal, Human Resources, and Administration.





Communication Consultants (CC)



Communication Consultants facilitate, advocate, and teach, communication skills with the goal of improving clinician professional satisfaction, patient satisfaction and health outcomes.

Communication consultant 1:1 support is available by self or chief referral for those wanting or needing support

Communication consultants also facilitate annually required physician communication/professional development workshops.



Department Tech Leads (DTLs)

Every department has a physician lead tasked with educating and supporting their physician colleagues about the ever-changing technology required for our work. They organize and present updates to full departments as well as conduct 1:1 sessions with all physicians in their department at least yearly. They are trained in Physician Wellness strategies and how to reach out effectively.





Ergonomics / Physical Stress

Physicians with physical pain related to performing their work especially computer/typing related discomfort are encouraged to seek assistance **ASAP**.

In -office ergo assessments are available and specialized / personalized equipment can be ordered immediately after an in-person assessment. Examples of support that may be provided include keypads, headsets, dragon speak, desk chairs, etc...



Local and Regional Professional Development and Leadership Trainings

Designed to support:

- personal wellness
- professional satisfaction
- physician resilience

Examples include:

- Bouncing back: What Resilient People Do
- Managing Challenging Patient Situations
- Reconnecting with your Meaning and Purpose
- Tech-know Tips (AFM, OB, and Peds)
Managing your Time and Energy
- Breakthrough Communication with Colleagues



Strategic Sharing of the Support Handout

Clinical Chiefs

Physician Mentors

- Cohort Leaders
- New Physician Mentors

Physicians attending wellness workshops

Presented to all physicians



Question:

What does a “distressed”
physician look like?



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Action Needed

Train as many physicians to identify early distress warning signs as possible



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Question:

How do you reach out in a supportive way?



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Communication Tips

Describe the issue/problem non-judgementally

- "I've noticed that you have been ____."
- "I've observed you ____."
- "There's been a change in ____."

Approach with curiosity & empathy

- "I'm worried about you."
- "I wonder why there has been a change."
- "Why is this?"
- "I want to know where you are coming from?"
- "How can I help or support you?"

Clarify Expectations and Offer support

- "Everyone will need support at some point in our careers."
- Share own experience/vulnerability if relevant.
- If need to escalate: "I'm not comfortable holding on to this."
- When behavior is unacceptable: "My expectation is ____."
- "As a department we've agreed to ____."



Tips for Supporting a Colleague Experiencing Burnout

1. Be gently assertive
2. Display empathy
3. Be curious
4. Provide reassurance
5. Know your resources





Action Needed

Train as many physicians as possible to supportively encourage colleagues to reach out for support



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Question:

What could this look like
in your Medical Group?



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