



GIVING CHIEFS THE KEYS

Organizational Strategies to help clinical chiefs drive change and lead resilient, engaged, and professionally satisfied teams

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Leading with a Lens of Wellness

A look into a workshop for clinical leaders to learn strategies to support engaged, professionally satisfied physicians



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Snapshot of Our Organization

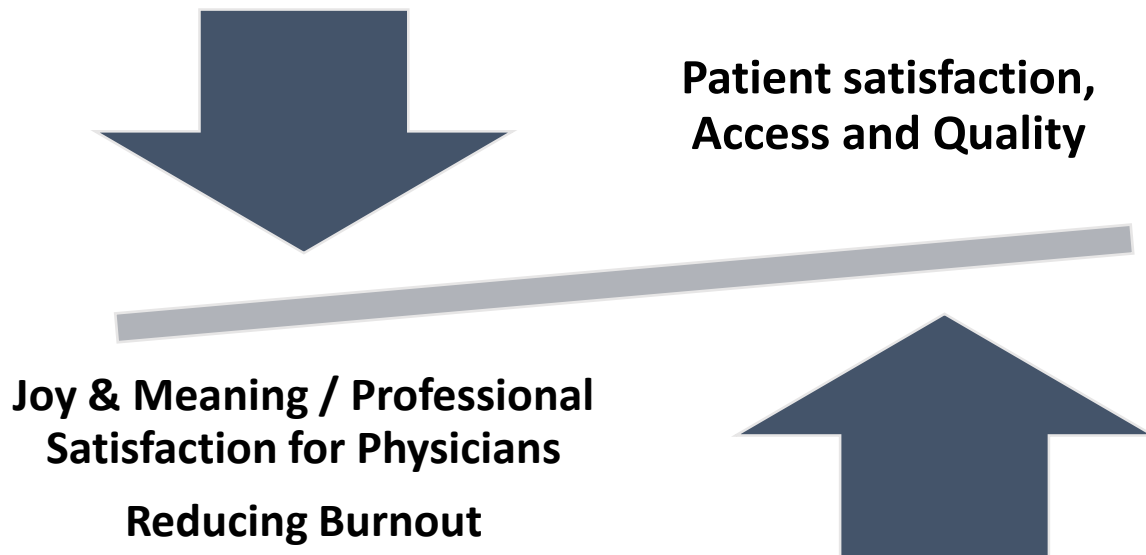


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THE CHIEFS' CHALLENGE: A Balancing Act



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Positive Feedback Loop





Feedback from Chiefs on our program

“This workshop reinforced my commitment to protecting the autonomy of the physicians in my department. It helped me to focus on defining physicians’ passions and gave me permission to let them explore them.”

-Chief of Oncology

Changes implemented

- **Hospital Medicine** - Changed department communication to reduce the number of emails and add more personal touches
- **Ob/Gyn** - Revised scheduling practices to increase transparency
- **Adult and Family Medicine** - Blocked protected time for one-on-one evaluations
- **Pediatrics** - Included wellness as part of the evaluation process



Physician wellness is a strategic priority because it is the right thing to do

Good for our
patients

Good for
physicians

**RIGHT THING
TO DO**



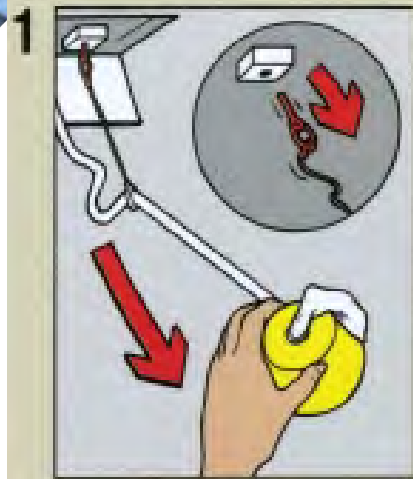
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Wellness starts with physician leaders!





QUESTION:

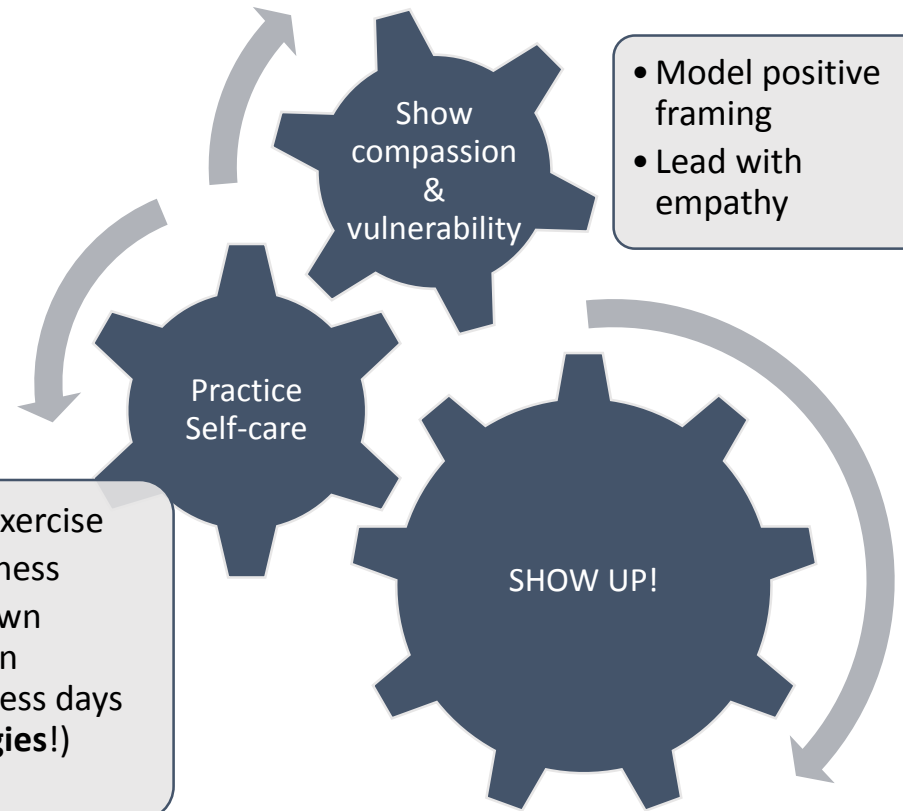
How can leaders model wellness?



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- Eat Healthy & Exercise
- Model Mindfulness
- Manage your own energy (pre-plan vacation & wellness days **without apologies!**)





QUESTION:

What 1 new thing could you
commit to personally to
model wellness?



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QUESTION:

What does NOT modeling wellness look like?

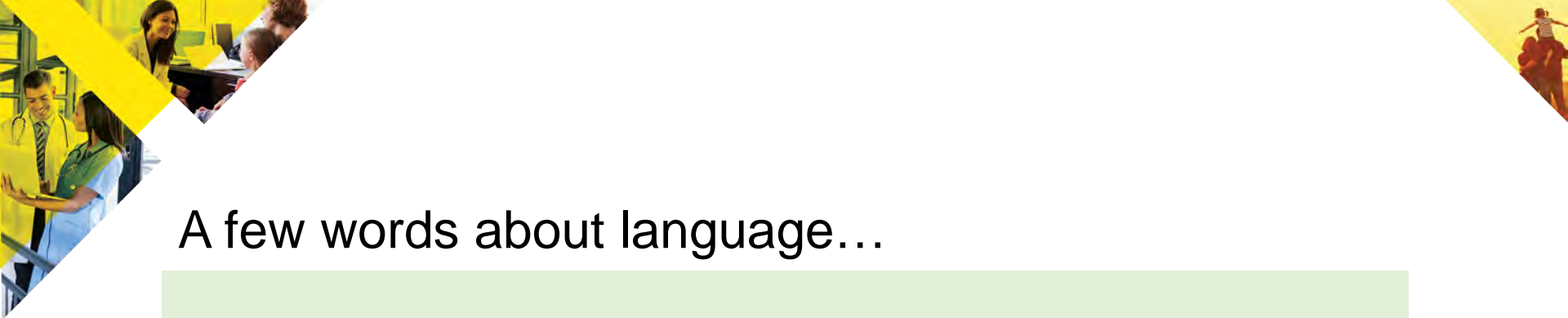


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A few words about language...

"Words mean something
because they indicate a
mentality"



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Leadership strategies for clinical leaders to support professional satisfaction and prevent burnout



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1. Build community and collegiality

Strengthen collegial bonds and build connections between team members

Set-up environment/work spaces that promote collegiality

- Celebrate MDs returning from medical leave, maternity leave, vacation, and other extended absences
- Encourage physicians to share their humanity and vulnerabilities with one another (including physician leaders)
- Use facility programming to strengthen relationships between departments (socials events, cross department lunches, use department meetings for open discussions/problem solving)



2. Allow for Flexibility, Autonomy and Control

Questions to Drive Decision Making

- Is it good for patients?
- Is it good for physicians?
- Will it work for staffing?

Scheduling Best Practices

- Transparency
- Creativity
- Working together
- Proactive Individual Scheduling /Physician Ownership



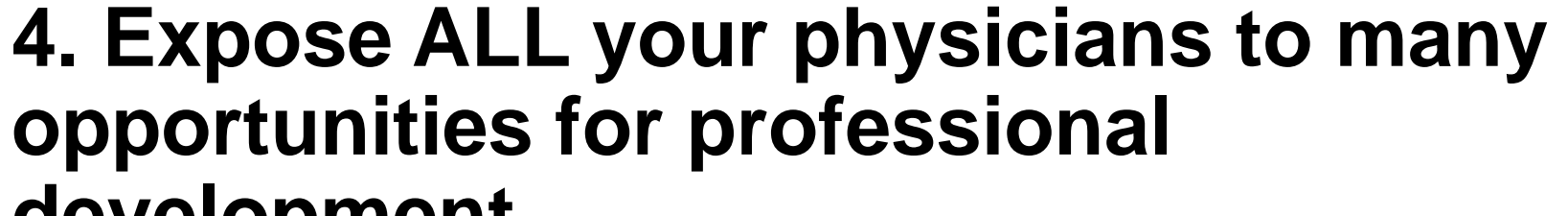
3. Create opportunities for engagement and involvement when developing practice improvement & efficiencies

Participatory leadership

- Shared department vision
- Focus on the Why
- Culture of problem solving not problem spotting
- Power of delegation

Cultivate Growth Mindset & Curiosity with your teams

- Allow time for more team input and minimize didactics in meetings
- Allow for brainstorming without decision making
- Allow for ideas that may never be implemented or implemented much later



4. Expose ALL your physicians to many opportunities for professional development.

Encourage finding meaning and purpose in work as physicians

- Allow time for pursuit of passions to enhance productivity, engagement and retention
- Allow physicians to share volunteering experiences & individual physician expertise with one another at dept. meetings
- Take advantage of PHW programming: Schwartz Rounds, Mentoring, and Career Day panels



5. Use Evaluations, Feedback and Coaching to support physicians

Tips for Evaluations

Allow time to appreciate your physicians' specific strengths

- Incorporate growth mindset and participatory leadership
- Talk about what managing energy looks like and reinforce good habits
- Acknowledge positive contributions to the group



QUESTION:

What could this look like in your department?



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