



**My Health –
Using a
Doctors' Wellbeing
Research Project
to drive meaningful change.**

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ICPH 2018

INTERNATIONAL CONFERENCE ON PHYSICIAN HEALTH[®]

AMA
CMA
BMA



Faculty/Presenter Disclosure

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Relationships with commercial interests: Nil



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AMA
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Background

- Literature
 - Doctors' health is important
 - Burnout is common
 - Healthy Doctor = Healthy Patient
 - Better mental health, and
 - Positive preventive health practices

} Benefits
Patient
Safety



Study Location

- Large metropolitan
Hospital and Health Service
4 main hospitals
- Brisbane,
Queensland

We need to do something...

- What should we **do**?
 - *Being* a responsive health service
- How can we interpret these issues **locally**?
 - Is the literature relevant to us?
- How do we get **buy-in**?
 - When we all have too much to do in too little time

Opening opportunity

- **Champions** identified
- **Collaborations** established
 - Hospital service
 - Doctors' health program
 - University
- **Course of action** determined

Plan

- **Document** health of doctors in Metro South
- **Compare** our findings
- **Understand** our findings
- **Identify touchpoints for change**

The study would *effect* change

Study

- Survey
- Followed by qualitative investigation
 - Senior Doctors
 - Junior Doctors
- Feedback was enabled
 - Grand Rounds
 - Executive engagement
 - Medical Education Unit engagement
 - Less formal engagement
 - Logo – spoke of action
- readily identifiable



Funding

- Online Survey
 - Funded by Metro South Health
 - Mater/UQ Research Institute
 - Gathered/analysed the survey data anonymously
- Interview/Focus Group Research
 - Metro South
 - Focus Groups - UQ – Faculty of Medicine
 - Interviews -Avant – Medical Defence Organisation
 - Dr Malcolm Forbes – research grant

Ethics Approvals

- HREC/15/QPAH/684
- HREC/17/QPAH/48

Survey Outline

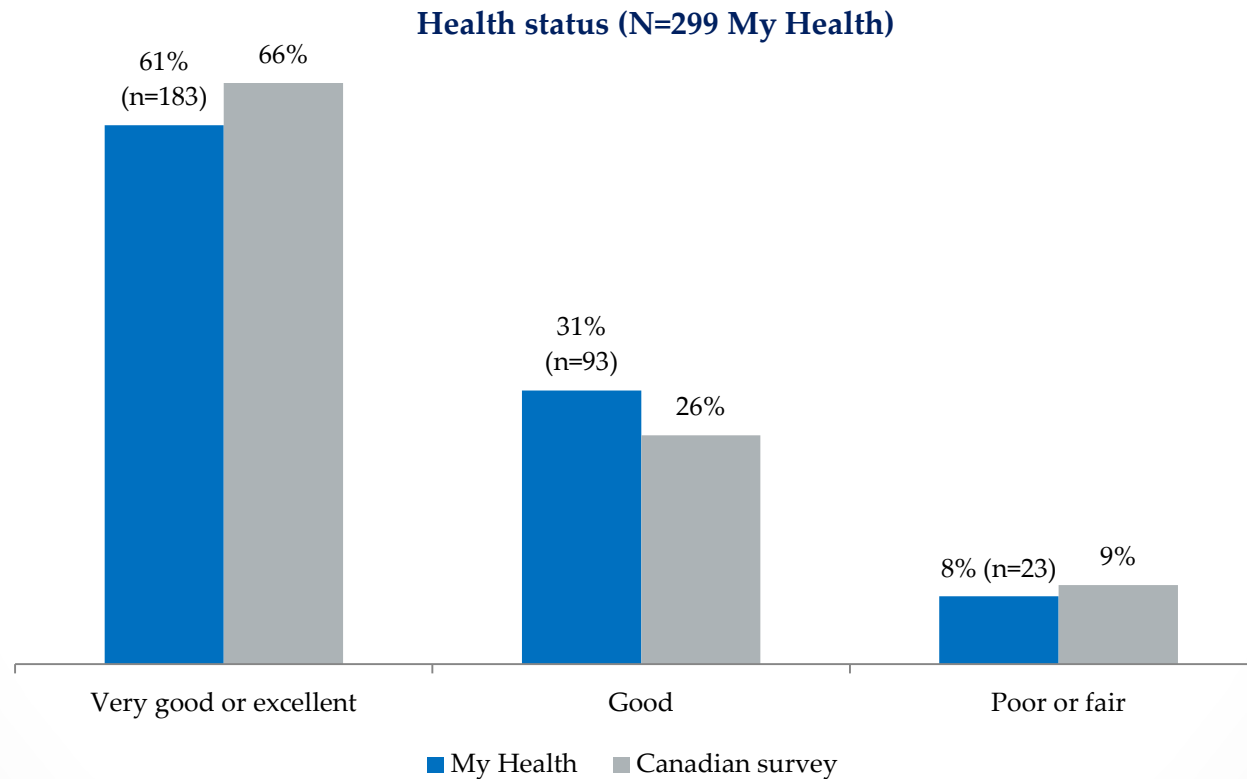
- Demographics
- Health & Lifestyle questions
- K10
- ProQOL
 - Compassion Satisfaction
 - Burnout
 - Secondary Traumatic Stress

General Health

- 324 responses (RR = 17%)
- 53% male (169)
- Broad range of specialties and ages

General Health

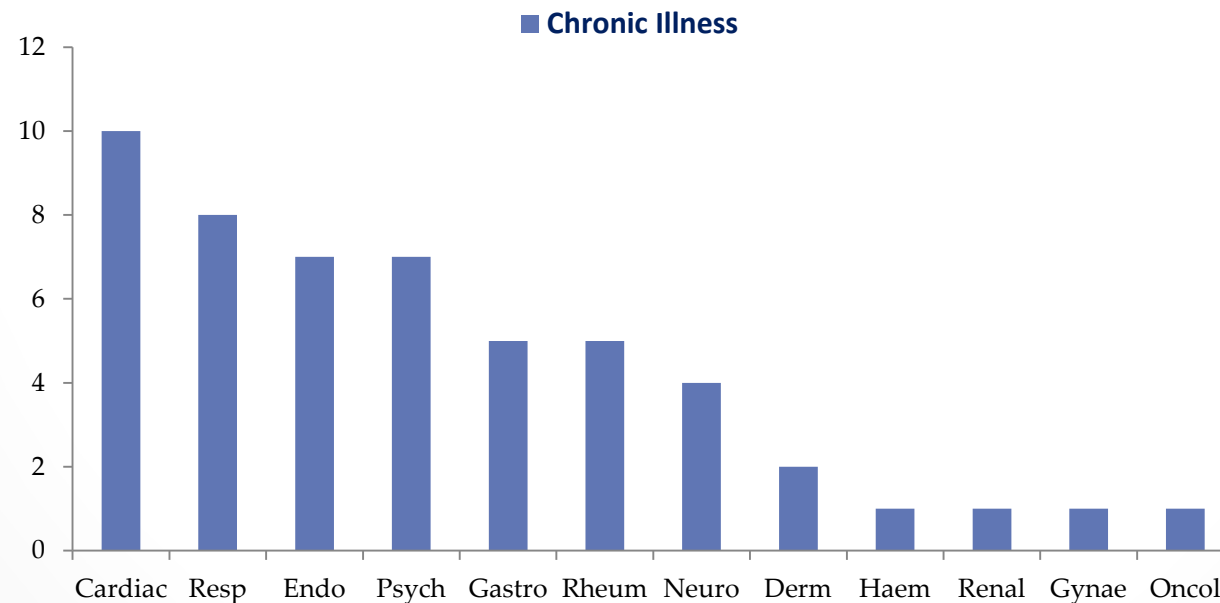
- Canadian Physician Health Survey



In general, would you say your health is:

Chronic illness

- 20.5% (n=60/293) had a chronic illness
- 10% junior doctors had a chronic illness
- Some reported > one chronic disease.



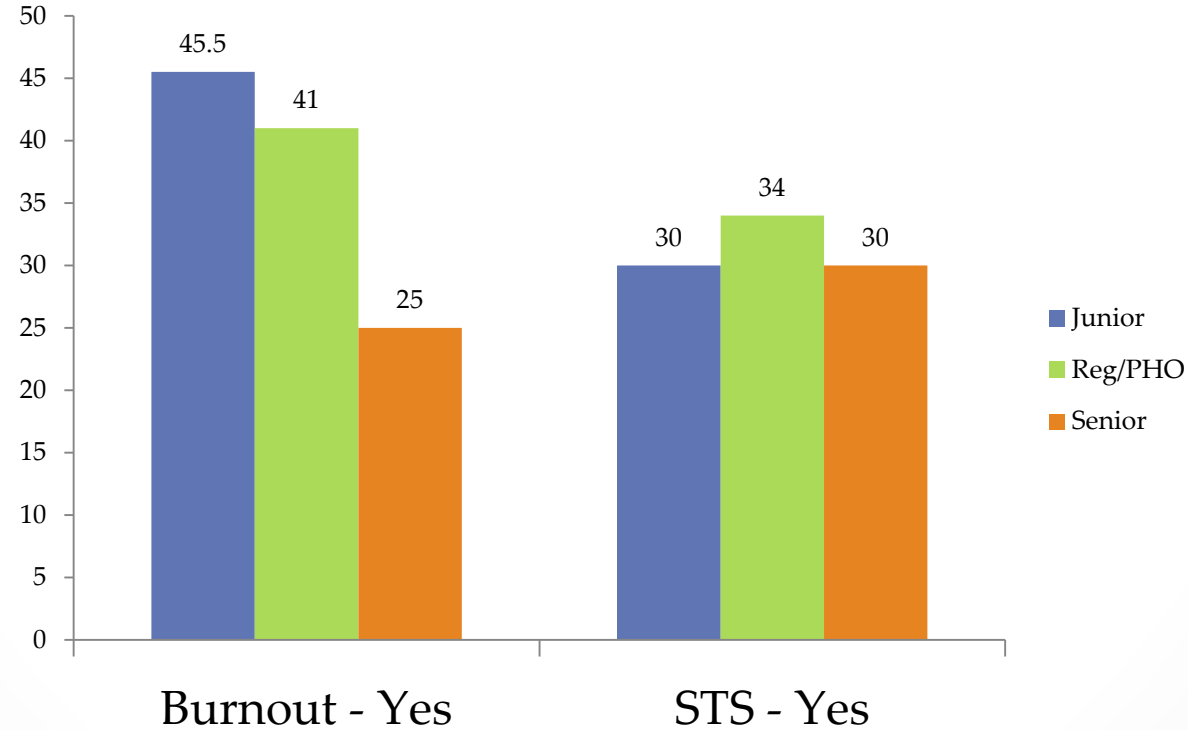
Health Care

- Own GP
 - 71% had a GP
 - 75% of those in excellent health had own GP
 - 2 doctors – were their own doctor
- Quality of the care received
 - 12.3% - care they received was *poor or fair*
- Two doctors provided their own care
 - 1 received excellent care, and
 - 1 received only fair care

Burnout

**Burnout and Secondary Traumatic Stress
in different Stages in Career**

ProQOL



Qualitative Comments

- 3 Survey Questions (N=324)
 - **Barriers** to maintaining a healthy lifestyle - 241
 - **Strategies** to maintain/ improve health - 237
 - **Recommendations** to Metro South Health - 213
- Interviews – 15 junior (2nd yr)
- FG – junior - 14
- senior - 21

Qualitative Comments

- Doctors **were** prepared to talk
- Suggestions
 - Very practical
 - Realistic expectations

Barriers to healthy lifestyle

- Knew healthy lifestyle was important
- Knew about preventive health

BUT

- Time – exercise/healthy food
- Unable to prioritise health
- Poor access to – exercise/healthy food

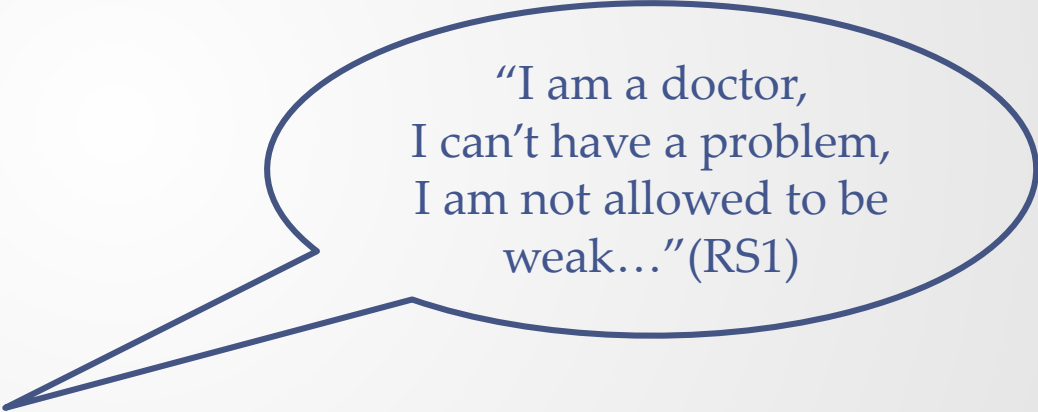


Barriers to healthy lifestyle

- **Organisational** factors

- Workplace factors

- Work demands
- Leave
- Overtime
- Risk to career



“I am a doctor,
I can't have a problem,
I am not allowed to be
weak...”(RS1)

- **Cultural** factors

- Expectations – self, peers, supervisors
- Unable to prioritise health
- Knew they needed a GP... BUT

Touch points for change

○ **Education**

- What they are saying out there **is** about **us**
- Grand rounds to report the results
- Introduction of a resilience program (jnr)

○ **Access** to healthy food / exercise

- **Healthy Food** vending machines
- Increased awareness of gym access
- (Health care – train GPs)

Touch points for change

- **Vigeo – the App**
 - Information about doctors' health
 - Online self-test tools
 - Supportive online tools for mindfulness
 - Practical ideas
- Better knowledge of **HR** processes
- Better **engagement** between the organisations
 - Increased awareness of **Doc Health program**
- **Strategic** commitment to a safer workplace

Strategic leadership

Safety and Wellness strategy

Metro South Health

We care about you: Metro South Health Safety & Wellness Strategy 2018-2020



Harm Prevention

No harm or abuse is acceptable.

At Metro South Health, we commit to better support and protect our people from physical and verbal abuse at the hands of our patients and visitors through practical, proven actions. And that commitment extends to both our patients, visitors and our people outside of work in raising awareness of, and supporting those who experience, domestic and family violence (DFV).

Actions:

- » Trial ED rapid response teams for occupational violence (OV)
- » Pilot Ambassador Program for ED patient 'concierge' service
- » Develop patient alerts integrated with IEMR
- » Review models of dementia and delirium care
- » Continue roll out of mandatory training, body-worn cameras and CCTV
- » Implement OV policy and MSH coordinating committee
- » Deliver DFV awareness program for identifying and responding to our people who experience violence
- » Train DFV Liaison Officers to help our people who experience DFV to access support and entitlements, and liaise with management
- » Consider further participating in White Ribbon Accreditation Program (2020)
- » Deliver workplace information sessions and factsheets on bullying and harassment

Success measures:

- » Reduction in our people experiencing physical harm and emotional abuse from visitors
- » Increase our OV risk identification processes
- » Increase in the proportion of OV incidents reported internally escalated to the Queensland Police Service
- » Increased access of DFV support services and leave amongst our people

We at Metro South Health are all custodians of our workplace culture. We each share responsibility for nurturing a positive culture where we are valued and respected as people and professionals together achieving excellence in health care, teaching and research renowned worldwide. We understand your safety and wellness are fundamental to valuing and respecting our people. The Metro South Health Safety and Wellness Strategy 2018-2020 represents our shared commitment to supporting our people personally and professionally – and nurturing a positive culture for all.



Fatigue Reduction

Fatigue risks our own safety and patient safety.

Our commitment to safer management practices will improve the lives of our people and patients.

While long hours occasionally may be needed to meet patient care needs, fatigue risks safety through poor decision-making, lack of attention to detail and impaired hand-to-eye coordination.

Together we can improve patient care through changing avoidable practices that cause fatigue.

Actions:

- » Deliver information sessions on the impact of fatigue on our own and patients' safety
- » Audit rostering, on-call, recall, overtime and workload management practices
- » Develop on-call and recall plans to actively reduce the burden of after-hours demands
- » Review fatigue notification processes to ensure our people aren't working fatigued
- » Roll-out of the Integrated Workforce Management Program (IWMF) rostering solution providing fatigue alerts as rosters are prepared (2020)
- » Review the workforce management module as part of the leadership program to specifically address fatigue-causing practices
- » Support managers in fulfilling their accountability for management practices that risk fatigue
- » Consider the implementation of a Fatigue Risk Management System

Success measures:

- » Improved patient safety data
- » Reduction in on-call, recall, overtime and fatigue allowance costs
- » All manager performance conversations and plans to include fatigue reduction indicators



Social & Emotional Wellness

We value and respect our people – as both members of our team and individuals.

We recognise our people's mental health and social wellness is integral to our people's engagement at work as we deliver excellent patient care.

We support our people to thrive in our busy lives through growing personal insight and resilience while promoting work-life balance including flexible work arrangements. We are committed to ensuring none of our people experience bullying and harassment at work.

We strive towards a workplace where our people have a voice in shaping our culture – a voice equally heard in improving patient care and calling out unacceptable behaviour.

Actions:

- » Resilience and wellness training program available for all our people
- » Pilot mental health first aid training
- » Destigmatise mental health problems and the benefits of seeking help early
- » Deliver workplace information sessions and fact sheets on flexible work arrangements, bullying and harassment
- » Promote work-life balance success stories including leaders working flexibly
- » Deliver inclusive leadership, managing to outcomes and performance conversations modules as part of the leadership program
- » Partner in researching 'employee voice' to identify evidence and best practice
- » Grow community gardens at major hospitals
- » Launch employee recognition intranet site
- » Align the *Workplace Mental Health Wellbeing Framework 2017* (WMHWF) to MSH people activities and initiatives
- » Partnering in the 'Doctors Working Well' controlled trial research project

Success measures:

- » Bullying and harassment complaints reduce
- » 2019 employee opinion survey results
- » Increased awareness of health and wellbeing resources, such as MSH Vigeo App
- » Achievement of measures aligned to the WMHWF objectives
- » Participation in training, information sessions and leadership development
- » Establishment of evidence-based, readily accessible practical skills training in resilience interventions designed for our junior and senior medical officers



Physical & Financial Fitness

Physical and financial fitness are important in maintaining a positive outlook in life and supports our social wellbeing.

Metro South Health plays a part in supporting our people's physical and financial fitness through access to a calendar of activities and useful information sessions.

From yoga sessions to walking challenges to healthy cooking demonstrations to retirement and superannuation advice, we promote a healthier and happier life for all our people.

Actions:

- » Continue annual flu vaccination program
- » Launch Health Service-wide calendar of events, activities and information sessions
- » Promote 10,000 Steps challenge across all facilities
- » Improve access to healthier choices of food and drinks across facilities
- » Offer free annual fitness and nutrition checks
- » Make available information on fitness club memberships
- » Launch annual awards showcasing our people's sporting achievements
- » Present quarterly workshops in resume and application writing and interview technique
- » Partner with common superannuation providers to improve access to advice during work time particularly for our people approaching retirement age
- » Market salary sacrifice partners' products
- » Continue education in the prevention and management of musculoskeletal disorders (MSD)

Success measures:

- » Participation in events, activities and information sessions
- » Reduction in lost time to MSD injuries by 2.5%



Conclusion

- **Enabled** Conversations
 - Within the hospitals - Grand Rounds
 - External to the hospitals
- **Resourced** these conversations with evidence
- Empowered **local** departments to respond
 - Permission to ask
 - Permission to do



A positive
discourse



Cultural Change



Thank
YOU

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dhaswa
doctors' health advisory service
western australia

ADHC 2019
AUSTRALASIAN DOCTORS'
HEALTH CONFERENCE
22-23 NOVEMBER 2019
PERTH AUSTRALIA

SAVE THE DATE
#drshealthperth19

www.ruralhealthwest.eventsair.com/2019-adhc

PHOTO COURTESY TOURISM WESTERN AUSTRALIA: PERTH

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