



Three Keys to Physician Wellness: a Scalable Model of Proactive Planning

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Objectives

1. Identify the key psychological and behavioral symptoms of burnout and describe the impact of both on physicians' personal and professional functioning
2. Define and describe “culture of wellness,” “efficiency of practice,” and “personal resilience”
3. Conduct a needs assessment and develop an action plan for each factor in their specific organizational and personal contexts
4. Apply content, tools, and facilitation strategies to your organizational sites



Today

Review pilot retreat program:

Content

Structure

Participate in a “mini” version

Discuss Scalable Applications



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Burnout Self-Assessment

Brief Exercise (Girdin 1996)

How often do you ...	Almost Always	Often	Seldom	Almost Never
Find yourself with insufficient time to do things you really enjoy?	A	B	C	D
Wish you had more support/assistance?	A	B	C	D
Lack sufficient time to complete your work most effectively?	A	B	C	D
Have difficulty falling asleep because you have too much on your mind?	A	B	C	D
Feel people simply expect too much of you?	A	B	C	D
Feel overwhelmed?	A	B	C	D
Find yourself becoming forgetful or indecisive because you have too much on your mind?	A	B	C	D
Consider yourself in a high-pressure situation?	A	B	C	D
Feel you have too much responsibility for one person?	A	B	C	D
Feel exhausted at the end of the day?	A	B	C	D

Give yourself 4 points for every A answer, 3 points for every B answer, 2 points for every C answer, and 1 point for every D answer.
A Score of 25 or more indicates a high stress level that may be psychologically or physically debilitating.

Activity: Burnout Self-Assessment

Physician Burnout

“It’s hard to imagine a more critical issue for health care leaders than combatting burnout and attrition, because our people truly are our most precious asset—the heart and soul of our institutions. Moreover, study after study shows that happier care providers are better care providers, so this is not just a human resources issue. It’s about quality of care and doing what’s best for our patients”

Paul Rothman, MD
Dean/CEO for John Hopkins Medicine

**How can we
(individually and organizationally)
counteract burnout?**

**“If there’s a canary in
the coal mine, you
can’t just teach the
canary to meditate.”**

-Lucy Kalanithi quote
(original source unknown)



AMA: Modules Available

<https://www.stepsforward.org/modules/joy-in-medicine>

Creating the Organizational Foundation for Joy in Medicine™

Help physicians thrive through structured institutions

"I should be spending more time on my patients, but on paperwork."

"I wish we could use our team more effectively."

"Delivering quality care takes a coordinated effort."

Three Keys to Physician Wellness



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<https://wellmd.stanford.edu/center1.html>

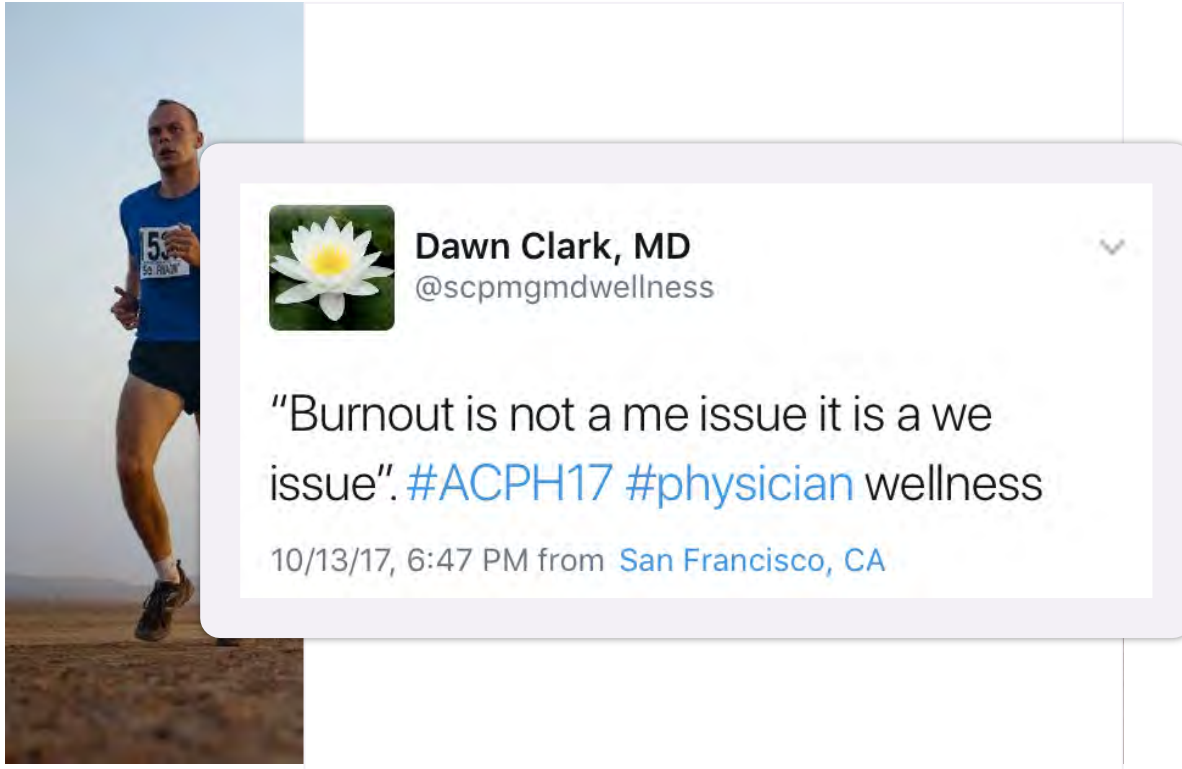
Culture of Wellness

- Definition: A set of normative values, attitudes, and behaviors that promote self-care, personal and professional growth, and compassion for colleagues, patients, and self.
 - Culture of appreciation, support, compassion.
 - Deep sense of community (e.g., peer-support programs).

“If you don’t recognize your clinicians first, there’s no one left to put the patients first.”

--Vivek Murthy, MD
Former Surgeon General of the United States
ACPH October, 2017

Common Misperception #1



Source: Tait Shanafelt, MD

"What is Culture of Wellness and How Do We Create It?"

Common Misperception #2



Source: Tait Shanafelt, MD
"What is Culture of Wellness and How Do We Create It?"

Culture of Wellness



Culture of Wellness

Health Related Programs:

- Weight loss programs
- Exercise classes
- Employee Assistance Programs (EAP's)
- Classes on topics related to health

Health Related Policies:

- Prohibiting tobacco and alcohol use in the workplace
- Requiring healthy food at company meetings
- Organizational culture incorporating health goals
- Offer flextime to exercise or attend health programs

Culture of Wellness

Health Benefits:

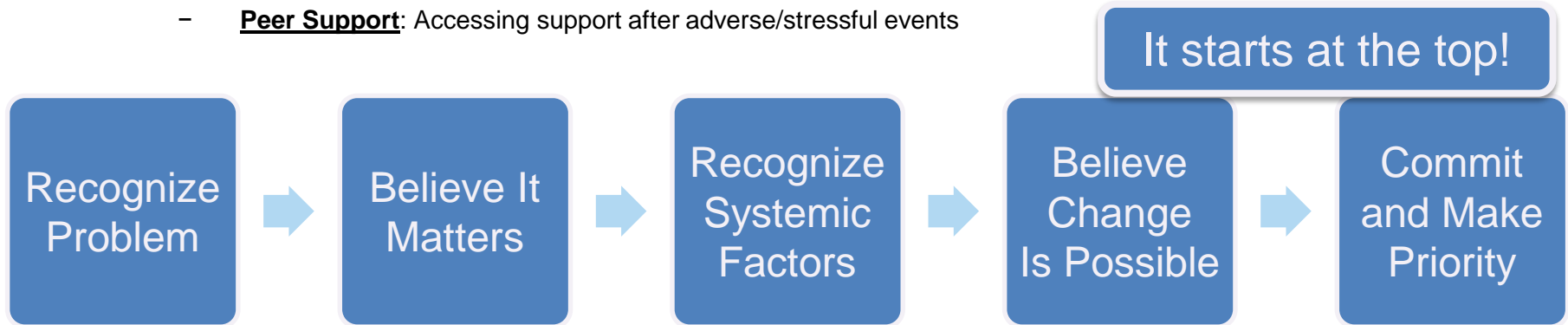
- Health insurance coverage for preventative services
- Coverage for tobacco cessation and/or nicotine replacement
- Discounts for fitness facility memberships
- Incentives for participation in health programs

Environmental Supports:

- On-site fitness facilities
- Healthy food available on-site
- Control of dust, fumes, and vapors
- Well-designed work spaces
- Supportive supervisory structure

Culture of Wellness: Key Components

- **Leadership**: Key Behaviors: Keep informed, Ask opinion for improvement, Facilitate career development, Provide recognition.
- **Values Alignment**: Key Behaviors: Keep informed, Ask opinion for improvement, Facilitate career development, Provide recognition.
- **Voice/Input**: Collaborative action planning → Empowerment
- **Meaning**: Need to spend >20% of work time on activity you find most meaningful
- **Community**: Spending time with colleagues → Lower burnout
- **Peer Support**: Accessing support after adverse/stressful events



Source: Tait Shanafelt, MD
"What is Culture of Wellness and How Do We Create It?"

Small Group Discussion & Report Out

- What do we have?
- Are we using it?
- What would help us?



Efficiency of Practice

- ❑ The value-added clinical work accomplished divided by time and energy spent.
- ❑ Factors that contribute:
 - Workplace systems, processes, and practices that help physicians and their teams to provide compassionate, evidence-based care for their patients.
 - Usability of EMRs, adequate staffing, mitigating regulatory and documentation burdens, maximizing user-friendly decision support, and facilitating reliable care coordination.



Efficiency of Practice: Small Group Discussion

- What are some wins?
 - Victories?
 - New efficiencies of practice?
- How have they helped us?
- Can we squeeze any more value out of them?
- Are there items we want to address today?

Personal Resilience

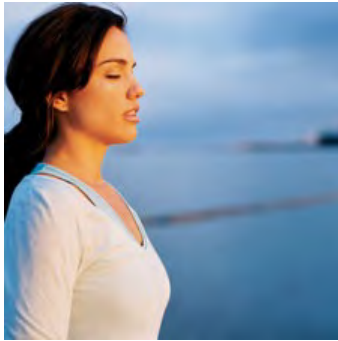
What is Self-Care?

- ★ **It is NOT:**
 - ★ Care of the self by my employer
 - ★ Care of the self by my spouse
 - ★ Care of the self by my coworkers
 - ★ Care of the self by my friends

Starla Fitch, MD

"Self-compassion is simply giving
the same kindness to ourselves that
we would give to others. "

~Christopher Germer



Breathing/Relaxation



Cardiovascular Activity



Stretching

Physical Self-Care

Healthy Diet



Adequate Sleep



Regular Health Care





Meditation/ Yoga/
Individual Prayer



Singing



Worship Services

Spiritual Self-Care

Prayer Groups



Time with nature



Religious Rituals/
Community Prayer





“How can we talk about well being if we’re not there for each other during difficult times?”

Jo Shapiro, MD
Director, Center for Professionalism and Peer Support
Brigham and Women’s Hospital
ACPH October 2017





Grieving



Crying



Journaling

Emotional/Cognitive Self-Care

Talking with Friend/Co-workers



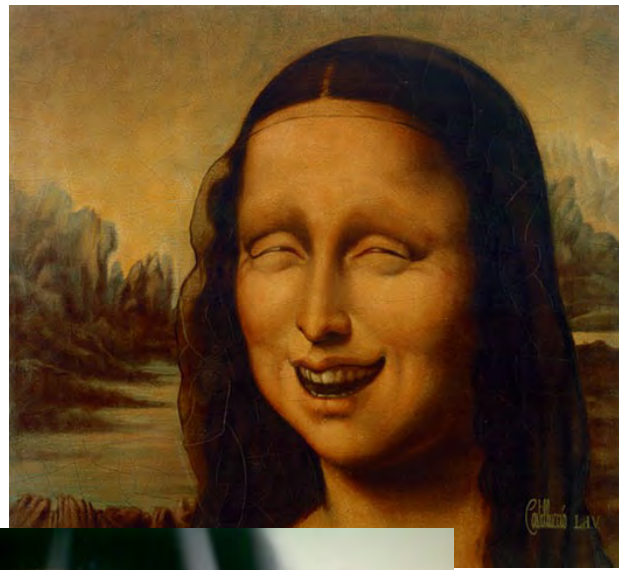
Professional Counseling



Playtime



Laughter



Small Group Discussion

Within each of the 3 Keys to Physician Wellness, what does this hospital already do well?

Culture of Wellness	Efficiency of Practice	Personal Resilience
<ul style="list-style-type: none">•••••	<ul style="list-style-type: none">•••••	<ul style="list-style-type: none">•••••

Small Group Discussion

- In small groups, conduct a brief needs assessment for this hospital.
- What specific organizational programs, actions, policies, or procedures would help strengthen:

Culture of Wellness	Efficiency of Practice	Personal Resilience
<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••

Personal Reflection

- As individuals, create a **personalized self-care plan**.
- What specific individual actions could help:
 - Strengthen the hospital's Culture of Wellness
 - Increase your team's Efficiency of Practice
 - Build your Personal Resilience

	Domain	Activity	Frequency	Dates Performed
1	Physical			
2	Physical			
3	Spiritual			
4	Spiritual			
5	Relational			
6	Relational			
7	Emotional/Cognitive			
8	Emotional/Cognitive			
9				
10				
11				
12				

Physical Needs

Spiritual Needs

Relational Needs

Cognitive/Emotional Needs

Scaling & Implementing The Program

Key elements:

- Securing Executive Sponsorship
- Engage Department Leaders
- Include didactic review of content so all have same info.
- Heavily discussion-based rather than didactic
- Provide accompanying worksheets
- Balance positive vs negative
- Summarize and create “Take-Aways” for the end.

Benefits

- Normalization of burnout as an issue many clinicians experience
- Acknowledging systematic contributors and barriers to wellbeing
- Social engagement in the session – small-group breakouts are themselves a form of self-care
- Strengthen sense of community among participants

Group Discussion

- ✦ How could you apply this strategy in your own organization?
- ✦ What would work well?
- ✦ What would be a challenge?



Thanks! Questions?

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