

**Enhancing Health Care Professional Wellbeing and Engagement
Promoting a Healthy and Well Organization**

Promoting the “R” in RVU-Relationship Valued Unit

An EHS and UTCOMC Partnership

Bringing Back the Joy in Medicine

- Joy is found in rich, rewarding relationships with our patients, our colleagues, and other members of the health care team.
- The reciprocal interplay of
 - practice efficiency
 - a culture of wellness
 - personal resilience

influences the achievement of the Quadruple Aim

Why do we need Healthcare Provider Wellbeing Programs?

Quality Imperative

Financial Imperative

Regulatory Imperative

Educational Imperative

Moral Imperative

400

physicians die by suicide each year, a rate more than

2X

that of the general population

Andrew & Brenner, 2015



Physician rates of depression remain alarmingly high at

39%

Shanafelt, 2015

23-31%

Prevalence of emotional exhaustion among primary care nurses

Gomez-Urquiza et al, 2016

→ 24%

of ICU nurses tested positive for symptoms of post-traumatic stress disorder

Mealer et al., 2007

How can we protect the health of the people who protect our own?



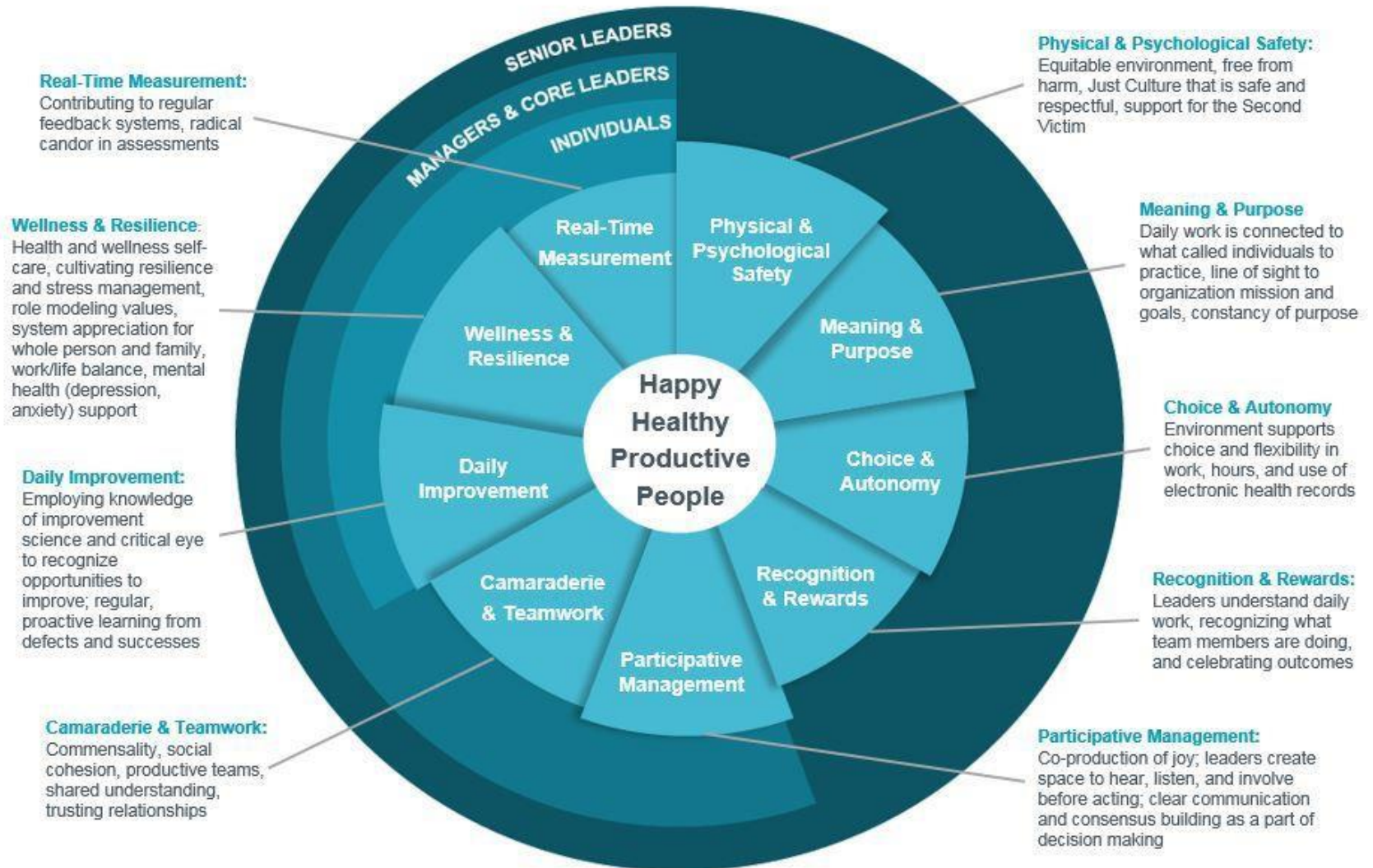
National Academy of Medicine

Action Collaborative on
Clinician Well-Being and Resilience

Learn more at nam.edu/ClinicianWellBeing

 @theNAMedicine

IHI Framework for Improving Joy in Work



The Reciprocal Domains of Physician Well-Being

Chart illustrating the 3 domains of physician well-being, with each domain reciprocally influencing the others.



Source: Patty Purpur de Vries

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NEJM Catalyst (catalyst.nejm.org) © Massachusetts Medical Society

B Bohman, L Dyrbye, C Sinsky, et al **Physician Well-Being: The Reciprocity of Practice Efficiency, Culture of Wellness, and Personal Resilience** *NEJM* August 2017

Reciprocal Domains of Physician Wellbeing

1. Efficiency of Practice

$$\text{Efficiency of Practice} = \frac{\text{value added clinical work accomplished}}{\text{time and energy spent}}$$

2. Culture of Wellbeing

set of normative values, attitudes, and behaviors that promote self-care, personal and professional growth, and compassion for colleagues, patients, and self

3. Personal Resilience

the set of individual skills, behaviors, and attitudes that contribute to personal physical, emotional, and social well-being — including the prevention of burnout.

Personal Resilience

- Low Self-Compassion
- Sleep Related Impairment
- Meaningfulness of clinical care

Personal Resilience



After all, the secret for caring for others is to also care for ourselves!

- The great stories in health care are about patient/physician relationships.
- The current healthcare environment is one of unprecedented change and challenges.
- Success is defined and measured by quantitative metrics in today's fiercely competitive quest for a coveted position on the "A" list of healthcare organizations.
- How can a quantitative statistic be measured and celebrated over human connection?
- ***We must retrain our focus to celebrate the "who" along with the "what" in reports of improved patient care and population health***

Culture of Wellness

Leadership Support Crucial

Mayo Clinic Leadership Questions

ShanafeltTD, et al Mayo ClinProc. 2015 Apr;90(4):432-40.

To what extent do you agree or disagree with each of the following statements about your immediate supervisor?

- Holds career development conversations with me
 - Empowers me to do my job
 - Encourages employees to suggest ideas for improvement
 - Treats me with respect and dignity
 - Provides helpful feedback and coaching on my performance
 - Recognizes me for a job well done
 - Keeps me informed about changes taking place at Mayo Clinic
 - Encourages me to develop my talents and skills
 - Overall, how satisfied are you with your immediate supervisor?
- *Response options: 5=strongly agree, 4= agree, 3=neither agree or disagree, 2=disagree, 1=strongly disagree: NA = don't know/not applicable*
- ShanafeltTD, et al Mayo ClinProc. 2015 Apr;90(4):432-40

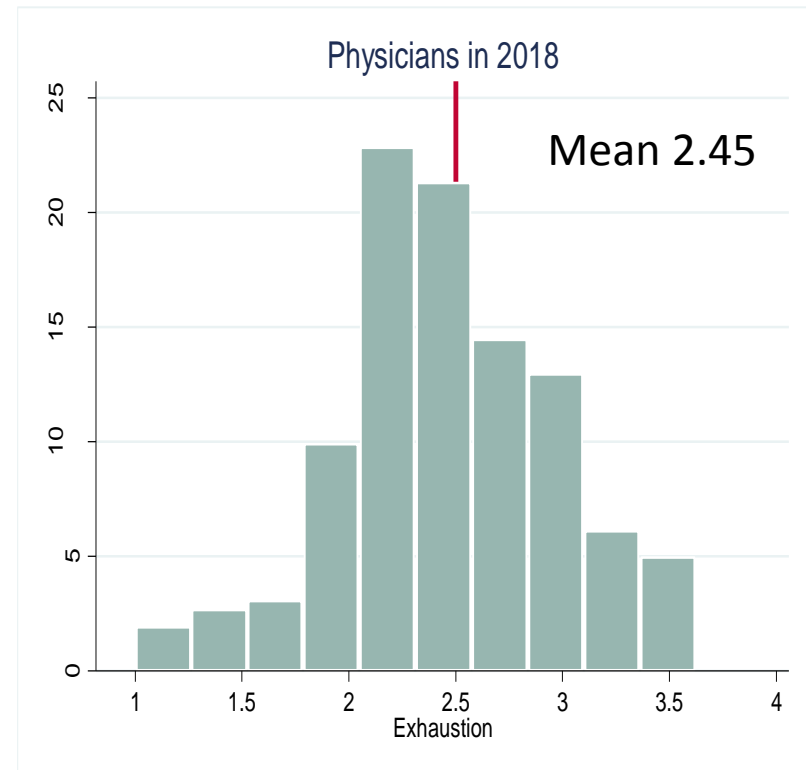
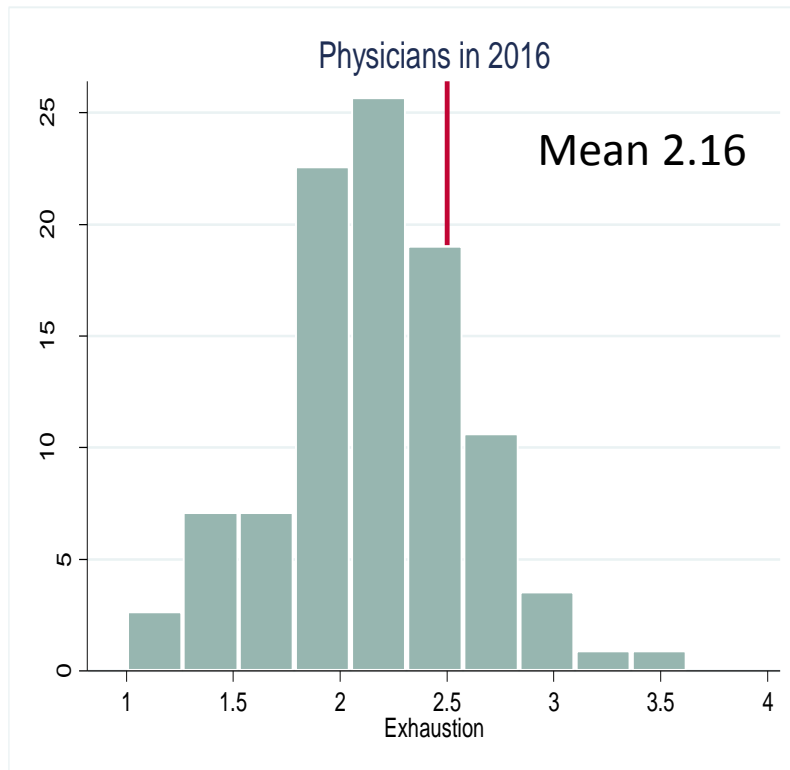
Efficiency of Practice

- Workplace systems, processes, and practices that promote safety, quality, effectiveness, positive patient and colleague interactions, and work-life balance

Our 2016-2018 Data

Exhaustion Domain 2016 vs. 2018

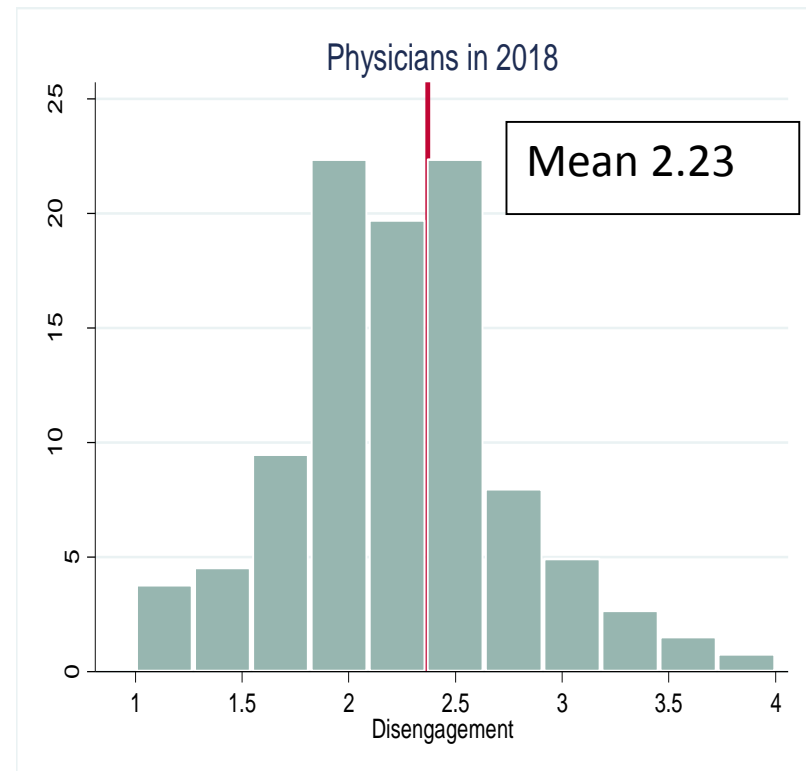
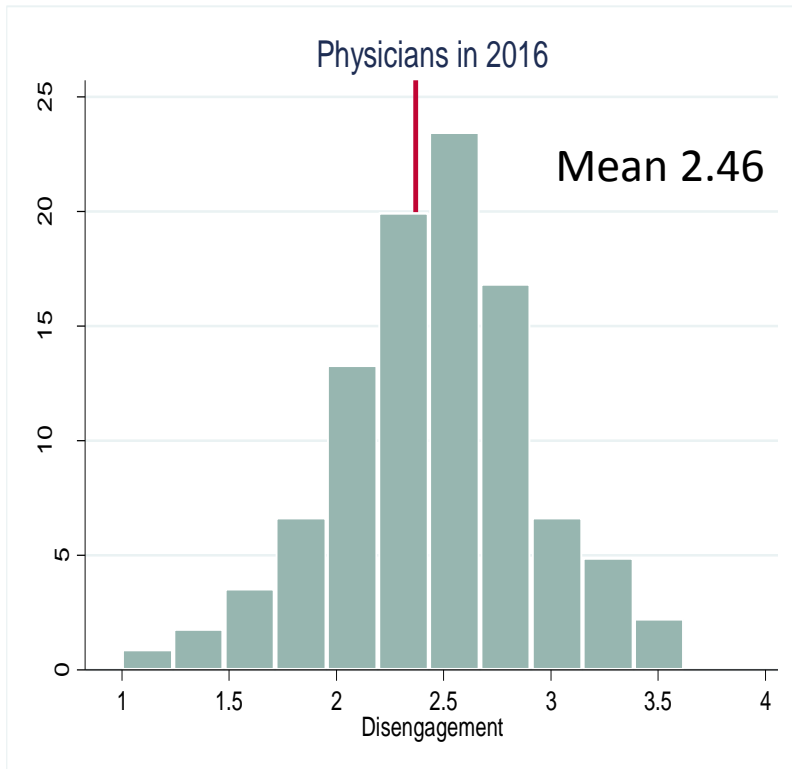
national 2.5



The Exhaustion scores significantly increased from 2016 to 2018 (0.29; 95%CI = 0.21 to 0.37; P<0.0001)

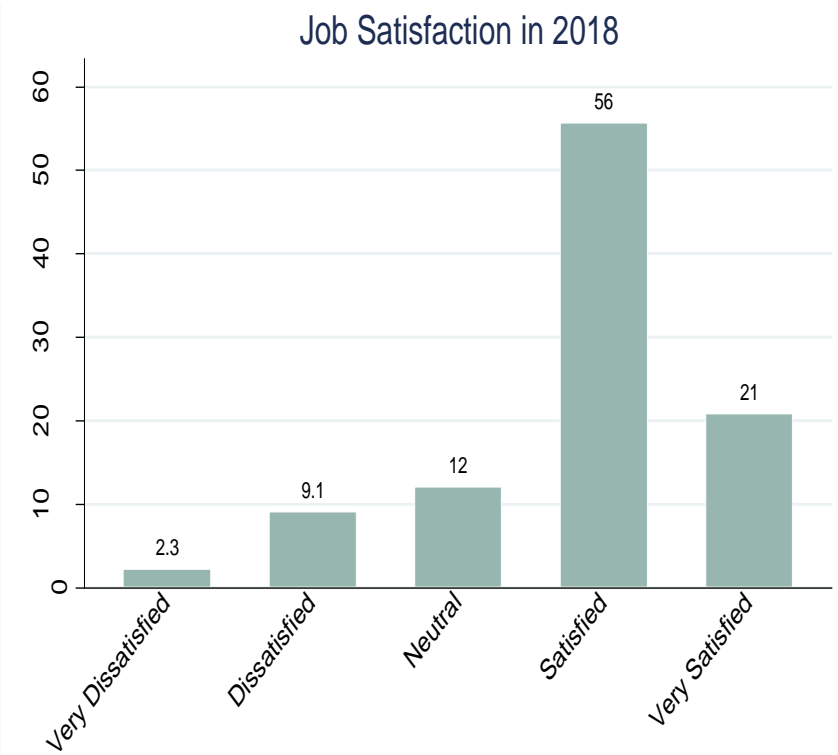
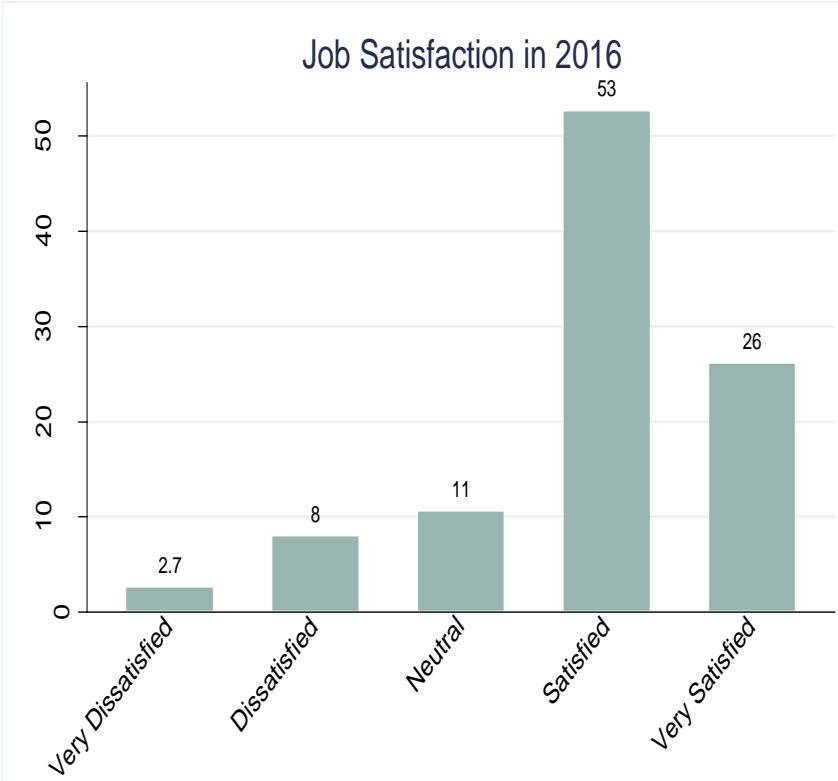
Disengagement Domain 2016 vs. 2018

national 2.38



The difference in Disengagement domain between 2016 and 2018 was significant (0.23; 95%CI = 0.14 to 0.32; $P < 0.0001$)

Job Satisfaction 2016 vs. 2018



Operating Principles

Keep it Simple

- Collaborate
- Collect data
- Consider needs and membership:
- Communicate and follow through
- Cooperate
- Coach
- Compute
- Celebrate

- “Here is Edward Bear coming downstairs now, bump, bump, bump on the back of his head, behind Christopher Robin. It is, as far as he know, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it”.

Winnie-The-Poob



Keep it Simple....

- People sit in an office full of coworkers, even in open-plan workspaces, ***but everyone is staring at a computer or attending task-oriented meetings where opportunities to connect on a human level are scarce.***
- Happy hours, coffee breaks, and team-building exercises are designed to build connections between colleagues, ***but do they really help people develop deep relationships?***
- On average, we spend more waking hours with our coworkers than we do with our families. ***But do they know what we really care about? Do they understand our values? Do they share in our triumphs and pains?***

Promote Professional Fulfillment, Address Stress And Promote Wellbeing

- Wellbeing Task Force
- RAB
- Subcommittee GMEC
- Orientation

Promote a Culture of Well-Being in the Clinical and Learning Environment: The C.A.R.E (Coach, Advocate, Resolve, Empower) Program
Ombudsperson for GME

- *The Ombudsperson C.A.R.E (Coach, Advocate, Resolve, Empower) program*
- *needs a person who role models C.A.R.E (Compassionate & Concerned, Attentive & Analytical, Responsible & Realistic, Ethical & Enthusiastic)*

LifeBridge Physician Wellbeing Initiative

Mark Greenawald, MD., a nationally recognized expert on addressing physician burnout on both an individual and system levels will be joining us for two days of events. The events include:

Thursday, September 20

- 12 noon – 1 p.m. Forum with Medical Students and Residents at UT College of Medicine Chattanooga (Probasco Auditorium)
- 2 – 4 p.m. Invitational discussion with health system and medical group leaderships.
- 6 – 7 p.m. UT College of Medicine Alumni Association Reception (tentative, Embassy Suites Hotel)
- 7 – 9 p.m. Physician, spouse, and leadership dinner with Dr. Greenawald as the keynote speaker

Friday, September 21

- 7 a.m. Grand Rounds for Community Physicians with Dr. Greenawald
- 8 a.m. Breakfast for Retired Physicians with Dr. Greenawald (or additional gathering with health system leadership on request)