A Long Night’s Journey Into the Day: Creating an Organizational Framework to Support Clinician Well-Being

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Occupational Health Prevention Model

Primary Prevention
- Job Applicants
- Working Population
- Stressors
- Symptoms
- Clinical Disorder

Secondary Prevention
- Individual Interventions
- Organizational Interventions

Tertiary Prevention
- Impairment
- Disability
The Journey to Prevention

- Tertiary Prevention
  - Identifying and managing distress and impairment
- Framework for Primary and Secondary Prevention
  - Effective strategies
  - Process for implementation
- Lessons learned
Identifying and Managing Impairment: 2003 - 2018

- Robust Fitness for Duty process
  - 2003: 2 or 3 per year
  - 2018: 3-4 a month
- Detailed policy, procedures, and training
- Comprehensive Return to Work plan and support
- Occupational Medicine and HR in collaboration with NH Physicians’ Health Program
Physician, heal thyself*.

- “I cannot give myself, if I have no self to give.”
  (Ethicist Richard Cohen)
- “… an ethics that not only encourages, but even demands care of the self.”
  (Irvine 2009)

Burnout

Depression and Suicide

Disengagement

Attrition

EAP
Shining light in dark spaces
Breaking Silence, Breaking Stigma

NATIONAL ACADEMY OF MEDICINE COMMENTARY

"By normalizing open dialogue about mental illness as a common condition that many medical providers live with, we can encourage treatment and aid our leadership in preventing recurrent tragedies."

-Kishore and Salwan, 2017
Plethora of Effective Personal Strategies to Support Well-being

- Mindfulness
- Exercise
- Mediterranean diet
- Gratitude
- Adequate sleep
- Music
- Contact with nature
- Positive psychology
- Social relationships
- Humor
CONCLUSIONS AND RELEVANCE  Evidence from this meta-analysis suggests that recent intervention programs for burnout in physicians were associated with small benefits that may be boosted by adoption of organization-directed approaches. This finding provides support for the view that burnout is a problem of the whole health care organization, rather than individuals.
Acknowledge
It’s the System, Stupid

- To Err is Human. IOM 1999
  - Recognized that patient safety was dependent on changing the system, not improving individual behavior
  - “Institutions are where the heart either gets welcomed or thwarted or broken.”
    - Parker Palmer
Physicians Share Universal Occupational Stressors as Dissatisfiers

- ↓ Autonomy and control
- ↓ Alignment of values with leadership
- ↓ Collegiality, fairness and respect
- ↓ Stability of payment, income, finances
- ↑ Work quantity and pace

Friedberg et al. Rand and AMA 2013
Factors Affecting Clinician Well-Being

External Factors

Internal Factors

National Academy of Medicine
Nam.edu/ClinicianWellBeing
Drivers of Burnout and Engagement

IHI Framework for Improving Joy in Work

AN IHI RESOURCE

20 University Road, Cambridge, MA 02138 • ihi.org

Critical Components for Ensuring a Joyful, Engaged Workforce

Interlocking responsibilities at the individual, work unit, and organizational level

**Wellness & Resilience**
- Physical & Psychological Safety: Equitable environment, free from harm, Just Culture that is safe and respectful, support for the 2nd Victim
- Meaning & Purpose: Daily work is connected to what called individuals to practice, line of site to mission/goals of the organization, constancy of purpose
- Autonomy & Control: Environment supports choice and flexibility in daily lives and work, thoughtful EHR implementation
- Recognition & Rewards: Leaders understand daily work, recognizing what team members are doing, and celebrating outcomes
- Participative Management: Co-production of joy, leaders create space to hear, listen, and involve before acting. Clear communication and consensus building as a part of decision making

**Daily Improvement**
- Employing knowledge of improvement science and critical eye to recognize opportunities to improve, regular, proactive learning from defects and successes

**Camaraderie & Teamwork**
- Commensality, social cohesion, productive teams, shared understanding, trusting relationships

**Real Time Measurement**
- Contributing to regular feedback systems, radical candor in assessments

**Perlo et al. IHI Framework for Improving Joy in Work. 2017**
Individual Opportunities

- Real time self-assessment
- Self care

Perlo et al. IHI Framework for Improving Joy in Work. 2017 (Available at ihi.org)
Team Level Opportunities

- Assure participative management
- Support camaraderie and teamwork
- Use quality improvement science
- Support personal wellness and resilience

Perlo et al. IHI Framework for Improving Joy in Work. 2017 (Available at ihi.org)
Organizational Level Opportunities

- Protect physical and psychological safety
- Assure meaning and purpose
- Optimize efficiency and autonomy
- Offer recognition and wise rewards

Perlo et al. IHI Framework for Improving Joy in Work. 2017 (Available at ihi.org)
Systems Approaches to Improve Patient Care by Supporting Clinician Well-Being

A Consensus Study from the National Academy of Medicine
The Journey at Dartmouth-Hitchcock: Round One: 2013 - 2014

- Triggered by national conversation, local provider distress
- Sponsored by CMO; assigned project manager
- Create a plan, budget, and methodology for delivering and monitoring the outcomes of a program to enhance physician health and wellbeing
  - Emphasize behavioral health throughout the D-H system
  - Collaborate with Med School Resiliency Curriculum
- Out of scope: Associate providers, PhDs, other licensed health professionals and staff
Planning Components

- Multispecialty task force
- Research
  - Measures of well-being
  - Evidence for effective interventions
  - Benchmarking
  - Inventory existing D-H and community resources
- Intervention planning
  - Focus Groups
  - Workshop tools
<table>
<thead>
<tr>
<th>Personal</th>
<th>Stress Reduction</th>
<th>Recharge</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Coaching Opportunities: peer support/mentoring</td>
<td>• Mindfulness-Based Stress Reduction</td>
</tr>
<tr>
<td></td>
<td>for colleagues</td>
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<tr>
<td>Organization</td>
<td>• At elbow EMR Help Process</td>
<td>• Physician Lounge</td>
</tr>
<tr>
<td>Team</td>
<td>• Shift non-MD work to others in team</td>
<td>• Team retreat</td>
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</tbody>
</table>

Drummond. The Happy MD. https://support.thehappymd.com/physician-burnout-prevention-matrix
Prioritization

Feasibility

Low

High

EMR Efficiency
Time Motion Study
EAP for MDs

Onboarding MDs
Periodic Coaching
Periodic Group Retreats
Identify PCP’s for MDs
Behavioral health survey with immediate feedback

Focus on These

Impact

High

Low

Protected Time for Personal Care
MD Autonomy

MD Lounge
MBSR
Balint Groups

Quick Wins?
Project Proposals With $1.1 Million Budget

- Baseline survey with periodic reassessment
- Enhance EAP services for physicians
- At elbow EMR support
- Primary Care Doctors for physicians
- Implement a network of mentors and mentees
- Time motion study
FY 2015
Round Two: 2015 – 2016
Sponsored by DHMC CMO and CHRO

- Geisel resiliency curriculum stalled and disengages
- Refresh FY14 work with a focus on assessing the well-being of physician staff and implementing evidence-based approaches to preventing and responding to the emotional distress of physicians.
# Top Ranked, Evidence Based Interventions

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Individual</th>
<th>Section</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessment</strong></td>
<td>On-line, on-demand self-assessment</td>
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<td>• Annual survey</td>
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<td></td>
<td></td>
<td></td>
<td>• MD Well-being as quality metric</td>
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<td></td>
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<td></td>
<td>• 360 leadership assessment</td>
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<tr>
<td><strong>Leadership Recruitment &amp; Development</strong></td>
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<td>Senior Leadership</td>
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<td></td>
<td></td>
<td></td>
<td>• Right people</td>
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<td></td>
<td></td>
<td>• Clear/consistent messaging</td>
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<td></td>
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<td>• Rounding</td>
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<td></td>
<td></td>
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<td>• Training and tools</td>
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<td></td>
<td></td>
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<td>• Performance expectations</td>
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<td></td>
<td></td>
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<td>• More local autonomy</td>
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<th>Strategy</th>
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<tbody>
<tr>
<td>Targeted Section Interventions</td>
<td></td>
<td>• Participatory management</td>
<td></td>
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<td></td>
<td></td>
<td>• ≥ 20% time devoted to professional “passion”</td>
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<td>Cultivate Community at Work</td>
<td></td>
<td></td>
<td>• Support small groups for dinners</td>
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<td></td>
<td></td>
<td>• Retirement recognition and opportunity</td>
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<td></td>
<td>• Budget fun activities for section</td>
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<tr>
<td>Efficiency and Resources</td>
<td></td>
<td></td>
<td>• Optimize EMR</td>
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<tr>
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<td></td>
<td></td>
<td>• Reduce inefficiencies</td>
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<tr>
<td>Use Rewards and Incentives Wisely</td>
<td></td>
<td></td>
<td>• Apply behavioral science to future comp. models</td>
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<td></td>
<td></td>
<td></td>
<td>• Consider non-financial recognition</td>
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<td></td>
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<td>• Celebrate successes</td>
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<td></td>
<td></td>
<td></td>
<td>• Recognize non-financial contributions</td>
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<tr>
<td>Promote Flexibility and Work/Life Balance, Manage Cognitive and Work Load</td>
<td></td>
<td></td>
<td>• Support flex time and family-friendly policies</td>
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<td>• Reduce e-mail/busy work</td>
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<td></td>
<td>• Enhance child/elder care options</td>
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<tr>
<td>Provide Resources, Support &amp; Destigmatize Self-care</td>
<td>• Encourage self-care plan as part of professional development</td>
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<td>• Quarterly forums on MD health</td>
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<td>• Website with internal &amp; external resources</td>
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<td></td>
<td></td>
<td></td>
<td>• Suicide communication plan</td>
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<td></td>
<td></td>
<td>• Second victim support</td>
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<td></td>
<td></td>
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<td>• Emotional distress sensitivity training</td>
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Organizational Framework for Enhancing Physician Health and Well-being: Leadership Training

Align clinical leadership at every level to understand why and how to create a culture that supports the health, safety, and well-being of physicians.
Five Leadership Behaviors

Appreciation
- Express gratitude in a meaningful way to colleagues

Transparency
- Discuss what you know with the team

Ideas
- Seek input

Career
- Support professional aspirations of staff

Inclusion
- Nurture a culture where all are welcome and feel psychologically safe

Shanafelt et al. Mayo Clinic Proceedings. 2015
Leadership Development

Promote a system of physician leadership recruitment and development focused on the aptitude and competencies foundational to creating healthy, productive work environments.
Round Three: 2018-2019

- Burning platform
  - Survey reveals poor employee engagement
  - High turnover
  - Active shooter in hospital

- New CEO

- ACGME dictates new requirements for supporting resident well-being by July 1, 2018
Round Three: 2018-2019

- BOD and new CEO charge new initiative, “Do Something” for all employees
- New multidisciplinary committee formed which reports to Board of Governors/Board of Trustees

DO SOMETHING!
Round Three: Recommendations/Feasibility

- Pebbles
  - On-line platform to integrate all wellness services
  - On-line exercise, nutrition classes
  - Include employees in mission statement
  - On-demand well-being survey
  - Improved access to food for off hour shifts
Round Three: Recommendations/Feasibility

- Boulders
  - Employee donation program for fellow employees
  - Chief Wellness Officer; Medical Director
  - Improve marketing of LWWW services
  - Relaxation lounges
Round Three: Recommendations/Feasibility

- Mountains
  - Leadership development
  - EMR optimization
  - Increased IT support and equipment
  - Incentives for participation in wellness programming
  - Employee safety (violence focus)
Round Three: Recommendations/Feasibility

- Mountain ranges
  - Transition physician compensation model away from RVUs
  - Float pools to back-up/permit staff to take breaks
  - Change management system
Lessons Learned

- Evidence based effective strategies to support clinician well-being exist

- Organizational change is hard
  - Burning platforms
  - Unified executive leadership
  - Governance
    - Board of Directors
    - Board of Governors
Lessons Learned

- Budget support necessary
  - Many, but not all interventions are low cost
- Include all employees but recognize different needs
- Persist, but constant talk without action breeds cynicism!!

“I have not failed. I’ve just found 10,000 ways that won’t work.”

Thomas Edison
ADDICTED2SUCCESS.COM
Here we are