

Systems Solutions for Enhancing Professional Well-Being

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*“We are all in the same storm,
but we are not all in the same boat”*

We have had diverse experiences

***Many of us have experienced significant
professional and personal loss***

*We have also seen tremendous generosity,
heroism, and resilience*

We have high standards for ourselves.

*Under our current circumstances,
just doing the best you can is meaningful.*

Wellness Means Different Things to Each of Us



Kirkland, A. (2014) Critical Perspectives on Wellness. *Journal of Health Politics, Policy and Law*, 39(5), 971-988.

Suicidal Ideation and Attitudes Regarding Help Seeking in US Physicians Relative to the US Working Population

Tait D. Shanafelt, MD; Lotte N. Dyrbye, MD, MHPE; Colin P. West, MD, PhD; Christine Sinsky, MD; Michael Tutty, PhD; Lindsey E. Carlasare, MBA; Hanhan Wang, MPS; and Mickey Trockel, MD, PhD

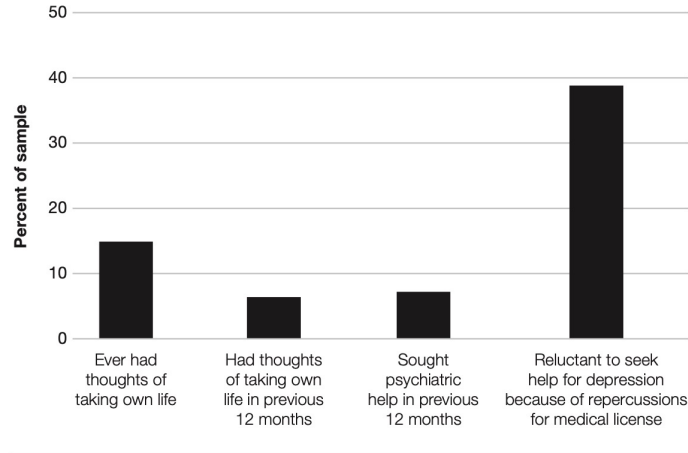


FIGURE 1–1. Suicidal ideation and reluctance to seek mental health care among American surgeons ($N=7,905$).

Source. Adapted from Shanafelt et al. 2011.

“1 in 15 US physicians had thoughts of taking their own life in the last year, which exceeded the prevalence of SI among US workers in other fields.”

Shanafelt, Dyrbye, West et al. (2021)

Objectives



Justify need for systemic approaches to well-being for healthcare professionals



Introduce Stanford's WellMD model of professional fulfillment



Describe practical strategies for enhancing connection, flexibility, and professional growth

*The problem of clinician burnout
is increasingly recognized in medicine*

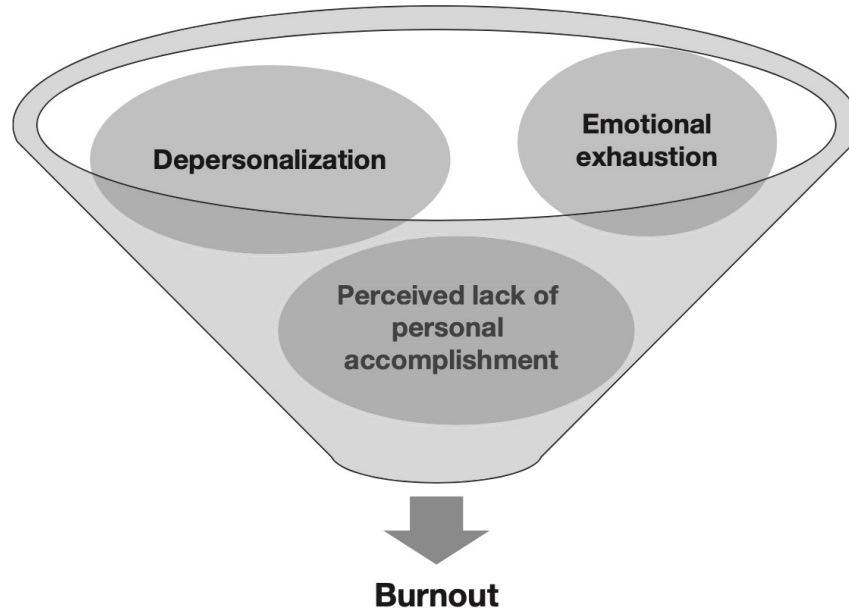


FIGURE 1–2. Components of burnout syndrome.



Changes in Burnout and Satisfaction With Work-Life Integration in Physicians and the General US Working Population Between 2011 and 2017

Tait D. Shanafelt, MD; Colin P. West, MD, PhD; Christine Sinsky, MD; Mickey Trockel, MD, PhD; Michael Tutty, PhD; Daniel V. Satele, BS; Lindsey E. Carlasare, MBA; and Lotte N. Dyrbye, MD, MHPE

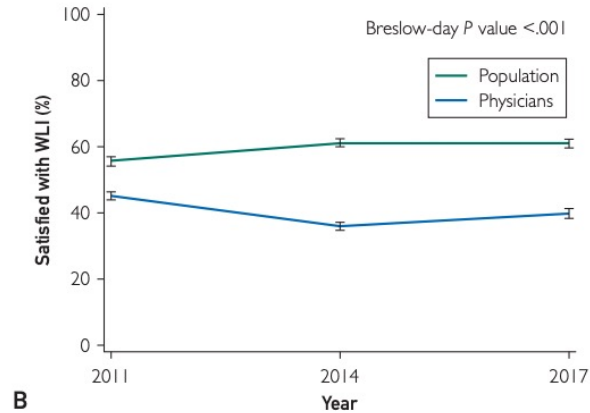
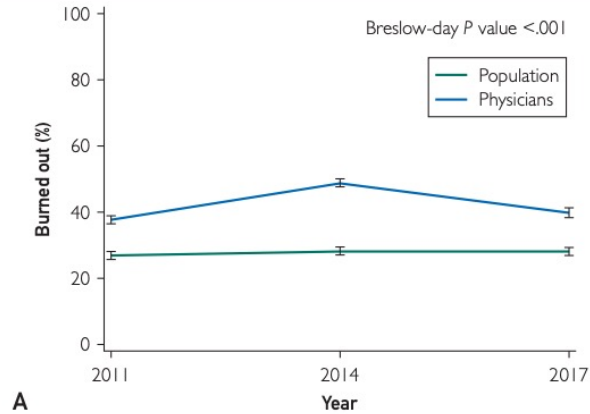



FIGURE 2. Changes in burnout (A) and satisfaction with work-life integration (WLI) (B) in physicians and US working population.

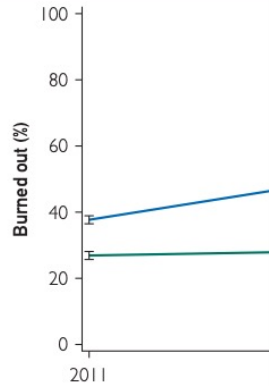
We Need To Talk About Another Pandemic Mental Health Crisis: Therapist Burnout



Jessica Gold Contributor 
Health

I write about mental health, the media, and everything in between.

A



B

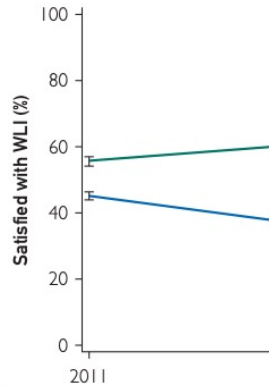


FIGURE 2. Changes in burnout (A) and satisfaction with work-life integration (WLI) (B) in physicians and U.S. population.



and Satisfaction With Work-Life Integration in Physicians and the Population Between 2011 and 2021

Christine Sinsky, MD, PhD; Christine Sinsky, MD, PhD;
Christine Sinsky, MD, PhD; Daniel V. Satele, BS;
Christine Sinsky, MD, MHPE



Original Investigation | Psychiatry

Resilience and Burnout Among Physicians and the General US Working Population

Colin P. West, MD, PhD; Liselotte N. Dyrbye, MD, MHPE; Christine Sinsky, MD; Mickey Trockel, MD, PhD; Michael Tutty, PhD; Laurence Nedelec, PhD; Lindsey E. Carlasare, MBA; Tait D. Shanafelt, MD

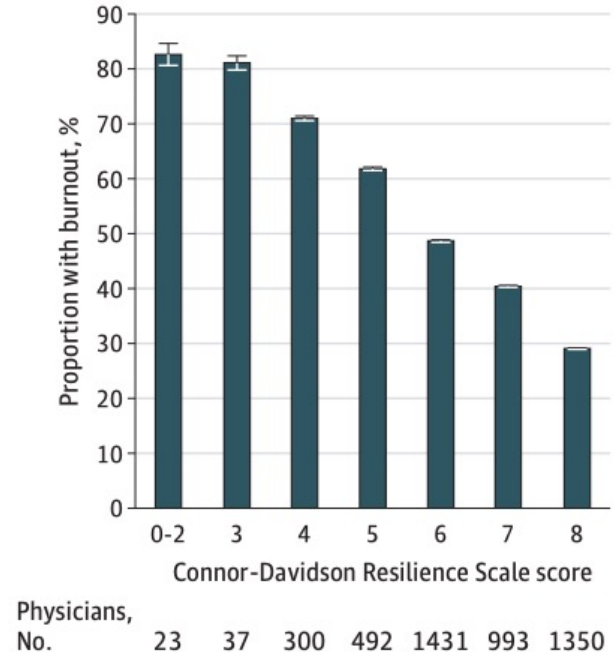
Physicians show higher resilience than general US working population
(mean=6.25, diff: 0.24; $p < .001$)

Burnout is not the fault of an individual

- System-level solutions are needed
- Everyone can help

(JAMA Network Open. 2020;3(7):e209385)

C Overall burnout proportions



Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout

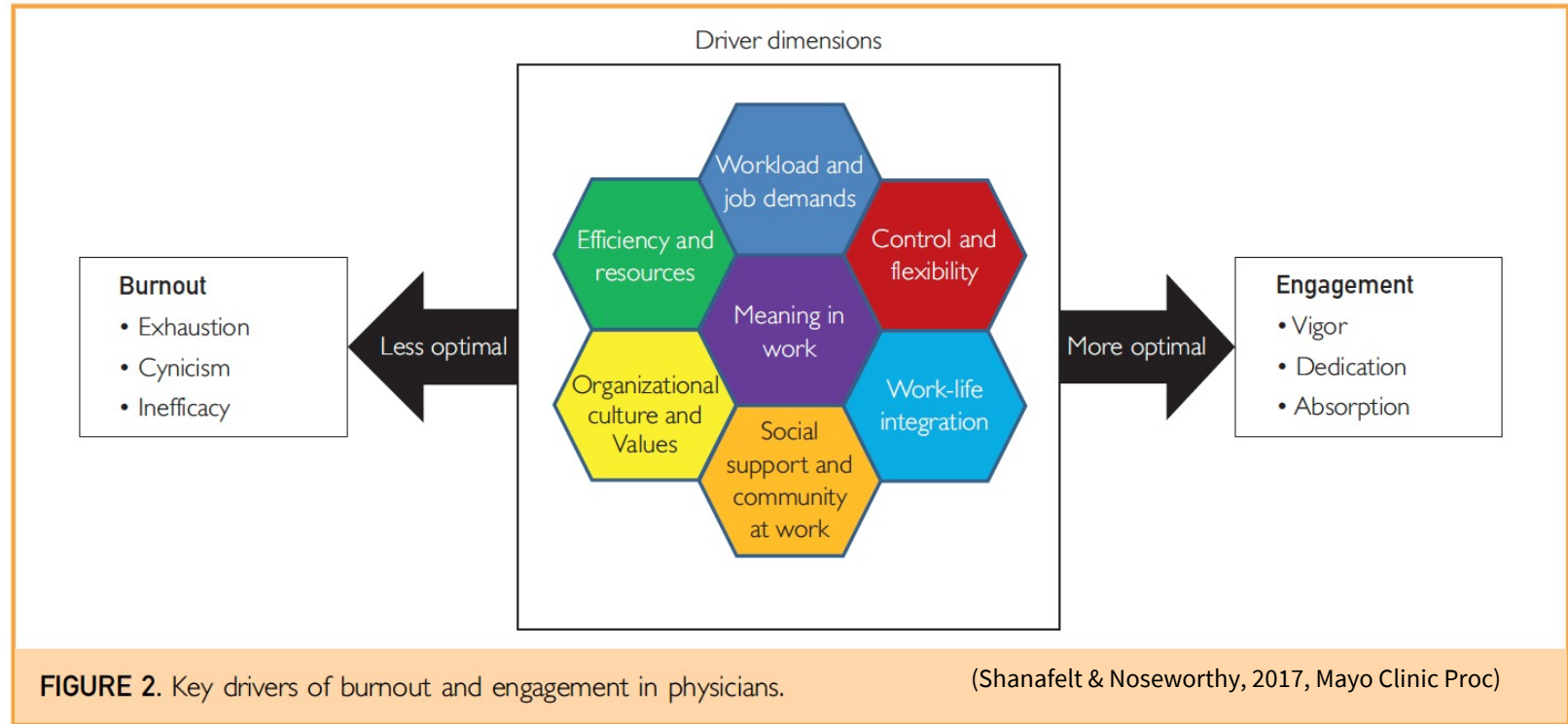


FIGURE 2. Key drivers of burnout and engagement in physicians.

(Shanafelt & Noseworthy, 2017, Mayo Clinic Proc)

The Business Case

Burnout and turnover have direct financial costs for health care systems

Physicians with burnout had **168% greater chance of leaving their jobs** within 2 years (Hamidi et al. 2018)

Cost of replacing a physician may be **2-3x the physician's annual salary** (Shanafelt and Noseworthy 2017)

Physician turnover and reduced clinical hours may cost up to **\$4.6 billion annually**, which is about **\$7,600 per employed physician** (Han et al. 2019)

Leadership



Dr. Tait Shanafelt
Center Director, Chief Wellness Officer








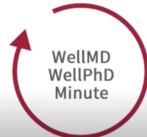
Sherilyn Stolz
Executive Director



Dr. Mickey Trockel
Director, Evidence Based Innovation



Jill Springer
Administrative Director

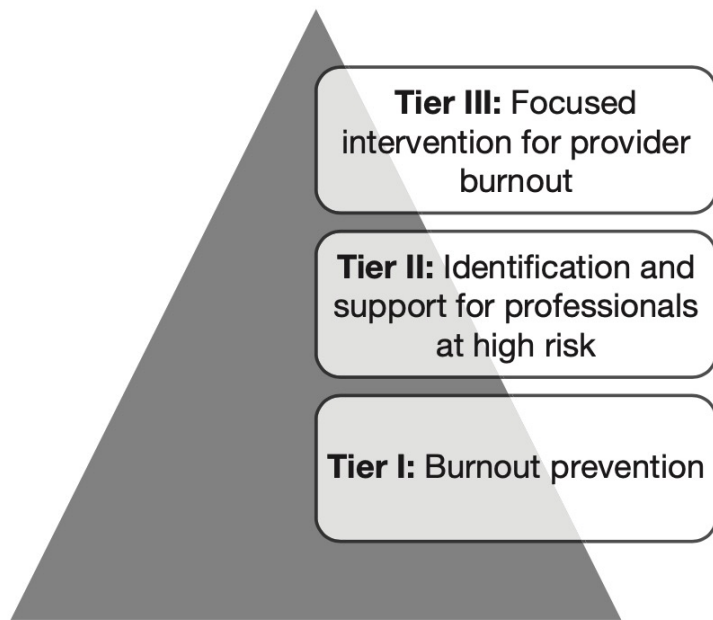
<p>Individual Initiatives</p>  <p>Physicians and scientists can leverage a range of resources, programs, and strategies to build the skills, behaviors, and attitudes that contribute to their professional fulfillment.</p> <p>Learn More ></p>	<p>Department and Team Initiatives</p>  <p>At the departmental level, the WellMD & WellPhD Center has charted a clear journey from Stanford Doctor Survey™ and Stanford Scientist Survey™ results to catalyzing distributed ownership, organizational conversation, and targeted improvements.</p> <p>Learn more ></p>	<p>Organizational Initiatives</p>  <p>Stanford Medicine leadership and operational leaders have committed to improving physician and scientist well-being and professional fulfillment, investing in programs to yield systemic improvements.</p> <p>Learn More ></p>
<p>Stories of Strength</p> 	<p>Task Forces</p> 	<p>WellMD & WellPhD Minute</p> 

The Stanford WellMD Model

To improve physician professional fulfillment and reduce burnout

- **3 reciprocal domains:**
 - Organizational Culture of Wellness
 - Organizational Efficiency of Practice
 - Personal Resilience





Sample components

- ✓ Coaching
- ✓ Peer Support
- ✓ Assessment
- ✓ Efficiency of practice
- ✓ Vacation/time-off
- ✓ Team culture & camaraderie

FIGURE 6–1. Tiered primary prevention model for addressing clinician burnout.

(Gengoux et al, 2020, *Professional Well-being*, APA Publishing)

Organizational Evidence-Based and Promising Practices for Improving Clinician Well-Being

An NAM Perspectives Discussion Paper



nam.edu/Perspectives
#ClinicianWellBeing



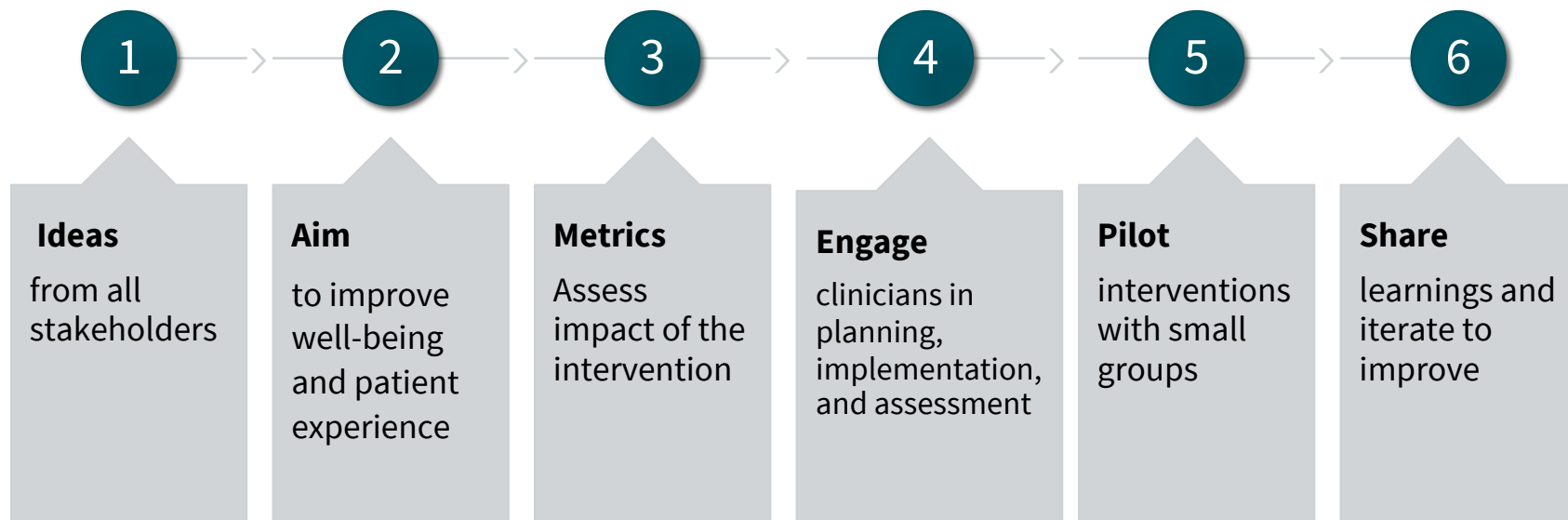
The primary means by which an organization supports its clinicians is by giving them the ability to do their jobs—creating workflows and structures that foster teamwork, efficiency, and quality of care.

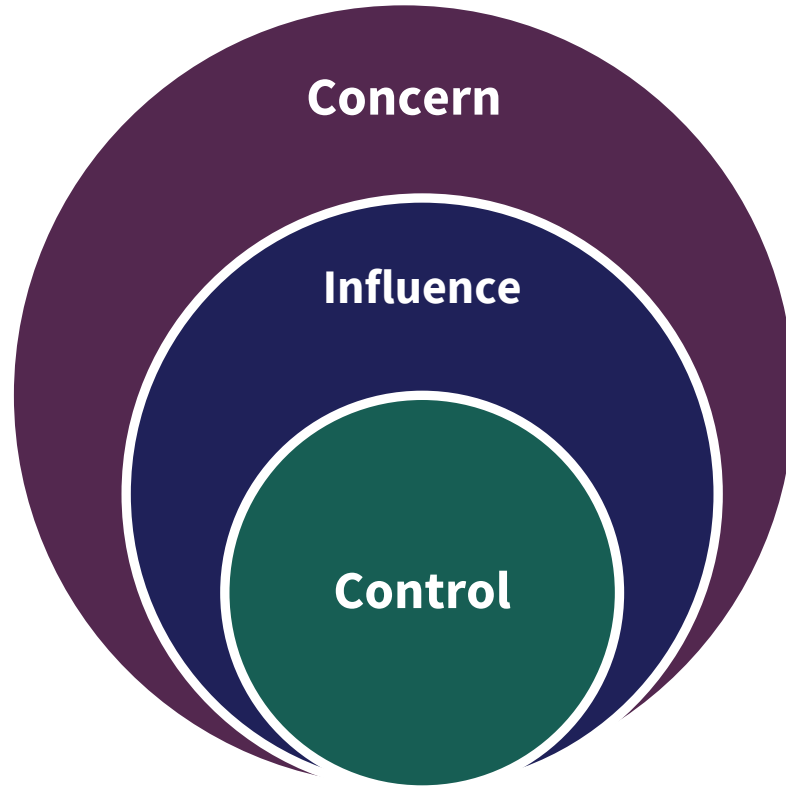
Sinsky, Biddison, Mallick et al. (2020)
NAM Perspectives



nam.edu/Perspectives
#ClinicianWellBeing

Designing Interventions





2019 Faculty Retreat focused on Wellness

Small groups identified key themes for enhancing well-being in our Department



Connection and celebrating good work



Strengthening mentorship/sponsorship/allyship



Support for leadership development



Alignment of metrics with core values

➤ *Department Well-being Director led workgroups to advance action on each priority*



Stanford
MEDICINE

Department of Psychiatry
and Behavioral Sciences

Initial COVID-19 Interventions

❖ **Listening Form** (March – June 2020)

50 submissions in the first 5 weeks after shelter-in-place, approximately 5 submissions per week subsequently)

To keep our leadership informed of issues department members were facing

❖ **Connect & Recharge Groups** (March-June 2020)

50+ participants in the first week, over 90 sessions offered total

Drop-in support for healthcare workers using Psychological First Aid

❖ **Happiness Hour, Friday at 4pm** (70+ weeks)

Opportunity for department members to connect and support each other each week

❖ **Gratitude Wall** (30+ posts)

Share expressions of gratitude and kindness



Key Themes derived from active listening

Opportunity for **Connection**

Professional **Growth**

Flexibility

Local solutions

Current Projects

Weekly mindfulness walks

Happiness hour

“Connect with colleagues”

Access to leadership trainings

Leadership academy (pilot)

Supplement annual review meetings

Ergonomic equipment for remote work

Asynchronous communication

COVID & caregiver resources

Division-specific projects

Practices for Improving Clinician Well-being

Policy

Efficiency of
the work
environment

Support

Leadership

Workforce
assessment

Organizational
commitment

*“When administrative tasks are intentionally minimized, there is **more time** for the important work of careful **listening, medical decision making, and relationship building**”*

- Periodic review
- Lessons from COVID response
- Shallow work vs deep work
- Reduce work after hours

Policy

Sinsky, Biddison, Mallick et al.
(2020) *NAM Perspectives*

Efficiency
of the work
environment

Helpful Habits

“Silent Sundays”



- Avoid emailing your colleagues regarding routine matters on Sundays
- If the message isn't truly urgent, try creating the email and **delay sending it** until Monday

Take the “10 of” Challenge!



- Can you **end your meetings and patient appointments at 10 of the hour?**
- See how many times you can do this for your appointments next week. Challenge your colleagues to do the same!

- To do your job
- To spend time away from work
- To feel connected with colleagues

Support

Recipe for Resilience



Energy Management

sustain your physical health, and work in a way that avoids burnout



Social Connection

giving and receiving support promotes long-term happiness (even from a distance!)



Meaningful Impact

connect your work with your values and prioritize what really matters

The Camaraderie Project: What is it?

Structure:

Groups of 6-8 colleagues who agree to:

- Meet for 1 hour once a month for 6 months
- Spend 15-20 minutes discussing a preselected topic pertinent to physicians
- Spend the rest of the hour enjoying each other's company

Purpose:

- Build camaraderie
- Eating together and enjoying each other's company

Rational:

Evidence in randomized trials that it increases professional fulfillment in physicians ^{1,2}

Department Support:

- Reimburses the cost of the meal
- Up to \$25 per attendee/month

1. West CP, Dyrbye LN, Rabatin JT, Call TG, Davidson JH, Multari A, Romanski SA, Hellyer JM, Sloan JA, Shanafelt TD. Intervention to promote physician well-being, job satisfaction, and professionalism: a randomized clinical trial. *JAMA Intern Med.* 2014 Apr;174(4):527-33.
2. West CP, Dyrbye LN, Satele D, Shanafelt TD. A randomized controlled trial evaluating the effect of COMPASS (Colleagues Meeting to Promote and Sustain Satisfaction) small group sessions on physician well-being, meaning, and job satisfaction. *J Gen Intern Med* 2015; 30: S89.



Meaningful Work

- Which aspect of your work do you find the most personally meaningful?
- What percentage of your time do you currently spend on that role or project?
- If less than 5hrs per week, what would it take to increase this?

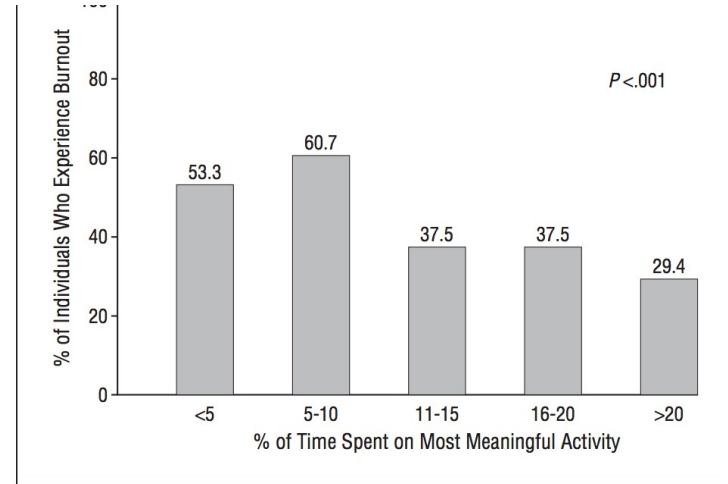


Figure 2. Burnout by amount of time spent on activity viewed most personally meaningful. The y-axis shows the percentage of individuals within each group who experience burnout. The x-axis indicates the amount of time spent in the activity viewed as most personally meaningful.

TABLE 14–2. Connecting work with meaning

Work task	Connection to meaningful outcome
Timely documentation	Enhances patient safety through an essential component of high-quality care
Covering for a colleague on vacation	Keeps a culture of self-care alive in your agency
Giving difficult feedback to a struggling trainee	Helps a new generation of professionals get ready to do important work in the field
Responding quickly and with compassion to a patient complaint	Fosters the culture of excellence you are proud to be part of
Responsible management of finances	Helps your clinic serve more patients who are unable to pay

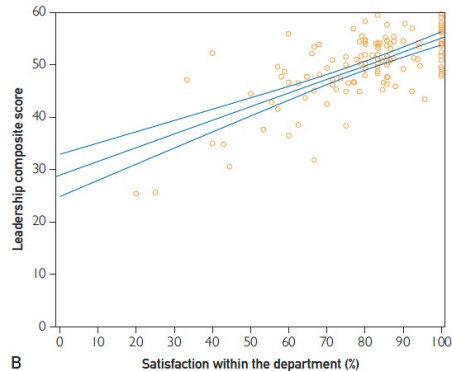
- Shared accountability
- Distributed leadership
- Balance standardization and customization

Leadership

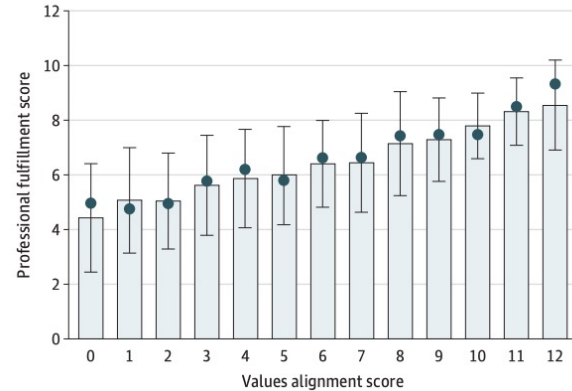
Leadership matters for well-being

Employees who rate supervisor leadership behaviors more favorably also report lower rates of burnout and higher job satisfaction

Shanafelt et al., 2015; *Mayo Clin Proc*, 90(4)



C Professional fulfillment score vs personal-organization value alignment scores

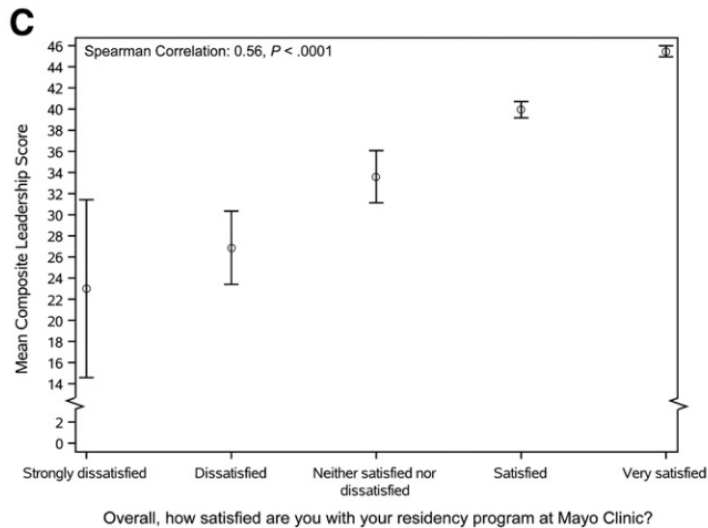
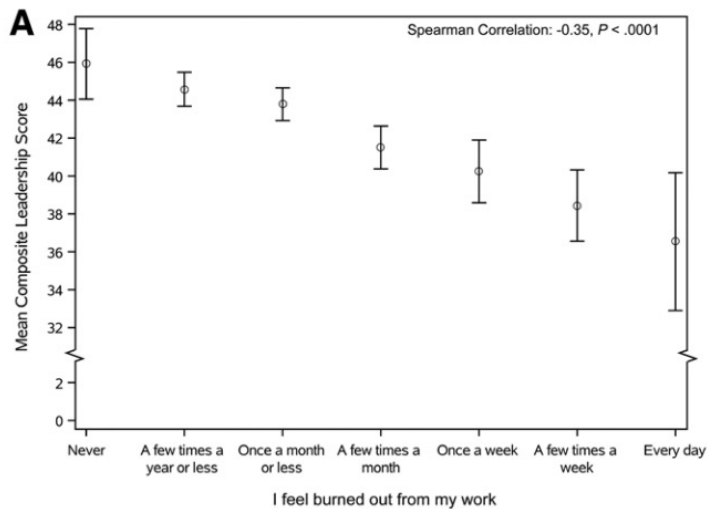


Shared purpose and personal-organizational values alignment between leaders and teams are important for physician well-being

Shanafelt et al., 2021; *JAMA Network Open*, 4(2)

Burnout, professional fulfillment, and self-care practices of physician leaders appear to be associated with their leadership effectiveness

Shanafelt et al., 2020; *JAMA Network Open*, 3(6)



The Relationship Between Residents' Perceptions of Residency Program Leadership Team Behaviors and Resident Burnout and Satisfaction

Leadership Strategies

Express Interest	Express interest in the opinions of your team members and encourage them to suggest ideas for improvement.
Show Respect	Treat others with respect and dignity; keep team members informed about changes taking place in the organization.
Empower & Coach	Empowering others to do their jobs and providing helpful feedback and coaching on performance.
Recognize & Inspire	Recognize others for a job well done and inspire team members to do their best.
Develop	Hold career development conversations and encourage others to develop their talents and skills.

- Clinician well-being
- Costs of burnout

- Electronic health record metrics
- Efficiency of the practice environment

- Behaviors of leaders
- Organizational culture

Workforce
assessment

19 academic affiliated member organizations

Mission: “**Advance wellbeing of physicians and those they serve**”

- Occupational wellness assessment using **Stanford’s doctor survey**
 - › Assesses **professional fulfillment and burnout** and their determinants
 - › Core measures are efficient, reliable, and sensitive-to-change
 - › Administered to physicians at Stanford in 2013, 2016, 2019, and 2020

- **Specialty specific benchmarks** and **longitudinally linked data**

- PWAC community **shares best practices** and **supports Chief Wellness Officers and wellness leaders** from member organizations



Survey Data

- Caregiver Survey (N = 135)
- Clinician/Faculty Survey (N = 145)
- Qualitative data documenting increased burnout (n = 66)

Open Listening

(regular focus groups and online suggestion form)

New Standing Well-being Advisory Committee *established January 2021*



Dr. Mickey Trockel

Dr. Grace Gengoux

Dr. Kim Bullock

Dr. Ranak Trivedi

Dr. Victoria Cosgrove

Dr. Christine Juang

Dr. Anahid Hekmat

Dr. Daniel Abrams

Dr. Isheeta Zalpu



Dr. Lauren Schneider

Dr. Christina Khan

Dr. Tamar Green

Dr. Ryan Matlow

Heather Freeman

Dr. Cheri Dijamco Wu

Stephanie Domes

Dr. Maryam Makowski

Rachel Warren-Lewis

Subgroup: Connection, Belonging, and Wellness-Centered Leadership

Subgroup: Redesigning Work & Supporting Caregivers

Department Leadership

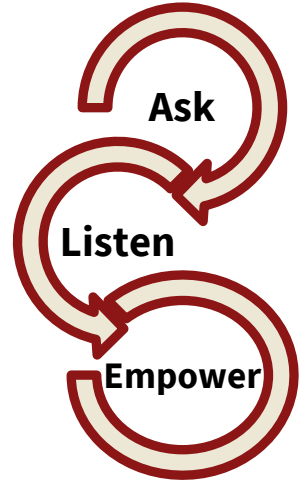




Image by [Chuck Underwood](#) from [Pixabay](#)

Caregiver Needs Assessment Results (N=135)

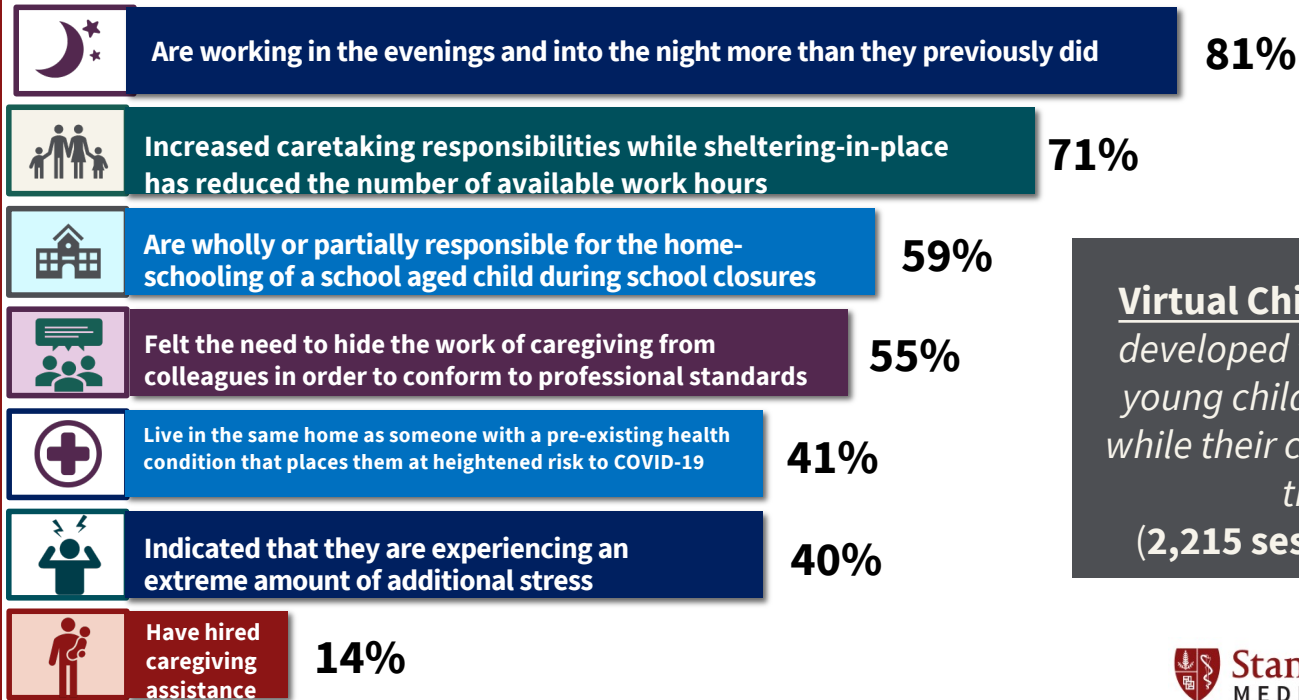
Survey administered to department faculty, trainees, and staff in June 2020

With this needs assessment, we sought to understand the nature of our people's caregiving responsibilities in order to better support the work and well-being of our community members



116

Caregivers
76% Identified as
Female/Femme



Virtual Child Engagement Program:
developed to help faculty and staff with young children complete remote work while their children engaged online with trained volunteers
(2,215 sessions completed to date)

Everyone Can Help

Best Practices for supporting employees who are caregiving

- ❖ **Demonstrate Compassion**
use words and actions to show that you care
- ❖ **Explicitly Express Understanding**
say outloud that you support employees' caregiving roles
- ❖ **Re-visit Assumptions**
meeting formats that worked before may be ineffective now
- ❖ **Prioritize asynchronous communication**
only require “facetime” when it’s really needed

Adopt principles of the Charter on Physician Well-Being

Thomas, Ripp & West (2018). *JAMA*, 319(15)

- Establishing a well-being program
- Appoint a Chief Wellness Officer
- Measures of well-being in strategic plan

Organizational
commitment



Stanford Medicine Chief Wellness Officer (CWO) Course

Chief Wellness Officer Training

For Physician Well-Being



What: 2021 Chief Wellness Officer Training for Physician Well-Being: The Stanford Medicine WellMD Center is offering an innovative and highly interactive one-week workshop for approximately 40 participants. Each day is composed of a combination of lectures, activities and interactions designed to help participants cultivate expertise in the principles and applications that contribute to physician well-being, using the Stanford Physician Wellness framework and extensive experience of the course faculty.

<http://stanford.cloud-cme.com/cwo2021>

Resources

WellMD

<https://wellmd.stanford.edu>

National Academy of Medicine Clinician Well-being Knowledge Hub

<https://nam.edu/clinicianwellbeing/>

Greater Good Science Center (UC Berkeley)

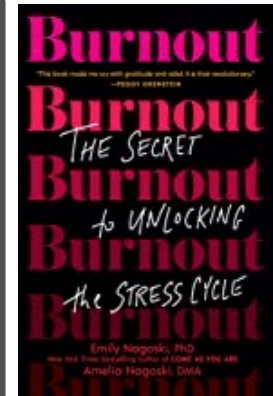
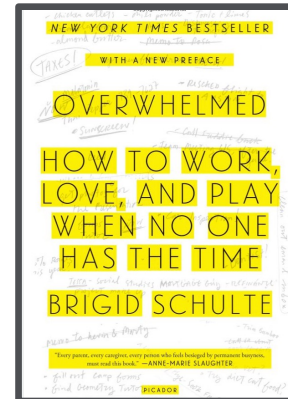
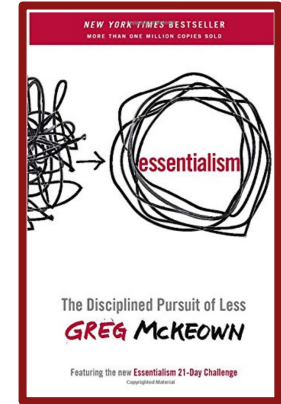
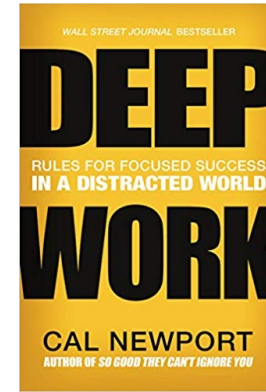
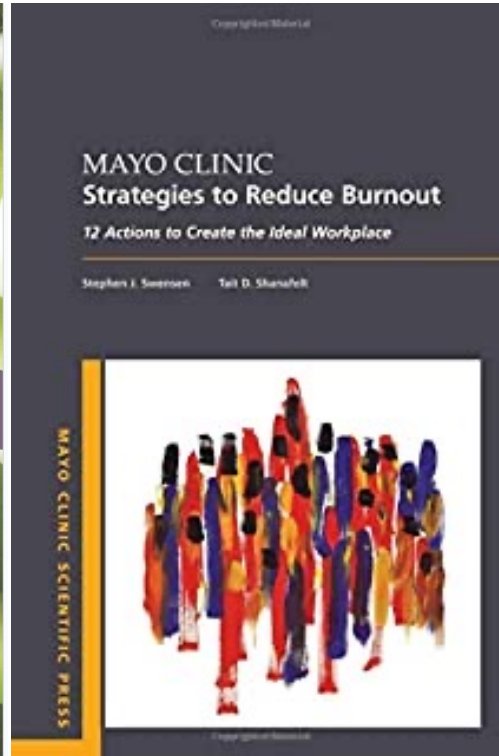
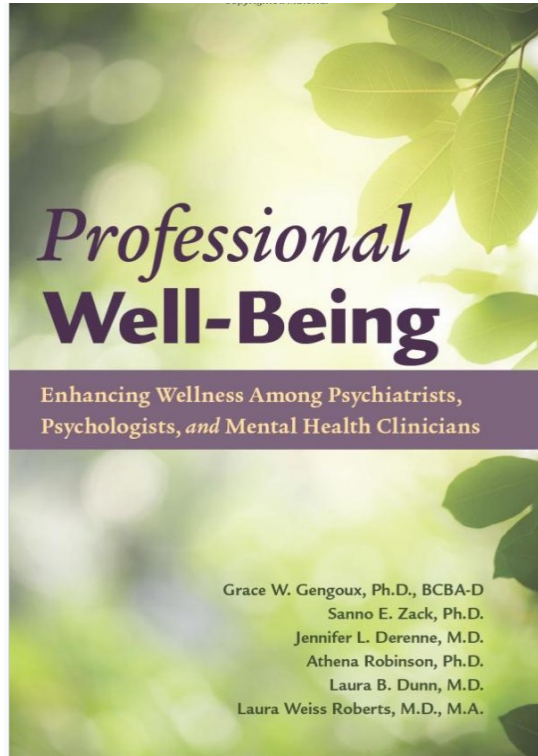
<https://ggsc.berkeley.edu/>

Employee Wellness and Stress Management Online Short Course

Stanford Center for Health Education

<https://www.getsmarter.com/products/stanford-employee-wellness-and-stress-management-online-short-course>

Books



Combating Burnout



When you tackle hard problems **you will get discouraged**



Across industries, innovators will encounter resistance and **some ideas will fail**



Secret of success is to **keep your body, mind, and heart prepared** to be resilient when faced with challenges



There is no one right answer for everyone. **Know yourself** and experiment with what works for you

Well-being Program Assumptions

- ❖ Well-being drives meaningful **impact on our mission**
- ❖ **Everyone** can help
- ❖ **Systems** and **leadership** matter
- ❖ Well-being is part of **quality improvement**
- ✓ *Flexibility will allow optimal recovery & recharge for individuals*
- ✓ *Collaborations enhance professional fulfillment and connection*



Thank You!

