Optimizing Professional Wellness:

Navigating Workplace Experiences in Healthcare

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2024 LOS Cancer Congress

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Today's Roadmap

1. Establish the Framework for Healthcare Professional Well-being
2. Measuring Professional Well-being
3. Taking Action and Future Planning

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Framework for Healthcare Professional Well-being

Describe a data-driven Clinician Well-being framework to level-set our dialogue across the Network

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Data-driven Framework for Clinician Well-being

Burnout Consistently High in Multidisciplinary Team Members

2014 study: 45% of oncologists overall including 51% of oncologists in private practice, were burnt out (emotional exhaustion, depersonalization)

2019 study: 53% of medical oncology PAs report burnout – the highest of all PA specialties

6,940 oncology nurses: emotional exhaustion 32%, depersonalization 21%, and (DP), personal accomplishment 26%

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https://ascopubs.org/doi/10.1200/JCO.2013.51.8480
https://pubmed.ncbi.nlm.nih.gov/27249706/

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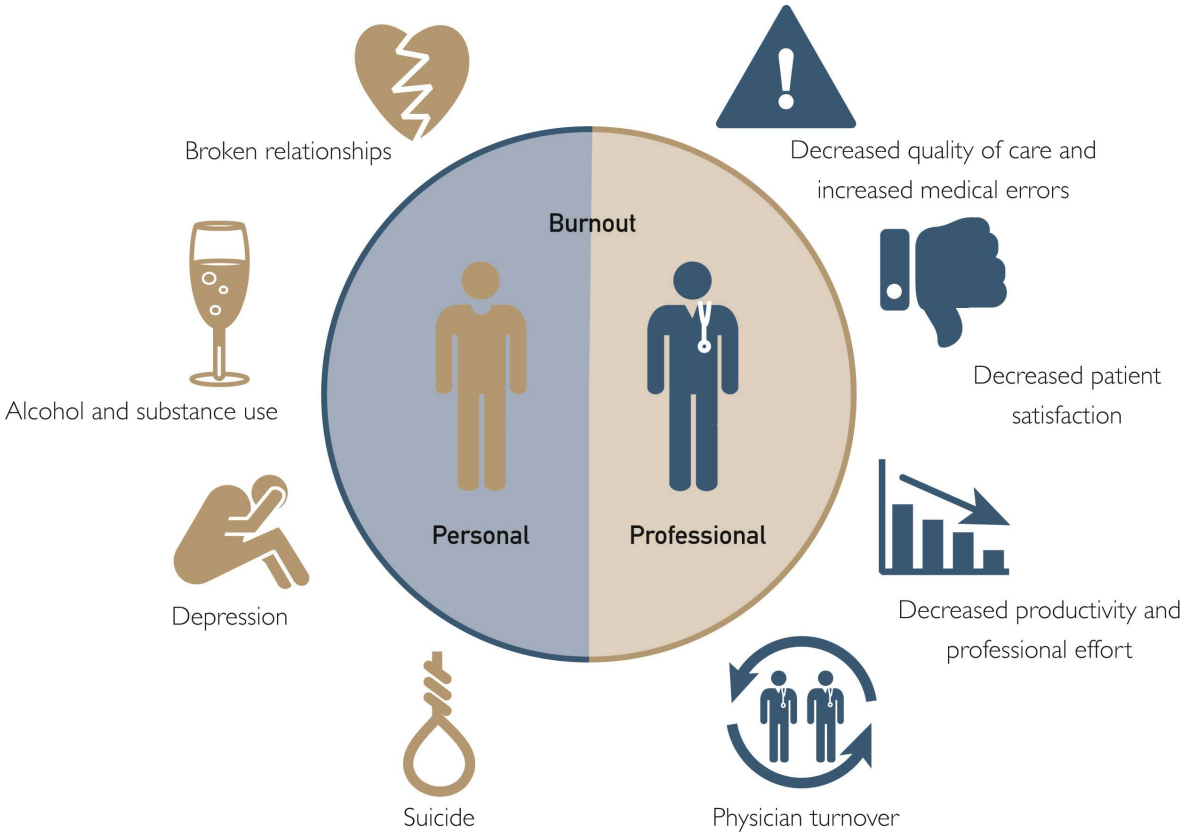
Data-driven Framework for Clinician Well-being

Repercussions of Burnout in Healthcare



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"While burnout *manifests* in ***individuals,*** it *originates* in ***systems.***"

Dr. Christine Sinsky, M.D.
Vice President of Professional Satisfaction
AMA

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https://www.ama-assn.org/practice-management/physician-health/what-physician-burnout

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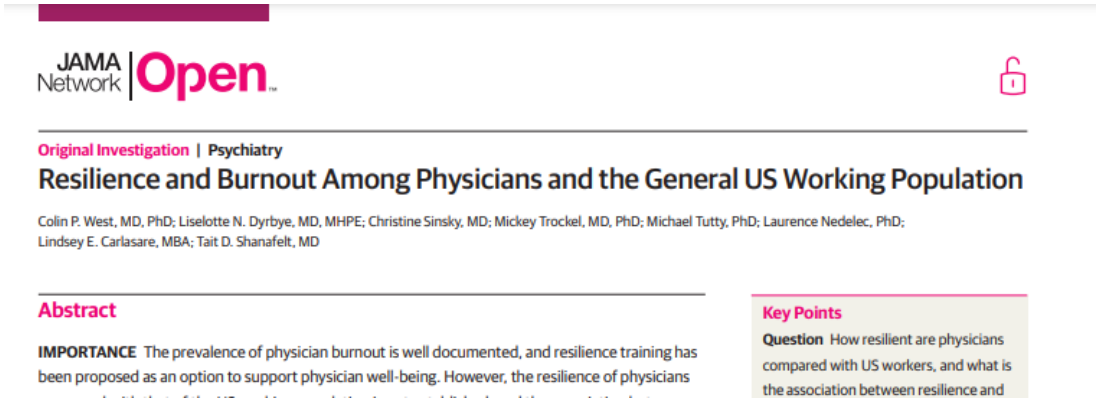
Data-driven Framework for Clinician Well-being

Moving Beyond Personal Resilience

Medicine does not have a resiliency deficit

- Compared resilience and burnout in the US working population
- Findings: Medical professionals had **significantly higher resilience scores** than the general employed population
- Each **one-point increase** in resilience score was associated with **36% lower odds** of overall burnout



JAMA Network | Open

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

Abstract

IMPORTANCE The prevalence of physician burnout is well documented, and resilience training has been proposed as an option to support physician well-being. However, the resilience of physicians

Key Points

Question How resilient are physicians compared with US workers, and what is the association between resilience and

- However, **29%** of physicians **with the highest possible resilience score** still experienced **burnout**.

https://jamanetwork.com/journals/jamanetworkopen/fullarticle/2767829

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Recognizing the Impact of ‘Feeling Valued’

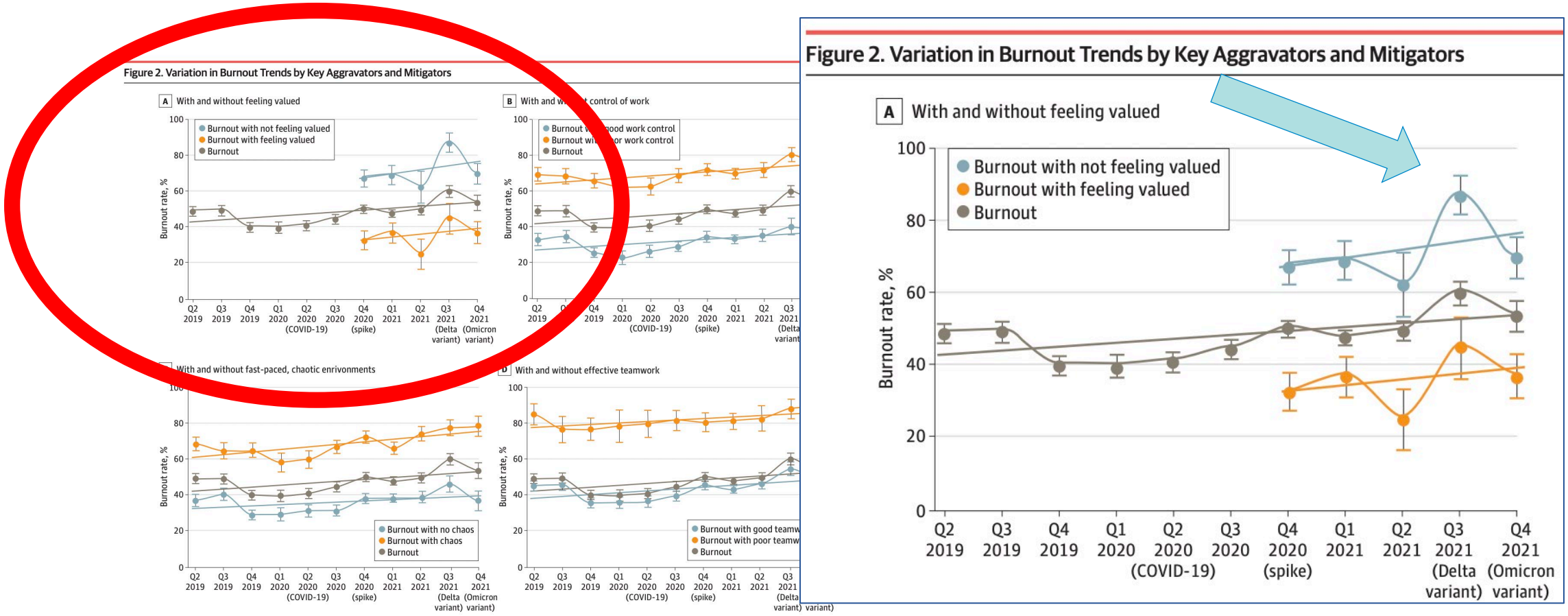

Figure 2. Variation in Burnout Trends by Key Aggravators and Mitigators
A With and without feeling valued
Burnout with not feeling valued
Burnout with feeling valued
Burnout
Burnout rate, %
Q2 2019
Q3 2019
Q4 2019
Q1 2020
Q2 2020 (COVID-19)
Q3 2020
Q4 2020 (spike)
Q1 2021
Q2 2021
Q3 2021 (Delta variant)
Q4 2021 (Omicron variant)

Linzer M, Jin JO, Shah P, et al. Trends in Clinician Burnout With Associated Mitigating and Aggravating Factors During the COVID-19 Pandemic. JAMA Health Forum. 2022;3(11):e224163. doi:10.1001/jamahealthforum.2022.4163

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Data-driven Framework for Clinician Well-being

Adopting an Evidence-Based Framework

The Stanford Model of Professional Fulfillment

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Organizational Factors

Individual Factors

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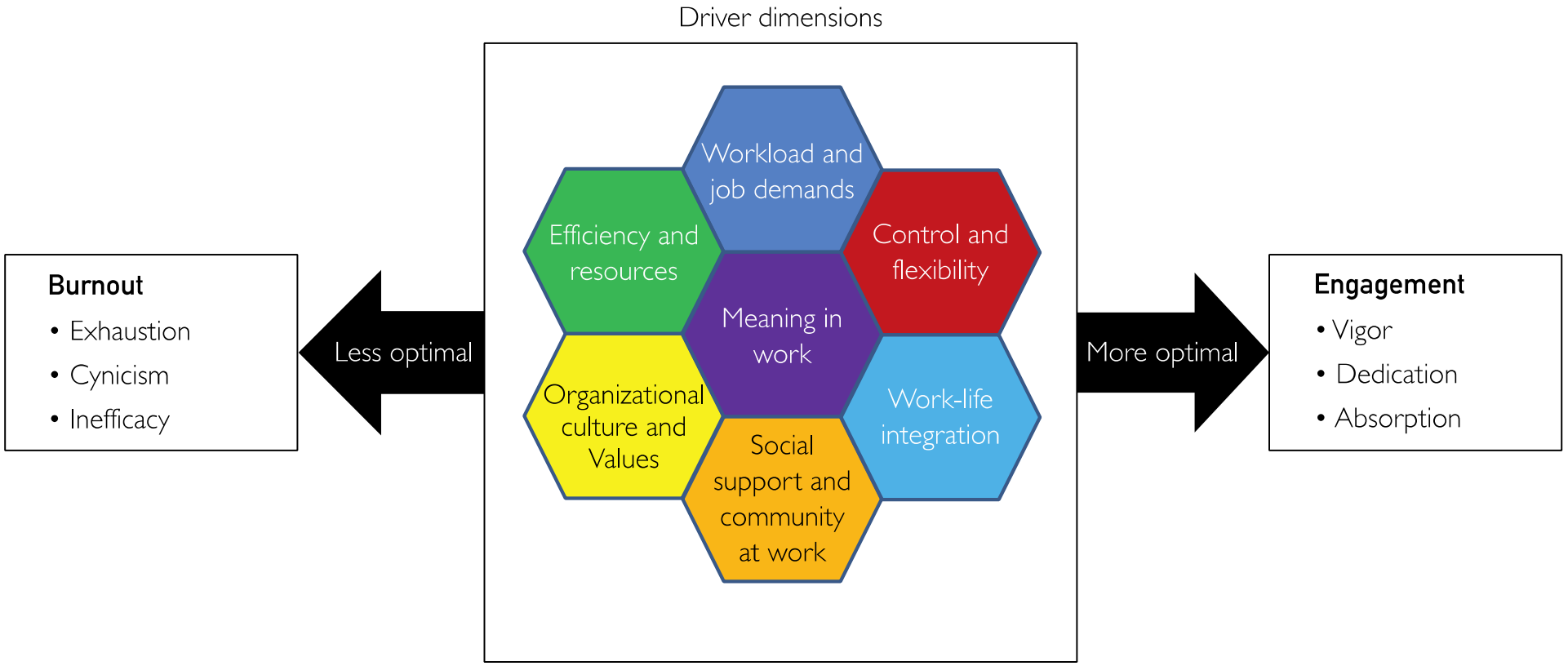
Adopting an Evidence-Based Framework



Looking at the drivers through the lens of actionability

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https://pubmed.ncbi.nlm.nih.gov/27871627/

One Size Does Not Fit Most

Personalized
Precision
~~Medicine~~ Wellness

Physicians

Advanced Practice Providers

Nurses

Non-Clinical Allied Health

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Shanafelt T, et al. Academic Medicine. 94(2):156-161, February 2019.

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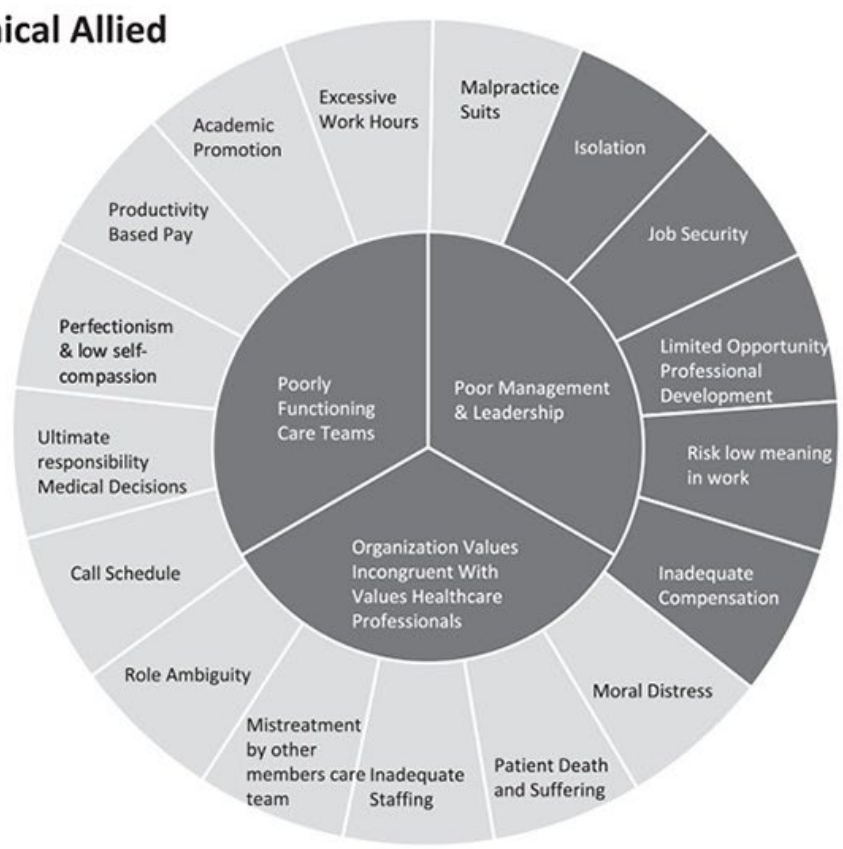
Data-driven Framework for Clinician Well-being

Relative Importance of Drivers by Occupation



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Relative Importance of Drivers by Occupation

Physicians

Advanced Practice Providers

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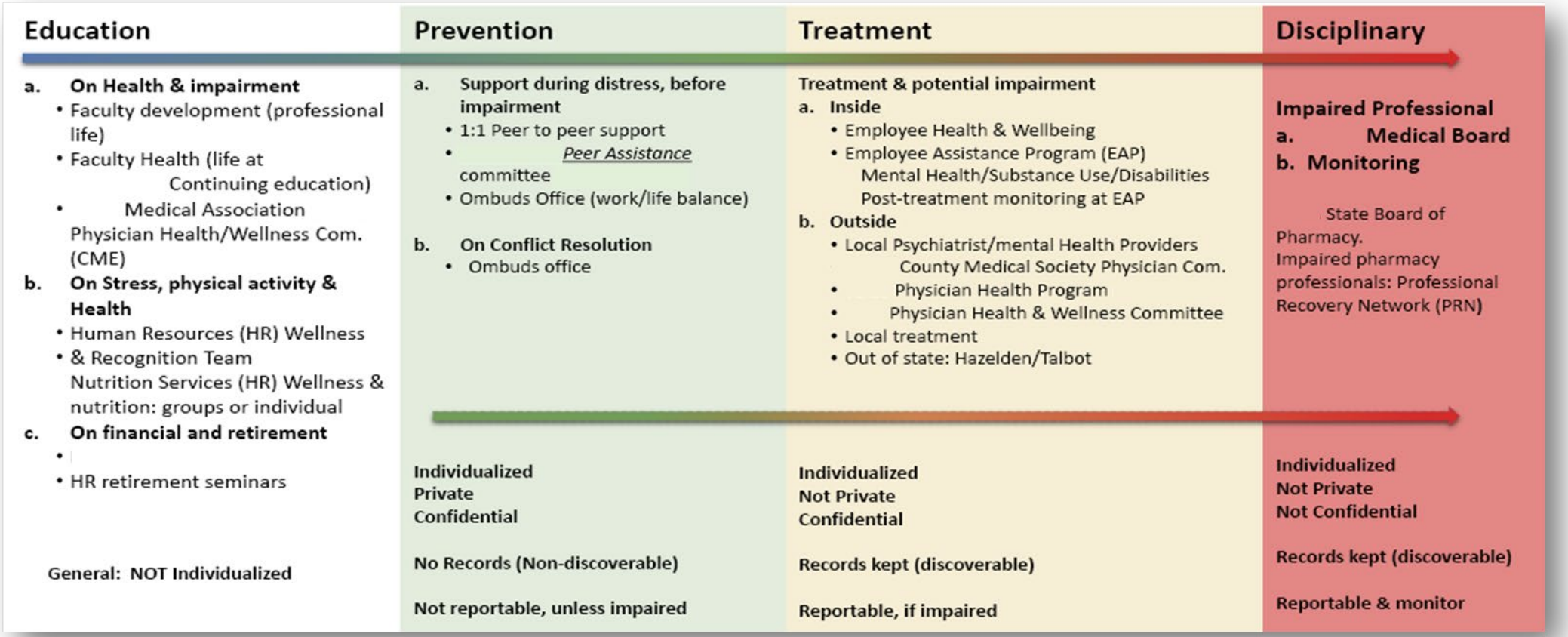
Data-driven Framework for Clinician Well-being

Shifting the Approach from Reactive to Proactive



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Measuring Healthcare Professional Well-being

Examine the ways to measure workplace well-being that are validated and actionable

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Measuring Healthcare Professional Well-being

Feedback-driven Approach To Clinician Well-being Maintaining Core Values

PERSONALIZATION

Align initiatives with actual needs

Integrate survey feedback into initiatives

TRANSPARENCY

Increase visibility across the organization of Wellbeing priorities and services

SIMPLICITY

Phase out non-value-added activities to streamline day-to-day work life

AUTHENTICITY

Ensure workplace experience aligns with the organizational culture and Core Values

RESPONSIVENESS

Maintain closed loop communications

Ensure platform for open communication

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Lesser E, et al. Designing employee experience. IBM Institute for Business Value. 2016.

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Measuring Healthcare Professional Well-being

Defining Each Evidence-Based Dimension

The Stanford Model of Professional Fulfillment

Culture of Wellness

Describes the organizational work environment, values and behaviors that promote personal and professional growth, self-care, and compassion for self and others

Key success factors of this dimension include:

- Leadership support, commitment, and accountability for wellness
- Infrastructure and resources to support wellness
- Regular measurement of professional well-being
- Recognition and appreciation
- Fairness and inclusiveness
- Transparency and values alignment

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https://wellmd.stanford.edu/about/model-external.html

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Measuring Healthcare Professional Well-being

Defining Each Evidence-Based Dimension

The Stanford Model of Professional Fulfillment

Efficiency of Practice

Describes the workplace systems, processes, and practices that promote safety, quality, effectiveness, positive patient and colleague interactions, and work-life balance.

Key success factors include:

- Identification and redesign of inefficient work
- Physician involvement in clinical processes redesign
- Teamwork models of practice
- Workspace design for interpersonal proximity & improved communication
- Efficient communication methods to minimize e-mail burden
- Streamline EHR, other IT interfaces
- Realistic staffing and scheduling that recognizes predictable absences

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Measuring Healthcare Professional Well-being

Defining Each Evidence-Based Dimension

The Stanford Model of Professional Fulfillment

Personal Resilience

Describes how the individual still plays a critical role. Personal Resilience refers to the individual skills, behaviors, and attitudes that contribute to physical, emotional, and professional well-being.

Key success factors include:

- Self-care assessment and support systems
- Safety net systems for crisis interventions
- Worksite evidence-based health promotion
- Encouragement of peer support
- Financial management counseling
- Life-needs support mechanisms (e.g., child and elder care, after-hours meals, and more)

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Measuring Healthcare Professional Well-being

Feedback-driven Approach To Clinician Well-being

Not the same

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MATRIX OF DRIVERS OF BURNOUT IN HEALTHCARE PROFESSIONALS

Drivers of burnout and engagement in physicians	Individual factors	Work unit factors	Organization factors	National factors
Workload and job demands	• Specialty • Practice location • Decision to increase work to increase income	• Productivity expectations • Team structure • Efficiency • Use of allied health professionals	• Productivity targets • Method of compensation - Salary - Productivity based • Payer mix	• Structure reimbursement - Medicare/Medicaid - Bundled payments - Documentation requirements
Efficiency and resources	• Experience • Ability to prioritize • Personal efficiency • Organizational skills • Willingness to delegate • Ability to say "no"	• Availability of support staff and their experience • Patient check-in efficiency/process • Use of scribes • Team huddles • Use of allied health professionals	• Integration of care • Use of patient portal • Institutional efficiency: - EHR - Appointment system - Ordering systems • How regulations interpreted and applied	• Integration of care • Requirements for: - Electronic prescribing - Medication reconciliation - Meaningful use of EHR • Certification agency facility regulations (JCAHO) • Precertifications for tests/treatments
Meaning in work	• Self-awareness of most personally meaningful aspect of work • Ability to shape career to focus on interests • Doctor–patient relationships • Personal recognition of positive events at work	• Match of work to talents and interests of individuals • Opportunities for involvement - Education - Research - Leadership	• Organizational culture • Practice environment • Opportunities for professional development	• Evolving supervisory role of physicians (potentially less direct patient contact) • Reduced funding - Research - Education • Regulations that increase clerical work
Culture and values	• Personal values • Professional values • Level of altruism • Moral compass/ethics • Commitment to organization	• Behavior of work unit leader • Work unit norms and expectations • Equity/fairness	• Organization's mission - Service/quality vs profit • Organization's values • Behavior of senior leaders • Communication/ messaging • Organizational norms and expectations • Just culture	• System of coverage for uninsured • Structure reimbursement - What is rewarded • Regulations
Control and flexibility	• Personality • Assertiveness • Intentionality	• Degree of flexibility: - Control of physician calendars - Clinic start/end times - Vacation scheduling - Call schedule	• Scheduling system • Policies • Affiliations that restrict referrals • Rigid application practice guidelines	• Precertifications for tests/ treatments • Insurance networks that restrict referrals • Practice guidelines
Social support and community at work	• Personality traits • Length of service • Relationship-building skills	• Collegiality in practice environment • Physical configuration of work unit space • Social gatherings to promote community • Team structure	• Collegiality across the organization • Physician lounge • Strategies to build community • Social gatherings	• Support and community created by Medical/specialty societies
Work-life integration	• Priorities and values • Personal characteristics - Spouse/partner - Children/dependents - Health issues	• Call schedule • Structure night/weekend coverage • Cross-coverage for time away • Expectations/role models	• Vacation policies • Sick/medical leave • Policies - Part-time work - Flexible scheduling • Expectations/role models	• Requirements for: - Maintenance certification - Licensing • Regulations that increase clerical work

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Mayo Clinic Proceedings 2017 92129-146DOI: (10.1016/j.mayocp.2016.10.004)

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Measuring Healthcare Professional Well-being

Actionable Drivers with Validated Measures & Tools

Examples: Measuring Personal-Organizational Values Alignment

How true are the following statements about conditions in your practice setting (i.e., your principal practice site)?

	Not At All True	Somewhat True	Moderately True	Very True	Completely True
My input is valued in important administrative decisions	○	○	○	○	○
Our organizational goals and values fit well with my goals and values	○	○	○	○	○
Administration values my clinical work	○	○	○	○	○

JAMA Netw Open. 2021;4(2):e2035622. doi:10.1001/jamanetworkopen.2020.35622

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Taking Action as an Organization

Establish our unified approach as a practice, health system, state for an action-centered clinician well-being strategy across multidisciplinary professionals

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Taking Action as an Organization

First, Establish Consensus on the Following Evidence-Based Statements

Burnout is prevalent in healthcare professionals.

The well-being of healthcare professionals impacts quality of care.

Healthcare professionals' distress costs organizations a lot of money.

Greater personal resilience is not the solution.

Different occupations and disciplines have unique needs.

Evidence and tactics are available to address the problem.

Interventions work.

https://pubmed.ncbi.nlm.nih.gov/30418362/

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Taking Action as an Organization

Clinical Wellbeing Strategy Pillars

1. **Establish our shared commitment to clinician well-being**
    - Raise awareness to our professional wellbeing framework
    - Cultivate solutions-focused mindsets
2. **Measure consistently to show impact over time**
    - Prioritize actionable areas of the professional well-being
3. **Support action**
    - Share end-to-end guidance for practice-, network-level action
    - Don’t lose sight of the unique needs by roles within teams

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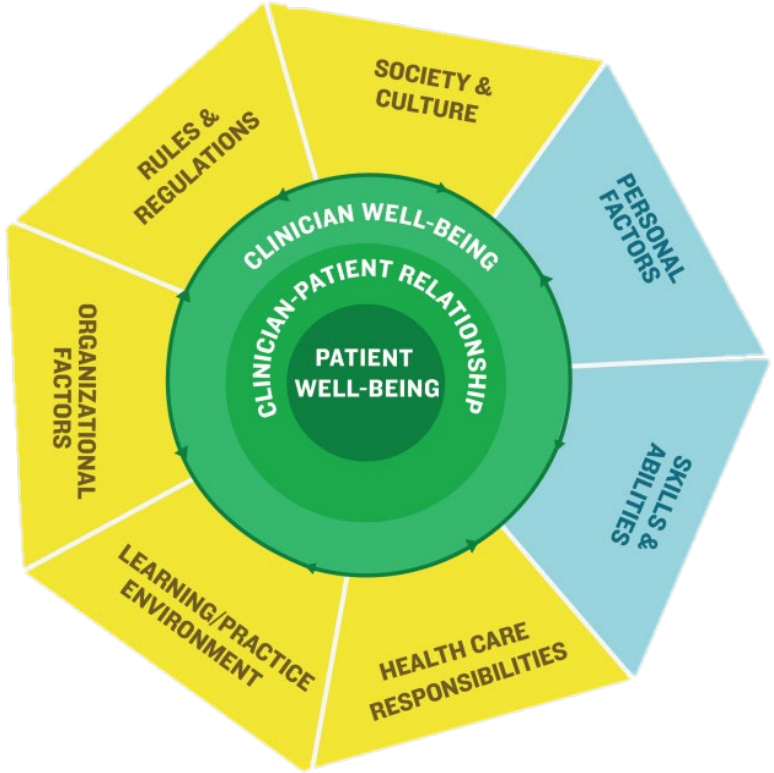
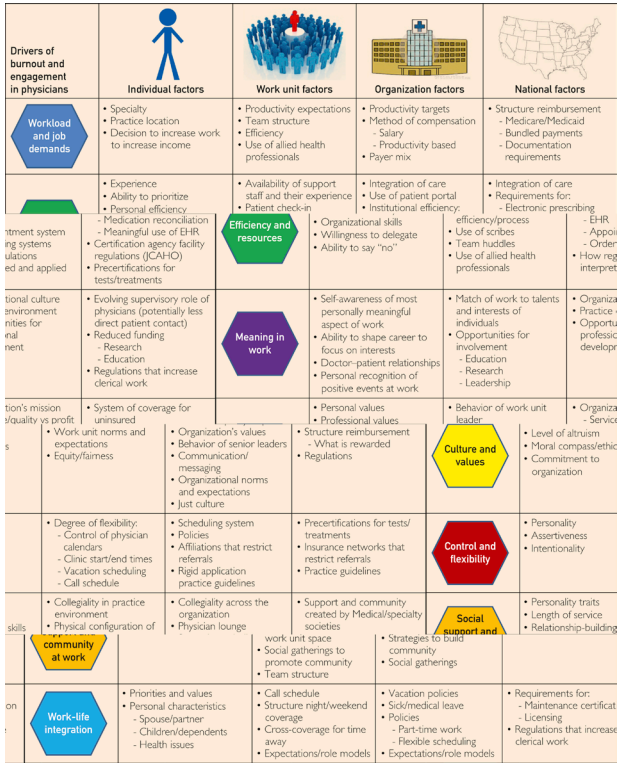
Taking Action as an Organization
Adapting Evidence-based Framework

- Leverage the work done to date





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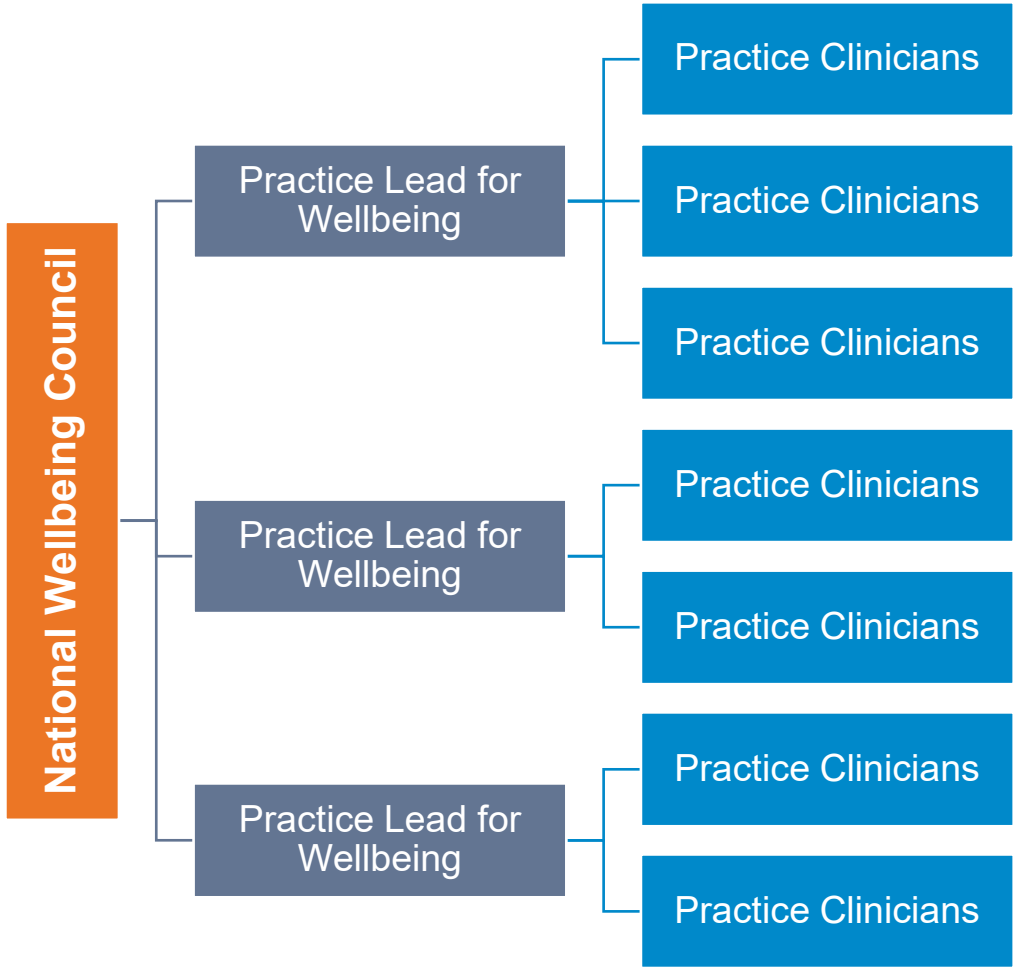
Taking Action as an Organization
Establish the Well-being Infrastructure

Ensure representation with practice-level, role-specific Wellbeing Leads

Bidirectional communication

Peer community among wellbeing leads

- Sharing best practices
- Crowdsourcing solutions



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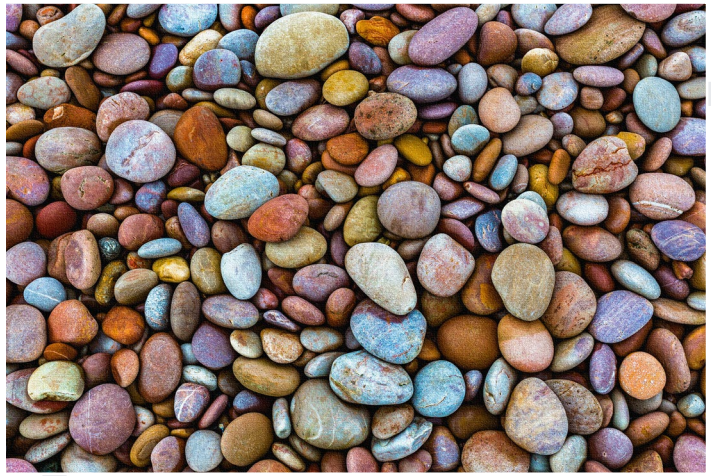
Reframing Our Thinking

Burnout as manifestation of 1000 pebbles



It isn’t the mountains ahead to climb that wear you out; it’s the pebble in your shoe.

Muhammad Ali