Enough about burnout! Let’s change the conversation to well-being and thriving!

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Reconnect

1. Mentally scan over the past month to a time at work when you felt really great
2. Turn to the person sitting next to you and take turns sharing your stories
3. While the other person is talking, listen and DO NOT SPEAK
4. Switch roles after 2 minutes
Debrief

What was that like?
Fostering Community

- Exercises like this one can help foster connections among members while reminding them of a positive aspect of their work.

- The ACP Wellbeing Champions are trained to conduct this and many other activities that can help your chapter foster community and reduce isolation.
ACP’s Physician Well-being & Professional Satisfaction Initiative

Fostering Local Communities of Well-being
Trained ACP Well-being Champions supporting their ACP chapter members, practices, and organizations in combating burnout.

Advocating for Systems Changes
Policy recommendations through ACP’s Patients Before Paperwork initiative that call for simplifying, streamlining, and reducing excessive administrative tasks that detract from patient care and contribute to physician burnout.

Improving the Practice and Organizational Environment
Providing ACP members with high quality information, resources, tools, and support to help their practices thrive in the growing value-based payment environment.

Promoting Individual Well-being
Offering online resources and educational courses at ACP’s Internal Medicine Meeting and chapter meetings to help ACP members manage issues related to well-being and satisfaction.
Fostering Local Communities of Well-being

Trained ACP Well-being Champions supporting their ACP chapter members, practices, and organizations in combating burnout.
The Power of Networks: Achievement vs. Affiliation

- Trees compete with one another for light, water and nutrients
- The tallest tree “wins” at the expense of the smaller surrounding trees
- Turns out trees form collaborative networks and share resources and information with one another to help build a more flexible, adaptable forest

Simard et al., Nature, 1997
Relatedness Matters

• Participants were asked to stand at the base of a hill and estimate how steep the climb would be

• Hill appeared steeper to those alone than those accompanied by a friend

• Relationship quality mediated the effect (more supportive relationships worked better)

Why should we invest in fostering communities of well-being?

- To promote a culture of affiliation and connectedness
- To create a psychologically safe space for members to communicate with one another
- To help colleagues celebrate the joys and overcome the challenges of practicing internal medicine together
- To encourage careers in Internal Medicine
Improving the Practice and Organizational Environment
Common features of high-functioning workplaces included:
• Workflow redesign to foster communication and relationships
• Planning ahead
• Communication between team members, and also between physicians and administration
Both individual and structural/organizational strategies could provide clinically meaningful reductions in physician burnout.

Interventions reduced burnout, emotional exhaustion, and depersonalization
Organizational-level interventions were more effective than individual interventions.
Four main factors drive burnout

- Time pressure
- Lack of control over work conditions
- Chaotic workplaces
- Values in conflict with our own

Credit to M Linzer & S Poplau.
West et al, Lancet 2016;388:2272–2281
Reduce time pressure and chaos

- Support team work and care coordination
  - Pre-visit planning
  - Huddles
  - Care protocols
  - Standing orders

Credit to M Linzer & S Poplau.
LeMaire J. BMC HSR. 2010; 10:208
How can leaders nurture joy in work?

- Ask staff “What matters to you?”
- Identify unique impediments to joy in work in the local context
- Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization
- Use improvement science to test approaches to improving joy in work at your organization
Advocating for Systems Changes

Policy recommendations through ACP’s Patients Before Paperwork initiative that call for simplifying, streamlining, and reducing excessive administrative tasks that detract from patient care and contribute to physician burnout.
National Academy of Medicine

- Action Collaborative
  - Started in 2017
- ACP a founding member along with ACGME, AAMC, ANA, CMS and others
- Power of the collaborative to solve complex problems

https://nam.edu/initiatives/clinician-resilience-and-well-being/
Implementing Optimal Team-Based Care to Reduce Clinician Burnout

- Defined “clinical team”
- Key Features of high performing teams
- Relationship between teamwork and improved patient outcomes
- Some evidence that links high performing teams to improved clinician well-being
- Focused on barriers and solutions to implementation of optimal team based care

https://nam.edu/implementing-optimal-team-based-care-to-reduce-clinician-burnout/
Key Features of High Performing Teams

- Mutual trust/psychological safety
- Effective communication
- Clear roles
- Shared measurable goals
Recommendations

1. Advocate to better align licensing/regulation of clinicians with new concepts and standards for team based care→ telehealth and virtual teams

2. Prioritize **training & assessment of clinical team structure & function** across the continuum of training

3. **Modernize documentation guidelines to allow for team documentation** and to clearly indicate that functions such as medication reconciliation can be performed by team members
Promoting Individual Well-being

Offering online resources and educational courses at ACP’s Internal Medicine Meeting and chapter meetings to help ACP members manage issues related to well-being and satisfaction.
Spectrum of Physician Well-being

SEVERE STRESS
Other mental health issues

SURVIVING
Able to “function” & “cope”

HUMAN FLOURISHING
Able to access deep states of ease, peace and compassion
Current Clinical Environment

Maslow’s Hierarchy Applied to Burnout

- I have time to think and contribute
- I am noticed and appreciated
- I am connected
- My unit is civil and I’m respected
- My family time is respected
- I am not unduly hassled
- I’m safe and my patients are safe
- My family is safe
- Food, Water, Sleep, Bathrooms & Mental Health
Your Learning Environment

Maslow’s Hierarchy Applied to Burnout

1. Food, Water, Sleep, Bathrooms & Mental Health
2. I’m safe and my patients are safe
   My family is safe
3. My unit is civil and I’m respected
   My family time is respected
   I am not unduly hassled
4. I am noticed and appreciated
   I am connected
5. I have time to think and contribute
Shift Balance Toward Emotional Wellbeing

Driver dimensions

- Workload and job demands
- Control and flexibility
- Meaning in work
- Social support and community at work
- Efficiency and resources
- Organizational culture and values

Burnout
- Exhaustion
- Cynicism
- Inefficacy

Less optimal

More optimal

Engagement
- Vigor
- Dedication
- Absorption

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

Well-being fuels optimal performance

Yerkes-Dodson Curve

- Seeing Improvement
- Bored
- CALM
- Energised
- Focused
- Work feels effortless
- EUSTRESS
- Fatigue
- Exhaustion
- Health
- Breakdown & burnout
- DISTRESS

Level of Stress

Optimal Performance
Power of Positive Psychology
What Positive Psychology Does

- Rewire your brain in small steps toward a higher functioning state of being
- Be more productive, creative, efficient, mentally flexible
- Help us get to flow state
Science of Happiness

Happiness is not about being blind to the negatives in our environment, it’s about the ability to see both the negatives as well as the opportunities, possibilities, and paths to success in our external world.
Some Ideas to Improve Well-being

- What is your happiness booster?
- Mindfulness practices – pauses, breathing, reflective writing, laughter, exercise
- Make gratitude a habit
- Face stressful situations with a belief mindset
- What am I thankful for?
- How do I best support my best self?
- Have positive role models to use as a guide
Make gratitude a habit

- 3 good things
- Start or end your day with a thank you
- Never underestimate the power of catching people doing things right
Pathways to Happiness and Flourishing

Introducing a New Theory of Well-Being

- Positive Emotions
- Engagement
- Positive Relationships
- Meaning
- Accomplishment
Emphasize Strengths

- Focus future achievement on the basis of past success
- Build on who you are at your strongest and what you do well
- What strengths have gotten you this far?
Enforces Hardiness Mindset

- Control over life events
- Commitment, sense of purpose
- Challenges are opportunities

Buffer Against Stress
Invigorates Grit

- The raw endurance, perseverance, and passion that keeps you going despite obstacles
- Key – workplace engagement, purpose
Wheel Group Exercise

- Take 6 minutes to read the instructions and complete your wheel
- Once your wheel is complete turn to the person sitting next to you and take turns sharing what you learned with one another for another 4 minutes (2 minutes each)
- While sharing with one another you can use the three discussion questions as a guide but no need to answer all three questions
Wheel Debrief

- What surprised you about your wheel?
- What opportunities did you identify?
- How did it feel to talk about your wheel with the person sitting next to you?
Panel Discussion

- Introductions - representative panel
- Each member will answer the following two questions:
  1. How do you support/prioritize your personal well-being?
  2. Which organizational/systems/culture level solutions have you found most effective to promote clinician well-being?
- Audience Q and A to panel
Questions?

- Visit the ACP Initiative at https://www.acponline.org/practice-resources/physician-well-being-and-professional-satisfaction
- Visit the NAM Action Collaborative at https://nam.edu/initiatives/clinician-resilience-and-well-being/
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