It’s Not Just You, It’s the System Too:

Wellness experiences of OHSU Hospital Medicine
ACLGIM WELL program

DATE: December 3rd, 2017   PRESENTED BY: James Clements MD

Goals and Objectives

• Personalize the problem of burnout
  – Feel the wellness imperative from a personal perspective
• Express the importance of shared values and practice surveys for leadership teams
• Describe successful interventions that have increased physician wellness in our division
• Recognize that we are all humans and the importance of designing systems with this in mind
• Encourage participation in WELL program
Getting Started…

Enter Residency and Then Faculty Practice…
Exhaustion, Depersonalization, Devalued

BURNOUT
ATTITUDES ARE CONTAGIOUS. MINE MIGHT KILL YOU.

www.despair.com

It Can Get Better…
The Reciprocal Domains of Physician Well-Being

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

- 35 Faculty, mix of FTE
- Clinical Hospitalist Service
  - Primarily early career hospitalists who have mixed FTE
  - Higher burnout rates
- Teaching service
  - Lower burnout rates among more senior faculty with 100% clinical FTE


The System Matters

- Clinical Hospitalist Service
  - 3 Daytime Docs, variable PA
    - Rounding, consults and admitting
    - No cap on admissions or census
  - Night shift
    - One provider for cross cover, admits, consults
    - Back up on call at home staffed with internal moonlighting
- Workflow built for “temp labor”
- Humans respond predictably to stimulus
  - Uncertainty, aversion, dread, anxiety
  - Less room for compassion

https://sites.google.com/site/sisyphusa/the-myth-of-sisyphus accessed 11/15/2017 Illustration by Temujin Doran and Max Robinson
The System Can Change

- Leadership vision. Decide on the pathway for teaching and non-resident services
  - OHSU DHM has decided to grow as one division committed to compassionate care, education and career advancement
  - Wellness matters, for everyone.
- Understand human motivations
  - We respond predictably to repetitive stimulus
  - Room for compassion

Surveys
The Power of Survey

- Capture the story and the mood of the team rooms
- Tells the story in a format Chairs and CMO’s understand
- Identify problems and track progress
- Anonymous feedback
- Testing ground for division innovations

- OHSU DHM survey inspired by Mini Z
  - Customized for our group
  - WELL Training
- Stakeholders:
  - Division Head
  - Chair

OHSU DHM Survey

- 2015
  - 54% burn out rate
  - 100% rated morale low (90%) or neutral (10%)
  - 45% would not commit to long term position
  - 50% low work control
- Challenges
  - Low response rate <50%
  - No demographics
- Success:
  - It happened
  - Transparency
Leadership

- Additional business meeting for faculty with CHS FTE
  - More opportunity for input on practice decisions
- Commitment to surveys
- Increased messaging about the meaning in our work, followed by support
- Division Head committed to leadership training and evaluation
Wellness Success: Staffing

- Daily census targets
  - Survey results/Census tracking
  - 3→4 Rounders
- Swing shift
  - Increase predictability, streamline daily workflow
- Night coverage - it’s about safety
  - 1→2 nocturnist shifts

- Effective negotiation
- Leverage the cost of turnover (WELL program)
  - Recruitment
  - Locums
  - Pt diversions
- Stakeholders: Department Leadership, Hospital Leadership

Room for compassion

Staffing: Challenges

- Budgets
  - Hiring Freeze
- Unexpected departures
  - Pressures from unfilled shifts
    - Survey data used to support need for hiring Locums
    - Pressure from locums cost helped us
- Leadership turnover
  - Department Chairs
  - Hospital CMO’s, Deans
Meaning in our work

- Messaging from leadership
  - We are humans who:
    - Take care of other humans for a living
    - Teach others
    - Innovate
- Increased educational opportunities on CHS
  - Sub-I program
  - PA students
  - In a system where this is reasonable

OHSU DHM Survey 2016

- Added FTE to demographics
- >80% response rate
- 42% rated morale as neutral or high, 60% felt morale improved
- 56% anticipate long term position
- Improved work control
- 52% burn out rate
  - Less severe
  - Extra shifts

http://jessica-poe.com/not-perfect-but-good-getting-better/
Workflow

- Workgroup
- Paging reduction program
  - Delegation protocol for low risk medications
- Administrative support on the wards
  - Coordinator for follow up appointments
  - Ambulatory stakeholder support

Wellness Committee

- AMA steps forward and WELL groups
- Leadership and interested faculty
  - Both systematic and personal solutions to burnout
  - 2017 Design and interpretation of annual survey
Mentorship

- Division wide program
- Peer to Peer and Leaders
- Career development lunches
  - Creating a personal mission statement
  - Finding your niche
  - P+T Navigation
  - Navigating OHSU’s system

OHSU Successes + Challenges

- Supporting innovative care delivery
  - CTRAIN/IMPACT- Dr. Honora Englander
  - Behavioral contract standardization
- Affordable care act engagement in Oregon
  - Ability to enroll in Medicaid and get patients the care they need
- Campus-wide faculty surveys

- Challenges:
  - Budget climate
  - Leadership turnover
    - CMO
    - Deans
    - New CEO
  - Searching for unified approach
Resident and Faculty Wellness Program

- Dedicated Psychologists and Psychiatry teams to help people struggling with burnout or mental health
- Peer Support Program

How to Reach RFWP Clinicians

To schedule an appointment or get consultation re: trainee/faculty concern:

Directly email or page any of the providers listed at www.ohsu.edu/rfwp

Urgent consultation: RFWP pager 1-0975

Wellness: Next

- Individual/personal development programs
  - SMART program
- Ongoing practice improvement
- Proactive Staffing solutions
- Innovative teaching opportunities
  - Team PA
- Survey 2017

If you want to change the world, start with yourself.

— Mahatma Gandhi
Take Home Points

- Leadership vision for a better shared future
- Junior faculty in leadership
- The “system” matters
- Survey
- WELL program engagement

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- Sharon Anderson MD
  - Former Department of Medicine Chair (Now SOM Dean)
- David Jacoby MD
  - Department of Medicine Chair
- ACLGIM WELL Program
Thank You

"The purpose of human life is to serve and to show compassion and the will to help others"
- Albert Schweitzer

"Love and compassion are necessities, not luxuries. Without them humanity cannot survive"
- The Dalai Lama