

2022 STFM CONFERENCE ON PRACTICE & QUALITY IMPROVEMENT



Calling all Leaders of Change and Champions of Wellbeing; 10 Essentials for Advancing Organizational Wellbeing

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Author, A Doctor's Dozen; 12 Strategies for Personal Health and A Culture of Wellness

STFM Conference on Practice & Quality Improvement

September 12, 2022

Disclosures

No relevant financial relationships to disclose.

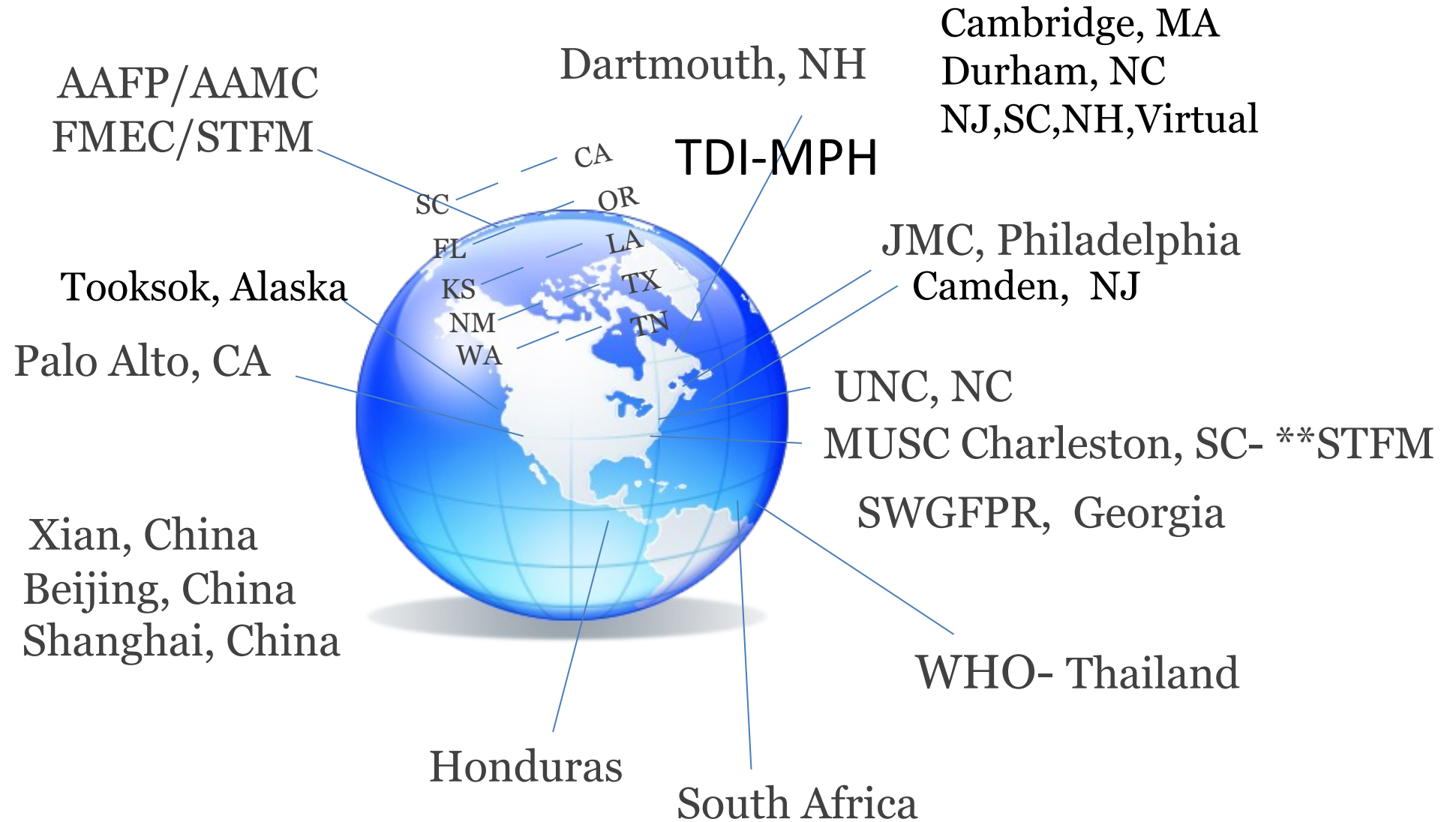
Objectives:

1. Describe the urgency of addressing organizational wellbeing and leading change
2. Discuss the AAMC Report inclusive of 10 Recommendations for Wellness Champions and Initiatives
3. Apply learnings to advance their own organizational wellbeing

Moment of Gratitude

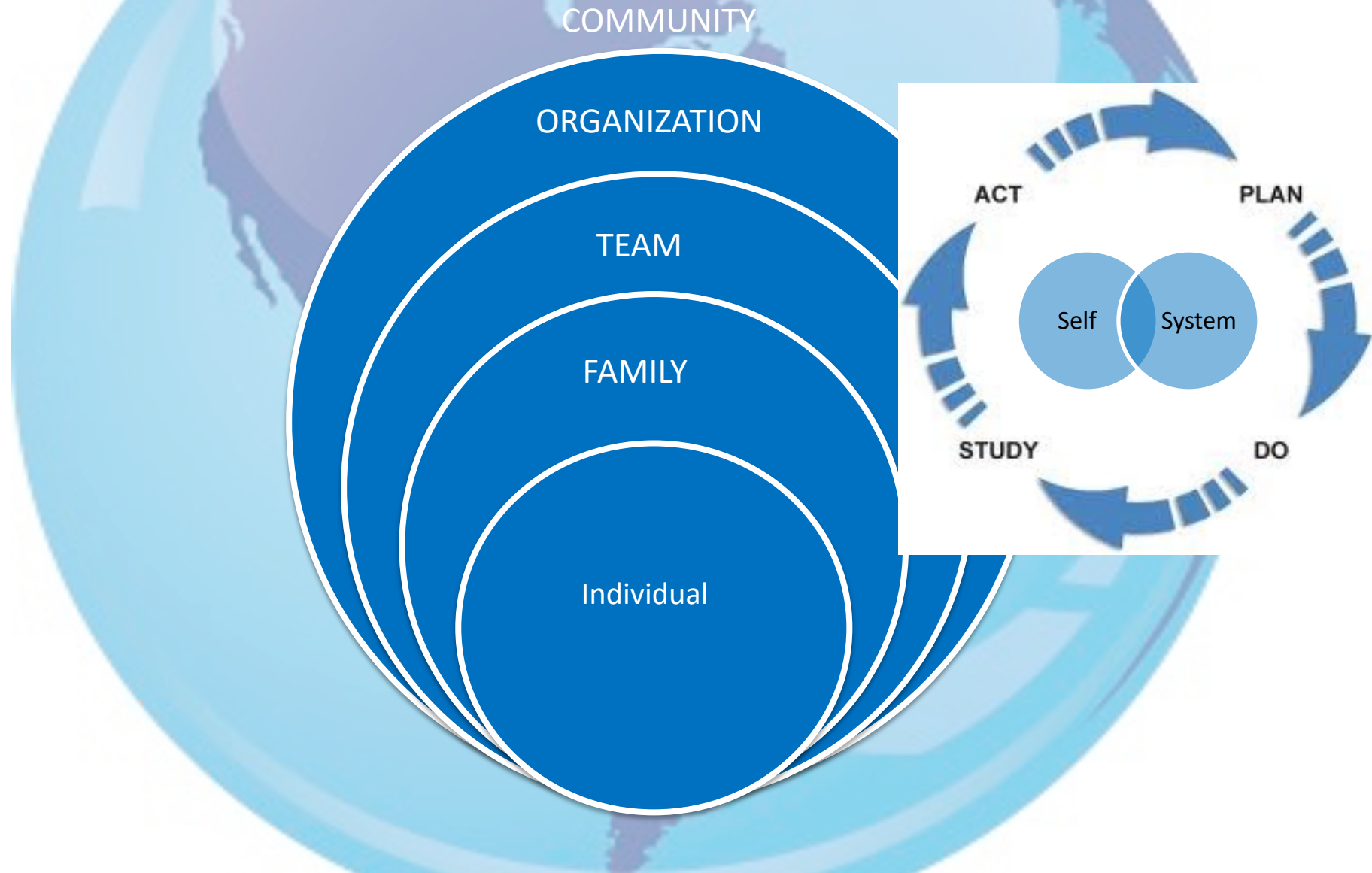


Pipas Pathway to Curiosity, Collaboration and Continuous Improvement

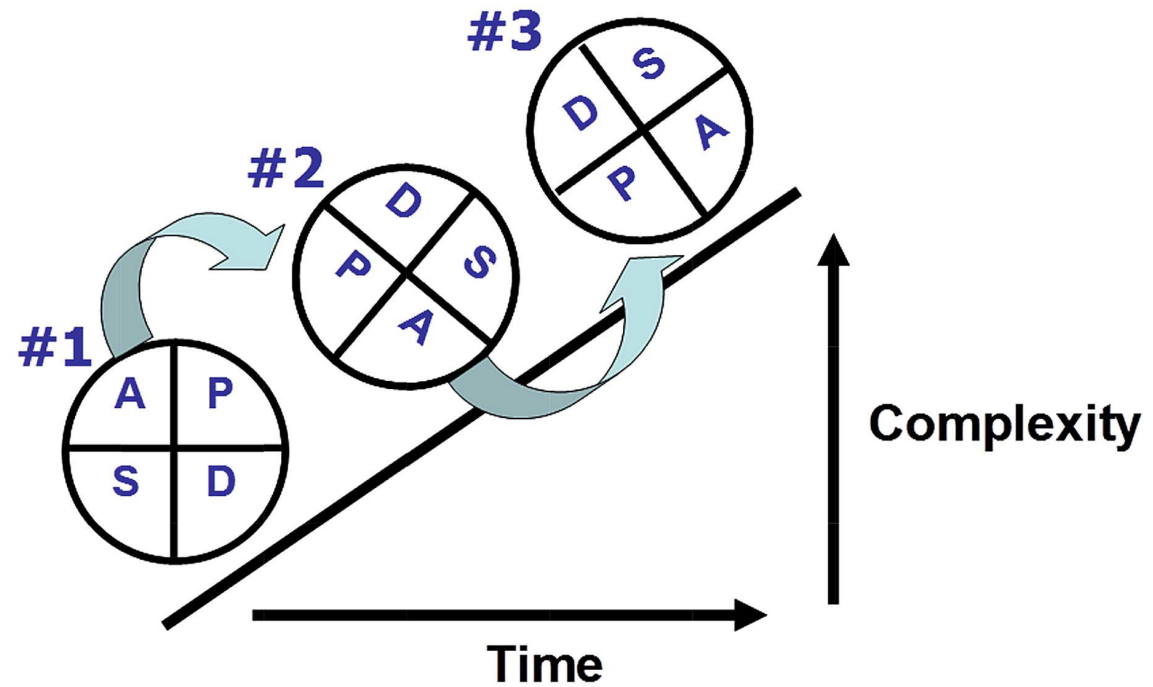


VISION: “Healthy Individuals Contributing to Healthy Communities Who Prioritize Personal and System Well-being”

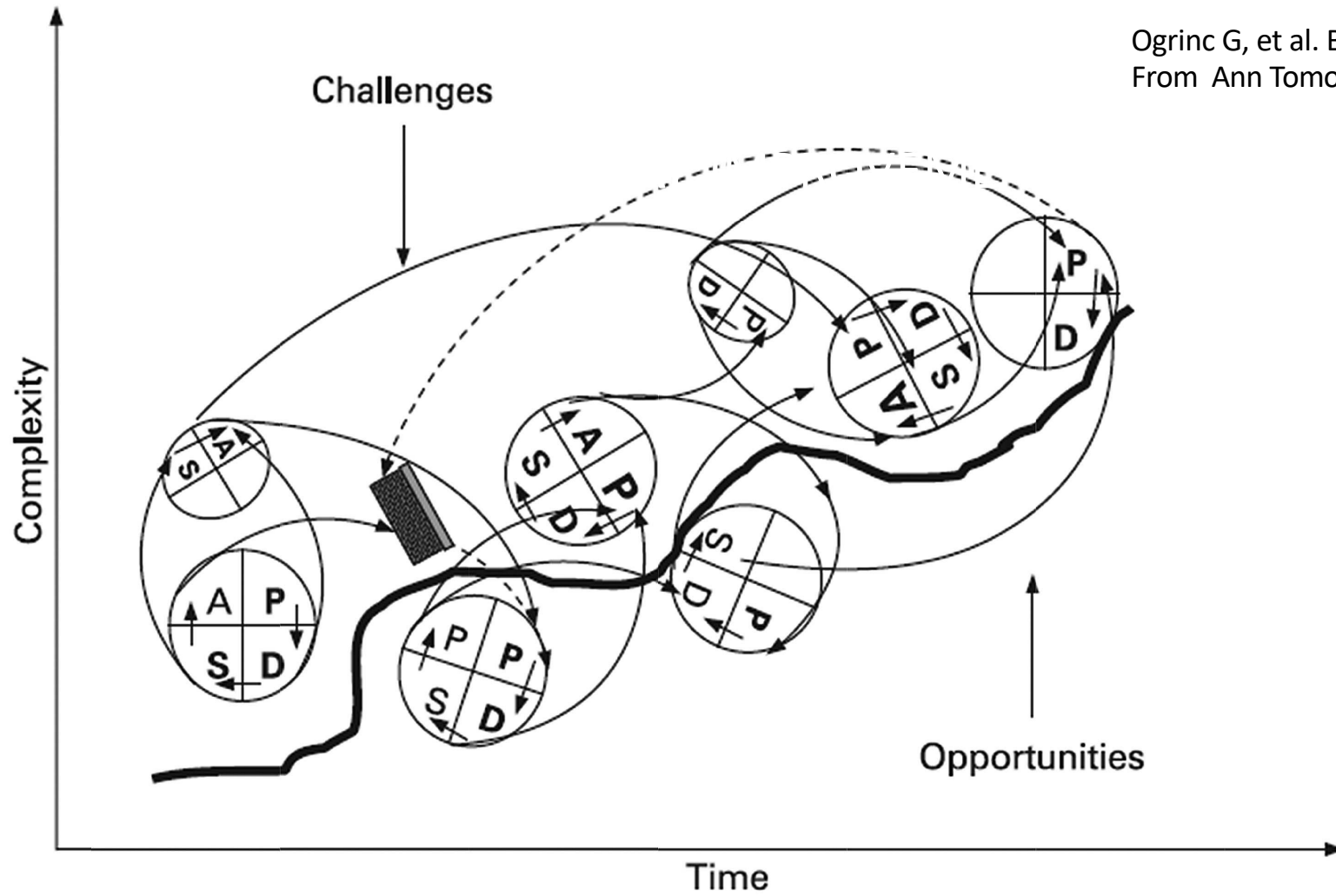
Ecological & QI Framework for Wellbeing




We can
always
IMPROVE



Ogrinc G, et al. BMJ Qual Saf 2013;0:1–3.
doi:10.1136/bmjqs-2013-002703



P = Plan D = Do  = Barrier — = Direct flow of impact
 S = Study A = Act - - - - = Lingering background impact Arrowhead = Feedback or feedforward
 Different sizes of letters and cycles and bold letters = denotes differences in importance/impact

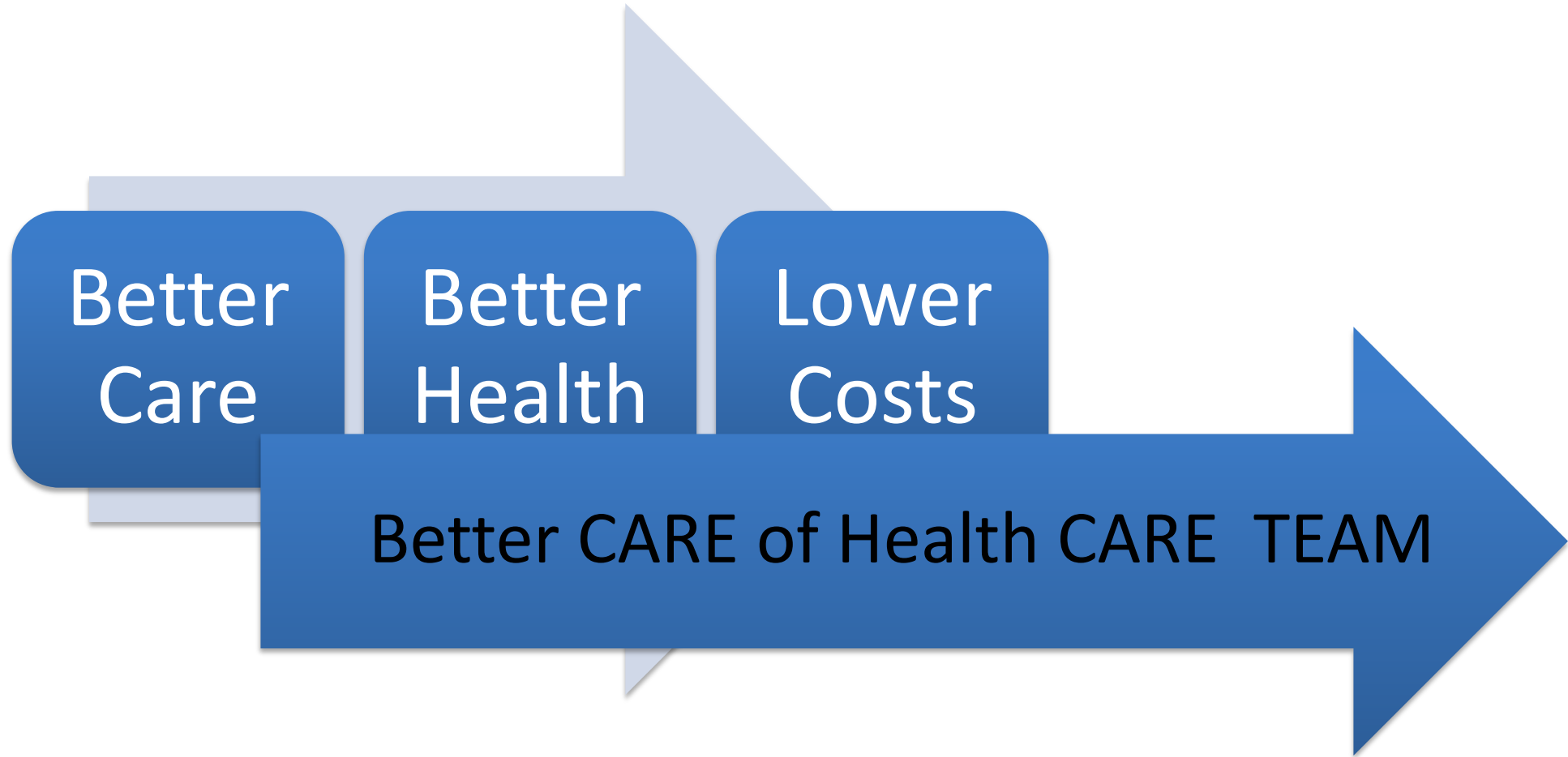
A close-up, top-down view of a person in a white lab coat with a stethoscope around their neck. Their hands are cupped together, holding a small, detailed globe of the Earth. The globe shows continents and oceans in realistic colors. The text is overlaid on the center of the globe.

**My Wellbeing
is Critical to
My Effectiveness
as a ...**

A close-up photograph of a person in a white lab coat, likely a doctor, holding a small globe of the Earth with both hands. The doctor's stethoscope is visible around their neck. The globe shows the Americas. The text "A Supportive Environment Is Critical to My Well-being" is overlaid in white, bold, sans-serif font across the center of the image.

**A Supportive
Environment
Is Critical to My
Well-being**

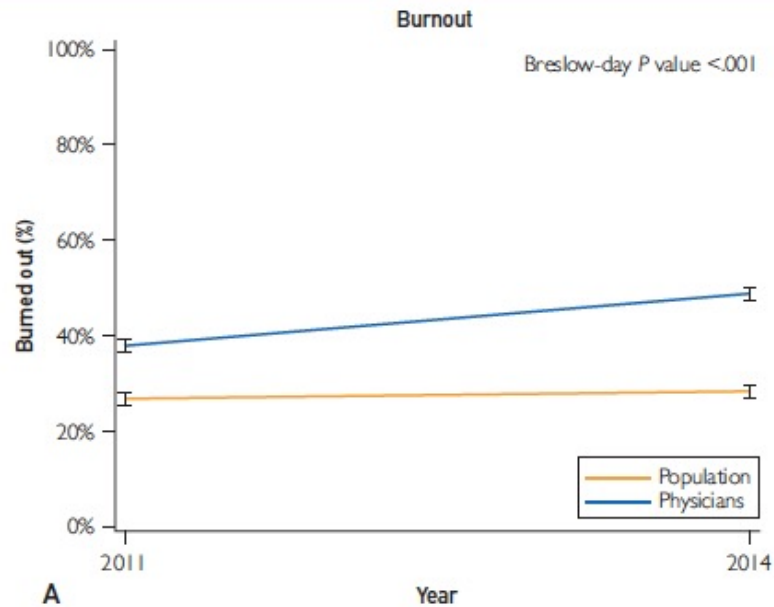
From Triple to QUADRUPLE AIM:



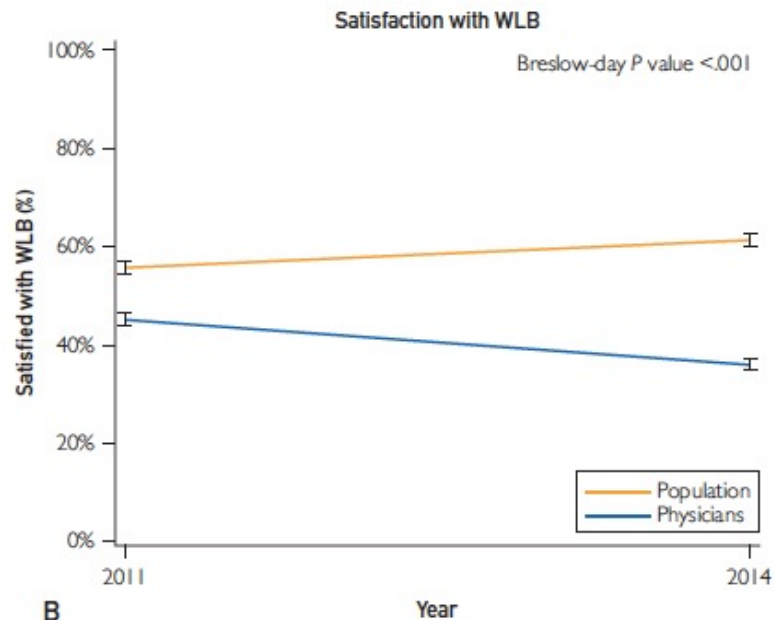
From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider

[Thomas Bodenheimer](#), MD¹ and [Christine Sinsky](#), MD^{2,3}

Ann Fam Med November/December 2014 vol. 12 no. 6 573-576



A



B

FIGURE 2. Changes in burnout and satisfaction with WLB in physicians and population year are shown on the x axis. Burnout (A) and satisfaction with WLB (B) are shown on the y axis. WLB = work-life balance.

2018



2020



THE EPIDEMIC OF BURNOUT

> 50%

Students
Residents
Nurses
Clinicians
Researchers

Shanafelt et al.

Mayo Clin Proc. 2015
Dec; 90(12):1600-1613
Mayo Clin Proc. 2019
Sep;94(9):1681-1694.

IMPACT OF BURNOUT

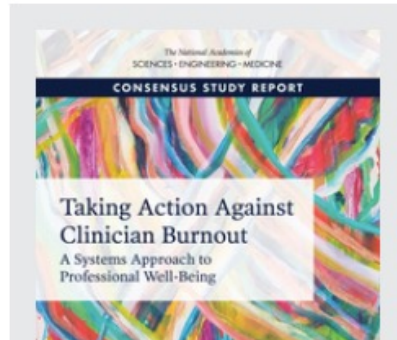
Individual: job dissatisfaction, anxiety, sleep disturbance, MSK pain , memory impairment, unprofessional behavior, substance abuse, depression and suicide

He
pr
PUBLIC HEALTH CRISIS
increased costs (\$4.6 B/yr)

Patients/Society: (case of health professionals) suboptimal care, medical error, dissatisfaction, complaints, distrust, poor quality and outcomes

This PDF is available at <http://nap.edu/25521>

SHARE



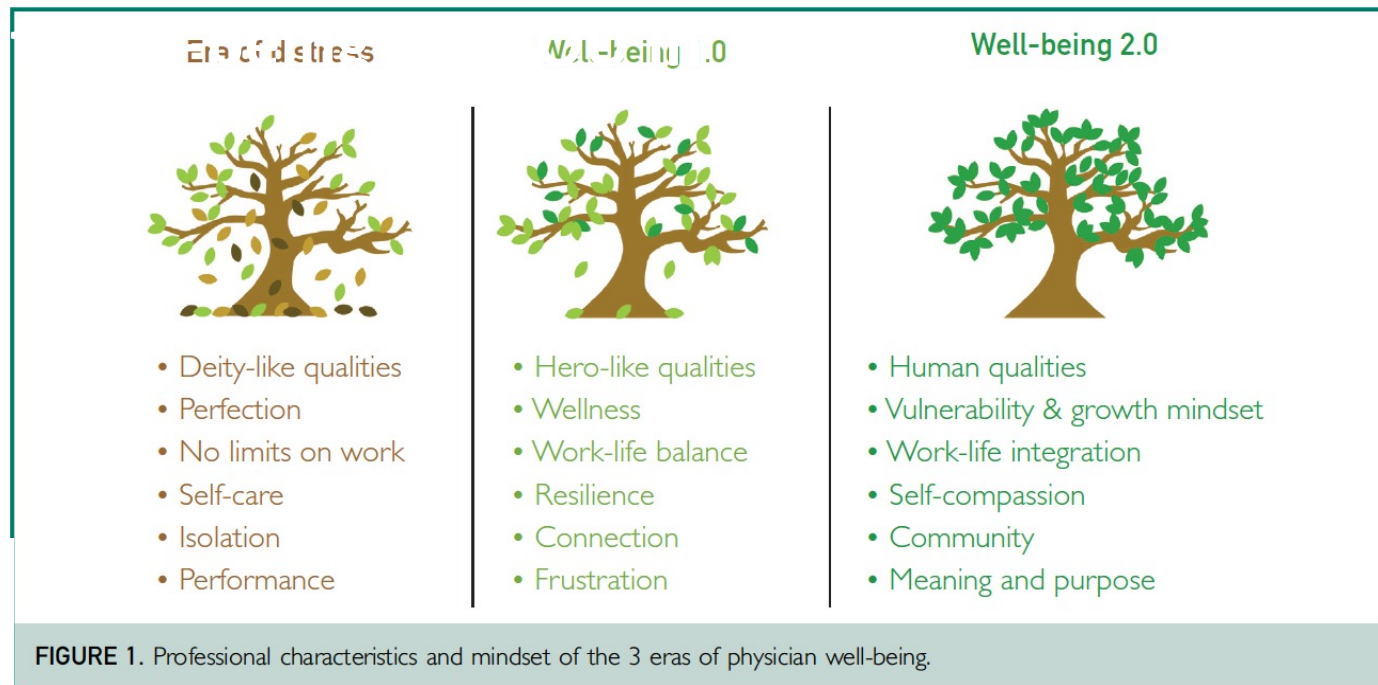
Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being (2019)

DETAILS

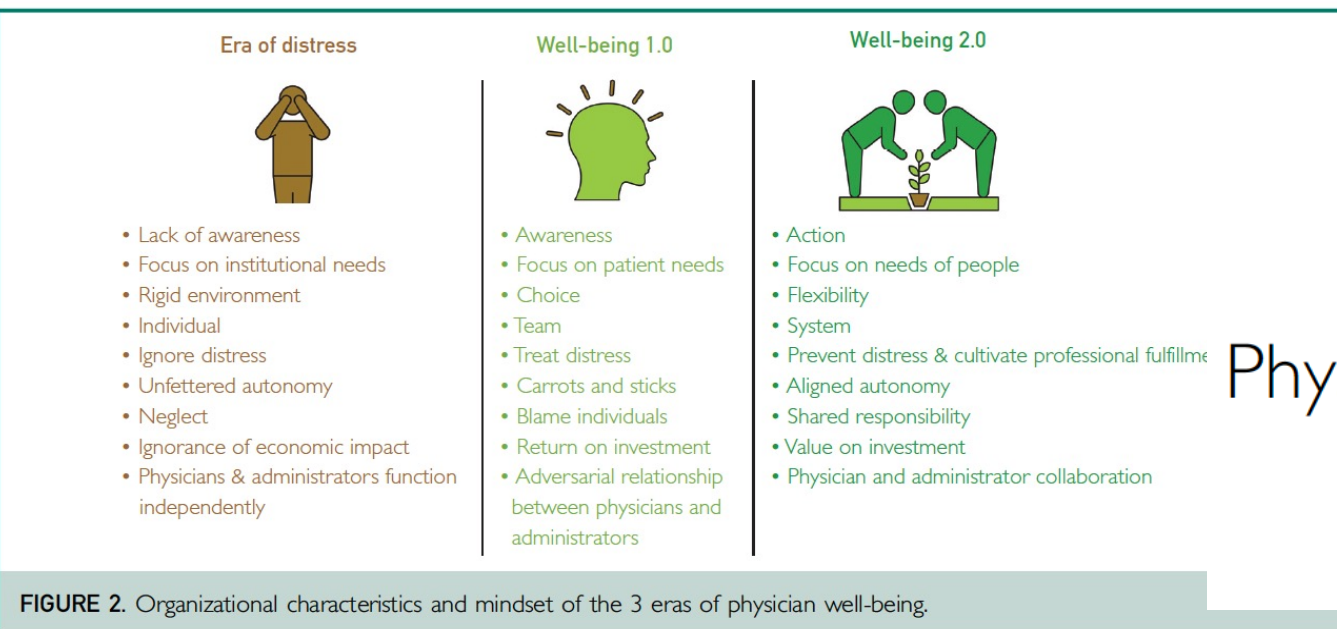
**2019 - Crisis for US Health Care System
Need a Systems Approach to
Organizational, Team & Individual Change**

JUST THE BEGINNING

Distress Awareness Action < 2005
'05- '21
>'22+



Mayo Clin Proc. ■ October 2021;96(10):2682-2693 ■ <https://doi.org/10.1016/j.mayocp.2021.06.005>
www.mayoclinicproceedings.org

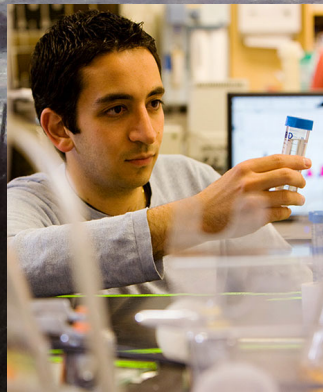


Physician Well-being 2.0: Where Are We and Where Are We Going?

Tait D. Shanafelt, MD

WHAT Will it Take for All to Flourish in Medicine ?

Curiosity
Collaboration
Continuous Improvement



The Rise of Wellness Initiatives in Health Care:

Using National Survey Data to Support Effective Well-Being Champions and Wellness Programs



[The Rise of Wellness Initiatives in Health Care: Using National Survey Data to Support Effective Well-Being Champions and Wellness Programs](#)

Pipas CF, Courand J, Neuman SA, et al. The Rise of Wellness Initiatives in Health Care: Using National Survey Data to Support Effective Well-Being Champions and Wellness Programs. Washington, DC: AAMC; 2021.

Acknowledgements

AAMC's Council of Faculty and Academic Societies (CFAS) Faculty Resilience Committee and *Authors*

- ***Catherine Florio Pipas, Jon Courand, Serina Neumann, Megan Furnari, Mona Abaza, Aviad Haramati, Maureen Leffler, Eric Weismann, Anne Berry, Valerie Dandar***
- Ross McKinney Jr., MD, AAMC Chief Scientific Officer, and Alison J. Whelan, MD, AAMC Chief Academic Officer

Leadership from the following organizations that supported the implementation and development of the survey, as well as their members who took the survey

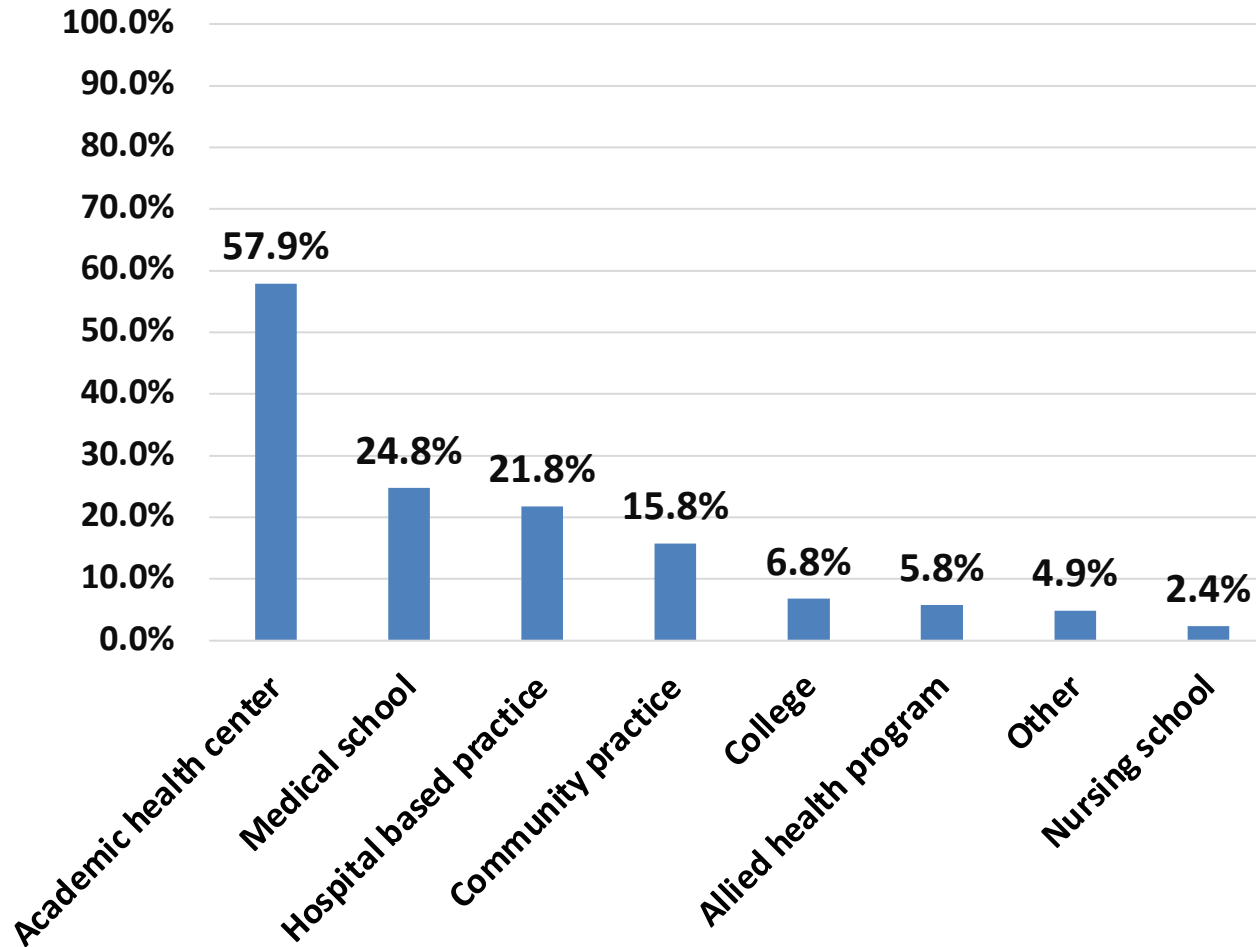
- **American Academy of Family Physicians (AAFP)**
- AAMC Council of Faculty and Academic Societies (CFAS)
- AAMC Group on Faculty Affairs (GFA)
- Accreditation Council for Graduate Medical Education (ACGME) Wellness Consortium
- CaseNetwork
- Center for Innovation and Leadership in Education (CENTILE)
- **Family Medicine Education Consortium (FMEC)**
- **Society of Teachers of Family Medicine (STFM)**

STFM, FMEC, and CaseNetwork leaders who collaborated to pilot the survey at the 2019 STFM Annual meeting in Toronto, Canada, and the FMEC meeting in Lancaster, Pennsylvania:

- | | |
|--|---------------------------|
| — Christienne P. Alexander, MD | Alexander W. Chessman, MD |
| — Gina Basello, DO | Jeffrey Levy, MD |
| — Sarah Bradford MD, CCFP, AAFP | Kamica Lewis, DO |
| — Joedrecka S. Brown Speights, MD, FAAFP | Tamatha M. Psenka, MD |

Respondent Characteristics:

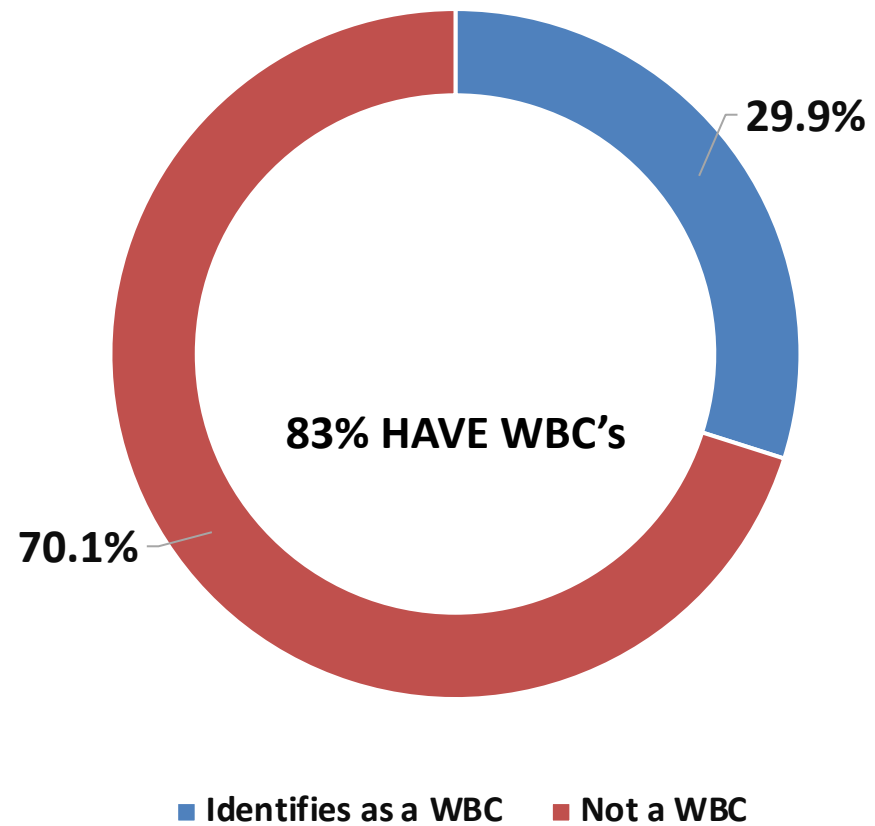
(n = 532)



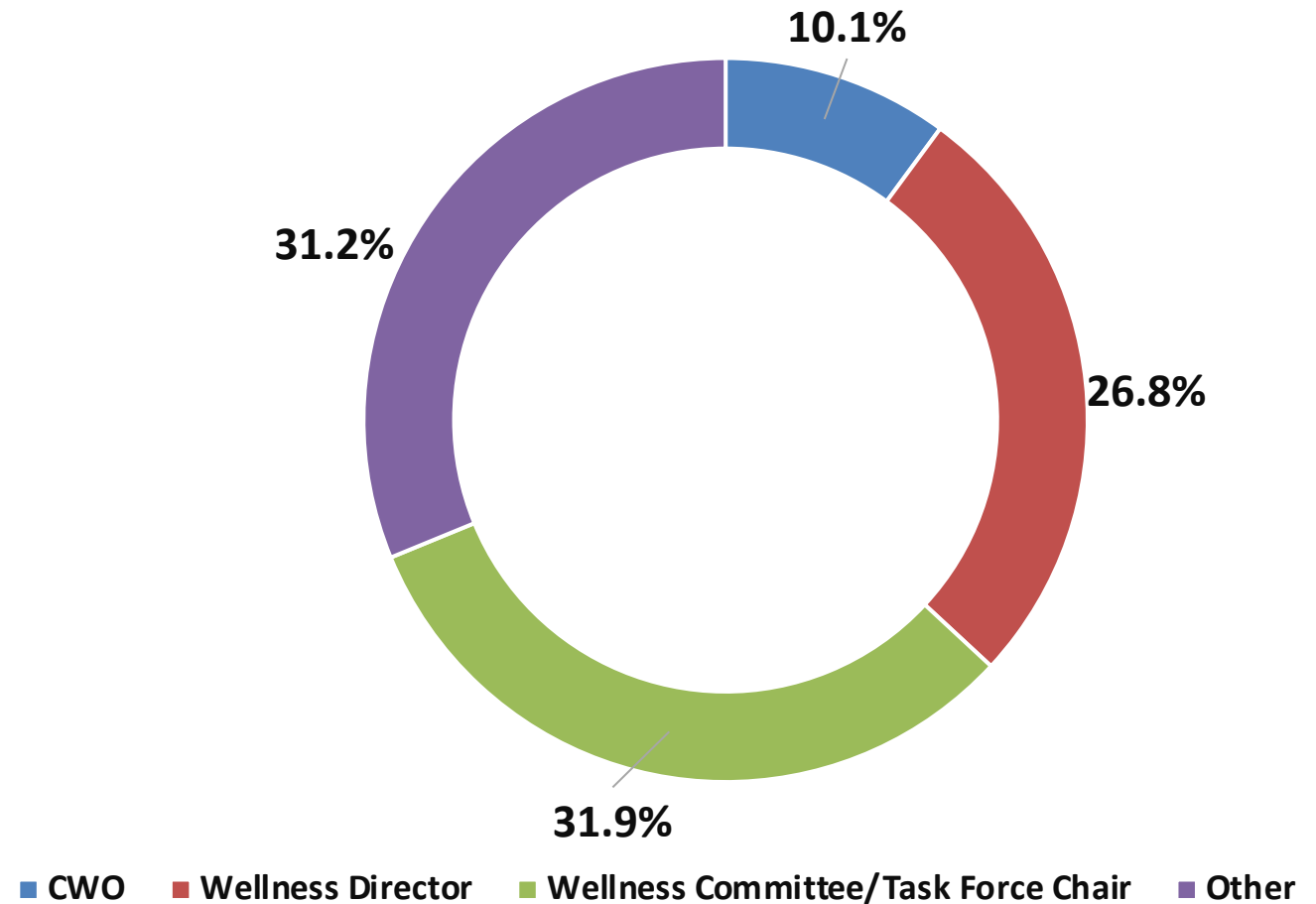
- 33% in Family Medicine
- 12% Internal Medicine
- 72% Female
- 18% age 31-40,
- 27% age 41-50
- 29% age 51-60
- 47% faculty without an administrative title
- 10% Program Director
- 19% Deans Office/Administrator
- 17% Asst, 23% Assoc, 20% Professor

Well-being Champions (WBCs)

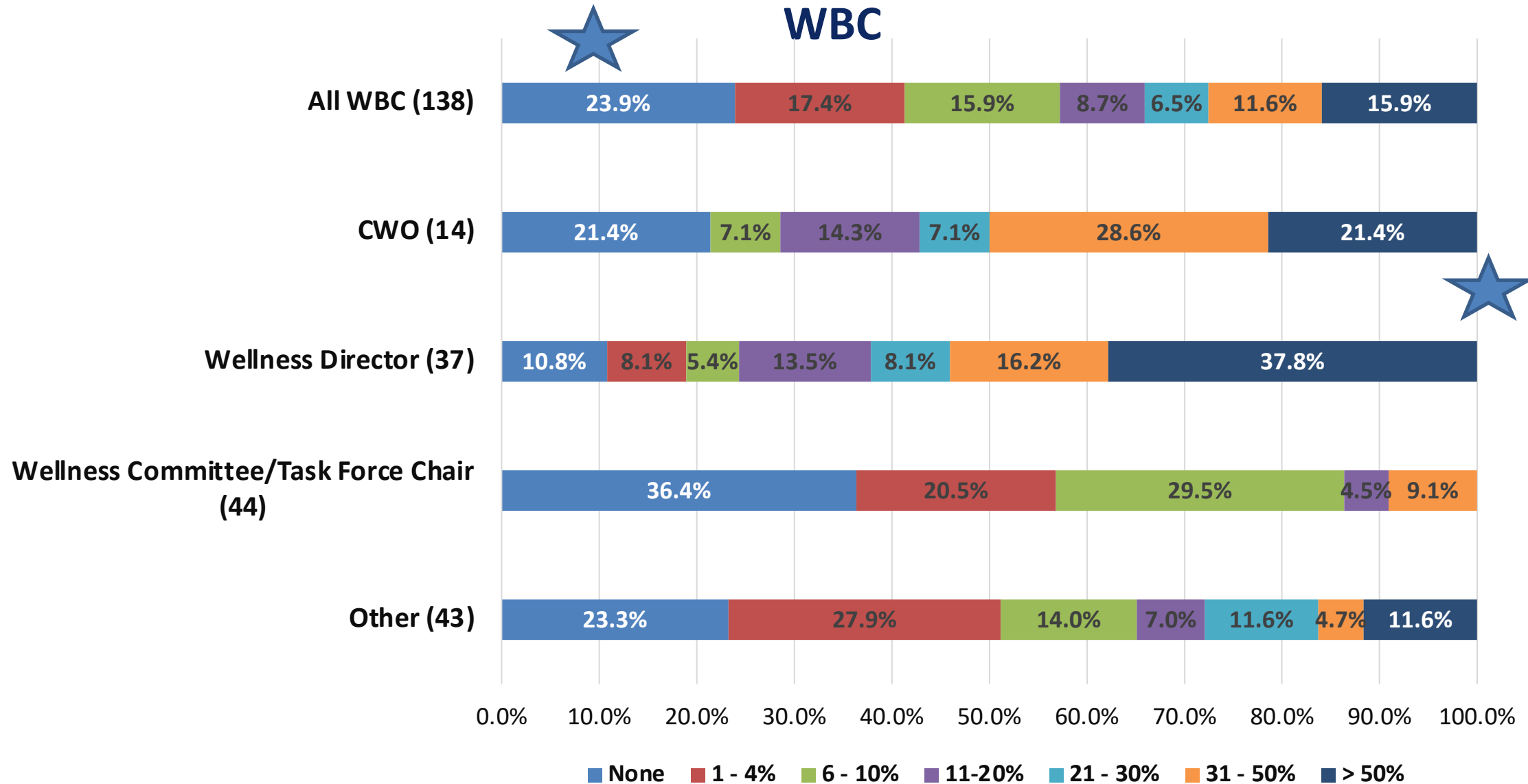
Respondents who Identify as WBC (n=461)



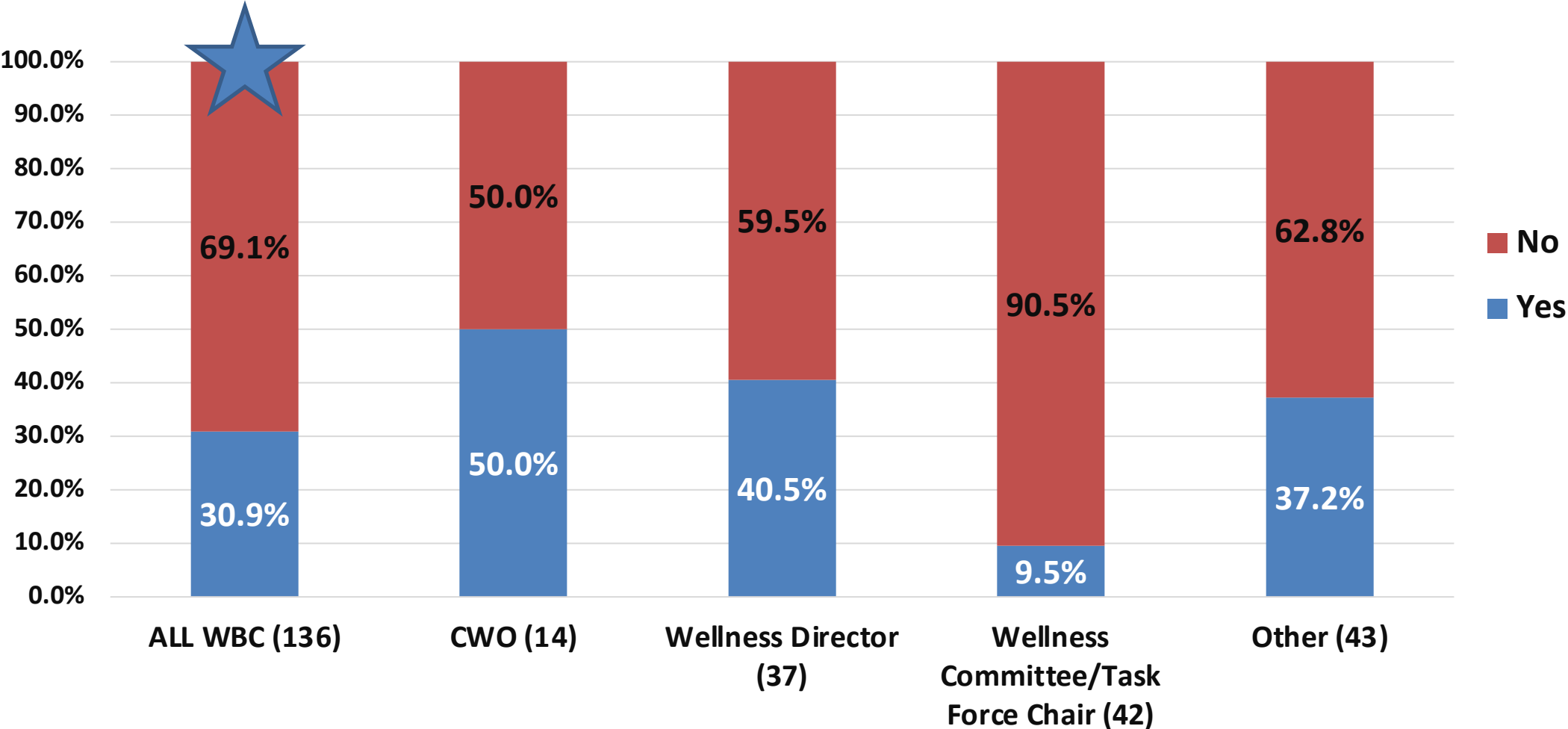
Title of WBC (n=138)



Percent of Effort Dedicated to WBC Role Among Respondents Who Identified as a WBC

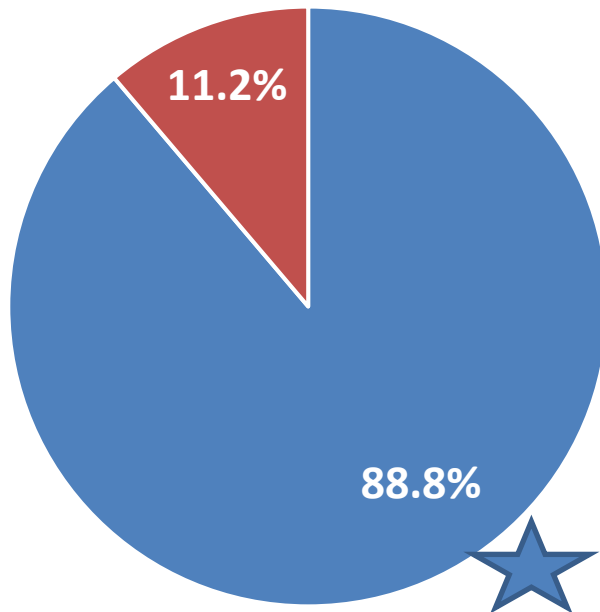


Percentage of WBCs who Receive Formal Training for Role



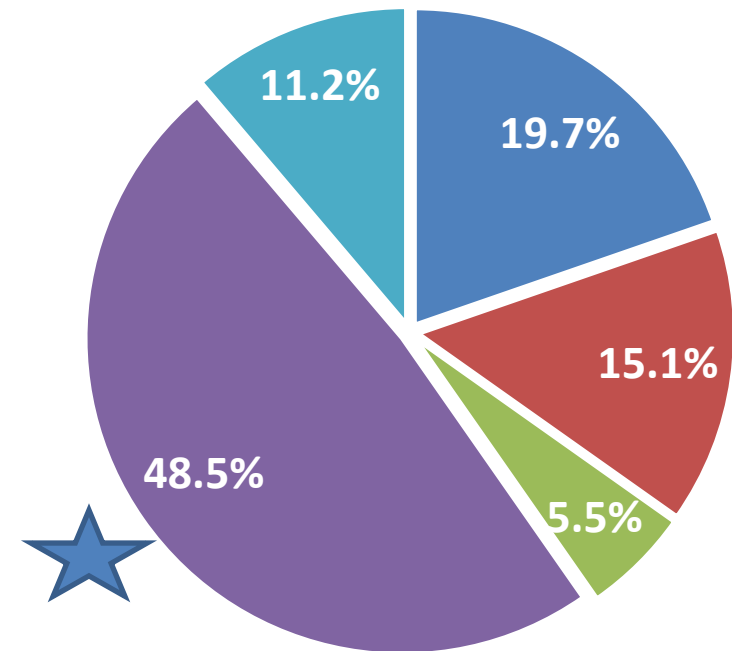
Wellness Programming

Respondent Organizations with Wellness Programming (n=492)



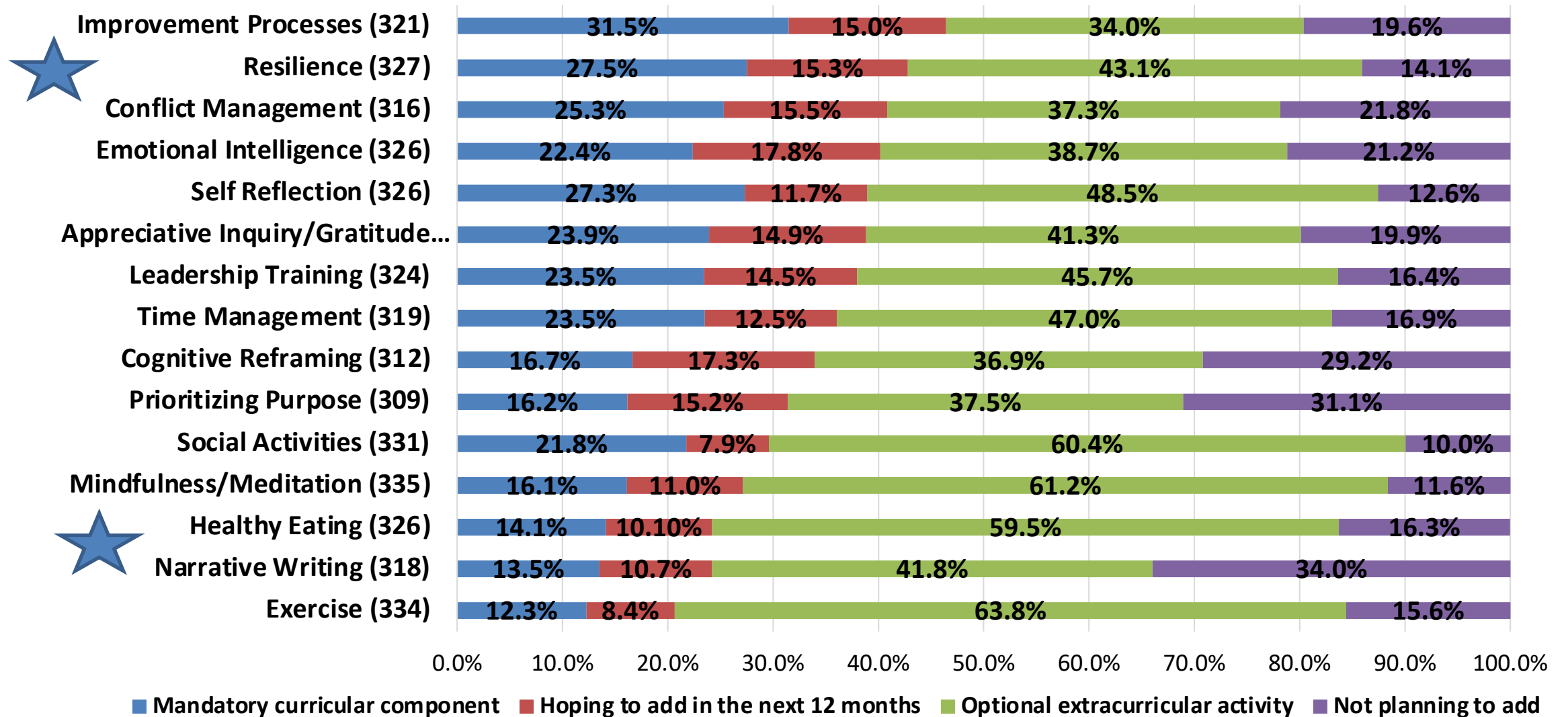
- Yes, organization has 1 or more programs
- No, organization does not have a program

Audiences Served by Wellness Programs at Responding Organizations (n=437)

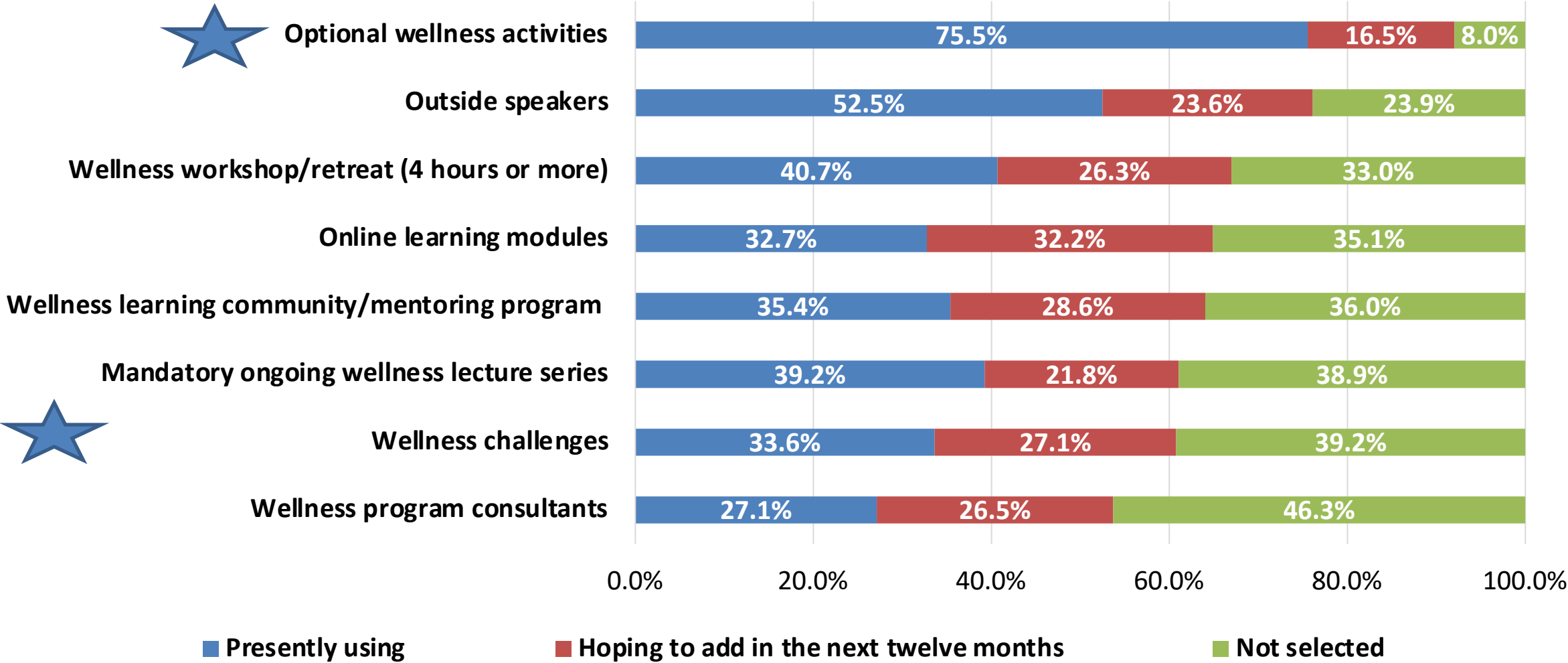


- Just learners (students & or residents)
- Learners and Faculty only
- Learners and Staff only
- Learners, Faculty, and Staff
- Other

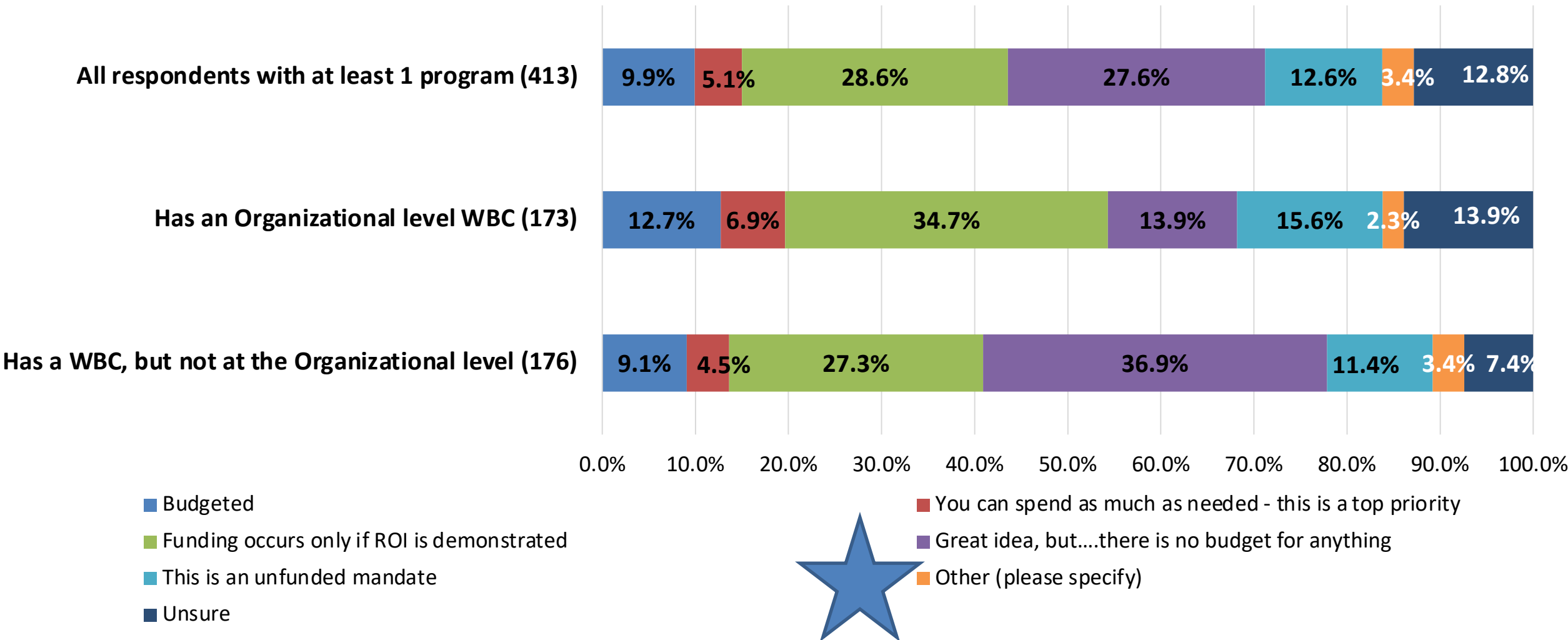
Curricular Elements Included in Wellness Programming



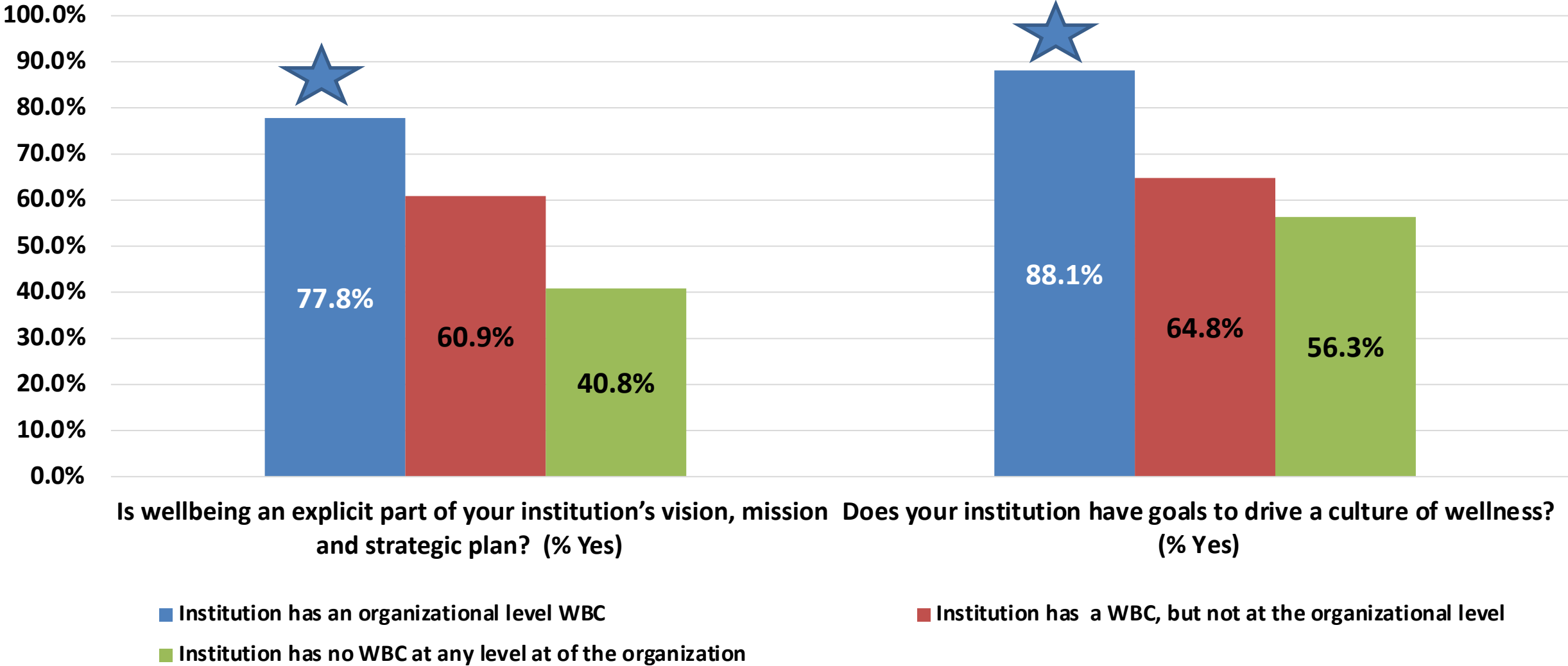
Methods and Resources to Promote Well-being



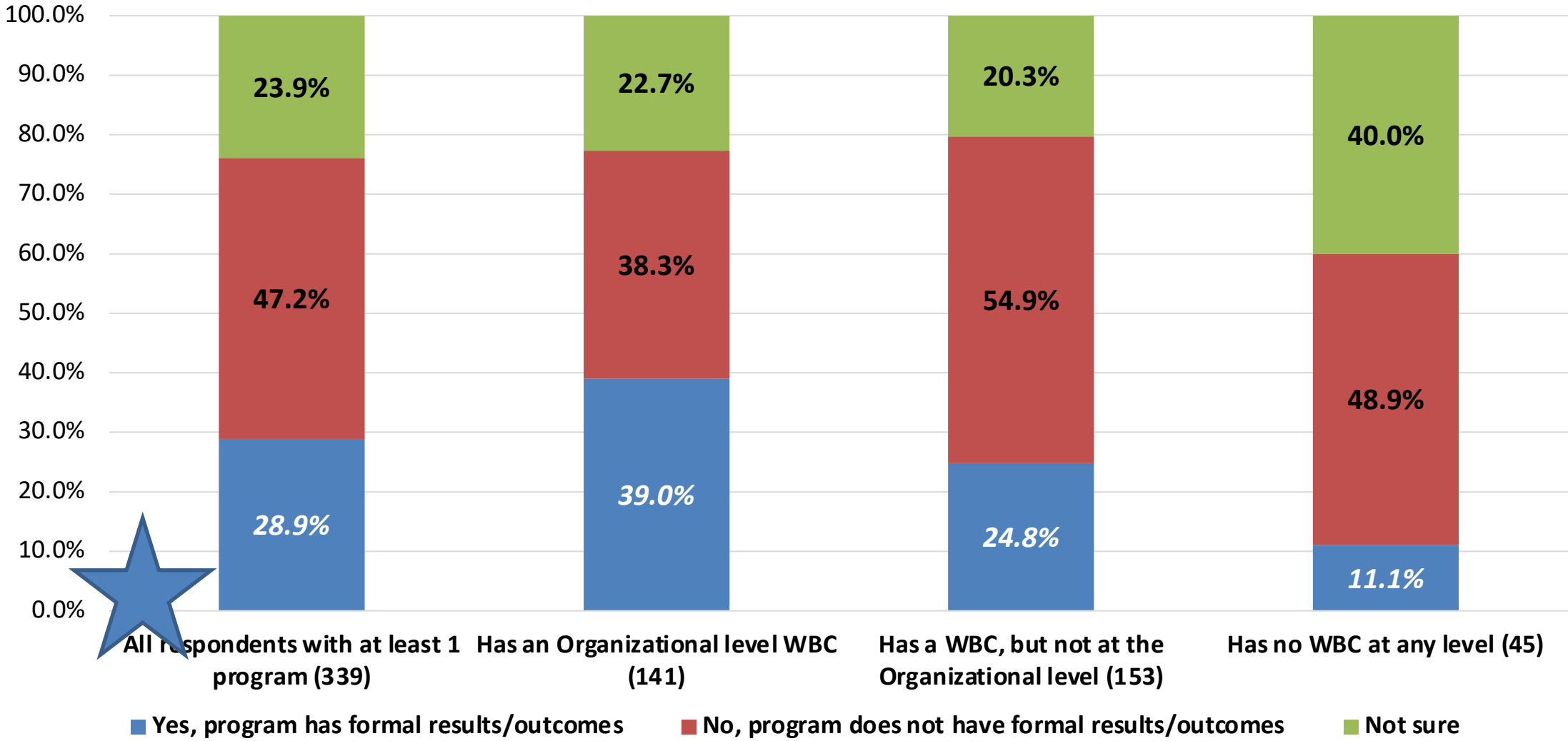
Range & Philosophy for Funding Wellness Programs



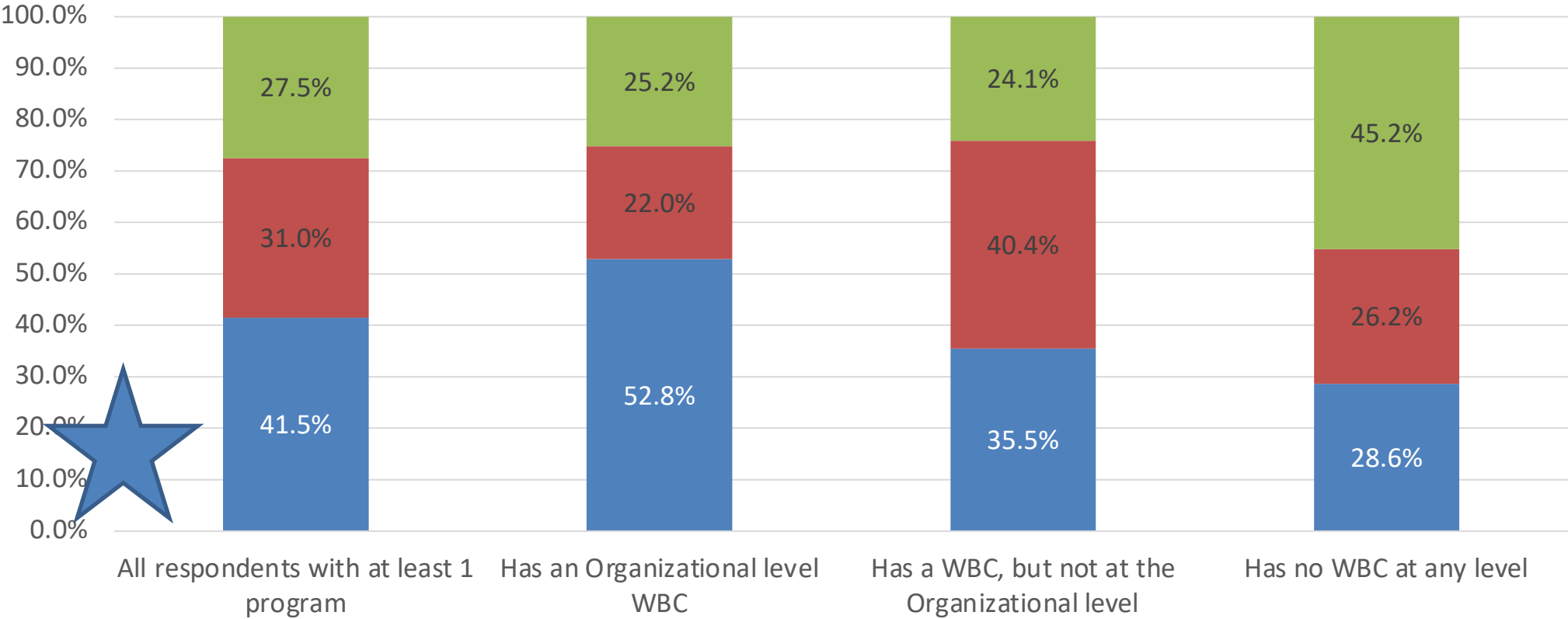
Establishing Well-being as an Institutional Priority



Evaluation of Wellness Program Results and Outcomes



Establishing Metrics for Measuring Well-being

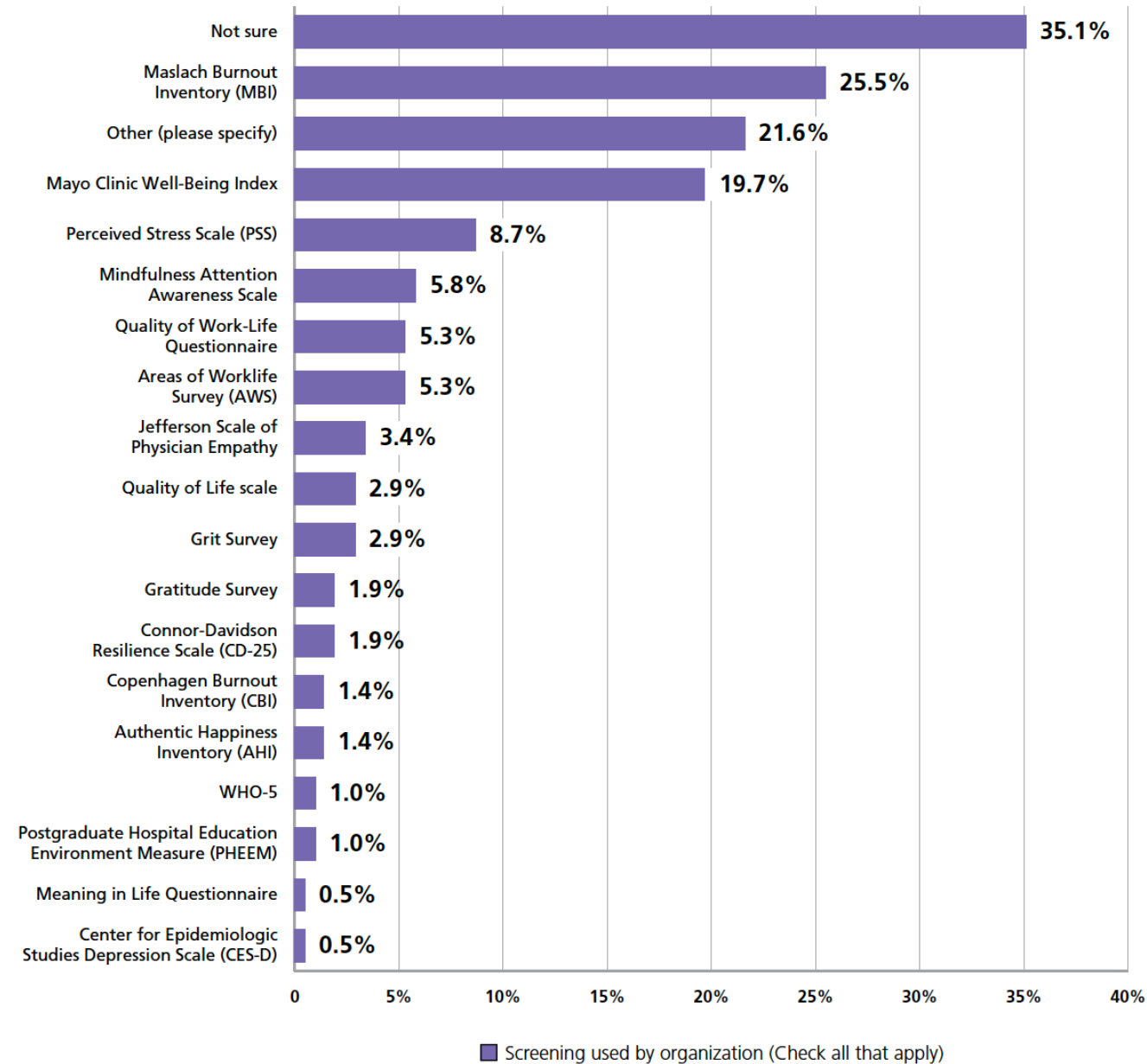


**10% included Well-being as a component within performance reviews

■ Yes ■ No ■ Not sure

FIGURE 20. Wellness screenings used by organizations.

What Metrics are you Using?



Appendix C. Wellness Screening Tools

The Organizational Well-Being Survey asked respondents to identify which wellness screening tools their organizations use (Question 29). The list below includes information about these tools and about additional assessments respondents named in the open-ended-response option for the question.

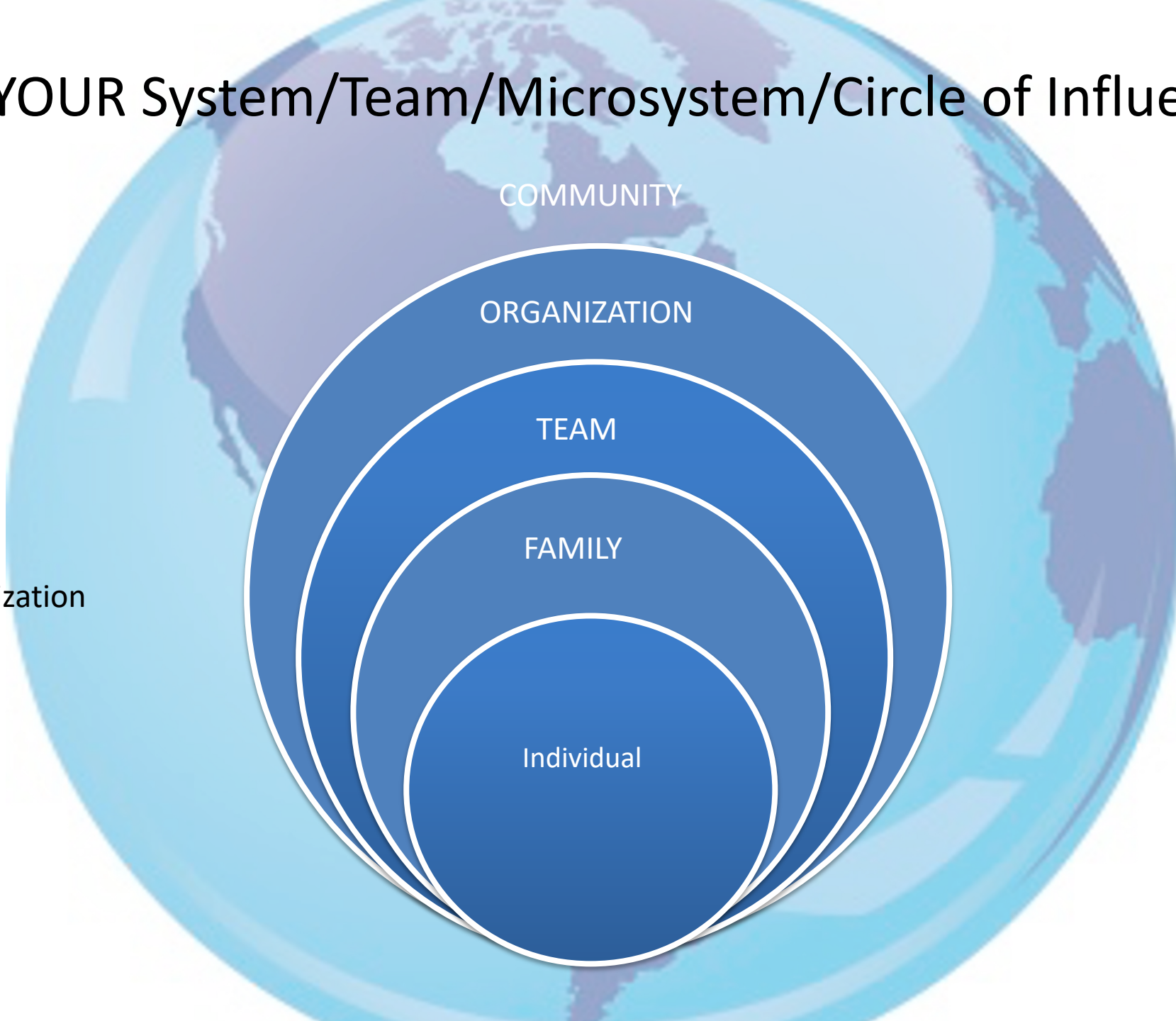
- Areas of Worklife Survey (AWS):
<https://www.mindgarden.com/274-areas-of-worklife-survey>
- Authentic Happiness Inventory (AHI):
<https://www.authentichappiness.sas.upenn.edu/>
- Brief Resilience Scale
 - <https://link.springer.com/article/10.1080/10705500802222972>
 - <https://measure.whatworkswellbeing.org/measures-bank/brief-resilience-scale/>
- Center for Epidemiologic Studies Depression Scale (CES-D):
<https://cesd-r.com/about-cesdr/>
- Connor-Davidson Resilience Scale (CD-25):
<http://www.connordavidson-resiliencescale.com/about.php>
- Copenhagen Burnout Inventory (CBI):
<https://nfa.dk/da/Vaerktoejer/Sporgeskemaer/Sporgeskema-til-maaling-af-udbraendthed/Copenhagen-Burnout-Inventory-CBI>
- EQi-2.0 Emotional Intelligence Quotient: <https://www.eitrainingcompany.com/eq-i/>
- Gratitude Survey: <https://ppc.sas.upenn.edu/resources/questionnaires-researchers/gratitude-questionnaire>
- Grit Survey: <https://angeladuckworth.com/research/>
- Jefferson Scale of Physician Empathy:
<https://www.jefferson.edu/academics/colleges-schools-institutes/skmc/research/research-medical-education/jefferson-scale-of-empathy.html>
- Maslach Burnout Inventory (MBI)
 - <https://www.mindgarden.com/117-maslach-burnout-inventory-mbi>
- Mayo Clinic Well-Being Index: <https://www.mywellbeingindex.org>
- Meaning in Life Questionnaire: http://www.michaelfsteger.com/?page_id=13
- Mindfulness Attention Awareness Scale: <https://ppc.sas.upenn.edu/resources/questionnaires-researchers/mindful-attention-awareness-scale>
- Mini-Z 2.0 Survey
 - <https://www.professionalworklife.com/mini-z-survey>
 - <https://jamanetwork.com/journals/jamanetworkopen/fullarticle/2771447>
- Moral Distress Thermometer: <https://www.fairbankscenter.org/ethics-sub-specialties/fairbanks-program-in-nursing-ethics>
- Perceived Stress Scale (PSS): <https://www.midss.org/content/perceived-stress-scale-pss>
- Physician Wellness Inventory
 - <https://pubmed.ncbi.nlm.nih.gov/28376519/>
 - <https://www.plasticsurgery.org/documents/medical-professionals/wellness/Physician-Wellness-Inventory.pdf>
- Postgraduate Hospital Education Environment Measure (PHEEM):
<https://www.tandfonline.com/doi/10.1080/01421590500150874>
- Quality of Life Scale:
<https://eprovide.mapi-trust.org/instruments/quality-of-life-scale2>
- Quality of Work-Life Questionnaire:
<https://www.cdc.gov/niosh/topics/stress/qwlquest.html>
- Social Network Index: <https://www.midss.org/content/social-network-index-sni>
- Stanford Professional Fulfillment Model and Index
 - <https://wellmd.stanford.edu/about/model-external.html>
 - <https://wellmd.stanford.edu/wellbeing-toolkit/HowWeMeasureWell-Being.html>
 - <https://link.springer.com/article/10.1007/s40596-017-0849-3>
- WHO-5
 - <https://www.psykiatri-regionh.dk/who-5/about-the-who-5/Pages/default.aspx>
 - <https://pubmed.ncbi.nlm.nih.gov/22607094/>

Survey Summary

1. **Well-being Champions and Wellness Programs** are major NEW positions and initiatives at all levels across all disciplines in all types of health care organizations
2. **Similarities** in Urgency and need for curricular elements and methods
3. **Variation** in titles, training, time, tools, resources, budget, metrics, evaluation, outcomes, publication
4. **Expanding Resources** (AAFP, NAM, AAMC, ACGME, +)
5. **Opportunities for:** Standardization, Collaborative Training & Research to Determine and Disseminate Best Practices
6. **Efforts impact** Well-being Champions, HCP, HCS and Society

Define YOUR System/Team/Microsystem/Circle of Influence

Patient Care team
Educational team
Clinical Practice
Leadership Team
Health Care Organization
Community Group
Other_____



SWOT YOUR TEAM/SYSTEM

Strengths

Weaknesses

Opportunities

Threats

Adapted from SWOT analysis template – a free resource from www.businessballs.com. Template © Alan Chapman 2005.

AAMC Well-being Report Recommendations

1. Approach organizational wellness initiatives within an **improvement framework** to lead change.
2. Develop and communicate an **organizational vision** for well-being.
3. Establish an **organizational-level well-being champion** to coordinate and align a network of wellness efforts across the organization.
4. **Embed well-being champions** throughout the organization to coordinate efforts for specific audiences.
5. **Standardize the job characteristics** of well-being champions and set clear expectations.
6. **Support the role** of all well-being champions by introducing training, providing resources, and dedicating funding.
7. Promote well-being as a **core competency for all** health professionals.
8. Incorporate **program evaluation** when designing comprehensive well-being initiatives.
9. Conduct ongoing **assessments of individual** well-being.
10. Prioritize well-being as a **professional** development goal.

What % of *The 10 Recommendations* are currently strengths
at your team/system/organization?

STRETCH BREAK

1. 0% (ready to begin)
2. 10-30% (early)
3. 40-60% (mid)
4. 70-100% (advanced)

Always Room to Improve: Analyze SWOT & Create a “SMART” GOAL

SMART GOAL:

Specific –Actionable

Measurable – Process/Outcome

Achievable – Confidence 1-10

Relevant – Importance 1-10

Timely – Set dates

Strengths	Weaknesses
Opportunities	Threats

Adapted from SWOT analysis template – a free resource from www.businessballs.com. Template © Alan Chapman 2005.

Analyze Your SWOT and Draft a SMART GOAL

- 1. Approach organizational wellness initiatives within an **improvement framework** to lead change.
- 2. Develop and communicate an **organizational vision** for well-being.

Strengths	Weaknesses

AIM- Measure Wellbeing

Specific –Implement a comprehensive wellbeing survey for all residents & faculty

Measurable – Process: completed(yes/no) Outcome: increase wellbeing (1- 5)

Achievable – confident 8/10

Relevant – important 10/10 to my goal

Timely – Email leadership to advocate and prioritize a survey today - f/u 1 week

- well-being initiatives.
- 9. Conduct ongoing **assessments of individual** well-being.
 - 10. Prioritize well-being as a **professional development** goal.

	Embedded WBC's

Analyze Your SWOT and Draft a SMART GOAL

- 1. Approach organizational wellness initiatives within an **improvement framework** to lead change.
- 2. Develop and communicate an **organizational vision** for well-being.

Strengths	Weaknesses

AIM- Lead Change with a Wellbeing Vision

Specific –Collaborate with wellbeing champions to create a “living” Vision

Measurable – Process: completed(yes/no) Outcome: increase alignment (1- 5)

Achievable – confident 9/10

Relevant – important 10/10 to my goal

Timely –Prioritize vision on WBC’s monthly meeting agenda and share Ex.s

- well-being initiatives.
- 9. Conduct ongoing **assessments of individual** well-being.
 - 10. Prioritize well-being as a **professional development** goal.

--	--

Analyze Your SWOT and Set a SMART GOAL

1. Approach organizational wellness initiatives within an **improvement framework** to lead change.
2. Develop and communicate an **organizational vision** for well-being.
3. Establish an **organizational-level well-being champion** to coordinate and align a network of wellness efforts across the organization.

Strengths

- **Vision,**

Weaknesses

- **WB Curr**

AIM- Advance Training in Evidence Based WB Strategies/ Skills

Specific –Implement a Series of Wellbeing Curriculum Workshops (including QI)

Measurable – Process: attendance (yes/no) Outcome: increase KSA (1- 5)

Achievable – confident 9/10

Relevant – important 10/10 to my goal

Timely – Complete Needs Assessment on WB topics for res & faculty this month

9. Conduct ongoing **assessments of individual** well-being.
10. Prioritize well-being as a **professional development** goal.

Embedded WBC's

WHATS YOUR SMART GOAL?

- 1. Approach organizational wellness initiatives within an **improvement framework** to lead change.
- 2. Develop and communicate an **organizational vision** for well-being.
- 3. Establish an **organizational-level well-being champion** to coordinate and align a network of wellness efforts across the organization.
- 4. **Embed well-being champions** throughout the organization to coordinate efforts for specific audiences.
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- 8. Incorporate **program evaluation** when designing comprehensive well-being initiatives.
- 9. Conduct ongoing **assessments of individual** well-being.
- 10. Prioritize well-being as a **professional development** goal.

Strengths	Weaknesses
Opportunities	Threats

NEXT STEPS

Please be sure to complete an evaluation for this presentation.

1. Share the report The Rise of Wellness Initiatives in Health Care: Using National Survey Data to Support Effective Well-Being Champions and Wellness Programs
2. Attend AAMC LSL Conf Nov 14th in Nashville
3. Contact me @ Catherine.f.pipas@Dartmouth.edu

QUESTIONS?

CHEERS TO OUR WELLBEING!!!

