

Institutional Policies to Support Physician Wellness

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Disclosures

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Learning Objectives

- Explain the importance of an institutional culture of wellness.
- Describe the components of an institutional well being plan.
- Promote the ethics of self care.



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Key Points

- Integrated wellbeing requires the intersectionality of the professional and the personal, an understanding of the culture of medicine and the determination to challenge the system.
- The traditions, customs, and values of the medical system are embedded from very early on in training.
- Burnout is a system problem that must be addressed at the system level.

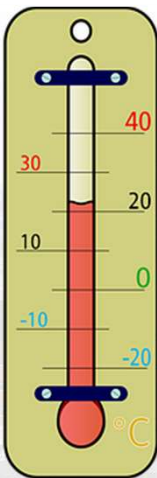
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Introduction

- Self-care
 - no more selfish than spending time in school to become a clinician
- Burnout
 - Empathy and compassion can lead to burnout
 - Ignoring our own needs leads to burnout
- Healthy self-care can help mitigate burnout and is never at the expense of others
- Institutions have an obligation to their employees to promote wellness

WHO-5 Well-Being Index



| | <i>Over the last two weeks</i> | All of the time | Most of the time | More than half of the time | Less than half of the time | Some of the time | At no time |
|---|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 1 | I have felt cheerful and in good spirits | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 0 |
| 2 | I have felt calm and relaxed | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 0 |
| 3 | I have felt active and vigorous | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 0 |
| 4 | I woke up feeling fresh and rested | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 0 |
| 5 | My daily life has been filled with things that interest me | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 0 |

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Wellbeing

- Physical
- Economic
- Social
- Emotional
- Psychological
- Life Satisfaction



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AAP Clinical Report on Physician Health and Wellness

- Continuing to Gain national attention
- Pediatric Milestone Project core competencies
 - Balanced approach to health
 - Paradigm shift
 - Sends message
 - Pediatricians as role models
 - Positioned to cultivate a culture of wellness

Pediatrics Vol. 134 No. 4 October 1, 2014, pp. 830-835

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Guidance for the Clinician in
Resolving Pediatric Care

CLINICAL REPORT

Physician Health and Wellness

abstract

Physician health and wellness is a critical issue gaining national attention because of the high prevalence of physician burnout. Pediatricians and pediatric trainees experience burnout at levels equivalent to other medical specialties, highlighting a need for more effective efforts to promote health and well-being in the pediatric community. This report will provide an overview of physician burnout, an update on work in the field of preventive physician health and wellness, and a discussion of emerging initiatives that have potential to promote health at all levels of pediatric training.

Pediatricians are uniquely positioned to lead this movement nationally, in part because of the emphasis placed on wellness in the Pediatric Milestone Project, a joint collaboration between the Accreditation Council for Graduate Medical Education and the American Board of Pediatrics. Updated core competencies calling for a balanced approach to health, including focus on nutrition, exercise, mindfulness, and effective stress management, signal a paradigm shift and send the message that it is time for pediatricians to cultivate a culture of wellness better aligned with their responsibilities as role models and congruent with advances in pediatric training.

Rather than reviewing programs in place to address substance abuse and other serious conditions in distressed physicians, this article focuses on forward progress in the field, with an emphasis on the need for prevention and anticipation of predictable stressors related to burnout in medical training and practice. Examples of positive progress and several programs designed to promote physician health and wellness are reviewed. Areas where more research is needed are highlighted. *Pediatrics* 2014;134(8):830-835

INTRODUCTION

Physician health and wellness is an issue garnering national interest because of the high prevalence of burnout in medical practitioners and trainees. Burnout takes a steep toll on physicians and has negative effects on patients and health care systems.¹ Research advances detailing the detrimental effects of chronic stress, including impaired immune function, inflammation, elevation of cardiovascular risk factors, and depression²⁻⁴ are directly relevant to pediatric practitioners and create a need for organized efforts to address physician health and well-being in the pediatric community. The purpose of this report is to provide an update on the issue of physician health and wellness with regard to how they relate to pediatricians. Rather than reviewing programs already in place to address substance abuse and other serious conditions in distressed

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PRACTICE AND AMBULATORY MEDICINE

KEY WORDS:
burnout; physician health and wellness; stress; lifestyle change; mindfulness

ABBREVIATIONS:
AAP—American Academy of Pediatrics
ACGME—Accreditation Council for Graduate Medical Education
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The guidance in this report does not indicate an exclusive course of treatment or serve as a standard of medical care. Variations, taking into account individual circumstances, may be appropriate.

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American Academy of Pediatrics Physician Wellness Statement

- The health and wellness of pediatric health care providers is a **strategic priority** of the American Academy of Pediatrics



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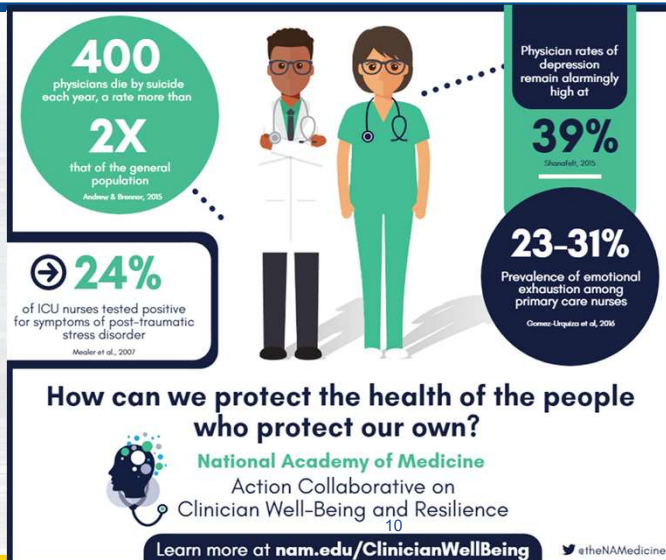
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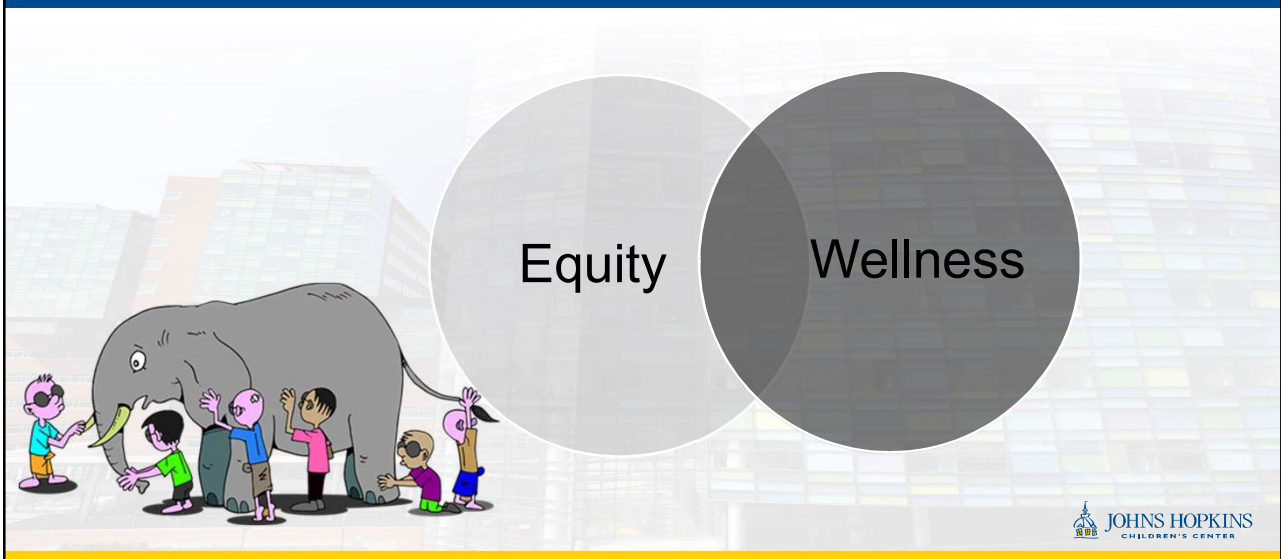
National Initiatives Regarding Clinician Wellness

- National Academy of Sciences Clinician Wellbeing
- ACGME Improving Physician Wellbeing
- Women's Wellness through Equity and Leadership project
 - AAFP, AAP, ACOG, ACP, AHA, APA

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Equity, Diversity, Inclusion, and Belonging



Approaches

- Personal Wellbeing
- Organizational Strategies-culture of wellness
- Efficiency of practice



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Resources for Health Care Worker Well-Being: 6 Essential Elements



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Organizational Evidence-Based and Promising Practices

- **Domain 1: Organizational Commitment**
- **Domain 2: Workforce Assessment**
- **Domain 3: Leadership**
- **Domain 4: Policy**
- **Domain 5: Efficiency of Work Environment**
- **Domain 6: Support**

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Sinsky, C. A., L. Daugherty Biddison, A. Mallick, A. Legreid Dopp, J. Perlo, L. Lynn, and C. D. Smith. 2020. Organizational Evidence-Based and Promising Practices for Improving Clinician Well-Being. NAM Perspectives. Discussion Paper, National Academy of Medicine, Washington, DC.

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Organizational Strategies-culture of wellness

- The traditions, customs, and values of the medical system are embedded from very early on in training.
- Integrated wellbeing requires the intersectionality of the professional and the personal, an understanding of the culture of medicine and the determination to challenge the system.

Baumgartner, N. Build a Culture that Aligns with People's Values. Harvard Business Review. April 8, 2020

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Organizational Strategies

- Creating Norms and Expectations that foster a culture of wellness
- Professional Development
- Team Engagement, Celebrating and Rewarding
- Service Recovery Programs
- Peer Support



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Additional Organizational Strategies and Considerations

- Work Environments
- Staffing Opportunities
- Operations
- Physical Environment



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Balance

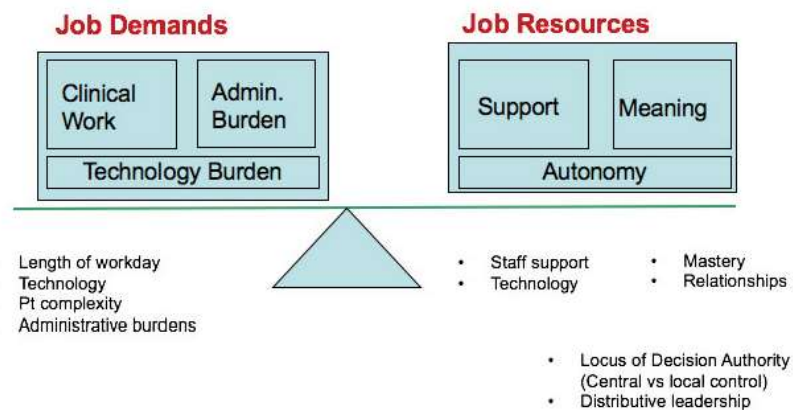


Figure 1 | Job Demands and Job Resources Conceptual Model of Clinician Well-Being
SOURCE: Developed by Christine Sinsky and Mark Linzer.

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Periodic assessments

- **Clinician Wellbeing**
- **Departmental or business unit-level leadership qualities**
- **The efficiency of the practice environment**
- **Culture an**
- **Organizational cost of clinician burnout d trust in the organization**
- **Workforce recruitment and retention**

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Efficiency of practice

- **Burnout is a system level problem that must be addressed at a system level.**
 - Reduction of administrative tasks
 - Improved EHR efficiency
 - Dictation/transcription services
 - Scribes



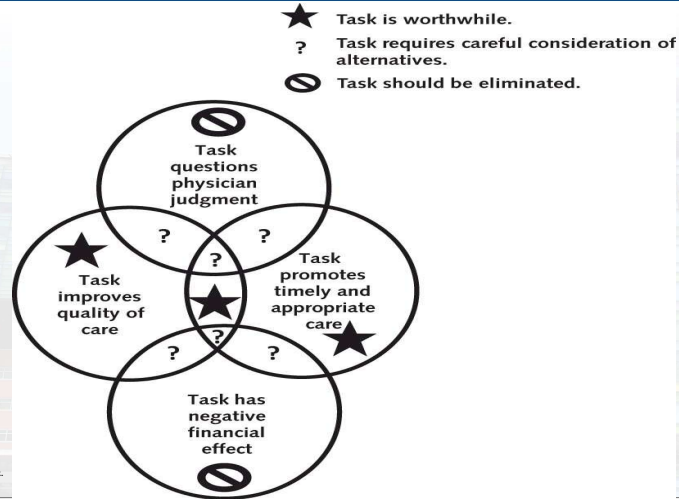
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Annals of Internal Medicine®

From: Putting Patients First by Reducing Administrative Tasks in Health Care: A Position Paper of the American College of Physicians

Ann Intern Med. 2017; 166(9):659-661. doi:10.7326/M16-2697



Date of Download: 03/31/2022

<https://www.acponline.org>

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Personal Wellbeing and the Ethics of self care.

- “engage in self-care activities to maintain and promote their own emotional, physical, mental, and spiritual well-being to best meet their professional responsibilities.”
 - American Counseling Association Code of Ethics



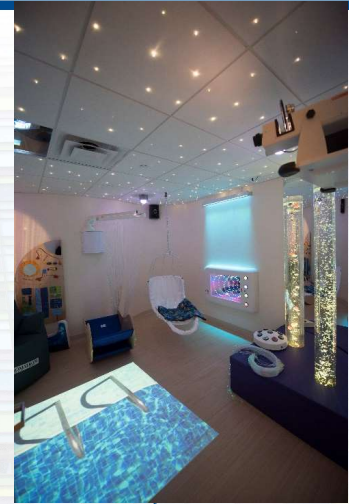
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Integrative health for personal wellbeing

- Part of a multimodal approach
- Enhances the mind-body-spirit connection
- Enhances coping and self-efficacy
- Improves Self-regulation and symptom management



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Definitions: Integrative Medicine

- Conventional Care
- Alternative Medicine
 - used in place of conventional therapies
- Complementary Medicine:
 - Healing modalities that are used to complement conventional approaches
- Integrative medicine
 - Brings conventional and complementary approaches together in a coordinated way.
 - All healing sciences used to facilitate body's innate healing process
 - Based in good science, is inquiry driven and open to new paradigms
 - Additional focus on prevention and development of healthy behaviors and skills for effective self-care



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<https://nccih.nih.gov/health/integrative-health>

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National Center for Complementary and Integrative Health-NIH


- NCCIH's mission is to define, through rigorous scientific investigation, the usefulness and safety of complementary and integrative health approaches and their roles in improving health and health care.



NIH networks to advance emotional well-being research. 3 funded by the NCCIH


- **Emotional Well-Being and Economic Burden Research Network;**
 - University of Alabama at Birmingham; Maria Pisu, Ph.D. This project will address research questions pertinent to health care-related financial burden and emotional well-being in real-world contexts and in diverse populations. (Grant U24 AT011310-01; OBSSR and ODP are co-funding partners)
- **Network to Advance the Study of Mechanisms Underlying Mind-Body Interventions and Measurement of Emotional Well-Being;**
 - University of Connecticut, Storrs; Crystal Park, Ph.D. This project will illuminate the role of emotional well-being in mind and body interventions as both an outcome itself and as a mechanism in improving mental and physical health outcomes. (Grant U24 AT011281-01; NICHD, OBSSR, and ODP are co-funding partners)
- **The Plasticity of Well-Being: A Research Network to Define, Measure, and Promote Human Flourishing;**
 - University of Wisconsin-Madison; Richard Davidson, Ph.D. This project will advance understanding of how to promote and protect well-being in everyday life, identify the core plastic constituents of emotional well-being, develop robust measures of these constituents at biological, behavioral, and experiential levels of analysis, and characterize the plasticity of these constituents. (Grant U24 AT011289-01; ODP is a co-funding partner)

Mindfulness Meditation for Pediatric Residents



THE UNIVERSITY OF CHICAGO MEDICINE
Comer Children's Hospital

Mallory Taylor, MD¹, Joseph Hageman, MD², Melanie Brown, MD²
Seattle Children's Hospital¹, University of Chicago Comer Children's Hospital²



Introduction

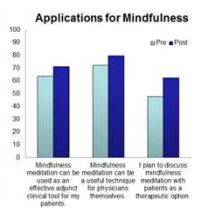
- Physician burnout is reaching almost epidemic proportions, and its impact on personal well-being, career satisfaction, and patient care is well-documented.
- A number of interventions have been proposed to mitigate the effects of burnout, but mindfulness-based techniques have perhaps the largest body of supporting evidence.
- This pilot study aimed to examine the impact of a brief mindfulness intervention using a free smartphone application on resident perceptions of mindfulness, as well as scores on measures of burnout and awareness.

Results

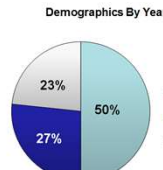
- Of the 33 enrolled participants, 31 completed the initial survey, and 11 completed the follow-up survey.
- 71% of residents had either tried some form of meditation or already had a personal practice.
- Lack of time and knowledge were the top two barriers to regular meditation practice, with 84% of residents citing time as the major limitation.
- Following the intervention, an increased percentage of residents perceived mindfulness as a useful intervention for patients as well as physicians, and there was a statistically significant increase in the number of residents who plan to discuss mindfulness as a therapeutic option for their patients (81% from 48%, $t = 2.7078$, 95% CI 2.3 – 29.9).
- The aPMe #Post was analyzed based on four subcategories: Personal Accomplishment, Depersonalization, Emotional Exhaustion, and Job Satisfaction.
- Overall, residents expressed a high level of personal accomplishment. However, high levels of emotional exhaustion were also present, with PGY-2's accounting for the highest score.
- Almost half of residents who completed both surveys had increased levels of self-reported awareness based on their MAAS scores following the intervention. A significant proportion reported the same level of awareness, and a small group had decreased scores.

Results

Applications for Mindfulness

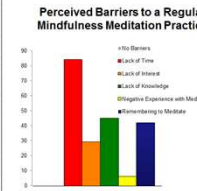


Demographics By Year



Results

Perceived Barriers to a Regular Mindfulness Meditation Practice



Methods

- Study volunteers were recruited from the Pediatric Residency program at the University of Chicago.
- 33 Pediatric and Medicine-Pediatric residents enrolled in the study.
- Participants completed an online survey prior to beginning the program consisting of demographic information, perceptions of mindfulness and its application, as well as two validated surveys – the abbreviated Maslach Burnout Inventory (aMBI) and the Mindful Attention Awareness Scale (MAAS).
- Participants then used the free smartphone app Headspace to complete a 10-day program in Mindfulness Meditation.
- After completion of the 10 lessons in the application, participants were asked to repeat the survey. Paired-t-test analysis was carried out on pre and post survey data.

Conclusions

- The use of a brief, convenient mindfulness intervention in resident pediatric physicians shows promise in impacting the degree of burnout, as well as increasing utilization of this technique clinically with their patients.
- Integrating a program like this into a residency curriculum reaches a useful skill to busy residents, and has the potential to positively impact a number of challenges facing medical professionals today.
- More research in this area utilizing a larger population is needed to further characterize the effects of mindfulness on medical trainees.
- This study was limited by small sample size, as well as possible selection bias, as subjects were voluntary participants.

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Taylor, Mallory, Joseph R. Hageman, and Melanie Brown. "A mindfulness intervention for residents: relevance for pediatricians." *Pediatric annals* 45.10 (2016): e373-e376

The Mind Body Connection

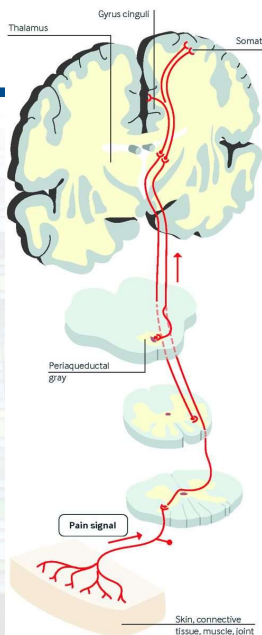
The mind and body are connected through neurotransmitters, and hormones/chemicals

These pathways transmit signals between the body and the brain

The emotional cortex determines how we perceive these inputs

Understanding of the physiology of pain helps us influence these pathways to decrease pain perception

ASCENDING PAIN COMMUNICATION PATHWAY



- Modulation of nociceptor activation following tissue injury and inflammation**
Cupping, acupuncture, massage, herbal medicine, anti-inflammatory diet, fasting
- Modulation of neuroplasticity and inhibition of interneurons in the spinal cord**
Cupping, acupuncture, acupressure, massage
- Modulation of cognitive, affective, and emotional evaluation of pain**
Mind-body techniques such as meditation, relaxation, yoga, qigong and tai chi, massage
Release of endogenous agents such as opioid peptides, 5-hydroxytryptamine, brain derived neurotrophic factors, and endocannabinoids in the brain
Acupuncture, fasting

Chen L, Michalsen A. Management of chronic pain using complementary and integrative medicine *BMJ* 2017; 357 :j1284 doi:10.1136/bmj.j1284

The Current State in Practice



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Workplace Health in America Survey CDC 2017

- 83% of hospitals in the United States provide workplace wellness programs, compared to 46% of all employers.
- 63% of the hospitals offer health screenings, also known as biometrics, compared to 27% of all employers.

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Workplace Health in America Survey CDC 2017

- 31% of the hospitals provide health coaches, compared to 5% of all employers.
- 56% of the hospitals have stress-management programs, compared to 20% of all employers.
- 55% of the hospitals offer counseling to help employees stop smoking, compared to 16% of all employers. CDC data

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Wellness Rooms/Zen Retreats



- Van Home, S., Downing, V., & Farley, H. (2020). Supporting well-being through the implementation of education and a relaxing retreat space. *JONA: The Journal of Nursing Administration*, 50(12), 655-662.
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- <https://www.hopkinsmedicine.org/news/articles/a-healthy-beginning-for-the-office-of-well-being>

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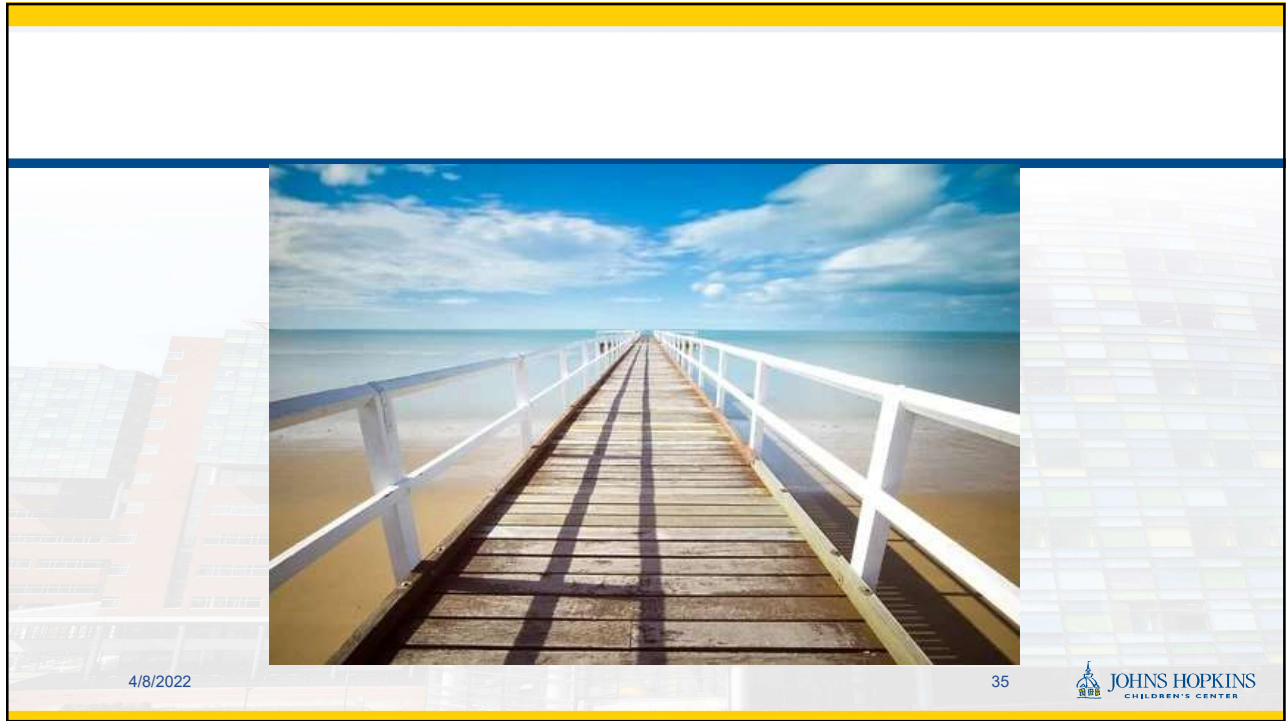
Chief Wellness Officer

- Develops and oversees strategy to address clinician and employee wellbeing including operational metrics
- Works with operational leaders to drive organizational change



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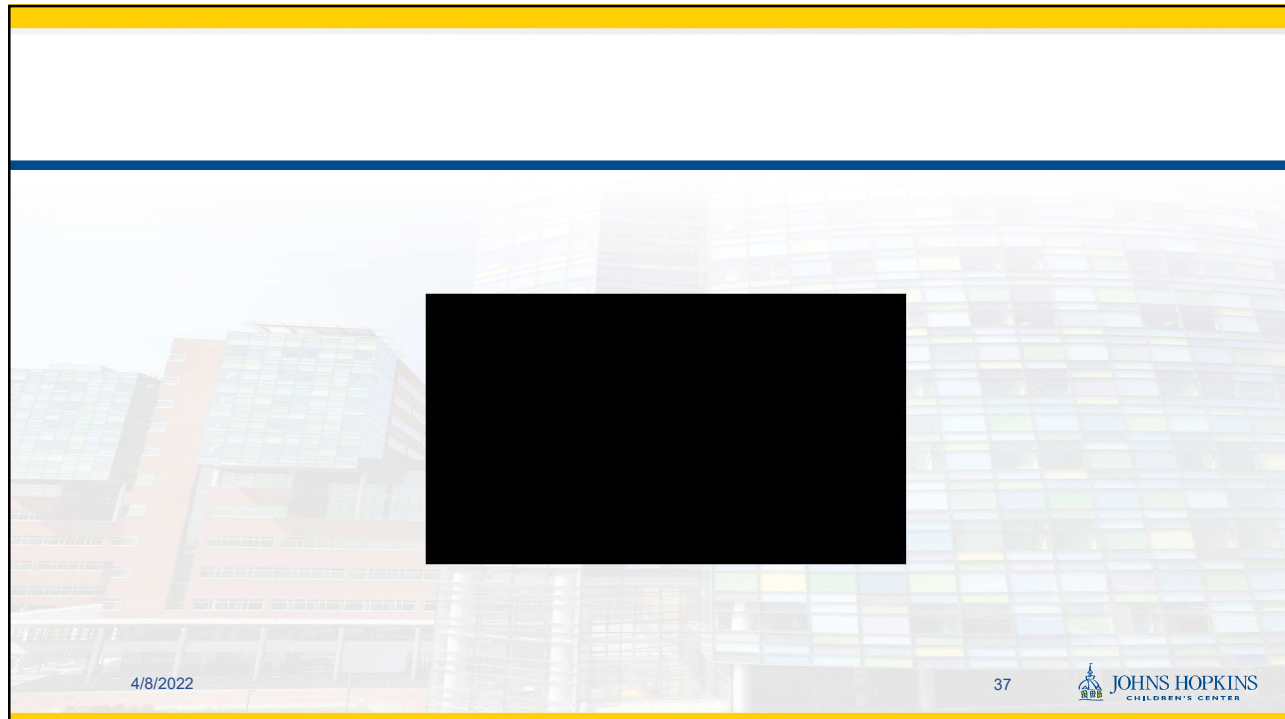
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Resources

- <https://www.aap.org/en/career-resources/physician-health-and-wellness/>
- <https://www.nccih.nih.gov/news/press-releases/nih-networks-to-advance-emotional-well-being>
- Most images courtesy of pixabay
- Selected slides adapted from EPEC Pediatrics with permission to reproduce for educational purposes
- Selected slides adapted from AAP work on Pediatric Provider Wellness

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