

Wellness, Agency, and Sanity

How to Cultivate Community in your Clinics

Compassion in Action Webinar Series

December 10, 2019

Moderator



Stephanie Adler Yuan
Director, Education & Training
The Schwartz Center for Compassionate Healthcare

Audience Reminders

- This webinar is funded in part by a donation in memory of Julian and Eunice Cohen.
- You may submit a question by typing it into the Question and Answer pane at the right of your screen at any time.
- Please respond to audience polls by clicking on the answer of your choice.
- We value your feedback! Please complete our electronic survey following the webinar.

Host



Beth Lown, MD
Medical Director

The Schwartz Center for Compassionate Healthcare



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**COMPASSION
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June 14-16, 2020

Today's Speaker



Elizabeth Métraux
CEO
Women Writers in Medicine

Disclaimers and Disclosures



Polling Question 1

What factors contribute to your own sense of burnout or professional dissatisfaction?

Factors fueling burnout

FACTORS AFFECTING CLINICIAN WELL-BEING AND RESILIENCE

This conceptual model depicts the factors associated with clinician well-being and resilience; applies these factors across all health care professions, specialties, settings, and career stages; and emphasizes the link between clinician well-being and outcomes for clinicians, patients, and the health system. The model should be used to understand well-being, rather than as a diagnostic or assessment tool. The model will be revised as the field develops and more information becomes available. Subsequent layers of the model, and an interactive version of the model, are in development in conjunction with the Action Collaborative's other working groups and will be made available shortly.

EXTERNAL FACTORS

SOCIO-CULTURAL FACTORS

- Alignment of societal expectations and clinician's role
- Culture of safety and transparency
- Discrimination and overt and unconscious bias
- Media portrayal
- Patient behaviors and expectations
- Political and economic climates
- Social determinants of health
- Stigmatization of mental illness

REGULATORY, BUSINESS, & PAYER ENVIRONMENT

- Accreditation, high-stakes assessments, and publicized quality ratings
- Documentation and reporting requirements
- HR policies and compensation issues
- Initial licensure and certification
- Insurance company policies
- Litigation risk
- Maintenance of licensure and certification
- National and state policies and practices
- Reimbursement structure
- Shifting systems of care and administrative requirements

ORGANIZATIONAL FACTORS

- Bureaucracy
- Congruent organizational mission and values
- Culture, leadership, and staff engagement
- Data collection requirements
- Diversity and inclusion
- Level of support for all healthcare team members
- Professional development opportunities
- Scope of practice
- Workload, performance, compensation, and value attributed to work elements
- Harassment and discrimination
- Power dynamics

LEARNING/PRACTICE ENVIRONMENT

- Autonomy
- Collaborative vs. competitive environment
- Curriculum
- Health IT interoperability and usability/Electronic health records
- Learning and practice setting
- Mentorship
- Physical learning and practice conditions
- Professional relationships
- Student affairs policies
- Student-centered and patient-centered focus
- Team structures and functionality
- Workplace safety and violence

INDIVIDUAL FACTORS

HEALTH CARE ROLE

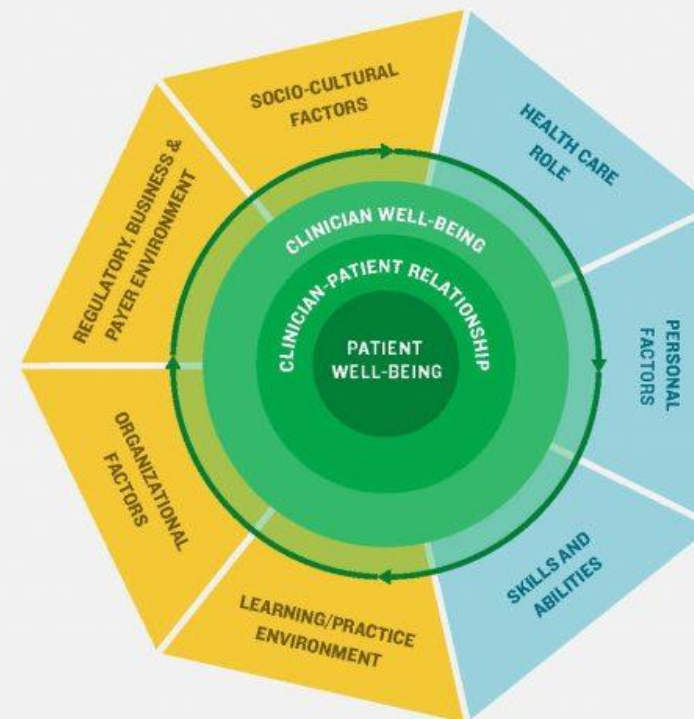
- Administrative responsibilities
- Alignment of responsibility and authority
- Clinical responsibilities
- Learning/career stage
- Patient population
- Specialty related issues
- Student/trainee responsibilities
- Teaching and research responsibilities

PERSONAL FACTORS

- Inclusion and connectivity
- Family dynamics
- Financial stressors/economic vitality
- Flexibility and ability to respond to change
- Level of engagement/connection to meaning and purpose in work
- Personality traits
- Personal values, ethics and morals
- Physical, mental, and spiritual well-being
- Relationships and social support
- Sense of meaning
- Work-life integration

SKILLS AND ABILITIES

- Clinical Competency level/experience
- Communication skills
- Coping skills
- Delegation
- Empathy
- Management and leadership
- Mastering new technologies or proficient use of technology
- Mentorship
- Optimizing work flow
- Organizational skills
- Resilience
- Teamwork skills

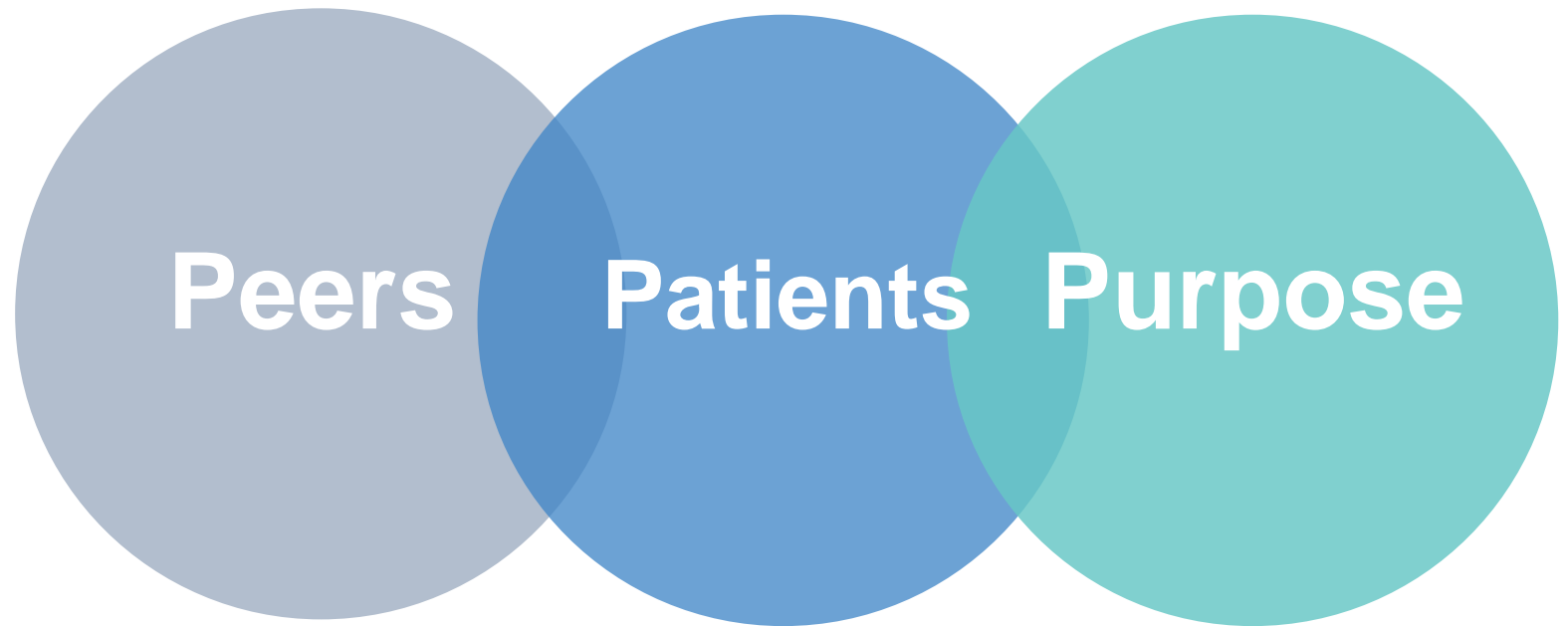


Polling Question 2

When do you feel most fulfilled in your work?

**Factors
fueling
fulfillment**

Connection



Mounting evidence that providers are human, too

MENU AMA Join Renew Enter Search Term Member Benefits Sign In

PHYSICIAN HEALTH

4 lessons Mayo Clinic learned from group meetings to cut burnout

APRIL 4, 2018

Sara Berg
Senior News Writer
American Medical Association
@SaraTheIceBerg

Leadership

“Breaking Bread” to Combat Burnout

Article · March 14, 2019

We were into our dessert course when a physician in her early 40s stood up to summon the attention of the dozen guests around the table.

“I’ve been practicing for 15 years and I’ve never felt more connected to my colleagues than I do at this moment,” she told those gathered. “I came here tonight ready to leave medicine. And I’m leaving here tonight feeling like I’ve finally found my tribe.”

Leadership

Combating Clinician Burnout with Community-Building

Article · July 31, 2018

Increasing evidence from medical studies and surveys has erased all doubt about the reality of what’s happening in American medicine today: More than half of doctors are burning out.

... and being
human is
hard

*U.K. Appoints a
Minister for Loneliness*



Especially when we're going it alone

- Former Surgeon General Vivek Murthy, MD, calls loneliness the greatest epidemic of our generation.
- Loneliness affects three out of every four people, and spikes in the late 20s, mid-50s, and late 80s.
- 2 out of 5 Americans report that their social relationships are not meaningful.
- Loneliness is as risky to health as smoking 15 cigarettes a day and shortens our lifespan by 8 years.
- In the 1920s, 5 percent of Americans lived alone. Today, more than 25 percent do—the highest ever.
- Social isolation is the leading cause for hospital readmission following operations.
- In healthcare, clinicians are increasingly calling for the “prescription of friendship” through phone calls, home visits, encouragement, and connection to community-based programs.
- **Researchers have concluded again and again that the single most reliable predictor of happiness is feeling embedded in a community.**

The Case for Connection



Buoys Fulfillment



**Improves
Communication**



Strengthens Culture



**Supports Better
Patient Care**

The Case for Connection



**Cultivates
Agency**

... but what
about the
ROI?

The logo for Beth Israel Lahey Health features the organization's name in a dark blue, sans-serif font. The text is centered within a large, light blue L-shaped graphic that forms the left and bottom axes of a coordinate system. To the right of the text, there is a stylized, multi-faceted arrow pointing towards the upper right, composed of various shades of blue and teal.

Beth Israel
Lahey Health

... but what
about the
ROI?



for 1 physician
\$10,000 < \$500,000 +
for 6-8 clinicians

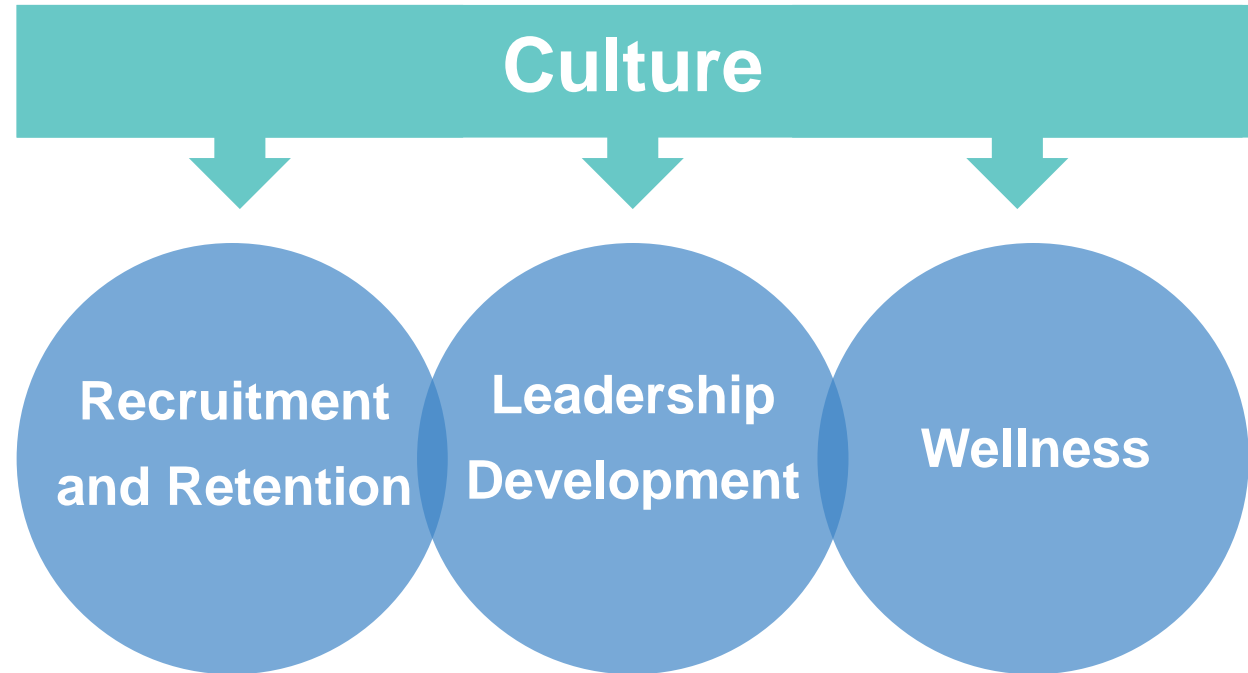
... making
community
good for
business



OPTUM[®]

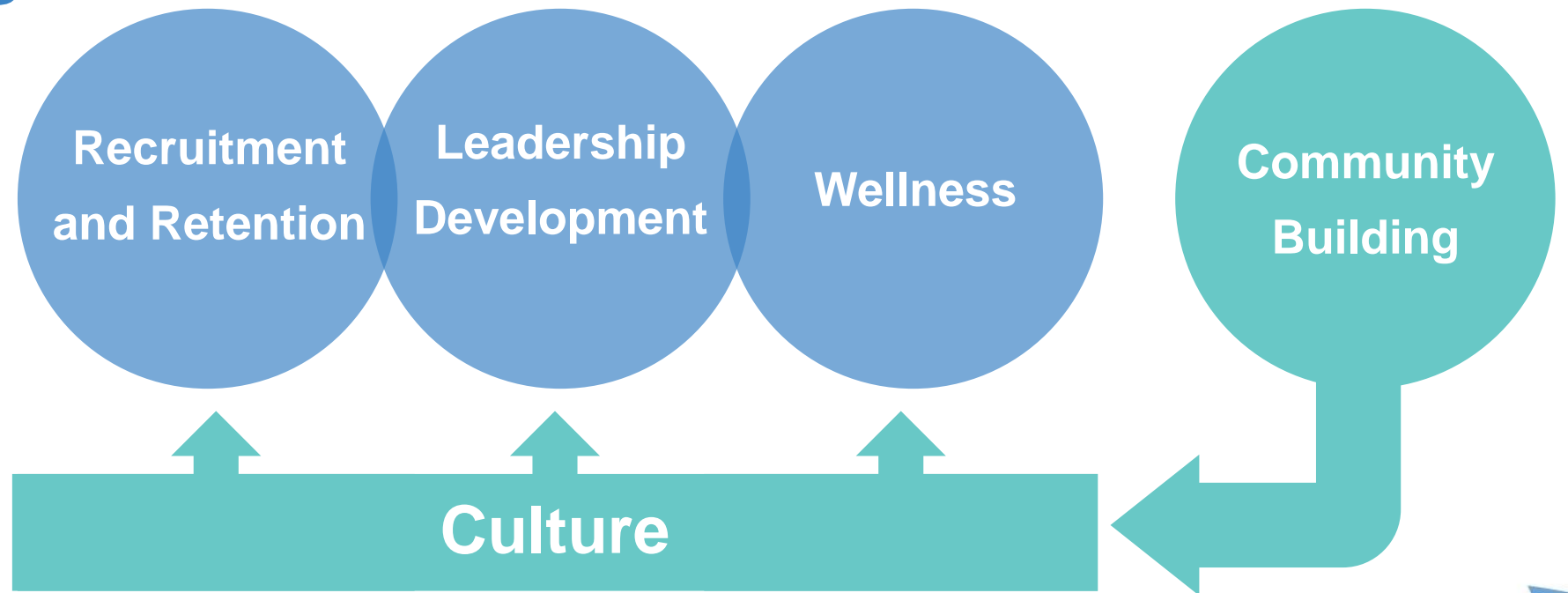
**Corporate
thinking is
changing**

The traditional model

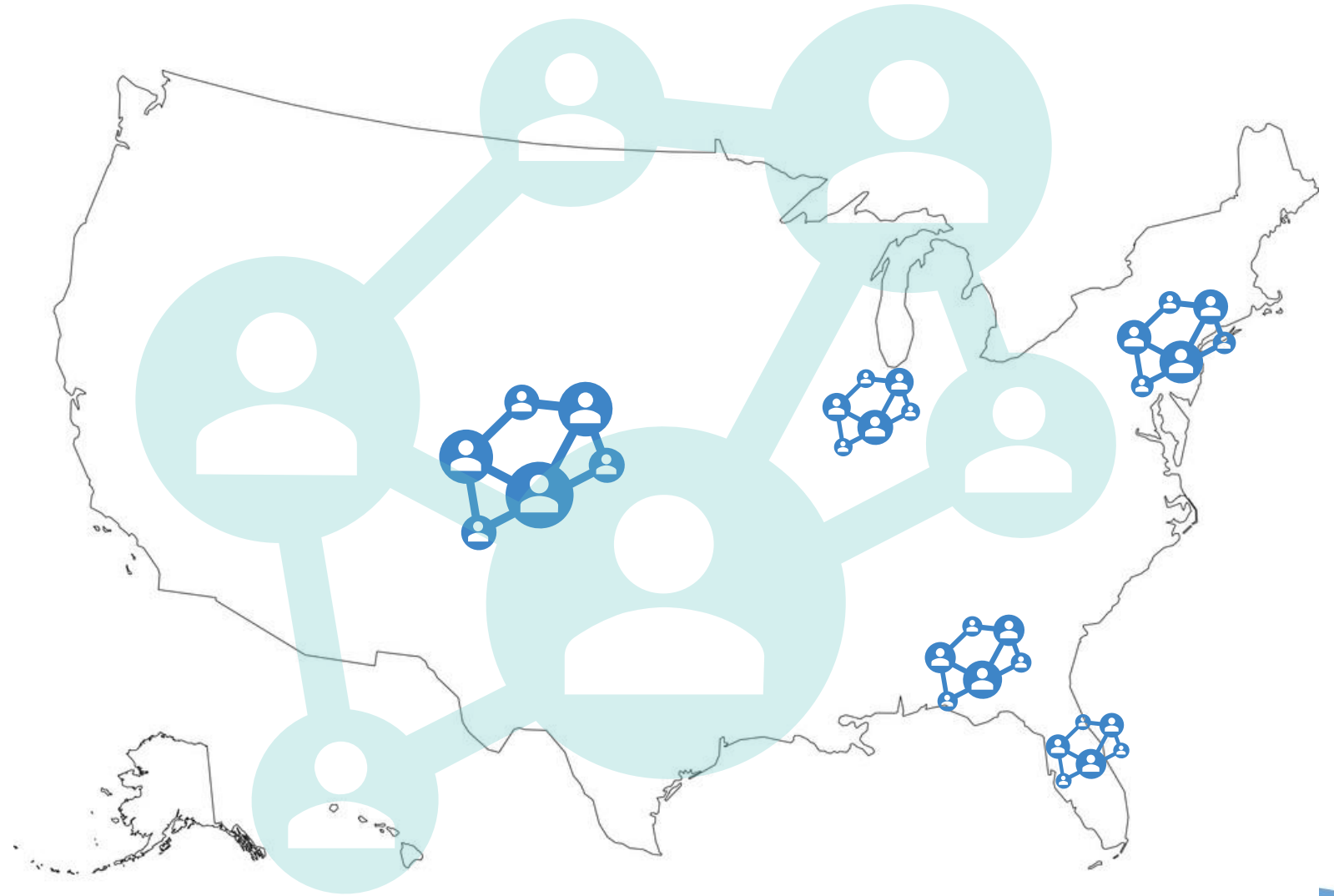


**Corporate
thinking is
changing**

A new approach to workforce development



**And culture
is contagious**



Models for Community Building

FOR PATIENT CARE

Balint Groups
Practice Inquiry
Practice-based
Small Group
Learning

FOR PROVIDER CARE

Schwartz Rounds
Narrative Groups
Supper Clubs
Professional
Associations
Crisis Models:
e.g. Code Lavender

Polling Question 3

**What models of
community are being
implemented in your
own clinics or systems?**



Know the business case

Ask what folks need

Start with affinity groups

Protect time

Have a facilitator



Go it alone

Make assumptions
about needs

Fail to follow
through

@%&\$

Questions & Answers



Elizabeth Métraux
CEO
Women Writers in Medicine



Beth Lown, MD
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Type your questions in the Questions Pane on your screen at any time.



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today's session.**

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