Clinician Wellness

Charles J. Hatem, MD

Compassion in Action Webinar Series
September 26, 2018

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.
- We value your feedback! Please complete our electronic survey following the webinar.

Host

Beth Lown, MD
Chief Medical Officer,
The Schwartz Center for Compassionate Healthcare
Today’s Speaker

Charles Hatem, MD
Harold Amos Distinguished Academy Professor and Professor of Medicine, Harvard Medical School
Past Chair, Department of Medical Education
Mount Auburn Hospital

Clinician Wellness

Charles Hatem, MD
chatem@mah.harvard.edu

September 26, 2018
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Goals:

To discuss,

• concepts of wellness and burnout

• strategies for the creation and maintenance of wellness in our professional and personal lives

• organizational responsibilities for the promotion and preservation of wellness

When using the Maslach Burnout Inventory 45.5% of physicians reported at least one symptom of burnout in 2011 and by 2014 the percentage increased to 54.4%.*

Tait Shanafelt, MD
Chief Wellness Officer
Professor of Medicine
Stanford Medicine

“Burnout scores of hospital nurses are significantly high, and in 1 study, 1 of 5 nurses indicated that they intended to leave their position within 1 year.”


Key drivers of burnout and engagement*


Key drivers of burnout and engagement*

Workload and job demands

Meaning in work

Control and flexibility

Key drivers of burnout and engagement*


Key drivers of burnout and engagement*


Key drivers of burnout and engagement*

“Problems in the system and environment...are by far the greatest factor contributing to physician distress.”**


*Each physician has a responsibility to engage in self-care and use adaptive strategies to promote his or her well-being.*

**Problems in the system and environment...are by far the greatest factor contributing to clinician distress.”**


Stress or anxiety


Christina Maslach, PhD
Professor Emerita of Psychology
UC Berkeley


Burnout: “psychological syndrome involving prolonged exposure to chronic interpersonal stressors on the job.”

- Exhaustion dimension
- Cynicism dimension
- Inefficacy dimension*

Burnout: “Burnout is not a problem of people but of the social environment in which they work.”

- Physical & emotional response of stress;
- Negative, callous or excessively detached from job;
- Feelings of incompetence & lack of achievement and productivity at work.”

Stress or anxiety

Graph adapted from Benson H. Harvard Business Review Nov. 2005

Prevention: Wellness

Renewal: Burnout

Aristotle


Elements of Wellness

- Self/Significant others
- Work/Life's other parts
- Values

U.S. National Library of Medicine
Elements of Wellness

- Self/Significant others
- Work/Life’s other parts
- Values

Self-Care

“The secret of the care of the patient is caring for oneself while caring for the patient.”

Lucy Candib, MD

Physicians commonly neglect their own care and experience barriers to care, some self-generated and some systems based."

"Physicians often do not have a regular doctor and fail to follow preventive medicine guidelines…"

Self-Care

“The stigma of illness persists in the culture of medicine and serves as a barrier to the seeking of help...”

Mamta Gautam, MD
Clinical Professor of Psychiatry
University of Ottawa
President, Federation of Medical Women of Canada


How can we protect the health of the people who protect our own?
National Academy of Medicine
Action Collaborative on Clinician Well-Being and Resilience
Learn more at nam.edu/ClinicianWellBeing
Self Care

How to deal with stress*

- Take care of yourself
- Get your own family doctor
- Improve time-management skills
- Set priorities
- Anticipate and prepare for situations
- Learn to say “No”
- Take regular breaks and holidays
- Laugh more often
- Learn to relax
- Let go of the need to be perfect
- Learn to waste time
- Manage money better
- Acknowledge guilt.

Mamta Gautam, MD
Clinical Professor of Psychiatry
University of Ottawa
President, Federation of
Medical Women of Canada


Self Care

Learning how to say “No”—
a three step strategy:

1. Open your mouth.
2. Say no.
3. Close your mouth.

No explanations needed.

Mamta Gautam, MD
Clinical Professor of Psychiatry
University of Ottawa
President, Federation of
Medical Women of Canada

Elements of Wellness

Base pairs

Self

Significant others

Work/Life's other parts

Values

Ulrike Welsch

The World I Love to See, 1981
Significant others

“...we are more than just individuals hardwired for individual survival...we are social beings that grow and flourish when our relationships are intact; our survival is inextricably linked to the quality of our relationships...”*

Donna Hicks, PhD

“Be a good ancestor.
Stand for something bigger than yourself.
Add value to the Earth during your sojourn.”

Marion Wright Edelman
Founder/President Children’s Defense Fund


Sharbat Gula
‘Afghan Girl’
Steve McCurry
What is it that you find most important in your life?

‘Afghan Girl’
Steve McCurry

Elements of Wellness

- Self/Significant others
- Work/Life's other parts
- Values

U.S. National Library of Medicine
Work and its satisfactions

1. Engage healing
2. Be mindful
3. Cultivate curiosity
4. Adopt an effective diagnostic strategy
5. Pursue context
6. Reflect on mistakes
7. Trust your gut
8. Accept uncertainty
9. Embrace “I don’t know”
10. Don’t worry alone

Work/Engage Healing

Do the little thing
Take time
Be open and listen
Let the patient explain
Find something to like, to love
Remove barriers
Share authority
Be committed and trustworthy*

Larry Churchill, Ph.D.

David Schenck, PhD.

Be open and listen


Drawing from: Toll E. JAMA. June 20, 2012;307(23):2497-2498


**How to Integrate the Electronic Health Record and Patient-Centered Communication Into the Medical Visit: A Skills-Based Approach**

_Pamela Duke_
Department of Medicine, Division of General Internal Medicine, Drexel University College of Medicine, Philadelphia, Pennsylvania, USA

_Richard M. Frankel_
Regenstrief Institute, Indiana University School of Medicine, Indianapolis, Indiana, USA
Center for Implementing Evidence-Based Practice, Richard L. Roudebush Veterans Administration Medical Center, and Mary Margaret Walther Center for Palliative Care Research and Education, IU/Simon Cancer Center, Indianapolis, Indiana, USA

_Shmuel Reis_
Faculty Development Unit, Bar Ilan University Faculty of Medicine in the Galilee, Safed, Israel

Find something to like, to love*

“Clinicians do not exist in abstract isolation—they are woven into the fabric of people’s lives. Their fundamental role in service to humanity is to wed expert knowledge to systems of thought.”**


Work/Engage Healing

Do the little thing
Take time
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Share authority
Be committed and trustworthy*

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Be here now.
Be somewhere else later.
Is that so complicated?

David M. Bader
Zen Judaism
*adapted from writings of James Martin, SJ

Ignatian Spirituality

The Examen

- Be aware of yourself and surroundings
- Remember what you are grateful for
- Review the day
- Ask for forgiveness; reconcile with some you have hurt
- Prepare yourself to be aware for the next day*

*adapted from writings of James Martin, SJ
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Shadowness.com
Curiosity

Author/iorom_admin/page/40/
Ami Schattner, MD


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• What is the most probable diagnosis?
• What serious disorders must not be missed?
• What conditions are often missed (pitfalls)?
• What else can look like this (mimics)?
• Is this patient trying to tell me something else?*

John Murtagh, MD
Professor of General Practice
Chair Emeritus, Dept of Community Medicine.
Monash University, Australia.

*Murtagh J. General Practice, 6th Revised Edition.
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“...the consequences of prescribing a medication that is appropriate for treating a clinical condition but inappropriate for a particular individual..."
“What are, for instance, the consequences of prescribing a medication that is appropriate for treating a clinical condition but inappropriate for a particular individual either because she or he cannot afford it, lacks the skills to administer it correctly, or is unable to adhere to the regimen because of competing responsibilities such as working the night shift?”
Contextual Domains*

- Competing responsibilities
- Social support
- Access to care
- Financial situation
- Skills & abilities
- Emotional state
- Cultural perspective/spiritual beliefs
- Attitude toward illness
- Relationship with health care team members
- Environment


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Elements of Wellness

…the world offers itself to your imagination…“

Mary Oliver, Wild Geese

U.S. National Library of Medicine
Elements of Wellness

Self/Significant others
Work/Life’s other parts
Values

Kindness

Nordstrom:
- the bag lady and the holiday gowns

“This is what we are here for: to serve and to be kind.”*

Kindness

“Three things in human life are important: the first is to be kind, the second is to be kind, and the third is to be kind.”

Henry James

Nourish your colleagues

TEACHING ROUNDS AT CHARITY
May Lesser
"What do you think of Western civilization?" asked a reporter.
“What do you think of Western civilization?” asked a reporter.

“I think it would be a good idea,” Gandhi answered.

Humor

“In medicine, humility manifests as 3 qualities:

Jack Coulehan, MD, MPH
Emeritus Professor, Department of Family, Population and Preventive Medicine
Stony Brook University
Humility

"In medicine, humility manifests as 3 qualities: unflinching self-awareness; empathetic openness to others;"

Jack Coulehan, MD, MPH
Emeritus Professor  Department of Family, Population and Preventive Medicine Stony Brook University
“In medicine, humility manifests as 3 qualities: unflinching self-awareness; empathetic openness to others; and a keen appreciation of, and gratitude for, the privilege of caring for sick persons. None of these is easy.”

Jack Coulehan, MD, MPH
Emeritus Professor Department of Family, Population and Preventive Medicine Stony Brook University
Atttitude

“We who lived in concentration camps can remember the men who walked through the huts comforting others, given away their last piece of bread. They may have been few in number, but…

…they offer sufficient proof that everything can be taken from a man but one thing: the last of the human freedoms—to choose one’s attitude in any given set of circumstances, to choose one’s own way.”
LeBron James

“What do you find most meaningful in your work?”*


LeBron James

Key drivers of burnout and engagement*


“…any of the six areas [below] may provide the leverage for improvement.”*

“...any of the six areas [below] may provide the leverage for improvement.”


- Understanding the business case to reduce burnout and promote engagement as well as overcoming the misperception that nothing meaningful can be done are key steps for organizations to begin to take action.

- Evidence suggests that improvement is possible, investment is justified, and return on investment measurable.
• Understanding the business case to reduce burnout and promote engagement as well as overcoming the misperception that nothing meaningful can be done are key steps for organizations to begin to take action.

• Evidence suggests that improvement is possible, investment is justified, and return on investment measurable.

• Addressing this issue is not only the organization’s ethical responsibility, it is also the fiscally responsible one.

Clinic well-being is essential for safe, high-quality patient care.

However, clinicians of all kinds, across all specialties and care settings, are experiencing alarming rates of burnout. Among the most telling of statistics, more than 30 percent of U.S. physicians report significant symptoms. Burnout is a syndrome characterized by a high degree of emotional exhaustion and depersonalization (i.e., cynicism), and a low sense of personal accomplishment at work.

Clinician burnout can have serious, wide-ranging consequences, from reduced job performance and high turnover rates to—in the most extreme cases—medical error and clinician suicide. On the other hand, clinician well-being supports improved patient-clinician relationships, a high-functioning care team, and an engaged and effective workforce. In other words, when we invest in clinician well-being, everyone wins.

Supporting clinician well-being requires sustained attention and action at organizational, state, and national levels, as well as investment in research and information-sharing to advance evidence-based solutions.

**Burnout Prevention Matrix**

*Image from Drummond D. *Burnout Prevention Matrix*
https://support.thehappymd.com/physician-burnout-prevention-matrix*
"I will act as if what I do makes a difference."

William James

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Questions & Answers

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Harold Amos Distinguished Academy Professor and Professor of Medicine, Harvard Medical School
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Beth Lown, MD
Chief Medical Officer, The Schwartz Center for Compassionate Healthcare

Type your questions in the Questions Pane on your screen at any time.

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