

## Physician Health First Workshop

Kim Yu, MD, FAFAP  
Wyoming Medical Society Annual Meeting  
May 31st, 2019



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All individuals in a position to control content for this session have indicated they have no relevant financial relationships to disclose.

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## Here's my why...



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## Learning Objectives

*At the completion of this activity, the learner should be able to...*

1. Explain what the AAFP is doing to improve physician well-being.
2. Determine strategies to address well-being and burnout issues in each level of the physician ecosystem.
3. Develop a personalized plan to improve personal and professional satisfaction using AAFP-provided and other available resources.

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## Ground Rules

1. We will create a supportive environment for sharing struggles and challenges.
2. We will celebrate and learn from our victories.
3. We will stay engaged during group breakouts and use this time productively to explore ways we can control our experience of practicing medicine.



Photo courtesy of Instagram

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## Tools Needed



Photos courtesy of Instagram

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## GET SOCIAL

#DocsArePeopleToo

#Wellbeing

@AAFP

#AAFPWellbeing

#HeartOfGoldRevolution

#HealHealthcare

#InspireCreateLead



## How Attendees Participate

Attendees simply navigate to a URL, using any device with an internet browser (smartphone, tablet, laptop, etc.). There is nothing they need to download or install.

**aafp.cnf.io**



1. Open up their web browser (Safari, Chrome, etc.)



2. Type in the URL to the event in the browser bar



3. Click / Tap on your session from the sidebar page

conferences | 0

Live Content Slide

When playing as a slideshow, this slide will display live content

**Poll: Who's Here? Which best describes you?**

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*Live Content Slide*  
When playing on a slideshow, this slide will display live content

**Poll: Using only one word, what is the single most effective thing you do that improves your well-being?**


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Photo courtesy of Unsplash

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**"The AAFP will assist members in achieving well-being in order to enjoy a sustained career in Family Medicine"**



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**I Know What You Are Thinking...**


"This is ~~not~~ what I signed up to do!"

"Help me, I'm drowning in this crazy system!"

**"Don't try to fix me, fix the system!"**

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**A Word on Resiliency**



Photos courtesy of Pixabay

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**It's a System Problem,  
Not a People Problem**

**But it's the people that suffer.**

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**Burnout**

- Syndrome characterized by:
  - Loss of enthusiasm for work (Emotional Exhaustion)
  - Feeling of cynicism (Depersonalization)
  - Low sense of personal accomplishment
- Can impact personal life as well
- Can be burned out at work, but overall happy




Photo courtesy of Unsplash

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**How Does it Happen?**

- High workloads
- Workflow inefficiencies
- Increased time spent in documentation
- Loss of meaning in work
- Social isolation at work
- Cultural shift from health values to corporate values

Burnout has repercussions at a **personal** and **professional** level

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**What Does it Look Like?**

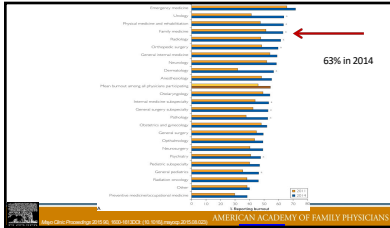


**FIGURE 1.** Personal and professional repercussions of physician burnout.  
Reprinted with permission: [http://www.mayoclinicproceedings.org/article/S0025-6196\(16\)00025-5/fulltext](http://www.mayoclinicproceedings.org/article/S0025-6196(16)00025-5/fulltext)

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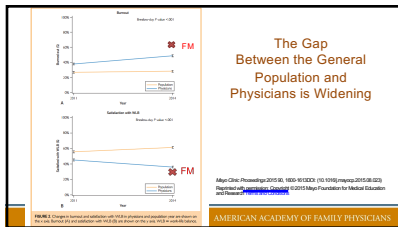
Isn't it Getting Better?

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Maybe Everyone is More Burned Out

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### Burnout in 2018

- Most Burned Out
  1. Critical Care (48%)
  2. Neurology (48%)
  3. Family Medicine (47%)
- Gender Gap
  - Women (48%) > Men (38%) across all specialties
- Happiness Outside Work (Extremely or Very Happy):
  - All Specialties = 50%
  - Family Medicine = 51%

Medscape 2018

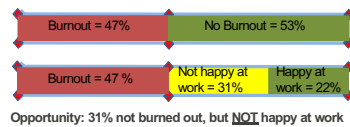
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Only 22% of physicians report that they are happy at work.

Medscape 2018

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### Physicians: Gaps and Overlaps



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Poll: Using a single word, what is the root cause of increased family physician unhappiness?

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What is Happiness?

Well-being?

Joy?

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## Components of Happiness

- **Pleasure (positive emotions)**  
Eating ice cream; having a massage
- **Engagement (being absorbed)**  
Training marathon
- **Meaning (serving something larger than self)**  
Knowledge, goodness, family, community, justice

Seligman, P.H. Trans R Soc London 359:1379 (2004)

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## Components of Happiness

- Pleasure → the pleasant life
  - Engagement → the good life
  - Meaning → the meaningful life
- } **The full life**

Seligman, P.H. Trans R Soc London 359:1379 (2004)

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Live Content Slide

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**Poll: How would you rate your overall happiness?**

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Live Content Slide

When playing as a slideshow, this slide will display live content

**Poll: How would you rate your happiness at work?**

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## Breakout

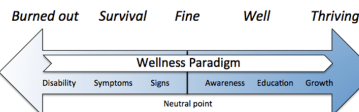
Describe a time when you were truly happy at work.



Lack of Burnout ➡ Well-being  
Lack of Burnout ➡ Happiness

*Let's focus on improving well-being and professional satisfaction, not simply decreasing burnout*

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Source: Dr. Mark Greenwald

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## Well-being

noun | well-be-ing | \well-be-ing\

### Definition of Well-being

A good or satisfactory condition of existence; a state characterized by health, happiness, and prosperity. [Dictionary.com](http://Dictionary.com)

Well-being can be described as judging life positively and feeling good. Centers for Disease Control

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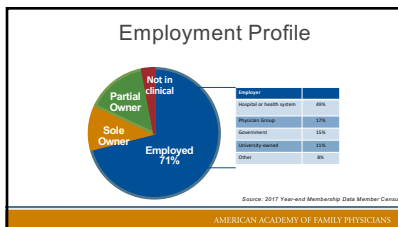
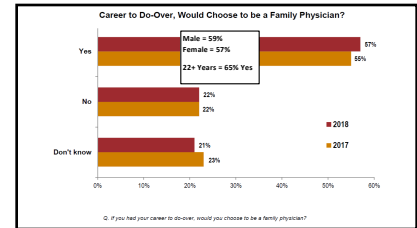
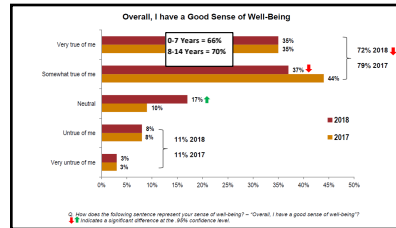
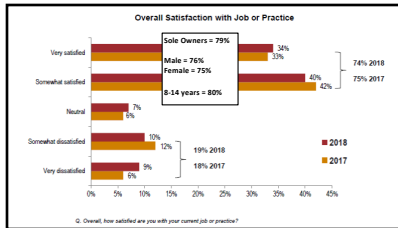
### How Do AAFP Members Measure Up?

- June 2018
- Second year for this annual survey
- Random survey of 5,000 members
- 323 Respondents
  - +/- 5.0% Margin of error

AAFP Member Well-being Research Report

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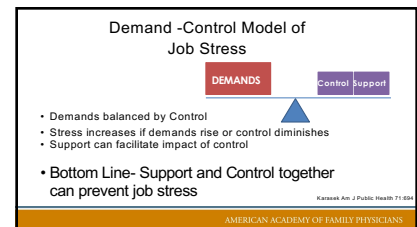




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**Poll: Using a single word, what is the root cause of increased family physician unhappiness?**

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**Formula for Distress**

EMR  
 ×  
 RVU  
 =  
 I'M SAD

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**AAFP Member Value Statement**

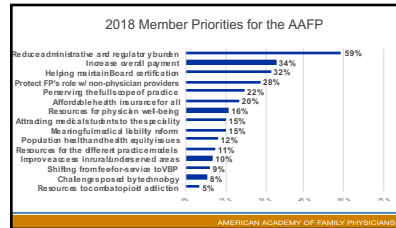
The AAFP is committed to helping family physicians improve the health of Americans by:

- Advancing the specialty of family medicine
- Strengthening members' collective voice
- Providing solutions to enhance patient care

**AAFP Strategic Priorities**

- Payment Reform
- Practice Transformation
- Workforce
- Clinical Expertise

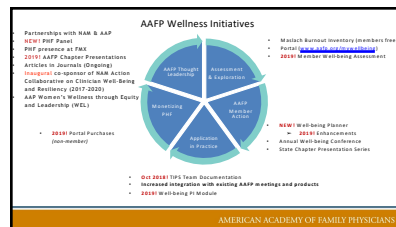
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### AAFP Advocacy Agenda

- Promote physician payment reforms that value primary care.
- Defend *Affordable Care Act* coverage gains.
  - Pursue health care insurance coverage for all
- Increase family physician workforce.
- Support population health improvement.

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### AAFP Resources Available

- Physician Health First Portal ([www.aafp.org/physician](http://www.aafp.org/physician))
- Member access to the Maslach Burnout Inventory (MBI)
- Well-being Planner
- Team Documentation TIPS
- Annual FP Health and Well-being Conference (2018, 2019)
- State Chapter Presentation Series (2018)
- Articles in journals (Ongoing)
- Well-being CME track at FMX (Ongoing - Expanded)
- Integral co-sponsor of NAM Action Collaborative on Clinician Well-Being and Resiliency (2017-2020)
- AAFP Women's Wellness through Equity and Leadership (WEL)

Grant funded by the AAFP Foundation

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### Most Utilized Portal Resources

- ✓ MBI = 3,000+ Completed (Members Only)
- ✓ Plan Developed = 1,000+ (Members Only)
- ✓ PHF Website unique visitors – 40,000+
- ✓ "Simple Steps to Improving Well-Being"
- ✓ "Find Your Inner Balance"
- ✓ "Mindfulness"

Data: December 2018

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### 1<sup>st</sup> AAFP Family Physician Health and Well-being Conference | April 18-21, 2018 Naples Grande Beach Resort – Naples, Florida

- 458 attendees
- 98% of attendees rated the Conference excellent or above average
- 50% plan to attend annually
- 70% of attendees were women

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### 2<sup>nd</sup> AAFP Family Physician Health and Well-being Conference | June 5-8, 2019 Sheraton Grand at Wild Horse Pass – Phoenix, AZ

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**Goals:**

- Public Awareness and Call To Action
- Change the culture in medical education
- Identify and promote best practices and evidence-based interventions
- Consensus Study November 2019

**Explore the Knowledge Hub**

**AAFP is an inaugural co-sponsor of a 4 year effort (2017 to 2020)**

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**Let's Explore!**

**Get social!**

Sharing Knowledge to Combat Clinician Burnout

Find offices, research studies, and other resources

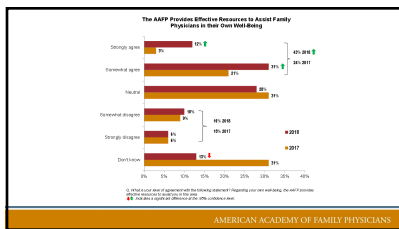
Search for resources

NAM.edu/clinicianwellbeing

**WEL Project**  
**Women's Wellness Through Equity and Leadership**  
 AAP, AAFP, ACP, ACOG, APA, AHA

- Partially funded by the Physicians Foundation
- 3 early to mid-career women from each group
- 18 Months (Kickoff in October 2018)
  - Leadership development
  - Develop principles of a healthy work environment for female physicians
  - Data sharing

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**Let's take a break!**

PC: Kim Yu

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**WELCOME TO Fabulous Back**

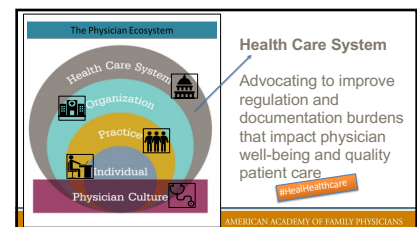
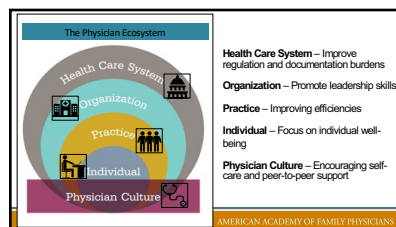
**Wyoming Medical Society Annual Conference**

**2019**

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### Summary Solution: Fix the Broken System

- **Regulatory Relief: Cut the Red Tape**
  - Decrease prior approvals
  - Simplify quality reporting
  - Ease documentation requirements (E&M Coding, etc.)
  - Improve EHR functionality
  - Invest in Primary Care: Focus on Population care and quality, not quantity
- **Utilize Best Practices to Mitigate Administrative Burden**

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### To Fight Burnout, Organize

A group of friends comes upon a fast-moving river where they find people drowning. The friends jump in headlong to save as many people as they can. But the drowning people keep coming. As soon as the friends rescue one, another comes into view. Eventually, one friend starts heading upstream. Another, exhausted, yells after her. "Where are you going?" The first one says, "I'm going to find out what's throwing all these people into the river."

The New England Journal of Medicine

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### Fighting for Medicine

#### Help Fight for Family Medicine

Family medicine is a worthy fight. Lend your voice to the issues most important to you as a family physician with the AAFP's Speak Out tool, and access toolkits to help you effect change in your area.

Get involved in advocacy with the [AAFP Grassroots Toolkit](#) >>

Unite with your fellow family physicians in the [Family Medicine Action Network](#) >>

Reach out to Congress using our [Speak Out tool](#) >> <<

**Breakout: How are you fighting for Your Specialty?**

<https://www.aafp.org/advocacy.html>

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**Poll: I believe leadership in my workplace has made physician well-being a high priority.**

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### Organizational Level

- **Influence organizations to systemically implement well-being support**
  - Encourage a Clinician Well-Being/Satisfaction/ Burnout Scorecard for the Organization
  - Hold senior leadership accountable
- **Leadership Development**
  - Know who has influence – direct your concerns appropriately, positively, and offer solutions

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### Business Case

#### The Business Case for Investing in Physician Well-being (Shanafelt, Goh, Sinsky)

"Evidence suggests that improvement is possible, investment is justified, and return on investment (ROI) is measurable"

JGIM Internal Medicine – Sept. 20, 2017

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### Business Case

- \$500,000 - \$1,000,000 to replace each physician who leaves an organization
  - Recruiting and Lost Revenue
- Decreased productivity
- Effects on Quality, Safety, and Patient Satisfaction

*"Investing in physician well-being is the ethical and fiscally responsible thing for an organization to do"*

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AMA **STEPSforward** PRACTICE SUPPORT GET LITERATURE CONTACT US REQUEST

HOME MODULES LIVE EVENTS SHOW IT WORKS

## Redesign your practice. Reignite your purpose.

AMA strategies to revitalize your practice and improve patient care.

[Browse modules >](#)

**Highly Recommended Module**

Creating the Organizational Foundation for Joy in Medicine™  
Organizational changes lead to physician satisfaction

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**Institute for Healthcare Improvement**

WHITE PAPER

## IHI Framework for Improving Joy in Work

2017

### Four Steps for Leaders

As IHI suggests, only practice is changing, about how to practice. Leaders will continue to be the health care workforce. A leader understands that leaders often find it challenging to stay a step ahead from the current state of the world. Here are four steps for leaders to take to lead change.

**Figure 1. Four Steps for Leaders**

1. Use improvement science to build organizational responsibility to work in your organization.
2. Control is a system approach to making the work of all staff in the organization.
3. Create organizational responsibility to work in the best interest.
4. Ask staff: "What makes it work?"

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## Solving Organizational Problems

Practice Appreciative Inquiry

Avoid Lone Ranger Syndrome

Engage in Front-Line Problem Solving

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## Breakout

Describe a time when you were directly affected by an organizational change for which you had no input. What would you have done differently?

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## Mayo Clinic Physician Opinion of Leadership Qualities of Their Immediate Physician Supervisor: Sample of Questions

- Inspires me to do my best
- Is interested in my opinion
- Treats me with respect and dignity

Shanafelt TD, et al. *Mayo Clin Proc* 2015; 90 (4): 432

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## Be The Change

Leadership Evaluation Study  
For every 1-point increase in leadership score:  
3.3% decrease in the likelihood of burnout  
9% increase in the likelihood of satisfaction of the physicians supervised

**The Physician's Supervisor makes a Significant Difference!**

Shanafelt TD, et al. *Mayo Clin Proc* 2015; 90 (4): 432

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## Transformational Leadership

- Embrace Humility
- Communicate with Empathy
- Work on Problems, Not People
- Build Coalitions
- Form Patient Partnerships

Physician Health First Poster

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## SEVEN HABITS FOR LEADING UP

1. Develop emotional intelligence.
2. Use power and politics for good.
3. Choose being effective over being right.
4. Be intentional and prepared.
5. Help your supervisor.
6. Disagree without being disagreeable.
7. Don't expect credit.

<https://www.aafp.org/press/2017/11/1500aaf.html>

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## Journaling

Who in your life:  
Inspires me to do my best  
Is interested in my opinion  
Treats me with respect and dignity

Where in your life are you modeling those qualities?

Where in your life can you commit to embracing these qualities?

Shanafelt TD, et al. *Mayo Clin Proc* 2015; 90 (4): 432

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### Organizational Impact

20 independent comparisons from 19 studies (3369 physicians)  
Used the emotional exhaustion domain of the Maslach

Organization-directed interventions are more likely to reduce burnout

Cultivating Teamwork      Fostering Communication

Structural Changes

Targeting experienced physicians had the greatest impact

Paragoli et al. JAMA Internal Medicine 2017; 177:195-200

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Healthcare organizations can improve burnout, dissatisfaction and retention by addressing workflow and communication and by implementing QI projects targeting clinician concerns

Linzer et al. J Gen Intern Med 2015;30:1105-11

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### Nine Organizational Strategies to Promote Physician Well-Being

1. Acknowledge and Assess the Problem
2. Harness the Power of Leadership
3. Develop and Implement Targeted Interventions
4. Cultivate Community at Work
5. Use Rewards and Incentives Wisely
6. Align values and Strengthen Culture
7. Promote Flexibility and Work-Life Integration
8. Provide Resources to Promote Resilience and Self-Care
9. Facilitate and Fund Organizational Science

Mayo 2016

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### Large Group Discussion

Share your organizational success stories.

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### The Physician Ecosystem

**Practice**

Improve efficiencies to optimize physicians' and staff time and promote a more sustainable practice

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### Team Documentation/ Medical Scribes

- Increased Patient Satisfaction
- Increased Physician Satisfaction
- Cost Neutral at ~2 Additional Patients per Half Day
- Decreases the W.A.C./PJ Time – 1 to 2 hours per day

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*Live Content Slide*  
*When playing as a slideshow, this slide will display live content*

### Poll: Clinicians: Regarding Use of a Scribe or Team Documentation

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### FPM

University of Colorado  
APEX = Ambulatory Process Excellence  
Implemented in 2015  
Expanded role of the Medical Assistant  
Rooming Information, Vitals, Reason for Visit  
Collect/Update Past History, Identify Prevention Gaps  
Templates and Protocols  
Documents the Physician Encounter  
History, Physical, Assessment and Plan  
After Care Instructions and Coordination of Next Steps  
Early Outcomes  
Improved Quality, Patient Satisfaction, Staff Experience  
Decreased Physician Burnout (From 56 % to 28%)  
Increased Patient Volume, Stable Per Visit Expenses  
Spread to 6 Additional Primary Care Practices  
Primary Care Scribe  
Practice Forward Health  
Scribe

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### AAPF TIPS

Transform Your Practice With AAPF TIPS

Whether you are trying to implement medical home functions, streamline processes, or enhance the patient experience, AAPF TIPS resources make practice improvement faster and easier.

Our team-based tools are designed specifically for family medicine. Here's what you'll get:

- Practice tools that address important areas that keep you going smoothly day after day.
- Real, actionable learning modules.
- What we do for you (and for your group).
- Customizable presentations for group education.

TIPS Modules:

- Team Documentation (Member Benefit)
- Quality Improvement
- Empowerment

Build your case for team documentation

Includes customizable slide deck!

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### Telemedicine

Virtual services can:

- Enhance patient-physician collaborations
- Increase access to care
- Improve health outcomes
- Enable timely care interventions
- Decrease costs when utilized as a component of longitudinal care

Physician Health First Portal

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### Practice Transformation Tips

- Start slow
  - Focus on one initiative at a time
- Be willing to hire
  - Additional staff = additional patients
- Allow flexibility in roles and responsibilities
  - Think creatively and utilize everyone
- Practice Appreciative Inquiry
  - Focus on short and long term wins

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### Other tips for practices

- Business Process Reengineering
- Batch processing
- QI – shared goals, vision
- Flexible work schedules & creativity in scheduling
- Huddles
- Consider Workplace detoxification ideas

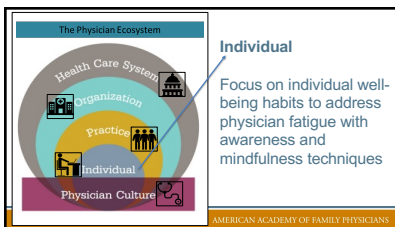
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PHYSICIAN HEALTH FIRST  
My people. My practice. My profession.

Your health, before all else.

PHYSICIAN HEALTH FIRST  
My people. My practice. My profession.

[AAFP.org/mywellbeing](https://www.aafp.org/mywellbeing)

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F O U N D A T I O N

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### Most Utilized Portal Resources

- ✓ MBI = 3,000+ Completed (Members Only)
- ✓ Plan Developed = 1,000+ (Members Only)
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- ✓ "Simple Steps to Improving Well-Being"
- ✓ "Find Your Inner Balance"
- ✓ "Mindfulness"

Date: December 2018

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### AAFP's Well-being Planner

The Well-being Planner lets you:

- Save helpful articles to a reading list for convenient future reference
- Access comprehensive resources to address the five major areas of the family physician ecosystem (healthcare system, organization, practice, individual, and physician culture)
- Set goals
- Track and measure your progress



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PHYSICIAN HEALTH FIRST  
Well-being Planner

Get Started

Use our helpful resources to help you take the first step in your journey to improved well-being. We've created a series of resources to help you get started.

1. Assess  
2. Reflect  
3. Make a Plan  
4. Track & Refine

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F O U N D A T I O N

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**Congratulations!** You've completed your task.

- Posting a daily huddle with staff and colleagues for two weeks. [Add Notes](#)
- Looking for new things about my (BFF). [Add Notes](#)
- Trying the HBL. [Add Notes](#)

**My Resource List** [Find Resources](#)

Customize your list anytime by adding or removing [Discards](#) and [Auto-Resources](#).

**PRACTICE**

**Innovation as an Antidote to Burnout**  
 Family physician, John Williams, MD, shares his perspective on how innovation can help address burnout.

## Small Group Breakout

Think about two goals.  
Share one goal with others.  
Describe how you will meet this goal.

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## Re-Connect with Your Purpose


Is Medicine your...

**Job?** ...  
**Career?** ... or ...  
**Your Calling?**

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## Re-Connect with Your Purpose

Most physicians are first drawn to the calling, or service aspect of medicine; take time for or create moments that remind you why you became a physician




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**Poll: How do you reconnect with your purpose?**

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## Ikigai



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## Journal

Write:

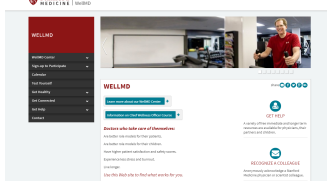
- 1. Your mission, your reason for being
- 2. What you are good at
- 3. What is your vision
- 4. Your Red Spot – where are you
- What steps do you need to take to get to your red spot?

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## What else can I do?

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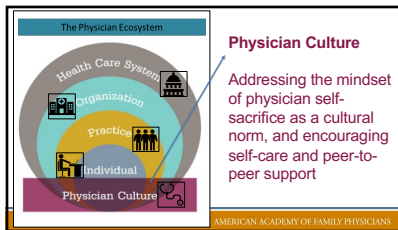
Stanford Medicine | WELND



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### Physician Culture

- Values self-sacrifice over self-care
- Focus on perfection
- Stigma of admitting distress

Have you ever had a wellness role model?

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### Find Your Community

- Online
  - Member Interest Groups
  - Facebook Groups
- Local
  - Chapter
  - Dinner Clubs
  - Discussion Groups

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### Combat Mental Health Stigma

- Create a culture of peer support
- Acknowledge and share struggles and mistakes
- Share questions and emotions with a trusted colleague or counselor
- Encourage a safe practice culture where physicians and staff are able to be vulnerable

Many physicians feel alone, but share similar doubts about patient care or grief about outcomes

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### Schwartz Rounds

- Whereas traditional medical/surgical rounds focus on the delivery of good medical care, Schwartz Rounds focus on the human and emotional dimension of medicine.
- They are held monthly or bimonthly, depending on the volume of cases or topics identified for discussion, typically last an hour, and are led by someone trained as a facilitator.
- These provide a forum for the entire staff – doctors, nurses, physician assistants, psychologists, allied health professionals, chaplains, etc. – to show support and have an open dialogue with each other.
- [TheSchwartzCenter.org](http://TheSchwartzCenter.org)

<https://www.aafp.org/press/2017/0805/a40.html>

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### Peer Support

If your colleague says he or she is having suicidal thoughts, the National Suicide Prevention Lifeline recommends the following next steps:

- Keep the person safe.
- Be there.
- Help the person connect to a support system.
- Follow up.

<https://www.aafp.org/membership/benefits/physician-health/emergency-help.html>

Twitter image used on this page and the associated content is copyrighted by the National Suicide Prevention Lifeline. All rights reserved. Please do not repost this content without permission from the National Suicide Prevention Lifeline. #NSPL #SuicidePrevention

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### What it Takes

Respect      Meaning and Purpose

Ability and Resources to Make a Difference

Relationships

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**Poll: Who has primary responsibility to improve family physician well-being?**

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### Your Call To Action:

What Will You Work On?

- ✓ Advocate for System Reforms
- ✓ Engage to Influence Your Organization
- ✓ Improve Your Practice
- ✓ Personal Well-Being Behaviors and Habits
- ✓ Role Model the Culture You Believe In

**No Bystanders!**

**Get Social!**

**Who will take care of you if you don't?**

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**How Will You Make a Difference?**

#DocsArePeopleToo      #PhysicianWellbeing

@AAFP      #AAFPWellbeing

#HeartOfGoldRevolution

#HealHealthcare

#InspireCreateLead



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**Healing the Culture of Healthcare**






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**Poll: I commit to improving...**

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Thank you!

PC: Kim Yu

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Questions?

Comments?



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(Twitter and Instagram)

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**Panel**

Moderator: Betsy Spomer, MD (Family Medicine)


Panelists: Lisa Finkelstein, DO (urologist, WMS current President)

Spencer Weston, MD (Family Medicine)

Dean Bartholomew, MD (Family Medicine)

Kim Yu, MD, FAAP (Family Medicine)

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