

Tragedy Spurs Attention: Clinician Well-being and Resilience, A Story of the Decade Past

Presentation to the Federal Advisory Committee on Interdisciplinary, Community-Based Linkages

January 21, 2022

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President Emeritus, Northeast Ohio Medical University



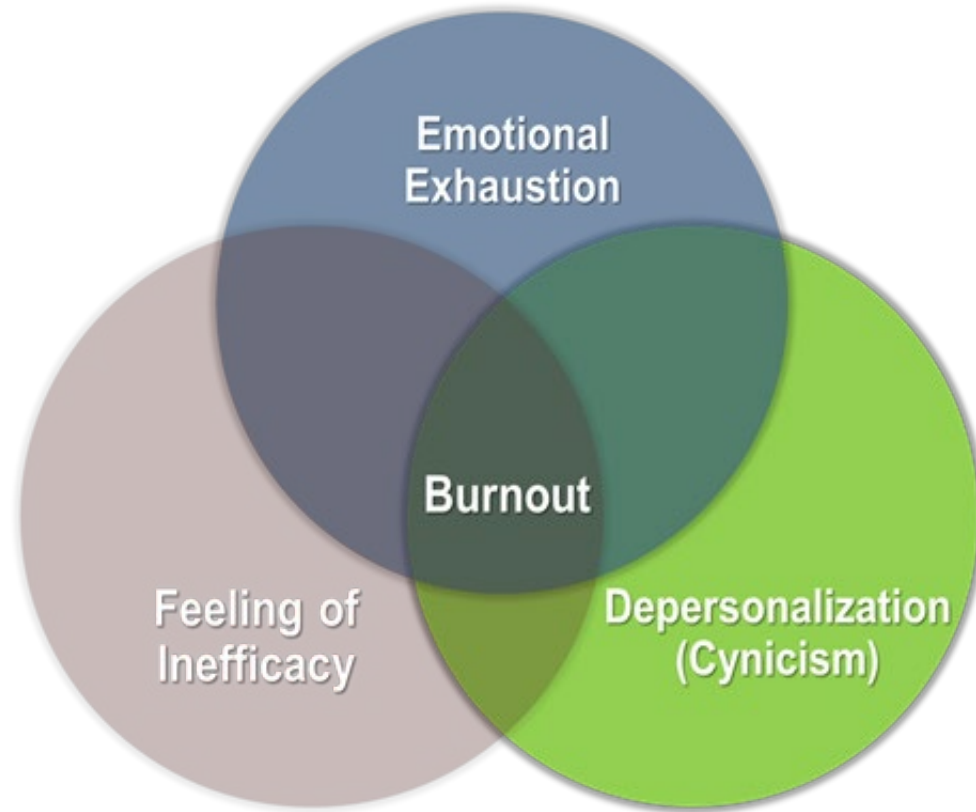
Disclosure and Acknowledgment

- Disclosure
 - President, Medical School Advisory Group
- Acknowledgement and Thanks
 - Marlo Steirer

Arc of Comments

- Thank you and Caveats
- Issue
- Canaries in the Coal Mine
- Tragedy and Action
- The National Academy of Medicine Collaborative
- Challenges of Today

The Burnout - Wellness Continuum





Cleavon Gilman, MD

MRD

The image features the letters 'MRD' in a large, bold, white, sans-serif font. The letters are filled with a dense, intricate pattern of small, dark, abstract shapes that resemble a forest or a complex network. Below the letters, a dark silhouette of a city skyline is visible, with various building shapes of different heights. The background is a solid, light gray color.



Source: National Coal Mining Museum for England



Gregory Feldman, MD



Ralph Greco, MD

Accreditation Council for Graduate Medical Education



Thomas J. Nasca, MD, MACP
President and Chief Executive Officer



Timothy P. Brigham, MDiv, PhD
Chief of Staff and Chief Education Officer

Leadership Team



Victor J. Dzau, President, NAM chair

Darrell G. Kirch, President and CEO, AAMC,
co-chair



Thomas J. Nasca, CEO, ACGME and
ACGME International, co-chair,



Initial Working Groups

Research, Data, and Metrics

Conceptual Model

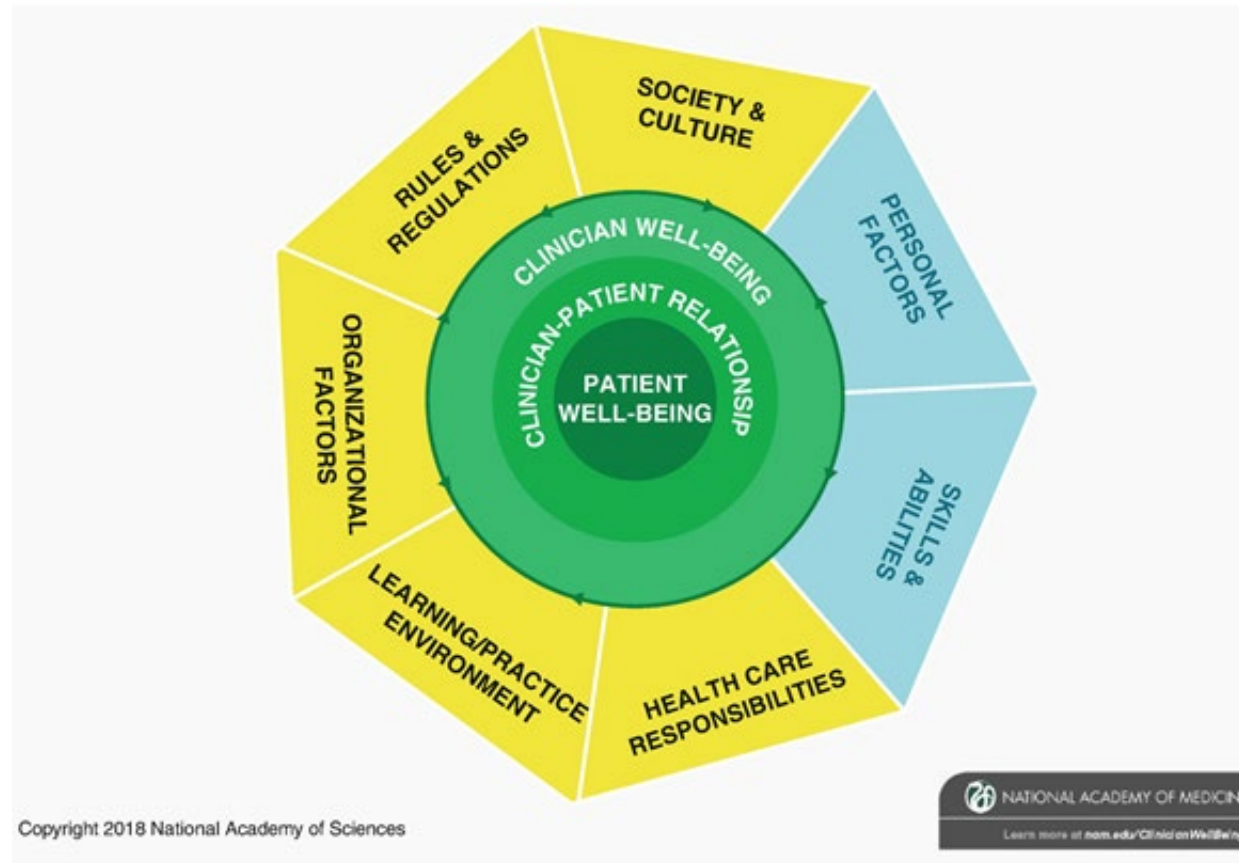
External Factors and Work Flow

Messaging and Communications

Publications and Art Show



Factors Affecting Clinician Well-Being and Resilience



Nucleus of the Clinician Well-Being and Resilience Conceptual Model






43%
of inpatient nurses
have a high degree of
emotional
exhaustion.

BURNOUT is nearly **2X**
as prevalent among **U.S. physicians**
than among workers in other fields.



Group	Burnout Prevalence
U.S. PHYSICIANS	~2x higher than other workers
OTHER WORKERS	Baseline prevalence

Medical trainees experience higher rates of
DEPRESSION and **BURNOUT**
than those of age-similar individuals
pursuing different careers.




Category	Medical Trainees	Other Individuals
DEPRESSION	Higher	Lower
BURNOUT	Higher	Lower



**ACTIONABLE
SOLUTIONS TO
TACKLE CLINICIAN
BURNOUT.**

Clinician Well-Being Case Studies

nam.edu/clinicianwellbeing/case-studies

 #ClinicianWellBeing

Committee Members

Pascale Carayon, PhD (Co-chair)
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*The National
Academies of*

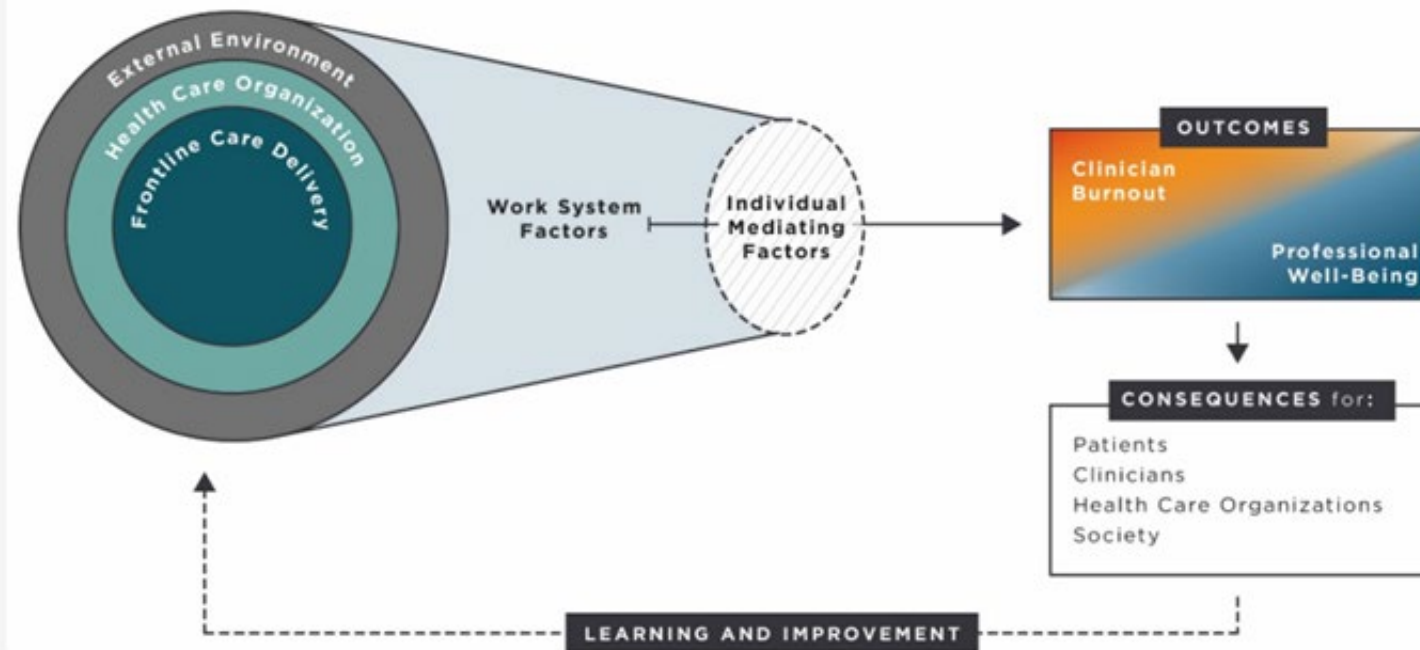
SCIENCES
ENGINEERING
MEDICINE

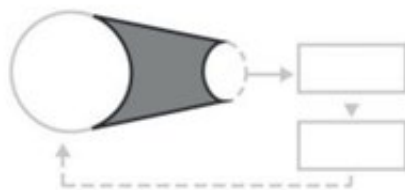
Health System Improvement



The National Academies of
SCIENCES
ENGINEERING
MEDICINE

A SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING





WORK SYSTEM FACTORS OF THE SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING

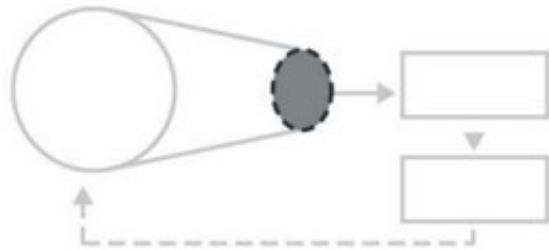
Work System Factors include:

Job Demands

- Excessive workload, unmanageable work schedules, and inadequate staffing
- Administrative burden
- Workflow, interruptions, and distractions
- Inadequate technology usability
- Time pressure and encroachment on personal time
- Moral distress
- Patient factors

Job Resources

- Meaning and purpose in work
- Organizational culture
- Alignment of values and expectations
- Job control, flexibility, and autonomy
- Rewards
- Professional relationships and social support
- Work-life integration



INDIVIDUAL MEDIATING FACTORS OF THE SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING

Individual Mediating Factors include:

- Personality and temperament
- Coping strategies
- Resilience
- Personal relationships and social support



Clinician Well-Being Collaborative Leadership Co-Chairs



Victor J. Dzau, MD
President, National Academy of
Medicine



Darrell G. Kirch, MD
President Emeritus, Association of
American Medical Colleges



Vice Admiral Vivek H. Murthy, MD, MBA
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Thomas J. Nasca, MD, MACP
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Council for Graduate Medical Education

NAM Working Groups Co-Leaders and Staff 2021-2022

Action Collaborative on Clinician Well-Being and Resilience Staff

Anh Tran, Associate Program Officer | Catherine Colgan, Research Assistant
 Kimber Bogard, Deputy Executive Officer, Programs | Samantha Phillips, Communications Officer

National Strategy for Clinician Well-Being	Implementing Tools to Improve Clinician Well-Being	Navigating the Impacts of COVID-19 on Clinician Well-Being
<ul style="list-style-type: none"> Christine Cassel, MD, Professor of Medicine, University of California, San Francisco Jeffrey P. Gold, MD, Chancellor, University of Nebraska Medical Center Tait Shanafelt, MD, Director, Stanford WellMD Center and Chief Wellness Officer, Stanford Medicine 	<ul style="list-style-type: none"> Nancy H. Agee, President and CEO, Carilion Clinic Barry Rubin, MD, PhD, FACS, FRCSC, Medical Director, Peter Munk Cardiac Centre, Toronto General Hospital, University Health Network Christine Sinsky, MD, Vice President, Professional Satisfaction, American Medical Association 	<ul style="list-style-type: none"> Timothy Brigham, MDiv, PhD, Chief of Staff and Senior Vice President, Department of Education, Accreditation Council for Graduate Medical Education Neil Busis, MD, Associate Chair, Technology and Innovation, Department of Neurology, NYU Langone Health Pamela Cipriano, PhD, MN, BSN, Dean, University of Virginia School of Nursing and Past President,

Other Notable Influencers/Voices

- Beverly Malone, PhD, RN, FAAN - CEO, National League of Nursing
- Bernadette Melnyk, PhD, RN, APRN-CNP - Chief Wellness Officer, The Ohio State University
- Jordyn Feingold, MD - Psychiatry Resident, Icahn School of Medicine
- Andrea Borondy Kitts, MS, MPH - Patient Outreach and Research Specialist, Lahey Clinic; Rescue Lung Society
- Kim Templeton, MD - Professor, Orthopedic Surgery & Health Management, UMKC; Past-President, AMWA
- American Association of Colleges of Pharmacy



Shira Inbar

A Nation on Hold Wants to Speak With a Manager

In our anger-filled age, when people need to shop or travel or cope with mild disappointment they're "devolving into children."

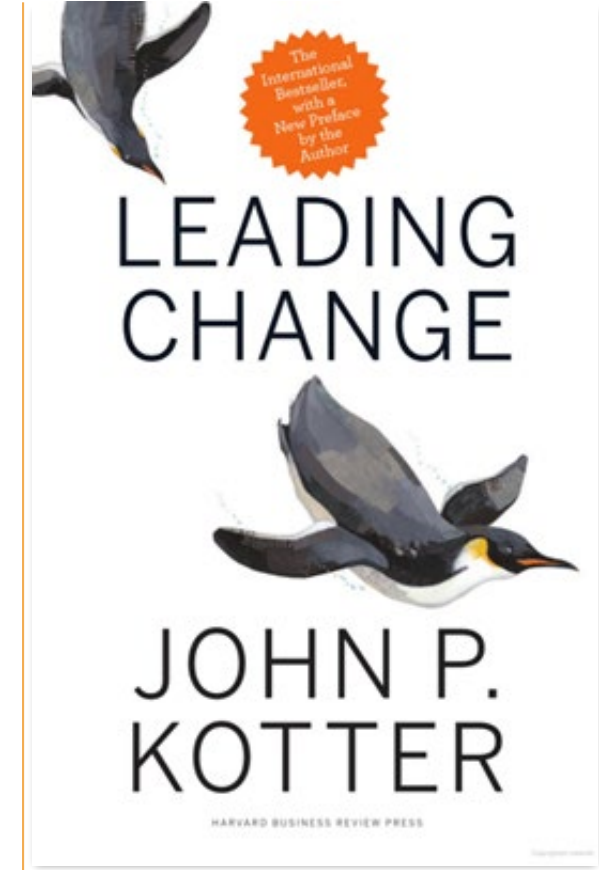


Recommendations:

- Keep the patient at the center of it all
- Continued attention to Systems issues....while encouraging opportunities to strengthen Individuals
- Dual focus on mind and heart
- Clinician - not specific profession
- Re-building joy in practice; reinforcing what brings us to this work
- Attention to trainees as well as practitioners
- Consider what this group can uniquely do
- Leverage what is available
- Leadership for systems change

8 Stages of Change (after Kotter) Leading Change, 1996

1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new changes in the culture

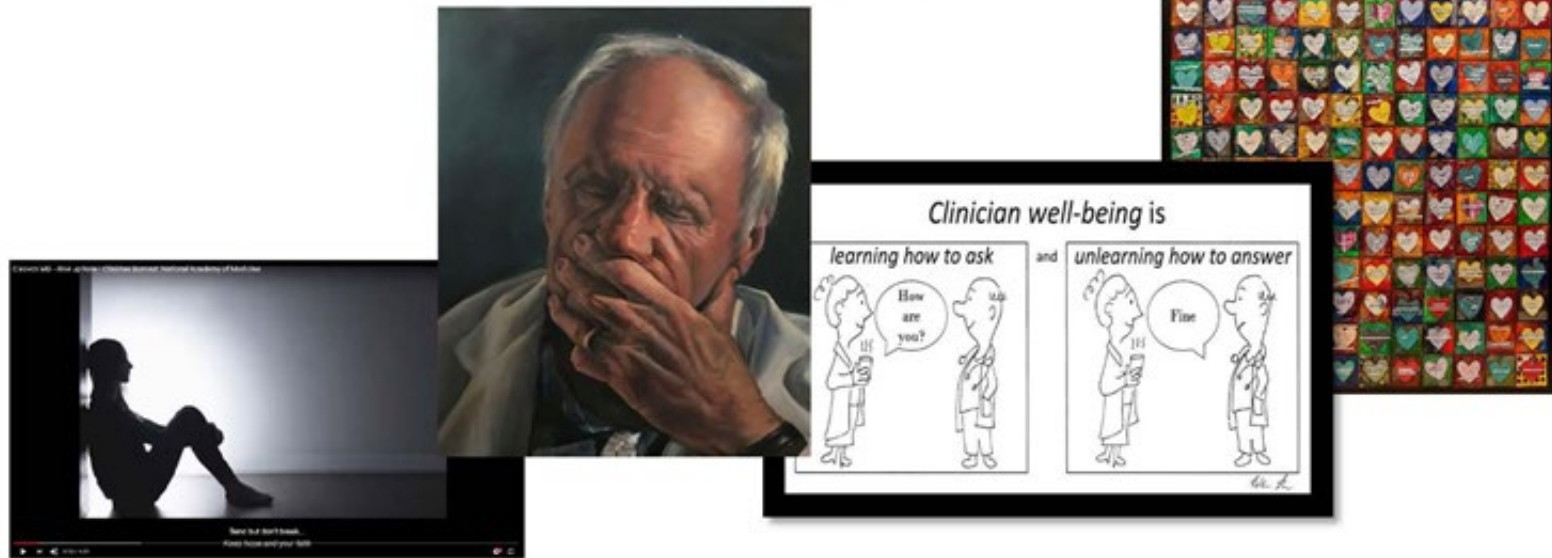


Expressions of Clinician Well-Being

<https://nam.edu/expressclinicianwellbeing>

> 350 submissions including paintings, music, and written word

100 featured in a permanent digital gallery



What Keeps Me Going

University of Texas School of
Dentistry at Houston
Houston, Texas

WHAT KEEPS ME
GOING

Thank You and Discussion

