

Implementing a Physician Well  
Being Model

Presented at POFPS  
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Disclosure

I have no financial interests to  
disclose

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Objectives

- Understand the evolution of the concern
- Identify stressors encountered by physicians
- Recognize signs of burnout, depression, suicidality, and sleep deprivation
- Develop well being plans for medical staff

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Work Hours

- Calculate the amount of hours you work/week.
- What are the positive results of this experience?
- What are the negative consequences?

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History of Issue

- Libby Zion case -1984
- IOM “To Err is Human” – 1999
- Physician suicide rate - 2015

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Physician Suicide

- 400 deaths/year
- Two peaks
  - Residency
  - 50-60 year olds

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Physician Characteristics

- Service → Deprivation
- Excellence → Perfectionism
- Competence → Omnipotence
- Compassion → Isolation

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Physician Well Being

NOT a Millennial thing



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Physician Stressors

- Interactive time with your colleagues
- Please take 2 minutes
- List the stressors you experience



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Physician Stressors

- \*Physician responsibilities
- \*Patients dying
- \*Ethical dilemmas
- \*Fear of malpractice
- \*Paperwork
- \*Computer / EHR
- \*Scholarly activity
- \*Boards
- \*QI data
- \*Frustrated staff
- ❖ Lack of sleep
- ❖ Getting sick
- ❖ Commuting
- ❖ Being a caregiver
- ❖ Not enough time with
  - Significant other
  - Family
  - Friends
- ❖ RVU's
- ❖ Social media / phone

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Physician Stressors

Adult responsibilities

Finances

Car

Grocery shopping

Laundry



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Prevalence of Depression

- Meta-analysis in JAMA Dec 2015
- 31 cross-sectional studies
- 23 longitudinal studies
- Over 17,000 residents
- Rate 20.9 – 43.2%
- Summary estimate 28.8 %
- Only contributing factor: increase with calendar year

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Incidence of Burnout and Depression

- Original research OFP March 2016
- Rate of burnout 69% FM residents
- Depression 88%
- Factors
  - Being female
  - Working >80 hours
- Surprisingly 58% very satisfied with choice

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Burnout

- Numerous global studies show 30% rate
- Medscape Physician Lifestyle Survey
  - 2013 39%
  - 2015 46%
- Demographics
  - Younger                               --Women
  - “Front line”                       --Private practice
  - Greater # work hours       ---Incentive based

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Burnout

- Energy bank
  - Physical
  - Emotional
  - Spiritual
- Imbalance

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Signs of Burnout

- Exhaustion
- Depersonalization
- Lack of efficacy – more common in women

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Signs of Depression

Mood

- Irritability
- Negativity
- Cynicism
- Dissatisfied
- Easily tearful

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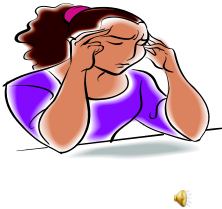
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More signs related to lack of sleep

- Paranoia
- Tremor
- Nystagmus
- Slurred speech
- Ptosis
- Hyperactive gag
- Increased sensitivity to pain



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Signs

Behavior

- Lateness
- Falling asleep
- Not getting paperwork done
- Working long hours
- Unresponsive to
  - Calls
  - Emails
  - Texts

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Even More Signs

- Car accidents
- Lapses in professionalism
- Drug and alcohol abuse
- Marital discord
- Suicidal ideations

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Medical Concerns

- Testosterone suppression
- Preterm labor
- Cardiac irregularities
- More infections

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Patient Care Concerns

- Lower patient satisfaction
- Lower quality of care
- Higher turnover of medical and nursing staff
- Medical errors
  - Decreased accuracy of EKG and X-ray interpretation
  - Misinterpreting tests as false-negative
  - Slower reaction time

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Can we make a difference?

- Like all good doctors we can with a tx plan
- Prevent
- Monitor
- Treat / refer



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Monitor

Physician well-being index (PWBI)

- 7 items
- Yes / No answers
- Topics covered
  - Burnout
  - Depression
  - Stress
  - Fatigue
  - Mental Quality of Life
  - Physical QOL

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Monitor

Maslach Burnout Inventory (MBI)

- Gold standard in measuring physician burnout
- 3 scales
  - Emotional exhaustion
  - Depersonalization
  - Personal accomplishment

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Monitor

Additional surveys / questionnaires

- WHO -5 WBI
- Copenhagen Burnout Inventory
- PHQ 2 or 9
- Work Dissatisfaction Scale

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Prevention

Use variables purposefully to help with fatigue

- Exercise
- Light
- Noise
- Motivation



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Prevention

- Review work hours
- Evaluate base salary vs productivity bonus
- What to do if get sleepy driving home?



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Prevention

Education

- Naps – 20-40 minutes – concern with sleep inertia
- Caffeine
  - 30-60 minutes prior to call then q3-4 hours
  - stopping 8 hours before hour of sleep
  - App – “Caffeine Zone 2”
- Melatonin – 1-2 hours before hour of sleep
- Signs/symptoms – advocate self-awareness

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Prevention

- Food
- Opportunities to talk / interact
  - “Stitch and bitch”
  - Golf or other sporting activity
- Support group
  - Women support group
  - Underrepresented minority support group
- Financial counselor

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Prevention

- Mentors
  - Experienced physician to new grads
  - Gender match
  - Family situation match
  - Culture match

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Prevention

- Add self-care in professionalism evaluation
  - Provide time
  - Give lists of resource
- Look at time off used during yearly eval

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Prevention

- Family Support
- Maternity leave
  - Paternity leave
  - Pumping stations
  - Parenting coaching
  - Financial advice
  - Social gatherings to include spouse and kids

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Prevention

- Friendly competitions
- Humor
- Kindness
- Say “NO!”
- Choose less affluence
- Allow time for self-care
- Leave work at work – be present

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Well Being Plans

- Introduction to Well Being
- Physician suicide
  - Video from ACGME/Mayo Clinic
- Time to debrief in small facilitated groups
- Destigmatizing mental health concerns
- Introduction to yoga
- Introduction to mindfulness
- Introduction to CBT

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Well Being Plans

- Stress management and relaxation techniques
- Joy based spending or other financial discussion
- Gratitude with distribution of gratitude journal, other exercises
- Self compassion
- Team building / Bonding with marshmallow challenge or other group activities

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Well Being Plans

- Medical narrative – can also incorporate art, literature, story telling
- Work Life Balance
- How to handle failure / What to do when you’re wrong
- Building resiliency
  
- Allow staff to participate in creation of plan

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Well Being Time and Space

- Lounges
  - Coloring books
  - Fidget widgets and spinners
  - Play dough
  - Video games
  
- Quarterly half day

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Resources

- Your HR department / EAP
- Local mental health professional
- AOA
- Wellbeing@acgme.org
- EVMS Resident wellness program
- Webinars
- Develop professional peer support service

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Resources for Medical Staff

- CMO / VPMA / Medical staff president
- Physician Recruiter
- HR / EAP / Retirement specialist
- Health insurance
- Spiritual Care Department
- Interprofessional wellness committee

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Resources for Medical Staff

- Avival Wellness Institute
- Center for Professional and Personal Renewal
- Center for Professional Well-Being
- Menninger Leadership Center
- Physician Wellness Foundation

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End Results

Perceptions

- Medical staff
- Family and friends

Quality of care



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