Provider Vitality: Strategies for Ensuring an Energized and Effective Healthcare Workforce

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Objectives

• Increase attention paid to practitioner vitality in your organization
• Enhance your understanding of the drivers of vitality
• Employ strategies to enhance practitioner meaning and vitality
• Enhance your own well-being and vitality
Components of Wellbeing

- Satisfaction
- Meaning
- Happiness
Components of Satisfaction

• Daily Affect
• Hedonism and Pleasure
• Savoring Experiences
• Vitality
Components of Happiness

- Discovering and Developing your Talents
- Competence
- Optimal Functioning
- Satisfaction in Love and Work
- Flow
What is Flow?

• Flow is the mental state of operation in which a person in an activity is fully immersed in a feeling of energized focus, full involvement, and success in the process of the activity. Mihály Csíkszentmihályi
Components of a Meaningful Life

- Identifying Your Personal Strengths
- Utilizing These Strengths in the Service of Something Greater Than Oneself
Signs of Burnout/Cynicism
Signs of Burnout/Cynicism

- Lowered Sense of Accomplishment
- Depersonalization
- Emotional Lows
- Suicidality (400/year)
- Substance Use
- Conflicts
- Irritability - Distractibility
- No Shows
Implications of Burnout

• Safety and Quality of Care
• Practitioners Own Safety and Care
• Viability of Health Care System
Causes of Burnout

- Caregiver Strain
- Productivity Demands
- EMR
- ACA and Patient Loads
- Silence and Stigma
- Internal Guilt, Self-Denial, Perfectionism, Delayed Gratification
- Financial and Management Pressures
In His Own Words

“When I look back, I think the constant pressure to help others coupled with frequent feelings of helplessness, weighed on me. A lack of sleep and being away from family and friends left me vulnerable.”

Aaron E Carroll NY Times Silence is Enemy for Doctors Who Have Depression
Signs of Vitality
Tanuki – Japanese Raccoon Dog

Simple eyes see a raccoon
I see a canine
Wearing a raccoon’s clothing
Tanuki – Japanese Raccoon Dog

Big Hat
Big Eyes
Sake Bottle
Big Tail
Oversized Scrotum
Promissory Note
Big Belly
Friendly Smile

Weather Protection
Perception – Decisions
Virtue
Steadiness to Success
Financial Luck
Trust and Confidence
Bold Calm Decisive
Friendly Smile
Dimensions of the Problem

• Half of Physicians
• Half of Medical Students and Residents
• No Practitioner Groups are Exempt
• Culture of Silence
Challenges of Safety Net Care

- Secondary Trauma
- Social Determinants
- Patient Complexity
- Pent Up Need
- Limited Resources/Team
- Language and Cultural Barriers
Minority Practitioners

- Microaggressions
- Work and Patient Imbalance
- 300% More Likely Premature Death (Weaver, 1998)
- Racist Treatment From Colleagues, Patients, Office Staff, HMOs, Community and Police (Post and Weddington, 2000)
- Doubt
- Pressure Proving Oneself
- Spirituality, Kinship, Character Development
Racial Fatigue: Minority Doctors

• Invisibility and Isolation
• Lack of Supportive Mentors
• Feel Held to Higher Performance Standards
• Workplace Silent on Racial Issues
• Discrimination Policies Not Discussed, Monitored or Enforced
• Acknowledge that Race Matters
• Create Safe Environment for Discussion
• Promote Honesty – Disarm Defensiveness and Denial
• Camaraderie Short – Circuits Stereotyping
Racial Fatigue: Minority Doctors

• The issue of race remains a pervasive influence in the work lives of physicians of African descent. Without sufficient attention to the specific ways in which race shapes physician work experiences, health care organizations are unlikely to create environments that successfully foster and sustain a diverse physician workforce.
Vitality Model

Mindful Practice
- Showing Up
- Listening and Watching
- Breath
- Managing Transitions

Meaningful Practice
- Written and Shared Reflection
- Humanities
- Cynicism Reduction
- Healing and Hopefulness

Collaborative Practice
- Empathic Communication
- Teamwork
- Conflict Management
- Administrative Initiatives

Sustaining Practice
- Self-Care
- Finding Joy
- Enhancing Support
- Humility
- Gratitude
Mindful Practice

• Showing Up
• Listening and Watching
• Breath
• Managing Transitions
• Meditation
EquiPoise

• Equanimity + Poise in the face of discord
• How do you do it?
Meaningful Practice

- Written and Shared Reflection
- Humanities
- Cynicism Reduction
- Healing and Hopefulness
Humanities Corner

“The Ink Dark Moon” by Izumi Shikibu

Although the wind blows terribly here, the moonlight also leaks between the roof planks of this ruined house.
Longitudinal Components

Meaningful Practice

• West et. al JAMA (2014) 19 biweekly facilitated discussion groups incorporating mindfulness, reflection, shared experience over nine months:
  • ↑ Empowerment   ↑ Work Engagement
  • ↑ Meaning From Work
  • ↓ Depersonalization ↓ Emotional Exhaustion
  • ↓ Burnout
• Krasner et al (2009) Improved wellbeing and attitudes about patient-centered care
Sustaining Practice

- Self-Care
- Finding Joy
- Enhancing Support
- Humility
- Gratitude
Sharing His Story

“My self-understanding as a doctor, husband, father and son has been nurtured by the intimate connections of our support group. I have weathered a malpractice crisis, come to accept the learning needs of my children and more realistically and lovingly appreciated my wife, in large part because of the work of our group.”
End-of-life Resident Check-Ins
Collaborative Practice

• Empathic Communication
• Teamwork
• Conflict Management
• Administrative Initiatives
AMA Steps Forward Program

• Establish wellness as a quality indicator for your practice
• Start a wellness committee and/or choose a wellness champion
• Distribute an annual wellness survey
• Meet regularly with leaders and/or staff to discuss data and interventions to promote wellness
• Initiate selected interventions
• Repeat the survey within the year to re-evaluate wellness
• Seek answers within the data, refine the interventions and continue to make improvements
Linzer et. Al (2014 JGIM)

### Institutional Metrics

1. Make clinician satisfaction and wellbeing quality indicators.
2. Incorporate mindfulness and teamwork into practice.
3. Decrease stress from electronic health records.

### Work Conditions

4. Allocate needed resources to primary care clinics to reduce healthcare disparities.
5. Hire physician floats to cover predictable life events.
6. Promote physician control of the work environment.
7. Maintain manageable primary care practice sizes and enhanced staffing ratios.

### Career Development

8. Preserve physician “career fit” with protected time for meaningful activities.

### Self-Care

10. Make self-care a part of medical professionalism.
Individual and Group Approaches

- Coaching
- Support

- Enhance Self Awareness
- Build off individual strengths
- Rethink Self-Defeating Thoughts
- Embrace New Perspectives
- Align Values and Duties
- Experience Safety
- Feel Support
Virtual Support Group

- Racism/Fairness
- Wellbeing
- Mentors
- Study Skills
- Exam Prep
- Personal Statement
- Interviewing
- Specialty Selection
- Feedback
Vitality Model

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Mindful Practice
Meaningful Practice
Collaborative Practice
Sustaining Practice
Effects of Positive Affective States


- Self Esteem
- Positive Memories
- Work Enjoyment
- Altruistic Behavior
- Cardiovascular Health
- Increased Pain Tolerance
- Finding Small Daily Joys
- Flexible and Creative Thinking
- Decrease Doubt
- Adversity Resistance
- Stronger Immune Function
- Longer Life???