Action Collaborative on Clinician Well-Being and Resilience

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A Multitude of Factors Affect Clinician Well-Being and Resilience

External Factors

- Rules and regulations
  - Reimbursement environment
- Learning and practice environment
  - Digital health environment
- Organizational factors

- Society and culture
  - Culture of silence
- Stigma and fear of vulnerability
- Health care responsibilities

Individual Factors

- Personal factors
- Skills and abilities of the clinician
Action Collaborative Goals

• Raise visibility of clinician burnout, depression, stress, and suicide

• Improve baseline understanding of challenges to clinician well-being

• Advance evidence-based, multidisciplinary solutions that will improve patient care by caring for the caregiver
Make up of the Collaborative

~65 participants representing:

- Medicine, nursing, pharmacy, dentistry
- Professional societies and membership organizations
- Government agencies
- Health IT vendors
- Large health care centers
- Payers
- Researchers
- Trainees and early career professionals
- Patient and consumer perspectives
Steering Committee

Victor J. Dzau, National Academy of Medicine
Darrell G. Kirch, Association of American Medical Colleges
Thomas J. Nasca, Accreditation Council for Graduate Medical Education

Steven Bird, Society for Academic Emergency Medicine
Neil Busis, American Academy of Neurology
Pamela Cipriano, American Nurses Association
Robert Harbaugh, Society of Neurological Surgeons
Art Hengerer, Federation of State Medical Boards
Sandeep Kishore, Icahn School of Medicine at Mount Sinai
Clifton Knight, American Academy of Family Physicians
Lois Margaret Nora, American Board of Medical Specialties
Barry Rubin, University Health Network
Daisy Smith, American College of Physicians
Working Groups

1. Research, Data, and Metrics
2. Conceptual Model
3. External Factors and Work Flow
4. Messaging and Communications
5. External Publications and Art Show
Research, Data, and Metrics

- **Completed:**
  - Discussion Paper: “Burnout Among Health Care Professionals: A Call to Explore and Address This Underrecognized Threat to Safe, High-Quality Care”
  - Compilation of validated survey instruments to assess work-related dimensions of well-being
  - Discussion Paper: “A Pragmatic Approach for Organizations to Measure Health Care Professional Well-Being”

- **Forthcoming:**
  - Financial cost of burnout among nurses
  - Gender differences in burnout and related factors
## External Factors

### Society & Culture
- Alignment of societal expectation and clinician’s role
- Culture of safety and transparency
- Discrimination and overt and unconscious bias
- Media portrayal
- Patient behaviors and expectations
- Political and economic climates
- Social determinants of health
- Stigmatization of mental illness

### Rules & Regulations
- Accreditation, high-stakes assessments, and publicized quality ratings
- Documentation and reporting requirements
- HR policies and compensation issues
- Initial licensure and certification
- Insurance company policies
- Litigation risk
- Maintenance of licensure and certification
- National and state policies and practices
- Reimbursement structure
- Shifting systems of care and administrative requirements

### Organizational Factors
- Bureaucracy
- Congruent organizational mission and values
- Culture, leadership, and staff engagement
- Data collection requirements
- Diversity and inclusion
- Harassment and discrimination
- Level of support for all healthcare team members

### Learning/Practice Environment
- Autonomy
- Collaborative vs. competitive environment
- Curriculum
- Health IT interoperability and usability/Electronic health records
- Learning and practice setting
- Mentorship program
- Physical learning and practice conditions
- Professional relationships
- Student affairs policies
- Student-centered and patient-centered focus
- Team structures and functionality
- Workplace safety and violence

### Health Care Responsibilities
- Administrative responsibilities
- Alignment of responsibility and authority
- Clinical responsibilities
- Learning/career stage
- Patient population
- Specialty related issues
- Student/trainee responsibilities
- Teaching and research responsibilities
External Factors and Work Flow

• Completed:
  – Discussion paper: Care-Centered Clinical Documentation in the Digital Environment: Solutions to Alleviate Burnout”
  – Discussion paper: “A Vision for a Person-Centered Health Information System”
  – Discussion paper: “Implementing Optimal Team-Based Care to Reduce Clinician Burnout”

• Forthcoming:
  – Streamlined suggestions to CMS re. E/M documentation guidelines
Healthy clinicians provide better patient care. Let’s build a better system that helps clinicians thrive.

nam.edu/clinicianwellbeing
Knowledge Hub is organized around three main topics

- **Causes:** Organizational factors, learning environment, practice environment, society and culture, personal factors, rules and regulations
- **Effects:** Safety and patient outcomes, clinician well-being, turnover and reduction of work effort, health care costs
- **Solutions:** Organizational strategies, measuring burnout, individual strategies
Case Studies in Spring 2019

• 5-8 case studies highlighting programs that are engaging in promising practices to reduce clinician burnout and improve well-being

• Goal is to provide actionable guidance for organizations seeking to implement clinician well-being programs

• Diverse array of programs

• Four criteria for inclusion

• Community of shared learning; webinars
Expressions of Clinician Well-Being

nam.edu/expressclinicianwellbeing

• > 350 submissions including paintings, music, and written word
• 10 art pieces available for traveling art show
• 100 featured in a permanent digital gallery
Achievements to date

• Over 180 network organizations
  – 150+ commitment statements
• Conceptual model of the factors affecting clinician well-being and resilience
• Clinician Well-Being Knowledge Hub
• Discussion papers and tools
• Compilation of validated instruments to assess burnout and well-being
• Expressions of Clinician Well-Being Art Show
• NEJM Perspective, *To Care is Human – Collectively Confronting the Clinician Burnout Crisis*
• Suggestions to CMS re E/M documentation guidelines
• New question guidelines for FSMB House of Delegates
An ad hoc committee will examine the scientific evidence regarding the causes of clinician burnout as well as the consequences for both clinicians and patients, and interventions to support clinician well-being and resilience. The committee will examine components of the clinical training and work environment that can contribute to clinician burnout in a variety of care settings, as well as potential systems interventions to mitigate those outcomes. The committee will identify promising tools and approaches to support clinician well-being, identify gaps in the evidence base, and propose a research agenda to address areas of uncertainty.

Project website:
Vision for the Future

• A campaign of systems change
• Evidence based solutions
• Leveraging networks of organizations committed to improving clinician well-being
• Building a community of empowerment
• Creating healthy clinicians for healthy patients
Join the movement!

nam.edu/SupportClinicianWellBeing

To provide an opportunity for organizations to discuss and share plans of action to reverse clinician burnout and promote clinician well-being, the NAM is collecting statements describing organizational goals or commitments to action.

"ACP is committed to ongoing measurement and tracking of internist burnout and well-being to help guide efforts in this area."

The ACP is committed to combating clinician burnout. Join them!
Submit your statement at nam.edu/SupportClinicianWellBeing

"The FSMB is committed to considering the impacts that licensing and disciplinary policies and processes can have on physicians."

The FSMB is committed to combating clinician burnout. Join them!
Submit your statement at nam.edu/SupportClinicianWellBeing

"More than 130 organizations have committed to combating clinician burnout. Will you join them?"

nam.edu/SupportClinicianWellBeing
Attend our next public meeting!

The next public meeting is focused on redesigning the clinical learning environment.

This meeting will take place on **Wednesday, May 29th** at the ACGME headquarters in Chicago, IL.

For meeting updates, visit [nam.edu/CW](http://nam.edu/CW)
Subscribe to our mailing list and receive the latest updates on this initiative.

Questions? ClinicianWellBeing@nas.edu