

CARING FOR THE CARERS

Systematic Approach to the Professional Well-being of our Oncology Workforce

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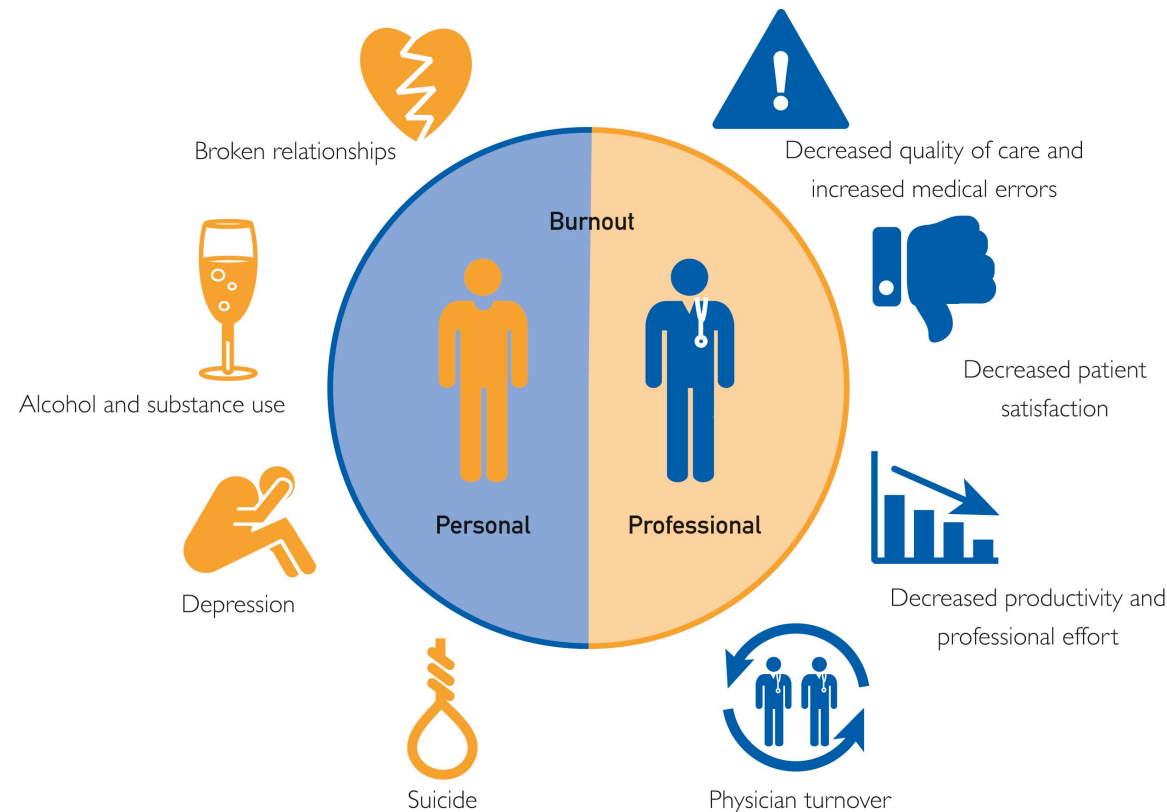
Session Objectives

1. Describe a **data-driven framework** for professional well-being.
2. Examine approach **to measure professional well-being** in oncology clinicians.
3. Identify **practical core values** to optimize professional wellness, while also delivering patient-centered cancer care and meeting enterprise goals.

1

Data-driven framework for professional well-being: Characterizing the Oncology Experience

- Personal and professional repercussions of burnout in healthcare



Mayo Foundation for Medical Education and Research



Data-driven framework for professional well-being: Characterizing the Oncology Experience

ASCO' Commitment to Clinician Well-being

TABLE 1. Consequences of Oncology Team Members' Burnout

Organizational	Professional	Personal
↓ Patient safety	Erosion in teamwork	↑ Substance abuse
↑ Errors	↓ Sense of professional accomplishment	↑ Symptoms fatigue, gastrointestinal disturbances, headache
↑ Infection	Work disengagement	↑ Family discord
↑ Turnover	Poor team communication	Altered sleep
↑ Patient mortality	↑ Occupational injury	Impaired concentration
↓ Patient satisfaction	↑ Absenteeism	Altered eating patterns
↑ Patient length of stay	Poor patient communication	↓ Social interaction
↑ Costs	Incivility potential	↑ Anger, cynicism, blaming
↑ Malpractice claims	Suboptimal performance	↑ Depression, suicide

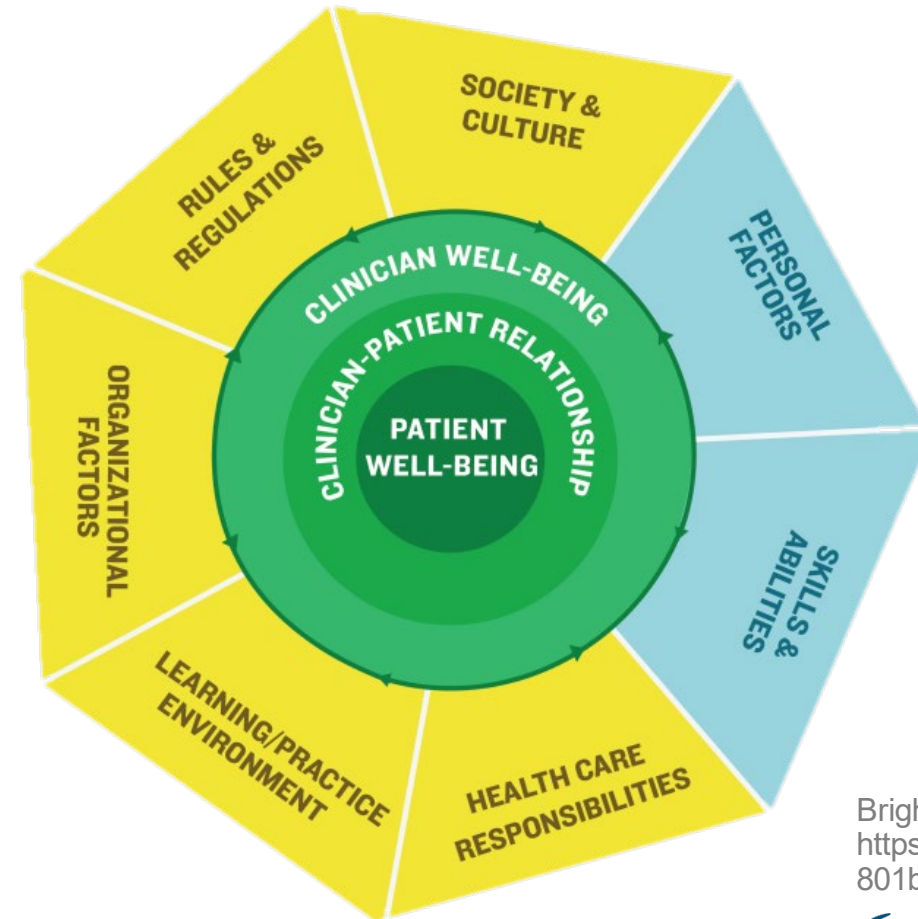
https://ascopubs.org/doi/figure/10.1200/EDBK_320873



Data-driven framework for professional well-being: **Characterizing the Oncology Experience**

**The National Academies’
Commitment to Clinician
Well-being**

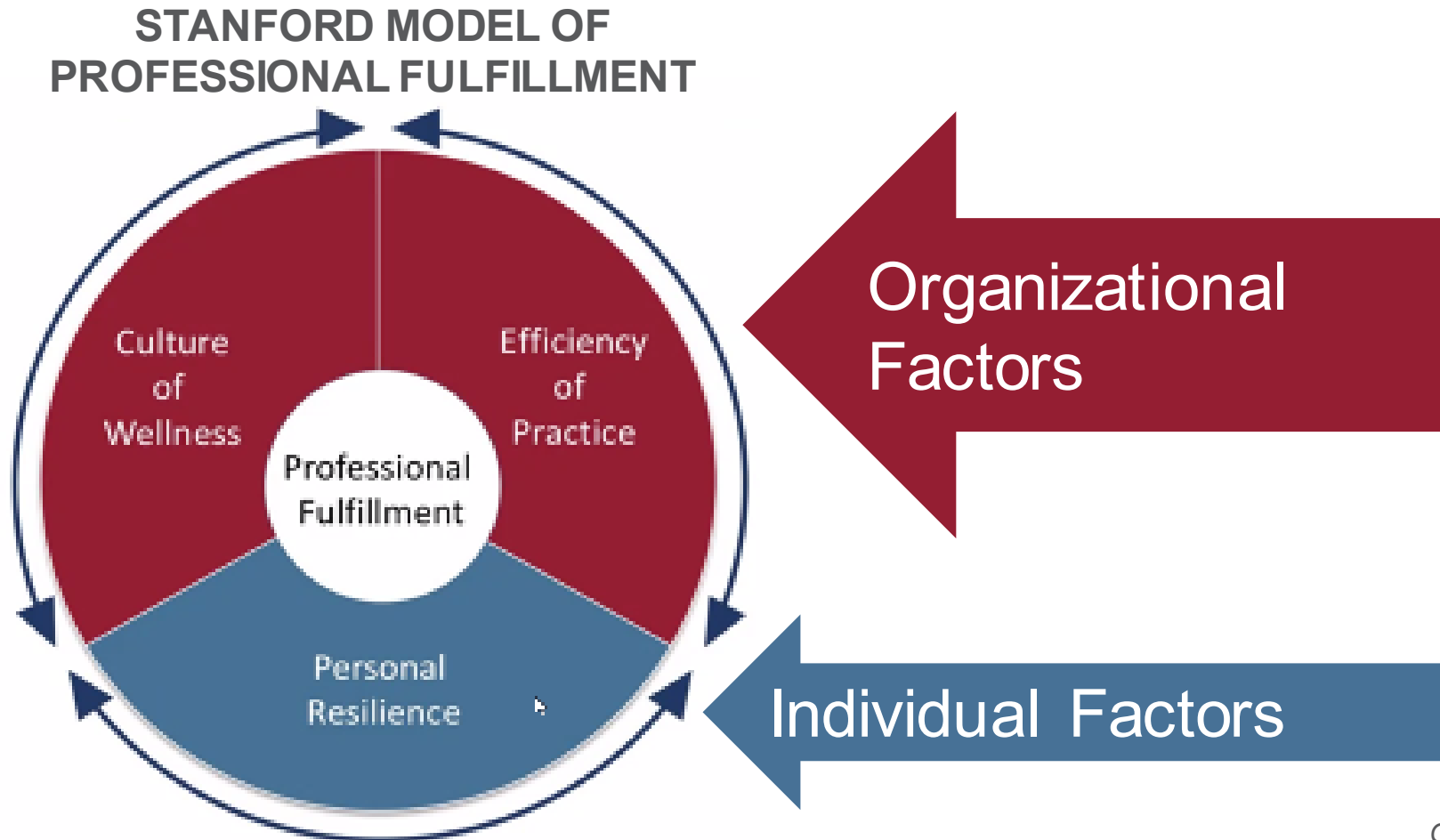
Factors That Impact
Professional Wellbeing
In Healthcare Settings



Brigham T, et al. NAM.
<https://doi.org/10.31478/201801b>

1

Data-driven framework for professional well-being



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 **SARAH CANNON**
Research Institute

2

Measuring Professional Well-being

Mitigates assumptions about the professional well-being of your organization's people

Facilitates the thoughtful design of organization's wellbeing initiatives

Demonstrates interrelatedness of the professional fulfillment domains



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Measuring Professional Well-being

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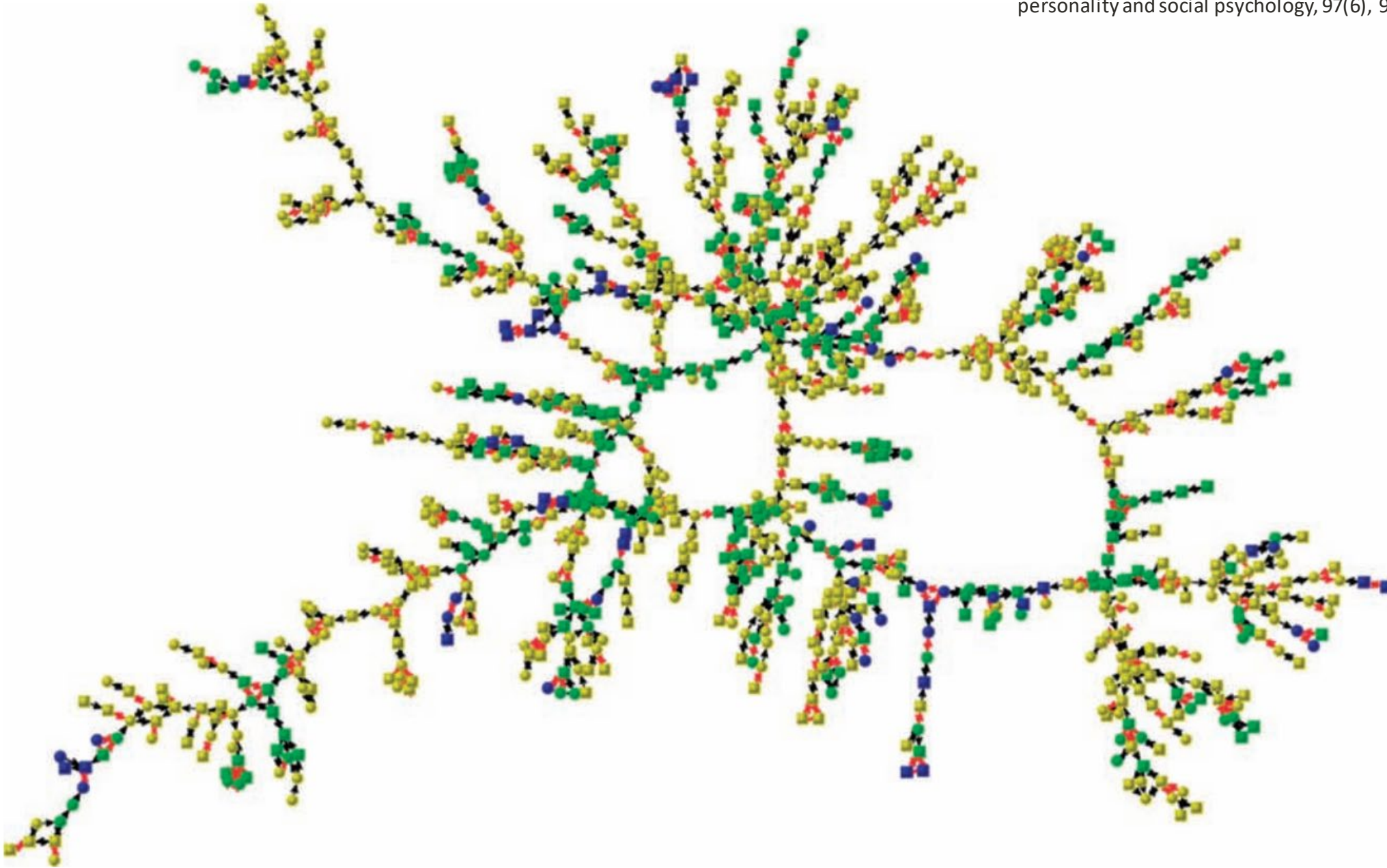


Stanford
MEDICINE

| WellMD & WellPhD

Disclosures: Dr. Trockel receives consulting fees from Marvin Behavioral Health.

Cacioppo, J. T., Fowler, J. H., & Christakis, N. A. (2009). Alone in the crowd: the structure and spread of loneliness in a large social network. *Journal of personality and social psychology*, 97(6), 977.



Measures of Occupational Wellbeing and Hypothesized Determinants

- Organizational leadership
- Teamwork climate
- Values alignment
- COVID-19 organizational support
- Control over schedule
- Perceived gratitude
- Expressed gratitude
- Received gratitude
- Peer support
- Satisfaction with training (GME)
- Respect, dignity, and protection from mistreatment



- EHR helpfulness
- EHR hassles
- Hours worked
- Efficiency of clinical practice
- Telehealth experience
- Sleep related impairment
- Depression
- Anxiety
- Post-traumatic growth
- Self-valuation
- Negative impact of work on personal relationships

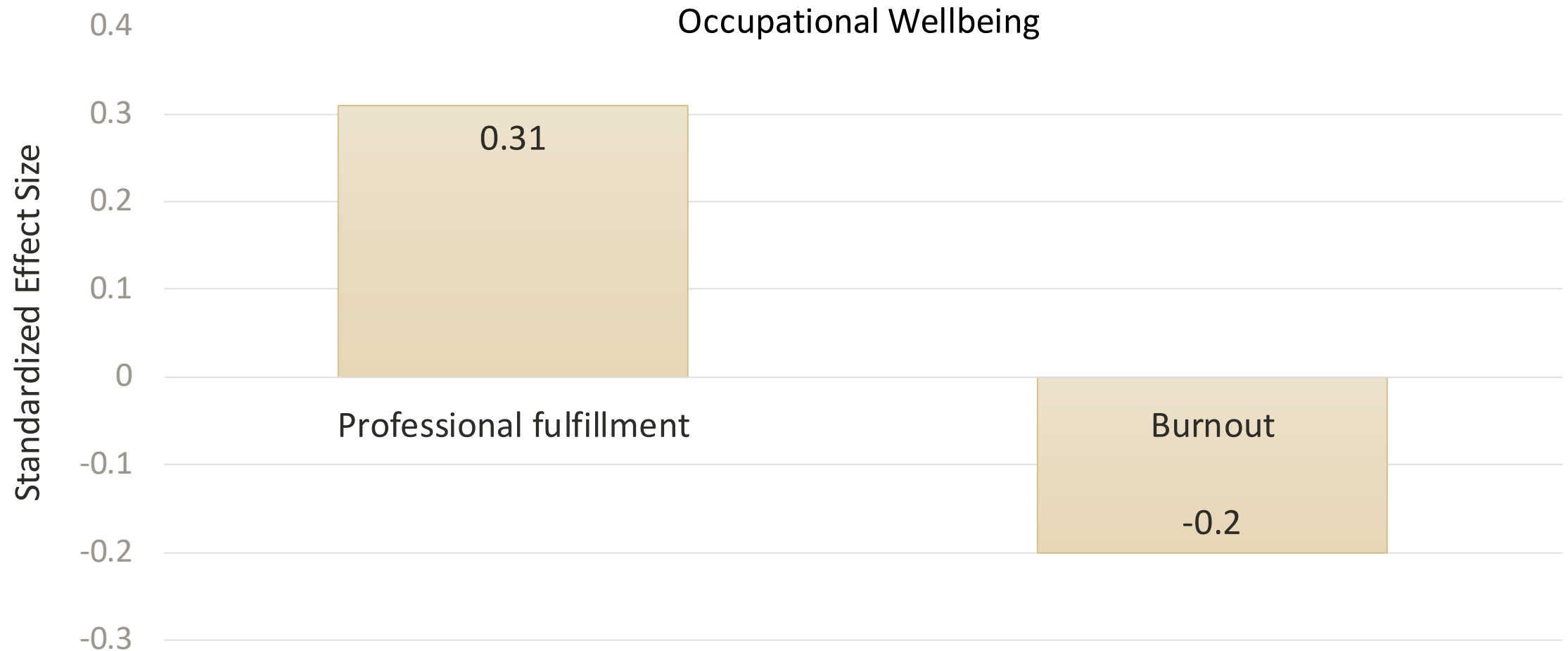
IMPACT Program: Valuing Ourselves and Our Colleagues

- Influencing and Modeling Physician Action for Culture Transformation (IMPACT)
- **A Popular Opinion Leader Approach**
 - Physicians may be more likely than others to influence other physicians



Trockel, Mickey T., et al. "IMPACT: Evaluation of a Controlled Organizational Intervention Using Influential Peers to Promote Professional Fulfillment." Mayo Clinic Proceedings. Vol. 98. No. 1, 2023.

Controlled Effects of IMPACT Across One Year Assessment Period



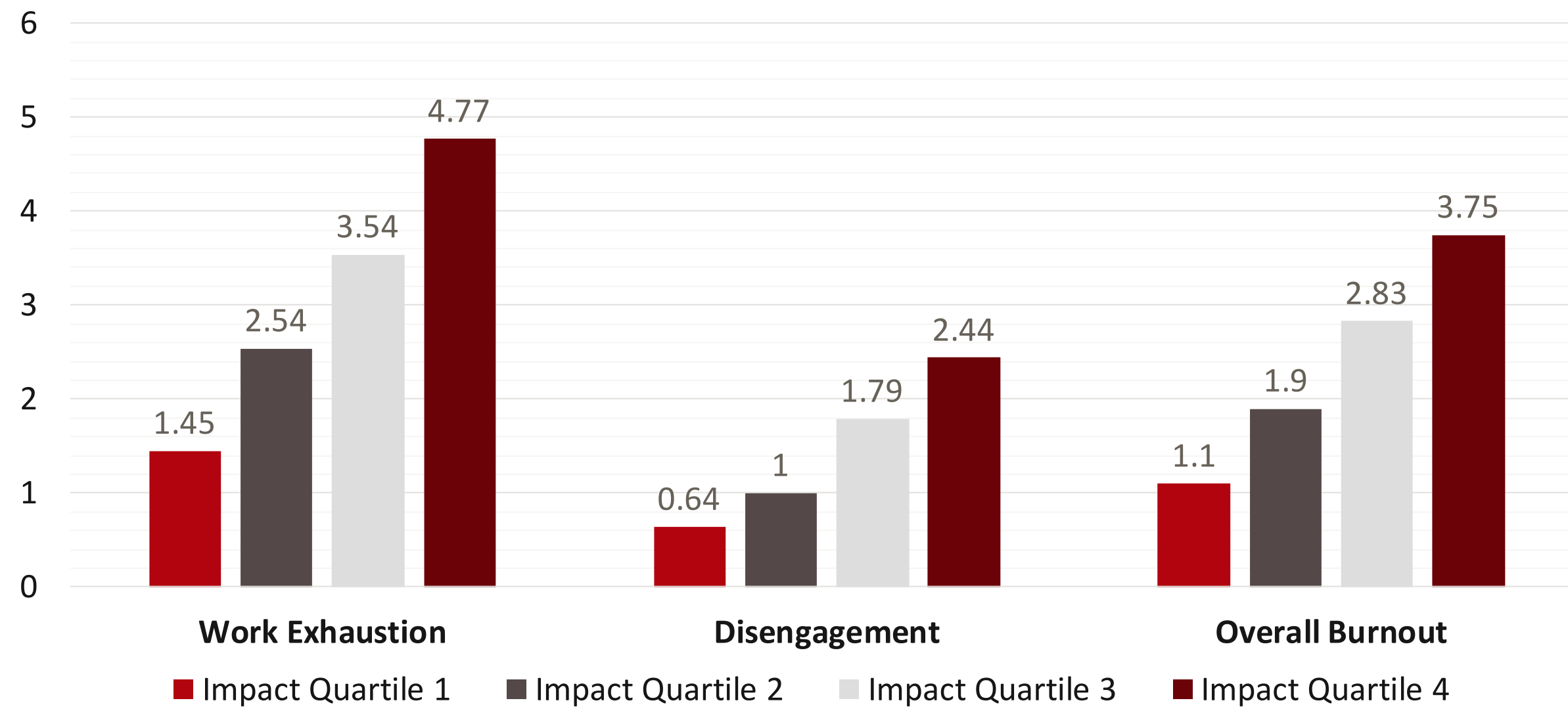
Trockel, Mickey T., et al. "IMPACT: Evaluation of a Controlled Organizational Intervention Using Influential Peers to Promote Professional Fulfillment." Mayo Clinic Proceedings. Vol. 98. No. 1, 2023.

Negative Effects of Work on Personal Relationships

- Odds Ratio = 22.79 (95% CI = 16.30 to 31.86)



Impact Work on Personal Relationships Quartile and Indicators of Occupational Distress

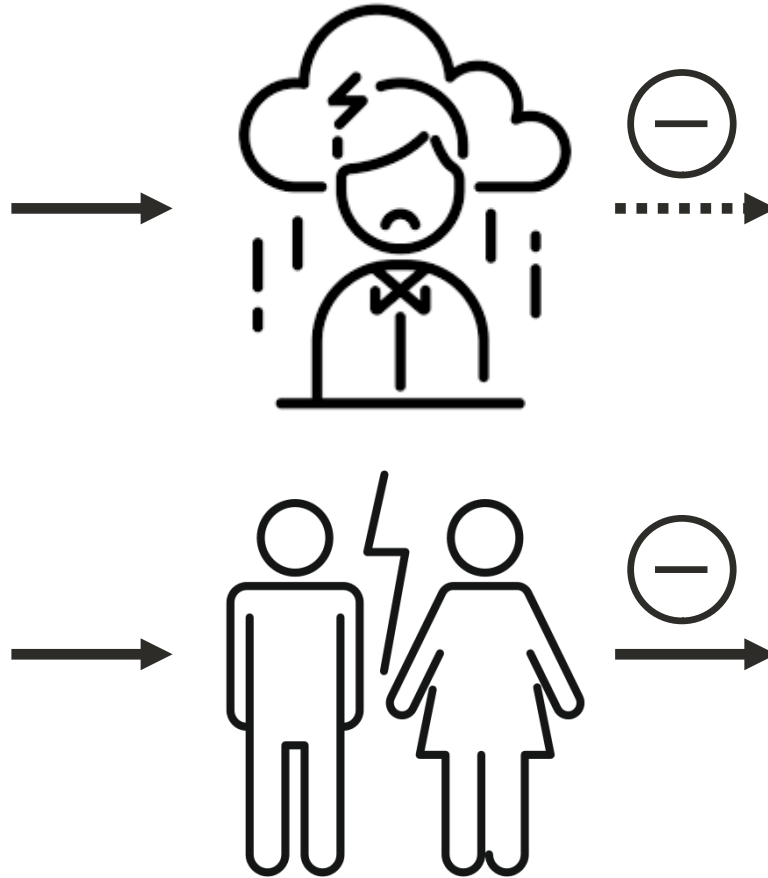


Trockel, Joshua et al. Assessment of the Relationship Between an Adverse Impact of Work on Physicians' Personal Relationships and Unsolicited Patient Complaints. Mayo Clinic Proceedings, 97(9), 1680-1691.

Work Demands and
Conditions



Occupational Distress
(burnout)



Healthcare Quality



Negative Effects of Work on
Personal Relationships

“Put in place policies that protect workers’ ability to nurture their relationships outside work including respecting boundaries between work and non-work time, supporting caregiving responsibilities, and creating a culture of norms and practices that support these policies.”

(Page 61)

Our Epidemic of Loneliness and Isolation



2023

The U.S. Surgeon General's Advisory on the Healing Effects of Social Connection and Community





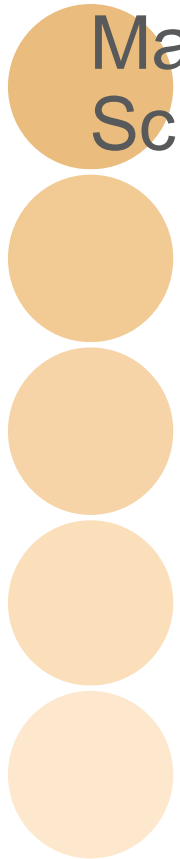
Identify **practical core values** to optimize professional wellness, while also delivering patient-centered cancer care and meeting enterprise goals.

WHAT CAN WE DO AS A COMMUNITY
OF ONCOLOGY STAKEHOLDERS?



WHAT CAN WE DO AS A COMMUNITY OF ONCOLOGY STAKEHOLDERS?

Make 'Operational Efficiency' and 'Implementation Science' a part of the organization's mission





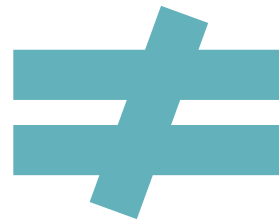
WHAT CAN WE DO AS A COMMUNITY OF ONCOLOGY STAKEHOLDERS?

Make 'Operational Efficiency' and 'Implementation Science' a part of the organization's mission

Develop a feedback-driven approach to workplace experience

3 Develop a feedback-driven approach to workplace experience

This is **not** what was meant by “control and flexibility.”



3 WHAT CAN WE DO AS A COMMUNITY OF ONCOLOGY STAKEHOLDERS?

Make 'Operational Efficiency' and 'Implementation Science' a part of the organization's mission

Develop a feedback-driven approach to workplace experience

Define a project's success by measuring impact, NOT by having just implemented it

3 WHAT CAN WE DO AS A COMMUNITY OF ONCOLOGY STAKEHOLDERS?

- Make 'Operational Efficiency' and 'Implementation Science' a part of the organization's mission
- Develop a feedback-driven approach to workplace experience
- Define a project's success by measuring impact, NOT by having just implemented it
- Be solutions-focused! Maintain core values in the design and implementation of solutions.



3

FEEDBACK-DRIVEN PROFESSIONAL WELLNESS

Maintain **core values** when addressing inefficiencies

PERSONALIZATION

- Align teammate needs with our initiatives
- Integrate teammate feedback from surveys into initiatives

TRANSPARENCY

- Increase visibility across the organization of Wellness priorities and services

SIMPLICITY

- Phase out non-value-added activities to streamline day-to-day work life

AUTHENTICITY

- Ensure workplace experience aligns with the organizational culture and Core Values

RESPONSIVENESS

- Maintain closed loop communications
- Ensure platforms for open communications

Lesser E, et al. Designing employee experience. *IBM Institute for Business Value*. 2016.

3 WHAT CAN WE DO AS A COMMUNITY OF ONCOLOGY STAKEHOLDERS?

- Make 'Operational Efficiency' and 'Implementation Science' a part of the organization's mission
- Develop a feedback-driven approach to workplace experience
- Define a project's success by measuring impact, NOT by having just implemented it
- Be solutions-focused! Maintain core values in the design and implementation of solutions.
- Don't lose sight of the unique needs of each team member.

3

One Size Does Not Fit Most:

Personalized Precision Medicine Wellness

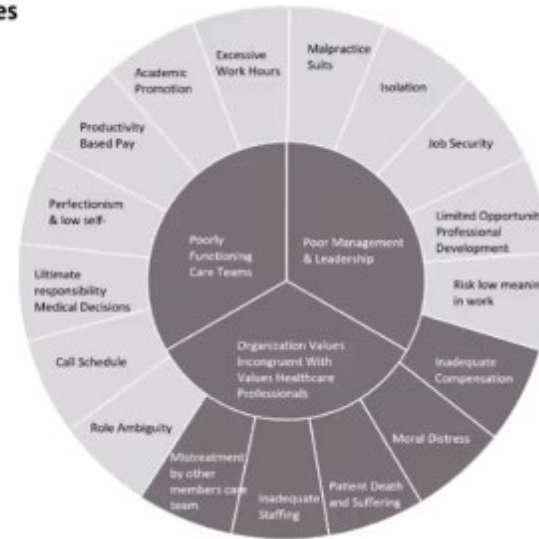
Physicians



Advanced Practice Providers



Nurses



Non-Clinical Allied Health



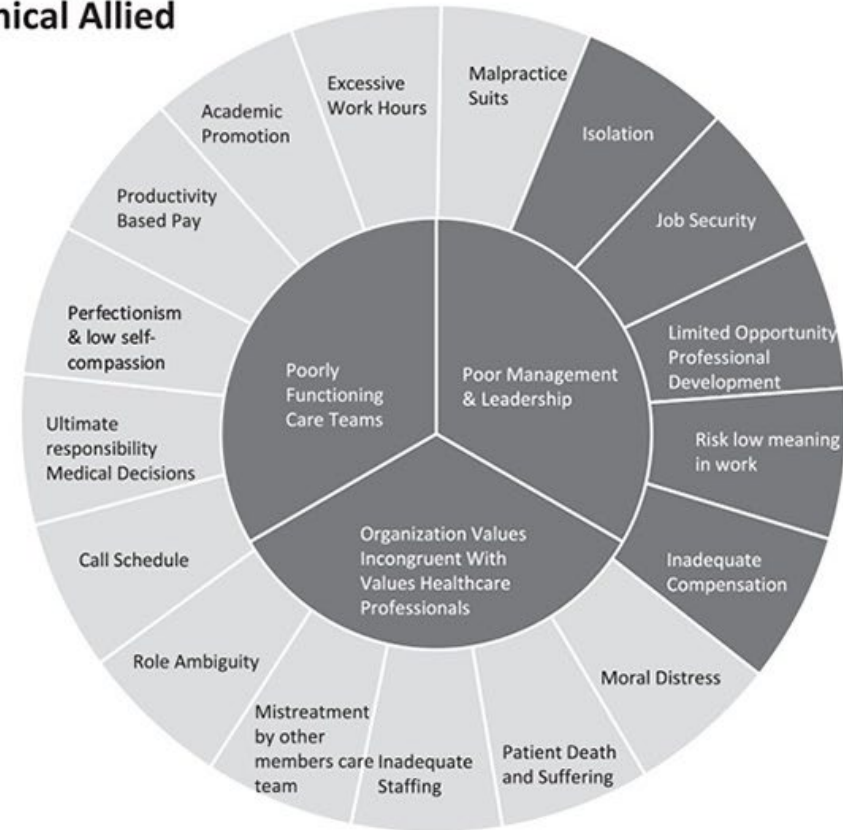


ONE SIZE DOES NOT FIT MOST: PERSONALIZED PRECISION WELLNESS

Nurses



Non-Clinical Allied Health



Shanafelt T, et al. *Academic Medicine*. 94(2):156-161, February 2019.



3

ONE SIZE DOES NOT FIT MOST: PERSONALIZED PRECISION WELLNESS

Physicians



Advanced Practice Providers

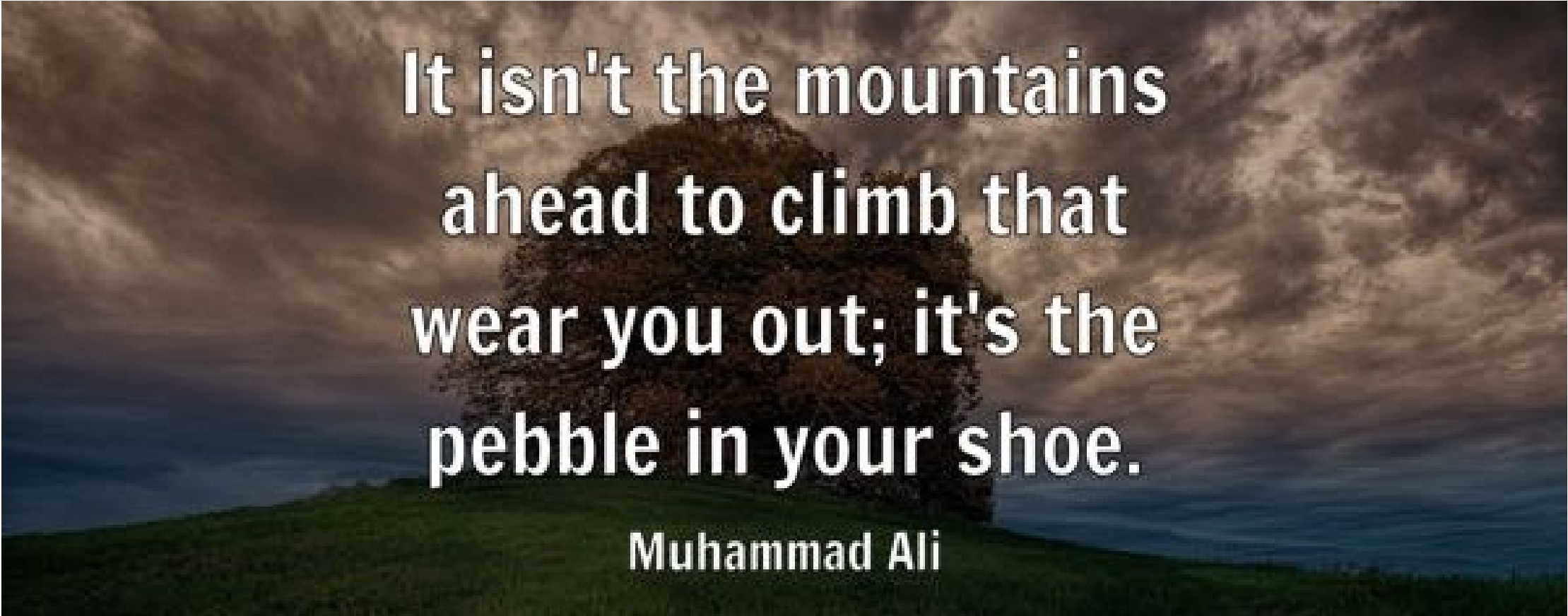


Shanafelt T, et al. *Academic Medicine*. 94(2):156-161, February 2019.





Crafting a Better Metaphor for Burnout: **Reframing Burnout as Manifestation of 1000 Pebbles, Cuts**



It isn't the mountains
ahead to climb that
wear you out; it's the
pebble in your shoe.

Muhammad Ali



QUESTIONS?

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