

Resilience/Well-Being for the Educator Part Two

David Musick, PhD | Senior Dean, Faculty Affairs

Emily Holt Foerst, MA | Director, Academic Counseling & Enrichment Services

Virginia Tech Carilion School of Medicine

Your Speakers Have No COIs to Disclose



Today's Objectives

- Describe factors that influence resilience and well-being at the individual, team and system levels
- Describe strategies and resources that can be used to enhance well-being at all three levels
- Access three “model programs” that have proven track records of addressing well-being at all levels
- Identify a “well-being champion” for your team and department

Professional Distress

“A multi-dimensional construct that includes burnout, depression, stress, work-life integration, professional satisfaction, and fatigue”

Burnout:

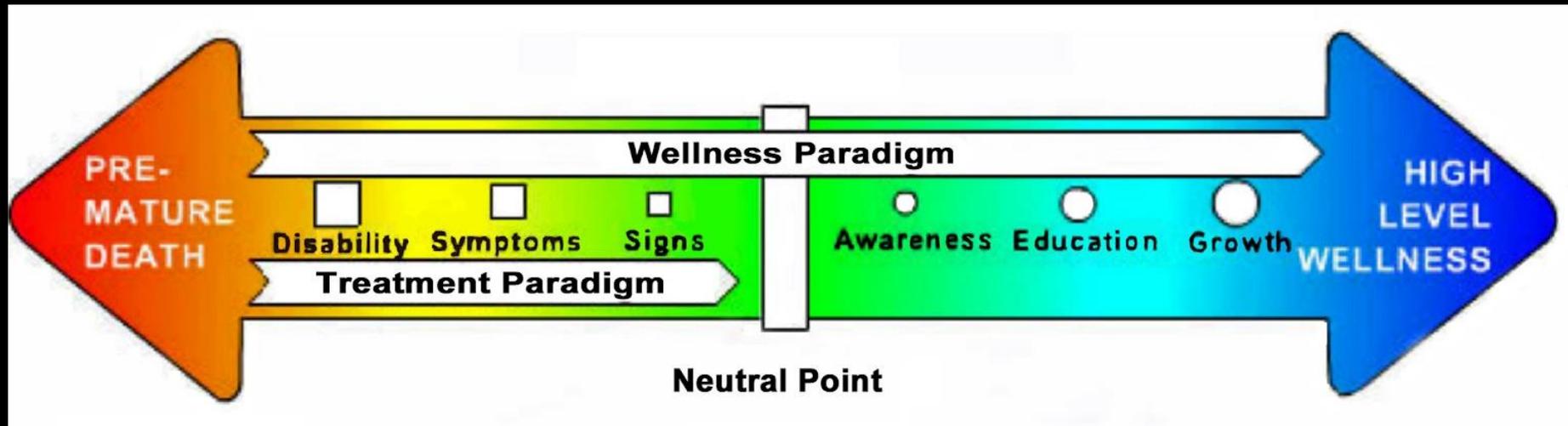
The condition that results from the chronic inability to emotionally recover from the distress of work during down time.



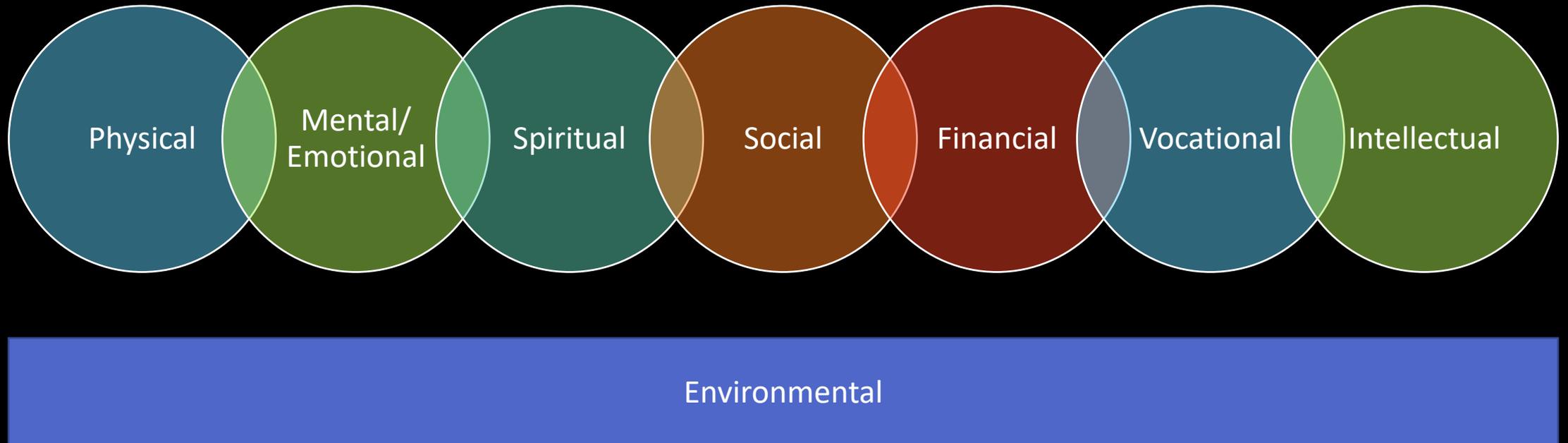
Remember ... Our Well-Being is a Continuum

How Are You?

Burned-out Survival Fine Well Thriving



Areas of Wellness



Solutions

Individual Level

- Mindfulness
- Narrative medicine
- Coaching
- **Support for mental health**
- Time away
- **Normalize seeking support**
- Recognitions / rewards
- **“20%” rule**

Team Level

- Peer support
- Employee Assistance Program (EAP)
- TRUST team
- EMR adjustments
- Scribes
- Administrative rounds
- Scorecard item / productivity based reimbursement
- Address “pain points”

System Level

- Leadership role
- Measurement
- Resources
- Transparency / talk about the issue
- Incentivize well-being
- Change in credentialing / licensing
- Staffing issues

Solutions

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How Can We
Build a
Resilient
Organization?

Especially challenging
when silos exist!!

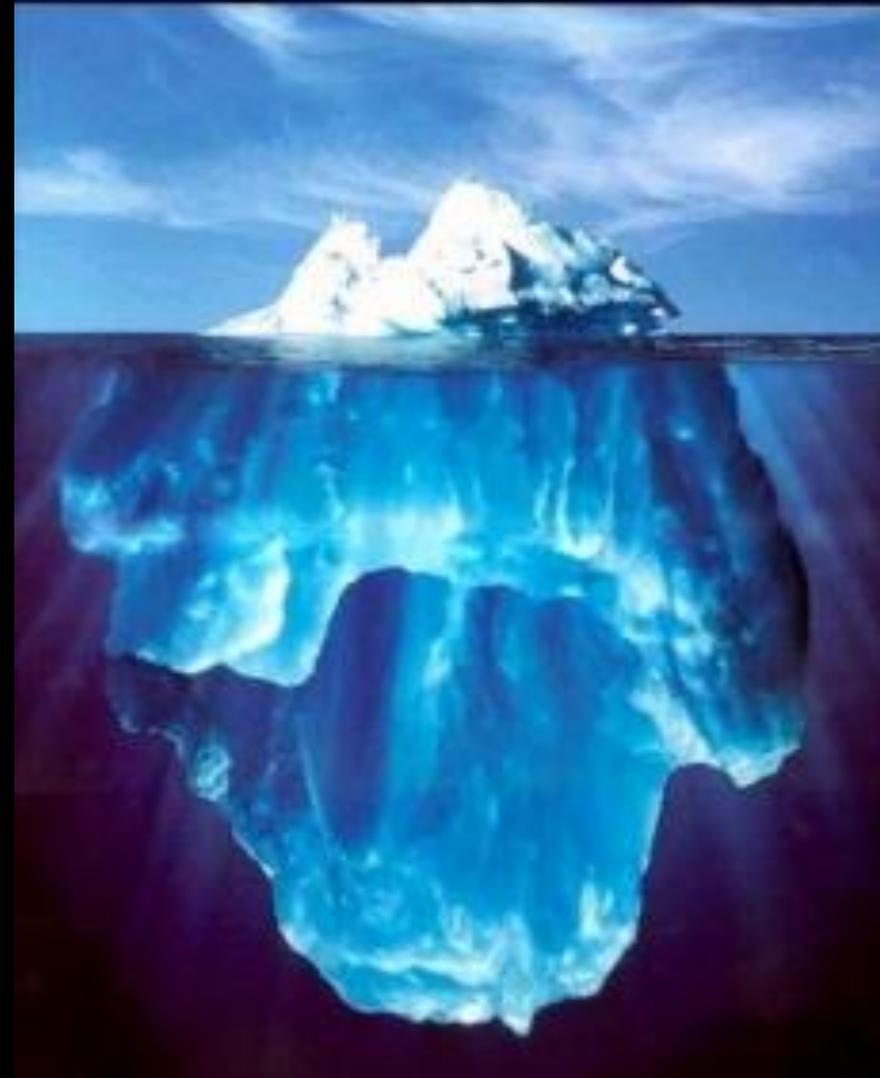
Organizational Culture

“An organization’s culture is manifested & sustained as everyday patterns of human interaction, for example, how one behaves in a meeting, what can or cannot be talked about with those in authority, who makes decisions, or how differences are handled” *(Cottingham et al, Journal of Gen Internal Med, 2008)*.

- Three Components:
 - Underlying assumptions/beliefs
 - Organizational values/norms
 - Behaviors

The Iceberg Problem

- **Visible:** symbols, ceremonies, stories, slogans, special language, behaviors, dress, physical settings
- **Not visible:** underlying values, assumptions, beliefs, attitudes, feelings, trust issues, transparency



Make the “Invisible” Visible



Physicians



Administrators



**Patients
and
Payors**

Organizational Culture

Every organization has its own unique patterns of behaviors, assumptions and values that may explain “the way we do things around here”.

This is a particularly important issue when we talk about well-being, vitality and/or burnout!!

Table 1. Content Examples from the Culture of Medicine

Assumptions/Messages of the Hidden Curriculum	Premise
<p>Doctors do not make mistakes The death of a patient represents a failure by the doctor You can know everything if you just try hard enough</p>	<p>Doctors must be perfect</p>
<p>There is always one right answer to any problem Doctors never admit to not knowing something Solving social and personal problems is not a primary goal of medicine</p>	<p>Uncertainty and complexity are to be avoided</p>
<p>It is OK to be rude when you are doing something really important You do not have to attend class to be a successful student Communication skills are nice to have, but not essential</p>	<p>Outcome is more important than process</p>
<p>Doctors are married to medicine Medicine represents a higher calling than other professions Leaving the hospital (to eat, sleep, etc.) is a sign of weakness</p>	<p>Medicine takes priority over everything else</p>
<p>You must not question doctors more senior than you Nurses should not question the doctor's orders Subspecialist care is better than generalist care</p>	<p>Hierarchy is necessary</p>

Individual Level

Normalize Seeking Support

Prioritize and normalize conversations about mental health.

- “The pandemic has made conversations around mental health the norm....maintaining our mental health and engaging in self-care should be a priority in a way that we haven’t fully recognized in the past.....I’ve openly shared that I’ve been to a therapist many times in my life, and how to utilize mental-health resources if they need to.”
- Pandemic burnout is rampant in academia, Nature (15 March 2021)
- <https://www.nature.com/articles/d41586-021-00663-2>

Normalize Seeking Support



Mallory Jackman @malloryestelle

(1/10) I debated sharing this on social media for a long time. But I truly think that in order to shift the dialogue



Mallory Jackman @malloryestelle · Aug 28

(5/10) Before I go any further, I want to say that my program has been nothing short of AMAZING since I told them what was going on. They made it very clear that my health comes first and that we can work around everything else. This internalized

2

23



Mallory Jackman @malloryestelle · Aug 29

I could NEVER have dreamed I would receive all of the support and solidarity I've gotten from my last post. The biggest thank you to everyone for your beautiful stories and open hearts. ❤️ Here's to changing the dialogue around illness in medicine!

24

15

897



7

65

1.8K



Mallory Jackman @malloryestelle · Aug 28

Replying to @malloryestelle

(2/10) For those who don't know, I have a few chronic conditions related to both physical and mental health: ulcerative colitis (UC), ankylosing spondylitis, and depression. It's the UC that currently has me hooked up to IV steroids and fluid.

1.3K



Mallory Jackman @malloryestelle · Aug 28

(4/10) Last week, I spent multiple work days in severe pain, making a million excuses to slip off to the bathroom. The night before my admission, I debated going to emerg. But I wanted to (or felt obligated to?) push through my final few call shifts of this residency block.

2

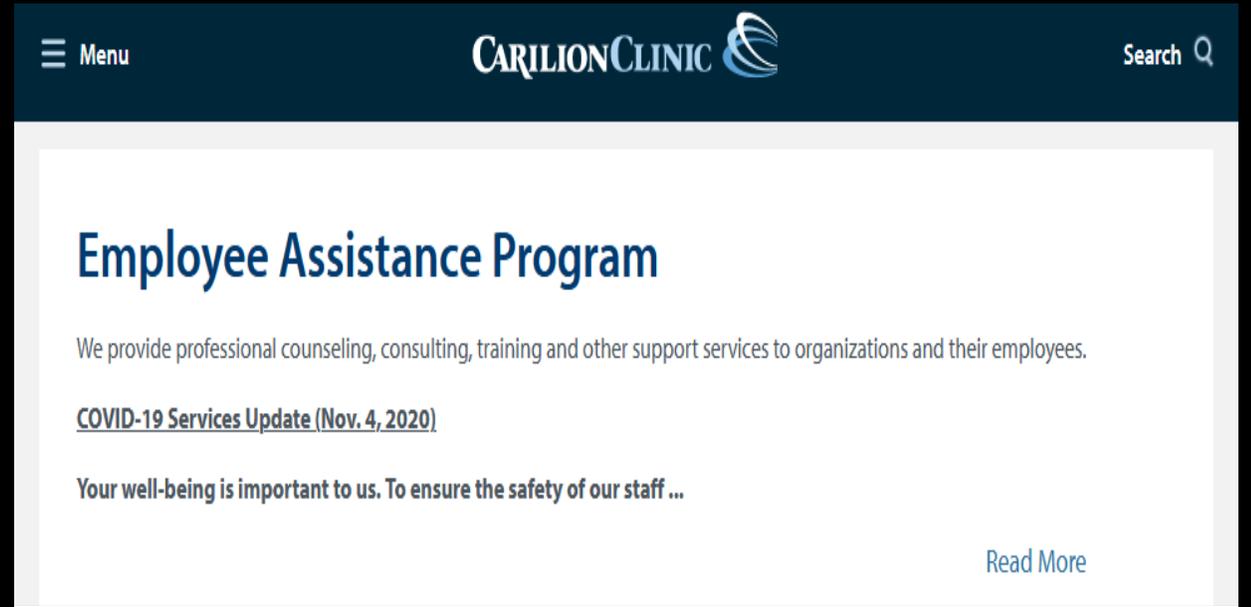
29

1.2K



Support for Mental Health

- Some have tried “opt out” approaches, with mixed success
- Some hesitancy associated with employer-sponsored programs
- Should not be “either/or” but rather “both/and”



Menu CARILIONCLINIC Search

Employee Assistance Program

We provide professional counseling, consulting, training and other support services to organizations and their employees.

[COVID-19 Services Update \(Nov. 4, 2020\)](#)

Your well-being is important to us. To ensure the safety of our staff ...

[Read More](#)



VT HUMAN RESOURCES

Human Resources / Benefits / Discounts / Health and Wellness / Employee Assistance Program (EAP)

Explore

Employee Assistance Program (EAP)

As part of Virginia Tech's health care benefit program, employees who are covered by the university's health insurance have access to the [Employee Assistance Program](#).

Support for Mental Health



ABOUT SAFEHAVEN™

SafeHaven™ was founded in 2020 after recognizing a greater need to provide physicians and PAs the support they need to stay well and prevent burnout.

[LEARN MORE](#)

What's included?

Peer Coaching

Talk with someone who understands and has experience.

- ▶ Find Joy, Meaning & Purpose in Medicine
- ▶ Stress & Burnout
- ▶ Work/Life Integration
- ▶ Leadership Development
- ▶ And much more

Professional Support

Unlimited in-the-moment telephonic support, available 24/7.

- ▶ COVID-19 relation stress
- ▶ Stress, anxiety and depression
- ▶ Coping with adverse events and medical malpractice
- ▶ Family & marital/personal relationship issues
- ▶ And much more

Legal & Financial Support

Talk with an expert in the field to help guide you.

- ▶ Family issues, estate planning, and more

- Sponsored by Medical Society of VA (MSV)
- Accessed by physicians, nurses and physician assistants
- Cost: \$365 per year, non-MSV member; less if member
- Services provided to entire family
- Information protected unless ordered by a court (“privileged communications”)
- Developed in collaboration with VA trial lawyers’ association
- <https://virginia.safehavenhealth.org/>

Support for Mental Health

- Begin support for medical learners as early as possible (i.e., orientation) to help individuals confront barriers to support.
- Include family and/or close friends as appropriate in supporting their loved one who is journeying through medical education.
- Provide a variety of means by which individuals can develop self-awareness, prioritize well-being, and access support resources.
- Keep wellness education/programming optional and consistent.
- Provide access to confidential mental health services.



Mental Health Resources

Individuals who are interested in engaging with counseling services have a variety of options.

Student Resources:

- [Dr. Jennifer Slusher, PhD, LPC](mailto:jslusher@vt.edu) who can be reached at jslusher@vt.edu
- [Cook Counseling Blacksburg](#) Telehealth which can be reached at 540-231-6557
- Cook Counseling [24/7 crisis assistance](#) can be reached at 540-231.6557
- Psychiatry Services available on Roanoke campus every Monday. For details on how to schedule an appointment, contact [Dr. Slusher](#) or [Cook Connect](#).
- [Cook Emergency Service Resources](#)

Employees & Student Resources:

- [Roanoke Counseling Services](#)
- [VT Counselor Search Tool](#) which includes a database of off-campus care providers
- [VT Mental Health Self-Assessment Tool](#)
- [Virginia SafeHaven](#) for healthcare professionals

Emergency After-Hours Support (Roanoke):

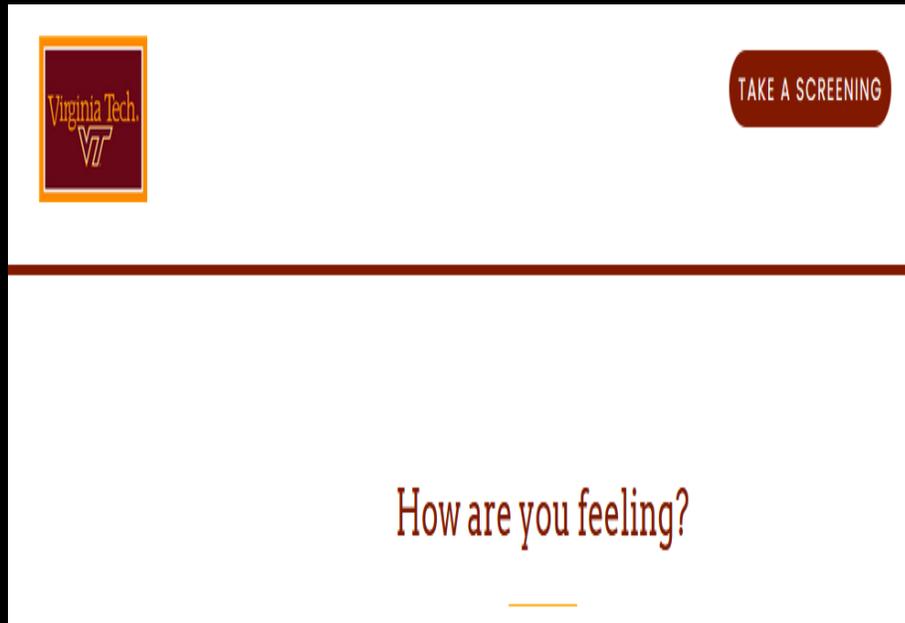
- **Carilion Clinic CONNECT: 540-981-8181**
CONNECT is a confidential, 24-hour emergency evaluation and referral service provided by Carilion Clinic to members of our community. CONNECT is staffed by psychiatric nurses and clinical social workers trained to help people access psychiatric and behavioral medicine support.
- **LewisGale RESPOND®: 540-776-1100 or 800-541-9992**
Wherever you live in Southwest Virginia, get immediate, free evaluation/assessment and 24-hour access to approved sites and LewisGale hospital emergency rooms when you call our crisis and referral line.

[Click here](#) or email Emily_10@vt.edu to be added to the Wellness Weekly listserv.

Source: Brower, K., Riba, M. (Eds). (2017). Physician Mental Health and Well-Being: Research and Practice. Springer. DOI 10.1007/978-3-319-55583-6

Support for Mental Health

- Free, anonymous and online mental health screening tool:



- <https://screening.mentalhealthscreening.org/virginiatech>
- <https://medicine.vtc.vt.edu/faculty-affairs/wellbeing/resources.html#crisis>

- Searchable database of local resources:

A screenshot of the VT Community Provider Database search page. The page has a white background with a blue header. The header includes the Virginia Tech logo, the text "VIRGINIA TECH.", and a "MENU" icon and "SEARCH" icon. Below the header is a navigation bar with the text "Home / Student Affairs / Cook Counseling Center / External Provider Search". The main heading is "VT Community Provider Database". Below the heading is a paragraph of text: "If a student prefers to work with a therapist off campus, this database of local providers is a good place to start a search for a counselor in this area." Below this is another paragraph: "To search for a therapist in other areas of the country, here are links to suggested resources:". Below this is a list of four links: "American Psychological Association Psychologist Locator", "American Counseling Association Psychology Today Find A Therapist", "American Association of Marriage & Family Therapy Therapist Locator", and "National Association of Social Workers Social Worker Finder". Below the list is a paragraph: "Cook Counseling Center does not provide personal counseling through email or other electronic means." Below this is a search form with the heading "Search First / Last Name" and a text input field with the placeholder "Enter part or all of name". Below the search form are two dropdown menus: "Insurance Accepted" and "Areas of Expertise". The "Insurance Accepted" dropdown has options: "Aetna", "Anthem EAP", "AnthemBCBS", and "AnthemHealthkeepers". The "Areas of Expertise" dropdown has options: "Academic Consulting", "ADHD Testing", "ADHD/ADD", and "Adjustment Disorders". Below the dropdown menus is a section for "Provider Type" with radio buttons for "Male", "Female", and "Any".

- <https://www.search.ucc.vt.edu/>

The “20% Rule”

- “Mayo Clinic researchers demonstrated that when academic physicians have less than 10%-20 % of their work time to do what they care about most, burnout rates increase to extremely prominent levels (>50 %). Hence it would be appropriate to **provide at least one-half day per week for clinicians to do what they are most passionate about**” (*Patel et al, 2019*).
- Evidence suggests that physicians who spend **at least 20% of their professional effort focused on** the dimension of **work they find most meaningful** are at dramatically lower risk for burnout (*Shanafelt TD, West CP, Sloan JA, et al. Career fit and burnout among academic faculty. Arch Intern Med 2009; 169 (10): 990-95*).

Address “Pain Points”

- Highly context-dependent; will differ across settings/specialties
- Must do the “local” work to figure out local pain points & solutions

4th Aim Continuous Improvement

A brief, internal survey may be a vehicle for assessing your department or section’s state of wellbeing. [Click here for an overview of a possible process to start the conversation in your department or section.](#)

<https://medicine.vtc.vt.edu/faculty-affairs/wellbeing/resources.html>

<https://medicine.vtc.vt.edu/faculty-affairs/wellbeing/4th-aim.html>

Local Champions

- Family Medicine Mark Greenawald, MD
- Psychiatry Felicity Adams-Vanke, MD; Angela Nardecchia, PhD
- Internal Medicine Elvis Pagan, MD
- Radiology Dan Karolyi, MD
- Surgery Bryan Collier, DO
- Pediatrics Violet Borowicz, MD; Lori Dudley, PhD
- Orthopedic Surgery Julie Zielinski, MD
- Basic Sci Education David Musick, PhD; Pam Adams
- Emergency Medicine Lisa Uherick, MD
- HIIS Dave Trinkle, MD
- OBGYN Manjusha Sahni, MD
- VTCSOM VTC Wellness Team, Emily Holt Foerst



Pain Points: Survey of Departments, January 2021

- Please name the top three (3) “pain points” or stressors that affect the well-being of faculty in your department.
- Six additional questions
- Top Insights:
 1. COVID concerns
 2. Well-being should be an agenda item for every departmental/section meeting
 3. Address issues related to EPIC and Perfect Serve
 4. Address staff turnover issues, particularly nursing
 5. Need for “real change” associated with burnout issue; “tired of talking about it, yet it’s real”

Electronic Medical Record/Scribes

- Used to support physicians and other clinicians in documenting details of clinical visits, often in “real time”
- Often results in greater efficiency, lower documentation burden and better clinician-patient interaction
- Could help mitigate clinician burnout
- Sometimes involves aspiring medical students; a “win-win”?
- May be better suited to some practice settings than others
- Must demonstrate cost-effectiveness

Peer Support

Carilion Clinic Trust Team

Support for clinicians, other team members when experiencing difficult patient outcomes; can be reached at the_trust_team@carilionclinic.org or **540-981-TRST**.

Carilion Clinic **Code Lavender**

A holistic, rapid response to emotionally stressful events; can be accessed via Carilion Clinic Pastoral Care services

Perspective

Peer Support for Clinicians: A Programmatic Approach

Jo Shapiro, MD, and Pamela Galowitz

https://journals.lww.com/academicmedicine/fulltext/2016/09000/peer_support_for_clinicians_a_programmatic.14.aspx

Academic Medicine 2016; 91
(9): 1200-04

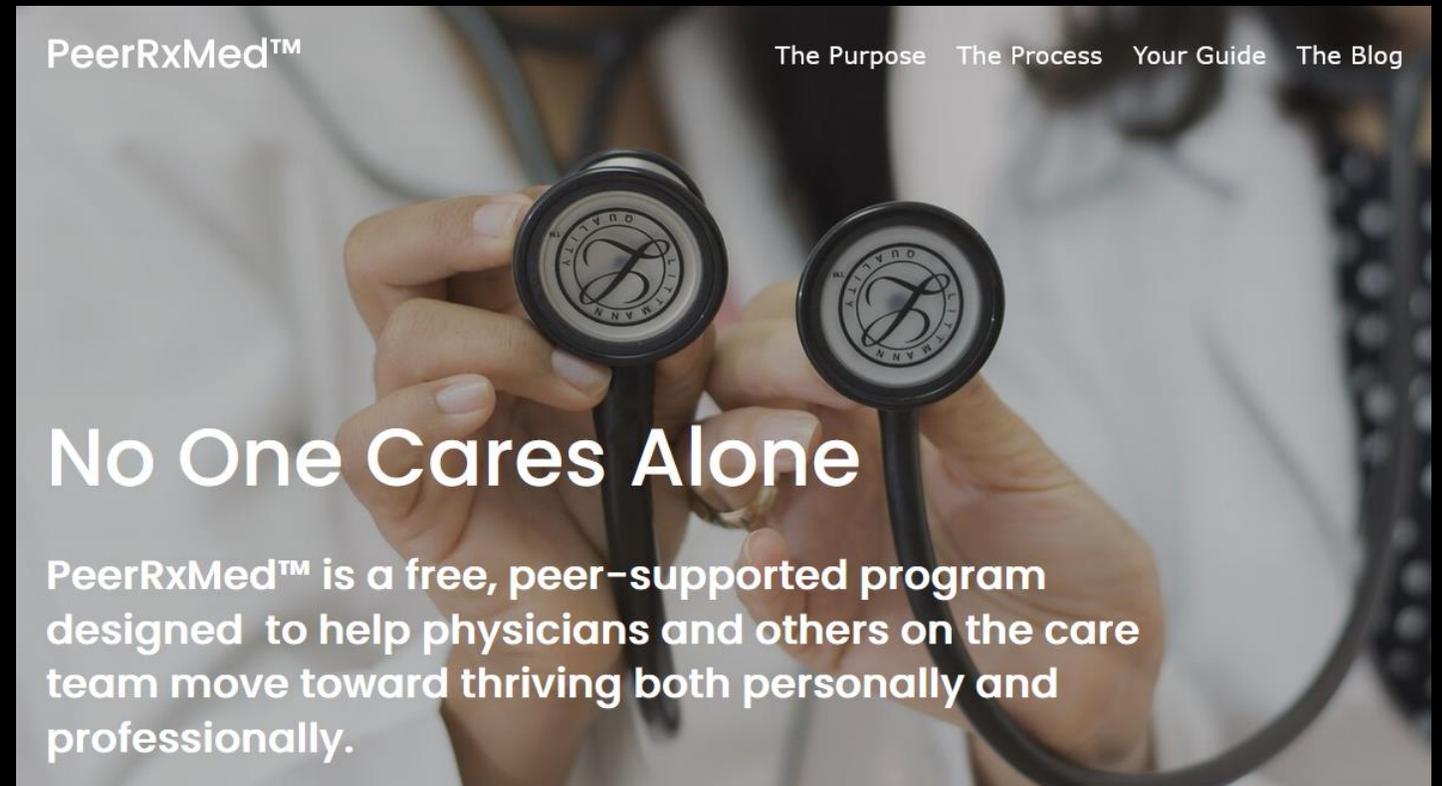
Peer Support

Carilion Clinic Moral Distress Consult Service

“When you think you know the ethically appropriate action to take, but you are unable to act in an ethical way resulting in violation of your core moral values and obligations.” Access the ethics consult service via Perfect Serve, ask for a moral distress consultation.

Peer Rx (No One Cares Alone)

<https://www.peerrxmed.com/>



PeerRxMed™

The Purpose The Process Your Guide The Blog

No One Cares Alone

PeerRxMed™ is a free, peer-supported program designed to help physicians and others on the care team move toward thriving both personally and professionally.

Peer Support

- Engage in learning opportunities developed to offer tools in providing peer support while maintaining healthy boundaries.
- M1/M2 Mentoring Pairs
- Peer Educator Academic Programs
- Host a panel of upper-level peers to talk through suggestions, resources, and benefits of engaging in support services.
 - Student Panels for beginning medical school study tips, Step 1, Step 2, and Transition to Residency.
- Mentoring Communities

Call for Faculty Mentors:

The VTCSOM offices of Student Affairs and Diversity, Equity, & Inclusion are leading the school's transition from our current Physician Thought Leader Communities to **Mentoring Communities**. Mentoring Communities are faculty-led student communities that provide an administrative structure through which students can experience individualized advising and mentoring that fosters personal and professional growth, some within a specific identity group. If you'd like to be considered for mentorship, please fill out this quick survey.

[Yes I want to be a community mentor](#)

TEACH Presents: Exploring the Mentorship Relationship from both the Mentor and Mentee

As if by design, TEACH is presenting a session on the mentor/mentee relationship on **July 26 from 12pm - 1pm**. Email TEACH@carilionclinic.org for the Zoom link. See session details below.

[TEACH session details](#) +

Peer Educator Program

The curriculum at the Virginia Tech Carilion School of Medicine is rigorous and at times it is helpful to receive guidance from another student who has successfully journeyed through the material. Therefore, VTCSOM has a tutoring services program for all students to utilize as needed.

- Peer educator services (i.e., tutoring) are free to the student receiving support.
- Peer educators are paid an hourly rate by VTCSOM.
- Most peer support is in small groups. In the event, one-on-one support, service is confidential. Only individuals with a need to know are informed.

System Level

Measurement

- **We measure what we value**
- **We measure what we value!!!**
- “It is necessary to measure physician well-being as a routine institutional performance metric....results are reported directly to the Mayo Clinic Board of Governors and Board of Trustees along with other key organizational performance metrics” (Shanafelt and Noseworthy, 2017).
- “Organizations should also be transparent regarding the results of these measurements” (Sinsky et al, 2020)

What Should We Measure?

- Well-Being/Burnout
- Leadership Qualities
- Efficiency of Practice Environment
- Culture and Trust in Organization
- Organizational Cost of Burnout
- Workforce Retention

Getting Rid of Stupid Stuff

- Asked clinicians to nominate policies and tasks that could be eliminated to gain efficiency
- Received over 300 suggestions from physicians and nurses

<https://www.ama-assn.org/practice-management/physician-health/5-steps-physicians-can-take-get-rid-stupid-stuff>

Licensing/Credentialing

“Have You Ever?” vs “Do You Currently?”

Credentialing

- “Is there any reason you cannot exercise the clinical privileges requested and/or perform all the services required....in a safe and competent manner according to accepted standards....and without posing a threat to the safety of patients?”
- CRMH/CMC wording

Licensing

- Do you have a medical or physical condition that currently impairs your ability to practice medicine?
- Have you within the past **TIME FRAME** been ed or counseled for mental, emotional or nervous disorders?
- Some questions are unlawful via the Americans w Disabilities Act

Leadership

- *“Organizations that commit to building capacity and infrastructure to support clinician well-being through formal leadership positions, such as a CWO with the expertise, resources and authority to influence leaders and practices across the organization, will be more impactful than those whose investment is limited to informal champions and stand-alone committees....without a CWO, ad hoc efforts to support clinician well-being often result in siloed initiatives and frustrated efforts” (Sinsky et al, 2020).*
- CWO = chief wellness/well-being officer

Leadership

- A 2013 study of more than 2800 physicians at Mayo Clinic found that each 1-point increase in the leadership score (60-point scale) of a physician's immediate supervisor (division/department chair) was associated with a 3.3% decrease in the likelihood of burnout ($P < .001$) and a 9.0% increase in satisfaction ($P < .001$) for individual physicians after adjusting for age, sex, and specialty.
- Shanafelt TD, Gorringer G, Menaker R, et al. Impact of organizational leadership on physician burnout and satisfaction. *Mayo Clin Proc.* 2015;90(4):432-440.

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Shanafelt TD, Gorringer G, Menaker R, et al. Impact of organizational leadership on physician burnout and satisfaction. *Mayo Clin Proc.* 2015;90(4):432-440.

TABLE 1. Items Evaluating Physician Opinion of the Leadership Qualities of Their Immediate Physician Supervisor

To what extent do you agree or disagree with each of the following statements about (name of immediate supervisor)?

Holds career development conversations with me^a

Inspires me to do my best^a

Empowers me to do my job^a

Is interested in my opinion^a

Encourages employees to suggest ideas for improvement^a

Treats me with respect and dignity^a

Provides helpful feedback and coaching on my performance^a

Recognizes me for a job well done^a

Keeps me informed about changes taking place at Mayo Clinic^a

Encourages me to develop my talents and skills^a

I would recommend working for (name of immediate supervisor)^a

Overall, how satisfied are you with (name of immediate supervisor)^b

^aResponse options: 5=strongly agree, 4=agree, 3=neither agree nor disagree, 2=disagree, 1=strongly disagree; NA=do not know/not applicable.

^bResponse options: 5=very satisfied, 4=satisfied, 3=neither satisfied nor dissatisfied, 2=dissatisfied, 1=very dissatisfied.

Leadership

- Provide resources and education to faculty who are seeking to support medical learners at all levels.
- Incorporate curricular elements that provide medical learners the opportunity to learn and develop skills around well-being.
- Provide learning & working environment supportive of healthy habits (i.e., easily accessible gym facilities, healthy dietary options in dining areas, designated locations for mindfulness/meditation practice).
- Provide medical learners (of all levels) optional educational programming on a consistent basis covering a variety topics associated with burnout including cognitive distortions, maladaptive perfectionism, imposter phenomenon, as well as prevention including importance of quality sleep, and exercise etc.
- Reflect on the important message it sends to others when chief residents, program directors, and senior leadership engage in/support wellness programs and burnout prevention initiatives.

Date	Event
September	Walking Wednesdays
14th	Budgeting & Money
16th	Stress Reduction Tips
23 rd	Growth Mindset
October	Walking Wednesdays
7 th	Stress Reduction Tips
19th	Keys to Connection (i.e., loneliness, assertive communication skills)
26 th	Unwinding Anxiety (lunch session)
26 th	Trivia Night (evening event)
Oct 18 – Nov 19	Fall Festival (various fall themed contests)
November	Paint Night
2 nd	Helping Friends in Distress
10 th	Nutrition on a Budget

Source: Brower, K.S., Riba, M. (Eds). (2017). Physician Mental Health and Well-Being: Research and Practice. Springer. DOI 10.1007/978-3-319-55583-6

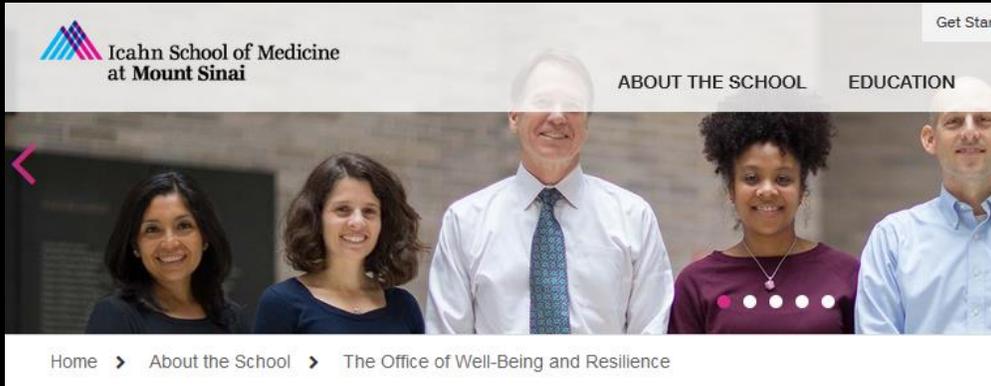
Hu, K., Chibnall, J.T., Slavin, S.J, (2019). Maladaptive perfectionism, imposterism, and cognitive distortions: Threats to the mental health of pre-clinical medical students. *Academic Psychiatry*, (43) 381-385, <https://doi.org/10.1007/s40596-019-01031-z>

Ayala, E.E., Berry, R., Winseman, J.S., Mason, H.R.C., (2017). A Cross-sectional snapshot of sleep quality and quantity among US medical students, *Academic Psychiatry* (41) 664-668 DOI 10.1007/s40596-016-0653-5

Wolf, M.R., Rosenstock, J.B., (2017) Inadequate sleep and exercise associated with burnout and depression among medical students. *Academic Psychiatry*, (41) 174-179, DOI 10.1007/s40596-016-0526-y

Model Programs

Model Program: Icahn SOM at Mount Sinai



The Office of Well-Being and Resilience

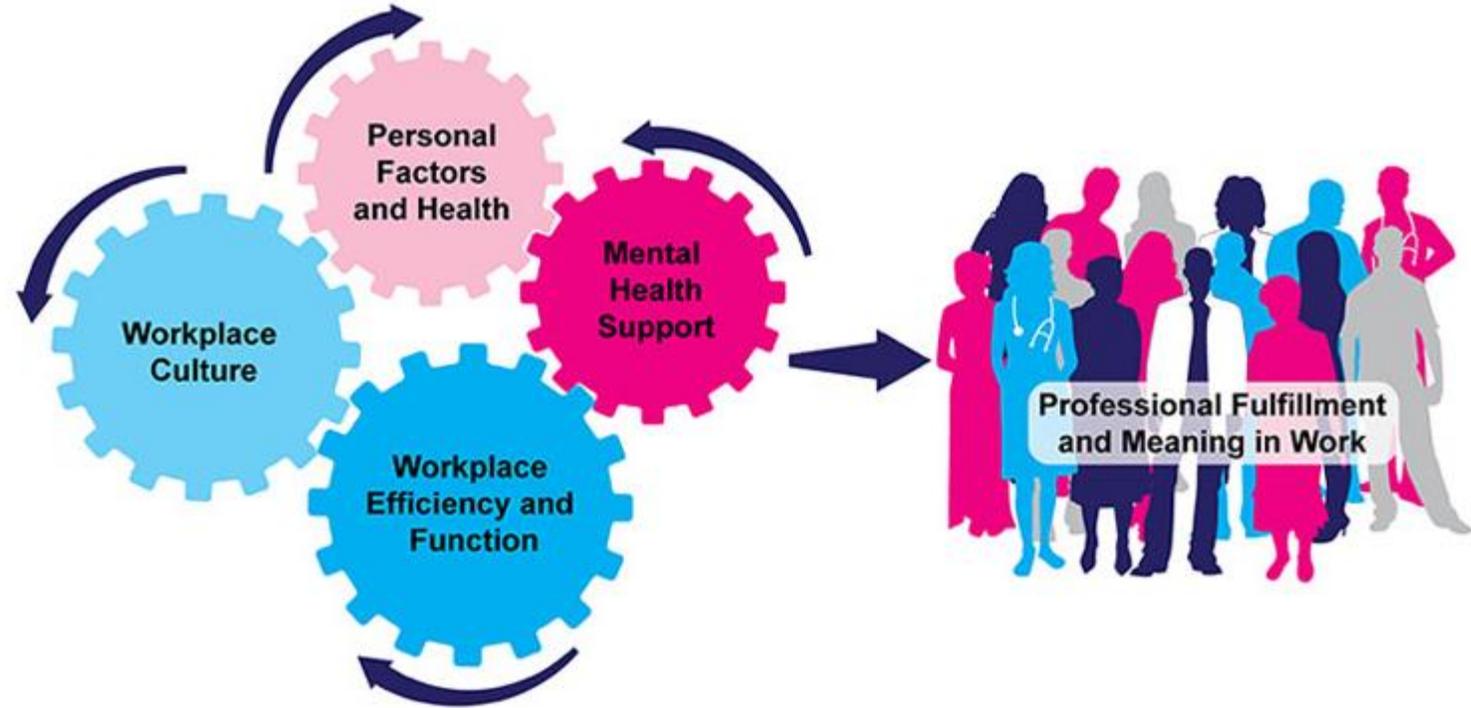
The Office of Well-being and Resilience believes that your professional and personal fulfillment are essential to the delivery of education, research, and patient care.

COVID-19 Well-Being Response:

The COVID-19 pandemic added new and unprecedented barriers to well-being - particularly for those in the healthcare field. In response, our efforts at the Office of Well-Being and Resilience (OWBR) shifted to address the immediate and emerging needs of our Mount Sinai community. See our [toolkit](#) to learn about how the OWBR expanded its efforts to support Mount Sinai Staff, Trainees and Students during the COVID-19 crisis.

Our mission is to drive change by supporting initiatives that promote well-being and reconnect you with the meaning of your work.

Located in the Office of the Dean within the Icahn School of Medicine, the Office of Well-being and Resilience is dedicated to the health and well-being of students, trainees, researchers, and faculty across the Mount Sinai Health System. We want to hear your voice in order to learn what you need to experience professional fulfillment through your work. In partnership with many other programs across the system, we will share a variety of new and ongoing efforts to meet your needs. If there are ways in which we can aid in your professional fulfillment, we want to hear from you.



Our goal is to see you at your best, professionally and personally. The initiatives and resources that we provide with our partners are here to help you feel invigorated, engaged, and excited about our work with Mount Sinai.

For Faculty

For Residents and Fellows

<https://icahn.mssm.edu/about/well-being>

Model Program: Stanford SOM

Welcome to the WellMD & WellPhD Center

Since 2011, the Stanford Medicine WellMD & WellPhD Center has worked to advance the well-being of physicians and biomedical scientists. We're jointly funded by the Stanford School of Medicine, Stanford Health Care, and Stanford Children's Health.

Rather than place the onus of well-being on the individual alone, we work to orient the entire organization around creating the cultures and practices that reduce burnout and drive professional fulfillment. We focus on promoting well-being not only at Stanford but also on advancing the field globally, collaborating with leading healthcare organizations, associations, and societies.

Knowledge Hub



Find the latest updates, research, and learning opportunities related to physician well-being.

[Learn More >](#)

Well-Being Toolkit™



Access the training and tools you need to design an effective strategy for your own well-being center of excellence.

[Learn More >](#)

Self Assessment



Curious about your well-being? Take our self-assessment to gauge your own levels of burnout and professional fulfillment.

[Learn More >](#)



<https://wellmd.stanford.edu/>

Resources for Stanford Physicians and Scientists

Model Program: Mayo Clinic



Search Mayo Clinic

CARE AT MAYO
CLINIC

HEALTH
INFORMATION

FOR MEI
PROFES

CENTERS AND PROGRAMS

PROGRAM ON PHYSICI

About Platforms of Excellence Publications News

ABOUT THE PROGRAM

The Mayo Clinic Program on Physician Well-Being evaluates the entire spectrum of personal, professional, and organizational factors influencing physician well-being, satisfaction, and productivity, researching optimal organizational approaches to prevent physician stress and create a positive energy workplace.

[About the program](#)

LEADERSHIP

Program on Physician Well-Being directors Dr. Colin West and Dr. Lotte Dyrbye, along with an advisory board, lead the research team to investigate evidence-based approaches to physician well-being and prevention of physician burnout.

[Leadership](#)

PROFESSIONAL DEVELOPMENT AND COLLEAGUE CONNECTIONS

Physician well-being and job satisfaction is enhanced through leadership and faculty continuous professional development and intentional strategies to build social connections.

[Professional development and colleague connections](#)

COLLABORATORS

The program fosters collaboration around physician well-being research initiatives with numerous external research organizations including the American Medical Association and the National Academy of Medicine and Science Collaborative on Clinical Well-Being.

[Collaborators](#)

MAYO CLINIC WELL-BEING INDEX

The Mayo Clinic Program on Physician Well-Being offers all employees access to the online Well-Being Index resource, a self-assessment tool for immediate comparison and feedback on personal well-being.

[Well-being index](#)

<https://www.mayo.edu/research/centers-programs/program-physician-well-being/about>

Summary: Specific Recommendations

1. Recognize that well-being deserves a high priority
2. Enhance opportunities to talk about it, normalize asking for help, do regular check-ins at meetings
3. Provide a comprehensive menu of resources, both internal and external, make them easy to find and mention frequently
4. As a leader, make it your duty to find out: what is the 20% that really satisfies your people?
5. Do the “stupid stuff” exercise!
6. Work with your own area of influence and your champions to address 3 issues; if no champion, either find one or be one!
7. Measure vitality and retention / turnover; be transparent w results
8. Use a peer support mechanism that works best for you
9. Name a Chief Well-Being Officer and provide needed resources
10. Work hard to change the culture!!

Summary: The CHARM Charter

COMMITMENTS

- Societal
 - Policy, culture
- Organizational
 - Systems, leadership, teams
- Interpersonal and Individual
 - Mental health, self-care, response to inherent challenges of work

PRINCIPLES

- Effective patient care promotes and requires physician well-being
- Physician well-being is related with the well-being of all members of the health care team
- Physician well-being is a quality marker
- Physician well-being is a shared responsibility

Is this Rhetoric or Reality?



We have certainly made progress over past 5 years, and have created some great resources

Are we doing enough??

Only Time
Will Tell

Resources

Medical Students

- Office of Student Affairs
 - Aubrey Knight, MD
 - Emily Holt Foerst
- VT Cook Counseling
 - Jennifer Slusher, PhD, LPC
- VT Ombuds Office
 - Brian Hanson
- Wellness Website
- Wellness Weekly
 - Email Emily at Emily_10@vt.edu

Residents & Fellows

- GME Office
- ACGME Wellness Tools (e.g., AWARE)
- AAMC well-Being website
- Employee Assistance Program (EAP)
- Roanoke Counseling Services
- TRUST Team
- Wellness Website
- Wellness Weekly
 - Email Emily at Emily_10@vt.edu

Attendings

- National Academy of Medicine well-being resources
- AAMC well-being website
- ACGME website
- Peer Support
- Employee Assistance Program (EAP)
- Roanoke Counseling Services

Thank You!!!

- **Keep the dialogue going!**

- Emily Holt Foerst:
Emily_10@vt.edu

- David W. Musick:
dwmusick@vt.edu

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