A Cross-Generational Approach to Promoting Productivity and Resilience in Academic Medicine

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Now that you know who we are...

Take a second to meet your neighbors
THE GOOD

THE BAD

AND THE UGLY
A Call for Reducing Physician Burnout

- Increasing awareness and prevalence of physician burnout; may begin at the medical student level

- 400 physician suicides each year
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- ACGME, APDIM, SHM, etc. charged with addressing and preventing burnout/depression/attrition/suicide

- Triggers: Long work hours, EMR, Financial constraints, Family/Social/Self-care needs unfulfilled

Stanford Physician Wellness Follows National Trends

*Changes in Burnout (n = 265) and High Professional Fulfillment (n = 272)*
*Rates from 2013 to 2016*

Burnout leads to Attrition

- Stanford now has its own data to prove the effect of burnout on turnover.
  - In the two years since we did our first wellness survey, twice as many respondents who reported burnout have already left Stanford.

- 61 (13%) of the 472 physicians who provided Stanford.edu email addresses at time of survey administration have now left Stanford.

- Physicians who reported symptoms of burnout in 2013 are more than twice as likely to have left Stanford since then (RR = 2.1). Specifically, 21% of physicians with burnout symptoms left compared with only 10% of those without burnout symptoms in 2013.
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“Well” Physicians have better Outcomes

Physicians who are well demonstrate:

• Higher patient satisfaction (Beach, et al. 2013)
• More likely to support preventive health practices in patients (Duperly, et al., 2009; Frank, et al., 2008; Frank, et al. 2013)
• Lower medical error rate (Fahrenkoph, et al. 2008; Shanfelt, et al. 2010; West, et al. 2006)
• Better patient outcomes, e.g. decreased post-hospital discharge recovery times (Halbesleben and Rathert, 2008)
THE GOOD

THE BAD

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The Happy Secret to Better Work

- [https://www.youtube.com/watch?v=fLJsdqxnZb0](https://www.youtube.com/watch?v=fLJsdqxnZb0)

- 7:45-12:20

- Shawn Achor
Power of Positivity

• Happiness/Positivity is a better predictor of Success (however one defines it) than credentials, technical skills, etc.

• Turning on the “happiness switch” optimizes performance in all domains

• Happiness/Positivity => Productivity/Success

• “Fake it till you make it?”

Shawn Achor
Sustained Positivity Leads To:

• Resilience
• Creativity
• Seeing the world in terms of possibilities, not obstacles
• Serenity
• More opportunities coming your way
• Longevity

Positivity: Top Notch Research Reveals the Upward Spiral that will Change your Life- Barbara Fredrickson, PhD. 2009.
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Pre-requisites: Self Care Basics

Sleep
Healthy diet
Exercise
Safe, supportive environment
Social connection

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How Do I Create Positivity?

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• Take time to reflect... on the positive

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• Smile
• Take time to reflect... on the positive
• Create positive moments and savor them

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With Sustained **Positivity** Comes Resilience
The Social Connection

“Social connection is the greatest predictor of happiness and longevity, both in and out of the workplace.”

Shawn Achor
Aiming for Professional Fulfillment at Stanford

- Culture of Wellness
- Efficiency of Practice
- Personal Resilience

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Culture of Wellness Strategies That Are Rated Highly

- Clear recognition and support of importance of physician wellness from leaders: 66% (Medicine), 66% (All Others)
- Allowing more flexibility in scheduling of clinical work: 68% (Medicine), 66% (All Others)
- Strategies to promote leadership traits associated with improved professional satisfaction: 68% (Medicine), 70% (All Others)
- Increased physician involvement in decisions regarding training, selection, and management of support staff: 68% (Medicine), 63% (All Others)
- Strategies to increase collegiality and mutual supportiveness in our medical community: 65% (Medicine), 62% (All Others)

Support from Leadership Drives High Fulfillment

High Professional Fulfillment, by Quartiles of Support from Leadership

How does Resilience promote Productivity?

• “Start up” effort with each new faculty hired
  – Inherent time lag from hire to beginning of productivity
  – High attrition \(\rightarrow\) more loss of time/productivity from the system
From Resilience to Productivity

• “Start up” effort with each new faculty hired
  – Inherent time lag from hire to beginning of productivity
  – High attrition → more loss of time/productivity from the system

• Retention, in an environment that promotes professional fulfillment, fosters Productivity
Department of Internal Medicine  
Faculty Wellness Program

SPACE

Stillness
Presence
Appreciation
Compassion
Equanimity

Rebecca Merrill (Professional Coach, Author), Cathy Garzio (DFA- Medicine), Robert Harrington, MD (Chair, DOM)
Department of Internal Medicine
Faculty Wellness Program

SPACE = Stillness, Presence, Appreciation, Compassion, Equanimity

• Each of the above terms are the title of a monthly learning module
• 9 month pilot program sponsored by DOM
• 2 hours of group meeting each month
• Each group starts with guided meditation
• Each faculty member shares for an uninterrupted period of time, (10-12 min) followed by group discussion & relevant coaching in the moment.
• 7 Faculty in each of two groups (14 total)
• One hour of 1:1 coaching each month
• Quarterly written narratives due to help synthesize learning
• Books suggested for each learning module, along with behaviors and exercises

Rebecca Merrill (Professional Coach, Author), Cathy Garzio (DFA- Medicine), Robert Harrington, MD (Chair, DOM)
Hospital Medicine Resilience Strategies

1. Transparency
2. Involve faculty in setting the goals of the division and facilitate their career development
3. Schedule meetings that are least disruptive to work and family/social obligations
4. Create a supportive/positive environment
5. Connect -in person- frequently
Hospital Medicine Resilience Strategies

6. Quarterly ‘didactic’, interactive wellness sessions – led by Benny Gavi, MD
7. Social Retreats (with team building activities) 3 times/year
8. Bi-directional feedback with accountability
9. Food
10. Strong Peer-Support network within the division
“I can’t change the direction of the wind, but I can adjust my sails to always reach my destination.”

-- Jimmy Dean
Our Program’s Efforts to Promote Wellness, Resilience:

• Looking specifically at the five causes of burnout:
  - Some are not within our control (e.g. Impacts of Policies/Laws).
  - Others, such as income, are being addressed by GME, but are not within our authority in the Department of Medicine and the residency program.
  - We can, however, address (1) loss of work-life balance and (2) the sense of feeling like a “cog in the wheel”
(1) Loss of Work-Life Balance:

- We cannot control the number of hours worked by residents
  - (i.e. on inpatient wards, you must work a 12-hour admitting shift—you cannot leave while patients are still being admitted to the hospital).

- As such, we shifted to methods to make wards as educational and fun as possible to avoid the sense of obligation and work.

- Some examples include:
Use of Humor: Call Signs

Source: Paramount Pictures
Use of Humor: The Quote Wall

1. “We should have an intern-off”
   — Nina

2. I thought I liked my team last month, but that was before I met you guys.

3. “Put an egg in your shoe and beat it” — P4 M

4. “This butter is vegan. Somehow that feels really wrong.” — Lily

5. Entemabacter bacteremia: DDx: PICC line in the setting of kittens — DCsum

6. “And so I gave him a benzo…”
Stanford IM Residency Response

Workplace Fun:

- We’ve instituted work-day “Happy Hours” such as an ice cream bar, taco trucks, to get residents and attendings in social situations, enjoying treats during breaks while at work.
(2) Feeling Like “Just a Cog in the Wheel”:

• One of the signs of burnout includes the sense that one’s work has lost meaning and is just part of a larger healthcare machine that neither cares or celebrates your role and achievements as a healer.

• To combat this feeling, we’ve instituted a few small interventions:
Stanford IM Residency Response

- **Inspirational Quotes:**
  - Each morning report (resident teaching conference) begins with an inspirational quote.
  - Some quotes help residents reflect on their roles as healers and healers-in-training.
  - Some quotes are activist.
  - Some quotes are topical (e.g. post-major current events).

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"You can’t ever reach perfection, but you can believe is an asymptote toward which you are ceaselessly striving."

– Paul Kalanithi
• **Thursday Thank-Yous:**

  - We recognize that many of the amazing things our housestaff do go unrecognized by the majority of the world
    - In the outside world, if a non-physician saves someone’s life, they get in the newspaper and a segment on local television. When a physician saves someone’s life, they are told “you did your job”.

  - As such, we started an anonymous compliment program whereby anyone (residents, attendings, program directors) can recognize the achievements of our housestaff and recognize them for their outstanding work.
Thursday Thank-You!

- Shout out to **Hillary Lin**, whose patience, positive attitude and dedication to both patient care and to our education made her an absolutely phenomenal resident on inpatient oncology. We will miss you!

- Thank you so much to **Sarah Wachtel, Ashish Sarraju, Kai Swenson, Henry Kwang, Aaron Grober, and Julia Cremer** for your volunteerism to cover the call teams during intern retreat. We couldn’t have done it without you!

- I want to thank my HEROIC med X team: **Kay Ozeki** AKA Katharine the Conqueror, **Sujan** AKA Dr. Sujan of the Amazing Projecting Voice, **Bo Wang** AKA Discharge Machine, and **Kelly Fitzgerald** Bomb Sub-I who speaks the most important language (Spanish). You guys made this month totally awesome and I already miss you. Please continue saving the world, thanks.

- Sending the biggest thank you to **all of the women in our program**. You are strong, intelligent, and deserving of everything you have achieved through hard work and dedication. Your passion, bravery, and thoughtfulness are an inspiring and constant reminder of how far we as women have come and that we have the strength to persevere. You are the role models I want for my future children. Thank you for lifting my spirits and giving me hope.
Stanford IM Residency Response

• **Thursday Thank-Yous:**
  1. Many recognize residents for going above and beyond the expected duties of an intern or resident
  2. Some recognize housestaff for good teamwork
  3. Some are for fun!
  4. Some are topical (e.g. high wards census)

• Surprisingly, we’ve gotten Thursday Thank Yous even from residents and attendings from other departments (e.g. Emergency Medicine) even though we never let them know about the existence of this initiative.
  – This goes to show that good ideas can be viral.
Leadership in Medical Student Wellness

- Office of Medical Student Wellness (OMSW)
  - Student Wellness Leadership Team (SWLT)
  - Student Mistreatment Reporting
  - Programs and Events

- Stanford Medical Student Association (SMSA)
  - Pre-clerkship and clerkship wellness chairs
Student Wellness Initiatives
Student Wellness Initiatives

- RRAP days with Educators-4-Care Communities
- Mistreatment Reporting
- Ears for Peers program
- Counseling and Psychological Services (CAPS)
Student Wellness Initiatives

- Reflection rounds with chaplain
- Spirituality and Meaning in Medicine assignment Family Medicine
- Free mindfulness and meditation classes and yoga classes
Student Wellness Initiatives

- SWEAT pre-orientation camping trip
- Lake Tahoe trip
- Flu Crew
- Cardinal Free Clinics
Student Wellness Initiatives

- SMS cup
- Intermural sports teams
- Docs Run 5K /10K
Student Wellness Initiatives

- Big-sib/little-sib program
- Tailgates before football games
- Moonlighting
- Social rounds
- TLC Tuesday lounging and conversation
Student Wellness Initiatives

- “How to thrive” / “What I wish I had known” student panels at key transition points
- Student handbook and resource guide
- Transition to clerkship retreat
- E4C advisors and academic advisors
Student Wellness Initiatives

- Medicine and the Muse
- Paint nights
- Pegasus physician writers
- Book club
- Elective classes
Student Wellness Initiatives

- Office of Financial Aid
- Med Scholars Funding, Teaching Assistants
Future Goals and Directions for Medical Student Wellness

- Based on annual student wellness survey, wellness committee meetings and SMSA meetings, areas for continued improvement include:
  
  - Encourage reporting of student mistreatment
  
  - Promote more interactions among pre-clinical and clinical students
  
  - Student guide for specific clerkships

“Don’t stop doing the things that make you happy - be it going out to the city and being social, be it exercising, sleep, etc - preserve the hobbies that you care about -- identify those strategies early“

“Third Year is not just one year to get through...you are developing habits that you will continue throughout residency, so hold on to what keeps you you”
Common Themes of All 4 Wellness Initiatives

• Supported by Leadership

• Social Connection/Foster Collegiality

• Sense of Purpose/Fulfillment

• Focused on the Positives

• Support systems
Conclusions

• Building Resilience is key
  – Positivity is the foundation

• Contribute to creating a culture of Wellness around you (Be the Change you want to See)

• Know the resources on campus to support you

• Work with Leadership to promote Wellness
It Is Up to You

There is no such thing as work-life balance – it is all life. The balance has to be within you.

SADHGURU
Thank You!

Questions/Comments?
Building Resilience

• https://www.youtube.com/watch?v=qlwlClR03q8

• 5 minute video