

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

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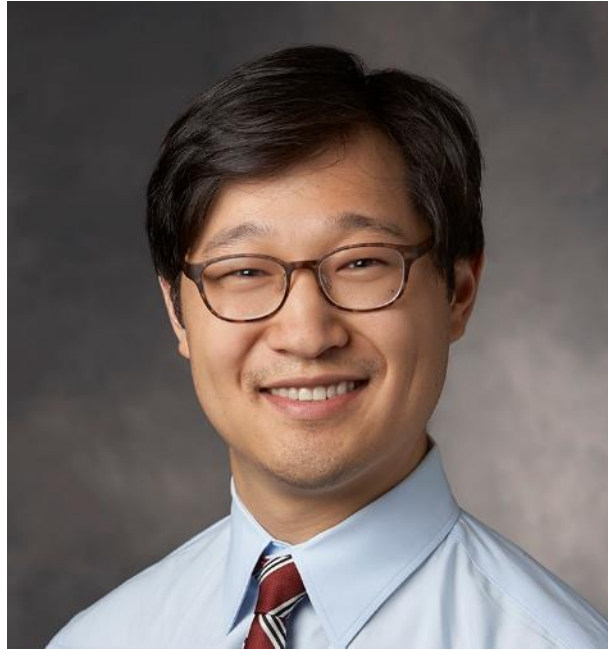
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*Now that you know who we are...*

*Take a second to meet  
your neighbors*



# THE GOOD



# THE BAD



# AND THE UGLY





# A Call for Reducing Physician Burnout

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



# A Call for Reducing Physician Burnout

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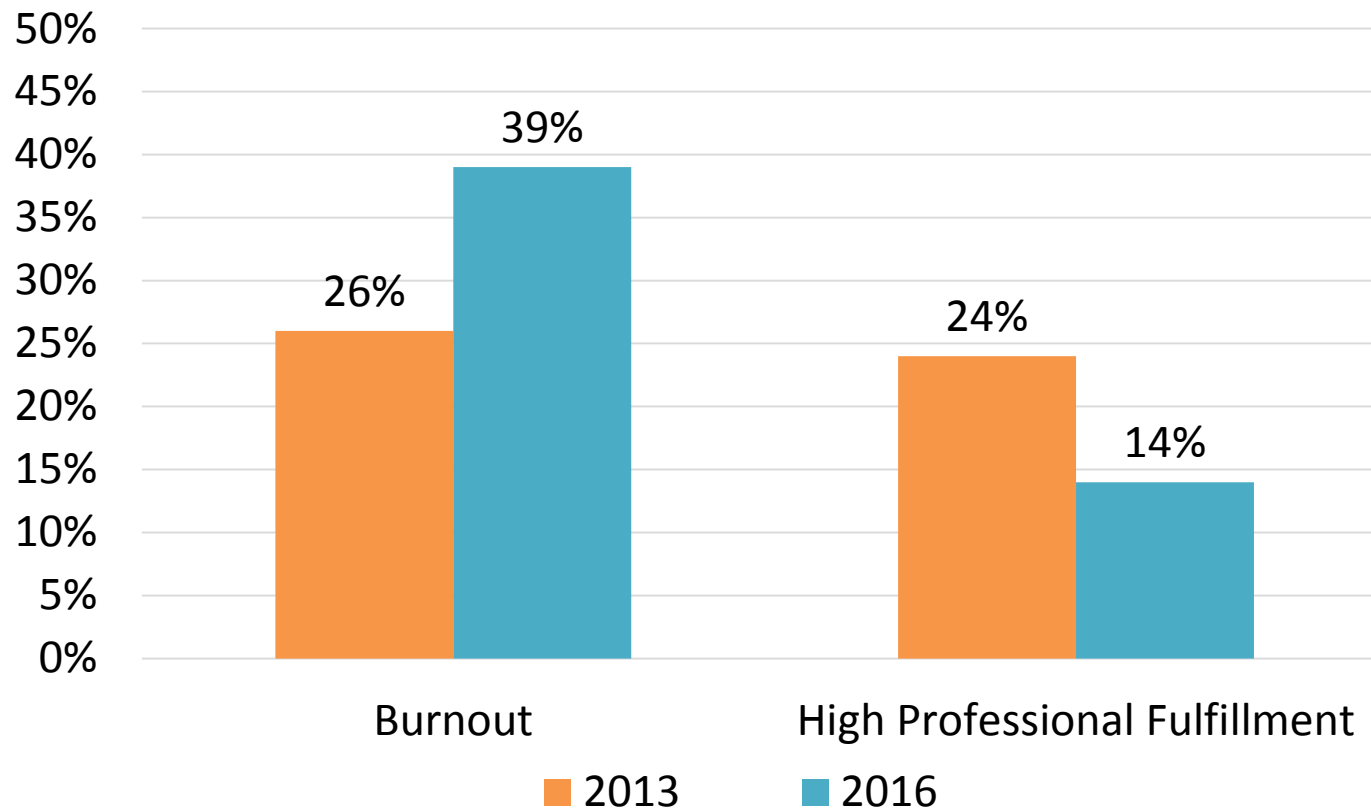
- Increasing awareness and prevalence of physician burnout; may begin at the medical student level
- 400 physician suicides each year
- ACGME, APDIM, SHM, etc. charged with addressing and preventing burnout/depression/attrition/suicide
- Triggers: Long work hours, EMR, Financial constraints, Family/Social/Self-care 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



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**THE  
GOOD**



**THE  
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# The Happy Secret to Better Work

- <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?”

# Sustained Positivity Leads To:

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

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# Pre-requisites: Self Care Basics

Sleep

Healthy diet

Exercise

Safe, supportive environment

Social connection

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

# 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

Happiness is a social creature. If you try to pursue it in a vacuum, it's very difficult to sustain it. But as soon as you get people focused on creating meaningful connections in the midst of their work, or increasing the meaning and depth of their relationships outside of work, we find happiness rising in step with that social connection.

Shawn Achor

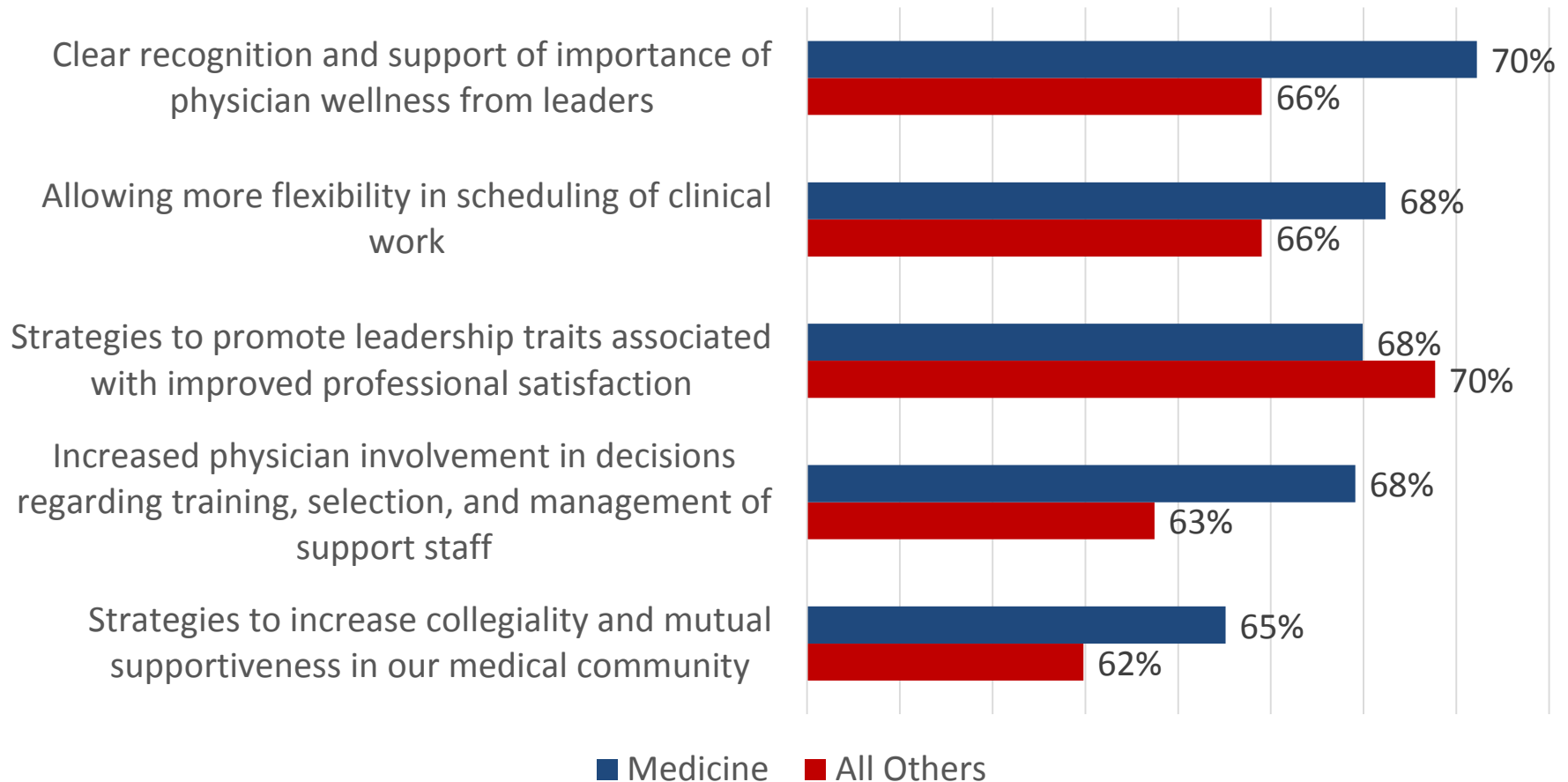
# Aiming for Professional Fulfillment at Stanford



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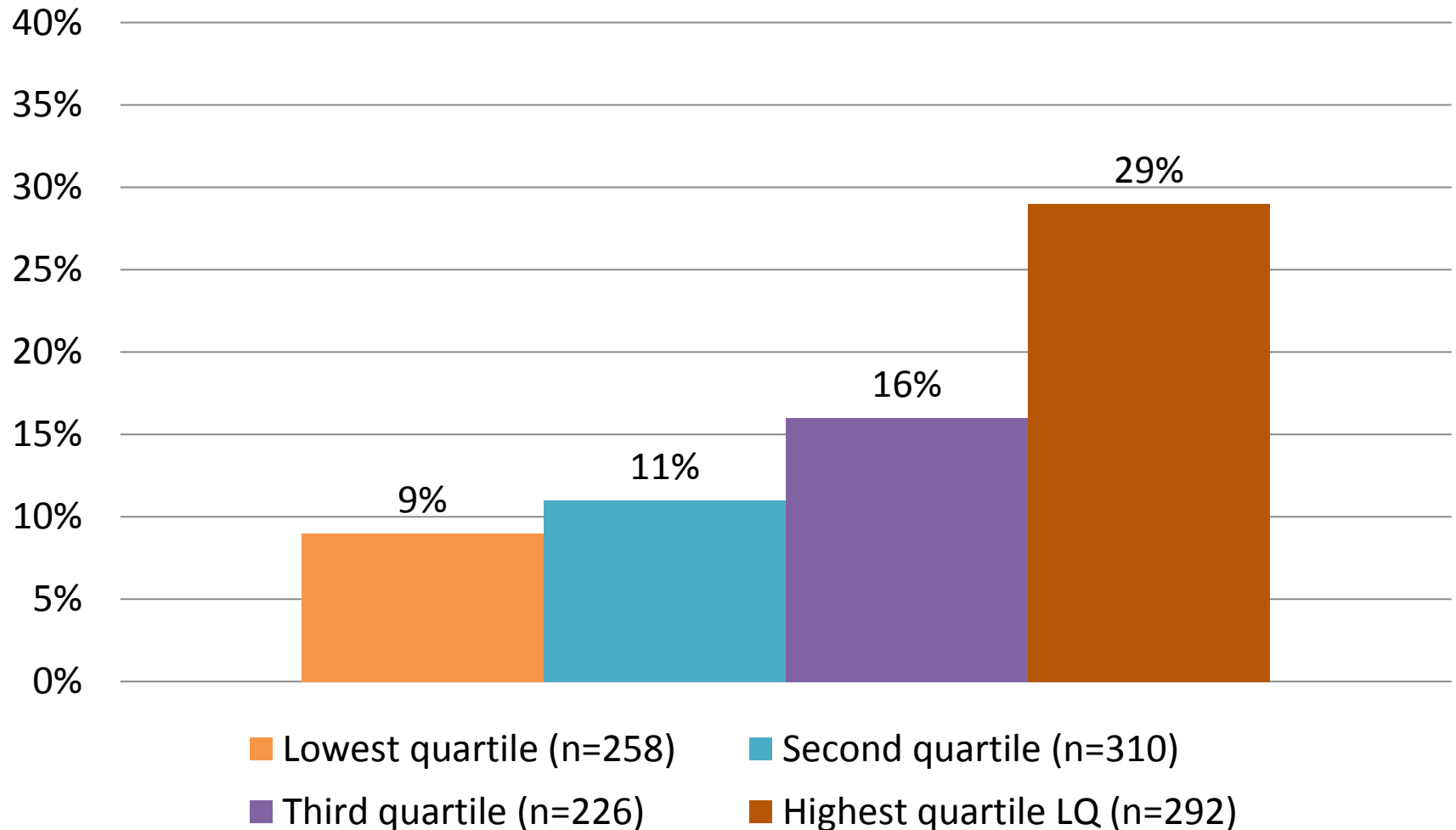


# Culture of Wellness Strategies That Are Rated Highly



# 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 → 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

# 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



# 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



# Your Daily Inspiration

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**“I can’t change the direction of the wind,  
but I can adjust my sails to always reach my destination.”**

-- Jimmy Dean



# Stanford IM Residency Response

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## 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”

# Stanford IM Residency Response

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## (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:

# Stanford IM Residency Response

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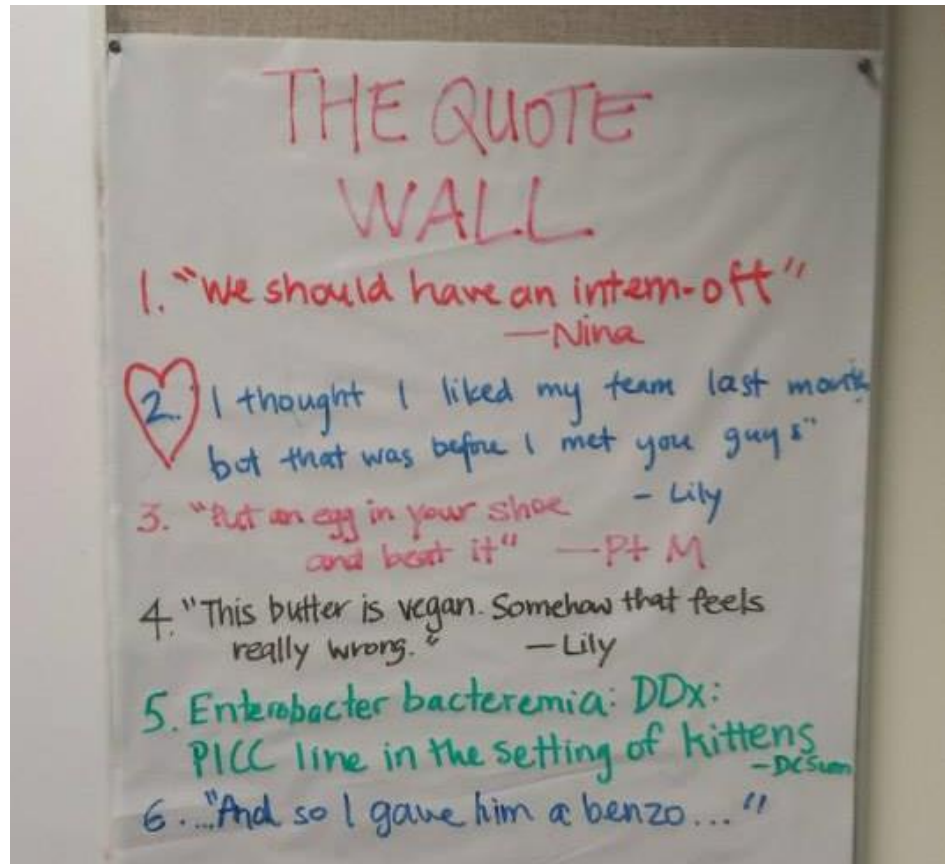
## Use of Humor: Call Signs



Source: Paramount Pictures

# Stanford IM Residency Response

## Use of Humor: The Quote Wall



# Stanford IM Residency Response

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## 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.

# Stanford IM Residency Response

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## (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

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- **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)

## Your Daily Inspiration

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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



# Stanford IM Residency Response

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- **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-Yous!

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- 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

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- **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.

# Internal Medicine Residency

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Questions/ Comments?

# 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=qlwIClR03q8>
- 5 minute video