

Intersection of QI, PI and Well Being

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Intersection of improvement and well being

- Background and context
 - Framework for thinking about improvement and well being
- What we know: Review of current literature and evidence
- What does the intersection look like going forward?
 - Quality 2.0
 - Well being post-COVID



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WellMD Professional Fulfillment Model



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**Intersection of improvement and well being:
What drives improvement more, culture or process**

- Ongoing debate: Edgar Schein and John Shook
 - It's the wrong question
- Healthcare is a sociotechnical industry
 - Technical domain – task processes
 - How the work gets done; improve process, system
 - Efficiency of practice
 - Social domain – social processes
 - How those doing the work interact
 - The relationships that make efficient and effective work possible
 - As physician wellness leaders, important to consider both domains
 - **Donnelly LF, Frush K, Shook J, Schein PA and Schein EH (2020)**



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**Intersection of improvement and well being:
Premise 1**

- At its core, healthcare is a human endeavor
 - Interchange between human beings: healthcare professionals and patient/family
 - Aided by science, knowledge, skill, technology, AI
 - Enhanced by self-efficacy – **Albert Bandura**
 - Person's belief in his/her ability to succeed; knowing I can do what I do, well. *Milam LA, Cohen GL, Mueller C, Salles A. The relationship between self-efficacy and well-being among surgical residents. J Surg Educ. 2019 Mar-Apr; 76(2): 321-328.*
 - Belief in our ability to do well plays a role in how we think, how we act, how we feel in our place of work, in the world
 - Joy in work – *Don Berwick: Quadruple aim*



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**Intersection of improvement and well being:
Premise 2**

- Healthcare is a highly complex industry
 - The level of complexity has evolved beyond the limitations of any one individual
 - "It takes a team"
 - Teamwork is comprised of teachable, learnable skills; but it's not easy
 - *Brooks JV, Sheridan B, Peters AS, Chien AT, Singer SJ. Working around hierarchy: Resident and medical assistant teaming. Health Care Manage Rev. 2020 Jul/Sep;45(3):232-244.*
 - One can't find a more complex system than healthcare, and in such a system, relationships matter – **Edgar Schein**
 - *Humble Inquiry: The gentle art of asking instead of telling*
 - *Humble Leadership: The power of relationships, openness and trust*



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**Intersection of improvement and well being:
What we know - review of literature**

- Quality metrics and ranking systems
 - HACs, HAIs, Mortality index, SSEs, ADEs, AHRQ PSIs, etc, etc
 - Vizient, USNWR, LeapFrog, IBM Watson Health, CMS Hospital Compare, Healthgrades, etc
- The relationship between burnout and quality
 - *Tawfik DS, Scheid A, Profit J, Shanafelt T, et al. Evidence relating healthcare provider burnout and quality of care: A systematic review and meta-analysis. Ann Intern Med. 2019 Oct 15; 171(8): 555-567.*
 - *Salyers MP, Bonfils KA, et al. The relationship between professional burnout and quality and safety in healthcare: A meta-analysis. J Gen Intern Med 2017 Apr; 32(4):475-82*
 - *Dewa CS, Loong D, Bonato S, Trojanowski L. The relationship between physician burnout and quality of healthcare in terms of safety and acceptability: a systematic review. BMJ Open 2017;7(6) e015141*



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**Intersection of improvement and well being:
Looking forward**

- The “best healthcare” requires ongoing improvement, which requires measurement of meaningful metrics to know
- Quality 2.0
 - Epic link – clinical quality rather than documentation, coding
 - Delivering healthcare services: performance
 - *Black Box. Jung JJ, Juni P, Lebovic G, Grantcherov T. First year analysis of the operating room black box study. Ann Surg. 2020 Jan;271(1):122-127*
 - *Human technology frontier. Sara Singer et al. Exploring a rapidly progressing human-technology frontier: learning systems that enable healthcare workers to perfect safety-critical work*
 - Delivering healthcare services: justice and equity
 - Social justice; Residents and justice
 - Health Equity, COVID19 and vaccines



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**Intersection of improvement and well being:
Looking forward**

- What is resilience, well being after COVID?
- Experiencing trauma throughout the pandemic
 - Fear, vulnerability, lack of control, inability to predict
 - Witnessing isolation, suffering and dying alone
 - Disparities, inequities, political turmoil
- Post-traumatic growth
 - Positive psychological change experienced as a result of a struggle with highly challenging life circumstances.
 - Olson K, Shanafelt T, Southwick S. Pandemic driven posttraumatic growth for organizations and individuals. JAMA. 2020 Oct 8. doi: 10.1001/jama.2020.20275.*



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