Wellness & Professional Fulfillment
Department of Pediatrics

Felice Su, MD – Well-Being Director, Dept of Pediatrics
March 25, 2021
PHYSICAL SUPPORT
Work from Home Equipment
The Ambulatory Transformation Taskforce (ATT) Wellness Workstream provides equipment for those who need to work more ergonomically and effectively at home.
- Eligibility: Clinical faculty in the School of Medicine who work at least 8 hours on clinical care related tasks at home each week
- Up to $500 of equipment per eligible SOM clinical faculty
- Please contact your Director of Finance & Administration (DFA) for details

SoM Ergonomic Equipment Order Form: https://app.smartsheet.com/b/form/febdfbaff9bb48d1ac265f2547f72af4b

Discounted Lodging
Easy access to discounted, self-pay lodging for those physicians who would like local accommodations in light of COVID-19.
- Temporary lodging discounts are available for Stanford Medicine employees
- wellmd.stanford.edu/COVID-19.html

EMOTIONAL SUPPORT
Faculty Staff Help Center
Professional and confidential counseling about work-related or personal issues. Short-term counseling is available for individuals, couples, and families. Family members can enroll independently.
- 10 free sessions per topic
- Open to faculty, fellows, residents, and post-docs
  cardinalatwork.stanford.edu/faculty-staff-help-center

WellConnect
Confidential mental health referral and consultation service to facilitate timely access to counseling, stress management and coping skills, wellness coaching (including strategies to mitigate burnout), and mental health services.
- Now expanded to cover all benefits-eligible SOM faculty as well as fellows and residents
- Contacts (650) 724-L395 or wellconnect@stanford.edu
  http://tinyurl.com/shcwellconnect

COLLEGIATE SUPPORT
Physician Resource Network (PRN) Support
Confidential, independent, legally protected collegial support and resources for life’s inevitable clinical, professional and personal challenges.
wellmd.stanford.edu/get-help/prn-support.html

OAA Faculty Advisory and Support Panel
Peer support, information, and connection to resources for faculty who are feeling concern and stress about their career advancement and other professional issues, during this challenging time.
med.stanford.edu/academicaffairs/faculty.html

WellMD offers additional support for physicians who are COVID-19+. If you test positive, a Care Coach will contact you and provide comprehensive support to address your concerns and basic needs. This support includes food, lodging, family care, and emotional care. Your Care Coach will check in with you regularly during your isolation period. Additional COVID-19 resources can be found at wellmd.stanford.edu/COVID-19.html.

Get Healthy:
https://wellmd.stanford.edu/healthy.html

Get Connected:
https://wellmd.stanford.edu/connected.html

Get Help:
https://wellmd.stanford.edu/get-help.html
Initial 2020 Clinical Faculty Well-being Survey Results

Department of Pediatrics Report
Highlights

• Overall professional fulfillment and burnout have remained relatively stable in comparison to 2019
• Several key driver domains have shown some improvement despite challenges in the past year

• Survey data has limitations
• Impact of the pandemic, social injustices, and other stressors on individuals may be distinctly different from the overall department and division experience
• We remain committed to supporting each division and each individual
Stanford Model for Professional Fulfillment

Culture of Wellness
Shared values, behaviors, and leadership qualities that prioritize personal and professional growth, community, and compassion for self and others.

Efficiency of Practice
Workplace systems, processes, and practices that promote safety, quality, effectiveness, positive patient and colleague interactions, and work-life integration.

Personal Resilience
Individual skills, behaviors, and attitudes that contribute to physical, emotional, and professional well-being.
Assessments in 2020 Doctor Survey

Leadership
Values alignment
COVID-19 response*
Mistreatment*

Impact of work on relationships

Sleep-related impairment
Self-valuation

Professional fulfillment
Burnout
Intent to leave

EHR satisfaction
Inefficiency of practice environment*

* = new scale 2020 survey

Bohman, NEJM Catalyst 2016
Thank you!

We appreciate your input!

- Survey period: September 1, 2020 – October 13, 2020
- Respondents: 296/353 (84%)
Benchmark Data: Physician Wellness Academic Consortium (PWAC) Database

• Currently available benchmark data is from April 2019 and so should be interpreted with caution
• For these reasons, the change in the department score over time compared to the 2019 survey may be the most important datapoint at present
Professional Fulfillment
(Higher Score Favorable)

Professional fulfillment is defined as happiness, meaningfulness, self-worth, self-efficacy, and satisfaction at work.

Using a World Health Organization indicator of high quality of life as a comparison standard, a cut-point score of 7.5 out of 10 has been identified as “high” professional fulfillment. 5
**Burnout**

*(Lower Score Favorable)*

According to the World Health Organization, burnout is a syndrome resulting from chronic workplace stress that is specific to occupational context and should not be applied to describe experiences in other areas of life. The two major components of physician burnout are work exhaustion and interpersonal disengagement.

An overall score of at least 3.325 out of 10 is considered “high” burnout; this cut-point was determined using two scales from the Maslach Burnout Inventory as a comparison assessment method.
# Pediatrics: Comparison to National Data

<table>
<thead>
<tr>
<th>Domain</th>
<th>Driver</th>
<th>Score</th>
<th>Standard Deviation to Benchmark^a</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Culture of Wellness</strong></td>
<td>Supportive Leadership Behaviors (^b)</td>
<td>7.72</td>
<td>0.36</td>
</tr>
<tr>
<td></td>
<td>Organization/Personal Values Alignment</td>
<td>4.80</td>
<td>0.09</td>
</tr>
<tr>
<td></td>
<td>Teamwork Climate</td>
<td>6.62</td>
<td><em>national benchmark not yet available</em></td>
</tr>
<tr>
<td><strong>Organizational Efficiency of Practice</strong></td>
<td>Positive EHR Experience</td>
<td>5.25</td>
<td>-0.03</td>
</tr>
<tr>
<td></td>
<td>Efficiency of Clinic Operations</td>
<td>5.34</td>
<td><em>New measure 2020; national benchmark not available</em></td>
</tr>
<tr>
<td><strong>Personal Resilience</strong></td>
<td>Minimal Sleep-Related Impairment</td>
<td>6.74</td>
<td>-0.2</td>
</tr>
<tr>
<td></td>
<td>Self-Valuation</td>
<td>5.16</td>
<td>0.17</td>
</tr>
<tr>
<td></td>
<td>Minimal Negative Impact of Work on Personal Relationships</td>
<td>6.79</td>
<td><em>national benchmark not yet available</em></td>
</tr>
</tbody>
</table>

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^a Benchmark mean scores are calculated using established metrics. Strength: ≥0.2 standard deviations favorable to last assessment. Neutral: within <0.2 standard deviations of last assessment. Opportunity for Improvement: ≥0.2 standard deviations unfavorable to last assessment.
### Pediatrics: Comparison to Self 2019

<table>
<thead>
<tr>
<th>Domain</th>
<th>Driver</th>
<th>Standard Deviation to Last Assessment ^a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture of Wellness</td>
<td>Supportive Leadership Behaviors b</td>
<td>0.15</td>
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<td></td>
<td>Organization/Personal Values Alignment</td>
<td>-0.06</td>
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<tr>
<td></td>
<td>Teamwork Climate</td>
<td>0.12</td>
</tr>
<tr>
<td>Organizational Efficiency of Practice</td>
<td>Positive EHR Experience</td>
<td>0.25</td>
</tr>
<tr>
<td></td>
<td>Efficiency of Clinic Operations</td>
<td>New measure 2020; change since last assessment not available</td>
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<td>Personal Resilience</td>
<td>Minimal Sleep-Related Impairment</td>
<td>0.09</td>
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<tr>
<td></td>
<td>Self-Valuation</td>
<td>0.11</td>
</tr>
<tr>
<td></td>
<td>Minimal Negative Impact of Work on Personal Relationships</td>
<td>0.06</td>
</tr>
</tbody>
</table>

^a Benchmark mean

- **Strength:** ≥0.2 standard deviations favorable to last assessment
- **Neutral:** within <0.2 standard deviations of last assessment
- **Opportunity for Improvement:** ≥0.2 standard deviations unfavorable to last assessment
Stanford Physician Wellness Survey Data 2020
Pediatrics Divisional Report
## Division Reports – Compared to National Consortium

- **16 divisions**
- **2020 benchmark is national mean**
- **Arrows indicate trend compared to 2019 division data**

<table>
<thead>
<tr>
<th>Response Rate (overall 84%)</th>
<th>Professional Fulfillment</th>
<th>Burnout</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dept mean 6.6</td>
<td>Dept mean 2.91</td>
</tr>
<tr>
<td></td>
<td>PWAC benchmark 6.68</td>
<td>PWAC benchmark 2.65</td>
</tr>
<tr>
<td></td>
<td>cut-point 7.5</td>
<td>cut-point 3.325</td>
</tr>
<tr>
<td>75%</td>
<td>7.29 ↑</td>
<td>2.67 ↓</td>
</tr>
<tr>
<td>71%</td>
<td>7.23 ↑</td>
<td>2.43</td>
</tr>
<tr>
<td>90%</td>
<td>7.00</td>
<td>2.49</td>
</tr>
<tr>
<td>82%</td>
<td>6.97 ↑</td>
<td>2.95</td>
</tr>
<tr>
<td>100%</td>
<td>6.82</td>
<td>2.31</td>
</tr>
<tr>
<td>90%</td>
<td>6.68</td>
<td>2.70 ↓</td>
</tr>
<tr>
<td><strong>84%</strong></td>
<td><strong>6.60</strong></td>
<td><strong>2.91</strong></td>
</tr>
<tr>
<td>100%</td>
<td>6.56</td>
<td>2.72</td>
</tr>
<tr>
<td>85%</td>
<td>6.47</td>
<td>2.86</td>
</tr>
<tr>
<td>73%</td>
<td>6.44</td>
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</tr>
<tr>
<td>100%</td>
<td>6.30</td>
<td>4.03</td>
</tr>
<tr>
<td>91%</td>
<td>6.24</td>
<td>3.10 ↑</td>
</tr>
<tr>
<td>100%</td>
<td>6.19 ↓</td>
<td>2.50 ↓</td>
</tr>
<tr>
<td>80%</td>
<td>6.09 ↓</td>
<td>3.81 ↑</td>
</tr>
<tr>
<td>60%</td>
<td>6.02</td>
<td>3.47 ↑</td>
</tr>
<tr>
<td>91%</td>
<td>5.93 ↓</td>
<td>3.49 ↑</td>
</tr>
<tr>
<td>100%</td>
<td>5.83</td>
<td>3.96 ↑</td>
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</table>
## Division Reports – Change over Time (2019)

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Alignment</th>
<th>Teamwork</th>
<th>EHR</th>
<th>Clinical Operations</th>
<th>Mitigate Sleep-related Impairment</th>
<th>Self-valuation</th>
<th>Impact on Personal Relationships</th>
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<tr>
<td>0.11</td>
<td>0</td>
<td>0.32</td>
<td>0.20</td>
<td>--</td>
<td>0.16</td>
<td>0.4</td>
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<td>0.65</td>
<td>-0.39</td>
<td>0.09</td>
<td>0.28</td>
<td>--</td>
<td>-0.03</td>
<td>-0.20</td>
<td>-0.03</td>
</tr>
<tr>
<td>0.08</td>
<td>0.47</td>
<td>1.44</td>
<td>0.99</td>
<td>--</td>
<td>0.05</td>
<td>-0.23</td>
<td>0.30</td>
</tr>
<tr>
<td>0.11</td>
<td>0.02</td>
<td>0.31</td>
<td>0.55</td>
<td>--</td>
<td>0.27</td>
<td>0.29</td>
<td>0.43</td>
</tr>
<tr>
<td>0.42</td>
<td>-0.08</td>
<td>-0.74</td>
<td>0.07</td>
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<td>0.12</td>
<td>-0.07</td>
<td>-0.2</td>
</tr>
<tr>
<td>0.16</td>
<td>0.47</td>
<td>0.08</td>
<td>0.68</td>
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<td>0.16</td>
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<td>-0.03</td>
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<tr>
<td>0.93</td>
<td>-0.17</td>
<td>0.31</td>
<td>-0.06</td>
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<td>-0.02</td>
<td>0.45</td>
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<td>-1.26</td>
<td>0.32</td>
<td>0.72</td>
<td>0.9</td>
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<td>0.37</td>
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<tr>
<td><strong>0.15</strong></td>
<td><strong>-0.06</strong></td>
<td><strong>0.12</strong></td>
<td><strong>0.25</strong></td>
<td>--</td>
<td><strong>0.09</strong></td>
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<td><strong>0.06</strong></td>
</tr>
<tr>
<td>0.12</td>
<td>-0.15</td>
<td>-0.03</td>
<td>0.21</td>
<td>--</td>
<td>-0.45</td>
<td>-0.23</td>
<td>-0.43</td>
</tr>
<tr>
<td>0.15</td>
<td>-0.64</td>
<td>-0.27</td>
<td>0.60</td>
<td>--</td>
<td>-0.80</td>
<td>0</td>
<td>0.04</td>
</tr>
<tr>
<td>0.39</td>
<td>0.03</td>
<td>0.06</td>
<td>0.44</td>
<td>--</td>
<td>0.11</td>
<td>0.11</td>
<td>-0.1</td>
</tr>
<tr>
<td>-0.14</td>
<td>-0.72</td>
<td>-1.89</td>
<td>-0.3</td>
<td>--</td>
<td>0.30</td>
<td>-0.23</td>
<td>0.05</td>
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<tr>
<td>0.48</td>
<td>-0.09</td>
<td>0.33</td>
<td>0.02</td>
<td>--</td>
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<td>--</td>
<td><strong>0.74</strong></td>
<td><strong>-0.42</strong></td>
<td><strong>0.41</strong></td>
</tr>
<tr>
<td>0.01</td>
<td>0.22</td>
<td>-0.07</td>
<td>-0.46</td>
<td>--</td>
<td>0.2</td>
<td>0.11</td>
<td>0.35</td>
</tr>
</tbody>
</table>
Create a working group of Wellness Champions representing each division, supported and dedicated to addressing professional fulfillment

2020 Goals:

- Review division-specific 2019 Wellness Survey data with Champions & Chiefs
- Establish biannual Champion retreats to develop our professional fulfillment program in the Department of Pediatrics
  - Discuss common themes
  - Share best practices
  - Develop shared solutions
  - Develop annual department goals around professional fulfillment
Pediatric Wellbeing Champions

Jonathan Avila
Adolescent Med
Joseph Hernandez
Allergy/Immunology
Ritu Asija
Cardiology
Beth Kaufmann
Cardiology
Daniel Tawfik
Critical Care Med
Lynne Huffman
Developmental-Behavioral
Monica Grover
Endocrinology

Marwa Abu El Haija
Gastroenterology
Lindsay Stevens
General Pediatrics
Dena Matalon
Genetics
Jessica Gold
Hospitalist Med
Xin She
Hospitalist Med

Hayley Gans
Infectious Disease
Lisa Bain
Neonatology
Ritu Chitkara
Neonatology
Cynthia Wong
Nephrology
Caroline Okorie
Pulmonary Med
Joyce Hsu
Rheumatology
Wellbeing Champions Promoting Wellness

Lisa Bain  Neonatology
Ritu Chitkara  Neonatology
Marwa Abu El Haija  Gastroenterology  Caroline Okorie  Pulmonary Med
Jessica Gold  Hospitalist Med  Xin She  Hospitalist Med
Key Takeaways & Next Steps

• Overall professional fulfillment and burnout have remained relatively stable in comparison to 2019
• Key driver domains have shown some improvement despite challenges in the past year
• Impact of the pandemic, social injustices, and other stressors on individuals may be distinctly different from the overall department and division experience
• We remain committed to supporting each division and each individual

1. Distribute division survey results
2. Meet with Division Chiefs & Wellbeing Champions to discuss results (April/May)
3. Present survey results to each division at faculty/division meetings (May/June)
4. Work with Wellbeing Champions to develop 2021-2022 goals for each division
Pediatric Wellbeing Champions

Jonathan Avila
Adolescent Med

Joseph Hernandez
Allergy/Immunology

Ritu Asija
Cardiology

Beth Kaufmann
Cardiology

Daniel Tawfik
Critical Care Med

Lynne Huffman
Developmental-Behavioral

Monica Grover
Endocrinology

Marwa Abu El Haija
Gastroenterology

Lindsay Stevens
General Pediatrics

Dena Matalon
Genetics

Ami Shah
Hem/Onc & SCTRM

Jessica Gold
Hospitalist Med

Xin She
Hospitalist Med

Hayley Gans
Infectious Disease

Lisa Bain
Neonatology

Ritu Chitkara
Neonatology

Cynthia Wong
Nephrology

Joyce Hsu
Rheumatology

Thank You
Key Driver Definitions

Organizational Culture of Wellness:

- Supportive Leadership Behaviors: Behaviors of immediate leader on measurable and actionable characteristics of leadership (career development conversations, empowerment, respect, feedback & coaching, recognition, updates on organizational changes)

- Organizational/Personal Values Alignment: Perceived alignment between values of employing organization and personal values toward a common goal

- Teamwork Climate: Quality of collaboration within their teams.

Organization Culture of Wellness:

- Positive EHR Experience: Perceived helpfulness of the EHR

- Efficiency of Clinical Operations: Operational inefficiencies with respect to high quality patient care, timely start and end of patient care activities, tasks that could be performed by other team members, patient data not reliably available, schedules making it difficult to complete patient care tasks and documentation, unpredictable or chaotic clinical environment

Personal Resilience:

- Minimal Sleep-Related Impairment: Perception of low alertness, sleepiness, tiredness and associated functional impairments

- Self-Valuation: Prioritization of personal wellbeing (sleep, exercise, nutrition, rest) with a growth mindset seeking to learn and improve as a response to imperfections/errors

- Minimal Negative Impact of Work on Personal Relationships: Satisfaction with work-life integration