• Current state
  – 2019 SOM Wellness Survey results
  – 2019 Focus group results
• Recommendations & action plan
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.
Historical Timeline

2011
- Medical Staff Wellness Committee formed

2012
- WellMD website launched

2013
- 1st Physician Wellness Survey

2015
- Dean's Task Force on Physician Wellness recommends formation of center

2016
- WellMD Center formed
- Model of Professional Fulfillment developed

2017
- Dr. Tait Shanafelt 1st Chief Wellness Officer

2018
- WellMD Director's Council formed

2019
- Dr. Christy Sandborg SCH Chief Experience Officer
Stanford Physician Wellness Survey Data 2019

Pediatrics Report
Thank you!

We appreciate your input!

- Survey period: April 1, 2019 - May 13, 2019
- Respondents: 275/378 (73%)
Core Survey Metrics

Validated measures of:
- Burnout
- Professional Fulfillment
- Physician Task Load
- Leadership Behaviors
- Sleep-related Impairment
- Self-valuation

Additional measures of:
- Impact of Work on Personal Relationships
- EHR Experience
- Values Alignment
- Expressed Gratitude
Understanding Our Report

LEGEND:

- **Benchmark** mean
- **Strength:** ≥0.2 standard deviations favorable to benchmark standard
- **Neutral:** within <0.2 standard deviations of benchmark standard
- **Opportunity for Improvement:** ≥0.2 standard deviations unfavorable to benchmark standard
OUTCOME MEASURES

• Professional Fulfillment
  • Satisfaction, self-efficacy, meaningfulness, self-worth, and happiness at work
• Burnout
  • Emotional & work exhaustion
  • Interpersonal disengagement

RESULTS

Survey Parameters

-0.07 change from 2016 (ES= -0.04)

Higher score favorable

Benchmark mean 6.68

Data for same specialty at peer academic institutions

-0.14 change from 2016 (ES= -0.09)

Lower score favorable

Benchmark mean 2.65
## Organizational Culture of Wellness

### DRIVERS: MEASURES AND RESULTS

<table>
<thead>
<tr>
<th>Measure</th>
<th>Department Results</th>
<th>Compared to Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership Behaviors</strong></td>
<td>0.24</td>
<td></td>
</tr>
<tr>
<td><strong>Values Alignment</strong></td>
<td>0.15</td>
<td></td>
</tr>
<tr>
<td><strong>Expressed Gratitude</strong>*</td>
<td>-0.09</td>
<td></td>
</tr>
<tr>
<td><strong>Limit Impact of Work on Personal Relationships</strong>*</td>
<td>0.08</td>
<td></td>
</tr>
</tbody>
</table>

- **Leadership Behaviors**: Assessment of leadership behavior of physicians’ immediate supervisors
- **Values Alignment**: Alignment of organizational and personal values toward a common goal
- **Expressed Gratitude**: The degree to which physicians express their gratitude for colleagues at work
- **Impact of Work on Personal Relationships**: The degree to which a physicians’ work has adversely affected their personal relationships

**Benchmark mean**

- **Strength**: ≥0.2 standard deviations favorable to benchmark standard
- **Neutral**: within <0.2 standard deviations of benchmark standard
- **Opportunity for Improvement**: ≥0.2 standard deviations unfavorable to benchmark standard
Organizational Efficiency of Practice

DRIVERS: MEASURES AND RESULTS

Department Results Compared to Benchmark

EHR Experience

EHR Experience: Perceived EHR helpfulness

Optimize Physician Task Load*

Physician Task Load: Collective work burden on a typical day: mental & physical demands, time pressure, effort required for work performance

Benchmark

Strength: ≥0.2 standard deviations favorable to benchmark standard

Neutral: within <0.2 standard deviations of benchmark standard

Opportunity for Improvement: ≥0.2 standard deviations unfavorable to benchmark standard
Personal Resilience

**DRIVERS: MEASURES AND RESULTS**

<table>
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**Sleep-Related Impairment**

- **Strength:** ≥0.2 standard deviations favorable to benchmark standard
- **Neutral:** within <0.2 standard deviations of benchmark standard
- **Opportunity for Improvement:** ≥0.2 standard deviations unfavorable to benchmark standard

- **Benchmark** mean
- **Sleep-related Impairment:** Sleepiness, fatigue, and functional impairments due to inadequate or disturbed sleep

- **Self-valuation:** Attention to self-care and growth-mindset response to personal imperfections and errors (versus self-condemnation)
### Division Reports (n=17)

<table>
<thead>
<tr>
<th>Response Rate (overall 73%)</th>
<th>Professional Fulfillment (mean 6.49)</th>
<th>Burnout (mean 2.73)</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>5.76</td>
<td>2.79</td>
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<td>73%</td>
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“If there were one thing your department could do to improve the well-being of the physicians in the department, what would it be?”
## Departmental Opportunities to Improve Well-being

### Culture of Wellness

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Alignment</th>
<th>Impact on Personal Relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Emphasize a “yes” culture</td>
<td>• Recognition of clinical effort &amp; successes</td>
<td>• Financial security</td>
</tr>
<tr>
<td>• Support wellness efforts</td>
<td>• Recognition of citizenship efforts</td>
<td>• Schedule flexibility</td>
</tr>
<tr>
<td>• Cultivate leadership and career development for faculty</td>
<td>• More focus on quality &amp; success, less on rankings &amp; RVUs</td>
<td>• Child-care resources</td>
</tr>
<tr>
<td>• Ensure psychologically safe &amp; respectful environment</td>
<td>• Value ambulatory care and faculty not on main campus</td>
<td>• Meeting structure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Email etiquette</td>
</tr>
</tbody>
</table>

---
# Departmental Opportunities to Improve Well-being

## Efficiency of Practice

<table>
<thead>
<tr>
<th>EHR</th>
<th>Task Load</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Physician-friendly/efficient EHR</td>
<td>- Improve commuting and parking challenges</td>
</tr>
<tr>
<td>- Improving Help Desk &amp; EPIC modification turnaround times</td>
<td>- Provide adequate staff despite variable census</td>
</tr>
<tr>
<td></td>
<td>- Reduce non-physician work</td>
</tr>
<tr>
<td></td>
<td>- Develop highly effective teams</td>
</tr>
<tr>
<td></td>
<td>- Provide professional billing services</td>
</tr>
<tr>
<td></td>
<td>- Provide a scribe program</td>
</tr>
<tr>
<td></td>
<td>- Provide space for work</td>
</tr>
</tbody>
</table>
# Departmental Opportunities to Improve Well-being

## Personal Resilience

- Quiet space
- Healthy snacks
- Exercise facility
- Practicing wellness and self-compassion in daily routines
- Social events to build camaraderie
Faculty Professional Fulfillment
Pilot Focus Groups

Felice Su, MD – Wellbeing Director, Department of Pediatrics
Marisa (Mimi) Albert MPH - Program Director, Medical Affairs
Sarah Hilgenberg, MD – Clinical Associate Professor Hospitalist Medicine
Pilot Focus Groups

Thank you!

March – June 2019
Faculty Volunteers
Pilot Focus Groups

Engagement Question
What motivates you to come to work every day?

Exploration Questions
If you could ask for something that would help ease your stress at work, what would it be?

How can you improve presence in the moment both at work and outside of work?

When you think about times in your day when you have or don’t have flexibility, when are those times?

How can we leverage people’s individual flexibility?

What are the barriers to having control over how time is spent?

When you think about times when your energy is spent, what did you want most in that moment in time?
Key Take-Away Points

Quick Action and CPR Saves Local Teen After Sudden Cardiac Arrest

September 27, 2019 | Mia Brozovich Nacke
Key Take-Away Points

• Each division has unique strengths and opportunities
• Some common themes exist across divisions
• Strengths of one division may be a weakness/opportunity in another
• Many wellness efforts are occurring within divisions with opportunities to share
## Culture of Wellness

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Leadership role models wellness and supports development of wellness plans</td>
<td>• Recognize clinical efforts</td>
</tr>
<tr>
<td>• Department is keeping people feeling connected</td>
<td>• Ensure psychologically safe environment</td>
</tr>
<tr>
<td>• Hospital administration is engaged</td>
<td>• Provide empowerment</td>
</tr>
<tr>
<td>• Work is aligned and personalized</td>
<td>• Role-model wellness</td>
</tr>
<tr>
<td>• Recognition at all levels</td>
<td>• Transparent allocation of SOM resources &amp; hospital funding</td>
</tr>
<tr>
<td>• Schedule flexibility</td>
<td>• Value teaching and overnight clinical effort (in contrast to RVU-based clinical effort)</td>
</tr>
<tr>
<td></td>
<td>• Set boundaries and expectations for meetings and emails</td>
</tr>
</tbody>
</table>
## Efficiency of Practice

<table>
<thead>
<tr>
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</tr>
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</table>
| • Well-coordinated clinics  
• Improvement in policy implementation  
• High-functioning administrative support allows faculty to focus on their job function  
• Block time allowing for reduced time wasted | • Address commuting & parking challenges  
• Reduce administrative bureaucracy in clinical workflows  
• Address EHR requirements  
• Reduce time spent on non-physician work  
• Optimize utilization of existing resources to reduce cognitive load  
• Improve access to clinical data for improvement projects |
## Personal Resilience

<table>
<thead>
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<td>• Food/coffee at meetings</td>
<td>• On-site wellness resources</td>
</tr>
<tr>
<td>• Peer &amp; SAF Team support</td>
<td>• Promote self-compassion &amp; self-care</td>
</tr>
<tr>
<td>• Faculty are receiving gratitude</td>
<td>• Personalization of the workspace</td>
</tr>
<tr>
<td></td>
<td>• Social events to develop camaraderie within division</td>
</tr>
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</table>

Discussion

Does this report reflect the experience of our department?

• What resonates?
• What seems inaccurate?
• What is missing?
Primary Recommendation

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
• Champions to develop division-specific goals
• Awareness & recognition for current divisional/departmental wellness efforts
• Establish biannual Champion retreats to develop our professional fulfillment program in the Department of Pediatrics
  o Discuss common themes
  o Share best practices
  o Develop shared solutions
  o Develop annual department goals around professional fulfillment
Other Opportunities

Engage frontline providers in program development & goal deployment

Increase recognition for clinical successes

Best practices for meetings
  o Timely, clustered, during business hours, food, call-in option, 10 minutes for transit, provide summaries, consideration for overnight service

Best practices for texting & emails
  o Time non-urgent emails to send during business hours Monday-Friday
  o Guidelines for texting providers on-service regarding non-clinical notifications
Other Opportunities

Optimize EHR workflows and reduce unnecessary documentation requirements thru partnership with Clinical Informatics and Operational Leadership

Streamline information service across Stanford Medicine (wifi, email, helpdesk, etc.) with ongoing IT User Experience collaborative efforts

Leverage rideshare contracts
Other Opportunities

Center for Academic Medicine (CAM) with 830 parking spaces & exercise facility across from LPCHS
Optimize utilization of clinical resources and reduce non-physician work
Improve awareness and access to Professional Development Leave / Sabbatical
Other Opportunities

Develop tools to practice self-compassion

Utilization of off-stage white space for tips & reminders

Create opportunities for all-inclusive events to build camaraderie
FY20 Action Plan Timeline

**NOV**
- Department Wellness Survey results presented at Faculty Meeting

**DEC**
- Division Well-being Champions identified

**JAN-FEB**
- Division-level Wellness Survey results reviewed with Chiefs & Wellbeing Champions

**MAR-APR**
- Division-level Wellness Survey results shared within divisions

**MAY**
- Division Well-Being Champion Retreat
Thank You