

A nighttime photograph of the Golden Gate Bridge in San Francisco, California. The bridge's towers and suspension cables are illuminated, and the city lights of San Francisco are visible in the background across the water. The sky is a deep blue, and the water reflects the lights.

Healing For The Medical Profession: Our Path Forward

Diane Sliwka, MD
Chief Physician Experience Officer
UCSF Health
February 11, 2020



Describe a Time You Felt Fulfillment, Pride or Meaning in Your Work

Road Map

- The Problem
- The System
- Our Selves



The Problem



54% of physicians report signs of burnout > matched controls in other professions

Shanafelt TD, Boone S, Tan L, et al. Burnout and Satisfaction with Work-Life Balance Among U.S. Physicians Relative to the General U.S. Population. *Arch Intern Med* 2012;172:1377-85.

Shanafelt et al, Changes in Burnout and Satisfaction With Work-Life Balance in Physicians and the General US Working Population Between 2011 and 2014, *Mayo Clinic Proceedings*, 2015

Developing Medical Educators of the 21st Century, San Francisco CA Feb 10-12, 2020

Negative Outcomes Associated with Physician Burnout

Patient level effects

- **Poor doctor-patient communication** (Travado 2005, Ratanawongsa 2008)
- **Increased medical errors and suboptimal patient care** (Shanafelt 2002, West 2006, Williams 2007, West 2009, Shanafelt 2010, Hall 3016)
 - In a study of 7905 surgeons
 - Each ↑ 1 pt depersonalization = ↑ 11% self-reported medical error
 - Each ↑ 1 pt emotional exhaustion = ↑ 5% self-reported medical error
- **Reduced patient satisfaction** (Halbesleben 2008, Argentero 2008, Anagnostopoulos 2012)
- **Increased unsolicited patient complaints** (Windover 2018)

Negative Outcomes Associated with Physician Burnout

Organization level effects

- **Decreased productivity** (Dewa 2014, Shanafelt 2014, Shanafelt 2016)
 - In a longitudinal study at the Mayo Clinic (n=2500), each 1 point increase in emotional exhaustion was associated with a 43% higher likelihood of a reduction in professional effort over the next 24 months (odds ratio 1.43; 95% CI, 1.23-1.67; p<0.001)
- **Intention to turnover** (Shanafelt, 2014, Azan 2017)
 - In a study of 1145 physicians at Cleveland Clinic turnover doubled among physicians with emotional exhaustion
- **Cost: Estimated \$250, 000/physician**

Negative Outcomes Associated with Physician Burnout

Physician level effects

- Increased alcohol abuse and dependence (Oreskovich 2015)
- Increased suicidal ideation (Dyrbye 2008, Shanafelt 2011, Wall 2014)
- Reduced job satisfaction (Ramirez 1996, Keeton 2007, Krueger 2017)
- Reduced empathy (West 2006, Thomas 2007)
- **Disruptive behavior** (Brown 2009)
- Impaired work life balance (Shanafelt 2012)



The System



AlwaysAshley
@AshleyFrankly



Prior authorizations be like:

My doctor: You need this medicine.

Dr to pharmacy: She needs this medicine.

Pharmacy to insurance: Her doctor says she needs this medicine.

Insurance: Does she though? Let's ask her doctor.

7:32 PM · 12/10/19 · [Twitter for iPhone](#)

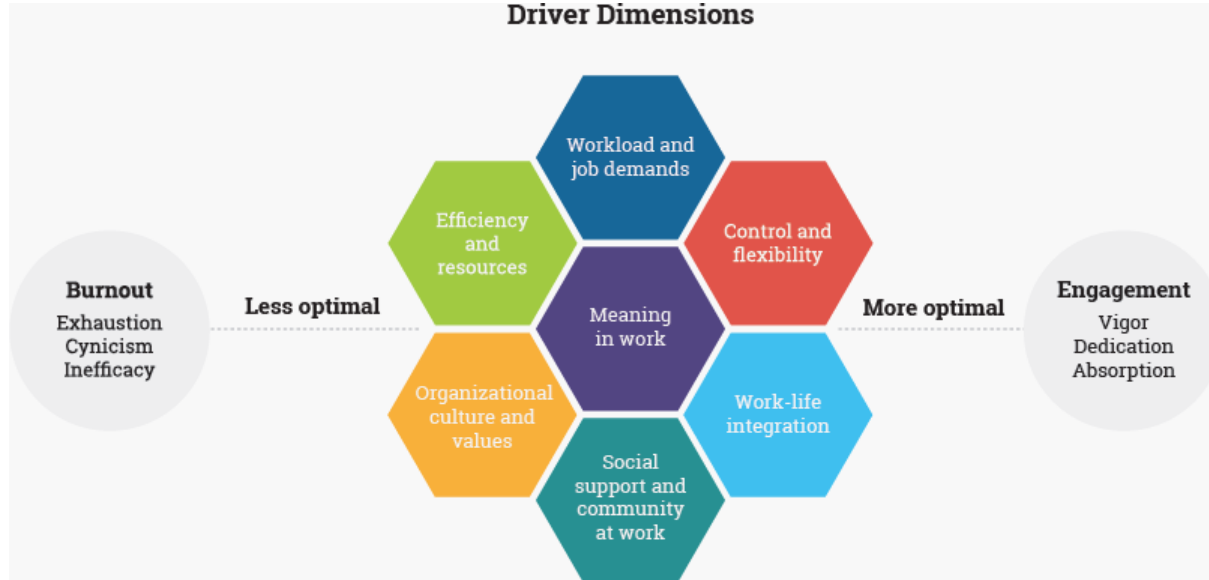


“...across sites, learning in both the inpatient and outpatient setting is frequently compromised by excessive workload, time pressures, space constraints and workflow inefficiencies.”

LACE (Learning and Caring Environment) Report UCSF Dept of Medicine

Sandrijn Van Schaik, MD, PhD

Drivers of Burnout and Engagement



**Doctors Aren't Burned Out,
They are Morally Injured**

A Model

Clinical Efficiency and Resources

- EHR usability
- Scheduling
- Documentation
- Team Based Care
- OR Turnaround Times
- Staffing of physicians and support staff (amount and quality)

Culture

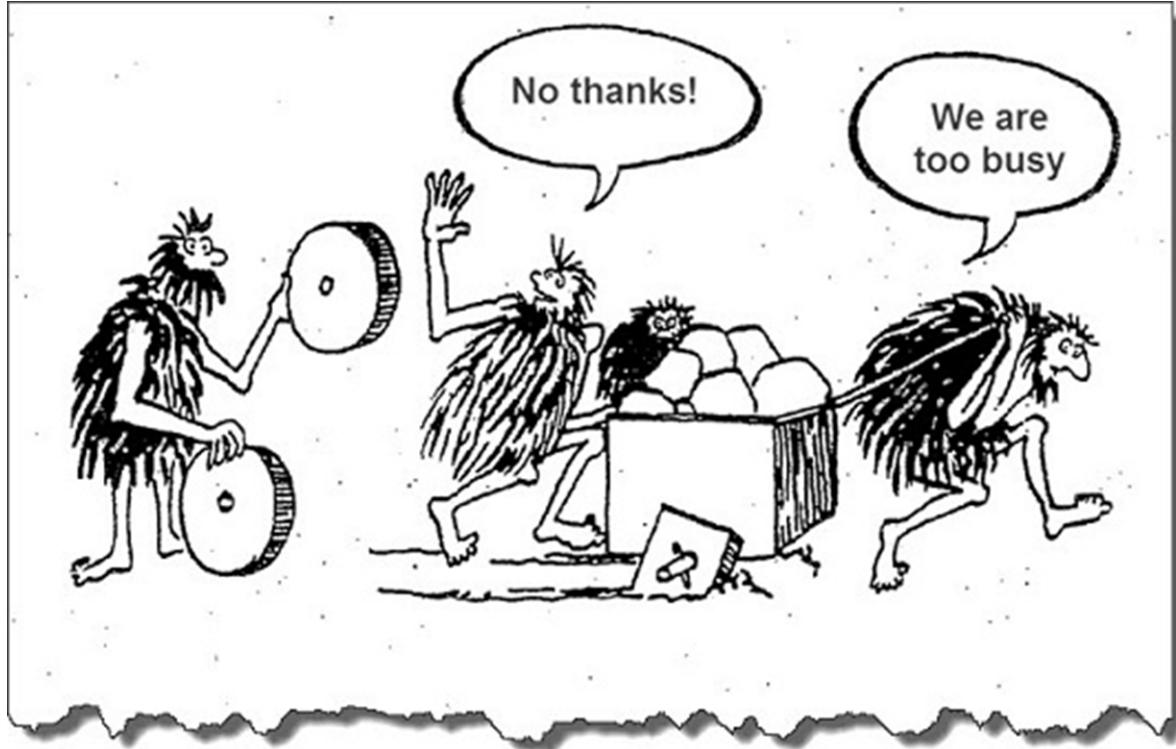
- Leadership
- Values Alignment
- Influence over Work (Voice/Input)
- Meaning/Purpose
- Community/Collegiality
- Peer Support
- Appreciation
- Flexibility
- Culture of Compassion
- Communication
- Family Friendly Policies

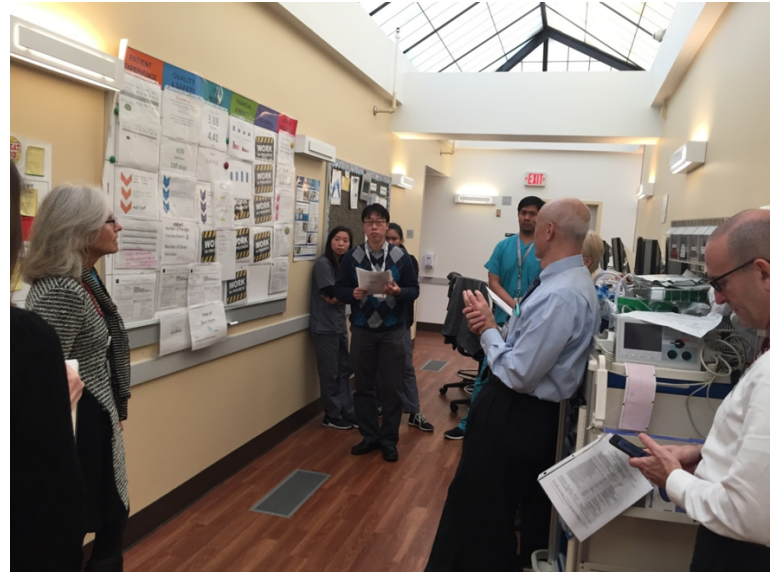
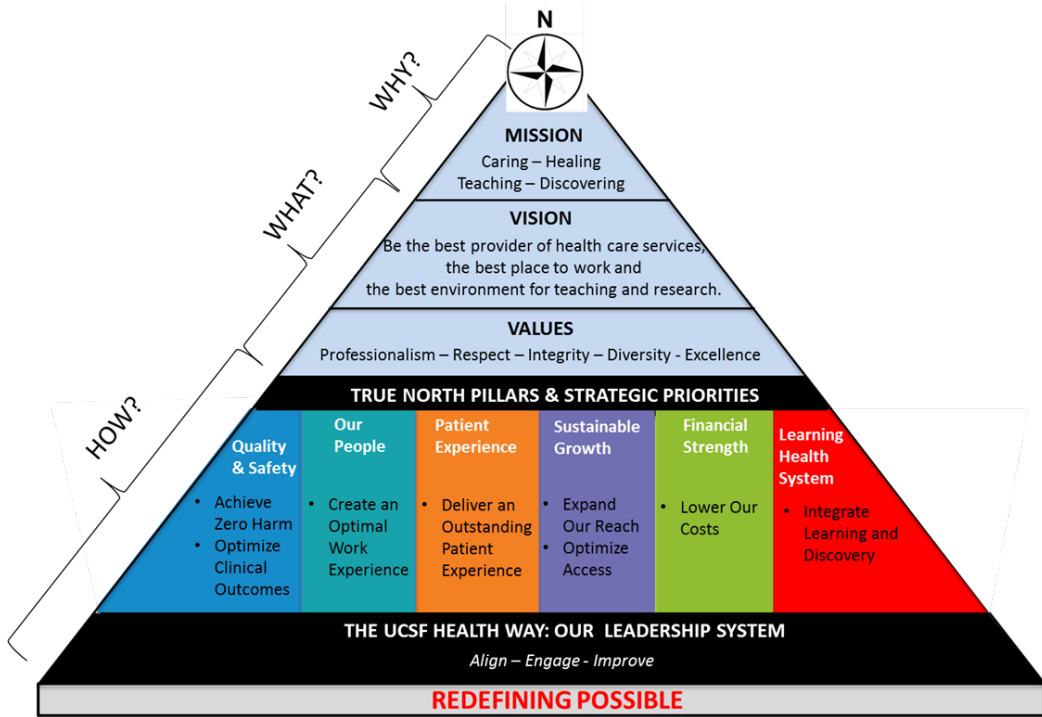


Personal Resilience

- Self care (sleep, exercise, nutrition)
- Self compassion
- Meaning in work
- Work life integration
- Social Support
- Cognitive/Emotional Flexibility
- Practices (mindfulness, gratitude, prosocial behaviors)









“Searching for the magic bullet that will make everything well immediately is a distracting waste of resources. Adapting is a game of singles, not home runs.”



*Caring for
the Caregiver*

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What has improved your work experience in the last year?

“Nothing has improved.”

UCSF Faculty Annual Work Experience Survey

One Good Thing

Improving the Work Experience at UCSF

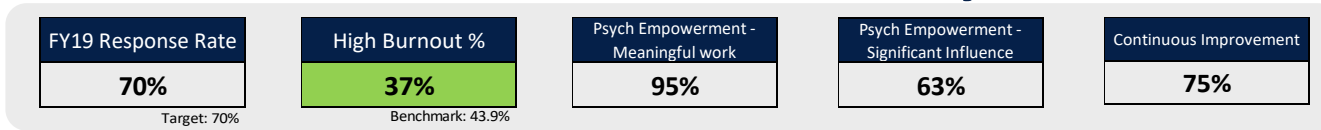
Issue 68

To make our True North "Our People" efforts more visible at UCSF, this communication provides a highlight of one enhancement, story or tip intended to improve the work experience for clinicians and faculty at UCSF Health.

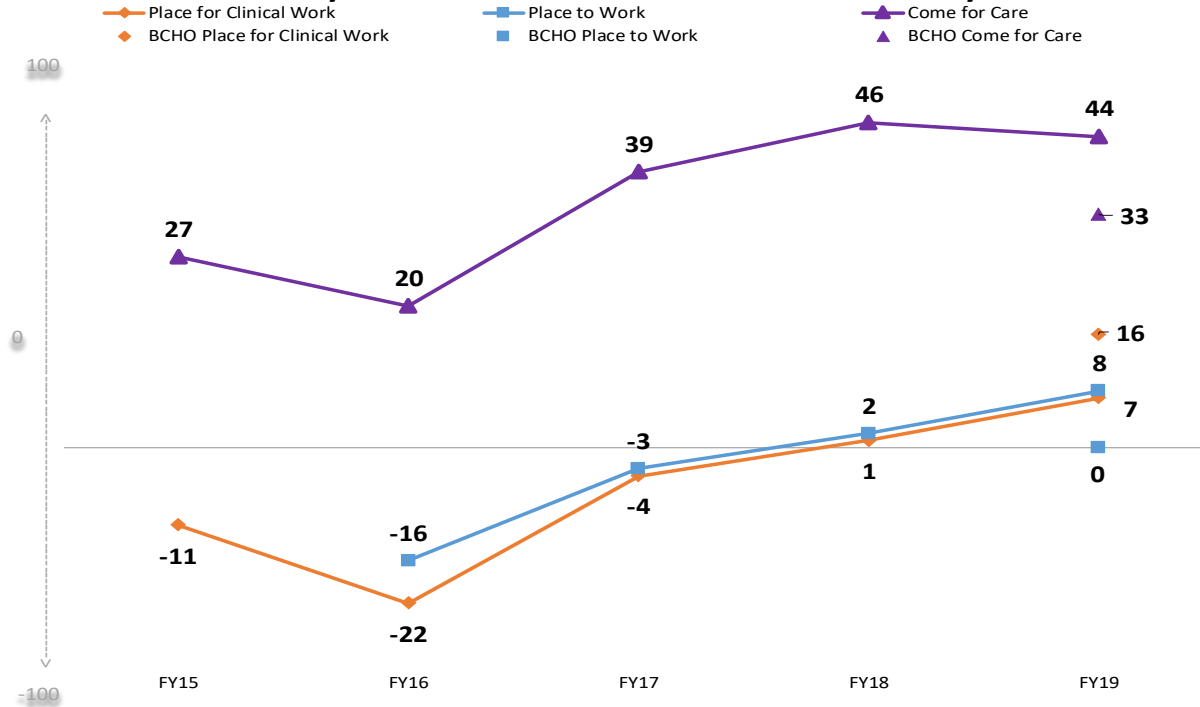


UCSF Health currently contracts with Scribe America and Augmedix, and now newly with Robin. The remote scribe services work through devices like the one above which are installed in exam rooms and physician work spaces. This device sends an audio/visual recording to Robin's human scribes.

UCSF Health - West Bay



UCSF Physician NPS for 3 Recommend Questions by Year



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Trend lines refer to West Bay UCSF Health Experience, while single dots represent the BCH Oakland Experience. The change is statistically significant for FY19 vs.18 for West Bay "place to work" and "place for clinical work" but not for "place to come for care." By removing the 17 BCH Oakland based providers who work in West Bay, the West Bay clinical NPS changes from +7 to +6. By removing the 82 West Bay based providers who work at BCH Oakland, the BCH Oakland clinical NPS changes from +16 to +26, overall work from 0 to +4 and come for care from +33 to +49.

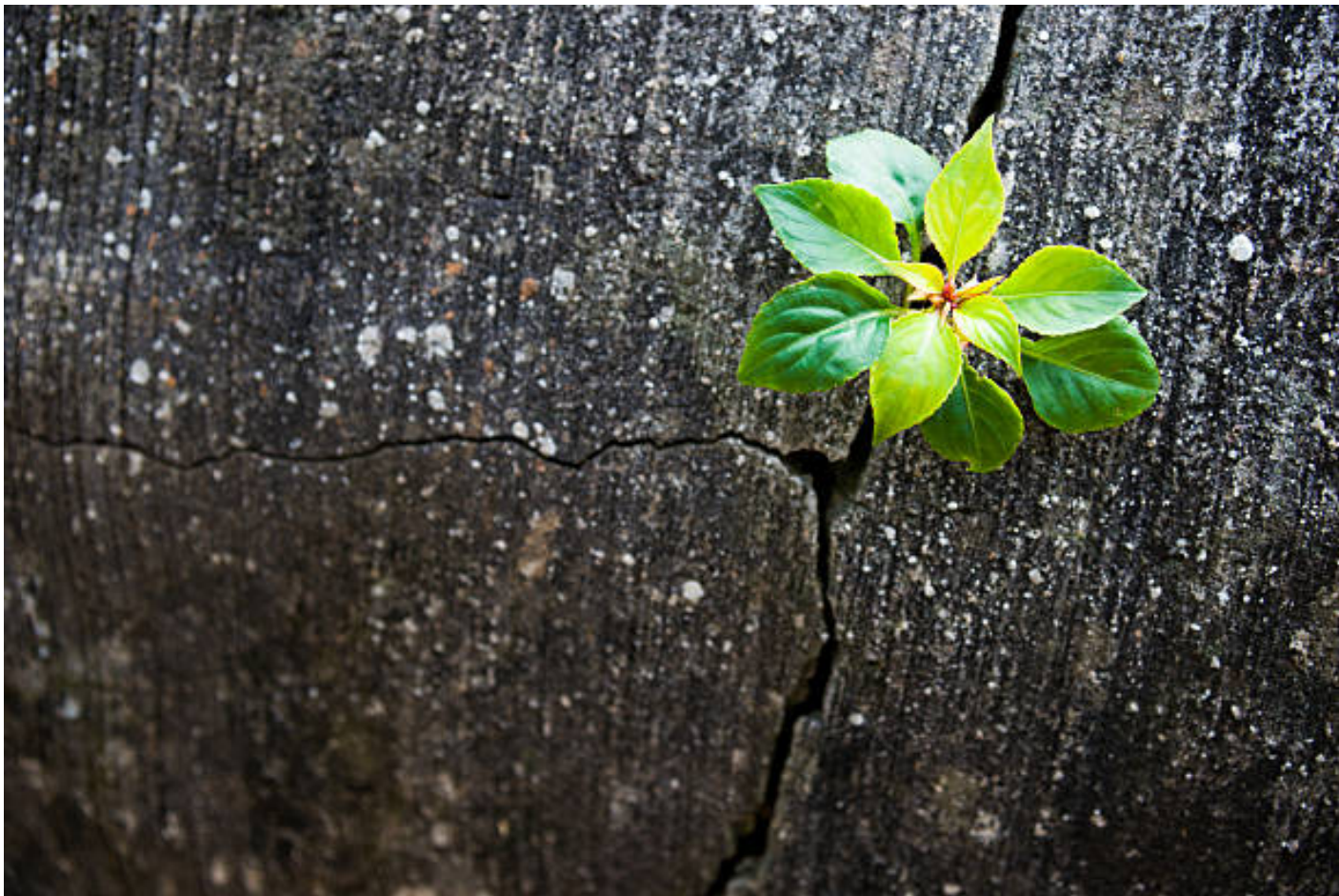
Our Selves



“Learners also report that despite mention of the importance of self-care, they do not see this modeled much which makes them hesitant to make time for this themselves.”

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Sandriijn Van Schaik, MD, PhD and UCSF Center for Faculty Educators




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Resilience

Our Super Power





Share one personal practice you have used that has improved your well being with your work. How has it helped?



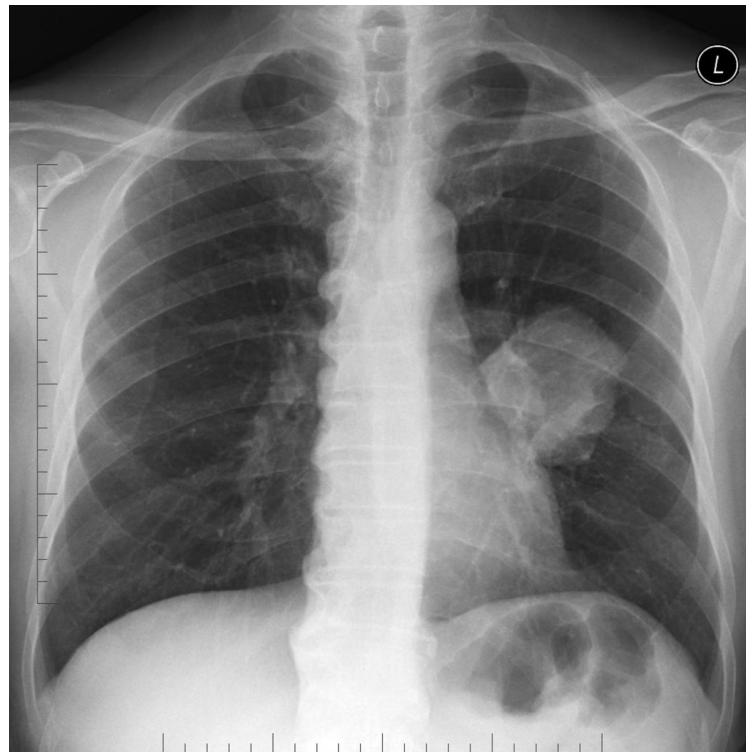
The glass isn't
half full or half
empty.

The glass is
refillable.

Gratitude



“Where’s the Lesion?”



Attention



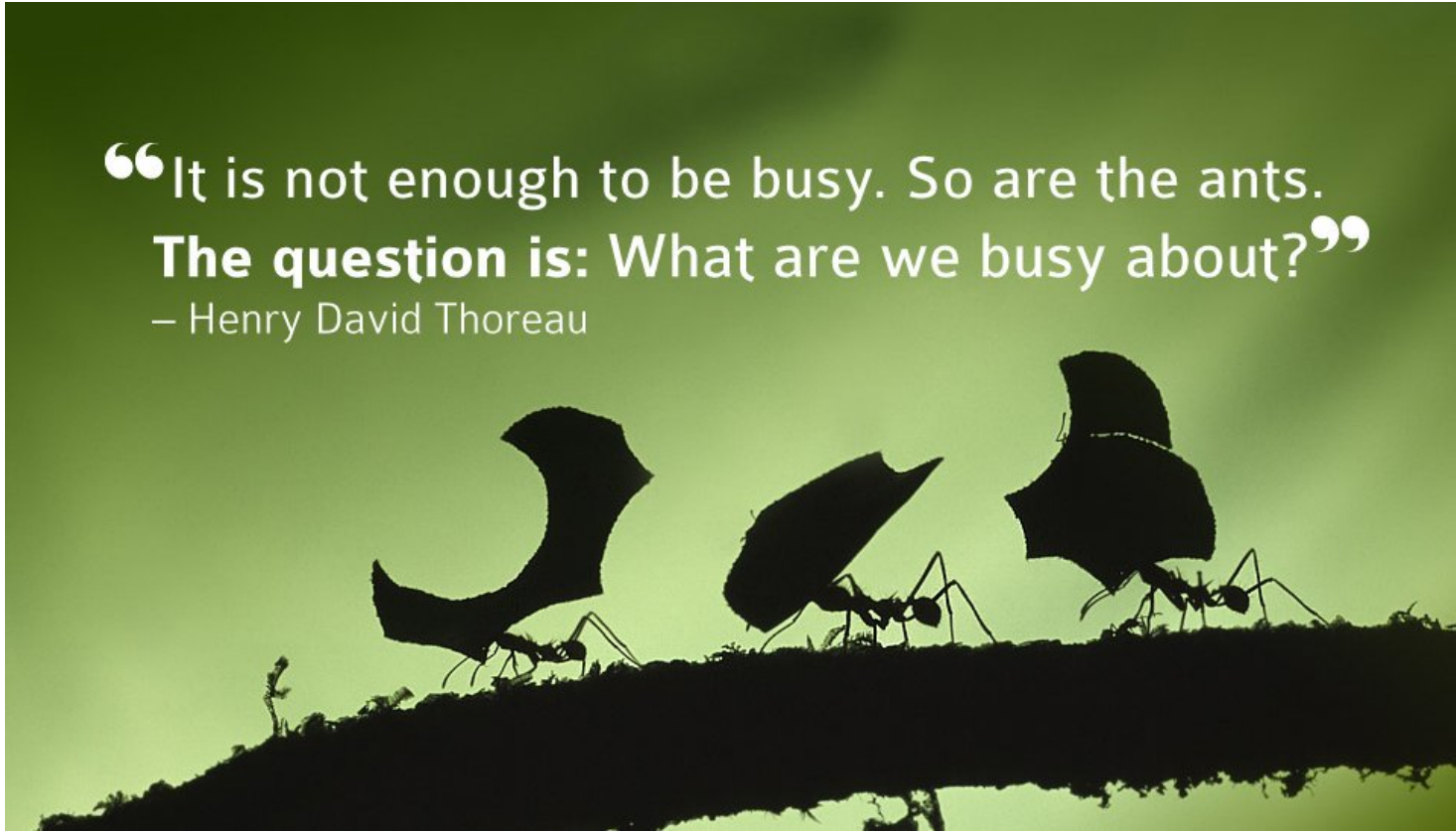


“.... (trainees) encounter a lot of suffering and problems among their patients that are difficult to solve, and have limited time and support to reflect and process these.”

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“It is not enough to be busy. So are the ants.
The question is: What are we busy about?”
– Henry David Thoreau



Connection



Communication Skills for Advocacy



Write one SMART objective that you can implement this week to improve your well-being.

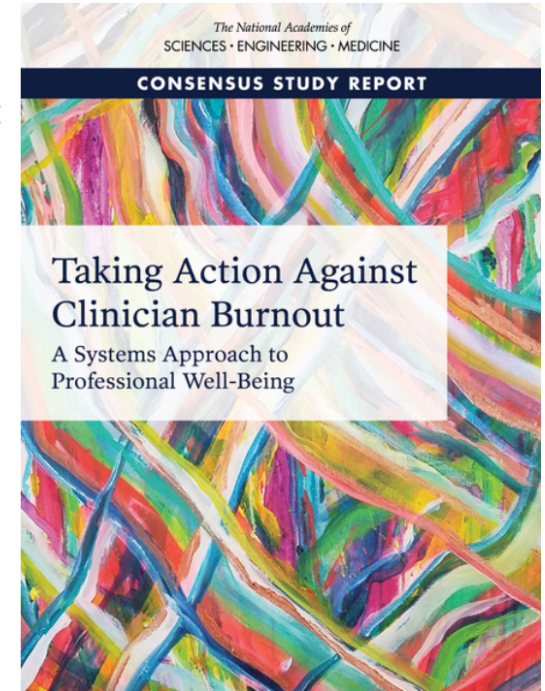
Resources

[National Academy of Medicine Clinician Well Being Hub](#) and report

The Charter on Physician Well Being, Larissa Thomas, et.al.

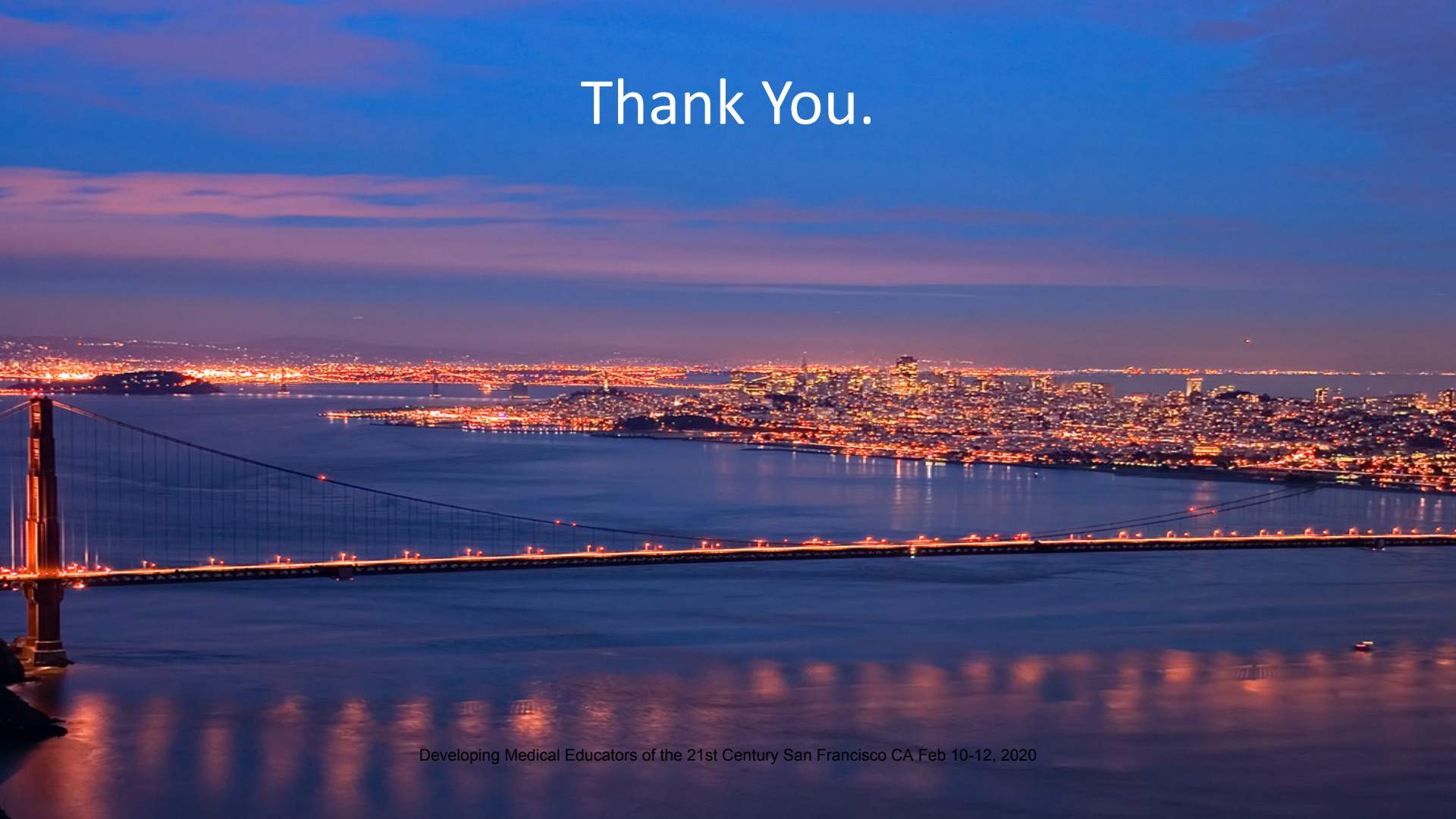
The Happiness Equation, Neil Pasricha

The Wise Heart, Jack Kornfield





Thank You.



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