

Physician Wellness Program Framework

Introduction

Physician burnout is a growing problem in Texas and the United States. In a recent survey completed by the Physicians Foundation, 78 percent of physicians nationwide said they sometimes, often or always experience feelings of burnout. In the same survey, 46 percent of physicians indicated relations between physicians and hospitals are somewhat or mostly negative. Additionally, Harris County physicians don't feel that hospitals are doing enough to combat stress and burnout based on the HCMS Physicians' Hospital Survey results.

Several hospitals have taken an active role attempting to alleviate burnout. One hospital has developed a Physician and Provider Engagement and Resiliency Taskforce to look at two aspects of physician burnout – issues within the hospital system and programs to assist the provider. Another hospital is also looking at the issue from a systematic and individual approach.

Program Suggestions

This section will provide you some program ideas which have been put into practice by hospitals throughout the country.

Physician Wellness Program

Hospital	Program	Resources	Purpose	Physician Focused	System focused
The Cleveland Clinic	Physician Coaching program	Physicians	<p>The goal of the program is to increase job satisfaction and engagement and to help staff members reach their goals.</p> <p>The invite only program matches physicians and other staffers with a peer coach to help with goal-setting and professional development. It includes a four-day intensive course comprising 90-minute training sessions and allows for pre- and post-training evaluations to help analyze coaches' performance.</p> <p>For additional details on the program</p> <p>https://www.ama-assn.org/practice-management/physician-health/cleveland-clinic-s-doctor-peer-coaches-build-physician</p>		✓
Henry Ford Hospital	Establish a culture of caring	Hospital staff	<p>This patient focus culture means that the organization's values, behaviors and leadership demonstrate caring, support and compassion.</p> <p>Henry Ford Hospital (HFH) convened focus groups with physicians to discover the pain points and causes of physician distress.</p>		✓
Henry Ford Hospital	Create meaning in work	Hospital Leadership	<p>HFH conducts wellness rounds. This program has seen between 100-150 attendees each session. The rounds cover various topics on physician burnout and well-being. These are presented by the Director of Physician Wellness.</p>		✓

			<p>HFH is also working on a peer mentor program. Physicians who are identified as leaders will be trained to become peer mentors and coaches to all new physicians for one year.</p> <p>https://www.henryford.com/hcp/physician-wellness-program</p>		
Harris County Medical Society	Counseling programs	Volunteer psychologists and psychiatrists	<p>HCMS offers physicians an opportunity to anonymously connect with psychiatrists and psychologists who can provide needed help in a timely manner</p> <p>Physicians call HCMS staff and HCMS will provide the physician with a list of psychologists and psychiatrists who will see the physician within 48 hours.</p> <p>https://www.hcms.org/tmaimis/physicianwellness</p>	✓	
Houston Methodist	Physician and Provider Engagement and Resiliency Taskforce (PERT)	Staff	<p>Developed a Physician and Provider Engagement and Resiliency Program which coordinates efforts across the hospital system to address clinician well-being and resiliency. The program implements a dual approach which strives to both assist the provider in their wellness journey and work to mitigate challenges of the health care system.</p> <p>Initiatives include:</p> <ul style="list-style-type: none"> • Investing in physician leadership development • Developing high functioning, multidisciplinary care teams • Creating a positive work environment and community • Optimize workflows and processes using Lean methodology to eliminate waste • Providing clinicians with tools and skills to cultivate mindfulness, resiliency, self-care and compassion 		

			<ul style="list-style-type: none"> Monitoring and bench marking well-being and resiliency trends and outcomes Leading research to better understand burnout as an occupational phenomena <p>Website: https://bit.ly/31GtQxU</p>		
Houston Methodist	Mindfulness Initiative	Workshops (virtual and onsite)	<p>Workshop: Mindfulness at Work for Clinicians (virtual and on-site, 6 weeks, 1 hr/wk)</p> <p>Retreat: Mindfulness Immersion (3 day onsite)</p> <p>MBRS Course (8 weeks virtual)</p> <p>Champion Training (2 hrs onsite)</p> <p>Leadership in Mindfulness for Medical/Nursing/Quality Leadership (2 - 30 Minute sessions, 2 – 60-minute sessions onsite)</p>	✓	
Houston Methodist/MD Anderson	Employee Assistance Program	Hospital Employee Assistance office	<p>EAP programs help employees and their family members with day-to-day challenges, major life changes, and anything in between. The EAP representatives connect the employee with the resources based on their needs.</p> <p>Can assist with:</p> <ul style="list-style-type: none"> Financial and legal services Childcare resources Caring for aging parents Coping with grief and loss Depression, anxiety and stress Workplace problems 	✓	

Houston Methodist/MD Anderson	Create Ombudsman position	Staff members	Provide a place where physicians can confidentially express concerns	✓	
Houston Methodist/MD Anderson/Stanford	Wellness survey	Staff	<p>Develop a baseline and measure success of programs.</p> <p>Evaluations help staff to understand and to monitor the state of the medical staff and their most pressing concerns, as well as to provide a vehicle for assessing the effectiveness of pilot studies and creating evidence-based interventions.</p> <p>Survey included questions on need for professional fulfillment rather than simply the avoidance of burnout. Some of the areas evaluated include perceived appreciation, personal/organization values alignment, peer supportiveness, perceived leadership support, control of schedule, Electronic Health Record experience, self-compassion, sleep-related impairment, and meaningfulness of clinical work.</p>	✓	✓
Mayo Clinic/Stanford	Colleagues Meeting to Promote and Sustain Satisfaction (COMPASS) Groups	Staff	<p>Physicians and scientists at Mayo Clinic are encouraged to participate in COMPASS groups, also known as physician engagement groups.</p> <p>More than 1,700 physicians and scientists at Mayo Clinic are engaged in COMPASS groups, where 6-10 physicians meet every other week for a meal to discuss common issues physicians face and cultivate connection.</p> <p>The groups use a set curriculum ranging from lessons learned from a patient encounter to challenges and opportunities that arise from different generations of physicians working together.</p>	✓	

			<p>https://mayoclinic.org/33wq4Zy</p> <p>Physicians at Stanford School of Medicine meet for dinner at local restaurants to discuss topics such as “life as a physician.” Stanford pays for the meals</p>		
Schwartz Center in Boston	Schwartz Rounds	Hospital staff	<p>Schwartz Rounds are educational sessions held in hospitals that include a trained facilitator and several panelists who have a focused discussion on a single topic. One discussion was “Hangry: The things I do when I’m hungry, tired and don’t take care of myself.”</p>	✓	
Stanford Medicine	Community Building programs	Staff	<p>Stanford Medicine has created groups that cater to individuals’ likes/hobbies. Groups include:</p> <ul style="list-style-type: none"> • Literature and Medicine Dinner series • Pegasus Physicians Writers • Networking opportunities. <p>Groups meet regularly to discuss common interest and hobbies</p> <p>https://wellmd.stanford.edu/connected/groups.html</p>	✓	
Stanford Medicine	Chief Wellness Officer Training program	Wellness faculty and national wellness experts	<p>It is a highly interactive one-week workshop for approximately 45 participants.</p> <p>Each day is composed of a combination of lectures, activities and interactions designed to help participants cultivate expertise in the principles and applications that contribute to physician well-being.</p> <p>https://wellmd.stanford.edu/center1/cwocourse.html</p>	✓	