

Reclaiming the JOY In Medicine:

Personal Practices and Systemic Approaches for Success

The Forum for Medical Affairs



Laurie C. Drill-Mellum, MD, MPH
Chief Medical Officer

November 12, 2017



Constellation®
Together for the common good.

One of the
greatest gifts
you can give
someone is
your undivided
attention.



Learning Objectives

- 1** Have the skills to recognize symptoms of stress and burnout
- 2** Understand skills that can be used to reduce stress and burnout
- 3** Identify resources for support and strategize an ongoing plan for intervention
- 4** Learn personal and organizational practices for enhancing resiliency

Self-disclosure

- Steeped in medicine my whole life
- Anthropologist by training
- Psychologist by nature
- Emergency Medicine
- Integrative Medicine Fellowship
- Chief Medical Officer, MMIC
- Hospice Medical Director



*"Never doubt that a small group of thoughtful,
committed people can change the world.
Indeed, it's the only thing that ever has."*

– Margaret Mead



JOY

- What is JOY?
- What distinguishes JOY from happiness?



Mary Stultz, Journey of Yes

Two greetings on which to reflect

Zulu:

- “Sawubona” means “I see you.”
- with response of “Sikhona” which means “I am here to be seen.”

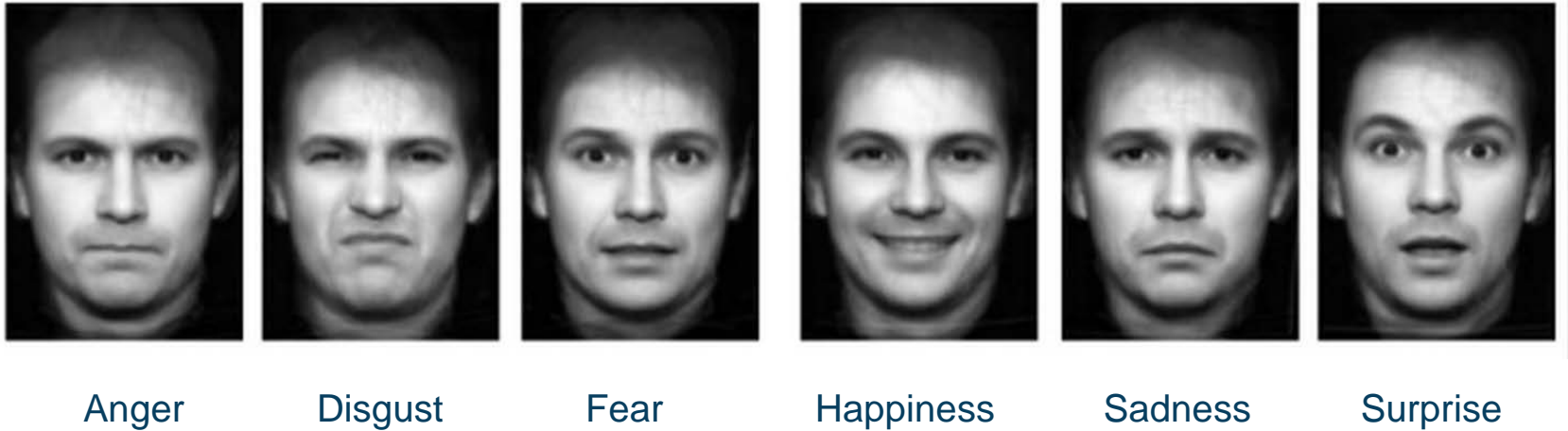
Hindi:

- “Namaste” means “I salute all of the Divine qualities in you” and is responded to with the same.





Universal facial expressions

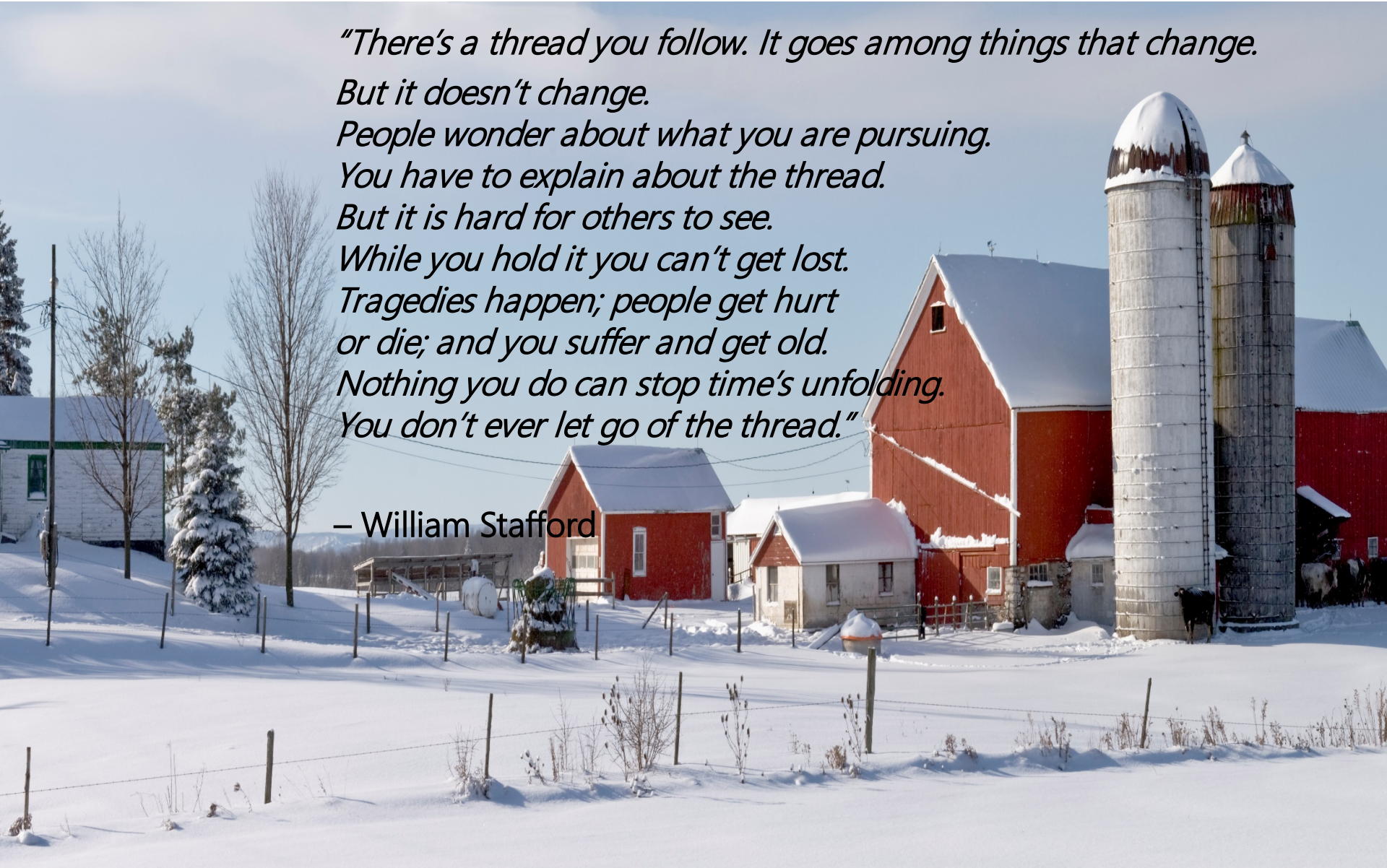


Research by Paul Ekman

The Way It Is

*"There's a thread you follow. It goes among things that change.
But it doesn't change.
People wonder about what you are pursuing.
You have to explain about the thread.
But it is hard for others to see.
While you hold it you can't get lost.
Tragedies happen; people get hurt
or die; and you suffer and get old.
Nothing you do can stop time's unfolding.
You don't ever let go of the thread."*

– William Stafford



Physician burnout



Critical care nurses

- 18% met diagnostic criteria for PTSD
- 86% met criteria for burnout

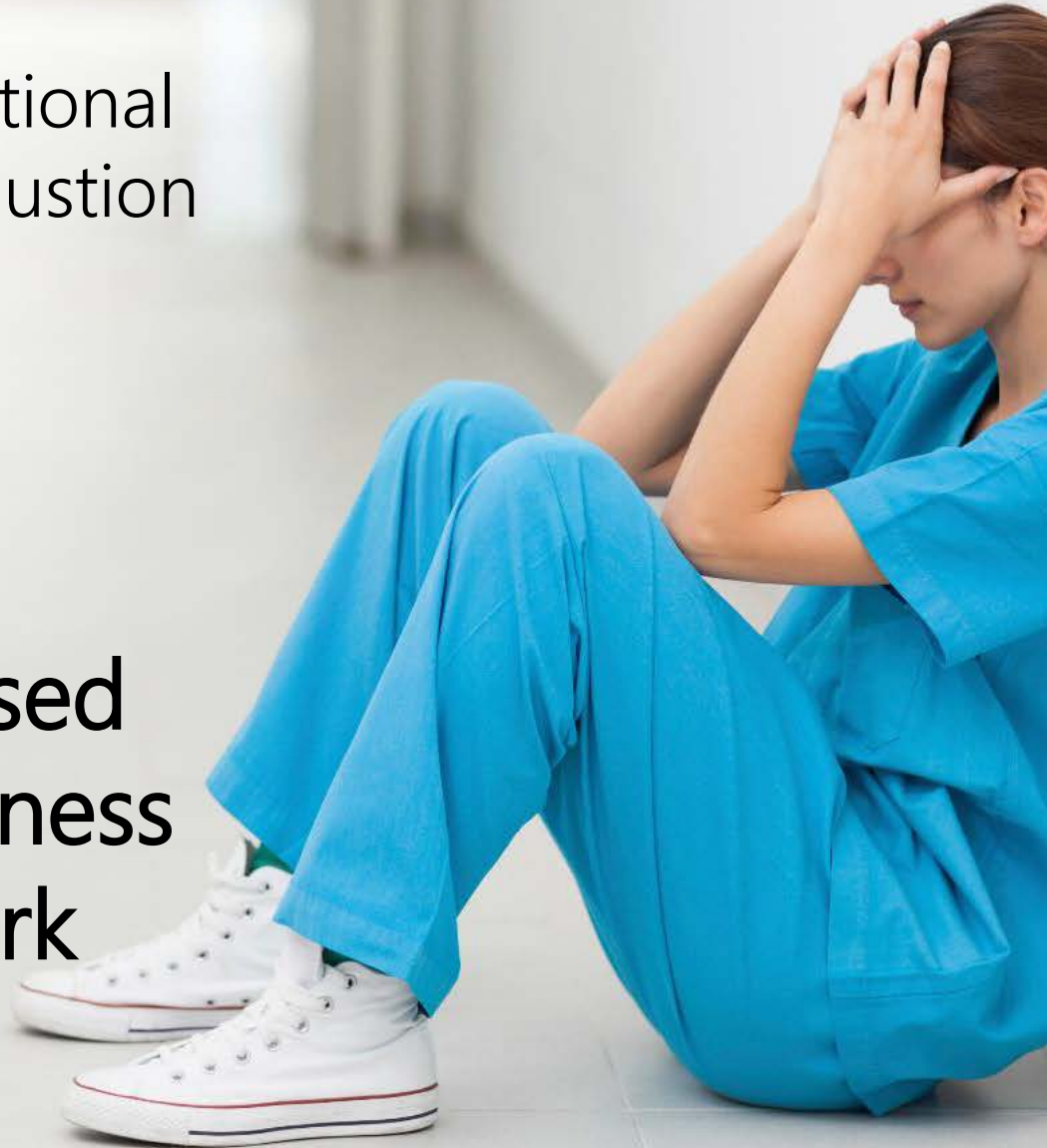
Mealer, M., et al. (2009). The prevalence and impact of post traumatic stress disorder and burnout syndrome in nurses. *Depression and Anxiety*, 26: 1118–1126.

Depersonalization

Emotional
exhaustion

Sense of
low personal
accomplishment

**Decreased
effectiveness
at work**



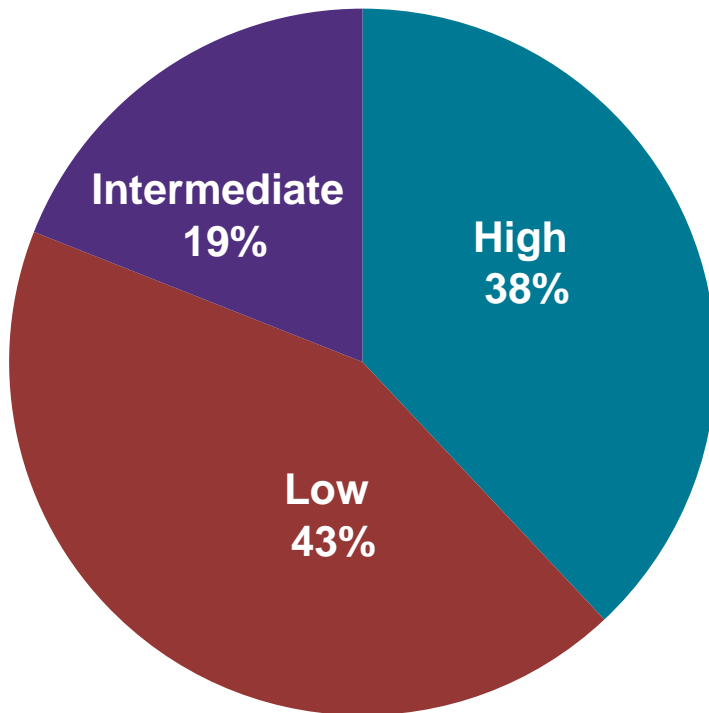


Burnout is growing (Mayo Clinic research)

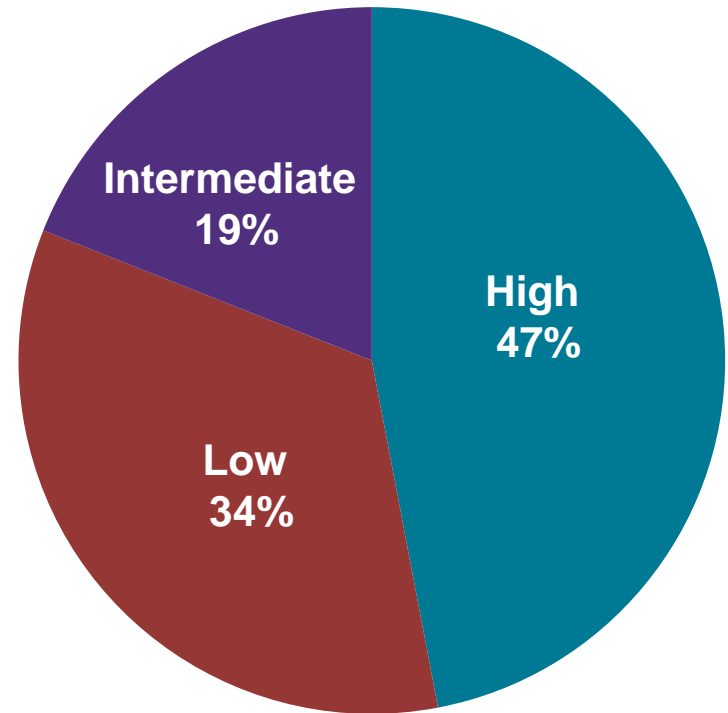
Physician burnout climbs 10% in three years, hits 55%

Physician burnout – emotional exhaustion

2011



2014

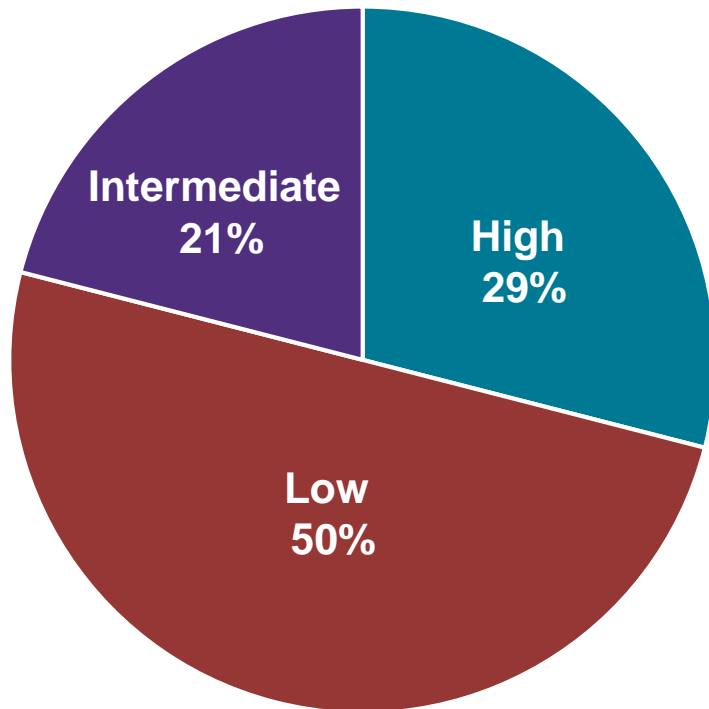


Shanafelt, Tait D., et al. "Changes in burnout and satisfaction with work-life balance in physicians and the general US working population between 2011 and 2014." *Mayo Clinic Proceedings*. Vol. 90. No. 12. Elsevier, 2015.

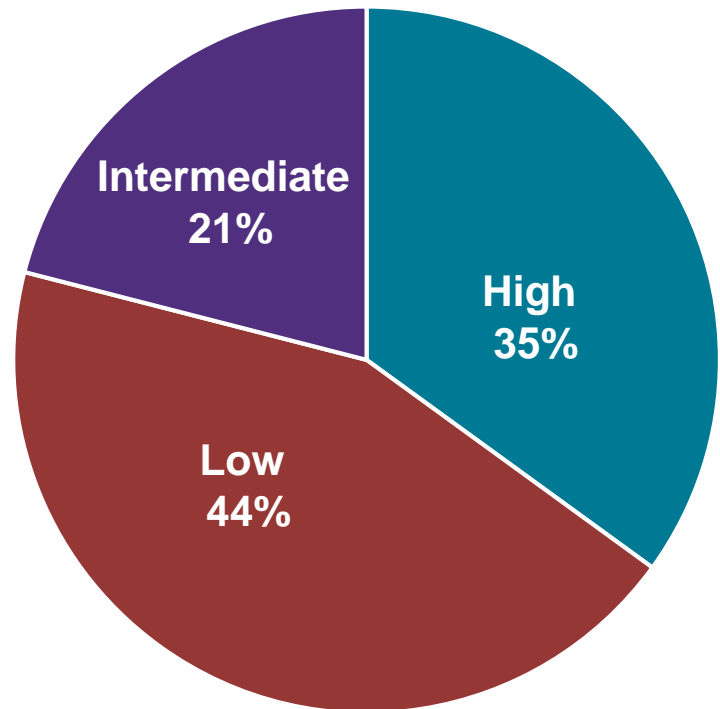
© 2017 Constellation. All rights reserved.

Physician burnout - depersonalization

2011



2014



Shanafelt, Tait D., 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*. Vol. 90. No. 12. Elsevier, 2015.

© 2017 Constellation. All rights reserved.

Physician burnout

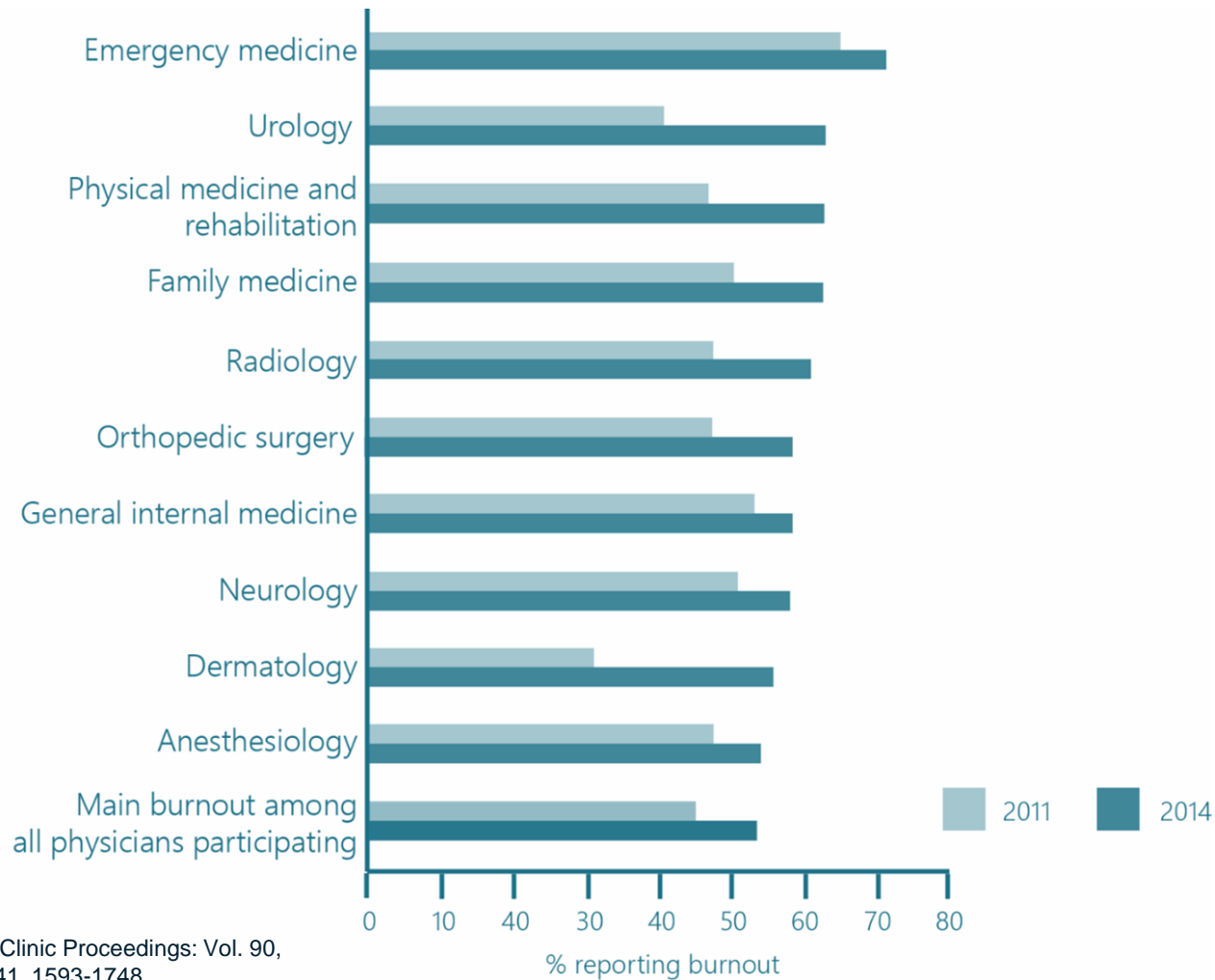
Positive screen for depression

- 2011: 38%
- 2014: 40%

Thoughts of suicide in past year

- 2011: 6.4%
- 2014: 6.4%

Burnout by specialty – 2014 vs. 2011



Shanafelt, Tait, et al, Mayo Clinic Proceedings: Vol. 90,
Issue 12, A1-A36, e129-e141, 1593-1748

© 2017 Constellation. All rights reserved.

The cost of physician burnout

- Productivity loss (including ramp-up time for replacement)
- Recruitment costs
- Reduced patient satisfaction
- Impact on other providers and referral patterns
- Impact on continuity of QI initiatives

Cost to replace a single physician:
\$500,000 - \$1,300,000

The background of the slide is a stylized world map. The map is composed of swirling, concentric lines in shades of green and blue, creating a sense of motion and energy. The lines are more densely packed in some areas, particularly around the equator and in the Atlantic and Pacific Oceans, suggesting areas of high activity or influence. The overall effect is one of dynamic forces shaping the world.

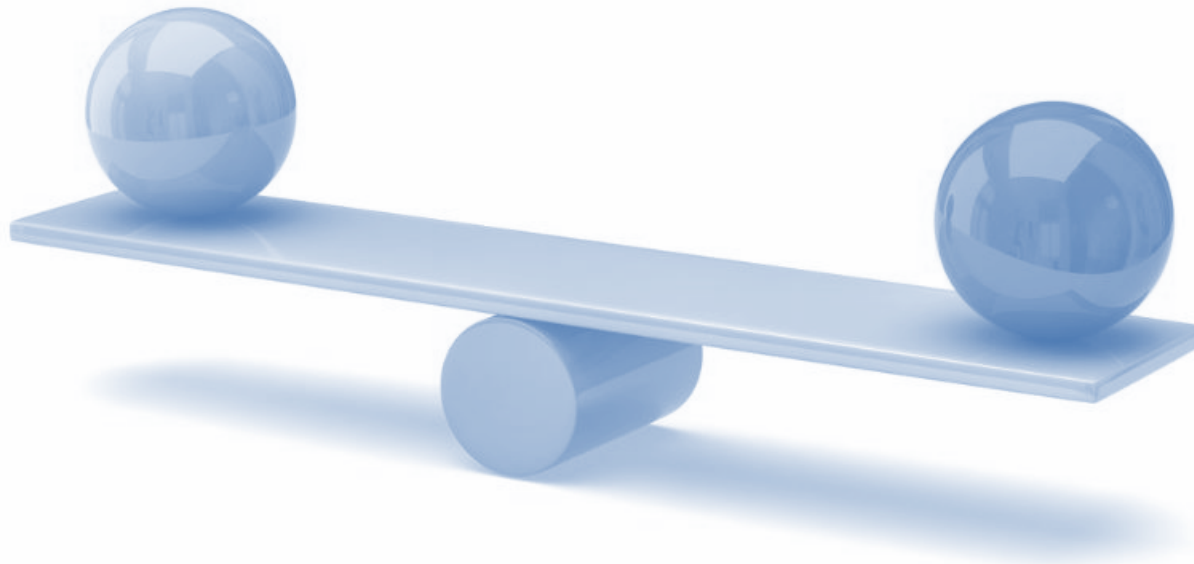
Swirling forces shaping
the future...

It's an evolution



Our systems need...

Patient Centered Care AND Job satisfaction for MDs
Efficiency AND Excellence



Optimize system's function AND Optimize function
of "front line" providers

3 Legged Stool for the Future

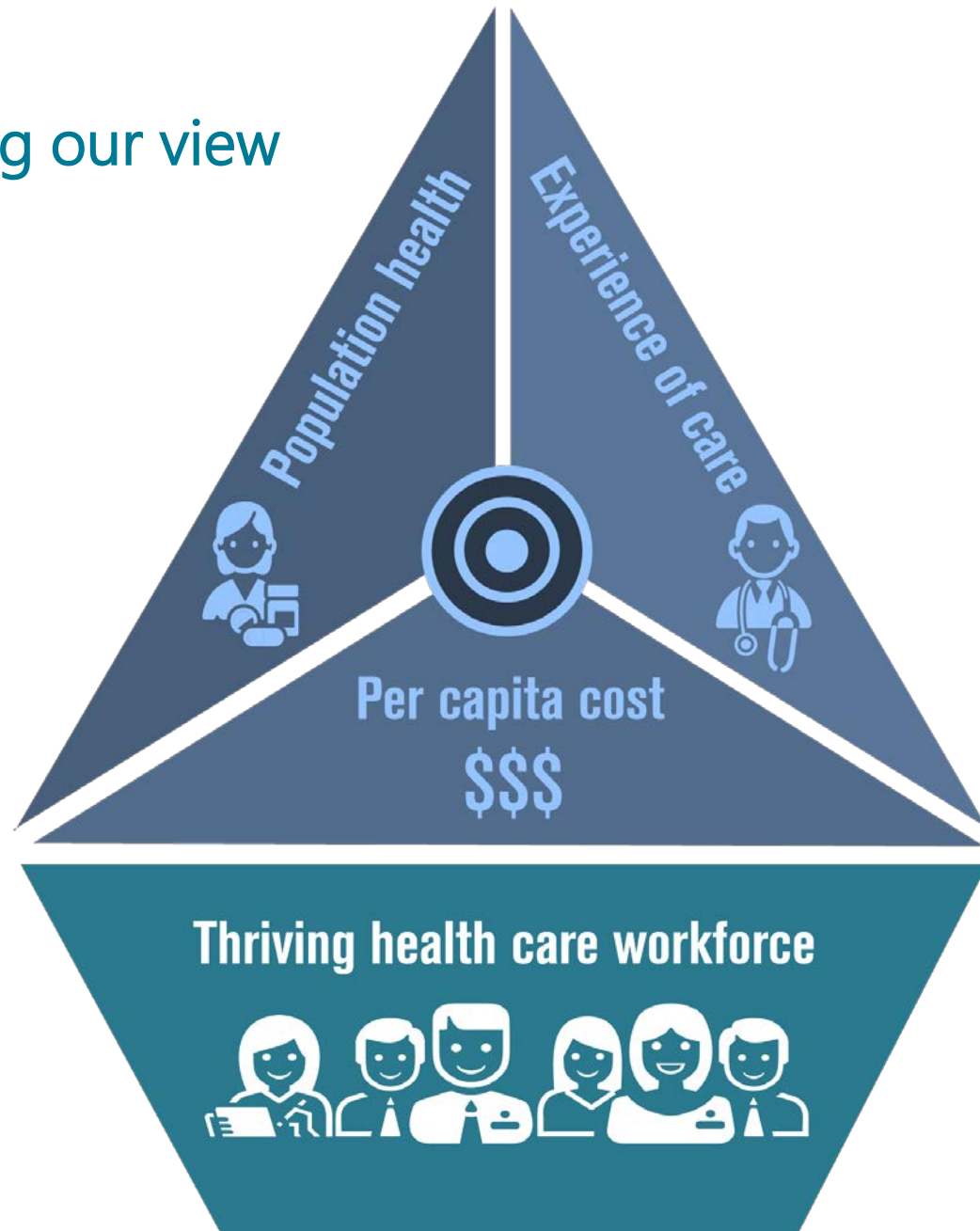
1 Culture

3 Resiliency



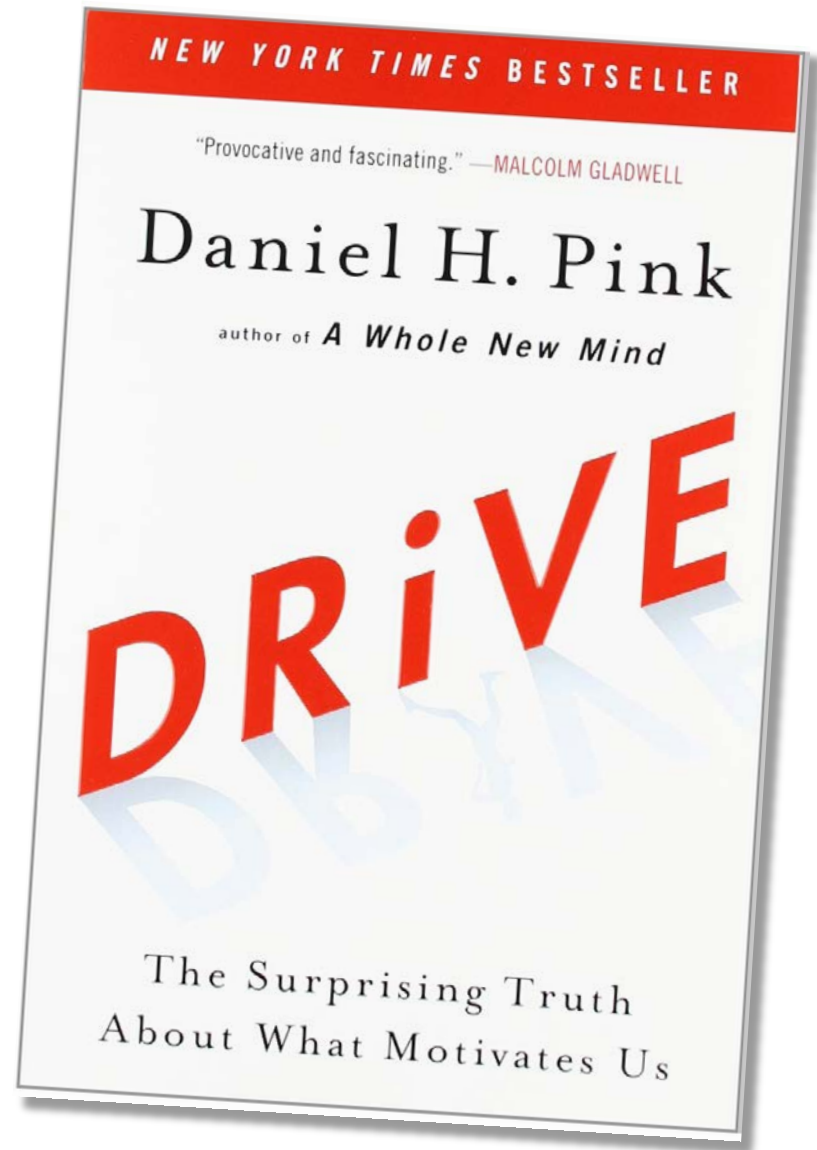
2 Efficiency

Broadening our view



What motivates us?

- Mastery
- Purpose
- Control



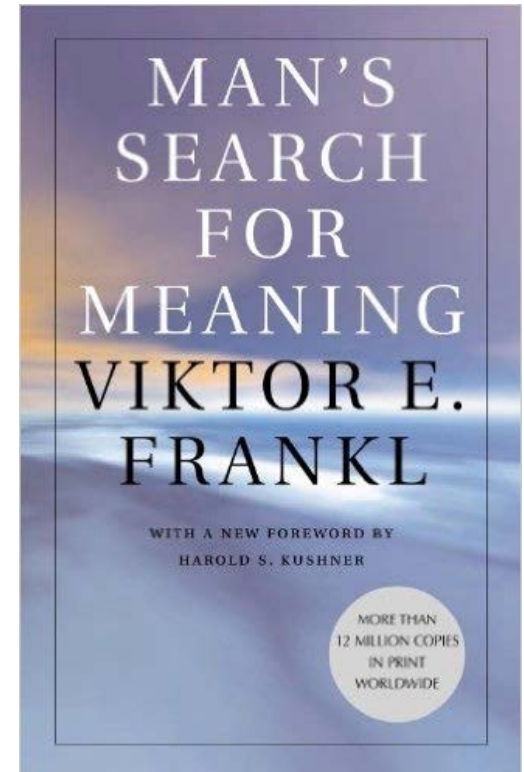
Disturbing trends in the practice of medicine

- Asymmetric Rewards
- Loss of Autonomy
- Cognitive Scarcity



How do we find meaning?

- Finding a creative occupation or work with personal meaning
- Experiencing love and connection
- Creating meaning from adversity



The Last of the Human Freedoms

"Forces beyond your control can take away everything you possess except one thing, your freedom to choose how you will respond to the situation. You cannot control what happens to you in life, but you can always control what you will feel and do about what happens to you." –Viktor Frankl, Man's Search For Meaning



Resiliency

An individual's ability to overcome adversity and continue his or her normal development.



Drill-Mellum theory of change

- Recognition and acknowledgement of issue
- Motivation to address it (internal v. external)
- Tools and resources
- Accountability



For organizations

- Engage BOD and Leadership
- Measure burnout-Dashboard
- Engage MDs in listening sessions and support champions in the work
- Listen-Act-Develop Model
- Participative Management
- Measure again



What Systems Can Do

- Name physician health, well-being and satisfaction in our mission statements
- Leaders: Walk the talk
 - Effective leadership requires resilience too
 - Demonstrate commitment
- Optimal communication, healthy relationships, system supports
 - Do for us what we do for our patients

Mastery: Do work at optimal level

- Support excellence in MD work
- Clerical work for clerical employees
 - Scribes
 - Voice activated EMR
- Billing and coding support by professionals

Purpose: Passion, Variety, "Fit"

- Support passion for patient care
- Non clinical duty options
 - Trainee teaching where available
 - Research
 - Quality improvement
 - Peer education
 - Administrative roles with support
 - Adequate time and reasonable reimbursement
 - Development of administrative/leadership skills

Autonomy: Flexibility to do work

- Schedule options
 - “Family friendly”/encourage work-life balance
 - Allowance for child care realities
 - Diverse scheduling
 - One size does not fit all
 - Eg Hospitalist 8 hr shifts vs traditional day schedule w rotating night call vs blend
 - Part time
 - Pre-retirement phase
 - Ground rules on duties, call, compensation
- Acknowledge time needed for paperwork, admin, phone calls etc

Prioritize Health in Health Care

- Design facilities and systems with physical and psychological health in mind
 - Improved nutritional choices
 - Opportunities for moderate physical activity
 - Comfortable, light, functional spaces (minimize chaos)
- Use practices that work (examples)
 - Mindfulness training opportunities
 - Normalize appreciative inquiry and feedback
 - Facilitated peer support

Address the need for Tribe

- Build supportive communities
 - a. Schwartz rounds
 - b. Balint groups
 - c. Finding Meaning in Medicine groups
- Wellness Rooms
- Facilitate socialization/connection



AMA – STEPS forward™ program



STEPS*forward*™

PRACTICE SUPPORT

GET UPDATES

CONTACT US

SHARE ▼

HOME

MODULES

LIVE EVENTS

HOW IT WORKS

Redesign your practice. Reignite your purpose.

AMA strategies to revitalize your practice and improve patient care.

[Browse modules >](#)

“
The patients get a lot more time and attention from our team.
”

“
Before, there wasn't enough time in the office visit to get it all done.
”

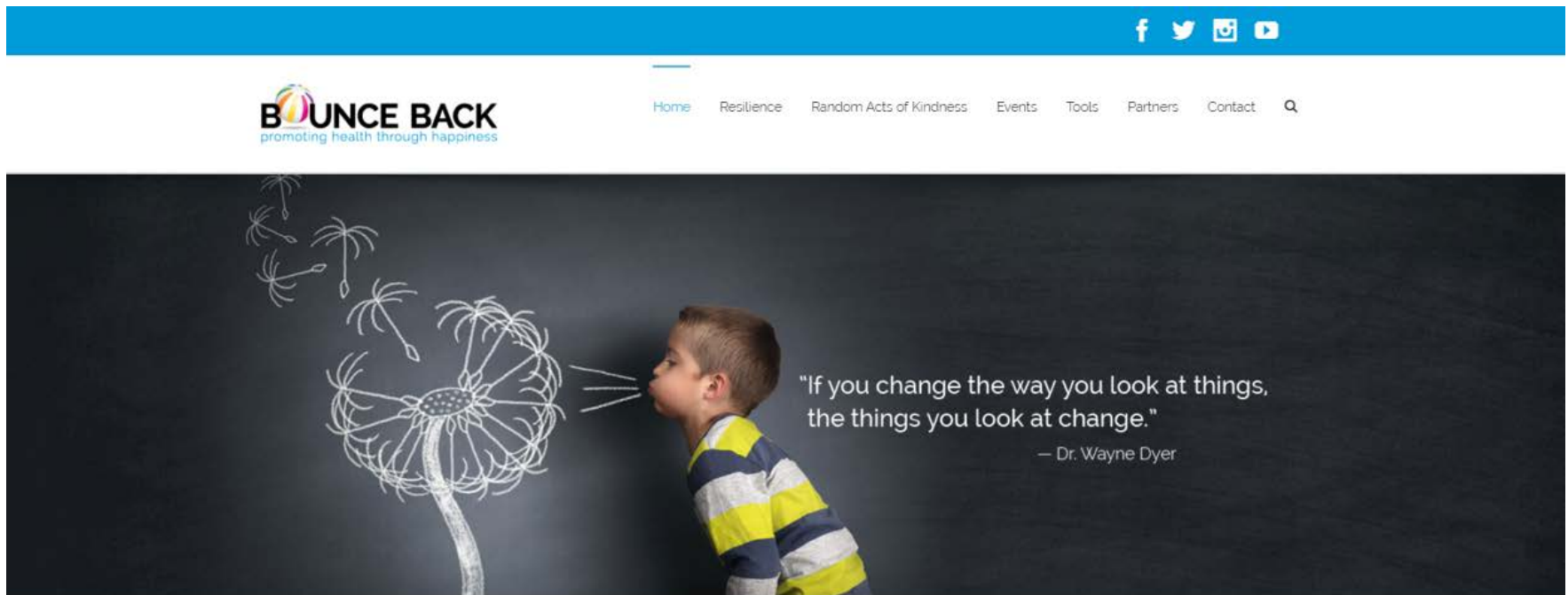
“
When our team is satisfied, we work much better together.
”

See how it works >

<https://www.stepsforward.org/>

Bouncing back in Buffalo

- Community initiative



bouncebackproject.org

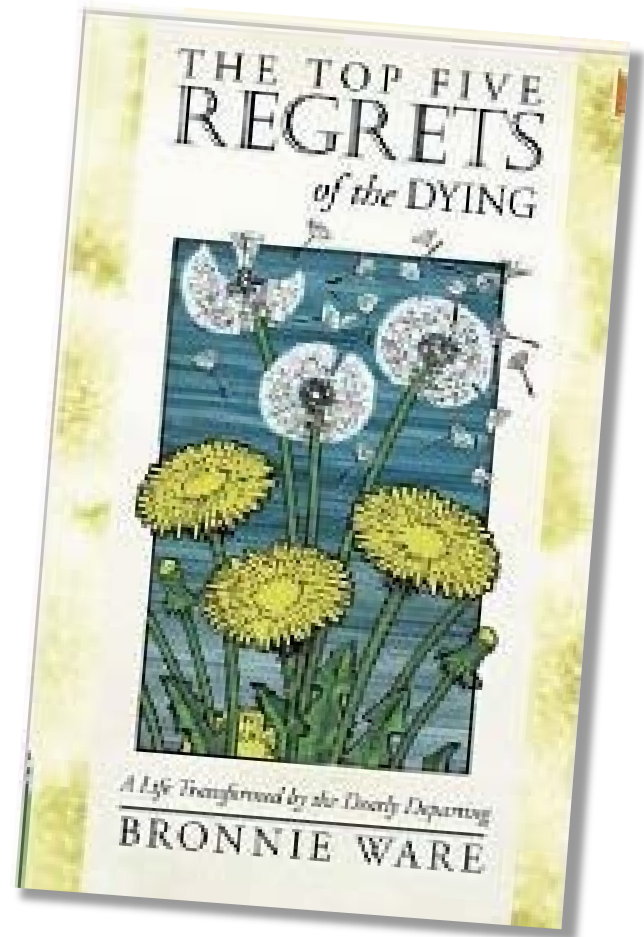
Tools and strategies for self-care and resiliency

- Good nutrition and sleep
- Exercise
- 4-7-8 breathing technique
- Meditation/mindfulness
- Gratitude journal
- Random acts of kindness
- Support groups
- Social connection/spiritual practice

The top five regrets of the dying

1. I wish I'd had the courage to live a life true to myself, not the life others expected of me.
2. I wish I hadn't worked so hard.
3. I wish I'd had the courage to express my feelings.
4. I wish I had stayed in touch with my friends.
5. I wish that I had let myself be happier.

– Bronnie Ware, author and blogger




What is one step you could take at work tomorrow that could begin to move your organization forward towards being a great place to work?







A close-up photograph of several pink tulips with green leaves, arranged diagonally across the frame. The background is a soft, out-of-focus white and light pink.

*"There is a quiet light
that shines in every heart.
It is what illuminates
our minds to see beauty,
our desire to seek possibility
and our hearts to love life."*

– John O'Donohue

Thank you for your
kind attention

Laurie.Drill-Mellum
@ConstellationMutual.com

952.838.6874



References and resources

Books

- A Hidden Wholeness: The Journey Toward an Undivided Life by Parker J. Palmer
- Adverse Events, Stress, and Litigation: A Physician's Guide by Sara Charles, MD
- Ambiguous Loss: Learning to Live with Unresolved Grief by Pauline Boss, Ph.D.
- Drive by Daniel Pink
- Enjoy Every Sandwich and Finding Balance in a Medical Life by Lee Lipsenthal, M.D.
- Flourish by Dr. Martin Seligman
- Healthy Aging by Andrew Weil, M.D.
- Man's Search for Meaning by Victor Frankl
- The 5 Love Languages by Gary D. Chapman
- The 5 Languages of Appreciation in the Workplace by Gary D. Chapman and Paul E. White
- The Chemistry of Joy by Henry Emmons, M.D.

Websites

- americanbalintsociety.org
- bluezones.com
- bouncebackproject.org
- drweil.com
- gratefulness.org
- <http://www.mmigroup.com/resources/well-being-center>
- rhiprograms.org (Finding Meaning in Medicine groups)
- stepsforward.org
- theschwartzcenter.org

References and resources

Papers

- A Cluster Randomized Trial of Interventions to Improve Work Conditions and Clinician Burnout in Primary Care: Results from the Healthy Work Place (HWP) Study; Linzer, Mark et al, presented in part at the Annual Meetings of the Society of General Internal Medicine, San Diego, CA, April 2014.
- Disturbing trends in physician burnout and satisfaction with work-life balance. Mayo Clinic Proc.2015;90(12):593-6.
- Changes in Burnout and Satisfaction With Work-Life Balance in Physicians and the General US Working Population Between 2011 and 2014; Shanafelt, Tait D. et al., Mayo Clinic Proc.2015;90(12):1600 –13.
- Meaning and the nature of physicians'work; Rosenthal, D, Verghese, A, NEJM 2016;375:19:1813-15.
- Physician Well-Being: Expanding the Triple Aim; Colin P. West, PhD, [Journal of general internal medicine](#) : 2016 Feb 26
- Physician-organization collaboration reduces physician burnout and promotes engagement: The Mayo Clinic Experience. Jhealthc Manag. 2016;61(12):105-27.