

Individual Physician Well-being and Burnout Tools

TED Talks, Podcasts and Webinars

Brene Brown: Listening to Shame: https://www.ted.com/talks/brene_brown_listening_to_shame

Atul Gawande: How We Heal Medicine: https://www.ted.com/speakers/atul_gawande_1

Shawn Achor: The Happy Secret to Better Work: https://www.ted.com/speakers/shawn_achor

Brian Goldman: Doctors make mistakes: https://www.ted.com/speakers/brian_goldman

Suzie Brown: Concert of melody & medicine: <http://www.tedmed.com/speakers/show?id=526396>

<http://thedoctorparadox.com/podcast-2/> – The Doctor Paradox is a podcast series addressing “why despite having incredibly meaningful jobs, doctors are increasingly unhappy in their work”

<http://fhs.mcmaster.ca/on-fire/> “Souls on Fire: Narratives that Inspire” produced by McMaster Institute for Innovation and Excellence in Teaching and Learning

Finding Joy in Medicine. Cheng C and Greenhalgh S. <https://vimeo.com/139548591>

Mindfulness in Medicine. Horwitch C. <https://vimeo.com/117306069>

Negotiating Skills. Aiyer, M. and S. Rusch <https://vimeo.com/89541011>

Sustainable Leadership. O’Malley C, Hingle S. <https://vimeo.com/40241496>

Time Management for Leaders. Jokela, J. <https://vimeo.com/35013659>

Just Show Up, Sheryl Sandberg on how to help someone who is grieving:
https://www.npr.org/2017/04/25/525453115/just-show-up-sheryl-sandberg-on-how-to-help-someone-whos-grieving?sc=17&f=&utm_source=iosnewsapp&utm_medium=Email&utm_campaign=app
[ACP Leadership Academy - Building Your Resilient Self](#). Wardrop III, R.

Wellness Apps

Provider Resilience (Free) <http://t2health.dcoe.mil/apps/provider-resilience>

Breathe2Relax (Free) <http://t2health.dcoe.mil/apps/breathe2relax>

Virtual Hope Box (Free) <http://t2health.dcoe.mil/apps/virtual-hope-box>

T2 Mood Tracker (Free) <http://t2health.dcoe.mil/apps/t2-mood-tracker>

Life Armor (Free) <http://t2health.dcoe.mil/apps/lifearmor>

Take a Break! (Free) <https://www.meditationoasis.com/apps/>

Top 10 Culture Change Interventions to Reduce Burnout and Improve Physician Well-being

Interventions you and your colleagues can use in your practice to reduce burnout and promote a culture of well-being.

1) Limit work hours and offer flexible work arrangements.

- [Organization-Level Interventions Best for Reducing Physician Burnout](#) - *Medscape* - Dec 05, 2016.
- Shanafelt TD, Noseworthy JH. [Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout](#). *Mayo Clin Proc.* 2017;92(1):129-146. doi:10.1016/j.mayocp.2016.10.004.

2) Invest in leadership development.

- Shanafelt T, Gorringer G, Menaker R, et al. [Impact of organizational leadership on physician burnout and satisfaction](#). *Mayo Clin Proc* 2015;90(4):432-440. doi: 10.1016/j.mayocp.2015.01.012.

3) Create a “Wellness Committee.” Identify a “Wellness Champion and create a “Wellness Toolbox” that includes ingredients for changing residency culture to be in support of wellness, as opposed to simply “preventing burnout.”

- Eckleberry-Hunt J, Van Dyke A, Lick D, Tucciarone J. [Changing the conversation from burnout to wellness: Physician wellbeing in residency training programs](#). *J Grad Med Ed* 2009;1(2):225-30. doi: 10.4300/JGME-D-09-00026.1.

4) Establish wellness as a quality indicator for the practice. Distribute an annual wellness survey and use the results to create interventions to address burnout and enhance well-being.

- Preventing Physician Burnout – STEPS Forward. STEPSforward.org
<https://www.stepsforward.org/modules/physician-burnout>

5) Conduct facilitated physician discussion groups incorporating elements of mindfulness, reflection, shared experience, and small-group learning. Offer humanistic teaching, role modeling and narrative reflection combined with skills training using experiential learning techniques.

- Branch WT, Frankel RM, Hafler JP, et al. [A Multi-Institutional Longitudinal Faculty Development Program in Humanism Supports the Professional Development of Faculty Teachers](#). *Acad Med.* 2017;XX(X):1-7. doi:10.1097/ACM.0000000000001940.
- West CP, Dyrbye LN, Rabatin JT, et al. [Intervention to Promote Physician Well-being, Job Satisfaction, and Professionalism](#). *JAMA Intern Med.* 2014;174(4):527. doi:10.1001/jamainternmed.2013.14387.

6) Establish a culture (time, space, training) in which teamwork and relationships are prioritized: relationships with patients and relationships with peers and colleagues.

- Sinsky CA, Willard-Grace R, Schutzbank AM, Sinsky TA, Margolius D, Bodenheimer T. [In search of joy in practice: A report of 23 high-functioning primary care practices](#). *Ann Fam Med.* 2013;11(3):272-278. doi:10.1370/afm.1531.

7) Provide relationship-centered communications skills training for physicians.

• Boissy A, Windover AK, Bokar D, et al. [Communication Skills Training for Physicians Improves Patient Satisfaction](#). *J Gen Intern Med*. 2016;31(7):755-761. doi:10.1007/s11606-016-3597-2. Epub 2016 Feb 26. PMID: 26921153

8) Conduct workflow and Qi projects aimed at addressing clinician concerns.

• Linzer M, Poplau S, Grossman E, et al. [A Cluster Randomized Trial of Interventions to Improve Work Conditions and Clinician Burnout in Primary Care: Results from the Healthy Work Place \(HWP\) Study](#). *J Gen Intern Med*. 2015;30(8):1105-1111. doi:10.1007/s11606-015-3235-4. Epub 2015 Feb 28.

9) Implement the “Listen-Act-Develop” model which is based on organizational psychology and social science, with integration from institutional efforts related to quality improvement, safety culture, burnout-engagement and leadership development.

• Swensen S, Kabcenell A, Shanafelt T, Clinic M. [Physician-Organization Collaboration Reduces Physician Burnout and Promotes Engagement: The Mayo Clinic Experience](#). *J Healthc Manag*. 2016;61(2):105-127. PMID: 27111930.

• Eckleberry-Hunt J, Van Dyke A, Lick D, Tucciarone J. [Changing the Conversation From Burnout to Wellness: Physician Well-being in Residency Training Programs](#). *J Grad Med Educ*. 2009;1(2):225-230. doi:10.4300/JGME-D-09-00026.1.

10) Proactively work to reduce the stigma associated with mental illness to encourage clinicians to seek help when they need it.

• Kishore S, Dandurand DE, Mathew A, Rothenberger D. Breaking the Culture of Silence on Physician Suicide. National Academy of Medicine. <https://nam.edu/breaking-the-culture-of-silence-on-physician-suicide/>.

Additional Research

Panagioti M, Panagopoulou E, Bower P, et al. [Controlled Interventions to Reduce Burnout in Physicians](#). *JAMA Intern Med*. 2017;177(2):195. doi:10.1001/jamainternmed.2016.7674.

Linzer M, Sinsky CA, Poplau S, et al. [Joy In Medical Practice: Clinician Satisfaction In The Healthy Work Place Trial](#). *Health Aff*. 2017;36(10):1808-1814. doi:10.1377/hlthaff.2017.0790.

Shanafelt T, Goh J, Sinsky C. [The Business Case for Investing in Physician Well-being](#). *JAMA Intern Med*. 2017. doi:10.1001/jamainternmed.2017.4340.

<https://www.acponline.org/practice-resources/physician-well-being-and-professional-satisfaction/top-10-culture-change-interventions-to-reduce-burnout-and-improve-physician-well-being>

Work Well-Being Exercises

GROUP EXERCISES

EXERCISE 1: Finding meaning in work

Person 1: Talk for 3 minutes about something that you like about your job, and why that gives you meaning.

Person 2: Active listening (don't interrupt)

Person 2: What are you hearing that's important to them? What strengths are coming through? What values are you hearing?

EXERCISE 2: Identifying "personal resources"

Person 1: Talk about what your happiness booster is. How can you use that more frequently? How can you incorporate that into your work day?

PERSONAL EXERCISES

Questions to think about

- If you could distill your frustration down to common themes, what would they be? Who do you have to talk to about that?
- Think about your best day(s) at work. What factors contribute to that?
- What gives you meaning at work?
- If you could sit down with leadership, what would you say? How could you begin that conversation?
- What advice would you give a friend if they were in the same situation?
- What is the next step towards feeling better about this?

GROW Model

Goal—What do you want? What would this look like if it was exactly how you wanted?

Reality—Where are you now? What is working well? What obstacle need to be overcome?

Options—What could you do? Brainstorm 3-5 options that you might do.

Way forward-- Based on your options, what is the way forward that makes the most sense? How confident are you that it will happen? If less than 85% confident, try again.

Insight Timer (Free) (also contains meditations about grief) <https://insighttimer.com/meditation-app>

Parenting2Go (Free) <http://t2health.dcoe.mil/apps/Parenting2Go>

The Happy MD (\$9.99) <https://support.thehappymd.com/burnout-proof-app>

Headspace (free 10 day trial) <http://www.headspace.com>

Buddify (\$2.99 - Android app) <http://buddhify.com/>

Toolkits

<http://www.ishiprograms.org/about/> – The Institute for the Study of Health and Illness (ISHI) provides education and support for health professionals who aspire to practice a medicine of service, human connection, and compassionate healing

<http://ephysicianhealth.com/> – The world’s first comprehensive, online physician health and wellness resource that helps physicians, residents, and medical students be resilient in their professional and personal lives.

<https://www.cma.ca/En/Pages/physician-health-wellness.aspx> – Description of the Canadian Physician Health Institute with links to many resources related to physician health and wellness

<http://scpmgphysicianwellness.kaiserpermanente.org/> – Kaiser program for Physician Wellness

<http://cmbm.org/> – Center for Mind-Body Medicine – access to evidence-based strategies for relieving stress and promoting wellness

<https://www.bhwellness.org/toolkits/Work-and-Well-Being-Toolkit-for-Physicians.pdf>

DIMENSIONS: Work & Well-Being Toolkit for Physicians. Morris CW, Richey, RM, Martin LF, Morris CD. <https://www.bhwellness.org/toolkits/Work-and-Well-Being-Toolkit-for-Physicians.pdf>

<http://wellmd.stanford.edu/> – Stanford School of Medicine website to promote physician health and resiliency.

<http://www.thehappymd.com/> – Dike Drummond’s website about physician burnout and solutions
Compendium of Mind-Body Resources and Tools <https://mind-bodyhealth.osu.edu>

Self-Care <https://cmbm.org/self-care/>

Mindful Practice <https://www.urmc.rochester.edu/family-medicine/mindful-practice/curricula-materials/audios.aspx>

Guided Meditation <http://www.meditationoasis.com/podcast/>

Self-Compassion <http://self-compassion.org/resources-2/>

<https://www.acponline.org/practice-resources/physician-well-being-and-professional-satisfaction/individual-physician-well-being-and-burnout-tools>