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EXECUTIVE SUMMARY

In 2015, the Dean’s Taskforce on Physician Wellness recommended a central organizing structure for Stanford physician wellness activities; the establishment of the WellMD Center followed in June 2016. This status report provides a snapshot of the current state of physician wellness at Stanford, reviews the Center’s activities over its first several months and outlines our goals.

Wellness Framework
The WellMD Center has developed a robust conceptual framework to guide its strategic planning, wellness interventions, measurement tools and scholarship. Our wellness model identifies three domains that are essential to achieve Professional Fulfillment, including: Culture of Wellness, Efficiency of Practice and Personal Resilience.

Stanford’s model is being socialized nationally and has been adopted by other organizations to guide their physician wellness efforts. Our article published in the New England Journal of Medicine Catalyst describes the model in more details and it is serving as the organizing framework for the American Conference on Physician Health occurring this fall in San Francisco.

Longitudinal Assessment of Physician Wellness
The WellMD Center team recently completed the 2016 Physician Wellness Survey. Our longitudinal survey data reveal that Stanford Medicine, like the nation, is experiencing a decline in the professional health of our physician workforce. Among those who took our survey in both 2013 and 2016, burnout increased from 26% to 39%, while high professional fulfillment declined from 24% to 14%.

Our survey was designed to elucidate the drivers of burnout and professional fulfillment and to employ metrics that are responsive enough to be useful in assessing the effectiveness of interventions. Validation studies to date have been very positive and we have begun to build a national consortium of leading medical centers that will be administering our survey, contributing to additional validation work, and providing benchmarking data.

Survey outcomes are being analyzed at the department and division level to help identify best practices within Stanford Medicine and to understand where to best direct our improvement efforts.

Testing Physician Wellness Interventions
During 2016, the WellMD Center developed or improved programs that offer immediate wellness support to the Stanford physicians. Center-sponsored wellness programs including Literature and Medicine, Mindfulness-Based Stress Reduction for Physicians, Cultivating Compassion for Physicians and Physician Peer Support provided over 200 physicians with opportunities to improve their personal resilience skills, spend time connecting with
colleagues and receive peer support as requested. Each of these programs is currently being evaluated for efficacy, effectiveness, efficiency and scalability.

Business Case Development
To help establish the business case for physician wellness, the WellMD team investigated the financial impact of burnout on Stanford physicians and found out that burned-out physicians are twice as likely to leave Stanford.

At current rates of burnout, by 2018 about 90 physicians will have left Stanford attributable to burnout with an economic loss of up to $84,000,000 in recruitment costs alone.

The WellMD Center has submitted a manuscript for publication to a peer-reviewed journal about these findings to assist other organizations looking to make the business case for physician wellness.

National Physician Wellness Advocacy
While there is much that can and should be done at the local level to improve physician wellness, many of the drivers of burnout require a national approach. Examples include increasingly burdensome documentation requirements from payers, the profusion of uncoordinated and unaligned quality metrics from well-intentioned quality organizations, and fundamental usability challenges in current EHRs.

Thus, it is important for the WellMD Center to develop influence at the national level, and over the past year the Center has established itself as a thought leader in the physician wellness field. WellMD Center expertise as consultants, speakers and advisors is frequently requested on topics related to physician wellness and professional fulfillment, including measurement, peer support, and physician wellness program development.

The Center’s faculty have delivered over twenty presentations outside Stanford, including presentations at national ACGME and AAMC meetings as well as at the International Conference on Physician Health (ICPH). Stanford represented 25 percent of the abstracts at this event and over 30 individuals attended.

In addition, the WellMD team has actively worked with the American Medical Association and the Mayo Clinic to develop a national consortium on physician wellness. During 2016, this consortium held both a Research Summit and a CEO Coalition meeting. Stanford physician wellness leaders, Bryan Bohman, Mickey Trockel, Mary Lou Murphy and Rebecca Smith-Coggins participated in the design and implementation of these successful meetings. Upcoming meetings in this series include a Stakeholders’ Conference (EMR vendors, payers, quality organizations, etc.) and a CMO/COO Conference, both co-chaired by WellMD leaders.
2017-2018 WellMD Strategic Priorities

The Center’s three overarching priorities for the next 18-24 months include:

1. Culture of Wellness: Leadership engagement and development to assist in the development of a culture that demonstrates support and appreciation for physicians and prioritizes their professional health
2. Efficiency of Practice: Wellness advocacy for process improvements that facilitate efficiency of physicians’ practice while helping all members of the health care team practice at the top of their licensure
3. Personal Resilience: Creation of programs and tools to promote and evaluate self-compassion and improved sleep quality, working toward precision health for Stanford physicians

Specific programs will be developed based on feedback from our reviews of the survey data with department leaders, operational leaders and focus groups. Our WellMD team has already begun meeting with department and division leaders to analyze their individual department physician wellness survey findings. In addition, we will work with both school and health system leaders to design interventions aimed at improving the culture of wellness throughout Stanford Medicine, work with informatics and operational leaders to improve efficiency of practice, and work to identify effective personal resilience interventions while making those resources more accessible for our physicians.

Our national impact will be advanced through multiple publications in process; the continued activities of the Physician Wellness Consortium; and the inaugural American Conference on Physician Health in September 2017 hosted by Stanford, the Mayo Clinic and the AMA.
BACKGROUND

Stanford’s more than 3000 physicians care for over two million patients annually. These dedicated professionals strive to provide an optimal patient experience and achieve the highest quality care, while simultaneously facing increasing productivity and documentation demands. Many physicians perceive minimal control over their work schedule and practice environment. Additionally, they experience significant conflict trying to simultaneously advance our Stanford triple mission of clinical care, discovery and education.

These stressors can lead to anxiety, sleep impairment, emotional fatigue, depression and burnout. Of special importance in this regard, our 2400 faculty physicians serve as teachers, mentors and role models for over 1,200 housestaff and nearly 500 medical students.

Our commitment to address physician wellness began over six years ago with the formation of a medical staff committee devoted to understanding and promoting Physician Wellness. Initially the committee focused on generating awareness of this critical issue, designing a survey tool to measure baseline physician wellness and developing a robust website to assist our physicians to assess their own health and identify local resources to support their wellness.

Our 2013 Physician Wellness survey findings eventually led to the Dean’s Taskforce on Physician Wellness. The Taskforce recommendations led to the establishment of the WellMD Center in June 2016, with five-year funding from the major enterprise partners, including the School of Medicine and both health systems (Stanford Health Care and Stanford Children’s Health). This report gives an overview the work of the WellMD Center team since its formation in June 2016.
CURRENT STATE

Even as physicians’ professional wellness is increasingly recognized as critically important to the delivery of outstanding health care, national survey data show that physician burnout increased from 45% in 2011 to 54% in 2014. Unfortunately, though not surprisingly, our own survey data reveal that Stanford Medicine is not immune from the pressures that have resulted in these concerning figures. Among those who took our survey in both 2013 and 2016, burnout increased from 26% to 39% and high professional fulfillment declined from 24% to 14%. Female physicians reported higher burnout rates than male physicians (39% vs 28%) and lower rates of high professional fulfillment (13% vs 20%).

To ensure a healthy and highly productive faculty workforce - one that can achieve the preeminence that Stanford Medicine strives for in all three of its fundamental missions - it is clear we must take steps to address the determinants of burnout and professional fulfillment.

Economic Impact of Burnout

Burned-out physicians are twice as likely to leave Stanford. Of those who reported burnout in 2013, 21% left within two years, more than two times the departure rate of those who reported low symptoms of burnout. At current rates of burnout, we would predict a departure attributable to burnout of 88 physicians by 2018. Based on local and national data, this will result in an economic loss of up to $88,000,000 in recruitment costs alone. This does not include opportunity costs when research and clinical programs are disrupted, or the costs of reduced productivity and quality associated with burnout.

On a human basis, attending to the declining wellness of our physician colleagues is clearly the right thing to do. We believe these data on burnout-attributable recruitment costs are just the tip of the iceberg when it comes to the economic impact of physician wellness, meaning that it also makes excellent economic sense to invest in these efforts.
WellMD CENTER WORK

Wellness Framework
The WellMD Center created a guiding framework - including mission and vision statements as well as an operational definition of professional wellness - to serve as the foundation for its strategic planning and goal execution.

Definition of Professional Wellness
Professional wellness is not simply the absence of burnout but a positive state of physical, mental and social well-being combined with a sense of professional fulfillment.

Mission
The WellMD Center was created to improve the professional wellness of Stanford Medicine physicians and the associated wellbeing of their patients, their trainees, and the members of the medical teams they lead; and to be a national leader in this field.

Vision
To create a preeminent Stanford Medicine culture that promotes organizational excellence, collaboration, and self-care with a goal of professional fulfillment for all members of our care teams.

Conceptual Model
The Center has created a conceptual model with three primary wellness domains that must be addressed to ensure optimal physician wellness and achieve professional fulfillment.

- Culture of Wellness
- Efficiency of Practice
- Personal Resilience

A commitment to address all three domains will enhance our ability to understand the determinants of burnout in our population and help guide our efforts to improve professional fulfillment.

This report is organized around the WellMD Center's work in each of the model domains.
CULTURE OF WELLNESS

Culture of Wellness consists of the organizational work environment; the values and behaviors that promote self-care, personal and professional growth; and compassion for ourselves, our colleagues and our patients.

The WellMD Center deliberately chose to focus a high percentage of its efforts in this domain for the first year because imbedding wellness into the fabric of the Stanford Medicine culture is a critical first step.

Key success factors addressed in the first year included:
- Leadership engagement and accountability
- Communication and public relations
- Organizational infrastructure
- Measurement and scholarship
- Support, collegiality and appreciation mechanisms

Leadership Engagement and Accountability

Research shows leadership engagement is essential to building a successful physician wellness program. The WellMD team examined national best practices for leadership engagement and identified the Mayo Clinic as a top performer in this area. In June 2016, Mayo Clinic physician wellness expert Tait Shanafelt spent two days consulting with Stanford leaders and faculty. Dr. Shanafelt presented at two grand rounds with approximately 150 attendees. He also had lunch with several department chairs to review his research on the impact of leadership on physician burnout and satisfaction. Dr. Shanafelt emphasized leadership responsibility to ensure a healthy working environment.

To provide department chairs and division chiefs with feedback regarding their leadership support, the WellMD team included (after getting input at the Council of Clinical Chairs) the Mayo Leadership questions in our 2016 wellness survey.
Communication and Public Relations

WellMD Website
WellMD.stanford.edu is consistently the #1 website on Google search for “physician wellness”. It houses information about our WellMD Center as well as a wealth of local and national resources and information for our medical staff, trainees and the public.

During the 5 years of the website’s existence, the return visitor rate has increased from 2% to 35%, meaning people appreciate its resources and come back for more information and help. We have over 1800 visits to our website monthly and in December 2016, 59 countries around the world accessed our website. The website not only is a wonderful resource for internal staff, it has created national attention for our WellMD Center. Many requests for consultation and support come via the website.

WellMD Newsletter
Our monthly newsletter is sent to approximately 3000 individuals including medical staff, housestaff, medical students, leadership and partners. It showcases our wellness program developments, recent wellness research, a calendar of events and noteworthy announcements.

Internal Presentations
During 2016, to increase the awareness and understanding of the importance of physician wellness, WellMD staff and Physician Wellness Committee members conducted 35 presentations providing information to approximately 1300 physicians and staff.

Organizational Infrastructure

WellMD Staff
The WellMD Center currently has a budgeted staff of 3.75 FTEs:
- Center Physician Director (0.5 FTE, vacant)
- Administrative Director (1 FTE)
- Strategic Projects Director (.75 FTE)
- Director of Scholarship and Health Promotion (.5 FTE)
- Associate Director of Scholarship and Health Promotion (1 FTE)

(see Appendix A for more information on WellMD staff)

Our 2016 national search to fill the Director position was unsuccessful in securing a candidate. Recruiting a highly-qualified individual is critical to the success of the WellMD Center. Pending
recruitment of our permanent director, Dr. Bryan Bohman continues to serve in an interim role, though his other duties currently do not allow for a 0.5 FTE WellMD commitment. Dr. Tait Shanafelt has agreed to consult with us as we develop our strategic plan and his expertise will be especially helpful as we begin department level work, as Mayo has considerable experience with this approach.

**Physician Wellness Committee (PWC)**

The members of this medical staff committee span the physician career continuum, bringing together individuals from across the medical center and university who are already working in the wellness arena, along with new members interested in advancing physician wellness practices and research. In scholarly monthly meetings, members share and learn about current wellness programs and research as well explore new opportunities. Topics covered this past year included: Medicine and Literature, Peer Support, Becoming Savvy Electronic Health Record, Education Environment, Writing Opportunities for Physicians, Best Practices in Physician Wellness, New and Improved Physician Wellness Survey, etc. (see Acknowledgements for a full list of Physician Wellness Committee Members)

**WellMD Steering Committee/Advisory Council**

The WellMD Steering Committee guides the work of the WellMD Center along with its strategy and operational tactics. (see Acknowledgements for a full list of Steering Committee Members)

**WellMD Partners**

*The WellMD Center supports wellness efforts throughout Stanford Medicine and the University Community. The Center is actively collaborating with the following programs to create a culture of wellness for all team members:*

- HealthySteps to Wellness for all hospital employees
- University Healthcare Alliance wellness program
- Advance Practice Provider (APP) wellness task force
- Stanford Children’s Hospital resiliency task force
- BeWell University wellness program

Of significance is our relationship with the University HealthCare Alliance’s Provider Wellness program. The WellMD Center team continues to meet with the UHA Wellness Leadership team monthly to align programs and share best practices. Under the leadership of Dr. Rachel Seaman and Andrea Hausel, the UHA program has embraced the Center’s Model and works closely with the Center team to update the survey, analyze data and create provider specific programs.
Measurement and Scholarship

Measurement- Physician Wellness Survey
In Fall 2016, the WellMD Center in conjunction with the Physician Wellness Committee conducted our second Physician Wellness survey.

This survey added several new sections including:
- Leadership Support Scale
- Self-Compassion
- Electronic Health Record
- Wellness Intervention Strategies

Fifty four percent of Stanford Physicians (vs. 35% in 2013) participated in the survey and the findings are presented in the Appendix B. These results will guide our strategic planning and implementation for this next year.

Measurement- Validation Survey
Preceding the launch of the 2016 Physician Wellness Survey, a study was conducted to validate our new measures of physician burnout, professional fulfillment and wellness. Our aim was to develop metrics that are short, reliable, valid, and sensitive to recent changes so that we can efficiently assess contributing factors to physician wellness and the impact of interventions to improve wellness. We are in the process of drafting a manuscript for publication in a peer-reviewed journal with detailed results of our validation study.

Scholarship - Health for Healers Research Group
This group meets on the first Tuesday of every month and brings together researchers and clinicians throughout Stanford who have an interest in wellness. Topics to date include physician wellness and EHR, sleep impairment, self-compassion and doctor-patient relationships. This meeting has resulted in formation of collaborative teams to address EHR research, as well as to develop interventions to reduce sleep-impairment in physicians, residents and fellows.

Grants
We have received one grant to study ways to reduce sleep-impairment in physicians and to test a sleep health improvement program for medical students. We were awarded a grant from The Physician Foundation for our upcoming 2017 American Conference on Physician Health. We have applied for one grant to assess the associations between mentorship and physician trainee wellness, and are preparing another to assess the effects of engaging in contemplative practices on physician wellness.

Publications
To date there have been eleven peer reviewed physician wellness articles published by Stanford authors. These include publications in peer-reviewed journals as well as informational articles.
Appendix H contains a list of current publications along with links to abstracts and posters accepted at national meetings.

**Support, Collegiality and Appreciation**

Both our 2013 and 2016 survey findings demonstrate that physicians who feel appreciated are more likely to experience high levels of professional fulfillment. During 2016, the WellMD Center hosted several events to show appreciation, offer support and foster collegiality, including:

- Two days of events with Dr. Tait Shanafelt from Mayo Clinic
- Validation Survey Luncheons
- International Conference on Physician Health (IPCH) Reception in Boston
- IPCH Wellness Research Event at Stanford
- Primary Care Appreciation Luncheon at Hoover

![Poster Presentation Event in Atrium](image1)
![Monthly Physician Wellness Meeting](image2)
![Gratitude Lunch at Hoover](image3)
Efficiency of Practice refers to workplace systems, processes, and practices that promote safety, quality, effectiveness, positive patient and colleague interactions, and work-life balance.

The center has only begun to address this critical domain and plans to devote more time and resources to this area in 2017. We will focus initially on assessing physicians’ experience with our electronic health record (Epic) and its impact on their daily work.

In September 2016, the WellMD Center hosted a joint Stanford/Packard CMIO meeting to explore the alignment of initiatives and resources to improve the usability of Epic in both health systems. As a result, three sets of EHR questions were agreed upon for inclusion in the 2016 Physician Wellness survey:

1. Rate your experience (satisfaction and competence) with Epic
2. How often/well does Epic help with patient communication, location of patient information, efficient ordering, and care coordination?
3. Challenges with Epic, including: physician orders, patient face time, leveraging EHR tasks to others, work volume

In addition, Efficiency of Practices strategies that were rated highly in our 2016 survey are shown below. These survey results will help to guide and prioritize our continued work with health system leaders.

<table>
<thead>
<tr>
<th>Efficiency of Practice Strategies Rated Highly</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empower physicians to re-engineer clinical process and flows</td>
<td>66%</td>
</tr>
<tr>
<td>Physician involvement in decisions regarding support staff</td>
<td>65%</td>
</tr>
<tr>
<td>Documentation assistance (e.g. scribes)</td>
<td>46%</td>
</tr>
<tr>
<td>Improved EPIC rapid-response help</td>
<td>40%</td>
</tr>
<tr>
<td>One-on-one EPIC coaching</td>
<td>37%</td>
</tr>
</tbody>
</table>
One method that deserves consideration to empower physicians in the re-engineering of clinical process and flows is the University HealthCare Alliance (UHA) Model Clinic. The UHA model clinic engages practicing physicians to increase efficiency of practice by redesigning and streamlining workflows and care processes. In 2016 UHA’s most advanced model clinic practice, Affinity Family Physicians (AFP), showed the greatest improvements in professional satisfaction and burnout while also showing substantial improvement in employee engagement.

We believe these results illustrate the vital importance of improving efficiency of practice if we are to have meaningful and sustained impacts on both provider and care team professional wellness.
PERSONAL RESILIENCE

Personal Resilience consists of an individual’s skills, behaviors, and attitudes that contribute to physical, emotional, and professional well-being.

Stanford already has many excellent personal resilience programs and resources in place. The challenges to their utilization include:

- Physicians’ lack of awareness of the resources
- Lack of proximity of and after-hours availability of resources (e.g. exercise and sleep areas and healthy food, education programs)
- Lack of schedule flexibility to utilize these resources

These challenges will need to be addressed to optimize physician health and resilience.

This past year the WellMD Center implemented four wellness programs that provided over 200 physicians with opportunities to improve their personal resilience skills, spend time connecting with colleagues and receive peer support as requested. A description of each of these programs can be found in Appendix C through Appendix G.

- Literature and Medicine
- Mindfulness-Based Stress Reduction for Physicians
- Cultivating Compassion for Physicians
ESTABLISHING A NATIONAL ROLE

Over the past year, the WellMD Center has established itself as a national and international leader in the field of physician wellness. WellMD Center expertise as consultants, speakers and advisors is frequently requested on topics related to physician wellness and professional fulfillment, including measurement, peer support, and physician wellness program development. The Center faculty have delivered over twenty presentations outside Stanford, including invited presentations at national meetings of the ACGME and AAMC, as well as six presentations and workshops at the International Conference on Physician Health.

Physician Wellness Academic Evaluation Consortium
The WellMD Center in conjunction with the Risk Authority has established a Physician Wellness Academic Consortium (PWAC) to support the physician wellness evaluation and needs assessment in academic institutions. The consortium is actively recruiting 10 academic hospitals in a free opt-in program.

The PWAC kicked off with the first external survey for a 2000 physician hospital on the east coast in December of 2016. While this is the first PWAC member outside of the Stanford system, there are many other academic organizations that we plan to support through our collaboration with The Risk Authority, with 6 active requests for starting this process and 7 additional requests at an initial recruitment stage (13 active requests as of January 2017).

National Physician Wellness Consortium
This past year Stanford Medicine, along with the Mayo Clinic and the American Medical Association, founded a national consortium to address the physician burnout crisis. In 2016, the founding members held a CEO consortium to which it invited senior leaders from vanguard organizations across the country. These leaders spent the day to exploring what we know, sharing best practices, and discussing how to influence the national landscape such that physicians will be able to reconnect with the joy of practicing medicine. Stanford CEO David Entwistle had a conflict (his first SHC Board meeting) but Stanford was represented by Mary Lou Murphy, who helped organize the event.

Joy in Medicine - Research Summit
WellMD also participated in the creation of the first national Physician Wellness Research Summit in 2016. Dr. Mickey Trockel co-chaired the event, which was attended by thirty-five national and international scholars. The purpose of the summit was to craft a research agenda around issues of burnout and professional well-being.

2016 International Conference on Physician Health (ICPH)
The 2016, ICPH was held in Boston and Stanford had the largest contingent (33 individuals) of any organization in attendance. We represented 25% of all accepted abstracts with eleven posters and six presentations (see Appendix I). During the event, we hosted a reception attended by over 60 individuals, enabling our physicians to network and share their ideas with world leaders in the physician wellness field.
MOVING FORWARD

Locally

Our Stanford survey data support the need to address all three wellness domains - culture of wellness, efficiency of practice and personal resilience - to reverse the recent downward trend in physician wellness. We will develop and prioritize potential interventions based on the national literature, our own survey data showing correlations between wellness and various drivers, the preferences expressed by our survey participants for specific interventions, and input from upcoming focus groups and leadership discussions.

Culture of Wellness

Professional fulfillment was highly correlated with leadership support in our survey, and over 60% of survey participants identified leadership support for improving physician wellness and professional satisfaction as very or extremely helpful.

Beginning in February 2017, the WellMD team will meet with department chairs to review their individual findings and help develop wellness strategies. Additionally, we will hold departmental and system-wide focus groups to involve our faculty in the design of specific interventions. We will explore ways for leaders and peers to effectively communicate their appreciation and support of our faculty, along with ways to better highlight the appreciation so often expressed by our patients.

Efficiency of Practice

Survey participants’ experience with Epic accounted for significant variance in professional fulfillment and burnout. Therefore, a key strategy in this domain will be to continue our work with informatics leaders to improve Epic usability. We will also partner with health system operational leaders to find opportunities where care delivery redesign can have a positive impact on physician wellness (as it appears to have done in UHA).

Personal Resilience

When asked to rank potential interventions, survey takers identified mindfulness and self-compassion initiatives along with healthy food as priorities. Since self-compassion and sleep quality were also highly correlated with professional health, the WellMD Center will continue to expand our mindfulness and compassion programs, with an eye to methodologies that are scalable and less demanding of time. We also hope to develop cognitive-behavioral therapy offerings to improve sleep quality. We will partner with operational leaders with an aim to provide healthy food 24/7 along with access to improved sleep and exercise facilities.

Nationally

2017 American Conference on Physician Wellness (ACPH)

Stanford (through the WellMD Center) is lead host of the inaugural American Conference on Physician Health, to be held October 12-13, 2017 in San Francisco. The American Medical Association and the Mayo Clinic are collaborators and co-hosts for this conference, whose theme is “Creating an Organizational Foundation to Achieve Joy in Medicine.”
The conference will focus on structuring healthcare organizations and systems of care so that physicians can provide outstanding patient care without burnout. This meeting will showcase research into what organizations can do to help combat burnout and promote professional fulfillment. It will also provide a forum to highlight innovative methods, support systems and educational programs that support physician health. This scholarly event is expected to draw an audience of 350-400 physicians, academics, students, physician health researchers, administrators, educators, and consultants.

**AMA Joy in Medicine 2017 CMO/COO/CXO Conference**
As a follow-up to the 2016 Joy in Medicine CEO meeting, the AMA is hosting an April 2017 conference for C-Suite operational leaders, with the purpose of bringing these healthcare leaders together to share strategies and generate new ideas on how to best to support physician well-being at the organizational level.

These discussions will form the basis of a call for action that will be used to raise awareness, support advocacy efforts, and ultimately spur nation-wide action by leading health care organizations to improve physician well-being.

Stanford continues to be involved in a leadership role. Bryan Bohman is co-chairing the planning group and Mary Lou Murphy is key member of the planning team.

**AMA Joy in Medicine 2017 Stakeholder Conference**
Another follow-up to the 2016 Joy in Medicine meeting, co-chaired by Mickey Trockel, will bring together individuals representing professional societies, EHR vendors, quality and safety organizations, regulators, and payers, with the goal of 1) increasing awareness of the importance of physician wellness to each stakeholder, 2) facilitating collaborations across stakeholder groups, and 3) helping all stakeholder representatives create and implement an action plan specific to their role in comprehensive efforts to improve physician wellness.
CONCLUSION

We at Stanford have the opportunity, capability, and compelling vision to create an innovative and comprehensive program that will establish us as the foremost international leader, both academically and operationally, in promoting physician wellness and professional fulfillment as a strategy for excellence in clinical care as well as research and teaching.

The support necessary to move this program forward is small compared to the potential impact on our clinical, educational and research missions. Without that support, many of the current physician wellness efforts at Stanford, dependent as they are on extraordinary individual voluntary efforts, are likely to wither away, leading to disappointment rather than the energizing engagement that we believe will ensure the ultimate success of these efforts.

The Stanford WellMD Center has established a model for physician wellness and is becoming a leader in this evolving field. This report outlines our recent activities and presents a credible roadmap toward our goals, including the development of systems and processes to sustain and advance our current efforts while building the foundation for expanded efforts in subsequent years.

During 2017 the primary focus of the Center will be to work with department and division leaders to understand their physician wellness findings and design interventions to improve the Culture of Wellness in their areas. Additionally, the Center will focus on how to best improve Efficiency of Practice across the enterprise. Personal Resilience activities will continue and be expanded.

The 2017 inaugural American Conference on Physician Health, as well as the ongoing series of AMA Joy in Medicine conferences, will showcase Stanford’s commitment and leadership in the increasingly vital field of physician wellness.

The WellMD Center looks forward to continued support from leadership to accomplish its goals and make a difference in the lives of our physicians, staff and patients, both locally and nationally. The Surgeon General has stated that physician burnout is a national healthcare crisis. Developing a research and operational program to combat this threat to our mission - and to the nation’s health - is exactly the kind of innovative work that Stanford exists to undertake.
ACKNOWLEDGEMENTS

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The work of the WellMD Center would not be possible without the support of:

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David Entwistle, CEO Stanford Health Care
Chris Dawes, CEO Stanford Children’s Health
Norm Rizk, Chief Medical Officer, Stanford Health Care
Dennis Lund, Chief Medical Officer, Stanford Children’s Health
Linda Boxer, Vice Dean, Stanford School of Medicine
Marcia Cohen, Senior Associate Dean, Medical Education, Stanford School of Medicine

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Stephanie Harman, MD
Natalya Hasan-Hill, MD
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Anita Honkanen, MD

Joe Hopkins, MD
Bob Horowitz, MD
Nawal Johansen, MD
Laurence Katznelson, MD
Emi Lesure, PhD
Manuela Kogon, MD
John Mark, MD
Rebecca Miller, MD
Dan Murphy, MD
WellMD Steering Committee/Advisory Council
The WellMD Steering Committee guides the work of the WellMD Center along with its strategy and operational tactics. The committee members:

Marisa (Mimi) Albert, MPH, Project Manager of the Dean’s Task Force
Bryan Bohman, MD, WellMD Center Interim Director
Patty de Vries, MS, WellMD Center Director of Strategic Projects
Maryam Hamidi, PhD, Associate Director of Scholarship and Health Promotion
Mary Lou Murphy, MS, WellMD Center Administrative Director
Christy Sandborg, MD, Chair of the Dean’s Task Force
Rebecca Smith-Coggins, MD, Physician Wellness Committee Co-Chair
Mickey Trockel, MD, PhD, WellMD Center Director of Scholarship and Health Promotion
Dana Welle, DO, JD, Physician Wellness Committee Co-Chair

WellMD Center Partners
The Stanford WellMD Center and the Physician Wellness Committee both act as agents of change with their own programs as well as a means for support, networking and collaboration between various department and institution initiatives. Here is an overview of Center and Committee connected wellness programs for physicians and trainees. Additional wellness opportunities can be found throughout our WellMD.Stanford.edu website.

Community Building
- Literature & Medicine Dinner Series (Jacqueline Genovese, Benny Gavi)
- Medicine and the Muse Program (Audrey Shafer)
- Medicine and the Muse Symposium (Shaili Jain and Jacqueline Genovese)
- Music and Medicine Events (Jacqueline Genovese)
- Stanford Medicine Music Network (Jacqueline Genovese)
- Writer’s Workshops (Jacqueline Genovese)
- Pegasus Physician Writers (Hans Steiner)
- 3 Good Things Projects (Jochen Profit)
- Schwartz Center Rounds (Sara Nikravan, Torrey Simons)
- Women Faculty Networking Group (Bonnie Maldonado)
- Medical Staff Gala (Office of the Chief of Staff)
- Health for Healers Research Group (Mickey Trockel and Maryam Hamidi)
Education
- Wellness Expert Guest Speakers (Mary Lou Murphy)
- Mindfulness Subcommittee (Lars Osterberg, Tara Cornaby)
- Mindfulness Class for Physicians (Tara Cornaby)
- Compassion Cultivation Class for Physicians (Lars Osterberg)
- Brief Compassion Training for Physician Well-being (Bob Horowitz)
- Healer’s Art for Medical Students (Bruce Feldstein)

Communication
- Website (Harise Stein)
- Monthly Newsletters (Harise Stein)

Medical Staff Support
- Medical Staff Peer Support Program (Harise Stein)
- Medical Staff Litigation Support Program (Harise Stein)
- Academic Biomedical Career Customization (Magali Fassiotto)
- Time Banking System (Magali Fassiotto)

Housestaff Support
- HealthConnect 24/7 Phone Line (Mickey Trockel)
- House Staff Peer Support Program (Harise Stein)
- Initiatives for Health and Well-Being (Laurence Katznelson)
- Specific Department Programs
- Anesthesia PRIME Program (Tara Cornaby, Ravi Prasad)
- Surgery Balance in Life Program (Ralph Greco)
- Pediatrics Humanism and Wellness Program (Laura Bachrach)

Medical Student Support
- Office of Medical Student Wellness (Margaret Govea)
- Medical Student Life Advising Office (Rebecca Smith-Coggins)
- Respectful Educator and Student Mistreatment Committee (Rebecca Smith Coggins, James Lau)
- Educators for Care – E4C (Lars Osterberg)
- Ears 4 Peers (Rebecca Smith-Coggins)
- Reflection Rounds (Bruce Feldstein)
  http://med.stanford.edu/researchandevaluation/rathmann/fellows.html
- Ethics and Humanities Scholarly Concentration (Audrey Shafer and Maren Grainer Monsen)
- Medical Student Sleep Project (Sara Connolly and Mickey Trockel)
Collaborative Programs

- University HealthCare Alliance Provider Wellness Program (Rachel Seaman, Andrea Hausel)
- BeWell wellness program for University Employees
- Health Improvement Program (HIP) (Wes Alles)
- HealthySteps Program (Charelle Fernandez)
- Faculty Engagement Committee at LPCH (Christy Sandborg)

Measurement

- Physician Wellness Survey (Mickey Trockel)
- SHALA - Stanford Health and Lifestyle Assessment (Wes Alles)
- Physician Wellness Qualitative Research Project (Iris Schrijver)
- Pediatric Fellow Wellness Survey (Caroline Okorie, Sumit Bharagava)
- Barriers to Resident Wellness (Lindsay Borg, Mickey Trockel)
- Multi-Organization Resident Wellness Survey (Mickey Trockel)
- EMR Study with Univ. of NM and Univ. of Minnesota (Nancy Morioka-Douglas)

Additional Collaborators

Christopher Sharp, Kelley Skeff, Yumi DiAngi, Bonnie Halpern-Fisher, Chang Lee Tzielan, Nancy Morioka-Douglas, Yaniv Kerem, Natalie Pageler, Lindsay Stevens, and Michael Kim who were instrumental in designing the EMR questions for the 2016 Survey.

Emi Lesure, PhD is a Social Science Researcher who was instrumental to our success in validating our Physician Wellness Survey and launching our collaboration with The Risk Authority.
APPENDICES

Appendix A: WellMD Team

Bryan Bohman, MD
Interim Director
Dr. Bohman is currently serving as interim leader for the WellMD Center, while a national search is underway for the Director. He is charged with the oversight of all physician wellness/burnout prevention efforts. His primary focus is to establish the Center as a key contributor to physician and staff professional fulfillment across Stanford Medicine as well as a center of scholarship and research.

Mickey Trockel, MD, PhD
Director of Scholarship and Health Promotion
Mickey Trockel is a clinician scholar who leads Stanford’s Physician Wellness Surveys to guide development and evaluation of endeavors to improve physician wellness. He also directs the Center’s affiliated “Health for Healers” research group and provides consultation to scholars to help them develop their physician wellness research.

Mary Lou Murphy, MS
Administrative Director
Mary Lou Murphy is the Administrative Director for the WellMD Center. She oversees the Center operations, finances, communications and public relations. Additionally, she develops and implements new programs and systems to improve physician fulfillment.

Patty de Vries, MS
Director of Strategic Projects
Patty De Vries oversees the design and administration of Center strategic projects and programs. Additionally, she serves as our link to hospital and university wellness efforts due to her experience overseeing the HealthySteps program for Stanford Children’s Health and Stanford Health Care employees and her supporting role with the University BeWell team.

Maryam S. Hamidi, PhD
Associate Director of Scholarship and Health Promotion
Maryam Hamidi serves the Associate Director of Scholarship and Health Promotion. She is responsible for research projects, data analysis and mentoring physicians in the research.
Appendix B: 2016 Physician Wellness Survey Executive Summary

The 2016 Stanford Physician Wellness Survey Results

Even as physicians’ professional wellness is increasingly recognized as critically important to the delivery of outstanding health care, survey data indicate that physician burnout nationally has increased from 45% in 2011 to 54% in 2014. The Stanford Physician Wellness Committee conducted its second Physician Wellness Survey in the fall of 2016 with a 54% response rate. This survey was designed to assess burnout and professional fulfillment, along with their determinants, and to help identify gaps in current efforts to improve professional wellness.

2016 KEY FINDINGS

Burnout

Overall, 34% of Stanford Physicians reported one or more symptoms of burnout (emotional or physical exhaustion). Of physicians who participated in both 2013 and 2016 surveys, data shows a 13% increase in burnout over three years. Female physicians reported significantly higher burnout rates (39%) than male physician counterparts (28%).

Similar to our 2013 data, our burnout rates are highest among our Clinical Educators and Medical Center Lines. This is problematic because these physicians deliver a high percentage of our direct patient care. Low self-compassion and sleep-related impairment were the strongest determinants of burnout.

Professional Fulfillment

Professional fulfillment was assessed with a four-item scale including self-efficacy, work satisfaction, happiness, and self-worth. Only 14% of Stanford Physicians reported high professional fulfillment as compared to 24% in 2013. This represents a 10% decline over three years. Female physicians reported lower rates of high professional fulfillment (13% vs. 20%).

Cultural factors were the strongest determinants of professional fulfillment and include perceived appreciation, personal/organization values alignment, and peer supportiveness, all of which were related to perceived leadership support.

Economic Impact of Burnout

Data shows that burned-out physicians are twice as likely to leave Stanford. Of the physicians who reported burnout in 2013, 21% left within two years, more than two times the departure rate of those who reported low symptoms of burnout. If the burnout rates remain unchanged, there will be a departure of up to 88 physicians by 2018 attributable to burnout. Based on national data this will result in an economic loss of approximately $88,000,000 in recruitment and opportunity costs – not including the costs of reduced productivity and quality associated with burnout.

Improving Physicians’ Professional Wellness

Survey data support the need to address culture of wellness, efficiency of practice and personal resilience to reverse the recent downward trend in physician wellness. The WellMD Center will focus on the following data-driven interventions.

Culture of Wellness

Because over 60% of physicians identified leadership support for improving physician wellness and professional satisfaction as very or extremely helpful, we will focus on improvement interventions in these areas. Beginning in February 2017, the WellMD team will meet with Department Chairs to review their findings and develop wellness strategies. Additionally, we will hold focus groups to involve our physicians in the design of specific interventions. We will continue to create mechanisms for recognition and appreciation by both leaders and colleagues.

Efficiency of Practice

Physician experience with the electronic medical record (EMR) predicted significant variance in professional fulfillment and burnout. Therefore, our primary strategy in this domain will be to work with the Information Technology (IT) department leaders to improve the efficiency of the EMR. Additionally, we will partner with operational leaders to examine the impact of care delivery redesign on physician wellness.

Personal Resilience

The highest rated personal resilience interventions were free, healthy, and conveniently located food and strategies to promote a compassionate growth-mindset. Initial evaluation of programs sponsored by the WellMD Center suggests mindfulness and compassion cultivation both improve professional fulfillment. Self-Compassion training programs are currently being delivered and evaluated.

It is the WellMD Center’s goal to address both organizational wellness and individual resilience strategies to promote professional fulfillment for all members of our care teams.

Appendix C: Peer Support Program

Program Director, Dr. Harise Stein received her MD from Dartmouth after attending Stanford as an undergraduate and as an Ob/Gyn resident. She is presently an Adjunct Clinical Associate Professor in Ob/Gyn. Harise has been involved with the Peer Support Program from its inception, writing the program manual, serving as a peer support trainer, and becoming the Director in May 2016.

Program Description: Adverse clinical events happen to all clinicians. The aftermath can be very challenging and lead to a sense of isolation. Our confidential and legally protected program consists of 40 volunteer clinicians from Stanford Health in multiple specialties and levels of experience (14 faculty, 11 fellows, 11 residents, 4 UHA), they have been trained to listen, offer perspective, stress self-care, and provide resources to these physicians. The program can be activated by oversight groups such as Safety, Quality or Risk; by managers or directors; by physicians concerned about a colleague; and by self-referral by emailing medpeersupport@stanford.edu. Find more information at: http://wellmd.stanford.edu/get-help/peer-support.html

Data Collection and Analysis: 2016 data show 2-9 referrals/month (on par with the Harvard program of 4-5/month). Involved physicians are contacted by email, and resulting stats show about 50% do not respond, 25% respond and say they are doing ok but appreciate the concern, and 25% opt to talk with a supporter. This is usually a one-time event over the phone, ranging from 15-60 minutes.

Participant Feedback
“Just having someone neutral check in specifically about my wellbeing was comforting...I felt incredibly supported and it was nice that there were not secondary motives behind the support (i.e. data gathering).”

“Great addition for our physicians, as we often feel the need to sort through these issues alone.”

Conclusion
We have received very positive feedback about this program, and even though clinicians may not opt to utilize it, they are appreciative that it is available.
Appendix D: Medicine and Literature

Jacqueline Genovese
Jacqueline Genovese, Course Leader, has a Master's Degree in Medical Humanities, and is the Assistant Director of the Stanford Medicine and the Muse program. She coordinates events, workshops and educational initiatives for many groups, including medical trainees and veterans.

Benny Gavi
Program Director, Dr. Benny Gavi, is a Clinical Assistant Professor in Medicine and past Director of the Stanford Hospitalist Program. He has extensive experience and interest in the Literature & Medicine program, previously at Harvard and presently at Stanford.

The Stanford Literature & Medicine Dinner and Discussion series is designed to provide an opportunity for physicians to come together and share a meal while discussing works of literature. It is part of a national program fostering the medical humanities, joining other participating academic organizations such as Harvard and the University of Chicago.

The program facilitators encourage the exploration of the challenges and rewards of being a doctor. Led by a skilled medical humanities facilitator, the Literature and Medicine series provides a supportive environment for candid and thoughtful discussion among physician. To date over 80 physicians have participated in the program. Attendees have been highly appreciative of the opportunity to interact with and learn from colleagues of different ages, backgrounds and specialties. Participant quotes included: “It’s gratifying to hear the perspective of doctors with training in other areas,” and “the program was a great way to engage your core as a physician and share it with your colleagues.”

Time commitment: 2 evening hours once a month for 6 months

"The LitMed program was a great way to engage your core as a physician and share it with your colleagues."

-Steve Asch, MD, Professor of Medicine
Appendix E: Mindfulness Based Stress Reduction for Physicians

Program Director: Tara Cornaby, MD is a Clinical Associate Professor in the Department of Anesthesiology, Director of Byers Surgery Center, and Co-founding Director of the Anesthesia Resident Wellness Program. She recently completed a fellowship in Integrative Medicine and has taught mindfulness to physicians since 2010.

Course Leader: Mark Abramson, DDS, is a faculty member of the Stanford Integrative Medicine Center. He has led the Stanford Mindfulness-Based Stress Reduction program for 20 years, teaching medical and community groups through the School of Medicine and through the Health Improvement Program (HIP).

Program Description:
Physicians attended eight weekly, two-hour evening sessions and an optional all day Saturday retreat. This experiential program taught the principles of mindfulness and their application to everyday life and helped participants how to respond more effectively to stressors. The class was customized to address the personal and professional challenges faced by physicians. Sixteen physicians completed the Spring 2016 course and twelve physicians completed the Fall 2016 course.

Data Collection and Analysis:
Pre-intervention and post-intervention surveys measured variables including: mindfulness, self-compassion, emotional exhaustion, interpersonal disengagement, and overall burnout. Statistically significant results from the spring course showed increases in self-compassion and mindful behaviors and decreases in overall burnout, emotional exhaustion, and interpersonal disengagement. Fall course surveys are currently being analyzed.

Participant Feedback: Participants liked being in a small group with other physicians who understood one another’s stressors and that the course instructors were fellow doctors. They requested on-going, flexible mindfulness group meetings.

Conclusion: Physician group mindfulness training programs have been shown to significantly increase mindful behaviors and reduce burnout. This well reviewed program successfully reproduced those measures in a cost-effective manner that can be scaled, as needed, to accommodate growing physician interest.
Appendix F: Compassion Cultivation Course

**Program Director: Lars Osterberg, MD, MPH**, is an Associate Professor of Medicine at Stanford School of Medicine; Co-director of Stanford Medicine Teaching and Mentoring Academy. Lars served as the Program Director for both the spring and fall Compassion Cultivation Course.

**Program Instructors:**

**Monica Hanson** is an instructor for the Center for Compassion and Altruism Research and Education (CCARE), Monica piloted the Compassion Cultivation Training (CCT) program with military veterans in the Palo Alto VA Healthcare System.

**Kelly McGonigal, PhD** is a health psychologist at Stanford University and a leading expert on the mind-body relationship. She co-authored the Compassion Cultivation Training (CCT) course. Her popular programs — including “The Science of Willpower” and “The Science of a Calmed Mind” — address the psychological science of personal health and happiness, as well as organizational success.

**Program Description:** The program was delivered by Center for Compassion and Altruism Research and Education (CCARE) faculty at Stanford University School of Medicine. The program incorporated science, input from contemplative scholars, mindfulness meditation and other practices in an 8 week, 2 hr. weekly class. This offering was tailored for the challenges faced by physicians. Twenty-six people attended the courses we have offered so far.

**Data Collection and Analysis:** To evaluate the program we surveyed participants using a validated questionnaire on compassion measures, burnout measures and assessment of mindfulness practices. Ten participants completed both baseline and week-eight questionnaires.

**Results:** Participants reported increases in self-compassion, self-confidence and mindful behaviors. They also reported decreases in overall burnout.

**Conclusion:** Compassion cultivation training programs can significantly increase self-compassion, mindful behaviors and reduce burnout. Challenges were faced in physician completing the programs due to the commitment required.
Appendix G: Brief Compassion Training Intervention for Physician Well-Being

Program Director: Bob Horowitz, MD attended Stanford Medical School and did his medicine residency at Santa Clara Valley Medical Center (VMC). He joined their primary care division and practiced there from 1983-2014. Bob has been a long-time meditator and is especially interested in compassion meditation practices.

Program Description: Developed in conjunction with the Stanford Prevention Research Center, this physician well-being intervention focused on providing a convenient self-compassion training program for providers. Twenty-six physicians from five Stanford primary care clinics attended eight weekly thirty-minute skill-building sessions delivered on-site at their clinics during workdays. They were taught exercises that could be performed in seconds to a few minutes during stressful moments. Overall program attendance was seventy five percent.

Data Collection and Analysis: Participants completed pre- and post-intervention surveys measuring empathy, self-compassion, and self-efficacy for skills learned. Statistically significant increases were observed for self-compassion and self-efficacies for mindful breathing, recognizing common humanity and evoking self-compassion.

Participant Feedback: Participants liked the convenience and brevity of the training, and particularly valued self-compassion as a technique to improve their overall well-being.

- “It was amazing and there were things that I will remember and always affect my viewpoint of myself and my practice.”
- “The program is unique in providing short effective tools to make clinic flow more smoothly.”

Conclusion: This brief compassion-training program, emphasizing convenience for physicians, was feasible and appeared to improve measures and skills of self-compassion. This program is an attractive and potentially powerful target to improve physician well-being.
Appendix H: Publications

The following publications are based on research done at Stanford (alone or multi-center), from members and partners of the Physician Wellness Committee and the WellMD Center. In 2016 there were eleven physician wellness related articles published in peer-reviewed journals. Our website now has a link to the abstracts of these publications.

Peer Reviewed Articles

Evaluation

- **Pathology in the medical profession? taking the pulse of physician wellness and burnout.** Schrijver I. Arch Pathol Lab Med. 2016 Sep;140(9):976-82. PMID: 26828114

Impact


Interventions

- **Can arts and communication programs improve physician wellness and mitigate physician suicide?** Genovese JM, Berek JS. J Clin Oncol. 2016 May 20;34(15):1820-2. PMID: 26926683 (pdf)
- **An exploration of key issues and potential solutions that impact physician wellbeing and professional fulfillment at an academic center.** Schrijver I, Brady KJ, Trockel M. PeerJ. 2016 Mar 10;4:e1783. PMID: 26989621

Leadership

Housestaff


- **The discriminatory patient and family: Strategies to address discrimination towards trainees.** Whitgob EE, Blankenburg RL, Bogetz AL. Acad Med. 2016 Nov;91(11 Association of American Medical Colleges Learn Serve Lead: Proceedings of the 55th Annual Research in Medical Education Sessions): S64-S69. PMID: 27779512

Medical Students


Commentary

- **Maintaining wellness critical for trainees and clinicians in medical subspecialties.** Katznelson L, Trockel M. Endocrine Today Nov 2015. (article)

- **Invincible caregivers.** Welle, D. MGMA Connection Nov 2015. (article)
Appendix I: 2016 International Conference on Physician Health (ICPH) Abstracts
September 18-20, 2016
Boston, MA

More information on each abstract can be found at:

ICPH Posters

- Cultivating a Culture of Self-Awareness, Compassion and Community through Development of a Novel Anesthesia Resident Wellness Program by Tara Cornaby, Ravi Prasad, Natalie Hasan-Hill & Emily Ratner
- It Sustains Me: How Physicians Draw Satisfaction and Overcome Barriers in their Practices by Amy Weil, Lars Osterberg, Elizabeth Rider and William Branch
- Finding Joy in the HayStack: WellMD Website and Newsletter by Harise Stein
- Evaluating the Effectiveness of a Physician Wellness Literature and Medicine Program by Benny Gavi, Jacqueline Genovese, Mickey Trockel and Mary Lou Murphy
- Planning & Assessing Wellness Interventions Physicians Create for Themselves: Results of a Promising Natural Experiment. UHA Physician Wellness Program by Andrea Hausel, Mickey Trockel, Rachel Seaman and Bryan Bohman
- Assessing Burnout & Professional Fulfillment among Pediatric Subspecialty Fellows by Caroline Okrie, Mickey Trockel & Sumit Bharagava
- Brief Compassion Training Interventions for Physician Well-Being by Bob Horowitz, Mickey Trokel, Tia Rich, S. Kim and Marcia Stefanick
- Sleep Health in Medical Students: A Cross-Sectional Study by Sara Connolly, Mickey Trockel & Rebecca Smith Coggins
- What do we mean by Physician Wellness? A Systematic Review of its Definition and Measurement by Keri Brady, Mickey Trockel, Christine Khan, Kristen Raj, Mary Lou Murphy, Bryan Bohman, Erika Frank, Alan Louie and Laura Roberts.
- Identifying Housestaff Barriers to Self-Care: Mentorship Matters by Lindsay Borg, Keri Brady, Jie Li, Nancy Piro, Ann Dohn & Mickey Trockel

ICPH Presentations & Workshops

- Finding Your Bliss by Dan Murphy and Artie Wu
- A Time Banking System to support workplace flexibility by Magali Fassiotto, Yvonne Mondanado, Caroline Simard & Hannah Valentine
- The ideal gas lounge: Boosting resident happiness with empowerment and common space improvements by Tara Cornaby & Adam Was
- Experiencing Joy in Medicine by Rebecca Smith-Coggins & Bruce Feldstein
• **Addressing House-Staff Physician Professional Fulfillment and Burnout** by Mickey Trockel, Stewart Babbot, Bardia Behravesh, Greg Unruh, Brad Poss, Ellen Marrow, Brian Flahery, Mark Linzer, Rosemary Quirk, Caroline Okorie, Sumit Bhargava

• **An Innovative Program to Address Barriers to Healthful Eating in Anesthesia Residents** by Natalya Hasan & Sandra Sacks
REFERENCES