



# A National Strategy for Clinician Wellbeing: A Way Forward


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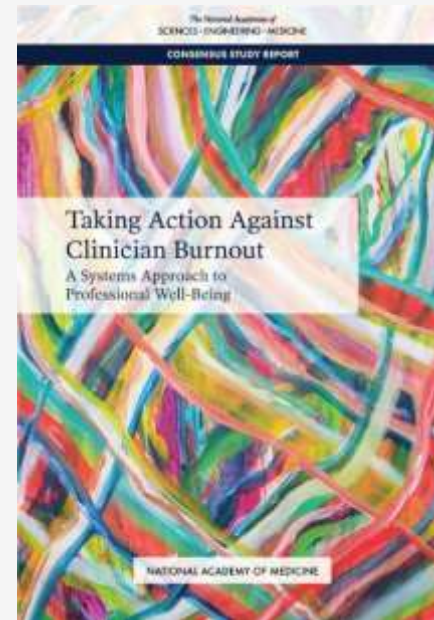
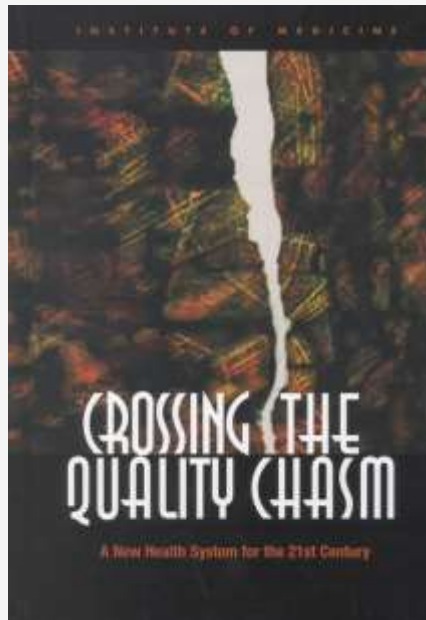
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# Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being



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# Health System Improvement



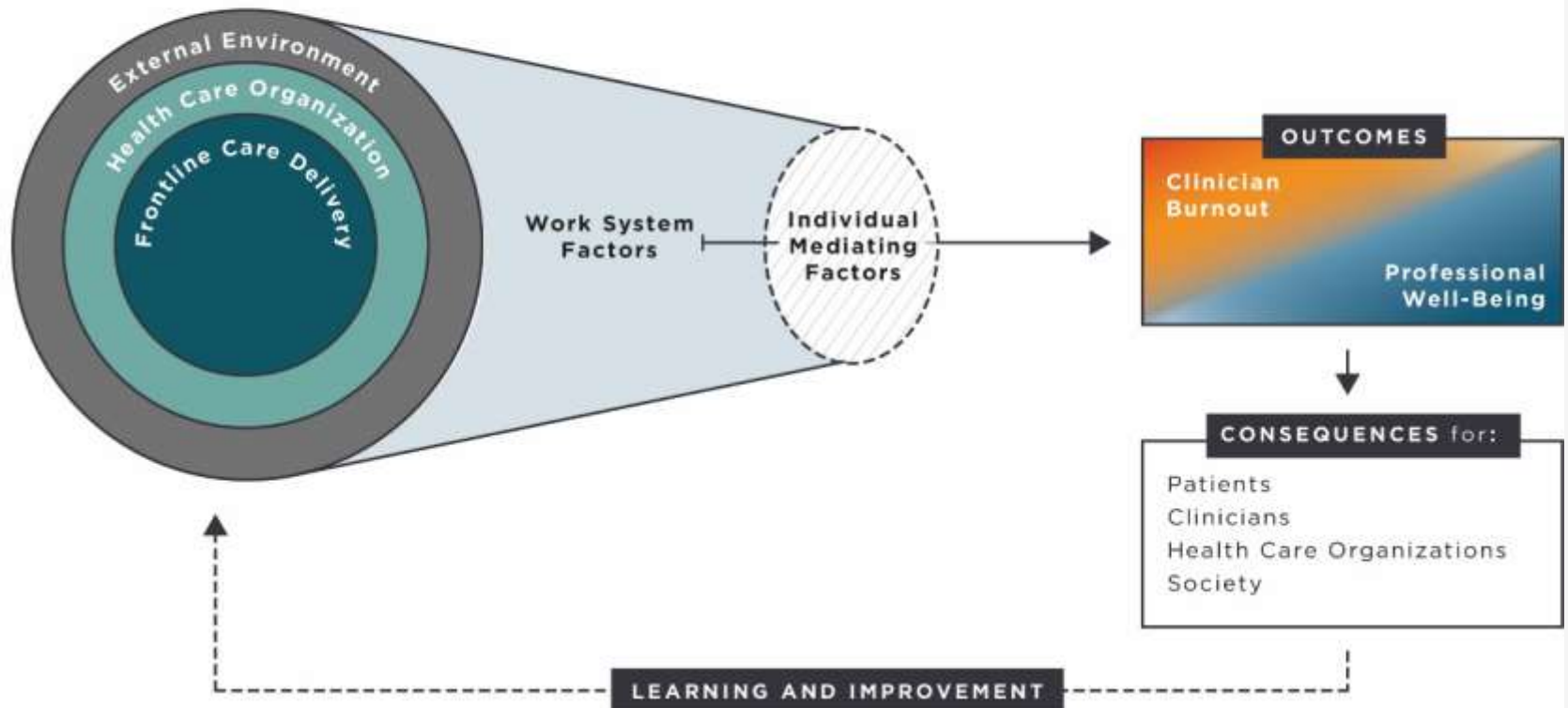
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# Study Sponsors

- Accreditation Council for Graduate Medical Education
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- University of Massachusetts Medical School
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- University of New Mexico Health Sciences Center
- University of Utah Health
- University of Virginia Medical Center and
- University of Virginia School of Medicine
- Vanderbilt University Medical Center
- Washington University School of Medicine
- Yale School of Medicine
- Yale New Haven Health System




# A SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING





**Collective and coordinated action**  
across all levels of the health care  
system – front line care delivery, the  
health care organization, and the  
external environment is needed.



# **6 Goals to Reduce Burnout and Foster Professional Well-Being**

**Goal 1 Create Positive Work Environments**

**Goal 2 Create Positive Learning Environments**

**Goal 3 Reduce Administrative Burden**

**Goal 4 Enable Technology Solutions**

**Goal 5 Provide support to Clinicians & Learners**

**Goal 6 Invest in Research**



# Implementation

- **Build infrastructure** for a well-being system that has adequate organizational resources, processes, and structures; continually learns and improves; and is accountable.
- **Design reward systems** that align with organizational and professional values to support professional well-being.
- **Nurture organizational culture** that supports change management, psychological safety, vulnerability, and peer support.
- **Use human-centered design processes** to co-design, implement and continually improve solutions and interventions that address clinician burnout.





# Enter Covid-19

New demands: lack of knowledge

Infection risk; inadequate PPE

Inadequate resources for care: rationing

Unprecedented mortality rates

Stark inequities

Moral distress/Moral Injury

Divisive social attitudes, politics

# **A Problem That Was Always There Comes out of the Shadows**

National Attention

Public Media

Professional and Trade Press

Educational Institutions

Delivery Systems

Professional Associations

Regulatory Organizations

# The Clinician Well-Being Collaborative Overview



- Established in 2017 as a **public-private partnership** committed to reversing trends in clinician burnout
- **Over 60 key players** in US healthcare System and **over 200 Network Organizations** to include **diverse groups working together**:
  - Academia
  - US Government
  - Health care system leaders
  - Health care professionals
  - Professional and specialist organizations
  - Education and accrediting bodies
  - Health IT companies
  - Payers
- **Co-Chairs:**
  - Dr. Victor Dzau (NAM)
  - Dr. Vivek Murthy, US Surgeon General (HHS)
  - Dr. Darrell Kirch (AAMC)
  - Dr. Thomas Nasca (ACGME)
- **Steering Committee:**
  - US Government
  - Healthcare Industry leaders, professionals
  - Education and accrediting bodies
  - Professional and specialist organizations



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# Working Group Goals: Supporting and Driving Change Together



- 2017-2020
  - Engage **healthcare executive leaders**
  - Break the Culture of Silence by tackling **help-seeking stigma** among clinicians
  - Identify/Promote use of Organizational **Promising Practices and Metrics**
  - Improve **Workload and Workflow**
  - Implementing recommendations on 2019 **Consensus Report Recommendations**
  - Post-2020 **Sustainability**
- 2021-2022:
  - Build a **National Strategy**
  - Lead a comprehensive approach to addressing the needs of clinicians resulting from **COVID-19**
  - Identify and develop tools to implement **promising practices**



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Frame the Crisis



Science-based Research



Coalition Building

Economics



Spark Plugs  
Identify & Activate Champions



Advocacy



Government Involvement



A Plan



Environment & Policy Change



Mass Communication

- National Strategy
- Community Support
- Social Marketing
- Media Advocacy
- Policy Development
- Business and Industry Assistance
- Coordinated Research Efforts

10 key elements\*  
to create a  
**SOCIAL MOVEMENT**  
TO SPREAD CHANGE  
ON A MASSIVE SCALE



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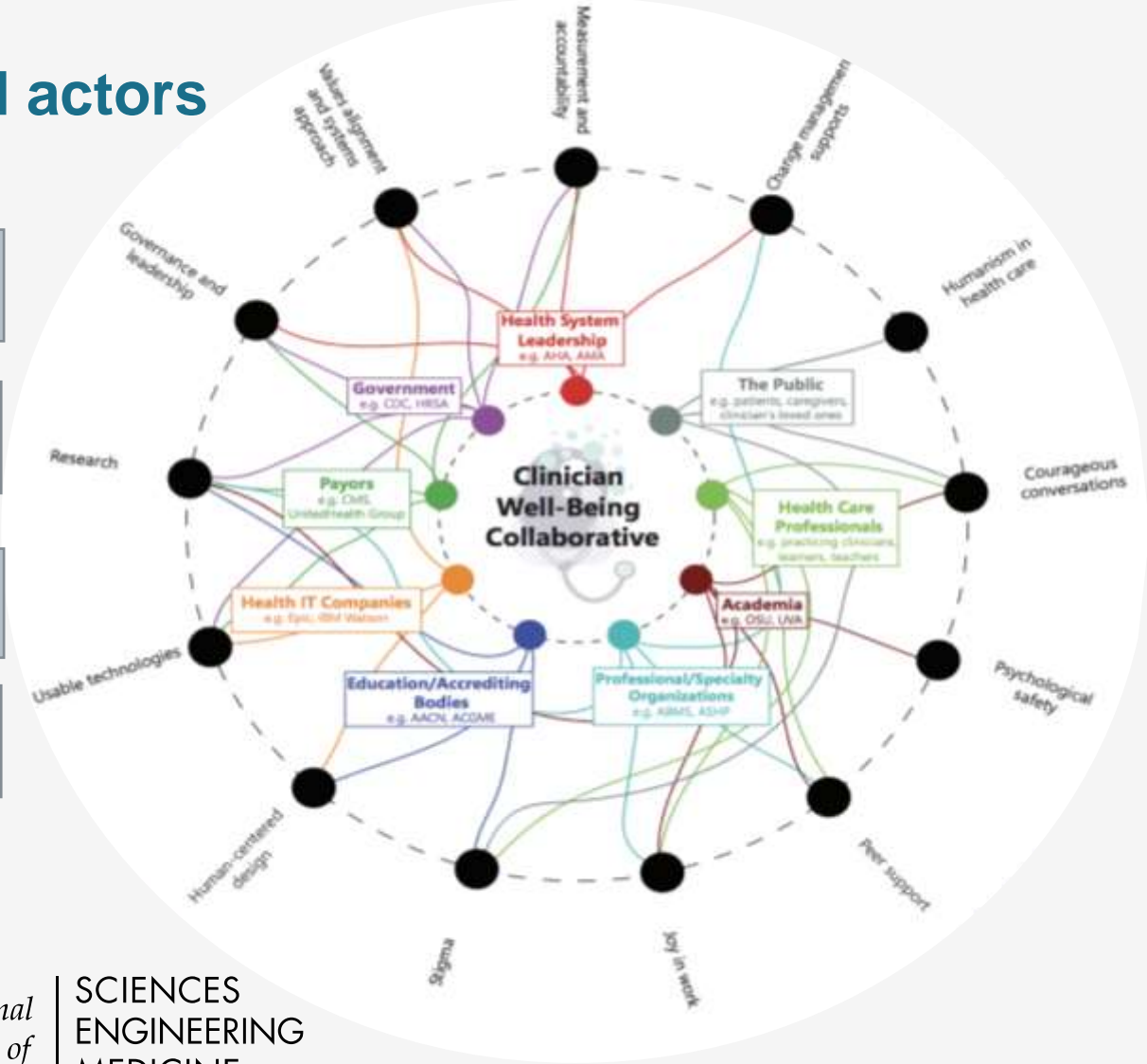
\* Based on the work of Chris Economos, PhD, et al: "What Lessons Have Been Learned from Other Attempts to Guide Social Change?" 2001

\*\* Drawn from the work of Kenneth R. McLeroy, PhD, et al: "An Ecological Perspective on Health Promotion Programs" 1988

NAM'S  
NATIONAL  
PLAN FOR  
HEALTH  
WORKFORCE  
WELL-BEING

# Key stakeholders and actors

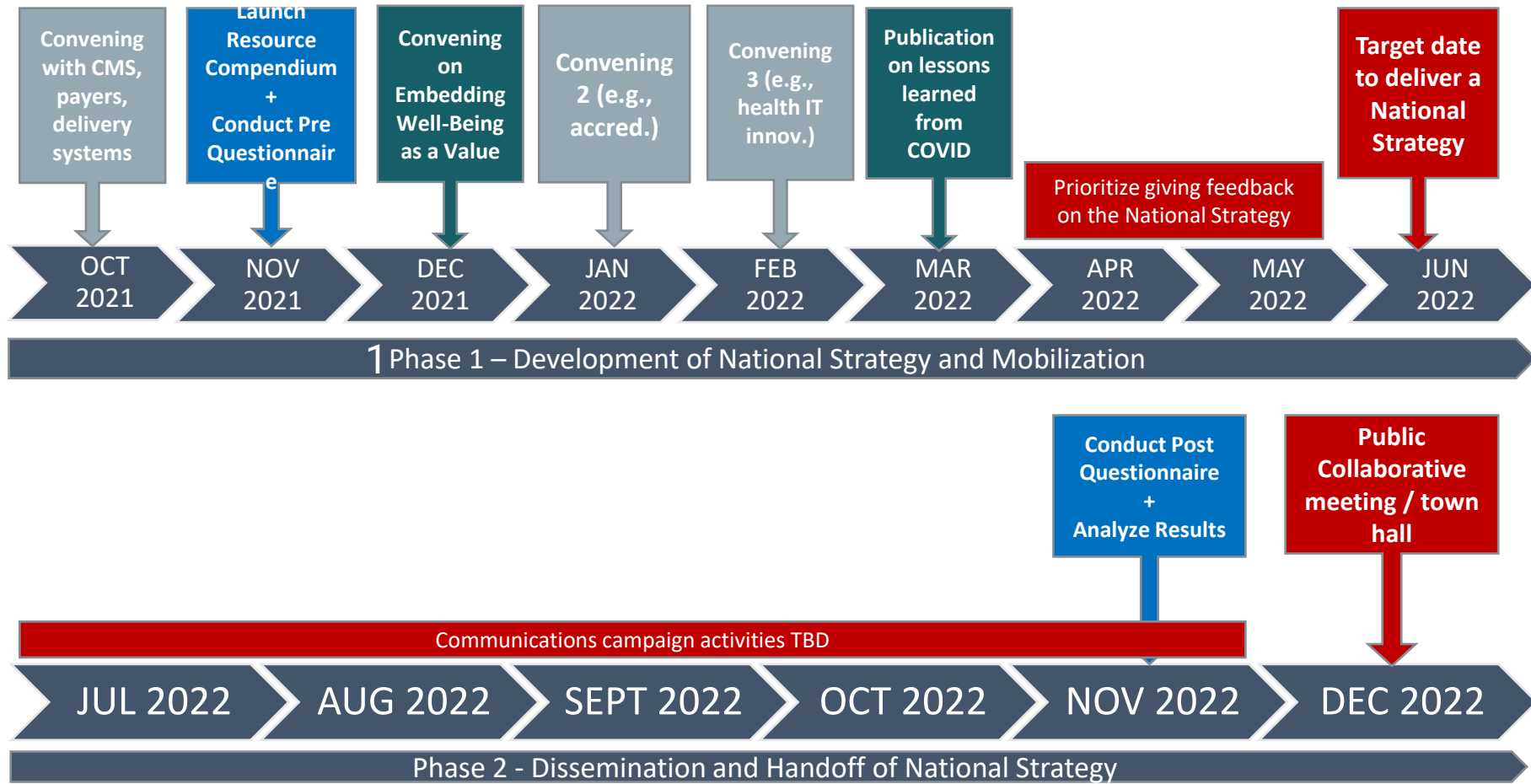
Payers	Healthcare Professionals
Government	Education and Accrediting Bodies
Health System Leadership	Professional/Specialty Organizations
Health IT Companies	The Public
Academia	




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# Timeline of Planned Working Group Activities (work in progress)







## Is “Quality of Care” a Burden or a Benefit: Examining the Accountability Framework

- \*Documentation requirements
- \*Too many measures and too many measurers: CMS, insurers, NCQA, TJC, Certifying Organizations, Healthgrades, Yelp! etc, etc.
- \*What is measured is not what matters: volume, checkboxes, not compassion or creativity
  - Policy leaders: align and coordinate
  - Allow innovation from information technology



## Technology Innovations

- Voice recognition software
- Video recognition software
- Information technology middleware applications
- Data for Public Health

# Current Priorities of the US Surgeon General: Covid-19, Health Misinformation, Clinician Burnout, Mental Health

New Surgeon General Advisory Sounds Alarm on Health Worker Burnout and Resignation

*During Mental Health Awareness Month, Surgeon General's Advisory Highlights the Impacts of the COVID-19 Pandemic on Health Workers, Who Already Faced Crisis Levels of Burnout Prior to the Pandemic*

<https://www.hhs.gov/surgeongeneral/priorities/health-worker-burnout/index.html>

# NATIONAL PLAN for health workforce well-being



Watch for the release June 24  
[nam.edu/NationalPlan](http://nam.edu/NationalPlan).



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# Priority Areas in the National Plan

Positive work  
& learning  
environments  
& culture

Measurement,  
assessment,  
strategies & research  
of well-being

Mental health &  
stigma

Compliance,  
regulatory & policy  
barriers for health  
workers' daily work

Effective  
technology tools

Effects of COVID-19  
on the health  
workforce

Recruitment of  
the next  
generation



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## TO DO LIST

- Leadership: optimize workflow, normalize help and support
- Advocacy: ensure supplies and clear, consistent public messages
- Clinicians; respect one another. Reach out. Recognize the power of team support
- Everyone: use these lessons to re-engineer a system that works better
- Your thoughts??



Download the report & view more resources:  
<http://nam.edu/clinicianwellbeingstudy>

Action Collaborative on Clinician Wellbeing  
and Resilience  
[www.nam.edu](http://www.nam.edu)



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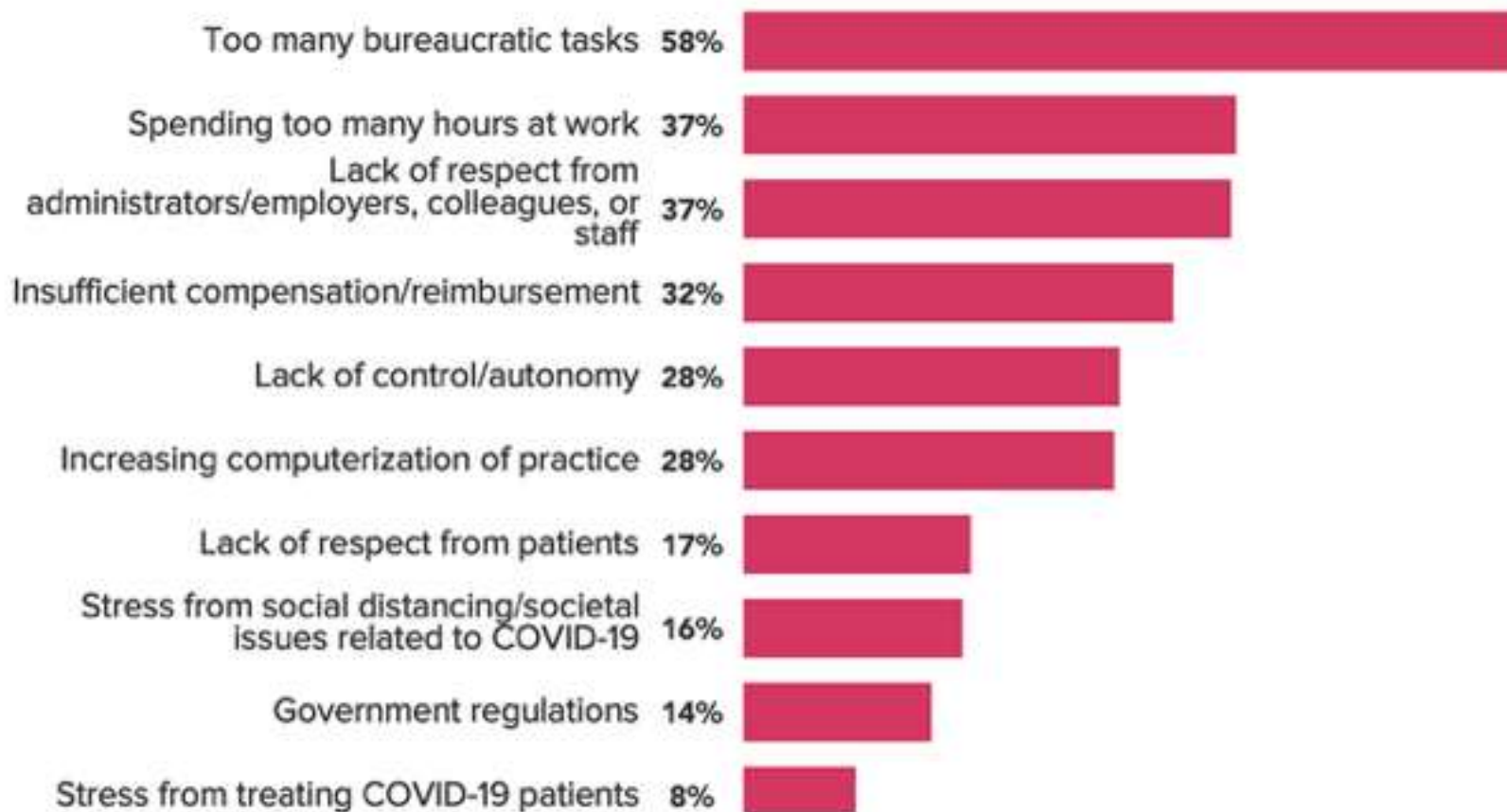




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## What Contributes Most to Your Burnout?





# Social Contract: A Role for Everyone


Role of government: public health

Role of government: health care  
delivery

Support of communities

Support of institutions

Support from our own profession



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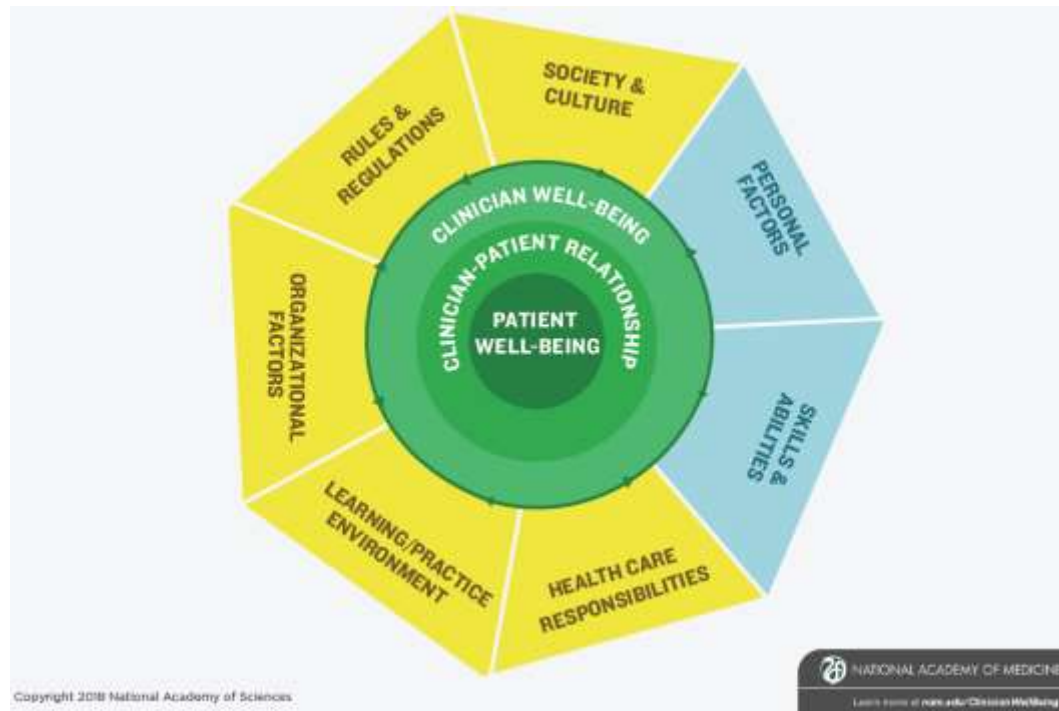


## Implementation--toolbox

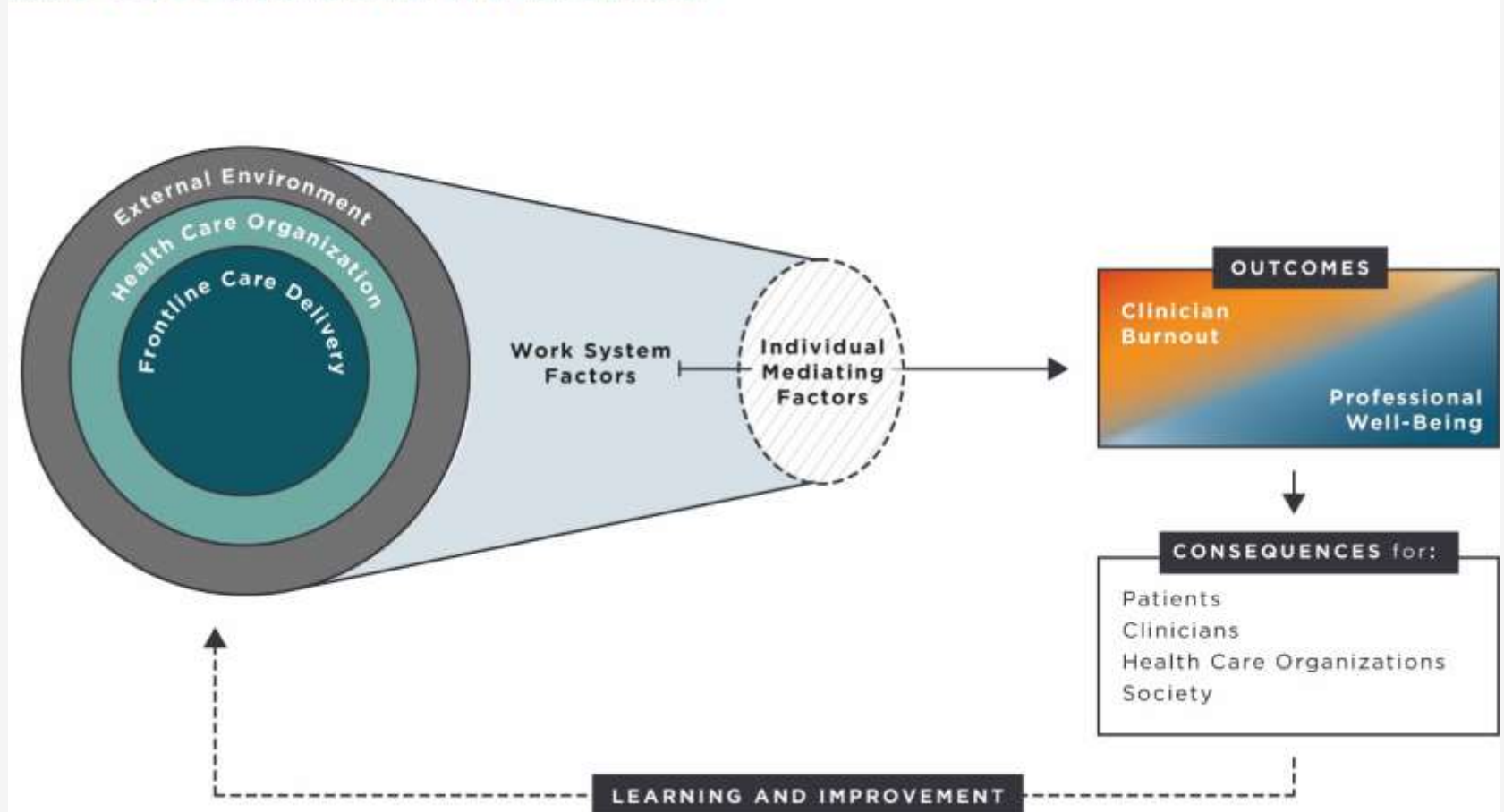
- Institutional leadership
- What are the five things “I can do”?



# Factors Affecting Clinician Well-Being and Resilience



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