

SHARED PRACTICE INITIATIVE 2: PROFESSIONAL WELLBEING PROGRAMMES IN THE USA

STRATEGIC APPROACH TO HEALTHCARE PROFESSIONAL WELLBEING

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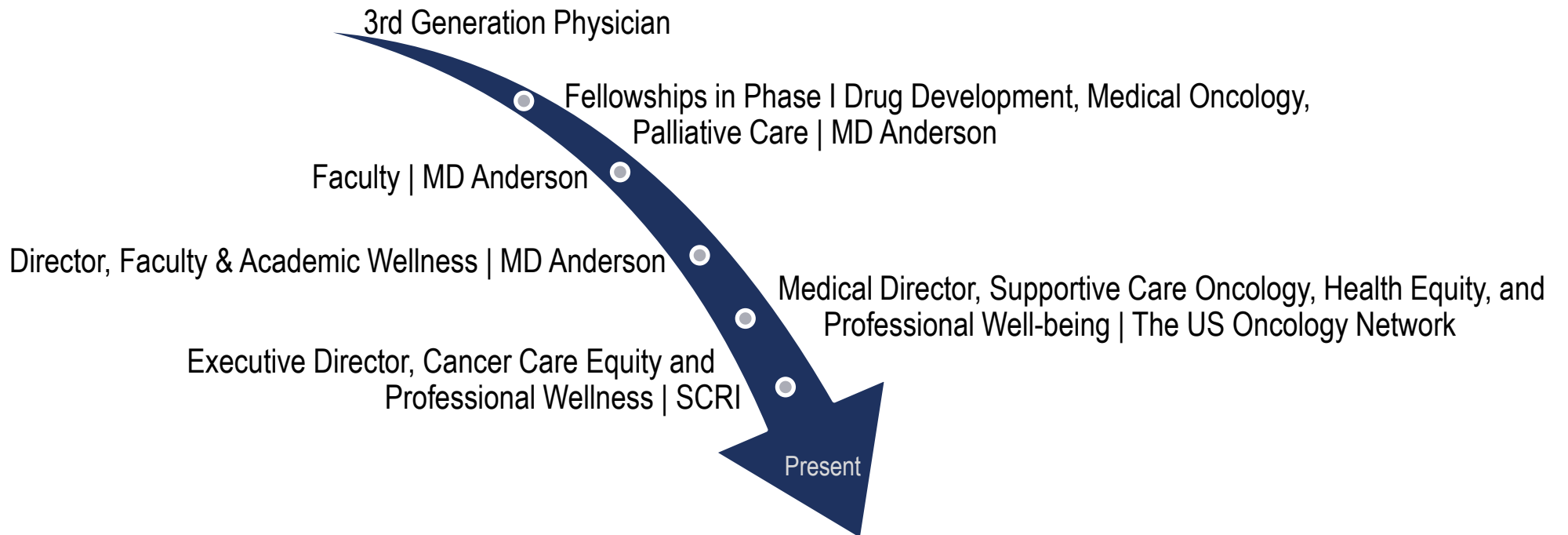
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MY PROFESSIONAL FOCUS ON CLINICIAN WELLBEING

How I Got to This Point



Three Pillars of an Organization-wide Approach to Healthcare Professional Wellbeing

1. ESTABLISH

- Establish the evidence-based framework for an organization-wide wellbeing strategy

2. MEASURE

- Measure areas of healthcare professional wellbeing that are actionable and can show impact over time

3. ADVANCE

- Support changemakers in every workplace to drive action at the organization

Framework for Clinician Wellbeing
The Stanford Model of Professional Fulfillment



1 | ESTABLISH

Establish a data-driven prof. wellbeing framework for your organization

Speak the same language about wellbeing across the organization

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Data-driven Framework for Clinician Well-being

Know the Burnout Data from ESMO, ASCO, and Others

Physicians

2023 ASCO Study: 57% of oncologists report burnout

2014 ASCO Study: 51% of oncologists in private practice report burnout

PAs

2019 study: 53% of medical oncology PAs report burnout – the highest of all PA specialties

Nurses

Emotional exhaustion 32%, Depersonalization 21%



⑥ Ten-Year Trends in Clinician Well-Being and Burnout Among Oncology Fellows in Training: An ASCO State of Cancer Care in America Study

Caroline Schenkel, MSc^{1,2} ; Laura A. Levit, JD² ; Kelsey Kirkwood, MPH² ; Tait Shanafelt, MD³ ; and Ishwaria M. Subbiah, MD, MS, FASCO^{4,5} 

DOI <https://doi.org/10.1200/OP.24.00200>

Key Findings

1589 (71%) of 2217 fellows answered the In-Training Exam survey's well-being items

20% One in five fellows (20%) reported burnout (compared to 34% of fellows in 2013, $P < .01$)

High emotional exhaustion: 18% of all fellows

- Highest among first years (21%), compared to third (17%) and second years (16%, $P .04$)
- High depersonalization: 11% of fellows in 2023

50% 50% of fellows in 2023 reported satisfaction with work-life integration (vs. 34% in 2013, $P < .01$)

93% 93% ($n=1459$) of medical oncology fellows reported that they would choose oncology again as their field, increasing significantly from 89% ($n=1056$) in 2013 ($P < .01$).

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Data-driven Framework for Clinician Well-being **Personal Resilience Does Matter, to an Extent**

Medicine does not have a resiliency deficit

2020 study compared resilience and burnout across the US working population

JAMA
Network | **Open**



Original Investigation | Psychiatry

Resilience and Burnout Among Physicians and the General US Working Population

Colin P. West, MD, PhD; Liselotte N. Dyrbye, MD, MHPE; Christine Sinsky, MD; Mickey Trockel, MD, PhD; Michael Tutty, PhD; Laurence Nedelec, PhD; Lindsey E. Carlasare, MBA; Tait D. Shanafelt, MD

Key Findings:

- Physicians had **significantly higher resilience scores** than the general employed US population
- Higher resilience scores were associated with lower burnout rates
 - Each **one-point increase** in resilience score was associated with **36% lower odds** of overall burnout
- 29%** of physicians **with the highest possible resilience score** still had **burnout**

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Data-driven Framework for Clinician Well-being

Adopting an Evidence-Based Framework



The Stanford Model of Professional Fulfillment

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Data-driven Framework for Clinician Well-being

Adopting an Evidence-Based Framework



The Stanford Model of Professional Fulfillment

Culture of Wellness

Describes the organizational work environment, values and behaviors that promote personal and professional growth, self-care, and compassion for self and others

Efficiency of Practice

Describes the workplace systems, processes, and practices that promote safety, quality, effectiveness, positive patient and colleague interactions, and work-life balance.

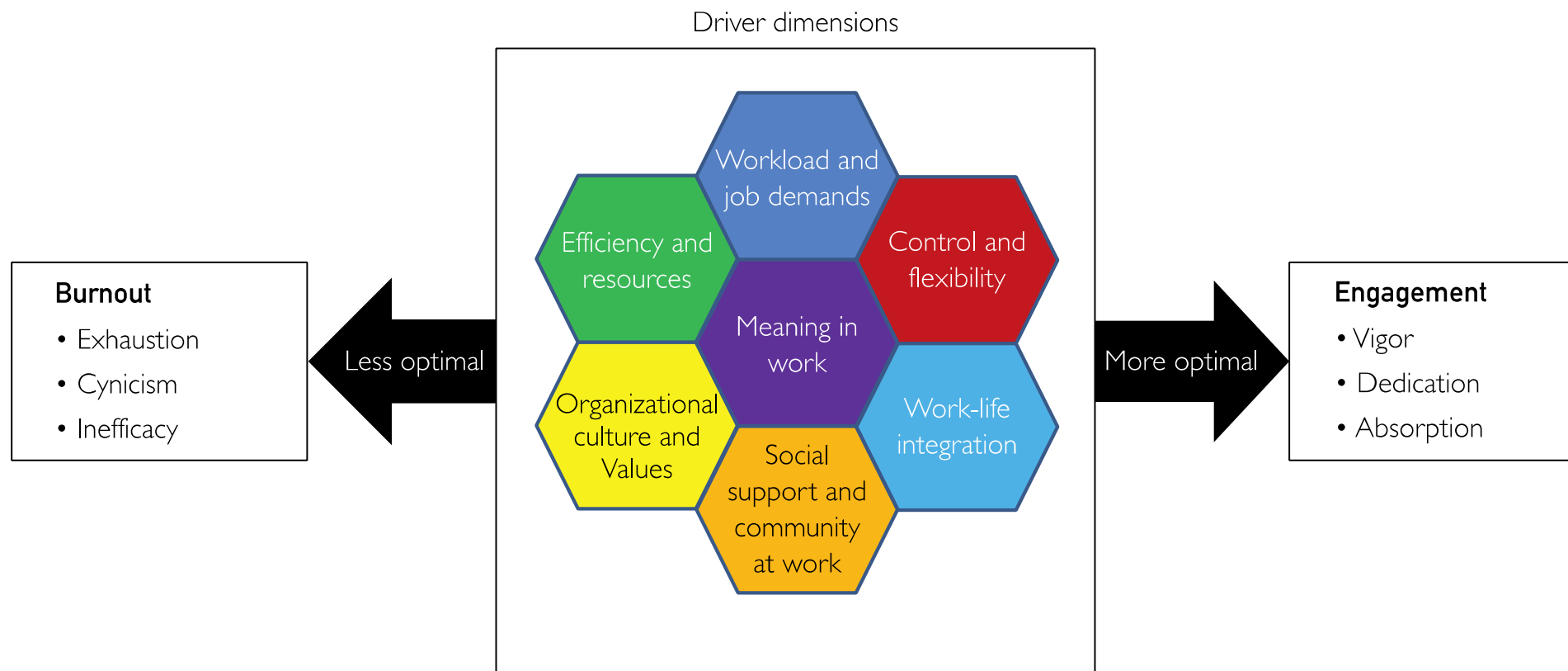
Personal Resilience

Describes how the individual still plays a critical role. Personal Resilience refers to the individual skills, behaviors, and attitudes that contribute to physical, emotional, and professional well-being.

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Data-driven Framework for Clinician Well-being

Adopting an Evidence-Based Framework



Looking at the drivers through the lens of **actionability**

1

Data-driven Framework for Clinician Well-being

Recognize the burnout drivers in day-to-day work life

- Inefficiencies, frustrations, micro-trauma – *pebbles*



It isn't the mountains ahead to climb that wear you out; it's the pebble in your shoe.

- Muhammad Ali

2. MEASURE

Measure areas of professional wellbeing that are actionable and can show impact over time

MATRIX OF DRIVERS OF BURNOUT IN HEALTHCARE PROFESSIONALS





Example: Measuring Personal-Organizational Values Alignment

How true are the following statements about conditions in your practice setting (i.e., your principal practice site)?

	Not At All True	Somewhat True	Moderately True	Very True	Completely True
My input is valued in important administrative decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organizational goals and values fit well with my goals and values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administration values my clinical work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Measuring Healthcare Professional Well-being

Actionable Drivers with Validated Measures & Tools

Figure 2. Variation in Burnout Trends by Key Aggravators and Mitigators

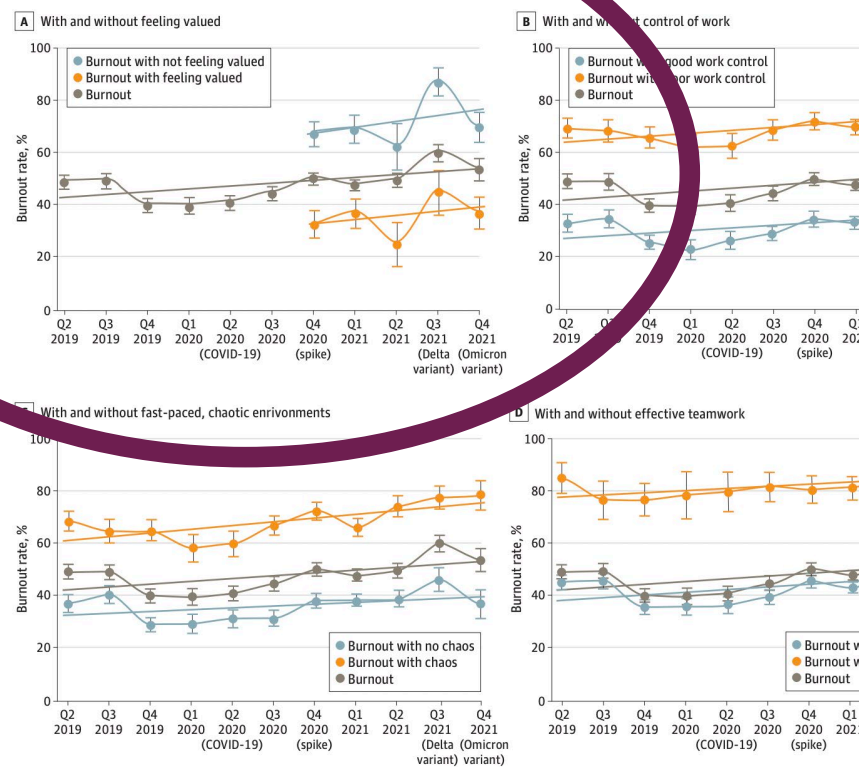
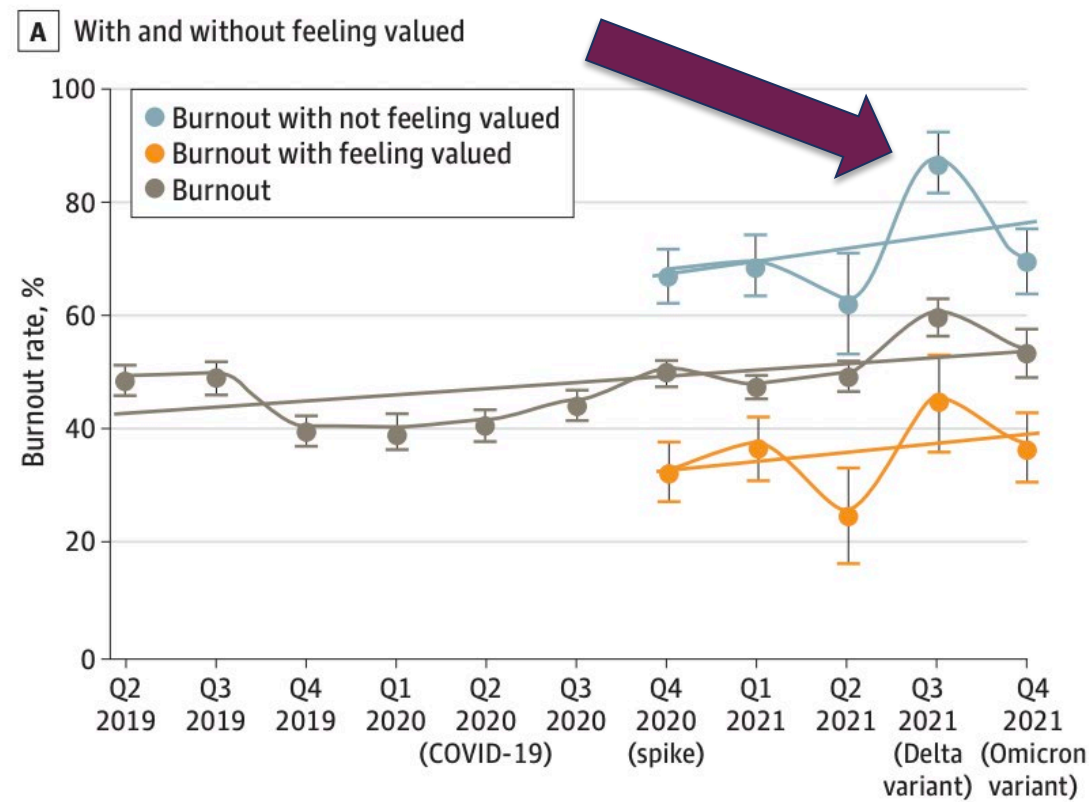


Figure 2. Variation in Burnout Trends by Key Aggravators and Mitigators



Measuring Healthcare Professional Well-being

Relative Importance of Stressors by Occupation

One Size Does Not Fit Most

Personalized Precision Medicine Wellness

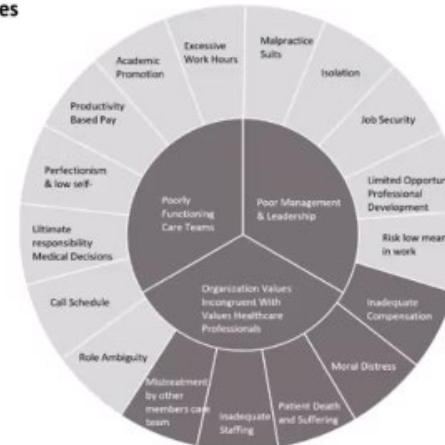
Physicians



Advanced Practice Providers



Nurses



Non-Clinical Allied Health



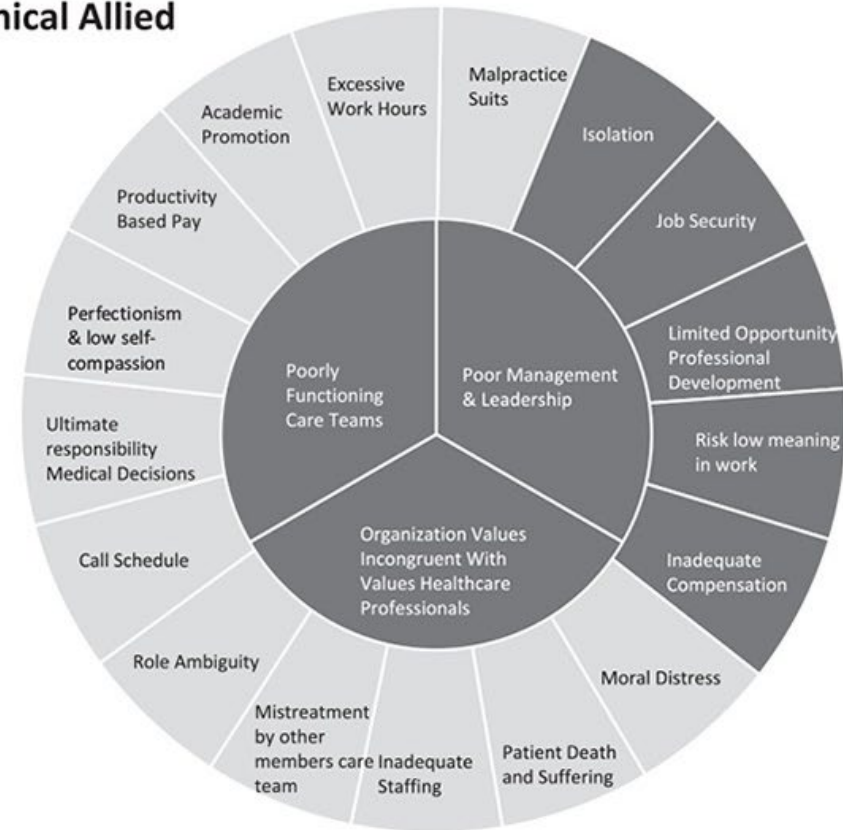
Measuring Healthcare Professional Well-being

Relative Importance of Stressors by Occupation

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Measuring Healthcare Professional Well-being

Relative Importance of Stressors by Occupation

Physicians



Advanced Practice Providers



3. ADVANCE

Support changemakers in every workplace to drive action at the organization

3

Support Changemakers in Every Workplace Become a Healthcare Professional Wellbeing Ambassador

1. ESTABLISH

- Establish the evidence-based framework for your organization

2. MEASURE

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- Support changemakers in every workplace to drive action at the organization

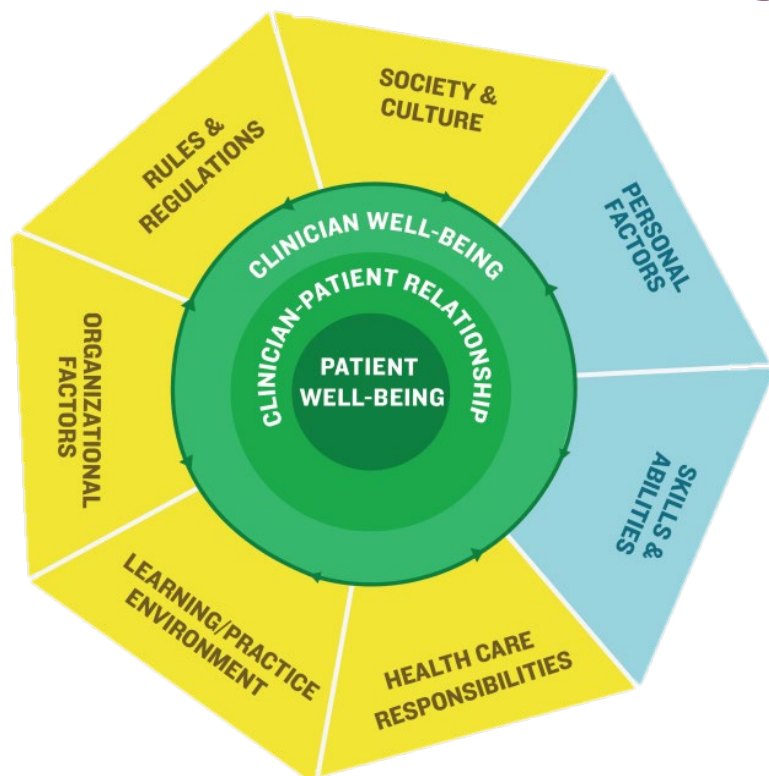
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3

Support Changemakers in Every Workplace Become a Healthcare Professional Wellbeing Ambassador

Leverage the work done to date



Drivers of burnout and engagement in physicians	Individual factors	Work unit factors	Organization factors	National factors
<ul style="list-style-type: none"> Specialty Practice location Decision to increase work to increase income 	<ul style="list-style-type: none"> Productivity expectations Team structure Efficiency Use of allied health professionals 	<ul style="list-style-type: none"> Productivity targets Method of compensation Salary Productivity based Payer mix 	<ul style="list-style-type: none"> Structure reimbursement Medicare/Medicaid Bundled payments Documentation requirements 	<ul style="list-style-type: none"> Integration of care Requirements for: <ul style="list-style-type: none"> Electronic prescribing EHR - Appoint Order How reg interpret
<ul style="list-style-type: none"> Experience Ability to prioritize Personal efficiency Medication reconciliation Meaningful use of EHR Certification agency facility regulations (JC-AHO) Precertifications for tests/treatments 	<ul style="list-style-type: none"> Availability of support staff and their experience Patient check-in Integration of care Use of patient portal Institutional efficiency 	<ul style="list-style-type: none"> Organizational skills Willingness to delegate Ability to say "no" 	<ul style="list-style-type: none"> efficiency/process Use of scribes Team huddles Use of allied health professionals 	<ul style="list-style-type: none"> Match of work to talents and interests of individuals Opportunities for involvement Education Research Leadership
<ul style="list-style-type: none"> Evolving supervisory role of physicians (potentially less direct patient contact) Reduced funding Research Education Regulations that increase clerical work 	<ul style="list-style-type: none"> System of coverage for uninsured Work unit norms and expectations Equity/fairness 	<ul style="list-style-type: none"> Organization's values Behavior of senior leaders Communication/messaging Organizational norms and expectations Just culture 	<ul style="list-style-type: none"> Professional values Structure reimbursement What is rewarded Regulations 	<ul style="list-style-type: none"> Behavior of work unit leader Level of altruism Moral compass/ethic Commitment to organization
<ul style="list-style-type: none"> Degree of flexibility: <ul style="list-style-type: none"> Control of physician calendars Clinic start/end times Vacation scheduling Call schedule 	<ul style="list-style-type: none"> Scheduling system Policies Affiliations that restrict referrals Rigid application practice guidelines 	<ul style="list-style-type: none"> Precertifications for tests/treatments Insurance networks that restrict referrals Practice guidelines 	<ul style="list-style-type: none"> Control and flexibility 	<ul style="list-style-type: none"> Personality Assertiveness Intentionality
<ul style="list-style-type: none"> Collegality in practice environment Physical configuration of community at work 	<ul style="list-style-type: none"> Collegality across the organization Physician lounge 	<ul style="list-style-type: none"> Support and community created by Medical/specialty societies work unit space Social gatherings to promote community Team structure 	<ul style="list-style-type: none"> Strategies to build community Social gatherings 	<ul style="list-style-type: none"> Personality traits Length of service Relationship-building
<ul style="list-style-type: none"> Priorities and values Personal characteristics Spouse/partner Children/dependents Health issues 	<ul style="list-style-type: none"> Call schedule Structure night/weekend coverage Policies Cross-coverage for time away Expectations/role models 	<ul style="list-style-type: none"> Vacation policies Sick/medical leave Part-time work Flexible scheduling Expectations/role models 	<ul style="list-style-type: none"> Requirements for: <ul style="list-style-type: none"> Maintenance certific Licensing Regulations that increase clerical work 	

Build the Healthcare Professional Wellbeing Infrastructure

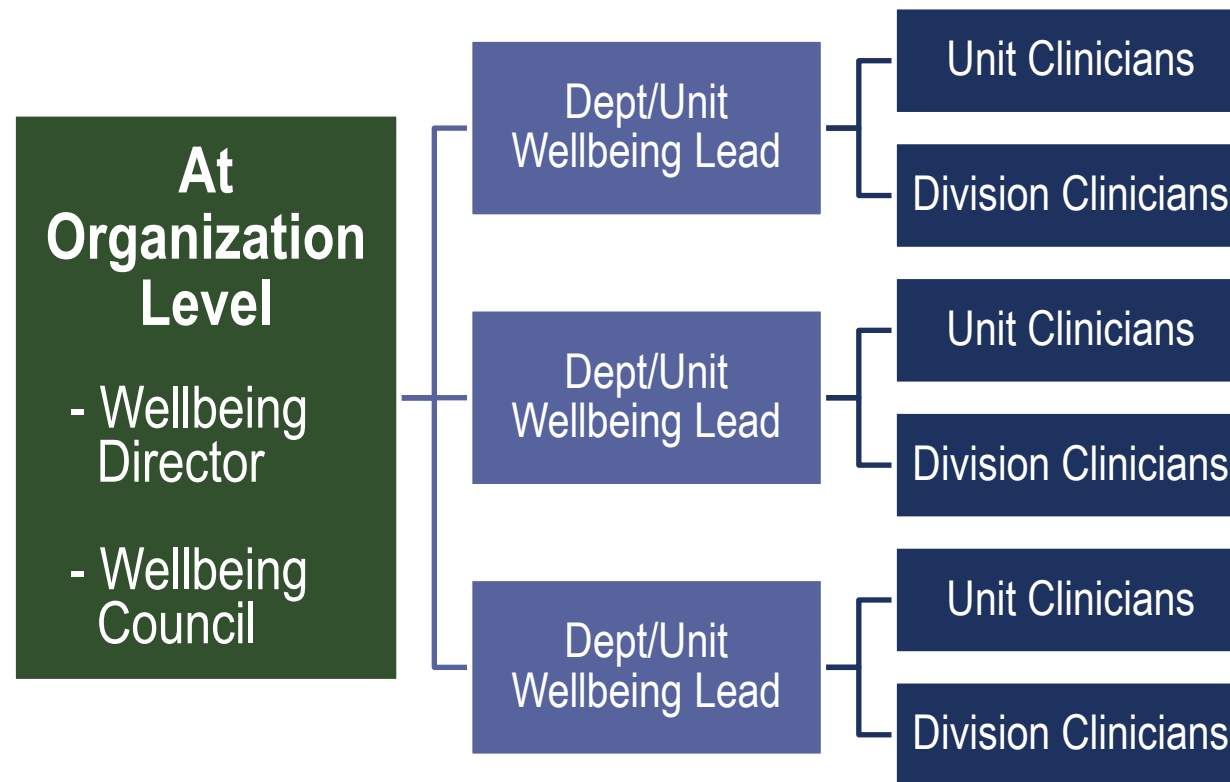
Establish wellbeing leaders

- ◆ Wellbeing Director of your institution
- ◆ Wellbeing Lead for each dept/unit

Ensure every employee is represented

with unit-level Wellbeing Leads

- ◆ Bidirectional communication
- ◆ Peer community among wellbeing leads
 - ◆ Sharing best practices
 - ◆ Crowdsourcing solutions





3

Support Changemakers in Every Workplace

Build the Healthcare Professional Wellbeing Infrastructure

Establish national and regional council of wellbeing leads

Peer community of wellbeing leaders

- Sharing best practices
- Crowdsourcing solutions



Stay in touch!

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