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Purpose in Life & Positive Affect:

- ↓ Coronary heart disease risk
- ↓ Cardiovascular events & mortality

Burnout

Personal Professional

Broken relationships

Alcohol and substance use

Depression

Suicide

Physician turnover

Decreased productivity and professional effort

Decreased patient satisfaction

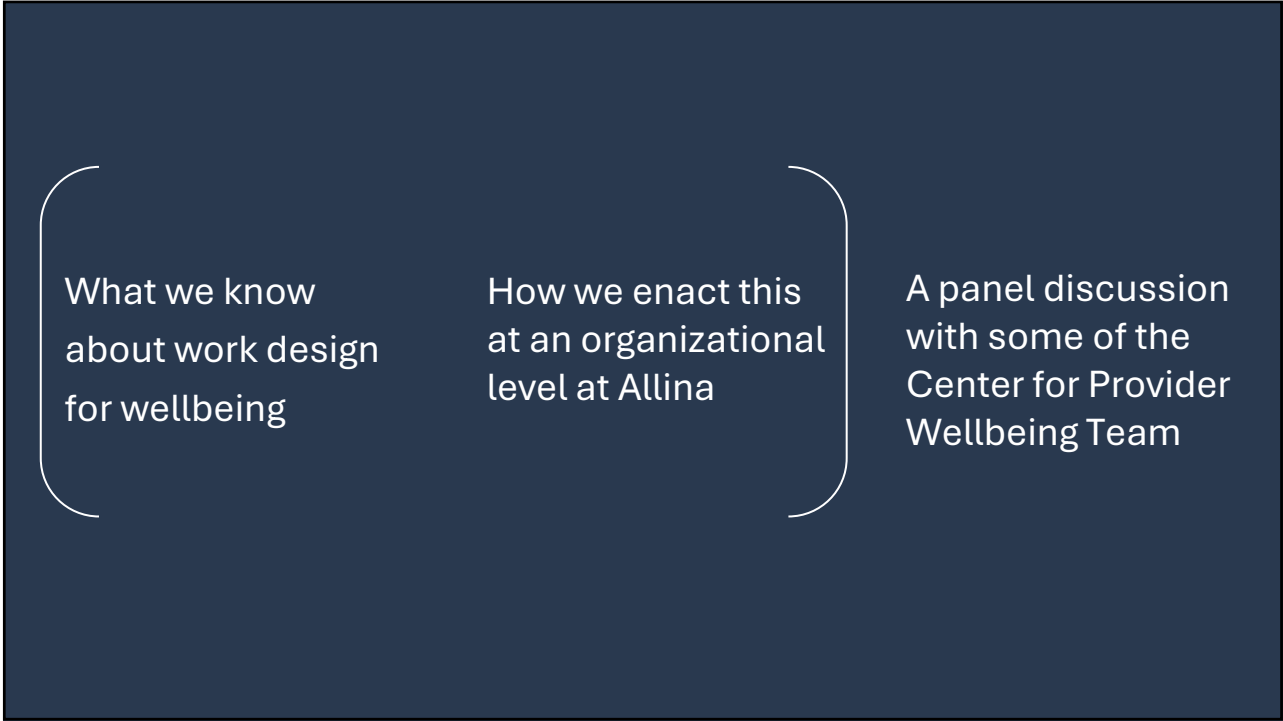
Decreased quality of care and increased medical errors

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The Take Away:

Healthcare organizations can design work to create conditions for occupational wellbeing

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Work Design
Process for organizing work tasks, responsibilities and systems to improve satisfaction and overall efficiency

Occupational Wellbeing / Professional Fulfillment
Intrinsic positive reward the individual derives from work, including happiness, meaningfulness, contribution, self-worth, satisfaction, and feeling in control when dealing with difficult problems

Burnout
Chronic occupational stress that leads to exhaustion, depersonalization and loss of self-efficacy

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Center for Provider Well-being

AllinaHealth

We are committed to the promotion of professional fulfillment through organizational and individual initiatives, research and education

We advance structures, processes, community and support so that every clinician can flourish as a whole person

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Center for Provider Well-being

AllinaHealth

Direct Care/Support	Research/Data	Lead Team
• Peer Support • Coaching • Counseling • Psychiatry • System Education • Group Offering/Consult	• System Survey • Grant Funded Trials • Collaboration Healthcare Professional Wellbeing Academic Consortium	• Co-Develop Mission/Vision and direction • Provide peer support & education • Host refuel groups • System & local projects

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Work Efficiency



Safety, quality, effectiveness, work-life integration, and positive patient and colleague interactions, minimizing wasted time and effort

Evidence

- Workload Drives Burnout
- Inefficient work ↑ workload
- Regularly remove pebbles / co-design for efficiency
- Create policies and systems that increase flexibility & control

How We Enact

- Survey measures on efficiency & control
- Workshops for leaders to share survey results
- Toolkit for leaders to action plan with teams
- System pebbles project

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Culture of Wellness



Values, leadership behaviors, norms that promote personal and professional growth, community, agency, and compassion for patients, colleagues, and self

Evidence

- Supportive leadership behavior ↑ professional fulfillment & communicates culture
- Mentorship, coaching & job crafting ↑ professional fulfillment
- How we work together is how we build culture

How We Enact

- Survey measures leadership behaviors
- Mentorship program in development
- Individual coaching services

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Individual Factors	Evidence	How We Enact
 Whole person fitness Personal resources, behaviors, and attitudes that contribute to well-being, culturally influenced individual responses to workplace demands and stressors.	• Self care is our individual responsibility & what we have full control of • Physical • Emotional • Social • Mindfulness practices are at least modestly helpful	• Coaching • Peer support • Psychology • Psychiatry • Offer CME & Meeting time compensation for Refuel peer groups • Education • Caring with Coffee • Podcast • Monthly Newsletter

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Now What?

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Occupational wellbeing is not freedom from hard work, but freedom from conditions that interfere with meaning.

-Tung et al

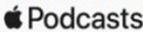
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Reach us at Email: ProviderWellbeing@Allina.com or Phone: 612-262-7476

Feedback or Ideas for the CPWB?
Let us know:



Podcast Links

Spotify 	Apple Podcasts 
	

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The Good Life: Lessons from the World's Longest Scientific Study of Happiness by Waldinger & Shultz

Drivers of burnout and engagement in physicians	 Individual factors	 Work unit factors	 Organization factors	 National factors
 Workload and job demands	• Specialty • Practice location • Decision to increase work to increase income	• Productivity expectations • Team structure • Efficiency • Use of allied health professionals	• Productivity targets • Method of compensation - Salary - Productivity based • Payer mix	• Structure reimbursement - Medicare/Medicaid - Bundled payments - Documentation requirements
 Efficiency and resources	• Experience • Ability to prioritize • Personal efficiency • Organizational skills • Willingness to delegate • Ability to say "no"	• Availability of support staff and their experience • Patient check-in efficiency/process • Use of scribes • Team huddles • Use of allied health professionals	• Integration of care - Use of patient portal • Institutional efficiency: - EHR - Appointment system - Ordering systems • How regulations interpreted and applied	• Integration of care - Electronic prescribing - Medication reconciliation - Meaningful use of EHR • Certification agency facility regulations (CAHO) • Precertifications for tests/treatments
 Meaning in work	• Self-awareness of most personally meaningful aspect of work • Ability to shape career to focus on interests • Doctor-patient relationships • Personal recognition of positive events at work	• Match of work to talents and interests of individuals • Opportunities for involvement - Education - Research - Leadership	• Organizational culture • Practice environment • Opportunities for professional development	• Evolving supervisory role of physicians (potentially less direct patient contact) • Reduced funding - Research - Education • Regulations that increase clinical work
 Culture and values	• Personal values • Professional values • Level of altruism • Moral compass/ethics • Commitment to organization	• Behavior of work unit leader • Work unit norms and expectations • Equity/fairness	• Organization's mission - Service/quality vs profit • Organization's values • Behavior of senior leaders • Communication/messaging • Organizational norms and expectations • Just culture	• System of coverage for uninsured • Structure reimbursement - What is rewarded • Regulations
 Control and flexibility	• Personality • Assertiveness • Intentionality	• Degree of flexibility - Control of physician calendars - Clinic start/end times - Vacation scheduling - Call schedule	• Scheduling system • Policies • Affiliations that restrict referrals • Rigid application practice guidelines	• Precertifications for tests/treatments • Insurance networks that restrict referrals • Practice guidelines
 Social support and community at work	• Personality traits • Length of service • Relationship-building skills	• Collegiality in practice environment • Physical configuration of work unit space • Social gatherings to promote community • Team structure	• Collegiality across the organization • Physician lounge • Strategies to build community • Social gatherings	• Support and community created by Medical/specialty societies
 Work-life integration	• Priorities and values • Personal characteristics - Spouse/partner - Children/dependents - Health issues	• Call schedule • Structure night/weekend coverage • Cross-coverage for time away • Expectations/role models	• Vacation policies • Sick/medical leave • Policies - Part-time work • Flexible scheduling • Expectations/role models	• Requirements for: - Maintenance certification - Licensing • Regulations that increase clinical work