

Identifying the Drivers of Clinician Wellbeing and At-Risk Subgroups: Houston Methodist Physician and Provider Engagement & Resiliency Taskforce (PERT²)

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Background and Introduction

The Triple Aim seeks to improve healthcare by lowering costs, achieving better clinical outcomes, and improving the patient experience. More recently, a fourth aim referred to as the clinical experience has been added. The literature argues that the clinical experience, finding joy in practice and meaning in clinical work, must be addressed to achieve the Triple Aim.

A poor clinical experience can lead to patient harm, lower patient satisfaction, inferior clinical care, and turnover.

Therefore, the identification of the drivers of clinician wellbeing, populations at-risk for burnout, and the development of a strategic response are of paramount importance for Houston Methodist.

Purpose and Aims

Purpose: The Houston Methodist (HM) Physician and Provider Engagement and Physician Resiliency Taskforce (PERT)² coordinates system efforts to address physician and provider burnout and resiliency by ensuring that a comprehensive approach is utilized, gaps in institutional knowledge are identified, and innovative ways to learn more are explored and implemented.

Aims:

- Assess joy in work, safety culture and resiliency in the HM physician and staff populations.
- Identify HM subgroups at risk for burnout and/or lack of resiliency skills.

Actions

- Formation of a chartered and corporate level taskforce.
- Develop a digital footprint (website).
- Administration of the SCORE Survey in HM ICUs to assess Burnout Climate.
- Administration of the Press Ganey® Physician Engagement Survey to assess MD engagement, resiliency, and safety culture.
- Administration of the Press Ganey® Employee Survey to assess staff engagement, resiliency, and safety culture.
- Pilot tools to assist clinicians, eliminate system defects or mitigate sources of organizational frustration.

Our Approach

I CARE Values

- I** **INTEGRITY**: We are honest and ethical in all we say and do.
- C** **COMPASSION**: We embrace the whole person and respond to emotional, ethical and spiritual concerns as well as physical needs.
- A** **ACCOUNTABILITY**: We hold ourselves accountable for our actions.
- R** **RESPECT**: We treat every individual as a person of worth, dignity and value.
- E** **EXCELLENCE**: We strive to be the best at what we do and a model for others to emulate.

From Frustration to Burnout – A Spectrum and Continuum

Dual Approach to Intervention

- Fix the System**
 - Reduce administrative burden
 - Value the physician as the driver of the system
 - Develop high functioning multi-disciplinary care teams
 - Align physician and executives values, mission, purpose and compensation
 - Other opportunities to foster social interaction and a community at work
- Assist the Physician/Provider**
 - Provide the physician with tools/skills to manage the complexity of their profession and lives
 - Time management/prioritization
 - Mindfulness
 - Finding Joy in Work
 - Business management
 - Self-Care and Self-Compassion

Houston Methodist Approach

Learn → Monitor & Adjust → Implement

Frustration (1°)

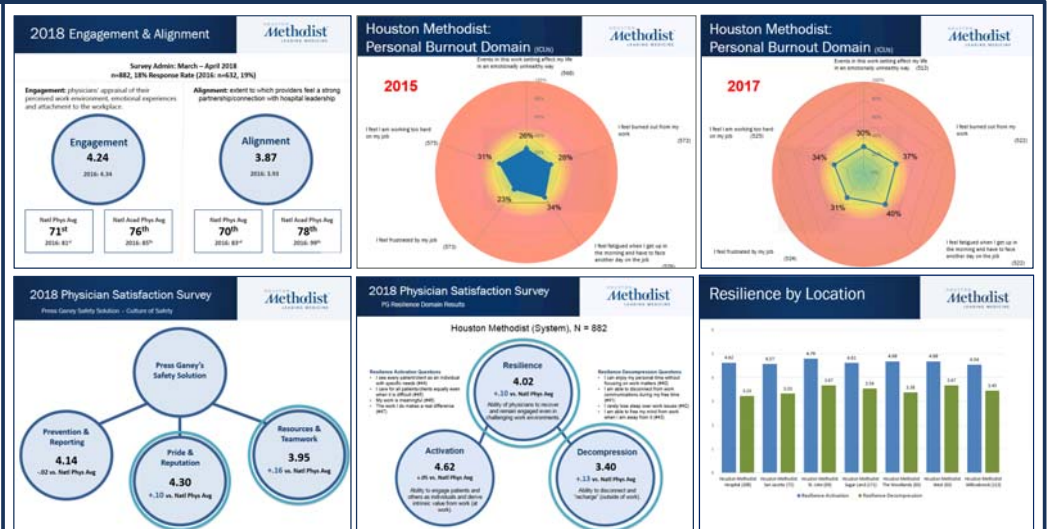
Burnout (2°)

Clinical Depression & Disability (3°)

Pilot Initiatives:

- * Mindfulness Training; Positive Brain Trainer Tool; HM Professional Wellness Program
- * Digital Learning Boards, “Community at Work” Pilot, Practice Redesign

Results



At-Risk Sub-groups for further analysis :

- Resident Physicians
- TMC Endocrinologists
- TMC Gastroenterologists
- Intensivists & Critical Staff
- Female Physicians
- HMB Physicians (safety)
- Maternal & Fetal Medicine Specialists
- Internal Medicine Specialists
- MD Safety Culture (systemwide)

Acknowledgements

- HM PERT² Taskforce Members
- HM Resident Wellbeing Subgroup
- HM System Quality & Patient Safety
- HM ICUs Staff, Medical and Nursing Leadership
- Safe and Reliable Healthcare, LLC
- Vizient Joy In Work Collaborative
- HM Center for Outcomes Research (COR)
- It's All Good Here, LLC