



British Virgin Islands

Journey of a Wellness Director
Wendy Laine, MD
Emergency Medicine Physician/Director of Wellness
Champions of Wellness Virtual Summit 2020

Agenda

- My role
- My vision, activities and resources that I have utilized
- Challenges
- Current projects
- Special projects for Covid/George Floyd response
- Discussion

Director of Wellness

- My vision is that we all work hard to get where we are, and should all retire thinking, Yes. That. Was. Awesome.
- 250 hours per year decrease in my clinical hours
- Meet with the president regularly
- Chair Social, Women's and Professional Satisfaction Committees



Glacier
National Park

Intentional vs Accidental

“There is a Zen story about a man riding a horse that is galloping very quickly. Another man, standing alongside the road, yells at him, "Where are you going?" and the man on the horse yells back, "I don't know. Ask the horse." I think that is our situation. We are riding many horses that we cannot control.”

– **Thích Nhất Hạnh, [Being Peace](#)**
(also referenced in Bad Boys for Life)



Mindful leadership conference
<https://www.mindfulleader.org>

Reawakening Purpose

-Robin Youngson Time to Care

- One of the drivers of wellness is purpose in our every day work. This is an exercise to lift up the connections that we make with patients that create meaning for us.
- Groups of 2 or 3 tell each other, then share with the whole group.
 - *Feeling Like we Made a Difference*
 - *Feeling Appreciated*
 - *Felling Like we Made a Connection*

“Tell me about a time when you made an extraordinary connection with a patient.”



Do No Harm

<https://www.donoharmfilm.com>

Goal - acknowledge and de-stigmatize burnout and how our training contributes to this problem

Available for a fee for screenings.



Creating Time and Space

- Educational Forum on Burnout
 - Giving time in small groups to discuss what is contributing to burnout and wellness and bringing the information back to leadership - creating agency (a voice)
- Salons - Building community through shared discussions (Conversations change people and people change the world)
- Reset room - massage chair/Ikea lights/sound machine.





Iguazu Falls, Argentina/Brazil

More In-depth
Resources

Places to go for lots more info

Institute for Healthcare Improvement

- Many white papers, conferences and references such as
- IHI Framework for Improving Joy at Work (42 page in-depth step by step approach)

Figure 2. IHI Framework for Improving Joy in Work



Organizational Cost of Physician Burnout

AMA Steps Forward

- Burnout Calculator - make a case for spending money on wellness
- Several other modules
- CME available
- Do not need to be a member to access

Your Practice

220 physicians

Number of physicians at your center

54 % burn out

Rate of burnout of physicians at your center [?](#)

7 % turnover

Current turnover rate per year [?](#)

\$ 500000 per physician

Cost of turnover per physician [?](#)

Burnout Impact

5.4 per year

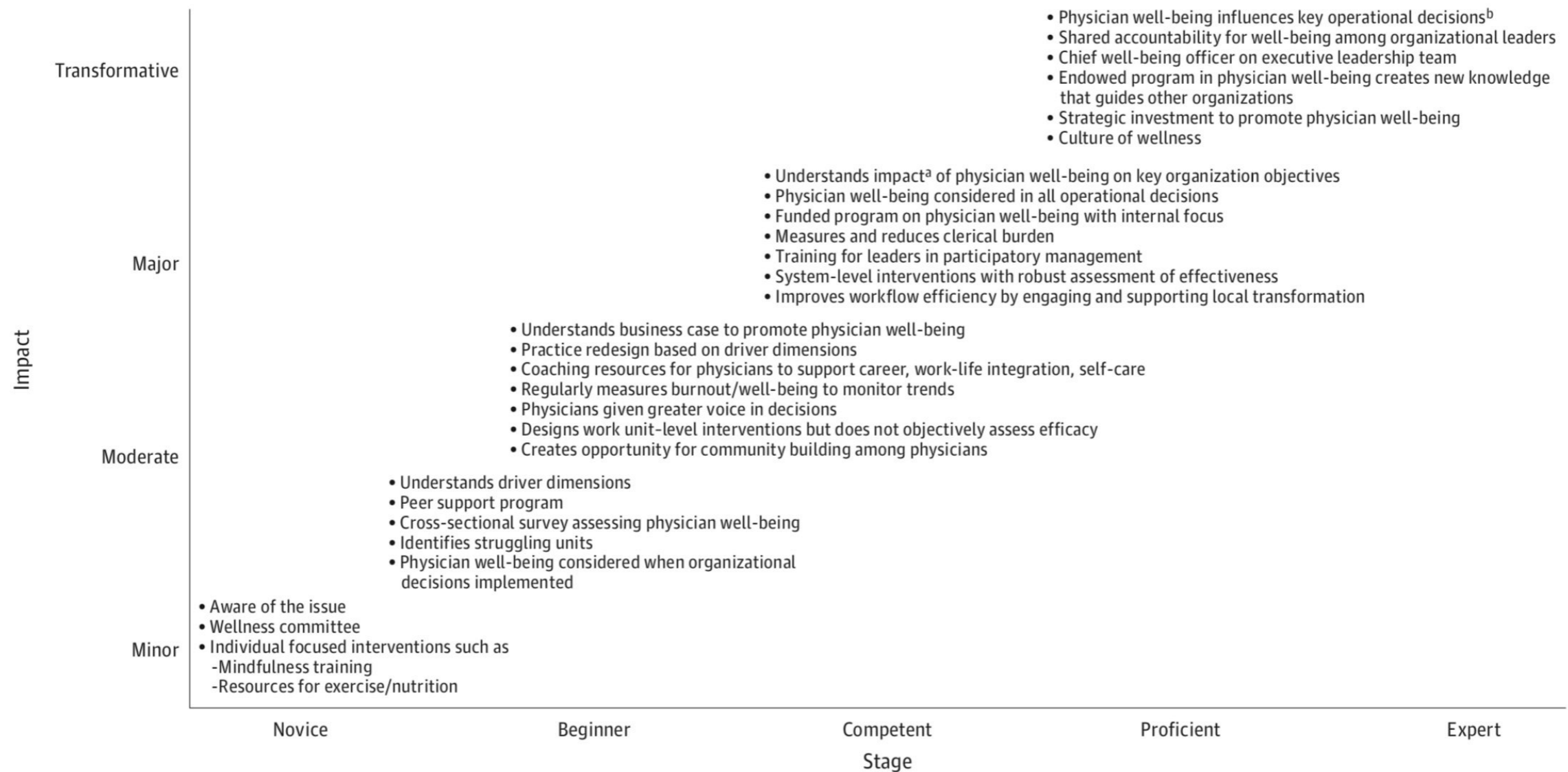
Number of physicians turning over due to burnout per year

\$2,700,000 per year

The Business Case for Investing in Physician Well-being

- https://medschool.ucsd.edu/som/hear/resources/Documents/jamainternal_Shanafelt_2017_sc_170009.pdf

Figure 1. Typical Steps in an Organization's Journey Toward Expertise in Physician Well-being



^a Finances, turnover, safety/quality, patient satisfaction.

^b Strategy, priorities, resource allocation, new initiatives.

Challenges

- If the canaries in the coal mine are dying, you don't just build more resilient canaries!
- In an effort to support individual wellness, many physicians feel shamed and blamed that they are not thriving
- “Can we quit talking about burnout and just get on with our work?”
- How to balance the triad of individual wellness, culture of wellness and practice efficiencies?



Other Services we (EPPA) subscribe to

- Clinician Experience Project (web site/App)
 - Skill Building Modules designed to increase collaboration, connection and leading well.
(<https://practicingexcellence.com>)
- Well Being Index
 - 9 question anonymous survey for ‘distress score’ which correlates to burnout. Provides your individual score immediately and connects to resources
(<https://www.mededwebs.com/well-being-index>)



Stonehenge

Projects we are working on

2020 Projects

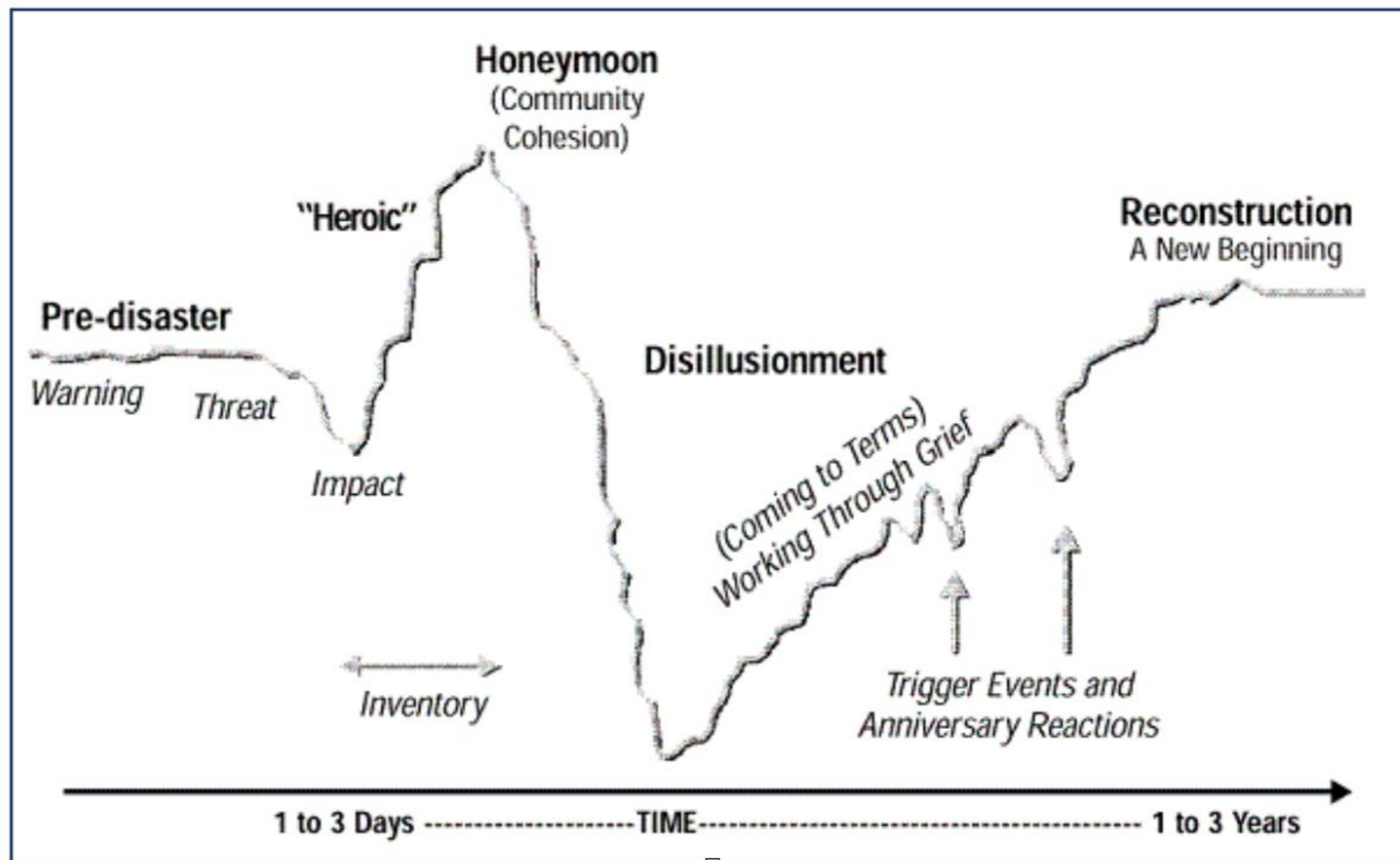
- Peer Support Training and Support
- Health Coach Internship site
- Leadership Development Track
 - Gender Equity (EQ)
 - Compassionate Leadership
- Core Attributes
 - Define Who We Are
 - Make decisions based on Why We Do What We Do
 - Measure the important things and tie to annual reviews



BWCA, Lake One

Covid Related projects

- Battle Buddies Program
- Psychological Impacts of Disasters on Healthcare Providers, Dr. Jeff Taxman/ Covid Effects on Physicians and their Families





Response to George Floyd

White Coats for Black Lives

How to be an Antiracist book club

Supported creation of Director Health Equity and Inclusion - ongoing training/recruiting



Rhema Project, Salem, India

Thank You! Questions?

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