

# ROADMAP OUT OF BURNOUT

Texas Children's Pediatrics  
Houston, Texas

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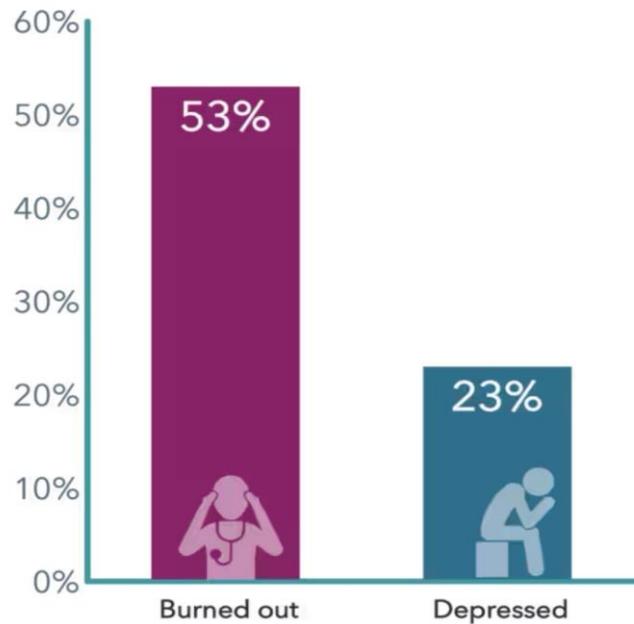
September 18, 2024

I have no conflicts of interest to disclose

The findings and conclusions of this presentation are those of the author, and do not necessarily represent the official position of Texas Children's Pediatrics/Texas Children's Hospital.

# How did we get here?

## Are You Burned Out and/or Depressed?

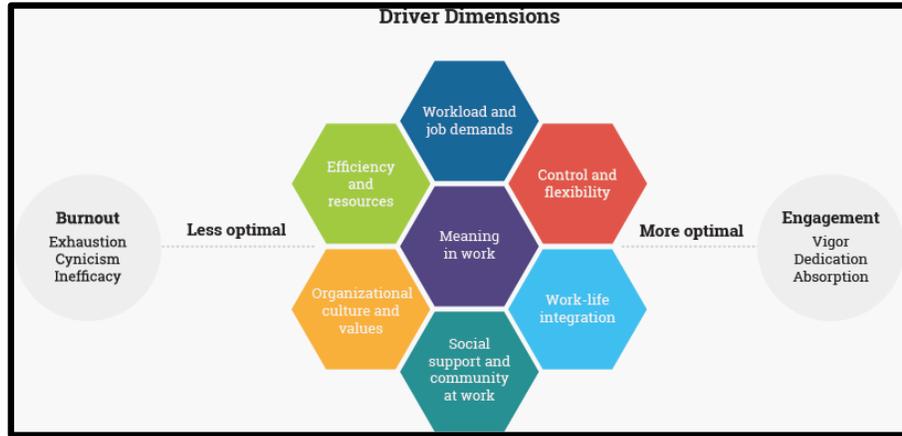


## Which Physicians Are Most Burned Out?

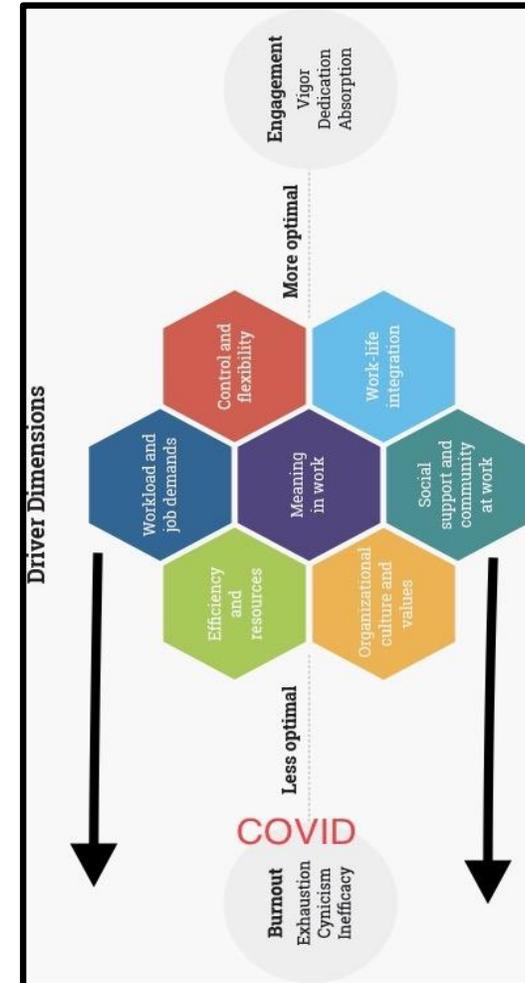


## What Contributes Most to Pediatricians' Burnout?





**Covid only  
made things  
worse**



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# TCP/TCUC: How far have we come?

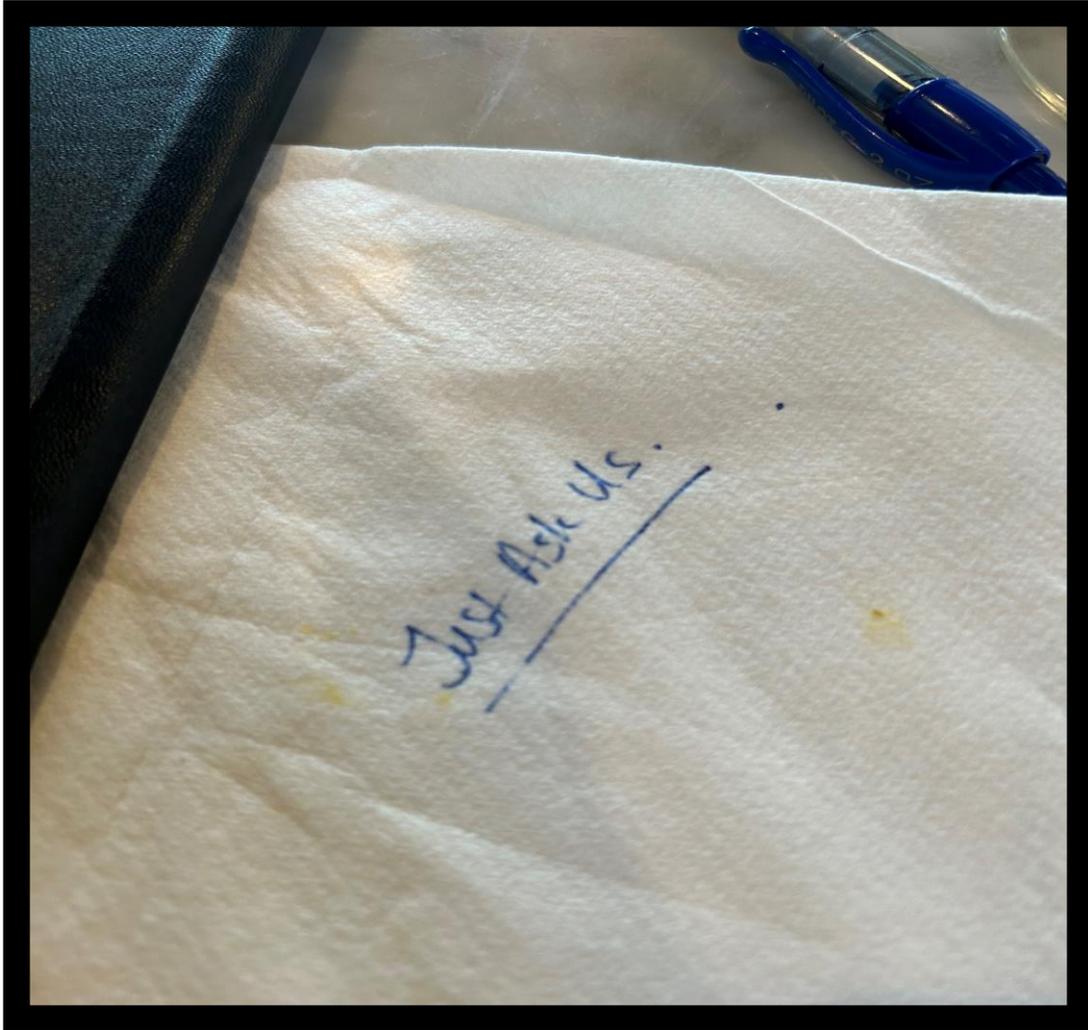
- Engagement and Wellness Committee

- Established in August 2021
- 15 Physician members across 3 cities, including Urgent care
- Meet in sub committees to plan and brainstorm
- Meet every 1-2 months to discuss idea implementation
- Leadership invited to sub-comm/EWC meetings

- Medical Director of Physician Wellness

- Inaugural position October 2022 – Dr. Sapna Singh
- Report directly to Dan Gollins (President) and Dr. Stanley Spinner (CMO)
- 1:1 meeting with President every 2 weeks
- Face to Face with physicians with on-site visits in clinic





*“Be Curious,  
Not Judgmental.”*

*-Ted Lasso*

# Well-Being Index – “Just Ask Us”

TEXAS CHILDREN'S PEDIATRICS



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## Assessment Periods

February 28, 2023 - March 24, 2023  
**51.78%** response rate (233 out of 450)

February 26, 2024 - March 25, 2024  
**45.1%** response rate (203 out of 450)

Anonymous Responses

### About The Well-Being Index



**About The Well-Being Index**  
 The Well-Being Index is an online validated self-assessment tool invented by Mayo Clinic that measures 6 dimensions of distress and well-being in just 9 questions.

**6 Dimensions of Distress and Well-being measured:**

1. Meaning in Work
2. Likelihood of Burnout
3. Severe Fatigue
4. Work-Life Integration
5. Quality of Life
6. Suicidal Ideation

**What WBI is Not: A Diagnostic Tool**  
 The Well-Being Index is a self-assessment tool to uncover risk of distress and burnout. It is not a diagnostic tool.




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# Well Being by Provider type

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TEXAS CHILDREN'S PEDIATRICS



**Distressed**



**Struggling**



**Okay**



**Thriving**

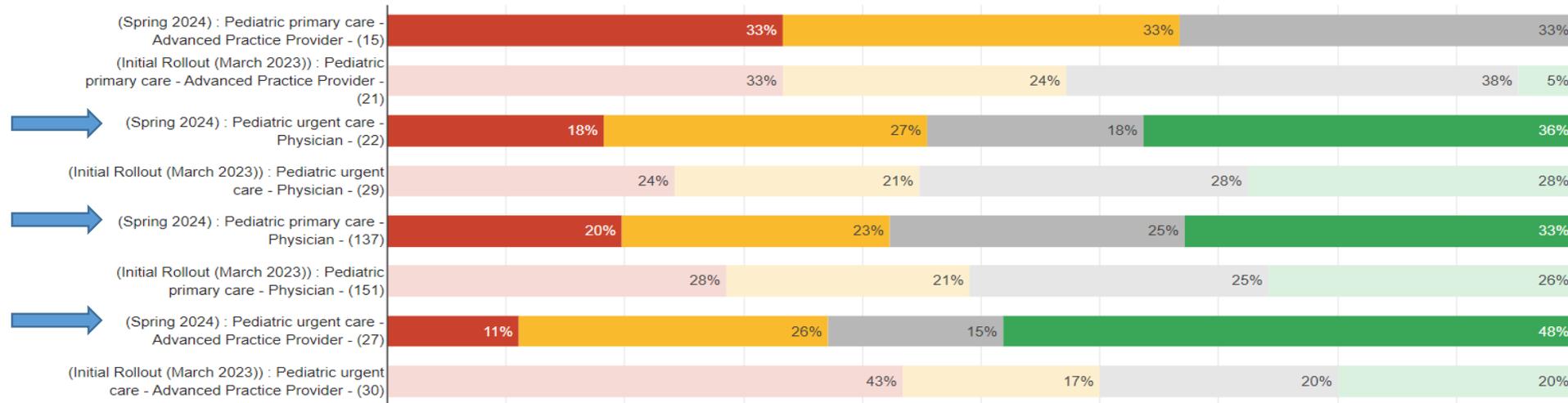
## Comparison Snapshot

comparison to 2023 - PC and UC with APP/MD

Created By: [sxsingh@texaschildrens.org](mailto:sxsingh@texaschildrens.org)



Indicates improvement over last year



## Comparing Campaigns

Spring 2024 (Feb 19, 2024 - Apr 01, 2024) to Initial Rollout (March 2023) (Feb 28, 2023 - Mar 31, 2023)

## **Q1 Process-** If leadership could change one thing to Improve your satisfaction at work, what would it be?

- *Stop adding on more hours to the long clinic shifts and stop adding more hours to holidays. (UC- APP)*
- *help us develop boundaries around the EMR, acknowledging we are human and can only healthfully work 12 hours a day (max) (PC-Phys)*
- *Autonomy over my schedule and an adequate number of adequately trained/competent support staff (PC-Phys)*

## **Q2 Process -** What are the top 2 factors that make your professional work most difficult?

- *Mychart messages. To busy to fit patients into schedule -- this is likely a universal problem (PC- Phys)*
- *Too much administrative work/charting/messaging that has to be done outside of clinic hours Having to work close to holidays-Christmas Eve, day after Thanksgiving (PC – Phys)*

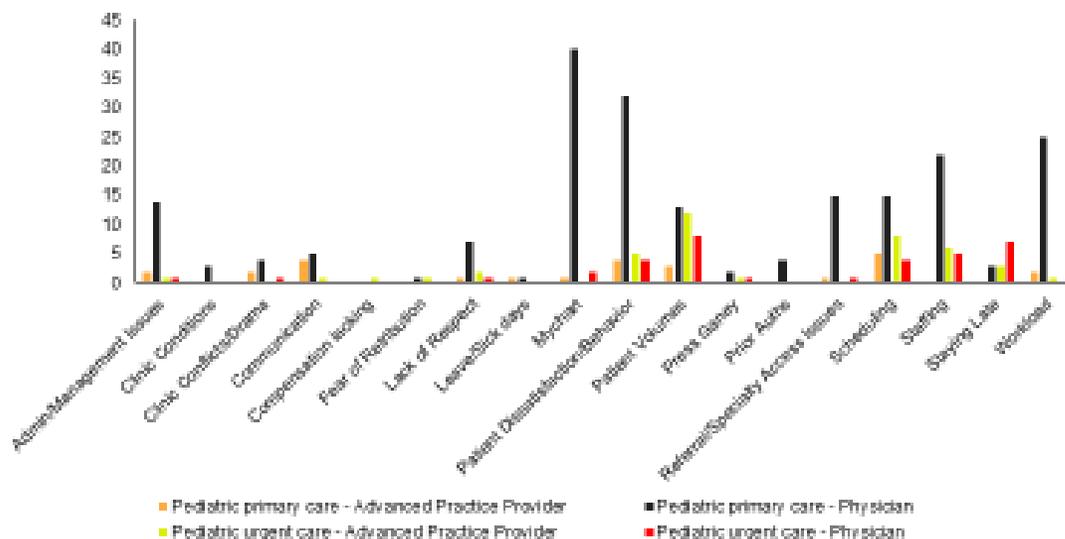
## **Q3 Process -**What is one thing you do/have done in the past month to promote your own well-being?

- *workout regularly*
- *Exercise, reading, taking daily walks, spending time with family or friends, make future travel plans*
- *Reading books on spirituality.*

## The State of Well-Being

### Process Improvement Questions

What are the top 2 factors that make your professional work most difficult?



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- **Mychart Workflow**
  - AI Message Pilot
  - Limit Character per message
  - LVN Central triage pilot
  - Remove “read” time stamp
  - Rolled out Mychart Billing (4/15)
  - New Patient Advice App
- **Patient Behavior**
  - Security at every clinic
  - Signage about patient behavior at sign-in
- **Workflow**
  - Virtual Scribe Pilot
  - MA/LVN workflow updates
  - EPIC super users to shadow
  - Shadow high efficiency physicians
- **Referral/Access Issues**
  - E-consults
  - TCP Priority Visits
  - CME from Specialists across TCH/CPAN
  - Expanded REACH training



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## Culture of Wellness

- Dedicated Engagement and Wellness Committee
- Leadership engaged
- Decisions made with frontlines in mind
- Restructuring Physician Leadership
- WBI Survey

## Efficiency of Practice

- AI Portal message pilot
- Virtual Scribes
- E-consults and priority specialty visits
- REACH training for all Physicians
- Behavioral Health clinicians in our clinics

## Personal Resilience

- Mental health resources and EAP
- Peer support
- Day of Giving
- Socials and Networking
- Book Club

## Self Care

- **Mental Health Resources** – comprehensive list of contacts for EAP/TCH mental health/private psychiatric physicians who will expedite TCP Physician referrals
- **Chaplain** – TCP to have an assigned Chaplain available for visits, may include site visits or assistance in peer support environment
- **REACH** – providing psychiatry training to physicians to assist with patient care and increasing needs of our patients – improved patient care and relieved burden of access on primary care – empowered Pediatricians to dx/tx in clinic.
- **Epic Super Stars** – Goal of improving Epic user efficiency by providing shadowing by super users and one on one help when requested – dedicated physician Dr. Susan O’Neil to provide support
- **Security Coverage** – Goal to staff all TCP/TCUC with on site security guards to assist with difficult patient situations.
- **Health Coaching** – Extended NOOM license to TCP/TCUC Physicians for free. Additional coaching through TCH Employee health dept
- **Peer to Peer Support Group** – provide docs with information on TCH program run by Dr. Gia Washington to help our colleagues who need mentoring or confidential advice (TCH Benefit)
- **Onboarding Review** – insure the current process is being utilized system wide to help physicians train into their positions with as little uncertainty as possible. Also may include shadowing of experienced physicians and Mentorship with senior Physicians/leaders.
- **Work Life Balance** – Sessions for interested physicians on how to manage work and life balance, small groups to work with Physician coaches (line item for Grant)

## Team Building

- **Day of Giving** – Houston Food Bank Volunteer Day – 2 so far. Presidents Award for 500+ Volunteer Hours given by TCP/UC. Collaboration with TCH for May 18<sup>th</sup>. Austin Aug 24<sup>th</sup> event at Central TX FB
- **Physician Additional Shift Program**- Sign up to work in clinics needing help to cover for Physicians out for vacay/leave etc. Earn RVUs and MD Days
- **InPrint/Fine Arts workshops** – introduce group skills lessons around writing or other fine arts. Enrichment for after work with fellow TCP Physicians. 3 workshops completed
- **Hobby/Interest groups** – Strava Running group live, Book Club – May 21<sup>st</sup>, Dare to Lead by Brene Brown. Books gifted by TCP to docs.
- **Doctor's Day** – engaging activities and recognition for our Physicians. Improving gift ideas for fitness/wellness use. Need funds for meaningful gestures of appreciation
- **Socials** – PickleBall Social in Houston Nov 11<sup>th</sup>, Austin Social April 20<sup>th</sup> – PickleBall Brewery event. Future events – Painting class, Zoo nights, museum events.
- **Leadership Coaching** – Executive leadership coaching provided by TCP to all members of TCP/UC Executive Committee – 6 months of one of one and group workshops. Extended to BetterUP access for an additional year
- **GOOD NEWS** – monthly newsletter with update across org, recognize talents and physicians doing great things outside of TCP/TCUC.
- **Tenure Recognition** – Recognizing and rewarding Physicians for years of service to TCP/UC in a memorable and meaningful way
- **Commensality Dinners** – Groups of physicians meeting for dinners on a regular basis to discuss work/life balance (line item for Grant)

## Engagement w/Leadership

- **E- consults** – collaboration with TCH specialty services to expedite care plans for patients with advice from specialists.
- **TCP Priority Visits** – allow for expedited visits for TCP/TCUC patients and avoid long wait times.
- **Feedback Link** - Epic links for communication of concerns and ideas – anonymous option for reporting
- **Improve MyChart workflow** – Virtual Scribe Pilot – April 15 launch, AI messaging pilot – April 22 launch, limit inbasket message character, streamline templates, LVN central triage pilot – completed.
- **Comp 101/102** – Director of Finance presented a webinar to explain basics of Comp and Physician incentives for VBC metrics– MD days/RVUs/Bonus explained with live Q&A
- **Well Being Index Survey** – annual survey our teams wellness and concerns as they relate to TCP and their own work/life balance (2<sup>nd</sup> annual completed March 2024)
- **Paid Maternity Leave** – First year to have one month paid leave for our TCP/UC Employees across the system (TCH benefit)
- **Restructure Physician Leadership** – CMO to replace Dr. Spinner (retiring) and 4 physician regional directors to be appointed – in progress
- **Mentorship** – engage new/younger TCP Physicians to interact with experienced Physicians to learn and bond with.
- **Annual Physician Meeting** – TCP/UC: present state of the organization along with wellness presentation and breakout sessions. Prepare WBI data to share. St. Arnolds Brewery – Oct 19<sup>th</sup>
- **Sick Day/PTO flexibility** – allow flexible use of sick days for family or personal issues

## TCUC

- **Needs Assessment Survey** -Dr. Terry Yen and Dr. Lisa Gaw to conduct Needs assessment for TCUC Physicians to identify concerns and issues specific to UC setting - Completed
- **Incentive Program for Tenure**– prioritize days off in scheduling for Physicians/APPs per seniority of 2+ years. Reward for increasing experience and loyalty to organization
- **Wellness Sub Committee** – focus on UC specific needs including Physicians and APPs
- **Socials** – Celebrating 5<sup>th</sup> anniversary and local socials to bring UC physicians/APP and staff together outside of work
- **Newsletter** – Quarterly
- **Provider of the Quarter** – peer nominated awards for physician/APPs who go above and beyond at work
- **Peer to Peer Support Groups** – UC specific peer support for the challenges unique to UC work environment.
- **Restructure Physician Leadership** – CMO to be appointed to oversee TCUC – in progress

- Established
- TCH benefit
- In Progress
- Future Plan

## AMA Health Systems Program

- **Joy in Medicine Roadmap** – Application submitted – Announcement Oct 2024
- Partnership for sharing of best practices
- Program support – EdHub for MATE
- Strategic planning workshop – Sept 27<sup>th</sup>
- Networking with other organizations to review what works/what's been tried

<https://www.ama-assn.org/topics/ama-health-system-program>



**AMA UPDATE**

### Helping the most burned-out doctors

with Sapna Singh, MD & Dan Gollins

Physician specialties with the most burnout and how to fix it with Texas Children's Pe...

youtube.com



## Day of Giving Houston Food Bank



**Leadership is not about  
being in charge.  
Leadership is about  
taking care of those in  
your charge.**

SIMON SINEK

Thank you for your attention!

Special thanks to Dan Gollins, Dr. Stanley Spinner, Mari Trace, Jodi Harris, Michelle Westermeyer  
And the TCP/TCUC EWC Members

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