



Empowering hospitalists.
Transforming patient care.

Practical Well-being Leadership for Hospitalists: The SHM Well-being Toolkit

Today's Speakers



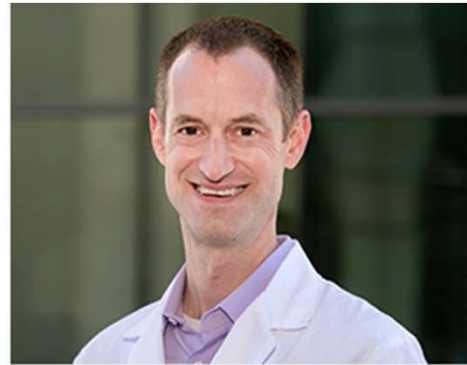
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Today's Objectives

1. Review latest science on burnout & professional fulfillment in medicine.
2. Discuss importance of developing capacity for hospitalists to improve well-being in their organizations.
3. Explore the SHM Well-being Toolkit to learn practical steps hospitalists can take to promote well-being for themselves, their peers, and their organizations.
4. Engage in dialogue with hospitalist well-being champions from across the country.

Background: Burnout in Medicine is BAD

Clinician burnout before COVID-19 was between 30-50%

Pandemic significantly worsened burnout: national physician average 62% 2021, range 50-70% in various reports 2021-2022

Burnout correlates with culture, turnover, and performance

- Worse engagement, lower morale
- Higher rates of part-time work and quitting
- Worse diagnostic accuracy, hospital associated infections, falls, pressure ulcers, medication errors, procedural complications, readmissions, length of stay, costs of care

Addressing Burnout is Important . . . and Hard

- Redesign of structures, workflows, and policy all improve burnout.
- These activities take considerable time and energy.
- If we wait on others to solve burnout, we are likely to wait a long time.
- It is especially hard to do when the workforce is depleted.

So, where to start?

Hospitalists are Innovators and Problem-solvers!

- SHM Well-being Taskforce was formed to address these challenges.
- Leadership Imperative: *Build something practical for hospitalists, by hospitalists to address burnout & well-being in these areas:*
 - Their own daily work and life
 - In their groups
 - In their organizations

HOSPITALIST WELL-BEING ADVOCATES TOOLKIT

A practical guide to making real change, by hospitalists, for hospitalists.



SOCIETY OF HOSPITAL MEDICINE'S WELL-BEING TASK FORCE

2021-2022

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Start with R.I.S.E (for You!) -> Pick a Persona

Suggestions on How to Use the Toolkit:

1. Start with an individual check-in on your own well-being and resilience, using the R.I.S.E. mnemonic.
2. Identify which advocate persona best applies to you and your role.
3. Review the suggested activities and consider which ones you could adopt and implement in your group or institution.
4. Start small—even just one change can have a ripple effect.
5. Revisit the recommendations, share with colleagues, and build on each success.





R.I.S.E from ashes (like a Phoenix!)

Recharge

"What gives me joy outside of work?"

Reenergize mind, body, and spirit:

- Spend time in nature
- Eat healthy, fresh foods
- Sleep 7-8 hours each night
- Journal
- Read
- Exercise/practice yoga
- Listen to music/learn to play an instrument
- Volunteer
- Take a sabbatical

Carve out time for calm. Before and after your clinical shift:

1. Step outside.
2. Close your eyes and take 5 deep breaths.
3. Focus on the smell of the air, the sun on your face, and aim to be present.

Our souls need as much recharging as our phones!

RISE created by: Swati Mehta, MD, FACP

Introspect

"What can I/we do to improve the situation?"

Personal introspection:

- Ask: "Why did I go into medicine?"
- Ask: "What is one thing I can change to make my workplace better for my team?"
- Seek out a mentor

Collective introspection:

- Measure team engagement via regular check-ins/surveys
- Conduct quarterly small group sessions: "What should we do to improve our culture?"
- Teambuilding activities outside work
- Debrief with team after a poor patient outcome
- Yearly retreats to reset and align priorities with hospital administration

Let's be the change we want to see.

Seek help

"What resources do I need to improve the situation?"

Pay careful attention to:

1. Your health/wellbeing

- Mental health specialist
 - Primary care for preventive health
 - Buddy system/peer support group
 - Employee assistance programs
 - Outsource household chores. Invest in reliable childcare.
 - Plan your finances wisely and save!
- #### 2. Workplace environment. Advocate for:
- Flexible work schedule/shift timing
 - Outsource documentation (scribes/virtual scribes) and billing
 - Staffing for census surges
 - Virtual care (telehealth)
 - Child care for work meetings
 - Responsive IT department
 - Input in hospital projects impacting your team

One cannot pour from an empty cup. Fill yourselves up!

Express yourself

"Who can I thank? What am I grateful for?"

Express empathy

An authentic human connection with patients is critical for our wellness.

Express gratitude

Giving thanks creates a positive ripple effect. Remember to thank your partner, kids, parents, team members, and nurses for every small gesture of kindness.

If there is one best practice, it is gratitude!

Pick a Persona Based on Your Role/Interest

This toolkit is a practical guide where you select into one of three 'personas' based on your position or role. The three 'personas' are:

- [The Hospitalist](#): "I care, but I do not have a formal leadership role."
- [The Hospitalist Leader](#): "I want to use my position of leadership to make a difference."
- [The Well-being Leader](#): "I am a well-being expert and I need more than just the basics."



Persona 1 - The Hospitalist

I care, but I do not have a formal leadership role.

The What

Practice self-care and
invite others to join

Help build a supportive
and inclusive community

The How

- Write down one thing you are grateful for each night before bed. Share this with a colleague or friend the next day.
 - Set aside time each shift for a break. Encourage others to do the same.
 - As appropriate, join a one-on-one call or virtual meeting (in which you are not an active participant) outside on your phone while taking a walk instead of sitting inside. Encourage others to do the same.
 - Reach out to your peers and identify a colleague to take to lunch or grab coffee. Block off this time on your calendar.
 - Adopt an open mindset about self-care; share with others what has been helpful for you.
 - Find an outlet to release stress. Exercise. Invite colleagues who also need to unwind.
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- Check in with a colleague during the day and see how they are doing.
 - Use [SHM's Check-in Guide](#) to prompt honest sharing.
 - If someone shares honestly and vulnerably, validate their feelings and response. Follow up when they



Persona 2 - The Hospitalist Leader

I want to use my position of leadership to make a difference.

The What	The How
<p>Establish metrics to monitor well-being</p>	<ul style="list-style-type: none"> • Understand what your organization currently measures (e.g., employee engagement, burnout, turnover). Is this data available for your team? Could it be? • If there is no data—especially at the specialty/group level—consider surveying your team to establish a baseline and to track improvement over time. <ul style="list-style-type: none"> - Utilize the National Academy of Medicine's Valid and Reliable Survey Instruments to Measure Burnout, Well-Being, and Other Work-Related Dimensions to source appropriate well-being surveys for your group. • Organize periodic listening sessions to obtain more details around key issues and opportunities for improvement. • Allow for anonymous comments and idea sharing. • Make sure to measure what is going well and what to do more of, not just negatives/burnout.
<p>Engage your team in well-being efforts</p>	<ul style="list-style-type: none"> • Start a well-being committee for your group. • Develop a new formal or informal well-being leadership role for a member of your team (e.g., well-being director, well-being champion). • Connect the committee and/or leader with organizational well-being leaders. Create additional buy-in from senior leaders. • Connect other leaders with resources. For example: Stanford Medicine's Chief Wellness Officer (CWO) Course WellMD & WellPhD Stanford Medicine • Look for opportunities for hospitalists to participate in organization-wide well-being initiatives (e.g., Schwartz Rounds, Hospital-wide Well-being Committees).



Persona 3 - The Well-being Leader

I am a well-being expert and I need more than just the basics.

The What	The How
Design system resilience	<ul style="list-style-type: none"> • Collaborate with healthcare system leadership to ensure adequate staffing and budgeting. • Build redundancy in the system to cover when team members need to take personal time, PTO, family leave, or manage a medical emergency. • Anticipate and plan for unforeseen circumstances and make these contingencies known to your team.
Promote well-being norms	<ul style="list-style-type: none"> • Limit scheduled meetings to 25 or 50 minutes. • Make sharing your video on Zoom optional. • Encourage walking/stretching during meetings that are for listening only. • Design systems that make it easier for hospitalists to recognize their peers and team members (i.e., nurse, social worker, etc.) in a meaningful way. Below are some key principles and helpful tips:
Develop your leadership skills in the well-being space	<ul style="list-style-type: none"> • Seek out formal and informal networking opportunities: <ul style="list-style-type: none"> - Join an interest group, such as those that exist at SHM. - Become involved with the Collaborative for Healing and Renewal in Medicine (CHARM) network. - Attend national meetings. - Seek out like-minded leaders. - Ask your mentors/other leaders to introduce you to other leaders in the field. • Seek out formal leadership development courses specific to well-being. For example, the Chief Wellness Officer (CWO) Course WellMD & WellPhD Stanford Medicine. • Commit to a monthly review of the literature relating to the leading of well-being efforts.



Dialog with Taskforce Leaders



Questions



Thank you!