


MAYO CLINIC



THE NEW SURGEON GENERAL'S FRAMEWORK FOR WORKPLACE MENTAL HEALTH AND WELL-BEING

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LEARNING OBJECTIVES

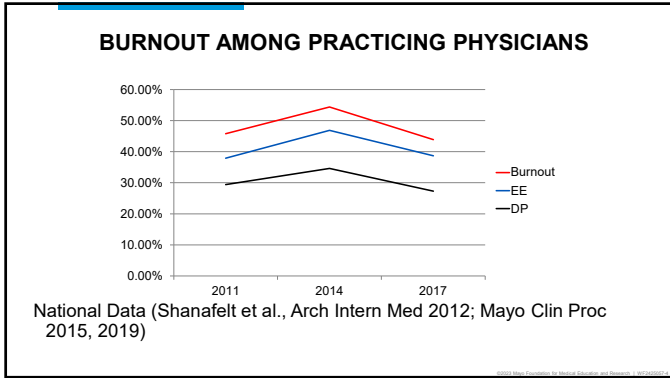
- Understand the scope of the problem of healthcare worker (HCW) distress
- Summarize contributors to and consequences of HCW distress
- Describe evidence-based approaches to prevent HCW well-being as outlined in national frameworks

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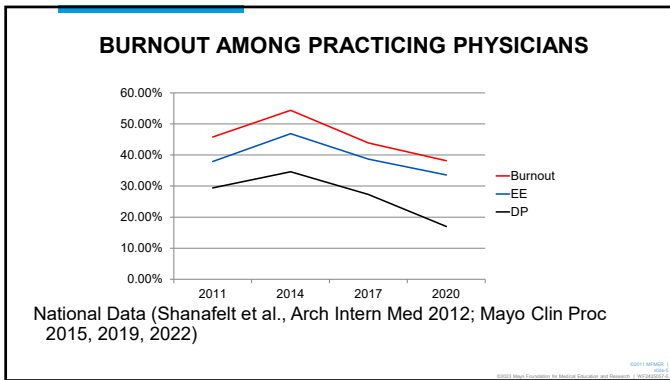
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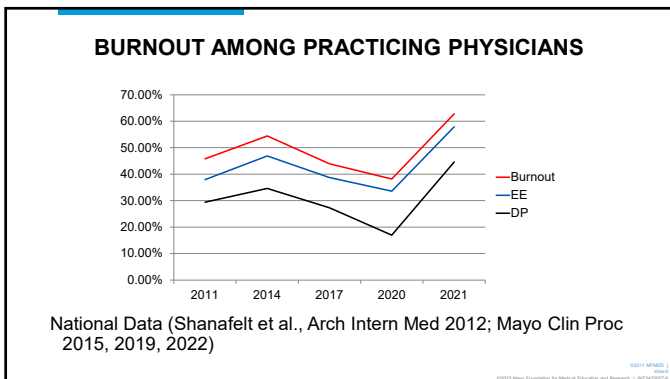
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A PUBLIC HEALTH CRISIS!

Burnout in U.S. alone:	
>40,000	Medical Students
>60,000	Residents and Fellows
>490,000	Physicians

Plus other health care and biomedical science professionals

Individual or system problem?

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CONSEQUENCES OF PHYSICIAN BURNOUT

- Medical errors¹⁻³
- Impaired professionalism⁴⁻⁶
- Reduced patient satisfaction⁷
- Racial bias⁸
- Staff turnover, reduced hours^{9,14}
- Blunted growth in medical knowledge¹⁰
- Depression and suicidal ideation^{11,12}
- Motor vehicle crashes and near-misses¹³
- Total costs: >\$4.6B dollars/year^{15,16}

¹JAMA 296:1071, ²JAMA 304:1173, ³JAMA 302:1294, ⁴Annals IM 136:358, ⁵Annals Surg 251:995, ⁶JAMA 306:952, ⁷Health Psych 12:93, ⁸JAMA Netw Open 2019, ⁹JACS 212:421, ¹⁰JAMA 306:952, ¹¹Annals IM 149:334, ¹²Arch Surg 146:54, ¹³Mayo Clin Proc 2012, ¹⁴Mayo Clin Proc 2016, ¹⁵JAMA IM 2017, ¹⁶Annals IM 2019

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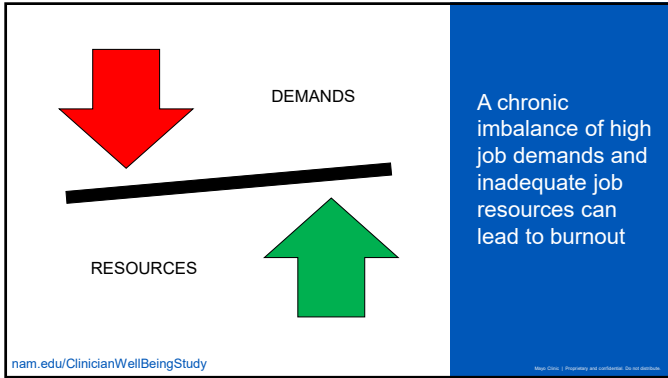
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“EVERY SYSTEM IS PERFECTLY DESIGNED TO GET THE RESULTS IT GETS”

- DR. PAUL BATALDEN

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HUMAN PERFORMANCE

- Yerkes Dodson Law
- Frank Starling curve
- Human stress response curve

• To optimize performance, we need to shift our place on the human performance curve.

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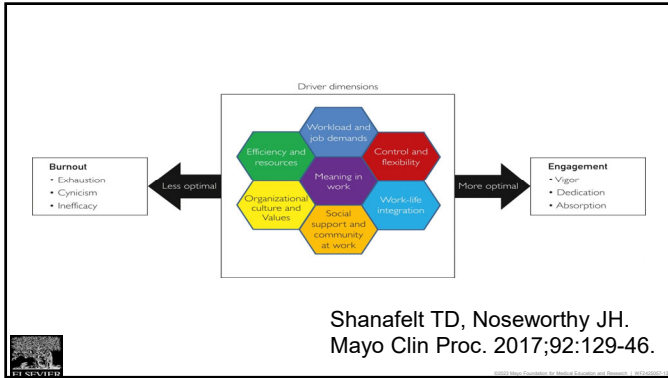
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BURNOUT DRIVERS

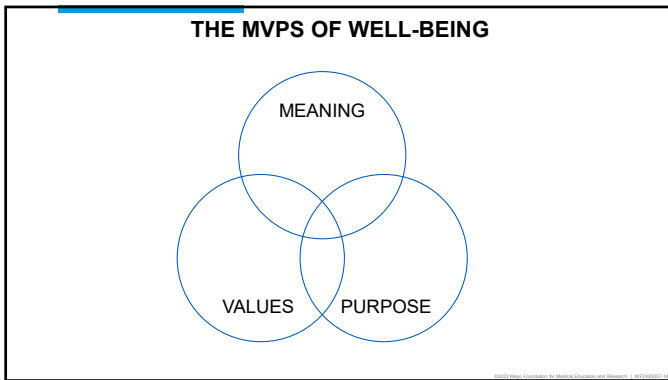
- Maslach and Leiter "Areas of Worklife" domains:
 - Workload
 - Control/autonomy
 - Reward (intrinsic and extrinsic)
 - Community
 - Fairness/respect
 - Values alignment

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- ### INDIVIDUAL STRATEGIES
- Identify Values
 - Debunk myth of delayed gratification
 - What matters to you most (integrate values)
 - Integrate personal and professional life
 - Optimize meaning in work
 - Flow
 - Choose/focus practice
 - Nurture personal wellness activities
 - Calibrate distress level
 - Self-care (exercise, sleep, regular medical care)
 - Relationships (connect w/ colleagues; personal)
 - Religious/spiritual practice
 - Mindfulness
 - Personal interests (hobbies)

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WELL-BEING INDEX
[HTTPS://WWW.MEDEDWEBS.COM/WELL-BEING-INDEX](https://www.mededwebs.com/well-being-index)

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INDIVIDUAL STRATEGIES

Risk of exclusively individual focus:

- Deepen cynicism through perceived message that physicians must “toughen up” to cope with a toxic working environment, rather than addressing the toxic working environment itself.
- Blaming the victims?

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RESILIENCE DATA
PHYSICIAN > GEN POP


- What does this mean?
 - Resilience IS important, and physicians are pretty strong here already – we need to maintain and even strengthen our resilience where we can.
 - Individual-focused solutions such as resilience training CANNOT be the mainstays to promote wellbeing, because even the most resilient among us are at substantial risk of burnout.
 - Organizational approaches to improve the working and learning environment are mandatory.

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WHAT CAN ORGANIZATIONS/PRACTICES DO?












- Be value oriented
 - Promote values of the medical profession
 - Congruence between values and expectations
- Provide adequate resources (efficiency)
 - Organization and work unit level
- Promote autonomy
 - Flexibility, input, sense control
- Promote work-home integration
- Promote meaning in work

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Organizational Strategies

-  Acknowledge and assess the problem
-  Harness the power of leadership
-  Develop and implement targeted work unit interventions^a
-  Cultivate community at work
-  Use rewards and incentives wisely
-  Align values and strengthen culture
-  Promote flexibility and work-life integration
-  Provide resources to promote resilience and self-care
-  Facilitate and fund organizational science

Shanafelt TD, Noseworthy JH.
Mayo Clin Proc. 2017;92:129-46.

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HCW WELL-BEING: APPROACH SUMMARY

	Individual	Organizational
Workload		
Work Efficiency/ Support		
Work-Home Integration/ Balance		
Autonomy/ Flexibility/ Control		
Meaning/Values		

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HELP-SEEKING, STIGMA, AND BURNOUT

- Medical students (Dyrbye 2015, Acad Med):
 - BO a/w ↑ stigma measures
 - Less likely to seek help than age-matched peers
- Residents (Dyrbye 2020, Acad Med)
 - BO a/w ↑ concerns about career impacts of help-seeking
 - 1/3 reluctant to seek help
- Practicing physicians (Shanafelt 2021, Mayo Clin Proc)
 - MORE likely to report help-seeking than general population
 - 4 in 10 with SI would NOT seek help, however

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RESOURCES AND SOLUTIONS

- ACGME: <http://www.acgme.org/What-We-Do/Initiatives/Physician-Well-Being>
- AAIM: <http://www.im.org/resources/wellness-resiliency>
 - CHARM Best Practices Group summaries
- AMA: <https://edhub.ama-assn.org/steps-forward>
- NAM: <https://nam.edu/initiatives/clinician-resilience-and-well-being/>

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US SURGEON GENERAL'S FRAMEWORK FOR WORKPLACE MENTAL HEALTH & WELL-BEING

- Five Essentials
 1. Protection from Harm
 2. Connection & Community
 3. Work-Life Harmony
 4. Mattering at Work
 5. Opportunity for Growth

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**US SURGEON GENERAL'S FRAMEWORK FOR
WORKPLACE MENTAL HEALTH & WELL-BEING**

- Five Essentials
 - 1. Protection from Harm
 - Prioritize workplace physical and psychological safety
 - Enable adequate rest
 - Normalize and support mental health
 - Operationalize Diversity, Equity, Inclusion, and Accessibility (DEIA) norms, policies, and programs

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**US SURGEON GENERAL'S FRAMEWORK FOR
WORKPLACE MENTAL HEALTH & WELL-BEING**

- Five Essentials
 - 2. Connection & Community
 - Create cultures of inclusion and belonging
 - Cultivate trusted relationships
 - Foster collaboration and teamwork

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**US SURGEON GENERAL'S FRAMEWORK FOR
WORKPLACE MENTAL HEALTH & WELL-BEING**

- Five Essentials
 - 3. Work-Life Harmony
 - Provide more autonomy over how work is done
 - Make schedules as flexible and predictable as possible
 - Increase access to paid leave
 - Respect boundaries between work and non-work time

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US SURGEON GENERAL'S FRAMEWORK FOR WORKPLACE MENTAL HEALTH & WELL-BEING

- Five Essentials
 - 4. Mattering at Work
 - Provide a living wage
 - Engage workers in workplace decisions
 - Build a culture of gratitude and recognition
 - Connect individual work with organizational mission

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US SURGEON GENERAL'S FRAMEWORK FOR WORKPLACE MENTAL HEALTH & WELL-BEING

- Five Essentials
 - 5. Opportunity for Growth
 - Offer quality training, education, and mentoring
 - Foster clear, equitable pathways for career advancement
 - Ensure relevant, reciprocal feedback

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US SURGEON GENERAL'S FRAMEWORK FOR WORKPLACE MENTAL HEALTH & WELL-BEING

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 - 4. Mattering at Work
 - 5. Opportunity for Growth
- <https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html>

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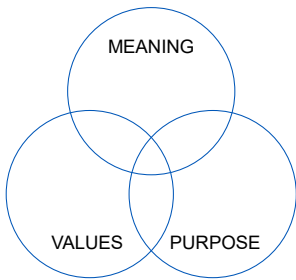
SUMMARY

- The toolkit for these issues will contain many different tools.
- There is no one solution ...
- ... but many approaches offer benefit!



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THE MVPS OF WELL-BEING



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**QUESTIONS
& ANSWERS**




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THANK YOU FOR JOINING US IN THIS COURSE



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Phoenix, Arizona



Jacksonville, Florida

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