

Fetching Joy in Practice

(when it feels like a dog-eat-dog world and you are wearing milk bone underpants)

Michigan Oncology Quality Consortium

Michael P. Lukela, MD, SFHM, FACP, FAAP
Director, Medicine-Pediatrics Residency Program
Director, William Henry Fitzbutler House
Michigan Medicine
June 22, 2018

Disclosure of Financial Relationships

Michael P. Lukela, MD

Has no relationships with any entity producing, marketing, re-selling, or distributing health care goods or services consumed by, or used on, patients



Brief Instructions

- Text: MICHAELLUKEL237 to 37607

Session Goals

- To explore why we enter the field of medicine
- To describe what we value individually, and as a hospitalist group
- To understand personal and environmental factors that contribute to burnout, loss of wellness throughout our careers
- To examine the current wellness climate at Michigan Medicine
- To explore (practical) strategies that may enhance “joy” in practice (and in our lives)

Which of the following best describes your current mood/energy level?

Joyful

Content

M'eh

Salty

Broken

On an average day, which of the following best describes your feelings about coming to work?

Bring it on!

I'm prepared, well,
mostly- I think

Fearful uncertainty- sort
of like a "B" horror movie

I'm still in denial

Incontinence

A Typical Day?

How am I going to get through another day of this?

Another #\$\$!% add-on/consult/admission?

When can I possibly find the time and energy to....?

I can't even remember the last time that I did something fun...

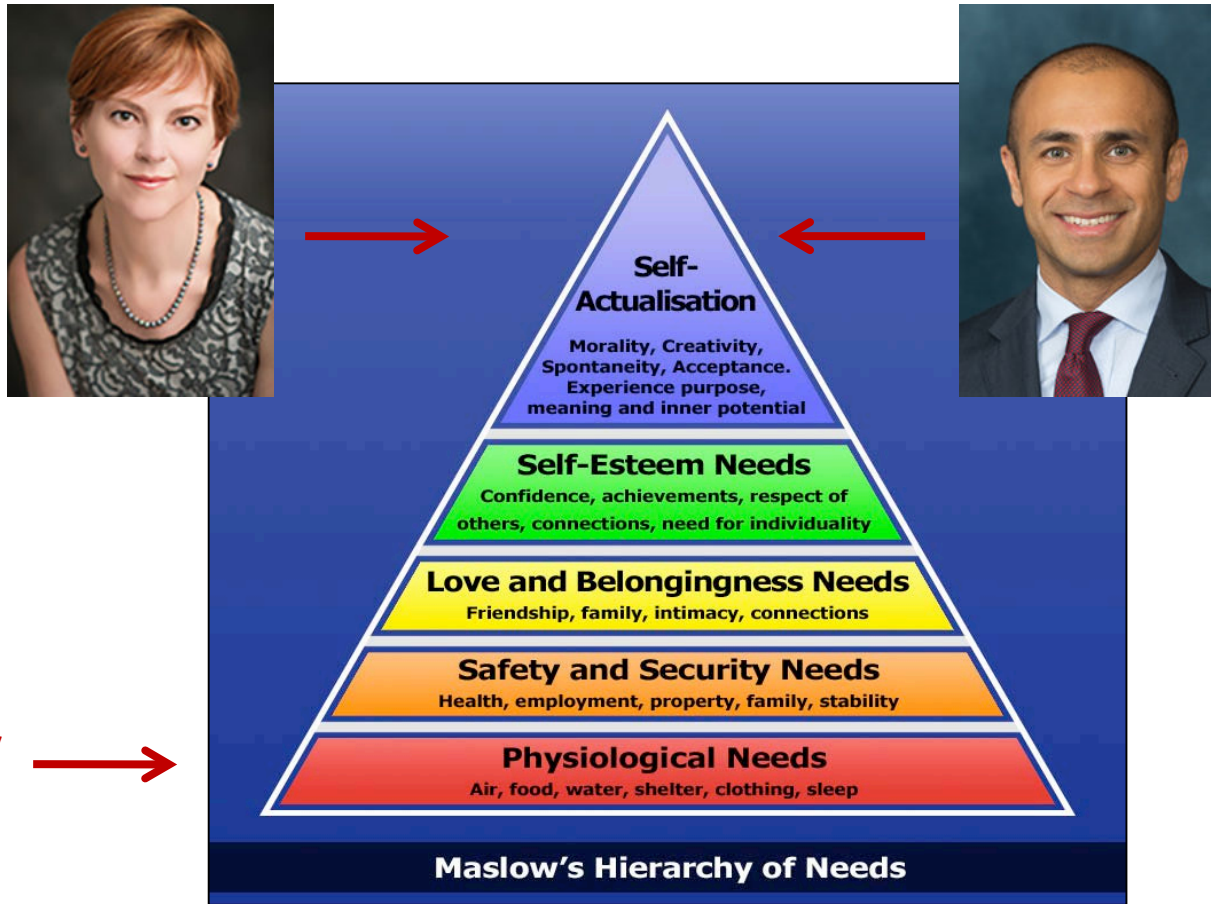
When am I going ever going to catch up?

I can't believe I missed that...

Did I really make the right career decision?



Understanding Our Motivations (and needs)



Where we usually
operate



Take a Moment to Reflect



Identify your top 6 characteristics/qualities that are most resonant with your core values

Accountable	Cooperative	Fun	Motivated
Adaptable	Courageous	Generous	Open
Adventurous	Creative	Happy	Optimistic
Agile	Curious	Helpful	Original
Ambitious	Daring	Honest	Passionate
Appreciative	Decisive	Hospitable	Perceptive
Assertive	Delightful	Imaginative	Perseverance
Aware	Dependable	Independent	Practical
Balanced	Determined	Influential	Proactive
Bold	Diligent	Innovative	Punctual
Brave	Driven	Insightful	Rational
Candor	Efficient	Inspiring	Reliable
Caring	Empathic	Integrity	Resourceful
Cheerful	Endurance	Intuitive	Risk-taking
Collaborative	Energetic	Joy	Selfless
Committed	Enthusiastic	Kind	Simple
Communicative	Fair	Leadership	Team-oriented
Compassionate	Flexible	Mindful	Timely
Consistent	Focused	Modest	Trustworthy
			Wise

Finding Joy



So why does this matter?



(Student) Motivations to Practice Medicine

- Opportunity to work with people
- Opportunity to care for people
- Opportunity for social and humanitarian effort
- Desire for challenge
- Interest in human biology
- Interest in research
- Job security

Vaglum P. Med Educ. 1999;33:236-42.
Crossley ML. Br Dental J. 2002;193:471-3.

The Path Through Medical School

Entering medical school

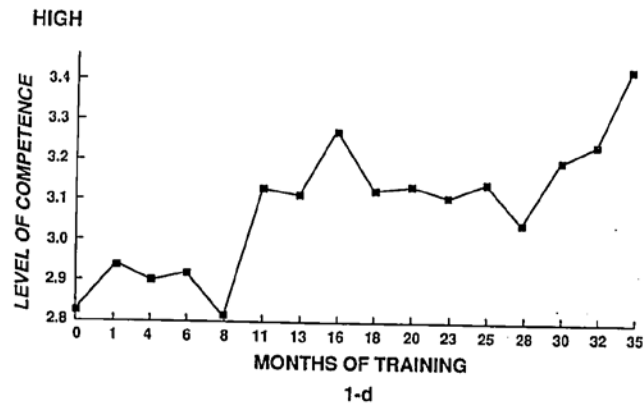
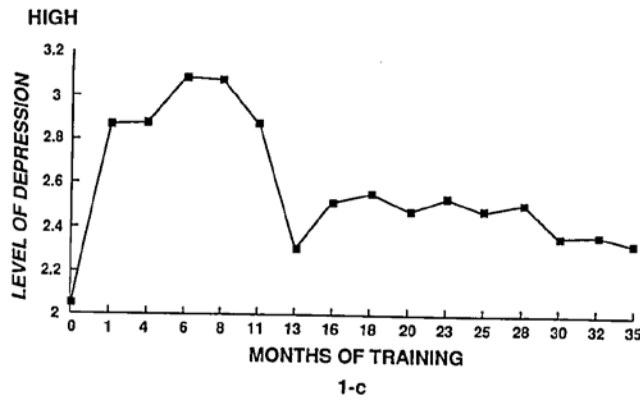
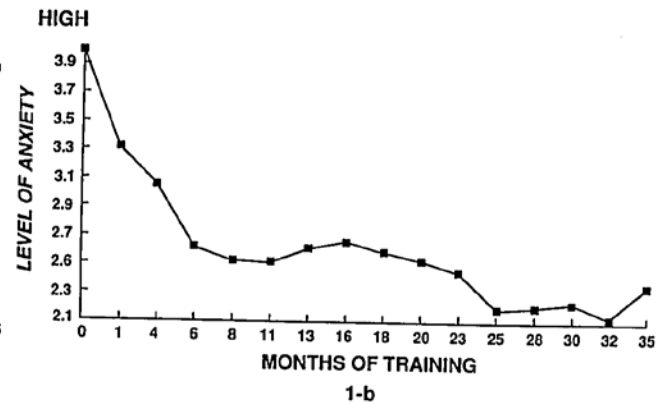
- Exceptional academic, extracurricular accomplishments
 - Mean GPA 3.70
 - MCAT 80%ile
- Idealistic
- Energized
- Motivated
- Higher psychological health compared to non-medical graduate students

During medical school

- As early as M2 year loss of idealism, empathy
- Decreased interest in working with underserved communities
- Less responsibility for the health of society
- Poor emotional/mental health
 - Up to 33% experience clinical depression
 - 6-12% report suicidal ideation

It gets better during residency, right?

(Historical Context)



Girard DE. Acad Med. 1991;66(2): 111-114.

Our “progress” over 20 years later...

- 2003- Accreditation Council on Graduate Medical Education (ACGME) mandates work-hour restrictions intended to improve patient safety
- West et. al- comprehensive survey of over 15,000 internal medicine residents, found that over 50% met criteria for burnout
- Rates of depressive symptoms and suicide are substantially higher compared to age-matched peers in the U.S. population
- *Importantly, no correlation has been found between resident well-being and academic success*

West CP. JAMA. 2011;396:929–60.

Jennings ML. Acad Med. 2015;90:1246-50.

Beckman TJ. J Gen Intern Med. 2012;27(3):325-30.

Identify your top 6 characteristics/qualities that exemplifies an amazing peer/colleague

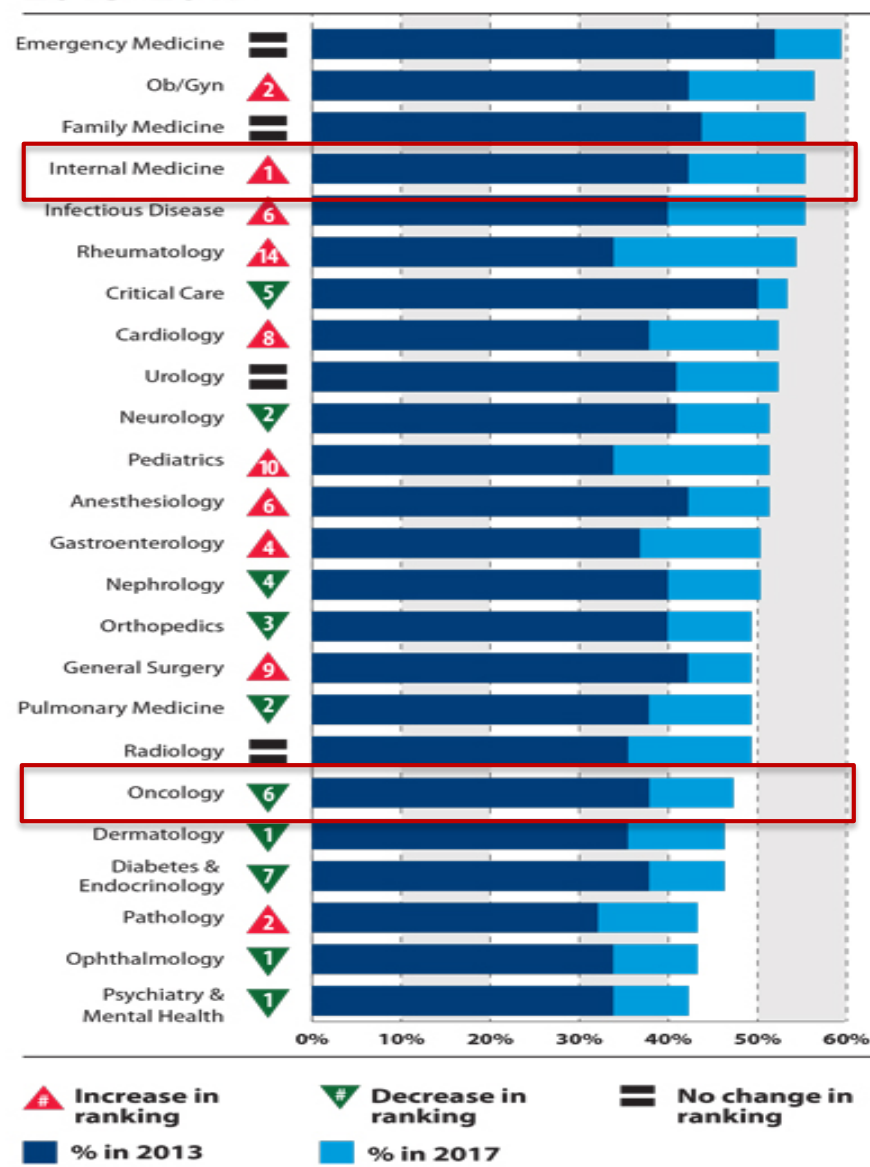
Accountable	Cooperative	Fun	Motivated
Adaptable	Courageous	Generous	Open
Adventurous	Creative	Happy	Optimistic
Agile	Curious	Helpful	Original
Ambitious	Daring	Honest	Passionate
Appreciative	Decisive	Hospitable	Perceptive
Assertive	Delightful	Imaginative	Perseverance
Aware	Dependable	Independent	Practical
Balanced	Determined	Influential	Proactive
Bold	Diligent	Innovative	Punctual
Brave	Driven	Insightful	Rational
Candor	Efficient	Inspiring	Reliable
Caring	Empathic	Integrity	Resourceful
Cheerful	Endurance	Intuitive	Risk-taking
Collaborative	Energetic	Joy	Selfless
Committed	Enthusiastic	Kind	Simple
Communicative	Fair	Leadership	Team-oriented
Compassionate	Flexible	Mindful	Timely
Consistent	Focused	Modest	Trustworthy
			Wise

Characteristics/qualities that exemplifies an amazing peer/colleague

If we have not made progress during education and training, of course we should expect a different outcome once physicians are practicing in the real world....



Changes in burnout by specialty 2013–2017



Medscape Lifestyle Report 2017.



MICHIGAN MEDICINE
UNIVERSITY OF MICHIGAN

A Few Considerations for Physicians in Practice

- Physicians in practice have higher levels of depressive symptoms, burnout, and suicide rates compared to the general population
- Early career physicians
 - Lowest satisfaction with overall career choice
 - Highest frequency of work-home conflicts
 - Highest rates of depersonalization
- Physicians who are not satisfied with their careers
 - More likely to reduce clinical hours
 - Retire early
 - Shift away from direct patient care responsibilities
- Those who continue to practice while “burned out” have higher self-reporting of errors and higher mortality rates among their hospitalized patients

Dyrbye LN. Mayo Clin Proc. 2013;88(12):1258-67.
Wallace JE. Lancet. 2009;374(9702):1714-21.

The Climate at Michigan Medicine

Summary Data from Clinical Excellence
Society Wellness Workgroup 2018

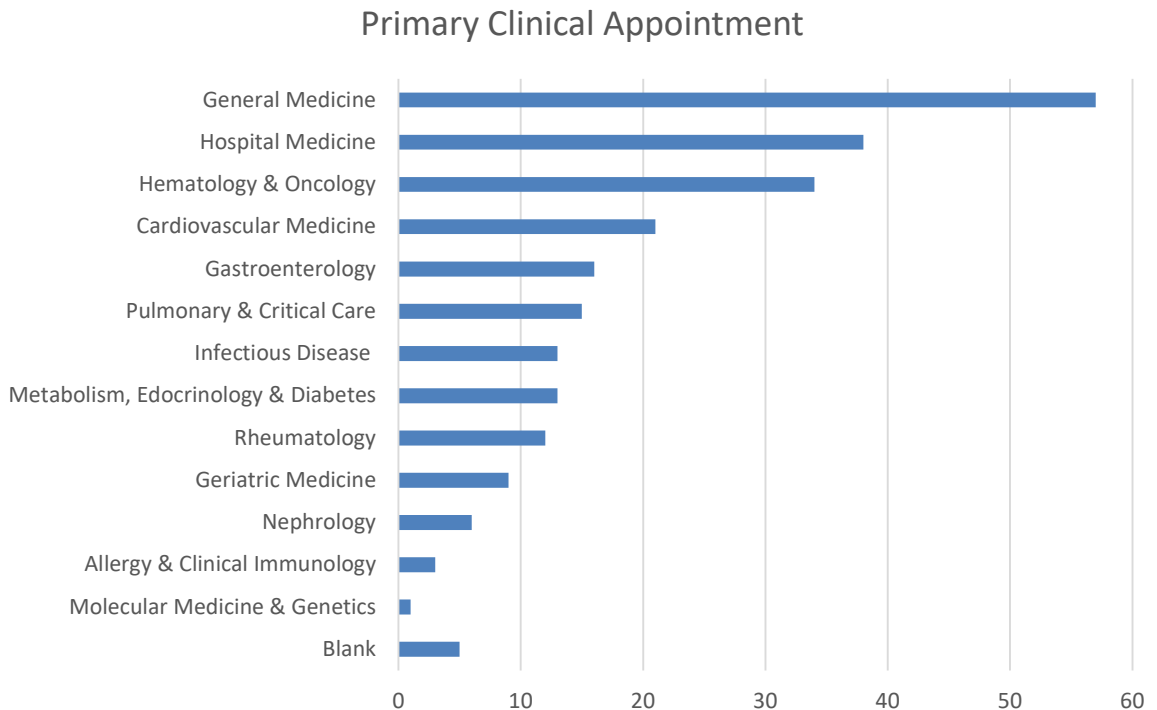
Overall Demographics

- 243 Clinical Faculty Completed Survey
 - 62% - Lecturer/Instructor/Assistant Professor
 - 18% - Associate Professor
 - 21% - Professor
- Gender
 - 45% - Female
 - 51% - Male
 - 3% - Prefer Not to Say
- Self-Identify as an Under-Represented Minority
 - 10% - Yes
 - 90% - No

Overall Demographics

- Primary Clinical Appointment

- 57 - Gen Med
- 38 - Hospital Med
- 34 – Heme/Onc
- 21 - CVM
- 16 - GI
- 15 - Pulmonary
- 13 - ID
- 13 - MEND
- 12 - Rheum
- 9 - Geriatrics
- 6 - Nephrology
- 3 - Allergy
- 1 - MMG
- 5 - Blank

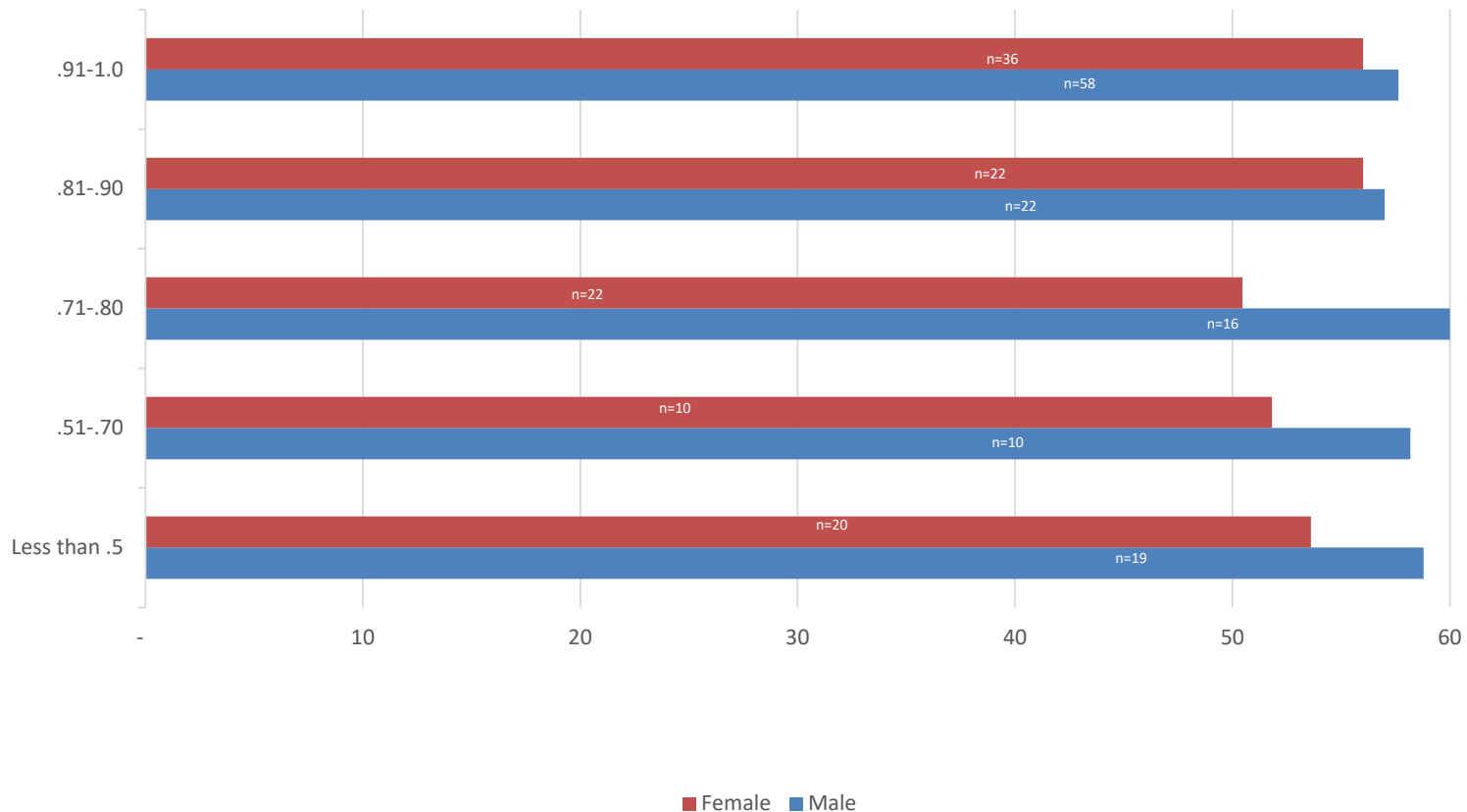


Overall Demographics

- Clinical FTE
 - 40% - Less than .50
 - 36% - .51 - .80
 - 24% - Greater than .80
- Clinical Practice Setting
 - 28% - Inpatient
 - 72% - Outpatient

Self-Reported Effort and Hours Worked

Average Hours Worked per Week by Clinical FTE



Job Satisfaction and Stress

	2017	Benchmarks
Overall satisfied with job.		>80% satisfied
a. My work is meaningful. (Agree, Strongly Agree) Q14	82.4%	89.8%
a. I feel fulfilled professionally. (Agree, Strongly Agree) Q14	44.1%	60.0%
a. I am satisfied with my current quality of life. (Agree, Strongly Agree) Q18	25.5%	44.7%
a. I feel empowered to make meaningful changes in my clinical environment. OUTPATIENT (Disagree, Strongly Disagree) Q10	66.7%	63.7%
a. I feel empowered to make meaningful changes in my clinical environment. INPATIENT (Disagree, Strongly Disagree) Q10	NA	51.0%
Great deal of stress because of my job.		< 30% stressed
a. If finances were not an issue, I would quit my job. (Agree, Strongly Agree) Q17	35.3%	27.4%

Burnout & Workload

	2017	Benchmarks
Symptoms of burnout.		<20% burned out
a. I am burnt out from my work. (Agree, Strongly Agree) Q20	58.8%	37.9%
a. I feel emotionally drained from my work. (Agree, Strongly Agree) Q20	85.3%	58.0%
a. I am at the end of my patients at the end of my work day. (Agree, Strongly Agree) Q20	47.1%	38.9%
Control over workload.		<25% poor control
a. Having some control of my schedule is important to me. (Agree, Strongly Agree) Q13	88.2%	96.2%
a. I have control of my schedule. (Agree, Strongly Agree) Q13	55.9%	43.4%
a. The number of patients I am expected to care for in ½ day session is manageable. OUTPATIENT (Disagree, Strongly Disagree) Q10	33.3%	22.6%
a. The number of patients I am expected to care for on a daily basis is manageable. INPATIENT (Disagree, Strongly Disagree) Q27	50.0%	15.4%

Professional Values Alignment

	2017	Benchmarks
Professional values well aligned with department leaders.		>80% aligned
a. My contributions to clinical care are valued. (Agree, Strongly Agree) Q17	44.1%	54.3%
a. My contributions to research are valued. (Agree, Strongly Agree) Q17	44.1%	37.9%
a. My contributions to education/details are valued. (Agree, Strongly Agree) Q17	35.3%	47.2%
a. My contributions to administration are valued. (Agree, Strongly Agree) Q17	32.4%	35.4%

Organizational Responsibility

- Adaptive coping strategies (e.g. mindfulness-based stress reduction, participation in leisure-time activities, etc.) may be protective against burnout
- Organizations must NOT that solely on the notion that burnout and professional fulfilment are the responsibility of the individual physician
- System-level changes may be more effective than individual-level interventions (e.g. address workload or shift length)
- *Substantial evidence exists that physician well-being is equally important to the health and long-term viability of their employing organization*

Panagioti M. JAMA Intern Med. 2017;177(2):195-205.
Shanafelt TD. Mayo Clin Proc. 2017;92(1):129-46.

What does your organization value?



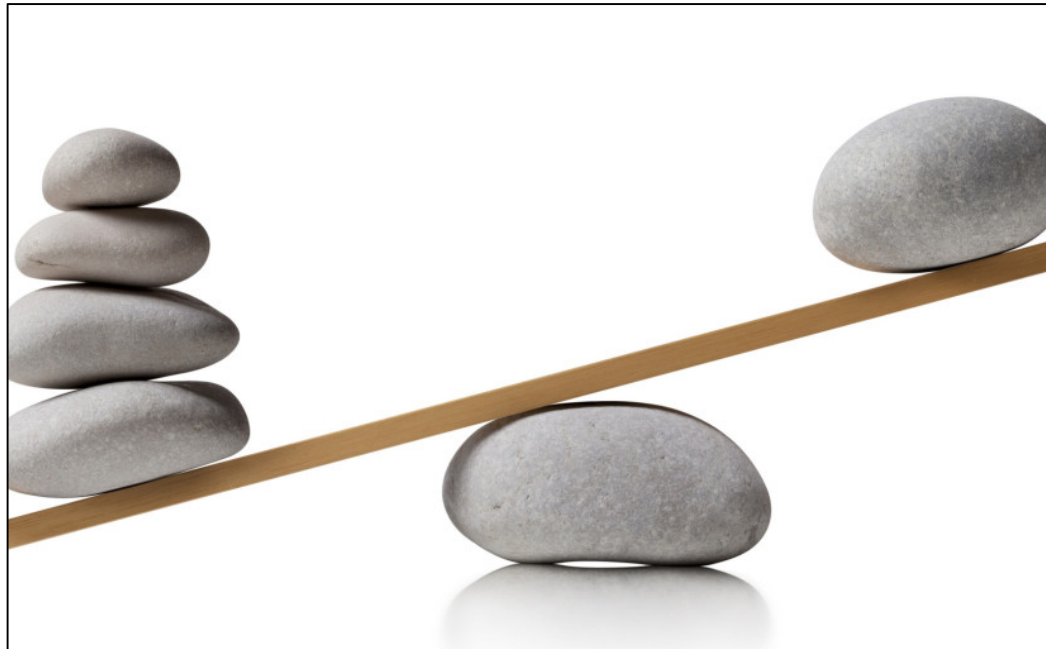
MICHIGAN MEDICINE
UNIVERSITY OF MICHIGAN

Identify your top 6 characteristics/qualities most valued by your organization

Accountable	Cooperative	Fun	Motivated
Adaptable	Courageous	Generous	Open
Adventurous	Creative	Happy	Optimistic
Agile	Curious	Helpful	Original
Ambitious	Daring	Honest	Passionate
Appreciative	Decisive	Hospitable	Perceptive
Assertive	Delightful	Imaginative	Perseverance
Aware	Dependable	Independent	Practical
Balanced	Determined	Influential	Proactive
Bold	Diligent	Innovative	Punctual
Brave	Driven	Insightful	Rational
Candor	Efficient	Inspiring	Reliable
Caring	Empathic	Integrity	Resourceful
Cheerful	Endurance	Intuitive	Risk-taking
Collaborative	Energetic	Joy	Selfless
Committed	Enthusiastic	Kind	Simple
Communicative	Fair	Leadership	Team-oriented
Compassionate	Flexible	Mindful	Timely
Consistent	Focused	Modest	Trustworthy
			Wise

Characteristics, qualities and values of your organization?

Making it work: work-life “balance”



What are you struggling with?

Back to Joy...



What have I learned on my journey thus far?



- I don't have all the answers
- I need to take more risks
- I will periodically fall flat on my face and a dog will chew through my pants
- Essential ingredients to find and experience "joy"
 - Meaning and purpose
 - Sharing values; feeling valued; making others feel valued
 - Connectivity
 - Trust

Take Home Points (aka so what is next?)

How can I possibly even begin to get started?

- Take an inventory of personal and professional values
- Identify and focus on meaningful aspects of work, life
- Pick one small goal and area to work on- write it down

Important Practical Considerations

- Attend to self-care (e.g. sleep; nutrition; exercise)– 30 min at time
- Find and connect with role models and mentors (near peer is ok!!!)
- Foster meaningful social connections at home/at work
- Consider learning/practicing other stress reduction strategies such as mindful practice, meditation, yoga, journaling

Shanafelt TD. Arch Intern Med. 2009;169(10):990–5.
Weight CJ. Mayo Clin Proc. 2013;88(12):1435–42.
Strong EA. J Gen Intern Med. 2013;28(12):1596–603.

A New Mindset: making things better for the next generation of healthcare providers while we improve our own...

