

# Physician Health First Initiative

Mark Stephens, MD FAAFP  
Pennsylvania AFP  
November 8, 2019

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## Disclosure Statement

It is the policy of the AAFP that all individuals in a position to control content disclose any relationships with commercial interests upon nomination/invitation of participation. Disclosure documents are reviewed for potential conflicts of interest. If conflicts are identified, they are resolved prior to confirmation of participation. Only participants who have no conflict of interest or who agree to an identified resolution process prior to their participation were involved in this CME activity.

All individuals in a position to control content for this session have indicated they have no relevant financial relationships to disclose.

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## Learning Objectives

*At the completion of this activity, the learner should be able to...*

1. Review burnout and well-being in the context of Family Medicine
2. Explain what the AAFP is doing to improve family physician well-being
3. Determine strategies to address well-being and burnout issues in each level of the family physician ecosystem.
4. Develop a personalized plan to improve personal and professional satisfaction using AAFP-provided and other available resources

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## Ground Rules

1. Create a supportive environment for sharing struggles and challenges.
2. Celebrate and learn from our victories.
3. Stay engaged and use this time productively to explore ways we can control our experience of practicing medicine.

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## You Have Everything You Need



Photos courtesy of Unsplash

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## You Have Everything You Need

910-238-6101

Text me your thoughts, ideas, questions

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## GET SOCIAL

#DocsArePeopleToo

#PhysicianWellbeing

Facebook: Physician Health and Wellbeing group

@AAFP

#AAFPWellbeing

#HeartOfGoldRevolution

#HealHealthcare

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Who's Here??  
Text 910-238-6101

What do you do?  
Where are you from?

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***“The AAFP will assist members in achieving well-being in order to enjoy a sustained career in Family Medicine”***



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**“Don’t try to fix me,  
fix the system!”**

**“This is not  
what  
I signed up to  
do!”**

**“Help me, I’m drowning  
in  
this crazy system!”**

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**It’s a System Problem,  
Not a People Problem**

**But it’s the people that suffer.**

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**DO YOU HAVE B.O.?**



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## Burnout

- A work related phenomenon
- Syndrome characterized by:
  - Emotional exhaustion
  - Feeling of cynicism (depersonalization)
  - Low sense of personal accomplishment
- Can impact personal life as well
- Can be burned out at work, but overall happy

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## How Does it Happen?

- High workloads
- Workflow inefficiencies
- Increased time spent in documentation
- Loss of meaning in work
- Social isolation at work
- Cultural shift from health values to corporate values

Burnout has repercussions at a **personal** and **professional** level

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## What Does it Look Like?

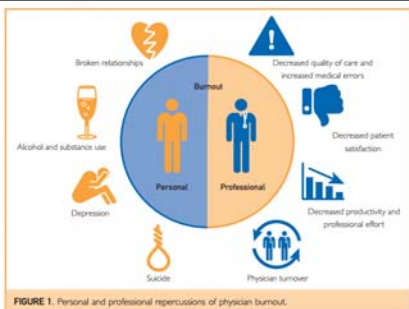


FIGURE 1. Personal and professional repercussions of physician burnout.

Reprinted with permission: [http://www.mayoclinicproceedings.org/article/S0025-6196\(16\)30625-5/fulltext](http://www.mayoclinicproceedings.org/article/S0025-6196(16)30625-5/fulltext)

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# The Data:

## What % of Family Docs are Burned Out?

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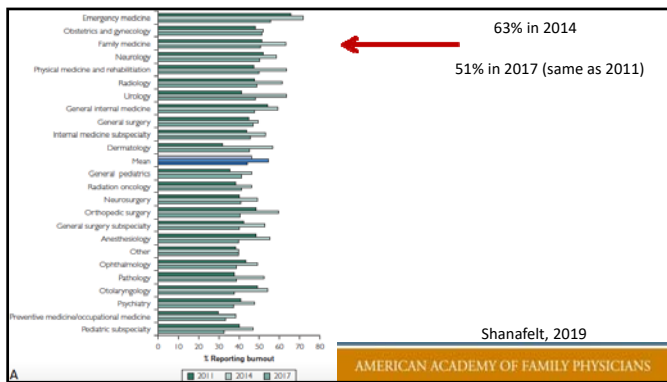
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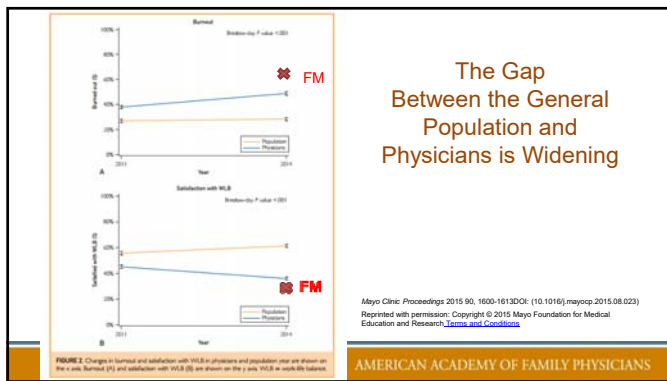
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## Burnout in 2019

- Most Burned Out
  1. Critical Care (48%)
  2. Neurology (48%)
  3. Family Medicine (47%)
- Gender Gap  
Women (48%) > Men (38%) across all specialties
- **Happiness** Outside Work (Extremely or Very Happy):
  - All Specialties = 50%
  - Family Medicine = 51%

Medscape 2018

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## Physician Happiness at Work – 2018

- High Happiness at Work
  - Cardiology (27%)
  - Internal Medicine (26%)
- Low Happiness at Work
  - Family Medicine, Critical Care (22%)
  - Cardiology, Internal Medicine (21%)

*Only 22% of Family Doctors report that they are happy at work.*

Medscape 2018

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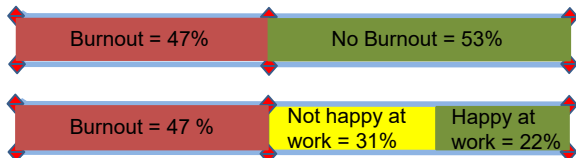
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## Family Physicians: Gaps and Overlaps



Opportunity: 31% not burned out, but **NOT** happy at work

Medscape Data - January 2018

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## What is the Root Cause of Burnout?

- 1-2 words
- 910-238-6101

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## Demand -Control Model of Job Stress



- Demands balanced by Control
- Stress increases if demands rise or control diminishes
- Support can facilitate impact of control
- Bottom Line- Support and Control together can prevent job stress

Karasek Am J Public Health 71:694

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## Formula for Distress

$$\begin{matrix} \text{EMR} \\ \times \\ \text{RVU} \\ \hline \text{I'm Miserable} \end{matrix} \quad \text{😞}$$

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What is your overall  
"Happiness Scale"

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What is your  
"Happiness Scale" at work

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## Breakout

Describe a time when you were truly happy at work.

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# What is Happiness?

## And how can we find more of it?

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### Components of Happiness

- Pleasure → the pleasant life
  - Engagement → the good life
  - Meaning → the meaningful life
- } The full life

Seligman, Phil Trans R Soc London 359:1379 (2004)

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Lack of Burnout ≠ Well-being  
Lack of Burnout ≠ Happiness

*Let's focus on improving well-being and professional satisfaction, not simply decreasing burnout*

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# Let's Take a Break!

Make a new friend and come back refreshed as we shift to well-being

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## Well-being

*noun* | well-be-ing | \ˈwel-bē-ɪŋ\

### Definition of Well-being

A good or satisfactory condition of existence; a state characterized by health, happiness, and prosperity. [Dictionary.com](#)

Well-being can be described as judging life positively and feeling good. [Centers for Disease Control](#)

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## AAFP Member Well-being Research Report

- June 2018
- Second year for this annual survey
- Random survey of 5,000 members
- 323 Respondents
  - +/- 5.0% Margin of error

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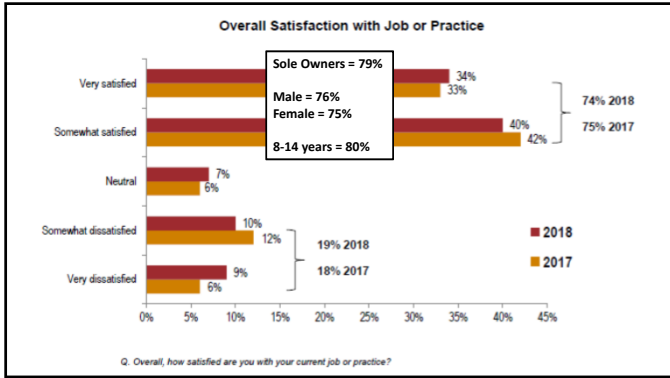
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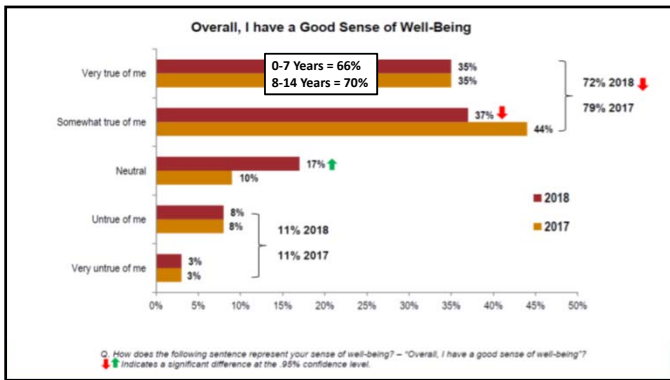
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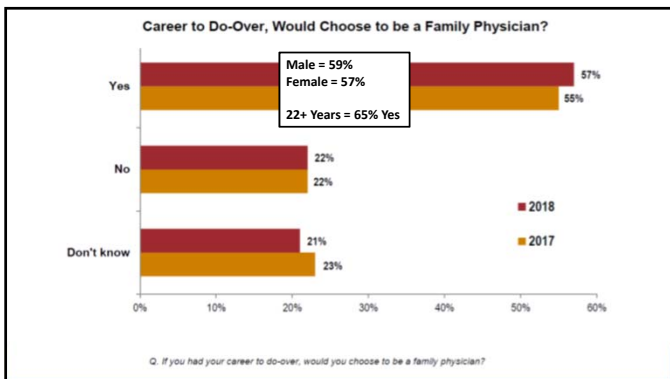
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## Learning Objectives

*At the completion of this activity, the learner should be able to...*

1. Explain what the AAFP is doing to improve family physician well-being.

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PHYSICIAN HEALTH FIRST  
My people. My practice. My profession.

Your health before all else.

Take the lead  
Stay strong. Stay healthy.  
Plan your path to well-being  
Stay well. Stay strong.

My Well-being Resources

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## AAFP Member Value Statement

The AAFP is committed to helping family physicians improve the health of Americans by:

- Advancing the specialty of family medicine
- Strengthening members' collective voice
- Providing solutions to enhance patient care

### AAFP Strategic Priorities

- Payment Reform
- Practice Transformation
- Workforce
- Clinical Expertise

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1<sup>st</sup> AAFP Family Physician Health and Well-being Conference | April 18-21, 2018  
Naples Grande Beach Resort – Naples, Florida

- 458 attendees
- 98% of attendees rated the Conference excellent or above average
- 50% plan to attend annually
- 70% of attendees were women



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2<sup>nd</sup> AAFP Family Physician Health and Well-being Conference | June 5-8, 2019  
Sheraton Grand at Wild Horse Pass – Phoenix, AZ



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3<sup>rd</sup> AAFP Family Physician Health and Well-being Conference | April 15-18, 2020  
Hyatt Hill Country Resort– San Antonio, TX



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National Academy of Medicine  
**Action Collaborative on Clinician Well-Being and Resiliency**

"Promote an environment to reverse trends in clinician stress, burnout, and suicide, which will ultimately improve patient care and outcomes"

- Multiple organizations represented
  - All addressing burnout separately
- Goals:
  - Public Awareness and Call To Action
  - Identify and promote best practices and evidence based interventions
  - Consensus Study – November 2019
- AAFP is an inaugural co-sponsor of a 4 year effort
- First met in January 2017 – Runs through 2020



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## WEL Project

**Women's Wellness Through Equity and Leadership**  
AAP, AAFP, ACP, ACOG, APA, AHA

- Partially funded by the Physicians Foundation
- 3 early to mid-career women from each group
- 18 Months (Kickoff in October 2018)
  - Leadership development
  - Develop principles of a healthy work environment for female physicians
  - Data sharing

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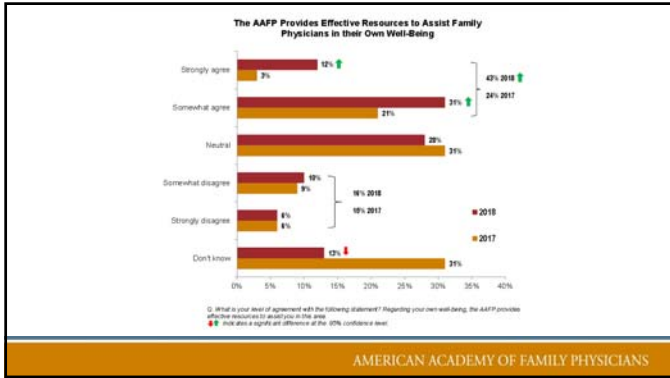
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### Learning Objectives

*At the completion of this activity, the learner should be able to...*

- Determine strategies to address well-being and burnout issues in each level of the family physician ecosystem.

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**The Family Physician Ecosystem**

- Health Care System** – Improve regulation and documentation burdens
- Organization** – Promote leadership skills
- Practice** – Improving efficiencies
- Individual** – Focus on individual well-being
- Physician Culture** – Encouraging self-care and peer-to-peer support

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**The Family Physician Ecosystem**

**Health Care System**

Advocating to improve regulation and documentation burdens that impact physician well-being and quality patient care

#HealHealthcare

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**Fix the Broken System**

- Regulatory Relief: Cut the Red Tape
  - Decrease prior approvals
  - Simplify quality reporting
  - Ease documentation requirements (E&M Coding, etc.)
  - Improve EHR functionality
  - Invest in Primary Care: Focus on Population care and quality, not quantity
- Best Practices to Mitigate Administrative Burden

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**To Fight Burnout, Organize**

The New England Journal of Medicine

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**FPM** Better practice. Healthier patients. Rewarding career.

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Managing Behavioral Health Mar-Apr 2017 issue Coding & Documentation

**THE LAST WORD**

### How to Immunize Against Burnout

PDF PRINT COMMENTS SHARE

Our collective advocacy can instill hope and prevent burnout.

Philip Koplin, MD, FAFSP  
Fam Pract Manag 2017 Mar-Apr;34(2):62

Advocacy Requires:

- Patience
- Collaboration
- Compromise
- Discomfort
- Youth involvement

<https://www.aafp.org/fpm/2017/0300/p42.html>

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## Fighting for Family Medicine

### Help Fight for Family Medicine

Family medicine is a worthy fight. Lend your voice to the issues most important to you as a family physician with the AAFP's Speak Out tool, and access toolkits to help you affect change in your area.

Get involved in advocacy with the [AAFP Grassroots Toolkit >>](#)

Unite with your fellow family physicians in the [Family Medicine Action Network >>](#)

Reach out to Congress using our [Speak Out tool >>](#)

Breakout: How are you fighting for Family Medicine?

<https://www.aafp.org/advocacy.html>

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### The Family Physician Ecosystem

**Organization**

Promote leadership skills to help physicians succeed within organizational practices and policies; advocate for best practices

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## Organizational Level

- Influence organizations to systemically support well-being
  - Encourage a Clinician Well-Being / Satisfaction / Burnout Scorecard for the Organization
  - Hold senior leadership accountable
- Leadership Development
  - Know who has influence – direct your concerns appropriately, positively, and offer solutions

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I believe well-being is a leadership priority in my organization

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## Business Case

The Business Case for Investing in Physician Well-being (Shanafelt, Goh, Sinsky)

“Evidence suggests that improvement is possible, investment is justified, and return on investment (ROI) is measurable”

JAMA Internal Medicine – Sept. 25, 2017

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## Business Case

- \$500,000 - \$1,000,000 to replace each physician who leaves an organization
  - Recruiting and Lost Revenue
- Decreased productivity
- Effects on Quality, Safety, and Patient Satisfaction

*“Investing in physician well-being is the ethical and fiscally responsible thing for an organization to do”*

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AMA STEPSforward

HOME | MODULES | LIVE EVENTS | HOW IT WORKS

Redesign your practice. Reignite your purpose.

AMA strategies to revitalize your practice and improve patient care.

Browse modules >

Highly Recommended Module

Creating the Organizational Foundation for Joy in Medicine™  
Organizational changes lead to physician satisfaction

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## Solving Organizational Problems

- Practice Appreciative Inquiry
- Avoid Lone Ranger Syndrome
- Engage in Front-Line Problem Solving

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## Breakout

Describe a time when you were directly affected by an organizational change for which you had no input. What would you have done differently?



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## Let's Take a Break!

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Mayo Clinic Physician Opinion of Leadership Qualities of Their Immediate Physician Supervisor:  
Sample of Questions

- Inspires me to do my best
- Is interested in my opinion
- Treats me with respect and dignity

Shanafelt TD, et al. *Mayo Clin Proc* 2015; 90 (4): 432

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## Be The Change

- For every 1-point increase in leadership score:
  - 3.3% decrease in the likelihood of burnout
  - 9% increase in the likelihood of satisfaction

**Supervisors make a big difference!**

Shanafelt, Mayo Pro 2015

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## Journaling

Who

- Inspires you to be your best?
- Is interested in your opinion?
- Treats you with respect and dignity?

Where are you modeling these same qualities?

Where can you commit to embracing these qualities?

Shanafelt, Mayo Pro 2015

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## Organizational Impact

**Organization-directed interventions are more likely to reduce burnout than physician-directed efforts**

Cultivating  
Teamwork

Structural  
Changes

Fostering  
Communication

**Targeting experienced physicians had the greatest impact**

Panagioti et al: JAMA Internal Medicine 2017; 177:195-205

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## Nine Organizational Strategies to Promote Physician Well-Being

1. Acknowledge and Assess the Problem
2. Harness the Power of Leadership
3. Develop and Implement Targeted Interventions
4. Cultivate Community at Work
5. Use Rewards and Incentives Wisely
6. Align values and Strengthen Culture
7. Promote Flexibility and Work-Life Integration
8. Provide Resources to Promote Resilience and Self-Care
9. Facilitate and Fund Organizational Science

Mayo 2016

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## 7 Strategies for "Leading Up"

1. Develop emotional intelligence
2. Use power and politics for good
3. Choose being effective over being right
4. Be intentional and prepared
5. Help your supervisor
6. Disagree without being disagreeable
7. Don't expect credit

Physician Health First Portal

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## Breakout

Share your organizational success stories.

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**The Family Physician Ecosystem**

**Practice**

Improve efficiencies to optimize physicians' time and promote a more sustainable practice

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**★ Team Documentation/ Medical Scribes ★**

- Increased Patient Satisfaction
- Increased Physician Satisfaction
- Cost Neutral at ~2 Additional Patients per Half Day
- **Decreases the W.A.C.**  
– 1 to 2 hours per day

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**FPM** Better practice. Healthier patients. Rewarding career.

University of Colorado  
**APEX = Ambulatory Process Excellence  
 Awesome Patient Experience**

Implemented in 2015  
 Expanded role of the Medical Assistant  
 Rooming Information, Vitals, Reason for Visit  
 Collect/Update Past History, Identify Prevention Gaps  
 Templates and Protocols  
 Documents the Physician Encounter  
 History, Physical, Assessment and Plan  
 After Care Instructions and Coordination of Next Steps

Early Outcomes  
 Improved Quality, Patient Satisfaction, Staff Experience  
 Decreased Physician Burnout (From 56 % to 28%)  
 Increased Patient Volume, Stable Per Visit Expenses  
 Spread to 6 Additional Primary Care Practices  
 "Primary Care Redesign"

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## Telemedicine

- Virtual services can “enhance patient-physician collaborations, increase access to care, improve health outcomes by enabling timely care interventions, and decrease costs when utilized as a component of, and coordinated with, longitudinal care.”

Physician Health First Portal

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## Practice Transformation Tips

- Start slow
  - Focus on one initiative at a time
- Be willing to hire
  - Additional staff = additional patients
- Allow flexibility in roles and responsibilities
  - Think creatively and utilize everyone
- Find the positive
  - Focus on short and long term wins

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## Learning Objectives

*At the completion of this activity, the learner should be able to...*

- Develop a personalized plan to improve personal and professional satisfaction using AAFP-provided and other available resources

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### The Family Physician Ecosystem



### Individual

Focus on individual well-being habits to address physician fatigue with awareness and mindfulness techniques

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### PHYSICIAN HEALTH FIRST My people. My practice. My profession.

The screenshot shows the AAFP My Well-being Resources page. It features a header with the text "Your health before all else." and a sub-header "PHYSICIAN HEALTH FIRST My people. My practice. My profession." Below this, there are several sections: "Self-check" with a "Check Your Health" button, "Plan your path to well-being" with a "Plan Your Path" button, and "Stay well. Stay strong." with a "Stay Well" button. At the bottom, there is a "My Well-being Resources" section with a "View your well-being partner" button and a list of resources including Health Care, Education, Practice, Well-being, and Safety.

[AAFP.org/mywellbeing](https://www.aafp.org/mywellbeing)



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## Most Utilized Portal Resources

- ✓ MBI = 3,000+ Completed (Members Only)
- ✓ Plan Developed = 1,000+ (Members Only)
- ✓ PHF Website unique visitors – 40,000+
- ✓ “Simple Steps to Improving Well-Being”
- ✓ “Find Your Inner Balance”
- ✓ “Mindfulness”

Data: December 2018

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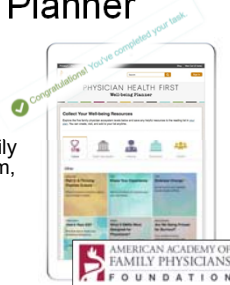
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## AAFP’s Well-being Planner

### The Well-being Planner lets you:

- Save helpful articles to a reading list for convenient future reference
- Access comprehensive resources to address the five major areas of the family physician ecosystem (healthcare system, organization, practice, individual, and physician culture)
- Set goals
- Track and measure your progress



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## Independent Work

Set two goals.  
Save two articles to read later.

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## Small Group Breakout

Share one goal with others.  
Describe how you will meet this goal.



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## Healthy Lifestyle Tips

- Sessions of 10-15 minutes exercise throughout the day
- Plan your meals- Bring your lunch and snacks to work
- Minimize screen time at night to improve rest
- Develop a meditation/mindfulness practice
- Join the AAFP Lifestyle Medicine MIG
- Listen to good music
- Monitor your media content (turn off the news)
- Cultivate friendships that make happy
- Get outside more often
- Be more you!

Physician Health First Portal

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## Let's Practice Intentional Gratitude

**Text someone a word of gratitude**

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The Family Physician Ecosystem

**Physician Culture**

Addressing the mindset of physician self-sacrifice as a cultural norm, and encouraging self-care and peer-to-peer support

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**Physician Culture**

- Values self-sacrifice over self-care
- Focus on perfection
- Stigma of admitting distress

Have you ever had a wellness role model?

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**How does this manifest?**

Harmful Physician Culture:

- Keep going
- You are Wonder Woman/Superman

Supportive Physician Culture:

- Rest when you are sick
- Encourage self care

Photo courtesy of James Kegley

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## Combat Mental Health Stigma

- Create a culture of peer support
- Acknowledge and share struggles and mistakes
- Share questions and emotions with a trusted colleague or counselor
- Encourage a safe practice culture where physicians are able to be vulnerable

Many physicians feel alone, but share similar doubts about patient care or grief about outcomes

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## Schwartz Rounds

- Focus on the human/emotional dimension of medicine.
- Monthly or bimonthly; typically an hour; led by trained facilitator.
- For the entire staff – doctors, nurses, physician assistants, psychologists, allied health professionals, chaplains, etc. –support and dialogue with each other.

[TheSchwartzCenter.org](http://TheSchwartzCenter.org)

<https://www.aafp.org/lpm/2017/0900/p40.html>

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## Peer Support

If your colleague is having suicidal thoughts, the National Suicide Prevention Lifeline recommends :

- Keep the person safe.
- Be there.
- Help the person connect to a support system.
- Follow up.



<https://www.aafp.org/membership/benefits/physician-health-first/emergency-help.html>

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## Find Your Community

- Online
  - AAFP MIGs
  - Facebook Groups
- Local
  - Chapter
  - Dinner Clubs
  - Discussion Groups

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It All Boils Down to:

**Meaning and Purpose**  
**Resources**  
**Respect**  
**Relationships**

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Healing the Culture of Healthcare



#HEARTOFGOLDREVOLUTION

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## Your Call To Action:

What Will You Work On?

**No Bystanders!**

- ✓ Advocate for System Reforms
- ✓ Engage to Influence Your Organization
- ✓ Improve Your Practice
- ✓ Personal Well-Being Behaviors and Habits
- ✓ Role Model the Culture You Believe In

**Who will take care of you if you don't?**

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How Will You Make a Difference?

#DocsArePeopleToo

#PhysicianWellbeing

@AAFP #AAFPWellbeing

#HealHealthcare

#HeartOfGoldRevolution



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## Learning Objectives

*At the completion of this activity, the learner should be able to...*

1. Explain what the AAFP is doing to improve family physician well-being
2. Determine strategies to address well-being and burnout issues in each level of the family physician ecosystem.
3. Develop a personalized plan to improve personal and professional satisfaction using AAFP-provided and other available resources

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Questions/Comments?

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