

Cleveland Clinic Commitment Statement on Clinician Well-Being

Cleveland Clinic is committed to maximizing Professional Staff well-being and reducing burnout. We commit to achieving these through innovation and enhancements at the system level and linking colleagues to resources that build on our core values: quality, innovation, teamwork, service, integrity and compassion. By enriching Professional Staff experience, we aim to foster a culture of professional excellence *and* fulfillment that continues to attract the world's best clinicians, scientists, educators and trainees.

In 2015, Cleveland Clinic joined the national conversation in health care that had begun to consider the consequences of physician burnout. Prompted in part by our institution's engagement survey that year, as well as other sources of information related to our Staff experience, we heard a clear call to action. Based in part on a detailed analysis of survey results, we completed a grass roots outreach effort that included Staff leadership and consisted of town hall meetings in every Institute. Key themes identified through this effort included balance and fulfillment (23%); Staff input, communication and collegiality (31%); compensation and benefits (5%); technology (7%); and ancillary staffing and support (18%). Since Cleveland Clinic is a physician-led group practice model, Staff leadership was essential to this process. We have continued the dialogues begun during the town hall meetings as a central intervention to address these issues.

After identifying the primary issues, we both united existing programming and developed new platforms to address identified needs. Managed out of the Office of Professional Staff Affairs with a core team that includes seven Professional Staff, Cleveland Clinic Staff Experience is the result of that effort. Consisting of five interrelated focus areas – outreach, clinical enhancements, professionalism, well-being and professional growth – the intent of Staff Experience programming is to comprehensively support our Professional Staff, explore practice efficiencies and build community in our organization in a way that reflects our unique group practice culture.

We recognize that improving patient experience can only be achieved by also attending to the needs of our own Professional Staff members. Thus, a critical component of our Patients' First mission is to also look at the ways we communicate with each other. The Office of Patient Experience (OPE) integrates evidence-based practices of relationship-centered care to promote a culture of healing through relationships and mutual respect. In 2013, the Center for Excellence in Healthcare Communication was established with a mission of transforming how Professional Staff members relate to patients and one another through innovative education, advocacy and research. Engaging physicians on the frontlines of improving patient experience has been shown to reduce burnout and rejuvenate the meaning and purpose of work and empathy for patients, colleagues, and self. The OPE's Empathy and Innovation Summit, in collaboration with OPSA and others, will also continue to address both patient and Professional Staff experience.

Our 2017 engagement survey data demonstrates positive movement in every one of our metrics: engagement (+.04), continuous improvement (+.03), well-being (+.04), trust (+.04), effective communication (+.04) and high reliability (+.12). These data support the value of our efforts, but we know our work is far from complete. We are committed to an ongoing and dynamic approach to preserving the joy in medicine that focuses on relationships and well-being and mitigates the factors that contribute to Professional Staff burnout.