

Marshfield Clinic Health System's Commitment to Clinician Well-being and Resilience

Marshfield Clinic Health System (MCHS) is one of the largest integrated health care delivery systems in the U.S. with more than 700 physicians in 86 specialties serving more than 50 locations in Wisconsin. MCHS has a 100-year legacy of strong physician practice foundation, innovation in healthcare and a history of commitment to education through medical student residency and fellowship programs.

The MCHS Mission is to enrich lives through accessible, affordable, compassionate health care. It is imperative that we be attentive to factors adversely impacting health and well-being of physicians and health care professionals who help fulfill our mission. Research demonstrates that federal mandates, changes in health care delivery and payment have led to organizational changes and demands that in turn contribute to physician burnout.

MCHS is committed to creating a practice environment that supports wellbeing and provides professional satisfaction.

1. Culture

- Weekly System-wide CEO message recognizing and celebrating the remarkable patient care our MCHS provides and the importance of finding joy in our work.
- Weekly Resident Well Being Committee (RWBC) emails focusing on resiliency, burnout prevention and self-care, as well as orientation, training and annual resident retreats.
- CATTAILS college program to help new Associates (physicians, PAs and NPs) feel more welcome, invested and valued. It promotes professionalism, good citizenship and camaraderie.

2. Assessment

- MCHS, with the help of a Physician Health Committee, is conducting a survey aimed at understanding clinician perceptions and experiences at the Marshfield Clinic as it relates to patient care, practice support, resources, work life balance, professional satisfaction and burnout.
- Physician wellbeing included as a quality indicator for the organization's dashboard.
- RWBC conducts a health survey with all new residents and with all residents annually addressing self-care, resilience and burnout. Feedback and guidance is provided in real time.

3. Training

Research has shown that specific leadership qualities and skills are associated with lower rates of burn out.

- Management development series and leadership training programs for training of those in physician and non-physician administrative roles.

4. Systemic & Organizational support

Wellbeing champions throughout the organization to promote use of emerging best practices.

- Physician Health Committee, since 2003, committed to enriching the personal and professional lives of physicians
- Resident Wellbeing Committee introduces residents and medical students to self-care on their first day in our system
- MCHS Wellness @ Work program provides holistic wellness services and programs to create a culture of health. It's about having an engaged workforce, a safe place to work and a sense of joy, meaning and accomplishment.
- Advocacy at National and State level participation in Wisconsin Medical Society's physician experience task force to shape dialogue with key health care stakeholders, develop further strategies and interventions to improve satisfaction, aid in developing policies and principles for the profession.

5. Support and Early intervention

Physician Health Committee:

- Advocates for system level and organizational changes to address burnout and wellbeing.
- Provides peer support and resources during times of adverse experiences and negative practice outcomes.
- Provides confidential peer consultations.
- Creates opportunities for camaraderie by hosting monthly luncheons.
- Provides individual resources and education to prevent and cope with burnout, improve wellbeing.
- Periodically hosts educational programs on wellbeing and professional satisfaction such as workshops on mindfulness training, grand rounds and a medical play.

Resident Being Committee:

- Assesses learner self-care with feedback and guidance at entry to training and annually
- Maintain a nationally recognized web site with practical support to residents on topics including self-care planning, burnout, depression, feedback, etc.
- Confidential consultation after training hours, at no charge and within 24-48 hours of the request.