

Penn Medicine

Commitment Statement on Clinician Well-Being

Penn Medicine's most important strategic investment is in our faculty and providers, who care for our patients, teach our students and pioneer discoveries. Healthcare has undergone fundamental changes over the last 20 years driven by factors including new technologies, reporting requirements and regulatory reforms without consideration of how these changes have impacted the clinician and physician scientist workforce. Their impact on job performance, quality of life, and well-being continues to intensify. Research has shown not only the disturbing toll of burnout but down-stream consequences on patients, students and organizational performance.

To ensure our success, a multi-pronged approach led by a multi-disciplinary team is necessary to identify the primary drivers of burnout and develop innovative solutions to ensure the vitality of our workforce. Both clinical and research processes need careful review to identify potential areas for modification including strategies to reduce administrative burden, enhance faculty autonomy, and improve work-life balance. Providing opportunities to professionally rejuvenate and recommit to the missions of medicine and science are needed to balance the demands for clinical and research productivity to sustain fulfilling careers. Our leaders need to plan strategically and model learning agility and resilience in the face of change.

Penn Medicine recognizes that solutions to these challenges will require collaboration among many stakeholders including hospital leadership, departments, centers, faculty and staff. Our overarching goal is to put joy back into medicine and restore scientific curiosity through a framework that enhances our culture of well-being, promotes practice and work efficiency, and promotes personal resilience. We will use a process of assessment, experimentation, and reassessment with continuous program refinement.

Enhancing culture of well-being:

- Commit to values, attitudes, and behaviors that promote self-care, personal and professional growth, and compassion and respect for and by colleagues, patients, and staff.
- Foster a culture of inclusion and professionalism by respecting the value and contribution of every member of the Penn community.
- Ensure that institutional success metrics include measures of engagement, well-being and burnout are shared with faculty, leaders, and administrators and are used to measure the impact of our initiatives.
- Enhance accountability for well-being among all levels of leadership by incorporating metrics into incentive programs and departmental review processes.

Promoting practice/work efficiency:

- Improve practice efficiency through bold innovation accelerator programs that explore alternative work flows, redefine the patient care team and optimize technology.
- Reduce administrative burden for research by promoting innovative approaches to the development and submission of collaborative grants and institutionalize programs to provide feedback on grants and papers.

Promoting personal resilience:

- Increase provider autonomy by incorporating flexible clinical scheduling and other innovative programs that use rewards and incentives to incorporate elements of well-being.

- Use mindfulness tools and self-reflection to engage providers and scientists with the positive aspects of their work and impact on society.
- Ongoing development of programs that support mind body fitness, personal wellbeing, career evolution and leadership development, engagement, and interprofessional collaboration including explicit support for the time required to participate.
- Enhance access to mental health services through innovative approaches.