

## The Children's Hospital of Philadelphia Commitment Statement on Clinician Well-Being

The Children's Hospital of Philadelphia, the oldest hospital in the United States dedicated exclusively to pediatrics, strives to be the world leader in the advancement of healthcare for children by integrating excellent patient care, innovative research, and quality professional education into all of its programs. We recognize that success in this mission is only possible through the unwavering dedication and hard work of the health care professionals and staff who go above and beyond every day to meet the complex needs of our patients and innovate on their behalf. The wellbeing of our workforce is integral to the wellbeing of our patients and our institution.

The epidemic of physician burnout is well-documented and has been linked to negative effects on patient outcomes, safety, and satisfaction, as well as to reduced productivity, attrition from clinical medicine, and significant personal suffering. This epidemic has taken shape against the backdrop of the transition to electronic health records, increasing regulatory and documentation requirements, and pressure to provide access to services for an increasingly medically-complex patient population. We acknowledge that solutions to the problem of physician burnout will not be quick or easy given the complex system in which we are operating, but we are committed to investing resources in, and fostering creativity around, the best ways to support our physicians as they meet these challenges.

Our institution has made physician wellbeing an Enterprise Priority, with the following areas of focus:

**Regular assessment of wellbeing:** Using validated measures of burnout, wellbeing, and engagement to identify where interventions are most needed and whether these interventions are effective.

**Electronic health record optimization and training:** Adapting our electronic health record to improve usability and developing training programs to help clinicians maximize efficiency.

**Improvements in practice efficiency:** Using quality improvement methodology to identify and change inefficiencies in workflow that drive burnout.

**Community building:** Creating opportunities for physicians across our institution to gather, identify as a collective, and support each other in the hard work of caring for patients.

**Career development:** Providing advising and mentoring programs and ensuring a robust infrastructure for individuals to achieve success as clinicians, educators, and/or investigators.

**Leadership development:** Training leaders in evidence-based approaches to fostering physician professional fulfillment.

**Resilience-building activities:** Offering opportunities to participate in a range of modalities associated with increased personal resilience, including mindfulness, narrative medicine, and Balint groups.

**Trainee wellbeing:** Ensuring that all trainees receive education on burnout and resilience, that they are included in care teams in ways that maximize their education, and that the learning environment is supportive.

**Culture of respect:** Committing to a high standard of professionalism, integrity, and compassion in our interactions with patients, families, colleagues, trainees, and staff.

**Interprofessional collaboration and support:** Partnering with nurses, advanced practice providers, and allied health professionals to address common sources of burnout and foster a team-based approach to care that recognizes and benefits from the contributions of all team members.

**Collaboration across institutions:** Participating in multi-center investigations related to physician wellbeing.