



Statement on Commitment to Clinician Well-Being and Resilience

Under increasing pressure to manage transparent performance measures, master an electronic health record, meet mounting regulatory requirements, and accommodate higher patient expectations, today's clinical workload is overwhelming and unsustainable. Although these disruptors have potential to improve care, collectively they represent a daunting set of hurdles that are causing growing numbers of caregivers to suffer burnout and question their career choice. It also leaves our health care system at-risk of clinician shortages and suboptimal care.

In recognition of the significant consequences of clinician burnout, the University of Rochester Medical Center (URMC) has made this issue a top priority by including it as a major pillar of our Strategic Plan. Within the framework of making URMC the preferred destination to work and learn, we are committing resources and taking strategic steps to combat the issue and build a healthier working environment for our clinicians:

Building Executive Awareness & Support: Executives at every level of our institution are now acutely aware of the issue and are committed to dedicating the necessary resources to fulfill this strategic goal.

Individual and Systematic Drivers: We embrace the Quadruple Aim, which places equal value on clinician job satisfaction with the other tenets of the IHI's Triple Aim. While each individual clinician has the responsibility to adapt to changing work structures and build resiliency skills, we acknowledge that environmental and systemic contributors also must be addressed.

Infrastructure to Lead and Foster Change: Since 2015, a steering committee reporting into URMC's leadership team has been investigating underlying causes of burnout, identifying evidenced-based solutions and directing resources to these core strategies:

1. **Measurement:** We are implementing Mayo's Physician Well Being Index for both residents and physicians. In addition to linking resources to individuals based on their Index score, aggregate results will pinpoint the scope of burnout and measure progress as we deploy interventions.
2. **Team-Based Documentation:** We have undertaken an exhaustive review of regulatory requirements to ensure all clinicians are working at the top of their license and to clarify roles and responsibilities for workflow efficiency. Three new models of care are beginning to emerge as best practices for team-based EHR documentation utilizing various staffing models within our ambulatory clinics.



3. EHR Governance and Optimization: A new governance structure now ensures that clinicians are actively directing decisions to create an empathic EHR. Additional IT staff, dedicated solely to address specific pain points in the EHR, have been hired.
4. Developing Resilience Skills. We now offer a menu of wellness seminars, individual coaching (preventive and remedial), peer support groups, and web-based resources including links to the AMA's burnout prevention resources and cognitive behavior therapy. Human factor and ergonomic educational modules are being integrated into our quality and safety curriculum. Our nationally respected mindfulness experts strengthen our wellness offerings.

Amid the profound transformation of the health care industry, perhaps no other group in our industry has been more egregiously impacted than clinicians. It's time to turn the tide and begin riding a new wave to clinician satisfaction.