



Commitment Statement on Combating Clinician Burnout and Improving Clinician Well-Being

University of California San Francisco (UCSF) is dedicated to advancing health worldwide through preeminent biomedical research, graduate-level education in the life sciences and health professions, and excellence in patient care.

UCSF Health is an urban university health system partnered with Schools of Pharmacy, Nursing, Medicine and Dentistry. Our people are core to UCSF Health's missions of caring, healing, teaching and discovering. UCSF Health is deeply committed to understanding and addressing the well-being of our clinicians and other health care professionals.

PRIORITIZATION AND ORGANIZATIONAL ALIGNMENT

"Our People" is one of the 6 "True North" priorities across the UCSF Health system. Organizational and local efforts are aimed at understanding and improving the clinician and staff work experience. Leaders, at all levels, have goals and incentives to improve the work experience.

UNDERSTANDING THE PROBLEM

We measure our physician and advanced health professional work experience using a Net Promoter Survey, which includes quantitative data and qualitative comments. Staff work engagement is measured through a Gallup survey. Qualitative analyses of survey results allow for thematic understanding of the problems and provide rich data on what is helping and what is needed. Open forums, interviews and focus groups allow for all voices to influence ongoing efforts.

AREAS OF FOCUS

Efficiencies of Practice:

Scribes to help with documentation burden.

The Practice Experience and APeX Knowledge (PEAK) Program for all ambulatory clinics offering 1:1 EMR coaching for providers, enhancements in EMR build and templates, personalized reports that show EMR usage by individual and allow for targeted support.

Embedding of EMR specialists into ambulatory clinical teams to liaison with clinicians on improvements.

In basket optimization using a PEAK/Lean team to distribute workload appropriately.

Culture:

Enabling of local activities through dyad leadership structure, visibility walls, leader rounding and coaching on efforts related to improving the work experience.

Promotion of Connectedness/Community: a new physician lounge, programming to build relationships across departments focused on personal and professional development such as great reads book discussions and communication skills programs.



Communication/transparency/trust: in person and digital methods of communication -- such as open forums, regular medical director meetings, social hours, leader dinners with physicians, newsletters from leadership, a physician experience improvement portal for submission of proposals and informational updates on key problem areas.

Valuing: implementation of an integrated recognition portal; Great Experience Awards; inclusion of Doctors' Day celebration among other "people" celebrations across the health system.

Personal Well Being:

Well-being resources including: cultivating resilience skills courses, mindfulness training, a meditation app.

A "Caring for the Caregiver" program that coordinates outreach and resources for clinicians, staff and learners including 150 peer supporters and professional counseling; and Schwartz rounds.

Family friendly initiatives, such as expansion of childcare and leave policies that support families.

Inclusion and diversity efforts to understand and train our work force and learners in implicit bias and micro-aggressions and to develop skills to mitigate these.

Our organizational approach is magnified and strengthened by supporting local efforts across the organization to improve the micro-environments in which people work.