



**National Academy of Medicine**

Action Collaborative on  
Clinician Well-Being and Resilience

# **Clinician Retention in the Era of COVID:** ***Uniting the Health Workforce to Optimize Well-Being***

## **CONVENING STARTING SHORTLY...**



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# **Clinician Retention in the Era of COVID:** ***Uniting the Health Workforce to Optimize Well-Being***

**Virtual Meeting  
March 15, 2022**



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# COVID-19 Working Group Planning Committee



**Neil Busis**, Associate Chair, Technology and Innovation, Department of Neurology, NYU Langone Health  
(*COVID-19 Working Group Co-Lead*)

**Timothy Brigham**, Chief of Staff and Senior Vice President, Department of Education, Accreditation Council for Graduate Medical Education (*COVID-19 Working Group Co-Lead*)

**Pam Cipriano**, Dean, University of Virginia School of Nursing and President, International Council of Nurses (*COVID-19 Working Group Co-Lead*)

**Jennifer Bickel**, Chief Wellness Officer, Moffitt Cancer Center

**Sarah Delgado**, Clinical Practice Specialist, Strategic Advocacy, American Association of Critical-Care Nurses

**Arthur Hengerer**, Past Chair, Federation of State Medical Boards

**Julie Sees**, Associate Professor Pediatric Neuro-Orthopaedic Surgeon and National Academy of Medicine Fellow of Osteopathic Medicine



# Goals of the NAM Action Collaborative on Clinician Well-Being and Resilience

- Raise visibility of clinician burnout, depression, moral injury, and suicide
- Improve understanding of challenges to clinician well-being
- Advance evidence-based, multidisciplinary solutions that will improve patient care by caring for the caregiver
- Lay the foundation for long-term culture change



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# The Clinician Well-Being Collaborative (2017-2022):

*From Building a Community around Clinician Well-Being to Creating a National Plan*

- Raising Visibility of Clinician Burnout, Depression, Moral Injury, and Suicide
- Improving Baseline Understanding of Challenges to Clinician Well-Being
- Advancing Evidence-Based, Multidisciplinary Solutions to Improve Patient Care by Caring for the Caregiver
- Laying the Foundation for Long-Term Culture Change

# INSIGHTS FROM THE FRONTLINES OF CARE

*“During COVID, a time of deep uncertainty, it has been difficult to be that calm presence for patients and colleagues. This, in conjunction with family and community demands, has created more burdens, while the usual coping skills have been taken away. The ability to be with peers to debrief situations has dwindled, and that social isolation contributed to increased stress.”*

#CLINICIANWELLBEING  
NAM.EDU/CW

***From the Listening Session with the Surgeon General (April 2021)***



# ***We Stand with Our Nation's Health Care Workforce***

*January 5, 2022*

A Letter from the Clinician Well-Being Collaborative



**“We can all agree that dedication to caring for others shouldn’t come at the cost of one’s health and well-being.... We must strive to shift from this reality, to one where every health care worker is able to experience joy in their workplace and knows that they are valued.”**

*- Steering Committee on behalf of the entire Clinician Well-Being Collaborative*



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# The Clinician Well-Being Collaborative's Work in 2022



- Deploying available tools to the frontlines through a Resource Compendium website
- Highlighting issues and solutions to administrative burden
- Engaging health systems to develop wellness action plans addressing their challenges and sharing their pathways to solutions with the field



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# The Clinician Well-Being Collaborative's Work in 2022



- **Developing a National Plan to support clinician well-being**
  - Build upon the 2019 NAM consensus report, *Taking Action Against Clinician Burnout: A Systems Approach*
  - Be applicable, practical and actionable for national stakeholders in the context of COVID-19 and its effects on the health care system, and other phenomena such as the Great Resignation
  - Mobilize key stakeholders to take up actions in the National Plan



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# Meeting Objectives

This public meeting will highlight:

- **Individual-level stressors** in the context of COVID-19
- **Institutional-level challenges and opportunities** to support workforce well-being
- **National-level levers** for improving workforce well-being, the pipeline of health workers, and stemming the shortage



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**Stanford**  
MEDICINE

Stanford Center for  
Continuing Medical Education

# CLAIM CME

## Step 1

Go to the evaluation link:

**[Bitly.com/clinicianretention](https://bitly.com/clinicianretention)**

## Step 2

Sign in using your email and password or  
Create a new account

*Pharmacists must include their DOB and NABP# in their profile information to receive credit.*

### Accreditation

In support of improving patient care, this activity has been planned and implemented by Stanford Medicine and the National Academy of Medicine. Stanford Medicine is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

### Credit Designation

#### American Medical Association (AMA)

Stanford Medicine designates this Live Activity for a maximum of 4 *AMA PRA Category 1 Credits™*. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

#### Accreditation Council of Pharmacy Education (ACPE)

Stanford Medicine designates this knowledge-based activity for a maximum of 4 hours. Credit will be provided to NABP CPE Monitor within 60 days after the activity completion. UAN: JA0000751-9999-22-004-L05-P.

#### American Nurses Credentialing Center (ANCC)

Stanford Medicine designates this live activity for a maximum of 4 ANCC contact hours.

Questions? Email: **[stanfordcme@stanford.edu](mailto:stanfordcme@stanford.edu)**



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## **Session 2: National Action to Improve Workforce Well-Being**

Robert Cain, DO  
President, American Association of Colleges of  
Osteopathic Medicine



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# American Academy of Physician Associates (AAPA)

Contact Us at Noël Smith [nsmith@aapa.org](mailto:nsmith@aapa.org)

Learn More at [www.aapa.org/career-central/pa-burnout/](http://www.aapa.org/career-central/pa-burnout/)

## Symposium on Clinician and Clinical Student Well-Being within a Team-Based Environment

Monday May 23, 2022 in Indianapolis, IN

<https://tinyurl.com/AAPAWellBeing>

*Thought leaders gathered to address strategies to support  
clinicians in a team-based environment.*

## Ongoing Endeavors

Original research  
Collaborations  
Volunteer support  
Outreach  
Online resources  
Webinars

*HP-3900.1.4 AAPA supports and encourages awareness and recognition of professional burnout in all healthcare providers and education on the prevention of burnout. AAPA supports and encourages all healthcare providers to engage in a comprehensive multi-pronged strategy for prevention of professional burnout. [Adopted 2018]*

# AACN STANDARDS FOR ESTABLISHING AND SUSTAINING HEALTHY WORK ENVIRONMENTS

*A Journey to Excellence, 2<sup>nd</sup> edition*

meaningful  
Appropriate  
true  
EFFECTIVE  
Authentic  
SKILLED  
Appropriate  
meaningful  
SKILLED  
EFFECTIVE  
Appropriate  
Authentic  
true  
EFFECTIVE  
AMERICAN  
ASSOCIATION  
of CRITICAL-CARE  
NURSES

<https://www.aacn.org/nursing-excellence/healthy-work-environments>

AMERICAN  
ASSOCIATION  
of CRITICAL-CARE  
NURSES

## Think Tank Drives Solutions to Address Nurse Staffing Crisis

The COVID-19 pandemic is exacerbating a decades long nursing workforce shortage. This staffing crisis threatens the health and well-being of patients, our nation's nurses, and the entire health care system.

Driven by the insights of the Nurse Staffing Think Tank, the Partners for Nurse Staffing are working to develop evidence-based, nursing-led solutions that will address the root causes of the staffing crisis.

**Because safe nurse staffing saves lives.**



<https://www.nursingworld.org/practice-policy/nurse-staffing/nurse-staffing-think-tank>

# American Medical Women's Association

Contacts Kim Templeton, MD [ktemplet@kumc.edu](mailto:ktemplet@kumc.edu)  
Eliza Chin, MD [elizachin\\_md@yahoo.com](mailto:elizachin_md@yahoo.com)

## AMWA Well-Being Initiative

### Box 1 | Strategies to Mitigate Gender-Based Differences of Burnout in Physicians

- The research community should develop a consensus definition of *burnout* and promote the use of standardized measures. Researchers and health care organizations should consistently include physician demographics in their assessments of physician wellness.
- To mitigate gender-based differences in burnout, organizations should develop interventions targeted at personal and institutional factors, with an emphasis on the latter.
- The culture of medicine must change to eliminate conscious and unconscious biases, gender discrimination, and sexual harassment.
- Health care institutions should prioritize the physical and mental health of all physicians, with specific tactics employed for women physicians.

SOURCE: Templeton et al. "Gender-based differences in burnout: Issues faced by women physicians," *NAM Perspectives*.

- Acknowledgement/support of women's roles outside of the workplace
- Support of career-long family leave
- Recognition of additional stressors from the pandemic
- Impact of pandemic on women's career trajectories
- Ready access to healthcare resources
- Assessment of licensure and credentialing wording

## Physician Re-Entry

- Definition from AMA:

"A return to clinical practice in the discipline in which one has been trained or certified following an extended period of clinical inactivity not resulting from discipline or impairment."

Not "retraining"- training for another specialty

Not "remediation"- addressing issues identified in practice

- Women more likely than men to leave medicine to care for family members
- More women physicians left the healthcare workforce during the course of the pandemic
- How do we facilitate their return to practice?
- Identify/address barriers (unclear processes, licensure issues, identifying mentors/proctors, financial)
- Bringing physicians back into practice through re-entry could address shortages in shorter periods of time than increasing the number of new physicians; both approaches to work in concert
- Provides return on investment for physician training





# **American Public Health Association**

**Georges C. Benjamin**

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# Association of American Medical Colleges

## Supporting Medical Student Mental Health and Wellbeing

**NaShieka Knight, MDiv, MA**

*Dir., Workforce Transformation*

[ndknight@aamc.org](mailto:ndknight@aamc.org)



- AAMC Student Surveys



Group on Student Affairs Committee on  
Student Affairs Working Group on Medical  
Student Wellbeing



AAMC Medical Student Wellbeing

**Total Worker Health®**  
<https://www.cdc.gov/niosh/twh/>

**Mental Health Initiative for Health Workers**

<https://www.cdc.gov/niosh/topics/healthcare/workstress.html>

**Health Work Design and Well-Being Cross Sector**

<https://www.cdc.gov/niosh/programs/hwd/default.html>

**Work Organization and Stress Research**

<https://www.cdc.gov/niosh/topics/stress/default.html>

**Healthcare and Social Assistance Sector**

<https://www.cdc.gov/niosh/programs/hcsa/default.html>

NIOSH Worker Well-Being Questionnaire (WellBQ)  
<https://www.cdc.gov/niosh/twh/wellbq/default.html>



Mental Health Initiative for Health Workers



Chia-Chia Chang [cuc8@cdc.gov](mailto:cuc8@cdc.gov)  
David Weissman [dqw4@cdc.gov](mailto:dqw4@cdc.gov)



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## **Session 3: Commitments to Building and Sustaining Well-Being as a Core Value**

Tina Shah, MD, MPH.

Senior Advisor, Office of the Surgeon General  
Healthcare Worker Well-Being and Workforce Sustainability



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# Resources for Health Care Worker Well-Being: 6 Essential Elements



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[nam.edu/CW](https://nam.edu/CW) | [#ClinicianWellBeing](https://twitter.com/ClinicianWellBeing)

# 2022 Healthcare Workforce Rescue Package

## These are non-normal times: Adjust expectations.

- Give clinicians more flexibility and autonomy.

## Get rid of stupid stuff.

- Partner with clinicians to identify and remove low-value work through a rapid improvement process.

## Get radical to shore up staffing.

- Get frontline teams the help they need.

## Designate a well-being executive.

- Appoint one person with operational authority to oversee and align all clinician well-being efforts.

## EAP is not enough! Do more.

- Ensure adequate mental healthcare:
  - Provide quality counseling.
  - Stand up peer support.
  - Offer psychological first aid training for all.



# Today's Breakout Topics

- 1) Advance Organizational Commitment**
- 2) Strengthen Leadership Behaviors**
- 3) Cultivate a Culture of Connection & Support**



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***Check the chat for your breakout link:***

**Org. Commitment (Last name A-K)**

**Org. Commitment (Last name L-Z)**

**Leadership Behaviors (Last name A-K)**

**Leadership Behaviors (Last name L-Z)**

**Culture of Connection (Last name A-K)**

**Culture of Connection (Last name L-Z)**

***Please exit the webinar to go to your breakout!***



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# RETURN FROM BREAKOUTS

**Webinar will be online shortly...**



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# **Perspectives Paper on Lessons Learned from COVID-19**

Neil Busis, MD

Pam Cipriano, PhD, RN, NEA-BC, FAAN



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# Navigating the Impacts of COVID-19 Working Group

*Co-Leads: Pam Cipriano, Tim Brigham, Neil Busis*

## **Paper Highlights**

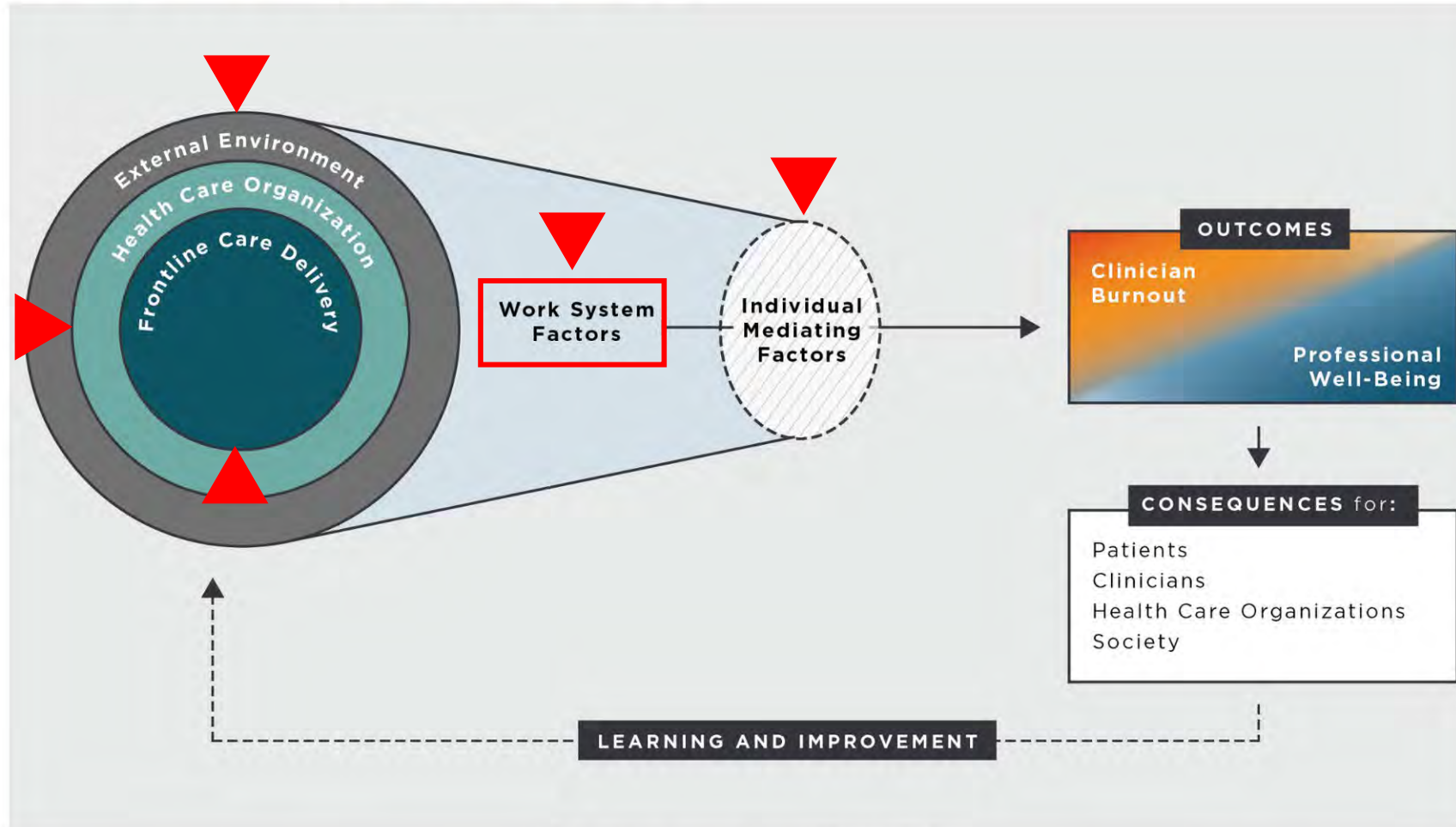
Use the 2019 NAM Consensus Study conceptual model to understand the current context and main drivers of burnout amid COVID-19

- Humanize the experience by emphasizing that moral injury and personal threats to safety and well-being are at an all-time high...stress the urgency of implementing strategies for immediate relief and long-term, sustainable change
- Raise critical uncertainties – questions that we need to be asking about trends and conclusions
- Highlight the effects of staffing shortages, and examples of organizations addressing these challenges
- Set forth the end goal as growing well-being for health care workers and patients
- Address diversity and equity

# Clinician Well-Being Systems Model

A SYSTEMS MODEL OF CLINICIAN BURNOUT  
AND PROFESSIONAL WELL-BEING

Elements Affected by COVID





# Thank you for joining us!

Join our Listserv to get announcements on  
upcoming meetings!

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