



**National Academy of Medicine**  
Action Collaborative on  
Clinician Well-Being and Resilience

National Plan for Health Workforce Well-Being Public Event:  
Unperfected Transcript

KEYNOTE

**COREY FEIST, JD, MBA**, President and Co-Founder, Dr. Lorna Breen Heroes' Foundation

IT'S GREAT TO BE WITH YOU ALL TODAY. THIS ISN'T INTIMIDATING AT ALL. ALL GOOD. THANK YOU DR. VICTOR DZAU. THANK YOU TO THE NATIONAL ACADEMY AND THE OFFICE OF THE SURGEON GENERAL . AND THE SURGEON GENERAL AS WELL FOR BEING HERE. THANK YOU. THANKS TO THE THOUSANDS OF HEALTHCARE PROFESSIONALS AND THEIR FAMILIES WHO HAVE SUPPORTED US. THIS IS A FOUNDATION THAT MY WIFE, JENNIFER, AND YOUNGEST SISTER COFOUNDED TWO YEARS AGO. JENNIFER IS IN THE AUDIENCE TODAY. WE BROUGHT OUR ACE IN THE HOLE, OUR DAUGHTER, CHARLOTTE. LAST TIME SHE GOT US ON MARINE ONE. WE'RE HOPING SHE CAN GET US ON AIR FORCE ONE A LITTLE LATER. NO PRESSURE. CHARLOTTE IS EXPECTING IT. YOU DON'T WANT TO LET DOWN THE 14-YEAR-OLD. I ALSO WANT TO RECOGNIZE WE HAVE THREE MEMBERS OF THE BOARD OF OUR FOUNDATION WHO ARE HERE TODAY. THANKS FOR BEING HERE AS WELL. I WANT TO TELL YOU A LITTLE BIT ABOUT LORNA. THE NAMESAKE OF OUR FOUNDATION. SHE WAS THE DIRECTOR OF THE EMERGENCY DEPARTMENT AT PRESBYTERIAN ALLENS HOSPITAL. OVER THE SPAN OF THREE WEEKS LORNA WENT FROM TREATING CONFIRMED COVID PATIENTS TO CONTRACTING THE VIRUS HERSELF. THEN SHE TRIED TO RETURN TO THE FRONT LINES. THIS ALL HAPPENED IN A SPAN OF THREE WEEKS IN THE SPRING OF 2020. SHE AND HER COLLEAGUES WORKED AROUND THE CLOCK WITH UNLIMITED PPE, LIMITED SUPPLIES, LIMITED BEDS. THERE WERE PATIENTS DYING IN THE WAITING ROOMS. THERE WERE PATIENTS DYING IN THE HALLWAYS. WE WERE HAVING TO DECIDE WHO IS GOING TO GET VENTILATORS. I SPOKE RECENTLY TO A PHYSICIAN WHO IS ON THE FRONT LINES WITH LORNA. SHE SAID THAT ALONE WAS ENOUGH TO BREAK ANYONE. SHE CONTRACTED COVID AND THEN RETURNED TO WORK ON APRIL 1ST, 2020. THAT WAS HER FIRST DAY BACK TO WORK. AND ON THAT DAY SHE WAS STILL DEPLETED. SHE QUICKLY REALIZED SHE COULDN'T KEEP UP. IT WAS TOO MUCH. SHE CALLED US AND SAID, I CAN'T KEEP UP. AND I'M CONCERNED MY COLLEAGUES AND MY PEERS WILL BE ABLE TO SEE THAT I CAN'T KEEP UP. THIS IS GOING TO HURT MY PROFESSIONAL REPUTATION. NONETHELESS SHE PUSHED ON FOR EIGHT MORE DAYS. EIGHT DAYS UNTIL SHE BROKE. SHE COULDN'T GET OUT OF HER CHAIR. SHE NEEDED TO BE HOSPITALIZED. LORNA ANSWERED THE CALL FOR HER COUNTRY AND HER CITY. WHEN SHE NEEDED TO MAKE CALL FOR HERSELF SHE COULDN'T DO IT. SHE COULD NOT PRIORITIZE HER OWN WELL-BEING ABOVE THAT OF HER COLLEAGUES AND PATIENTS. SHE WAS WORRIED IT WAS GOING TO END HER CAREER. A CAREER SHE HAD WORKED SINCE MIDDLE SCHOOL TO ACHIEVE. SHE DIED BY SUICIDE ON APRIL 26TH. AFTER HER DEATH JENNIFER AND I LEARNED VERY QUICKLY THAT THE SUICIDE RATE AMONGST PHYSICIANS AND NURSES IN THIS COUNTRY IS TWICE THAT OF THE GENERAL POPULATION. THIS SITUATION EXISTED WELL BEFORE COVID. WELL BEFORE WE ASKED OUR HEALTHCARE PROFESSIONALS TO SAVE US FROM THIS VIRUS THAT WE DIDN'T KNOW TO TAKE CARE OF OUR FRIENDS AND FAMILY BEFORE THEIR OWN. LORNA HAD ONE SIGNIFICANT RISK FACTOR. JUST ONE FOR SUICIDE. SHE WAS A DOCTOR. AND LIKE LORNA MANY PHYSICIANS AND NURSES CONTINUE TO SUFFER IN SILENCE TODAY FOR FEAR OF THE REGULATORY HURDLES AND PROFESSIONAL REPERCUSSIONS THAT GETTING HELP FOR THEMSELVES WILL CAUSE. THROUGHOUT THE PAST 24 MONTHS OUR FOUNDATION HAS RAISED AWARENESS FOR THESE ISSUES. REACHING OVER 200 MILLION PEOPLE. THAT'S ALMOST AS MANY TWITTER FOLLOWERS AS THE SURGEON GENERAL HAS BY THE WAY. WE HAVE BEEN SCALING



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SOLUTIONS AND ADVOCATING FOR POLICY CHANGE. I HAVE LOOKED AT THE SLIDE BEFORE AND THERE'S A LOT OF THINGS ON THERE. CHECK, CHECK, CHECK. WE HAVE BEEN DOING THAT. MOST NOTABLY THE HEALTHCARE PROVIDER PROTECTION ACT. A LAW AT THE FEDERAL LEVEL, LOOKING OUT FOR THE WORKFORCE. WE ARE AT THE OVAL OFFICE ON MARCH 18TH, 2022, SIGNING THAT BILL WITH THE PRESIDENT OF THE UNITED STATES. THIS FIRST OF ITS KIND LEGISLATION WAS PASSED BECAUSE IT HAD BIPARTISAN AND BILATERAL SUPPORT FROM ACROSS THE AISLE AND ACROSS WASHINGTON, D.C., AND REALLY THE COUNTRY AND THE WORLD. WE HAD 70 NATIONAL ASSOCIATIONS WHO WERE ENDORSING THE LEGISLATION. AND WE COULD NOT HAVE DONE IT WITHOUT THE LEADERSHIP OF SENATOR TIM KAINE FROM VIRGINIA. IN ADDITION TO THAT IN THE PAST YEAR WE HAVE LAUNCHED THE ALL IN WELL-BEING HEALTHCARE INITIATIVE, IN WHICH WE ARE SCALING SOLUTIONS THAT CAN CASCADE THE INDUSTRY AND REMOVE BARRIERS TO MENTAL HEALTH ACCESS FOR THE HEALTHCARE WORKFORCE. AS PART OF THIS WORK WE HAVE COCREATED THE WELL-BEING FIVE. FIVE DATA-DRIVEN STEPS THAT EVERY HEALTH SYSTEM IN THIS COUNTRY CAN AND SHOULD BE IMPLEMENTING RIGHT NOW. TO SUPPORT THE WELL-BEING OF THE WORKFORCE. MY FAVORITE ON THE LIST IS CALLED, GET RID OF STUPID STUFF. UNDERSTANDING THAT PHYSICIANS SPEND 70% OF THEIR TIME ON AVERAGE IN ADMINISTRATIVE FUNCTIONS AND 50% FOR NURSES, WE HAVE A LOT OF STUPID STUFF WE CAN ELIMINATE HERE, FOLKS. I WOULD ARGUE THAT MAYBE WE DON'T HAVE A HEALTHCARE WORKFORCE SHORTAGE RIGHT NOW. MAYBE WE JUST HAVE THE HEALTHCARE WORKFORCE WORKING ON THE WRONG THINGS. IN ADDITION TO THIS WORK WE HAVE DEVELOPED A TOOLKIT FOR HEALTH SYSTEMS AND LICENSING BOARDS FOR INSURANCE COMPANIES AND OTHERS TO USE TO EVALUATE INVASIVE QUESTIONS THAT APPEAR MOST OFTEN ON THEIR APPLICATIONS. SUCH AS CREDENTIALING APPLICATIONS AND LICENSE APPLICATIONS. THE SAME APPLICATIONS THAT LORNA FEARED WOULD BE IMPLICATED BY HER GETTING MENTAL HEALTH TREATMENT ONE TIME IN HER CAREER. ON JANUARY 20TH THE FIRST ROUND WAS ALLOCATED. \$103 MILLION. OR AS JENNIFER SAID, 103 MILLION POINTS OF LIGHT IN HONOR OF LORNA. TO 46 INSTITUTIONS AROUND THE COUNTRY. WE ARE HOPEFUL THAT ANOTHER ROUND WILL BE FUNDED BY CONGRESS IN THE COMING CONGRESSIONAL YEAR, BEGINNING OCTOBER 1ST. IN ADDITION TO THIS WE HAVE ENGAGED IN A SOCIAL NETWORK MARKETING CAMPAIGN THAT HAS BEEN OVERSEEN BY THE CDC. IN THAT CAMPAIGN WE ARE LOOKING AT TWO AUDIENCES. WORKFORCE AND EMPLOYERS. AND UNDERSTANDING THE DEEP SCIENCE THAT WE HAVE ON THIS ISSUE WE ARE STARTING FIRST WITH WHAT I LIKE TO CALL, HEALTHCARE OPERATIONS 2.0. HOW DO WE MOVE ON AND NOT MAKE THIS CANARIES ANY STRONGER? WHILE WE HAVE DEVELOPED IMPORTANT PARTNERSHIPS ALONG THE WAY ONE OF OUR STRONGEST IS WITH THE SHORT CENTER FOR COMPASSIONATE HEALTHCARE. THEY ARE BASED IN BOSTON MASSACHUSETTS. THEY STRIVE TO PUT COMPASSION AT THE HEART OF HEALTHCARE THROUGH PROGRAMS, EDUCATION, AND ADVOCACY. LIKE OUR FOUNDATION WAS FOUNDED IN THE NAME OF AN INDIVIDUAL. THE SHORT CENTER WAS TOO FOUNDED AFTER THEIR NAMESAKE. KEN SCHWARTZ DIED IN 1995 OF LUNG CANCER. BOTH ORGANIZATIONS HAVE A DEEP UNDERSTANDING OF THE ISSUES AND THE SOLUTIONS NEEDED TO BETTER PROTECT THE WELL-BEING OF THE HEALTHCARE WORKFORCE SO THEY CAN DELIVER HIGH QUALITY AND COMPASSIONATE HEALTHCARE. WE ARE WORKING TOWARD AN AFFILIATION WITH THE SCHWARTZ CENTER TO CREATE A COORDINATED AND COMPREHENSIVE NEW ORGANIZATION THAT DRIVES OUR HEALTHCARE SYSTEM FORWARD IN SUPPORTING ITS MOST VALUABLE ASSET, THE WORKFORCE. THROUGH THIS NEW ORGANIZATION WE WANT TO INSPIRE HOPE AND SOLUTIONS FOR OUR HEALTH SYSTEM. AND TO ENSURE THAT WE ARE MEETING THE NEEDS OF OUR HEALTHCARE COMMUNITY WE WILL BE HOSTING A SERIES OF WEBINARS TOO. WHICH WE WOULD LOVE FOR YOU TO PARTICIPATE IN SO THAT WE CAN BE IN THE APPROPRIATE PLACE TO IMPLEMENT MANY OF THE



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SOLUTIONS THAT ARE ADVOCATED IN THIS WORK PLAN AS WELL AS THAT OF THE SURGEON GENERAL. WE WOULD ENCOURAGE YOU ALL TO VISIT THE WEBSITE. AS WE MOVE FORWARD I WOULD ASK EACH ONE OF YOU IN THIS ROOM, AND ON ZOOM, TO CONSIDER ONE QUOTE FROM MOTHER TERESA. I ALONE CANNOT CHANGE THE WORLD BUT I CAN CAST A STONE IN THE WATERS TO CREATE MANY RIPPLES. IF I HAVE LEARNED ONE THING IN THE PAST TWO YEARS, ANYTHING AT ALL, IT'S THE IMPACT THAT ONE PERSON CAN MAKE. LORNA, AND THE FOUNDATION NAMED IN HER HONOR, HAVE CREATED ONE HECK OF A RIFT. WE INVITE AND ENCOURAGE EACH ONE OF YOU TO JOIN US. HELP US TURN THESE RIPPLES INTO A TIDAL WAVE. A TIDAL WAVE TO REVITALIZE AND RESHAPE HEALTHCARE. WITH THAT AS THE CONCLUSION OF MY FORMAL REMARKS LET ME INTRODUCE THE REAL MAN OF THE HOUR. A MAN FROM MIAMI, JUST LIKE ME. WE SHARE OUTFITS WHEN HE'S NOT WEARING HIS FORMAL OUTFIT. A LOT OF TURQUOISE AND PASTELS. IT IS MY EXTREME HONOR, MY TRUE HONOR, TO NOW TURN THE MICROPHONE OVER TO ANOTHER GUY FROM THE 305. U.S. SURGEON GENERAL VIVEK MURTHY. THANK YOU FOR