Organizational Initiatives to Combat Burnout

Moderator:
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Organizational Initiatives

- National government health care system
  Veterans Affairs (VA) – Martha Gerrity, MD, MPH, PhD

- Academic institution
  Dell Medical School - Clay Johnston, MD, PhD

- Non-academic community practice
  Kaiser Northern California – Lucia Sommers, MSW, DrPH

- National professional organization
  American Medical Association – Chris Sinsky, MF, FACP
VA Clinician Burnout

- All Employee Survey (AES) 2016 data
  - Primary Care Physicians 35.7%
  - Pharmacists 25.5%
  - Psychiatrists 25%
  - RNs 20-25%
  - Psychologists 22.8%
  - Social Worker 19.5%
Veterans Affairs Initiatives

- Whole Health
  - Train all VA leaders and clinicians
  - Apply to ourselves and our patients

- VA Physician Burnout Research Summit - June 2017
Applying Whole Health to Clinicians
1. Ask providers “What Matters to you?”

2. Understand unique impediments to joy locally

3. Commit to share responsibility at all levels

4. Use validated approaches to improve joy
VA Physician Burnout Research Summit

- Involved leaders from 5 national centers and offices
  - National Center for Organizational Development
  - Office of Patient Centered Care and Cultural Transformation
  - Office of Organizational Excellence
- Inform targeted organizational action
  - Identify strategies with best potential for successful promotion, implementation, & evaluation
  - Set a research agenda
  - Establish networking connections
VA Approaches

- Top down and bottom up approaches
- Nurture a culture (Whole Health)
- Identify emerging strategies within VA for broader implementation
Panel