



Beth Israel Deaconess HealthCare<sup>SM</sup>

# ***The Evolution of Clinician Experience***

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The following presentation/deck is a complement to and in the context of a live presentation by Dr. Nic Nguyen, MD of BIDHC. This presentation should not be interpreted, copied, redistributed, reused, or utilized as a standalone resource otherwise. Thank you.

# One Art

*The art of losing isn't hard to master;*

*so many things seem filled with the  
intent*

*to be lost that their loss is no disaster.*

*-Elizabeth Bishop*



# **Tribe: On Homecoming and Belonging**

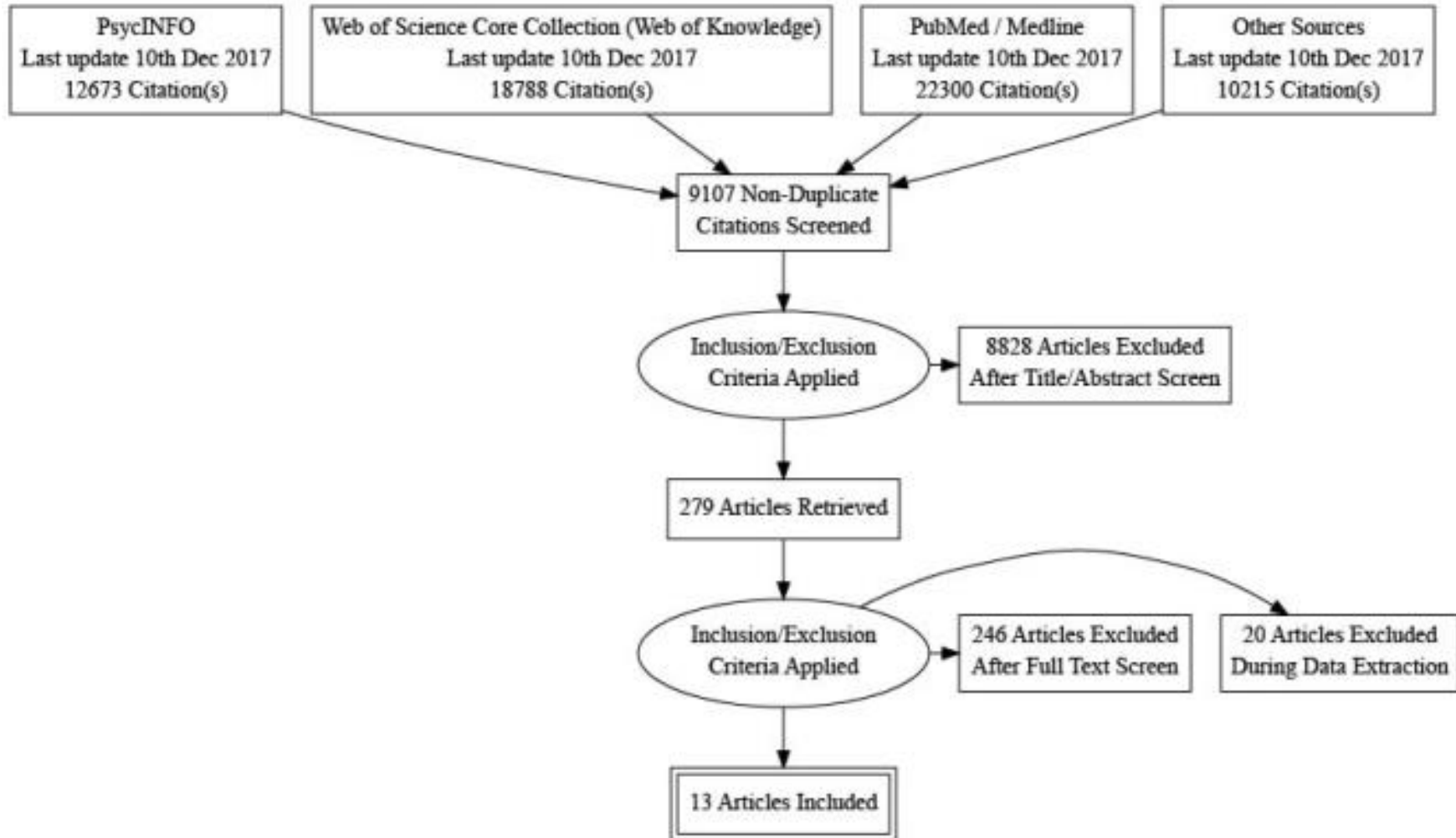
***“human beings need three basic things in order to be content: they need to feel competent at what they do; they need to feel authentic in their lives; and they need to feel connected to others. These values are considered “intrinsic” to human happiness and far outweigh “extrinsic” values such as beauty, money and status.”***

***-Sebastian Junger***



# Intervention for Physician Burnout: A Systematic Review

[Wiederhold BK](#)<sup>1,2</sup>, [Cipresso P](#)<sup>3,4</sup>, [Pizzioli D](#)<sup>1</sup>, [Wiederhold M](#)<sup>2</sup>, [Riva G](#)<sup>3,4</sup>



# BIDHC Clinician Experience

✓ Leadership



✓ Community



✓ Experience



# BIDHC Experience Process

- ✓ *Where did we get this idea from?*
- ✓ *What is our actual intervention?*
- ✓ *How do we know if it's working?*



# Leadership

**TABLE 3. Leadership Qualities of Immediate Supervisors and the Prevalence of Burnout and Satisfaction in the Physicians They Supervise**

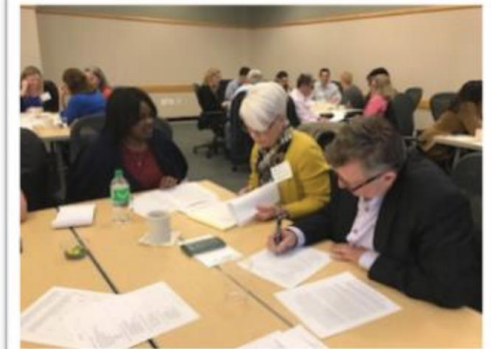
| Leadership quality  | Burnout (% [95% CI])                        |   |         | Satisfaction (% [95% CI])                   |   |         |
|---|---|---|---------|---|---|---------|
|   | Prevalence of those rating leader favorably | Prevalence of those rating leader unfavorably | P value | Prevalence of those rating leader favorably | Prevalence of those rating leader unfavorably | P value |
| Holds career development conversations with me                | 36 (34.1-38.4)                              | 51 (47.5-55.2)                                | <.001   | 82 (80.2-83.5)                              | 51 (46.6-55.1)                                | <.001   |
| Inspires me to do my best                                     | 36 (33.6-37.8)                              | 52 (48.6-56.3)                                | <.001   | 83 (81.6-84.8)                              | 46 (42.2-50.5)                                | <.001   |
| Empowers me to do my job                                      | 35 (33-37.1)                                | 56 (52.4-60.4)                                | <.001   | 86 (84.9-87.8)                              | 46 (41.8-50.1)                                | <.001   |
| Is interested in my opinion                                   | 36 (33.7-37.9)                              | 54 (49.6-57.5)                                | <.001   | 85 (83.4-86.5)                              | 48 (44.1-52.5)                                | <.001   |
| Encourages employees to suggest ideas for improvement         | 37 (34.5-38.6)                              | 52 (48-56.4)                                  | <.001   | 86 (84.9-87.8)                              | 53 (48.7-57.1)                                | <.001   |
| Treats me with respect and dignity                            | 38 (35.6-39.5)                              | 56 (50.7-61.9)                                | <.001   | 94 (93.1-95.1)                              | 69 (64.7-72.5)                                | <.001   |
| Provides helpful feedback and coaching on my performance      | 35 (33.1-37.4)                              | 50 (46.5-53.6)                                | <.001   | 78 (76.2-79.7)                              | 41 (37-45.4)                                  | <.001   |
| Recognizes me for a job well done                             | 36 (33.9-38)                                | 53 (48.6-56.5)                                | <.001   | 84 (82.8-85.9)                              | 48 (43.5-51.9)                                | <.001   |
| Keeps me informed about changes taking place at Mayo Clinic   | 37 (34.5-38.6)                              | 53 (49-57.7)                                  | <.001   | 88 (86.7-89.4)                              | 54 (49.8-58.1)                                | <.001   |
| Encourages me to develop my talents and skills                | 35 (33.2-37.3)                              | 54 (50.4-58)                                  | <.001   | 84 (82.1-85.3)                              | 45 (40.4-48.8)                                | <.001   |
| I would recommend working for your immediate supervisor       | 36 (34.1-38.2)                              | 53 (49.3-57.6)                                | <.001   | 87 (86-88.8)                                | 49 (44.9-53.3)                                | <.001   |
| Overall, how satisfied are you with your immediate supervisor | 36 (34-38.1)                                | 53 (49-57)                                    | <.001   | 87 (85.3-88.2)                              | 47 (42.5-50.7)                                | <.001   |



# Leadership Academy

## Twice Yearly Full Days:

- ✓ Unconscious Bias
- ✓ Peer to Peer Coaching
- ✓ Negotiations
- ✓ Team Dynamics
- ✓ Emotional Agility
- ✓ Process Improvement
- ✓ Marshmallow Challenge
- ✓ Mount Everest Case Study





# Longitudinal Leadership Curriculum

## Monthly/Bi-Monthly:

- ✓ Behavioral Interviewing
- ✓ Feedback
- ✓ Mentorship
- ✓ Difficult Conversations
- ✓ Meeting Management
- ✓ Team Management
- ✓ Understanding Bias
- ✓ Psychological Safety



# Does it work?

- ✓ 95% of BIDHC leaders 👍 on applicability & usefulness of the content to their role
- ✓ 360 reviews of leadership skills for all leaders
- ✓ Goal improvement in Engagement, Activation, Alignment Scores
- ✓ Goal reduction clinician attrition by 30%



# Community



# Community

JAMA, Krasner et al. 2009 University of Rochester - **Training in Mindfulness**



**Mindful communication with colleagues:**

- combats isolation
- improves personal life

Occup Med, Aira et al. 2010 - **Occupational isolation among general practitioners in Finland**



**Flexible teamwork :**

- reduce isolation
- improved longevity

J Healthc Manag, Swenson et al. 2016 **Physician-Organization Collaboration Reduces Physician Burnout and Promotes Engagement: The Mayo Clinic Experience.**



**Camaraderie or social connectedness**

- Randomized controlled studies show that simply getting together for a meeting or a meal raised camaraderie and lowered markers of burnout.



# Community

## Tribes

- ✓ Family Medicine
- ✓ Advanced Practitioners
- ✓ Early Careerists
- ✓ Women in Primary Care
- ✓ Instructors Teachers
- ✓ Clinical Leaders



# Community



HIPAA compliant mobile messa...  
getlua.com

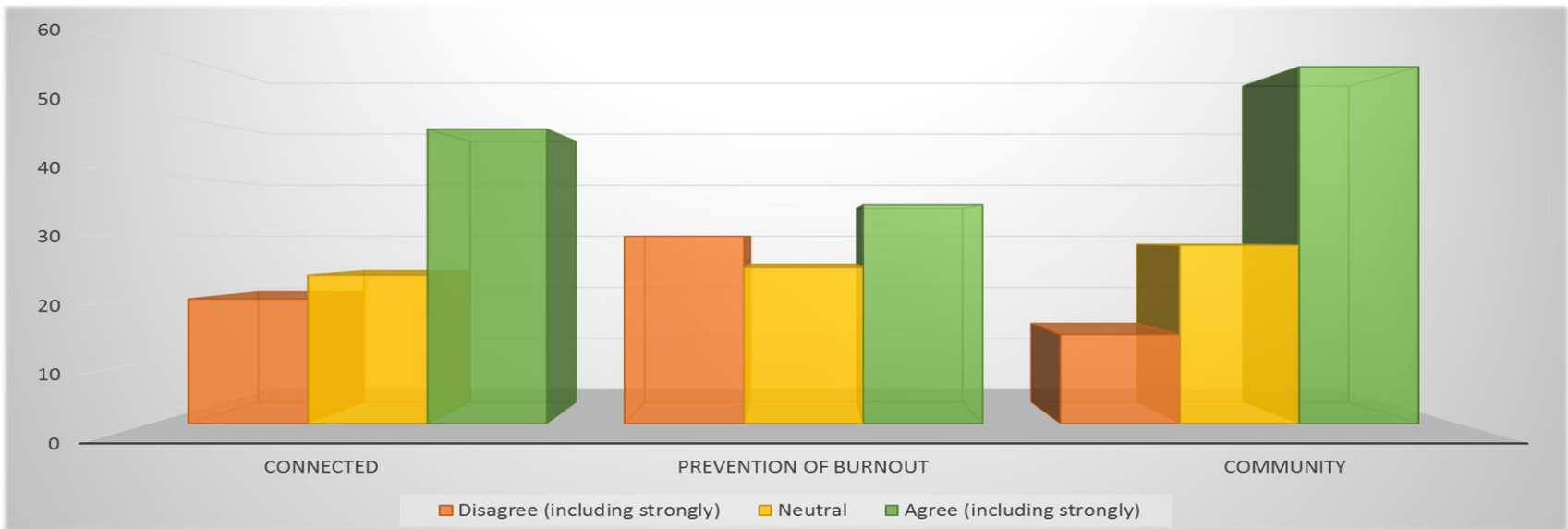
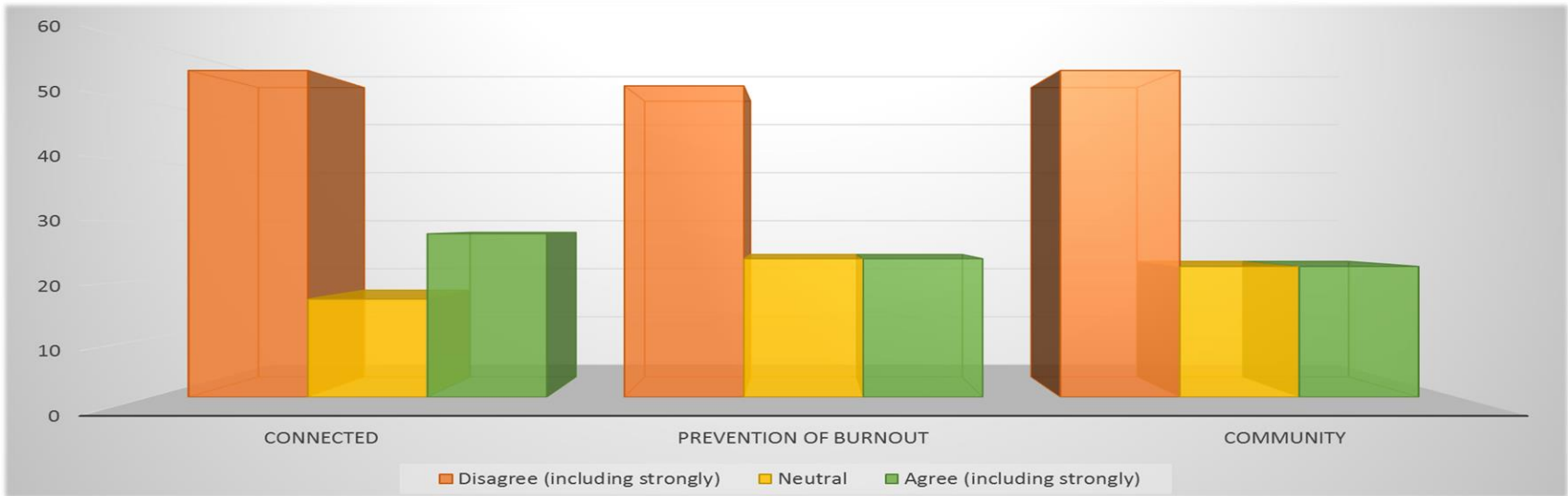


Rich healthcare features for HIPAA ...  
getlua.com



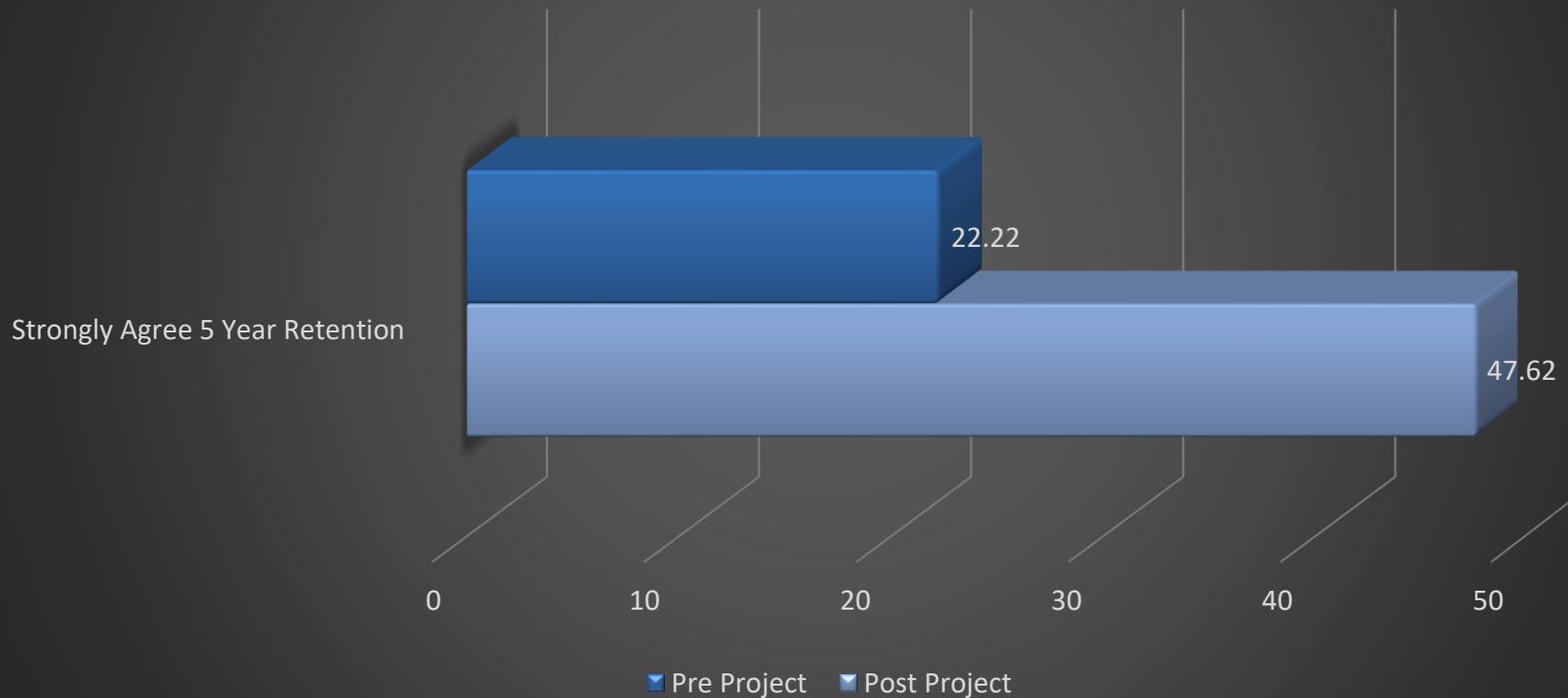
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# Does it work?



# Does it work?

“I am likely to remain a physician at BIDHC for the next 5 years”





# Does it work?

ASPR Benchmarking Committee

**-20k recruitment cost, 200k startup expense, 400k in billing per physician**



**220k x 11.8 providers (25.2% improved retention post project)**



**2.6 Million Dollars**



# Experience Continuum

Teaming and Clinician Development = Citizenship = Compensation

## Early Career Clinician

Transitions into Practice Protocol  
LUA referencing smartapp  
Clinical and Professional Mentor  
Virtual Scribe  
Clinician Tribes/Community Activities



## Career Diversification

### Mid Career Clinician

Peer Support  
Live Scribe  
Coach A Clinician Program  
Leadership Development Track/Training  
Clinician Tribe/Community Activities



## Succession Planning

### Late Career Clinician

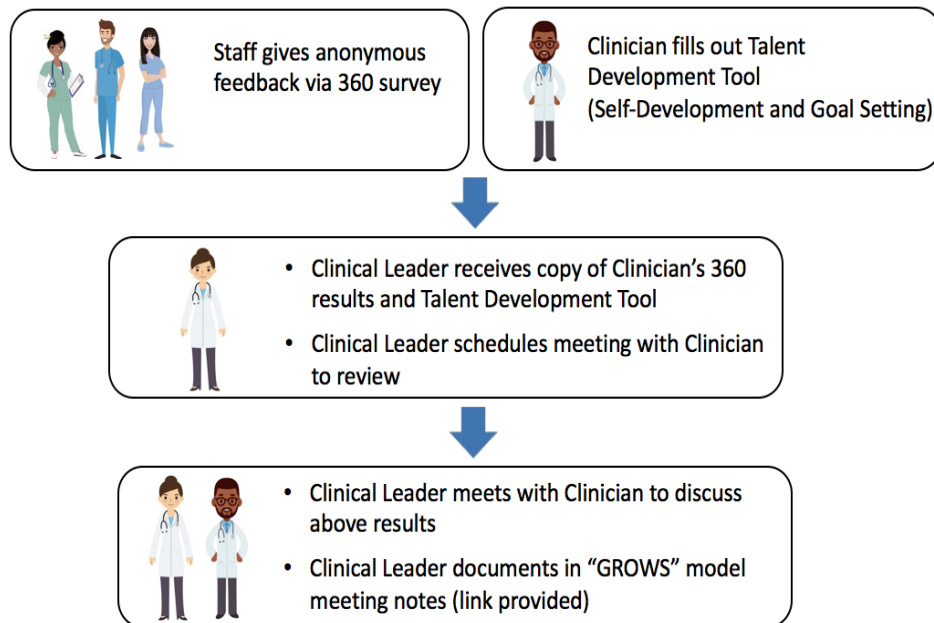
Teaching/Academics  
Transitions Out of Practice Protocol  
Research  
Authorship/Writing  
Transcription Service  
Advanced Practitioner Support



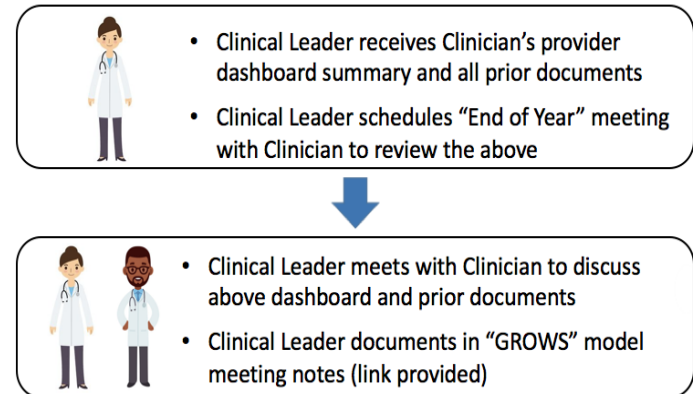
# Clinician Development Program

## Program Overview

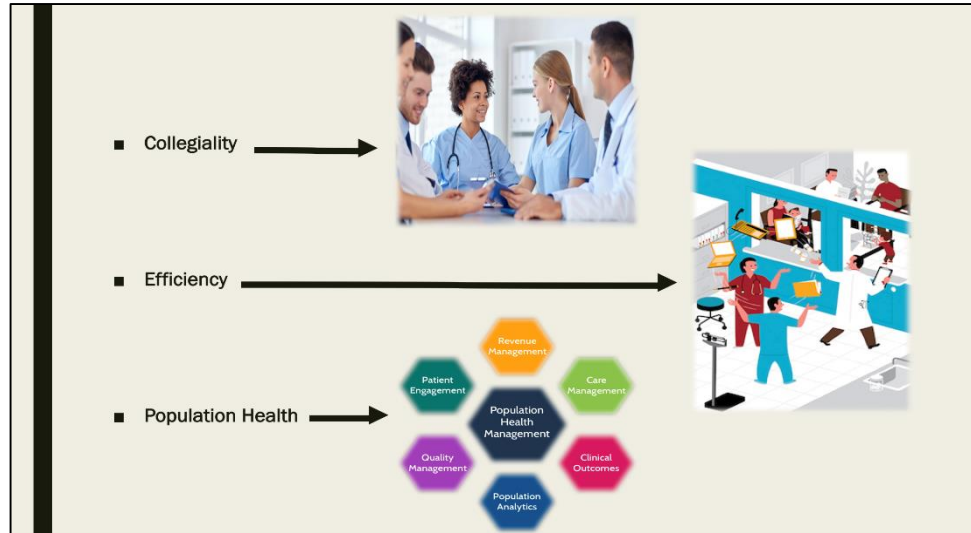
### 1. Goal Planning Meeting



### 2. End of Year Feedback Meeting



# Experience Resources



Do you know of a peer who needs support?



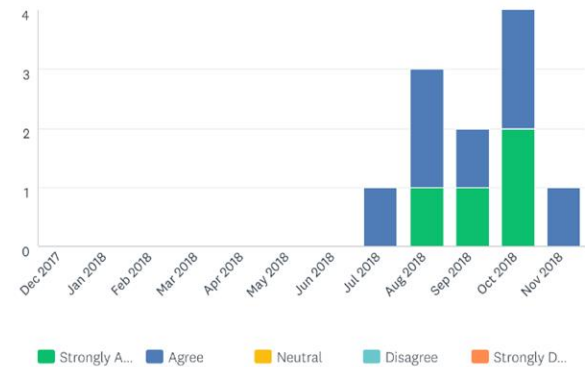
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Q2 (by month)

Chart Type Display Options Trend by... Zoom

I have a clear understanding of everyone's role in my practice.

Answered: 11 Skipped: 0 First: 7/23/2018 Zoom: Dec 2017 to Nov 2018



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Advanced Practitioner Support



# Does it work?

- ✓ 92% clinician participation rate in team meetings and huddles
- ✓ Staff attrition rates at certain sites: 184% ➡ 30%
- ✓ Goal improvement **decompression** scores
- ✓ Goal improvement patient experience scores
- ✓ Goal reduction clinician attrition by 30%



# BIDHC Clinician Experience

✓ Leadership



✓ Community



✓ Experience



# Thank You!

