



ACCREDITATION COUNCIL FOR GRADUATE MEDICAL EDUCATION

*The ACGME Second Symposium  
on Physician Well-Being:  
Commitment to Change*

NOVEMBER 29-DECEMBER 1, 2016

Timothy P. Brigham, MDiv, PhD  
Chief of Staff and Senior Vice President, Education  
ACGME



*Welcome!*

# DISCLOSURE

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- Senior Vice President, Education, ACGME
- Associate Professor of Medicine, Jefferson Medical College (*volunteer*)
- Senior Scholar, Department of Medical Education, University of Illinois at Chicago College of Medicine
- No conflicts of interest to report
- The ACGME receives no funds from any corporate entity other than accreditation fees related to ACGME accreditation services
- The Journal of Graduate Medical Education permits only advertizing of classified position in academic institutions
- The ACGME Annual Educational Conference is entirely self sufficient, has no external sponsors, advertisers, or displays, and uses no accreditation fee revenue for support
- ACGME International is a Not-for-Profit entity



# THANK YOU

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A special thanks to the members of the ACGME Task Force for Physician Well-Being for their introspective insight, expertise, and commitment in creating this important conference:

- Carol Bernstein, MD, Co-Chair\*
- Timothy Brigham, PhD, MDiv, Co-Chair\*
- Stanley Ashley, MD\*
- DeWitt Baldwin, MD\*
- Donald Brady, MD\*
- Peter Carek, MD, MS
- Wallace Carter, MD\*
- Jordan Cohen, MD, MACP\*
- Lotte Dyrbye, MD, MHPE, FACP
- Rhea Fortune
- Helen Haskell, MA
- Kari Hortos, DO\*
- Dinchen Jardine, MD\*
- Lyuba Konopasek, MD\*
- Kenneth Ludmerer, MD, MACP
- Cristin McDermott, MD\*
- Christine Moutier, MD
- Thomas Nasca, MD, MACP
- Srijan Sen, MD, PhD
- Deborah Simpson, PhD
- Alison P. Smith, MPH, BSN, RN
- James H. Taylor, Dman, MHA, MBA
- Kevin Weiss, MD, MPH, MHSA
- Edwin Zalneraitis, MD\*
- Rowen Zetterman, MD



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We've gathered together as  
a community  
a family



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- ACGME
    - Board Members
    - Administration
    - Staff
  - House of Medicine
    - The Continuum of Learning and Practice
  - Other Healthcare Professionals
  - Friends and Family of Physicians
  - Learners
  - Interested/concerned others

Why?



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What are we trying to do?



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“We improve health care and population health by assessing and advancing the quality of resident physicians’ education through accreditation”

ACGME Mission Statement





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**How are we committed to  
accomplishing this task?**



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Through facilitating the creation of a learning and working environment that emphasizes:



# THE LEARNING AND WORKING ENVIRONMENT

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- Excellence in the safety and quality of care rendered to patients by residents today
- Excellence in the safety and quality of care rendered to patients by today's residents in their future practice
- Excellence in professionalism through faculty modeling of:
  - The effacement of self-interest in a humanistic environment that supports the professional development of physicians
  - The joy in curiosity, problem-solving, intellectual rigor, and discovery
- Commitment to the well-being of the residents, faculty members, students, and all members of the health care team



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# How?



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# Fundamental Transformative Change



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$$B = f(P, E)$$

Lewin's Equation 1936



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- **Building Resilience**
  - **Fostering/ Nurturing Well-Being**
  - **Recognition**
  - **Intervention**
  - **Reduce Stigmatization**
  - **Help Grieving Communities Heal**



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**Series of Symposiums**  
**Each building on the work of the  
previous**





# BUILDING ON THE FIRST SYMPOSIUM

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- Understand the issues related to well being across the continuum
- Advise the ACGME Board of Directors on what role the ACGME can/should play to move forward to address issues of resident and faculty well being and creating more humane clinical learning environments
- Begin a national dialogue that leads to positive transformational change
- Begin ongoing collaborations and relationships with and between organizations outside the ACGME to effect positive transformation change in relation to physician well being



# GOALS OF THE SYMPOSIUM

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- Develop concrete action plan to address the issue of Physician Well-Being for:
  - Programs/Systems
  - Learners/Faculty
- Continue the national dialogue and forge collaborations among stakeholders to effect positive transformational change for Physician Well-Being
- Provide guidance to the ACGME on how best to utilize its unique “levers of influence” to effect positive transformational change
- Promote a scholarly approach to well-being interventions and innovations



# HOW

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- Presentations
- Panel Discussions
- Small Group Work
- Large Group Discussion
- Reflective Dialogue
- Modified Open Space Design
- Electronic messaging capability for questions, reflections, agenda setting



## DAY TWO | WEDNESDAY | 11.30.16

7:15 AM – 8:00 AM	BREAKFAST
8:00 AM – 8:20 AM	WELCOME, AGENDA SETTING AND OPENING REMARKS Carol Bernstein, MD Timothy Brigham, MDiv, PhD
8:20 AM – 8:35 AM	OPENING ADDRESS Thomas Nasca, MD, MACP
MODERATOR: JORDAN COHEN, MD, MACP	
8:35 AM – 9:30 AM	DEVELOPING, IMPLEMENTING, AND EVALUATING A WELL-BEING INITIATIVE – THREE EXAMPLES Saadia Akhtar, MD Sydney Ey, PhD Laurence Katznelson, MD
9:30 AM – 9:45 AM	Q&A
9:45 AM – 10:00 AM	BREAK
MODERATORS: DONALD BRADY, MD & CRISTIN MCDERMOTT, MD	
10:00 AM – 10:45 AM	BUILDING A SUCCESSFUL WELL-BEING INITIATIVE/PROGRAM Small group work
10:45 AM – 12:00 PM	REPORT OUT
12:00 PM – 1:00 PM	LUNCH AND POSTER PRESENTATIONS



**MODERATORS: LYUBA KONOPASEK, MD & KARI HORTOS, DO**

**1:00 PM – 1:45 PM**

**CHANGING SYSTEMS/CULTURE**

Small groups work to come up with the most important questions, observations, barriers, etc. they would like to pose to those in the C-Suite in order to better engage to collaboratively foster physician well-being

**1:45 PM – 2:45 PM**

**REPORT OUT**

**2:45 PM – 3:00 PM**

**BREAK**

**MODERATOR: STANLEY ASHLEY, MD**

**3:00 PM – 4:00 PM**

**C-SUITE PANEL**

Hospital C-Suite members discuss the findings from the small groups

John Duval, MBA

Colleen Kannaday, FACHE

John McWhorter, DSc

Kevin Nokels, FACHE

Spence Taylor, MD, FACS

**MODERATOR: LCDR DINCHEN JARDINE, MD**

**4:00 PM – 4:40 PM**

**USING THE SCIENCE OF WELL-BEING TO  
HELP PHYSICIANS FLOURISH**

James Pawelski, PhD

**4:40 PM – 5:20 PM**

**APPLYING THE SCIENCE OF WELL-BEING TO DEVELOP RESILIENCE**

Derrick Carpenter, MAPP

**MODERATOR: TIMOTHY BRIGHAM, MDIV, PHD**

**5:20 PM – 5:30 PM**

**TOPIC SELECTION FOR OPEN SPACE DESIGN**

**5:30 PM**

**CLOSING COMMENTS**

Timothy Brigham, MDiv, PhD



## DAY THREE | THURSDAY | 12.01.16

7:15 AM – 8:00 AM

BREAKFAST

8:00 AM – 8:30 AM

INTRODUCTION TO OPEN SPACE DESIGN

Timothy Brigham, MDiv, PhD

MODERATOR: TIMOTHY BRIGHAM, MDiv, PhD

8:30 AM – 12:00 PM

OPEN SPACE DESIGN

12:00 PM – 1:00 PM

LUNCH

1:00 PM – 1:15 PM

ACGME INITIATIVES IN THE AREA OF WELL-BEING

Timothy Brigham, MDiv, PhD

MODERATOR: WALLACE CARTER, MD

1:15 PM – 2:30 PM

PATHWAYS TO WELL-BEING IN THE  
CLINICAL LEARNING ENVIRONMENT

Kevin Weiss, MD, MPH, MHSA

2:30 PM – 2:45 PM

BREAK

MODERATOR: EDWIN ZALNERAITIS, MD

2:45 PM – 4:15 PM

SECTION VI WELL-BEING REQUIREMENTS REVIEW AND COMMENT

Thomas Nasca, MD, MACP

Rowen Zetterman, MD

4:15 PM – 4:45 PM

COMMITMENT TO CHANGE

Timothy Brigham, MDiv, PhD

4:45 PM – 5:00 PM

CLOSING COMMENTS

Thomas Nasca, MD, MACP

Timothy Brigham, MDiv PhD



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**This is a working meeting**



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Each of you here at this symposium  
was chosen to be here  
because you can and must make a  
difference









“You don’t have to see the whole staircase, just take the first step.”

-Martin Luther King, Jr.



# GROUND RULES

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- Honest, respectful conversations
- Participate
- Listen for understanding
- Stay open to new ideas and concepts
- Trust
- Time focus
- Confront the dragons, relish the camaraderie, embrace the moment, enjoy the journey



# WORKING AGREEMENT

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<b>Facilitator (me)</b>	<b>Participants (you)</b>
Time and tasks	Information and meaning
Make room for all views	Manage own participation
Keep goal in sight	Decide on common ground/action







# *Opening Address*

# THOMAS J. NASCA, MD, MACP

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- Chief Executive Officer, ACGME
- Chief Executive Officer, ACGME International



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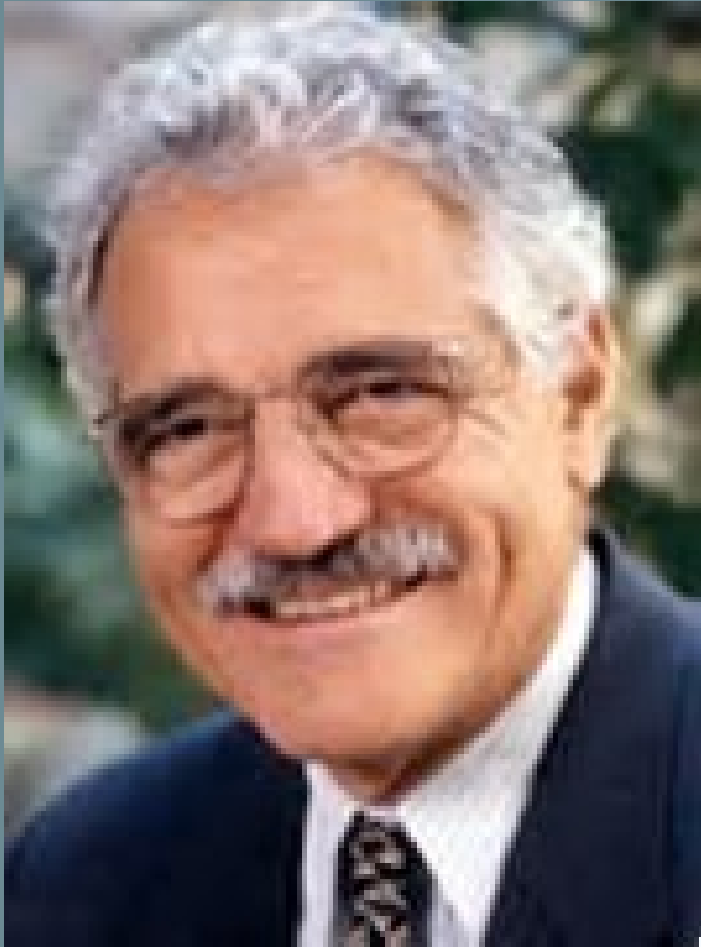
# Developing, Implementing, Evaluating and Sustaining a Physician Well-Being Initiative





# JORDAN J. COHEN, MD, MACP - MODERATOR

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- Professor of Medicine and Public Health, George Washington University
- President Emeritus, AAMC
- Chairman of the Board, Arnold P. Gold Foundation for Humanism in Medicine



# SMALL GROUP LEADERS

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Donald W. Brady, MD  
Professor of Medicine  
Vanderbilt University School of Medicine



Cristin McDermott, MD  
Resident Member of the ACGME  
Review Committee for Psychiatry



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# Lunch and Poster Presentation



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# Changing Systems/Culture



# SMALL GROUP LEADERS

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**Lyuba Konopasek, MD**  
Designated Institutional Official  
NewYork Presbyterian Hospital -  
Cornell/Columbia



**Kari Hortos, DO, FACOI, FAODME**  
Associate Dean  
Michigan State University College of  
Osteopathic Medicine Macomb



# STANLEY ASHLEY, MD – PANEL MODERATOR

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- Chief Medical Officer and Senior Vice President for Medical Affairs, Brigham and Women's Hospital
- Frank Sawyer Professor of Surgery Harvard Medical School



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# Building Resilience



# LCDR DINCHEN JARDINE, MD - MODERATOR

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- Chair, Council of Review Committee Residents
- Chief Surgical Resident in Otolaryngology-Head and Neck Surgery, Naval Medical Center
- Clinical Instructor of Pediatrics, Uniformed Services University of the Health Sciences





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# Open Space Voting



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# Open Space Questions/ Topics of Discussion



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1. Think about a subject, topic, or idea sparked by your own experience and/or the work of the symposium that you have some real interest in exploring, something that you have a real passion about regarding physician well-being.



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2. What is the most important topic that you would like to discuss in tomorrow's open space design? Please describe in a few words or less.



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3. What is the second most important topic that you would like to discuss in tomorrow's open space design?



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# Video



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# Day II



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# Modified Open Space Design





## FOUR PRINCIPLES

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- **Whoever comes is the right person**
- **Whatever happens is the only thing that could have happened**
- **Whenever the meeting starts is the right time**
- **When it's over, it's over**



# THE LAW OF TWO FEET

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- Each and every participant can and must make a difference during this time.
- If this is not possible, then you must use your two feet and move
  - to a new place where you believe you can make a difference
- Responsibility for a successful outcome resides with exactly one person - You!



# BREAKOUTS

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## **Boardroom A: Resilience**

- Positive Psychology
- Optimism

## **Boardroom B: Culture Change**

- Interprofessional Practice
- Engagement with CEO

## **Boardroom C: Building a Comprehensive Well-Being Program**

## **Chicago A: Work Flow**

- Work Compression
- EHR
- Workplace Efficiency
- Back to Bedside

## **Chicago B: Mental Health Services**

## **Illinois: Innovation**



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- Go to the area that most interests you
  - You may begin a discussion/conversation with everyone there – one person is the convener
  - You may self-organize in the room
    - You may propose or announce a subject for discussion along with your name
      - i.e., “My name is Carol Bernstein and I would like to talk about how depression relates to burnout.”
        - You then become the convener



- 
- Post a subject title on a post-it on the agenda “wall”
  - Conveners are responsible for:
    - Producing a brief record of what was learned/deliberated in the group
    - Preparing a “brief” report out of the most significant/highest priority issues/discussion points/conclusions/solutions/questions for further exploration etc. that were discussed in your group
      - 3-5 bullet points



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# Report-out



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# Lunch



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# Pathways to Well-Being in the Clinical Learning Environment





# WALLACE CARTER, MD - MODERATOR

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- Associate Professor of Emergency Medicine, Weill Cornell Medical College
- Associate Professor of Clinical Medicine, Columbia University College of Physicians and Surgeons
- Program Director, Emergency Medicine Residency, NewYork-Presbyterian Hospital
- Associate Medical Director, NewYork-Presbyterian Hospital EMS



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# Well-Being Requirements Section VI of the ACGME Common Program Requirements



# EDWIN ZALNERAITIS, MD - MODERATOR

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Professor of Pediatrics and Neurology,  
University of Connecticut School of Medicine



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# Commitment to Change



# NEXT STEPS

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## THOMAS J. NASCA, MD, MACP



- Chief Executive Officer, ACGME
- Chief Executive Officer, ACGME International





*Adjourn*