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
DISCLOSURE

• 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

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

*Members of the Symposium Planning Sub-Committee
We’ve gathered together as a community a family
• 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?
What are we trying to do?
“We improve health care and population health by assessing and advancing the quality of resident physicians’ education through accreditation”

ACGME Mission Statement
How are we committed to accomplishing this task?
Through facilitating the creation of a learning and working environment that emphasizes:
THE LEARNING AND WORKING ENVIRONMENT

• 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
How?
Fundamental
Transformative
Change
\[ B = f (P, E) \]

Lewin’s Equation 1936
• Building Resilience
• Fostering/ Nurturing Well-Being
• Recognition
• Intervention
• Reduce Stigmatization
• Help Grieving Communities Heal
Series of Symposiums
Each building on the work of the previous
BUILDING ON THE FIRST SYMPOSIUM

• 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

• 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

• Presentations
• Panel Discussions
• Small Group Work
• Large Group Discussion
• Reflective Dialogue
• Modified Open Space Design
• Electronic messaging capability for questions, reflections, agenda setting
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<th>Time</th>
<th>Session</th>
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<tr>
<td>7:15 AM – 8:00 AM</td>
<td><strong>BREAKFAST</strong></td>
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</table>
| 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 |
<p>| 10:45 AM – 12:00 PM | <strong>REPORT OUT</strong>                               |
| 12:00 PM – 1:00 PM | <strong>LUNCH AND POSTER PRESENTATIONS</strong>           |</p>
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| 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**                                                                 |
| 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 |
| 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 |
| 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

<table>
<thead>
<tr>
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<tr>
<td>7:15 AM – 8:00 AM</td>
<td>Breakfast</td>
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<tr>
<td>8:00 AM – 8:30 AM</td>
<td>Introduction to Open Space Design</td>
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<td>Timothy Brigham, MDiv, PhD</td>
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<tr>
<td>8:30 AM – 12:00 PM</td>
<td>Moderator: Timothy Brigham, MDiv, PhD</td>
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<td>12:00 PM – 1:00 PM</td>
<td>Lunch</td>
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<td>1:00 PM – 1:15 PM</td>
<td>AGME Initiatives in the Area of Well-Being</td>
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<td>Timothy Brigham, MDiv, PhD</td>
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<td>Moderator: Wallace Carter, MD</td>
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<td>1:15 PM – 2:30 PM</td>
<td>Pathways to Well-Being in the Clinical Learning Environment</td>
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<td>Kevin Weiss, MD, MPH, MHSA</td>
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<td>2:30 PM – 2:45 PM</td>
<td>Break</td>
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<td>Moderator: Edwin Zalneraitis, MD</td>
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<td>2:45 PM – 4:15 PM</td>
<td>Section VI Well-Being Requirements Review and Comment</td>
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<td>Commitment to Change</td>
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<td>Closing Comments</td>
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This is a working meeting
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

- 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

<table>
<thead>
<tr>
<th>Facilitator (me)</th>
<th>Participants (you)</th>
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<tbody>
<tr>
<td>Time and tasks</td>
<td>Information and meaning</td>
</tr>
<tr>
<td>Make room for all views</td>
<td>Manage own participation</td>
</tr>
<tr>
<td>Keep goal in sight</td>
<td>Decide on common ground/action</td>
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Opening Address
THOMAS J. NASCA, MD, MACP

- Chief Executive Officer, ACGME
- Chief Executive Officer, ACGME International
Developing, Implementing, Evaluating and Sustaining a Physician Well-Being Initiative
JORDAN J. COHEN, MD, MACP - MODERATOR

- 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

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

Cristin McDermott, MD
Resident Member of the ACGME
Review Committee for Psychiatry
Lunch and Poster Presentation
Changing Systems/Culture
SMALL GROUP LEADERS

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
• Chief Medical Officer and Senior Vice President for Medical Affairs, Brigham and Women's Hospital

• Frank Sawyer Professor of Surgery Harvard Medical School
Building Resilience
LCDR DINCHEI N JARDINE, MD - MODERATOR

- 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
Open Space Voting
Open Space Questions/
Topics of Discussion
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.
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.
3. What is the second most important topic that you would like to discuss in tomorrow’s open space design?
Day II
Modified Open Space Design
FOUR PRINCIPLES

• 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

- Each and every participant can and must make a different 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

**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**
• 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
Report-out
Lunch
Pathways to Well-Being in the Clinical Learning Environment
WALLACE CARTER, MD - MODERATOR

- 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
Well-Being Requirements
Section VI of the ACGME Common Program Requirements
EDWIN ZALNERAITIS, MD - MODERATOR

Professor of Pediatrics and Neurology,
University of Connecticut School of Medicine
Commitment to Change
THOMAS J. NASCA, MD, MACP

NEXT STEPS

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