



# **Frameworks and an Innovative Initiative to Advance Well-Being During and After a Pandemic**

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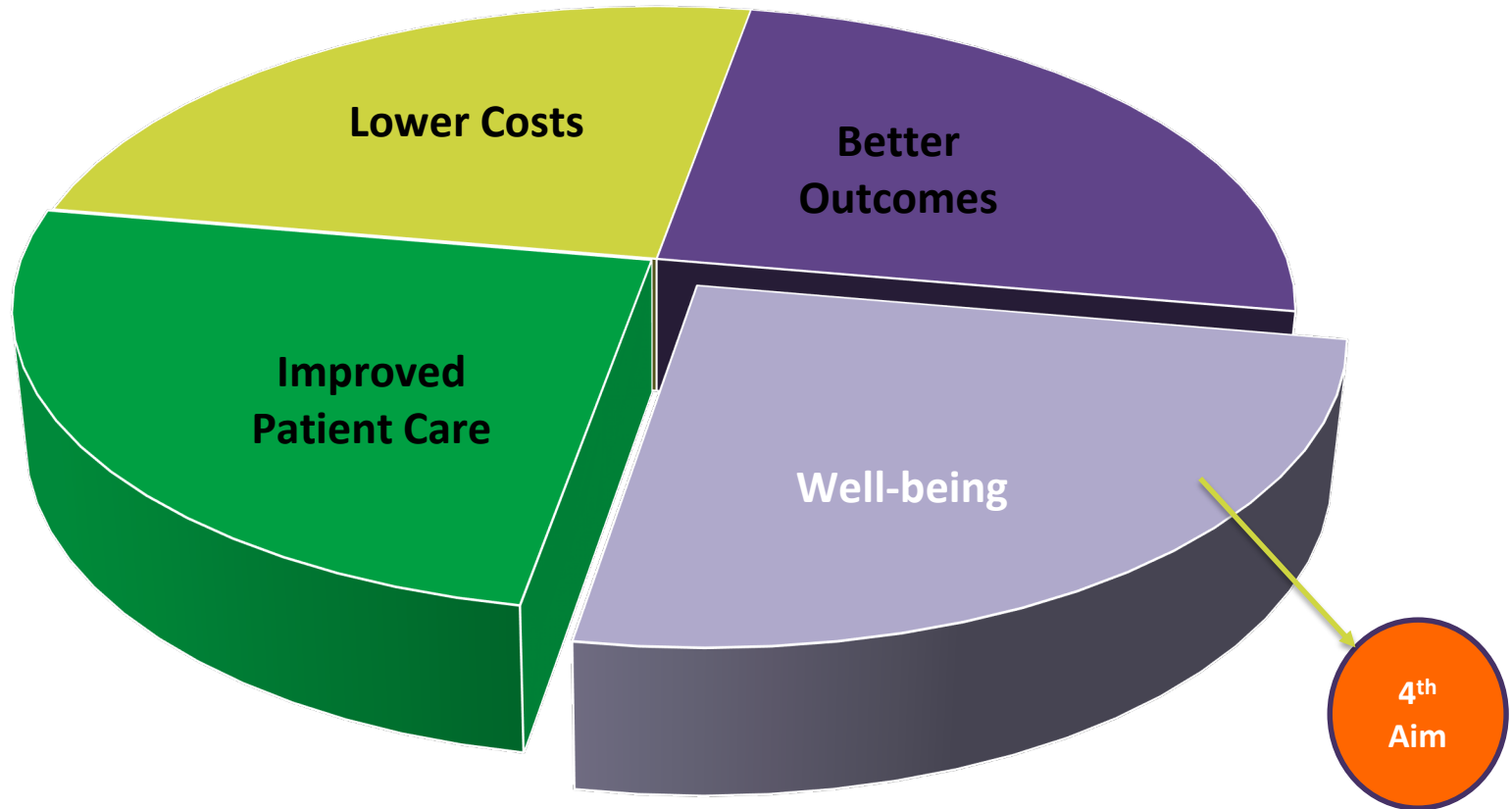
ILLINOIS  
PSYCHIATRIC  
SOCIETY

A DISTRICT BRANCH OF THE  
AMERICAN PSYCHIATRIC ASSOCIATION

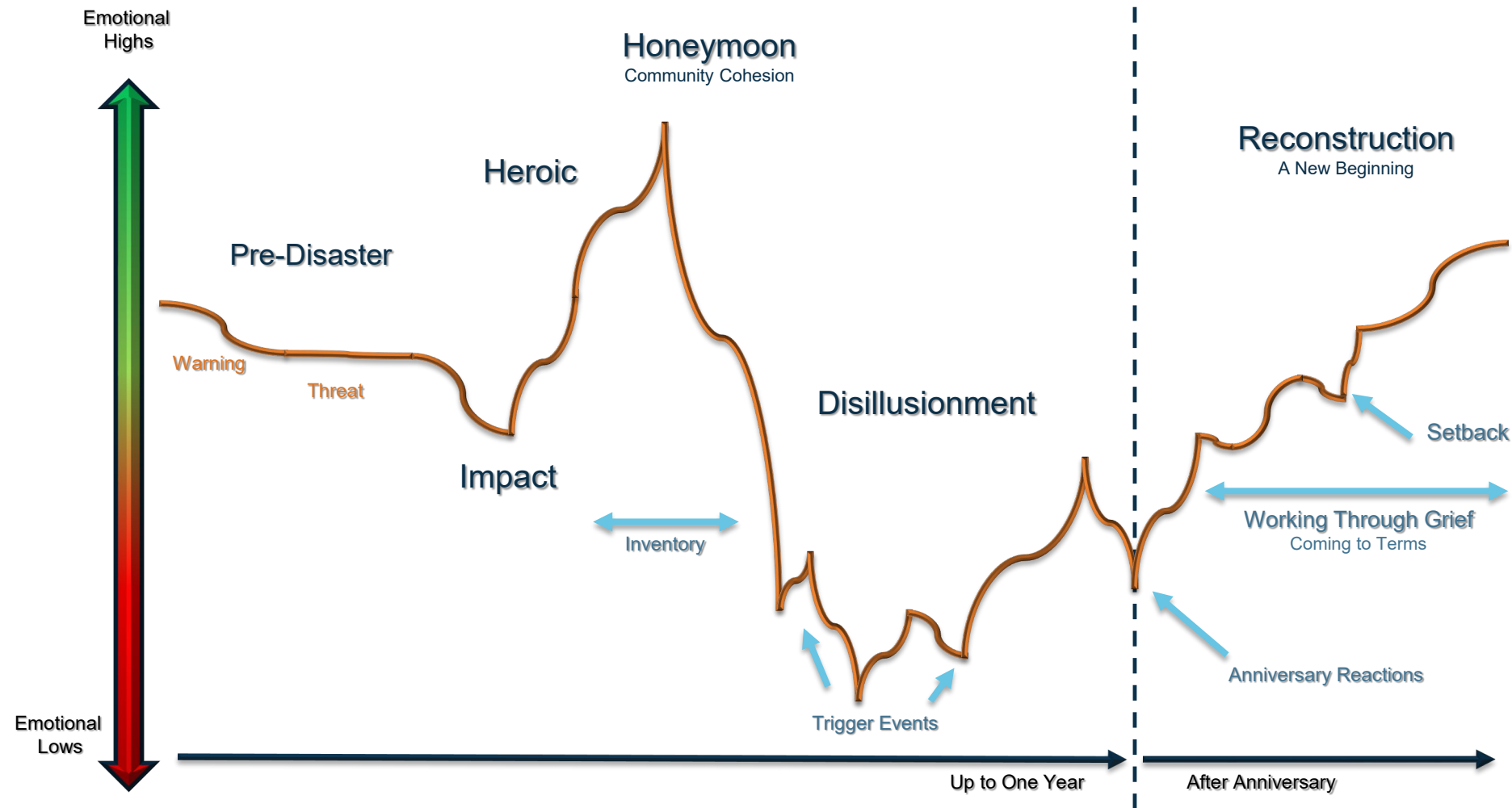


*Scholars of Wellness  
Innovation for Physician  
Wellness Award  
2019*

# The Quadruple Aim



■ Improved Patient Care   ■ Lower Costs   ■ Better Outcomes   ■ Clinician Wellness



# Sources of Stress

## Life Threat

*A traumatic injury*

- Due to the experience of or exposure to intense injury, horrific or gruesome experiences, or death

## Loss

*A grief injury*

- Due to the loss of people, things or parts of oneself

## Inner Conflict

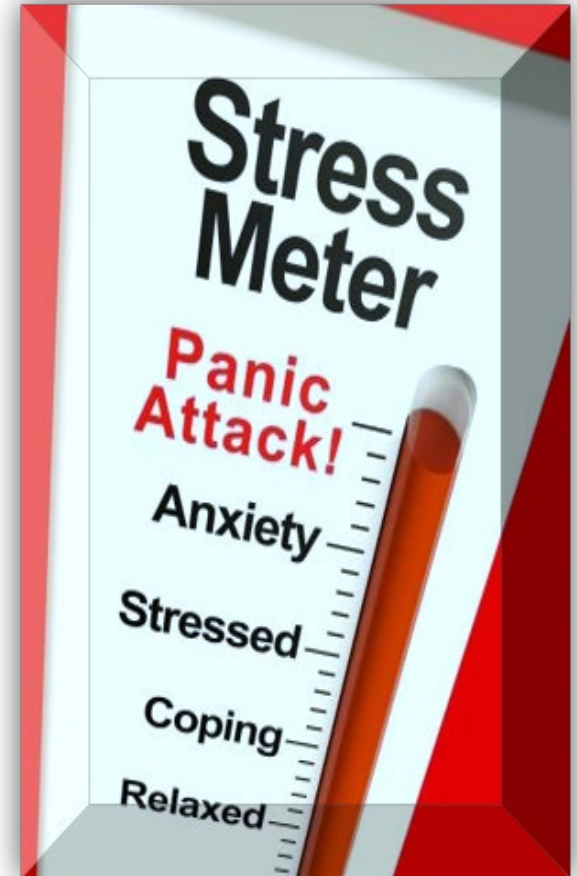
*A moral injury*

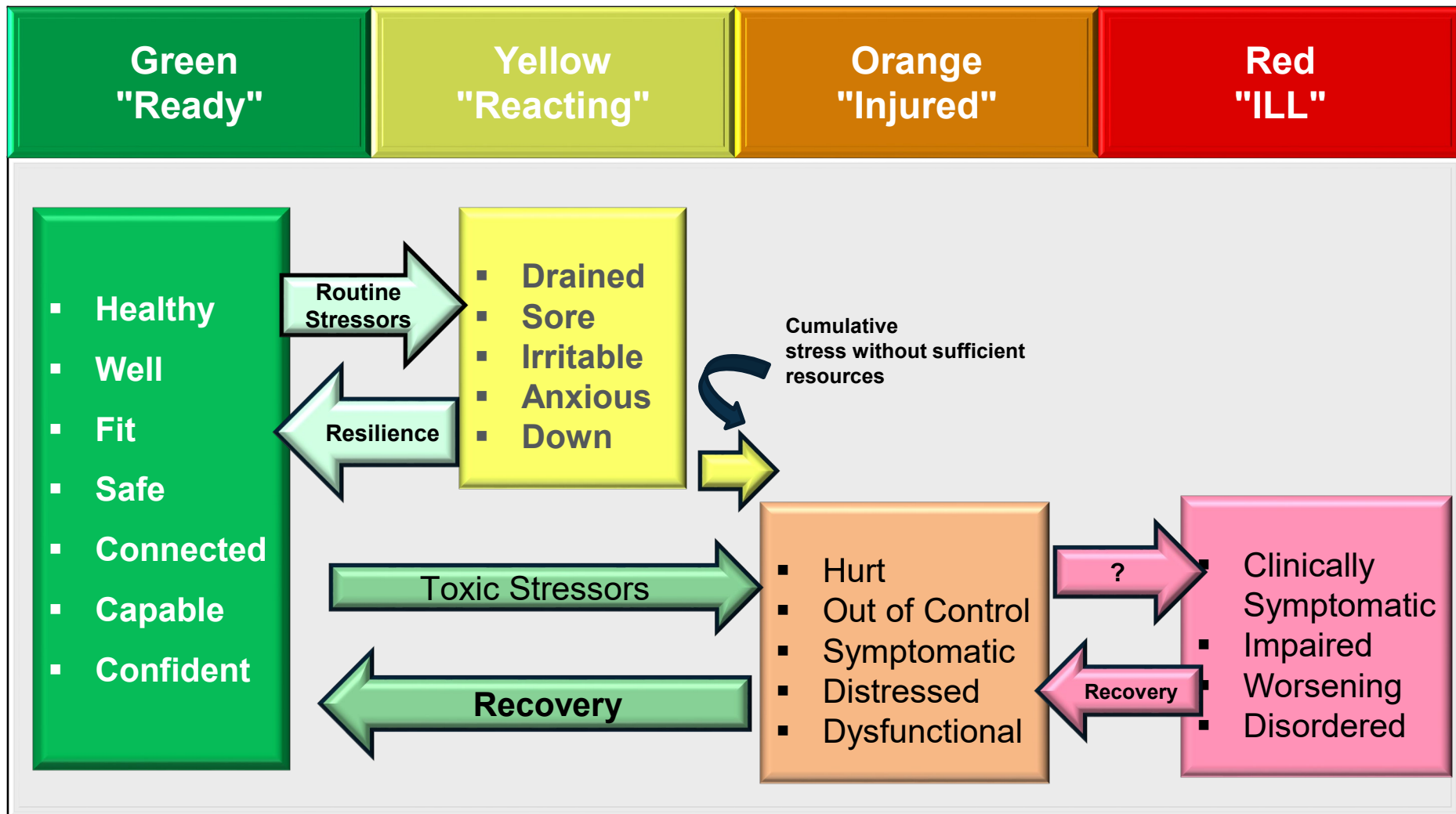
- Due to behaviors or the witnessing of behaviors that violate moral values

## Wear & Tear

*A fatigue injury*

- Due to the accumulation of stress from all sources over time without sufficient rest and recovery





Watson et al. 2013. Stress First Aid for Firefighters and Emergency Medical Service Personnel. *Nat Fallen Firefighters Foundation* 1-42.



# Focused Communication and Strategies



**Check and Coordinate** – Listen, Go to your people



**Cover** – Physical and Psychological Safety



**Calm** – Honest Communication, Help settle the Mind



**Connect** – Unit Cohesion and Social Support



**Competence** – Acknowledge Success and Lessons Learned



**Confidence** – Meaning Making and Future Orientation

Watson et al. 2013. Stress First Aid for Firefighters and Emergency Medical Service Personnel. *Nat Fallen Firefighters Foundation* 1-42.

# Health Care Professionals Needs During the COVID-19 Pandemic



## Hear me

Listen to and act on health care professionals' expert perspective and frontline experience and understand and address their concerns to the extent that organizations and leaders are able



## Protect me

Reduce the risk of health care professionals acquiring the infection and/or being a portal of transmission to a family



## Prepare me

Provide the training and support that allows provision of high-quality care to patients



## Support me

Provide support that acknowledges human limitations in a time of extreme work hours, uncertainty, and intense exposure to critically ill patients



## Care for me

Provide holistic support for the individual and their family should they need to be quarantined

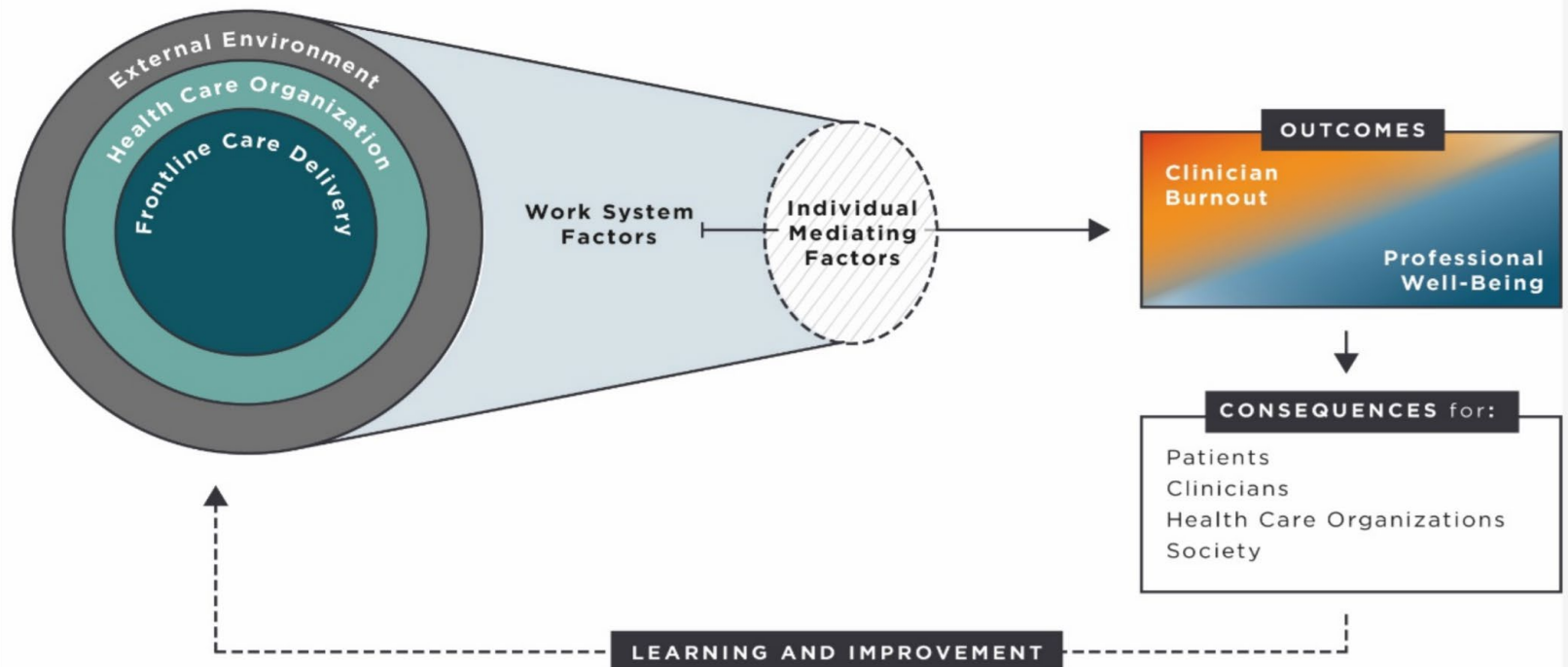


# Northwestern Medicine's Response to COVID-19\*

| Request     | Northwestern Medicine's Response to COVID-19   |
|-------------|--|
| Hear Me     | <ul style="list-style-type: none"> <li>COVID-19MD email alias available to help understand and address physicians' concerns and feedbacks</li> <li>COVID-19 webinars/panel discussions incorporate Q&amp;A sessions to address concerns</li> <li>Medical Staff Office Weekly Wellness Letter*</li> </ul>   |
| Protect me  | <ul style="list-style-type: none"> <li>Hospital-entry screening and masking for employees and visitors</li> <li>Access and assistance from Corporate Health</li> <li>Telehealth visits</li> <li>Universal masking</li> </ul>   |
| Prepare me  | <ul style="list-style-type: none"> <li>Clinical guidelines and algorithms</li> <li>PPE donning and doffing instructions/FAQs</li> <li>Televisit FAQs</li> <li>"By the Numbers" communications and dashboards</li> </ul>  |
| Support me  | <ul style="list-style-type: none"> <li>Perspectives Employee Assistance Program (EAP)</li> <li>P2P Network, physician peer support*</li> <li>Creating Physician Peer Support for the entire System through the Department of Psychiatry*</li> <li>Debriefs - ED, hospitalists *</li> <li>AROW (consulting) – Hospitalist Wellness Committee to provide additional support*</li> <li>System Physician Well-Being call / discussion*</li> <li>Central Region physician lounge offerings (Farmers Fridge, snack boxes, donations)*</li> <li>Create and curate Webinars on Self-Care, Anxiety, Stress Reduction on website*</li> <li>Research rest/relaxation lounge, including best practices initiatives from other AMCs*</li> <li>Link with GME for grocery gift cards for residents*</li> <li>Discounted rates on hotels, transportation, parking, and food offerings</li> <li>Hand written thank you cards in lounges during docs day*</li> <li>Heroes for Better Campaign to recognize and honor the workforce</li> <li>Spiritual Care – LIVE virtual prayer</li> <li>Inpatient Leader Caring rounds</li> <li>COVID Care Meet-Up Groups</li> </ul> |
| Care for me | <ul style="list-style-type: none"> <li>Advocate and link with Corporate Health, Risk and Chairs to provide care for quarantined/ isolated docs*</li> <li>Advise and support Medical students in how they can help docs (supporting quarantined docs and writing thank you notes for COVID frontline workers)*</li> </ul>   |



## A SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING



What are the top two initiatives that are most effective at engaging clinicians at your organization?

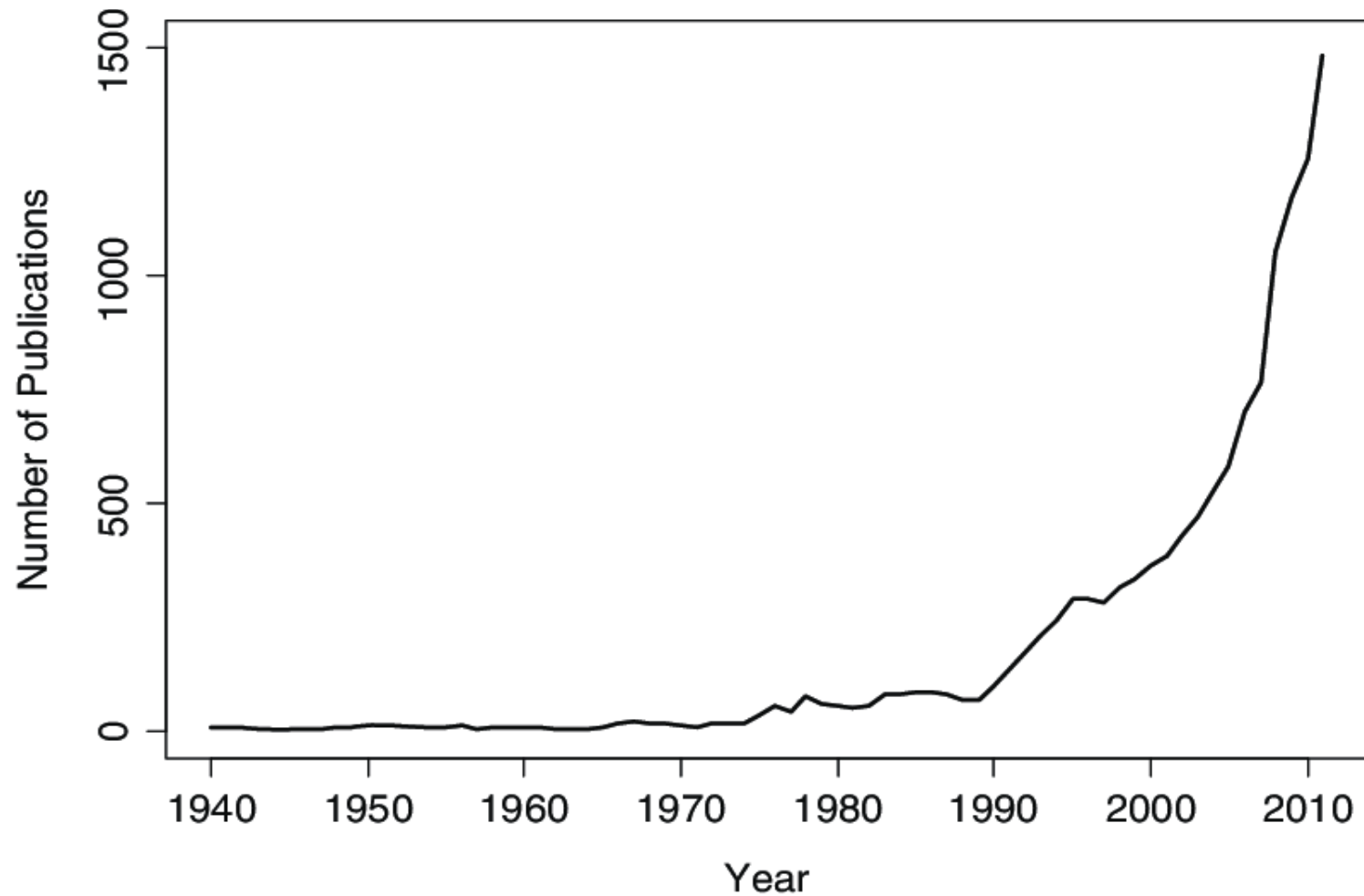


Base: 706 (multiple responses)

NEJM Catalyst ([catalyst.nejm.org](https://catalyst.nejm.org)) © Massachusetts Medical Society

**Why is It Difficult to Execute  
These Recommendations?**

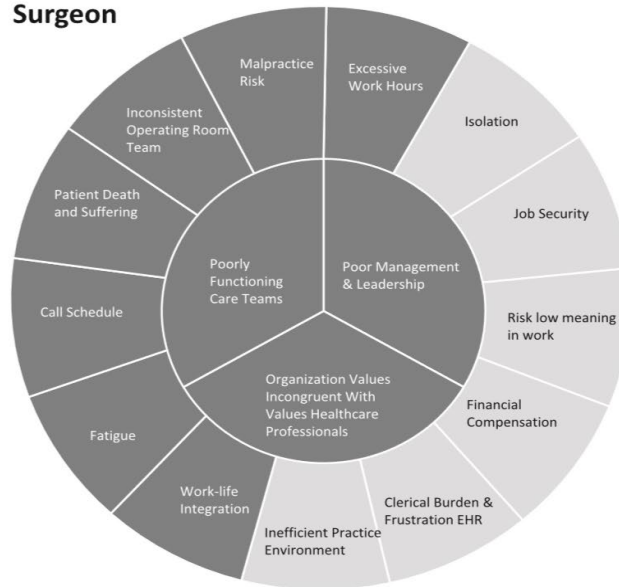
## Burnout and Well-being Evidence Base



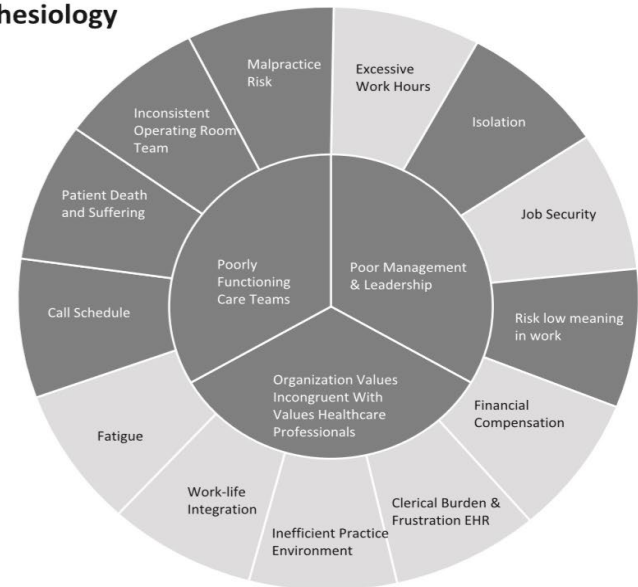




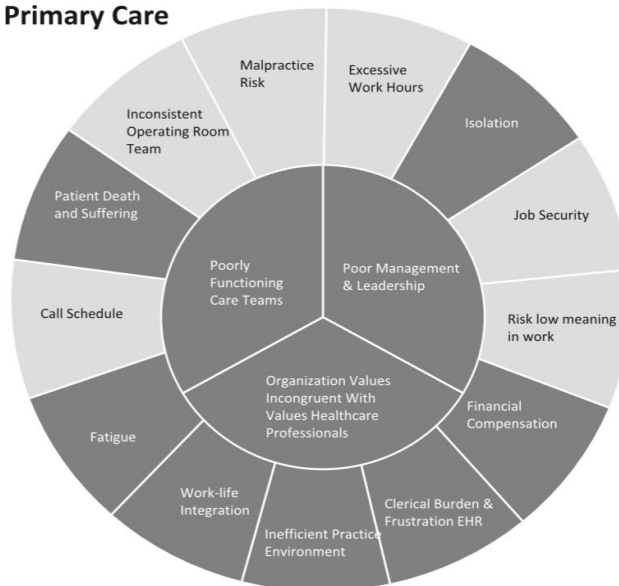
## Surgeon



## Anesthesiology



## Primary Care



## Radiology



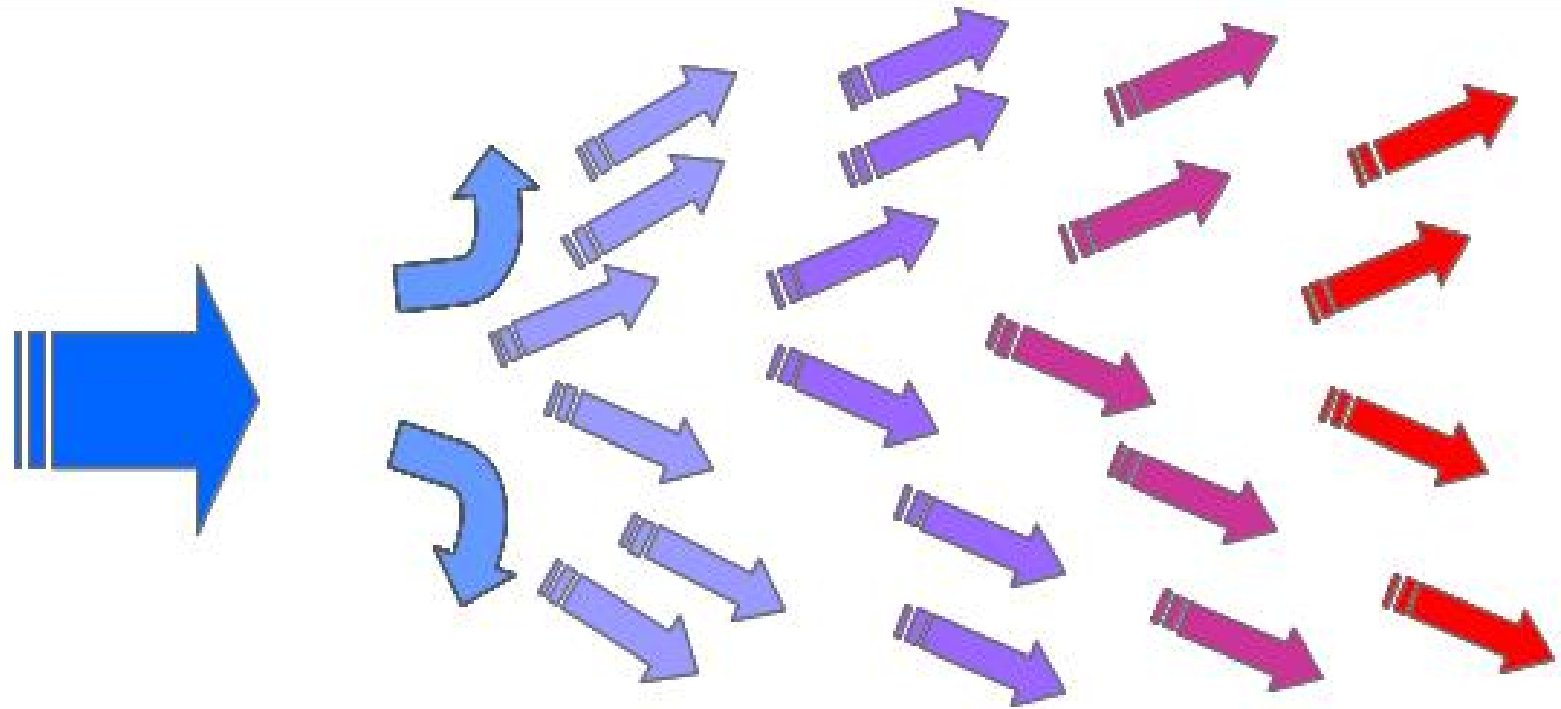








# One Voice and Shared Vocabulary



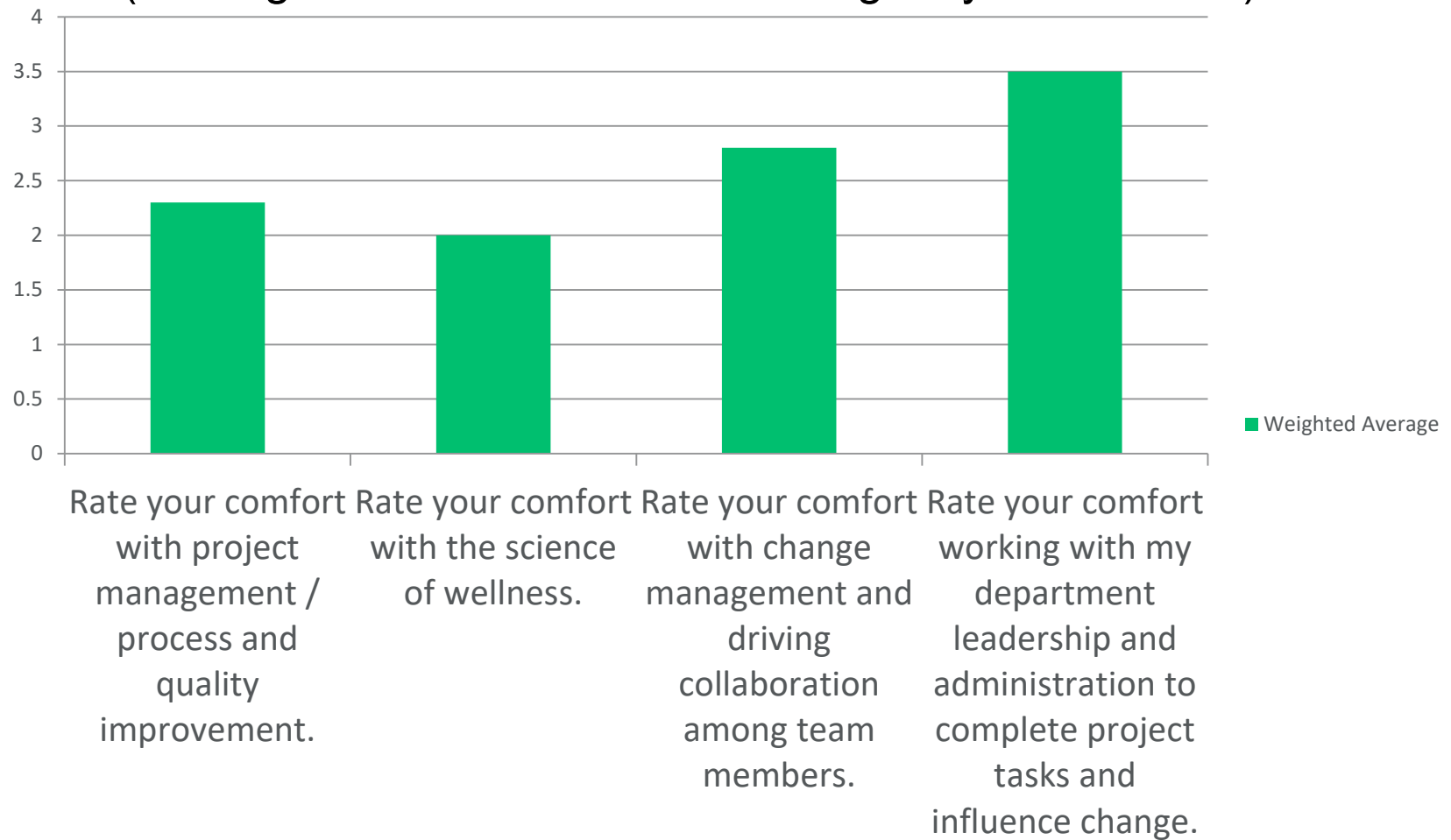
“OK...everybody agrees our change is BLUE”

“Well, a couple of changes won’t set us back too far”

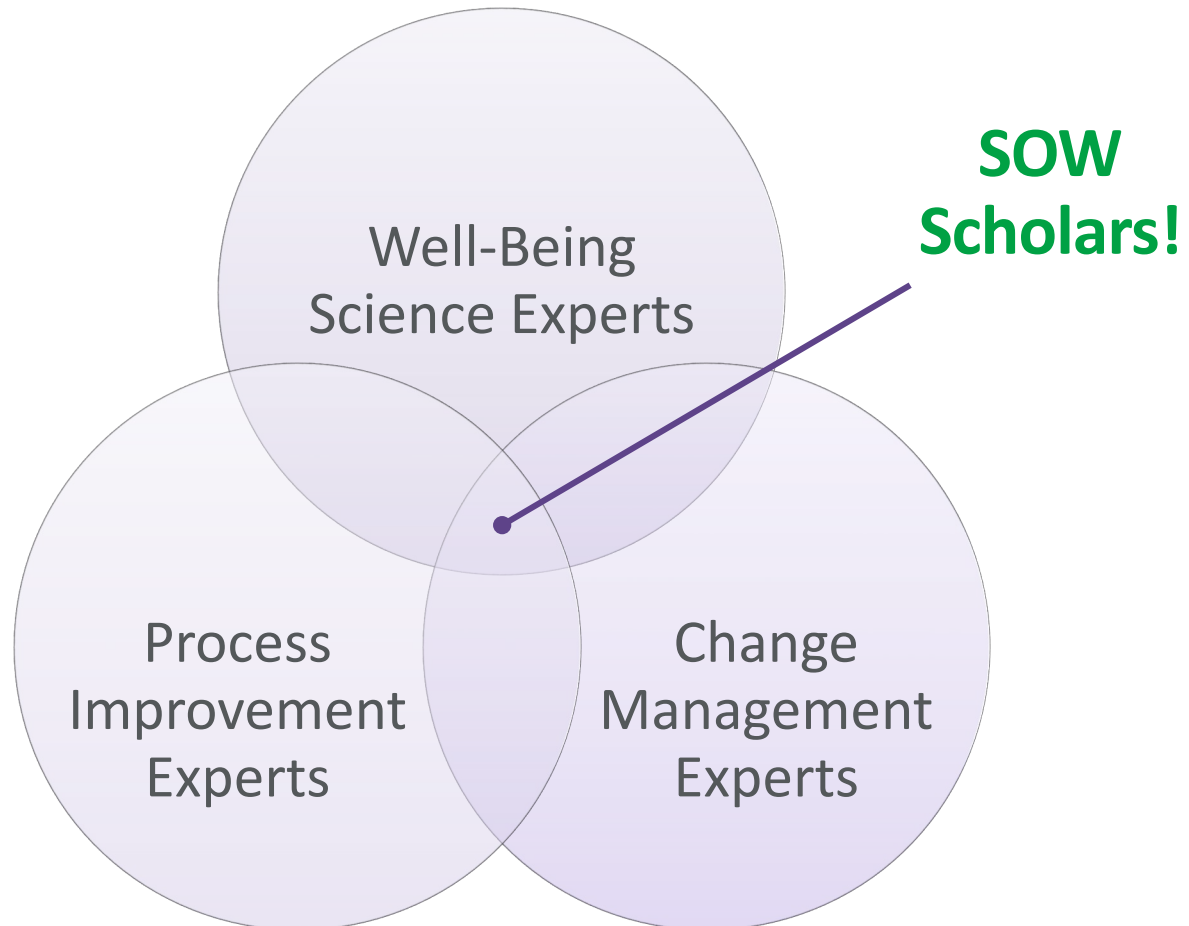
“I know we didn’t agree to it but its interesting to me”

“How did we end up Red?”

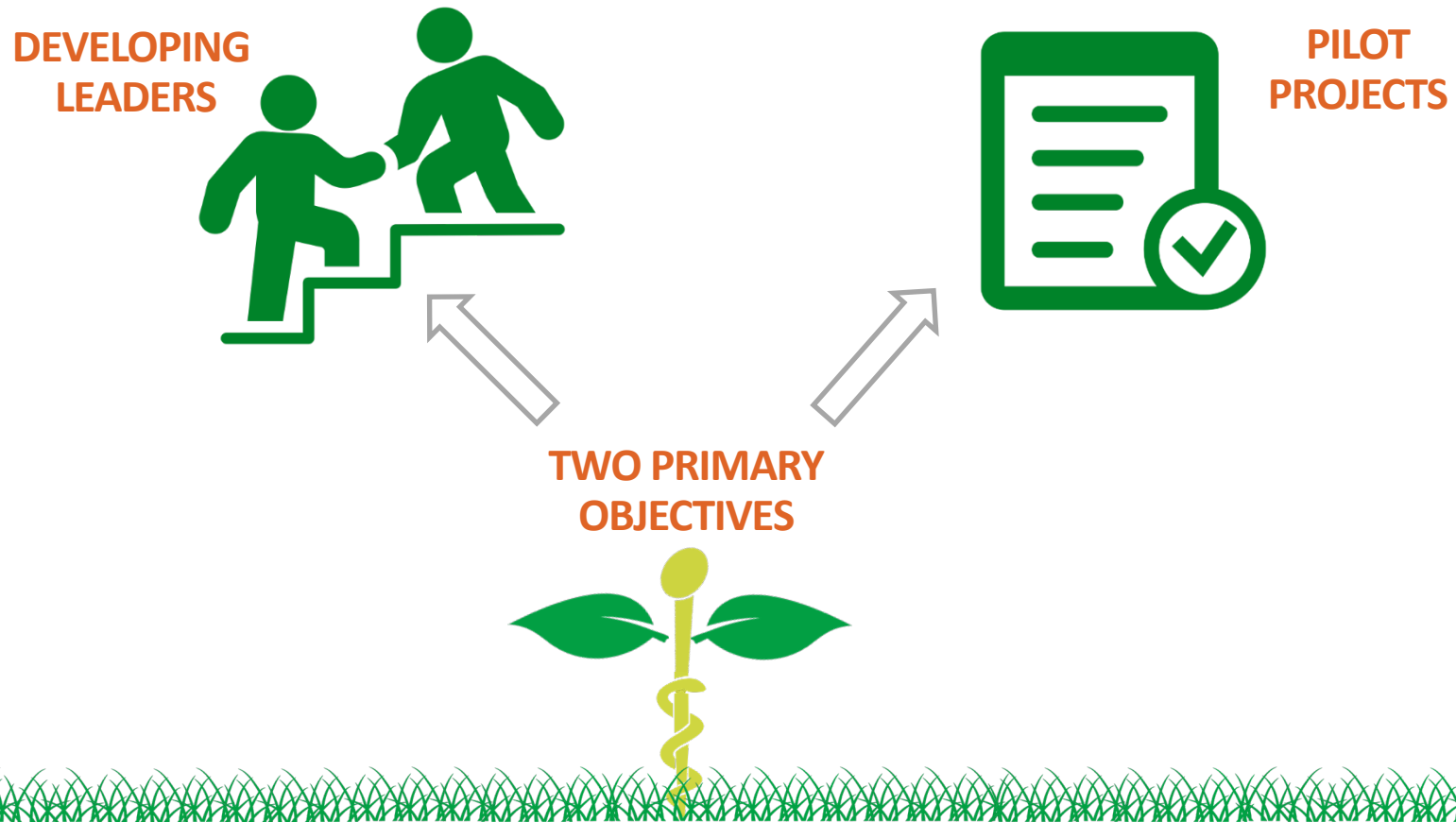
Rate your comfort with the following statements.  
(1 being not comfortable and 5 being very comfortable)



**Scholars of Wellness (SOW) is a *professional development* program with the objective to create a *critical mass of wellness leaders* to drive meaningful change**



# Scholars of Wellness – Core Objectives



# SOW Curriculum Overview



## Program Format

- **Bi-weekly one hour** sessions during working hours
- Participants receive **5% protected** time to attend sessions and lead their wellness project
- Hybrid of process improvement methodology, wellness topics, and group presentations
- Each scholar has a wellness mentor and coach

## Sample Curriculum Topics

- Drivers of burnout
- Wellness assessments
- DMAIC methodology
- Change management
- Peer support and EMR
- Frameworks for diagnosis and consulting

## Program Learning Objectives

- Understand the **individual and organizational** drivers of burnout
- Develop the skills to conduct a needs assessment and become a **wellness advocate** for your team
- Understand **process and operational improvement** approaches to drive change and promote wellness
- Build a **network of wellness** support at NM

## Tools and Templates

- DMAIC Templates
- SOW Participant Expectation Guide
- SOW Coaching Guide
- SOW Curriculum Guide
- SOW Milestones





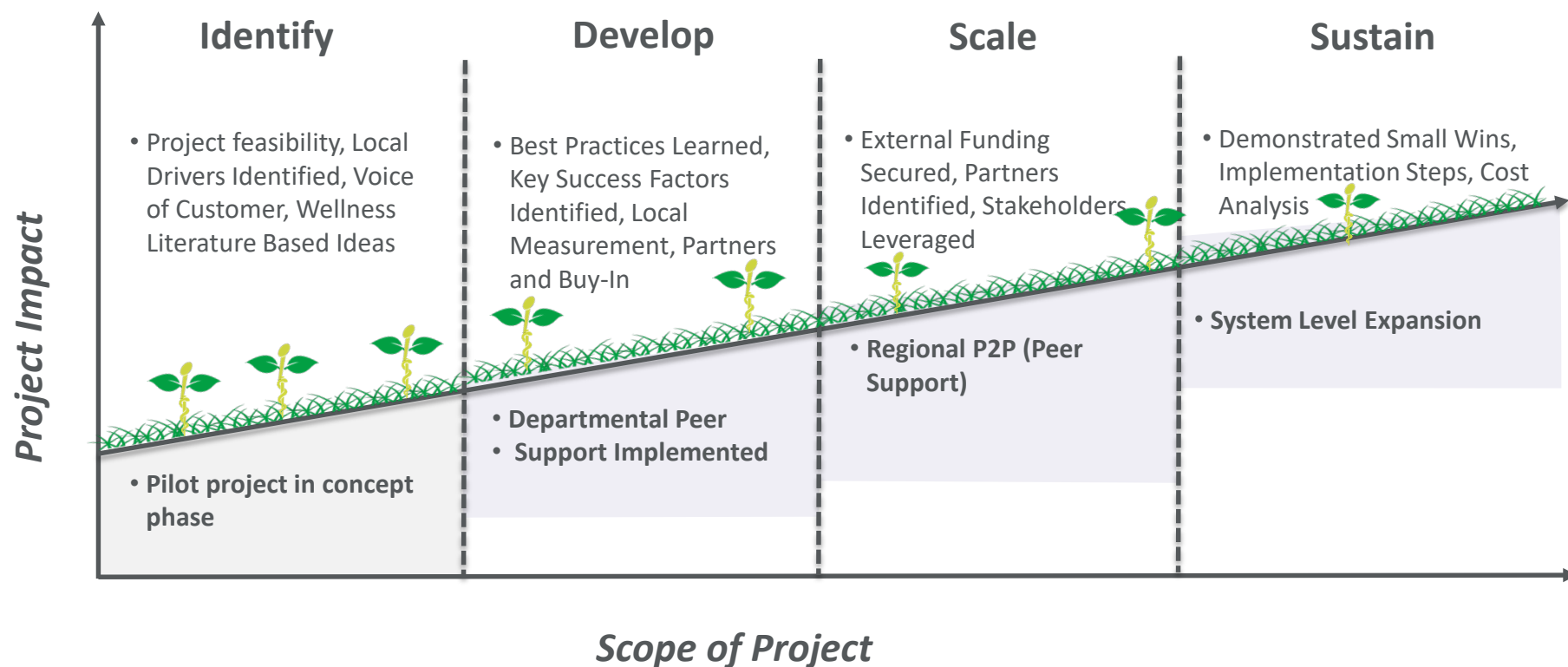
# Scholars of Wellness Participation

**20** Physicians

Participants represent **11**  
DEPARTMENTS



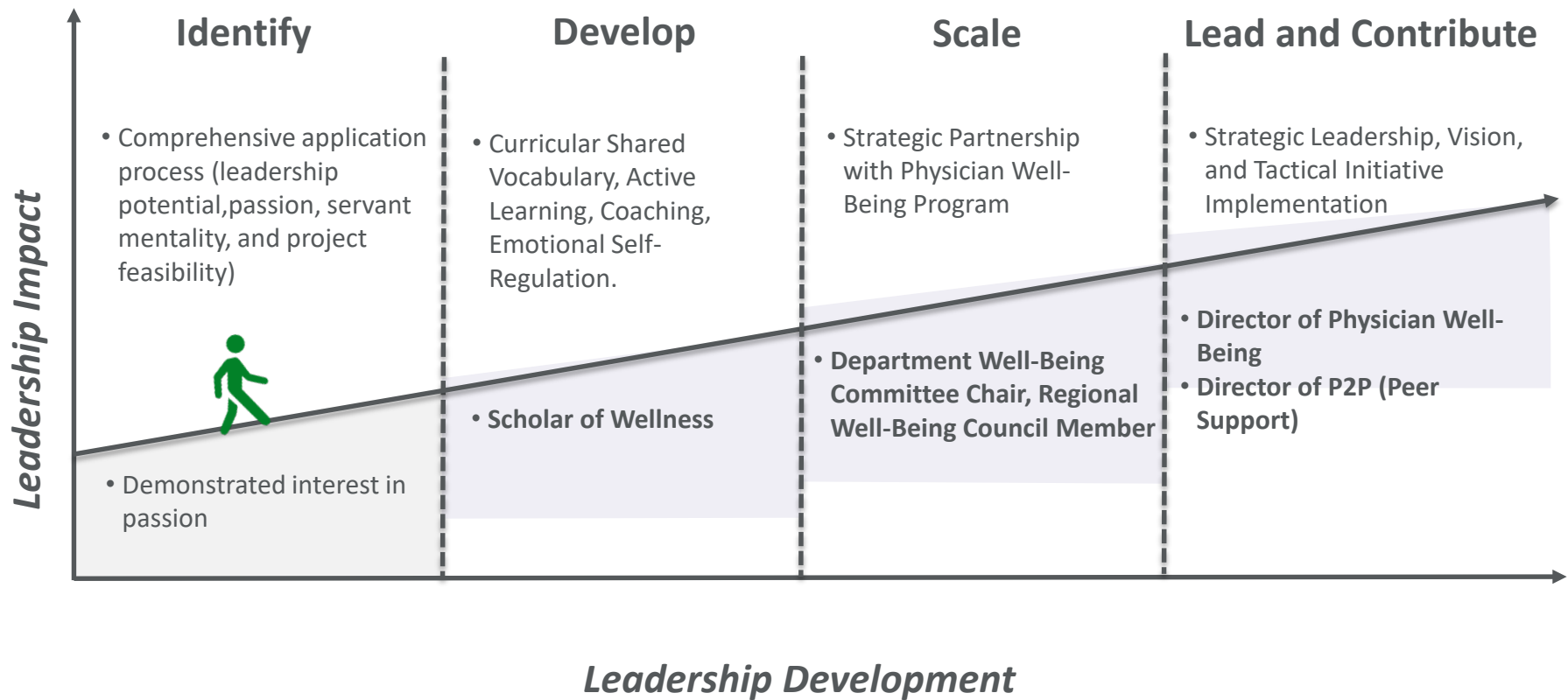
# Pilot Initiatives-Sow and Harvest







# Scholar Leadership Developmental Trajectory



## SOW Quantitative Data



### Pre and Post Knowledge

| Rate your understanding with the following<br>(1 being not knowledgeable at all and 5 being<br>very knowledgeable): | Pre | Post | %<br>Increase |
|---|-----|------|---------------|
| Project management/process and quality<br>improvement   | 3.2 | 4.6  | 44%           |
| The science of wellness   | 3   | 4.4  | 47%           |
| Change management and driving<br>collaboration among team members   | 3.7 | 4.6  | 24%           |
| Using system resources to help lead projects  | 2.9 | 4.3  | 48%           |

# SOW Quantitative Data



## Post-Program Reflection

After participating in SOW...

|   | <i><b>Strongly Disagree</b></i> |    |                        | <i><b>Agree</b></i> | <i><b>Strongly Agree</b></i>   |
|---|---------------------------------|----|------------------------|---------------------|--------------------------------|
| I feel my level of burnout has decreased  | 0%                              | 0% | 40%                    | <b>40%</b>          | <b>20%</b>                     |
| I feel more comfortable working with my department leadership and administration to complete project tasks and influence change | 0%                              | 0% | 0%                     | <b>40%</b>          | <b>60%</b>                     |
| Do you feel more confident in recommending Northwestern as a place to work?   | <i><b>Less confident</b></i>    |    | <i><b>The same</b></i> |                     | <i><b>More confident</b></i>   |
|   | 0%                              | 0% | 30%                    | <b>30%</b>          | <b>40%</b>                     |
| Do you feel more appreciated in your role?  | <i><b>Less appreciated</b></i>  |    | <i><b>The same</b></i> |                     | <i><b>More appreciated</b></i> |
|   | 0%                              | 0% | 40%                    | <b>30%</b>          | <b>30%</b>                     |

## SOW Qualitative Data



“Participation in this program has ***enhanced my own sense of well-being*** by allowing me to be more ***engaged with my health system*** and feel that I can positively impact the work environment for my colleagues.”



“One of the greatest things about this project was normalizing many of the things that we either feel ourselves or hear daily from our colleagues. Realizing that these challenges are not unique to our own practice environment or department and ***most importantly that there are leaders eager to listen and help us collectively try to solve burnout problems was empowering.***”



“My participation in SOW gave me the skills I needed to ***work with my administrative peers toward a common goal.*** I learned how to apply DMAIC tools and ***how to choose and interpret wellness surveys to address burnout.*** I truly enjoyed the ***camaraderie of my peers*** across different specialties during the weekly lunch sessions. The curriculum was rigorous and thorough and I am thrilled to have the materials to refer back to and I look forward to participating in SOW as inaugural class alumni going forward.”

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead

