

# Physicians Wellness – What is the Level of Expertise in Your Organization?

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Full blog post is [At This Link](#)

An important new article about the prevention of physician burnout was just published in JAMA Internal Medicine. It comes with the provocative title of *The Business Case for Investing in Physician Well-being*.

The article is a must read for any physician leader who understands the importance of the Quadruple Aim. I have included a link to the full article at the end of this post. For now, let's focus on a table with in the article that outlines *five levels of Organizational Expertise in Physician Wellbeing*

Here are the levels.

Where does your organization fall in this hierarchy??



Note that well over 50% of healthcare organizations nationwide in the USA are struggling to hit **Level One**. If that is true for you and your employer, don't lose hope. There are proven methods to [leap from Level Zero to Level Five](#) in a short period of time if your senior leadership is willing to support [the Quadruple Aim](#).

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Figure 1:

“Typical Steps in an Organization’s Journey Toward Expertise in Physician Well-being”

From: Tait Shanafelt, MD. et al JAMA Intern Med. 2017;177(12): 1826-1832

## 1) NOVICE

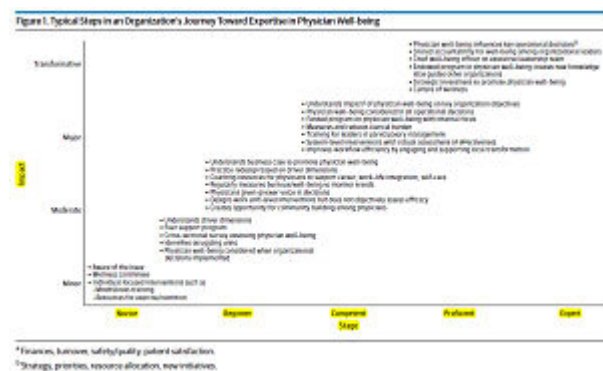
- Aware of the issue
- Wellness committee
- Individual focused interventions such as
  - Mindfulness training
  - Resources for exercise/nutrition

## 2) BEGINNER

- Understand driver dimensions
- Peer support program
- Cross-sectional survey assessing physician well-being
- Identifies struggling units
- Physician wellbeing considered when organizational decisions implemented

## 3) COMPETENT

- Understands business case to promote physician well-being
- Practice redesign based on driver dimensions



- Coaching resources to support career, work-life integration, self-care
- [Regularly measures burnout](#)/well-being to monitor trends [1]
- Physicians given greater voice in decisions
- Designs work unit-level interventions but does not objectively assess efficacy
- Creates opportunity for community building among physicians

#### 4) PROFICIENT

- Understands impact of physician well-being on key organization objectives
  - Finances
  - Turnover
  - Safety/Quality
  - Patient Satisfaction
- Physician wellbeing considered in all operational decisions
- Funded program on physician wellbeing with internal focus
- Measures and reduces clerical burden
- Training for leaders in participatory management
- System-level interventions with robust assessment of effectiveness
- Improves workflow efficiency by engaging and supporting local transformation

#### 5) EXPERT [2]

- Physician well-being influences key operational decisions
  - Strategy
  - Priorities
  - Resource allocation
  - New Initiatives
- Shared accountability for well-being among organizational leaders
- Chief wellbeing officer on executive leadership team [3]
- [Endowed program in physician well-being](#) creates new knowledge that guides other organizations [4] (Only appropriate for Academic Programs)
- Strategic investment to promote physician well-being
- Culture of wellness

#### **Footnotes:**

[1] This is a very controversial point that [deserves additional discussion](#).

[2] Many of these points are aspirational.

[3] I am only aware of one CWO. The lead author of the study from which this table is adapted, Tait Shanafelt MD, was hired into that position by Stanford in 2017.

[4] The only [endowed chair of Physician Wellness](#) I am aware of was created in 2017 at the University of Alabama Birmingham.

#### **FULL ARTICLE REFERENCE AND LINK:**

*The Business Case for Investing in Physician Well-being.*

Tait Shanafelt, MD. et al JAMA Intern Med. 2017;177(12): 1826-1832

<https://jamanetwork.com/journals/jamainternalmedicine/article-abstract/2653912>

When you are ready to discuss a proven blueprint to hard wire the Quadruple Aim into your organization and leap from Level Zero to Level Five in your organizational expertise ...

[USE THIS LINK to download the Quadruple Aim Blueprint FREE White Paper](#) and connect to discuss what is possible for you and your people.

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Questions/Comments/Concerns/Need Help??

[Use this form to contact us directly.](#)



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