2019 AAMC Continuum Connections Joint Meeting

Using Diverse Data Sources: Some Surprising Findings on the Drivers of Resident Wellness

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DISCLOSURES

❖ Ann Dohn, MA – No conflicts of interest to disclose

❖ Nancy Piro, PhD – No conflicts of interest to disclose

❖ Jie Li, PhD – No conflicts of interest to disclose
Learning Objectives

▪ Leverage easily accessible data to investigate and identify the drivers of resident wellness

▪ Analyze the key components driving resident well-being and relate them to psychological theories.

▪ Discuss using the results of the analyses to make programmatic and institutional improvements in resident well-being.
Agenda

- Reflections on Well-Being and GME
  - Maslow, Herzberg & QWL

- Wellness Data Sources
  - ACGME Resident Wellness Survey (2018)
  - ACGME Faculty Wellness Survey (2018)
  - GME Internal Surveys
    - Quantitative
    - Quantitative
    - GME Pulse Survey

- What Drives Wellness?

- What Can We Do?
Back to the Future…

- What can we learn about well-being from
  - Maslow
  - Herzberg
  - Quality of Work Life
Maslow’s Hierarchy of Needs (1943)

- **Physiological Needs**
  - (food, water, housing, sleep)

- **Safety and Security**
  - (Health, Safety)

- **Belonging / Love**
  - (Friendship, Family, Intimacy)

- **Self – Esteem**
  - (Confidence, Achievement)

- **Self-fulfillment Needs**
  - (Creativity, Morality, Spontaneity)

- **Self Actualization**

Abraham Maslow, Psychological Review, 1943
The **two-factor theory** states that there are certain factors in the workplace that cause satisfaction while a separate set of factors cause dissatisfaction, all of which act independently of each other. It was developed by behavioral psychologist Frederick Herzberg (1959).
Quality of Work Life (from the 1970s) is becoming an increasingly popular concept again recently.

Quality of work life is a concept which speaks to the overall focus on staff members as people rather than just the work done by them.

It basically talks about the methods in which an organization can ensure the holistic well-being of staff members instead of just focusing on work-related or training aspects.
Background - Quality of Work Life (QWL)

- Inherent on Quality of Work Life is fact that an individual’s life can’t be compartmentalized and any disturbance on the personal front will affect his/her professional life and vice-versa.

- A good work life balance is also what motivates staff the most to perform well in their training and also spend quality time with the family or outside interests, which is not necessarily synonymous with “Apprentice Model” in residency training…

- Academic training hospitals are starting to increase their focus on well-being and the overall development and work environments of trainees for their motivation and reducing their stress levels without jeopardizing the training programs or patient care.
Quality of Work Life (QWL) – Influenced by...

- **Work life balance**
  - Balanced working hours
  - Time for needed medical appointments
  - Distance between workplace and home

- **Social factors**
  - Social networks in work,
  - Respecting employees
  - Self-esteem feeling in the organization
  - Collegial Atmosphere

- **Economic factors**
  - Salary
  - Housing
  - Distance between Hospital and housing

- **Job (Program)content**
  - Team working
  - Growth Opportunities
  - Good supervision
State of GME today

- We know there is burnout…
- We have a lot of survey data ….
- What lies beyond the data ….
Any Correlations between Surveys on Well-being?

- First we took a look at the data from three recent surveys and analyzed them:
  - 2018 ACGME Resident Survey
  - 2018 ACGME Resident Wellness Survey
  - 2017-18 GME House Staff Survey
2018 ACGME Wellness Survey Questions

Please rate how often you have done or experienced each of the following items in the past 3 weeks:

1. Reflected on how your work helps make the world a better place.
2. Felt the vitality to do your work.
3. Felt supported by your co-workers.
4. Was proud of the work you did.
5. Was eager to come back to work the next day.
6. You felt your basic needs are met.
7. You ate well.
8. You felt connected to your work in a deep sense.
9. Felt the amount of work you were expected to complete in a day was reasonable.
10. Participated in decisions that affected your work.
11. Had an enjoyable interaction with a patient.
12. Knew who to call when something tragic happened at work.
2017-18 GME Housestaff Survey Questions

1. Overall, how satisfied are you with the training you have received in your program?
2. I would recommend my training program here to others.
3. I have an adequate amount of "protected time" to focus on my educational needs.
4. I think my program appropriately balances the need to fulfill service obligations to the hospital with clinical education.
5. My program is organized to meet my educational needs.
6. My overall patient load (the quantity of patients that I see) is appropriate.
7. The variety of patients I see is sufficient for meeting my educational needs.
8. Faculty are successful teachers.
9. Faculty spend sufficient time supervising the residents or fellows in the program.
10. Faculty in my program encourage me to ask questions on a regular basis.
11. Faculty in my program encourage me to be open/honest with them.
12. Have you personally been mistreated in your Stanford residency/fellowship training?
13. Have you had an opportunity to participate in any projects related to Quality Improvement (QI) during your current training at Stanford?
**GME Survey & ACGME Wellness Survey Correlations**

- Many questions correlated with each other on a **significant level**

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<td>.690**</td>
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<td>.586</td>
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Factor Analysis of ACGME Wellness Survey

- Factor analysis revealed two factors:

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<td>WellnessSurvey_3</td>
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<td>WellnessSurvey_4</td>
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<td>WellnessSurvey_12</td>
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Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.
Education related questions on the GME Survey are significantly correlated to the ACGME Wellness Factor 1 (Positive Learning Environment)

Patient load and whether or not residents would recommend the program on the GME Survey are significantly correlated to the ACGME Wellness Factor 2 (Positive Patient Encounters and Support)

<table>
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<th>GME Survey Question</th>
<th>WellnessSurvey_Factor1</th>
<th>WellnessSurvey_Factor2</th>
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<td>Overall, how satisfied are you with the training you have received in your program?</td>
<td>0.361</td>
<td>0.092</td>
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<td>I would recommend my training program here to others.</td>
<td>0.118</td>
<td>0.701</td>
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<td>I have an adequate amount of &quot;protected time&quot; to focus on my educational needs.</td>
<td>0.037**</td>
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<tr>
<td>I think my program appropriately balances the need to fulfill service obligations to</td>
<td>0.619**</td>
<td>0.411</td>
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<td>the hospital with clinical education.</td>
<td>0.004</td>
<td>0.072</td>
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<tr>
<td>My program is organized to meet my educational needs.</td>
<td>0.335**</td>
<td>0.388</td>
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<tr>
<td>My overall patient load (the quantity of patients that I see) is appropriate.</td>
<td>0.003</td>
<td>0.091</td>
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<tr>
<td>The variety of patients I see is sufficient for meeting my educational needs.</td>
<td>0.529</td>
<td>0.280</td>
</tr>
<tr>
<td>Faculty are successful teachers.</td>
<td>0.016</td>
<td>0.232</td>
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<tr>
<td>Faculty spend sufficient time supervising the residents or fellows in the program.</td>
<td>0.901**</td>
<td>0.881**</td>
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<td>Faculty in my program encourage me to ask questions on a regular basis.</td>
<td>0.005</td>
<td>0.001</td>
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<tr>
<td>Faculty in my program encourage me to be open/honest with them.</td>
<td>0.529</td>
<td>0.161</td>
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<td>Have you personally been mistreated in your Stanford residency/fellowship training?</td>
<td>0.016</td>
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<td>Have you had an opportunity to participate in any projects related to Quality</td>
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<td>Improvement (QI) during your current training at Stanford?</td>
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Many ACGME Survey questions correlated with each other on a significant level.

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Results from Analyses of Well-being Surveys

With respect to the GME House Staff and ACGME Resident Wellness Surveys:

- Education quality correlates significantly with a **positive learning environment**.
- Willingness to recommend their programs and clinical volumes correlate significantly with **positive patient encounters and resident support**.
How true do you feel the following statements are about you at work during the past two weeks?

- My work is meaningful to me.
- I feel happy at work.
- I feel worthwhile at work.
- My work is satisfying to me.
- I feel in control when dealing with difficult problems at work.
- I’m contributing professionally (e.g. patient care, teaching, research, and leadership) in the ways I value most.

To what degree have you experienced the following during the past two weeks?

- A sense of dread when I think about work I have to do
- Physically exhausted at work.
- Lacking in enthusiasm at work.
- Emotionally exhausted at work.
During the past two weeks my job has contributed to me feeling …

- Less empathetic with my patients
- Less empathetic with my colleagues.
- Less sensitive to others’ feelings/emotions.
- Less interested in talking with my patients.

How often have you experienced the following during the past two weeks?

- I was less compassionate with myself than I was with others.
- I put off taking care of my own health due to time pressure.
- When I made a mistake, I felt more self-condemnation than self-encouragement to learn from the experience.
- Taking care of my needs seemed incompatible with taking care of my patients’ needs.

My peers at work…

- Listen empathetically when I talk about work-related stress.
- Lift me up when I'm having a difficult day.
- Help me find solutions to work problems.
- Pitch in when I need help with my work.
How true do you feel the following statements are about you at work during the past two weeks?

- My work is meaningful to me: 73% (Extremely), 18% (A lot), 9% (Very little)
- I feel happy at work: 53% (Extremely), 30% (A lot), 17% (Moderately), 17% (Very little)
- I feel worthwhile at work: 57% (Extremely), 26% (A lot), 17% (Moderately), 12% (Very little)
- My work is satisfying to me: 64% (Extremely), 25% (A lot), 25% (Moderately), 12% (Very little)
- I feel in control when dealing with difficult problems at work: 40% (Extremely), 33% (A lot), 27% (Moderately), 21% (Very little)
- I'm contributing professionally (e.g. patient care, teaching, research, and leadership) in the ways I value most: 54% (Extremely), 25% (A lot), 21% (Moderately), 21% (Very little)
To what degree have you experienced the following during the past two weeks?

- A sense of dread when I think about work I have to do: 56% extremely, 28% a lot, 16% moderately, 23% very little, 34% not at all.
- Physically exhausted at work: 43% extremely, 34% a lot, 28% moderately, 11% very little, 29% not at all.
- Lacking in enthusiasm at work: 61% extremely, 28% a lot, 11% moderately, 28% very little, 56% not at all.
During the past few weeks my job has contributed to me feeling…

- Less empathetic with my patients: 75% Not at all, 18% Moderately, 7% Extremely
- Less empathetic with my colleagues: 76% Not at all, 18% Moderately, 6% Extremely
- Less sensitive to others feelings/emotions: 77% Not at all, 17% Moderately, 6% Extremely
- Less interested in talking with my patients: 71% Not at all, 20% Moderately, 9% Extremely
My peers at work…

- Listen empathetically when I talk about work-related stress: 71%
- Lift me up when I’m having a difficult day: 74%
- Help me find solutions to work problems: 72%
- Pitch in when I need help with my work: 73%

**Legend:**
- Red: Not at all
- Orange: Very little
- Yellow: Moderately
- Green: A lot
- Brown: Extremely

*Stanford Health Care*
How often have you experienced the following during the past two weeks?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Extremely</th>
<th>A lot</th>
<th>Moderately</th>
<th>Very little</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was less compassionate with myself than I was with others.</td>
<td>28%</td>
<td></td>
<td>35%</td>
<td>37%</td>
<td></td>
</tr>
<tr>
<td>I put off taking care of my own health due to time pressure.</td>
<td>49%</td>
<td></td>
<td>27%</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>When I made a mistake, I felt more self-condemnation than self-encouragement to learn from the experience.</td>
<td>35%</td>
<td></td>
<td>29%</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Taking care of my needs seemed incompatible with taking care of my patient's needs.</td>
<td>29%</td>
<td></td>
<td>31%</td>
<td>40%</td>
<td></td>
</tr>
</tbody>
</table>

Stanford HEALTH CARE
What does this tell us?

▪ Education quality correlates significantly with positive learning environment.

▪ Willingness to recommend their programs and clinical volumes correlate significantly with positive patient encounters and resident support.

▪ Residents perceive strong peer support.

▪ Residents are hardest on themselves.
  ▪ They put off taking care of their own health due to time pressure…
  ▪ They take care of patient needs before their own…
Does this give us enough information to drive change?
Quick Resident Pulse Survey

- One Question
- One Week
- 288 responses (21%)
- Anonymous
- Comments –
  - Qualitative Analysis

Single Question:

“What one change in your life or training program would make the biggest improvement in your well-being?”
Qualitative Responses – Major Drivers

Pulse Question – Major Well-Being Drivers

- Scheduling-Predictability/Free Time: 44%
- Finance/Economics/Housing/Childcare: 35%
- Program Quality: 13%
- Recognition, Engagement, Belonging: 4%
- Other: 4%
Qualitative Analysis – Categories of Pulse Responses

- **Schedule**
  - Predictability
  - Allowing for time off for self-care
  - Sleep
  - More free/family time

- **Economics**
  - Better Pay
  - Affordable Housing, Loans, Childcare
  - Food

- **Program Quality**
  - Quality of Supervision
  - Career Support

- **Recognition**
  - Acknowledgment
  - Advocacy
  - Engagement
Does this sound familiar?

Quality of Work Life (QWL) – Influenced by…

- **Work life balance**
  - Balanced working hours
  - Time for needed medical appointments
  - Distance between workplace and home

- **Social factors**
  - Social networks in work,
  - Respecting employees
  - Self-esteem feeling in the organization
  - Collegial Atmosphere

- **Economic factors**
  - Salary
  - Housing
  - Distance between Hospital and housing

- **Job (Program)content**
  - Team working
  - Growth Opportunities
  - Good supervision
SWOT Analysis

Strengths

Weaknesses

Opportunities

Threats

SWOT
Focus on what we can fix...

**Threats**

Economics
High Cost of Living
Lack of Affordable Child Care

**Weaknesses**

Predictable Schedules / Time for Personal Care
On Call Food / Parking
“THANK YOU FOR ASKING THIS QUESTION! I've asked other residents this question as well. And you know what? The answers surprised me! I thought they would ask for a lot of money and restructuring certain things but actually they were very simple and low cost requests.”

Anonymous Resident Pulse Survey Response
Addressing the Internal Weaknesses

- Scheduling
- Time for Personal Care
- Food
- Parking
Addressing the Weaknesses

Scheduling

- Advanced notice on schedules
- Using APPs to free residents - staggered shifts
- Addressing the impact of Home Call
- Ensure timely sign out periods
Addressing the Weaknesses

- Promoting maintenance days (to go to doctor, dentist, get smog check, etc)
- Encouraging Well-being Activities
- Communicating Institutional Policies – 20 Personal Time Off Days per Year
- Addressing overall work hours

Time for Personal Care
Addressing the Weaknesses

- Meal money on paychecks – vs meal cards
- Providing healthier food options Special diets
- After hours food
- Affiliate food and conference food
Addressing the Weaknesses

- Free
- Closer
- Easier
- Reserved
Listen to your residents... Work with your Resident Representatives

- Start with actionable items from all sources

- Publicize your efforts
  - Emails – Residents, Program Directors, & Coordinators
  - Posting in your RMS
  - Town Halls
Better Communication Needed

What residents told us they want …

- No food deductions on pay checks / Want Cafeteria Meal Cards
- Free Stanford Gym memberships for residents
- More money for housing

What they are already getting…

- We did this 5 years ago, responding to our residents. SHC provides meal money on paychecks.
- 4 years ago Stanford School of Medicine provided free Stanford Gym Memberships
- For the past 2 years residents have been receiving $7200 yearly housing supplement
A surprising serendipitous finding…
THANK YOU
Questions

Thanks to our fellow GME Team Members Jie Li, PhD, Nancy B. Ruddy, PhD and Trey Huynh-Ngo, MBA for their significant contributions to this presentation!

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