

Title: Reenergizing Physicians Through Comradery

Author: Ryan Elizabeth Offer, MD, Associate Professor of Clinical OB/GYN; Generalist Division Director

Organization/Department: Drexel University Physicians Subcommittee on Provider Satisfaction Retention and Wellbeing; Department of Obstetrics and Gynecology

Category: Clinical

Background: The implementation of the Triple Aim by the Institute of Healthcare Improvement has altered the work lives of physicians, with some negative consequences, reflected in the rise of physician dissatisfaction. The term “quadruple aim” has been coined, which incorporates the wellbeing and satisfaction of the physician. This is essential for the success of the Triple AIM. A survey of the Drexel University Physicians (DUP) revealed that the Drexel physicians and mid-level providers are not immune to this dissatisfaction.

Objectives: To Develop a way to afford Drexel University Physicians and providers the time to step away from the “never-ending” tasks, bring them together across departments to better foster a sense of community and comradery, resulting in physicians and providers who are reenergized and eager to care for their patients.

Approach: Organize events in which the physicians and mid-level providers of the DUP are given the time to attend. The first event was set up to build new relationships with colleagues, strengthen the sense of community and share areas of expertise available within DUP. Given the complex schedules, a date was chosen 6 months in advance to allow for schedules to be blocked. We enlisted the help of many to coordinate this event, including Barbara Boston, DUP COO; departmental chairs; Tony Esposito, Drexel CFO; Janet Kim DUP Executive Assistant; Danielle Zimmerman Marketing and Events Specialist, and Nancy Spector, Associate Dean of Faculty Development and the members of the subcommittee.

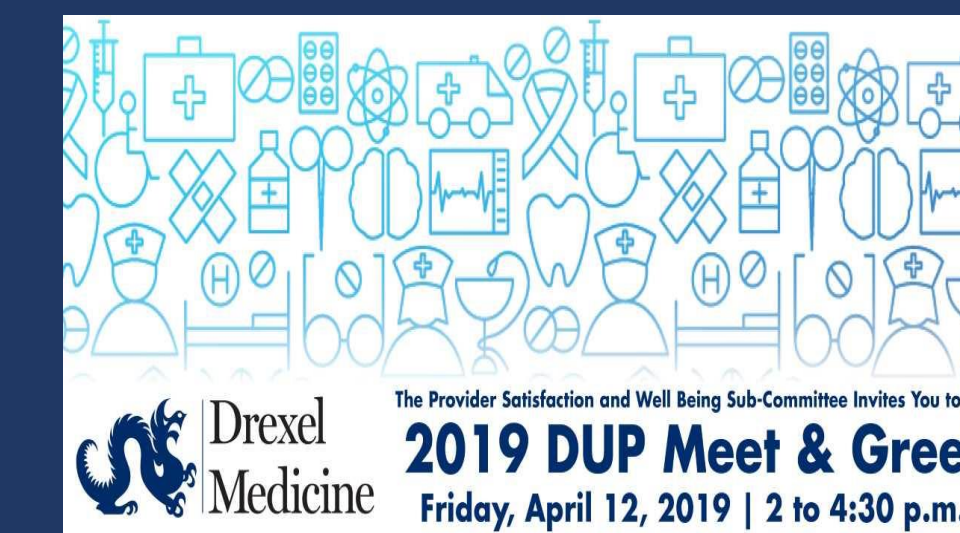
Outcome: The afternoon of April 12, 2019 a Meet and Greet at Moore College was held for DUP physicians and providers. During the event physicians and mid-level providers came to together from the various DUP departments. Food was served, the afternoon was broken up into a few ice breaker activities: puzzle game, round robin and free time to mingle. The feedback from the participants was overwhelmingly positive, with request for similar events in the future.

Discussion: For the people who attended, there was a positive attitude towards stepping away and coming together. We did not have a large percentage of the DUP in total, although we had representation from most departments. There were competing events, such as national conferences. However probably most significant was what happened a few days before the Meet and Greet. The CEO of Hahnemann University hospital, Drexel’s hospital partner announced a potential closure. This disruptive information may have influenced our attendance and the perception of the event. However, for those who attended, whose job satisfaction certainly was be affected by the events the week prior, our event afforded them the opportunity to see the great people around them and offer some encouragement during a rocky period of transition. We hope in the future to have more events that will continue to bring the DUP together and energize them.

Reenergizing Physicians Through Comradery

Ryan Elizabeth Offer, MD Drexel University Department of Obstetrics and Gynecology

Collaborators/Mentors: Barbara Boston, Janet Kim, Danielle Zimmerman, Nancy Spector, Owen Montgomery, DUP Provider Satisfaction and Well Being Committee Members, "First Responders" Dragon Learning Circle



Abstract

Title: Reenergizing Physicians Through Comradery

Author: Ryan Elizabeth Offer, MD, Associate Professor of Clinical OB/GYN; Generalist Division Director

Organization/Department: Drexel University Physicians Subcommittee on Provider Satisfaction and Wellbeing; Department of Obstetrics and Gynecology

Category: Clinical

Background: The implementation of the Triple Aim by the Institute of Healthcare Improvement has altered the work lives of physicians, with some negative consequences, reflected in the rise of physician dissatisfaction. The term "quadruple aim" has been coined, which incorporates the wellbeing and satisfaction of the physician. This is essential for the success of the Triple AIM. A survey of the Drexel University Physicians (DUP) revealed that the Drexel physicians and mid-level providers are not immune to this dissatisfaction.

Objectives: To Develop a way to afford Drexel University Physicians and mid-level providers the time to step away from the "never-ending" tasks, bring them together across departments to foster a sense of community and comradery; resulting in physicians and providers who are reenergized and eager to care for their patients.

Approach: Organize events in which the physicians and mid-level providers of the DUP are given the time to attend. The first event was set up to build new relationships with colleagues, strengthen the sense of community and share areas of expertise available within the DUP. Given the complex schedules, a date was chosen 6 months in advance to allow for schedules to be blocked. We enlisted the help of many to coordinate this event, including Barbara Boston, DUP COO; departmental chairs; Tony Esposito, Drexel CFO; Janet Kim DUP Executive Assistant; Danielle Zimmerman Marketing and Events Specialist, and Nancy Spector, Associate Dean of Faculty Development and the members of the subcommittee.

Outcome: The afternoon of April 12, 2019 a Meet and Greet at Moore College was held for DUP physicians and mid-level providers. During the event physicians and mid-level providers came to together from the various DUP departments. Food was served, the afternoon was broken up into a few ice breaker activities: puzzle game, circle activity and free time to mingle. The feedback from the participants was positive, with request for similar events in the future.

Discussion: For the people who attended, there was a positive attitude towards taking time to step away and coming together. Although we did not have the majority of the DUP providers, we had representation from all departments. There were competing events and external issues that contributed to the attendance. We hope in the future to have more events that will continue to bring the DUP together and foster comradery.

Background and Significance

The introduction of the Triple Aim by the Institute of Healthcare Improvement (IHI) in 2007, has altered the work lives of physicians, with some negative consequences, reflected in the rise of physician dissatisfaction. The term "quadruple aim" has been coined, which incorporates the wellbeing and satisfaction of the physician. Physician satisfaction is essential for the success of the Triple AIM. A survey of the Drexel University Physicians (DUP) in 2017, conducted by the Provider Satisfaction and Well Being Committee, revealed that the Drexel physicians and mid-level providers are not immune to this dissatisfaction. This dissatisfaction stems from the external work environment, lack of communication, and administrative burdens.

To complete this project I need to work across departments and with senior administration. I will enhance my communication and negotiations skills as I work to motivate and get backing from the DUP. It will encourage me to work on my public speaking in front of colleagues and Drexel's leaders.

The aim of this project is to improve the satisfaction of physicians and mid-levels, which will help in retaining our DUP providers, thus supporting our clinical mission to provide excellent patient care.

Goal

To improve physician and mid-level provider satisfaction, which will have a positive effect on the stability of the DUP professional staff and on the quality of patient care.

Objectives

The objective is to develop a way to give Drexel University Physicians and mid-level providers the time to step away from the "never-ending" tasks to bring them together across departments, in order to foster a sense of community and comradery. Thus resulting in providers who are reenergized and eager to care for their patients. The inaugural event was accomplished during the Launch Fellowship. Long term goals will be to continue with activities that bring the providers together with a goal of biannual events.



Methods and Approach

Utilizing the feedback from the 2017 DUP Provider Satisfaction Survey and through the help of the subcommittee I chair, we developed the idea to have a faculty meet and greet. A date was chosen 6 months in advance. Support of the department chairs was solicited and received via emails and presentation at the DUP board meeting. The providers' schedules were blocked to allow for attendance. A list of all DUP faculty and their specialties was compiled. Electronic invites were sent out weekly, 8x11 flyers were placed in all DUP departments. Monthly meetings were held to monitor our progress. Location venues were investigated for a place that would be socially and financially suitable for our event. Financial support was obtained from the backing of Drexel's CFO. The structure of the event was developed with the input from the subcommittee, Faculty Affairs and marketing. A post event survey was developed and distributed. Jobs were assigned to help with set up and during the event. Data from the event was compiled. A notice on the success of the event will be submitted to the Drexel Monitor.

Short Term and Long Term Outcomes

Successful completion of the Drexel University Physician Meet and Greet April 12, 2019 at Moore College, Philadelphia, PA. The afternoon included appetizers, puzzle activity, circle ice breaker and open mingling. A paper survey was collected after the event to assess participants perception of the event and desire for future events. Next event to be held October 11, 2019, tentatively. Long term goal is a bi-annual event for the physicians and mid-level providers.

Challenges

Compilation of the list of DUP providers, was difficult to obtain. Ultimately the information was pulled from Allscripts, our EMR. The EMR user list was manually reviewed to confirm we captured the physicians and mid-level providers. Distribution of invites and dissemination of the information does not always get seen by the invited guest. The most challenging was the acute hospital instability that arose just a week before our event. The hospital CEO publicly announced our hospital will be closed the end of June. In order to prepare, I had a last-minute meeting with the COO and chair of the DUP to discuss how to address this issue. The original goal of the event was to be a positive opportunity but with events surrounding the hospital we were prepared to let the participants vent and commiserate as they saw necessary. I welcomed the room and during that welcome addressed the trying times that we are currently all in. Despite the unrest, the gathering was a positive experience for the group.

Evaluation and Assessment Strategies

The establishment of a bi-annual event for the physicians and mid-level providers. Long term goal is to compare faculty retention before and after the project was started.

Discussion and Impact

When planning the event, we opted to not make it mandatory. Adding one more mandatory activity may have been perceived as another "to do". The date was chosen to coincide with DUP Staff grand rounds, to minimize disruption to clinical hours and its financial impact. It was important that as many physician and mid-levels were provided the time to attend the event and that the event be near the center city location. Of note, there was not a complete contact list for all the clinical members of the DUP. Dissemination of the invite was through email, which has limitations, secondary to email overload. A future goal would be to have a singular location for providers to access information and for information to be disseminated.

For the people who attended, there was a positive attitude towards stepping away and coming together. A large percentage of the DUP did not attend, although we had representation from all the departments. There were competing events, such as national conferences. However probably most significant was what happened a few days before the Meet and Greet. The CEO of Hahnemann University hospital, Drexel's hospital partner announced a potential closure. This disruptive information may have influenced our attendance and the perception of the event. However, for those who attended, whose job satisfaction certainly was affected by the events the week prior, our event afforded them the opportunity to see the great people around them and offer some encouragement during a rocky period of transition. We hope in the future to have more events that will continue to bring the DUP together and energize them.

References

- Berwick DM, Nolan TW, Whittington J. *The Triple Aim: care, health, and cost.* *Health Aff (Millwood).* 2008;27(3):759-769
- Bodenheimer T, Sinsky C. From triple to quadruple aim: care of the patient requires care of the provider. *Ann Fam Med.* 2014;12(6):573-576. doi:10.1370/afm.1713
- Medscape National Physician Burnout & Depression Report 2018 Carol Peckham, January 17, 2018
- Emory News Letter: Physician burnout: How to heal the healers? By Patrick Adams and Mary Loftus *Emory Medicine* | March 6, 2018

Results

Invited	RSVP	Attended	RSVP NSH	Attended w/o RSVP
210	63	47	27	11

Post- Survey: 37/47 responded.
 67.5 % were extremely satisfied with the overall event.
 75 % Strongly agreed the event made them feel closer to Drexel colleagues.
 "Activity enjoyed the most": Mingling (46%) Circle Ice Breaker (38%)
 Puzzle (8%) Circle Ice Breaker and Mingling (8%)