MOVING THE NEEDLE IN COMPLEX SYSTEMS

Lotte Dyrbye, MD MHPE, Professor of Medicine & Medical Education, Mayo Clinic

BACKGROUND

- ↑ odds 1.25-2.2x
- >250,000 Deaths/yr medical error
- >17,000 Malpractice claims/yr
- ~7% Turnover/yr of MDs
- 16-20% MDs at Mayo work <1.0
- 13-20% MDs substance use disorder
- 6.5% MDs suicidal ideation in last year

There is growing evidence and collective understanding that optimizing professional well-being of physicians is good for patients, society, and healthcare centers.

Continuing to innovate, lead, and transform health care on behalf of patients hinges on our staff’s ability to think boldly, be creative and agile, and deliver an unparalleled experience – all of which are threatened by unmitigated work stress & burnout.

TAKE HOME
Enhancing physician professional fulfillment, joy, and engagement to set the standard for the physician experience in health care is possible & takes:

- Sustained commitment
- Leadership
- Resources

LEADING CHANGE WITH NEW CAPABILITIES

Physicians’ ratings of their immediate supervisor’s leadership qualities predict their burnout and satisfaction two years later.

Outcomes:
- ↓ Burnout
- ↑ Leadership self-efficacy
- ↑ Goal attainment
- 100% recommend

DATA DRIVEN INNOVATION AND CHANGE

- 17 work units, 583 MDs, 3 sites
- Resulting initiatives:
  - Teamwork
  - Orders, handles, enhanced nurse & pharmacy roles, in-person, EHR
  - Flexibility
  - Vacation scheduling
  - Barriers to care
    - MN Board Medical Practice
    - Partnership w/ HR

DATA WAYS TO BETTER WELL-BEING

- Measure impact
- Local change
- Tactics & support

LEVERAGING NEW DIGITAL CAPABILITIES TO IMPROVE PATIENT & STAFF EXPERIENCE

- Proactively identify subgroups at risk for excessive work-related stress
- Identify tool configurations and practice models that objectively represent as our best practice models to amplify
- Identify targets for interventions

SHARE BEST-IN-CLASS APPROACHES

- 160,000 users
- 453,000 users @ Mayo
- 91 countries
- 720 hours/week & organizations
- $1,600,000 royalties to Mayo