

2019 Physician Wellness Survey Results

SAN DIEGO COUNTY



**WELL PHYSICIAN
CALIFORNIA**

2019 Physician Wellness Survey Results

Levels of physician burnout are reaching epidemic proportions in the United States, with deep repercussions for the nation's health care delivery system. The California Medical Association has collaborated with Stanford Chief Wellness Officer Tait Shanafelt, M.D., and his colleague at the Stanford WellMD Center, Mickey Trockel, M.D., Ph.D., to develop the country's most comprehensive program to increase physician wellness – Well Physician California™.

Physician wellness and professional satisfaction are issues that personally impact physicians but also have broader implications. Organizations suffer when physician burnout erodes quality of care, increases turnover rates, and negatively impacts patient safety and patient satisfaction.

To facilitate organizational efforts to improve physician well-being, Well Physician California™ recently launched its inaugural physician wellness survey in San Diego County. The county-level results are presented on the following pages.

Medical groups that are interested in participating in the survey can contact Well Physician California™ at (800) 786-4262 for more information.

HOW TO USE THIS REPORT

This report provides information about professional fulfillment and symptoms of burnout among physicians in San Diego county. The survey consisted of validated instruments tailored for physicians that measure key aspects related to physician wellness, including specific drivers of professional fulfillment and burnout:

- ✦ Physician task load
- ✦ Organizational leadership
- ✦ Self-valuation
- ✦ Sleep-related impairment
- ✦ Personal relationships

The results also reveal how the physicians of San Diego compare with benchmark data.

This report is based on the findings from the Well Physician California™ 2019 Physician Wellness Survey completed from May 7, 2019, through June 18, 2019.

Approximately 1,500 San Diego physicians confidentially participated in the survey, representing 24% of those invited from a wide range of practice environments and specialties.

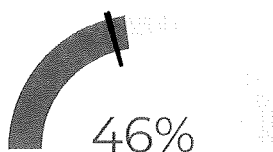
Outcomes

PROFESSIONAL FULFILLMENT AND BURNOUT

Professional fulfillment is defined as happiness, meaningfulness, self-worth, self-efficacy and satisfaction at work. Professional fulfillment is a more recent variable of interest in research on physician well-being. One recent study demonstrated physician professional fulfillment is associated with fewer unsolicited patient complaints—which is a marker of both quality of care and malpractice liability risk.

According to the World Health Organization, burnout is a syndrome resulting from chronic workplace stress that is specific to occupational context and should not be applied to describe experiences in other areas of life. The two major components of physician burnout are work exhaustion and interpersonal disengagement.

Professional Fulfillment Rate¹



— Benchmark
Fulfillment
Rate 41%

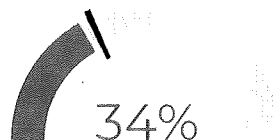
Professional Fulfillment¹
Burnout¹

San Diego County Mean
(Standard Deviation)

6.64 (2.27)

2.79 (1.95)

Burnout Rate¹



— Benchmark
Burnout
Rate 36%

Benchmark⁵ Mean
(Standard Deviation)

6.6 (2.09)

2.81 (1.91)

High number favorable

Low number favorable

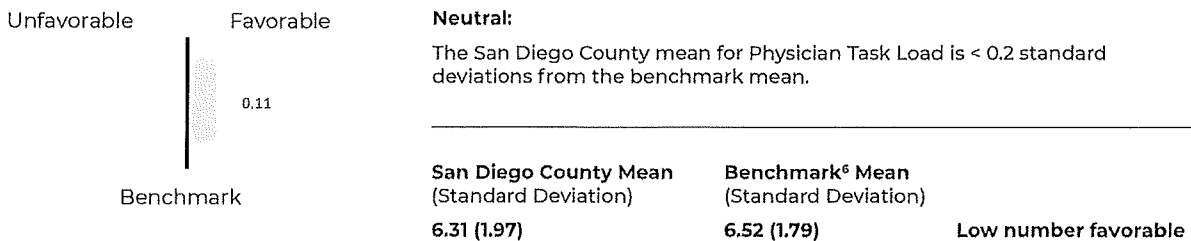


Drivers Associated with Professional Fulfillment and Burnout

To facilitate organizational efforts to improve physician well-being, we evaluated a number of drivers of burnout and professional fulfillment in the survey. Instrument scales in this survey are reported on a standardized scale of 0 to 10. Scores are included where there was a response to at least 75% of the questions within an instrument. Scores represent a non-weighted mean.

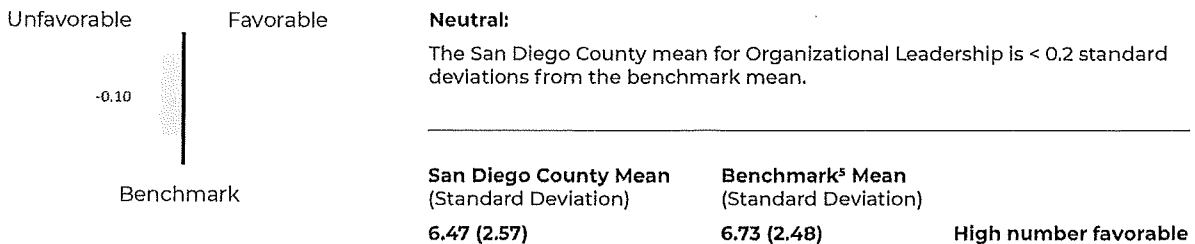
PHYSICIAN TASK LOAD²

Physician Task Load is a multidimensional assessment tool that asks individuals to rate their perceived workload in specific dimensions. Physician Task Load includes four aspects of physicians' workload on a typical clinical work day: perceived mental demand, physical demand, time pressure and the amount of effort required to accomplish work performance. These dimensions as well as the aggregate Physician Task Load score have all been shown to contribute to burnout and decreased professional fulfillment in national samples of physicians across all specialties. Physician Task Load scores can be improved through redesign of work flow to improve "cognitive ergonomics" by reducing interruptions, eliminating unnecessary tasks, improving teamwork and providing assistance to improve efficiency.



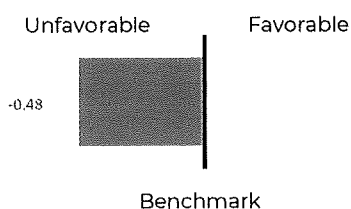
ORGANIZATIONAL LEADERSHIP³

In this survey, physicians rated the leadership qualities of their immediate supervisor (e.g., first-line leaders) in nine measurable and actionable characteristics of leadership. These include: career development conversations, empowerment, encouragement to suggest ideas, respect and dignity, feedback and coaching, recognition, providing updates on organizational changes, and encouragement to develop talents and skills. Leaders who engage their team members by keeping them informed, seeking their input, facilitating professional development, and recognizing their contributions cultivate and promote professional fulfillment and lower burnout.



IMPACT OF WORK ON PERSONAL RELATIONSHIPS¹

This survey measure assesses the negative impact of work on physicians' personal relationships using a standardized measure. Satisfaction with work-life integration is lower among physicians than among workers in other fields. Difficulty with work-life integration can lead to difficulty cultivating and maintaining meaningful personal relationships. When this happens, physicians are at particularly high risk for burnout and report lower professional fulfillment.



Opportunity for Improvement:

The San Diego County mean for Impact of Work on Personal Relationships is ≥ 0.2 standard deviations worse than the benchmark mean.

San Diego County Mean
(Standard Deviation)

3.28 (2.99)

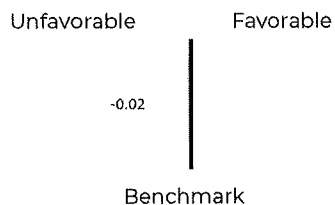
Benchmark⁷ Mean
(Standard Deviation)

2.16 (2.36)

Low number favorable

SELF-VALUATION (AKA SELF-COMPASSION)¹

Self-Valuation is the constructive commitment to excellence that combines prioritization of personal well-being with a growth-mindset perspective that seeks to learn and improve as the primary response to errors and imperfections. The self-valuation scale assesses both attention to self-care and response to personal imperfections and errors. Physicians have lower burnout and higher professional fulfillment when their primary response to errors and imperfections centers on learning from the experience (rather than self-condemnation) and when they appropriately prioritize self-care (e.g., sleep, exercise, nutrition, rest).



Neutral:

The San Diego County mean for Self-Valuation (AKA Self-Compassion) is < 0.2 standard deviations from the benchmark mean.

San Diego County Mean
(Standard Deviation)

4.93 (2.32)

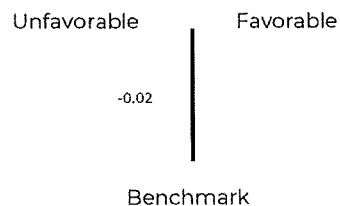
Benchmark⁵ Mean
(Standard Deviation)

4.96 (2.22)

High number favorable

SLEEP-RELATED IMPAIRMENT⁴

Sleep-Related Impairment is defined as perceptions of low-alertness, sleepiness, tiredness and the perceived functional impairments during wakefulness associated with sleep problems or impaired alertness (during usual waking hours). Sleep-Related Impairment is highly correlated with physician burnout and moderately correlated with lower professional fulfillment.



Neutral:

The San Diego County mean for Sleep-Related Impairment is < 0.2 standard deviations from the benchmark mean.

San Diego County Mean
(Standard Deviation)

2.8 (2.14)

Benchmark⁵ Mean
(Standard Deviation)

2.76 (2)

Low number favorable

Leaders as Influencers

Organization leaders have significant ability to drive improvement in professional fulfillment and burnout. The timeline for improvement of professional fulfillment or burnout rates may vary depending on specific department work conditions. Evidence indicates, however, that meaningful progress can be made over a relatively short time with commitment and attention from leaders.

Well Physician California™ maintains a strong focus on identifying systemic issues impacting physician fulfillment. We work with medical group leaders to provide organizational support that will enhance efforts to address drivers of burnout within their organizations and result in measurable improvement in the professional fulfillment of their physicians. We also provide medical group leaders with the knowledge base, analytical abilities and skill set to create and maintain a culture of wellness.

Conclusion

Well Physician California™ is currently developing resources to help medical groups address many of the determinants for burnout and professional fulfillment. Well Physician California™ will encompass a broad scope of programs and services to help medical groups address systemic contributors to burnout and provide personal and confidential support for at-risk physicians.

Physician wellness and professional satisfaction are not just issues that impact physicians themselves. Studies have also found that burnout can erode quality of care, patient safety, physician retention rates and patient satisfaction. The well-being of the nation's physicians is a critical factor in maintaining access to care and the quality of our health care system.

Organizations that are committed at the highest level of leadership can, however, move the needle on physician burnout.

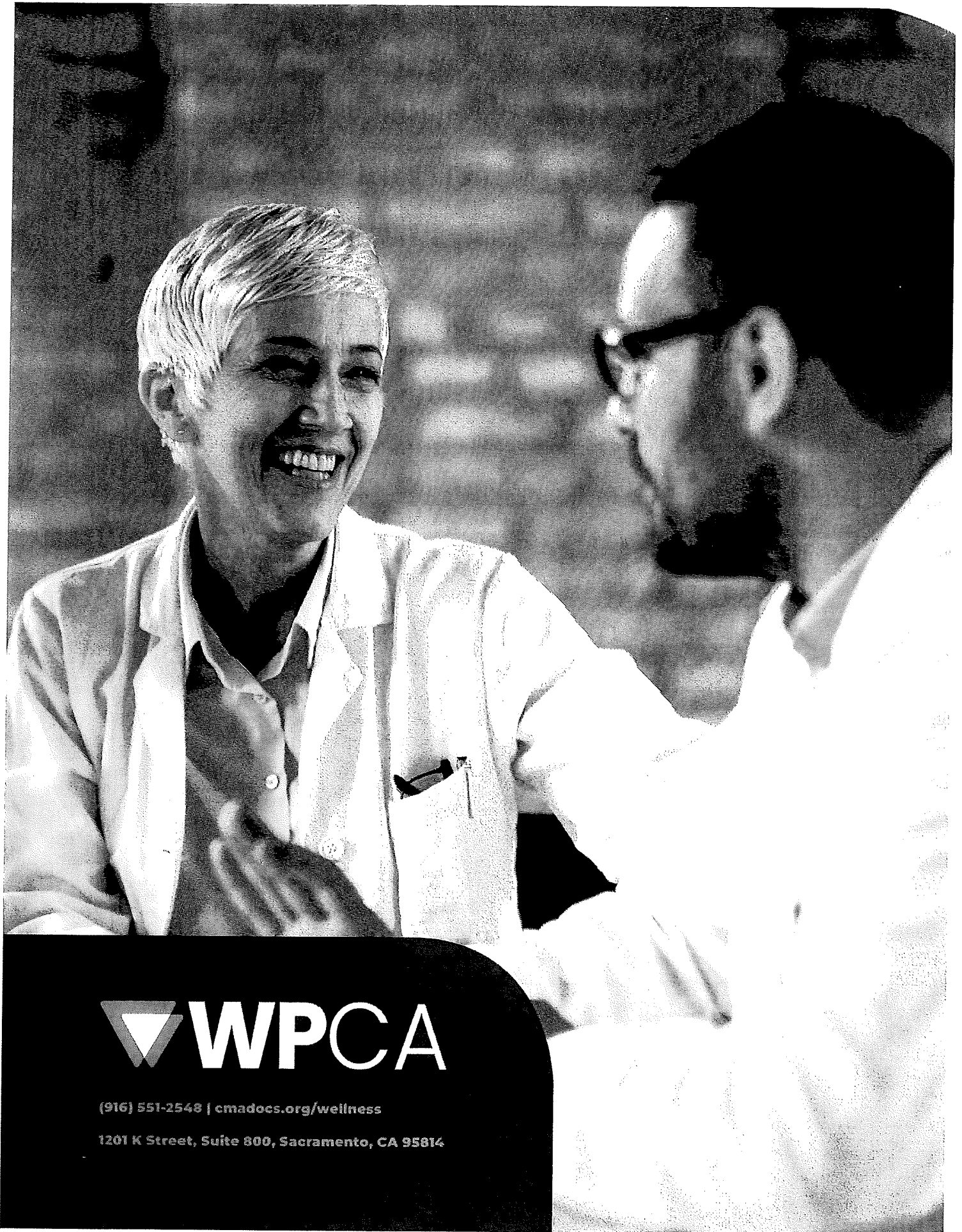
Well Physician California™ can provide guidance and help you develop an organizational strategy for improvement. Schedule a call today and learn more about the resources we are developing to help individual physicians and medical groups work together to reduce burnout and promote professional fulfillment.

Well Physician California™ looks forward to partnering with the medical groups of California to promote physicians' well-being by advancing initiatives that enhance efficiency, professional fulfillment and the delivery of care.



APPENDIX A: REFERENCES

1. Used with permission of Stanford University. All rights reserved. Trockel M, et al. A Brief Instrument to Assess Both Burnout and Professional Fulfillment in Physicians: Reliability and Validity, Including Correlation with Self-Reported Medical Errors, in a Sample of Resident and Practicing Physicians. *Acad Psych*. 2018.
2. Publicly available. Hart and Staveland's NASA Task Load Index (TLX). Hart SG, et al. Development of NASA-TLX (Task Load Index): Results of Empirical and Theoretical Research. *Advances in Psych*. 2008.
3. Used with permission of Mayo Foundation for Medical Education and Research. All rights reserved. Shanafelt TD, et al. Impact of organizational leadership on physician burnout and satisfaction. *Mayo Clin Proc*. 2015.
4. Publicly available. PROMIS® Sleep-Related Impairment Item Bank. Yu, L, et al. Development of Short Forms from the PROMIS Sleep Disturbance and Sleep-Related Impairment Item Banks. *Behav Sleep Med*. 2011 Dec.
5. Benchmarks for Professional Fulfillment, Burnout, Sleep Related Impairment, Self-Valuation and Organizational Leadership come from >8000 physicians working at organizations within the Physician Wellness Academic Consortium 2017-2018.
6. Benchmark data on Physician Task Load come from a national sample of > 4500 US physicians as described in Shanafelt et. al., *Mayo Clinic Proceedings* 2019. Changes in Burnout and Satisfaction with Work-Life Integration in Physicians and the General US Working Population Between 2011 and 2017.
7. Provisional benchmark data regarding the Impact of Work on Personal Relationships from a 2017 pilot of physicians from an integrated organization of outpatient clinical practice groups, including a broad range of primary care, surgical specialty, and sub-specialty physicians.



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