

# Lessons in Culture

## The Cook County Wellness Experience

Practice Transformation Boot Camp  
September 18, 2019

Suja Mathew, MD, FACP  
Practice Transformation Consultant,  
American Medical Association  
Chair of Medicine,  
Cook County Health















Be a champion

Find a leader



Harvest your data

# Burnout in Action

- High turnover
- Difficulty recruiting
- Disruptive physician behavior/complaints
- Lack of engagement in QI/strategic projects
- Poor attendance at staff meetings
- Flat refusal to see patients
- Angry complaints about work environment
- Disengagement with low patient satisfaction scores
- Demand for compensation

DeChant, Paul, and Diane W. Shannon. *Preventing Physician Burnout: Curing the Chaos and Returning Joy to the Practice of Medicine*. CreateSpace Independent Publishing Platform, 2016.

# The Cost of Burnout

- Turnover
  - Replacement costs 2-3X the physician's annual salary.
    - Recruiting agency fees
    - Advertisements
    - Interview costs
    - Lost revenue during recruitment/onboarding
  - Effects on patients, other clinicians, culture
  - Sustained effect on burnout level of colleagues



# The Cost of Burnout



- Decreased productivity
  - In a Mayo Clinic study, a 1-point increase in burnout (7-point scale) was associated with a 30-50% increased likelihood that physicians would decrease work effort.
  - Physicians in strict productivity-based compensation models were more likely to reduce effort.
  - Burnout may decrease academic productivity by 15%
  - Imagine fewer surgeries, admissions, imaging, teaching, research, committee service

# The Cost of Burnout



- Quality, Safety, Patient Satisfaction
  - Medical error correlation: 3-10% increased likelihood with each 1-point increase in emotional exhaustion (54-point scale)
  - Burned out doctors are less likely to fully discuss treatment options or answer patient questions
  - Burnout rates correlate with patient mortality rates
  - Burnout leads to erosion of teamwork
  - Worse prescribing habits, quality metrics, costs, litigation

# Burnout affects Patients

Physician burnout is associated with...

- Decreased Patient Adherence
- Less empathy
- ↓ Patient satisfaction
- Increased risk of patient changing providers



Sources: Dyrbye. JAMA 2011;305:2009-2010.; Murray, Montgomery, Chang, et al. J Gen Intern Med 2001;16:452–459.;

Landon, Reschovsky, Pham, Blumenthal. Med Care 2006;44:234–242.



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# Quadruple Aim

Expanding the Triple Aim

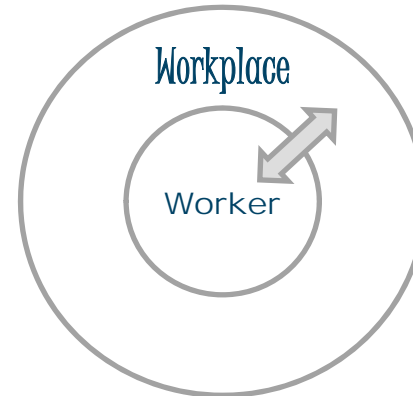


Bodenheimer and Sinsky. From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider. Ann Fam Med 2014

Patients deserve  
satisfied doctors

# Why Does Burnout Happen?

- Result of Interaction between
  - the worker and
  - the workplace
- Highly motivated professional into a ***dysfunctional workplace*** where unable to succeed without ***constant vigilance and focus***



Adapted from Maslach, 2001

Share your story

# ***The Atlantic***

May 11, 2018

## **The Burnout Crisis in American Medicine**

An essay by Rena Xu

Cast your vision

Form your coalition



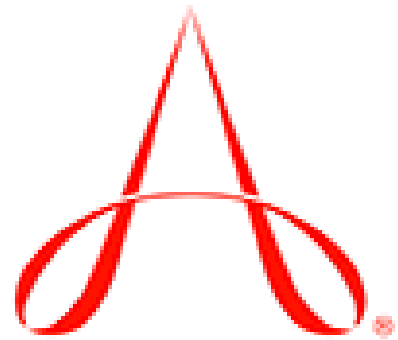
# Drivers of Burnout

Work overload  
Chaotic work  
environment  
Time pressure  
Loss of Control  
Insufficient reward  
Breakdown of  
community  
Absence of fairness  
Conflicting values



Maslach, C., & Leiter, M. P. (1997). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA: Jossey-Bass

Empower your team

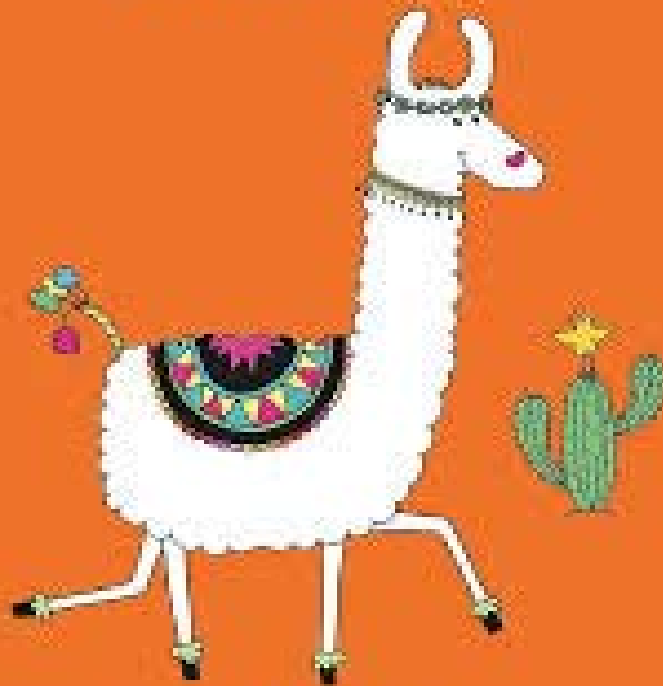


Accreditation Council for  
Graduate Medical Education



# BE A LLAMA

& stay a little calmer



SARAH FORD

# Wellness Initiative

## Stroger Ward Orientation

Slides courtesy of Dr. Irene Aluen-Metzner

# Win-Win-Win:

Happy residents = Happy patients

Happy patients = Happy hospital



# Wellness: NOT ice cream in a war zone (thanks, Sheila!)





Everyone should work at the top of  
their license!



Kill a work-around, safe a life



# Getting Rid of Stupid Stuff

## Dr. Melinda Ashton, CQO

N Engl J Med 2018; 379:1789-1791

1. Never meant to occur
2. Needed but could be more efficient
3. Required but not understood



Share your failures



5:42



Post



cookcountyhealth



20 likes

**cookcountyhealth** Congratulations to our staff who were recognized at this morning's Board of Directors meeting. We appreciate all you do in going above and beyond for Cook County Health!

AUGUST 30



# Drivers of Burnout

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**HEART FAILURE**



File

Home

Send / Receive

Folder

View

Search

Tell me what you want to do...

New Email

New Items

Ignore

Clean Up

Junk

Delete

Reply

Reply All

Forward

More

Meeting

Fellowship appl...

Team Email

Reply & Delete

To Manager

Done

Create New

Move

Rules

OneNote

Assign Policy

Categorize

Follow Up

Unread/ Read

Filter Email

Search People

Address Book

Find

Store

Send to OneNote

Report Message

Insights

Quick Steps

Move

Tags

congratulations from:"doukky"

Current Mailbox

Reply

Reply All

Forward

Rami Doukky

<Rami\_Doukky@rush.edu>

Asif, Talal; Chawla, Hitesh; Iskander, Fady; Iskander, Mina; Kassab, Kameel; + 7

6/10/20

Congratulations Dr. Malhotra

Bing Maps

+ Get more app

Dear all,

Please join me in congratulating Dr. Saurabh Malhotra who has been named as a winner of the Journal of Nuclear Cardiology 2018-2019 Best Clinical Research Award for his original research paper entitled: **Relationship between left ventricular dyssynchrony and scar burden in the genesis of ventricular tachyarrhythmia**" *Journal of Nuclear Cardiology* April 2018, Volume 25, Issue 2, pp 555-569. This paper was selected among dozens of research papers published in the journal last year. He will formally receive the award and a commemorating plaque during a plenary session at the 2019 American Society of Nuclear Cardiology annual scientific session held in Chicago (September 12-15). Hope we will see all of you there.

Best,

Rami

Rami Doukky, MD, MSc, FACC

Professor of Medicine, Preventive Medicine, and Radiology

Chief, Division of Cardiology

Cook County Health and Hospitals System

1901 W. Harrison St.

Suite 3620

Chicago, IL 60612

Office (312) 864-3034

Fax (312) 864-9349

8355

Inbox

Sent Items

All

Unread

By Date

Newest

Doukky, Rami

Congratulations Jon!

8/10/2019

Dear All, Please join me in

Older

Doukky, Rami

RE: US News and World Report...

7/30/2019

Fantastic! Congratulations to

Doukky, Rami

Re: Interim Chair of Dermatolo...

7/16/2019

Congratulations, Joerg! Rami

Rami Doukky

Congratulations Dr. Malhotra

6/10/2019

Dear all,

Doukky, Rami

Fwd: Congratulations on your ...

6/7/2019

Dear leaders, When it rains it

Doukky, Rami

Fwd: Congratulations on Your ...

6/7/2019

Dear Leaders I would like to

Doukky, Rami

Congratulations to the Graduat...

5/30/2019

Dear all, As always, last night's

1. Be a champion
2. Find a leader
3. Harvest your data
4. Share your story
5. Cast your vision
6. Form your coalition
7. Empower your team
8. Share your failure
9. Celebrate your victories



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MATTERS!**



# Thank you

Suja Mathew, MD, FACP  
[smathew@cookcountyhhs.org](mailto:smathew@cookcountyhhs.org)