Healing the Healers

GENERAL OVERVIEW
Physicians treat patients in increasingly complex, often challenging situations. Unpredictable changes to policy and regulation, evolving technology, and an ever-growing volume of clinical literature are all factors that contribute to pressure, stress, and burnout. Kaiser Permanente’s integrated health care delivery system enables physicians to work in streamlined settings that emphasize care, not paperwork. Additionally, the Permanente Medical Groups (PMGs) maintain a dedicated focus on ensuring physician wellness and resilience.

As national data indicate that those in medical fields face higher rates of burnout each year, it is imperative that physician groups and health care organizations foster an environment of physician wellness and resilience. Stressed physicians have overall lower productivity, and physician burnout can contribute to high turnover rates, early retirement, medical errors, and malpractice risk. The PMGs’ commitment to solving physician burnout is reflected in their commitment to the Quadruple Aim: better outcomes, enhanced patient experience, lower costs, and improved physician wellness. These physician-led groups promote a mission-driven culture rooted in purpose, collaboration, and pride. The PMGs believe that physicians who are healthy in body, mind, and spirit are better equipped to help their patients achieve similar outcomes.

QUICK FACTS

Every PMG offers wellness programs or activities to encourage a better work-life balance for physicians. At the Colorado Permanente Medical Group, for example, a dedicated Licensed Clinical Social Worker acts as a centralized resource to connect physicians and their families to confidential behavioral health care. At Northwest Permanente, which serves patients in Oregon and southern Washington, an online Wellness Passport program offers a small incentive to participants who complete at least four wellness-related activities per quarter.

The Southern California Permanente Medical Group (SCPMG) has designated a “chief wellness officer,” a leadership position created specifically to drive its physician wellness work. SCPMG’s physician wellness program includes a robust website with tools and resources, physician “champions,” and a peer-led training program on how to efficiently use the organization’s electronic health record.

SCPMG, which has more than 7,600 Permanente physicians, also implemented several operational changes to address bureaucracy and

How Kaiser Permanente Addresses This Issue

FOUR AREAS OF BURNOUT
- Bureaucratic tasks
- Too many hours at work
- Feeling like a cog in the wheel
- Increased computerization

Source: Medscape Lifestyle Report 2017, (Survey of physicians on top concerns for burnout.)

continued
Permanente physician leaders are committed to addressing burnout for doctors from the beginning of their careers. Physician wellness and resilience are key objectives of the Curriculum Committee responsible for designing the Kaiser Permanente School of Medicine – set to open in Pasadena, California. The School of Medicine has taken a holistic approach to curriculum development that enriches the traditional medical student experience. The school plans to help future physicians develop skills and techniques that can be employed throughout their careers, such as learning how to prepare healthy meals, emphasizing the importance of sleep, and incorporating a personal exercise regimen to promote fitness and reduce stress. The school hopes to develop a culture that eliminates stigma around asking for help and acknowledges when a student is struggling with depression and anxiety.

The Southeast Permanente Medical Group (TSPMG) offers physicians a concierge service designed to provide extra help with errands to allow more time for doctors to spend with family and friends. TSPMG also on-boards new physicians by pairing them with tenured doctors in a year-long mentoring program to cultivate a sense of belonging and equip physicians with resources they need to navigate their new organization.

In Northern California, The Permanente Medical Group’s residency program addresses physician wellness among doctors participating in its training programs. Along with creating a personal development plan with mentors, residents take part in a variety of healthy living and eating programs and have access to resources such as gym memberships. A similar program for residents at the Washington Permanente Medical Group recruits third-year residents as “wellness chiefs” who plan educational sessions and activities focused on encouraging well-being among their peers.

The Hawaii Permanente Medical Group offers an annual day of service that connects the organization to the land, people, and history of the islands. This program encompasses the self-care practices of compassion, awe, resilience, and engagement.

The Mid-Atlantic Permanente Medical Group hosts an annual wellness weekend along with a wellness website that houses articles, videos, activities, and events.

On the Horizon

Physician burnout for doctors from the beginning of their careers. Physician wellness and resilience are key objectives of the Curriculum Committee responsible for designing the Kaiser Permanente School of Medicine – set to open in Pasadena, California.

The School of Medicine has taken a holistic approach to curriculum development that enriches the traditional medical student experience. The school plans to help future physicians develop skills and techniques that can be employed throughout their careers, such as learning how to prepare healthy meals, emphasizing the importance of sleep, and incorporating a personal exercise regimen to promote fitness and reduce stress. The school hopes to develop a culture that eliminates stigma around asking for help and acknowledges when a student is struggling with depression and anxiety.

Selected Publications


About The Permanente Federation

The Permanente Federation LLC (the Federation) is the national leadership and consulting organization for the eight Permanente Medical Groups (PMGs), which, together with the Kaiser Foundation Health Plans and Kaiser Foundation Hospitals, comprise Kaiser Permanente. The PMGs employ more than 22,000 physicians, approximately 90,000 nurses, other clinicians and staff, and provide care to over 12.2 million Kaiser Permanente members. The Federation works on behalf of the PMGs to optimize care delivery and spread Permanente Medicine – medicine that is patient centered, evidence based, technology enabled, culturally responsive, team delivered, and physician led. The Federation, based in Oakland, California, fosters an open learning environment and accelerates research, innovation, and performance improvements across the PMGs to expand the reach of Kaiser Permanente’s integrated care delivery model and to lead the nation in transforming care delivery.

Please visit permanente.org.