University HealthCare Alliance
Provider Wellness Year in Review:
Building a Culture of Wellness
Foreword

Over the past year, the University HealthCare Alliance (UHA) Provider Wellness Program has grown from a single survey, to a program with a strategy, mission statement, data and events. Dr. Rachel Seaman and I have worked to create a program that not only hears the needs of the providers, but one that responds to them. Our work has focused on developing a wellness program model that is evidenced-based, as well as based on the input of our providers. This participatory design process helps us respond to the unique wellness-related stressors that our providers identify.

This past year has been focused on engagement – building awareness and trust with the providers within UHA. Our network of Provider Wellness Champions acts as the eyes and ears at the various practices, and these volunteers donate their time to help create and implement wellness interventions. They also help us identify the specific challenges and opportunities within the diverse practice settings. Last September, our practice groups — led by Provider Wellness Champions and Medical Directors — launched their first year of Wellness Improvement “A3s.” We achieved promising results and also discovered areas where we need to focus. Particularly, we learned that our Advanced Practice Clinicians (APCs) have higher burnout rates than their physician colleagues, but our providers show a vast decrease in burnout at the clinic where our most intense Model Line operations work occurs. In addition to gathering data on what is working and what can be improved, we launched innovative resilience-building workshops and opportunities for our diverse group of providers to engage.

We made strides with our goal of scholarly work that reinforces Stanford’s mission of discovery. Our work was selected to be presented at the International Conference on Physician Health.

In the next 12 months, we look forward to helping eight new UHA practice groups launch their Wellness Improvement A3s and measure the impact of their projects. Our strategic focus for the upcoming fiscal year is on leadership and building a culture of wellness at UHA. This fall, we will launch a Leadership Development series that incorporates mindful leadership practices for organizational excellence aimed at both clinical and non-clinical leaders.

I look forward to our continued work towards making wellness our culture.

Andrea Hausel
Wellness Program Director
University HealthCare Alliance

Rachel Seaman, MD
Medical Director,
UHA Provider Wellness Program
The past year has been marked by continued success and key expansions in our UHA Provider Wellness Program! We continue to build programs with a strong vision that draws on our core need to ensure high provider fulfillment in our organization. This vision is well-supported by an ambitious strategic plan to focus our program on the following areas: Provider Wellness Survey, practice-level data reports, wellness champions and the development of practice-level A3s.

We are extremely pleased with the strides we made in the following areas:

• We strengthened our commitment to continuously improve provider well-being with the development of practice level A3s. This year, a wide variety of interventions were created by our providers with the goal of moving the needle on provider burnout and professional satisfaction.

• By aligning with Stanford’s Physician Wellness Committee, we were able to build on our unique offerings targeted to providers. We launched UHA’s Peer Support program, which helps providers deal with adverse patient events and provides confidential and professional emotional support with trained peer supporters guiding colleagues through challenging times.

• Our program was featured at the International Conference on Physician Health this year. There was great interest in learning from our design and methodology.

Overall, at the end of our second program year, I’m excited about the progress we have made and energized by our plans for the coming year. We continue to pride ourselves on our innovative approach to provider wellness and building a culture where our leaders’ passion for health and well-being is reflected across the entire organization.

All of these advances are made possible by our great Provider Wellness Committee (led by Rachel Seaman, MD and Andrea Hausel) and by all of you who support and participate in our programs. I look forward to working with each and every one of you to advance the wellness of our providers, staff and patients across UHA.

Bryan Bohman, MD
Chief Medical Officer
University HealthCare Alliance
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Mission and Vision

At University HealthCare Alliance, we are building a provider-driven wellness program that aims to foster high professional fulfillment.

MISSION:
To create a culture of humanity and wellness in medicine.

VISION STATEMENT:
UHA will be the practice of choice for providers in the Bay Area.

Our model of provider wellness contains three key components: efficiency of practice, personal and professional resilience and a culture of wellness. Interventions in these three areas are hypothesized to lead to high professional fulfillment among our providers. This approach was developed in coordination with our colleagues at Stanford’s WellMD Center.

Image used with permission from the WellMD Center at Stanford University.
Timeline of Program Activities for Fiscal Year 2016

AUGUST 2015
- All practices completed Wellness Interventions (“A3s”)

SEPTEMBER 2015
- Wellness Director hired and new Physician Chair appointed

OCTOBER 2015
- Created timeline and strategy for fiscal year 2016
- Launched the Provider Wellness webpage on myuha.org and authored unique content

NOVEMBER 2015
- Administered a survey to identify the top stressors that negatively impact providers’ perceived workplace wellness

JANUARY 2016
- Provider Wellness Champions gave mid-year progress reports on their Wellness Intervention (A3) plans

FEBRUARY 2016
- Authored new questions for the 2016 Provider Wellness Survey

MARCH 2016
- UHA’s first book club meeting was held
- Administered our second Provider Wellness Survey and achieved a 98% response rate

APRIL 2016
- Hosted a half day Provider Mindfulness Retreat facilitated by Search Inside Yourself Leadership Institute (Google’s non-profit organization focused on mindfulness)

MAY 2016
- Held an offsite appreciation celebration for our Provider Wellness Champions

JUNE 2016
- Authored 18 survey reports which analyzed and explained survey data and key findings both for UHA overall and at the practice-group level

JULY 2016
- Presented the results of the 2016 Provider Wellness Survey to the Medical Leadership Committee
- Distributed 2016 Provider Wellness Survey data reports
- Hosted the second Provider Mindfulness Retreat
- Performed focused interviews with Provider Wellness Champions to improve engagement

AUGUST 2016
- Hosted training for UHA’s first cohort of Peer Supporters
- Launched UHA’s Peer Support Program
Population Served

The provider wellness program serves the 315 physicians and advanced practice clinicians (APCs) who are part of UHA. At the time of this report, 13% of providers are advanced practice clinicians and the remaining 87% are physicians. UHA employs specialists practicing in wide range of disciplines. Providers are located in practices throughout the Bay Area. The map below shows UHA’s practice locations.
Key Accomplishments

**ENGAGEMENT:**
Achieved a record number of survey replies this year — 98% of providers on staff completed the Provider Wellness Survey.

**MORE ROBUST DATA:**
Evaluated whether the same cohort of providers is getting more or less burned out and professionally fulfilled over time using longitudinal datasets.

**ELEVATED THE NEEDS OF OUR PROVIDERS:**
Identified the top stressors of our providers and partnered with key personnel to address those issues.

**PROVIDER DRIVEN PRIORITY AREAS**

- **Proximity badges/Epic efficiency**
- **Speech-to-text dictation software or scribes**
- **Greater control of schedules**
- **Non-provider staff professional development**
- **My Health message optimization project**
  - Healthy lunch delivery
  - Improve referral work flow
  - Greater recognition among colleagues
  - On-site exercise
  - Budget for group dinners
- **Increased emphasis on organizational mission**
- **Provider float pool**
- **Stress management or resilience classes**
- **Printers in each exam room**
- **Access to mental health services**
- **On-site childcare**
- **Improved peer support program**
- **Health behavior change coaching**
- **Professional career coaching**
- **Class to improve sleep quality**

*Key*
- Total votes (1–3)
- Ranked #1
- Ranked #2
- Ranked #3
DATA-DRIVEN PROGRAMS

• Created data-driven programs aimed at increasing professional fulfillment using the five areas found to drive fulfillment. Examples include our mindfulness retreats, self-compassion class offerings and fresh fruit basket office deliveries to show appreciation. We also launched UHA’s Peer Support Program and created opportunities for providers to engage with each other outside of work. (Table 1)

• Statistical analysis identified key predictors that both drive and prevent burnout (Table 2). A self-compassion training pilot study was completed at Bay Valley Medical Group and was very well-received. Plans are in place to continue self-compassion training in the upcoming fiscal year.

• Hosted two Mindfulness Retreats which received extremely positive reviews.

**Most Predictive Metrics for Professional Fulfillment**

Table 1: Top 5 statistically significant predictors of professional fulfillment in 2016 ($R^2 = 0.50$, p<0.05)

<table>
<thead>
<tr>
<th>PREDICTORS</th>
<th>Standardized</th>
<th>Confidence Interval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mindfulness</td>
<td>0.25</td>
<td>0.17–0.45</td>
</tr>
<tr>
<td>Mission Alignment</td>
<td>0.22</td>
<td>0.09–0.31</td>
</tr>
<tr>
<td>Perceived Appreciation</td>
<td>0.21</td>
<td>0.09–0.32</td>
</tr>
<tr>
<td>Perceived Peer Support</td>
<td>0.14</td>
<td>0.02–0.22</td>
</tr>
<tr>
<td>Self-compassion</td>
<td>0.10</td>
<td>0.01–0.21</td>
</tr>
</tbody>
</table>

**Most Predictive Metrics for Professional Burnout**

Table 2: Top 2 statistically significant predictors of burnout in 2016 (p<0.05)

<table>
<thead>
<tr>
<th>PREDICTORS</th>
<th>Odds Ratio</th>
<th>Confidence Interval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-compassion</td>
<td>0.31</td>
<td>0.19–0.50</td>
</tr>
<tr>
<td>Sleep-related Impairment</td>
<td>2.87</td>
<td>1.73–4.76</td>
</tr>
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</table>

Self-compassion had the greatest magnitude of effect on preventing burnout.

**MINDFULNESS RETREATS RECEIVE POSITIVE REVIEWS**

I want to thank you for your work last weekend in creating the wonderful mindfulness workshop. The workshop was not only tremendously rewarding in its own right, but also catalyzed change in my life.

The retreat was wonderful, just what it takes to slow us down, take a breath and reflect.

Thank you so much for involving us in this wonderful journey. I could tell a difference in myself that day.

Wonderful! So grateful for this experience.
Future Plans

Our coming year’s strategy is focused on promoting mindful leadership skills building for the leaders in our organization. The goal is to enhance organizational excellence and professional fulfillment both for themselves and also within the various teams they lead.

Based on our 2016 Provider Wellness Survey data, mindfulness is the greatest predictor of high professional satisfaction. Coupling that finding with research that shows the impact of one’s manager on career satisfaction, we are launching leadership training based in mindfulness for clinical and non-clinical leaders.

Awards and Recognition

Our program design and results were presented at the International Conference on Physician Health (September 2016)
Staff

Andrea Hausel, MPH, RD, CDN (Wellness Program Director) 100% time; Rachel Seaman, MD (Medical Director, UHA Provider Wellness Program), 20% time.

Acknowledgements

Thank you to Dr. Bryan Bohman for his vision and continuous support in creating a Provider Wellness Program at UHA. We are also extremely grateful to Dr. Mickey Trockel who has spent countless hours lending his research expertise, authoring survey questions and even providing hands-on statistical software training. Thank you to Emi Lesure, PhD who greatly assisted with our survey report writing on a tight deadline.

Finally, we could not have launched our program without our physicians and advanced practice clinicians who volunteer as Provider Wellness Champions. Their passion has helped us reach providers across the Bay Area and build the foundation of our program over the past year.

FY16 AND FY17 PROVIDER WELLNESS CHAMPIONS

Katy Young-Lee, MD
Associated Internal Medicine

Will Sellman, MD
Alameda Family Physicians

Anne Parker, MD
Alameda Pediatric Associates

Elizabeth Anthony, MD
Alliance Medical Group

Renu Desphande, MD
Bay Valley Medical Group (Danville)

Rama Polisetty, MD
Bay Valley Medical Group (Pleasanton)

Matt DeVane, DO
Cardiovascular Consultants Medical Group

Rachel Seaman, MD
Collaborative Primary Care

Rebecca Riseman, NP
East Bay Family Practice & North Oakland Family Practice

Michelle Maxey, MD
Family Medicine Associates

Kris Borrison, MD
Los Olivos Women’s Medical Group

Anthony Powell, MD
Menlo Medical Clinic

Karl Cleary, MD
Menlo Medical Clinic

Allan Mishra, MD
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Elizabeth Sivesind, PA-C
OB/GYN Partners for Health

Cheruba Prakabar, MD
OB/GYN Partners for Health

Huma Aziz, MD
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Selena Hung, DO
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Samaritan Family Practice

Jeffrey Ettinger, MD
Almaden Family Physicians Medical Group

Mariam Manoukian, MD
Manoukian Medical Group

Robert Kwok, MD
Ester Kwok, MD
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Nikhil Apte, MD
ValleyCare Physicians Associates