



**AMERICAN CONFERENCE ON PHYSICIAN HEALTH™**

Sept. 19-21 | Sheraton Charlotte Hotel/Le Meridien Hotel | 555 South McDowell St.

# POST CONFERENCE REPORT





**Sponsored jointly by the American Medical Association, Mayo Clinic and Stanford University, the second American Conference on Physician Health (ACPH) took place Sept. 19–21 at the Sheraton Charlotte Hotel/Le Meridien Hotel in Charlotte, N.C.**

This year's conference brought together physicians, researchers and other health care leaders and influencers to delve into the timely theme of "Activating health system change to promote physician well-being." With a focus to inspire organizations throughout the country to seek ways to bring back the joy in medicine and achieve professional fulfillment for all our physicians, presentations pushed forward the national conversation on physician health. The 2019 conference provided an engaging forum to share innovative methods and discuss tangible strategies and tools so that structuring organizations (i.e., hospitals, health systems, practices, clinics) contribute to, rather than detract from physician wellness.

## The event

With its timely theme of “Activating health system change to promote physician well-being,” last year’s ACPH was a great success. Its record attendance further underscores the continued need for a conference focused on how to promote physician well-being. The conference showcased research, initiatives on the infrastructure of health care systems and what organizations can do to help combat burnout and foster well-being.

## Program overview and key findings

For its 450 attendees from around the nation, the 2019 ACPH provided a multitude of opportunities for physicians and researchers to learn, discuss, network and broaden their horizons.

Through oral presentations, keynotes, poster and plenary sessions, an abundance of actionable insights, relevant information and inspiring perspectives were shared with a highly engaged audience. Judging from the physician attendee feedback (see page 7, “Testimonials and comments”), the 2019 ACPH scored a direct hit—both in meeting expectations and in advancing the discussion.

The conference framework provided a forum for practitioners and researchers to present their recent findings, innovative methods and support systems, as well as educational programs in the following areas of physician health:

1. **Consequence**  
Research exploring consequences of physician burnout
2. **Driver**  
Research exploring factors influencing physician well-being
3. **Innovation/Initiative**  
Research testing interventions aimed at improving physician well-being
4. **Next generation**  
Research involving fellows, residents or medical students
5. **Women in medicine**  
Research with a focus on women physicians

## Host organizations

ACPH is sponsored jointly by the American Medical Association, Mayo Clinic and Stanford Medicine.



## THANK YOU TO OUR PREMIER SUPPORTER

The Physicians Foundation is a nonprofit 501(c)(3) organization, committed to empowering physician leadership in the delivery of high-quality, cost-efficient health care. This mission is pursued through a variety of activities, including grant making, research, national surveys and policy studies. A key area on the foundation's radar is burnout, which affects more than half of American physicians. Burnout has serious implications for the entire health care system: younger

talent is dissuaded from entering the industry, practicing doctors experience difficulties balancing professional and personal life, and patients face decreased access to care at a higher cost. In addition to raising awareness about this critical issue that is predicted to cause a shortage of an estimated 90,000 surgeons by 2025, the foundation sponsors research aimed at gaining a comprehensive understanding of the sources and possible remedies of physician burnout.

[physiciansfoundation.org](https://physiciansfoundation.org)

## THANK YOU TO OUR GOLD SPONSOR



The UNC system-wide Well-Being Program spans across the UNC School of Medicine and health care system. Our program formally began in 2012 and has grown over time to now encompass the entire UNC health care system consisting of 33,000 physicians, other providers and employees. The Well-Being Program has significant support and funding from senior leadership to identify and meet the fourth arm of the Quadruple Aim: preventing burnout and improving work life. Our approach is multifaceted and data driven. We are working to integrate data across the entire organization and use state-of-the-art methods to improve the delivery of care systems, identify best practices, and champion initiatives that improve well-being and engagement. Ultimately, our goal is to serve the organization by developing a culture of well-being for all who will allow UNC Health Care and the UNC School of Medicine to meet all missions and be a top performing organization.

[unchealthcare.org/wellbeing](https://unchealthcare.org/wellbeing)

## THANK YOU TO OUR SPONSOR



Atrium Health, formerly Carolinas HealthCare System, one of the nation's leading and most innovative health care organizations, provides a full spectrum of health care and wellness programs throughout the Southeast region. Its diverse network of care locations includes academic medical centers, hospitals, freestanding emergency departments, physician practices, surgical and rehabilitation centers, home health agencies, nursing homes and behavioral health centers, as well as hospice and palliative care services. Atrium Health works to enhance the overall health and well-being of its communities through high-quality patient care, education and research programs, and participates in numerous collaborative partnerships and initiatives.

[atriumhealth.org](https://atriumhealth.org)

## THANK YOU TO OUR EXHIBITORS

### BAYLEY COACHING SOLUTIONS

Bayley Coaching  
Solutions

Our passion is helping physicians create greater vitality through intentional career design, resilience building and leadership development. In addition to evidence-based coaching for individuals and groups, we provide keynotes, workshops and consultation services to help organizations create environments where physicians thrive and bring their best selves to their work.

[solvingcareers.com](http://solvingcareers.com)



Coalition for  
Physician Well-being

We believe that physician well-being and engagement are vital to the mission of all health care organizations and, in particular, to that of faith-based institutions. The Coalition for Physician Well-being is committed to creating a physician-hospital paradigm that promotes personal and professional fulfillment, sustains physician families, builds collegial relationships and enhances a healing culture, thereby benefitting patient care and contributing to overall hospital performance.

[forphysicianwellbeing.org](http://forphysicianwellbeing.org)



Curi

Curi is the premier provider of products, services and experiences for physicians. From medical malpractice insurance to well-being programs, the company has been passionately curious about identifying new ways to meet the ever-evolving needs of doctors since it was founded as the Medical Mutual Insurance Company of North Carolina in 1975.

[curi.com](http://curi.com)



Lightning Bolt

Lightning Bolt is the leading provider of automated physician scheduling for hospitals and health systems around the world. We manage over 3 million physician hours each month, helping to create schedules that promote work-life balance, productivity and patient safety.

[lightning-bolt.com](http://lightning-bolt.com)



Oak Street Health

Oak Street Health is rebuilding health care as it should be. Oak Street Health is a network of primary care practices for adults on Medicare. Our approach is well care, not sick care. By keeping thousands of patients happy, healthy and out of the hospital, Oak Street Health has built a health care model that works.

[oakstreethhealth.com](http://oakstreethhealth.com)



VITAL WorkLife Inc. is a national behavioral health consulting practice supporting all dimensions of well-being. Our solutions are designed to meet the unique needs of physicians and health care organizations surrounding physician performance, satisfaction and retention. Our unique offerings include confidential support for physicians and providers, behavioral intervention programs, peer coaching, consulting, critical incident resources and a robust employee assistance program.

[vitalworklife.com](http://vitalworklife.com)



The Well-Being Index

The Well-Being Index was invented by the Mayo Clinic and is a 100% anonymous, web-based tool for evaluating multiple dimensions of distress in just nine questions. These questions are designed to measure burnout, provide valuable resources and track progress over time to promote self-awareness. In jobs where high stress is a factor, statistics show that nearly 50% of workers experience professional burnout. Including the Well-Being Index as part of your wellness program promotes self-awareness, improving well-being across multiple dimensions.

[mededwebs.com](http://mededwebs.com)

## STATISTICS AND SURVEY RESULTS

**450**  
attendees

**Six**  
plenary and keynote sessions

**34**  
breakout sessions

**27%**  
response rate of  
participant evaluations

**59**  
posters

## HOW WELL DID THE MEETING SATISFY YOUR EXPECTATIONS WITH REGARDS TO THE FOLLOWING OBJECTIVES?

### **Overall, how would you rate this year's ACPH?**

4.6 out of 5

### **Overall, how would you rate the breakout sessions offered at this meeting?**

4.4 out of 5

### **To what extent do you agree or disagree with the following statements?**

- Nearly all (95%) of conference participants agreed that the meeting was a valuable use of their time—with 76% strongly agreeing.
- Ninety-three percent agreed that the meeting helped them feel engaged, and 75% strongly agreed.
- Additionally, 93% would recommend future ACPH meetings to their peers—with 77% strongly agreeing.

## SPEAKERS AND KEY MESSAGES



### **Bob Chapman, MBA**

CEO and chairman  
Barry-Wehmiller Companies

#### **Opening keynote (day one)**

#### **“The privilege of leadership: The courage to care”**

Bob Chapman, MBA, chairman and CEO of Barry-Wehmiller, delivered an inspirational opening keynote addressing human leadership and the importance of people, purpose and performance. After seeing the positive impact of Barry-Wehmiller’s people-centric culture on the lives of his employees, Chapman felt compelled to raise awareness about the opportunity for businesses to embrace people-centric leadership. In his presentation, Chapman shared his journey to success in creating an award-winning organizational culture that fosters employee well-being and professional fulfillment. Some of the captivating phrases he left the audience with include:

- “People simply want to know they matter.”
- “Going from management to leadership. From me to we.”
- “Listening is the greatest form of empathy.”



### **Lucy Kalanithi, MD**

Clinical assistant professor of medicine  
Stanford School of Medicine

#### **Closing keynote (day two)**

#### **“Creating a culture of wellness: Organizational approaches to promoting physician well-being”**

Lucy Kalanithi, MD, clinical assistant professor of medicine at Stanford School of Medicine, is the widow of the late Paul Kalanithi, MD, author of the #1 New York Times bestselling memoir, *When Breath Becomes Air*, for which she wrote the epilogue. Dr. Kalanithi took the attendees through her personal journey navigating being a caregiver to her late husband, and as a physician committed to helping people consider the things that make life worth living. In the moderated session, she also shared her perspective on meaning in medicine.



### **Liselotte (Lotte) Dyrbye, MD, MHPE**

Professor of medicine and medical education  
Mayo Clinic

Lotte Dyrbye, MD, MHPE, professor of medicine and medical education and co-director of the Mayo Clinic Program on Physician Well-Being, delivered a plenary focused on professional well-being of medical students and residents. In her talk, she highlighted data supporting that medical students matriculate with mental health profiles that are better than other U.S. college graduates of the same age. Within a short time, however, medical students and residents develop a higher degree of burnout and depressive symptoms than peers who went on to pursue other careers. Factors contributing to burnout in medical trainees parallel the factors that contribute to burnout among physicians in practice as well as high stakes examinations and suboptimal learning climate. Dr. Dyrbye went on to highlight multiple system level interventions that could be pursued by medical schools, residency programs, faculty and healthcare organizations to promote a positive learning environment, mitigate factors contributing to distress and help those with burnout or depressive symptoms recover.

**Gale Adcock, RN**Chief health officer  
**SAS Institute****“Global perspective around culture and prioritization of employee well-being”**

Gale Adcock, RN, chief health officer at SAS Institute, outlined the global perspective around culture and prioritization of employee well-being. Adcock’s talk outlined the importance of culture and SAS’s take on the Josh Bersin model of The Simply Irresistible Organization—meaningful work, great management, fantastic environment, growth opportunity and trust in leadership. The following are key takeaways from her talk:

- There is a culture crisis in organizations of all kinds, worldwide. It’s not just in medicine.
- Whether it’s called disengagement, sleepwalking, burnout or something else, it impacts not just the affected individual. It trickles down and undermines other employees’ attitudes and engagement at work.
- An unengaged workforce in health care means that quality and patient outcomes suffer. Research by McKinsey shows that the healthiest organizations generate nearly three times the returns than less healthy companies. McKinsey is talking about revenue, but we get the larger point. A healthy organizational culture produces the desired results.
- Meaningful work is the autonomy to be creative, time needed to do good work and a sense of control.
- Work is most meaningful when it can be related to the big picture.
- Great management has the biggest impact on organizations and their culture. People thrive through coaching, feedback and opportunities to develop. Managers who criticize, demand too much and avoid communication create stress and fear. Nothing makes a person feel better about their work than having the opportunity to be highly successful.
- Fantastic environments are inclusive, flexible and fun workplaces that create joy.

**Mickey Trockel, MD, PhD**Director of scholarship and health promotion  
**Stanford Medicine WellMD Center****“Attending to the most important instrument in the practice of medicine”**

Mickey Trockel, MD, PhD, is the director of evidence-based innovation at the WellMD center at Stanford University School of Medicine. Dr. Trockel’s talk centered on cultivating professional fulfillment and preventing burnout by cultivating factors that can be categorized under the headings: valuing self, valuing colleagues and valuing personal relationships. Valuing self includes appropriate prioritization of self-care and a growth mindset rather than a self-disparaging response to errors. Valuing colleagues includes gratitude and appreciation. Preliminary evidence from a randomized clinical trial demonstrated an intervention that included focus on cultivation of gratitude was associated with higher professional fulfillment and lower odds of physicians intending to leave their organization. Valuing personal relationships includes nurturing current important relationships and cultivating new meaningful relationships, rather than allowing work demands to prevent both.

**Colin West, MD, PhD**Professor of medicine, medical education  
and biostatistics  
**Mayo Clinic****“Shifting focus to optimizing performance: From the ballpark to the clinic”**

Colin West, MD, professor of medicine, medical education and biostatistics at Mayo Clinic, closed the conference on how to optimize performance. In his talk, Dr. West talked about how human performance theory suggests that stress promotes performance, but only up to a point. Beyond a certain degree of stress, performance suffers. To most effectively optimize performance, we must shift our place on the performance curve. For physicians, this commonly means specific attention to reducing drivers of stress. By reducing drivers of stress such as workload to optimize performance, individual and system outcomes will improve while satisfaction and engagement also get better. Patients, physicians, organizations and the entire health care system stand to benefit from this focus on optimizing performance.

## TESTIMONIALS AND COMMENTS

"Mostly, the people. Engaged, passionate folks and thought leaders from around the country."

"Great ideas [and] community of folks with like goals/objectives."

"A greater sense of camaraderie among the participants. The presentations were excellent."

"A wide range of presentations from academic and community centers—along with very helpful 'best practices' that included learnings and pitfalls along the way. The networking opportunities were also key."

"Great to see how other organizations are starting to measure and implement changes to improve the wellbeing of health care providers."

"I liked being in a space with like minded people hearing about their approaches to physician well-being."

"The option to hear, share and learn from experts and colleges and the fact the conference was well organized"

"The engaged participants and the cocreation opportunities."

"Meeting people, networking opportunities, the sessions geared at concrete ways to make the case."

"The networking opportunities and sharing of best practices. The plenaries were excellent. It was very interesting to hear from other industries regarding employee well being."

"Thought provoking speakers and presenters"

"Specific best practices that I can bring back to my own organization [and] fantastic networking opportunities."

"Lots of great folks working on the same process. Lots of new ideas."

"Opportunities to meet with people. Lots of information to help make the business case for physician wellness."

"I really enjoyed the amount of time that was given for networking and sharing ideas with others. I think the smaller sessions were really helpful."

"There was a great diversity of information covering the spectrum of physician health. There was literally something important to learn no matter what practice environment you are working in."

"The knowledge and incredible camaraderie, connection with like-minded, motivated colleagues. The openness, expertise and sharing by keynotes, and plenary speakers."

## SUMMATION

**While the conference was successful within its three-day scope, prioritizing physician health and well-being in daily practice takes commitment that's strong, informed and operates on two levels.**

- Personal commitment: Everyone in the health care profession takes the necessary time required to focus on their own health
- Professional commitment: Medicine must keep this issue—and the quest for meaningful, actionable solutions—on its agenda front and center.

We hope the 2019 ACPH findings will not only serve as a reminder of the important work and research that has been done, but also continue to push the vital goal of promoting physician well-being in the years to come.

**WE WOULD LIKE TO THANK THE FOLLOWING INDIVIDUALS FOR THEIR CONTRIBUTIONS TO THE PLANNING OF THIS CONFERENCE:**

## PROGRAM PLANNING COMMITTEE

Amber Bushman (Mayo Clinic)	Shireesha Jevaji, MPH (AMA)	Sherilyn Stolz (Stanford Medicine)
Latricia Caston, MBA, MIS (AMA)	Nancy Nankivil (AMA)	Mickey Trockel, MD, PhD (Stanford Medicine)
Ashley Cummings, MBA (AMA)	Tait Shanafelt, MD (Stanford Medicine)	Michael Tutty, PhD, MHA (AMA)
Lotte Dyrbye, MD, MHPE (Mayo Clinic)	Christine Sinsky, MD (AMA)	Colin West, MD, PhD (Mayo)
Jessica Homan, MBA (Mayo Clinic)		Allison Winkler, MPH (AMA)

## ABSTRACT REVIEW COMMITTEE

Chairs: Lotte Dyrbye, MD, MPHE, and Mickey Trockel, MD, PhD	Jane Lemaire, MD	Daniel Tawfik, MD
Stewart Babbott, MD	Samantha Meltzer-Brody, MD, MPH	Brianna Vaa, MD
Chantal Brazeau, MD	Kristine Olson, MD, MSc	Colin West, MD, PhD
Carolyn Dewa, PhD, MPH	Sara Poplou	Nick Yaghmour, MPP
Maryam Hamidi, PhD	Jonathan Ripp, MD, MPH	
Susan Hingle, MD	Susannah Rowe, MD	
	Srijan Sen, MD, PhD	
	Stuart Slavin, MD, MEd	

**MARK YOUR CALENDARS!**



## AMERICAN CONFERENCE ON PHYSICIAN HEALTH

Oct. 7-9 | Hyatt Regency Scottsdale Resort & Spa at Gainey Ranch | 7500 E. Doubletree Ranch Road | Scottsdale, Ariz.



**Plan to join us at the next ACPH , Oct. 7-9, 2021 in Scottsdale, Ariz., at the Hyatt Regency Scottsdale Resort & Spa at Gainey Ranch.**

Email [physicianhealth@ama-assn.org](mailto:physicianhealth@ama-assn.org) to be placed on the ACPH mailing list in order to receive timely conference updates, including when the call for abstracts opens.

