



# ACPH 2017 | AMERICAN CONFERENCE ON PHYSICIAN HEALTH

Oct. 12–13 | Palace Hotel | 2 New Montgomery St. | San Francisco



**Stanford**  
MEDICINE



# The American Conference on Physician Health is hosted by Stanford University School of Medicine in collaboration with the American Medical Association and the Mayo Clinic.

Dear Colleagues:

On behalf of Stanford Medicine, the American Medical Association and Mayo Clinic, we welcome you to the inaugural American Conference on Physician Health (ACPH) in the beautiful city of San Francisco. We hope that in addition to our stimulating conference sessions you will find some time to enjoy San Francisco's cultural and culinary delights.

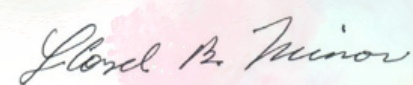
Our organizations have joined forces to counter the national trend of increasing physician burnout and to reignite the joy in medicine. This conference is one example of the work we are engaged in nationally to promote physician health and wellness.

The ACPH will occur every other year, opposite the International Conference on Physician Health™. The leadership and conference location will rotate among Stanford Medicine, the AMA and Mayo Clinic. This year, Stanford Medicine is delighted to serve as your primary host.

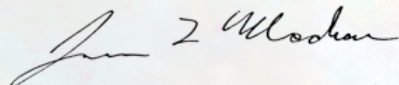
The ACPH 2017 theme "Creating an organizational foundation to achieve joy in medicine" focuses on structuring organizations so that they contribute to, rather than detract from, physician health and professional fulfillment. The conference's goal is to provide attendees with the data and tools they need to accelerate discussions and plans to improve the health of their physicians in their own settings. During this two-day event, you will hear from organizations and individuals already actively improving their culture of wellness, addressing practice inefficiencies and supporting their physicians' personal resilience.

It is our sincere hope that this conference provides you with the knowledge and tools you need to support your own personal and professional health while also preparing you to help lead your organization's approach to physician health.

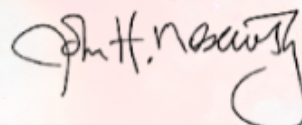
In good health,



**Lloyd B. Minor, MD**  
Carl and Elizabeth Naumann Dean  
Stanford University School  
of Medicine



**James L. Madara, MD**  
CEO and executive vice president  
American Medical Association



**John H. Noseworthy, MD**  
CEO  
Mayo Clinic



## Stanford University School of Medicine (WellMD Center)

The WellMD Center was founded in 2016 by Dean Lloyd Minor, MD, on the premise that physician wellness is vital to all three elements of Stanford Medicine's mission: to discover, to teach and to care. The center serves as a central organizing structure for physician wellness and professional fulfillment activities throughout the Stanford Medicine enterprise.

The center's goals are to:

- Improve the well-being of Stanford Medicine faculty
- Contribute to scholarship in the field of physician wellness
- Provide national leadership in addressing the epidemic of clinician burnout that threatens the health of our citizens

The center's work is informed by our WellMD Professional Fulfillment Model. This model identifies three key domains, all of which we believe are important contributors to clinician health and professional fulfillment:

- Culture of Wellness
- Efficiency of Practice
- Personal Resilience

Tait D. Shanafelt, MD, leads the WellMD Center and serves as associate dean and chief wellness officer for Stanford Medicine.

## American Medical Association

The American Medical Association is the premier national organization providing timely, essential resources to empower physicians, residents and medical students to succeed at every phase of their medical lives. Physicians have entrusted the AMA to advance the art and science of medicine and the betterment of public health on behalf of patients for more than 170 years. For more information, visit [ama-assn.org](http://ama-assn.org). The AMA, which is also transforming medical education and advancing initiatives that enhance practice efficiency, professional satisfaction and improve the delivery of care, is headquartered in Chicago with a powerful advocacy office in Washington, D.C.

## Mayo Clinic Program on Physician Well-Being

Founded more than 150 years ago, Mayo Clinic is a nonprofit organization committed to clinical practice, education and research, providing expert, whole-person care to those who need healing. Mayo Clinic's mission is to inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research. Mayo's primary value is, "The needs of the patient come first." Recognizing that physician well-being and engagement are necessary to support this primary value, Mayo Clinic has maintained a commitment to studying physician burnout and identifying and implementing evidence-based strategies to reduce burnout and improve work-lives for physicians.

# Stanford's WellMD Professional Fulfillment Model

This inaugural, innovative conference will focus on inspiring organizations and health systems to seek ways to put the joy back in medicine for our nation's physicians. The conference will showcase research and perspectives around "Creating an organizational foundation to achieve joy in medicine," exploring the domains of Stanford's WellMD Professional Fulfillment Model:



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## Culture of Wellness

Organizational work environment, values and behaviors that promote self-care, personal and professional growth, and compassion for ourselves, our colleagues and our patients.

## Efficiency of Practice

Workplace systems, processes and practices that promote safety, quality, effectiveness, positive patient and colleague interactions and work-life balance.

## Personal Resilience

Individual skills, behaviors and attitudes that contribute to physical, emotional and professional well-being.

## General information

### CME—how to receive credit

The ACCME requires that continuing medical education (CME) providers have a mechanism in place to verify physician participation in CME activities. For this conference please be certain to sign in each morning at the registration desk in order to claim your credit.

### Networking

Take advantage of multiple networking opportunities to meet or catch up with your peers, expand your network of contacts and have a lively exchange of views, experience, knowledge and ideas. Plan to attend the welcome reception at **5:30 p.m., Thursday, Oct. 12**, sponsored by The Physicians Foundation.

### Wireless Internet

Wireless Internet (WiFi) access will be available in conference areas at the Palace Hotel.

Networks: **PalaceMeetingRooms, PalaceGuestrooms** or **PalaceLobby**

Password: **ACPH17**

In addition, guest room WiFi will be included in the room rate for those booked within the American Conference on Physician Health (ACPH) room block. Once purchased through your device while in your guest room, the charges will be deducted from your hotel bill prior to checkout.

## Meet this year's speakers



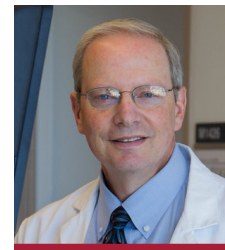
**Vivek H. Murthy, MD, MBA (keynote speaker)**  
19th U.S. surgeon general

During his tenure as United States surgeon general, Vivek H. Murthy, MD, launched the "TurnTheTide" campaign, catalyzing a movement among health professionals to address the nation's opioid crisis. He also issued the first "Surgeon General's Report on Alcohol, Drugs, and Health," calling for expanded access to prevention and treatment and for recognizing addiction as a chronic illness, not a character flaw. As the vice admiral of the U.S. Public Health Service Commissioned Corps he commanded a uniformed service of 6,600 public health officers globally. An internal medicine physician and entrepreneur, Dr. Murthy co-founded a number of organizations: VISIONS, an HIV/AIDS education program in India; Swasthya, a community health partnership in rural India training women as health providers and educators; software company TrialNetworks; and Doctors for America.



**Tait D. Shanafelt, MD (plenary speaker)**  
Chief wellness officer, Stanford Medicine  
Associate dean, Stanford University School of Medicine  
Director, Stanford WellMD Center

Originally from Seattle, Tait D. Shanafelt, MD, received his undergraduate degree from Washington State University. Earning his medical degree from the University of Colorado, he received the Hippocrates Award as the "Physician's physician," the Golden Head Cane Award as the outstanding student in internal medicine, and the Robert E. Glazer Award for leadership and service. In addition to his R01-funded leukemia research, Dr. Shanafelt is an internationally recognized thought leader and researcher in the field of physician well-being and its implications for quality of care. He has published over 100 manuscripts on this topic, including numerous national studies of U.S. physicians. He has served as a keynote speaker on this topic to the ACGME, the Association of American Medical Colleges, the AMA and the American Board of Internal Medicine. Dr. Shanafelt's studies in this area have also been cited by CNN, *USA Today*, Paul Harvey's radio broadcast and *The New York Times*.



**Robert M. Wachter, MD (plenary speaker)**  
Holly Smith Distinguished Professor in Science and Medicine Benioff Endowed Chair in Hospital Medicine  
Professor of medicine  
Chairman, Department of Medicine  
University of California, San Francisco

Robert M. Wachter, MD, is professor and chair of the Department of Medicine at the University of California, San Francisco (UCSF). In 2017 the UCSF Department of Medicine was ranked first in the nation by *U.S. News & World Report*, and the department is the country's leading recipient of NIH grants.

Dr. Wachter also edits the U.S. government's leading website on patient safety and has written two books on the subject, including *Internal Bleeding* and *Understanding Patient Safety*. For the past nine years, *Modern Healthcare* magazine has ranked him one of the most influential physician-executives in the U.S.; he was No.1 on the list in 2015. His 2015 book, *The Digital Doctor: Hope, Hype and Harm at the Dawn of Medicine's Computer Age*, was a *New York Times* science bestseller. He recently chaired a blue-ribbon commission advising England's National Health Service on its digital strategy.



**Abraham Verghese, MD, MACP (keynote speaker)**  
Professor of medicine  
Vice chair, theory and practice  
Director of Stanford Interdisciplinary Center, Presence  
Stanford University School of Medicine

Abraham Verghese, MD, is a critically acclaimed author and a prominent voice in medicine. His books have sold millions of copies and are broadly translated.

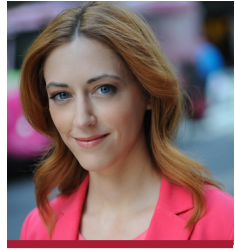
Dr. Verghese's novel, *Cutting for Stone*, topped *The New York Times* bestseller list, and *My Own Country* was a finalist for the National Book Critics Circle Award and was made into a movie. *The Tennis Partner* was a *New York Times* Notable Book. His writing has appeared in *The New York Times*, *The New Yorker*, *Granta* and *The Wall Street Journal*.

He is a master of the American College of Physicians, elected to the Association of American Physicians, as well as to the Institute of Medicine of the National Academy of Sciences. A 2014 recipient of the Heinz Award for Arts and Humanities, Dr. Verghese was honored in 2016 with a National Humanities Medal in a ceremony at the White House with President Barack Obama.

Follow the hashtag **#ACPH17** to join the conference conversation and get

highlights about sessions, speakers and other conference happenings.

## Meet this year's speakers



### Kelly McGonigal, PhD (plenary speaker)

Health psychology lecturer  
Stanford University

Having studied psychology and humanistic medicine at Stanford University, Kelly McGonigal, PhD, is a co-author of the Stanford Compassion Cultivation Training. Her knowledge of the benefits of compassion meditation on well-being led to her compassion courses offered to physicians at Stanford Hospitals. A former editor-in-chief of *The International Journal of Yoga Therapy*, the first peer-reviewed journal exploring the medical and psychological benefits of meditation and yoga, she authored *The Willpower Instinct*, *Yoga for Pain Relief* and her most recent book, *The Upside of Stress*. You might recognize her from her 2013 TED talk, "How to make stress your friend," which is one of the 20 Most Viewed TED talks of all time.



### Christine Sinsky, MD (keynote speaker)

Vice president, Professional Satisfaction  
American Medical Association

Christine Sinsky, MD, is a vice president of professional satisfaction at the American Medical Association. A board-certified internist, she also practices at Medical Associates Clinic and Health Plans in Dubuque, Iowa. Working to elevate national awareness of health professional well-being as an important driver of health system performance, Dr. Sinsky led "In search of joy in practice: A report of 23 high-functioning primary care practices," a project of the ABIM Foundation, from 2011 to 2012. She also co-authored the 2013 paper "From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider." A frequent national and international lecturer on practice innovation, redesign and physician satisfaction, Dr. Sinsky received her bachelor's and medical degrees from the University of Wisconsin, and completed her postgraduate residency at Gundersen Medical Foundation/La Crosse Lutheran Hospital in LaCrosse, Wisc., where she served as chief medical resident.



### Lloyd Minor, MD (plenary panelist)

Carl and Elizabeth Naumann Dean of the School of Medicine  
Professor of otolaryngology—head and neck surgery, bioengineering, and of neurobiology, by courtesy  
Stanford University School of Medicine

Lloyd B. Minor, MD, is the Carl and Elizabeth Naumann Dean of the Stanford University School of Medicine. With his leadership, Stanford Medicine has established a strategic vision to lead the biomedical revolution in precision health, a fundamental shift to more proactive and personalized health care that empowers people to lead healthy lives. With more than 140 published articles and chapters, Dr. Minor is an expert in balance and inner ear disorders. In 2012 he was elected to the National Academy of Medicine.



### Sarah Krevans, MBA, MPH (plenary panelist)

President and chief executive officer  
Sutter Health Network

Sarah Krevans leads Northern California-based Sutter Health, a not-for-profit health system caring for 3 million patients. Believing that a good leader is a great listener, Ms. Krevans listens closely to patients, doctors, employees and community partners to help her better understand their needs and expectations, and guides Sutter Health's strategy to build a health care model that will help transform medical care in our country.

Having served as Sutter Health's chief operating officer from 2012 to 2015, Ms. Krevans became president and CEO in January 2016. Under her leadership, that year Sutter Health and Sutter's Valley Area were named among America's top five large health systems by Truven Health Analytics.

Ms. Krevans was named to *Modern Healthcare's* "2017 Top 25 Women in Healthcare" list, a *San Francisco Chronicle* "Visionary of the Year," and one of the "Most Influential Women in Business" by the *San Francisco Business Times*.

## Meet this year's speakers



### Tina Shah, MD (plenary panelist)

White House Fellow  
U.S. Department of Veteran Affairs

Tina Shah, MD, is a pulmonary and critical care physician-scientist focused on designing transformative value-based care models and utilizing technology to empower the medical workforce. She serves as the White House Fellow to the Secretary of the Department of Veterans Affairs. She has authored several papers on COPD care models, and served as a key strategic advisor during the University of Chicago Medicine's enrollment into a Medicare bundled payment program for COPD. She spearheads the VA's initiative to address provider burnout, and manages a multipronged strategy of organizational interventions at the VA. This work builds from her expertise while national chairwoman of the American Medical Association Resident and Fellow Section, where she addressed the burnout epidemic by convening the first national summit on resident well-being, and launched a national study to identify the key drivers of health and satisfaction for residents.



### Steve Strongwater, MD (plenary panelist)

President and chief executive officer  
Atrius Health

In August 2015, Steve Strongwater, MD, became president and CEO of Atrius Health where practices include Dedham Medical Associates, Granite Medical Group, Harvard Vanguard Medical Associates and VNA Care Network Foundation. Dr. Strongwater additionally assumed the role of chief medical executive for Transition Integration and was responsible for developing programs and serving as a liaison to newly acquired hospitals and physician practices. Having served on several regional and national boards, Dr. Strongwater currently serves on the Mass Digital Health Council, IBM Watson Advisory Board, Janssen Healthcare Innovators Council, Healthcare Executives Network and recently completed terms on the Healthcare Productivity Expert Advisory Panel for the Singapore Ministry of Health Committee on Health Professions, as chair of the American Hospital Association's Committee on Health Professions, as well as an advisor to the Association of American Medical Colleges for the CMS Bundling Project.

### Things to do in San Francisco

Explore San Francisco from the convenience of our downtown location. Just minutes away from the lobby you'll find the city's icons, such as the Embarcadero Ferry Building, Chinatown, Union Square, cable cars, the San Francisco Museum of Modern Art and many more!

Follow the hashtag [#ACPH17](#) to join the conference conversation and get

highlights about sessions, speakers and other conference happenings.

# Agenda at-a-glance

## Thursday, Oct. 12

7–8 a.m.	<b>Registration and continental breakfast</b>
8–10 a.m.	<b>Welcome</b> Bryan Bohman, MD
8:10–8:40 a.m.	<b>Conference model overview: A balanced organizational approach to physician health</b> Bryan Bohman, MD
8:40–9:40 a.m.	<b>Opening keynote: One nation under stress: Improving emotional well-being in America</b> 19th U.S. Surgeon General Vivek Murthy, MD Moderated by Colin West, MD, PhD
9:40–10:40 a.m.	<b>Plenary session: Organizational approaches to promoting physician well-being</b> (theme: Culture of Wellness) Tait D. Shanafelt, MD
10:40–11:10 a.m.	<b>Break</b>
11:10 a.m.–12:40 p.m.	<b>Concurrent breakout sessions</b> (choose one theme) • Culture of Wellness • Efficiency of Practice • Personal Resilience
12:40–1:40 p.m.	<b>Lunch and exhibitor visits</b>
1:40–2:40 p.m.	<b>Plenary session: How the electronic health record contributes to burnout—and why it just might be the cure</b> (theme: Efficiency of Practice) Robert Wachter, MD
2:50–4:20 p.m.	<b>Concurrent breakout sessions</b> (choose one theme) • Culture of Wellness • Efficiency of Practice • Personal Resilience
4:20–4:30 p.m.	<b>Break</b>
4:30–5:30 p.m.	<b>Poster session: Perspective</b>
5:30–6:30 p.m.	<b>Welcome reception with cocktails and light hors d'oeuvres</b>

## Friday, Oct. 13

7–8 a.m.	<b>Registration and continental breakfast</b>
8–8:45 a.m.	<b>Opening keynote: Healing the healer</b> Abraham Verghese, MD
8:45–9:30 a.m.	<b>Plenary session: Self-compassion—why it's vital to your personal resilience</b> (theme: Personal Resilience) Kelly McGonigal, PhD
9:30–10 a.m.	<b>Break</b>
10–11:30 a.m.	<b>Concurrent breakout sessions</b> (choose one theme) • Culture of Wellness • Efficiency of Practice • Personal Resilience
11:30 a.m.–12:30 p.m.	<b>Poster session: Research</b>
12:30–1:30 p.m.	<b>Lunch</b>
1:30–2:30 p.m.	<b>Keynote: Building a culture of joy in medicine: challenges and opportunities</b> Christine Sinsky, MD
2:30–2:45 p.m.	<b>Break</b>
2:45–3:45 p.m.	<b>Closing panel: An action agenda: How organizations are promoting joy in practice</b> Lloyd Minor, MD; Sarah Krevans, MBA, MPH; Tina Shah, MD; Steve Strongwater, MD Moderated by Andrea Sikon, MD
3:45–4:15 p.m.	<b>Closing remarks</b> Tait D. Shanafelt, MD

**Note:** This agenda is subject to change.

# Agenda

## Thursday, Oct. 12

7–8 a.m.	<b>Registration</b> (Regency Foyer)
7–8 a.m.	<b>Breakfast</b> (Gold Ballroom)
8–8:10 a.m.	<b>Welcome and introduction</b> (Grand Ballroom) Bryan Bohman, MD, clinical professor, Stanford University
8:10–8:40 a.m.	<b>Conference model overview: A balanced organizational approach to physician health</b> (Grand Ballroom) Bryan Bohman, MD, clinical professor, Stanford University
8:40–9:40 a.m.	<b>One nation under stress: Improving emotional well-being in America</b> (Grand Ballroom) 19th U.S. Surgeon General Vivek Murthy, MD
9:40–10:40 a.m.	<b>Plenary: Organizational approaches to promoting physician well-being</b> (Grand Ballroom) Tait D. Shanafelt, MD, associate dean and chief wellness officer, Stanford University School of Medicine
10:40–11:10 a.m.	<b>Break</b> (upstairs, Sunset Court)

11:10 a.m.–12:40 p.m.	<b>Concurrent breakout sessions (choose one theme)</b>		
	<b>Culture of Wellness</b> (Twin Peaks)	<b>Efficiency of Practice</b> (Pacific Heights)	<b>Personal Resilience</b> (Sea Cliff)
	<b>Medical student mental health: A longitudinal cross-sectional survey</b> <i>M. Grade, B. Wong, M. Trockel, R. Smith-Coggins</i>	<b>Rebooting the joy of practice = clinical/operational leadership + workflow standardization + technology</b> <i>C. Joseph, E. Ross, L. Tuyen</i>	<b>The OASIS Project: A 12-month resilience initiative in the MICU</b> <i>V. Downing, H. Farley</i>
	<b>Depression and the toxic learning environment in graduate medical education</b> <i>N. Yagmour, D. Baldwin, P. Rockey, T. Brigham</i>	<b>Fostering physician wellness: The role of operational tactics and efficiency</b> <i>E. Sullivan, J. Alpert</i>	<b>The integration of a cognitive reframing curriculum in medical school: Can we lessen anxiety among medical students?</b> <i>P. Marin-Nevarez, L. Osterberg, M. Trockel, J. Bankman, I. Russell, R. Smith-Coggins</i>
	<b>A team-based and organizational framework for fostering resilience and well-being in academic hospital medicine</b> <i>R. Pierce, D. Anoff, E. Cumbler, H. Fordyce, J. Glasheen, P. Kneeland, D. Tady, B. Wolfe</i>	<b>Practice Refresh: A 1-month intervention to rebuild physician efficiency and wellness</b> <i>M. Moeller, C. Walker</i>	<b>RefreshMD: An evidence-based online curriculum to improve sleep in medical students</b> <i>S. Connolly, R. Smith-Coggins, R. Manber, L. Blaylock, G. Seeland, J. Walker, M. Trockel</i>

12:40–1:40 p.m.	<b>Lunch</b> (Gold Ballroom or Ralston Ballroom, downstairs) <b>Exhibitor visits</b> (Regency Foyer)
1:40–2:40 p.m.	<b>Plenary: How the electronic health record contributes to burnout—and why it just might be the cure</b> (Grand Ballroom) Robert Wachter, MD, professor of medicine, University of California, San Francisco

2:50–4:20 p.m.	<b>Concurrent breakout sessions (choose one theme)</b>		
	<b>Culture of Wellness</b> (Twin Peaks)	<b>Efficiency of Practice</b> (Pacific Heights)	<b>Personal Resilience</b> (Sea Cliff)
	<b>Physician wellness measures are associated with unsolicited patient complaints—a marker for increased liability risk</b> <i>D. Welle, M. Trockel, M. Hamidi, S.E. Lesure, G. Hickson, W. Cooper</i>	<b>Clinician perception of team support, burnout and “doability” of primary care</b> <i>R. Willard-Grace, M. Knox, B. Huang, T. Bodenheimer, K. Grumbach</i>	<b>Health living program for physicians</b> <i>D. Hensrud, W. Thompson</i>
	<b>Toward a culture of wellness: Addressing spiritual and moral distress</b> <i>B. Feldstein</i>	<b>How has EHR implementation affected the patient-practitioner relationship in the United States and abroad?</b> <i>E. Toll, R. Hilliard</i>	<b>Professionalism and peer support: Drivers of wellness</b> <i>J. Shapiro</i>
	<b>The dose-response effect of positive rounding in health care work settings: Associations with health care worker burnout, burnout climate, and work-life balance</b> <i>K. Adair, J. B. Sexton, A. Frankel, M. Leonard, J. Profit</i>	<b>Reducing physician burnout through the implementation of patient one-piece-flow: A quantitative analysis</b> <i>M. Tankus, C. Eseonu, S. McCabe, G. Alheiji</i>	<b>A randomized trial, using a compassion curriculum, to reduce burnout and increase meaning for physicians and staff in outpatient practice</b> <i>M. Rosenberg, R. Hawkins</i>

(Continues on next page)

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# Agenda

## Thursday, Oct. 12 (continued)

4:20–4:30 p.m.	<b>Break</b> (Sunset Court, upstairs)
4:30–5:30 p.m.	<b>Poster sessions</b> (Sunset Court)
5:30–6:30 p.m.	<b>Welcome reception</b> sponsored by The Physicians Foundation (Ralston Ballroom, downstairs)

## Friday, Oct. 13

7–8 a.m.	<b>Registration</b> (Regency Foyer)
7–8 a.m.	<b>Breakfast</b> (Gold Ballroom)
8–8:45 a.m.	<b>Opening keynote: Healing the healer</b> Abraham Verghese, MD Professor of medicine, Stanford University School of Medicine
8:45–9:30 a.m.	<b>Plenary session: Self-compassion—why it’s vital to your personal resilience</b> (Grand Ballroom) Kelly McGonigal, PhD, health psychology lecturer, Stanford Graduate School of Business
9:30–10 a.m.	<b>Break</b> (Sunset Court, upstairs)
10–11:30 a.m.	<b>Concurrent breakout sessions (choose one theme)</b>

	Culture of Wellness (Twin Peaks)	Efficiency of Practice (Pacific Heights)	Personal Resilience (Sea Cliff)
	<b>An organizational wake-up call: Data connecting caregiver burnout, well-being and compassion</b> <i>M. Rosenberg, R. Hawkins</i>	<b>Evaluating the impact of clinical librarians on inpatient rounds</b> <i>R. Brian, N. Orlov, D. Werner, S. Martin, V. Arora, M. Alkureishi</i>	<b>A residency-driven physician wellness program creates success in resiliency building</b> <i>A. Dave, S. Chandra, N. Sthalekar, R. Smith</i>
	<b>Prevalence of work-related musculoskeletal disorders among at-risk physicians: A systematic review and meta-analysis</b> <i>S. Epstein, E. Sparer, B. Tran, Q. Ruan, J. Dennerlein, B. Lee</i>	<b>The economic cost of physician turnover attributable to burnout</b> <i>M. Hamidi, B. Bohman, C. Sandborg, R. Smith-Coggins, P. de Vries, M. Albert, D. Welle, M.L. Murphy, M. Trockel</i>	<b>The impact of mind-body medicine skills training on health care professional burnout</b> <i>E. Weinlander, E. Darzy, M. Winget</i>
	<b>Reaching the tipping point: Creating momentum for meaningful change</b> <i>E. Morrow, D.R. Davies, A. Armstrong, B. Flaherty, J. Wold, A. Cowan, J. Wanzek, B. Poss</i>	<b>Reducing the stress of regulatory complaints</b> <i>A. Rowland</i>	<b>The associations between work-life balance behaviors, teamwork climate and safety climate: Introducing the work-life climate scale, psychometric properties, benchmarking data and future directions</b> <i>K. Adair, S. Schwartz, K. Rehder, J. Bae, J. B. Sexton, J. Profit</i>

11:30 a.m.–12:30 p.m.	<b>Poster sessions</b> (Sunset Court, upstairs)
12:30–1:30 p.m.	<b>Lunch</b> (Gold Ballroom and Ralston Ballroom, downstairs)
1:30–2:30 p.m.	<b>Keynote: Building a culture of joy in medicine: Challenges and opportunities</b> (Grand Ballroom) Christine Sinsky, MD, vice president, Professional Satisfaction, American Medical Association
2:30–2:45 p.m.	<b>Break</b> (Regency Foyer, downstairs)
2:45–3:45 p.m.	<b>Closing panel: An action agenda: How organizations are promoting joy in practice</b> (Grand Ballroom) Moderator: Andrea Sikon, MD, Cleveland Clinic Panelists: Lloyd Minor, MD, dean, Stanford University School of Medicine; Sara Krevans, MBA, MPH, president and CEO, Sutter Health; Tina Shah, MD, White House Fellow, VA System; Steve Strongwater, MD, CEO, Atrius Health
3:45–4:15 p.m.	<b>Closing remarks</b> Tait D. Shanafelt, MD, associate dean and chief wellness officer, Stanford University School of Medicine

# Perspective poster presentations

**A framework for promoting resident wellness in a family medicine residency program—evidence, successes and tensions**  
*M. Dobson, N. Kirst, J. Wong, J. Schneiderhan*

**A shared vision for pursuit of the Quadruple Aim: The charter on physician well-being**  
*L. Thomas, C. West, H. Bazari, E. Gaufberg, J. Ripp*

**Advancing faculty wellness and well-being: Our workplace, our people**  
*M. Lall, J. O’Shea, K. Heilpern, P. Shayne, S. Heron*

**Connections between physician burnout and patient safety**  
*M. Janas, A. Babayan, S. Singer, G. Focht, J. Noulanger, G. Schiff, A. Ellner, J. Einbinder, L. Sato, L. Hunt, R. Phillips*

**Creating learning and practice environments that support resilience: Tips to engage institutional leadership**  
*A. Cedfeldt, P. Chelmiski, D. McNeill, J. Ripp*

**Designing well-being: The impact of a program using design thinking to engage residents in development of organizational well-being interventions**  
*L. Thomas, R. Nguyen, E. Harleman, C. Lucey*

**Environments matter: Reconsidering gender, physician burnout and workplace culture**  
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Artifact Health is focused on making physicians' lives easier with technology that physicians find enjoyable to use. Artifact Health's query management and education platform removes the time-consuming, multi-step burden of responding to documentation questions from coding and billing staff. With Artifact Health, physicians respond to queries in one step from their smartphone or computer. Query responses automatically generate addenda in the EMR driving higher-quality documentation, proper reimbursement and more accurate publicly reported quality outcomes.

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



**Coalition for Physician Well-being**

We believe that physician well-being and engagement are vital to the mission of all health care organization, 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)



**Human Dx**

The Human Diagnosis Project (Human Dx) is a worldwide effort created with and led by clinicians to build an online system that maps the steps to help any patient. Human Dx aims to address the root causes of burnout and simultaneously improve quality of care. The system allows physicians to focus on activities they find most meaningful, including curbsiding on patients needing their expertise, building mastery in their practice areas and collaborating with colleagues on clinical cases.

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



**Mind Garden**

Mind Garden is a publisher of validated psychological assessments including the Maslach Burnout Inventory, which is recognized as the leading measure of burnout and has been validated by over 25 years of extensive research for medical and human services professionals. Mind Garden provides a range of services including individual and group reports, organizational surveys and customization. Mind Garden also publishes the Areas of Worklife, a companion assessment to provide insight into the cause of burnout, and the Multifactor Leadership Questionnaire, the benchmark measure of transformational leadership.

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



**Physician Well-Being Index**

The Well-Being Index was invented by the Mayo Clinic and is a 100 percent 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 percent 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/well-being-index](http://mededwebs.com/well-being-index)



**The Risk Authority**

The Risk Authority Stanford (TRA Stanford) is a risk consulting firm breaking barriers to confront health care's challenges head-on. Our creative thinking, breakthrough technology and cutting-edge solutions protect patients and employees by reducing medical errors and improving worker safety. We believe risk management can and should foster sustainable improvements in patient outcomes and satisfaction, as well as risk financing, worker safety and hospital performance.

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



**VITAL WorkLife, Inc.**

VITAL WorkLife, Inc. is a national behavioral health consulting company supporting all dimensions of well-being. Our healthcare solutions are designed specifically to meet the unique needs of physicians and providers. Our team of licensed master's and doctorate level senior consultants, physician peer coaches, psychiatrists and other specialists have deep experience in issues surrounding physician performance, satisfaction and retention. Our ultimate goal is to proactively help physicians and organizations address issues before they escalate to the point of affecting performance and patient safety. Our proprietary methodology and industry proven services include:

- Physician Well Being Resources: Confidential help for physicians and their families on a variety of work and life related topics.
- Coaching and Support: Connections to peer coaches on challenges at work or home and as a personal and career development tool.
- Training and Consulting: Assistance with assessing and improving organizational culture, addressing individual and workplace conflict and executive/leadership development.

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

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## Domain ideas and best practices worksheet

Use this page to capture your ideas as you learn more about the three domains that are essential to achieving professional fulfillment.

<p><b>Culture of Wellness</b></p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	<p><b>Efficiency of Practice</b></p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p><b>Personal Resilience</b></p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	











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