A nighttime photograph of the Golden Gate Bridge in San Francisco, California. The bridge is illuminated with warm lights, and the city lights of San Francisco are visible in the background across the water. The sky is a deep blue with some light clouds.

Improving the Work Experience at UCSF Health

California Healthcare Safety Net Institutions

December 7, 2022

Diane Sliwka, MD

Chief Physician Experience Officer, UCSF Health

Professor of Medicine, Division of Hospital Medicine, UCSF

Co-Chair, UC Physician Well Being Collaborative



Dr. Francis I. Auguste, MD
Pediatric Neurosurgery

Children's
Hospital of
Philadelphia
Pediatric Neurosurgery

Buy In and Commitment to Well-Being

My Role: Chief Physician Experience Officer

Health System Role, Reports to Chief Quality Officer

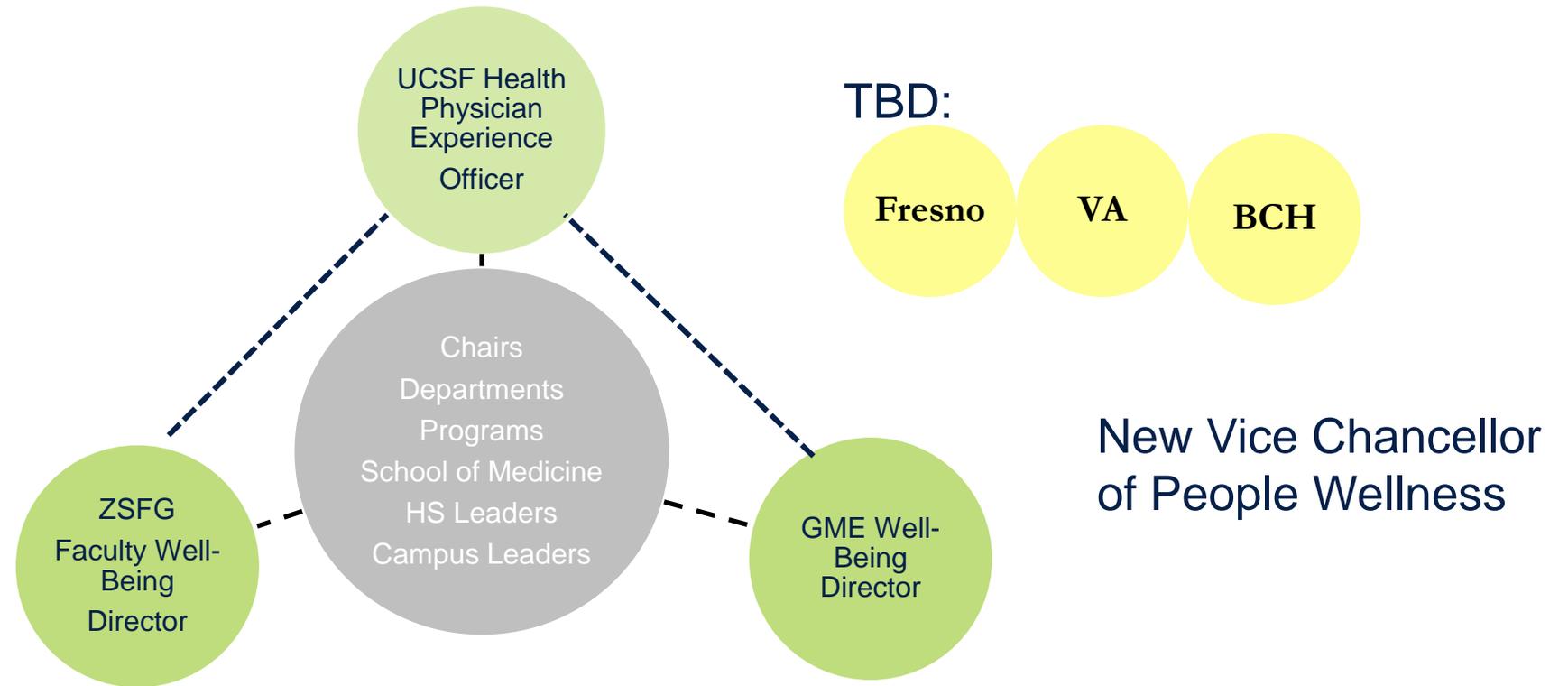
Executive Sponsor, Chief Clinical Officer

Partnership Across Entities and Functional Areas, Bridging Health System to School of Medicine

Responsibilities:

- Organizational Strategy and Goal Setting
- Measurement, Survey Oversight, Reporting
- Prioritization and Implementation of Initiatives, and Influence of Leaders to Implement
- Engagement and Communications: Data Reporting, Town Halls, One Good Thing Newsletter, Repository, and
- Consultation with Clinical Departments and Operational Leaders to support Implementation of Local and System Wide Initiatives

Informal Campus Partnerships for “Well-Being”



Departmental Partnerships

UCSF/UCSF Health Physician Experience Council 2022-23



Anna Butrymowicz
Assistant Clinical
Professor
OHNS



Bryan Winn
Associate Professor
Ophthalmology



Diane Sliwka
Chief Physician
Experience Officer,
UCSF Health



Elham Khanafshar
Professor
Pathology



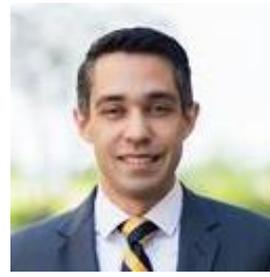
Elizabeth Rogers
Professor
Pediatrics



Emi Yoshida
Ass. Clinical
Professor
Radiation Oncology



Amanda Sammann,
Associate Professor
in Residence,
Surgery



Jahan Fahimi
Associate Professor
Emergency
Medicine



Jina Sinsky
Assistant Clinical
Professor
Anesthesia



Joanne Guo
Assistant Clinical
Professor
Neurology



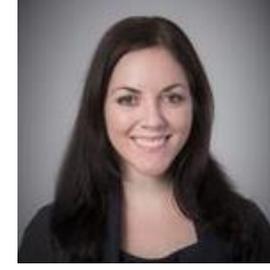
Karthik Ganapathi
Associate Clinical
Professor
Laboratory Medicine



Katie Grouse
Assistant Clinical
Professor
Neurology



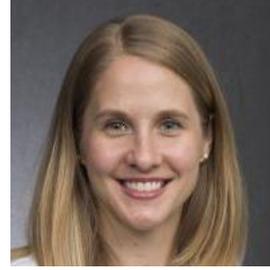
Kristin Livingston
Associate Clinical
Professor
Orthopaedic Surgery



Larissa Thomas
Associate Clinical
Professor
Director Well-Being
GME



Matthew Bucknor
Associate Professor
Radiology



Michelle Van Kuiken
Assistant Professor
Urology



Kelly Cordoro,
Professor of Dermatology



Felicia Lester
Associate Professor
Obstetrics, Gynecology and
Reproductive Sciences



Philip Starr
Professor In Residence
Neurosurgery



Starr Knight
Associate Clinical
Professor
ZSFG Director Faculty



Urmimala Sarkar
Professor In Residence
Medicine



Psychiatry



Jon Eichelberger
Family Medicine

A Model

Culture

- Leadership
- Values Alignment
- Influence over Work (Voice/Input)
- Meaning/Purpose
- Community/Collegiality
- Peer Support
- Appreciation
- Flexibility
- Culture of Compassion
- Communication
- Family Friendly Policies



Clinical Efficiency and Resources

- EHR usability
- Scheduling
- Documentation
- Team Based Care
- OR Turnaround Times
- Staffing of physicians and support staff (amount and quality)

Personal Resilience

- Self care (sleep, exercise, nutrition)
- Self compassion
- Meaning in work
- Work life integration
- Social Support
- Cognitive/Emotional Flexibility
- Practices (mindfulness, gratitude, prosocial behaviors)

©Stanford Medicine 2016

Well-Being Framework: The Six Areas of Worklife



Slide adapted courtesy of Jina Sinskey, MD

Source: Leiter MP, Maslach C. Six areas of worklife: a model of the organizational context of burnout. *J Health Hum Serv Adm.* 1999 Spring;21(4):472-89.

Our Approach



MEASURE

ANNUAL MEASUREMENT SURVEY
TRANSPARENT DATA DISSEMINATION AND
CASCADING
PREPARED REPORTS
TABLEAU DASHBOARD
DEPARTMENTAL CASCADE
LISTENING SESSIONS AND TOWN HALLS



PRIORITIZE

ALIGNMENT OF INCENTIVES
HOT SPOTS/THEMES FROM SURVEYS, TOWN
HALLS, LISTENING SESSIONS
POLL EVERYWHERE EXERCISE

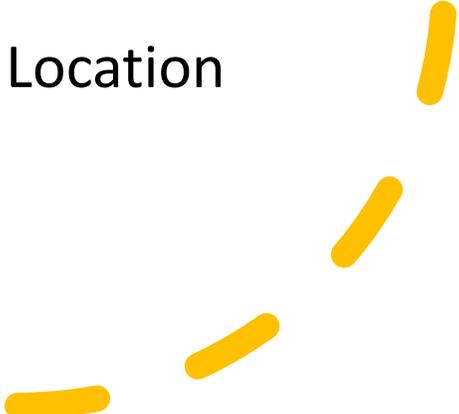


IMPROVE

ENGAGE EFFECTOR ARMS
TRACK PROGRESS

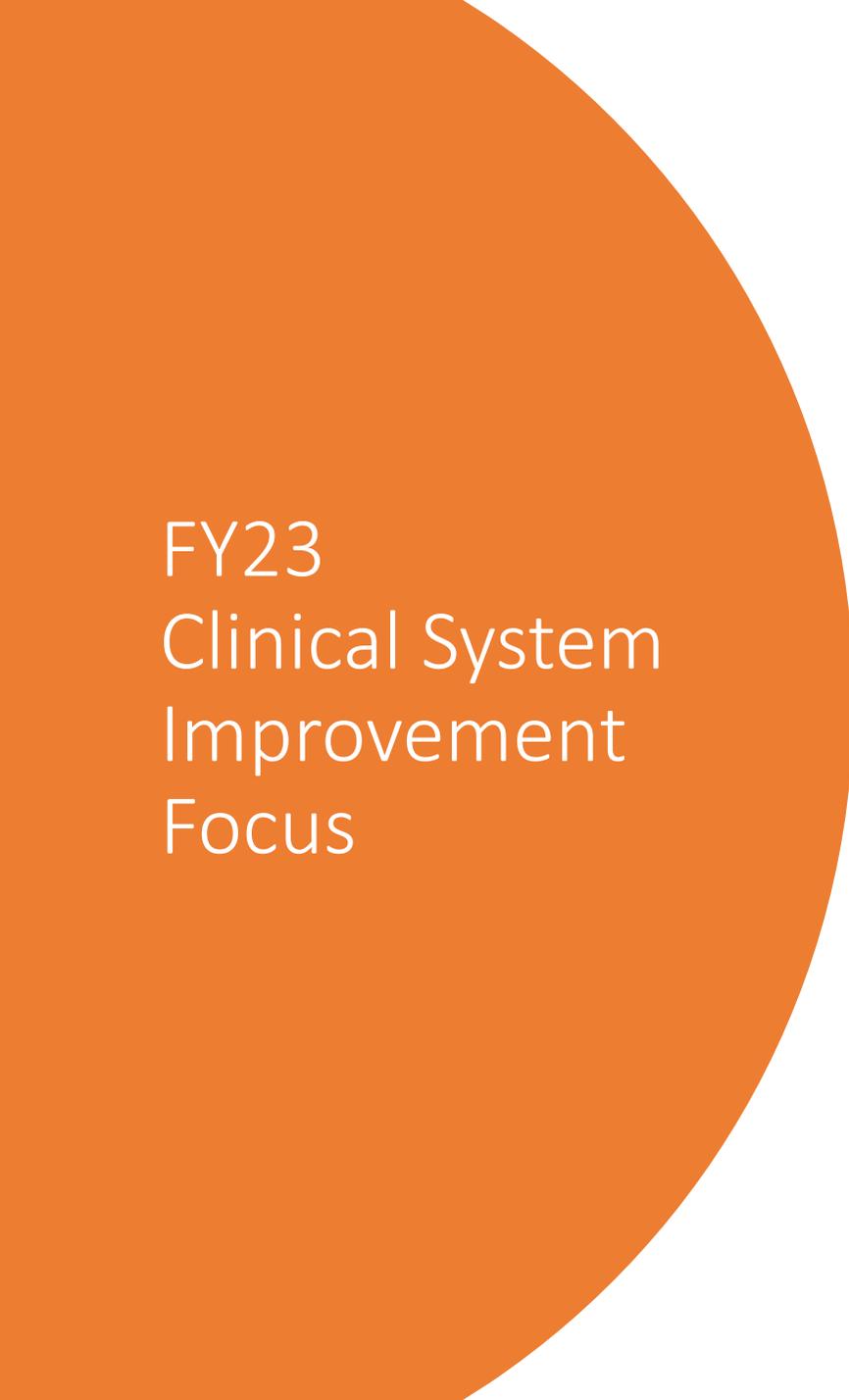


Our Measurement Categories

- Global
 - Net Promoter Score
 - Burnout (Maslach, Mini Z)
 - Specific Drivers of Well-being (after hours clinical work, team, leadership, control, family friendliness, mentorship, friend at work, perception of improvements)
 - Intent to Leave/Cut down, Hours Worked
 - Demographics (Race, Gender Identity, Sexual Orientation, Faculty Rank and Series, Inpatient/Outpatient, % Clinical)
 - Department, Division, Clinical Practice Location
 - Comments
- 

Major Historical Interventions to Date

- PEAK 1.0 (EPIC optimization and elbow support for ambulatory)
 - Scribes Program
 - Faculty Salary Equity Review/LEAD Program: Equity Standards for Departmental Searches/Leadership Positions
 - Peer Support Program
 - Compensation Improvements
 - Lactation Time Holds and RVUs
 - Standard Breaks Between Meetings
 - One Good Thing
- 



FY23
Clinical System
Improvement
Focus

As a health system, UCSF Health is investing in the clinical care delivery system to support the clinical team's work experience

- **Ambulatory Focus**
 - Reduction in After Hours Clinical Work
 - **In-Basket Initiative** (Team Based Approach to Care)
 - **Documentation** (new Ambient AI based documentation supplementing remote scribe program)
 - **Hospital Based Services**
 - Brainstorm and Prioritization Process
 - Computer Functionality in Clinical Spaces
 - EPIC Based Workflows
 - Workspaces in Hospital for Charting/Meetings
 - Periop Specific, ED boarding, Anesthesia Staffing, ICU Closure
- 

FY23 Cultural Improvement Focus

- **Executive Leader Goals Alignment/Chair Action Plans**
- **Upgraded Communication Strategy**
 - Chair and Medical Director Cascade Standard Work
 - Progress Reports on System Efforts
 - Continue Topic Based Town Halls
 - Push (Enhanced Messaging) and Pull (Repository) Strategy
- **New Race Based Caucusing Affinity Groups for Faculty**
- **Differences Matter 2.0**
- **New Leadership Development Offerings**
 - Well-Being Centered Leadership Assessment and Development (Division Chiefs)
 - Medical Director Leadership
 - CMO Track Development
- **BCH Oakland/SF Cross Bay Well-Being Collaboration**
- **Group Coaching Pilot for Women Physicians**
- **“Getting Back Together” Funds for Doctors’ Day**
- **Demographic Group Specific Focus Groups and Interventions**
 - **Women, Sexual Orientation and Gender Minorities, Black/AA, Ability Status**

How Do We Show Impact?



PROGRESS OVER TIME,
BENCHMARKING TO
OURSELVES



BENCHMARKING TO
PUBLISHED DATA



INITIATIVE SPECIFIC
DATA



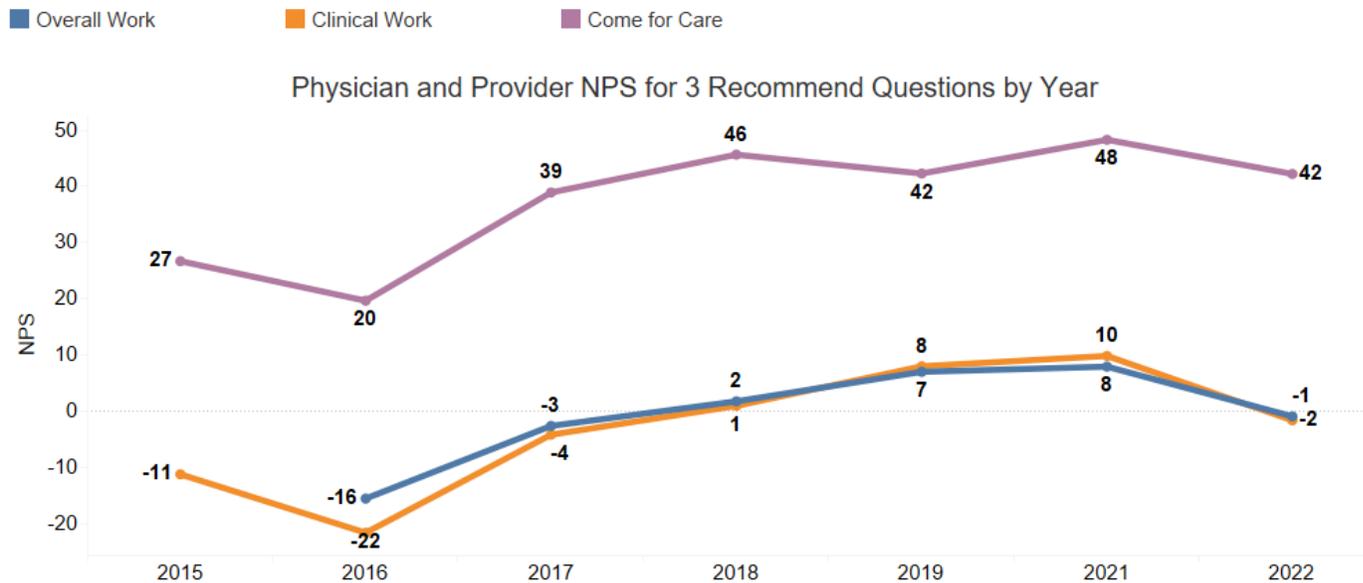
QUALITATIVE THEMES:
WHAT HAS
IMPROVED?



SURVEY RESPONSE
RATE AND LEADERSHIP
COMMITMENT

FY22 Net Promoter Scores Have Declined

UCSF Health - All Physician NPS for 3 Recommended Questions by Fiscal Year



- By comparison: ZSFG NPS:
- Clinical Work 25 → 21
 - Overall Work 20 → 23
 - Come for Care -9 → -16

National Comparison: +22 Bain Frontlines of Healthcare Report, 2017

High Performing: +50 and up

Publicly Reported NPS:
 Google: +39; Salesforce +57;
 Netflix +56; Comcast -14



FY22 N=1560; Response Rate 73%; BCH Oakland included since 2019

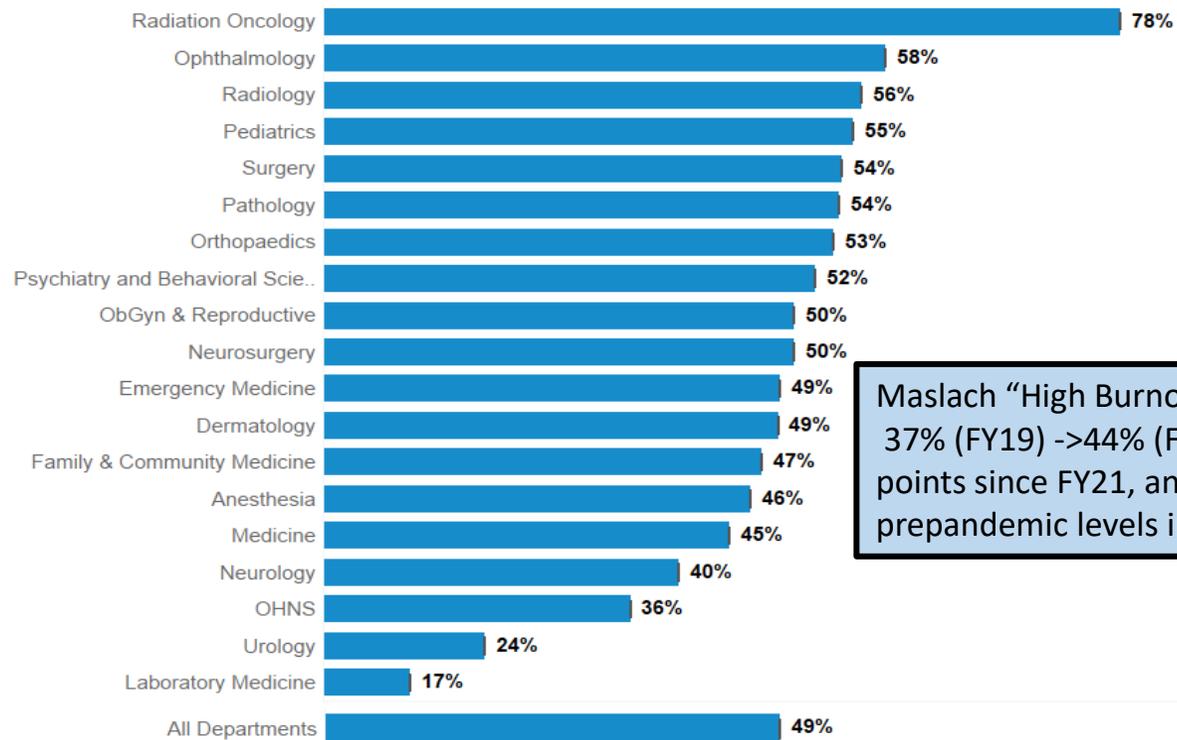
Increase in “High Burnout”

MASLACH 2 Point Burnout Measure

UCSF Health - All

FY22 - % High Burn Out Composite

I feel burned out from my work "and/or" I've become callous towards people since I took this job.



Maslach “High Burnout” has increased from 37% (FY19) ->44% (FY21)→49% (FY22); This is 5 points since FY21, and 12 points since pre-pandemic levels in FY19.

High Burnout Definition: Once a week, A few times a week or Every day on either burnout or callousness question or both.
Source: Medscape 2021 Survey: <https://www.medscape.com/links/2021-life-style-burnout-2021-455>

* MBI - Human Services Survey - MBI-HSS: Copyright ©1981 Christina Maslach & Susan E. Jackson
 All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

UCSF Health

National Findings:
 42% '21 → 47% '22 (Medscape Physician Burnout Report);

38→63% Shanafelt, Mayo Clinic Proceedings 2022

UCSF Health Staff Comparison 42% '22 based on Gallup Engagement Survey

UCSF

University of California
San Francisco