

November 25, 2019

Dear Colleagues,

Many thanks to all of you who took the time to share your feedback in this year's Clinician Well-Being Survey. We are writing to share those results and to update you on our efforts to address professional wellness and vitality here at BMC/BUSM.

Clinician Burnout is a serious public health issue—nationally and here at BMC/BUSM. Like our peers, our survey shows that clinicians here are experiencing high burnout and low fulfillment rates. The 2019 national average for clinicians reporting one or more symptoms of burnout is 46%—ours is 49%.

There is also some good news evident in the 2019 survey data. Three-year survey results for 2017, 2018, and 2019 and the most current national averages can be seen in the featured graph. Our scores showed a decrease in our burnout score from 52% (2018) to 49% (2019) and upward movement of our professional fulfillment score from 32% (2018) to 35% (2019).

In addition, the experience of clinicians showed improvement in the majority of BMC medical departments and divisions—78% showing improvement in burnout, and 52% showing improvement in professional fulfillment. All types of clinicians (MDs, APPs, and trainees) showed improvements across both measures. As we did last year, we will visit each Department or Division over the coming months to share results and to discuss local interventions to improve professional vitality.

BUMG and BMC have included performance improvement on burnout and fulfillment in our overall goals as reported to our respective Boards, and are working in partnership to build the infrastructure and launching new programs to address the complex factors of systems and culture that drive them. Having met our 2019 goals, the Wellness and Professional Vitality Advisory Council, as a part of BUMG's new Office of Equity, Vitality, and Inclusion (EVI), will collaborate with both the Diversity and Inclusion Advisory Council and the Women's Leadership Advisory Council to improve the work life of our clinicians.

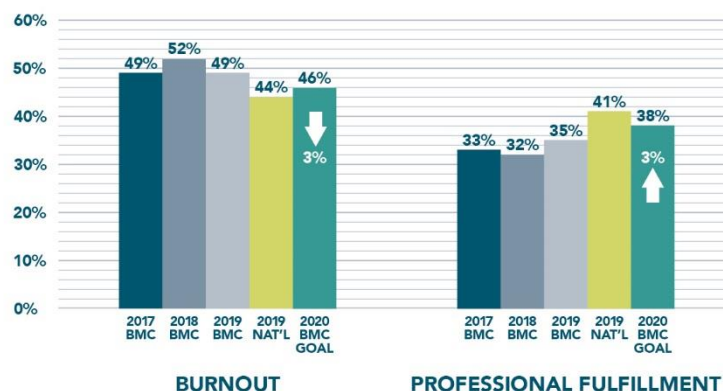
We are bringing together resources across the community and investing them to build a culture that fosters the wellbeing of all our clinicians. Burnout is a complex problem and there is no one-size-fits-all solution, so we will be strategically applying different approaches—and carefully tracking metrics to measure the impact of our work. **Our goal is for our community of patients and clinicians to feel the benefit of the inspiring mission of *Exceptional Care. Without Exception.***

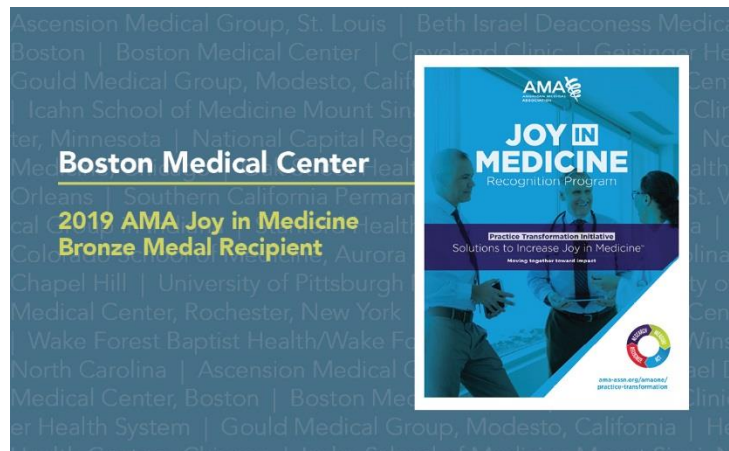
With a National Average of **46%**
Clinician Burnout is a Serious Problem

BMC's Burnout Score of **49%**
Means It's a Problem **HERE** Too

LIKE OUR NATIONAL PEERS, BMC CLINICIANS EXPERIENCE
HIGH BURNOUT AND LOW PROFESSIONAL FULFILLMENT

2017-2019 PWAC SURVEY RESULTS





We have already taken steps based on input from you. In addition to the departmental feedback process begun in 2018, a program to repair or replace outpatient printers was launched in 2019 and 75% of clinicians reported a positive impact on their practice. We have now established a long-term maintenance and repair program to ensure that printers remain functional. Leadership development programs for clinician leaders are now provided at multiple levels of our organization. Ongoing pilot programs include the development of clinician "Epic Leads" in the Department of Medicine; initiatives to improve clinicians' control over their work schedule in two departments and an analysis of EPIC usage

outside of normal business hours as a first step in understanding clinician work outside of work. A mindfulness-based stress reduction program initiated last spring has shown meaningful improvements in vitality for participants at least in the near term and we are exploring the feasibility of wellness and vitality coaching services for those who are interested.

The next survey will be conducted in May 2020. As part of the survey and report out process we will continue annually to track our progress and assess the effectiveness of our initiatives to address this serious challenge.

With your support, we are committed to being national leaders in transforming the practice of medicine—with enhanced focus on issues that disproportionately impact women and underrepresented groups, we will develop innovative and effective approaches for building and sustaining a transformative culture of wellness and professional vitality for all of our clinicians.

Thank you again for your participation and support. We are guided by your feedback and welcome your ideas.

Sincerely,

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