

Present: Drs. Abraham, Arnaout, Burnett-Bowie, Burstein, Cardozo, Connelly, Daley, Donoff, Earp, Farrell, Fishman, Haigis, Khoshbin, King, Klig, Mehrotra, Morton, Nagler, Nour, Padwa, Podolsky, Pomahac, Poussaint, Rexrode, Samuels, Sieberg, Slanetz, Stone, Struhl

Guests: Drs. Katz, Saldaña, Westlund, Wickner, Wright

Staff: Ms. Hecht; Dr. Lensch

Dean Daley called the meeting to order at approximately 4:10 p.m. He asked for and received acceptance of the minutes from the January 10, 2018 meeting, as presented.

Dean Daley discussed Lawrence Bacow becoming the 29th president of Harvard University in July, succeeding President Drew Faust. Dr. Bacow was the corporation member assigned to Dean Daley and has been a close advisor to him and a tremendous supporter of HMS. Dean Daley is thrilled and relieved by his selection as President, as it means strong continuity in Harvard leadership and continued stewardship of the medical school by Mass Hall. Dr. Bacow knows HMS well and it is anticipated that the leadership Core in Mass Hall will stay in place.

Dr. Bacow graduated from MIT, Harvard Law School and earned his MA and PhD at the Kennedy School. He had a distinguished career as an academic economist at MIT before transitioning to become head of the faculty and chancellor at MIT, then President of Tufts from 2001-2011. Since then, he's been a key member of the Harvard Corporation. Dean Daley went on to say that Dr. Bacow's connecting to MIT will also be important to HMS.

Next, Dean Daley discussed the agenda for the meeting, faculty burnout and wellness. Issues HMS has not yet tackled. It is an appropriate topic for Faculty Council and a topic Dean Daley takes very seriously. He appreciates the advice of the Faculty Council.

Then, Dean Daley introduced Dr. Hal Burstein.

Dr. Burstein announced the Faculty Council vice chair election process and summarized those duties to include setting the Faculty Council agenda in consultation with the docket committee. Information regarding member eligibility for Vice Chair service was also provided. Pending successful nominations, the new Vice Chair will be announced at the March meeting.

Dr. Burstein then kicked off the meeting with his introductory slides to physician burnout and wellness. Copies of these slides are attached to these minutes. He reviewed articles in the press with headlines on physician burnout, Medscape National Physician Burnout and Depression Report 2018 survey results, stress words that contribute to and challenge clinicians on a daily basis. Many national organizations are also thinking and posting about physician wellness and burnout, including but not limited to IOM, AAMC, ACP, and AMA.

Dr. Burstein discussed why physician wellness and burnout is a unique interest to HMS and proposed the question of, *what can HMS uniquely do or research?*

Next, Dr. Burstein introduced Drs. Alexi Wright and Ingrid Katz to present on definitions, scope and interventions. Their slides are also attached to these minutes.

Dr. Wright discussed burnout, which is prevalent among physicians. The prevalence of burnout is increasing in working adults but physicians are two times more likely than the general population to experience burnout. Dr. Wright reviewed risk factors, sources of burnout, and effects of burnout.

Dr. Katz discussed multiple models of intervention tried; spending some time on what Stanford has been looking at and doing. Stanford's "time bank" compensates physicians for their time spent going above their clinical work (e.g. time spent on voluntary committees and mentoring) in services, rather than money. Compensations included meal deliveries, childcare, home and research services, etc. They found a huge uptick and improved wellness in those who volunteered and while it's a fairly large upfront cost, the payoff is good.

Drs. Wright and Katz ended their presentation discussing a business case, focusing on thinking of symptomatic changes to wellness.

After some discussion, Dr. Burstein introduced Dr. Paige Wickner, Assistant Medical Director of Quality and Safety at Brigham and Women's Hospital (BWH), to discuss Physician Wellness and data from a survey that the Brigham and Women's Physician Organization (BWPO) has done.

Dr. Wickner discussed some of the huge pressures being put on providers at the national (ACA/AHCA, Triple Aim), state (need for increase productivity, cost reduction, regulatory environment) and local (BWH's traumatic event, EPIC, averted strike with nursing staff) levels and went over why caring about burnout is better for providers, patients, the institution and for societal costs.

Next, Dr. Wickner explained that BWH used the Stanford survey as it aligned with priorities identified by Physicians Council, Wellness Task Force and approved by the BWPO executive Committee. The framework addressed systemic issues and personal resilience. She showed data highlighting an increase in response rates for the Brigham faculty wellness study from 20% in 2015 to 64% in 2016 and a breakdown of response rates by specialty. The survey was long, 17 pages, but each department received 18 pages of data and reviewed the results of the survey.

Dr. Wickner shared specific data on clinical faculty burnout and professional fulfillment rates by gender. More burnout and less fulfillment was seen in females. For research faculty, there was no significant difference in rates of burnout or professional fulfillment by gender or age, but the data showed less burnout and more fulfillment than clinical faculty. Dr. Wickner showed burnout and professional fulfillment distribution across each BWPO departments. When it came to drivers of burnout and professional fulfillment by department, each department looked different. Looking at data compared to Stanford, both had similar results and drivers.

Next, Dr. Wickner discussed some of the things BWH has decided to do for faculty wellness, from themes to strategies. They mapped out in an oversight way, a strategic plan for FY18 to focus on:

1. EPIC Usability
2. Change the Culture- Accelerator Program
3. Local department solutions
4. Female faculty
5. Peer programs
6. Mental health

In closing, Dr. Wickner stated that addressing physician burnout and enhancing professional fulfillment are a Brigham Health priority and that solutions will need to address systems issues, practice efficiency, cultural change as well as personal resilience. They are working within departments, across institution, across PHS and nationally to understand these drivers and identify and implement solutions that will work.

Dean Daley opened the meeting to questions and discussion.

Before adjourning, Dean Daley mentioned forming a subcommittee for Faculty Burnout and Wellness to continue exploration of this topic. Those interested should contact Drs. [Burstein](#) or [Connelly](#).

Dean Daley adjourned the meeting at 5:33pm.