

# CONNECTING TO NATIONAL EFFORTS

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Local and state medical societies and physician employers should strongly consider connecting with national organizations and initiatives. These can provide frameworks for implementing well-being efforts, timely research on problems and solutions, and the benefit of being aligned with people engaged in the same mission. Listed below are some of the leading organizations and initiatives working in the physician well-being space.



## AMERICAN MEDICAL ASSOCIATION

AMA STEPS Forward® is a resource page that offers a free collection of engaging and interactive educational toolkits that are practical, actionable “how-to” guides to transform and improve medical practice. The modules offer CME credits and include topics such as physician burnout, electronic health record improvements, time-saving strategies, and leadership and culture.

<https://edhub.ama-assn.org/steps-forward>

The **Organizational Biopsy®** is an assessment tool and a set of services that the AMA developed and offers to support organizations in holistically measuring and taking action to improve the health of their organization. The Organizational Biopsy provides a comprehensive assessment for health systems across four domains:

- Organizational culture (leadership, teamwork, trust)
- Practice efficiency (team structure, team stability, workflows)
- Self-care (post-traumatic stress, post-traumatic growth, work-life balance)
- Retention (work intentions)

The Organizational Biopsy is available to organizations with at least 50 physicians and/or advanced practice providers. Organizations intending to conduct an assessment must complete an agreement and set up an informational meeting with the AMA Practice Transformation team to plan and prepare for the assessment process.

<https://www.ama-assn.org/system/files/org-well-being-assessment.pdf>

The **Joy in Medicine™ Health System Recognition Program** is designed to spark and guide organizations interested, committed, or already engaged in improving physician satisfaction and reducing burnout. The objectives are:

- Provide a roadmap (PDF) for health system leaders interested in implementing programs and policies that actively support well-being.
- Unite the health care community in building a culture committed to increasing joy in medicine for the profession nationwide.
- Build awareness of solutions that promote joy in medicine and spur investment within health systems to reduce physician burnout.

<https://www.ama-assn.org/practice-management/physician-health/ama-joy-medicine-health-system-recognition-program>



The Coalition for  
**Physician**  
Well-Being

## THE COALITION FOR PHYSICIAN WELL-BEING

The coalition is an association of some 50 health care systems, hospitals, and professional organizations represented by nearly 400 individual members. It started in 2012 and is organized to learn together how to build robust, sustainable programs supporting physician well-being.



Many of the resources the coalition provides are free, such as the monthly newsletter and regular webinars and podcasts. Coalition members have access to a library of 10 years of webinars and a 40-page speaker catalog of those who have presented to them over the past decade. The annual Joy and Wholeness Summit is a great place to learn and meet others passionate about rehumanizing medicine.

The coalition developed its **Medicus Integra® Award** program, which denotes formal recognition of hospitals and health care institutions that demonstrate significant, purposeful, ongoing commitment to the well-being of physicians. It functions less like a true award and more like a consultative approach to helping organizations who need a framework to organize their well-being efforts. It is organized around four main domains of improving business and quality, culture, learning, and resilience.

<https://www.forphysicianwellbeing.org/>

## THE COLLABORATIVE FOR HEALTH AND RENEWAL IN MEDICINE (CHARM)

CHARM is a group of medical educators, leaders in academic medicine, experts in burnout research and interventions, and trainees working together with the combined mission to promote well-being among trainees and practicing physicians. The group is action-oriented and focused on creating deliverables for widespread dissemination that can empower individuals dedicated to building more supportive workplace communities for tomorrow's physicians.

One of its significant contributions is the **CHARM-Arnold P. Gold Foundation Charter on Physician Well-Being**, published in *JAMA* in 2018. It is a landmark framework designed to guide groups and individuals, from a global health care organization to a single medical student. It is used as the basis for the AMA's Joy in Medicine Recognition Award standards.

<https://www.gold-foundation.org/charm/>

## DR. LORNA BREEN HEROES' FOUNDATION



**DR. LORNA BREEN  
HEROES' FOUNDATION**

The foundation was started after New York City emergency medicine physician Dr. Lorna Breen died by suicide at the beginning of the COVID-19 pandemic. Her sacrificial efforts to care for patients created a mental health emergency for herself, but she was reluctant to seek care. She was worried she would lose her medical license or be ostracized by her

colleagues because she was suffering as a result of her work on the front lines of the COVID-19 crisis.

The foundation envisions a world where seeking mental health services is universally viewed as a sign of strength for health care professionals. It has three main bodies of work targeted at making a long-standing impact on this issue:

- Advising the health care industry to implement well-being initiatives
- Building awareness of these issues to reduce the stigma
- Funding research and programs that will reduce health care professional burnout and improve provider well-being.



The Breen Foundation's **WellBeing First Champion Badge** serves as a visual recognition that licensure boards, hospitals, and health systems are ALL IN for prioritizing health worker well-being. When health workers are deciding in which state or organization to work, the WellBeing First Champion Badge shows them that a location will not require health workers to answer intrusive mental health questions.

<https://drlornabreen.org/>



# NATIONAL ACADEMY OF MEDICINE

NAM is one of three academies that make up the National Academies of Sciences, Engineering, and Medicine in the United States. In 2017, NAM launched the Action Collaborative on Clinician Well-Being and Resilience, a network of more than 200 organizations committed to reversing trends in clinician burnout. The collaborative has three goals:

- Raise the visibility of clinician anxiety, burnout, depression, stress, and suicide.
- Improve baseline understanding of challenges to clinician well-being.
- Advance evidence-based, multidisciplinary solutions to improve patient care by caring for the caregiver.

<https://nam.edu/initiatives/clinician-resilience-and-well-being/>

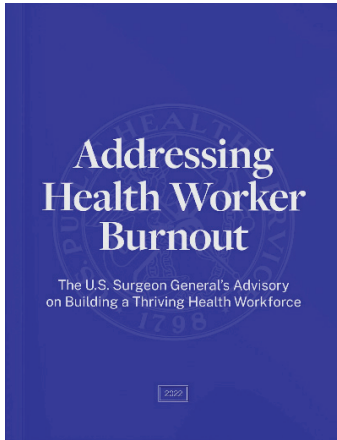
NAM published its **National Plan for Health Workforce Well-Being** in October 2022. The plan provides guidance and next steps to work with leaders in health care and public health, educational institutions for health professionals, policymakers, health IT companies, payers, regulators, associations, and others to cultivate a health system that supports care providers and optimize their well-being.

<https://nam.edu/initiatives/clinician-resilience-and-well-being/>

### Resources for Health Care Worker Well-Being: 6 Essential Elements



## U.S. SURGEON GENERAL



Released in spring 22, *Addressing Health Worker Burnout*, the Surgeon General's Advisory on Building a Thriving Health Workforce, was the first significant federal government response to physician and other health worker distress and burnout. The 75-page compendium provides a list of ideas for insurers and payers, governments, employers, and other entities for how to engage with this national problem.

<https://www.hhs.gov/surgeongeneral/priorities/health-worker-burnout/index.html>

## THE PHYSICIANS FOUNDATION



The Physicians Foundation is a national organization that works to empower physicians to provide high-quality care and take a leadership role in shaping the future of health care. It has been an advocate for physician well-being and conducts regular surveys of U.S. physicians that include focused attention on well-being concerns. It also provides regular granting opportunities to medical societies and health care institutions to address these issues.

<https://physiciansfoundation.org/>



## STANFORD MEDICINE WELLMD CENTER

Led by Dr. Tait Shanafelt, the WellMD Center has worked to advance the well-being of physicians and biomedical scientists since 2011. It is built on the foundation of the Stanford Model of Professional Fulfillment™, which illustrates that well-being is driven not only by individual personal resilience but also through an organization’s dedication to fostering a culture of wellness and efficiency of practice. The center provides various tools, assessments, and training that individuals and institutions can use. Notably, Stanford WellMD offers a chief wellness officer training course.

<https://wellmd.stanford.edu/>



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## FEDERATION OF STATE MEDICAL BOARDS



In 2018, the FSMB issued a landmark policy on physician well-being that urged its members (state medical boards) to consider whether it is necessary to include probing questions about a physician applicant’s mental health, addiction, or substance use on applications for medical



licensure or licensure renewal. Although adoption state by state has taken a few years to gain traction, by late 2023 most state boards had moved in this direction. The report and recommendations are directed not only to state boards but also to credentialing agencies, employers, medical societies, educational institutions, state and federal policy makers, and others.

<https://www.fsmb.org/siteassets/advocacy/policies/policy-on-wellness-and-burnout.pdf>



## NATIONAL PHYSICIAN SUICIDE AWARENESS DAY (#NPSADAY)

National Physician Suicide Awareness Day (#NPSADay) is a reminder and call to action. With your help, every day we can make time to talk – and to act – so physicians’ struggles don’t become mental health emergencies. We can all help prevent physician suicide by learning the signs, starting the conversations, removing intrusive mental health questions from applications and sharing the resources that can help those in distress seek mental health care. September 17 has been designated as NPSADay since 2018.

The NPSADay Campaign Site features a free toolkit focused on action steps which individuals and organizations can take to support physician mental health and reduce suicide. The toolkit includes handouts, sample social media graphics/ posts, presentation slide decks, sample newsletter copy, and more.

<https://npsaday.org/>