

PA CAREER GUIDE

WHAT IS WELL-BEING?

- Well-being involves physical, emotional, mental, social, and spiritual factors. It is in contrast to burnout, which is emotional exhaustion; detachment from the job; and reduced sense of personal accomplishment. ^{1,2,3}
- Health and well-being are not just the absence of disease or infirmity. ⁴
- Well-being can essentially be divided into two large domains: Objective well-being reflects societal factors and Subjective well-being reflects individual components. ⁵
- Subjective well-being may also include domains such as:
 - Being satisfied with one's life. ⁶
 - Having positive emotions. ⁷
 - Having meaning in your life. ⁸
 - Having psychological strength. ⁹

WHY ENCOURAGE WELL-BEING AND RESILIENCE?

- Resilience is the capacity to recover quickly from difficulties; toughness. ¹⁰
- Professional well-being is important in healthcare because:
 - The well-being of clinicians directly affects their ability to serve patients which improves the overall business aspects of healthcare practices. In times of ongoing or extreme stress, strong senses of well-being in clinicians contributes to resilience—their ability to recover quickly from difficulties. ^{11,12}
- Why should health systems support clinician well-being? There are good reasons to invest in well-being. ¹³
 - Well-being is a natural motivator.
 - Well-being improves physical health and longevity.
 - Well-being is good for the economy.
 - Well-being promotes positive relationships.
 - Improving well-being may catalyze the success of other interventions.
 - Well-being interventions may elicit a populations-level shift in mental health.

HOW CAN THE HEALTH SYSTEM SUPPORT CLINICIAN WELL-BEING?

- Steps to support clinician well-being should occur at the system, team, and individual clinician levels.
- Organizations and practice environments play critical roles in whether PAs and other clinicians remain engaged or burn out.
- Success in system-level reform requires tactics such as: ¹⁴⁻¹⁷
 - Corporate commitment to system-based interventions.
 - Infrastructure resources.
 - Leadership commitment to well-being.



PA CAREER GUIDE

- Adoption of strategies that foster interprofessional teamwork and civility, reduce disruptive behavior, and build trust among team members.
- Building education about wellness and burnout into provider education from entry level through continuing medical education.
- Team-level reforms include building stronger teams by: ¹⁶
 - Building team “huddles” or other structured communication into every shift or day.
 - Advocating for adequate staffing.
 - Improving electronic medical record efficiency.
 - Creating a positive work and learning environment.
- Support at the individual clinician level includes: ¹⁸
 - Determining what works best for the individual. There are many resources available specific to clinicians.

REFERENCES

1. Gander F, Proyer RT, Ruch W. Positive psychological interventions addressing pleasure, engagement, meaning, positive relationships, and accomplishment increase well-being and ameliorate depressive symptoms: A randomized, placebo-controlled online study. *Frontiers in psychology*. 2016;20(7):686.
2. National Academies of Sciences. *Taking Action Against Clinician Burnout. A Systems Approach to Professional Well-Being*. Washington, DC: The National Academies Press; 2019.
3. Maslach C, Jackson DE. The measurement of experienced burnout. *Journal of Organizational Behavior*. 1981;2(2):99-113.
4. Constitution. World Health Organization Web site. <https://www.who.int/about/who-we-are/constitution>. Accessed April 3, 2020.
5. Measurement of Well-Being. Lee Kum Sheung Center for Health and Happiness. Harvard T.H. Chan School of Public Health Web site. <https://www.hsph.harvard.edu/health-happiness/research-new/positive-health/measurement-of-well-being/>. Published March 2017. Accessed April 3, 2020.
6. Diener E, Lucas RE, Scollon CN. Beyond the hedonic treadmill: Revising the adaptation theory of well-being. *Am Psychol*. 2006;61(4):305-14. <https://doi.org/10.1037/0003-066X.61.4.305>
7. Fredrickson BL. Chapter One - Positive Emotions Broaden and Build. In: Devine P, Plant A, eds. *Advances in Experimental Social Psychology*. Vol 47. Academic Press; 2013:1-53.
8. Steger MF, Frazier P, Oishi S, Kaler M. The meaning in life questionnaire: Assessing the presence of and search for meaning in life. *J Couns Psychol*. 2006;53(1):80-93. doi: 10.1037/0022-0167.53.1.80
9. Keyes CLM. The mental health continuum: From languishing to flourishing in life. *J Health Soc Behav*. 2002;43: 207-222.
10. Resilience. Lexico Website. <https://www.lexico.com/en/definition/resilience>. Accessed April 3, 2020.
11. Dyrbye, L.N., T.D. Shanafelt, C.A. Sinsky, P.F. Cipriano, J. Bhatt, A. Ommaya, C.P. We Dyrbye LN, Shanafelt TD, Sinsky CA, Cipriano PF, Bhatt J, Ommaya A, West CP, Meyers D. Burnout among health care professionals: A call to explore and address this underrecognized threat to safe, high-quality care. *NAM Perspectives*. Discussion Paper, National Academy of Medicine. Published July 5, 2017. Accessed April 3, 2020. doi: 10.31478/201707b
12. Eley DS, Cloninger CR, Walters L, Laurence C, Synnott R, Wilkinson D. The relationship between resilience and personality traits in doctors: implications for enhancing well being. *PeerJ*. 2013;1:e216.
13. Howell K, Coffey J, Fosco G, Kracke K, Nelson SK, Rothman EF, Grych JH. Seven Reasons to Invest in Well-Being. *Psychol Violence*. 2016;6:8-14. doi=10.1037%2Fvio0000019

PA CAREER GUIDE

14. Patel RS, Bachu R, Adikey A, Malik M, Shah M. Factors Related to Physician Burnout and Its Consequences: A Review. *Behav Sci (Basel)*. 2018;8(11):98. Published 2018 Oct 25. doi:10.3390/bs8110098
15. Shapiro DE, Duquette C, Abbott LM, et al. Beyond Burnout: A Physician Wellness Hierarchy Designed to Prioritize Interventions at the Systems Level. *Am J Med*. 2019;132(5):556-563. doi:10.1016/j.amjmed.2018.11.028.
16. Smith CD, Balabat C, Corbridge S, Dopp AL, Fried J, Harter R, Landefeld S, Martin CY, Opelka F, Sandy L, Sato L, Sinsky C. Implementing optimal team-based care to reduce clinician burnout. *NAM Perspectives*. Discussion Paper, National Academy of Medicine. Published September 17, 2018. Accessed April 3, 2020. <https://nam.edu/implementing-optimal-team-based-care-to-reduce-clinician-burnout>. doi: 10.31478/201809c
17. Shanafelt TD, Noseworthy JH. Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout. *Mayo Clin Proc*. 2017;(92(1): 129-146.
18. Individual Strategies to Promote Well-Being. Clinician Well-Being Knowledge Hub. National Academy of Medicine Web site. <https://nam.edu/clinicianwellbeing/solutions/individual-strategies/>. Accessed April 3, 2020.