



# RESILIENCE AND WELL-BEING

**Strategies** for Healthcare Leaders,  
Physicians and Organizations

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*A Comprehensive Approach  
to Preventing Clinician Burnout*

# WHY IS RESILIENCE IMPORTANT?

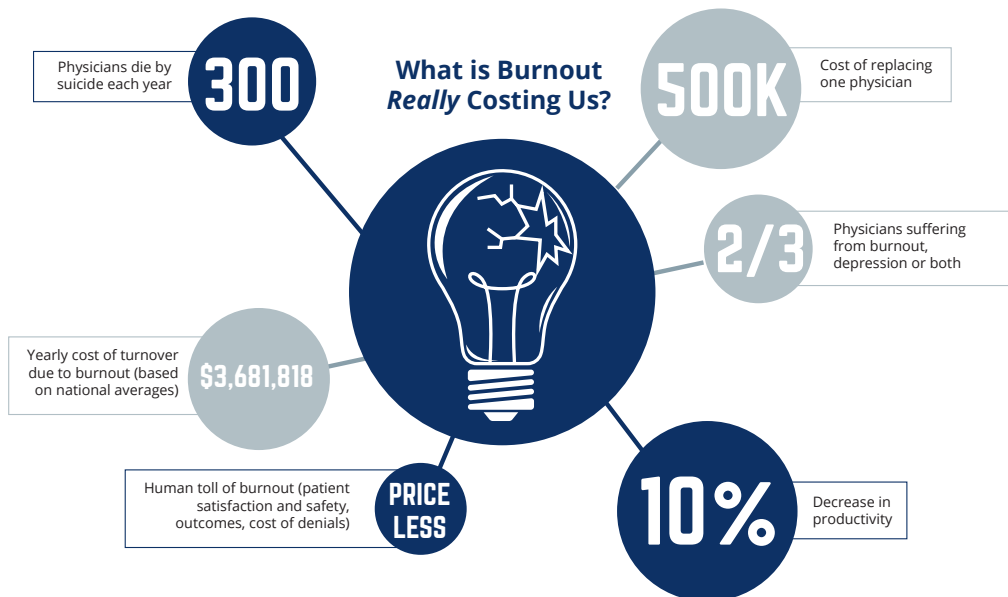
Current statistics regarding physician burnout indicate that hospitals and health systems must take action in order to continue to thrive. A 2021 Medscape survey of over 15,000 physicians in 32 specialties reported the following:

- 42% of the physicians reported burnout, with the highest rates being among Critical Care, Rheumatology, Infection Disease, Pulmonary Medicine, Neurology, Family and Internal Medicine.
- Over 70% who reported burnout consider it serious enough to have at least moderate impact on their lives. One tenth consider it severe enough to consider leaving medicine.

• The survey found that the top 3 ranked factors notated as contributing to burnout were: too many bureaucratic tasks, spending too many hours at work and lack of respect from administrators, employers, colleagues or staff.

• Almost 50% of physicians reported that their workplace does not have a program to reduce stress and/or burnout.

In our session, participants will explore systemic solutions to the problem of rising physician burnout and the leadership behaviors needed to successfully implement these solutions.



Sources:

<https://www.reuters.com/article/us-health-physicians-burnout/physician-burnout-takes-a-toll-on-u-s-patients-idUSKBN1F621U>  
<https://afsp.org/our-work/education/healthcare-professional-burnout-depression-suicide-prevention/>  
<https://www.ibm.com/blogs/watson-health/tag/physician-burnout/>

**CONTACT US**  
CTILeadership.com  
813.333.1401  
ctileadership@ctileadership.com

## CAUSES OF BURNOUT

There are many causes of providers' stress and burnout. While lack of personal resilience is one cause, we believe organizational well-being, including a culture of wellness, removing hassle factors, and leadership, accounts for an overwhelming majority.

According to a recent study<sup>1</sup>, bureaucratic tasks often referred to as hassle factors was a key source of stress and burnout in healthcare.

A 2020 study<sup>2</sup> of 100 million patient encounters with about 155,000 physicians from 417 health systems, found that physicians spent an average of 16 minutes and 14 seconds per encounter using EHRs, with chart review (33%), documentation (24%), and ordering (17%) functions accounting for most of the time.



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1 'Death by 1000 Cuts' | Medscape National Physician Burnout & Suicide Report | January 22, 2021

2 Physician Time Spent Using the Electronic Health Record During Outpatient Encounters | Annals of Internal Medicine | American College of Physicians February 4, 2020

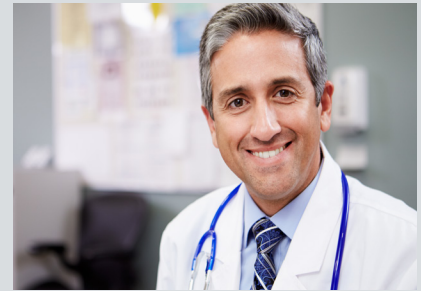


# THE CTI APPROACH

CTI helps leaders craft a sustainable strategy to address personal, cultural/leadership and organizational challenges and prevent burnout.

Our unique systematic approach leads to reduced turnover, increased morale within the team, greater joy of practice, better coping skills and reduced hassle factors. Ultimately this process contributes to cultural transformation within the organization.

Our solutions are modular, so they can be purchased together as a comprehensive package, or separately. Sessions can be customized to the needs of specific organizations and/or teams. Coaching is recommended as a follow-up to all of our solutions.



## WHAT DOES A HEALTHY ORGANIZATION LOOK LIKE?

- A healthy and fit culture (enables and drives high levels of performance and results)
- A clear and widely supported mission and strategy
- Clear communication around a limited number of strategic priorities
- Alignment of teams and individuals
- Agile and strategic responses to change
- Hassle factors quickly identified and removed
- Support for individuals and teams
- Work/life balance

# OUR SOLUTIONS

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## BUILDING INDIVIDUAL RESILIENCE

### DESCRIPTION

Hands-On Educational Sessions on the *Art of Resilience*

### TARGET AUDIENCE

Physicians/Providers/Non-physicians



### INDIVIDUAL BURNOUT ASSESSMENT

Assess current levels of stress, energy and burnout.



### PHYSICIAN COACHING

Develop a Personal Strategy Map (PSM), and set personal and professional goals for the future

*We also offer Employee-Assistance Programs, Fitness-For-Duty Assessments and Concierge Services.*

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## BUILDING CULTURAL RESILIENCE

### DESCRIPTION

Hands-On Educational Sessions on the *Art of Cultural Resilience*

### TARGET AUDIENCE

Leaders/CMOs/Wellness Committee



### LEADERSHIP DIMENSIONS ASSESSMENT

Assess organizational well-being and individual stress, engagement, energy levels and burnout risk in teams and providers (pre-session).



### BUILD A MENTORING BENCH

We help organizations establish a mentor bench (by training their clinicians on effective mentoring)

## OUR SOLUTIONS, CONTD

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### BUILDING ORGANIZATIONAL RESILIENCE

#### DESCRIPTION

1-Day Strategy Session + Survey/Assessment

#### CONSULTING

Ongoing consulting services to assist in identifying and eliminating hassle factors including inefficient processes and procedures

#### TARGET AUDIENCE

CEO/CMO/COO



#### SCRIBE SERVICES

Our scribes take notes in real-time, so your physicians can fully engage with their patients.

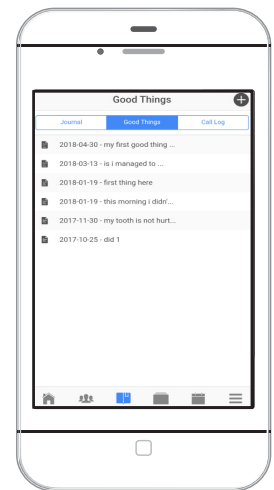
### eCTI MOBILE APP SUPPORT ON THE GO

Connectedness and collaboration is made easy with the forum feature of the mobile/web application, eCTI. It acts as a virtual water cooler for healthcare providers.

The forum facilitates open and honest conversation and enables CTI to provide mobile support to our client partners.

#### Features:

- Private communication between coach and coachee
- Support groups/forum for discussion with other physicians
- Practice gratitude in virtual journal
- Access to the latest burnout/resilience resources





## BUILDING INDIVIDUAL RESILIENCE

Do you find yourself trying to juggle competing priorities with little success? If so, you are not alone.

Remembering the motivation and driving purpose that drew you to your profession, and sustaining that motivation through the ups and downs of your career, can seem like a daunting challenge, but it doesn't have to be.

By applying practical and tangible skills, each of us can better manage the stressors we face, take charge of the commitments we make, and make the tough choices necessary to enable balance, provide sustainability, and prevent burnout.



### Hands-on sessions will help clinicians and clinical teams:

- Assess current level of stress, energy and potential burnout
- Reconnect with your narrative, purpose and values
- Discern what matters most to you
- Understand the difference between good stress and bad stress
- Recognize the primary causes, symptoms and effects of burnout
- Describe and apply strategies for taming stress and practicing the art of sustainability
- Identify when you have control or influence over where you invest your energy and time
- Develop strategies and align your time and efforts to what matters the most
- Learn how to develop boundaries and say no to things
- Manage your commitments to increase follow through and avoid being stretched too thin
- Identify internal and external resources to assist you and your team
- Build effective relationships and a networks of help around you
- Recognize hassle factors and engage others to help you remove them
- Create a culture of wellness and well-being

*These sessions can be customized to specific organizations and/or teams. Coaching is recommended as a follow-up. We also offer Employee-Assistance Programs, Fitness-For-Duty Assessments and Concierge Services.*





# BUILDING CULTURAL RESILIENCE

## OUR CULTURAL RESILIENCE SERVICES INCLUDE:

### 1. EDUCATIONAL SESSIONS ON THE ART OF CULTURAL RESILIENCE

### 2. CONSULTING & ASSESSMENT SERVICES

### 3. ASSISTANCE WITH BUILDING A MENTOR BENCH

#### 1. EDUCATIONAL SESSIONS ON THE ART OF CULTURAL RESILIENCE

Energizing hands-on sessions to help a leader and his/her team:

- **Meaning & Purpose:** Discovering individual purpose, and connecting individuals to one another in service of a larger shared purpose as part of the organization
- **Choice & Autonomy:** Feeling a sense of agency and control over work and in organizational processes
- **Safety:** Physical and psychological safety so that people feel free to be curious, challenge, provide and receive feedback, and admit mistakes
- **Participative Management:** Leadership styles and organizational structures and processes that empower others to participate

#### 2. CONSULTING & ASSESSMENT SERVICES

We help build and/or consult with a Resilience and Well-being Committee to design and implement tangible cultural interventions to build a culture of:

- Trust and collaboration
- Psychological Safety
- Care and Compassion for One Another
- Inclusion - Where Everyone Feels Heard

Our work may include establishing support structures to help clinicians such as:

- Establishing Monthly Meetings and Get-Togethers
- Creating Mentoring Connections
- Establishing Volunteering Opportunities

#### 3. ASSISTANCE WITH BUILDING A MENTOR BENCH

We help organizations establish a mentor bench (by training their clinicians on effective mentoring)







# BUILDING ORGANIZATIONAL RESILIENCE

## OUR ORGANIZATIONAL RESILIENCE SERVICES

**1. STRATEGY:** Helping organizations define, develop and communicate their resilience strategy

**2. HASSLE FACTOR INDEX:** Helping organizations assess hassle factors causing stress for providers

**3. SCRIBING SERVICES:** Helping organizations implement scribing services to reduce stress

### 1. DEVELOPING A SYSTEM-WIDE STRATEGY

CTI helps leaders craft a sustainable strategy to address individual, team, cultural and system challenges and prevent burnout. Using our exclusive approach, a strategy session will help leaders:

- **ASSESS** organizational well-being and individual stress, engagement, energy levels and burnout risk in teams and providers (pre-session)
- **MAP** an organizational strategy for creating a culture of well-being, reduce hassle factors and help clinicians manage and renew energy to prevent burnout
- **BUILD, ALIGN AND ENGAGE** a coalition to help execute the strategy

- **IDENTIFY** obstacles, risk factors and key stakeholders
- **DISCOVER, ADDRESS AND ELIMINATE** system-wide issues that ultimately lead to physician burnout
- **SHARE** best practices that help reduce turnover, increase morale within the team, and create greater joy of practice
- Develop system and structure to **IMPLEMENT THE STRATEGY** and ensure its sustainability over time
- **MONITOR AND SUSTAIN** the strategy leading to improved joy of practice
- **DEVELOP** a coaching/mentoring infrastructure that can be internal or external

Our unique systematic approach leads to reduced turnover, increased morale within the team, greater joy of practice, better coping skills and reduced hassle factors. Ultimately this process contributes to cultural transformation within the organization.

### EXCLUSIVE **CTI APPROACH™** TO ACHIEVING TRANSFORMATION





A Hassle Factor is anything that prevents us from doing our work efficiently and effectively.

## THE HASSLE FACTOR INDEX

Using this index, physicians can quantify, detect and resolve hassle factors, which can:

- Bring back the joy of practice
- Reduce frustration and burnout
- Fulfill their commitment to patients, physicians and staff
- Improve efficiency, quality and safety

- A survey is conducted to assess and identify hassle factors for physicians and nurses
- A report summarizing the hassles factors and impact
- Assist the leaders in prioritizing hassles
- Assist leaders in developing structures to resolve hassles and drive accountability for resolution

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## BUILDING ORGANIZATIONAL RESILIENCE, CONTD

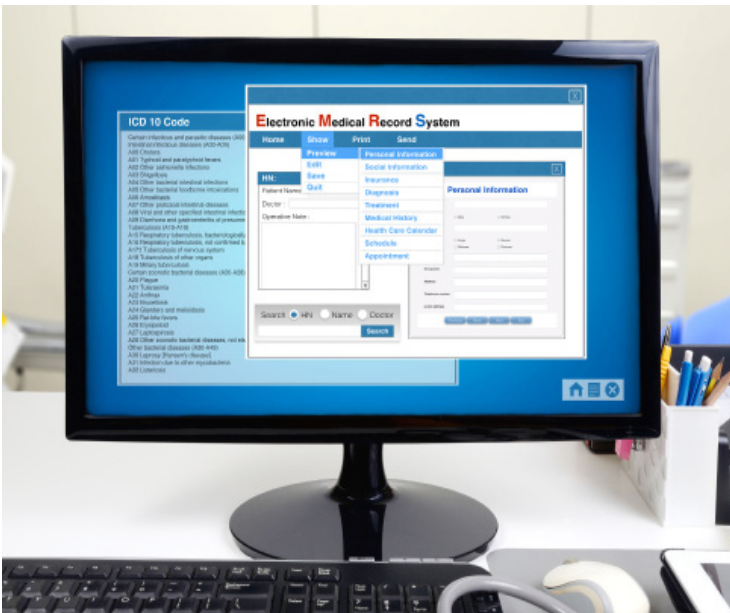
### 3. SCRIBE SERVICES

Primary care doctors spend nearly six hours a day on data entry. How much pajama time are your physicians devoting to EMR?

**We believe physicians should be engaging with patients, not computer screens.**

Benefits of CTI Scribe Services:

- Two additional patients per day pay for scribe services
- Improved patient experience and better care
- Increased accuracy and reduced medical legal risk
- Decreased physician burnout
- Increased joy of practice and reduced turnover



EMR data entry costs more than just face time with patients

# 7.1X

Physician cost per hour is 7.1X greater than the cost of a scribe

# \$2.15/min

Every minute of work transferred from the physician to the scribe could save \$2.15

# \$201,240/yr

Scribe services could save your organization this much in a year





## CONTACT US

16350 Bruce B. Downs Blvd. P.O. Box 46665 • Tampa, FL 336147

813.333.1401 • [ctileadership.com](http://ctileadership.com)