

The University of Nevada, Reno School of Medicine (UNR Med) is committed to fostering a workplace environment and workplace processes that mitigate the risk of clinician burnout. At UNR Med, resources are allocated to efforts outlined in our strategic initiatives and tracked through our CQI process. We will address clinician well-being and resilience through strategic initiatives defined in the 2017 UNR Med Strategic Plan that commit us to developing a longitudinal wellness program for faculty, staff and students.

Preliminary exploration of risks for burnout with UNR Med practicing physicians suggests experiences that are typical of burnout dimensions described in the literature: emotional exhaustion and reduced sense of personal accomplishment. Exhaustion is largely connected with cumbersome EMR data entry requirements resulting in a disproportionate amount of time spent on clerical work instead of patient care. Paradoxically, the nature of the academic appointment appears to contribute to a reduced sense of personal accomplishment, where faculty members asked to fulfill a number of roles feel overextended by competing demands on their time. Faculty perceive an imbalance between missions relating to clinical productivity and education.

To determine risks for burnout at UNR Med, we will build on work by our behavior scientific experts in implicit bias assessment and ACTraining, a non-psychotherapeutic variation of Acceptance and Commitment Therapy (ACT) currently implemented for measuring and addressing burnout in our medical students. Expanding the scope of this training to faculty and residents will help us more thoroughly understand potential aspects of burnout at UNR Med and guide development and implementation of value-based strategies.

Programs to foster personal wellness and build work related skills will be made available to all clinicians and encouraged for those who self-identify as at risk. We will integrate a mindfulness program and adapt outside methodologies to meet the needs of our learners and faculty members. As a member of NAM's Action Collaborative on Clinician Well Being, we will be recipients of and contributors to an ongoing dialogue seeking solutions for clinician well-being and resilience.

We strive for a workplace where values and missions resonate to help faculty experience their contributions in a larger context. Implementation of a compensation plan that supports time for faculty members to fulfill the various missions of the school will further these efforts.

Our clinical programs are integrated with teaching hospital partners and changes to clinical programs would, by definition, be collaborative. We will explore measures to address challenges with our EMR to consider streamlining required reporting of quality measures, increasing trainings for efficiency and growing more robust on-site support. Other ideas include a pilot program of clinic scribes for primary care faculty and resources for physicians addressing the opioid crisis.

UNR Med employs validated survey instruments to measure culture and climate with a track record of excellent participation, allowing for data-driven decision making. Progress with strategic initiatives can be tracked over time using these surveys.