Team Sequoia

Building Thriving Teams
Happy cows make better milk...
A story
How do we hospitalist?

- Outstanding clinicians
- Dedicated educators
- Inquisitive researchers
- Improvement fanatics
- Innovators
The Best of the Best

WITH AN OPPORTUNITY TO BE EVEN BETTER
Stats on hospitalists

NEWER FIELD

TYPICALLY YOUNGER FACULTY

LESS ROBUST RESEARCH INFRASTRUCTURE

INCREASINGLY GROWING CLINICAL MISSION

CLINICAL GROWTH OUTPACING EDUCATIONAL MISSION GROWTH

RAPIDLY CHANGING FINANCIAL MODELS
50%
With all of this...
How do we ensure that our people are thriving?
Millions to be saved/gained
Better outcomes
Lives saved
and thriving people
Our Big Goal: Thriving
Objectives

- Define variables that impact thriving
- Determine work phenotypes that drive thriving people
- Develop framework/action plan to solve highest risk areas
Methods

FOCUS GROUPS
REAL-TIME ASSESSMENTS
DATA
Focus Groups
Variables that impact thriving

- Ability to focus/attention
- Interruptions
- Sense of control of one's work/workday
- Communication

- Connection
- Relationships
- Flexibility of work styles
- Manageable work loads
“I would say that for me, possibly the most important key to satisfaction at work is not time or resources but attention...”
Data
How was your day? 😊 or 😞?
|        | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 4 | 2 | 7 | 1 | 3 | 2 | 4 | 0 | 2 | 6 |
| CENSUS | 208 | 212 | 221 | 229 | 227 | 208 | 192 | 197 | 185 | 188 | 189 |   |   |   |   |   |   |   |   |   |   |   |   |   |

Real-time findings
• Rewarding patient and family interactions
• Professional fulfillment with care delivered
• Rewarding educational experience
• Positive perception of teamwork
• Reasonable workload
• Significant interruptions and distractions
• Negative patient and family interactions
• Burdensome or excessive workload
“Good” week vs. “Good” week

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Average Usage Difference per Activity

Hours 00 to 23
"Bad" week

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Hours 00 to 23
Impact of census on key outcomes
As census rises, length of stay rises.
Effect of Hospitalist Workload on the Quality and Efficiency of Care

Daniel J. Elliott, MD, MScE; Robert S. Young, MD, MS; Joanne Brice, MD; Ruth Aguiar, BA; Paul Kolm, PhD

Costs increased for each increase in RVU and census

AFTER CONTROLLING FOR LENGTH OF STAY
Focus on Attention

- Efforts to reduce connectivity, multitasking, and task switching = better outcomes, happier people, higher quality communication
Giving Front Line Providers a Voice

PREDICTABILITY
ADAPTABILITY
STRATEGIC COMMUNICATION
UNDERSTAND DECISION MAKING/SENSE-MAKING
Findings

MANY COMPONENTS IMPACT THRIVING

WE NEED TO RE-IMAGINE OUR CLINICAL ENVIRONMENT

PRODUCTIVITY STANDARDS MAY NOT PRODUCE DESIRED OUTCOMES

THERE ARE INNOVATIVE WAYS TO SEE PATIENTS THAT ARE LIKELY AS EFFECTIVE AS STANDARD CARE
Where do we take the dream next?

LARGER STUDY TO UNDERSTAND IMPACT OF CENSUS IN BROADER POPULATIONS AND SITUATIONS

BEGIN TO BUILD AND STUDY SYSTEMS WITH LESS INTERRUPTIONS

ASSESS OUTCOMES OF ALTERNATIVE STAFFING MODELS
Questions?