

# Dr Beata Byok

President, Australasian Faculty of Occupational & Environmental Medicine  
Chair, RACP Physician Health and Wellbeing Reference Group 2019

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## Physician Health and Wellbeing in the Workplace

# What is workplace health and wellbeing?

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A workplace that addresses the physical and psychological health of staff:

- Creates a healthy & psychologically safe workplace environment
- Promotes & supports positive workplace culture
- Systems to manage health and well being risks
- Balances 'Control-Work Demand' matrix

# Workplace factors

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## Risk Factors

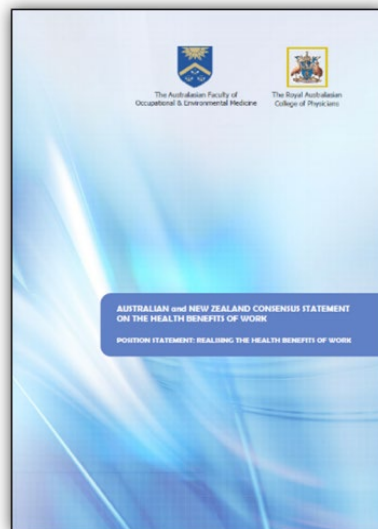
- Long work hours
- Shift work
- Work / Training pressures
- Repeated exposure to death/trauma
- Sleep deprivation
- Harassment and bullying
- Increase of workplace stress and mental health issues

## Protective Factors

- Reduce excessive work hours
- Better demand management
- Addressing cultural issues
- Effective leadership
- Support from colleagues and managers
- Targeted support and access to resources
- Union

# Health Benefits of Good Work

*Good work is engaging, fair, respectful and balances job demands, autonomy and job security. Good work accepts the importance of culture and traditional beliefs. It is characterised by safe and healthy work practices and it strikes a balance between the interests of individuals, employers and society. It requires effective change management, clear and realistic performance indicators, matches the work to the individual and uses transparent productivity metrics.*



Position Statement



Consensus Statement



# Health Benefits of Good Work

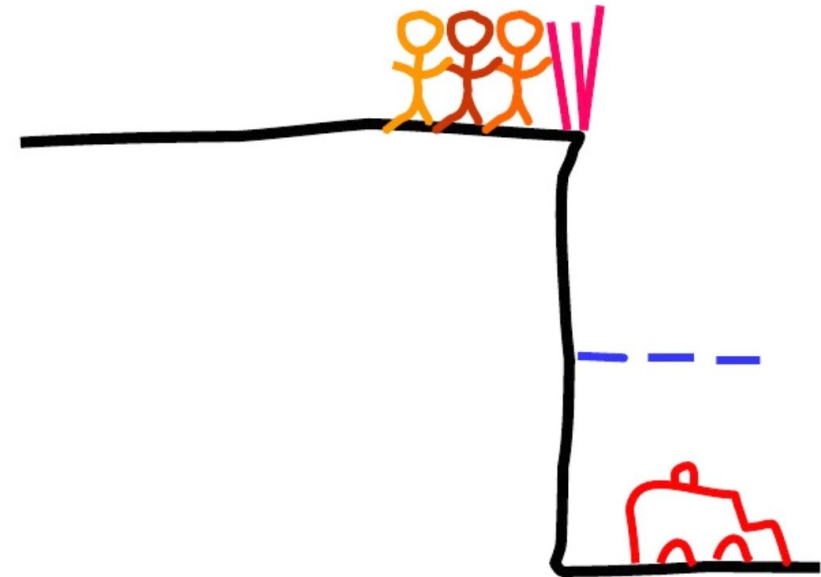
- ‘Bad work’ – Adverse Health Effect
  - Lack of control
  - Lack of job security
  - Lack of job satisfaction - esteem
  - High demands
- 3 or more stressors; mental health disorders greater than if unemployed.
- Bad work is no better than being unemployed!
- Bullying – widespread- government administration, health care sector, defence, electricity supply, universities

# Health Benefits of Good Work

- Move from low interpersonal stress environment to high interpersonal stress environment- degree of work stress increases.
- Interpersonal conflict remains highly stressful even in the presence of good social support.

# What can we do?

- The Ambulance Down in the Valley Joseph Malins (1895)
  - “Twas a dangerous cliff, as they freely confessed,
  - Though to walk near its crest was so pleasant;
  - But over its terrible edge there had slipped
  - A duke and full many a peasant.
  - So the people said something would have to be done,
  - But their projects did not at all tally;
  - Some said, “Put a fence ‘round the edge of the cliff,’
  - Some, “An ambulance down in the valley.”



# What can we do?

- Control of workplace hazards
- Safe work systems
- Psychological safety
- Develop and promote a work culture that is aware, caring, supportive – R U OK



# What we currently have

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Professional, respectful and supportive behaviour

- RACP Code of Conduct
- Professional Qualities Curriculum
- Training and Support
- Partnerships
- Support Helpline
- Supporting physicians professionalism and performance guide

# Culture, Health and Wellbeing

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Prof John Wilson  
RACP President-Elect



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Training role..



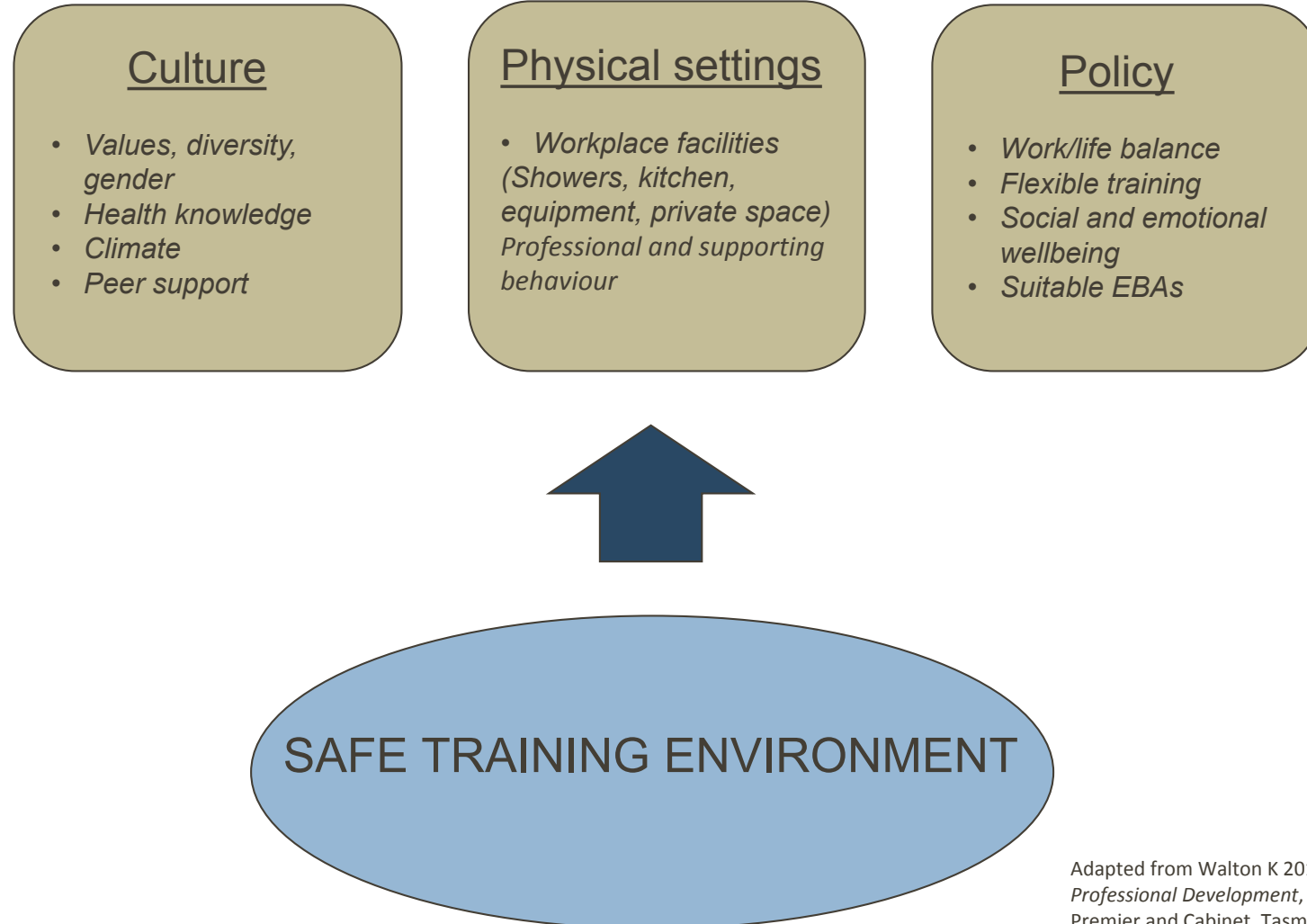
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Service role...

# Linking culture, health and wellbeing

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# Junior docs suffering

## Survey: Long hours, bullying take toll

MOST Victorian trainee doctors are working almost an extra day a week as unpaid overtime, almost half have been bullied and harassed at work, and the majority come into the hospital when they should be at home unwell, a new survey has revealed.

The pilot survey of 290 junior public hospital doctors — which accounts for 2.5 per cent of the state's doctor-in-training workforce — posed questions about overtime, bullying, hospital culture, wellbeing and training.

The Hospital Health Check survey, conducted by AMA Victoria's Doctors in Training subcommittee in January, found the rosters of 87 per cent of doctors did not match their hours worked, 63 per cent had witnessed unacceptable behaviour and 71 per cent did not report this behaviour because it would impact their careers.

New AMA Victoria president Associate Professor

### BRIGID O'CONNELL

Julian Rait said changing hospital culture to increase efficiency, while protecting junior staff, were major concerns.

"They are the heroes in our health system," Assoc Prof Rait said. "They are registrars and junior residents keeping the system afloat by contributing time outside rostered hours to keep people alive, keep people comfortable and the system running. That's a constant stress and you can burn out if you don't have appropriate down time."

The study, published this week, further revealed 65 per cent rated their hospital's support for their mental health and wellbeing as "very poor to average", and more than half rated the morale of medical staff at their workplace in this low category.

Adelaide doctors Ruth and Michael Baigent wrote in *The Medical Journal of Australia*

this week that increased workloads, reduced medical autonomy and technology-related inefficiencies created "environments where burnout can flourish".

"Avoiding burnout is a shared responsibility: it is too easy to blame the system and, likewise, for the system to blame the doctor," they wrote.

Assoc Prof Rait said aviation and nuclear power industries had learnt the importance of reducing hierarchy, and providing "psychological safety" to staff members who reported problems. "The toxic hospital culture syndrome is really alive in some institutions," he said.

"It's not about us being nice and being let off the hook if we make a mistake. It's about how do you learn from mistakes to improve the safety and quality of the care you provide."

AMA Victoria plans to run this survey again this year with more participants.

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[www.asms.nz](http://www.asms.nz), 2017



**Bullying in the New Zealand  
senior medical workforce:  
prevalence, correlates  
and consequences**





**Bullying in the New Zealand  
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# Culture, Health and Wellbeing

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## 2013 *beyondblue* survey

- Doctors are **three times more likely** to experience very high psychological distress than other professionals and the general population
- Female doctors reported **higher rates of depression, anxiety and current psychological distress** in comparison to male doctors
- Rates of distress and burnout have been shown to be **higher in young doctors compared to older doctors** with more experience.

## 2016 ASMS survey

- Half of hospital specialists reported **symptoms of burnout** (i.e. high levels of fatigue and exhaustion).

# Culture, Health and Wellbeing

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## 2018 Physician Training Survey

- Late October to 13 December 2018
- Survey Administrator: ORC International
- Data currently being analysed
- Results provided after June 2019
- Data **indicative** first cut

### 2017 Response Rates

Trainees: 23% (481/2090)

Educators: 19% (269/1446)

### 2018 Response Rates

Trainees: 35% (2358/6818)

Educators: 23% (1049/4657)

# Preliminary findings ...

<b>Work Setting</b>	<b>% Strongly Agree / Agree</b>
Thinking about this settings learning environment and culture, there is a commitment to calling out unacceptable behaviour such as bullying, harassment and discrimination.	52% of Trainees 60% of Educators
The work setting values my health and wellbeing	53% Trainees 48% of Educators
<b>Support</b>	<b>% Strongly Agree / Agree</b>
There is sufficient opportunities for professional debriefing, support and mentorship	64% of Trainees 53% of Educators
Reported there was access to preventable and remedial resources to support health and wellbeing	39% of Trainees 47% of Educators

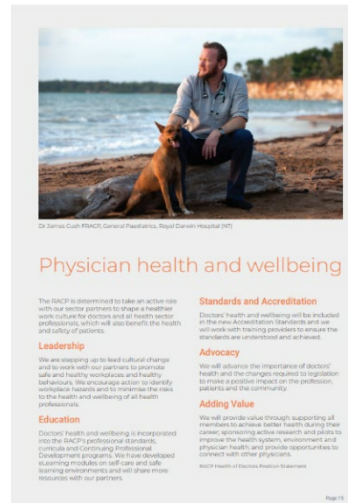
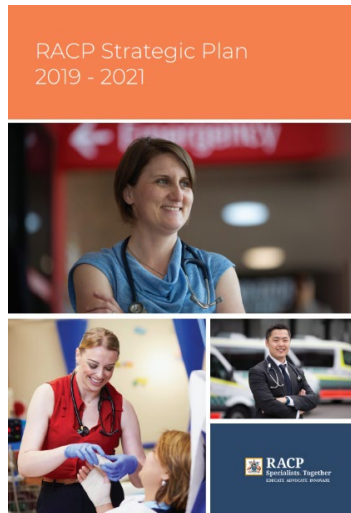


Wellbeing	Positive rating (4 & 5)
Wellbeing has been impacted by balancing work and training requirements	45% of Trainees
Occasionally I am under stress. I don't always have as much energy as I once did, but I don't feel burned out	51 % of Trainees 56% of Educators
I feel completely burned out and often wonder if I can go on. I am at a point where I may need some changes or may need to seek some sort of help.	3% of Trainees 1% of Educators

# Our Commitment

“Bullying or harassment of any kind is totally unacceptable; towards Fellows, trainees (accredited or unaccredited), colleagues or staff. The RACP has zero tolerance for such behaviour.”

A/Prof Mark Lane, President, RACP on 6 February 2019





# Thank you!



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# Culture and wellbeing – one fellow's perspective

**Dr Zoë Raos FRACP**

Gastroenterologist, Endoscopist & General Physician

Waitemata DHB

- **Culture**
- **Work**
- **Life**
- **Balance**



# What is culture?

**Culture = environment that surrounds us.**



Individual upbringing, social, cultural context

Shared values, belief systems, attitudes & assumptions

**Leadership & strategic direction – massive influence**

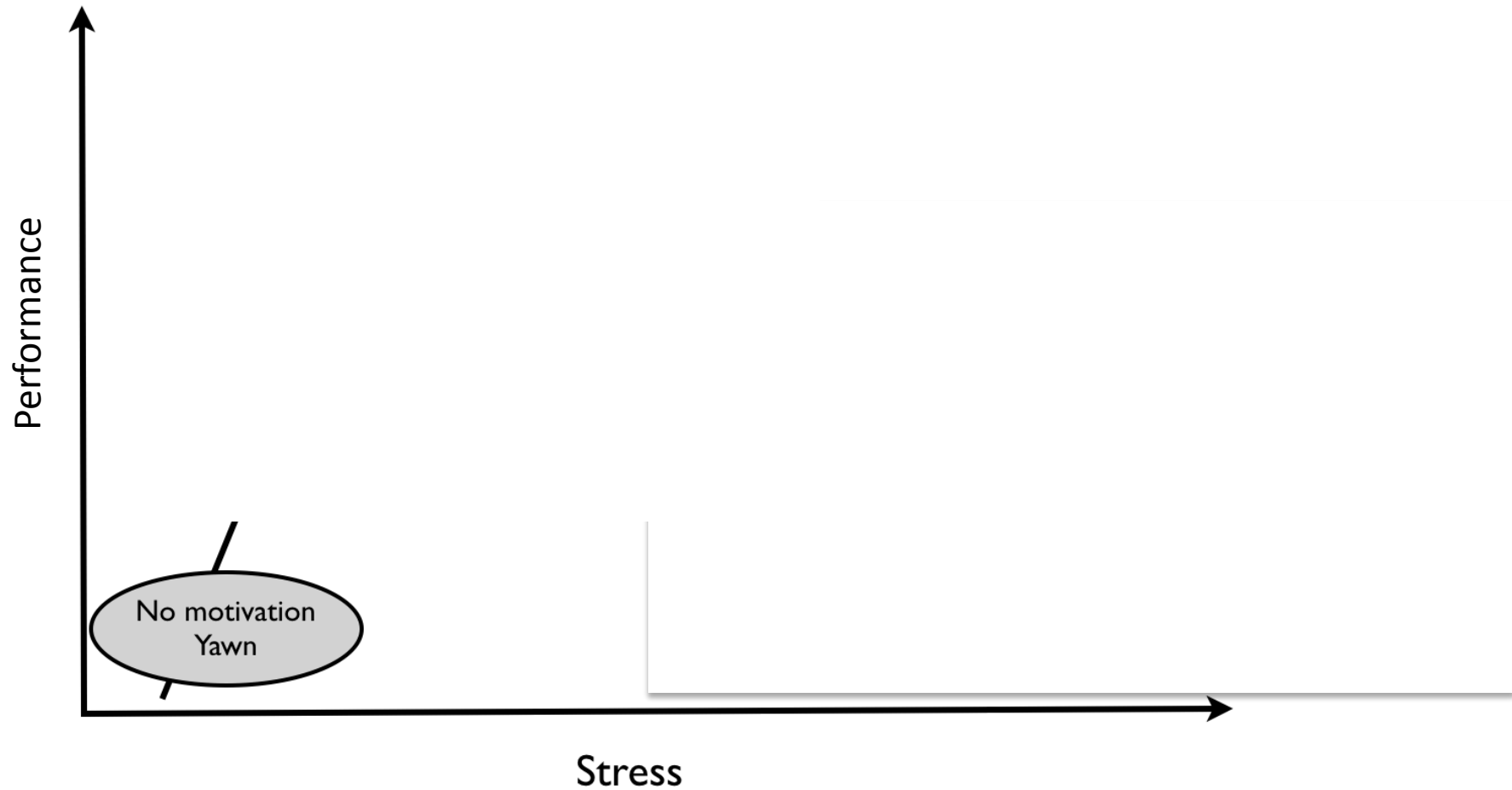
# Work Life Balance

**Work**

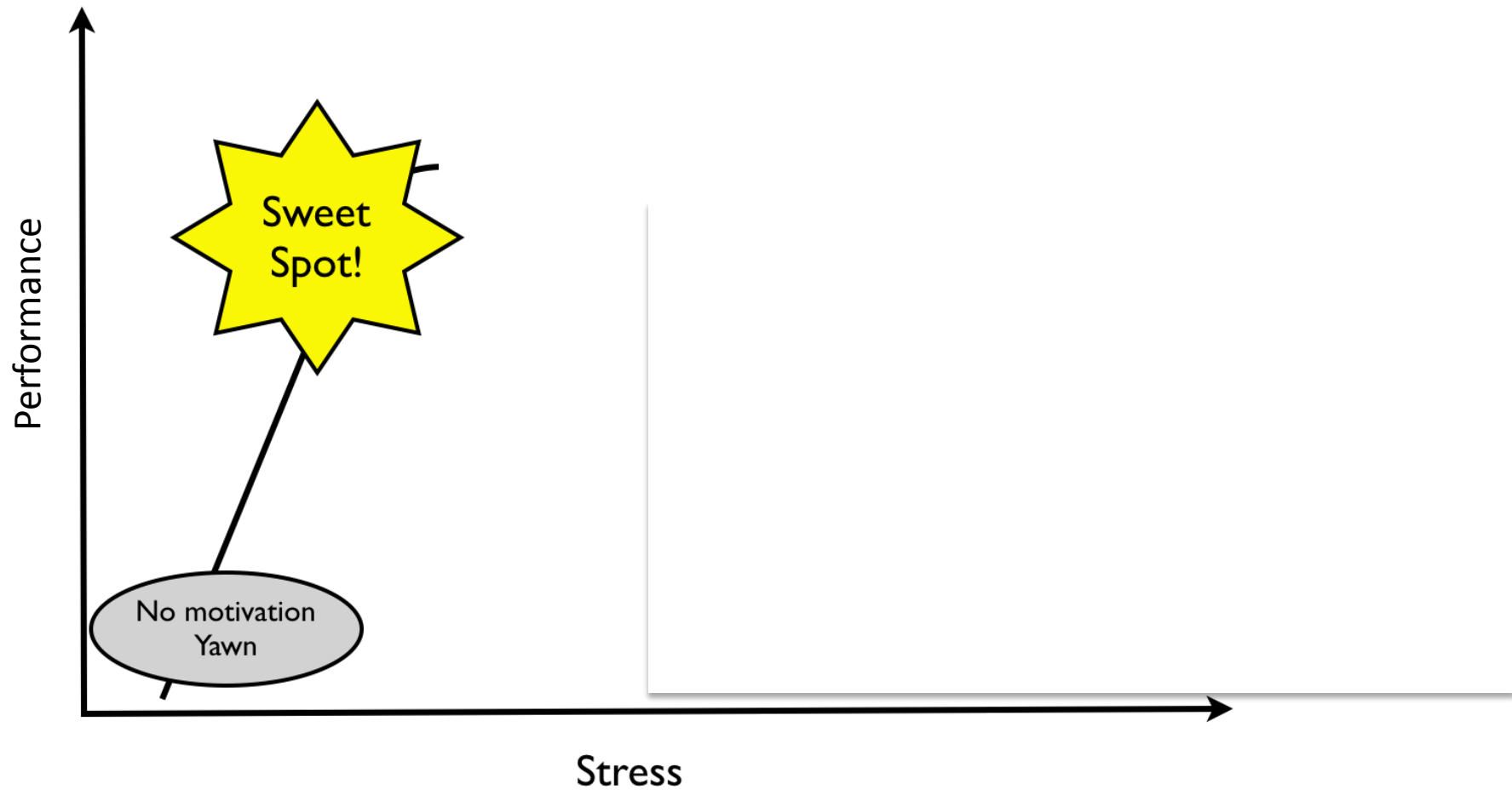
# Work tools:

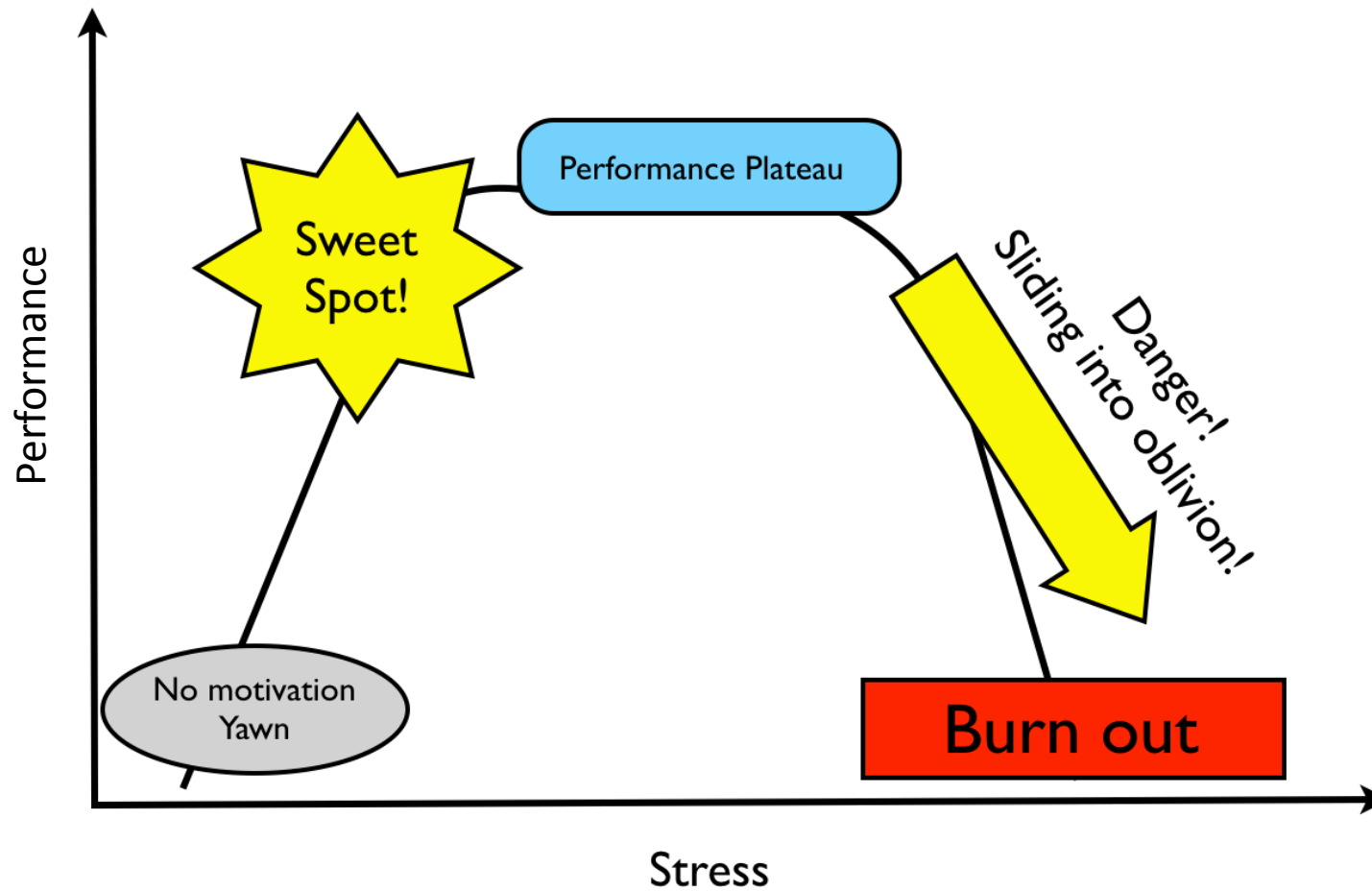
- Stress performance curve
- Understanding control
- Cambridge model of physician performance

# The Stress Performance Curve

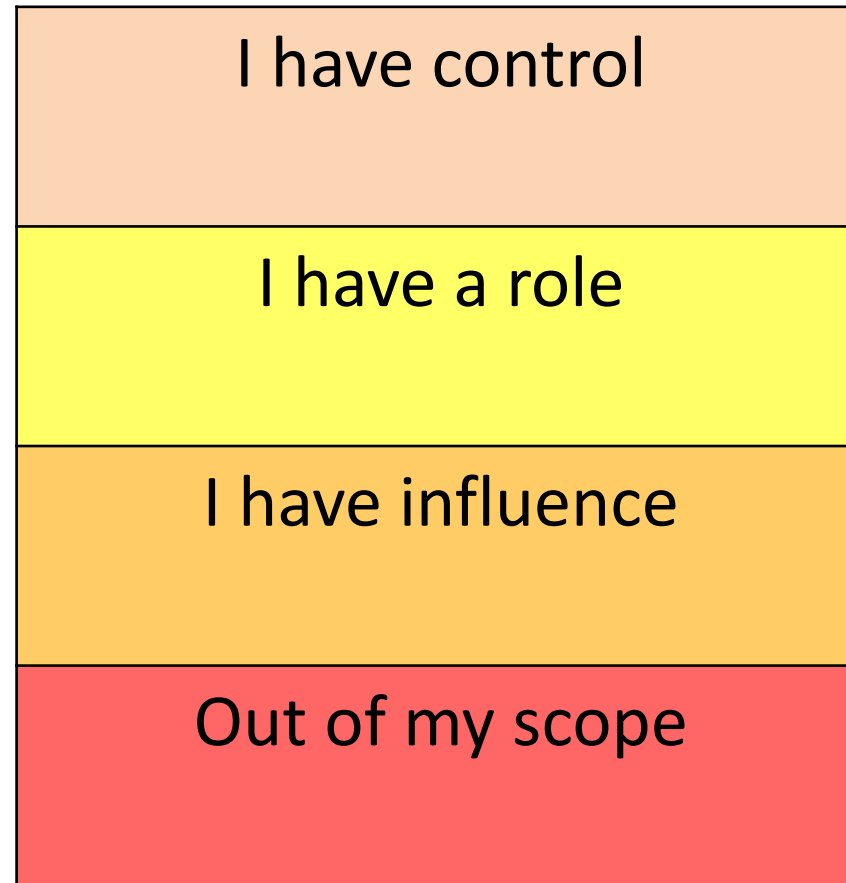






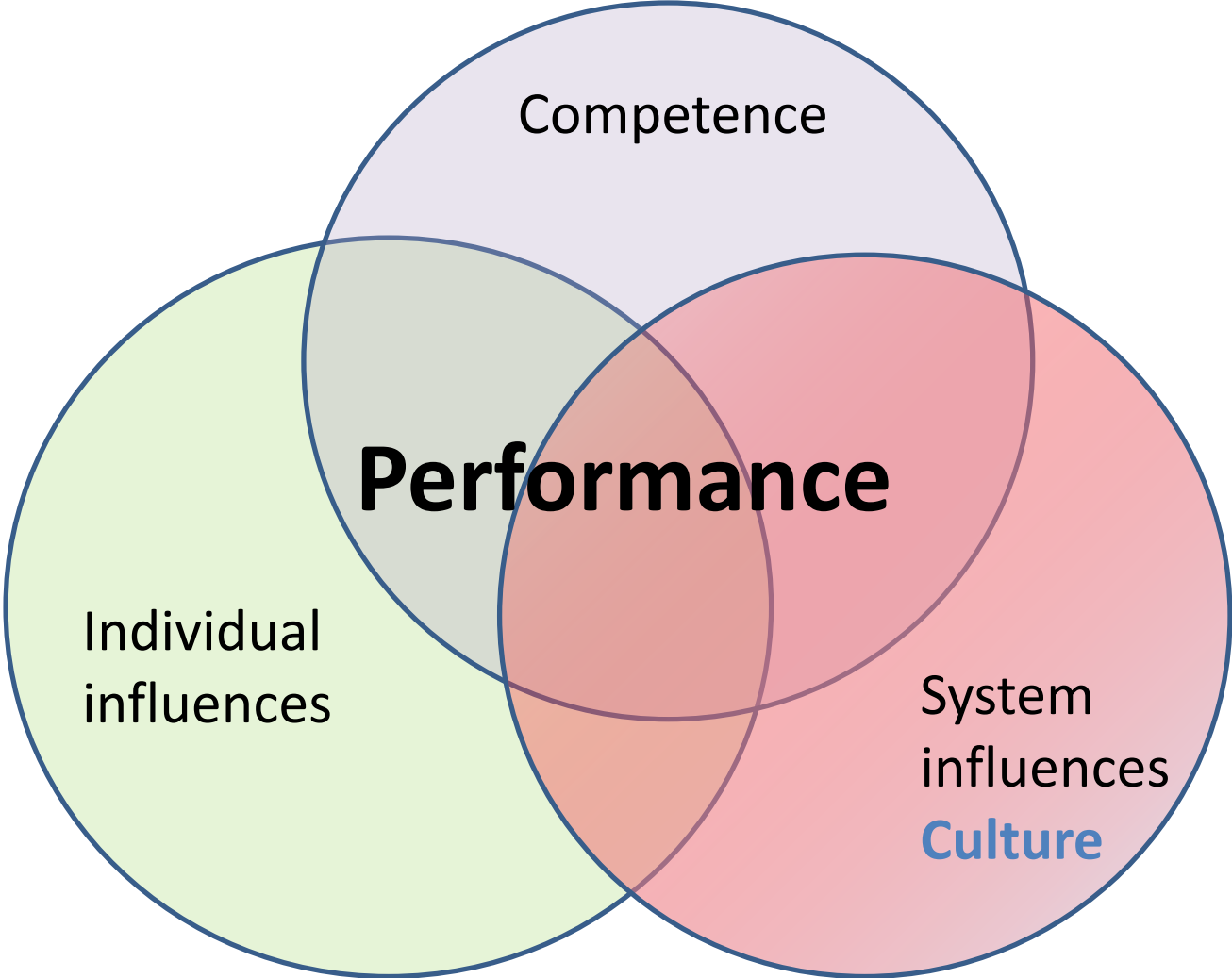


# Understand control & when I don't have it

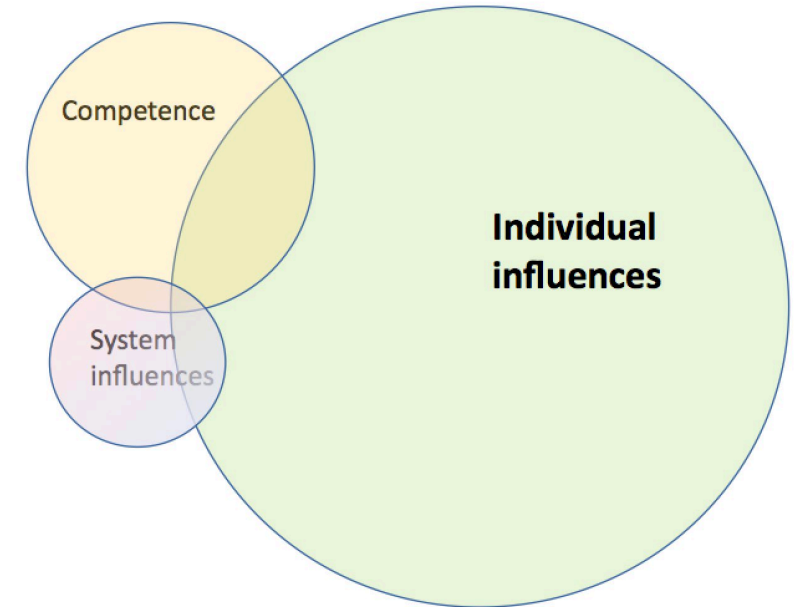
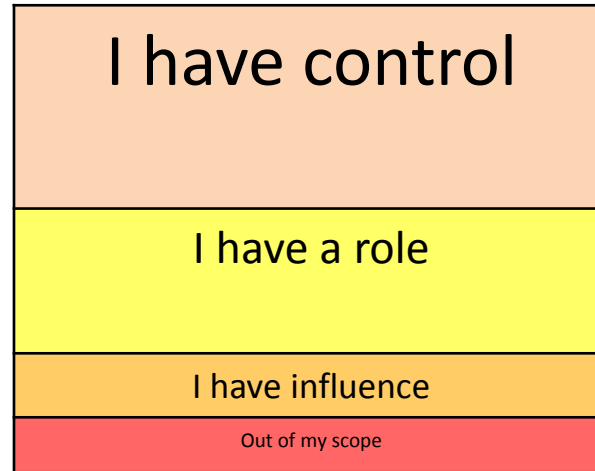
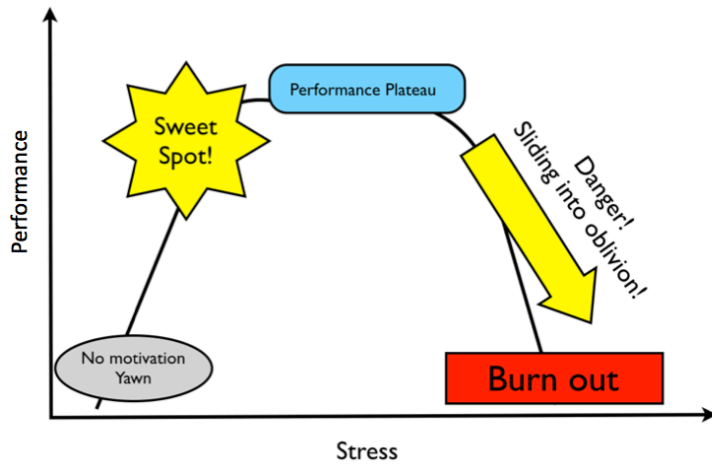


Wikipedia – Scope Creep / **kitchen sink syndrome**) = changes at any point after the project begins.<sup>[1]</sup> This can occur when the scope of a project is not properly defined, documented, or controlled. It is generally considered harmful.<sup>[2]</sup>  
Table adapted from: <https://www.pharmac.govt.nz/about/2017/bold-goal-1/> Journal of Applied Social Psychology, 2002, 32, 4, pp. 665-683, Ajzen

# Cambridge Model of Physician Performance



# Putting the work tools together:



**Life**

# Get a **life**

- What is happiness?
- **life** things that help me out

Happiness =  $\frac{\text{Reality}}{\text{Expectations}}$



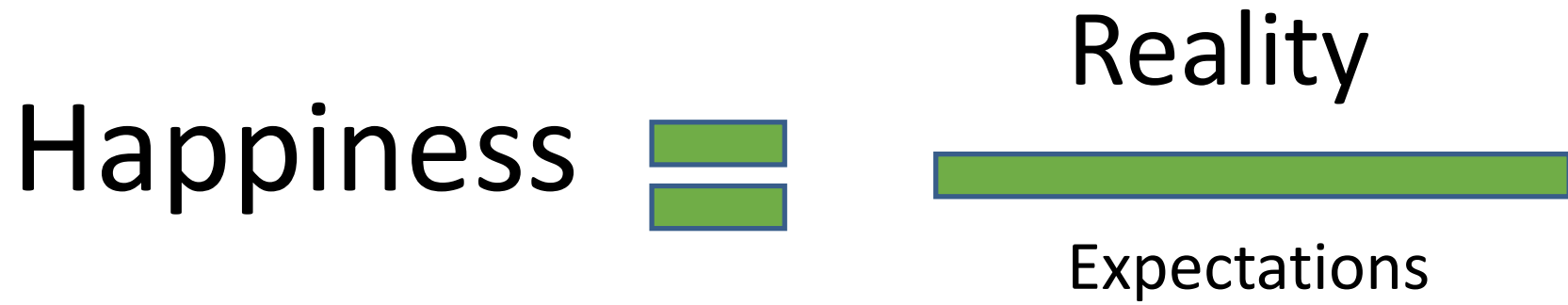
Happiness



Reality



Expectations







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# Life: Challenge



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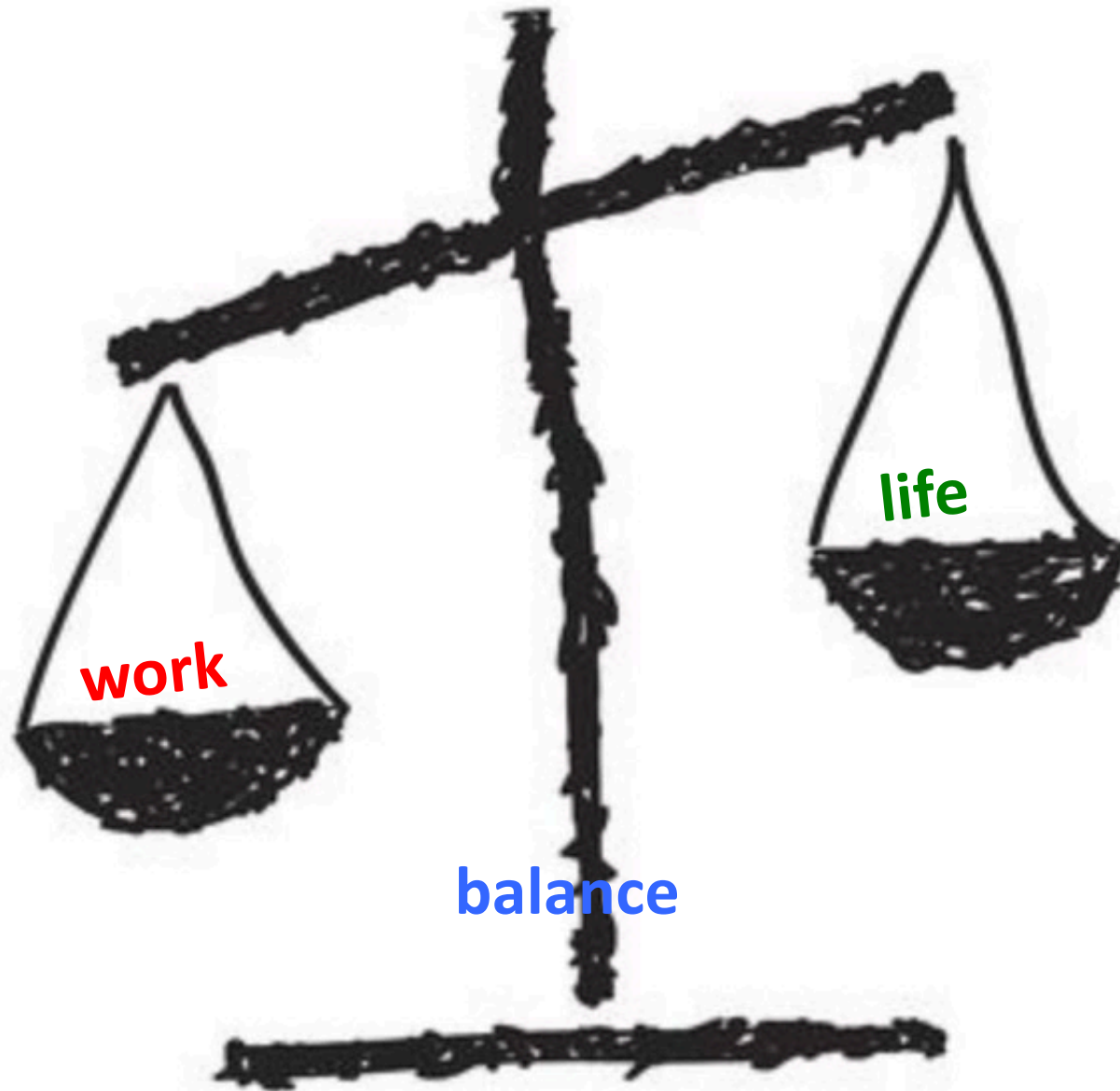
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# Te tangata, te tangata, te tangata



**Balance**





# Culture and wellbeing – one fellow's perspective:

- Culture
- **Work**
- **Life**
- Balance





**Ko te pai tawhiti  
whāia kia tata; ko te pae tata,  
whakamaua kia tīna**

Seek out distant horizons  
and cherish those you attain

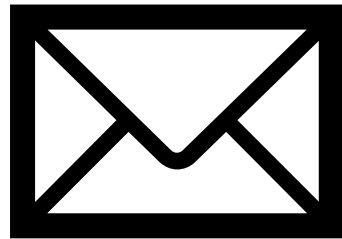
**Any burning questions?**





# QUESTIONS

# Thank you



[wellbeing@racp.edu.au](mailto:wellbeing@racp.edu.au)



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