



February 2, 2024

Press Ganey's Workforce Well-being Collaborative

Journey to Physician Well-being

Installment 5: Reflections from the Clinician Resilience and Well-being CME Program

In this month's installment, both Dr. Moskowitz and Dr. Jessica Dudley, Press Ganey's Chief Clinical Officer, reflect on a special speaking event held at Catholic Health in December of 2023. The purpose of the session was to engage clinicians in a meaningful discussion about wellness and well-being, allowing them an opportunity to see national trends and learn from an industry expert relative to evidence-based practices being leveraged across the country. Enjoy!



Dr. Michael Moskowitz

VP Clinician Resilience and Well-Being
Catholic Health

Dear Clinical Colleagues,

I would like to update on the well-being journey here at Catholic Health. We recently had the pleasure of hosting Dr. Jessica Dudley, MD, chief clinical officer at Press Ganey, as our inaugural speaker for our clinician resilience and well-being CME program. She shared many great insights about national trends in clinician well-being and was able to reinforce the change necessary to make a difference.

Two key takeaways from her inspiring talk:

- First, was the insistence of saying “Yes, *And*.” So, what does this mean to me? Burn-out is complicated, and it often takes multiple solutions to satisfy this complex issue. Once organizations acknowledge the need to address burn-out (Says Yes!), the solution must be multifaceted. There is not one answer for every problem, and we must be willing to continually adapt, expand, and solve for these issues to create a real difference.
- Second, as healthcare systems continue to grow, we must remember how important it is to have proper leadership training at every level. We must realize that as clinicians, we are all leaders. We need to ensure that we continue to work on leadership development not just in the “C suite” or administrative roles, but on the floors and in our clinics. This is the only way that we can make meaningful and lasting changes with our colleagues.

I found Dr. Dudley to be inspiring and she continues to motivate me to become a better leader. My hope is that you have colleagues that inspire you as well. I hope your new year is off to a great start and look forward to speaking again soon!



Dr. Jessica Dudley

Chief Clinical Officer

Press Ganey

Last month I had the opportunity to meet with the physician leaders at Catholic Health on the topic of Clinician Well-being and Resilience. We had a lively discussion regarding challenges and opportunities facing physicians, APPs, and other clinicians and discussed national trends and insights including:

1. Declines over the past few years in both physician and APP's engagement, alignment, and retention. This resonated with the audience, as they recognized similarities in their own experiences.
2. Resilience, decompression and burnout, and the importance of understanding how different medical specialties, genders, race/ethnicities, etc. are having different experiences at work. Solutions for well-being and burnout will never be one size fits all and it is critical to segment this data and use a DEI lens to actively pinpoint the needs of every physician.
3. Key practices of leading organizations, starting with the importance of leadership commitment and accountability. Catholic Health is clearly showing their commitment to addressing burnout by appointing Dr. Moskowitz to his role and investing in this area. Leading organizations also excel in fostering trust, psychological safety, strong communication and transparency, continuous listening, segmentation of the data, taking action to improve based on what they hear, and committing to developing and training new leaders.
4. The critical need for leader training and development to successfully equip leaders to do their jobs and lead their teams. We talked about how much of this development work came to a halt over the pandemic and it is now essential to lean in and restart this work, especially knowing that many experienced leaders left during the pandemic.
5. The importance of communication and transparency from the organization and senior leadership. A great way to do this is to build communication and feedback loops where physicians, APPs, and all involved in frontline care are included in identifying challenges and coming up with solutions. Involving physicians in decision making and transparently communicating with them

are some of the best ways to show that they are respected and valued by the organization.

Despite the challenges the industry has seen over the last few years, Catholic Health and many other organizations are leaning into this important work to support their physicians and the workforce overall. I am very hopeful we are moving in a more positive direction nationally and look forward to the year ahead.

Missed our last installment? [Read more here!](#)



See you at HX24!

Don't miss your chance to see Dr. Moskowitz present in-person in Orlando, FL at HX24! He and his colleagues will be presenting their path to resilience and well-being on Tuesday, February 6th at 3:15pm ET in the Swan 7-10 breakout rooms at Walt Disney World Swan and Dolphin.

Please email us at workforcewellbeing@pressganey.com with any questions.

We look forward to your continued participation in our Workforce Well-Being Collaborative!

Sincerely,
The Press Ganey team



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