

# Pediatric Grand Rounds

**Text: 608-260-7097**

**Code: BOQFET**

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Need support? Email Reva Finkelman at [rfinkelman@wisc.edu](mailto:rfinkelman@wisc.edu).



**Department of Pediatrics**  
UNIVERSITY OF WISCONSIN  
SCHOOL OF MEDICINE AND PUBLIC HEALTH

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# Conflict of Interest

The planner and speaker of this CE activity has no relevant financial relationships with ineligible companies to disclose.

The speaker does not intend to discuss any unlabeled or unapproved use of drugs or devices.



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Please take a moment at the end of the session to complete your evaluation.

Thank you!



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# INSIGHTS FROM PHYSICIAN COACHING: A NEW WELL-BEING MODEL

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Susan MacLellan-Tobert, MD, ACC  
Physician Development Coach  
Gundersen Health System, La Crosse, WI

# OBJECTIVES

- Describe the current well-being dilemma in healthcare
- Outline a new well-being perspective based on coaching precepts & outcomes
- Apply a novel strategy for improving workplace culture



# LEFT OF BANG

Connecting

Thriving

Proactive

Left

Bang

Surviving

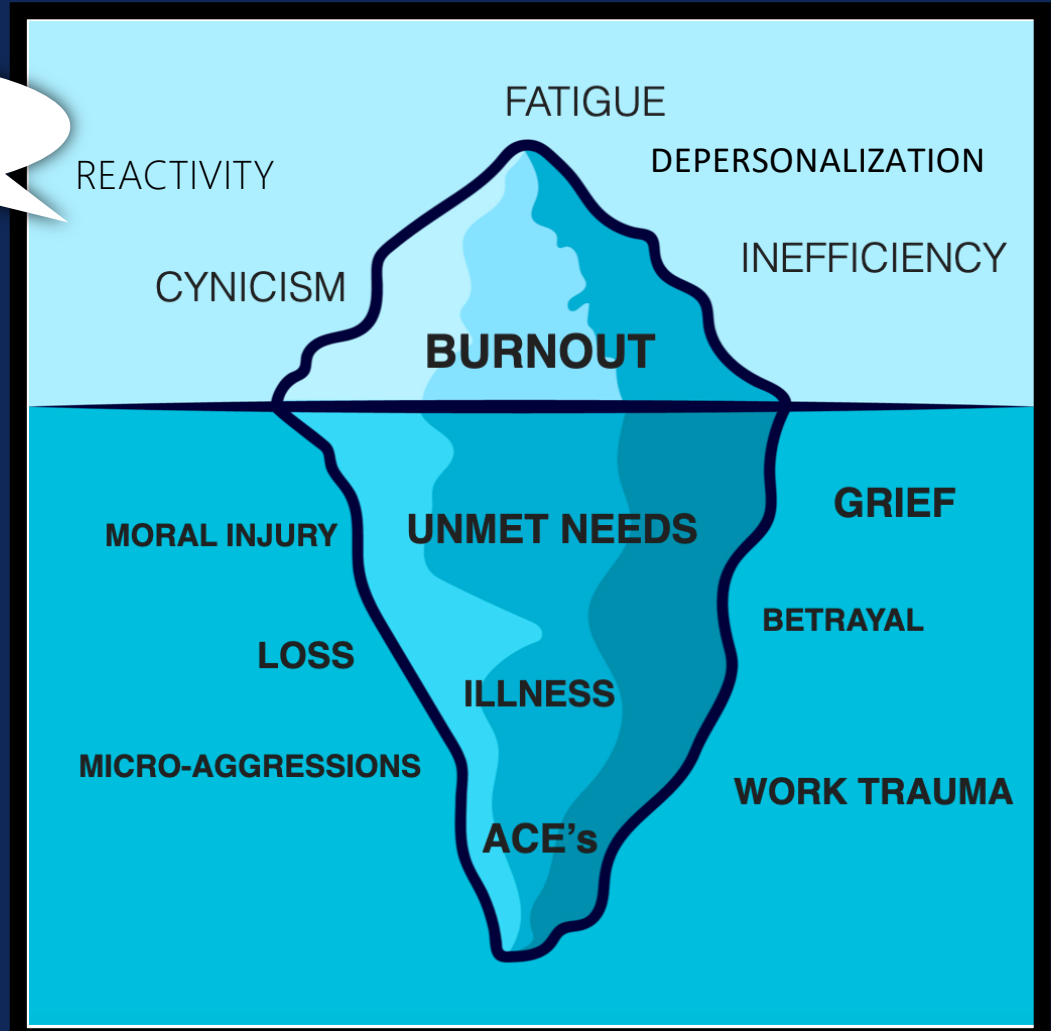
Withdrawing

Reactive

Right

Just Surviving

# TRIGGERS





# POLL QUESTION

- Do you have a burnout story?
  - a) YES
  - b) No

# CURRENT WELL-BEING INITIATIVES



- Making it up as we go!
- Reactive vs. Proactive focus
- Psychological resources abound

Our Team's observation:

Organizational culture is suffering as much as individual well-being

# HUMAN EXPERIENCE & CULTURE



4 Quadrants of Human Experience, Interpersonal Theory, Ken Wilbur

## Unhealthy Culture



## Processes Which Restore Health

## Healthy Culture

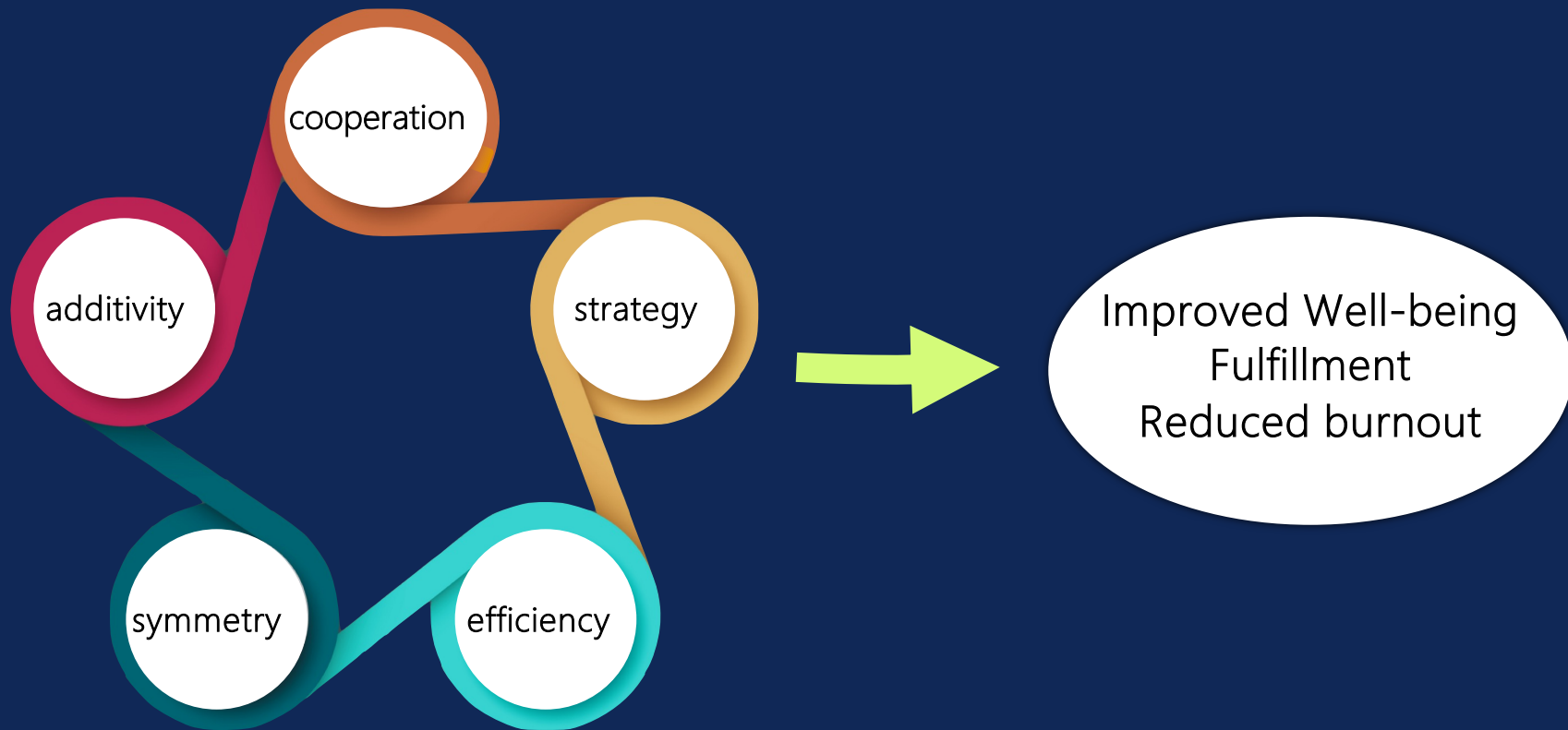


## Processes Which Harm Health

# THE “WELL-BEING GAME”



# FEATURES OF AN EFFECTIVE **PAYOFF VECTOR**



# PAYOFF VECTOR EXAMPLE: COACHING

Client is whole,  
creative &  
resourceful

Coach comes along  
side as a thought  
partner

Discovery,  
goal-setting,  
experimentation &  
milestone recognition



Cooperation  
Strategy  
Efficiency  
Symmetry  
Additivity

Client sets the agenda,  
Coach facilitates  
transformative  
conversation

Coaching is **not**  
therapy or remedial,  
and is **never** punitive

**GUNDERSEN**  
**PEER**  
**COACHING**  
**PROGRAM**

**PURPOSE**  
**ENGAGEMENT**  
**EXCELLENCE**  
**RESOLVE**

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Internal coaching program for providers  
began in 2018

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Team offers 20 hrs/wk of coaching  
5 coaches, 0.1 FTE each

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Average length of engagement: 9.3 months  
Team averages 25 clients

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Virtual, in-person, phone  
60 min sessions, 1-2x mo



# PROGRAM IMPACT

## Q4 My top three coaching accomplishments:

Answered: 48



Improved confidence & self-management

Improved communication skills

Established/moved toward goals

Increased work & life satisfaction

Expanded ability to broaden perspectives

Personal growth in a new role

“MANY DIFFERENT CONCEPTS HAVE BEEN ATTACHED TO THE IDEA OF POSITIVE ORGANIZATIONAL CULTURE,

THE MOST SALIENT ONE IS WHETHER THERE IS HONEST AND TRANSPARENT COMMUNICATION AT ALL LEVELS OF THE ORGANIZATION.”

DANIEL J. WHITLOCK, MD, MBA  
VITAL WORKLIFE ADVISORY COUNCIL

# “FROM I TO US” VECTOR

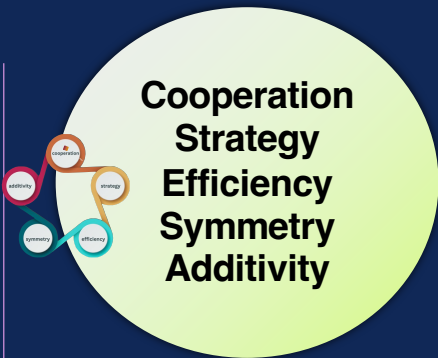
**Solitary**  
“I” or “You”



**Cohesive  
Inclusive**  
“Us”



**Cooperation  
Strategy  
Efficiency  
Symmetry  
Additivity**



# INDIVIDUAL PAYOFF VECTOR



**1**

### PAUSE AND BREATHE

### WHAT IS UNDERMINING MY WELL-BEING?

**2**

- Look down from 30,000 ft
- List 2-3 observations

**3**

### CHOOSE 3

- afraid
- angry
- alone
- dislike
- embarrassed
- sad
- accepted
- confident
- excited
- interested
- loving

### I NEED

**4**

- Self-empowerment, awareness, regulation, motivation
- Dignity - Respect esteem autonomy
- Belonging - Connection, DEIB
- Safety - Personal, team, patient related
- Resources -Org support, supplies

**5**

### STATE POSITIVELY: WHAT WE DO WANT FOR CLARITY, FEEDBACK, OR ACTION

- "Would you be willing to...?"
- Avoid a demand or wish

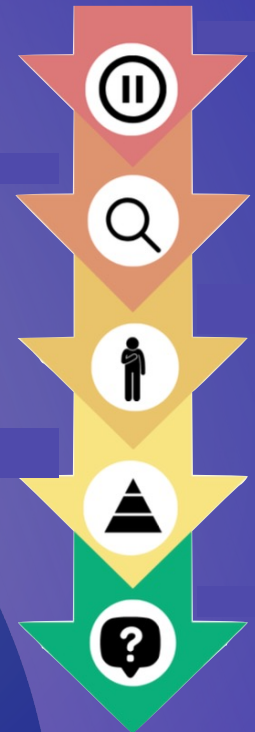
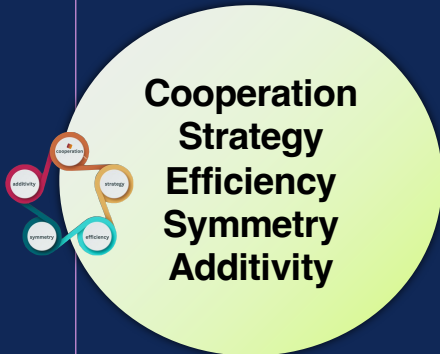


# PAYOFF VECTORS

1. Coaching as an effective vector
2. "From I to Us" vector

Communication shifts Culture

3. Individual Communication Vector





## WINNING THE WELL-BEING GAME

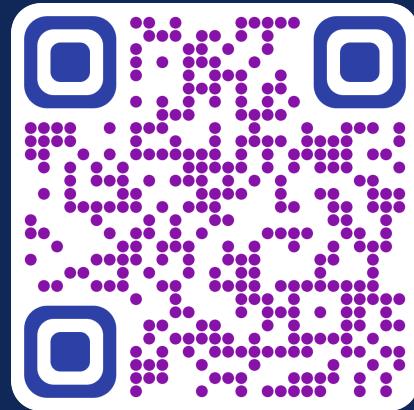
- Explore staying Left of Bang
- Model inclusive communication
- Use the 5 principles of an effective vector to vet future initiatives



LETS CONNECT:

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Thank you!

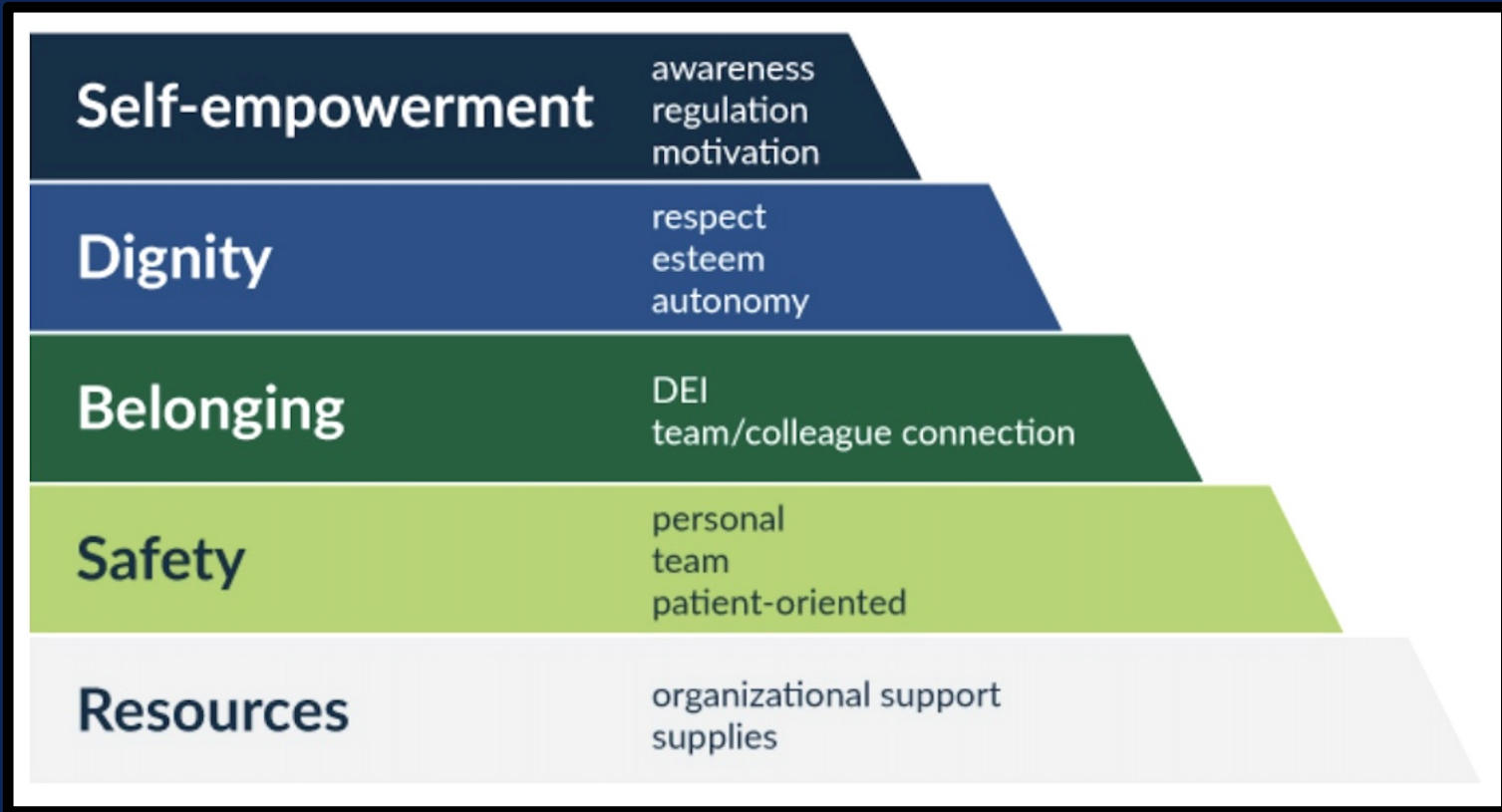


# EXTRA SLIDES

## 2023 CLIENT SURVEY

- I improved my confidence & self-management skills
- I improved my relationships
- I improved my interpersonal & communication skills
- I work more easily & productively with others
- I established & moved toward achieving goals
- I gained more work & life satisfaction
- I contribute more effectively to the team & organization
- I am taking greater responsibility for my actions/comments
- I expanded my ability to see other perspectives
- I have increased motivation at work & in life
- I achieved personal growth in a new role

# NEEDS



# PRIORITY AREAS FOR HEALTH WORKFORCE WELL-BEING

## NATIONAL ACADEMY OF MEDICINE 2022

- **Create and sustain p**

Transform health systems, and to optimize environments that support quality care.

Create & sustain culture

- **Invest in measurement, assessment, strategies, and research.**

Expand the uptake of existing decreasing health worker burnout.

Destigmatize & support mental health

- **Support mental health**

Provide support to health workers seeking services needed to address mental health challenges.

- **Address compliance, regulatory, and policy barriers for daily work.**

Prevent and reduce the unnecessary burdens that stem from laws, regulations, policies, and standards placed on health workers.

- **Engage effective technology tools.**

Optimize and expand the use of health information technologies that support health workers in providing high-quality patient care while minimizing barriers that inhibit clinical decision-making.

Institutionalize well-being as a value

- **Institutionalize well-being**

Ensure COVID-19 recovery and bolster the public health and health care systems for future emergencies.

- **Recruit and retain a diverse workforce**

Promote careers in the health workforce that are inclusive, and thriving work environments.

Recruit & retain a diverse workforce

# REQUESTS

State positively: What you DO want

- CLARITY: "Would you be willing to \_\_\_\_\_?"
- FEEDBACK: "How do you feel hearing that from me?"
- ACTION: "Would you be willing to talk about \_\_\_\_\_ for 10 minutes now?"
- Avoid making your request a demand or a wish