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Physician Well-Being

The well-being of physicians and patients is inextricably linked. know that physicians suffering from burnout and poor working conditions are less able to provide a high quality of care to their patients. Similarly, physicians' number one concern regarding their working conditions is how those conditions impede their ability to provide high quality care for patients. At LCMS, we often field questions from members about how best to make their voices heard in their workplaces. The question has a two-part answer - find your own voice and join your voice with others.

Finding your own voice requires reflection, as noted by OMG CEO Dr. Karen Weiner in her interview with LCMS this month. This can occur through a break from work, dedicated "me" time, or through working with a professional such as an executive coach. We recognize the potential difficulty in finding time for this.

Napoleon once commanded his generals, "Ask me for anything but time," a sentiment that seems apropos to most physician's lives. We expanded the Physician Wellness Program beyond confidential counseling and stress reduction to include executive coaching in order to meet the demand from physicians to have a structured, disciplined approach when addressing their relationship

with work. We have seen this service grow significantly within the first year. While it does take time, the service can provide a time-efficient way of focusing attention on the issue.

Joining your voice with others to effectuate change can take a variety of forms as well. We recently saw the PeaceHealth hospitalists and Community Health Centers primary care physicians unionize. While that is not an option in physician owned practices, these practices can often exercise power through internal policies and external contract negotiations, but it takes a concerted effort to do so. We offer our organizational development service for physician groups that want to take a systematic approach to addressing their concerns and building a better work environment. Again, this takes some time, but pays off in quality and job satisfaction.

We do not suggest that there is a single silver bullet to addressing burnoutandobstaclestoeffective patient care, but instead taking a deliberative approach to identifying stressors and obstacles, considering solutions collaboratively, and addressing them as a team can yield better results. Physicians know best how to care for themselves and for their patients. We hope that you will use the services we offer to explore these answers for yourselves.

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Francis Munkenbeck, MD

Future of Healthcare Thursday, May 17th

Patrick Allen, Ted Marmor, and Kieke Okma will be speaking about healthcare on state, national, and international levels.

We will be at a **new** location for this meeting: Holiday Inn in Springfield, 919 Kruse Way. Please make sure to RSVP by Friday,

May 11 via your email invitation, at info@ lcmedsocity.com or give us a call at 541-686-0995. RSVPs help us account for the amount of dinners requested and space. Thank you!

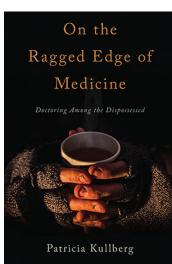
On the Ragged Edge of Medicine May 10th

Author Dr. Patricia Kullberg discusses issues from her book, including: making mistakes, accepting what you can't change, coping with your own anxiety, and persisting in the face of system absurdities. Join us

May 10 from 6-8 pm at the RiverBend Annex, 123 International Way, Springfield.

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Please call 541-686-0995 to prepay for the event.



Happy Mother's Day on May 13th!

NEW LEADERSHIP

PeaceHealth
welcomes interim
chief executive, Joe
Mark. Rand O'Leary
left PeaceHealth on
April 20 after four
years of service.

O'Leary said, "...I am so grateful for the opportunity to serve Oregon alongside dedicated and amazing leaders and caregivers." Joe was a director with WolfCreek Partners Group and served as interim senior vice president and before that, area manager for two Kaiser Foundation Hospitals in California. He will serve in the interim role while PeaceHealth searches for a permanent chief executive for Oregon.

GOLF EVENT



Don't forget to register for LCMS' golf tournament to be held Saturday, June 2 at Tokatee Golf Course!

Be the Architect of Change

BY MARTY WILDE

EXECUTIVE DIRECTOR FOR LCMS

"Be the architect of change in your organization, not the victim of it," Dr. Karen Weiner, the CEO of Oregon Medical Group advises. "Too often we let our fear of loss push us into fighting to preserve a dysfunctional status quo. That's a red flag." Weiner, a pediatrician who also serves as a Director of the American Medical Group Association rose to her leadership positions by taking a systematic approach to reducing burnout and promoting satisfaction. recommends reflection, She data-driven systematic approach, empowered physician leadership, and cooperative work toward discovering the group's core values.

Unusually, Dr. Weiner's path to leadership evolved from a decision to cut back on work. After 15 years of practicing primary care pediatrics, she states that, while still enjoying the practice of medicine, she had begun feeling "restless" and had a sense that she needed to be doing more during the second half of her life. She decided to move exclusively to working in the After Hours clinic, covering night and weekends but freeing up her days in order to give herself the opportunity to explore other aspects of life.



"I took a Spanish class, played guitar, and cooked," she recalls. The additional time for reflection helped her refocus on the second half of her career and consider her options. During that time, while serving as a member of the board of directors of OMG, Dr. Weiner noted that it was becoming clear to everyone that Oregon Medical Group, like many medical organizations across the country, was facing some large cultural issues that needed to be addressed in order to thrive in a changing healthcare industry. The board of directors decided that a full time physician leadership position was needed in order to begin tackling cultural transformation. Dr. Weiner accepted that position and thus began what would become her second career.

When she became CMO, she asked providers to take the Maslach Burnout Inventory. The results were disturbing because they revealed that their burnout rates were above average for the US. Dr. Weiner reports that by simply administering the survey and opening the discussion up about chronic dissatisfaction and burnout, there was a sense of relief. Next steps included expanding physician leadership across the organization, agreeing upon a shared vision, creating a physician compact, identifying "pain

points" for the clinicians, and implementing changes that had an immediate positive impact on their experience of practicing medicine.

The results have been astonishing; in the 2013 burnout survey, 38% reported feelings of emotional exhaustion and 11% reported feelings of depersonalization. By 2017, the data showed that only 8% reported feelings of emotional exhaustion and 3% reported feelings of depersonalization. "We aren't done and everything

isn't perfect, but we have seen a real shift. We have a much higher degree of physician engagement and we no longer struggle to recruit new physicians to our organization," Dr. Weiner reports. "The culture sells itself."

"Too often, we let our fear of loss push us into fighting to preserve a dysfunctional status quo."

- DR. KAREN WEINER, MD. MMM.CPE

Finally, when she became CEO, she engaged all providers in a search of more relevant core values. The list of 8 core values at that time did not accurately reflect the feelings of most providers and were of limited use in making decisions within the organization. At an all provider meeting, Dr. Weiner asked each person to choose 3 values from a list of 138 possible core values. They then paired up to negotiate 3 values. Then gathered again in groups of 4. The result was 23 values, of which only 11 were listed repeatedly. The board reduced those to three capstone principles - servant leadership, professionalism, sustainability - that now guide all of OMG's major decisions.

Dr. Weiner credits her physician executive training with helping her distill her leadership philosophy. The search for her own core values through reflection helped her prepare to guide others. When she became a leader, her willingness to institutionalize a process that included skeptics led to a successful program to reduce burnout. Her advice to physicians is simple - direct necessary changes deliberately rather than seeking to prevent them. •

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MEMBER PROFILE

HUSY

Dr. Kyle's journey to Eugene has also led her to her many hobbies.

BY KIANNA CABUCO

DIRECTOR OF COMMUNICATIONS, LANE COUNTY MEDICAL SOCIETY

isiting Dr. Brooke Kyle's home high in the Coburg Hills requires a keen eye to find the driveway and a lead foot to make it up the steep road. "I feel pretty restored by this" Dr. Kyle says gesturing to the view outside. "It took us four years to find this place." The awe-inspiring view through her window encompasses almost all of Springfield and Eugene, including PeaceHealth RiverBend, Spencer Butte, and

unusual path to her practice of obstetrics and gynecology.

OB-GYN Legacy

Dr. Kyle's father was one of only two OB-GYNs in three parishes in Louisiana. As a child, her admiration for his practice was tempered by her concerns about balancing life as a physician and a mother when she got older.

the McKenzie River flowing right through the middle. The adventurous path to Dr. Kyle's home mirrors her

"I saw the relationships my father had with his patients. If someone wasn't able to pay, he would trade things for deliveries, such as chickens," she says. "He and mom taught us to treat others well-you do what's right."

MEMBER PROFILE

Growing up, her family took trips to Oaxaca, Mexico to provide free gynecological surgery (tubal ligations, prolapse repairs) to 300 women a week. "It's really important to provide culturally appropriate care to the community where the providers are going to be helping," she says. "These trips solidified my love of community service. My family made it a priority and that's something I want to teach my kids as well."

"I felt medicine was a way to provide learned service and the best way to serve people more effectively," Kyle says. "It's still interesting after practicing for 18 years. I love delivering babies and providing complex laparoscopy."

Kyle says her favorite part about delivering babies occurs right after the baby is born when the person and their birth partner look at the new baby, then they look at each other. "It's just such a look of love," Kyle remarks. "When I see that all day, it's so much fun. I love it."

Like her father, Kyle enjoys building relationships with her patients. For those who see her for their annual exams, "I call them my little rays of sunshine," she says. "They come in and bring joy to my working life."

Journey to Eugene

Kyle was born in north Louisiana, met her husband Chris at Vanderbilt, and went to medical school in New Orleans. "[New Orleans] has the most open attitude in the South, and in a high-risk public residency program, one could really be a patient's doctor there," she says. "New Orleans is one of those places that sticks with you. We go back every year for Mardi Gras as part of the Krewe of Tucks."

After practicing in Miami, where she had her daughter, Piper, the Kyles took an opportunity to move to Australia for a year.

"Australia was one of the biggest challenges in flexibility and communication that I have ever had," she says, "but I could not recommend it more highly to someone who has the opportunity to go abroad to practice."

While Chris completed a fellowship in urology in Melbourne, Brooke worked as a locum tenens two hours away in Bendigo, supervising over 60 midwives and creating a teaching program for them. "Seeing how well midwives and obstetricians worked together was wonderful," she says, "and it was great to be a patient in the Australian healthcare system as well, since we had our first son, Preston, while we were there."

After coming back from Australia, the Kyles began looking for a new home. With Chris's family living in Portland, they found they enjoyed the Pacific Northwest, but not the traffic in a big city. They decided to settle down in Eugene, where Kyle chose to work with Women's Care and Chris found a home with Oregon Urology Institute.

Life Outside Work

"We say we drop a pup wherever we live," she laughs. "We had Piper in Miami, Preston in Australia, and our youngest son, Pace, here in Eugene."

"I'm kind of a busy body," Kyle says.
"You get your practice established and have another kid and then think, what else can I do?"

This energy lead Kyle to help one of her friends reinvigorate WellMama, a non-profit that aims to help with maternal mental health and other support services, where she has served as Board President for three years. WellMama holds five to seven mothering support groups a week, including a new group for miscarriage and perinatal loss, as well as another group called Unexpected Journeys.

"All moms have stress. We want to help connect people to support systems in the community and let them know they're not alone," Kyle states. "We've taken it from no employees to a full-time executive director and 20-30 volunteers. We also try to educate the community about perinatal mood disorders and bereavement through many educational events."

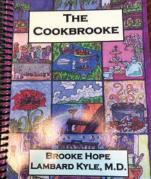
WellMama hosts a Perinatal Mental Health Summit every year. This includes a "nurses only" day to enhance communication skills and identifying someone who is having a challenge in their birth. There is also a day that is open to everyone where they can learn about postpartum depression or anxiety. (You can find more information about their events at http://www.wellmamaoregon.com/)

Kyle tries to ensure her patients feel comfortable communicating with her









Top Right: The Kyles enjoy family outings such as camping and hiking. **Left to Right:** For her 40th birthday, Kyle decided to go to river guide school, so she could feel more comfortable taking her kids on the river; a quilt she made of Julie Andrews from *The Sound of Music*; Dr. Zallen and Dr. Kyle volunteer with WellMama; one of the <u>Cook Brookes</u> Kyle has put together.

MEMBER PROFILE

by decorating her office rooms with art and colorful quilts. She is currently working on a quilt depicting Mt. Jefferson to put in the labor and delivery area as a representation of strength. "It's a slow hobby, but I think that quilt will be good for people who are in labor walking around," Kyle says.

Quilting is one of many of Kyle's hobbies. She tried everything from painting with oils, watercolors, and acrylics to river guide school and meditation. Of course, one thing leads to another, and one of the people they went to river guide school with wanted to open a restaurant, so the Kyles became partners for the McKenzie General Store in McKenzie Bridge on Hwy 26.

"Chris and I try to fight burnout by having a lot of different things in our lives," she says. "You can't think about how stressful work is or all the things you worry about as a mom, because you have other things to think about—in a meditative way."

Kyle's love for cooking shines at the General Store, where her recipes provide some southern hospitality in the Pacific Northwest. "I've always cooked," she says. "Bringing food to people creates a basis of community and it's a great way to get to know them."

"I have the <u>Cook Brooke</u> in its third edition," Kyle says of her cook book, "and I think it's time for another one."

As if that weren't enough, Kyle also makes sure to keep up with family activities as well. "I married into this gaming family, and I have never seen people play monopoly like this. They're vicious," she jokes. "For the first Christmas, I got them all sweatshirts that say 'Kyle Family Gaming' on the front and on the back, I put one of their slogans they say when they take you down, 'We're not here to make friends."

Kyle comments that the kids are at fun ages where they're interested in activities such as hiking and art projects. The kids are active in sports, interested in music, and attend Spanish immersion school. "Piper and I have been taking voice lessons for about a year and I hope to start guitar lessons with the boys pretty soon so I can do at least one musical thing with all of them."

"All of this makes for a crazy day, but each thing is really important to me," Kyle says. "I want my kids growing up and seeing how important it is to do good things for others and your community. It's important to give back what you can—it's just what you do." ◆

The kids are each responsible for different animals. "Pace feeds the dogs, Preston feeds the cats, and Piper is the chicken lady. She gives the chicken report every day," Kyle says. "It's adorable."



Some photos provided by Dr. Kyle

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FAMILY FOCUSED

Journey to Life

Dr. Austin's wall of "graduates" demonstrates his dedication and compassion.

BY SHERIDAN KOWTA

FOR LANE COUNTY MEDICAL SOCIETY

he typical doctor-patient dynamic involves a linear, downward flow of information: symptoms are assessed, a diagnosis is given, and medication is prescribed. In Dr. Douglas Austin's practice at the Women's Care Facility, however, that dynamic is discarded in exchange for a more open dialogue.

When providing reproductive medicine for couples addressing infertility, Austin's specialty, education is one of the most important elements of his practice.

"In reproductive endocrinology the treatment plans require the patients to be in charge of themselves—a lot of it gets done outside of the office, and that means that people have to learn to do all sorts of complex things," Austin says. "I, as well as my nurses and medical office assistants, really pride ourselves on being good educators."







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FAMILY FOCUSED

"One of the things I hear more about all other practices is: 'Nobody ever sat down and really talked to us. No one ever really explained what was going on," Austin says. "I spend a lot of time focusing on that."

Dealing with infertility can be a long and rocky road, often with no guaranteed success. Patients could be trying to conceive anywhere between two and 20 years before they arrive at Austin's clinic. He provides for a large area, from south of Portland to north of Eureka, California.

"In Oregon there only four fertility clinics: three in Portland, and me," states Austin. While that might sound like a gap in care, reproductive endocrinologists require a fairly large population to sustain their practice. Austin's treatment area happens to have a diffused population, making some patients harder to access than others. According to 2010 US Census data, Oregon ranks 45th out of 56 US states and territories in population density.

"The challenge we face is how to get people who are not nearby excellent care," Austin says. Fertility care requires multiple, and frequent visits to the provider. For patients in Klamath Falls or Crescent City, the eighthour drive is not often possible. "We coordinate care with local hospitals that provide ultrasound services and blood testing. It's a type of medicine where we are directing the care, but it is not very easy to do because quality assurance is difficult if you don't have your hands on that patient."

While Austin has found this method of dispersing treatment manageable and productive, patients who can physically come to his clinic benefit from a number of resources specific to Women's Care Facility. His office has an operating room, as well as an embryology laboratory. "One of the most unique things about my practice is that we do In Vitro Fertilization (IVF) here."

IVF is "the process where women undergo stimulation with fertility medication to expand the number of eggs they are producing in any one cycle." The treatment requires patients to give themselves multiple injections of hormone therapy in preparation for their coming cycle.

This is where Austin's practice extends beyond the typical doctorpatient dynamic, and into teaching and coaching roles since not every patient is ready to drop medicine into a needle and give themselves a shot. He says some are even terrified. "We're not taught to stab ourselves with things," Austin says emphatically. "We spend all our lives not getting stabbed with things. So when you say, 'Okay, here is a needle, go for it,' people say, 'Are you out of your mind?""

Austin takes great pride in teaching his patients how to treat themselves. It returns some amount of agency into the hands of patients who often feel powerless in their infertility. "It takes quite a bit to get over that, but people also have a wonderful sense of accomplishment when they master it."



This is just one of the many highs and lows Austin experiences with his patients. The American Pregnancy Association puts the success rate of IVF for women under the age of 35 at roughly 40% and that statistic steadily declines for older patients. "Failed pregnancies are probably the worst," Austin laments. "While we have a lot of experience helping couples grieve over the loss of their baby, it never gets any easier."

At Women's Care, Dr. Austin helps people create families, and whether the news is good or bad, there are often tears regardless. "Being transferred back to their obstetrician is a time of joy," Austin says. "I remind the patients that they are returning to 'normal pregnancy."

"I have a lame joke that I should be playing 'Pomp and Circumstance' during the visit to announce the 'graduation' back to standard obstetrics." •



Top Right: Dr. Austin shows tanks in which sperm and embryos are stored using liquid nitrogen. **Above:** Glass pieces representing an embryo and sperm are displayed in the office. **Right:** Austin's rooms are decorated with Kimonos in multiple colors, as well as various art to help comfort patients.



Offering Family Support

BY VANESSA SALVIA

FOR LANE COUNTY MEDICAL SOCIETY

When Angela Zallen traveled to Nicaragua during her first year of medical school, one case in particular stuck with her and significantly impacted her decision to become a pediatrician. A woman came in with her young son in status epilepticus (a seizure that would not end on its own). The boy had significant cerebral palsy and profound developmental delay, likely caused by an anoxic birth event, and was emaciated due to inability to eat much by mouth, Zallen explains. Because of the limitations of the clinic and the financial unfeasibility of seeking care in a larger city, there wasn't much they could do aside from providing a dose of Phenobarbital to stop the seizure.

Dr. Zallen spent 10 days in central Nicaragua, a 7-hour bus ride from Managua, with the Maria Louisa Ortiz Cooperative and Women's Center in 2009. That trip strengthened her resolve to want to provide pediatric care. "I had an interest in maternal and child health and my medical school in Arizona had a partnership with this cooperative," Zallen says. "It served about 10,000 people in the surrounding area, most of it rural."

Women would walk, take the bus, or ride on horseback to reach the clinic. Many of the campesinas were illiterate, and Zallen was not completely fluent in Spanish, so communicating was difficult. The organization's co-founder, Dorothy Granada, had progressive views that made the clinic more successful. "Even though this was a very poor area she found that when the clinic charged for medications, people were more compliant with medical advice and were more likely to actually take the medicine," Zallen says.

The clinic did a lot of public health outreach for prenatal care and improving outcomes in childbirth, such as preparing birthing kits with sterile instruments and educating community health providers. They also provided free legal services and domestic violence support. "As a post-conflict society, there is still a problem with domestic violence in that country, and these women don't have any recourse, so this cooperative was really eye-opening for me," Zallen recalls. "That the women had this place where they could go and have legal help to get them into a safe place was incredible."

Because of the illiteracy, a lot of the messaging was put across in pictures. Zallen says that concept of relating information in the most straightforward way possible has transferred over to her career as a pediatrician with PeaceHealth. "Keeping it simple is pretty applicable, especially in pediatrics when you're talking about child safety," she says.

For the past two years, Zallen has been co-chair of Safe Kids West Oregon, which is a local chapter of Safe Kids Worldwide, an international organization known for their efforts in child safety and injury prevention.

"A bunch of different community organizations including the Eugene Police Department, 4J schools, Safe Routes to School, and others who are doing safety projects independently came together to reduce redundancy and work on common goals," Zallen explains, "which is bringing awareness and education to injury prevention through car seat clinics, helmet giveaways, family safety fairs and things like that. A lot of what we do is talk about how to educate the community in a way that will actually help."

Zallen is also on the board of WellMama Oregon, which she's been involved with for about two years. "I see it as another avenue to protect kids," she says. "Protecting moms is also protecting their kids. It's an amazing organization."

WellMama provides peer support for post-partum depression and anxiety in Lane County, where few other resources exist for this important need. WellMama has been around for about 10 years, but because they are a small organization, they are actively fundraising and continue to introduce new programs, including two new support groups.

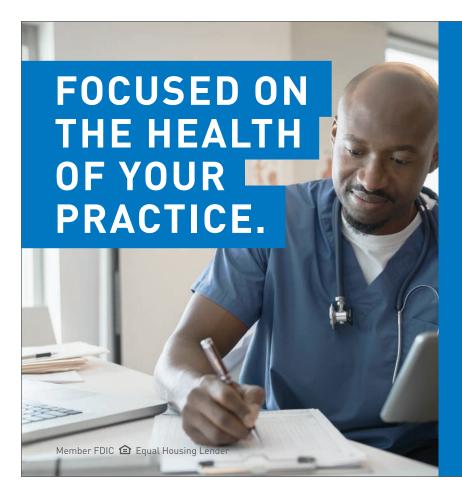
The first is called Unexpected Journeys, for parents of children with unexpected or challenging health problems. "This group can have a big impact on maternal mental health because you're dealing with things you didn't expect and having other parents who are dealing with similar journeys is really helpful," she says.

The other is a grief and loss support group for moms who have experienced peripartum loss. "There's a wide spectrum of reasons why moms get peripartum mood disorders," she says, "and having moms that have had a loss go to a postpartum group is tough since they're talking to moms who still have their babies. Giving these moms space to talk about their loss and grief is really important."

Although Zallen could not do much to help the boy in Nicaragua, that experience motivates her work to provide healthy outcomes for birth and to promote child safety. "I have a photo of [the Nicaraguan boy] in my mind and have gone back to that moment many times in my career," she says," especially when trying to get services or resources for underserved families." •

For more information about WellMama and Safe Kids West Oregon, visit: wellmamaoregon.com peacehealth.org/safekids safekids.org/coalition/safe-kids-westoregon

Dr. Zallen is a pediatric hospitalist at PeaceHealth RiverBend.



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BY DOUG SMITH

MANAGER OF CLINICAL SERVICES, SERENITY LANE

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our substance-withdrawal, residential and intensive outpatient models are based on a medically-informed, integrated clinical services, we have had great success adding in additional holistic therapies. Some of the basics of these holistic therapies include acupuncture, massage and movement therapy for pain management. We also have found that meditation, time spent exercising in our patient gym, outdoor hikes, and work in our patient garden have shown great efficacy for everything from coping with trauma to managing anxiety.

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For information about placing a classified ad in our magazine, contact us at info@ Icmedsociety.com.

Announcements

Events

Th Foundation for Medical Excellence and the OMA are hosting a **Physician Well-Being Conference May 4** at the **OMEF Event Center in Portland**. The program is open to physicians, PAs, NPs, and other healthcare clinicians. Registration is \$275 and space is limited. For more information, visit www.tfme.org.

The Walk with Ease Program

is an exercise program that helps reduce pain and improve overall health. It will be held Wednesdays and Fridays, May 2-June 29 at Campbell Community Center. For more information or to register, visit walk.oregonstate.edu or call 541-682-4103 Bags of Love is planning their summer benefit concert for Saturday, June 23 at 6 pm at Silvan Ridge Winery. Tickets are \$30 (\$35 at the door) and include the concert, two wine tastings, a souvenir BOL wine glass, and a complementary shot at the Wine Wall. For more information, visit www. bagsofloveinc.org/tickets or contact them info@ bagsofloveinc.org or 541-357-4957.

Lane County Public Health and Trillium are offering a training on **Fundamentals of Tobacco Treatment May 3-4** at the Goodson Room, 3040 N. Delta Hwy. For more information, visit http://www.preventionlane.org/fundamentals-of-tobacco-

Oregon Cancer Foundation in partnership with Positive Community Kitchen and Whole Foods offers a monthly program called NOURISH: Food for

Life. They are held the first Thursday of each month from 6:30-7:30 pm, and focus on healthy eating and nutrition for local cancer patients, survivors, and their families. For more information, visit www. oregoncancerfoundation.org/ events/.

Upcoming Women's Circle

dates include the event May 10 with Patricia Kullberg and Tuesday, June 19 at LCMS. Please RSVP for the May 10 event at info@lcmedsociety.com or 541-686-0995.

WellMama's Mother's Day Wellness event will be held Saturday, May 12 at

Unitarian Universalist Church Eugene. Registration is \$5-\$10 and includes a yoga class, childcare, light snacks, tea, and coffee. For more information visit wellmamaoregon.com or contact them at info@ wellmamaoregon.org.

A NEW Special Interest Group has formed! Independent practitioners will have their first group meeting Thursday, May 3 at 7 pm. Shannon O'Leary will be facilitating and the group will discuss like interests, future meeting agendas, etc. For more information and to RSVP, contact Shannon O'Leary at catalystbcandc@gmail.com.

If your organization has upcoming events, please share with us so we can add it into the magazine! Contact us at info@ lcmedsociety.com.







Left to Right: LCMS' communications director, Kianna Cabuco, got a good laugh this month when Dr. Austin had her put on a hair net and shoe booties while visiting his office to take photos for one of this month's articles; PeaceHealth launched PeaceHealth Rides on April 19. The program is Eugene's first bike sharing program. The program is in partnership with the City of Eugene, Univeristy of Oregon, Lane Transit District, and Social Bicycles by JUMP Bikes. For more information, visit www.peacehealthrides.com or follow them on Facebook at www.facebook.com/PeaceHealthRides.













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