

**In-person**  
March 13-16, 2024


**Virtual**  
May - July 31, 2024

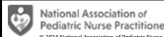
**45th National Conference  
on Pediatric Health Care**

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**Building an Evidence-Based  
Well-being Program to Address  
Advanced Practice Provider  
Burnout and Fulfillment**

Bridget Sullivan Garmisa, MSN, MS, CPNP, RD  
APP Well-being Program Lead

 Children's Hospital  
of Philadelphia  
Center for Advanced Practice



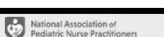
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Experts in pediatrics. Advocates for children. 1

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**Speaker Disclosure**

- None



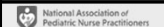
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**Learning Objectives**

- Recognize key drivers of burnout and fulfillment in APPs
- Describe the establishment of a well-being program for advanced practice providers that addresses and evaluates APP burnout and fulfillment at a pediatric children's hospital
- Identify evidence-based strategies to evaluate and improve well-being in an APP workforce




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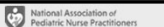
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**Burnout/Fulfillment: Counterpoints of Well-being**

- Burnout: complex syndrome involving emotional exhaustion, depersonalization, and sense of reduced personal accomplishment
- Fulfillment: components of professional satisfaction
  - Intrinsic: engagement, happiness, meaningfulness, contribution
  - Extrinsic: financial compensation, not necessarily related to tasks of work





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## Impacts: Patients, Systems, Ourselves

- Adverse safety events
- Increased costs
- Decreased clinical efficiency
- Operational inefficiency
- Increased costs of turnover= higher labor costs



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## What does evidence show us by role?

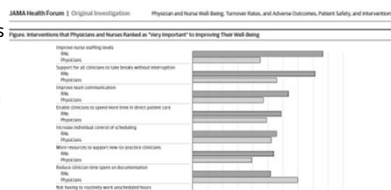
- Physicians are more burned out than the general population
- Nurses have high rates of burnout comparative to physicians
- Most APP data is combined



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## Drivers of Burnout and Fulfillment

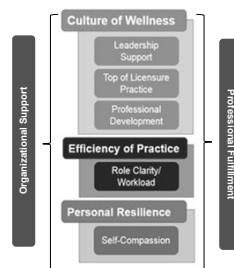
Management interventions to improve care delivery ranked more important to MD/RN mental health than interventions directed at improving mental health.



Aiken, L.H., et al., *Physician and Nurse Well-Being and Preferred Interventions to Address Burnout in Hospital Practice: Factors Associated With Turnover, Outcomes, and Patient Safety*. JAMA Health Forum, 2023. 4(7): p. e231809-e231809

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## Drivers of Burnout and Fulfillment



- 25% increase in professional fulfillment scores between 2017-2020
- Decline in burnout
- Decline in turnover

Chan, G.K., et al., *An organizational initiative to assess and improve well-being in advanced practice providers*. Journal of Interprofessional Education & Practice, 2021. 25: p. 100469.

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A journey of a thousand miles  
begins with a single step  
-Lao Tzu

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## Children's Hospital of Philadelphia

- Quaternary free-standing children's hospital
- Affiliated with the University of Pennsylvania School of Medicine & School of Nursing
- 1800 physicians
- > 1000 APPs
- 16K employees



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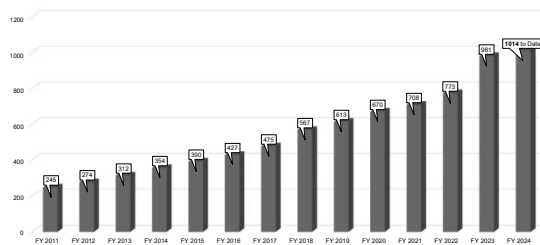
## CHOP Center for Advanced Practice

- Established in 2019
- Home Base for APPs
- Formalized infrastructure for growth



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## APP Growth over Time



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1014

as of 2/1/2024

CRNA – 41

CNS – 30

CNM – 8

CRNP – 648

- 341 NP
- 246 Hospital Provider/37 KOP
- 61 Primary Care/Care Network

PA – 166

- 38 PAs
- 128 Hospital Provider/ 21 KOP

APP Managers - 30

APP Team Leads – 40 (20 FLOC + 20 non-FLOC)

APP Fellows: 23

Hospital Physicians: 28

Hospital Providers = 430 (42.2%)

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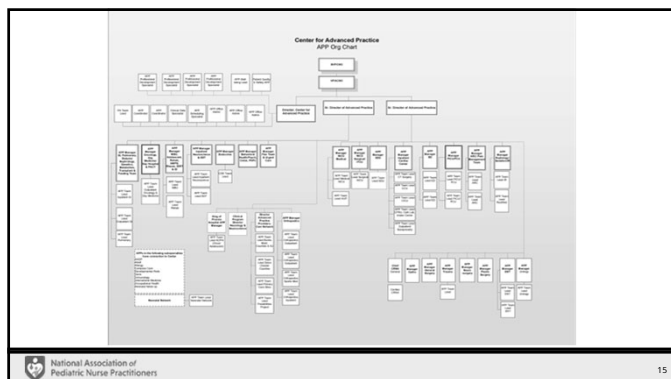
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Center for Advanced Practice

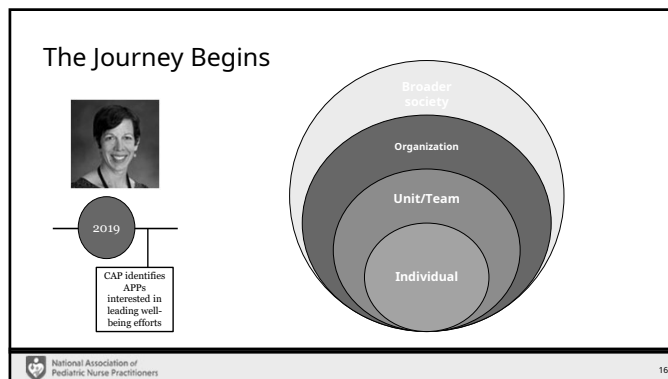
Meet the Center Team

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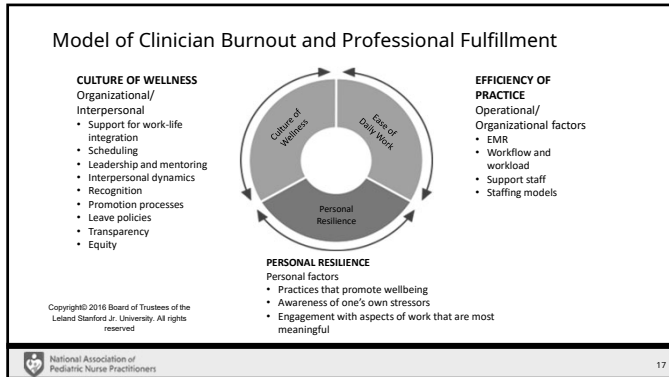
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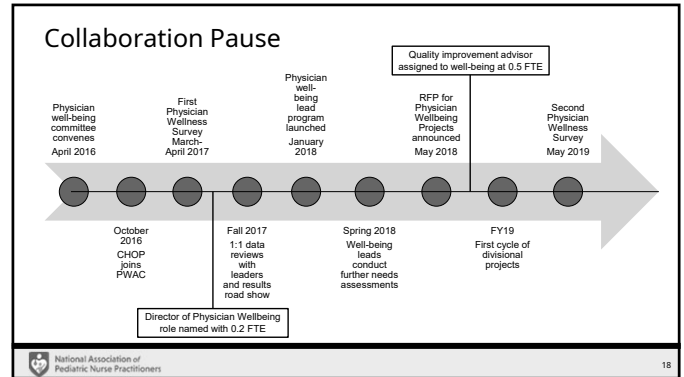
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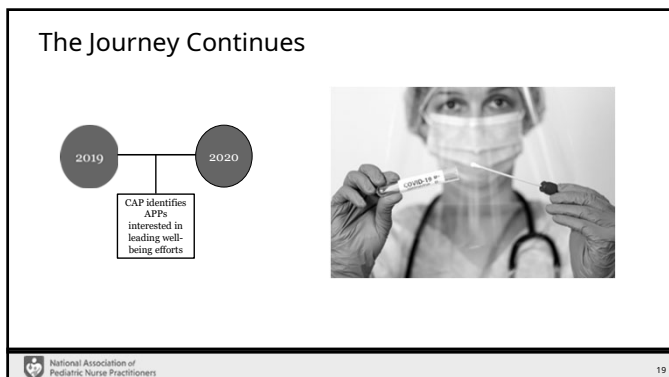
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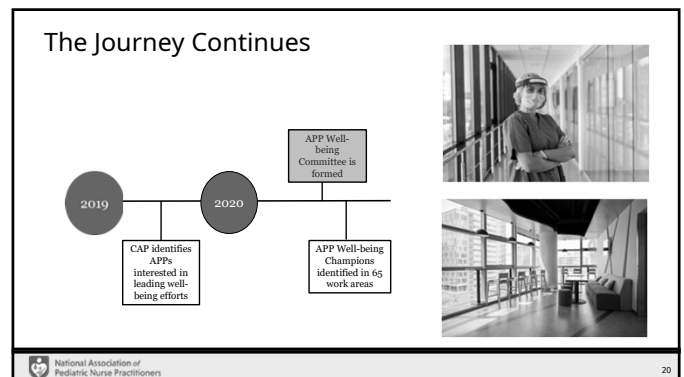
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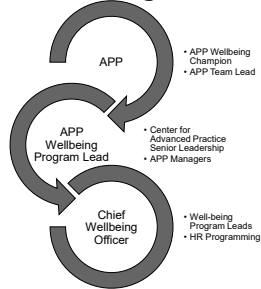


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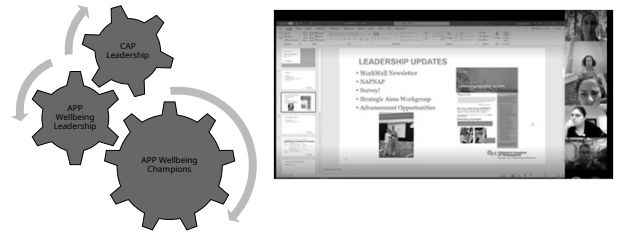
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## How Do I Fit Into Well-being at CHOP?



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## APP Well-being Committee



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## Well-being Champions Drive Culture Change



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## APP Well-being Why

### Mission Statement

*To improve the well-being of Advanced Practice Providers at CHOP through data-driven and collaborative innovation in the domains of culture, efficiency of practice, and personal resilience.*

### Vision

*To serve children and families by ensuring that their health care providers are optimally supported to provide high quality care in a healthy and sustainable way.*

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## Committee Benefits

- Consistency =longitudinal priority for change
- Cross-divisional relationships and collaborations
- Shared work among time challenges
- Advancement Model



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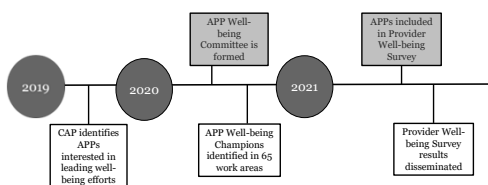
## The Journey Continues

- Identifying APPs in 65 work areas
  - CAP Manager Meetings
  - CAP Team Lead Meetings
  - Well-being Champions



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## The Journey Continues



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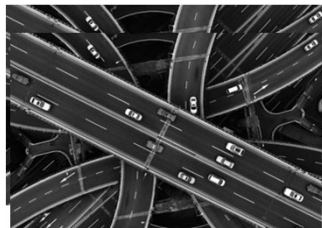
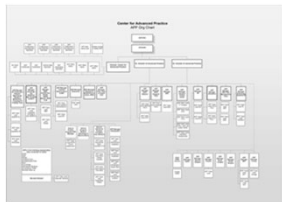
## Provider Well-being Survey

- First administered by the WellMD Center at Stanford
- Now at 30 institutions
- Healthcare Professional Wellness Academic Consortium (PWAC)
- 2017-first survey cycle at CHOP
- 2019-76% response rate
- 2021-APPs included



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## Survey Mapping



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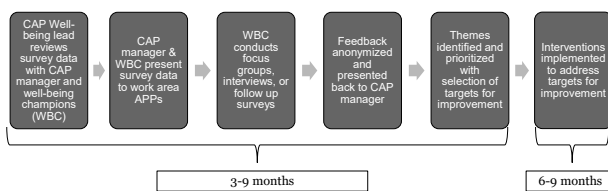
## Survey Mapping



- Everything is tied to CAP manager
- Groups of <8 put together
- WBC is tied to every workgroup, some represent multiple practice areas

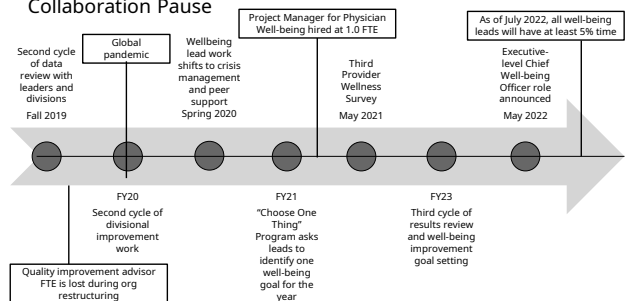
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## Well-being Improvement Process



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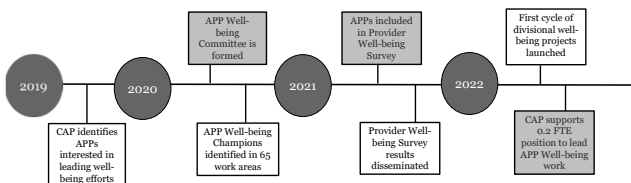
## Collaboration Pause



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## The Journey Continues



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## Divisional Well-being Projects Launch

- Organization wide compensation adjustment (2021)

Primary Care		
Culture of Wellness Theme	Intervention	Outcome
Transparency & Participatory Decision Making	Manager Advocacy for APP Inclusion at Primary Care Divisional Level Committees	APP Representation at 2 Division Committees
Interpersonal Dynamics	WBC & Manager Brainstorm Event Planning	Quarterly Team Events

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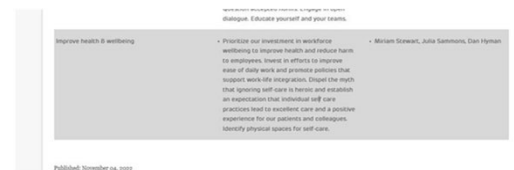
## Well-being Innovations: Team Theme

- Piloting video visits for lab review
- Playbook for managers to support providers returning to work from parental leave
- Ease of daily work/role value: utilizing NPs to manage clinical inboxes



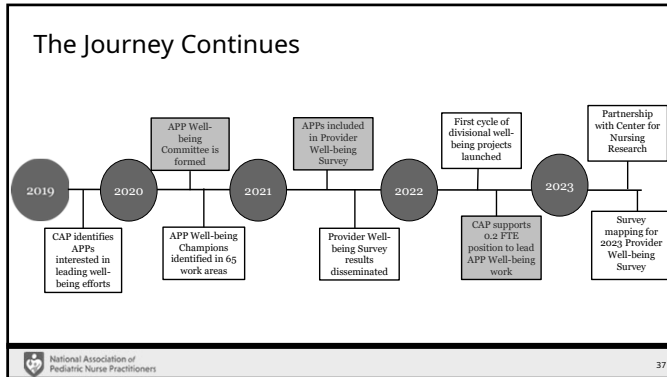
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## Leadership Support: Starting at the Top



- Strategic Plan FY'23
- Center for Advanced Practice Leadership Support: invested 1 Ambassador, 2 APP managers, 1 coordinator to support work

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### Partnership with Center for Nursing Research

Children's Hospital of Philadelphia  
Center for Pediatric Nursing Research & Evidence-Based Practice

Advanced Practice Research Fellowship  
AWARD APPLICATION

NIM Catalyst | Innovations in Care Delivery

**Promoting Professional Fulfillment for Advanced Practice Providers**

Monica Handman, DNP, RN, FAANP  
Associate Director, NIM, 3401 Locust Walk, Philadelphia, PA 19104  
Jillana Handman, RN, FAANP  
NIM, 3401 Locust Walk, Philadelphia, PA 19104  
DOI: 10.1093/cnf/0000000000000000

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### Survey Mapping 2023

A screenshot of a survey mapping tool showing a map of the Middleman Family Pavilion. The tool includes a search bar, a list of survey questions, and a map of the building. The survey questions are related to the building's location, culture, and the experience of the staff.

- New hospital
- Same rules
- Learning nuances of geographic location, culture differences

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### Lessons Learned

A collage of photos showing staff and patients. The photos are arranged in a grid, with some photos showing staff members and others showing patients. The photos are related to the lessons learned from the survey mapping process.

- Use existing infrastructures
- Empower Well-being Champions
- Work with your physician colleagues
- Listen & Affirm
- Express Gratitude

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## Current Work

- Continued Program Growth
- Research
- 2023 Survey Innovation Cycle



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"I may not have gone where I intended to go, but I think I have ended up where I intended to be."  
-Douglas Adams

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## Change Agent Risks & Rewards

- Risks
  - It is hard work and it takes a long time
  - The people around you may not be ready for change which may lead to conflict
  - It can lead to burnout if you are not careful and mindful
- Rewards
  - You get to have a voice in what the future looks like
  - You get to be of service in the world and help people who need help
  - You get to contribute your unique gifts and skills to your community however you define it
  - Hopefully you get to live in the better world you create!

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## Empowering Change: Individual Strategies

- Remember your WHY
- Caring for yourself enhances your impact through patient safety and quality of care you provide
- What do I need in this moment to take care of this patient?

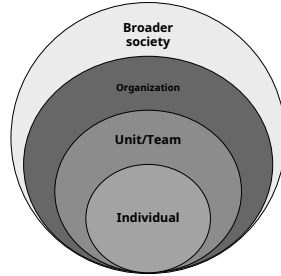
### PERSONAL RESILIENCE

- Personal factors
- Practices that promote wellbeing
  - Awareness of one's own stressors
  - Engagement with aspects of work that are most meaningful

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## Empowering Change: Systems Level

- What already exists: HR benefits, professional development funds, improvement frameworks
- Think Broad-what are you already doing?



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## Empowering Change: Program Building

- Who are your key stakeholders?
- What multi-professional partners are doing well-being work?
- How can you begin to create a network of well-being champions?



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## Questions?



Bridget Sullivan Garmisa, MSN, MS, CPNP, RD  
garmisab@chop.edu

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