

Designing your practice for quality care and career satisfaction

Henry Ukpeh. MBBS, FRCPC.
Clinical Associate Professor of Pediatrics
University of British Columbia, Vancouver

At

European Association for Physician Health Conference
Barcelona, Spain April 2015

Primers

Remembering med school
interview/personal statement:

- Write down 3-5 reasons why you became a doctor
- Write down 3-5 current reasons if they have changed from previously & why?
- Have you fulfilled those reasons? Why or Why not?
- What steps can you take to fulfill them?

Excellent resources

The Resilient Physician. Sotile W. Sotile M, AMA, Chicago, 2001

Vaillant G, Sobowale NC, McArthur C. Some psychological vulnerability of physicians. N engl. J Med 1972; 287:372-375

Gabbarb G. The role of compulsiveness in the normal physician JAMA 1985; 254:2926 – 2929

Women In Medicine (Notman MT, Physician temperament, psychology and stress. In Goldman LS, Myers M, Dickstein LJ The handbook of physician health. AMA, Chicago, 2000

Attributes in MDs that serve them well professionally but are liabilities in marriage (Ellis and Inbody, 1988)

Excellent resources

Brewster & Robertson. CMA guide to physician health and well being. Oct. 2002

CMA guide to physician health and well being 2003, facts, advice and resources for Canadian doctors

Maslach C, Leither MP. The Truth about Burnout. San Fransico: Josey-Bass Publishers. 1997

CMA Physician Resource Questionnaire. Ottawa. 2003

Gautam M. IRONDOC - practical stress management tools for physicians. Book Coach Press. Ottawa. Ontario. 2004.

Excellent resources

Shugerman R. Pediatric generalists and subspecialists: determinants of career satisfaction. Pediatrics 2001 Sep; 108 (3): E40

Friedberg et al: Factors Affecting Physician Professional Satisfaction and their Implications for Patient Care, Health Systems and Health Policy. RAND Research

Paul Leigh et al: Physician Career Satisfaction Across Specialties. Arch Intern Med/Vol 162 July 22, 2002

Hall J.: The Trajectory of a Pediatric Career – How to get the most out of each stage: UBC grand rounds: Oct. 2014.

Schwingshack A. The Fallacy of Chasing after Work-life Balance. Frontiers in PEDIATRICS. 2014; 2: 26

Excellent resources ...

All ... but one ...

- Differentiate between “work and “life”
- See life as “good” and work as “bad”
- Therefore work – life balance
- All propose work coping techniques ...

Excellent resources ...

Also shows ...

- None of the groups identified as satisfied were all satisfied
- There were people “completely satisfied” & “completely dissatisfied” in all groups
- Meaning satisfaction may do with internal rather than just external factors
- Raising the need to a different approach ...

A different approach ...

Learning Objectives

Participants will:

- Learn to appraise “work” & “Life” differently
- Redefine satisfaction & learn the law of success
- Learn honest self appraisal
- Take practical steps to individual career satisfaction

Structure ...

Time allotment

- Basics: definitions, laws, influences etc;
10-20 minutes
- Exercises : 30 - 40minutes
- Evaluations: 10 – 20 mins

What is satisfaction?

... a pleasant feeling that you get when you receive something you wanted, or when you have done something you wanted to do

In business: ... approval when perceived performance of a product meets expectations

What satisfaction is not ...

... being satisfied is not a destination, it is a continuous process of self appraisal ...

Question ... why do people get
dissatisfied? ...

I propose that ...

... we are dissatisfied in our careers
because of our inability to adapt to
and cope with changes that impact us
and our careers ...

Changes imposed by natural laws of
growth and development

Why is there change ?

Because of natural laws of life (physics):

- Gravity: current state reflect your values
- Reciprocity: no reward without effort (action & reaction ...)
- Cycle: life/career go through stages of maturity
- Homogeneity: “birds of same feathers ...those around you impact you”
- ALL LEAD TO CHANGE

“Recognize that change is imperative, otherwise development will not be possible . It is sensible to accept this fact. What we call life is a series of changes. You cannot possibly hope to be alive if you are averse to change.”

“For us to remain relevant, we need to accept and adapt to change , to improve or acquire new skills in coping with changing horizons while at the same time maintaining vision and direction”.

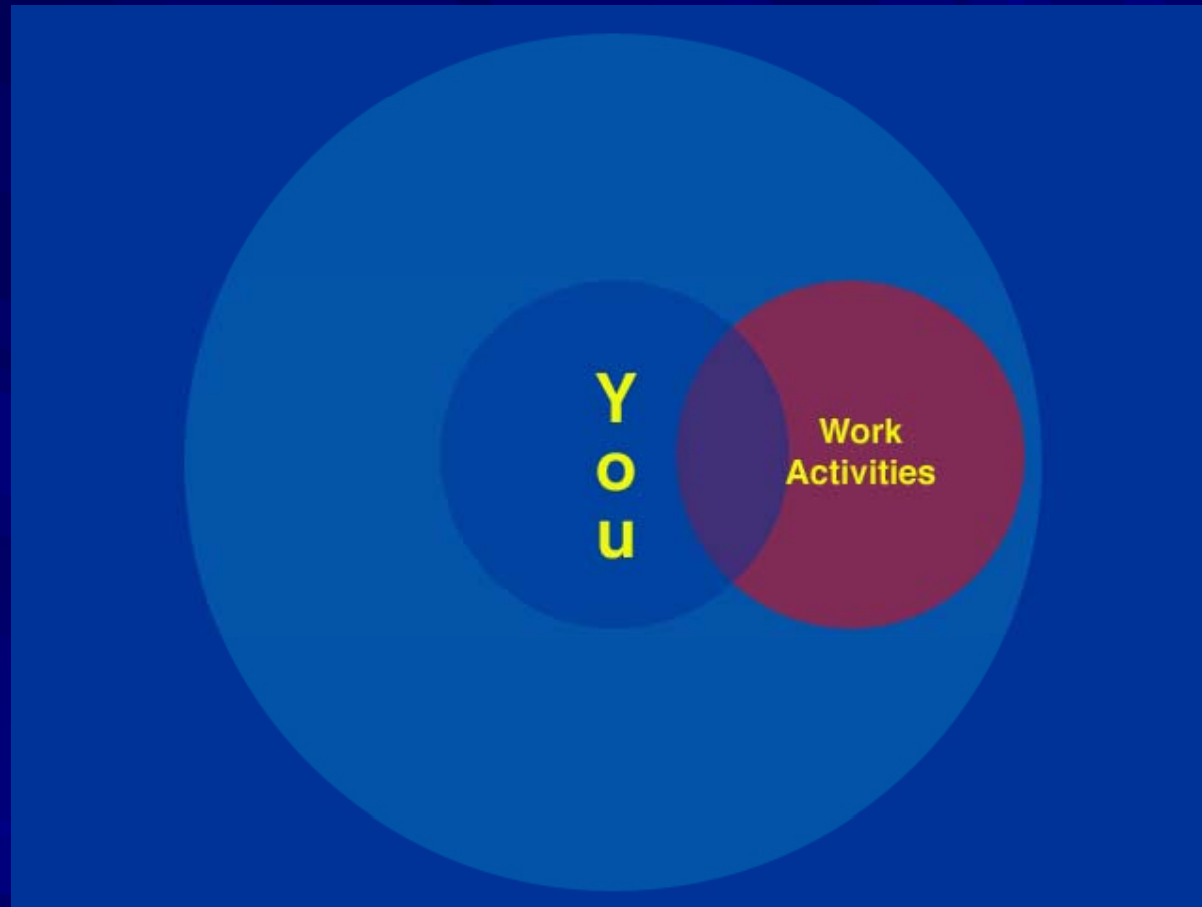
Except from pg 33: “Only be afraid of Standing Still – practical lessons from the lives of children”
– Henry Ukpéh. 2007.

Work life

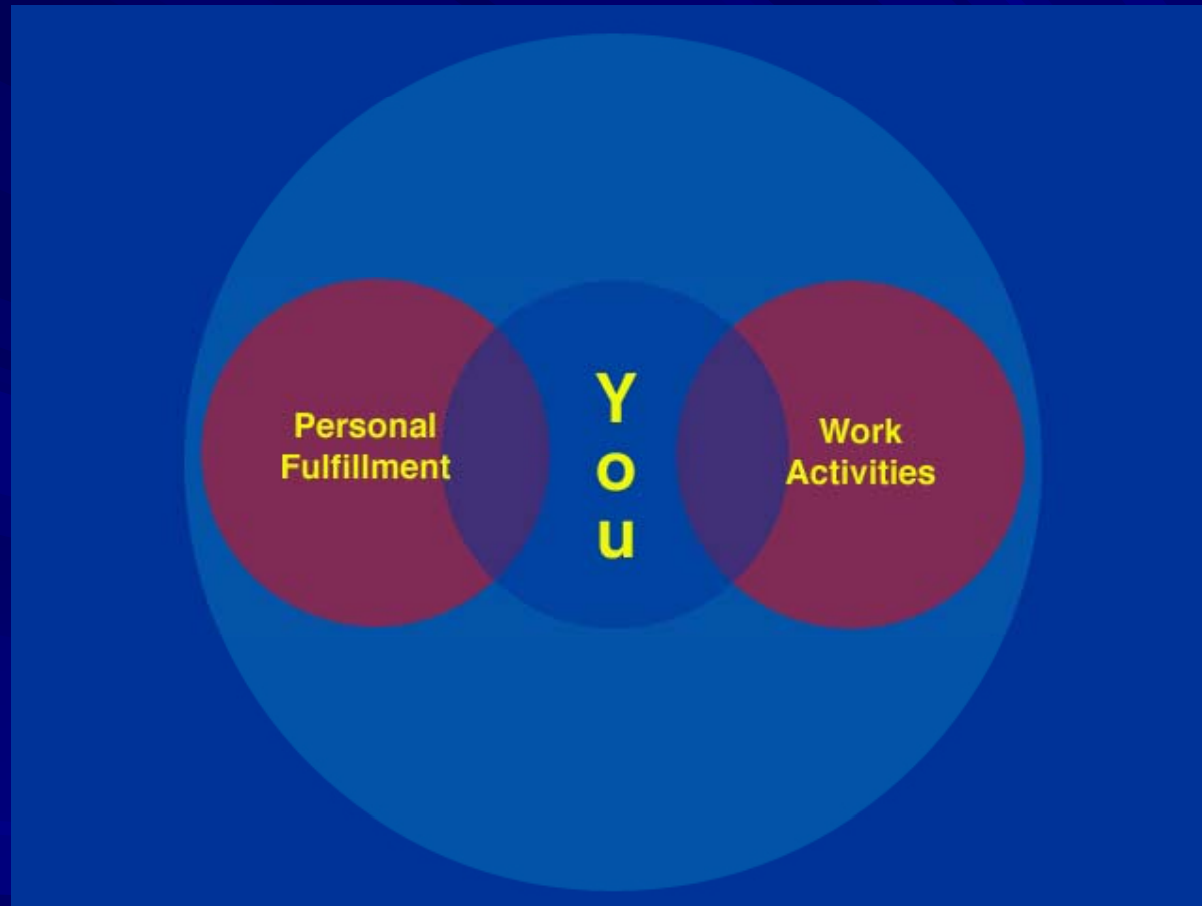


Y
o
u

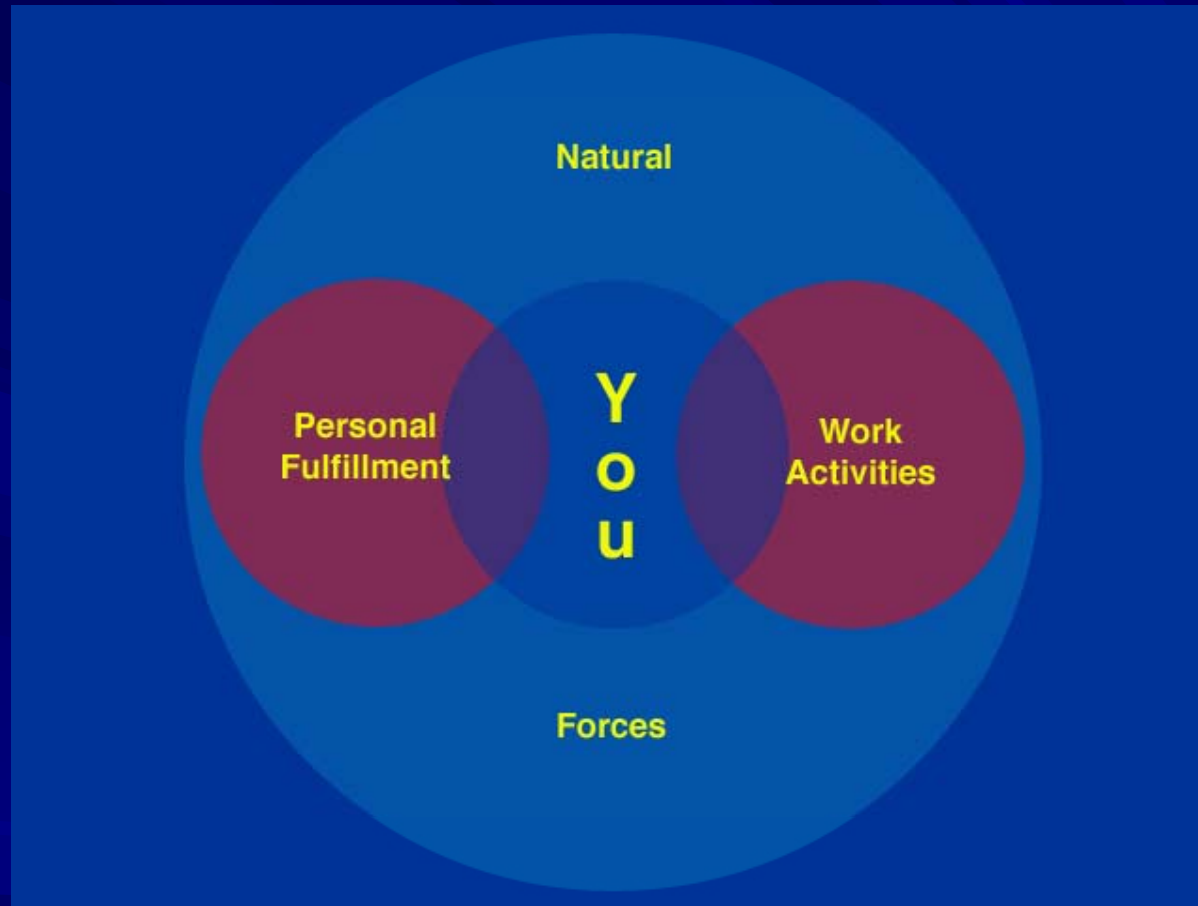
Work life



Work life



Work life



Lead to change ... and need to manage.

External factors impact physician

Physician trait

Medical culture

Financial constraints

Organizational
limitations



Wrong practice focus

Changing work
environment

Expanding technology

Generational attitudes

Increasing knowledge
demand

Inept at managing change

I also propose that ...

... the dissatisfaction in our careers are not only due to the changes in our profession but also to our response to those changes ...

It is about response ...

“Most of the time, you may not be able to control the events in your life. But all of the time, you will be able to control your responses to those events. This is important because the course of your life is determined, not only by the events in them but also by your responses to those events.”

Except from pg 455: “Only be afraid of Standing Still ... ” – Henry Ukpeh. 2007.

I also propose that ...

... there will need to be
fundamental changes in attitude if
we are to find satisfaction

Law of Reciprocity is ...

Cardinal law of success:

- For every action there is an equal and opposite reaction
- You can not achieve anything without the requisite effort
- Everything worthwhile requires effort
- This includes the attainment of satisfaction

Question ... since we cannot
get something worthwhile for
nothing ... what price are you
prepared to pay to be
satisfied?

YOU ARE UNIQUE...

FOR THAT REASON

- You want to be relevant ...
- To be relevant, you have to act, to contribute, to bring “something to the table”
- The more important our contribution; the more relevant we are perceived to be ...
- The relevance of our contribution is what brings satisfaction (example)

Work redefined ...

Work is ...

- A platform for unique self expression ...
- A part of life and not separate from life ...
- Good! ... and not bad ...
- A pathway to satisfaction

Change your attitude ... see
work as part of life, an
opportunity for unique self
expression ...then you will
overcome work challenges
easily ...

As soon as you harmonize
“work” and “life” ... your
career becomes a question of
time allotment ...

Satisfaction redefined ...

Satisfaction ...

- Is when your reality meets your expectation ...
- Can be obtained by adjusting reality to meet expectations ...
- Or by adapting expectations to reality ...
- Is a continuous process self evaluation rather than a destination ...

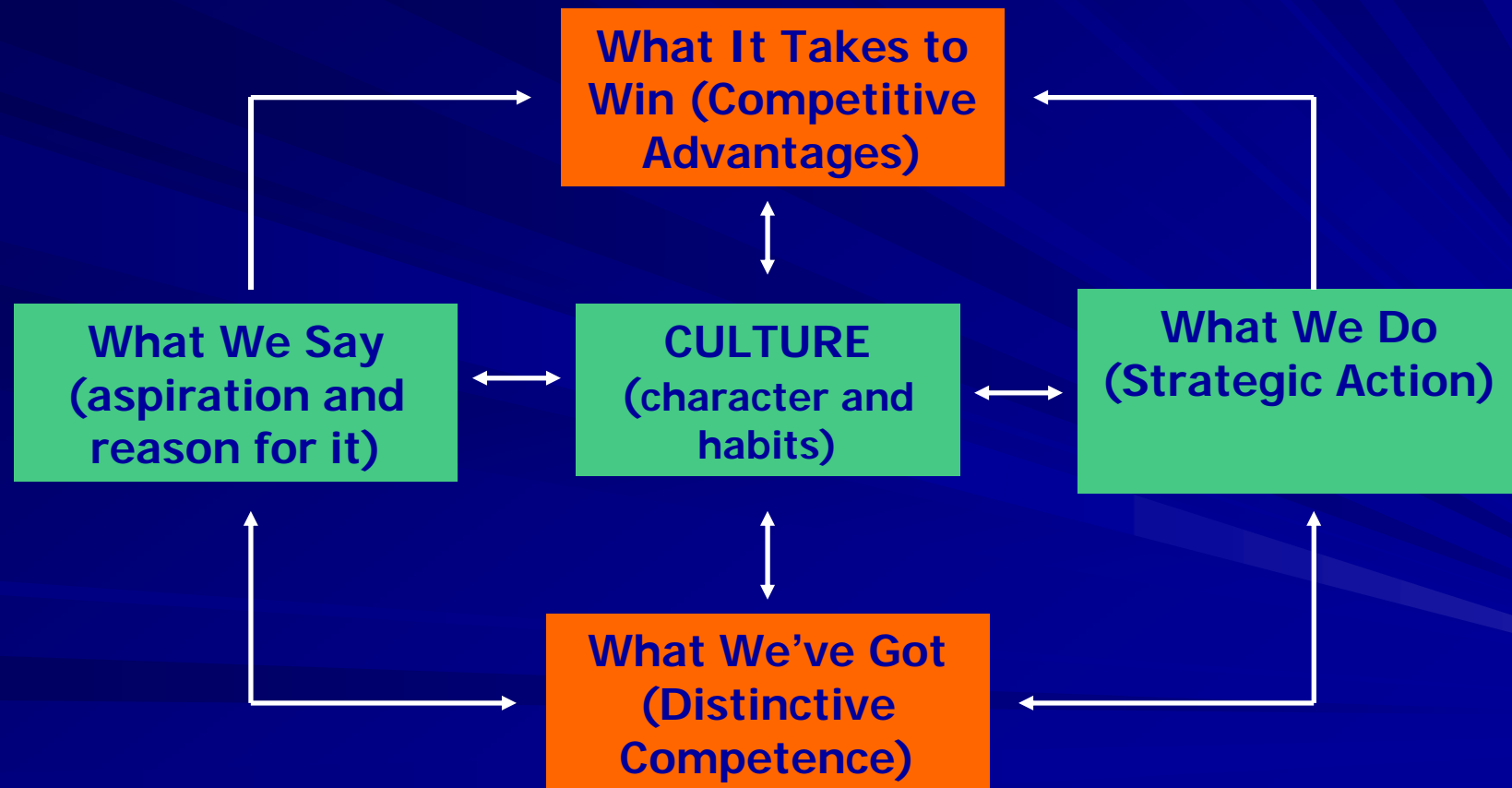
Recap ...

To be satisfied:

- Harmonize “work” & “life”
- Recognize law of reciprocity
- Objective self appraisal
- Use the 4 x 4 grid

Self appraisal (2 models) ...

The path™ - analyzing your current situation



Self appraisal ...

- Personal attributes – working for or against you?
- Competitive advantage: age, sex, location etc
- Distinctive competence: special skills, attributes
- Aspiration: satisfaction
- Strategic action ... what we are now doing ...

Another self appraisal
technique ...

The four selfTM model



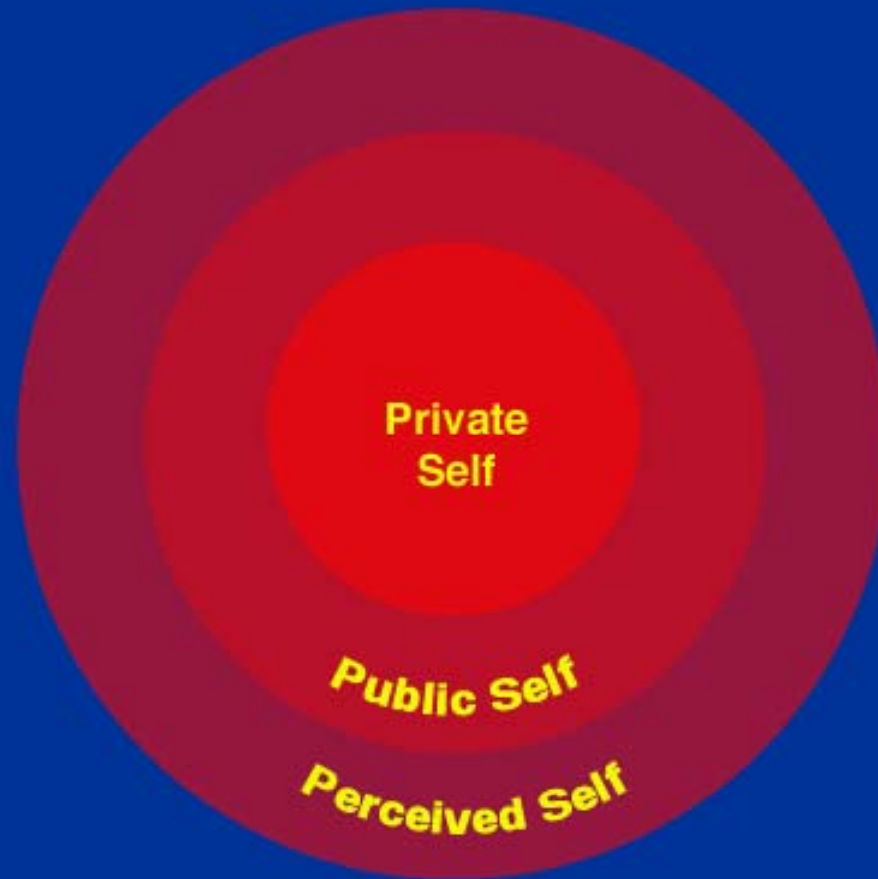
**Private
Self**



The diagram consists of two concentric circles centered on a blue rectangular background. The inner circle is red and contains the text 'Private Self'. The outer circle is a darker, semi-transparent red and contains the text 'Public Self' at the bottom. The entire composition is set against a dark blue background with diagonal lines.

**Private
Self**

Public Self



**Private
Self**

Public Self

Perceived Self

Potential Self

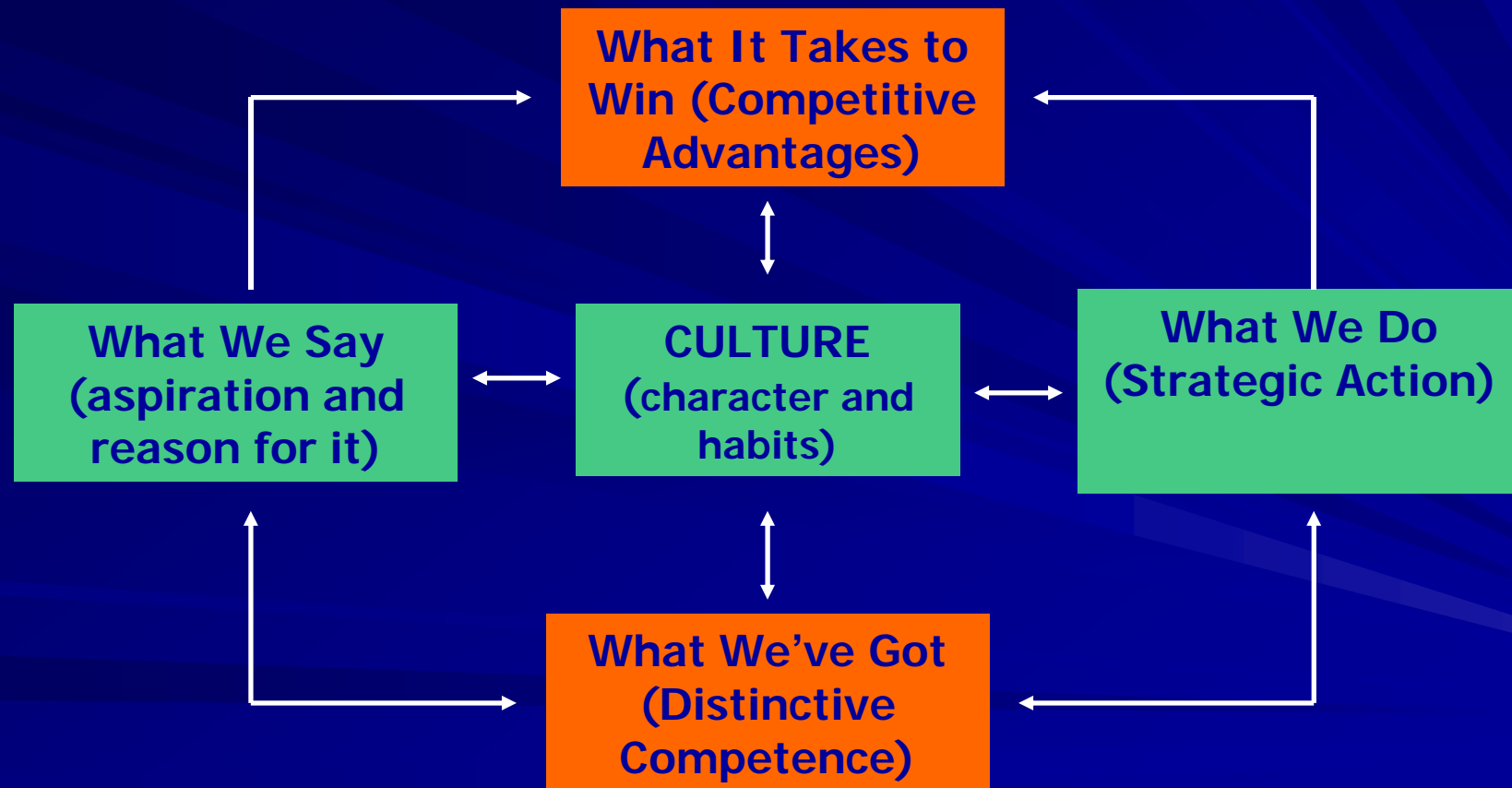
Managing Change - UKPEH FOUR SELF MODEL TM

PRIVATE SELF <ul style="list-style-type: none">■ Purpose■ Support system■ Health resources (physical, emotional, financial)■ Self defense	POTENTIAL SELF <ul style="list-style-type: none">■ Present■ Future■ Getting there■ The Path TM
PUBLIC SELF <ul style="list-style-type: none">■ Appearance■ Competence■ Communication■ Disposition	PERCEIVED SELF <ul style="list-style-type: none">■ Tame your Reptiles■ Respectful Interaction■ Persuasion■ Maintain a balance

Adapted from: "Only be afraid of Standing Still – practical lessons from the lives of children." Ukpeh '07

Career dissatisfaction may
have nothing to do with you or
your career but with your
inability to meet your wider
responsibilities ...

The path™ - analyzing your current situation



Exercise 1 : Creating satisfaction

...

Why you studied medicine/retirement speech:

- Include all the key attributes you would like mentioned
- Rate each character 1-5 in order of importance
- Identify the two highest scoring (most important)
- Use the 4 x 4 grid

Question ... why did you
choose to become a doctor?
...(write down)

Has that reason changed?

Question ... what would you
like your legacy to be? ...

Question ... in spite of your
current limitations are there
things you can still do to
achieve your goal? ...

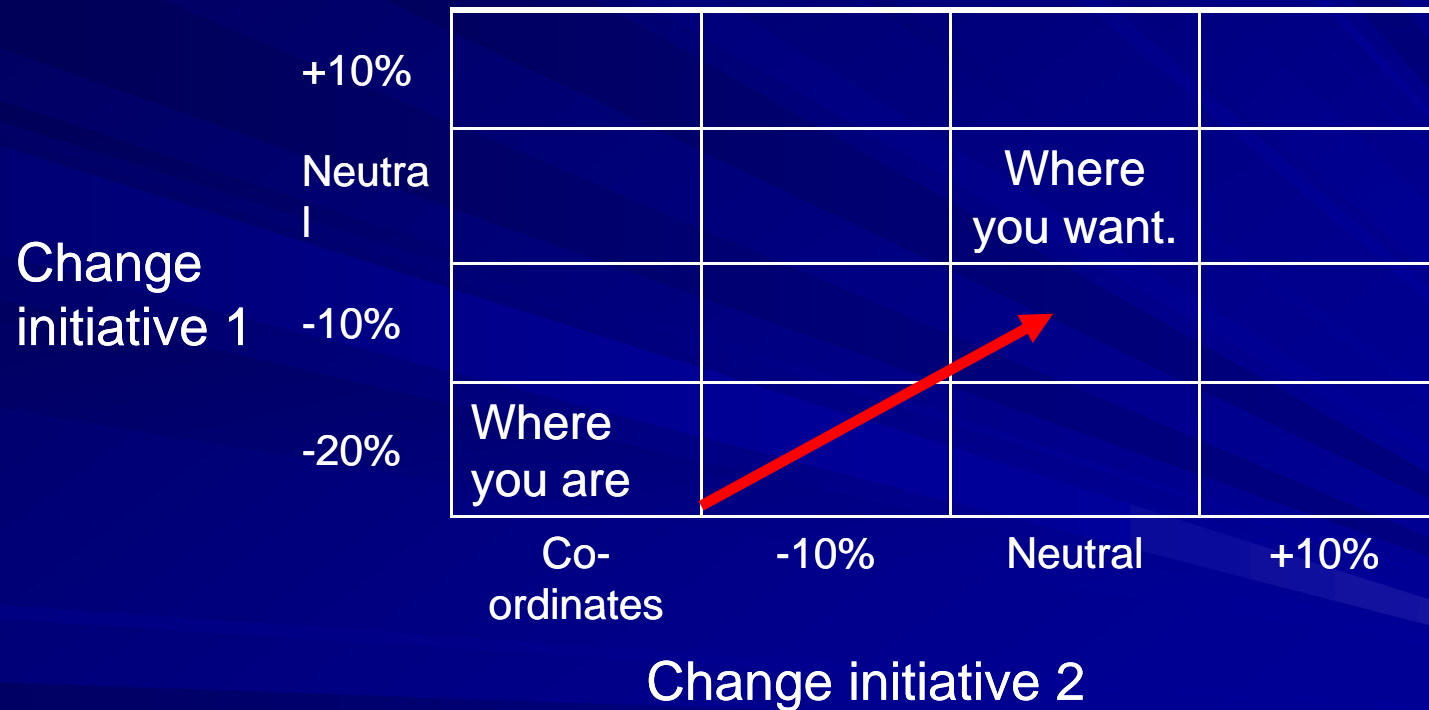
Reasons for medical school (focus group) ...

- Want to help
- Prestige
- Financial reward
- Portability
- Satisfy parental ambition

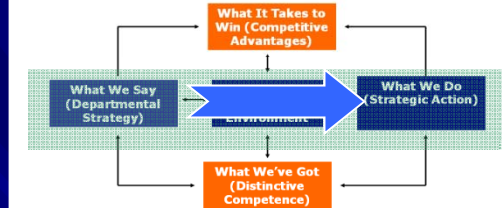
Retirement (focus group) ...





- Kind, caring, competent, extensively published, helpful
- Happy family, accomplished children
- “Well to do” (financially not hungry)
- Organizational progress – new equipment, facilities, project, awards -

The Path™: Gap (no. of years to close)



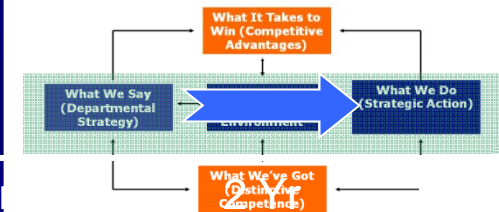
Path™ - Strategic Actions



Actions list	6 th Mth	1 Yr	2 Yr
you should start with the immediate and most import of the actions capable of maximum impact. I			
Culture: continuous self appraisal and see what needs to be improved			
Change agents: Identify and train individuals who will serve as change agents.			
Needs awareness: Consistent and repetitive provision of data – workshops, seminars, publications etc to increase buy in.			
System: Set up a system that allows access with consideration privacy.			



Path™ - Strategic Actions



Actions list	6 th Mth	1 Yr	2 Yr	3 Yr
Immediate and maximal impact. Change your attitude to work				
Culture: self improvement courses				
Change agents: Identify attributes + steps to achieve them ?psychologists/counselors				
Needs awareness: Consistent and repetitive self re-evaluation – conversations, workshops, seminars, publications with ultimate goal in				

Example: 44 yr. doctor with aspirations ...

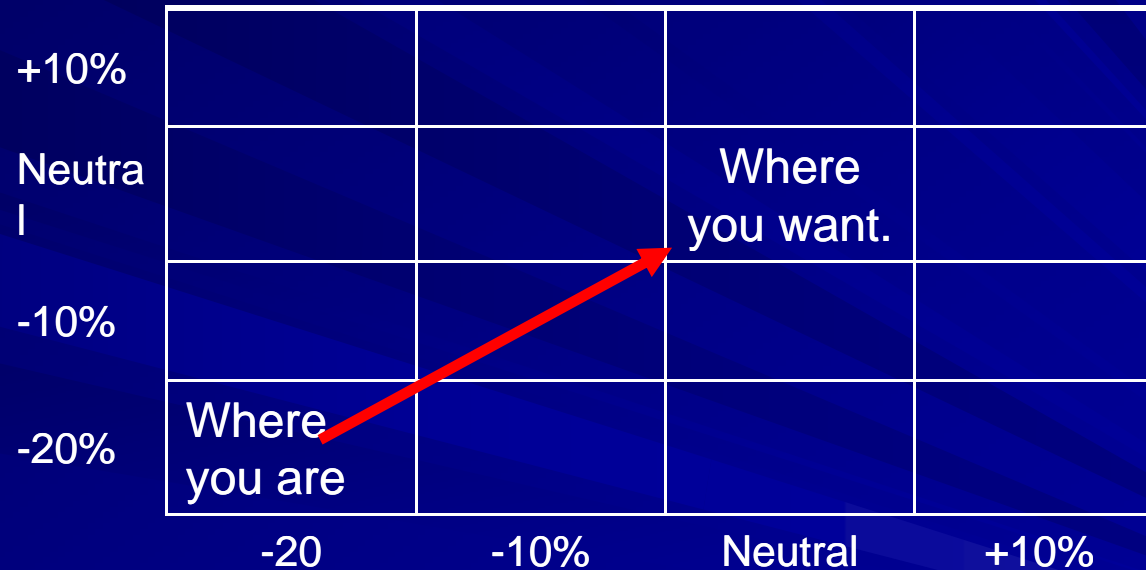
- Went to medicine “to help”
- Financially sufficient by retirement
- Retire as head of institution
- Be widely published
- Extensive travels

Aspirations in order of importance ...

- To help
- Financial sufficiency
- Be widely published
- Extensive travels
- Head institution

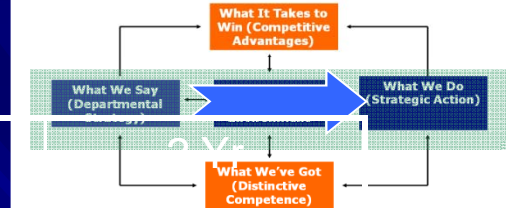
The Path™: Gap (no. of years to close)

Helping



Financial sufficiency

Path™ - Strategic Actions



“Helping”

Immediate and maximal impact. Pause & appreciate successes, don't dwell on -ve



Culture: define help, address self critical tendencies



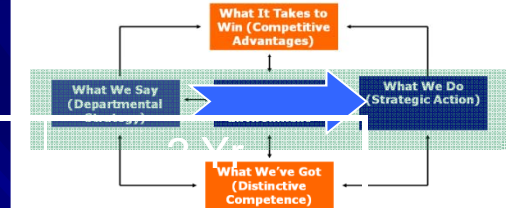
Change agents: Identify “help” opportunities & efficient ways to achieve



Needs awareness: Consistent and repetitive self re-evaluation – to ensure that “helping” is still relevant and satisfying



Path™ - Strategic Actions



“Financial sufficiency”

Immediate and maximal impact. Spend only on needs, defer gratification, start early



Culture: what are wasteful habits, how much do you need



Change agents: engage financial advisers, explore options



Needs awareness: Consistent and repetitive self re-evaluation – to determine financial needs as career progresses



Example from the audience ...