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
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 ....


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


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


CMA Physician Resource Questionnaire. Ottawa. 2003

Excellent resources ....


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


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

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 - 40 minutes
- 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”.

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.”

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

What It Takes to Win (Competitive Advantages)

What We Say (aspiration and reason for it)

CULTURE (character and habits)

What We’ve Got (Distinctive Competence)

What We Do (Strategic Action)
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 self™ model ....
Managing Change - UKPEH FOUR SELF MODEL ™

<table>
<thead>
<tr>
<th>PRIVATE SELF</th>
<th>POTENTIAL SELF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td><strong>Present</strong></td>
</tr>
<tr>
<td><strong>Support system</strong></td>
<td><strong>Future</strong></td>
</tr>
<tr>
<td><strong>Health resources (physical, emotional, financial)</strong></td>
<td><strong>Getting there</strong></td>
</tr>
<tr>
<td><strong>Self defense</strong></td>
<td><strong>The Path ™</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PUBLIC SELF</th>
<th>PERCEIVED SELF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Appearance</strong></td>
<td><strong>Tame your Reptiles</strong></td>
</tr>
<tr>
<td><strong>Competence</strong></td>
<td><strong>Respectful Interaction</strong></td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td><strong>Persuasion</strong></td>
</tr>
<tr>
<td><strong>Disposition</strong></td>
<td><strong>Maintain a balance</strong></td>
</tr>
</tbody>
</table>

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

What It Takes to Win (Competitive Advantages)

What We Say (aspiration and reason for it)

CULTURE (character and habits)

What We've Got (Distinctive Competence)

What We Do (Strategic Action)
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)

Change initiative 1

<table>
<thead>
<tr>
<th>+10%</th>
<th>Neutra l</th>
<th>-10%</th>
<th>-20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where you are</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-ordinates</td>
<td>-10%</td>
<td>Neutral</td>
<td>+10%</td>
</tr>
</tbody>
</table>

Change initiative 2

Where you want.
Path™ - Strategic Actions

- **Actions list**
  - you should start with the immediate and most important of the actions capable of maximum impact.
  - 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 for privacy.

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

<table>
<thead>
<tr>
<th>Actions list</th>
<th>6&lt;sup&gt;th&lt;/sup&gt; Mth</th>
<th>1 Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate and maximal impact. <strong>Change your attitude to work</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Culture:</strong> self improvement courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change agents: Identify attributes + steps to achieve them? psychologists/counselors</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Needs awareness:</strong> Consistent and repetitive self re-evaluation – conversations, workshops, seminars, publications with ultimate goal in</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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)

Financial sufficiency

Helping

-20%  -10%  Neutral  +10%

Where you are

Where you want.
<table>
<thead>
<tr>
<th><strong>Path™ - Strategic Actions</strong></th>
<th><strong>6th Mth</strong></th>
<th><strong>1 Yr</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>“Helping”</strong></td>
<td>Immediate and maximal impact. Pause &amp; appreciate successes, don’t dwell on -ve</td>
<td></td>
</tr>
<tr>
<td>Culture: define help, address self critical tendencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change agents: Identify “help opportunities &amp; efficient ways to achieve</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Needs awareness: Consistent and repetitive self re-evaluation – to ensure that “helping” is still relevant and satisfying</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“Financial sufficiency”</td>
<td>6th Mth</td>
<td>1 Yr</td>
</tr>
<tr>
<td>-------------------------</td>
<td>---------</td>
<td>-----</td>
</tr>
<tr>
<td>Immediate and maximal impact. Spend only on needs, defer gratification, start early</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture: what are wasteful habits, how much do you need</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change agents: engage financial advisers, explore options</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Needs awareness: Consistent and repetitive self re-evaluation – to determine financial needs as career progresses</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Example from the audience ...