Doctors’ Health: Research Old and New

Jenny Firth-Cozens and Olaf Aasland
Organisational Risk Factors in Medicine that we know:

- High bed turnover
- Sleep loss/? Longer hours
- Poor teamwork/poor leadership
- Poor job design – (peripatetic, consulting times, roles for older doctors, paperwork)
- Bullying punitive culture – from the top
A systems approach to the causes of poor patient care

Latent Organizational Failures
- Unclear goals
- Communication
- Supervision
- Blame culture
- Resources

Medical Stressors
- Sleep
- Relationships
- Support
- Mistakes
- Litigation

TEAM
- Personality
- Coping
- Competence
- Early experience

Impairment
- Stress
- Depression
- Anxiety
- Eating disorders
- Substance abuse
- Behavioural

Poor Patient Care

Organisational Prevention & Intervention
- Organisational prevention & intervention

Team leadership training Data
- Preventive work
- Mentoring
- Supervision
- Recognising student problems
- Own doctor
- Career counselling
- Selection

Better Communication
- Assessment
- Counselling
- Psychotherapy
- AA
- Medication

Jenny Firth-Cozens
Quality of team and stress levels

Mean GHQ Score

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<tr>
<th></th>
<th>Poor Team Membership</th>
<th>Strong Team Membership</th>
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<td>GHQ Score</td>
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<td>10.04</td>
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Jenny Firth-Cozens
What we don’t know and need to know about the organisation…

- The cost of stress and other mental health problems in health service staff.
- The cost-effectiveness of preventing and treating mental health problems.
- The effects on staff/patients of new ways of working; for example:
  - The speed of bed turnover
  - The introduction of bank staff / foreign staff
  - More paperwork
- Effectiveness of organisational/team interventions.
What we don’t know and need to know about the organisation...

How organisational changes affect the individual:

- Teamwork
- Supervision
- Leadership
- Policy
- Job design – hours, sleep, location etc.
A systems approach to the causes of poor patient care

Latent Organizational Failures
- Unclear goals
- Communication↓
- Supervision↓
- Blame culture
- Resources

Medical Stressors
- Sleep
- Relationships
- Support
- Mistakes
- Litigation

TEAM

Organisational Prevention & Intervention

Doctor
- Personality
- Coping
- Competence
- Early experience

Impairment
- Stress
- Depression
- Anxiety
- Eating disorders
- Substance abuse
- Behavioural

Poor Patient Care

Litigation Complaints

Preventive work
- Mentoring
- Recognition student problems
- Own doctor
- Career counselling
- Selection

Team leadership training
- Data

Better Communication

Assessment
- Counselling
- Psychotherapy
- AA
- Medication

Jenny Firth-Cozens
Individual Risk Factors in Medicine:

- Depression as students (especially males)
- High alcohol use as students (especially females)
- Female hospital doctors with children
- Older fathers (especially males)
- High self-criticism and/or perfectionism
- ? Risky personality
- ? Very high self-esteem/confidence
- Coping by denial or avoidance
- Complaints or litigation
What we don’t know and need to know about the individual...

- The role of Emotional Intelligence
- Potential individual risk factors such as:
  - Perfectionist or obsessional traits
  - Risky personality: effects in different specialties
  - High confidence/ very high self-esteem
  - >2 career changes early
- Person-Job fit
What we don’t know and need to know about the individual …

- The extent and long-term effects of
  - Anxiety
  - Personality disorders
  - Serious mental illness
  - Disability

- Ways to recognise problems early
What we don’t know and need to know…

The effectiveness and cost-effectiveness of interventions through good outcome studies