

Faculty Wellness Program

University of Ottawa

Draft Strategic Plan

January 2004

In 1994, Dean John Seely struck a Task Force on Professional Stress which was co-chaired by Noni MacDonald, MD, FRCPC and Simon Davidson, MD, FRCPC. The findings of the task force were disturbing, and highlighted a higher than expected rate of burnout, depression, and suicidality among medical faculty.

In response, the University of Ottawa founded Canada's first Faculty Wellness Program (FWP). Under the directorship of Mamta Gautam, MD, FRCPC from 2000 - 2002, the program provided educational seminars, developed a web page, and helped hundreds of faculty members access health services. In late 2002, Derek Puddester, MD, FRCPC became the Director of the Program. He is assisted in his work by Rita Uson, Administrative Assistant who replaced Marie Laplante (2002-2003), and an Advisory Committee composed of representatives from most Departments and Divisions. Dr. Puddester works 0.2 FTE in his role, and Ms. Uson 0.2 FTE.

Until late 2002, the mandate of the FWP focused on faculty members. However, the mandate was broadened to include students, residents, and support staff. This mandate was altered again in late 2003, and the primary responsibility for medical students was transferred to the new Office of Student Affairs.

Currently, the Advisory Committee is revising the program's terms of reference based on broad consultation and input from multiple sectors. It will also be seeking standing committee status within the Faculty of Medicine.

This draft strategic plan has been drawn up by the FWP's Advisory Committee. Composed of representatives from multiple sectors and departments, this group of volunteers shapes the overall direction and activities of the program. Given the evolving needs of the Faculty, it was felt that a strategic plan would help focus the efforts of the FWP and ensure it meets the needs of those it serves.

We look forward to your input on this plan. Please forward your feedback no later than March 1, 2004 to wellness@uottawa.ca or call us to schedule a meeting to discuss it personally.

Sincerely,

Derek Puddester, MD FRCPC
Director
Faculty Wellness Program

Section One: Mission, Vision, Values

FWP Mission Statement

The health and well being of all members of our Faculty is of the highest priority at the University of Ottawa's Faculty of Medicine.

In recognition of this priority, the Faculty Wellness Program (FWP) will serve to promote the health and well-being of all members of the Faculty of Medicine, to advocate for sustainability in academic life, and to facilitate access to quality health care.

FWP Vision Statement

A healthy and sustainable community of members of the Faculty of Medicine

Values

- Confidentiality
- Accountability
- Responsiveness
- Sustainability
- Professionalism

Section Two: Terms of Reference of the Advisory Committee

Draft – Under Review

The mandate of the Committee is to assist the Director of the Faculty Wellness Program, and the Dean of the Faculty, in promoting the health and well being of members of the Faculty of Medicine (Residents, Faculty members, Support Staff).

Health and Wellness Promotion:

1. To promote a comprehensive understanding of health and wellness as it applies to medical professionals, and its relationship to the provision of excellent clinical care, teaching, and research
2. To promote educational programs designed to enhance participant's attitudes, knowledge, and skills in the area of medical student and physician well being
3. To work with the Faculty in identifying and addressing health and well being needs of its support staff

Intervention:

1. To maintain a confidential resource list of professionals skilled at working with medical professionals
2. To offer immediate support as well as facilitate referrals to external professionals

Research:

1. To promote research in physician health and Faculty wellness

Collaboration:

1. To offer support to the Office of Student Affairs when requested and appropriate
2. To partner with community agencies where appropriate and possible (e.g. Academy of Medicine, Ottawa; Ontario Medical Association's Physician Support Program; Canadian Physician Health Network; and, the Canadian Medical Association's Centre for Physician Health)

Membership:

1. Director, Faculty Wellness Program (ex-officio) will act as Chair of the committee
2. Director, Professional Affairs
3. at least one member of Faculty support staff (two year term)
4. at least one medical student selected by the student society (two year term)
5. at least one official representative from each Department of the Faculty (two year term)

6. at least one resident selected by PAIRO (two year term)
7. at least one member representing the basic sciences (two year term)
8. at least one graduate student selected by the graduate student's society (two year term)

Subcommittees may be formed to address special issues

Section Three: Serving all Phases of the Physician Life Cycle

The FWP will review the determinants of physician health across the span of the physician life cycle.

1. Pre-Medical Populations

There is growing evidence to believe that both resiliency and vulnerability are well established before the physician enters medical school, and the FWP will engage in efforts to study this in our Faculty.

Activities:

- Partner with the Admissions Committee to review methods to assess and screen for resiliency and vulnerability
- Review admission processes in AAMC schools
- Act as a resource to the Admissions Committee on themes of wellness and balance

2. Undergraduate Medical Students

The FWP already has an excellent working relationship with medical students, and the Undergraduate Deans. We have also been delighted to have collaborated in the development of the Office of Student Affairs.

The Office of Student Affairs is now responsible for issues, non-academic in nature, related to undergraduate medical students. The FWP will have a collaborative relationship with that office, and be able to provide consultation and support.

3. Postgraduate Students

The FWP has developed a collaborative relationship with the Professional Association of interns and Residents and the Office of Postgraduate Education. A PAIRO representative serves on the Advisory Committee of the FWP, and guides all activity for this population.

The FWP is also in receipt of the Position Paper on Resident Well-Being published by the Canadian Association of interns and Residents (CAIR) and is working with PAIRO to identify areas of current relevance and focus.

Activities:

- Support the PAIRO Resident well being half days when indicated and/or requested
- Promote Faculty and Resident recognition programs as developed by PAIRO or the Faculty
- Collaborate with the Postgraduate Office and assist with the development and implementation of orientation, multidisciplinary half days on health and wellness, and transition to practice
- The FWP will develop clear policies in collaboration with key stakeholders on identification and management of the impaired learner, including options for intervention, treatment, remediation, and reintegration
- The FWP will develop clear policies in collaboration with key stakeholders on the management of a critical incident during medical education and training
- The FWP will facilitate the medical monitoring of residents or fellows where indicated or mandated

4. Faculty Members

The FWP has developed a working relationship with the Ontario Medical Association's Physician Health Program, the Canadian Physician Health Network, and the Canadian Medical Association's Centre on Physician Health and Well-being. These collaborations have improved our ability to meet the needs of individuals, departments, and systems in the promotion of physician health and well-being.

We have also partnered with the Office for Faculty Development, and participate in orientation sessions for new Faculty members, as well as hospital-based orientation sessions for new Staff. We are

frequently asked to speak on issues of physician sustainability, health, and wellness.

Activities:

- To develop a Faculty Recognition project that will commend “teachers in the trenches”
- To participate in orientation sessions at all teaching hospitals and the Faculty
- To provide educational services of physician sustainability, health promotion, disease prevention, and intervention
- To act as a resource to leaders of medical systems on sensitive issues related to physician health and well being
- To promote a healthy corporate culture within the Faculty of Medicine, including acting as a resource to leadership programs, information technology, faculty development, and gender and equity
- To develop a Departmental Recognition project to highlight successful models of corporate culture
- To support the development of models of leaves (parental, illness, vacation, education, sabbatical) as requested by departments or divisions
- The FWP will develop clear policies in collaboration with key stakeholders on identification and management of the impaired Physician, including options for intervention, treatment, remediation, and reintegration
- The FWP will develop clear policies in collaboration with key stakeholders on the management of a critical incident during in the workplace where they do not currently exist
- The FWP will facilitate the medical monitoring of Physicians where indicated or mandated
- The FWP will partner with the CPSO on the development of a local program to assist in the identification, intervention, and management of disruptive Physicians
- The FWP will support policy and program initiatives that identify and support the needs of early career physicians and those of retiring physicians
- The FWP will continue to lead “Physician Appreciation Day” in conjunction with the City of Ottawa.

- The FWP will facilitate the development of appreciation programs for various sectors of the Faculty where indicated and appropriate

5. Graduate Students and Basic Science Departments

The FWP does not have a strong relationship with the Basic Sciences nor graduate students. There is considerable interest in developing a constructive relationship, and the program seeks a more direct partnership in the coming months.

Activities:

- Establish representation on the FWP governance structure of more basic scientists and graduate students
- Improve our understanding of what this sector's needs are and determine our role in meeting such needs

6. Support Staff

The FWP has completed a series of focus groups with support staff, and is in the process of developing a separate report based on those sessions. That report will also be circulated widely in due course, and later integrated into the overall strategic plan.

7. Communication

The FWP has recently revised its web page www.medicine.uottawa.ca/wellness. Sections are dedicated to an explanation of our program, program activities, crisis services, relevant policies and procedures, contact information, and a broad array of links.

Activities:

- Continue to maintain and develop our web page
- Develop and distribute promotional literature such as an information card and brochure

- Promote the program at various Faculty events (orientation, student sessions and seminars, rounds, key meetings)
- Promote the program with collaborative programs across the University, the Province, and the Country
- Continue to develop and promote the *Wellness Collection* at the Health Science Library

8. Research

The FWP has already completed a major study on Faculty Health and Well-being in 2002. However, we continue to need access to the latest information on physician sustainability, health, and wellness in order to better focus our efforts and activities.

Activities:

- Present the efforts of the FWP at local, provincial, national, and international meetings
- Publish, where possible, relevant aspects of the work of the Program
- Develop strategic partnerships with other programs, investigators, and policy makers to obtain funding and engage in the process of research
- Develop a program evaluation strategy
- Develop an internal policy on authorship, ownership of data, and recognition of the Faculty in all aspects of research

Feedback

Please provide your feedback in a separate document, on the document itself (and fax it to 562-5457), or on this tear-off sheet which can also be faxed to our office.

Comments can be submitted individually or collectively, and can be nominal or anonymous. Comments at a Departmental, Sectoral, or Divisional level should be clearly identified as such, and a contact name and number identified should we wish to reach you.

Thanking you in advance for your valuable input.