

Executive Briefing

January 2016

Happy New Year!

Welcome to the [Executive Briefings](#) of NCHL. This monthly communication provides highlights of current leadership development-related articles and publications of interest to LENS and Council senior leaders and our Board members. Also included are links to various requests for Grant Applications, Abstracts, and Presentations from many different organizations and conferences. You can request copies of any article by clicking on the hyperlink to send a request email. We value your input and feedback on how to improve the Briefing. Contact: Cassia Carter at ccarter@nchl.org.

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Understanding Burnout and Satisfaction in US Physicians

Two recent articles focused on physician satisfaction in the US. The Huff et al. literature review examines 22 studies of physician satisfaction that were published between 2008 and 2013. This research found that physicians have a relatively stable moderate-to-high satisfaction in their jobs, in their work, and in their careers. This was contrary to expectations, since there has been an increased awareness of the difficulties physicians experience and increased popular press about declining physician satisfaction. The authors only found a few studies that examined variables such as gender, age, compensation, work team arrangements, and size of organization. These variables may have a large impact on satisfaction but further research needs to be done to more deeply examine physician satisfaction and to understand its nuances.

In the Shanafelt et al. article, 6,880 physicians in 2014 responded to surveys replicating a study done in 2011 to measure the changes in burnout and satisfaction in US physicians over time. The findings were that significantly more physicians reported at least one symptom of burnout in 2014 than in 2011, and significantly fewer physicians were satisfied with work-life balance. All specialties of physicians reported

higher levels of burnout in 2014 than in 2011, with the highest levels in emergency medicine, urology, physical medicine and rehabilitation, and family medicine. As a control measure, the researchers looked at a sample population of non-physicians in the US and did not find the same levels of increased burnout or decreased satisfaction in the population at large, suggesting this is something specific to physicians.

Timothy Huff, Gary Young, Elaine Xiang, and Eli Raver. Understanding U.S. Physician Satisfaction: State of the Evidence and Future Directions. *Journal of Healthcare Management*. November/December 2015.

Tait D. Shanafelt, MD, Omar Hasan, Lotte N. Dyrbye, MD, Christine Sinsky, MD, Daniel Satele, Jeff Sloan, and Colin P. West, MD. Changes in Burnout and Satisfaction With Work-Life Balance in Physicians and the General US Working Population Between 2011 and 2014. *Mayo Clinic Proceedings*. December 2015.

How Taking Time Off Affects Clinical Work Quality

In the medical field, professional standards exist to provide high quality clinical care, increasing safety and consistency. This research examined one such standard, hand washing in hospitals, and the potential reasons this rule is not complied with 100 percent of the time. The research hypothesized that high job demands would be associated with declines in compliance, and that breaks from work would be associated with increased compliance. Those hypotheses were found to be correct. Hand hygiene compliance rates decreased by 8.7 percentage points from the beginning to the end of a typical 12-hour shift. Also, longer breaks between work shifts increased compliance rates in the later shift. This has implications for patient safety, but also leadership implications for any job where attention to routine and detail are necessary. Cognitive overload can impact any job, and re-examining time-off policies or encouraging time off can increase satisfaction and standards in many professions.

Hengchen Dai, Katherine L. Milkman, David A. Hofmann, and Bradley R. Staats. The Impact of Time at Work and Time Off From Work on Rule Compliance: The Case of Hand Hygiene in Health Care. *Journal of Applied Psychology*. November, 2015.

Gender Diversity on Executive Boards

This research is one of the latest to come out focusing on the value of having more women on corporate boards. Globally, the authors found that companies with strong female leadership generated a 10.1% return on equity per year, versus 7.4% for those without. Companies with more women on their board had significantly fewer governance-related controversies than boards with fewer women. This research also supports the finding that having women on boards enhances the decision-making process. Out of the 4,218 boards studied, only 20.1% had three or more women on the board, which has been marked as the level at which a critical mass is reached to allow women to contribute more equally to group decision making. This research did not find a correlation between female representation on boards and risk aversion.

Linda-Eling Lee, Ric Marshall, Damion Rallis, and Matt Moscardi. Women on Boards:

Global Trends in Gender Diversity on Corporate Boards. *MSCI ESG Research*.
November 2015.

A Case Study of KPMG and the Elimination of Employee Engagement Surveys

This article examines why KPMG, one of the Big Four auditors, has decided to nix their employee engagement surveys in favor of a more robust diagnostic that focuses on something truly worth measuring. The article goes through KPMG's reasons for not seeing value in engagement or engagement surveys any longer, and outlines the evidence-based practices they are putting in place instead. For example, one finding of KPMG's was that diversity in age of workers strongly increases performance and customer satisfaction, which wasn't found through engagement scores alone.

Agnes King. KPMG Dumps "Abused" Staff Surveys. *The Australian Financial Review Magazine*. December 2015.

FUNDING OPPORTUNITIES

Robert Wood Johnson Foundation Call for Proposals

Systems for Action (S4A) is a national program of the Robert Wood Johnson Foundation that studies novel ways of aligning the delivery and financing systems that support a Culture of Health. S4A uses a wide research lens that includes and extends beyond medical care and public health systems to incorporate sectors such as housing, transportation, social services, community services and supports, education, criminal and juvenile justice, and economic and community development. Studies funded through this CFP will identify system innovations and interactions that drive collaboration and integration across the multiple financing and delivery systems that support a Culture of Health. Investigators will generate and disseminate rigorous scientific evidence on ways to optimize delivery and financing systems for sustained improvements in health and well-being

Click [here](#) for more details.

Letter of Intent Deadline: January 12, 2016

Agency for Healthcare Research and Quality Funding Opportunities

AHRQ Health Services Research Projects: Making Health Care Safer in Ambulatory Care Settings and Long Term Care Facilities

The purpose of this Funding Opportunity Announcement is to support investigative research projects that examine the epidemiology of patient safety in ambulatory care settings and long term care facilities, gather evidence about strategies that can improve safety in these settings, and develop evidence-based tools to facilitate implementation of these strategies.

Click [here](#) for more details.

Submission Deadline: January 25, 2016

Grants for Health Services Research Dissertation Program

This announcement represents the continuation of an AHRQ program that provides support to individuals who are conducting research undertaken as part of an accredited academic program to qualify for a research doctorate degree.

Click [here](#) for more details.

Submission Deadline: February 1, 2016

CALL FOR PAPERS, POSTERS, PRESENTATIONS

Academy of Management Call for Submissions

AOM has opened the submission process for their 76th Annual Meeting, *Making Organizations Meaningful*, in Anaheim, CA on August 5-9, 2016.

Click [here](#) for more details.

Submission Deadline: January 12, 2016

Medical Group Management Association - Call for Speaking Proposals

For MGMA16, proposals should address one of the following content areas: The Changing Patient Relationship, The Changing Payer Relationship, The Independent to Integrated Practice Spectrum, Maximizing the Benefits of Third-Party Relationships, People Leadership, or Working Within the Value-Based World.

Click [here](#) for more details.

Submission Deadline: January 27, 2016

Healthcare Design Expo and Conference Call for Presentations

Healthcare Design Expo & Conference is an annual conference produced and founded by the industrys leading healthcare design information and educational advocates, The Center for Health Design and Emerald, (publisher of Healthcare Design Magazine) in association with the AIA Academy of Architecture for Health and other organizational contributors. Healthcare Design is developed by professionals who are day-to-day advocates and champions for the improvement of healthcare spaces.

Click [here](#) for more details.

Submission Deadline: January 29, 2016

Association for Psychological Science - Call for Posters

APS is seeking poster submissions for their annual conference, which will be held May 26-29 in Chicago, IL.

Click [here](#) for more details.

Submission Deadline: January 31, 2016

International Agency of Management and Business - Call for Papers

The IAMB is inviting scholars and practitioners to submit papers and symposia for presentation. Topics of interests in management and business include, but are not limited to, the following areas: Organizational Studies, International Business, Strategic Management, Marketing Studies, Technology & Innovation, Management of Social Issues, Education Management, Human Resource Management, Management Studies, Finance and Accounting

Click [here](#) for more details

Early Submission Deadline: February 7, 2016

ISQua Call for Papers

The 2016 ISQua Conference will be held in Tokyo from October 16-19, 2016. The theme is Change and sustainability in Healthcare Quality: the Future Challenges. Abstracts will be selected for Short Orals and Poster Displays under the following Tracks; Cost of Quality at the System Level, Improvement Science for Quality and Safety, External Evaluation Systems, Using Education to Support Quality Improvement, Person Centered Care, Health Information Technology, Care Across the Continuum, or Quality Care in Developing Countries and for Vulnerable Populations.

Click [here](#) for more details

Early Submission Deadline: February 11, 2016

American Public Health Association Call for Abstracts

The APHA is now accepting abstracts for the 2016 Annual Meeting & Expo. The theme of the meeting is Creating the Healthiest Nation: Ensuring the Right to Health. Authors are encouraged to submit abstracts on the theme and current and emerging public health issues.

Click [here](#) for more details

Submission Deadline: Between February 22-26, 2016

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