

Corporate or Corporal?

Incorporating psychodynamic principles
to promote physician wellness

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Our purpose is to discuss:

- ✓ **Wellness** in C-L trainees and physicians → **Psychodynamic** framework
- ✓ Unique **psychological challenges** to the pillars of C-L practice: **Consultation** and **Liaison** work
- ✓ The interaction between **individual-** and **corporate-level factors** influencing wellness
- ✓ How **corporate responses to individuals experiencing burnout or moral injury** changed with the COVID-19 pandemic



ACLP

Consultation-Liaison
Psychiatry 2022

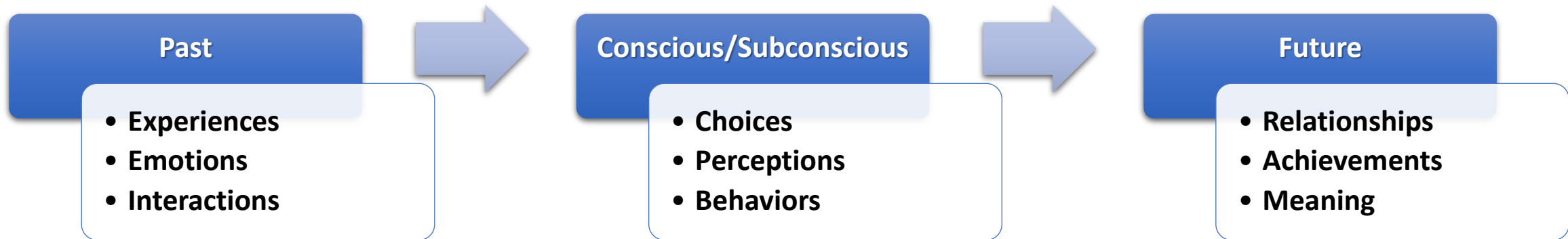
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NOVEMBER 9-12, 2022

#CLP2022

How to discuss wellness in CLP trainees and physicians using a psychodynamic framework?

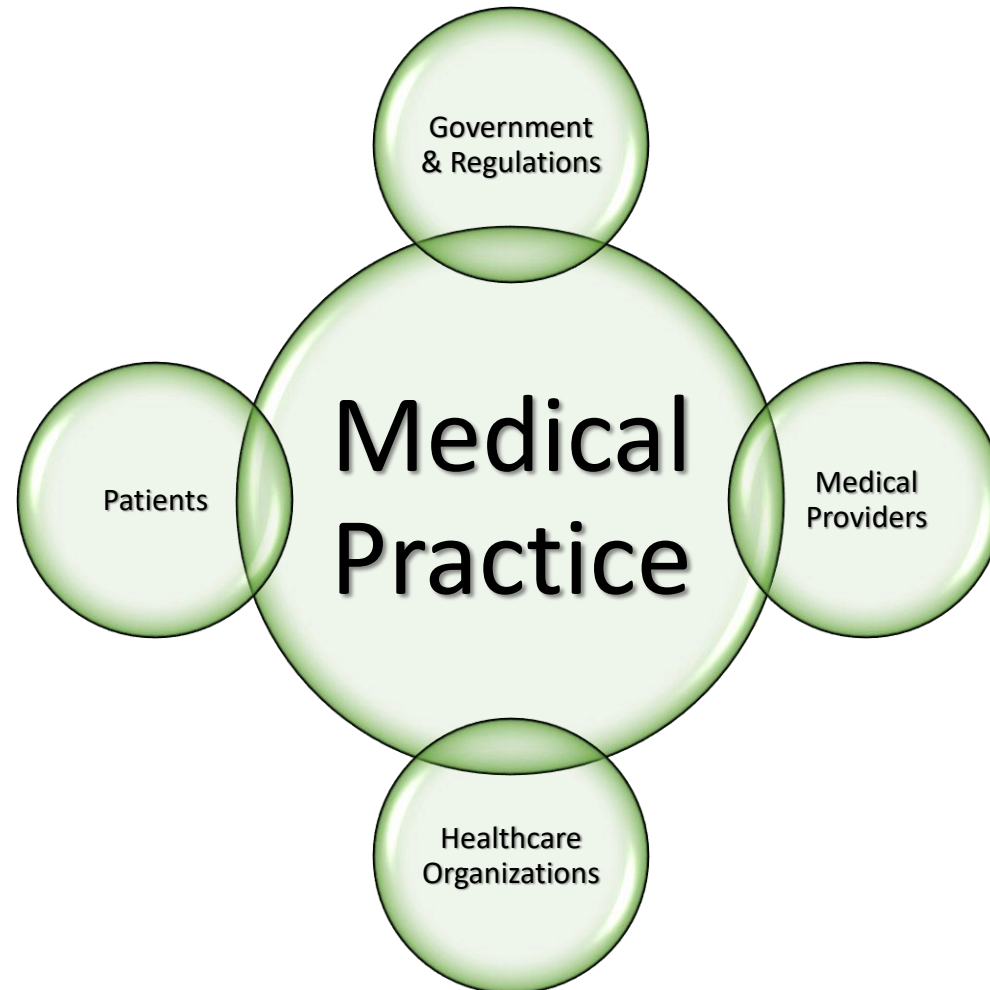


By understanding how:



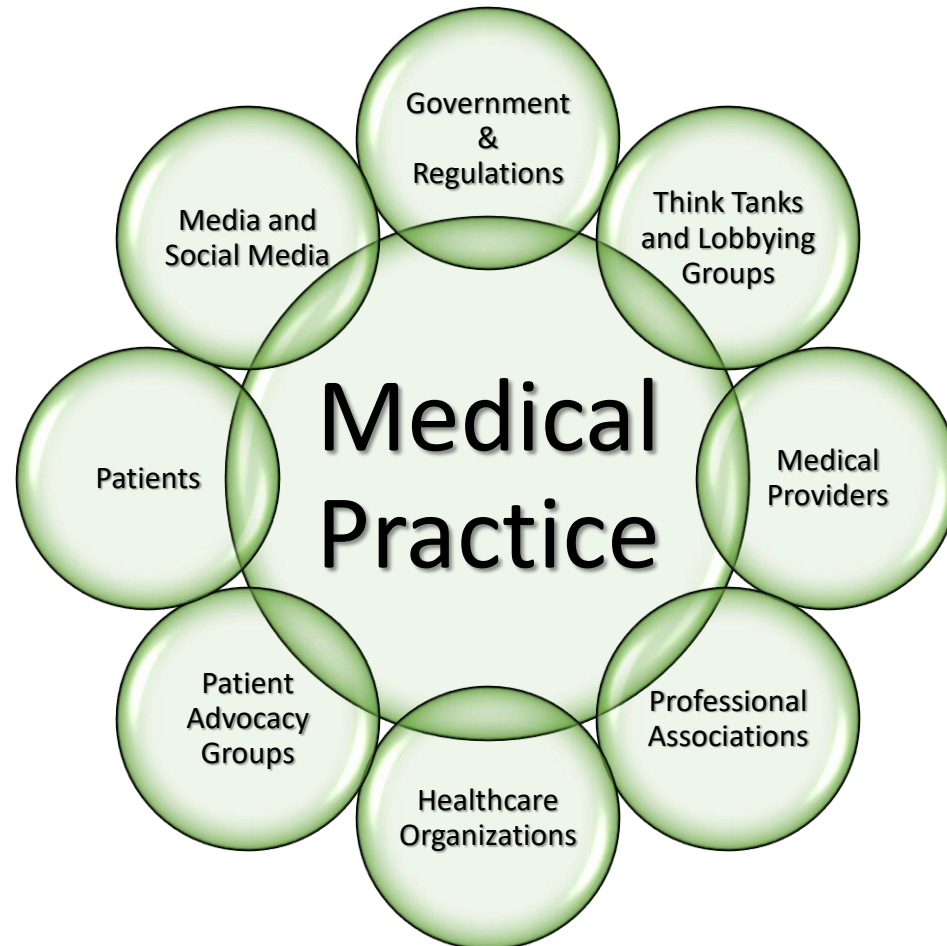


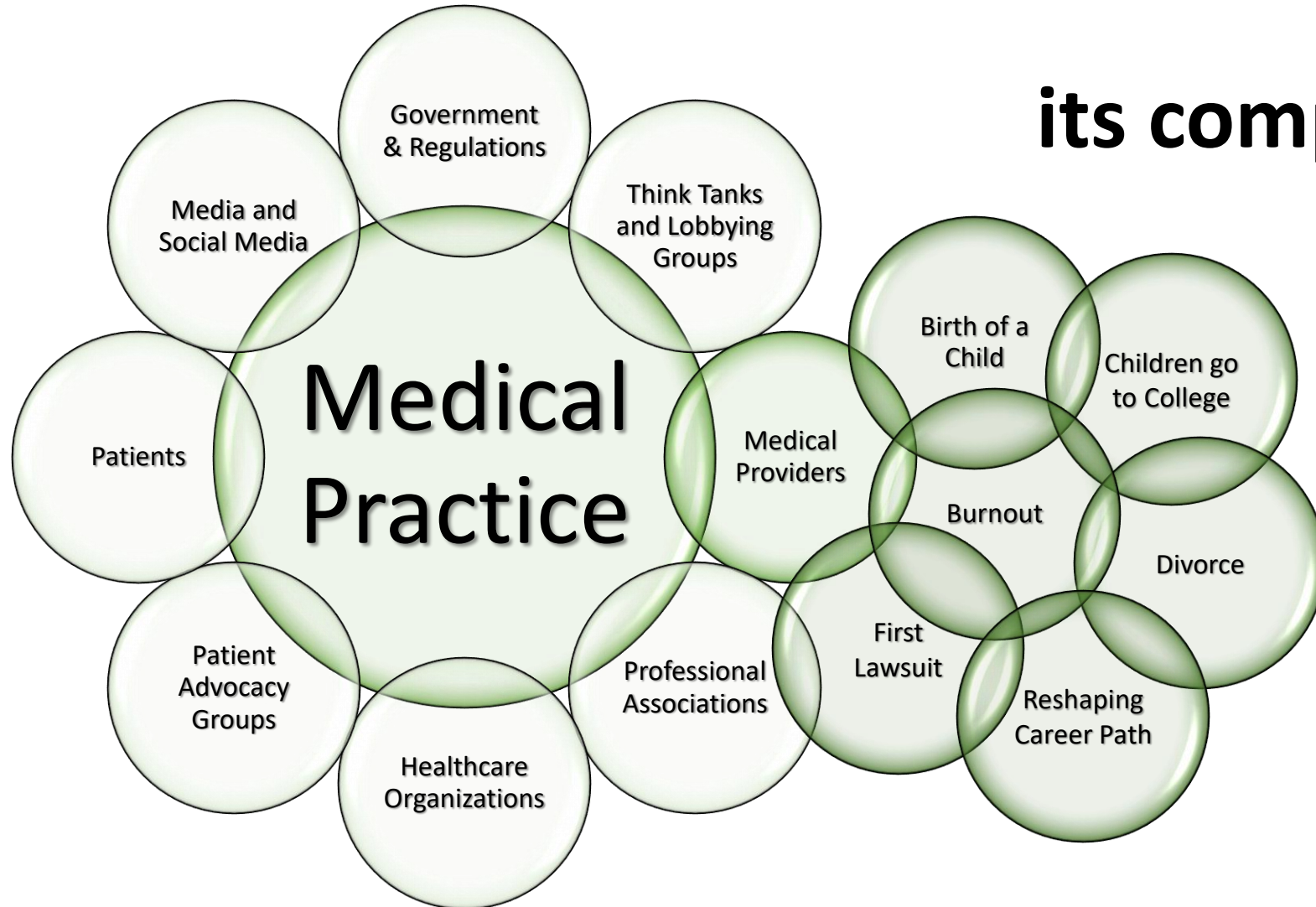
We do not practice in a vacuum





As systems evolve, their complexity goes up





**As life evolves,
its complexity also goes up**



Corporation Defined

- Corporation (Webster):
 - ✓ A body formed and authorized by law to act as a single person although constituted by one or more persons and legally endowed with various rights and duties including the capacity of succession
(Healthcare Organization)
 - ✓ An association of employers and employees in a basic industry or of members of a profession organized as an organ of political representation in a corporative state
(Professional Organization)



Corporate Medicine Doctrine

- Licensed professionals, not corporations, should practice medicine (e.g., CA, NY, NJ)
 - ✓ Charity, non-profit, and for-profit considerations (Kaiser & Friedlander, IRS)
- Goal: Prevent the commercialization of the medical practice (AMA)
 - ✓ Misalignment between independent medical practice ↔ Corporate needs



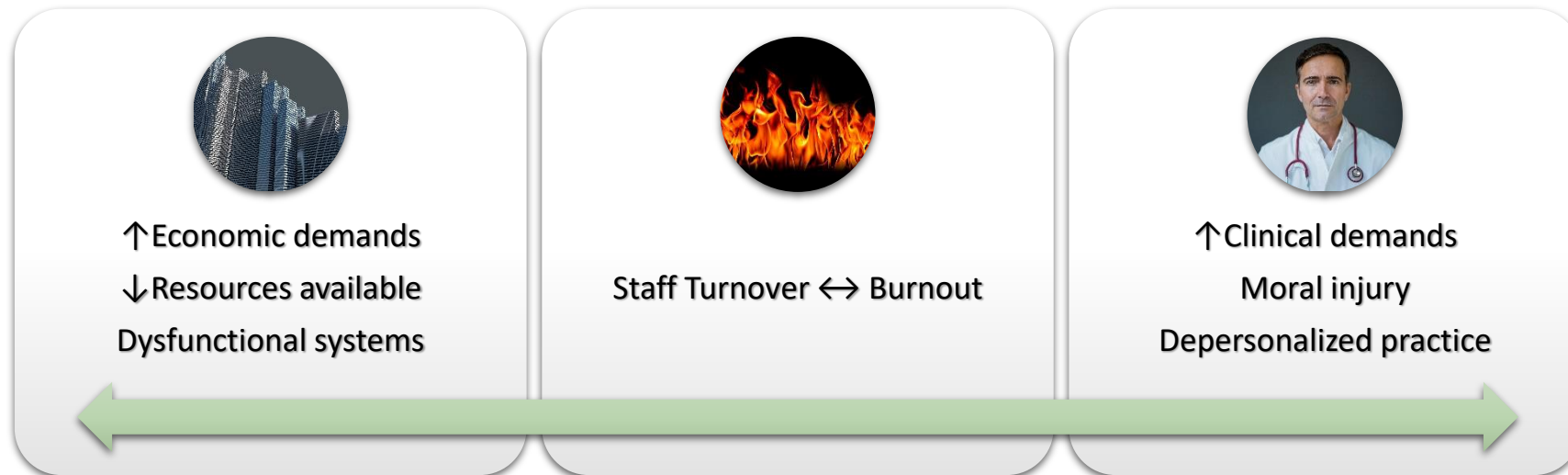
Low-stress, Eustress, or Distress?

Level of Stress	Corporation		Physician	
	Positives	Negatives	Positives	Negatives
Low-Stress	↑Innovation & Spontaneity	↓Productivity & Revenue	↑Extra-work flexibility	↓Professional growth & Societal impact
Eustress	<u>Stable results:</u> Balance sheet, expansion, and staff retention	None	<u>Meaningful</u> personal growth & practice of personalized medicine	None
Distress	↑Profit generation, Selection of resilient staff	↓Staff retention at all levels	Overcoming unique challenges (brief)	Burnout & Moral Injury (prolonged exposure)



ICD-11: Burnout as an occupational phenomenon

- Physicians are unfamiliar with corporate principles
- Physicians may not be the first ones to “burn out”





What is Consultation-Liaison work?

Consultation

- Expert diagnosis and treatment

Liaison

- Creative act: Establish and maintain communication for cooperation and mutual understanding



Unique aspects of burnout in CLP practice

Systems-Related	Personal
<p>External locus of control: Responsibility without authority</p> <p>Disempowerment attitude from leadership</p> <p>↑ Complex caseload responsibilities with short-term relationships</p> <p>↑ Time: paperwork, billing, and accuracy of medical records</p> <p>↑ Changes in documentation requirements</p> <p>↓ Professional boundaries working from home</p> <p>↓ Rewards and ↑ Devaluation when addressing corporate dynamics</p> <p>↑ Patients with personality disorders and substance use</p> <p>↓ Communication among hospital staff and/or clinicians</p>	<p>Difficulty balancing work, family, and other areas of life</p> <p>Misalignment: Clinician’s interests ↔ Work environment</p> <p>Obsessive-compulsive traits: Perfectionism and control</p> <p>Post-Traumatic Stress, Anxiety, and Depressive disorders</p> <p>Overidentification with patients</p> <p>Conflicting values overcoming clinical/corporate distress</p> <p>Unrewarding practice ↔ Dissociative experiences</p>

Adapted from: Sales PMG *et al.* Burnout and Moral Injury Among Consultation-Liaison Psychiatry Trainees. *Psychodyn Psychiatry*. 2021;49(4):543-561



**Should you, as a frontline worker,
promote wellness-related practices?**

**What about speaking up with
Corporate administration?**



Proposed Framework

Synergistic collaboration to manage stress:

- Personalized, meaningful, independent practice
- Achievement of Corporate goals
- Role delineation:
 - Physicians → Patient Care
 - Administrators → System Management

Find common metrics to your practice:

- Wellness surveys
- Clinical results
- Balance sheets





Take-home points

- Corporations are not evil, but they are usually greedy
- Physicians are not “giving up”: we require autonomy and meaning
- Corporate-clinical interactions can be both meaningful and profitable
- Burnout can lead to gaslighting on both sides of the equation
- Having a psychodynamic approach to this interaction can help foster a meaningful practice of medicine
- Synergy is required to overcome new economic challenges and expectations as the delivery of healthcare evolves

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