



# **Enhancing Urology Residency Training: A Pilot Prospective Study on the Impact of Coaching on Overall Wellness**

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- Project funded by Society of Academic Urology Education Grant
- Additional funding from UPMC GME and UPMC Thrive
- I do not have any relationships to report with ACCME defined ineligible companies.
- I will not be discussing unlabeled/investigational uses of medical devices or pharmaceuticals during this presentation

# Co-Investigators



**Quoc-Dien Trinh, MD, MBA**



**Stephen Jackman, MD**

# Why Professional Development Coaching?

- Urology training traditionally emphasizes **supervision, evaluation, and mentorship**
- Despite these strengths, there may be limited opportunities:
  - **Self-reflection and professional identity formation**
  - **Autonomy and goal setting**
  - **Psychological safety and support**

# Why Professional Development Coaching?

- **Peer development coaching** offers a complementary, learner-centered approach that:
  - Uses **non-directive, inquiry-based techniques**
  - **Explores “the who, the what, the why”**
  - Supports **self-reflection, goal clarification, broadening perspectives**
  - Enhances **psychological safety** within the learning environment

|                              | <b>Coaching</b>                            | <b>Mentorship</b>                     | <b>Therapy</b>                    |
|------------------------------|--|---------------------------------------|-----------------------------------|
| <b>Primary focus</b>         | Goal setting, self-reflection, performance | Career guidance, advice, sponsorship  | Mental health, emotional distress |
| <b>Who drives agenda</b>     | Coachee                                    | Mentor                                | Patient                           |
| <b>Role of advisor</b>       | Facilitator; asks questions                | Advisor; shares experience            | Clinician; diagnoses & treats     |
| <b>Nature of interaction</b> | Non-directive, reflective                  | Directive, experience-based           | Clinical, therapeutic             |
| <b>Time orientation</b>      | Present → future                           | Longitudinal                          | Past & present                    |
| <b>Evaluation component</b>  | None                                       | Informal                              | Clinical assessment               |
| <b>Appropriate for</b>       | High-functioning trainees seeking growth   | Career navigation & skill development | Anxiety, depression, trauma       |



**Original Investigation** | Occupational Health

## Physician Coaching by Professionally Trained Peers for Burnout and Well-Being A Randomized Clinical Trial

Stephanie B. Kiser, MD, MPH; J. David Sterns, MD, MPH; Po Ying Lai, MS; Nora K. Horick, MS; Kerri Palamara, MD

- 138 physicians at Mass General Physicians Organization
  - 67 received coaching
  - 71 control
  
- 6 coaching sessions over 3 months

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Table 3. Changes From Baseline to 3 Months Post Intervention

| Characteristic                           | Intervention group (n = 52)            |                    | Control group (n = 63)                 |                    | Absolute difference, intervention vs control (95% CI), points | P value |
|--|--|--------------------|--|--------------------|---|---------|
|  | Absolute change, mean (95% CI), points | Relative change, % | Absolute change, mean (95% CI), points | Relative change, % |   |         |
| <b>Burnout</b>                           |  |                    |  |                    |   |         |
| Work exhaustion                          | 0.51 (-1.02 to 0.00)                   | 0.12               | 0.01 (-0.15 to 0.15)                   | 0.00               | 0.52 (-1.15 to 0.15)  | .15     |
| Interpersonal disengagement              | -0.82 (-1.23 to -0.42)                 | -0.30              | 0.12 (-0.23 to 0.47)                   | 0.04               | -0.94 (-1.48 to -0.41)  | .001    |
| Overall burnout                          | -0.71 (-1.06 to -0.35)                 | -0.22              | 0.09 (-0.22 to 0.40)                   | 0.03               | -0.79 (-1.27 to -0.32)  | .001    |
| <b>Engagement and quality of life</b>    |  |                    |  |                    |   |         |
| Professional fulfillment                 | 0.59 (0.15 to 1.02)                    | 0.11               | 0.00 (-0.38 to 0.38)                   | 0.00               | 0.59 (0.01 to 1.16)   | .046    |
| Work engagement                          | 0.25 (0.01 to 0.48)                    | 0.06               | -0.09 (-0.29 to 0.12)                  | -0.02              | 0.33 (0.02 to 0.65)   | .04     |
| Effect of work on personal relationships | 0.13 (-0.50 to 0.77)                   | 0.04               | -0.28 (-0.83 to 0.28)                  | -0.07              | 0.41 (-0.43 to 1.25)  | .34     |
| Self-valuation                           | 1.40 (0.62 to 2.18)                    | 0.20               | 0.40 (-0.28 to 1.08)                   | 0.06               | 1.00 (-0.04 to 2.04)  | .06     |
| Quality of life                          | 2.35 (-2.92 to 7.61)                   | 0.04               | -0.21 (-4.77 to 4.35)                  | 0.00               | 2.56 (-4.41 to 9.52)  | .47     |

- Decreased rates of interpersonal disengagement and overall burnout

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| <b>Burnout</b>                           |  |                    |  |                    |   |         |
| Work exhaustion                          | -0.51 (-1.02 to 0.00)                  | -0.12              | 0.01 (-0.43 to 0.45)                   | 0.00               | -0.52 (-1.19 to 0.15)   | .13     |
| Interpersonal disengagement              | -0.82 (-1.23 to -0.42)                 | -0.30              | 0.12 (-0.23 to 0.47)                   | 0.04               | -0.94 (-1.48 to -0.41)  | .001    |
| Overall burnout                          | -0.71 (-1.06 to -0.35)                 | -0.22              | 0.09 (-0.22 to 0.40)                   | 0.03               | -0.79 (-1.27 to -0.32)  | .001    |
| Emotional exhaustion                     | -0.12 (-0.51 to 0.26)                  | -0.04              | -0.04 (-0.37 to 0.30)                  | -0.01              | -0.09 (-0.60 to 0.42)   | .73     |
| Depersonalization                        | -0.2 (-0.6 to 0.2)                     | -0.1               | 0.1 (-0.2 to 0.5)                      | 0.1                | -0.4 (-0.9 to 0.2)  | .18     |
| <b>Engagement and quality of life</b>    |  |                    |  |                    |   |         |
| Professional fulfillment                 | 0.59 (0.15 to 1.02)                    | 0.11               | 0.00 (-0.38 to 0.38)                   | 0.00               | 0.59 (0.01 to 1.16)   | .046    |
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| Effect of work on personal relationships | 0.15 (-0.16 to 0.47)                   | 0.07               | 0.28 (-0.09 to 0.49)                   | 0.07               | 0.14 (-0.15 to 0.43)  | .19     |
| Self-valuation                           | 1.40 (0.62 to 2.18)                    | 0.20               | 0.40 (-0.28 to 1.08)                   | 0.06               | 1.00 (-0.04 to 2.04)  | .06     |
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- Decreased rates of interpersonal disengagement and overall burnout
- Improved rates of professional fulfillment and work engagement

# Professional Development Coaching

**Hypothesis: Residents receiving structured coaching will achieve improved overall wellness and decreased burnout when compared to those receiving standard mentorship.**



## Physician THRIVE: Powered by UPMC

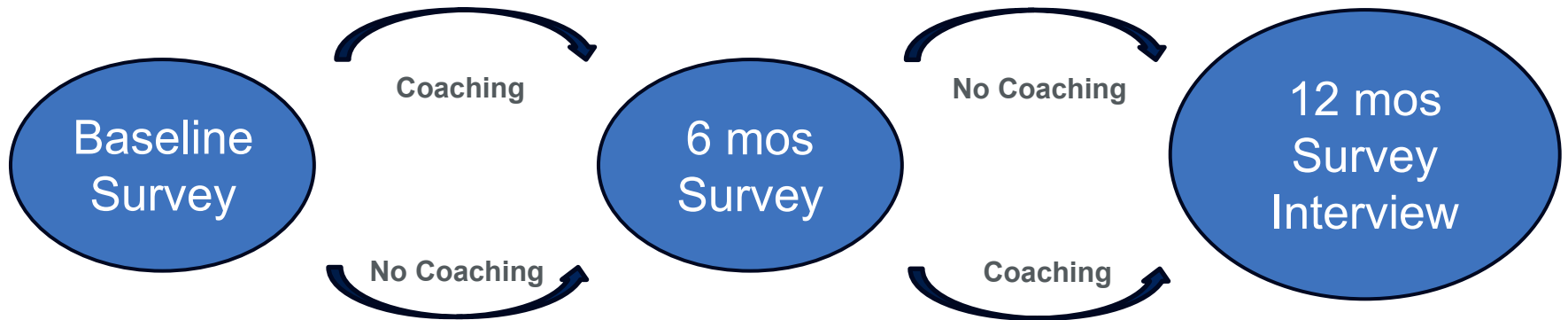
Physician THRIVE is a program within UPMC focused on:

- Improving professional fulfillment for UPMC physicians.
- Ensuring access to well-being programs and resources.
- Creating new ways to promote physician well-being and professional fulfillment.

# Six Month Curriculum

- Monthly small group lectures
  - **Coaching Introduction**
  - **Goal setting based on Values**
  - **Time Management and Efficiency**
  - **The Resiliency Bank Account**
  - **Life Skills for Thriving:** Communication, Conflict Resolution, Difficult Conversations, Psychological Safety
  - **The 4Rs of Leadership:** Responsibility, Resilience, Regulation, Relationships
  
- Monthly one hour individual sessions

**Intervention**



**Control**

# Validated Survey

## The Modified Maslach Burnout Inventory

Indicate how frequently the following statements apply to you and add the points indicated on top of the respective box:

- 0 = Never
- 1 = At least a few times a year
- 2 = At least once a month
- 3 = Several times a month
- 4 = Once a week
- 5 = Several times a week
- 6 = Every day

|       |           |
|-------|-----------|
| Never | Every day |
| ↓     | ↓         |

|   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|
| 01 - I feel burned out because of my work                                     | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 02 - I have become more callous to people since I have started doing this job | 0 | 1 | 2 | 3 | 4 | 5 | 6 |

## Work and Well-being Survey (UWES-9)

|  | 0            | 1                          | 2                    | 3                   | 4           | 5                  | 6         |
|--|--------------|----------------------------|----------------------|---------------------|-------------|--------------------|-----------|
|  | Almost never | Rarely                     | Sometimes            | Often               | Very often  | Always             |           |
|  | Never        | A few times a year or less | Once a month or less | A few times a month | Once a week | A few times a week | Every day |

1. \_\_\_\_\_ At my work, I feel bursting with energy\* (VT1)
2. \_\_\_\_\_ At my job, I feel strong and vigorous (VT2)\*
3. \_\_\_\_\_ I am enthusiastic about my job (DE2)\*
4. \_\_\_\_\_ My job inspires me (DE3)\*
5. \_\_\_\_\_ When I get up in the morning, I feel like going to work (VT3)\*
6. \_\_\_\_\_ I feel happy when I am working intensely (AB3)\*
7. \_\_\_\_\_ I am proud on the work that I do (DE4)\*
8. \_\_\_\_\_ I am immersed in my work (AB4)\*
9. \_\_\_\_\_ I get carried away when I'm working (AB5)\*

## The Self Valuation Scale

### How often have you experienced the following?

| During the past two weeks...   | Never Score=4 | Rarely Score=3 | Sometimes Score=2 | Often Score=1 | Always Score=0 |
|--|---------------|----------------|-------------------|---------------|----------------|
| a. When I made a mistake, I felt more self-condemnation than self-encouragement to learn from the experience | [ ]           | [ ]            | [ ]               | [ ]           | [ ]            |
| b. I was less compassionate with myself than I was with others   | [ ]           | [ ]            | [ ]               | [ ]           | [ ]            |
| c. I put off taking care of my own health due to time/pressure   | [ ]           | [ ]            | [ ]               | [ ]           | [ ]            |
| d. Taking care of my needs seemed incompatible with taking care of my patients' needs                        | [ ]           | [ ]            | [ ]               | [ ]           | [ ]            |

## The Stanford Professional Fulfillment Index (PFI)

Table 6 How true do you feel the following statements are about you at work during the past two weeks?

|   | Not at all true<br>Score=0 | Somewhat true<br>Score=1 | Moderately true<br>Score=2 | Very True<br>Score=3 | Completely true<br>Score=4 |
|---|----------------------------|--------------------------|----------------------------|----------------------|----------------------------|
| a. I feel happy at work   |                            |                          |                            |                      |                            |
| b. I feel worthwhile at work  |                            |                          |                            |                      |                            |
| c. My work is satisfying to me  |                            |                          |                            |                      |                            |
| d. I feel in control when dealing with difficult problems at work   |                            |                          |                            |                      |                            |
| e. My work is meaningful to me  |                            |                          |                            |                      |                            |
| f. I'm contributing professionally (e.g. patient care, teaching, research, and leadership) in the ways I value most |                            |                          |                            |                      |                            |

Table 7 To what degree have you experienced the following?

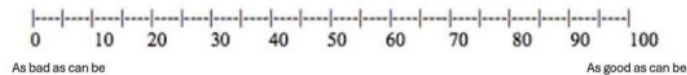
| During the past two weeks I have felt...                          | Not at all<br>Score=0 | Very little<br>Score=1 | Moderately<br>Score=2 | A lot<br>Score=3 | Extremely<br>Score=4 |
|---|-----------------------|------------------------|-----------------------|------------------|----------------------|
| a. A sense of dread when I think about work I have to do          |                       |                        |                       |                  |                      |
| b. Physically exhausted at work                                   |                       |                        |                       |                  |                      |
| c. Lacking in enthusiasm at work                                  |                       |                        |                       |                  |                      |
| d. Emotionally exhausted at work                                  |                       |                        |                       |                  |                      |
| During the past two weeks my job has contributed to me feeling... | Not at all<br>Score=0 | Very little<br>Score=1 | Moderately<br>Score=2 | A lot<br>Score=3 | Extremely<br>Score=4 |
| a. Less empathetic with my patients                               |                       |                        |                       |                  |                      |
| b. Less empathetic with my colleagues                             |                       |                        |                       |                  |                      |
| c. Less sensitive to others' feelings/emotions                    |                       |                        |                       |                  |                      |
| d. Less interested in talking with my patients                    |                       |                        |                       |                  |                      |
| e. Less connected with my patients                                |                       |                        |                       |                  |                      |
| f. Less connected with my colleagues                              |                       |                        |                       |                  |                      |

Table 8 Please indicate the most recent time you experienced each of the following things:

|   | In the last week<br>Score = 5 | In the last month<br>Score = 4 | In the last 3 months<br>Score = 3 | In the last year<br>Score = 2 | In my lifetime<br>Score = 1 | Never<br>Score = 0 |
|---|-------------------------------|--------------------------------|-----------------------------------|-------------------------------|-----------------------------|--------------------|
| I made a major medical error that could have resulted in patient harm |                               |                                |                                   |                               |                             |                    |
| I made a medical error that did result in patient harm                |                               |                                |                                   |                               |                             |                    |
| I ordered the wrong medication  |                               |                                |                                   |                               |                             |                    |
| I ordered the wrong lab test  |                               |                                |                                   |                               |                             |                    |

## The Quality of Life Scale (QOLS)

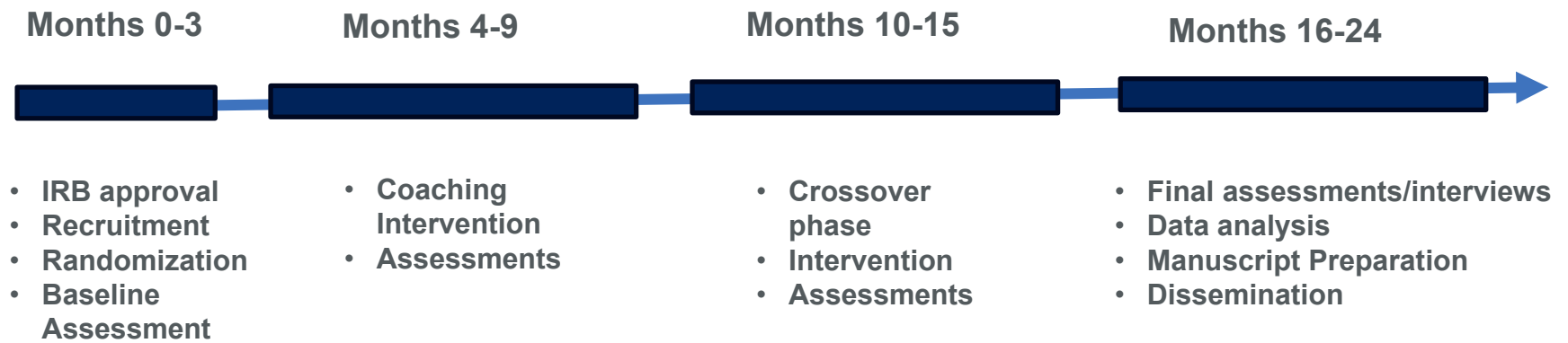
Please rate how you feel your life is.



# Outcome Measures and Data Collection

- **Primary** outcome:
  - Changes in well-being, burnout, quality of life as measured by validated survey assessments
- **Secondary** outcomes:
  - Resident self-efficacy scores, measured via trends in ACGME survey.
  - Procedural competency assessments, using ACGME milestone assessments
  - Resident and faculty satisfaction, assessed through structured surveys and qualitative interviews.
  - Assessment of professionalism from staff 360-degree evaluations

# Timeline



# Timeline



Months 0-3

Months 4-9

Months 10-15

Months 16-24

- IRB approval
- Recruitment
- Randomization
- Baseline Assessment

- Coaching Intervention
- Assessments

- Crossover phase Intervention
- Assessments

- Final assessments/interviews
- Data analysis
- Manuscript Preparation
- Dissemination

# Current Status

- **Trial is ongoing**
  - Initial Feedback very positive
  - Sessions occur after educational hour
- **UPMC Thrive and GME support pilot study**
- **UPMC Thrive expanded offering of coaching to all of GME**

# Thank you!

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