One day, when Roy Ziegelstein was an Osler intern, attending physician Dana Frank (Osler, 1980) placed a hand on his shoulder. Then he said something Ziegelstein has never forgotten: “You know, you’re going to hear a lot of people say you have it easier than we did when we were interns. But they’re wrong. You have it harder.”

Some 30 years later, Ziegelstein, vice dean for education at the school of medicine, says the same is true for residents today. “The threats are greater now,” he argues. “The amount of documentation required for every admission and discharge is huge. And the length of stay is much shorter than it was when I was a resident.”

Osler Residency Program Director Sanjay Desai couldn’t agree more. He says this heightened level of stress contributes to burnout—“the top challenge facing our residents.” Mirroring national statistics on burnout among M.D.s, roughly half of Johns Hopkins Hospital residents experience burnout symptoms, a 2016 safety culture survey found. These include emotional exhaustion, medical errors, diminished feelings of accomplishment and difficulty appreciating the humanity in their patients. Burnout also raises the risk for suicide, failed relationships and substance use disorder.

But thanks to targeted efforts by the program’s leadership, Desai says, “we’re learning more about the drivers of burnout and creating interventions we think will help.”

Though it’s too early to draw conclusions, he notes, anecdotally, “The experience for our trainees seems to be improving. We are deliberately keeping our trainees at the bedside more and providing time and space for reflection. These changes seem to be helping, based on our assessments.”

This could reflect a national trend. A 2017 study from Stanford University, the Mayo Clinic and the American Medical Association reported a modest decrease in physician burnout.

At Johns Hopkins, Desai notes that the Dean’s Joy in Medicine Task Force has also helped foster a more positive milieu for everyone—not just for the residents. In their 2017 report, leaders laid out strategies to promote work-life balance and collegiality, and reduce inefficiencies.

Little things appear to be making a difference, says Desai. Residents are tapping into a school of medicine-led resident wellness toolkit and financial

‘Staying Human’ in the New Era of Medicine

Latin for “equanimity,” aequanimitas means having an even mind, undisturbed by emotions or other factors. Sir William Osler, Johns Hopkins Hospital’s first physician-in-chief, championed such imperturbability under all circumstances.

Burnout remains a huge challenge for residents, but targeted interventions appear to be helping.
‘Staying Human’ in the New Era of Medicine

Dr. Roy Ziegelstein

TRICLUDING A WORK-LIFE BALANCE

Third-year resident Paul Scheel III (Janeway, 2016) grew up in a household where his father (Paul Scheel, Longcope, 1983, and Janet Scheel) would often reminisce about their medical training, in the era before duty hour regulations. The younger Scheel says he follows his parents’ advice: to learn as much as possible from each encounter by absorbing insights from colleagues and supervisors. He says his biggest hurdle is keeping up with all the responsibility and data. But he’s made more of an effort to leave promptly after his shift ends.

Scheel worked at Hopkins—among the attendings, your colleagues to handle.”

What’s a typical day on the job like? I really enjoy the fact that there’s no such thing as a typical day. On most days, I help clients tackle their most pressing issues. I coach my teams about potential solutions to these problems. I spend a lot of time learning about issues in health care delivery. Right now is an incredibly exciting time and requires lots of new capabilities for health systems. For example, as patients bear an increasing share of health care dollar, health-care outcomes are undergoing a retail revolution. Providers will need to develop a solution that meets expectations set by leading technology companies. It’s my job to interpret what they mean for health systems.

Do you think medical training covers the business side of medicine? No, not even close. Before long, physicians will be expected to understand and manage cost of care. If you’re a primary care provider, you’ll be managing the total cost of care for your patients. If you’re a specialist, driving real health care value—better outcomes at lower marginal cost—is likely to be a competitive differentiator.

Beyond the Dome

Rupal Malani, M.D., M.A., M.S., partner, Health Systems & Services Practice, McKinsey & Company, Cleveland

Rupal Malani (Oiler, Longcope, 2005) always knew she wanted to become a doctor. Born and raised in Chicago, she sat mesmerized as her immigrant parents—both M.D.s—shared stories about their experiences, in graphic detail. “They seemed happy and intellectually satisfied,” she recalls. People in Malani’s community would often tell her how grateful they were for her parents’ care.

A graduate of Wesleyan University, Malani later earned a medical degree from the Icahn School of Medicine at Mount Sinai, then went on to obtain a master of business administration from Columbia University’s Mailman School of Public Health. After completing her M.D., Malani matched with the Osler Medical Training Program at Johns Hopkins. Following her residency, she returned to Columbia for a master’s degree in mathematical biology.

Since 2009, Malani has been a partner in the health care practice at McKinsey & Company in Cleveland. She advises health care delivery organizations on strategic and operational topics.

Malani also serves on the board of the nonprofit Partnership for Families and the Osler advisory board. She’s among Osler alumni from across the country who share diverse insights to inform Osler program leadership. Malani and her husband, Amar Krishnaswany (Osler, 2003; ACS, 2005), a cardiologist, live in Cleveland with their 5-year-old twin daughters, Mia and Asha.

Do you recall a specific anecdote that left a lasting impression? Yes. In early July of our internship, one of my interns admitted a patient overnight, correctly diagnosed cellulitis and started a sulfa drug. The patient was already improving by morning rounds—but by all measures, a success. But during rounds, my co-intern was asked about the neuro history and exam, which he hadn’t done. I wouldn’t have either, given the patient’s chief complaint and diagnosis. But that wasn’t the point. Taking ownership of the patient meant completely understanding their history and the full physical exam—and then putting all the information together. That rigor was all around us at Hopkins—among the attendings, fellow residents, nurses, pharmacists and social workers. It was ingrained.

After a decade at McKinsey, do you feel a greater disconnect with your medical knowledge and business acumen? In terms of medical knowledge, a huge disconnect, yes. But the experience of health systems, a huge disconnect, yes. But the experience of
SAVE THE DATE

“The Past, Present and Future of Medical Education”
Osler Housestaff Reunion and Dinner

Friday, May 31, 2019
6 p.m. to 9 p.m.
Welch Medical Library
West Reading Room

Dinner hosted by:
Mark Anderson, M.D., Ph.D., director, Department of Medicine
Sanjay Desai, M.D., director, Osler Medical Training Program

Keynote Speaker:
Jenny Mladenovic, M.D., M.B.A., M.A.C.P.
Osler Housestaff Alumni
Osler Advisory Board Member

Learn more:
Carly Frank, associate director of development, at cfrank23@jhmi.edu or 410-550-4098

Stay connected: Visit oslerconnection.jhmi.edu.

These students matched to begin Osler medical training in July:

Amir Ameri
Harvard University

Basil Bakir
University of Pennsylvania

Mary Boulanger
University of Kentucky

Thomas Boyle
University of Miami

Max Brodsky
Drexel University

Jacob Burns
University of Oklahoma

Michael Chilazi
University of Arizona

Chloe Drennen
University of Maryland

Margueritta El Asmar
American University of Beirut

Lea Fayad
American University of Beirut

David Feldman
University of Miami

Elizabeth Feldman
Temple University

Andrew Gagel
UT Health Houston

Michael Goetsch
University of Alabama

Rachel Goldberg
Washington University

Merve Gurakar
Virginia Commonwealth University

Zoey Harris
University of Arizona

Kathleen Hiltz
Vanderbilt University

Merna Hussien
Cornell University

Timothy Kanicky
St. Louis University

Michael Kozik
University of South Carolina

Margaret Krasne
Harvard University

Adrian Latifi
University of Connecticut

Brandon Law
Harvard University

Lucy Li
Washington University

Jessica Lin
Baylor University

Timothy Lin
Baylor University

Nicholas Mai
Johns Hopkins

Patrick McGillivray
Yale University

Emily Molina
Texas A&M

Aishat Mustapha
Case Western Reserve University

Mari Nakazawa
University of Kentucky

Alexander Nesmith
University of Alabama

Joan Park
Albert Einstein

Daniel Peters
University of South Carolina

Resham Rahat
University of Mississippi

Michael Randall
University of Pennsylvania

Divya Rayapati
Johns Hopkins

Natalie Rosen
Jefferson University

Lindsay Sheets
Yale University

Ryan Wallace
University of Alabama

Richard White
University of Pennsylvania

Admasu Wondmagegn
University of Illinois