Figure 1. Typical Steps in an Organization's Journey Toward Expertise in Physician Well-being

1	Transformative				Physician well-being influences key operational Shared accountability for well-being among org Chief well-being officer on executive leadership Endowed program in physician well-being creat that guides other organizations Strategic investment to promote physician well- Culture of wellness	anizational leaders team es new knowledge
	Major			Physician well-being considered ir Funded program on physician well Measures and reduces clerical bur Training for leaders in participator System-level interventions with re	l-being with internal focus den ry management	
Impact	Moderate Minor	Understands business case to promote physician well-being Practice redesign based on driver dimensions Coaching resources for physicians to support career, work-life integration, self-care Regularly measures burnout/well-being to monitor trends Physicians given greater voice in decisions Designs work unit-level interventions but does not objectively assess efficacy Creates opportunity for community building among physicians				
		Understands driver dimensions Peer support program Cross-sectional survey assessing physician well-being Identifies struggling units Physician well-being considered when organizational decisions implemented				
		Aware of the issue Wellness committee Individual focused interventions such a -Mindfulness training -Resources for exercise/nutrition	5			
		Novice	Beginner	Competent	Proficient	Expert
Stage						

 $^{^{\}rm a}$ Finances, turnover, safety/quality, patient satisfaction.

 $^{^{\}rm b}$ Strategy, priorities, resource allocation, new initiatives.