

Practising Well: Your Community of Practice

October 27, 2021

Panelists:

Dr. Stephanie Klein
Dr. Liz Muggah
Dr. Caitlin Schwartz

With Dr. Melissa Holowaty, Dr. Javed Alloo
and Dr. Peter Selby



Burnout & Balance

on the journey to Physician Wellness



Ontario College of
Family Physicians

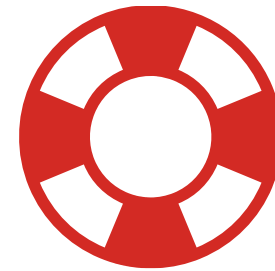
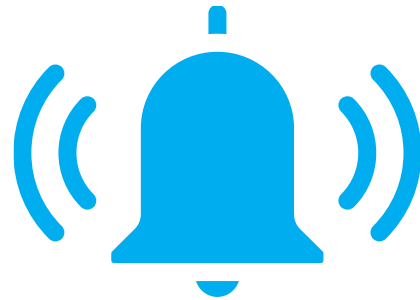
**Practising
Well**
Teaching.
Learning.
Connecting.



Family & Community Medicine
UNIVERSITY OF TORONTO

Burnout & Balance

on the journey to Physician Wellness



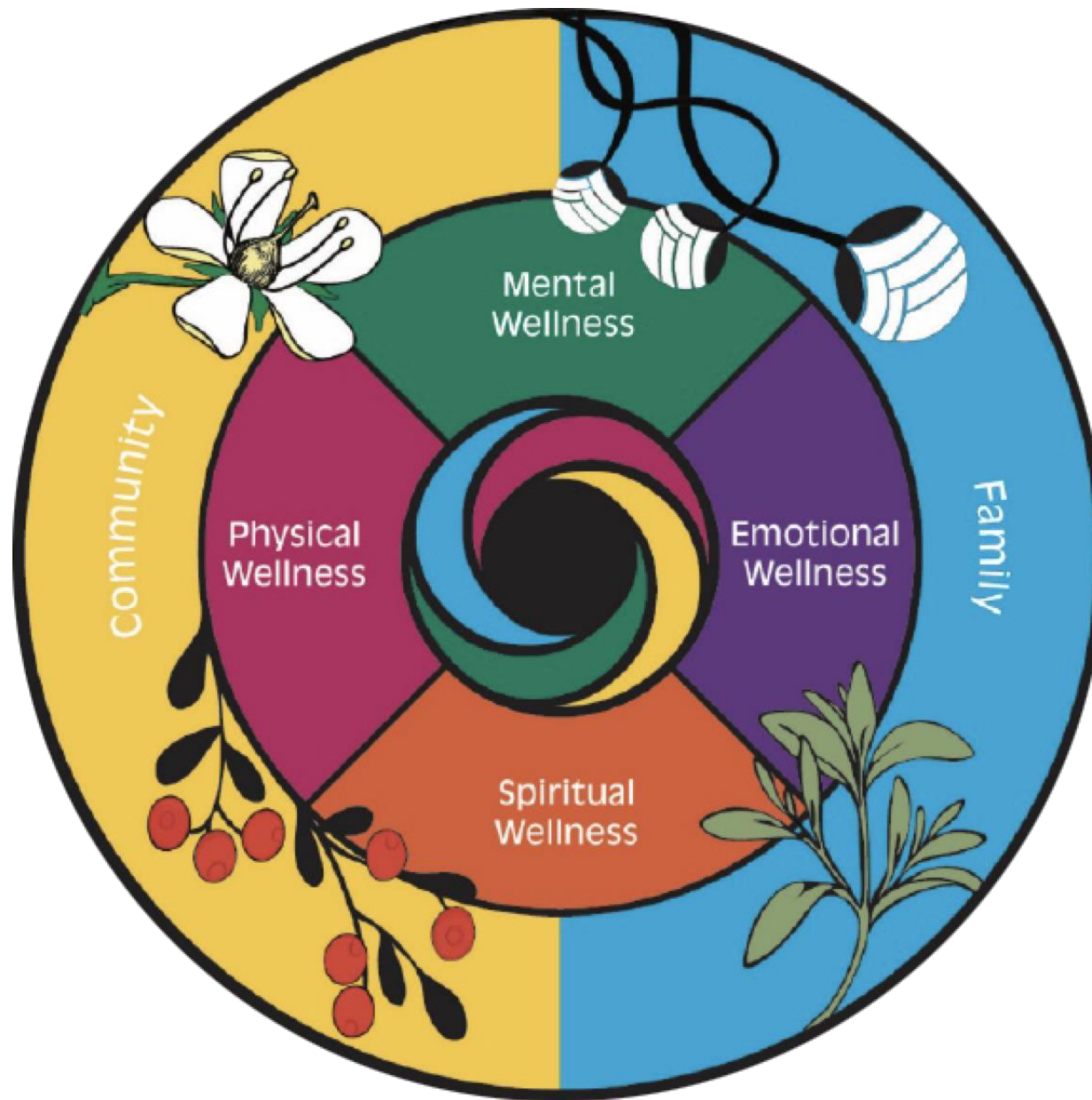


We acknowledge that the lands on which we are hosting this meeting include the traditional territories of many nations.

The OCFP and DFCM recognize that the many injustices experienced by the Indigenous Peoples of what we now call Canada continue to affect their health and well-being. Even today, as we meet in this virtual space for reasons of improving wellness, many Indigenous communities face barriers of access to the internet and the opportunities it brings.

The OCFP and DFCM respect that Indigenous people have rich cultural and traditional practices that have been known to improve health outcomes.

I invite all of us to stay mindful and reflect on this from the territories where you sit or stand today, as we commit ourselves to gaining knowledge, forging a new, culturally safe relationship, and contributing to reconciliation.



Medicine Wheel

First Nations, Inuit and
Metis Wellness ECHO
at CAMH

Your Panelists: Disclosures



Dr. Caitlin Schwartz

Relationships with financial sponsors (including honoraria):

- Canadian Women in Medicine Organization/CWIM Inc.
- University of Ottawa Department of Family Medicine
- Ontario College of Family Physicians – Practising Well Community of Practice speaker



Dr. Stephanie Klein

Relationships with financial sponsors (including honoraria):

- Ontario College of Family Physicians – Practising Well Community of Practice speaker



Dr. Liz Muggah

Relationship with financial sponsors (including honoraria):

- President, Ontario College of Family Physicians
- Ontario College of Family Physicians – Practising Well Community of Practice speaker

Disclosures

Moderator Disclosures: **Dr. Javed Alloo** @javedaloo

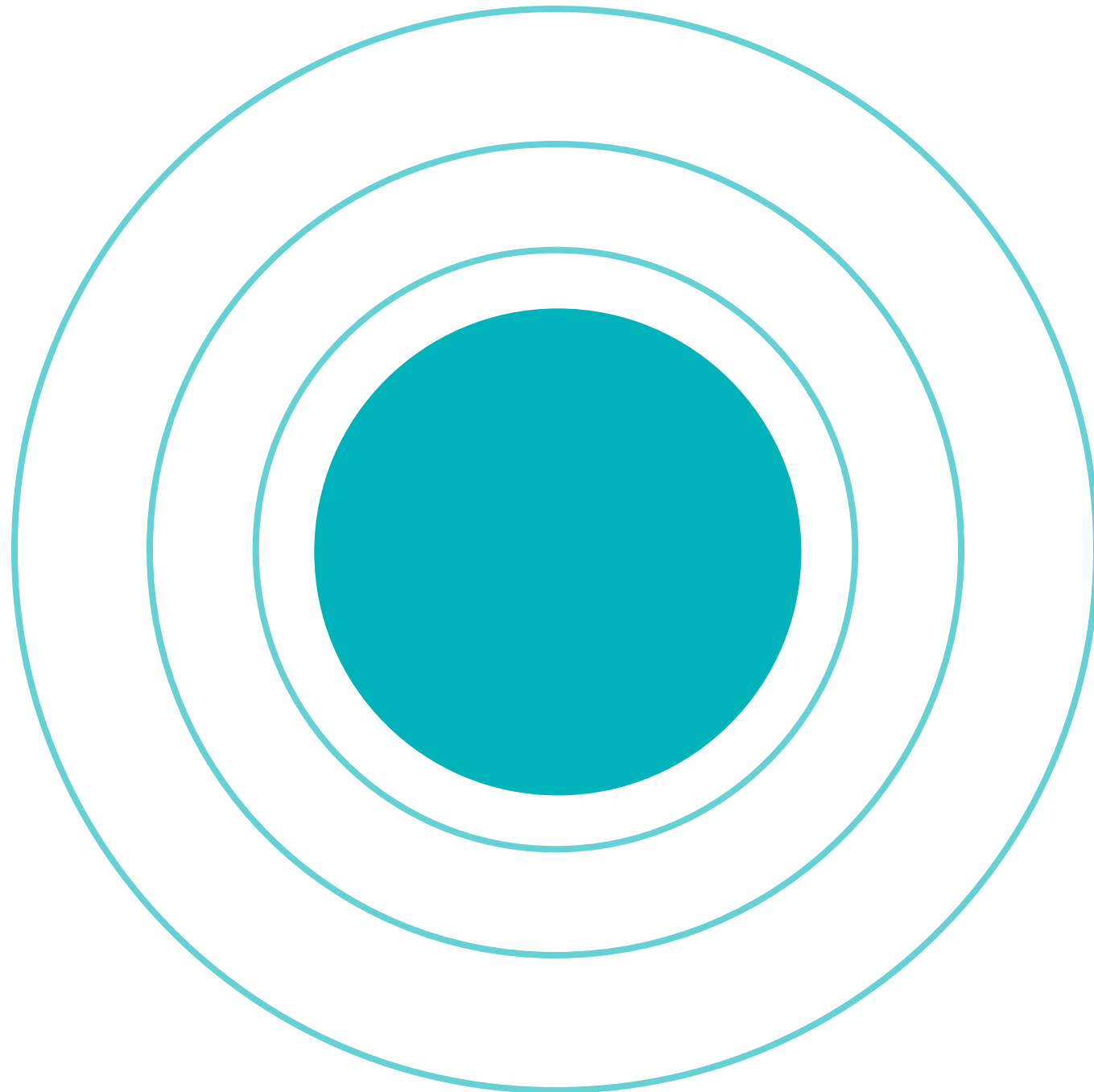
- Relationships with financial sponsors (including honoraria): College of Family Physicians of Canada, Centre for Effective Practice, Ontario Medical Association, Section on General and Family Practice, Centre for Addiction and Mental Health, Trillium Hospitals, Memotext, Ontario College of Family Physicians – Practising Well SPC
- Grants/Research Support: Canadian Institute of Health Research, U of T
- Speakers Bureau/Honoraria: Novo Nordisk Canada, Boehringer Ingelheim, Lupin, Astra Zeneca, Roche, Novopharm, Eli Lilly

Name: **Dr. Melissa Holowaty** @MnHolowaty

- Relationships with financial sponsors (including honoraria): Ontario Medical Association - Board Director, VP HPE Medical Society, Society of Rural Physicians of Canada – Board Member (ended May 2020), College of Family Physicians of Canada – Chair, MIG on Addiction Medicine, ECHO Liver – Advisory Board Member, META:PHI – Advisory Board Member, Ontario College of Family Physicians – CMNs (ended 2019) and Practising Well SPC
- Grants/Research Support: Canadian Institute of Health Research (2019)
- Speakers Bureau/Honoraria: Allergan – Botox Injection Instruction (2019)

Name: **Dr. Peter Selby** @drpselby

- Relationships with financial sponsors (including honoraria): York Region, CAMH, ECHO, ASAM, FAME, Local CHC, Veteran's Affairs Canada
- Advisory Board/Speaker's Bureau: Canadian Centre on Substance Use and Addiction, CCO, ECHO Ontario, MOHLTC, CAMH – Medical Advisory Committee, Dalla Lana (U of T) – Youth Vaping Cessation
- Other: Pfizer Inc., Johnson & Johnson, Novartis



Burnout & Balance

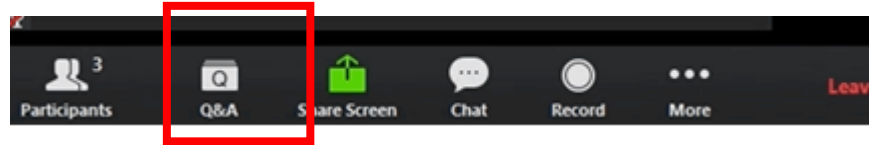
You raised important questions we'll try work through together today:

- How do you stay motivated to succeed in a pandemic?
- How do you not let system inefficiencies affect your well being?
- How to support a colleague who is feeling burnt out?
- What can we do for our colleagues or trainees without suggesting they just engage in self-care/yoga?
- How do you make time for complex patients in busy practice?

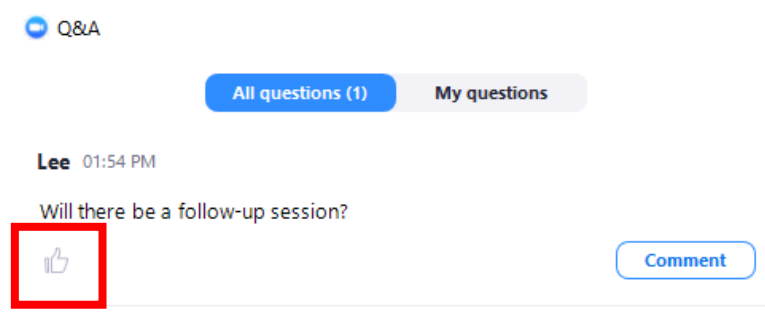
And other questions you add in the Q&A box...



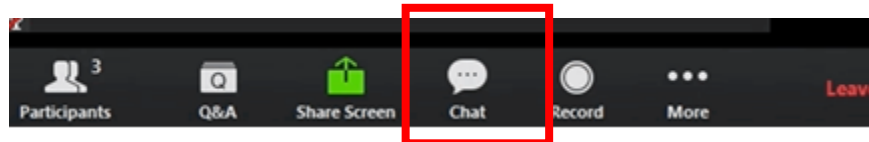
How to Participate



Use the Q&A window to ask questions to the panelists; some questions will be answered verbally and some answers will be written directly in the Q&A window.



Click "thumbs up" to up-vote questions you see on the list, to make sure they're answered



Use the chat to share reflections or resources.

Please introduce yourself in the chat!



Ontario College of
Family Physicians

**Practising
Well**

Teaching.
Learning.
Connecting.



Family & Community Medicine
UNIVERSITY OF TORONTO



@OntarioCollege

#PractisingWell

**Wednesday,
October 27**

Burnout & Balance
On the journey to Physician Wellness



Drs. Caitlin Schwartz, Stephanie Klein, Liz Muggah

**Wednesday,
November 10**

**Getting off the Path
to Burnout**

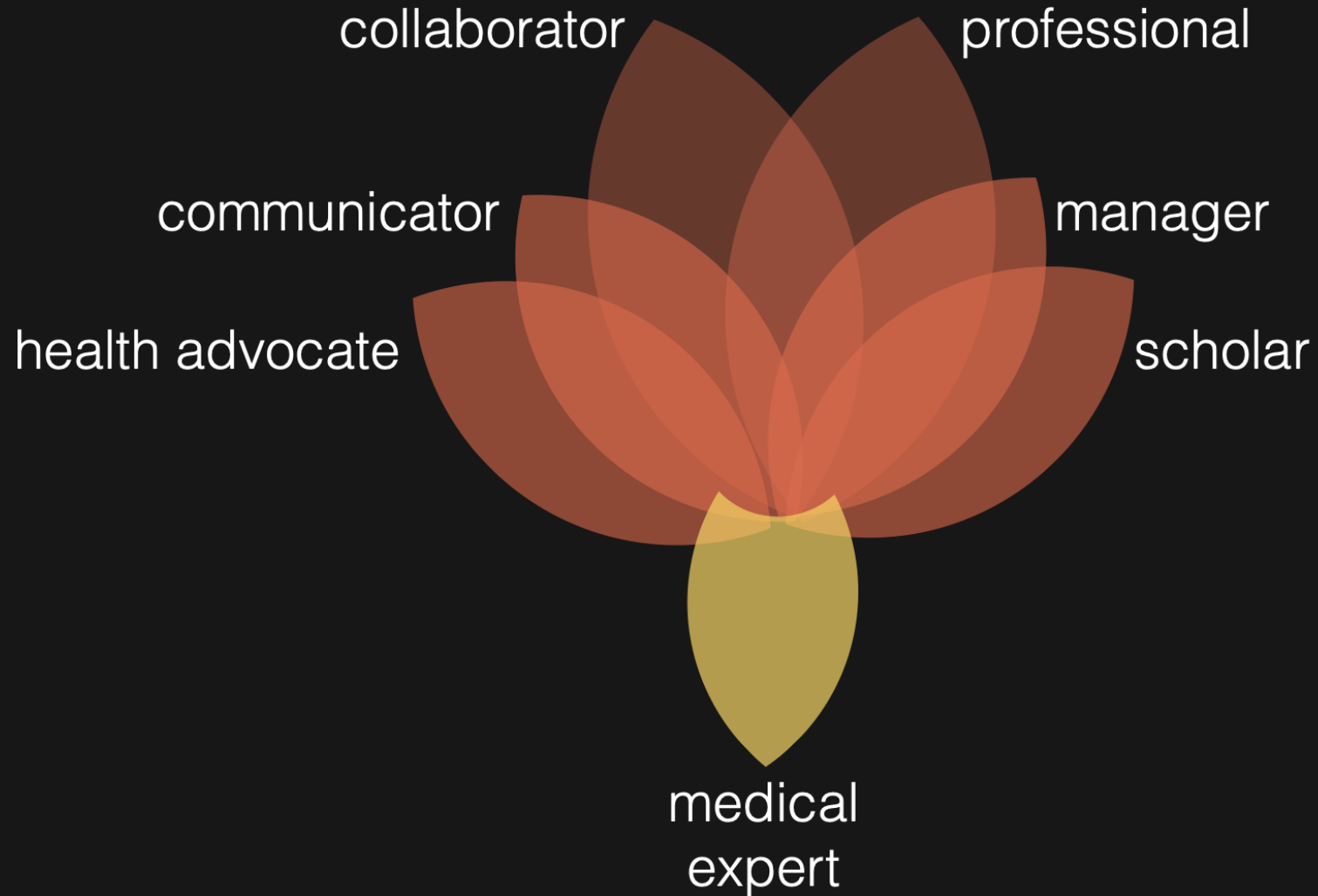


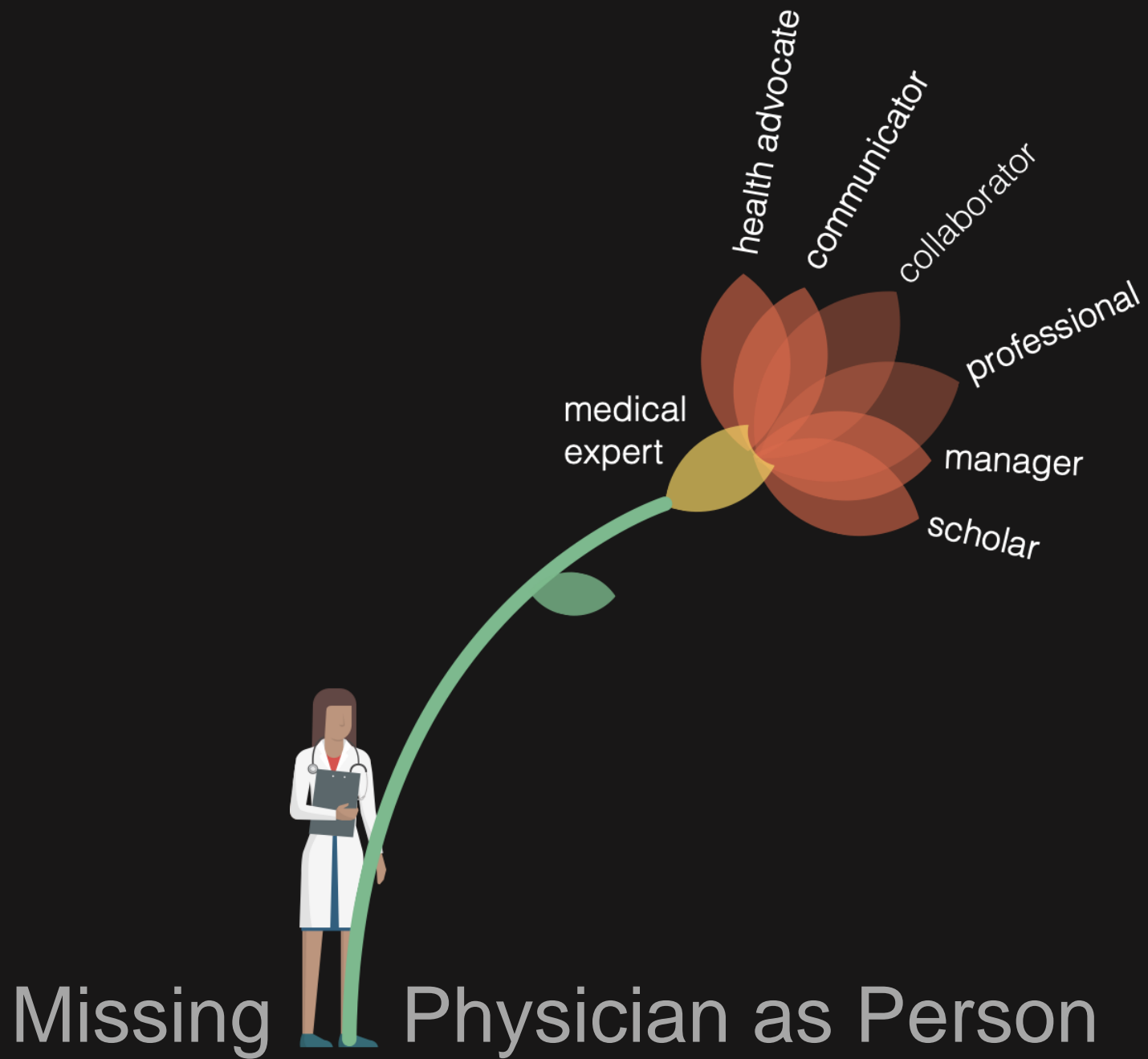
Dr. Marcia Kostenuik
Creator of Psychological First
Aid Tools for COVID-19

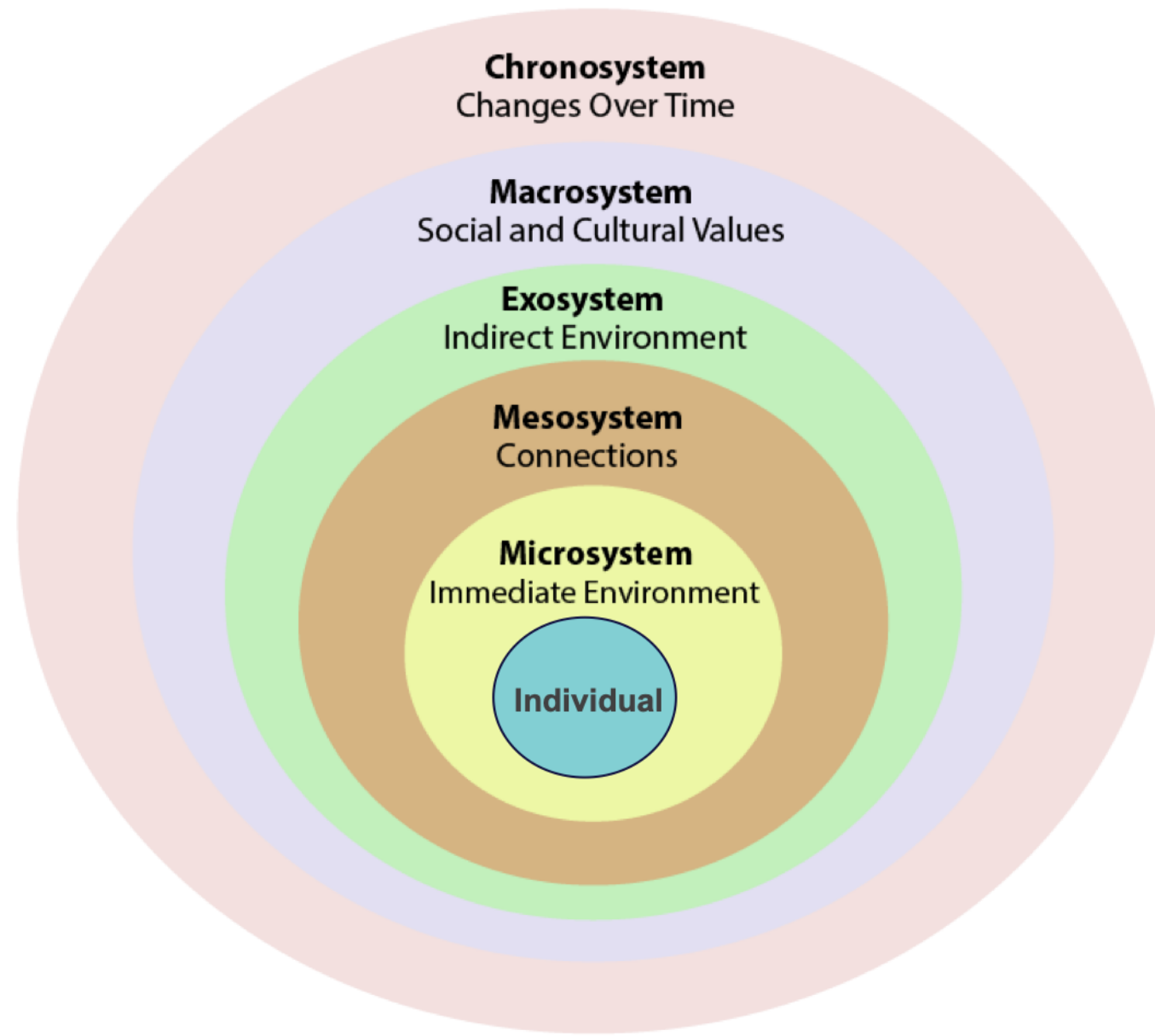


Quadruple Aim
Institute for Healthcare
Improvement (IHI)

CanMEDS roles

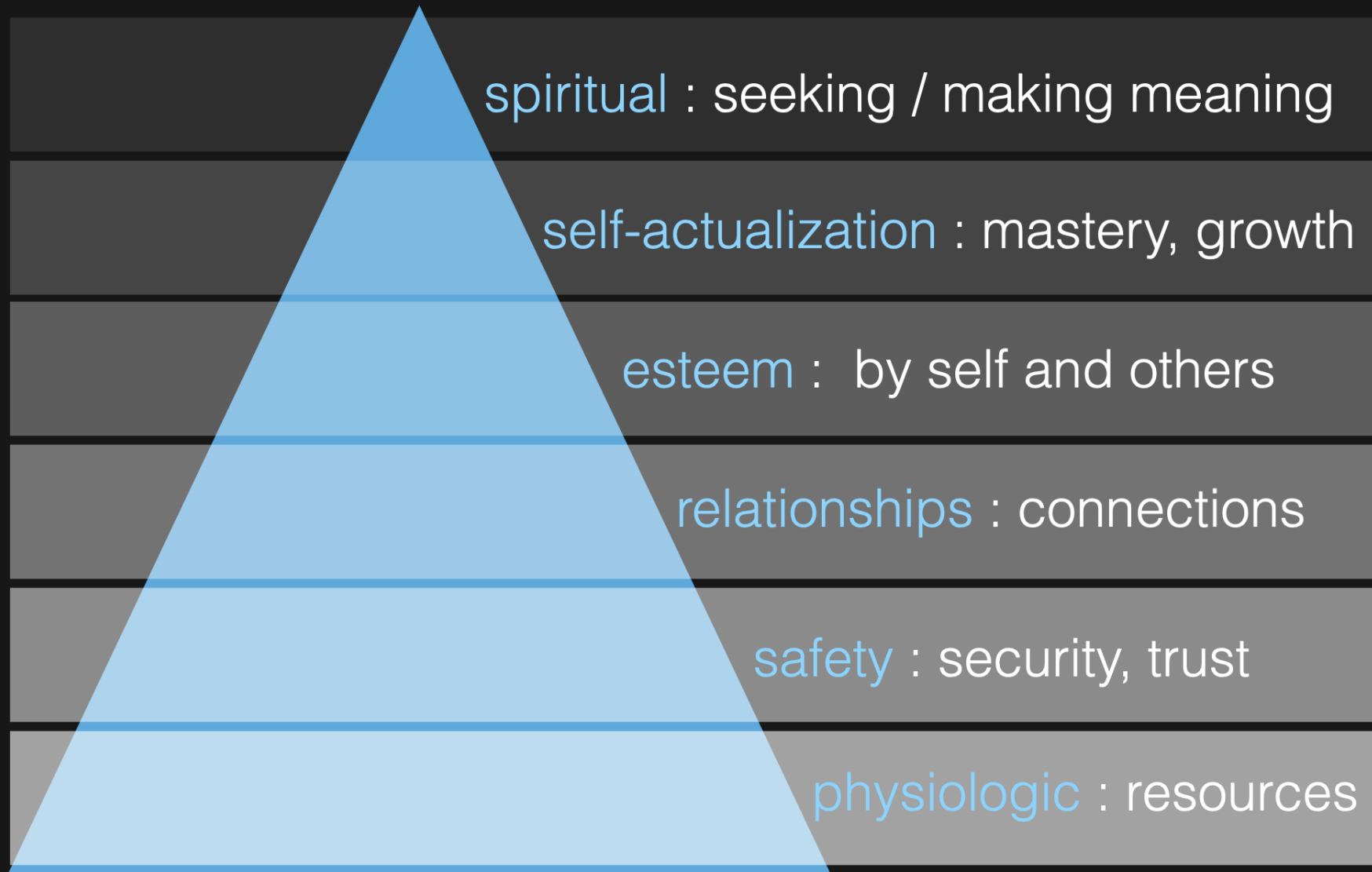






**Ecological Systems
Perspective of Health**

Bronfenbrenner et al.



Maslow's hierarchy of needs



Burnout & Balance

Your Panelists:



Dr. Caitlin Schwarts
Canadian Women in Medicine
University of Ottawa
[@caitschwartzmd](#)



Dr. Stephanie Klein
North York General Hospital
North York FHT
U of T DFCM
[@Stephklein1010](#)



Dr. Liz Muggah
OCFP President
[@OCFP_President](#)
[@ElizabethMuggah](#)



EXPECTATIONS FOR 3RD YEAR

FIRST DAY

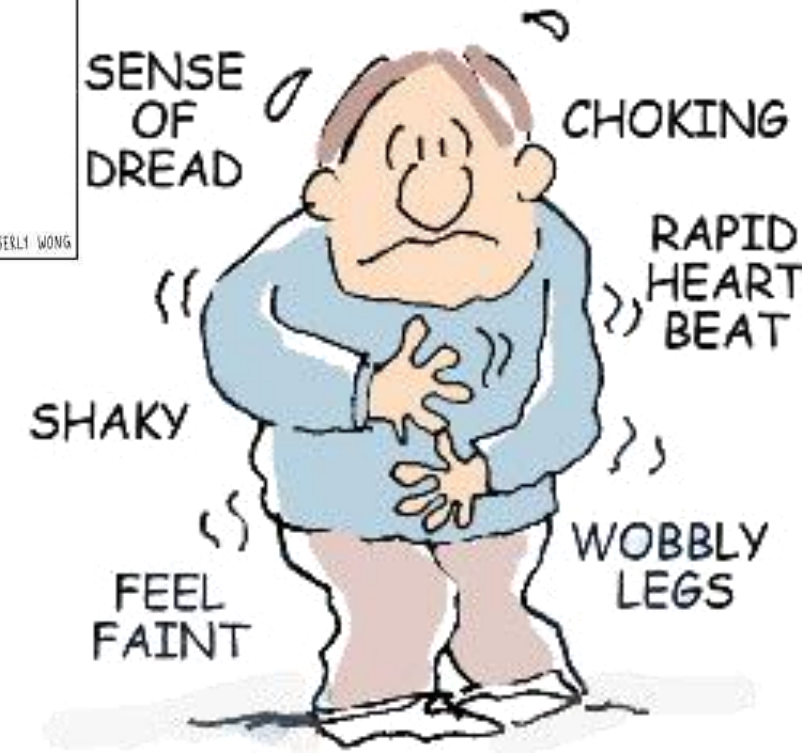


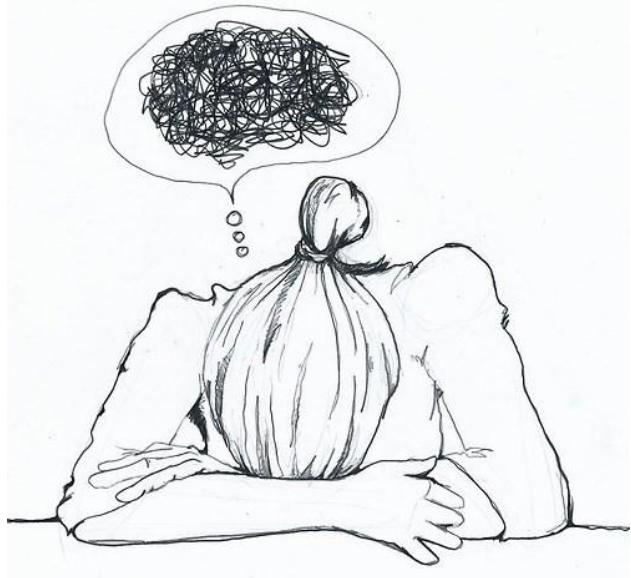
END OF FIRST DAY
~~LAST DAY~~



MEDSCHOOL SKETCHES.TUMBLR.COM

2012 © KIMBERLY WONG





Judgement
Fear of failure
Lost friendships
Career decisions
Not knowing
Isolation
Worrying
Expectations
Self doubt
Second guessing
Evaluations
Automatic negative thoughts
Ambiguity
Electives
Uncertainty
Lack of control
Comparison
Illness anxiety
Mistakes
Examinations
Reference letters



HOME

ABOUT PHP

LINKS

CONTACT US

SEARCH:

E EDUCATION
SERVICES



Educational Presentations

The Five Fundamentals of Civility for Physicians

The Basics series



Need Help Now



Who We Serve



Monitors & Labsites



Guides & Articles



Crucial Conversation®



Wellness Centre

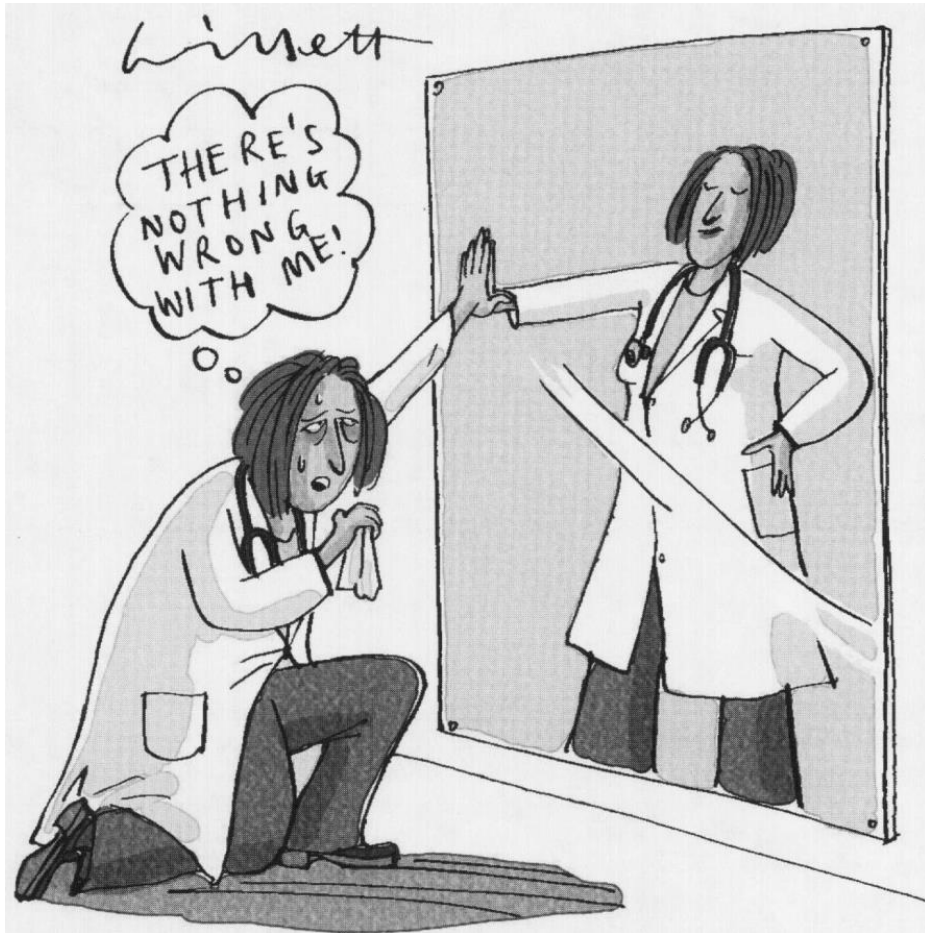


Events & Newsletters



ePhysicianHealth

Ontario data



- OMA Survey of physicians, residents and medical students (March 2020 and March 2021)
- Compare data on impact of burnout pre-pandemic to pandemic
 - 72.9% experienced some level of burnout in 2021, increased from 66% the prior year
 - 34.6% reported feeling completely burned out in 2021, increased from 29% the prior year
- Physicians faced significant burnout pre-pandemic, and the pandemic exacerbated them

<https://www.oma.org/uploadedfiles/oma/media/pagetree/advocacy/health-policy-recommendations/burnout-paper.pdf>



Contributing factors

- **WORK**

- Feeling “stuck” on patient interactions or cases
- Taking emotional cases home
- Vicarious trauma
- Too many responsibilities
- Lack of recognition
- Demanding expectations
- High pressure



- **LIFESTYLE**

- Long hours
- Student debt
- Lack of vacation
- Lack of sleep
- Poor nutrition
- Lack of time for social interaction and hobbies
- Self-sacrifice

- **INDIVIDUAL**

- Feelings of inadequacy
- Perfectionism
- Compassion fatigue

OMA Burnout Task Force Top 5 System-Level Solutions to Physician Burnout

1



Streamline and reduce required documentation and administrative work.

- Assess laws, regulations, policies, standards and documentation requirements collaboratively, regularly and systematically to evaluate the burden, complexity, redundancy and value to patient care of administrative requirements.
- Use medical scribes, particularly in relation to electronic documentation requirements.
- Explore technological innovations to reduce and simplify administrative demands, including billing administration.

2



Ensure fair and equitable compensation for all work done.

- Fairly compensate documentation and administrative work where it cannot be streamlined and reduced.
- Make remuneration equitable, particularly in light of the identified gender pay gap in medicine in Ontario.

3



Increase work-life balance by making organizational policy changes.

- Normalize flexible work arrangements for physicians who seek them, including options for part-time work, job-sharing, float pools and modified schedules.
- Enhance supports for medical student and resident work-life balance.
- Explore innovative strategies to enable work-life balance, such as time banking.

4



Promote the seamless integration of digital health tools into physicians' workflows.

- Implement interoperability standards so physicians can access patient records seamlessly and share patient health information among care providers.
- Involve physicians as key partners from the start in the procurement, design, implementation and ongoing optimization of digital health tools to ensure usability.
- Provide physicians with comprehensive and ongoing training on using digital health tools, beginning in medical school.
- Provide physicians with easily accessible and ongoing technical support.

5



Provide institutional supports for physician wellness.

- Support and promote a workplace culture that prioritizes and promotes physician wellness.
- Regularly evaluate levels of physician burnout within organizations using validated tools to understand burnout levels and implement necessary changes.
- Co-ordinate and implement proven individual-level interventions for physicians.

COMPLEX ISSUE – COMPLEX RESPONSE



©Stanford Medicine 2016

INDIVIDUAL

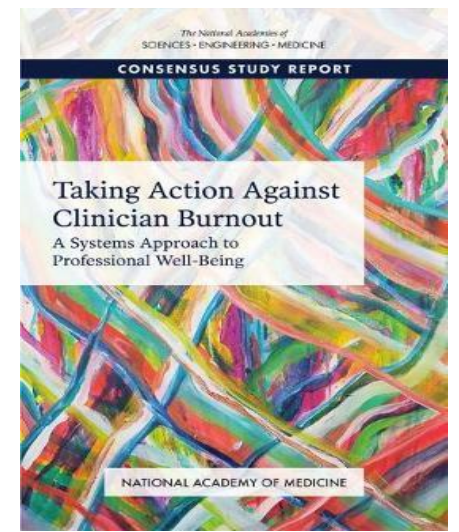
Focus traditionally has been here

CULTURE

ORGANIZATION

Efficiency of Practice

- 300+ messages/week **6x** burnout than <150 messages
- More than 3 hours/day of “pyjama time” **13x** burnout vs < 30 minutes/day





Hear Me

Listen to and act on expert perspective and frontline experience. Understand and address concerns to the extent that the organizations and leaders are able.

Protect Me

Reduce the risk of health care professionals acquiring the infection and/or being a portal of transmission to family members.

Prepare Me

Provide the training and support that allows provision of high-quality care to patients.

Support Me

Provide support that acknowledges human limitations in a time of extreme work hours, uncertainty, and intense exposure to critically ill patients.

Care for Me

Provide holistic support for the individual and their family should they need to be quarantined.

ORGANIZATIONAL INTERVENTIONS

Wellness “pyramid”

Formal mental health supports, having a family doctor, linking to OMA PHP

1:1 peer support, psychological first aid courses, Leadership Coaching

Strong communications, group activities, family support, online groups

Childcare support, Harassment Policy, PPE



Fukuti et al Epub J 2020 How Institutions Can Protect the Mental Health and Psychosocial Well-Being of Their Healthcare Workers in the Current COVID-19 Pandemic

Peer Support

- Empathic listening
 - not problem solving
- Needs to be intentional
- Many models – all work
- Foundation is psychological first aid

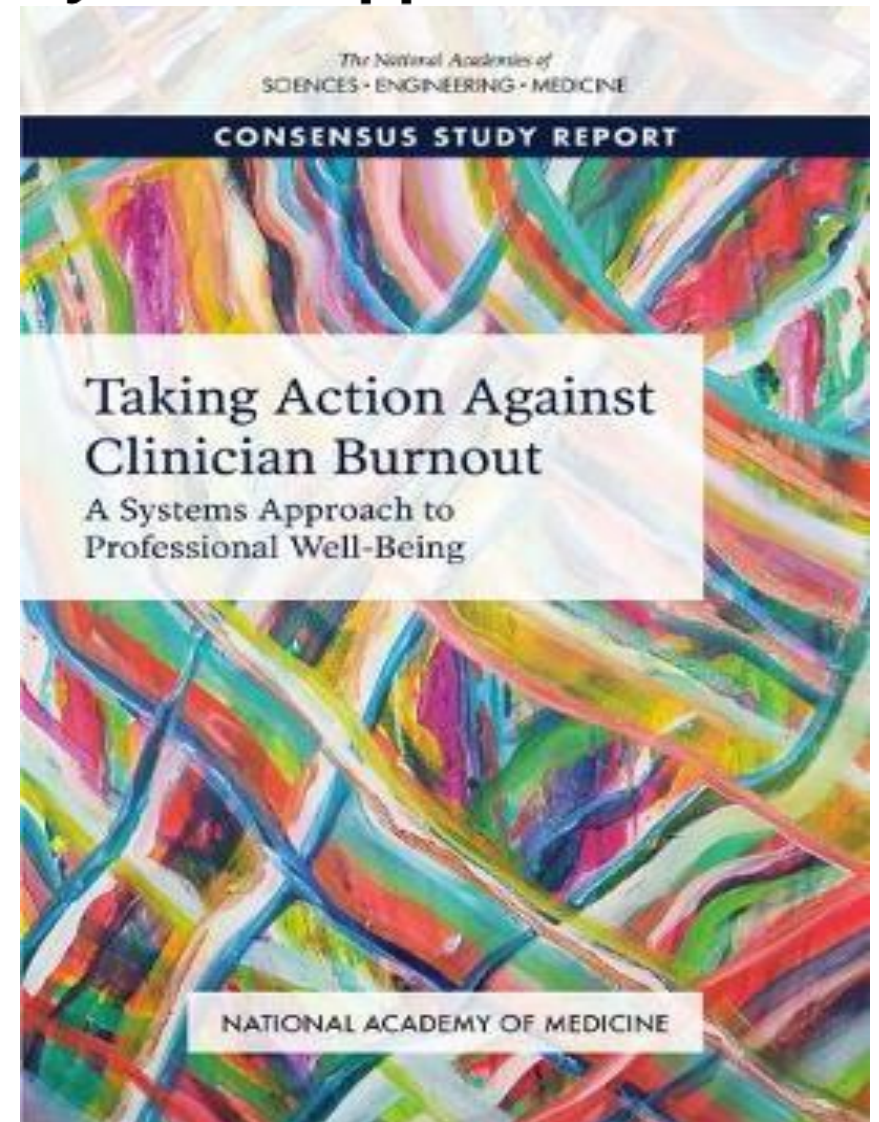


Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being

A Consensus Study from the National Academy of Medicine

Six domains for intervention:

1. Commitment
2. Assessment
3. Leadership
4. Policies (& reassess old ones)
5. Efficiency of Practice
6. Support



Ask: what is one thing our organization can do?

-quotes from survey of MDs, 2021

Improve communications between physicians and nurses

Better access to diagnostic imaging...

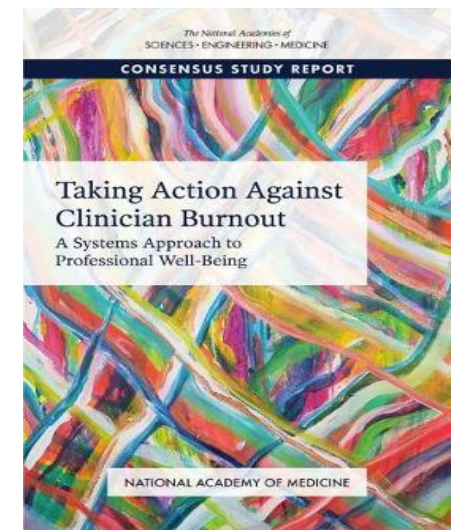
Transparent distribution of patients across team members each day

Listen to me when I make suggestions

Decrease call requirements and allocate resources fairly

Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being

A Consensus Study from the National Academy of Medicine



- **Reduce job demands:**
 - GROSS: “Get Rid of Stupid Stuff”
 - reduce messages (delegate them)
 - move towards verbal orders
 - reduce morning/evening meetings
- **Improve workflows:**
 - increase team based care with “in-room” supports
- **Support**
 - buddy system
 - peer coaching
 - team activities

Top 5 things an organization can do for Wellness (From uOttawa Faculty of Medicine Wellness Leaders)

1. Communicate, communicate, communicate
2. Identify a Wellness Lead for your program or department or clinic
3. Acknowledge the problem – start talking about, measure wellness outcomes
4. Develop Peer supports – 1:1, small groups, daily “check-ins”, create space spaces to talk
5. Promote a compassionate and healthy workplace - advocate for self-care, offer psychological first aid training, plan for people being away, support foundational needs (sleep/food/housing/PPE/testing)

Links to resources shared today will be sent to participants following the session.

Resources

Tools



Resources : Tools

Burnout questionnaires

- American Association of Family Physicians Survey:
<https://www.surveymonkey.com/r/WHPQWTJ>
- Copenhagen Burnout Inventory: <https://nfa.dk/-/media/NFA/Vaerktojer/Spoergeskemaer/CBI/CBI-scales.ashx?la=da>
- Maslach Burnout Inventory for Human Health Services (gated): <https://www.mindgarden.com/314-mbi-human-services-survey>

Physician Burnout Quiz

Is someone in your physician family suffering the symptoms of burnout? This quiz may help to provide some guidance. Physicians may fill out this quiz themselves or physician family members may answer the questions based on knowledge and observation of the physician.

It is not uncommon for a busy physician to “miss” or even deny the signs of burnout, while a physician family member may be more aware of warning signs than the physician. This quiz is designed to increase awareness by physicians and their families that professional intervention or additional self-care may be warranted.

Copenhagen Burnout Inventory - CBI



Here you can download the Copenhagen Burnout Inventory - CBI questionnaire.

[Copenhagen Burnout Inventory. Scales used in the PUMA study](#)

Resources : Tools

Ontario College of Family Physicians

- Physician Wellness Resources:
<https://www.ontariofamilyphysicians.ca/tools-resources/covid-19-resources/community-supports-special-populations/ocfp-mh-physician-resources.pdf>
- Patient Resources: Mental Health and Addictions:
<https://www.ontariofamilyphysicians.ca/tools-resources/covid-19-resources/community-supports-special-populations/ocfp-mh-patient-resources.pdf>

The image shows two screenshots of resource pages from the Ontario College of Family Physicians website. The left page is titled "Patient Resources: Mental Health and Addictions" and lists various crisis and counseling services. The right page is titled "Physician Wellness Resources" and lists support for physicians, including one-on-one support, drop-in groups, and general wellness resources.

Patient Resources: Mental Health and Addictions

- ▶ **CRISIS SUPPORT (24/7)**
 - Call 911 or go to the nearest hospital if you are in need of urgent service
 - **ConnexOntario** – helpline for drug and alcohol, mental health and gambling problems: connexontario.ca/en-ca/user-service
 - **Crisis Text Line** – support for young people in crisis: 3106868686.ca | Text HOME to 686868
 - **Seniors Safety Line** – for seniors who have experienced any type of abuse or neglect: 1-866-999-1011 | 68205.ca
 - **Kids Help Phone** – for people younger than 20 years: kids helpline.ca | 1-866-668-6868
 - **Gerstein Crisis Centre (Toronto)** – for adults 16 and older dealing with mental health and/or substance use issues: gersteincenter.org | 416-949-5100
 - **Hope for Wellness** – mental health counselling and crisis intervention for all Indigenous people: hopeforwellness.ca | 1-855-242-3390
 - **Good2Talk** – helpline for Ontario postsecondary students: 1-866-915-5454 | Text GOOD2TALKON to 696969 | good2talk.ca
 - **Assaulted Women's Helpline** – support for women in Ontario who have experienced any form of abuse: awhl.org | 1-866-867-0591 | Text 4SAFE (97233)
- ▶ **FREE ONE-ON-ONE COUNSELLING**
 - **Wellness Together Canada** – 24/7 counselling supported by the Canadian government: ca.portal.gp
 - **Reason Digital** – internet based Cognitive Behavioural Therapy for Ontario residents: info.mindreaction.com
 - **Abiliiti CBT** – Cognitive Behavioural Therapy for Ontario residents, run by Morneau Shepell: ontario.abiliiti.com/home
 - **BounceBack** – videos, telephone coaching and workbooks for ages 15 and older: bouncebackontario.ca
- ▶ **PEER-TO-PEER SUPPORTS**
 - **Togetherall** – digital mental health support for ages 16 and up: togetherall.com
 - **Talk4healing** – culturally grounded, confidential helpline for Indigenous women: talk4healing.com | 1-855-354-HEAL (4243)
 - **Ontario Caregiver Helpline** – information and support for caregivers in Ontario: 1-833-410-3273 | Live chat available at OSACAREGIVERSGA
 - **LBQY YouthLine** – peer support for queer, trans, two-spirit youth (29 years and under) in Ontario: Text 647-694-4273 | Chat online at youthline.ca

Access this list online at: ontariofamilyphysicians.ca/mha page 1

Physician Wellness Resources

- ▶ **ONE-ON-ONE SUPPORT FOR PHYSICIANS**
 - **Ontario Medical Association (OMA)** – 24/7 Confidential 6x Support, including weekly group chat sessions, and wellness resources for physicians, residents and medical students and supportive services for their families as part of the Physician Health Program – confidential line 1-800-851-6606 or email phd@oma.org | oma.ca/supportline/ontario
 - **Canadian Psychological Association (CPA)** – Psychologists on the list will respond within 24 hours to requests from healthcare workers and provide services at no charge – cpa.ca/oma-virtual-psychservices@ontario
 - **PARD** – Professional Association of Residents of Ontario – 24-hour Helpline available to residents, their partners and family members, as well as medical students – 1-866-HELP-DOC (1-866-435-7362) – mypard.ca/helpline
- ▶ **DROP-IN GROUP AND PEER SUPPORT**
 - **Dr. Mamta Gautam** – Canadian physicians are welcome to join Dr. Gautam's free videoconference (call every day at 4:00 p.m. EST for one hour. The virtual environment is being secured by Dr. Gautam, so she will confirm that all participants are physicians in advance through email verification – Zoom Invitations via Twitter – twitter.com/PCFAM/219461712424968832425952
 - **ECHO Coping with COVID** – Ontario virtual educational sessions for healthcare providers and health professionals to share and learn about ways to build resilience and overall wellness through didactic lectures and case-based discussions – canh.echoontario.ca/en/echo-coping-with-covid
 - **Pause for Providers** – Online 30-minute drop-in mindfulness sessions for healthcare providers facilitated by Ontario psychiatrists and psychologists – pausetheproviders.com
- ▶ **GENERAL RESOURCES FOR PHYSICIAN WELLNESS AND RESILIENCE**
 - **Canadian Medical Association (CMA)** Physician Wellness Hub – Resources for physicians on mental health and coping and links to 24/7 crisis support – cma.ca/physician-wellness-hub
 - **Ontario Medical Association (OMA)** Physician Health Program – Wellness resources for physicians, residents and medical students and supportive services for their families – phd.oma.org

Access this list online and resources for your patients at: ontariofamilyphysicians.ca/mha page 1

Resources : Tools

Ontario Medical Association – Top Five System-Level Solutions to Physician Burnout

- News Release: <https://www.oma.org/newsroom/news/2021/aug/ontarios-doctors-report-increased-burnout-propose-five-solutions>
- Executive Summary: <https://www.oma.org/uploadedfiles/oma/media/pagetree/advocacy/health-policy-recommendations/burnout-paper-executive-summary.pdf>
- Infographic: <https://www.oma.org/uploadedfiles/oma/media/pagetree/advocacy/health-policy-recommendations/burnout-paper-infographic.pdf>
- Recommendations: <https://www.oma.org/uploadedfiles/oma/media/pagetree/advocacy/health-policy-recommendations/burnout-paper.pdf>

OMA Burnout Task Force Top 5 System-Level Solutions to Physician Burnout

1 Streamline and reduce required documentation and administrative work.

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- Explore innovative strategies to enable work-life balance, such as time banking.

Resources : Tools

- Physician Well-being 2.0: Where Are We and Where are We Going:

[https://www.mayoclinicproceedings.org/article/S0025-6196\(21\)00480-8/fulltext](https://www.mayoclinicproceedings.org/article/S0025-6196(21)00480-8/fulltext)

- Canadian Women in Medicine:

<https://www.canadianwomeninmedicine.com/>



The screenshot shows the top portion of a Mayo Clinic Proceedings article page. At the top left is the Mayo Clinic logo. To its right is the text "Mayo Clinic Proceedings". Below this is a blue banner with white text: "SPECIAL ARTICLE | VOLUME 96, ISSUE 10, P2682-2693, OCTOBER 01, 2021". The main title of the article is "Physician Well-being 2.0: Where Are We and Where Are We Going?". Below the title is the author's name, "Tait D. Shanafelt, MD", with icons for a person and an envelope. There is also a link for "Open Access" and a DOI: "https://doi.org/10.1016/j.mayocp.2021.06.005", along with a "Check for updates" button. At the bottom of the banner, the word "Abstract" is written in a smaller font, and a larger "Abstract" link is visible below the banner.



The screenshot shows the homepage of the Canadian Women in Medicine website. At the top left is a "Log In" button with a user icon. To its right is the organization's logo, which consists of a stylized map of Canada with a female symbol, followed by the text "CANADIAN WOMEN IN MEDICINE". The main content area features a large graphic with the text "support + connection" in white and dark blue. Below this graphic is a paragraph: "A not-for-profit organization dedicated to connecting and supporting Canadian women physicians in all aspects of their lives." To the right of the text is an illustration of two women, one with a white flower in her hair and a pearl necklace, and another with dark hair and a floral patterned top.

- Canadian Medical Association Wellness Hub: <https://www.cma.ca/physician-wellness-hub>

Links to resources shared today will be sent to participants following the session.

Resources

Supports





Support for you and those you care about.

OMA Physician Health Program
<https://php.oma.org/>

OMA
Physician Health Program

Search

Cal Em

About PHP | Who We Serve | What We Do | Well-Being | News and Events | Need Help?

New 24/7 services available for you and your family.
Call the Wellness Support Line.

Centre for Addiction and Mental Health Health Care Provider (HCP) Resource Site
<http://www.camh.ca/covid19hcw>

camh

Home Health Care Services & Research Education Get Involved Strong Change Research

Mental Health and COVID-19

The help you need is here

Self-referral for mental health care

Your Mental Health and Self-Care

Resources : Supports



- PARO 24/7 Helpline for Residents, Family Members, Medical Students
- 1-866-HELP-DOC



- <https://www.ontario.ca/#support-health-care-worker>
 - Self-led / With peers / Talk to a clinician
- [Ontario Shores Centre for Mental Health Sciences, Whitby](#)
- [St. Joseph's Healthcare, Hamilton](#)
- [The Royal Ottawa Mental Health Centre, Ottawa](#)
- [Waypoint Centre for Mental Health Care, Penetanguishene](#)
- [Centre for Addictions and Mental Health \(CAMH\), Toronto](#)

ECHO·ONMH

Project ECHO® Ontario Mental Health
at CAMH & The University of Toronto

- ECHO Coping with COVID
 - for health providers (educational credits)
 - Fridays 2-3pm EST

<https://camh.echoontario.ca/echo-coping-with-covid/>

Questions





Chat

**One thing you can do...
to implement one of the
solutions to physician
burnout?**

Peer to Peer Connect

Now recruiting **Peer Guides!**

If you enjoy collaborating to help your colleagues achieve their learning and clinical care goals, we'd love to have you join the Practising Well team!

**Learn more about becoming a Peer Guide:
Tuesday, November 2 @ 7:00pm**

Sign up today!

<https://www.ontariofamilyphysicians.ca/education/practising-well/peer-to-peer-connect>





Please help us make these sessions better by filling out the evaluation you'll receive by email shortly!



Direct Credit Entry

Do you want the OCFP to submit your earned Mainpro+ credit directly into your Mainpro+ account?

Please email practisingwell@ocfp.on.ca with your 6-digit CFPC number (Hint: Your CFPC # begins with a “6”).

Join us to continue this conversation on **Wednesday, November 10**

Getting off the Path to Burnout



Dr. Marcia Kostenuik
Creator of Psychological First
Aid Tools for COVID-19

PractisingWell@ocfp.on.ca



This one-credit-per-hour Group Learning program has been certified by the College of Family Physicians of Canada and the Ontario Chapter for up to 1 Mainpro+ credit. The Practising Well Community of Practice includes a series of planned live, interactive sessions. Each session is worth 1 Mainpro+ credits, for up to a total of 12 credits.