

Zurich Open Repository and Archive University of Zurich University Library Strickhofstrasse 39 CH-8057 Zurich www.zora.uzh.ch

Year: 2024

# Medicine Plus Mindset: A Mixed-Methods Evaluation of a Novel Mindset-Focused **Training for Primary Care Teams**

Leibowitz, Kari A; Howe, Lauren C; Winget, Marcy; Brown-Johnson, Cati; Safaeinili, Nadia; Shaw, Jonathan; Thakor, Deepa ; Kwan, Lawrence ; Mahoney, Megan ; Crum, Alia J

DOI: https://doi.org/10.1016/j.pec.2023.108130

Posted at the Zurich Open Repository and Archive, University of Zurich ZORA URL: https://doi.org/10.5167/uzh-253652 **Journal Article** Published Version



The following work is licensed under a Creative Commons: Attribution 4.0 International (CC BY 4.0) License.

Originally published at:

Leibowitz, Kari A; Howe, Lauren C; Winget, Marcy; Brown-Johnson, Cati; Safaeinili, Nadia; Shaw, Jonathan; Thakor, Deepa; Kwan, Lawrence; Mahoney, Megan; Crum, Alia J (2024). Medicine Plus Mindset: A Mixed-Methods Evaluation of a Novel Mindset-Focused Training for Primary Care Teams. Patient Education and Counseling, 122:108130.

DOI: https://doi.org/10.1016/j.pec.2023.108130



Contents lists available at ScienceDirect

Patient Education and Counseling





# Medicine plus mindset: A mixed-methods evaluation of a novel mindset-focused training for primary care teams



Kari A. Leibowitz<sup>a,\*</sup>, Lauren C. Howe<sup>b</sup>, Marcy Wingst<sup>c</sup>, Cali Brown Johnson<sup>c</sup>, Nadia Safasinili<sup>c</sup>, Jonathan G. Shaw<sup>c</sup>, Deepa Thakor<sup>c</sup>, Lawrence Kwan<sup>c</sup>, Megan Mahoney<sup>d</sup>, Alia J. Crum<sup>a</sup>

<sup>a</sup> Department of Psychology, Stanford University, Stanford, USA

<sup>b</sup> Department of Business Administration, University of Zurich, Zurich, Switzerland

<sup>c</sup> Department of Medicine, Stanford University, Stanford, USA

<sup>d</sup> Department of Family and Community Medicine, University of California San Francisco

ARTICLEINFO	ABSTRACT
A R TI CLE INFO Keywards Mindsets Doctor-patient communication Healthcare education Psychology Psychosocial interventions	Objectives Patient mindsets infruence health outcomes, yet trainings focused on care teams understanding recognizing and shaping patient mindsets donot exist. This paper aimsto describe and evaluate initial reception of the "Medicine Plus Mindset" training program Methods Clinicians and staff at f ve primary care divides (N = 189) in the San Francisco Bay Area received the Medicine Plus Mindset Training The Medicine Plus Mindset training consists of a two-hour training program law on the "Medicine Plus Mindset" training (a) evidence to help care teams understand patients mindsets infrance on treatment; (b) a framework to support care teams in identifying specific patient mindsets; and (c) strategies to shape patient mindsets Results. We used a common model (Kirkpatrick) to evaluate the training based on participants reaction, learnings, and behavior. Reaction: Participants rated the training ashighly useful and enjoyable. Learnings The training increased the perceived importance of mindsets in healthcare and improved self-reported eff cacy of using mindsets in practice. Behavior: The training increased reported frequency of shaping patient mindsets. Conductors Development of this training and the study sresults introduce a promising and feasible approach for integrating mindset into dinical practice. Practice Implications Mindset training can add a valuable dimension to dinical care and should be integrated into training and dinical practice.

# 1. Introduction

Research suggests patient mindsets (e.g., thoughts, beliefs, and expectations) significantly infruence healthcare outcomes. Research suggests that mindsets help patients organize and simplify medical information to create meaning (e.g., why is this happening?), make predictions (e.g., what will happen in the future?), and motivate behavior (e.g., what should I do?) [1]. These mindsets may operate consciously or unconsciously. For example, research on placebo effects demonstrates that when patients believe they are receiving an active, effective medication, eff cacy increases – even for inactive medications (e.g., sugar pills) [2-4]. Likewise, when patients believe medication will cause side effects, side effects increase [5-7]. In these instances, the ingredients in the inert treatments cannot account for healing or side effects the treatment sphysiological impact isdue, in part, to patients mindsets about treatment [89].

Recent research expands on this work and goes beyond foundational mindset research (e.g., research on "growth" and "fixed" mindsets of intelligence in education) to investigate mindsets effects on health outcomes directly. The mindset that illness is a catastrophe is associated with worse functioning than viewing illness as manageable or an opportunity [10-13], and believing the body is capable of healing (as opposed to incapable) is associated with better wellbeing and outcomes [11,14]. Treatment is more effective, patients engage more in health-promoting behavior, and health improves when patients perceive their healthcare team as warm and competent [15-21]. In one study,

https://doi.org/10.1016/j.pec.2023.108130

Received 9 May 2023, Received in revised form 21 December 2023, Accepted 24 December 2023 Available online 8 January 2024 0738-3991/© 2023 Published by Elsevier B.V.

<sup>\*</sup> Correspondence to: Stanford University, Bldg. 420, Stanford, CA 94305-130, USA . E-mail address kari@karileibouitz.com (K.A. Leibouitz).

helping patients undergoing cancer treatment adopt more useful mindsets (e.g., "cancer is manageable" or "cancer is an opportunity to grow" and "my body is capable") improved health related quality of life, increased adaptive coping and reduced distress from physical symptoms [22].

Mindsets represent an underutilized resource for healthcare teams to improve patient experience and outcomes. Leveraging mindset may be particularly influential for chronic conditions, which must be managed over time and require complex care, lifestyle changes, and partnership with dinical teams.

Despite the impact of mindsets in healthcare, dinicians and care teams currently receive little to no training on mindsets and how to leverage these forces in practice. Training programs exist for improving communication and increasing empathy [23-25] but do not focus explicitly on patient mindsets Yet shaping patient mindsets ultimately may be what makes these trainings optimal. At their best, communication trainingshelp providers convey information to encourage adaptive mindsets such as the mindset that treatment will work or that an illness ismanageable, and empathy trainingshelp care teams instill the mindset that the patient is in good hands strategies like intentional framing when sharing medical information can help instill these useful mindsets Notivational interviewing helps dividens understand patient perspectives and resistance to motivate change, this communication style helps care teams recognize and shift maladaptive mindsets (e.g., "this treatment will not work for me," "my care team does not understand me," "this illness is a catastrophe"). A sophisticated appreciation and understanding of patient mindsets may help care teams use communication, empathy, or motivational interviewing skills more effectively. Training care teams to leverage mindsets in practice could complement existing trainingprograms and give providers new tool sto improve patient care Previous research suggests that strategically targeting mindsets may be more effective than merely sharing information in motivaling healthy behavior change [1030-32].

This study describes reception to a novel training program Medicine Plus Mindset, to help care teams deliberately leverage patient mindsets in clinical practice. This training provides care teams with (a) evidence to help them understand the infuence of patients mindsets on treatment, (b) a framework to support clinicians identification of specific patient mindsets, and (c) strategies to shape patient mindsets

## 2 Methods

The Medicine Plus Mindset training consists of an initial two-hour session and a one-hour followup session one month later, both facilitated by psychologists with mindset expertise (KL, AC). The training indudesscientif cevidence on how mindsets infurne health outcomes and strategies for shaping patient mindsets in practice. The scientific evidence provided includes an overview of research on placebo effects and mindsets in four key areas treatment, the body, illness, and the patient-provider relationship [3,10,33-36]. The training includes dis cussion and reflections to connect training concepts to teammembers experience and strategies for using concepts in clinical practice. The one-month followup session consists of a debrief for applying these strategies in practice and reinforces learning from the initial session.

The Medicine Plus Mindset training was developed by experts in psychology and mindset research (KL, AC) in collaboration and discussion with medical practitioners, administrators, and leadership (MM/ OBJ, NS, JS, DT, LK, MM). Development of the training involved two years of iterations and pilot research surveying physicians about their perspectives on the doctor-patient relationship. Leveraging extensive knowledge of mindsets influence on healthcare, KL & AC highlighted four key mindset domains that evidence suggests influence patients Mindsetsabout treatment (eg., "this treatment will work for me," "this treatment will be ineffective," "this treatment will be harmful"); mindsetsabout thebody (eg., "my body canself-heal," "my body iscapable," "my body istoblame"); mindsetsabout illness(eg., "chronicillnessisan opportunity," "chronic illness is manageable," "chronic illness is a catastrophe"); and mindsets about the care team (e.g. whether or not "my provider gets it – the disease, the diagnosis, the treatment" and "my provider gets me– my goals, my needs, my concerns"). See supplement for detailed training content.

Initial versions of the training ware developed and ref ned with input from colleagues with extensive experience in implementing mindset trainings across diverse populations. We then conducted four rounds of pilot testing with 27 care team members (physicians, nurse practitioners, medical assistants, and dinic staff) at two primary care dinics. In response to pilot feedback, we included additional discussions, aotivities, and examples to make increase training interactivity and relevance to non-physician teammembers.

Because all care team members can shape patient mindsets (e.g., medical assistants can shape mindsets around vaccine effectiveness, front desk staff can signal warmth and competence), the training was designed for both medical and non-medical roles. Primary care dirics were an ideal setting in which to assess this training due to the integral role of primary care providers in diagnosing, treating, and managing chronic illness.

The training was implemented and evaluated in five primary care dinics in two San Francisco Bay Area healthcare organizations Clinic leadership indicated that participation was mandatory for employees Using a staggered approach, each dinic received the two-hour training during monthly all-staff meetings in dinic conference rooms. If necessary, dinics dosed to provide time for the initial two-hour training session. Participants (n = 189) included primary providers (physicians and advanced care practitioners) (n = 57), medical assistants (n = 53), and other roles, including front desk staff, schedulers, behavioral health specialists, and dinic managers (n = 76).

In four dirics, baseline surveys were completed online aspart of a larger, healthcare-systemwide survey (in the f fth diric, baseline surveys were completed online on their own). Particularly because of the (unrelated) healthcare-systemwide assessment orgoing at the time of our study, there was concern of survey fatigue from diric leadership. For this reason, assessments after the initial session and followup sessions were completed on paper at the conclusion of the training and followup sessions. To reduce bias, participants were ensured that responses would remain confidential and would be anonymized, that only members of the research teamwould see their responses, and that no one from their place of work would see their responses. To ensure confidential responses, research assistants unfamiliar with the dirics entered responses online and deidentif ed the data; data was analyzed using deidentif ed numbers for each participant to track responses over time

We evaluated the training via survey questions using Kirkpatrick's [37] model of four assessment levels—Reaction, Learnings, Behavior, and Results Level 1, Reaction, assesses the degree to which participants find the training useful and enjoyable. Level 2, Learnings, evaluates the degree to which participants acquired knowledge, skills, and confidence from the training. Level 3, Behavior, assesses the degree to which participants apply learnings from the training to their jobs. Level 4, Results, evaluates the degree to which desired outcomes occur as a result of the training [37,33].

We evaluated the Medicine Plus Mindset training according to Kirkpatrick smodel as follows

Reaction (post-training): Immediately after the initial session, participants evaluated it by answering four questions about its usefulness, enjoyableness, likelihood to recommend the training to a colleague, and level of commitment to using training concepts in practice. Ratings were on a scale of 1 ('not at all') to 5 ('very').

Learning (pre-post change): Self-evaluation of shaping mindsets in practice was assessed with questions at three time points (before training, after the initial session, and after the followup session) regarding the importance of mindsets in healthcare and eff cacy in shaping patient mindsets. The importance of mindsets in healthcare was rated on a 1 ("not at all") to 9 ("tremendously") scale. Eff cacy in shaping patient mindsets was rated on a 1 ("not true") to 9 ("completely true") scale

Behavior (pre-post change): Frequency shaping patient mindsets in practice was evaluated twice, before the training and directly after the one-month follow-up session, on a scale of 1 ('never') to 6 ('with all of my patients').

Results Evaluation of dinical health outcomes was beyond the scope of the ourrent evaluation but is a target for future research.

We also assessed participant job satisfaction using a modified subset of the Professional Fulf liment Index [39] to explore changes in partioipants' wellbeing before the training session and at the followup session, rated on a scale from 1 ('not at all true') to 5 ('completely true').

Survey items were developed by researchers with expertise in survey design (KL & AC), based on experience designing and implementing surveys for healthcare professionals in other studies. Survey items were designed with Kirkpatrick slevels in mind and were worded to minimize ceiling effects often found when asking healthcare providers questions for which there is strong social desirability to answer in certain ways (e g, to "strongly agree" that doctor-patient communication is important). Items were pilot tested with psychological experts and in pilot divisors

Participants completed assessments at baseline (n = 128), immediately after the initial session (n = 130), and after the followup session (n = 11Q). Model-estimated means, standard errors, and confidence intervals were calculated for each outcome at each time point; change over time was assessed for learnings, behavior, and job satisfaction by calculating the mean score difference frompre-training to post-training using multi-level longitudinal models across all dinics. Immediate training effects were assessed by comparing baseline (pre-training) values with those immediately after the initial session. One-month effects were assessed by comparing baseline (pre-training) values with values after the followup session. Change in behavior and job satisfaction were measured at the followup session.

We assessed several different models, including one that controlled for differences between dinics, a second that controlled for differences between dinics and between individual participants, and a third that controlled for differences between dinics, between individual participants, and between care teammember role (split into the categories of "physician," "medical assistant," and "other"). We then conducted sensitivity analyses to see which model was most appropriate, we found no signif cant differences between these different models and results held across all models. Thus, we used the simplest model, which included only a random intercept for each dinic; this model controls only for differences between dinic; because controlling for the additional variables we thought might be important (differences between individual participants and care teammember role) did not lead to a better-f tting model.

Qualitative data: We collected open-ended comments in the survey after the initial training session. These comments included appreciations as well as suggestions for future improvement. One dinic agreed to a longer qualitative follow-up: at six months post-initial training partioipants were asked "Please tell us how the Medicine Plus Mindset Training has influenced your job or practice." A deductive coding approach was used to categorize representative comments by the levels Reaction, Learning and Behavior to bring quantitative findings to life

## 3 Results

Table 1 presents the point estimates for each quantitative outcome by time point. Table 2 provides a selection of representative qualitative comments for each outcome. A full list of comments is included in the Supplemental Materials

#### 31. Readion

Of the 128 training participants, 124 completed the items assessing reactions. The training was rated highly: very enjoyable (Mean = 471, SD = 0.67) and very useful (Mean = 473, SD = 0.59). Participants reported being very likely to recommend the training to colleagues (Mean = 471, SD = 0.65) and very committed to using what they learned in practice (Mean = 4.81, SD = 0.49). Qualitative data further supported this, with participants remarking on how useful and applicable the training was and highlighting the utility of receiving a training for all members of the care teamtogether.

# 32 Learning

#### 321. Importance of mindsets in healthcare

Participant reports of the importance of mindsets in healthcare increased significantly from baseline to immediately after the initial session, change =  $1.54 \pm 0.18$  (95% CI: 1.2, 1.9, p < 0.001), and remained elevated at the one-month follow-up session, change =  $1.51 \pm 0.19$ , (95% CI: 1.1, 1.9), p < 0.001.

Table 1

Mean values and changes over time for care teamparticipants in mindset outcome measures before and after initial and f nal training session.

Masure	Scale	Pre-Training Mean (SE)	Post Initial Session Mean (SE)	Post Followup Session Mean (SE)	Change [C]
Reaction					
Trainingenjoyableness	1-5		471 (Q67)		
Trainingutility	1-5		473(059)		
Likelihood to recommend to a colleague	1-5		471		
			(0.65)		
Committed to using learnings in practice	1-5		481		
			(Q49)		
Learning					
Importance of mindsets in healthcare	1-9	646(Q15)	7.98***	7. <b>97</b> *** (Q11)	1.51
•		• •	(Q1 <b>Q</b> )	• •	[1.1 to 1.9]
Eff cacy shaping patient mindsets	1-9	680(Q14)	7.78***	7.80*** (1.12)	1.01
		• •	(011)	• •	[Q65 to 1.4]
Behavior					• • • •
Frequency shaping patient mindsets	1-6	406(012)		478*** (01 <b>0</b> )	072
					[Q4Oto 1.0]
Professional Fulf liment					
Job satisfaction	1-5	381 (006)		423*** (009)	043
		22. (200)		(.cu)	[025to060]

\* \*\* indicates signif cant difference from pretopost at thep < 0001 level. Pre-training measures were assessed in the months leading up to the Medicine Plus Mindset training post initial session measures were assessed following the initial training session, and post follow up measures were assessed immediately after the follow up session, one month after the initial training. Change and confidence interval values estimate the difference between the one month post-follow up session and the pretraining session.

#### Table 2

#### Qualitative comments collected after the Medicine Plus Mindset Training.

- Comments received immediately post initial session: Reactions
- Really wonderful session that was evidence-based, interactive, nicely balanced between didactic info and audience work and refection. Well paced. Great job. Thank you!
- SO helpful and useful for everyone in our team to truly improve our patient care and thus effect their outcome! THANK YOU!!!
- This was fantastic love that you include the whole team
- Comments received immediately post initial session: Learnings
- I've alwaysbeen a fan of having a positive mindset but knowing that the body does well after just having the right mindset is truly amazing!
- This was a very useful, well presented, relevant discussion. It was eye opening We take a lot of things for granted and do it as a routine - Very interesting to see the scientif c backing to our views
- 6 month-follow up comments Learnings
- Now! ammore mindful about how! communicate with patients and coworkers as well. I see how we all can have a better day at work
- It has given me the opportunity to be part of a healing process for our patients. I remember the strength in `warmth` and in `conf dence'. I remember some of the
- wordstouse and not touse.
- 6 month-follow up comments Behavior
- I ammore aware of my body language and outs that I give while interacting with my patients
- There are some new statements I use with patients as a result of the training-1 believe that this treatment plan is right for you' 'Your body has tremendous opportunity to heal. You may need to give it time'
- I do more expectation setting such as explaining a likely positive effect of a medication. I also tell people what I have seen in my experience, and before I enter the room I use my manifer the body has the capacity to heat itself."
- Suggestions for improvement at various timepoints
- Recommend more role play and strategies to actually change mindsets It would be great if you could highlight how a lot of this is in common with
- notivational interviewing process That way, it feels like enhancement vs addition. I loved the training but had diff culty working into practice due to busy schedule. As time passed, it got harder and harder to get back to it. I wish I could have a refresher course on how to integrate it into daily practice.

# 322 Eff cacy shaping patient mindsets

Care teammembers' perceived eff cacy in shaping patient mindsets in practice increased significantly from baseline to immediately after the initial session, change = 0.99,  $\pm$  0.18(95% Cl: 0.63, 1.3; p < 0.001), and remained elevated at the one-month follow-up session, change = 1.01  $\pm$  0.18(95% Cl: 0.65, 1.4; p < 0.001).

Qualitative comments supported these findings (Table 2) with participants reporting that the training was "eye-opening" and included compelling scientific evidence (see Supplemental Materials).

#### 33 Behavior

#### 331. Frequency shaping patient mindsets

Care team members reported shaping patient mindsets in practice more frequently after training, pre- to post-change =  $0.72\pm 0.16$  (95% CI: 0.40, 1.0, p < 0.001).

Qualitative data supported these findings (Table 1), with participants reporting changes in behavior, including using different statements as a result of the training (such as "I believe this treatment is right for you"), being more aware of body language when interacting with patients, and more thoughtfully setting expectations for patients (see Supplemental Materials).

#### 34 Job Satisfaction

Participants job satisfaction increased significantly after the training change =  $0.43 \pm 0.09$  (95% CI: 0.25, 0.60, p < 0.001).

A representative selection of comments received after the Medicine Flus Mindset training. Immediate comments were in response to an option to provide additional comments aspart of the training evaluation survey immediately post-training. Followup comments were collected as part of a followup survey at one of the dinics six months after the initial Medicine Plus Mindset training in response to an optional question about how the training inf usneed care teammembers' praotice. Suggestions for improvement were collected at multiple timepoints, comments in this table were selected for quality and representativeness. Refer to supplementary materials for full list of comments received across timepoints.

#### 4 Discussion and condusion

#### 41. Discussion

We describe a novel training for care teams on mindset in dinical practice and provide preliminary evidence for the utility of the Medicine Plus Mindset Training. Training evaluations coupled with qualitative comments suggest that care team members (1) found the training satisfying engaging and relevant; (2) gained the knowledge, skills, and confidence to shape patient mindsets; and 3) shifted participants behavior toward shaping patient mindsets more frequently, even six monthspost-training. Participants job satisfaction scores also increased after the second training session, although the observational nature of this study does not allow us to conclude a causal relationship. Given the growing body of research on mindsets influence on healthcare experience and outcomes, development of this training and this study sresults introduce a promising and feasible approach for integrating mindset into dinical practice.

Because the concept of using mindsets in health care is new, we don't have a lot of data on how these mindsets and the behavior measured translate into dinical behavior and patient outcomes – this is a key area for future research. However, we theorize that these increases in learning (a 19% increase, on average, in viewing mindsets as important inheal th care and a 12% increase, on average, inself-reported eff cacy in shaping mindsets) and in shaping patient mindsets (an average increase of 14%) might lead care teammembers to notice patient mindsets more, shape patient mindsets more frequently and effectively in dinical practice, and to connect more with patients – all of which would be dinically meaningful [9,10,21,40].

There is more evidence surrounding the better-established metric of job satisfaction. Care team job satisfaction can reduce expensive and disruptive employee turnover [41] improve eff diency [42], and reduce absentee is more satisfaction [44,45]. Our study found an increase in job satisfaction of 11%; a modest but potentially powerful increase as the result of three hours total of training.

Furthermore, given how diff out it can be to shift both job satisfaotion and behavior in practice, and how small changes in care team demeanor and communication styles can have large impacts on patient experience that snowball over time to improve the patient-provider relationship, even small changes may be dirically meaningful [46, 47]. Olinical meaning should also be evaluated in light of the intensity and archuousness of the training larger changes might be expected from training programs that are more intensive. We designed the Medicine Flus Mindset Training to be as minimally invasive and maximally impactful as possible, all differences observed are the result of only three hours spent over a one-month period. Even relatively modest changes as a result of this low intensity training are encouraging and speak to allow cost/benefit traitio for care teams and dirics.

#### 42 Practice Implications

The Medicine Plus Mindset Training differs from many existing training programs for healthcare teams in three ways

First, and most importantly, many other trainings for healthcare providers focus on specific skills, such as notivational interviewing techniques or strategies for empathizing or communicating more effectively [23-25,48,49]. In contrast, the Medicine Plus Mindset Training was developed primarily to motivate care teams to implement skills by providing scientific evidence that shaping patient mindsets is central –

not ancillary - to practicing good medicine and delivering a quality care experience. While the training provides some strategies for shaping patient mindsets, it was designed primarily to detail why it is worth while to shape patient mindsets and provide a framework for shaping mindsets in practice.

The main barrier to improving patient-provider communication and patient education may not be a lack of skills Rather, it may be a lack of motivation - both internal (beliefs about what is most important in the dinical encounter) and external (what is incentivized, rewarded, and billed for during primary care visits). The Medicine Plus Mindset Trainingspendsmost of the training providing evidence for how patient mindsets impact patient health outcomes, this mechanistic understanding of mindset gives teammembers deeper insight as to how the words said to patients inf uence health outcomes We theorize that this provides greater motivation not only to shape patient mindsets in practice, but potentially to strengthen patient-provider communication and patient education more broadly. As the Kirkpatrick Model states "Many organizations make the common and costly mistake of inaccurately diagnosing poor performance as a lack of knowledge or skill. when the more common cause of substandard performance is a lack of motivation." This framework may also inspire care teams to make better use their existing communication, empathy, or motivational interviewing skills The Medicine Flus Mindset training complements other trainings that teach skills for strengthening the patient-provider relationship. For example, motivational interviewing could be helpful in eliciting mindset-relevant information to understand patients current mindsets. Some of the resistance uncovered through motivational interviewing techniques might reveal mindsets discussed in the Medicine Plus Mindset training patients may be resistant to taking medication because they feel the treatment will be harmful and cause side effects patients may not want to listen to provider suggestions if they have the mindset that the care team does not understand them on a personal level; patients may be unwilling to engage with behavior change if they feel their diagnosis is a catastrophe that can't be managed

Second, many other training programs focus solely on physicians [25-27,50-52]. While physicians are key influencers in the dinical encounter, other members of the care team – including medical assistants, front desk staff, and behavioral health specialists – can also contribute to patient education. Thus, the Medicine Plus Mindset Training included all members of the dinic. Qualitative results suggest that this was especially impactful for teammembers in non-physician roles. The comment "It has given me the opportunity to be part of a healing process for our patients" was from amedical assistant, which we found especially powerful. Other anecdotal reports from dinic leadership suggested that the training empowered care team members in non-physician roles to recognize their impact on patient experience through routine dinical interactions, such as rooming patients, taking vitals, or administering vaccines Clinic members broadly enjoyed having a training with the entire team in the same room.

Finally, many training starget specif cillnesses, which is useful both for outcome measurement and for intervening on key or at-risk patient populations [27-25]. But the Medicine Plus Mindset Training was designed to be relevant to patients across health conditions, making the information provided less targeted, but more broadly relevant to daily dirical encounters

This evaluation has several limitations. We cannot assess causation, especially for job satisfaction, given the prepost study design. For feasibility purposes and to reduce survey demands on care teams, posttraining responses were collected in person at the end of the training and followup sessions. Despite ensuring participants that their responses would only be seen by the research team - not diric staff or leadershipparticipants may have felt pressure completing surveys in the room with their colleagues and the trainers present, which may have inf ated responses. Future studies should collect data in a way that more rigorously reduces the possibility of response bias. The number and timing of assessments (limited by the health care organization) also does not allow us to assess the sustainability of outcomes over a longer time period. Generalizability is limited by enrollment of f vedinics in a single region.

However, this training was designed for maximum impact. The training wasstructured to take only three hours total and be suitable for all members of the care team. It would be highly feasible to implement outside of a research study. Delivering this training in the context of a research study significantly increased the complexity of implementation by requiring randomization and timing coordination between dirics and pre- and post-training data collection. Without the complexities of data collection and randomization, it would be a simpler process to deliver the first part of the training at a 2-hour initial teammeeting and a 1-hour followup meeting and demands on care teams would also be lower if teams were not required to complete surveys at multiple time points.

The results of this proof-of-concept study provide a framework for future research to continue assessing the impact of the Medicine Plus Mindset training. Future research should more thoroughly evaluate the training simpact by gathering patient perspectives, including patients experiences of dirician behavior, and assessing patient mindsets and health outcomes, and investigating the relationship between care teams understanding of mindset, care teambehavior, and dirically meaningful outcomes. Scalability and generalizability should also be assessed, particularly across specialties. Finally, the present iteration of the Medicine Plus Mindset training was delivered by facilitators who are experts in mindset science; future programs should evaluate the feasibility of training others to deliver the training to increase scalability and could investigate the impact of a digital version of the Medicine Plus Mindset Training, delivered at scale.

This is only the beginning of investigating how to thoughtfully and impactfully integrate mindset into practice. A patient education program, focused on mindset, could be delivered directly to patients alongside care teams receiving the Medicine Plus Mindset training allowing for greater synergy between patient and provider ability to leverage mindset. Future versions of the training could include more specific examples for common conditions, more role-play to practice diagnosing and changing patient mindsets, and greater integration with other communication trainings such as motivational interviewing And, in future, content from the Medicine Plus Mindset training could be more robustly integrated into daily practice via guidelines for understanding mindset in case studies or refresher sessions

# 5. Condusion

The Medicine Plus Mindset training was developed in response to growing evidence suggesting mindsets have a far-reaching, but often overlooked, impact on healthcare experience and outcomes. These initial results are promising especially given the training schort duration. They suggest that not only do care teams appreciate and enjoy the training, but it may also help shape patient mindsets and support care teammembers job satisfaction. We can help care teams provide better patient care and improve patient-provider communication by equipping them to leverage mindset in clinical practice.

#### **CRediT** authorship contribution statement

Kari A. Leibowitz: Writing – review & editing Writing – original draft, Visualization, Validation, Resources, Project administration, Nethodology, Investigation, Funding acquisition, Formal analysis, Data curation, Conceptualization. Lauren C. Howe: Writing – review & editing Formal analysis Marcy Winget: Supervision, Resources, Project administration, Methodology, Formal analysis, Data curation, Conceptualization. Cati Brown-Johnson: Writing – review & editing, Supervision, Project administration, Methodology, Data curation, Conceptualization. Nadia Safaeinili: Project administration, Methodology, Data curation, Data curation, Methodology, Data curation, Methodology, Data curation, Methodology, Data curation, Data curation, Curation, Data Methodology, Investigation, Data curation. Deepa Thakor: Project administration, Methodology, Conceptualization. Lawrence Kwan: Supervision, Resources, Project administration, Conceptualization. Megan Mahoney: Supervision, Resources, Project administration, Methodology, Data curation. Alia J. Crum Writing- review& editing. Writing - original chaft, Supervision, Software, Resources, Project administration, Methodology, Investigation, Funding acquisition, Data curation, Conceptualization.

# **Declaration of Competing Interest**

None of the authors have competing interests to declare

#### Advantagements

The authors would like to advnowledge Eliza Pink for her contribution to this project, Marcie Levine for her leadership and support, the Stanford Mind & Body Lab, Stanford Presence group, and Stanford SPARQ for their insight and guidanceduring programdevelopment, and the Stanford Interdisciplinary Graduate Fellowship programfor making this work possible. We would also like to thank the Robert Wood Johnson Foundation (award #75031) and the NIH (award #AT009511) for research funding towards this project. Finally, we would like to thank the dinic providers and staff for their participation, wisdom, and the work they do every day providing care.

#### Appendix A. Supporting information

Supplementary data associated with this article can be found in the online version at doi:10.1016/j.pec.2023.108130.

#### References

- [1] Zion SR, Louis K, Horii R, Leibowitz K, Heathcote LC, Orum AJ. Making sense of a pandemic Mindsets influence emotions, behaviors, health, and wellbeing during the COMD-19 pandemic. Soc Sci Med 2022;301 (February): 114899. https://dci. org/10.1016/j.socsimed.2022.114899.
- [2] Benedetti F, Piedimonte A, Friseldi E. Howdo placeboswork? Eur J Psychotraumetol 20189(sup3):1533370 https://doi.org/10.1080/ 20003198.2018.1533370.
- [3] Petrie KJ, Rief W. Psychobiological mechanisms of placebo and nocebo effects pathways to improve treatments and reduce side effects. Annu Rev Psychol 2019, (August 2018):1-27. https://doi.org/10.1146/annurev.psych-010418
- [4] Testa M, Rossettini G. Enhance placebo, avoid nocebo: how contextual factors affect physiotherapy outcomes Man Ther 2016/24:65-74. https://doi.org/ 10.1016/j.math.2016.04.006
- [5] Fazze K, Porsius JT, Fazze J, Martin LR. Bad news the inf uence of newscoverage and Google searches on Gardesil adverse event reporting Vaccine 2017;35(49): 6872-8 https://doi.org/10.1016/j.vaccine.2017.10.004
- [6] Hansen E, Zech N. Nocebo effects and negative suggestions in daily dirical practice - forms impact and approaches to avoid them 2019/10 (February): 1-10 https:// doi.org/10.3339/fphar.2019.00077.
- [7] Chavarria V, Vian J, Pereira C, et al. The placebo and nooebo phenomena their dinical management and impact on treatment outcomes Clin Ther 2017;39(3): 477-86 https://doi.org/10.1016/j.dinthera.2017.01.031.
- [8] OrumAJ, Leibovitz KA, Verghese A. Neking mindset matter. EVJ 2017;j674. https://doi.org/10.1136/bmj.j674.
- [9] Orum A, Zuckerman B. Changing mindsets to enhance treatment effectiveness JAVA - J Am Ned Assoc 2017. https://doi.org/10.1001/jama.2017.4545.
- [10] Zion SR, Schapira L, Orum AJ. Targeting mindsets, not just tumors Trends Cancer 2019. https://doi.org/10.1016/j.trecan.2019.08.001.
- [11] Zion S.R., Dweck C.S., OrumA.J. In Sideness and in Health: Validation of a Health Mindset Scale in Healthy and Orionically III Populations; 2020.
- [12] Damall BD. Pain Psychology and Pain Catastrophizing in the Perioperative Setting: A review of impacts, interventions and unmet needs 2017;32(1):33-39, doi: 10.1016/j.hd.2015.08.005.Pain.
- [13] Lipowski Z.J. New Perspectives in Psychosomatic Medicine. 1970;15
  [14] Zion SR, Orum AJ. Mindsets matter: a new framework for harnessing the placebo effect in modern medicine. International review of neurobiology. Elsevier Inc;
- 2018 p. 1-24 https://doi.org/10.1016/bsim.2018.02.002 [15] Rakel DP, Hoeft TJ, Barrett BP, Chewring BA, Oraig BM, Niu M Practitioner
- empathy and the duration of the common cold. Fam/Med 2009,41(7):494. [16] Rakel D, Barrett B, Zhang Z, et al. Perception of empathy in the therapeutic
- [16] Rakel D, Barrett B, Zhang Z, et al. Perception of empathy in the therapeutic encounter: effects on the common cold. Patient Educ Couns 2011;85(3):390-7. https://doi.org/10.1016/j.pec.2011.01.009.

- [17] Chaitoff A, Rothberg MB, Windover AK, Calabrese L, Msra-Hebert AD, Martinez KA. Physician empathy is not associated with laboratory outcomes in clabetes a cross-sectional study. J Gen Intern Med 2019;34(1):75-81. https://doi. org/10.1007/s11606-018-4731-0.
- [18] Di Blasi Z, HarknessE, Ernst E, Georgiou A, Kleijnen J. Inf uence of context effects on health outcomes a systematic review Lancet 2001;357(9259):757-62. https:// doi.org/10.1016/S0140-6736(00)04169-6
- [19] Sullivan EE, Ellner A. Strong patient-provider relationships drive healthier outcomes Harv Bus Rev Digit Artic 2015:2-5
- [20] Hone LC, Goyer JP, OrumAJ. Hamessing the placebo effect: exploring the inf unnee of physician characteristics on placebo response. Heal Psychol J Div Heal Psychol Am Psychol Assoc 2017;36(11):1074-82. https://doi.org/10.1037/ hea0000493.
- [21] Howe LC, Leibovitz KA, OrumAJ. When your doctor "Gets!t" and "GetsYou": how warmth and competence in the patient-provider interaction moderates placebo response. Front Psychiatry Psychosom/Ved 2019.
- [22] Zion SR, Schapira L, Berek JS, Spiegel D, Dweck CS, Orum AJ. Changing cancer mindsets a randomized controlled feasibility and eff cacy trial. Psychococology 2023;32(9):1433-42. https://doi.org/10.1002/pon.6194.
- [23] RiessH, Kelley JM, Bailey RW, Durn EJ, PhillipsM Empathy training for resident physicians a randomized controlled trial of a neuroscience-informed curriculum J Gen Intern Med 2012;27(10):1280-6 https://doi.org/10.1007/s11606-012-2063z.
- [24] Cals JWL, Butler OC, Hopstaken RM, Hood K, Dinant GJ. Effect of point of care testing for Creactive protein and training in communication skills on antibiotic use in lower respiratory tract infections duster randomised trial. BVJ 2009;338 (7703):1112-5 https://doi.org/10.1136/bmj.b1374.
- [25] Cooper LA, Roter DL, Carson KA, et al. A randomized trial to improve patientcentered care and hypertension control in underserved primary care patients J Cen Intern Med 2011;26(11):1297-304. https://doi.org/10.1007/s11606-011-1794-6.
- [26] Noordman J, Post B, Van Dantel AAV/ Slits JIVA, Olde Hartman TC. Training residents in patient-centred communication and empathy: Evaluation from patients, observers and residents. BIVC Med Educ 2019;19(1):1–11. https://doi. org/10.1186/s12909-019-1535-5.
- [27] Chasseny O, Boureau F, Liard F, et al. Effects of training on general practitioners' management of pain in osteoarthritis a randomized multicenter study. J Rheuma 2006;33(9):1827–34. https://doi.org/10.1016/s0084-3573(08)70016-6
- [28] Sequist TD, Fitzmaurice GVI, Marshall R, et al. Outural competency training and performance reports to improve diabetes care for black patients: a duster randomized, controlled trial. Ann Intern Med 2010;152(1):40-6. https://dci.org/ 107326/0003-4819-152-1-201001060-00009.
- [29] Aiarzaguena JM, Grandes G, Gaminde I, Salazar A, Sánchez Á, Ariño J. A randomized controlled clinical trial of a psychosocial and communication intervention carried out by GPs for patients with medically unexplained symptoms Psychol Med 2007;37(2):283-94. https://doi.org/10.1017/S0033291706007536
- [30] Orum AJ, Salovey P, Achor S. Rethinking stress The role of mindsets in determining the stress response. J Pers Soc Psychol 2013;104(4):716 https://doi. org/10.1037/a0031201.
- [31] Zahrt OH, Orum AJ. Effects of physical activity recommendations on mindset, behavior and perceived health. Prev Ned Rep 2020;17(November 2019):101027. https://doi.org/10.1016/j.pmedr.2019.101027.
- [32] Turnwald BP, Bertoldo JD, Perry IVA, et al. Increasing vegetable intake by emphasizing tasty and enjoyable attributes A RandomControl Multisite Interv Tast-Focus Labeling 2019. https://doi.org/10.1177/0356797619872191.
- [33] Benedetti F. Placebo and the new physiology of the doctor-patient relationship. Physiol Rev 2013;93(3). https://doi.org/10.1152/physrev.00043.2012
- [34] Benedetti F. How the doctor swords affect the patient sbrain. Eval Health Prof 2002;25(4):369-86. https://doi.org/10.1177/0163278702238051.
- [35] Howe LC, Leibovitz KA, Peny IVA, et al. Changing patient mindsets about non-lifethreatening symptoms during or al immunotherapy: a randomized dirical trial. J Allergy Clin Immunol Pr 20197(5):1550-9. https://doi.org/10.1016/j. jaja.2019.01.022
- [36] Howe LC, Leibowitz KA, Orum AJ. When your doctor "Gets It" and "Gets You": the oritical role of competence and warmth in the patient-provider interaction. Front Psychiatry 2019;10(July):1-22. https://doi.org/10.3399/fpsyt.2019.00475.
- [37] Kirkpatrick J., Kirkpatrick W. An Introduction to the New World Kirkpatrick Nodel. Krikpatrick Partners 2019;1–13. http://www.kirkpatrickpatrickpatrick Portals/O/Resources/White Papers/Introduction to the Kirkpatrick New World Nodel. pdf.
- [38] Rouse DN. Employing Kirkpatrick sevaluation framework to determine the effectiveness of health information management courses and programs Perspect Health Inf Manag 2011:8.
- [39] Trockel M, Bohman B, Lesure E, et al. A brief instrument to assess both burnout and professional fulf Ilment in physicians reliability and validity, including correlation with self-reported medical errors, in a sample of resident and practicing physicians Acad Psychiatry 2018;42(1):11–24. https://doi.org/10.1007/s40596.017-0849-3.
- [40] OrumAJ, Leibovitz KA, Verghese A. Making mindeets matter. Br Med J 2017;356 674-8
- [41] Weldman JD, Kelly F, Arora S, Smith H. The shocking cost of turnover in health care. Health Care Nanag Rev 2004;29(1):1–7. (http://www.ndbi.nlmrih.gov/ pubmed/14992479).
- [42] West M Dawson J, Adamasachewi L, Topakas A. NHS staff management and health service quality. ... Heal 2011:1–16 (http://e3idocs.fmhs.fastmail.nat/dh\_123656 pdf).

- [43] Faragher EB, Cass M, Cooper CL. The relationship between job satisfaction and health: a meta-analysis Occup Environ Med 2005;62(2):105-12 https://doi.org/ 10.1136/oem.2002.005734.
- [44] DiVlateo MR, Sherbourne OD, Hays RD, et al. Physicians characteristics infruence patients adherence to medical treatment: results from the medical outcomessualy. Heal Psychol 1993;12(2):93-102. https://dci.org/10.1037/0278-6133.12.2.93.
- [45] Haas JS, Cock EF, Puopolo AL, Burstin HR, Cleary PD, Brennen TA. Is the professional satisfaction of general internists associated with patient satisfaction? J Gen Intern Med 2000;15(2):122-8 https://doi.org/10.1046/j.1525-1497.2000.02219.x.
- [46] Neumann M, Edelhäuser F, Kreps GL, et al. Can patient-provider interaction increase the effectiveness of medical treatment or even substitute it?-An exploration on why and how to study the specific effect of the provider. Patient Educ Cours 2010;80(3):307-14. https://doi.org/10.1016/j.pec.2010.07.020.
- [47] Glare P, Fridman I, Ashton James CE. Choose your words wisely: the impact of message framing on patients responses to treatment advice. Int Rev Neurobid 2018;139:159-90. https://doi.org/10.1016/bsim.2018.07.020.

- [48] Riess H, Kelley JM, Bailey R, Konowitz FM, Gray ST. Improving empathy and relational skills in otolaryngology residents a pilot study. Otolaryngol - Head Neck Surg 2011;144(1):120-2. https://doi.org/10.1177/0194599810390397.
- [49] GirgisA, OokkumJ, ButowP, et al. Improving patient emotional functioning and psychological morbidity: evaluation of a consultation skills training program for oncologists Patient Educ Couns 2009. https://doi.org/10.1016/j.pec.2009.09.018
- [50] PhillipsIV, Lorie A, Kelley J, Gray S, Riess H. Long-termeffects of empathy training in surgary residents a one year followup study. Eur J Pers Cent Health 2013;1(2): 326 https://dci.org/105750/ejpchvtii2.666
- [51] Riess H, Kelley JM, Bailey R, Konowitz PM, Gray ST. Improving empathy and relational skills in otdaryngology residents a pilot study. Otdaryngol - Head Neck Surg 2011. https://doi.org/10.1177/0194599810390897.
- [52] Bolognesi M, Nigg CR, Massarini M, Lippke S. Reducing obesity indicators through brief physical activity counseling (PACE) in Italian primary care settings. Ann Behav Med 2006;31(2):179-85. https://doi.org/10.1207/s15324796abm8102\_10.