



Physician Burnout: A Barrier to Well-Being

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Disclosures

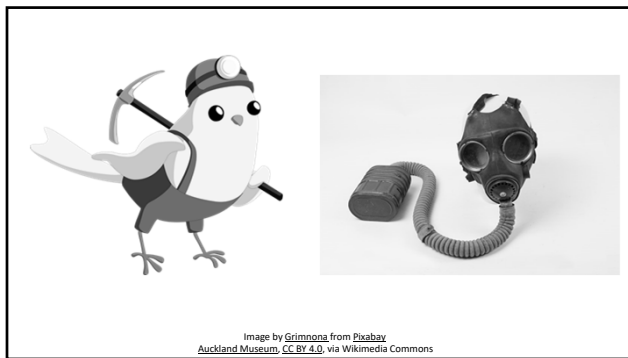
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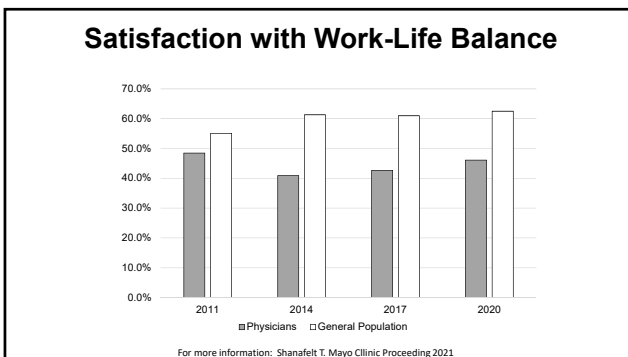
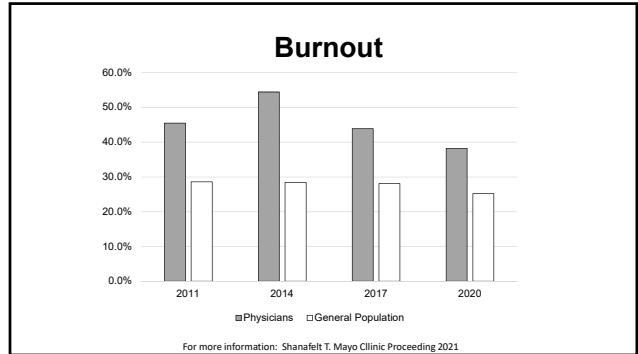
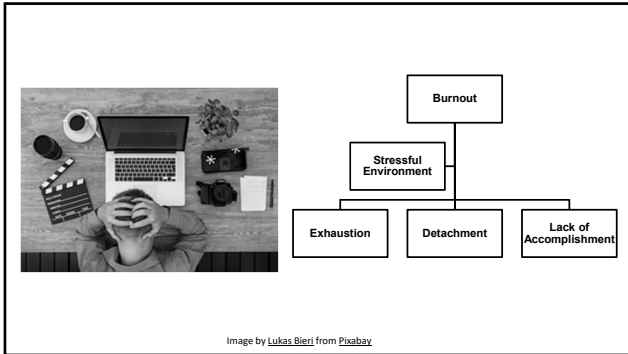
Objectives

1. To define burnout and identify the repercussions of physician burnout.
2. To identify key contributors to burnout among physicians.
3. To review potential well-being solutions on a professional and personal level.

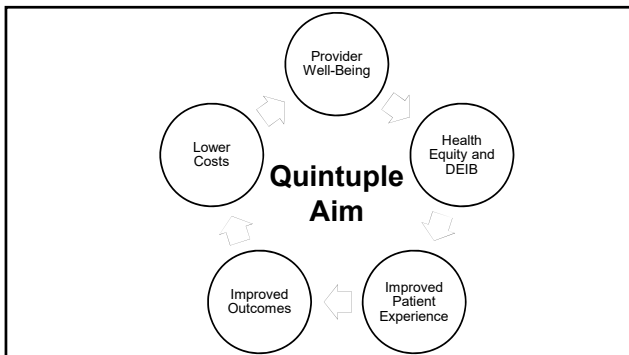
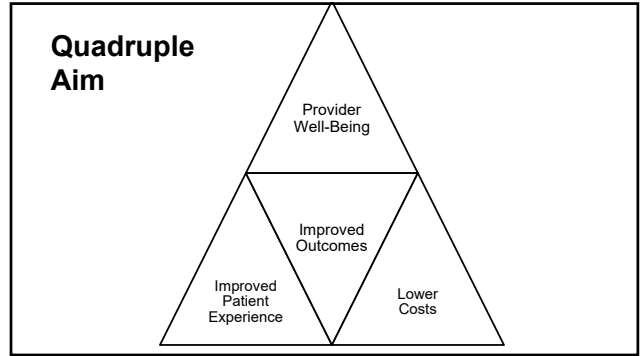
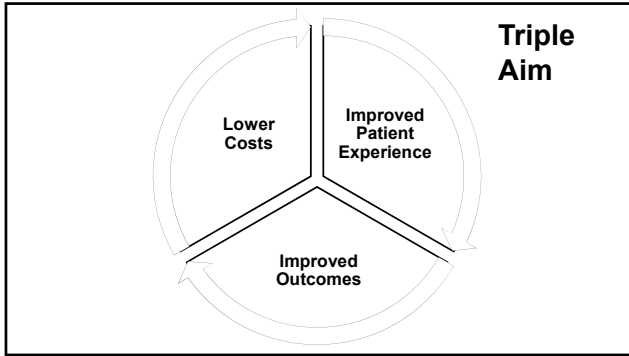


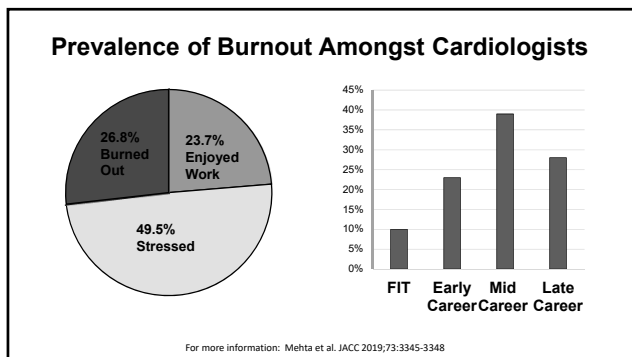
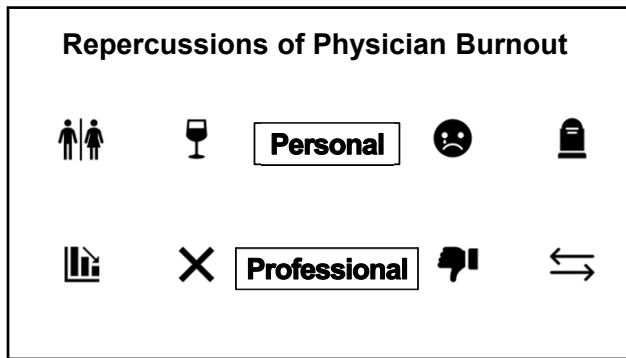
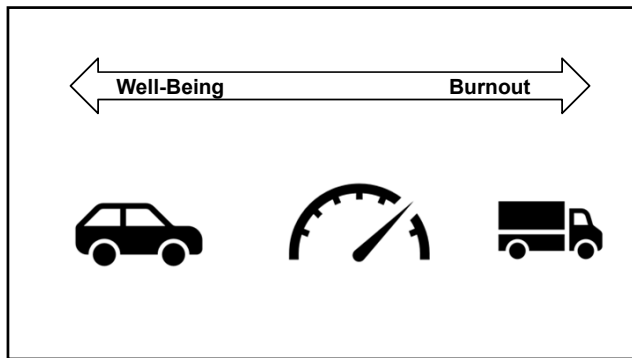
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- ### Prior to COVID-19 Pandemic
- Burnout rates:
 - 35-54% of nurses and physicians
 - 45-60% of medical students and residents
 - Annual burnout-related turnover costs:
 - \$9 billion for nurses
 - \$2.6 to \$6.3 billion for physicians
- Surgeon General Advisory 2022



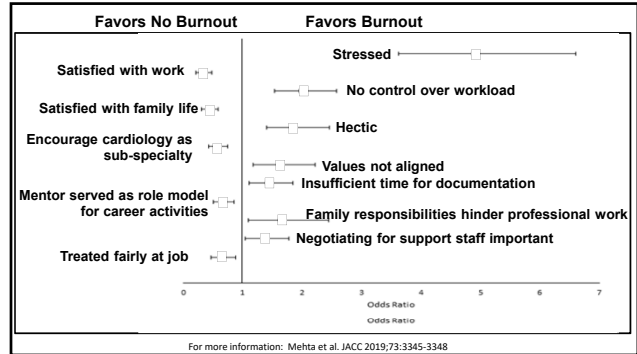


Mini-Z Burnout Questionnaire

| | | | | | |
|---|---|-----------------|-------------------------|--------|---------------------|
| 1. Overall, I am satisfied with my current job. | Strongly Disagree | Disagree | Neither | Agree | Strongly Agree |
| 5. My control over my workload is: | Poor | Marginal | Satisfactory | Good | Optimal |
| 2. I feel a great deal of stress because of my job. | Strongly Disagree | Disagree | Neither | Agree | Strongly Agree |
| 6. Sufficiency of time for documentation is: | Poor | Marginal | Satisfactory | Good | Optimal |
| 3. My professional values are well aligned with those of my department leaders. | Strongly Disagree | Disagree | Neither | Agree | Strongly Agree |
| 7. The degree to which my care team works efficiently together is: | Poor | Marginal | Satisfactory | Good | Optimal |
| 4. Using your own definition of "burnout," please select one of the answers below. | a. I enjoy my work. I have no symptoms of burnout. b. I am stressed, but I don't feel burned out. c. I am definitely burning out and have symptoms of burnout, e.g., emotional exhaustion. d. The symptoms of burnout that I am experiencing won't go away. e. I feel completely burned out. I am at the point where I may need to seek help. | | | | |
| 8. My proficiency with EHR use is: | Poor | Marginal | Satisfactory | Good | Optimal |
| 9. Which number best describes the atmosphere in your primary work area? | 1 - Calm | 2 | 3 - Busy but reasonable | 4 | 5 - Hectic, chaotic |
| 10. The amount of time I spend on the electronic health record (EHR) at home is: | Excessive | Moderately High | Satisfactory | Modest | Minimal/None |

| | No Burnout | Burnout | p value |
|--|------------|---------|---------|
| Satisfied with family life | 90% | 70% | .001 |
| Family responsibilities hinder ability to do professional work | 29% | 46% | .001 |
| Less satisfied with achieving professional goals | 18% | 43% | .001 |
| Less satisfied with financial compensation | 32% | 49% | .001 |
| Experienced discrimination | 37% | 50% | .001 |
| Feel treated fairly at job. | 86% | 61% | .001 |
| Feel valued in profession. | 87% | 63% | .001 |
| Feel that contributions matter. | 88% | 65% | .001 |
| Less likely to recommend cardiology as a career | 20% | 40% | .001 |

For more information: Mehta et al. JACC 2019;73:3345-3348



Drivers of Burnout

- Isolation
- Malpractice suits
- Excessive work loads
- Call Schedule
- Productivity/RVU based pay
- Low self-compassion
- Responsibility
- Misaligned Values


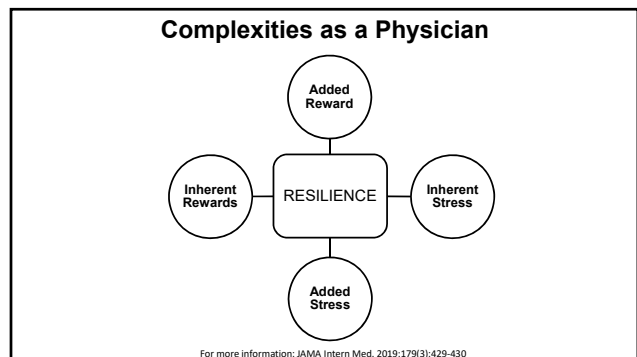
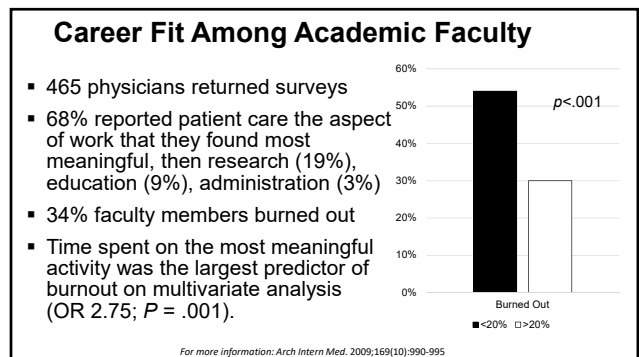
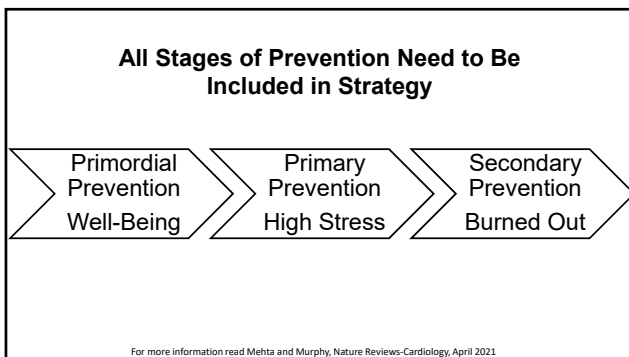
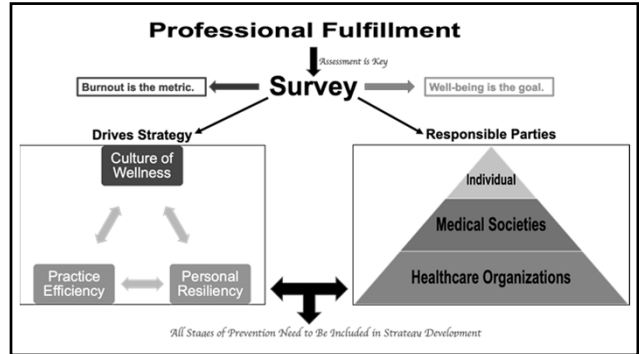
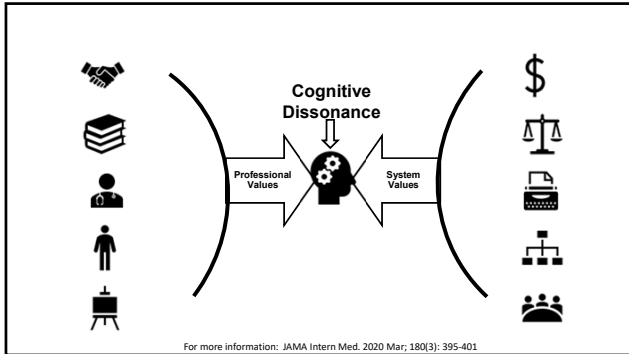
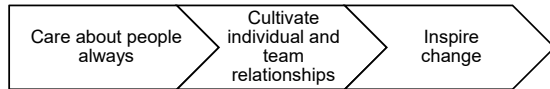


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Wellness-Centered Leadership Model



Academic Medicine 96(5):641-651, May 2021.

“While burnout manifests in individuals, it originates in systems.” —Christine Sinsky, MD from AMA

Foundational Programs

Safety-Net Resources for Clinicians in Distress

- Campaigns to reduce stigma
- Access to mental health resources
- Peer-support programs



For more information: Shanafelt et al. NEJM Catalyst 2020

For Medical Emergencies, Call 911 or Go to Your Local Emergency Room

- National Suicide & Crisis Lifeline:
 - Call or text 988 or chat 988lifeline.org
- Physician Support Line: 1 (888) 409-0141
- Ohio Careline: 1-800-720-9616
- SAMHSA Disaster Distress Helpline: 1-800-985-5991
- Veterans Crisis Line
 - Call 988 then press 1 or Text 838-255

OSMA Well-Being CARE Service

- <https://www.wellbeingcare.org/>
- 1. Take a brief assessment for mental and emotional health
- 2. Receive recommendations for mental health services in their community
- 3. Have the option to, if needed, privately connect with a licensed mental health professional

Professional Coaching

- 88 physicians randomized
- 6 months of professional coaching
- 1-hour initial professional coaching session
- Five 30-minute professional coaching sessions every 2 to 3 weeks within 5 months

For more information: JAMA Intern Med. 2019;179(10):1406-1414

Professional Coaching

| | Intervention Group | Control Group | Absolute Change Intervention to Control Group | P value |
|---------------------------|--------------------|---------------|---|---------|
| Emotional Exhaustion | -5.2 points | 1.5 points | -6.7 points | p<0.001 |
| High Emotional Exhaustion | -19.5% | 9.8% | -29.3% | p<0.001 |
| Overall Burnout Rates | -17.1% | 4.9% | -22.0% | p<0.001 |
| Resilience | 1.3 points | 0.6 points | 0.7 points | p=0.04 |
| Quality of Life | 1.2 points | 0.1 points | 1.1 points | p=0.005 |

For more information: JAMA Intern Med. 2019;179(10):1406-1414

Resources to Address the Needs of Specific Groups or Specific Issues

- Transition and onboarding support for new hires
- Resources specific to stage of career (early, mid, late)
- Parental (maternity/paternity) leave policies
- Support during medical leave



For more information read NEJM Catalyst 2020

An Appropriate Array of Evidence-Based Self-Care and Wellness Promotion Offerings

- Support to help clinicians stay well
- Resources for physical, social, emotional, and mental wellbeing



For more information read NEJM Catalyst 2020

Leadership Development

- Programs to promote inclusive leadership and psychological safety
- Training, coaching, and development opportunities to cultivate leadership skills that contribute to well-being of team members
- Regular feedback to leaders from those they lead, focused on leadership behaviors that promote professional fulfillment

For more information read NEJM Catalyst 2020

Deliberate Programs to Promote Collegiality and Community at Work

- Commensality groups with structured discussion
- Social events and recognition
- Schwartz rounds
- Storytelling events
- Physical space (e.g., clinician lounge)
- Programs to mitigate incivility and mistreatment



For more information read NEJM Catalyst 2020

Assessment of Well-being and Its Driver Dimensions

- Assess well-being and driver dimensions at regular cadence
- Disseminate both organization-level and work-unit-level results with benchmarks in a manner that precipitates action by work-unit leaders
- Use data to engage teams in conversation about the greatest opportunities for improvement
- Include accountability for action

For more information: NEJM Catalyst 2020

Systemwide Approaches That Enable Physicians to Identify, Prioritize, & Address Irritating Work-Unit Factors



Muhammad Ali:
 “It isn't the mountains ahead to climb that wear you out; it's the pebble in your shoe.”

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Inbox Management

- Delete
- Delegate
- Defer
- Do



Right Work and Right Responsibility



Develop Relationships
 Improve Team Morale
 Set Expectations
 Assess and Improve

DE-IMPLEMENTATION ACTION

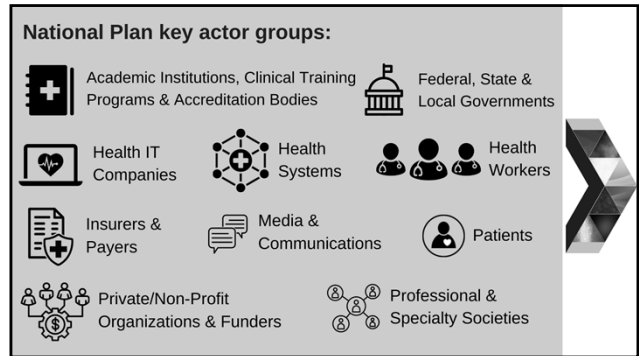
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|-----------------------------------|--|
| Minimize alerts | Reduce clicks and hard-stops in ordering |
| Simplify login | Eliminate requirements for password revalidation |
| Extend time before auto-logout | Reduce note-bloat |
| Decrease password-related burdens | Reduce inbox notifications |

From AMA STEPS forward

Download new NAM publication at:
nam.edu/NationalPlan

National Plan for Health Workforce Well-Being

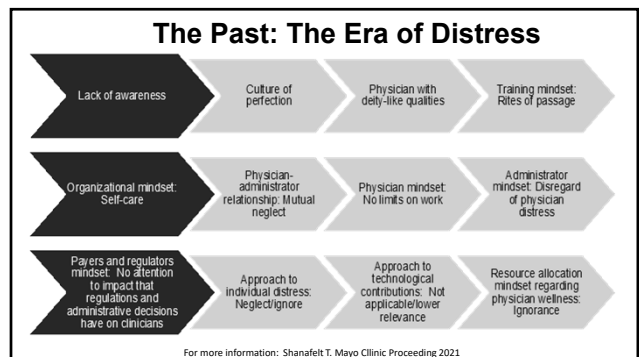
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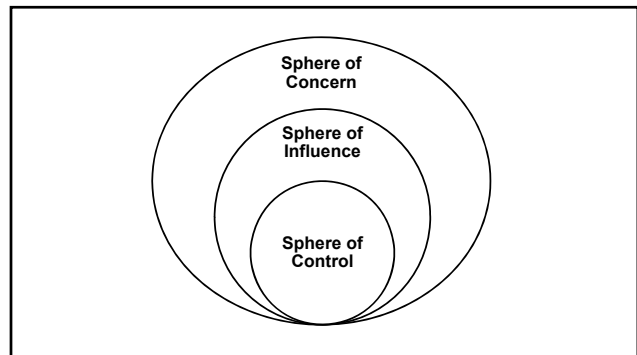
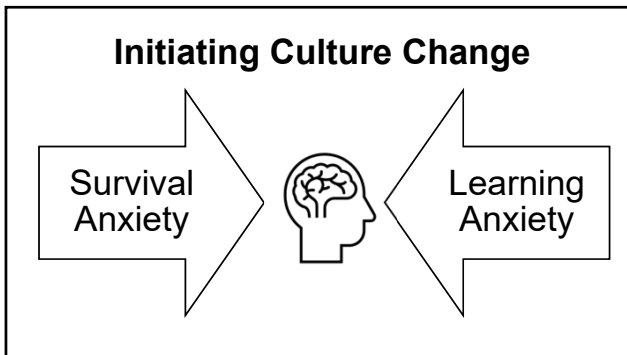
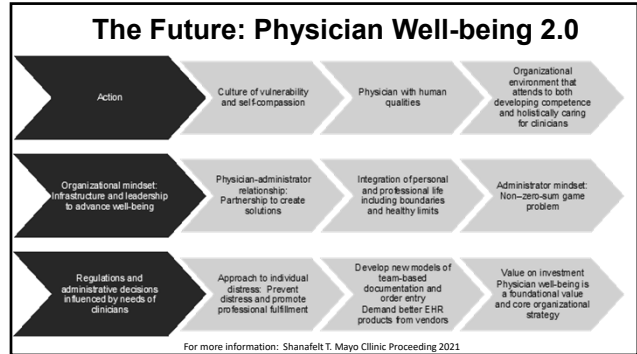
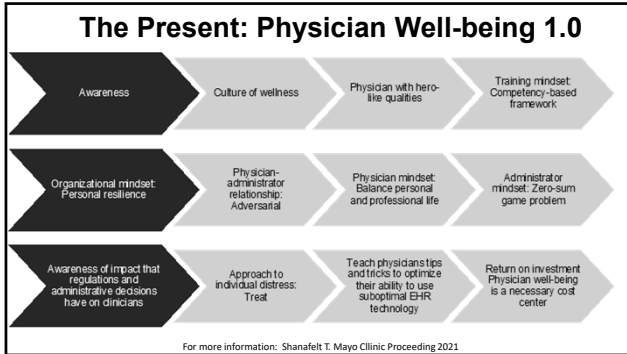


- Create and sustain **positive work and learning environments and culture.**
- Invest in **measurement, assessment, strategies, and research.**
- Support **mental health** and reduce **stigma.**
- Address **compliance, regulatory, and policy barriers for daily work.**
- Engage effective **technology tools.**
- Institutionalize **well-being as a long-term value.**
- Recruit and retain a **diverse and inclusive health workforce.**

Priority areas for health workforce well-being

nam.edu/NationalPlan

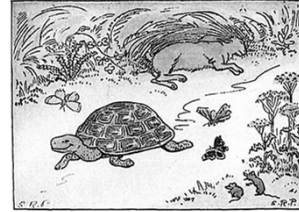




Conclusions

- Know the drivers of burnout.
- Be on the look out, inner self and those around you.
- Remember burnout is more than just a resiliency issue!
- Professional fulfillment: culture of wellness, efficiency of practice, personal resilience
- Recognize that you can impact your wellbeing and also to partner with your organization.

This is a Marathon, Not a Sprint!



THE TORTOISE AND THE HARE

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