Addressing the Unique Causes of Burnout on Your Team:

Hope for the Exhausted!

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Disclosures

I am the owner of Dael Waxman, MD Coaching and Consulting.

I am a physician coach for MD Coaches and for Pyramid Resource Group

and

I have been a burnt out physician – at least twice!

Overview

What is Burnout?
- Maslach
- Demands/Resources

Addressing Burnout in Your Setting
- Six Core Job Demands/Resources
- Building Resilient Teams

Interactive

Cultivating Well-being

My Goals for You

- Take home 1 – 3 ideas that mitigate burnout and implement them in your office/clinic/setting in the next 2 weeks!

- Take home 1 – 3 ways to enhance your personal well-being.

Take Out Your Cellphone!

Who are you here with?

Why Burnout?

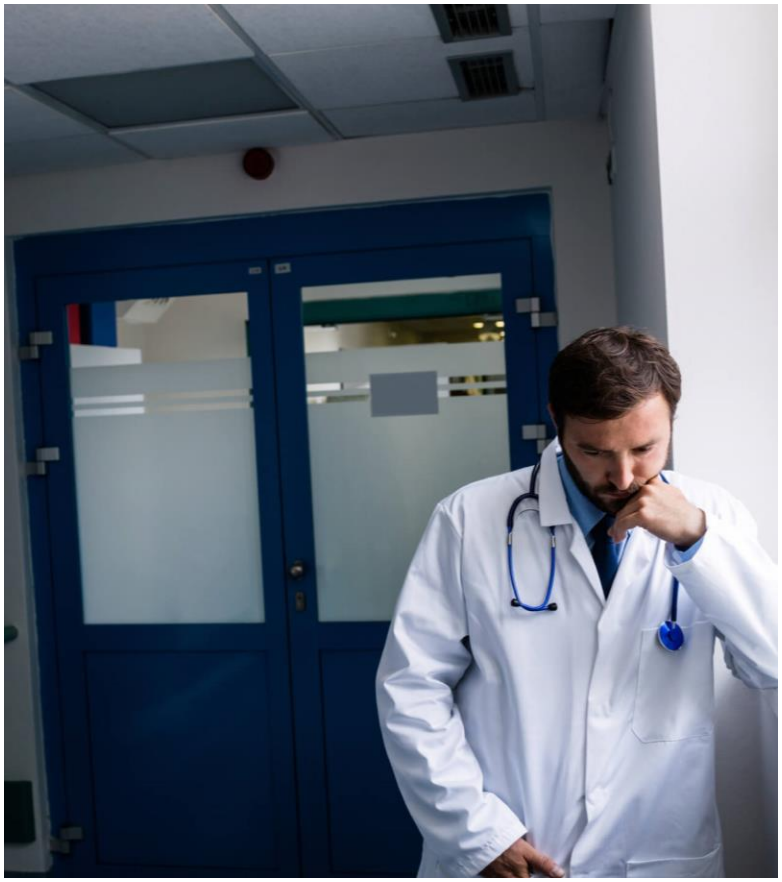
2022 Medscape survey

All specialties, *47% burnout*

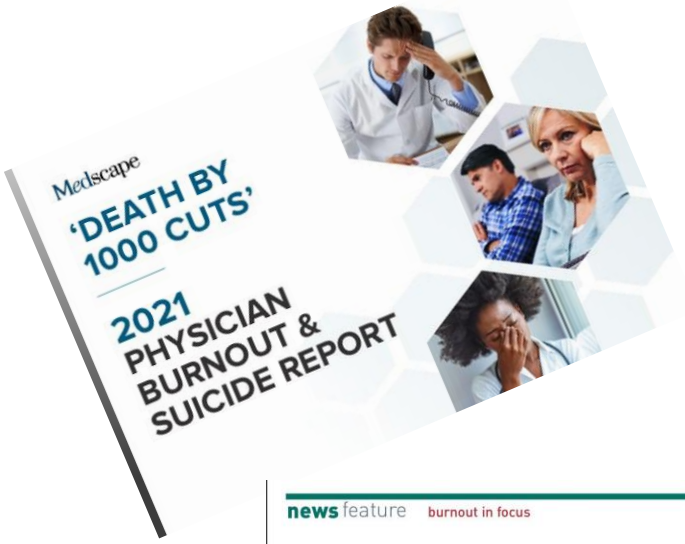
By specialty:

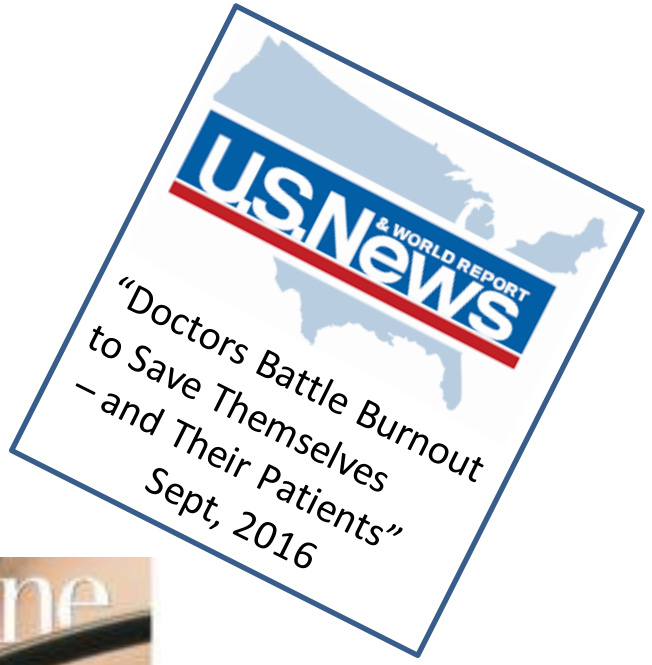
1. Emergency medicine — 60 %
2. Critical care — 56 %
3. OB/GYN— 53 %
4. Infectious diseases — 51 %
4. Family medicine — 51 %
7. Pediatrics — 49 %
8. Internal Med – 48%

18. Dermatology – 33%
19. Preventive Med – 26%



Physician Burnout – In the News





news feature burnout in focus

Going, going, gone – examining doctor burnout

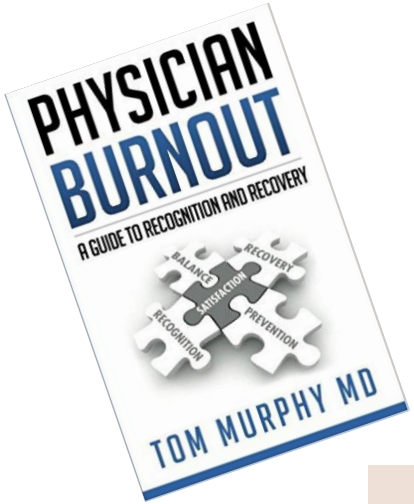
Following her recent article on physician suicide, **Priscilla Lynch** examines the issue of extreme burnout in the medical profession, with a particular focus on the hospital system

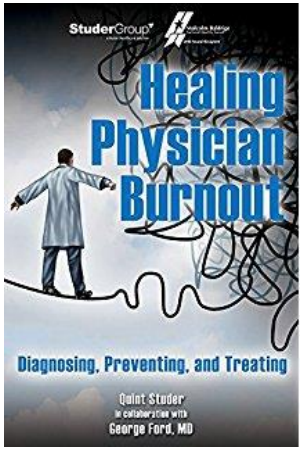
'We can't fix it by only fixing the symptoms – burnout, physician suicide, mental health issues – we need to fix the core problems of quality and safety'

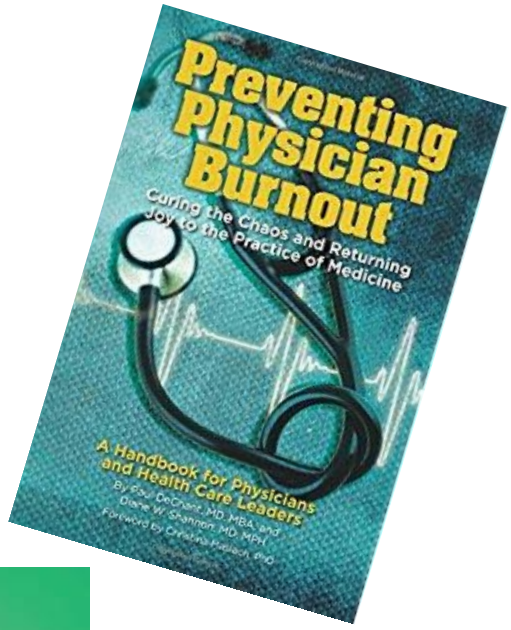
Dr Paddy Barrett

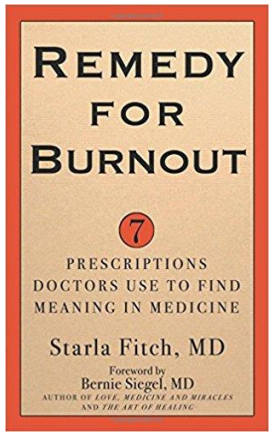
Case study – the burnout experience of an Irish doctor

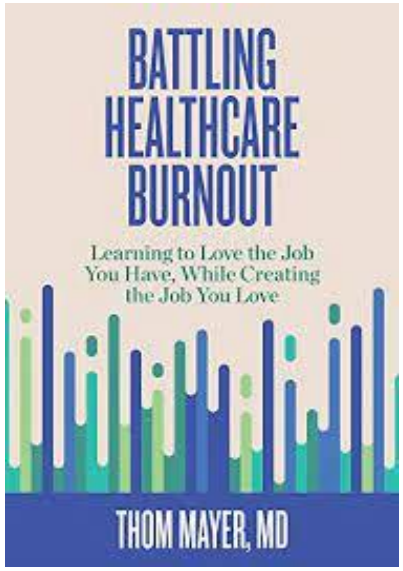
Physician Burnout - Press

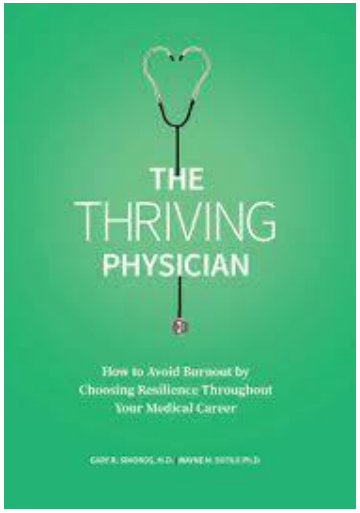


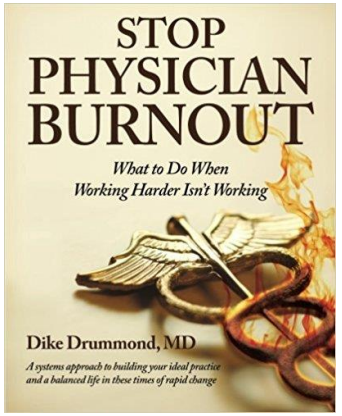










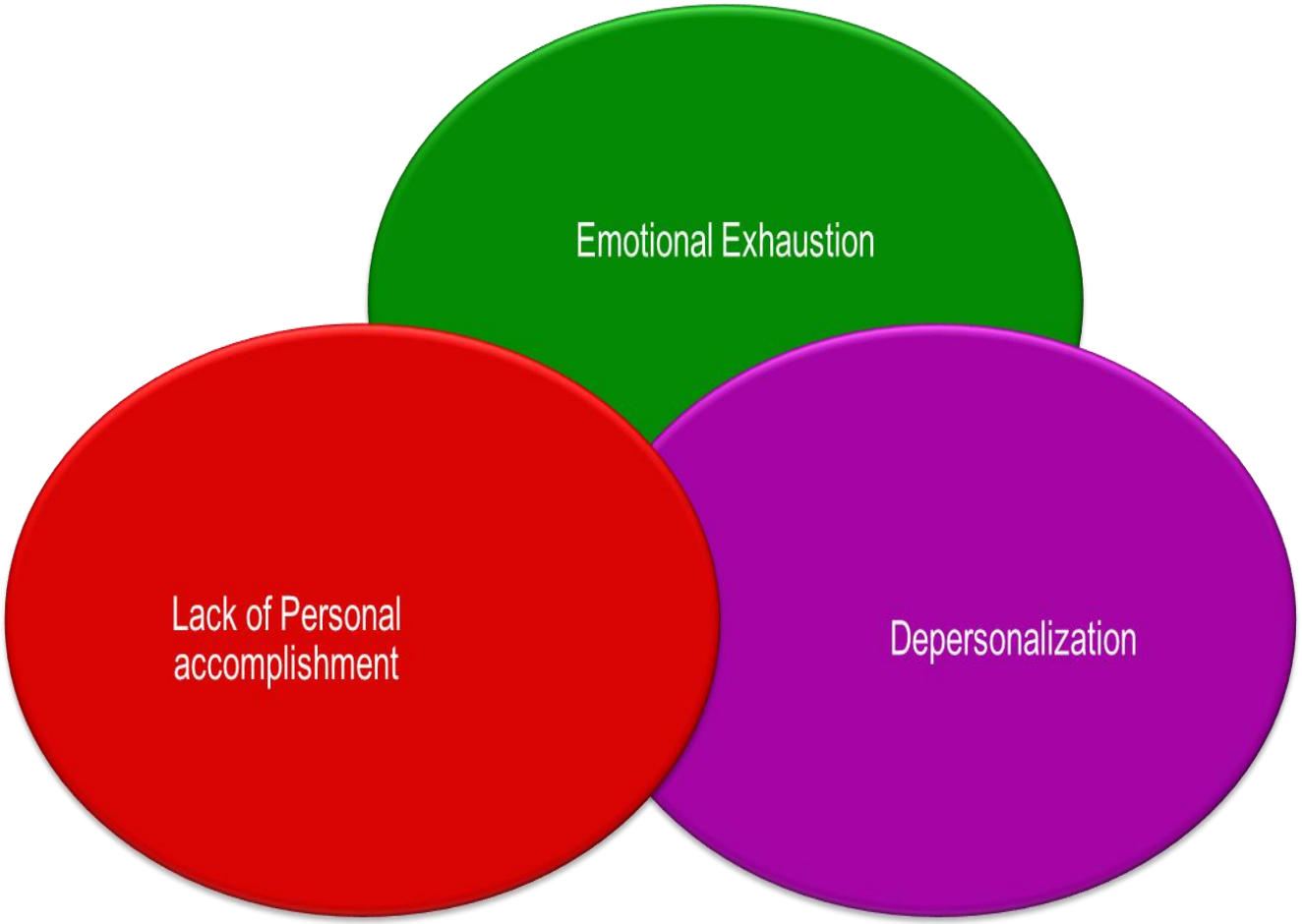


Addressing Health Worker Burnout

Investing in health workers and safeguarding their well-being protects their health, our health, and our entire health care system.

Office *of the*
U.S. Surgeon General

What is Burnout?



Emotional Exhaustion

- Emotionally drained from work
- Start most days feeling fatigued
- Strained by having to work with people
- Irritation in response to routine demands of work
- Difficulty bouncing back after time away from work

Depersonalization

- Cynical attitudes towards patients
- Treat patients as objects
- Talk down to peers and staff
- Lack of compassion for patients & colleagues

Lack of personal accomplishment

- Incompetence- feeling uncertain that you make a difference
- Inefficiency- feeling you seldom accomplish anything worthwhile at work
- Inadequacy- loss of passion and motivation for work

Impact of Burnout - Physicians

- Absenteeism
- Turnover
- Lower productivity and effectiveness
- Poor health
- Poor work and home relationships

Spickard, Gabbe; JAMA 2002;288:1447-50; Crane M, Med Econ. 1998;75:210-18.

Identifying burnout

- **Physical symptoms**: fatigue, sleep disruption, headache, GI issues, inflammatory changes, vague somatization
- **Emotional symptoms**: alienation, cynicism, learned helplessness, anxiety, depression
- **Behavioral Symptoms**: impatience, negativity, frustration, irritability
- **Cognitive symptoms**: decreased attention, impaired memory

Impact of Burnout - Patients

- Increased medical error.
- ↓patient adherence to recommendations.
- Lower trust/confidence in the clinician.
- Decreased patient satisfaction.
- Lower quality patient care.

Spickard, Gabbe; JAMA 2002;288:1447-50; Crane M, Med Econ. 1998;75:210-18

Maslach Model of Burnout

"Burnout is always more likely when there is a major **mismatch**

between the nature of the job

and

the nature of the person who does the job."

- Christina Maslach, Ph.D.

The Truth About Burnout: How Organizations cause Personal Stress and What to Do About It. Maslach & Leiter; 1997

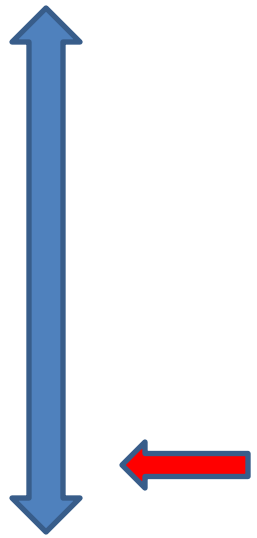
A Mismatch

(Fulfillment)
Engagement

Personal Factors + System Factors =

I am a carpenter and I love to work with wood. My job: wood cabinetry production and maintenance.

Company change: new cabinets are now made of polyester.



Burnout

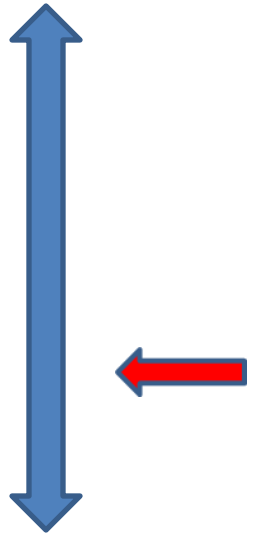
A Mismatch – Physicians

(Fulfillment) Engagement

Personal Factors + System Factors =

"I love spending quality time with patients – hearing their complete stories and educating them about their health."

↑ documentation, efficiency pressures, chaotic environment

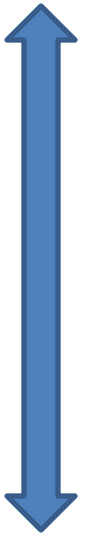


Burnout

A Bit of Burnout Theory

Engagement
(Fulfillment)

Personal Factors + System Factors =



Burnout

System (Practice) Factors

- Operations
  - what it is designed to do and how well (e.g.schedules, equipment)
- Workplace atmosphere
  - calm vs. chaotic
  - organized vs. disorganized
- Personnel
  - multiple personalities and roles
- External influences : regulations, policies, EHR
- System value of wellness/resilience

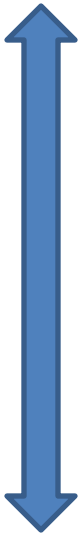
Time Out for Well-being: Gratitude

Take a couple of minutes to write about something that has gone well for you today.

And, what was your role in bringing that about?

A Bit of Burnout Theory

Personal Factors + System Factors =



Engagement (Fulfillment)

Burnout

Personal Factors

- Career “passion” – what I was meant to do
- Training – what I trained to do
- Personality – what are my personality traits
- Values – personal values and beliefs
- Wellness/Resilience/Hardiness

Personal Factors – Physician Personality

Physicians are:

- Intelligent
- Caring
- Sensitive
- Inquisitive

Personal Factors - Personality

However, physicians also tend to :

- Be Type A
- Be Competitive
- Be Perfectionistic
- Be Compulsive
- Put others' needs before their own

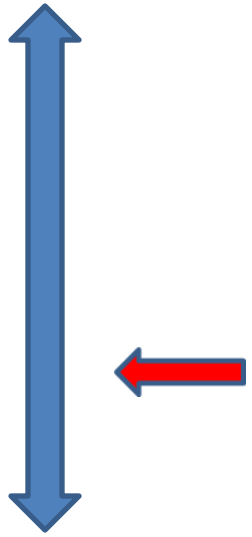
A Mismatch – Physicians

(Fulfillment) Engagement

Personal Factors + System Factors =

"If my patients need me, I am there."

Patient needs are endless and there are endless patients.

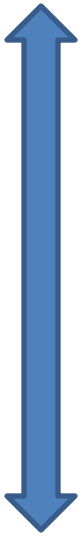


Burnout

Percentage Contributions

Engagement
(Fulfillment)

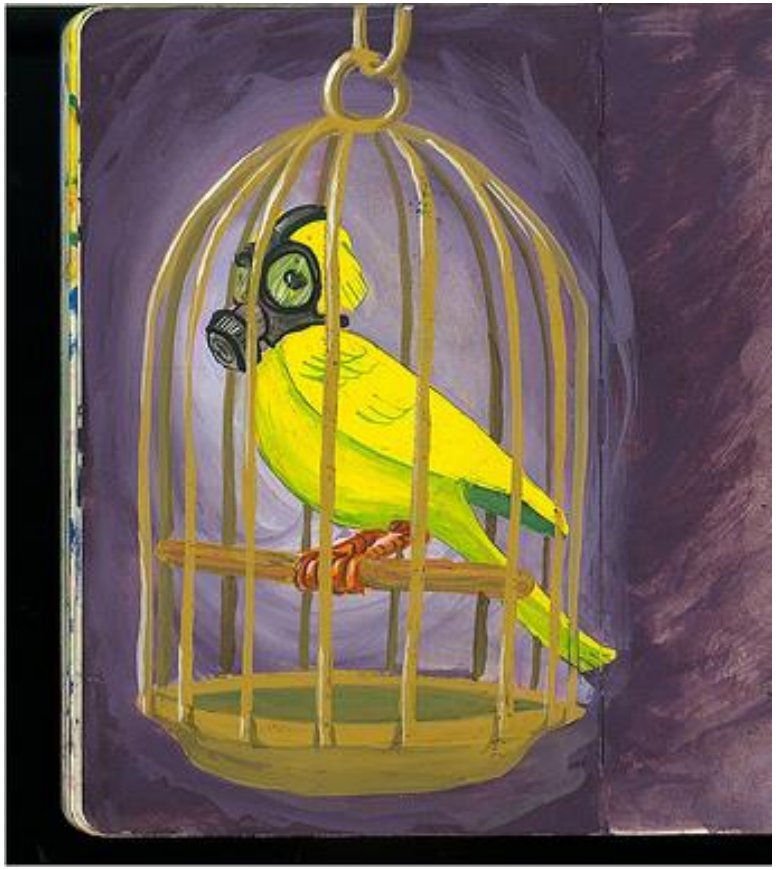
Personal Factors + System Factors =



10% 90%

Burnout

Our Main Error with Burnout:



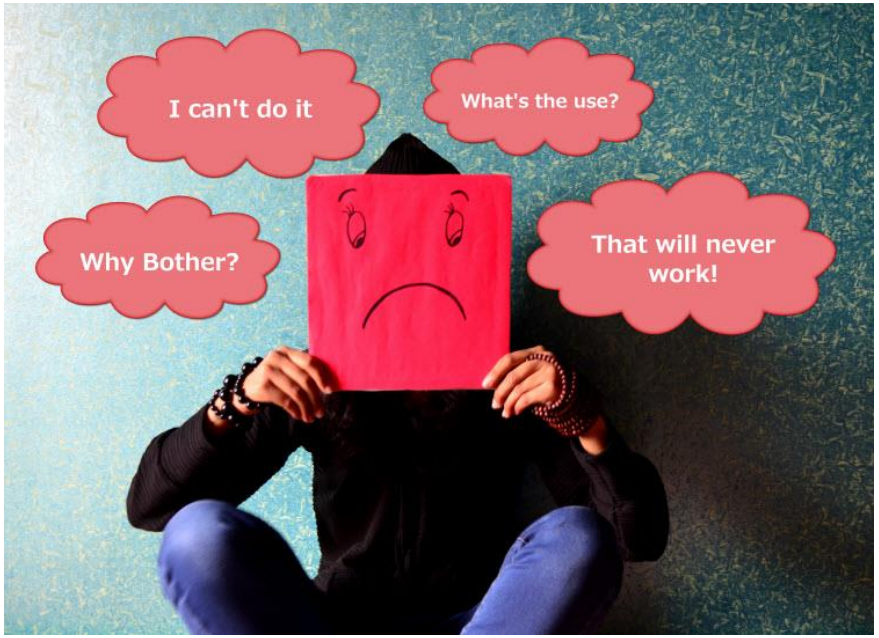
We believe all burnout is the 10%

Our Common Response to the Systems Issues:

Systems Factors

- Operations
  - what it is designed to do
- Workplace atmosphere
  - calm vs. chaotic
  - organized vs. disorganized
- Personnel
  - multiple personalities and roles
- Regulations, policies, EHR
- System value of wellness/resilience

Learned Helplessness



Addressing (Reducing) Burnout

What We Know: Reducing Burnout

- Evidence:
  - Meta-analysis (2617 articles)
    - 15 RCT + 37 cohort studies (burnout dimensions as outcomes)
      - **Individual focused (mindfulness, stress management, communication) groups**
      - **Organizational or structural (work hours shortened, work flow) improvements**
    - Results
      - **Overall burnout reduced from 54% to 44%**
      - Emotional exhaustion and depersonalization score decreased
    - Conclusion
      - **Need both organizational and individual focused interventions.**

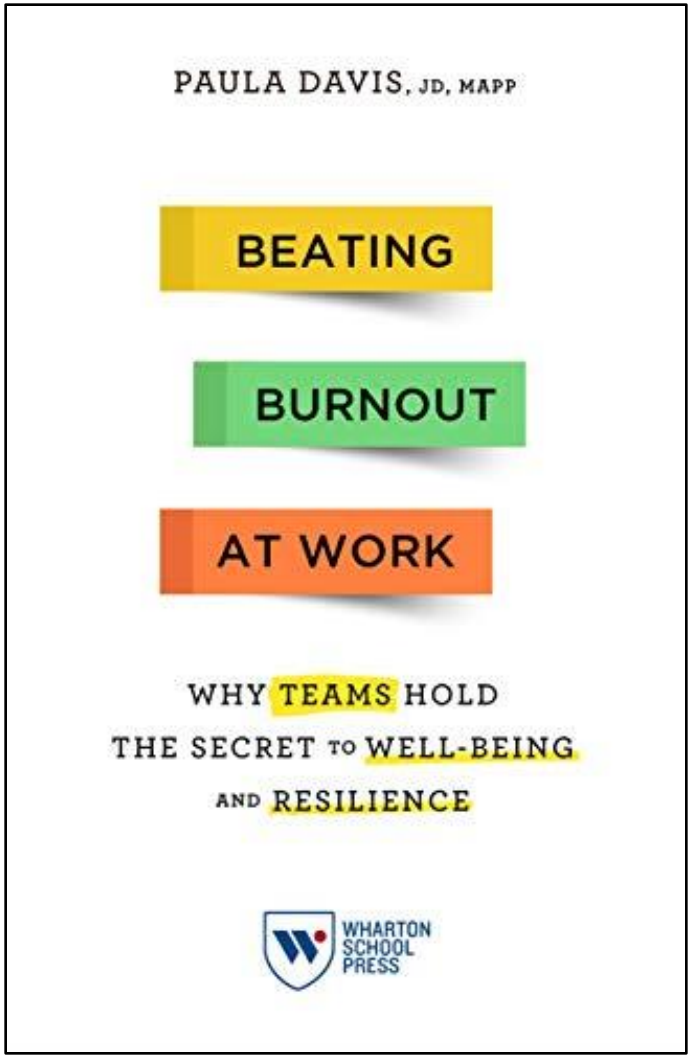
Interventions to prevent and reduce physician burnout: a systematic review and meta-analysis. Lancet, Nov 05, 2016 Volume 388, Number 10057 p2209-2322

What We Also Know:

When burnout is measured in healthcare organizations, there are groups within the organization with very high burnout and other groups with very low burnout – in the same system!

What's going on?

Deeper Dive into Systems Factors:



Another Model of Burnout:
Demands/Resources Theory

Job demands – aspects of work that require sustained effort

Job resources – aspects of work that give motivation and energy, and stimulate growth, learning and development

Demands > Resources = Burnout

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology, 22*(3), 273–285

Job Demands that Contribute to Burnout

Job Demands that Contribute to Burnout (Core Six)	Job Resources that Contribute to Well-being
Lack of Autonomy	Empowerment, Flexibility
High Workload	Decision-making ability about work, processes
Lack of Support from leaders/colleagues	Authentic feedback
Unfairness (lack of transparency, arbitrary decision-making)	Autonomy and Job Control Emotionally intelligent leadership
Values Disconnect	Opportunities to Co-create Culture
Lack of Recognition	Role clarity, leader support, meaningful recognition

Davis, Paula. "Beating Burnout at Work", Wharton School Press, March, 2021.

Burnout-inducing Demands and Poor Health*

Job Demands that Contribute to Burnout (Core Six)	Job Resources
Lack of Autonomy	Empowerment, Flexibility
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**Affect longevity, mental health, physical health, morbidity and mortality.*

Core Six Burnout-inducing Demands in Your Setting

- Lack of Autonomy
- High Workload
- Lack of Support from Leaders/colleagues
- Unfairness (lack of transparency, arbitrary decision-making)
- Values Disconnect
- Lack of Recognition

Take a few minutes to write down examples of these demands in your setting.

Core Six Burnout Inducing Demands in Your Setting

- Lack of Autonomy
- High Workload
- Lack of Support from leaders/colleagues
- Unfairness (lack of transparency, arbitrary decision-making)
- Values Disconnect
- Lack of Recognition

Pair - Share

Job Resources that Reduce Burnout*

Job Demands that Contribute to Burnout (Core Six)	Job Resources
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**Central Resources for Creating Well-being and Healthy Workplaces*

Resources that Reduce Burnout Already in Your Setting

- Empowerment, Flexibility
- Decision-making ability about work, processes
- Authentic Feedback
- Autonomy and Job Control, Emotional Intelligent Leaders
- Opportunities to Co-Create Culture
- Role Clarity, leader support, meaningful recognition

Take a few minutes to write down examples of what's going well in your setting.

Resources that Reduce Burnout Already in Your Setting

- Empowerment, Flexibility
- Decision-making ability about work, processes
- Authentic Feedback
- Autonomy and Job Control, Emotional Intelligent Leaders
- Opportunities to Co-Create Culture
- Role Clarity, leader support, meaningful recognition

Pair - Share

Well-being Moment

What is one thing that you accomplished in the past week that you are proud of?

Measuring

Appendix A. Maslach Burnout Inventory (MBI)

The Maslach Burnout Inventory (MBI) is the most commonly used tool to assess the risk of burnout which was developed by Christina Maslach (1981). The validity and reliability study of this inventory made by Ergin (1993) in Turkey.

Maslach C, Jackson SE. The measurement of experienced burnout. J Organ Behav., 1981;2:99–113.

Ergin C. Adaptation and Validity of MBI for Measuring Burnout Among Turkish Physicians and Nurses. 7th National Psychology Congress, Bayraktar R (ed.). Turkish Psychologists Association. Ankara:Cilt 2, 1993; 143–154. (in Turkish).

Maslach Burnout Inventory (MBI)

The inventory consists of 22 questions which have five graded Likert-type answers. To determine the risk of burnout, the MBI explores three sub-scales: emotional exhaustion, depersonalization and personal accomplishment.

A high score in the first and third sections and a low score in the second section may indicate burnout.

Questions	Never	Rarely	Sometimes	Frequently	Always
I. Emotional Exhaustion					
I feel emotionally drained from my work	0	1	2	3	4
I feel used up at the end of the workday	0	1	2	3	4
I feel fatigued when I get up in the morning and have to face another day on the job	0	1	2	3	4
Working with people all day is really a strain for me	0	1	2	3	4
I feel burned out from my work	0	1	2	3	4
I feel frustrated by my job	0	1	2	3	4
I feel I'm working too hard on my job	0	1	2	3	4
Working with people directly puts too much stress on me	0	1	2	3	4
I feel like I'm at the end of my rope	0	1	2	3	4
II. Personal Accomplishment					
I can easily understand how my recipients feel about things	0	1	2	3	4
I deal very effectively with the problems of my recipients	0	1	2	3	4
I feel I'm positively influencing other people's lives through my work	0	1	2	3	4
I feel very energetic	0	1	2	3	4
I can easily create a relaxed atmosphere with my recipients	0	1	2	3	4
I feel exhilarated after working closely with my recipients	0	1	2	3	4
I have accomplished many worthwhile things in this job	0	1	2	3	4
In my work, I deal with emotional problems very calmly	0	1	2	3	4
III. Depersonalization					
I feel I treat some recipients as if they were impersonal 'objects'	0	1	2	3	4
I've become more callous toward people since I took this job	0	1	2	3	4
I worry that this job is hardening me emotionally	0	1	2	3	4
I don't really care what happens to some recipients	0	1	2	3	4
I feel recipients blame me for some of their problems	0	1	2	3	4

Maslach Burnout Inventory
(measures burnout)

Well-being Index
(measures mental distress)

AWS

Areas of Worklife Survey
(measures perceptions of workspace qualities that play a role in burnout)

So…so far:

- Burnout is a problem
- It is caused when:
  - there is a mismatch between person/system
  - job demands outweigh job resources
- Treating the symptom (burned out employee) doesn't treat the problem
- Assessing your work environment for:
  - demands that contribute to
  - resources that mitigate against burnout

  is an effective way to address the problem

Taking this further….

….it’s all about Teams

Being a contributing member of an effective, resilient, high-functioning team reduces your chance of developing burnout.

Recall a time when you have been part of a highly functioning team…

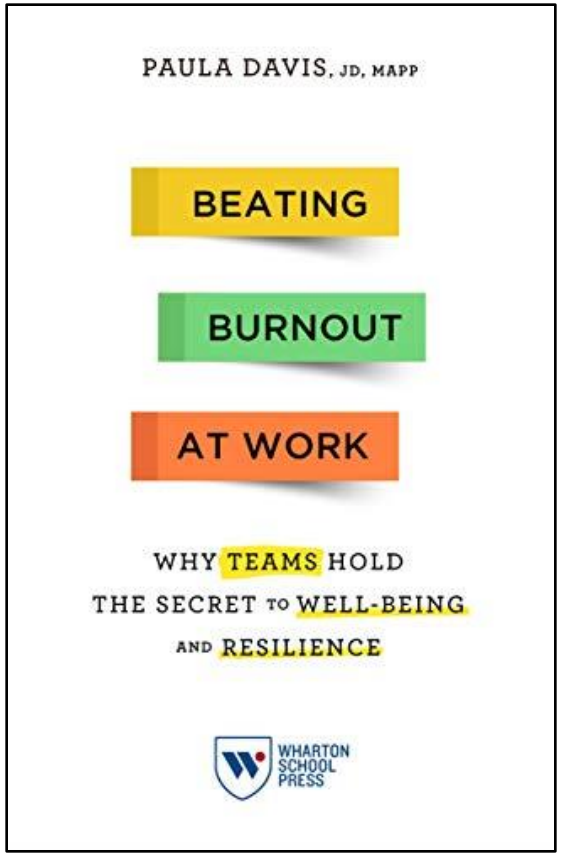
What made it function so well?

Large Group Share

Large Group Share

A

PRIMED



- Psychological Safety
- Relationships
- Impact
- Mental Strength
- Energy
- Design

PRIMED for Team Success

- Psychological Safety: belonging, inclusion, vulnerability
- Relationships: welcoming, trusting, onboarding
- Impact: recognize that work contributes to something larger
- Mental Strength: collective ability to overcome challenges
- Energy: stress awareness and recognize impact on each other
- Design: create positive change when things aren't going well

What are 1 – 3 ideas that you are taking with you and going to act on in the next 2 weeks?

Summary

WELLBEING
Healthy
Emotional
Emotional
My
Wellbeing
Weight
EMOTIONAL
Activity
Physical
Activity
Physical
WELLBEING
Weight
Healthy
Activity
Physical
Activity
Wellbeing

Thank You