

PHYSICIAN WELL-BEING

PREVENTING BURNOUT

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2019 Annual Scientific Meeting
Wyndham Grand Orlando Resort Bonnet Creek
Orlando, FL



LEARNING OBJECTIVES



- **Define Well-being & Burnout**
- **Explain the risk factors for Burnout**
- **Describe the BURN approach for prevention**

B = Balance

U = Understand

R = Recharge

N = Now, Next



Faculty & Disclosures

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“Burnout...”

Physical, emotional and mental exhaustion caused by long term involvement in emotionally demanding situations”

(Aggarwal, n.d. slide15)



AAFP Program *Physician Health First*

<http://www.aafp.org/membership/benefits/physician-health-first.html>

The Happy MD - *Stop Physician Burnout — Tools, Training, Complete Support*

<https://www.thehappy.md.com/>

My Career...

I don't like this!
Dissatisfaction

**I don't want to do
this!**
Disengagement

I can't do this!
Burnout

(Hasan, 2016)



(Glasbergen, n.d.)



Maslach Burnout Inventory (MBI)

MEASURING BURNOUT

- #1 EMOTIONAL EXHAUSTION - anxiety, depression, anger, low physical energy**
- #2 DEPERSONALIZATION OF PATIENT – apathy, irritability, compassion fatigue**
- #3 LOW PERSONAL ACCOMPLISHMENT
pessimism, sarcasm, detachment**

(Maslach, 1986)



STATISTICS

**51% OF PHYSICIANS REPORTED BURNOUT
IN 2016 MEDSCAPE (25% increase in 4 years)**

(Peckham, 2017)



**96 % of HEALTHCARE EXECUTIVES, CLINICAL
LEADERS & CLINICIANS AGREE BURNOUT
SERIOUS PROBLEM**

(Swenson, 2016)



BURNOUT & PATIENT CARE

- **Care quality** - poor patient experience
- **Safety** – higher medical error rate
- **Reputation** – verbal & online - poorer
- **Staff turnover** – higher, costly



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BURNOUT & PHYSICIANS

- **Health** – higher addiction, divorce, suicide
- **Legal** – higher malpractice risk
- **Turnover** – staff & costs
- **Professionalism** – disruptive behavior
- **Productivity & efficiency** - reduced

“In no other occupation does burnout exact such a toll of waste, morbidity , and mortality”

(Drummond, D p. 15)



(Careers, n.d.)



RISK FACTORS

- **Programming of Profession**
- **Patients, Practice**
- **Personality of Perfectionism, Over-commitment**
- **Personal**





“The Patient Comes First!” “Never Show Weakness”

- **Workaholic**
- **Superhero**
- **Emotion-free**
- **Lone Ranger**
- **Perfectionist**
- **Fix the negative**

(Drummond, D, 2014, p. 39-40)



Are you constantly putting out fires?





DO THE “BURN”

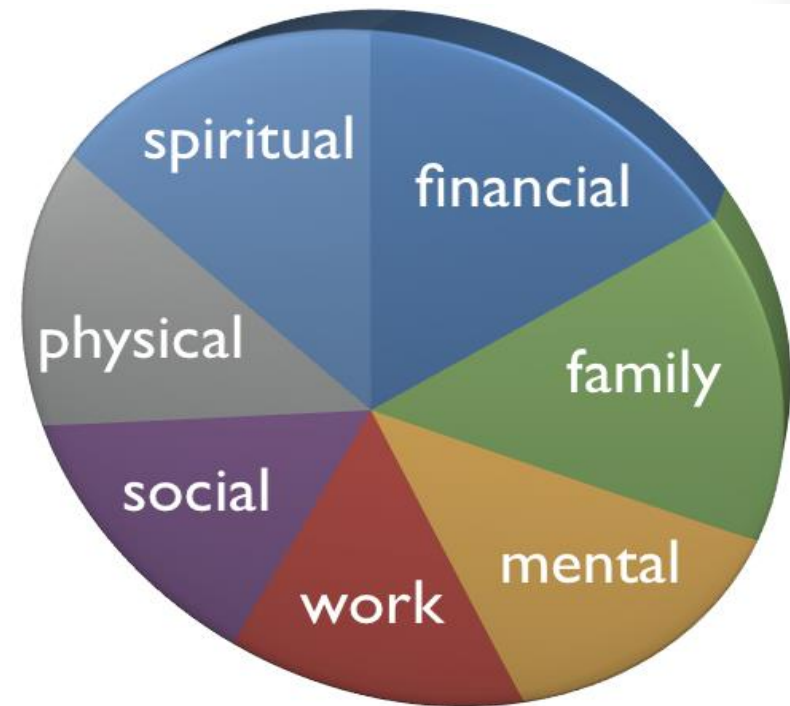
BURNOUT PREVENTION

B = Balance

U = Understand

R = Recharge

N = Now, Next





ACUTE STRESS

Balance Understand Recharge Now, Next

- **Mindfulness**
- **Walk & take a deep breath!**
- **Journaling**
- **Find humor**
- **Avoid alcohol & drugs**
- **Avoid sleep deprivation**

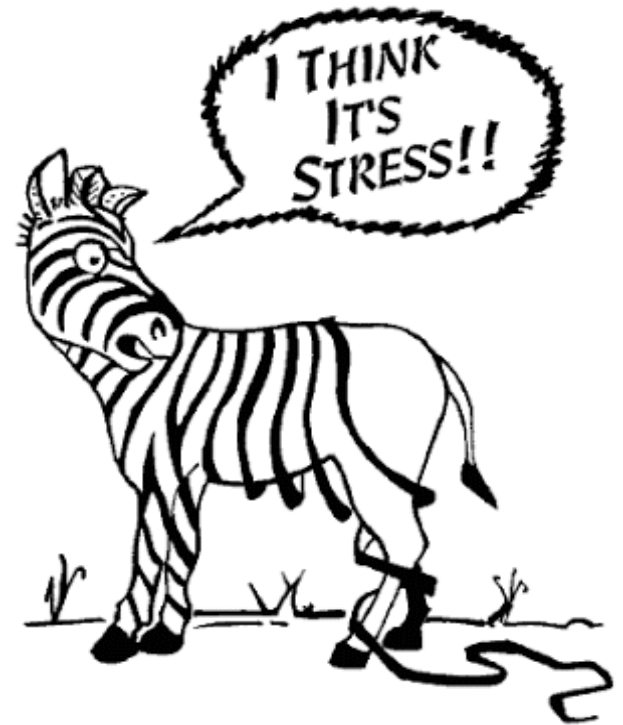




RECHARGE

Balance Understand Recharge Now, Next

- **Resilience**
- **Meditation, Spirituality**
- **Mentoring**
- **Diet, Exercise, Sleep**
- **Socialization, Time-off**
- **Work- life Boundary**



(Moss, 2016)



BUILD RESILIENCE

Balance Understand Recharge Now, Next

- **Internal attributes** - genetics, optimism
- **External** - programming, trauma, overwork
- **Skills** - problem solving, finding meaning & purpose



(as cited in Konopasek, 2016, slide 42)

TIME MANAGEMENT

Wellness, Self-care, Family, Hobbies Exercise,
Diet, Rest & Sleep



Balance Understand Recharge Now, Next



THINK & LEAN IN

Balance Understand Recharge Now, Next

- **Personal Goals**
- **Work Flow & Delegation**
- **Technology**
- **Practice Management**
- **Leadership & Team**



Are you a prisoner of your possessions?

**“UNNECESSARY POSSESSIONS ARE
UNNECESSARY BURDENS. IF YOU
HAVE THEM, YOU HAVE TO TAKE
CARE OF THEM!”**

PEACE PILGRIM

Remember why you chose this career!

Balance Understand Recharge Now, Next

Run toward new opportunities,
not away from your current situation.



**“Burnout is
identifiable,
preventable
& treatable”**

(Drummond, D, 2014 p. 17)





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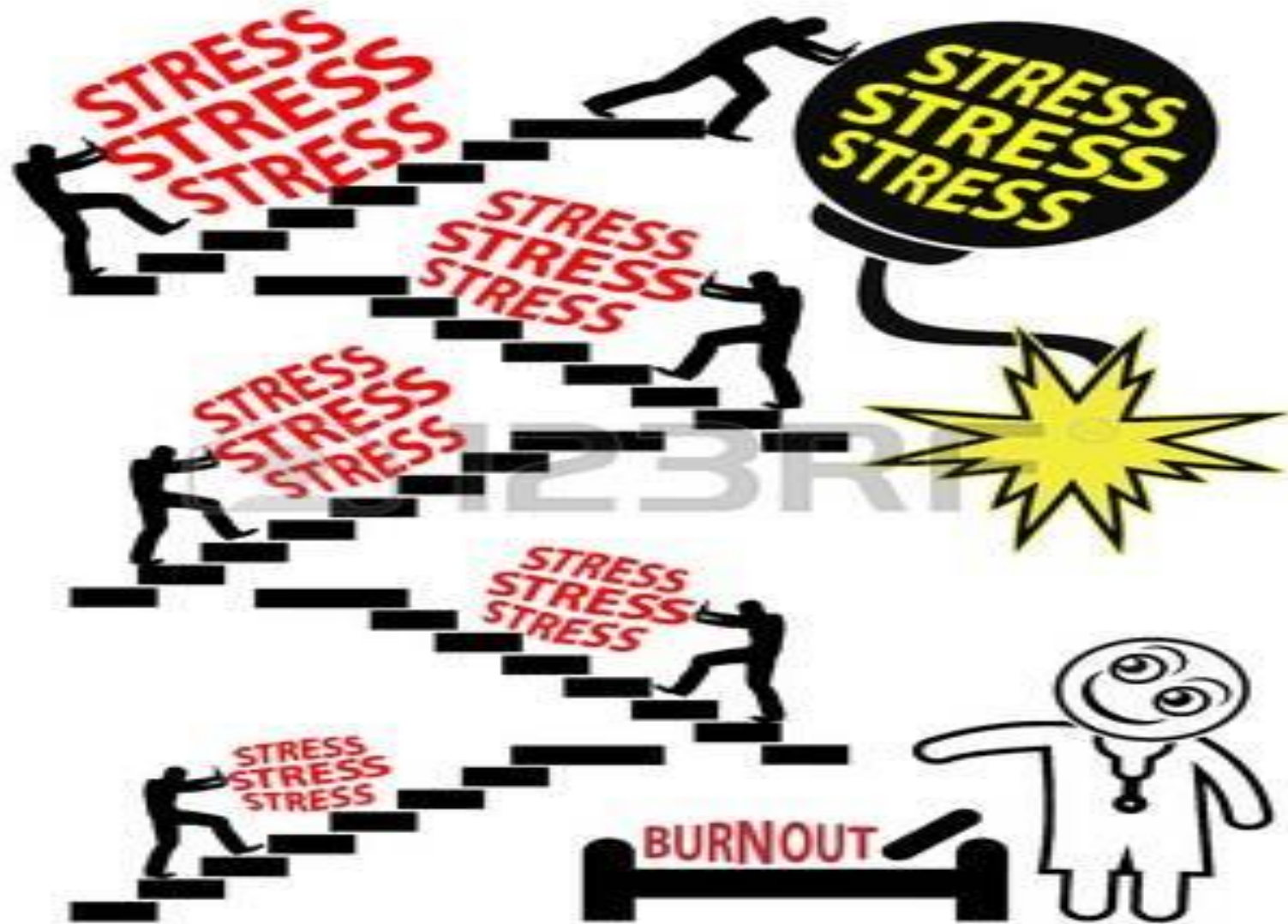
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Questions? Comments!



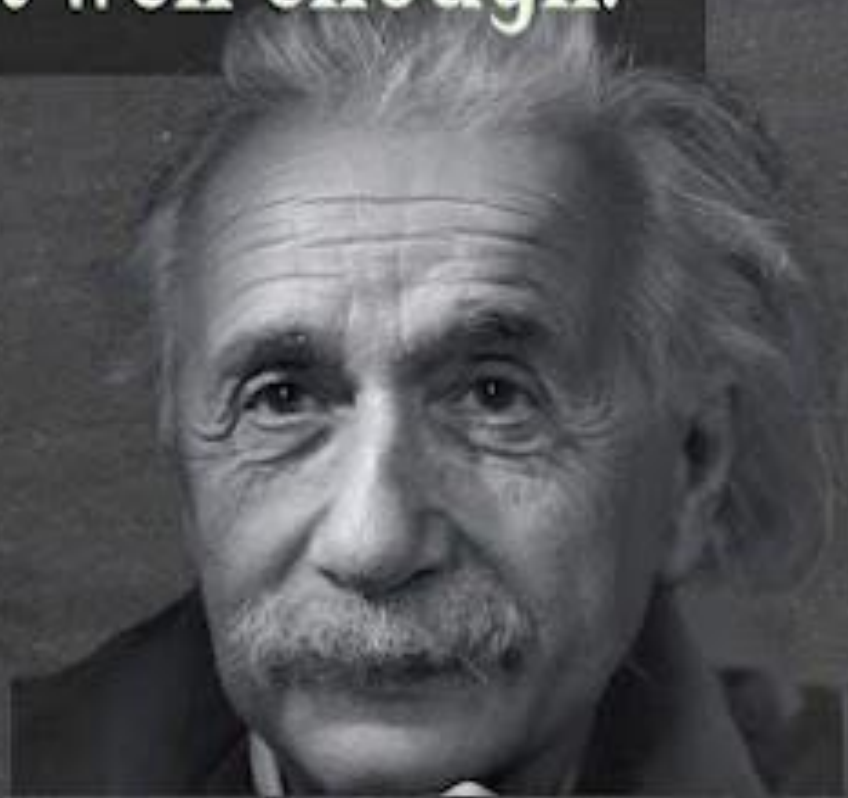


- **End- rest
of slides
are extra**



If you can't explain it **simply**, you
don't understand it well enough.

-Albert Einstein



Small Adjustments = Large Changes



Insanity:

*Doing the same thing over and over again
and expecting different results.*

Albert Einstein

If not now,
when?



**“Burnout is
identifiable,
preventable
& treatable”**

(Drummond, D, 2014 p. 17)







**YOU CANNOT KEEP
RUNNING AWAY FROM
YOUR FEARS. AT SOME
POINT IN LIFE YOU WILL
HAVE TO BUILD UP THE
COURAGE TO FACE AND
OVERCOME THEM**

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RESILIENCE



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Definition

- The capacity to bounce back, to withstand hardship, and to repair yourself
- Positive adaptation in the face of stress and/or disruptive change

Wolin 1993, Werner & Smith, 1992

BURNOUT DEFINED

| | |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Emotional exhaustion | Fatigue, insomnia, impaired concentration, somatic symptoms, repeated illness, loss of appetite, anxiety, depression, anger |
| Feeling low personal accomplishment | Loss of enjoyment, pessimism, sarcasm (in excess), isolation, detachment |
| Depersonalization of the patient | Apathy, irritability (with staff, trainees, patients), lack of productivity |

Maslach Burnout Inventory MBI

- **22** – item, self-report questionnaire
- **7-** point Likert scale for frequency of feelings
- **3 Categories** of certain feelings about job



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Press; 1986





History



| Year | Researcher | Event |
|------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1966 | Donabedian | Quality of services is directly related to work satisfaction |
| 1970 | McGrath | Defined the term “ work stress ” |
| 1974 | Freudenberger | Talks of “ work disease ” and “ burnout syndrome ” which he found more frequent in healing professionals |
| 1982 | Maslach | Defined “ burnout syndrome ” by 3 characteristics—known as the Maslach Burnout Inventory (MBI) and is considered the gold standard: <ul style="list-style-type: none">• Emotional exhaustion• Depersonalization• Lack of personal fulfillment |



The 5 P's

- **Practice** - Specialty - Professional isolation, organizational factors, working relationships
- **Programming** – educational, professionalism
- **Patients** – characteristics, workload, working with difficult population (end-of-life)
- **Private Path** - work-life balance, sleep deprivation, exercise routine, private relationships
- **Personality** – perfectionism, ambiguous success with unreciprocated giving, coping methods,



The cost of a burned out doc

- Effect on patient care and safety
 - Patient medication adherence
 - Physician recommended evidence based screening and health counseling reduced when physicians have poor personal health
- Reduced workplace productivity and efficiency
- Cost of replacing a physician (150-300 K, maybe 1million)



DEFINITION



“Burnout is whether or not you can cope with the things you find stressful.

The difference between simple stress and burnout is your ability to respond to and recover from the energy drain caused by the things that stress you out.” (Drummond,D, 2014 “Stop Physician Burnout” page 19)



Compassion Fatigue (CF)

Definition

- State of exhaustion and dysfunction (biologically, psychologically, and socially) as a result of prolonged exposure to secondary trauma or a single intensive event

Contributing Factors

- Helplessness
 - Feeling incapable of effecting successful patient outcomes
- Confusion
- Isolation
- Exhaustion
- Feeling of being overwhelmed by work

LIST
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N CT



BURNOUT DEFINED

- Loss of physical, emotional and mental energy
- Develops slowly due to prolonged increases in acute & chronic work-related stress
- Education helps prevention



Burnout



- Role Overload – expectations of others exceed one's ability to perform
- Role Conflict – forced to make a choice about which demand to satisfy
 - ex) child's soccer game vs. staying late to see patient or complete paperwork

Stanford slide ppt)

Carole
Cimino
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When was
your last
stress test?

Well, I
went to work
yesterday.

- https://www.google.com/search?q=medical+cartoon+burnout&rlz=1T4GGHP_enUS445US446&source=Inms&tbn=isch&sa=X&ved=0ahUKEwirysuLh7XWAhVU4GMKHerYByEQ_AUICigB&biw=1366&bih=566#imgsrc=Du0WQyeB2N_m8M:&spf=1505954876803