

A close-up photograph of several matchsticks scattered on a light-colored surface. Many of the matchsticks are charred and broken, with some showing the white phosphorus tip and others showing the wooden handle. The background is a soft, out-of-focus grey.

Burnout in Healthcare

Bring back the joy!

Heather Farley, MD, MHCDS, FACEP
Director of Provider Wellbeing

Physician burnout is on the rise



USNews Health » Hospitals Doctors Senior Care Wellness & Diets Health Insurance

Doctor Burnout, Stress and Depression: Not an Easy Fix

Why are a growing number of physicians and trainees going through dark periods of turmoil?

By Elaine Cox, M.D., Contributor



The current medical climate is not sustainable.

To Your Health

Burnout increasing among U.S. doctors

By Lena H. Sun December 8, 2015



WELL | FAMILY

Taking Care of the Physician

The Checkup
By PERRI KLASS, M.D. NOV. 13, 2017



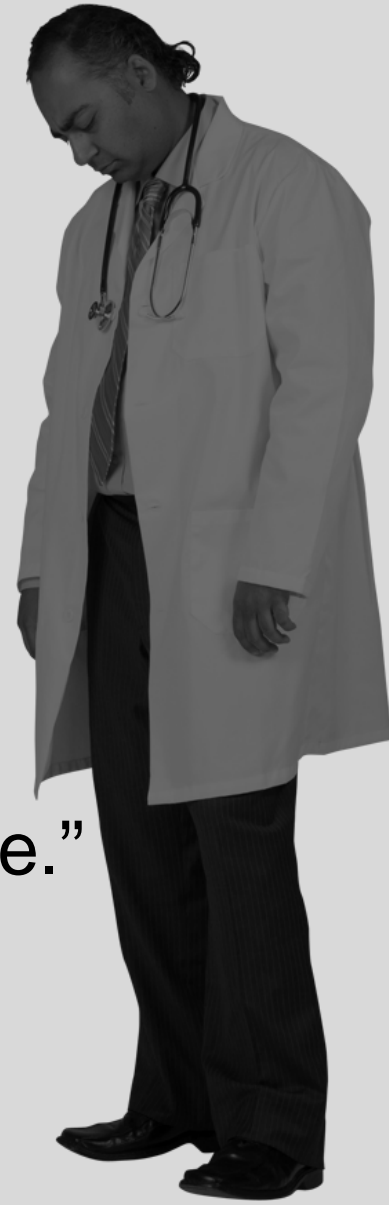


PHYSICIANS GO SILENT

“I was forced into a silence of shame, fear, and anxiety... The accusation repeatedly reconstituting as a tangible knot of resentment, anger, insecurity, and profound sadness.”

“My lifelong dream is becoming a nightmare.”

“At the end of every day, I experience a deep sense of mourning and an overwhelming compulsion to walk away from this profession.”





**BURNOUT IS
~2X HIGHER
IN PHYSICIANS
THAN GENERAL
POPULATION**

CONSEQUENCES OF BURNOUT



**PATIENT CARE
COSTS**



**ECONOMIC
COSTS**



**PERSONAL
COSTS**

Each year in the US, ~400 physicians die by suicide

Male physicians have 40% higher suicide rate than general male population



Female physicians have 130% higher suicide rate than general population

Female physicians have 250-400% higher suicide rate than other female professionals

WHAT IS BURNOUT?

Prolonged response to long-term emotional and interpersonal stressors on the job.¹



KEY DIMENSIONS

Emotional
exhaustion

Feelings of
cynicism &
detachment
(depersonalization)

Sense of
ineffectiveness
and lack of
accomplishment²



HOW BAD IS IT?

50%

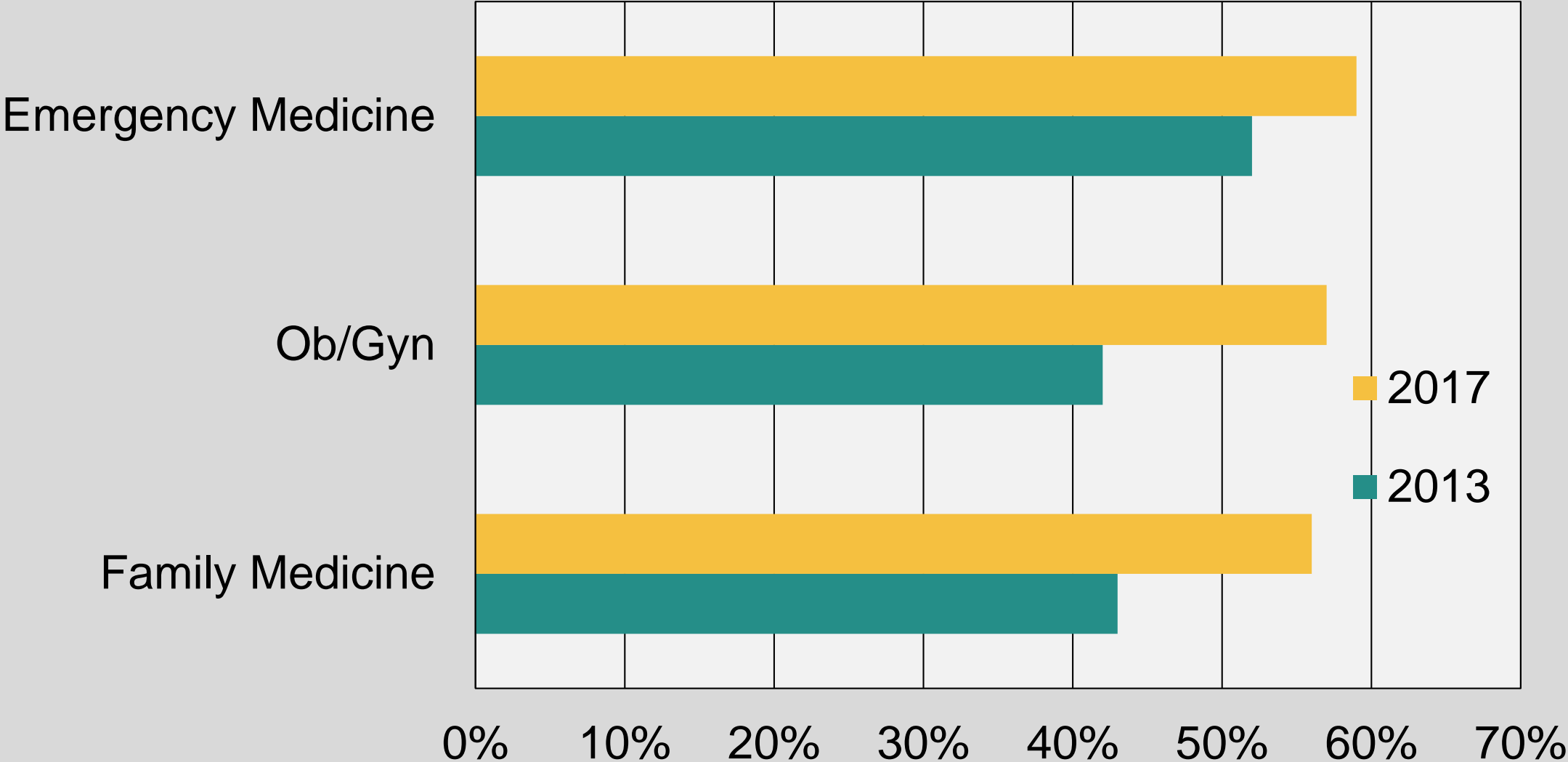
**Of physicians report at least
one symptom of burnout**

2015 Mayo Clinic Study



CHANGES IN BURNOUT BY SPECIALTY

2013-2017



49%

**Would not recommend
medicine as a career to
their children**

2018 Physicians Foundation Survey



One in fifty physicians intend to **leave medicine altogether** in the next two years to pursue a different career.

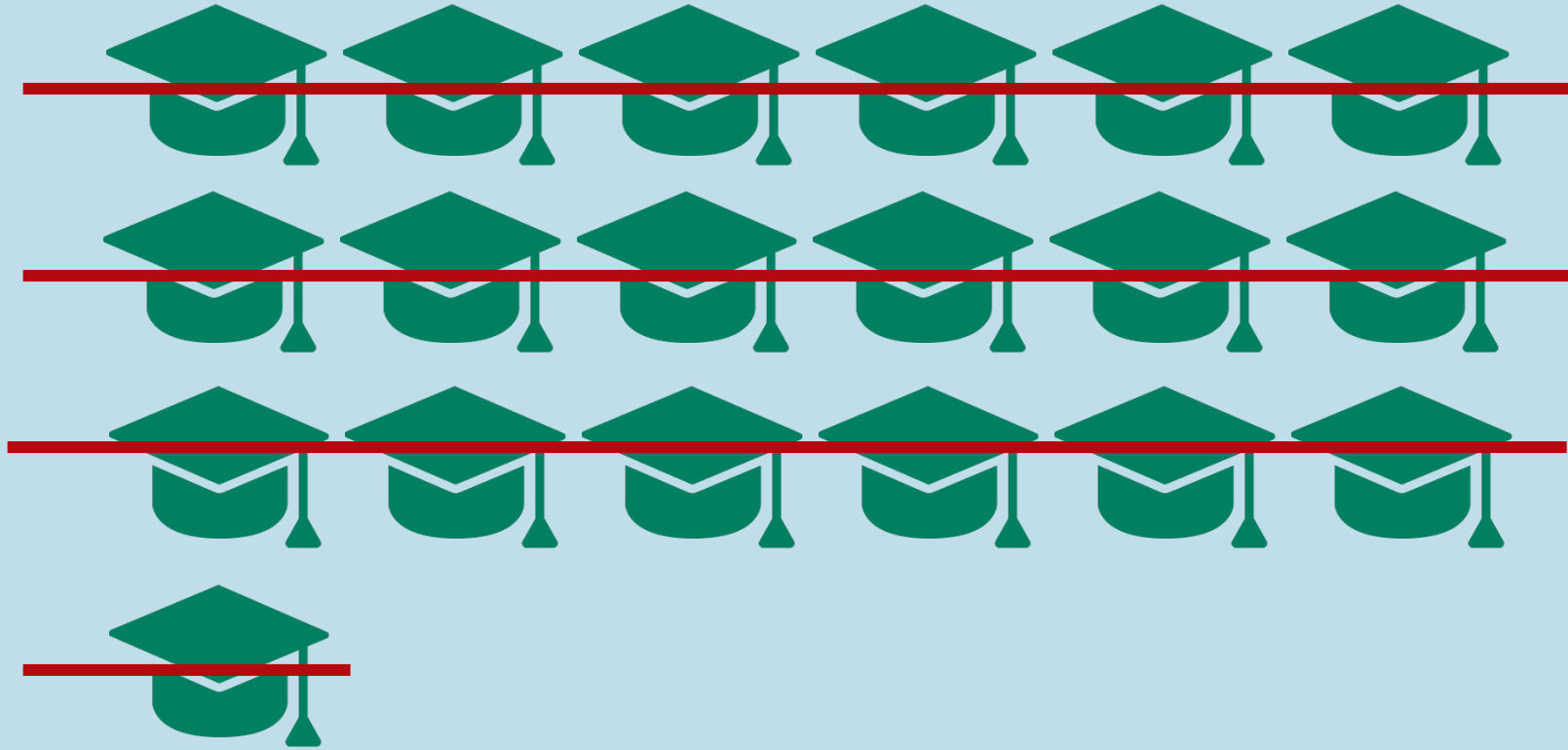
Professional Satisfaction and Career Plans of US Physicians





One in five physicians indicated that they would likely or definitely reduce their clinical work hours in the next twelve months

Professional Satisfaction and the Career Plans of US Physicians



Similar to **eliminating the graduate class** of nineteen US medical schools in each of the next two years



CAUSES OF BURNOUT

TRIAD OF CAUSES



**PERSONALITY
TRAITS**

**MEDICAL
CULTURE**

**EXTERNAL
PRESSURES**

WHO'S TO BLAME?

Burnout is often mistakenly labeled a problem of individual physicians...

while underlying systemic and cultural problems go unaddressed

CAUSES OF BURNOUT

PERSONALITY TRAITS

- ✓ Workaholic
- ✓ Perfectionistic
- ✓ Delayed gratification
- ✓ Imposter syndrome
- ✓ Reluctance to seek help
—the “Lone Ranger”



CAUSES OF BURNOUT

MEDICAL CULTURE

Burnout is the inevitable
consequence of
medical education



BASIC TRAINING TAKES 8 WEEKS

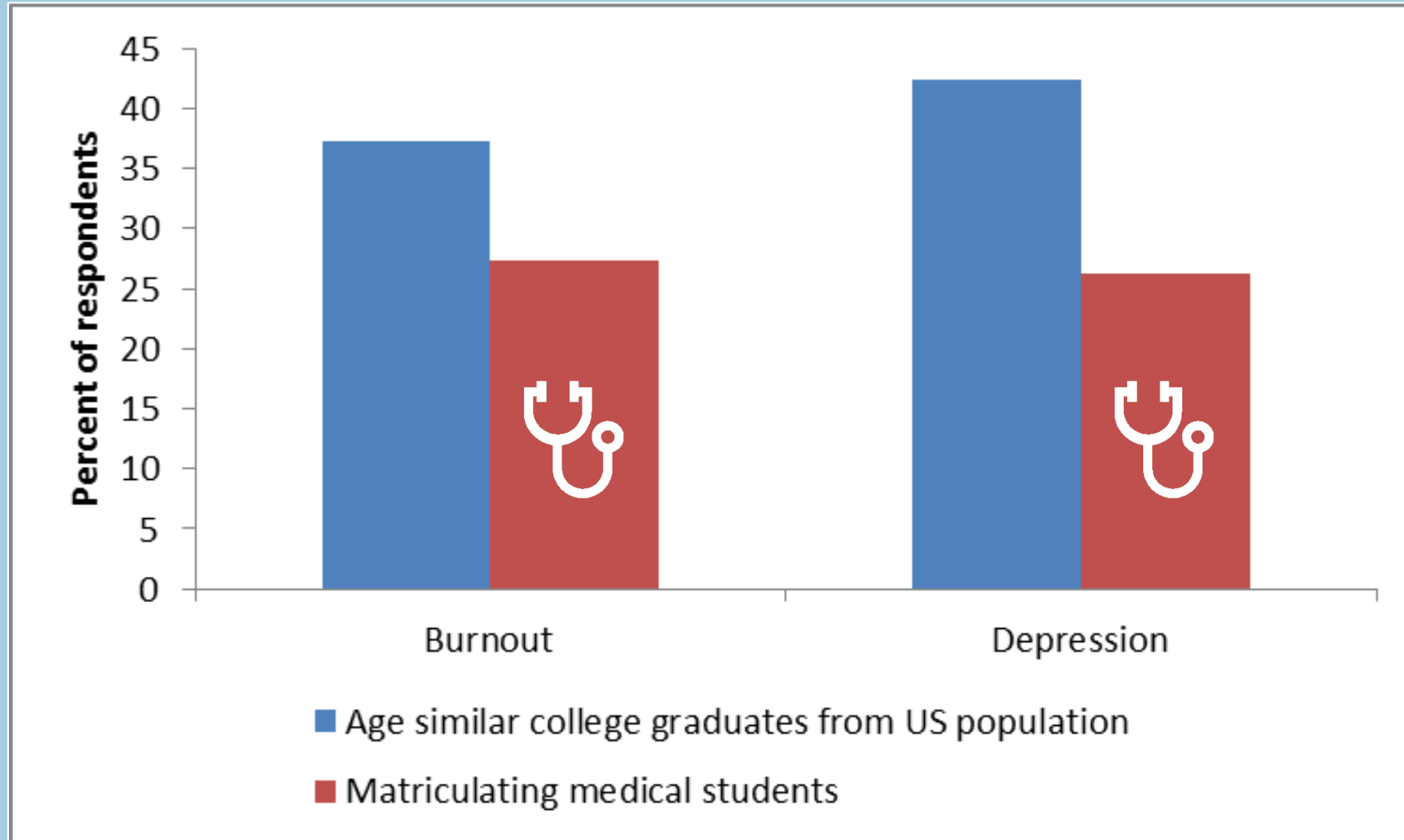


CAUSES OF BURNOUT MEDICAL CULTURE

- ✓ Maladaptive behaviors reinforced in healthcare organizations
- ✓ Adverse event response
- ✓ Superhero persona

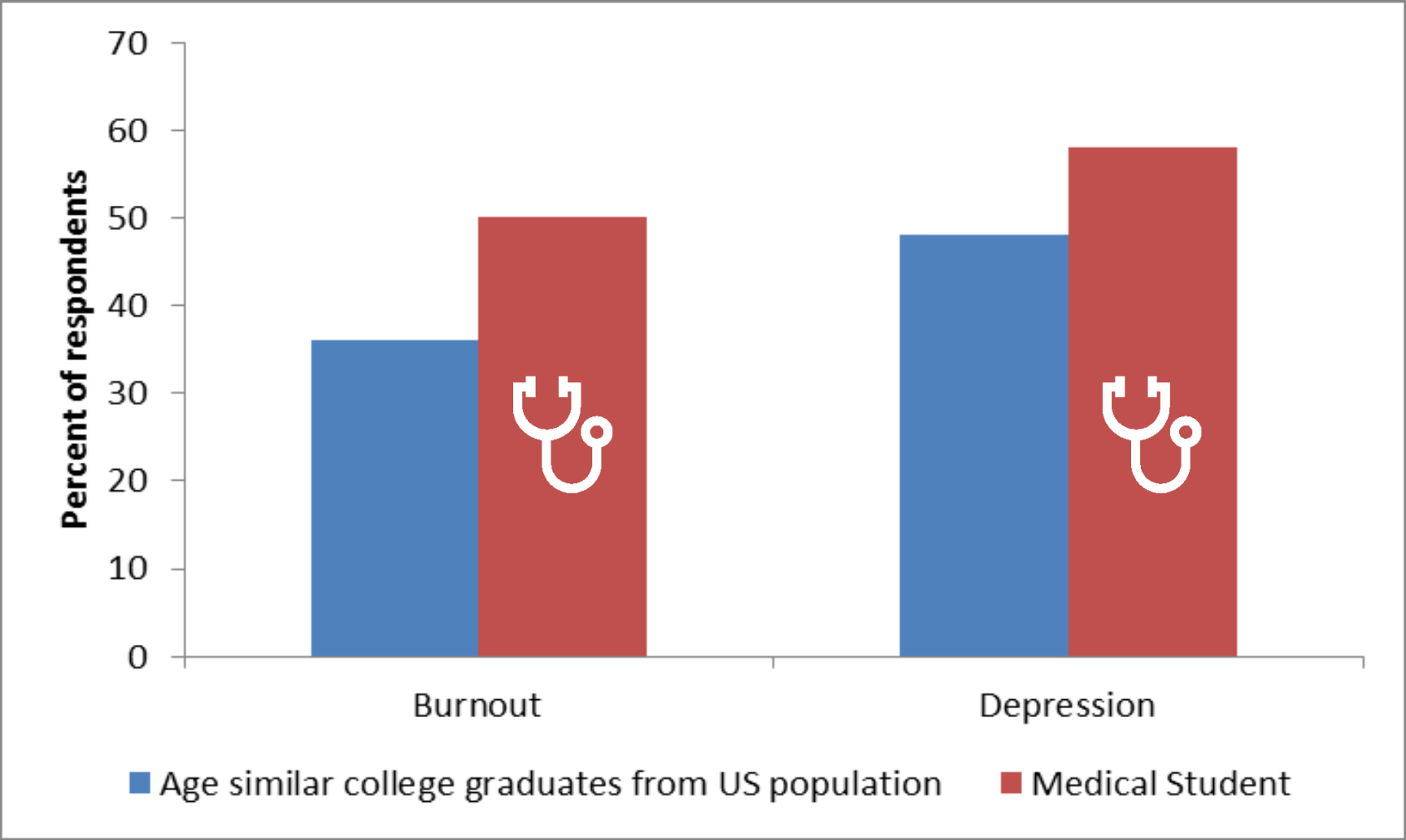


Matriculating medical students have lower distress than age-similar college graduates.



2012, 7 U.S. medical schools & population sample (slide from Dyrbye)

What happens to distress relative to population after beginning medical school?



Depressive symptoms increase substantially during residency for women and men.



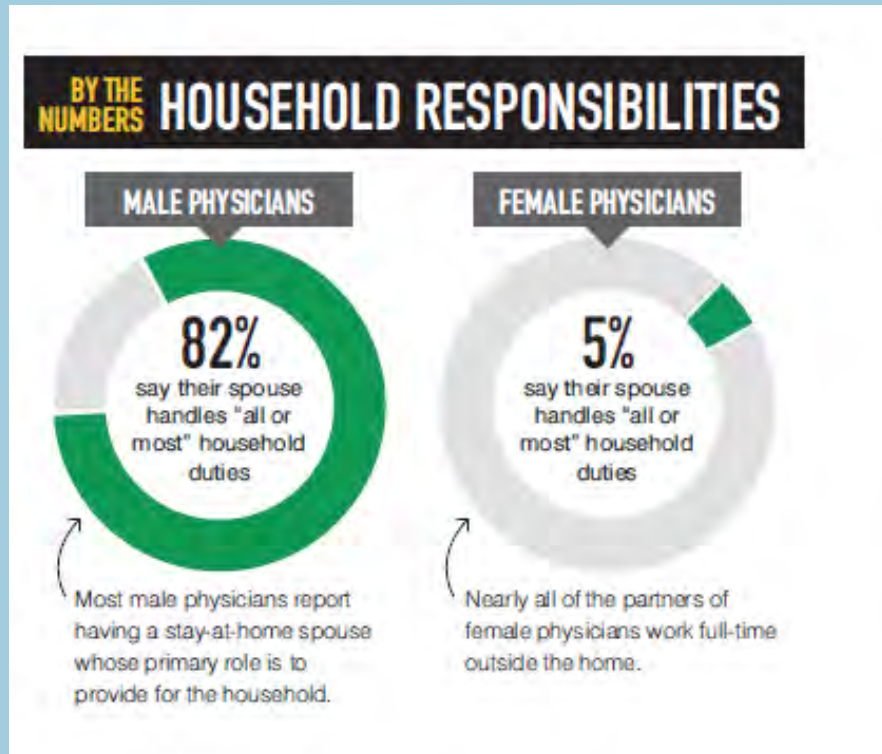
FROM 2.79 TO 5.98

Increase is greater for women



FROM 2.68 TO 5.17

The Dual-Role Burden



Stay-at-home spouses

82% of male physicians

VS

5% of female physicians

CAUSES OF BURNOUT

EXTERNAL PRESSURE

- ✓ Productivity pressures
- ✓ Governmental and insurance company oversight
- ✓ Electronic health record (EHR)
- ✓ Pace of medical innovation
- ✓ Malpractice threat





WELLBEING AT WORK



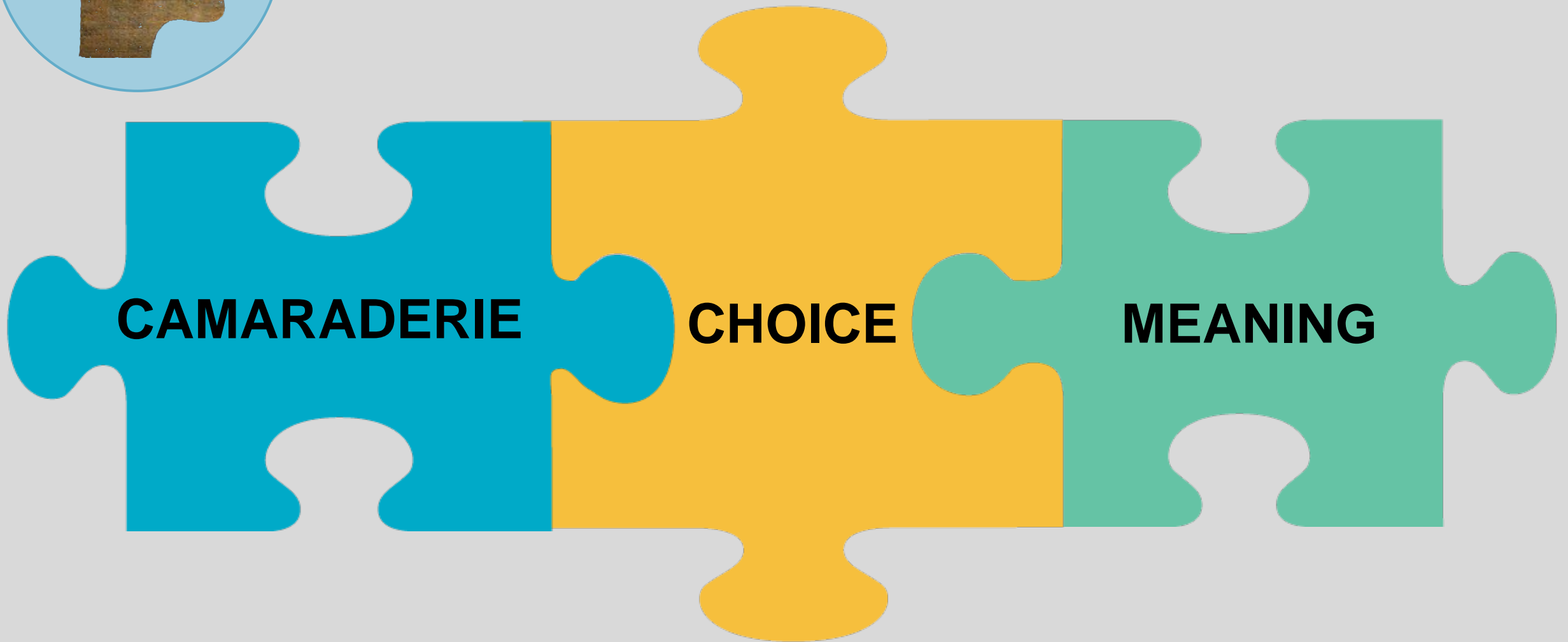
Defined as an individual's ability to:

- ✓ Work productively and creatively
- ✓ Engage in strong and positive relationships
- ✓ Fulfill personal and social goals
- ✓ Contribute to community
- ✓ Experience sense of purpose¹





PSYCHOLOGICAL NEEDS OF PHYSICIANS



CAMARADERIE

CHOICE

MEANING

PSYCHOLOGICAL NEEDS | CHOICE

Choice is the most powerful predictor of wellbeing, satisfaction, and commitment to an organization.



PSYCHOLOGICAL NEEDS | CAMARADERIE

In work and outside of work, being isolated from other doctors is dangerous.



PSYCHOLOGICAL NEEDS | MEANING

Physicians (HUMANS) need to find purpose and meaning in the work they do.



DRIVER DIMENSIONS



Shanafelt TD, Noseworthy JH.
Mayo Clin Proc. 2017;92:129-46.

ACHIEVING PROVIDER WELLBEING: KEY CONCEPTUAL APPROACHES

Efforts must target
both individuals
AND the
environment in
which they work

Disease
eradication AND
health promotion
approaches

Initiatives on
global, national,
institutional,
department/service
line/group, and
individual level



THE PATH FORWARD

THE PATH FORWARD

ORGANIZATIONAL COMMITMENT
+
MULTI-MODAL APPROACH



National Academy of Medicine

Action Collaborative on Clinician Well-Being and Resilience

Organizational Commitment Statements

To provide an opportunity for organizations across the country to discuss and share plans of action to reverse clinician burnout, the National Academy of Medicine (NAM) has collected statements describing organizational goals or commitments to action. Improving clinician well-being and reducing clinician burnout, these organizations are an active contributor to the NAM's Action Collaborative on Clinician Well-Being and Resilience. The following organizations have submitted formal statements:

- [National Academy of Medicine](#)
- [Association of American Medical Colleges*](#)
- [Accreditation Council for Graduate Medical Education*](#)
- [ABIM Foundation*](#)
- [Accreditation Council for Continuing Medical Education*](#)
- [Aetna*](#)
- [Alliance of Independent Academic Medical Centers*](#)
- [George Washington University School of Medicine and Health Sciences*](#)
- [Harvard Medical Faculty Physicians and Faculty Center](#)
- [Healthcare Leadership Council](#)

CHRISTIANA CARE HEALTH SYSTEM COMPACT WITH THE MEDICAL GROUP

The dedicated clinicians in The Medical Group at Christiana Care Health System play an integral role in advancing The Christiana Care Way. The Medical Group and Christiana Care Leadership partner side by side as we seek to transform health care delivery in our community by providing excellent, value based and inclusive health care to our neighbors. This COMPACT outlines our clinicians and leaders' promises to each other while Serving Together with Excellence and Love.



WITH EXCELLENCE AND LOVE, CHRISTIANA CARE LEADERS COMMIT TO...

- Listening and responding to clinicians through collaborative practice management and transparent decision making.
- Helping clinicians build stronger relationships with patients.
- Offering support to ensure efficient use of professional time and opportunities for clinicians to enhance their clinical and leadership skills.
- Providing strategies, tools and support programs to foster clinician wellbeing and prevent burnout.
- Providing excellence in care resources while attracting and retaining highly skilled clinical and support staff.
- Championing the success of The Medical Group within our community.

WITH EXCELLENCE AND LOVE, CHRISTIANA CARE CLINICIANS IN THE MEDICAL GROUP COMMIT TO...

- Delivering clinical excellence through team-based, patient-centered, value driven care.
- Driving quality improvement and achieving stated clinical outcomes for optimal health.
- Serving those in our community with joy and enthusiasm for improving their health and quality of life.
- Engaging in the business aspects of practice management while driving organizational vitality, exceptional experience and optimal health.
- Fostering an environment of collegiality, collaboration and transparency among all clinicians and staff members at Christiana Care.
- Taking advantage of support programs and opportunities to foster personal growth, development and wellbeing.

Listening and responding to clinicians through collaborative practice management

Offering support to ensure efficient use of professional time

Providing strategies, tools, and support programs to foster clinician wellbeing

THE PATH FORWARD

PROVIDER EXPERIENCE: A KEY QUALITY METRIC

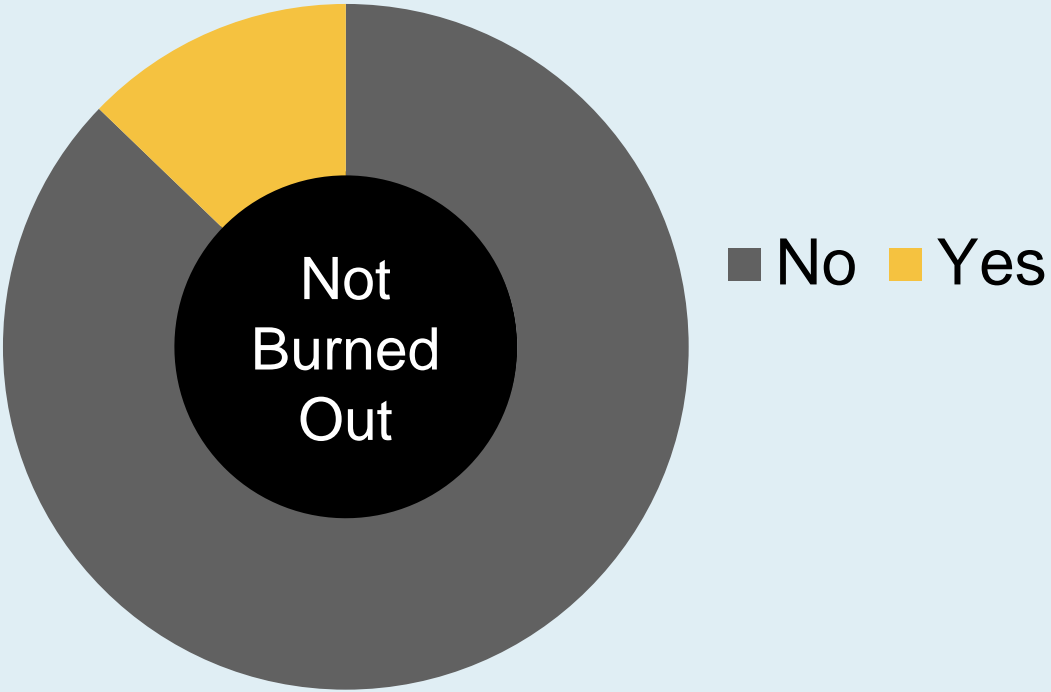


PHYSICIAN WELLNESS ACADEMIC CONSORTIUM

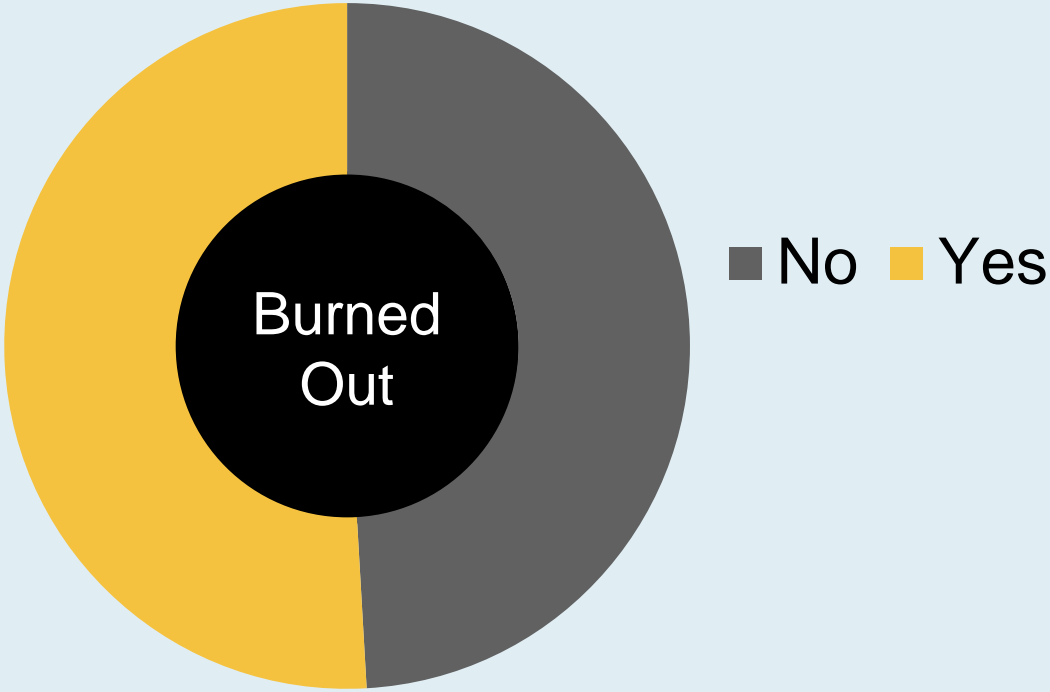


KEY METRICS: PLANNING TO LEAVE

Are You Planning to Leave?



Are You Planning to Leave?



THE PATH FORWARD

ORGANIZATIONAL COMMITMENT
+
MULTI-MODAL APPROACH



CENTER FOR PROVIDER WELLBEING

A wooden signpost with a horizontal sign that says "MISSION" in white capital letters. The signpost is set against a background of a blue sky with white clouds.

MISSION

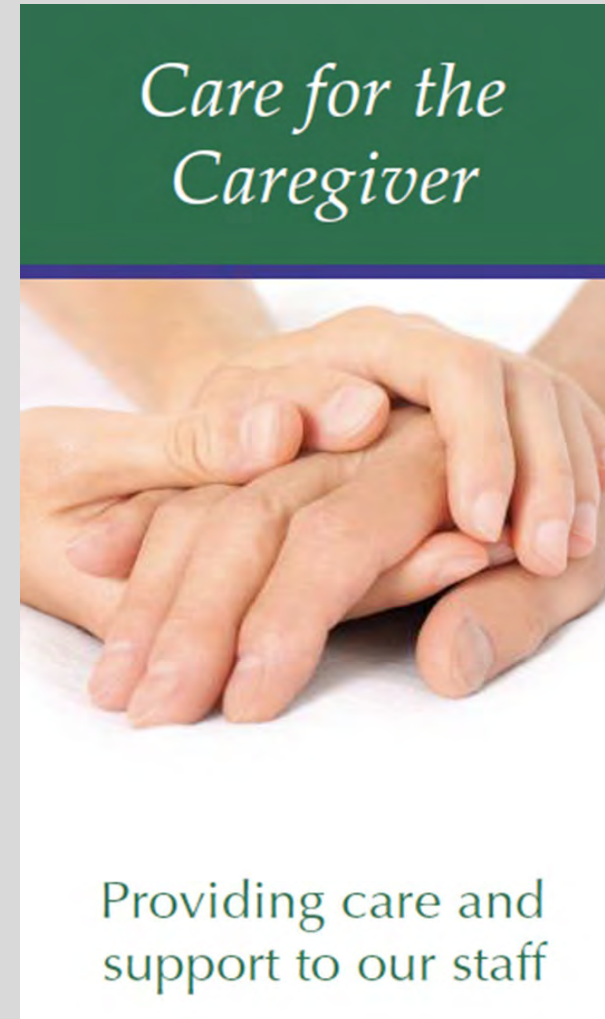
To foster joy
and meaning
in work for
providers and
their teams.



CENTER FOR PROVIDER WELLBEING

PROVIDER SUPPORT INITIATIVES

CARE FOR THE CAREGIVER PEER SUPPORT



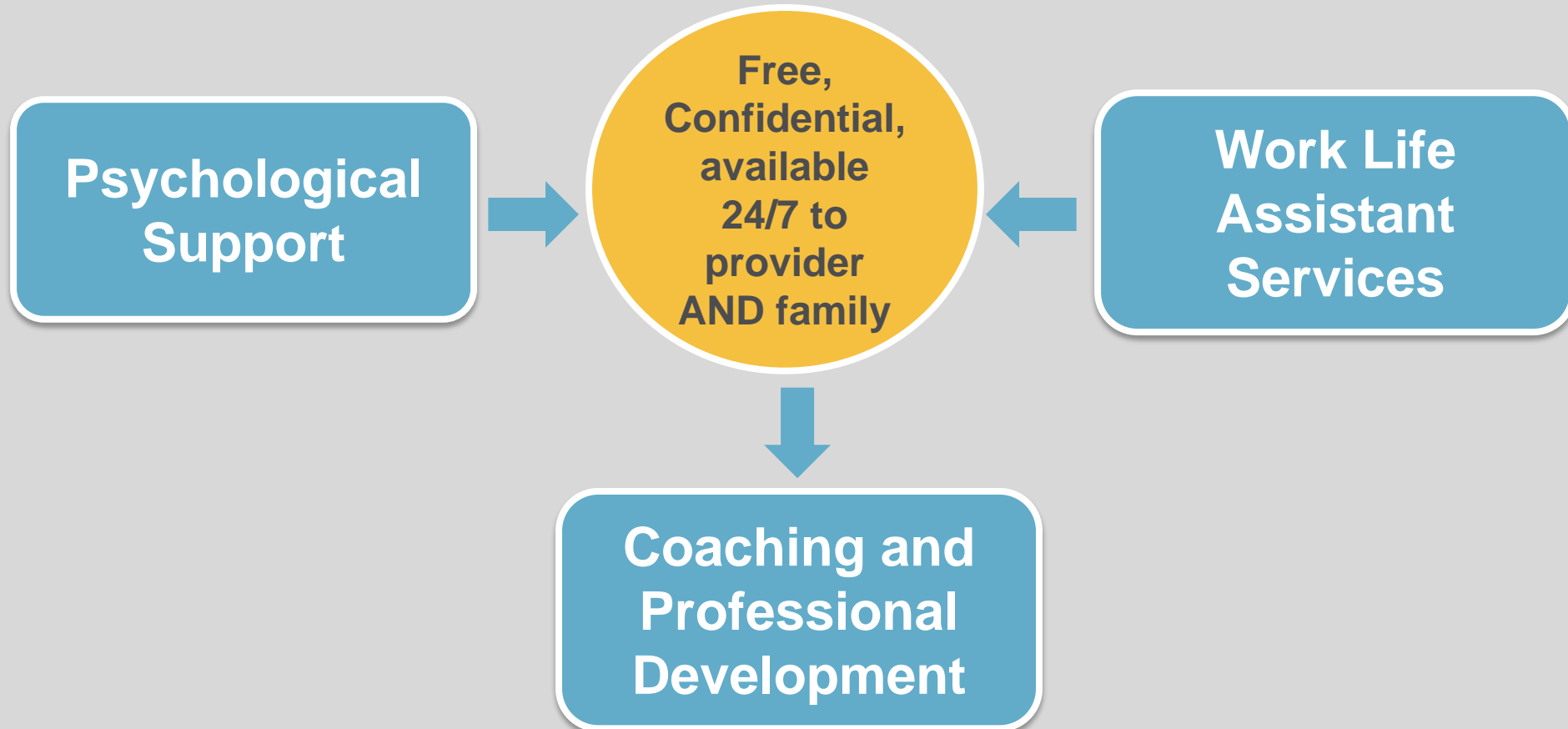
PROVIDER SUPPORT INITIATIVES

PROVIDER LITIGATION PROGRAM



- ✓ Provides educational resources and promotes understanding of the legal process
- ✓ Improve awareness of stress symptoms related to the litigation process and provide support.
- ✓ <http://physicianlitigationstress.org/>

PROVIDER SUPPORT INITIATIVES



** In-house **resource liaison** also available to connect provider with internal and community resources**

What's killing our doctors?

A film by Robyn Symon

DO NO HARM



COMMUNITY BUILDING INITIATIVES COMPASS



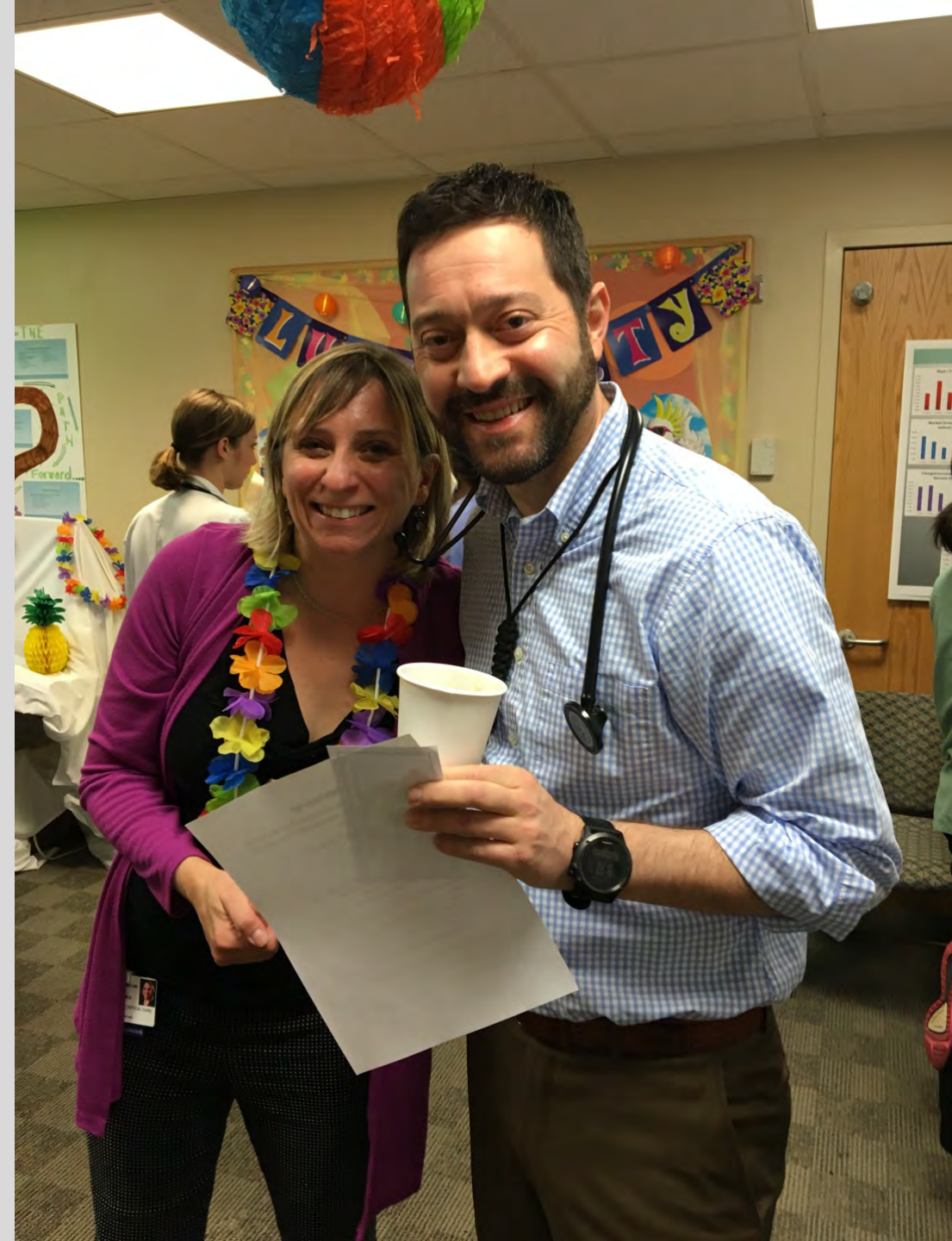
**Clinician-Organized Meetings to Promote
and Sustain Satisfaction (COMPASS)**



EDUCATIONAL INITIATIVES OASIS PROJECT

Multi-modal intervention

- ✓ TEAM resiliency education
- ✓ Social connection
- ✓ Recognition
- ✓ OASIS room

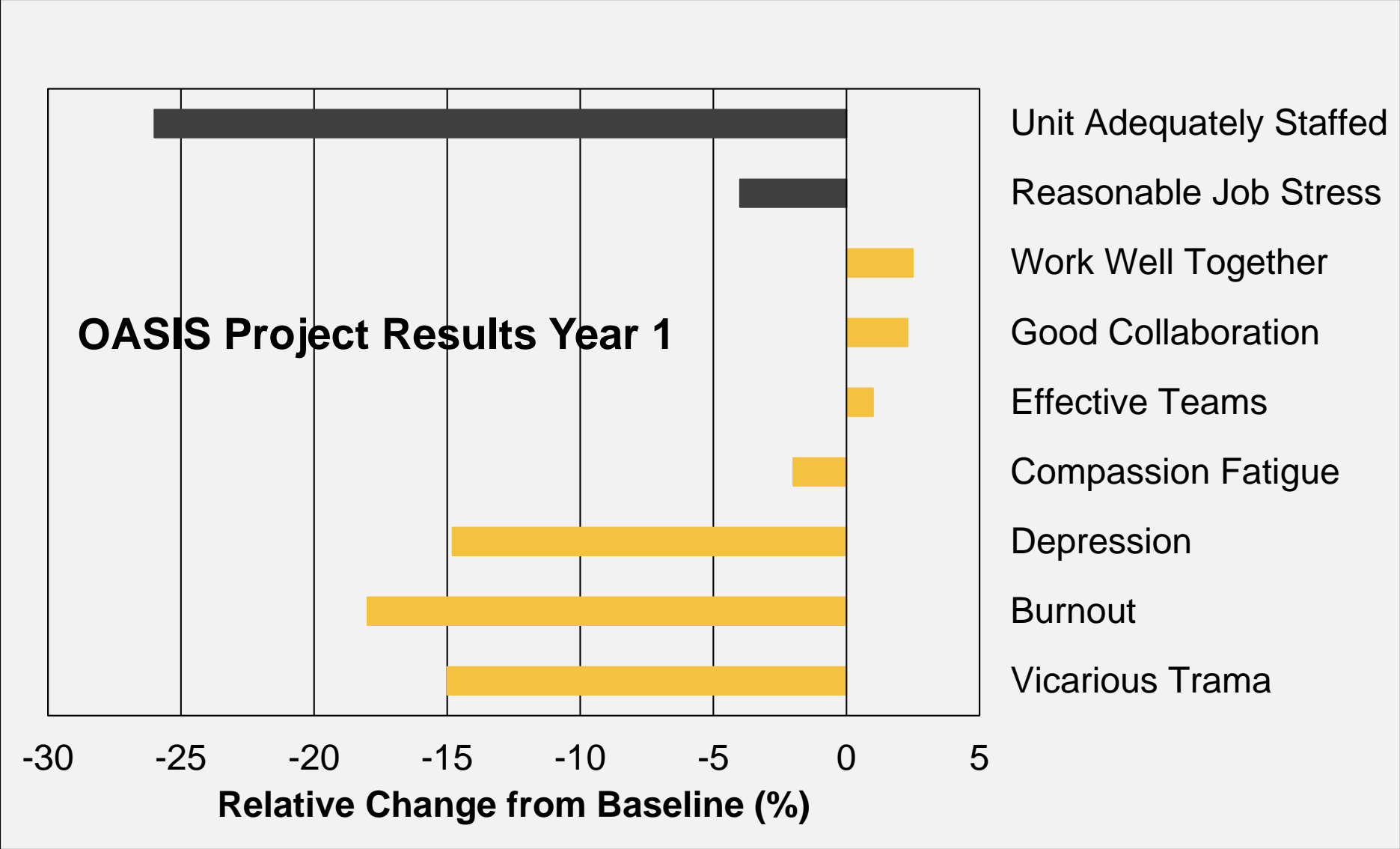




What you think,
you become.
What you feel,
you attract.
What you imagine,
you create.
- Buddha

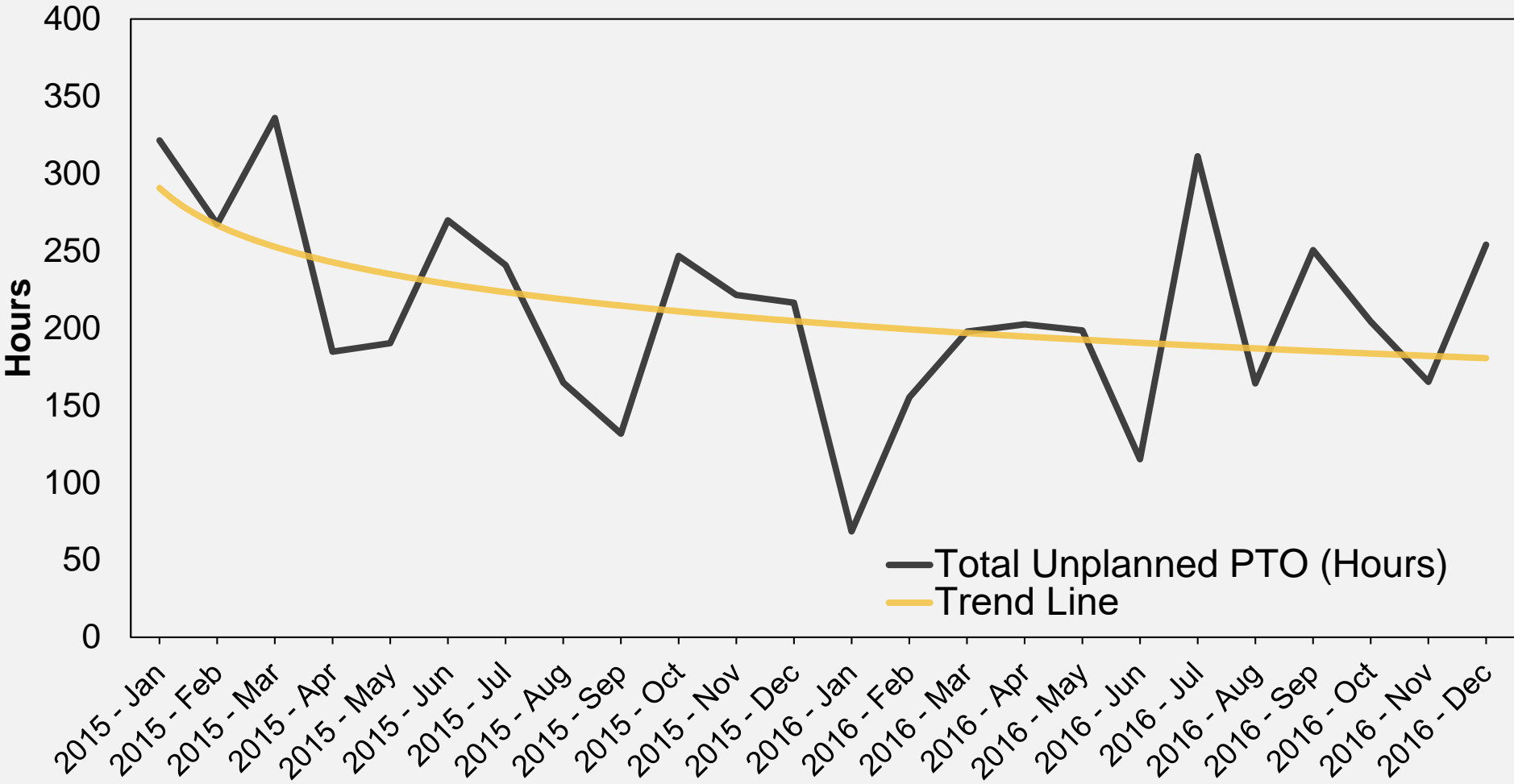
FORGETTEN
GRATITUDE H
APPRECIATION BY REAL
SPIRITUAL
HUMAN BEING
THE HONESTY
OF THE HEART & THE CALM
VIRTUALLY
KINDNESS JOY

OASIS PROJECT

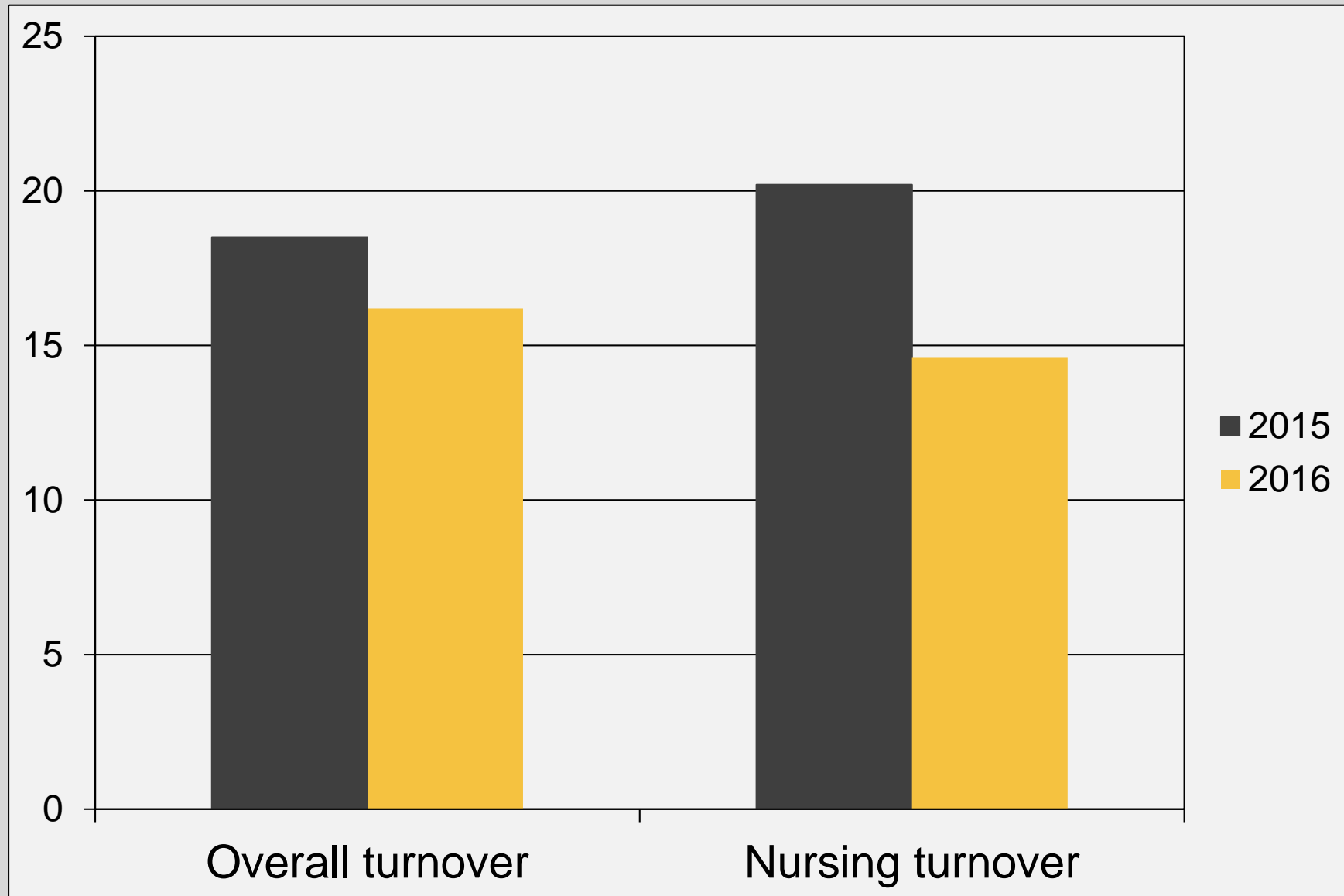


OASIS PROJECT

MICU Total Unplanned PTO Hours (2015 -2016)



OASIS PROJECT



Leadership Effectiveness: A Critical Factor

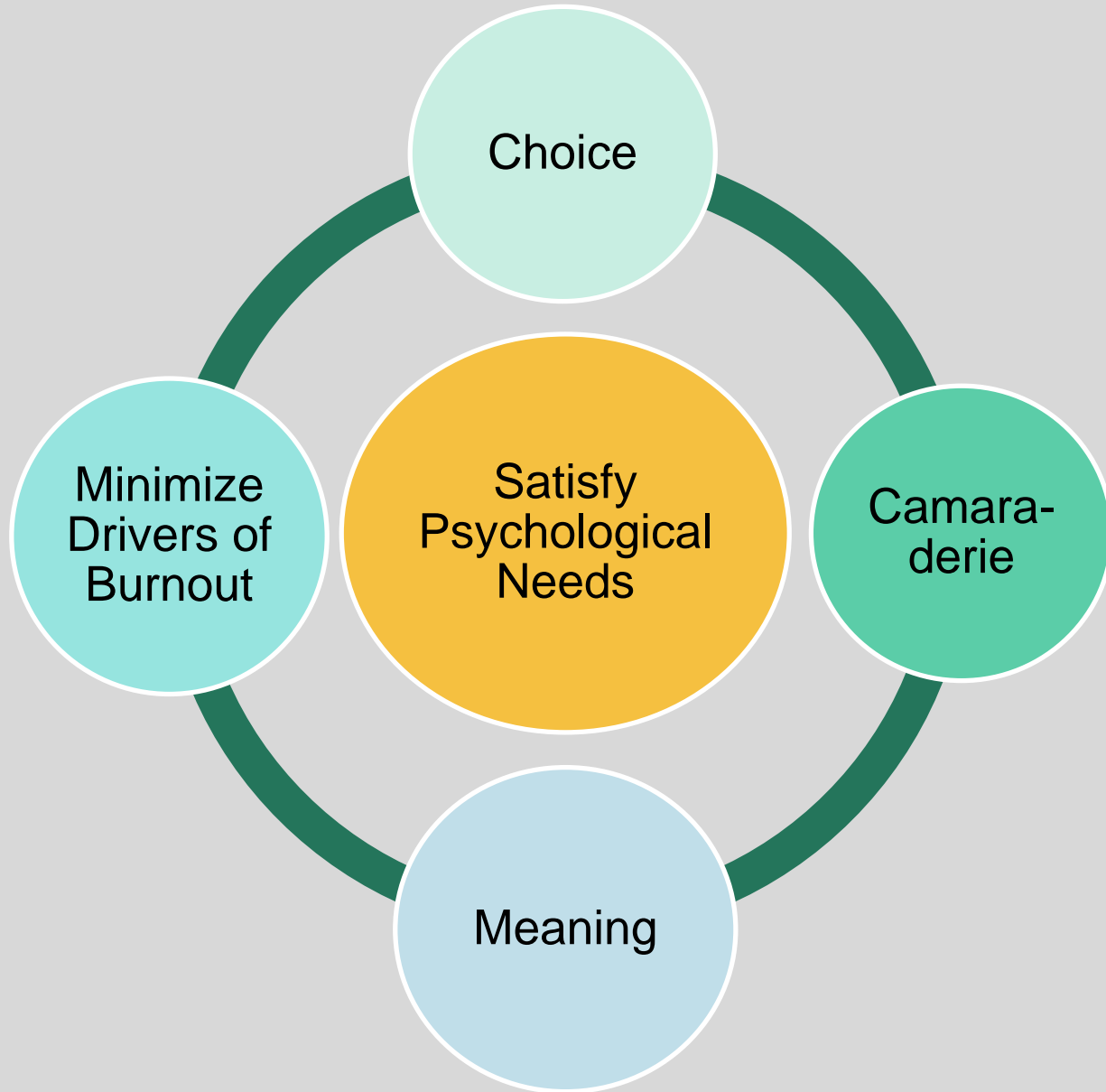


Executive Coaching

**Resilient Physician
Leaders Education Series**

“Hot spotting”

KEY ACTIONS FOR LEADERSHIP



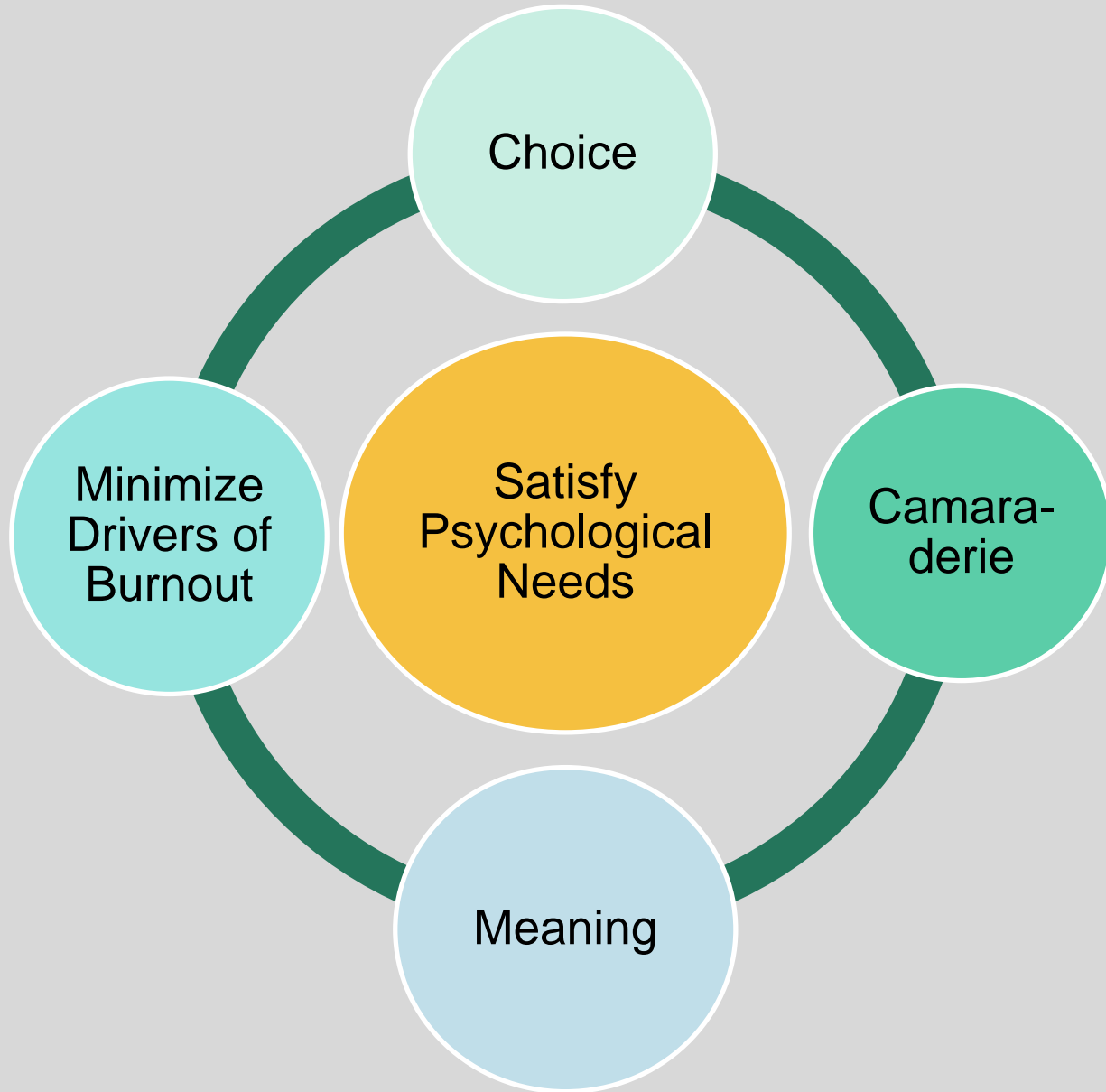
Choice:

- ✓ Create schedule flexibility
- ✓ Promote input in decision making

Camaraderie:

- ✓ Foster community
- ✓ Express appreciation

KEY ACTIONS FOR LEADERSHIP



Meaning:

- ✓ Maximize career fit (10-20% of time spent in meaningful work)
- ✓ Provide personalized professional development

Minimize drivers of burnout:

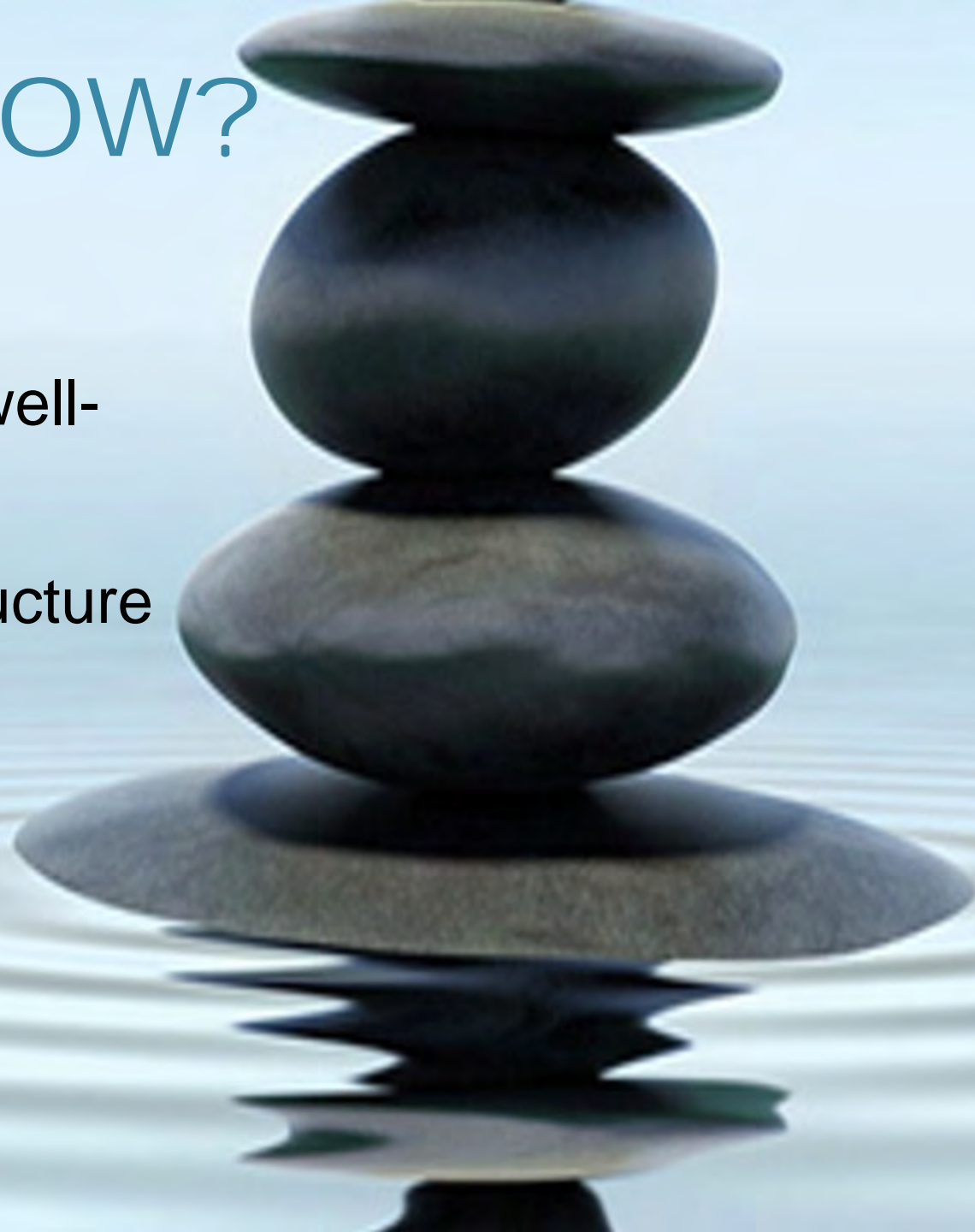
- ✓ Assess workload/job demands and provide support prn
- ✓ Remove sources of frustration and inefficiency

WHY DO I COME TO WORK?



What Can I Do NOW?

- ✓ Engage senior leadership
- ✓ Track the business case for well-being
- ✓ Resource a wellness infrastructure
- ✓ Measure wellbeing and the predictors of burnout

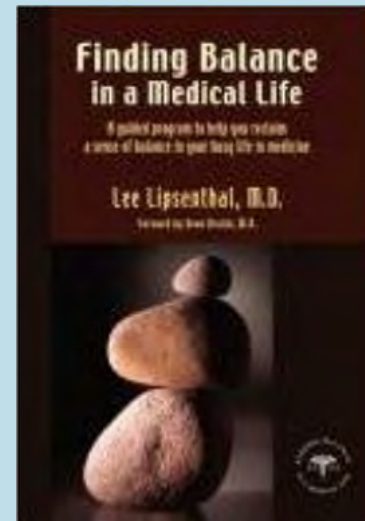
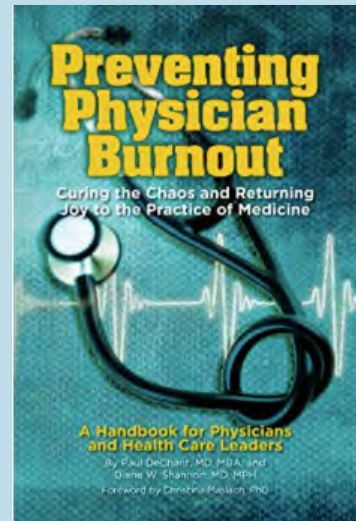
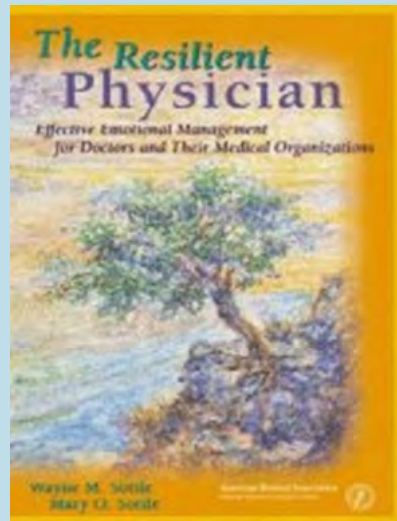
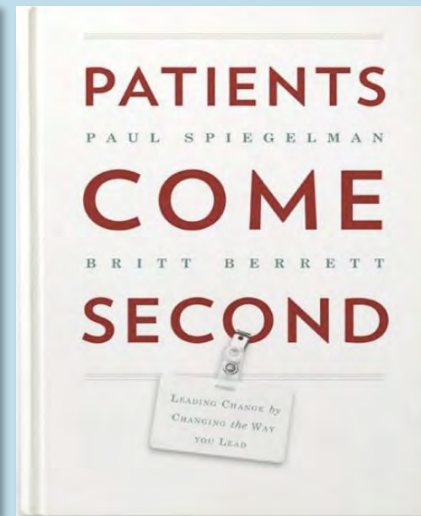
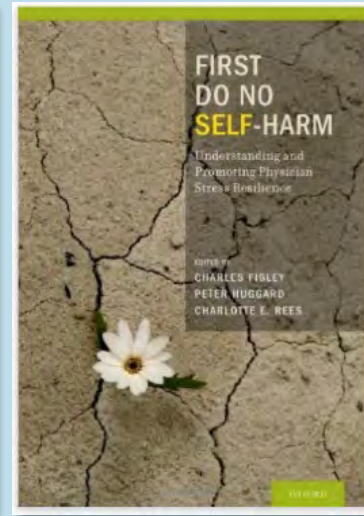
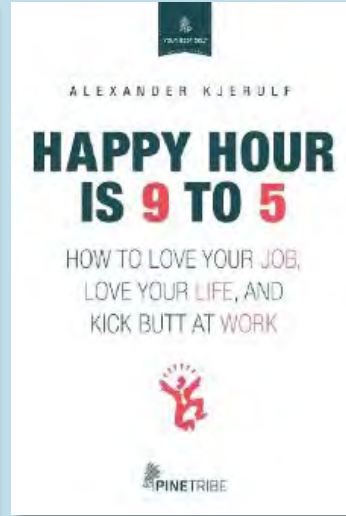
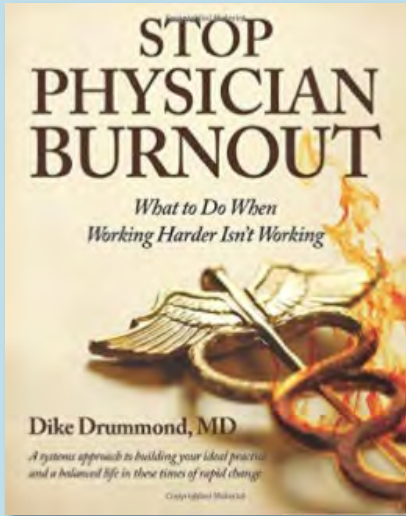


RESOURCES

ONLINE

stepsforward.org

<https://nam.edu/initiatives/clinician-resilience-and-well-being/>



CENTER WEBSITE

christianacare.org/forhealthprofessionals/center-for-provider-wellbeing/

The image displays three overlapping screenshots of the Christiana Care Health System website, specifically the 'Center for Provider Wellbeing' page. The top navigation bar includes 'Our Services', 'Patient & Visitor Guide', 'Health & Wellness', 'About Us', and 'For Health Professionals'. The main content area features a large image of a stethoscope and the title 'Center for Provider Wellbeing'. The page is organized into several columns and sections:

- For Health Professionals Careers:** A sidebar menu listing various resources and departments.
- Resources for Physicians & Clinicians:** A section titled 'Support Resources' with a sub-section for 'Wellbeing & Resiliency Development'.
- Care for the Caregiver:** A section titled 'We are here for you' with a sub-section for 'The Care for the Caregiver'.
- Center for Provider Wellbeing:** A main section with a mission statement, a 'We Serve Together' message, and a photo of Heather Farley, M.D., FACEP, Director of Provider Wellbeing.
- Latest headlines:** A section on the right side of the page listing recent news items.

The website uses a clean, professional design with a green and white color scheme. The text is clear and easy to read, with a focus on providing support and resources for healthcare professionals.



“For most physicians who find themselves burning out or disillusioned with the job, the cause is most likely the loss of the human connections that they expected when they entered the field, and the loss of their own idealism. That is not irretrievable. What is needed is the courage to identify and reinvigorate some of the illusions.”