Physician Burnout: Recognition and Management

WAMMS
April 27, 2017
LIFE AS WE EXPECTED
THIS IS WHAT WE GOT
And What Else in our World of Healthcare
What they expected and what they got:

<table>
<thead>
<tr>
<th>Less Autonomy</th>
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<tbody>
<tr>
<td>Less Income</td>
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<tr>
<td>Overhead</td>
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<tr>
<td>My specialty isn’t what I thought it would be</td>
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<td>Group practice/employment</td>
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<td>Managed Care</td>
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<td>Work/Life Balance</td>
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<td>EMR</td>
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<td>Paperwork</td>
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And What else?

- The clinical stuff is really hard
  - Hours
  - Concern about patients
  - Fear of mistakes
  - Fear of failure
  - Malpractice
And the result

- Bitterness
- Anxiety
- Fear
- Stress
How does it play out

- New habits or fall back to old ones
- Anger
- Short temper
- Acting out
- Home/work imbalance
- Resistance
- Disengagement
- Apathy
What are the effects?

- Family issues
  - Marriage
  - Children

- Work issues
  - Productivity
  - Collegial issues
  - Behavioral issues
  - Disciplinary action
  - Loss of career
  - And…..”Burnout”
Let’s talk about Burnout

- What do you perceive is the extent of Burnout amongst your colleagues and co-workers?

- Burnout study
  - “Over 46% of those surveyed had symptoms of Burnout”

- How does this reflect your Medical Staff?
What is Burnout

- **Maslach Burnout Inventory (MBI-HSS)**
  - Emotional exhaustion 37.9%
    - Feelings of being emotionally overextended and exhausted by one’s work
  - Depersonalization 29.4%
    - Unfeeling and impersonal response toward recipient’s of one’s service
    - Cynicism and detachment
  - Personal accomplishment 12.4%
    - Feelings of ineffectiveness and lack of accomplishment

JAMA, October 8, 2012
Sources of Burnout in Practitioners

- Training and practice affect the likelihood of “burnout”.
  - Training
    - Shaming
    - Stomping out passions
    - Little or no training in self-care
    - Little role modeling
    - Hierarchical
    - Stigma of weakness
    - Avoidance of seeking help
  - Practice
    - Lack of time
    - Seriousness of the endeavor
    - Demanding job
Personality of Practitioners

- Perfectionism
- Difficulty setting limits
- Psychology of postponement
- Push to the next external measure of success
- Comparison/competition
- Exaggerated sense of responsibility
- Reward for being right/solving problems
- Difficulty believing in one’s strengths and accomplishments
“The Imposter Syndrome”

- Rampant in leaders, especially physicians
  - Harsh self-criticism
  - Never confident enough
  - Not living up to the way one believes a leader (clinician and non-clinician) should live
Symptoms of Burnout

- Physical and Emotional Exhaustion
  - Chronic fatigue
  - Insomnia
  - Forgetfulness/impaired concentration
  - Physical symptoms
  - Increased illness
  - Loss of appetite
  - Anxiety
  - Depression
  - Anger
Symptoms of Burnout

- Signs of ineffectiveness and lack of accomplishment
  - Feelings of apathy and hopelessness
  - Increased irritability
  - Lack of productivity and poor performance
Symptoms of Burnout

- Signs of Cynicism and Detachment
  - Loss of enjoyment
  - Pessimism
  - Isolation
  - Detachment
What’s burnout feel like?

- I’m tired
- I don’t get up in the morning eager to go to work
- I no longer enjoy what I do
- I’m trapped
- I can’t change
- I am disappointed
- It’s them, not me
Physician Suicide

130% HIGHER: The suicide rate in female doctors than among women in general.

40% HIGHER: The suicide rate among male doctors than among men in general.

Schernhammer E. *NEJM* 200
External Contributing Factors

- Maslach Six Domains
  - Lack of control
  - Values conflict
    - Pushed to bounds of ethical behavior
  - Insufficient reward/recognized
    - Non-existent feedback
  - Work overload
  - Lack of fairness
  - Breakdown of community
    - Work with patronizing colleagues
  - No mechanism for conflict resolution
Who is responsible for recognition?

- Medical Staff?
- Colleagues?
- Employer?
- Staff?
- Administration?
- Medical Staff Office?
- All!!
Mitigation for the External Factors

- Involvement vs autonomy = Increased physician leadership
- Reward and recognition = Positive feedback (5:1)
  - Leape: “The psychologic harm due to lack of respect.”
- Values Conflict = Reinforce Core Values at every level.
- Work overload = Greater work/life balance. Tough!
  - Team-based practice
- Community: “The Empty Clubhouse = resocialization
- Operations, particularly EMR = Lean the processes
- And.......Listen!!!
Burnout

- A concept: Whole person care for the practitioner as a “therapy” for Burnout.
- What is the responsibility of the organization?
Whole Person Care

- What is “Whole Person Care” for patients and families
  - Mind
  - Body
  - Spirit

- How does it relate to our Caregivers?

- ….And to the practitioner?
Whole Person Care

- Mindfulness
- Physical Health
- Self-compassion
- Emotional Intelligence
- Work/Life Balance
- Burnout
Caring for Self

- How does Whole Person Care apply to the practitioner?
  - Mind
    - Emotional Intelligence
    - Mindfulness
    - Empathy/Vulnerability/Authenticity
  - Body
    - Nutrition
    - Sleep
    - Exercise
  - Spirit
    - Self-compassion
    - Reflective practice
    - Centering and grounding
Coaching for Resilience

- Shift the focus to strengths
  - “What has worked?”

- Regain the sense of meaning
  - “Who are you at your best?”
  - ”Where do you make a difference?”

- Elicit new perspectives
  - “What could you gain if you experienced less negativity around work?”

- Challenging self-critical beliefs
  - “What’s real about this?”
Coaching for Resilience

- Envisioning
  - "What could it look like?"

- Mindfulness
  - Gratitude and self-compassion
Who will own this?
Thank you!