

Burnout

Signs, Symptoms, Prevention, and Intervention

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Objectives

- After attending this presentation, attendees should be able to:
 - Describe the different aspects of burnout
 - Explain the effects of burnout on personal and professional outcomes
 - Describe steps to mitigate the effects of burnout

What is Burnout?

- 3 domains
 - Emotional exhaustion
 - Overextended and exhausted by work and/or personal life
 - Depersonalization
 - Distant/cynical interactions with patients, others
 - This has the greatest effect on outcomes
 - Low personal achievement
 - Reduced perception of value and accomplishments



Burnout in Medicine

Contributing Factors

- Lack of control
 - Schedule, workload, etc.
- Unclear expectations
 - Patient care, administration, etc...the line isn't always clear!
- Dysfunctional group dynamics
 - Not yours, though, I'm sure 😊
- Constant activity
- Lack of social support
- Tedious tasks
 - EMR charting, perhaps?

Physician burnout causes



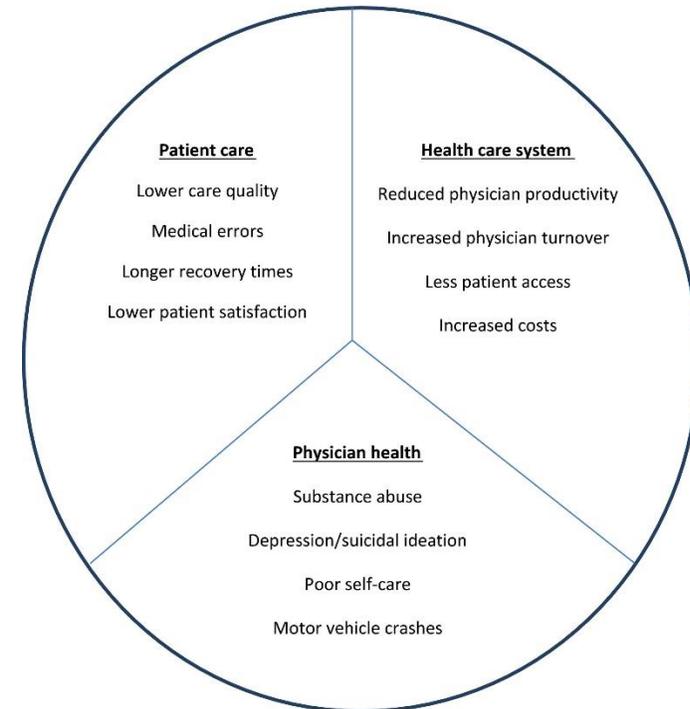
*Based on scale 1-7, with 1 responses equal to "does not contribute at all" and 7 equal to "significantly contributes."

Source: Medscape Lifestyle Report 2016: Bias and Burnout; published Jan 13, 2016

Burnout in Medicine

- Roughly half of US physicians experience substantial burnout symptoms
 - And that's pre-COVID!
- Statistics are similar for trainees, nurses, and other health professionals

Physician burnout: contributors, consequences and solutions



“That’s nice, Chris, but the work has to get done and my feelings* are not really a paramount concern right now.”

*mentally spoken with a flicker of annoyance that we’re wasting our collective time on this new-agey woo-woo stuff.

Burnout

Effects on Patient Care

- Physician burnout associated with
 - 100% greater risk of medical errors
 - 17% greater odds of being named in a malpractice suit
 - Higher patient mortality in ICUs
 - Lower quality of teamwork
 - Longer recovery times for hospital patients post-discharge
 - Lower patient satisfaction
 - Lower patient adherence to medical advice



Burnout Effects on Workforce

- Physician burnout associated with
 - Decreased productivity
 - Estimated to be roughly costing the equivalent of 7 graduating med school classes annually
 - Decreased job satisfaction
 - 2x likelihood of leaving current practice
 - \$5-10K per year per physician in direct costs due to turnover
 - This increases when you consider indirect costs



Burnout

Effects on Physician Health

- Physician burnout associated with
 - 25% greater odds of alcohol abuse/dependence
 - 2x risk of suicidal ideation
 - Male physicians die by suicide at rate 40% greater than other males
 - Female physicians die by suicide at rate 130% greater than other females
 - Greater risk of MVC/near-misses
 - Even when correcting for fatigue



Over ____% of US physicians are burned out.

- A. 20%
- B. 33%
- C. 50%
- D. 75%

Physician burnout leads to a/an ___% increase in medical errors.

- A. 25%
- B. 50%
- C. 75%
- D. 100%

Which of these is one of the 3 main indices of burnout?

- A. Anxiety
- B. Depersonalization
- C. Fatigue
- D. Forgetfulness

“Fine, Chris, but the work has to get done and I can’t do 15 minutes of yoga between every patient encounter.”

Or,
What Are Some Practical Steps to Consider to Reduce
Personal Burnout?

Preventing and Addressing Burnout As Individuals

- Draw boundaries where possible
 - Limit non-critical after-hours work
 - Actually use vacation time
- Personal reflection
 - What does being well mean for me?
 - Considering (and actually seeking) help when needed
 - Applying compassionate care to ourselves as well as our patients
 - Connecting with others
- What do you tell your patients about diet, exercise, alcohol consumption, rest...
 - What else is meaningful to your quality of life?
- Identify conflicts/areas out of control and try to address them
- Mindfulness
 - Self-awareness and “checking in” with yourself at different times and in different situations

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- We know what depression, anxiety, etc., look like...
 - And healthcare workers are not immune to this conditions
- Perceived barriers
 - Self-image
 - Licensure?
 - <half of states have licensure questions on mental health that are consistent with the ADA
 - Physicians in those states are more reluctant to seek help!

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- 3 Good Things
 - Each day, write down 3 good things that went well
 - After 15 days, significant reduction in
 - Depression
 - Work-life balance problems
 - Emotional exhaustion
- Look forward
 - Reflect on positive future events in distant future
 - Then, future events that are closer

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- This can be a call, teleconference, or gathering, or...
 - Write “a gratitude letter”

Think of someone who has done something amazing for you; this person can be alive or no longer with us. This person contributed to your well-being in a big way. Spend the next 7 minutes writing a genuine, kind and appreciative 2-part note:

Self-focus condition:

Part 1: Tell this person what they did, how it impacted you, and the benefits you received.

Part 2: Tell this person why it was important to you.

Other-focus condition:

Part 1: Tell this person what they did, how it impacted you, how it made you feel, and why it was important to you.

Part 2: Tell this person what it says about them, that they did this amazing thing for you. You might include what this says about your relationship to this person.

“Fine, Chris, but the work (still) has to get done and I can’t do 15 minutes of yoga between every patient encounter.”

Or,
What Are Some Collective Steps to Consider to Reduce
Personal Burnout?

**The Fact that Burnout Exists Supports the Need to
Commit Time to Addressing it.**

Practice Level

- Reduce/delegate required activities
 - E.g., depression, diabetes screening
- Streamline EMR entry
 - Order sets
 - Templates
 - Delegation?
- Optimize workload if there is asymmetry in business/stress



Company Level

- Could scheduling look different?
 - Could workflow be improved?
 - Is support adequate?
 - Do leaders (including you) model and support work-home balance?
 - Do values align between clinicians and leaders?
- From the AMA:
 - “There is no change too small when it comes to addressing burnout and improving wellness and resilience...”

References

- Mayo Clin Proc (2017), 92(10): 1486-1493.
- Journal of Internal Medicine (2018), 283(6): 516-29
- <https://www.ahrq.gov/prevention/clinician/ahrq-works/burnout/index.html>
- <https://www.ama-assn.org/practice-management/physician-health/burnout-busters-how-boost-satisfaction-personal-life-practice>
- Burnout and COVID:
<https://www.ccjm.org/content/early/2020/07/01/ccjm.87a.ccc051>
- CME Module from AMA: <https://edhub.ama-assn.org/steps-forward/module/2702511>

Thank You