

# ***Burnout***

October 2018

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# Objectives

- Define ***Burnout***
- Recognize Symptoms and Consequences
- Differentiate Contributing Factors
- Personalize Burnout Prevention and Treatment Strategies

<https://www.npr.org/2016/12/08/504864961/when-a-psychologist-succumbed-to-stress-he-coined-the-term-burnout>

Freudenberger



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Inside Out – 2015 Pixar Animations



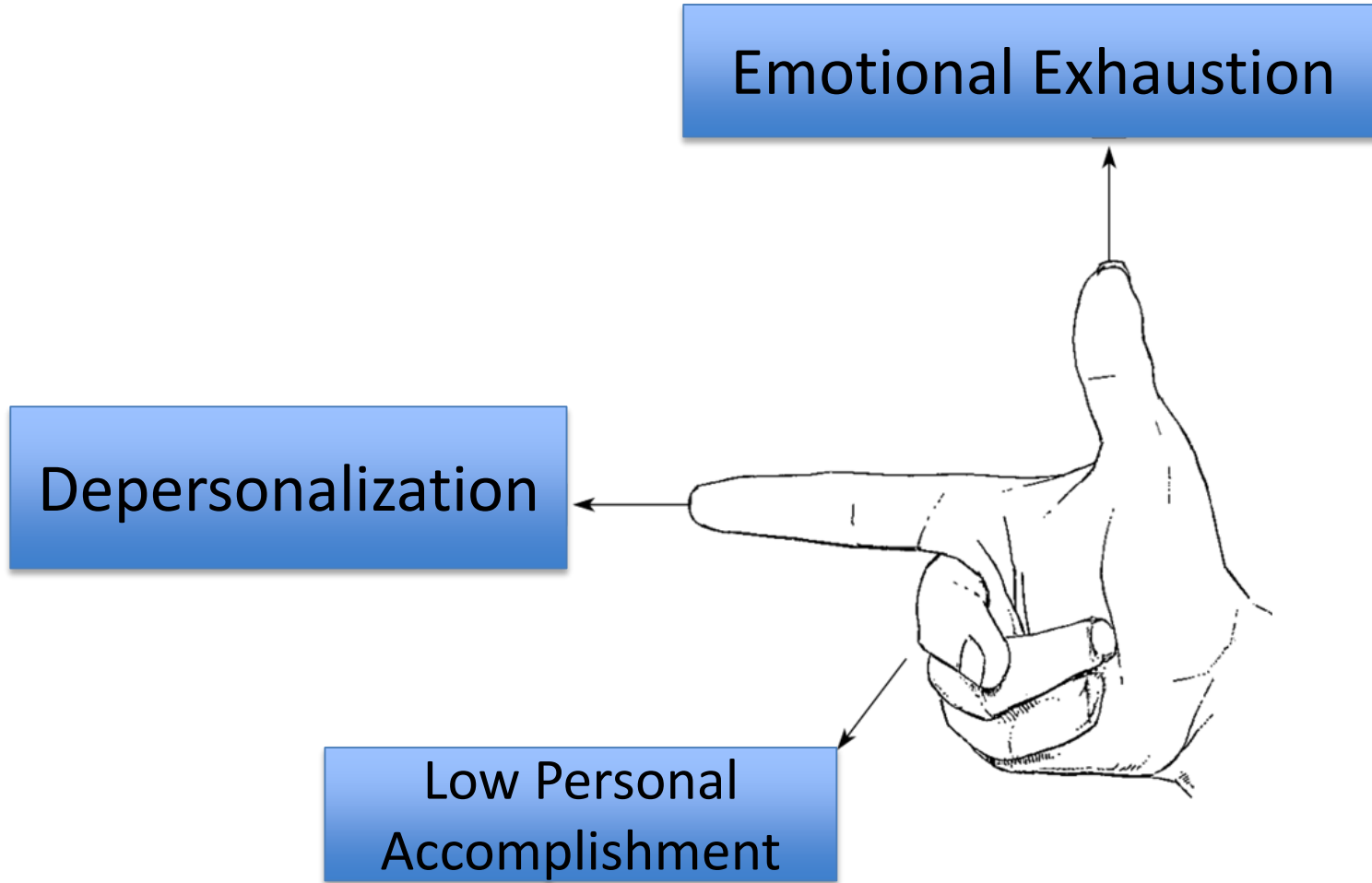
#Blueberrybourbonbasil  
Blue Star Donuts,  
Portland, OR  
[https://www.thehappy  
md.com/](https://www.thehappy.md.com/)

**burn\_out/**

- 1. Reduction of a fuel or substance to nothing through use or combustion**
- 2. Physical or mental collapse caused by overwork or stress**

**In ICD-10, problems related to life-management difficulty (Z73)**

# 3 Dimensions



# Emotional Exhaustion: Losing Enthusiasm for Work



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# Depersonalization:

Treating people as if they were objects



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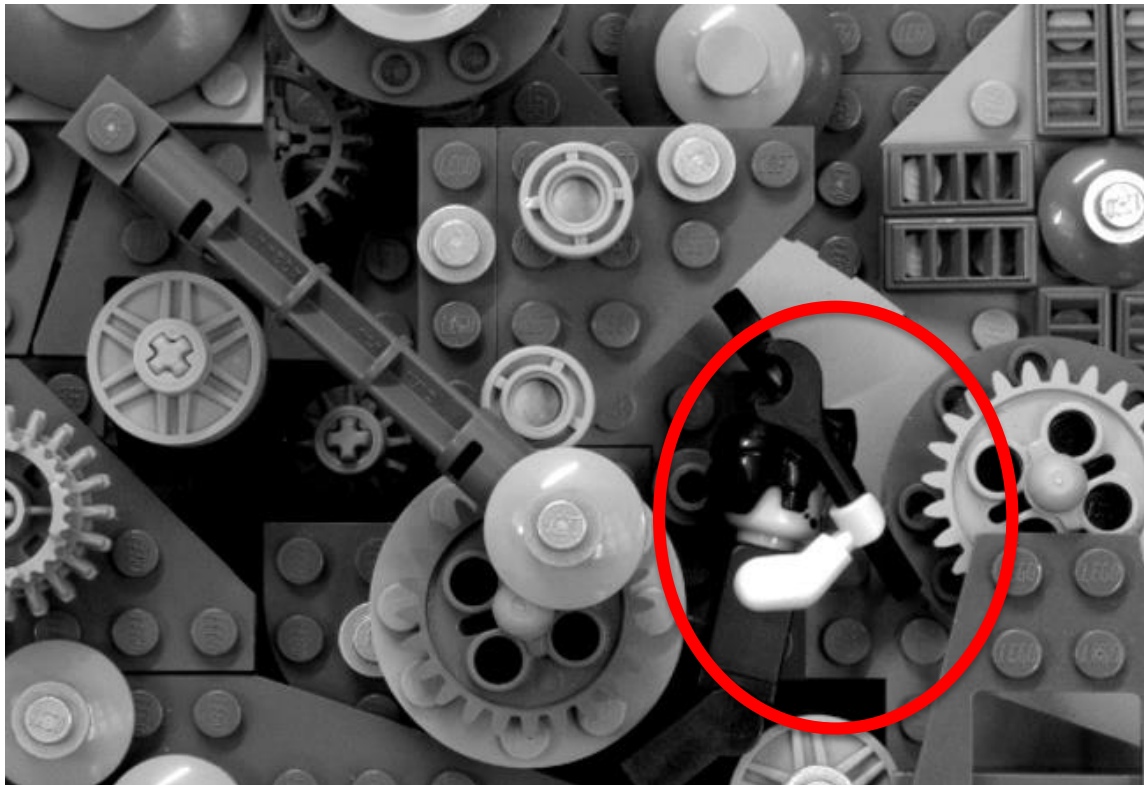


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# Low Personal Accomplishment:

Work is no longer meaningful



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# Questionnaires: Maslach

physical or emotional		
it my job	1. have you felt burned out from your work?	1
		1
or am harder and less sympathetic than I perhaps they deserve.	ess?	1
4I am easily irritated by slow workers and team.	you	1
5I feel misunderstood or unfairly treated.	ious,	1
6I feel that I have no one to turn to for help.	work at	1
7I feel that I am achieving in my work.		
8I feel under an unpleasant pressure to do my job.		+ 1
9I feel that I am not getting enough out of my work.		0
10I feel that I am in the wrong profession.		-1
11I am frustrated with part of my job.		
12I feel that organizational policies frustrate my ability to do a good job.		+1
13I feel that there is more to my job than I have the ability to do.	Neutral	0
14I feel that I do not have time to do many of the things that are important to doing a good quality job.	Higher satisfaction with work-life integration (agree, strongly agree)	-1
15I find that I do not have time to plan as much as I would like.		

- 1) I feel emotionally burned out/depleted from my work
- 2) I have become more callous toward people since I took this job

West et al. Conslt Psych 2009



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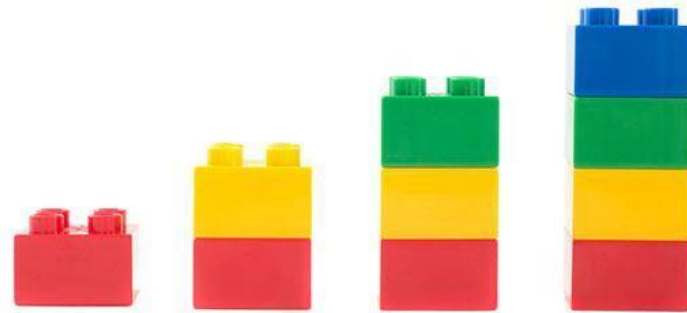


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# Stages of Burnout

- 1. Compulsion to prove oneself
- 2. Working harder
- 3. Neglecting needs
- 4. Displacement of conflicts
- 5. Revision of values
- 6. Denial of problems
- 7. Withdrawal
- 8. Behavioral changes
- 9. **Compassion Fatigue**
- 10. Depersonalization
- 11. Inner Emptiness
- 12. Depression
- 13 Collapse



Lacy et al, CGH 2018



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# Risk?

**IDEALISM, PERFECTIONISM, INTENSE SENSE OF RESPONSIBILITY  
EXTREME DEDICATION TO PROVIDING EXCEPTIONAL PATIENT CARE**



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# By the Numbers:

- 1 out of every 2 physicians – 2x vs other professions
- 2015 Mayo Clinic Survey:  
2011: 45.5% → 2014: 54.4%.
- 2018 Medscape Survey 42%
- Severity of ratings ↑↑
- 90% meet criteria for depression

–Medscape Lifestyle Report 2016

–Physician Suicide: Andrew, et al. Medscape 7/2016

–American Foundation for Suicide Prevention

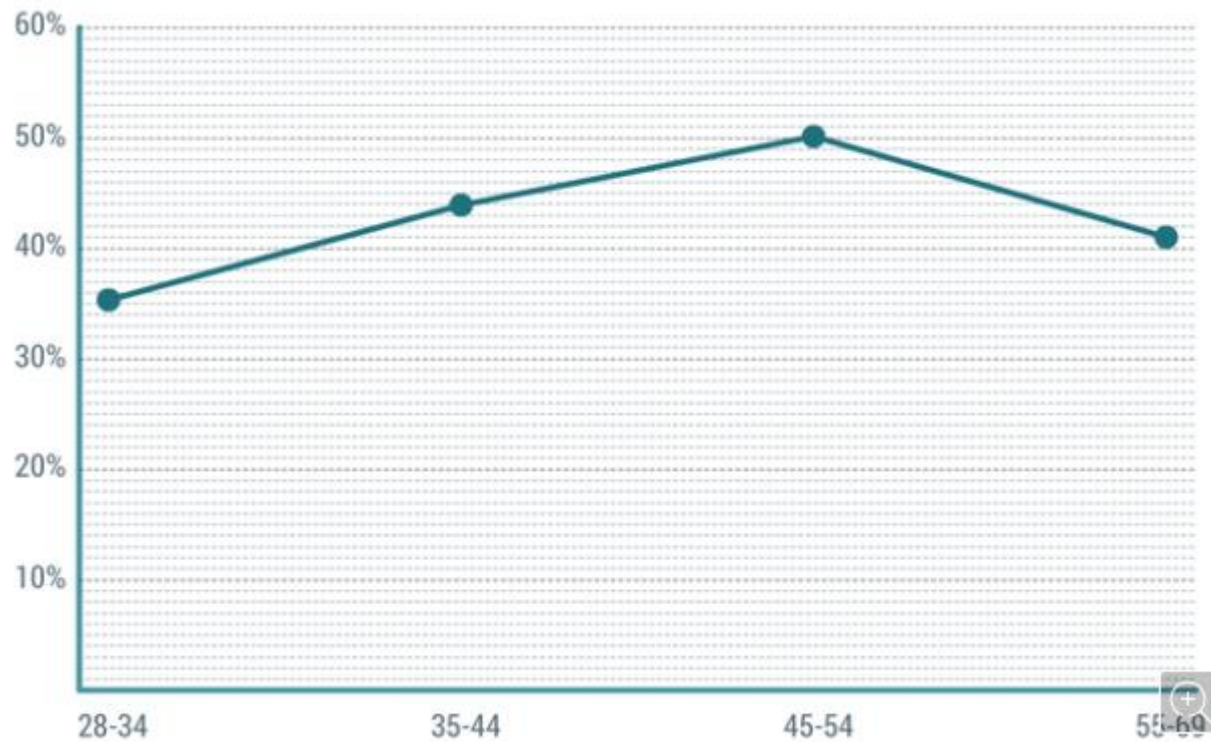


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2018 Medscape Physician Lifestyle Survey

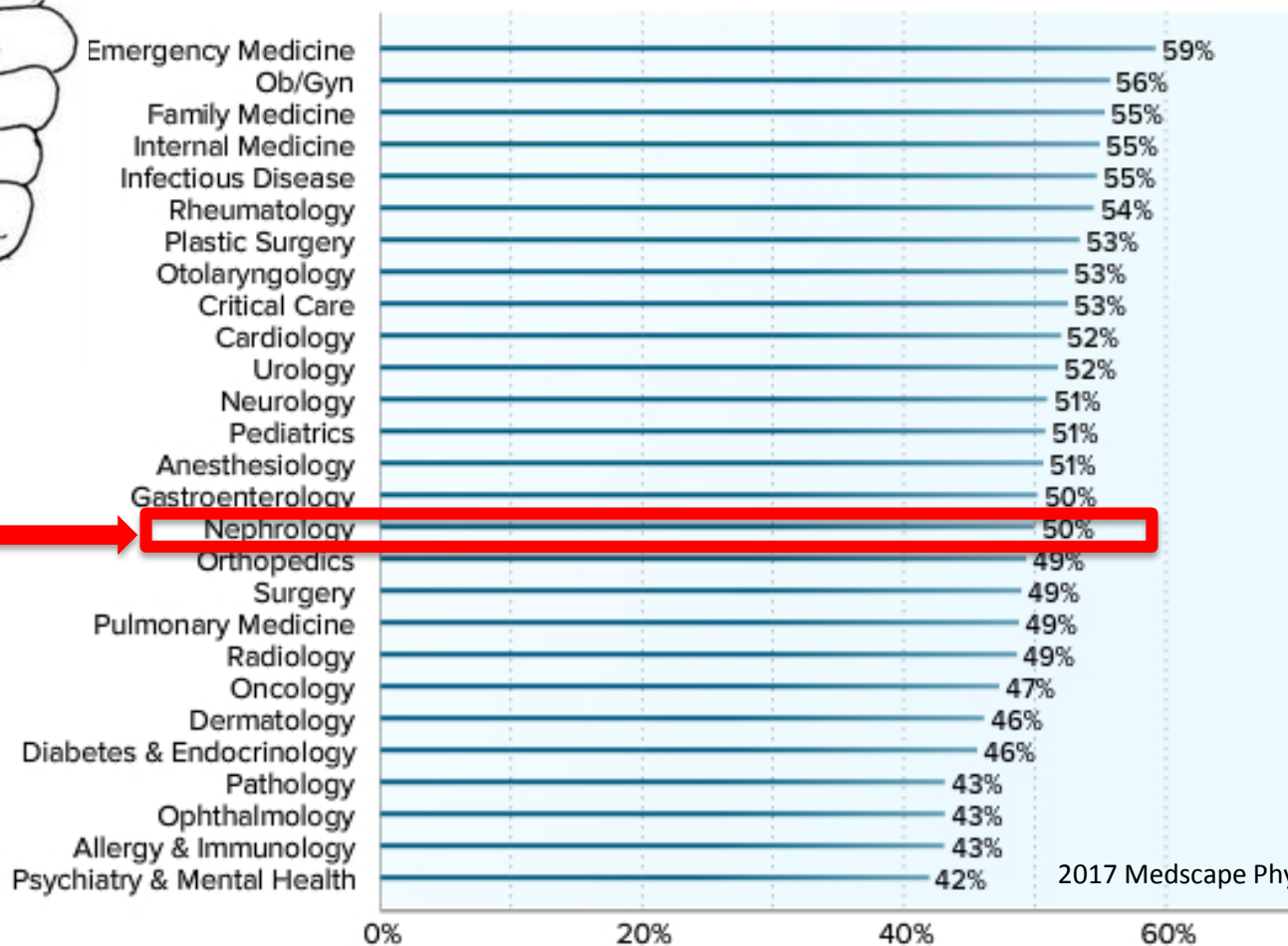


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# Nephrology Nursing

- Estimates 38-42%, Up to 23% consider leaving position
- 1 in 3 Dialysis Nurses
- Slightly less or equal to other RN positions
  - Technically Advanced Equipment
  - Intensive Care
  - Long term interactions
  - Regulated staffing requirements

[West J Nurs Res](#). 2009 Aug;31(5):569-82. doi: 10.1177/0193945909331430. Epub 2009 Mar 6.

Organizational traits, care processes, and burnout among chronic hemodialysis nurses.

[Flynn L<sup>1</sup>](#), [Thomas-Hawkins C](#), [Clarke SP](#).



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# Professional Repercussions

- Alters Doctor-patient relationship
- Alters Doctor – colleague/family relationships
- Alters Physician empathy and compassion



- ↓ Quality of care
- ↓ Patient satisfaction
- ↑ Likelihood of making medical errors
- ↑ Malpractice Claims

Shanafelt, JAMA, September 23/30, 2009—Vol 302, No. 12  
Jones et al. Medical malpractice: organizational risk assessment and intervention. *J Appl Psychol.* 1988;73(4):727-735.



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# Astounding Consequences

- 60% physicians >50, 16% overall would retire immediately if they could
- Substance abuse: 12% lifetime
- 1 physician/day lost to suicide
- Female physician suicide completion 400% higher vs other professions



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Physicianfoundation.org Physician

Biennial Survey 2012

Bruce et al. : Mayo Clinic Proceedings

March 2016

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# Why?

- By 2020 > 530,000 Americans on Dialysis
- Staffing requirements = need for retention
- Care quality

## DIALYSIS NURSE



*Filtering out life's crud.*



**KEEP  
CALM  
AND  
LOVE A DIALYSIS  
NURSE**



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CURABLE?

100%



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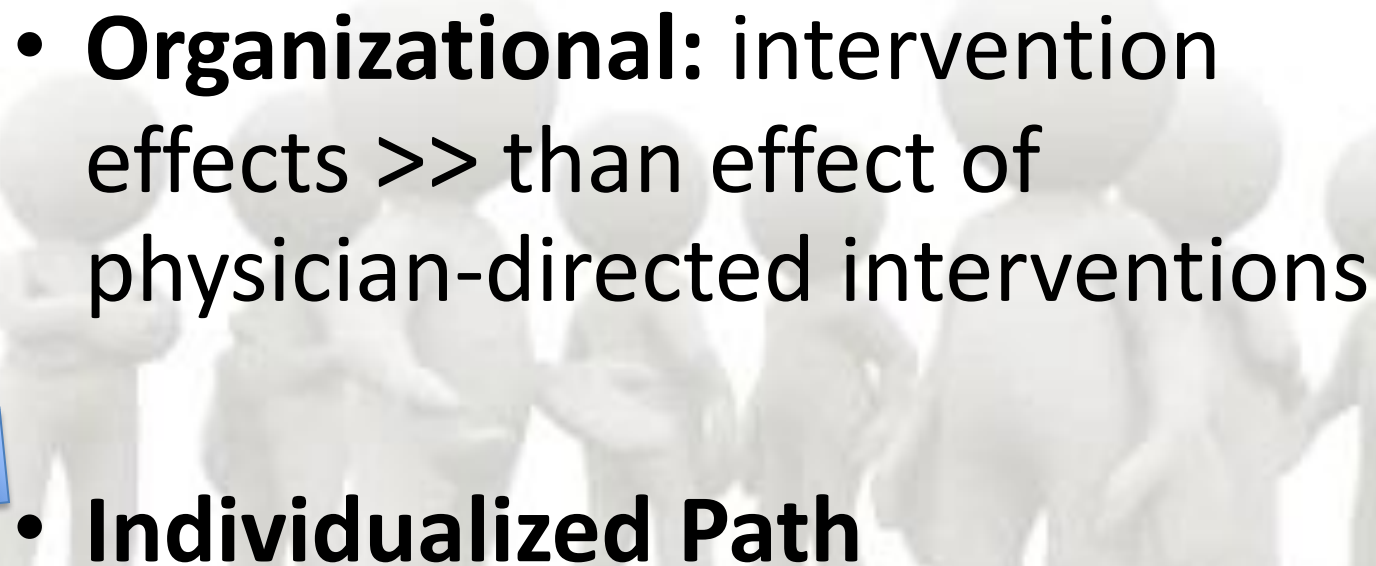


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# What to Do?

## The Path to Engagement

- 
- **Organizational:** intervention effects >> than effect of physician-directed interventions
  - **Individualized Path**

Panagioti. JAMA 2017

Maslach et al. STANFORD SOCIAL INNOVATION REVIEW 2005

West et al. Lancet 2016 Nov 5;388(10057):2272-2281. .

Interventions to prevent and reduce physician burnout: a systematic review and meta-analysis



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# Recognize Risk Factors



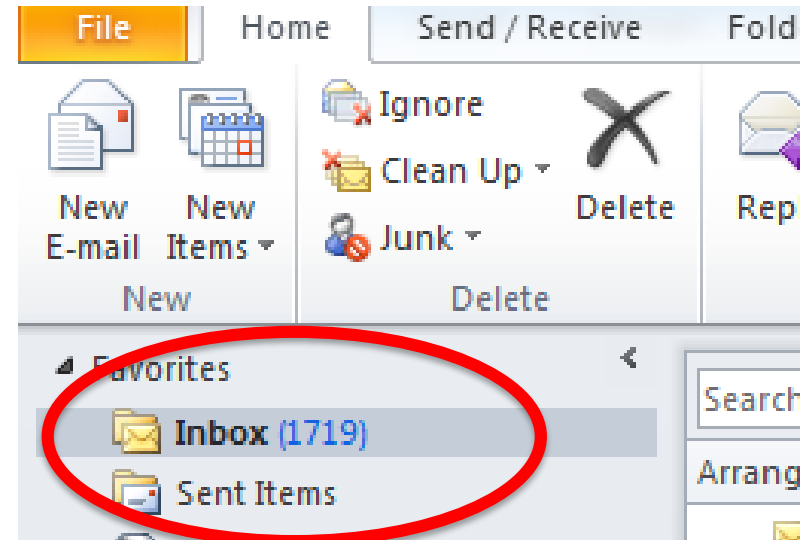
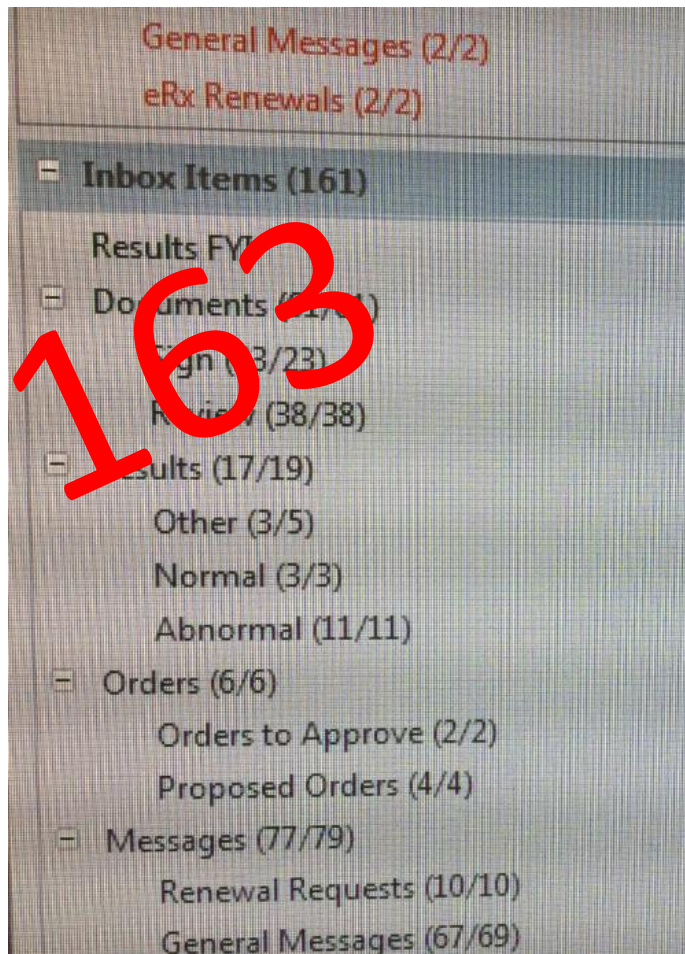
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# WORKLOAD



**2HR admin/ 1 HR pt**



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# CONTROL



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# CONTROL



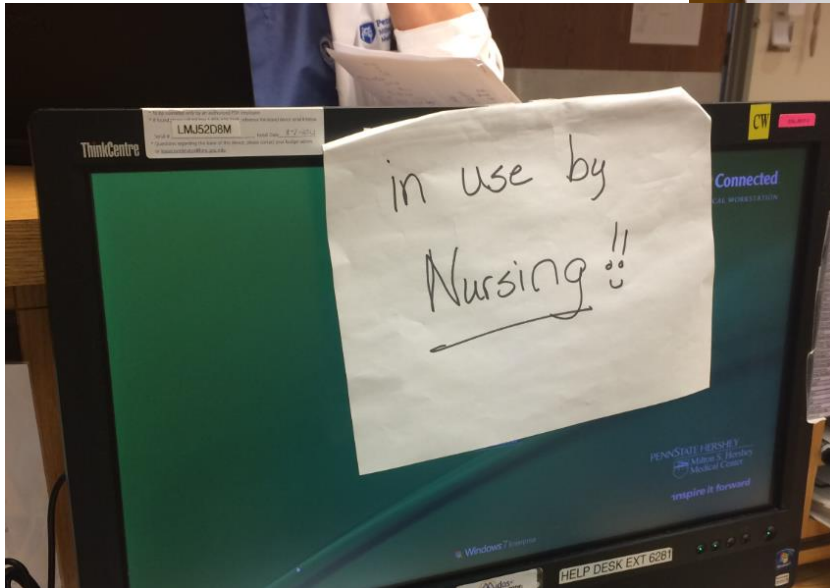
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# FAIRNESS



**Your FTE vs MY FTE**

**POD vs POD**

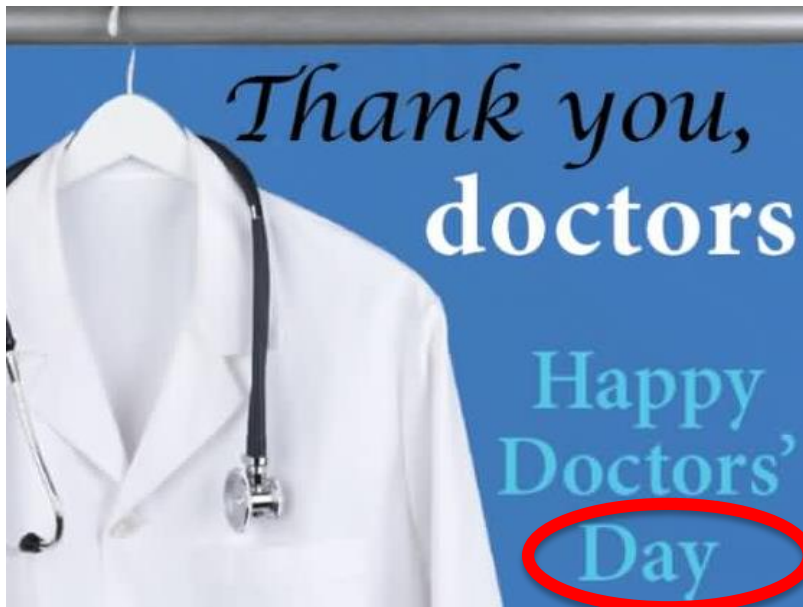


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# REWARD/Values

S News / CBS Evening News / CBS This Morning / 48 Hours / 60 Minutes / Sunday Morning / I

**MONEYWATCH**

Markets Money Work Small Business

KATHY KRISTOF / MONEYWATCH / September 10, 2013, 1:43 PM

## \$1 million mistake: Becoming a doctor

Date:

Physician Name  
Street Address  
City, State, Zip

Claimant:  
Claim Number:  
Medlogix ID #:  
Date of Accident:  
Insured:

Dear Provider:

This letter is to advise you that Consolidated Services Group, Inc. (CSG) is handling decision point



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Find a Doctor

Find a Location

Co

Visit a Patient

Plan for your Stay

## Patient Complaints

Visit a Patient

+

We want t



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# Professional Pressures



Shanafelt, JAMA, September 23/30, 2009—Vol 302, No. 12

Jones et al. *J Appl Psychol.* 1988;73(4):727-735.



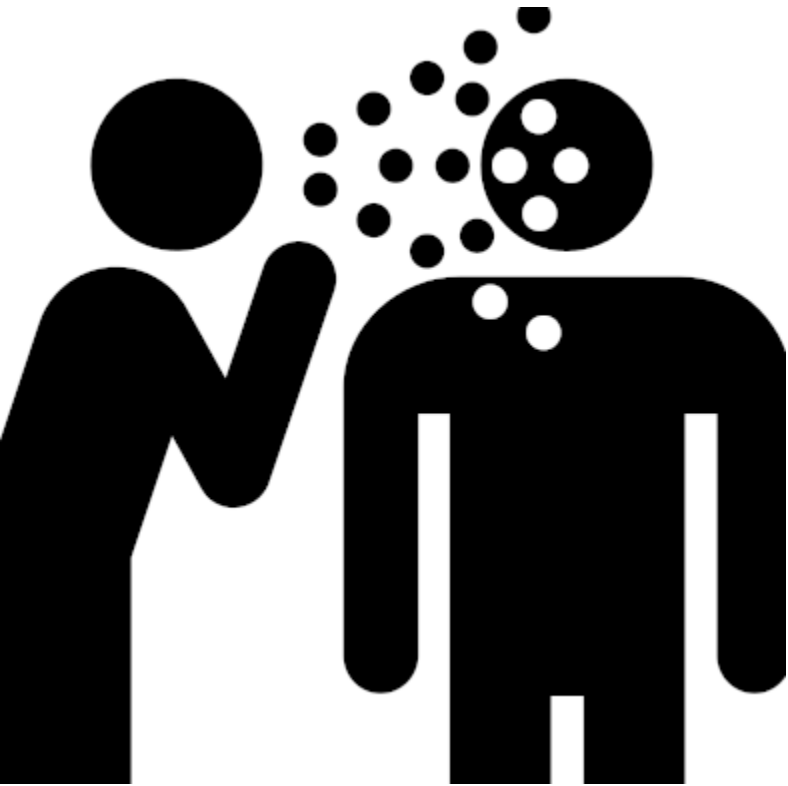
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# Professional Contagion



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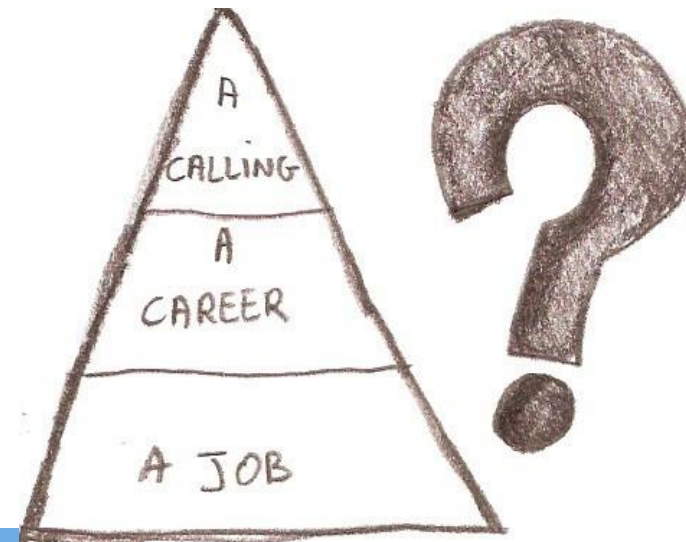
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# What to Do?

- Growing body of research:

**Enhancing Meaning in Work** increases satisfaction and reduces burnout



# Personal Goals

20%



Shanafelt et al. Ann Surg 2010



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# 20%

- **29.9% vs 53.8%;  $P < 0.001$**

Shanafelt TD, West CP, Sloan JA, et al. Career fit and burnout among academic faculty. *Arch Intern Med*. 2009;169(10):990-995



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# Institutional Work Flow



MON TUE WED THU FRI SAT SUN MON TUE WED THU FRI SAT SUN MON TUE WED THU  
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

MEETING DR. LINCOLN



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# Institutional Pro-Activity

August 20 - 26, 2017

20	Sunday	21	Monday	22	Tuesday	23	Wednesday
◀ From Aug 14		GI COURSE - AUG 14 - SEPT					
◀ From Aug 14		REMINDER FOR ACLS COURSE: DO THE BLS AND ONLINE COURSE					
◀ From Aug 16		LAUREL ON VACATION AUG. 16					
		ANNE BOBB ON VACATION TODAY					
				Cancelled-DOM C6805 Petrino, Shan		CLINIC	
		Dr. Ostrov / Dr. Manny Williams - I C1602 - Professional Development Shissler, Laurel		MW at GI course			



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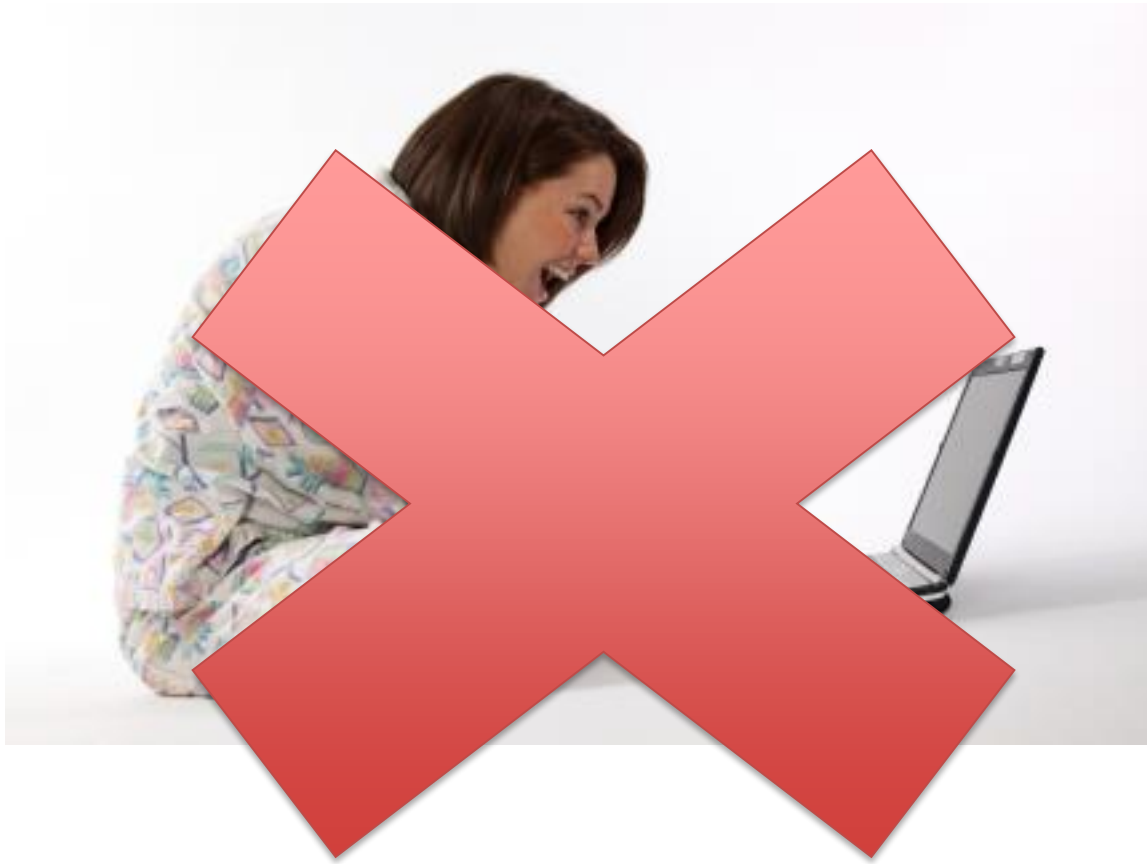


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# Institutional Peer Support



CONTACT THE CONCIERGE: [researchconcierge@hmc.psu.edu](mailto:researchconcierge@hmc.psu.edu) | (717) 531-0003, ext. 289352 | Suite C1742 in the College of Medicine

RESOURCES - PROPOSAL DEVELOPMENT - HANOVER RESEARCH - INSTITUTIONAL RESOURCES - COLLABORATOR'S TOOLBOX - RESEARCH MATERIALS

## Junior Faculty Development Program



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[ABOUT US](#) [SHOP](#)

▾ [SEARCH OUR RESOURCES](#) ▾ [EXPLORE RESEARCH](#) ▾ [BROAD MEDICAL RESEARCH PROGRAM](#) ▾ [PROGRAMS & MATERIALS](#)

### National Scientific Advisory Committee

### Explore CCFA Research

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## Patient Education

The Patient Education Committee recommends and reviews patient education materials for families, physicians, hospitals, schools, libraries, etc. The committee reviews all information for brochures and fact sheets, website content, content for teleweb programs, IBD model educational slide decks. They also help to create position statements for CCFA.

[Jacobus Kormanik, MD](#)



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# Personal Meaning

👤 Obituary ➔ Condolences



Myrna Frankel

Myrna Raihill Frankel, our adored wife, mother, grandmother, colleague and friend, died on August 7, 2017, of cancer, at her home in San Francisco. She was 79. It is hard to put into words what Myrna meant to all of us; she touched countless lives with her never-ending kindness, generosity and good humor.



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# Mindfulness



<http://ihpi.umich.edu/news/islands-mindfulness-pausing-moment-while-washing-hands-can-help-physicians-restore-balance>



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# Wellness



***“These are the duties of the physician: first to heal his mind and to give help to himself before giving it to anyone else” - Epitaph of Athenian Doctor, 2 AD***



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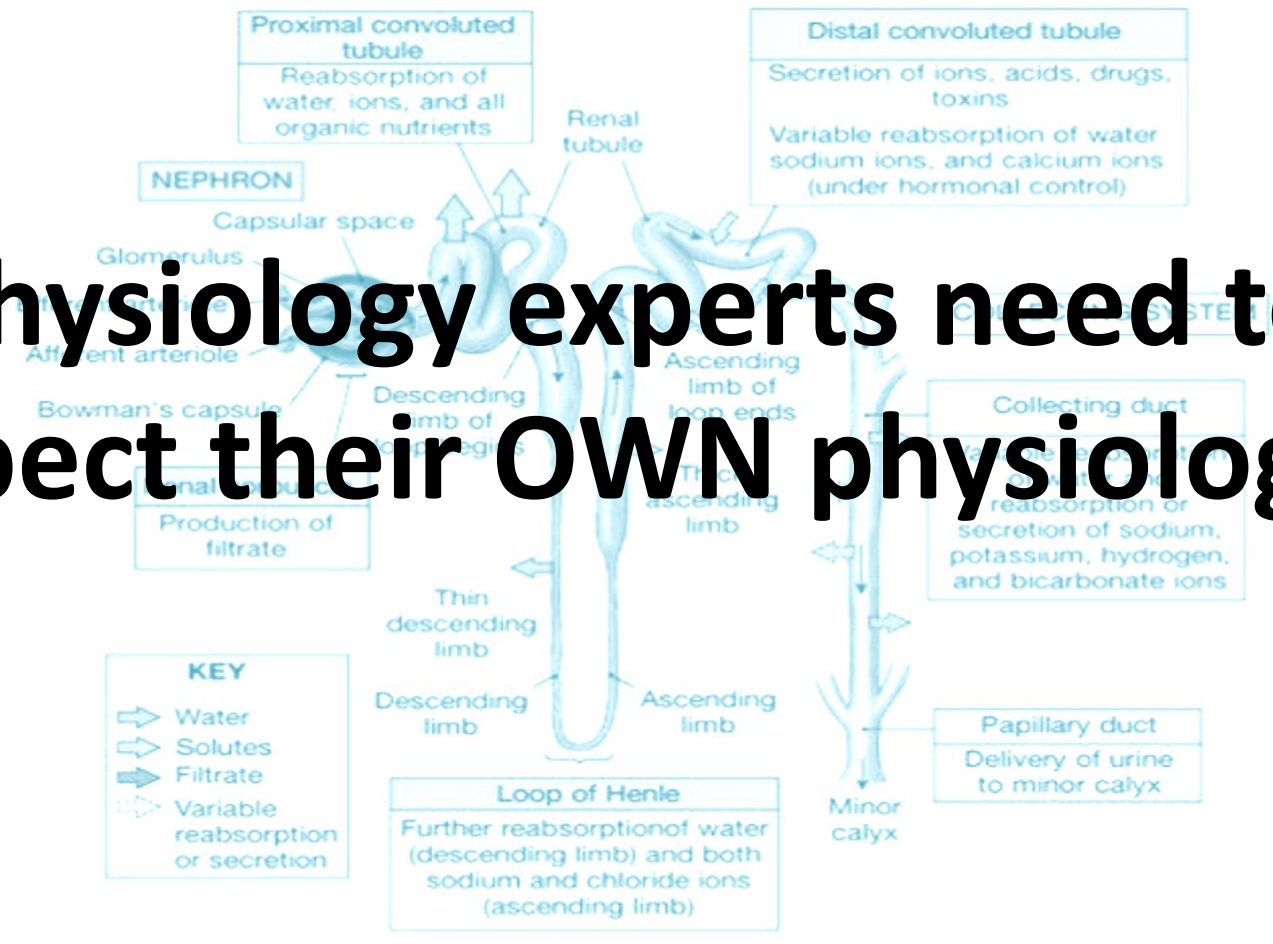


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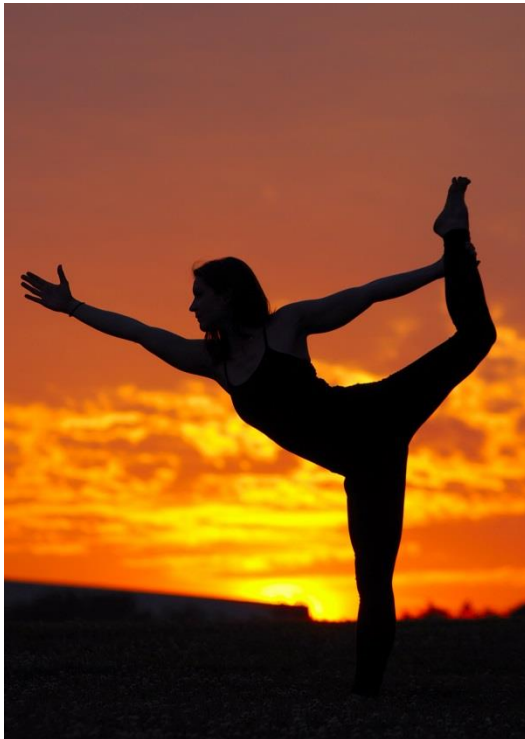
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# Eat Lunch!

## Physiology experts need to respect their OWN physiology!!



# Inner Peace: Beneficial, Not Sufficient



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Grand Rounds, Dr. Stine

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# Juggling



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# Resilience



Parker-Pope, NYT 7/2017



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# Practice Optimism



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# Rewrite the Narrative



[https://www.ted.com/speakers/a-my\\_cuddy](https://www.ted.com/speakers/a-my_cuddy)



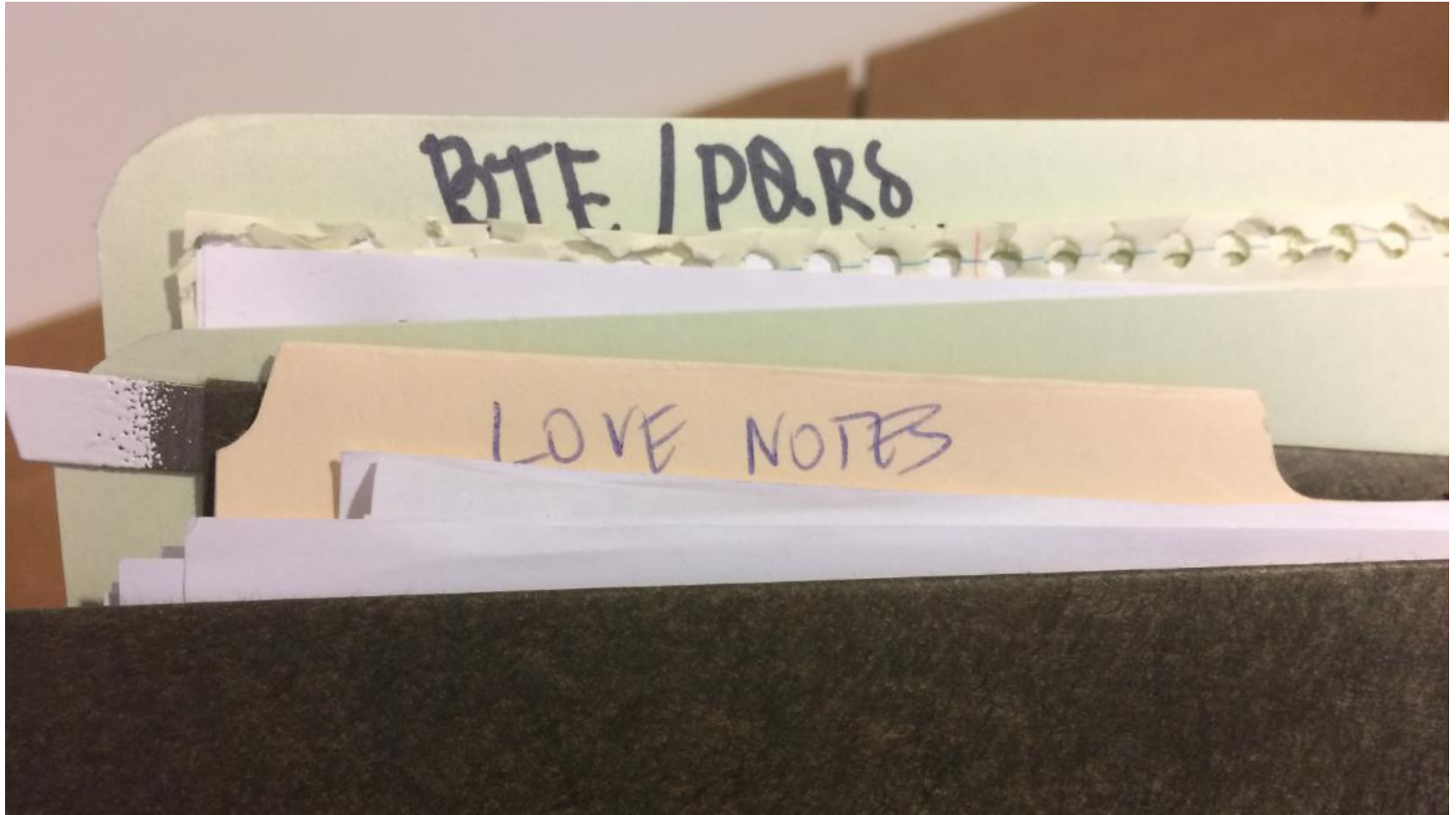
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# Your Wins



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# Gratitude



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# CHANGE THE DEFINITIONS!

## BURNOUT VS FRACKING



**LACK OF FUEL**

**VS**



**SOLID STONE**



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# ~~×~~ BURNOUT ~~×~~ BALANCE



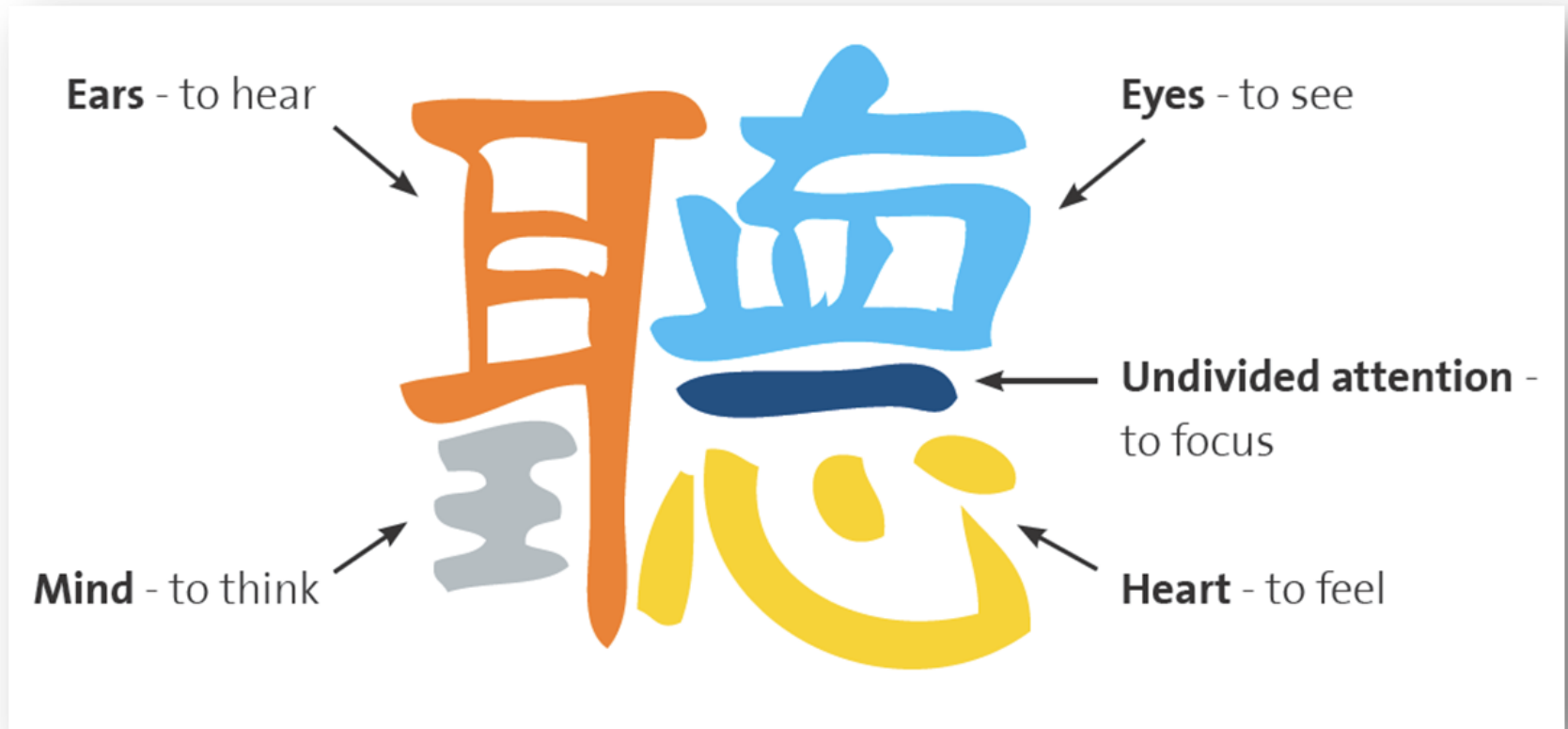
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# Support Others



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# Try One Thing

- Powerpoint with a picture on every slide!
  - 2 week vacation – with **NO access to email**
  - Thank you notes: others and yourself
  - Laugh (often)
  - Make the world better **with** your colleagues
  - GET INVOLVED – BE PART OF A SOLUTION:  
Become engaged at an institutional level
- 
- Focus on LIFE



# Key Points

- Burnout = life threatening
- Many Contributors: > external
- Contagious
- **Preventable, Treatable, Curable**
- Be aware, seek help for you and others



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# THANK YOU



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