

Clinician Wellness

2020 Clinical Update in Geriatric Medicine
March 5, 2020

Thomas P. Campbell, MD, MPH
Chairman Emergency Medicine and Chief Wellness Officer
Allegheny Health Network

Allegheny Health Network

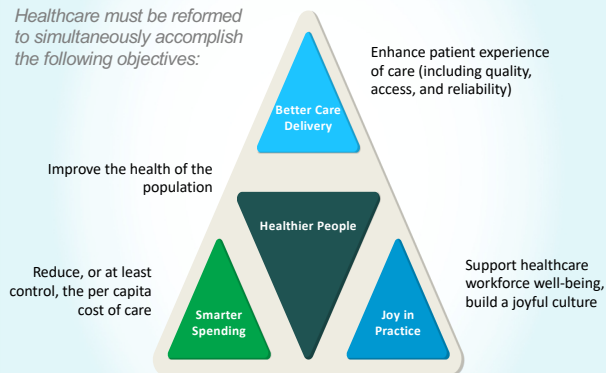
Today's Goal:

- Is there a problem? Is Burnout a new and real problem?
- What does Burnout mean?
- Is there any good research?
- Contributors to Burnout?
- Consequences of Burnout
- How to address Burnout personally, in work areas and professionally
- No conflict of interest to report

Allegheny Health Network

The I.H.I. Triple Aim + One

Healthcare must be reformed to simultaneously accomplish the following objectives:



Allegheny Health Network

THE QUADRUPLE AIM


Joy in Practice?




Allegheny Health Network

BURNOUT: Much Attention in Healthcare Recently

Medical Economics – [Six ways healthcare leaders can reduce burnout](#) (November 5, 2019)
Managed Healthcare Executive – [How Health Execs Can Take Charge of Provider Burnout](#) (October 27, 2019)
Health Leaders – [National Academy of Medicine Tackles Healthcare Worker Burnout 'Crisis'](#) (October 25, 2019)
Healthcare Finance – [Burnout prevalent in healthcare community, consensus report confirms](#) (October 25, 2019)
Becker's Hospital Review – [Half of nurses, physicians are burned out, study finds](#) (October 24, 2019)
Business Insider – [Half of all US nurses and doctors are burned out — and they say the healthcare system is to blame](#) (October 24, 2019)


 Allegheny Health Network

Health Data Management – [Health IT improvements needed to reduce clinician burnout](#) (October 24, 2019)
WUWM – [Medical Personnel Burnout Could Mean Problems For Patients, Wisconsin Researcher Finds](#) (October 24, 2019)
Fierce Healthcare – [The National Academy of Medicine says healthcare must make transformative changes to address burnout](#) (October 24, 2019)
JAMA – [Improving the System to Support Clinician Well-being and Provide Better Patient Care](#) (October 23, 2019)
Johns Hopkins Nursing – [Q&A with Cynda Rushton, committee member of the National Academy of Medicine Study on Clinician Burnout](#) (October 23, 2019)
Medpage Today – [Doc Burnout: A Complex, but Solvable, Problem](#) (October 23, 2019)
Medscape – [NAM Panel Lays Out 6-Point Plan for Reducing Clinician Burnout](#) (October 23, 2019)
Washington Post – [Health-care system causing rampant burnout among doctors, nurses](#) (October 23, 2019)

 Allegheny Health Network

“Burnout comes from loss of connection to our patients, to ourselves, and to those we love. Too often in health care today we focus on tasks – on doing the appropriate tests and making the right diagnosis, when what our patients want and what we truly crave is to feel connected.”


(She Knows You Are Coming, Jay Kaplan)

 Allegheny Health Network

What is Clinician Burnout?

- The World Health Organization defines burnout as a problem associated **chronic workplace stress**; it is not an individual mental health diagnosis, nor the same as depression
- Burnout: **emotional exhaustion, depersonalization, and low sense of professional efficacy**
- A chronic **imbalance** of high **job demands** and inadequate **job resources** can lead to burnout

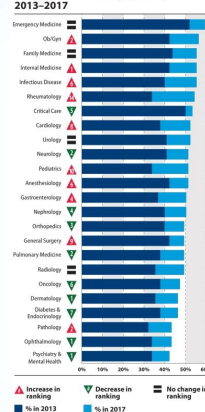
Sources: Maslach, C., W. B. Schaufeli, and M. P. Leiter. 2001. Job Burnout. *Annu Rev Psychol.* 52: 397- 422; World Health Organization. 2019. Q085: Burn-out. <http://id.who.int/entrez/123180281>

 Allegheny Health Network

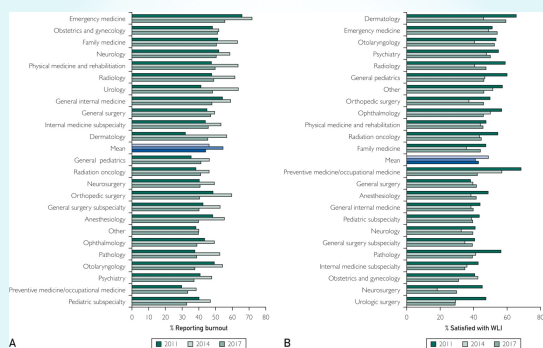
3 Cardinal Symptoms of Burn-out

- **Exhaustion** – Your physical and emotional energy levels are extremely low & in a downward spiral.
- **Depersonalization** - Cynicism, sarcasm, and the need to vent about your patients or your job.
- **“Compassion Fatigue”** – no longer emotionally available for your patients.
- **Lack of efficacy** - Doubt the meaning and quality of your work.

Changes in burnout by specialty
2013-2017

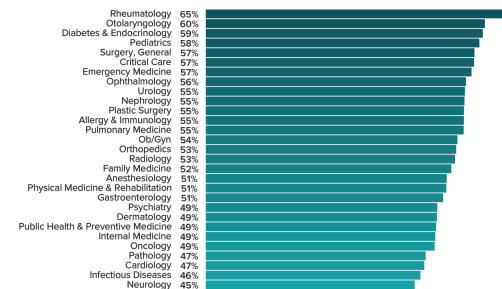


Allegany Health Network



Allegany Health Network

Which Physicians Are Happiest Outside of Work?



Allegany Health Network

Burn Out Prevalence

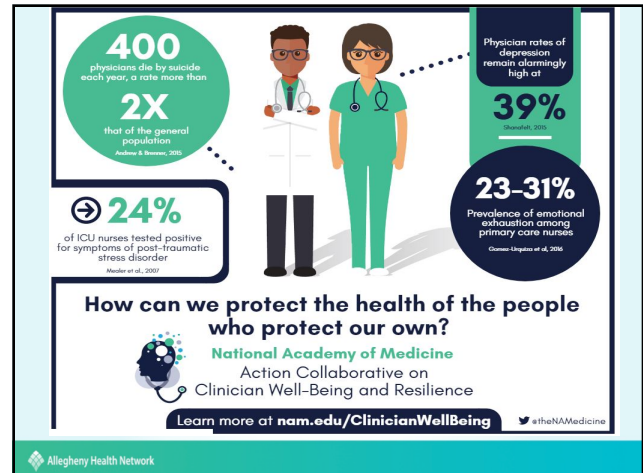
- 1 of 3 physicians in every medical and surgical specialty is experiencing burnout at any given time.



Medscape Physician Lifestyle Survey 2015.
<http://www.medscape.com/features/slideshow/lifestyle/2015/public/overview#2>

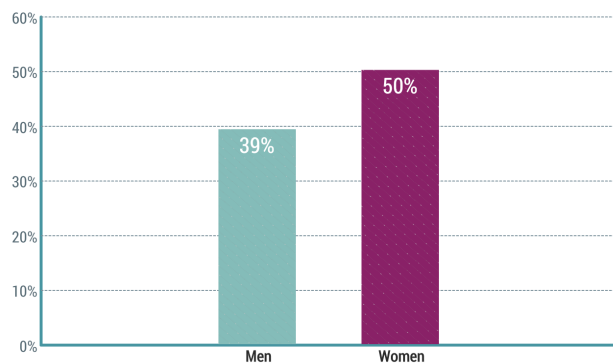
1-13

Allegheny Health Network



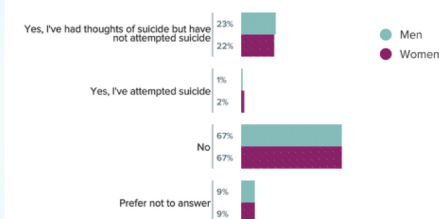
Allegheny Health Network

Are Male or Female Physicians More Burned Out?



Allegheny Health Network

Have You Ever Felt Suicidal or Attempted Suicide? (By Gender)

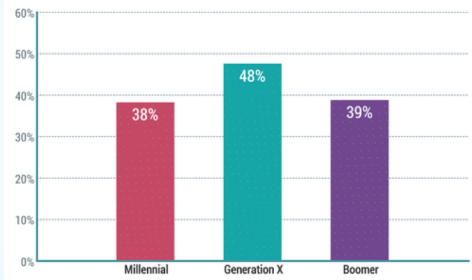


Allegheny Health Network

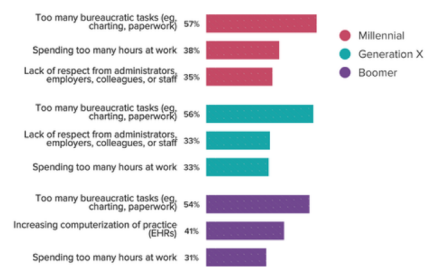
Where Are Physicians Most Burned Out?



Which Generation Is Most Burned Out?



Top Three Contributors to Burnout? (By Generation)



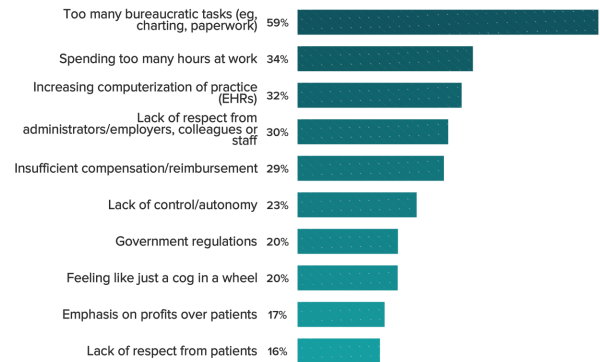
How Do Physicians Cope With Burnout? (By Generation)



What are some contributors to clinician burn-out?

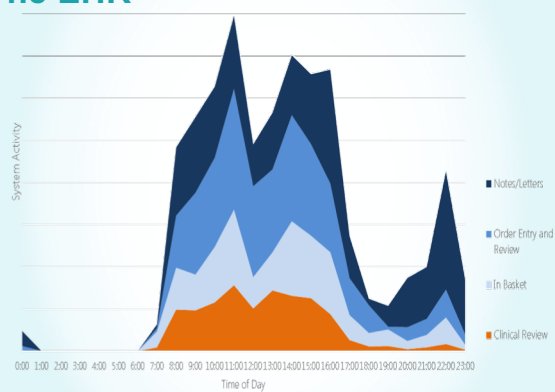
Allegheny Health Network

What Contributes Most to Your Burnout?



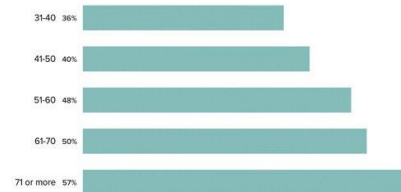
Allegheny Health Network

The EHR



Allegheny Health Network

How Do Work Hours Correlate With Burnout?



Allegheny Health Network

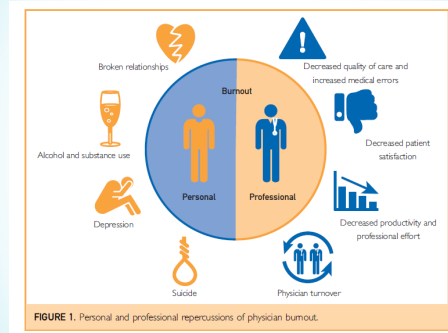
The Work Environment

- Workplaces of burned out clinicians are
 - Less likely to emphasize work-life balance;
 - Clinicians at these sites of care are more likely to note higher intent to leave.
- Highly associated with adverse work conditions
- Patient care quality appears to be preserved at great personal cost to care physicians.
 - “The patient comes first.”



1/25

Consequences of Burnout

Shanafelt and Noseworthy, *Mayo Clin Proc* 2016

PATIENT SATISFACTION INVERSELY CORRELATED WITH BURNOUT



- Patients of primary care physicians with high-exhaustion and high-depersonalization have significantly lower satisfaction scores

Anagnostopoulos F, et al Physician burnout and patient satisfaction with consultation in primary health care settings: evidence of relationships from a one-with-many design. *Journal of Clinical Psychology in Medical Settings*, 19, 401-410.

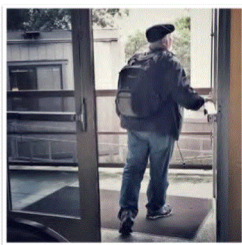
META-ANALYSIS: BURNOUT AND SAFETY

- 46 studies in meta-analysis:
- Poor wellbeing and moderate to high levels of burnout are associated, in the majority of studies reviewed, with poor patient safety outcomes including medical errors.



Hall et al, (2016). Healthcare staff wellbeing, burnout and patient safety: A systematic Review: *PLoS One*. 2016 Jul 8;11(7):e0159015. doi: 10.1371/journal.pone.0159015. eCollection 2016.

TURNOVER- FINANCIAL BURDEN



"Satisfaction with work-life-balance and burnout were the strongest predictors of intent to reduce clinical work hours and leave current position on multivariable analysis." (Shanafelt, 2014) (n=1,490 physicians)

Williams ES, Kurrel TR, Lurie M, et al. Physician practice and patient characteristics related to primary care physician financial and mental health: results from the Physician Worklife Study. *Health Serv Res.* 2003;27(1):121-129.

Williams ES, Kurrel TR, Schneider VSE, et al. Understanding physician intentions to withdraw from general internal medicine: the role of job satisfaction, job stress, mental and physical health. 2001. *Health Care Manage Res.* 2012;25(2):105-115.

Shanafelt T, Dorian A, Gattula D, Bohn C. Why do surgeons consider leaving practice? *J Am Coll Surg.* 2011;212(2):427-432.

Dewar CS, Long D, Boren S, Thum M, Javala P. How does burnout affect physician productivity? A nationwide physician survey. *BMC Health Serv Res.* 2014;14:282.

Shanafelt TD, Raymond M, Kury M, et al. Satisfaction with work-life balance and the career and retirement plans of US cardiologists. *J Gen Intern Med.* 2014;29(11):1527-1535.

Allegheny Health Network

Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being

Report Release | October 23, 2019



The National
Academies of
SCIENCES
ENGINEERING
MEDICINE

System Approaches are Needed

- Clinician burnout is a **complex multi-factorial problem**; there's no one solution
- Many health care **system aspects have to work together** to mitigate burnout and improve professional well-being
- Stress and burnout among **clinicians in practice and in training** have to be addressed



The National
Academies of
SCIENCES
ENGINEERING
MEDICINE

Taking Action Against Burnout: A Bold Vision

- Requires **redesigning clinical systems** focused on activities that 1) patients find important to their care, and 2) enable clinicians to provide high-quality care
- Interventions should **target known system factors** that impact clinician burnout and professional well-being at the systems-level.
- System interventions require **commitment, infrastructure, resources, accountability**, and a **culture** that supports clinician well-being



The National
Academies of
SCIENCES
ENGINEERING
MEDICINE

Six Goals to Reduce Burnout and Foster Professional Well-Being

- Goal 1: Create Positive Work Environments
- Goal 2: Create Positive Learning Environments
- Goal 3: Reduce Administrative Burden
- Goal 4: Enable Technology Solutions
- Goal 5: Provide support to Clinicians & Learners
- Goal 6: Invest in Research

"It seems like the never-ending paperwork, the hours, the stress, the expected perfectionism, and superhero-like outlook people have of [clinicians] is not changing for the better."

(Bridging the Gap, Zohar Ghulam-Jelani)

Measuring Physician Wellness

The Stanford Physician Wellness Model Domains Measurements



Culture of Wellness

- Perceived Appreciation
- Personal/Organizational Values Alignment
- Peer Supportiveness
- Perceived Support from Leadership
- Control of Schedule

Efficiency of Practice

- Efficiency of the Electronic Medical Record (EHR)
- Perceived Negative EHR Experience

Personal Resilience

- Self Compassion
- Sleep-Related Impairment
- Meaningfulness of Clinical Work

https://www.stanford.edu/content/dam/medcenter/physicianwellness/documents/CPIW_2016_Revision_032016_Survey_Review_10-2016.pdf

Our model rationally prioritizes interventions

JOY, WITNESSING IMPACT and CONTRIBUTING

- I experience joy at work
- I can see the positive impact of my work
- I have time to think and contribute

APPRECIATED & CONNECTED

- I feel noticed and appreciated
- I feel connected to others around me

RESPECT: From machines, people and processes

- My unit is civil and I'm respected
- My family time is respected
- I feel respected by the EHR, bureaucracy or processes

SAFETY

- I am safe and can get my job done safely
- My patients are safe
- My family is safe

BASICS: PHYSICAL & MENTAL

- I am not depressed, anxious or suicidal
- I am not substance or alcohol dependent
- I can consume healthy calories at work
- I can use the bathroom
- I am not derailed
- I get good sleep
- (I can snooze/sleep easily)



Beating Burnout



What is your personal strategy to prevent burn-out?

Allegheny Health Network

Physician wellness: preventing resident and fellow burnout

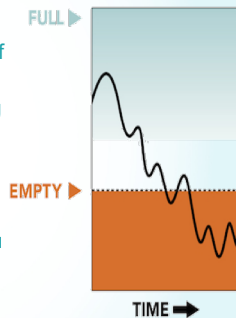
Create a holistic, supportive culture of wellness



STEPSforward
SUPPORTING TEAM EFFORTS PROMOTING WELLNESS

Your Energy Account: Full or Empty?

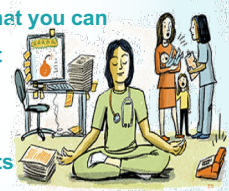
- **Physical energy** - taking care of your physical body
- **Emotional energy** - maintaining healthy relationships with the people you love
- **Spiritual energy** - connecting with your personal sense of purpose. Tapping into “why” you became a physician.



Allegheny Health Network

Steps to Lower Your Stress (& Get Home Sooner)

- Move from EHR hater to power user
- Document the minimally necessary data set
- Use EHR software to automate what you can
- Make documentation a team sport
- Huddle with your team
- Embrace batch processing
- Look for “broken record” moments



© 2015 ROBERT NEUBECKER

Allegheny Health Network

Create a Work-Life Boundary Ritual

- Create a clean, solid, boundary between work and home
- The most effective rituals involve:
 - An intention to let go of work,
 - A releasing breath,
 - An action
- You will find yourself more relaxed at home and thinking less about work.



“There is hope that we can change this culture and not drive [clinicians] to extremes in which they cause harm to themselves or inadvertently cause harm to patients as a result of a system that is making it harder for them to do what drove them to medicine in the first place – to heal”.

(Bridging the Gap, Zohar Ghulam-Jelani)

Mitigate Physician Burnout

Key Strategies to Help Restore Balance



- Health-care organizations should create executive-level chief wellness officers to monitor and protect clinicians' well-being and develop IT programs to reduce repetitive and redundant paperwork.
- Medical and nursing schools should train students to deal with burnout. Federal and state regulators should identify and eliminate overlapping regulations.
- Medical licensure agencies should find ways for doctors to seek help without having it used against them, such as in malpractice litigation.
- Federal officials should develop a coordinated research agenda to understand the problem and how to alleviate it.

Is It Moral Injury?

- We must begin to change our culture. To start:
- Value health care professionals. When clinic or hospital policies and insurance constraints force health care professionals to deliver suboptimal care to their patients, providers feel powerless. Administrators must recognize their clinicians' expertise, earned by years of grueling training, and seek their input before implementing policies that could affect patient care.
- Privilege the patient-clinician relationship. Clinicians are stationed on the front lines of health care and are solely responsible for tailoring treatment plans to meet the needs of each patient. Insurers and health systems must allow clinicians the latitude to treat patients according to their specific needs without constraining the tests they can order, the drugs they can prescribe, or the referrals they can make without incurring undue burdens.
- Re-establish a sense of community. The hypercompetitive, perfectionistic, resource-scarce health care environment has eroded a sense of community among health care professionals. Each of us instinctively guards our own territory, fearing the encroachment of others as a threat to our already scarce resources and to our professional survival.

Asks:

www.youtube.com/watch?v=UQZc2NJtIEo

- Participate in survey and committees
- Speak UP! - suggestions, advice, ask for help
- Look out for each other
- Reach out for assistance when needed and support ways that are easy, confidential, and non-punitive for clinicians