Scientific Foundations for Physician Resilience and Joy in Work

Donald M. Berwick, MD
President Emeritus and Senior Fellow
Institute for Healthcare Improvement
Defining Burnout

“a syndrome characterized by a high degree of emotional exhaustion and high depersonalization (i.e., cynicism), and a low sense of personal accomplishment from work.”

SOURCE: Dyrbye LN, Shanafelt TD, Sinsky CA, Cipriano PF, Bhatt J, Ommaya A, West CP, Meyers D. Burnout among health care professionals: A call to explore and address this underrecognized threat to safe, high-quality care. NAM Perspectives. 2017. Discussion Paper, National Academy of Medicine, Washington, DC.
Resilience is the glue that holds groups together, provides a purpose larger than the solitary self, and allows entire groups to rise in challenges.

Martin Seligman, PhD
Psychologist and Author of *Flourish*
# Burnout Across Healthcare Disciplines Before the Pandemic

<table>
<thead>
<tr>
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<th>n</th>
<th>Burnout</th>
<th>Satisfied WLI</th>
</tr>
</thead>
<tbody>
<tr>
<td>MD</td>
<td>5197</td>
<td>44%</td>
<td>43%</td>
</tr>
<tr>
<td>RN</td>
<td>8638</td>
<td>38%</td>
<td>56%</td>
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<tr>
<td>NP/PA</td>
<td>1506</td>
<td>39%</td>
<td>63%</td>
</tr>
</tbody>
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Shanafelt, Mayo Clinic Proceedings 94:1681, Dyrbye J of AANP 31:403; Dyrbye J Occ Env Med 61:689; Dyrbye JAAPA 33:35
Physicians and Population

A. Burnout

B. Satisfaction Work-life Integration

Burned out (%) vs Year

Satisfied with WLI (%) vs Year

Breslow-day P value < 0.01

Population
Physicians
Physician Burnout in 2020

US Physicians: Has Your Burnout Increased Since COVID-19?

- 64% More intense
- 30% No change
- 6% Less intense
Burnout

- Poorer quality of care; more medical errors
- Decreased patient satisfaction
- Less productivity

Personal
- Alcohol and substance use
- Depression
- Suicide

Professional
- Physician turnover

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace: Oxford University Press. 2020
The Effects of Burnout on Our Institutions

- Impaired professionalism
- Increase in medical errors
- Decrease in patient satisfaction
- High staff turnover

Increase in medical errors
Decrease in patient satisfaction
Impaired professionalism
High staff turnover
The Science on Clinician Burnout Has Advanced

Swensen SJ, Shanafelt TD. Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace

National Academy of Medicine. Taking Action Against Clinician Burnout
Maslach Burnout Inventory

1. I feel emotionally drained from my work.
2. I have accomplished many worthwhile things in this job.
3. I don’t really care what happens to some recipients.

SOURCE: www.mindgarden.com/117-maslach-burnout-inventory
Authors: Christina Maslach, Susan E. Jackson, Michael P. Leiter, Wilmar B. Schaufeli, Richard L. Schwab
Creation of a Platform for a National “Campaign”

National Academy of Medicine
Action Collaborative on Clinician Well-Being and Resilience

nam.edu/clinicianwellbeing
Action Collaborative Goals

• Raise visibility of clinician burnout, depression, moral injury, and suicide

• Improve understanding of challenges to clinician well-being

• Advance evidence-based, multidisciplinary solutions that will improve patient care by caring for the caregiver
Factors Affecting Clinician Well-Being and Resilience (National Academy of Medicine)
Dr. Steve Swensen and Dr. Tait Shanafelt
Stanford WellMD Model of Professional Fulfillment

Leadership
Values Alignment
Voice/input
Meaning in work
Community/colllegiality
Peer Support
Appreciation
Flexibility
Culture compassion

Professional Fulfillment

Culture of Wellness
Efficiency of Practice
Personal Resilience

EHR usability
Triage
Scheduling
Patient portal
Documentation method
Team-based care
OR turnaround times
Staffing

Self-care (sleep, exercise, nutrition)
Self-compassion
Meaning in work
Work-life integration
Social support
Cognitive/emotional flexibility
IHI Framework for Joy in Work

Positivity to Flourish

4 ACTIONS

Stephen Swensen, MD, MMM
Senior Fellow, Institute for Healthcare Improvement
Former Director Leadership and Organization Development, Mayo Clinic
Professor Emeritus, Mayo Clinic College of Medicine
Positivity to Flourish

Removing Pebbles

AGENCY
COHERENCE
CAMARADERIE

Leader Index

Commensality

Job Crafting

Positivity to Flourish

**Agency** is the capacity of individuals or teams to act independently.

**Coherence** is an organizational state in which all the parts fit together comfortably to form a united whole.

**Camaraderie** is the boundarylessness, social capital, mutual respect and teamwork that organizations need to thrive.


Removing Pebbles

LISTEN

SORT

EMPOWER

https://edhub.ama-assn.org/steps-forward/module/2767765
LISTEN
to team members' assessment of what works well and where there are local opportunities for improvement (LOFIs) in workflow, team dynamics, communication, processes, quality, etc.

EMPOWER
and support members of your team to develop and implement solutions to the frustrations and inefficiencies

SORT
the local opportunities for improvement (LOFIs) into categories based on impact and feasibility, then prioritize those you can control and escalate the others to the appropriate person
The LISTEN-SORT-EMPOWER model is ideal for improving local work systems, staff morale and relationships. It is intended to:

- Identify drivers of burnout
- Foster healthy clinician–leadership relationships
- Engender teamwork and camaraderie
- Support development of clinician leaders
- Alleviate burnout by improving team dynamics, processes, and systems of care
LISTEN-SORT-EMPOWER

Results

- 217 Clinical Units (~11,000 staff)
  - Satisfaction: +17 Points
  - Teamwork: +12 Points
  - Burnout: -21 Points

https://edhub.ama-assn.org/steps-forward/module/2767765
Swensen, Kabcenell, Shanafelt. J Healthcare Management. 61:2 105-11 1 April 2016
Dr. Laurel Fedor and her Nursing Partner Jen Evans led the effort to identify the pebbles in the shoes of colleagues on their ICU team. The rounding process was broken and a major frustration for staff, patients and families. Laurel and Jen asked and listened to identify and then remove or refine every inefficient process or communication, one at a time together with each other.

Six months later their rounding times had remarkably decreased from over 7 hours to an hour and a half!

“This has had a huge measurable impact on our staff well-being and morale. Patient care is also more timely, with fewer interruptions during rounds and safer too. We’ve seen an improvement in the percent of transfer orders that are written prior to 11am and our HCAHPS scores have risen substantially!”
LISTEN-SORT-EMPOWER
Tutorial

https://edhub.ama-assn.org/steps-forward/module/2767765
Positivity to Flourish

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Commensality is the act of sharing a meal with others. Professionals are offered the opportunity to meet on a regular basis in small groups for dinner at a restaurant to discuss topics related to their joys and struggles.

Commensality reduces burnout, increases well-being, improves meaning from work, reduces social isolation, and improves job satisfaction.
Positivity to Flourish

Removing Pebbles

Agency

Coherence

Camaraderie

Commensality

Leader Index

Job Crafting

Job Crafting

Job Crafting is:
Changing your work allocation
Changing with whom you do your work
Changing your perspective of your work
Clinicians who spent at least 20% of their time doing what was most meaningful to them had ½ the rate of burnout as those who were not.

Positivity to Flourish

Removing Pebbles

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The Five Behaviors

People who authentically lead with five person-centered actions have dramatically better work unit morale.

The Five Behaviors

1. **INCLUDE**: Treat everyone with respect and nurture a culture where all are welcome and are psychologically safe.

2. **INFORM**: Transparently share what you know with the team

3. **INQUIRE**: Consistently solicit input of those you lead

4. **DEVELOP**: Nurture and support the professional development and aspirations of staff

5. **RECOGNIZE**: Express appreciation and gratitude in an authentic way to those you lead

Five Behaviors
Recognize – Inquire – Inform - Develop - Include

1 point ↑ 11.0% Fulfillment

7% ↓ Burnout

Shanafelt, Swensen. Annual Reviews to Reduce Burnout and Promote Engagement. Am J Medical Quality
Why Joy in Work?

“People are entitled to joy in work.”
– W. Edwards Deming

“Management’s overall aim should be to create a system in which everybody may take joy in [their] work.”
– Dr. W. Edwards Deming
Thank you!