Physician Burnout and Mental Health
NIHCM Foundation Webinar
24 March 2021

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*

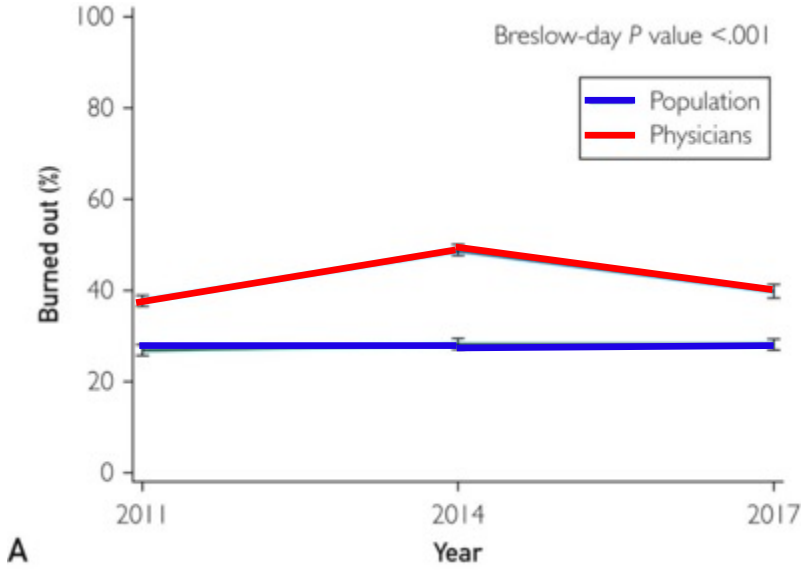
Burnout Across Healthcare Disciplines Before the Pandemic

	n	Burnout	Satisfied WLI
MD	5197	44%	43%
RN	8638	38%	56%
NP/PA	1506	39%	63%

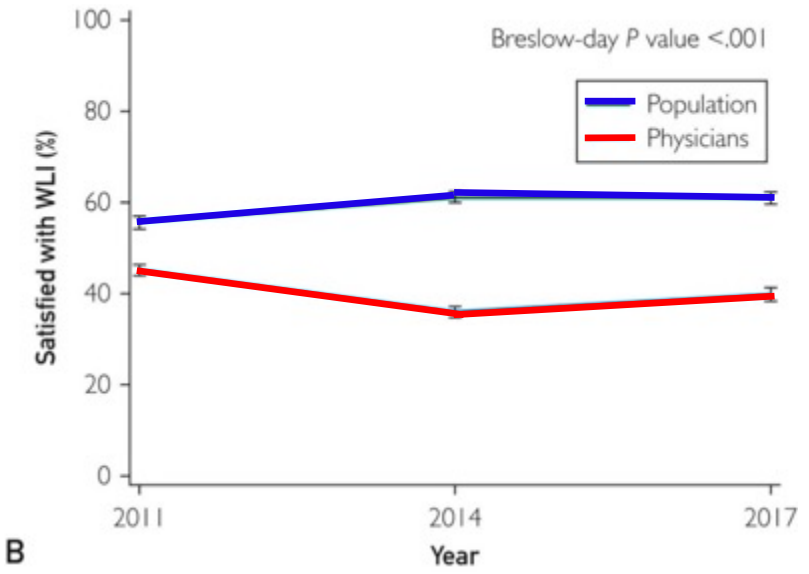
Shanafelt, Mayo Clinic Proceedings 94:1681, Dyrbye J of AANP 31:403; Dyrbye J Occ Env Med 61:689; Dyrbye JAAPA 33:35

Physicians and Population

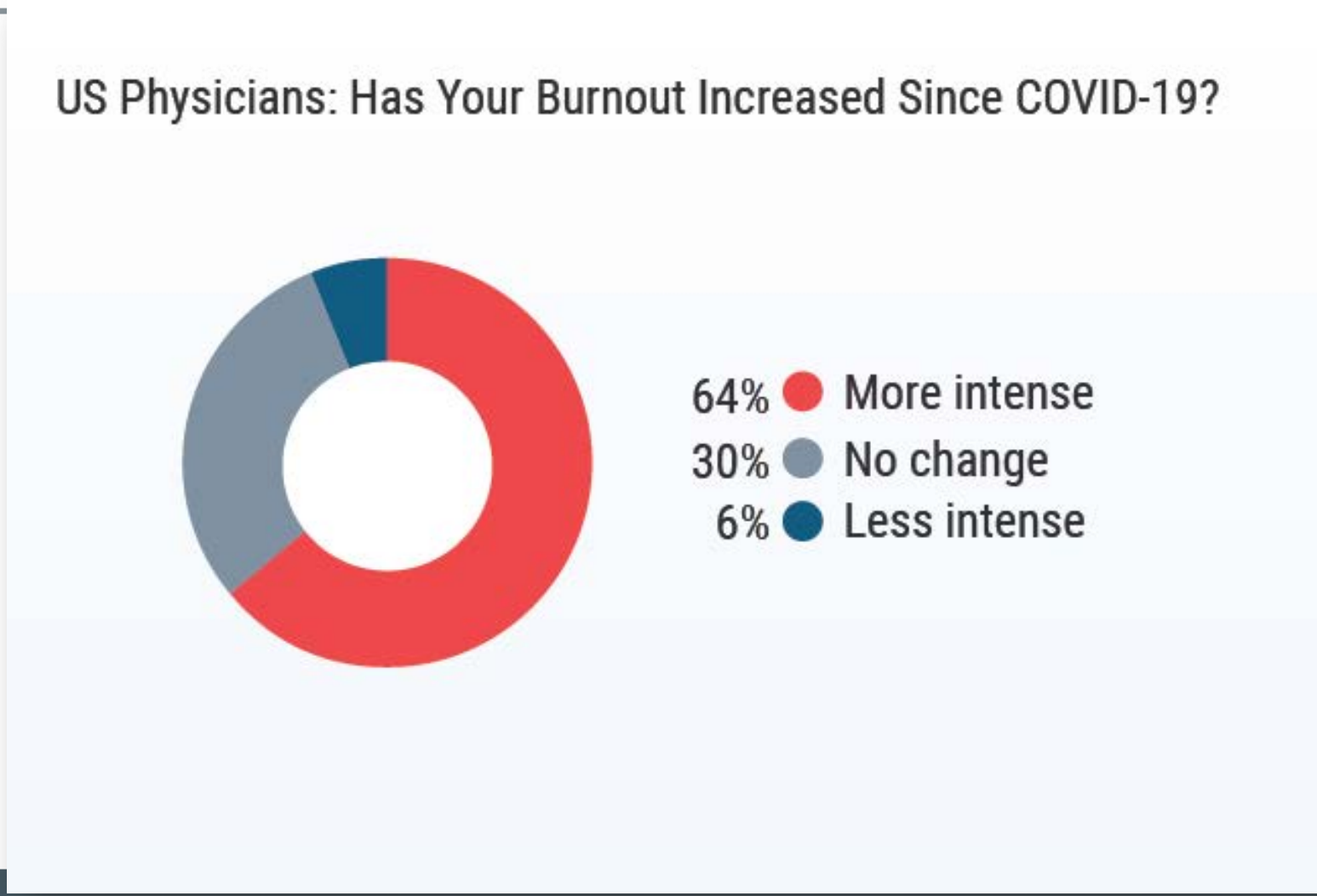
Burnout

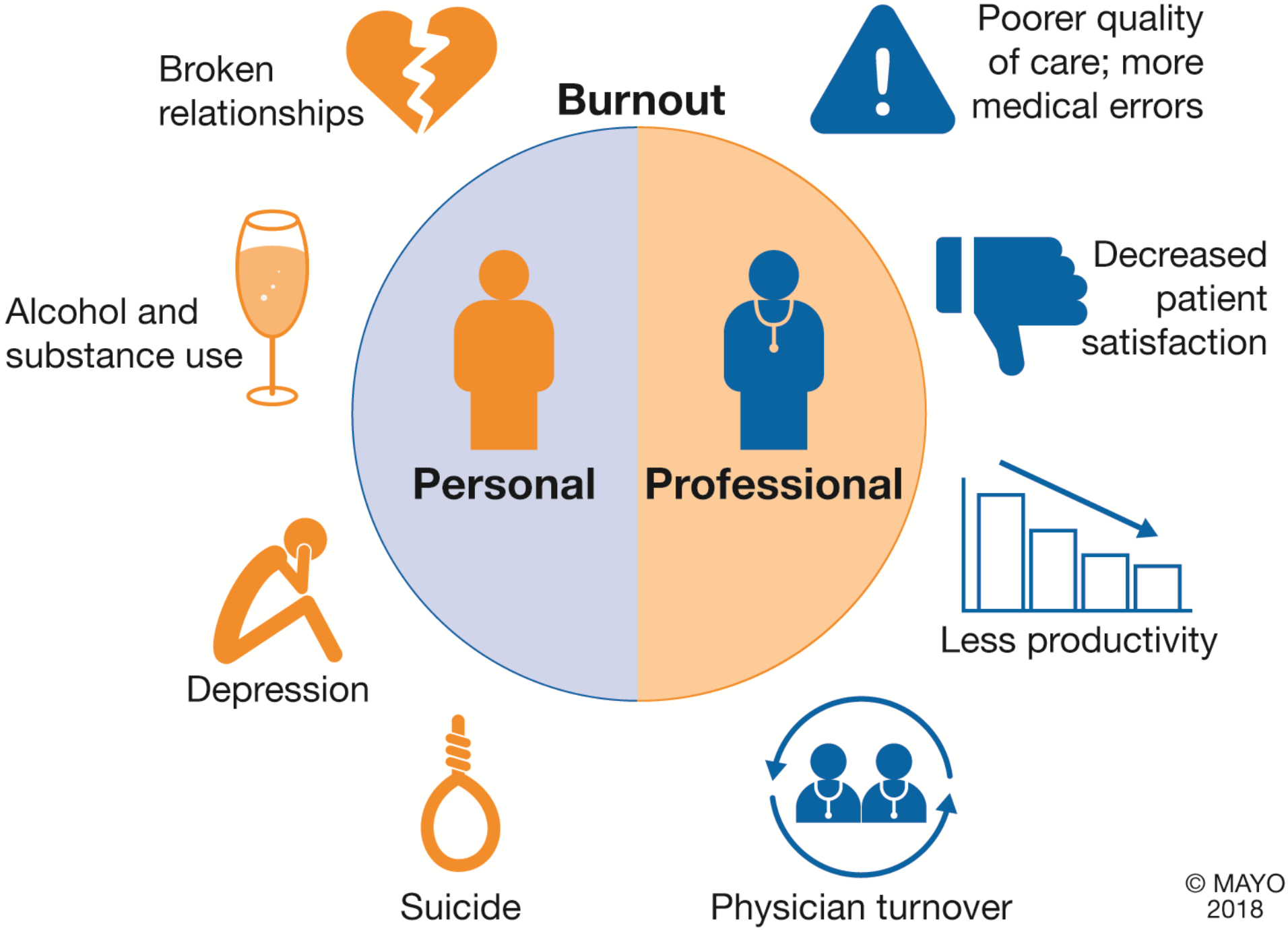


Satisfaction Work-life Integration



Physician Burnout in 2020





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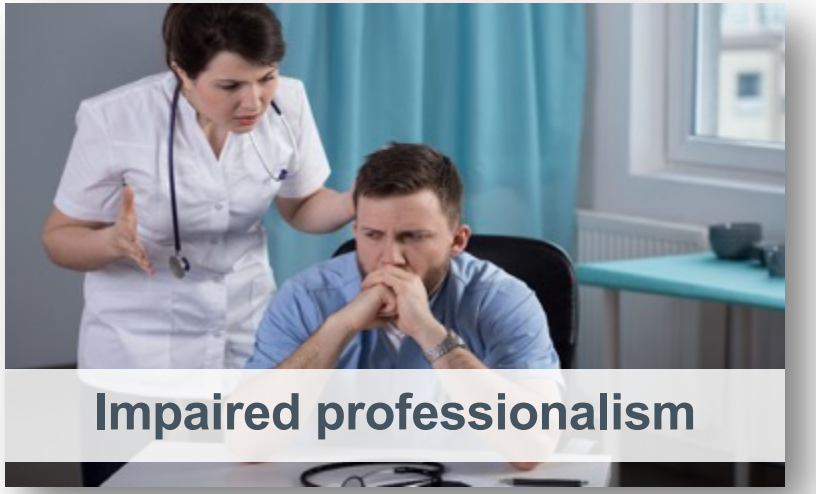
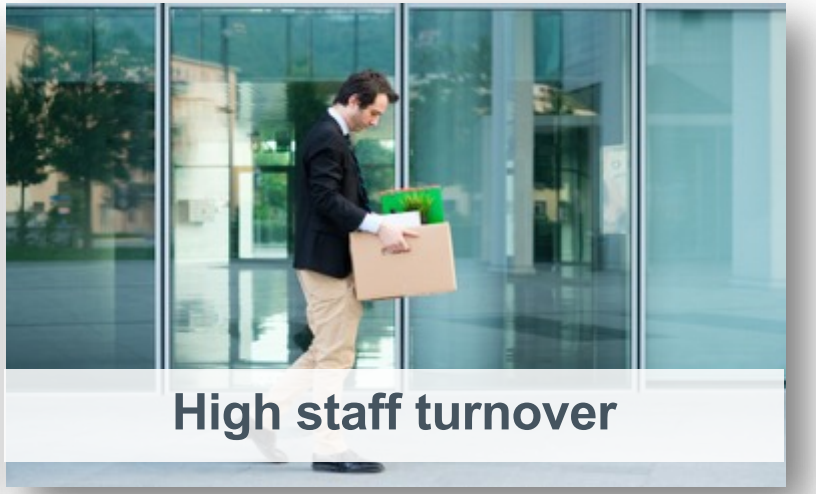
Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace: Oxford University Press. 2020

The Effects of Burnout on Our Institutions



Impaired professionalism



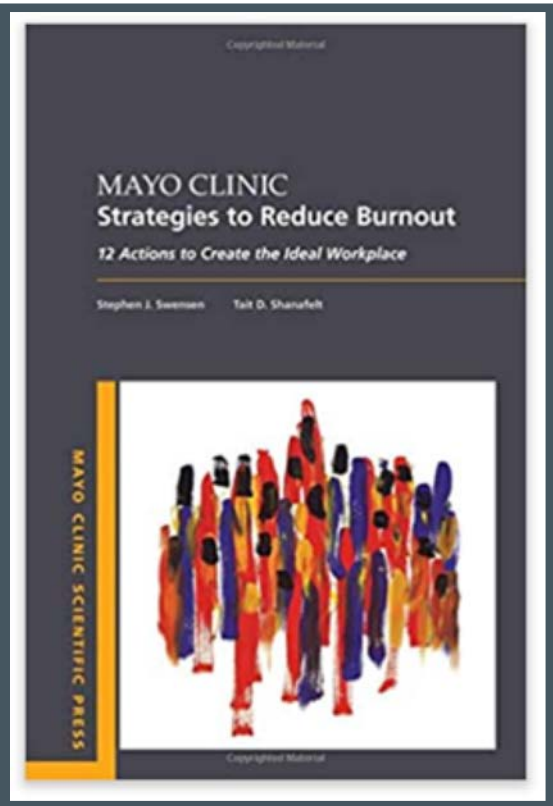
High staff turnover

Decrease in patient satisfaction

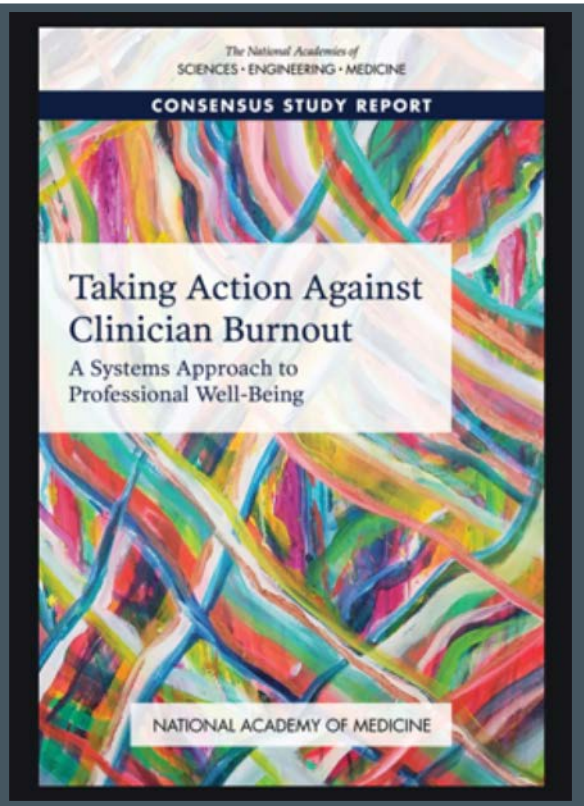
Increase in medical errors

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

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

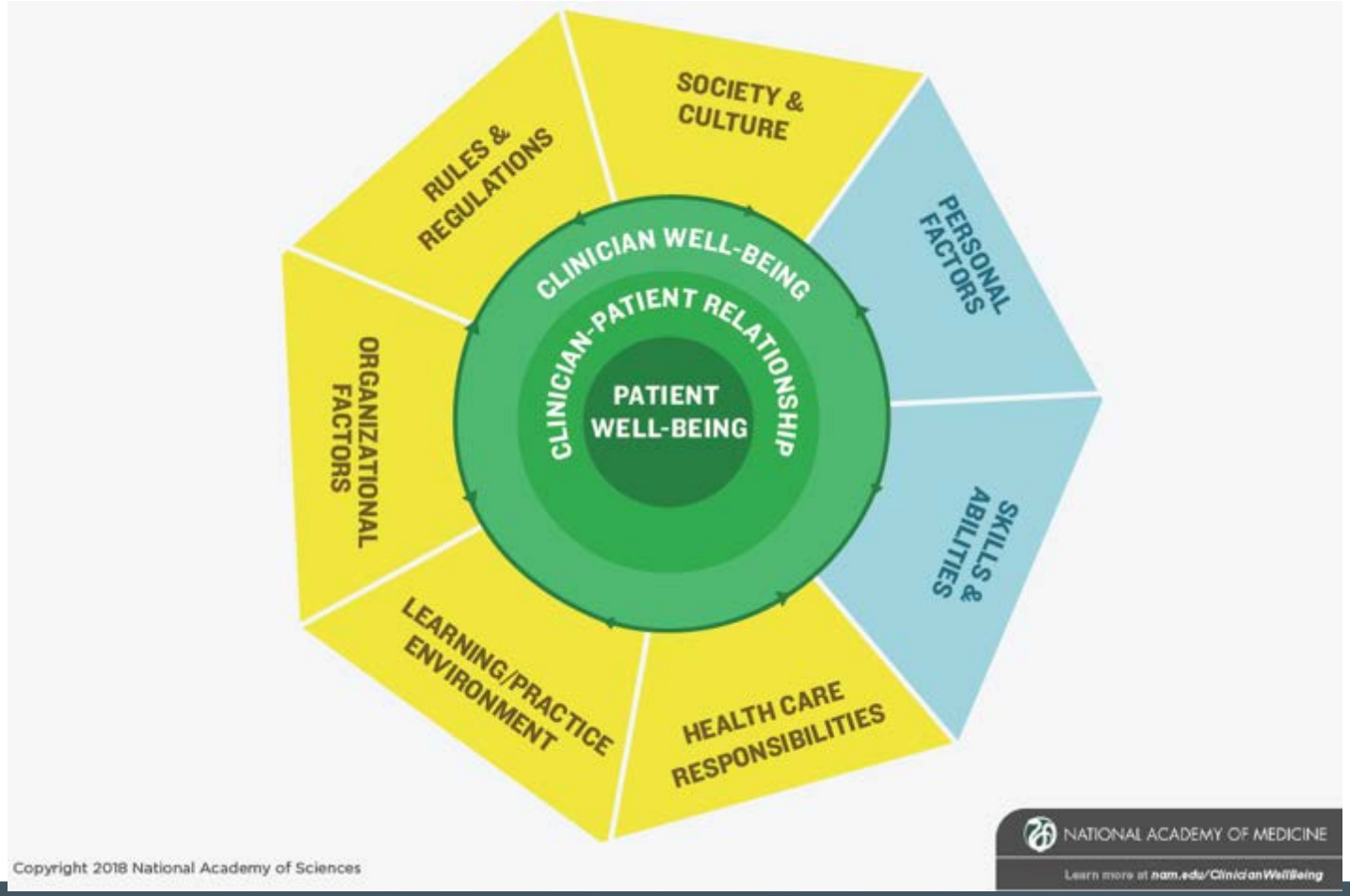
nam.edu/clinicianwellbeing

Accreditation Council for Graduate Medical Education
AAMC
Association of American Medical Colleges
American Association of Colleges of Nursing
THE AMERICAN ACADEMY OF PEDIATRICS
AMERICAN BOARD OF FAMILY MEDICINE
MCMLXIX
THE SOCIETY OF NEUROLOGICAL SURGEONS
Alliance of Independent Academic Medical Centers
AAFP
AMERICAN ASSOCIATION of CRITICAL-CARE NURSES
AMERICAN ACADEMY OF NEUROLOGY
Aetna
aacom
AMERICAN ASSOCIATION OF COLLEGES OF OSTEOPATHIC MEDICINE
Cleveland Clinic
UAB MEDICINE
Knowledge that will change your world
AMERICAN PSYCHIATRIC ASSOCIATION
ADEA
THE VOICE OF DENTAL EDUCATION
ACP
American College of Physicians
Leading Internal Medicine, Improving Lives
American Board of Medical Specialties
Higher standards. Better care.™
ABIM
American Board of Internal Medicine
American College of Emergency Physicians
ADVANCING EMERGENCY CARE
UnitedHealth Group
ACOG
The American College of Obstetricians and Gynecologists
CMSS
Council of Medical Specialty Societies
AMA
AMERICAN MEDICAL ASSOCIATION
fsmb
FEDERATION OF STATE MEDICAL BOARDS
SAEM
Society for Academic Emergency Medicine
Accreditation Council for Continuing Medical Education
learn well
American Society of Anesthesiologists
ashp
pharmacists advancing healthcare
ANA
AMERICAN NURSES ASSOCIATION
American Hospital Association
AACEM
Association of Academic Chairs of Emergency Medicine
AMERICAN COLLEGE OF SURGEO
Inspiring Quality: Highest Standards, Better Outco
UHN
100+years
MGH 1811
MASSACHUSETTS GENERAL HOSPITAL
crico
Protecting Providers. Promoting Safety.
JOHNS HOPKINS MEDICINE
IBM Watson Health
AOA
AMERICAN OSTEOPATHIC ASSOCIATION

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/collegiality
Peer Support
Appreciation
Flexibility
Culture compassion

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

http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

Source: Perlo J, Balik B, Swensen S, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx

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

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

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.

Deci & Ryan (1988). Intrinsic Motivation and Self-Determination in Human Behavior. Contemporary Sociology (Vol. 17). doi:10.2307/2070638
Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

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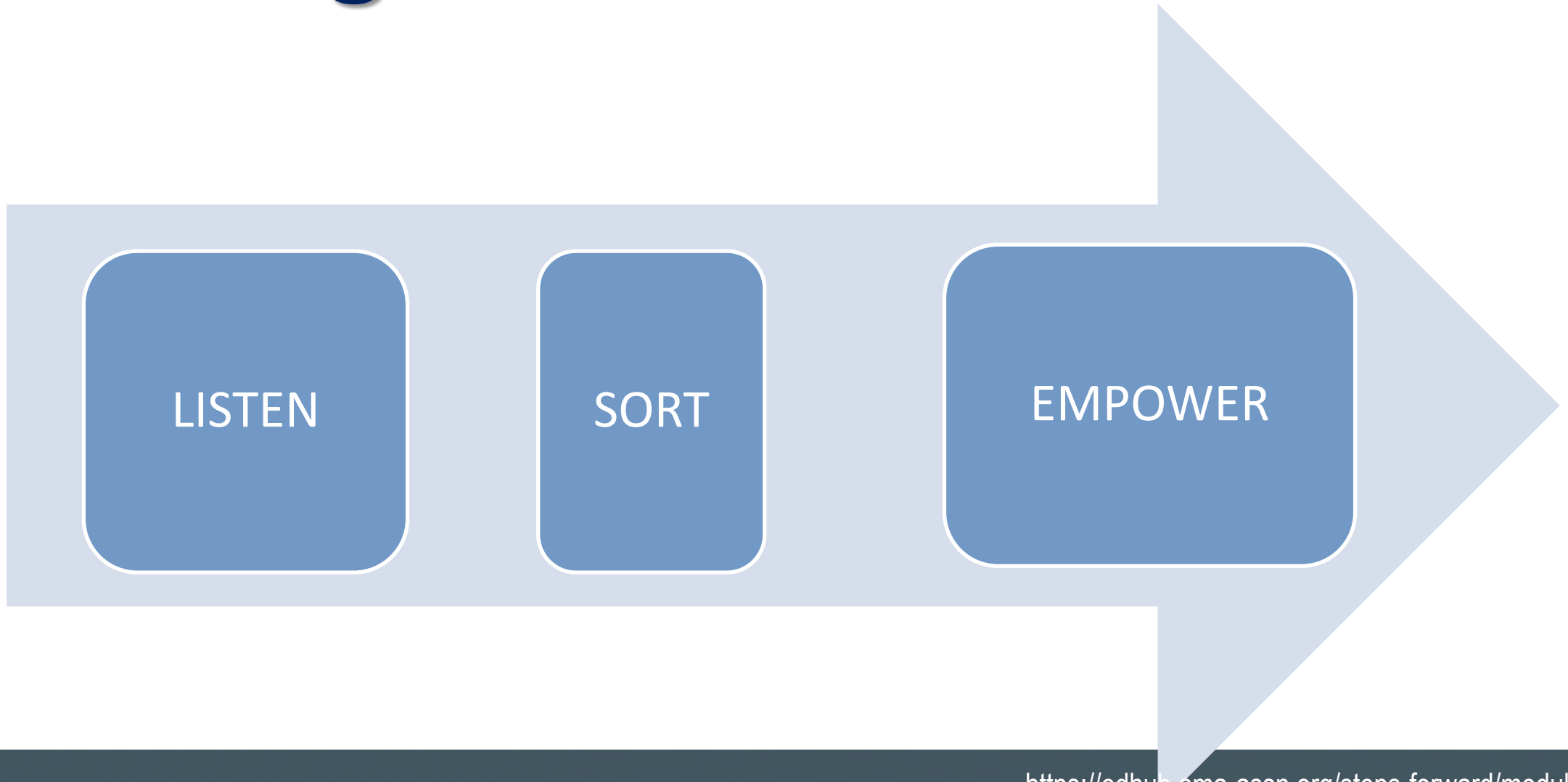
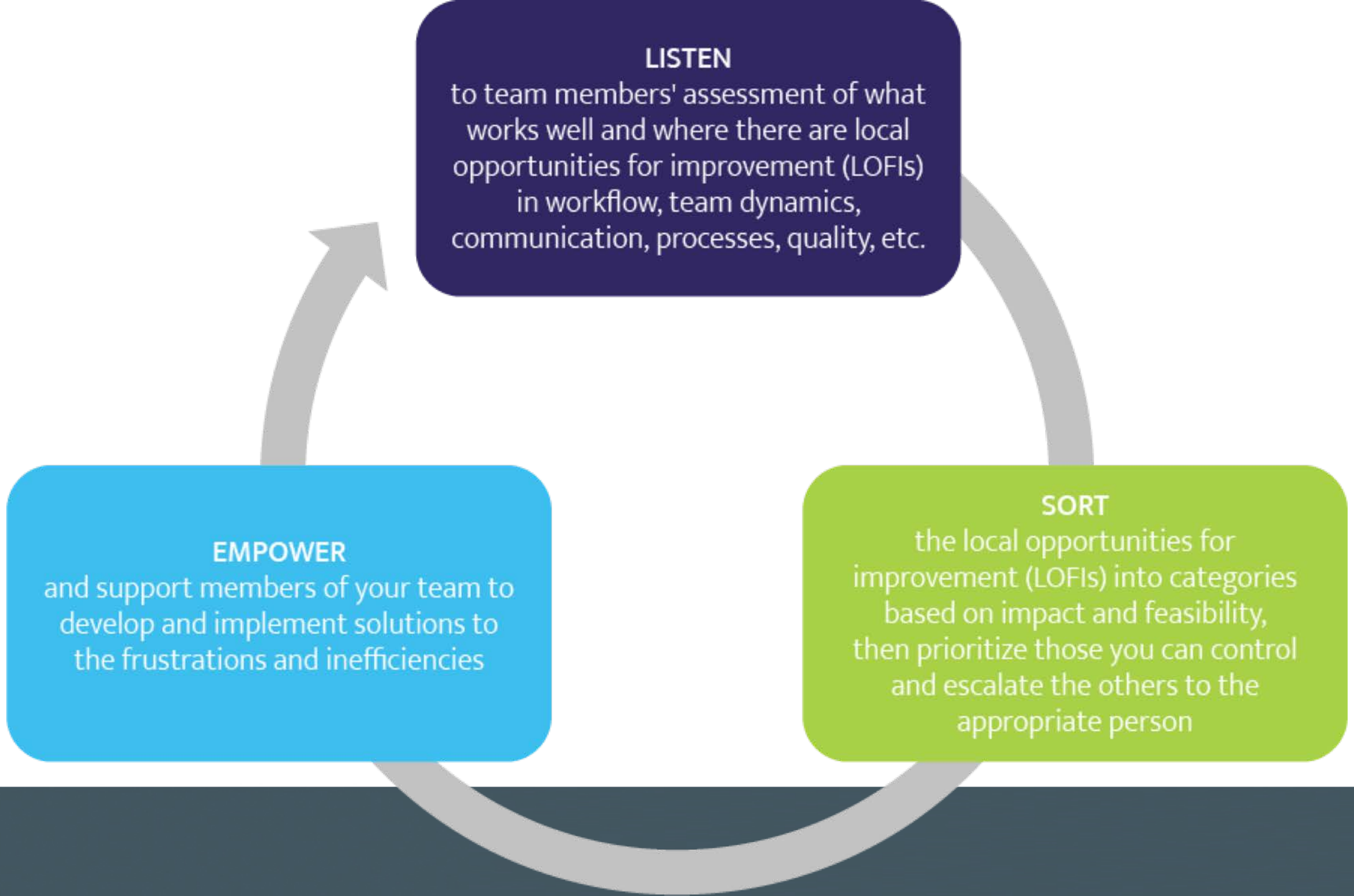
Removing Pebbles



https://edhub.ama-assn.org/steps-forward/module/2767765
Swensen, Kabcenell, Shanafelt. J Healthcare Management. 61:2 105-127 April 2016
Linzer. Cluster Randomized Trial : Burnout in Primary Care: Healthy Work Place Study. J Gen Intern Med 30(8):1105


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

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

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

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. 61:2 105-1[illegible] April 2016
Linzer. Cluster Randomized Trial : Burnout in Primary Care: Healthy Work Place Study. J Gen Intern Med 30(8):1105

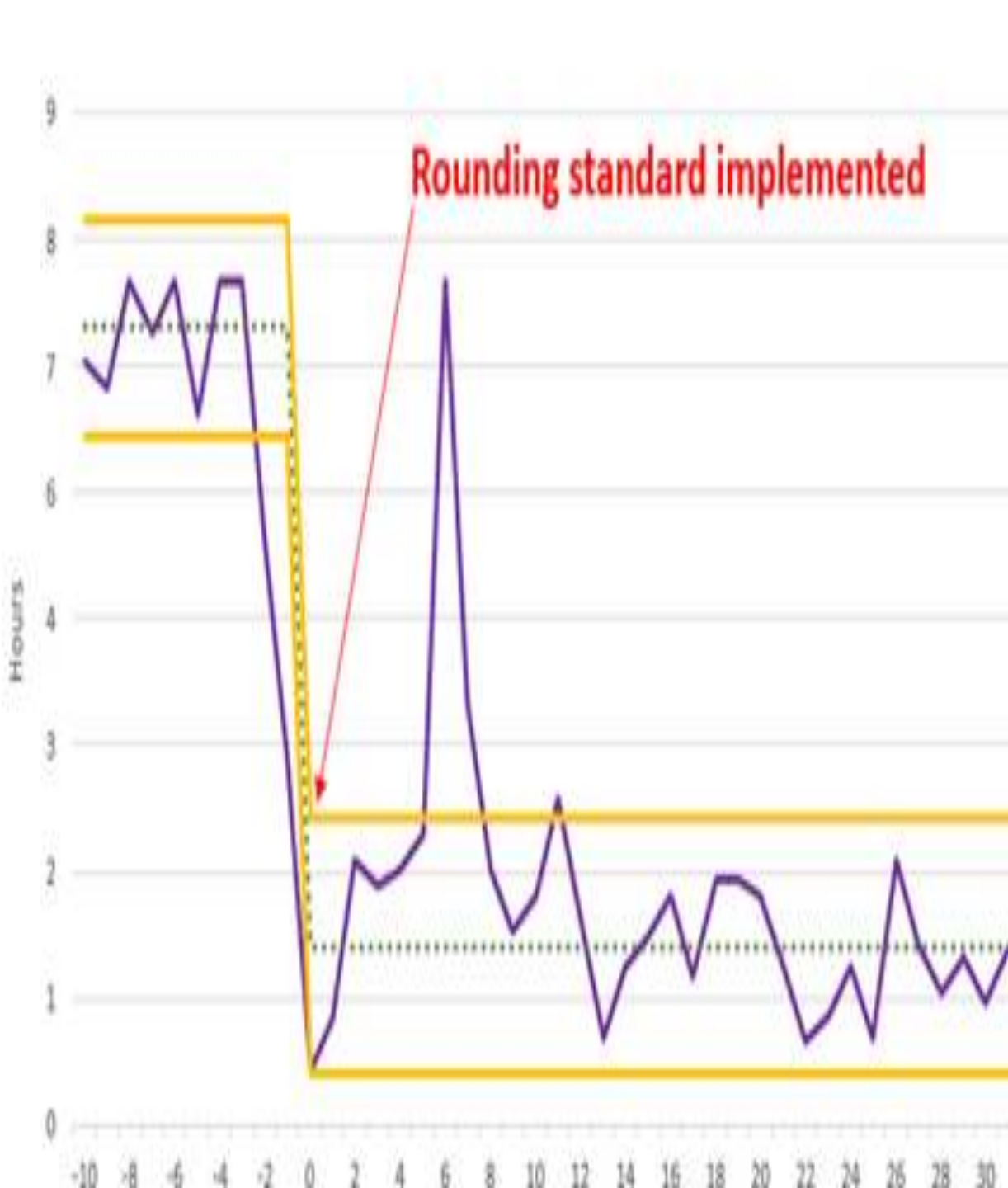
STORY:

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!”

Dr. Laurel Fedor
Jen Evans, RN


Rounding standard implemented
Hours
0
1
2
3
4
6
7
8
9
-10
-8
-6
-4
-2
0
2
4
6
8
10
12
14
16
18
20
22
24
26
28
30

LISTEN-SORT-EMPOWER Tutorial

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

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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.

West, Dyrbye, Rabatin…Shanafelt. Physician Well-being. JAMA Intern Med. 2014;174(4):527-533.
Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

Commensality Tutorial

https://edhub.ama-assn.org/steps-forward/module/2702523

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Job Crafting

Job Crafting is:

Changing your work allocation

Changing with whom you do your work

Changing your perspective of your work

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

20%

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.

Berg, Grant, Johnson Crafting. Organization Science, 21(5), 973-994. Buckingham, M. & Clifton, D.O. (2001). Shanafelt et al. Arch Intern Med. 2009: 25;169(10):990-5.

Positivity to Flourish

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The Five Behaviors

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

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

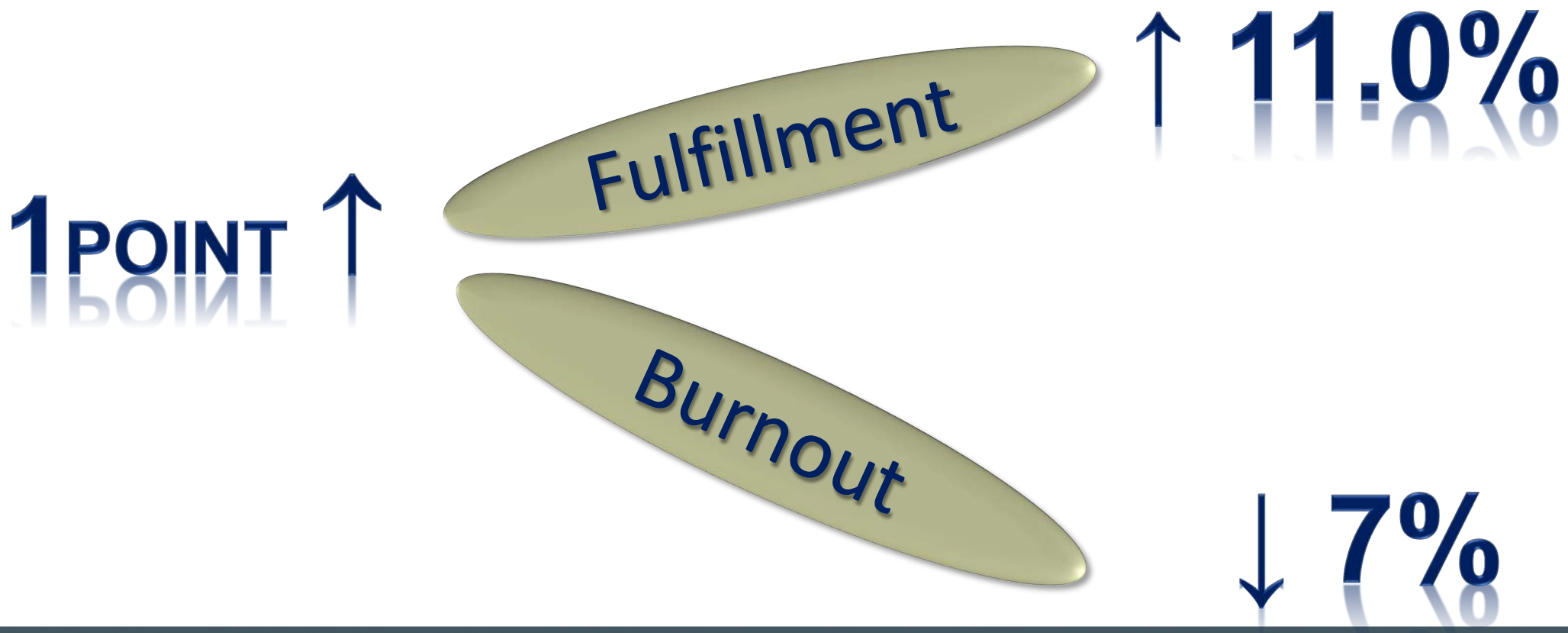
The Five Behaviors

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

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

Five Behaviors

Recognize – Inquire – Inform - Develop - Include



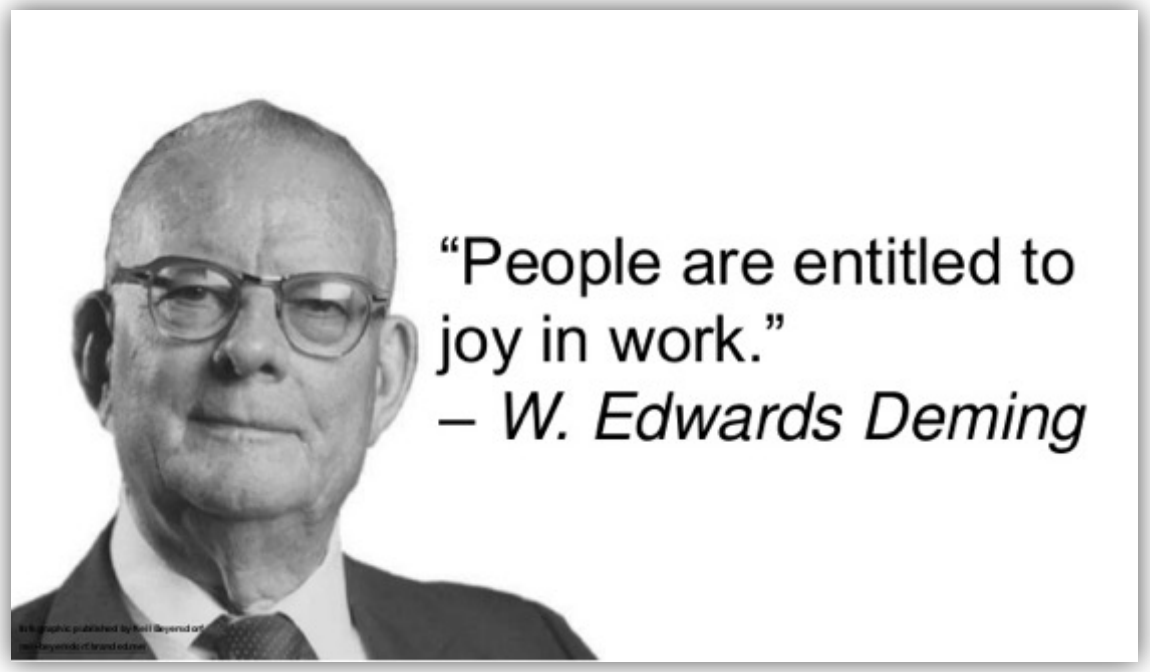
Shanafelt, Menaker, Buskirk, Gorringe, Swensen. Leadership Dimensions. Mayo Proceedings. 4/2015 90(4)
Swensen, Shanafelt. Org Framework Professional Burnout. Joint Comm Quality & Safety 2017 43(6) 308
Swensen Gorringe Caviness Peters Leadership by Design. Journal of Mgmt Development 35 (4) 2016
Shanafelt, Swensen. Annual Reviews to Reduce Burnout and Promote Engagement. Am J Medical Quality
Dyrbye, et al. Organizational Leadership and Employee Burnout and Satisfaction Mayo Proceedings, Volume 95, Issue 4, 2017 698-708

Leader Index Tutorial

https://edhub.ama-assn.org/steps-forward/module/2774089?widget=personalizedcontent&previousarticle=2770763

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

Why Joy in Work?



"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!