WELCOME!

Preventing & Eliminating Burnout in Practice

Dr. Eileen Barrett, MD, MPH, FACP
April 18, 2017
4:00pm-5:00pm
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Dr. Eileen Barrett is a practicing internist, former NHSC scholar, current Regent of the American College of Physicians, and President of the New Mexico chapter of the Society of Hospital Medicine. She received her MPH from UNC-Chapel Hill, her MD from Georgetown University Medical School, and did her residency in internal medicine at Oregon Health and Sciences University Hospital. She serves on the American College of Physicians Wellness Task Force, and has spoken at regional and national conferences on evidence-based strategies for promoting practice satisfaction and sustainability and reducing burnout.
Preventing and Eliminating Burnout

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Regent, American College of Physicians

in collaboration with
Mark Linzer, MD, FACP, and Sara Poplau, BS,
of Hennepin County Medical Center
Burnout and wellness are in the news

"Burnout among doctors is more likely than among other workers in this field."

By Barbara Sadek, Chicago Tribune

Time in the bank: A Stanford plan to save doctors from burnout

By Bridget Schlitzer, August 20

Palo Alto, Calif. — It was just before noon on a recent Friday when Greg Gilbert, an emergency room physician at Stanford Hospital, arrived for work. Gilbert is part of a program at Stanford that helps emergency room doctors find work-life balance.

A suicide leads to effort to help NC physicians who are burned out

The News & Observer

OP-ED August 19, 2016 12:48 PM
What is burnout & what does it do? 
A long-term stress reaction

- More than half of physician have signs of burnout
- Affects quality of care
- Can cause depression
- More common in women physicians than male physicians
- Undermines the doctor-patient relationship
- Clinician burnout is an emerging public health threat

West C. JAMA. 2009;296:1071-78
Shanafelt et al. Mayo Clinic Proc 2015, 90:1600-1613
For the Young Doctor About to Burn Out

Professional burnout is the sum total of hundreds and thousands of tiny betrayals of purpose, each one so minute that it hardly attracts notice.
What causes job stress?

• Demand and control predict job stress
• Support can facilitate impact of control

Control and support relieve stress

Credit to: M Linzer & S Poplau
How do we support wellness?

• Personal approaches:
  o *Eat*
  o *Hydrate*
  o *Sleep*
  o *Exercise*
  o *Talk*
  o *Reflect*
  o *Nurture resilience*
How do we nurture resilience?

• Know our values
• Maintain connections
• Practice mindfulness
• Exercise gratitude
• Avoid over-efficiency
What does research tell us?

• Long term relationships with patients promotes satisfaction
• Work-home interference strongly predicts burnout
• Satisfaction and sustainability are predicted by:
  o Time pressure
  o Work control
  o Work pace (chaos)
  o Organizational culture

We need organizations to act to reduce burnout & support wellness

• Reduce predictors of burnout:
  o Time **pressure**
  o Lack of **control** over work conditions
  o **Chaotic** workplaces
  o Workplace **culture**

*Credit to M Linzer & S Poplau.*

*West et al, Interventions to prevent and reduce physician burnout: a systematic review and meta-analysis. Lancet 2016;388:2272–2281*


Where to start?

• Value the work of others
• Don’t underestimate the power of small changes
• Remember burnout is:
  o Predictable
  o Remediable
  o Preventable
Improve patient satisfaction, quality outcomes and provider recruitment and retention.

Preventing physician burnout

AMA IN PARTNERSHIP WITH

CME CREDITS: 0.5 INFORMATION ABOUT CME  COMPLETED

How will this module help me successfully eliminate burnout and adopt wellness approaches in my practice?

1. Seven key steps to help you prevent provider burnout
2. Ten-item survey designed to assist you in assessing burnout
3. Examples of successful burnout prevention programs in a variety of practice/organization settings

Download module as PDF
# Mini Z burnout survey

For questions 1-10, please choose the answer that best describes your experience with burnout. Please circle your answers.

1. Overall, I am **satisfied** with my current job:
   - 1 Strongly disagree
   - 2 Disagree
   - 3 Neutral
   - 4 Agree
   - 5 Strongly Agree

2. I feel a great deal of **stress** because of my job:
   - 1 Strongly disagree
   - 2 Disagree
   - 3 Neutral
   - 4 Agree
   - 5 Strongly Agree

3. Using your own definition of "**burnout**," please circle one of the answers below:
   - a. I enjoy my work. I have no symptoms of burnout.
   - b. I am under stress, and don’t always have as much energy as I did, but I don’t feel burned out.
   - c. I am definitely burning out and have one or more symptoms of burnout, e.g., emotional exhaustion.
   - d. The symptoms of burnout that I am experiencing won’t go away. I think about work frustrations a lot.
   - e. I feel completely burned out. I am at the point where I may need to seek help.

4. My **control** over my workload is:
   - 1 Poor
   - 2 Marginal
   - 3 Satisfactory
   - 4 Good
   - 5 Optimal

5. Sufficiency of **time** for documentation is:
   - 1 Poor
   - 2 Marginal
   - 3 Satisfactory
   - 4 Good
   - 5 Optimal

6. Which number best describes the **atmosphere** in your primary work area?
   - 1 Calm
   - 2 Busy, but reasonable
   - 3 Neither agree nor disagree
   - 4 Agree
   - 5 Hectic, chaotic

7. My professional **values** are well aligned with those of my department leaders:
   - 1 Strongly disagree
   - 2 Disagree
   - 3 Neither agree nor disagree
   - 4 Agree
   - 5 Strongly Agree

8. The degree to which my **care team** works efficiently together is:
   - 1 Poor
   - 2 Marginal
   - 3 Satisfactory
   - 4 Good
   - 5 Optimal
Where do I start?

• Work with your group to administer the Mini-Z anonymously
• Compile and report the results
• Use the results to determine where to start
  o Focus on addressing **time pressure, chaos, culture, and control**
• Make changes and reassess at least annually
• Repeat!

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**Mini Z burnout survey**

For questions 1-10, please choose the answer that best describes your experience with burnout. Please circle your answer:

1. Overall, I am satisfied with my current job:  
   - 1 Strongly disagree
   - 2 Disagree
   - 3 Neutral
   - 4 Agree
   - 5 Strongly Agree

2. I feel a great deal of stress because of my job:  
   - 1 Strongly disagree
   - 2 Disagree
   - 3 Neutral
   - 4 Agree
   - 5 Strongly Agree

3. Using your own definition of ‘burnout,’ please circle one of the answers below:  
   - a. I enjoy my work, I have no symptoms of burnout.
   - b. I work under stress, and don’t always have as much energy as I did, but I don’t feel burnt out.
   - c. I am definitely burned out and have one or more symptoms of burnout, e.g., emotional exhaustion.
   - d. The symptoms of burnout that I am experiencing won’t go away. I think about work frustrations a lot.
   - e. I feel completely burned out. I am at the point where I may need to seek help.

4. My general overall workload is:  
   - 1 Poor
   - 2 Marginal
   - 3 Satisfactory
   - 4 Good
   - 5 Optimal

5. Sufficiency of time for documentation is:  
   - 1 Poor
   - 2 Marginal
   - 3 Satisfactory
   - 4 Good
   - 5 Optimal

6. Which number best describes the atmosphere in your primary work area?  
   - 1 Calm
   - 2 Busy, but manageable
   - 3 Chaotic, chaotic

7. My professional values are well aligned with those of my department leaders:  
   - 1 Strongly disagree
   - 2 Disagree
   - 3 Neither agree nor disagree
   - 4 Agree
   - 5 Strongly Agree

8. The degree to which my care team works efficiently:  
   - 1 Poor
   - 2 Marginal
   - 3 Satisfactory
   - 4 Good
   - 5 Optimal
Organizational approaches to physician wellness

- Protected time for reflection
- Resiliency training
- Peer support
- Healthy foods
- Improve the physical environment


Organizational approaches to physician wellness

- Workplace wellness programs
- Engaging leaders who are committed
- Protecting us from unnecessary challenges
- Increasing support
Protecting us from unnecessary challenges

- Reduce time pressure, allow more **control**
  - Extend appointment times
  - Manageable census
  - Redistribute work
  - Consider scribes, MA order entry
  - Avoid “it’s just three more clicks”

Credit to M Linzer & S Poplau.
Increase support

• Support healthy lives:
  o Offer flexible/part-time work options
  o Limit EMR time at home
  o Healthy foods at meetings

Credit to M Linzer & S Poplau.
Increase control

• More order, less chaos
  o Support team work and care coordination:
    o pre-visit planning, huddles, care protocols, standing orders
  o Pilot unique schedules
    o Early, late, weekend, part-time
  o Embrace flexibility

Credit to M Linzer & S Poplau.
Promote shared values

- Reward and recognize
- Leaders value well-being
- Tie the work we do to our values
- Provide resources for a wellness, satisfaction, and sustainability committee
- Benchmark physician satisfaction and well-being

Credit to M Linzer & S Poplau.
Making your case for change

- Quality of care can suffer
- Patient safety can suffer
- Patient satisfaction can suffer
- Unhappy, exhausted physicians leave
- Recruitment suffers

Making your case for change

• It’s expensive to replace a clinician
• Float pools & dedicated time for passion projects are cost-effective
• Our organizations can model health for our communities
• Basic human decency

Credit to M Linzer & S Poplau.
Make the business case

YOUR PRACTICE

- Cost of physician's time: $3.00/min
- Work day: 8 hours
- Clinic days per year: 220

PHYSICIAN

- Total visits per day: 20/day
- Physician documentation time: 10 min/visit

FULL-TIME DOCUMENTATION SPECIALIST

- Documentation specialist hourly rate (including benefits): $23.00/hour

TOTAL TIME SAVINGS

- Physician documentation time saved: 3h 20m/day

TOTAL FINANCIAL SAVINGS

- Gross annual savings with team documentation: $132,000
- Annual cost of dedicated documentation specialist: ($40,480)
- Net practice savings with team documentation: $91,520

Stepsforward.org
We should agree that there is a **moral imperative** to supporting wellness.

We must address clinician burnout as systematically as we’ve addressed other **public health crises**.
Questions?

- ebarrett@salud.unm.edu
- https://www.stepsforward.org/modules/physician-burnout
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