



# BEYOND BURNOUT

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Identify signs of burnout


Identify career modifications that can be made to improve overall wellness

Explore nontraditional ways to manage burnout in your career

Develop an individualized plan to improve mental wellness

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## OBJECTIVES



It is my hope that everyone here who has the influence on other physicians (department chairs, supervisors, residency program directors) will not only take this information in on a personal level but also think about how all of this affects those physicians who work under you and your physician patients

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## BEYOND OBJECTIVES



Term coined in 1970s to describe the negative consequences of severe stress that those in the “helping professions” experienced

Demand is perceived as exceeding the individual resources

Loss of enthusiasm for work, feelings of cynicism and low personal accomplishment

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## BURNOUT

# PHYSICIANS VS EVERYONE ELSE

Displayed higher rates of emotional exhaustion, depersonalization and overall burnout

Lower satisfaction with work-life balance

- From 2011 to 2014 decreased from 48.5% to 40.9%

Shanafelt et al, 2015

Worked a median of 10 hours more per week



## Fatigue

Emotional, physical, both

## Increase in physical symptoms

Headaches, muscle tension, GI issues, agitation

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# BURNOUT SYMPTOMS



## Irritability

Negative and sarcastic about things or people you work with  
Negative feelings about clients

## Change in performance

Bare Minimum approach

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# BURNOUT SYMPTOMS

# CAUSES OF BURNOUT

Budget constraints

Increasing workload

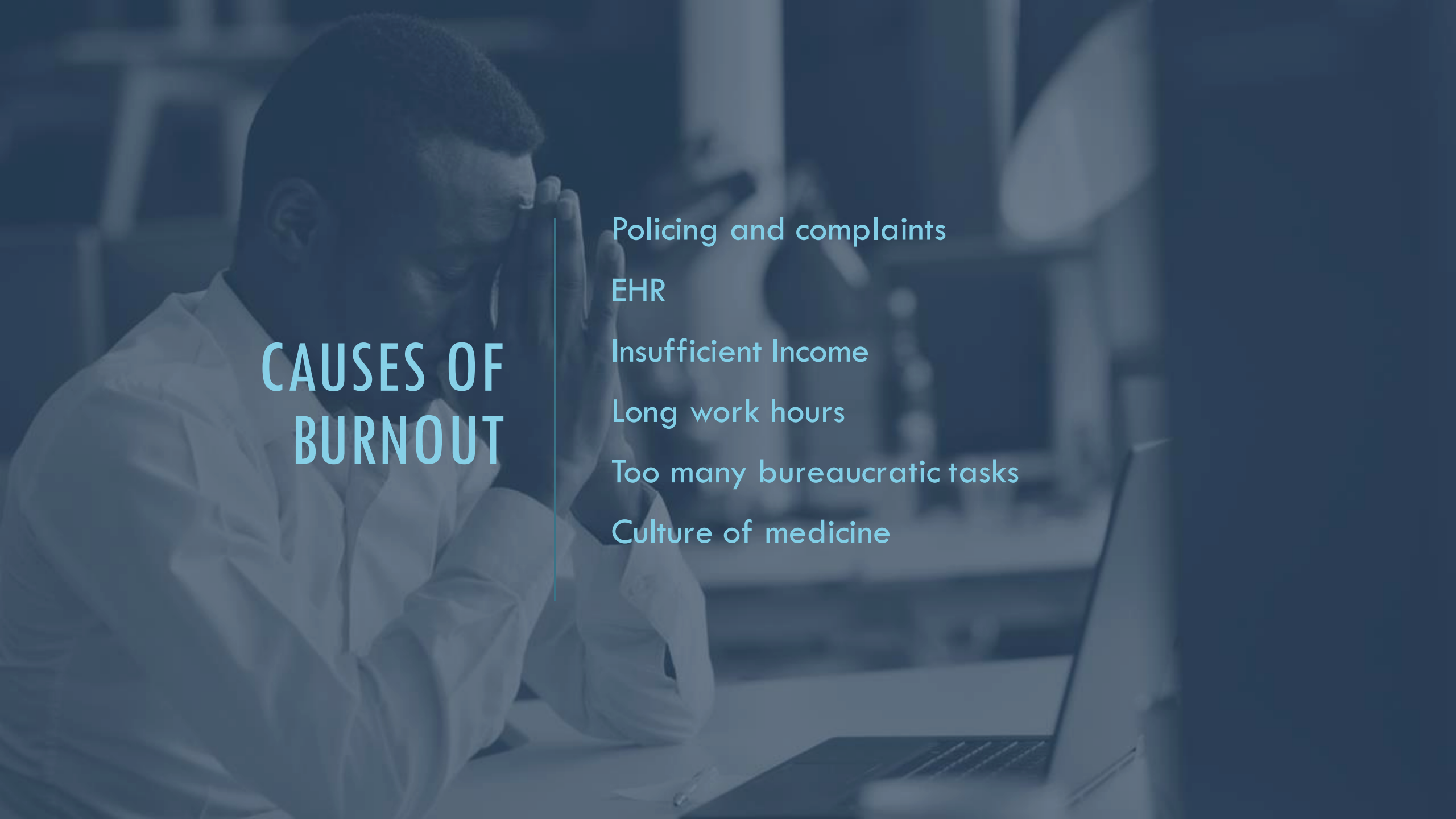
System inefficiencies

Overstressed

Administrative







# CAUSES OF BURNOUT

Policing and complaints

EHR

Insufficient Income

Long work hours

Too many bureaucratic tasks

Culture of medicine



Lack of respect from administrators/employers, colleagues, or staff

Lack of respect from patients

Emphasis on profit over patients

Lack of control

Culture of medicine

Overly empathic

Stress of working with marginalized communities

Moral Injury

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## CAUSES OF BURNOUT



Occurs when someone engages in, fails to prevent, or witness acts that conflict with your values or beliefs

Social, psychological, and spiritual harm that arises from a betrayal of one's core values such as justice, fairness, and loyalty

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## MORAL INJURY



Pre-COVID

Business of medicine

Post-COVID

Additional concern of risk to personal/family safety

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**MORAL INJURY**



Guilt

Shame

Anxiety

Depression

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**MORAL INJURY**

# CONSEQUENCES OF BURNOUT

FIGURE 1



*“I can’t provide the best care to my patients...”*



*“I can’t get the care I need...”*

## Health worker burnout can have many negative consequences



### Health Workers

- Insomnia, heart disease, and diabetes
- Isolation, substance use, anxiety, and depression
- Relationship and interpersonal challenges
- Exhaustion from overwhelming care and empathy

### Patients

- Less time with health workers
- Delays in care and diagnosis
- Lower quality of care
- Medical errors

### Health Care System

- Health workforce shortages and retention challenges
- Limited services available
- Risk of malpractice and decreased patient satisfaction
- Increased costs

### Community and Society

- Erosion of trust
- Worsening population health outcomes
- Increased health disparities
- Lack of preparedness for public health crises



1 / 3 of medical students  
with burnout

Lamire, 2018

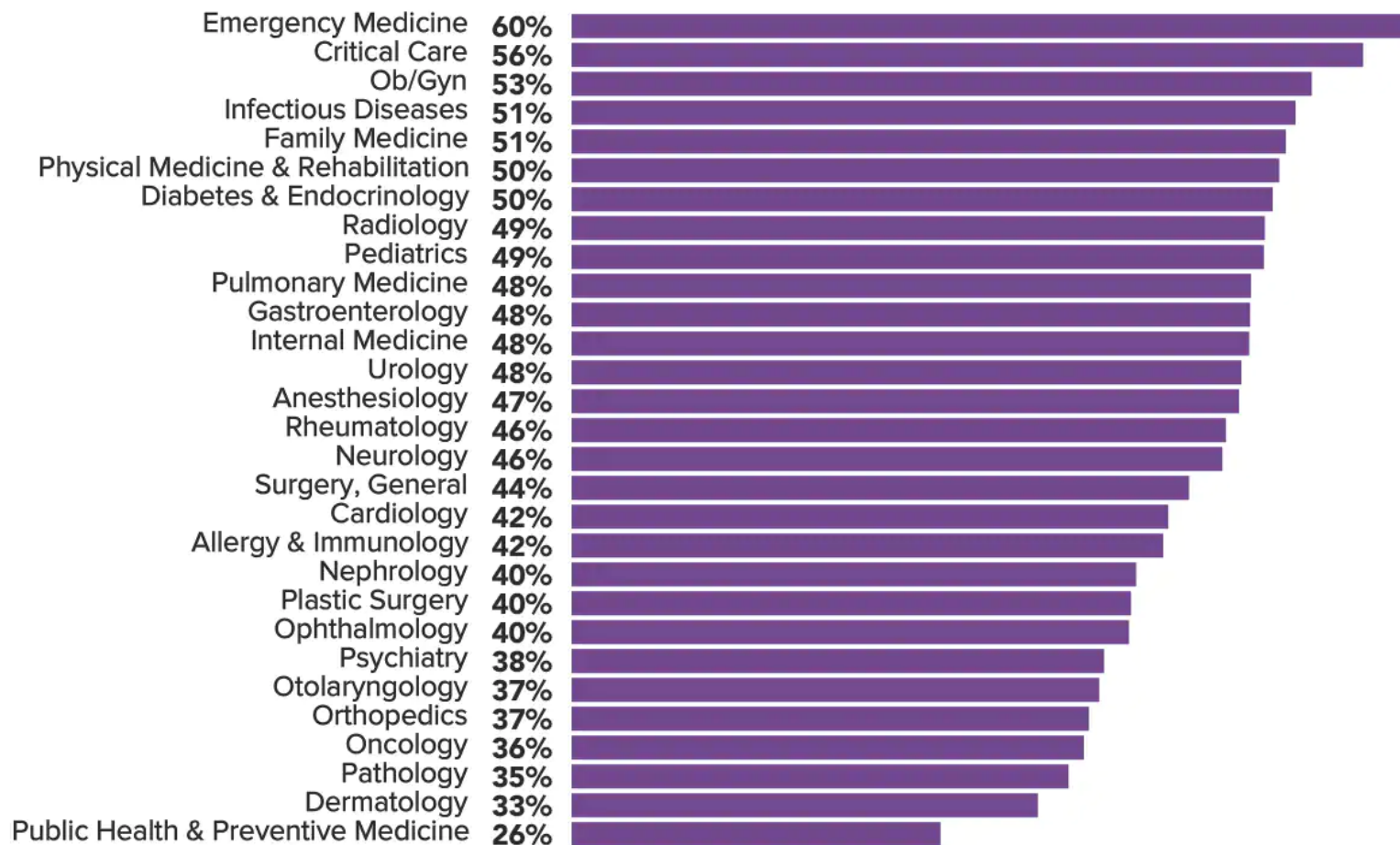
47% of physicians report  
burnout

Medscape, 2022

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## BURNOUT DATA

## Which Physicians Are Most Burned Out?







## Gender

Female > Male

2021 – Female 51%, Male 36%

2022 – Female 56%, Male 41%

Medscape, 2022

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# BURNOUT DATA



## Age

2015 – highest rates in age 35 and younger

2018 – highest rates in age 45-54

2020 – highest rate among generation X (43-57)

Medscape, 2020

## Employment Setting

Outpatient Clinic 58% (46% last year)

Hospital 48% (40% last year)

Office-based solo practice 39%

Medscape, 2022

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# BURNOUT DATA



Generation X reported more burnout than Millennials and Baby Boomers

All answered *too many bureaucratic tasks* as top burnout contributor

All included *spending too many hours at work* in top 3 burnout contributors

Baby Boomers only ones to report *increasing computerization of practice (EHRs)* as one of top 3 burnout contributors

Medscape, 2020

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## GENERATIONAL DIVIDE



Gen Xers and Millennials reported *lack of respect from administrators, employees, colleagues, or staff* in their top 3

Baby Boomers were more likely to report being severely affected by burnout

Millennials were most likely to report burnout affecting relationships, but all were significantly affected

Medscape, 2020

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## GENERATIONAL DIVIDE

# Burnout Data

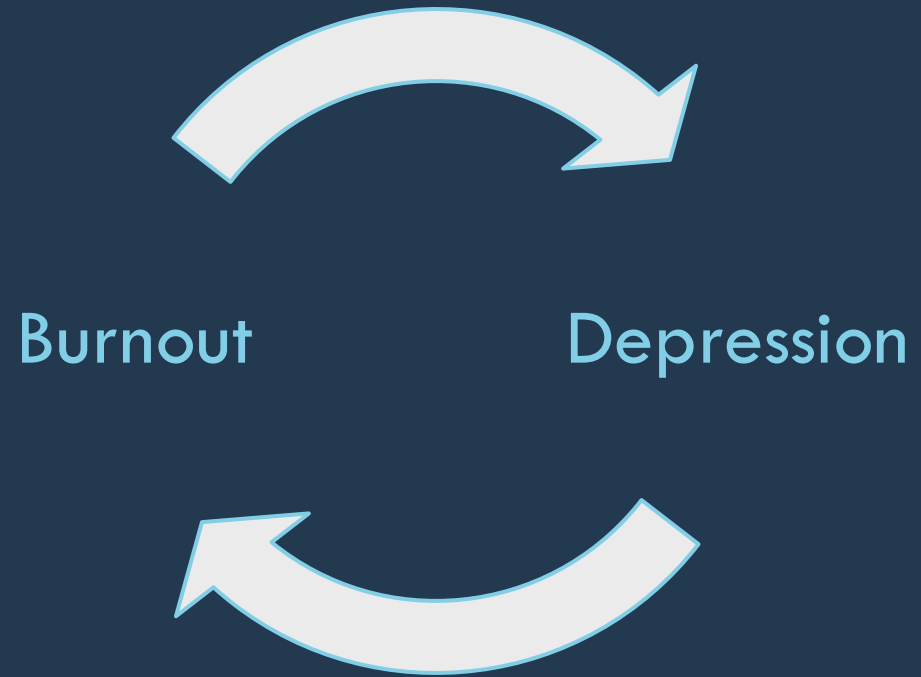


- Vacation Time
  - 70% of non burned out physicians took at least 2 weeks of vacation the year prior compared to 59% of the burned out physicians

Medscape, 2018

- 9% take less than 1 week
- 30% take 1-2 weeks
- 40% take 3-4 weeks
- 12% take 5-6 weeks
- 8% take more than 6 weeks

Medscape, 2022



# BURNOUT AND DEPRESSION



Being the representative of all \_\_\_\_\_ people

Imposter Syndrome

Constant code switching

Loneliness

Micro/Macro Aggressions

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# MARGINALIZED PHYSICIANS AND BURNOUT



Pauline Clance and Suzanne Imes (1978)

Imposter Phenomenon in High Achieving Women: Dynamics and Therapeutic Intervention

The term "impostor phenomenon" is used to designate an internal experience of intellectual phoniness that appears to be particularly prevalent and intense among a select sample of high achieving women.... Despite outstanding academic and professional accomplishments, women who experience the impostor phenomenon persist in believing that they are really not bright and have fooled anyone who thinks otherwise. Numerous achievements, which one might expect to provide ample objective evidence of superior intellectual functioning, do not appear to affect the impostor belief.

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## IMPOSTER SYNDROME





More prevalent among women, especially women of color

25 to 30% of high achievers

Personality Types

Environment/Culture

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# IMPOSTER SYNDROME



24% of physicians reported clinical depression

64% of physicians reported colloquial depression

How many of these are depressed?

Medscape, 2022

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## PHYSICIAN DEPRESSION



Over half felt that depression didn't affect their patient care

34% reported being easily exasperated with patients

23% Less motivation to be careful with taking patient notes

11% Making errors that might not normally be made

14% Expressing frustration in front of patients

2/3 of physician reported no history of seeking care in the past and no plan to seek care in the future

Medscape, 2022

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## PHYSICIAN DEPRESSION



300-400 physician completed suicide annually

Nearly 10% of physicians reported thoughts of suicide but not attempting


1% have attempted suicide

Nearly 40% with suicidal thoughts have not spoken to anyone about those thoughts

Medscape, 2020

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## PHYSICIAN SUICIDE

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- Primary trauma
  - Secondary trauma

## Trauma Experiences and Burnout



## Exposure to trauma

Directly experience

Witness it occur to someone else

Learning that a trauma happened to someone close

Experiencing repeated or extreme exposure

First responders, Police officers, Mental health workers,  
Physicians, etc

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# PTSD



Recurrent memories

Recurrent dreams

Flashbacks

Distress with exposure to reminders

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## PTSD — INTRUSION SYMPTOMS



Internal memory

External cues

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# PTSD — AVOIDANCE SYMPTOMS





Inability to remember an important aspect of trauma

Decreased interest or participation in activities

Negative beliefs about oneself, others or the world

Feeling detached or estranged from others

Self-blame

Inability to experience positive emotions

Negative emotional state

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## PTSD — ALTERED COGNITIONS/MOOD



Irritable behavior/anger outbursts with little or no provocation

Reckless/self-destructive behavior

Hypervigilance

Exaggerated startle response

Impaired concentration

Impaired sleep

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## PTSD — ALTERED AROUSAL AND REACTIVITY



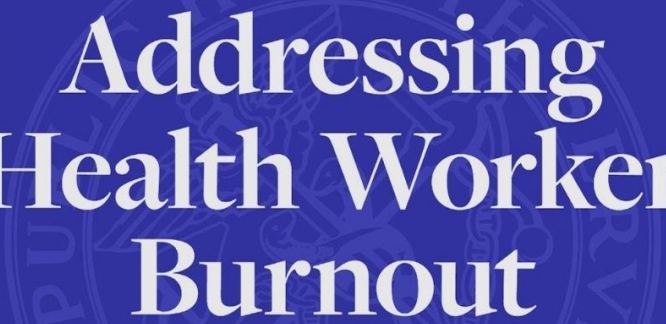
System

Cultural

Personal

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**SOLUTIONS**

The background of the cover features a large, faint, circular seal of the U.S. Department of Health and Human Services. The seal contains the text "DEPARTMENT OF HEALTH AND HUMAN SERVICES" around the top edge, "PUBLIC HEALTH SERVICE" around the bottom edge, and the year "1798" at the bottom center. In the center of the seal is a caduceus (a staff with two snakes and wings) and a scale of justice.

# Addressing Health Worker Burnout

The U.S. Surgeon General's Advisory  
on Building a Thriving Health Workforce

2022



## Systemic Changes

2015 Cluster Randomized Control Trial

Used interventions in the workplace to decrease burnout and improve workplace satisfaction

- Regular meetings with physicians

- Offloading nonessential tasks to non-physicians

- Decreased bottlenecks in systems

- Extended follow up visits from 15 to 20 minutes

Workflow redesign, improving communication and QI projects directed at clinician concerns were effective

Linzer et al, 2015

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# SYSTEMIC SOLUTIONS



**DUI!**

A yellow diamond-shaped warning sign with a black border and the text "DUI!" in bold black letters. The sign is tilted and set against a blue background.



Addressing self care early on in training

Treat trainees like you would have liked to be treated

Let go of the hazing

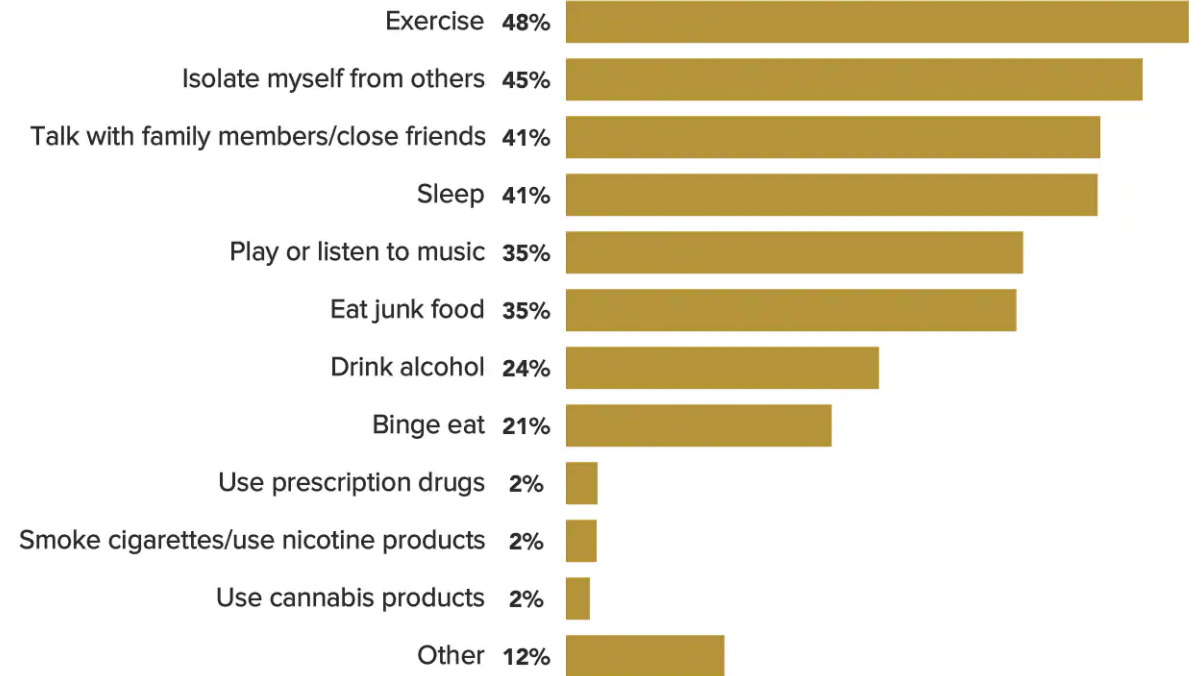
Be active in leadership to affect culture from the inside

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## CULTURAL SOLUTIONS

# HOW DO PHYSICIANS PERSONALLY COPE?

How Do Physicians Cope With Burnout?



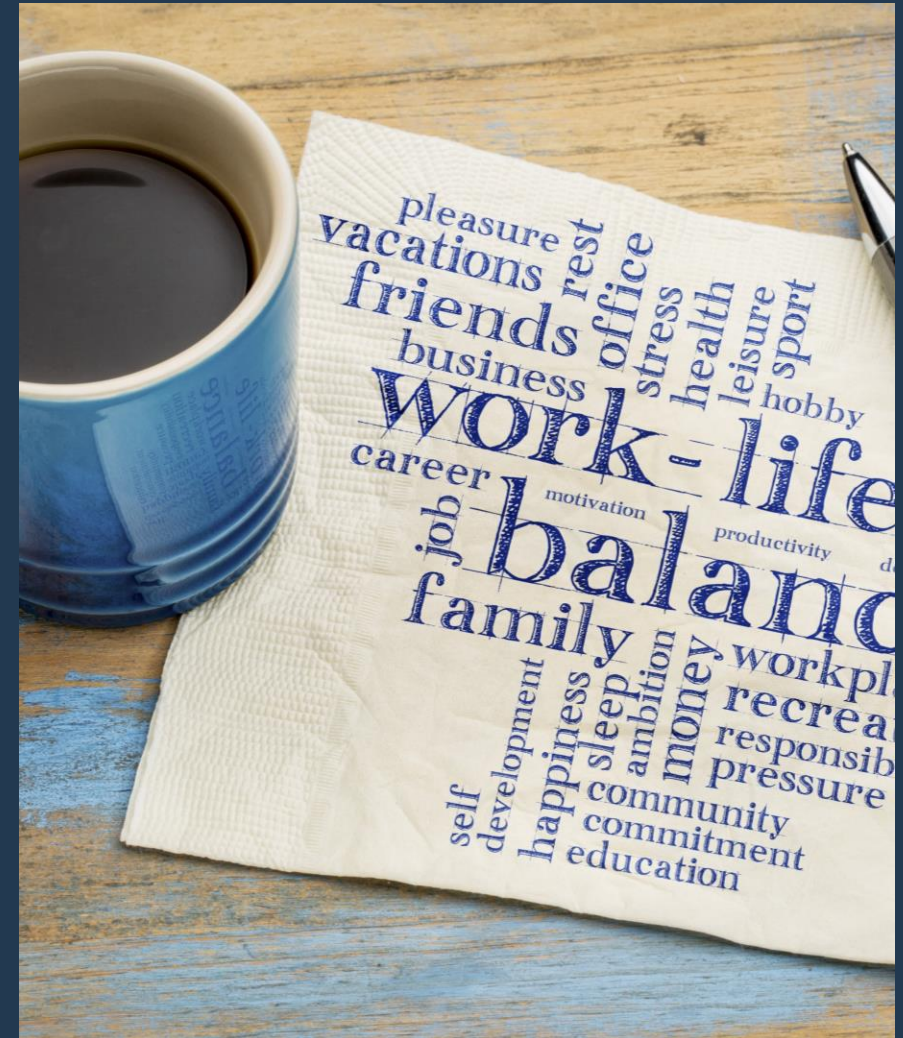
Medscape, 2022



# PERSONAL SOLUTIONS

## Self-care

- Professional
- Physical
- Financial
- Psychological
- Interpersonal
- Spiritual
- Environmental
- Intellectual





Self-care  
Scheduled  
Pervasive  
Intentional

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# SELF-CARE



Work hours

After hours

The strategic yes

Learning to say no

Structuring your day

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## PROFESSIONAL SELF-CARE



Diet

Exercise

Massage

Health maintenance

Addressing illness

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## PHYSICAL SELF-CARE



Retirement planning

Tax planning

Revenue outside of medicine

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## FINANCIAL SELF-CARE



Therapy

Peer groups

Activities that bring you joy

Realistic expectations

Gratitude

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**PSYCHOLOGICAL SELF-CARE**



## Plan your gratitude activity

Gratitude wall

Gratitude jar

Create a gratitude calendar

Link your gratitude exercise to an activity that you do regularly like brushing teeth

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# GRATITUDE



Nurture relationships

Variety of relationships

Family

Friends

Professional friends

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**INTERPERSONAL SELF-CARE**





Organized religion

Meditation

Prayer

Religious reading

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**SPIRITUAL SELF-CARE**



Outsourcing

Making home your peaceful place

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**ENVIRONMENTAL SELF-CARE**



Journals

Keeping up with current standards of care

CME

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**INTELLECTUAL SELF-CARE**




You have to believe in your own product

Find someone who meets your needs and don't give up after an unsuccessful encounter

Don't wait until the time is right, the kids are older, work slows down, the pandemic is over, blah, blah, blah

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**TREATMENT**



If you are experiencing any kind of suicidal thoughts or thoughts that family might be better off without you, reach out immediately

Untreated depression, anxiety, etc can interfere with your personal and professional life if left unchecked

Why put the things at risk that you've worked hardest to achieve?

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## TREATMENT



2/3 of physician reported no history of seeking care in the past and no plan to seek care in the future

Medscape, 2020

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## TREATMENT AVOIDANCE



49% - I can deal with this without help from a professional

43% - Don't want to risk disclosure to medical board

32% - Concerned about it being on my insurance record

25% - Concerned about my colleagues finding out

22% - Concerned the medical profession will shun me

11% - I don't trust mental health professionals

Medscape, 2022

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## TREATMENT AVOIDANCE



We can't all leave!!

Take back what you love about your field and get creative

Podcasting

Book writing

Medical journalism/content review

Blog/Vlog

Speaking

Turn a hobby into a side gig or passion project

\*\*Check on any intellectual property clauses in your employment contracts beforehand\*\*

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**DO I STAY OR DO I GO?**



Friendly Reminders:

You are an expert

You know more about your field than the average person out there

Somewhere out there, there is someone “educating” people on something that you have worked years studying and they don’t know a fraction of what you know





## Physician Mental Health

<https://www.physicianmentalhealth.com>

Listing of psychiatrists providing telepsychiatry to their peers

Will be expanding to cover a variety of mental wellness topics for physicians

## Therapy Aid

<https://therapyaid.org>

Coronavirus online therapy for essential workers and adult family members

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# RESOURCES



## Physician Support Line

<https://www.physiciansupportline.com>

888-409-0141

7 days a week

8 AM to 1 AM ET

Roughly 2000 calls this past year

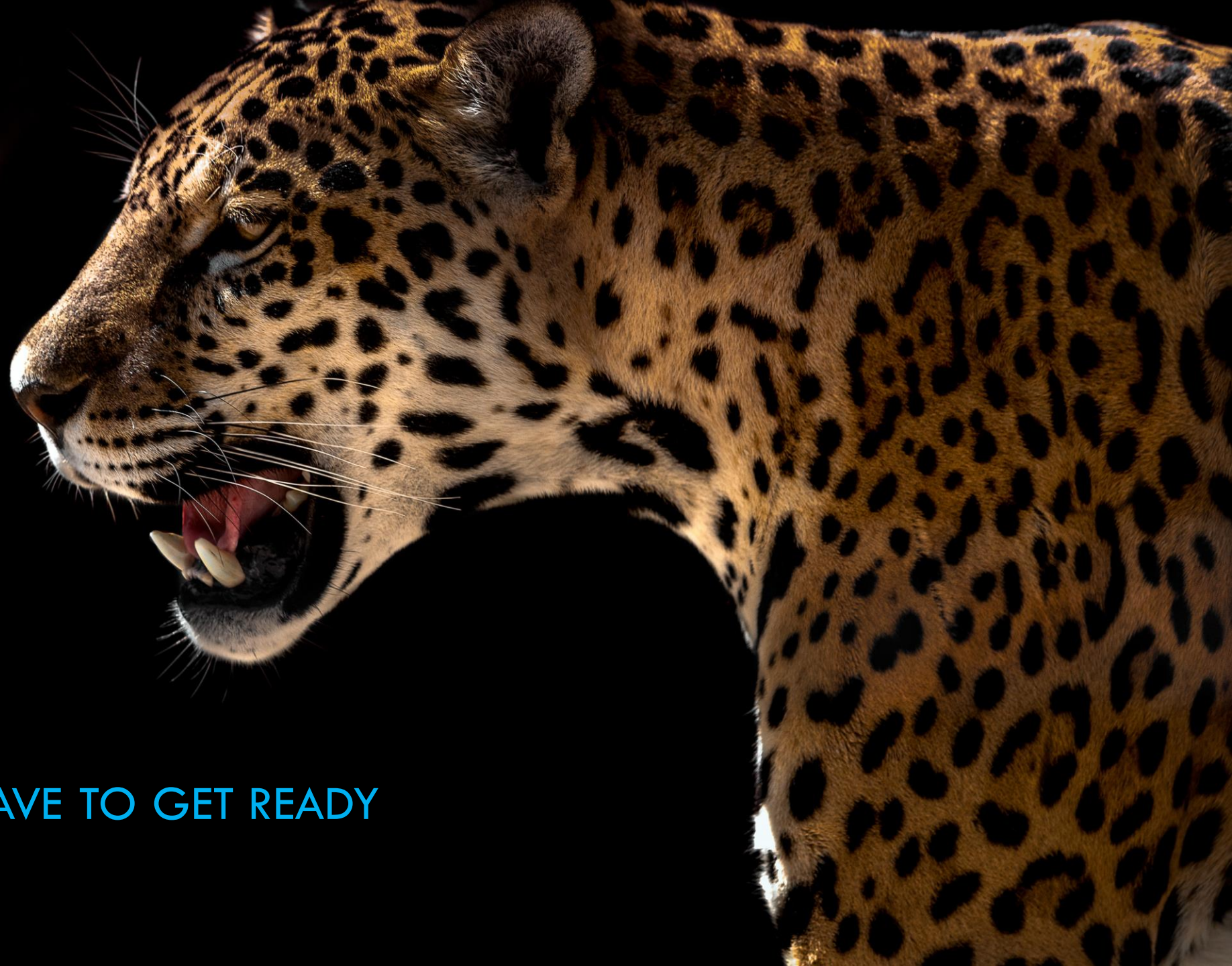
National Suicide Prevention Lifeline

800-273-8255

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## RESOURCES

STAY READY



SO YOU DON'T HAVE TO GET READY

Čartolovni A, Stolt M, Scott PA, Suhonen R. Moral injury in healthcare professionals: A scoping review and discussion. *Nurs Ethics*. 2021 Aug;28(5):590-602. doi: 10.1177/0969733020966776. Epub 2021 Jan 11. PMID: 33427020;PMCID: PMC8366182.

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