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# STAR<sup>2</sup> CENTER

ADMINISTRATIVE STRATEGIES TO REDUCE BURNOUT:  
DEFINING AND IDENTIFYING BURNOUT IN YOUR ORGANIZATION  
MAY 31, 2018  
3:00PM ET



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# ACU

ACU is a nonprofit, transdisciplinary organization of clinicians, advocates and health care organizations united in a common mission to improve the health of America's underserved populations and to enhance the development and support of the health care clinicians serving these populations.



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## WEBINAR HOUSEKEEPING

We are  
Recording

Ask  
Questions

Have Fun

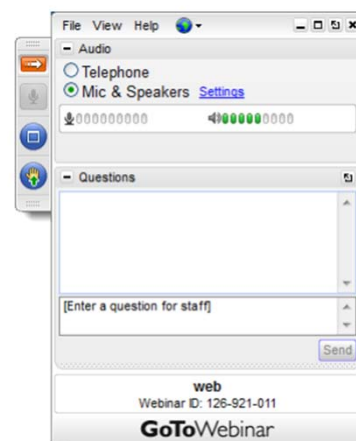


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## QUESTIONS?

- Questions?
  - Raise your hand
  - Use the chat & questions boxes
  - Email [mblake@clinicians.org](mailto:mblake@clinicians.org)



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Lisa Hardmeyer Gray, M.A., LMHC  
Founder, Intrinsic, LLC



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## WEBINAR OVERVIEW

- **Episode 1: Defining and Identifying Burnout in your organization**
- **Episode 2: Discussing Study: In Search of Joy in Practice**
  - Pre-visit Planning and Pre-appointment Laboratory Tests
  - Sharing the Care Among the Team
  - In-Visit Scribing and Assistant Order Entry
- **Episode 3: In Search of Joy in Practice (cont.)**
  - Reengineering Prescription Renewal Work Out of the Practice
  - In-box Management
  - Improving Team Communication
  - Work Flow Mapping
- **Episode 4: Workplace Wellness: Creating a Culture of Engagement**
- **Episode 5: Self-care**



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## LEARNING OBJECTIVES

- ▶ Understand and identify burnout in your staff and organization
- ▶ Learn about causes and impacts of burnout
- ▶ Highlight various assessment tools and strategies to measure burnout



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## POLL QUESTION #1

- In your organization have you had previous training on identifying and preventing burnout?
  - Yes or No



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## Burnout Prevalence

“Numerous global studies involving nearly every medical and surgical specialty indicate that approximately 1 of every 3 physicians is experiencing burnout at any given time.”

**Tait D. Shanafelt, MD**

JAMA. 2009;302(12):1338-1340.



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## MORE RECENTLY

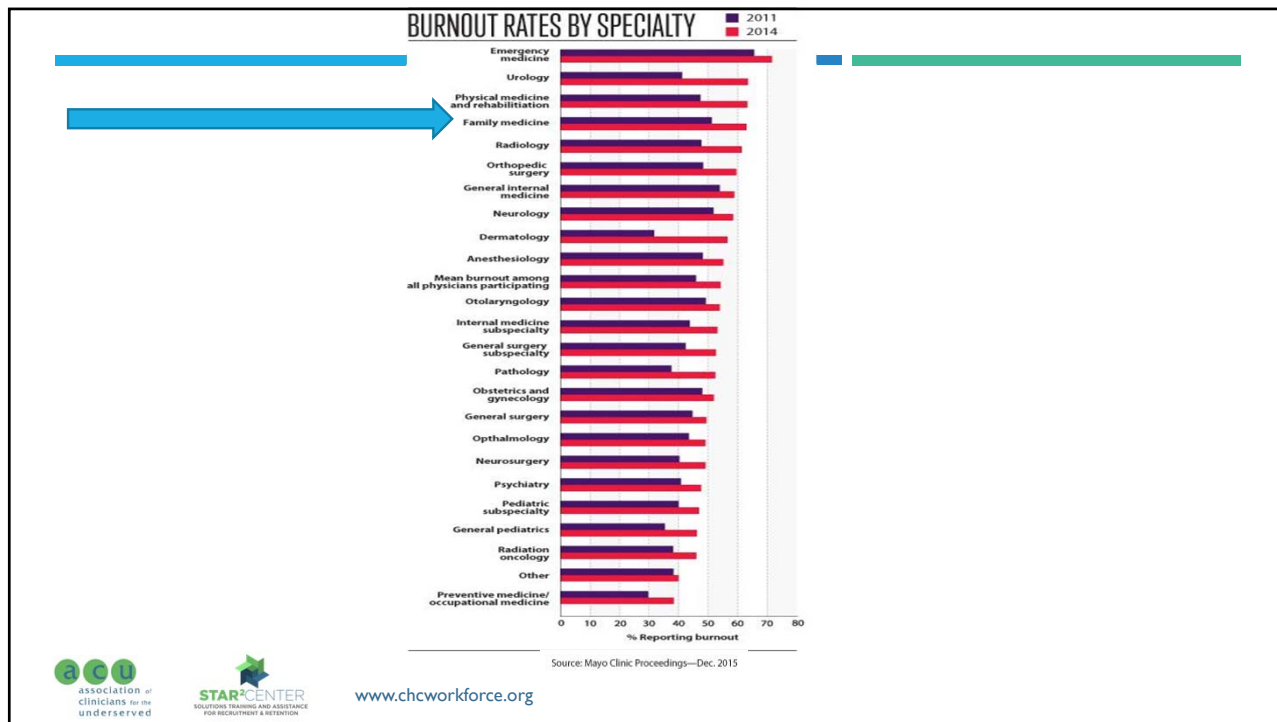
- A 2015 study found over 50 percent of physicians report symptoms of burnout.
- Thirty-three percent of new registered nurses seek another job within a year, according to another 2013 report.

- Shanafelt TD, Hasan O, Dyrbye LN, et al. Changes in burnout and satisfaction with work-life balance in physicians and the general US working population between 2011 and 2014. Mayo Clinic Proceedings. 2015 Dec;90(12):1600-1613.
- Lucian Leape Institute. Through the Eyes of the Workforce: Creating Joy, Meaning, and Safer Health Care. Boston, MA: National Patient Safety Foundation; 2013.



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# WHAT IS BURNOUT?







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# MASLACH BURNOUT INVENTORY

JOURNAL OF OCCUPATIONAL BEHAVIOUR, Vol. 2, 99–113 (1981)

## The measurement of experienced burnout\*

CHRISTINA MASLACH

*University of California, Berkeley*

and

SUSAN E. JACKSON

*University of California, Berkeley*

### SUMMARY

A scale designed to assess various aspects of the burnout syndrome was administered to a wide range of human services professionals. Three subscales emerged from the data analysis: emotional exhaustion, depersonalization, and personal accomplishment. Various psychometric analyses showed that the scale has both high reliability and validity as a measure of burnout.



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# A SYNDROME CHARACTERIZED BY THREE SPHERES

**EMOTIONAL EXHAUSTION** - being emotionally overextended and exhausted by one's work

**DEPERSONALIZATION** - unfeeling and impersonal response toward recipients of one's service

**DECREASED SENSE OF PERSONAL ACCOMPLISHMENT** – lack of feelings of competence and successful achievement in one's work

[https://www.researchgate.net/profile/Christina\\_Maslach/publication/277816643\\_The\\_Maslach\\_Burnout\\_Inventory\\_Manual/links/5574dbd708aeb6d8c01946d7.pdf](https://www.researchgate.net/profile/Christina_Maslach/publication/277816643_The_Maslach_Burnout_Inventory_Manual/links/5574dbd708aeb6d8c01946d7.pdf)  
[https://www.researchgate.net/profile/Christina\\_Maslach/publication/277816643\\_The\\_Maslach\\_Burnout\\_Inventory\\_Manual/links/5574dbd708aeb6d8c01946d7.pdf](https://www.researchgate.net/profile/Christina_Maslach/publication/277816643_The_Maslach_Burnout_Inventory_Manual/links/5574dbd708aeb6d8c01946d7.pdf)



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## SINGLE ITEM MEASURE

- I feel emotionally burned-out or emotionally depleted from my work
- I have become more callous toward people since I took this job — treating patients and colleagues as objects instead of humans.
- Single item measures of emotional exhaustion and depersonalization are useful for assessing burnout in medical profession



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West CP, Dyrbye LN, Sloan JA, Shanafelt TDJ Gen Intern Med. 2009 Dec;24(12):1318-21

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## CAUSES OF BURNOUT

- Loss over control of work
- Increased performance measurement
- The increasing complexity of medical care
- The implementation of Electronic Health Records (EHR)
- Profound inefficiencies in the practice environment



All of which have altered work flows and patient interactions. (AMA, 2017)

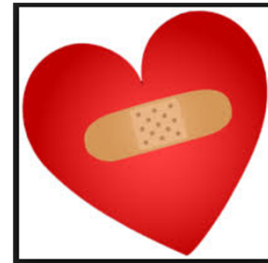


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## COSTS AND CONSEQUENCES OF CARING

- Compassion Fatigue
- Secondary Trauma
- Trauma Exposure Fatigue



## CAREGIVER STRESS

- Consequence of absorbing the suffering of others
- It is indirect
- But real and can lead to physical and or emotional exhaustion



## SIGNS OF BURNOUT

- Chronic fatigue
- Insomnia
- Forgetfulness/impaired concentration and attention
- Physical Symptoms
- Increased Illness
- Loss of Appetite
- Anxiety
- Depression
- Anger
- Loss of Enjoyment
- Pessimism
- Isolation
- Detachment
- Feelings of apathy and hopelessness
- Increased irritability
- Lack of Productivity
- Poor Performance



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<https://www.psychologytoday.com/us/blog/high-octane-women/201311/the-tell-tale-signs-burnout-do-you-have-them>

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## POLL QUESTION #2

- Are you concerned that 1 or more provider in your organization is experiencing severe burnout?
  - Yes or No



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## BESIDES BURNOUT

- Substance abuse
- Disruptive behavior
- Mood disorders
- Suicide



## SUICIDE

- Physicians have higher rates of suicide than the general population
- 40 percent higher for male doctors
- 130 percent higher for female doctors

## COSTS TO PATIENTS, SOCIETY, INSTITUTIONS



- Early retirement/physician shortage/cost of replacement
- Medical errors/malpractice
- Patient centered care and satisfaction
- Currency of perception



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## BURNOUT IMPACTS



- Physicians (and their families)
- Patients
- Institutions
- Healthcare Delivery



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## NOT TO MENTION



## POLL QUESTION #3

- How much is the average cost of replacing a primary care physician?
  - \$40,000
  - \$125,000
  - \$180,000
  - \$250,000

# HOW ARE YOU MEASURING BURN-OUT?

## Professional Quality of Life Scale (ProQOL)

*Compassion Satisfaction and Compassion Fatigue  
(ProQOL) Version 5 (2009)*



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## POLL QUESTION #4

- Do you administer a burnout assessment tool in your organization?
  - Yes or No



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## ASSESSMENTS TO CONSIDER: SYSTEM LEVEL

- Net Promoter Score
- Mayo Clinic Leadership
- Dimensions Assessment
- Safety Attitudes Questionnaire
- AHRQ Patient Safety Culture Surveys
- Maslach Inventory
- Mini Z Burnout Survey
- Nine-Item Survey to Measure Physician Engagement in Addressing Health Care Disparities
- Hackman and Oldham Job Characteristics Model to Job Satisfaction
- Oldenburg Inventory
- Physician Work-Life Study's Single-Item
- Copenhagen Burnout Inventory



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Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. IHI Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at [ihi.org](http://ihi.org)) How to Cite This Paper: Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. IHI Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at [ihi.org](http://ihi.org))

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## POLL QUESTION #5

- Does your organization have a plan to address burnout?
  - Yes or No



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# WHAT IS YOUR PLAN?

- AMA's Seven Step Plan:
  - Establish wellness as a quality indicator for your practice
  - Start a wellness committee and/or choose a wellness champion
  - Distribute an annual wellness survey
  - Meet regularly with leaders and/or staff to discuss data and interventions to promote wellness
  - Initiate selected interventions
  - Repeat the survey within the year to re-evaluate wellness
  - Seek answers within the data, refine the interventions and continue to make improvements



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<https://www.stepsforward.org/modules/physician-burnout>

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# TEN STEPS TO PREVENT PHYSICIAN BURNOUT

## Institutional Metrics

1. Make clinician satisfaction and wellbeing quality indicators.
2. Incorporate mindfulness and teamwork into practice.
3. Decrease stress from electronic health records.

## Work Conditions

4. Allocate needed resources to primary care clinics to reduce healthcare disparities.
5. Hire physician floats to cover predictable life events.
6. Promote physician control of the work environment.
7. Maintain manageable primary care practice sizes and enhanced staffing ratios.

## Career Development

8. Preserve physician "career fit" with protected time for meaningful activities.
9. Promote part-time careers and job sharing.

## Self-Care

10. Make self-care a part of medical professionalism.



Figure 3: The Reciprocal Domains of Physician Well-Being  
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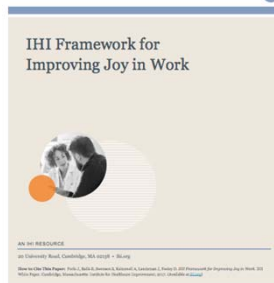


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<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3889939/>

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# EPISODE 2 PREVIEW



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## THANK YOU

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