

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.



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Preventing and Eliminating Burnout

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in collaboration with
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of Hennepin County Medical Center



Hennepin County
Medical Center



Burnout and wellness are in the news

HEALTH

Physician burnout is on the rise

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"Burned-out doctors are more likely than other doctors to leave medicine."

By Barbara Sadick, Chicago Tribune

Inspired Life

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



By **Brigid Schulte** August 20 Follow @BrigidSchulte



Dr. Greg Gilbert, emergency room physician at Stanford Hospital, conferring with colleagues. Gilbert is part of a program at Stanford that helps emergency room doctors lead more balanced lives (Photo by Chris Hardy/The Washington Post)

PALO ALTO, Calif. — It was just before noon on a recent Friday when Greg Gilbert, an emergency room physician at Stanford Hospital, made it home

Most Read

- 1 Banners at Va. college show parents where to drop off their 'baby girl' for 'a good time'
- 2 John Oliver has received 'thousands' of donations for his televangelism ministry
- 3 Christian vlogger Sam Rader on his Ashley Madison account: 'My wife — and God — have forgiven me'
- 4 One-time Hurricane Danny has died, but Tropical Storm Erika may soon be born
- 5 Forecast models are now calling for this El Niño to be the strongest on record



OP-ED AUGUST 19, 2016 12:48 PM

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

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

Dyrbe L. Ann Intern Med 2008;149:334-41

West C. JAMA. 2009;296:1071-78

Linzer et al. Am J Med 2001;111:170-5

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.



Richard Gunderman, MD
The Atlantic

What causes job stress?

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

Control and support relieve stress



How do we support wellness?

- Personal approaches:
 - *Eat*
 - *Hydrate*
 - *Sleep*
 - *Exercise*
 - *Talk**
 - *Reflect*
 - *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:
 - Time **pressure**
 - Work **control**
 - Work pace (**chaos**)
 - Organizational **culture**



We need organizations to act to reduce burnout & support wellness

- Reduce predictors of burnout:
 - Time **pressure**
 - Lack of **control** over work conditions
 - **Chaotic** workplaces
 - 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

Linzer M, Manwell LB, Williams ES, et al. Working conditions in primary care: physician reactions and care quality. Ann Intern Med. 2009;151(1):28-36, W6-W9

Linzer M, Poplau S, Grossman E, et al. A Cluster Randomized Trial of Interventions to Improve Work Conditions and Clinician Burnout in Primary Care: Results from the Healthy Work Place (HWP) Study. J Gen Intern Med. 2015

Where to start?

- Value the work of others
- Don't underestimate the power of small changes
- Remember burnout is:
 - *Predictable*
 - *Remediable*
 - *Preventable*

Improve patient satisfaction, quality outcomes and provider recruitment and retention.

Preventing physician burnout

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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

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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 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:

- I enjoy my work. I have no symptoms of burnout.
- I am under stress, and don't always have as much energy as I did, but I don't feel burned out.
- I am definitely burning out and have one or more symptoms of burnout, e.g., emotional exhaustion.
- The symptoms of burnout that I am experiencing won't go away. I think about work frustrations a lot.
- 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	3 Busy, but reasonable	4	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
 - *Focus on addressing **time pressure, chaos, culture, and control***
- Make changes and reassess at least annually
- Repeat!



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Organizational approaches to physician wellness



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

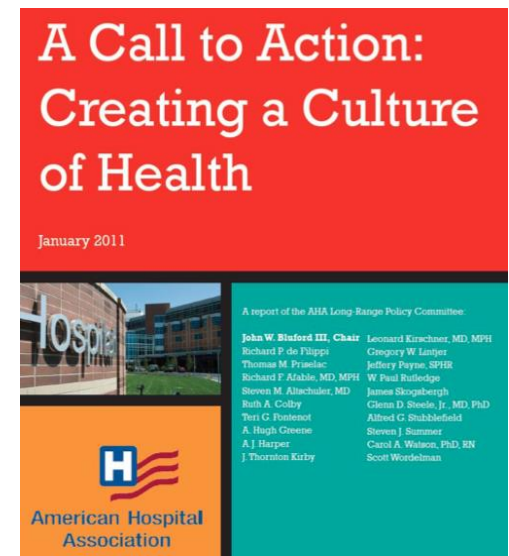
Traffic-Light Labels and Choice Architecture Promoting Healthy Food Choices Am J Prev Med. 2014 February ; 46(2): 143–149. doi:10.1016/j.amepre.2013.10.002

A Call to Action: Creating a Culture of Health: A report of the American Hospital Association. January 2011.

<http://www.aha.org/advocacy-issues/healthforlife/culture.shtml>

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.

Implementing
team-based care

Increase support

- Support healthy lives:



- *Offer flexible/part-time work options*
- *Limit EMR time at home*
- *Healthy foods at meetings*

Credit to M Linzer & S Poplau.

Increase control

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

Implementing a daily team huddle

Credit to M Linzer & S Poplau.

Linzer et al. Acad Med 2009;84:1395-1400; Saleh et al. Clin Orthop Relat Res 2009;467:558-65;

Viviers et al. Can J Ophthalmol 2008;43:535-46; LeMaire J. BMC HSR. 2010; 10:208



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.

Linzer et al. J Gen Intern Med 30(8):1105; Linzer et al. JGIM. 2014 Jan; 29(1): 18–20; Linzer M, Am J Med. 2002;113:443-48; Shanafelt T. Arch Intern Med. 2009;169(10):990-995; Linzer et al. Ann Intern Med. 2009 Jul 7;151(1):28-36, W6-9

Make the business case

YOUR PRACTICE

\$ 3.00 /min

Cost of physician's time

8 hours

Work day

220 days/year

Clinic days per year

PHYSICIAN

20 /day

Total visits per day

x

10 min/visit

Physician documentation time [?]

FULL-TIME DOCUMENTATION SPECIALIST

\$ 23.00 /hour

Documentation specialist hourly rate (including benefits)

TOTAL TIME SAVINGS

3_H 20_M
/DAY

Physician documentation time saved

TOTAL FINANCIAL SAVINGS

\$132,000

Gross annual savings with team documentation

-

(\$40,480)

Annual cost of dedicated documentation specialist

=

\$91,520

Net practice savings with team documentation

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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