Burnout to Water

Lauren Nassetta, MD
RIME Workshop
September 18, 2015
Objectives

- Define BURNOUT
- Understand why burnout is a problem
- Discuss risks for burnout

- Define WELL-BEING
- Discuss ways to increase well-being
- Make a plan for practicing these
How would you define BURNOUT?
Define Burnout

A. A person who has smoked so much marijuana that they appear slow, sluggish, and stupid\(^1\)

B. The practice of keeping a vehicle stationary and spinning its wheels, causing the tires to heat up and smoke due to friction

C. Prolonged response to chronic emotional and interpersonal stressors on the job\(^2\)

1. Urban dictionary
Burnout

- Prolonged response to chronic emotional and interpersonal stressors on the job
- Defined by three dimensions

Maslach Burnout Inventory

**SCORE**

0 • Never
1 • A few times a year or less
2 • Once a month or less
3 • A few times a month
4 • Once a week
5 • A few times a week
6 • Every day

**3 COMPONENTS**

1. Emotional Exhaustion
2. Depersonalization
3. Personal Accomplishment
EMOTIONAL EXHAUSTION

- I feel **emotionally drained** from my work.
- Working with people all day is really a strain for me.
- I feel **burned out** from my work.
- I feel **frustrated** by my job.
- I feel I’m working too hard on my job.
- Working with people directly puts too much **stress** on me.
- I feel like I’m at the **end of my rope**.
- I feel **used up** at the end of the workday.
- I feel **fatigued** when I get up in the morning and have to face another day on the job.

DEPERSONALIZATION

- I feel I treat some patients as if they were impersonal objects.
- I’ve become more **callous toward people** since I took this job.
- I worry that this job is **hardening me emotionally**.
- I don’t really care what happens to some patients.
- I feel **patients blame me** for some of their problems.

PERSONAL ACCOMPLISHMENT

- I deal very **effectively** with the problems of my patients.
- I feel I’m **positively influencing** other people’s lives through my work.
- I feel very **energetic**.
- I can easily create a relaxed atmosphere with my patients.
- I feel **exhilarated** after working closely with my patients.
- I have **accomplished** many worthwhile things in this job.
- I can **easily understand** how my patients feel about things.
- In my work, I deal with emotional problems very **calmly**.
Do physicians get burned out?

- 2010 study of US Physicians vs. general population\(^1\)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Phys</th>
<th>Gen Pop</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional Exhaustion score ≥ 27</td>
<td>31.9%</td>
<td>23.4%</td>
<td>&lt;0.001</td>
</tr>
<tr>
<td>Depersonalization score ≥ 10</td>
<td>19.3%</td>
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- May be increasing: Physician Lifestyle Report\(^2\)
  - 2013: <40%
  - 2015: 46%

What Percentage of Physicians Are "Burned Out"?

Critical Care: 53%
Emergency Medicine: 52%
Family Medicine: 50%
Internal Medicine: 50%
General Surgery: 49%
HIV/Infectious Diseases: 49%
Radiology: 49%
Ob/Gyn & Women's Health: 48%
Neurology: 47%
Urology: 46%
Pulmonary Medicine: 45%
Cardiology: 45%
Diabetes & Endocrinology: 45%
Orthopedics: 43%
Nephrology: 43%
Plastic Surgery: 41%
Pediatrics: 41%
Oncology: 39%
Anesthesiology: 38%
Rheumatology: 37%
Allergy & Clinical Immunology: 37%
Ophthalmology: 37%
Gastroenterology: 36%
Pathology: 36%
Psychiatry & Mental Health: 36%
Dermatology: 36%

Men or Women?

- Consistent with national survey data\(^1\)
- Different\(^2\)
  - Men: more depersonalization
  - Women: more emotional exhaustion

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What about my Residents?

- UAB 2\textsuperscript{nd} Year Pediatrics and Med-Peds Residents
- MBI
- 21 respondents (84%)
## What about *my Residents?*

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<tr>
<th>Variable</th>
<th>Min-Max</th>
<th>Median</th>
<th># of “high” scores (EE≥27, DP≥10, PA ≤30)</th>
<th>Gen pop&lt;sup&gt;1&lt;/sup&gt;</th>
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<td>14-50</td>
<td>30</td>
<td>14 (67%)</td>
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<sup>1</sup>Shanafelt, T. D., Boone, S., Tan, L., & et al. (2012). Burnout and satisfaction with work-life balance among us physicians relative to the general us population. *Archives of Internal Medicine, 172*(18),
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#### “High Scores”

- 81% had at least 1 (only 4 people with none)
- 6 with 1 and 7 with 2
- 4 with all 3
  - Anyone with a “high” score in PA also “high” in other 2

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1Shanafelt, T. D., Boone, S., Tan, L., & et al. (2012). Burnout and satisfaction with work-life balance among us physicians relative to the general us population. *Archives of Internal Medicine, 172*(18),
Physicians, residents, & nurses affected by burnout are more prone to

- Substance misuse\(^1,^2\)
- Depression\(^1,^3\)
- Insomnia\(^1,^4\)
- High rates of suicidal thoughts\(^1,^5,^6\)

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Negative impact on hospital performance

- Increased turnover
- Absenteeism
- Early retirement intentions
Burnout and Resident Doctors

Negative impact on patient care itself

- Burnout predicts suboptimal care behaviors
- Serious medical errors
- Across a single long-call shift:

Stress & Burnout

Empathy

Burnout and Depression

This is how you kill a doctor
Doximity Pediatrics <support@doximity.com>

Sent: Sat 3/28/2015 10:19 AM
To: Lauren Nassetta, M.D.

This is how you kill a doctor
Suicide

How big of a problem?

- Over **400** Physicians commit suicide every year\(^1\)
- National Institute for Occupational Safety and Health reported **476** in 2011\(^2\)

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Suicide

How does that compare?

- Doctors are **1.87** times more likely to commit suicide\(^1\)
- Suicide accounts for
  - About 2% of all deaths amongst the general US population\(^2\)
  - 4% of all physician deaths

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Men or women?

- Male physicians more than 40% higher than the general population\(^1\)
- Women physicians 130% higher than the general population
  - 2.78 times higher than average\(^2\)

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When does it start?
When does it start?

- Medical students
  - “Compassion loss”
  - Depression rates 20-30%\(^1\)
  - Anxiety and burnout rates >50%

Medical students

Continues into residency

- Burnout rates 60-75% and higher
- Depression up to 25%²

When does it start?

- Medical students
- Continues into residency
- Practicing Physicians
  - Burnout
  - Depression and suicide

1. Medscape survey 2015
When does it start?

- Medical students
- Continues into residency
- Practicing Physicians
  - Pediatricians
    - 67% would choose a medical career again
    - 51% would choose own specialty
    - 18% would choose same practice setting

Web-based survey 2006-2007
- UAB was one of the 7 schools
- Asked about
  - Suicidal ideation—3 specific questions
  - Burnout—Maslach
  - Depression—Primary Care Evaluation of Mental Disorders
- 2248 (52.4%) medical students responded

Suicide:

- **11.2%** considered in the last year
  
  [CI, 9.9% to 12.6%; n=249]

- 6.9% among 25- to 34-year-olds in general U.S. population

Medical Students. Really.

- Suicide:
  - 1 of 9 students
- Burnout
  - 49.6% met the criteria for burnout ([CI, 47.5%–51.8%, n=1069)]

More likely to report SI if they had

- **Burnout**
  (odds ratio, 3.46 [CI, 2.55 to 4.69]; \( P \) 0.001)

- **High emotional exhaustion**
  (odds ratio, 3.17 [CI, 2.39 to 4.19]; \( P \) 0.001)

- **High depersonalization**
  (odds ratio, 2.10 [CI, 1.59 to 2.77]; \( P \) 0.001)

- **Low sense of personal accomplishment**
  (odds ratio, 2.03 [CI, 1.53 to 2.68]; \( P \) 0.001)
What are the causes?
Are there factors that are protective?
What are some causes of burnout among trainees?
Causes of Physician Burnout

Scale of 0 ("not at all important") to 7 ("extremely important")

- Too many bureaucratic tasks: 4.74
- Spending too many hours at work: 3.99
- Income not high enough: 3.71
- Increasing computerization of practice: 3.68
- Impact of the Affordable Care Act: 3.65
- Feeling like just a cog in a wheel: 3.54
- Too many difficult patients: 3.37
- Too many patient appointments in a day: 3.34
- Inability to provide patients with the quality care that they need: 3.22
- Lack of professional fulfillment: 3.05
- Difficult colleagues or staff: 2.9
- Inability to keep up with current research and recommendations: 2.86
- Compassion fatigue (overexposure to death, violence, and/or other loss in patients): 2.8
- Difficult employer: 2.8
What things might prevent or protect against burnout?
Resident Burnout

- Rates differ by specialty
- Culture—protective
- Age ±
- Family ±
- Duty hours ±

Vacation

![Bar chart showing the percentage of people with and without burnout based on their vacation time.

- For those who took up to 2 weeks:
  - Burnout: 36%
  - No Burnout: 27%

- For those who took more than 2 weeks:
  - Burnout: 59%
  - No Burnout: 70%

- For those who took no vacation:
  - Burnout: 5%
  - No Burnout: 3%]
Exercise!

**Physician Burnout and Exercise**

- **I do not exercise**
  - Burnout: 17%
  - No Burnout: 12%

- **Once a week at most**
  - Burnout: 26%
  - No Burnout: 21%

- **At least twice a week**
  - Burnout: 56%
  - No Burnout: 68%
Survey of IM Residents

- Burnout and Achievement of US-DHHS physical activity guidelines
  - Residents who met guidelines were less likely to be burned out
    - OR 0.38; 95% CI 0.147-0.99

- Higher BMI associated with increased burnout (OR 1.19; 95% CI 1.01-1.41)

Financial stability

**Do Burned-Out Physicians Have Less in Savings?**

- **Minimal savings to unmanageable debt**
  - Burnout: 39%
  - No Burnout: 28%

- **Adequate and more**
  - Burnout: 56%
  - No Burnout: 66%
Drinking? How about MJ?
Do Burnouts get Burnout?

- >2 Drinks Daily: 4% (Burnout), 3% (No Burnout)
- 1-2 Drinks Daily: 16% (Burnout), 17% (No Burnout)
- <1 Drink Daily: 50% (Burnout), 48% (No Burnout)
- Don't Drink: 30% (Burnout), 32% (No Burnout)
- Used marijuana this past year: 3% (Burnout), 3% (No Burnout)
- Used marijuana ever: 24% (Burnout), 23% (No Burnout)
What has been done?

Good news...
Program designed to reduce unnecessary stressors and increase students’ ability to deal with stress

Began a resiliency and mindfulness curriculum

Over 5 years, saw a decrease in both mod-severe depression symptoms and mod-severe anxiety symptoms of MS1 and MS2 students
First-year Residents at SLU

- Improved mean depression scores

- Burnout and anxiety:

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<td>Anxiety</td>
<td>50.6</td>
<td>42.8</td>
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Power Pose
Your Body Language Shapes Who You Are | Amy Cuddy
TED Talks. https://youtu.be/Ks__Mh1QhMc
What is the opposite of depression and anxiety?

Well-being
Well-being

- Is a real thing
- Has particular elements
- Can be attained
- Can be *learned*

External

BURN-OUT

Internal
External \rightleftharpoons \text{WELL-BEING} \rightleftharpoons \text{Internal}
“Happiness may be an unavoidable side effect of cultivating emotional intelligence. Other side effects may include resilience, optimism, and kindness.”

Mindfulness
Mindfulness

- Paying attention in a particular way: on purpose, in the present moment, and nonjudgmentally.

Mindfulness

- The first component of mindfulness involves the self-regulation of attention so it is maintained on immediate experience.

- The second component involves adopting a particular orientation toward one’s experiences in the present moment, an orientation that is characterized by curiosity, openness, and acceptance.

Mindfulness

How to cultivate

- Formal practice
- Informal practice

Mindfulness

How to cultivate

- Formal practice
  - Meditation
  - Take one breath a day

Mindfulness

How to cultivate

- Informal practice
  - Door handle
  - Other-directed

Empathy
Empathy

- Empathy increases with perceived similarity

Empathy increases with perceived similarity

Create desired mental habits:

- Formal: “Just Like Me” and “Loving Kindness” Meditation
- Every time you see another person, you wish for that person to be happy. Becomes a mental habit.

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I wish for YOU to be happy
I wish for YOU to be happy
I wish for YOU to be happy
I wish for YOU to be happy
I wish for YOU to be happy
Empathy and Kindness

Kindness → Empathy

Empathy and Trust

- Kindness drives empathy
- Empathy helps build trust
- Trust builds relationships and teams

Empathy and Trust

- Kindness drives empathy
- Empathy helps build trust
- Trust builds relationships and teams

Build trust
- Practice giving people the benefit of the doubt
- Trust begets trust

Be Kind
for everyone you meet is involved in a great struggle

Practice giving people the benefit of the doubt
Kindness and Happiness

- Kindness is a sustainable source of happiness

- Kindness exercise:
  1. Find one unexpected and kind thing to do tomorrow and just do it.
  2. Notice what happens to your mood.

When we feel love and kindness toward others, it not only makes others feel loved and cared for, but it helps us also to develop inner happiness and peace.

― Dalai Lama

“Be kind whenever possible. It is always possible.”
Foster Well-being
Foster Well-being

Positive Emotion  Engagement  Positive Relationships  Meaning  Accomplishment

Positive Emotion

- Happiness
- Life satisfaction

Name one good thing that has happened so far today.
Positive Emotion

- Cultivate positive emotions
  - Three good things
  - Gratitude letters

Cultivate positive emotions

Practice forgiveness

Positive Emotion

- Cultivate positive emotions
- Practice forgiveness

Optimism and Hope

Positive Emotion

- Cultivate positive emotions
- Practice forgiveness
- Optimism and hope

Maximizing Happiness is an individual Choice

Maslach & Leiter defined the antithesis of burnout as **Engagement**


Bakker et al. (2014) in [[Burnout and Work Engagement: The JD–R Approach]] makes the same argument as Leiter.
Engagement

- Energy
- Involvement
- Efficacy

Burnout

- Exhaustion
- Cynicism
- Inefficacy


Bakker et al. (2014) in *Burnout and Work Engagement: The JD-R Approach* makes the same argument as Leiter.
Meaning

- Meaning
  - Belonging to and serving something bigger than the self
- Purpose

Why balance?

work  life
How can you find life at work?
How can you make work meaningful?

Take a few minutes to write it on your paper. Let’s discuss if you are comfortable sharing.
End each day with: what-went-well
  - and why

End rounds with WWW
  - or “Something I did well today”

Resilience
Resilience

- the ability of something to return to its original shape after it has been pulled, stretched, pressed, bent, etc.

- the ability to become strong, healthy, or successful again after something bad happens

http://www.merriam-webster.com/dictionary/resilience
Threats to Well-being and Resilience

1. Negativity bias
2. Maladaptive perfectionism
3. Imposter syndrome
   - Creates isolation, decreases accomplishment
   - Can be minimalized
Threats to Well-being and Resilience

1. Negativity bias
2. Maladaptive perfectionism
3. Imposter syndrome
4. Learned helplessness
Well-being and Resilience

Requires

Metacognition and Cognitive restructuring

- Understand threats and minimalize them
- Emotional self-regulation
  - Grocery store line
LEARNING POINTS

- Burnout is bad
- We can prevent burnout
- Happiness is a choice
There are these two young fish swimming along and they happen to meet an older fish swimming the other way, who nods at them and says "Morning, boys. How's the water?" And the two young fish swim on for a bit, and then eventually one of them looks over at the other and goes

"What the hell is water?"

....there are all different kinds of freedom, and the kind that is most precious you will not hear much talked about in the great outside world of winning and achieving and displaying. The really important kind of freedom involves attention, and awareness, and discipline, and effort, and being able truly to care about other people and to sacrifice for them, over and over, in myriad petty little unsexy ways, every day. That is real freedom. The alternative is unconsciousness, the default-setting, the “rat race” — the constant gnawing sense of having had and lost some infinite thing. It is about simple awareness — awareness of what is so real and essential, so hidden in plain sight all around us, that we have to keep reminding ourselves, over and over:

“This is water, this is water.”

https://www.youtube.com/watch?v=IYGaXzJGVAQ