



Burnout in Healthcare Providers

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1

Continuing Education Disclosure

- The speakers do not have any financial relationships with commercial entities to disclose.

This slide set has been peer-reviewed to ensure that there are no conflicts of interest represented in the presentation.

2

Objectives

At the end of this session, participants will be able to:

1. Recognize signs and symptoms of burnout in healthcare providers
2. Identify methods to help prevent burnout
3. List resources for support and mental healthcare

3

What does the term "burnout" mean to you?

Mentimeter

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4

Definition of Burnout:

Burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.

It is characterized by three dimensions:

1. feelings of energy depletion or exhaustion
2. increased mental distance from one's job, or feelings of negativism or cynicism related to one's job
3. reduced professional efficacy

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Burn-out an "occupational phenomenon": International Classification of Diseases (who.int)

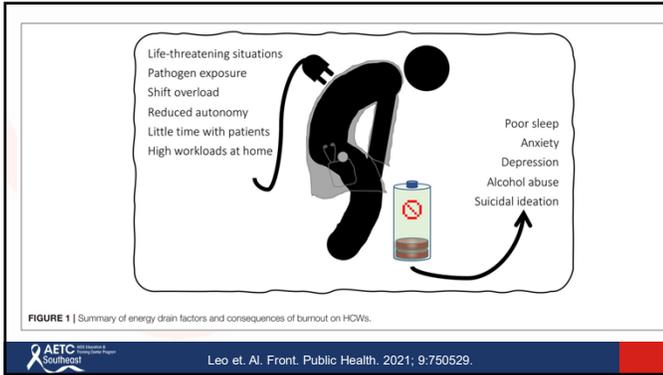
5

Prevalence of Burnout: Pre-COVID

- Over half of physicians in US experience symptoms of burnout, a rate nearly double that of workers in other professions after controlling for hours worked, age, sex, and other factors
- The 2013 Medscape Lifestyle Report found a nationwide burnout rate of 40%, which increased to 51% in 2017
- In a 2001 study, 43% of nurses working at US hospitals experienced symptoms of emotional exhaustion
- In a 2011 study, burnout prevalence was 37% among nurses providing direct patient care in nursing homes, and 33% among hospital nurses

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Reith, TP. Cureus. 2018 Dec; 10(12): e3681

6



7

COVID Effects on Healthcare Workers (HCW)

- Hendrickson *et al* showed:
 - 70% of HCW have symptoms of anxiety and depression
 - 38% have symptoms of post traumatic stress disorder (PTSD)
 - 15% have recent thoughts of suicide or self-harm

Pandemic-related occupational stressors	
Direct	Increased workload Increased hours worked Increased intensity of demands while working Work demands that are outside of usual role or training
	Exposure to suffering Intensity of patient suffering and unexpected deaths Frequency of patient suffering and death, without time to process
	Personal risk Medical risks associated with COVID-19 infection Risk of spreading COVID-19 infection to family members Risk of being unable to meet other role obligations if become ill
Contextual	Efficacy Are risk and sacrifices seen as making a meaningful difference?
	Necessity Are risks and sacrifices seen as unavoidable?
	Valued Are risks and sacrifices experienced as being seen and valued by one's workplace and community?
	Supported Concerns and recommendations are valued and attended to by leadership and the community Leadership and the community provide needed resources, when they are available
	Security Risks to job security or the threat of retaliation from leadership Risks of lost hours or income

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 Hendrickson RC et al. J Gen Intern Med 37 (2): 397-408

8

Why Should We Care About Burnout?

- At an institutional level, burnout results in:
 - Greater job turnover
 - Increased thoughts of quitting among physicians and nurses
 - Decreased workforce efficiency
- Consequently, burnout may contribute to an already impending physician and nursing shortage

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 Reith, TP. Cureus. 2018 Dec; 10(12): e3681

9

Why Should We Care About Burnout?

- Provider burnout is detrimental to patient care:
 - Number of major medical errors by a surgeon is correlated with the surgeon's degree of burnout and likelihood of being involved in a malpractice suit
 - Nurses: higher levels of burnout are associated with higher rates of patient mortality, dissemination of hospital-transmitted infections
 - Decreased patient satisfaction with clinical care
- Contributes to depression, alcohol and substance abuse, difficult home relationships, suicide


Reith, TP. *Cureus*. 2018 Dec; 10(12): e3681

10

Substance Use Disorders (SUDs) in Healthcare Professionals



- Considered an occupational hazard among healthcare providers
- Physicians at greater risk of becoming addicted to narcotics than general public
- Addiction can cause significant distress and impairment in the lives of physicians, their patients, and their loved ones



 Balderson. *Orth Care Med*. 2007; 35(2): S106-116
 Hughes et al. *JAMA*. 1992;267:2333-9.
 Angres et al. *J Addict Dis*. 2003; 22(3):79-87

11

Suicide is the only cause of death where the risk for physicians is higher than for the general public (Torre et al., 2005)

Rates of suicidal ideation among surgeons are twice as high as the general public (Shanafelt, 2011)

Very few physician suicide victims receive mental healthcare before their death (Stuber, 2006)

Suicides among healthcare professionals disproportionately involve alcohol or other substance use (Hawton et al., 2000)

Physician Suicide



12

The Dr. Lorna Breen Health Care Provider Protection Act




- Passed unanimously by Congress, February 2022
- Provides grants to help educate current healthcare professionals and students on evidence-based strategies to reduce burnout and prevent mental and behavioral health conditions
- Funds national campaign to encourage physicians and other health professionals to seek support and treatment for mental health and behavioral health concerns
- Funds a comprehensive, three-year study to examine mental health and burnout among doctors and other health professionals

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13

Resources

Physician Support Line

- 1-888-409-0141, 7 days a week, 8 am -1 am ET

Don't Clock Out

- <https://www.crisistextline.org/>

National Suicide Prevention Lifeline

- 1-800-273-8255
- En Español: 1-888-628-9454
- Deaf and Hard of Hearing: 1-800-799-4889

Crisis Text Line

- Text HOME to 741741
- <https://www.crisistextline.org/>

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14

Address Stigma

- Recognize that, for many, there is significant shame around seeking mental health care
- Discuss mental health care on par with other medical care
- Share stories about individuals who benefitted from treatment (particularly any personal experiences)
- Reassure colleagues about the benefits of seeking help early

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15

External Factors Contributing to Burnout

- High demands at work
- Problems of leadership and collaboration
- Time pressure
- Lack of autonomy
- Bad atmosphere at work/bullying
- Lack of resources (personnel, funding)
- Poor teamwork
- Lack of positive feedback
- Lack of perceived opportunities for promotion
- Problematic institutional rules and structures
- Administrative constraints
- Poor work organization



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16

Internal Factors Contributing to Burnout

- High/idealistic self-expectations
- Perfectionism
- Strong need for recognition
- People pleaser
- Suppressing own needs
- Feeling irreplaceable
- Work as only meaningful activity
- Work as a substitute for social life

THE KEY DRIVERS OF BURNOUT

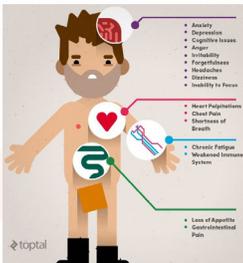


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17

Signs/Symptoms of HCW Distress

- Changes in appearance
- Physical symptoms
- Cognitive symptoms
- Behavioral problems



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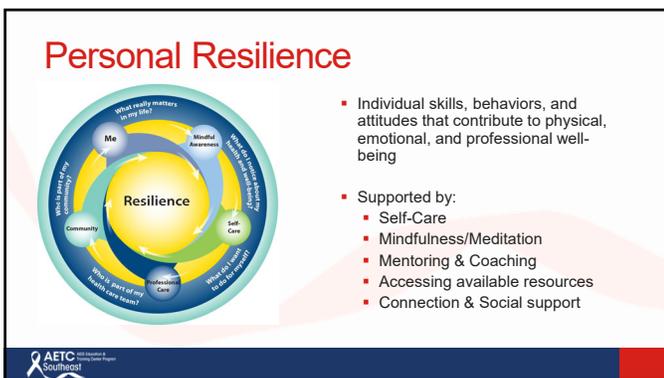
18



19



20



21

Try To Prioritize Self Care

-  Adequate sleep (7-9 hours/night)
-  Eat nutritious foods (at least 3x per day)
-  Physical activity (20-30 minutes- in smaller chunks is okay)
-  Daily pleasant activities (try to get outside!)
-  Connection (check in with family, friends, and colleagues)

 Courtesy of Dr. Lisa Merlo, Director of Wellness Programs, UF College of Medicine

22

What do you do to cultivate personal resilience?

- Mentimeter

 Courtesy of Dr. Lisa Merlo, Director of Wellness Programs, UF College of Medicine

23

Efficiency of Process

- Workplace systems, processes, and practices that promote safety, quality, effectiveness, positive patient, trainee, and colleague interactions, and work-life balance.
- Major components include:
 - Meetings
 - Email, phone calls, inbox
 - Staff support/turnover
 - Technology and technical support
 - Electronic medical record
 - Telehealth
 - Zoom



 Courtesy of Dr. Lisa Merlo, Director of Wellness Programs, UF College of Medicine

24

What can you do to improve efficiency of process in your workplace?

- Mentimeter



25

Culture of Wellness

- Organizational values and actions that promote personal and professional growth, self-care, and compassion for ourselves, our colleagues, our trainees, and our patients.
- NOT just a bunch of people doing Personal Resilience!



26

Fostering Community

- Loneliness is a key contributor to health problems and premature death
- Social support protects against the negative effects of stress

"Inside Scoop" (from Surgeon General Vivek Murthy, MD)

- Within your team, dedicate 5 minutes at weekly/monthly meetings to build community
- Take turns sharing a few photos of your life outside of work
- Or have everyone share "one thing no one at work knows about you"



TED Talk: https://www.ted.com/talks/kelly_mconigal_how_to_make_stress_your_friend?language=en#t-852514



27

Appreciation

- Gratitude is a very effective prevention against depression/burnout
 - Feeling appreciated contributes to job satisfaction
- Express appreciation to others (you and they will both benefit!):
 - Thank-you notes, emails, text messages
 - Appreciation board



“3 Good Things”: (from J. Bryan Sexton, PhD)

- Keep a nightly journal of 3 good things that happened each day
- Make note of your role in making it happen
- Just before bed for 14 days



28

Meaning in Work

- Focus on finding meaning in work to increase fulfillment
- *Awe is one of the first positive emotions to fade with burnout*

“Something Awesome”: (from Read Pierce, MD)

- Ask colleagues to share an awe-inspiring event that occurred in the last week at work
- Ask trainees to reflect on whose life, specifically, was improved because each of you went to work today
- (Or do these things on your own!)




29

Culture of Compassion

- Replacing a problematic individual with an adequate individual has a more profound effect on the workplace culture than replacing an adequate individual with an exceptional individual

“Perspective-Taking” (from Amir Erez, PhD)

- Practice considering what others might be going through to “inoculate yourself against rudeness”
 - Hospital patients are, by definition, having a bad day
 - Trainees are often feeling overwhelmed by their workload

-  **Don't judge.** Accept that everyone is coming from a different place and has their own story. It may not be like yours and that doesn't make it any better or worse.
-  **Model struggle.** Show others that it's OK to struggle. Let everyone see the trials and strife you've had to go through in order to succeed.
-  **Respond with care.** When someone is stuck or in trouble, respond with care. Offer help, and most of all, demonstrate that you care for them as a person no matter what kind of help they need.
-  **Emotional health and well-being is most important.** Help everyone to maintain their well-being despite all other obstacles. Plan for it, and make emotional health and well-being a top priority.
-  **Schedule a check-in!** Take time each day to simply check in with others and ask a simple question: *Are you OK?* If someone is not, help them get what they need to help them reach a level of OK-ness!



<https://fourclockfaculty.com/2021/11/compassion-culture>

30

Peer Support

- Physicians and other high achievers tend to have difficulty identifying/admitting when they are struggling
- Traditional message = Individuals need to "suck it up"
 - Growing recognition that we are all in this together – supporting one another makes the environment better for all

"Buddy System": (from Jay Lynch, MD)

Important to receive objective feedback

- Identify a colleague whom you trust
- Agree to look out for one another
- Give permission to provide/accept honest feedback if you "aren't yourself"
- Encourage one another to seek help, as needed, to stay well




31

How do you promote a culture of wellness in your workplace?

- Mentimeter



32

Support:

- Intervention Project for Nurses (IPN): Provide support and monitoring to nurses with impairing conditions such as substance use disorders, psychiatric and physical conditions
 - 1-800-840-2720
- Professionals ResourceNetwork (PRN): Confidential referral of practitioners who may be impaired by reason of substance abuse or dependence, psychiatric illness or physical illness
 - 1-800-888-8PRN (1-800-888-8776)



33

Take Home Points

- Healthcare providers are at increased risk for burnout and other mental health concerns
- Some contributors/detractors to wellness are outside our personal control, but all of us can take steps to support one another and to improve the culture of wellness at work
- Reaching out to a colleague in distress is not intrusive, it is caring
- Like a professional athlete seeking coaching, accessing professional mental healthcare will help you function at your best (at work and at home)
- Identify resources in your workplace to help facilitate a culture of wellness



34

Thank You

- Lisa Merlo Greene, Ph.D., M.P.E.
Director of Wellness Programs
UF College of Medicine



35

Action Item	Description
<p>These are non-normal times: adjust expectations.</p> 	<p>Give clinicians more flexibility and autonomy, for example:</p> <ul style="list-style-type: none"> • Use crisis documentation protocols • Partner with legal compliance and IT to identify documentation that can be paused or eliminated • Adjust quality and patient experience goals
<p>Get rid of stupid stuff.</p> 	<p>Partner with clinicians to identify and remove low-value work through a rapid improvement process, for example:</p> <ul style="list-style-type: none"> • Reduce EHR clicks for common workflows • Minimize text notifications • Eliminate unnecessary mandatory training requirements
<p>Get frontline teams the help they need, for example:</p> 	<ul style="list-style-type: none"> • Send executives to the bedside • Consider voluntary redeployment for non-clinical staff to the frontlines • Create new types of jobs to fill care needs • Train and speed train, LMS, and LMS
<p>Designate a well-being executive.</p> 	<p>Appoint one person with operational authority to oversee and align all clinician well-being efforts, for example:</p> <ul style="list-style-type: none"> • Appoint a system chief wellness officer • Assign a senior leader on a short-term basis until long-term resources are identified • Align well-being work with diversity, equity, and inclusion efforts
<p>EAP is not enough! Do more.</p> 	<p>Ensure adequate mental healthcare by implementing the foundational THREE:</p> <ul style="list-style-type: none"> • Provide quality mental health counseling • Stand up a peer-support program • Offer psychosocial first aid training for all people leaders

36

Below are resources leaders can use to target or reduce each Action Item.

Action Item	Resources
These are non-normal times. adjust expectations.	<p>HHS Topic Collection: COVID-19 Crisis Standards of Care Resources https://www.hhs.gov/coronavirus/health-care/standards-of-care/</p> <p>Perm Medicine: Clinical Practice Guideline Manual https://www.permmedicine.com/2020/03/24/clinical-practice-guideline-manual/</p>
Get rid of stupid stuff.	<p>AMA STEPS Forward: Getting Rid of Stupid Stuff https://www.ama-assn.org/practicing/your-practice/AMA-Steps-Forward/2020/04/23-getting-rid-of-stupid-stuff</p> <p>BE: Break the Rules for Better Care https://www.bettercareinstitute.org/2020/04/23/break-the-rules-for-better-care/</p>
Get radical to shore up staffing.	<p>AMA STEPS Forward: Team-Based Care https://www.ama-assn.org/practicing/your-practice/AMA-Steps-Forward/2020/04/23-team-based-care</p> <p>SHRM: Flexible Work Options in Health Care Can Result in a Win-Win https://www.shrm.com/hr-trends/trends-and-news/pages/flexible-work-options-in-health-care-can-result-in-a-win-win.aspx</p> <p>AHA: Earn While You Learn: Innovation During a Pandemic https://www.aha.org/2020/04/23/aha-earn-while-you-learn-innovation-during-a-pandemic</p>
Designate a well-being executive.	<p>AMA STEPS Forward: Establishing a Chief Wellness Officer Position https://www.ama-assn.org/practicing/your-practice/AMA-Steps-Forward/2020/04/23-establishing-a-chief-wellness-officer-position</p> <p>ACP Internist: A call to action: Align well-being and infection strategies https://www.acponline.org/2020/04/23/a-call-to-action-align-well-being-and-infection-strategies</p>
EAP is not enough! Do more.	<p>AMA STEPS Forward: Peer Support Programs for Physicians https://www.ama-assn.org/practicing/your-practice/AMA-Steps-Forward/2020/04/23-peer-support-programs-for-physicians</p> <p>CSTS: Psychological First Aid: How You Can Support Well-Being in Disaster Victims https://www.csts.org/2020/04/23/psychological-first-aid-how-you-can-support-well-being-in-disaster-victims</p>

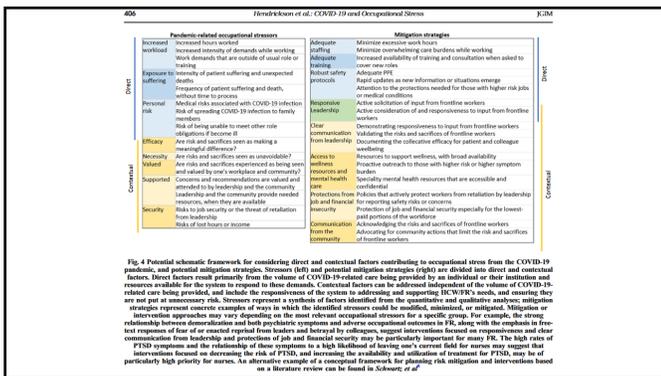
37

Table. High-Yield COVID-19-Specific Resources for Health Care Workers*

Resource (Reference)	Target Level	Description	Source†
Physician Support Line (42)	Individual (free for physicians)	Confidential support line made up of volunteer physicians	www.physiciansupportline.com
National Suicide Prevention Hotline (43)	Individual	24/7 free and confidential support for those in distress	https://www.suicidepreventionlifeline.org/1800-273-8255
Crisis Text Line (44)	Individual	24/7 free and confidential support via secure online platform	CrisisTextLine.org (text: 43748)
HeadSpace (44)	Individual (free for health care workers)	Web-based mindfulness app for stress and anxiety	www.headspace.com/health-covid-19
ACGME AWARE Resources (45)	Individual and organizational	Video workshops, podcasts, and web-based applications to promote GME well-being	www.acgme.org/What-We-Do/Initiatives/Physician-Well-Being/AWARE-Well-Being-Resources
National Academy of Medicine (46)	Individual, organizational, and societal	Resource to support clinicians during COVID-19 Links to digital health, governmental, and medical society recommendations	https://www.nam.edu/clinician-resilience-and-well-being/clinician-well-being-resources-during-covid-19
Centers for Disease Control and Prevention (47)	Individual, organizational, and societal	Resource for first responders and health care facilities Links to national hotlines for crisis support and resources for coping with stress and building resilience	https://www.cdc.gov/emergency-preparedness-response-recovery/2019-recognition-of-occupational-health-care-workers.html
Center for the Study of Traumatic Stress (48)	Individual and organizational	Resource library with material targeted for health care workers, leaders, and families Full-length, podcast, articles, booklets, chapters, webinars, psychological first aid materials, and self-guides	www.csttrauma.org/resources https://www.csttrauma.org/resources-and-emerging-research-on-outbreak-response
Intensive Care Society, (United Kingdom) (49)	Organizational	Well-being resource library Treats resources for staff education on self-care and well-being	www.icarsociety.org/Wellbeing/ICSWellbeing-app

Schwartz et al. Ann Intern Med. 2020;173:981-988

38



39