



Burnout & Building Resilience in the Emergency Medicine Community

Kimberly Roaten, PhD, CRC
Associate Professor – Department of Psychiatry




No relevant financial relationships to disclose.



Learning Objectives

- Describe potential signs/symptoms of burnout
- Discuss potential consequences of burnout
- Define resilience
- Identify evidence-based strategies to reduce burnout and enhance resilience



2

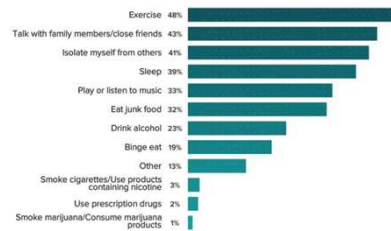
Burnout - Sequelae

- Increased interpersonal conflict
- Substance use
- Poor quality of life
- Increased medical errors
- Lower rates of patient satisfaction
- Decreased patient adherence
- More likely to reduce clinical schedules, reduce # of patients in practice, or retire
- Shortage of 90,000 physicians by 2025
- \$500,000-\$1,000,000 to replace



Burnout - Sequelae

How Do Physicians Cope With Burnout?



Medscape National Physician Burnout, Depression & Suicide Report 2019. Medscape. <https://www.medscape.com/slideshow/2019-lifestyle-burnout-depression-6011056>. Published 2019.

Burnout - Causes

- Increasing clerical burden – turns out, not so “meaningful”
 - Documentation time 2x clinical (billable) time
- Loss of autonomy
- Working too many hours
- Taking night or weekend call
- Performing work-related tasks at home
- Work-home conflict
- Certain specialties: emergency medicine, general internal medicine and neurology
- Working in a private practice
- Incentive pay
- Career that does not fit what is personally meaningful

Resilience

▪ “The process of, capacity for, or outcome of successful adaptation despite challenging or threatening circumstances” (Masten, Best, & Garmezy, 1990, p. 426)

▪ “The capacity of individuals to cope successfully with significant change, adversity or risk” (Lee & Cranford, 2008)

▪ 2 core concepts: 1) Adversity and 2) Adaptation

▪ Resilience is ordinary, not extraordinary

Individual Solutions

▪ Capacity to make realistic plans and take steps to carry them out

▪ Positive view of self and confidence in strengths and abilities.

▪ Skills in communication and problem solving

▪ Capacity to manage strong feelings and impulses

▪ mindfulness based strategies
– attention to experience

▪ communication skills training

▪ cognitive-behavioral techniques

▪ limit setting



#scribesnotcookies

Organizational Solutions

1. **Acknowledge and assess the problem**
2. **Use the power of leadership**
 - develop, prepare, and equip individuals for leadership roles
 - regularly assess leadership performance – not just organization metrics
3. **Develop and implement targeted interventions**
 - transition away from generalities and focus on the specific issue(s) in work units
4. **Create a work community**
 - peer support
 - common physical environments with amenities that matter
5. **Use rewards and incentives wisely**
 - incorporate measure in addition to productivity – patient satisfaction, quality measures
 - consider incentives other than money – increased protected time/flexibility

Shanafelt TD, Noseworthy JH. Executive leadership and physician well-being: nine organizational strategies to promote engagement and reduce burnout. Mayo Clin Proc. 2017;92:129–146. doi:10.1016/j.mayocp.2016.10.004

UTSouthwestern
Medical Center

Organizational Solutions

- Align values and strengthen culture**
 - assess whether or not values and actions are aligned
 - tie changes in strategy/practice back to the mission
- Promote flexibility and work-life balance**
 - allow for adjustments in schedule and work effort
 - examine structure for coverage of life events
 - Stanford model of “time banking”
- Provide resources to promote resilience and self-care**
 - provide objective data allowing for comparison of individual well-being to national averages
 - info about work-life integration, exercise/fitness, sleep, diet, relationships, and preventive care
- Facilitate and fund organizational science**

Shanafelt TD, Noseworthy JH. Executive leadership and physician well-being: nine organizational strategies to promote engagement and reduce burnout. Mayo Clin Proc. 2017;92:129–146. doi:10.1016/j.mayocp.2016.10.004

UTSouthwestern
Medical Center

Organizational Solutions

- Align values and strengthen culture**
 - assess whether or not values and actions are aligned
 - tie changes in strategy/practice back to the mission
- Promote flexibility and work-life balance**
 - allow for adjustments in schedule and work effort
 - examine structure for coverage of life events
 - Stanford model of “time banking”
- Provide resources to promote resilience and self-care**
 - provide objective data allowing for comparison of individual well-being to national averages
 - info about work-life integration, exercise/fitness, sleep, diet, relationships, and preventive care
- Facilitate and fund organizational science**

Shanafelt TD, Noseworthy JH. Executive leadership and physician well-being: nine organizational strategies to promote engagement and reduce burnout. Mayo Clin Proc. 2017;92:129–146. doi:10.1016/j.mayocp.2016.10.004

UTSouthwestern
Medical Center

Our Path Toward Wellness

- Large campus with >2,500 full-time faculty
- 5 hospitals
- Numerous initiatives targeting burnout and wellness with limited cohesion
- Newly created Dean of Faculty Wellness

Take Home Messages

- Burnout is prevalent and has negative consequences for healthcare providers and our patients
- Enhancing resilience is one strategy for reducing burnout
- Efforts to reduce burnout must focus on both the individual and the organization
- Effective organizational interventions must use a multi-faceted approach to identify and solve contributors to burnout

Kimberly.Roaten@UTSouthwestern.edu
