Burnout in Healthcare

Care Transformation Collaborative of Rhode Island

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Overview

• Understanding burnout in the healthcare setting

• Applying principles of burnout to how medical care teams' function

• Coping with burnout
**STRESS CURVE**

**PERFORMANCE**
- too little stress (underload)
- optimum stress
- too much stress (overload)
- burn-out

**STRESS LEVEL**
- laid back
- inactive
- fatigue
- exhaustion
- anxiety/panic/anger
- breakdown

Citation: Yerkes-Dodson Law
Toll of burnout

• 50% of US physicians (at minimum) are experiencing professional burnout with burnout defined as, a syndrome characterized by exhaustion, cynicism, and reduced effectiveness. (Mayo Clinic, 2017)

• Recent physician study described the relationship between clinician’s actual turnover and burnout, finding physicians and advanced practice providers to be 1.5 times more likely to turnover when they had high burnout (Willard-Grace et al., 2019).

• Studies confirm that up to one third of nurses leave their position in the first one to two years of employment (Unruh & Zhang, 2014)

• Burnout continues to be a persistent and concerning problem for the nursing workforce, with more than half of our sample experiencing moderate burnout and 28% experiencing high burnout (Kelly et al, 2021)
What is burnout?

• Burnout is a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job.

• 3 Dimensions of burnout
  • Exhaustion
  • Depersonalization/Cynicism
  • Reduced Personal Accomplishment

Citation: Maslach & Leiter, 2016
ENTER GLOBAL PANDEMIC

• Reconceptualizing key assumptions held on public health, how and where we work and questions whether…

WORK IS A KEY SOCIAL DETERMINANT OF POPULATION HEALTH AND WELLBEING
Exhaustion

- Wearing out
- Loss of energy
- Depletion
- Debilitation
- Fatigue

Citation: Maslach & Leiter, 2016
Depersonalization/Cynicism

• Negative or inappropriate attitudes towards patients
• Irritability
• Loss of idealism
• Withdrawal

Citation: Maslach & Leiter, 2016
Reduced Personal Accomplishment

• Reduced productivity or capability
• Low morale
• Inability to cope

Citation: Maslach & Leiter, 2016
What Burnout is not

• The fault of the person experiencing it
• Able to fixed alone by the person experiencing it through a wellness program
• Synonymous with Depression but can lead to mental health issues
Drivers Associated with Burnout

Primary drivers of burnout are systemic and characterized by the following:

a) Workload and job demands
b) Efficiency and resources
c) Meaning in work
d) Culture and values
e) Control and flexibility
f) Social support and community at work
g) Work-life integration

Citation: Mayo Clinic, 2017
Behaviors Associated with Burnout

- Calling out of work more frequently
- Not wanting to come to work
- Feeling sicker without concrete symptoms
- Irritability with co-workers
- Pessimism
- Decreased involvement in work activities or social activities outside of work
Mindfulness Exercise
5 minutes
How to cope with burnout

1. Acknowledge there is burnout
2. Identify which drivers and behaviors are in play
3. Create an action plan that is connected to each driver and behavior that you can control
4. Ask for help from trusted source(s).
Resilience

Findings describe encouraging resilience building factors, such as fostering intent to stay in one’s position (organizational commitment) and supporting professional membership organization. (Kelly et al, 2021)

Studies continue to support the need to create healthy work environments, especially for those more vulnerable to burnout, specifically, younger, female nurses who work the day shift. (Kelly et al, 2021)

Nurses’ lack of resilience can be a predictor of burnout, however, we do not find a lack of resilience to be a factor in turnover...resilience building is a necessary component of preventing burnout, but once high burnout occurs turnover is a likely outcome. (Kelly et al, 2021)
Engagement

Engagement is the positive antithesis of burnout and is characterized by vigor, dedication and absorption in work. (Mayo Clinic, 2017)
How can you support others

• Know how to spot the red flags
  • Exhaustion
  • Cynicism
  • Inefficiency

• Approach with validation, care and openness to help
  • Work Acquaintance
  • Team Member
  • Close colleague

• Note: Distinguishing between Depression Vs Burnout
  • Depression: May or may not have identifiable cause
  • Burnout: Cause is connected to work and once cause resolved, improvements occur
  • Burnout Denial Approaches
Resilience Resources

- **Prospect EAP**: Unum’s 24/7 Confidential
  - 1.800.854.1446 (English)/877.858.2147 (Spanish)/800.999.3004 (TTY / TDD)
  - lifebalance.net (LifeWorks Mobile App) (User ID and Password: lifebalance)
    - [https://docs.google.com/document/d/1uZalcn01s53X8FlI_fBlkKU6F9dMzyVLHTJbXgCHp8/edit?usp=sharing](https://docs.google.com/document/d/1uZalcn01s53X8FlI_fBlkKU6F9dMzyVLHTJbXgCHp8/edit?usp=sharing)
- **Mindfulness**: Free 8-week Mindfulness-Based Stress Reduction online
  - [https://palousemindfulness.com/index.html](https://palousemindfulness.com/index.html)
- Five free mindfulness apps
  - [https://www.mindful.org/free-mindfulness-apps-worthy-of-your-attention/](https://www.mindful.org/free-mindfulness-apps-worthy-of-your-attention/)
- **Brown Center for Mindfulness**: Offers free daily Zoom/Telephone Mindfulness as well as many other structured offerings
Golden nuggets
References


