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ADVANCING INTEGRATED HEALTHCARE

# Burnout in Healthcare

*Care Transformation Collaborative of Rhode Island*

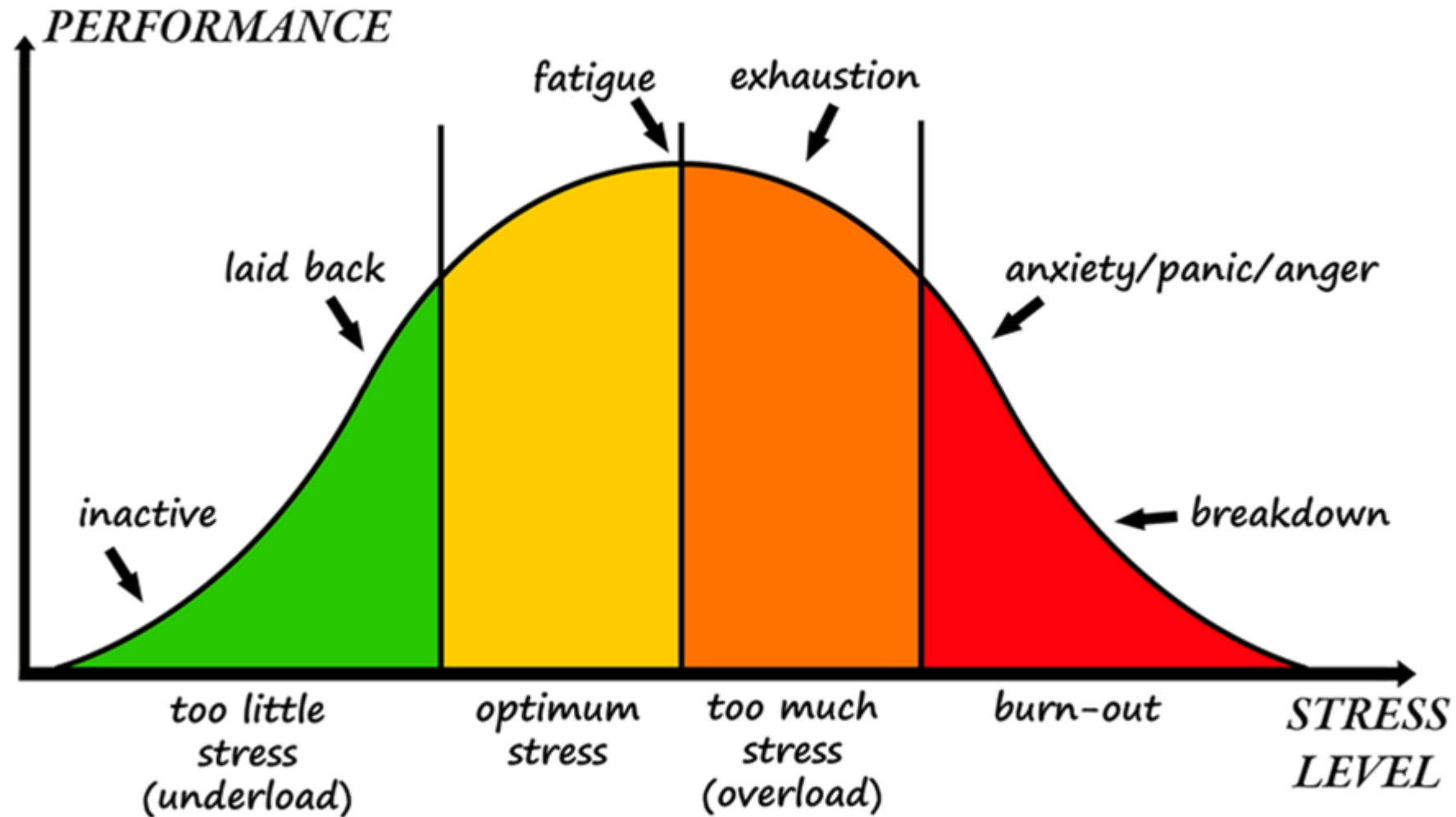
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# Overview

- Understanding burnout in the healthcare setting
- Applying principles of burnout to how medical care teams' function
- Coping with burnout

## STRESS CURVE



# 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

# ENTER GLOBAL PANDEMIC

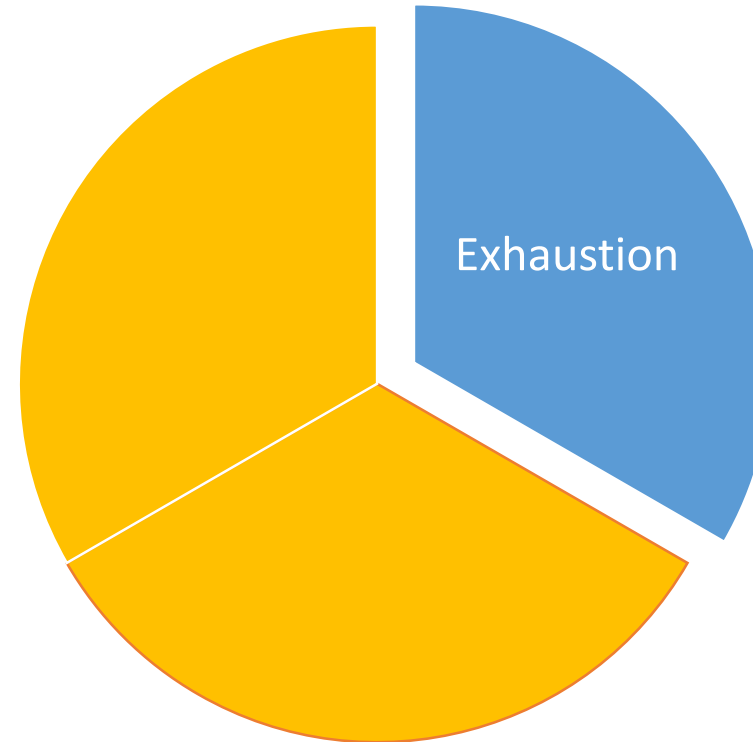
- Reconceptualizing key assumptions held on public health, how and where we work and questions whether...

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



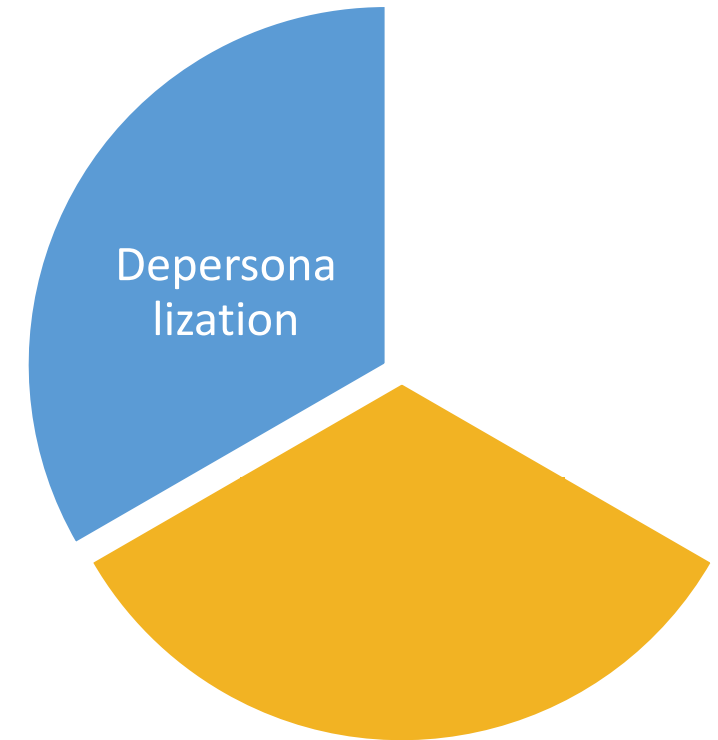
# Exhaustion

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



# Depersonalization/Cynicism

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





# Reduced Personal Accomplishment

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



## 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



# 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)

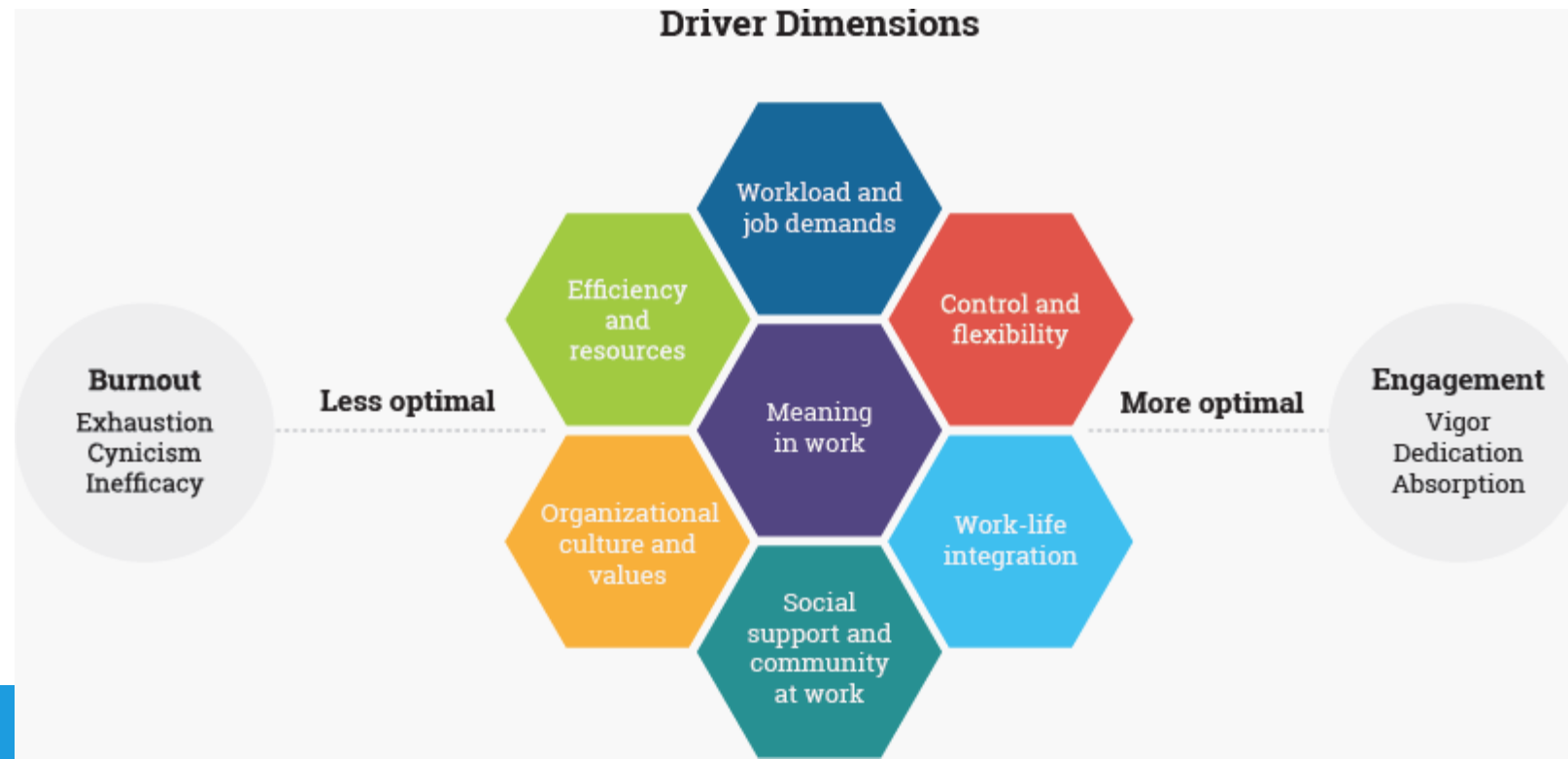
Studies continue to support the need to create healthy work environments, especially for those **more vulnerable to burnout**, specifically, **younger, female nurses who work the day shift**. (Kelly et al, 2021)

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\\_fLbIkKU6F9dMzyVLHTJbXgCHp8/edit?usp=sharing](https://docs.google.com/document/d/1uZalcn01s53X8Fli_fLbIkKU6F9dMzyVLHTJbXgCHp8/edit?usp=sharing)
- **Mindfulness:** Free 8-week Mindfulness-Based Stress Reduction online

<https://palousemindfulness.com/index.html>

  - Five free **mindfulness apps**

<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

<https://www.brown.edu/public-health/mindfulness/class/three-community-mindfulness-meditation-sessions-available-zoom-and-telephone>

# Golden nuggets



# References

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Unruh, L. Y., & Zhang, N. J. (2014). Newly licensed registered nurse job turnover and turnover intent. *Journal for Nurses in Professional Development*, 30, 220–230. <https://doi.org/10.1097/NND.0000000000000079>.

Willard-Grace, R., Knox, M., Huang, B., Hammer, H., Kivlahan, C., & Grumbach, K. (2019). Burnout and health care workforce turnover. *Annals of Family Medicine*, 17(1), 36–41. <https://doi.org/10.1370/afm.2338>.