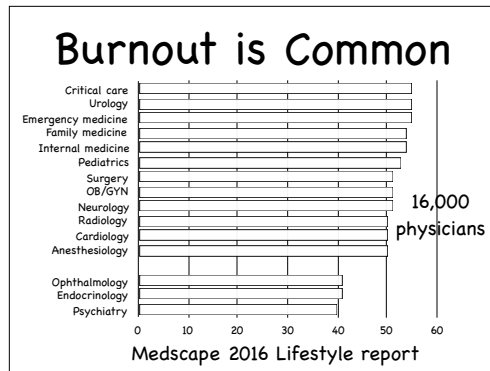


Physician Engagement

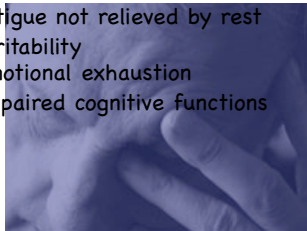
Avoiding Burnout



Symptoms of Burnout

Early

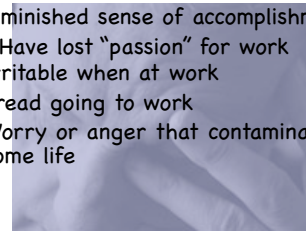
- ⊗ Fatigue not relieved by rest
- ⊗ Irritability
- ⊗ Emotional exhaustion
- ⊗ Impaired cognitive functions



Symptoms of Burnout

Mid

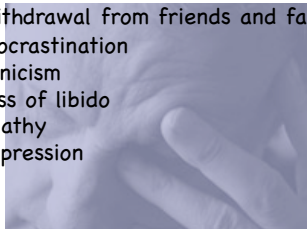
- ⊗ Diminished sense of accomplishment
- ⊗ Have lost "passion" for work
- ⊗ Irritable when at work
- ⊗ Dread going to work
- ⊗ Worry or anger that contaminates home life



Symptoms of Burnout

Late

- ⊗ Withdrawal from friends and family
- ⊗ Procrastination
- ⊗ Cynicism
- ⊗ Loss of libido
- ⊗ Apathy
- ⊗ Depression



Burned Out?

- ⊗ Standard: Maslach Burnout Inventory (MBI)
- ⊗ 22 Questions
- ⊗ Licensed (fee)
- ⊗ Requires qualified interpretation



Burned Out?

- ⊗ Anhedonia?
- ⊗ Cynicism?
- ⊗ Work affecting family?
- ⊗ Dread going to work?
- ⊗ Easily annoyed?
- ⊗ Envy those who are happy?
- ⊗ Don't care about performance?
- ⊗ Fatigue / low energy?
- ⊗ Bored?
- ⊗ Depressed before work week?

Things to Look For

- ⊗ Interpersonal distress
- ⊗ Increasing conflict with others
- ⊗ Temper outbursts
- ⊗ Passive-aggressive behaviors
 - ⊗ Slow response to pages
 - ⊗ Skipping meetings
 - ⊗ Don't complete records



Things to Look For

- ⦿ Interpersonal distress
 - ⦿ Increasing conflict with others
 - ⦿ Temper outbursts
 - ⦿ Passive-aggressive behaviors
 - ⦿ Needless competitive behaviors
 - ⦿ Hoarding referrals
 - ⦿ Gossiping about colleagues
 - ⦿ Embarrassing colleagues in public



Causes of Burnout

- ⦿ Fatigue
- ⦿ Stress
- ⦿ Overwork / overcommitment
- ⦿ Under appreciation
- ⦿ Loss of control
- ⦿ Loss of focus
- ⦿ Sense of failure

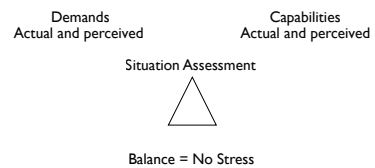


A Big Difference

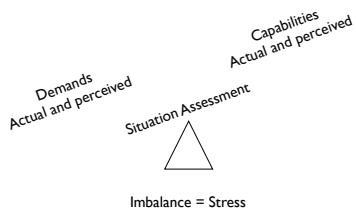
- ⦿ Burnout is a complex reaction to ongoing stress
- ⦿ Includes emotional exhaustion and negative attitudes



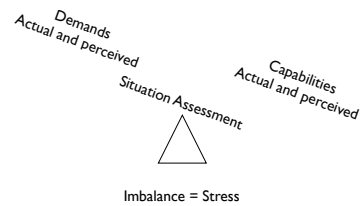
Maintaining Balance



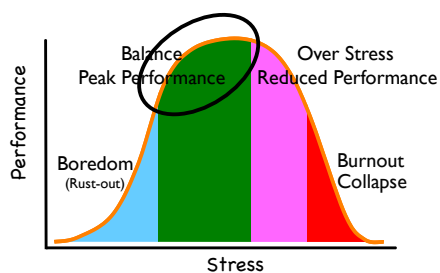
Maintaining Balance



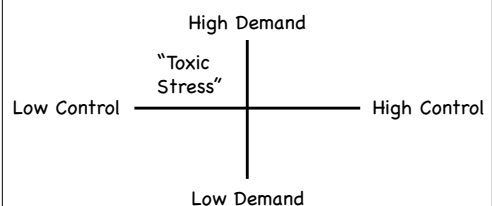
Maintaining Balance



Optimizing Stress



Toxic Stress



Stress Management

- ⌚ Alter it
 - ⌚ Problem solving
 - ⌚ Direct communication
 - ⌚ Time management
- ⌚ Avoid it
 - ⌚ Delegate
 - ⌚ Walk away
 - ⌚ Know your limits
- ⌚ Accept it
 - ⌚ Build resistance
 - ⌚ Change your perceptions



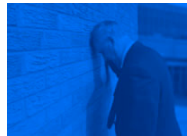
Stress Management

- ⌚ Reduce effects
 - ⌚ Rest and relaxation
 - ⌚ Health and fitness
 - ⌚ Personal coping strategies
 - ⌚ Social support
- ⌚ Deal with sources
 - ⌚ Be realistic, establish priorities
 - ⌚ Time management
 - ⌚ Lobby for change
 - ⌚ Assertiveness



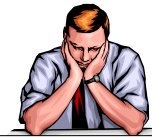
Stress Management

- ⌚ Improve attitude
 - ⌚ Look for good
 - ⌚ Highlight the positive
 - ⌚ Reflect and take control



Obstacles

- ⌚ Holding onto perfectionism
- ⌚ Isolation
- ⌚ Overcommitment
- ⌚ Undiagnosed addictions
- ⌚ Financial overextension



Ways to Engage

- ⌚ Recommend 'mini-breaks'
 - ⌚ 10 minutes
 - ⌚ Relax
 - ⌚ Close eyes
 - ⌚ Sing
 - ⌚ Laugh
 - ⌚ Exercise*

*Shanafelt TD, et al. Ann Surg. 2012 Apr;255(4):625-33.



Ways to Engage

- ⌚ Recommend 'mini-breaks'
- ⌚ Separate work and home
- ⌚ Encourage a break before leaving work
- ⌚ Don't take home 'baggage'
- ⌚ Minimize or eliminate 'homework'



Ways to Engage

- ⌚ Recommend 'mini-breaks'
- ⌚ Separate work and home
- ⌚ Suggest help with tasks (home and work)
 - ⌚ Share tasks at work
 - ⌚ Share home 'chores'
 - ⌚ Get carry out



Ways to Engage

- ⌚ Recommend 'mini-breaks'
- ⌚ Separate work and home
- ⌚ Suggest help with tasks (home and work)
- ⌚ Encourage realistic goals (home and work)
- ⌚ Don't expect or demand more than possible



Ways to Engage

- ⌚ Recommend 'mini-breaks'
- ⌚ Separate work and home
- ⌚ Suggest help with tasks (home and work)
- ⌚ Encourage realistic goals (home and work)
- ⌚ Set priorities
 - ⌚ Some tasks may have to wait



Ways to Engage

- ⌚ Recommend 'mini-breaks'
- ⌚ Separate work and home
- ⌚ Suggest help with tasks (home and work)
- ⌚ Encourage realistic goals (home and work)
- ⌚ Set priorities
- ⌚ Pay themselves
 - ⌚ Hobbies and things that give them pleasure



Ways to Avoid

- ⌚ Recommend 'mini-breaks'
- ⌚ Separate work and home
- ⌚ Suggest help with tasks (home and work)
- ⌚ Encourage realistic goals (home and work)
- ⌚ Set priorities
- ⌚ Pay themselves
- ⌚ Encourage fun



Encourage Fun

- ⌚ Create a "TED" day at Grand Rounds
- ⌚ Themed case presentations
- ⌚ Have "hug" days
- ⌚ Have a scrub cap competition
- ⌚ Make up a team song
- ⌚ Random acts of kindness
- ⌚ Winter picnic in the lounge



Ways to Engage

- ⌚ Help them find their 'cheese'
 - ⌚ Playing with babies
 - ⌚ Rounding on post-operative patients
 - ⌚ Teaching/Mentoring
 - ⌚ Sharing with friends
 - ⌚ Division activities
 - ⌚ ...

