Physician Wellness:

Avoiding Burnout, Finding Balance

Priya Bansal, MD, FAAAAI and Michael Rupp, MD, FAAAAI

AIM TOWARDS THE FUTURE: Choose Your Path To Success AAAAI Practice Management Workshop, July 20-22, 2018



Physician Burnout:

How Big a Problem

AKA Why Do We Care



Definition of Burnout

- The Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1981a) is the most commonly used instrument for measuring burnout
 - MBI captures three dimensions of **burnout**:
 - · emotional exhaustion
 - depersonalization
 - · personal accomplishment
- Burnout, is a physical or mental collapse caused by overwork or stress *
- The psychiatric definition is an exceptionally mediated jobrelated dysphoric and dysfunctional state in an individual without major psychopathology*
 - *The Very Serious Issue of Physician Burnout Medscape Nov 29, 2012

AIM TOWARDS THE FUTURE: Choose Your Path To Success AAAAI Practice Management Workshop, July 20-22, 2018



What is the Result of Unaddressed Burnout

- Suicide among physicians occurs at a higher rate than any other profession
 - Worse than lawyers or dentists
- <u>Physician suicide occurs at more than twice the</u> rate of the general population!!
- It affects the quality of care we provide our patients



Is Burnout Depression?

- There is likely a continuum from stressor to depressor to depression*
- There are some semantic arguments among experts and to whether they are separate and distinct entities or overlapping**
- Remember previous definition includes no major psycopathology
- Severe burnout has an odds ratio for depression of 92.78*
 - *Priviteri, M. Medscape. 5/2018
 - **Schonfeld, I. Medscape. 7/2018

AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018



Why Does Burnout Occur

- There is a dynamic between:
 - Power: are you powerful, empowered or powerless
 - Purpose: Are we takers or givers i.e., is the world all about you or all about others
 - The interaction of these factors leads to one of four mindsets:
 - A Thriver: I have the power to make a difference and I will be a giver
 - A Victim: I have no power and I need to look out for myself
 - A Controller: I have the power and will make others suffer by being a taker
 - A Bystander: I don't have any power and I wish there was something I could do

AIM TOWARDS THE FUTURE: Choose Your Path To Success

AAAAI Practice Management Workshop, July 20-22, 2018

Additional Contributors to Burnout

- High debt in graduating physicians
 - Average debt now approximately \$250,000
- Toxic training environments
- Stigma of admitting to mental illness
- Not knowing where to go for help
- Long Term Job Satisfaction Requires
 - 1. Autonomy—This is under assault!
 - · Some organizations even mandate wellness training
 - 2. Mastery
 - 3. Purpose

AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018



Key Statistics

- Medscape's Physician Lifestyle Report 2017
 - Percentages ranged from 42% of psychiatrists to 59% of ER doctors
 - A/I physicians reported 43% were burned out but n was low
- Medscape's 2018 Report on Burnout and Depression
 - · 42% of all physicians identified burnout
 - 3% reported severe or clinical depression
 - 12% reported colloquial depression (feeling down)
 - 44% of A/I physicians reported burnout
 - 13% of A/I doctors reported depression and burnout
- Here's the Rub
 - In the 2017 Survey, A/I specialists reported more severe burnout when experienced (6th most severe out of all specialties reporting)



What is Being Done to Address This

- Multiple projects within the AAAAI Mentorship Program
- ACAAI Taskforce is conducting a disciplined review including administering the MBI to multiple A/I specialists and focus groups at national and regional meetings to get more information
- AMA Steps Forward
- Others

AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018



How to Identify Burnout in Yourself and Others



What are the Signs?

- Depleted enthusiasm
 - · Reduced feeling
 - Increased cynicism
 - Increased administrative tasks
- Social isolation
 - Reverse of normal thoughts- More time at work, isolating from family and friends
 - Reduced passion
 - Increased pessimism
 - Increased administrative tasks

AIM TOWARDS THE FUTURE: Choose Your Path To Success AAAAI Practice Management Workshop, July 20-22, 2018



What are the Signs?

- Emotional Volatility
 - Irritability
 - Sadness
 - Frustration
 - · Lack of self awareness
- Patient Depersonalization
 - Consistent negativity or antipathy



What are the Signs?

- Chemical stimulation
 - Food
 - Stimulants
 - Energy drinks/caffeine
 - Drug Use
- Change in sleep habits
 - · Lack of optimism
- Decreased physical activity

AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018



Set Up for Burnout

- You have high tolerance to stress
- You have a chaotic practice
- Lack of control over your work schedule and free time
- Your job interferes with family events
- You don't take care of yourself



Further Delving

- The practice of clinical medicine is stressful
 - Patients
 - Business
 - Leadership
- Having a life is not taught
 - Residency is the opposite
 - Work until we can't do it any longer, otherwise we are weak
 - · Home stressors are adding to work stressors

AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018



Interventions to Address Burnout



Interventions in Medical School (Mayo Model)

- Arranging visits with a mental health counselor for all matriculating students
- Teaching stress management, resilience and mindfulness skills
- Subsidizing on-campus fitness center access for all students
- Making assessments pass/fail during the pre-clinical years
- Funding student-run wellness activities

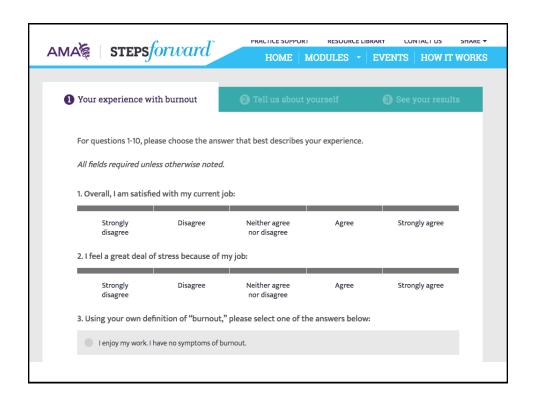
AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018

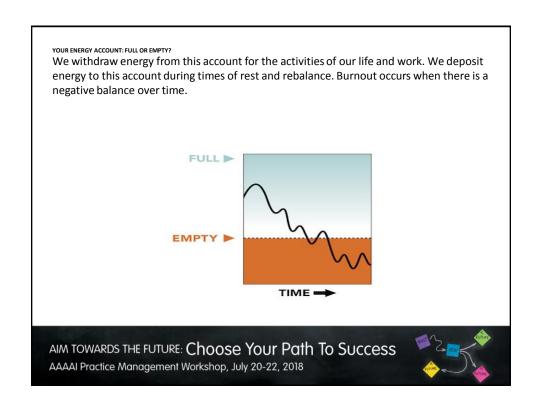


Further Delving

- Medical education conditioning
 - Workaholic
 - Superhero
 - Perfectionist
 - Lone Ranger
- Leadership skills are weak for your supervisors







Office Systems & Solutions

AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018



Work Interventions

- Become one with your EMR
 - Superuser
 - Document the minimally necessary data set
 - Use the EMR to automate what you can
 - Team approach to documenting
 - Pilot a scribe



Philosophy

- You are the apex earner/producer in your office, only do what you absolutely cannot delegate to another qualified staff member
- If you do what you do best (see patients) and have others do as much as possible (PA's, documentation, etc.) you will be happier and so will your patients
- Flashback to last year

AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018



Further Work Interventions

- Flexible scheduling of providers
- MAs, RNs, other support staff with the same providers
- Consider outsourcing complex tasks-coding, etc.
- Train your staff to their maximum skill level



Further Work Interventions

- Videos
- Written materials
- Electronic links
- 6 minute team huddle

AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018



Practice Systems/Management Resources

- AMA Steps Forward
- AAAAI Practice Management Resources
- AAAAI Practice Management Committee
- ACAAI has many tools as well if you belong to both organizations
- AAPL



Personal Interventions

AIM TOWARDS THE FUTURE: Choose Your Path To Success AAAAI Practice Management Workshop, July 20-22, 2018



Outside Interventions

- Create a life calendar and follow through with listing and activities listed
 - Defend the calendar and say the magic word NO
 - Take stock of what your desires are and prioritize them regularly
 - Promotion
 - Parenting



Outside Interventions

- Set up date/activity nights
- Make a bucket list and put some skin in the game
- Make a weekly bucket list and pick 2-3 things to put on it
- Make a boundary ritual for when you are done with work. Change of clothes, cleansing breath, walking the dog.

AIM TOWARDS THE FUTURE: Choose Your Path To Success AAAAI Practice Management Workshop, July 20-22, 2018



Further Personal Interventions

- Gratitude journal
- Writing inspiring patient stories
- Learning to manage your time and finances
- Look at what your Mission Statement is and what you want as your legacy
- Develop your spiritual practice
- Consider a support group
- Organize with peers for support
- Seek professional help



Find Meaning Outside of Work

- Volunteering
- New task
- Mindfulness classes
- Connect with your body
- Have fun!!!

AIM TOWARDS THE FUTURE: Choose Your Path To Success AAAAI Practice Management Workshop, July 20-22, 2018



Advocacy & Policy Relating to Physician Wellness



Volunteer

- Your organizations need you:
 - AAAAI
 - Leadership Institute Mentorship Projects
 - · Leadership Institute
 - Committees
 - ACAAI
 - · Physician Wellness Taskforce has been convened
 - Facebook invite only physician wellness page
 - · Advocacy Council
 - AMA
 - · Steps Forward
 - National Policy
 - AAPI
 - · Physician Wellness Courses for leaders of organizations
 - RSLAAIS
 - · State and local level problem solving

AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018



Volunteer

- Getting outside of yourself can help you to refocus on the needs of others and become a giver again
- It is also empowering and restores purpose
- The combination of empowerment and a giving nature results in a Thriver mentality



Donate

- If you cannot volunteer donate
- Your donations to AAAAI help to fund
 - · Ask the expert billing
 - National trip to DC to advocate for our specialty
 - Full time support staff who make our organization work
 - Future research to improve care for our patients

AIM TOWARDS THE FUTURE: Choose Your Path To Success
AAAAI Practice Management Workshop, July 20-22, 2018



Advocate/Educate

- Speak out for your patients and our specialty to:
 - Local elected officials
 - State Representatives and Senators
 - Identify especially any physicians in your legislatures
- Involve your patients:
 - We have had more success when we have asked patients to help us with PA's
 - Explain delays and issues in their care and how they can advocate for themselves



References

- http://www.onyxmd.com/about-onyxmd/blog/identifying-the-early-signs-of-physicianburnout/
- https://www.stepsforward.org/modules/physician-burnout-survey
- https://www.aafp.org/fpm/2015/0900/p42.html
- https://www.aafp.org/fpm/2015/1100/p13.html
- https://www.aafp.org/fpm/2016/0100/p28.html
- https://wire.ama-assn.org/education/where-physician-burnout-starts-and-how-help-stop-it
- https://www.stepsforward.org/modules/improving-physician-resilience

