

Just Keep Swimming? Moving from Preventing Burnout to Embracing Joy

Lauren Nassetta, MD

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- ❑ I do not intend to discuss use of a commercial product/service.
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Mindfulness study to track effect of meditation on 7,000 teenagers

Psychologists and neuroscientists from Oxford University and University College London plan unprecedented trial of how mindfulness affects mental health



sport football o

health & fitness k

Mindful meditati

Psychologists and
London plan unpr



SPACE
**To Pluto
and Beyond**

MEDICINE
**Virus Therapy
for Cancer**

TECHNOLOGY
**Objects That Morph
on Command**

SCIENTIFIC AMERICAN

The Neuroscience of **MEDITATION**

How it changes the
brain, boosting focus
and easing stress

© 2014 Scientific American

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SPACE
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and Beyond

SCIENCE
AMERICAN

The Neuroscience
of
MED

HBR.ORG

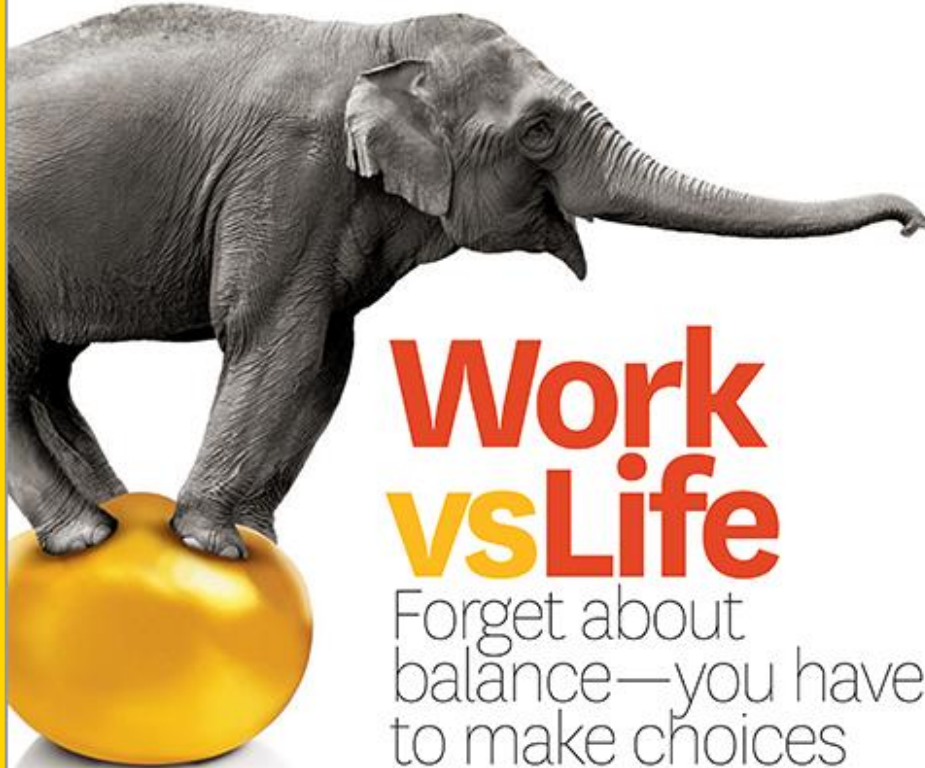
Harvard Business Review

MARCH 2014

112 **Managing Yourself**
The Rules of Trust
David DeSteno

80 **Marketing**
An Anthropologist
Walks into a Bar...
Christian Madsbjerg and
Mikkel B. Rasmussen

23 **Idea Watch**
Make Your Best
Customers Even Better
Eddie Yoon, Steve Carlotti,
and Dennis Moore



Work vsLife

Forget about
balance—you have
to make choices

PAGE 57

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of
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Harvard
Business
Review



SPECIAL
TIME
EDITION



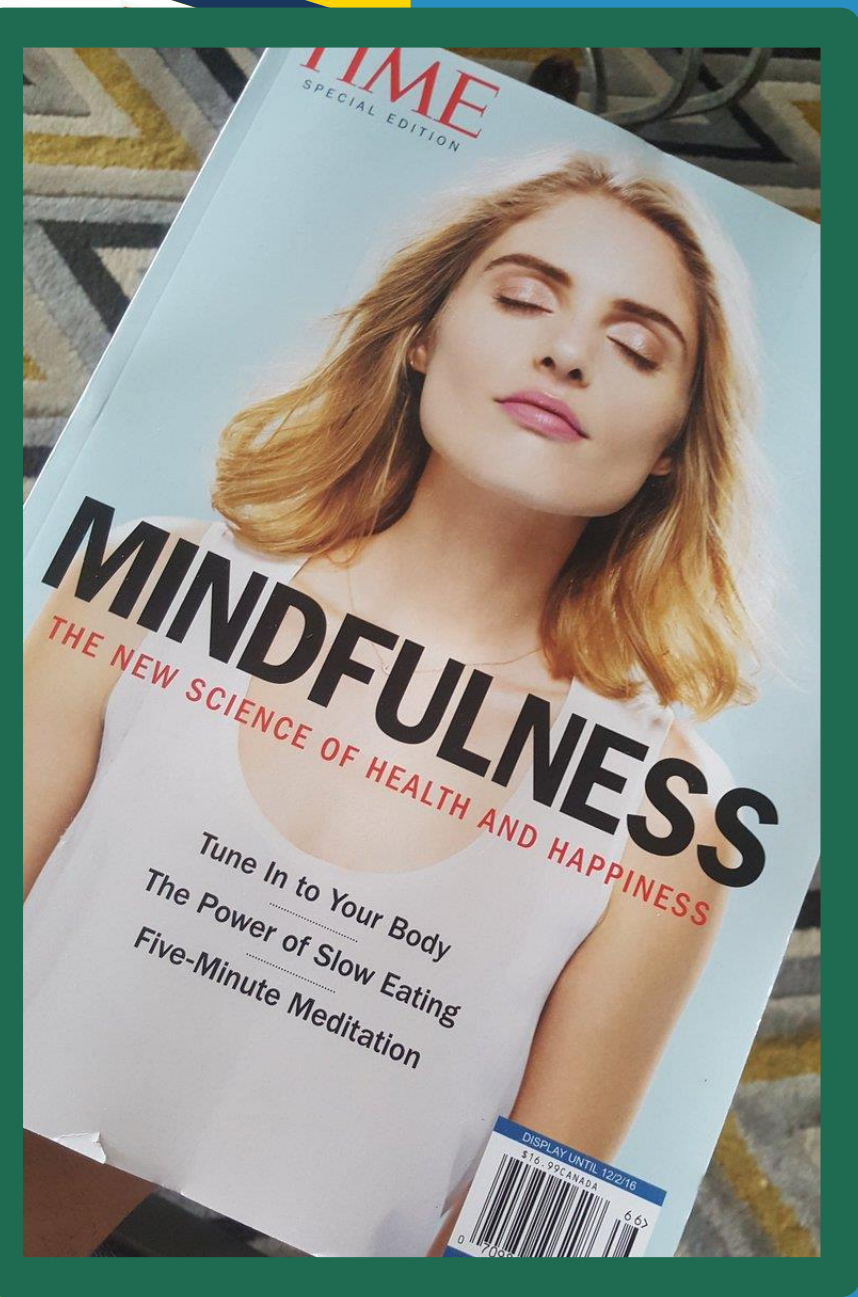
THE SCIENCE OF HAPPINESS

NEW DISCOVERIES FOR A MORE JOYFUL LIFE
RELATIONSHIPS • EXERCISE • INNER LIFE • DIET • MEDITATION



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The Neuroscience
of
MEDICINE

HBR.ORG
Harvard
Business
Review



THE
OF H
NEW DISCOVER
RELATIONSHIPS • EX



| Requirement | Subject to Citation July 1, 2017 | Subject to Citation July 1, 2019* |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------|
| VI.C.1.a) [This responsibility must include:] efforts to enhance the meaning that each resident finds in the experience of being a physician, including protecting time with patients, minimizing non-physician obligations, providing administrative support, promoting progressive autonomy and flexibility, and enhancing professional relationships; (Core) | X | |
| VI.C.1.b) [This responsibility must include:] attention to scheduling, work intensity, and work compression that impacts resident well-being; (Core) | X | |
| VI.C.1.c) [This responsibility must include:] evaluating workplace safety data and addressing the safety of residents and faculty members; (Core) | X | |
| VI.C.1.d) [This responsibility must include:] policies and programs that encourage optimal resident and faculty member well-being; and, (Core) | | X |
| VI.C.1.d.(1) Residents must be given the opportunity to attend medical, mental health, and dental care appointments, including those scheduled during their working hours. | X | |

*Note that although some requirements will not be subject to citation until July 1, 2019, it is expected that programs and Sponsoring Institutions will begin implementation efforts immediately.

ACGME Common Program Requirements Section VI Implementation Dates



Objectives

- ▣ Define **BURNOUT** and understand its effects
- ▣ Explore **WELL-BEING** at work
- ▣ Identify ways to increase **JOY**

Soooo...

What is burnout?

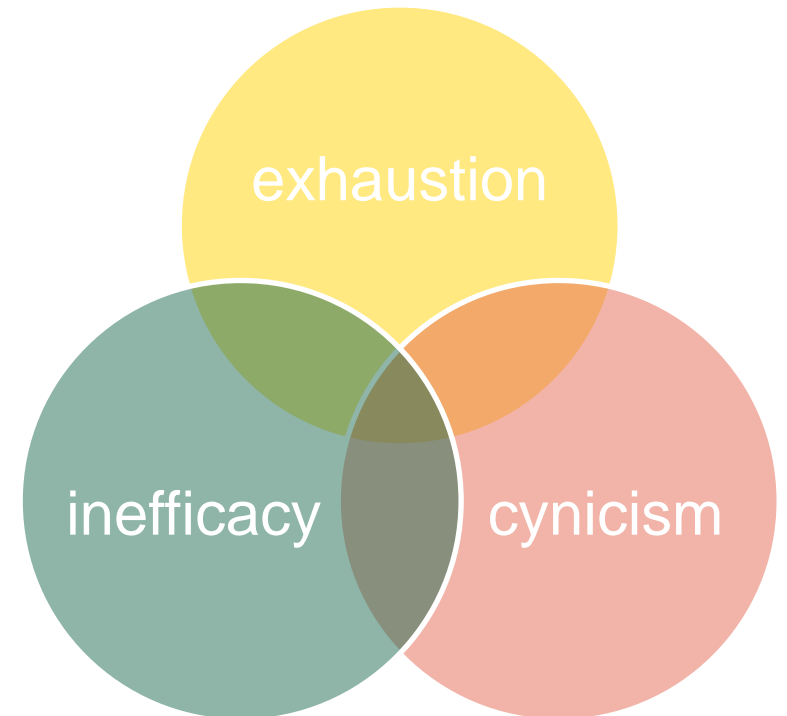






Burnout

- PROLONGED RESPONSE TO CHRONIC EMOTIONAL AND INTERPERSONAL STRESSORS ON THE JOB
- Defined by three dimensions
- Can be measured with the Maslach Burnout Inventory



Your turn

Please take a moment to respond
to the next two statements



I feel burned out from my work

| Response | Score |
|----------------------------|-------|
| Never | 0 |
| A few times a year or less | 1 |
| Once a month or less | 2 |
| A few times a month | 3 |
| Once a week | 4 |
| A few times a week | 5 |
| Every day | 6 |

I have become more callous toward people since I took this job

| Response | Score |
|----------------------------|-------|
| Never | 0 |
| A few times a year or less | 1 |
| Once a month or less | 2 |
| A few times a month | 3 |
| Once a week | 4 |
| A few times a week | 5 |
| Every day | 6 |

How did you score?

A large, stylized yellow graphic consisting of a greater-than sign (>) followed by an equals sign (=) and the number 3. The graphic has a slight shadow and is positioned on the left side of the slide.

- Single Item Scores
 - “Once a week” or more (>3)
 - >90% burnout for that domain
 - “A few times a year” or less (0-1)
 - Very little burnout for that domain

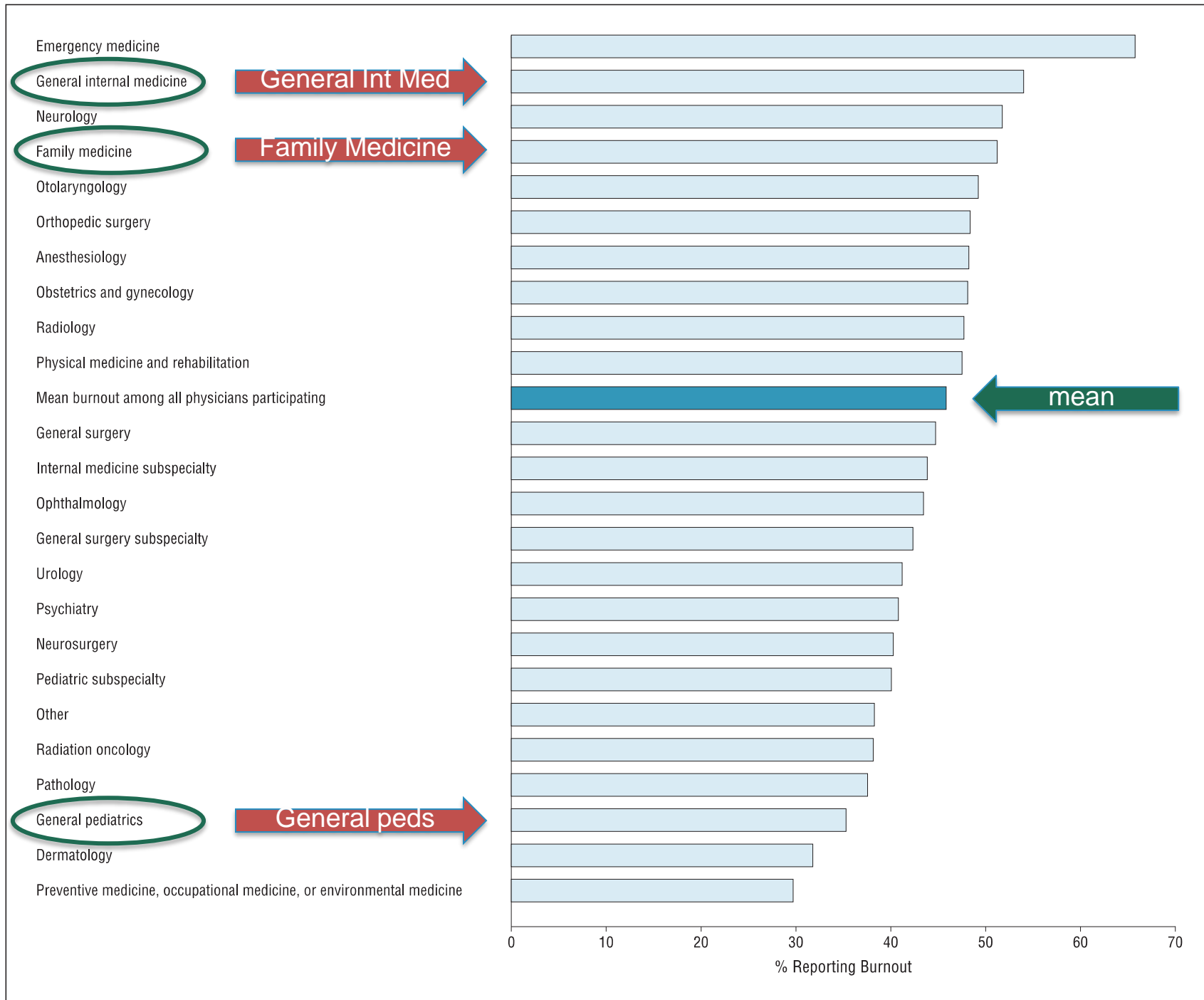
- Summative score >3
 - Overall burnout

How bad is it?

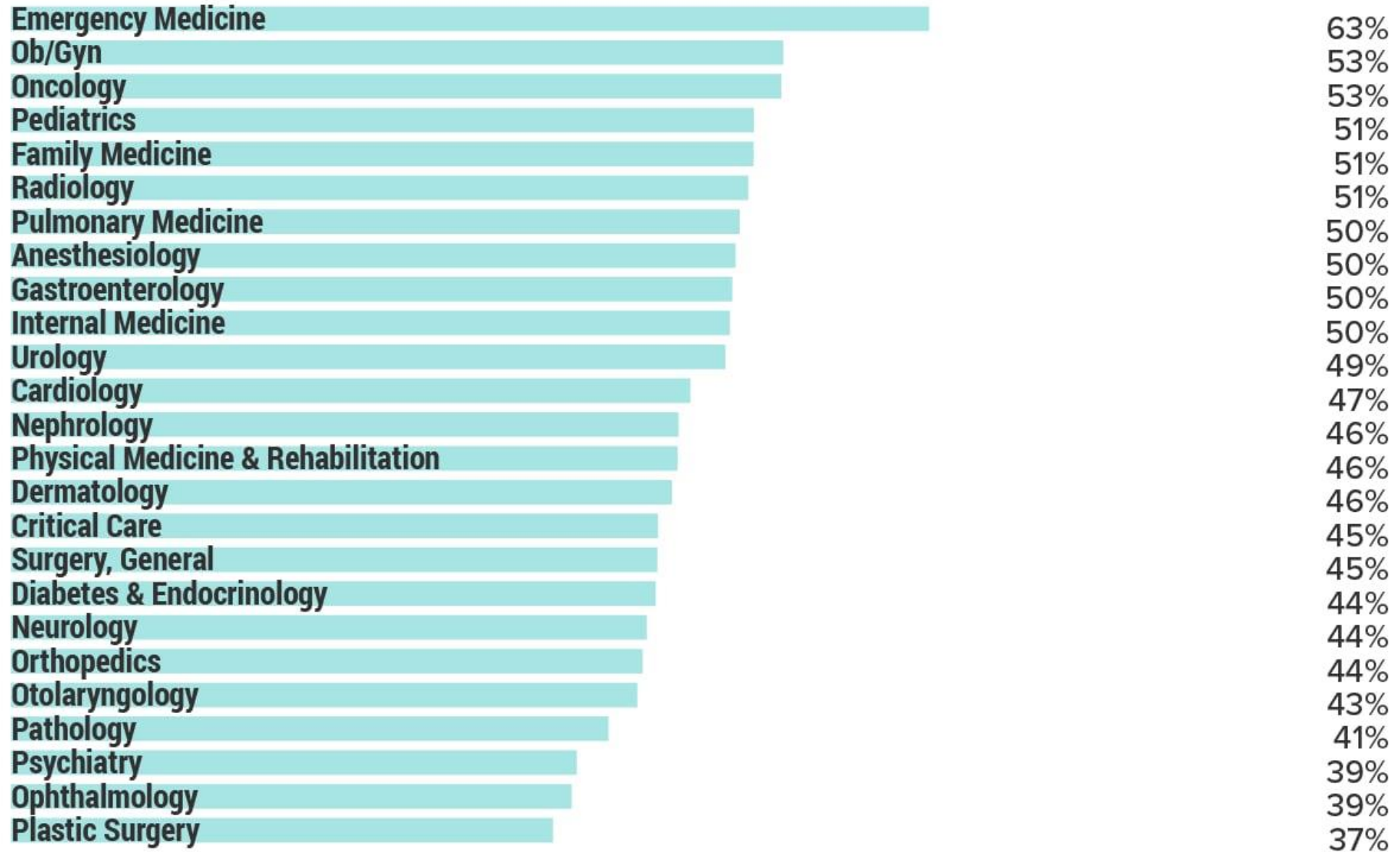
How many
physicians
are burned
out?



2012

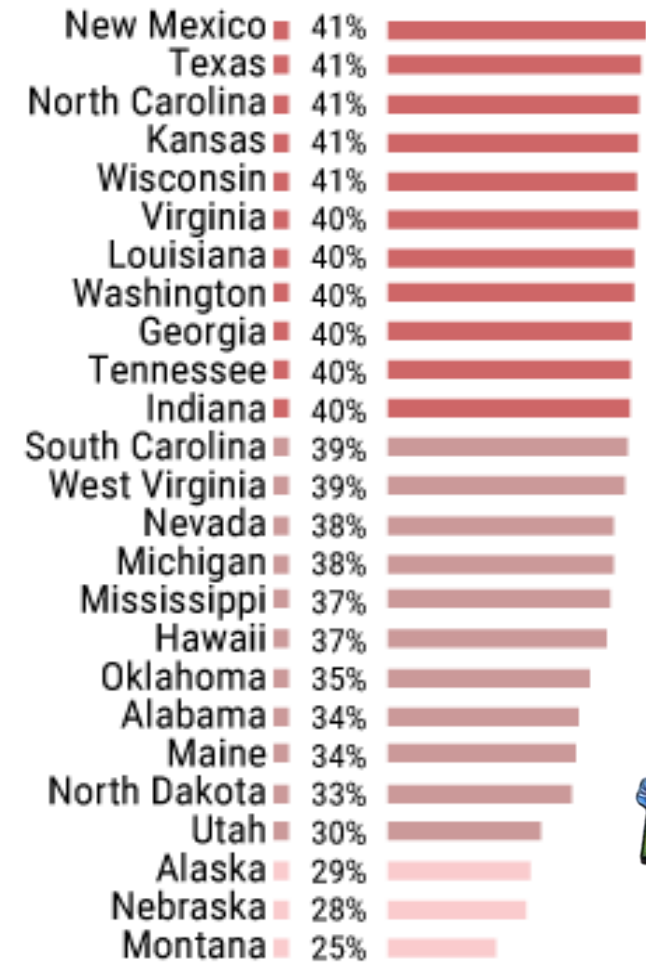
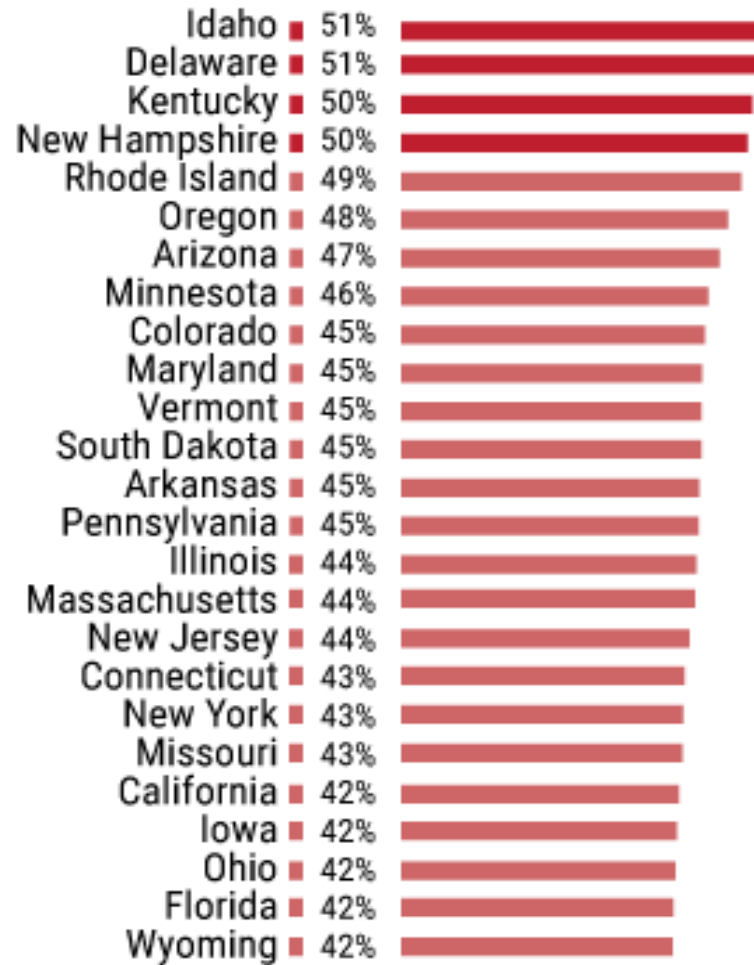


Which Specialties Have the Greatest Burnout Rates?



Not all specialties are shown.

Physician Burnout by State 2018

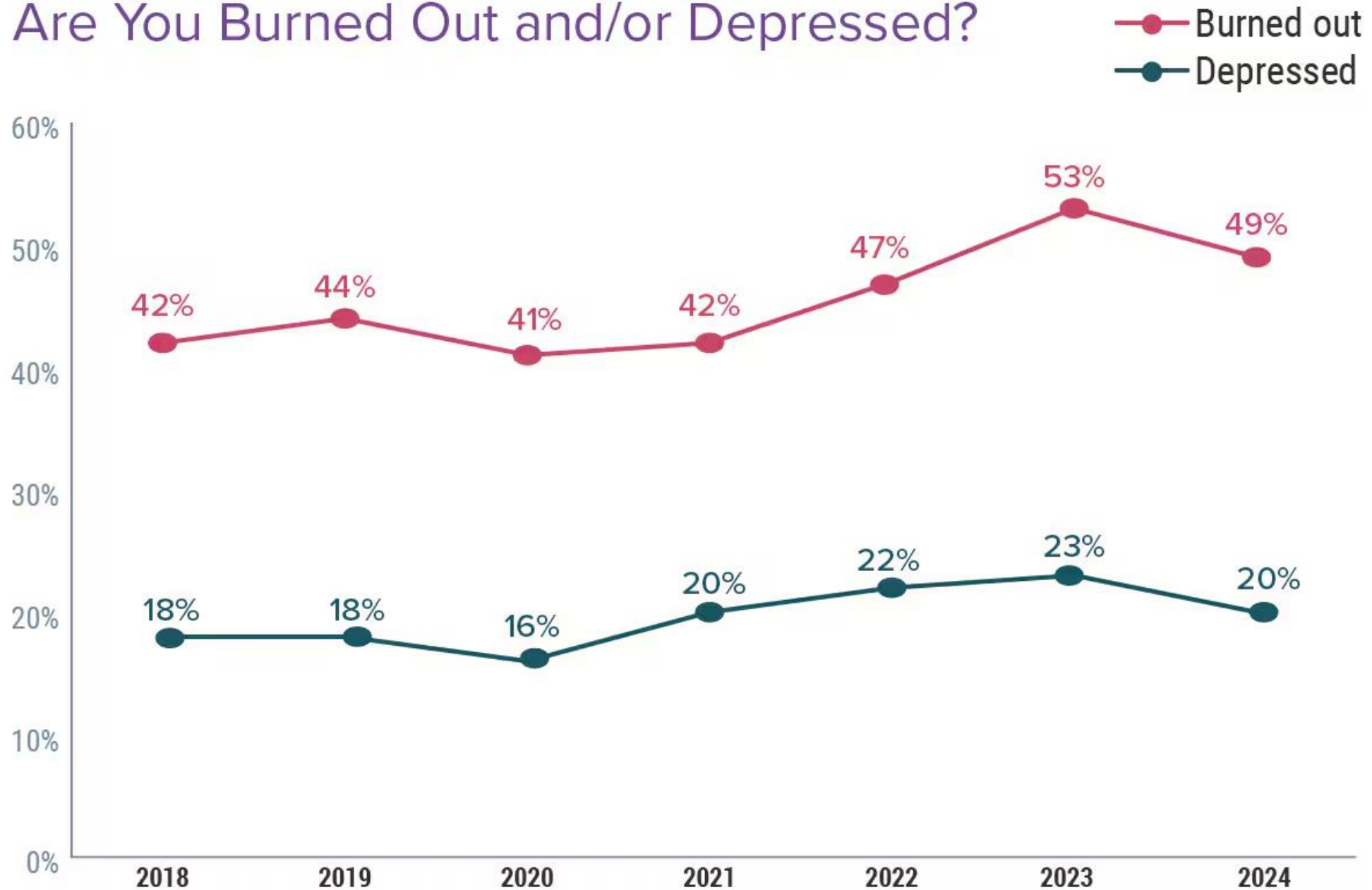


34%

2014 Study of Physicians vs. General Population

| Variable | Phys | GenPop | P value |
|--------------------------------------|--------------|--------|---------|
| Emotional Exhaustion score ≥ 27 | 43.2% | 24.8% | <0.001 |
| Depersonalization score ≥ 10 | 23.0% | 14.0% | <0.001 |

Are You Burned Out and/or Depressed?



Years shown refer to years report was published. Some respondents said they were both burned out and depressed.

So what?



Burnout is Bad for..

DOCTORS

- Substance misuse
- Insomnia

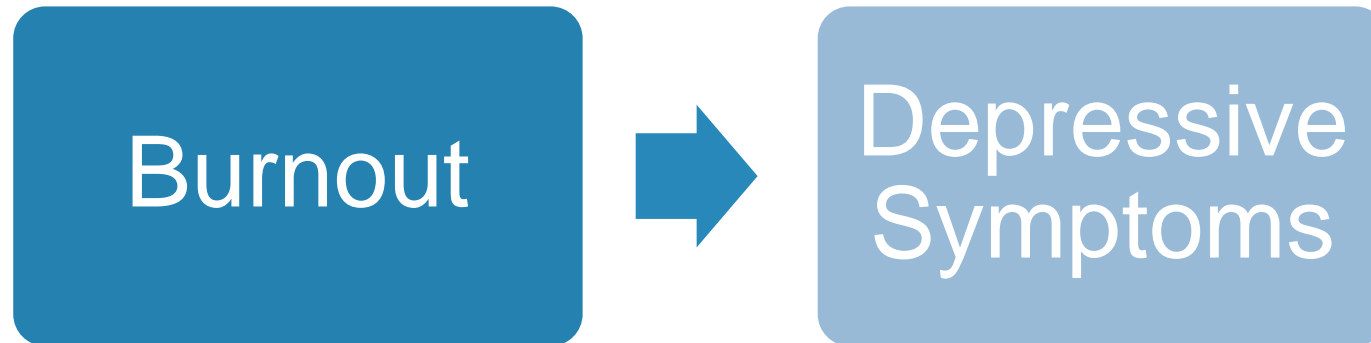
Burnout is Bad for...

DOCTORS

- Substance misuse
- Insomnia
- **Depression**

DOCTORS

- Substance misuse
- Insomnia
- **Depression**



Burnout is Bad for...

DOCTORS

- Substance misuse
- Insomnia
- Depression
- **Suicide**

Burnout is Bad for..

DOCTORS

- Substance misuse
- Insomnia
- Depression
- **Suicide**

476

476

1.41



1.87

2.27



Burnout is Bad for..

DOCTORS

- Substance misuse
- Insomnia
- Depression
- Suicide

HEALTH CARE SYSTEMS

- High rates of turn over
- Absenteeism
- Early retirement

Burnout is Bad for..

DOCTORS

- Substance misuse
- Insomnia
- Depression
- Suicide

HEALTH CARE SYSTEMS

- High rates of turn over
- Absenteeism
- Early retirement

\$1 million

Burnout is Bad for..

DOCTORS

- Substance misuse
- Insomnia
- Depression
- Suicide

HEALTH CARE SYSTEMS

- High rates of turnover
- Absenteeism
- Early retirement

PATIENTS

- Suboptimal care behaviors
- Serious medical errors

Burnout is Bad for...

DOCTORS

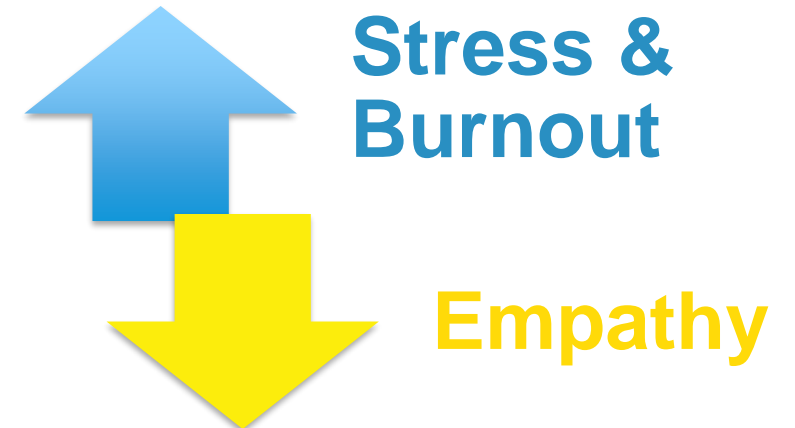
- Substance misuse
- Insomnia
- Depression
- Suicide

HEALTH CARE SYSTEMS

- High rates of turn over
- Absenteeism
- Early retirement

PATIENTS

- Suboptimal care behaviors
- Serious medical errors
- Across a single long-call shift:





<http://www.dworin.com/just-keep-swimming-business-development-lessons-from-finding-dory/>

Shift Focus

Wellbeing.

Demands

Resources

Workload vs. Time

Admin burden

Clinical uncertainty

EHR

Meaning in work

Job control

Support

Personality
Coping strategies
Resilience

Demands

Resources

Workload vs. Time

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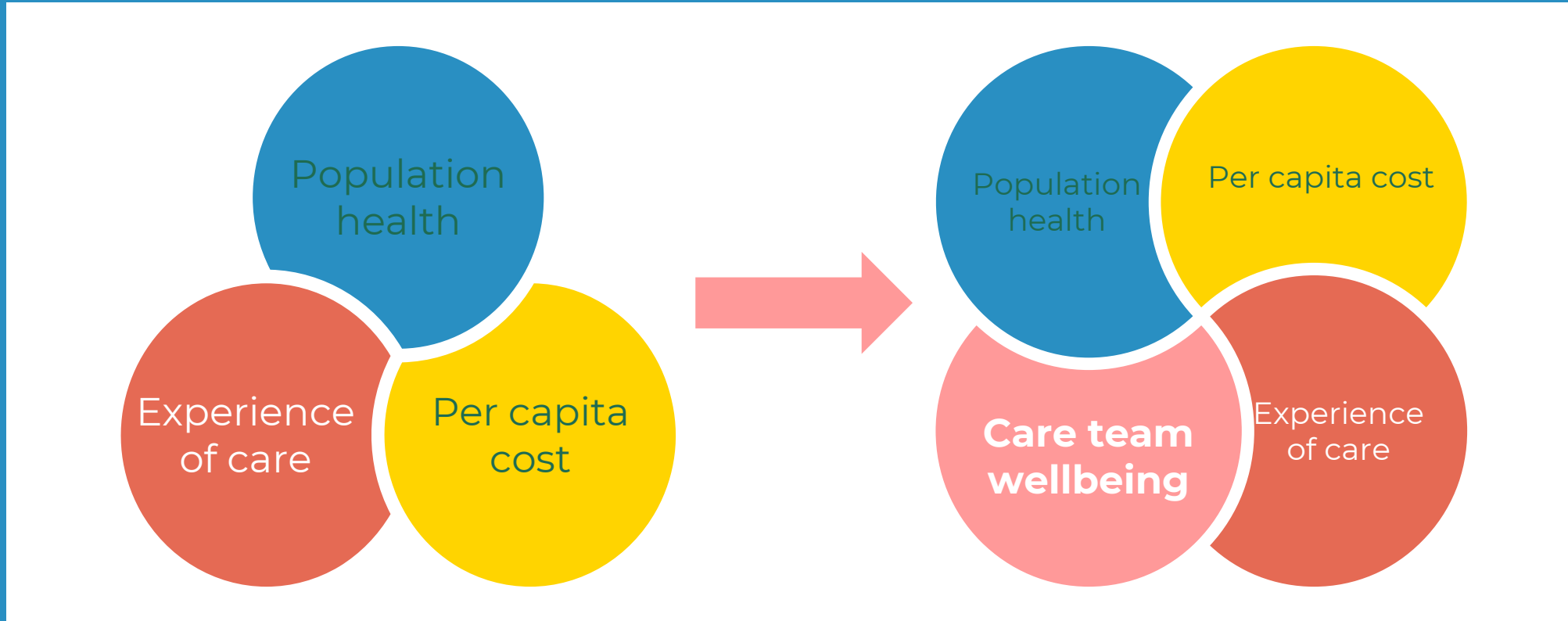
**Systems
need to
change.**

But how?



5 Steps to Establish Wellness at Work

1. Establish Wellness as a Quality Indicator



Embrace the

Quadruple Aim

5 Steps to Establish Wellness at Work

1. Establish Wellness as a Quality Indicator
2. Put someone(s) in charge

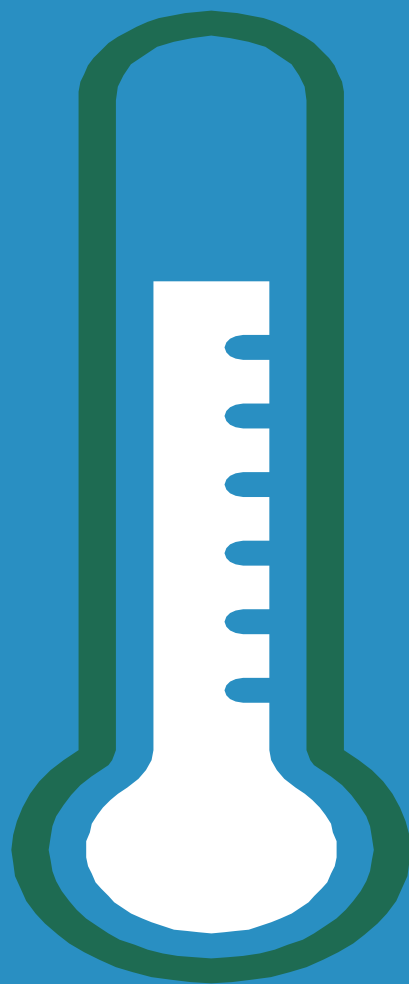


Task Force

AMA STEPS forward. Retrieved 3/24/17 from
<https://www.stepsforward.org/modules/physician-burnout>

5 Steps to Establish Wellness at Work

1. Establish Wellness as a Quality Indicator
2. Put someone(s) in charge
3. Assess needs.



- ❑ Maslach Burnout Inventory
- ❑ AMA's Mini Z—free!
- ❑ WellBeing Index
- ❑ Others

- ❑ Focus groups
- ❑ Meetings
- ❑ Town halls
- ❑ Suggestion boxes or links



- Focus groups
- Meetings
- Town halls
- Suggestion boxes or links

ASK

- Are you supported?
- Are you included?
- Is your work meaningful?
- Do you have a voice in decisions that impact your life?
- What are modifiable stressors?
- How good are leaders?

5 Steps to Establish Wellness at Work

1. Establish Wellness as a Quality Indicator
2. Put someone(s) in charge
3. Assess needs.
4. Engage Leadership. Secure Resources.

5

Arguments

Why Wellbeing is
Important to
Health Care
Organizations



From: AMA Steps Forward, June 2020.

Moral & Ethical

Business

Recognition

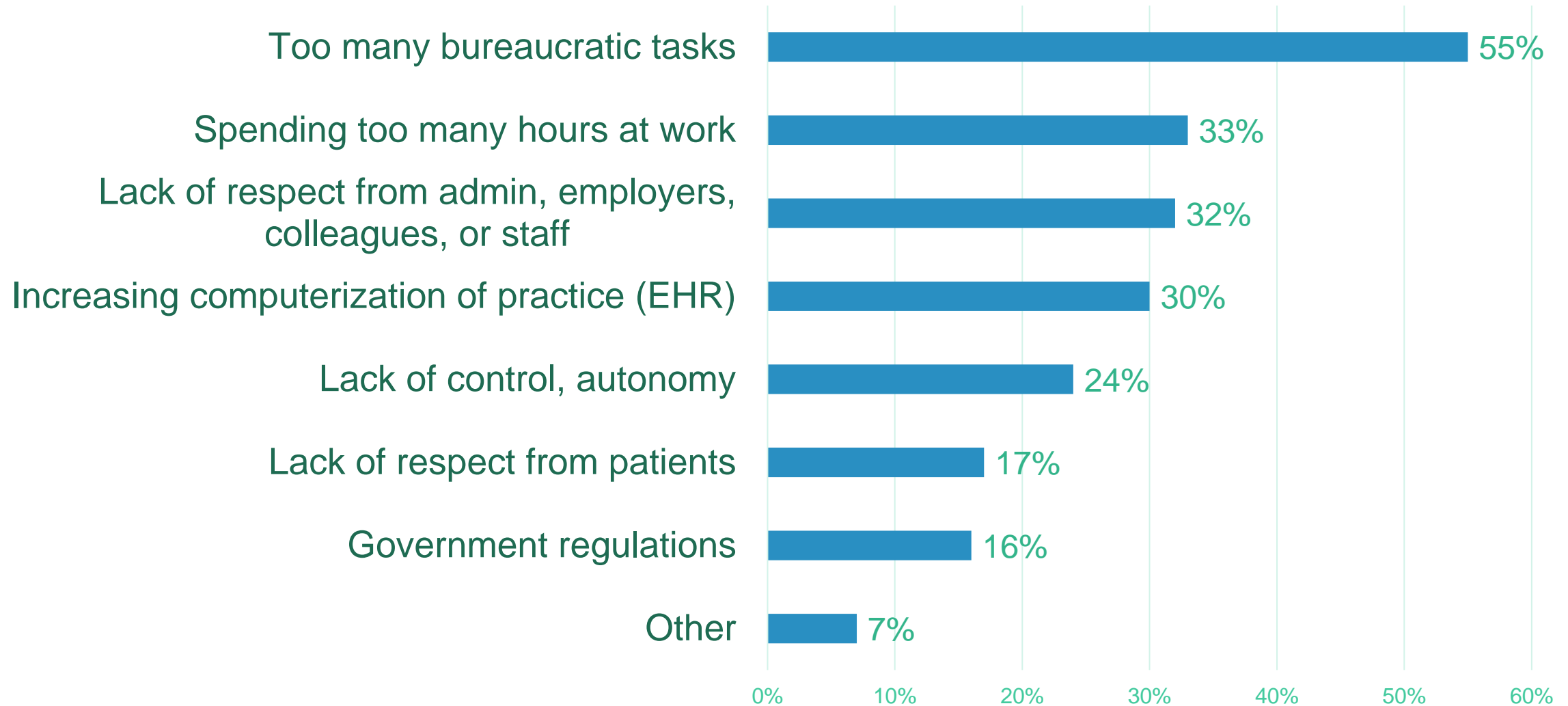
Regulatory

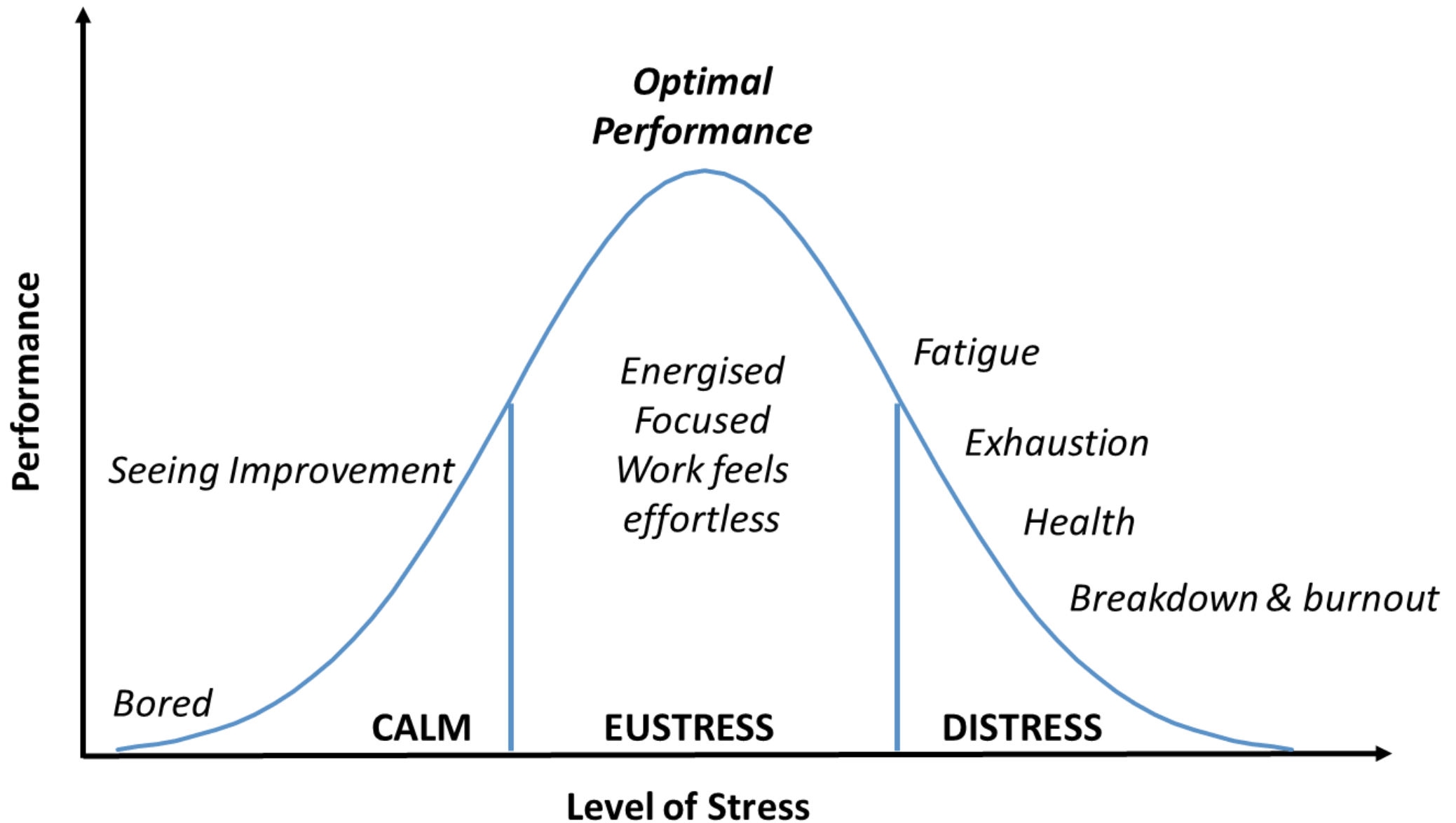
Tragedy

5 Steps to Establish Wellness at Work

1. Establish Wellness as a Quality Indicator
2. Put someone(s) in charge
3. Assess needs.
4. Engage Leadership. Secure Resources.
5. Set priorities. Do stuff. Evaluate the stuff to see if it's working.

Causes of Physician Burnout





American Psychiatric Association Wellbeing Ambassador Toolkit

AMERICAN
PSYCHIATRIC
ASSOCIATION 
Medical leadership for mind, brain and body.

APA WELLBEING AMBASSADOR TOOLKIT

Physician Burnout and Depression:
Challenges and Opportunities

January 2018

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<https://www.psychiatry.org/psychiatrists/practice/well-being-and-burnout/well-being-resources>



9 Organizational Strategies

ARTICLE IN PRESS



SPECIAL ARTICLE

Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout

Tait D. Shanafelt, MD, and John H. Noseworthy, MD, CEO

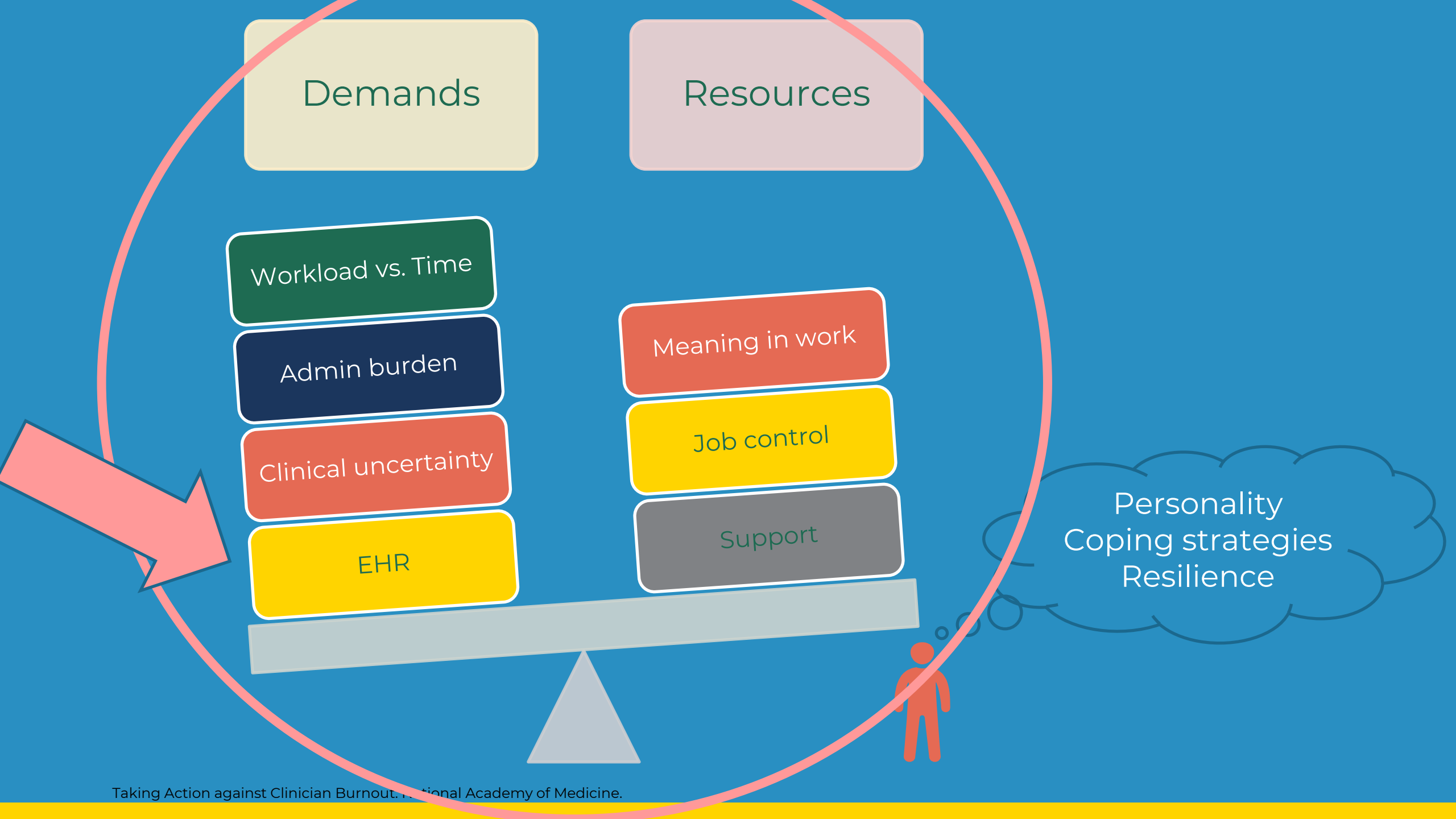
Abstract

These are challenging times for health care executives. The health care field is experiencing unprecedented changes that threaten the survival of many health care organizations. To successfully navigate these challenges, health care executives need committed and productive physicians working in collaboration with organization leaders. Unfortunately, national studies suggest that at least 50% of US physicians are experiencing professional burnout, indicating that most executives face this challenge with a disillusioned physician workforce. Burnout is a syndrome characterized by exhaustion, cynicism, and reduced effectiveness. Physician burnout has been shown to influence quality of care, patient safety, physician turnover, and patient satisfaction. Although burnout is a system issue, most institutions operate under the erroneous framework that burnout and professional satisfaction are solely the responsibility of the individual physician. Engagement is the positive antithesis of burnout and is characterized by vigor, dedication, and absorption in work. There is a strong business case for organizations to invest in efforts to reduce physician burnout and promote engagement. Herein, we summarize 9 organizational strategies to promote physician engagement and describe how we have operationalized some of these approaches at Mayo Clinic. Our experience demonstrates that deliberate, sustained, and comprehensive efforts by the organization to reduce burnout and promote engagement can make a difference. Many effective interventions are relatively inexpensive, and small investments can have a large impact. Leadership and sustained attention from the highest level of the organization are the keys to making progress.



[https://www.mayoclinicproceedings.org/article/S0025-6196\(16\)30625-5/pdf](https://www.mayoclinicproceedings.org/article/S0025-6196(16)30625-5/pdf)





Demands

Resources

Workload vs. Time

Admin burden

Clinical uncertainty

EHR

Meaning in work

Job control

Support

Personality
Coping strategies
Resilience

EHR

From: Allocation of physician time in ambulatory practice: A time and motion study in 4 specialties

- 57 physicians observed

Physician Time Distribution

| Task Category, by Activity During Office Hours | Time Spent % | |
|------------------------------------------------|--------------|---------|
| | Total | By Task |
| Direct clinical face time | 33.1 | |
| With patient | | 27.0 |
| With staff/others | | 6.1 |
| EHR & desk work | 49.2 | |
| Documentation & review | | 38.5 |
| Test result | | 6.3 |
| Medication order | | 2.4 |
| Other order | | 2.0 |
| Administrative tasks | 1.1 | |
| Insurance | | 0.6 |
| Scheduling | | 0.5 |
| Other tasks | 19.9 | |
| Closed to observation | | 5.5 |
| Other (aggregated) | | 5.2 |
| Transit | | 2.9 |
| Personal | | 6.3 |

EHR

From: Allocation of physician time in ambulatory practice: A time and motion study in 4 specialties

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| Personal | | 6.3 |

EHR

From: Allocation of physician time in ambulatory practice: A time and motion study in 4 specialties

- 57 physicians observed
- **In exam room:**
 - **53% face time**
 - **37% EHR/desk**
- 1-2 hours after work each night

Physician Time Distribution

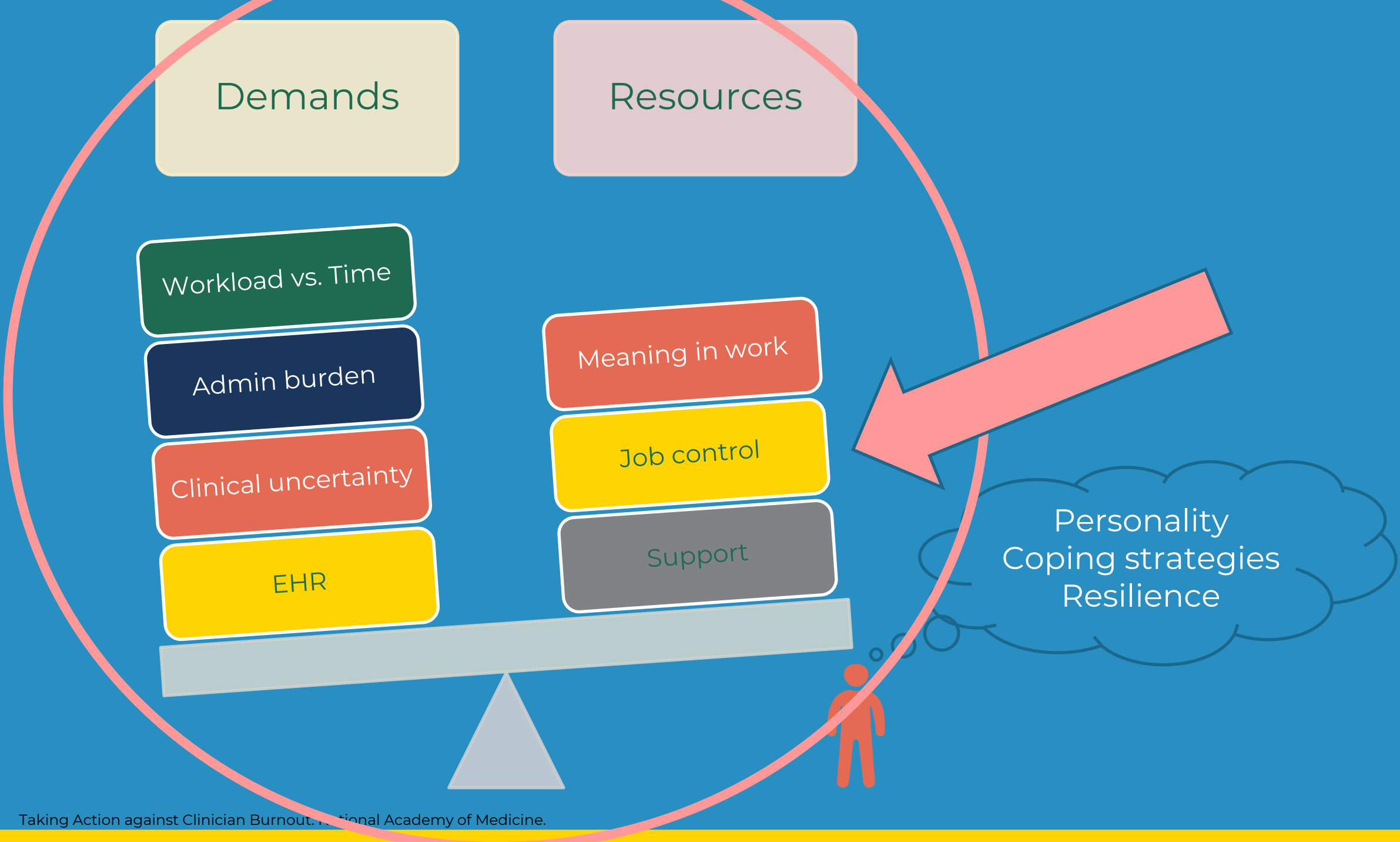
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| Other (aggregated) | | 5.2 |
| Transit | | 2.9 |
| Personal | | 6.3 |

"What day is today?" asked Pooh

"It's the day we burn this [REDACTED]
to the ground." squeaked Piglet



"My favorite day." said Pooh



Demands

Resources

Workload vs. Time

Admin burden

Clinical uncertainty

EHR

Meaning in work

Job control

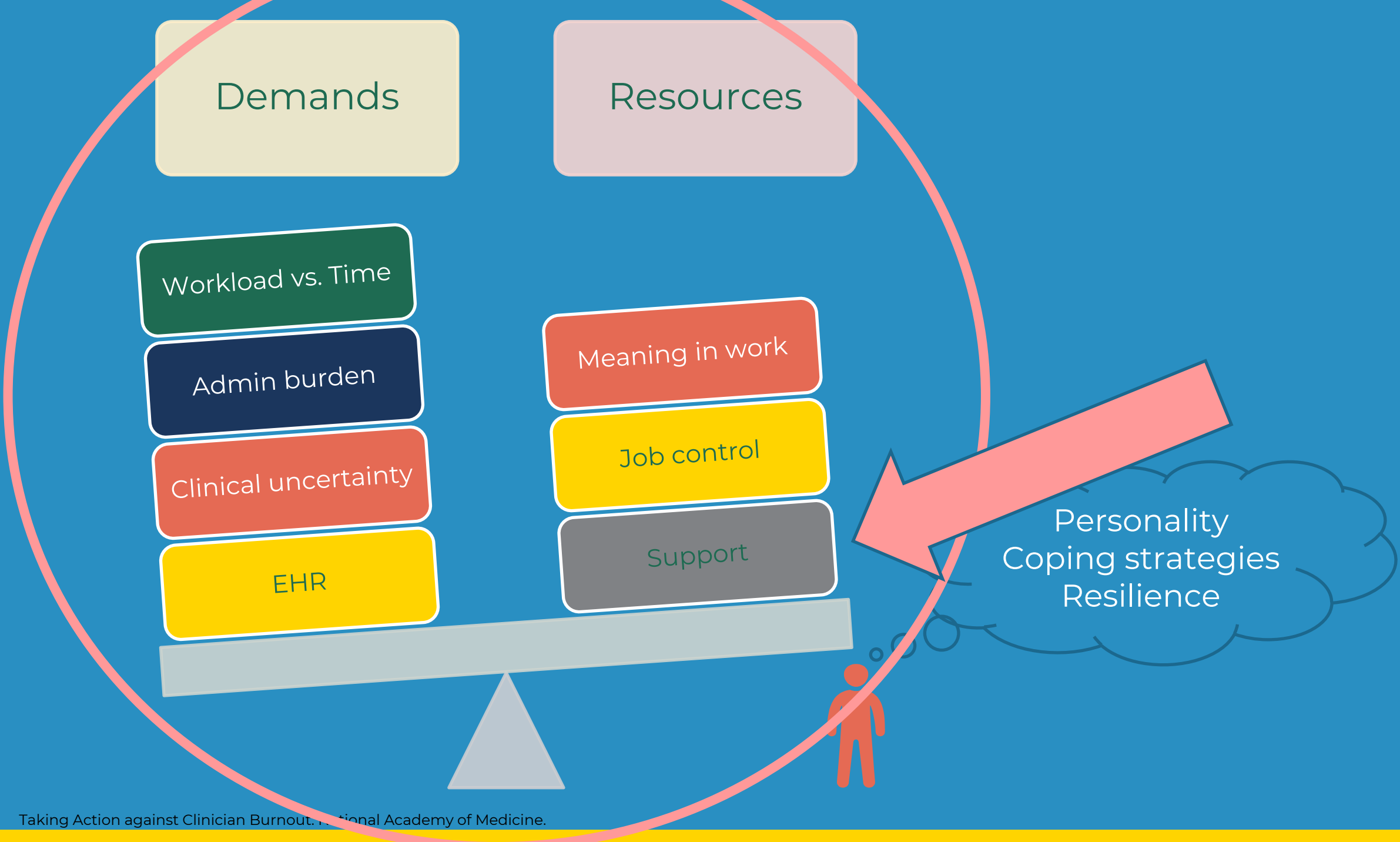
Support

Personality
Coping strategies
Resilience



20%





Demands

Resources

Workload vs. Time

Admin burden

Clinical uncertainty

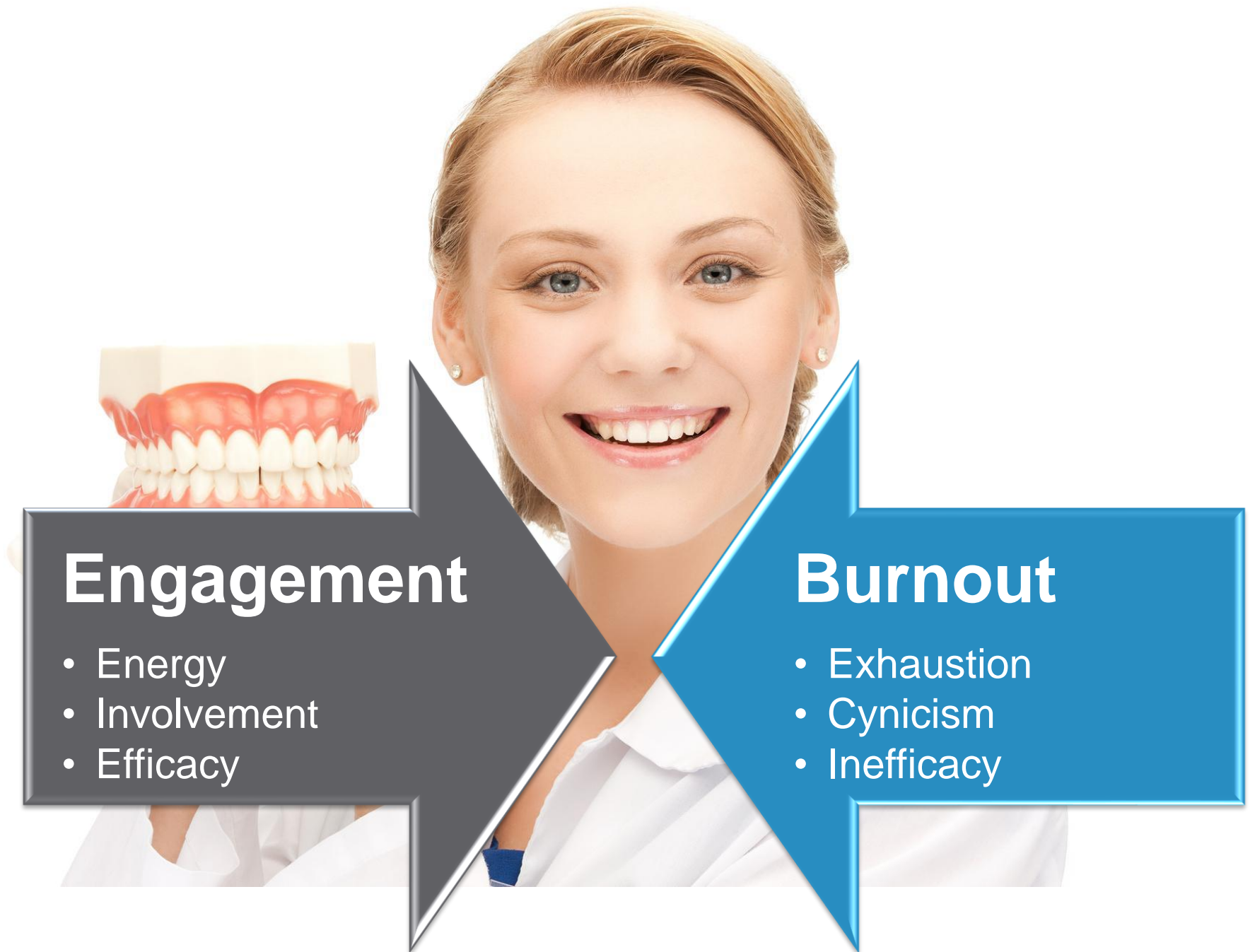
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Meaning in work

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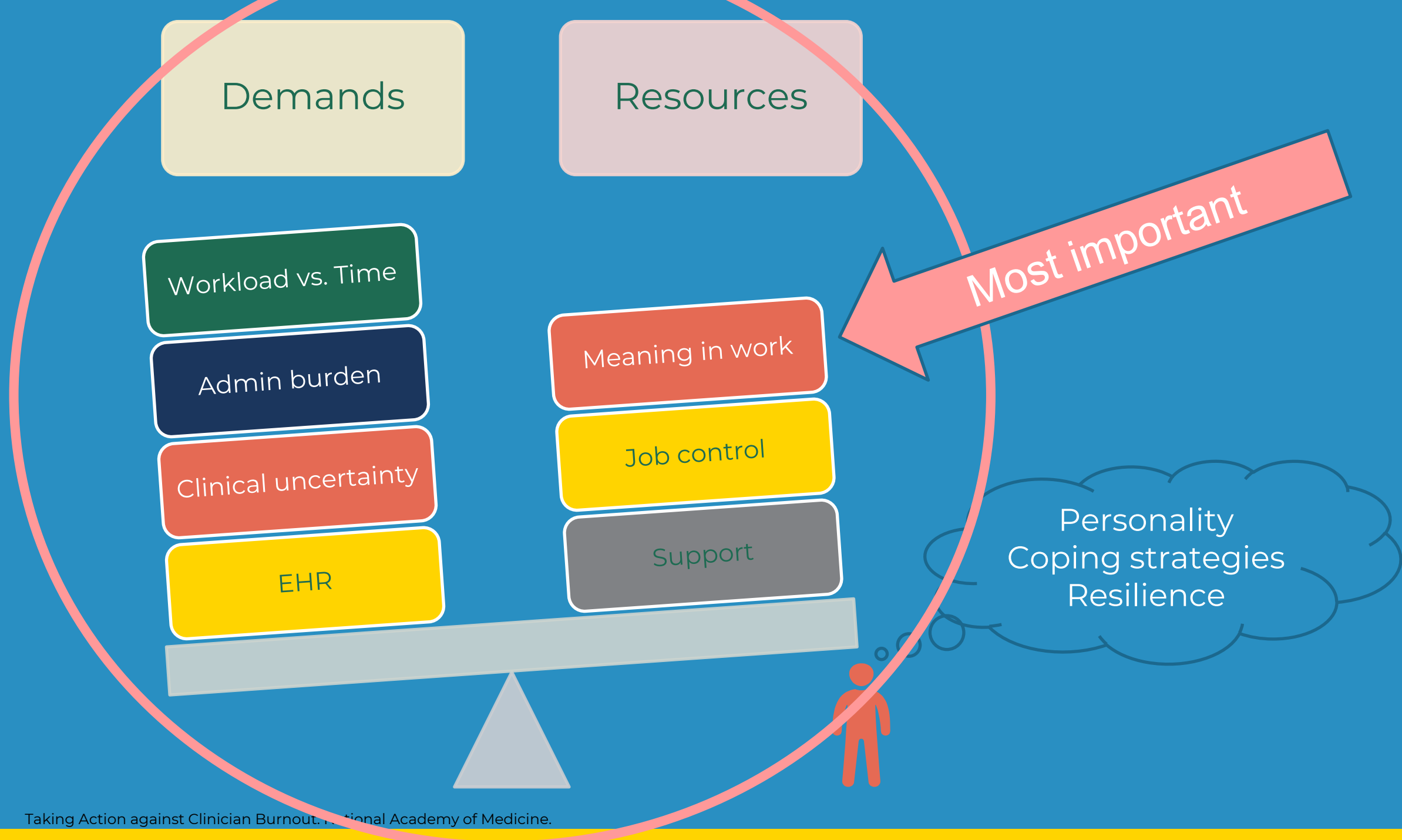


Engagement

- Energy
- Involvement
- Efficacy

Burnout

- Exhaustion
- Cynicism
- Inefficacy

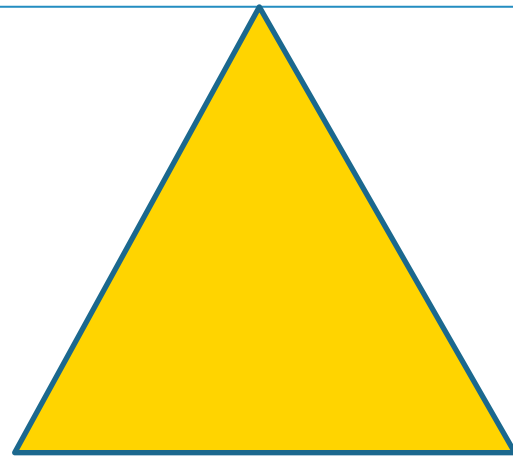


Meaning

- ▣ Belonging to and serving something bigger than the self
- ▣ Purpose

work

life



Why balance?

How?

Mindfulne
SS

Mindfulness

- ▣ **Attention** to immediate experience
- ▣ Must be practiced, like any skill

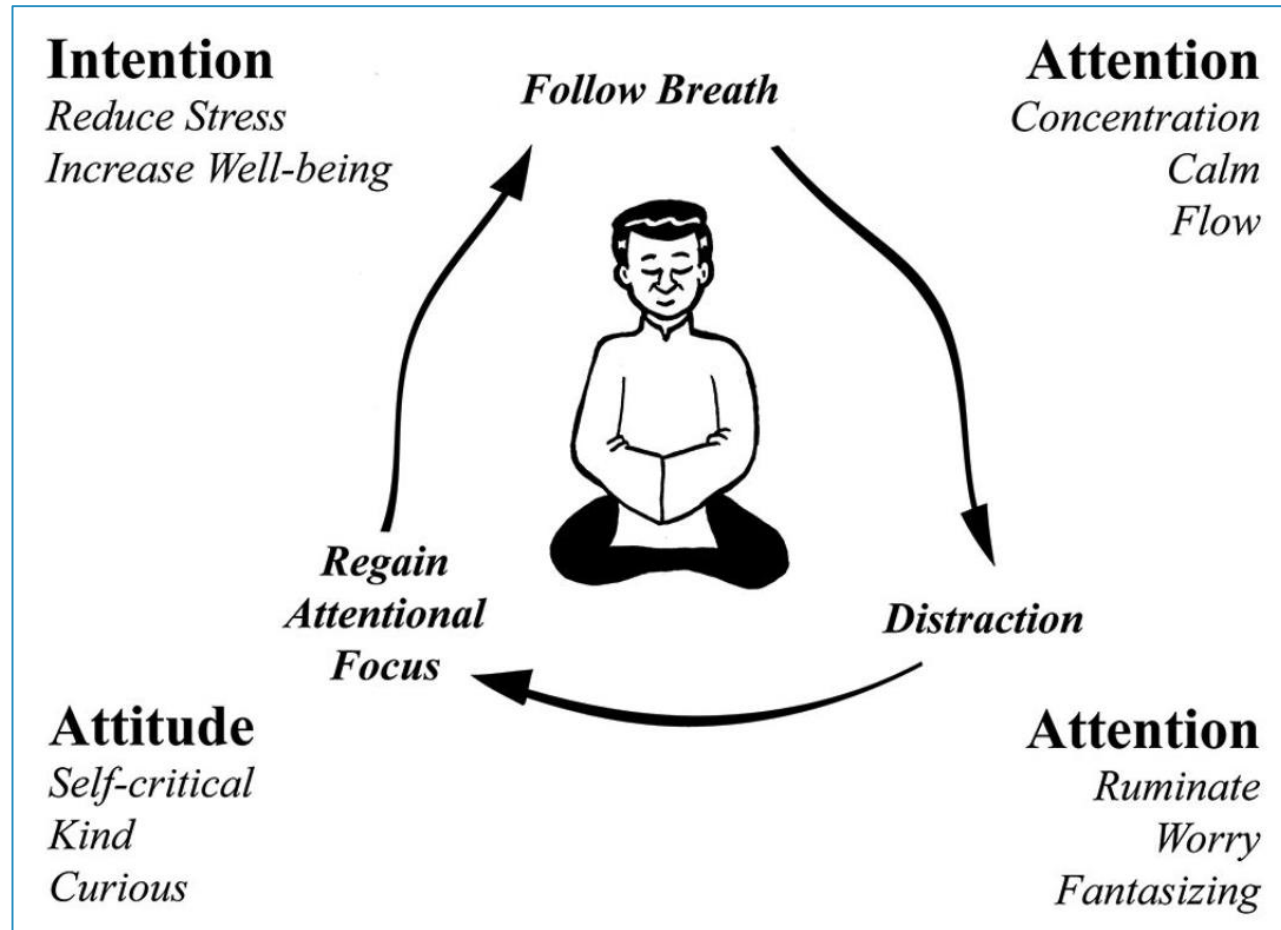


Mindfulness

HOW TO CULTIVATE

- FORMAL PRACTICE
- INFORMAL PRACTICE





Formal Practice



Photo credit: Lauren Nassetta, MD



Informal Practice

Demands

Resources

Workload vs. Time

Admin burden

Clinical uncertainty

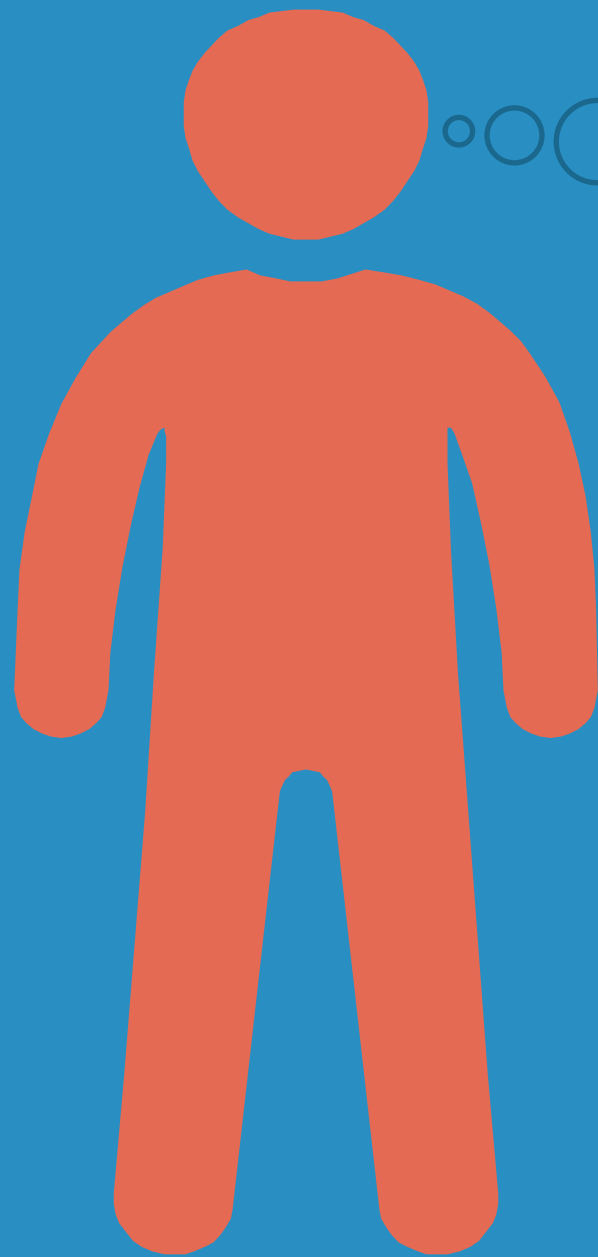
EHR

Meaning in work

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Resilience





Joy is one of
healthcare's greatest
assets.

- One of the few professions that regularly provides the opportunity to profoundly improve lives
- Caring and healing are naturally joyful activities



Joy

Well-
being

Resilience

Central Pillars of Joy

- ▣ Our ability to reframe our situation more positively
- ▣ Our choice to be kind and generous
- ▣ Our ability to experience gratitude



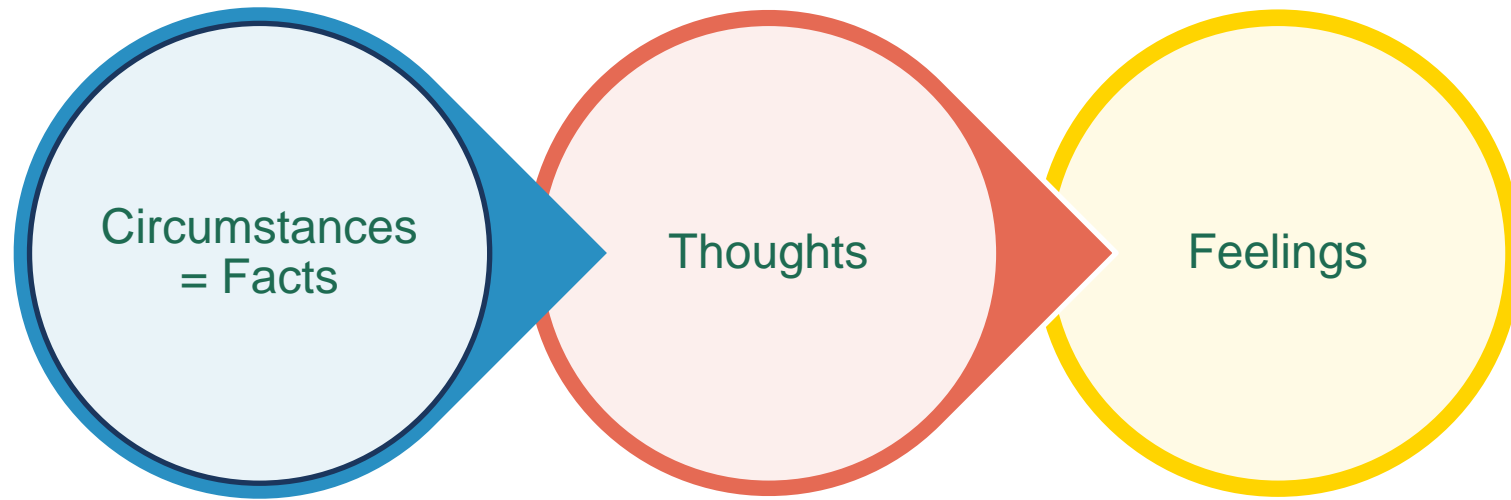
ACM

e

Requires Metacognition

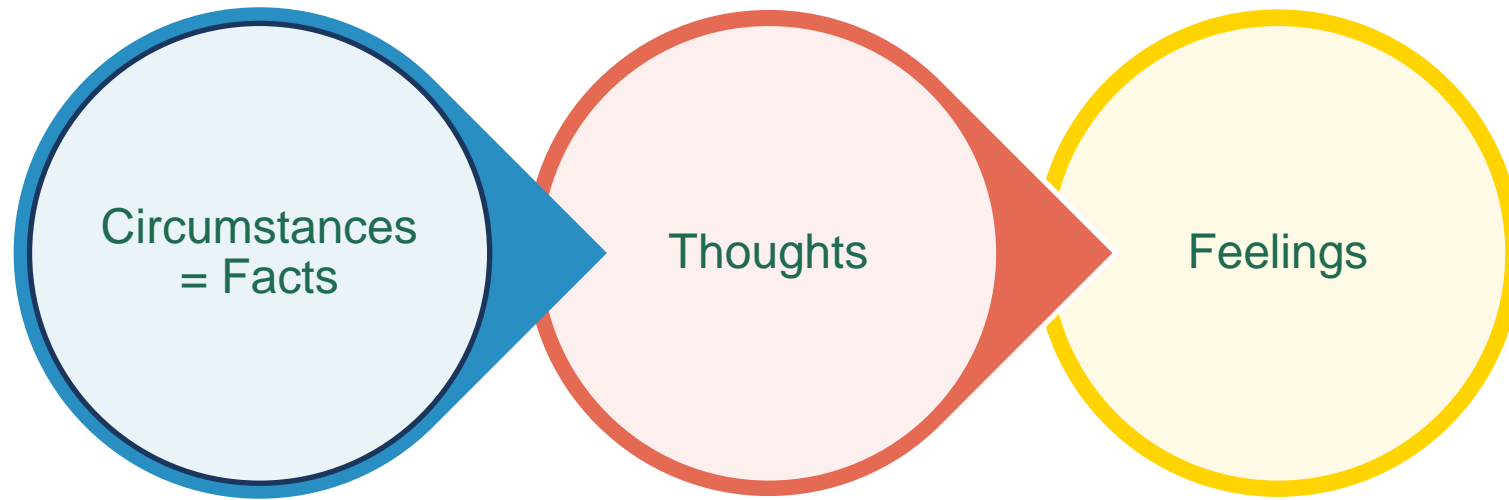
and Emotional Intelligence

Thinking about how we think



Thought Model

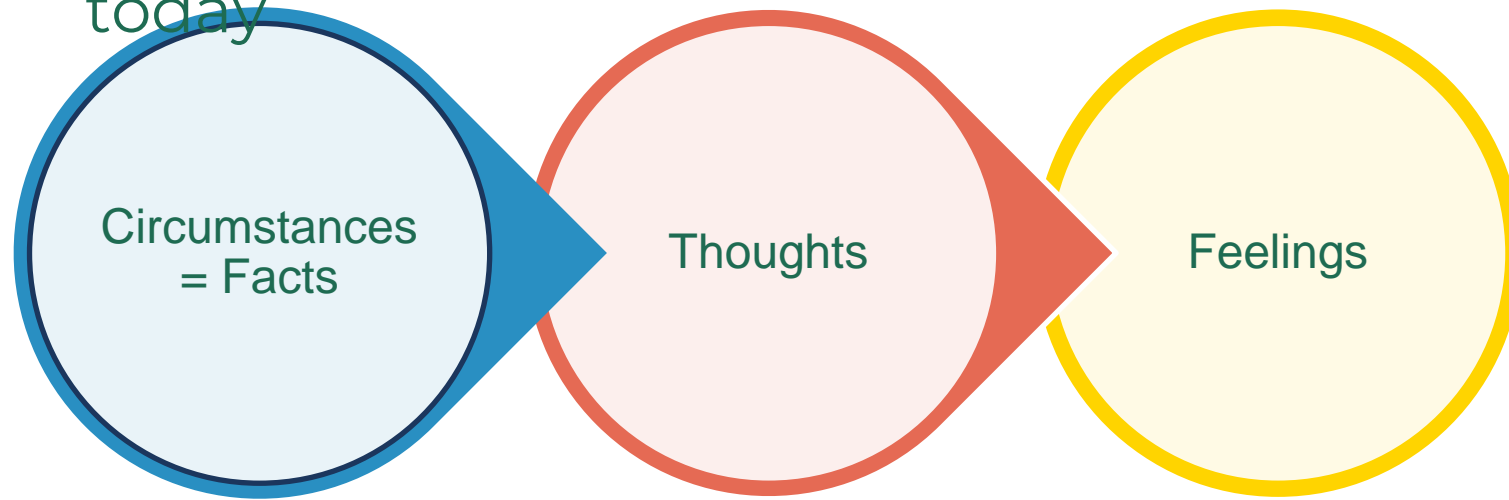
I have #
patients to
care for today



Thought Model

I have #
patients to
care for
today

That is far too
many patients!
...and to document
in the EHR!
...and THEN to get
my other work done!

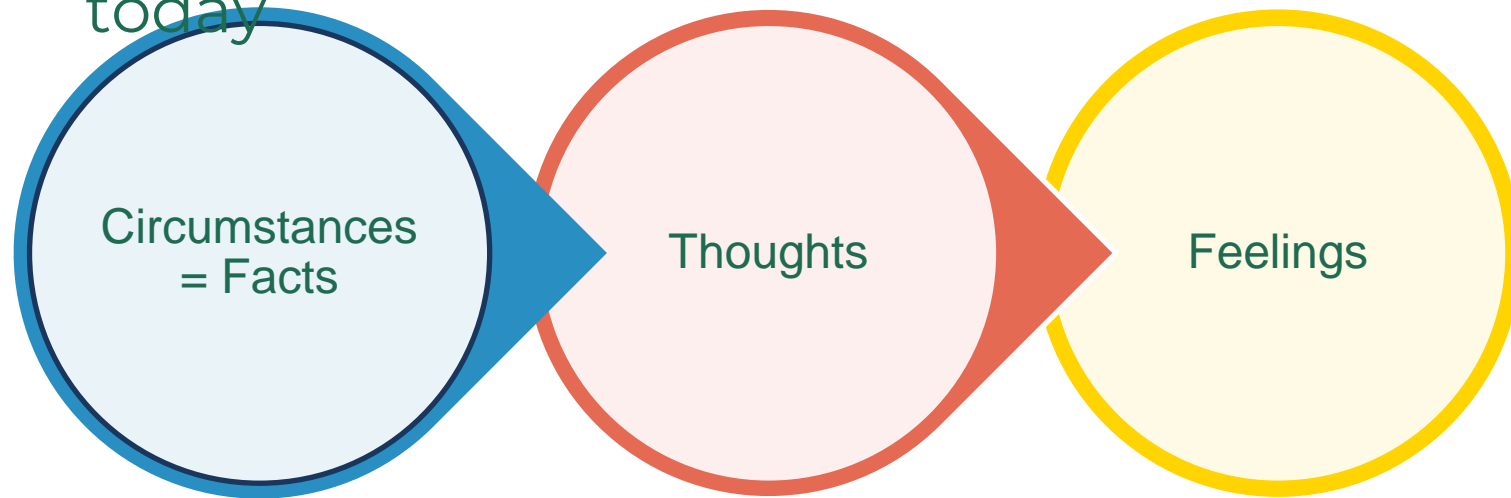


Thought Model

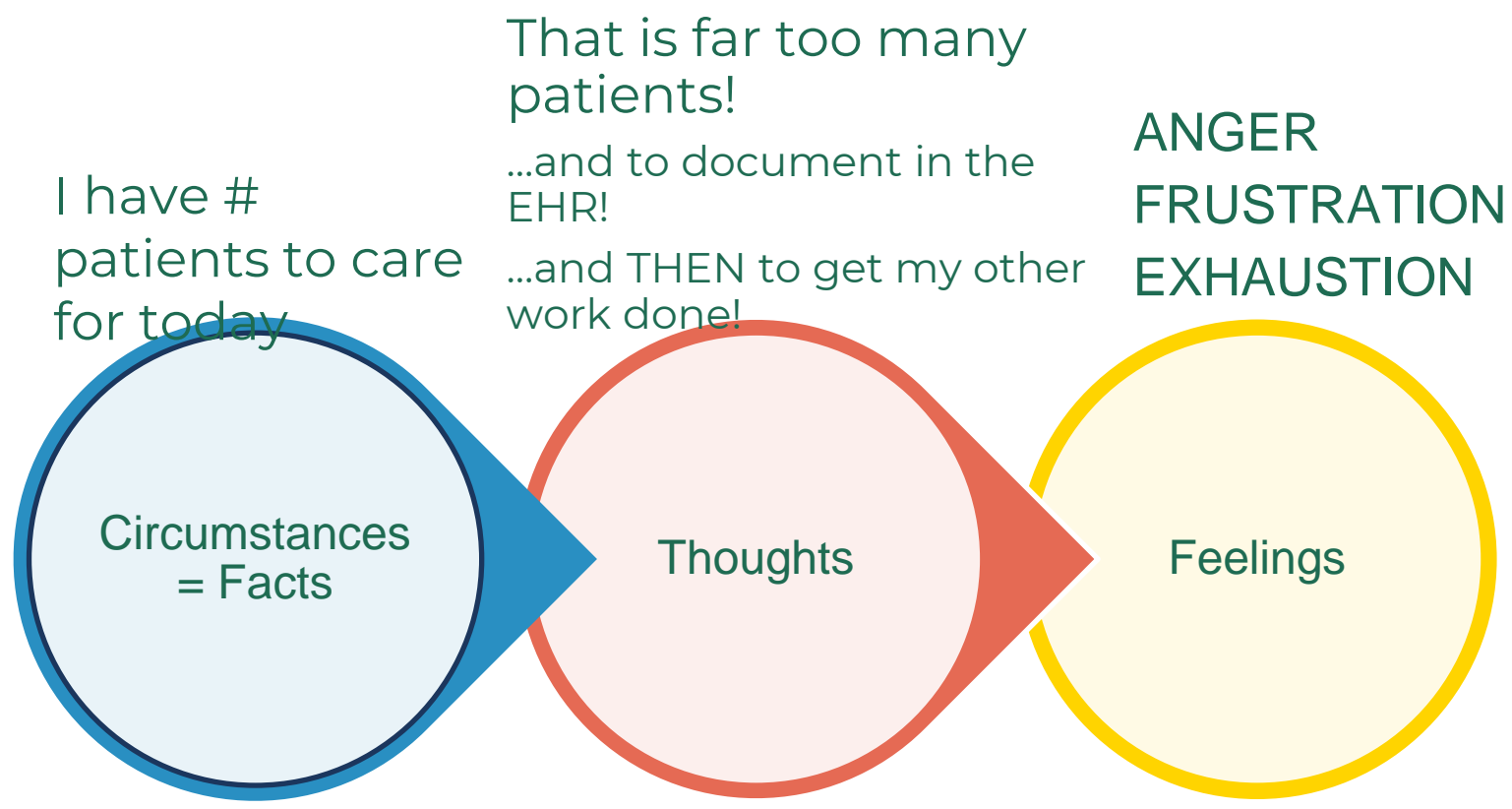
I have # patients to care for today

That is far too many patients!
...and to document in the EHR!
...and THEN to get my other work done!

ANGER
FRUSTRATION
EXHAUSTION



Thought Model



I have # patients to care for today

That is far too many patients!
...and to document in the EHR!
...and THEN to get my other work done!

ANGER
FRUSTRATION
EXHAUSTION

Circumstances = Facts

Thoughts

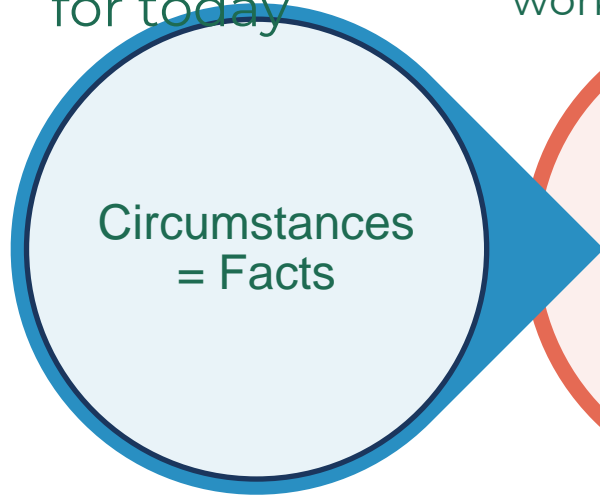
Feelings

I have # patients to care for today



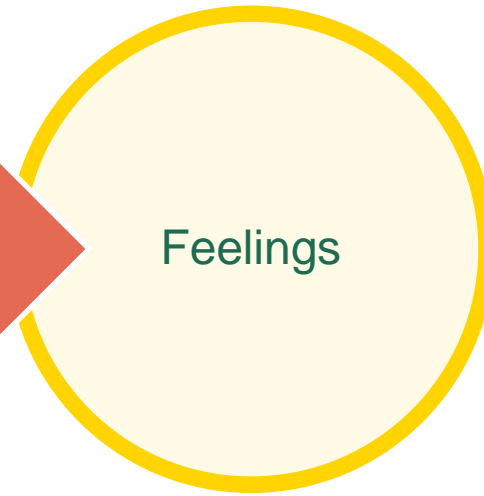
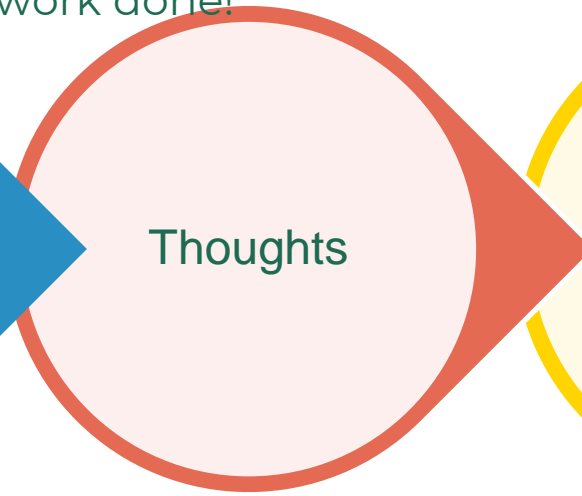
Thought Model

I have # patients to care for today



That is far too many patients!
...and to document in the EHR!
...and THEN to get my other work done!

ANGER
FRUSTRATION
EXHAUSTION

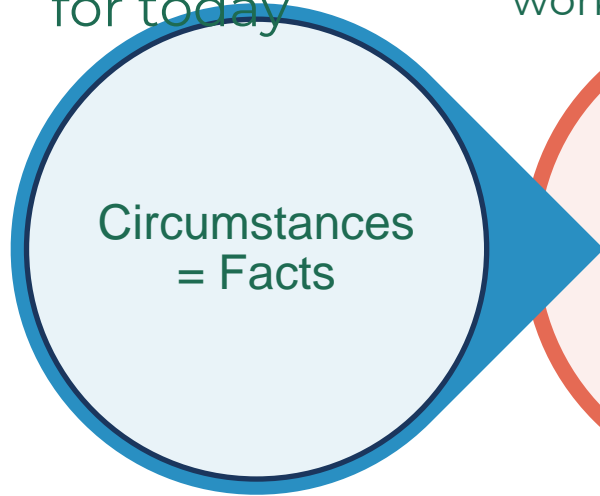


I have # patients to care for today

I AM SO POPULAR!!!

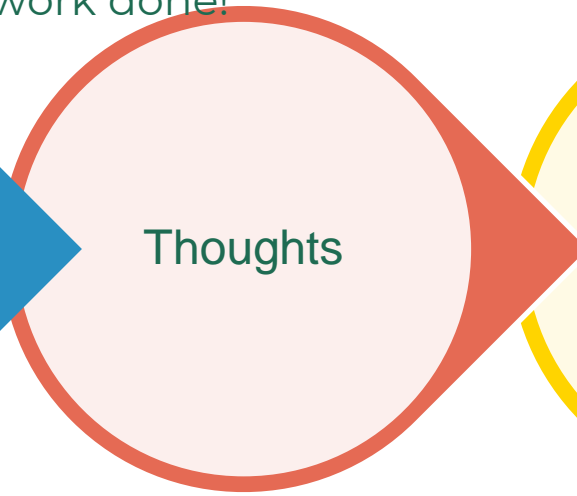
Patients just keep on comin'!
I am GOOOD at this!
What a gift to be able to help patients!

I have # patients to care for today



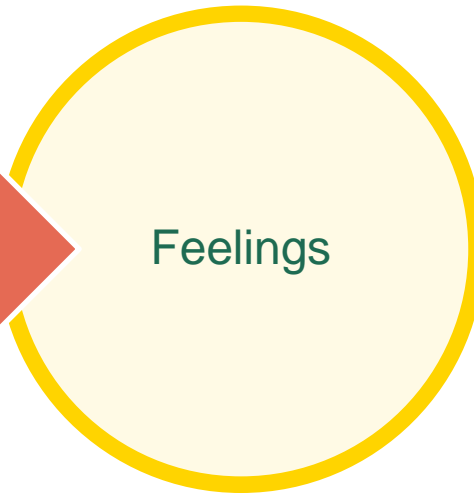
I have # patients to care for today

That is far too many patients!
...and to document in the EHR!
...and THEN to get my other work done!



I AM SO POPULAR!!
Patients just keep on comin'!
I am GOOOOD at this!
What a gift to be able to help patients!

ANGER
FRUSTRATION
EXHAUSTION



GRATITUDE
CALM
HAPPINESS





Grocery store line.

circulada

e

Gratitude



Gratitude



- ▣ Gratitude letters



<https://youtu.be/oHv6vTKD6lg>

- ▣ Show gratitude

Statistics

S

and Empathy

Empathy

- Empathy increases with perceived similarity

Empathy

- Empathy increases with perceived similarity
- Create desired mental habits:
 - Formal: “just like me” and “loving kindness” meditation
 - Every time you see another person, you wish for that person to be happy.
 - Becomes a mental habit.



I wish for you to be
happy.



I wish for you to be
happy.



I wish **every** you **to** be
happy.



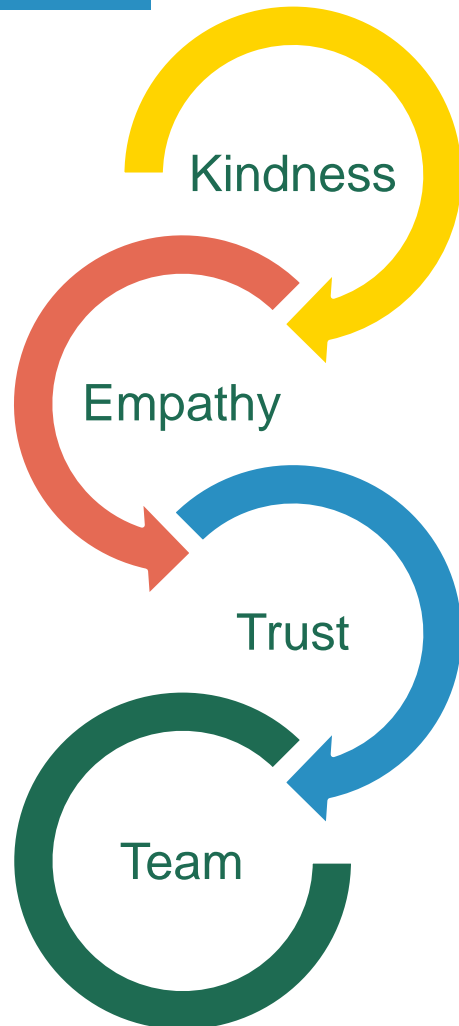
I wish for you to be
happy.



Tan CM. *Search Inside Yourself*. 2014

Empathy and Kindness

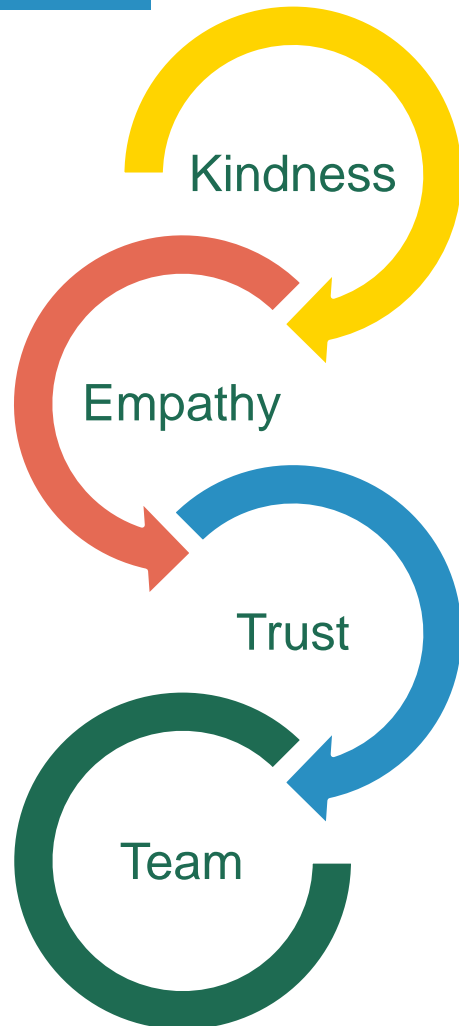
Kindness and Empathy and Trust



- Kindness drives empathy
- Empathy helps build trust
- Trust builds relationships



Kindness and Empathy and Trust



- Kindness drives empathy
- Empathy helps build trust
- Trust builds relationships
- **Build trust**
 - Practice giving people the benefit of the doubt
 - Trust begets trust



Practice giving people the benefit of the doubt

Kindness
is a sustainable
source of
Happiness.



http://www.homesbyoyster.co.uk/image/environment/environment_sustainable_sources.jpg

Kindness is a sustainable source of **Happiness.**

Kindness exercise:

1. Find one unexpected and kind thing to do tomorrow and just do it.
2. Notice what happens to your mood.



http://www.homesbyoyster.co.uk/image/environment/environment_sustainable_sources.jpg

Practice Forgiveness

Practice Hope



BE KIND

WHENEVER POSSIBLE.

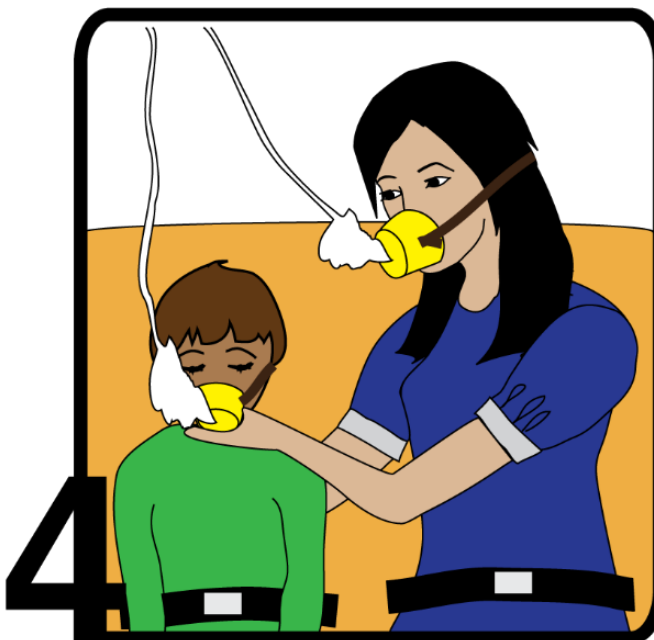
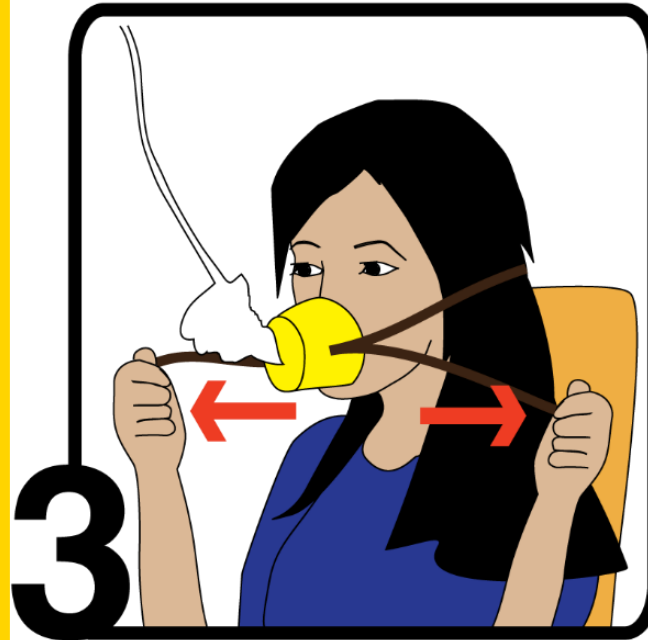
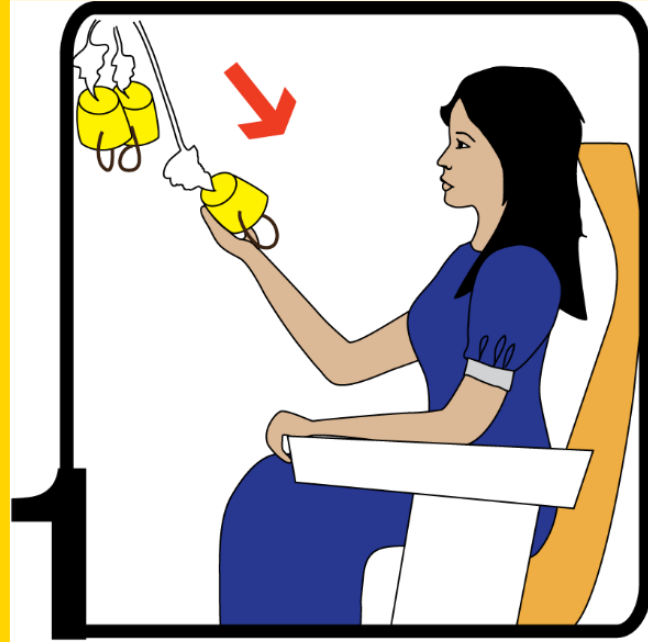
It is Always

POSSIBLE.

DALAI LAMA



- ▣ Are actual things
- ▣ Can be attained
- ▣ Can be learned
- ▣ Require practice



Commitment

What's next?

Think of one change you can make.
And make it.

Take Home or Work or Life

Learning Points

- ❑ Burnout is bad
- ❑ Wellness at work is good
- ❑ Happiness is a choice
- ❑ Stop preventing burnout.
Start promoting **JOY!**



Thanks!

Let's Discuss

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There are these two young fish swimming along and they happen to meet an older fish swimming the other way, who nods at them and says "morning, boys. How's the water?" And the two young fish swim on for a bit, and then eventually one of them looks over at the other and goes, **“What the hell is water?”**

....There are all different kinds of freedom, and the kind that is most precious you will not hear much talked about in the great outside world of winning and achieving and displaying. The really important kind of freedom involves attention, and awareness, and discipline, and effort, and being able truly to care about other people and to sacrifice for them, over and over, in myriad petty little unsexy ways, every day. That is real freedom. The alternative is unconsciousness, the default-setting, the “rat race” — the constant gnawing sense of having had and lost some infinite thing. It is about simple awareness — awareness of what is so real and essential, so hidden in plain sight all around us, that we have to keep reminding ourselves, over and over:

“This is water. This is water.”

David Foster Wallace
Kenyon College Address May 21, 2005

