

## **Burnout: Where the Rubber Meets the Road.**

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# **BURNOUT**

## **Where the Rubber Meets The Road**

2017 STFM Conference on Practice Improvement

**Deb Bren, DO; Frank Sperrazza, DO; Grant Greenberg, MD; Kevin Cowell DO**

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# EnOF

- Energy
- Openness
- Focus

Mark Greenawald MD

## Disclosures

- We are filled with Joy!
- We have not had any Bourbon yet today!
- The Little Louisville slugger bats can't go home in your carry-on.

# Who We Are



COURTESY: LEHIGH VALLEY HOSPITAL

- 8 Campuses
- 1 Children's Hospital
- 160+ Physician Practices
- 17 Community Clinics
- 22 Health Centers
- 16 ExpressCARE Locations
- 45 Rehab Locations
- 81 Testing and Imaging Locations
- 18,000+ Employees
- 2,005 Physicians
- 834 Advanced Practice Clinicians
- 4,208 Registered Nurses
- 69,346 Admissions
- 274,879 ED Visits
- 1,838 Acute Care Beds

# Recognizing Burnout

## Recognizing Burnout

- Changes/drops in FTE
- Resignation
- Early retirement
- Dysfunctional relationships with colleagues and family
- Uncooperative/disruptive behavior
- Drop in meeting/social attendance
- Drop in Patient Satisfaction Scores

## Recognizing Burnout

- Cynicism (depersonalization)
- Exhaustion
- Inefficiency
- Disillusioned
- Disengaged
- Negative impact on physical and mental health
- Substance abuse



# Burnout costs to Healthcare Organization

- Business Case
  - Replacement cost of physician/APC
  - Increased medication errors
  - Increased risk of mortality
  - Increased malpractice claims

## Financial Burden

- 1999
  - Cost of recruiting a physician was estimated to be \$250,000 (Buchbinder 1999)
- 2016
  - Recruitment cost has risen up to \$300,000. (Combating Physician Burnout, Advisory Board Medical Group Strategy Council 2016)
- 2004
  - Estimated loss of revenue from turnover \$2,000,000. (Misra-Hebert, Preventing Physician Burnout, DeChant 2004)

Today, these costs are far greater

## Financial Burden

- According to some estimates, a PCP directs about \$1.6 million/year to his or her Health Care Organization through referrals, imaging and procedures. (Merritt Hawkins 2013)
- 10% reduction in FTE = loss of \$160,000.

# LVHN Medical Staff Burnout Survey

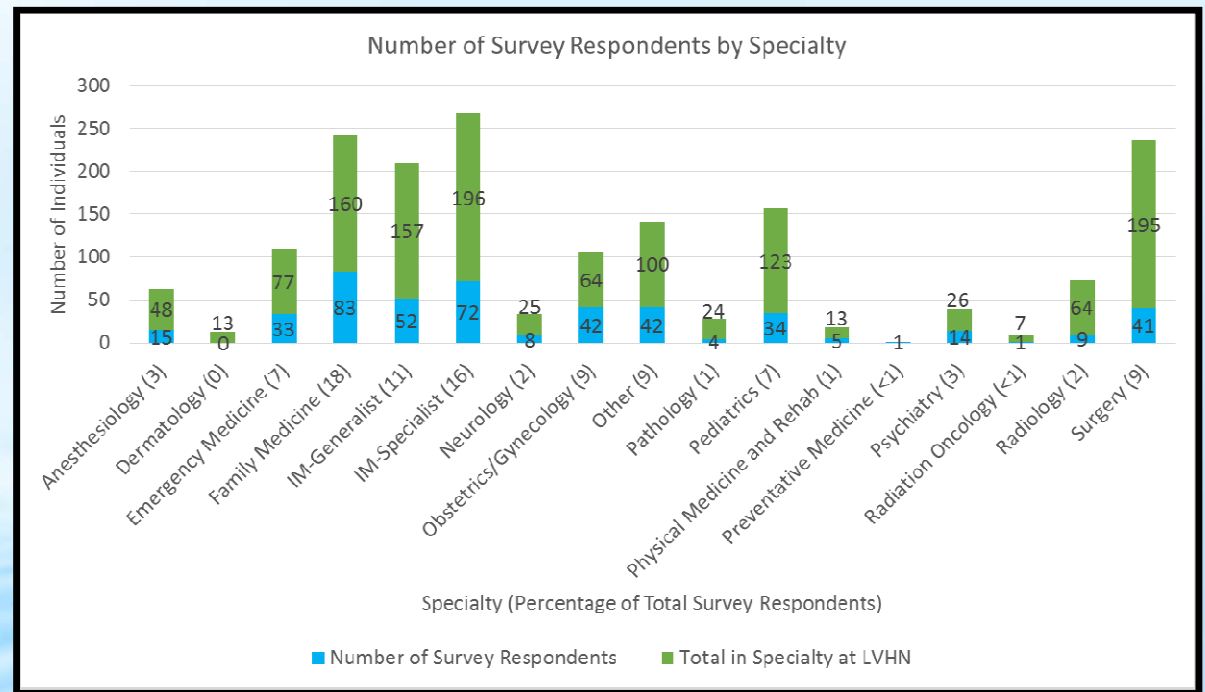
- **Pooja Shankar, MS IV**
- USF-SELECT Program
- Project Champion: Joseph Candio, MD
- Project Supported by: Internal Medicine Professionalism Council
- Capstone Mentor: Suzanne Templer, DO
- Slides courtesy of Matt McCambridge, MD

## Our Assessment

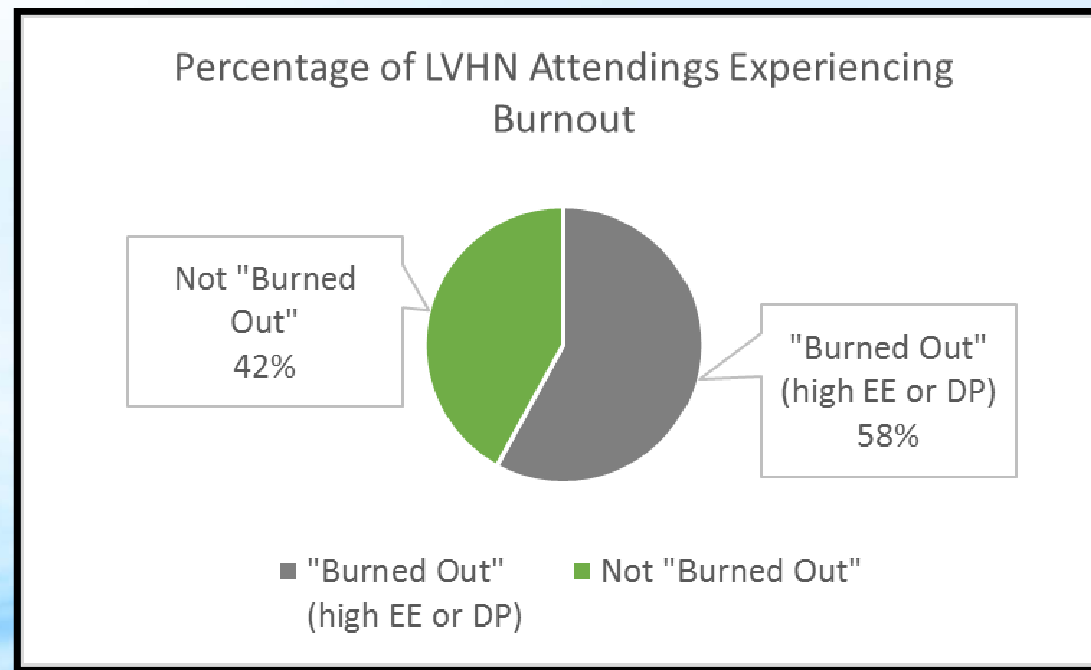
- **Maslach Burnout Inventory (22 questions)**
  - 7 demographics questions
  - 2 qualitative questions
  
- **Domains of Burnout:**
  1. Emotional Exhaustion (EE)
  2. Depersonalization (DP)
  3. Loss of Personal Accomplishment (PA)

# Response to Survey

- Total # Surveyed:
  - 1292 LVHN Physicians
- Total # Responses:
  - 459 (35% response rate)
- Completion Rate:
  - 97% (447 surveys completed)



# Maslach Burnout Inventory

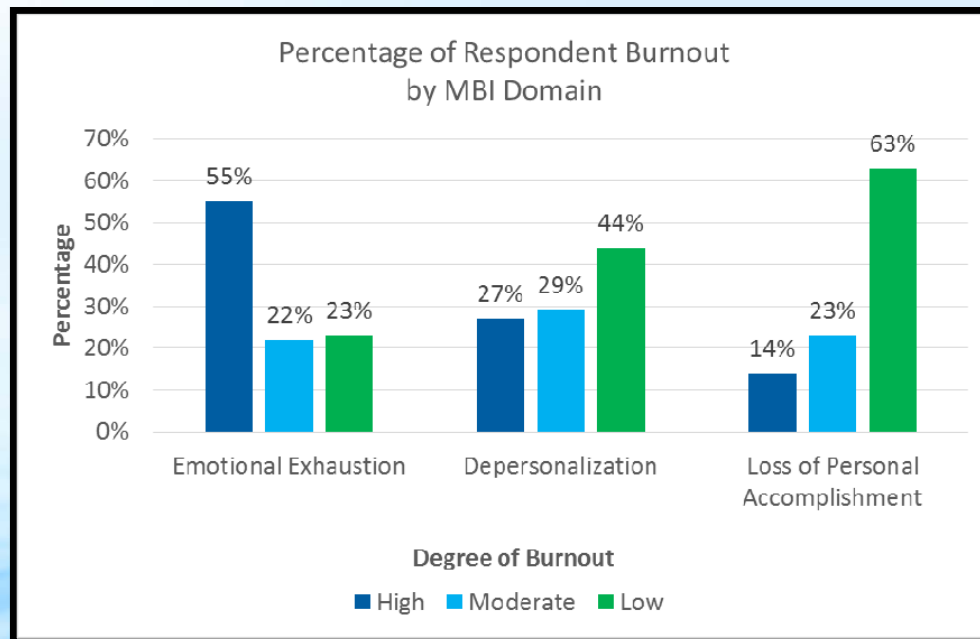


## Physician Burnout





# Maslach Burnout Inventory



## Early Action

### ■ Socialization

- Executive Committee convened
- Medical Staff Committee on Wellness, Resiliency and Joy was chartered
- Network Chief Wellness Officer
- National speakers invited
  - Edward Hallowell, M.D
  - Michael Frisina, PhD
  - Mark Greenawald, MD

## Early Action

- FM Town Hall Meeting
  - APC Supervision
    - We currently sign PA every note
    - Compensation changed for APC Supervision
  - Answering service Pilot
    - First call RN Triage.
    - Inbox management
  - Feedback

# Well-Being vs Wellness

## Well-Being

Balint

Leadership Development

Meditation classes and apps  
(Headspace)

Coaching

EAP if needed

## Wellness

Exercise: Our fitness centers are  
now **FREE** for employees

Healthy Scoop: Wellness Newsletter

Wellness Dollars

## Ongoing Action

- Adjusting staffing models
- Scribes
  - Dragon
- Level Loading
- EHR Optimization
  - Standardization and Centralization
  - Epic Thrive
  - Clinician Elbow to elbow support
  - IT shadowing clinicians
- Professional Development

## Ongoing Action

- Epic Message of the Day
  - Banner/Radar
- Lean
- Centralized Refill Pilot
- Compensation Revision
- Communication
  - Huddles
  - Practice Lead Meetings

# Daily Wellness and Resiliency Checklist

- ☐ Slept 6+ hours
- ☐ Ate Breakfast
- ☐ Socialized with colleagues – lounge, breakroom, cafeteria, etc.
- ☐ Spent spiritual time, meditation, prayer, etc.
- ☐ Took an adequate break to eat during the work shift – chose healthy diet
- ☐ Worked on optimism – recognized and “re-framed” negativity
- ☐ Mindful – stayed in the present
- ☐ Forgave myself, and others, for small transgressions
- ☐ Went home in pleasant mood (transition break?)
- ☐ Exercised
- ☐ Spent time with a hobby, musical instrument or other creative endeavor (non-work)
- ☐ Recalled and documented three “uplifting”, positive, events or occurrences
- ☐ Planned/Made appointment for health exam, a counselor or therapist, as needed, after self-assessment

Carmine Pellosie, MD

# Remembering Burnout Is Not Just Clinicians

- Working to establish standardized non traditional hours.
- Prior authorization of imaging.
- Centralized TOC calls
- Centralized CCT teams per region
- Right Sizing Staff
- Central Call Center Pilot



# Make It Happen



## Tools:

- ✓ Wellness Programs
- ✓ Coaching
- ✓ EAP
- ✓ Lean
- ✓ After hours RN first call
- ✓ EMOD
- ✓ Guest lecturers
- ✓ Ballint
- ✓ MSS Committee
- ✓ Socialization
- ✓ Town Halls
- ✓ Professional/Leadership Development
- ✓ Meditation
- ✓ Survey

**Make It Happen**

**Interactive!**



## Tools

- Three Good Things
- Random Acts of Kindness
- Contact
- Meditation

## 3 Good Things

- Research at Duke University
  - Web-based Implementation for the Science of Enhancing Resilience Study (WISER)
  - [www.dukepatientsafetycenter.com](http://www.dukepatientsafetycenter.com)
- For 14 days (or longer!) reflect on the positive, and your role in bringing it about
- Best within 2 hours of time of sleep

## 3 Good Things: Examples

- I listened to my body and went to bed earlier than anticipated. (Self Care)
- I had a great conversation with a new Nurse Practitioner and made her feel welcome working in my clinic. (Relationships)
- Made it through another day at work without crying! Kept thinking positive thoughts. (Mindfulness)

## 3 Good Things: Examples

- I restarted knitting my daughter's college graduation afghan again after at least a year. (Purpose)
- One a daily basis I stop and question why I react to the childrens' behavior, and then I am able to respond without talking harshly. (Self Awareness)

## Random Acts of Kindness

- Intentional for you, random to recipient
- Buy a cup of coffee for the person behind you in line
- Compliment the first three people you talk to today
- Write a kind message on your mirror with a dry erase marker for yourself, your significant other, or a family member
- Return a shopping cart for someone at the grocery store

## Contact

- Stand up!
- Extend right hand
- Turn to a person nearby and shake hands
- Don't stop! Apply pressure for 6 seconds
- Released oxytocin and other feel-good hormones
- Try a 6 second hug (or longer!) with a family member or friend



# Meditation

- Headspace, Inc.
  - [www.headspace.com](http://www.headspace.com)
  - Googleplay or Apple App Store

# Questions?

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