Burnout: Where the Rubber Meets the Road.

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Published In/Presented At
EnOF

- Energy
- Openness
- Focus

Mark Greenwald 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.
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

Percentage of LVHN Attendings Experiencing Burnout

- Not "Burned Out" 42%
- "Burned Out" (high EE or DP) 58%
Physician Burnout
Maslach Burnout Inventory

![Percentage of Respondent Burnout by MBI Domain](chart.png)

- **Emotional Exhaustion**
  - High: 55%
  - Moderate: 22%
  - Low: 23%

- **Depersonalization**
  - High: 27%
  - Moderate: 29%
  - Low: 44%

- **Loss of Personal Accomplishment**
  - High: 14%
  - Moderate: 23%
  - Low: 63%

**Degree of Burnout**
- High
- Moderate
- Low
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
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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