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# Investigation of Relationship Between Employee Engagement and Burnout Among Physicians at Lehigh Valley Health Network

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Burnout

Exhaustion

Cynicism

Inefficacy

## Introduction

- Burnout is a syndrome of “emotional exhaustion, depersonalization, and reduced personal accomplishment in individuals that work with individuals”<sup>1</sup>
- Burnout is the negative side on a continuum which is opposed by engagement (dedication and vigor), expect to see lower burnout with high engagement<sup>2</sup>
- Physicians are especially prone to burnout due to the nature of their work and increased demands - 51% frequently / constantly burned out<sup>3</sup>
- Well Being Index (WBI) is an online, voluntary nine question survey administered to all physicians in the network to screen participants for distress and provides a score to track over time as well as other metrics to gauge well being compared to other physicians nationally and within the network
- High distress percentile = physicians w/ score > 3 / physicians in cohort
- Burnout creates significant professional and personal difficulties- 1 point increase = 30-40% chance of reducing hours in next 2 years<sup>3</sup>

## Purpose

- Evaluate engagement among Lehigh Valley Health Network (LVHN) employees represented by network goals
- Analyze relationship between engagement and burnout

## Methodology

Administration of WBI survey to all physicians initiated 08/01/2018, quarterly N=1007 (3304)

Administration of LVHN employee survey including engagement questions 2018/19 N=~850

Analysis of WBI data and engagement data, conducted correlational study as well as qualitative study

## Results

### Network Goals

Recommend LVHN as a great place to work. (EG1)

LVHN inspires me to perform at my best. (EG2)

I feel comfortable referring friends & family to LVHN. (EG3)

Department	Engagement	EG1	EG2	EG5	High Distress Percentile
ANES	2.78	2.50	3.00	3.00	49.28
CANCER	3.60	3.00	3.80	3.80	34.38
SURG	3.69	3.34	3.38	3.94	38.02
HM	3.72	3.52	3.36	3.89	37.86
FP	3.76	3.55	3.45	4.27	38.74
CARDS	3.82	3.64	3.25	4.11	38.98
FM	3.84	3.62	3.44	4.21	38.74
PEDS	3.86	3.70	3.50	4.00	36.10
PULM	3.88	3.69	3.54	4.04	48.84
NEURO	3.89	3.73	3.54	4.12	53.13
ED	3.90	3.65	3.65	4.11	30.86
OBGYN	3.94	3.65	3.69	4.15	51.91
IM	3.95	3.80	3.75	4.19	37.79
ONCO	4.09	3.88	3.94	4.44	39.20
PSYCH	4.09	3.97	3.84	4.03	9.62
PM	4.10	4.25	3.75	4.25	30.43
<b>AVERAGE</b>	<b>3.81</b>	<b>3.59</b>	<b>3.55</b>	<b>4.03</b>	<b>38.37</b>

Figure 1 - Engagement score (on 5 point scale) and individual network goals compared to high distress percentile scaled to 5 point scale for each department. Engagement range = 3.60-4.10, high distress percentiles 30-39%

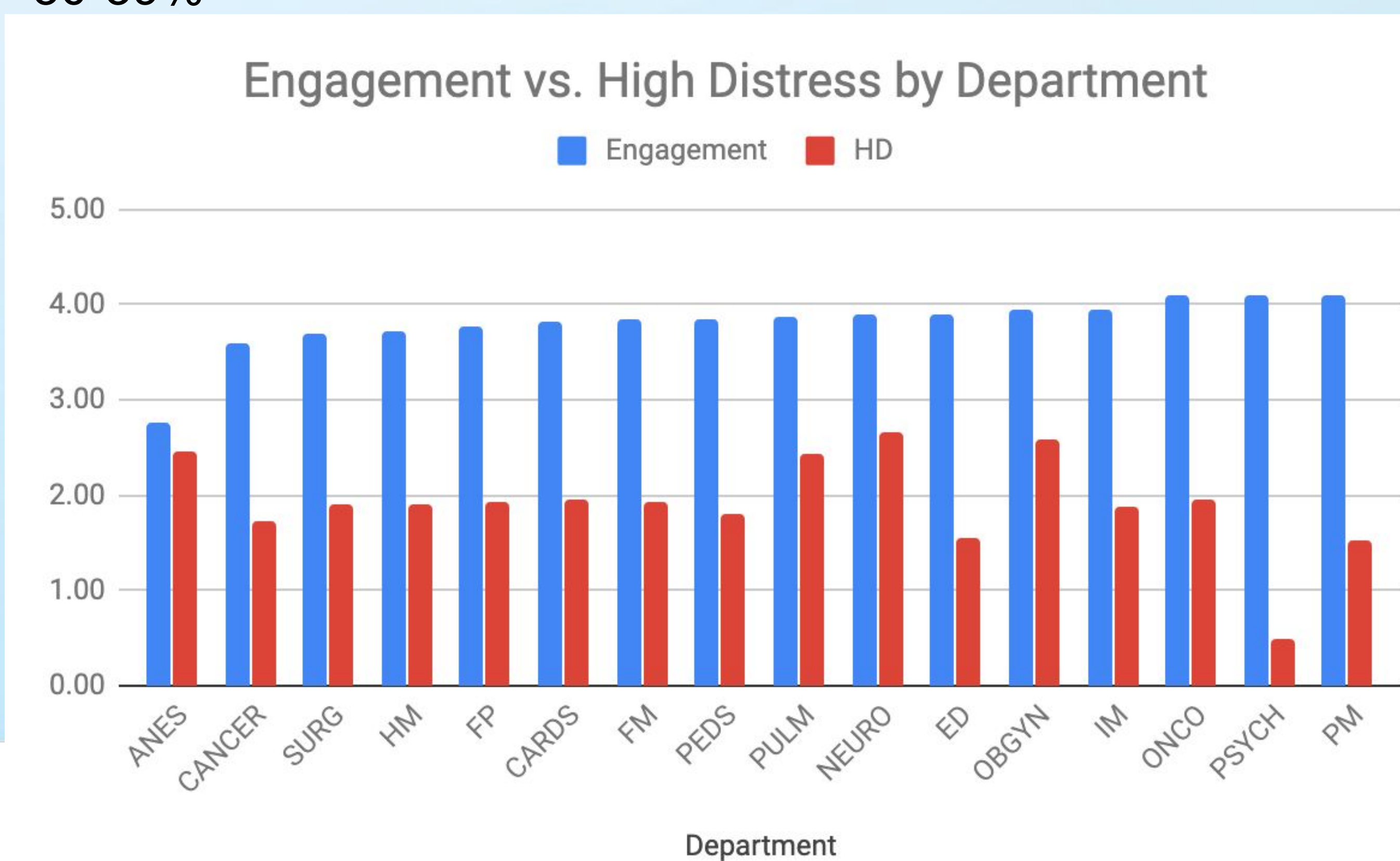


Figure 2 - Visual representation of average engagement score and high distress percentile by department.

## Conclusions

- Some departments reinforced the expected trend - higher engagement, lower burnout
- Large variance in high distress percentiles among groups with similar engagement scores may be due to culture / practices of the department
- Global physician engagement score was 3.81, and confidence in the network to provide superior care was high, 4.03
- Those who recommend working at LVHN also feel they are inspired to perform at their best
- Female physicians had lower engagement and higher high distress percentile

## Future Direction

- Limited analysis due to requirement of anonymity - no individual data, only data by cohorts >5 physicians - no statistical tests
- Break down WBI data by individual
- Assess latitude - ability to do job without obstruction (teamwork, flexibility, incentives, physician leadership, growth) impact on burnout
- Assess hospital-owned versus independent
- Provide Network Leadership with actionable engagement data to improve culture

### Acknowledgements

1 Maslach, C., Jackson, S. E., & Leiter, M. P. (1996). Maslach burnout inventory manual (3rd ed.). Palo Alto, CA: Consulting Psychologists Press. <http://dx.doi.org/10.1146/annurev.psych.52.1.397>

2 Demerouti, Evangelia & Mostert, Karina & Bakker, Arnold. (2010). Burnout and Work Engagement: A Thorough Investigation of the Independence of Both Constructs. Journal of occupational health psychology. 15. 209-22. 10.1037/a0019408.

3 Jha, A. K., Illiff A. R., Chaoui A. A., Defossez S., Bombaugh M. C., Miller Y.A.. Waltham, MA: Massachusetts Medical Society, Massachusetts Health and Hospital Association, Harvard T.H. Chan School of Public Health, and Harvard Global Health Institute; 2019.