Strategies for Achieving **JOY** in the Workplace

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HEALTHCARE PROVIDERS GO SILENT

“...I was forced into a silence of shame, fear, and anxiety. The accusation repeatedly reconstituting as a tangible knot of resentment, anger, insecurity, and profound sadness.”

“My lifelong dream is becoming a nightmare.”

“At the end of every day, I experience a deep sense of mourning and an overwhelming compulsion to walk away from this profession.”
WHAT IS BURNOUT?

Prolonged response to long-term emotional and interpersonal stressors on the job.¹
KEY DIMENSIONS

- Emotional exhaustion
- Feelings of cynicism & detachment (depersonalization)
- Sense of ineffectiveness and lack of accomplishment
CONSEQUENCES OF BURNOUT

PATIENT CARE COSTS

ECONOMIC COSTS

PERSONAL COSTS
HOW BAD IS IT?
44% Of physicians report at least one symptom of burnout
2017 Mayo Clinic Study
Which Physicians Are Most Burned Out?

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Burnout Rate</th>
</tr>
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<tbody>
<tr>
<td>Urology</td>
<td>54%</td>
</tr>
<tr>
<td>Neurology</td>
<td>53%</td>
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<tr>
<td>Physical Medicine &amp; Rehabilitation</td>
<td>52%</td>
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<tr>
<td>Internal Medicine</td>
<td>49%</td>
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<tr>
<td>Emergency Medicine</td>
<td>48%</td>
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<tr>
<td>Family Medicine</td>
<td>48%</td>
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<tr>
<td>Diabetes &amp; Endocrinology</td>
<td>47%</td>
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<tr>
<td>Infectious Diseases</td>
<td>46%</td>
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<tr>
<td>Surgery, General</td>
<td>46%</td>
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<tr>
<td>Gastroenterology</td>
<td>45%</td>
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<tr>
<td>Ob/Gyn</td>
<td>45%</td>
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<tr>
<td>Radiology</td>
<td>45%</td>
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<tr>
<td>Critical Care</td>
<td>44%</td>
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<tr>
<td>Cardiology</td>
<td>43%</td>
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<tr>
<td>Anesthesiology</td>
<td>42%</td>
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<tr>
<td>Rheumatology</td>
<td>41%</td>
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<tr>
<td>Pediatrics</td>
<td>41%</td>
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<tr>
<td>Oncology</td>
<td>39%</td>
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<tr>
<td>Pulmonary Medicine</td>
<td>39%</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>39%</td>
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<tr>
<td>Orthopedics</td>
<td>38%</td>
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<tr>
<td>Dermatology</td>
<td>38%</td>
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<tr>
<td>Allergy &amp; Immunology</td>
<td>39%</td>
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<tr>
<td>Plastic Surgery</td>
<td>36%</td>
</tr>
<tr>
<td>Otolaryngology</td>
<td>36%</td>
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<tr>
<td>Ophthalmology</td>
<td>34%</td>
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<tr>
<td>Pathology</td>
<td>33%</td>
</tr>
<tr>
<td>Nephrology</td>
<td>32%</td>
</tr>
<tr>
<td>Public Health &amp; Preventive Medicine</td>
<td>28%</td>
</tr>
</tbody>
</table>
CHANGES IN BURNOUT BY SPECIALTY 2011-2017

- Emergency medicine
- Obstetrics and gynecology
- Family medicine
CAUSES OF BURNOUT
TRIAD OF CAUSES

PERSONALITY
TRAITS

EXTERNAL
PRESSURES

MEDICAL
CULTURE
BASIC TRAINING TAKES 8 WEEKS
TRIAD OF CAUSES

PERSONALITY TRAITS

EXTERNAL PRESSURES

MEDICAL CULTURE
49% Would not recommend medicine as a career to their children
2018 Physicians Foundation Survey
One in fifty physicians intend to leave medicine altogether in the next two years to pursue a different career.

*Professional Satisfaction and Career Plans of US Physicians*
Do Early Career Doctors and Pharmacists Want to Work in Tech?

- 17% Very interested
- 30% Somewhat interested
- 20% Neutral
- 21% Somewhat uninterested
- 11% Very uninterested
- 1% Prefer not to say

*Note: Graph was conducted with a group of 496 respondents*
PROVIDERS ARE HUMANS!!!
PSYCHOLOGICAL NEEDS OF PROVIDERS

CAMARADERIE

CHOICE

MEANING
DRIVER DIMENSIONS

MEANING IN WORK

- Workload and job demands
- Control and flexibility
- Work-life integration
- Social support and community
- Culture and values of organization
- Efficiency and resources

BURNOUT
- Exhaustion
- Cynicism
- Inefficacy

ENGAGEMENT
- Vigor
- Dedication
- Absorption

THE PATH FORWARD
THE PATH FORWARD

ORGANIZATIONAL COMMITMENT + MULTI-MODAL APPROACH
To foster joy and meaning in work for providers and their teams.
AVAILABLE WELLBEING MODELS
EXCELLENCE

We commit to being exceptional today and even better tomorrow.

We seek new knowledge, ask for feedback, and are open to change.

We use resources wisely and effectively.

We are curious and continuously look for ways to innovate.

We are true to our word and follow through on our commitments.

LOVE

We anticipate the needs of others and help with compassion and generosity.

We embrace diversity and show respect to everyone.

We listen actively, seek to understand and assume good intentions.

We tell the truth with courage and empathy.

We accept responsibility for our attitudes and actions.

We Serve Together

guided by our values
Excellence & Love
Humanizing Adverse Events

Destigmatizing Mental Health

Elevating Workplace Civility

PROFOUND CULTURE CHANGE
Humanizing Adverse Events
PROVIDER SUPPORT INITIATIVES
CARE FOR THE CAREGIVER PEER SUPPORT

Care for the Caregiver

Providing care and support to our staff
Destigmatizing Mental Health
What’s killing our doctors?

A film by Robyn Symon

DO NO HARM
**In-house resource liaison** also available to connect provider with internal and community resources**
Elevating Workplace Civility
Clinician-Organized Meetings to Promote and Sustain Satisfaction (COMPASS)
PSYCHOLOGICAL NEEDS OF PROVIDERS

Camaraderie  Choice  Meaning
OASIS PROJECT

Multi-modal intervention
✓ TEAM resiliency education
✓ Social connection
✓ Recognition
✓ OASIS room
DRIVER DIMENSIONS

MEANING IN WORK

Efficiency and resources
Culture and values of organization
Social support and community
Workload and job demands
Control and flexibility
Work-life integration

BURNOUT
- Exhaustion
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ENGAGEMENT
- Vigor
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What Contributes Most to Your Burnout?

- Too many bureaucratic tasks (e.g., charting, paperwork) 59%
- Spending too many hours at work 34%
- Increasing computerization of practice (EHRs) 32%
- Lack of respect from administrators/employers, colleagues or staff 30%
- Insufficient compensation/reimbursement 29%
- Lack of control/autonomy 23%
- Government regulations 20%
WHY DO I COME TO WORK?
What Can I Do NOW?

✓ Engage senior leadership
✓ Track the business case for wellbeing
✓ Measure wellbeing and the drivers of burnout/professional fulfillment
✓ Resource a wellness infrastructure
✓ Determine scope, launch pilot projects, evaluate efficacy
“For most (providers) who find themselves burning out or disillusioned with the job, the cause is most likely the loss of the human connections that they expected when they entered the field, and the loss of their own idealism. That is not irretrievable. What is needed is the courage to identify and reinvigorate some of the illusions.”
RESOURCES

ONLINE

stepsforward.org

https://nam.edu/initiatives/clinician-resilience-and-well-being/