

# It's Not Burnout, it's CHAOS<sup>1</sup>

Navigating The Impact of Physician Disengagement on Healthcare Delivery

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# Key Points

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- ① Physician Burnout Review
- ② Impact of Physician Burnout
- ③ Systems-based Solutions

# My Story of Burnout

# Healthcare Landscape



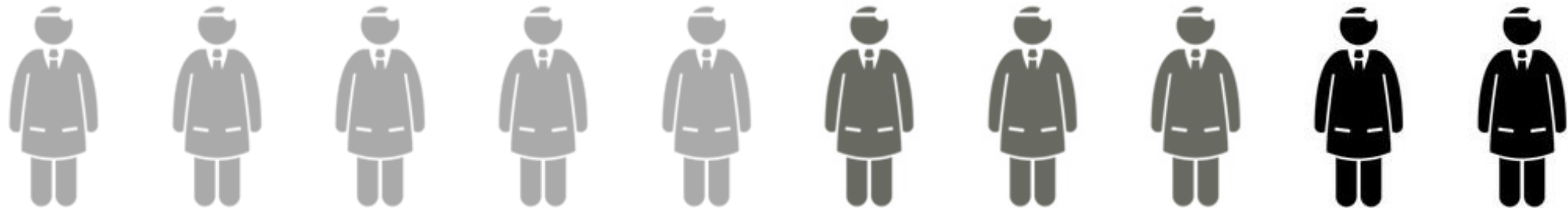
# The Facts about Physician Burnout

# Physician Burnout

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50 – 54%

U.S. physicians reporting symptoms of burnout<sup>1,2</sup>



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**Burnout** 

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# Consensus

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## PUBLIC HEALTH CRISIS

# New Diagnosis

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**World Health  
Organization**



# Definition of Burnout

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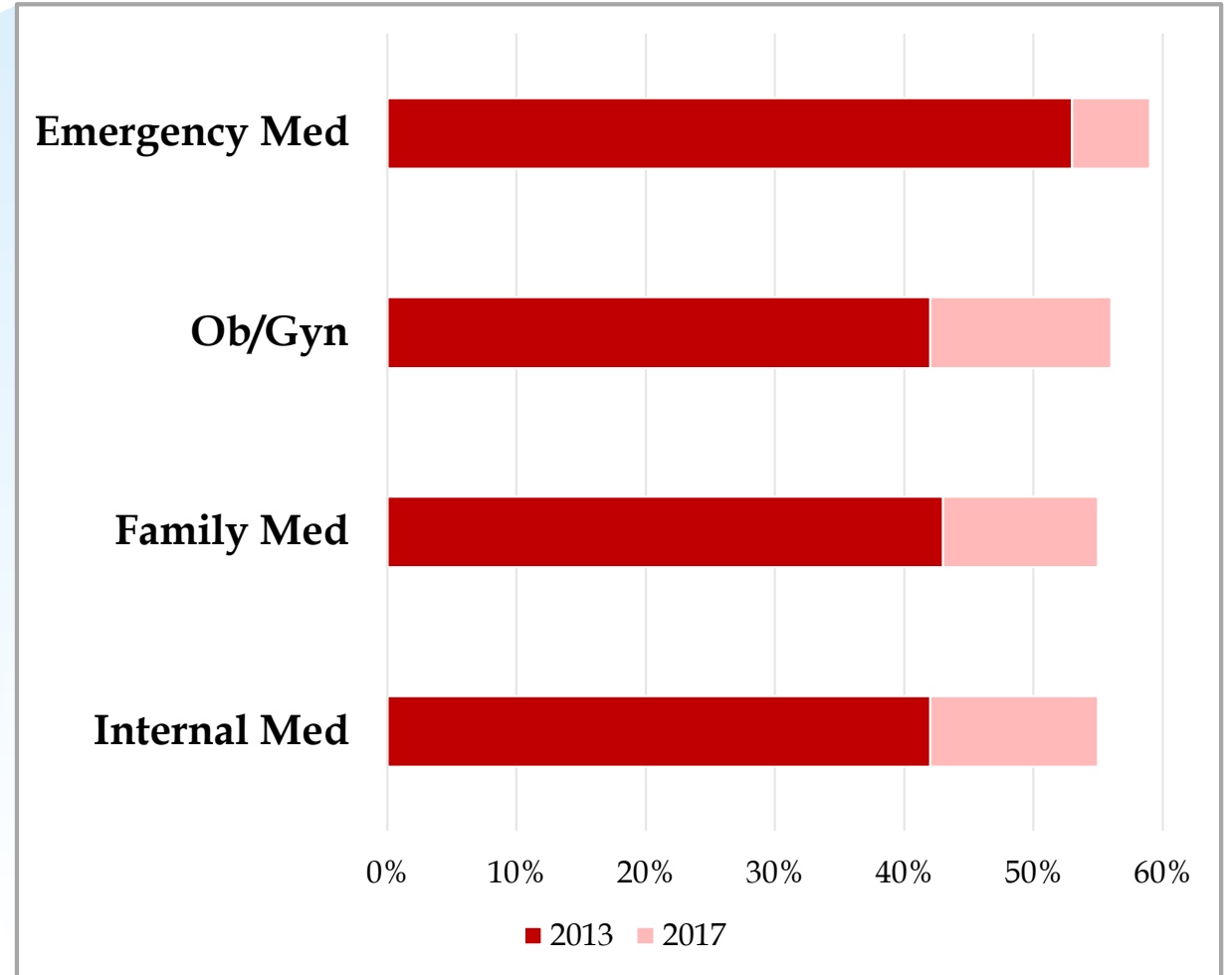
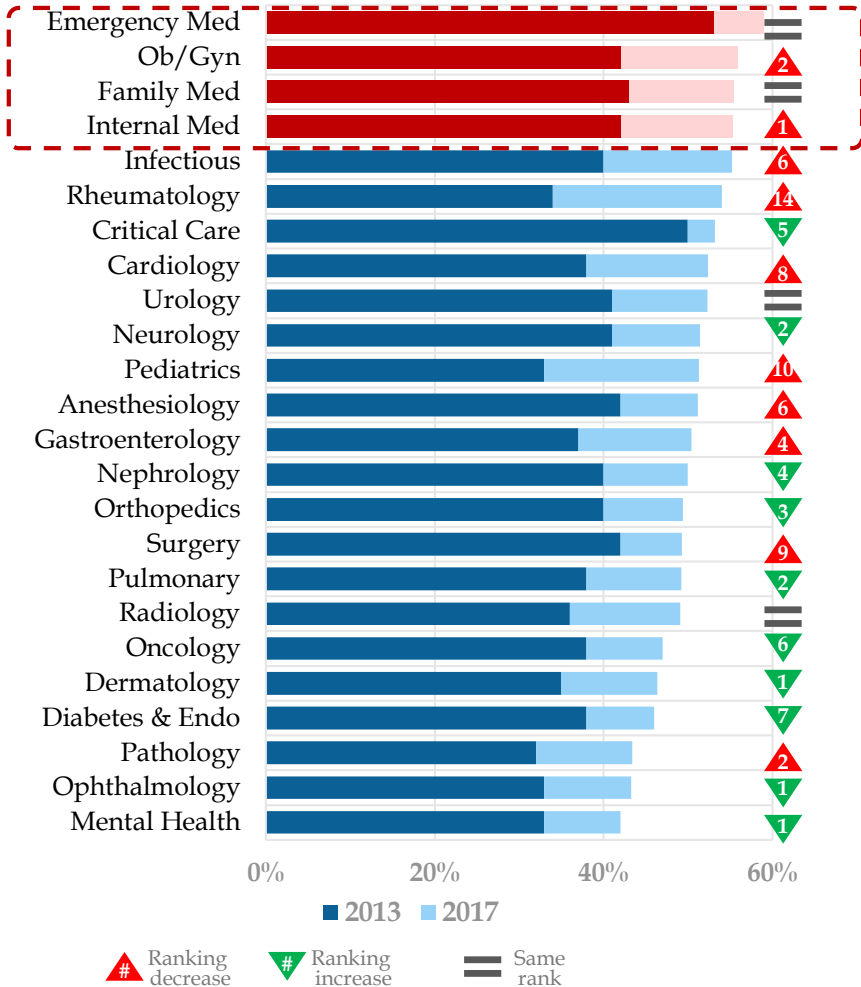
## Current Paradigm<sup>1</sup>

- Burnout described as one of three symptoms
  - Emotional Exhaustion
  - Depersonalization
  - Diminished Sense of Personal Accomplishment
- New term “Moral Injury” is gaining popularity



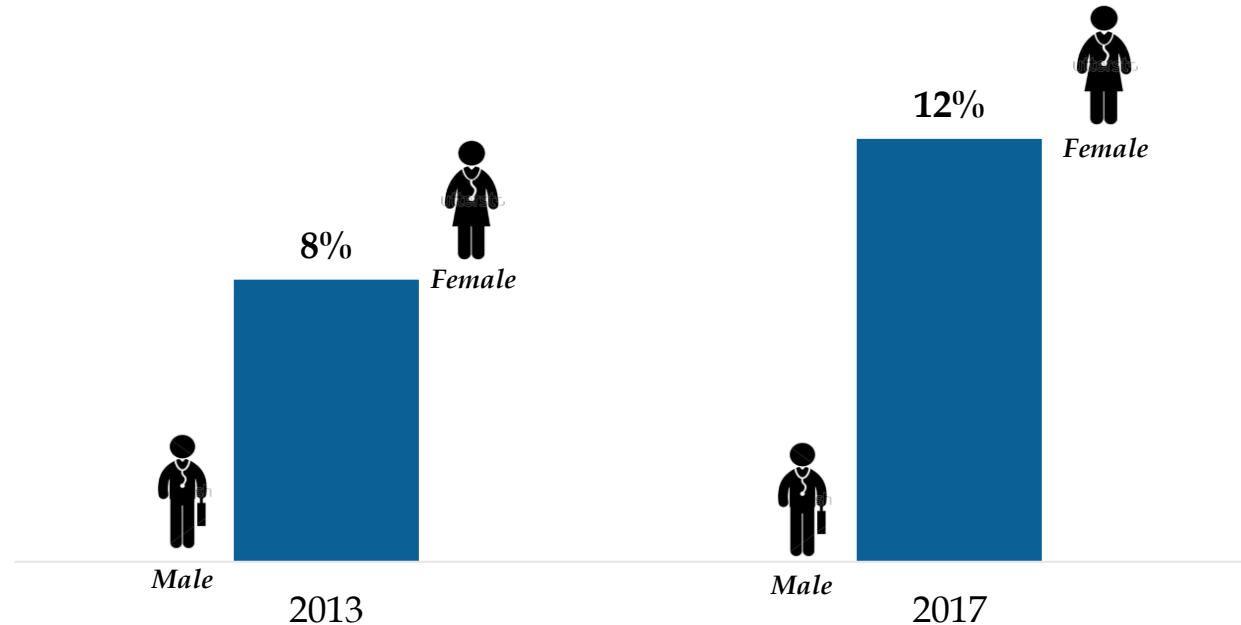
# Physician Burnout – The Numbers

Changes in Burnout by Specialty:  
2013 - 2017<sup>1</sup>



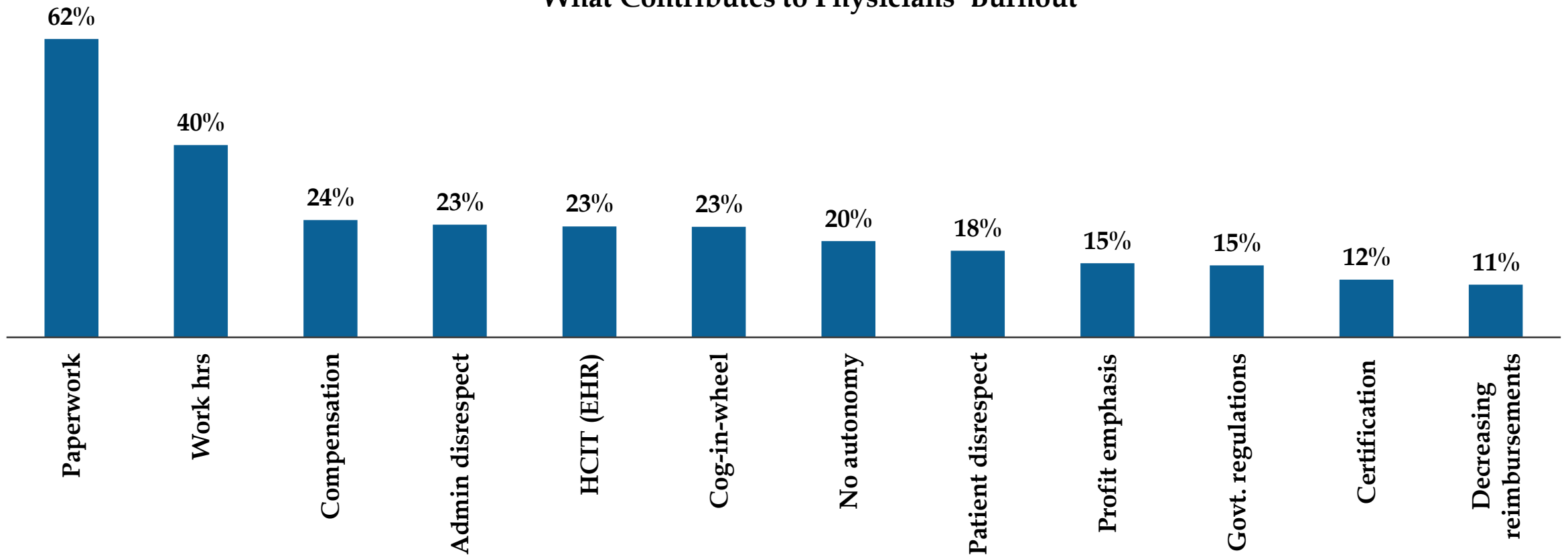
# Physician Burnout – The Numbers

## Gender Disparity *Percentage of Female vs. Male Physicians Impacted by Burnout<sup>2</sup>*



# Physician Burnout – The Causes

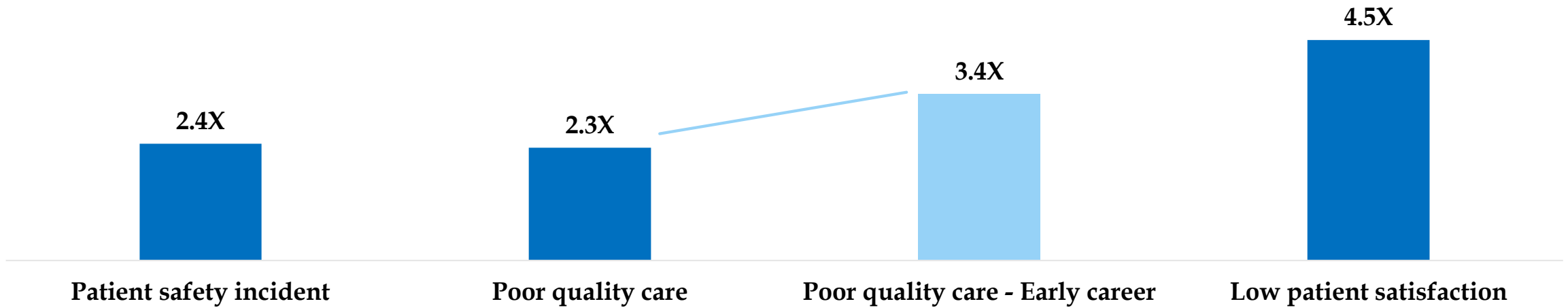
What Contributes to Physicians' Burnout



# The Impact of Physician Burnout

# Impact of Physician Burnout

Impact of Burnout on Patient Care<sup>1</sup>



# Impact of Physician Burnout

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➤ Increases likelihood of leaving **2X**



➤ **\$500,000 – \$1 million**  
estimated replacement cost per  
position



# Financial Impact of Physician Burnout

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**\$4.6 Billion**



# What Are Doctors Doing Instead?

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**Why else should we care about physician burnout?**

# Physician Suicide

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Higher rates of depression, anxiety, and substance use

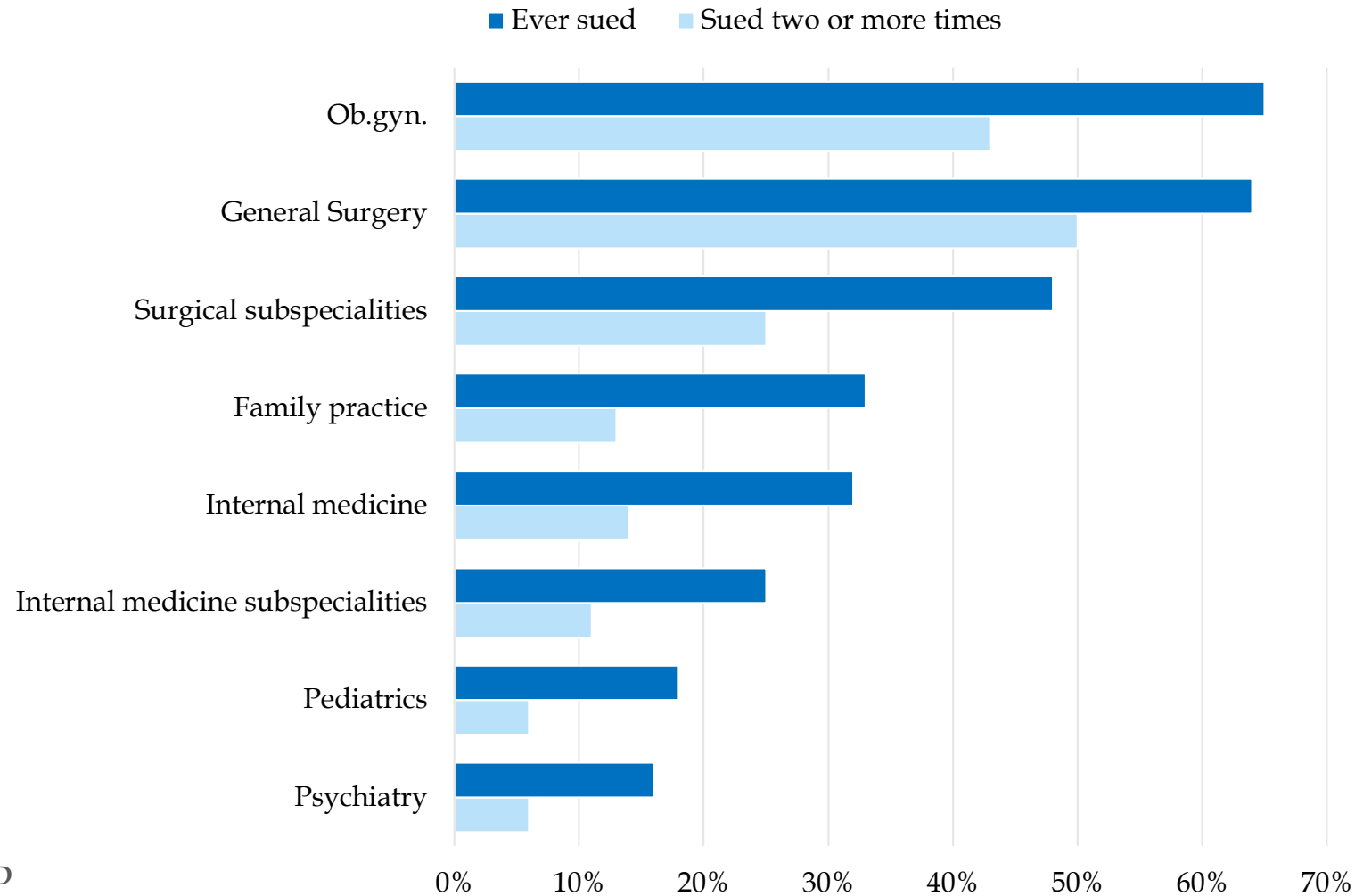
300 physician suicides per year

Female physician suicide rate 2.5-4x higher than general population

**Why are physicians reluctant to seek help?**

# Increasingly Litigious Environment

Percentage of physicians sued for malpractice by specialty<sup>1</sup>



Source: Association Medical Association  
1. Based on data from the AMA's 2016 benchmark survey

# Lawsuits Based on Burnout

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A health-care facility that *failed to help a doctor* who was suffering from burnout may also be responsible for harm to the patient

If you or a loved one was *harmed by a burnt-out doctor*, you may be entitled to compensation for your losses. You don't need to go it alone. – Contact Our Firm to find out how we can help on your pathway to justice

# Culture of Safety

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**Building a culture of safety is impossible without engaged and healthy clinicians**

**If you're still not convinced, consider the  
business case for addressing burnout**



# Reducing Burnout

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Associated with increased patient satisfaction scores

Improved employee engagement

Decreased recruitment costs

# ROI for Addressing Burnout

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**AMA calculator provides a useful tool to look at the financial impact of addressing burnout**

# Solutions

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**How can we address this crisis?**

# Current Paradigm – Traditionally Thought of as Individual Issue of Resilience

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- Conduct Internal Surveys
- Wellness Initiatives for Individual Clinicians
- Bonuses Based on Productivity
- Budget for Recruitment

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## Pros

- ✓ Some focused attention on individual physicians
- ✓ Services to help with work-life balance
- ✓ Incentivize meeting RVU goals
- ✓ Attract great talent

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## Cons

- ? Current surveys make it difficult to identify at risk employees
- ? Costly
- ? Financial incentives might not be as inherently motivating
- ? Limited budget for retention of current employees

**What are we missing when we frame burnout as a  
resilience issue?**

# Canary in Coalmine

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# Evidence Based Solutions

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Approaches that address “*structural changes, fostering communication between members of the health care team, and cultivating a sense of teamwork and job control*” can be most effective



# Crucial Factors for Success

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**Support and Commitment from senior leadership**

# Crucial Factors for Success

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**Need accurate data**

# Comprehensive Plan

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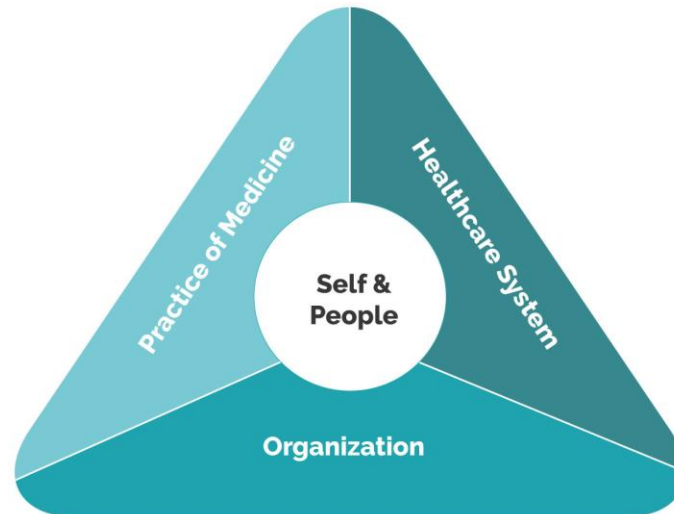
## Potential Frameworks: StanfordWellMD



# Our Framework

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**Creates a roadmap that addresses these crucial domains**



# Organization

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Support and commitment from senior leadership

Making physician wellbeing a priority (Quadruple Aim)

Involving clinicians in key policy changes

Provide physicians with leadership opportunities

# Self & People

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Peer group coaching

Confidential Counseling services

Opportunities to create culture change

Professional development opportunities

# Practice of Medicine

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Practice transformation

Team based approach

Initiatives to improve EHR and Workflow

# Healthcare System

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Pushing back on regional and national policy issues that are negatively impacting your physicians



**Addressing Burnout Takes time and commitment, but it can be done**

# Evidence-Based Solutions/Take Home Points

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Need an internal champion in leadership position

Quadruple Aim must be an organizational priority with resources to support necessary change

Start with accurate data about sources of clinician burnout

Solutions aimed at addressing root causes of burnout (with less emphasis on individual fixes)

Questions?