



Thriving Under Pressure

UIM 2023

October 19, 2023

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PHYSICIAN THRIVE

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Faculty Disclosure

- Nothing to Disclose

Learning Objectives

- Identify the signs, symptoms, and consequences of burnout
- Discuss prevention strategies for burnout both from an individual and organizational standpoint
- Implement intervention strategies for well-being

MEDICINE IS A HEAVY LIFT



Burnout is an *occupationally induced* syndrome



1. Emotional exhaustion
2. Cynicism about work
3. Loss sense of accomplishment

THE LANCET

The New York Times

THE WALL STREET JOURNAL.



**Medical
Economics**
SMARTER BUSINESS. BETTER PATIENT CARE.

PHYSICIAN BURNOUT: A Public Health Crisis



JAMA
The Journal of the American Medical Association

The Washington Post

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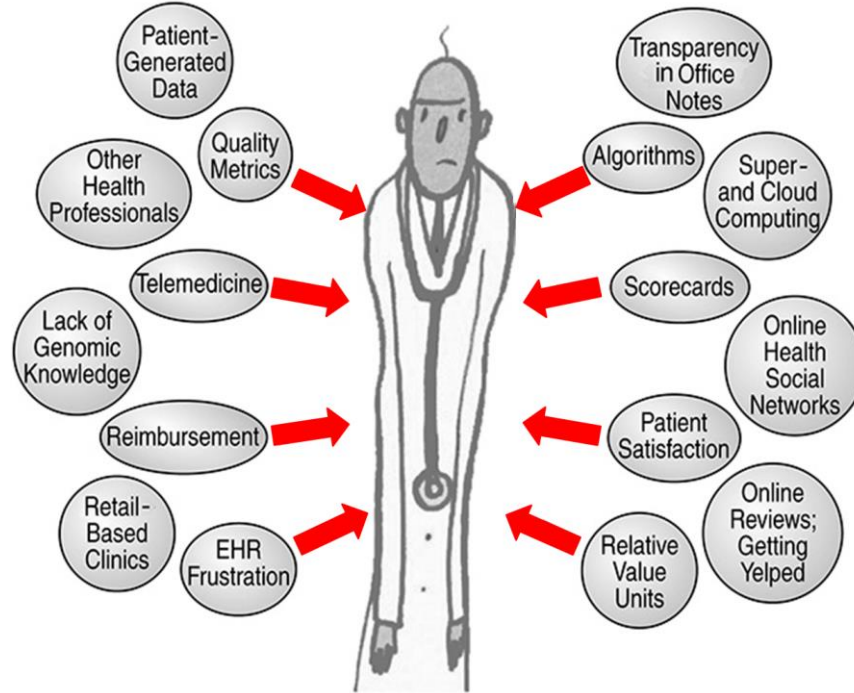
Burnout Characteristics

“A progressive loss of idealism, energy, and purpose” with 3 domains:



- **Emotional exhaustion**
Emotional depletion, fatigue
- **Depersonalization**
Cynicism, loss of empathy, disengagement
- **Perceived lack of personal accomplishment**
Incompetence, ineffectiveness, sense of failure

WHY?



Sources of Physician Distress



Physicians feel **overworked**



Many physicians are **sleep deprived**



Physicians feel they spend **too little time with patients**



Physicians feel they spend **too much time doing everything else**



Electronic Medical Record implementation brings another set of time pressures

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Medicine in 2023

- Increasing demands on time & resources in a poorly designed work environment
- Reduced Autonomy
 - More physicians are employed
- Economic Constraints in Healthcare



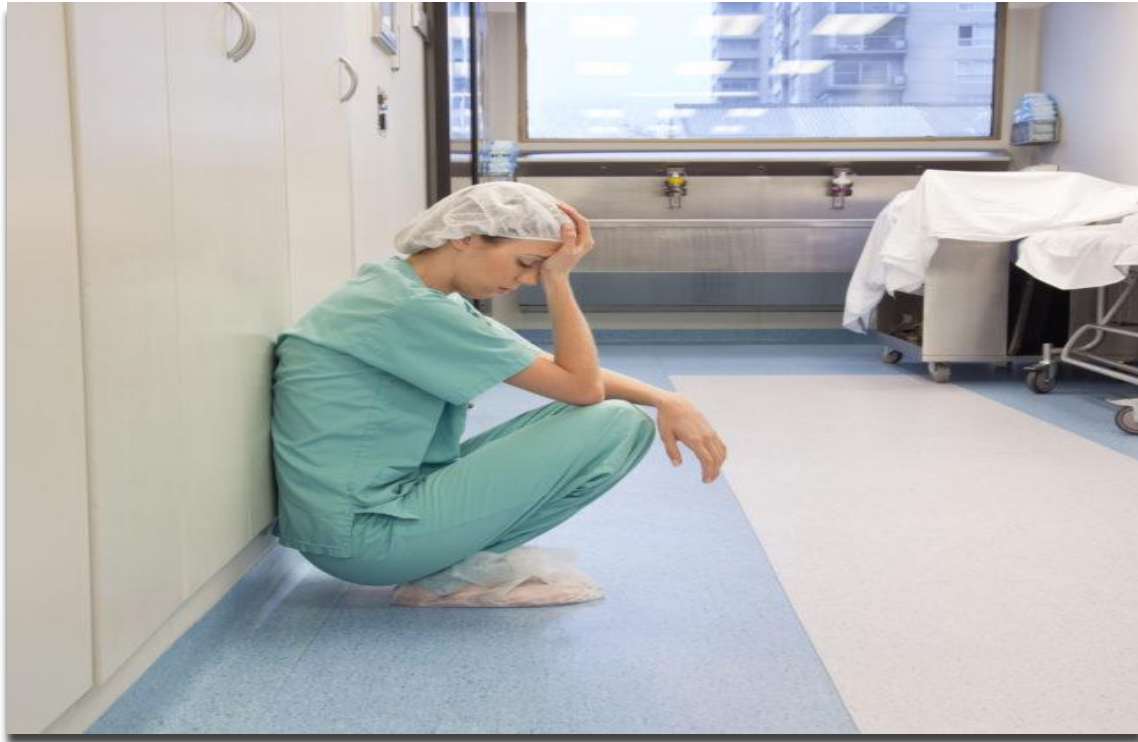
WHO?



Are Physicians Inherently Less Resilient?

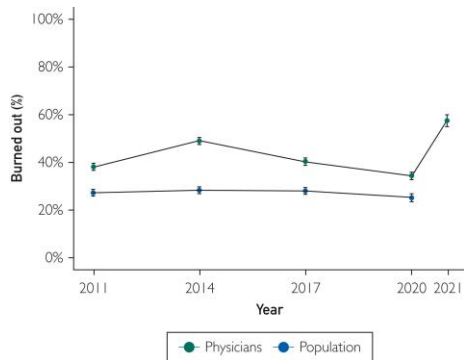
- Matriculating medical students exhibit better mental health than college graduates pursuing other fields
 - Lower Burnout
 - Less Depression
 - Higher Overall Quality of Life
- Approximately 50% of medical students
- 40% to 80% of residents
- New doctors are at increased risk

When Does Burnout Start?

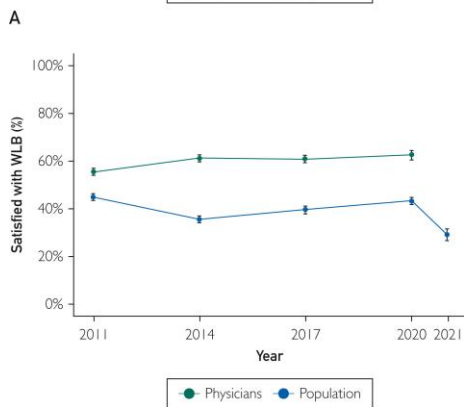


- The 2nd year of medical school
- Burnout crescendos during residency
- Burnout and dissatisfaction with work life balance peaks about 10-19 years into practice

Changes in Burnout and Satisfaction With Work-Life Integration in Physicians During the First 2 Years of the COVID-19 Pandemic



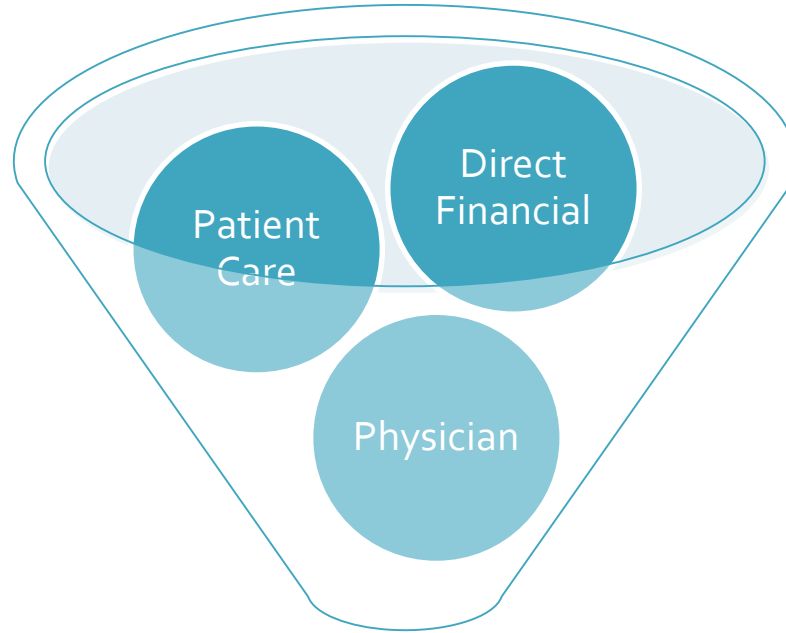
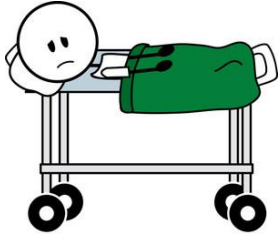
- 63% of physicians surveyed reported ≥ 1 symptom of burnout at the end of 2021 and the beginning of 2022. An increase from 44% in 2017 and 46 % in 2011.



- Only 30 % felt satisfied with their work-life balance, compared with 43% 5 years prior.

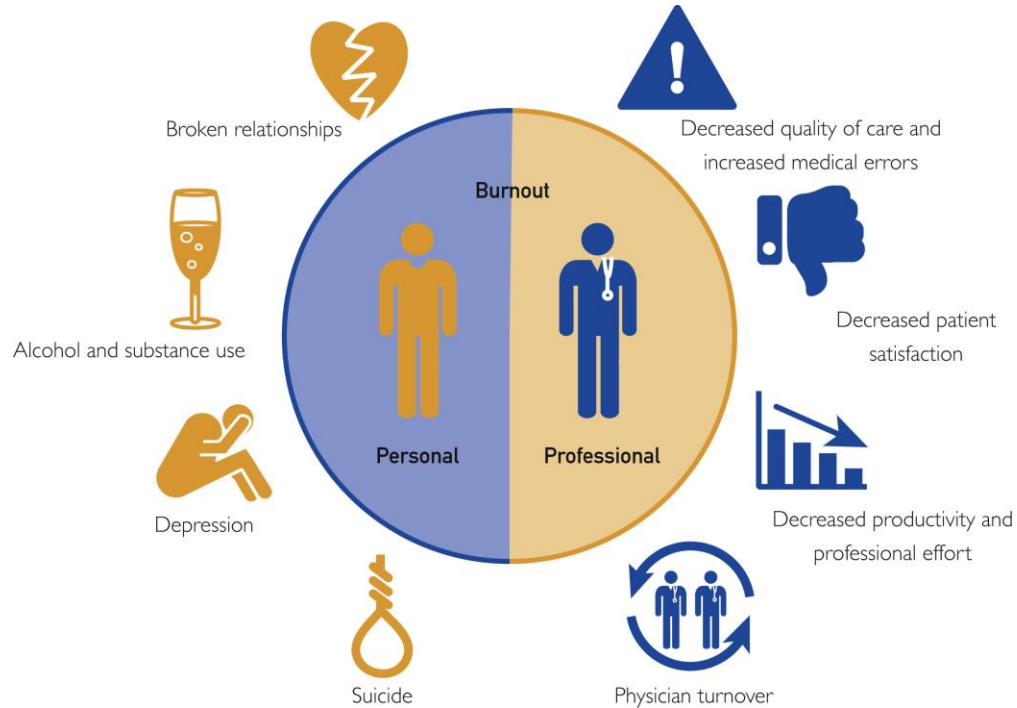
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The Costs of Burnout



Thriving Under Pressure: Interventions

The Data:

Evidence for Preventing Burnout in US Physicians

- Meta-analysis demonstrated both **individual** and **organizational** strategies are associated with:
 - 10% reduction in overall burnout
 - 14% reduction of emotional exhaustion
 - 4% reduction of depersonalization

Shared Responsibility

Individual



Work Unit



Organization



National



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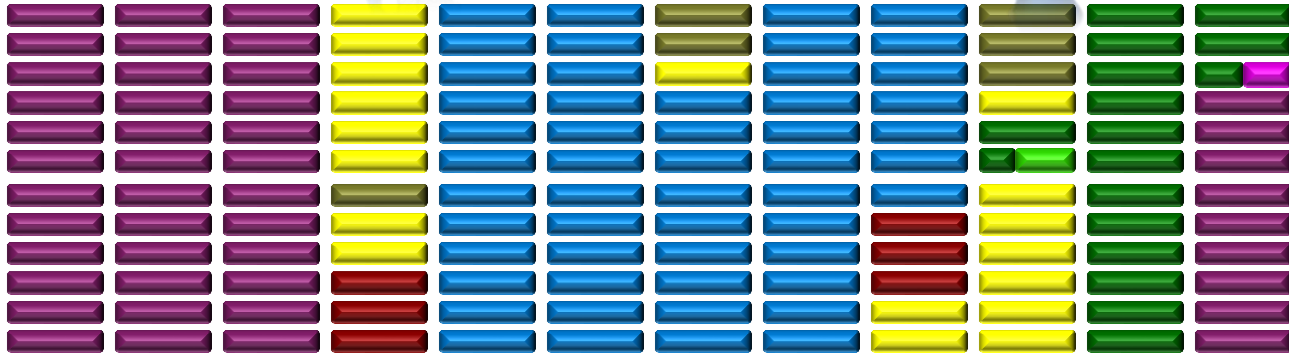
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We have a lot to fit in...



12:00

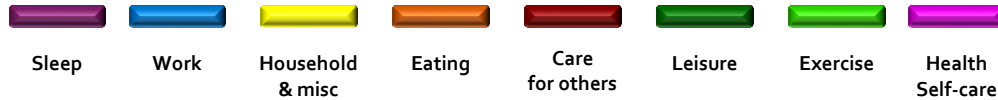


6:00

12:00

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Stress Reduction:

What is in your Control to Change?



- Removing 1 or 2 tasks reduces stress
- Schedule breaks
- Just a few minutes can make it better
- Simple, steps make a huge difference

Work–Life Balance

- Time management—eliminate non-essential tasks from daily schedule; prioritize remaining tasks into doable lists
- Complete periodic assessment and realignment of goals, skills, and work passions
- Sufficient sleep, regular exercise, eat a balanced diet
- Include daily enjoyable “timeouts” such as yoga, a hobby, meditation, etc.
- Build a professional and personal support system
- Access cultural/spiritual resources
- Take a vacation!

Organizational Opportunities

- Move from **Burnout** (exhaustion, cynicism, inefficacy) to **Engagement** (vigor, dedication, absorption)
 - Acknowledge and evaluate problem
 - Harness power of leadership
 - Align values
 - Process improvement
 - Develop targeted work unit interventions
 - Cultivate community at work
 - Use rewards and incentives wisely
 - Promote flexibility and work–life integration
 - Promote resources to promote resilience and self-care

Cultural Transformation

Principal Goals

- Well-being considerations should be incorporated into operational decisions
- Help leaders recognize that advancing their employees well-being is one of their principal responsibilities
- Create visibility and accountability for well-being metrics

Evaluate Performance

- Regular assessment of well-being metrics
- Use rewards and incentives wisely
- Determine metrics that are relevant for the organization
 - Operating room turnaround time
 - Assessment of teamwork
 - After hours documentation time

Conclusion

- Burnout is an occupational syndrome affecting approximately 63% of practicing physicians
- Develop individual and organizational interventions to shift focus from burnout to well-Being
- Focus on cultural transformation and developing programs that improve our work environment

Thank you