Goals:

• Define physician burnout and the extent of the issue
• Discover effective approaches that have been used to successfully reduce burnout
• Develop simple, self-care tools to enhance resilience
Emotional Exhaustion

Reduced Personal Accomplishment

De-personalization
1 in 3 physicians
30-65% depending on specialty

Highest on the “front lines” Family medicine, Emergency medicine, Internal Medicine, Critical care

On the rise - 7% in 2 years 2013-2015

60% US physicians would retire if they “had the means”

28-45% medical students
27-75% residents

Malpractice risk

Physician turnover

Staff turnover

Divorce

Drug and alcohol addiction

Suicide risk

400 /year

28-40/100,000

12.3/100,000

2X annual salary
ICD -10 Z73.0

Peterson, Ulla; Demerouti, Evangelia; Bergström, Gunnar; Åsberg, Marie; Nygren, Åke
Risk Factors

Personal

- Limited coping strategies
- Sleep deprivation
- Perfectionism
- Poor working relationships
- Exposure to end-of-life situations

Organizational

- Increased work load
- Lack of control
- Insufficient reward
- General breakdown of community
De-personalization
Exhaustion
Inefficacy
Overwhelming demands
Lack of resources
Social conflicts at work
Personal Stressors
Enerergy
Involvement
Efficacy
BURNOUT
There is no question that if you’re not emotionally together and supported as a human being, you cannot show up and heal another person.

Jo Shapiro, M.D., FACS
Director of Professionalism and Peer Support
Brigham and Women’s Hospital, Boston
Quadruple Aim

Satisfied Physicians

Satisfied Patients

Reduced Care Cost

Improved Health

Quadruple Aim

Satisfied Physicians

Satisfied Patients

Reduced Care Cost

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Quadruple Aim

Satisfied Physicians

Satisfied Patients

Reduced Care Cost

Improved Health
Stanford Time Banking Project

- Family and Emergency Medicine and some Research
- What do they need? Services, grant writers
- What counts as time? Meetings, extra shift, call, admin
- "Paid back" with services, not salary
- Total cost $250,000 mostly funded by the Sloan Foundation
Stanford Time Banking Project

• Grant revenue - 22 grants submitted, 41% accepted, increased revenue by $10M
• Volunteering to cover shifts on short notice doubled
• 83% reported feeling more collegial
• Female faculty who felt supported increased from 29 to 57%
• Only the Emergency Dept continued the program after the pilot
CREW: Civility, Respect and Engagement at Work

WHAT DO WE WANT?! RESPECTFUL DISCOURSE.

AGREEABLE TO ME, BUT I AM INTERESTED IN YOUR OPINION.
Higher Civility Associated with Fewer Sick Leave Hours
Higher Civility Associated with Higher Patient Satisfaction

Relationship between Civility and Patient Satisfaction with Inpatient Care

Relationship between Civility and Patient Satisfaction with Ambulatory Care
Rachel Naomi Remen, MD

The Healer’s Art Program
• Training in mindfulness meditation, narrative medicine, appreciative inquiry
• 8 weeks, 2.5 hour sessions with a final 7 hour session, then monthly 2.5 hour sessions x 10
• 70 participated, struggled to justify
• Significant improvement in well-being up to 15 months later
• Need follow up correlation with patient care

Mindful movement makes its way into the office

By Bella English GLOBE STAFF AUGUST 07, 2015

Achieving Mindfulness at Work, No Meditation Cushion Required

Preoccupations
BY MATTHEW E. MANN APRIL 25, 2016
Mindfulness

Deliberate and prolonged focusing of one’s attention on immediate experiences, both external and internal, as they unfold from moment to moment, without judgement.
Depression
Anxiety
Pain
Insomnia
Smoking cessation
Weight loss
Business and mindfulness

Janice Marturano
Mindful Leadership Program
2006, 7 wk course

Making more contributions to the team
More efficient, More focused (even on conference calls)

Chade-Meng Tan
Employee #107
Search Inside Yourself, 2007

Rated as best place to work by Fortune 4 times
Searching for the “minimum effective dose”
Mark Bertolini, CEO

- Paired with Duke Center for Integrative Medicine
- 239 employees, Hartford and Walnut Creek, CA
- 12 week yoga or 12 weeks of mindfulness training
- Decreased perceived stress and sleep difficulties
- Improved heart rate variability
- Health care costs dropped $2000/employee/year
12,500 employees have participated in at least one class—there is a waiting list

- 28% reduction in their stress levels
- 20% improvement in sleep quality
- 19% reduction in pain
- 62 minutes per week of gained productivity

$3000
Mindfulness with Psychology Interns

• 18 psychology interns, half trained in mindfulness
• 124 patients over 9 weeks
• 63 pts treated by the mindful group significantly better evaluations for response to individual therapy

Grepmair L et. al. Psychother Psychosom 2007;76:332–338
Breathe
Stop

Let it Be

And

Return

SOLAR
2 Feet
1 Breath
Mindful Emails

Turn off your email reminder
Consider if it needs to be sent at all
Think about the recipient
How will the recipient perceive this email?
Does it contain the message I want to pass on?
4-7-8 Breath

Daily - 60 seconds
Morning and night
No problem can be solved from the same level of consciousness that created it.

Albert Einstein
Resources

Mindfulness Based Stress Reduction Program – 8 weeks of mindfulness training


Kabat-Zinn, J. Coming to Our Senses: Healing Ourselves and the World Through Mindfulness (Hyperion, 2005)

10% Happier: Meditation for Fidgety Skeptics
Resources

Gelles, D. *Mindful Work*  Haughton Mifflin Harcourt

Weil, Andrew. *Spontaneous Happiness*  Hachette Book Group


Center for Mind-Body Medicine  [www.CMBM.org](http://www.CMBM.org)