
Optimizing Workplace Wellness Programs: Addressing the Root Causes of Burnout

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NECOEM

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“Burnout is a sign of a major dysfunction within an organization and says more about the workplace than it does about the employees.” – Maslach and Leiter



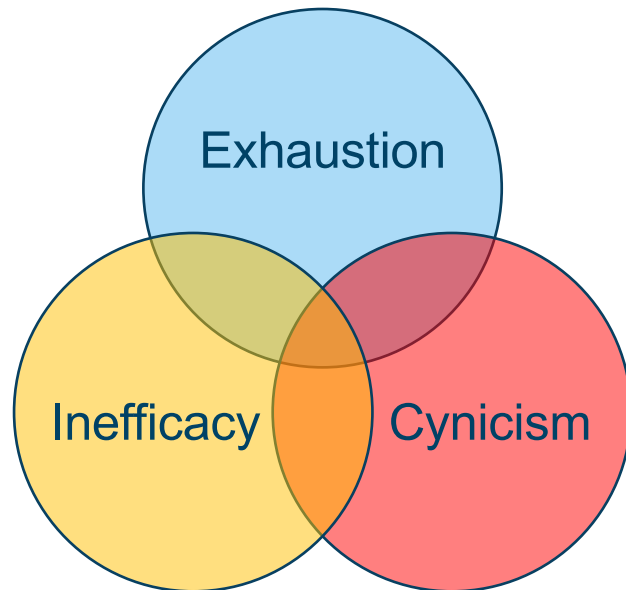
What Drives Professional Satisfaction?

Meaningful Patient Relationships

*Opportunity to connect in a deep and personal way with many people,
They tell us things they tell no one else,
They allow us to examine parts of their bodies no one else can see or touch,
They trust us that we have their best interest as our priority, and
That we will do our best to heal them.*



What Is Burnout?



Exhaustion: depleting emotional resources to cope with the work environment. A loss of enthusiasm for work. *Nothing More to Give*

Depersonalization (cynicism): Distancing oneself from patients or the organization. *Self-protective mechanism*

Inefficacy: a sense of low personal accomplishment, or feeling ineffective, at work. *Physicians feel ineffective, but patients value their care.*

[Maslach, C., & Leiter, M. P. \(1997\). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA: Jossey-Bass](#)

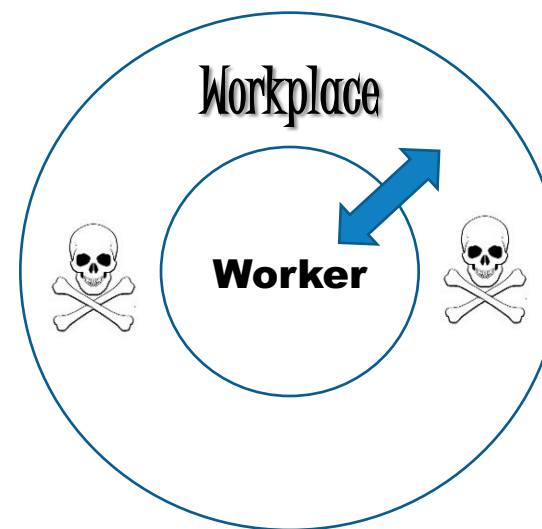
What Drives Burnout?

Result of Interaction between

- the worker and
- the clinical workplace

Highly motivated professional into a **dysfunctional workplace** where unable to succeed without **constant vigilance and focus**

Unsustainable => Toxicity



The Six Workplace Drivers of Burnout:

- Work Overload
 - Chaotic work environment
 - Time Pressure
 - Information Overload
- Loss of control
- Insufficient reward
- Breakdown of community
- Absence of fairness
- Conflicting values



[Maslach, C., & Leiter, M. P. \(1997\). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA: Jossey-Bass](#)
Linzer, M: J Gen Intern Med. 2014 Jan; 29(1): 18–20.

Linking Drivers of Burnout to the Manifestations:

Work Overload
Chaotic work environment
Time Pressure
Information Overload



Emotional
Exhaustion



Energy

Loss of control
Insufficient reward
Breakdown of
community
Absence of fairness
Conflicting values



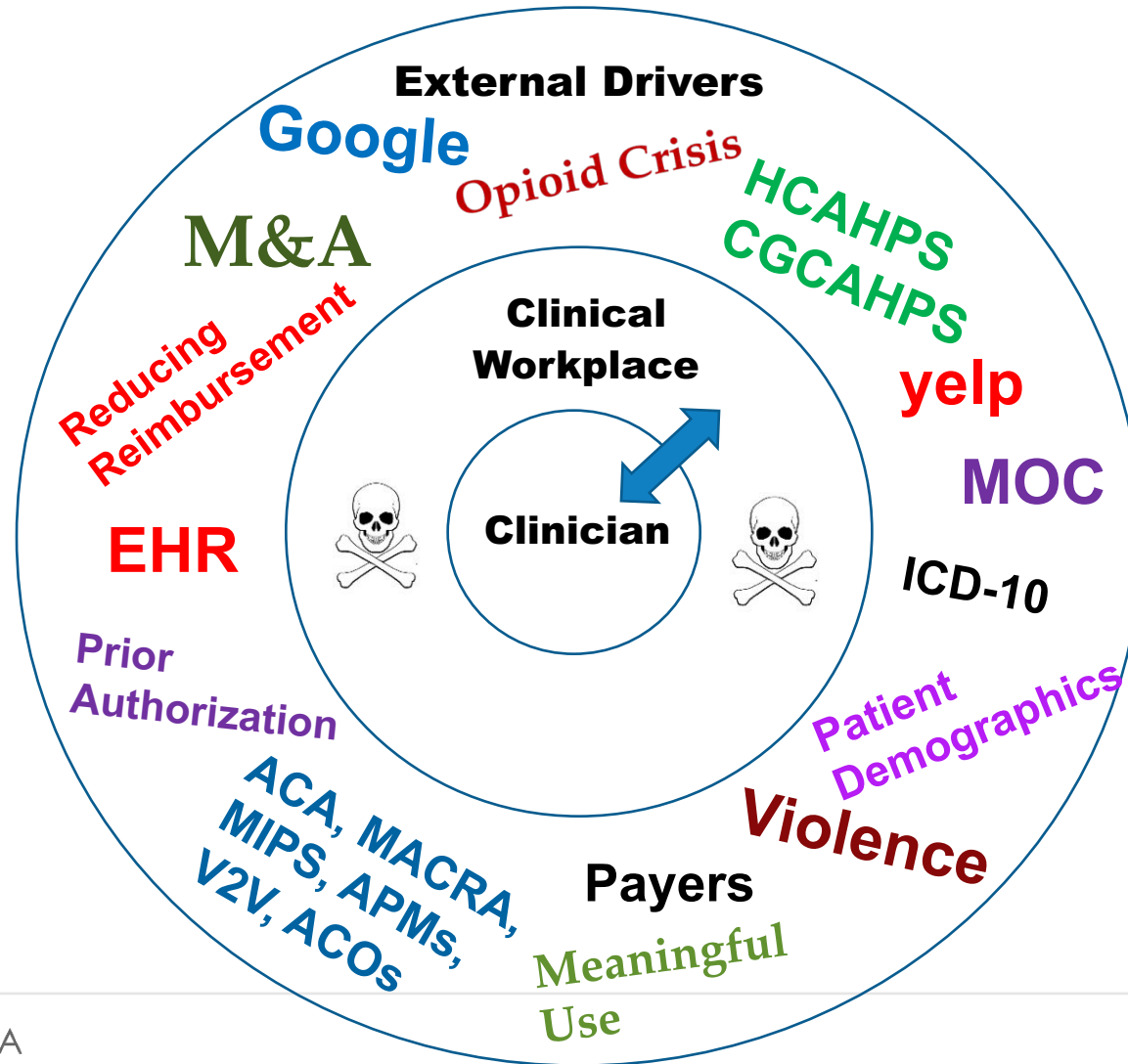
Cynicism



Engagement

[Maslach, C., & Leiter, M. P. \(1997\). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA: Jossey-Bass](#)

How Did This Happen?



We Have Added the Last Straw



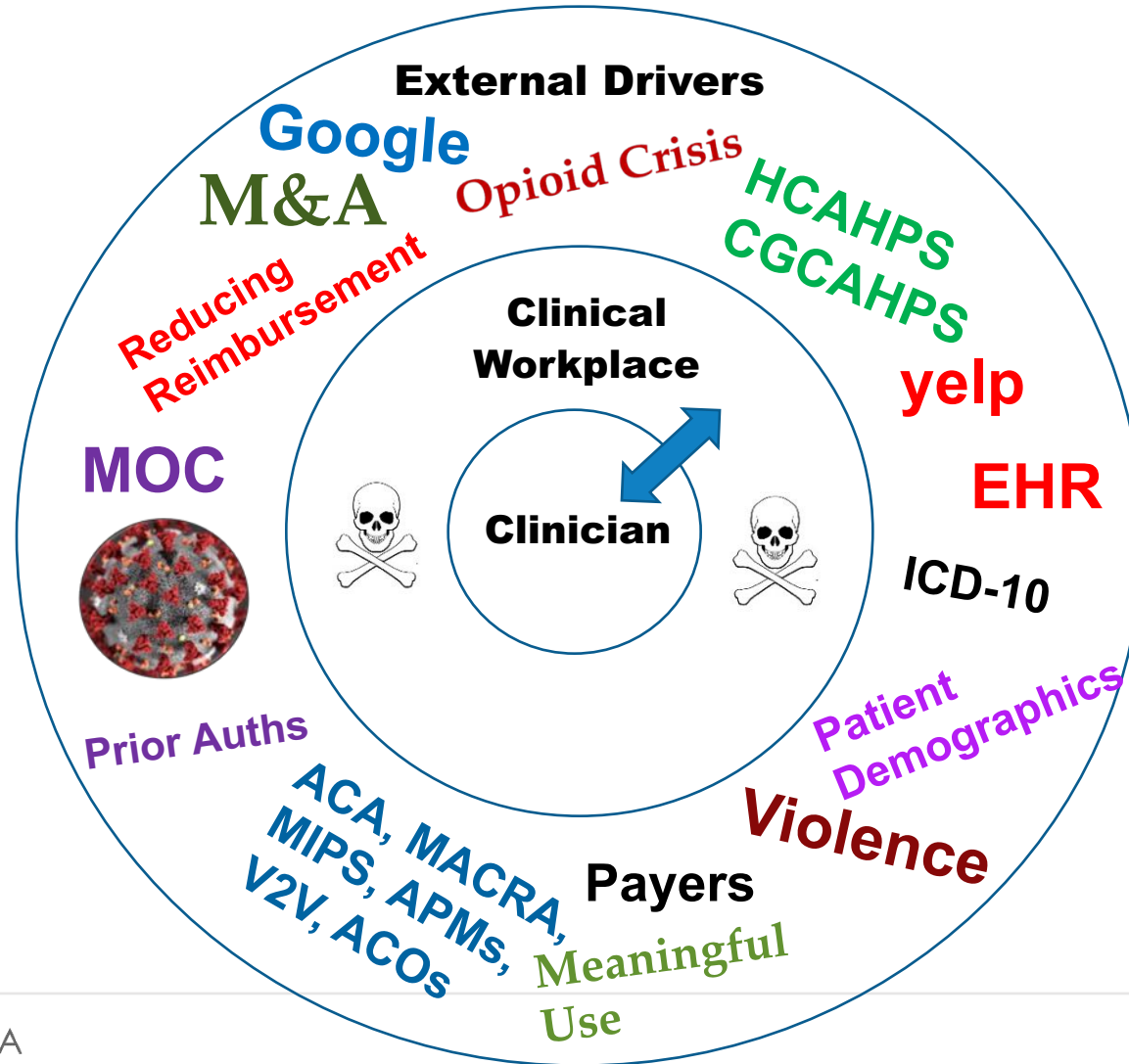
And People are Breaking

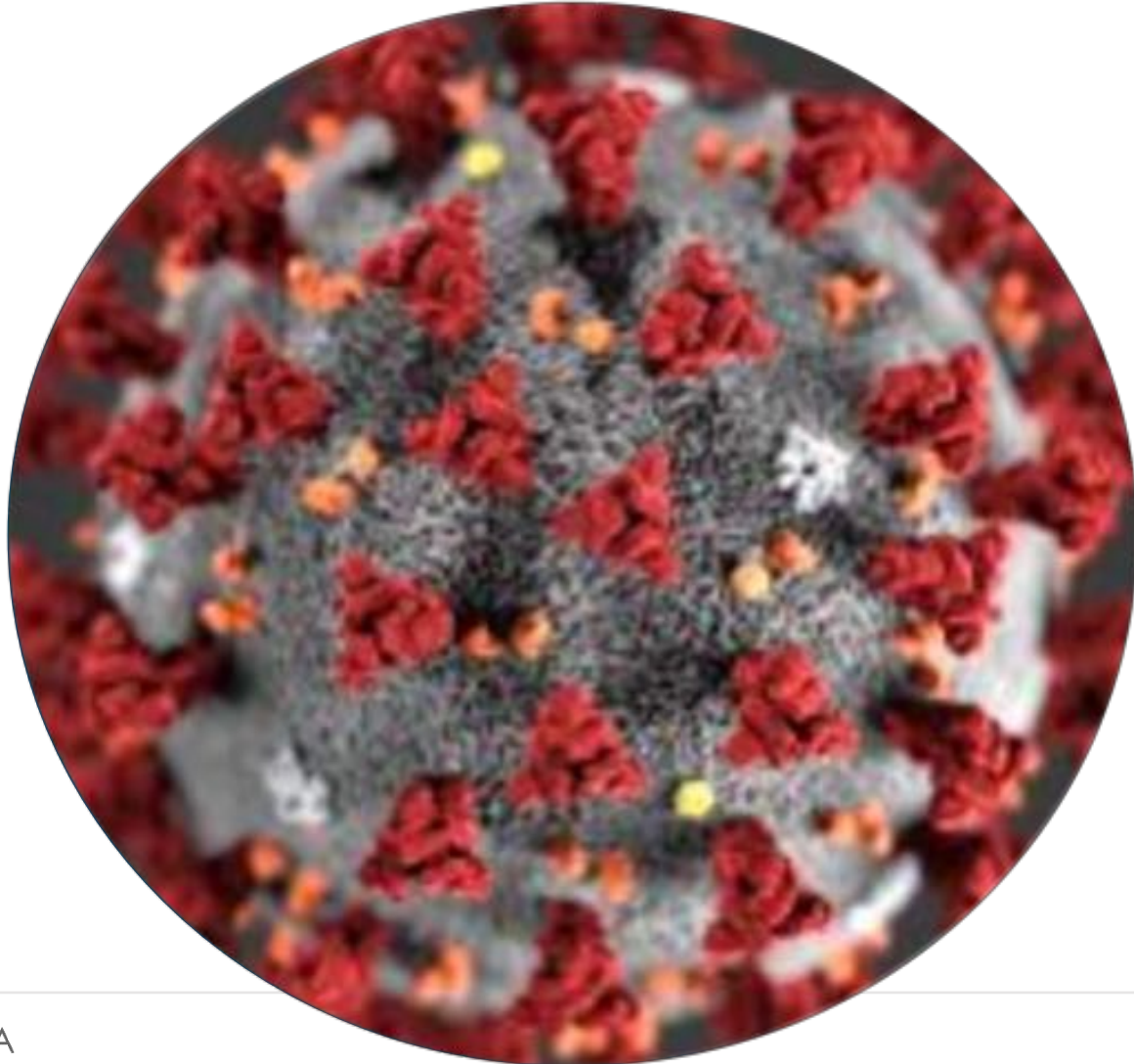
Burnout's Impact on Workers and Their Families

- **Productivity Decline**
- **Presenteeism**
- **Injuries**
- **Depression**
- **Substance Abuse**
- **Family Dysfunction**
- **Suicide**



How Did This Happen?





Welcome to the **VUCA** Environment

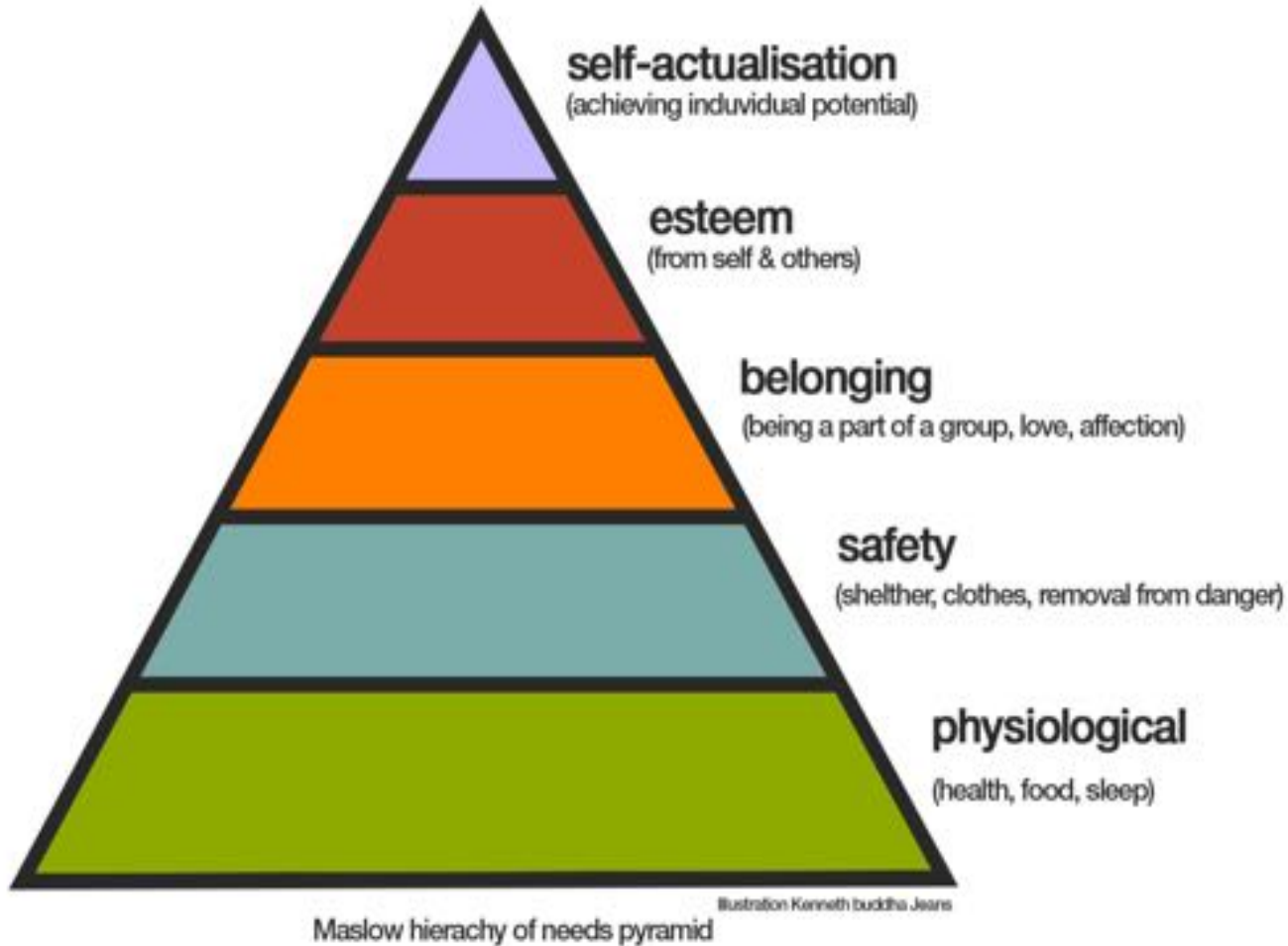
- **VOLATILITY** – rapidly changing environment
- **UNCERTAINTY** – lack of clarity about risks
- **COMPLEXITY** – multiplicity of variables
- **AMBIGUITY** – no “right answer”

COVID-19 Pandemic Response

- Fear / Anxiety
- Morbidity / Mortality Risk
- Isolation / Loneliness
- Disrupting Families and Friends
- Financial Uncertainty
- Moral Injury
- Future Risk of PTSD



Maslow's Hierarchy of Needs & Maslach's Drivers of Burnout



Work Overload
Chaotic work environment
Time Pressure
Information Overload
Lack of control
Insufficient reward
Breakdown of community
Absence of fairness
Conflicting values

What Should You Do?



A Five Step Approach to Reduce Drivers of Burnout: *A Treatment Plan for the Organization*

Step 1 – Diagnostic Workup

Step 2 – Burnout Reduction Planning Session

Step 3 – Clinician Wellbeing Support

Step 4 – Workflow Efficiency Improvement

Step 5 – Management System & Culture Improvement



Stanford Well MD Model, Shanafelt, 2017

Start with a Diagnostic Work-Up



DIAGNOSTIC ASSESSMENTS

1) Burnout Surveys

- Assess both manifestations and drivers of burnout

2) KPIs

- Review organization KPIs / TNMs
- ROI/Cost of Burnout

3) Leadership Assessment

- MLQ (MindGarden), CPI 260 (AAPL)

4) IS efficiency report

- Track worker effectiveness using key software

5) Shadow Clinicians, Interview Key Stakeholders

- Go to the gemba to observe the current state - *"Examine the Patient"*



Burnout Reduction Program Planning Session



Designing a Burnout Prevention and Treatment Plan

One or Two Day Session – Similar to Strategic Planning Retreat

Physician-Administration Collaboration is the Key

- CEO and C-Suite engagement is key
- Union Reps if a unionized organization

Choose **where** and **how** to focus based on diagnostic

High level plan for each component over the next year

- Worker Wellbeing Support
- Workflow Efficiency
- Management System and Culture

Regular review and tracking of implementation plan and results



Clinician Well-Being Support



Well-Being Support

Wellbeing Committee

- Educational sessions / Peer support meetings
- Communication workshops
- Support to stressed colleagues – meals, call coverage
- Resource for individual support – coaches, counsellors
- Involve in onboarding

Important – But not sufficient without management system and practice efficiency improvements



Practice Efficiency Improvement



*In few other sectors of the economy is the **highest level professional** responsible for the majority of **production, customer service, and clerical work***

SGIM Blue Ribbon Panel Report. Redesigning the Practice Model for General Internal Medicine: A Proposal for Coordinated Care. J Gen Intern Med 2007; 22:400-409

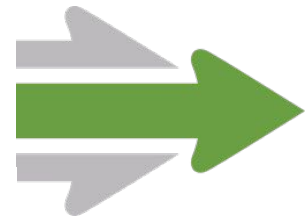


Broken Physician-Patient Relationships



Continuous Improvement: Empowering Workers to Solve Their Problems

Continuously fixing ***broken workflow processes***,
by eliminating ***worker frustrations***,
led by the ***workers***, in their ***work sites***,
under the caring guidance of a ***mentor***.



**Design Thinking
& Innovation**

Identify Workflow Dysfunctions & Design a Systematic Plan to Fix Them

Value Stream Mapping

Identify and Remove Barriers and Frustrations

Done by and with the people who do the work, therefore...

Physicians and nurses must be involved in events that address their frustrations

The most valuable time clinicians spend NOT seeing patients



Key Value Streams to Improve Efficiency

- Office Visit Flow / Telemedicine Ramp Up
- Inpatient Workflows / ED, ICU, others
- Multidisciplinary Care Teams
- EHR Optimization / In-Basket Management
- Clinical Facility Redesign

Workflow Redesign In Times of Disruption

- Involve as many disciplines as possible
- One stakeholder from each discipline responsible to report back to others
- Clarity regarding problem being addressed is key
- More challenging working remotely
 - Whiteboarding software



Management System and Culture



Lean Leadership

- “*But Lean is Mean...*”
- True, If Focus is on ***Increasing Productivity***



What Is Most Important?

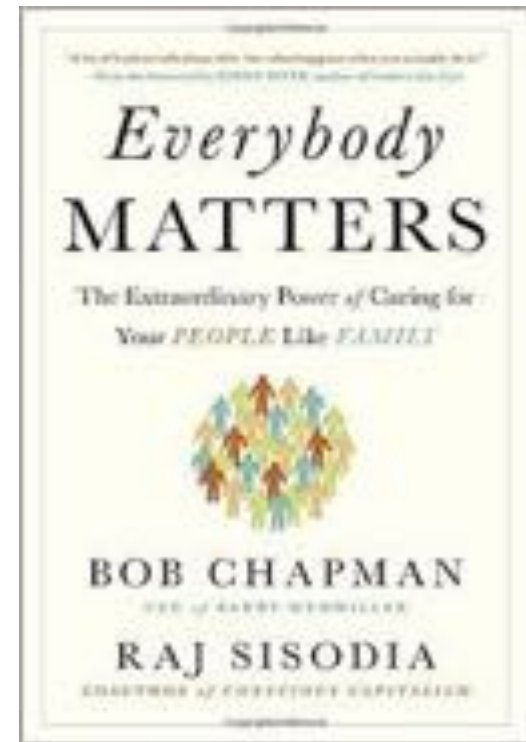


Respect for People = Servant Leadership

“Leadership is the stewardship of the lives entrusted to you.”

- Bob Chapman

www.TrulyHumanLeadership.com



Dis-Respect for People

DYING FOR A PAYCHECK



How Modern Management Harms
Employee Health and Company
Performance—and What
We Can Do About It

JEFFREY PFEFFER
STANFORD GRADUATE SCHOOL OF BUSINESS



Paul O'Neill: Three Questions Regarding Respect for People

- Am I treated every day with dignity and respect by everyone I encounter? O'Neill further clarified the question: "Not 'some people' or 'not by the people who work for me' but by everyone I encounter."
- Am I given the knowledge, tools, and support that I need in order to make a contribution to my organization—"and this is the important part," he said—that gives meaning to my life?
- Did somebody notice I did it?



Leader's Role in Addressing Burnout: Can't Be Delegated to Others

Power of Leadership

- Mayo Leadership Score: Each 1% increase => 4% decrease in burnout
- Leadership development programs are key

Be Seen and Heard

- If it's important to the leader, it will be important to everyone

Rounding

- **Shadow workers** doing the work to understand their problems
 - Play "Undercover Boss"
- **Attend huddles** as a coach/mentor, not the one with the answers
 - Develop and empower everyone as a problem solver

Shanafelt, Mayo Clinic Proceedings 90:432

Develop an Organizational Culture of Respect for People

Mission, Vision, and Values Statements

Create a Compact

- Description of **Reciprocal** agreements to honor each value
- Effectively builds **alignment and trust** between leadership and frontline workers



A New Compact: Aligning Physician-Organization Expectations – Kornacki and Silversin, ACHE Management, 1995

Effective Huddles

15 minutes – standing up, at the “huddle board”

Acknowledgement/Appreciations

Prepare for the day / Capacity to meet the demand

Problem solving

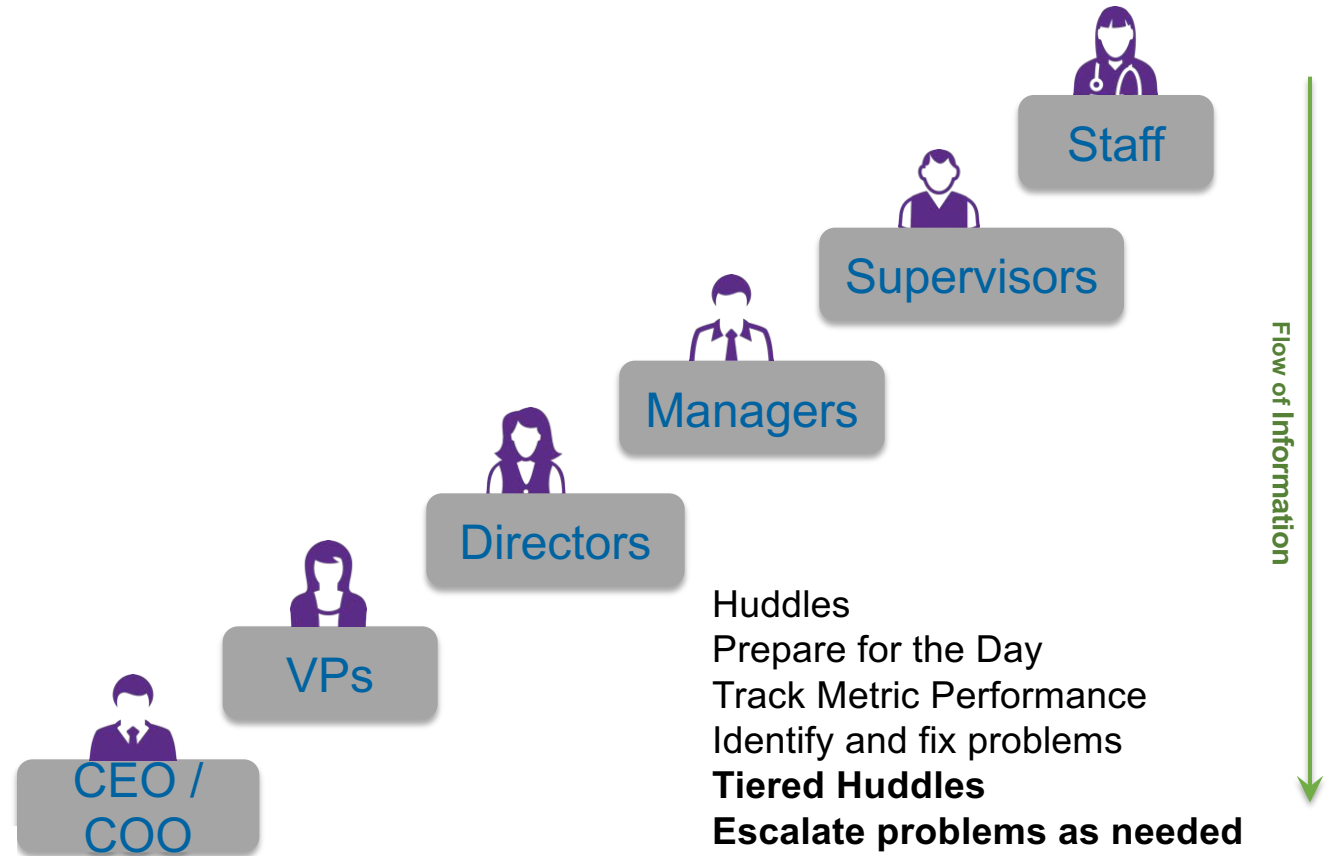
- Fix the “*pebbles in your shoes*”

Metric performance

- One metric each day of the week



Daily Management System: The Inverted Org Chart



True North Metrics:

Keep to a Focused Few
Basis of a Physician-Organization Compact

Quality and safety

Delivery / service

Customer satisfaction

Cost / productivity

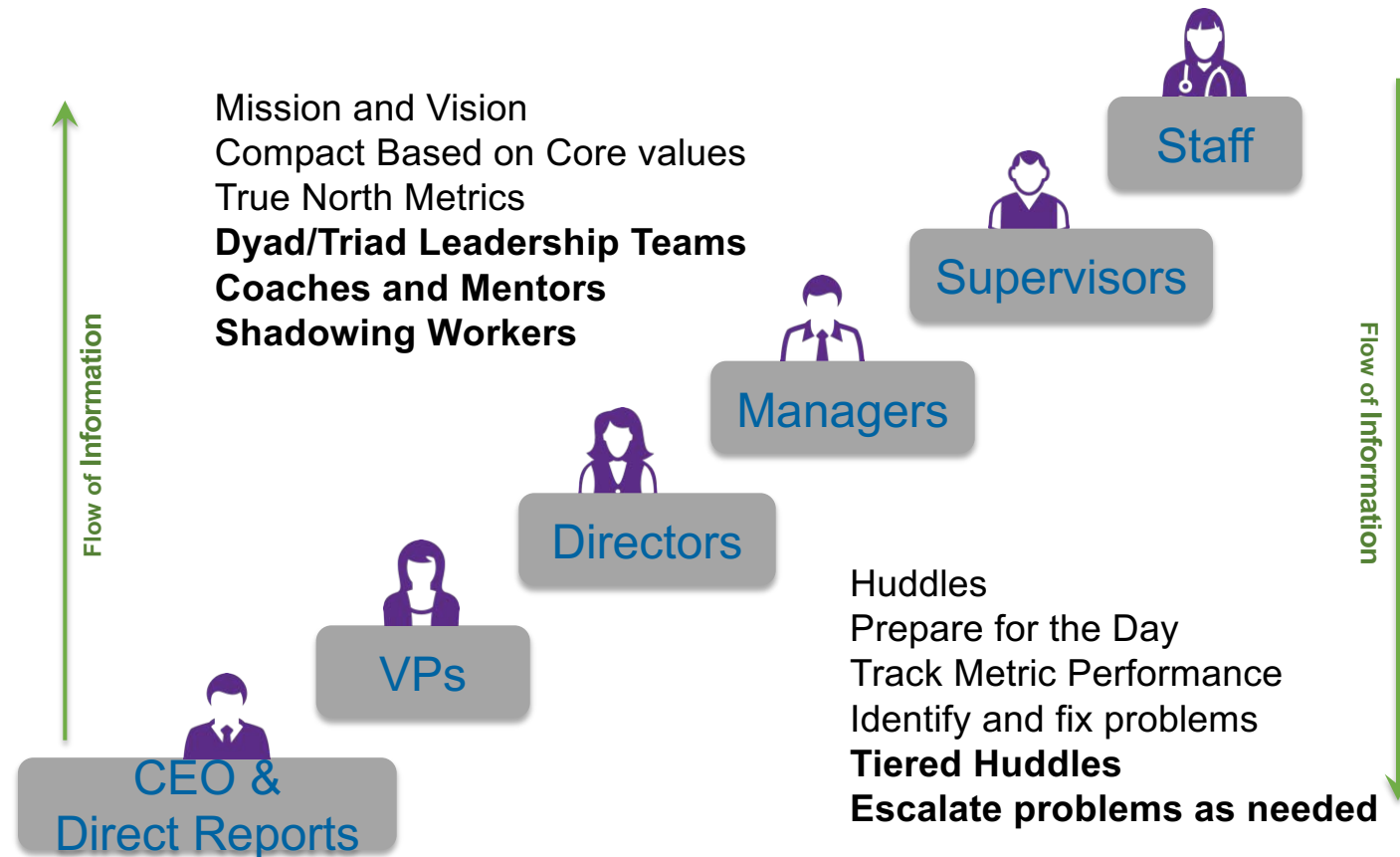
Growth

Human development

Employee engagement



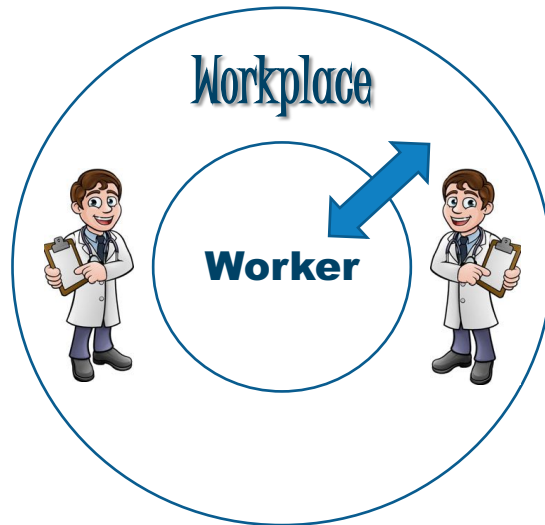
Continuous Feedback Loop



Watson Health © IBM Corporation 2016

A Lean management system and culture

A healthy and effective organization,
Full of **empowered** and **aligned** problem solvers
Who can **quickly adapt** in a **VUCA Environment**



"It is not the strongest of the species that survive, nor the most intelligent, but **the one most responsive to change.**"

Charles Darwin

The Role of a Chief Wellness Officer

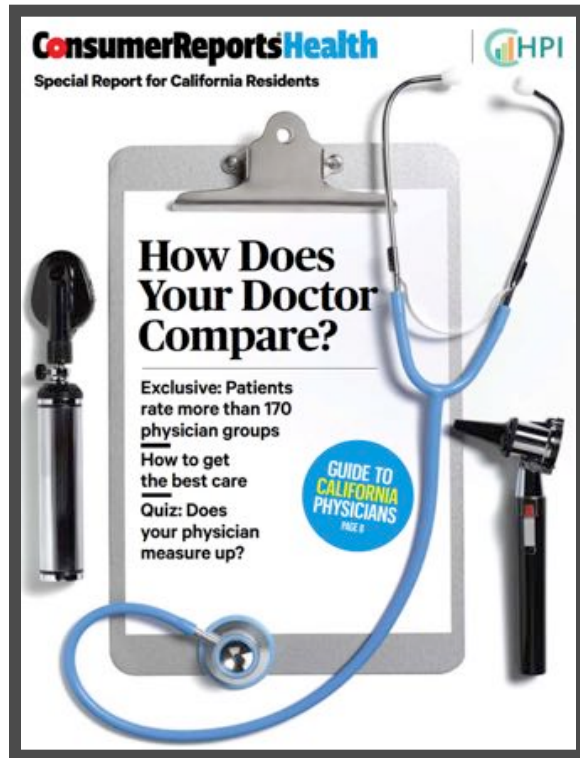
Create and maintain, at the health care **organization executive level**, a leadership role and function **responsible for improving and sustaining professional well-being** across the organization.

This leader and his or her team should **strengthen coordination across all organizational programs**, especially those that deal with patient care quality and safety and with occupational safety.

- *National Academy of Medicine Consensus Study Report, Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being – 2019; page 287*

Potential Impacts



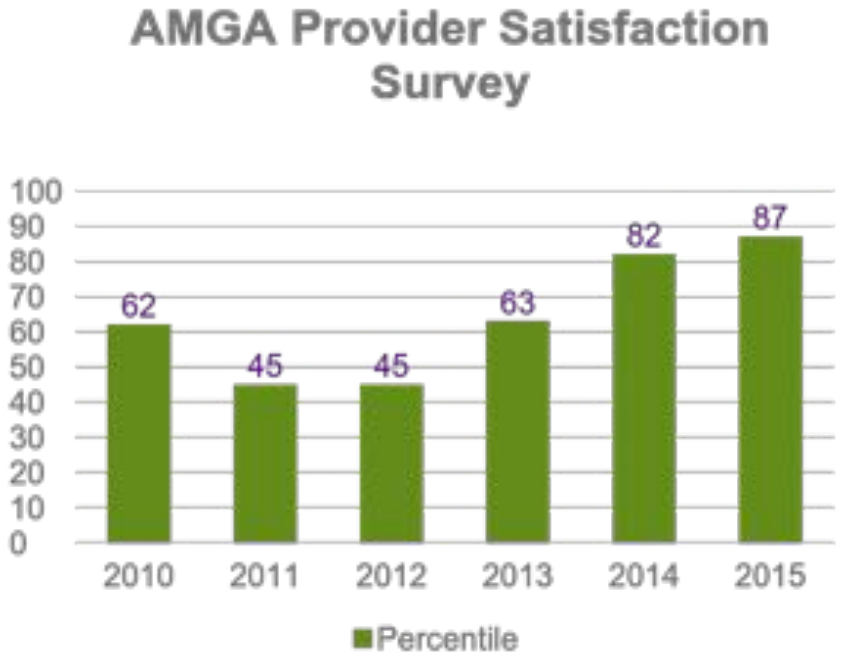


<http://www.consumerreports.org/cro/news/2015/01/top-rated-california-doctors/index.htm>

Best in State Two Years in a Row

Sutter Gould Medical Foundation was rated **Highest in Overall Care** by *Consumer Reports* among 170 California medical groups:
February 2014 & 2015

Provider Satisfaction Improvement: Returning Joy to Patient Care



Personal experience at SGMF as CEO



Discussion

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