All Stressed Out
***
Preventing Burnout/Promoting Resilience

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Clinical Associate Professor in Medicine,
LSU Health Sciences Center,
University Medical Center New Orleans
“ER”
Upfront Questions for You

- Do you feel connected to your purpose in your work?
- How often do you feel joy in your work?
- Do you feel that you are delivering the excellence that you have come to expect of yourself?
- How much of your day do you spend doing work that gives you a positive charge?
- Are you looking at the way your relationships at work and your perception of what you do create meaning for others?
Burnout is not a new issue.
Which Physicians Are Most Burned Out?

- Critical Care: 48%
- Neurology: 48%
- Family Medicine: 47%
- Ob/Gyn: 46%
- Internal Medicine: 46%
- Emergency Medicine: 45%
- Radiology: 45%
- Physical Medicine & Rehabilitation: 44%
- Urology: 44%
- Allergy & Immunology: 44%
- Surgery, General: 43%
- Cardiology: 43%
- Otolaryngology: 42%
- Pulmonary Medicine: 41%
- Pediatrics: 41%
- Infectious Diseases: 40%
- Nephrology: 40%
- Oncology: 39%
- Gastroenterology: 38%
- Anesthesiology: 38%
- Rheumatology: 38%
- Psychiatry: 36%
- Public Health & Preventive Medicine: 36%
- Diabetes & Endocrinology: 35%
- Orthopedics: 34%
- Ophthalmology: 33%
- Pathology: 32%
- Dermatology: 32%
- Plastic Surgery: 23%
Association of Clinical Specialty With Symptoms of Burnout and Career Choice Regret Among US Resident Physicians

*JAMA* 2018;320(11):1114-1130

### Table 2. Association of Resident Specialty and Characteristics With Symptoms of Burnout

<table>
<thead>
<tr>
<th>Specialty</th>
<th>No. With Burnout</th>
<th>No. Without Burnout</th>
<th>Burnout Prevalence, %</th>
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<tbody>
<tr>
<td>Internal medicine</td>
<td>346</td>
<td>466</td>
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<tr>
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<tr>
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### Table 3. Association of Resident Specialty and Characteristics With Career Choice Regret

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<tr>
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<td>Otolaryngology</td>
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<td>61</td>
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<tr>
<td>Plastic surgery</td>
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<tr>
<td>Urology</td>
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<td>15.5</td>
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<tr>
<td>Symptoms of burnout</td>
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<tr>
<td></td>
<td>No</td>
<td>130</td>
<td>6.6</td>
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</tbody>
</table>
Nursing Morale Survey 2017

- Work is physically and mentally demanding 98%
- Their nursing jobs make them fatigued 85%
- Nurse burnout 63%
- Worry their patient care will suffer because they are so tired 44%
- Have considered changing hospitals during the past year due to burnout 41%
And With Health Care Reform . . .

- The prospect of declining reimbursement
- Pressure to increase productivity
- Increased workforce shortage
- Increased “meaningful” use

Where are you on the “pain scale”?

What number (1-10) would you give yourself?
Real-Time Professional Sources of Stress

- Work at all hours of the day and night
- Malpractice litigation
- Risk of infectious disease exposure
- Risk of violence
- Illness/impairment
Stress (Day to Day)

- Unpredictability of each day
- Constant pressure for perfection
  - Diagnosis (risk of malpractice complaint)
  - Service (risk of patient complaint)
More Specifically . . .

- Critically ill patients
- “Difficult” Patients (Intoxicated, Angry, Entitled, Learned, Drug-Seeking)
- Staffing shortages
- EHR/Computer anything
- Limited resources of facility
- Drug shortages
Add to all that, Living in the real world . . .

How Quickly It Does Burn
What Does Your “Org Chart” Look Like?

or
Burnout Defined

- Loss of work fulfillment
- Emotional exhaustion
- Depersonalization (negativity/cynicism)
- Disempowerment (loss of autonomy)
- Loss of connection to purpose
- Loss of joy in practice
<table>
<thead>
<tr>
<th><strong>“Well-Being”</strong></th>
<th><strong>“Burnout”</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ Involvement and Engagement</td>
<td>▶ Exhaustion, Cynicism, Indifference</td>
</tr>
<tr>
<td>▶ Patience and Compassion</td>
<td>▶ Anger, Bitterness, Frustration</td>
</tr>
<tr>
<td>▶ Feeling of Fit and being a part of a greater whole</td>
<td>▶ Alienation and Isolation</td>
</tr>
</tbody>
</table>
Burnout Further Defined

“Burnout is the chronic condition of perceived demands outweighing perceived resources.”
- Gentry & Baranowsky 1998

“Compassion fatigue is burnout + secondary traumatization.”
- Figley 1995
Homeostasis - the body’s balancing act

General Adaptation Syndrome (3 stages)

1) Alarm
   - Shock phase
   - Countershock phase

2) Resistance

3) Exhaustion/Renewal
Neuroendocrine-Neuroimmune Stress Response System

- Immune system
  - Immunocyte behavior e.g., cytokine release

- Limbic System
  - Hypothalamus
  - Pituitary
  - Adrenals

- Sympathetic nervous system
  - Aminergic Changes
Perceived Threat $\rightarrow$ Sympathetic Outflow

Perceived threat
Parasympathetic Outflow → Renewal
Parasympathetic v. Sympathetic

**Parasympathetic Dominance**
- Maximal Cognitive & Motor Functioning
- Intentional
- Creative Problem Solving
- Transformative Leader

**Sympathetic Dominance**
- Compromised Cognitive and Motor Functioning
- Reactive
- Repeating Same Mistakes
- Coercive or Hesitant Leader
# Perceived Threat → Sympathetic Outflow

<table>
<thead>
<tr>
<th>Physiological</th>
<th>Brain Mechanics</th>
<th>Other Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>▲ Heart Rate</td>
<td>▲ Basal Ganglia &amp; Thalamic Fx</td>
<td>▲ Obsession</td>
</tr>
<tr>
<td>▲ Breathing Rate</td>
<td>▼ Neo-cortical Fx</td>
<td>▲ Compulsion</td>
</tr>
<tr>
<td>▼ Breathing Volume</td>
<td>▼ Frontal Lobe activity</td>
<td>▼ Speed &amp; Agility</td>
</tr>
<tr>
<td></td>
<td>▼ Executive Fx</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▼ Fine motor control</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▼ Emotional regulation</td>
<td></td>
</tr>
<tr>
<td>Centralized Circulation</td>
<td>▼ Temporal Lobe Activity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▼ Language (Werneke’s)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▼ Speech (Broca’s)</td>
<td></td>
</tr>
<tr>
<td>▲ Muscle Tension</td>
<td>▼ Anterior Cingulate</td>
<td>▼ Strength</td>
</tr>
<tr>
<td>▲ Energy</td>
<td>▼ Anterior Cingulate</td>
<td>Constricted thoughts &amp; behaviors</td>
</tr>
<tr>
<td>▲ DIS-EASE</td>
<td></td>
<td>Fatigue</td>
</tr>
</tbody>
</table>
Optimal Performance:

THE HUMAN FUNCTION CURVE

- Good stress
- Distress
- Comfort zone
- Fatigue
- Exhaustion
- Ill health
- Breakdown

Issues

- PA’s/NP’s/Docs are high performers who are not accustomed to not being the best.
- Our coping skills to deal with failure are meager.
- There are many environmental factors over which we seem to have little/no control.
- We are not good at recognizing burnout in ourselves. We are so busy we often don’t recognize it in our colleagues.
- Isolation is pervasive – we have lost the sense of camaraderie and connection to each other.
What Can We Do?

- We need to normalize the conversation – we practice tough medicine with great stressors. Not having it all together and handling it needs to be okay. We must share our stories of “failure”.

- We are experts at pattern recognition in our patients. If something doesn’t fit, we pursue the alternate diagnosis.

- “If you see something, say something.”
YOU KNOW YOUR WORLD. AND YOU KNOW WHEN SOMETHING’S NOT RIGHT WITH IT.

IF YOU SEE SOMETHING, SAY SOMETHING.

CALL 911 (EMERGENCY)
CALL 1.866.HLS.TIPS
TELL AN AUTHORITY
What is Resilience?

1. the ability to become strong, healthy, or successful again after something bad happens
2. the ability of something to return to its original shape after it has been pulled, stretched, pressed, bent, etc.
3. the capability of a strained body to recover its size and shape after deformation caused especially by compressive stress (medical definition)

Merriam Webster
Early Conceptual Model of Clinician Well-Being
Newer Conceptual Model

***

National Academy of Medicine

https://nam.edu/clinicianwellbeing/
1. Be clear about what you want – write a personal mission statement.

2. Join a group/find a practice where you fit and where you are treated as a person and feel appreciated.

3. Make sure you create a R.I.P.

4. Exercise regularly, Eat right, Sleep more.
Tactics for Avoiding Burnout

5. Be more than just a shift worker.
6. Help create your team.
7. Take time away from the electronic interface.
8. Take more deep breaths.
9. Stay connected to why you decided to do what you are doing, to others, to your spirit.
“The greatest force on earth is the human soul on fire”
-Foche

“The antidote to exhaustion is not necessarily rest . . . It’s whole-heartedness”
-Brother David Steindl-Rast
Final Questions for You to Ask Yourself

- Do I feel connected to my purpose in my work? How often do I feel joy in my work?
- Do I feel that I am delivering the excellence that I have come to expect of myself?
- How much of my day do I spend doing work that gives me a positive charge?
- Am I looking at the way my relationships at work and my perception of what I do create meaning for others?
Connect back to purpose . . .

Never under-estimate the difference you make . . .

Thank you.

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