Leading Under Stress
Lessons from the ICU

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Medical Director Dallas VA SICU
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Disclosures

None
Objectives

- Define stress and burnout
- Discover which physician groups are more likely to be stressed/burned out
- List the most common causes of physician burnout and implement mitigation strategies
- Understand and utilize the Big 5 Personality Traits to lean into your strengths as a leader
- Develop conflict management skills to help handle interpersonal stressors
- Address burnout on an organizational level
STRESS vs BURNOUT

Overengagement •
Reactive or over reactive emotions •
Sense of urgency and hyperactivity •
Lost or diminished energy •
Leads to anxiety •
Physically tolling •

• Disengagement
• Blunted or distant emotions
• Sense of helplessness
• Motivation is lost or diminished
• Leads to feeling depressed
• Emotionally tolling
THIS IS FINE.
Which Specialties Have the Greatest Burnout Rates?

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Burnout Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Medicine</td>
<td>63%</td>
</tr>
<tr>
<td>Ob/Gyn</td>
<td>53%</td>
</tr>
<tr>
<td>Oncology</td>
<td>53%</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>51%</td>
</tr>
<tr>
<td>Family Medicine</td>
<td>51%</td>
</tr>
<tr>
<td>Radiology</td>
<td>51%</td>
</tr>
<tr>
<td>Pulmonary Medicine</td>
<td>50%</td>
</tr>
<tr>
<td>Anesthesiology</td>
<td>50%</td>
</tr>
<tr>
<td>Gastroenterology</td>
<td>50%</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>50%</td>
</tr>
<tr>
<td>Urology</td>
<td>49%</td>
</tr>
<tr>
<td>Cardiology</td>
<td>47%</td>
</tr>
<tr>
<td>Nephrology</td>
<td>46%</td>
</tr>
<tr>
<td>Physical Medicine &amp; Rehabilitation</td>
<td>46%</td>
</tr>
<tr>
<td>Dermatology</td>
<td>46%</td>
</tr>
<tr>
<td>Critical Care</td>
<td>45%</td>
</tr>
<tr>
<td>Surgery, General</td>
<td>45%</td>
</tr>
<tr>
<td>Diabetes &amp; Endocrinology</td>
<td>44%</td>
</tr>
<tr>
<td>Neurology</td>
<td>44%</td>
</tr>
<tr>
<td>Orthopedics</td>
<td>44%</td>
</tr>
<tr>
<td>Otolaryngology</td>
<td>43%</td>
</tr>
<tr>
<td>Pathology</td>
<td>41%</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>39%</td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>39%</td>
</tr>
<tr>
<td>Plastic Surgery</td>
<td>37%</td>
</tr>
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</table>

Not all specialties are shown.
What Contributes Most to Your Burnout?

- Too many bureaucratic tasks (eg, charting, paperwork)
- Too many hours at work
- Lack of respect from administrators/employers, colleagues, or staff
- Insufficient compensation
- Lack of control/autonomy
- Computerization of practice (EHRs)
- Lack of respect from patients
- Government regulations
- Other

Respondents could select up to three.

• Medscape: Physician Burnout & Depression Report 2024
4 YEARS OF MEDICAL SCHOOL

6 HOURS A DAY OF DOCUMENTATION
Are More Female or Male Physicians Burned Out?

Medscape: Physician Burnout & Depression Report 2024

Years shown refer to years report was published.
Top Three Contributors to Burnout (By Generation)

- **Too many bureaucratic tasks (eg, charting, paperwork)**: 57% (Millennial), 56% (Generation X), 54% (Boomer)
- **Lack of respect from administrators, employers, colleagues, or staff**: 35% (Millennial), 33% (Generation X), 31% (Boomer)
- **Spending too many hours at work**: 38% (Millennial), 33% (Generation X), 41% (Boomer)

Medscape
National Physician Burnout & Suicide Report 2020: The Generation Divide
Family physicians’ EHR use by time of day.

Date nights and the EHR


NEJM Catalyst (catalyst.nejm.org) © Massachusetts Medical Society
Family physicians’ EHR use by time of day.

Date nights and the EHR


NEJM Catalyst (catalyst.nejm.org) © Massachusetts Medical Society
Consider hiring a medical scribe
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AI scribe saves doctors an hour at the keyboard every day
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therapist:
you said you were cutting back at work
Top Three Contributors to Burnout (By Generation)

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EHR PROMISES

EHR REALITY
### Coping Mechanisms That Physicians Use for Burnout

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<th>Method</th>
<th>Percentage</th>
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<td>39%</td>
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<td>Binge-eat</td>
<td>21%</td>
</tr>
<tr>
<td>Use prescription drugs</td>
<td>3%</td>
</tr>
<tr>
<td>Smoke/use nicotine products</td>
<td>2%</td>
</tr>
<tr>
<td>Use cannabis products</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>10%</td>
</tr>
<tr>
<td>Nothing</td>
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Respondents could choose more than one.
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Does Your Personality Type Contribute to Burnout?

- 29% Unsure
- 35% Yes
- 36% No

Medscape: US Physician Burnout & Depression Report 2023
The Big 5 Personality Traits (OCEAN)

- Openness
- Conscientiousness
- Extraversion
- Agreeableness
- Neuroticism
Openness

I prefer routine
Abstract ideas don’t interest me
I am pragmatic
My decisions are data-driven
I can persevere

I love trying new things
I am creative
I am excited by a challenge
I am a risk-taker
I can be unpredictable or unfocused
Conscientiousness

I am spontaneous
I procrastinate
My office/home is often unorganized
It is difficult for me to save money
I am pretty relaxed and easy-going

I am a planner
I am goal-directed
I adhere to norms and rules
I have self-control
I am reliable
Extraversion

Being around people drains my energy
I am analytical and reflective
I do not like to draw attention to myself
I enjoy reading, writing, meditating
I am reserved

I thrive off being around people
I am comfortable talking to strangers
I like being the center of attention
I am bored when I am alone
I can be talkative
Agreeableness

I put my own needs first
Others’ feelings aren’t my concern
I lead with authority
I insult and manipulate people

I enjoy helping others
I feel empathy and concern for others
People are inspired by me
I don’t like conflict
Neuroticism

I don’t worry much
I am emotionally stable
I am not easily rattled
I bounce back easily from stressors

I worry a lot
I am moody and often feel blue
I get stressed easily
I respond poorly to stressors
Percentage of Physicians Who Are Depressed

- Clinical depression (i.e., severe depression lasting some time, not caused by a normal grief event) - 27%
- Colloquial depression (i.e., feeling down, blue, sad) - 63%
- Other - 4%
- Prefer not to answer - 6%

Stance on Professional Help for Burnout and/or Depression

- Yes, for burnout - 15%
- Yes, for depression - 11%
- No, but did in past - 17%
- No, and didn’t in past - 53%
- Prefer not to answer - 8%

Why You Might Not Tell Anyone About Your Depression

- I consider depression to be a weakness - 21%
- It makes a negative statement about me personally - 40%
- People will think less of me - 37%
- People might doubt my abilities as a physician - 44%
- Medical board or my employer could find out - 42%
- Other - 8%
Resolving the Heart of Conflict

THE

ANATOMY

OF

PEACE

THE

ARBINGER INSTITUTE

Bestselling authors of Leadership and Self-Deception and The Outward Mindset

(The Arbinger Institute, 2020)
IS A TOXIC WORK ENVIRONMENT A STAFF INFECTION?
Apple's Ridiculously Simple Strategy to Beat Burnout Is Oddly Effective -- and Employees Love It

How the tech company is upholding its hustle culture while creating a happy workplace.

EXPERT OPINION BY KELLY MAIN, WRITER AND ADVISER @THEKELLYMAIN
AUG 31, 2023
Addressing Burnout on an Organizational Level

• Survey employees periodically for burnout symptoms
• Keep track of workloads
• Maximize employees’ autonomy and decision-making
• Provide resources to manage stress
• Create a healthy and inclusive workplace culture
• Keep the conversation about burnout open
THANK YOU
Questions?


• American Psychological Association. (2023, May 12). Employers need to focus on workplace burnout: Here’s why. https://www.apa.org/topics/healthy-workplaces/workplace-burnout