 Resident Burnout

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Session Overview

Session Goals
Understand the MBI tool for assessing resident and core faculty burnout
Develop an appreciation of the three domains which affect burnout
Learn ways that burnout can be addressed with residents which promote understanding and discussion
Explore how emotional intelligence and resiliency play a role in investigating the degree of burnout in a resident
Learn strategies used by the presenters to address burnout and develop an approach to residents and core faculty experiencing burnout that fits local resources

Conflict of Interest Statement

The presenters have no financial stake in or corporate affiliation with any of the tools utilized for this workshop or with any associated publishing group.
Task 1

Maslach Burnout Inventory - Human Services Survey
PD’s will now take the survey to better understand the process and brevity of this validated tool

Guided Self-Scoring of MBI

Addressing Burnout With Residents

Our Methods
Educating Residents About Burnout

Factors Contributing to Burnout

- **Emotional Exhaustion** – a provider is not able to muster up the energy to provide psychological support
- **Depersonalization** – cynical, mistrust, detached feelings toward clients
- **Personal Accomplishment** – value in the job one is doing

Why is discussion of burnout important:

- **ACGME Common Requirements** – not specifically mentioned, but common requirement VI.A. discusses professional responsibilities & support
- **Job Performance** – burnout associated with absenteeism & low morale, deterioration in quality of care provided
- **Personal dysfunction** – physical exhaustion, insomnia, marital/family problems, substance abuse, suicide

Which physician specialties are hit hardest?

- Many studies of residents – Specialty, Internal Medicine, Surgery tend to have highest burnout scores; Family Medicine & Pediatrics tend to have lowest scores. (Very little data on Med-Peds)
- Incidence of depression in residency – 27-30% among interns
- Suicide rates of physicians – 2-3x general population
- Divorce rates 10-20% higher in physicians
Factors Associated with Burnout

- Pessimism
- Perfectionism
- Lack of coping skills for stress
- Personal bad habits (smoking, substance use – including alcohol)
- Lack of control over processes
- Lack of control over schedule
- Poor relationships with colleagues
- Lack of time for self care
- Difficult/complicated patients
- Not enough time in the day
- Excessive paperwork
- Regret over chosen career


Education About Burnout

Regaining your drive

CLIP

Video Triggers

Video triggers to reinforce concepts and promote discussion
- What Personal Accomplishment Isn’t – (“Office Space”)
- Dealing with Difficult Patients – (“Terms of Endearment”)
- Doctors Like Control – (“Big Bang Theory”)
- Residents are Stuck Together, Make the Best of It – (“Up”)
- A Special Bond Between Residents – (“Scrubs”)
- In the End, Happiness is What Matters – (“Bucket List”)
Work-Life Balance

Task 2 – Exercise aimed at burnout associated factors...

Exercises
- Reflection on “Why did I choose this career”
- Time management to reduce stress of rushing
- Adequate sleep
- “Happiness” List

Work-Life Balance

Appropriate Allocation of Time for Home

Relationships

- Perceived social support found to significantly affect EE, DP & PA
- Presentation given to interns during a retreat with plenty of time for social interaction/developing relations among peers
- ‘Refresher’ activities spaced throughout residency

Emotional Intelligence Defined

"The capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions in ourselves and in our relationships."

Daniel Goleman
EI - ability to perceive, understand, and manage emotions in oneself and others

- Construct dates back to 1980’s
- Two predominant models of EI have emerged:
  - ability model - strictly a performance measure most analogous to IQ
  - mixed model - measures both performance and enduring personality characteristics such as optimism and extraversion.

Satterfield 2009

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What is Emotional Intelligence Not?

It’s not...
  - about being nice all the time
  - It’s about being honest
  - about being “touchy-feely”
  - It’s about being aware of your feelings & those of others
  - about being emotional
  - It’s about being smart with your emotions.
Can You Improve EI?

Absolutely, but not with traditional training programs that target the rational brain.

Essential methods:
- Insight/Motivation
- Extended practice – skill acquisition
- Feedback from colleagues
- Also improves with age!

Emotional Intelligence Competencies

- Social Skills
- Social Awareness
- Motivation
- Self-Management
- Self-Awareness
The Case for EI

Of the competencies that distinguish an outstanding leader from an average leader, only a small percentage are cognitive or intellectual abilities

"181 different positions from 121 organizations worldwide... 67% of the abilities deemed essential for effective performance were emotional competencies" (Rosier, 1994)

EI and Performance

How does EI influence leadership impact?
EI and Performance in Medicine

Significant relationship between EI and resident performance in cross sectional study of medicine residents (Satterfield, Swenson 2009)

Higher EI scores at time 2 (one year later) correlated with improved overall performance, interviewing skills, and decreased resident burnout

EI changed over time

NCH Program: Exploring the Emotional and Social Competencies of Pediatric and Medicine-Pediatric Residents (N = 40)

<table>
<thead>
<tr>
<th>Competency</th>
<th>Average Other</th>
<th>Average Self</th>
<th>Average Other - Average Self</th>
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<tr>
<td>Self Awareness</td>
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<tr>
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<td>4.22</td>
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<td>Self Management</td>
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<td>4.42</td>
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<td>4.56</td>
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<td>Goal Setting</td>
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<td>4.56</td>
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<td>Relationship Management</td>
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<td>4.54</td>
<td>0.17</td>
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<tr>
<td>Conflict Management</td>
<td>4.47</td>
<td>4.22</td>
<td>0.25</td>
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<tr>
<td>Coach and Mentor</td>
<td>4.57</td>
<td>3.44</td>
<td>1.13</td>
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<td>Influence</td>
<td>4.45</td>
<td>4.15</td>
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<td>Inspirational Leadership</td>
<td>4.46</td>
<td>3.94</td>
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<td>Teamwork</td>
<td>4.71</td>
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For all competencies the others rated the residents higher than the residents rated themselves.

http://www.eiconsortium.org/measures
ESCI Associations – Significant Positive…

Performance: ESCI non-self score and
• patient communication
• overall performance
• team work

Burnout: ESCI self score and
• personal accomplishment scale
• better emotional exhaustion scale
• better depersonalization scale
ESCI non-self score and
• better emotional exhaustion scale

ESCI by peers: only statistically significant predictor of overall performance
(22% of variance in overall performance)
Best predictor of team work was ESCI supervisor’s rating (12.6% of variance in team work)
Best predictor of communication skills was ESCI ratings by supervisors and peers

ESCI non-self score and
• patient communication
• overall performance
• team work

Burnout:
• emotional exhaustion scale
• personal accomplishment scale
• depersonalization scale
• better emotional exhaustion scale

ESCI self score and
• personal accomplishment scale
• better emotional exhaustion scale
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Methods to Develop EI

Personal work
• mentors, books, seminars

Group/Program work
NCH TEAM Project
Mindfulness Based Stress Reduction programs
EI Skills workshops
EI Courses

Personal coach
• focus on specific EI skills,
• feedback, exercises

Emmerling CASE studies 1995

Resilience

Ability to bounce back after being psychologically stressed or challenged

Keys to Resilience
• sense of humor, higher levels of intelligence, belief in god, prayer, and participation in an organized faith community
• most powerful predictor of resilience for physicians: maintaining caring connection with others

Personal Promotion of Resilience
• evaluate yourself (self-care/self-denial)
• do more of the small stuff (exercise, diet, recreation)
• become a physician leader
• give up the myth of the balanced life – accept that it’s okay to love your work. The real risk is “waiting-until” for a lifetime.
• be generous and be gracious

http://www.sotile.com/advice_articles.php?article
Building physician resilience

Four main aspects of physician resilience were identified (N=17):
1) attitudes and perspectives - include valuing the physician role, maintaining interest, developing self-awareness, and accepting personal limitations
2) balance and prioritization - include setting limits, taking effective approaches to continuing professional development, and honoring the self
3) practice management style - includes sound business management, having good staff, and using effective practice arrangements
4) supportive relations - which include positive personal relationships, effective professional relationships, and good communication

CONCLUSION: Resilience is a dynamic, evolving process of positive attitudes and effective strategies

Summary: EI and Resilience
1. EI is a critical skill in effective physicians and leaders that can be measured
2. EI can be developed
   1. Insight
   2. Skill acquisition
   3. Motivation
   4. Work
3. EI may be one of the most effective antidotes to burnout in physicians
4. Resilience is key to remaining “afloat” the power of nurturing relationships

Burnout Intervention
Interventions

Identification- MBI
Intern Retreat, February
Prevention
Treatment
Resources

Lighting the way

Not a unique problem- local and national
Consequences of burnout- suicide, depression, alcoholism, drug abuse, divorce
Compare/contrast Peds and IM/Peds with other specialties
Self-awareness and awareness of peers- subtle signs/symptoms

Treatment/Resources

Your institution
Current vs. Future/Potential
Treatment/Resources

Our institution/approach
  Employee Assistance Programs (EAP)
  Pastoral Care
  Family
  PD's and Chief Residents
  Counselors**
  Physician support groups
  Fellow/Resident-specific health/support committees
  STAR program
  Resource for residents after poor patient outcome

Prevention

Don’t Jettison Medicine

Exercises
  Help residents remember why they chose medicine
  Help them to understand and manage sources of stress, e.g. how they start they day influences their mood when arriving at work
  Sleep log and record of happiness level
  Generate “bucket list” of activities

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