

# ***Burnout & the Healthcare Professional***

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# ***EOCCO Clinician Summit***

I, and my immediate family, DO NOT have any relevant financial relationships with any commercial interests.

# ***Learning Objectives***

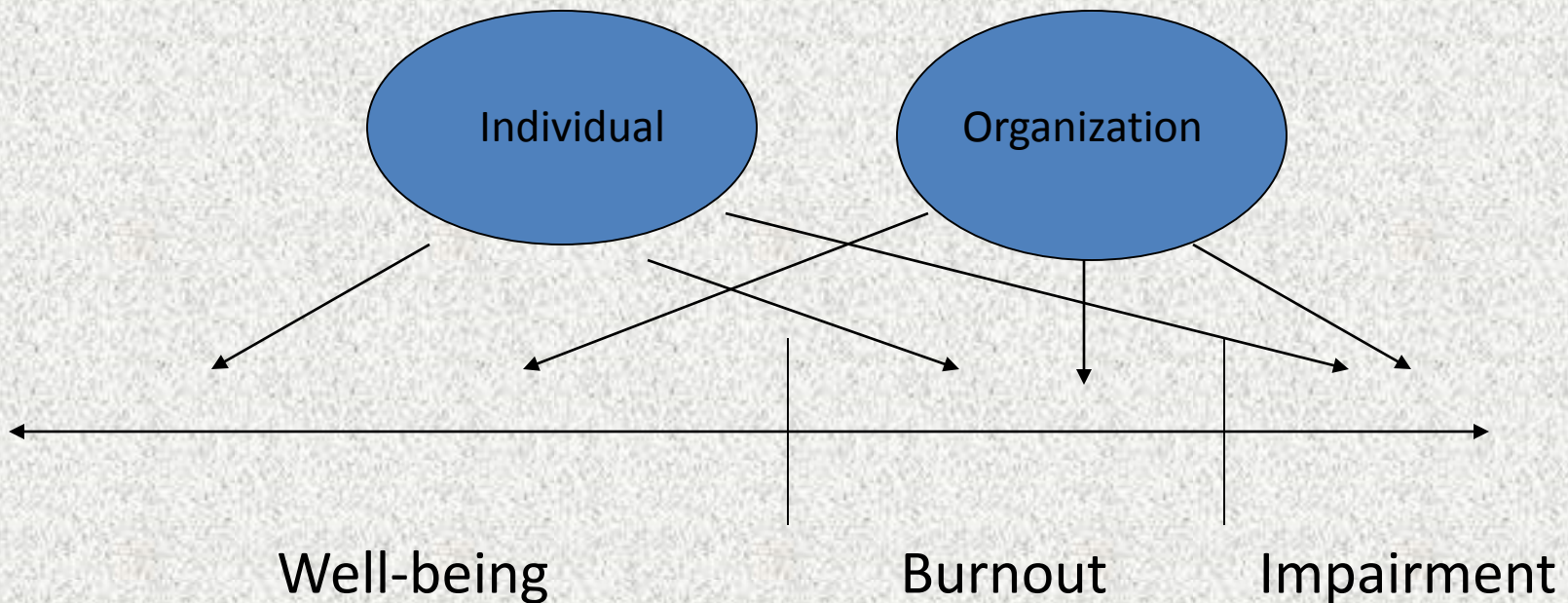
- List tools to improve satisfaction with provider professional and personal life.
- Integrate evidence-based strategies to increase provider professional satisfaction.

# ***The common challenges in practice***

- Managing one's own life transitions and stressors
- addressing vulnerabilities with reactions to difficult patient interactions
- addressing complaints or potential law suits
- managing dependent patients and maintaining healthy boundaries
- workload concerns, time management, efficiency
- work-life balance
- and still avoiding...



# ***Continuum of Clinician Health***



# ***Causes of Burnout***

- Imposter Syndrome: Am I good enough
- Compulsivity: A normal clinician trait
- Psychology of postponement
- Hidden agenda: clinical 'productivity' gets rewarded more than emotional wellbeing

# ***Burnout Prevention Measures***

- Increase self-awareness, mindfulness training, maintaining a good work-life balance, healthy interpersonal boundaries.
- Reduce stress, learn effective leadership and delegation skills, focus on work activities with the most meaning. Use your team to help.

# ***Consequences of Burnout***

- Unreached potential as healers
- Not present for patients
- Reduced patient and clinician satisfaction
- Staff turnover
- Inefficiency



# ***Self Care Checklist: Do you?***

- Get a good night's sleep most of the time?
- Eat and drink moderately and healthfully?
- Have regular exercise built into your life?
- Support your practice with consultation and peer support group activities at least once per month?
- Know your reactions and seek therapy as needed?

# ***Practice what you preach***

- Take a vacation each year, time off with friends or family
- Have activities or hobbies not related to your work
- Have quality time with family and friends
- Have someone you share your joys and concerns with

# ***Supporting a Colleague***

- Let colleague share their experience
- Provide practical support (call, shared duties)
- Be patient and allow for silence
- Express appreciation for sharing.
- Discuss some coping strategies -- plans.
- Do they have a support system? Is it accessible?
- Ask if it's okay to follow up.
- Provide a resource list (if applicable).
- When in doubt, refer.

# ***Death of a patient - phases:***

***(disease, accident, suicide)***

- Information, protection and support, sympathy, empathy, allow time to recover from the initial shock.
- Channels for the expression of feelings, team meetings, supervision, staff discussion (self-blame, overwork, withdrawal, critical remarks discouraged)
- A case review/conference where appropriate (treatment, policy and training can be formally reviewed)
- Prevention: Identify whom you would turn to for support if a patient dies, or commits suicide (practice partner, trusted colleague).

# ***Sudden Illness/Accident of Clinician?***

- Have a plan for coverage ahead
- Take time in listening to patient reactions, offer reassurance of continuity of care.
- Share the load of any ill or deceased clinician.

# ***Possible areas of distress***

- Depression
- Suicidal behavior
- Substance abuse
- Sexual misconduct

# ***Coping strategies to avoid burnout and distress (1)***

- Setting boundaries
- Using humor
- Maintain a positive focus
- Find ways to be creative
- Healthy escapes from the office
- Exercising
- Asserting your own rights and needs
- Getting involved in other professional activities
- Reaching out for nurturing relationships
- Venting
- Refocusing on the rewards of medicine

# ***Coping strategies to avoid burnout and distress (2)***

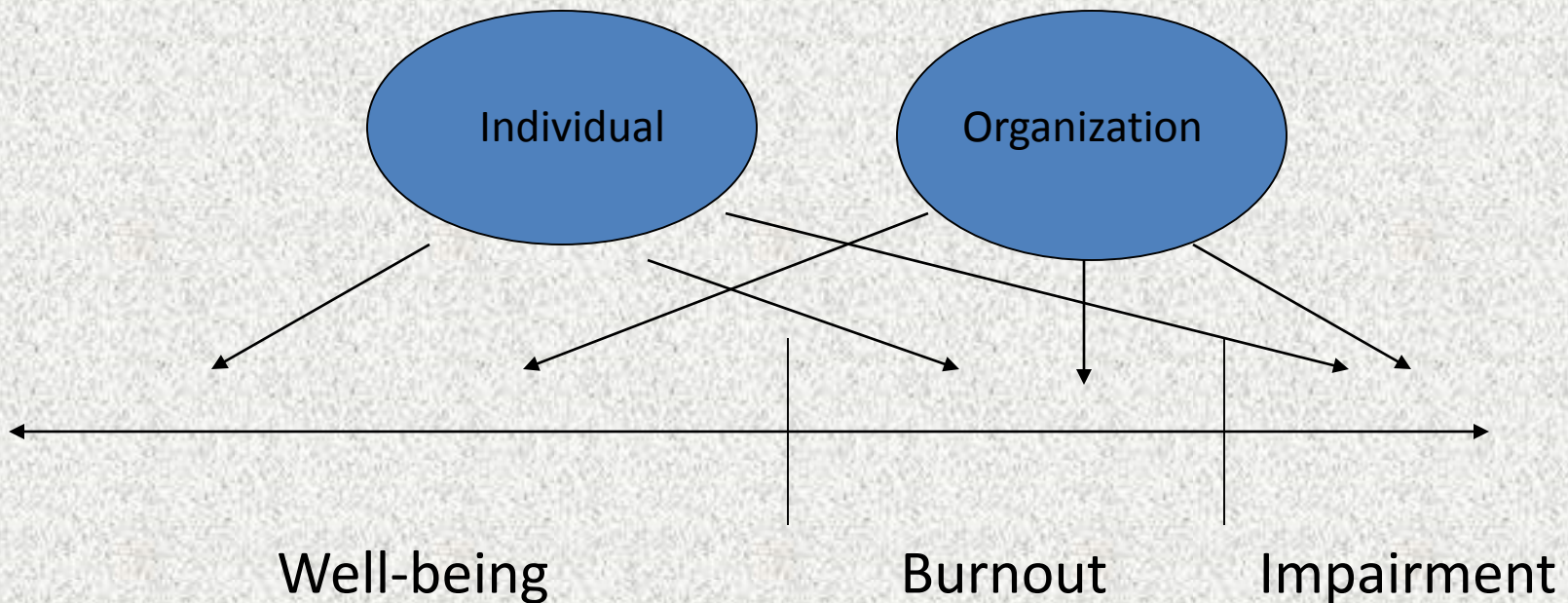
- Relaxing
- Attending clinical conferences/CE
- Renewing your sense of spirituality/mission
- Improving work environment
- Undergoing personal therapy
- Utilize professional consultation or peer support groups
- Making organizational changes at the practice
- Take a moment to prepare mentally and clinically for each patient visit.
- Delegate
- Maintain a flexible attitude with changing health care demands



# ***Some strategies to reduce the load***

- Make use of partnerships and teamwork
- Assess your values and manage your time
- Be assertive
- Clarify workflow goals
- Establish your goals and institutional needs
- Simplify

# *Continuum of Clinician Health*



# *Impairment*

- The inability of a clinician to practice with reasonable skill and safety to patients
- Due to
  - chemical dependency
  - physical illness
  - mental illness

# ***Duty to Report***

- ORS 676.150 (January 1, 2010)
  - Law requires licensees of all health professions to report prohibited or unprofessional conduct of other health licensees to their professional licensing boards within 10 days.
  - All mental health professionals, physicians, nurses, dentists, pharmacy specialists, massage therapists, natropaths, dieticians....
    - » [www.AMHA-OR.org](http://www.AMHA-OR.org)

# ***Treatment of Impaired Clinicians***

- 15% of physicians impaired
- 10-15% of all healthcare professionals impaired
- Higher rates of abuse with benzodiazepines and opiates in healthcare professionals

– Baldisseri, 2007

# ***Barriers to Seeking Treatment***

- Suppression
  - Denial
  - 
  - Shame
- ACCA Survey (2008)

# *Other Critical Issues*

- Identification
- Treatment-intensive inpatient management and follow-up care
- Impairment, diversion, monitoring statewide program
- Legal issues—reporting requirements of each state

# ***Potential Outcomes if Untreated***

- Loss of license
- Health Problems
- Death



# *Outcomes if Treated*

- High recovery rates
  - 75-95% success rate at 2-5 years
  - Success rate increase with increased monitoring
    - Seppala, Berge (2010)

# ***International Perspective***

- Israel Intervention program
- Physicians addiction to alcohol or drugs rare
- Mental illness-50% of those examined
  - Bar-el, Kalian, Knobler, Lerner, Knobler (1997)

# *Science of Happiness*

- Authentic Happiness website
  - <http://www.authentichappiness.sas.upenn.edu/Default.aspx>
- Positive Psychology
  - <http://www.positivepsychology.org/index.html>
- Positive Organizational Scholarship
  - <http://www.centerforpos.org/>
- International Positive Psychology Association
  - <http://www.ippanetwork.org/>

# *Science of Happiness*

- Seligman MEP, Csikszentmihalyi M (Eds.). Happiness, excellence, and optimal human functioning. A special issue of the *American Psychologist* 2000;55:5-183.
- 
- Haidt J. The Happiness Hypothesis. Basic Books, 2006.
- Niven D. The 100 Simple Secrets of Happy People. Harper, 2001.
- Peterson C, Seligman MEP. Character Strengths and Virtues: a Handbook & Classification. 2004.
- Lyubomirsky S. The How of Happiness. Penguin, 2008.

# ***Impact of mindfulness training***

- 70 primary care physicians in Rochester
- Intensive educational program in mindfulness
- Significant outcomes
  - Improvements in mindfulness
  - Burnout reduced
  - Mood disturbance decreased
  - Empathy toward patients increased
  - Improvement in personality factors of conscientiousness and emotional stability

# ***Implications of clinician well-being for organizations***

- Relates to patient satisfaction
- Affects recruitment and retention of clinicians
- Increases productivity
- Prevents impairment
- Increases patient safety and reduces errors
- Optimizes utilization (tests, referrals)

# ***Mobile Applications: Health Apps (1)***



*What makes a good app: ([telehealth.org/blog](http://telehealth.org/blog))?*

- Is it useful? Does it satisfy a need?
- Is it practical, meet work -flow use?
- Can it be reflected in other devices?

# ***Mobile Applications: Health Apps (2)***

*What makes a good app: ([telehealth.org/blog](http://telehealth.org/blog))?*

- Security is important, HIPPA and state compliance
- Validity, does the APP measure what it's supposed to measure (over time).
- Are there risks associated with it's use.
- Benefits and harms, explain to patients.



# ***Mobile Applications: Health Apps (3)***

- 72% of users are looking on-line for health information.
- There are 150,000 health apps. 10% are wearable devices.
- Will be increasingly more relevant to your practice (with shrinking clinical time). Just pick a few with which you are comfortable.
- Training might be needed for use and evaluation in treatment.

# *The proliferation of APPS (1):*

- Agree to relax, diaphragmatic breathing
- Buddha's Brain, Rick Hanson
- Military APPS, free BREATHE2RELAX, PTSD
- Ted talk <https://www.superbetter.com>
- Acceptance and Commitment APP, Happiness trap "ACT COMPANION"
- [www.youtube.com/watch?v=ODIFhOKahmk](http://www.youtube.com/watch?v=ODIFhOKahmk)
- <http://devour.com/video/dalek-relaxation-tape/>
- SLEEP CYCLE
- Buddhify
- iChill
- Insight Timer
- MINDFULLNESS
- PAIN CARE

# ***The proliferation of APPS (2)***

- Calm-guided mindfulness stress reduction, free
- Personal Zen-stress reducer
- Super Better-increasing resilience
- Bipolar-Disorder Connect
- Happier
- Headspace.com-simple meditation, free
- BaluePenguin.com-free source of info and tools for consumer spending decisions Refuge
- Recovery- Buddhist path to recovering from addiction
- Watch your back: How the back pain industry is costing us more and giving us less and what you can do to inform and empower yourself, Richard Deyo, MD
- Buddhism Brain-Rick Hanson, The Foundations of well-being costs
- Kaiser, Audio to go-free relaxation pod casts on pain, sleep
- UCLA-Center for Mindfulness, resources and app lists

# *Training considerations*

- Measurements of wellness
- Integration of training and retreats
- Measuring trainee wellness as a program
- Use of a wellbeing committee



# ***Other considerations***

- Personal philosophy, influence/control
- Managing medical mistakes
- Dealing with failure/shame

# ***Example of a wellness program***

## **Resources for professionals**

“Medical Society of Metropolitan Portland Wellness Program: A program to support the wellbeing of any physician in the state. Eight confidential therapy appointments are available per client at no cost. Please call the wellness line at (503) 764-5663.”



**MEDICAL SOCIETY**  
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*Connecting Physicians in Community*