



Clinician Well-Being: From Burnout to Thriving in Modern Medicine

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Presenter:

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- No disclosures or conflicts of interest

Learning Objectives

- Discuss the scope of the problem of clinician distress
- Summarize contributors to and consequences of clinician distress
- Describe a framework for evidence-based local and national approaches to prevent burnout and promote clinician well-being





SELF EVALUATION

IT'S TIME TO GET HONEST

What is Well-Being?

My working definition:

The state in which an individual can achieve their greatest desired potential as a complete human being.

What is Burnout?

Burnout is a syndrome of depersonalization, emotional exhaustion, and low personal accomplishment leading to decreased effectiveness at work.

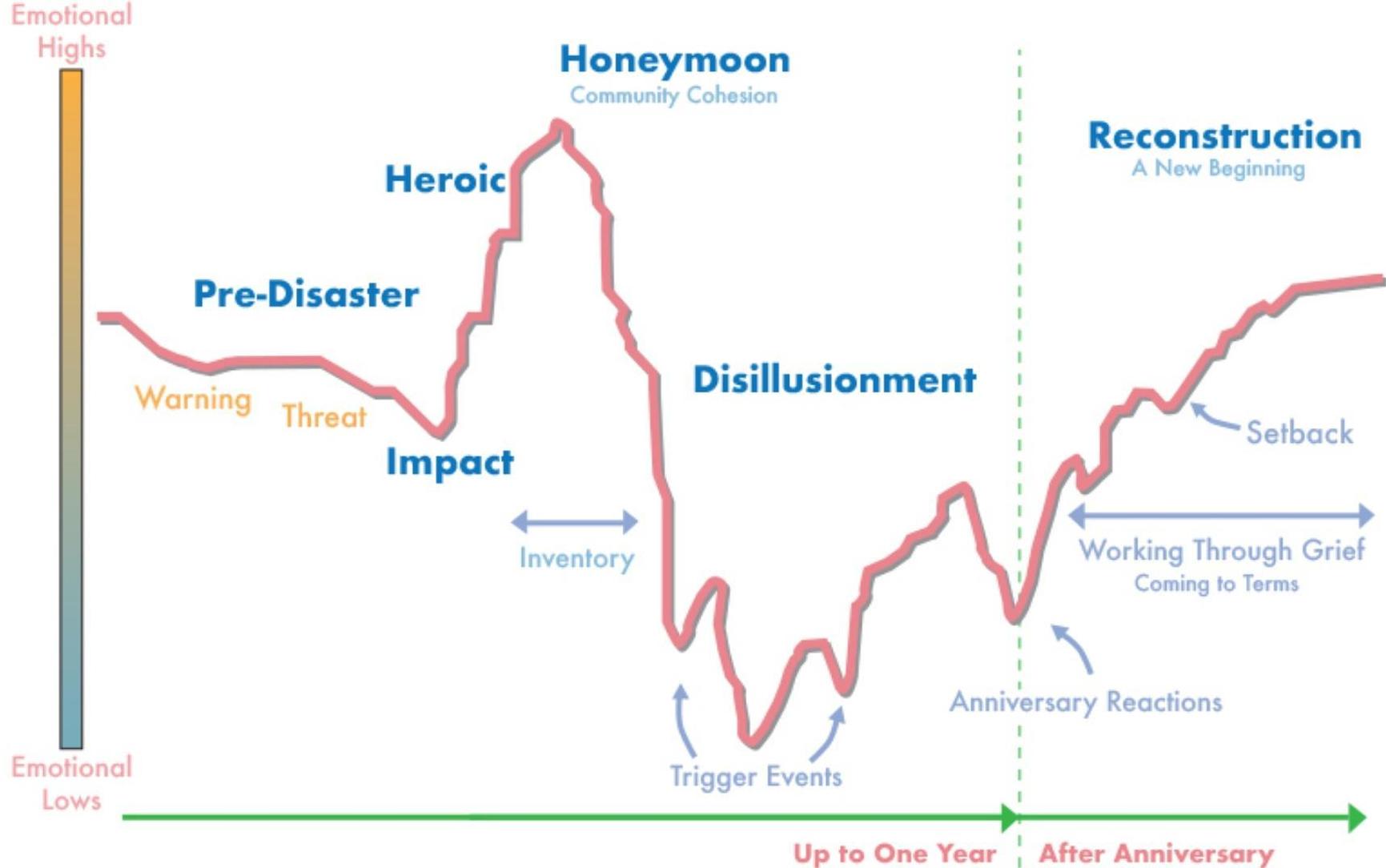


Emotional Exhaustion

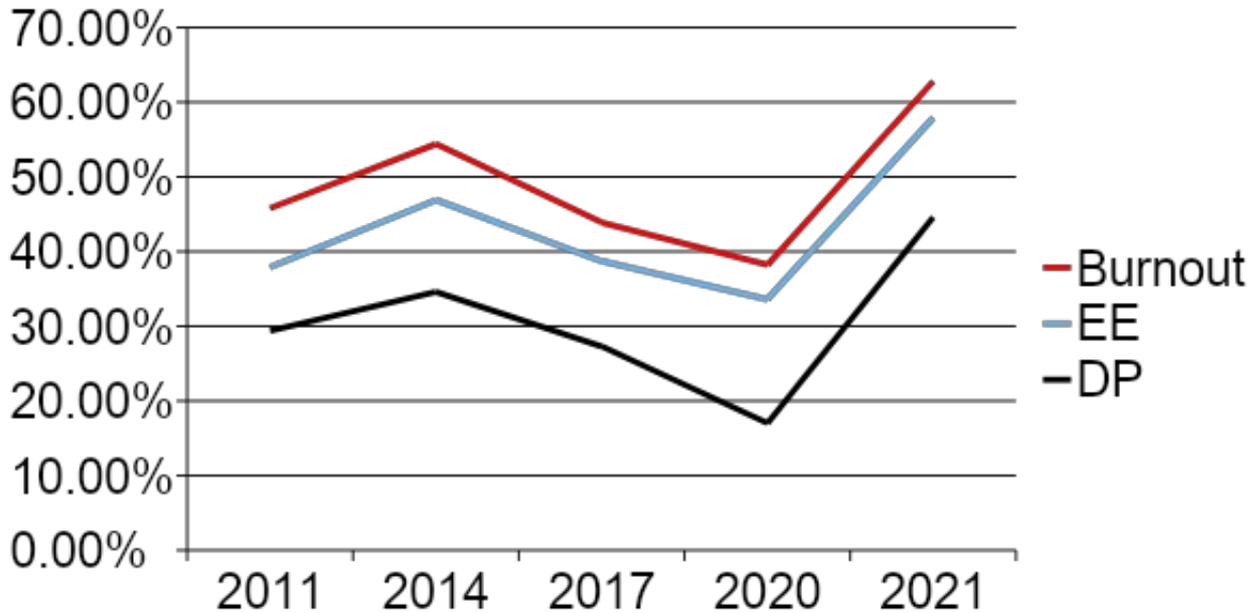
“I feel like I’m at the end of my rope.”

Depersonalization

“I’ve become more callous toward people since I took this job.”



Burnout among Practicing Physicians



National Data (Shanafelt et al., Arch Intern Med 2012; Mayo Clin Proc 2015, 2019, 2022)

Consequences of HCW Burnout

- Medical errors¹⁻³
- Impaired professionalism⁴⁻⁶
- Reduced patient satisfaction⁷
- Racial bias⁸
- Staff turnover, reduced hours^{9,14}
- Blunted growth in medical knowledge¹⁰
- Depression and suicidal ideation^{11,12}
- Motor vehicle crashes and near-misses¹³
- Total costs: >\$4.6B dollars/year for physicians alone^{15,16}

¹JAMA 296:1071, ²JAMA 304:1173, ³JAMA 302:1294, ⁴Annals IM 136:358, ⁵Annals Surg 251:995, ⁶JAMA 306:952, ⁷Health Psych 12:93, ⁸JAMA Netw Open 2019, ⁹JACS 212:421, ¹⁰JAMA 306:952, ¹¹Annals IM 149:334, ¹²Arch Surg 146:54, ¹³Mayo Clin Proc 2012, ¹⁴Mayo Clin Proc 2016, ¹⁵JAMA IM 2017, ¹⁶Annals IM 2019

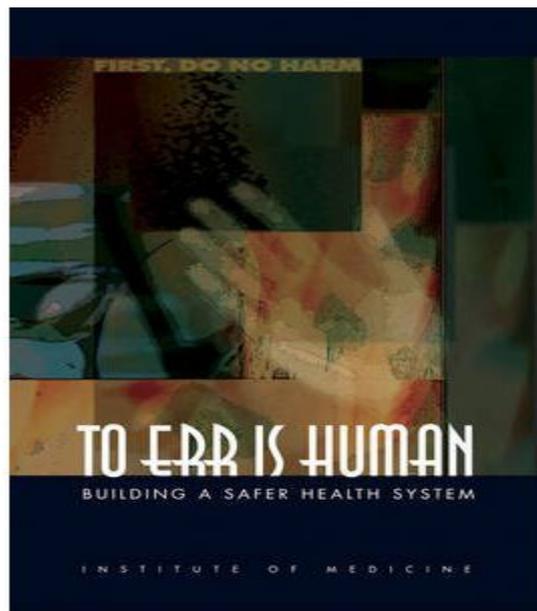
A Public Health Crisis!

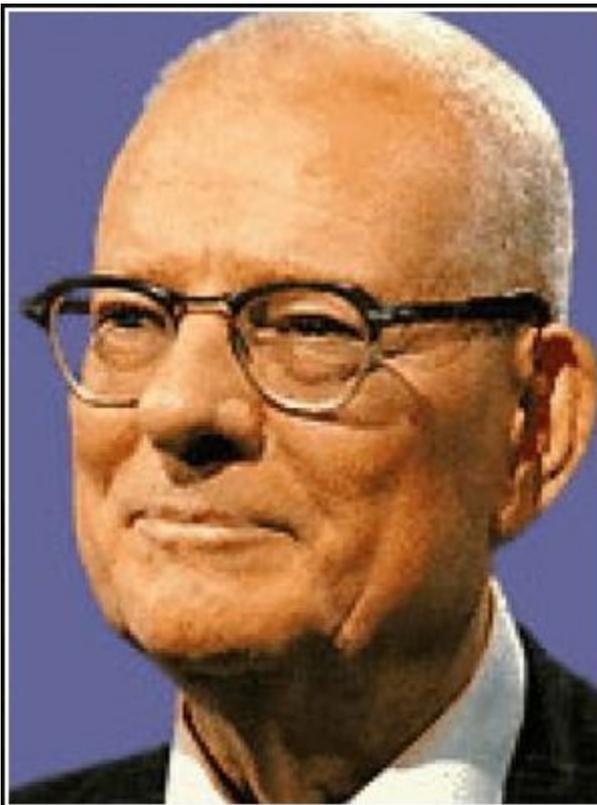
Burnout in U.S. alone:

>40,000	Medical Students
>60,000	Residents and Fellows
>490,000	Physicians
>1,000,000	Nurses

Plus other health care and biomedical science professionals

Individual or system problem?





Eighty-five percent of the reasons for failure are deficiencies in the systems and process rather than the employee. The role of management is to change the process rather than badgering individuals to do better.

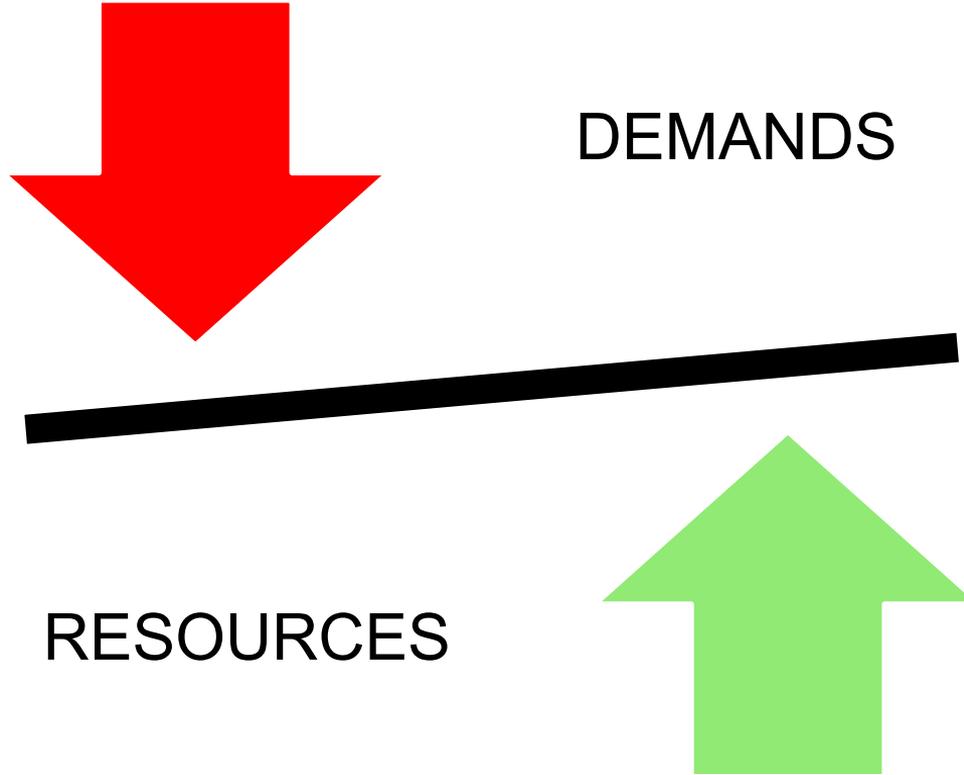
— *W. Edwards Deming* —

AZ QUOTES

“Every system is perfectly designed
to get the results it gets”

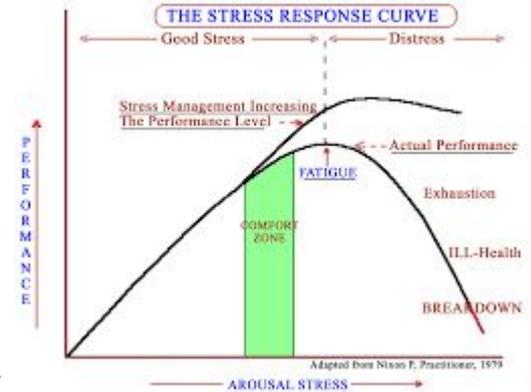
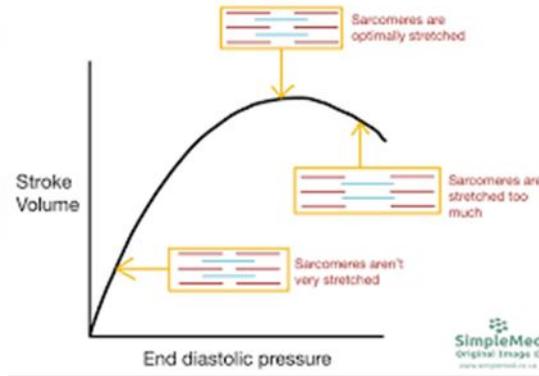
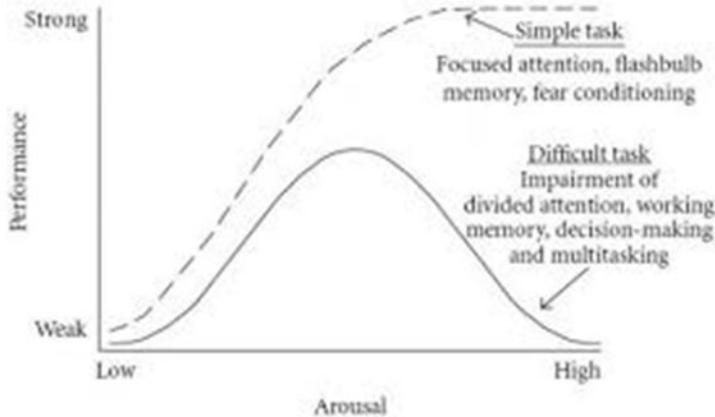


- Dr. Paul Batalden, IHI



A chronic imbalance of high job demands and inadequate job resources can lead to burnout

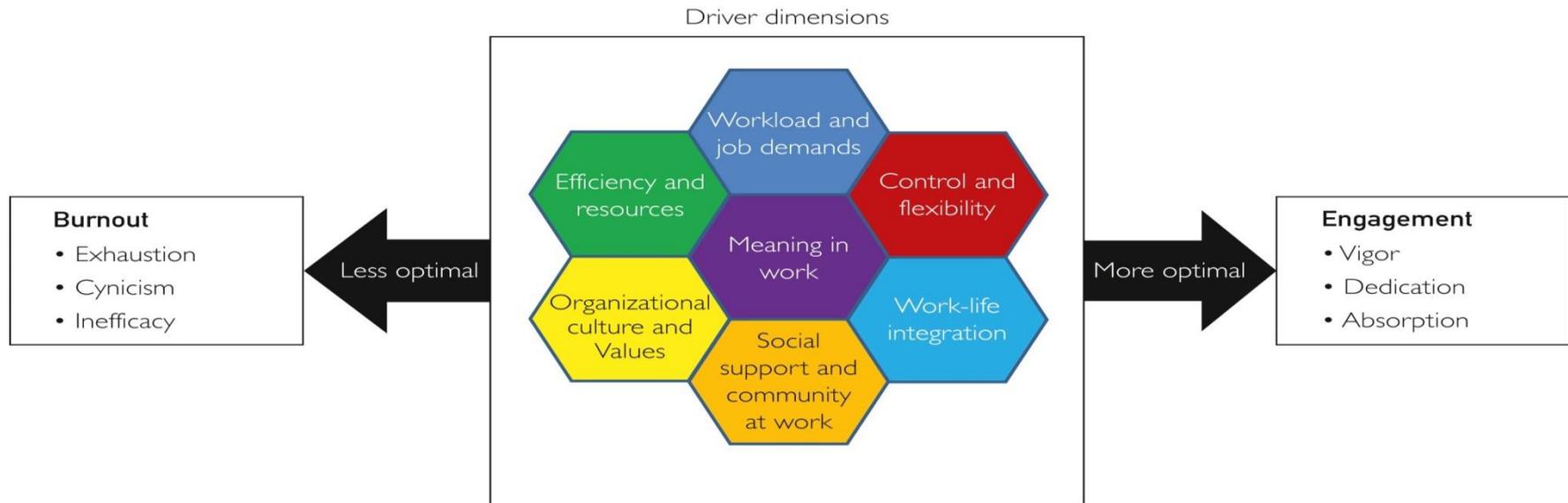
Human Performance



- To optimize performance, we need to shift our place on this curve.

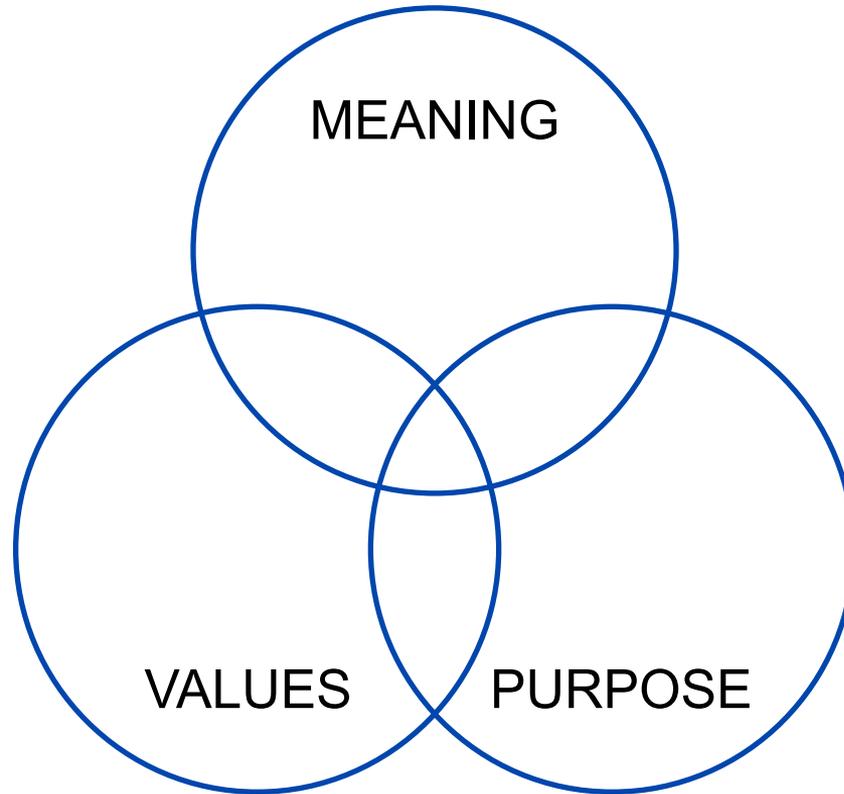
Burnout Drivers

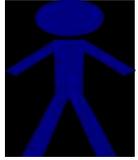
- Maslach and Leiter workplace domains:
 - Workload
 - Control/autonomy
 - Reward (intrinsic and extrinsic)
 - Community
 - Fairness/respect
 - Values alignment



Shanafelt TD, Noseworthy JH. Mayo Clin Proc. 2017;92:129-46.

The MVPs of Well-Being





Individual Strategies



- Identify Values
 - Debunk myth of delayed gratification
 - What matters to you most (integrate values)
 - Integrate personal and professional life
- Optimize meaning in work
 - Flow
 - Choose/focus practice
- Nurture personal wellness activities
 - Calibrate distress level
 - Self-care (exercise, sleep, regular medical care)
 - Relationships (connect w/ colleagues; personal)
 - Religious/spiritual practice
 - Mindfulness
 - Personal interests (hobbies)

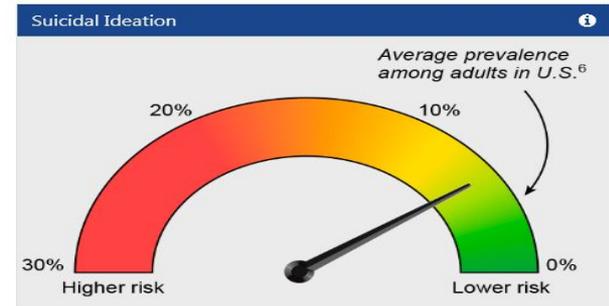
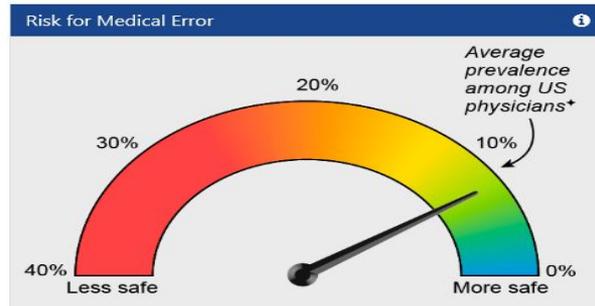
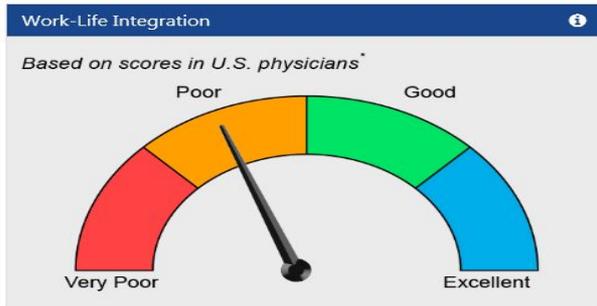
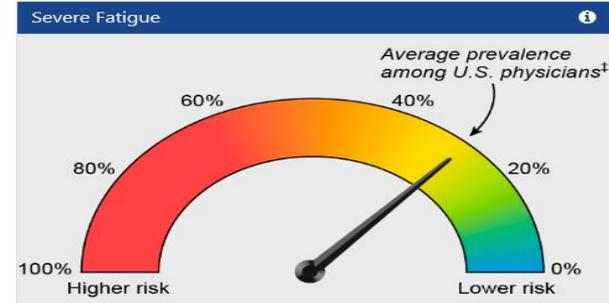
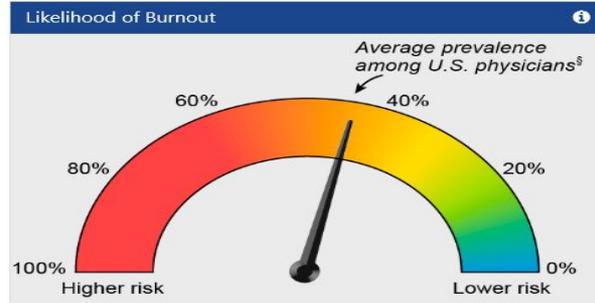
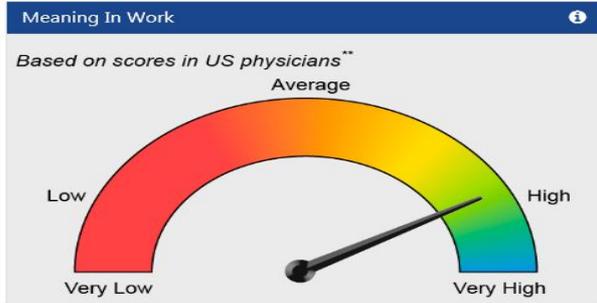
Individual Strategies

Recognition of distress:

- Well-Being Index (Dyrbye)
 - <https://www.mededwebs.com/well-being-index>
 - Simple online 7- or 9-item instruments evaluating multiple dimensions of distress, with strong validity evidence and national benchmarks from large samples of medical students, residents, and practicing physicians
 - Evidence that physicians do not reliably self-assess their own distress
 - Feedback from self-reported Index responses can prompt intention to respond to distress
- Suicide Prevention and Depression Awareness Program (Moutier 2012)
 - Anonymous confidential Web-based screening
- AMA STEPSForward modules
 - Mini Z instrument (AMA, Linzer 2015): 10-item survey

Well-Being Index

<https://www.mededwebs.com/well-being-index>



Individual Strategies

Risk of exclusively individual focus:

- Deepen cynicism through perceived message that HCWs must “toughen up” to cope with a toxic working environment, rather than addressing the toxic working environment itself.
- Blaming the victims?



From: **Resilience and Burnout Among Physicians and the General US Working Population**

West CP et al., JAMA Netw Open. 2020;3(7):e209385. doi:10.1001/jamanetworkopen.2020.9385

Table 2. Resilience of Employed Physicians and the General US Population Aged 29 to 65 Years^a

Query	No. (%)		P value
	Physicians (n = 3971)	Population (n = 5198)	
I am able to adapt when changes occur			
Not true at all	17 (0.4)	34 (0.7)	<.001
Rarely true	37 (0.9)	96 (1.9)	
Sometimes true	619 (15.8)	1058 (20.4)	
Often true	1935 (49.4)	2401 (46.3)	
Always true	1310 (33.4)	1599 (30.8)	
Score, mean (SD)	3.14 (0.80)	3.04 (0.74)	
I tend to bounce back after illness, injury, or other hardships			
Not true at all	16 (0.4)	32 (0.6)	<.001
Rarely true	41 (1.0)	81 (1.6)	
Sometimes true	410 (10.5)	736 (14.2)	
Often true	1534 (39.3)	2273 (43.9)	
Always true	1905 (48.8)	2061 (39.8)	
Score, mean (SD)	3.35 (0.7)	3.28 (0.8)	
Total score, mean (SD)	6.49 (1.30)	6.25 (1.37)	<.001

^a Scores are based in the Connor-Davidson Resilience Scale (score ranges from 0 to 8).

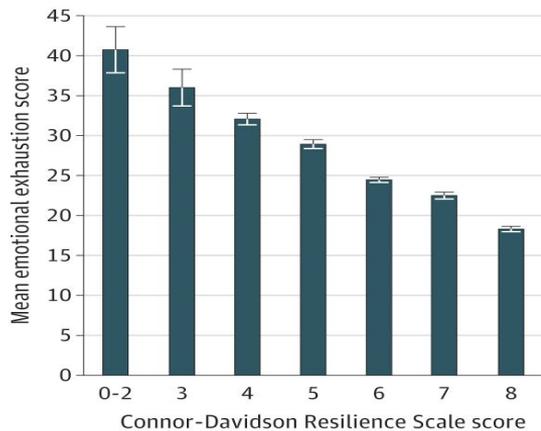
Table Title:

Resilience of Employed Physicians and the General US Population Aged 29 to 65 Years^a

From: Resilience and Burnout Among Physicians and the General US Working Population

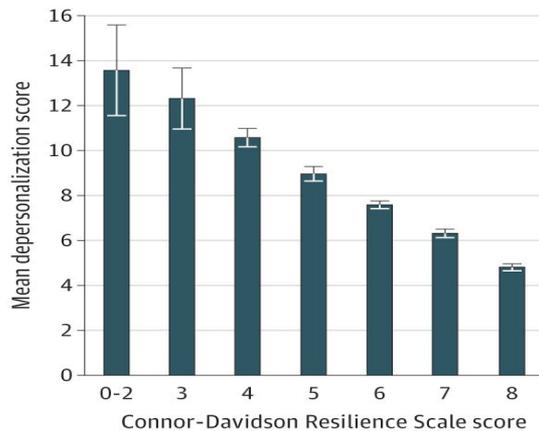
West CP et al., JAMA Netw Open. 2020;3(7):e209385. doi:10.1001/jamanetworkopen.2020.9385

A Emotional exhaustion scores



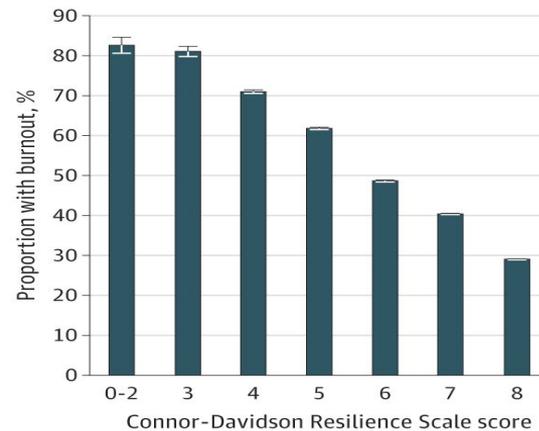
Physicians, No. 23 37 300 492 1431 993 1350

B Depersonalization scores



Physicians, No. 23 37 300 492 1431 993 1350

C Overall burnout proportions



Physicians, No. 23 37 300 492 1431 993 1350

Figure Legend:

Emotional Exhaustion Scores, Depersonalization Scores, and Overall Burnout Proportions Across Levels of Resilience Among US Physicians Error bars indicate standard error of the mean.

Physician Resilience

- Physicians and other HCWs do NOT have a resilience deficit overall!
- Burnout rates are lower at higher levels of resilience
 - But even at the highest possible resilience score, the burnout rate was 30%

Physician Resilience

- What does this mean?
 - Resilience IS important, and HCW are pretty strong here already – we need to maintain and even strengthen our resilience where we can.
 - Individual-focused solutions such as resilience training CANNOT be the mainstays to promote wellbeing, because even the most resilient among us are at substantial risk of burnout.
 - Organizational approaches to improve the working and learning environment are mandatory.

Organizational Strategies

-  Acknowledge and assess the problem
-  Harness the power of leadership
-  Develop and implement targeted work unit interventions^a
-  Cultivate community at work
-  Use rewards and incentives wisely
-  Align values and strengthen culture
-  Promote flexibility and work-life integration
-  Provide resources to promote resilience and self-care
-  Facilitate and fund organizational science

Shanafelt TD, Noseworthy JH. Mayo Clin Proc. 2017;92:129-46.

Employee Well-Being: Approach Summary

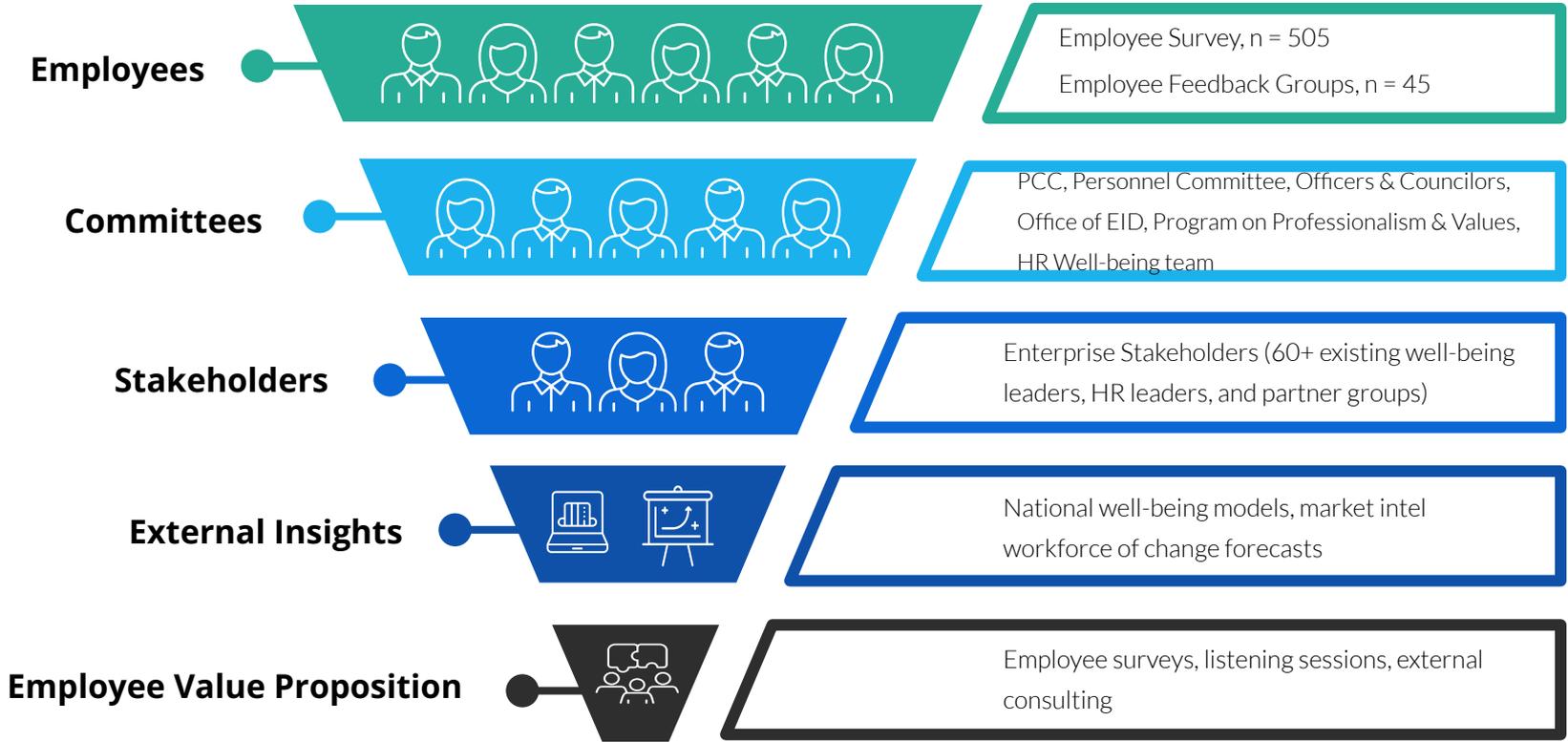
	Individual	Organizational
Workload	Part-time status	Productivity targets Duty Hour Requirements Integrated career development
Work Efficiency/ Support	Efficiency/Skills Training	EMR improvements Staff support
Work-Home Integration/ Balance	Self-care Mindfulness	Meeting schedule policies Off-hours clinics policies Curricula during work hours Financial support/counseling
Autonomy/ Flexibility/ Control	Stress management/Resiliency Mindfulness Engagement	Physician engagement
Meaning/Values	Positive psychology Reflection/self-awareness Mindfulness Small group approaches	Core values Protect time with patients Promote community Work/learning climate

Solutions

- AMA: <https://edhub.ama-assn.org/steps-forward>
- NAM:
<https://nam.edu/initiatives/clinician-resilience-and-well-being/>

The Mayo Clinic Approach to Employee Well-Being

A Co-Created Model Built on Collaboration Across Mayo Clinic



Mayo Clinic
Employee Well-Being Strategic Framework



Key Themes for Employee Well-Being at Mayo Clinic

- **Employees** are Mayo's most valuable resource
- Privilege is a **two-way** street
- Being **cared for** and **valued** is essential
- Well-being means being **supported** in achieving each employee's greatest desired potential

Mayo Clinic Employee Well-Being Mission

To inspire and cultivate a workplace culture where we care for one another, each individual experiences personal and professional fulfillment, and employee well-being is a foundational priority.





Mayo Clinic Employee Well-Being Vision

Mayo Clinic models a values-aligned culture where all individuals have the support necessary to thrive, providing compassionate and exceptional care for our patients and each other.

Mayo Clinic Model for Employee Well-Being





HEALTHY WORK ENVIRONMENT

Employees feel physically and psychologically safe at work. Workload challenges are addressed, and employees understand support resources to help them thrive in their career.



PERSONAL ENRICHMENT

Employees connect with Mayo Clinic's mission and can grow in their careers while being supported in their emotional, financial, physical, and mental health. Employees experience joy at work in a setting of personal and organizational resilience.



COMMUNITY AT WORK

Employees experience a sense of belonging fostered by relationships among colleagues, multidisciplinary teams, and diverse work unit structures through a culture of inclusion and trust.



BEING VALUED

Employees are respected, appreciated, and valued through equitable compensation and benefits, recognition, and access to professional development. They feel heard and empowered.



MEANINGFUL WORK

Employees find purpose and fulfillment in their work which aligns with their skills, strengths, and values.



Employee Well-Being: Approach Summary

Individuals

Teams

Leaders

Mayo Clinic

Healthy Work Environment

Personal Enrichment

Community at Work

Being Valued

Meaningful Work

Well-Being Central

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Well-Being Central

To inspire and cultivate a workplace culture where we care for one another, each individual experiences personal and professional fulfillment, and employee well-being is a foundational priority.



Be Your Best Self

Self-guided exploration of healthy habits, tips, and activities that focus on social, financial, emotional, and physical well-being plus resources to enhance work-life integration and meaning in your work.

[Resources For You](#)

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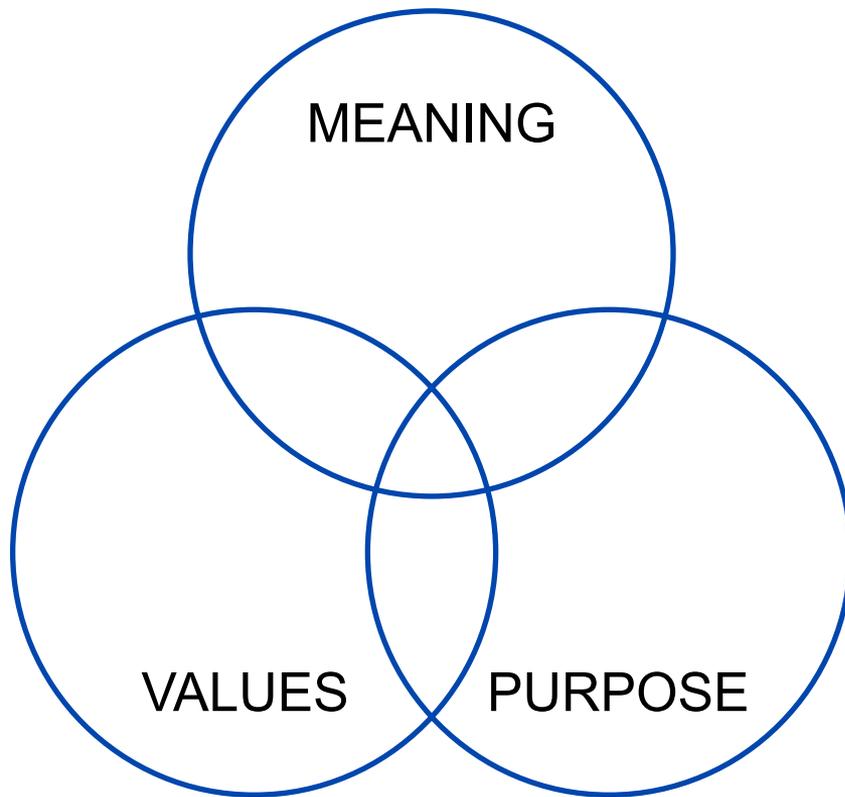
[Physician/Scientist Well-Being](#)

Key Resources

- [2024 Heritage Classic | Moving for Hope](#)
- [Positive Living with Dr. Amit Sood](#)
- [Employee Well-Being YouTube Channel](#)
- [Well-Being@Work Newsletter](#)
- [Well-Being At A Glance: Infographic](#)
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The MVPs of Well-Being



Thank You!

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