



**Maryland Chapter**

AMERICAN COLLEGE OF  
EMERGENCY PHYSICIANS

**Maryland ACEP Chapter Educational Conference & Annual Meeting  
March 12, 2020**

**FACULTY:** [Jay Kaplan, MD, FACEP](#)

**PRESENTATION**

Burnout 3.0 Your Road to Recovery

**DESCRIPTION**

Today's healthcare environment (especially the Emergency Department) is a pressure cooker. Whether delivering care within the walls of a hospital or in the outpatient setting, clinicians and staff work in an intense and unpredictable environment where the demands for clinical perfection and service excellence abound. Creating a balance between one's personal needs and the mandates of work is a difficult task. This talk focuses specifically on simple approaches to avoid burnout and regain fulfillment in our lives as well as our work.

**OBJECTIVES**

- Understand the concept of stress and how it affects our daily lives.
- Define wellness and define burnout and how the two differ.
- Define best practices and simple tactics to promote resilience and come back from burnout.

**DISCLOSURE**

No significant financial relationships to disclose.

## Burnout 3.0

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## The Road to Recovery



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“ER”



## Upfront Questions for You – Burned Out?

- ▼ 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.**

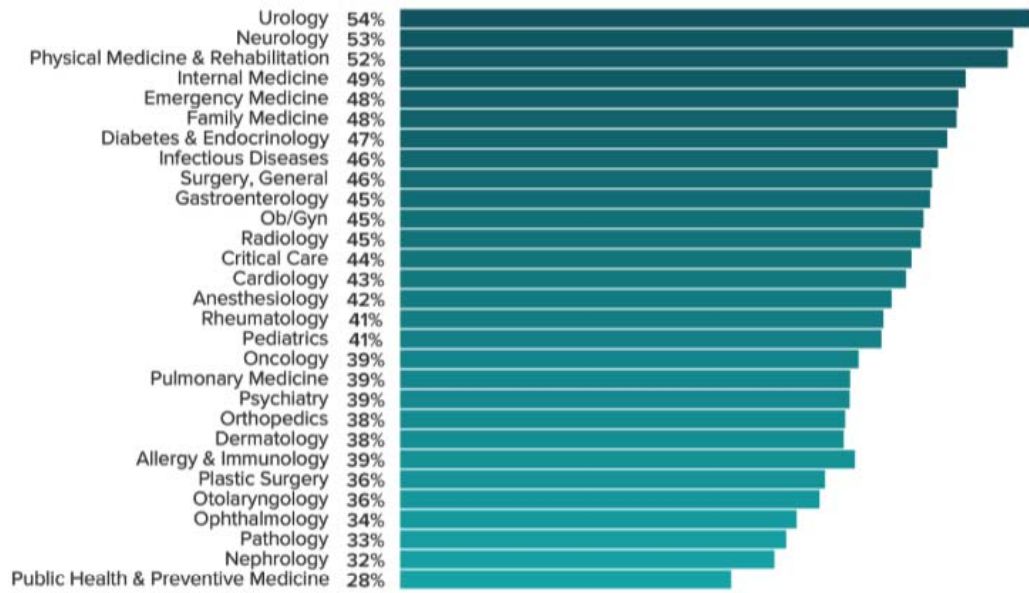


The image shows the cover of the June 2005 issue of Medical Economics magazine. The cover features the title "Medical Economics" in large black letters, with "EMERGENCY MEDICINE EDITION" and "JUNE 2005" in a yellow box to the right. The main headline is "BURNOUT" in large yellow letters, followed by "Are you at risk?" in white. Below the headline is a photograph of a lit candle with smoke rising from it. On the left side of the cover, there is a list of articles: "MALPRACTICE: How fear changes practice p. 10", "How to handle no-shows p. 14", "Insurers not paying? Fight back p. 18", "The night I lost my faith p. 21", "My patient lived—so she sued me p. 26", and "A jury holds an HMO accountable p. 33". The logo "AN ADVANTAR PUBLICATION" is at the bottom left. A white box with the text "June 2005" and an arrow points to the date on the cover.

June 2005

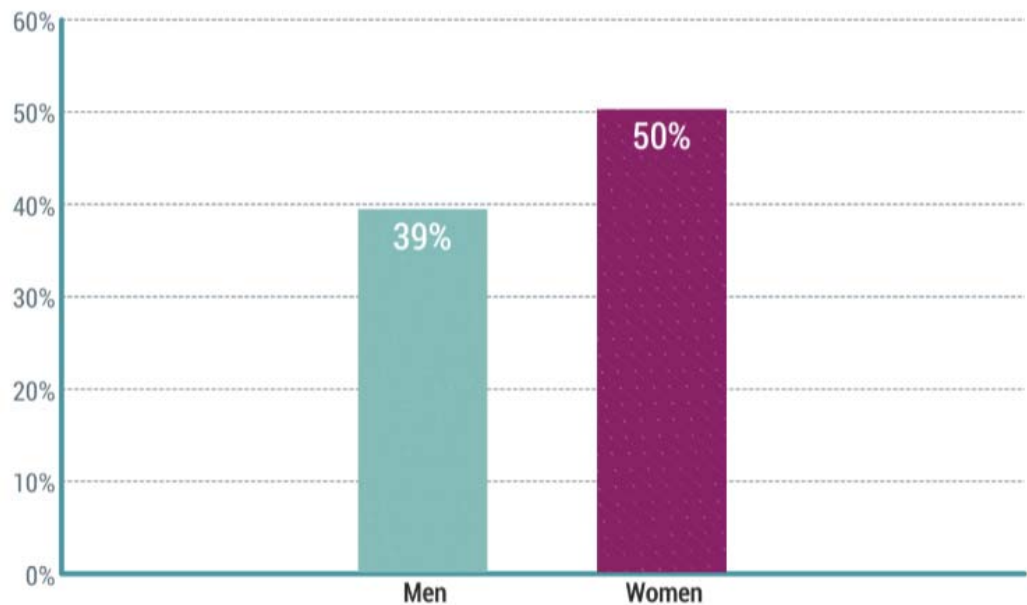
**Medscape  
Survey  
2019**

### Which Physicians Are Most Burned Out?



**Medscape  
Survey  
2019**

### Are Male or Female Physicians More Burned Out?



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

Specialty <sup>f</sup>	Burnout Status		Burnout Prevalence, %
	No. With Burnout <sup>a</sup>	No. Without Burnout	
Internal medicine	346	466	42.6
Dermatology	21	50	29.6
Radiology	70	128	35.4
Emergency medicine	161	138	53.8
Family medicine	113	191	37.2
Anesthesiology	107	145	42.5
Neurology	53	33	61.6
Obstetrics and gynecology	114	119	48.9
Pathology	17	32	34.7
Pediatrics	178	234	43.2
Physical medicine and rehabilitation	15	15	50.0
Psychiatry	65	83	43.9
Surgery (general)	107	92	53.8
Other surgery	27	29	48.2
Ophthalmology	53	42	55.8
Orthopedic surgery	76	77	49.7
Otolaryngology	30	37	44.8
Plastic surgery	12	15	44.4
Neurological surgery	13	12	52.0
Urology	37	21	63.8

## 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%

## 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



## 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



## ***For the Young Doctor About to Burn Out***

“Burnout at its deepest level is not the result of some train wreck of examinations, long call shifts, or poor clinical evaluations. It is the sum total of hundreds and thousands of tiny betrayals of purpose, each one so minute that it hardly attracts notice.”

Richard Gunderman


*Atlantic Monthly, February 21, 2014*

## **A Recent Conversation**

- ▼ Huge time pressures to do more with less.
- ▼ “Don’t be weak. You can be arrogant, dumb, lazy . . . just don’t be weak.”
- ▼ “We are good at being non-disclosers – we know how to hide it. We know what not to say.”
- ▼ “It’s not part of our culture. We are fearful of being lumped into ‘them’ and not a part of ‘us.’”
- ▼ “People die from isolation – They can’t reach out, and we don’t know enough to reach in.”



## What Can We Do?

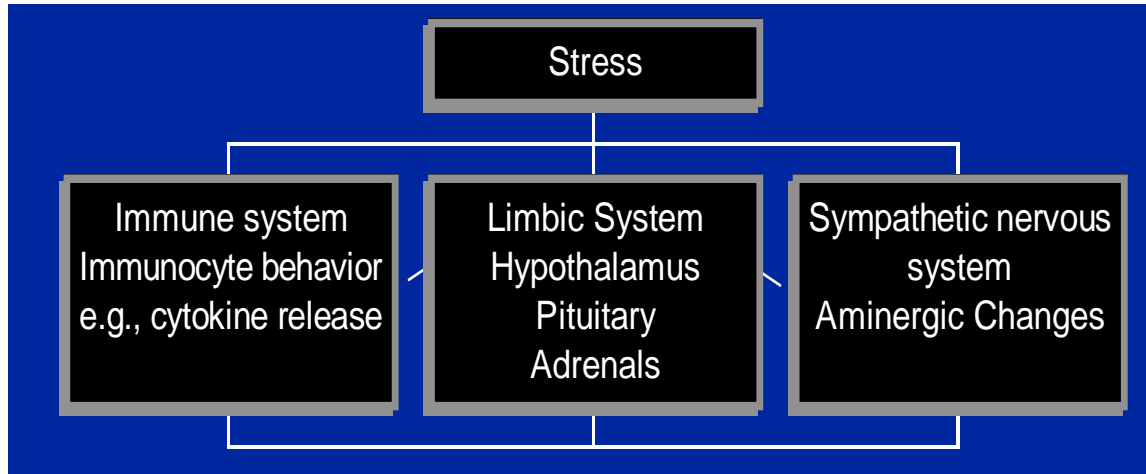
- ▶ We need to normalize the conversation – we practice tough medicine with great stressors. Not having it all together and handling it needs to be okay. We must share our stories of “failure”.
- ▶ We are not Superwomen/Supermen . . . 
- ▶ We are excellent diagnosticians when it comes to our patients. We need practice re ourselves and colleagues.

## Stress - Cannon & Selye

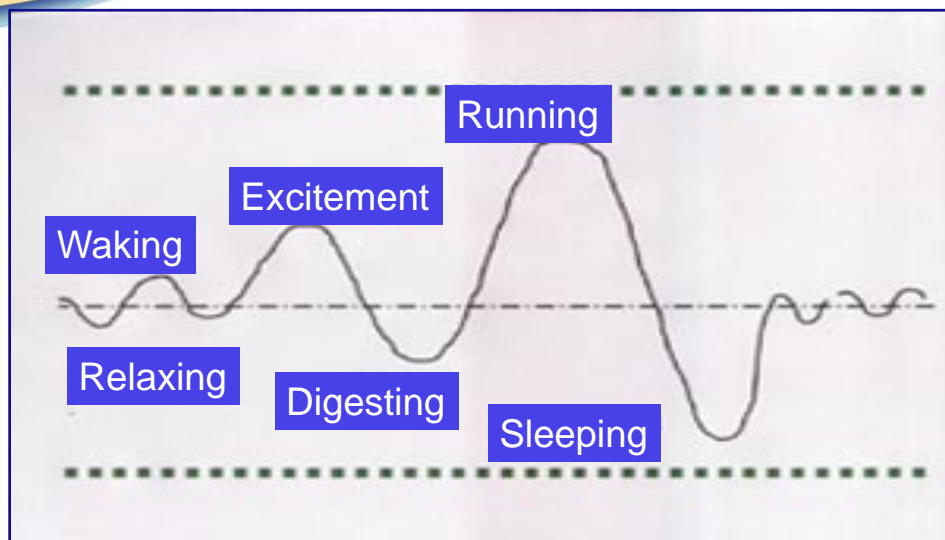
- ▶ Homeostasis - the body's balancing act
- ▶ General Adaptation Syndrome (3 stages)
  - 1) Alarm
    - Shock phase
    - Countershock phase
  - 2) Resistance
  - 3) Exhaustion/Renewal



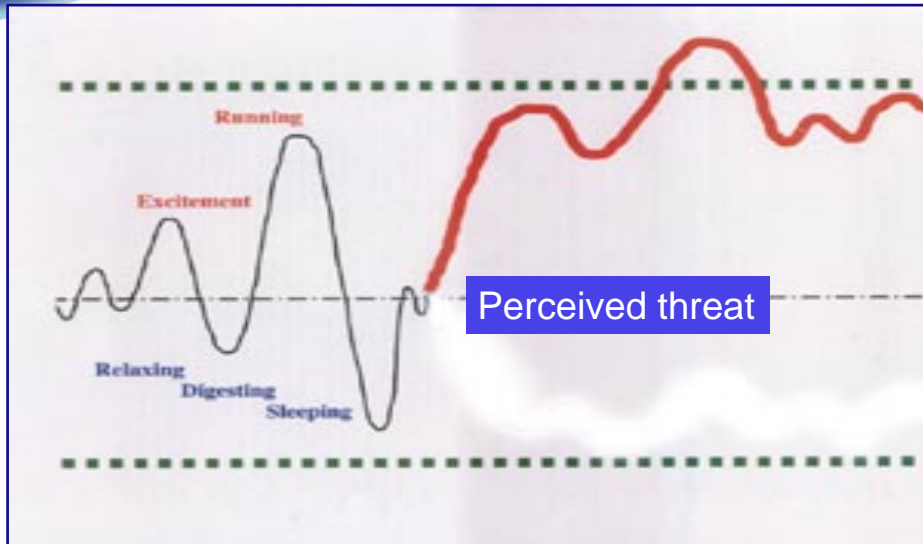
# Neuroendocrine-Neuroimmune Stress Response System



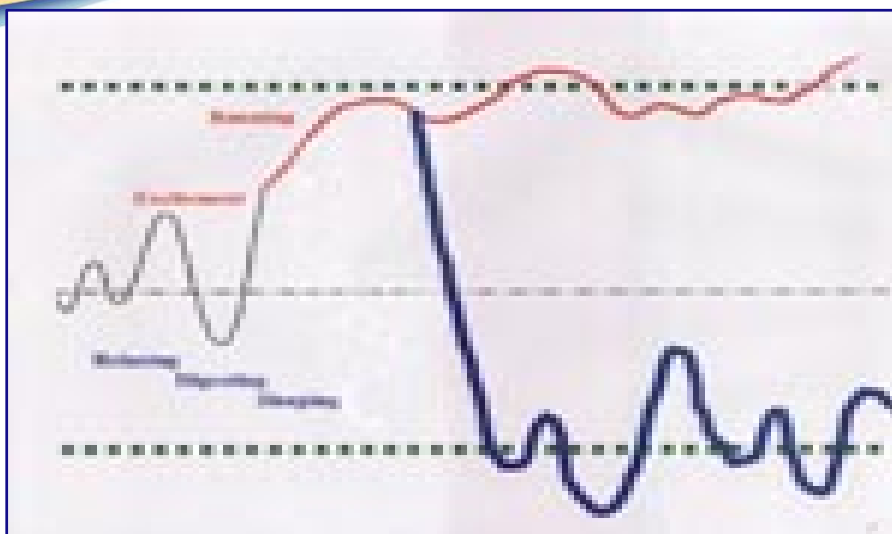
# Homeostasis



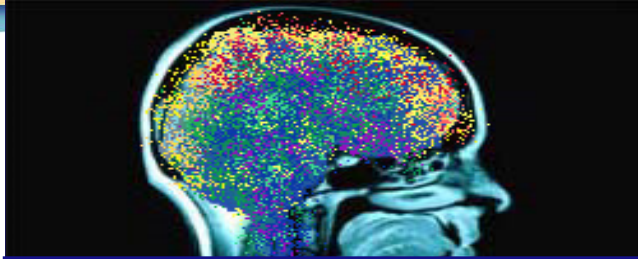
## Perceived Threat → Sympathetic Outflow



## Parasympathetic Outflow → Renewal

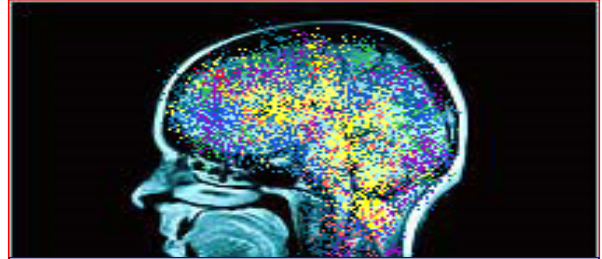


# Parasympathetic v. Sympathetic



## Parasympathetic Dominance

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



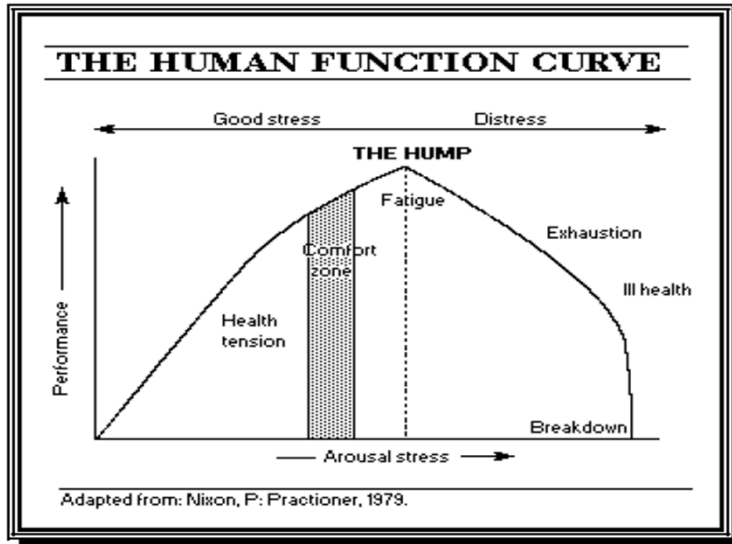
## Sympathetic Dominance

- Compromised Cognitive and Motor Functioning
- Reactive
- Repeating Same Mistakes
- Coercive or Hesitant Leader

# Perceived Threat → Sympathetic Outflow

Physiological	Brain Mechanics	Other Effects
▲ Heart Rate	▲ Basal Ganglia & Thalamic Fx	▲ Obsession
▲ Breathing Rate	▼ Neo-cortical Fx	▲ Compulsion
▼ Breathing Volume	▼ Frontal Lobe activity ▼ Executive Fx ▼ Fine motor control ▼ Emotional regulation	▼ Speed & Agility
Centralized Circulation		
▲ Muscle Tension	▼ Temporal Lobe Activity ▼ Language (Wernicke's) ▼ Speech (Broca's)	▼ Strength
▲ Energy	▼ Anterior Cingulate	Constricted thoughts & behaviors
▲ DIS-EASE		Fatigue

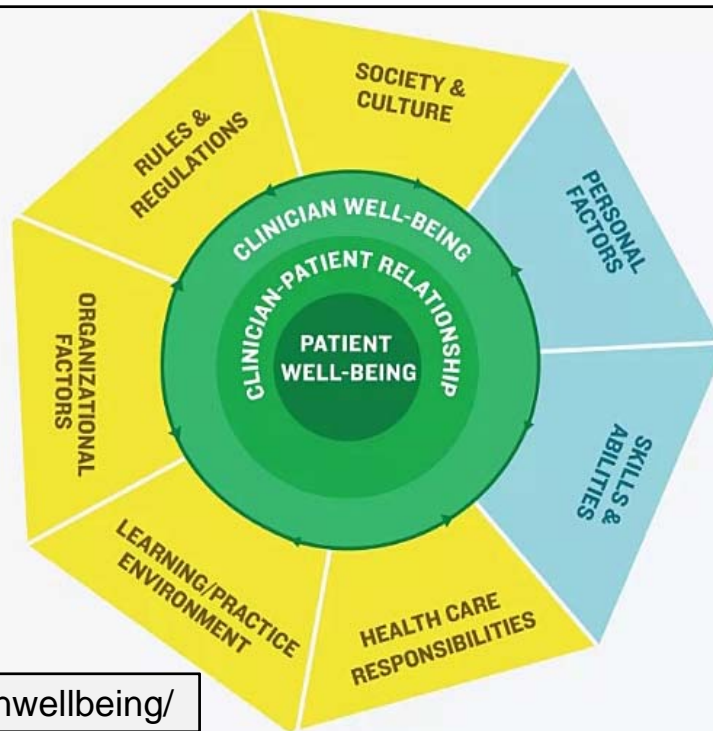
# Optimal Performance:



## New Conceptual Model

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National Academy of Medicine



<https://nam.edu/clinicianwellbeing/>

EXTERNAL FACTORS

## INDIVIDUAL FACTORS

### PERSONAL FACTORS

- Access to a personal mentor
- Inclusion and connectivity
- Family dynamics
- Financial stressors/economic vitality
- Flexibility and ability to respond to change
- Level of engagement/connection to meaning and purpose in work
- Personality traits
- Personal values, ethics and morals
- Physical, mental, and spiritual well-being
- Relationships and social support
- Sense of meaning
- Work-life integration

### SKILLS & ABILITIES

- Clinical Competency level/experience
- Communication skills
- Coping skills
- Delegation
- Empathy
- Management and leadership
- Mastering new technologies or proficient use of technology
- Optimizing work flow
- Organizational skills
- Resilience skills/practices
- Teamwork skills

## Simple Model: Stanford WellMD



### Culture of Wellness

Organizational work environment, values and behaviors that promote self-care, personal and professional growth, and compassion for ourselves, our colleagues and our patients.

### Efficiency of Practice

Workplace systems, processes and practices that promote safety, quality, effectiveness, positive patient and colleague interactions and work-life balance.

### Personal Resilience

Individual skills, behaviors and attitudes that contribute to physical, emotional and professional well-being.

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## Tactics for Well-Being Learned From Noah

1. Don't miss the boat.
2. Remember we are all in the same boat.
3. Plan ahead. It wasn't raining when Noah built the Ark.
4. Stay fit. When you're 600 years old, someone may ask you to do something very big.
5. Don't listen to critics. Just get on with the job that needs to be done.
6. Build your future on high ground.

## Lessons

7. For safety's sake, travel in pairs.
8. Speed isn't always an advantage. The snails were on board with the cheetahs.
9. When you're stressed, float a while.
10. Remember the Ark was built by amateurs, the Titanic by professionals.
11. When you're in a storm, if you feel connected, there will always be a rainbow after the storm.

## 1. Don't Miss the Boat

- ▼ This life is not a dress rehearsal
- ▼ Identify who you want to be, what is important to you, what you want to do, the legacy you want to leave
- ▼ Tactic: Personal Mission Statement  
(Write down what is important to you)

## 2. Remember We're All in the Same Boat





**It is about the people who surround you, and choosing those who will support your strengths and help you with your opportunities . . .  
It is about everyone on board, paddling together . . .**

**Tactic: Re-look at your team and ask if everyone is on board. If not . . .**

### **3. Plan Ahead . . . It Wasn't Raining When Noah Built the Ark**

- ▼ Determine your key metrics
- ▼ Define where you are/Set goals for where you want to be



## Tactics

- Write out a “Joy List”
- Define Your KPI’s
- Create a formal “Renewal Investment Plan”

Indicator	Threshold	Target	Exemplary
Exercise – X/Week	3	4	5
Sleep - Hours	5	6 ½	8
Relationship – Family dinners	3	5	7
Knowledge - Reading	1	2	3
Revenue - Growth	2%	4%	6%

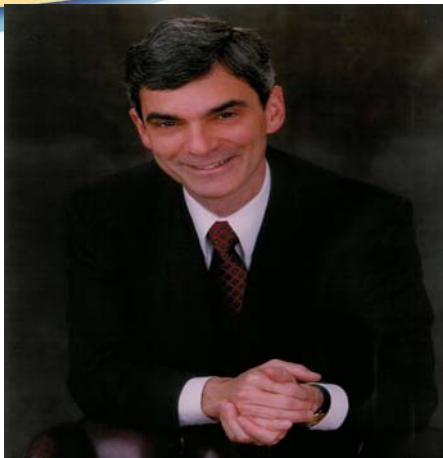
## 4. Stay Fit – When You’re 600 years Old, Someone May Ask You To Do Something Really Big . . .

- Get enough rest - If you get < 6 hours of sleep a night, your risk of coronary heart disease is increased 48% and risk of stroke 15% → set an alarm for when to go to bed
- Eat whatever diet works for your body – especially breakfast.
- Exercise is a great drug – doesn't have to be at one time during the day.



**Use Data to Give Yourself a Pat on the Back**

## 5. Don't Listen to Critics . . . Just Get On with the Job that Needs to be Done



Dr. Whiner, c. 2000

- ▼ There's a difference between being a "Winner" and a "Whiner"
- ▼ Glass Half-Full v. Half-Empty



- ▼ It's a choice we make every day, or several times a day

## Blame Nobody, Expect Nothing, Do Something . . .

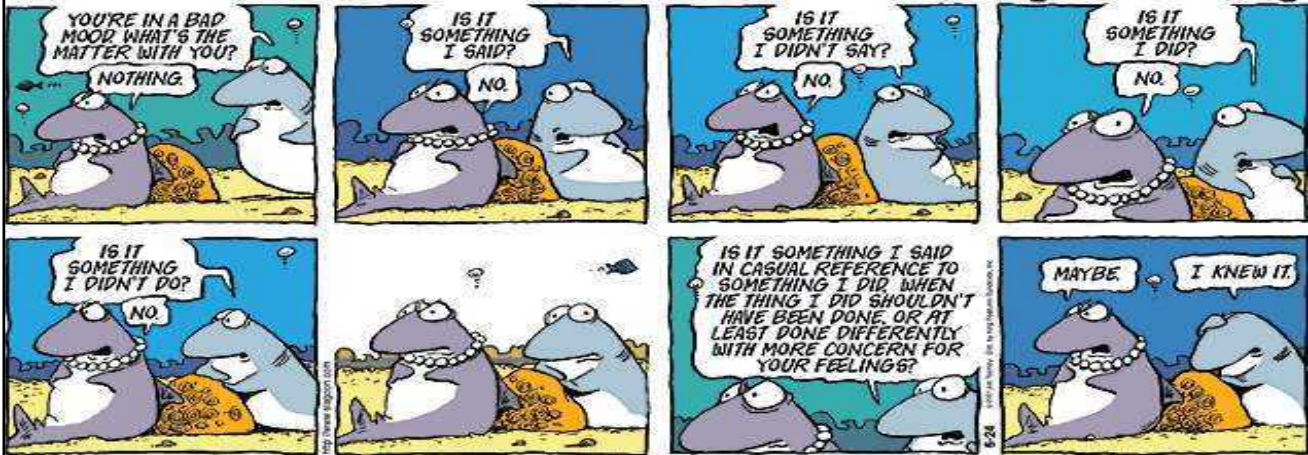
“If you think you’re powerless, you are . . . If you think you’re not, you’re not.”

- ▼ Do more than just your job.
- ▼ Expand your leadership skills
- ▼ Get involved with your professional society.
- ▼ Survey your staff – Focus/Fix/Follow-up

## 6. Build Your Future on High Ground

- ▼ Integrity
- ▼ Always act in the best interest of the patient.
- ▼ We need to be willing to be honest with ourselves and hold ourselves accountable to standards.
- ▼ Courageous humility – acknowledge and apologize when appropriate . . . and quickly . . .

## Courageous Humility



Admit that you're not perfect . . . Ask for feedback . . . and when needed apologize.

## 7. For Safety's Sake, Travel in Pairs

### Make Your Workplace



A Family



A School



## Improve Your Team-Player Quotient



Say “Thank you” at the end of the day (shift)



“What can I do to help you have a great day in working with me today?”

## 8. Speed Isn't Always an Advantage . . . The Snails Were On Board with the Cheetahs

▼ “There is more to life than merely increasing its speed.”

--Gandhi



## Tactics to Let Down

- ▼ Smartphone in airplane mode on vacation or turned off completely. Leave the phone number where you will be . . .
- ▼ Disconnect electronically (automatic email & text message response)
- ▼ Vacations of at least 10 days/at least 1 day in between vacation and a clinical shift.

## 9. When You're Stressed, Float a While



- ▼ Practice saying “No”
- ▼ If you can't say “No,” say “Oh”
- ▼ Look for the big “Yes”
- ▼ Real-time methods
  - ▼ Mindfulness
  - ▼ Relaxation/Breathing
  - ▼ Laughter



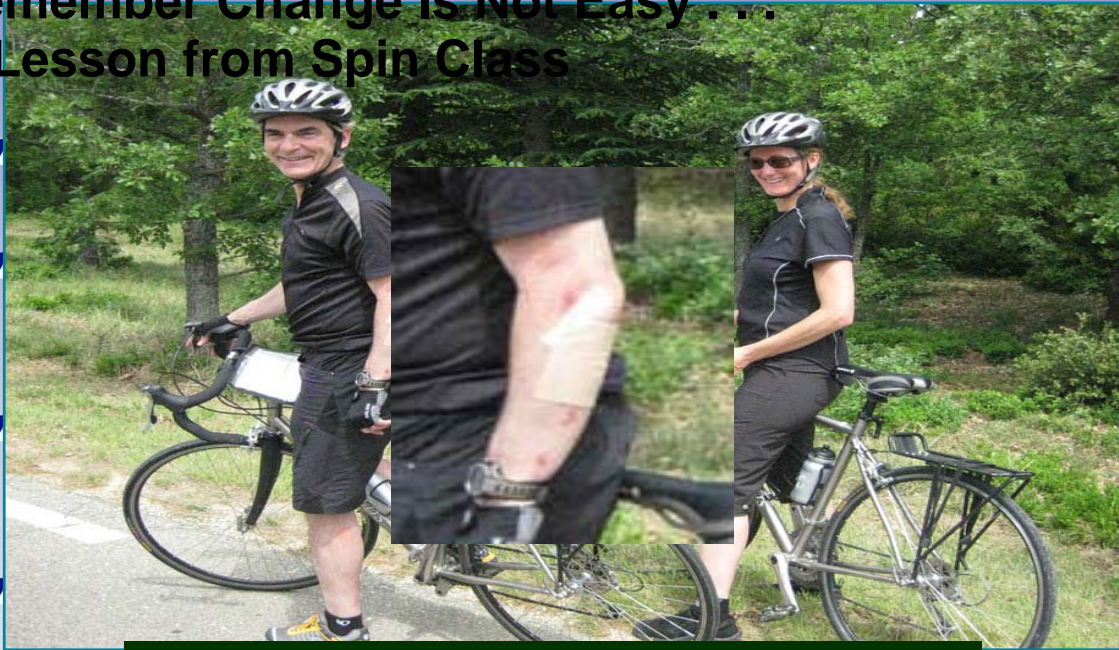
## 10. Remember . . . The Ark was Built by Amateurs, the Titanic by Professionals.

- ▶ When you first start doing anything, you are not going to do it well.
- ▶ Experts become experts through practice.
- ▶ “I’m always doing things I can’t do. That’s how I get to do them.” Picasso
- ▶ “No one ever learned anything by beating themselves over the head with a mistake.” JAK



**VIEW YOUR LIFE WITH  
KINDSIGHT**  
**STOP BEATING YOURSELF UP  
ABOUT THINGS FROM YOUR PAST.**  
INSTEAD OF SLAPPING YOUR FOREHEAD AND ASKING:  
**"WHAT WAS I THINKING?"**  
BREATHE & ASK YOURSELF THE KINDER QUESTION:  
**"WHAT WAS I LEARNING?"**

## Remember Change Is Not Easy . . . A Lesson from Spin Class



Doesn't mean you can ride on the open road . . .

**SOMETIMES  
YOU WIN,  
SOMETIMES  
YOU learn.**

## 11. When You're in a Storm, if You Feel Connected . . . There's Always a Rainbow Waiting

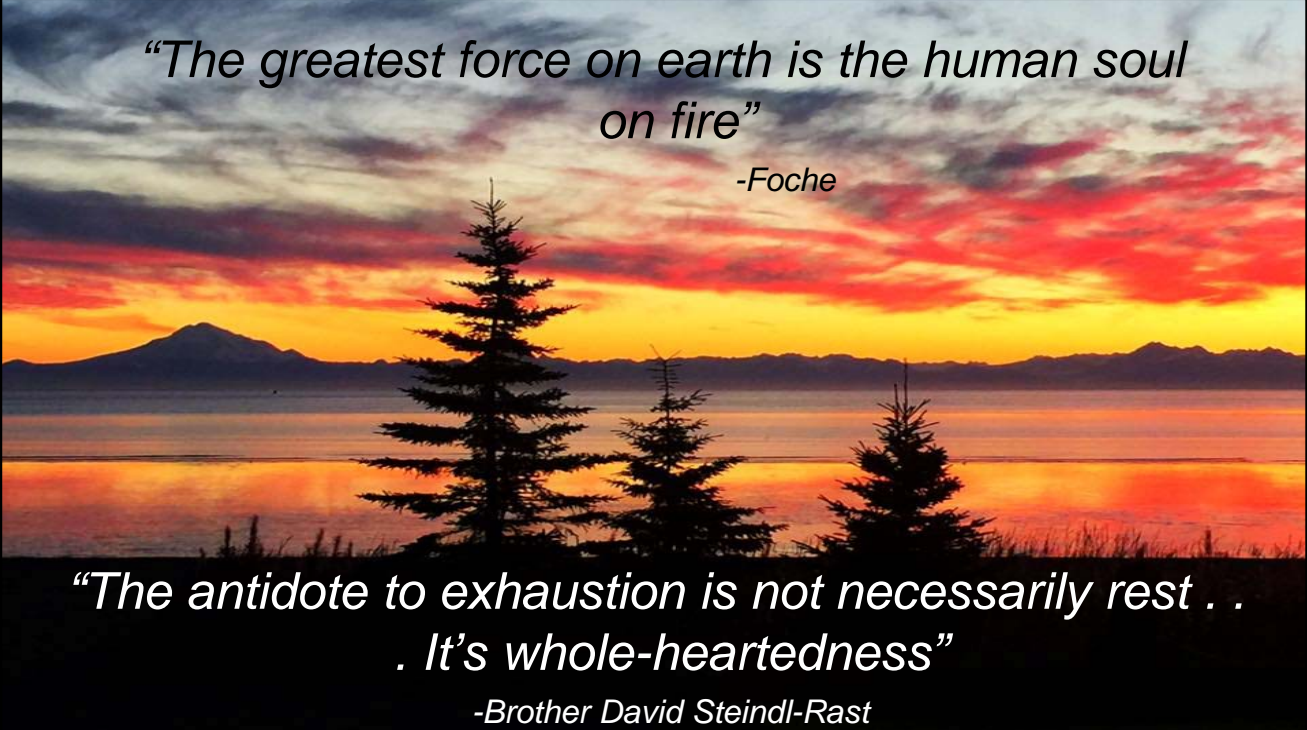


## Gratitude

- ▼ Gratitude Journal
  - ▼ 5 things for which you feel grateful
  - ▼ One sentence for each
  - ▼ Do once a week
- ▼ Gratitude visit
  - ▼ Write a 300 word letter to someone who changed your life for the better
  - ▼ Deliver it in person preferably without advanced notice
  - ▼ When you get there, read the whole thing

## 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?



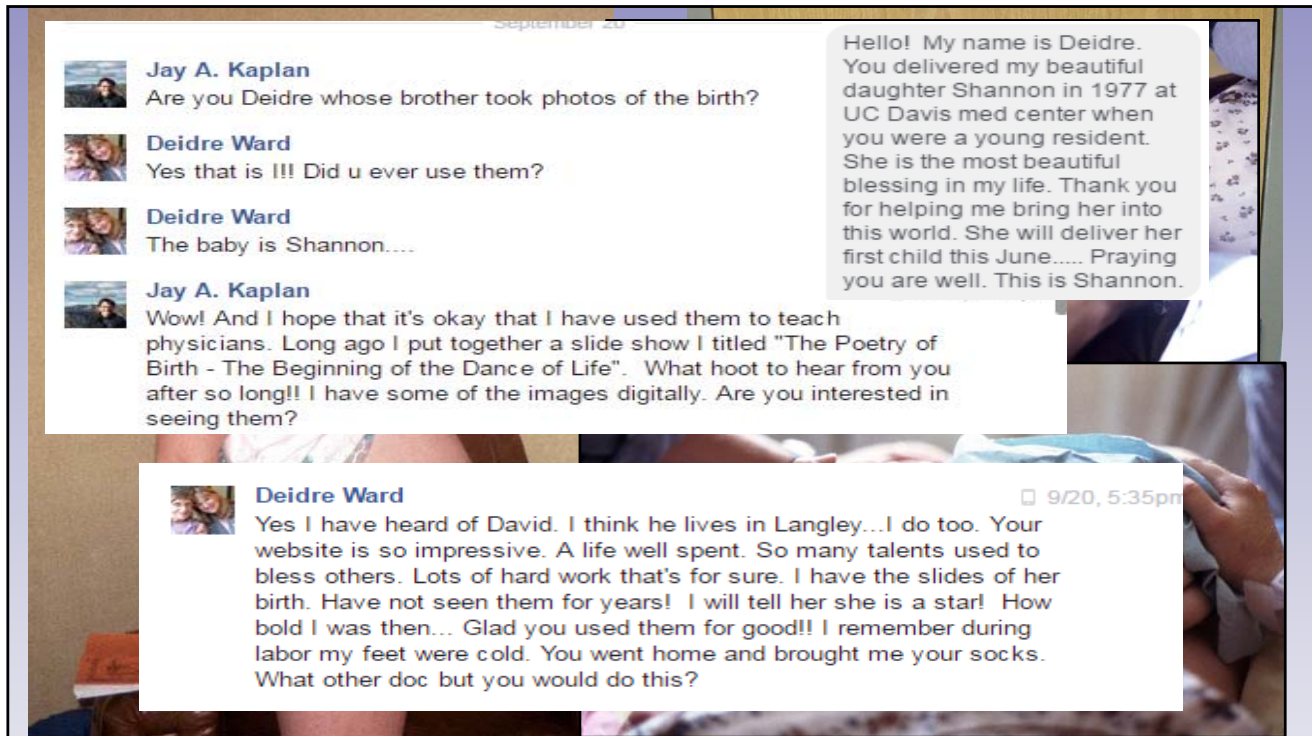
*“The greatest force on earth is the human soul  
on fire”*

*-Foche*

*“The antidote to exhaustion is not necessarily rest . .  
. It’s whole-heartedness”*

*-Brother David Steindl-Rast*





**Connect back to purpose . . .**

**Never under-estimate the difference you  
make . . .**

Thank you.

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