

# WELLNESS AND BURNOUT IN ACADEMIA:

WHAT FACULTY HAVE EXPERIENCED IN ACADEMIC MEDICINE,  
HOW HAS IT BEEN AFFECTED BY COVID, AND  
WHAT DO WE DO NOW?

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CENTER FOR FACULTY EXCELLENCE

LOYOLA UNIVERSITY CHICAGO

3.16.23

# INTRODUCTIONS

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- John Hardt, Ph.D.
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  - Associate Professor, Bioethics
  - Stritch School of Medicine, Health Sciences Campus
- Greg Ozark, M.D., F.A.A.P., F.A.C.P.
  - Professor Internal Medicine and Pediatrics
  - Vice President Graduate Medical Education, Loyola Medicine
  - Assistant Dean Graduate Medical Education, Loyola Stritch School of Medicine

# FOR DISCUSSION

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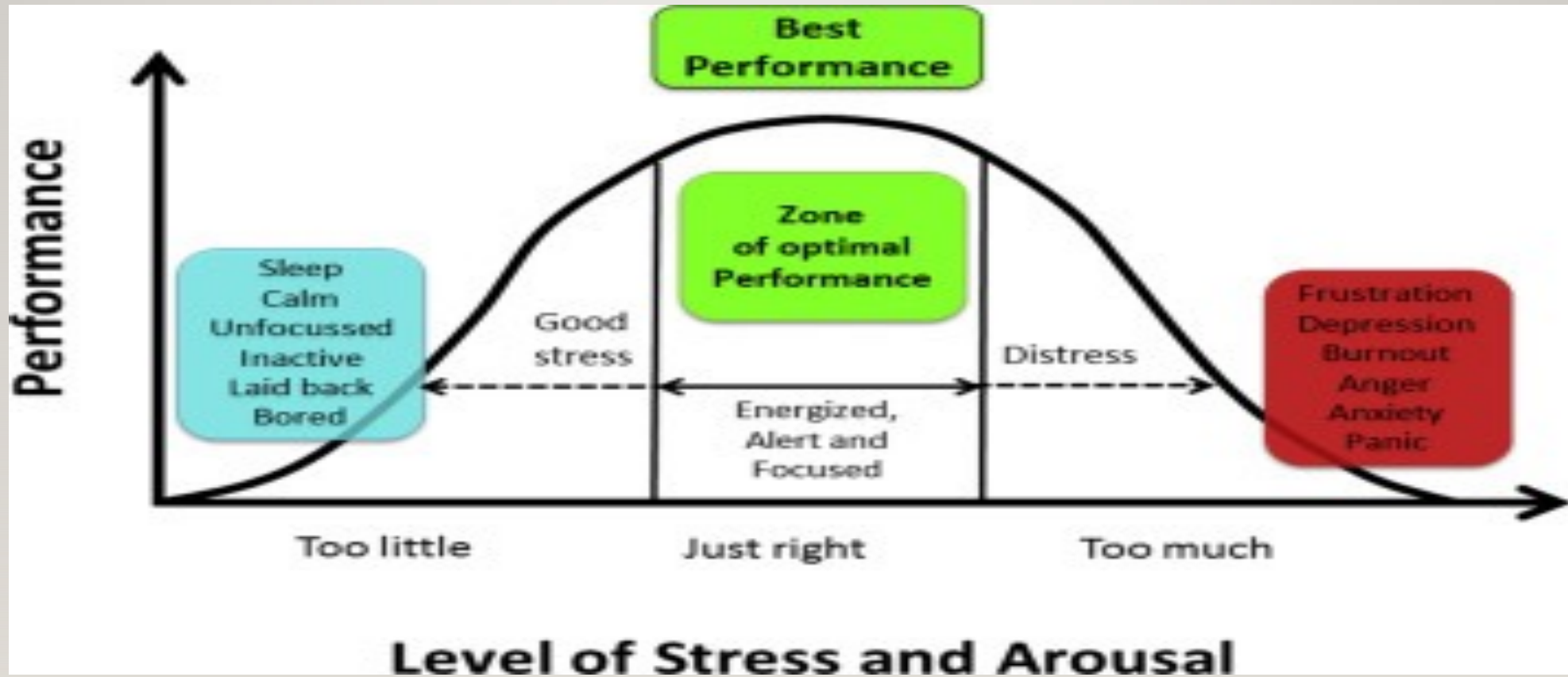
- Provide some framework for understanding the issues of “burnout”.
- Review specific elements and consequences of physician burnout.
- Relate common elements in academic faculty burnout.
- Consider common elements involved in wellness.
- Identify wellness resources available to assist you as needed.

# UNDERSTANDING THE ISSUES OF “BURNOUT”

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- What are the symptoms ?
- How can these symptoms progress?
- What are the consequence of not addressing this issue?
- What have the effects of the last 3 years done to burnout.

# UNDERSTANDING THE ISSUE: STRESS IS NOT BURNOUT



# BURNOUT IS...

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- **Emotional exhaustion**
  - feelings of being emotionally overextended and exhausted by one's work
- **Depersonalization**
  - unfeeling and impersonal response toward recipients of one's service, care treatment, or instruction
- **Decreased feelings of personal accomplishment**
  - lack of feelings of competence and successful achievement in one's work


# PHYSICIAN “BURNOUT” SYMPTOMS: REGULARLY FEELING AS IF YOU ARE...

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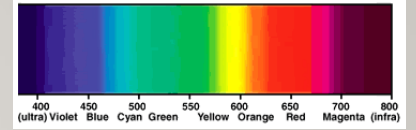
## MASLACH DEFINITIONS

- Depersonalization
- Decreased feelings of personal accomplishment
- Emotional exhaustion

## EXAMPLES

- treating patients or coworkers as if they were impersonal objects
  - feeling emotionally drained from work
  - feeling dread upon waking knowing you have to face another day
  - being calloused/ insensitive to people
  - not caring what happens to your patients.
  - disliking working with you patients/ coworkers.
  - regretting your decision to enter medicine.
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# DEVELOPMENT OF PHYSICIAN BURNOUT

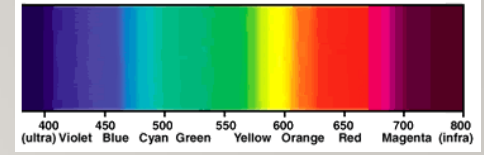


- 1. The compulsion to prove oneself**
- 2. Working harder**
- 3. Neglecting needs**
  - emotional, physical, educational
- 4. Displacement of conflicts**
- 5. Revision of values**
  - “I don’t have the time to deal with these things and they are not a priority.”
- 6. Denial of emerging problems**
  - cynicism and aggression become more apparent





# DEVELOPMENT OF PHYSICIAN BURNOUT



## 7. Withdrawal

- become isolated and walled off
- substance use

## 8. Odd behavioral changes

- others in their immediate social circles can no longer overlook their behavioral changes

## 9. Depersonalization

- life becomes a series of mechanical functions

## 10. Inner emptiness

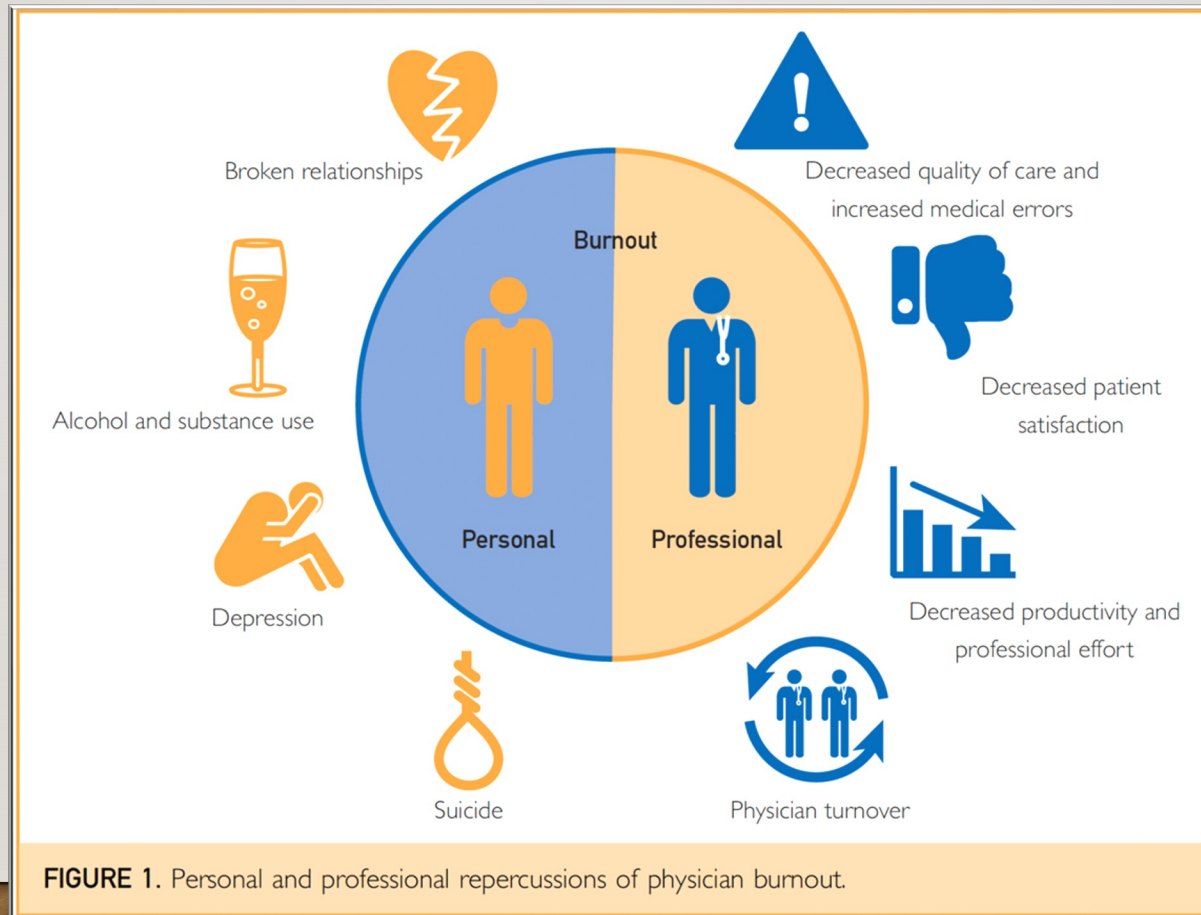
- recognition of “failure”

## 11. Depression

## 12. Burnout syndrome



# THE DANGER OF MINIMIZING THE WORD “BURNOUT”



# REALITY CHECK!

50% OF PHYSICIANS ARE NOT “BURNED OUT”

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- But why is this such an issue in medicine?

# WHY ARE PHYSICIANS AT SUCH RISK OR BURNOUT?

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- The Person



- driven
- goal directed
- perfectionist
- not self-forgiving
- “M.D.” is *what we are*, not *what we do*
- Trained to be independent and not ask for help

- The Environment



- productivity driven
- cog in a wheel
- 24/7 access and demands
- loss of control
- inconsistency of outcomes
- high stakes
- competitive

- One Outcome



- frustration
- antagonism
- anxiety
- demoralized
- overwhelmed
- guilt
- imposter syndrome

# THE EVENTS OF THESE PAST FEW YEARS HAVE NOT HELPED.

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- COVID
- Racial injustice
- Political unrest and incivility
- Physician & healthcare mistrust
- Damage to
  - self
  - sense of community
  - trust
  - support infrastructure
  - relationships
- Loss of
  - control
  - autonomy
  - support

# ACADEMIC BURNOUT

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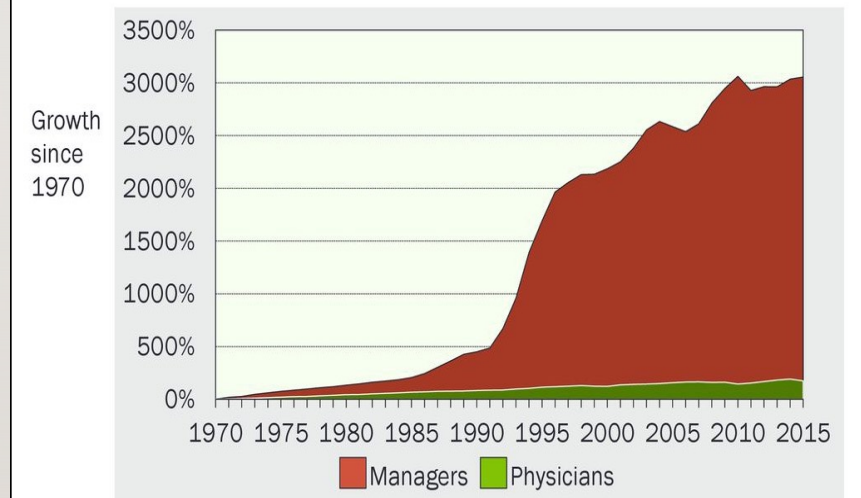
- Emotional exhaustion (seems to start and dominate the process)
  - Increased work demands
  - Increased scrutiny
  - Increased time of administrative tasks
- Depersonalization
  - Increased productivity & performance scrutiny
  - Increased administrator oversight
- Decreased feelings of personal accomplishment
  - Decreased time allocated to personal academic endeavors
  - lack of feelings of competence and successful achievement in one's work

# COMMON THEMES IN PROFESSIONAL BURNOUT

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- Decreased money and time
  - Cuts in tenure / tenured position and funding for academic pursuits
  - Increased productivity (teaching) targets and demands
- Increased responsibilities and decreased autonomy
  - Increased oversight
  - Unclear workflow demands
  - Increased administrative burden
  - Faculty- administrative conflicts
  - Corporate culture

Growth of Physicians and Administrators in U.S.



Bureau of Labor Statistics; NCHS; Himmelstein/Woolhandler analysis of CPS  
Managers shown as moving average of current year and two previous years

# OUTCOMES OF ACADEMIC BURNOUT

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- Job attrition
- Decreased work performance
- Decreased work satisfaction
- Isolation
- Depression
- Anxiety
- Personal issues



# JOHN HARDT, PHD

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Vice Dean, Professional Formation

Associate Professor, Bioethics

Stritch School of Medicine/ Health Sciences Campus



# HOW CAN WE ADDRESS THESE ISSUES AT AN INSTITUTIONAL AND INDIVIDUAL LEVEL?

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- Accept this issue is real.
- Accept being at risk.
- Address some basics in being “well”
- Know who is in your corner and how to reach them.
- Realize your ability to enact changes needed.
  - Personnel level
  - Leadership level



Trockel, Mickey, Maryam Hamidi, Mary Lou Murphy, Patty Purpur de Vries, and Bryan Bohman. "2016 Physician Wellness Survey Full Report." (2017).

# THE ROAD TO PROFESSIONAL FULFILLMENT: CULTURE OF WELLNESS

## ■ General:

- Needs to take the 1<sup>st</sup> step
- Organizational goals and values that promote personal and professional growth, compassion
- Regular measurement of wellness, professional satisfaction
- Culture of Appreciation
- Transparency
- Mentors



# THE ROAD TO PROFESSIONAL FULFILLMENT: EFFICIENCY OF PRACTICE



## ■ **General:**

- Systems that promote effectiveness, safety and work-life balance
- Streamline EMR and IT
- Involve physicians in redesign of clinical processes
- Realistic staffing models
- Schedule control
- **Practice specific**

# THE ROAD TO PROFESSIONAL FULFILLMENT

## PERSONAL RESILIENCE

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### ■ **General:**

- No one “size fits all”
- Some commonalities exist
- Can be a difficult conversation

# Physician Wellness

Balance:  
educational,  
personal,  
vocational

mindfulness of practice,  
reflection, creating  
boundaries

Involvement and engagement in  
community, education, work.

Maintaining personal interests: vacations/  
retreats/ friends/ family/ research/ hobbies

Psychological self-care: faith/ spiritual practices,  
relationships, education, financial order and plan

Physical Self-care: healthy diet, regular exercise, sleep schedule,  
healthy lifestyle

- Developing balance takes time and commitment
- It is not a one-time investment
- Time at the top is transient
- You will need to adjust
- You will struggle
- It DOES pay off!!!

# THERE IS NO “ONE SIZE FITS ALL” FIX

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- Shared responsibility
  - Individual
  - Organization
- Common themes
- Lots of individual variances
- Increasing community, engagement, and mission





# PRACTICE PRINCIPLES OF WELLNESS AND BURNOUT PREVENTION

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- Humanism
- Mindfulness
- Reflection

# HUMANISM

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- Taking time to connect with each person.
  - slowing down, being in the moment (understanding importance of each interaction)
    - Trainees
    - Co-worker
    - Self
- Habits to Sustain Humanism
  - Self- Reflection and Evaluation
    - Man, I was a jerk today... I need to apologize
    - Hey, I did a good job today!
  - Maintaining balance
  - Establishing boundaries

# MINDFULNESS

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- The practice of paying attention in the present with intention and without judgment.
- Allows awareness of the present
- Helps to orient a person to their triggers
  - focus on positive experiences/ energies
  - dismiss negative experiences/ energies

# REFLECT

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- Try to remember the importance of what you do EVERYDAY though it may seem routine.
- Remember the patient/ person at the other end of the encounter.
- See Humanity (Divinity) in all you encounter
  - Including yourself
- *Illegitimi non carborundum*



# WELLNESS RESOURCES

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Center for Faculty Excellence

Loyola University Chicago

3.16.22

# INSTITUTIONAL RESOURCES: TRINITY HEALTH EMPLOYEES

- Carebridge
  - [www.myliferesources.com](http://www.myliferesources.com)
  - 800-437-0911
- Confidential/ Free
- 24/7 Crisis/ Suicide Prevention Hotline
- Resource for
  - Child Care , Elder Care, Pet Care
  - Finances
  - Stress/ Depression/ Substance abuse
- Individual support



The flyer features the Trinity Health logo at the top center, a photograph of a smiling woman in a professional setting, and several text boxes detailing services. The 'EAP BASICS' section lists benefits like automatic coverage and 24/7 support. The 'LIFE MANAGEMENT RESOURCES' section lists services such as child care and financial planning. A 'CONFIDENTIAL COUNSELING' box highlights support for emotional concerns. The Carebridge logo and tagline 'Excellence in Employee Support Services' are at the bottom, along with social media icons and a copyright notice.

**Trinity Health**

**EMPLOYEE ASSISTANCE PROGRAM (EAP) & LIFE MANAGEMENT SERVICES**

**EAP BASICS**

- Automatic coverage – no enrollment is needed
- Unlimited telephonic support – reach out 24/7/365
- Legal resources available
- No cost to you
- Help is confidential

**LIFE MANAGEMENT RESOURCES**

Take advantage of unlimited consultations with specialists in the following fields:

- Child Care/Parenting
- Eldercare
- Money Management
- Education Planning
- Convenience Services

Helpful resources available at:  
[www.myliferesources.com](http://www.myliferesources.com)  
Secure website access code: BKKR5

For immediate assistance, call  
**800-437-0911**  
or email Carebridge at:  
[clientservice@carebridge.com](mailto:clientservice@carebridge.com)

**CONFIDENTIAL COUNSELING – AT YOUR CONVENIENCE**

Carebridge can assist with emotional concerns such as grief, depression/anxiety, stress, relationship difficulties, and addictions. Referrals are provided for up to six counseling sessions with a licensed clinician in your community or by phone.

**Carebridge**  
CORPORATION

**Excellence in Employee Support Services**

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Facebook, Twitter, LinkedIn icons

# OTHER INSTITUTIONAL RESOURCES

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- Program/ departmental resources
- Care for the Caregiver
- Physician resiliency coaches
- Spiritual Care
  - Loyola: 708-216-9056
- Personal physician



# PHYSICIAN WELLNESS PITFALLS

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- This will not happen to me.
- There's nothing I can do about it.
- Over personalization of daily stress/ conflict.
- So, you're telling me I'm broken and I need to fix myself?
- The wellness “cool-aid” they want me to drink is dumb. (e.g. Yoga is not going to make me well!)
- It's up to the institution to fix me.
- If I had more (money, perks, titles, recognition, publications...) I would be happy.
- I am too far gone to be helped.
- No one can help me.



# WHAT WE SOMETIMES FORGET

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- Everyone does go thru this.
- You are valued.
- The tribulations of our lives and work are not (usually) a personal attack against you.
- You are amazingly gifted to help others who need us at the most desperate time of their lives.
- People do want to help you.



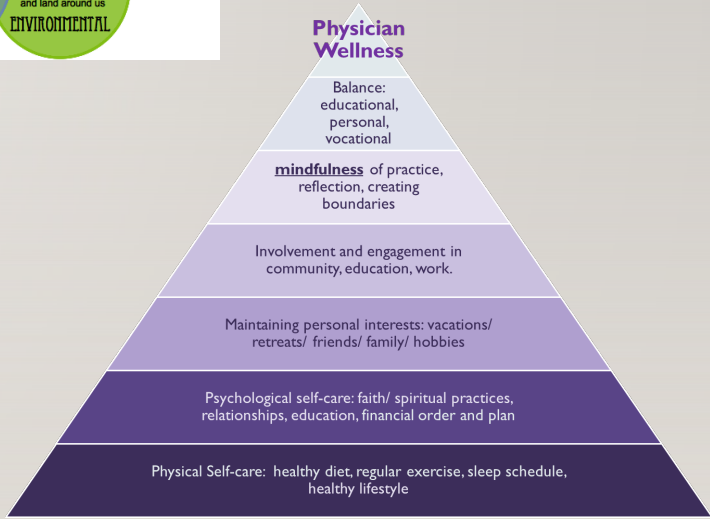
# DISCUSSION

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- What are your responses when someone starts bringing up "wellness"?
- What are some words that describe the last few years?
- What are some tips you use to work on your own wellness?
- How do you hope to feel if you were at your most well?
- Does anyone want to share a tip they have learned to get out of a bad time?
- Given the constraints of medical training how can we improve on physician wellness at Loyola? (i.e. what works and what does not?)

# WORKING THRU THE PROBLEM: SUPPORTING ONE ANOTHER

- Watch for the warning signs
  - Isolation
  - Anger
  - Personality changes
  - Tardiness/ increased absenteeism
- Don't be afraid to reach out and ask: "are you ok?"
- Connect with one another
- Use your resources



Trinity Health  
EMPLOYEE ASSISTANCE PROGRAM (EAP) & LIFE MANAGEMENT SERVICES

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- Legal services available
- No out of pocket
- Help is confidential

**LIFE MANAGEMENT RESOURCES**

Take advantage of unlimited consultations with specialists in the following fields:

- Child Care/Preschooling
- Education
- Money Management
- Education Planning
- Concussion Services

Helpful resources available at: [www.eapforlife.com](http://www.eapforlife.com)  
Secure website access code: 333333

For immediate assistance, call **800-437-0911** or email [Carebridge@carebridge.com](mailto:Carebridge@carebridge.com)

**CONFIDENTIAL COUNSELING - AT YOUR CONVENIENCE**

Carebridge.com assist with emotional concerns such as grief, depression, anxiety, stress, relationship difficulties, and addictions. Referrals are provided for up to six counseling sessions with a licensed clinician in your community or by phone.

Carebridge  
Excellence in Employee Support Services

# OUR INSTITUTIONAL AND PROFESSIONAL COMMITMENT TO ONE ANOTHER

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- We will
  - utilize our resources to care for and respect our patients and one another.
  - listen to each other.
  - work to support and help one another.
  - use our talents to work thru this and emerge smarter and stronger.
- This is our mission and commitment as physicians.



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MEDICINE

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THANK YOU FOR ATTENDING

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