



31 GIORNATE CARDIOLOGICHE TORINESI

TURIN
October
24th-26th
2019

Burnout among cardiologists: a cause for alarm

Malcolm R. Bell, MBBS, FRACP
Vice Chair, Department of CV Medicine
Mayo Clinic, Rochester, MN

Conflicts and disclosures – none

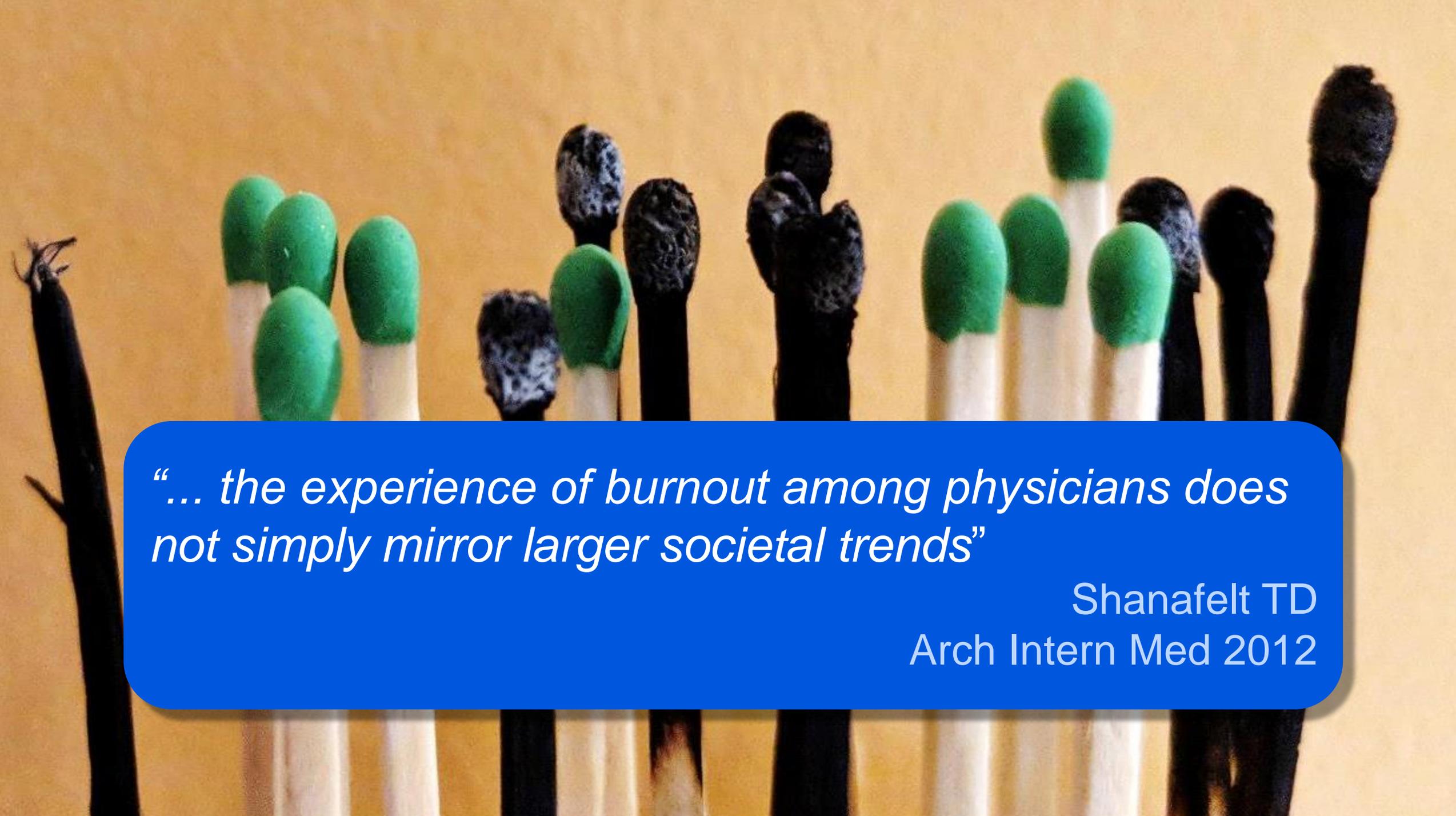
Burnout reported by 50% of US physicians



Triad of symptoms:
Emotional exhaustion
Depersonalization
Sense of diminished accomplishment



Cynicism
Inefficiency



“... the experience of burnout among physicians does not simply mirror larger societal trends”

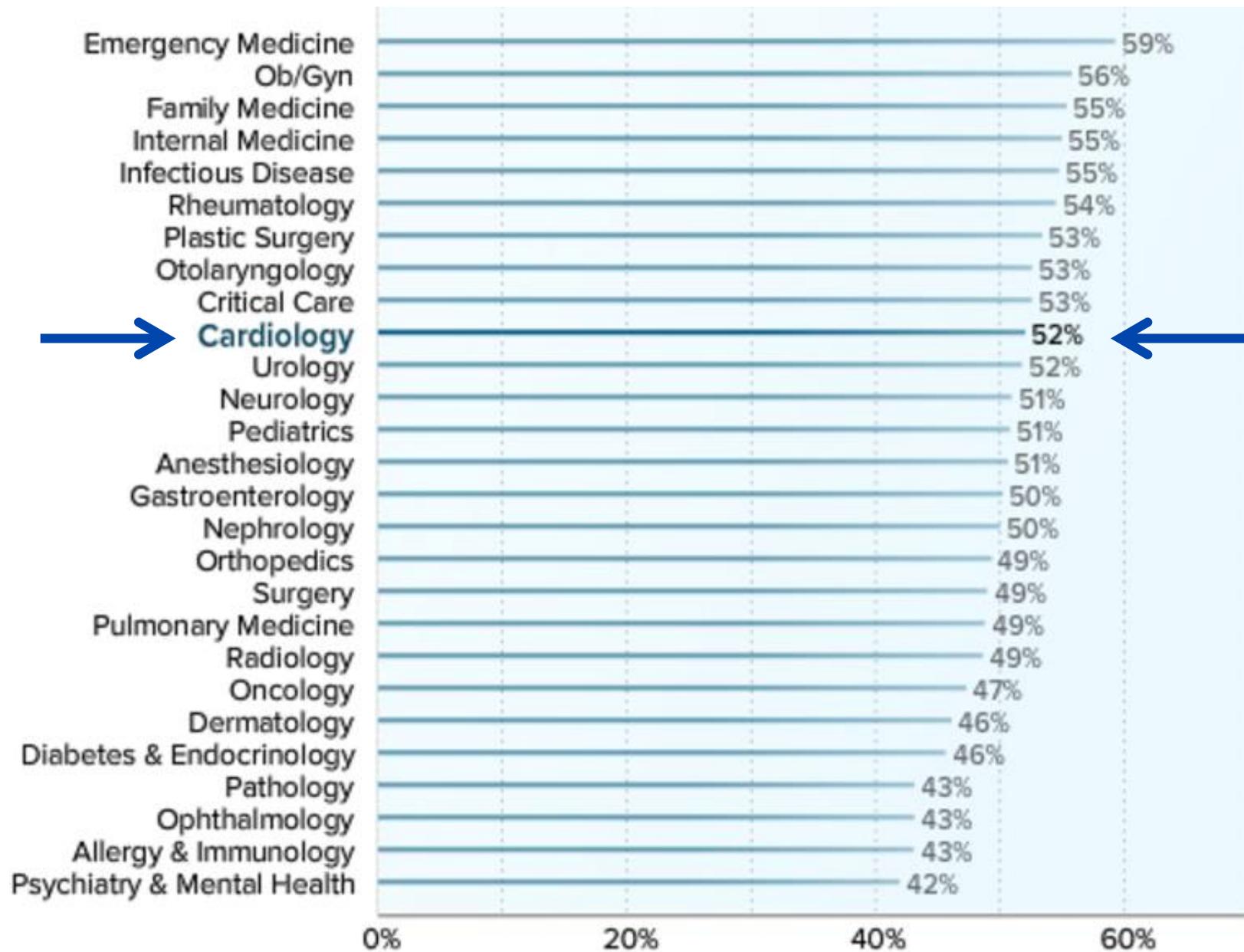
Shanafelt TD
Arch Intern Med 2012

Medscape
LIFESTYLE REPORT 2017

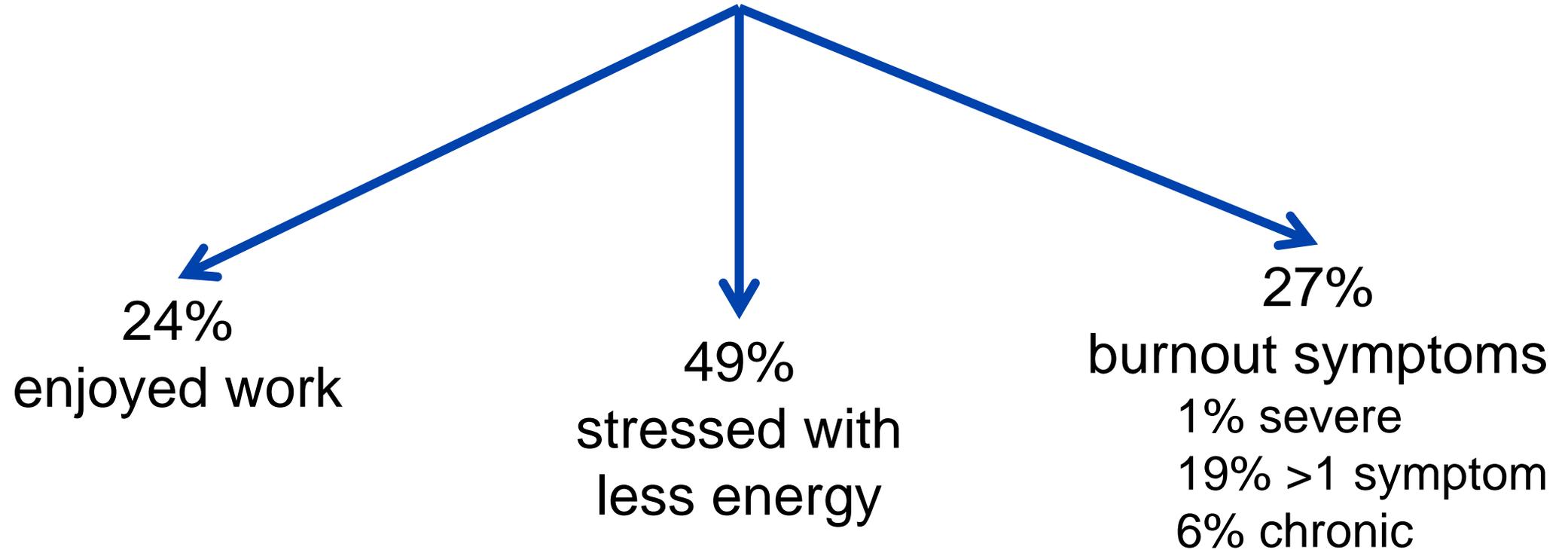
Race and Ethnicity, Bias and Burnout



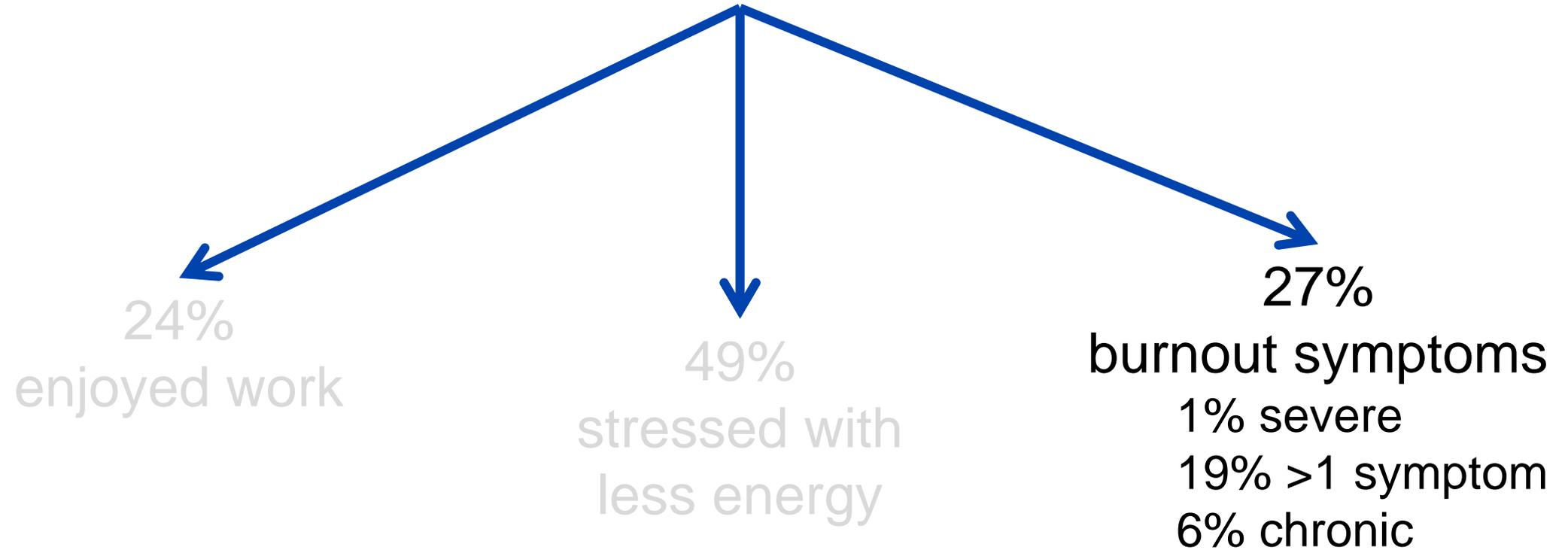
CARDIOLOGY

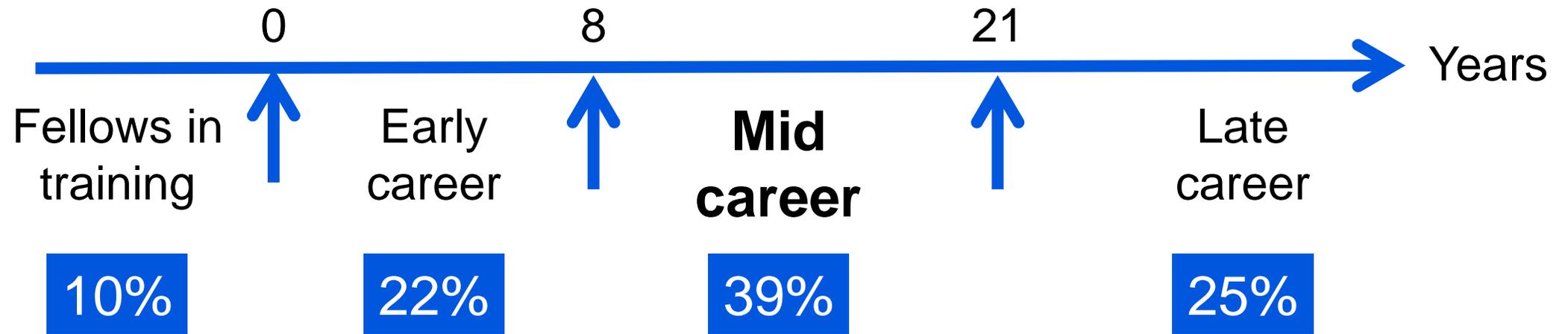


2313
cardiologists
& fellows in training

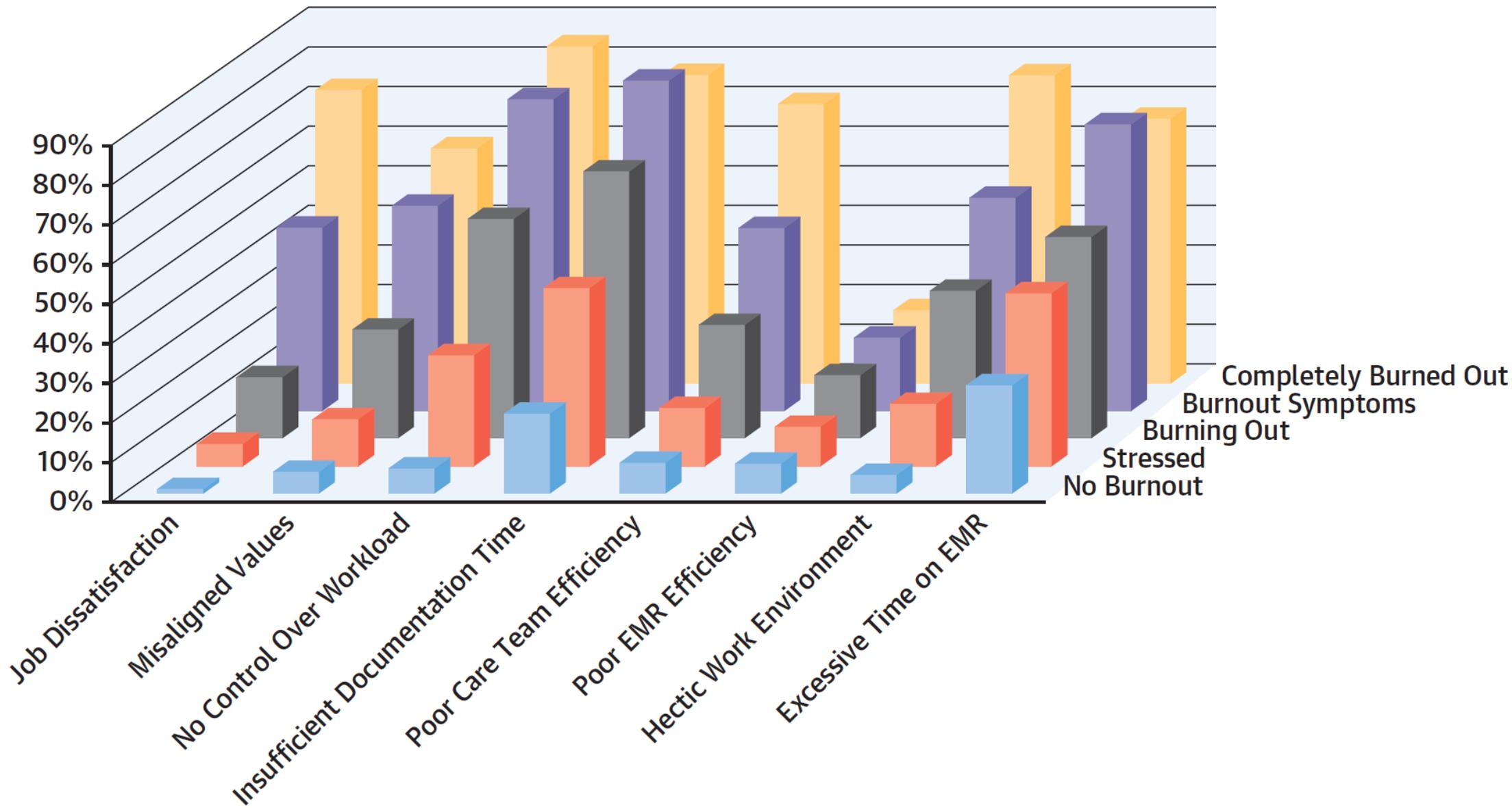


2313
cardiologists
& fellows in training





Burnout prevalence



Contributing factors to burnout

Introduction of electronic health record (EHR)

↑ Clerical burden and e-mail

↑ Ever-expanding knowledge base

↑ Maintenance of certification/accreditation requirements

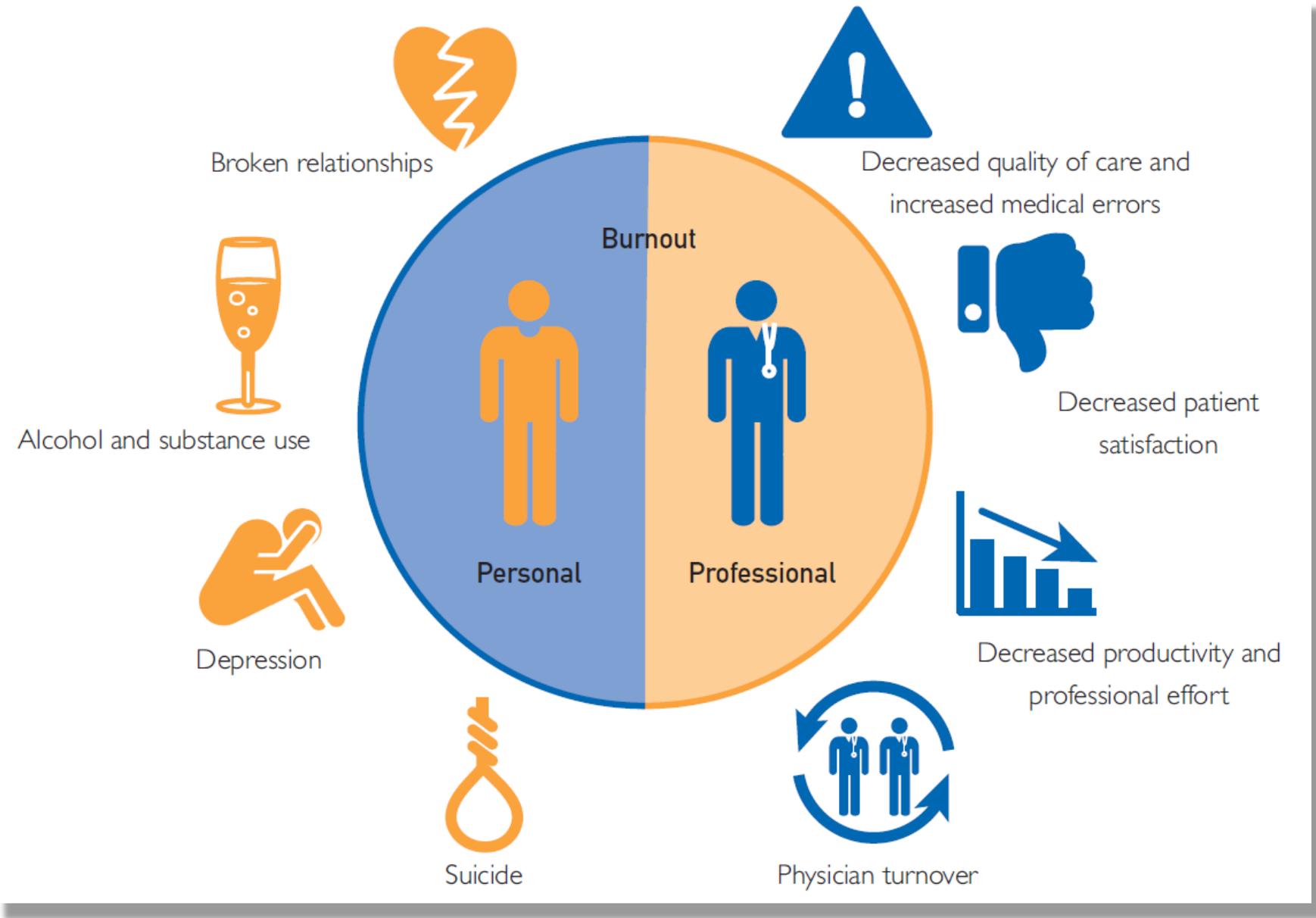
↑ Regulatory requirements

↑ Billing requirements

↑ High-level of scrutiny - *patient satisfaction scores, metrics*

↑ Work hours

Loss of physician autonomy



By the end of my first year as a doctor, I was ready to kill myself

Doctor suicide is the medical profession's grubby secret - but it's unclear why some of those dedicated to preserving life silently plot their own deaths

● ['Junior doctors make sacrifices because we love our job' - video](#)





Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout

Tait D. Shanafelt, MD, and John H. Noseworthy, MD, CEO

Abstract

These are challenging times for health care executives. The health care field is experiencing unprecedented changes that threaten the survival of many health care organizations. To successfully navigate these challenges, health care executives need committed and productive physicians working in collaboration with organization leaders. Unfortunately, national studies suggest that at least 50% of US physicians are experiencing professional burnout, indicating that most executives face this challenge with a disillusioned physician workforce. Burnout is a syndrome characterized by exhaustion, cynicism, and reduced effectiveness. Physician burnout has been shown to influence quality of care, patient safety, physician turnover, and patient satisfaction. Although burnout is a system issue, most institutions operate under the erroneous framework that burnout and professional satisfaction are solely the responsibility of the individual physician. Engagement is the positive antithesis of burnout and is characterized by vigor, dedication, and absorption in work. There is a strong business case for organizations to invest in efforts to reduce physician burnout and promote engagement. Herein, we summarize 9 organizational strategies to promote physician engagement and describe how we have operationalized some of these approaches at Mayo Clinic. Our experience demonstrates that deliberate, sustained, and comprehensive efforts by the organization to reduce burnout and promote engagement can make a difference. Many effective interventions are relatively inexpensive, and small investments can have a large impact. Leadership and sustained attention from the highest level of the organization are the keys to making progress.



Acknowledge and assess the problem



Harness the power of leadership



Develop and implement targeted work unit interventions



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



ABOUT THE NAM

PROGRAMS

PERSPECTIVES

NEWS

SUPPORT

MEMBER RESOURCES



National Academy of Medicine
Action Collaborative on
Clinician Well-Being and Resilience

Organizational Commitment Statements

To provide an opportunity for organizations across the country to discuss and share plans of action to reverse clinician burnout and promote clinician well-being, the National Academy of Medicine (NAM) has collected statements describing organizational goals or commitments to action. By sharing their commitment to improving clinician well-being and reducing clinician burnout, these organizations are an active contributor to the NAM's Action Collaborative on Clinician Well-Being and Resilience. The following organizations have submitted formal statements:

<https://nam.edu/initiatives/clinician-resilience-and-well-being/commitment-statements-clinician-well-being/>



bell.malcolm@mayo.edu