



Burnout: An Academic Perspective

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Disclosure

None

Burnout: Background

- Maslach - 1st to study it
- Individual risk factors
- An environmental problem
- “Major mismatch between the nature of the job and the nature of the person who does the job”
- Emotional exhaustion, depersonalization, reduced personal accomplishment



<https://www.youtube.com/watch?v=Oj4w7i-TqsE>

Contributors to Burnout

- Demographics
 - Female 48% vs. male 38%
 - Age 45-54
- Radiology #7 of 29 specialties



Being Female: Academics

- Promotion
- Leadership opportunities
- Invisible
- Gender stereotypes
 - Men: competent
 - Women: incompetent
- “Bro” environment at some meetings
 - #Time’sUp



Image:

https://www.google.com/search?rlz=1C1GGRV_enUS750US750&biw=1164&bih=557&tbm=isch&sa=1&ei=hx_nWvr9EaLdjwT2i5GICw&q=men+exclude+women&oq=men+exclude+women&gs_l=psy-ab.3...70176.76670.0.76928.53.37.0.0.0.180.4219.11j22.34.0....0...1c.1.64.psy-ab..33.9.967.0..0j0i67k1j0i5i30k1j0i8i30k1.111.f9HvTT_Ysz8#imgsrc=SxgcHphVYzutaM:

Management

- Hierarchical
- Poor communication
- Lacking fairness
 - Salary, time, workload
- No empathy
 - No positive acknowledgment
 - We are expendable
- Sucks the joy out of work



Maslach C, *The Truth about Burnout: How Organizations Cause Personal Stress and What to Do About It*. San Francisco, CA: Jossey-Bass; 1997; *The Simpsons*, 20th Century Fox

<https://www.proopinon.com/en/blog/10-signs-of-a-toxic-boss>

Operations

- Inefficiencies
- Understaffing
- EMR, PACS, IT
- Much non-interpretive work
- Interruptions
- Emphasis on volume vs. value
- Loss of autonomy and control



Environment

- Isolation
- Off-site rotations
- Increased commutes
- Diminished interaction w other radiologists, trainees, department



Symptoms

- Medical problems
 - Migraine, arrhythmias, depression, anxiety, GI, cardiac issues, back pain, MSK symptoms, exhaustion, insomnia
 - Absenteeism
- Overwhelmed by daily stresses
- Diminished:
 - Concentration, initiative
 - Civility
- Dread going to work, can't wake up



Solutions

- Stop
- Reflect
- How did I get here?
- Where do I want to go?



What is Your “Why”?

- What drives you?
- What gives you purpose?



<https://cranialintelligence.com/2010/04/27/the-horizon-and-the-central-nervous-system/>

<https://www.kevinmd.com/blog/2018/04/physicians-find-your-why-to-help-with-burnout.html>

What Can You Control?

- Invest in:
 - Self
 - Sleep, exercise, nutrition, hobbies, gratitude
 - Relationships
- Diminish isolation
- Live **WAY** below your means!



Time Management

- Can only manage self, not time
- Everything takes longer than you think
- Say 'no' more often



Career

- Get a sponsor
- Mentor others
- What brings you joy?
- Choose only projects that align with your interests or goals
- Bias: discuss and share
 - Don't "shame"
- Document accomplishments



Problem

- Mindfulness and individual solutions only get me so far...
- What about my (insert adjective here) work environment?



Your Work Flow

- Optimize EMR, VR, etc.
- What can you fix?
- What do you have to make peace with?

The screenshot displays the Epic Provider Home Dashboard for Non MU Providers. The interface is organized into several key sections:

- Top Navigation Bar:** Includes links for Patient Station, Chart, Track Board, Remind Me, UMHS Links, Schedule, Patient Lists, In Basket, Protocol Work List, and Reading Work List.
- Left Sidebar:** Contains navigation icons for Home, Recent, In Basket, My Reports, and a search bar.
- In Basket Glance:** A table showing the status of various tasks.

| | New | Total |
|------------------------------|-----|-------|
| Results | 1 | 23 |
| Chart Completion | 1 | 1 |
| Patient Call Encounters | 0 | 1 |
| My Open Visit Encounters | 0 | 1 |
| My Open Non-Visit Encounters | 0 | 1 |
| Message (Non-Encounter) | 1 | 5 |
| Cosign - Clinic Orders | 1 | 1 |
| Pt Secure Messages | 0 | 1 |
- Provider Reports:** A section for various reports, including Coding Reports (UM PB surgeon uncoded, UM PB surgeon coding incomplete, UM PB surgeon coding complete, OR Cases by Surgeon and Procedure), Patient Reports (no items defined), and Productivity Reports (no items defined).
- Clinic Schedule Glance:** A section for viewing the clinic schedule for YABLON, CORRIE M. It includes filters for Time, MRN, Status, Type, and Department. The status is "No appointments".
- Cases Schedule Glance:** A section for viewing the cases schedule.
- My Reports - Favorites:** A section for viewing recent results and favorites. It includes a table for Recent Results with columns for Report Name, Results, and Status.

| Report Name | Results | Status |
|--|---------|---------------|
| (VIEW ONLY-DO NOT RUN) UM BILLING 30_Day_Inpt Chargeable Notes_No Related Charges | 12819 | Ready to view |
| (VIEW ONLY-DO NOT RUN) UM BILLING 31-60_Day_Inpt Chargeable Notes_No Related Charges | 3465 | Ready to view |
| (VIEW ONLY-DO NOT RUN) UM BILLING 61-90_Day_Inpt Chargeable Notes_No Related Charges | 50 | Ready to view |
- All My Patients:** A section for viewing all patients, currently showing "The data source returned no results."
- Web Links:** A section for quick access to various resources, including University of Michigan Health System links, Clinical Home Page, Clinical References, Clinical Resources, MiChart Home, Tableau RVU (Relative Value Unit) Report, Facts & Comparisons IV Compatibility, HIM Chart Correction Guide, Coding Resources, Paging, and New Paging Site.
- PULSE-System Proficiency:** A section for tracking system proficiency.

Your Teaching

- Who's with you today?
- Teach to learner level
 - Med students
 - Residents
 - Fellows
 - Faculty observers



Your Clinical Expertise

- Focus on your strengths
- Be the expert at what you love
- Don't sweat the small stuff
- Document your accomplishments



Your Network

- Section
 - Department
 - Women in Radiology group*
 - National societies
 - Mentors
 - Sponsors
 - Social media
-
- Isolation = despair



Assistants

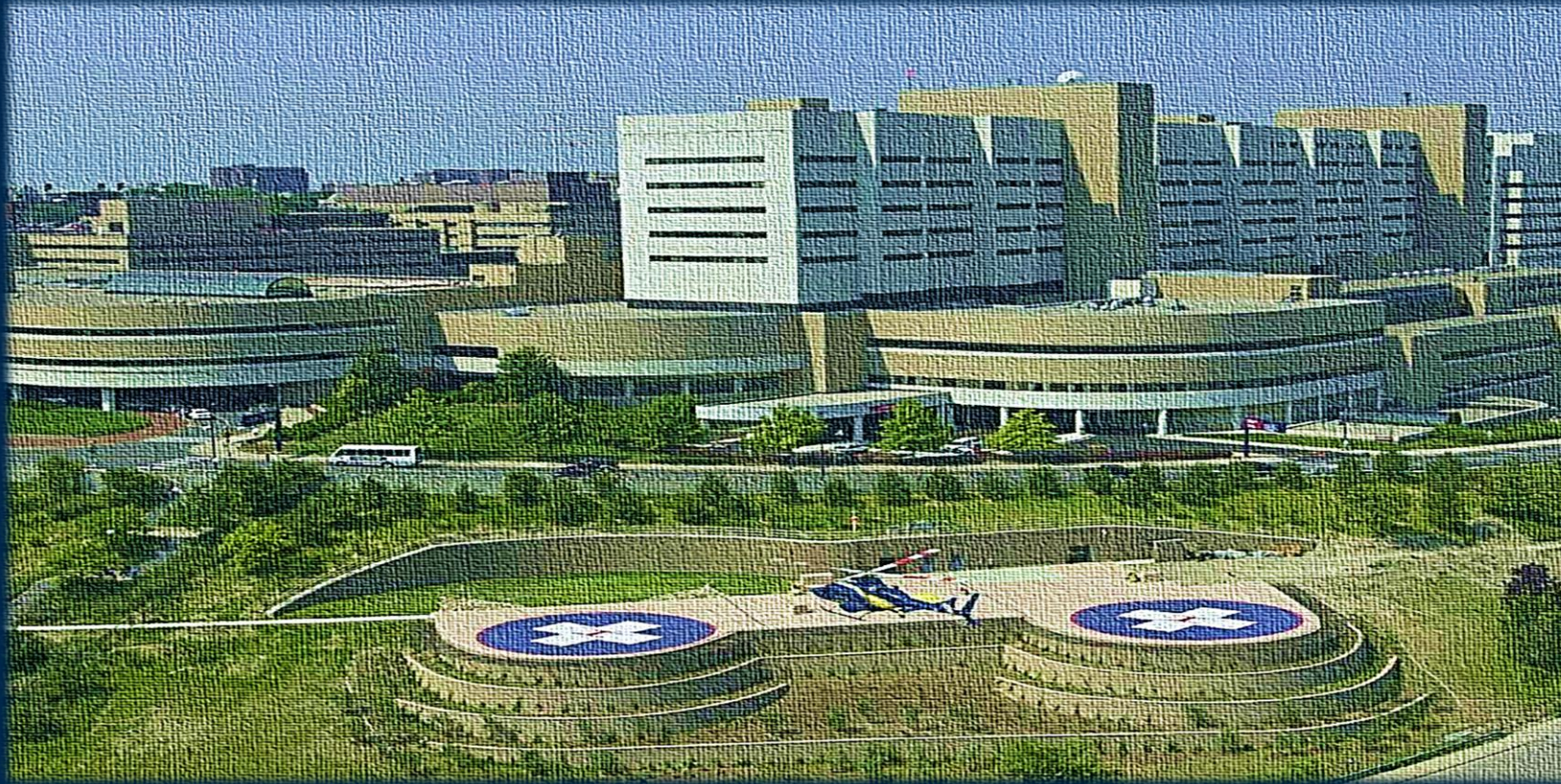
- At U of M:
 - Reading room coordinators
 - Physician Assistants
 - Technologist Assistants
 - MSK US Techs
 - Administrative assistants



Take Home Points

- Develop your self before your career
- Focus on the things that bring you joy
- Avoid isolation
- Optimize what you can, make peace with the rest
- Find your “why”





Thank You

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