Burnout: An Academic Perspective

Corrie M. Yablon, M.D.
Associate Professor

Department of Radiology
University of Michigan
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
Management

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

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?

http://www.architectureartdesigns.com/30-magical-zen-gardens/
What is Your “Why”?

• What drives you?
• What gives you purpose?


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

https://treeottawa.files.wordpress.com/2014/05/pbt-hero.jpg
• 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?
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

*Women in Radiology group

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”

https://www.tripadvisor.com/Attraction_Review-g60834-d126771-Reviews-Rainbow_Bridge_National_Monument-Page_Arizona.html
Thank You

Corrie M. Yablon, M.D.

cyablon@med.umich.edu