



ECHO IDAHO: **Healthcare Vitality**

Fired Up:

Addressing Six Workplace Mismatches that Fuel Burnout

August 20, 2024

Steven Reames, B.A.

None of the planners or presenters for this educational activity have relevant financial relationship(s) to disclose with ineligible companies whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients.

Learning Objectives

1. Identify six workplace factors that affect engagement and burnout
2. Describe key concepts in each worklife area
3. Discuss potential solutions based on individual burnout profiles or situations

ECHO Idaho Healthcare Vitality

- Knowledge Burst- 20 min.
- Case Presentation- 5 min.
- Clarifying Questions and Panel Recommendations– 30 min.

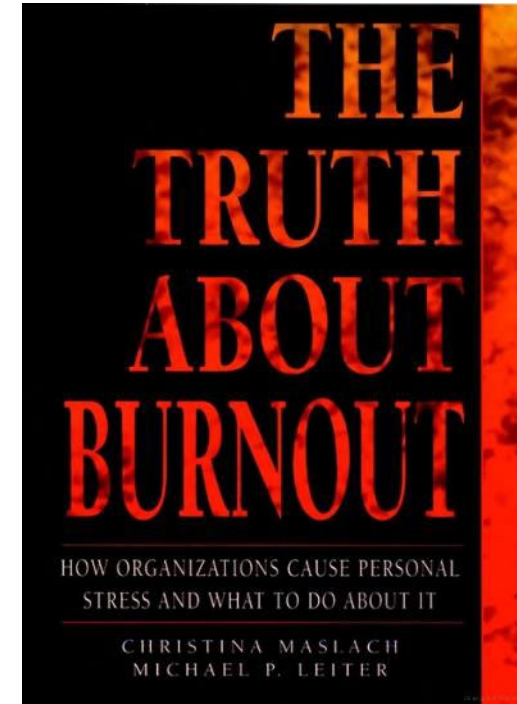
ECHO Idaho Healthcare Vitality

- **Upcoming Sessions**

- September 17, 2024 Creating Supportive Workplaces for Peers, Sandy Mudge, MD, Full Circle Health
- October 15, 2024 Rural Idaho Physician Challenges, Frank Batch, MD WWAMI Idaho
- November 19, 2024 Leveraging AI to Reduce EHR Hours, Neeraj Soni, MD, St. Luke's Health System

Burnout Conceptualized

Research definition of burnout is a syndrome of depersonalization, emotional exhaustion, and low personal accomplishment leading to decreased effectiveness at work.



The Truth About Burnout: How organizations cause personal stress and what to do about it. Christina Maslach and Michael P. Leiter. Jossey-Bass, San Francisco, CA, 1997

Burnout is a Tug of War in the Workplace

**Emotional
exhaustion**

Depersonalization

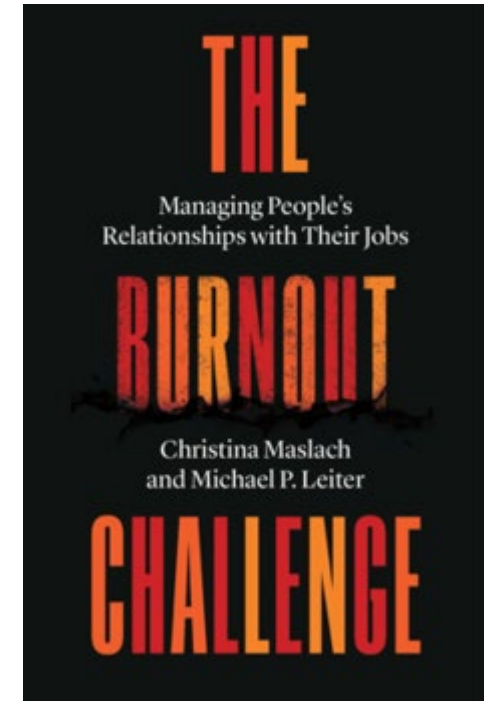


Personal Accomplishment



Burnout Reconceptualized

“Burn-out is a *syndrome* conceptualized as resulting from chronic workplace stress that *has not been successfully managed.*”



ICD-11 Definition, World Health Organization, 2019

The Burnout Challenge – Managing People’s Relationships with their Jobs, Christina Maslach and Michael P. Leiter. Harvard University Press, 2022

It's About the Person and the Job

“Burnout is best conceptualized as a relationship problem – an issue with the fit, or match, between the person and the job.” - Maslach



The Burnout Challenge – Managing People’s Relationships with their Jobs, Christina Maslach and Michael P. Leiter. Harvard University Press, 2022

Fundamental Shift in Thinking



- **Person-*Only* Focus**

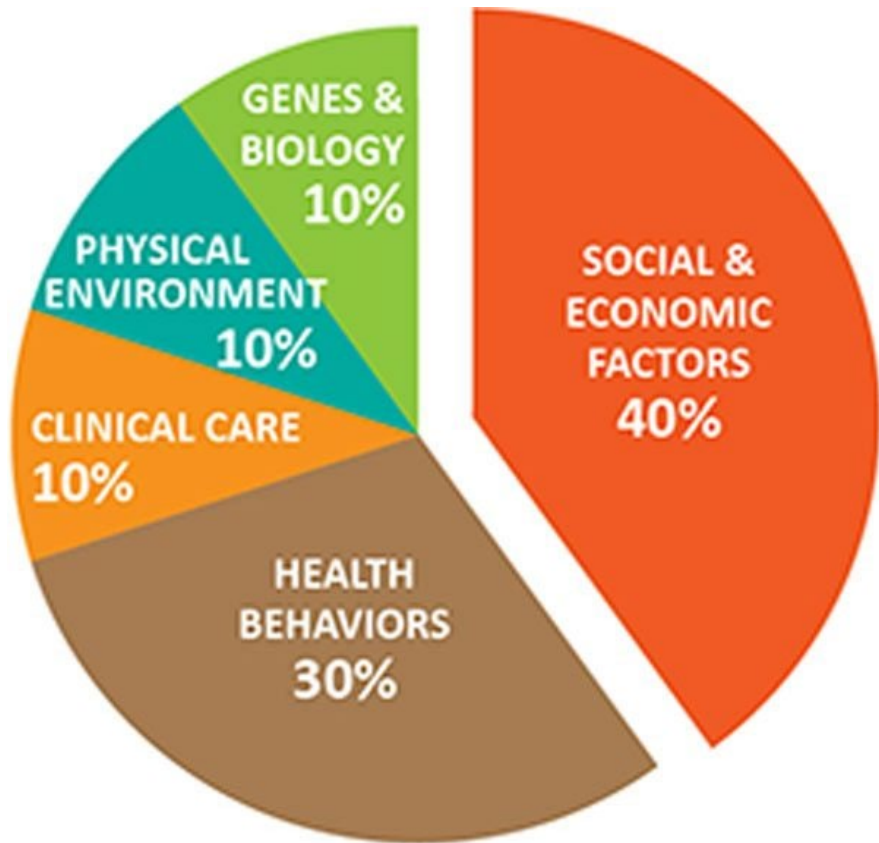
- Asks who is showing symptoms of burnout?
- Asks “what do they need to do to fix that?”
- Solutions are focused on individuals (e.g. better work-life balance, better coping mechanisms, counseling, mentoring, etc.)



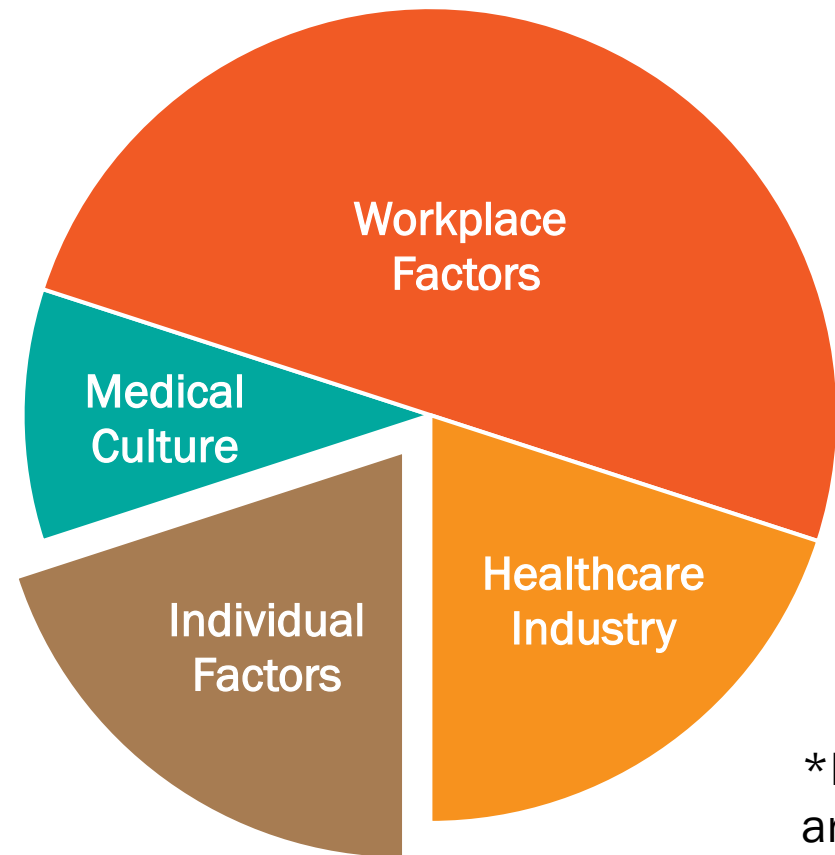
- **Organization Based Focus**

- Also asks who is showing symptoms of burnout, *in aggregate?*
- Asks “what in the *environment* is causing this?”
- Solutions are tailored at the most effective level of change (corporation, service line, clinical unit, individuals)

SOCIAL DETERMINANTS OF HEALTH



DETERMINANTS OF PHYSICIAN WELL-BEING?*



*Percentages are illustrative

“There is broad agreement that causes of burnout are about 80% organizational and 20% individual” - Personal correspondence with Colin West, MD, MPH

Fundamental Shift in Thinking



• Organization Based Focus

- Fixing the work environment will reduce or prevent burnout *and*
- Improving job matches/fit between people and their job, burnout will be reduced



• Person-Focus

- Supporting the employee's individual needs can reduce burnout *and*
- Mentoring/Coaching to enhance coping mechanisms are still important

**Well-being is a *shared* responsibility
of the employee and employer**

Areas of Work Life (Leiter/Maslach)



Key Words for Each Domain

Workload	Control	Community	Rewards	Fairness	Values
Demands	Collaboration	Psychological Safety	Pay/Benefits	Management decisions	Organizational values salience
Chaotic workplace	Professional judgement	Reliability of others	Appreciation	Resource allocation	Workplace values appropriateness
Communications	Initiative	Respectful encounters	Satisfying work	Complaint process	Commitment to values
Flow interruptions	Collaboration	Working with others	Promotion	Civility	Furthering what matters to me
New tasks	Authority vs. Responsibility	Online/Virtual Work	Sense of flow	Respect for diversity	Impact on environment

Areas of Work Life in 3D

- Workload
- Control

Capability Dimension

- Community
- Rewards

Social Dimension

- Fairness
- Values

Moral Dimension

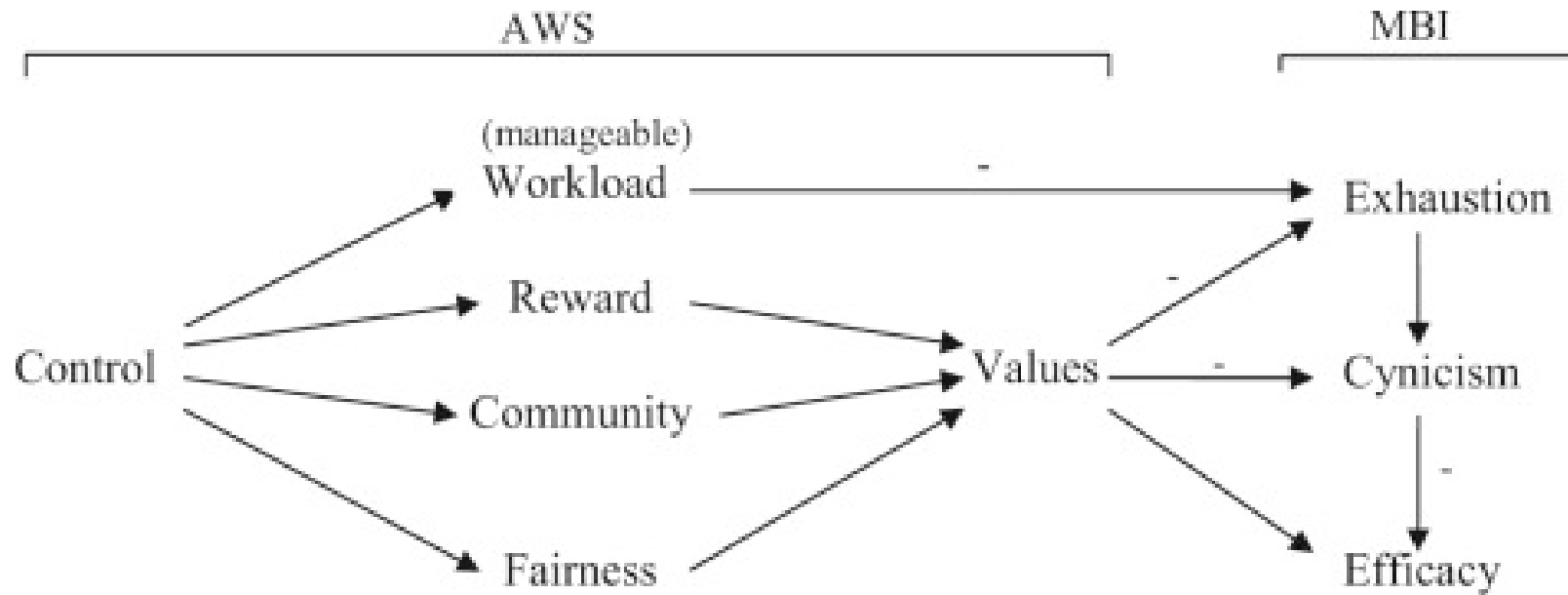
The Burnout Challenge – Managing People’s Relationships with their Jobs, Christina Maslach and Michael P. Leiter. Harvard University Press, 2022

Optimized Work Life

- Sustainable Workload
- Ample Choice and Control
- Supportive Work Community
- Gratifying Recognition and Rewards
- Norms of fairness, respect and social justice
- Well-aligned values and meaningful work

The Burnout Challenge – Managing People’s Relationships with their Jobs, Christina Maslach and Michael P. Leiter. Harvard University Press, 2022

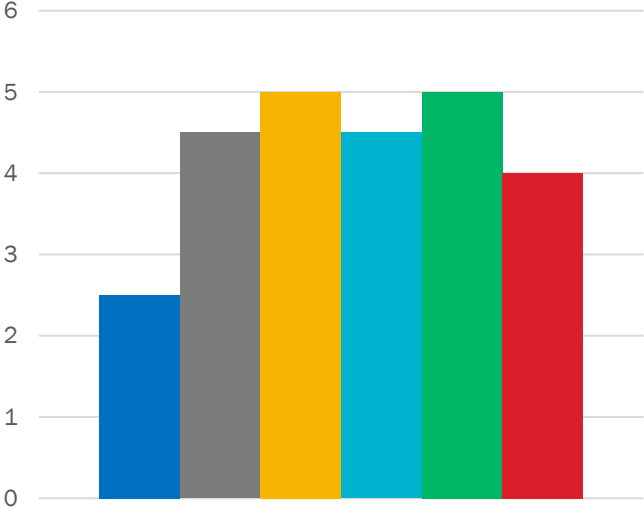
Areas of Work Life as Predictors of Burnout



Areas of Worklife as Predictors of Occupational Health – A Validation Study in Two German Samples, Sara Brom, et al, [Burnout Research](#), Volume 2, Issues 2-3, September 2015, Pages 60-70

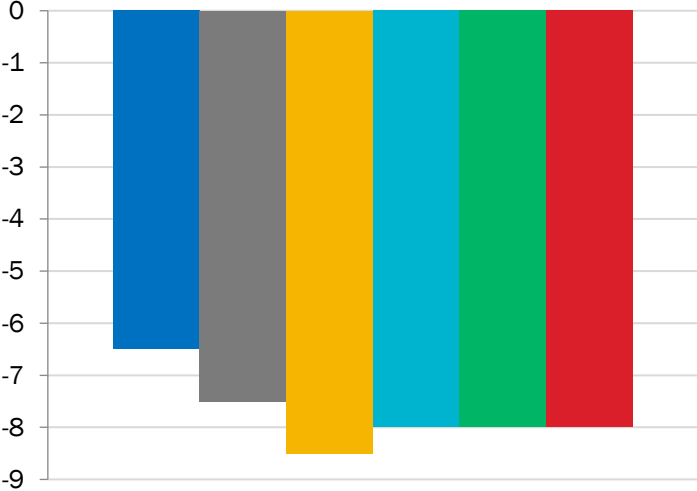
Stop thinking only in Binary

Engaged Worker



1010 000
 1010 010
 0101 000
 0101 000

Burnt Out Worker



Workload

Control

Community

Rewards

Fairness

Values

Employee Profiles with AWS <--> MBI Scores

MBI

Up to 3 low-f negative scores

Inefficacy Only (Personal Efficacy)

Cynicism Only (Depersonalization)

Overextended Only (exhaustion)

3 high-f negative scores

Engaged Worker

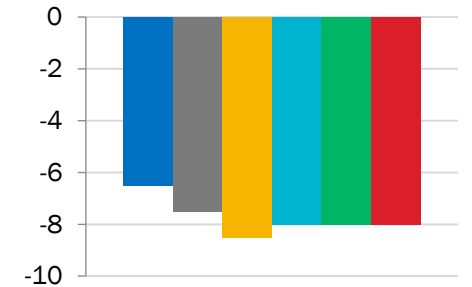
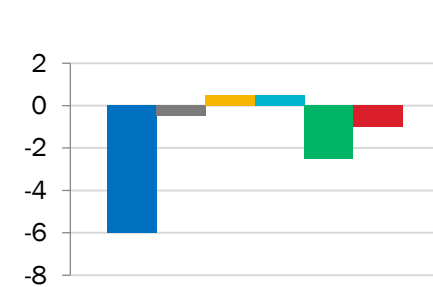
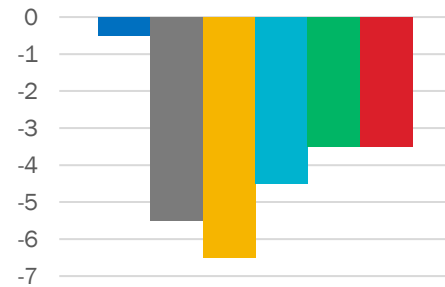
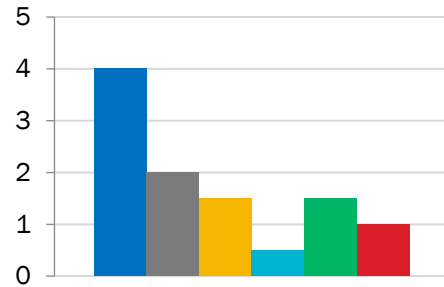
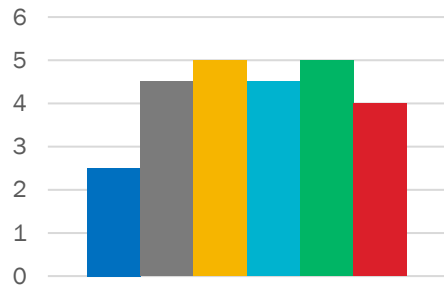
Ineffective Worker

Disengaged Worker

Overextended Worker

Burntout Worker

AWS



Workload

Control

Community

Rewards

Fairness

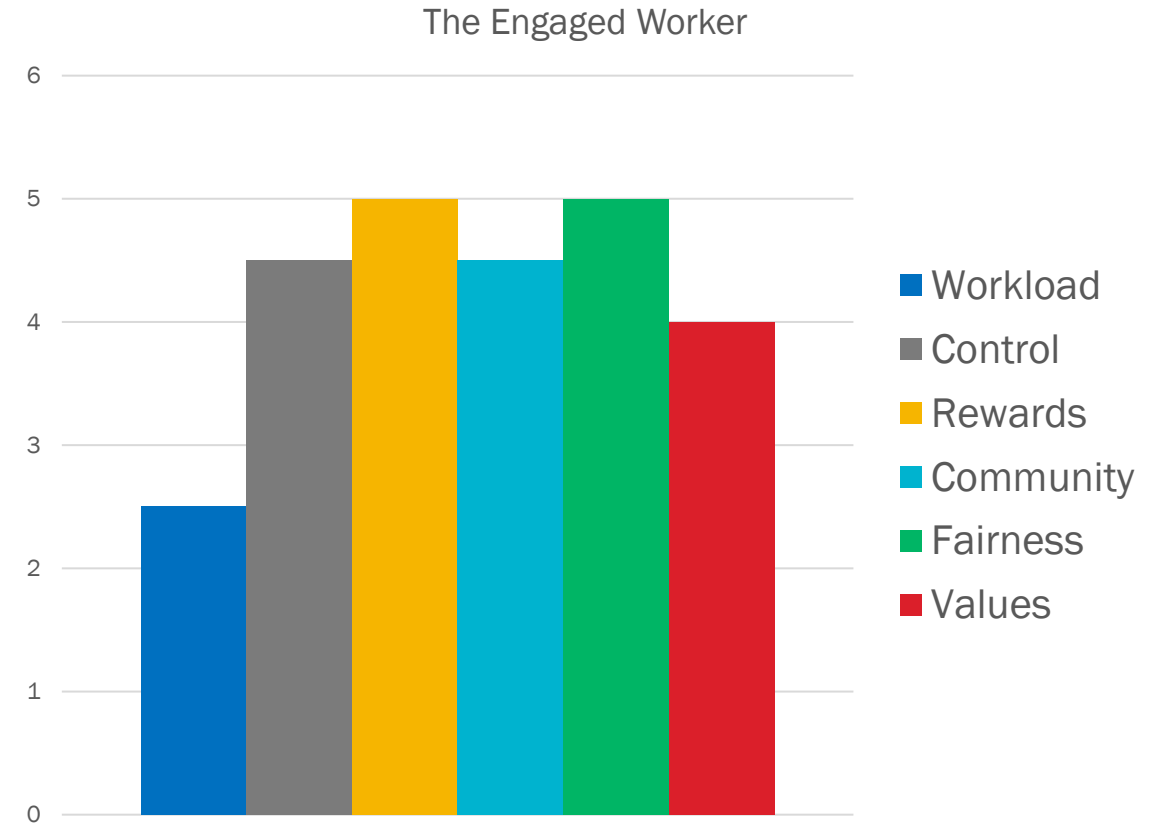
Values

The Burnout Challenge – Managing People’s Relationships with their Jobs, Christina Maslach and Michael P. Leiter. Harvard University Press, 2022

Employee Profiles: Engaged!

Areas are more or less
in alignment between
employee and job

All 3 MBI negative
scores are low
frequency



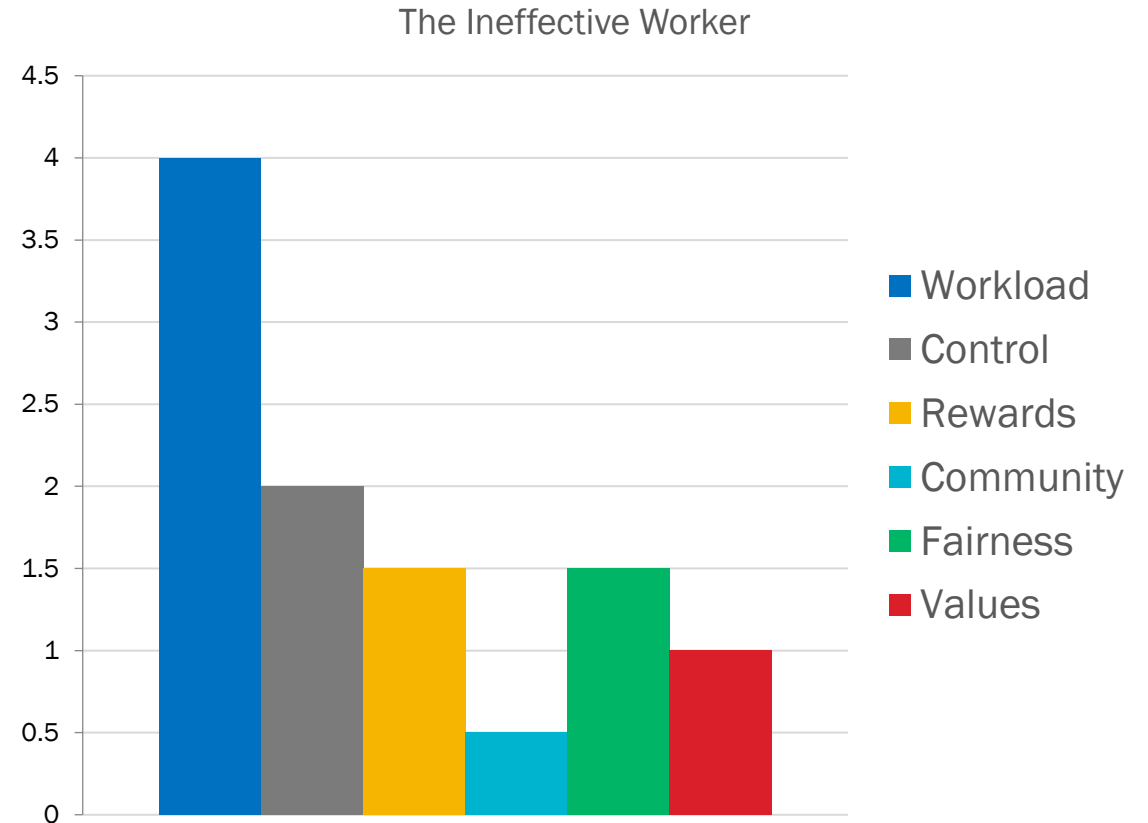
Latent Burnout Profiles: A New Approach to Understanding the Burnout Experience,
Michael P. Leiter and Christina Maslach, Burnout Research 3 (2016) 89-100

Employee Profiles: Ineffective

(personal accomplishment low)

Workload fit is great!!!

Everything else...meh.

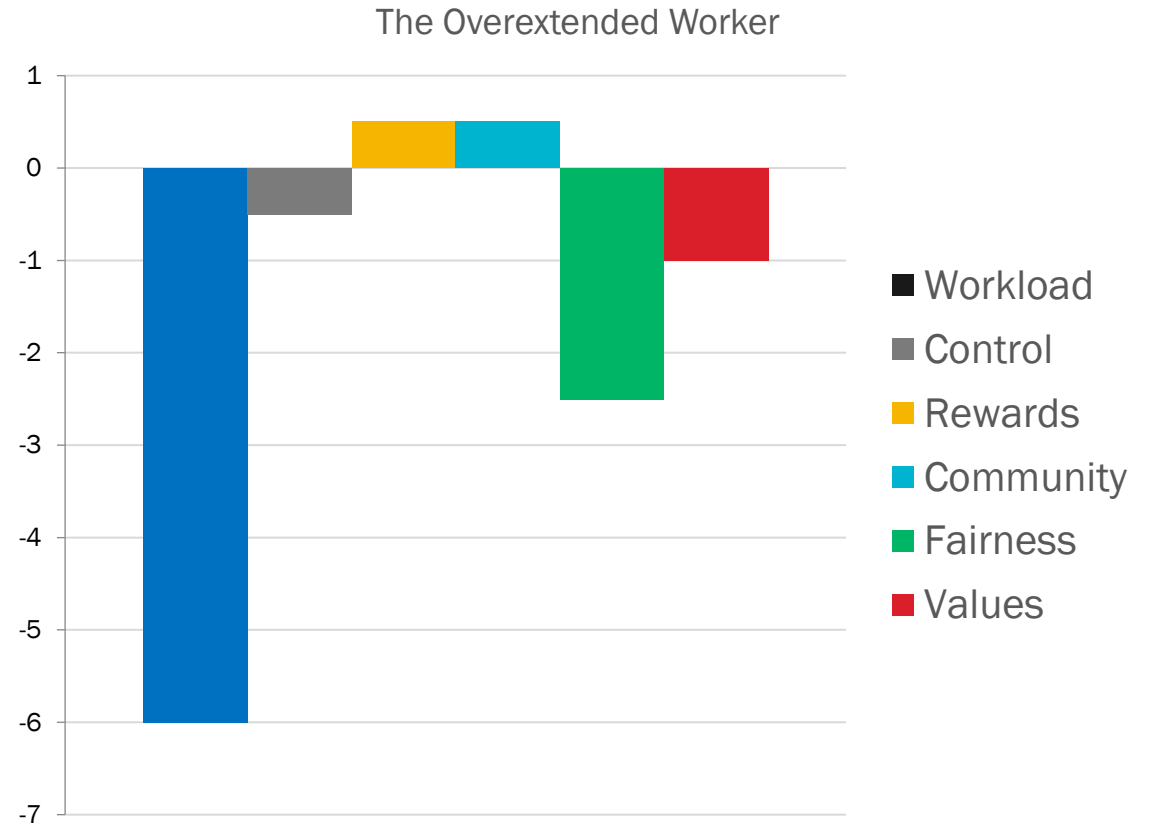


Latent Burnout Profiles: A New Approach to Understanding the Burnout Experience,
Michael P. Leiter and Christina Maslach, Burnout Research 3 (2016) 89-100

Employee Profiles: Overextended Worker

(Emotional Exhaustion High)

Workload is a HUGE issue, probably caused by a lack of control and bleeding into fairness

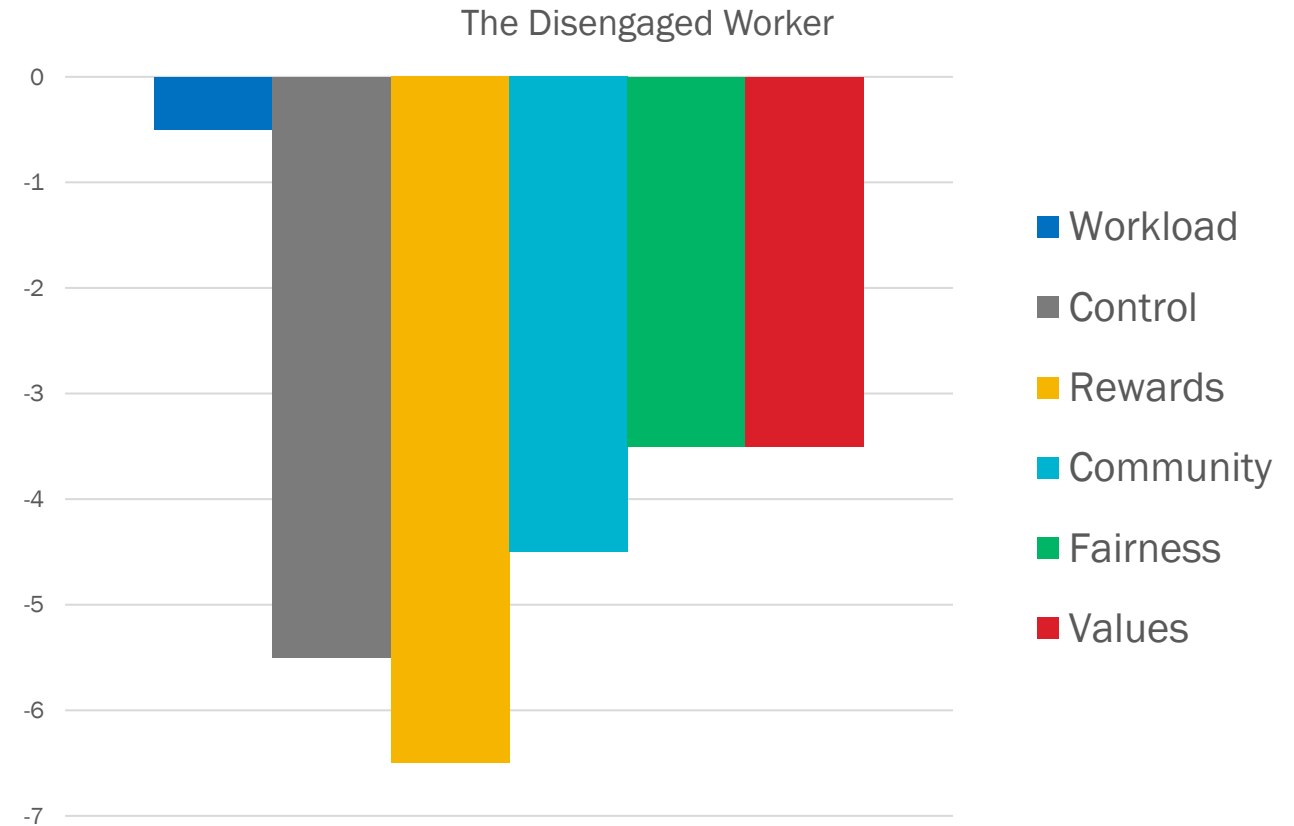


Latent Burnout Profiles: A New Approach to Understanding the Burnout Experience,
Michael P. Leiter and Christina Maslach, Burnout Research 3 (2016) 89-100

Employee Profiles: Disengaged

(Depersonalization/Cynicism High)

Workload fit is acceptable
Everything else in complete dissonance

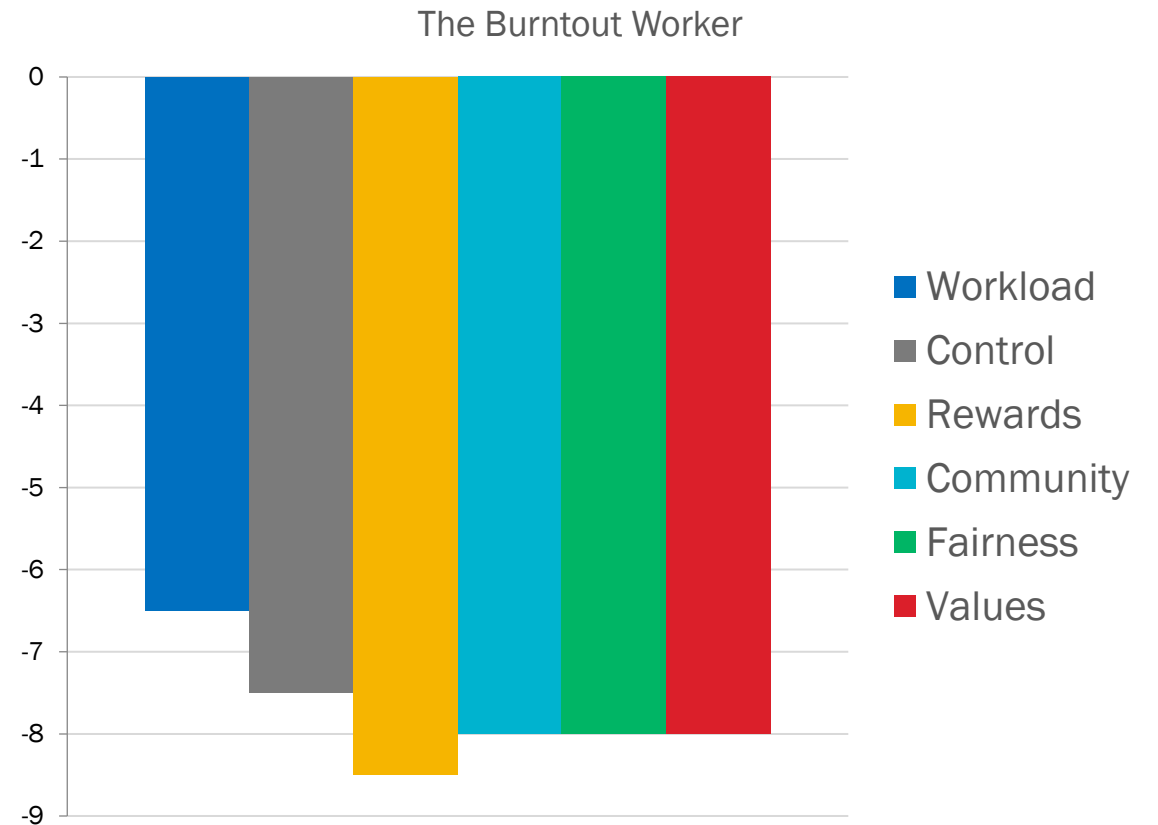


Latent Burnout Profiles: A New Approach to Understanding the Burnout Experience,
Michael P. Leiter and Christina Maslach, Burnout Research 3 (2016) 89-100

Employee Profiles: Burntout

Complete mismatch in majority of areas

All 3 MBI negative scores are high frequency



Latent Burnout Profiles: A New Approach to Understanding the Burnout Experience,
Michael P. Leiter and Christina Maslach, Burnout Research 3 (2016) 89-100

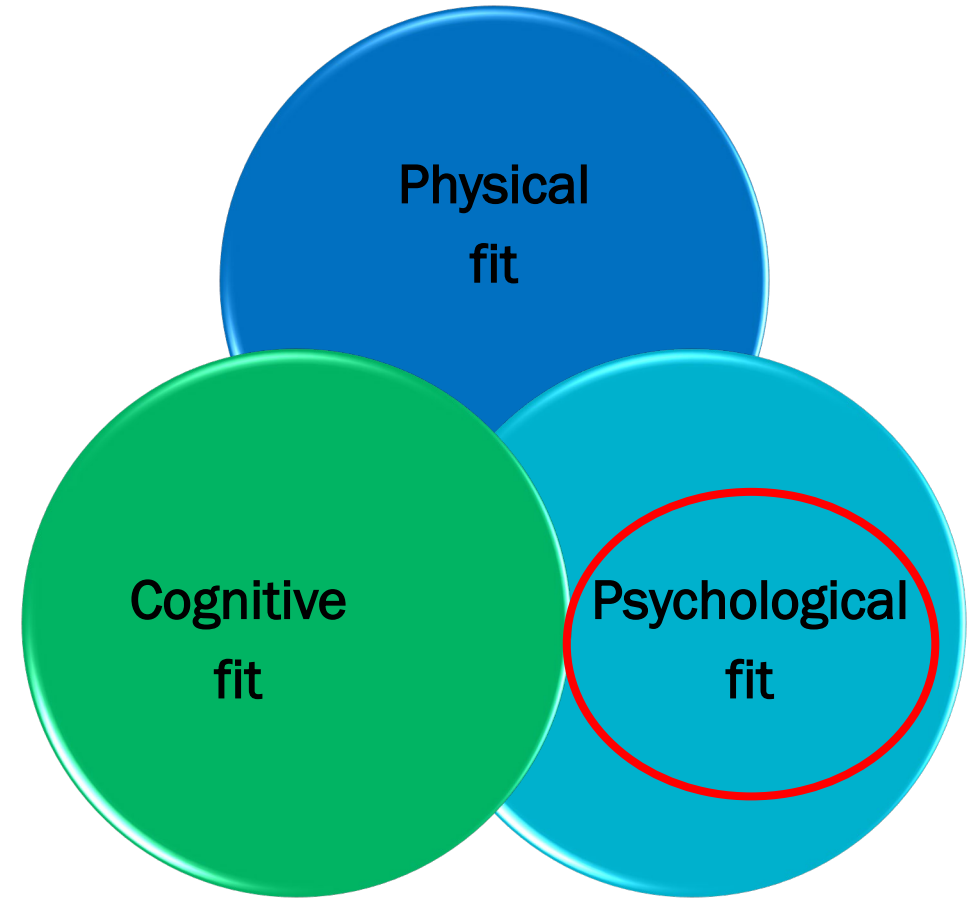
Good Job Match Goes Beyond “Minimum” Qualifications and “Fixing” People

Training and Education

- Skill development
- Practical Experience

Coping with Stressors

- Resilience
- Strength
- Work-life Balance



Better Matches Can be Achieved by Satisfying Core Social and Psychological Needs

Competence

Autonomy

Belongingness

Positive Emotions

Fairness

Meaning

Psychological Safety

The Burnout Challenge, p. 64-65

Better Matches Can be Achieved by Satisfying Core Social and Psychological Needs

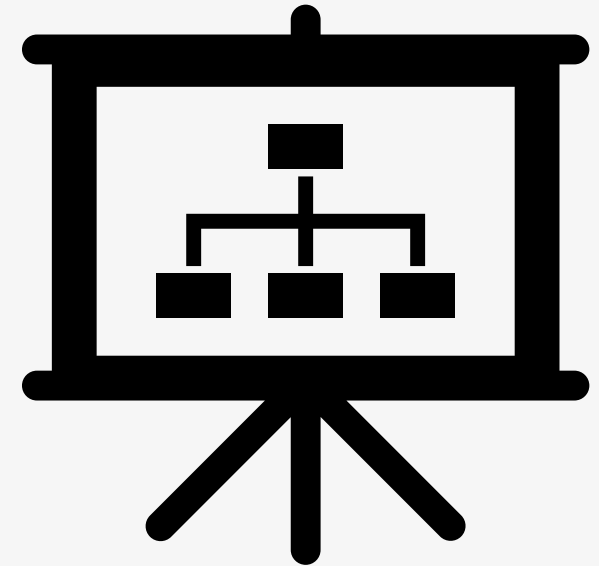


Psychological Safety

The Burnout Challenge, p. 64-65

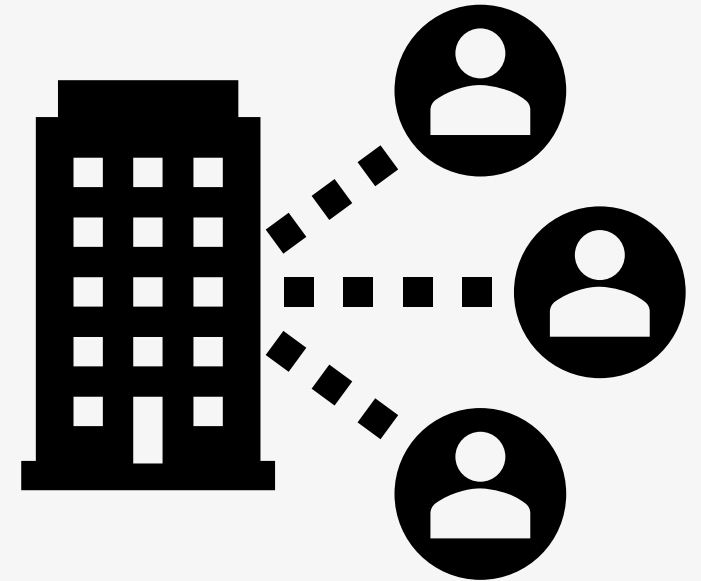
Potential Opportunities - Organizational

- Formal tool such as the Areas of Worklife Survey or the AMA Organizational Biopsy
 - Identify systemic issues across the organization (e.g. misalignment between leadership, excessive work hours)
 - Use aggregated burnout profiles to guide action, especially long-term executive action



Potential Opportunities – Service Line/Unit

- Look around and listen for potential mismatches
 - Ask service line managers and clinic directors “What comes up frequently in discussions and meetings?”
 - Use aggregated burnout profiles to guide action
 - Look for low-hanging fruit that can be done at the lowest level (e.g. daily huddles to build community, scheduling redesign)



Potential Opportunities - Individuals

- Individual engagement
 - Don't avoid profiles, but don't depend on it. Be curious about mismatches.
 - Engage individuals without shame and blame and putting onus on employee to "fix their problem."
 - What areas of work are most consistent or unmatched for their priorities? Explore potential solutions together to make changes.



Questions Comment Let's Talk



- Steven Reames
- director@adamedicalsociety.org

