
Addressing the Root Causes of Burnout In the Age of COVID-19

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What Causes Burnout?

*Take a moment to write
down your thoughts.*



“Burnout is a sign of a major dysfunction within an organization and says more about the workplace than it does about the employees.”

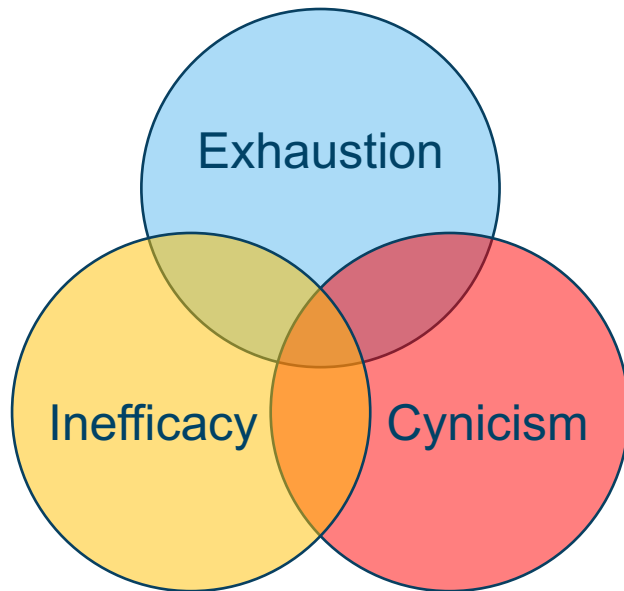
- Maslach and Leiter





What Drives Professional Satisfaction?

What Is Burnout?



Exhaustion: depleting emotional resources to cope with the work environment. A loss of enthusiasm for work. *Nothing More to Give*

Depersonalization (cynicism): Distancing oneself from patients or the organization. *Self-protective mechanism*

Inefficacy: a sense of low personal accomplishment, or feeling ineffective, at work. *Not making a difference*

[Maslach, C., & Leiter, M. P. \(1997\). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA: Jossey-Bass](#)

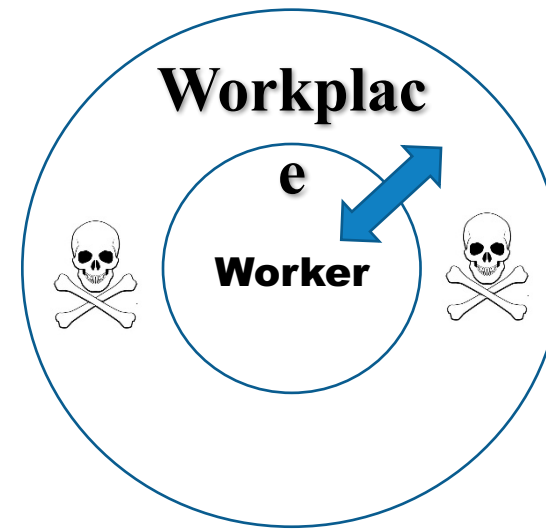
What Drives Burnout?

Result of Interaction between

- the worker and
- the workplace

Highly motivated professional into a **dysfunctional workplace** where unable to succeed without **constant vigilance and focus**

Unsustainable => Toxicity



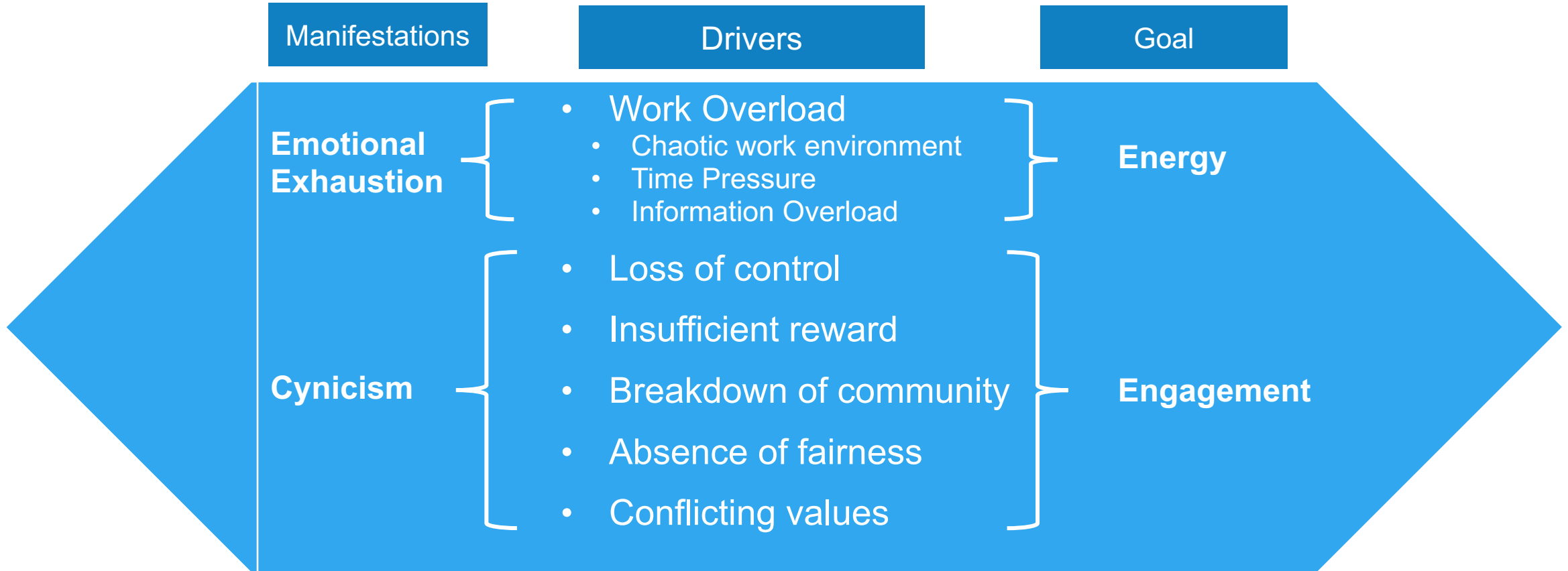
The Six Workplace Drivers of Burnout:

Work Overload
Chaotic work environment
Time Pressure
Information Overload
Loss of control
Insufficient reward
Breakdown of community
Absence of fairness
Conflicting values



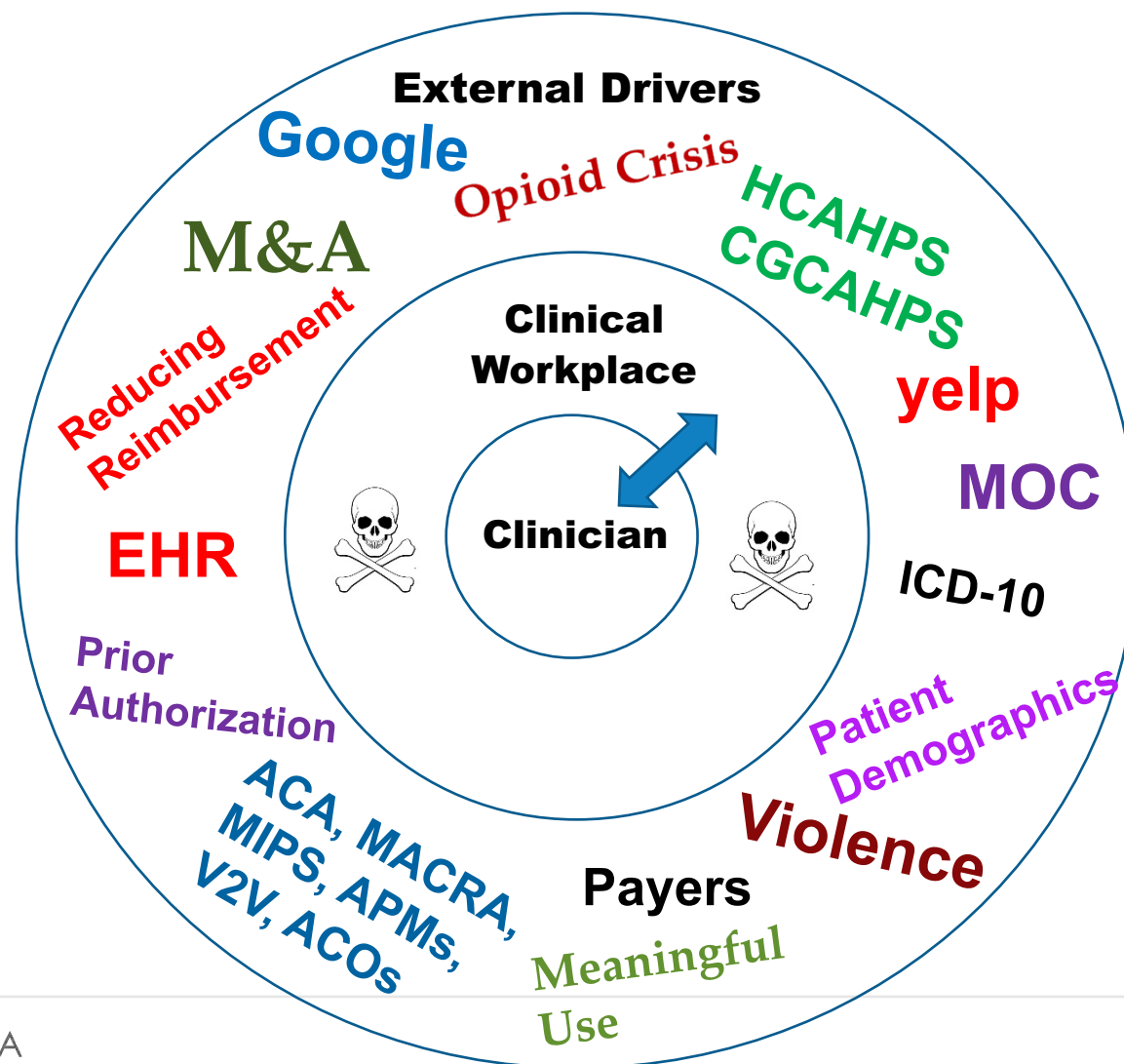
[Maslach, C., & Leiter, M. P. \(1997\). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA: Jossey-Bass](#)
[Linzer, M: J Gen Intern Med. 2014 Jan; 29\(1\): 18–20.](#)

The Burnout Continuum



Source: [Maslach, C., & Leiter, M. P. \(1997\). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA: Jossey-Bass](#)

How Did This Happen?



We Have Added the Last Straw



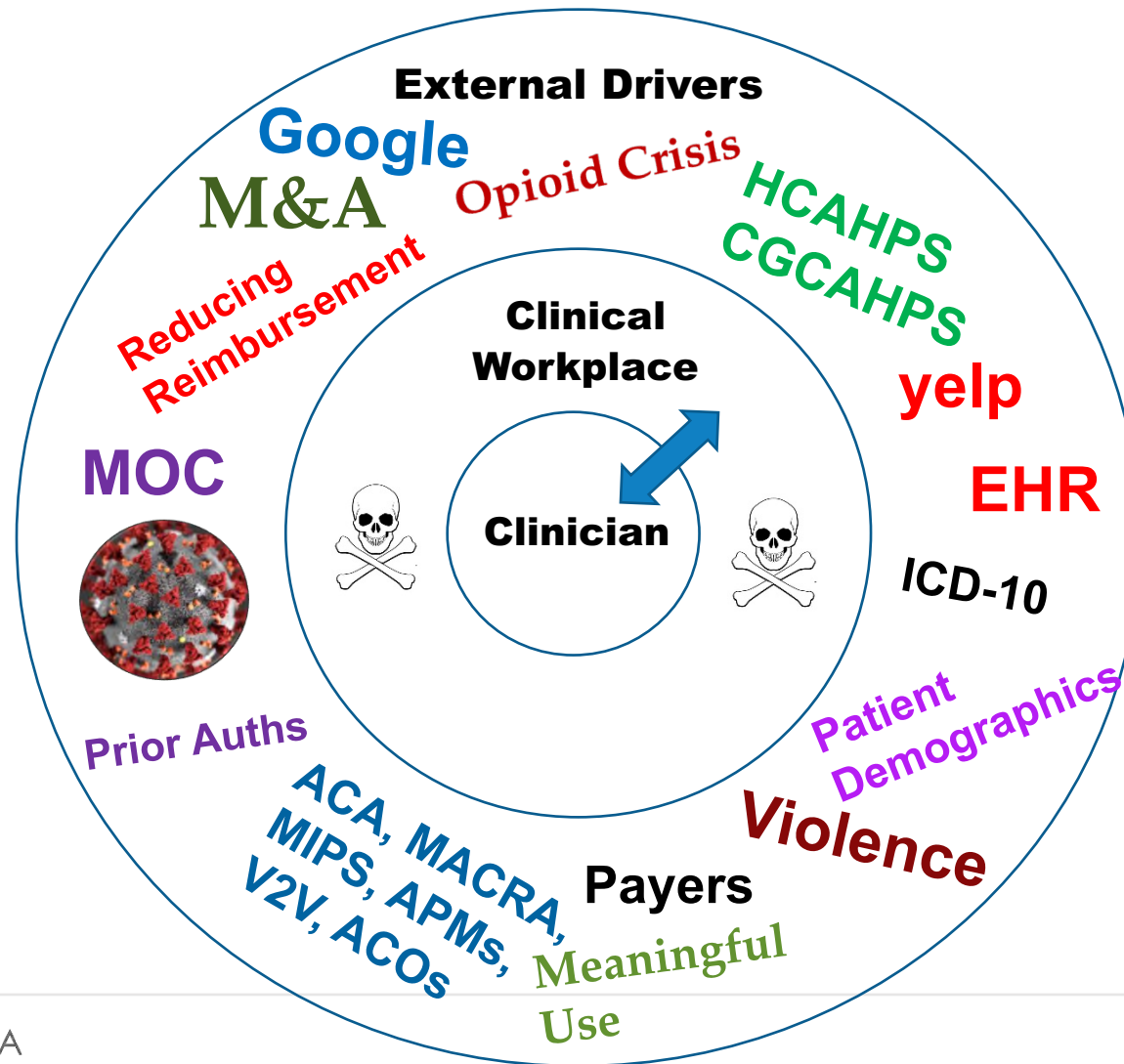
And People are Breaking

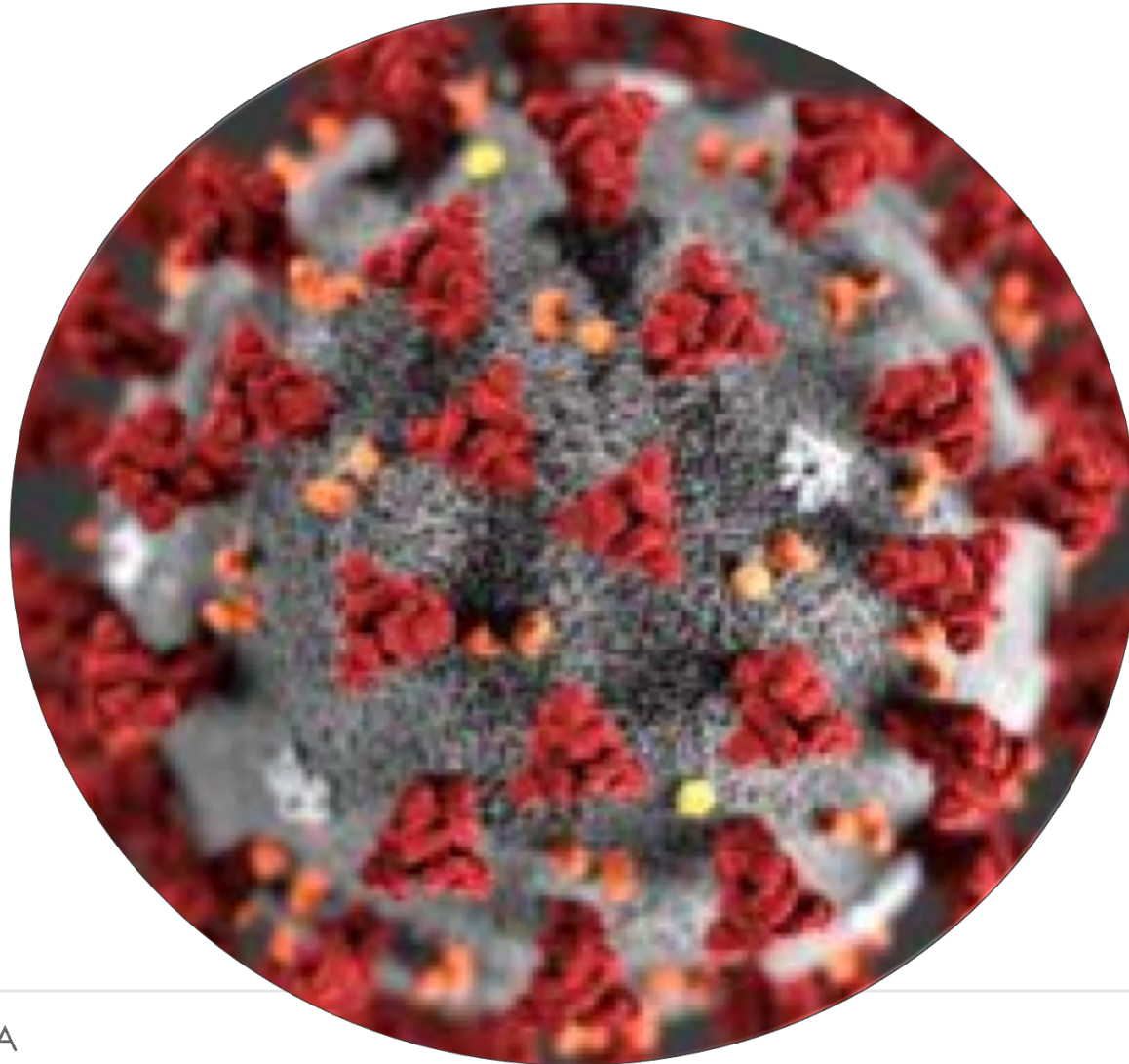
Burnout's Impact on Workers and Their Families

- **Productivity Decline**
- **Presenteeism**
- **Injuries**
- **Depression**
- **Substance Abuse**
- **Family Dysfunction**
- **Suicide**



What Just Happened to Us?





Welcome to the **VUCA** Environment

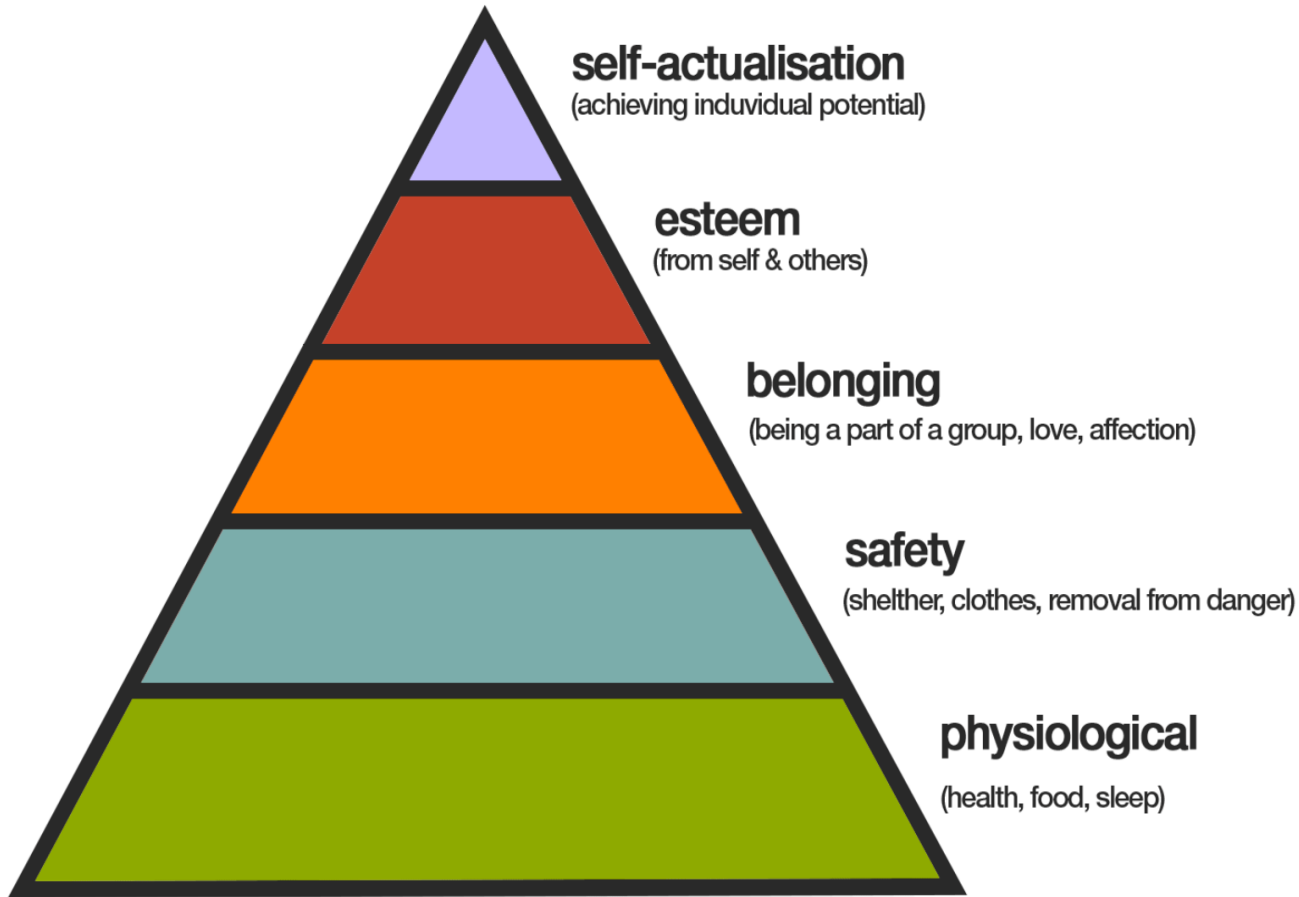
- **VOLATILITY** – rapidly changing environment
- **UNCERTAINTY** – lack of clarity about risks
- **COMPLEXITY** – multiplicity of variables
- **AMBIGUITY** – no “right answer”

COVID-19 Pandemic Response

- Fear / Anxiety
- Morbidity / Mortality Risk
- Isolation / Loneliness
- Disrupting Families and Friends
- Financial Uncertainty
- Moral Injury
- Future Risk of PTSD



Maslow's Hierarchy of Needs & Maslach's Drivers of Burnout



Maslow hierarchy of needs pyramid

Illustration Kenneth buddha Jeans

Work Overload
Chaotic work environment
Time Pressure
Information Overload
Lack of control
Insufficient reward
Breakdown of community
Absence of fairness
Conflicting values

What Should You Do?



A Five Step Approach to Reduce Drivers of Burnout: *A Treatment Plan for the Organization*

Step 1 – Diagnostic Workup

Step 2 – Burnout Reduction Planning Session

Step 3 – Worker Well-Being Support

Step 4 – Workflow Efficiency Improvement

Step 5 – Management System & Culture Improvement



Stanford Well MD Model, Shanafelt, 2017

Start with a Diagnostic Work-Up



Diagnostic Assessments

1) Burnout Surveys

- Assess both manifestations and drivers of burnout

2) KPIs

- Review organization KPIs / TNMs
- ROI/Cost of Burnout

3) Leadership Assessment

- MLQ (MindGarden)

4) IS efficiency report

- Track worker effectiveness using key software

5) Shadow Workers, Interview Key Stakeholders

- Go to the gemba to observe the current state - *"Examine the Patient"*



Burnout Reduction Program Planning Session



Designing a Burnout Prevention and Treatment Plan

One or Two Day Session – Similar to Strategic Planning Retreat

Worker-Administration Collaboration is the Key

- CEO and C-Suite engagement is key
- Union Reps if a unionized organization

Choose **where** and **how** to focus based on diagnostic

High level plan for each component over the next year

- Worker Well-Being Support
- Workflow Efficiency
- Management System and Culture

Regular review and tracking of implementation plan and results



Worker Well-Being Support



Well-Being Support

Well-Being Committee

- Educational sessions / Peer support meetings
- Communication workshops
- Support to stressed colleagues – meals, childcare
- Resource for individual support – coaches, counsellors
- Involve in onboarding

Important – But not sufficient without management system and practice efficiency improvements

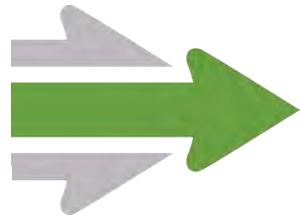


Workflow Efficiency Improvement



Continuous Improvement: Empowering Workers to Solve Their Problems

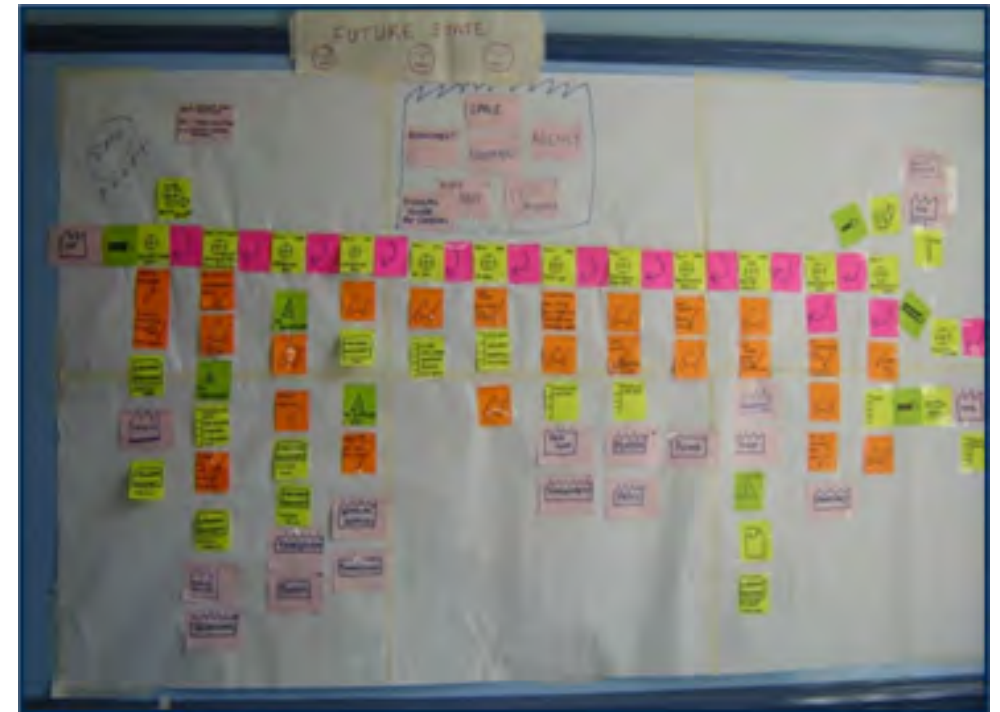
Continuously fixing ***broken workflow processes***,
by eliminating ***worker frustrations***,
led by the ***workers***, in their ***work sites***,
under the caring guidance of a ***mentor***.



**Design Thinking
& Innovation**

Workflow Redesign In Times of Disruption

- Involve as many disciplines as possible
- One stakeholder from each discipline responsible to report back to others
- Clarity regarding problem being addressed is key
- More challenging working remotely
 - Whiteboarding software



Management System and Culture



Lean Leadership

- “*But Lean is Mean...*”
- True, If Focus is on ***Increasing Productivity***



What Is Most Important?

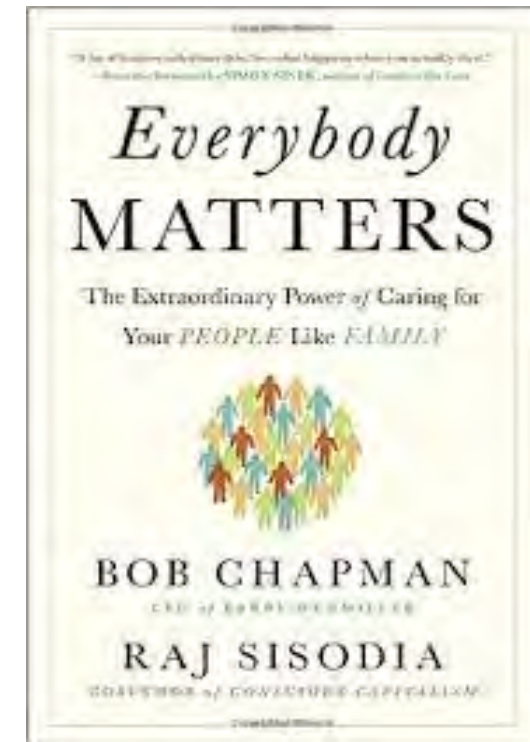


Respect for People = Servant Leadership

“Leadership is the stewardship of the lives entrusted to you.”

- Bob Chapman

www.TrulyHumanLeadership.com



Dis-Respect for People

DYING FOR A PAYCHECK



How Modern Management Harms
Employee Health and Company
Performance—and What
We Can Do About It

JEFFREY PFEFFER
STANFORD GRADUATE SCHOOL OF BUSINESS



Paul O'Neill:

Three Questions On Safety & Respect for People

- Am I treated every day with dignity and respect by everyone I encounter? O'Neill further clarified the question: "Not 'some people' or 'not by the people who work for me' but by everyone I encounter."
- Am I given the knowledge, tools, and support that I need in order to make a contribution to my organization—"and this is the important part," he said—that gives meaning to my life?
- Did somebody notice I did it?



Leader's Role in Addressing Burnout: Can't Be Delegated to Others

Power of Leadership

- Mayo Leadership Score: Each 1% increase => 4% decrease in burnout
- Leadership development programs are key

Be Seen and Heard

- If it's important to the leader, it will be important to everyone

Rounding

- **Shadow workers** doing the work to understand their problems
 - Play "Undercover Boss"
- **Attend huddles** as a coach/mentor, not the one with the answers
 - Develop and empower everyone as a problem solver

Shanafelt, Mayo Clinic Proceedings 90:432

Develop an Organizational Culture of Respect for People

Mission, Vision, and Values Statements
Create a Compact

- Description of **Reciprocal** agreements to honor each value
- Effectively builds **alignment and trust** between leadership and frontline workers



A New Compact: Aligning Physician-Organization Expectations – Kornacki and Silversin, ACHE Management, 1995

Effective Huddles

15 minutes – standing up, at the “huddle board”

Acknowledgement/Appreciations

Prepare for the day / Capacity to meet the demand

Problem solving

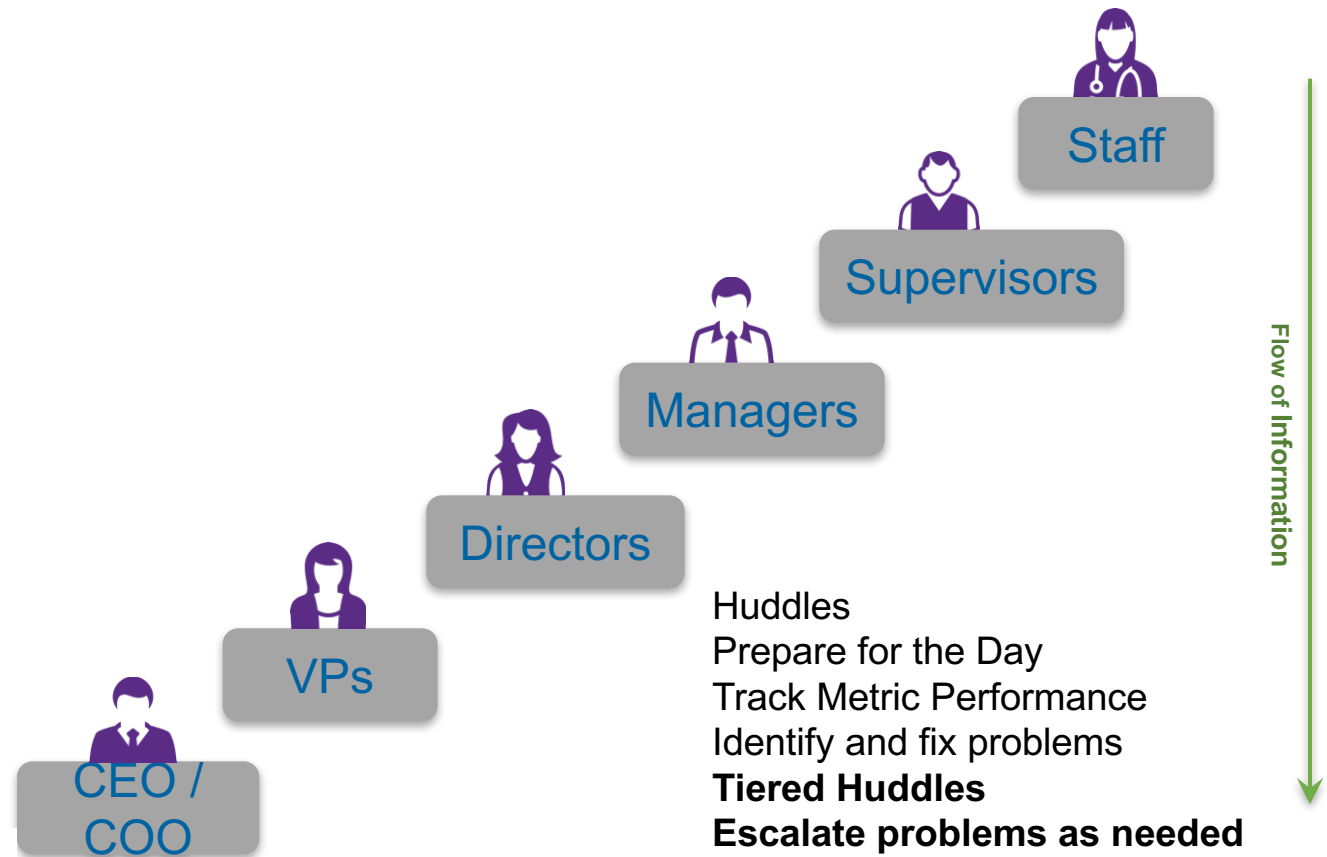
- Fix the “*pebbles in your shoes*”

Metric performance

- One metric each day of the week



Daily Management System: The Inverted Org Chart



True North Metrics:

Keep to a Focused Few
Basis of an Organizational Compact

Quality and safety

Delivery / service

Customer satisfaction

Cost / productivity

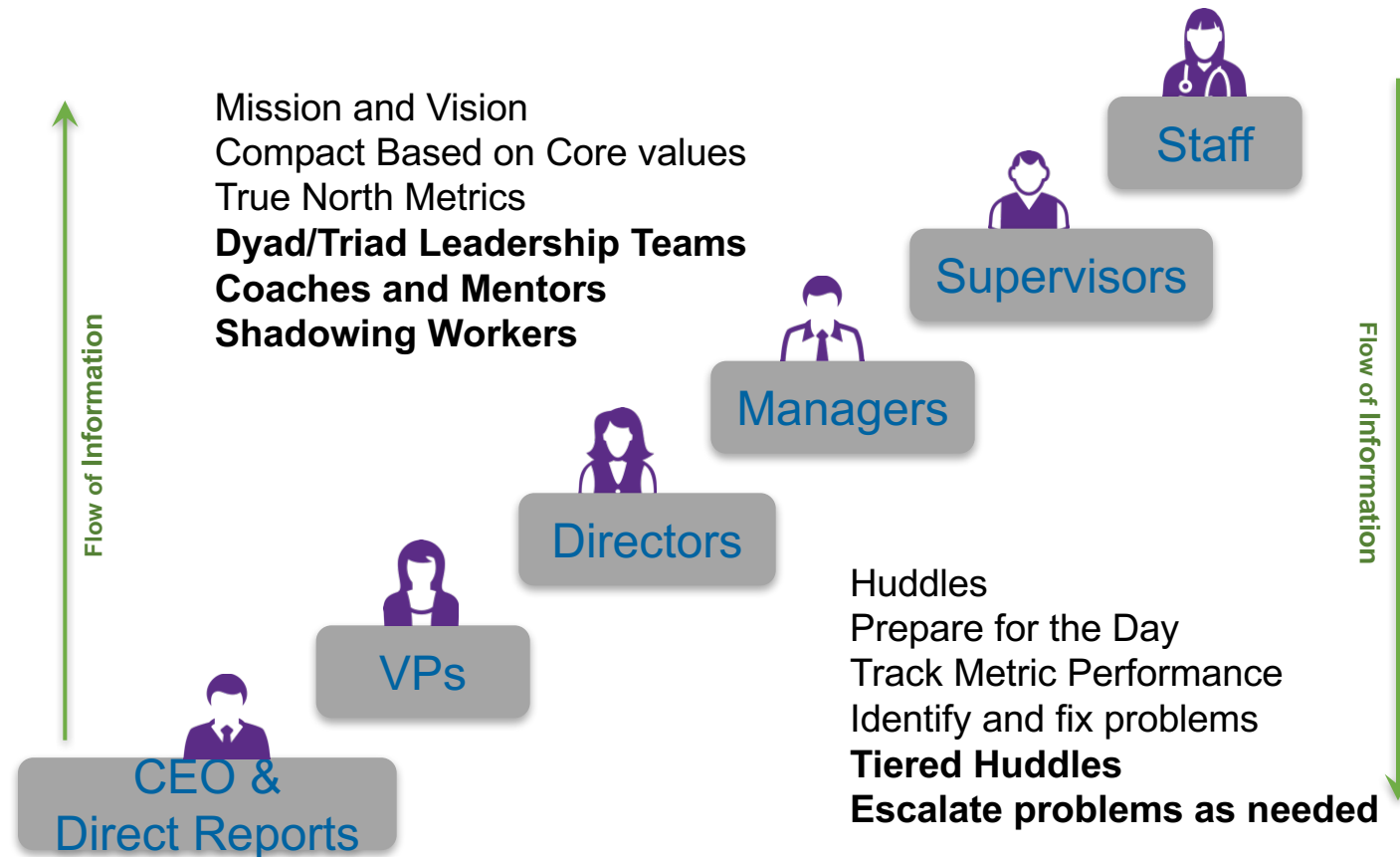
Growth

Human development

Employee engagement



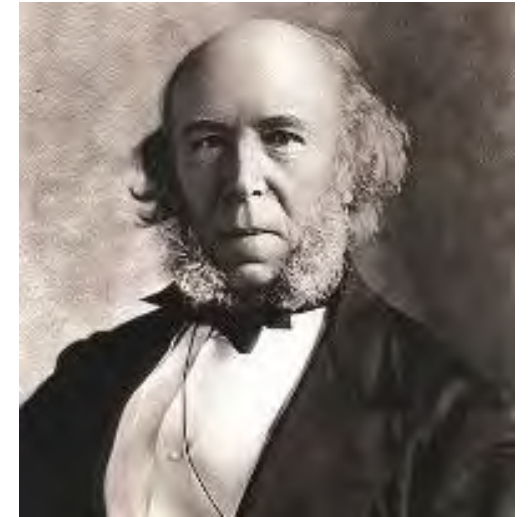
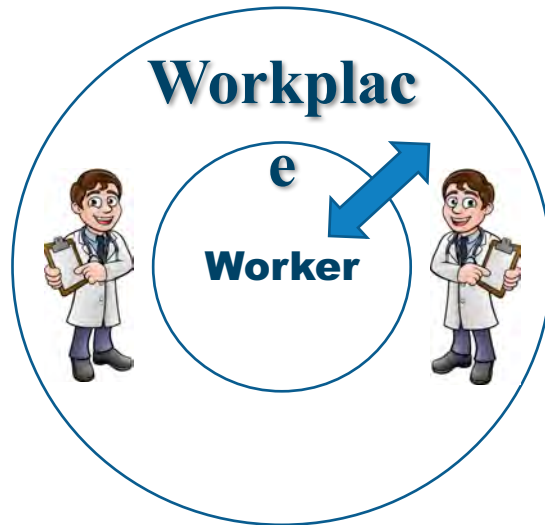
Continuous Feedback Loop



Watson Health © IBM Corporation 2016

A Lean management system and culture

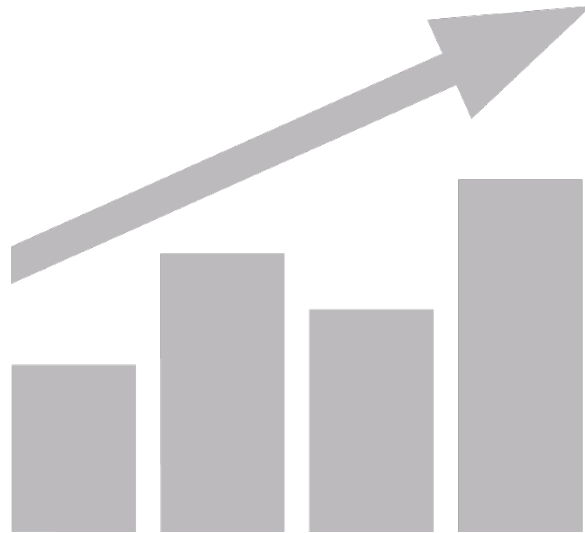
A healthy and effective organization,
Full of **empowered** and **aligned** problem solvers
Who can **quickly adapt** in a **VUCA Environment**



"It is not the strongest of the species that survive, nor the most intelligent, but **the one most responsive to change.**"

Charles Darwin

Potential Impacts





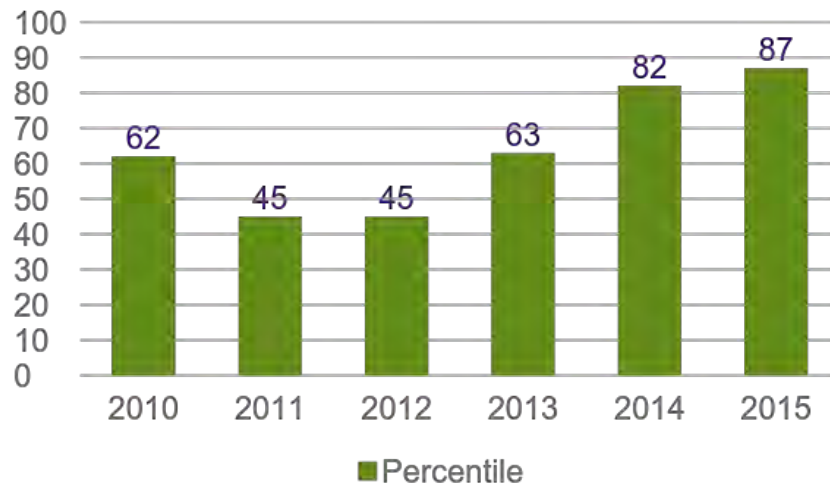
<http://www.consumerreports.org/cro/news/2015/01/top-rated-california-doctors/index.htm>

Best in State Two Years in a Row

Sutter Gould Medical Foundation was rated **Highest in Overall Care** by **Consumer Reports** among 170 California medical groups:
February 2014 & 2015

Provider Satisfaction Improvement: Returning Joy to Patient Care

**AMGA Provider Satisfaction
Survey**



Personal experience at SGMF as CEO



Discussion

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