

# **Burnout: Or How I Stopped Worrying and Learned to Love the Job**

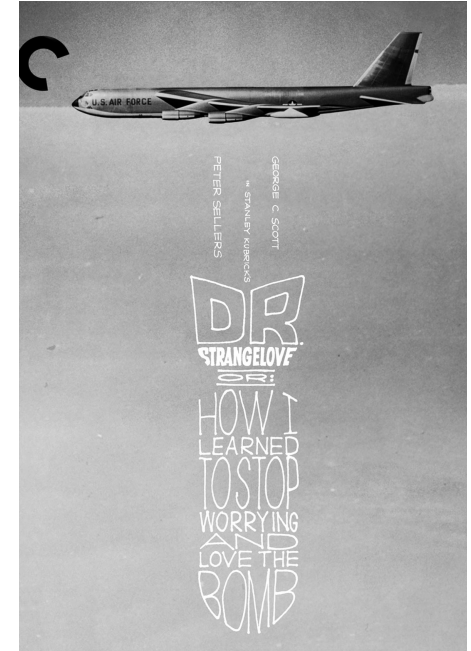
**PCC User's Conference 2023**

**Robert Trimble, MD FAAP July 13th, 2023**

# Dr. Strangelove

## The Criterion Collection 1964

- One of the greatest films of all time
- One of the greatest comedies of all time
- One of first 25 films of Library of Congress to be selected for preservation in National Film Registry in 1989
- One of the most unique names of any feature film (opinion - cite needed)



<https://www.criterion.com/films/28822-dr-strangelove-or-how-i-learned-to-stop-worrying-and-love-the-bomb>

# Dr. Trimble

## Who am I?

- Pediatrician (residency) about 12.5 years
- Independent practice the past 9 years
- Board certified the past 8.5 years
- Clinical professor at UTHSCA the past 7 years
- Partner/business owner the past 5.5 years
- Third PCC UC attendance



# PCC...Where Have I Seen That Before?

## Warm-up

- PCC - post-COVID condition
- PCC - pediatric critical care
- PCC - poison control center
- PCC - pastoral care and counseling
- PCC - patient care coordinator
- PCC - Physician's Computer Company

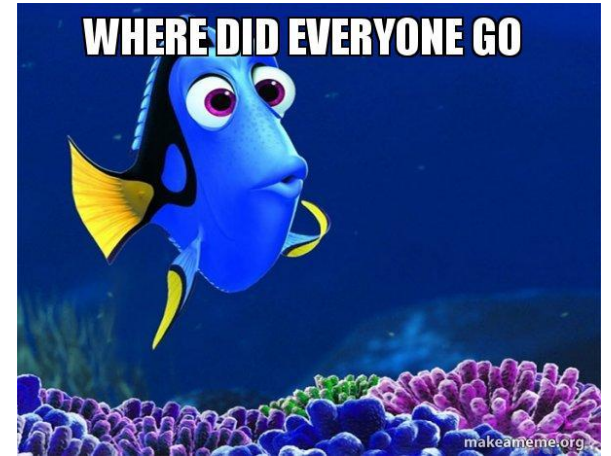


<https://imgflip.com/s/meme/They're-The-Same-Picture.jpg>

# Updates

## What's new?

- 1/5 of medical providers now gone by 2022
- **The Great Resignation and now Quiet Quitting**
- Youth Mental Health Crisis ongoing
- End of COVID Public Health Emergency 2023
- 90% of nurses considering leaving within 1 year (Hospital IQ Survey end 2021)
- 47% of healthcare workers plan exodus by 2025 (Elsevier)
- The Great Re-Hire?



<https://media.makeameme.org/created/where-did-everyone-5b5636.jpg>

# It's Not Rocket Surgery

## How we got here:

- Students who attend a public undergraduate school and pay an average amount for medical school can expect to pay about \$256,390 in tuition to become a pediatrician



<https://i0.wp.com/www.nfid.org/wp-content/uploads/2022/04/Asian-Baby.jpg?ssl=1>

# It's Not Rocket Surgery

## How we got here:

- It's a seven step process: just get a bachelor's degree, take the MCAT, apply to medical school, graduate from medical school, licensure, apply for and complete residency, become board certified. Simple.



<https://karawriteswords.files.wordpress.com/2018/08/3d72e-germ2binfested2bkids2beverywhere.jpg?w=386&h=293>

# It Could Not Be Easier Except...

- CME
- Marketing
- Quality Improvement
- Teaching
- Running a business
- Avoiding getting sick
- Advocacy
- Obligations
- Administrative work...
- And more...



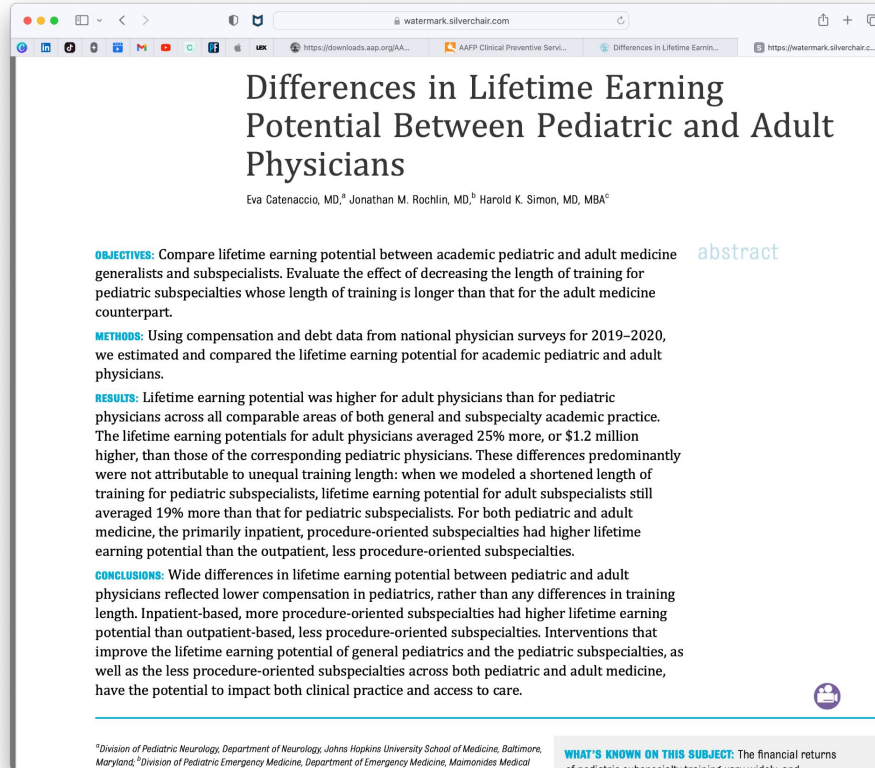
<https://media.makeameme.org/created/brace-yourselfes-grubby.jpg>





# But It's Not About The \$

## It's a little about the \$



watermark.silverchair.com

### Differences in Lifetime Earning Potential Between Pediatric and Adult Physicians

Eva Catenaccio, MD,<sup>a</sup> Jonathan M. Rochlin, MD,<sup>b</sup> Harold K. Simon, MD, MBA<sup>a</sup>

**OBJECTIVES:** Compare lifetime earning potential between academic pediatric and adult medicine generalists and subspecialists. Evaluate the effect of decreasing the length of training for pediatric subspecialties whose length of training is longer than that for the adult medicine counterpart. abstract

**METHODS:** Using compensation and debt data from national physician surveys for 2019–2020, we estimated and compared the lifetime earning potential for academic pediatric and adult physicians.

**RESULTS:** Lifetime earning potential was higher for adult physicians than for pediatric physicians across all comparable areas of both general and subspecialty academic practice. The lifetime earning potentials for adult physicians averaged 25% more, or \$1.2 million higher, than those of the corresponding pediatric physicians. These differences predominantly were not attributable to unequal training length: when we modeled a shortened length of training for pediatric subspecialists, lifetime earning potential for adult subspecialists still averaged 19% more than that for pediatric subspecialists. For both pediatric and adult medicine, the primarily inpatient, procedure-oriented subspecialties had higher lifetime earning potential than the outpatient, less procedure-oriented subspecialties.

**CONCLUSIONS:** Wide differences in lifetime earning potential between pediatric and adult physicians reflected lower compensation in pediatrics, rather than any differences in training length. Inpatient-based, more procedure-oriented subspecialties had higher lifetime earning potential than outpatient-based, less procedure-oriented subspecialties. Interventions that improve the lifetime earning potential of general pediatrics and the pediatric subspecialties, as well as the less procedure-oriented subspecialties across both pediatric and adult medicine, have the potential to impact both clinical practice and access to care.

<sup>a</sup>Division of Pediatric Neurology, Department of Neurology, Johns Hopkins University School of Medicine, Baltimore, Maryland, <sup>b</sup>Division of Pediatric Emergency Medicine, Department of Emergency Medicine, Maimonides Medical

**WHAT'S KNOWN ON THIS SUBJECT:** The financial returns of pediatric subspecialty training vary widely, and

# The Parable of the Businessman and Fisherman

“Don’t chase happiness, recognize it”

- How long does it take you?
- What do you do the rest of the day?
- I can make you wealthy
- And then what? Bigger boat
- And then what? Pay employees
- And then what? Grow business
- And then what? Retire
- But?



<https://www.movebeyond.net/live-your-dream/the-fisherman-and-the-business-man/>

# Is Work Culture Problematic?

## Are Millennials at fault?

- Business culture today is problematic: lacks empathy
- We were given terrible advice as a generation
- The world is now more immediate/always-on/always connected
- Constant availability does not equal engagement and innovation
- We need to focus on **people** over output
- It is a company's duty to assist with developing social skills and improved confidence
- “Supportive work environment” helps avoid problems with work spillover



<https://www.amazon.com/Office-Official-Dundie-Interchangeable-Placards/dp/B0011457CA>

# Why “Follow Your Passion” is Terrible Advice

Ryan Holliday

- Eleanor Roosevelt refused to be referred to as passionate
- Stoics claimed passions as vices
- Passions without considering the outcome leads to poor choices
- Consider Segway or Napoleon's Invasion of Russia or Into The Wild

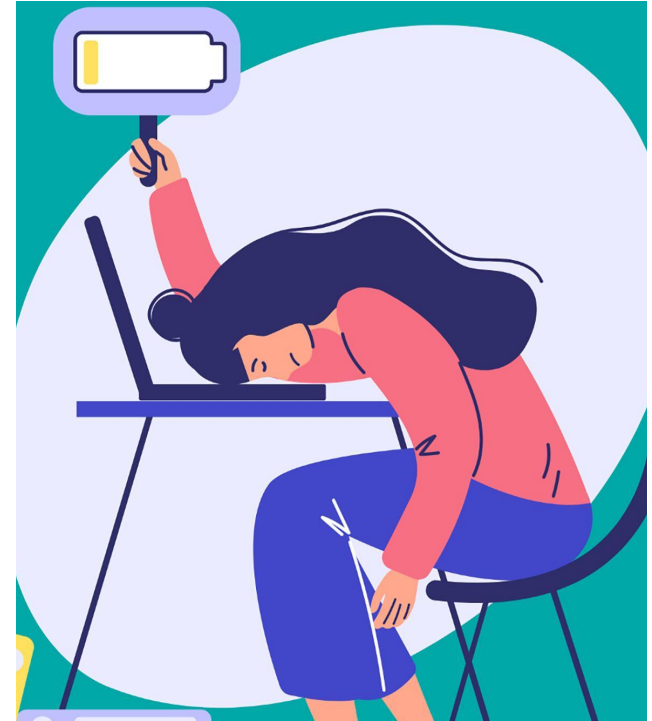


[https://en.wikipedia.org/wiki/Eleanor\\_Roosevelt#/media/File:Eleanor\\_Roosevelt\\_portrait\\_1933.j](https://en.wikipedia.org/wiki/Eleanor_Roosevelt#/media/File:Eleanor_Roosevelt_portrait_1933.j)

# So What is Burnout Anyway?

## 14 slides in, finally mentions burnout

- Exhaustion, depersonalization, lack of efficacy - Deke Drummond
- “(Burnout is) ... an erosion of the soul caused by a deterioration of one’s values, dignity, spirit and will.” - Christina Maslach
- Apply the colic definition - burnout is more than we can handle (opinion - cite needed)



# Burnout Pathophysiology

## Breaking down burning out

- Three accounts we draw from - physical, emotional and spiritual
- We can deposit or withdraw from accounts through work and outside of it
- Some of them can be managed individually (physical) while others require social outreach (emotional) and others still are more complex (spiritual)

Angina

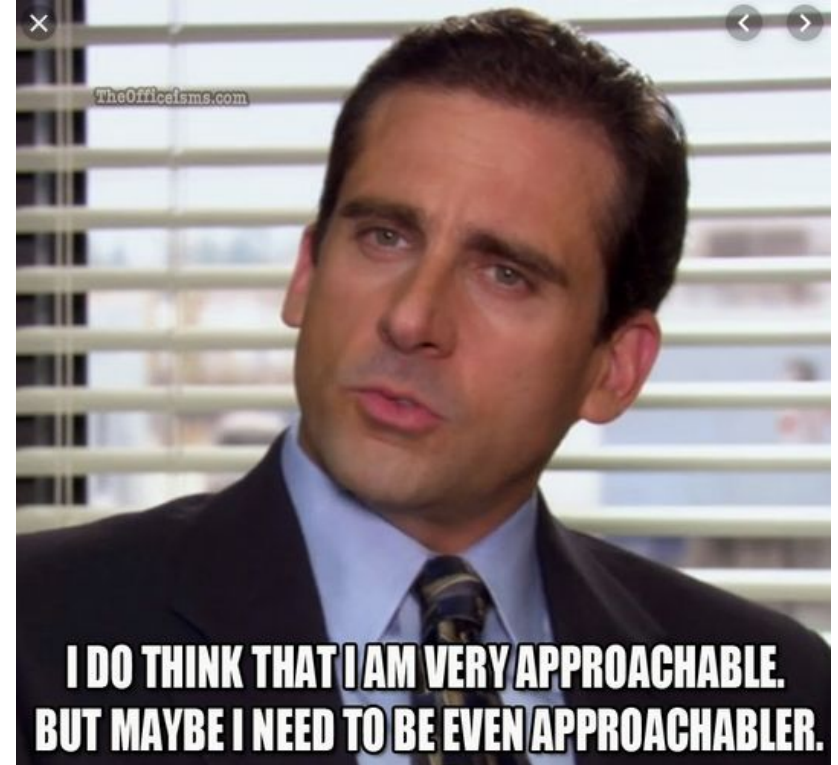


<https://i.redd.it/6qze90sylvx11.jpg>

# The Profile of “One Who Burns Out”

## Most of us

- Patient-facing
- Less-than-ideal work conditions
- Less-than-ideal life conditions
- Those who succeeded in medical training
- Lack of presence and availability of your direct supervisor

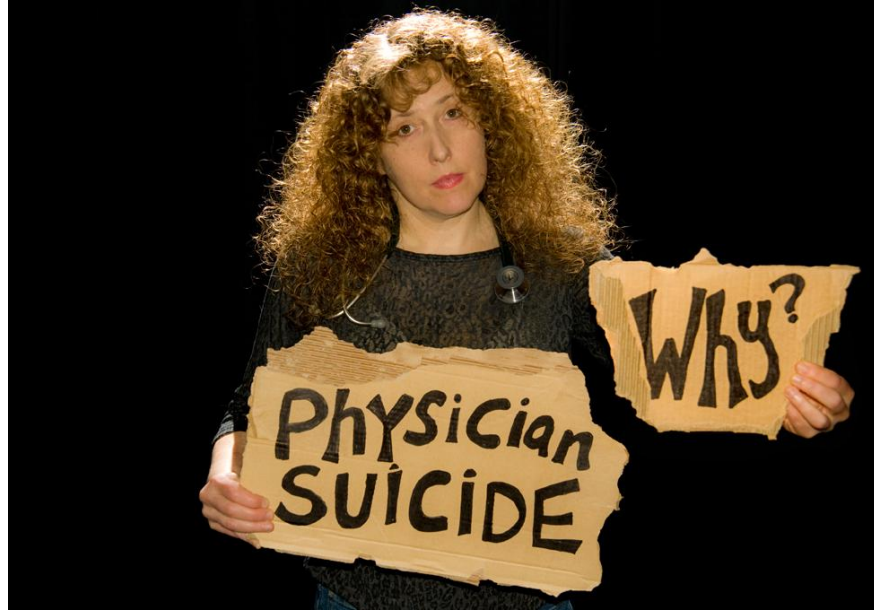




# Consequences

## Literally life and death

- Lower patient satisfaction
- Worse patient care
- Medical error
- Turnover
- Physician substance abuse
- Physician suicide



<https://www.idealmedicalcare.org/why-physicians-commit-suicide/>

# Ancient References

Even *they* needed inspiration

- Socrates
- Alexander the Great
- Epicurus
- Cato the Elder
- Augustus
- Seneca
- Marcus Aurelius



<https://openthebible.org/article/christian-leadership-what-did-god-want-in-a-king/>

# How Can Positive Psychology Help?

Shawn Achor



The happy secret to better work | Shawn Achor

# The Formula For Success

## From a ChE graduate

- What we think
  - WH  $\rightarrow$  MS  $\rightarrow$  BH
- In actuality
  - BH  $\rightarrow$  MS  $\rightarrow$  WS
- 25% IQ, 75% EQ
  - Not to see stress as a threat
  - Optimism level
  - Social support



<https://news.utexas.edu/2019/01/15/beloved-longhorn-and-chemical-engineering-legend-john-j-mcketta-jr-dies-at-103/>

# Action Steps of Success

Focus on positivity bias over negativity

- Three gratitudes
- Journaling
- Exercise
- Meditation or prayer
- Acts of Kindness



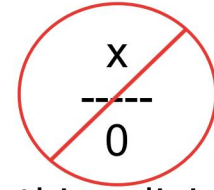
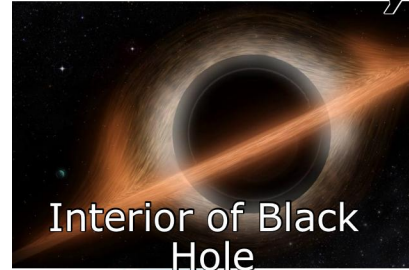
<https://www.on3.com/teams/texas-longhorns/news/everything-steve-sarkisian-said-after-texas-49-0-win-over-oklahoma/>

# The Burnout Prevention Matrix

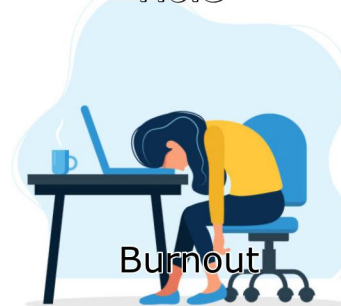
## Burnout is unsolvable

- Burnout is not a problem but instead a dilemma
- Physicians are the canaries of the coal mine of workplaces
- Burnout strategy requires a canary strategy and a coal mine strategy
- There is a 2x2 matrix of personal and organizational decreased stress and increased recharge

***Mysteries that cannot be solved yet***



Anything divided by 0



# Burnout Prevention: Decrease Personal Stress

## Quadrant I

- Mindfulness
- Journaling
- Narrative medicine
- Gratitude
- Acquire skills (leadership, delegation, patient flow)
- Systemize practice
- Vision/Career alignment
- Master documentation system
- Documentation commitments
- Time-saving strategies
- Personal finances
- Practice finances
- Weekly practice planning
- Home team chores
- Annual practice planning (revisit quarterly)

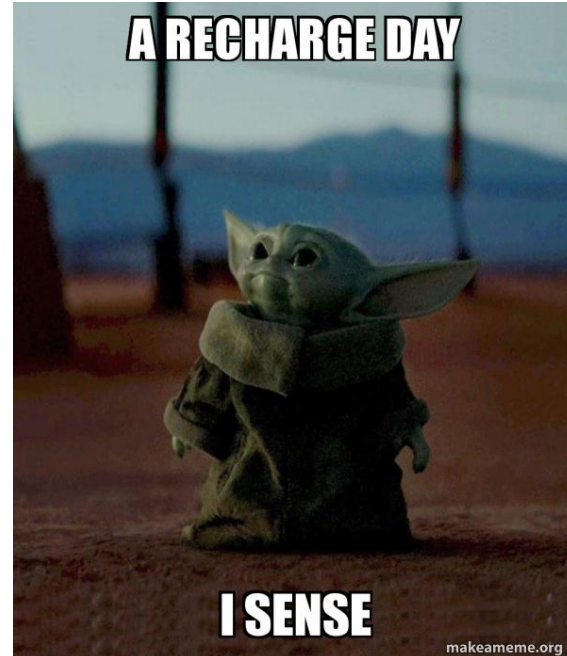


<https://memeshappen.com/meme/75586/Gonna-need-a-new-schedule>

# Burnout Prevention: Increase Personal Recharge

## Quadrant II

- Boundary ritual
- Life calendar
- Exercise program
- Primary relationships
- Family/Parenting issues
- Hobbies/Interests
- Down-time
- Spontaneity in schedule
- Year-at-a-glance
- Time off and vacations
- Bucket list



<https://makeameme.org/meme/a-recharge-day>



# Burnout Prevention: Decrease Organizational Stress

## Quadrant III

- Leadership commitment to physician/staff wellness
- Mission statement including a commitment to physician/staff wellness
- Burnout prevention working group
- All meetings include an agenda to discuss physician and staff wellness
- Management by walking around - round on your people
- Survey your staff and physicians
- Suggestion boxes at all locations
- Transparency of finances with all physicians
- Physician skill-building and training programs
- MA stability
- Inviting all physicians to partner meetings even if not given a vote
- Reimbursement and protected time specific for leadership activities
- Physician mentoring

i hide at work because a good employee is hard to find



<https://i.redd.it/7t52yspar0s61.jpg>

# Burnout Prevention: Increase Organizational Recharge

## Quadrant IV

- Normalize the expectation of work/life balance
- Organizational social activities (social ties) with colleagues
- Off Site excursions with physicians and staff sponsored by the organization
- Culture of caring
- Physician and staff recognition program
- Rounding on your direct reports
- Culture of gratitude



<https://cheezburger.com/6981316352/to-day-is-a-good-day-to-zzzzz>

# Sidenotes

## Family perspectives

- Mother
- Grandmother
- Aunt
- Galileo (not family, citation needed)

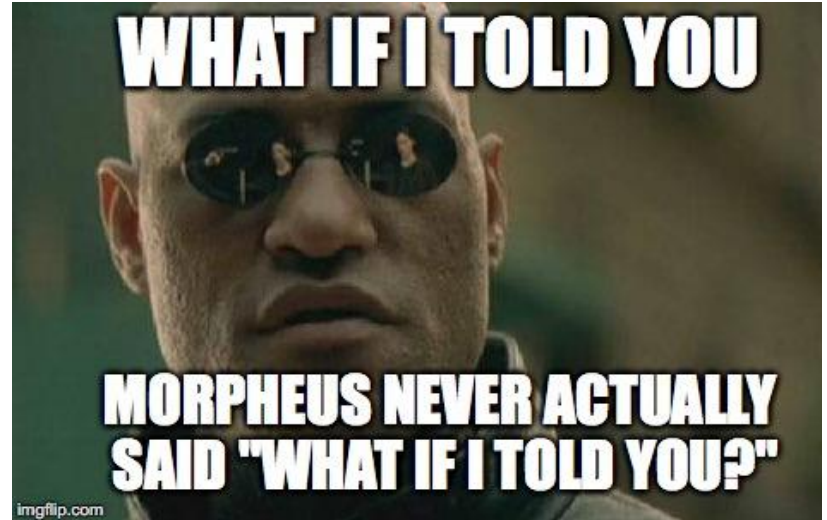


<https://medium.com/young-polymaths/young-galileo-galilei-c4d53cd7139b>

# Flow by Mihaly Csikzentmihalyi

## Don't Make Me Pronounce His Name

- Clear goals
- Immediate feedback
- Balance of challenges and skills
- Action and awareness merged
- Distractions eliminated
- No worry about failure
- Consciousness (self) disappears
- Time distortion



<https://mcdreemiamemusings.com/blog/2019/2/21/what-if-i-told-you-about-morpheus-and-the-mandela-effect>

# Reality Distortion

## Home stretch

- Mandela effect



*The Berenstain Bears*



*The Berenstain Bears*

Caption



Caption



Caption

# Practical Tips

## For flow

- Avoid multitasking
- Take a lunch break
- Finish your work for the day
- Close your office door during parts of the day
- Find a system that works for you
- Edit, edit, and keep editing



<https://web.colby.edu/cogblog/files/2020/12/5d3f5847bfe3d22b3946d8fc10adb56b.png>

# Four Burners Theory

## Burners, burnout, I get it

- Four aspects of life: friends, family, work, and health
- Success requires turning down one burner, two if you desire noteworthy success
- End result: you cannot have it all - at all times, you have to choose
- Outsource, seasons of imbalance, accept that you are human and have limitations



<https://i.pinimg.com/originals/d4/fd/7a/d4fd7aab9ea7bdba4b55332ee0eb4e89.jpg>

# Struggles Within Our Practice

## Super-secret stuff

- Front Office Turnover
- Back Office Turnover
- Loss of providers
- Difficulty finding people
- COVID
- Millennials?

Millennials planning their retirement like:





# What Burnout is Not Primarily

## Not it

- COVID
- Millennials, Gen-Z, or other generational interaction
- Compensation
- Gender
- Medicine changing
- Lack of people (yet)



<https://www.reuters.com/technology/musks-twitter-bet-gins-up-meme-stock-hype-2022-04-06/>

# AAMC Approach

## Five generic plus one extra

- Recognize the signs
- Provide resources
- Education and training
- Change the culture
- Improve communication
- Know your team (citation needed)



<https://www.aamc.org/news-insights/medical-burnout-breaking-bad>

# The Endless Game

Simon Sinek



# Simon Sinek

## Recipe for success

- Start with **why**
- Neocortex vs. limbic
- “People buy why you do what you do”



<https://strategicdiscipline.positioningsystems.com/blog-0/start-with-why-the-golden-circle-story>

# Reinventing Clinical Practice

## Contemporary Pediatrics 2023

- Analyze problems
- Hire appropriate staff and keep them happy
- Use telehealth visits whenever possible
- Optimize staffing duties and staffing levels
- Document efficiently/consider scribes
- Avoid or expedite PA
- Enforce a no-show policy
- Triage/scheduling changes
- Improve patient communication
- Monitor and resolve burnout

# NEPA Mission Statement

## Or why I'm here doing what I do

- Remember that people don't care how much you know until they know how much you care - Theodore Roosevelt
- At NEPA, we believe in giving our children the best chance for a brighter future. We do this by fostering the health and well-being of children with a personalized approach and evidence-based expertise. We just happen to be an independent pediatric practice in South Texas. Looking for a pediatrician who believes in what you do?



# Special Thanks

## Not just regular thanks

- God
- Family
- Friends
- Mentors
- Teachers
- Students
- NEPA
- PCC
- You, for your time and attention

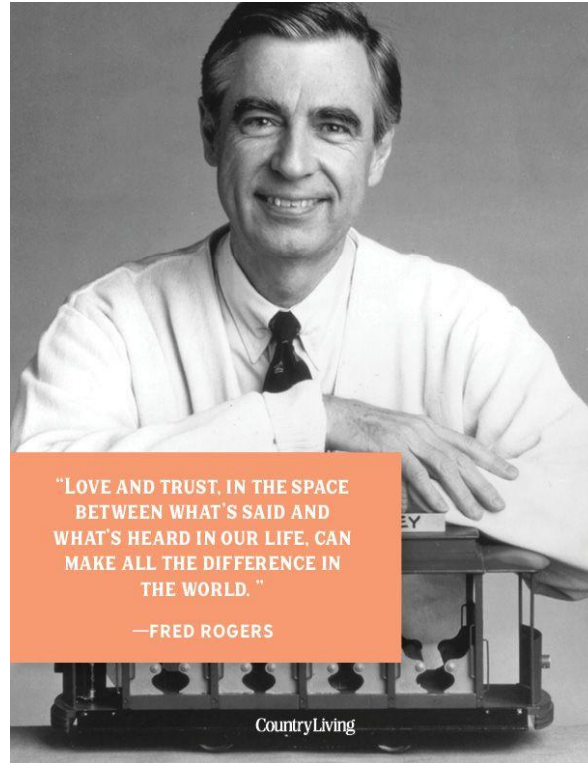


<https://s3.memeshappen.com/memes/Thank-you-Youre-awesome.jpg>



# Thank you!

## Questions?



"LOVE AND TRUST, IN THE SPACE  
BETWEEN WHAT'S SAID AND  
WHAT'S HEARD IN OUR LIFE, CAN  
MAKE ALL THE DIFFERENCE IN  
THE WORLD."

—FRED ROGERS

CountryLiving

<https://www.countryliving.com/life/inspirational-stories/g29133192/mr-rogers-quotes/>