American College of Emergency Physicians

The James Mills, Jr. MD Lecture

Learning to Love the Job You Have While Creating the Job You Love

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Physician Burnout

A failure of adaptive capacity to balance job stress with the requisite resources to deal with them, which results in a psychological syndrome of:

1. Overwhelming Emotional Exhaustion
2. Cynicism born of Detachment and Depersonalization
3. Lack of Effectiveness and Personal Accomplishment
Dante’s Wisdom

“In the middle of the road of my life, I awoke to find myself in a Dark Wood, where the True Way was wholly lost.”
Maslach Burnout Index: Measuring (and Modifying) The Dimensions of Burnout

- Mismatch of Adaptive Capacity
- Loss of Control
- Reward and Recognition
- Community
- Fairness
- Values
“A doctor is not immune from the ‘long despair of doing nothing well,’ the same cafard that hangs around a writer’s life.”

From the Preface to “A Burnt-Out Case”
The Silent Epidemic Stealing Our Passion-And Passion is Our Fuel!
Burnout’s Odd Contradiction...

- It is almost exclusively isolated to or at the very least dramatically more common-and severe-in...
- Those who care the most
- Those who make a difference
- The A Team
- Those with the most passion
The Cynicism of Burnout

“
A cynic is a man who knows the price of everything, and the value of nothing.”

Oscar Wilde

• Does the cynic know himself as a cynic?

• Or does he view himself as the prophet of a disappointing and inevitable reality?

• Bathed in cynicism?

• Buoyed by hope!
The cemeteries of the world are full of indispensable men.
How Our Idealism is Greeted...

“Reality greets these ideas the way a cement floor greets a dropping light bulb.”

Saul Bellow, *Herzog*
Making Health Care Work Better
Creating the Job You Love

• Freedom is the Prize
• Safety is the Price
• Passion is the Path
Problem?
The Locus of Control has Moved...
Who Burns Out?

Which Physicians Are Most Burned Out?

- Critical Care: 55%
- Urology: 55%
- Emergency Medicine: 55%
- Family Medicine: 54%
- Internal Medicine: 54%
- Pediatrics: 53%
- Surgery: 51%
- Ob/Gyn: 51%
- Neurology: 51%
- Radiology: 50%
- Cardiology: 50%
- Anesthesiology: 50%
- Gastroenterology: 49%
- Rheumatology: 47%
- Infectious Disease: 47%
- Nephrology: 47%
- Orthopedics: 47%
- Oncology: 46%
- Pathology: 45%
- Plastic Surgery: 45%
- Pulmonary Medicine: 43%
- Dermatology: 43%
- Diabetes & Endocrinology: 41%
- Ophthalmology: 41%
- Psychiatry & Mental Health: 40%
Adversity Introduces You to...

YOU!

Adversity introduces a man to himself.

--H.L. MENCKEN

What lies behind us and what lies before us are tiny matters compared to what lies within us.

RALPH WALDO EMERSON
Adaptive Capacity as a Balance of Demand and Capacity

**Stressors Rise**

1. Perpetual Change
2. Metrics Mania Minus Means
3. CXO (More, more, more!)
4. Nursing Shortage
5. EMRs/MACRA
6. Free-Range Chickens
7. Fungibility
8. Sicker, older, stranger patients
9. Boarders
Adaptive Capacity as a Balance of Demand and Capacity

- **Insufficient Capacity**
  1. Rustout vs. Burnout
  2. The Erosion of Effectiveness
  3. The Cost of Caring is rising
  4. High-quality, low cost
  5. Metrics mania minus means
  6. Energy drain
  7. Stress>Adaptivity
Lessons from
Hans Selye, MD and Joan Kyes, RN
The STL and Creative Energy

- Stress raises performance, but only to a certain level
- That level is known as the “Stress Tolerance Level” or STL
- The STL is the point at which you say, “One more person, one more thing, one more gripe and I am going to explode!”
- What do **you** look like as you approach your STL?
- Energy Packets—The Secret of Creative Energy
- Close your energy packets in the ED
“Hello, I’m Dr. Mayer and...”

• “I’m sorry this happened to you but I’m glad to be your doctor today.”
• “I’m near suicidal working here.”
• “I just flushed my head in the toilet I’m so fried.”
• “I’m understanding Dostoyevsky in a way I never have previously.”
What Our Friends Think We Do...
What Our Moms Think We Do...
What Society Thinks We Do…
What the Government Thinks We Do
What We Think We Do...
Do Not Put This Off...
Now is the Only Time for You to Help You...
THE LAST OF HUMAN FREEDOMS

THE ABILITY TO CHOOSE ONE’S ATTITUDE IN ANY GIVEN SET OF CIRCUMSTANCES,

THE ABILITY TO CHOOSE ONE’S OWN WAY.

VIKTOR FRANKL
A Binary Equation...

1. Reduce the stressors disconnecting you from your passion

2. Increase your adaptive capacity
Treating Burnout
Creating the Job You Love

- Nourishing our Adaptive Capacity
- Regaining/Seizing Control
- Reward and Recognition
- Developing Community
- A Culture of Fairness
- Imbuing Values into Work
The 6 Most Treasured Words...
DYHAPP?

BONA FIDE
PHYSICIAN
with degree
animals
doctored
when time
permits
elixirs
splints
remedies
trusses
HOUSE CALLS ONLY IF NEEDED
The Power of “One”

• One doctor...
• One patient...
• One family...
• One team...
• One choice...

• You **will** make a difference...

• **What will the difference be?**
Loving The Job You Have

Nourishing Our Adaptive Capacity

• Love, Hate, Tolerate & Round with What you Hate
• 24/7/365 grafted onto 12-18/5/250
• Transform the Job—Have a Change Strategy
• Close your Energy Packets
• Sit down, Smile, Touch them, Active Listening, Blameless Apology
• Variation which Increases Value—Different Tools for Different Times
• Taxi, Take-Off, Flight Plan, Landing
• Have a Pain Flight Plan
• Great Leadership Prevents Burnout
Learning to Love the Job You Have
Creating the Job You Love

1. What do I LOVE? Maximize It
2. What do I Hate? Eliminate it
3. What do I Tolerate? Minimize It
Learning to Love the Job You Have
Physician Transformation

From...Authority

• All Knowing (has the answers)
• Font of Wisdom
• Compassionate Caregiver (Cure Sometimes, Relieve Often, Care Always)

To...Partner & Team

Team Leader

CXO

Knowledge Translator
Carl Jung

"What's true in the morning is a lie by the afternoon."

What works when we start doesn't work by the time we finish.
They’re Not the Same
Why Would Your Survival Strategy Be the Same?
Learning to Love the Job You Have... Nourishing Our Adaptive Capacity

- Who’s coming?
- How many are coming?
- When are they coming?
- What are they going to need?
- Are we going to have what they need?
- Do we have The Right Stuff?(What are we going to do when we don’t?)
Taxi, Take-Off, Flight, Landing
Creating the Job You Love

Regaining Control

- Chief Story Teller-Performance Artists
- Scribes
- The Power of Yes
- The Power of No (No Wonder Woman, Lone Ranger, Superman...)
- Disconnect your hot buttons
- Don’t let life be a surprise to you
- Do the things you tell your patients to do
- Multitasking
Regaining Control
Learning to Love the Job You Have
Expectations

“We knew you were coming in today... we just didn’t know your name!”
Do the Things You Tell Your Patients to Do
Multitasking-It makes you stupid...
But you still have to do it!

• Cone of Silence for Critical Tasks—a designated No-Interruption Zone
• Evidence-Based Language—”I’m sorry, I am entering a critical medication order. Please let me finish to avoid any chance of error.”
• No personal use of smart phones, yes to clinical searches, yes to showing patients
Multi-tasking Makes You Stupid

**Value-Added Interruptions**
- Critical lab values
- Substantial Imaging Changes
- Change in status requiring immediate intervention (SBAR)
- New realities-incoming codes, traumas, EMS, boarding status
- Any “Huddle-Up” issue

**Non-Value-Added**
- “CBC is back…”
- “Chest Xray is back in PACS”
- Change in status but can wait
- “The family is in Room 6”
- “The patient in 7 says he’s allergic to everything except Dilaudid!”
Loving the Job You Have

Rewards and Recognition

• The more you reward and recognize others, the more you will be rewarded and recognized
• The Power of One-Reward Yourself!
• Catch People Doing Things Right
• Say “Thank you” at least 50 times a day
• Felicias, Fannies and Bernardos…
• The Story of Dr. White
• Coach your Kids’ Teams
• Reconnecting Passion-This is a great place to work because you are a great person to work with
Learning to Love the Job You Have…
The Language of Passion (R & R)

- “That was an excellent job!”
- “You just saved this guy’s life!”
- “Thanks-you made a B Team day into an A Team one.”
- “What could I have done to make your job easier?”
- “Anne picked up some very important information which is going to improve your care.”
- “Isaac is our best APP-you’re fortunate he’s here.”
Create the Job You Love

Re-establishing Community

• The Language of Thanks
• Physician Transformation
• Re-Recruit your A Team-and Yourself
• Use the language of teams-”I’m Dr. Mayer and Jane and I are leading an excellent team of people who will be caring for you today”
• Huddle Up!
• “That’s not a doc problem...”
• Round on Next
• As you feel withdrawal, force yourself to reconnect
• Go together...
If you want to go fast, go alone.
If you want to go far, go together.

- African Proverb
Learning to Love the Job You Have
Wisdom is Everywhere...

YOU CAN EASILY JUDGE
THE CHARACTER OF A MAN
BY HOW HE TREATS
THOSE WHO CAN DO
NOTHING FOR HIM.
Creating the Job You Love

Fairness in an Unfair World

• Mutual accountability
• Move metrics mania without means to motivated, meaningful movement
• Find unfairness-and eliminate it
• Strongest advocate for nurses, team, patients
• No counting down
• Druckenbrod’s Queries-”How’d we do?” “Have we met or exceeded your expectations?”
• The Power of the Elevator Speech
• Become the Problem Doctor
• “Spectacular!”
Creating the Job You Love

Reinfuse Values Into Your Practice

• DYHAPP
• Power of One
• Chief Story Teller
• State your values-if you don’t know them, how will anyone else?
• Reconnect passion to purpose
• Habits of the Watchful Heart
• Keep a Patient Journal (“I saw... I heard...I felt...I wish!”
• Be like Praveen!
Dr. Praveen Kache

“I treat old people like Time Machines”
Despite the elegance of the plans, one must occasionally look at the results.
Of all the will toward the ideal in mankind only a small part can manifest itself in public action. All the rest of this force must be content with small and obscure deeds. The sum of these, however, is a thousand times stronger than the acts of those who receive wide public recognition. The latter, compared to the former, are like the foam on the waves of a deep ocean.

*Albert Schweitzer, MD*

*Out of my Life and Thought*
George Washington Carver

How far you go in life depends upon ...

?  

Courtesy Chuck Stokes, FACHE
George Washington Carver

• How far you go in life depends upon your being...
  Tender with the young
  Compassionate with the aged
  Sympathetic with the striving
  And tolerant of the weak and strong
  Because someday in your life
  You will have been all of these things

Courtesy Chuck Stokes, FACHE
The Most Important Slide

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