Objectives

- Recognize the cycle triggered by the reflex response to change
- Understand that the quality of our relationships with colleagues, staff and patients is the heart of healthcare
- Recognize symptoms of distress and burnout in self and others
- Understand the concept of paradox and choosing a constructive point of tension between two things that are true and yet competing
- Develop a more conscious relationship with time and the use of time as a representation of priorities
- Name three steps you can take to promote work-life balance for yourself
What has Fueled the Healthcare Reform Fire

“The healthcare sector is far and away the most inefficient economic driver in the U.S.”

Peter Orszag, Director, OMB

- 30% of what we spend adds no clinical value (5% of GDP) - Institute of Medicine
- Nearly 4.4 million hospital admissions totaling $30.8 Billion in hospital costs could have been prevented - AHRQ
- The Gawande/McAllen Effect
  Geographic disparities are stunning!
  End of Life Care: UCLA/Hopkins $90K vs. Cleveland Clinic/Mayo $55K
  Dartmouth (Wennberg and Fisher)

Gawande - The Costconundrum, New Yorker Magazine, June 1, 2009
Relative Consensus on Many Issues

- **Reward** Value NOT Volume: Value based purchasing
- Bundled Payment (end of Fee for Service)
- Accountable Care Organizations (Hospital-Physician Integration)
- Focus on Reducing Hospital Readmissions
- Transparency in Cost and Quality
- Evidence Based Care
- Waste, Fraud and Abuse
- And a Few Others
“Organizations are illusions....they are just groups of relationships.”
Change

- stressful
- fear
- sense of loss
Reflex mechanisms evolved to protect us from our biggest threat

Major threat or strain = hemorrhage due to trauma

• Activation of neurohormonal and sympathetic nervous system
• Elevated catecholamines
• Salt and water retention
• Vasoconstriction

• Maintain BP
• Restore blood volume
• Perfuse vital organs
Vicious Cycle of Heart Failure

- Increased load
- Decreased cardiac output

Elevated catecholamines
Salt and water retention
Vasoconstriction

Activation of neurohormonal and sympathetic nervous system
Vicious Cycle of Heart Failure

Decreased cardiac output

- Activation of neurohormonal and sympathetic nervous system
- Reflexes make things worse
- Elevated catecholamines
- Salt and water retention
- Vasoconstriction

Increased load
The Heart of Healthcare is Relationship
Relationships Strained by Change

- Emphasis on context
- Meaningful/rewarding
- Trust
- Connection
- Infinite potential
- Advocacy
- Collegiality

- Productivity
- Draining
- Suspicion
- Fragmentation
- Finite resources
- You’re on your own
- Competition
The Failing Heart of Healthcare

Increased load

Strain of change

Suspicion

Anger

Withdrawal

Fear
A Patient’s Fear

- What is wrong with me?
- Am I going to die?
- Will I get the time and attention I need?
- What are my options?
- Will things be explained to me?
- Will I be in pain?
- How will I pay for what I need?
- Is my doctor my advocate?
A Patient’s Suspicion, Anger and Withdrawal

• I am on my own.
• Nobody talks to me.
• I do not trust doctors.
• I want all the tests my insurance will pay for.
• I want guarantees.
• If something goes wrong I will sue.
• I want something to make my symptoms to go away.
• The real answer is being withheld from me.
More strain

- Seek information from questionable sources.
- Demand more tests.
- Psychosocial needs become “medicalized.”
- Distraction from life’s tasks.
A Doc’s Fear

- Can I keep up with the pace?
- I have given up control but still have all the responsibility.
- I will have to work harder to make less money.
- What will be well reimbursed? How can I do more of that?
- Will I have adequate staff support?
- Should I practice defensive medicine?
- What will my colleagues think of me?
A Doctor’s Suspicion, Anger, and Withdrawal

- I am exhausted and have nothing left for my family.
- I have no control over my life.
- I do not find my work meaningful.
- I feel like a widget.
- I made a mistake in becoming a doctor.
- I don’t know who to trust.
- Who has time or energy for committee meetings?
- Oh please, not another management theory!
- I feel unappreciated.
- I don’t care anymore.
- Do I have enough money saved to quit?
Evidence for more strain

- I want more money, time and control.
- I am angry all the time.
- I have given up on the organization.
- I will ignore my personal needs and just try to endure it.
- I quit.....or I quit and still stay in the group
Our Reflexes Thwart Us

- Reflex response is exaggerated by the pace, chronicity and permanence of change
The Failing Heart of Healthcare

Strain of change

Increased load

Suspicions
Anger
Withdrawal

Reflexes make things worse

Fear
What will be withheld from me?

How can I protect myself?
How can I get my needs met?
“It will take real structural change in the work environment for physician satisfaction to improve. Fortunately, the data show physicians are willing to put up with a lot before giving up.”

Mark Linzer, MD
What happens when docs are unhappy?  
Outcomes of dissatisfaction

<table>
<thead>
<tr>
<th>Outcome Description</th>
<th>Reference</th>
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“Burnout”

A syndrome made up of three principal components:

1) emotional exhaustion
2) depersonalization
3) diminished feelings of personal accomplishment


JAMA February 2004: same components of burnout common among practicing physicians
Physician Burnout

Several studies of practicing physicians have common findings:

- 46-80% mod to high levels of emotional exhaustion
- 22-93% mod to high levels of depersonalization
- 16-79% low to mod levels of personal achievement

Chopra et al
Physician Burnout

The risk of burnout increases in individuals who...

...consistently experience work overload
...have a perceived lack of control over their work environment
...have jobs that require extensive care of other people

SOUND FAMILIAR??
MEMO study (Minimizing Error Maximizing Outcome)

- Funded by AHRQ; 2002-2006
- 119 PC clinics; 420 MDs; 1785 patients.
- Determine relationships between work conditions, physician reactions (stress and burnout) and patient care (quality and errors)
MEMO Study conceptual model

Workplace Characteristics
- Structure
- Culture
- Workflow
- Policies, processes
- Patient demands

Physician Reactions
- Satisfaction
- Stress
- Burnout
- Intent to leave

Patient Outcomes
- Satisfaction
- Trust
- Quality of care
- Medical errors
MEMO Results: physician outcomes

- 49% said jobs were stressful
- 50% need more time for visits
- 27% burning out or burned out
- 30% moderately or more likely to leave job within 2 years
- Strong relationships between work conditions (time pressure, work control, chaos, organizational culture) and physician reactions (satisfaction, stress, burnout, intent to leave)
Autobiography in 5 Short Chapters
NO
AUTOBIOGRAPHY IN FIVE SHORT CHAPTERS

- I walk down the street.
- There is a deep hole in the sidewalk
- I fall in.
- I am lost ... I am helpless.
- It isn't my fault.
- It takes me forever to find a way out.
• I have no time.
• Other people set obstacles for me and have expectations of me.
• I am a prisoner of my life/my organization/my practice and
• Things can’t be different.
“Our standard greeting has become: I am so busy. We say this with no small degree of pride, as if our exhaustion were a trophy, our ability to withstand stress a mark of real character. The busier we are, the more important we seem to ourselves, and, we imagine, to others.”

Wayne Mueller, Sabbath, Restoring the Sacred Rhythm of Rest.
• I know what I want to do ........but I don’t have time
• They take my time
• We all have 24 hours in a day.
• Your calendar does not lie
We all have all the time there is.
How we spend it can be a mindful ......or a mindless choice.
But it is a choice.
We all have 24 hours in a day.
We have met THEM
and
THEY are us.
- I walk down the same street.
- There is a deep hole in the sidewalk.
- I pretend I don't see it.
- I fall in again.
- I can't believe I am in the same place.
- But, it isn't my fault.
- It still takes a long time to get out.
Stress Reduction Kit

Bang
Head
Here

Directions:
1. Place kit on FIRM surface.
2. Follow directions in circle of kit.
3. Repeat step 2 as necessary, or until unconscious.
4. If unconscious, cease stress reduction activity.
Create your reality or your reality will create you.
• I walk down the same street.
• There is a deep hole in the sidewalk.
• I see it is there.
• I still fall in ... it's a habit.
• my eyes are open
• I know where I am.
• It is my fault.
• I get out immediately.
Are you living the life that wants to live in you?
IV

- I walk down the same street.
- There is a deep hole in the sidewalk.
- I walk around it.
People who thrive in difficult times do two things.......face reality and remain hopeful.

-paraphrase from the Man’s Search for Meaning by Viktor Frankl
Face Reality

Remain Hopeful
Face Reality

Hold both in tension

Remain Hopeful

Corrosive Cynicism

Irrelevant Idealism

Hold both in tension
Tensions we need to face – make tradeoffs consciously

- Work load
- Autonomy
- Control
- Productivity, Patient satisfaction, Quality, Cost
- Professional and personal life
I walk down another street.

- I walk down another street.
Deeper Understanding About what Motivates Us

- **Autonomy** –
  - Freedom to be creative in how to work

- **Mastery**
  - Giving people the chance to design and deliver care they are proud of, to perfect and improve what could be better

- **Purpose**
  - Having a compelling purpose

*Daniel Pink – Drive: The Surprising Truth about what motivates us*
Find Sanctuary Daily

Feel physically and psychologically safe

Reflect and capture lessons

Regain courage and perspective

Reaffirm a deeper sense of self and purpose

Restore spiritual resources
• We are not helpless and improving work-life balance is really hard
• We are part of the mess and we are the solution
• Our culture seductively encourages falling in the hole in the sidewalk and WE are our culture
• Things can be different
• We all have all the time there is and we trade it for what we think is most important
• We can make conscious choices
• We can help each other face reality AND stay hopeful and see possibility
• This is about more than changing circumstances - it is really about changing our awareness.
• We can’t change our lives without changing our awareness
And changing our awareness changes our lives.
Strain of change

Fear

Suspicion

Anger

Withdrawal

Increased load

Irresistible group with which to practice medicine or to receive care

Thriving in the face of fear

Enhanced relationships