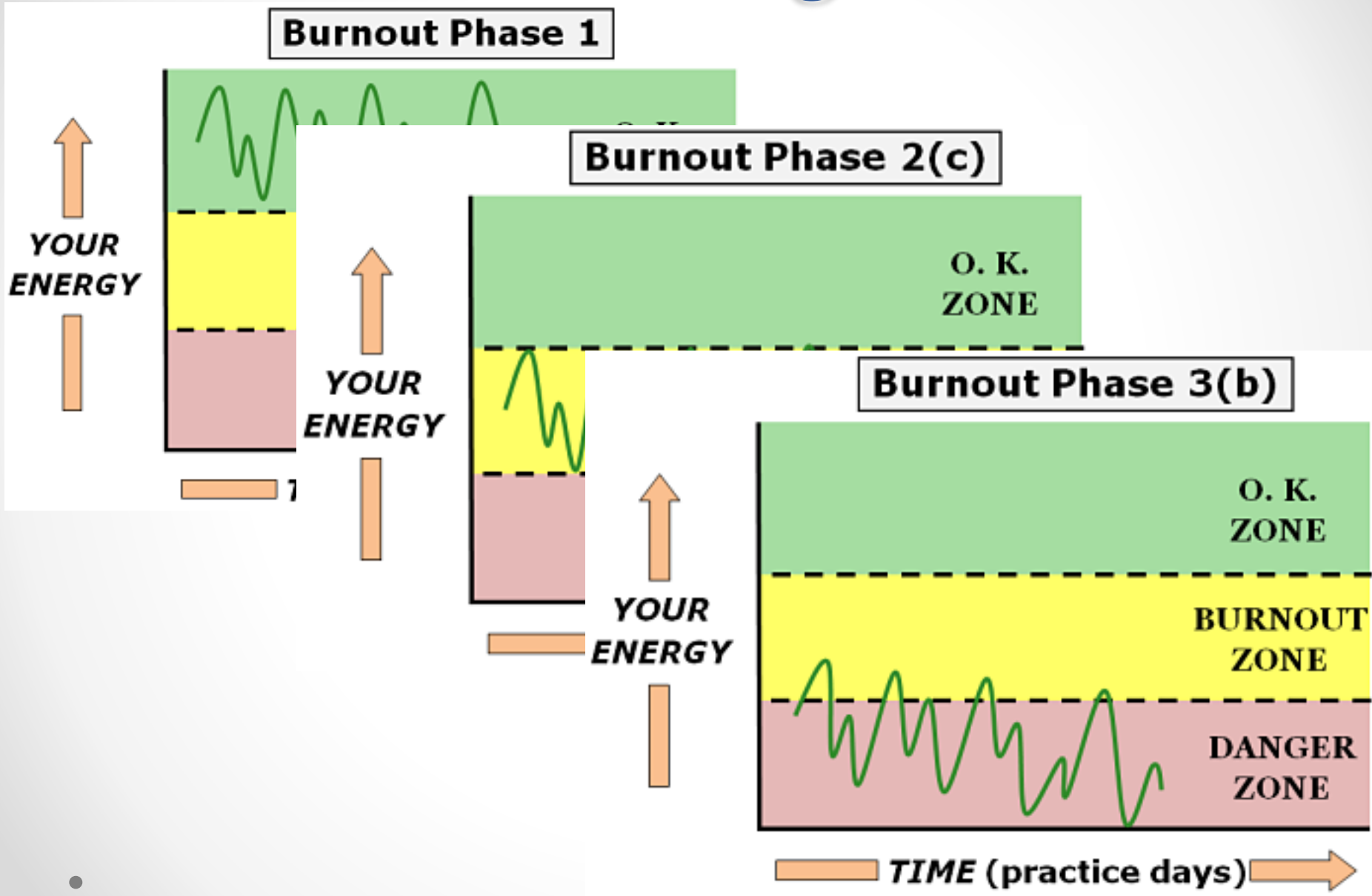


# Avoiding Burnout



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Head & Neck Surgery

# Burnout Progression



# How Bad is It?

- Rates of Burnout
  - **Medical School:** 28-49% of students, with ~11% experiencing suicidal ideation
  - **Residency:** 27-75% of residents suffer some burnout
  - **Private Practice Surgeons:** 1 in 3 docs, with some studies indicating closer to 60%



- Ishak WW, Lederer S, J Grad Med Educ. 2009 Dec;1(2):236-42.
- Dyrbye LN, Thomas MR, Massie FS, et al. Burnout and suicidal ideation among U.S. medical students. Ann Intern Med. 2008;149:334.
- Shanafelt T et al, Annals of Surgery: September 2009 – Volume 250 – Issue 3 – pp 463-471

# Work Life Satisfaction

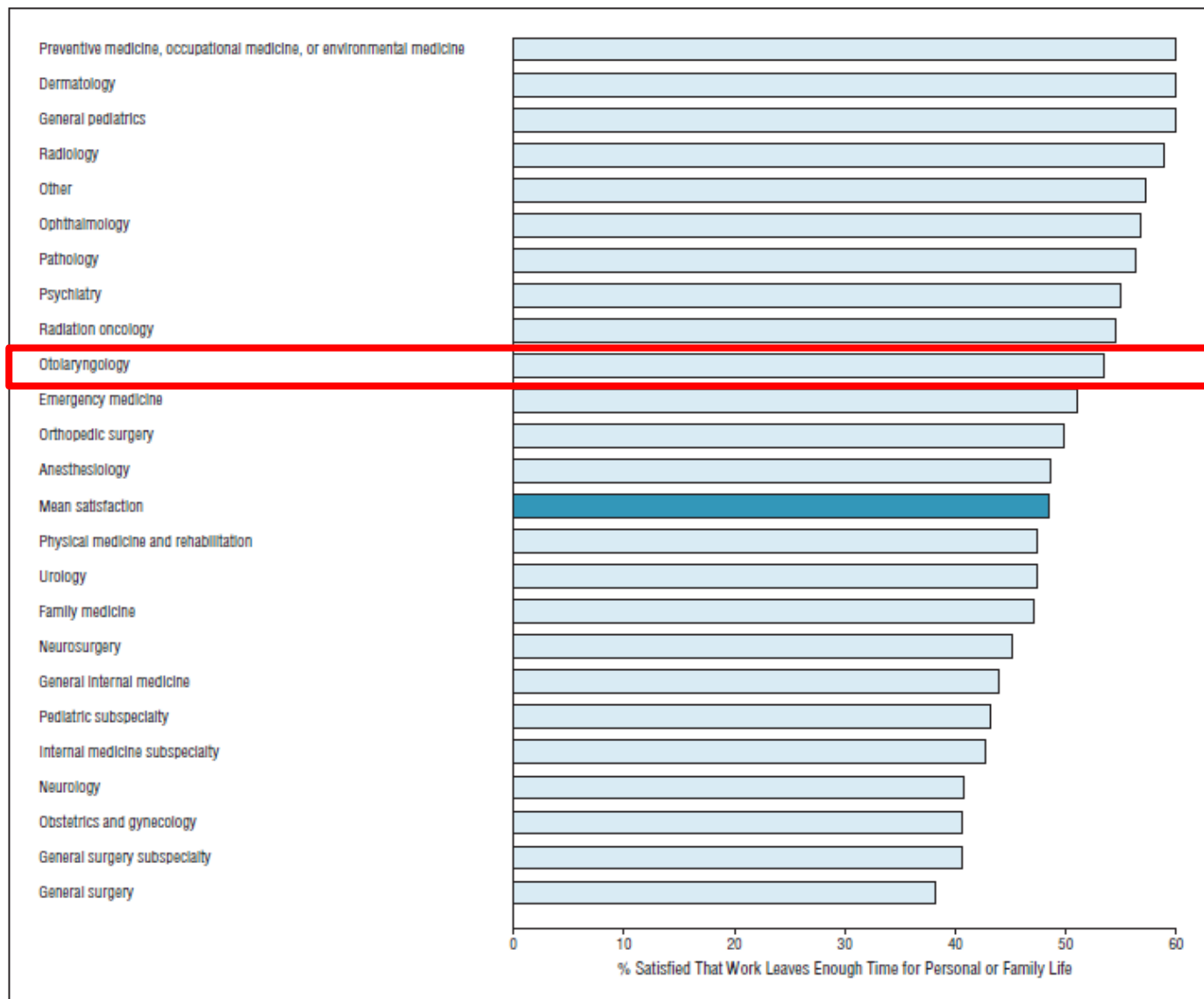
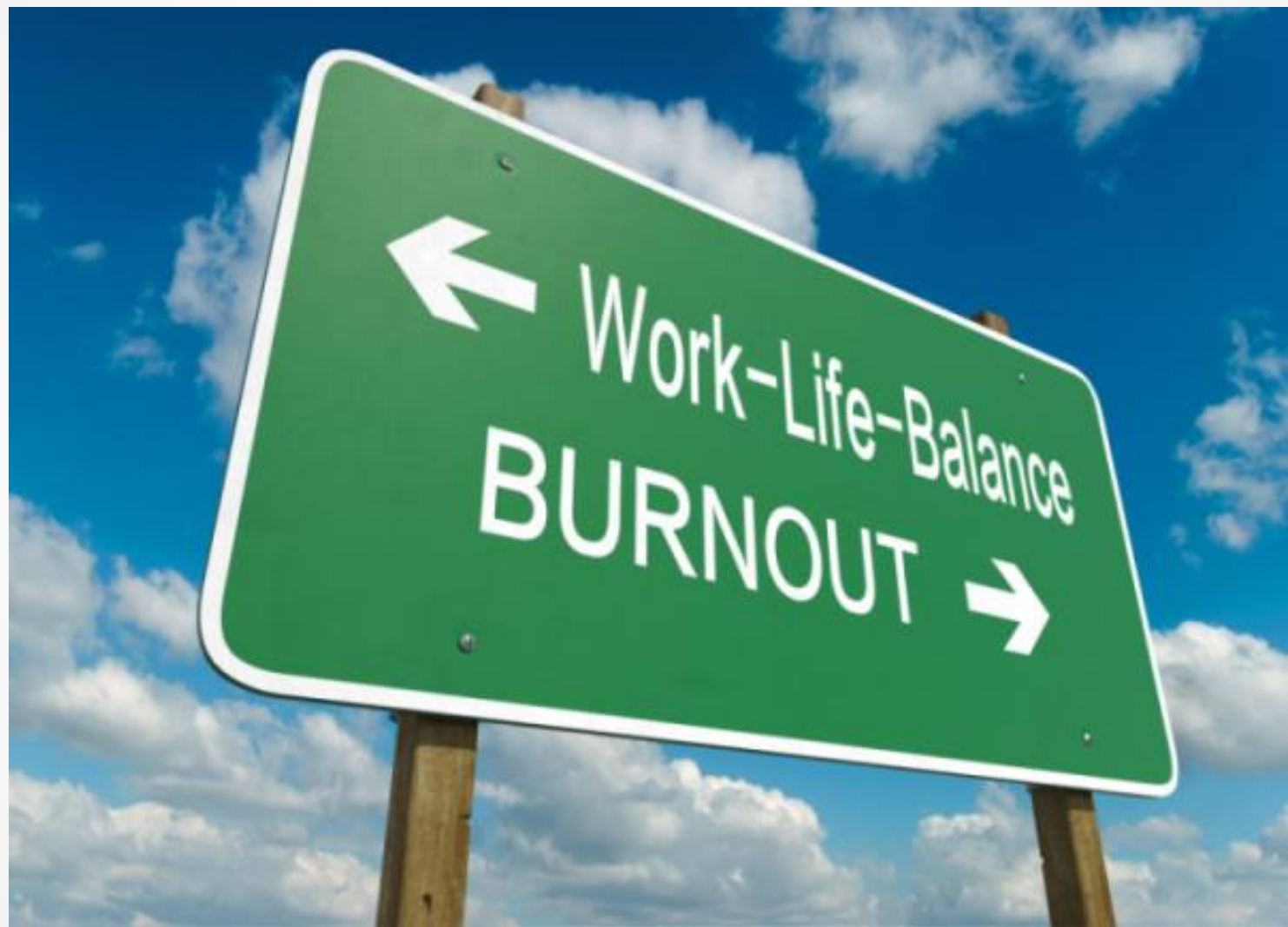
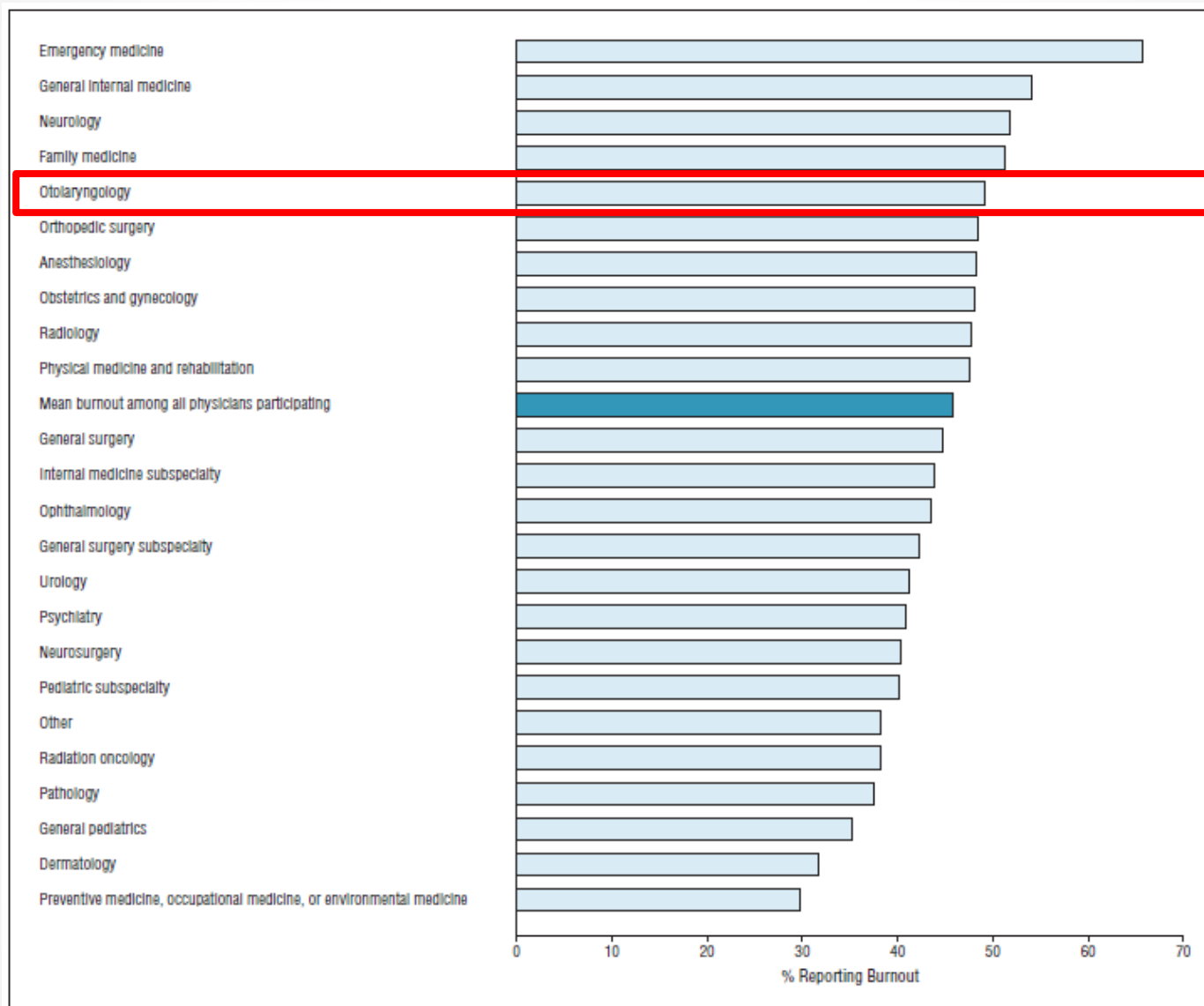


Figure 2. Satisfaction with work-life balance by specialty.



# Rates of Burnout



~48%

Figure 1. Burnout by specialty.

# Burnout: ENT Residents

- 684 residents responded (50%)
- MBI-HSS:
  - High burnout: 10%
  - Moderate burnout: 76%,
  - Low burnout: 14%
- Work hours highest associated factor
  - Predictive of emotional exhaustion
  - Scores rising 0.19 for each hour worked



# Burnout: ENT Attendings

- Burnout Rates  
4% high, 66% moderate
- Burnout worse among  
Associate Professors
- Females worse than males  
EE 23.4 vs 18.3
- Inadequate time for  
research correlated most  
with burnout
- Exhaustion worse in  
Microvascular Surgeons

TABLE IV.  
Summary of Maslach Burnout Inventory-Human Services Study (MBI-HSS) Subscores among Academic Otolaryngologists and Other Types of Physicians.

	Mean MBI-HSS Subscore (SD)		
	EE	DP	PA
Society of University Otolaryngologists	19.1 (10.5)	5.1 (4.6)	40.2 (6.3)
Other academics ranks of otolaryngology			
Chairs <sup>3</sup>	17.5 (11.8)	3.9 (5.1)	32.8 (9.3)
Residents <sup>2</sup>	22.4 (10.0)	10.7 (6.2)	38.0 (6.4)
Other physician specialties			
Emergency physicians <sup>8</sup>	26.1 (11.3)	16.5 (6.9)	37.2 (7.6)
Family physicians <sup>23</sup>	23.2 (9.2)	10.2 (5.6)	40.9 (4.8)
Intensivists <sup>7</sup>	22.2 (9.5)	7.1 (5.1)	30.9 (6.4)
OB/GYN chairs <sup>5</sup>	29.9 (12.1)	9.1 (4.8)	41.5 (8.8)

EE = emotional exhaustion (higher scores indicate burnout); DP = depersonalization (higher scores indicate burnout); PA = personal accomplishment (lower scores indicate burnout).

- Golub et al. Laryngoscope. 2008;118:1951-1956.



# Burnout in ENT Chairs

- [Laryngoscope](#). 2005 Nov;115(11):2056-61.
- **Burnout in academic chairs of otolaryngology: head and neck surgery.**
- [Johns MM 3rd<sup>1</sup>](#), [Ossoff RH](#).
- 107 department chairs
- Average 56 yo, 11 years as chair
- MBI scores showed 3% of chairs high burnout, 81% moderate burnout, 16% low burnout
  - Risk factors: low self-efficacy, low spousal support, disputes with dean, budgets and weekend working

# Fixing Burnout

- Practice smart scheduling
  - Start a hobby
  - Volunteer
  - Make time for yoga or exercise
  - Read something non-medical
  - Break for occasional sweet treat
  - Make time for family
  - Go for a walk
  - Delegate
- 
- <http://www.physicianspractice.com/worklife-balance/9-ways-avoid-burnout>

# What is Burnout?

*” ... an erosion of the soul caused by a deterioration of one’s values, dignity, spirit and will.”*

- Dr. Glen Gabbard

# What is Burnout?

- Burnout is a “negative account balance”
- Often people have several accounts:
- **Physical energy**
  - get up and go
- **Emotional energy**
  - ability to be available and compassionate
- **Spiritual energy**
  - your connection to your purpose in your work



# Symptoms of Burnout

- **Exhaustion**
  - Physically, emotionally, spiritually tired
- **Depersonalization / Cynicism**
  - Lost ability to care or empathize
  - Can not connect with your patients, staff and co-workers.
  - Blame, shame or demonize the patient
- **Faltering Personal Assessment**
  - Doubt that your work makes a difference
  - Question the quality of what you do

# Men vs. Women



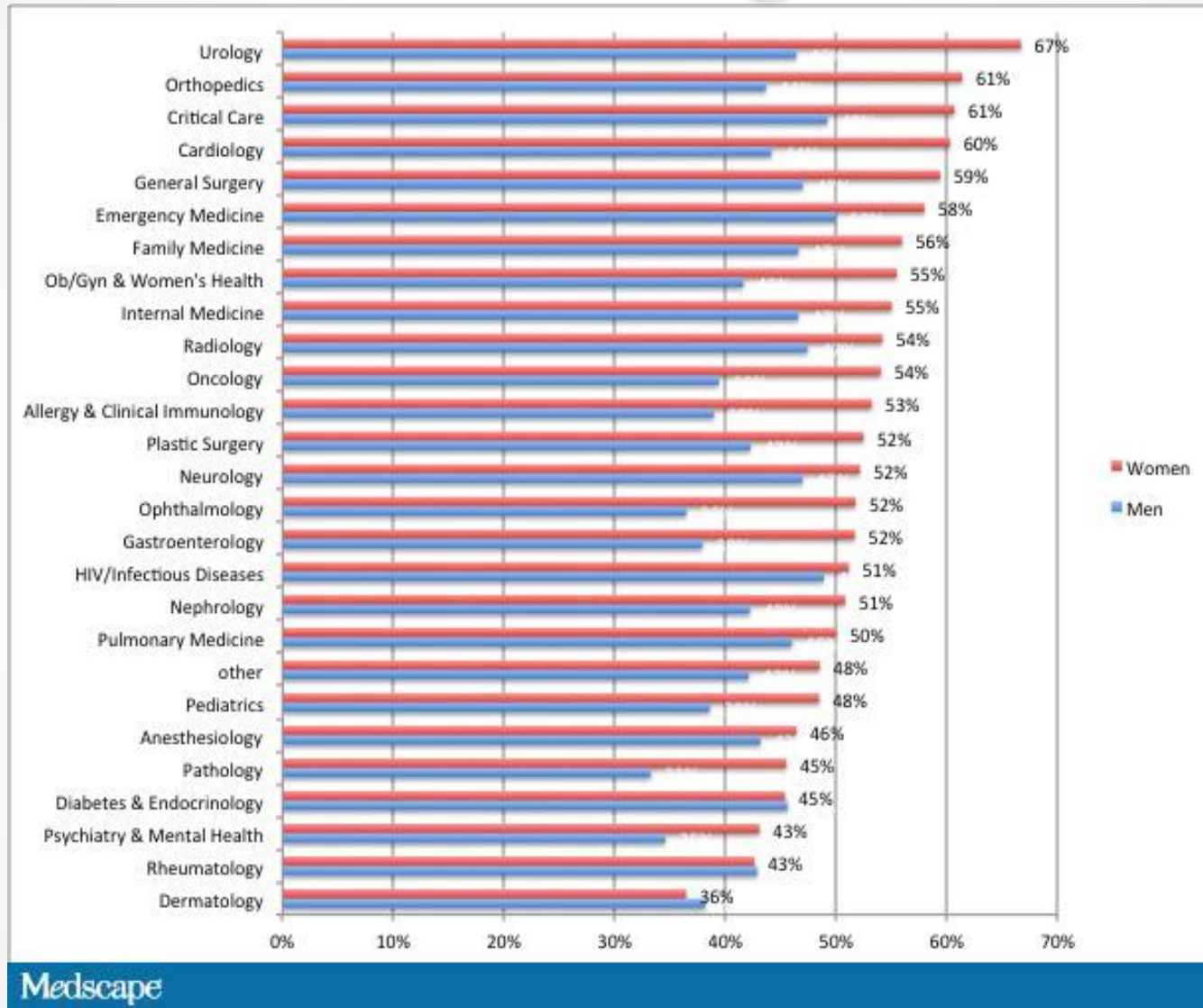
- Women are 60% more likely than male physicians to report burnout.
- The odds of burnout in women increases 12% to 15% for every 5 hours over 40 / week
- Men start with Depersonalization
- Women start with Exhaustion
- Women more likely to report failing Personal Assessment



McMurray et al. *J Gen Intern Med.* 2000;15:372-380.

Houkes et al. *BMC Public Health* 2011, 11:240-252.

# Burnout Amongst Women





# Fixing / Avoiding Burnout



# Lessons from a Chinese Wedding



# Five Fortunes





福

*Fú* - Good Fortune



# 福 *Fú* - Good Fortune

- Serendipity
  - Create the space for good things to happen
  - Increase your Margin
  - KevinMD: “Take a break”
  - LifeHacker: Invite randomness by taking risks



# 福 *Fú* - Good Fortune

- Preparation through Organization
  - Adjust your work schedule
  - Create a “Life” schedule!



祿

*Lú*- Prosperity







# *Lú*- Prosperity

- Find your pride, but not your hubris!
- Be careful of networking fatigue!
- Choose opportunities wisely





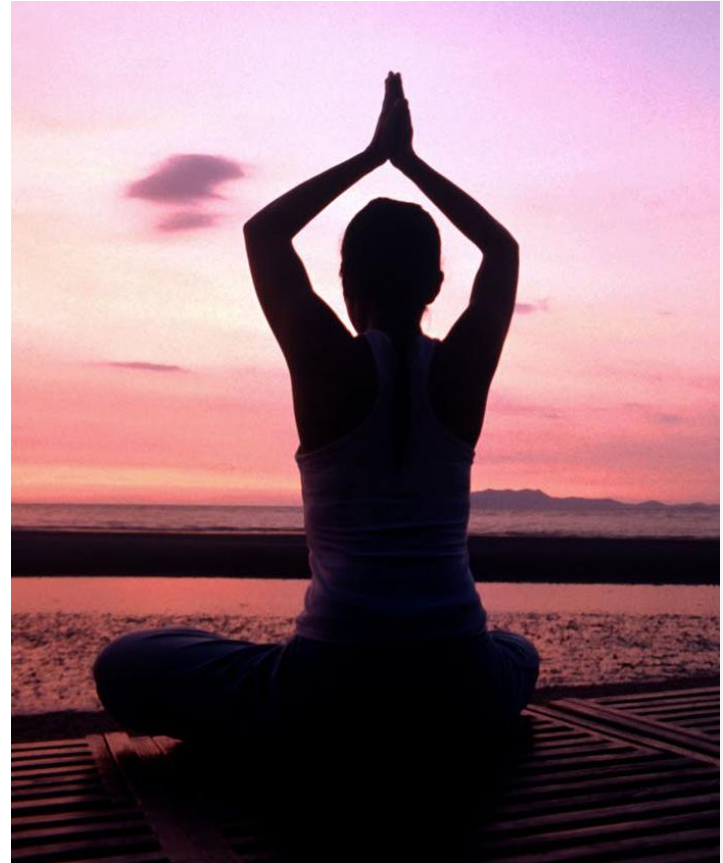
# *Shou* - Longevity





# *Shou* - Longevity

- Physical Health
  - Exercise
  - Diet
  - Sleep
- Mental Health
  - Mind-body exercises
  - Gratitude
  - Spirituality
  - Hobbies
  - Activities







# *Xì* - Happiness

- *Xìngfú*: a concept central to contemporary Chinese discourse on “happiness”
- **Happiness** is relational in nature, **defined by interpersonal relationships**
- *Xìngfú* loosely translatable as ‘**a belief that one is loved and cared for**’





# *Xì* - Happiness

- “Double Happiness”
- Reinforces concept of spouse/partner
- Speaks to the human need for connection
- Implications for burnout management are myriad





# *Xi* - Happiness

- Spouse / Partner / Significant other: Date night
- Make room for Friends and Family
- Seek out mentoring relationships



財

# Cai - Wealth







# Cai - Wealth

- Everything is better with a budget.
- Cut-out the wants, focus on the needs.
- Have a fallback emergency fund.
- Pay off your credit card balances in full.

# Summary

- Burnout is real, and chances are better that you will experience it than not
- Women may be more likely to identify it in themselves; this may place men at greater risk
- Avoid / Fight burnout by replenishing your energy stores and focusing on a “Five-fold happiness”
- **Fú** – Create your own luck!
- **Lú** – Academy networking can be leveraged for status and success
- **Shou** - Work hard to live long and healthy
- **Xì** – Double happiness comes from personal connections
- **Cai** – A focus on wealth is only 1/5<sup>th</sup> of happiness

# Thank you!

