



Burnout 101

SLO County Healthcare Workforce Forum

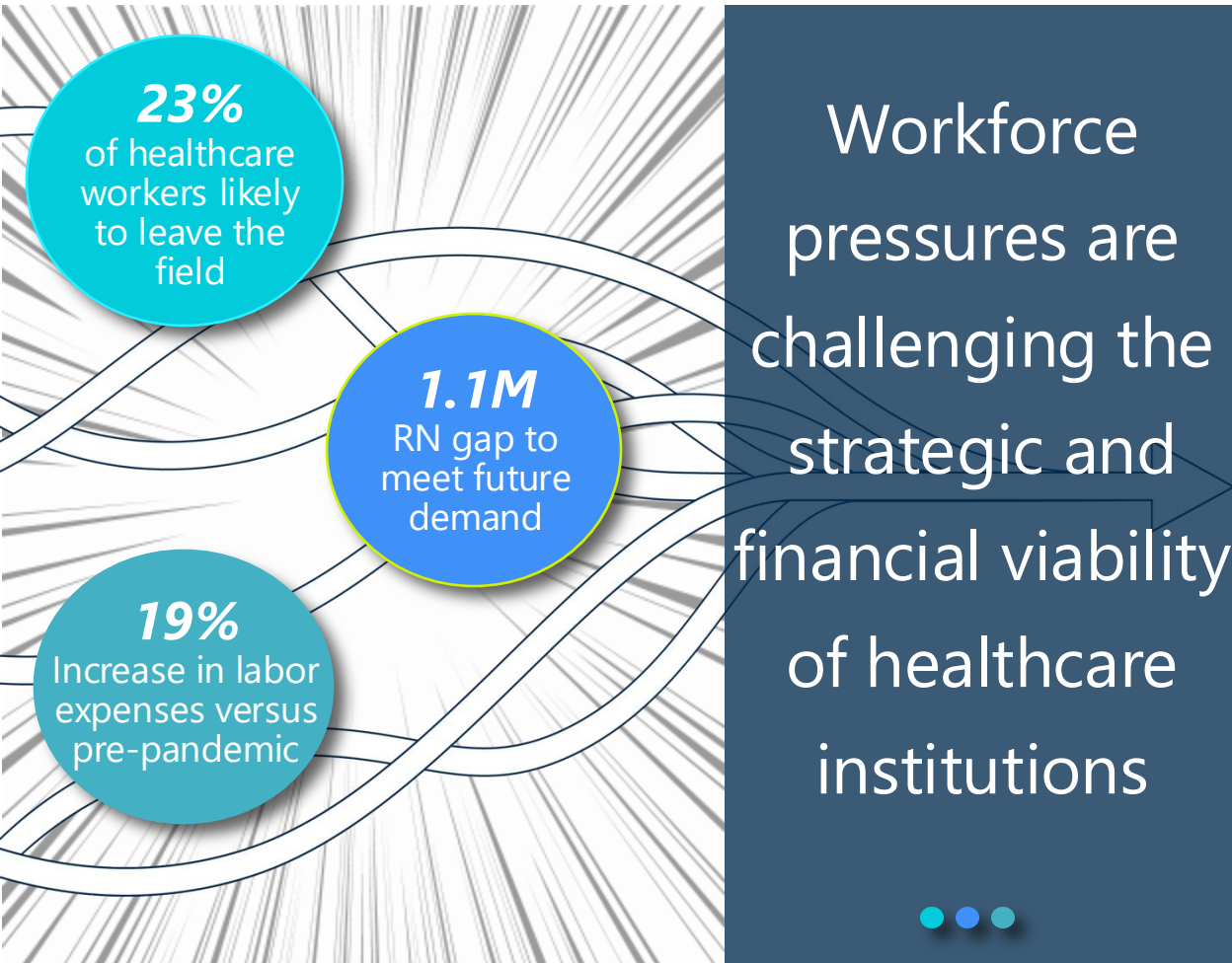
October 30, 2024

What is burnout?

The Merriam-Webster dictionary defines "**burnout**" as exhaustion of physical or emotional strength or motivation usually as a result of prolonged stress or frustration.

*Burnout can impact **all job classes**, including physicians, APPs, nurses, pharmacists, transport workers, environmental services workers, and administrators.*

Burnout is amplifying challenges within the healthcare system.



...and pressures are likely to remain challenging due to:

- ✓ **Demographics:** Population aging, chronic disease trends along with – delayed screening during pandemic now increasing volumes
- ✓ **Uneven Turnover:** Many systems losing pockets of key physicians
- ✓ **Pipeline Uncertainty:** Healthcare workforce roles vacating faster than they can be filled.
- ✓ **Disruptors:** Competition for skilled healthcare staff fueled by traditional and non-traditional competitors.
- ✓ **Care Models:** New care models and practice environments will require a fundamental shift in the shape of the clinical workforce

Context: physicians in the burnout crisis.

117,000

Physicians left medicine in 2021 alone

In just one year, 117,000 physicians and over 53,000 APP's left medicine. Primary Care was hardest hit.^{1,2}



Average total cost to recruit and replace a single physician:

~\$1M

Including lost patient revenue, search costs, orientation, ramp-up, (not including downstream revenue from referrals lost)

MORE THAN



6 in 10

Physicians indicate they are burning out and have one or more symptoms or worse in largest study (n=20,627) representing increase since 2019 and prior

Burnout Associated With



2.5X

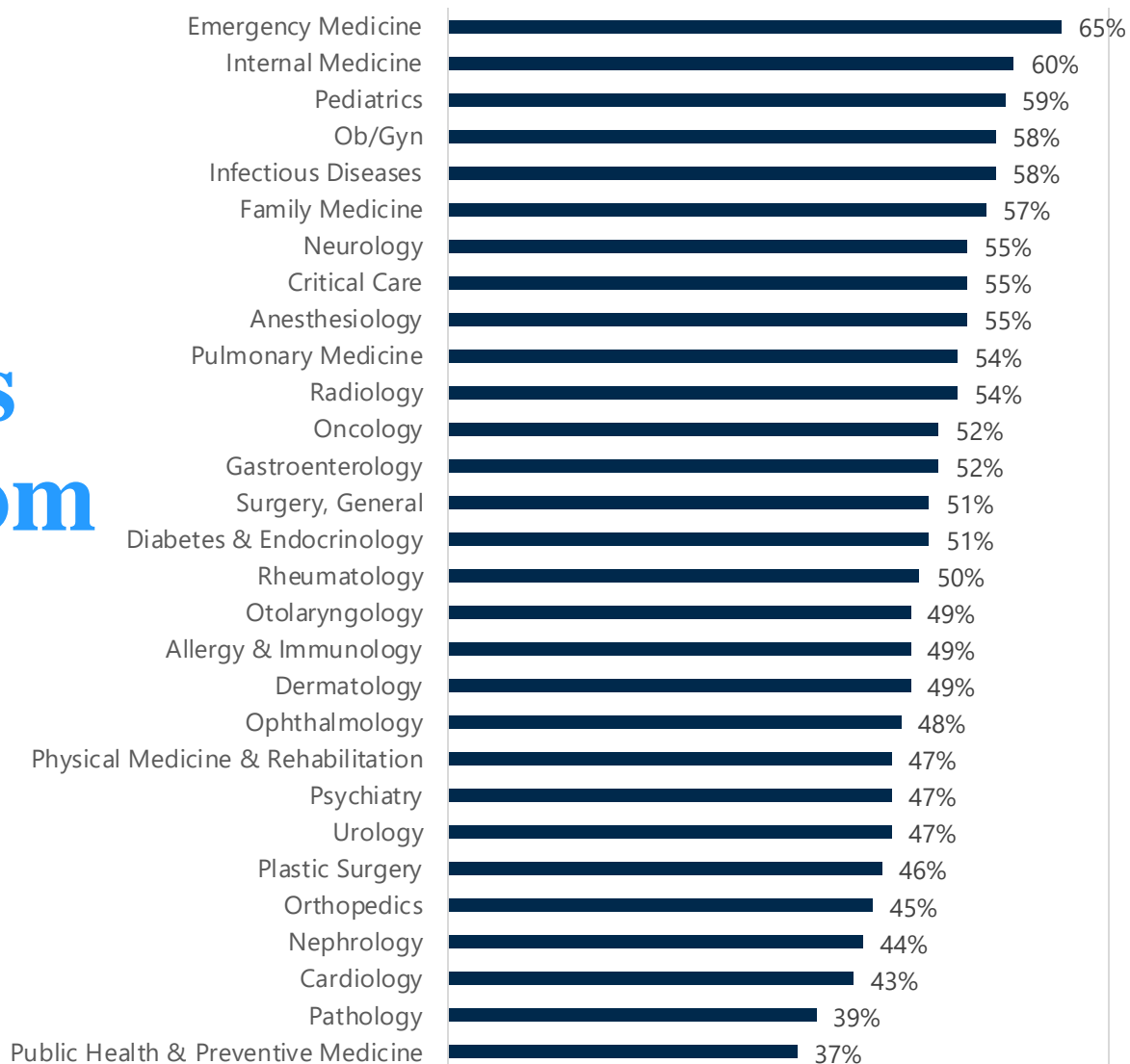
increase in medical error in study of 27,000 surgeons⁴

40% medical practices say they have lost a physician early due to burnout.

Sources: Future of Healthcare Report 2023, Vivian Health, Linzer et al, (2022) Trends in Clinician Burnout with Associated Mitigating and Aggravating Factors During the Covid-19 Pandemic JAMA Health Forum, doi: 10.1001/jamahealthforum.2022.4163., Kaiser Family Foundation 9, 2023

Which specialties are most impacted by burnout?

**Physician
burnout ranges
by specialty from
37% to 65%**
(Medscape, 2024)



Context: nurses and other staff in the burnout crisis.



400,000+

health care workers have left since the start of the pandemic*

Annual job openings due to employment growth and worker replacement from 2023 to 2033



1.9M
Openings*

Annual turnover for healthcare positions was

20.7%

In 2023****

ABOUT

194,500

OPENINGS

for registered nurses are projected each year, on average, over the next decade*

Average hourly wage rates have increased by

7.5%

from 2021 to 2022*



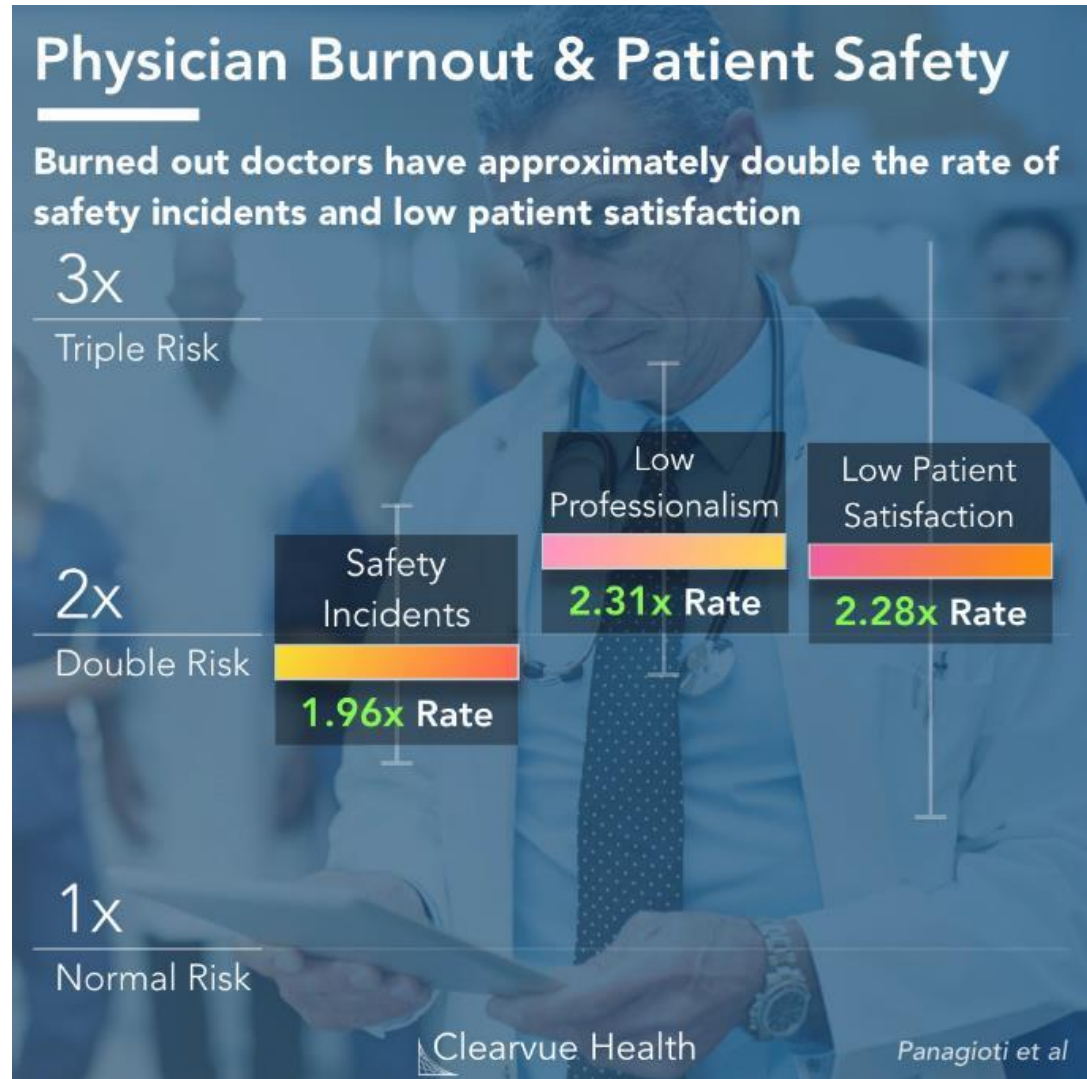
As of the end of 2022, agency hours were still

3X pre-pandemic levels***

Sources: * U.S. Bureau of Labor Statistics ; **Saratoga, Industry: Hospitals and Health Systems, ***Syntellis, All Hospital System Benchmark, ****NSI National Health Care Retention & RN Staffing Report

How does burnout impact patient safety and satisfaction?

- Burnout increases errors, worsens safety and patient satisfaction.
- Burnout is a powerful driver of turnover.
- Many still spending millions of dollars on travelers, so eager to be destination of choice for remaining talent.
- Burnout directly and indirectly results in less safe care.

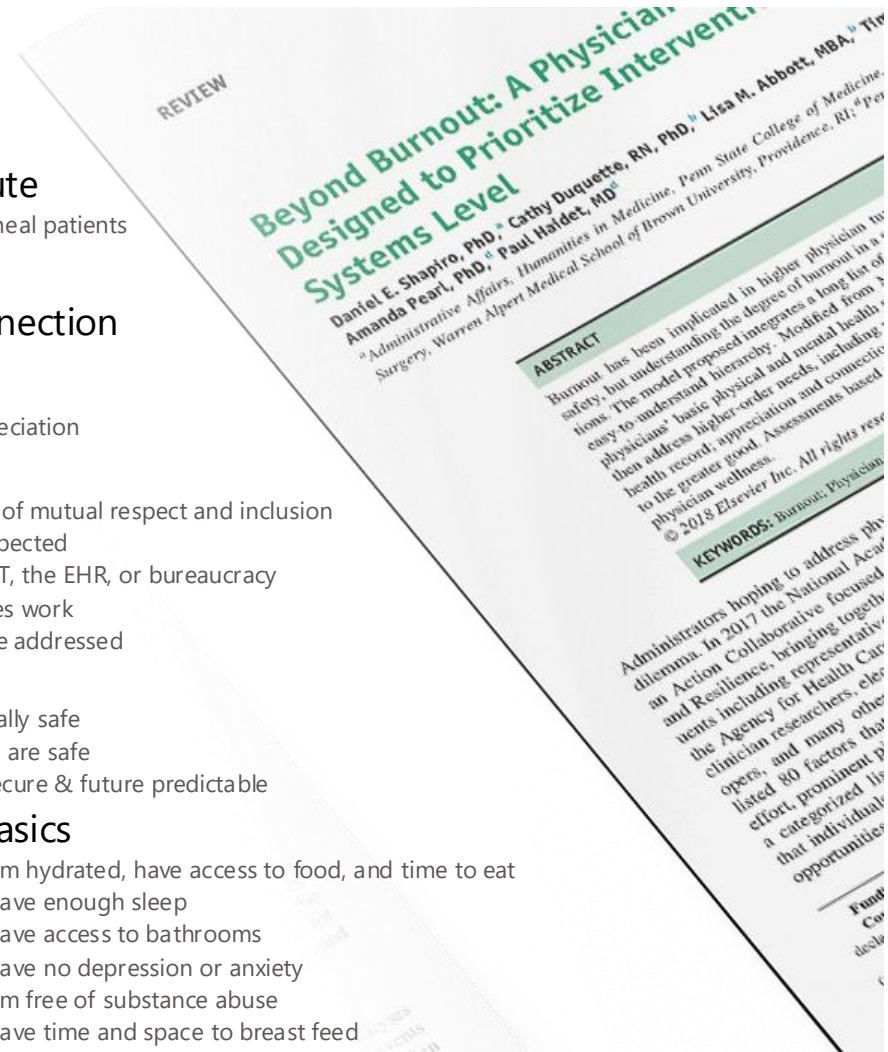
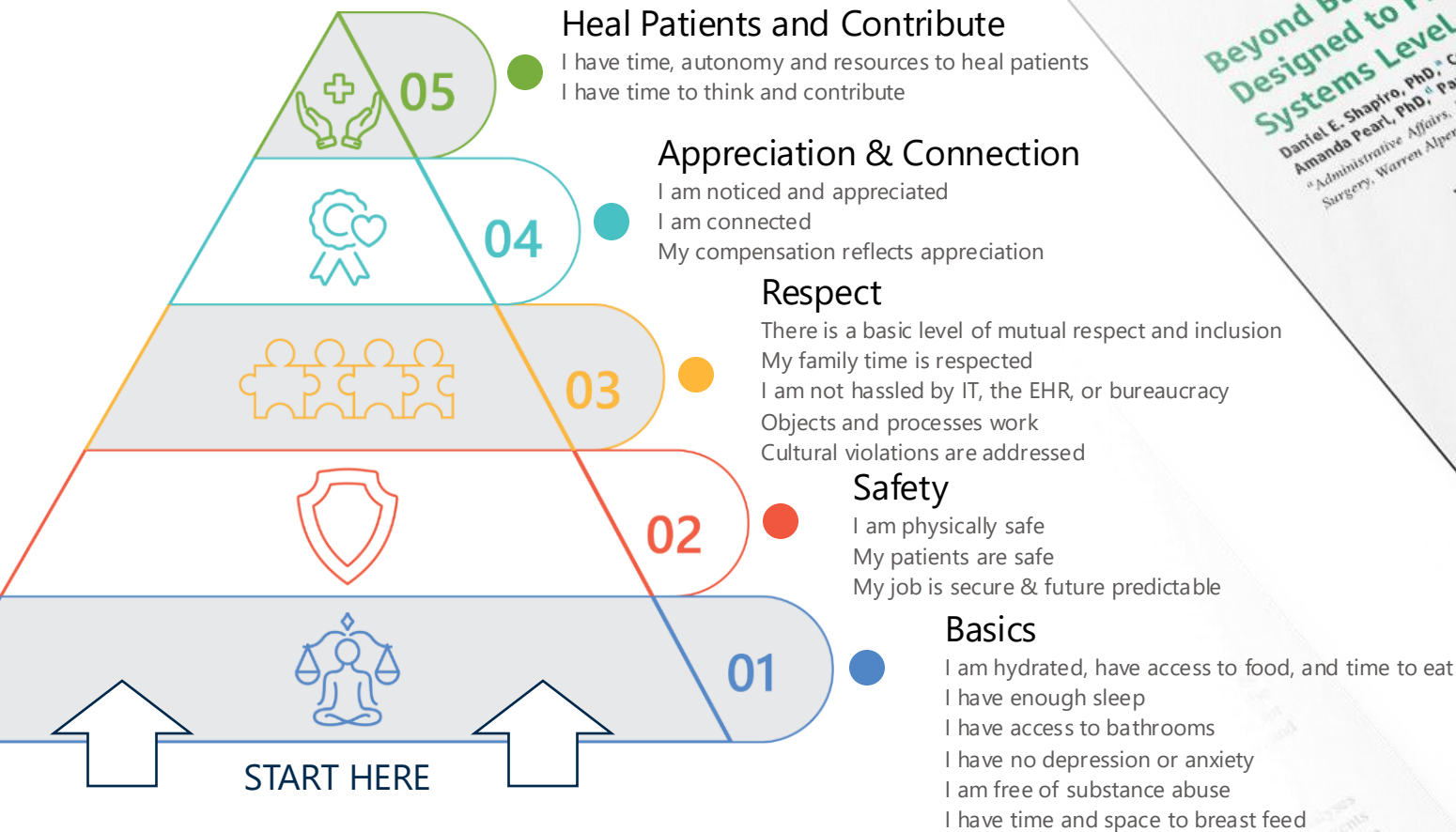


Panagioti et al, (2018) Association Between Physician Burnout and Patient Safety, Professionalism and Patient Satisfaction, A Systematic Review and Meta-analysis. JAMA Internal Medicine, 178(10):1317-1330. doi: 10.1001/jamainternmed.2018.3713.
Hall et al, (2016). Healthcare staff wellbeing, burnout and patient safety: A systematic Review. PLoS One. 2016 Jul 8;11(7):e0159015. doi: 10.1371/journal.pone.0159015. eCollection 2016.

How can we begin to understand and address burnout?

CHARTIS MODEL FOR UNDERSTANDING DRIVERS OF BURNOUT

Maslow's Hierarchy



Social drivers of health: EVS, Food Service & Transport - *Example*



12% are worried or concerned they may not have stable housing in the next 2 months

10% had utilities threatened to be shut off in their home within the past year

Report the following problems in the past where they live:



6%
Water leaks



3%
Mold



3%
Oven not working



2%
Inadequate heat



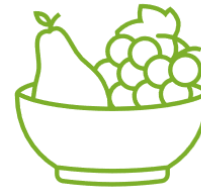
1%
Smoke detectors not working



1%
Lead paint



1%
Bug infestation



7% are often worried in the past 12 months that food would run out before they got money to buy more

8% are often worried that food would not last before they have money to buy more



23% have difficulty affording clothing and/or shoes needed for the job that are not provided



6% have problems getting childcare that make it difficult for them to work

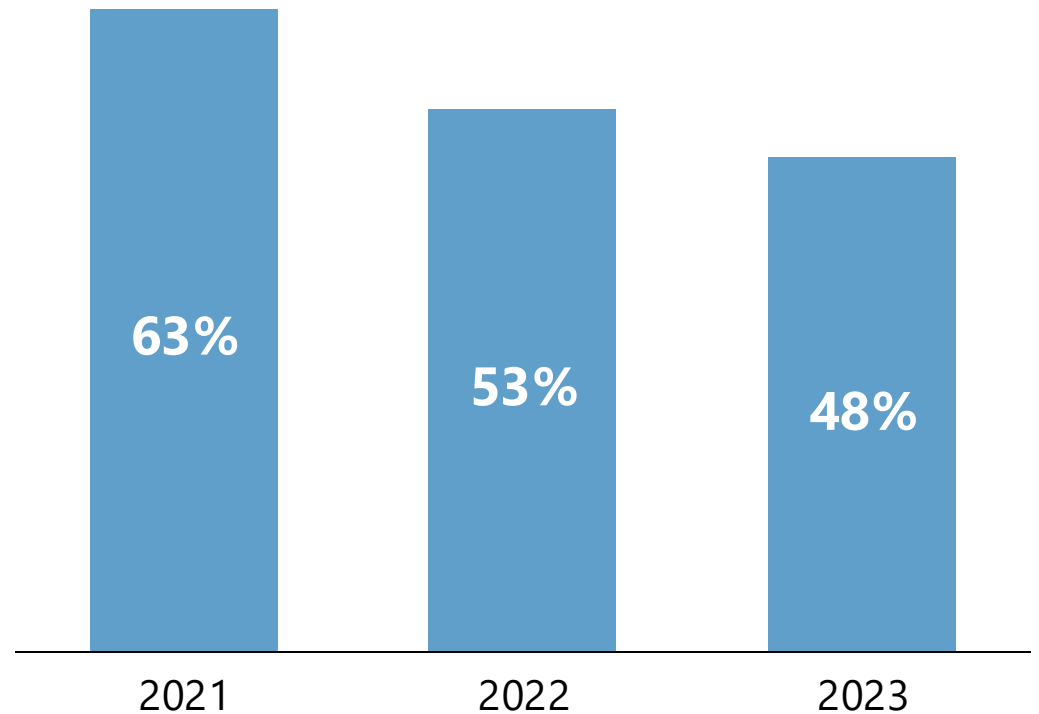
Example tactics to address burnout-related pain points.

- **Easier access to food/water** per reevaluation of OSHA rule, tracking time to eat/drink and use restrooms and encouragement to do so, evaluation of all facility cafeteria hours
- **Easy access to mental health care.** More availability for “Opt-out.” Distinct medical record/no billing.
- **Weekly meetings** ER and floor leadership to coordinate admissions.
- **De-escalation training** for physicians in high physical strike locations, Security to “walk the beat”
- **Address the portal** — move messages to PODS first, communicate that long messages should be visits, co-locate screeners, ambulatory MD’s need screeners with MA/nurse background.
- **Leadership development** for local hospital leadership.
- Transport and environmental workers to have **locker access.**
- **Nurse breaks tracked** with coverage.

There *are* signs of an improving situation.

- The latest American Medical Association (AMA) survey showed that physician burnout is trending in the right direction.
- Rates of burnout are now below 50%, the lowest rates since 2020.

Total Physician Burnout Reported by the AMA



Source: American Medical Association, July 2024



CHARTIS

Thank you.

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Follow the QR code for more info on
addressing burnout in healthcare.