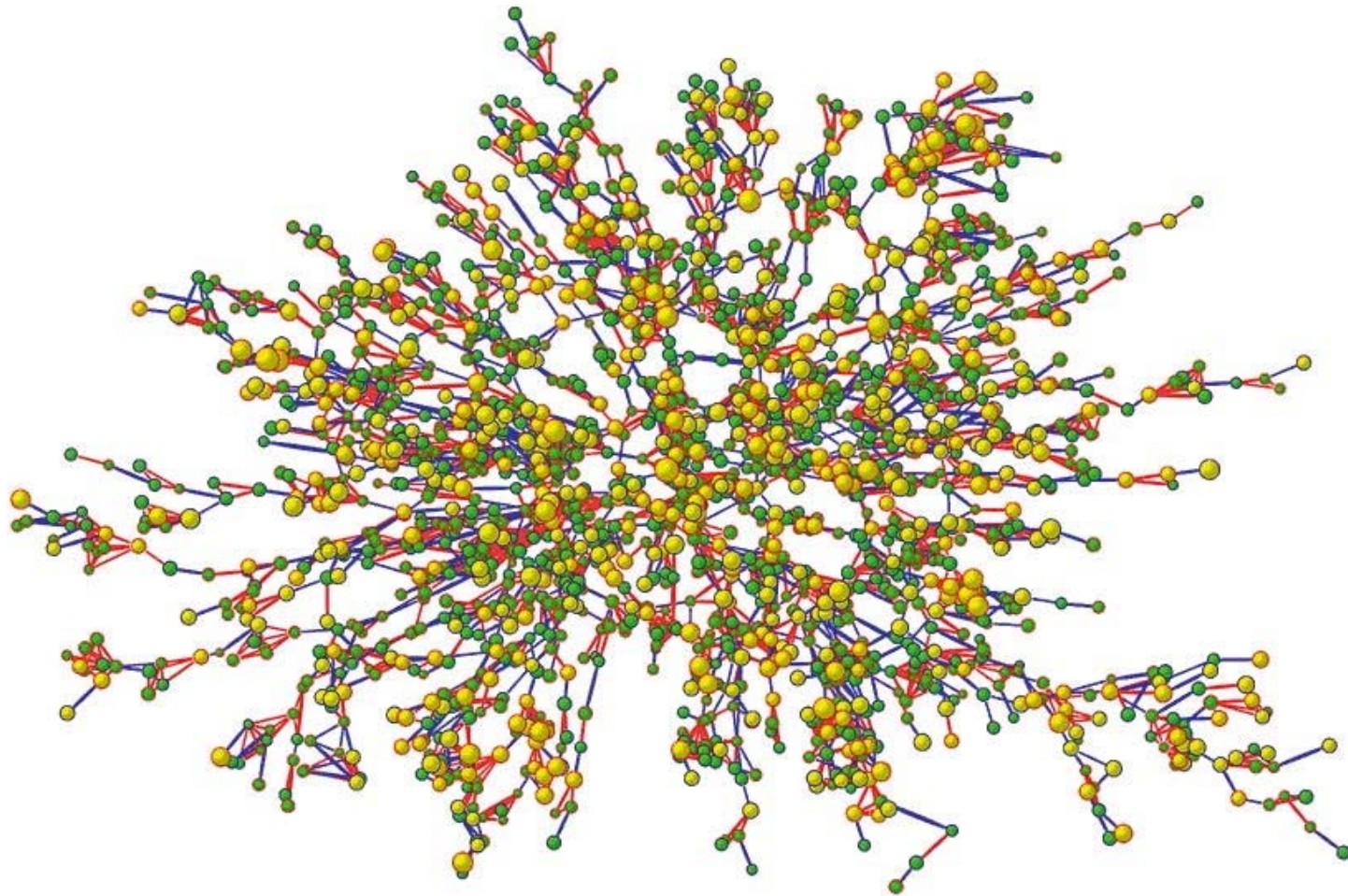


Burnout, Resilience, and Grit: A Positive Path Forward

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May 17, 2018

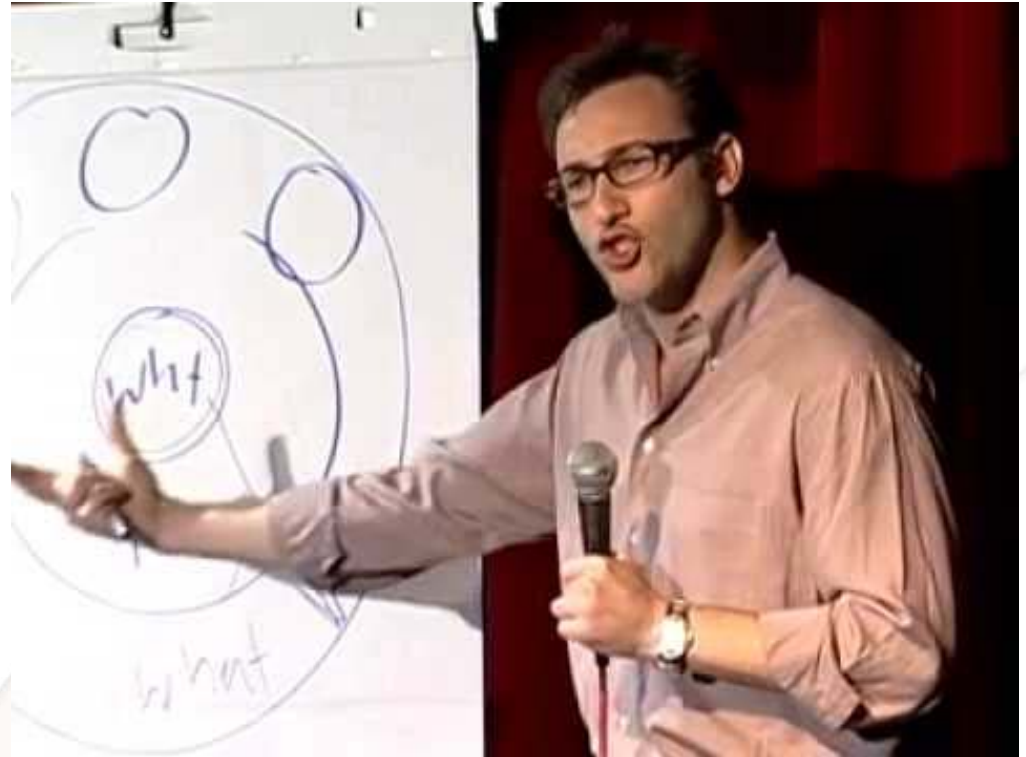


Values Can Spread With Same Patterns as Infectious Diseases

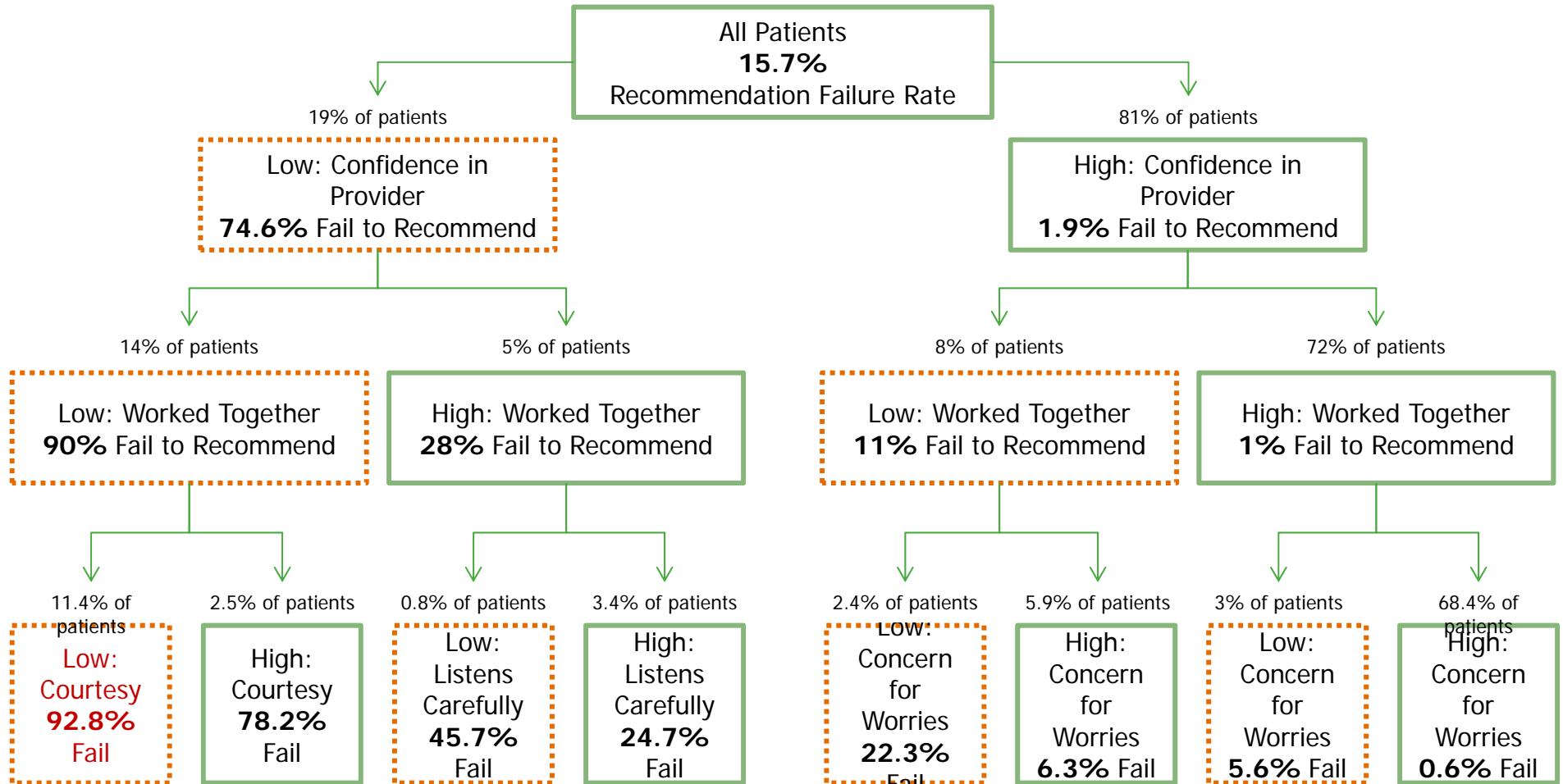


Why, How, and What

- Simon Sinek's famous 2009 TED talk. Start with the Why. Then turn to the How. Then turn to the What.
- Doctors and nurses feel loyal to organizations because of the Why
- Patients assume that providers have the right Why, and give their loyalty on the basis of How.
- If providers get the Why and How right, patients give them the benefit of the doubt on the What



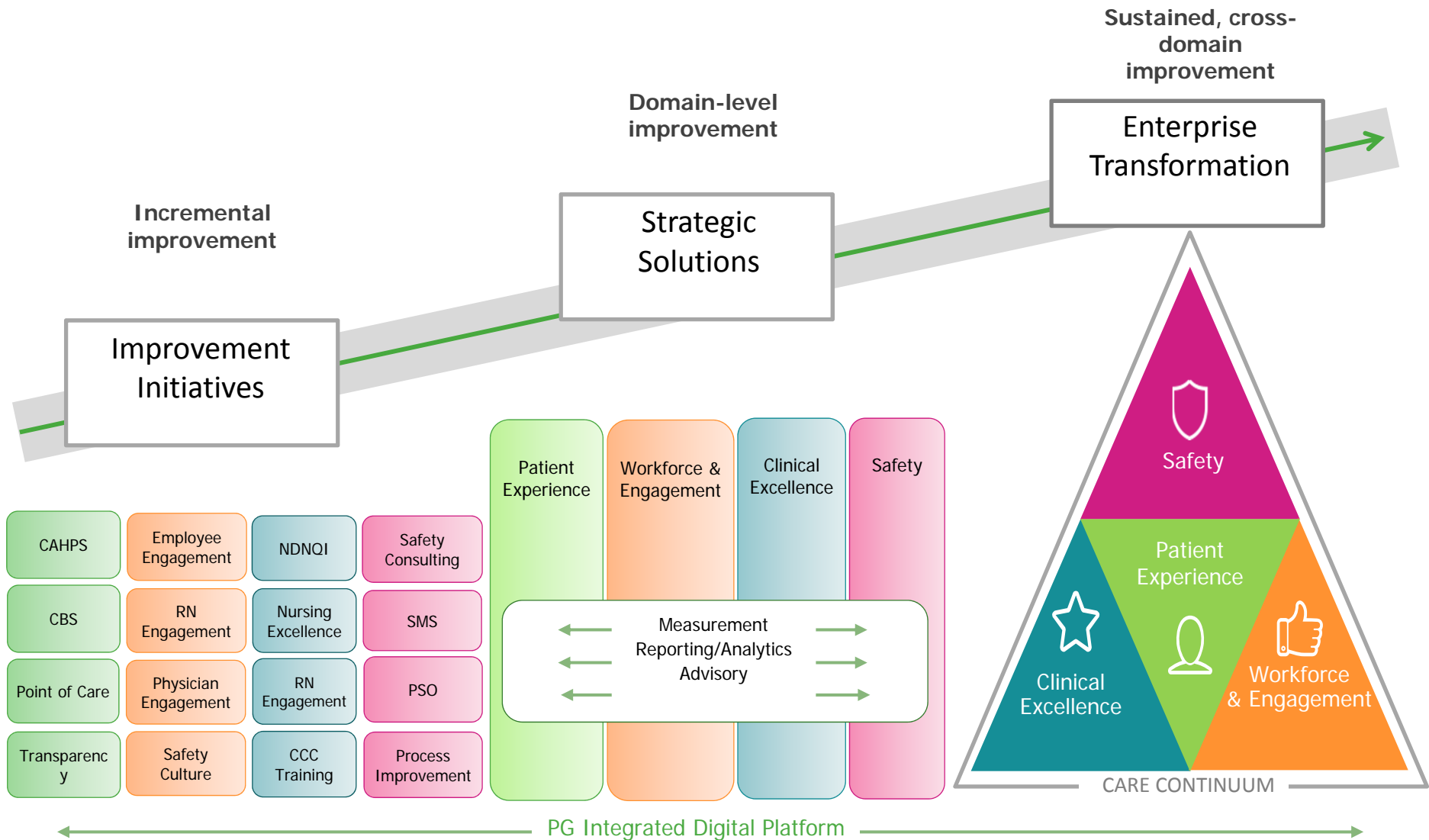
What Do Patients Really Value?



High Risk

Low Risk

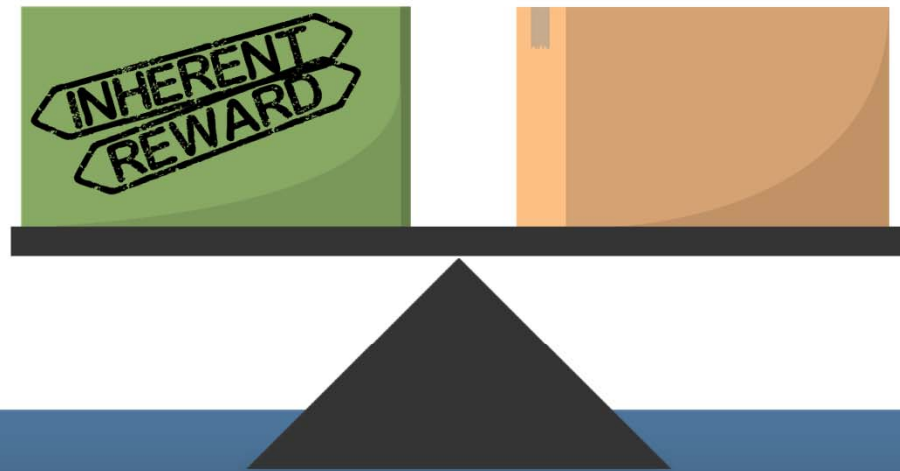
The Industry is Moving Toward Transformation as a Solution



Deconstructing Burnout

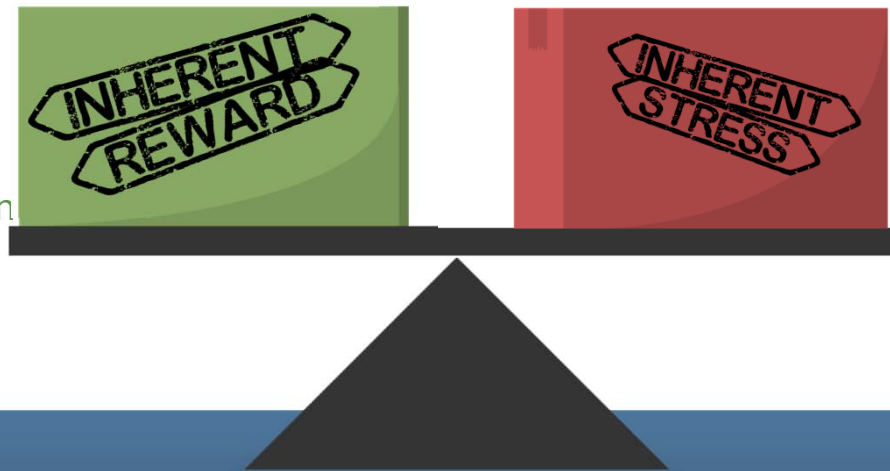


Being a Clinician is Rewarding

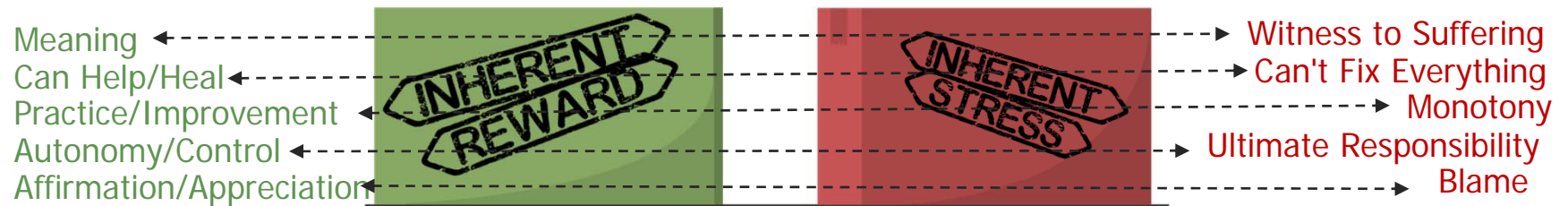


But it's Also Really Hard...

Meaning
Can Help/Heal
Practice/Improvement
Autonomy/Control
Affirmation/Appreciation



But it's Also Really Hard... Sometimes for the Same Reasons



The Work Environment Adds More Stress



And the Environment Can Also Add Different Rewards

Income
Benefits
Prestige
Seniority/Privileges

Alignment to Values
Teamwork & Trust
Recognition

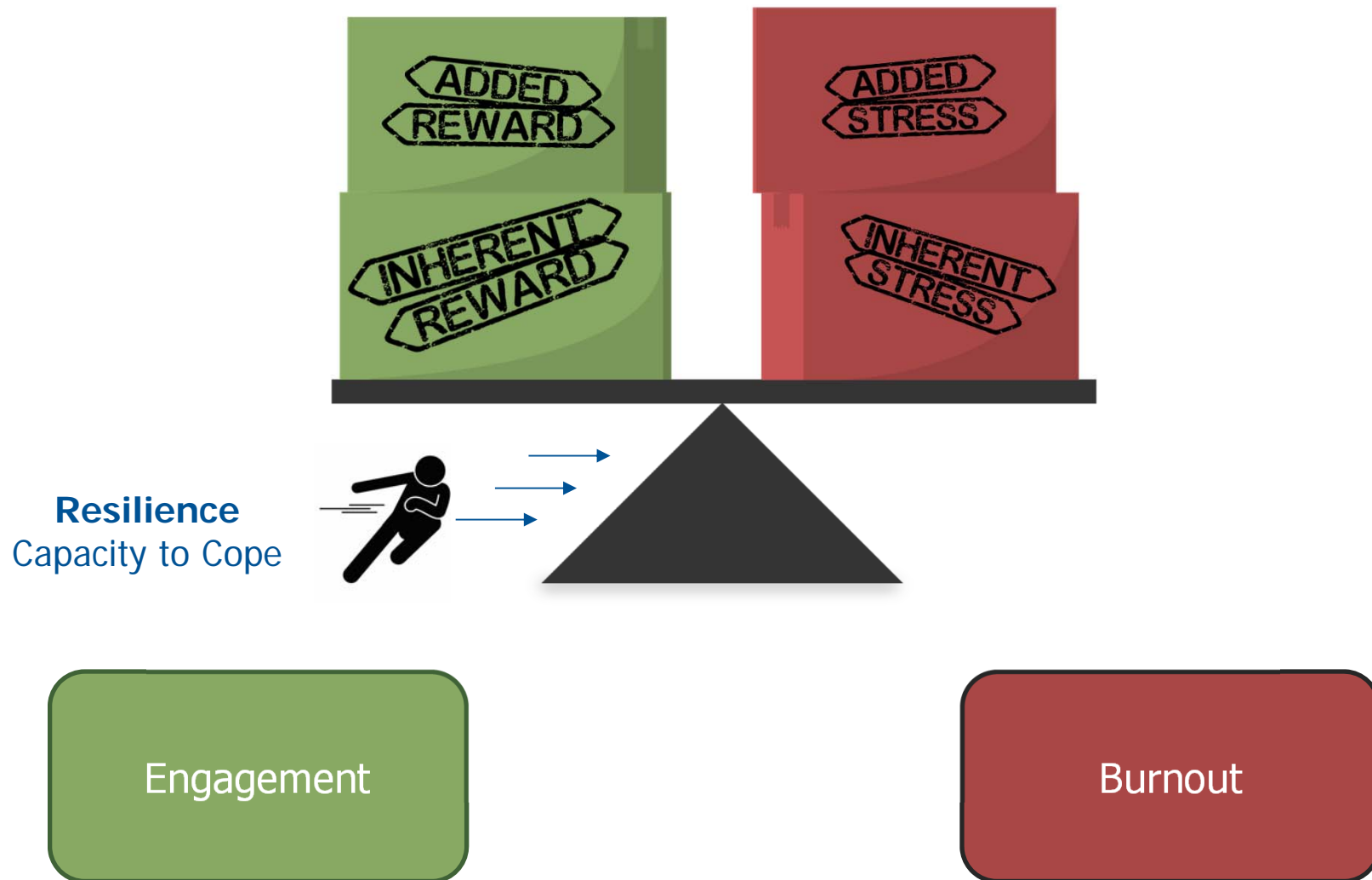
Meaning
Can Help/Heal
Practice/Improvement
Autonomy/Control
Affirmation/Appreciation



Always 'On Call'
Workload/Productivity
EMR Requirements
Scheduling & Patient Flow
Other Depts' Performance
Poor Mngmnt/Leadership
Lack of Aligned Values
Dysfunctional Relationships
Lack of Recognition

Witness to Suffering
Can't Fix Everything
Monotony
Ultimate Responsibility
Blame

Resilience as a Mechanism to Move Your Tipping Point



Key Insights and Opportunities

Insights

1. Inherent rewards and stresses are inextricably intertwined
2. There is no relationship between external rewards and stresses
3. If the first message to clinicians is that burnout is an individual's issue, the game is lost

Opportunities

1. Reduce external stresses
2. Enhance inherent rewards
3. Move the fulcrum through development of a gritty organizational culture

Key Data for Study of 640 MDs at Mayo Clinic

Maslach

- I feel burned out from my work
- I have become more callous toward people since I took this job

PG:
Decompression

- I can enjoy my personal time without focusing on work matters
- I rarely lose sleep over work issues
- I am able to free my mind from work when I am away from it
- I am able to disconnect from work communications during my free time (emails/phone, etc.)

PG:
Activation

- I care for all patients/clients equally even when it is difficult
- I see every patient/client as an individual person with specific needs
- The work I do makes a real difference
- My work is meaningful

Key Findings from Mayo-Press Ganey Study

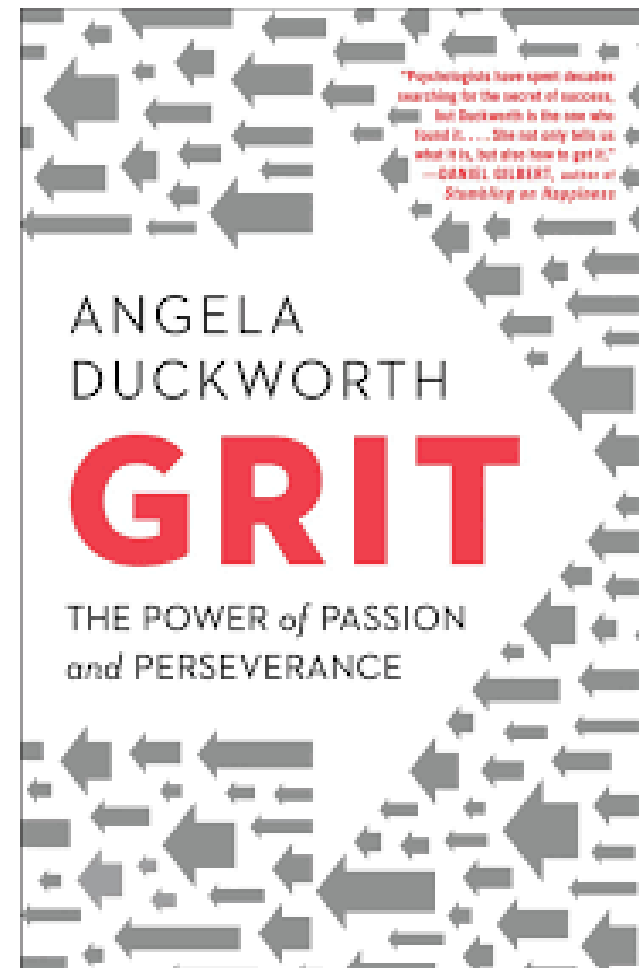
1. MD Burnout lower in physicians with
 - A. Greater “Activation” (“My work is meaningful”)
 - B. Greater ability to “Decompress” (“I am able to free my mind ..”)
2. No relationship between patient experience and MD burnout
3. Better patient experience in MDs with:
 - A. More Activation
 - B. Less ability to Decompress

Beyond Resilience

The passion and perseverance
to push for improvement over a sustained
period

Our current work-in-progress:

- Health care in the past has thrived based upon having gritty individuals
- We still need them, but we also need gritty teams, and gritty organizations
- An organization with 1000 gritty people is not a gritty organization



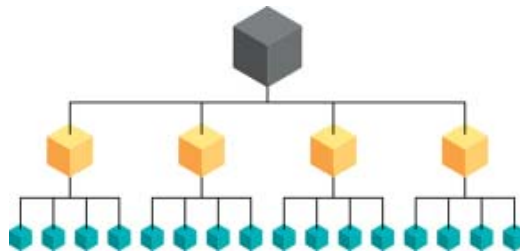
Core Strategies for Growing Grit in Health Care

1. Select personnel for *values* , as well as competency
2. Develop grit, by being both :
 - Challenging
 - Supporting
3. Individuals, Teams, and the Overall Organization should:
 - Have clear goal hierarchies
 - Prize resilience
 - Acknowledge setbacks
 - Try to improve
 - Build identity

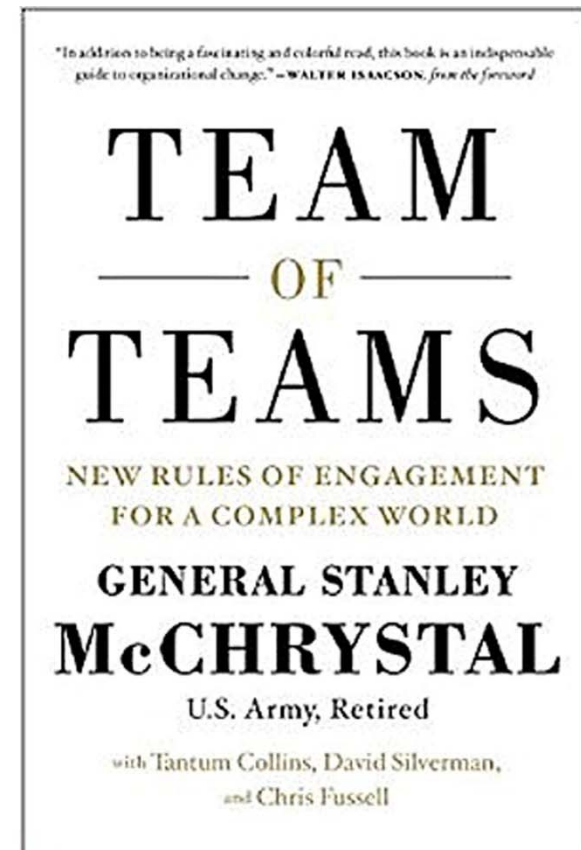
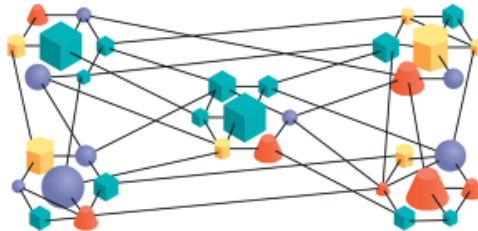
Teamwork Is Critical for Resilience and Adaptability

Lessons learned by military leaders fighting Al Qaeda

- Faced with an unpredictable enemy, conventional organizational structure did not work



- Instead, McChrystal and colleagues had to cultivate first rate teams – and then learn to help those teams work together, so that they functioned like a team of teams



An Overall Framework for Grit in Health Care

	Individuals	Teams	Organization
Goal hierarchy	Identify top level professional goal	Clarify team's ultimate purpose	Develop real mission statement
Resilience	Develop response to setbacks	Learn from failures, highlight success	Create incentives to improve
Continuous improvement	Daily deliberate practice to improve toward goal	Ritualize feedback on recent performance	Establish key performance indicators
Identity	Choose a gritty role model	Meet in person; co-locate	Strengthen identity with organization

Values Can Spread With Same Patterns as Infectious Diseases

