

# Burnout Proof

Lower Stress, Prevent Burnout,  
build a more Ideal Practice



**Dike Drummond MD**

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# Today's Objectives

**Fill a gaping hole in your medical education around burnout**

**Bust three burnout myths to build an effective prevention strategy**

**Learn six simple burnout prevention tools to lower your stress this week**

# Dike Drummond – TheHappyMD.com

MD Mayo Medical School 1984

Family Practice Residency, Redding, CA

40 doc multispecialty group, Mount Vernon, WA

- Executive Committee Chair

- Managed Care Medical Director

10 years in private practice

Career ending burnout 1999

# Dike Drummond – TheHappyMD.com

Executive Coach - Entrepreneur

2011 [TheHappyMD.com](http://TheHappyMD.com) Launch

25,000 site visitors/month

17,517 physician members in 63 countries

## Individual Coaching for Physicians

2100 hours of 1 on 1 physician coaching

6 Certified Physician Burnout Coaches

## Training, Retreats & Consulting for Healthcare Organizations

Over 25,000 physicians trained to date

Over 70 corporate clients

**The  
Creative  
Destruction  
of  
Physician  
Burnout**

# #1 Threat to Doctors

**It is NOT**

Electronic Medical Records

Healthcare “Reform” or Repeal

The Tidal Wave of New Patients

Volume => Value

MACRA – MIPS – HCAHPS (oh my!)

ACO’s and Industry Consolidation

# #1 Threat

**It IS ...**

**The epidemic of Burnout  
ALL this chaos is causing  
in ALL Healthcare Workers**

**Doctors – NP/PA's – Nurses  
MA's – Reception – Admin**

# Bust 3 Burnout Myths



**PROBLEM**

**SOLUTION**



Question:

**What is Burnout ?**

# Burnout

Christina Maslach



Engagement



Burnout

# Burnout Symptoms

## Maslach Burnout Inventory



### 1) Exhaustion

“I am not sure how much longer I can go on like this”

# Burnout Symptoms

Maslach Burnout Inventory



2) “Depersonalization”

Cynical | Sarcastic | Venting

“Compassion Fatigue”

**A Dysfunctional Coping Mechanism**

**NOT HEALTHY – can be Dangerous**

# Burnout Symptoms

## Maslach Burnout Inventory



### 3) “Lack of Efficacy”

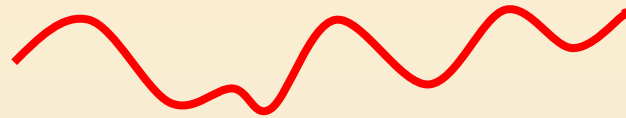
“What’s the Use?”

My work doesn’t serve a purpose  
or make a difference

**GENDER DIFFERENCES – Duh!**

# Stress vs. Burnout

ENERGY



Vs.



# Burnout Symptoms

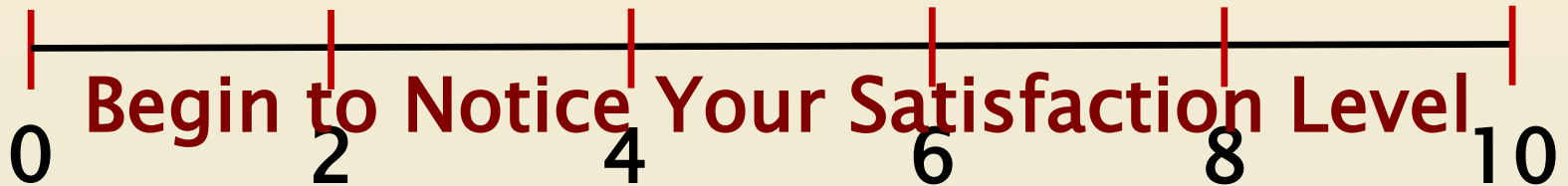
- 1) Exhaustion
- 2) Cynical, Sarcastic, Venting
- 3) What's the Use?



**“Survival Mode”**

# Where do YOU Stand

Level of Satisfaction with Your Practice



Adapted from Wong-Baker Pain Scale



Question:

**Why is Burnout  
such a big deal  
for doctors ?**

# Burnout Effects

## LOWER

Patient Satisfaction  
Quality of Care

Where is  
the CFO?

## HIGHER

Medical Error Rates  
Malpractice Risk  
Physician and Staff Turnover

# Burnout Complications

## INCREASED

**Disruptive Behavior**

**Physician Divorce**

**Alcohol and Drug Abuse / Addiction**

**Suicide**

# Burnout Prevalence

## Is It Increasing?

~ Mayo Clinic Proc: 2015 Dec: 90;12, 1600-1613

2011

2014

45.5%

→

54.4%

**Burnout**

39%

→

39%

**Depression**

6.4%

→

6.4%

**Suicidal Id.**

# BURNOUT IS ... BAD

**BAD** FOR THE DOCTOR

**BAD** FOR THEIR PATIENTS

**BAD** FOR THEIR STAFF

**BAD** FOR THEIR FAMILIES

**BAD** FOR THE ORGANIZATION

**BAD** FOR THE COMMUNITY

**AND BURNOUT IS EVERYWHERE**

**ALL THE TIME**

# BURNOUT

Even though it is **COMMON**,  
**Burnout is NOT NORMAL**

- Identifiable
- Preventable
- Treatable
- Highest and Best Use

Question:

**What is the  
pathophysiology  
of Burnout ?**

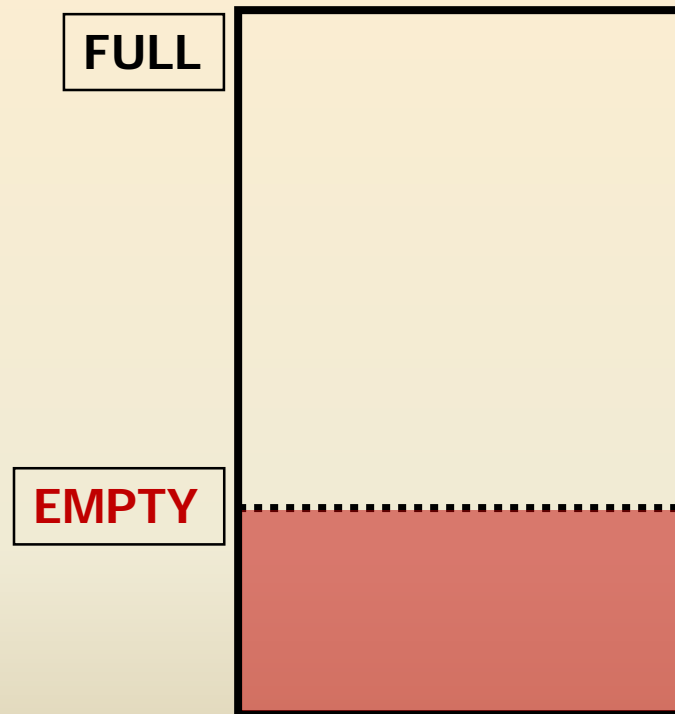
# Burnout Pathophysiology





# Burnout Pathophysiology

## An Energetic Bank Account



MAINTAIN  
A POSITIVE BALANCE

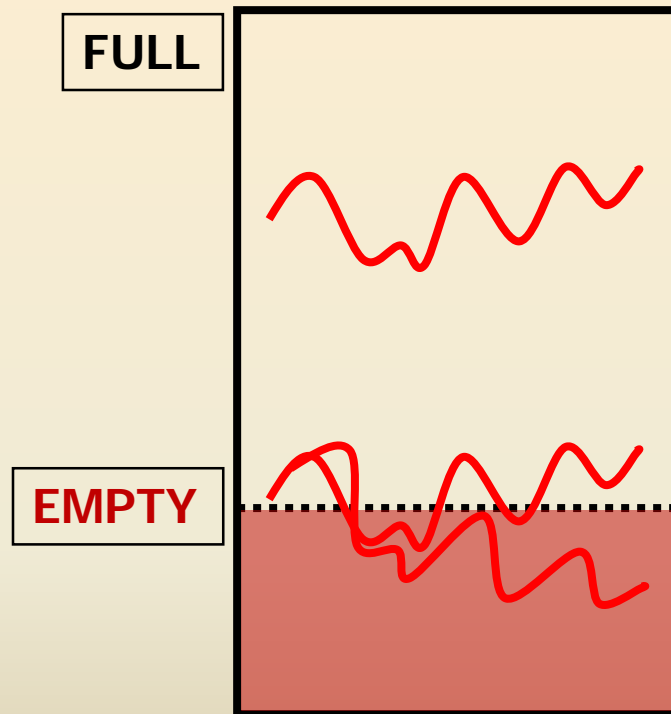
1<sup>st</sup> Law of Burnout

**“You can’t GIVE  
what you Ain’t GOT”**

- Patients
- Staff
- Family

# What is Your Balance ?

## Your Energetic Bank Account



**Begin to Notice  
Your Energy Levels**

- Physical
- Emotional
- Spiritual

Question:

**What are the  
causes of Burnout ?**

# Burnout Causes



# Burnout Causes

## 1) The PRACTICE

The practice of clinical medicine is stressful

**Sick–Hurting–Scared–Dying**

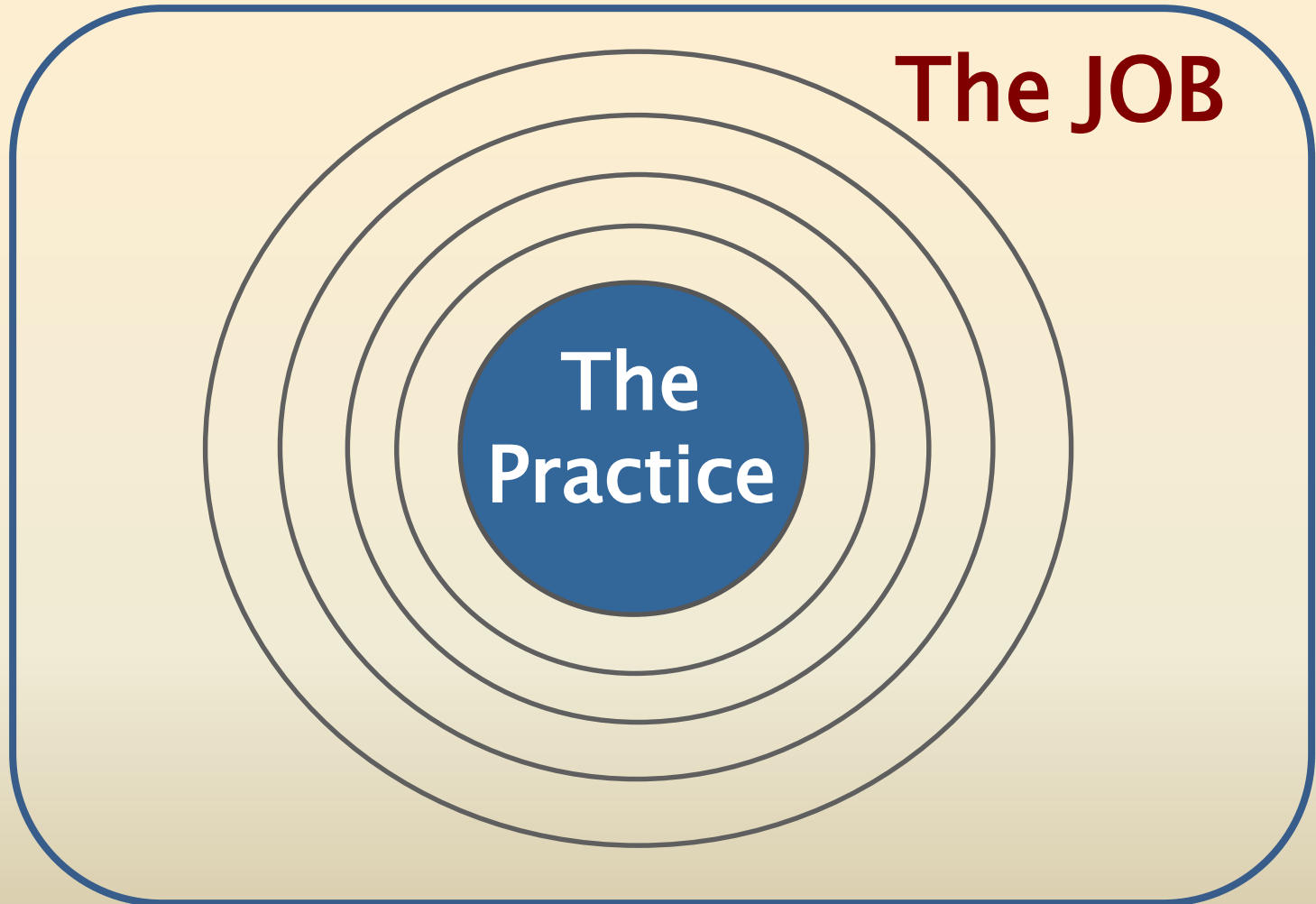
**BAD** things happen  
– to **EVERYONE** –

# Burnout Causes

## 2) The JOB

Your specific job position adds multiple layers of stress

# Burnout Causes



# Burnout Causes

## 3) Poor Leadership

**Did you ever have a pretty good job ...**

**And quit it because of a pretty bad boss ?**



# Burnout Causes

## 3) Poor Leadership

### *“Impact of Organizational Leadership on Physician Burnout and Satisfaction”*

Mayo Clinic Proceedings April 2015

- 3896 physicians – 40% at least one burnout symptom
- 60 point leadership score for their boss

**For each one point in higher leadership score  
3.3% decrease in Burnout + 9% increase in satisfaction**

# Burnout Causes

## 4) LIFE

Life issues can show up as  
burnout at work

Recent work–life conflict  
**26% → 47% Burnout Rate**

(J Gen Intern Med 2013 Sep 17)

# Burnout Causes

## 4) LIFE

When You See This  
At Work

You Must Ask This ...

“How is it going at **HOME**?”



# Burnout Causes

## 5) Conditioning

- ✓ Workaholic
- ✓ Superhero
- ✓ Emotion Free
- ✓ Lone Ranger
- ✓ Perfectionist

Supposed to be TOOLS but ...

**No one shows you the “OFF” Switch**

# Burnout Causes

## 5) Conditioning

But Wait ... There's More

**Two Prime Directives**

***“The Patient Comes First”***

***“Never Show Weakness”***

# Burnout Causes

## The Well Trained Physician's Subconscious Conditioning

Workaholic  
Superhero  
Emotion Free  
Lone Ranger  
Perfectionist



“The Patient Comes First”  
“Never Show Weakness”

# Burnout Causes

## 5) Conditioning

Denies our humanity

Blocks us from noticing burnout

And from helping each other

**Einstein's “Insanity”**

# Burnout Causes





Question:

**How do I prevent  
or reverse Burnout ?**

# A Fundamental Distinction

Understand this first ...

Burnout is

**NOT**

**A**

**“PROBLEM”**

# Problem vs. Dilemma

Problems have solutions

Problem + Solution = **No Problem!**

Patient Example: **A pointing abscess**

**Burnout is not a Problem**

**It is a DILEMMA**

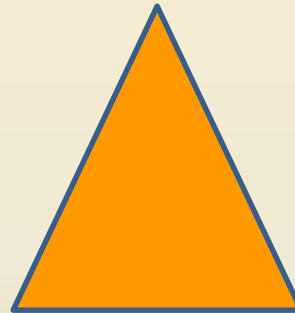
A Never Ending Balancing Act

# Problem vs. Dilemma

## The Balancing Act

RECHARGE

ENERGY BURN



Work  
AND  
Home

This Balancing Act NEVER ENDS

# Problem vs. Dilemma

You can't solve a DILEMMA  
Because it is Not a Problem

Tool #1

You must build a **STRATEGY**  
to maintain  
the **BALANCE** you seek

3-5 NEW Actions  
Make them HABITS

# Parallel Burnout Strategies



Canary  
Personal  
RESILIENCE



Coal Mine  
Organization  
SYSTEM DESIGN

# Parallel Burnout Strategies

## COAL MINE STRATEGY



### The *Quadruple Aim*

1 – Cost

2 – Quality

3 – Population Health

The  
Triple Aim

4 – The Health and Wellbeing of  
The People Providing Care

# Parallel Burnout Strategies

## *Quadruple Aim*



- Leadership
- Collaboration
- Caring About the Caregivers
- Building systems that honor our humanity

*“What effect does this have on the health and wellbeing of our people?”*



# Burnout Prevention Matrix



**Stress**



**Recharge**

**Personal**  
(CANARY)

**I**

**II**

**Organization**  
(COAL MINE)

**III**

**IV**

**Over 235 Prevention Tools**

Question:

**How do I build my  
Burnout Prevention Strategy ?**

# Burnout's Highest & Best Use

## The Awakening



# **Burnout's Highest & Best Use**

**Return You to a Path with Purpose**

**Let's take out the  
Drama and the Risk**

**3 Steps to build a more ...**

**Ideal Practice**

# 1) Ideal Practice Description

If you had a magic wand ...

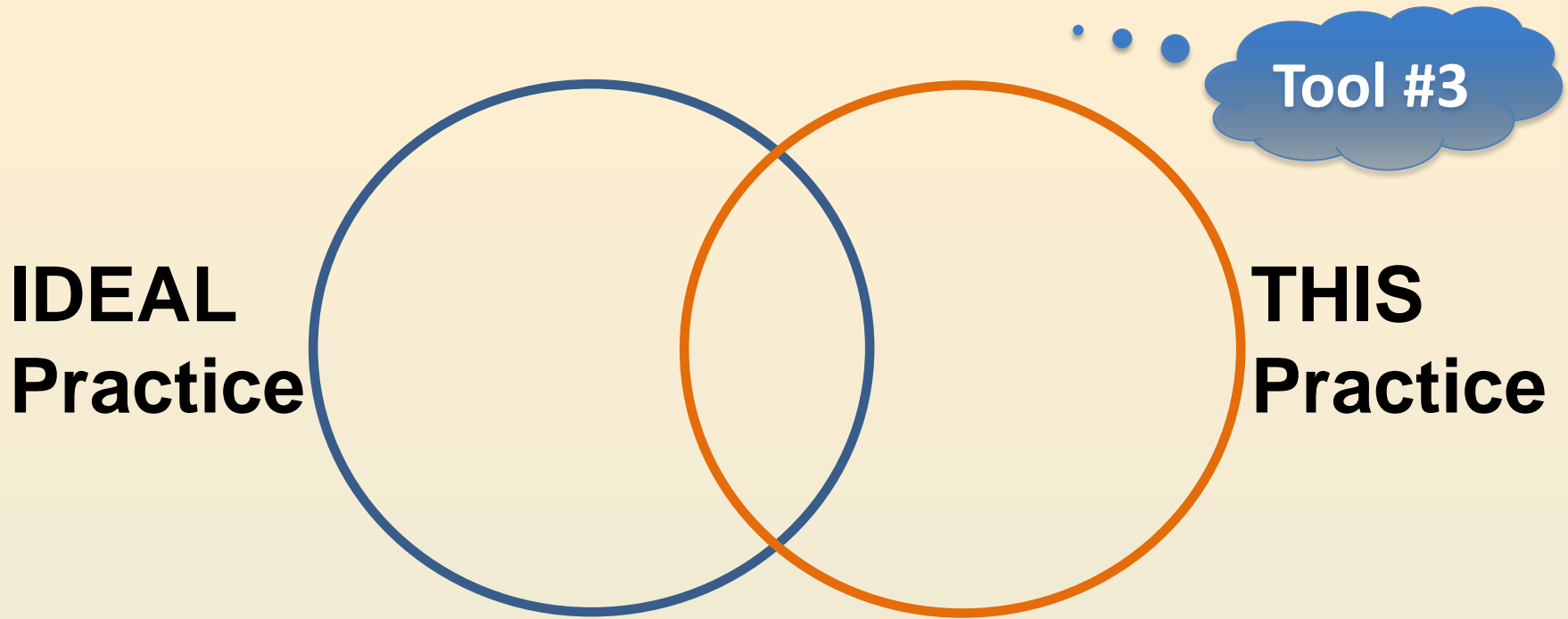
Tool #2

**What is YOUR  
Ideal Practice Description ?**

[ write it down ]



## 2) VENN of Happiness



**What is your Current Overlap?**

**[ In Percent % ]**

## 3) Build Your Master Plan

Ask this question ...

Tool #4

***“To align This Practice more  
with my Ideal Practice  
... what would I change?”***

**This list is your MASTER PLAN**

[ write it down ]

# Escape Einstein's Trap

Pick one item on your MASTER PLAN and **TAKE A NEW ACTION**

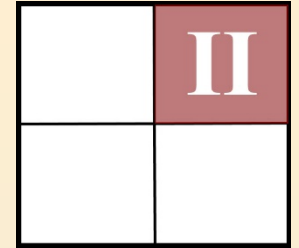
- Use your team
- Celebrate all progress
- Review your Ideal Practice Description & Master Plan at least quarterly



Question:

**What are the common components of a personal Burnout Prevention Strategy ?**

# Quadrant II Tools



## 1) The OFF Switch

Turn off your programming

## 2) The Schedule HACK

Build weekly work-life balance

# 1) Your Off Switch

Have you ever found yourself  
sitting at home ...  
Thinking about work?

You can't begin to recharge  
until you come all the way  
home

# 1) Your Off Switch

## Your Boundary Ritual

Tool #5



# Boundary Ritual

**“With this action I am coming  
ALL THE WAY HOME”**

**What is YOUR Boundary Ritual ?**  
(write it down)

## 2) Work Life Balance

### The Schedule HACK

Tool #6

Build an extraordinary life  
one week at a time

# The Schedule HACK

## Taming the Gorilla



# The Schedule HACK

**In Work Life Balance, the  
Strongest Structure WINS**

**What calendar do you have on  
you right now?**



# The Schedule HACK

Create a **Life Calendar** Using  
Two Things You Already Have

1) **The Paper Calendar on Your  
Refrigerator**

2) **Your Cell Phone**

# The Schedule HACK

Use the Schedule HACK Weekly

Always Carry Your LIFE Calendar

Practice saying “NO”  
with elegance  
and grace



# The Schedule HACK

## What to HACK ?

- Date Night - Twice A Month

**Power Tip: SEASON TICKETS**

- Your workouts and hobbies
- Time with friends and family
- Vacations
- Massage / Mani,Pedi / Hot Yoga
- Read a book, take a nap
- Play/movie/concert/dinner/sports

Question:

**What can I do  
to help colleagues  
who might be Burned Out ?**

# First Steps – For a Colleague

Who are you concerned about?

- Reach Out
- Take your Doctor or Leader *HAT OFF*
- Expect Intense Denial
- Be Persistent

**Come From Your Heart  
Your Outreach  
Could Save Their Life**

Question:

**What can I do to get started right away ?**

**Please Stand Up  
Find a Partner**

# What Did You Learn ?

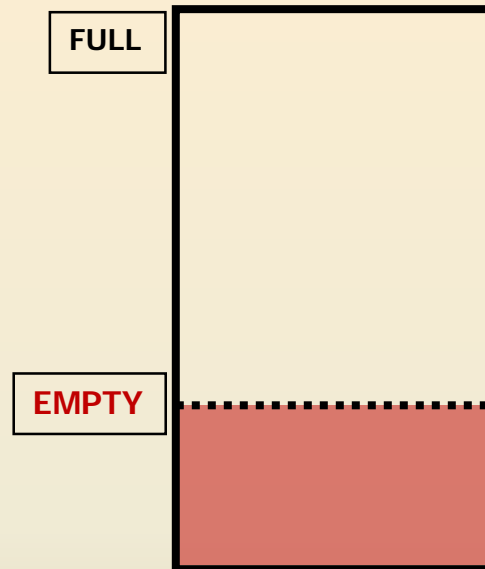
**What do you feel is the most important thing you learned in this session ?**

**What new action will you take as a result ?**

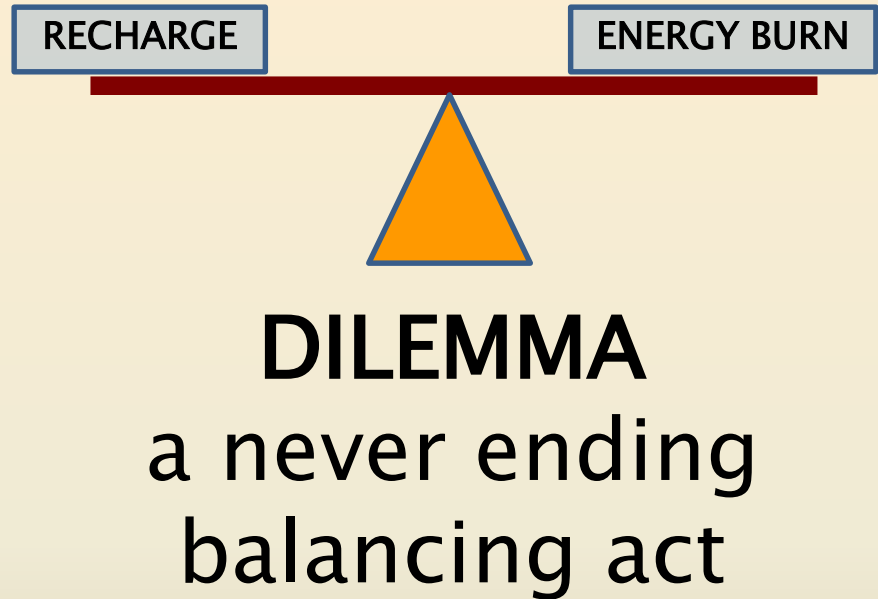
**When ?**



# Bust 3 Burnout Myths



# Bust 3 Burnout Myths



# Bust 3 Burnout Myths



## STRATEGY

3–5 NEW Actions

Make them HABITS

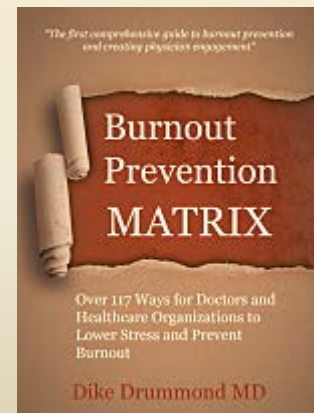
# Next Steps

**Don't stop here**

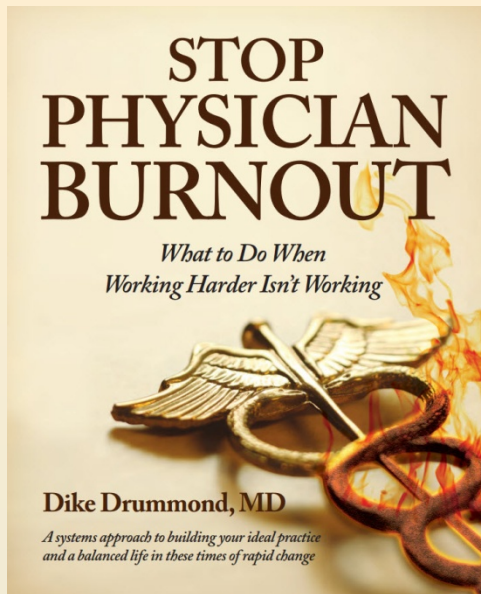
**Build Your Burnout Prevention Strategy**

**[www.TheHappyMD.com/next](http://www.TheHappyMD.com/next)**

**The MATRIX 2.0 FREE Report**  
**235 ways to prevent burnout**



# Next Steps



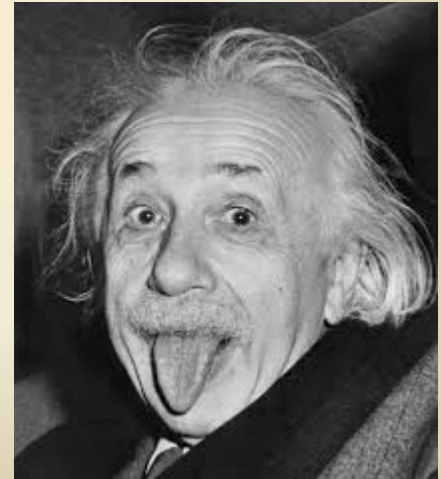
**What to do when working harder isn't working**

**The Field Manual to building a More Ideal Practice**

**Over 100 additional tools for your burnout prevention strategy inside**

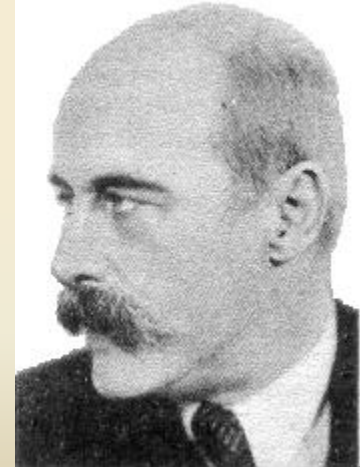
**“The definition of insanity is doing the same thing over and over and expecting a different result”**

**Albert Einstein**



**“The important thing is this:  
to be able at any moment  
to sacrifice what we are for  
what we could become”**

**Charles DuBos**



“To take joy in the well-being of others is to share in the riches of the world”

B.K.S. Iyengar





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Lower Stress, Prevent Burnout,  
build a more Ideal Practice



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