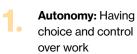
Addressing and Preventing Burnout

The relationship between health care providers' motivations and burnout

The 3 pillars of intrinsic motivation that can help health care providers feel fulfilled within the workplace1:



Competence: Feeling valued for their medical knowledge and clinical judgment

Relatedness: Having a psychological feeling of belonging, interpersonal attachments among coworkers, and connection to the organization

Ideas to decrease the burden of electronic health records among health care providers²

- · Review electronic health records (EHR) to optimize workflow such as using a "top-of-license" approach for EHR documentation to reduce nonessential tasks or reassign them to other staff
- Reduce hospital or practice-specific customization of the EHR to make it easier to use, to avoid over-complicating the system, and to reduce the need for frequent system maintenance
- Increase user familiarity and effectiveness of the EHR by providing ongoing training to health care providers and staff on how to use the EHR system

Different approaches to prevent burnout

ណា	Create programs that educate health care providers about burnout earlier in their training or orientation and teach them how to maintain their well-being
Programs at the individual level:	- An example is the University of North Carolina's model called the "Art of Oncology Curriculum" that had the goal of mitigating burnout through fostering solidarity among hematology/oncology fellows. The program used both small and large group sessions to facilitate individual reflections and open discussions on a shared mental model of caring for patients and helping fellows understand their purpose or calling as oncologists ³
	 Provide a forum for feedback to address concerns⁴
Strategies at the organizational level:	 The "Schwartz Rounds" is an example of a program that offers a forum for health care professionals to openly and honestly talk about the social and emotional issues around caring for patients and families⁵
	Encourage breaks that temporarily remove employees from the stressful environment ⁶
	 Implement engaging health and wellness programs⁷
	 Decrease workload, when possible, and increase sense of job control to reduce exhaustion and cynicism⁸
	Meet with staff each month ⁹
	 Discuss and deal with the emotions of recent events¹⁰
	Create an environment that will support well-being and sustain resilience ¹¹
Practices at the management level:	 Implement interventions directed at individuals and the organization that are aimed at identifying stressors and reducing stress¹²

Caring Connections O Cancer patient, caregiver, and provider resources

Additional resources:

· Physician burnout: improve physician satisfaction and patient outcomes.



• 7 steps to prevent burnout in your practice.



• 5 simple changes to help cut doctors' EHR burdens.



· A review on strategies to manage physician burnout.



References

- Hartzband P, Groopman J. Physician burnout, interrupted. New Engl J Med. 2020;382:2485-2487. https://www.nejm.org/doi/full/10.1056/NEJMp2003149. Accessed June 4, 2021.
- 2. Advisory Board. How to address physician burnout through EHR optimization. https://www.advisory.com/en/topics/emr/2019/04/how-to-reduce-physician -burnout-during-ehr-optimization. Accessed June 4, 2021.
- Pennell N, Richardson DR. Development of an art of oncology curriculum to mitigate burnout and foster solidarity among hematology/oncology fellows. З. https://hwcdn.libsyn.com/p/2/5/4/254acfbd955630b3/jco-op-daniel-richardson.mp3?c id=69487028&cs. Accessed June 4, 2021.
- Jennings BM. Work stress and burnout among nurses: role of the work environment and working conditions. In: Hughes RG, ed. Patient Safety and Quality: 4. An Evidence Based Handbook for Nurses. Agency for Healthcare Research and Quality (US); 2008:Chap 26. https://www.ncbi.nlm.nih.gov/books/NBK2668/. Accessed June 4, 2021.
- The Schwartz Center. Schwartz rounds and membership. https://www.theschwartzcenter.org/programs/schwartz-rounds/. Accessed June 4, 2021. 5.
- Nejati A, Shepley M, Rodiek S. A review of design and policy interventions to promote nurses' restorative breaks in health care workplaces. Workplace Health 6. Saf. 2016;64(2):70-77. https://journals.sagepub.com/doi/pdf/10.1177/2165079915612097. Accessed June 4, 2021.
- American Medical Association. Physician burnout: improve physician satisfaction and patient outcomes. June 5, 2015. 7. https://edhub.ama-assn.org/steps-forward/module/2702509. Accessed June 4, 2021.
- Portoghese I, Galletta M, Coppola RC, Finco G, Campagna M. Burnout and workload among health care workers: the moderating role of job control, safety 8. and health at work. Saf Health Work. 2014;5(3):152-157. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4213899/pdf/main.pdf. Accessed June 4, 2021.
- Agency for Healthcare Research and Quality. Physician burnout. 2017. https://www.ahrq.gov/prevention/clinician/ahrq-works/burnout/index.html. 9 Accessed June 4, 2021.
- 10. Berg S. 4 lessons Mayo Clinic learned from group meetings to cut burnout. American Medical Association. April 4, 2018. https://www.ama-assn.org/practice-management/physician-health/4-lessons-mayo-clinic-learned-group-meetings-cut-burnout. Accessed June 4, 2021.
- 11. American Medical Association. Resident and fellow burnout. October 7, 2015. https://edhub.ama-assn.org/steps-forward/module/2702511. Accessed June 4, 2021.
- 12. Patel RS, Sekhri S, Bhimanadham NN, Imran S, Hossain S. A review on strategies to manage physician burnout. Cureus. 2019;11(6):e4805. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6682395/pdf/cureus_0011_00000004805.pdf. Accessed June 4, 2021.



Novartis Pharmaceuticals Corporation East Hanover, New Jersey 07936-1080



8/21

