

2020 ACR-RBMA Practice Leaders Forum



Burned Out on Burnout? Real Solutions to Reclaiming Joy and Meaning in the Practice of Radiology

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Disclosures

- Mr. Langenberg is a 6.67% owner in Vitalize

Learning Objectives

- Describe how burnout is a group/practice issue requiring proactive group action requiring time, energy and money.
- Recognize the impact of “the burnout ripple”
- Educate practice leaders on possible solutions
- Identify general and specific solutions to Burnout
- Inspire action!

Burnout is a Group / Practice Issue

- Quotes I have heard from physicians...
 - “This isn’t a group problem, the individuals impacted can get help.”
 - “We need to make sure people who are having burnout issues can find help, but why should I have to pay for it?”
- So, why is this a group leadership/management issue...
 - **Patient Care** – Burned out MD’s have increased medical errors, lower quality of care, increased medical malpractice risk, and lower patient satisfaction scores
 - **Physician Health** – Burned out MD’s have higher rates of substance abuse, poor self care, higher suicide rates, and other personal health issues
 - **Cost to Group** – Burned out MD’s cause workforce instability with recruitment, retention, increased turnover, requests for reduced work hours, increased work hours for those who remain, cost of replacement, cost of others doing additional work...

Adapted from West, Dyrbye, and Shanafelt. Journal of Internal Medicine 2018, 283: 516-529

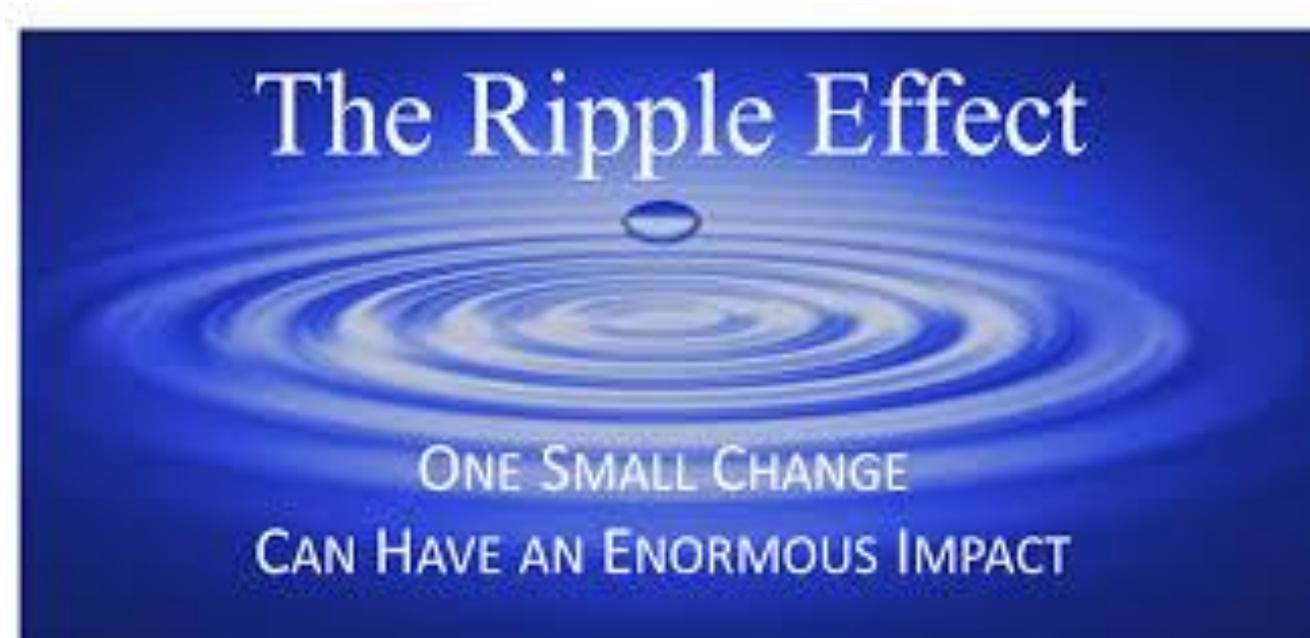
Burnout is a Group / Practice Issue

- So, is ...
 - Patient Care and Quality a Group Issue?
 - Patient Satisfaction a Group Issue?
 - Is Recruitment and Retention a Group Issue?
 - Is there a financial risk to the practice when these issues exist?
 - Is there an operational risk to the practice when these issues exist?
 - Is there a medical legal risk to the practice when these issues exist?

BURNOUT IS A GROUP / PRACTICE ISSUE, not just something for an individual to go find help for!

The Ripple Effect of Burnout

- Ripple Effect – THE CONTINUING AND SPREADING RESULTS OF AN EVENT OR ACTION



- My personal story of burnout

Burnout Experience led to search for Solutions

- Initial Search for Solutions was extremely disappointing and demoralizing
 - “Have more office parties”
 - “We are putting together a medical staff day at the park”
 - “When a physician in your group feels burned out, have them call this number and they can talk to someone up to 6 times a year.”
 - “EMR Power Hacks will help MD’s navigate the systems better.”
 - “Drop out of all Medicare plans and insurance networks.”
 - “Do more surveys of MD’s to gather more research before we discuss solutions.”
- Most solutions were reactive and very few if any were preventative.
- If these solutions aren’t the answer, then what is?

So, what are some solutions?

- Solution is not one thing, but is likely many things... perhaps things unique to your group.
- Solution = Habit, There are no one time fixes.
- Preventative Maintenance versus Breakdown Maintenance
- Solution Must address:
 - CULTURE of the group; must be pervasive in Governance and treated on the same stature as a finance or operations committees, board agendas, etc.
 - OPERATIONS of the group; what are the “pebbles in your shoe?”
 - INDIVIDUAL RESILIENCE / SKILLS – coaching, mentoring, engagement
- Must differentiate MACRO environmental reality from controllable MICRO environmental reality

A word about Group Culture

- What is the culture of your group?
- Do you have “destructive imbalance”
- Do Selfish Acts outnumber Selfless Acts?
- Do you protect results over the people who produce those results?

Solutions must address Culture



RESPONSIBILITY



VISION



DEVELOPMENT



INNOVATION



GUIDANCE



CONNECTION



INTEGRITY



TRUST



QUALITY



GROWTH



EXCELLENCE



FOCUS