Risk of burnout in a changing environment

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Disclosures

• Founding partner
  • TreatSafely Foundation
    • www.treatsafelyfoundation.org
  • Image Owl, LLC
    • www.imagewell.com

Systems View of Clinical Operations

• Optimizes both well-being and system performance
  • Macroergonomics, Human-Centered Design, etc.

• Well-being
  • Satisfaction, health and safety, learning and personal development (individual and team levels)

• System performance
  • Patient safety, quality, and operational efficiency
Macroergonomics

- Physicists' activities are not only discrete episodes of single-task performance
- Considerations for burnout
  - How work accumulates over time
  - How tasks are assigned, rearranged, and prioritized
  - Team-based and for the individual


Individual Wellness

- [Physicists] at times) obsess about taking care of things, or believe we could have done just a little bit more or better.
- These demands (almost always self-imposed) present physicists with conflicting priorities, with a limited number of waking hours to spend doing the selected activities.

Herman, JACMP, 2010.

What leads to burnout within the System?

<table>
<thead>
<tr>
<th>Environment</th>
<th>Personal Factors</th>
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<tbody>
<tr>
<td>Role conflict</td>
<td>Personal predisposing factors</td>
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<tr>
<td>Time pressure</td>
<td>Perceived emotional intensity of clinical work</td>
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<td>Lack of control over work processes</td>
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<td>Poor relationships between groups and with leadership</td>
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Lydon, PSNet, 2016.
Organizational Change and Employee Burnout

- Job control
  - Having autonomy or control over one’s job

- High levels of job control = lower levels of burnout
  - Even after controlling for the effect of organizational change stressors

- Organizations should encourage supervisors to adopt leadership styles that engage and support employees
  - Particularly during times of change


Personal Experience

- Changing the clinical medical physics role in RT (MP3.0)
- Uncertain next steps and outcomes
- Balance between forcing progress and status quo

Addressing Burnout / Promoting Wellness

Individual

- Spend 20% of your professional effort on work that you find meaningful.

Team