

Risk of burnout in a changing environment

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RETHINKING MEDICAL PHYSICS



Disclosures

- Founding partner
 - TreatSafely Foundation
 - www.treatsafelyfoundation.org
 - Image Owl, LLC
 - www.imageowl.com

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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

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Macroergonomics

- Physicist's 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

Carayon et al. *Rev Hum Factors Ergon*, 2013.

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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.

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What leads to burnout within the System?

Environment

- Role conflict
- Time pressure
- Lack of control over work processes
- Poor relationships between groups and with leadership

Personal Factors

- Personal predisposing factors
- Perceived emotional intensity of clinical work

Lyndon. *PSNet*, 2016.

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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

Day et al. Safety Science, 2017.

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Personal Experience

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



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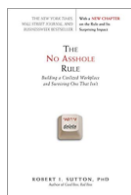
Addressing Burnout / Promoting Wellness

Individual

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

Shanafelt et al. Mayo Clin Proc. 2017.

Team



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