– A Shift in our Mental Model –
A Systems Approach to Clinician Well-Being

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1. Clinician burnout and well-being are influenced by demands and resources, i.e. work system factors.

2. Decisions about work system design are made at multiple interactive system levels.

3. Taking action: “Health care leaders must step up.” [Feist et al., 2020]
Work System Factors

WORK SYSTEM FACTORS OF THE SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING

Work System Factors include:

Job Demands
- Excessive workload, unmanageable work schedules, and inadequate staffing
- Administrative burden
- Workflow, interruptions, and distractions
- Inadequate technology usability
- Time pressure and encroachment on personal time
- Moral distress
- Patient factors

Job Resources
- Meaning and purpose in work
- Organizational culture
- Alignment of values and expectations
- Job control, flexibility, and autonomy
- Rewards
- Professional relationships and social support
- Work-life integration

We sewed buttons on our headbands because our ears were breaking down. It helps a lot.

We are a team of doctors working in the hospital.
A SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING

External Environment
Health Care Organization
Frontline Care Delivery

Work System Factors

Individual Mediating Factors

Outcomes
Clinician Burnout
Professional Well-Being

Consequences for:
Patients
Clinicians
Health Care Organizations
Society

Learning and Improvement
“The first locus of responsibility is health systems and other employers of clinicians.” (Dzau et al., 2020)
Taking Action: Health Care Organizations

**What?**

Work system redesign

**How?**

Implementation

Values, Leadership, Systems approach
Taking Action: Health Care Organizations

Leadership at all organizational levels

Respect, justice, compassion, diversity

Values, Leadership, Systems approach
Redesign should target all work system elements (Carayon & Perry, 2020):

- PPE: access, usability, fit, disposal
- Safe activities: e.g. intubation
- New activities: e.g. specimen collection, decontamination, communication with families
- Adequate physical environment
- Teamwork, collaboration
- Peer support
- Organizational support, e.g. for work-life balance
- Organizational communication: underload/overload
- etc…

Design principles:
meaning, job control, balanced workload, teamwork, adequate resources
Taking Action: Health Care Organizations

Infrastructure & organization

Organizational learning

Organizational culture

How?

Implementation

“Nothing about me without me”
- Human-centered design
- (Genuine) participation of clinicians
Taking Action: Health Care Organizations

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Values, Leadership, Systems approach
A Systems Approach to Clinician Well-Being – A Shift in our Mental Model –

“The definition of insanity is doing the same thing over and over again, but expecting different results.”

From a clinician on Twitter: “Burnout is not letting me do my job”