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

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– 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]
A SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING

OUTCOMES
Clinician Burnout
Professional Well-Being

CONSEQUENCES for:
Patients
Clinicians
Health Care Organizations
Society

LEARNING AND IMPROVEMENT
# 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

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We sewed buttons on our headbands because our ears were breaking down. It helps a lot.
"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
Taking Action: Health Care Organizations

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 culture

Organizational learning

“How? Implementation

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

What?  Work system redesign

How?  Implementation

Values, Leadership, Systems approach
From a clinician on Twitter: “Burnout is not letting me do my job”

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