



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

Avoiding Burnout as a Program Director

Leila Mei Pang, MD

Ngai-Jubilee Professor of Anesthesiology

College of Physicians & Surgeons of Columbia University

New York Presbyterian Hospital

New York, N. Y.

Objectives

At the end of this session, the participants will

- Understand the elements that lead to burnout
- Appraise how these elements can stimulate rather than lead to burnout
- Discover how I have utilized potential stressful challenges to enhance a sense of personal accomplishment



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

What is burnout?

Wikipedia definition of burnout:

Psychological term for the experience of

- long-term exhaustion and
- diminished interest

Measurement of burnout has been best defined by Maslach and colleagues and is now a standard tool used in research



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

Maslach Burnout Inventory: Three dimensional description

- Emotional exhaustion – chronic state of physical and emotional depletion that results from continuous job and/or personal demands and **continuous stress**.
- Cynicism (general distrust of others motives or ambitions) or **depersonalization** (feeling of watching oneself with no feeling of control over the situation)
- Inefficacy or **sense of diminished personal accomplishment**



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

12 Phases of burnout – not necessarily sequential

- 1) Compulsion to prove oneself
 - 2) Work even harder
 - 3) Neglecting own needs
 - 4) Displace conflict
 - 5) Revise values to avoid conflict
 - 6) Deny emerging problems
 - 7) Withdraw
 - 8) Change behavior
 - 9) Depersonalize self
 - 10) Inner emptiness
 - 11) Depression
 - 12) Burnout
-



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

I can understand how burnout may happen.

Continuous stress: such as having to monitor work hours, case logs, evaluation compliance, curriculum adjustments, prepare for site visits, meet new requirements by ACGME, JCAHO, etc. in the limited amount of time most of us have

Depersonalization: Things happen that we have little or no control over such as protracted illness by either residents or staff, residents leaving the program, call scheduled created by other services that your residents may be rotating on, patient work load, etc.

Sense of diminished personal accomplishment: Above tasks leaves little time to make improvements to the program or develop new programs



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

The antithesis of burnout as defined by Maslach and colleague

Engagement

- Energy
- Involvement
- Efficacy



With the new challenges (e.g., from the ACGME) how can you possibly not be involved or have a diminished sense of accomplishment?

Three challenge examples:

- “The resident must participate in one simulated experience each year”
 - At our institution, we do not have a simulation center which is fully operational
 - How does a program like mine fulfill this requirement?
 - Milestone Project
 - How does the program define the milestones?
 - Should your program develop your own
 - Should the program use the basic definitions developed by the ACGME’s expert panel and the specialty’s working group
 - How does the program assess the acquisition of milestones for each of their residents?
 - New Accreditation System (NAS) – what does this entail?
-



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

SIMULATION EXPERIENCE

This is the only challenge I am going to address today



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

Patient Simulator Airway Workshop

Dr. Anthony Clapcich, Director



	Morning	Afternoon
Mon:	<i>Airway Anatomy</i>	<i>Pediatric Difficult Airways</i>
	<i>Tools & Techniques</i>	<i>Surgical & Invasive Airways</i>
	<i>Adult Difficult Airways</i>	
Wed:	<i>ICU Airways</i>	<i>Thoracic Cases</i>
	<i>OB Airways</i>	<i>Bronchoscopy</i>
Fri:	<i>Oral Board Exam</i>	<i>ENT Chief Clinic</i>



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

Other Simulation Experiences

2) TEE Simulation for both normal and diseased anatomy



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

3) Cadaver Workshop for airway, vascular and nerve block anatomy



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

At the end of the upper body cadaver session

- 4) Regional block and vascular access workshop of the lower body is held - for CA-1 – 3 residents who attend the Cadaver workshop



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

Other Simulation Experiences

- 5) Full day ultrasound workshop
preceded by an on-line course - for
all CBY residents
- 6) Trauma simulation with Peds EM and
Peds Surgical residents
- 7) Internet access to institute electronic
records via iPads



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*

Inventory of simulation experiences

Class Year	Airway	TEE	Cadaver Workshop	Regional Workshop	Ultrasound Tutorial & Workshop	Peds Trauma	IT Simulation
CBY					X		X
CA-1	±	X	±	±		±	
CA-2	X	<u>X</u>	X	X		±	
CA-3	±		X	X		±	



COLUMBIA UNIVERSITY

*College of Physicians
and Surgeons*