

Drivers of Burnout and engagement in physicians

Use this chart to understand the individual, work unit, organization, and national factors that contribute to the seven drivers of burnout.






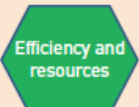
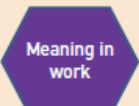




| Drivers of burnout and engagement in physicians |  Individual factors |  Work unit factors |  Organization factors |  National factors |
|---|---|---|--|---|
|  Workload and job demands | <ul style="list-style-type: none"> • Specialty • Practice location • Decision to increase work to increase income | <ul style="list-style-type: none"> • Productivity expectations • Team structure • Efficiency • Use of allied health professionals | <ul style="list-style-type: none"> • Productivity targets • Method of compensation <ul style="list-style-type: none"> - Salary - Productivity based • Payer mix | <ul style="list-style-type: none"> • Structure reimbursement <ul style="list-style-type: none"> - Medicare/Medicaid - Bundled payments - Documentation requirements |
|  Efficiency and resources | <ul style="list-style-type: none"> • Experience • Ability to prioritize • Personal efficiency • Organizational skills • Willingness to delegate • Ability to say "no" | <ul style="list-style-type: none"> • Availability of support staff and their experience • Patient check-in efficiency/process • Use of scribes • Team huddles • Use of allied health professionals | <ul style="list-style-type: none"> • Integration of care • Use of patient portal • Institutional efficiency: <ul style="list-style-type: none"> - EHR - Appointment system - Ordering systems • How regulations interpreted and applied | <ul style="list-style-type: none"> • Integration of care • Requirements for: <ul style="list-style-type: none"> - Electronic prescribing - Medication reconciliation - Meaningful use of EHR • Certification agency facility regulations (JCAHO) • Precertifications for tests/treatments |
|  Meaning in work | <ul style="list-style-type: none"> • Self-awareness of most personally meaningful aspect of work • Ability to shape career to focus on interests • Doctor-patient relationships • Personal recognition of positive events at work | <ul style="list-style-type: none"> • Match of work to talents and interests of individuals • Opportunities for involvement <ul style="list-style-type: none"> - Education - Research - Leadership | <ul style="list-style-type: none"> • Organizational culture • Practice environment • Opportunities for professional development | <ul style="list-style-type: none"> • Evolving supervisory role of physicians (potentially less direct patient contact) • Reduced funding <ul style="list-style-type: none"> - Research - Education • Regulations that increase clerical work |
|  Culture and values | <ul style="list-style-type: none"> • Personal values • Professional values • Level of altruism • Moral compass/ethics • Commitment to organization | <ul style="list-style-type: none"> • Behavior of work unit leader • Work unit norms and expectations • Equity/fairness | <ul style="list-style-type: none"> • Organization's mission <ul style="list-style-type: none"> - Service/quality vs profit • Organization's values • Behavior of senior leaders • Communication/messaging • Organizational norms and expectations • Just culture | <ul style="list-style-type: none"> • System of coverage for uninsured • Structure reimbursement <ul style="list-style-type: none"> - What is rewarded • Regulations |
|  Control and flexibility | <ul style="list-style-type: none"> • Personality • Assertiveness • Intentionality | <ul style="list-style-type: none"> • Degree of flexibility: <ul style="list-style-type: none"> - Control of physician calendars - Clinic start/end times - Vacation scheduling - Call schedule | <ul style="list-style-type: none"> • Scheduling system • Policies • Affiliations that restrict referrals • Rigid application practice guidelines | <ul style="list-style-type: none"> • Precertifications for tests/treatments • Insurance networks that restrict referrals • Practice guidelines |
|  Social support and community at work | <ul style="list-style-type: none"> • Personality traits • Length of service • Relationship-building skills | <ul style="list-style-type: none"> • Collegiality in practice environment • Physical configuration of work unit space • Social gatherings to promote community • Team structure | <ul style="list-style-type: none"> • Collegiality across the organization • Physician lounge • Strategies to build community • Social gatherings | <ul style="list-style-type: none"> • Support and community created by Medical/specialty societies |
|  Work-life integration | <ul style="list-style-type: none"> • Priorities and values • Personal characteristics <ul style="list-style-type: none"> - Spouse/partner - Children/dependents - Health issues | <ul style="list-style-type: none"> • Call schedule • Structure night/weekend coverage • Cross-coverage for time away • Expectations/role models | <ul style="list-style-type: none"> • Vacation policies • Sick/medical leave • Policies <ul style="list-style-type: none"> - Part-time work - Flexible scheduling • Expectations/role models | <ul style="list-style-type: none"> • Requirements for: <ul style="list-style-type: none"> - Maintenance certification - Licensing • Regulations that increase clerical work |

FIGURE 3. Drivers of burnout and engagement with examples of individual, work unit, organization, and national factors that influence each driver. EHR = electronic health record; JCAHO = Joint Commission on the Accreditation of Healthcare Organizations. Adapted from Mayo Clin Proc.³⁹

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