

# Leading Under Stress

## Lessons from the ICU

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# Disclosures

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None

# Objectives



Define stress and burnout



Discover which physician groups are more likely to be stressed/burned out



List the most common causes of physician burnout and implement mitigation strategies



Understand and utilize the Big 5 Personality Traits to lean into your strengths as a leader



Develop conflict management skills to help handle interpersonal stressors



Address burnout on an organizational level

# STRESS vs BURNOUT

- Overengagement
- Reactive or over reactive emotions
- Sense of urgency and hyperactivity
- Lost or diminished energy
- Leads to anxiety
- Physically tolling

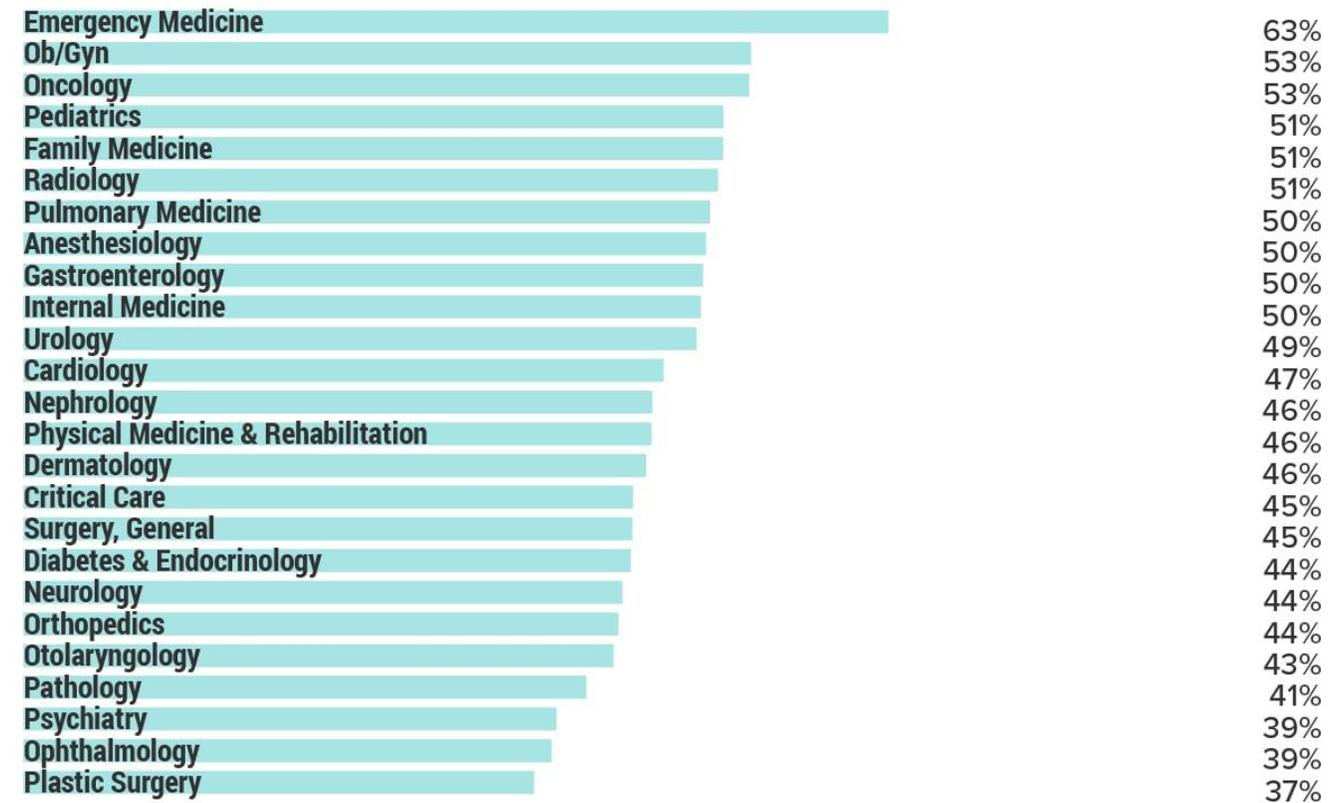


- Disengagement
- Blunted or distant emotions
- Sense of helplessness
- Motivation is lost or diminished
- Leads to feeling depressed
- Emotionally tolling



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- Medscape: Physician Burnout & Depression Report 2024

## Which Specialties Have the Greatest Burnout Rates?



*Not all specialties are shown.*

# What Contributes Most to Your Burnout?

Too many bureaucratic tasks  
(eg, charting, paperwork)

Too many hours at work

Lack of respect from administrators/  
employers, colleagues, or staff

Insufficient compensation

Lack of control/autonomy

Computerization of practice (EHRs)

Lack of respect from patients

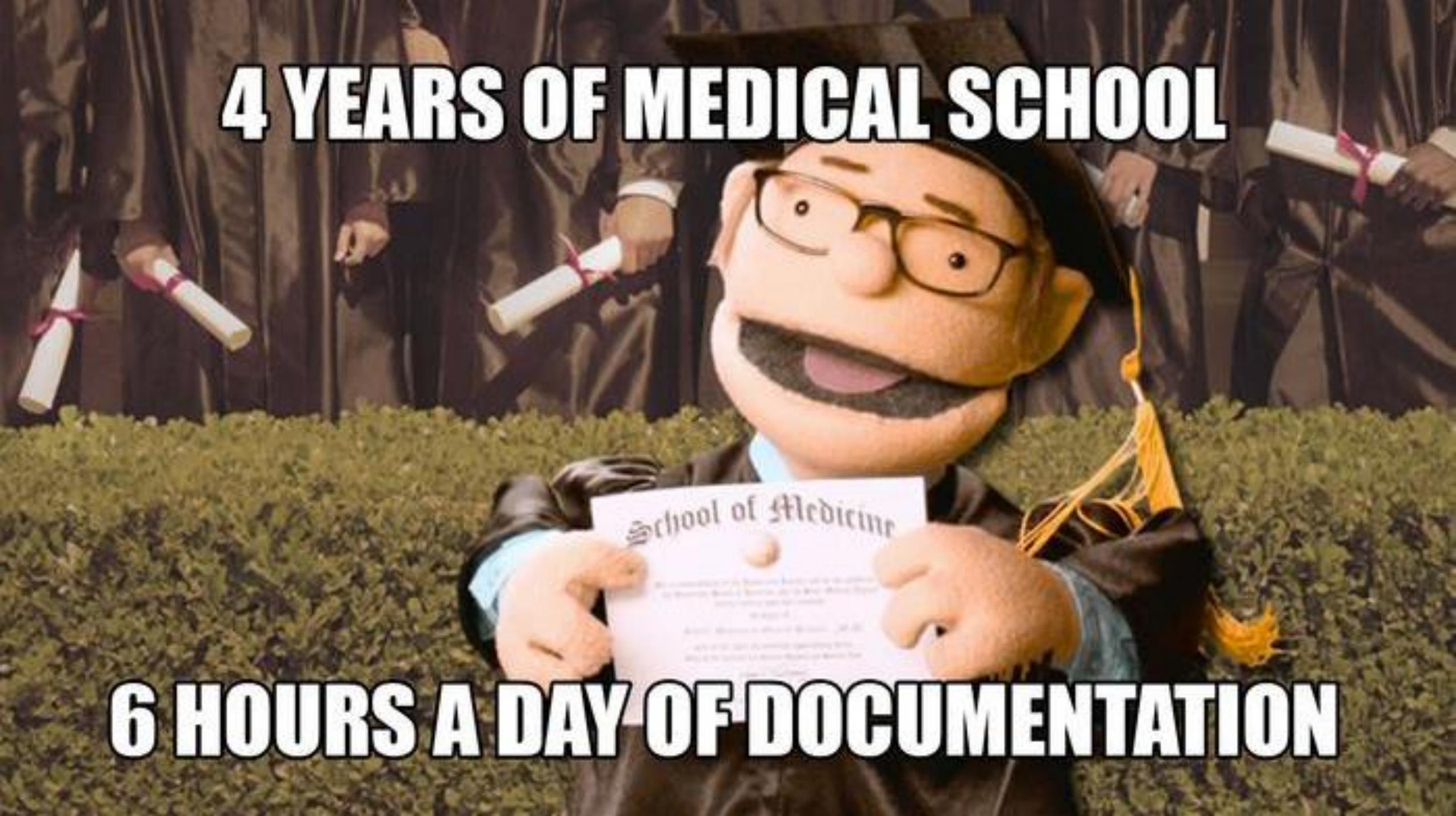
Government regulations

Other

- Medscape: Physician Burnout & Depression Report 2024

*Respondents could select up to three.*

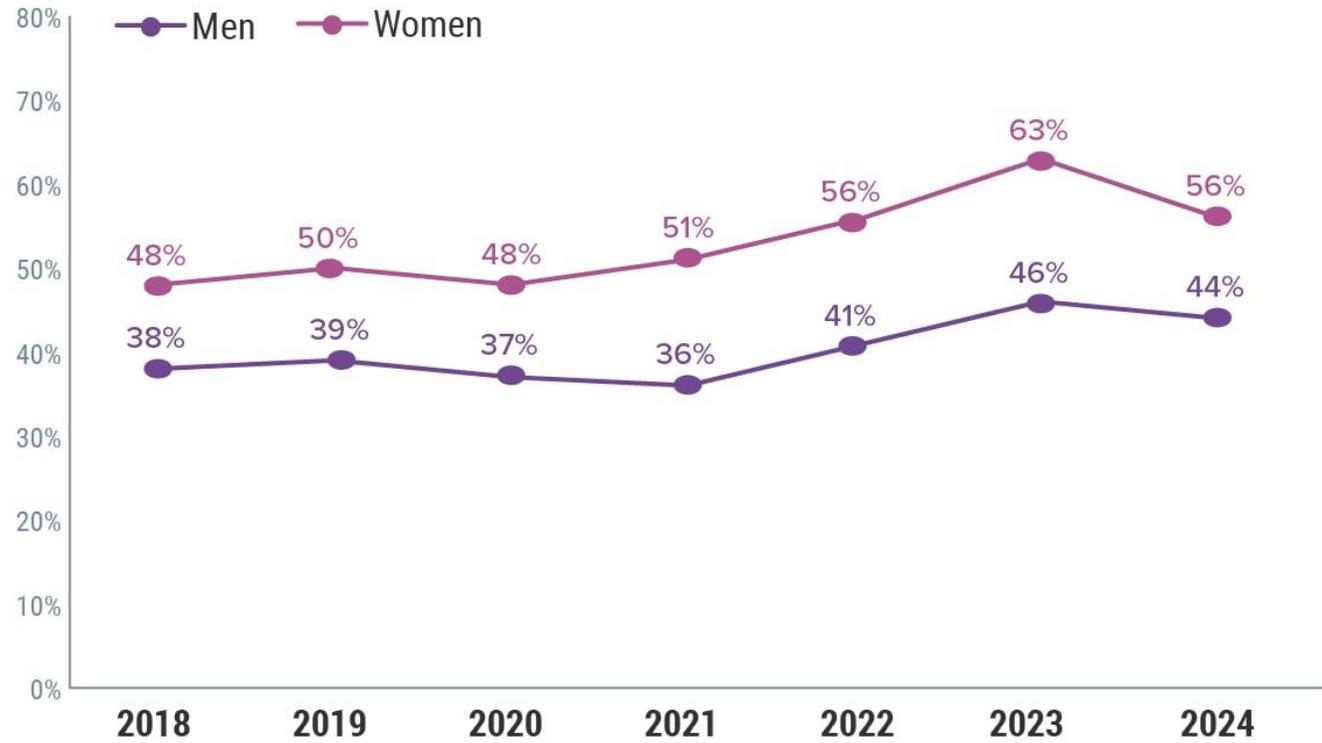
**4 YEARS OF MEDICAL SCHOOL**

A meme featuring a puppet character in a graduation cap and gown, holding a diploma that says "School of Medicine". The background shows other graduates. The text "4 YEARS OF MEDICAL SCHOOL" is at the top and "6 HOURS A DAY OF DOCUMENTATION" is at the bottom.

**6 HOURS A DAY OF DOCUMENTATION**

Medscape:  
Physician  
Burnout &  
Depression  
Report 2024

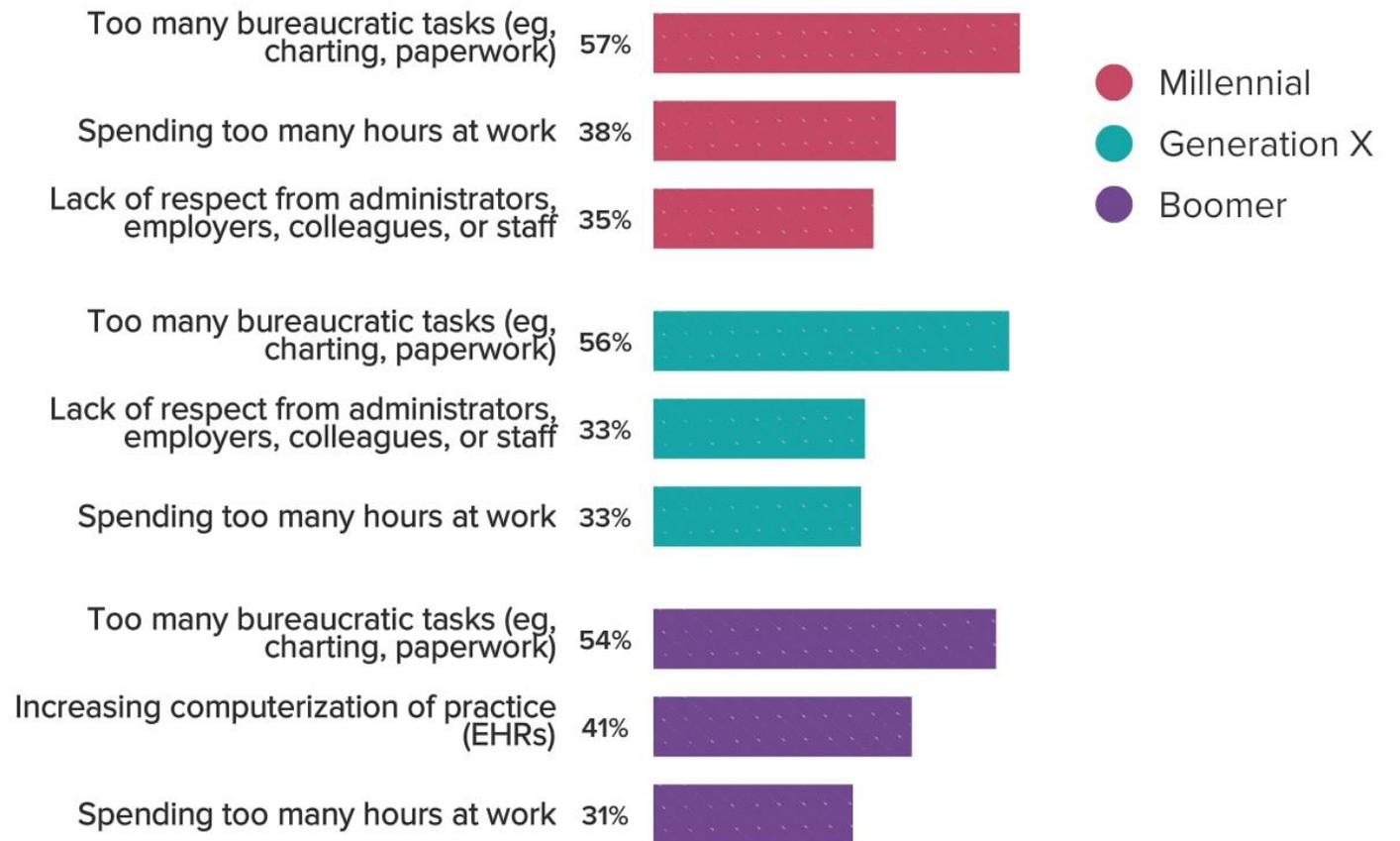
## Are More Female or Male Physicians Burned Out?



*Years shown refer to years report was published.*

# Medscape National Physician Burnout & Suicide Report 2020: The Generation Divide

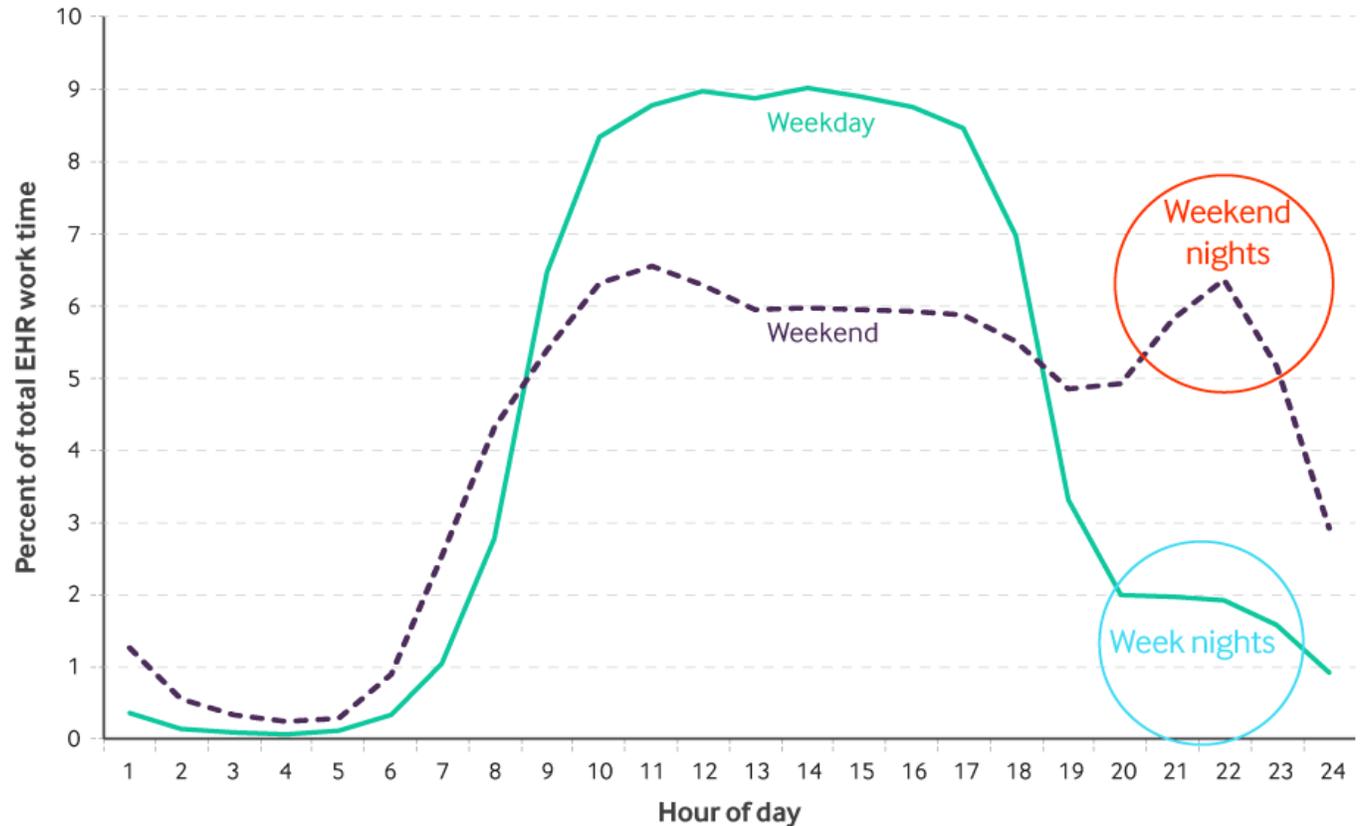
## Top Three Contributors to Burnout (By Generation)



# Medscape National Physician Burnout & Suicide Report 2020: The Generation Divide

## Family physicians' EHR use by time of day.

Date nights and the EHR



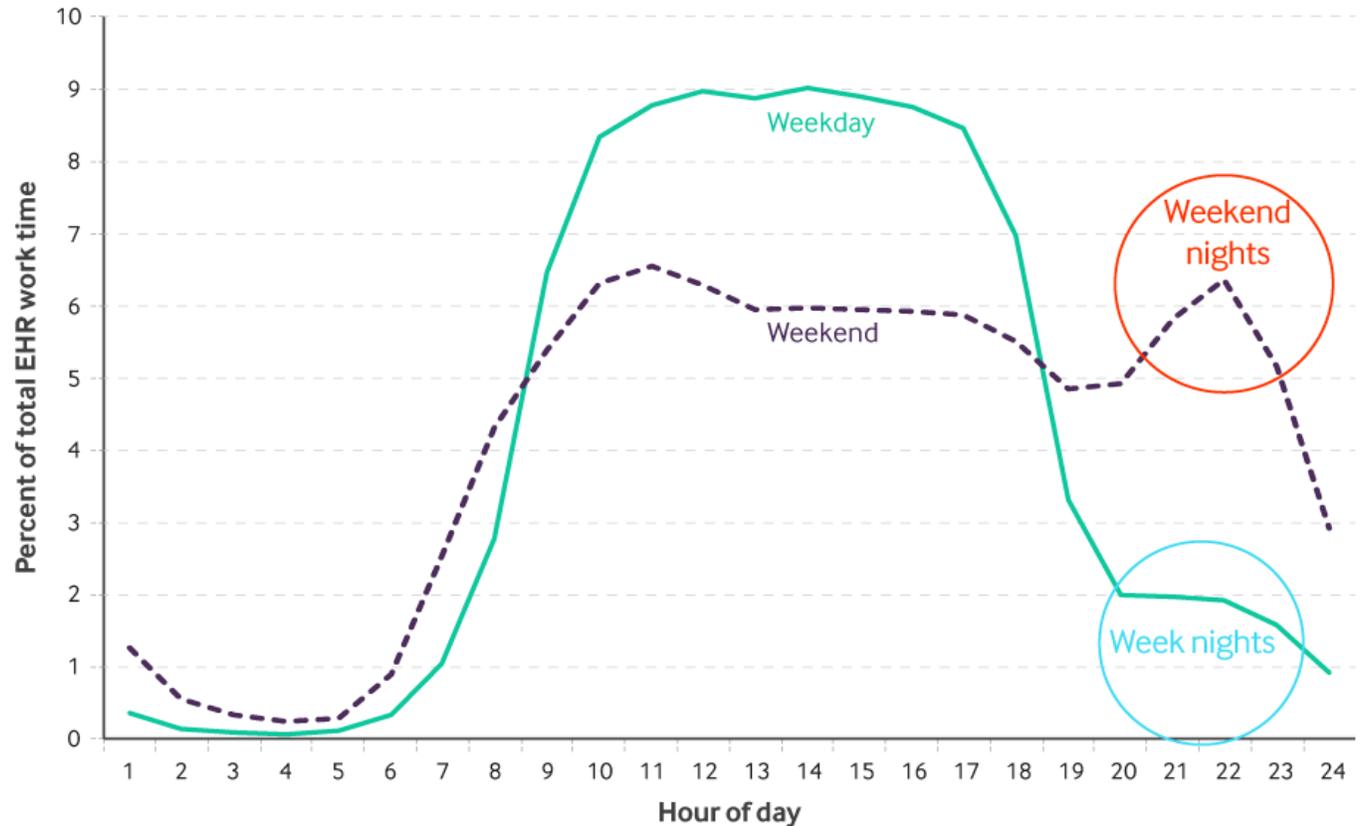
Modified from B. Arndt, et al., *Tethered to the EHR: Primary Care Physician Workload Assessment Using EHR Event Log Data and Time Motion Observations*, Annals of Family Medicine.

NEJM Catalyst (catalyst.nejm.org) © Massachusetts Medical Society

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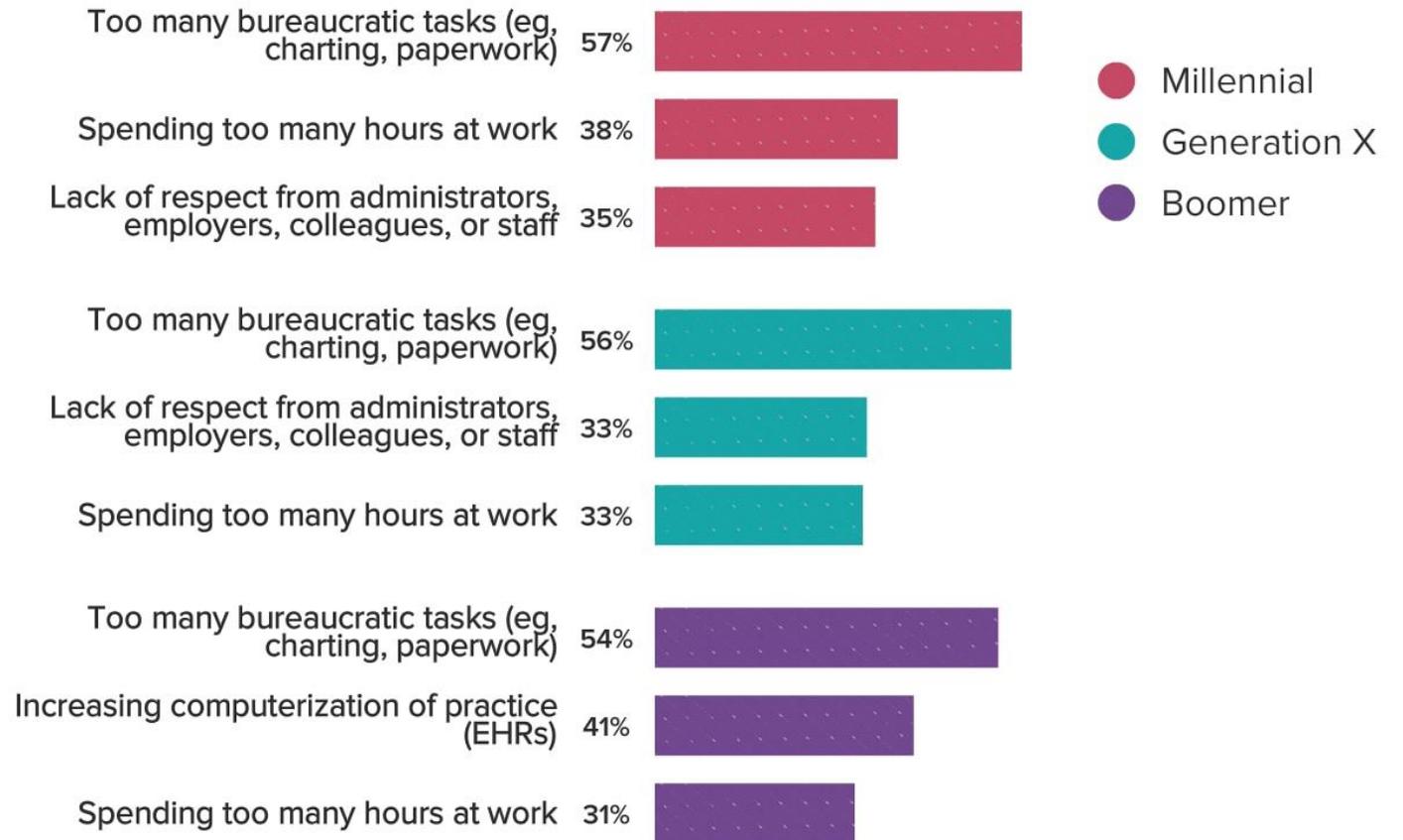
My Topic

# AI scribe saves doctors an hour at the keyboard every day



# Medscape National Physician Burnout & Suicide Report 2020: The Generation Divide

## Top Three Contributors to Burnout (By Generation)



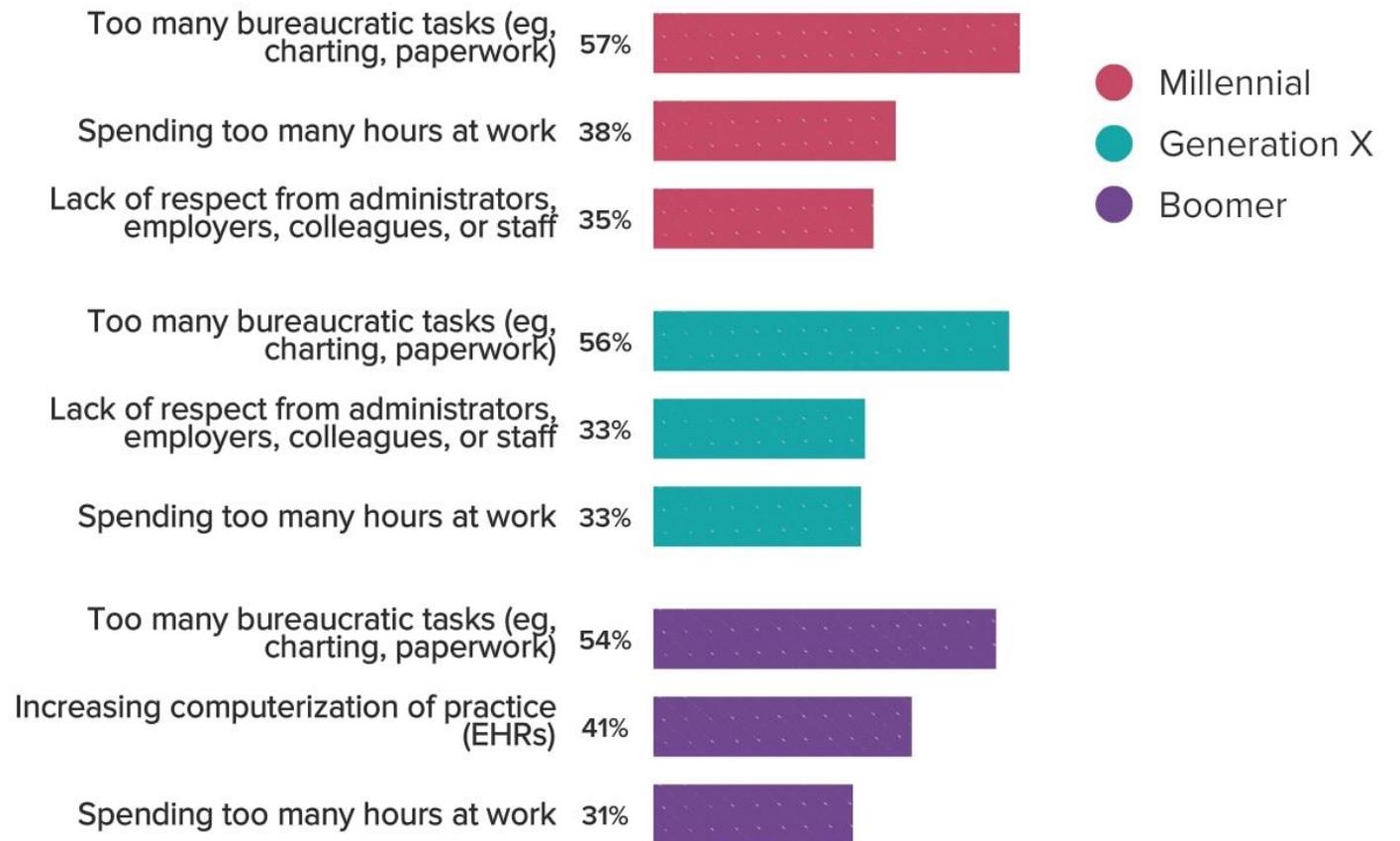
therapist:  
you said you were cutting back  
at work

 TikTok  
@docdelay

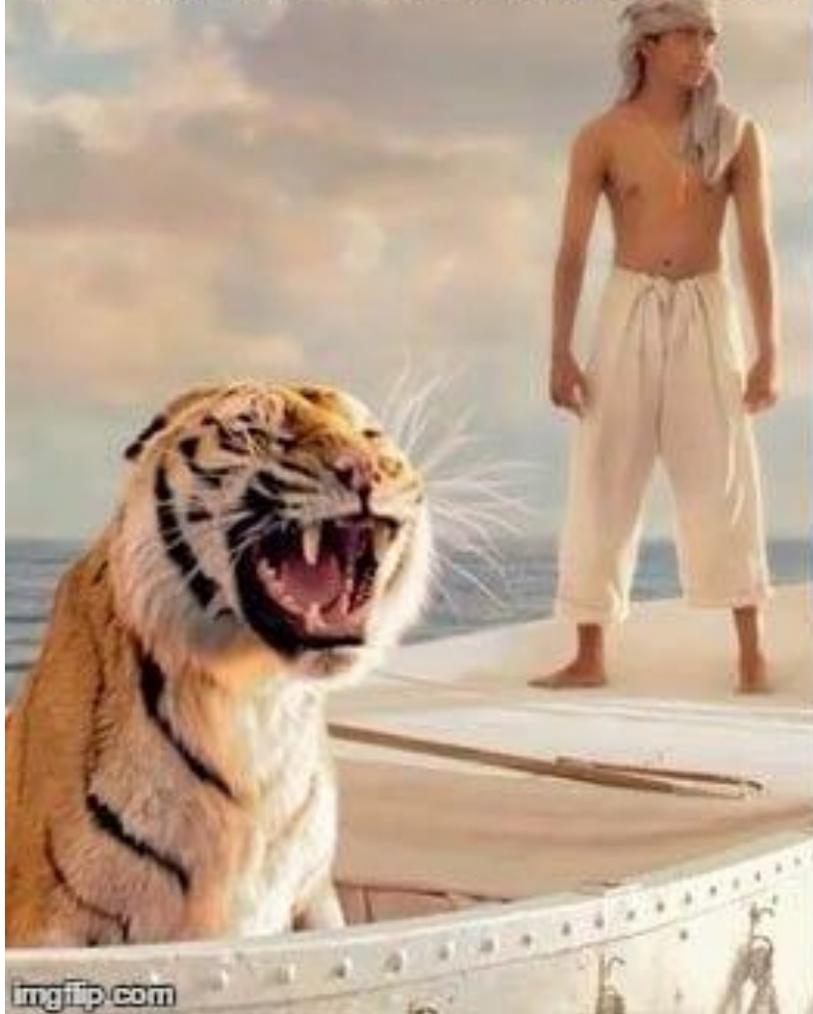


# Medscape National Physician Burnout & Suicide Report 2020: The Generation Divide

## Top Three Contributors to Burnout (By Generation)



**EHR PROMISES**



imgflip.com



**EHR REALITY**

# Coping Mechanisms That Physicians Use for Burnout



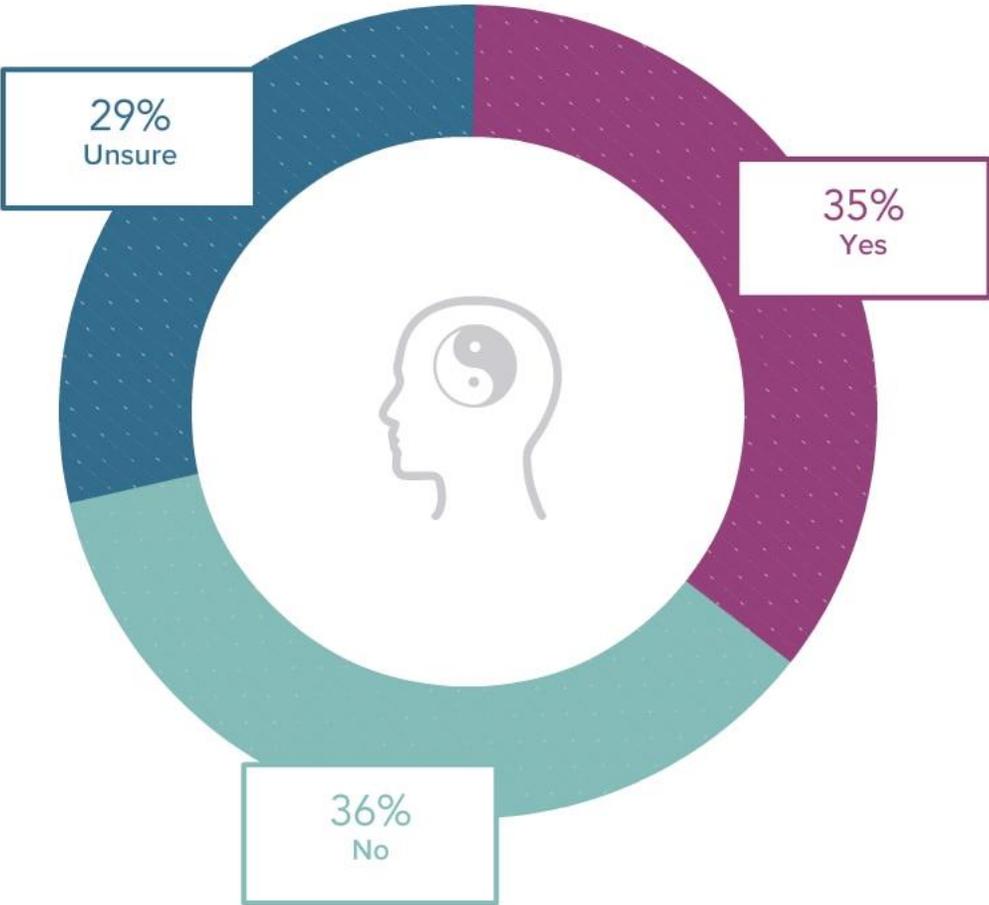
Respondents could choose more than one.

# Coping Mechanisms That Physicians Use for Burnout



Respondents could choose more than one.

# Does Your Personality Type Contribute to Burnout?





# The Big 5 Personality Traits (OCEAN)

- Openness
- Conscientiousness
- Extraversion
- Agreeableness
- Neuroticism

# Openness

I prefer routine

Abstract ideas don't interest me

I am pragmatic

My decisions are data-driven

I can persevere

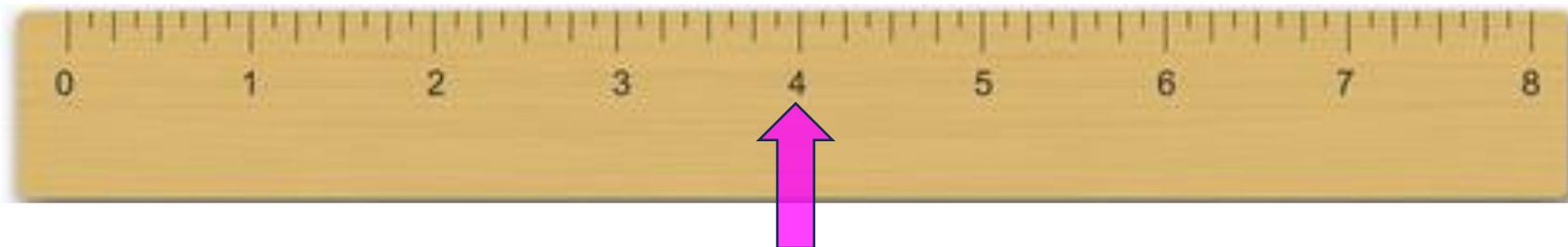
I love trying new things

I am creative

I am excited by a challenge

I am a risk-taker

I can be unpredictable or unfocused



# Conscientiousness

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I am spontaneous

I procrastinate

My office/home is often unorganized

It is difficult for me to save money

I am pretty relaxed and easy-going

I am a planner

I am goal-directed

I adhere to norms and rules

I have self-control

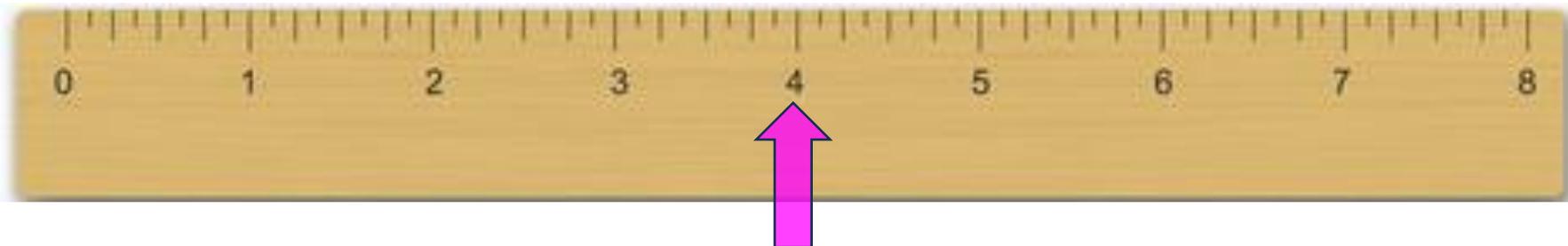
I am reliable



# Extraversion

Being around people drains my energy  
I am analytical and reflective  
I do not like to draw attention to myself  
I enjoy reading, writing, meditating  
I am reserved

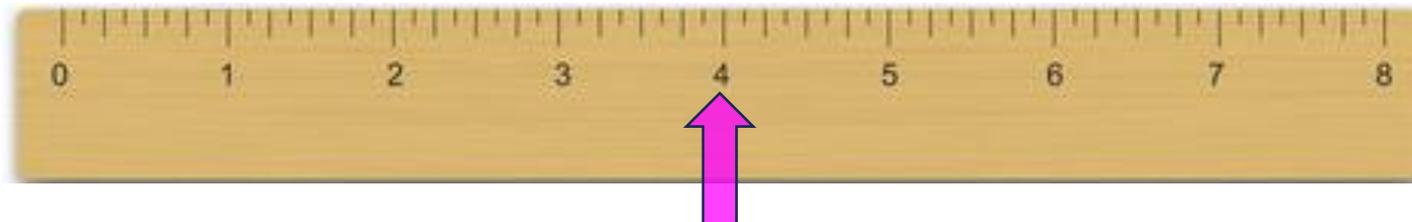
I thrive off being around people  
I am comfortable talking to strangers  
I like being the center of attention  
I am bored when I am alone  
I can be talkative



# Agreeableness

I put my own needs first  
Others' feelings aren't my concern  
I lead with authority  
I insult and manipulate people

I enjoy helping others  
I feel empathy and concern for others  
People are inspired by me  
I don't like conflict



# Neuroticism

I don't worry much

I am emotionally stable

I am not easily rattled

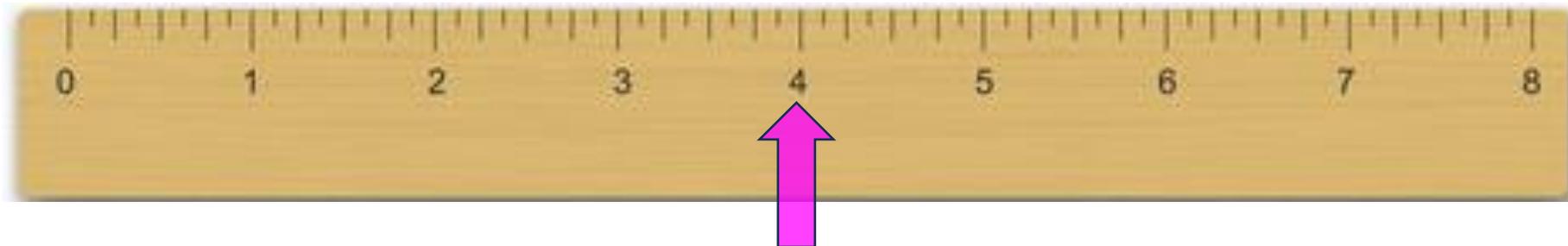
I bounce back easily from stressors

I worry a lot

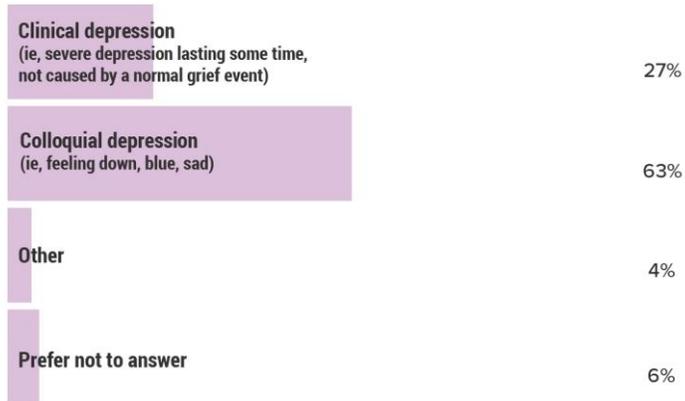
I am moody and often feel blue

I get stressed easily

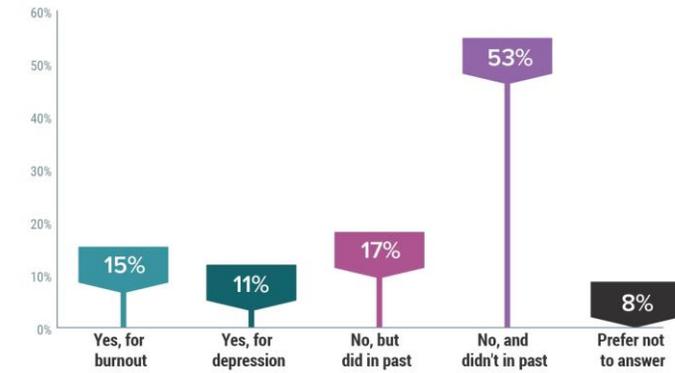
I respond poorly to stressors



### Percentage of Physicians Who Are Depressed

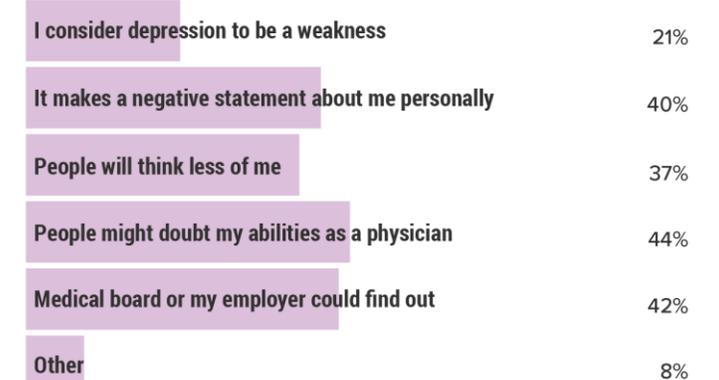


### Stance on Professional Help for Burnout and/or Depression



Respondents who chose "yes" answers either used professional help at the time or planned to.

### Why You Might Not Tell Anyone About Your Depression



Respondents could choose more than one.

#1 CONFLICT RESOLUTION  
BESTSELLER FOR OVER A DECADE

EXPANDED THIRD EDITION

Conflict  
Management

ANGER VICTIMIZATION RESENTMENT  
BLAME HATE JUSTIFICATION  
SPITE  
MANIPULATION BITTERNESS  
CONTROL GRUDGE  
AVOIDANCE CONTEMPT ANIMOSITY

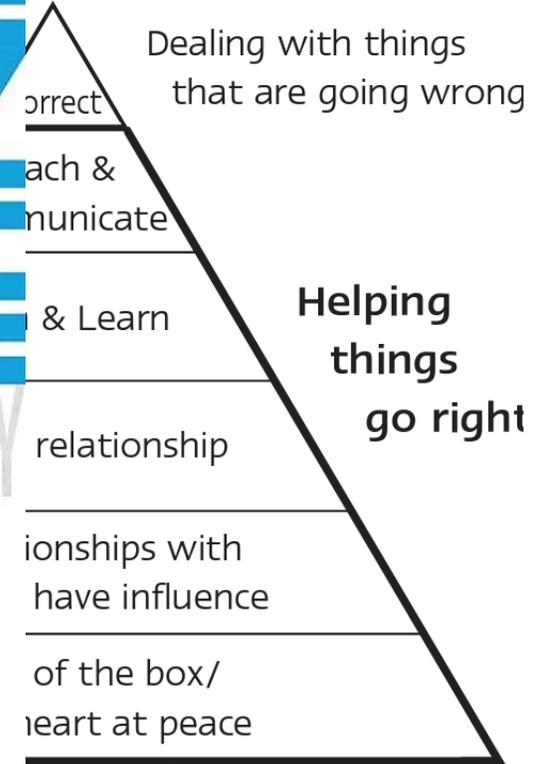
**THE  
ANATOMY  
OF  
PEACE**

*Resolving the Heart  
of Conflict*

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Bestselling authors of *Leadership and Self-Deception* and *The Outward Mindset*

CE PYRAMID



(The Arbinger Institute, 2020)

**IS A TOXIC WORK  
ENVIRONMENT**



**A STAFF INFECTION?**

TECHNOLOGY

## **Apple's Ridiculously Simple Strategy to Beat Burnout Is Oddly Effective -- and Employees Love It** How the tech company is upholding its hustle culture while creating a happy workplace. [🔗](#)

EXPERT OPINION BY KELLY MAIN, WRITER AND ADVISER @THEKELLYMAIN

AUG 31, 2023



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## Addressing Burnout on an Organizational Level

- Survey employees periodically for burnout symptoms
- Keep track of workloads
- Maximize employees' autonomy and decision-making
- Provide resources to manage stress
- Create a healthy and inclusive workplace culture
- Keep the conversation about burnout open



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Sir, you wanted to see  
me?



Questions?



# References

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