

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

**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.<sup>39</sup>

Reprinted from Mayo Clinic Proceedings, Vol. 92 Issue 1, Shanafelt, T., Noseworthy, J.H., Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout, Pages No. 129-146, Copyright (2017), with permission from Elsevier.