

Physician Burnout and Wellness Resources

The Scope of the Problem

Working Conditions in Primary Care: Physician Reactions and Care Quality. Linzer M; Baier Manwell L; Williams ES; Bobula JA; Brown RL; Varkey AB; Man B; McMurray JE; Maguire A; Horner-Ibler B; Schwartz MD, for the MEMO (Minimizing Error, Maximizing Outcome) Investigators. *Ann Intern Med.* 2009;151:28-36.

The influence of personal and environmental factors on professionalism in medical education. West CP; Shanafelt TD. *BMC Medical Education* 2007, 7:29 doi:10.1186/1472-6920-7-29.

Career fit and burnout among academic faculty. Shanafelt TD; West CP; Sloan JA; Novotny PJ; Poland GA; Menaker R; Rummans TA; Dyrbye LN. *Archives of Internal Medicine, Vol. 169 (no. 10) May 25, 2009.*

Professional characteristics and job satisfaction among SGIM members: a comparison of part-time and full-time physician members. Levine RB; Harrison RA; Mechaber HF; et al. *Journal General Intern Med* 23(8):1218-21.

Improving conditions in primary care: physician reactions and care quality. Linzer M; Baier-Manwell L; Williams ES; et al. *Annals of Internal Medicine,* 2009.

Physician wellness: a missing quality indicator. Wallace JE; Lemaire JB; Ghali WA. *The Lancet, vol. 374 (November 14) 2009.*

In Search of Joy in Practice: A Report of 23 High-Functioning Primary Care Practices. Sinsky CA; Willard-Grace R; Schutzbank AM; Sinsky TA; Margolius D; Bodenheimer T. *Ann Fam Med* 2013;11:272-278.

Burnout and Satisfaction With Work-Life Balance Among US Physicians Relative to the General US Population. Shanafelt TD; Boone S; Tan L; Dyrbye LN; Sotile W. *Arch Intern Med.* 2012;172(18):1377-1385

The Phantom Limb of the Triple Aim. Spinelli, WM. *Mayo Clinic Proceedings.* December 2013, Volume 88, Issue 12, Pages 1356–1357

An estimate of the cost of burnout on early retirement and reduction in clinical hours of practicing physicians in Canada. Dewa CS; et al. *BMC Health Services Research.* 2014;14:254-262.

Use of Internist's Free Time by Ambulatory Care Electronic Medical Record Systems. McDonald CJ; Callaghan FM; Weissman A; et al. *JAMA Intern Med.* 2014;174(11):1860-1863

From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider. Bodenheimer T; Sinsky C. *Ann Fam Med* 2014;12:573-576

Physician wellness is a global issue. Robert M. Wah, MD. *AMA Wire*. 9/23/2014

Resilience and Wellness Strategies

A mindfulness course decreases burnout and improves well-being among healthcare providers. Goodman MJ; Schorling JB. *International Journal Psychiatry in medicine*, Vol. 43(2) 119-128, 2012.

Intervention to Promote Physician Well-being, Job Satisfaction, and Professionalism. West CP; Dyrbye LN; Rabatin JT; Call TG; Davidson JH; Multari A; Romanski SA; Henriksen Hellyer JM; Sloan JA; Shanafelt TD. *JAMA Intern Med*. 2014;174(4):527-533

If every fifth physician is affected by burnout, what about the other four? Resilience strategies of experienced physicians. Zwack J, Schweitzer J. *Acad Med*. 2013 Mar;88(3):382-9.

Before Burnout: How Physicians Can Defuse Stress. Gautam, M. *Virtual Mentor*. September 2003, Volume 5, Number 9.

Mindfulness In Medicine. Horwitch C. <https://vimeo.com/117306069>

Sustainable Leadership. O'Malley C, Hingle S. <https://vimeo.com/40241496>

Time Management for Leaders. Jokela, J. <https://vimeo.com/35013659>

GWIMS Toolkit: Part-time Faculty in Academic Medicine, Individual and Institutional Advantages. Association of American Medical Colleges Group on Women in Medicine and Science. <https://www.aamc.org/members/gwims/toolkit>

Association of an educational program in mindful communication with burnout, empathy, and attitudes among primary care physicians. Krasner MS; Epstein RM; Beckman H; Suchman AL; Chapman B; Mooney CJ; Quill TE. *JAMA*. 2009;302(12):1284-1293.

Healing Skills for Medical Practice. Churchill, LR; Schenck D. *Ann Intern Med*. 2008;149:720-724.

<http://pulsevoices.org/> - publishing personal accounts of illness and healing, fostering the humanistic practice of medicine

Enhancing Professional Satisfaction and Practice Sustainability. American Medical Association. <http://www.ama-assn.org/ama/pub/about-ama/strategic-focus/enhancing-professional-satisfaction-and-practice-sustainability.page>

DIMENSIONS: Work & Well-Being Toolkit for Physicians - This toolkit is designed for use by physicians, their employers and their peers and assists with promoting physicians' individual and workplace well-being.

Canadian Physician Health Institute dedicated to promoting physician health and wellness - <http://cphi-icsm.ca/>

Institutional Initiatives to Reduce Burnout and Promote Wellness

Ten Bold Steps to Prevent Burnout in Internal Medicine. Linzer M; Levine R; Meltzer D; Poplau S; Warde C; West C. J Gen Intern Med 29(1):18

Creating a Culture of Wellness: Conversations, Curriculum, Concrete Resources, and Control. Place S; Talen M. Int. J. Psychiatry in Medicine, Vol. 45(4) 333-344, 2013

Physician Resilience: What It Means, Why It Matters, and How to Promote It. Epstein RM; Krasner MS. Acad. Med. March 2013 - Volume 88 - Issue 3 - p 301-303

Part-Time Careers in Academic Internal Medicine: A Report From the Association of Specialty Professors Part-Time Careers Task Force on Behalf of the Alliance for Academic Internal Medicine. Linzer M; Warde C; Alexander RW; DeMarco A; Haupt A; Hicks L; Kutner J; Mangione CM; Mechaber H; Rentz M; Riley J; Schuster B; Solomon GD; Volberding P; Ibrahim T. Academic Medicine, Vol. 84, No. 10. October 2009.

Physician health: beyond work life balance. Albuquerque J; Deschauer D. CMAJ. 2014 Sept;186(13):E502-503.

Physicians As Patients

Doctors get ill too. The Lancet, vol. 374 (November 14) 2009. Editorial.

Goldman L, Meyers M, and Dickstein KJ, Ed, The Handbook of Physician Health: The Essential Guide to Understanding the Health Care Needs of Physicians. United States of America: American Medical Association, 2000.

Jones, Petre, ed. Doctors as Patients. United Kingdom: Radcliffe Publishing, 2005.

Klitzman, Robert. When Doctors Become Patients. New York: Oxford University Press, 2008.

Mandell, Harvey and Spiro, Howard, Ed. When Doctors Get Sick. New York: Plenum Medical Book Company, 1987.

Myers M and Gabbard GO. The Physician As Patient: A Clinical Handbook for Mental Health Professionals. Washington, DC: American Psychiatric Publishing, Inc., 2008.

Federation of State Physician Health Programs, Inc. <http://www.fsphp.org/>

<http://www.black-bile.com/> - a website dedicated to physicians suffering from depression, and those who care about them

Books:

Great by Choice by Jim Collins and Morten T. Hansen (2011)

Lean In by Sheryl Sandberg (2013)

The Way We're Working Isn't Working by Tony Schwartz (2010)

First Break All the Rules by Marcus Buckingham and Curt Coffman (2000)

Leading change in healthcare by Anthony Suchman, David Sluyter, Penelope Williamson, and Peter Block (2011)

Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience by Charles Kenney (2010)

Finding Balance in a Medical Life by Lee Lipsenthal (2007)

What Doctors Feel by Danielle Ofri, MD (2014)