

PHYSICIAN STRATEGIES FOR REDUCING OR DEALING WITH BURNOUT

Bibliography*

Adams S, Camarillo C, Lewis S, McNish N. 2010. Resiliency training for medical professionals. US Army Medical Department Journal June:48-55

AMA. 2014. Regulatory nightmare threatens care for America's seniors. American Medical Association. October 14. <http://www.ama-assn.org/ama/pub/news/news/2014/2014-10-21-regulatory-nightmare-threatens-seniors.page>

AMA Wire. 2016. Preventing physician burnout: Mayo Clinic takes unique approach. April 13. <http://www.ama-assn.org/ama/ama-wire/post/preventing-resident-burnout-mayo-clinic-takes-unique-approach>

AMN Healthcare. 2013. survey of registered nurses: http://amnhealthcare.com/uploadedFiles/MainSite/Content/Healthcare_Industry_Insights/Industry_Research/2013_RNSurvey.pdf

Amutio A, Martinez-Taboada C, Herosilla D et al. 2014. Enhancing relaxation states and positive emotions in physicians through a mindfulness training program. Psychological Health in Medicine: Dec 8:1-12 Epub ahead of print

Anne S. 2014. Burnout: Recognize and Reverse. Otolaryngology Head Neck Surgery 151(1):4-5

Balch C, Shanafelt T. 2010. Combatting Stress and burnout in surgical practice: A Review. Advances in Surgery 44:29-47

Beckman, Wendland, Mooney et al. 2012. The impact of a program in mindful communication on primary care physicians. Academic Medicine 87(6):815-9

Best A, Saul J. 2012. Complexity and Lessons Learned from the health sector for country system strengthening. Background paper for USAID Experience Summit on Strengthening country systems. <http://kdid.org/library/complexity-and-lessons-learned-health-sector-country-system-strengthening>

Bonrath E, Dedy N, Gordon L et al. 2015. Comprehensive surgical coaching enhances surgical skill in the operating room. Annals of Surgery 262(2):205-212

Brody, S. 2014. Physician burnout: It's time to take care of our own. www.thehealthcareblog.com. July 2

Byron G, Ziedonis D, McGrath C, et al. 2015. Implementation of mindfulness Training for mental health staff. Mindfulness NY 6(4):861-872

Cejka Search. 2015. Physician Stress and Burnout Survey 2015 Cejka Search and VITAL WorkLife Report VITALWorkLife.com/survey/Stress.

Chase S, Crabtree B, Stewart E, et al. 2015. Coaching strategies for enhancing practice transformation. Family Practitioner 32(1):75-81

Clever. 2001. A checklist for making good choices in trying – or tranquil – times. Western Journal of Medicine 174(1):41-43

Cogin, J. 2012. . Are generational differences in work values fact or fiction? International Journal of Human Resource Management 23(11):2268-2294

- Dewa S, Loong D, Bonato S, et al. 2014. How does burnout affect physician productivity? A Systematic literature review. *BMC Health Services Research* 14:325-335
- Duchemin A, Steinberg B, Marks D, et al. 2015. A Small Randomized pilot study of a workplace mindfulness-based intervention for surgical intensive care unit personnel: Effects on salivary alpha-Amylase levels. *Journal of Occupational and Environmental Medicine*. epub ahead of publication
- Dunn P, Arnetz B, Christensen J, et al. 2007. Meeting the imperative to improve physician Well being: An assessment of an innovative program. *Journal of General Internal Medicine* 22(11):1544-52
- Dyrbye L, Freischlag J, Kaups K, Oreskovich M. 2012. Work-home conflicts have a substantial impact on career decisions that affect the adequacy of the surgical workforce. *Archives of Surgery* 147(10):933-939
- Dyrbye L, Massie F, Eacker A et al. 2010. Relationship between burnout and professional conduct and attitudes among US medical students. *Journal of American Medical Association* 304(11):1173-80
- Dyrbye L, Sotile W, Boone S, West C. et al. 2014. A Survey of US Physicians and their partners regarding the impact of work-home conflict. *Journal for General Internal medicine* 29(1):155-161
- Dyrbye L, Varkey P, Boone S et al. 2013. Physician satisfaction and burnout at different career stages. *Mayo Clinic Proceedings* 88(12):1358-1367
- Dyrbye L, West C, Satele D, Boone S, Tan L et al. 2014. Burnout among US medical students, residents and early career physicians relative to the general US Population. *Academic Medicine* 89(3):443-451. PMID:24448053
- Eckleberry-Hunt J, Kirkpatrick H, Taku K et al. 2016/ The Relations between physicians' work lives and happiness. *Southern Medical Journal* 109(4):207-212
- Eelen S, Bauwens S, Baillon C. 2014. The Prevalence of burnout among oncology professionals: Oncologists are at risk of developing burnout. *Psycho-oncology* 23(2):1415-1422. PMID:24846818
- Elder C, Nidich S, Moriarty F, et al. 2014. Effect of transcendental meditation on employee stress, depression, and burnout. *Perm Journal* 18(1):19-23
- Embriaco N, Azoulay E, Barrau K, et al. 2007. High level of burnout in intensivists. *American Journal of Respiratory Critical Care Medicine* 175:686-92
- Fahrenkopf A, Sectish T, Barger L et al. 2008. Rates of medication errors among depressed and burnt out residents: Prospective cohort study. *BMJ* 336:488-491
- Fortney L, Luchterhand C and Zakletskaia L et al. 2013. Abbreviated mindfulness intervention for job satisfaction, quality of life and compassion in primary care clinicians: A pilot study. *Annals of Family Medicine* 11(5):412-420
- Fridner , Norell A, Akesson G et al. 2015. Possible reasons why female physicians publish fewer scientific articles than male physicians. *BMC Medical Education* 15:67
- Gardiner M, Lovell G, Williamson P. 2004. Physician you can heal yourself! Cognitive behavioral training reduces stress in GPs. *Family Practice* 21(5):545-51

- Gazelle G, Liebschultz J, Riedd H. 2014. Physician Burnout: Coaching a way out. *Journal of General Internal Medicine* 30(4):508-513
- Gleichgerrct E, Decety J. 2014. The Relationship between different facets of empathy, pain, perception and compassion fatigue among physicians. *Frontlines of Behavioral Neuroscience* July11:8:243 PMID:25071495
- Goitein L. 2014. Physician Well-being – Addressing downstream effects. But looking upstream. *JAMA Internal Medicine* 174(4):533-4
- Goodman M, Schorling J. 2012. A mindfulness course decreases burnout and improves well-being among healthcare providers. *International Journal of Psychiatry in Medicine* 43(2):119-28
- Greenberg C, Ghouseini H, Pavuluri Quamme S, et al. 2015. Surgical coaching for individual performance improvement. *Annals of Surgery* 261(1):32-34
- Greenberg C and Klingensmith M. 2015. The Continuum of coaching: Opportunities for surgical improvement at all levels. *Annals of Surgery* 262(2):217-219
- Gregoire C. 2013. The Amazing way this hospital is fighting physician burnout. *Huffington Post*. Dec 2.
- Greitens E. 2015. *Resilience: Hard-won wisdom for living a better life*. Boston: Houghton Mifflin Harcourt.
- Grepmaier L, Mitterlehner F, Nickel M. 2006. Promotion on mindfulness in psychotherapists in training and treatment results of their patients. *Journal of Psychosomatic Research* 60:649-60.
- Haas J, Cook E, Puopolo A et al. 2000. Is the professional satisfaction of general internists associated with patient satisfaction? *Journal of General Internal Medicine* 15(2):122-8
- Halbesleben L, Rathert C. 2008. Linking physician burnout and patient outcomes. *Health care management Review* 33:29-39
- Holmes, E., Connolly A, Putnam K et al. 2016. Taking care of our own: A Multispecialty study of resident and program director perspectives on contributors to burnout and potential interventions. *Academic Psychiatry*. July 19. Epub ahead of print.
- Houks I, Winants J, Twellaar J, and Verdonk P. 2011. Development of burnout over time and the causal order of the three dimensions of burnout among male and female GPs. *BMC Public Health* 11:240-252
- Hu Y, Fix M, Hevelone N et al. 2012. Physicians' Needs in Coping with Emotional Stressors. *Archives of Surgery* 147(3):212-7
- Hyman S, Michaels D, Berry J, et al. 2011. Risk of burnout in perioperative clinicians: A Survey study and literature review. *Anesthesiology* 114:194-204
- Irving J, Dobkin P, Park J. 2009. Cultivating mindfulness in health care professionals. *Complementary therapies in clinical practice* 15:61-66
- Jagsi R, Griffith K, DeCastro R, Ubel P. 2014. Sex, Role Models, and Specialty Choices Among Graduates of US Medical Schools in 2006–2008. *Journal of the American College of Surgeons* 218(3):345-352
- Jain S, Swanick S, Roesch S, et al. 2007. A Randomized controlled trial of mindfulness meditation versus relaxation training. *Annals of behavioral Medicine* 33:11-21

- Keeton K, Fenner D, Johnson T, et al. 2007. Predictors of physician career satisfaction, work-life balance and burnout. *Obstetrics and Gynecology* 109(4):949-955
- Krasner M, Epstein R, Beckman H et al. 2009. Association of an educational program in mindful communication with burnout, empathy and attitudes among primary care physicians. *JAMA* 302:1284-1293
- Lavoie-Tremblay M, Pacquet M, Duchesne M, et al. 2010. Retaining nurses and other hospital workers: Intergenerational perspective of the work climate. *Journal of Nursing Scholarship* 42(4):414-422
- Le Blanc P, Hox J, Schaufeli W, et al. 2007. Take Care! The Evaluation of a team-based burnout intervention program for oncology care providers. *Journal of Applied Psychology* 92(1):213-227
- Lee R, Seo B, Hladkyj et al. 2013. Correlates of physician burnout across regions and specialties. *Human Resources for Health* 11:48-63
- Leiter M, Laschinger H, Day a, et al. 2011. The Impact of civility interventions on employee social behavior, distress, and attitudes. *Journal of Applied Psychology* 96:1258-1274
- Leiter M, Frank E, Matheson T. 2009. Demands, values, and burnout: Relevance for physicians. *Canadian Family Physician* 55(12):1224-25. PMID: 20008605
- Lemaire J, Wallace J. 2010. Not all coping strategies are created equal: A Mixed methods study exploring physicians self-reported coping strategies. *BMC Health Services Research* 10:208. PMID:20630091
- Lemaire J, Wallace J, Lewin A, et al. 2011. The effect of a biofeedback-based stress management tool on physician stress. *Open Medicine* 5(4):e154-63
- Linzer M, Levine R, Meltzer D, Poplau S, Warde C, West CP. 2013. 10 bold steps to prevent burnout in general internal medicine. *J Gen Intern Med.* 29:18-20. <http://link.springer.com/article/10.1007/s11606-013-2597-8/fulltext.html>
- Linzer M, Manwell L, Mundt M. et al. 2005. Organizational climate, stress and error in primary care: The MEMO Study. *Advances in Patient Safety: Volume 1 - From Research to Implementation*. Henriksen K, Battles JB, Marks ES, et al., (eds).Rockville (MD): Agency for Healthcare Research and Quality
- Linzer M, Poplau S, Grossman E, et al. 2015. A Cluster Randomized Trial of interventions to improve work conditions and clinician burnout in primary care. *Journal of General Internal Medicine*. Feb 28 epub ahead of print
- Lybomirsky, S. 2008. *The How of Happiness*. New York: Penguin Books
- Lucian Leape Institute. 2013. *Through the Eyes of the workforce: Creating joy, meaning and safe health care*. Boston: National Patient Safety Foundation.
- Lynch M and Verner E. 2013. Building a clinical leadership community to drive improvement. *Education for primary care.* 24:22-28
- Magnavita N, Fileni A, Magnavita G, et al. 2008. Work stress in radiologists. *Radiological Medicine* 113:329-46

- Martin S and Sinsky C. 2016. The Map is not the territory: Medical records and 21st century practice. *The Lancet*. 388:2053-2056
- Maslach C. 1982. *Burnout, the cost of caring*. Englewood Cliffs NJ: Prentice hall.
- Meier D, Back A, Morrison R. 2001. The Inner life of physicians and care of the seriously ill. *JAMA* 286(23): 3007-14
- McKinley S, Petrusa E, Fiedeldej-C, Dijk C et al. 2014. Are there gender differences in the emotional intelligence of resident physicians? *Journal of Surgical Education* 71(6):e33-40
- McLeroy K, Gottlieb N, Heaney C. 2002. Social health in the workplace. In M O'Donnell (ED.), *Health promotion in the workplace*. Albany NY: Delmar:459-492
- Meltzer-Brody, S. 2014. Physician- burnout – It's time to take care of our own. *The Health Care Blog* July 2.
- Michaeli D. 2015. How mindfulness changes the brain. *The Doctor Weighs In*. August 9. Dov Michaeli, MD, PhD; www.thedoctorweighsin.com
- Mirvis D, Graney M, Kirkpatrick A. 1999. Burnout among leaders of the department of Veterans Affairs medical centers. *Journal of Health and Human Services Administration* 21:390-412
- Mobilus S, Chan M, Brown J. 2008. Women in medicine – The Challenge of finding balance. *Canadian Family Physician* 54:1285-86.e1-e5
- Moody K, Kramer D, Santizo R et al. 2013. Helping the helpers: mindfulness training for burnout in pediatric oncology. *Journal of Pediatric Oncology Nurses* 30(5):275-84
- Montgomery A. 2014. The Inevitability of physician burnout: Implications for interventions. *Burnout research* 1:50-56.
- Montgomery A, Bradley C, Rochfort A, et al. 2011. A Review of self-medication in physicians and medical students. *Occupational Medicine* 61:490-497
- Mullan C, Shapiro J, McMahon G. 2013. Interns' experiences of disruptive behavior in an academic medical center. *Journal of Graduate Medical Education* 5(1): 25-30
- Mutabdzic D, Mylopoulos M, Murnachan M, et al. 2015. Coaching surgeons – Is culture limiting our ability to improve? *Annals of Surgery* 262(2):213-216
- Nedrow A, Steckler N, and Hardman J. 2013. Physician resilience and burnout. *Family Practice Management* 20(1):25-30
- Nyssen A, Hansez I, Baele P, et al. 2003. Occupational stress and burnout in anaesthesia. *British Journal of Anaesthesia* 90:333-7
- Oreskovich M, Shanafelt T, Dyrbye L, Tan L et al. 2014 The prevalence of substance use disorders in American physicians. *American Journal of Addiction* 20:1-9
- Peterson U, Bergstron G, Samuelsson M, et al. 2008.. Reflecting peer-support groups in the prevention of stress and burnout. *Journal of Advanced Nursing* 63:506-16
- Physicians Foundation. 2014. *2014 Survey of America's Physicians: Practice Patterns and Perspectives*. Boston: Physiciansfoundation.org. September 16, 2014

Plews-Ogan M, May N, Owens J et al. 2016. Wisdom in medicine: What helps physicians after a medical error? *Academic Medicine* 91(2):233-41

Poley S, Belsky D, Gaul K, et al. 2009. Longitudinal trends in the US surgical workforce, 1981-2006. *Bulletin of the American College of Surgeons* 94:27-31

Quill, Williamson. 1990. Healthy approaches to physician stress. *Archives of internal medicine* 150(9):1857-61

Qureshi H, Rawlani R, Mioton L et al. 2015. Burnout phenomenon in US plastic surgeons: Risk factors and impact on quality of life. *Plastic Reconstructive Surgery* 135(2):619-626

Rabb K. 2014. Mindfulness, self-compassion and empathy among health care professionals: A Review of the literature. *Journal of Health Care Chaplaincy* 20(3):95-108

Raggio B, Malacarne P. 2007. Burnout in intensive care unit. *Minerva Anesthesiology* 73:195-200. PMID:17468736

Rath K, Huffman L, Phillips G, 2015. Burnout and associated factors among members of the Society of Gynecologic Oncology. *American Journal of Obstetrics and Gynecology* doi:10.1016/j.ajog.2015.07.036. PMID:26226551

Redman M and Kelly C. 2011. Winning the war to attract and retain healthcare workers. *Healthcare Design Magazine*: September 11

Reed D, Enders F, Lindor R et al. 2008. Gender differences in academic productivity, promotion and leadership appointments of physicians. *Journal of General Internal Medicine* 23 Suppl:306-307

Regehr C, Glancy D, Pitts A, et al. 2014. Interventions to reduce the consequences of stress in physicians: A Review and meta-analysis. *Journal of Nervous and Mental Diseases* 202(5):353-359

Rieger A, Stoll R. 2013. Psychophysiologic stress reduction in surgery. *Surgical Endoscopy* 27(2): February. epub ahead of print

Roberts D, Shanafelt T, Dyrbye L, West C. 2014. A National comparison of burnout and work-life balance among internal medicine hospitalists and outpatient general internists. *Journal of Hospital Medicine* 9(3):176-81

Roth et al. 2011: Career Burnout among pediatric oncologists. *Pediatric blood cancer* 57(7):1168-73

Rosenstein A. 2012. Physician stress and burnout: What can we do? *Physician Executive* November:22-30

Rosenstein A. 2015. Recognizing and addressing physician stress and burnout to improve satisfaction and patient care. *AHA Physician Leadership Forum Focus*. March 26

Rudd M, Aaker J, Norton M. 2011. How small acts create more happiness than large acts. *Stanford School of Business paper*: December 16. mrudd@stanford.edu

Salber P. 2015. The Doctor Weighs In blog www.thedoctorweighsin.com reporting the 2015 Geneia study. April 22

Sanfey H, Fromson J, Mellinger J et al. 2015. Surgeons in difficulty: An Exploration of differences in assistance-seeking behaviors between male and female surgeons. *Journal of American College of Surgeons* 221(2):621-627

Sargeant J, Lockyer J, Mann K, et al. 2015. Facilitate reflective performance feedback: Developing an evidence- and Theory-based model that builds relationship, explores reactions and content, and coaches for performance change. *Academic Medicine* 90(12):1698-1706

Schernhammer E, Colditz G. 2004. Suicide rates among physicians. *American Journal of Psychiatry* 161:2295-2302

Schmitz G, Clark M, Heron S, et al. 2012. Strategies for coping with stress in emergency medicine. *Journal of Emergency Trauma and Shock* 5(1):64-69

Schneider S, Kingsolver K, Rosdahl, J. 2014. Physician Coaching to enhance well-being. *EXPLORE* 10(6):372-9

Shanafelt T, Bradley K, Wipf J et al. 2002. Burnout and self-reported patient care in an internal medicine residency program. *Annals of Internal medicine* 136:358-367

Shanafelt Chung White et al. 2006. Shaping your career to maximize personal satisfaction in the practice of oncology. *Journal of Clinical Oncology* 24(24):4020-6

Shanafelt T, Hasan O, Dyrbye L et al. 2015. Changes in Burnout and Satisfaction With Work-Life Balance in Physicians and the General US Working Population Between 2011 and 2014. *Mayo Clinic Proceedings* 90(12):1600-1613

Shanafelt T, Dyrbye L, Sinsky C et al. 2016. Relationship between clerical burden and characteristics of the electronic environment with physician burnout and professional satisfaction. *Mayo Clinic Proceedings* 91(7):836-848

Shanafelt T, Dyrbye L, West C et al. 2016. Potential impact of burnout on the US Physician workforce. *Mayo Clinical Proceedings* 91(11):1667-1668

Shanafelt R, Oreskovich M, Dyrbye L, Satele D et al. 2012. Avoiding burnout: The Personal health habits and wellness practices of US surgeons. *Annals of Surgery* 255(4):625-633

Shanafelt T, Sloan A, Haberman T. 2003. The Well-being of physicians. *American Journal of Medicine* 114(6):513-19

Shanafelt T, Balch C, Bechamps G et al. Burnout and medical errors among American surgeons. 2010. *Annals of Surgery* 251(6):995-1000

Shanafelt T, Boone S, Tan L et al. 2012. Burnout and satisfaction with work-life balance among US physicians relative to the general US population. *Archives of Internal Medicine* 172(18):1377-1385

Shanafelt T, Dyrbye L. 2012. Oncologist burnout: Causes, consequences and responses. *Journal of Clinical Oncology* 30:1235-41

Shanafelt T, Oreskovich M, Dyrbye L et al. 2012. Avoiding Burnout. *Annals of Surgery* 225(4):625-632

Shanafelt T, Gradishar W, Kosty M et al. 2014 Burnout and Career satisfaction among US oncologists. *Journal of Clinical Oncology* 32(7):678-686

Shanafelt T, Gorringer G, Menaker R, et al. 2015. Impact of organizational leadership on physician burnout and satisfaction. *Mayo Clinic Proceedings* 90(4):432-440

Shapiro J, Whittemore A, Tsen L. 2014. Instituting a culture of professionalism. *The Joint Commission Journal on Quality and Patient Safety* 40(4):164-178

Shapiro J and Galowitz P. 2016. Peer support for clinicians: A Programmatic approach. *Academic Medicine* 91(9): epub ahead of print

Shapiro S, Astin J, Bishop S. 2005. Mindfulness-based stress reduction for health care professionals *International Journal of Stress Management* 12:164-76

Sigsbee B, Bernat J. 2014. Physician Burnout: A Neuologic crisis. *Neurology* 83(24):2302-2306

Sikka R, Morath J, Leape L. 2015. The Quadruple Aim: Care health, cost and meaning in work. *BMJ Quality and Safety*. Online ahead of publication 6.02.15

Singer S, Hayes J, Gray G, Kiang M. 2014. Making time for learning-oriented leadership in multidisciplinary hospital management groups. *Healthcare Management Review*. Epub in advance of publication

Southwick and Chaney. 2012. *Resilience: The Science of mastering life's greatest challenges*. Cambridge UK: Cambridge University Press

Thompson K, Teitelbaum S, Merlo D. 2015. Impaired healthcare provider. UpToDate. <http://www.uptodate.com/contents/impaired-healthcare-provider>. Updated Aug 7

Vahey D, Aiken L, Sloane D, et al. 2004. Nurse burnout and patient satisfaction. *Medical Care* 42(S2):II-57-II-66

Valcour M. 2016. Managing yourself beating burnout. *Harvard Business Review* November:98-101

Wallace J, Lemaire J, Ghali W. 2009. Physician wellness: A Missing quality indicator. *Lancet* 374(9702):1714-1721

Weick K, Dols J, Landrum P. 2010. Retention Priorities for the intergenerational nurse workforce. *Nursing Forum* 45(10):7-17

West C, Dyrbye L, Rabatin J, et al. 2014. Intervention to promote physician well being, job satisfaction and professionalism. *JAMA Internal Medicine* 174:527-533

West C, Dyrbye L, Erwin P, Shanafelt T. 2016. Interventions to prevent and reduce physician burnout: A Systematic review and meta-analysis. *Lancet* 388:2272-2281 Epub ahead of print

West C, Huschka M, Novotny P et al. 2006. Association of perceived medical errors with resident distress and empathy. *JAMA* 296(9):1071-8

West C, Halvorsen A, Swenson S et al. 2013. Burnout and distress among internal medicine program directors. *Journal of General Internal Medicine* 28(8):1056-63

West C, Shanafelt T, Kolars C. 2011. Quality of life, burnout, educational debt, and medical knowledge among internal medicine residents. *Journal of American Medical Association* 306:952-60

Wild K, Scholz M, Ropohl A, et al. 2014. Strategies against burnout and anxiety in medical education - Implementation and evaluation of a new course on relaxation techniques (Relacs) for medical students. PLoS ONE 9(12):December 17 epub e114967

Williams E, Manwell L, Konrad T, et al. 2007. The Relationship of organizational culture, stress, satisfaction and burnout with physician-reported error and suboptimal patient care: Results from the MEMO Study. Health Care Management Review 32:203-12

Wilson B, Squires M, Widger K., et al. 2008. Job satisfaction among a multigenerational nursing workforce. Journal of Nursing Management 16:716-723

Yule S, Parker S, Wilkinson J, et al. 2015. Coaching non-technical skills improves surgical residents' performance in a simulated operating room. Journal of Surgical Education 72(6):1124-1130

Zwack J and Schweitzer J. 2013. If every fifth physician is affected by burnout, what about the other four? Resilience strategies of experienced physicians. Academic Medicine 88: 382–389.

* This bibliography results from a search of the medical literature on PUBMED completed in late 2015 looking back through 2007. It includes articles found in the reference lists of articles considered. It also includes more recent articles that have come to my attention, including recently published research by Samantha Meltzer-Brody and Jo Shapiro and their colleagues.

The search used keywords physician stress reduction, women physicians' exhaustion, physician burnout and gender.

Revbiblio3amwawebinarphysicianburnout111416