



### **Put Me In, Coach!**

## Decreasing Burnout and Improving Wellness Through Coaching

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### **Physician well-being and burn out**

- Physicians must balance demanding clinical workloads with career development goals and life outside of work. Difficulty doing so may lead to burnout.
- Burnout is a syndrome of emotional exhaustion, cynicism, and decreased efficiency at work.
- Burnout symptoms are common among physicians and have serious ramifications for doctors and their patients.

### **The costs of burnout**

- Extensive evidence indicates that physician burnout has both personal and professional consequences.<sup>1,2</sup>
- A lack of awareness regarding the economic costs of physician burnout and the uncertainty regarding what institutions can do to address the problem are barriers to many organizations implementing actions.
- The business case to address physician burnout is multifaceted and includes costs associated with physician turnover, decreased revenue associated with decreased productivity, lower quality of care, and decreased patient safety.<sup>2</sup>



### **Coaching as an intervention**

- Leadership, conflict management, and other skills can improve medical outcomes, reduce stress at work, and increase career satisfaction.
- Coaching is a one-on-one intervention between a coach and individual that is systemic, collaborative, future-focused, goal-focused, and is meant to help one attain valued professional or personal development outcomes.
- Coaching can focus on leadership development, career development, and achieving health goals.

### **Effect of professional coaching intervention on the well-being of physicians**

- A randomized pilot study at the Mayo Clinic by Liselotte et al.<sup>3</sup> explored the effect of individualized coaching on the well-being of 88 physicians. A total of 6 coaching sessions were conducted and burnout, quality of life, resilience, job satisfaction, engagement, and meaning of work were measured using established metrics.
- Among these 88 physicians, emotional exhaustion decreased in the intervention group compared to an increase in the control group; absolute rates of high emotional exhaustion at 5 months decreased in intervention group compared to an increase in control group; quality of life improved in the intervention group compared to the control group, and resilience scores improved in the intervention group compared to the control group.

### **How to find and engage a coach**

- Consult your hospital's office of physician or faculty development. There are often pre-identified coaches.
- Ask a colleague! Your coworkers may already be using coaches who can be recommended.
- Remember CME! Many coaches offer CME credits and can be paid with educational funds.
- Many options are available through internet search and coaches often offer free introductory calls to ensure a good fit.

### **References**

1. Shanafelt T, et al. The business case for investing in physician well-being. *JAMA Intern Med.* 2017;177(12): 1826-32.
2. Schwartz JM, et al. Coaching for the pediatric anesthesiologist: Becoming our best selves. *Pediatr Anaesth.* 2021;31(1): 85-91.
3. Dyrbye LN, et al. Effect of a professional coaching intervention on the well-being and distress of physicians: a pilot randomized clinical trial. *JAMA Intern Med.* 2019;179(10): 1406-14.