

Feeling exhausted: what we have learned from looking at burnout in physical therapists

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Who's this schmuck?

INTRODUCTION



CARROLL
UNIVERSITY



Bellin College



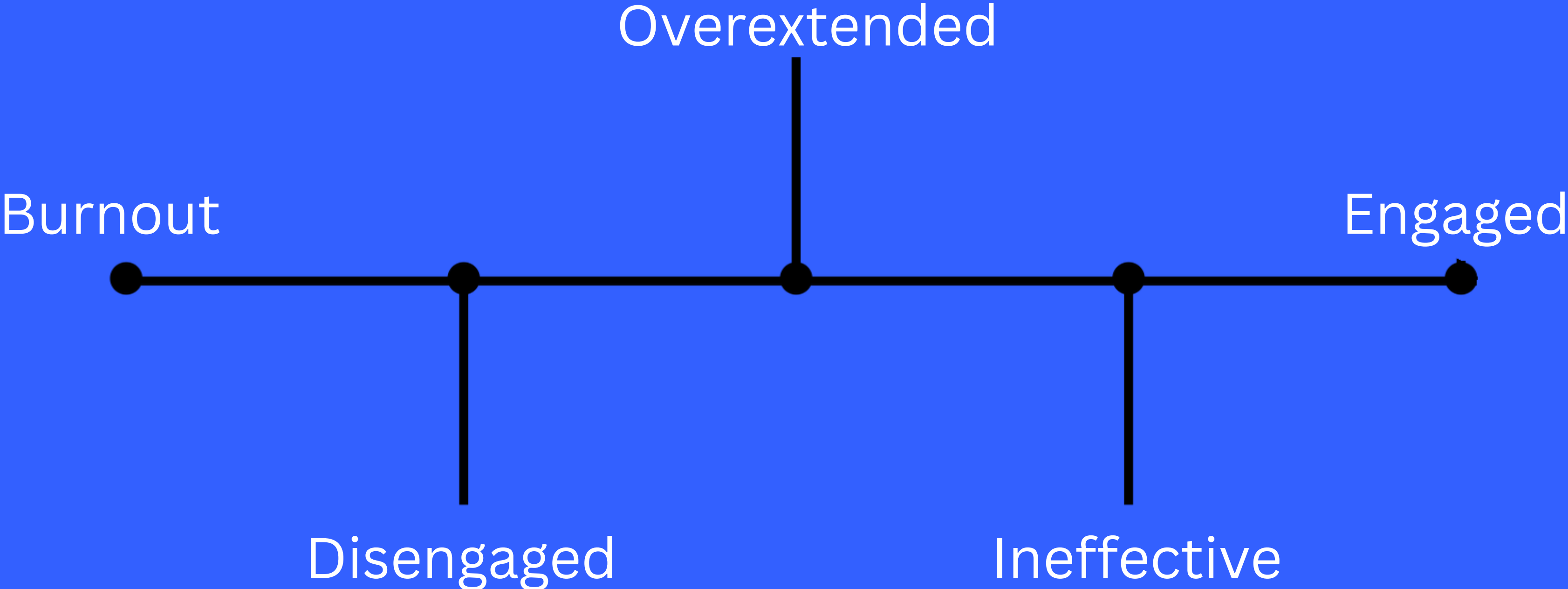
Evidence In Motion





Introduction to Burnout

- What is burnout?
- How is it defined?
 - 3 dimensions
 - Energy depletion/exhaustion
 - Cynicism/negativism
 - Reduced professional efficacy





What do we know?

Burnout in PTs is high

Problem of the individual or the environment?

Interventions?

3. Maslach C & Leiter. (2017). New insights into burnout and health care: strategies for improving civility and alleviating burnout. Medical Teacher, 39(2), 160–163. <https://doi.org/10.1080/0142159X.2016.12489188>.
4. Al-Imam DM, Al-Sobayel HI. The Prevalence and Severity of Burnout among Physiotherapists in an Arabian Setting and the Influence of Organizational Factors: An Observational Study. J Phys Therapy Sci. 2014;26(8):1193-1198.
5. Anderson EZ. Stress and burnout in physical therapists. Published online 2015. <https://rucore.libraries.rutgers.edu/rutgers-lib/47324/>
6. Balogun JA, Titiloye V, Balogun A, Oyeyemi A, Katz J. Prevalence and determinants of burnout among physical and occupational therapists. J Allied Health. 2002;31(3):131-139.

BURNOUT IS

ORGANIZATIONALLY DRIVEN

Work Environment

Workload
Control
Reward
Community
Fairness
Values



Workload

Job Demands > Worker Capacity

No work-life balance



Emotional Exhaustion

Job Demands = Worker Capacity

Positive work-life blend



Engaged

Control

Paternalistic culture

Micromanagement

Little to no control over your career



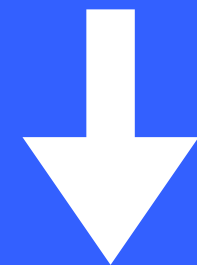
Emotional exhaustion



Depersonalization

Autonomy

Active participation in decision making



Emotional exhaustion



Depersonalization

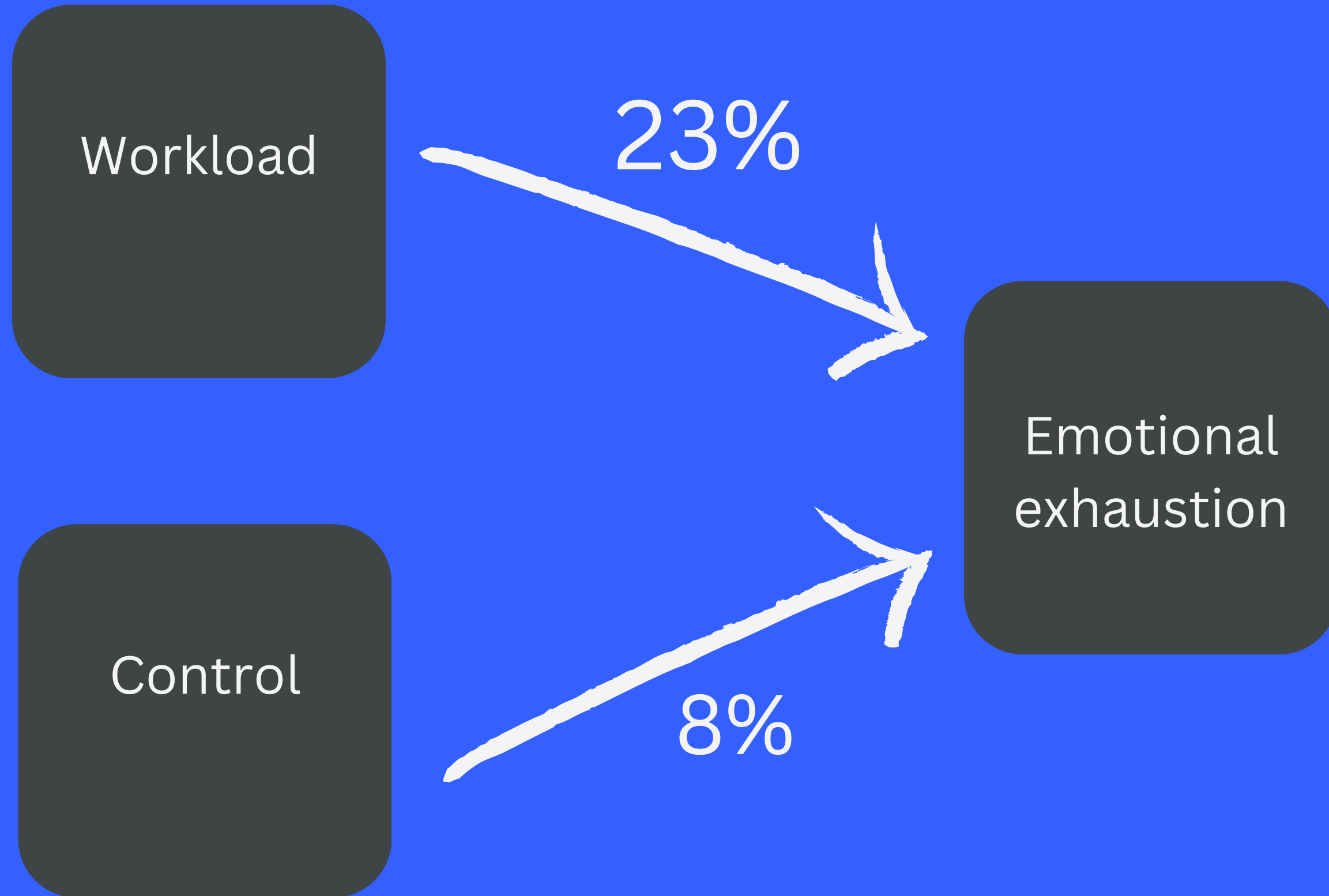
Workload

23%

Emotional
exhaustion

Control

8%



Reward

No recognition and underappreciated

Few benefits and/or promotions

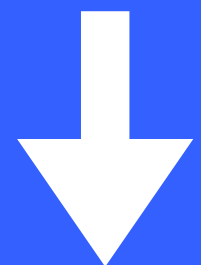
Negative feedback routinely provided



Emotional exhaustion



Depersonalization



Professional efficacy

Recognition for a job well done

Opportunities for promotions

Positive feedback outweighs negative



Emotional exhaustion



Depersonalization



Professional efficacy

Community

Authoritative supervisors

Employees needs come last

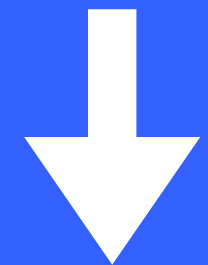
Lack of support and trust from colleagues



Emotional exhaustion



Depersonalization



Professional efficacy

**Supportive, empathetic, and servant
leaders**

Positive relationship with colleagues



Emotional exhaustion



Depersonalization



Professional efficacy

Fairness

Favoritism

Rewards determined by those in power

Inequity



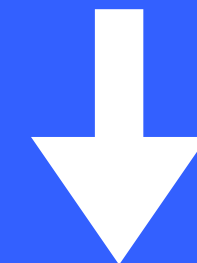
Depersonalization

Objectivity

Equity



Emotional exhaustion



Depersonalization



Professional efficacy

Values

Conflict between stated and actual expectations

Bait and switch tactics

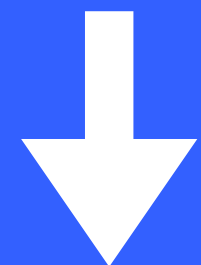
Misalignment between employer and employee values



Emotional exhaustion



Depersonalization



Professional efficacy

Alignment between stated and actual expectations

Alignment between employer and employee values



Emotional exhaustion



Depersonalization



Professional efficacy

Professional Issues

- Ongoing decline in reimbursement significantly impacting the day-to-day operations of the clinic, resulting in increases in the volume of patients seen to ensure productivity thresholds
- High debt to low salary and limited benefits of working as an outpatient physical therapist

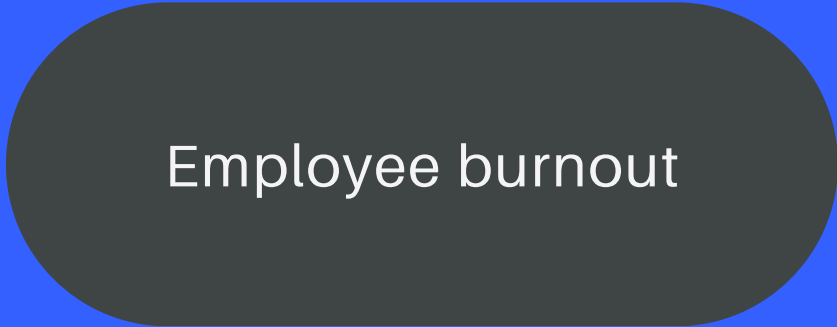
“I think the profession is in a rough spot right now with increasing student loan debt, and decreasing reimbursement that's going to cap what people can make. Couple that with increased productivity standards at these big corporations, I think you're going to start getting fewer people going into the profession.” -Male, 0-5 years of experience



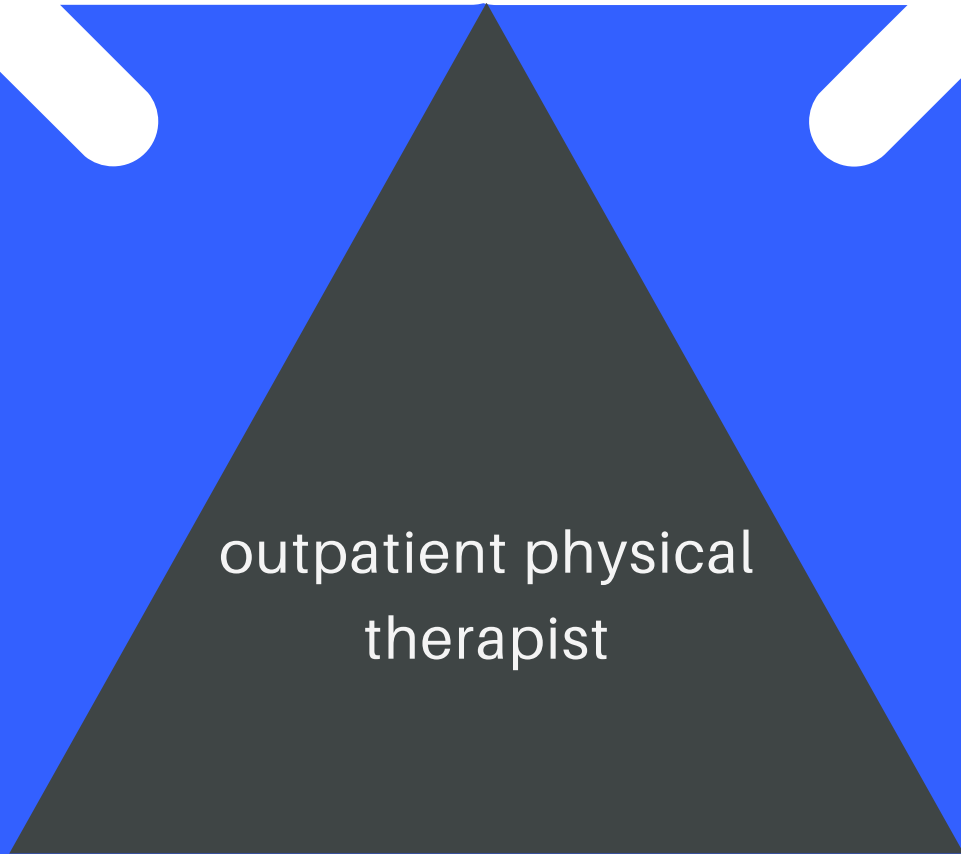
Job Stressors

- Increased workload
- Lack of control
- Mismatch between values, fairness, and rewards of the organization
- Coupled with high debt of education, low perceived salary, declining reimbursement

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Employee burnout

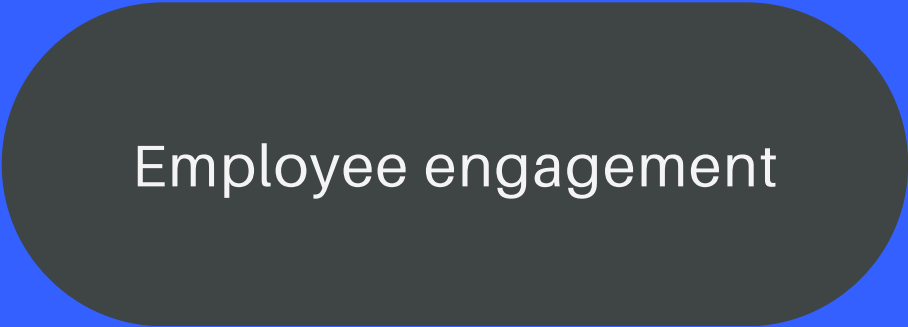


outpatient physical
therapist

Personal & organizational management strategies

- Physical and mental health
- Maintaining a work-home boundary
- Spending time with family
- Positive and empathetic leadership
- Control in day-to-day schedule

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Employee engagement



Putting it together

1

Increased workload/decreased control = burnout

2

Insufficient reward

3

Value of community

4

Personal & organizational strategies

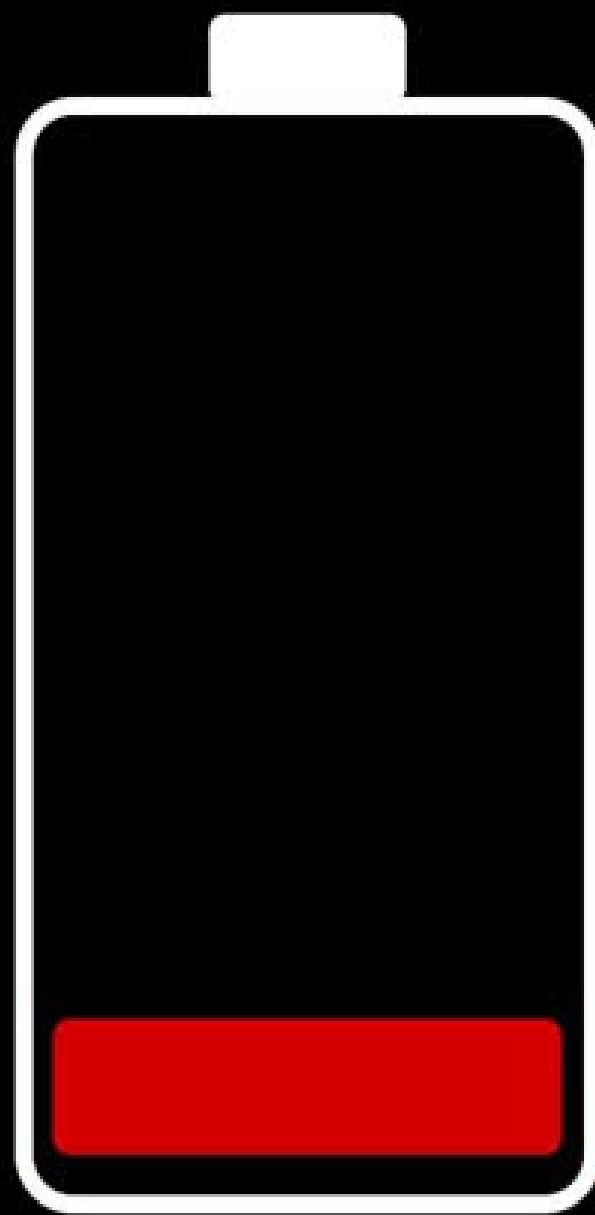
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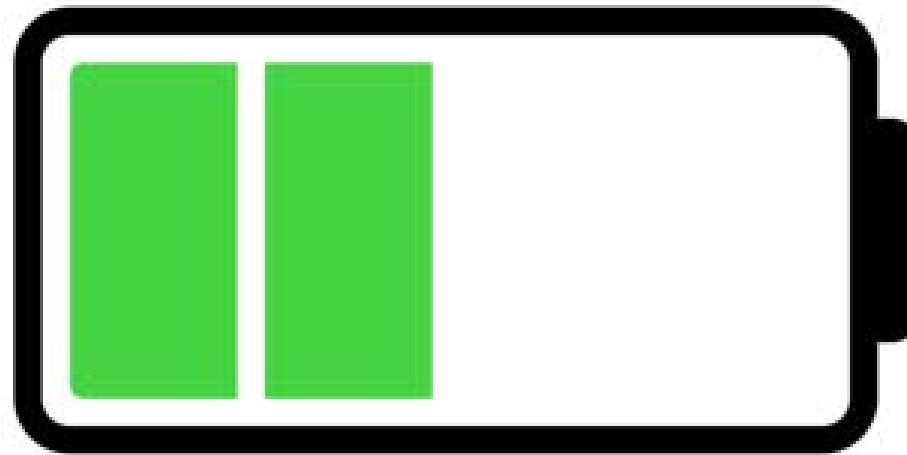
Patient outcomes, safety and liability

6

Healthcare strain



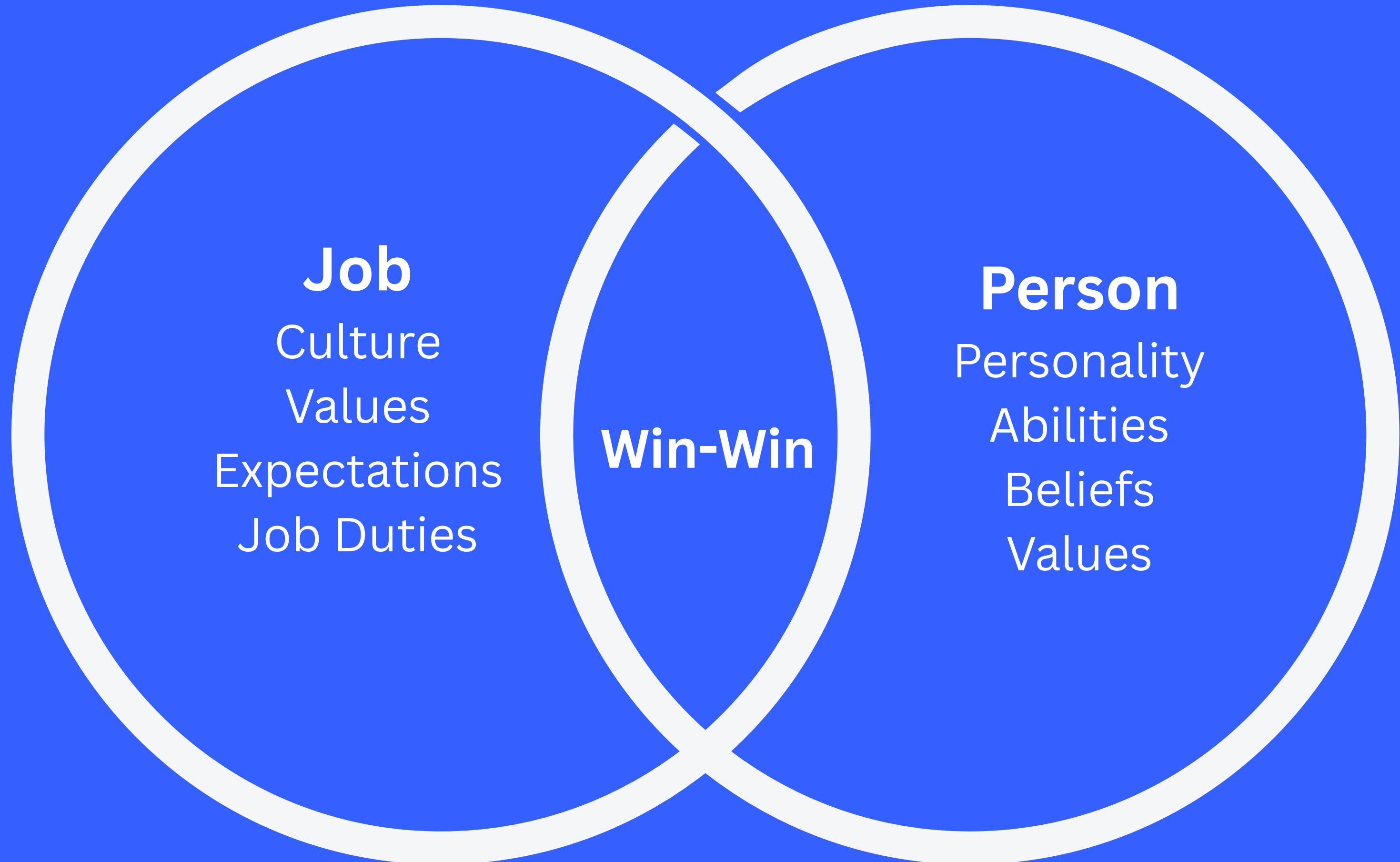




BURNOUT IS

ORGANIZATIONALLY DRIVEN

JOB-PERSON FIT



PERFECT
PERFECT

Sustainable **WORKLOAD**

Ample **CONTROL**

Gratifying **REWARDS**

Supportive **COMMUNITY**

Norms of **FAIRNESS**

Well-aligned **VALUES**



Time for action

As the employee:

1. Why do I work here?
2. What do I love about my job?
3. What don't I love about my job?
4. What am I passionate about?



FIND YOUR WHY

Passion

Motivation

Clarity

Excellence

Fulfillment



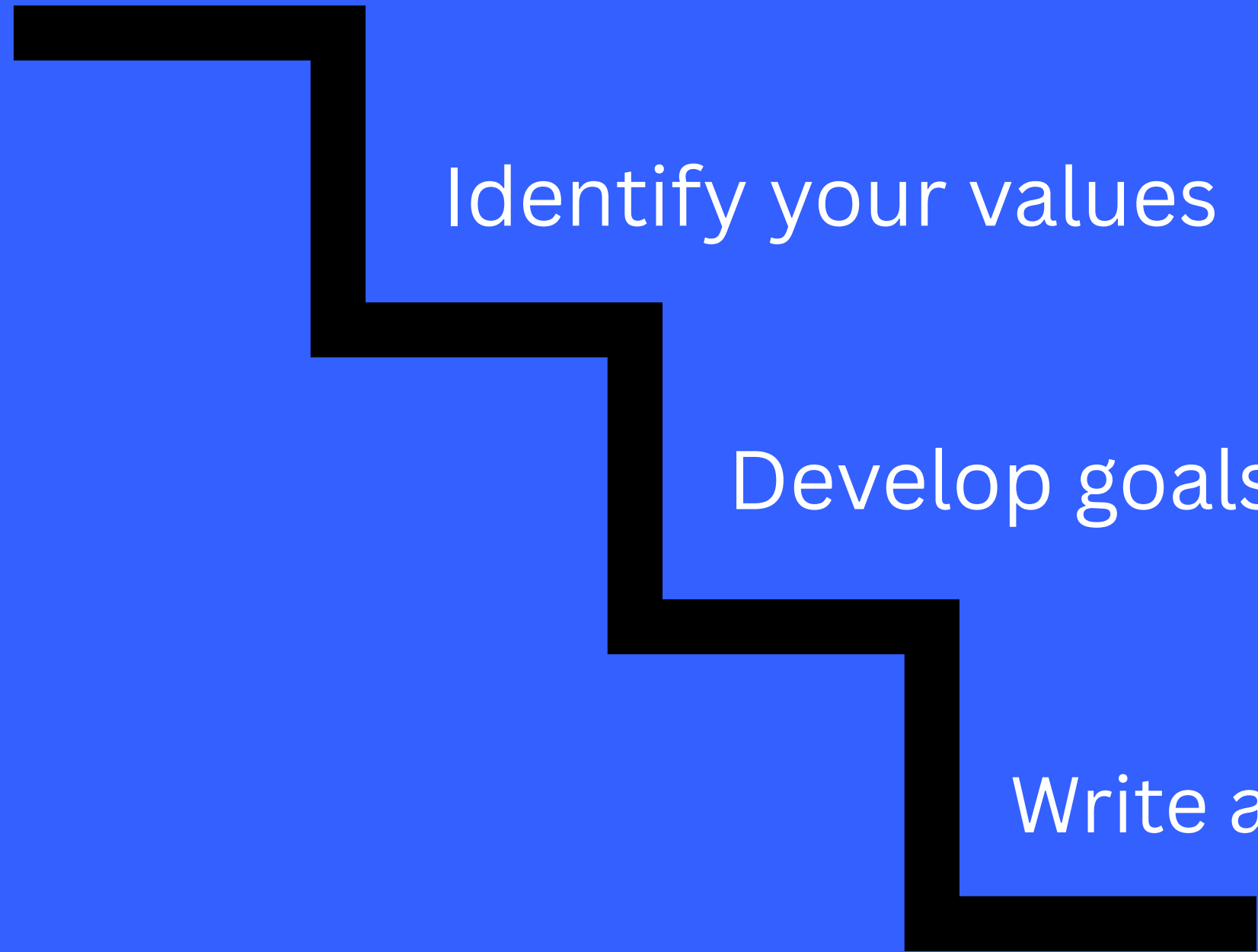
How to find your why

Reflect

Identify your values

Develop goals

Write a professional mission statement



Summary

Find your why



Find your fit



Win-Win

Thank
you

**If you have questions please feel
free to contact me:**

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