

**Physician burnout** has reached epidemic levels in academic medicine and healthcare in general. In response, the University of Texas System brought together thought leaders to discuss the most current perspectives on the causes of this crisis and its solutions. Far from a purely individual experience, clinician exhaustion and disengagement has an impact on patients, students, and healthcare delivery systems. Symposium presenters located the drivers of burnout in healthcare systems and focused on solutions that require new forms of leadership, creative workflow processes, and organizational change.

To help document this landmark event, Symposium organizers asked Tacey A. Rosolowski, PhD, at MD Anderson's Research Medical Library, to conduct personal interviews with presenters and participants.

She produced a special collection of 14 video interviews and over 70 short clips covering a wide range of experiences and perspectives.

The symposium was initiated by the Health Affairs Committee of UT System's Faculty Advisory Council.

It was held on September 25-26, 2017, at MD Anderson Cancer Center in Houston, Texas.

Visit the collection website for all videos, Symposium presentations, and additional resources:  
<<http://www3.mdanderson.org/library/hrc/burnout.html>>

## Video Interviews and Clips from:

### *Beyond Resiliency Training: Organizational Strategies to Alleviate Burnout and Increase Wellness in Academic Medicine*

*Note: all Symposium presentations listed are available on the website. (Additional presentations are also available from individuals not interviewed.)*



## Symposium Presenters



**Thomas Bodenheimer, MD**  
 Founding Director  
 Center for Excellence in Primary Care  
 University of California, San Francisco

Presentation: *Drivers of Burnout: Transforming Ambulatory Practice*

**Addressing the Burnout Crisis in Primary Care Practice**  
 [Full interview] 13:41

A Personal Experience with Burnout 3:21

The Crisis in Primary Care 3:20

Building Primary Care Teams 4:27

Setting up Primary Care Teams:  
 Crucial and Difficult 2:17

Building Blocks of High-Performance Primary Care 3:49

Organizational Scenarios That Support Change 2:56

Evaluating Teams, Building Positive Culture 3:08



**Kevin Grigsby, MSW, DSW**  
 Senior Director  
 Member Organizational Development  
 Association of American Medical Colleges

**Leaders, Followers, and Culture** [full interview] 13:37

Burnout and Its Effects 3:05

Institutional Culture: Important and Individual 2:58

A New Model of Leadership 3:31

Leaders, Followers, and Decision-Making 4:13

On Autonomy and a Sense of Purpose 2:53



**Darrell Kirch, MD**  
 CEO, American Association of Medical  
 Colleges

Presentation: *Can Changing the Value System and Re-aligning the Financial Structure of the Institution Prevent Clinician Burnout?*

**Addressing Burnout in Healthcare Organizations**  
 [Full interview] 13:13

Burnout is A Corrosive Force in Healthcare 1:32

Why Save Academic Medical Centers? 1:57

Pay Attention to Culture, Leadership, Teams 3:23

Organizational Culture in Academic Medicine 2:23

The Leaders That Healthcare Needs Today 4:29

The Case for Diversity 2:01

Hope for the Future 2:41

The UT System Can Serve as a Model 1:37



**Christina Maslach, PhD**  
 Professor Emerita of Psychology  
 University of California at Berkeley

Presentation: *Meeting the Challenge of Burnout*

**Burnout and How to Address It** [full interview] 18:18

Burnout: An Overview 3:08

Myths about Burnout 2:25

Six Factors that Contribute to Burnout 4:41

An Individual Can Start the Process 3:12

The Organization-Individual Fit 3:15

Look at the Whole Organization and Collaborate 3:19

Know Where You Are Headed 2:06

Making the Case to Leadership 3:20

Engage Stakeholders for Successful Change 3:17



**Tait Shanafelt, MD**  
 Chief Wellness Officer, Stanford Medicine;  
 Associate Dean, Stanford University School  
 of Medicine

**Burnout in Academic Medicine** [full interview] 16:22

Leaders See Value in Addressing Burnout 2:41

Developing Physician Leaders 2:31

A Culture of Wellness Prevents Burnout 1:38

Burnout Can Be a Group Experience 2:35

Organizational Changes that Address Burnout 2:58

Organizations Play a Part in Creating Burnout 1:47

The Culture of Medicine Contributes to Burnout 2:30

Find Meaning in Work to Alleviate Burnout 3:39

The Future: Reasons for Optimism 3:02



**Christine Sinsky, MD**  
 VP of Professional Satisfaction, American  
 Medical Association;  
 Internist in private practice

Presentation Titles: *In Search of Joy in Practice* and  
*Joy in Medicine*

**Creating Joy in Medical Practice** [full interview] 11:57

Practical Steps and Resources 3:36

Are Institutions Ready to Address Burnout? 3:07

Strategies Must be Practical and Local 3:36

Shared Accountability is Essential for Change 3:03

The Importance of Community 2:01

Sinsky, continued.

The Importance of Leadership 2:50



**Lucia Siegel Sommers, DrPH**  
University of California San Francisco

Presentation title: *What if....*

**A Program for Clinicians** [full interview] 9:44

Beginnings: A Program Clinicians Dealing  
with Clinical Uncertainty 3:43

A Focus on Generalist Practitioners 2:32

Lessons Learned and Addressing Burnout 2:12

Generalists on the Front Lines 2:58



**William Tierney, MD**  
Chair, Department of Population Health,  
Dell Medical School  
University of Texas at Austin

**The Dell Medical School Experiment** [full inter'w] 10:52

How We Pay for Healthcare is the Problem 2:46

Experiment with an Innovative Healthcare Model 6:29

A Focus on Community to Impact Health/Cost 3:04

### Symposium Attendees



**Kathryn Burk**  
Assistant Professor, Department of  
Emergency Medicine, MD Anderson Cancer  
Center

**Experiences as a Resident and New Faculty Member**  
[Full interview] 9:53

Community Protects Residents from Burnout 3:07

Frustrations of a Young Faculty Member 2:07

Thoughts on Creating Community for Faculty 2:07

Challenges of Emergency Medicine in Oncology 3:12

Where to Commit: Work versus Family? 1:56



**Susan Gaeta, MD**  
Clinical Specialist, Department of  
Emergency Medicine, MD Anderson Cancer  
Center

**A Personal Experience with Burnout** [full int'w] 6:33

Burnout, Time Off, and Reflecting on Meaning 3:33

Time Off to Reconnect with the World 1:47

**Gaeta, continued**

A Manageable Schedule: Lingerin g Questions 2:03

Thoughts on Giving and Receiving Help 2:55



**Cameron Jeter, PhD**  
Assistant Professor, Dept. of Diagnostic  
and Biomedical Sciences  
UT Health Science Center School of  
Dentistry

**A Basic Scientist Reflects on Burnout**

[Full interview] 11:31

Deciding Not to Be a Physician 4:07

Stress for Young Faculty in Basic Sciences 1:51

Lessons about Stress and Health 2:25

Action to Take, Wisdom to Keep in Mind 3:18

Maintaining Quality of Life Amid Stress 2:27



**Erick Messias, MD**  
Chief Wellness Officer and Associate Dean  
for Faculty Affairs, College of Medicine,  
University of Arkansas

**A Tragedy and Its Impact** [full interview] 9:42

Tragedy Leads to Reevaluation 3:21

Responding to Tragedy with Action 2:56

Burnout: Symptom of Larger, Human Challenges 3:01

To Alleviate Burnout, Focus on Work Groups 2:39



**Shayna Ratner**  
Third-year medical student  
University of Texas Southwestern Medical  
School, Dallas, Texas

**Burnout in Medical School** [full interview] 7:44

Burnout Starts Immediately in Medical School 3:30

Resources, Actions Medical Students Need 3:03

A Student-Led Initiative to Address Burnout 1:51



**Wayne Sotile, PhD**  
Founder, Sotile Center for Resilience;  
Author: *The Medical Marriage; The Resilient  
Physician*. Co-author: *Thriving Physicians*

**Building Physician Resilience** [full interview] 10:16

Resilience in “Concentric Circles” 3:33

Strategies for Building Resilience 2:34

Building Connection Builds Resilience 4:14

Loneliness and Fear 1:48



THE UNIVERSITY of TEXAS SYSTEM

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