Working in a hospital or other health care setting can be physically, mentally, and emotionally demanding, and recent changes to the delivery system have created an even more challenging work environment. Electronic medical records and other new technologies have increased workload and altered the provider-patient relationship. Similarly, complex payment and quality models have created significant amounts of “shadow work” for clinicians. Documented levels of burnout are near or exceeding 50% in national studies of trainees and practicing physicians.

Clinician burnout has far-reaching consequences, including, for individuals, depression, suicidal ideation, substance use disorders, intention to reduce hours and/or leave the profession, and onset of stress-related medical conditions. On an organizational level, clinician burnout can lead to disruptive behavior and workplace violence, increased medical errors, increased turnover, decreased productivity, poor patient satisfaction, and lower quality of care. Hospitals and health systems are escalating clinician burnout as a priority and increasingly engaging their staff in initiatives to reduce it. GNYHA has developed numerous resources to assist members, which are highlighted in this document.

GNYHA is committed to supporting its member hospitals and health systems as they work to increase workforce well-being and resiliency. We have created a model, Workforce Well-Being and Performance, to help members identify and align initiatives related to well-being, resiliency, and occupational burnout (see figure 1).

While individual initiatives such as those shown on the model may not have well-being or resiliency as a primary objective, when aligned through overarching organizational structures, they can have a significant collective impact on staff well-being and organizational culture. The model also underscores the importance of considering interventions at multiple levels—the unit level, institution wide, and for specific professions within the hospital workforce.

GNYHA supports member efforts related to resiliency and well-being in several ways, including:

- Creating a peer learning community
- Monitoring related initiatives
- Supporting connectivity and innovation through educational programming and resource development
- Advocacy and elevation within the health care sector

GNYHA encourages hospitals and health systems to use its resiliency model to catalog initiatives that are already in progress and consider the benefits of increased alignment among and between these efforts as detailed in these national initiatives. GNYHA is using the model to inform member outreach, educational programming, and technical assistance offerings. For more information, please contact GNYHA’s Jenna Mandel-Ricci (jmandel-ricci@gnyha.org) or Anu Ashok (aashok@gnyha.org).

Clinician Burnout: Recent National Initiatives

Recent initiatives by the National Academy of Medicine, the Federation of State Medical Boards, the Accreditation Council for Graduate Medical Education, and the Medical Society of the State of New York have prioritized workforce wellness and clinician resiliency. Collectively, these organizations aim to better understand the causes and impacts of burnout and develop strategies and solutions that support individual and organizational resilience.

See reverse for links to recent national initiatives.
Recent National Initiatives

- National Academy of Medicine Action Collaborative on Clinician Well-being and Resilience: A network of over 60 organizations committed to addressing the phenomenon of clinician burnout
  - [https://nam.edu/initiatives/clinician-resilience-and-well-being/](https://nam.edu/initiatives/clinician-resilience-and-well-being/)
  - [https://nam.edu/clinicianwellbeing/case-study/ohio-state-university/](https://nam.edu/clinicianwellbeing/case-study/ohio-state-university/) (Comprehensive case study on The Ohio State University)

- A Crisis in Health Care: A Call to Action on Physician Burnout issued by the Massachusetts Health and Hospital Association, Massachusetts Medical Society, and Harvard T.H. Chan School of Public Health: A comprehensive report describing the etiology, diagnosis, and treatment for the crisis of physician burnout

- Federation of State Medical Boards Physician Burnout Workgroup Recommendations: A policy document examining the issue of physician burnout from a broad perspective, as well as the roles of various stakeholders, including state licensing boards

- Accreditation Council for Graduate Medical Education's Task Force on Physician Well-Being: An exploration of the causes of physician burnout and the role of physician training program leadership in combatting this phenomenon
  - [https://acgme.org/What-We-Do/Initiatives/Physician-Well-Being/Resources](https://acgme.org/What-We-Do/Initiatives/Physician-Well-Being/Resources)

- Collaborative for Healing and Renewal in Medicine: A group of medical educators and leaders in academic medicine committed to providing tools and resources to address learners in distress
  - [https://www.im.org/resources/wellness-resiliency](https://www.im.org/resources/wellness-resiliency)