

Burnout in Healthcare Executives

A Call to Action

Speakers



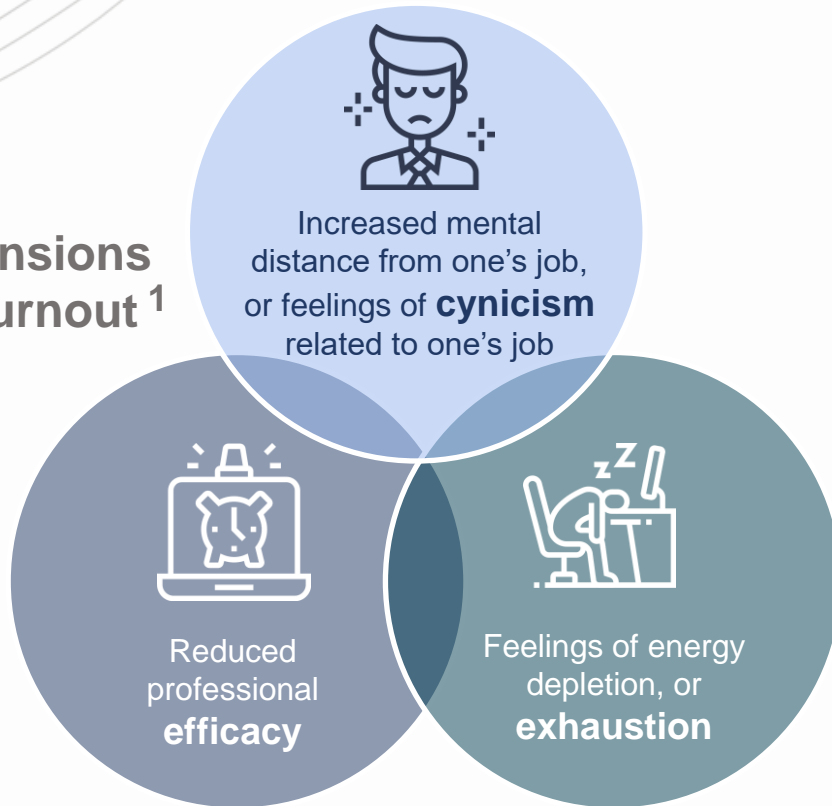
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What is Burnout?

Dimensions of Burnout ¹



“Clinically defined as a state of physical, emotional or mental exhaustion combined with doubts about your competence and the value of your work”

(Mayo Clinic).

Rural hospital CEOs may "wear multiple hats", making succession planning difficult due to the organization's size and limited candidate pool.

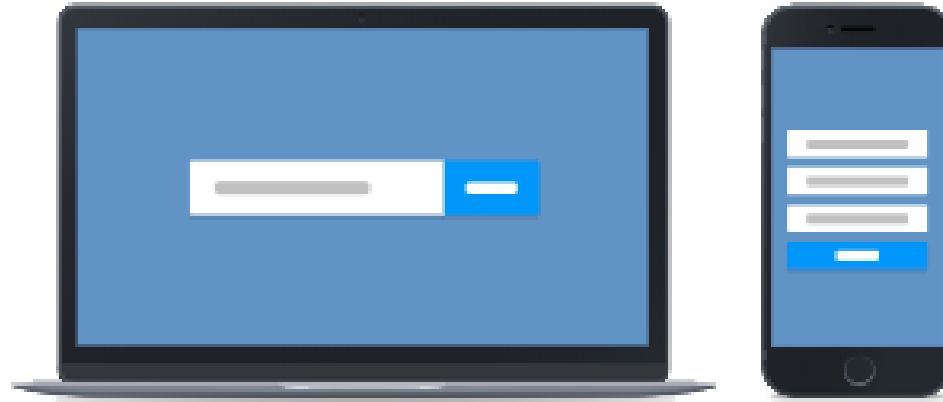
Rural areas comprise about 66% of the primary care health professional shortage nationwide, even though only 20% of Americans live in rural areas.

18% of Washington Hospital CEOs changed since July 2022.

When a rural hospital loses a CEO unexpectedly, the hospital's strategic plans may come to a grinding halt which creates a negative snowball effect resulting in increased turnover throughout the organization.

In the past 3 months there was a 22% CEO turnover rate in rural critical access hospitals in Washington.

**Please
participate in
live polling**



- 1** Go to **PollEv.com**
- 2** Enter **WSHA885**
- 3** Respond to activity



Boards

YES

NO

CEOs

YES

NO

C-Suite Members

YES

NO

Do you think executive burnout is an issue for your organization?

Boards

YES

NO

CEOs

YES

NO

C-Suite Members

YES

NO

*Have you felt burned out within
the last 6 months?*

Boards

YES

NO

CEOs

YES

NO

C-Suite Members

YES

NO

Do you feel that executive burnout is negatively impacting your organization?

Our Survey and Findings

Have you felt burned out within the last 6 months? YES



Do you feel that burnout is negatively impacting your organization? YES



Do you feel that burnout is negatively impacting your organization? YES



Goal: to provide healthcare executives and board members with actionable recommendations to manage executive burnout

Participants: C-suite executives at leading hospitals, health systems, academic medical centers, medical groups, etc.

- 233 respondents, including 63 CEOs
- 64% men and 34% women
- 88% White or Caucasian, 5% Black or African American and 2% Hispanic or Latino

Findings: EFFICACY

I am productive at work most days.

	STRONGLY AGREE	SOMEWHAT AGREE
All Respondents	48%	42%
Burned Out	37%	52%
Not Burned Out	83%	14%

I feel confident that I am able to overcome challenges at work.

	NEVER	SOMETIMES	OFTEN	ALWAYS
All Respondents	3%	26%	42%	29%
Burned Out	3%	31%	48%	19%
Not Burned Out	2%	12%	25%	61%

I feel more determined to make an impact in my organization.

	NEVER	SOMETIMES	OFTEN	ALWAYS
All Respondents	2%	24%	36%	37%
Burned Out	2%	31%	40%	26%
Not Burned Out	2%	5%	22%	71%

- Most executives experiencing burnout still feel a level of productivity and confidence
- However, they report lower levels than peers who are not experiencing burnout
- This will likely drop further without intervention

Findings: PERSONAL AND INDUSTRY IMPACT

Quotes from healthcare CEOs

I think about leaving my current position due to burnout.

	NEVER	SOMETIMES	OFTEN	ALWAYS
All Respondents	28%	39%	22%	11%
Burned Out	13%	43%	28%	15%
Not Burned Out	73%	25%	2%	0%

I think about leaving the healthcare industry due to burnout.

	NEVER	SOMETIMES	OFTEN	ALWAYS
All Respondents	39%	32%	18%	10%
Burned Out	24%	38%	24%	14%
Not Burned Out	81%	17%	2%	0%

“There is a feeling of helplessness when you have no levers left to pull. Working seven days a week impacts my personal life, and there is no end in sight to the staffing/diversion nightmare. I’m seriously planning to retire early.”

“Burnout is causing me to consider a career path outside of running hospitals, or a shortened career overall. It has been very difficult to segment my professional and personal life in a healthy way.”



Boards

YES

NO

CEOs

YES

NO

C-Suite Members

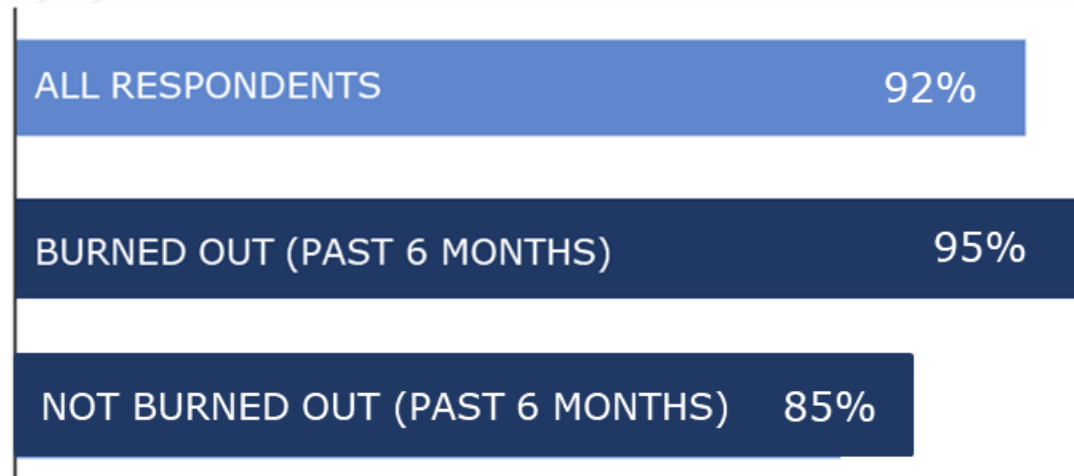
YES

NO

Do you feel your organization could do more to reduce and/or prevent executive burnout?

What Can Be Done?

Could your organization do more to reduce and/or prevent executive leadership burnout? YES



“Front line workers get all the burnout attention, while the leaders are abandoned.”

- Healthcare CEO

What Can Be Done?

Both the individual *and* the organizational context play a role in relieving burnout ²

INDIVIDUAL¹

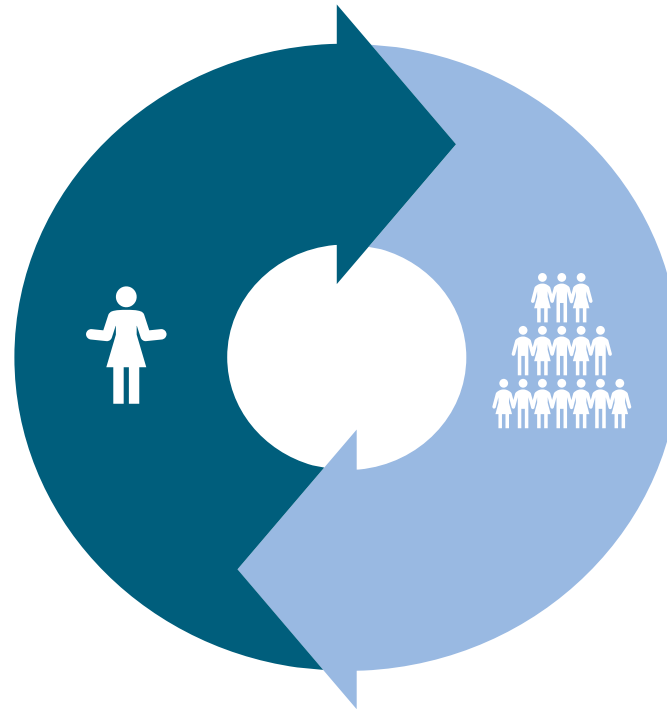
Sleep

Includes consistency, quality, and duration



Self-Valuation

Prioritizing self-care and well-being, and adopting a mindset that seeks to learn and improve



ORGANIZATIONAL²



Collaboration

Involving others as part of making things better



Customization

Adapting culture, processes, and roles as needed



Commitment

Sustaining the effort to achieve positive improvements

WittKieffer Recommendations

*What **Boards** can do to support CEOs and the organization:*



CEOs	ORGANIZATION
<ul style="list-style-type: none">• Talk to your CEO<ul style="list-style-type: none">• Make burnout a topic of conversation to reduce the stigma. Let them know “it’s ok to not be okay”• Ask them what support they need from you and how to best work with them• Recognize their humanity and let them know it while encouraging/requiring them to take the pressure seriously<ul style="list-style-type: none">• Leverage executive coaches for your CEO so they can “put on their own oxygen masks” before supporting others	<ul style="list-style-type: none">• Increase clarity on your role and the role of the board: establish governance and mutually agreeable and obtainable goals to increase clarity and alignment• Engage in conversation with your CEO to understand drivers of executive burnout in your organization• Stay up to date with trends in healthcare, especially rural healthcare, to get a sense of what your organization is going through



WittKieffer Recommendations

What CEOs and other C-suite members can do to support themselves:



Build connections and trust

- Establish relationships and interpersonal connections internally and externally to create a support system to better energize and engage yourself

Demonstrate vulnerability

- Share your experience with burnout and encourage others to do the same, emphasizing the importance of discussing this topic openly and creating a supportive environment for yourself and others

Model authenticity and boundaries

- Set boundaries for yourself and push yourself (and your teams) to honor them

Take time away from work

- You are corporate athletes who are always on, with no pre or off-season
- Recognize that it is okay to take a sabbatical or time off, even if it is just a half day to recharge



WittKieffer Recommendations

What CEOs and other C-suite members can do to support the organization:

Renew focus on mission, vision and purpose

- Help others pause to remember their purpose and the collective purpose of the organization by lifting your own and others' gaze towards the “why” rather than the “what”
- Help others re-center around your mission regularly

Simplify and clarify priorities

- Understand that not everything can be a top priority
- Instead, identify and vocalize the ‘must dos’ versus ‘nice to dos’... and be clear on their timeframes

Build a culture of support and gratitude

- Take the time to recognize others at the start of the day or a meeting to celebrate wins, both big and small
- Ask others how they are feeling on a scale of 1-10 regarding family, work, or life: in doing so, you've made it okay to be human and created space for support

How Can We Think Differently About the Future?

“The world doesn’t change one person at a time. It changes when networks of relationships form among people who share a common cause and vision of what’s possible. This is good news for those of us intent on creating a positive future. Rather than worry about critical mass, our work is to foster critical connections with kindred spirits. Through those relationships, we will develop the new knowledge, practices, courage and commitment that lead to broad-based change.”

- Margaret Wheatley, writer, speaker, and consultant



Thank you.

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