IPHCA Disclaimer:

The following document has been developed by subject matter experts based on existing publicly available documents and clinical experience/knowledge. This document, as written, has not been personally vetted by IPHCA. The following policy is meant to provide guidance to FQHC’s in developing their own policies and procedures for employee wellness programs. This is an editable document, and FQHC’s are entitled to edit as necessary for their programs and organizations.

SAMPLE: Employee Well-Being and Resiliency Promotion

# Policy and Purpose:

(Insert Organization Name) believes that employee well-being is paramount to organizational success and quality patient care. The following policy serves as the basis of the Health Center’s commitment to establishing and evaluating employee well-being promotion strategies.

# Policy Overview

The health and well-being of an employee directly influences their work behavior and on-the-job performance. Burnout is an “emotional and exhausting conditions related to the working environment”1. In 2018, 78% of physicians reporting feelings of professional burnout at least sometimes2. Symptoms of burnout are categorized into three domains: emotional exhaustion, depersonalization, and low personal achievement. While there are a multitude of factors that contribute to burnout, it is most typically associated with work-related stressors including: navigating work/life balance, time constraints on patient care, increased clerical burden, electronic health records (EHR), lack of control, and organizational factors (including misalignment on core values, culture, and leadership behaviors)1,3. A qualitative study conducted by Agarwal et al (2020) identified an overwhelming theme amongst PCP’s related to a clerical workload burden impeded by complex or insufficient organizational workflows that detract from the provider-patient relationship4. While research has been predominantly conducted amongst physicians and physicians in training, burnout is experienced across healthcare professionals, and has a contagion effect that further exacerbates the issue.

The Health Center recognizes the serious implications of burnout for organizational wellness, patient quality, safety and satisfaction, and provider health. The Health Center is committed to the development, implementation, and evaluation of comprehensive well-being and resilience promotion to mitigate the implications of burnout.

# Evaluating Organizational Contributors of Burnout (modified from [McLean and Company research, “Extinguish Organizational Burnout](https://go.mcleanco.com/organizational-burnout-g?source=google&medium=cpc&creative=617392886055&keyword=organizational%20burnout&matchtype=b&network=s&device=c&campaign=%7bcampaign%7d&utm_source=google&utm_medium=cpc&utm_term=organizational%20burnout&utm_campaign=%7bcampaign%7d&utm_content=%7badgroup%7d&_bt=617392886055&_bk=organizational%20burnout&_bm=b&_bn=s&gclid=EAIaIQobChMIgNap-dL2-QIV8IlaBR3PuQHIEAAYASAAEgIcF_D_BwE).”)

## Overview

“Changing the conversation about burnout requires courage from senior leaders and a willingness to confront difficult conversations. **Only when conversations about stress, burnout, and wellbeing are initiated from the top-down will organizations move from a reactive to a proactive environment”**5**.**

Employees identify the following six domains as organizational systems that contribute to burnout. Organizational burnout occurs when domains are misaligned resulting in prolonged exposure to stress. The Health Center recognizes the importance of addressing both individual level contributors to burnout, and organizational contributors to burnout, in order to achieve a thriving workplace.

|  |  |
| --- | --- |
| Root Causes of Burnout | Burnout Factor |
| Workload | * Requests to take on additional work
* Demands to complete work faster
 |
| Fairness and Equity | * Unhealthy workplace culture (gossip, ‘isms, office politics, office bullies)
 |
| Supervisor and Coworker Relationships | * Lack of supportive managers and coworkers
 |
| Role Clarity and Autonomy | * Micromanagement
* Excessively monitored
 |
| Recognition and Rewards  | * Lack of work recognition
 |
| Employee and Organizational Value Alignment | * Poor connection to organizational culture and purpose leads to **11x** greater likelihood of burnout
 |

## Implementation

1. Identify root causes of burnout
	1. Identify key roles and responsibilities in evaluating and addressing burnout





* 1. Gather existing internal data to assess the current state of burnout

|  |  |
| --- | --- |
| Workforce Data | * Absenteeism (sick days, leaves of absence)
* High performance turnover, voluntary turnover rates
 |
| Employee Experience | * Overtime
* Engagement data
* Exit interview feedback
 |
| Wellbeing | * Participations rates of current wellbeing initiatives
* Qualitative employee feedback
 |

* 1. Conduct the Maslach Burnout Inventory (see section **Evaluating Burnout of the Individual Employee**)

# Evaluating Burnout of the Individual Employee

To determine the pervasiveness of burnout across disciplines within the Health Center, the Health Center utilizes Maslach Burnout Inventory (Appendix A).

## Overview

The Maslach Burnout Inventory (MBI) is designed as an exploratory tool that, in combination with other learnings and insights, helps organizational leaders build engagement in their workforce and establish a healthier work environment. The MBI assess burnout across 3 dimension: exhaustion, cynicism, and professional efficacy. Each is measured across a continuum of frequency from “never” to “every day.” Scores are evaluated within each dimension. More recent research also presents 5 distinct profiles of work experience.

## Implementation

The Health Center surveys all employees biannually via an anonymous online survey tool. Outside of department and clinic name, no identifying information is collected. Surveys are evaluated by department and clinic location to best inform global and localized interventions.

## Evaluation

1. Evaluation of organizational burnout is conducted across the 3 dimensions of exhaustion, cynicism, and professional efficacy. These scores are then further categorized by profile:
	1. Overall Score for Occupational exhaustion: cumulative scores of questions Q1, Q2, Q3, Q6, Q8, Q13, Q14, Q16, Q20

|  |  |  |  |
| --- | --- | --- | --- |
| Occupational Exhaustion | <17 | 18-29 | ˃30 |
| Low degree | Moderate degree | High Degree |

* 1. Overall Score for depersonalization: cumulative scores of questions Q5, Q10, Q11, Q15, Q22

|  |  |  |  |
| --- | --- | --- | --- |
| Depersonalization | <5 | 6-11 | ˃12 |
| Low degree | Moderate degree | High Degree |

1. Overall Score for personal accomplishment: cumulative scores of questions Q4, Q7, Q9, Q12, Q17, Q18, Q19, Q21

|  |  |  |  |
| --- | --- | --- | --- |
| Personal Achievement | <33 | 34-39 | ˃40 |
| Low degree | Moderate degree | High Degree |

* 1. Profiles
		1. **Burnout:** strong negative scores across all three domains of occupational exhaustion, depersonalization, and personal achievement
		2. **Overextended:** high degree of occupational exhaustion only
		3. **Ineffective:** low degree of personal achievement only
		4. **Disengaged:** high degree of depersonalization only
		5. **Engagement:** strong positive scores across all three domains
	2. Interpreting profiles
		1. 10-15% of employees fit the burnout profile
		2. 30% of employees fit the engaged profile
		3. The remaining profiles represent about half of employees. These profiles do not indicate full burnout, but likely indicate employees that are on their way to burnout without appropriate intervention.

Adapted from the [Institute for Professional Worklife](https://www.professionalworklife.com/mini-z-survey), the Health Center provides survey feedback to department leaders by job class and clinic location. The Health Center utilizes the following Maslach templates adapted from the Institute for Professional Worklife:

1. Appendix B: Leadership report of survey results
2. Appendix C: Employee newsletter report of survey results
3. Appendix D: Steering Report

# Intervention

# (modified from [McLean and Company research, “Extinguish Organizational Burnout](https://go.mcleanco.com/organizational-burnout-g?source=google&medium=cpc&creative=617392886055&keyword=organizational%20burnout&matchtype=b&network=s&device=c&campaign=%7bcampaign%7d&utm_source=google&utm_medium=cpc&utm_term=organizational%20burnout&utm_campaign=%7bcampaign%7d&utm_content=%7badgroup%7d&_bt=617392886055&_bk=organizational%20burnout&_bm=b&_bn=s&gclid=EAIaIQobChMIgNap-dL2-QIV8IlaBR3PuQHIEAAYASAAEgIcF_D_BwE).”)

1. Analyze available data and identify high priority segment
2. Conduct focus groups with high priority segments



1. Identify burnout priority areas: see Appendix E
2. Develop solutions to address root causes of burnout: see Appendix E
	1. Prioritize solutions based on:
		1. **Impact**: Implementation of the proposed solution will have (minimal, moderate, significant) impact on the current state of burnout and will (slightly, moderately, critically) address root causes of organizational and group level burnout.
		2. **Effort:** investment and time
			1. (Minimal, Some, Significant) investment (i.e., time, money, people) is required
			2. The solution can be implemented in a (short, moderate, longer) time-period.
	2. Identify stakeholders
	3. Outline the change management process



* 1. Determine accountability structure

# Organizational Programs to Combat Burnout and Promote Wellbeing

The Health Center employees the following strategies to promote wellbeing and mitigate burnout in the workplace:

# Employee Wellbeing Committee

The Health Center is committed to ongoing evaluation of employee burnout and intervention to address the root causes. The Employee Wellbeing Committee conducts biannual burnout evaluations allowing the Health Center to proactively identify challenges, intervene, and assess the impact of the strategies implemented.

# Support Programming

## Group Support

The Health Center provides on-site, peer lead, group support initiatives to provide a safe and confidential space for the processing of workplace challenges and vicarious trauma. Peer support groups are held monthly on the **[first/second/third/fourth] [Day of week]** on the month during the first hour of regularly scheduled clinic. Participants may join in person or remotely, and schedules are blocked from patient care at this time. Productivity adjustments are made to account for this wellness hour.

## Peer Support

The Health Centerprovides a confidential peer-support connect line. Supported by members of the Wellness Committee, employees may contact a work peer in times of distress and need. The role of the peer support worker is to listen and provide empathy. This is not a crisis intervention or therapeutic encounter. Should a greater need be identified, Peers will navigate workers to additional organizational resources.

# Health Center Provided External Resources

## Employee Assistance Program

The Health Center employees an EAP service to provide short-term therapeutic services to our employees. EAP services are actively discussed in monthly department meetings, and signage is present in all employee break spaces. Managers are trained on the Health Center’s EAP services as part of their leadership training, and are encouraged to actively utilize the service for themselves and to refer their employees as needed.

## Wellness Support Tools

The Health Center provides free access for employees to digital app-based wellness tools. The Health Center recognizes the stigma associated with burnout, and employee concerns related to conveying their personal needs. To mitigate this barrier to seeking support, the digital app program provides anonymity to employees who can then access support 24-7 based on their individual needs.

# Dedicated Leadership Development Programming

Enabling current and future leaders with the necessary skillset to feel competent and confident in their role is essential to identifying and mitigating burnout and promoting employee wellbeing. To do so effectively, the Health Center proactively enrolls aspiring and newly promoted leaders for short-term intensive leadership development programming while providing the necessary workload decrease to ensure participation in such programming does not lead to burnout of the participant The intention of such programming includes, but is not limited to, the development of communication skills, development of understanding and insights into team dynamics, and effective intervention strategies.

# Team-based Care

To accomplish the primary benefits of team-based care, the Health Center strives to optimize team composition. Truly optimized TBC requires:

* 1. Evaluation of the patient population to determine the appropriate configuration of the interdisciplinary team
	2. Determination of appropriate staffing structures to support that patient population
	3. Clearly defined roles and responsibilities that ensure the ability to work to the top of license, while not assigning tasks that exceed these competencies

# Appendix A

# The Maslach Burnout Inventory

How do you perceive your work? Are you exhausted? How capable are you of shaping your relationship to others? To what degree are you personally fulfilled?

Indicate how frequently the following statements apply to you and add the points indicated on top of the respective box:

0 = Never

1 = At least a few times a year

2 = At least once a month

3 = Several times a month

4 = Once a week

5 = Several times a week

6 = Every day

|  |  |
| --- | --- |
|  | NeverEvery day↓↓ |
| 01 – I feel emotionally exhausted because of my work | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 02 – I feel worn out at the end of a working day |  |  |  |  |  |  |  |
| 03 – I feel tired as soon as I get up in the morning and see a new working day stretched out in front of me |  |  |  |  |  |  |  |
| 04 – I can easily understand the actions of my colleagues/supervisors |  |  |  |  |  |  |  |
| 05 – I get the feeling that I treat some clients/colleagues impersonally, as if they were objects |  |  |  |  |  |  |  |
| 06 – Working with people the whole day is stressful for me |  |  |  |  |  |  |  |
| 07 – I deal with other people’s problems successfully |  |  |  |  |  |  |  |
| 08 – I feel burned out because of my work |  |  |  |  |  |  |  |
| 09 – I feel that I influence other people positively through my work |  |  |  |  |  |  |  |
| 10 –I have become more callous to people since I have started doing this job |  |  |  |  |  |  |  |
| 11 – I’m afraid that my work makes me emotionally harder |  |  |  |  |  |  |  |
| 12 – I feel full of energy |  |  |  |  |  |  |  |
| 13 – I feel frustrated by my work |  |  |  |  |  |  |  |
| 14 – I get the feeling that I work too hard |  |  |  |  |  |  |  |
| 15 – I’m not really interested in what is going on with many of my colleagues |  |  |  |  |  |  |  |
| 16 – Being in direct contact with people at work is too stressful |  |  |  |  |  |  |  |
| 17 – I find it easy to build a relaxed atmosphere in my working environment |  |  |  |  |  |  |  |
| 18 – I feel stimulated when I been working closely with my colleagues |  |  |  |  |  |  |  |
| 19 – I have achieved many rewarding objectives in my work |  |  |  |  |  |  |  |
| 20 – I feel as if I’m at my wits‘ end |  |  |  |  |  |  |  |
| 21 – In my work I am very relaxed when dealing with emotional problems |  |  |  |  |  |  |  |
| 22 – I have the feeling that my colleagues blame me for some of their problems |  |  |  |  |  |  |  |

# Overall score for occupational exhaustion (EE)

Add together the answers to questions 01. 02. 03. 06. 08. 13. 14. 16. 20

|  |  |  |  |
| --- | --- | --- | --- |
| Occupational exhaustion | EE < 17 | EE 18 - 29 | EE > 30 |
| Low degree | Moderate degree | High degree |

# Overall score for depersonalisation / loss of empathy (DP)

Add together the answers to questions 05. 10. 11. 15. 22

|  |  |  |  |
| --- | --- | --- | --- |
| Depersonalisation | DP < 5 | DP 6 - 11 | DP > 12 |
| Low degree | Moderate degree | High degree |

**Overall score personal accomplishment assessment (PA)**

Add together the answers to questions 04. 07. 09. 12. 17. 18. 19. 21.

|  |  |  |  |
| --- | --- | --- | --- |
| Personal accomplishment assessment | PA < 33 | PA 34 - 39 | PA > 40 |
| Low degree | Moderate degree | High degree |

**Degree of burnout**

Beware if the totals of your EE and DP answers are both in the red area, and above all if your personal accomplishment assessment is also in the red!!!

|  |  |
| --- | --- |
| EE | Occupational exhaustion (burnout) is typically connected to a relationship with work that is perceived as difficult, tiring, stressful…Maslach sees this as different from depression, as it is likely that the symptoms of burnout would be reduced during holidays. |
| DP | Depersonalisation or loss of empathy is characterised by a loss of regard for others (clients, colleagues…), and by keeping a greater emotional distance, which is expressed through cynical, derogatory remarks, and even callousness. |
| PA | The personal accomplishment assessment is a feeling that acts as a “safety valve” and contributes to bringing about a balance if occupational exhaustion and depersonalisation occur. It ensures fulfilment in the workplace and a positive view of professional achievements. |

# Appendix B

Template language for how to present Maslach survey data to leader(s)

Here is your department’s ***YEAR Provider Wellness Survey data***. You are welcome to schedule an appointment with us if you like to discuss what you see. We would be happy to meet. If no scheduled meeting takes place, here are our suggestions about how to implement change based on the data:

* Look for trends compared to last year
* See if you’re comfortable with your results

Here are things that have been found to be helpful with the data in the past:

* If stress or burnout is high, look for the reason(s), check: control over workload, time for documentation, work atmosphere, teamwork, values alignment and EMR at home score
* If values alignment with leaders is low, consider having a specific values discussion with your department (**who can help with this – you, a different group, let the reader know**)
* If control over workload is poor or marginal, ask your staff what would be a good way to address this (sometimes the answer is easier than you suspect, like giving more schedule flexibility at certain times of the day), or you can use the data to show executive leaders and advocate for changes that would benefit your department
* If documentation time pressure is high, partner with IT (**provide a contact name, email or phone number to make it easy to access services**). Can dedicate an entire meeting to this topic and invite IT to attend to share tips & tricks
* If work atmosphere (work pace, or chaos) is a challenge, one way to address this is reimagine the work space – try to decrease number of people in the area at one time or limit in/out traffic
* Mental health resources: Employee Assistance Program: 1-800-xxx-xxxx, the National Suicide Helpline: 800-273-8255, and **other resources….**
* We do report to the (**insert name of Executive Leader overseeing wellness program**) and we hope it’s ok if we advocate for you with respect to the findings for your department

Please be sure to reach out to us for help if you are concerned about your providers experiencing burnout. We’re always here to help.
Sign your name/group name (e.g. Your Provider Wellness Committee)

**References with links to articles:**

1. [A Cluster Randomized Trial of Interventions to Improve Work Conditions and Clinician Burnout in Primary Care: Results from the Healthy Work Place (HWP) Study](https://link.springer.com/article/10.1007/s11606-015-3235-4) - evidence based interventions
2. [Worklife and Wellness in Academic General Internal Medicine: Results from a National Survey](https://link.springer.com/article/10.1007/s11606-016-3720-4) - how to portray data; benchmarks for General Internal Medicine and Hospital Medicine
3. [Joy In Medical Practice: Clinician Satisfaction in the Healthy Work Place Trial](https://www.healthaffairs.org/doi/full/10.1377/hlthaff.2017.0790)- clinician satisfaction
[Characteristics of Health Care Organizations Associated With Clinician Trust Results From the Healthy Work Place Study](https://jamanetwork.com/journals/jamanetworkopen/fullarticle/2736178) – measuring trust in the organization
4. [Evaluation of Work Satisfaction, Stress, and Burnout Among US Internal Medicine Physicians and Trainees](https://jamanetwork.com/journals/jamanetworkopen/fullarticle/2771447) - Internal Medicine data and gender differences

**Appendix C**

 202X Employee Wellness Survey Results

We are pleased to share the results of the 202X Provider Wellness Survey. *Add the parameters for who was invited to take the survey, example*: Providers (physicians and advanced practice providers from all hospital departments) employed for more than 6 months at 0.5+ FTE in (MONTH) 202X were invited to participate. The survey was administered in (MONTH), 202X.

On the back are the results of the 10 survey questions, along with the previous three years’ responses (*or whatever amount of data you have/want to share*).

**Response Rate (xxxx/xxxx providers)** = XX%

**Respondents:**

xxxx physicians,

xxx advanced practice providers, xxx self-identified “other” providers



**202X Snapshot**

 xx% engaged with job (slight increase/decrease from last year)

xx% experience great deal of exhaustion because of job

[watch this because it can turn into burnout if unaddressed]

xx% experience strong disengagement from their work

xx% feel strong sense of personal achievement in their work [this is a protective factor]

xx% experience burnout

**See next page (over) for full results**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Question (% of “a few times per week” and “every day”)** | **2017** | **2018** | **2019** | **2020** |
| Feel emotionally exhausted because of work | xx% | xx% | xx% | xx% |
| Feel worn out at the end of a working day | xx% | xx% | xx% | xx% |
| Feel tired as soon as I get up in the morning… | xx% | xx% | xx% | xx% |
| Can easily understand the actions of my colleagues/supervisors | xx% | xx% | xx% | xx% |
|  Working with people the whole day is stressful |  xx% | xx% | xx% | xx% |
|  Deal with other people’s problems successfully | xx% | xx% | xx% | xx% |
| Feel burned out because of work | xx% | xx% | xx% | xx% |
| Feel that I influence other people positively through my work | xx% | xx% | xx% | xx% |
| Have become more callous to people since I have started doing this job | xx% | xx% | xx% | xx% |
| Afraid that my work makes me emotionally harder | xx% | xx% | xx% | xx% |
| Feel full of energy | xx% | xx% | xx% | xx% |
| Feel frustrated by my work | xx% | xx% | xx% | xx% |
| Get the feeling that I work too hard | xx% | xx% | xx% | xx% |
| Not really interested in what is going on with many of my colleagues | xx% | xx% | xx% | xx% |
| Being in direct contact with people at work is too stressful | xx% | xx% | xx% | xx% |
| Find it easy to build a relaxed atmosphere in my working environment | xx% | xx% | xx% | xx% |
| Feel stimulated when working closely with my colleagues | xx% | xx% | xx% | xx% |
| Have achieved many rewarding objectives in my work | xx% | xx% | xx% | xx% |
| Feel as if I’m at my wits’ end | xx% | xx% | xx% | xx% |
| In my work I am very relaxed when dealing with emotional problems | xx% | xx% | xx% | xx% |
| I have the feeling that my colleagues blame me for some of their problems  | xx% | xx% | xx% | xx% |
| Open-Ended Feedback Summary**Appendix C**Employee Wellness Survey DataSummarize top themes from open ended comment. Be sure no individual or departments can be identified.Don’t need direct quotes, just themes, both positive and negative, that improve understanding of the quantitative data. | **Next Steps**Share how/where the data will be shared (in meetings, on an internal website), who will see it (leaders, managers, front line staff), what plans there are for using it (annual plans, incentive plans, CQI plan for dept., etc.).Add a contact person for obtaining more information (“please feel free to contact…”) |

# Appendix D

# Employee Wellness Annual Comparison Steering Report

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  |  |
|  | **2016 (n=24/49, 49% response rate)** | **2017 (n= 27/47, 57% response rate)** | **Targets\*** |
| **MD** | **18** | **18** |  |
| **APP** | **6** | **9** |  |
| **Other** | **0** | **0** |  |
| Overall satisfied with job (Agree, Strongly agree) | 57% | 67% | >80% satisfied |
| Great deal of stress because of my job (Agree, Strongly agree) | 65% | 70% | <30% stressed |
| Symptoms of burnout (Definitely, Won’t go way, Completely)  | 35% | 56% | <20% burned out |
| Control over workload (Poor, Marginal) | 36% | 59% | <25% poor control |
| Time for documentation (Poor, Marginal) | 9% | 0% | <25% time pressured |
| Work atmosphere description (Very busy, Hectic-chaotic) | 64% | 74% | <40% chaotic |
| Professional values well aligned with department leaders (Agree, Strongly agree) | 68% | 70% | >80% aligned |
| Degree patient care team works efficiently together (Satisfactory, Good, Optimal) | 55% | 67% | >80% with efficient teamwork |
| Amount of time spent on EMR at home (Moderate, High, Excessive) | 0% | 0% | <20% excessive EMR at home |
| Proficiency with EMR use (Satisfactory, Good, Optimal) | 96% | 100% | >90% proficient |

\*National data suggests these may be optimal targets

**Appendix E**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Priority Area** | **Organizational/group level(s)** | **Goal** | **Metric** | **Solution** |
| Root cause 1 |  |  |  |  |
| Root cause 2 |  |  |  |  |
| Root cause 3 |  |  |  |  |

**Example:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Priority Area** | **Organizational/group level(s)** | **Goal** | **Metric** | **Solution** |
| **Workload:** lack of time to complete tasks | * Finance department
* Women in management roles
 | Reduce overtime worked among identified groups by 20% over the next two years | * Percentage of overtime worked
* Number of emails sent after hours
* Absenteeism rate
* Turnover rate
 | * No email outside of work hours policy
* Explore project management software to streamline work processes and minimize workload
 |
| **Rewards and Recognition:** Official recognition programs not in place; employee wins are not celebrated | * Organization-wide
 | Increase employee engagement rewards and recognition driver scores by 30% over the next 12 months  | * Employee engagement rewards and recognition driver scores
 | * Create a recognition program
* Encourage managers to develop informal recognition programs for their teams
 |
| **Role Clarity and Autonomy:** Role expectations are not clearly communicated to employees  | * Entry level roles in HR
* Remote employees
 | Increase managers’ average People Leadership competency score to “Meets Expectations” over the next 18 months | * Percentage of employees with independent development plans (IDPs) completed
* Employee engagement learning and development driver scores
 | * Update job descriptions for entry-level roles in the HR department
* Revise manager training to improve onboarding for remote employees
 |

# References

1. Patel, R. S., Sekhri, S., Bhimanadham, N. N., Imran, S., & Hossain, S. (2019). A review on strategies to manage physician burnout. Cureus, 11(6). <https://doi.org/10.7759/cureus.4805>
2. Physician burnout. (n.d.). Retrieved February 15, 2021, from <http://www.ahrq.gov/prevention/clinician/ahrq-works/burnout/index.html>
3. A crisis in health care: A call to action on physician burnout. (n.d.). Retrieved from <https://psnet.ahrq.gov/issue/crisis-health-care-call-action-physician-burnout>
4. Agarwal, S. D., Pabo, E., Rozenblum, R., & Sherritt, K. M. (2020). Professional dissonance and burnout in primary care: A qualitative study. JAMA Internal Medicine, 180(3), 395–401. <https://doi.org/10.1001/jamainternmed.2019.6326>
5. McLean and Company. (n.d.). *Plan to Extinguish Organizational Burnout: Where there’s smoke, there’s fire – use a systems approach to evaluate, address, and minimize employee burnout.* Retrieved from <https://go.mcleanco.com/organizational-burnout-g?source=google&medium=cpc&creative=617392886055&keyword=organizational%20burnout&matchtype=b&network=s&device=c&campaign=%7bcampaign%7d&utm_source=google&utm_medium=cpc&utm_term=organizational%20burnout&utm_campaign=%7bcampaign%7d&utm_content=%7badgroup%7d&_bt=617392886055&_bk=organizational%20burnout&_bm=b&_bn=s&gclid=EAIaIQobChMIgNap-dL2-QIV8IlaBR3PuQHIEAAYASAAEgIcF_D_BwE>