AVOIDING CAREER BURNOUT IN HEALTHCARE COMPLIANCE

HCCA Compliance Institute

National Harbor, MD

April 23, 2013

OBJECTIVES

- Raise awareness of work-life balance and burnout

- Share key findings from the HCCA Stress Survey
  - Compliance professionals are at a significant risk of developing burnout

- Emphasize strategies for avoiding, early detection and treatment of burnout

WORK-LIFE BALANCE

- A process of seeking equilibrium between two competing pressures
  - Work and life

- As compliance professionals our work-life balance is so unpredictable
  - Our profession sets us up to live in disequilibrium
  - Constantly dealing with unplanned emergencies

WORK-LIFE BALANCE

- Webster's dictionary definition of balance
  - ○ "To arrange so that one set of elements exactly equals another"
- As compliance professionals we have a long history of being goal oriented and setting high expectations of ourselves
  - ○ Anything less than perfection often sends us into a downhill spiral
  - ○ We give of ourselves 100%

WORK-LIFE BALANCE

- As compliance professionals we have a long history of being goal oriented and setting high expectations of ourselves (cont'd)
  - ○ We are expected to know everything
    - BG this was even more of a challenge
  - ○ We work long and focused hours
    - Often we delay our personal gratification

WORK-LIFE BALANCE

- We tend to get caught up in our work-related behaviors
  - ○ Compulsiveness and perfection
  - ○ Aggressive decision-making
  - ○ Workaholism and emotional detachment
  - ○ Being too serious
  - ○ Losing our ability to laugh and smile

WORK-LIFE BALANCE

- Most of these adopted behaviors *do not* get us through our family and personal time

- We must be willing to change our behaviors at home to achieve family and personal satisfaction in our non-professional lives

WORK-LIFE BALANCE

- The life balance occurs when we are engaged at

  - The dining table or at our children's sporting events

  - Attending plays or concerts

  - Spending time with those we love

  - *Not* checking emails or text messages on our cell phones

WORK-LIFE BALANCE

- To achieve work-life balance we must
  - Set boundaries
    - Being home today does not mean that we are not at work
    - Technology advances have obliterated the boundaries between work and home
  - Obtain support when needed
 - Set realistic expectations of ourselves and those around us

WORK-LIFE BALANCE

- To achieve work-life balance we should
  - ○ Schedule personal flex time
    - Creates time to pursue new activities including time to enjoy your family
    - Schedule personal time as diligently as you schedule meetings with your CEO and Board
    - Use your personal time to add enrichment to your life

WORK-LIFE BALANCE

- Absent time for personal gratification and family enrichment you take on many of the characteristics that lead you down the very predictable pathway towards **burnout**
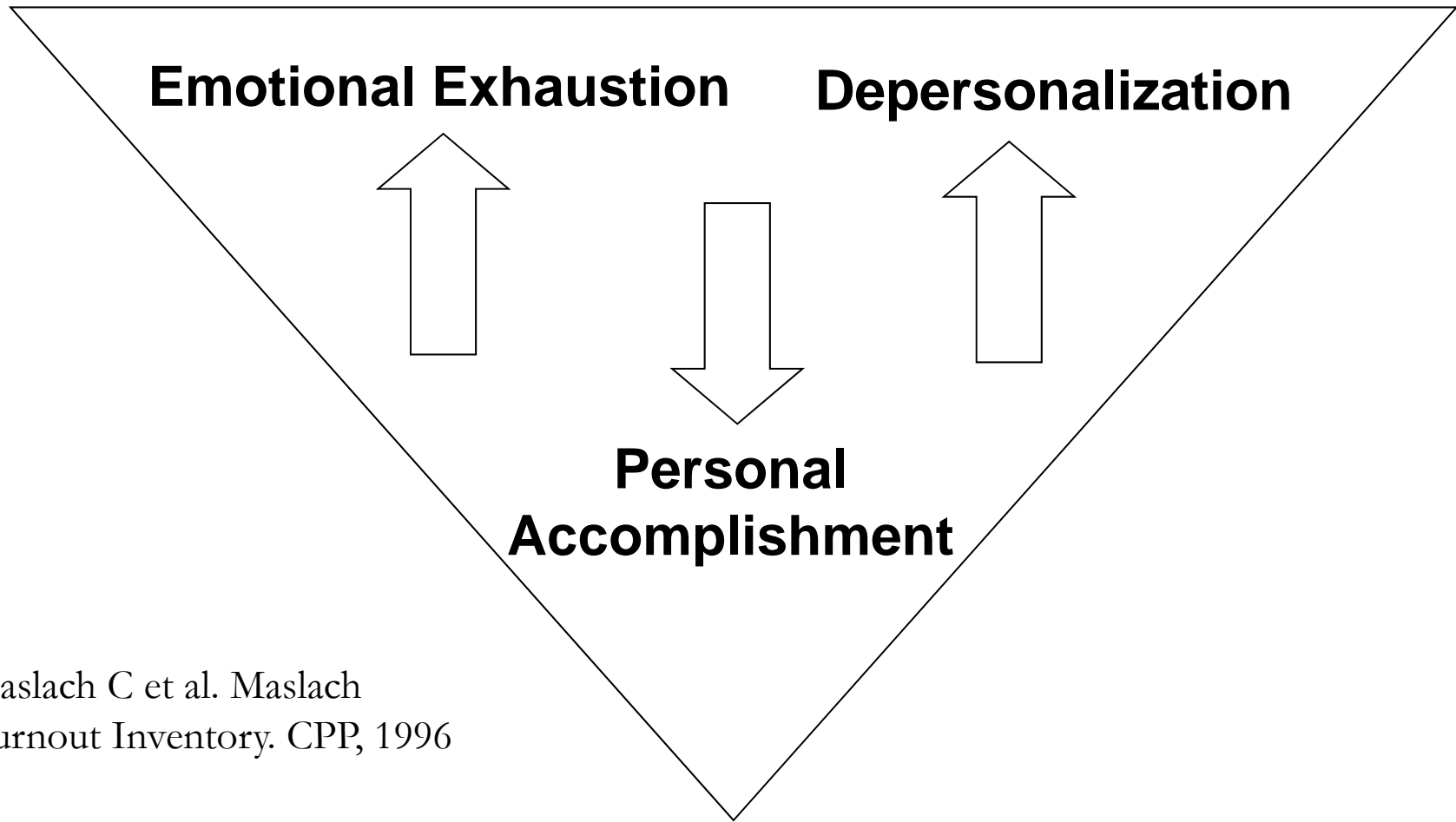
WHAT IS BURNOUT?
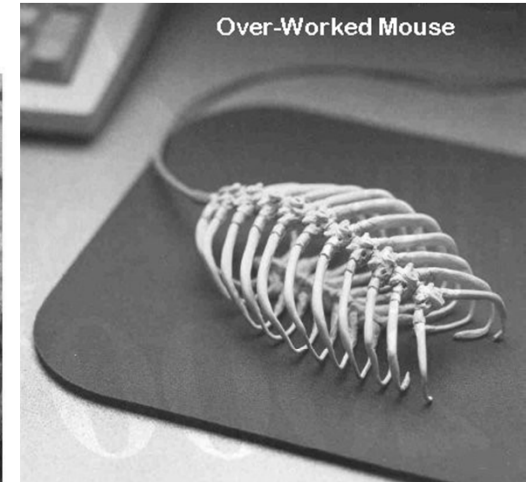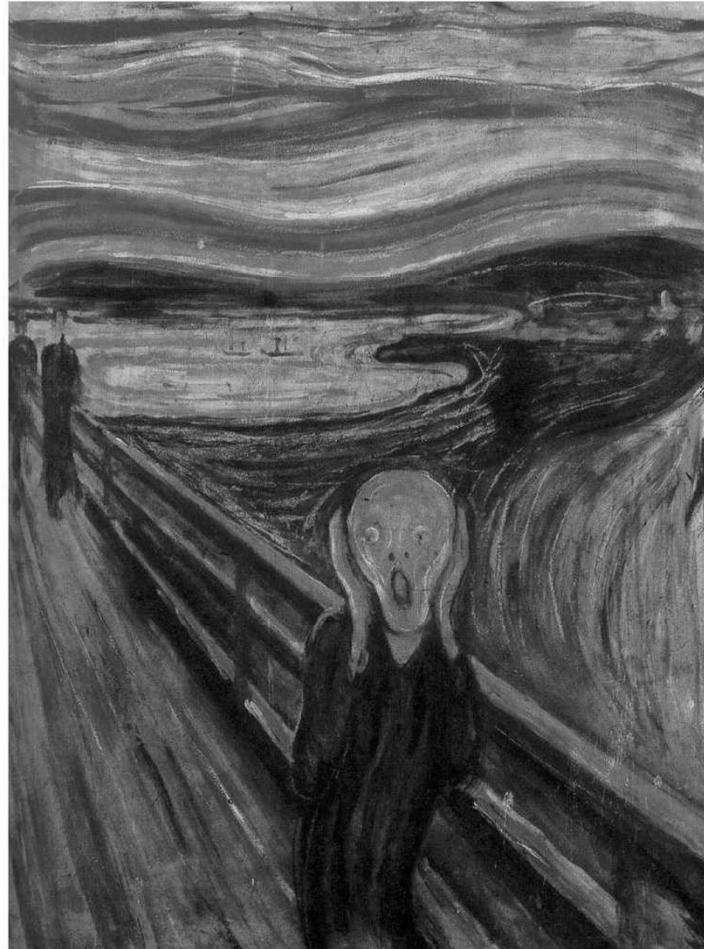
WHAT IS BURNOUT?

- Freudenberger and Richelson define burnout as "a state of fatigue brought about by devotion to a cause, a way of life, or relationship that failed to produce the expected rewards"

BURNOUT:
AN OCCUPATIONAL SYNDROME

Emotional Exhaustion   **Depersonalization**

Personal Accomplishment

Maslach C et al. Maslach Burnout Inventory. CPP, 1996

EMOTIONAL EXHAUSTION (EE)

Depletion of emotional resources $\rightarrow$ feelings of being unable to give of oneself on an emotional level

DEPERSONALIZATION (DP)

- Negative, cynical attitudes and feelings about those with whom one works
- Treatment of individuals as objects
- Perception that others are deserving of their problems

REDUCED PERSONAL ACCOMPLISHMENT (PA)

- Tendency to evaluate oneself negatively
- Feelings of unhappiness and dissatisfied with work accomplishments

WHAT CAUSES BURNOUT?

- Most common in high pressure jobs
- Intrinsic factors
  - Childhood development
  - Personality factors
- Extrinsic factors
  - Work stressors
  - Family/Social stressors
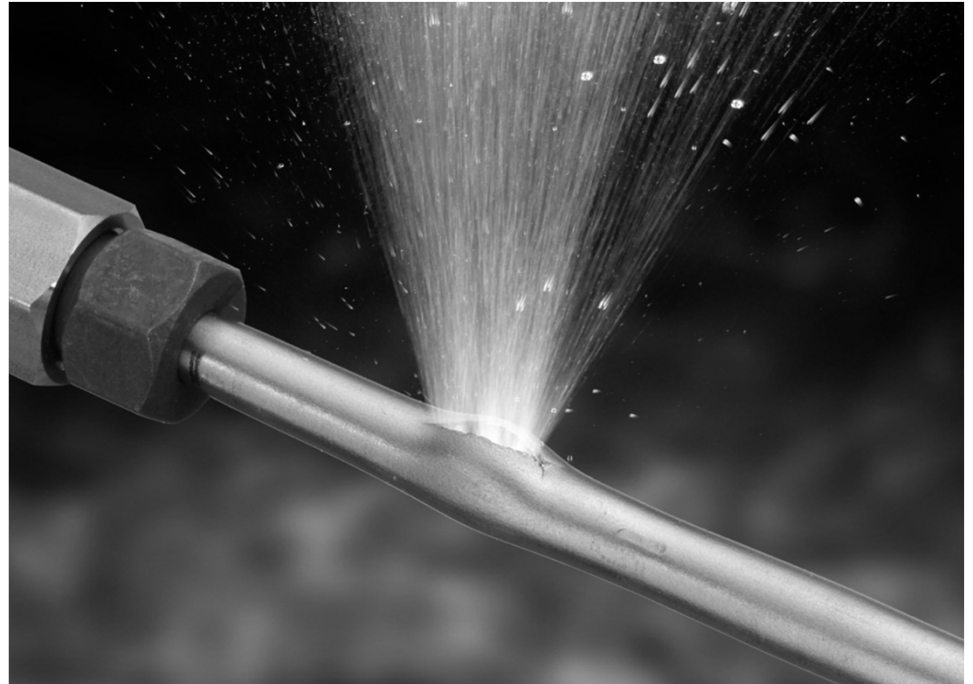
BURNOUT COST TO SOCIETY

- Reduced productivity
  - ○ >50% work absences related to psychological problems (American Psychological Association)
  - ○ Reduced commitment to job/organization
  - ○ Intention to leave job
  - ○ Actual retention/turnover
  - ○ Contagious nature
  - ○ Spillover into personal life
  - ○ >50% work absences related

BURNOUT COST TO SOCIETY

- Health risk
  - 50% greater health cost in stressed out workers (J Occ Envir Med)
  - Parallels with substance abuse
  - Links to mental dysfunction
    - Anxiety
    - Depression
- Physicians are vulnerable
  - 1997 physicians are less satisfied in every respect of their professional life compared to 1986 physicians (J Gen Intern Med. 2001)
- Compliance Professionals are vulnerable
  - HCCA Survey

STRESS

"Stress is the trash of modern life –
we all generate it but if you don't
dispose of it properly, it will pile up
and overtake your life."
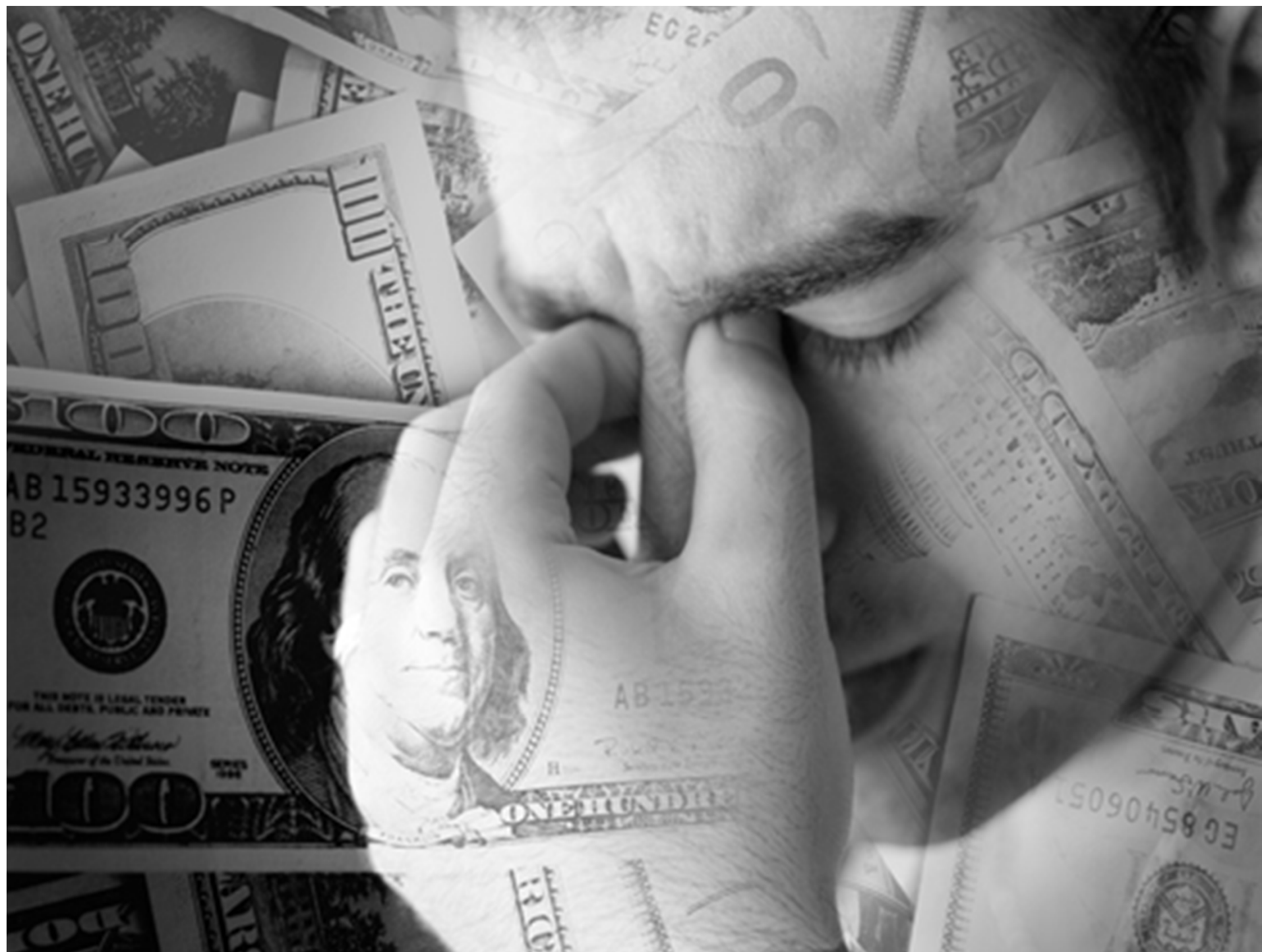
Danzae Pace

STRESS
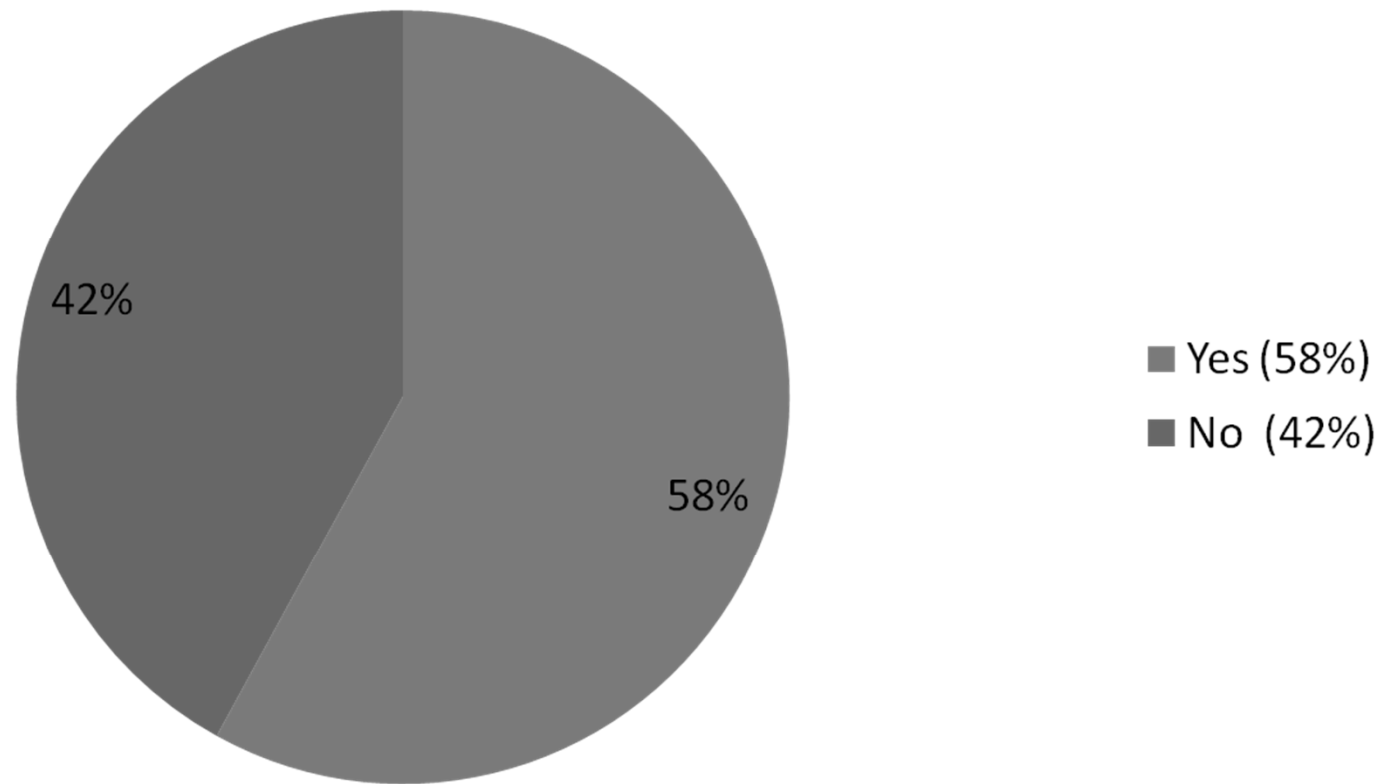
"REALITY is the leading cause of stress"

STRESS

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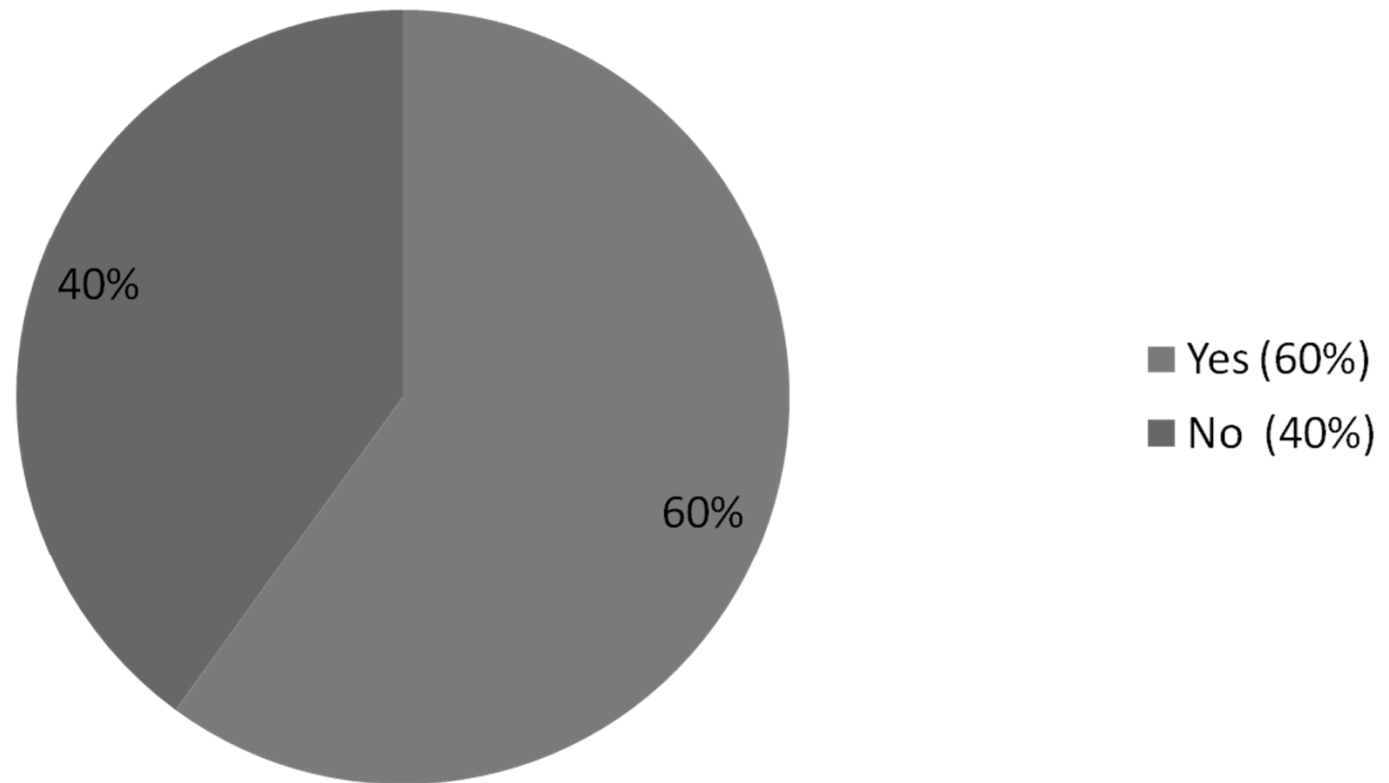
KEY FINDINGS – HCCA SURVEY

- A survey by the Society of Corporate Compliance and Ethics and the Health Care Compliance Association

- January 2012

- Results revealed a profession under extreme stress
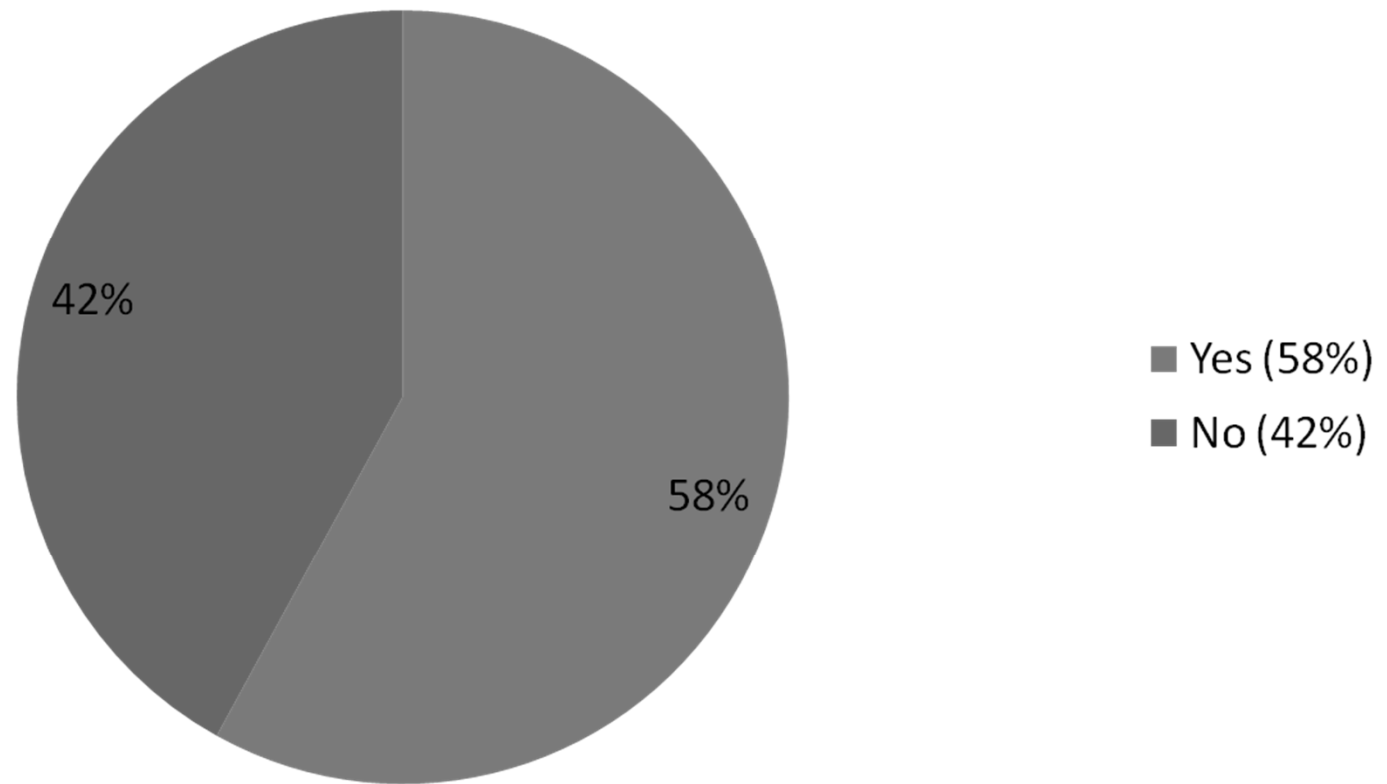
DO YOU WAKE UP WORRYING ABOUT STRESS?

HAVE YOU CONSIDERED LEAVING YOUR JOB DUE TO THE STRESS?

40%

60%

Yes (60%)
No (40%)

ARE YOU IN AN ADVERSARIAL RELATIONSHIP OR ISOLATED?

42%

58%

- Yes (58%)
- No (42%)
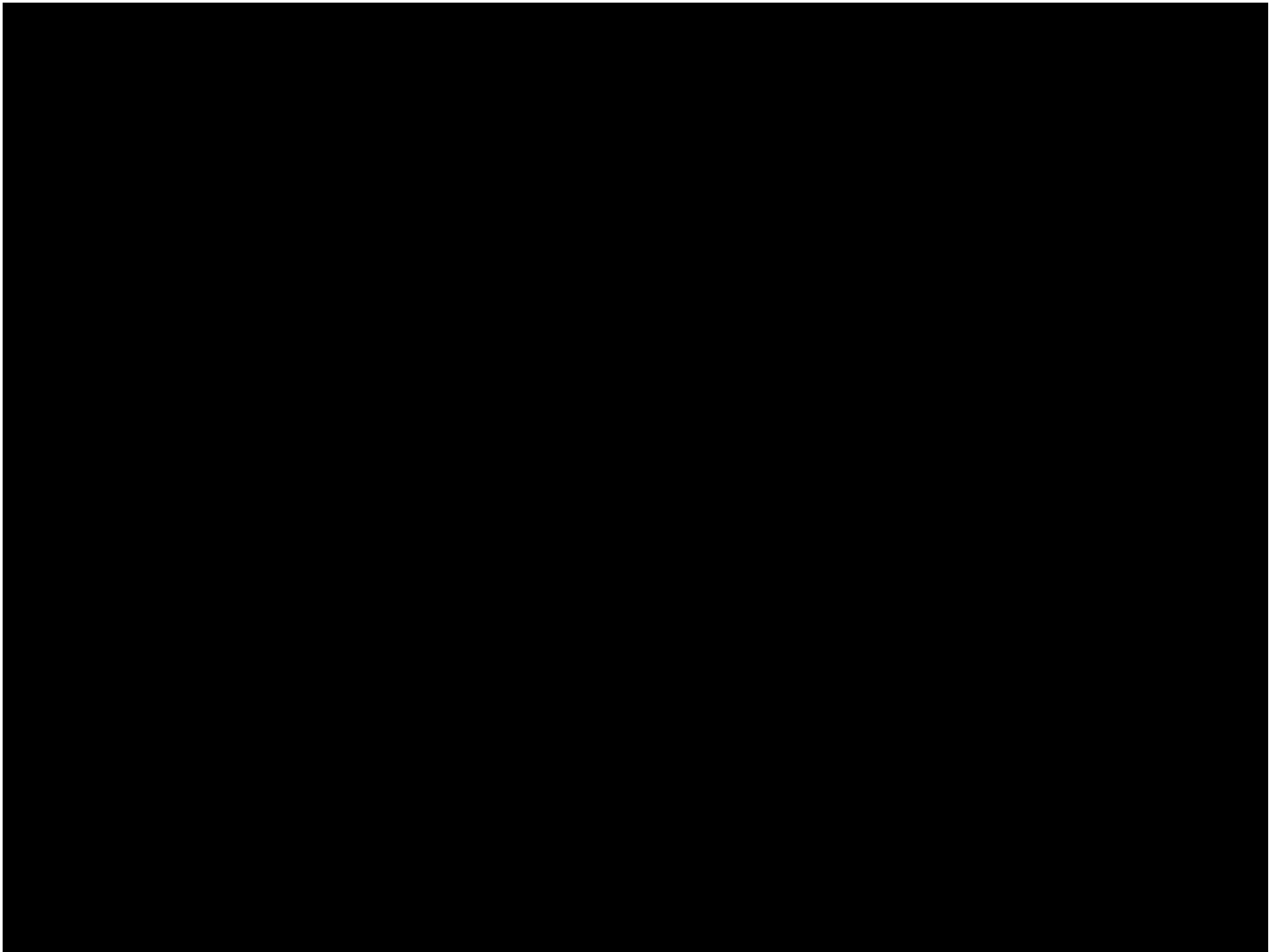
HOW WOULD YOU RATE THE RESOURCES AVAILABLE TO YOU?

Legend:
- Nowhere near enough
- Not quite enough
- About enough
- More than enough

29%
44%
23%
4%
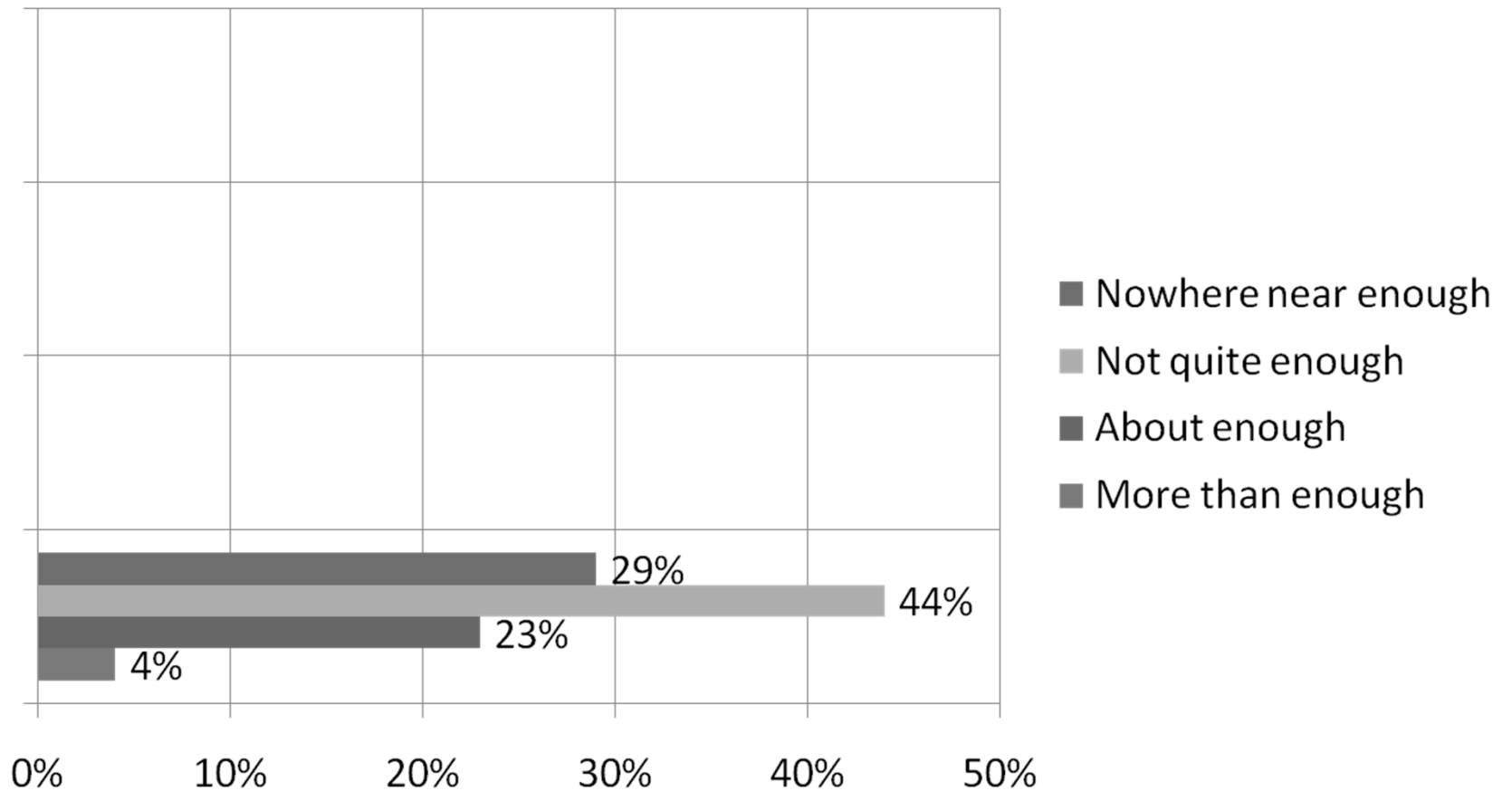
WHICH OF THE FOLLOWING CAUSES YOU THE GREATEST STRESS?

Pie chart with values: 24%, 10%, 16%, 11%, 9%, 14%, 16%
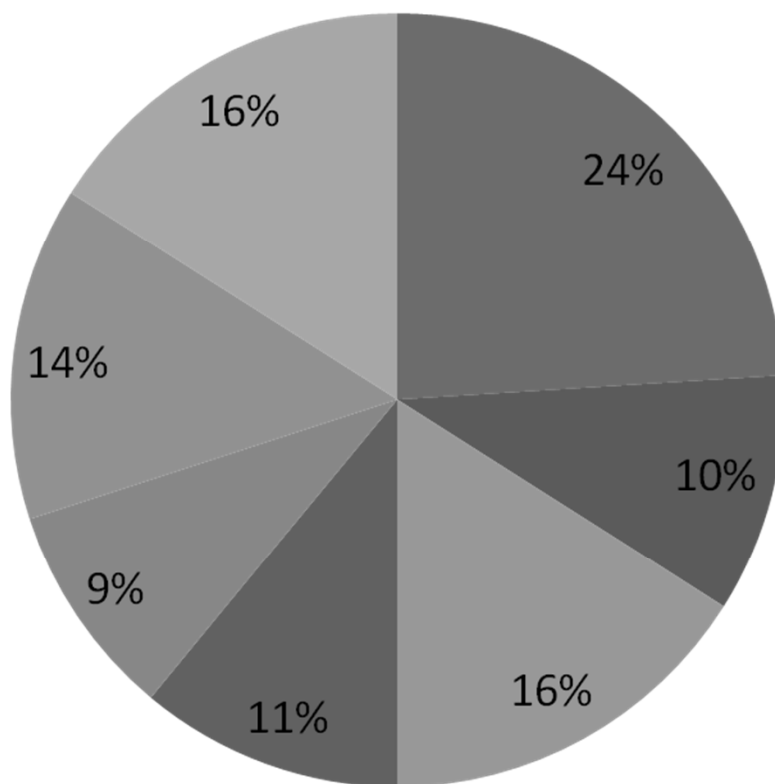
Legend:
- Keeping Up With New Laws and Regulations
- Identifying Risks
- Preventing Compliance and Ethics Violations
- Detecting Compliance and Ethics Violations
- Investigating Alleged Violations
- Remediating Violations
- Other

COMMON CAUSES/TRENDS

- Fear of losing job
- Overtime/Long Hours
- Pressure to perform at impossible levels
- Isolation
- Bad morale
- No appreciation
- Issues outside the workplace
- Target is always moving

Social Media & PHI
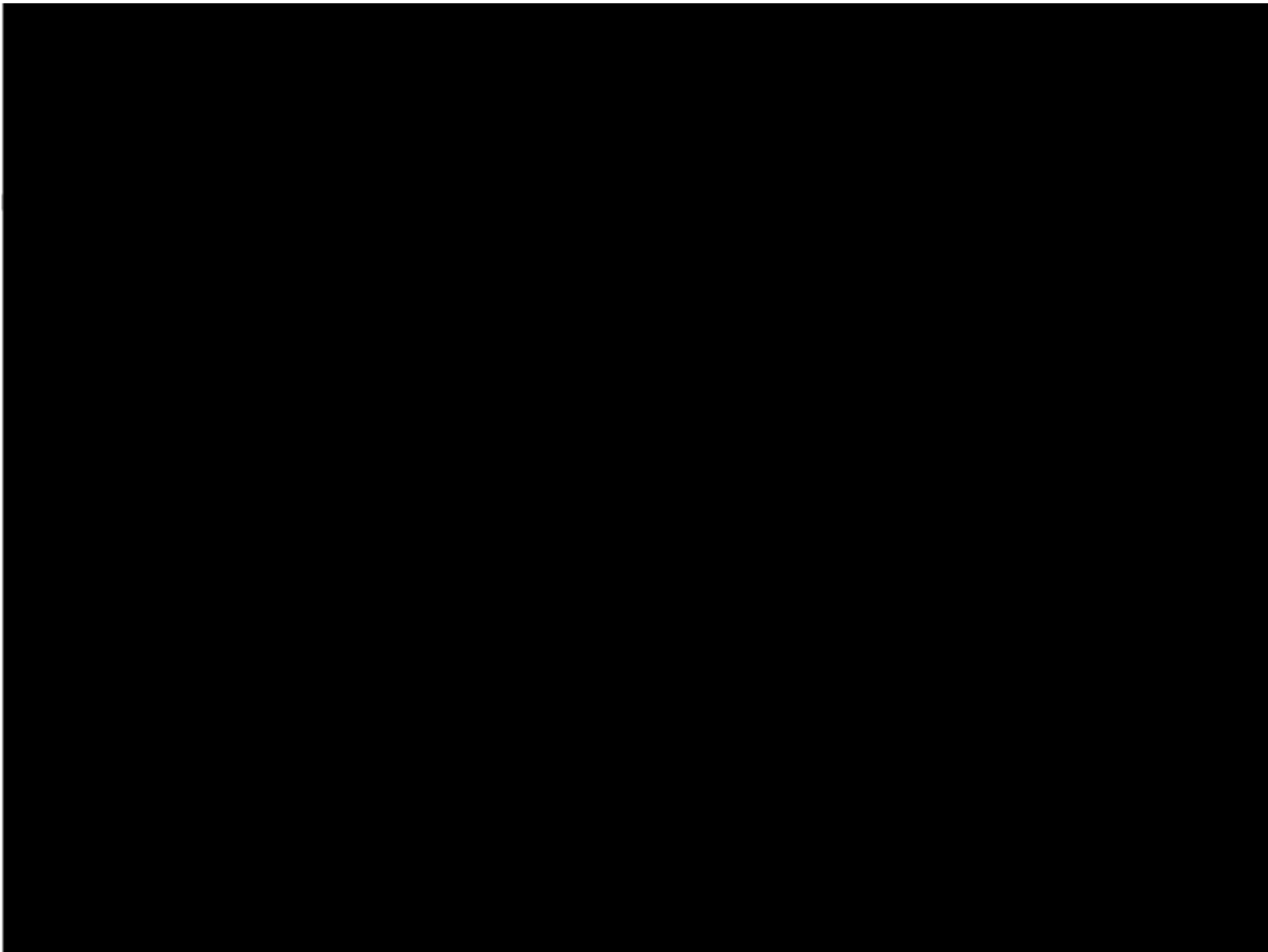
COMPLIANCE PROGRAM SCOPE

- Compliance model follows the business model
- Lifeguard vs. Cop
- Compliance as a
  "flashlight"

BUILDING RELATIONSHIPS

- **Know Your Customer**
  - Department Events
  - Manager Meetings
  - Walk in Their Shoes …

- **Integrating Compliance Into Operations**
  - Compliance as a Flashlight
  - Ensure Accountability Remains with Operations
  - Don't be Afraid to Work Yourself Out of a Job

BUILDING RELATIONSHIPS

- ## Facilitating Effective Hand-Offs
  - Say Yes..But Move to Support Role
  - Keep Senior Leaders Updated
  - Clarify Roles and Expectations
  - Always Give the Business the Credit

- ## Establish Trust and Credibility
  - Develop Ability to Affect Change
  - Overcome Having Responsibility Without Authority
  - Conduct In-Person Compliance Training When Possible

INFLUENCING CHANGE
INFLUENCING DECISION-MAKING

"The secret is to always

let the other person

have your way."

Claiborne Pell

ENSURING BUSINESS ACCOUNTABILITY

- **Integrating Compliance Into Operations**
  - Compliance as a Flashlight
  - Ensure Accountability Remains with Operations
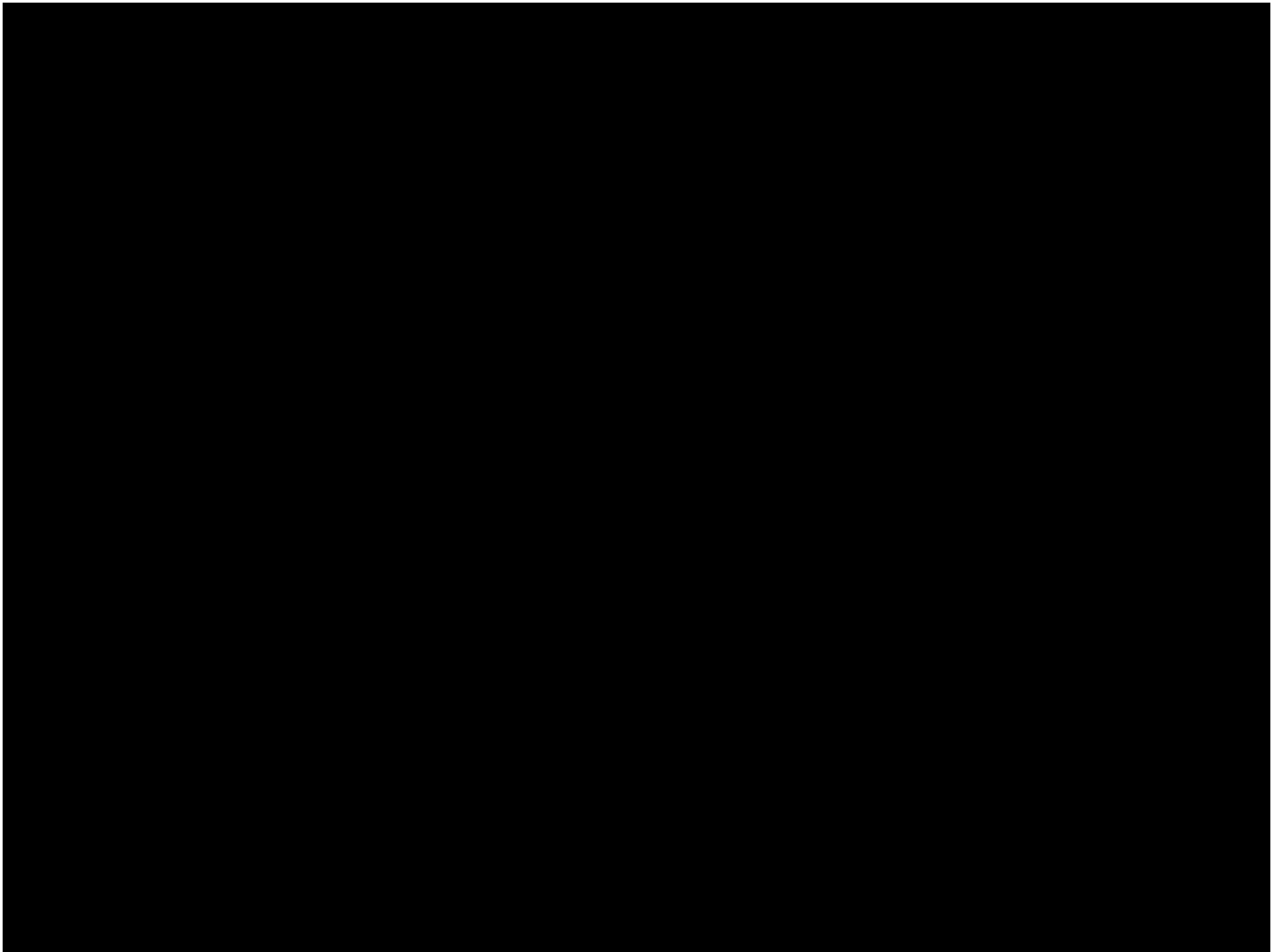 - Don't Be Afraid to Work Yourself Out of a Job

- **Facilitating Effective Hand-Offs**
  - Say Yes … But Move to Support Role
  - Keep Senior Leaders Updated
  - Clarify Roles and Expectations
  - Always Give the Business the Credit

REPORTING RESULTS

- **Measuring Effectiveness**
  - Demonstrating Results
    - Prevention and Education
    - Observation and Detection
    - Correction and Response
  - Communicating Outcomes

- **Reporting**
  - Oversight Committees/Board
  - Standardize Reporting Tools
  - Summarize Outcomes
  - Highlight Successes and Risk Areas

DEFINING THE COMPLIANCE ROLE

- **MISSION – (Articulating Your Objective)**
  - The purpose of the Compliance Program is to ensure operational accountability for compliance with the obligations that govern our business.

  - This will be achieved through:
    - Clear outcome measures
    - Standardized processes, tools, and accountabilities
    - Governance process and structure
    - Tracking and oversight.

GUIDING PRINCIPLES

- Our program translates our values into actions

- Business operational leaders are responsible for compliance

- We will develop a strategy for effective compliance and support business leaders in implementing that strategy

- Our regulatory relationships are fundamental for our organization's success

- We will create clear accountability around compliance and foster open, honest and clear communications about our outcomes

ROLE OF BUSINESS PARTNERS AND LEADERS

- Understand the content and operation of the compliance and ethics program

- Ensuring business accountability

- Exercise reasonable oversight with respect to the program's implementation and effectiveness

GOVERNMENT EXPECTATIONS OF LEADER/BOARD ENGAGEMENT

- Leaders are responsible for the conduct and management of a company and its affairs
  - Act in best interests of company and in good faith at all times
  - Disclose conflicts of interest
  - Be engaged and aware

- Organizations which fail to ferret out wrongful conduct and non-compliant activity will likely suffer the consequences of not doing so

REDUCE STRESS

- Sleep Deprivation
  - U.S. Nat'l. Highway Traffic Safety Administration, 56,000 accidents and 1500 deaths
  - Diminished immune system and unhealthy eating habits
  - Memory issues and poor work performance
- Personal responsibility

REDUCE STRESS

- Laughter/Humor
  - *"Laughter provides distance. It allows us to step back from an event, deal with it and then move on."*
    - --Bob Newhart
  - Physical, mental and social benefits

- Massage

- Conscious/subconscious
  - *"We are in the compliance field for the right reason and with good intent."*

REDUCE STRESS

Make Time For You

- Create balance between work and personal life
  - Prioritize your goals to reflect personal and professional values
    - Set realistic expectations
  - Protect your time
  - Set boundaries and realistic deadlines
- Delegate some of your responsibilities
  - Frees up time on your schedule
  - Allows others to grow professionally
  - Assists in succession planning

REDUCE STRESS

Make Exercise Part Of Your Routine

- **Improves health and overall sense of well-being**
  - Decreases "stress hormones" and increases endorphins
  - Allows you to recharge and do something positive for you
- **Gets you out of the office, clinic or OR**
- **Creates new opportunities for building friendships**

REDUCE STRESS

Maximize Your Family and Personal Time

- Take care of yourself and your loved ones
  - Dental and medical care
  - Learn to eat healthy
- Schedule your family and personal time as carefully as you do our clinic and OR time
  - Gets you to your children's events
  - Allows you to plan "date nights" and attend social activities
  - Creates time for reflection, spirituality and community activities important to you
- Avoid the technology advance trap
  - Set boundaries between you and your mobile device

MANAGING BURNOUT

- Awareness of burnout and job-person mismatches
  - ○ Individual awareness
  - ○ Managerial awareness
  - ○ Institutional awareness
  - ○ Job-person mismatches: 6 areas of work life related to burnout
    - Workload
    - Control
    - Reward
    - Community
    - Fairness
    - Values

MANAGING BURNOUT

- Prevention and treatment
  - Individual centered strategies
    - Learning coping skills
  - Organizational centered strategies
    - Identifying and modifying job-person mismatches

QUESTIONS

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