

Should I stay or should I go?

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Associate Dean, NHSE Thames Valley



Why am I doing this?

Not
catharsis/laundrying
dirty linen

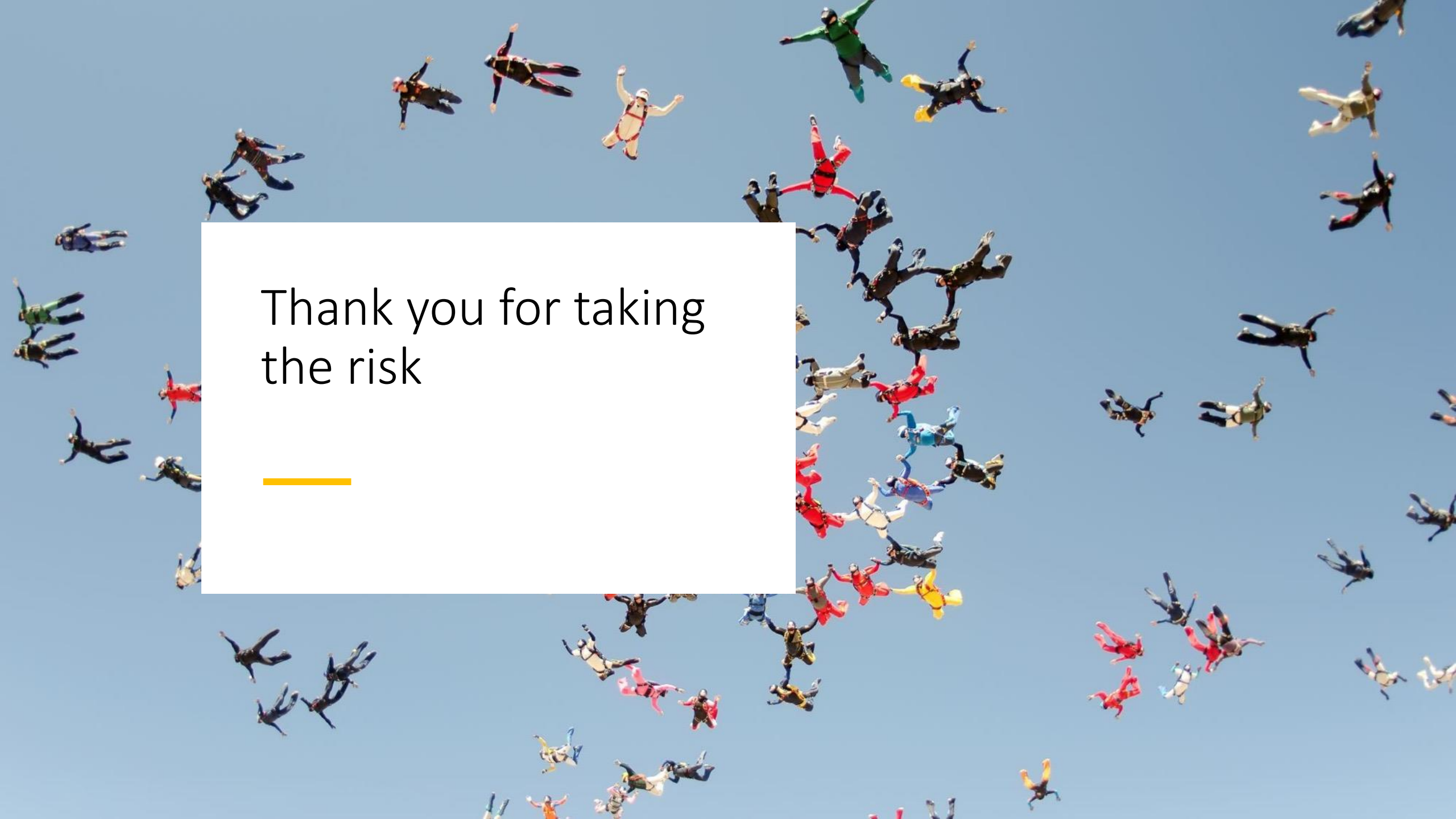
This is mostly my
personal
experience, case
study

I am a student-I
became curious

I am not an expert

We perhaps don't
talk about our
experiences enough

Your mileage may
vary



Thank you for taking
the risk

A bit about me...

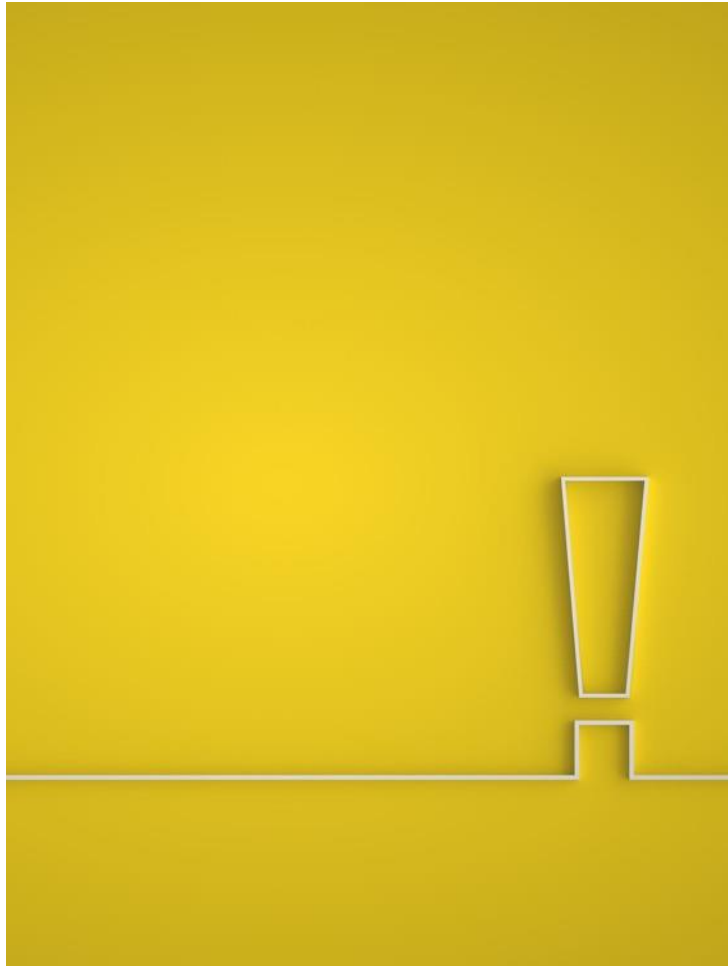
Clinical and
leadership roles

I am an IMG

My personality

What makes me
happy and fulfilled

Setting up services-
the drive to make
progress at scale



I was OK, until I wasn't

- The frustrations of not being able to make progress
- Not being heard at all
- Being managed by persons who don't understand your challenges and by a person whom you have never met
- Comments that were unhelpful
- A complete breakdown of trust
- I questioned the culture
- I thought the only option that was available was for me to resign

What now...



The first week



Reflection



Support from many

What was that...

Was it burnout?

“Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions: feelings of energy depletion or exhaustion; increased mental distance from one’s job, or feelings of negativism or cynicism related to one’s job; and reduced professional efficacy.

Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life.”

WHO

What is culture...



Case study in culture



- Decisions arise from culture
- Decisions have impacts

Source: X
@webflite

Culture shift timeline and consequences

1997, merger with McDonnell Douglas-shift in culture from engineering excellence to shareholder value

2016, 737 Max launched

October 2018, Lion Air crash-189 killed

March 2019, Ethiopian crash-157 killed

January 2024, Alaska airlines door blows off



Ethiopia plane crash: Faulty sensor data led to crash that killed 157 people, report finds

Ethiopia's transport minister says the flight's crew performed correct procedures repeatedly but were unable to control the jet.

By Ceren Senkul, news reporter

Friday 5 April 2019 11:20, UK



The crash killed all 157 on board the Ethiopian Airlines flight

NEWS
Boeing admits mistake over 737 Max 9 door blowout

9 January



NATIONAL TRANSPORTATION SAFETY BOARD

“people have to die before Boeing will make a change”



Open a slideshow of all 8 article images.

Distraught family members attend a memorial service for the victims of the Ethiopian Airlines Flight ET302.

Getty Images

NEWS



Boeing knew doomed 737-MAX plane was ‘pig with lipstick’ but still let it fly

By Gavin Newsham

Published Nov. 24, 2021 | Updated Nov. 27, 2021, 5:20 p.m. ET



Boeing engineers raised concerns about the safety of the software on the company's new 737-MAX airplane, but their worries fell on deaf ears -- until it was too late.

NY Post photo composite

Boeing stock falls after mid-air blowout

Intraday share price (\$)



We codify
well, but
we do not
live our
codes

The cultural drift

“Culture eats strategy for
breakfast”-Drucker

Stated culture is a powerful tool-
use it to your advantage

Own your culture

Perspective

Physician Burnout, Interrupted

Pamela Hartzband, M.D., and Jerome Groopman, M.D.

☰ Article Figures/Media Metrics

🔖 5 References 121 Citing Articles 11 Comments

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BEFORE THE ONSET OF THE Covid-19 pandemic, each day seemed to bring another headline about the crisis of physician burnout. The issue had been simmering for years and was brought to a boil by mounting changes in the health care system, most prominently the widespread implementation of the electronic health record (EHR) and performance metrics.¹ Initially, the prevailing attitude was that burnout is a physician problem and that those who can't adapt to the new environment need to get with the program or leave. Some dismissed the problem as a generation of "dinosaur" doctors whining and pining for an inefficient, low-tech past. But recently, it has become clear that millennials, residents, and even medical students are showing signs of burnout. The unintended consequences of radical alterations in the health care system that were supposed to make physicians more efficient and productive, and thus more satisfied, have made them profoundly alienated and disillusioned. The problem has become even more urgent with the realization that it's costing the health care system approximately \$4.6 billion a year.²

Solutions have largely targeted the doctor, proposing exercise classes and relaxation techniques, snacks and social hours for decompressing, greater access to child

Audio Interview

 Interview with Dr. Pamela Hartzband on lessons from organizational psychology for ameliorating physician burnout. (11:12)

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Medicine's daily tasks have become Sisyphean. Physicians recognize that it's impossible to satisfy the current system's demands. If you surrender, the joy of engaging with your patients is diminished and ultimately lost. If you resist, you incur the system's wrath.

Doctors are finally expressing the pain they feel.

Hartzband and Groopman, NEJM 2020

A word about quiet quitting (learned helplessness)

Neuroscience

Are Our Brains Wired to Quiet Quit?

by David Rock and Jay Dixit

January 03, 2023



Westend61/Getty Images

HBR, January
2023

What makes doctors happy

- Autonomy
- Relatability
- Competence

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Original Investigation | Physician Work Environment and Well-Being
February 2017

Controlled Interventions to Reduce Burnout in Physicians

A Systematic Review and Meta-analysis

Maria Panagioti, PhD¹; Efharis Panagopoulou, PhD²; Peter Bower, PhD¹; [et al](#)

[» Author Affiliations](#) | [Article Information](#)

JAMA Intern Med. 2017;177(2):195-205. doi:10.1001/jamainternmed.2016.7674

[Editorial Comment](#)

Key Points

Question Are interventions for reducing burnout in physicians effective?

Being valued

Can we be valued in the same way patients are valued?

Lessons from CISCO and Nvidia

Why is Cisco the #1 World's Best Place to Work?

From our technology and diversity to giving back and our people - take it from our employees on why they love working at Cisco! They created this graphic representing how they feel about our culture.



NVIDIA >

NVIDIA GTC Shop Drivers Support

About Us Company Our Work Careers News Events

"We Are Agile Without Fear"

— Emma, Hardware Infrastructure



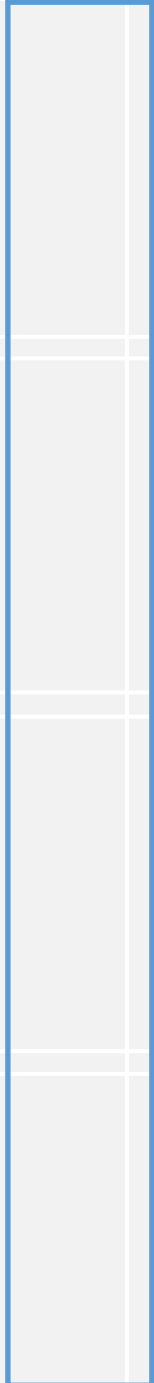
I became a statistic...

I have
reprioritized

I am
engaged

I am
challenging
roadblocks
with culture

Had
meetings
with the
hierarchy



The statistic of post traumatic growth...

1. Interpersonal relationships
2. New possibilities
3. Personal growth
4. Spiritual change
5. Appreciation of life

Richard Tedeschi



Should I stay or should I
go?
I made my choice!

