

Creating the Right Environment for Clinical Workforce to Thrive

February 13, 2024

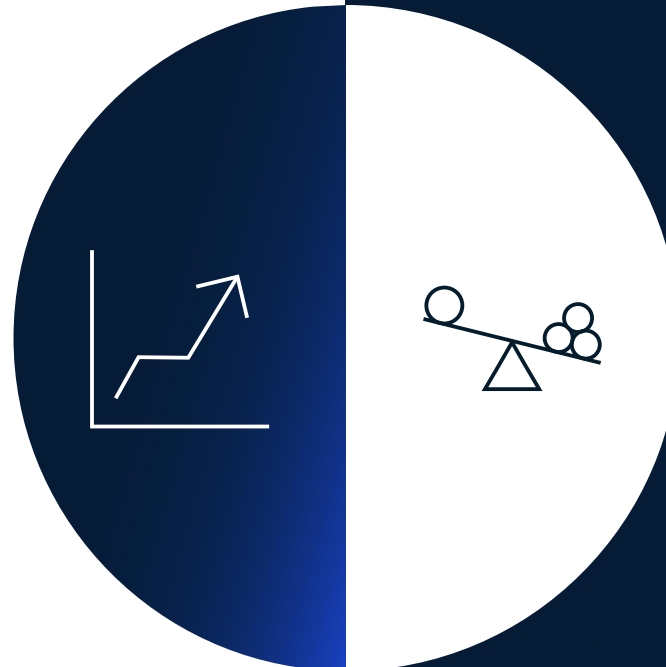
Kana Enomoto, Director of Brain Health, McKinsey Health Institute

The past few years haven't been easy for anyone...

COVID-19 led to an increase in mental health conditions and burnout symptoms around the world, reverberations of which are still seen today

Nearly 75% of US parents said the pandemic took a toll on their child's mental health¹

Globally, ~20% of employees report burnout symptoms, primarily from exhaustion²



...and healthcare workers are at a particularly elevated risk

More than 30% of physicians report experiencing burnout to some extent³

Among pediatricians, nearly 1 in 5 report wanting to leave their position in the next year, with majority of drivers related to working conditions and workload⁴

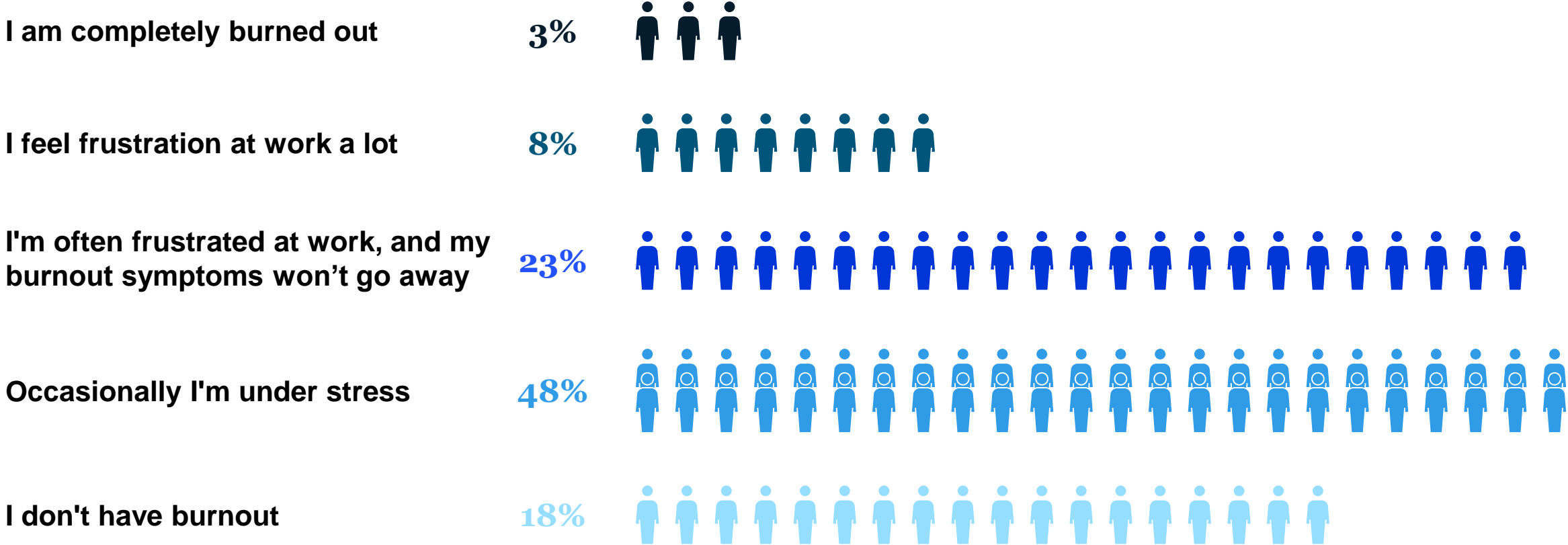
56% of surveyed nurses also report experiencing symptoms of burnout⁵

1. COVID Collaborative, Data as of February 28, 2022; "Children's mental health during the COVID-19 pandemic," Ann & Robert H. Lurie Children's Hospital of Chicago, May 27, 2021
2. McKinsey Health Institute Employee Holistic Health Survey, Apr-Jun 2023; n=30,392
3. McKinsey Health Institute – 'Rebuilding clinician mental health and well-being after COVID-19'
4. McKinsey Children's Hospital Physician Survey, 2021-22; Dimensions of burnout: apathy, fatigue, pessimism
5. American Nurses Foundation, Pulse of the Nation's Nurses Survey Series: Mental Health and Wellness Survey 4, May 2023; American Nurses Foundation, Pulse on the Nation's Nurses Survey Series: Annual Assessment Survey, November 2022; American Nurses Foundation, Pulse on the Nation's Nurses COVID-19 Survey Series; Workplace Survey, June-July 2022

Almost 34% of adult physicians surveyed reported experiencing burnout to some extent

Physicians' perceived burnout levels^{1,2}

All respondents, n=160

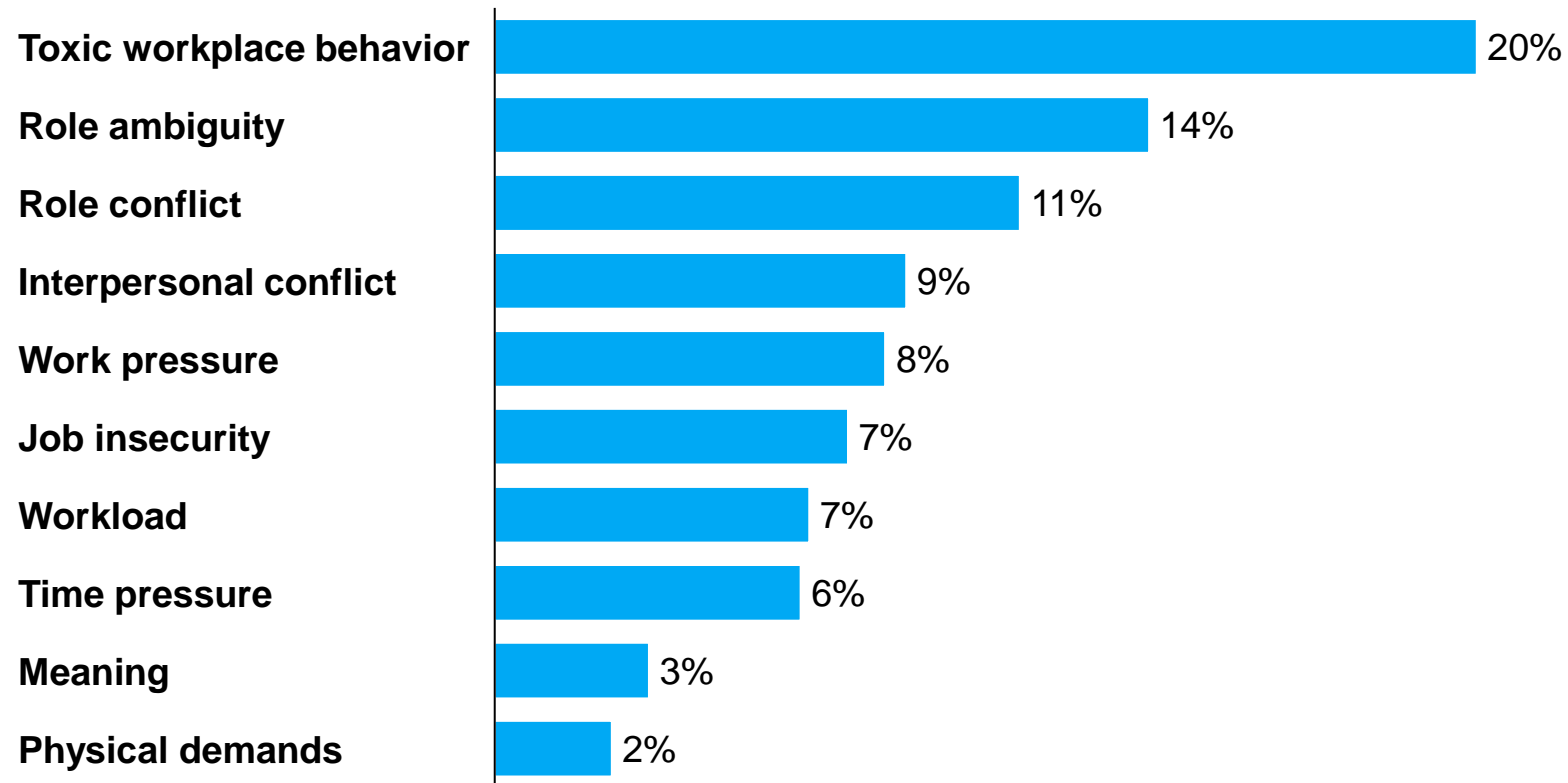


1. Answers to the question, "Overall, based on your definition of burnout, how would you rate your burnout level? (Select one.)"
2. Some of the classic symptoms of burnout are fatigue, insomnia, anger or irritability, substance misuse, and high blood pressure

Healthcare worker burnout is mainly driven by toxic, ambiguous, and highly demanding environments

Relative importance of top factors impacting burnout symptoms in healthcare

Percent of variance predicted in burnout symptoms¹ (N=2,353)



Healthcare employees experiencing any toxic behavior at work are

~5X

more likely to report burnout symptoms²

1. Top 10 most predictive factors explained. Total variance explained in this research was 69%. | 2. Compared to healthcare employees experiencing no toxic behavior

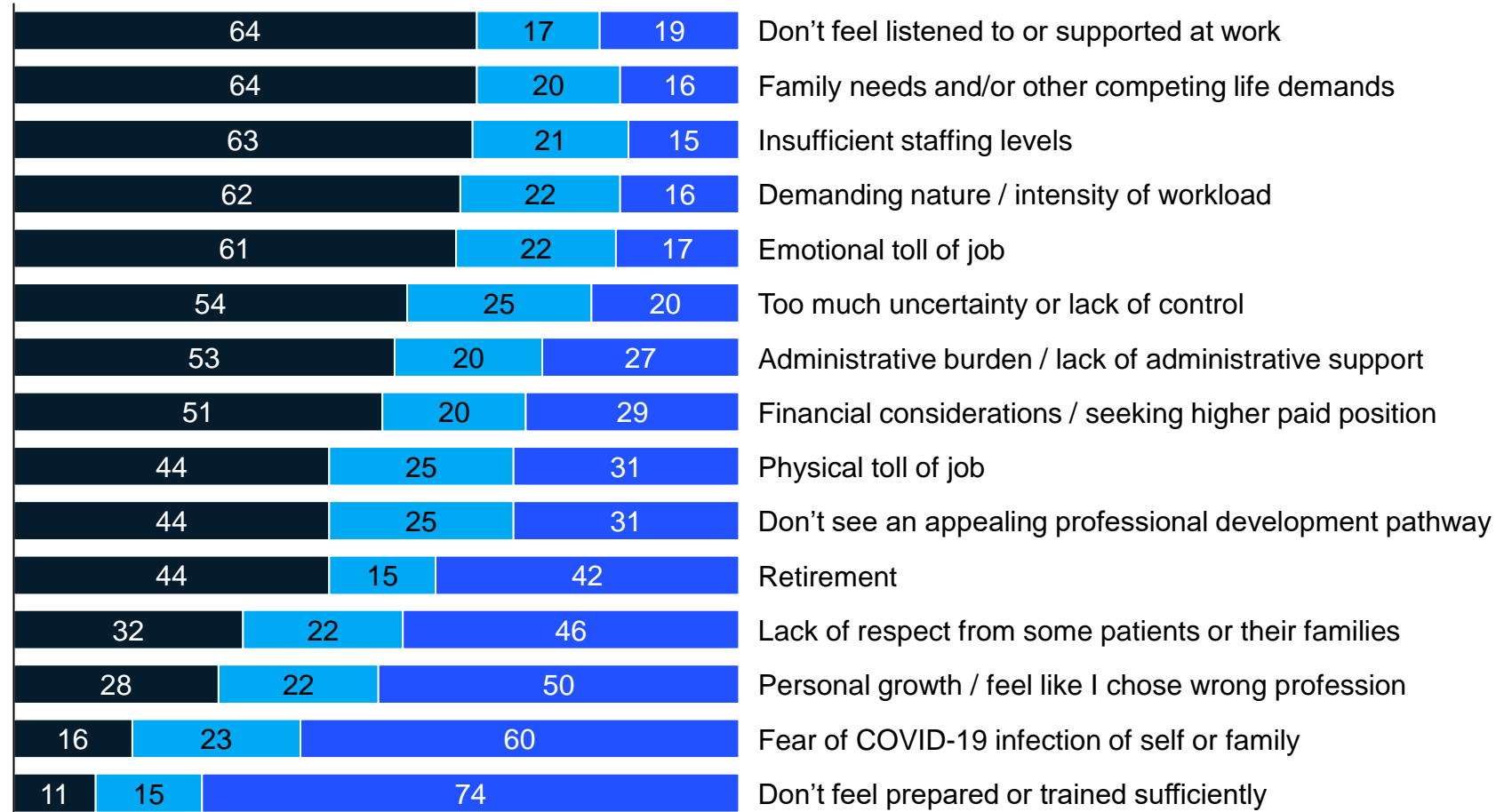
Burnout combined with not feeling listened to, family demands, and staffing levels are making physicians consider leaving medicine

Factors influencing decision to leave current position

% of respondents, N=451

■ Important ■ Neutral ■ Not important

Preliminary



Many of the most important factors influencing physicians to leave are within employers' control: E.g.,

- Ensuring physicians feel listened to and supported in their work
- Providing adequate staffing levels
- Reducing workload
- Reducing administrative burden and providing adequate administrative support

Rate the following factors for how important they would be in a decision to leave your current role, if you were to decide to leave.

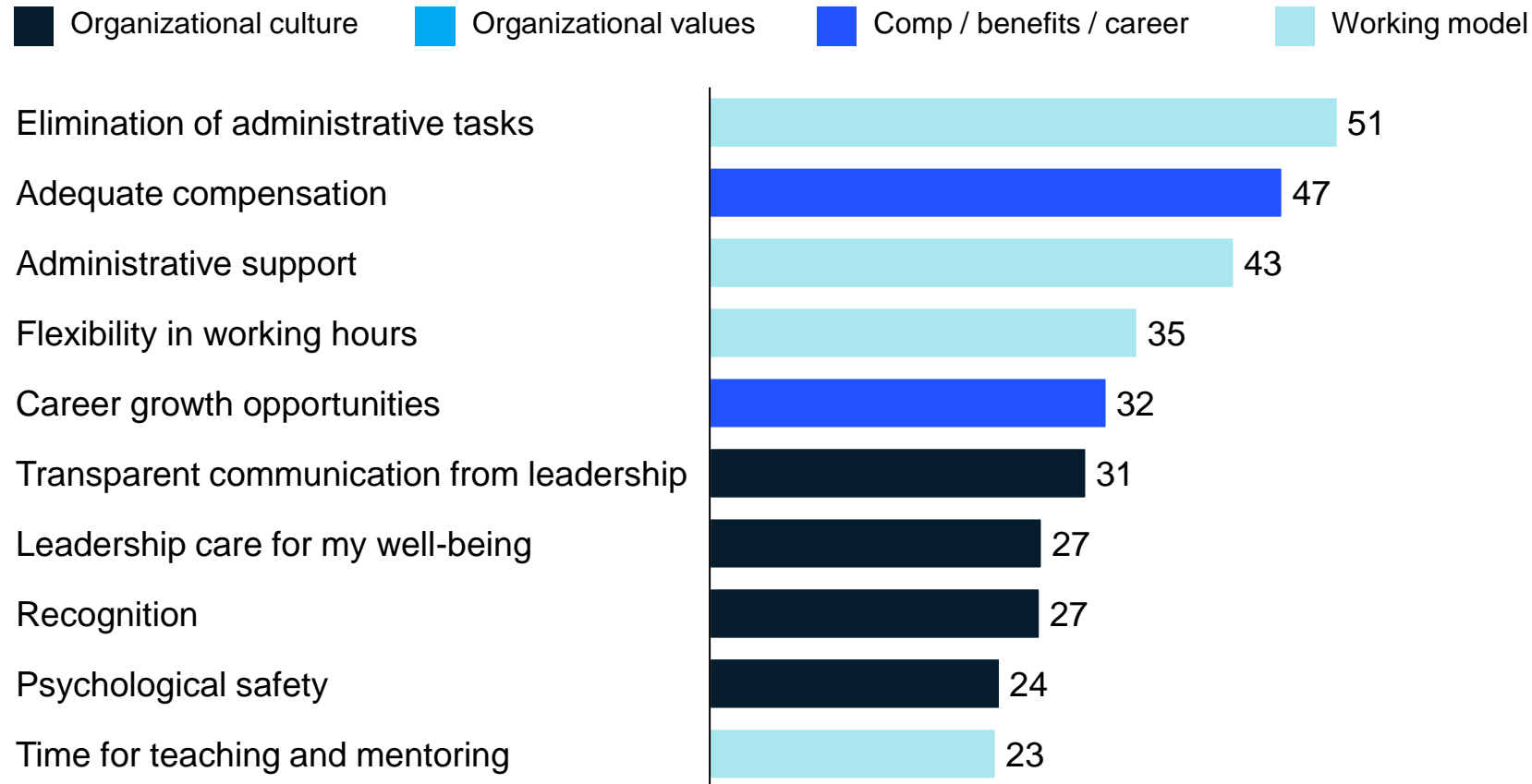
Source: Children's Hospital Physician Survey, 12/2021-1/2022

Surveyed physicians identified a number of areas where employer support falls short

Preliminary

Largest gaps in employer supports

N=451, % gap between importance to physicians (top 2 box) and observed employer actions (top 2 box)



8 out of the 10 largest gaps between what physicians want and what employers are providing relate to working model or organizational culture factors

Please rate the following factors based on how important you feel they are in supporting the well-being of physicians. My employer is actively taking steps to create an environment where I am...

Innovators are implementing a variety of strategies to support and retain clinicians in the healthcare field

Example solutions

What it looks like in practice



Understand employee well-being and identify the drivers of burn-out

- Deploy **risk assessments for students, trainees, and staff** – e.g., via well-being check-ins and pulse surveys
- Employ **targeted support for different physician groups** – e.g., childcare for parents and caregivers, leadership attention for physicians with mental health diagnoses, and inclusive work environments for LGBTQ physicians
- Proactively **check-in with staff following medical errors, traumatic situations**, and patient deaths



Develop an integrated framework to address clinician mental health

- Embed **mental health and resiliency training through education** – e.g., via a ‘mental health track’ incorporated into the medical training at medical school
- Establish **new structure within the organizational model** to prioritize mental health – e.g., via a dedicated ‘office of well-being’; appointment of Chief Well-being Officer
- Procure **safety net resources to support clinicians navigating logistical challenges** – e.g., counseling services, flexible working models, hazard pay
- Offer a **robust mental health program** – e.g., access to virtual therapy apps; dedicated ‘napping rooms’; initiatives to maximize connectivity and minimize isolation



Evaluate the workloads of physicians and reduce their burden

- Conduct **holistic reviews of how physicians are scheduled** and develop **interventions to help address burnout** – e.g., setting limitation of duty hours, ensuring adequate staffing levels
- Improve **work efficiency and reduce workload** – e.g., setting realistic workload and expectations, enabling the use of technology to reduce administrative burden