



Paramedic Chiefs
of Canada

Chefs Paramédics
du Canada

Burnout in EMS

An Evidence-Based Organizational Approach

We're taking a virtual roll call today for those on the WebEx.
If you're viewing this in a group, please use the "Chat" window
on the right to enter your:
Name, Agency Name, and # of people joining from your location.
Please send chat messages to "Everyone"

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This session will be recorded, and a link will
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Facilitators:



Paramedic Chiefs
of Canada

Chefs Paramédics
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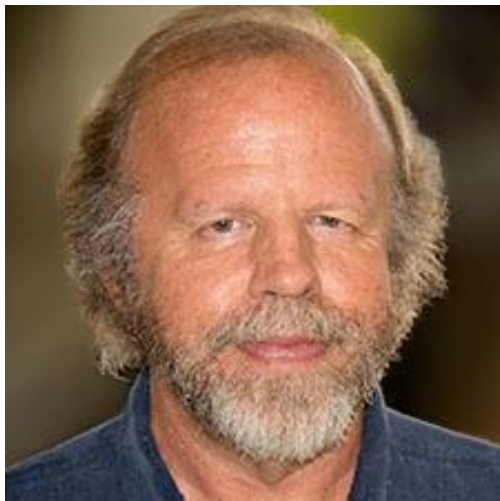


Kyle Sereda

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In association with





Paramedic Chiefs
of Canada

Chefs Paramédics
du Canada

Presenter:



Dr. Remle Crowe

Director of Research at ESO

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In association with





Burnout in EMS An Evidence-Based Organizational Approach

Remle P. Crowe, PhD, NREMT

 @rpcrowe

Disclosures / About Me

.....



Remle P. Crowe, PhD, NREMT

Disclosures / About Me

.....



Remle P. Crowe, PhD, NREMT

Disclosures / About Me

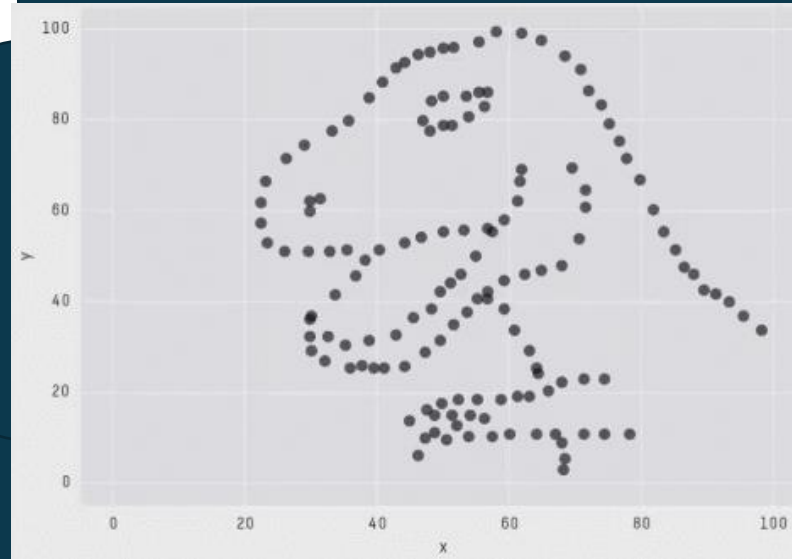


ESO's Mission

MAKE A DIFFERENCE
Improve Community
Health and Safety
Through the
Power of Data

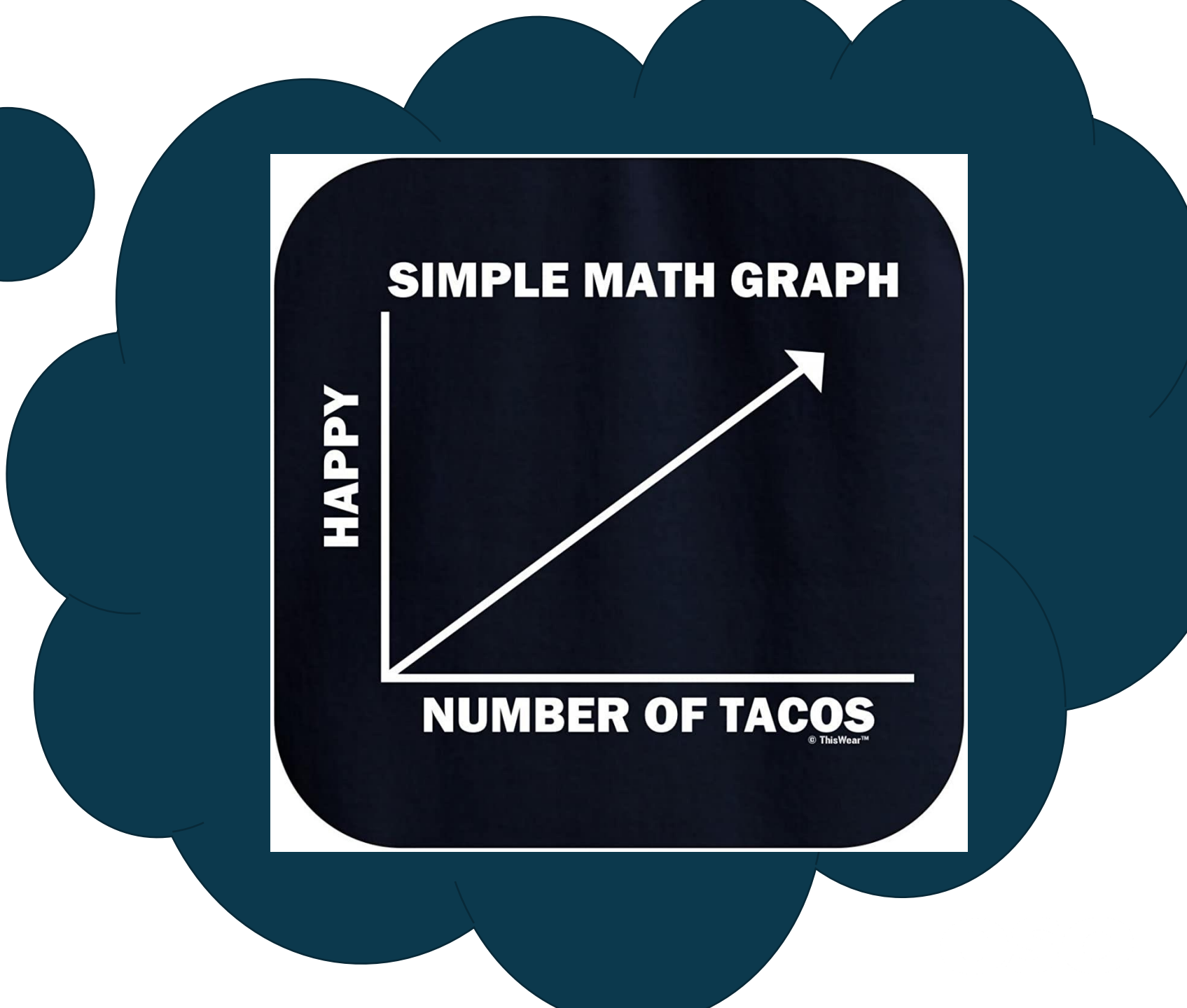


Remle P. Crowe, PhD, NREMT



X Mean: 54.2659224
Y Mean: 47.8313999
X SD : 16.7649829
Y SD : 26.9342120
Corr. : -0.0642526

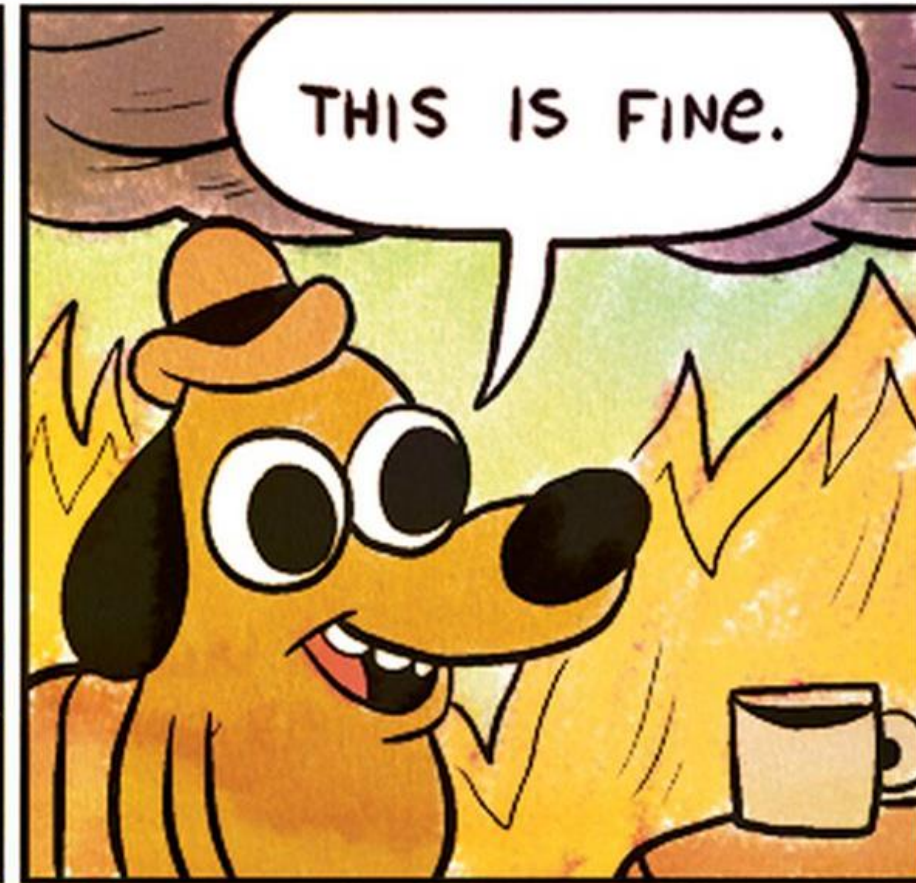




How it started:



How it's going:



This is NOT

.....

Overcome

"Zoom Fatigue and Dread"

Using Brain Science

FREE WEBINAR



Google

🔍 how to stop burnout



MINDFULNESS

YOGA

COPING

BALANCE

RESILIENCE

We Ain't Gonna Meditate
Our Way Outta This One



Whaaaaat?!





you



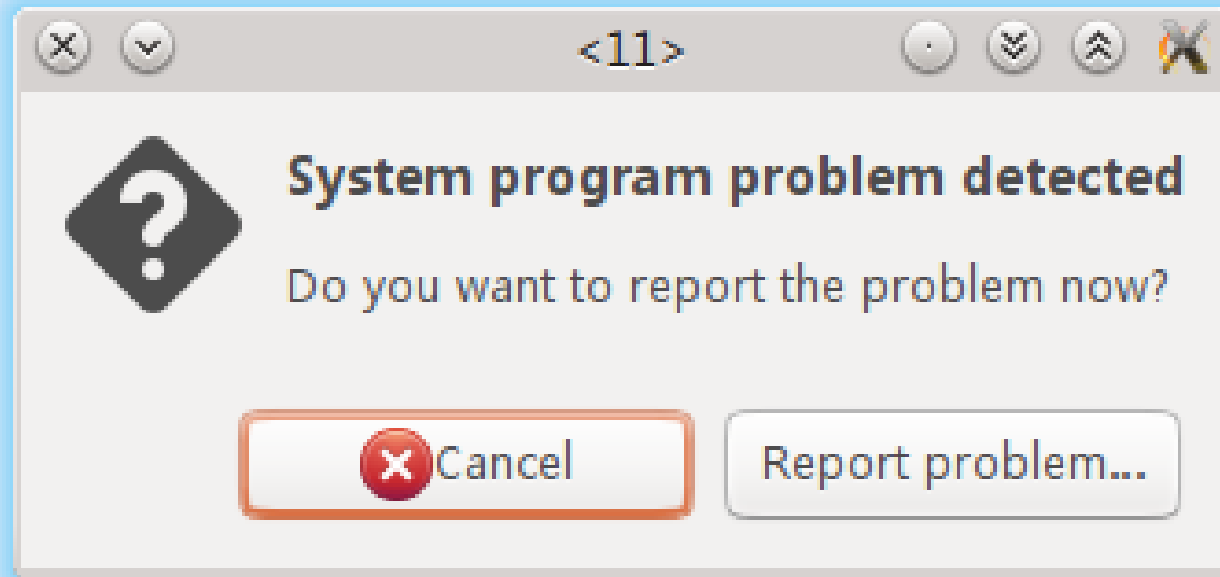
you



you

The solution is NOT





What are we talking about?

STRESS



- Vicarious trauma
- Critical incident stress
- Vicarious traumatization
- Secondary traumatic stress
- Compassion fatigue
- Burnout



- Vicarious trauma
- Critical incident stress
- Vicarious traumatization
- Secondary traumatic stress
- Compassion fatigue
- **Burnout**

STRESS





🔍 is burnout



🔍 is burnout **real**

🔍 is burnout **contagious**

🔍 is burnout **inevitable**

🔍 is burnout **permanent**

🔍 is burnout **paradise remastered worth it**

Google Search

I'm Feeling Lucky

Report inappropriate predictions

***BURNOUT** Paradise*

REMASTERED



BURNOUT *Paradise*

REMASTERED

NOT WORTH IT

Is burnout
real?



What is
burnout?

What is burnout?



What is burnout?



Credit: Jones & Bartlett
Learning



burnout

[burn-out]



burnout

[burn-out]

Extreme emotional and physical exhaustion that can be directly attributed to one's work.



Recognizing Burnout

Voices of Burnout



I'm so
tired



I don't even
care

A blue speech bubble with a white question inside. The bubble has a rectangular top and a pointed bottom. The text is white and centered within the bubble.

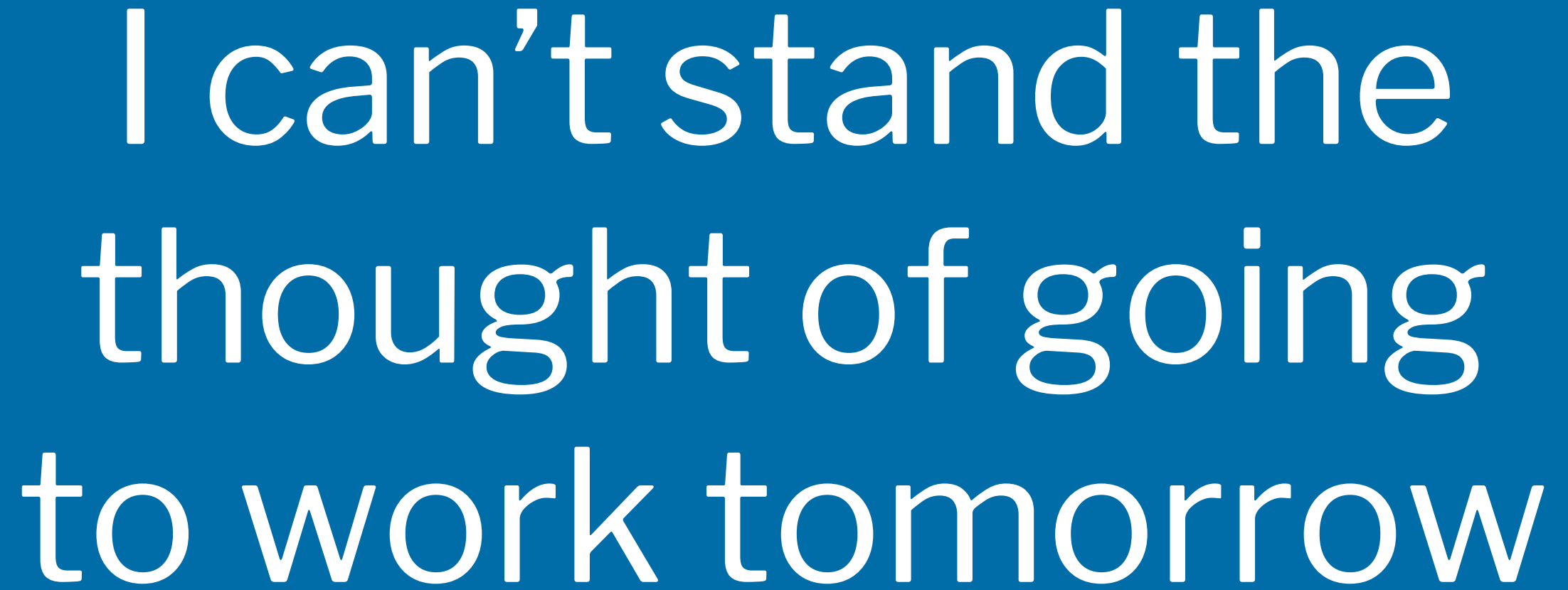
Will this
day ever
end?



I don't
feel
like it

Arrrrgh!!

%*#%

A blue speech bubble with a white outline and a tail pointing downwards and to the left. The text inside is white and reads: "I can't stand the thought of going to work tomorrow".

I can't stand the
thought of going
to work tomorrow



They're
faking it



I'm no good at
this

So
what?



It's All About the Benjamins



It's All About the Benjamins



BURNOUT

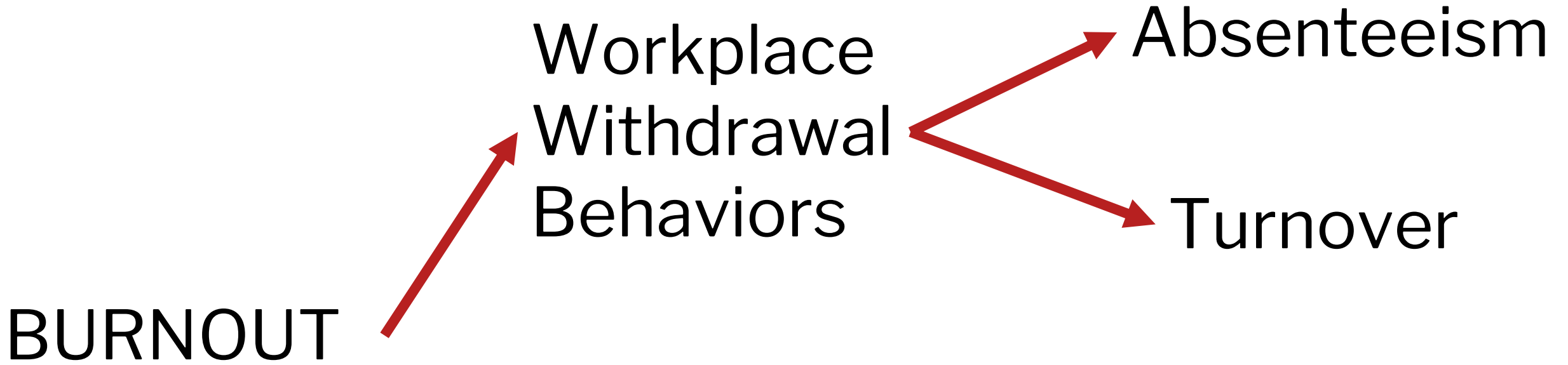
Conservation of Resources Theory

BURNOUT

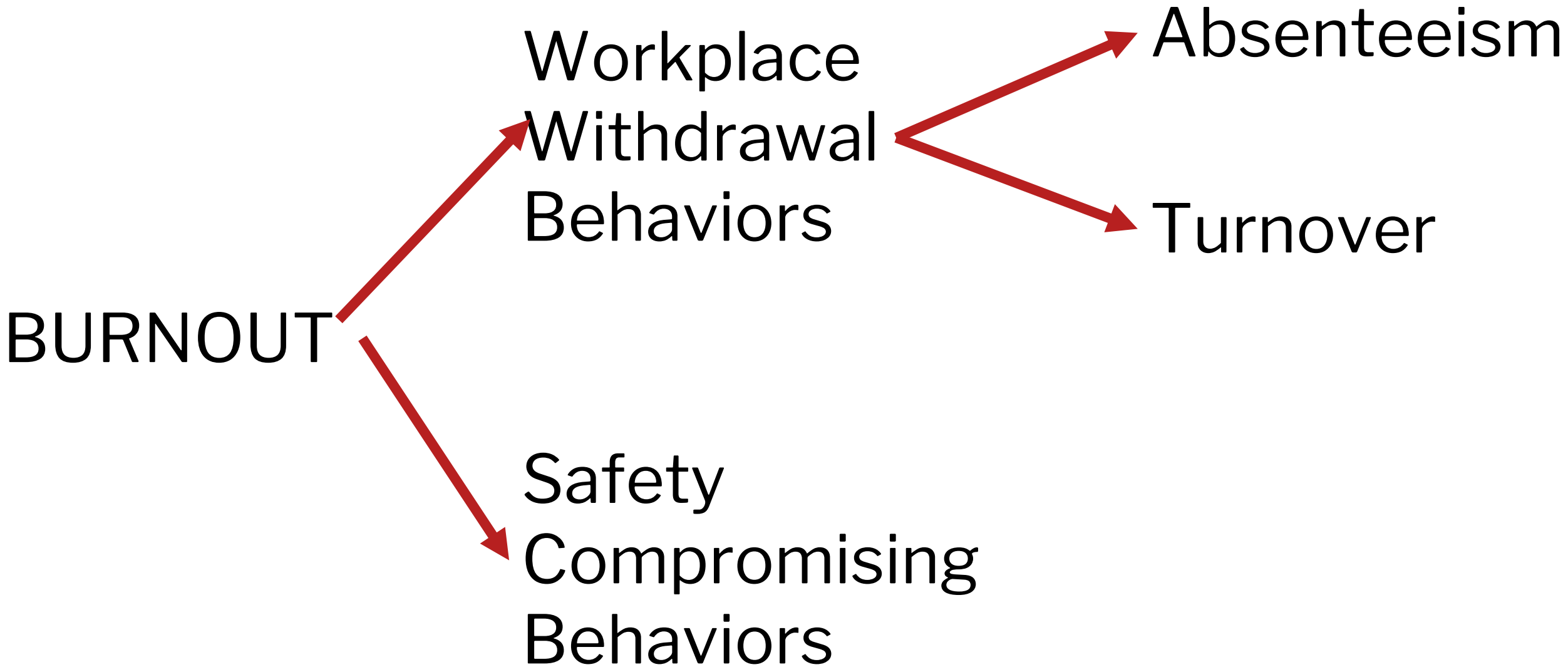


Workplace
Withdrawal
Behaviors

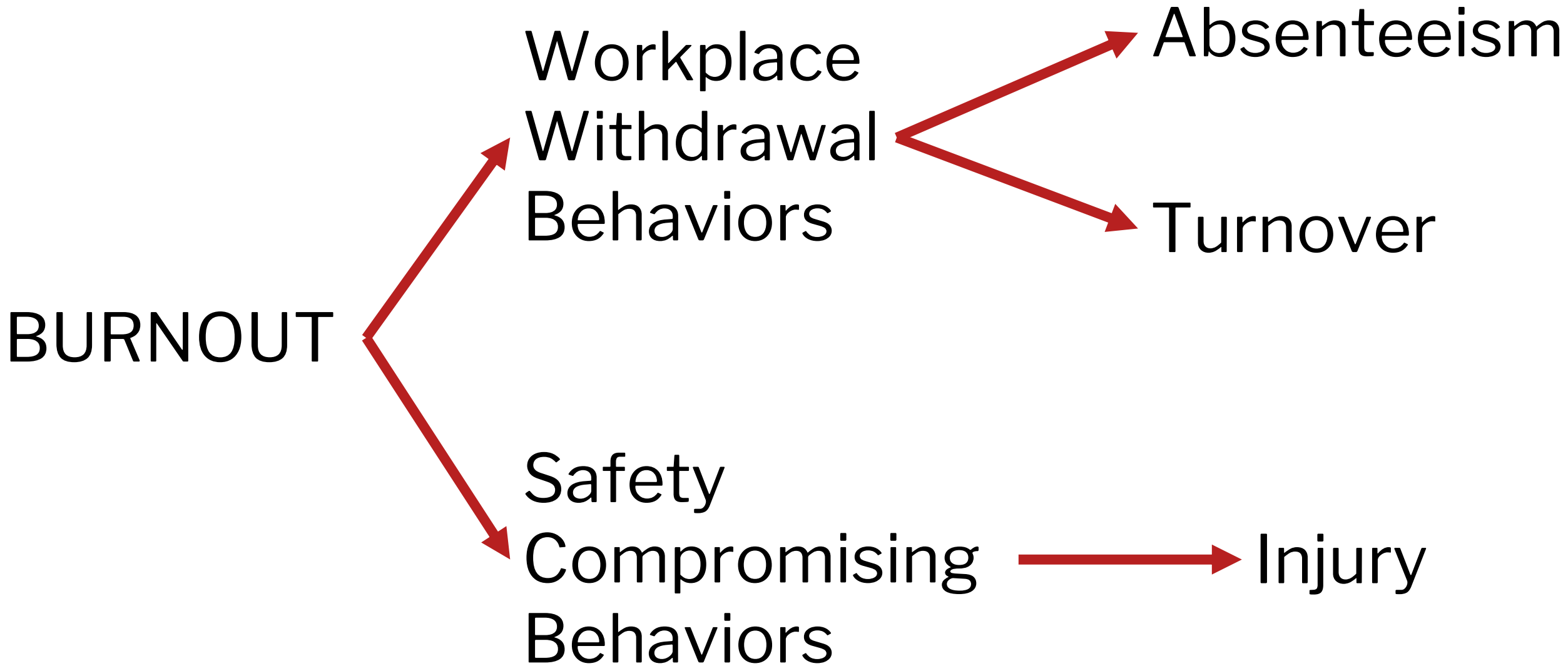
Conservation of Resources Theory



Conservation of Resources Theory



Conservation of Resources Theory





Conservation of Resources Theory



ORIGINAL RESEARCH | [Open Access](#) |    

The association of job demands and resources with burnout among emergency medical services professionals

Remle P. Crowe PhD, NREMT , Antonio R. Fernandez PhD, NRP, Paul E. Pepe MD, MPH, Rebecca E. Cash PhD, NRP, Madison K. Rivard MPH, NREMT, Robert Wronski MBA, NRP ... [See all authors](#) 



Survey of 1,490 South Carolina EMS Clinicians

Sickness
Absence



Nearly 2X
Higher

Turnover
Intent



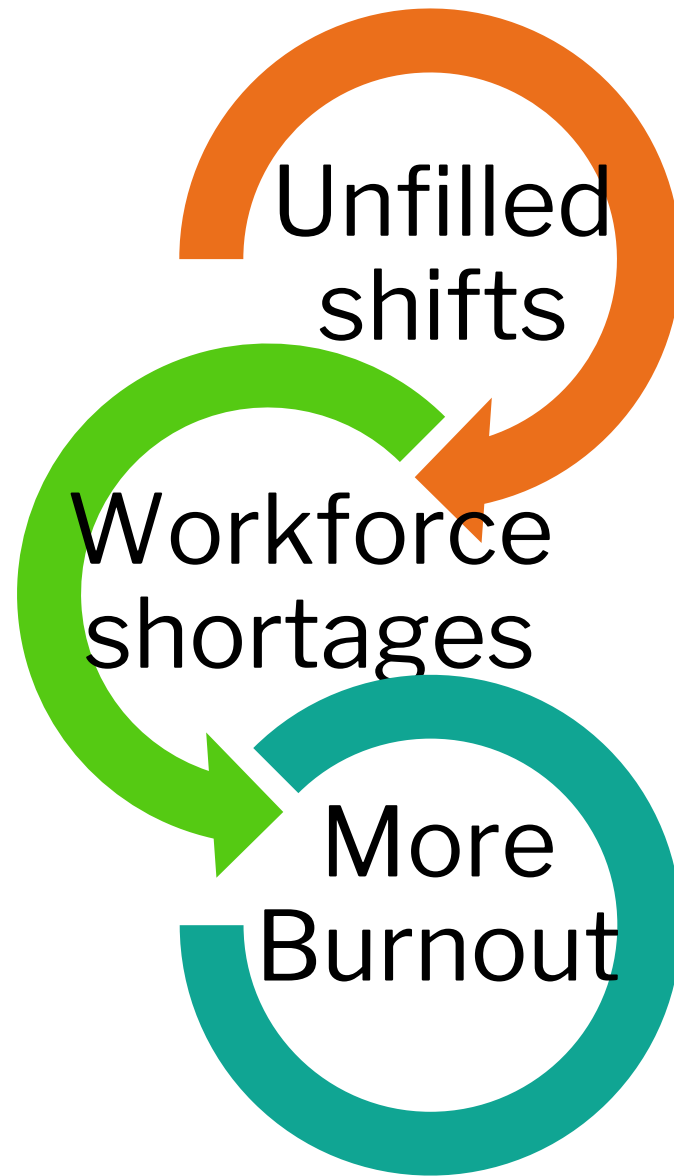
Over 4X
Higher

Occupational
Injury



Over 2.5X
Higher

**Yes, this is bad.
This is like a poop tornado.
This is like a ... poop-nado.**



SHOW ME THE MONEY!



The Cost of Turnover

Prehire Costs

- Advertising/recruiting
- Vacancy
- Hiring

Posthire Costs

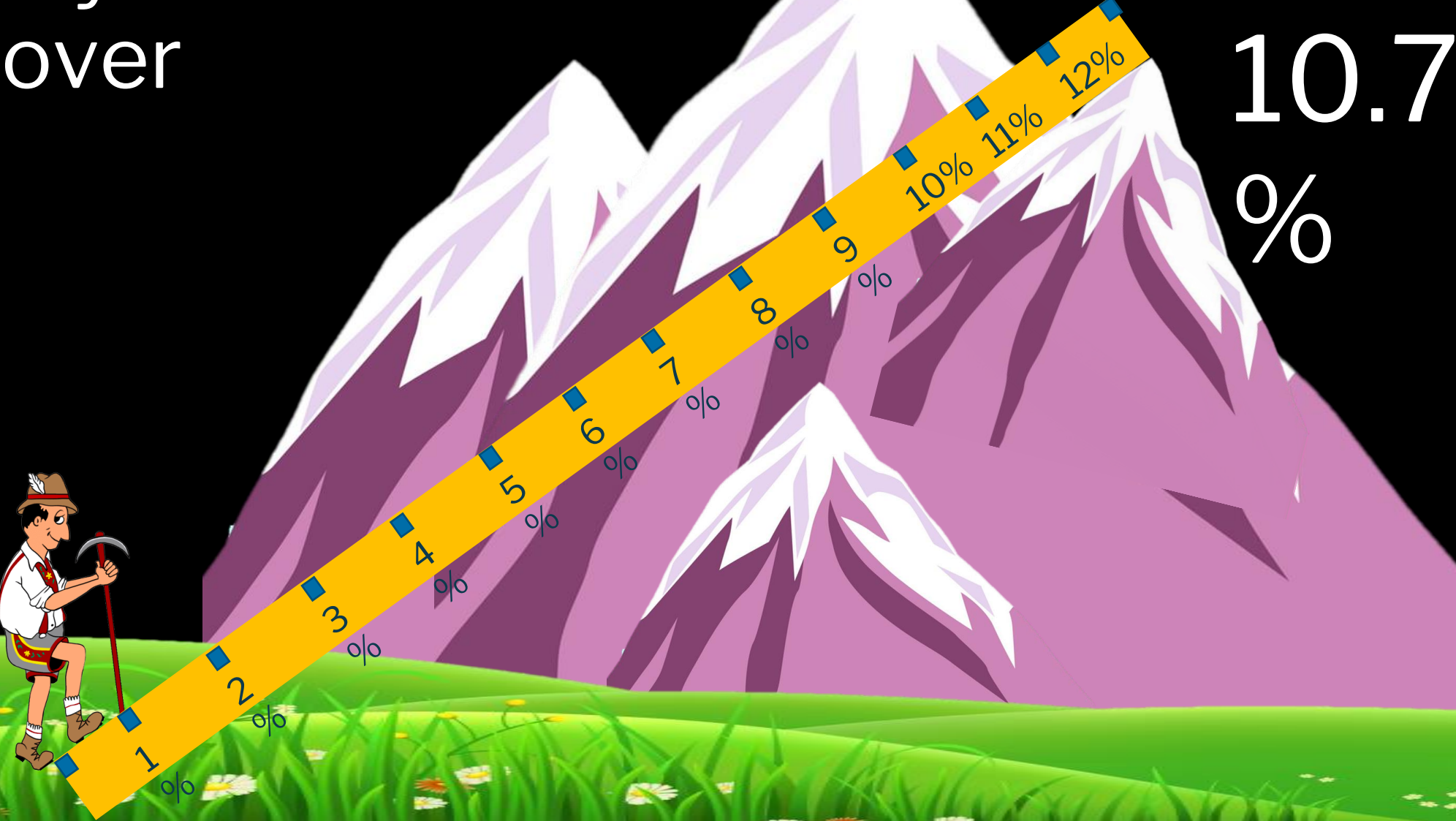
- Orientation/training
- Newly hired productivity
- Preturnover productivity
- Termination



SHOW ME THE DATA!



Agency Level Turnover



10.7
%

**Cost per
provider**

Cost per provider



Annual Cost

Annual Cost

> \$71 K



How common is
burnout in
EMS?

BURNOUT



Measuring burnout



Time

Measuring Burnout



0

No
Hurt



2

Hurts
Little Bit



4

Hurts
Little More



6

Hurts
Even More



8

Hurts
Whole Lot



10

Hurts
Worst

Experience

Copenhagen Burnout Inventory



The Scale

Over the past 4 weeks...

1. Never/almost never (0 points)
2. Seldom (25 points)
3. Sometimes (50 points)
4. Often (75 points)
5. Always/almost always (100)

How often...

do you feel tired?

How often...

**are you physically
exhausted?**

How often...

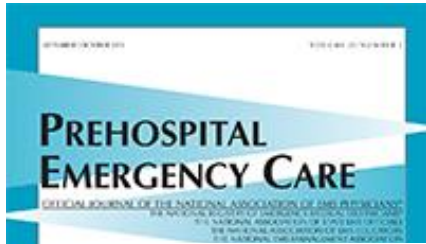
**are you emotionally
exhausted?**

How often...

**do you think: “I can’t
take it anymore”?**

How often...

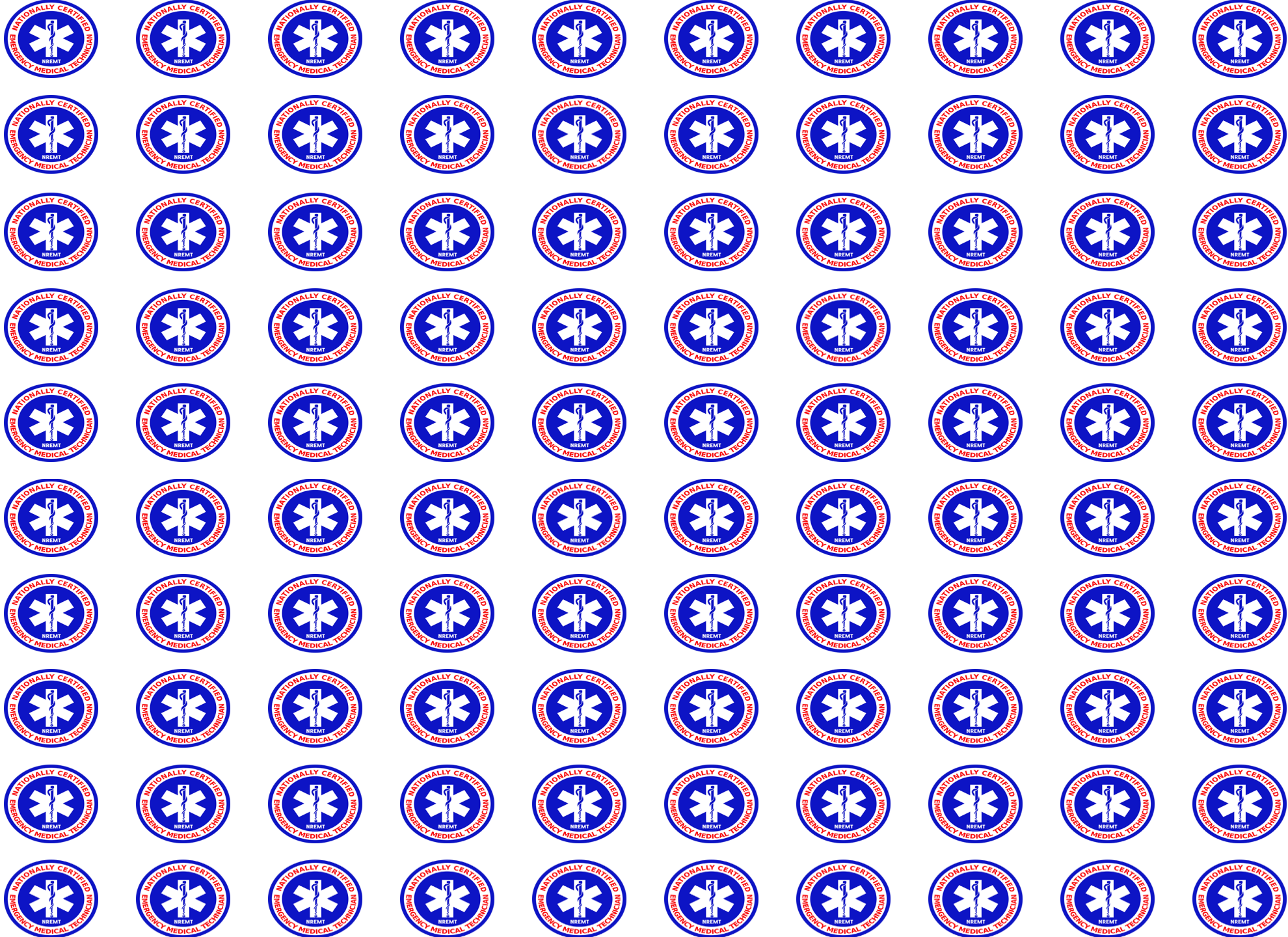
do you feel worn out?

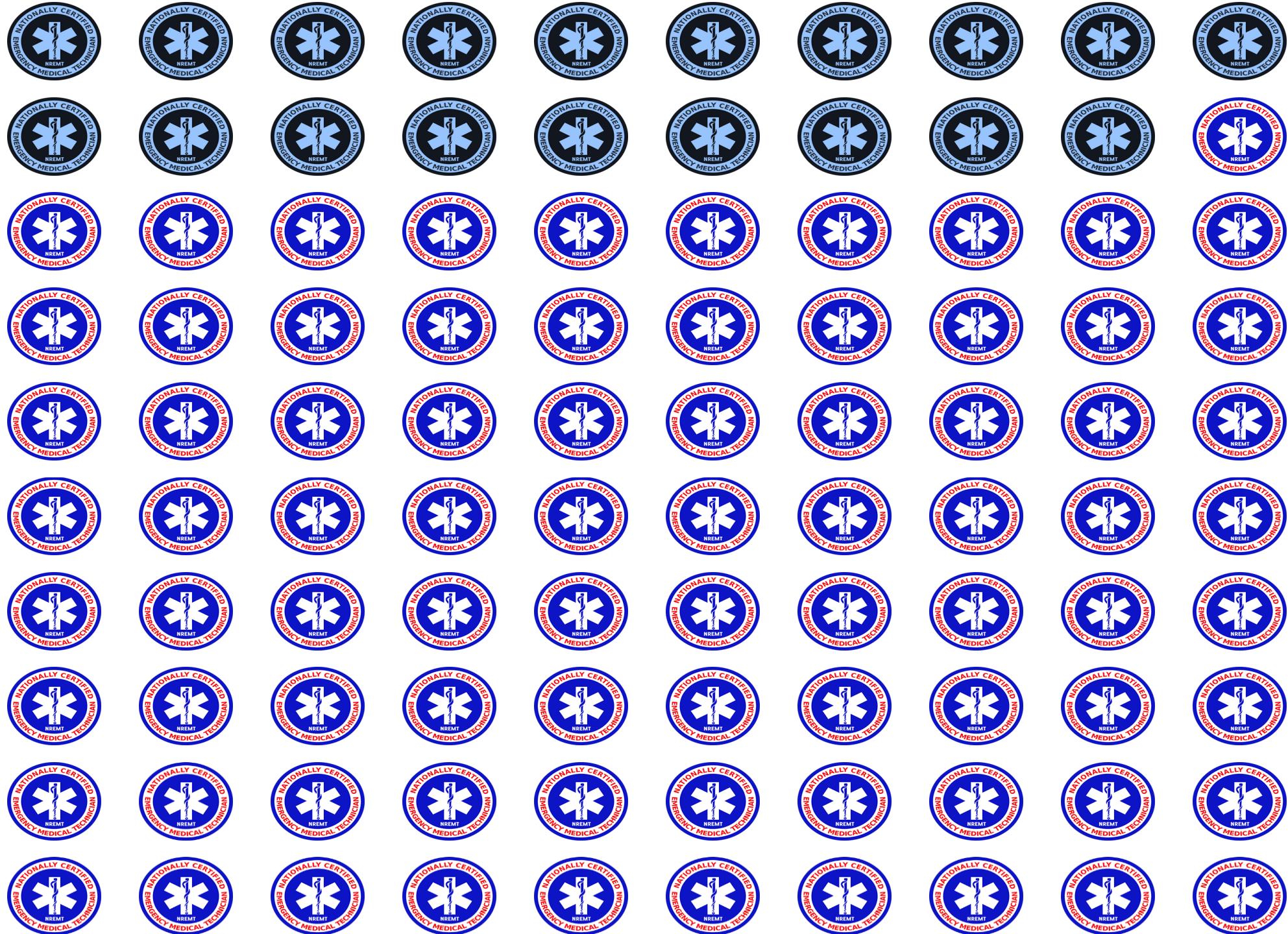


ASSOCIATION OF BURNOUT WITH WORKFORCE-REDUCING FACTORS AMONG EMS PROFESSIONALS

Remle P. Crowe, MS, NREMT, Julie K. Bower, PhD, MPH, FAHA,
Rebecca E. Cash, MPH, NRP , Ashish R. Panchal, MD, PhD, Severo A. Rodriguez, PhD, NRP,
Susan E. Olivo-Marston, PhD

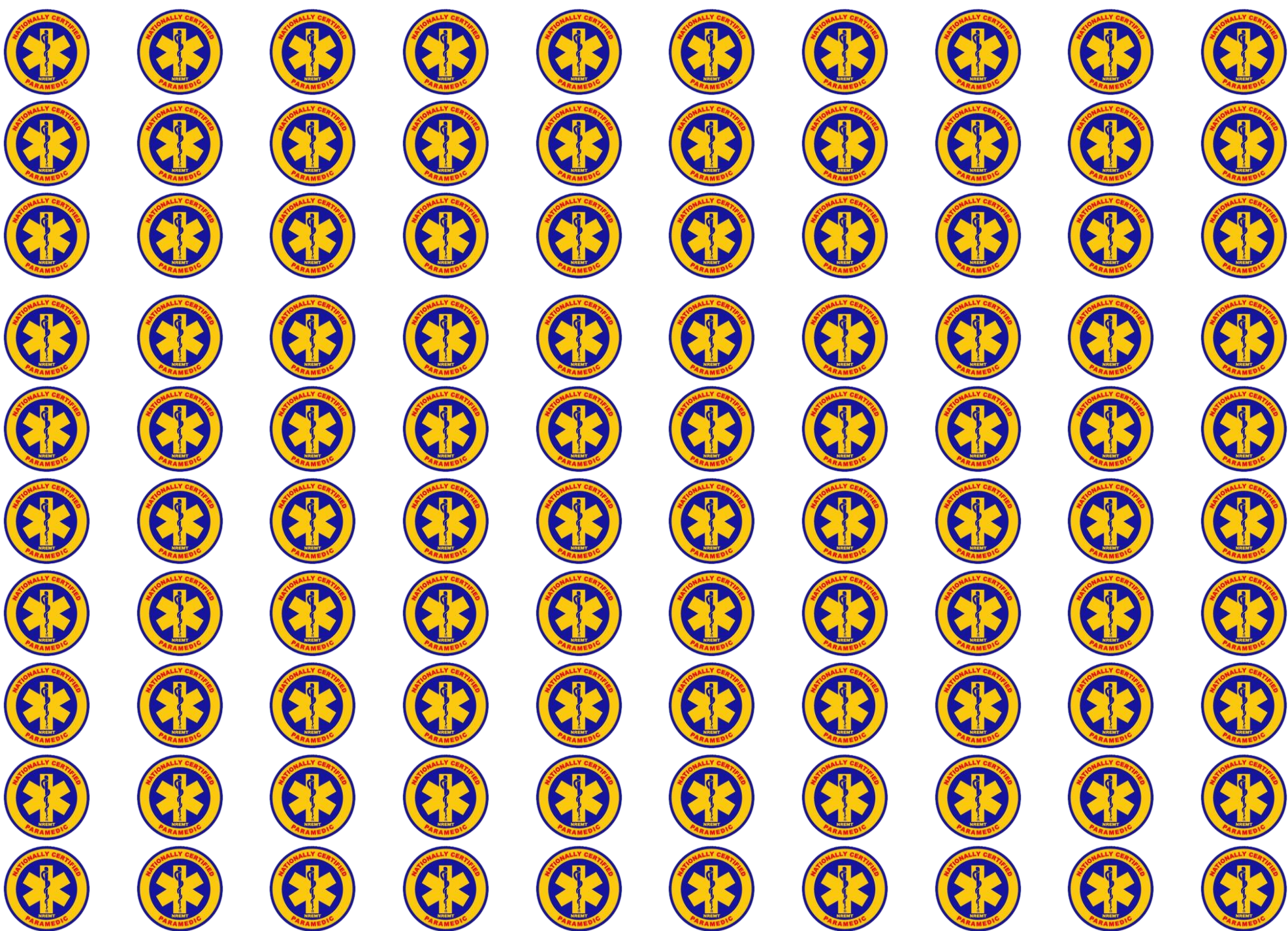
How common is burnout in EMS?

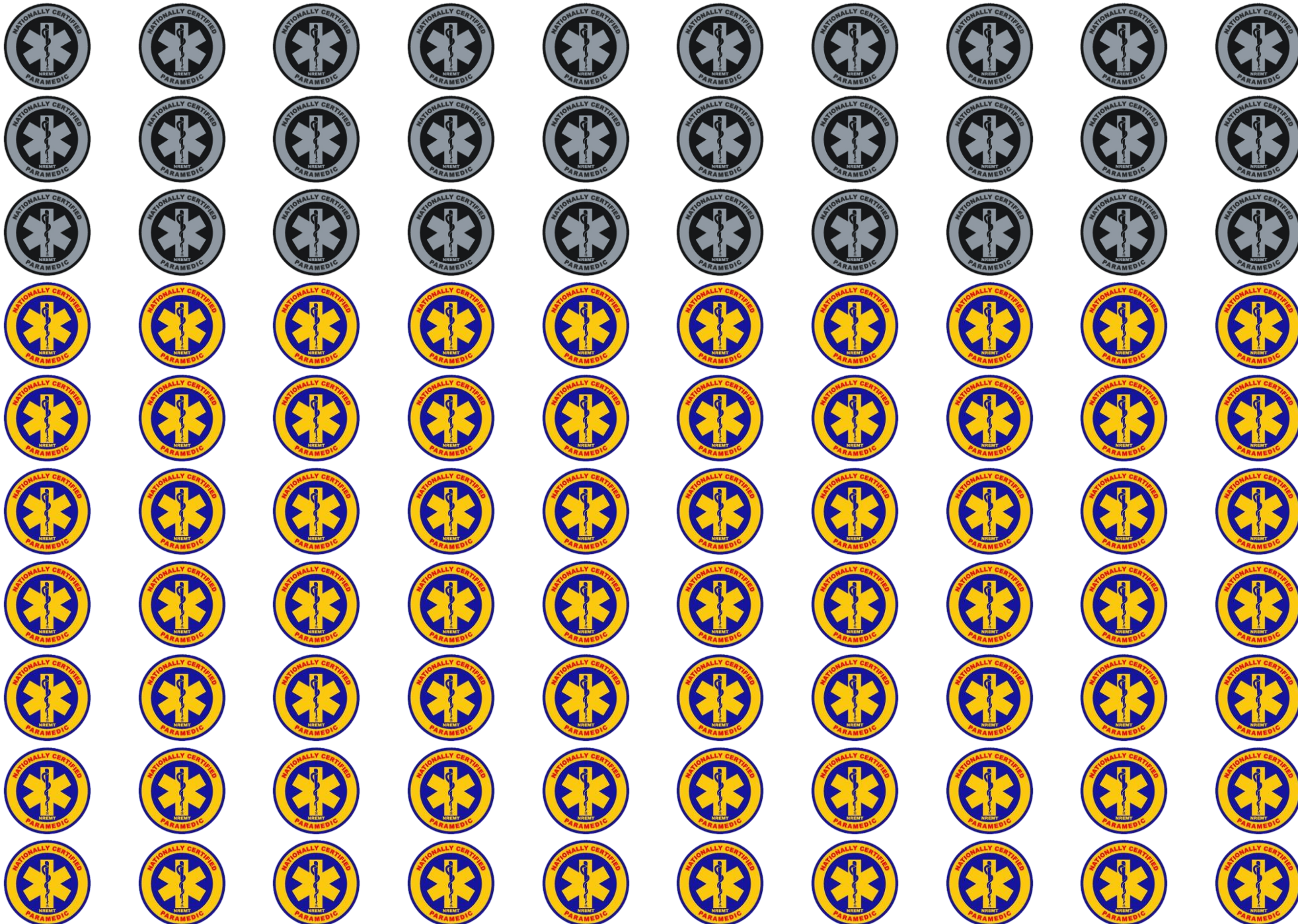




1-in-5







1-in-3



How does EMS
stack up?



Is burnout
contagious?







ORIGINAL RESEARCH |

 [Open Access](#) |

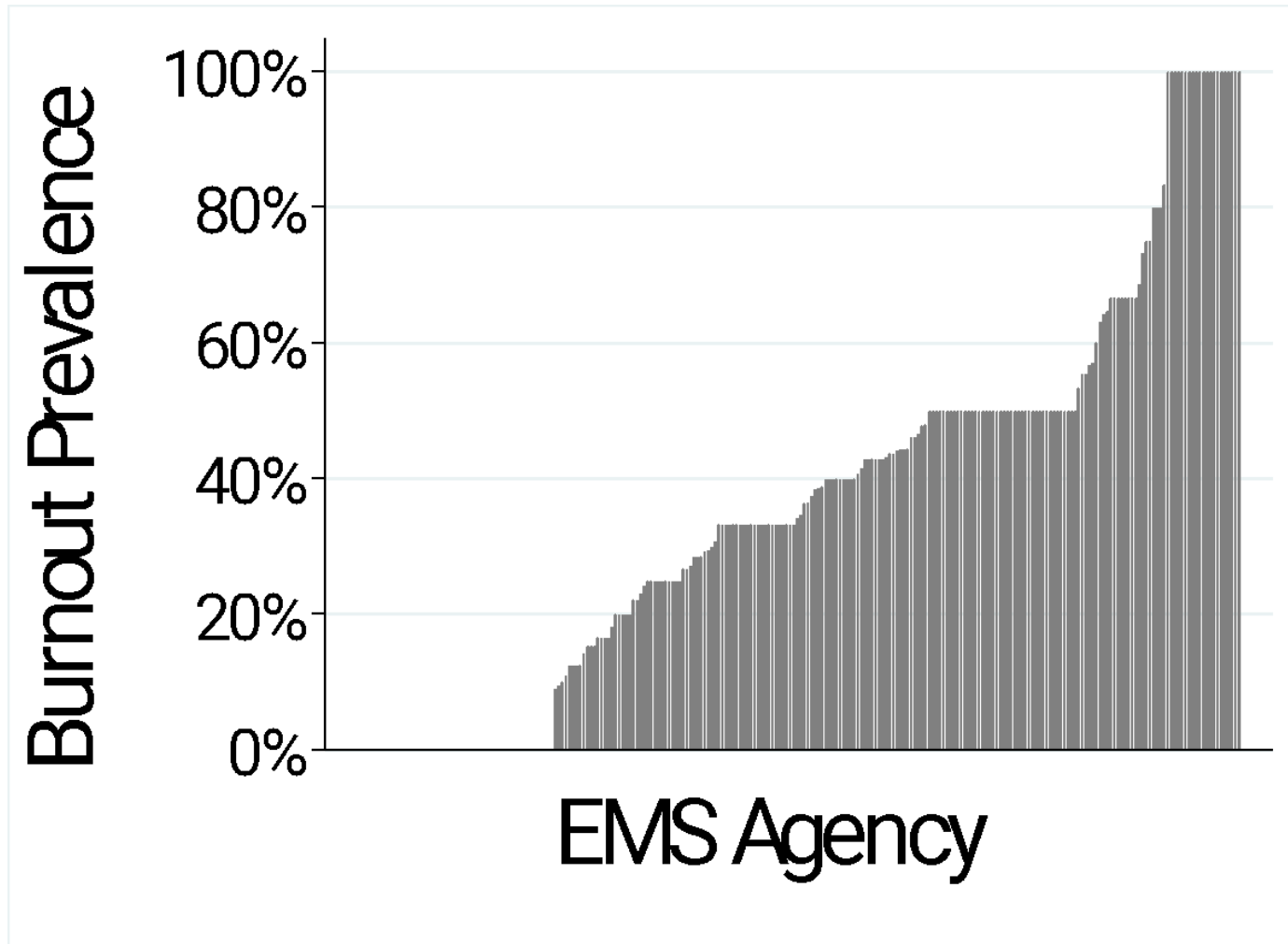


The association of job demands and resources with burnout among emergency medical services professionals

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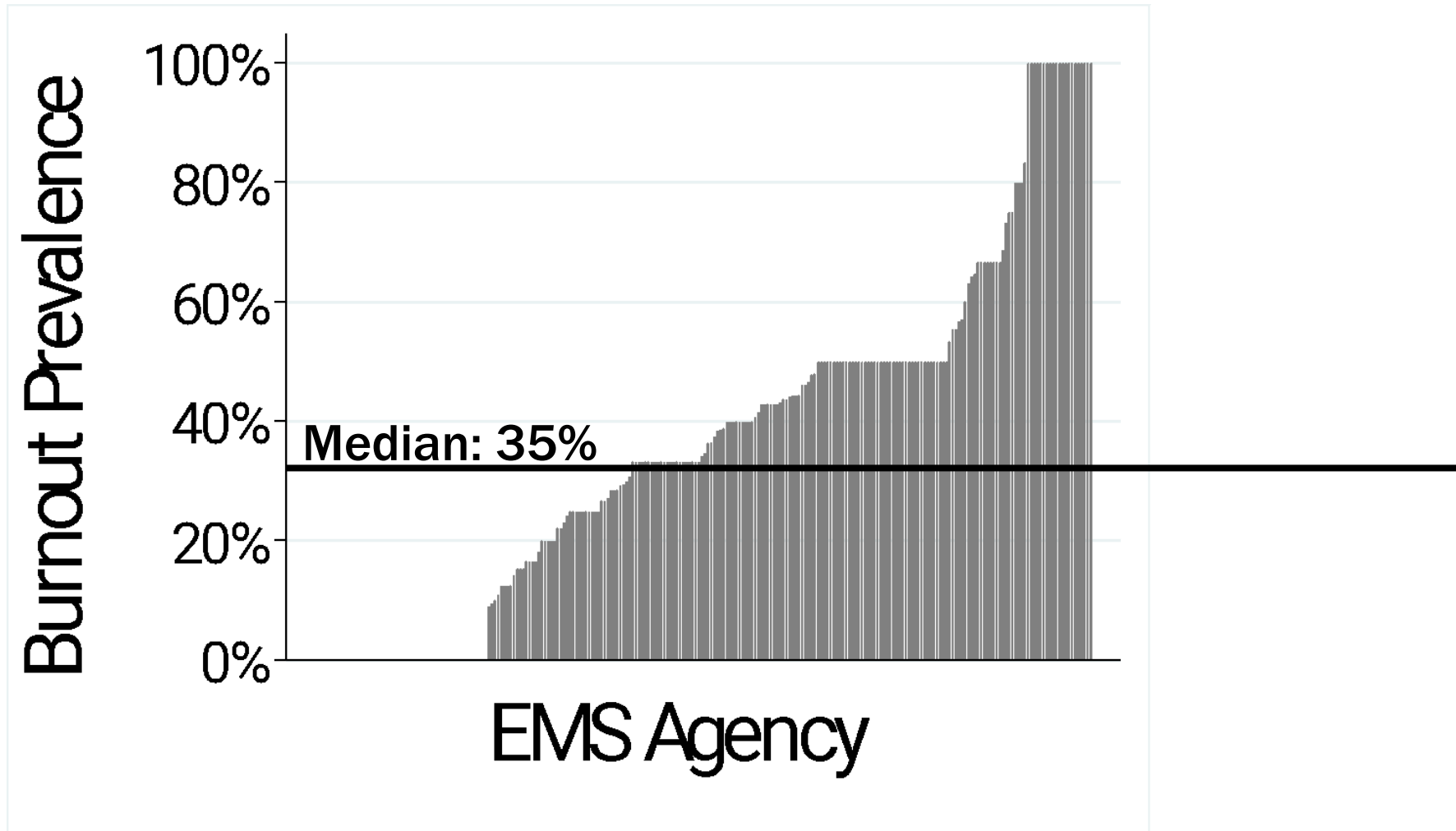
Survey of 1,490 South Carolina EMS Clinicians

Agency-Level Burnout



248
EMS
Agencies

Agency-Level Burnout



How do we

fix

burnout?





Rule #1 of Improvement:

Every system is
perfectly
designed to get
the results it gets.



For
example

What
causes
burnout?



The Job Demands–Resources Model of Burnout

Evangelia Demerouti
Carl von Ossietzky University

Arnold B. Bakker
Utrecht University

Friedhelm Nachreiner
Carl von Ossietzky University

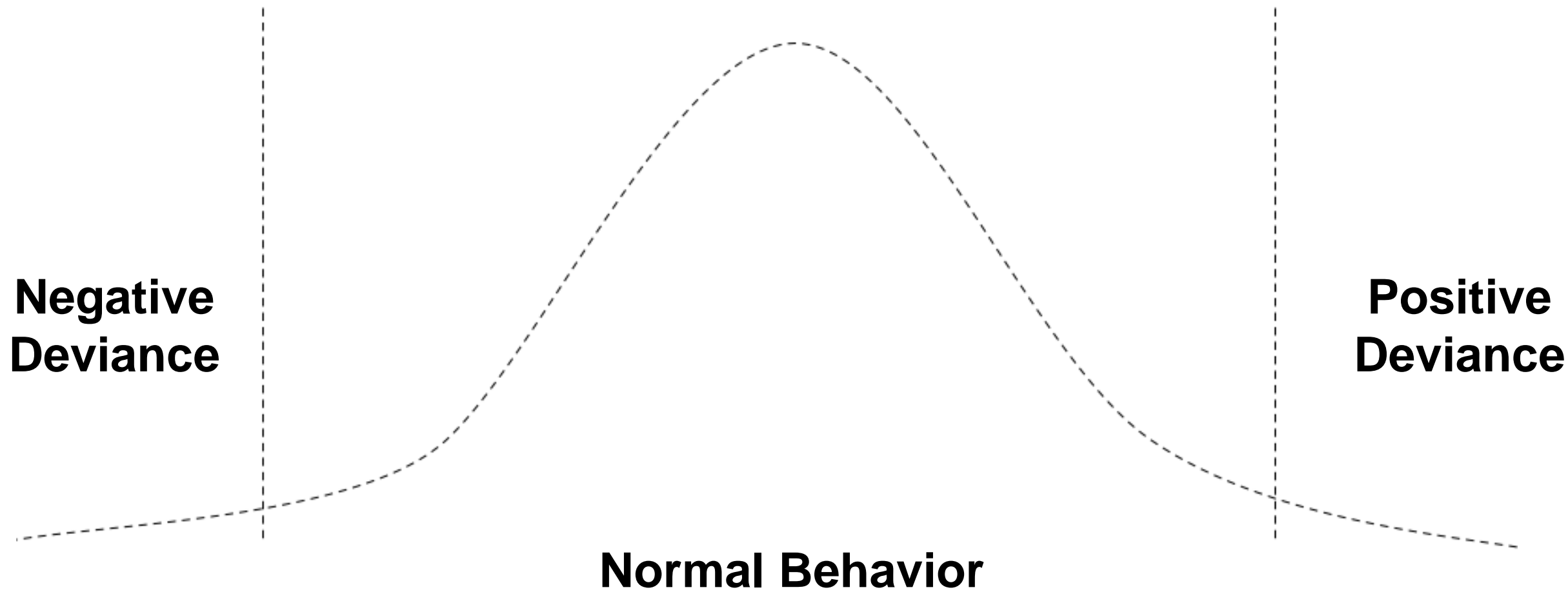
Wilmar B. Schaufeli
Utrecht University



Organizational Actions

Positive Deviance







Job Demands

Job Demands

Aspects of the job that require sustained physical or mental effort.

Job Demands Categories

Workload

Time Pressure

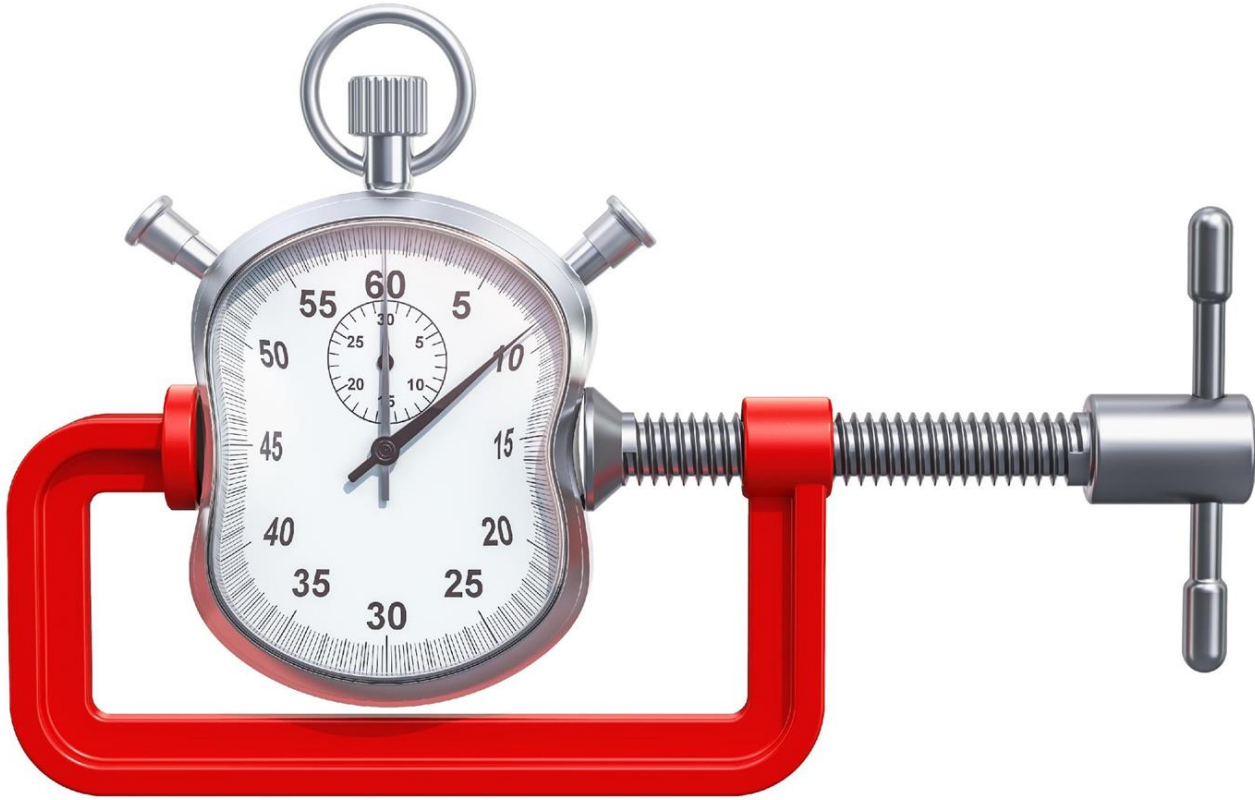
Physical Environment

Shift Work

Patient Contact

Job Demands

Time Pressure



Reported by
70%



> 4 X

Odds of Burnout

Job
Demands

Time Pressure



Job Demands

Time Pressure

Posting

Reported by
28%



> 2 X

Odds of
Burnout

Job
Demands

Time Pressure

Posting

Job

Demands

Time Pressure

Posting

Environment



30% reported
no place to
sleep



14% greater
Odds of Burnout

Job
Demands
Time Pressure
Posting
Environment

22% reported
no place to
shower



>2 X

Odds of Burnout

Job
Demands
Time Pressure
Posting
Environment

13% reported no
place to
eat/make food



~3 X

Odds of Burnout

Job
Demands
Time Pressure
Posting
Environment

Job Resources

Job Resources

**Aspects of the job that
reduce demands or help
achieve work goals.**

Job Resources Categories

Rewards

Performance Feedback

Job Control

Participation

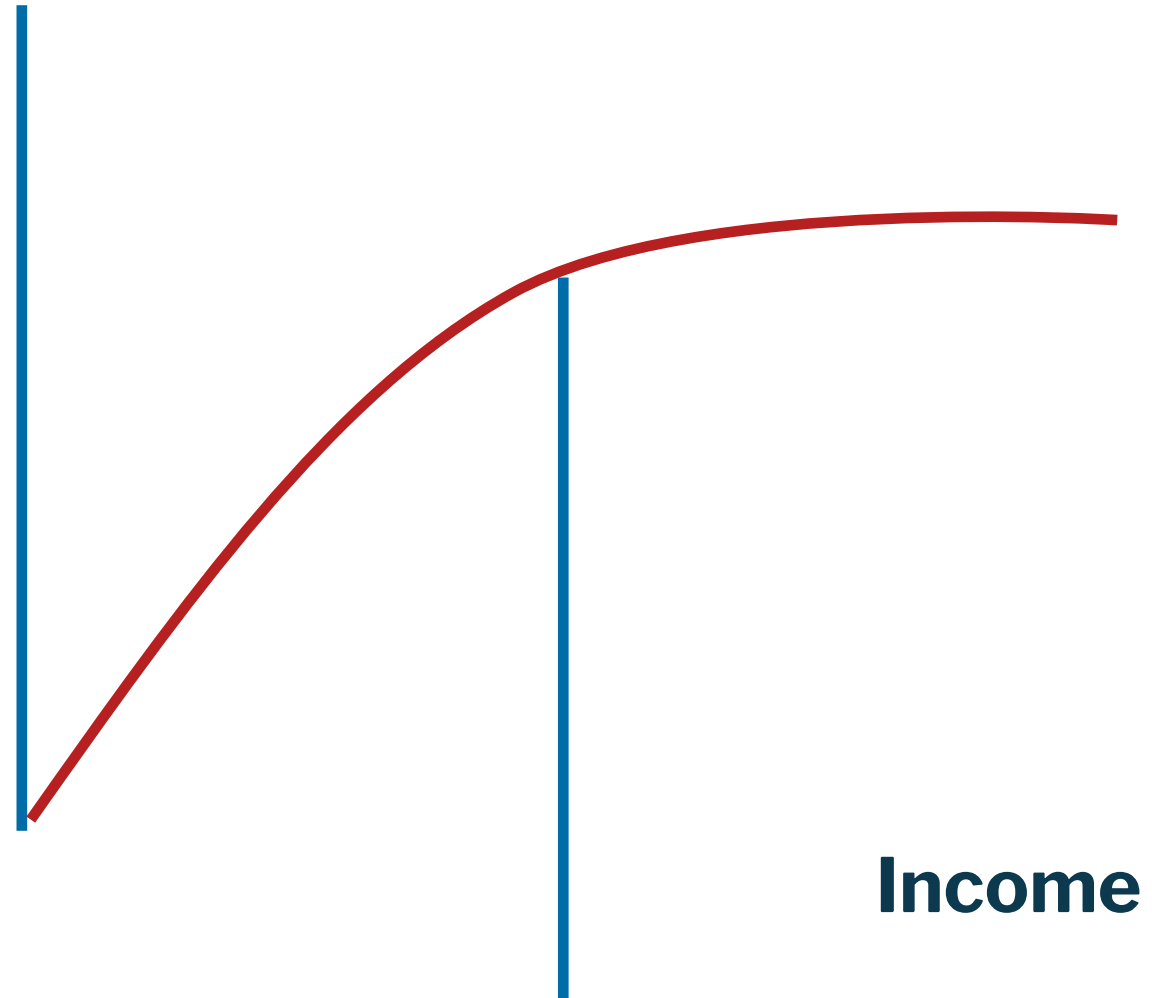
Supportive Environment

Training

Job Resources

Rewards

Happiness



Income

Job Resources

Rewards

Depends on
Overtime Pay

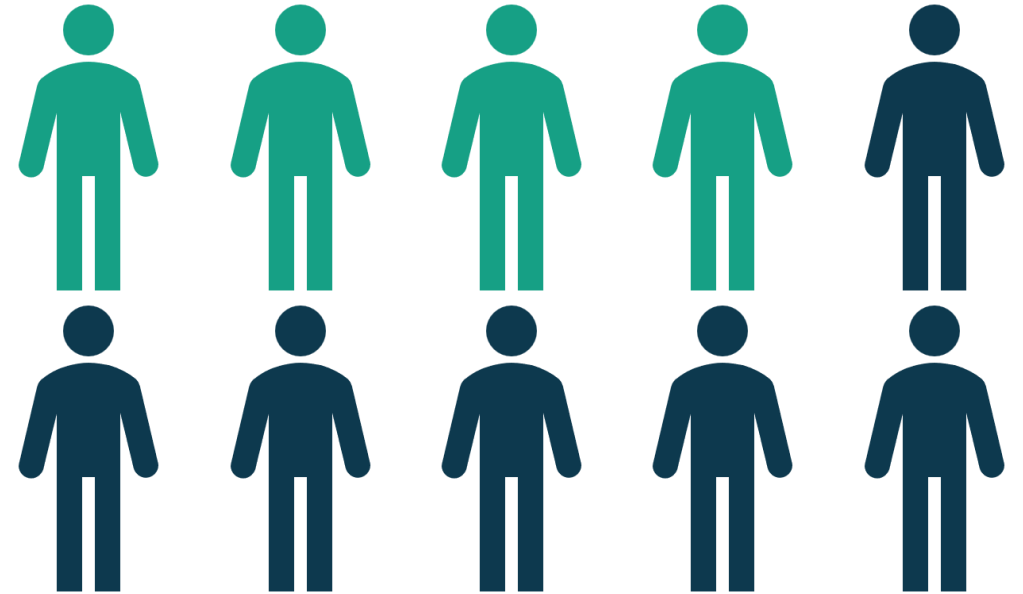


3X **increase** in
Odds of burnout

Job
Resources

Rewards

Tuition
Assistance



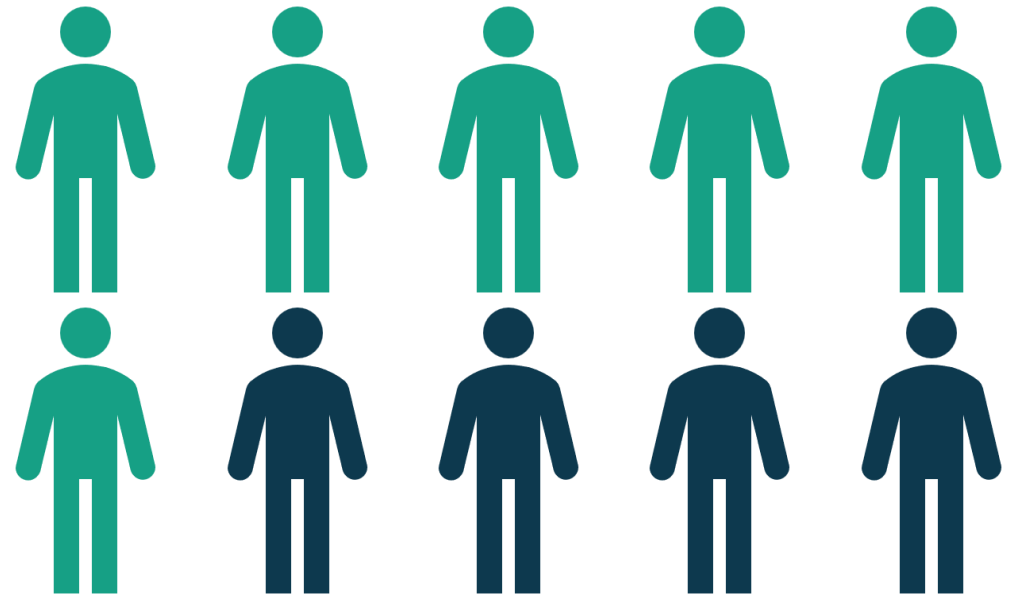
40% reduced
Odds of burnout

Job Resources

Rewards

Knowledge

Adequate Orientation



65% reduced
Odds of burnout

Job Resources

Rewards

Knowledge

Adequate Training



65% reduced
Odds of burnout

Job Resources

Rewards

Knowledge

Feedback



Job Resources

Rewards

Knowledge

Feedback



Job Resources

Rewards

Knowledge

Feedback



Job Resources

Rewards

Knowledge

Feedback

Performance Review

Weaknesses: N/A

Availability

Job Resources

Rewards

Knowledge

Feedback

Feedback
from a
Supervisor



65% reduced
Odds of burnout

Job Resources

Rewards

Knowledge

Feedback

Feedback from a Medical Director



54% reduced
Odds of burnout

#1 largest association with
burnout....



Job Resources

Rewards

Knowledge

Feedback

Respect



Job Resources

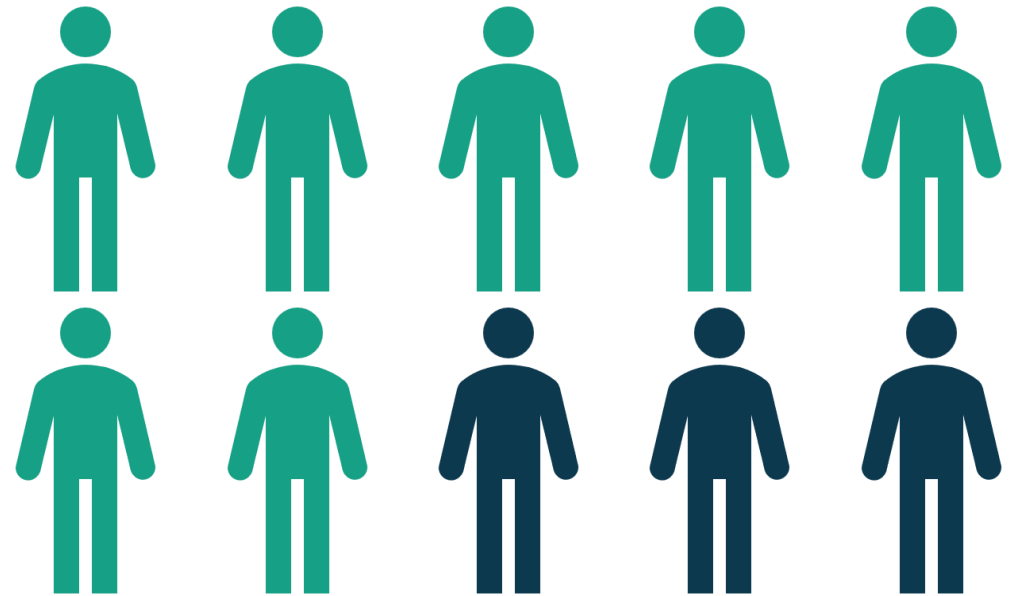
Rewards

Knowledge

Feedback

Respect

Respect from Supervisor



81% reduced
Odds of burnout

Putting it
all
together

HIGH



Demands



LOW

HIGH

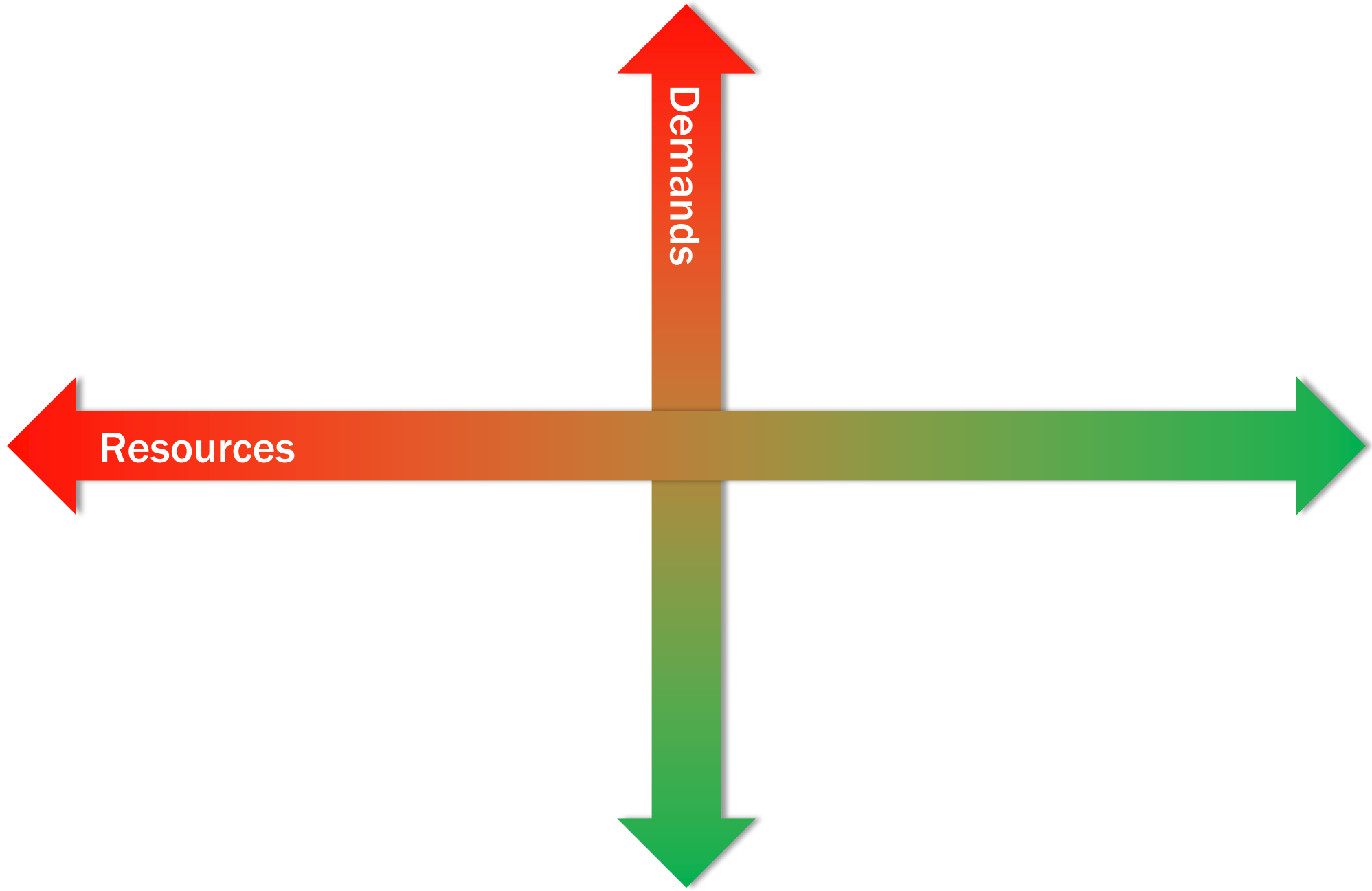
Demands

LOW

LOW

Resources

HIGH



HIGH

Demands

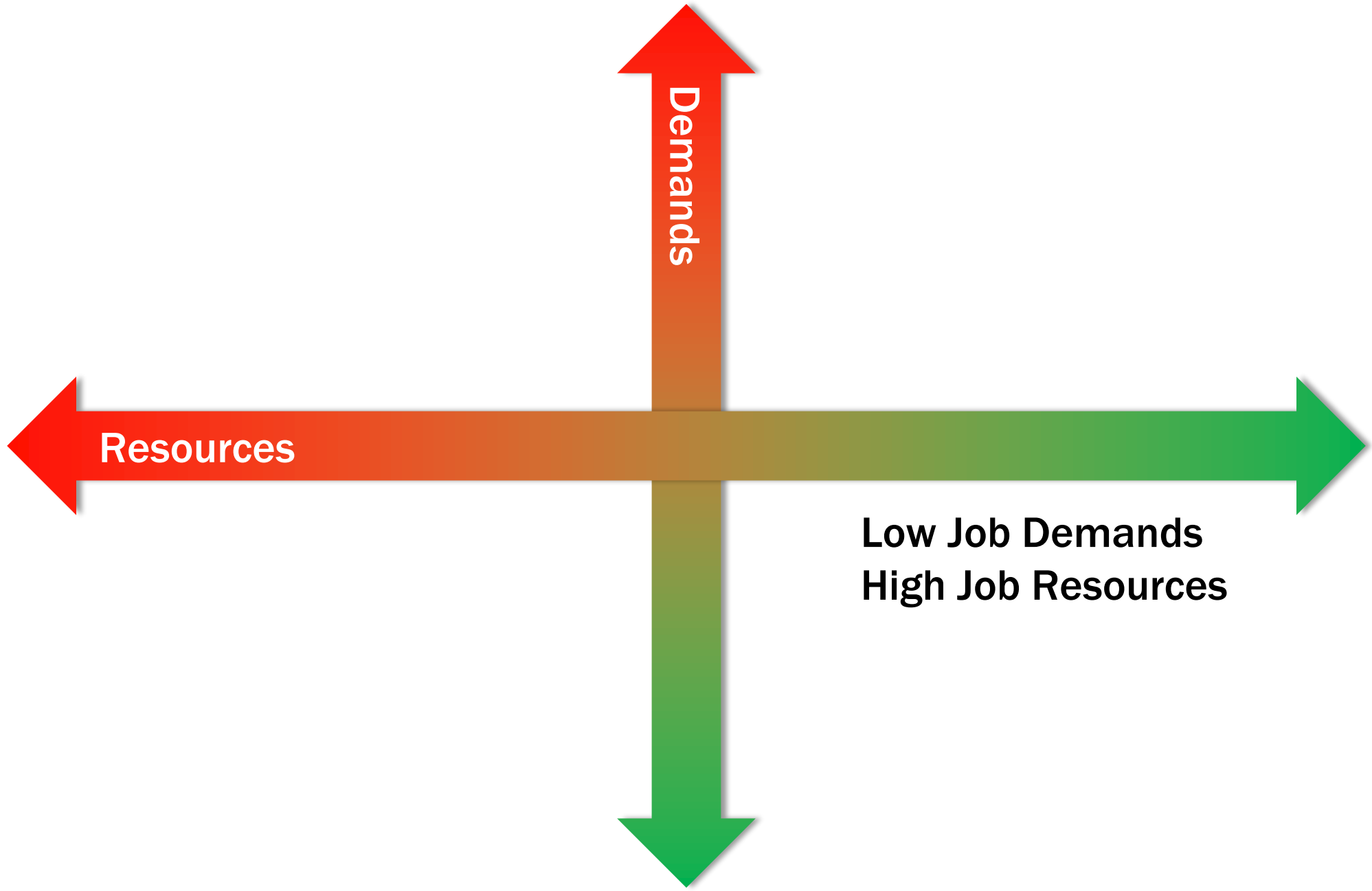
LOW

LOW

Resources

HIGH

**Low Job Demands
High Job Resources**



HIGH

Demands

LOW

LOW

Resources

HIGH

Low Job Demands
High Job Resources

Reference
Group



HIGH

Demands

LOW

LOW

Resources

HIGH

Low Job Demands
Low Job Resources

Low Job Demands
High Job Resources

Reference
Group



HIGH

Demands

LOW

Resources

HIGH

Low Job Demands
Low Job Resources

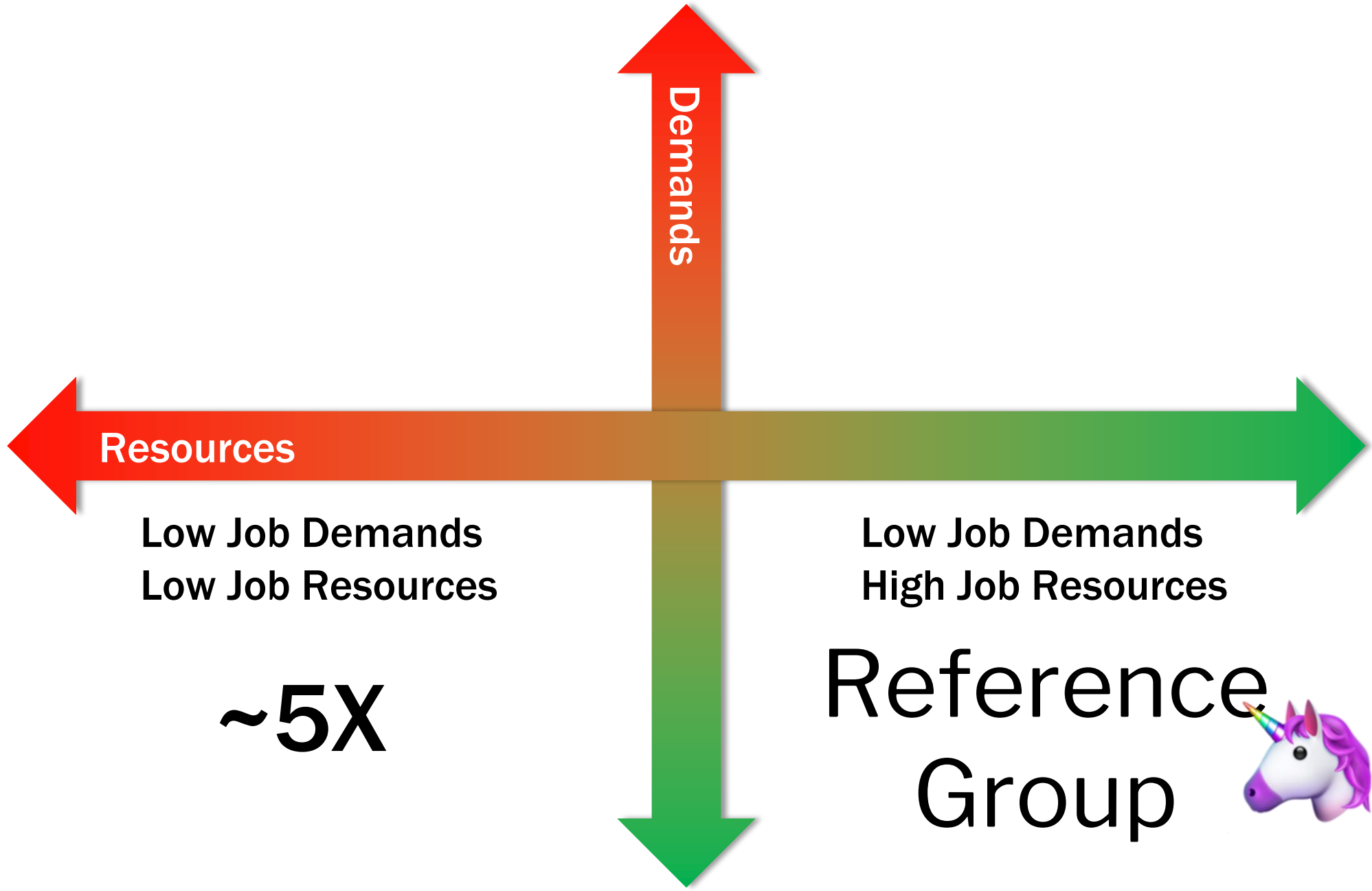
Low Job Demands
High Job Resources

~5X

Reference
Group



LOW



HIGH

High Job Demands
Low Job Resources

Demands

LOW

Resources

HIGH

Low Job Demands
Low Job Resources

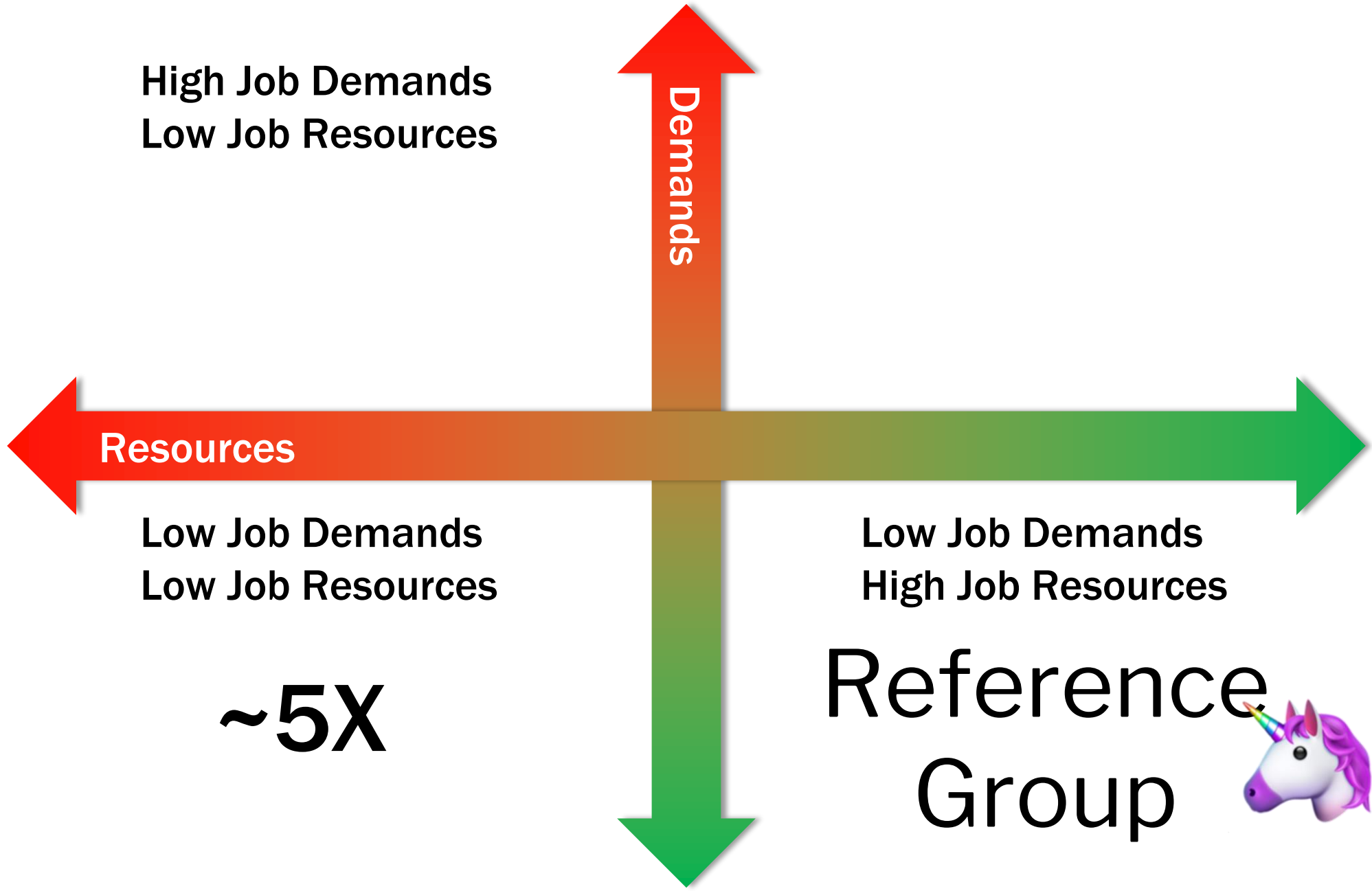
Low Job Demands
High Job Resources

~5X

Reference
Group



LOW



HIGH

High Job Demands
Low Job Resources

~9.5X

Demands

LOW

Resources

HIGH

Low Job Demands
Low Job Resources

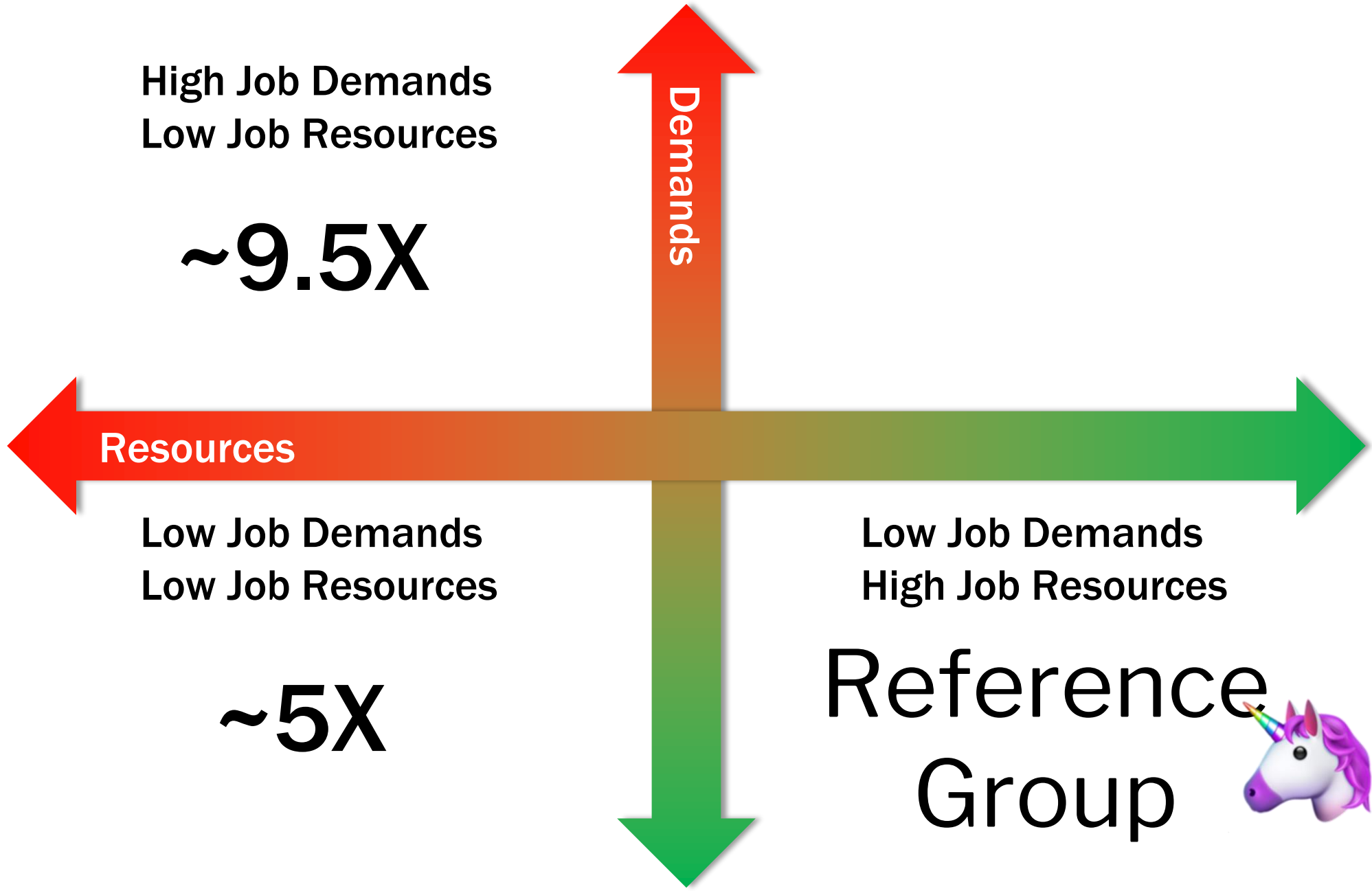
~5X

Low Job Demands
High Job Resources

Reference
Group



LOW



HIGH

High Job Demands
Low Job Resources

High Job Demands
High Job Resources

~9.5X

Demands

LOW

Resources

HIGH

Low Job Demands
Low Job Resources

Low Job Demands
High Job Resources

~5X

Reference
Group



LOW

HIGH

High Job Demands
Low Job Resources

High Job Demands
High Job Resources

~9.5X

~2X

Demands

LOW

Resources

HIGH

Low Job Demands
Low Job Resources

Low Job Demands
High Job Resources

~5X

Reference
Group



LOW

Organizational or Individual Problem?



Organizational



Individual

Anakin Skywalker from Star Wars: Episode II - Attack of the Clones stands in a white Jedi robe on a volcanic planet. The background is a dark, fiery landscape with a bright sun or moon in the sky. The text is overlaid in large, white, bold letters with a black outline.

**ONLY A SITH DEALS IN
ABSOLUTES**



Both/And



How do we

fix

burnout?

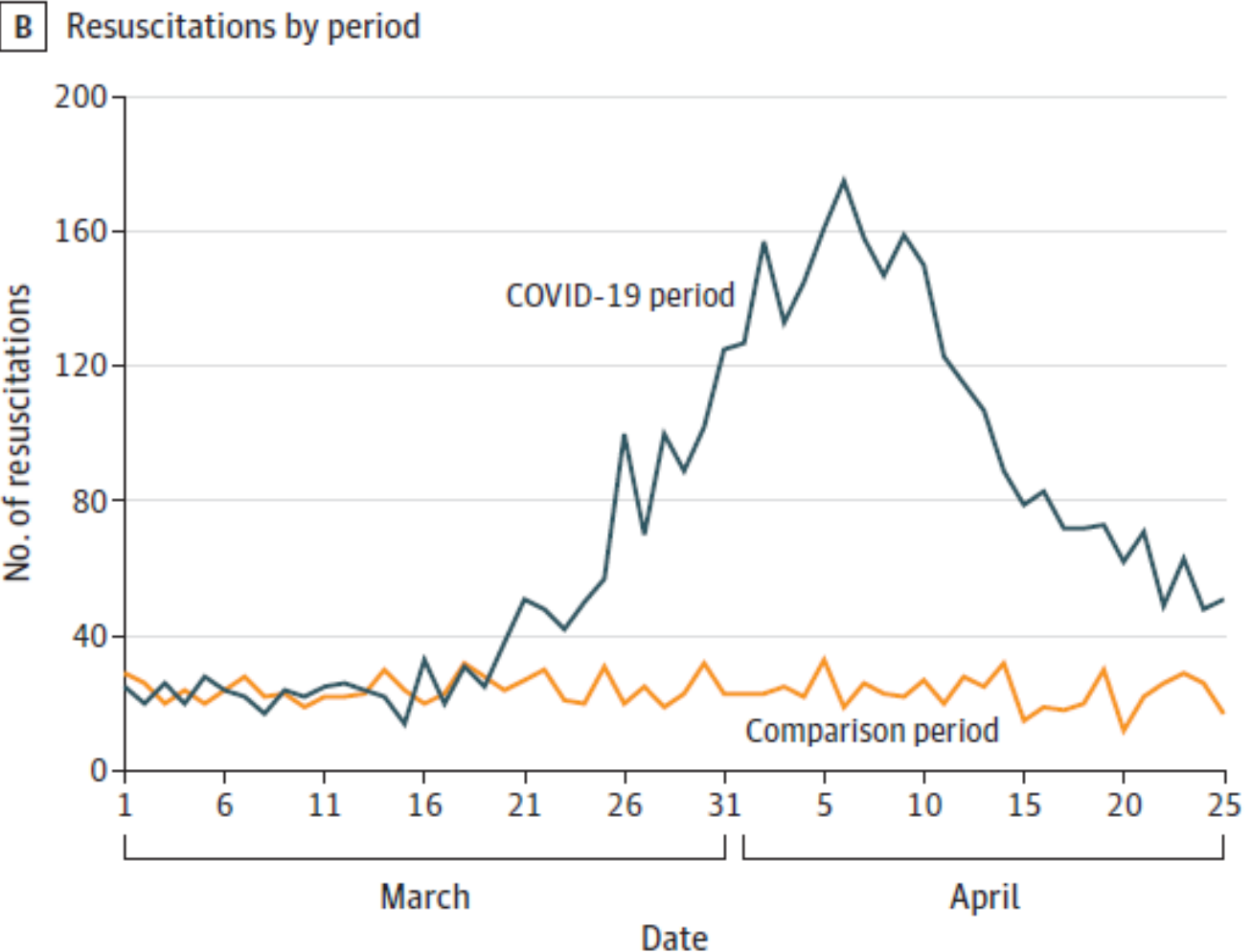


Organizational Actions

Training

Characteristics Associated With Out-of-Hospital Cardiac Arrests and Resuscitations During the Novel Coronavirus Disease 2019 Pandemic in New York City






Pamela H. Lai, MD, PhD, MSc; Elizabeth A. Lancet, DrPH, MPH; Michael D. Weiden, MS, MD; Mayris P. Webber, DrPH, MPH; Rachel Zeig-Owens, DrPH, MPH; Charles B. Hall, PhD; David J. Prezant, MD








Death Notification



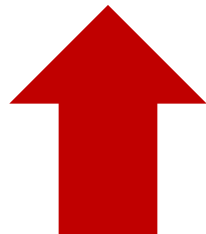
THE ASSOCIATION OF DEATH NOTIFICATION AND RELATED TRAINING WITH BURNOUT AMONG EMERGENCY MEDICAL SERVICES PROFESSIONALS

Abraham Campos, MD, Eric V. Ernest, MD , Rebecca E. Cash, PhD, MPH, NRP ,
Madison K. Rivard, MPH, NREMT , Ashish R. Panchal, MD, PhD ,
Brian M. Clemency, DO, Robert A. Swor, DO, Remle P. Crowe, PhD, NREMT 

THE ASSOCIATION OF DEATH NOTIFICATION AND RELATED TRAINING WITH BURNOUT AMONG EMERGENCY MEDICAL SERVICES PROFESSIONALS

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Brian M. Clemency, DO, Robert A. Swor, DO, Remle P. Crowe, PhD, NREMT 

Burnout

 36%

1-5
Death
Notifications

 29%

Training on
Death
Notification



Thomas Beers, MPA, NHDP @OneTallMedic · Jul 21

Replying to @rpcrowe and @NAEMSP

We have a free online EMS Continuing Education course on the subject if anyone is interested. Sign up at



CCF EMS Education
sites.google.com



{Ann Marie} Farina @AnnMarieFarina · Jul 22

Replying to @rpcrowe and @NAEMSP

Emotional Trauma Life Support is a course that was developed a couple years ago to help address the lack of education in this area.



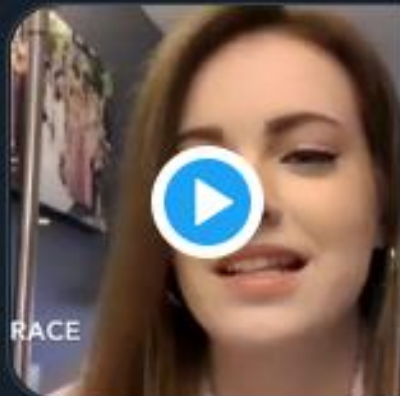
Home

Grief & Trauma Support for Responders
emotionaltraumalifesupport.org



Maia Dorsett @maiac

Replying to @rpcrowe

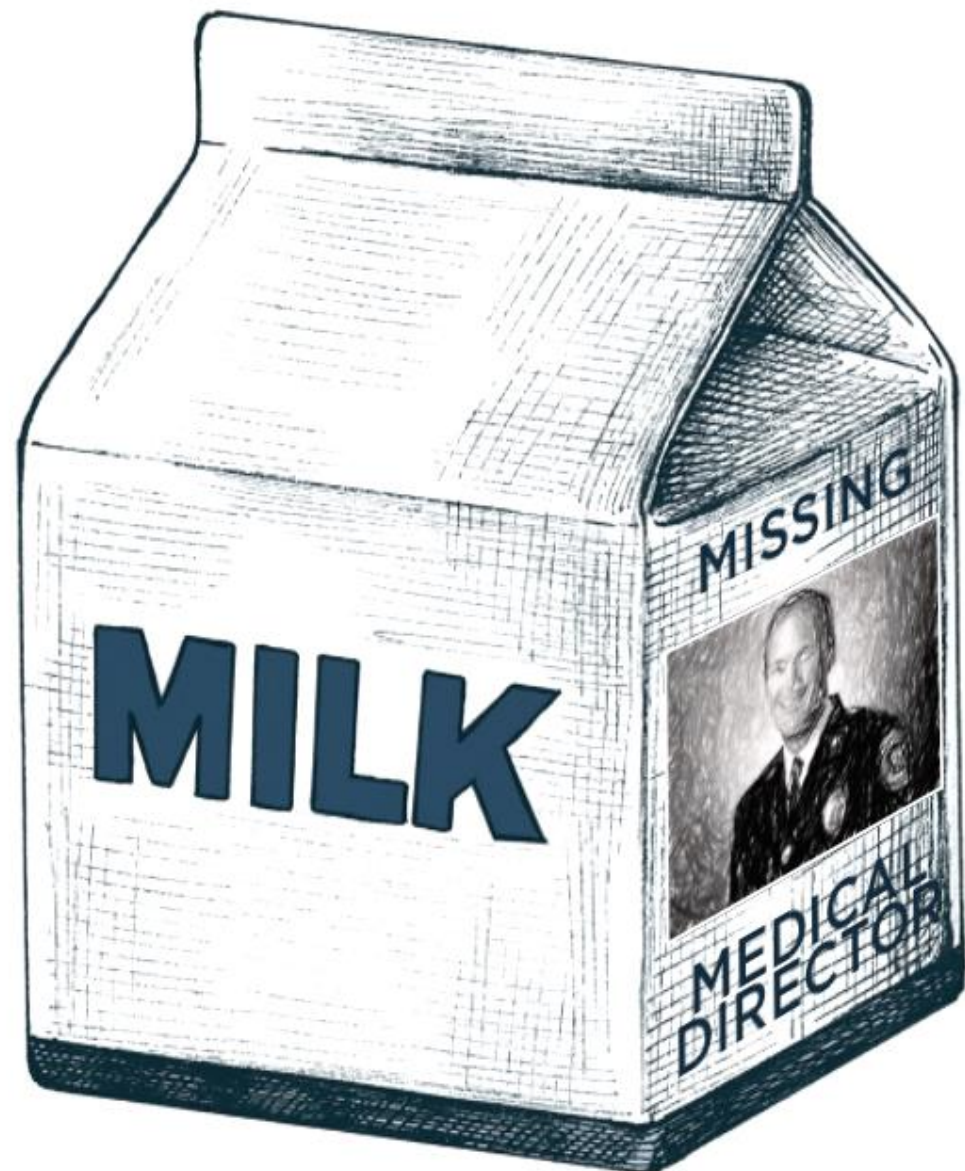


EMS Termination of Resuscitation & Death Notificati...

Description

youtube.com

Feedback



Medical
Director
“Walk
Rounds”

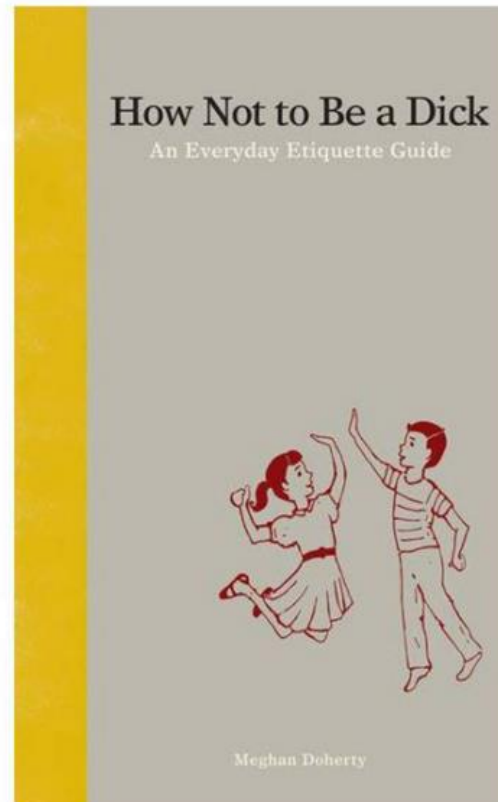
Respect

Respect

How Not to Be a Dick - by Meghan Doherty (Hardcover)



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[Edit location](#)

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Respect

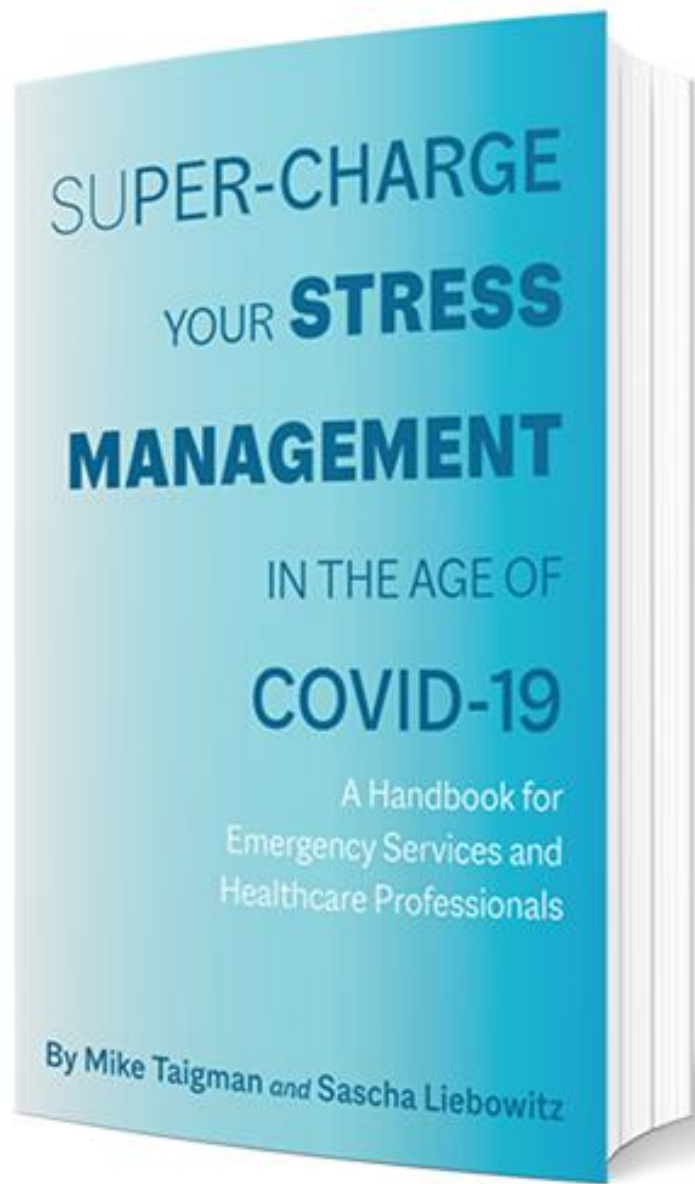


WORKPLACE INCIVILITY AMONG NATIONALLY CERTIFIED EMS PROFESSIONALS AND ASSOCIATIONS WITH WORKFORCE-REDUCING FACTORS AND ORGANIZATIONAL CULTURE

Rebecca E. Cash, MPH, NRP , Kim White-Mills, PhD, Remle P. Crowe, MS, NREMT,
Madison K. Rivard, BS, NREMT, Ashish R. Panchal, MD, PhD

Individual Actions





Rehearse a Crisis GRACE Tactical Breathing Playlist

Anti- Burnout Jams



60-80 beats per minute

Wheat Kings – The Tragically Hip

Dream On – Aerosmith

Lovesong – The Cure

Every Rose Has Its Thorn – Poison

La Vie en Rose – Louis Armstrong

Take a Bow - Madonna

The Scientist – Coldplay

Green Light – John Legend

Hold Up – Beyonce



Siguiendo La Luna – Los Fabulosos Cadillacs

Stagger Lee – The Grateful Dead



ORIGINAL RESEARCH |  Open Access |    

The association of job demands and resources with burnout among emergency medical services professionals

Remle P. Crowe PhD, NREMT , Antonio R. Fernandez PhD, NRP, Paul E. Pepe MD, MPH, Rebecca E. Cash PhD, NRP, Madison K. Rivard MPH, NREMT, Robert Wronski MBA, NRP ... [See all authors](#) 



THANK YOU!

Remle.Crowe@eso.com



Paramedic Chiefs
of Canada

Chefs Paramédics
du Canada

Thank You for Joining Us!

Kyle Sereda - ksereda@moosejawems.ca

Mike Taigman - mtaigman@firstwatch.net

In association with



Health Intelligence Resource
www.firstwatch.net/hi