

Navigating Relationships with Other Service Lines and Hospital Staff as a Driver of Burnout in Hospital Medicine

This is one of seven drivers SHM's Practice Management Committee has identified as an aspect of hospital medicine that contributes to burnout. The examples of workplace stress listed below serve as a starting point for identifying burnout sources in your practice and to develop effective interventions.

Use the following questions to jump-start the discussion:

- What elements of this driver do I or others see affecting our practice?
- How can I better understand what aspects of hospital medicine practice impact my team's wellbeing?
- What currently unheard voices need to be included in this conversation?
- Are there any immediate low investment changes that can be done to help mitigate pressure points?

Comanagement of Patients with Other Specialties

In many hospital medicine groups, there are unclear divisions or agreements of responsibilities between hospitalists and specialists when comanaging patients. Disagreements - which frequently arise mid-patient care and are reactionary - are not ideal for open, fair and proactive communication. Lack of clearly demarcated responsibilities can spark tension between providers and place hospitalists in the position to care for patients outside of their comfort zones and scope of practice.

Tension Over Patient Admission Status Determinations

Disagreements over the right standards of admission - especially navigating the two-midnight rule for inpatient status - leave hospitalists facing difficult decisions that can potentially cause tension with other service lines, such as the Emergency Department.

Perception of Hospitalists as Extended Residents

Hospitalists are not always given the same level of respect and recognition by colleagues from other specialties. Hospitalists are often seen as "glorified residents" with work that is viewed as a "dumping ground".

Hospitalists are Always "On"

Because there are hospitalists in the hospital at all times, hospitalists can be seen as the go-to for any and all requests, regardless of clinical relevance or expertise.