



Breaking
the burnout
cycle

Keeping
doctors and
patients safe



Foreword

Medicine is a brilliant career. There are only few other professions with so many possibilities to improve people's lives.

The increasing levels of burnout I encounter as I talk to colleagues is however extremely troubling. Action is needed to ensure that we do not let the environment we work in reduce the sense of value that we get from being a doctor.

The World Health Organisation (WHO) recently recognised burnout as a syndrome brought about by chronic workplace stress that hasn't been successfully managed. When doctors feel burnt out and disillusioned it is not only bad for the doctors concerned but also for patients and the wider healthcare team. Doctors who are happy and engaged are much more likely to be compassionate and provide safer care.

As leaders, managers and peers we are all responsible for identifying signs of burnout in ourselves and others and in working together to develop strategies to enhance personal resilience.

Medical Protection also has a role to play. As a mutual organisation, it is vital that we listen to and care for members and I am proud of the work we do to support those dealing with burnout. The feedback we get from doctors who undergo our risk prevention training is incredibly positive. But while such support is invaluable, it is only a part of the solution.

That is why Medical Protection, alongside other organisations, must seek a commitment from healthcare providers and government to improve the working environment for all practitioners and to truly begin to tackle the endemic of burnout in healthcare. Only with these organisational interventions can the wellbeing of members be safeguarded.

We asked members around the world about their working environment and they told us loud and clear about the impact their work is having on their wellbeing. Based on these survey results and our work with doctors internationally, we have been able to identify concrete recommendations which are aimed at the doctor (I), the healthcare team (we) and the wider healthcare system (they). If taken seriously, these recommendations would help to mitigate the risks of burnout in the profession.

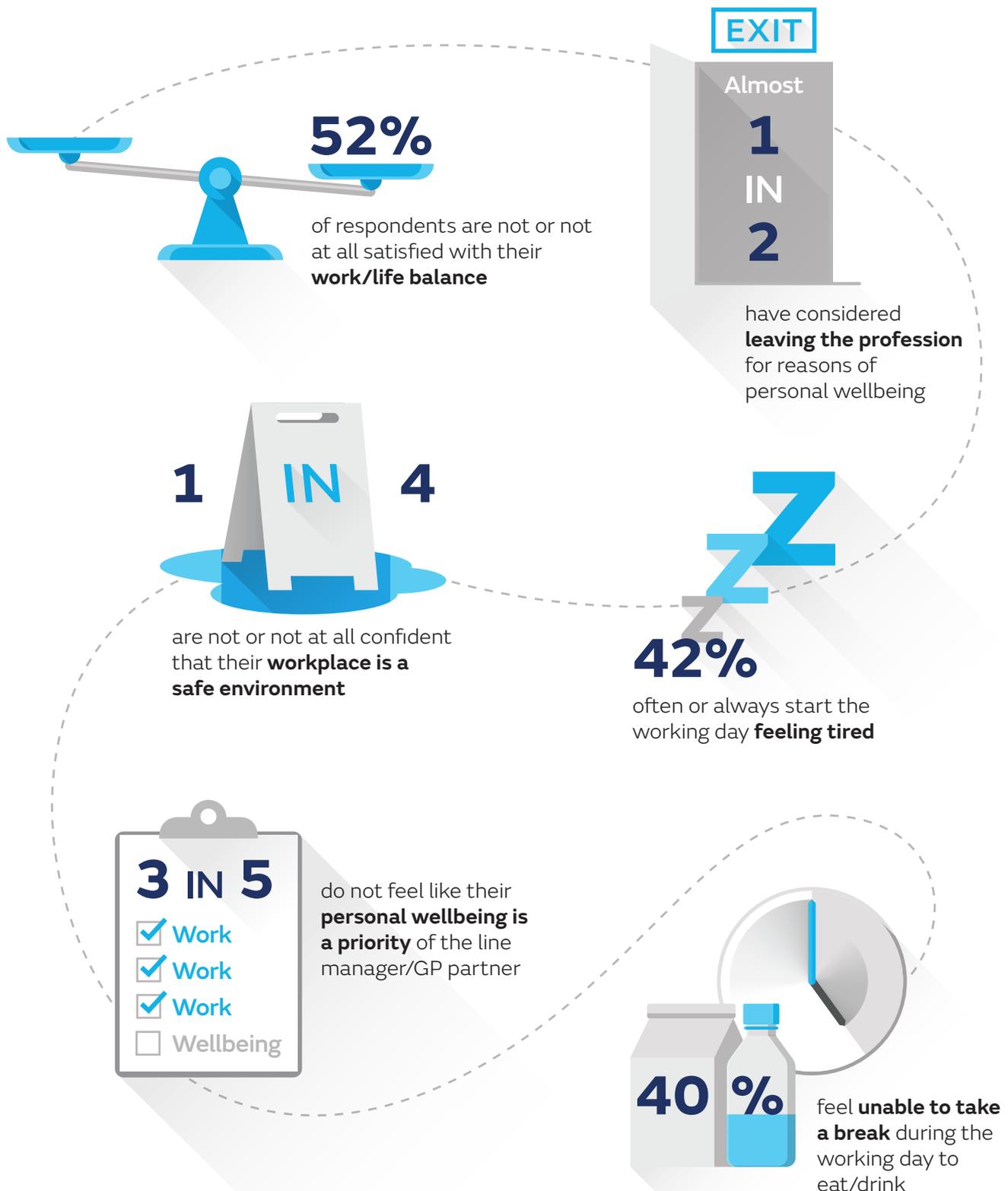
Prof Dame Jane Dacre
President, MPS

September 2019

Views from the frontline

In June 2019, we surveyed Medical Protection members to better understand the impact work is having on their wellbeing.¹

Amongst other things, members told us:



REFERENCES

1. Survey of UK based Medical Protection Society members, conducted between 11 June and 25 June 2019. Sample size was 275.

A growing global concern

It is perhaps one of the great paradoxes of our age, that modern medicine allows doctors to do more for their patients than ever before, yet mounting evidence shows that doctors feel burnt out and disillusioned in ever greater numbers.

New reports are published regularly which show increasing problems with doctors' health and wellbeing and of healthcare professionals leaving practice prematurely.

In the UK alone the BMA, the Royal College of Psychiatrists, the Royal College of Physicians, as well as Pulse and the BMJ, to mention few, have addressed the need for action, highlighting the impact of organisations and work environments on the wellbeing of healthcare professionals in the UK. Health Education England (HEE) have also created a dedicated Commission on the mental wellbeing of NHS staff and learners which has reported to the Secretary of State for Health and Social Care.

The causes of the current crisis have been widely debated and include the growing demands and complexity of the job, a faster pace of work and tighter financial constraints.

But burnout among doctors is not unique to the UK, to doctors working in the NHS or to any one specialty. It is a widespread and global phenomenon which can affect all clinicians. Burnout is high among doctors around the world. While the rates vary by country, medical specialty, practice setting, gender, and career stage, the overall evidence suggests that many doctors worldwide will experience burnout in their careers, that burnout rates are rising and that they have reached an epidemic level.

In Ireland, a study by the Royal College of Physicians of Ireland, found that one in three hospital doctors working in the health service is suffering from burnout.² The College is now pursuing innovative approaches to support doctors' health and to raise awareness of the importance of caring for them.³

There have also been renewed calls for changes to improve doctor wellbeing in New Zealand hospitals, with new research showing that two thirds of female doctors and half of male doctors there suffer from burnout.⁴ Burnout was a key topic at a recent annual congress for physicians, and the Association of Salaried Medical Specialists (ASMS) launched a campaign to raise awareness of and find solutions for this growing problem. They have been following up their research, and in April they released a "Standard for Sustainable Work" and urged district health boards, the Ministry and the Minister to commit to it.⁵

An occupational hazard

In May 2019 WHO included burnout in its 11th Revision of the International Classification of Diseases (ICD-11) as an occupational phenomenon. It is not classified as a medical condition.

It is described in the chapter: 'Factors influencing health status or contact with health services' – which includes reasons for which people contact health services but that are not classed as illnesses or health conditions.

When we refer to burnout we refer to the definition of the WHO in ICD-11:



Burnout is a syndrome conceptualised 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.*



Burnout refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life.⁶

The WHO is about to embark on the development of evidence-based guidelines on mental wellbeing in the workplace. We welcome this effort. Burnout is a widely used term and a common condition in modern day society, it is often poorly understood and therefore not always treated effectively. It is often not taken seriously by employers, by policy makers nor by the wider public.

Burnout is characterised by mental, physical and emotional exhaustion, cynicism, increased detachment and a decline in professional satisfaction caused by multiple factors. These contributing factors can exist at a personal, team and wider system level. The condition is an occupational hazard that occurs frequently among professionals who do 'people work' of some kind.

Burnout is not the same as depression, they have different diagnostic criteria with different treatment. Burnout improves with a break or time away, depression does not. Burnout is a problem that is specific to the work context, in contrast to depression, which tends to pervade every domain of a person's life.

Effect on quality of care and patient safety

Evidence suggests a significant correlation between healthcare staff wellbeing and patient safety.⁷ Burnout directly and indirectly affects medicolegal risk, with the poor wellbeing of doctors having major implications

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3. [irishtimes.com/news/health/half-of-ireland-s-hospital-doctors-exhausted-and-overwhelmed-by-work-1.3823488](https://www.irishtimes.com/news/health/half-of-ireland-s-hospital-doctors-exhausted-and-overwhelmed-by-work-1.3823488)
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6. World Health Organisation, *11th Revision of the International Classification of Diseases*, 2019
7. 46 studies were identified. 16 out of the 27 studies that measured wellbeing found a significant correlation between poor wellbeing of staff and worse patient safety, with six additional studies finding an association with some but not all scales used, and one study finding a significant association but in the opposite direction to the majority of studies. 21 out of the 30 studies that measured burnout found a significant association between burnout and patient safety, whilst a further four studies found an association between one or more (but not all) subscales of the burnout measures, and patient safety.

for patient outcomes and the overall performance of healthcare organisations.

Doctors with burnout are more likely to subjectively rate patient safety lower in their organisations and to admit to having made mistakes or delivered substandard care at work; they are less empathic, less able cognitively and can have a negative impact on colleagues, teams and the organisation.⁸

This can jeopardise patient care and lead to complaints or a negligence claim, leaving clinicians even more vulnerable to burnout. Victims of burnout also suffer from poorer health and strained private lives.

To put it simply, happy staff are more compassionate and provide safer care – which of course will come as little surprise.

It is not surprising, therefore, that wellness of doctors is increasingly proposed as a quality indicator in healthcare delivery.⁹

In this context, exploring the impact of burnout and offering solutions is a risk management duty and the right thing for Medical Protection to do for members and their patients.

Role of Medical Protection

Medical Protection is extremely concerned to see the number of doctors suffering from burnout. As a medical defence organisation, we see first-hand the consequences of when things have gone too far, and when members can no longer cope.

This is why we assist members with ongoing learning and help reduce medicolegal risk. As part of our comprehensive education and risk management programme, we introduced a workshop 'Building resilience, avoiding burnout' (BRAB).

The intended learning outcomes of this workshop are to review, recognise and respect the need to build individual and organisational resilience and to develop strategies for safe recovery to avoid burnout when resilience is challenged.

Members attending our BRAB workshop can expect to:

- Enhance their understanding of resilience, burnout and associated risk.
- Recognise the key signs of burnout.
- Learn how to develop coping strategies to recover.
- Find out why individual and organisational resilience is important.

As well as supporting doctors on an individual basis in this way, we want to go further by using our international insight and experience to call for concrete solutions.

Based on our member survey, we have identified where improvements can be made and what concrete measures

can be taken by the individual doctor (I), the team (we) and at organisational/wider system level (they) to help improve the work environment of doctors.

With this paper, we outline key findings as well as recommendations which, if taken seriously, would help prevent doctors from burning out.

Recognising and preventing burnout

Christina Maslach, Professor Emerita of Psychology at the University of California at Berkeley, proposes six areas of work. This methodology was originally constructed with the goal to assess an individual's experience of burnout and is based on employees' interaction with people at work.

She identified the following areas of work life:

1. Workload.
2. Control.
3. Reward.
4. Community.
5. Fairness.
6. Values.¹⁰

Identifying concerns within some, or all, of the six areas of work, offers a framework to diagnose and resolve difficulties creating burnout for individuals and teams.

Indeed, the difficulties within the six areas of work identified by Maslach came through clearly in members' response to our survey.

We are keen to help improve members' relationship with each of the six areas of work through individual, team and systemic changes. Members responded to tell us the extent to which their needs in each of these areas are being met. In the following section we set out the findings for each area of work, and also look at three specific issues related to these areas:

- Presenteeism.
- Incivility at work.
- Wellbeing oversight in the workplace.

Workload

Predisposing factors for burnout are often related to job demands such as workload, time pressure, and long hours without sufficient time to rest and recover. Workload is expected to have a direct relation to exhaustion.

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10. C. Maslach and M. Leiter, (1999) *Six areas of worklife: A model of the organisational context of burnout, Journal of health and human services administration 21(4): 471-489*

Our survey results reveal that 25% of doctors rarely or never take a break at work, and 68% responded that regular rest/recovery periods are not the norm during work sessions. Furthermore, 40% feel unable to take a break during the working day to eat/drink.

The link between a failure to meet physiological needs (food, water, sleep, rest) and patient safety is evident. In our BRAB workshops, we are robustly teaching the importance of regular short breaks throughout a working day.

Analysis from the latest NHS Staff survey found that opportunities for employees to recover from work demands can have a strong influence on organisational and patient outcomes. Greater satisfaction with work/life balance was linked with better financial performance and lower absenteeism, as well as higher patient satisfaction and lower risk of infection rates in hospitals. Such findings further highlight the need for evidence-informed initiatives to promote work/life balance and recovery from work.¹¹

Our survey also reveals that 74% of doctors would be prepared to cover a colleague's work for a short period, so that they may take a break.

It is interesting to see that respondents recognised the need for others to take a break, but did not feel able to do so for themselves.

One of the most important aspects in building resilience is the organisational respect for energy. Systems, policies and procedures should promote this. Sadly the culture in healthcare does not always reflect an organisation's policies. This must change.

- ✓ Doctors should be trained about the importance of regular recovery periods when at work.
- ✓ Teams should have policies in place that allow for breaks during work sessions.
- ✓ Organisations should make rest/recovery periods the norm, and put policies and procedures in place that respect the need for recovery periods throughout the time spent at work.

Control

In order to feel satisfied and competent in our jobs, we need to have a sense that we are in control of our tasks and their outcomes. A lack of control can lead to a job that is in direct conflict with our own values. Like workload, control reflects the demand-control model of job stress. Doctors are more likely to burnout if they lack control over their work. Low autonomy and not being able to say "no" scored high in our survey.

65% agree or strongly agree that it's difficult to say no when asked to undertake additional tasks.

57% feel unable to take a short break in between two clinically demanding procedures.

These figures highlight the need for training in 'Saying No for Safety' which is also a key BRAB workshop message.

Saying 'no' creates enormous anxiety. This anxiety comes from within us and externally. However, the "rescue model" of healthcare cannot survive when resources do not meet demand. There is a need to normalise 'saying no for safety'.

Ineffective, inefficient, unsafe systems and repeated reorganisations can also make a working environment stressful to work in and interfere with effective team functioning and professional relationships. In our BRAB workshops members often tell us that failing IT systems, for example, could have a serious impact on a doctor's wellbeing.

Doctors practising in chaotic clinics reported lower work control and job satisfaction, less emphasis on teamwork and professionalism, more stress and burnout, and a higher likelihood of leaving the practice within two years. Chaotic clinics had higher rates of medical errors and more missed opportunities to provide preventative services.¹²

Almost 25% of respondents do not feel able to practise to the standard they're capable of.

- ✓ Doctors should receive training on how and when to say no for safety.
- ✓ Teams should have optimal rotas in place that allow for a structure and responsible approach to work sessions.
- ✓ Organisations should put measures in place that help create a culture in which it is the to norm for staff to say no for safety.

Reward

We often think of rewards in monetary terms, but workplace rewards can involve anything that makes the day-to-day flow of work more satisfying. This could certainly be financial rewards (high pay, good benefits), but can also be social rewards (recognition from those around you) and intrinsic rewards (the feeling that you're doing a good job).

If you're lacking in any of these three areas, generally, you're more likely to feel dissatisfied with your work and may be more susceptible to burnout. Evidence suggests that burnout is more likely when your rewards do not match your expectations.

Reassuringly, most managers in healthcare seem to do a good job in certain areas: more than 50% of respondents

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say that their line manager/GP partner understands the value of celebrating success.

However, for many doctors the job doesn't match with the dynamic and exciting work life that they had expected.

47% of responding doctors feel often or always like they are on a treadmill.

And a disturbing number of doctors, almost 30%, do not feel appreciated for the work that they do.

These figures highlight the room for improvement around an appreciative culture/leadership in healthcare.

- ✔ Doctors should routinely notice and celebrate their achievements.
- ✔ Teams should develop processes and procedures to recognise and celebrate achievements.
- ✔ Organisations should capture examples of great work and have ways to share, reward and celebrate, eg Greatex reporting.

Community

As well as assistance from managers and senior staff, support from colleagues and feeling part of an effective team are also fundamental to the mental health of doctors. Such support not only improves professional effectiveness but can also foster a psychologically safe environment where doctors feel they belong. Mutually supportive working relationships can help doctors manage the emotional labour of the job and also reduce the stigma of disclosing work-related stress and mental wellbeing problems and seeking help.

This was supported by the findings from our survey which found that 64% of respondents feel supported by their peers, while 74% agree or strongly agree that they would be prepared to cover a colleague's work for a short period, so that they may take a break.

These results highlight doctors' desire for the sense of belonging and community in the workplace.

- ✔ Doctors should stimulate mutually supportive working relationships.
- ✔ Teams should create an open and supportive working environment and actively support team building opportunities.
- ✔ Organisations should facilitate doctors' messes, ie spaces to meet, talk and share time together.

Fairness

Fairness is a fundamental desire of nearly all employees. It is vital that employers not only treat people fairly in their

work, but that that fairness is recognised. A (perceived) lack of fairness can lead to feelings of being disrespected or powerless. Our survey results reveal that doctors are not confident that their managers are doing their best to maintain a fair and equitable workplace.

37% of respondents feel there is no fair and equal approach to work/life balance policies such as flexible working.

47% believe that the workload in their practice/organisation is not equally distributed among colleagues.

More than half of the respondents would be supported to learn from an error if they made one, 16% say they would be blamed.

These figures raise concerns about the continuing presence of a blame culture in our NHS. It highlights a system where the emphasis can be on punishment and even criminalisation, while neglecting to nurture a system where mistakes – sadly sometimes catastrophic – can be learned from and avoided in the future. Patient safety suffers when healthcare professionals are not supported to learn from mistakes. Which is why we encourage the use of standardised tools, scales and procedures to ensure a sense of fairness in the workplace.

Aviation's supposed 'no-blame' culture is often held up as the pinnacle of openness and learning, and one that healthcare should try and emulate. The Civil Aviation Authority (CAA) strongly rejects that the industry is a 'no-blame' environment. Instead of a no-blame culture, the CAA promotes the notion of a 'Just Culture'. It defines a Just Culture as one where a person's accountability flows not only through their activity – but through the circumstances in which that activity has taken place.

Steps must be taken to support and reassure doctors who are feeling vulnerable in the present climate. The level of concern in the profession should not be underestimated. We recognise this, and we are calling upon employers and regulators to play their part in addressing it.

- ✔ Doctors should feel comfortable and receive training to enable them to raise any concerns regarding unfairness with their manager.
- ✔ Teams should make use of standardised tools, scales and procedures to ensure a Just Culture can develop in the workplace.
- ✔ Organisations should put policies in place and mandate training to ensure psychological safety is measured, developed and maintained.
- ✔ Action is needed to further support openness and learning and give doctors confidence in this process. Some of these actions can be taken relatively swiftly; others will require change over a longer period.

Values

Value reflects the cognitive-emotional power of job goals and expectations. A conflict in values occurs when your personal values and goals are not in line with those of the organisation. A disconnect in values can lead to a strong sense of moral distress.

More than 30% of respondents said they too often or always feel disillusioned in their work.

When asked how frequently systemic factors compromise ethical standards, 43% of respondents say they experience this once or twice a week or more.

They indicated that time pressure 54%, workload 64% and lack of resources 34% were the top three factors that most contribute to this.

A body of research on job crafting suggests that at least 20% of work should be personally meaningful.¹³

Maslach suggests two options for dealing with a conflict in values: either attempt to bring your personal values in line with those of the organisation or leave the organisation and look for a more meaningful job.

- ✓ Doctors should constantly remind themselves of what their values and passions are, and seek environments/work that align with them.
- ✓ Teams should strive to appreciate different motivators and values and ensure job crafting can allow team members to do enough meaningful work that aligns with their values.
- ✓ Organisations should strive to offer support and resources to allow teams and individuals to perform ethical and safe work with flexibility for job crafting embedded in the culture.

Presenteeism

72% of doctors responded that they will always come into work, even when they're not feeling well or resilient enough to work safely.

Presenteeism is the opposite of absenteeism and is defined as turning up to work when too unwell, fatigued or stressed to be productive. It is a major issue in the medical profession.

Doctors are notoriously reluctant to take time off when they are sick, and this can result in a number of issues including not performing efficiently. Both issues can have greater repercussions than if the doctor had sought advice from their own doctor and stayed off work.¹⁴

Working while sick has serious implications for mental wellbeing. Presenteeism increases the risk of long-term sickness absence as well as future mental health problems such as burnout. Research has found that healthcare employees who continue to work while sick are more likely to make errors leading to adverse patient outcomes.

Medical training has historically resulted in many doctors measuring themselves against a superhuman benchmark. 'Superhumans' are often wedded to their work both physically and emotionally, do little else and sometimes even pay a terrible personal price in terms of the level of functioning of their personal relationships.

Doctors that find themselves in the 'superdoctor' trap expect the unachievable of themselves: "I have to work excessive hours", "work is life", "don't get sick", "I am the pillar of the community", "hard work and self-sacrifice equals goodness" ... etc.

There is a danger that trying to live up to the 'superdoctor' expectation of self comes at the cost of burnout.

Ensuring that goals are realistic and sustainable is an important step in building resilience. It is important that doctors consider whether they need to re-align their expectations of either the job or themselves.

The "superdoctor" indoctrination also dominates when we look at the issue of guilt.

Whilst only 12% of responding doctors claimed that colleagues make them feel guilty for taking sick leave, a much higher amount, almost 46%, felt guilty for taking time off.

Guilt is more internally than externally driven. Michael Peters, BMA's Doctors for Doctors Unit Head Dr Michael Peters said:



Doctors often regard taking sick leave as exposing weakness, jeopardising ambitious career paths, or letting colleagues down. This is where employers need to work to change the culture¹⁵

When looking at workload, and the ability to take a break, we are seeing a similar dynamic: respondents recognised the need for others to take a break but did not feel able to do so for themselves.

The concept of the "superdoctor" is a key BRAB concept, and we recognise that it's hard to reverse.

Organisations and practice managers should all play a role in driving a culture change and insist that doctors look after themselves better.

It might be that the Trusts with very low sickness absence among their medical workforces are the ones that should be insisting doctors look after themselves better.

- ✓ Everyone in healthcare has a role to play in actively challenging the unhealthy culture of presenteeism in medicine.

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Incivility at work

The importance of civility in the workplace, especially in the context of burnout, cannot be overestimated.

New evidence suggests that increased civility in the workplace leads to an enduring reduction in burnout amongst healthcare providers.

Creating a culture of respect is the essential first step in a health care organisation's journey to becoming a safe, high-reliability organization that provides a supportive and nurturing environment and a workplace that enables staff to engage wholeheartedly in their work.¹⁶

Feeling psychologically safe at work is essential. Bullying and harassment is still sadly present in healthcare. The ability to speak up for safety and a Just Culture have yet to be embedded in many organisations.

Almost 30% of respondents experience behaviour from colleagues that undermines respect

36% of respondents witness disrespectful behaviour among colleagues more than once or twice a week

When they witness disrespectful behaviour, almost 50% of respondents say they are not sure if they feel comfortable speaking up, and almost 20% would not feel comfortable at all.

It is essential for doctors to have the skills to manage disagreements with colleagues whilst remaining respectful, and to know how to manage themselves well in difficult situations.

In healthcare, speaking up is about raising a concern before an act of commission or omission that may lead to unintentional harm, rather than after it has occurred, as happens when reporting sentinel events or whistleblowing.

Medical Protection is also playing its part in this area. Our Cognitive Institute¹⁷ has set up "Speaking Up for Safety". This is an organisation-wide programme helping healthcare organisations overcome entrenched hierarchical behaviours that can contribute to unintended patient harm.

We are partnering with hospital groups across the world to build and embed a culture of safety and quality by normalising collegiate two-way communication between staff to support each other and speak up any time there is a concern for patient safety. Much more information about the programme and the training we provide can be found on our website.

- ✓ Policies need to be put in place to fight incivility in the workplace in all its forms and embed a Just Culture in all healthcare organisations.

Wellbeing oversight in the workplace

The environment within which a doctor works is crucial to wellbeing – hence the need for change at an organisational

level to allow professionals to thrive. A strong analogy is to see the doctor as a bulb/flower that needs the right environment to flower/bloom/grow.

Respect for resilience at an individual and organisational level is key if healthcare is to survive the current pressures.

- ✓ Medical Protection is advocating for Wellbeing to be a KPI in all organisations.

Our survey results reveal some interesting data about the way doctors feel treated by their employer.

Almost 40% of respondents do not always get the support they need from their employer to do their job well

44% of respondents do not feel encouraged by their line manager/GP partner to discuss wellbeing issues

58% do not feel like their personal wellbeing is a priority of their line manager/GP partner

In the context of wellbeing, 47% do not or not at all feel supported by Practice/Hospital management

28% do not or not at all feel supported by their line manager/GP partner

93% of respondents say they do not have someone at work solely responsible for staff wellbeing

These figures highlight the need for a role to be filled which is dedicated to staff wellbeing.

The NHS Staff and Learners' Mental Wellbeing Commission, which was set up by the HEE, reviewed academic literature, and from its research it has become clear that as in many other non-healthcare sectors there is a need for board-level leadership to be responsible for the mental wellbeing of staff. The Commission places this recommendation so central to the culture of the NHS, that their primary recommendation is the NHS should establish a Workforce Wellbeing Guardian in every NHS organisation, and that the Wellbeing Guardian should be authorised to operate within a set of principles as set out by the HEE.¹⁸

- ✓ We strongly support the NHS Staff and Learners' Mental Wellbeing Commission's recommendation to establish Wellbeing Guardians in every NHS Organisation.

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18. Health Education England, (2019) NHS Staff and Learners' Mental Wellbeing Commission

Recommendations

In order to address the issue of burnout facing the profession, action needs to be taken by the doctor (I), the healthcare team (we) and the wider healthcare system (they).

Medical Protection will continue to provide valuable support to doctors dealing with burnout. But the focus should not solely be on interventions that help the individual doctor to cope with their work environment. A move towards prevention is needed with much more emphasis placed on the improvement of underlying working conditions that impact on the wellbeing of clinicians.

We are calling for the following actions:

- 1 All healthcare organisations** should have clear policies and procedures in place to ensure healthcare professionals feel able to take breaks and to take time off when ill. These should include:
 - KPIs/corporate objectives should include wellbeing as part of the staff survey.
 - Optimal rotas should be implemented to ensure adequate recovery time is embedded for individual doctors with adequate staffing, policies and procedures to ensure doctors can be absent when needed.
 - All staff, including managers, to be educated on the importance of putting policies and procedures in place to prevent burnout. Resilience of individuals and teams must be seen as a priority at all times.
 - Doctors and medical students should receive training in building resilience and be supported and rewarded for developing good individual coping strategies in the workplace.
 - Occupational health teams should be involved in the planning and support of psychological safety in the workplace, ie proactive involvement rather than just being involved when burnout has occurred.
 - Organisations must offer appropriate spaces for doctors to rest and meet during breaks.

- 2 NHS organisations** in England should fully commit to the implementation of NHS Staff and Learners' Mental Wellbeing Commission's recommendation to establish Workforce Wellbeing Guardians in every NHS organisation and GP partnership. Given that the role of board-level leadership is central to the wellbeing of staff, in particular to the culture of the NHS, we are calling for Wellbeing Guardians to be put in place in every NHS organisation and GP partnership by 2022, and to report to the board. We would support similar actions in Scotland, Wales and Northern Ireland.

- 3 Private sector healthcare** should mirror the recommendations for NHS employers, and commit to the implementation of and access to Wellbeing Guardians, preferably one guardian per group or cluster of clinics/practices.

- 4 The Department for Health and Social Care** should, when burnout has occurred, offer additional support through financial and other resources to provide confidential counselling service for all healthcare professionals across England, Wales, Scotland and the HSC in Northern Ireland.

- 5 The CQC** should assess the extent to which healthcare providers look after the wellbeing of their doctors and other healthcare professionals. Whilst this is already a publicly reported criterion as part of the 'well led' domain, it could be made more specific and it should also be made a key line of enquiry. Questions can be expanded such as whether there is a Guardian appointed, whether staff have regular breaks, feel supported by management etc.

Organisations that are assessed to be requiring improvement in this area should develop a strategy in consultation with their workforce and publish this on their website. System regulators in Scotland, Wales and Northern Ireland should consider similar actions.

Our work with doctors and the key findings from the survey have helped to identify these concrete recommendations which, if taken seriously, would mitigate the risks of burnout in the profession.

Medical Protection

Medical Protection serves and supports MPS's 245,000+ medical membership across the globe.

Medical Protection is a trading name of The Medical Protection Society Limited (MPS), a company limited by guarantee and registered in England (No. 36142).

About MPS

MPS is the world's leading protection organisation for doctors, dentists and healthcare professionals. We protect and support the professional interests of more than 300,000 members around the world.

Membership provides access to expert advice and support together with the right to request indemnity for any complaints or claims arising from professional practice.

Our highly qualified, in-house experts assist with the wide range of legal and ethical problems that arise from professional practice. This includes clinical negligence claims, complaints, medical and dental council inquiries, legal and ethical dilemmas, disciplinary procedures, inquests and fatal accident inquiries.

Our philosophy is to support safe practice in medicine and dentistry by helping to avert problems in the first place. We do this by promoting risk management through our workshops, e-learning, clinical risk assessments, publications, conferences, lectures and presentations.

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