



Dan Shapiro, PhD
Director of the Chartis Center
for Burnout Solutions

Dan Shapiro, PhD, is the Senior Partner and Executive Director of the Chartis Center for Burnout Solutions, where he and his team assist leaders of multi-hospital systems with efforts to reduce burnout and the turnover of high-value physicians, nurses, Advanced Practice Providers, and other staff. Dan is an author and frequent contributor to thought leadership in the physician burnout space including the New York Times, Proceedings of the National Academies of Science, the New England Journal of Medicine, JAMA, Academic Medicine, and NPR's All Things Considered.



Steve Mrozowski, CPPS, FACHE
Partner, High Reliability Care

Steve is a Partner in High Reliability Care with Chartis. He brings more than 25 years of healthcare experience in emergency medical services, quality, safety, and high reliability organizing principles.

Greeley has confirmed that none of the faculty/presenters or contributors has any relevant financial relationships to disclose related to the content of this educational activity.

COURSE DESCRIPTION

Enhancing workforce retention, promoting wellbeing, reducing turnover, and preventing burnout are key priorities for all leaders. The stability and overall health of the workforce play a crucial role in determining an organization's success in achieving its mission, vision, and strategic goals. This three-day seminar focuses on identifying the main factors contributing to burnout among physicians (by specialty), nurses, APPs, and other healthcare professionals. It provides a structured approach to initiating positive changes, offering tailored insights for different specialties such as neurosurgeons, nurses, and environmental service workers. Through proven action planning strategies, practical tips, and interactive sessions, participants are equipped with the necessary tools to make a meaningful impact.

PROGRAM GOAL

To provide current and developing leaders with new knowledge and skills to improve burnout and distress to meet strategic objectives.

LEARNING OBJECTIVES

Upon completion of this program, participants should be able to:

- Identify a structured approach for identifying groups of employees vulnerable to turnover.
- Describe insight into the primary concerns and challenges specific to job families and medical specialties.
- Describe techniques for fostering leadership alignment.
- Identify awareness of common pitfalls and how to navigate them. Understand ambulatory networks in the scheme of hospital governance.
- Describe an organizational alignment and accountability model structure to implement improvement activities.
- Describe the relationship between the 5 high reliability principles and successful action planning.

AGENDA

Cracking the Burnout Code | 3 Day National Agenda

San Diego, CA | January 29-31, 2026

DAY 1 - JANUARY 29, 2026

7:00 – 8:00 AM Breakfast

Understanding Burnout: From individual to systems, definitions, impact and cost

8:00 – 10:00 AM

- Data on safety, patient satisfaction, and malpractice
- Understand turnover findings, turnover measurement and turnover intention
- Personal stories and multi-factorial nature of causes
- Health professionals as biological and psychological assets with predictable needs

10:00 – 10:15 AM Break

- 10:15 – 12:15 PM**
- A holistic system that finds what matters: Maslow's Hierarchy applied to health professional wellbeing**
- Maslow's Hierarchy Categories
 - Physiological and mental health
 - Physical and Emotional Safety
 - Respect by things and people
 - Appreciation, Belonging and Connection and Joy and Impact.
 - Dashboard introduction: Finding the interventions that will have impact

12:15 – 1:15 PM Lunch

DAY 2 - JANUARY 30, 2026

7:00 – 8:00 AM Breakfast

- Deeper Dive: Levels 3, 4 and 5 of the Maslow's Hierarchy**
- Respect by things and objects
 - Accountability; Appreciation, Belonging and Connection
 - Joy in Medicine

- 8:00 – 10:00 AM**
- Role Specific Findings and key interventions by profession**
- Physicians (Primary Care, Specialists, ER, Hospitalists, Perioperative)
 - APP's
 - Nurses and Nurse Managers, Directors, CNO's and CNE's
 - Techs, Therapists,
 - Pharm, social work,
 - MA's, CNAs,
 - Food services, environmental services, transport workers

10:00 – 10:15 AM Break

- 10:15 – 12:15 PM**
- Safety Alignment, surfacing data to the right individuals, leader to work connections**
- Data visualization and action-oriented dashboards
 - Applying assessment tools to safety culture assessments

12:15 – 1:15 PM Lunch

DAY 3 - JANUARY 31, 2026

7:00 – 8:00 AM Breakfast

- 8:00 – 10:00 AM**
- High reliability framework**
- Overview of high reliability principles
 - Alignment and accountability models – domain- and unit-based teams
 - Considering human factors in healthcare to evaluate for burnout causes

10:00 – 10:15 AM Break

- 10:15 – 12:00 PM**
- Putting it together: interactive case studies**