

Leadership of Rady Children's Hospital San Diego adopts data-driven approach to reduce physician burnout and turnover

The vision

With burnout, turnover, and skepticism worsening in the future, leaders at Rady Children's Hospital San Diego (Rady Children's) sought an approach to improve the culture. After previous efforts fell short, they knew they needed an effort that would produce visible impact, improve collaboration, and ensure physicians felt heard and appreciated.

Co-creating the solution

Rady Children's partnered with Chartis to create a high-level strategy and data-informed plan to target the underlying causes of burnout. The organization sought systematic input from physicians and launched a survey with specialty-specific questions to identify granular drivers of burnout and turnover by division. This input then informed action plans. Committed to accountability and transparency, leaders leveraged town hall meetings and other physician-specific communications to share progress and identify ways to improve staffing, advance support, and reduce administrative burden.

Believe in better

With executive champions and a well-defined roadmap to foster shared ownership of cultural enhancement initiatives, the organization has made mitigating physician burnout a strategic priority. Division-specific strategies provide focused and sustained interventions to produce meaningful change. In addition, leadership commitment to wellness builds trust and positions the organization as a cohesive team—ready to embrace operational changes effectively.

Meaningful outcomes

Collective initiatives to reduce physician burnout and improve overall culture at Rady Children's Hospital San Diego have yielded the following results over a 2-year period:

75%

of divisions reported improvements in physician burnout

82%

of divisions reported reduced turnover

\$7.5M-\$10M

in physician recruitment costs saved

Building to better

To reduce physician burnout, hospitals and health systems should:

- Collect specialty-specific data to identify root causes of burnout.
- Prioritize reduction of physician burnout and turnover as strategic goals.
- Forge partnerships between hospital operations and physician leaders to improve culture.

Authors



Dan Shapiro, PhD

Senior Partner and Executive Director, Chartis Center for Burnout Solutions

dshapiro@chartis.com



Amanda Pearl, PhD

Associate Partner, Chartis Center for Burnout Solutions

apearl@chartis.com



Adnan Siddique

Engagement Manager, Chartis Center for Burnout Solutions

asiddique@chartis.com



The challenges facing US healthcare are longstanding and all too familiar. We are Chartis, and we believe in better. We work with over 900 clients annually to develop and activate transformative strategies, operating models, and organizational enterprises that make US healthcare more affordable, accessible, safe, and human. With over 1,000 professionals, we help providers, payers, technology innovators, retail companies, and investors create and embrace solutions that tangibly and materially reshape healthcare for the better. Our family of brands—Chartis, Jarrard, Greeley, and HealthScape Advisors—is 100% focused on healthcare and each has a longstanding commitment to helping transform healthcare in big and small ways.

© 2026 The Chartis Group, LLC. All rights reserved. This content draws on the research and experience of Chartis consultants and other sources. It is for general information purposes only and should not be used as a substitute for consultation with professional advisors.