John La Puma, MD

Physician on Burnout, Sleep and Focus. Two-Time New York Times Bestselling Author of Indoor Epidemic

You're Living Like a Zoo Animal: Captivity Biology and the Real Cause of Burnout Your people are tired, foggy and short-tempered. They call it burnout. They also spend 93% of their lives indoors. No horizon, stale air, a box. Dr. La Puma shows what that does to sleep, attention and mood, and gives the smallest dose of outdoor time the evidence supports: 17 minutes a day, or 2 hours a week. After one short talk, Edelman put all five of its New York offices outside every Wednesday at noon.

Ultraprocessed Time: Why Smart Teams Cannot Focus The New York Times adopted his phrase. Ultraprocessed time is the hours spent indoors and on screens, without daylight, distance or other people. It is convenient. It costs sleep, attention and decision quality. Leaders learn to spot it on a calendar, and what to change without changing work hours.

The 17-Minute Prescription: An Outdoor Rx a Team Can Start on Monday The objection is time. Nobody has any. This asks for 17 minutes. Built on a review of 2,200 studies: morning daylight, distance for the eyes, a walk at noon. No new apps. No guesswork. In a four-week pilot with a desk workforce, burnout scores dropped significantly ($p = .018$).