Mastery, Meaning, Connection and Resilience

Fostering Wellness in the Workplace
November 17, 2014

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To begin thinking about resilience …

- Every workplace has its own culture, resources, problems and history.

- Everything seems to be a moving target.

- Emerging range of solutions all reinforce need for a localized menu & multifaceted approach.

- Today's conference is a chance to think anew.
Resilience

- The ability to adapt in healthy ways to adversity
  - Ongoing process of interacting with life challenges

- Contributing factors:
  - Caring and supportive mutual relationships
  - Communication skills
  - Self-confidence
  - Emotional self-regulation
  - Realistic goal implementation
  - Self-compassion

Gerner, MGH  Positive Psychology  course 2013
Intersecting dimensions of resilience

- Individual / personal (& their outside supports)
- Local teams / systems
- Greater organizational system

Awareness and actions promoted within each and all collaborating over time is most effective.
Health Team well-being (resilience – burnout)

Quality of care (safety – errors)

Active renewal & collaboration

Quality of caring (empathy - detachment)

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Work life 2014 ...

When was your last stress test?
Well, I went to work yesterday.
<table>
<thead>
<tr>
<th>Our psychological strengths</th>
<th>=&gt;</th>
<th>Our psychological vulnerabilities</th>
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<tbody>
<tr>
<td>Thoroughness</td>
<td></td>
<td>Over-compulsiveness</td>
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<tr>
<td>Commitment</td>
<td></td>
<td>Over-commitment</td>
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<tr>
<td>Doing everything “right”</td>
<td></td>
<td>Inability to admit mistakes</td>
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<tr>
<td>Healthy skepticism</td>
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<td>Need for certainty</td>
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<tr>
<td>Altruism, stoicism, hard work</td>
<td></td>
<td>Neglecting self-care and family</td>
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<tr>
<td>Caring</td>
<td></td>
<td>Compassion fatigue</td>
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<td>Rationality</td>
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<td>Emotional distance</td>
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<tr>
<td>Self-criticism</td>
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<td>Self-deprecation</td>
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Work drains escalating…

- Longer hours
- Many meetings
- Constant interruptions
- Deadline pressures
- Productivity increasing yet lesser resources
- Tedious tasks especially with EHR ("pixels or people?")
- Uncertainty / insecurity
- Rapidly changing health care system
- Less control & increasing expectations
- Silo work environment / peer disconnection
These factors interact => **Stress**

- Excessive stress => excessive / prolonged cortisol release => increased body-wide inflammation which:
  - Damages blood vessels & B/P increase
  - Damages Central Nervous System cells
  - Reduces Insulin response => promotes diabetes
  - Promotes joint diseases
  - More risk for common cold / weight gain / slowed wound healing / sleep dysfunction / heart disease / depression / peptic ulcers / multiple GI disorders / escalates MS pain / medically unexplained symptoms …
  - ~ 30% of work-related illness from stress (Inter.Labor Org.)
  - Aetna found $2,000 health costs/yr related to variation in stress lvl.
Stress associated health issues

Stress related weight gain due to:

- Burning off less calories => 11 # weight gain/yr
- ~ 40% will increase food intake => conditioned overeating
- Stimulates preference for sugar/fat/starchy food => mood & energy swings
- Increased insulin level & less fat oxidation => more fat storage (especially abdominal fat) Lilian Cheung, D.Sc., RD / Kiecolt-Glaser Biol Psychiatry 2013

- More distractibility / self-centered thinking / decreased decision making ability / concrete thinking => Behavioral Ruts

- Aetna found $2,000/yr in health costs related to varying stress levels & $3,000/yr/person more productivity resulting from their in-house wellness program (Huffington Post 9.23.14)
Chronic Stress => Behavioral Ruts

Too much stress / unrealistic expectations =>

providers fall into automatic / default routines rather than flexibly responding =>

responses less corrective =>

more rigid / less aligned with own values =>

more stress =>

etc. etc. ....

Angier Brain as Co-conspirator in Vicious Stress Loop NYT 8.2009
Anxiety-Performance Response Curve

Flow

Performance Level

Level of Anxiety

Boredom

Panic
All these promote symptoms of **Burnout**

- **Emotional exhaustion**
  - Emotionally overextended and exhausted by work

- **Depersonalization**
  - Negative, cynical attitude, treating others / patients as objects

- **Sense of low personal accomplishment**
  - Feelings of incompetence, inefficiency and inadequacy
Multiple Risk Factors for Burnout

- Overwork / under sleep
- Low control / high responsibility
- Reduced self-care
- Reduced self-awareness
- Limited support / relationships with others
- Difficult communications
- Inability to live up to one’s own standards
  - “Imposter syndrome” / not being enough / perfectionism
- Feeling of depression / grief / guilt in response to losses
- Erosion of values / meaning in work
- Imbalance between personal & professional life
Burnout Health Risks

- Increased physical problems (prior slide)
- Increased mental health problems (prior slide)
- Increased risk of chemical misuse
- Reduction in commitment & engagement
  - Reduction of meaning in work (cynicism)
- Increasing sense of guilt / unworthiness
- Loss of direction / purpose
- Increased home conflicts

Shanafelt  CMA Physician Health conference 2012
Center JAMA 289:3;161 2003
Individual’s Burnout impacts others

- Less present / available
  - Reduced satisfaction of contacts
  - Reduced compliance / engagement by others
- Prone to reflexive, rigid & reactive responses
- More emotionally exhausted => reduction in available knowledge base
- Stressed => impaired skills & reasoning

Risks to Team & Organization

- Morale diminished / clashes increase
- Less creativity / flexibility
- Increased errors / omissions
- Work ethic decreased / “presenteeism” => productivity declines
- Earlier retirement / disability due to illness
- Attrition rates increase => costly new hires, training and ramp-up time (for any team member)
US ↔ THEM
Mental Rat Race ...
Engaged & Rewarding work
Responses to challenges at any level

- **Unhealthy reactions** *(reflex reacting)*
  - Unskillful behaviors we “can’t keep from doing”

- **“Survival skills”** *(habits)*
  - Help us get through a tough time, but eventually destructive if primary / chronic (especially if proud of these => culture of endurance)

- **Growth; healthy coping and changing** *(flexible response)*
  - Requires active cultivation in self and workplace
  - Maintains homeostasis = promotes resilience

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What prevents burnout?

- Individual resilience practices
  - Leisure time activities / scheduled time-outs
  - Contact with colleagues
  - Cultivation of relationships with family and friends
  - Acknowledgement of uncertainty / errors to learn
  - Clear personal boundaries
  - Building professionalism (self-education/teaching)
  - Self-organization
  - Personal reflection / awareness
  - Spiritual practices

Zwack, J Resilience Strategies of Experienced Physicians Acad. Med. 88: 382
What prevents burnout?

- Individual useful attitudes
  - Realism & acceptance
  - Self-awareness / evaluation of life experience
  - Recognizing when change is necessary
  - Appreciate the good things

- Job related collaborative programs
  - Gratification in personal interactions
  - Gratification in professional mastery & meaning
  - Autonomy to improve the downsides of job

Zwack, J Resilience Strategies of Experienced Physicians *Acad. Med.* 88: 382
Three Keys for employee satisfaction: Autonomy

• Promotes creative & self-driven work often better than pure $ rewards

• Desire autonomy over:
  – Task (what they do)
  – Time (when they do it)
  – Team (Who they do it with)
  – Technique (how they do it)

Pink, D Drive 2013
Three Keys for employee satisfaction: Mastery

- A mover from compliance towards engagement
- Promote “flow” = challenges matching abilities
- Promote providers capacity as improvable
- Acceptance of this as continual journey rather than set goal = requires “grit”
- Opportunities for focused effort/practice

Pink, D *Drive* 2013
Three Keys for employee satisfaction: Purpose / Values

- Profit/margin as mutually supporting purpose maximization:
  - Goals using profit to support purpose
  - Goals/mission/actions that go beyond organizations self-interest
  - Policies which allow providers to pursue their sense of purpose in daily work

Pink, D Drive 2013
United you / we stand

- Worker should not be in isolation
  - Have a trusted colleague or two along
  - Be mentored / mentor others
  - Be involved in team efforts
  - Find/build a “connection place” = time with peers
  - Maintain a personal support system be it
    - formal (support groups/therapy) or
    - informal (life partner / family / community volunteer ...)

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High Functioning Primary Care Practices

“Site visits to 23 high-performing primary care practices nation-wide evaluating distribution of functions amongst the team, using technology to their advantage, improve outcomes with data, and made the job of primary care feasible and enjoyable”

Major findings included:

- Proactive planning of care
- Expanded sharing of clinical care more among team members
- Expanded sharing clinical tasks among team members
- Improved timely communication via voice-mail & in-box management
- Improved team functionality through co-location, meetings and work flow mapping

Stinsky et al In Search of Joy in Practice  Ann Fam Med 2013;11;272-278
Mindful Practice

(one individual resource)

Moment-to-moment purposeful attentiveness to one’s own mental processes during everyday activities with the goal of practicing with clarity and compassion
Mindfulness Impact on Working in a High-Stress Environment

- 3 groups of HR personnel tested on completing complex tasks in a very distracting/multitasking environment then:
  - Gp1) completed 8 week MBSR course then tested again
  - Gp 2) wait listed, then re-tested, then completed 8 week MBSR course and retested for a third time
  - Gp 3) 8 week body relaxation training then retested

- Only those trained in MBSR:
  - Had increased daily mindfulness and attention to environment
  - Stayed on assigned tasks longer / made fewer task switches
  - Had less negative emotions/fatigue-inertia after task completion
  - Improved memory for tasks performed (as did “relaxers”)

Training in (+) outlook improves function / counters culture of (-) anxiety

- **Exercise**  (Babyck et al 2007)
- **Meditation**  (Dweck, 2007)
- **Journaling**  (Slater & Peenebaker 20006)
- **Random Acts of Kindness**  (Lyubonoursky 2005)
- **Seeking 3 New Gratitudes per day** * (Emmons & McCullough 2003)

TED.com – Shawn Achor - Creating positive change
Manage Your Energy, Not Your Time

- Trialed in financial /automotive/electronics firms
- Programs of mutually reinforcing personal training:
  - Physical / Nutritional
  - Emotional Energy
  - Mental Energy
  - Spiritual Energy
- Plus organizational support of these efforts
- Participants compared to controls over the next year had:
  - Revenues increased 13 to 20 %
  - Relationships with clients improved in 68%
  - Better focused on and aware of what is important in their work (& lives)

Workplace options

- Leadership support (Mindful Leadership course)
- Leaders modeling self-care (Go home on time / no 2 am e-mails …)
- Reducing tedium / metrics & EHR frustrations (Scribes)
- Training in interpersonal competency (communication / conflict resolution)
- Peer connection/counseling/coaching & mentoring
  - New hire orientation & support
  - Focused support for those in crisis
  - Ongoing support / assistance as needed by any provider
- Collaborative problem solving
- Resilience training (Yoga, Balient Gp., MBSR, (+) Psych training …)
- Team & Techno-work (Sinsky Finding the Joy In Practice Ann Fm Med 2013)
- Ongoing evaluation and innovation (Dunn P M Meeting the Imperative to Improve Physician Well-Being J Gen Intern Med 2007)
Workplace examples

- Brigham & Women’s peer-to-peer support
- Cleveland Clinic Coaching & Mentorship program
- Oxford Radcliff Hospitals two year Resilience and Occupational Health program for all new attendings.
- South Australia primary care based check-up program to evaluate well-being & provide prevention care => malpractice insurance discounts.
- On-site gym / yoga / mindfulness classes
- Mayo Clinic Balsent / cross-professions support groups
US ⇔ THEM

What generates it?
How to approach / unravel this perception / belief / experience?
Vocation
does not mean a goal that I pursue. It
means a calling that I hear.

Before I can tell my life what I want to do with it, I
must listen to my life telling me who I am.

I must listen for the truths and values at the heart
of my own identity, not the standards by which I
must live, but the standards by which I cannot help
but live if I am living my own life.

Parker Palmer
Be well
Burnout by Medical Specialty 2011

- 7288 physicians and 3442 working U.S. adults compared using Maslach Burnout Inventory
  - Overall 45.8% of physicians reported at least one of the three symptoms of burnout

- Compared to High School graduates the Odds Ratio for Burn-Out in higher education gaps was:
  - Bachelor’s degree OR = 0.80 P = 0.48
  - Master’s degree OR = 0.71 P = .01
  - PhD / professional degree OR = 0.64 P = .04
  - MD or DO degree OR = 1.36 P < .001

- Highest rates amongst those in front lines of care
  - Emergency Medicine ~ 65%
  - Gen. Int. Med. ~ 56%
  - Neurology ~ 55%
  - Family Medicine ~ 54%

“Sometimes “leader” seems to mean “person who deals with problems nonstop from morning till night.” What if you could hit the “pause” button on your day, step back, and meet your challenges with a sense of space and clear focus? And what if you had a way not just of “getting things done,” but ensuring that what does get done connects with your deepest values?

Clarity, focus, creativity, and compassion: these are the fundamentals of mindful leadership.”

http://instituteformindfulleadership.org
Battling Business Burnout

- **OUTSOURCE** – Keep your primary role what you do best and find and pay other professionals to do the rest.

- **PLAY/LEARN** – Maintain and explore other interests unrelated to work.

- **CONNECT/SHARE** – connect with other like professionals and share ideas

- **TAKE A REAL VACATION** – no cell phones / pads / work to do.
Other approaches

• For individuals:
  - Identifying values & integrating them into work & personal life.
    - reflection / peer-peer or group conversations
    - Meaning in Medicine groups
  - Optimize Career fit / Mastery
  - Enhance skills for difficult tasks
    • Delivering bad news / conflict management / administration skills
  - Build Resilience strategies & skills
  - Negotiate more autonomy & work at higher levels of training