

**RESILIENCE:
FINDING JOY AND
PURPOSE IN MEDICINE**

**Amy Locke,
MD, FAAFP,
ABIHM**

RESILIENCE

Resilience is the capacity to respond to stress in a way such that goals are achieved at minimal psychological and physical cost; resilient individuals “bounce back” after challenges while also growing stronger.



BURNOUT



Wolfgang Stiller, Matchstick Men

CORRELATION WITH BURNOUT

- Sense of control/autonomy
- Documentation requirements/productivity pressure
- Work hours: schedule and flexibility
- Perceived appreciation
- Poor sleep/activity level
- Perceived stress
- Job satisfaction
- Team function

PROVIDER WELLNESS

- The epidemic of poor wellness and its consequences has led to calls for the addition of health care worker wellness as a fourth component of the Triple Aim¹
- National Burnout rates
 - Residents 50-75%
 - Physicians 55%
 - 10% rise 2011-2014²



All health care professionals are at risk!

FAILURE TO RESPOND

- Individual, team and institutional consequences
 - Medical errors and worse patient outcomes
 - Patient satisfaction and adherence
 - Loss of professionalism, disruptive behaviors
 - Productivity
 - Loss of empathy
 - Physician satisfaction and engagement
 - Cost of recruitment and retention
 - Estimated \$250,000 - \$1,000,000 to replace a physician
 - Family disruption and divorce
 - Depression, anxiety, substance abuse, suicide

VISION

- The University as a “Best Place to Work”
- Creating “WOW”
 - Wellness Optimized Workplace
- Improve quality of patient care and satisfaction
- Improve faculty and staff retention
- Decrease cost
- Faculty, staff and trainees passionate about and energized by work

RESILIENCY CENTER

- Hub for coordination and support of health system wide wellness related resources
 - UME, GME, UUMG, Compassionate Workplace...
- Three Programmatic Pillars
 - Faculty / Staff Wellness Initiatives
 - Communication Skills
 - Peer to Peer Counseling
- Satellite EAP

FACULTY / STAFF WELLNESS INITIATIVES

- Provide overarching structure for faculty/staff wellness initiatives and support local innovations
- Coordinate faculty/staff wellness initiatives aimed at improving engagement and satisfaction
 - Faculty Wellness Champion program
 - Mindfulness individual and team resilience sessions
- Track outcomes/metrics and share best wellness practices across the health system
- Disseminate knowledge, provide new evidence and inform best practices

COMMUNICATION SKILLS PROGRAM

- Improve empathy, well-being, capacity to relate to patients; decreased psychological distress
- Modeled on the Utah Certificate of Palliative Education (UCoPE)
 - Practical interactive didactic sessions
 - Simulations
- Support needs of other health system initiatives
 - Palliative care
 - UUMG workforce engagement

PEER TO PEER SUPPORT PROGRAM

- Provide support immediately after an event
 - Facilitate psychological recovery
 - Mitigate adverse effects
-
- Trained volunteers
 - Modeled on Stanford program

SATELLITE EAP

- Direct counseling on site
- Seminars and workshops
- Post incident crisis assistance

SUMMARY

- Transform our approach to faculty/staff wellness and resilience by bringing together the extensive programs already in existence, building new resources and creating a coordinating hub
- Establish University of Utah Health as a national leader in faculty/staff wellness
- Strengthen what makes the University of Utah such an attractive place to learn and work

Faculty/Staff Wellness Initiatives



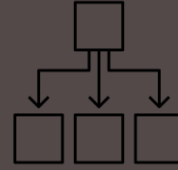
Created by Hea Poh Lin from Noun Project



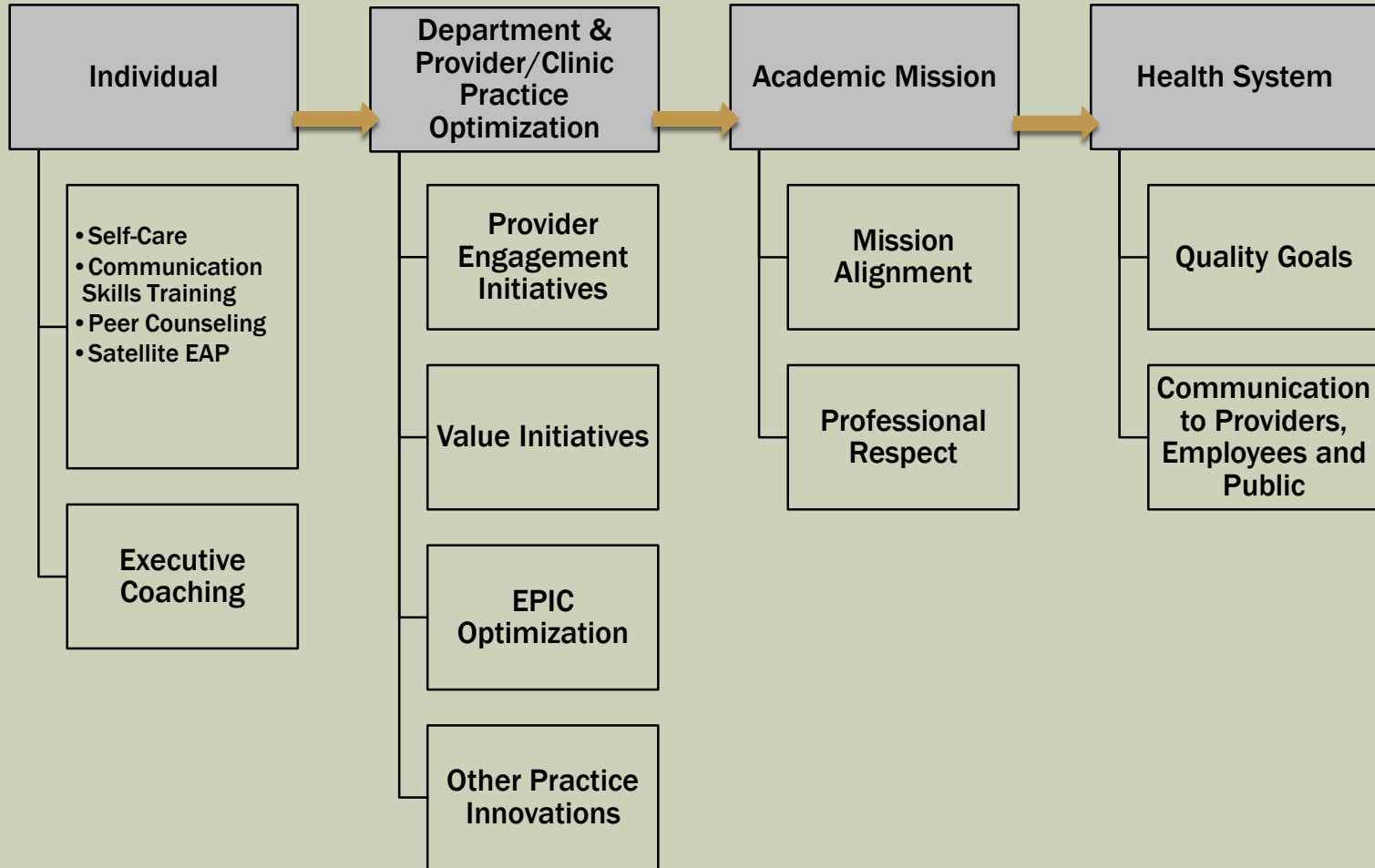
Created by Hea Poh Lin from Noun Project



Created by Hea Poh Lin from Noun Project



Created by Juan Pablo Bravo from Noun Project



APPLYING PRINCIPLES OF RESILIENCE

Individual

DON'T ASK US TO BE MORE RESILIENT

Resilience Training



LETDOTORSBEDOTORS.COM

https://www.youtube.com/watch?v=xB_tSFJsjsw

FEATURES OF HEALTH CARE PROFESSIONALS

- Delayed gratification
- Perfectionist
- Competitive
- Put others first
- Repressed emotions

- “Put your head down and push through”

WHAT MAKES A PERSON MORE RESILIENT?



Research Report

If Every Fifth Physician Is Affected by Burnout, What About the Other Four? Resilience Strategies of Experienced Physicians

Julika Zwack, PhD, and Jochen Schweitzer, PhD

TRAITS ASSOCIATED WITH RESILIENCE

■ Sources of gratification

- Doctor-patient relationships
- Efficacy of medical decision making/abilities

■ Behavioral routines

- Leisure activities
- Relationships
 - Colleagues
 - Family/friends
- Admit when don't know
- Personal reflection
- Work boundaries
- Limit work hours/take vacation

■ Attitudes

- Acceptance and realism
- Self awareness/monitoring
- Appreciating the good things
- Interest in person behind symptoms
- Recognizing when change is necessary

OTHER FACTORS

- Laughter
- Spending time outside
- Exercise
- Sleep
- Mindfulness
- Forgiveness



WHO WELLNESS DEFINITION

Wellness is the optimal state of health of individuals and groups. There are two focal concerns: the realisation of the fullest potential of an individual physically, psychologically, socially, spiritually and economically, and the fulfillment of one's role expectations in the family, community, place of worship, workplace and other settings.

WELLNESS WHEEL



THE CONTINUUM OF HEALTH



**Poor
health**

**Optimal
health**

FOUNDATIONS OF HEALTH

■ Foundations of Health

- Nutrition
- Sleep
- Physical activity
- Love
- Relaxation/calm mind
- Spirit

■ Building Resilience

- Joy
- Meaning
- Purpose
- Relationships
- Mindset
- Mindfulness

LIFESTYLE

- What is your priority?
- Focus on short term benefits
 - Focus
 - Energy
 - Attention



JOY

- Camaraderie
- Control
- Purpose



Swensen et al. J Healthc Manag 2016

FULFILLMENT

- Happiness
- Self worth
- Self efficacy
- Satisfaction

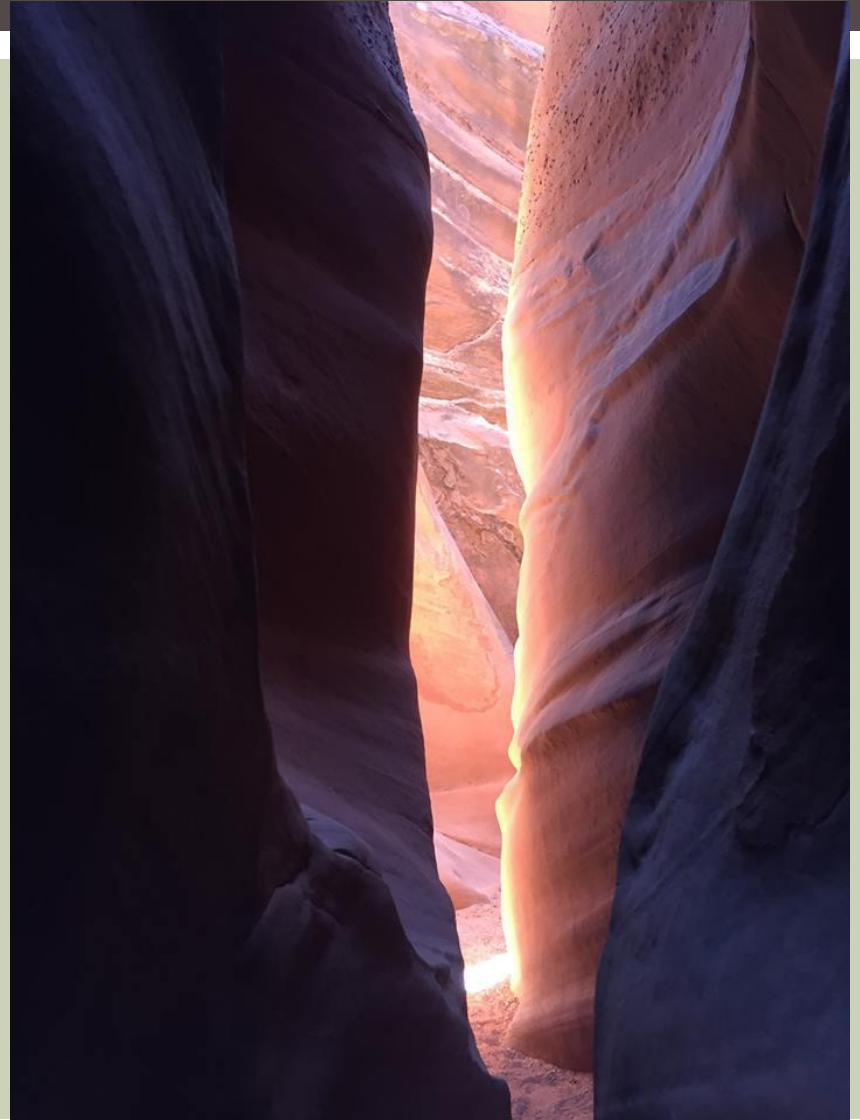
- Better target than burnout

- Factors most strongly associated
 - Perceived appreciation
 - Peer support



STRESS

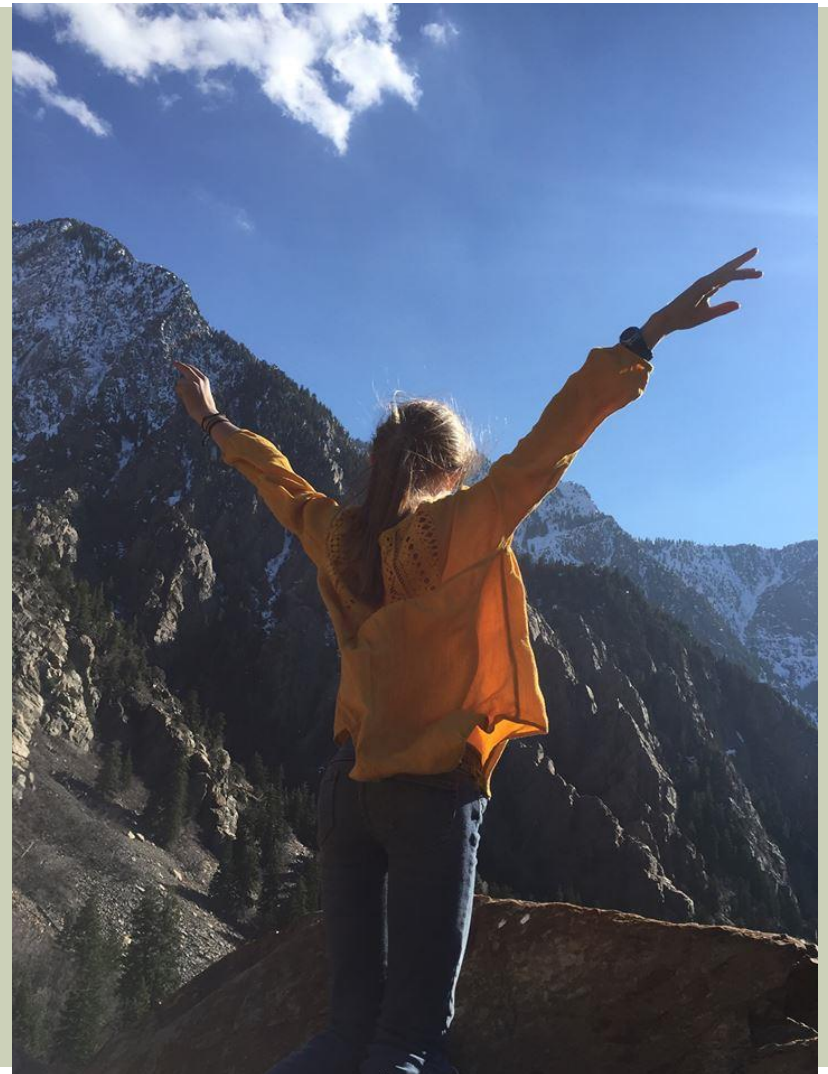
- Perspective: the goal is not to eliminate stress
- How much is too much?
- How to find help when you're in too deep?



MINDSET

- “Stress as helpful”¹
 - Reframe physiologic response
- Changing mindset improves performance²
- Fixed vs. growth mindset³
 - Imposter syndrome

1. McGonigal, Upside of Stress 2015
2. Jamieson et al. J Exp Soc Psychol 2010
3. Dweck, Mindset 2006



MINDFULNESS

- Bringing non-judgmental awareness to the present moment
- Improved health (depression, anxiety, chronic pain)^{1,2}
- Decreased absenteeism³
- Decreased physician burnout⁴
- Improved patient centered approach to care⁵
- Higher patient ratings⁶
- Faculty training has downstream effects⁷:
 - trainees, staff and patients

BALANCE



CREATING A LIFE AND CAREER

- What do you want/love?
- What gives you pleasure?
- What is your mission?
- Does your mission match your job?
- Who are your mentors?
- Time spent:
 - Too much?
 - Too little?



EXERCISE

- Take a few minutes to write down the following:
 - Something you love about your work
 - Something you'd like to change
 - Something for which you are grateful (related to your work)



APPLYING PRINCIPLES OF RESILIENCE

The Team

SUPPORTING OTHERS

- Mentorship
- Role Model
 - Support and promote self care
- Decreased burden
 - Team members work at top of their license
 - EMR optimization
 - Support flexible schedules
- Team function
- Control
- Compassion and Appreciation
 - Don't be afraid to recognize suffering and speak up

- Burnout is contagious but so is happiness

IN SEARCH OF JOY IN PRACTICE

Working at Starbucks would be better.

Benjamin Crocker, MD, October 3, 2007

I look forward to going to work each day. I'm loving it!

Benjamin Crocker, MD, July 13, 2011

RESOURCES

- **AMA Steps Forward Modules**
 - Improving physician resiliency
 - Preventing physician burnout
 - Physician wellness: preventing resident and fellow burnout
- **Worklife and Wellness in Academic General Internal Medicine.** Linzer et al. J Gen Intern Med 2016
- **Stanford Wellness**
 - <http://wellmd.stanford.edu>
- **Switch, Chip and Dan Heath**
- **The Upside of Stress, Kelly McGonigal**

QUESTIONS