RESILIENCE: FINDING JOY AND PURPOSE IN MEDICINE

Amy Locke, MD, FAAFP, ABIHM
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
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 Aim.\(^1\)

**National Burnout rates**
- Residents 50-75%
- Physicians 55%
  - 10% rise 2011-2014\(^2\)

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

- Estimated $250,000 - $1,000,000 to replace a physician
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
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

Individual
- Self-Care
- Communication Skills Training
- Peer Counseling
- Satellite EAP

Department & Provider/Clinic Practice Optimization
- Provider Engagement Initiatives
- Value Initiatives
- EPIC Optimization
- Other Practice Innovations

Academic Mission
- Mission Alignment
- Professional Respect

Health System
- Quality Goals
- Communication to Providers, Employees and Public

Executive Coaching

Faculty/Staff Wellness Initiatives

Value Initiatives

Mission Alignment

Provider Engagement Initiatives

Professional Respect

Communication to Providers, Employees and Public
APPLYING PRINCIPLES OF RESILIENCE
DON’T ASK US TO BE MORE RESILIENT

Resiliency Training
LETDOCTORSBEDOCTORS.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
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.

WHO, accessed October 30, 2006
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
What is your priority?
Focus on short term benefits
- Focus
- Energy
- Attention
Camaraderie
Control
Purpose

Happiness
Self worth
Self efficacy
Satisfaction

Better target than burnout

Factors most strongly associated
- Perceived appreciation
- Peer support

Trockel et al. Stanford
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 performance\(^2\)
- Fixed vs. growth mindset\(^3\)
  - Imposter syndrome

1. McGonigal, Upside of Stress 2015
3. Dweck, Mindset 2006
MINDFULNESS

- Bringing non-judgmental awareness to the present moment
- Improved health (depression, anxiety, chronic pain)\(^1,2\)
- Decreased absenteeism\(^3\)
- Decreased physician burnout\(^4\)
- Improved patient centered approach to care\(^5\)
- Higher patient ratings\(^6\)
- Faculty training has downstream effects\(^7\):
  - trainees, staff and patients

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
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

Sinsky et al. Ann Fam Med 2013
RESOURCES

- AMA Steps Forward Modules
  - Improving physician resiliency
  - Preventing physician burnout
  - Physician wellness: preventing resident and fellow burnout


- Stanford Wellness
  - http://wellmd.stanford.edu

- Switch, Chip and Dan Heath

- The Upside of Stress, Kelly McGonigal
QUESTIONS