

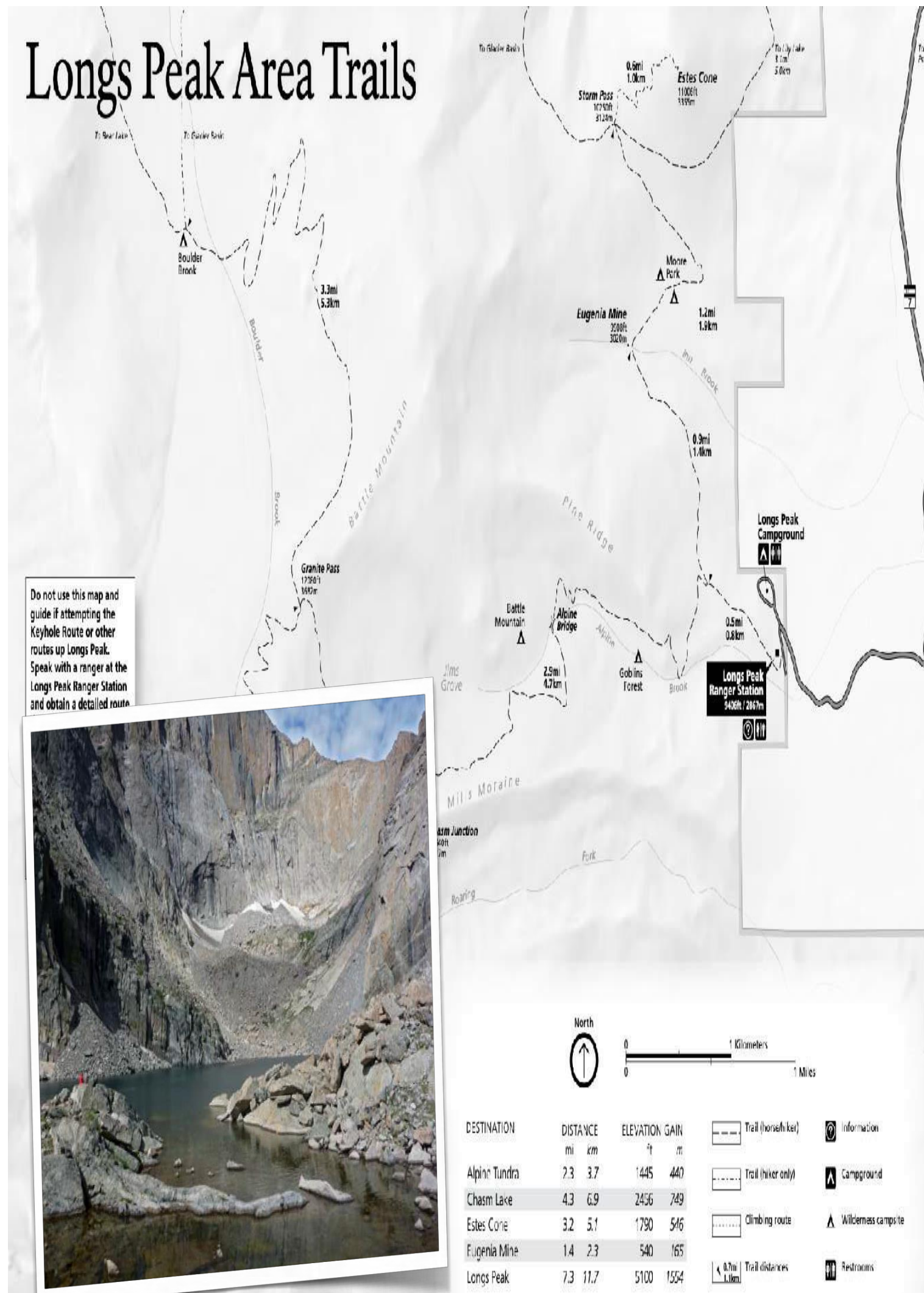
Wellness is a state of mind; Resilience is kind of a process.

Grow your resilience and adaptation skills during training

Stephanie
Zaugg DO
PharmD

Chair, GMEC Subcommittee on Wellness





Residency

Hike Plan

- Know the route
- Pack what you need
- Hike with friends
- Have a safety plan
- Be present and enjoy the adventure





Wellness
Resilience
Burnout
How to Survive
How to Thrive

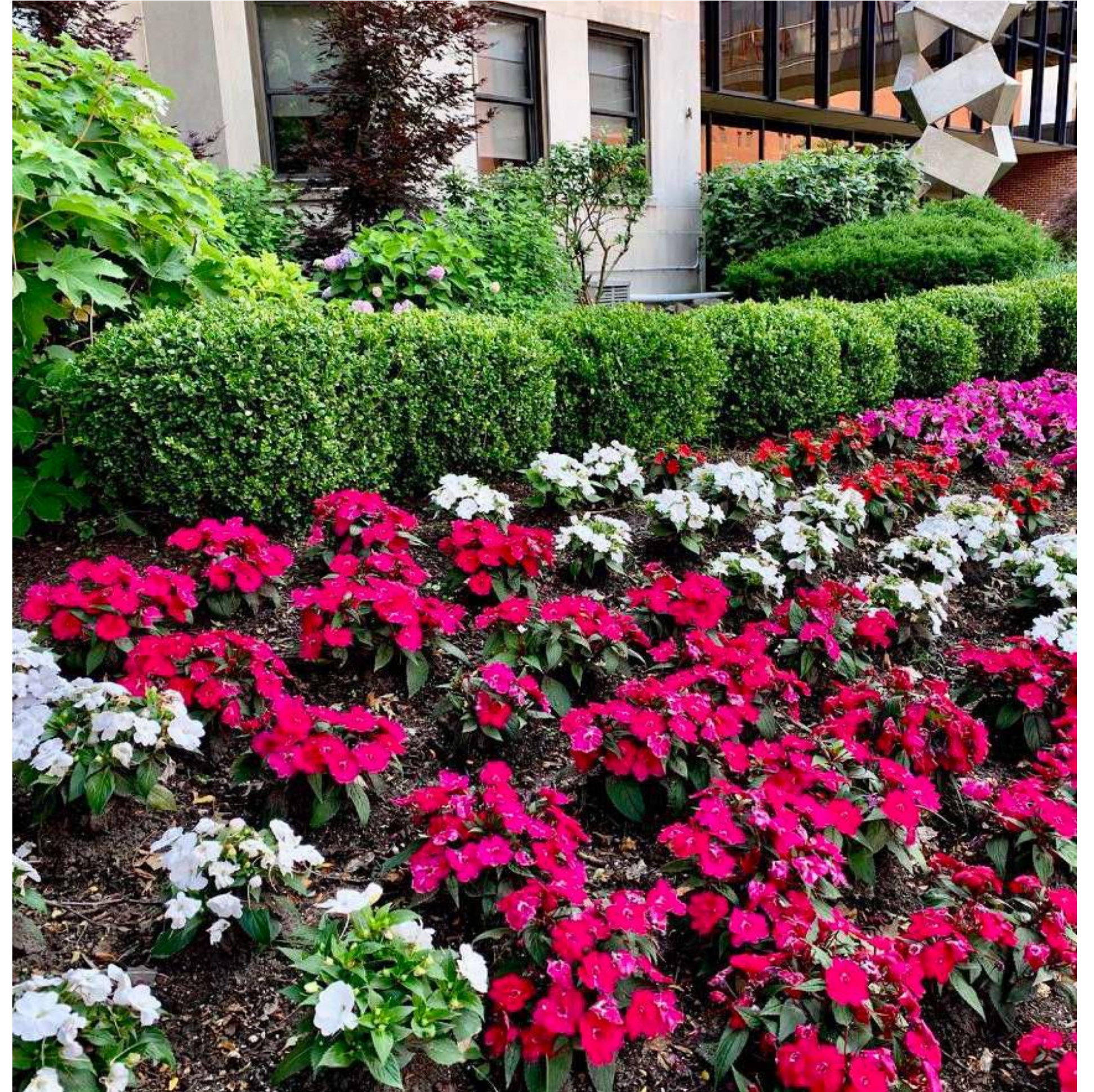
What is wellness?

It is...

- A *subjective* state
- A *blend* of nature, nurture and experiences
- Sustained by *resilience*

It is not...

- A constant *state* you will achieve
- The result of blocking all negative emotions
- Another thing to get perfect during training



Wellness defined

- Wellness is a *subjective state* related to values, attitudes, and behaviors that promote self-care, personal and professional growth, and compassion for colleagues, patients, and yourself.

Physician Well-Being: The Reciprocity of Practice Efficiency, Culture of Wellness, and Personal Resilience. Bryan Bohman, MD et al.
Stanford University School of Medicine, others.
Aug 7, 2017 NEJM Catalyst. This article originally appeared in NEJM Catalyst on April 26, 2017.
<https://catalyst.nejm.org/physician-well-being-efficiency-wellness-resilience/>



Physician Wellness is important to Patient Care

Physicians/trainees who are “well” demonstrate:

- Higher patient satisfaction ¹
- More likely to support preventative health practices in patients ²
- Lower medical errors ³⁻⁵
- Decreased post-discharge recovery times in their patients ⁶

1. Beach et al. Ann Fam Med. 2013;11(5):421-428
2. Duperly et al. BMC Public Health. 2009;9:218
3. Fahrenkamp AM et al. BMJ. 2008;336(7642):488-91
4. Shanafelt et al. Ann Surg. 2010;251(6):995-1000
5. West et al. JAMA. 2006;296:1071
6. Halbesleben et al. Health Care Man Rev. 2008;33(1):29



What is resilience?

- The ability to **bounce back** from adversity and **maintain** a high level of professional skill under stress
- Resilience **can protect** physicians from prolonged or severe burnout
- **Emotional intelligence** is the ability to, understand and manage emotions in one's self and others; it is associated with lower burnout among internal medicine residents.

Physician Well-Being: The Reciprocity of Practice Efficiency, Culture of Wellness, and Personal Resilience. Bryan Bohman, MD et al. Stanford University School of Medicine, others.

Satterfield J, Swenson S, Rabow M. Emotional intelligence in internal medicine residents: educational implications for clinical performance and burnout. Ann Behav Sci Med Educ. 2009;14: 65-68.



Resilience: a dynamic process

Resilience is more than just not burning out. Instead, it involves

- positive adaptation
- development of personal resources
- personal growth
- ‘hardiness’

1. Wagnild GM, Young HM. Development and psychometric evaluation of the resilience scale. J Nurs Meas 1993; 1(2): 165–178.
2. Fertleman C, Carroll W. Protecting students and promoting resilience. BMJ 2013; 347: f5266.
3. Taku K. Relationships among perceived psychological growth, resilience and burnout in physicians. Pers Individ Dif 2013; 59: 120–123.
4. Unrath M, Zeeb H, Letzel S, et al. Identification of possible risk factors for alcohol use disorders among general practitioners in Rhineland-Palatinate, Germany. Swiss Med Wkly 2012; 142: w13664.
5. Resilience of primary healthcare professionals: a systematic review Robertson H. et al. Br J General Practice June 2016. DOI: 10.3399/bjgp16X685261

“Resilience permits the professional to manage demand assisted by external supports (both from within and beyond work). Resilience in the professional is represented by continuing to perform well, adapting to changing circumstances, and maintaining a sense of professional and personal fulfillment.” 5

What is burnout?

- ‘... a persistent, negative, *work-related* state of mind in “normal” individuals that is primarily characterized by exhaustion, and is accompanied by distress, a sense of reduced effectiveness, decreased motivation and the development of dysfunctional attitudes and behavior at work.’

Rossouw L, Seedat S, Emsley RA, et al. The prevalence of burnout and depression in medical doctors working in the Cape Town Metropolitan Municipality community healthcare clinics and district hospitals of the Provincial Government of the Western Cape: a cross-sectional study. S Afr Fam Pract 2013; 55(6): 567–573.

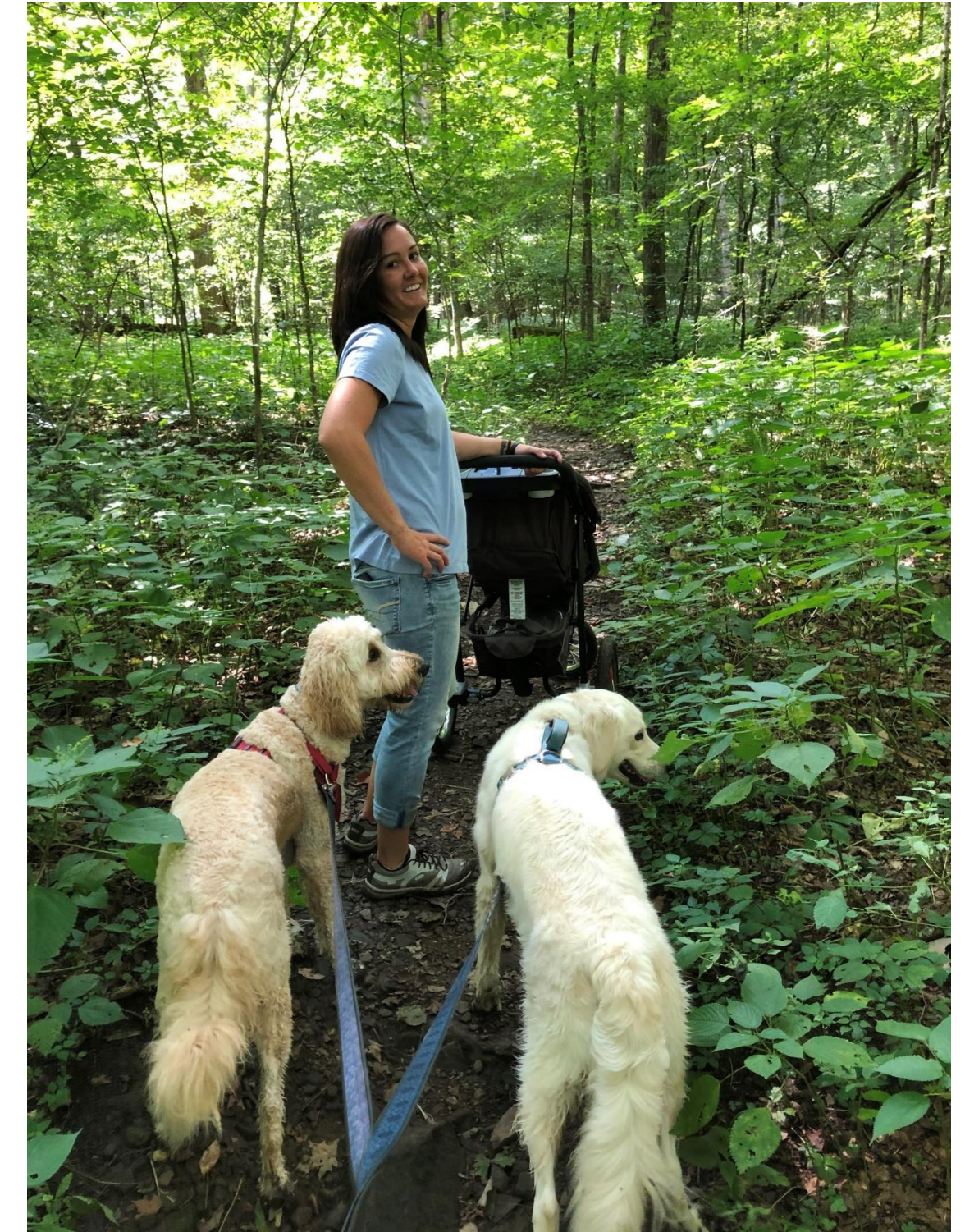
**It's often
gradual in
onset.**



What are the features of physician/clinician burnout? (Maslach)

An **occupational syndrome** characterized by

- **Emotional exhaustion** (energy depletion)
- **De-personalization** (cynicism or negativism related to one's job)
- **Low sense of accomplishment or efficacy** (lack of satisfaction in your work)

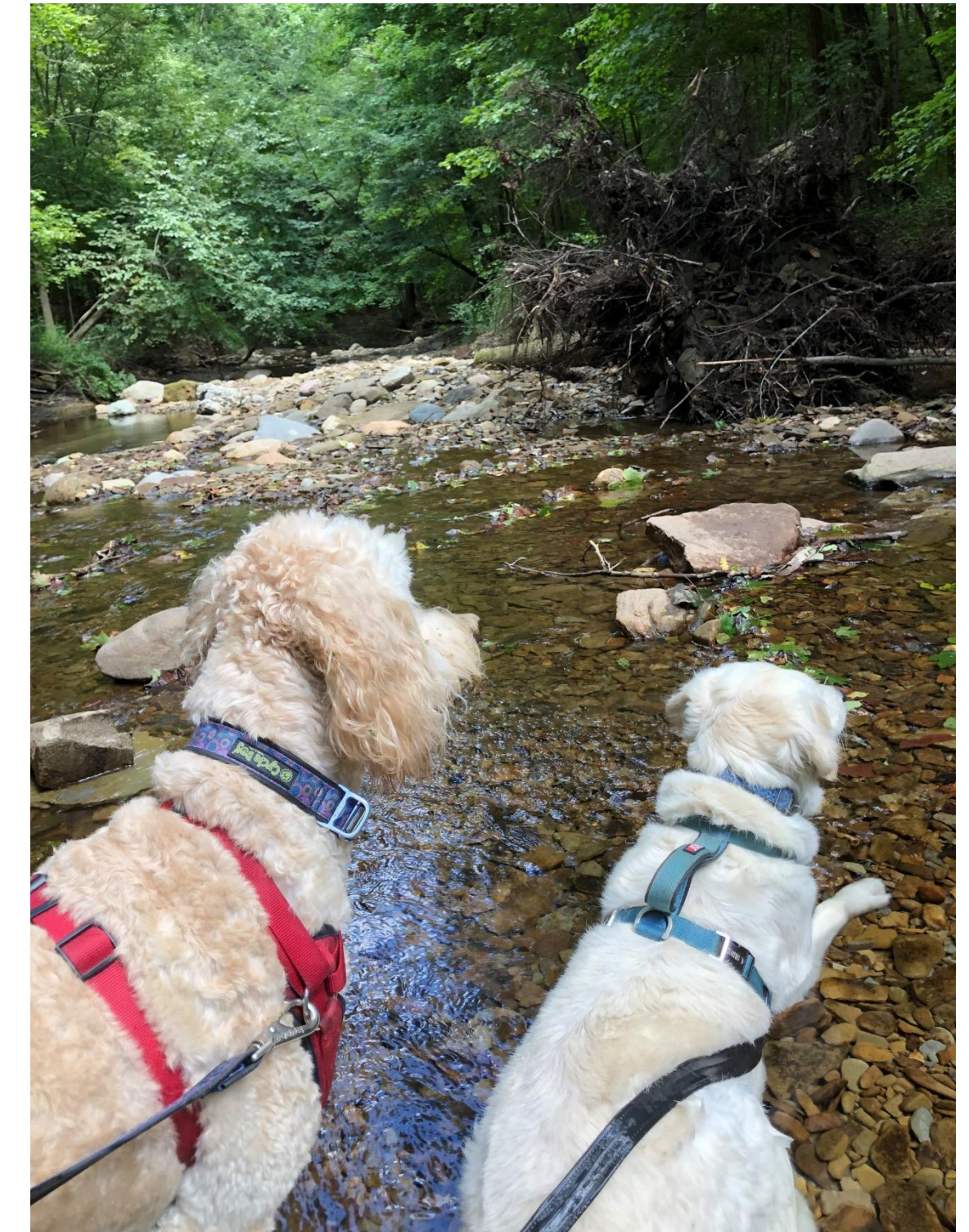


Maslach C, Jackson S, Leiter M. Maslach Burnout Inventory Manual. 3rd ed. Palo Alto, CA: Consulting Psychologists Press; 1996.

Burnout: Emotional Exhaustion

Energy depletion

- Failure to recover:
 - *“I feel just as tired as before my time off.”*
 - *“I’m so exhausted when I get home I don’t want to do anything.”*
 - *“I can’t remember the last time I had fun.”*



Maslach C, Jackson S, Leiter M. Maslach Burnout Inventory Manual. 3rd ed. Palo Alto, CA: Consulting Psychologists Press; 1996.

Examples courtesy of Christian Rowan, PHD, ABPP

Burnout: Depersonalization

Cynicism or negativism related to one's job

- Reduced energy to problem-solve:
 - *“No way to fix this.”*
- Emphasis on poor outcomes and missing the positives
 - *“None of these patients ever get better”*
 - *“My schedule just looks impossible.”*
 - *“Why are so many of these people refusing vaccination?”*

Maslach C, Jackson S, Leiter M. Maslach Burnout Inventory Manual. 3rd ed. Palo Alto, CA: Consulting Psychologists Press; 1996.

Examples courtesy of Christian Rowan, PHD, ABPP



Burnout: Low sense of Accomplishment

Lack of satisfaction in your work

- Trouble finding the positives in what you do
 - *“Practicing medicine isn’t what I thought it would be.”*
 - *“I don’t know if I like the person I have become.”*
 - *“I can’t imagine doing this for the next several decades.”*



Maslach C, Jackson S, Leiter M. Maslach Burnout Inventory Manual. 3rd ed. Palo Alto, CA: Consulting Psychologists Press; 1996.

Examples courtesy of Christian Rowan, PHD, ABPP

What is 'special' about the medical work environment that elevates the occupational risk of burnout?

- Elevated risk for burnout prevails when comparing medical environments with other stressful workplaces and occupations
- Elevated risk for burnout persists after adjusting for age, gender, prior mental health conditions

1. AMA Steps Forward website
2. 2017 Shanafelt TD, Balch CM, Bechamps GJ, et.al. Burnout and career satisfaction among American surgeons. Ann Surg. 2009;250(3):463-471.
3. Shanafelt TD, Balch CM, Dyrbye L, et.al. Special report: suicidal ideation among American surgeons. Arch Surg. 2011;146(1):54-62.
4. Facts about physician depression and suicide. American Foundation for Suicide Prevention website.



Risk factors contributing to resident burnout

Work setting

- Long duty hours
- Lack of sleep
- Loss of peer socialization
- Higher financial debt
- Advanced level of training (PGY 3,4,5)
- Lack of exercise
- Lack of autonomy

Personal traits

- Performance as identity
- Maladaptive perfectionism
- Imposter syndrome
- Hiding vulnerability and stress

1. Olson et al. J Grad Med Ed. 2014;6(4):669-7
2. Elcmore LC et al. J Am Coll Surg. 2016;223(3):440-51
3. Rogers E et al. Can Fam Physician. 2016;62(11):e677- 683.
4. West CP et al. JAMA. 2011;306(9):952-60.

1. Courtesy Christina Rowan PhD, , Director, AWPI

How prevalent is burnout for physicians in practice?

- US nurses and physicians burnout rate is at 35-54%
- 40% of surgeons showed signs of burnout and 30% had signs of depression
- 6% of surgeons experienced suicidal ideation in the preceding 12 months
- 300-400 physicians die by suicide per year- **the equivalent of three medical school graduating classes (3-5X national rate)**

1. AMA Steps Forward website
2. 2017 Shanafelt TD, Balch CM, Bechamps GJ, et.al. Burnout and career satisfaction among American surgeons. Ann Surg. 2009;250(3):463-471.
3. Shanafelt TD, Balch CM, Dyrbye L, et.al. Special report: suicidal ideation among American surgeons. Arch Surg. 2011;146(1):54-62.
4. Facts about physician depression and suicide. American Foundation for Suicide Prevention website.



Burnout may not look like it to you or your colleagues

Distress Reactions

- Sleep difficulties
- Decreased sense of safety
- Physical, (somatic) complaints
- Irritability, anger
- Distraction, isolation
- A fall in work efficacy

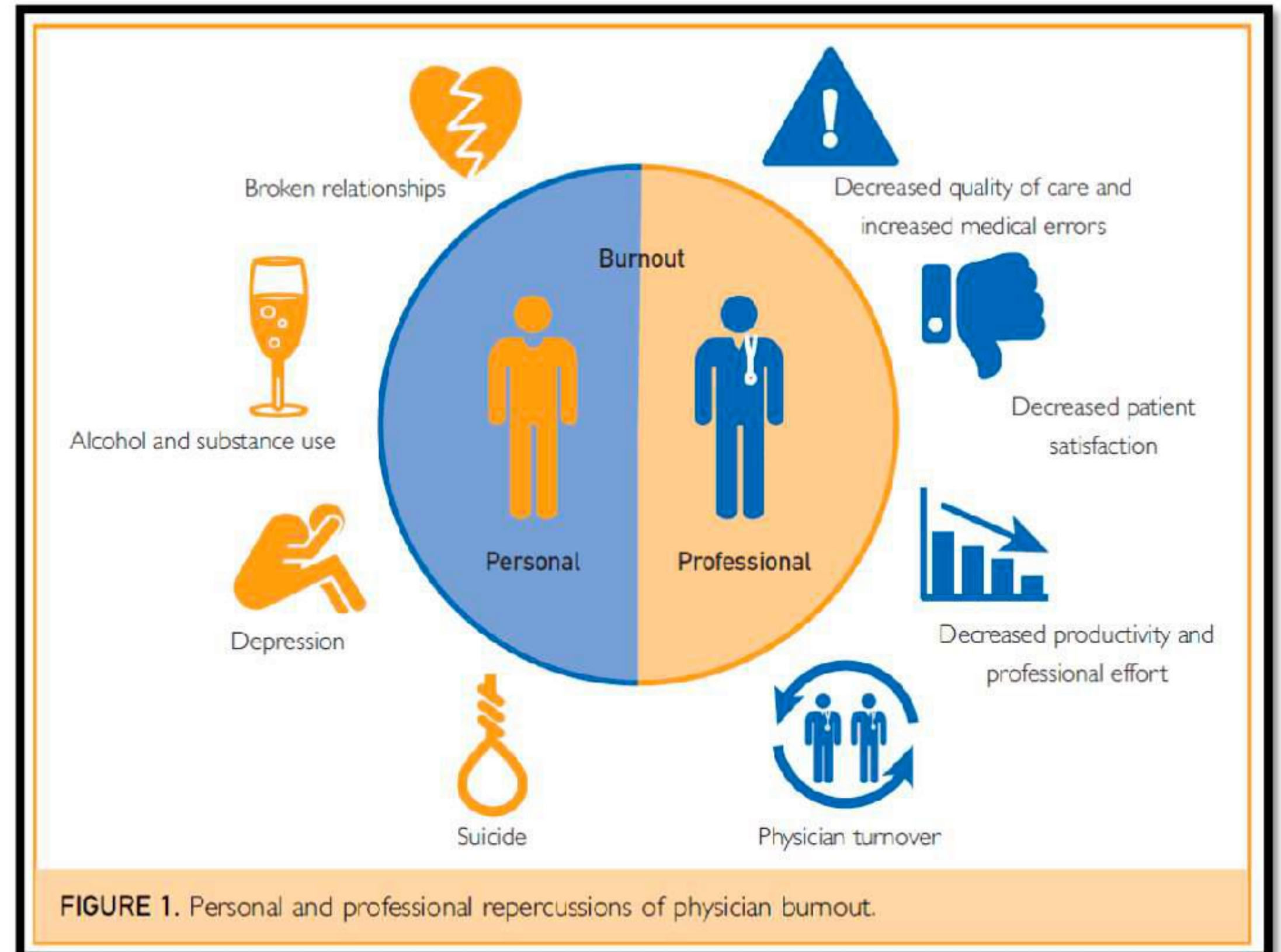


Joshua Morganstein, M.D., DFAPA
Captain, U.S. Public Health Service

Associate Professor / Assistant Chair, Department of Psychiatry Assistant Director, Center for the Study of Traumatic Stress School of Medicine, Uniformed Services University

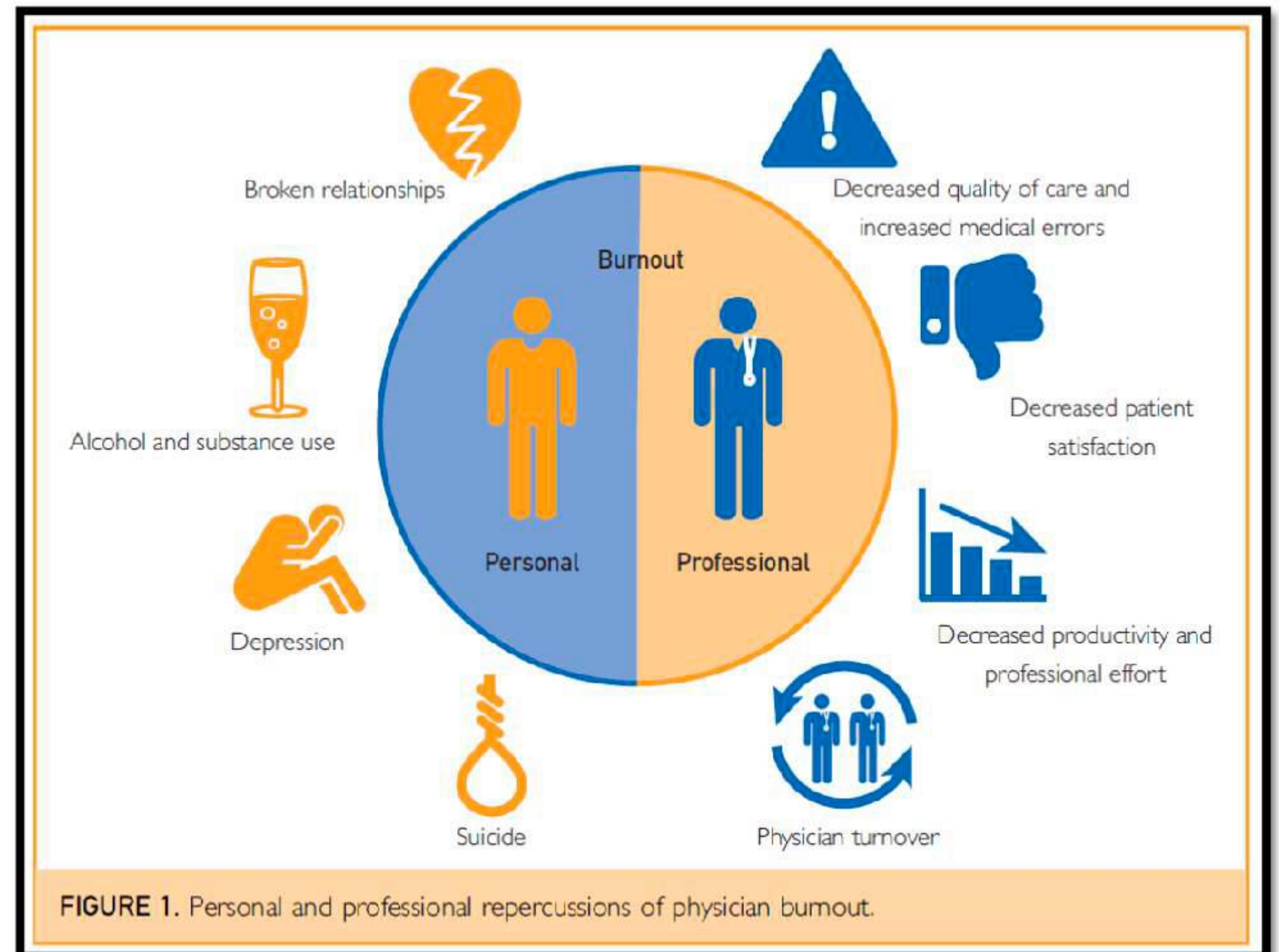
What is the impact of burnout on HC workers?

- Marital and family issues
- Alcohol and substance use
- Depression
- PTSD
- Suicide
- Reducing work or leaving practice



What is the impact of burnout on patient care?

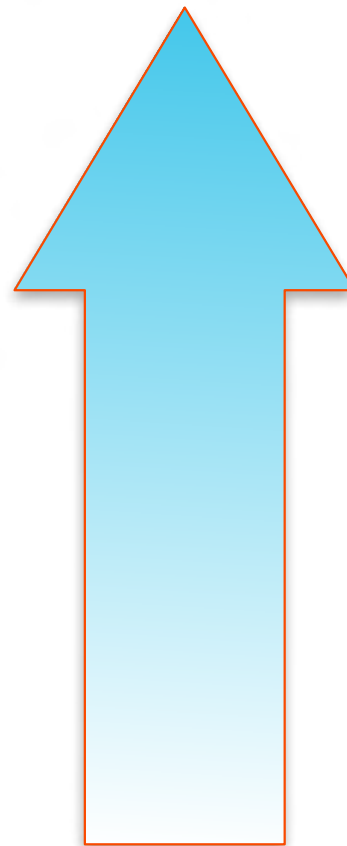
- Higher infection rate
- More medical errors
- Lower patient satisfaction scores
- Higher standardized mortality scores



How the work/learning environment affects resident well-being

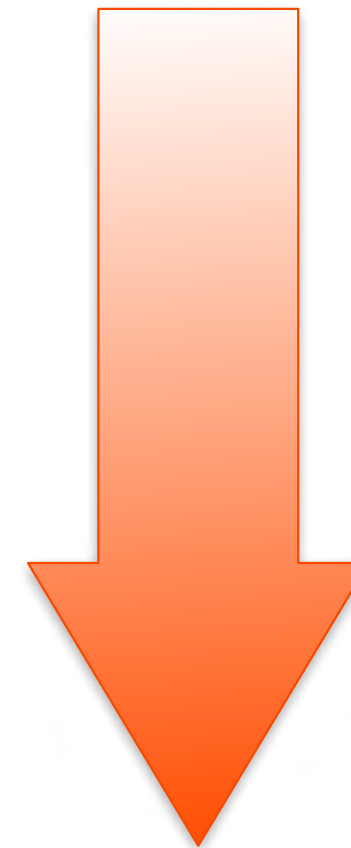
Improves Well-being

- Increased perceived **quality** of the learning environment
- Increased **timeliness** and **quality** of **feedback** from faculty (along with better performance and reduced depressive symptoms)
- An empowering **leadership** (encourages individuals to participate in important decisions) is associated with decreased suicidal ideation of residents.



Worsens Well-being

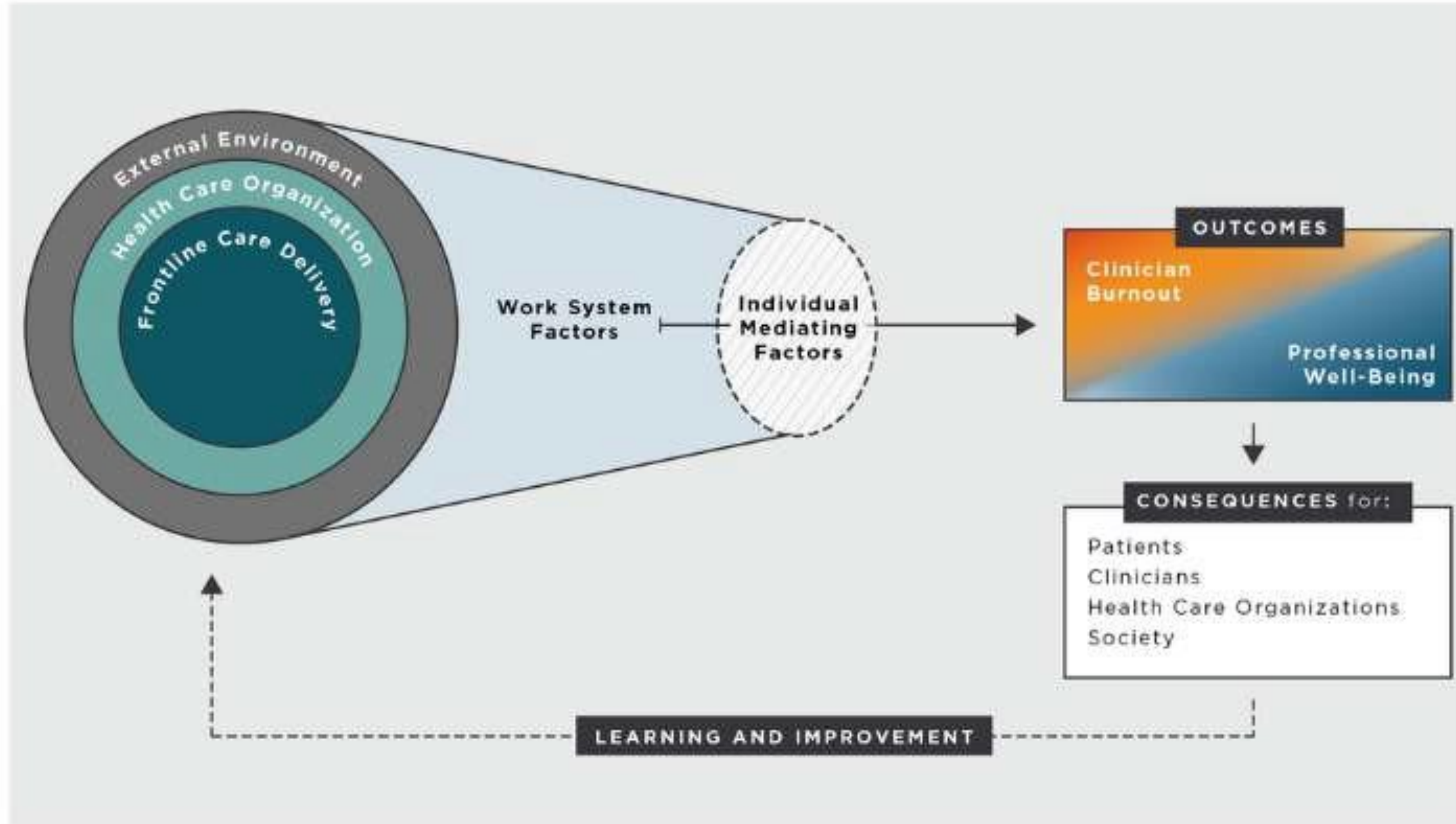
- **Negative** learning experiences during inpatient rotations associated with increased depressive symptoms during intern year
- **Increased** work hours and sleep deprivation is associated with increased depressive symptoms during intern year
- Higher institutional **research** rankings are associated with increased depressive symptoms of intern year



ACGME Survey Data

Isn't burnout due to elements of the medical workplace and not my own inability to stay well?

A SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING



Physicians are particularly affected by organizational characteristics of health systems

- Majority of interventions and research on physician wellness **focus on personal resilience** (mindfulness, etc.) while organizational interventions are more difficult and are only beginning to emerge
- **Physicians expected to deal with burn out individually** might view physician-directed interventions as a personal responsibility or blame themselves for being “less resilient”

“It is counterproductive to ask physicians to ‘heal themselves’ through superhuman levels of resilience even as the practice environment continues to deteriorate.”

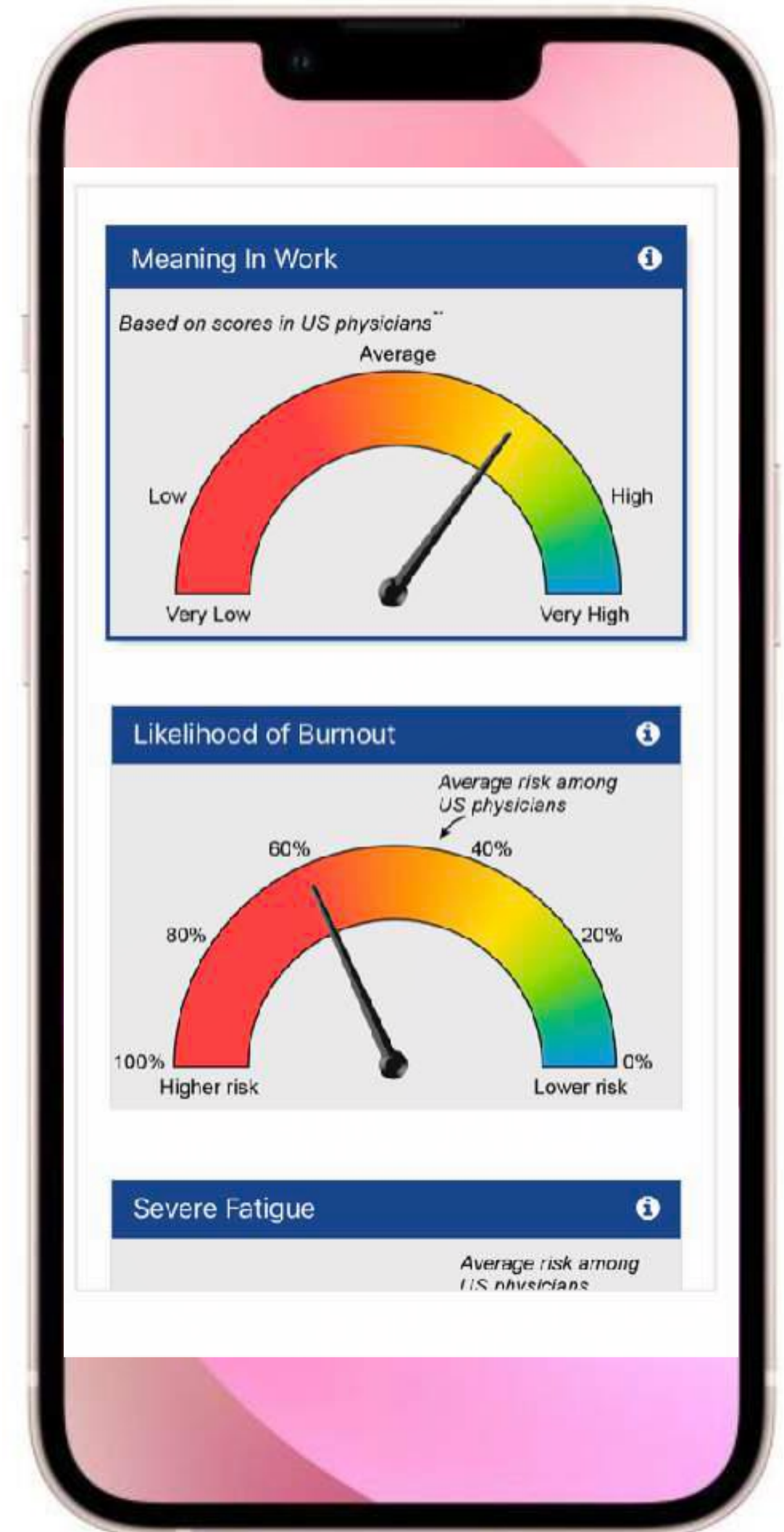
Panagiotis, M., et al. Controlled Interventions to Reduce Burnout in Physicians- A Systematic Review and Meta-analysis. JAMA Intern Med 2017;177(2):195-205. Published online December 5, 2016.

How can I assess my own level of burnout?

Well-Being index

Self-assessment data comparison tool

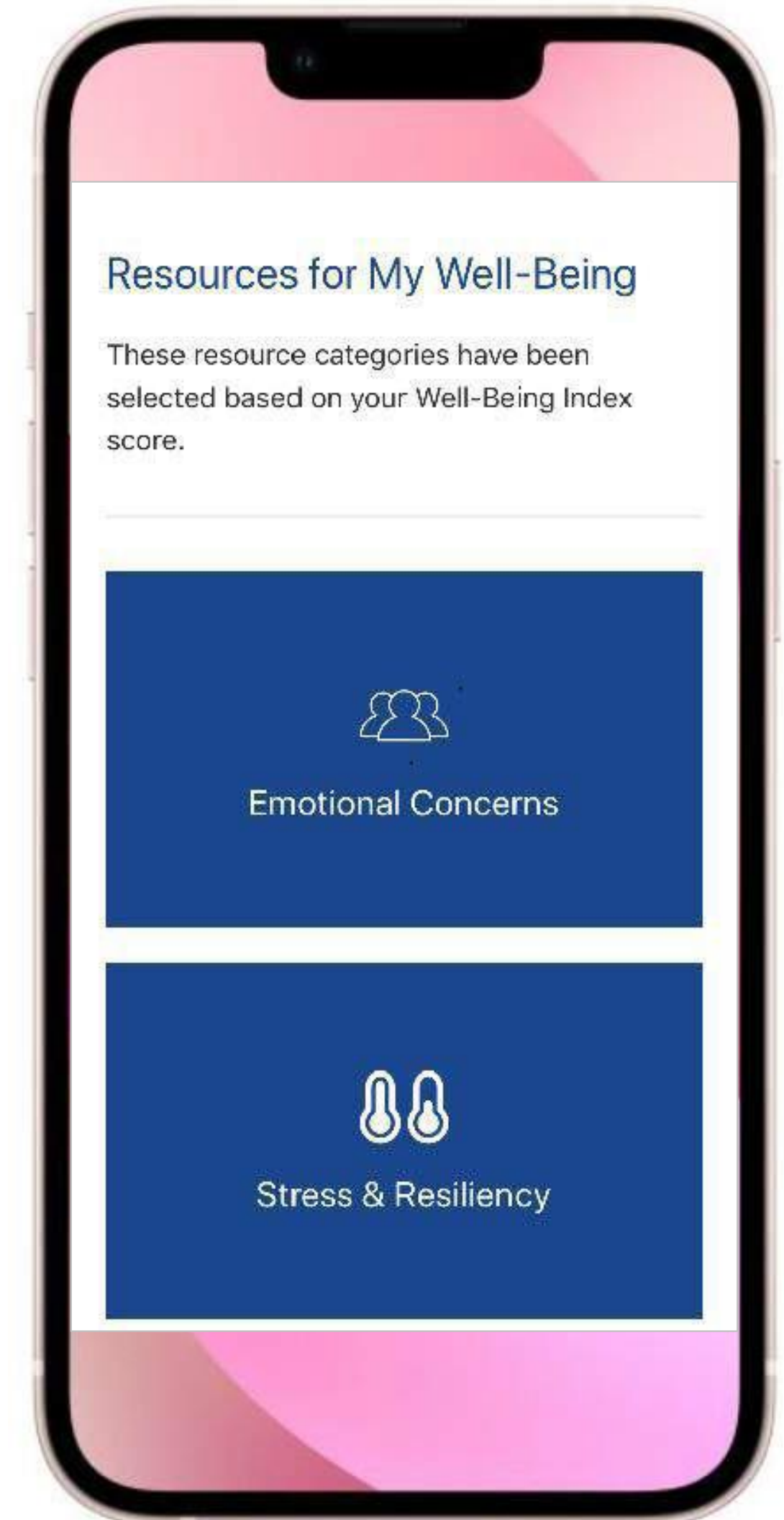
- All Summa residents, and faculty have access to the survey
- 20 second assessment
- Validated tool to give you wellness feedback
- Your score is compared with 1000 residents in real time
- Schedule monthly check-ins and observe your trend through training
- Database de-identified for designing workplace improvements for wellness



Well-Being index WELL-BEING index

Self-assessment data comparison tool

- In-app resources are coded to your score
- How you reflect and respond to your score is up to you
- Local resources are provided within the app



Well-Being index WELL-BEING index

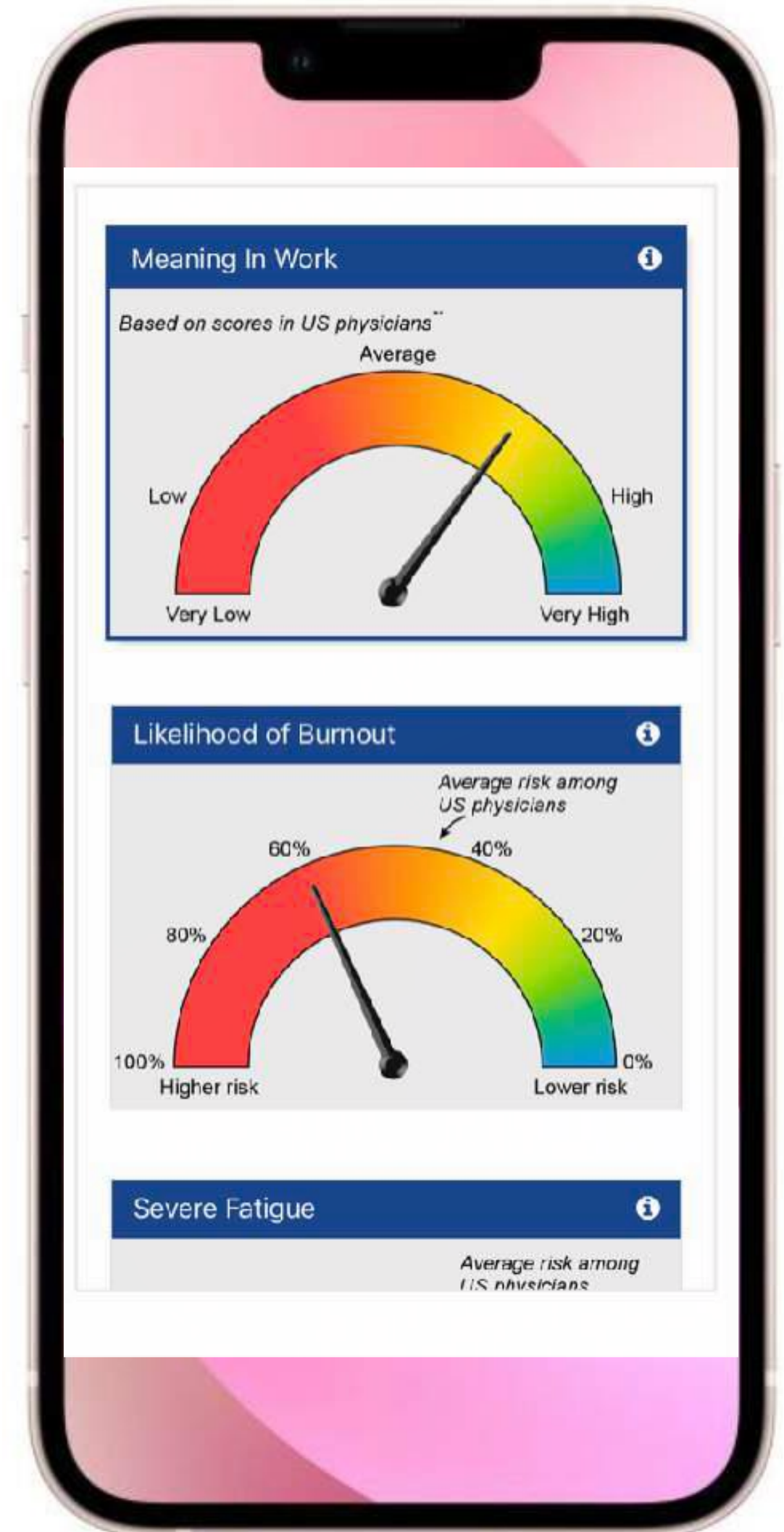
FAQ's from your classmates

Does the institution receive my personal data?

- No. Aggregate data only is reviewed by a small educational wellness team to understand where to improve the work environment

Does taking the one minute survey make me well?

- Probably not. But people who use tools like the WBI are taking a moment to focus on their own wellness and performing self care and that's a first step towards wellness.



Well-Being index WELL-BEING index

Self-assessment data comparison tool

- Your de-identified responses are an important part of our plan to advance the culture of wellness through system change
- We have made it private for you so check your wellness often and be a part of the change
- Every data point is like planting a tree

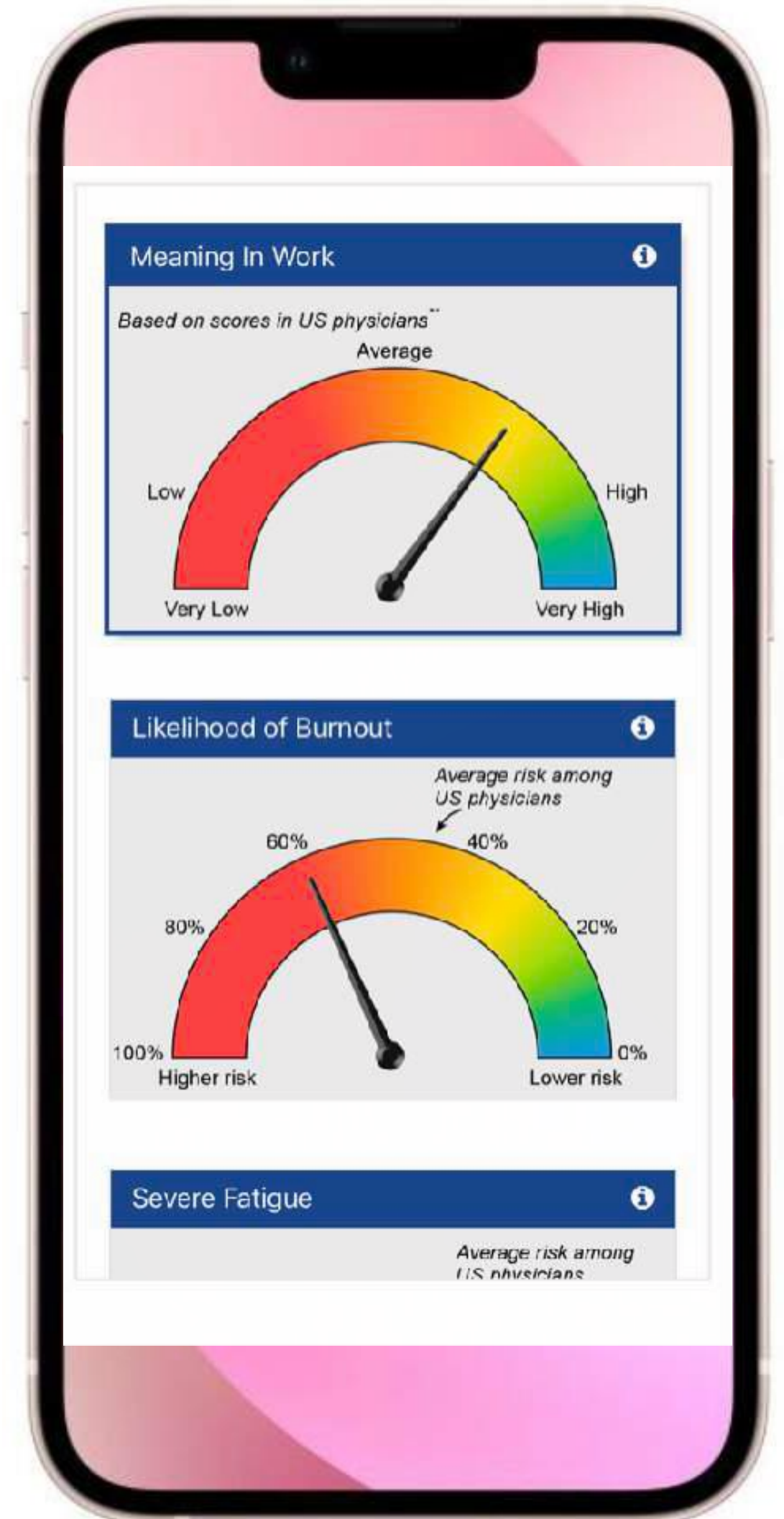


Well-Being index WELL-BEING index

Capture this code and get started



Use Invite Code **Summa Health**



If I sense I am experiencing
burnout, what can I do?
(How to Survive.)



How to Survive

Check yourself

See your context

Name your emotion

Perform self care

Connect with others

Meet with a counselor

What to do: Check yourself

Become aware of your emotional state

- Record your 20 second WBI score
- Note impact of recent services and experiences on your wellness trend
- Review the video tools keyed to your wellness trend
- Also: How are others responding to you?

Panagia&, M., et al. Controlled Interventions to Reduce Burnout in Physicians- A Systematic Review and Meta-analysis. JAMA Intern Med 2017;177(2):195-205. Published online December 5, 2016.



What to do: See your context

Step back for a bigger view

- Has there been a major change in your life outside of your residency or fellowship?
- Have you had several high acuity care months in a row without recovery time?
- Is the issue intensified because of other stressors?
- Set your current state in the larger context of what is happening in your life and use this as a basis for self care.



What to do: Name your emotion

Identify what you are feeling.

- What is the primary emotion you are experiencing?
Emotions are neither good nor bad but can serve as indicators of what you are challenged by:
 - Overwhelm
 - Anger
 - Exhaustion
 - Loneliness
 - Loss
 - Disrespect by others
- Affirm why you have this emotion and understand causes



What to do: Perform Self Care

Prioritize attention to your needs

- Just like the Maslow's hierarchy of needs, there is a hierarchy of needs that affects your wellness.
- Start with meeting basic needs first and then move towards the higher needs.



Start with the basics and move up:

- Hydration, meals
- Sleep hygiene
- Physical safety
- Respect of peers
- Connected to others
- Patient healing
- Time to think and contribute



Figure Health professional wellness hierarchy.

Beyond Burnout: A Physician Wellness Hierarchy Designed to Prioritize Interventions at the Systems Level

Daniel E. Shapiro, PhD,^a Cathy Duquette, RN, PhD,^b Lisa M. Abbott, MBA,^b Timothy Babineau, MD,^{b,c}

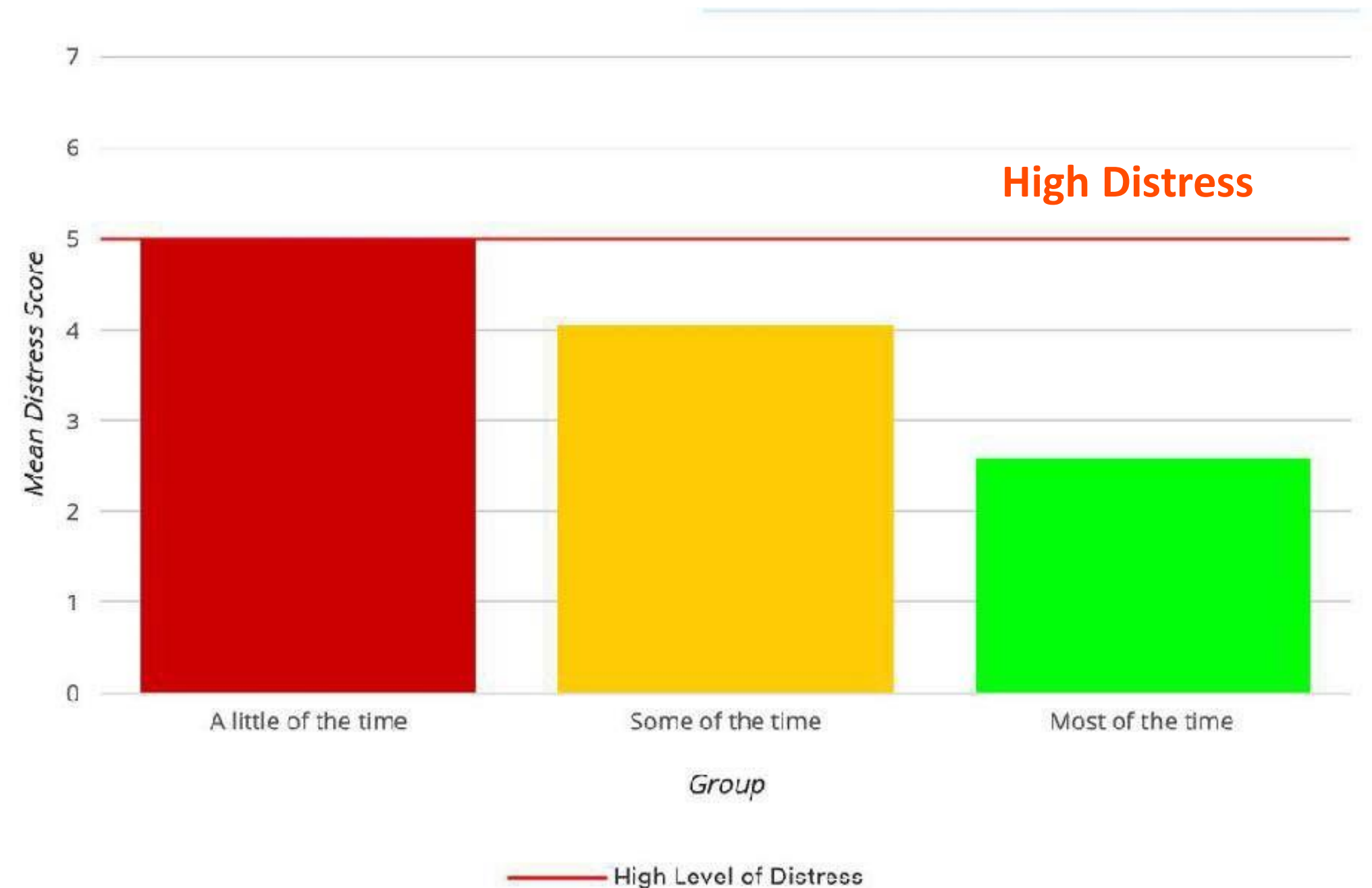
Amanda Pearl, PhD,^d Paul Haidet, MD^d

^aAdministrative Affairs, Humanities in Medicine, Penn State College of Medicine, Hershey; ^bLifespan, Providence, RI; ^cDepartment of Surgery, Warren Alpert Medical School of Brown University, Providence, RI; ^dPenn State Health, Hershey.

What to do: Connect with others

Isolation by schedule or tasks can promote loss of wellbeing

- Our internal observational studies shows that the less social support residents and fellows have (and practicing physicians) the more likely they will experience burnout
- Text
- Share a meal
- Prioritize time with friends
- Build strong social connections



What to do: Meet with a trained support provider

Isolation of schedule or tasks can promote loss of wellbeing

- Set up an appointment with the **Akron Physicians Wellness Initiative**.
 - No records
 - No licensure impact
 - No cost
 - No stigma
- Text or call 330-217-6331
- Let the Chief or your advisor know if you would like confidential help with your schedule or appointment



A SUPPORT CENTER FOR CARE PROVIDERS

About Us
Akron Physician Wellness Initiative (APWI) is a brand new private entity offering FREE and confidential wellness support services to:

- Summa Health residents and fellows
- Members of Summa Health Medical Group and medical staff at Summa Health
- Akron Children's Hospital residents, fellows, physicians, and advanced practice providers

Our Services

- Private individual counseling with a licensed psychologist for a variety of personal and professional concerns. In-person and telehealth appointments available.
- Psychiatric consultation and medication management.
- Referral coordination and resource provision.
- Wellness promotion and educational sessions for departments and programs.
- We provide elective services only. Your confidentiality is our priority.



No cost.

No insurance.

No electronic health record.

No referral.

No session limit.

No barriers.

Akron Physician Wellness Initiative

444 N. Main St., Ste. 408
Akron, OH 44310
Call or text: 330.217.6331

www.akronphysicianwellness.org

How can I prevent burnout, build
resilience?
(How To Thrive)



How To Thrive (Resilience)

Rest and recovery

Invest in yourself

Connect with patients

Help team members stay well

Reflect on joy

What strategies do experienced physicians use to build Resilience?

1. Attitudes and perspectives

- Value the physician role
- Maintain interest in their work
- Develop self awareness
- Accept personal limits

2. Balance and prioritization

- Set limits to their activities
- Take effective approaches to continuing professional development
- Honor the self

3. Practice management style

- Employ sound business management
- Cultivate good staff
- Maintain effective practice arrangements

4. Supportive relations

- Foster positive personal relationships
- Employ good communication

“Resilient physicians show respect and appreciation towards patients, an intellectual engagement with the work itself; they recognize and celebrate small gains and show the ability to control their working hours.”



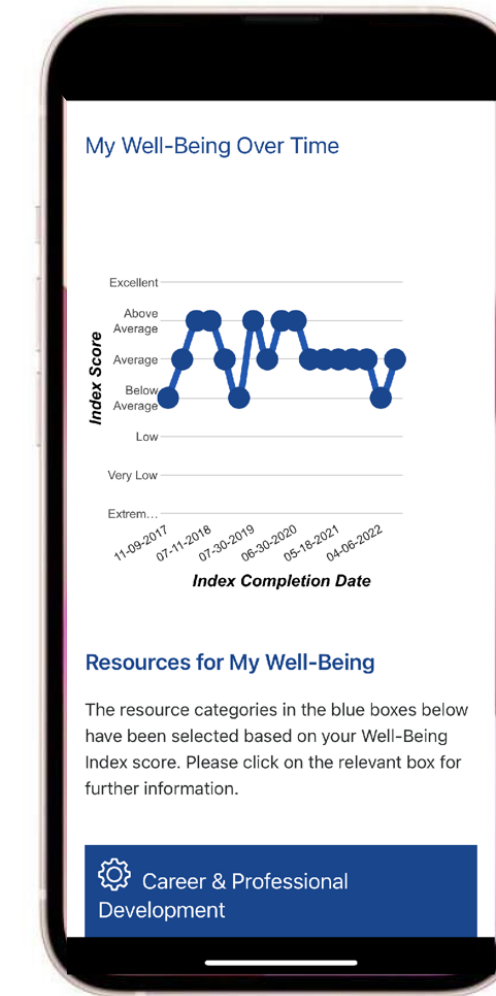
1. Zwack J, Schweitzer J. If Every Fifth Physician Is Affected by Burnout, What About the Other Four? Resilience Strategies of Experienced Physicians. Academic Medicine, Vol 88, No. 3/ March 2013, p 382-389.

2. Stevenson AD, Phillips CB, Anderson KJ. Resilience among doctors who work in challenging areas: A qualitative study. Br J Gen Pract. 2011;61:e404–e410.

Thrive: Rest and Recovery

If you know your schedule...

- If you have a difficult month coming up, build in wellness time just after
- Recognize how harder months affect your recovery time
- Build your resilience with time for successful processing of your experiences



Thrive: Invest in your own resilience

Resilience prevents burnout

- Invest in your own intellectual growth
- Invest in your own downtime
- Invest in your own relationships
- Invest in your own professional skill level



Thrive: Connect differently with patients

Forming better therapeutic relationships fosters wellness for doctors



The evidence points to “the relationship between the clinician’s level of satisfaction and their ability to build rapport with their patients, their ability to express care and warmth [as] being critical in staving off burnout and cultivating joy in work.”

Emily Aaronson MD

Thrive: Connect better with patients

Five practices to foster
Physician presence and
connection with patients in
the clinical encounter

Prepare with intention

Listen intently and completely

Agree on what matters most

Connect with the patient's story

Explore emotional cues

- Actively listen to a patient until you can hear a narrative that humanizes them to you.
- You can do this even in emergency settings.

Clinical Review & Education

JAMA | Special Communication

Practices to Foster Physician Presence and Connection With Patients in the Clinical Encounter

Donna M. Zulman, MD, MS; Marie C. Haverfield, PhD; Jonathan G. Shaw, MD, MS; Cati G. Brown-Johnson, PhD; Rachel Schwartz, PhD; Aaron A. Tierney, BA; Dani L. Zions, MScPH; Nadia Safaeinili, MPH; Meredith Fischer, MA; Sonoo Thadaney Israni, MBA; Steven M. Asch, MD, MPH; Abraham Verghese, MD

Psychological First Aid (PFA)

The Five Elements:

Safety
Calming
Self/Community Efficacy
Connectedness
Hope/Optimism

- Analogous to “First Aid”
- Population-based “framework”
- “Do no harm” approach
- Resilience-focused
- NOT a cure/tx for illness
- MAY mitigate illness/dz

Hobfoll, S. E., Watson, P., Bell, C. C., Bryant, R. A., Brymer, M. J., Friedman, M. J., et al. (2007). Five essential elements of immediate and mid-term mass trauma intervention: empirical evidence. *Psychiatry*, 70(4), 283–315– discussion 316–69.

Thrive:
Help Team
Members Stay
Well

Use PFA:
Psychological
First Aid

From the ACGME
National Conversation
on Wellbeing

Joshua Morganstein, M.D., DFAPA
Captain, U.S. Public Health Service
Associate Professor / Assistant Chair,
Department of Psychiatry Assistant
Director, Center for the Study of
Traumatic Stress School of Medicine,
Uniformed Services University

Resource: PFA Training & App

- Mobile App

- Summarize 8 core PFA actions
- Tips for applying PFA in the field
- Self-assess to determine
- Assess and track needs/referrals

https://www.ptsd.va.gov/professional/materials/apps/pfa_mobile_app.asp



- Online Training

- Community/Patient work
 - Free CE
 - <https://learn.nctsn.org/enrol/index.php?id=38>
- Supervisors & Leaders
 - <https://www.pathlms.com/naccho/courses/4592>



Thrive:
Help Team
Members Stay
Well

Download the
PFA Training
(Psychological
First Aid) App

Joshua Morganstein, M.D., DFAPA
Captain, U.S. Public Health Service
Associate Professor / Assistant Chair,
Department of Psychiatry Assistant
Director, Center for the Study of
Traumatic Stress School of Medicine,
Uniformed Services University

Thrive: Reflect on Joy

Resilience prevents burnout

- By *default* we focus on our errors or the most challenging patients
- We must *train* ourselves to find the positive moments
- Find the patient or team interaction that gave you joy and reflect on it.
- Be grateful for your role in the lives of others
- Be grateful for a life of intellectual challenge, growth and meaning

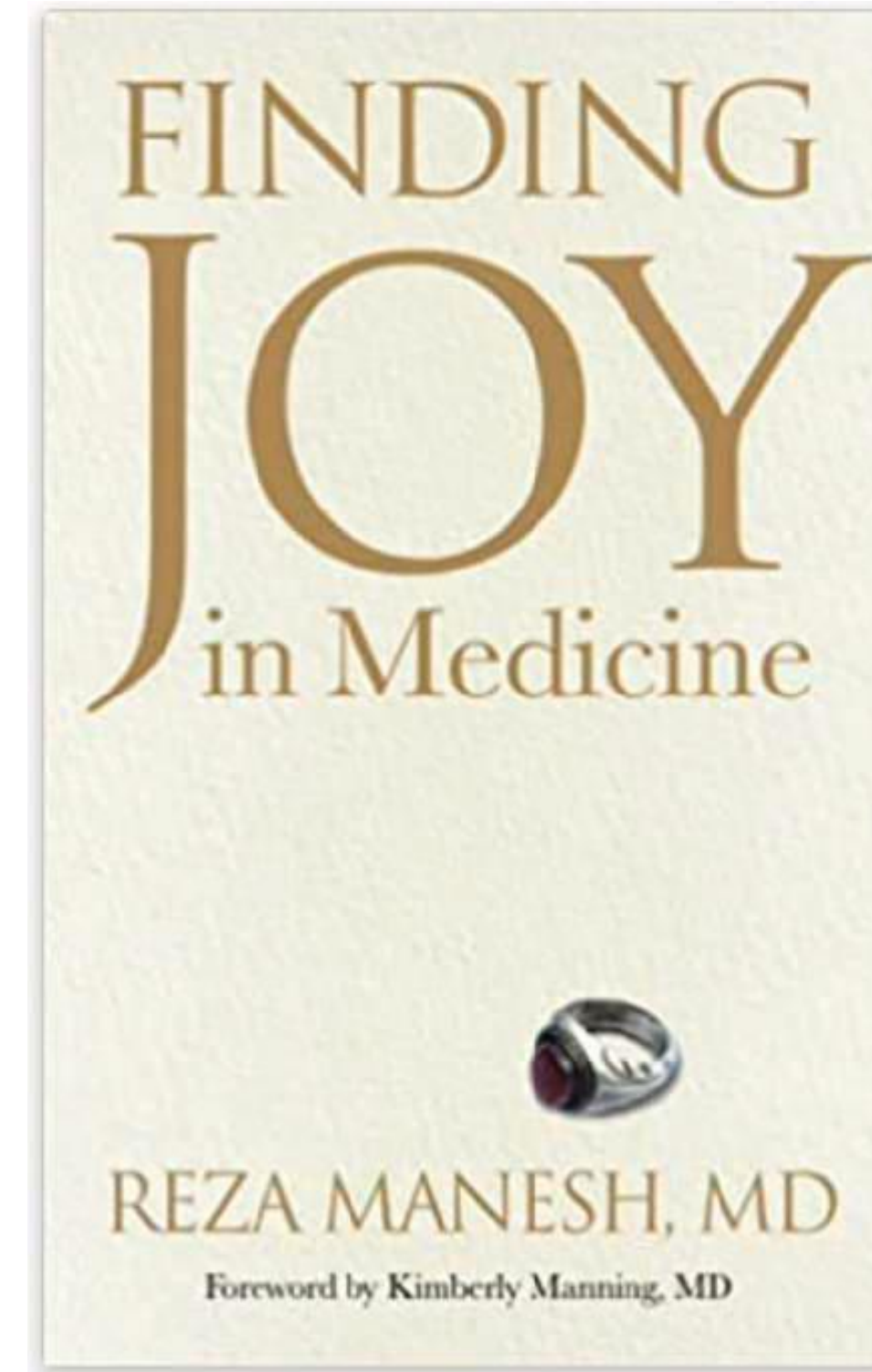


Thrive: Reflect on Joy

Resilience prevents burnout

- Dr. Reza Manesh of *Clinical Problem Solvers* reflects on overcoming exhaustion on the way to meaning in a career in medicine.

“It’s about calibrating confidence and humility, about knowing when less is more, about connecting with the right role models and mentors about finding sources of satisfaction and joy in the face of frequent tragedy. (We have a) unique privilege of being a doctor.”



Clinical
Problem
Solvers

Program Wellness Culture

Steps we are taking to advance the culture of wellness in DOM

- Duty hours
- Wellness days blocked
- Schwartz Rounds
- Faculty trained to discuss wellness
- Personal assessment tools: Well Being Index
- Academic Counseling Service: Akron Physicians Wellness Initiative
- EPIC design teams to reduce physician burnout
- IM Business Curriculum modules





Resilience

- Rest and recovery
- Build strong social connections
- Maintain a positive viewpoint



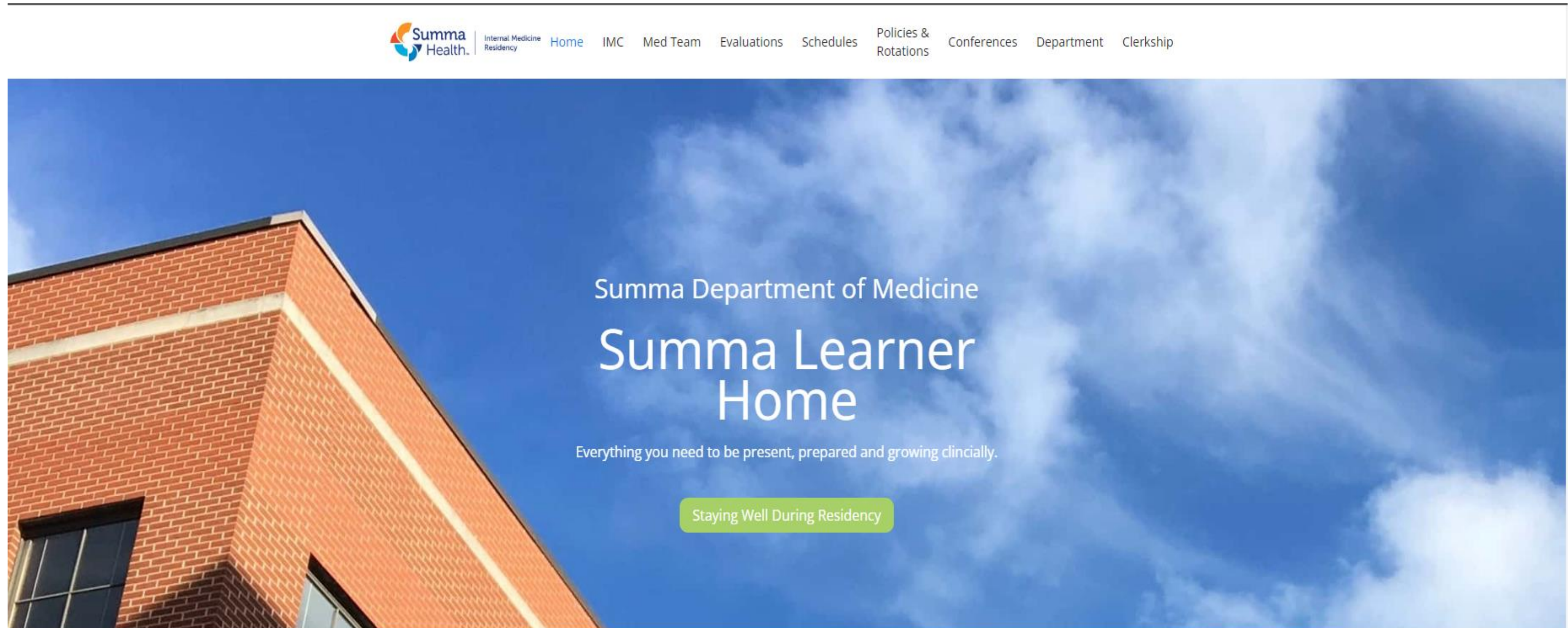
Being a doctor is only a part of your identity.
Learn to rest and recover.

Remember who you are and how valuable
you are to others, and yourself, even on the
challenging days.

Others are on this hike: listen and learn from
your trailmates.

Remember to stop, breathe, and enjoy the
view.

You can find this talk and site-specific resources and grow in your understanding of physician resilience by going to summalearner.com
Click on **Staying Well During Residency**



For questions, comments, learn more, contact:

Stephanie Zaugg DO PharmD

Chair, GMEC Subcommittee on Wellness
zauggs@summahealth.org

Or your Chief, Program Director or Program Coordinator

