

Beating Burnout and Thriving in Practice:

Skills for challenging clinics

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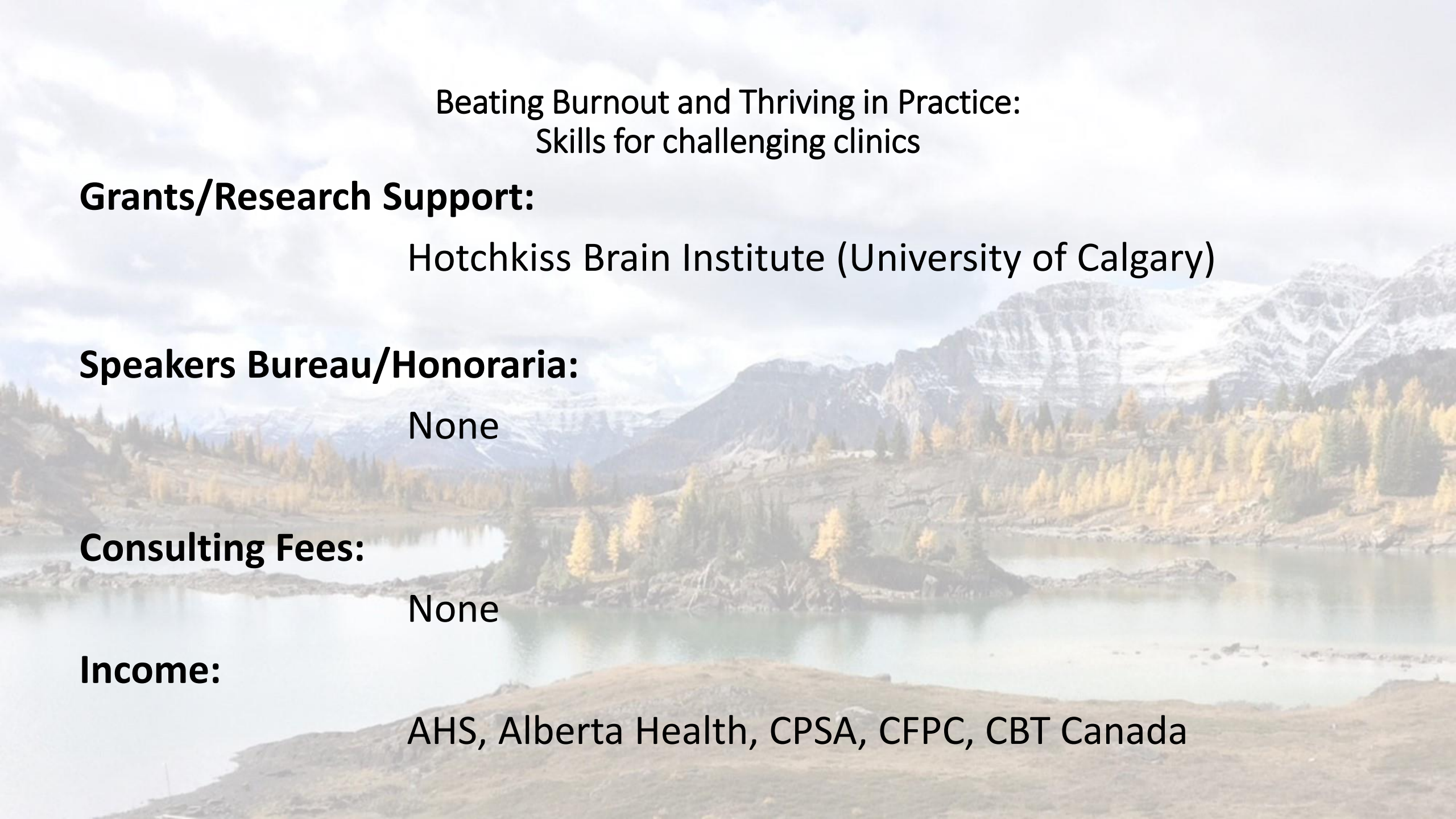
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A scenic landscape featuring a calm lake in the foreground, surrounded by rocky shores and sparse vegetation. In the background, there are large, rugged mountains with patches of snow or light-colored rock. The sky is overcast with soft, grey clouds. The overall tone is muted and natural.

Beating Burnout and Thriving in Practice:
Skills for challenging clinics

Grants/Research Support:

Hotchkiss Brain Institute (University of Calgary)

Speakers Bureau/Honoraria:

None

Consulting Fees:

None

Income:

AHS, Alberta Health, CPSA, CFPC, CBT Canada

Beating Burnout and Thriving in Practice: Skills for challenging clinics

Learning objectives

In this presentation:

- Attendees will explore some of their current practices in the areas of wellness and thriving in practice
- Attendees will have the opportunity to experience and practice some wellness activities
- Attendees will be provided a framework (Wellness BASICS) that will help them identify and explore pre-existing wellness / thriving skills and opportunities to develop new ones.

Learning outcomes

Attendees will:

- Integrate new ideas, techniques and strategies into their own wellness / thriving skills
- Identify areas of wellness / thriving in which they have fewer wellness / thriving strategies
- Make commitments to any changes – or continuances – of wellness / thriving skills and / or strategies.

Beating Burnout and Thriving in Practice: Skills for challenging clinics

- Canadian Medical Association – National Physician health survey
- 2,547 physicians & 400 medical residents
- > 1 / 4 reported elevated levels of ***burnout***
- ~ 1 / 3 screened positive for ***depression***

CMA – NPHS Report. Oct, 2019



$S_x = \text{Burnout}$
(Maslach Burnout Inventory)

- **Emotional Exhaustion (EE) feelings of being emotionally overextended and exhausted at one's work**
- Depersonalization (DP) an unfeeling and impersonal response toward recipients of one's service, care, treatment, or instruction
- Personal Accomplishment (PA) feelings of competence and successful achievement in one's work with people

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Psychological workload - Primary care clinicians

- Expectation to eliminate / solve presenting S_x (often) impossible
 - Chronic disease
 - Chronic pain
 - Modifiable risk factors - not always modified

- What are the emotions associated with this part of the workload?

Frustration

Helplessness

Sadness

Self-doubt

Impatience

Shame

Guilt

Anger

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Halbesleben and Rathert's 60% of physicians think their burnout affects their patient-doctor relationship:

- being more short-tempered with patients (33%)
- being less engaged with patients (32%), and
- being less friendly with patients (29%).
- 14% think burnout contributes to errors, and 5% are concerned that their errors could harm patients

Halbesleben and Rathert (2008) Health Care Management Review

High rates of burnout associated with a threefold increase in medical errors in medical work units

West, Dyrbye & Shanafelt (2018) Journal. Of Internal Medicine

$S_x = \text{Burnout}$

$R_x = \text{Wellness}$

Wellness BASICS (personal)

- **Body**
- **Affect**
- **Social**
- **Intellect**
- **Community**
- **Spiritual**

Michael Kaufman OMA

$S_x = \text{Burnout}$

$R_x = \text{Wellness}$

Wellness BASICS (personal)

- Shanafelt et al (2012) The Personal Health Habits and Wellness Practices of US Surgeons



Exercised more than the general population



Ate more servings of fresh fruit / vegetables than general pop



Higher risk of sleep problems



Less likely to have a Family doc



Less likely to follow through on medical tests, recommendations



High %-age of self-prescribing

$S_x = \text{Burnout}$

$R_x = \text{Wellness}$

Wellness Initiatives
(systemic)

- ✓ Designate wellness leadership
- ✓ Write Wellness mission statements
- ✓ Set quarterly wellness goals
- ✓ Develop clear processes for reporting workplace harassment
- ✓ Set aside time for development of Wellness curriculum / skills (retreats, lectures)
- ✓ Regular Wellness assessments
- ✓ Provide clear access to services (Psychologists, Social Workers, etc)

$R_x = \text{Wellness} \dots$
 $S_x = \text{Burnout}$

Systematic review of Wellness interventions in healthcare – positive effect found with . . .

- CBT (learning to identify and minimize unhelpful thinking habits)
 - Mindfulness / relaxation
- +
- Organizational interventions

$R_x = \text{Wellness}$

$S_x = \text{Burnout}$

Shanafelt et al (2019)

Survey of physicians (2011, 2014 & 2017) burnout worst in 2014 – slight, but significant improvements in burnout

- Burnout still significantly higher than in general population
- More than 40% of physicians experiencing professional burnout
- Depression increased at 2014 and again at 2017
- Burnout measures included only EE and D – not PA

(N = 5197)

- Shanafelt, et al (2019) Mayo Clinic Proceedings

$S_x = \text{Burnout}$

$R_x = \text{Wellness}$

Wellness regimens can be great!

-improved health outcomes including depression & anxiety





Systemic change can be great!

- Systemic changes would be great

Mark Greenawald (2018) AAFP Physician Health First

		BURNOUT	DEPRESSION	SUICIDAL IDEATION	RESILIENCE	SOCIAL WELL-BEING	PSYCHOLOGICAL WELL-BEING	EMOTIONAL WELL-BEING
BEHAVOURIAL	Sleep Hours							
	Physical Activity				< 2x odds	< 2x odds	< 2x odds	< 2x odds
	Healthy Eating	< 2x odds	< 2x odds		< 3x odds		< 2x odds	
	Personal Physician					< 2x odds		
	Alcohol Binge	< 2x odds						
	Substance Use						< 2x odds	
OCCUPATIONAL	Presenteeism	< 3x odds	< 3x odds	< 3x odds				< 2x odds
	Collegiality	< 2x odds	< 2x odds	< 2x odds		< 2x odds		
	Work-life Integration	< 3x odds	< 3x odds		< 2x odds	< 2x odds	< 3x odds	> 4x odds
	Career Satisfaction	> 4x odds	< 3x odds	< 3x odds	< 3x odds	< 3x odds	< 3x odds	< 3x odds
	Work Efficiency	< 2x odds				< 3x odds		



-  < 2x odds
-  < 3x odds
-  < 4x odds
-  > 4x odds

Career Satisfaction



BURNOUT

DEPRESSION

SUICIDAL IDEATION

RESILIENCE

SOCIAL WELL-BEING

**PSYCHOLOGICAL
WELL-BEING**

EMOTIONAL WELL-BEING

$S_x = \text{Burnout}$
Partial response to $T_x \dots$
What next? What else?

How to mitigate the Psychological workload?

- Find meaning
- Social connectedness / part of a team
- Notice / value our accomplishments

$S_x = \text{Burnout}$
Partial response to $T_x \dots$
What next? What else?

$R_{x+} = \text{Thriving in Practice}$
creating a more positive relationship with the
(awesome) work that you do

R_{x+} Beating Burnout and Thriving in Practice

R_{x+} 'Thriving in Practice' is supported by an ever growing literature and research base in Positive Psychology.

- Psychological Capital
 - consisting of resilience, efficacy, hope & optimism
- Positive Organizational Behaviours
 - associated with changes in PsyCap by creating workplaces that
 - foster self-efficacy,
 - encourage positive attribution (celebrating individual and group successes),
 - encourage persevering towards goals (including adapting to failure and changes in direction).

A recipe for Thriving 5 *HABITS* of Positive Psychology

Shawn Achor

Gratitude

21 days in a row – 3 (new) things you're grateful for and why

Associated with change from Low level pessimist -> Low level optimist

Protective against depression onset and relapse

R_{x+}

5 HABITS of Positive Psychology

Shawn Achor

The 'Doubler'

2 minutes a day – 1 meaningful thing you did in the day
PLUS add as much detail as you can

Doubler – find once a week when you re-write your most
meaningful moment

State dependent memory works in both directions

i.e. meaningful then & meaningful now

R_{x+}

5 HABITS of Positive Psychology

Shawn Achor

- 15 minutes of fun (active / cardio activity)





R_{x+}

5 HABITS of Positive Psychology

Shawn Achor

Meditation

Hands off the keyboard X 2 mins

Google – accuracy improved by 10%

Tips - University of Wisconsin Family Medicine Wellness Luke Fortney

R_{x+}

5 HABITS of Positive Psychology

Shawn Achor

2 Minute positive e-mail / text message 1 time a day

Social connection score increases to top 10% worldwide – best prediction of happiness

Social Connection =

Breadth, depth and meaning in social relationships – best prediction of happiness!!

- Impact on mortality greater than - obesity, BP, smoking
- If imagining a trial (i.e. climbing a mountain) estimate of pitch is 20% steeper if we are told to imagine we're climbing alone vs with a friend

S_x = Burnout

R_x = Wellness

+ Systemic Change

+ R_{x+} (Positive Psychology / Thriving in the Workplace)

Let's move from merely surviving in practice to Thriving in Practice

Questions?

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