

# After this talk you will be able to:

- 1) Identify **structural and cultural forces** in our profession that can dissuade us from appropriate and urgent advocacy
- 2) Examine the ways in which thoughtful advocacy can complement **meaning in work** – and restore our locus of control
- 3) Implement **simple cognitive reframing strategies** that can balance both our perception of the associated risk and our capacity to deal with the consequences



# Hope in the Meantime

**Dr. Jillian Horton, MA MD FRCPC (Internal Medicine)**

Associate Professor and Associate Chair, Professionalism

Department of Internal Medicine, University of Manitoba

Director, Alan Klass Health Humanities Program and Advanced Learner Wellness

# COI

Fees for speaking and creating educational content from RCPSC, CMA and numerous professional healthcare organizations.

Speaking fees from AstraZeneca Canada and GSK, governed by the University of Manitoba policy on interaction with the pharmaceutical industry.

JILLIAN HORTON, M.D.

# We Are All Perfectly Fine

*A Memoir of Love, Medicine and Healing*

"Profound and compassionate... Jill Horton offers deep reflections on the private suffering of the healing professions. A must-read." —Dr. Ron Epstein, author of *Attending*

COMMENTS SHARE TEXT SIZE BOOKMARK



**Op-Ed: I made the hard choice to avoid COVID's front line. Here's why my fellow doctors may judge me**

**Op-Ed: As a doctor on 'MASH,' Hawke tells me how to get through this war on the coronavirus**

Los Angeles Times

OPINION

Op-Ed: As a doctor on 'MASH,' Hawke tells me how to get through this war on the coronavirus

SUBSCRIBER COMPANY TOWN Golden Cl

Los Angeles Times

OPINION

Op-Ed: I made the hard choice to avoid COVID's front line. Here's why my fellow doctors may judge me

SUBSCRIBERS ARE READING

SCIENCE

Big gap between Pfizer, Moderna vaccines seen for preventing COVID hospitalizations

Los Angeles Times

OPINION

Op-Ed: My mentally ill brother died in the early months of the pandemic. But we lost him long ago

SUBSCRIBERS ARE READING

MUSIC

L.A. Goth nightclub known for rituals and secrecy has closed amid sexual misconduct claims

CALIFORNIA

Suburban radicals: Inside the resurgence of right-wing extremism in Orange County

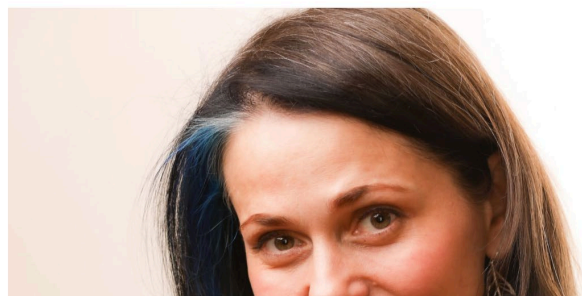
TRAVEL

The 50 best hikes in L.A.

CALIFORNIA

From the KKK to skinheads, a century of fighting hate in Orange County

LIFESTYLE



OPINION

## Forget about our 'lanes.' It's time for doctors to flood the freeways.

Jillian Horton: We spend much of our lives tending to the aftermath of failed social policies, afraid to engage. This is our call to speak out.

By Jillian Horton  
November 1, 2020





**Why did so few doctors help us?**

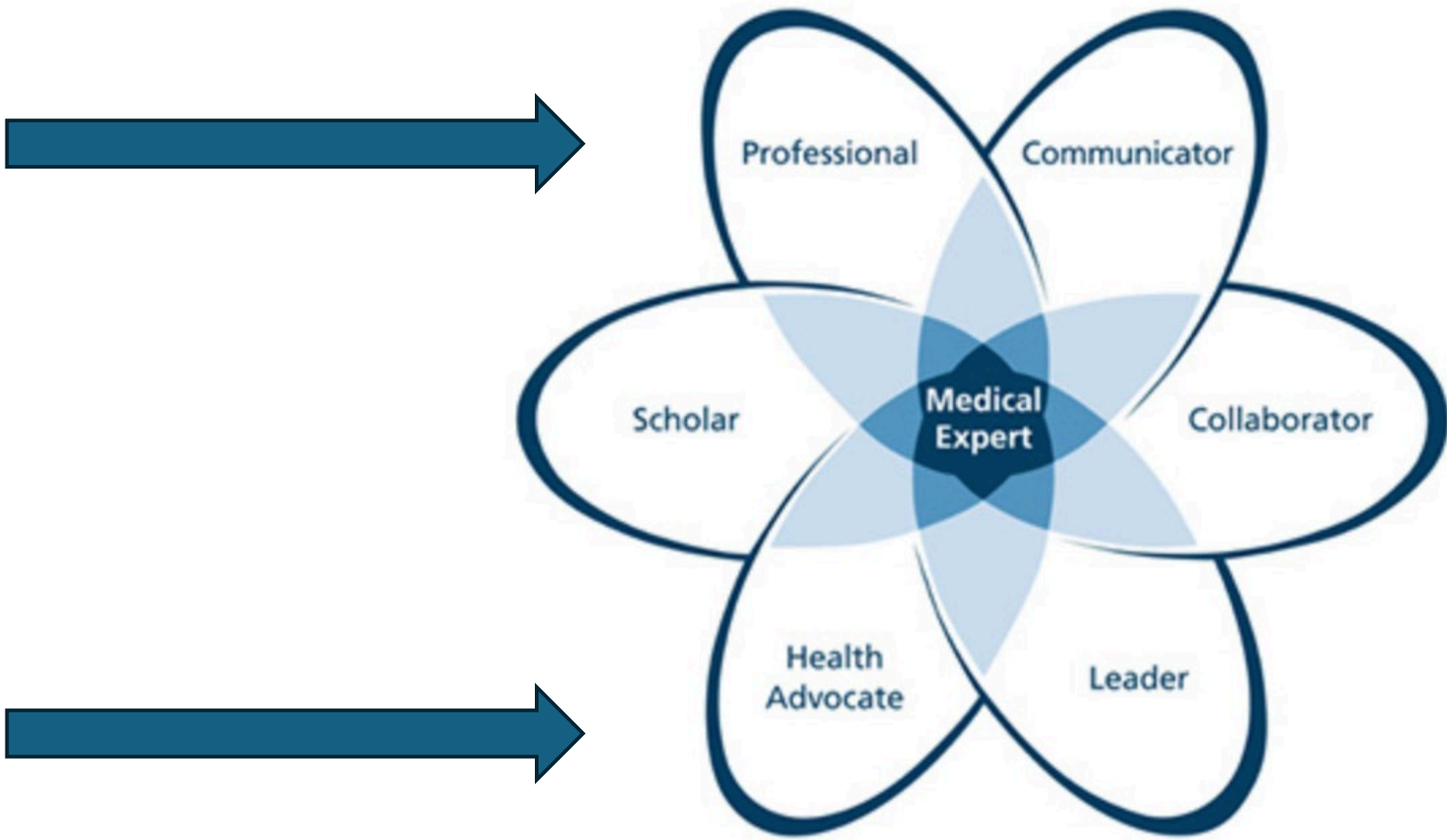




We  
Are All  
Perfectly  
Fine

*A Memoir of Love,  
Medicine and Healing*

"Profound and compassionate. . . . Jill Horton offers deep reflections on the private suffering of the healing professions. A must-read." —Dr. Ron Epstein, author of *Attending*



CANMEDS



“Professionalism”





Wilkinson: 5 “clusters”

*(Acad Med 2009;84:551-8).*



Schiff GD

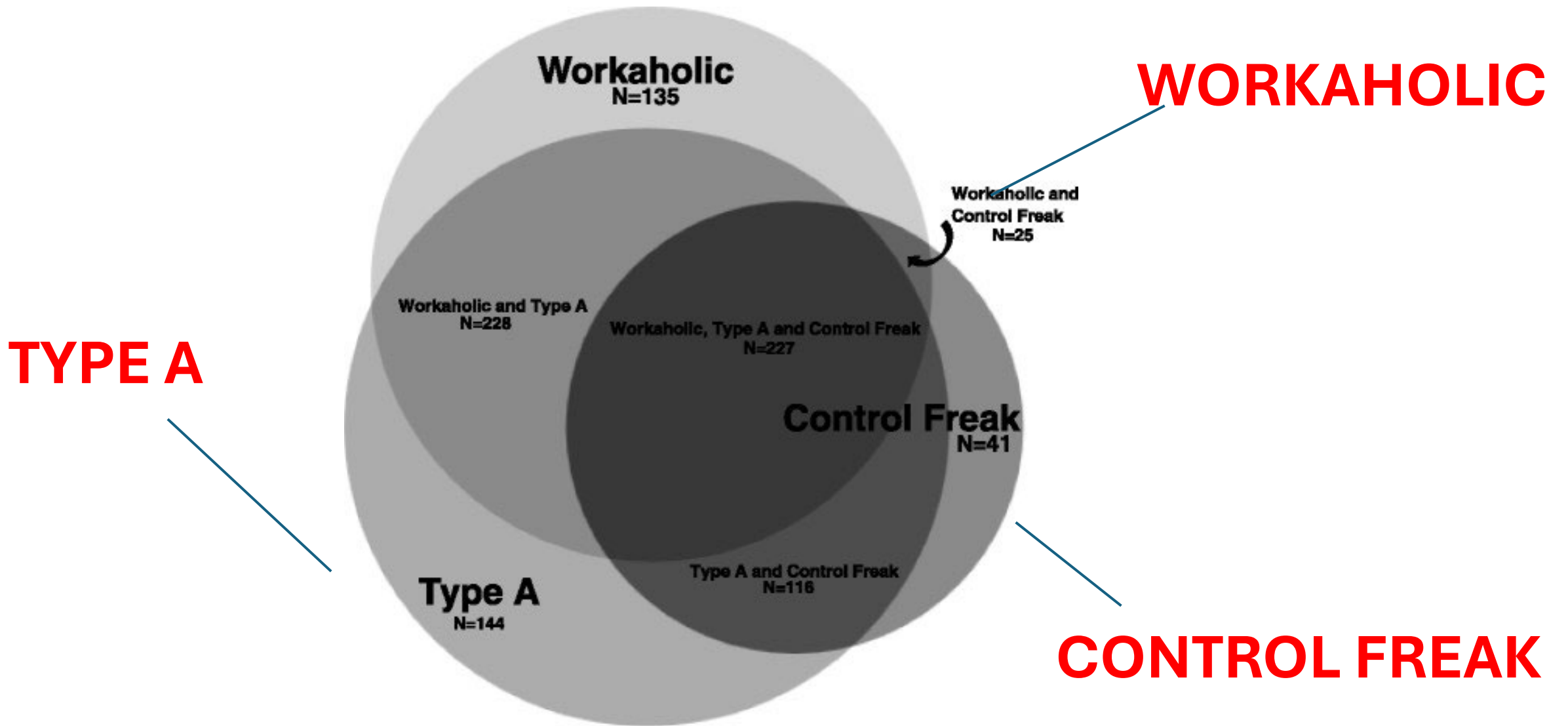


# Medical exceptionalism...

(“We don’t need to worry about *that*”)

“No other calling . . . demands a more absolute self-negation than the one you have chosen. No other vocation — not even the sacred ministrations of religion itself — requires a more constant exercise of the higher faculties of the human mind, or a more earnest devotion of the purer and nobler attributes of the human soul.”







# Selection and Cultural Conformity

Can advocacy help us find meaning  
in work?



# Why we should seek meaning in work



# Meaning and Purpose are the “MVPs”\*

Stanford Model of Occupational Well-being

\*\*\*Mission alignment\*\*\*



Copyright © 2016 Board of Trustees of the Leland Stanford Junior University. All rights reserved.

(Formerly Stanford WellMD Professional Fulfillment Model)

\*\*H/T Colin West

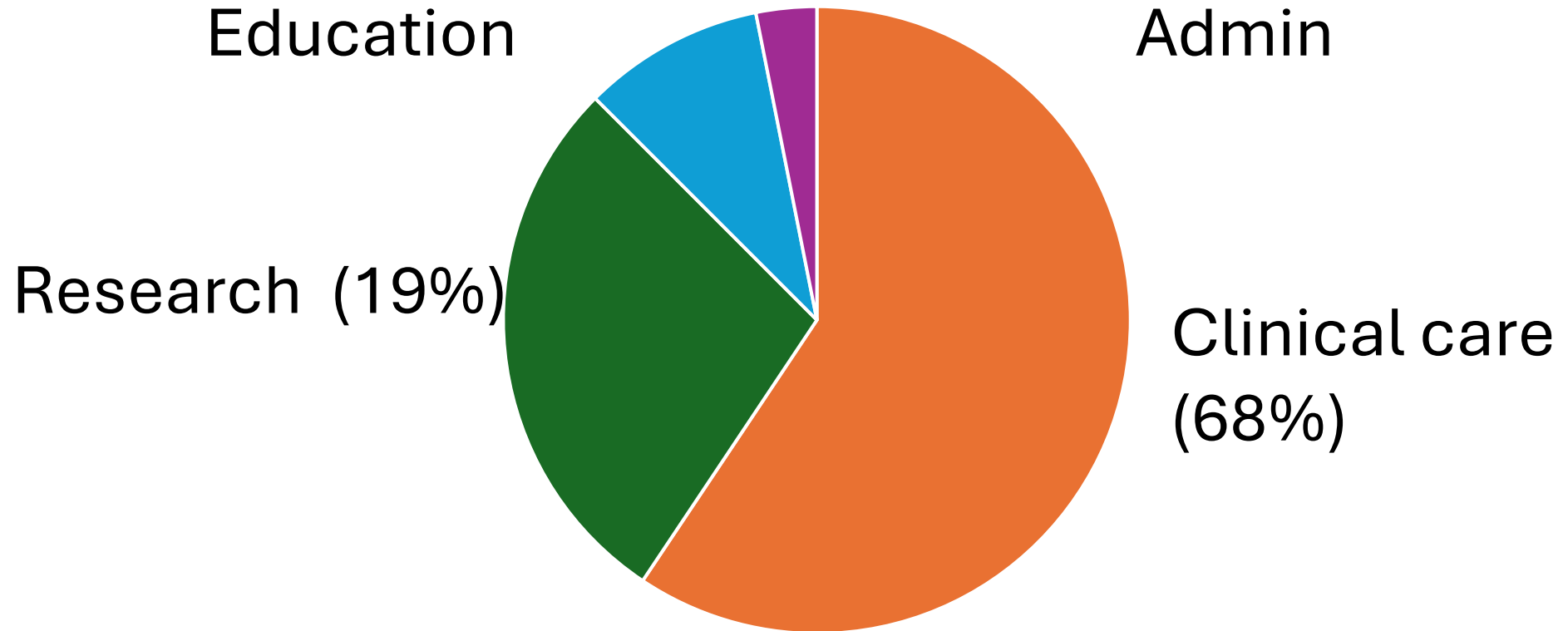
“***Every*** successful intervention to combat burnout connects back in some way to **meaning and purpose.**”\*

- Colin West

\*Oral lecture, October 30, 2025

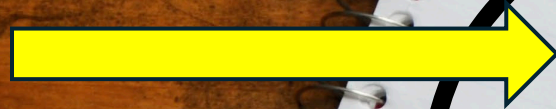


# “What work do you find most personally meaningful?”

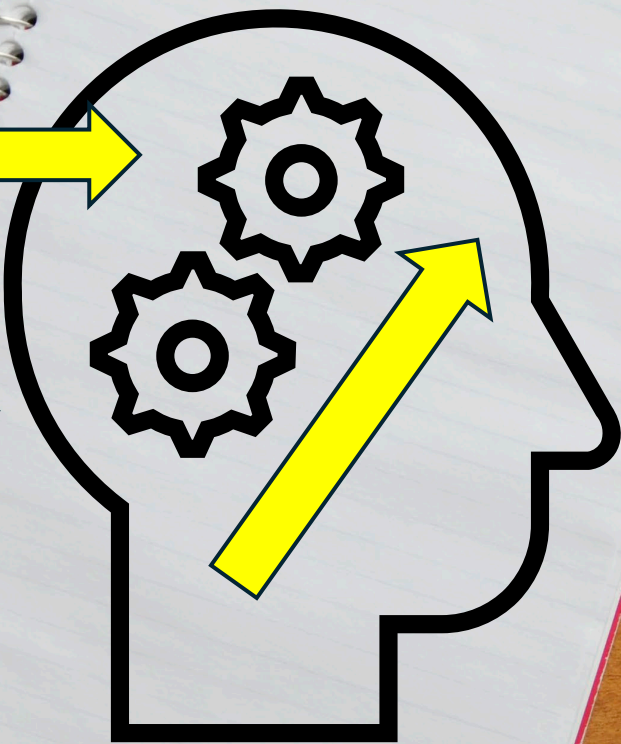


Shanafelt TD, West CP, Sloan JA, et al. **Career Fit and Burnout Among Academic Faculty.** *Arch Intern Med.* 2009;169(10):990–995. doi:10.1001/archinternmed.2009.70

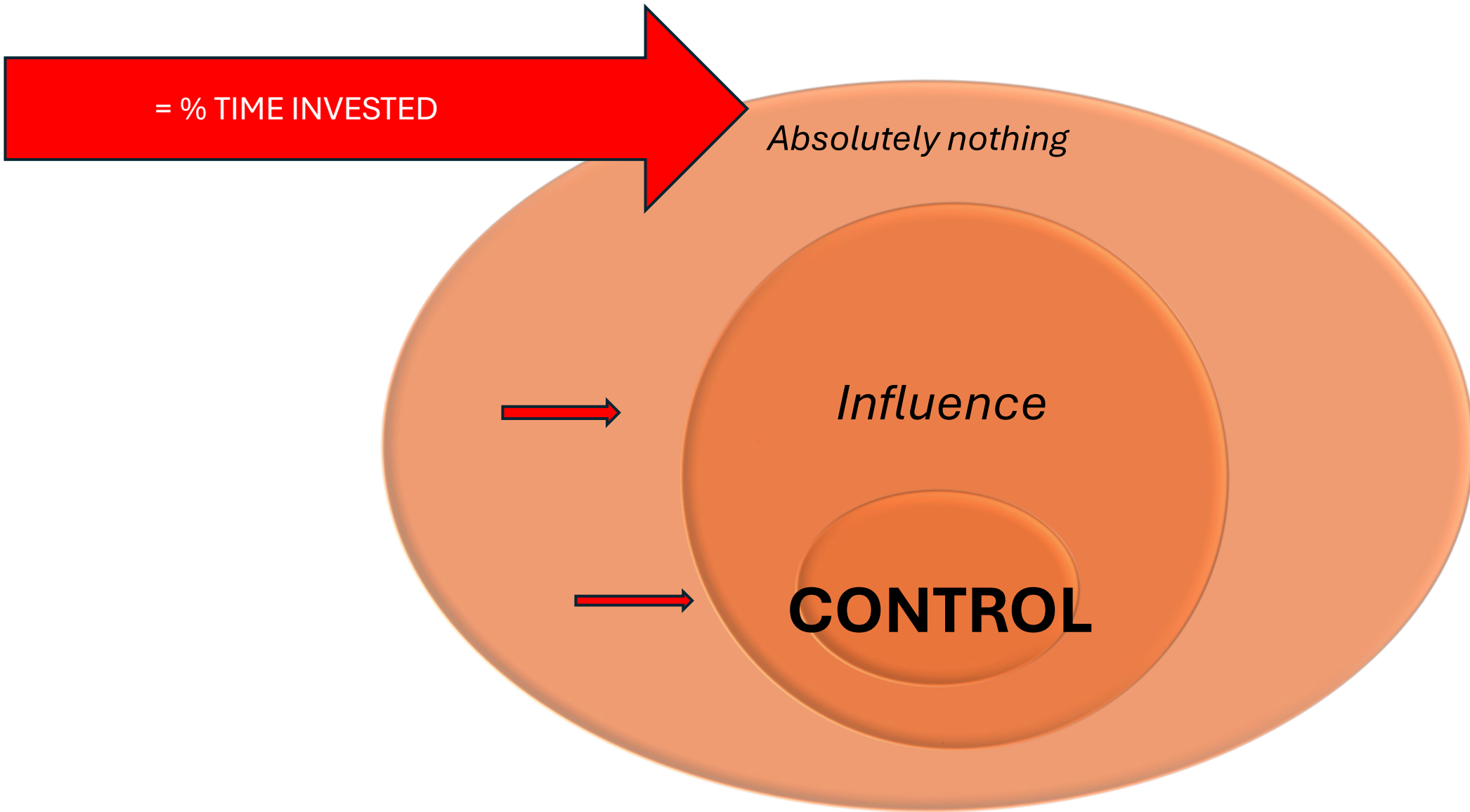
Prefrontal Cortex



Limbic







**Advocacy can reorient us to our locus of control**

A single, bright yellow lemon is centered in the frame against a solid yellow background. The lemon is shown from a slightly elevated, three-quarter perspective, casting a soft, diffused shadow on the surface below it. The text "Seeing things differently" is overlaid in white, sans-serif font across the middle of the lemon.

Seeing things differently



What are our deepest fears about advocacy?

# Order effects







★★★★☆ Collewood · 2 years ago

“I do **NOT** recommend this product!”

✘ No, I do not recommend this product.

Helpful?

Yes · 7

No · 21

Report



★★★★★ Rahman · 2 years ago

Incredible blend of flavors



“The best chips **EVER!**”

“I can’t tell you how to succeed, but I can tell you how to fail: **try to please everybody.**”

*-Eleanor Roosevelt*





STILL MAKING  
HISTORY.

Forget about “If not me, who?”

Try, “If I/ we can’t, who can?”

**“I don’t have time...”**

Try “supportive” advocacy

- Validate**
- Amplify**
- Lend**
- Unite**
- Encourage**
- Defend**

**Helps other risk-takers.**

**“VALUED”**

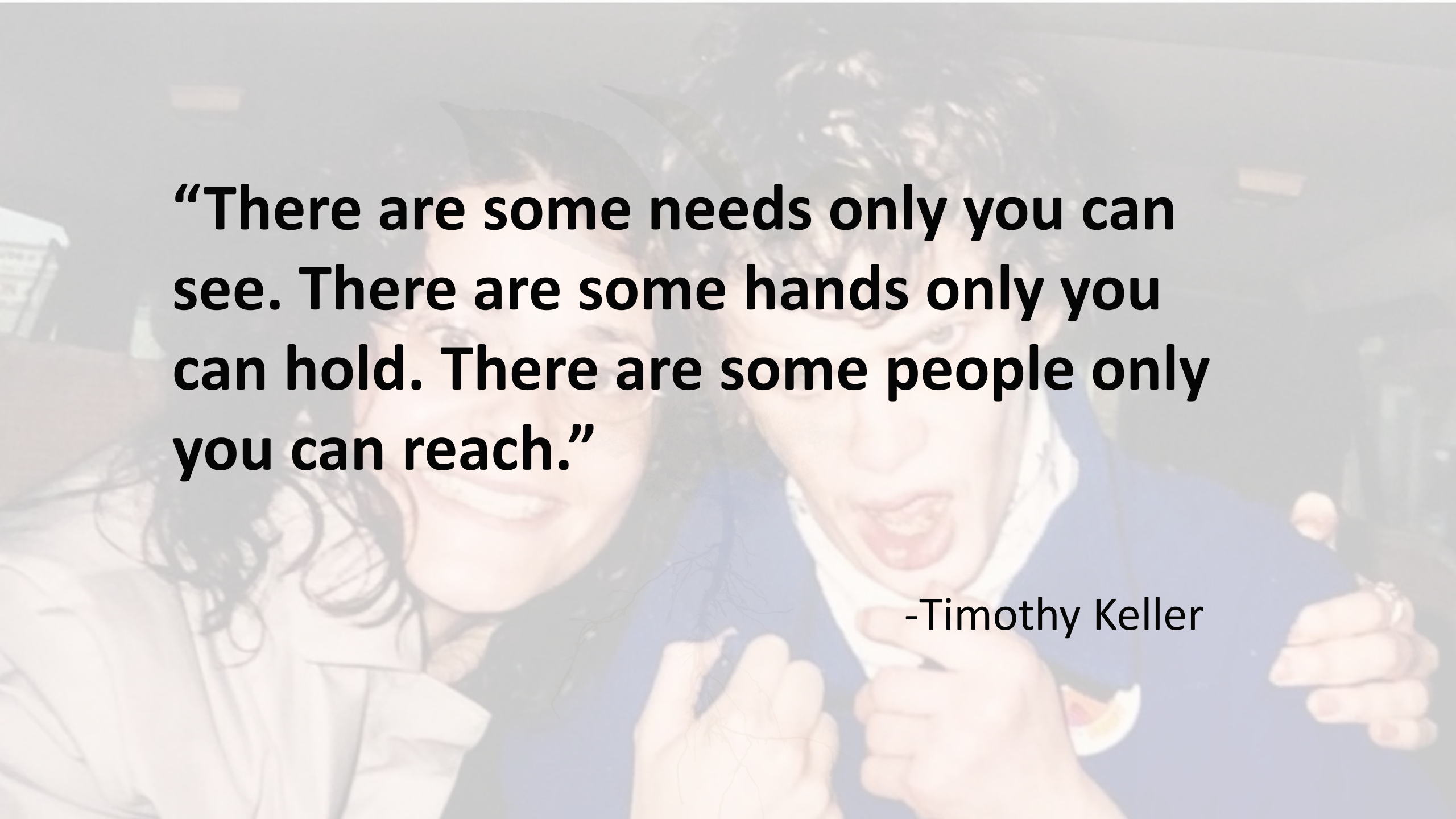


We give up on hope...it all seems impossible



“Just one degree....”



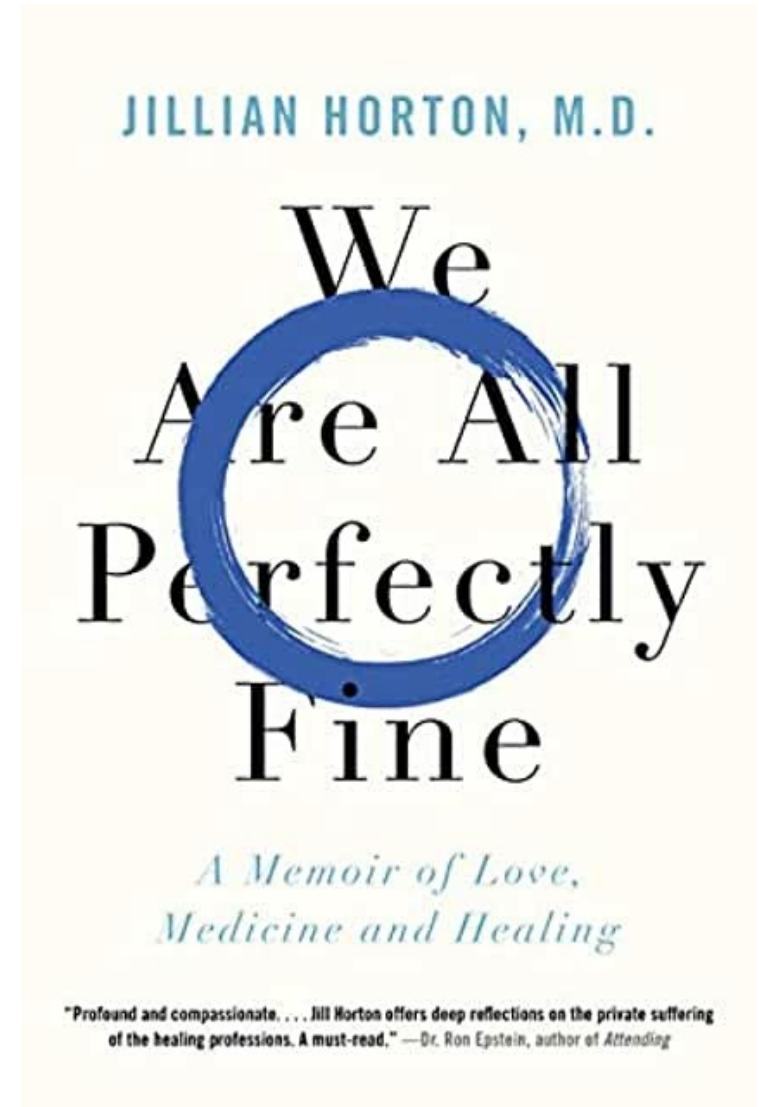


**“There are some needs only you can see. There are some hands only you can hold. There are some people only you can reach.”**

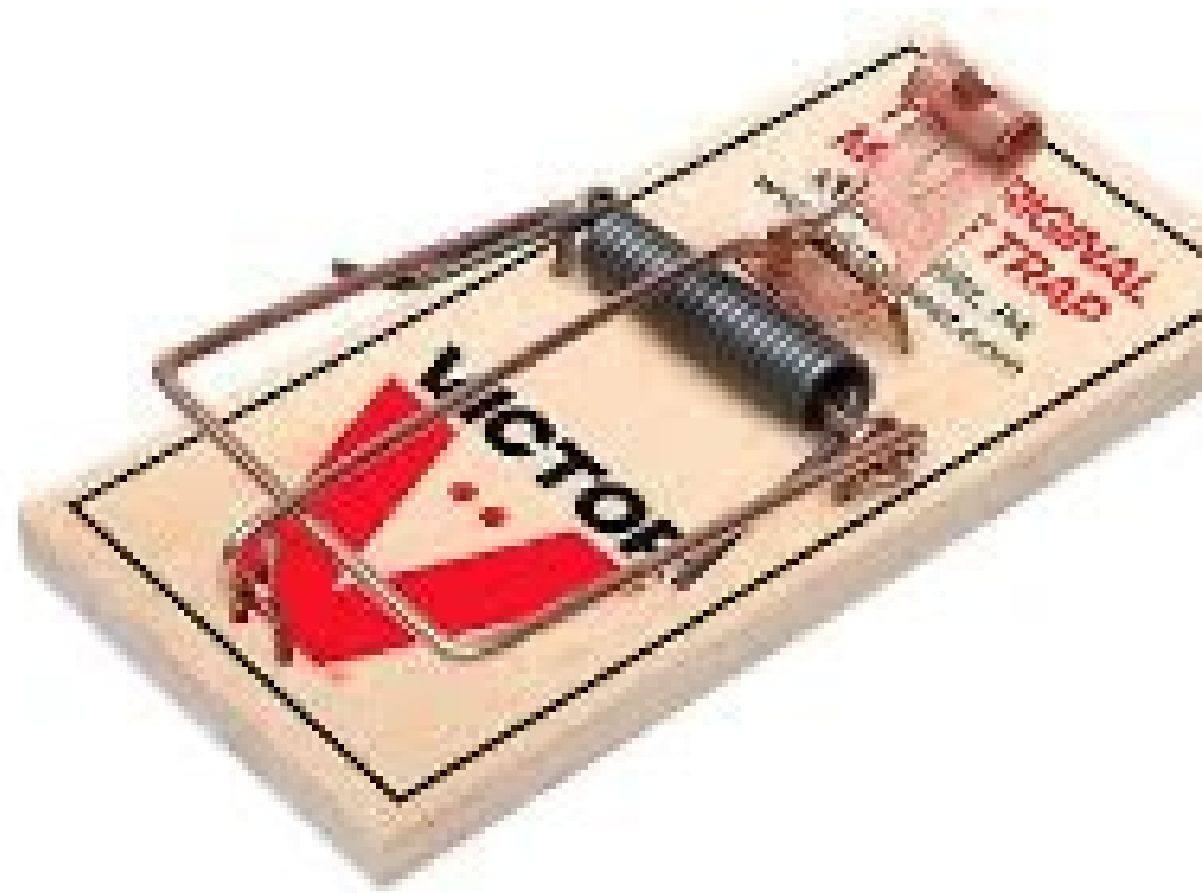
-Timothy Keller



@jillianhortonmd







# Summary

