

Beating Burnout: Building A Culture of Resilience and Wellness

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Financial Relationships With Ineligible Companies (Formerly Described as Commercial Interests by the ACCME) Within the Last 2 Years

Dr Kaslow has no relevant financial relationships with
ineligible companies to disclose. (Update 04/17/22)

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Learning Objectives

After attending this presentation, learners will be able to:

- List 3 strategies individuals can use to better take care of themselves, avoid burnout, and be resilient
- List 3 strategies organizations can employ to reduce healthcare workers' risk for burnout and bolster their resilience and wellness

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Agenda

- Why now?
- Burnout
- Resilience and wellness
- Individual strategies
- Organizational strategies
- Concluding comments

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Queen & Harding, 2020

EDITORIAL

Societal pandemic burnout: A COVID legacy

WHY NOW?

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Why Now?

- COVID 19 has strained the healthcare system and all providers
- The pandemic waxes and wanes, but it continues
- Monkeypox is now on the scene
- Social problems (e.g., gun violence, poverty) are worsening
- Disparities, discrimination, bias and social inequities are more evident than ever

•Berger & Miller, 2021; Bryant-Genevier et al., 2021; Murthy, 2022; Prasad et al., 2021; Sasangohar et al., 2020

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Why Now?

Healthcare professionals
Decreasing personal and professional satisfaction
Increasing levels of depression and death by suicide
Mounting levels of burnout
Alderson et al., 2015; Aradiall-Herrero et al., 2013; Ariely et al., 2015; Davis et al., 2021; Lee et al., 2022; Silva et al., 2015

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202-696-6342

hhs.gov/2019/05/23

New Surgeon General Advisory Sounds Alarm on Health Worker Burnout and Resignation

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BURNOUT

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How Do I Know I am Burned Out? The Overt and the Subtle

My team is finally getting together and I just don't feel like going
It seems like such a hassle to don and doff when I go in a COVID patient's room
I put on the COVID 19 (i.e., 19 lbs) and they haven't come off
I just learned I got an honor and I thought, oh well – not just because I'm humble but it doesn't really matter to me
I keep making these small mistakes, don't know why, and it makes me feel badly about myself
Some people stopped laughing at my jokes

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Self-Reflections

- How do you know when you or someone else is burned out?
- What causes you to feel burned out?



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RESILIENCE AND WELLNESS

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What is Resilience?

- Capacity to adapt well in the face of
 - Adversity
 - Trauma
 - Tragedy
 - Threats
- Significant sources of stress



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What is Wellness?

- State or condition associated with optimal levels of physical and emotional health and social functioning
- Positive approach to living
- Active process of becoming aware of and making choices toward a successful existence
- Relates to quality of life and meaning in life



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PERSONAL STRATEGIES



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Engage in Self-Care

- Prioritize health maintenance
- Participate in activities intended to improve or restore health or treat or prevent disease
- Balance taking care of oneself, others, and one's community



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Mind the Body

- Prioritize sleep/bodily rest
- Eat well and stay hydrated
- Maintain a healthy weight
- Exercise, play a sport
- Limit substance use
- Get fresh air and sunlight
- Sit in a comfortable chair



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Care for the Mental Self

- Carve out time for yourself
- Use journal [prompts](#) for self-discovery and self-reflection
- Engage in calming activities
- Express yourself creatively
- Do things you enjoy
- Give yourself daily affirmations
- Remove negative/self-defeating thoughts
- Develop a personal mantra that honors you/your wellness needs
- Communicate your emotions



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Care for the Mental Self

- Reach out for support and support others
- Say no when possible and delegate when possible
- Use apps to bolster your wellness
 - To Do List – organize home and work
 - Strides – track goals and habits
 - Fabulous – establish healthy habits
 - Shine – engage in daily self-care practices
- Noom for Mental Health – improve cognitive habits related to various aspects of life (e.g., sleep, relationships, productivity)

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Practice Mindfulness

- Employ apps

- Calm
- Headspace
- Insight Timer



- Use diaphragmatic breathing, mind-body scan, mindful imagery
- Consider Mindfulness-Based Cognitive Therapy (MBCT) or Mindfulness-Based Stress Reduction (MBSR)
- Empirical evidence supports all these approaches

•Van Agteren et al., 2014

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Practice Compassion

- Soften expectations of perfection
- Catch self and redirect self-judgements
- Think about what the experience of compassion for others feel like and direct that toward yourself
- Recognize broader human context of own experience and put things in perspective
- Express gratitude toward others

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Care for the Spiritual Self

- Aspire to be the best you can be – excellence versus perfection
- Feel good about the future
- Believe there is a real purpose in life
- Have a relationship with a higher power (helpful for some people)



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Plan for Balance

- Schedule your leisure time
- Start with the small stuff
- Listen to your body
- Nurture your work and non-work relationships
- TAKE ALL YOUR VACATION TIME!
- TAKE A HARD RESET IF NEED BE!



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Build Moral Resilience

- Cultivate your own moral resilience
 - Foster self-awareness
 - Practice mindfulness
- Develop ethical competence and confidence
 - Leverage interpersonal connections
- Contribute to a culture of ethical practice
 - Set moral compass
- Commit to moral resilience
 - Rushton, 2016; Rushton et al., 2017

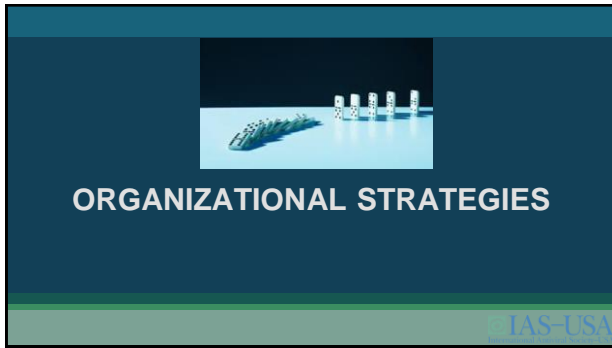
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Self-Reflections

- What other personal strategies have you used to mitigate burnout and foster your own resilience and well-being?
- What other strategies would you consider using?



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Remember

- Burnout is an organizational problem and personal solutions are not sufficient
- Changes in the work culture can reduce burnout and increase people's resilience and sense of well-being
- Leaders have a responsibility to prevent burnout and foster resilience and well-being and must harness the power of their leadership to do so

•Mete et al., 2022; Moss, 2019; O'Connor et al., 2018; Shanafelt & Noseworthy, 2017; Simionato & Simpson, 2018

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Burnout Prevention

- Be intentional about preventing burnout
 - Prioritize good organizational hygiene (e.g., salary, work conditions, policies, supervision, security)
- Assess the problem by gathering meaningful information
 - Acknowledge the problem based on the data
- Ask timely and relevant questions to determine the desired culture and interventions to design and employ
- Align values and strengthen the culture in accord with what is preferred by all parties

•Moss, 2019; Shanafelt & Noseworthy, 2017

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Burnout Prevention

- Be intentional about preventing burnout
 - Recruit and retain a diverse and inclusive workforce
 - Monitor workloads
- Create an environment that emphasizes quality and satisfaction
 - Implement thoughtful technological solutions to automate processes, save time, reduce human burden, and improve satisfaction and well-being

▪Moss, 2019; NAM, 2022

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Burnout Prevention

- Be intentional about preventing burnout
 - Provide resources to promote resilience
 - Prioritize fair treatment
- Engage people in collaborative decision-making
 - Emphasize role clarity
- Provide greater sense of control and empower people to craft their work – professional autonomy

▪Gabriel & Aguinis, 2022; O'Connor et al., 2018; Shanafelt & Noseworthy, 2017; Simionato & Simpson, 2018

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Burnout Prevention

- Be intentional about preventing burnout
 - Cultivate and encourage support and a sense of community at work
 - Promote flexibility and work-life integration
 - Use rewards and incentives wisely
 - Budget smartly

▪Moss, 2019; Shanafelt & Noseworthy, 2017

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Wellness Culture

- Create a sustainable wellness culture
 - Develop and implement a strategic plan for well-being
 - Institutionalize well-being as a long-term value
- Implement wellness programs that target mental, physical, and/or spiritual health
 - Offer well-being mentors
- Implement a robust peer support program that goes beyond attending to second victim syndrome

• Chaukos et al., 2018; Goldman et al., 2017; Golob et al., 2018; NAM, 2022; Pereira et al., 2021; Sasangonar et al., 2020; Westercamp et al., 2018

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Wellness Culture

- Create a sustainable wellness culture
 - Tend to people's basic needs (Maslow hierarchy) (e.g., healthy food and drinks, adequate sleep and places to sleep, places to go outside)
 - Offer healthy escapes (e.g., gardens, Zen rooms)
 - Encourage mindfulness
 - Encourage use of mHealth tools, such as wellness apps
 - Support help-seeking

• Alikhani et al., 2020; Chaukos et al., 2018; Goldman et al., 2017; Golob et al., 2018; Makowski et al., 2022; Rohlf, 2018; Saba et al., 2022; Sasangonar et al., 2020; Westercamp et al., 2018

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Wellness Culture

- Create a sustainable wellness culture through designing healthcare systems that promote staff well-being
 - Lots of access to daylight
- Sound absorbing materials and techniques to minimize noise
- Technology that reduces the need for physical overexertion
 - Collaborative clinician spaces

• Saba et al., 2022

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Moral Resilience

- Build moral resilience
 - Acknowledge and address the moral distress and ethical challenges of healthcare workers
- Provide and encourage the use of peer support for your teams
- Develop systems that support a culture of ethical practice
 - Iacoviello & Charney, 2014; Patterson et al., 2021; Stockdale, 1995


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Questions

- What has your organization/leader done to prevent burnout and build a wellness culture?
- What else would you like your organization/leader to do?



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CONCLUDING COMMENTS

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Concluding Comments

- Promotion of personal and organizational efforts to mitigate burnout and foster resilience and well-being is an ethical issue
- Burnout is best addressed when viewed as a shared responsibility between systems and individuals

•Ahn et al., 2021; Callan et al., 2020; NAM, 2022; Warlick et al., 2021; West et al., 2018



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Concluding Comments

- Leaders must
 - Convey that providers are valued
 - Communicate best practices clearly and with compassion
 - List and respond to input and feedback
 - Monitor and address people's well-being
 - Encourage sharing own vulnerability and protecting own emotional strength
- Attend to differences, defined broadly, as pertinent to well-being

•Dewey, 2020

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Concluding Comments

- The time is NOW for cultural transformation in which
 - All organizational decision take healthcare professionals' well-being into account
 - Leaders view supporting the well-being of the people they lead as one of their most important responsibilities

•Shanafelt et al., 2020

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Concluding Comments

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 - Leaders view supporting the well-being of the people they lead as one of their most important responsibilities
- Shanafelt et al., 2020

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Concluding Comments

- As the Surgeon General (Murthy, 2022) said, we must
 - Value and protect all healthcare workers
 - Reduce administrative burdens that serve as barriers between healthcare workers and their patients and communities
 - Increase access to mental health and substance use services and reduce associated stigma and punitive practices
 - Bolster public investments in the workforce and public health
 - Build a culture that support well-being, social connections, and community
- Ensure a culture of inclusion, equity, and respect

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Question-and-Answer Session



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ANNUAL UPDATE
