

Building a Culture of Wellness and Resilience:

How to characterize burnout and create a targeted curriculum

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Please take a moment and complete
your burnout self-assessment

BELIEVE IN WE™  OhioHealth

Objectives

Upon leaving this session, participants will:

- Be able to characterize burnout in yourself and others
- Understand the efficacy of individual and environmental resilience interventions
- Build an action plan to foster wellness and resilience

Burnout

Stress comes from things we can't control

In actuality, stress comes from our desire to control things we cannot



Unfortunately, this a large portion of the life of a physician

Stages

- Ruminatation
 - Negative Loop
- Burnout
 - Emotional Exhaustion
 - Depersonalization
 - Personal Achievement
- PTSD, Depression, Professionalism Lapses*, Attrition



*Dyrbye LN, Massie FS Jr, Eacker A et al. Relationship between burnout and professional conduct and attitudes among US medical students. JAMA 2010;304:1173–80.

Components of Burnout

Emotional Exhaustion



Loss of Personal Achievement



Depersonalization



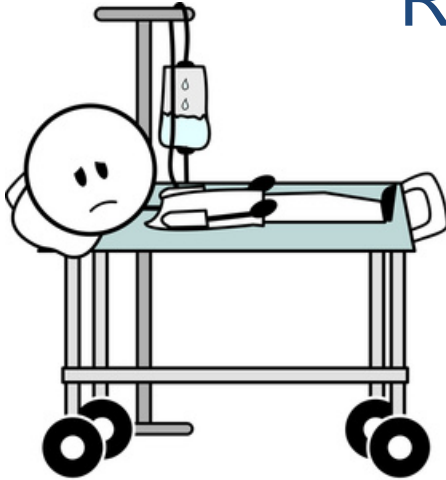
Burnout is associated with:

Reduced patient satisfaction

Poor job satisfaction

Depression

Suicide



Burnout is not an attitude problem

- Burnout is a workplace problem
 - “Failure to recognize the human side of work or demands of superhuman efforts, people feel overloaded, frustrated and well, burned out. Self-improvement alone will not beat it.”

*Sexton J.B., et al. J Perinat. 2006; 26:463-470.

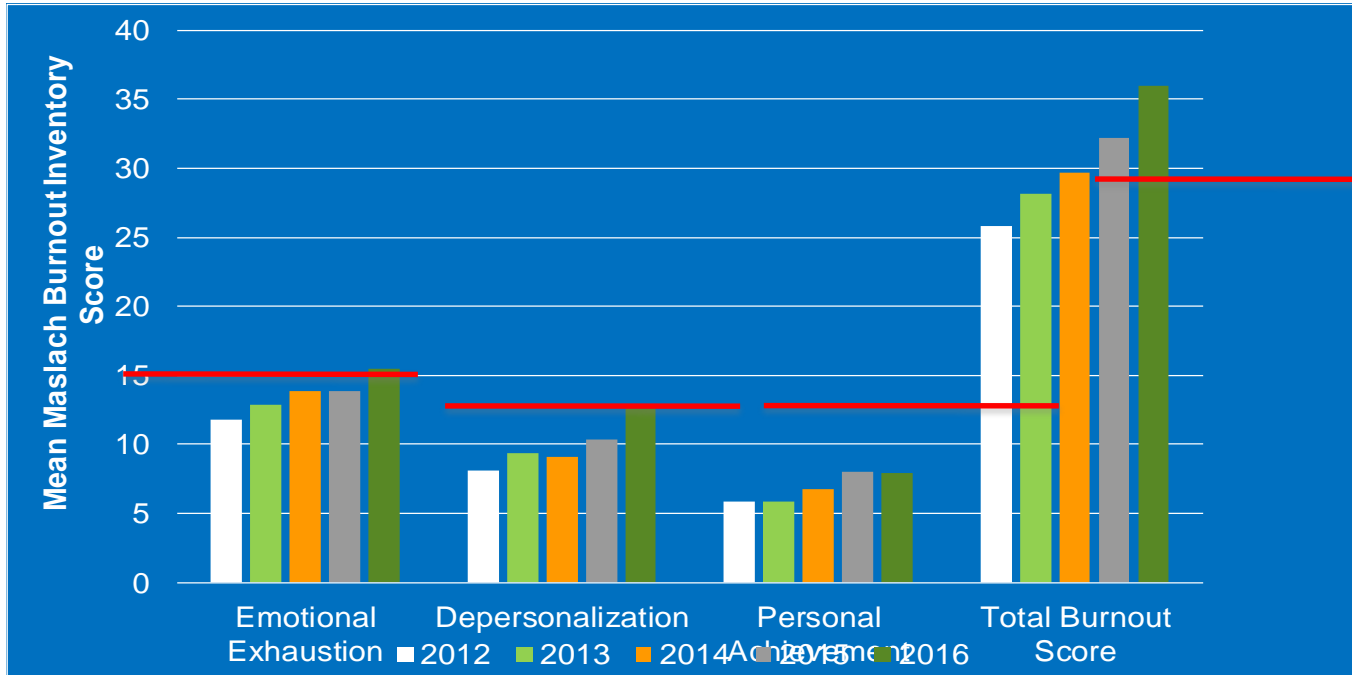
How bad is it here?



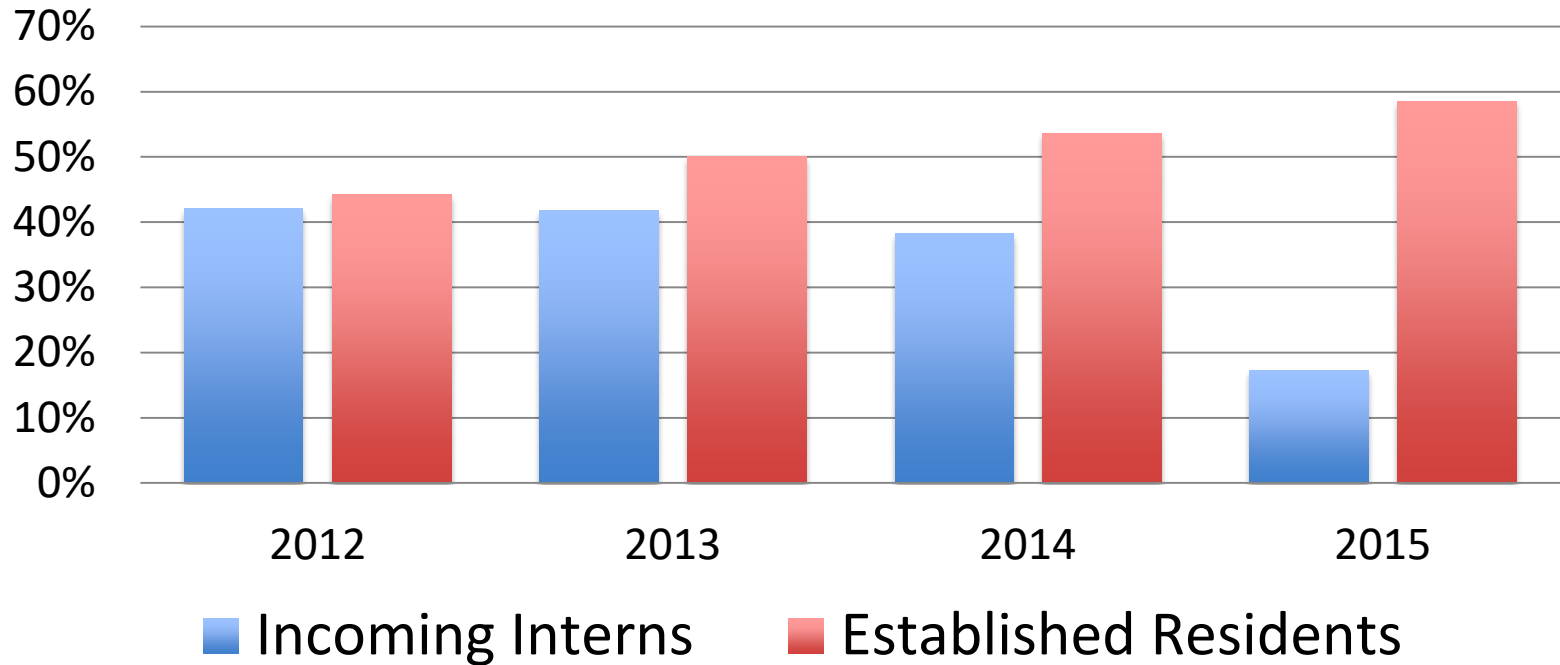
Since 2012 – AIAMC NI III

- Survey all residents with modified Maslach Burnout Index and Health Behavior Questions
- Five residency programs
- Incoming interns at orientation
- All residents Feb-April
- Anonymous

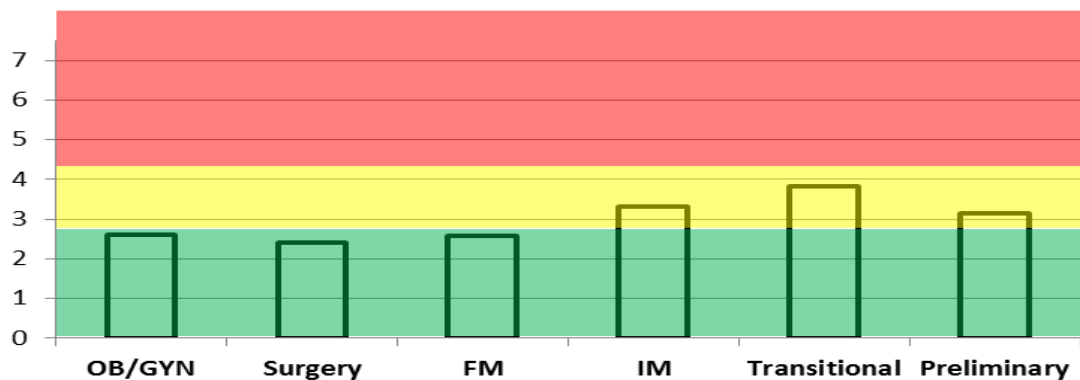
In our residents...



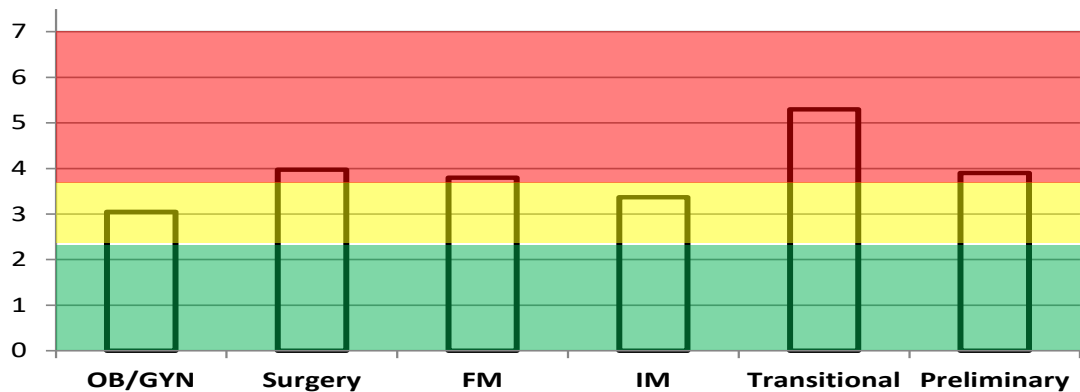
Percentage of Residents with at least Moderate Burnout by Year



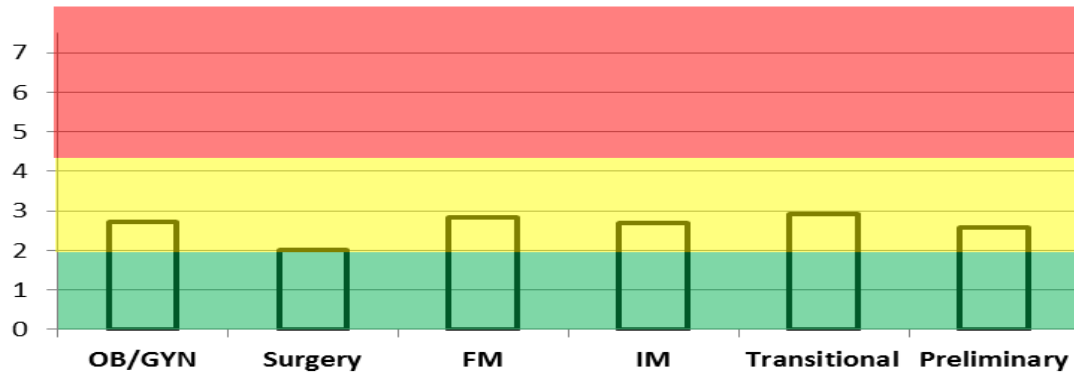
2013 Incoming Intern Emotional Exhaustion



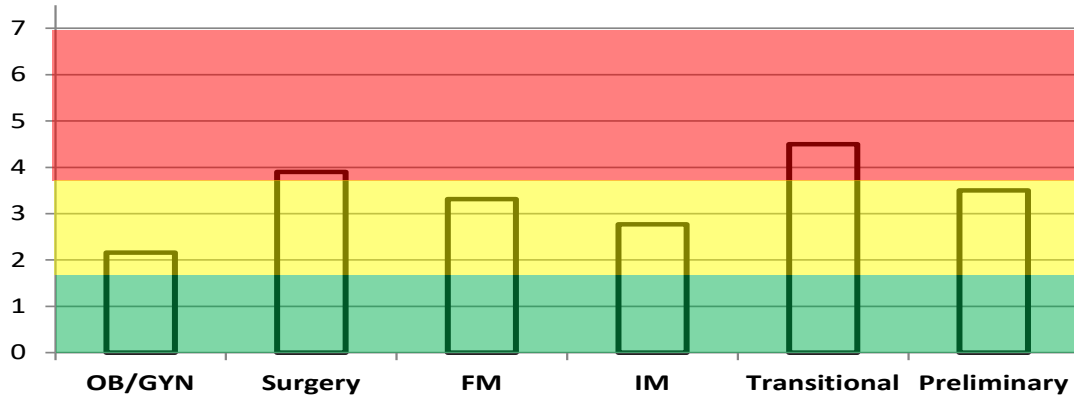
Emotional Exhaustion



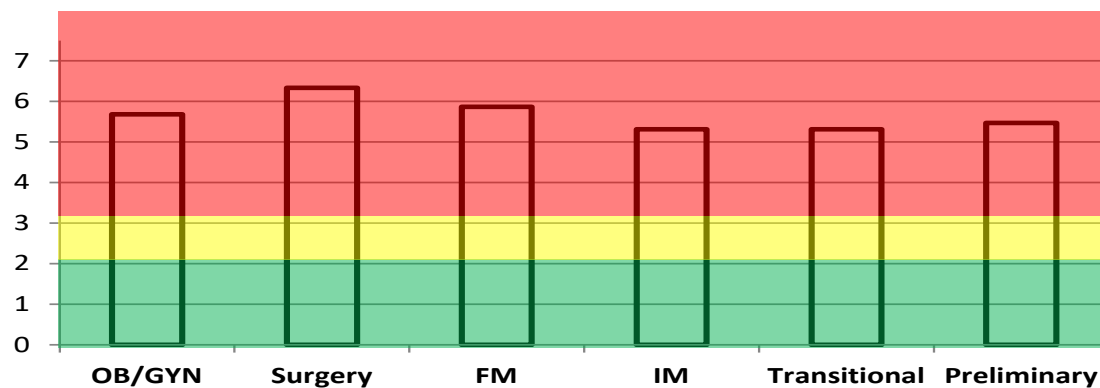
2013 Incoming Intern Depersonalization



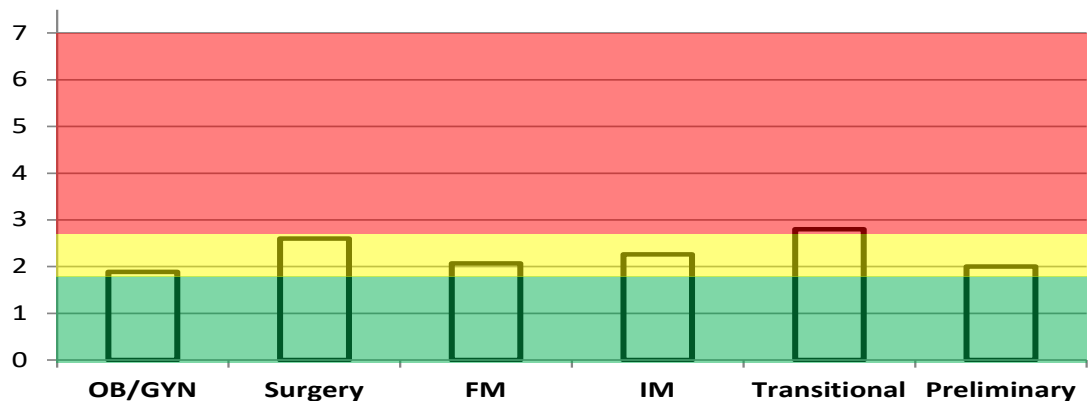
Depersonalization



2013 Incoming Intern Personal Achievement



Personal Achievement



Burnout levels are **NOT** correlated with...

- Working more than 60 hours per week
- Marital status
- Having children

Burnout levels are **WORSE** when:

- Communication breaks down
- No breaks during a day
- Difficulty sleeping
- Eating a poorly balanced meal
- Family plans are changed due to work
- You arrive home late from work
- You regret being a doctor

* All were statistically significant correlations

Burnout levels are **IMPROVED** when:

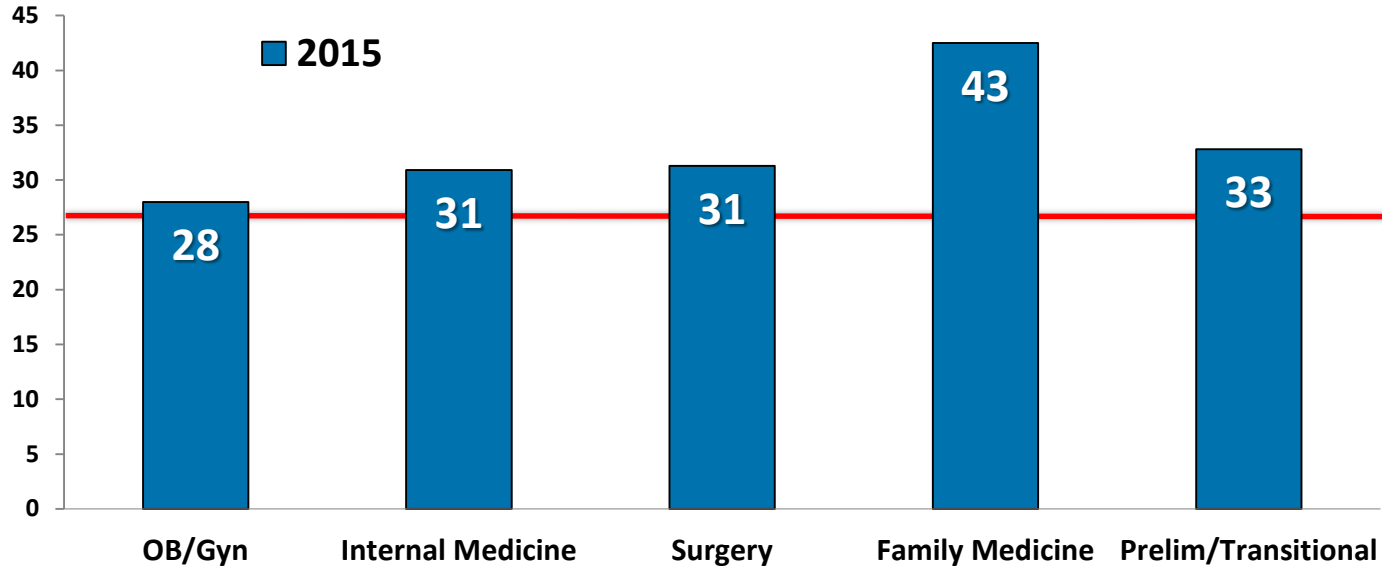
- You spend time outside
- Stress and burnout is recognized by others
- You feel supported by peers and supervisors

* All were statistically significant correlations

Focus on 2015

Where we were: 2015

Mean Maslach Burnout Inventory (MBI) Score by Specialty



*A score of 27 or greater indicates at least moderate level of burnout

Where are you?

Now what?

The antidote to burnout

Resilience

Resilience: Do you bounce or break?

Resilience is a function of your

ability to cope (individual)

and

availability of resources (environment)

related to health/well being



Johnston Substitution Test

- Are others in your same job, department or practice experiencing the same symptoms of burnout?
- You likely have a situational (process/system) reason for burnout. Individual interventions will not address.



Targeted
interventions
based on specific
components of
burnout to build
resilience

Resilience Action Plan

What are *WE* doing? Emotional Exhaustion

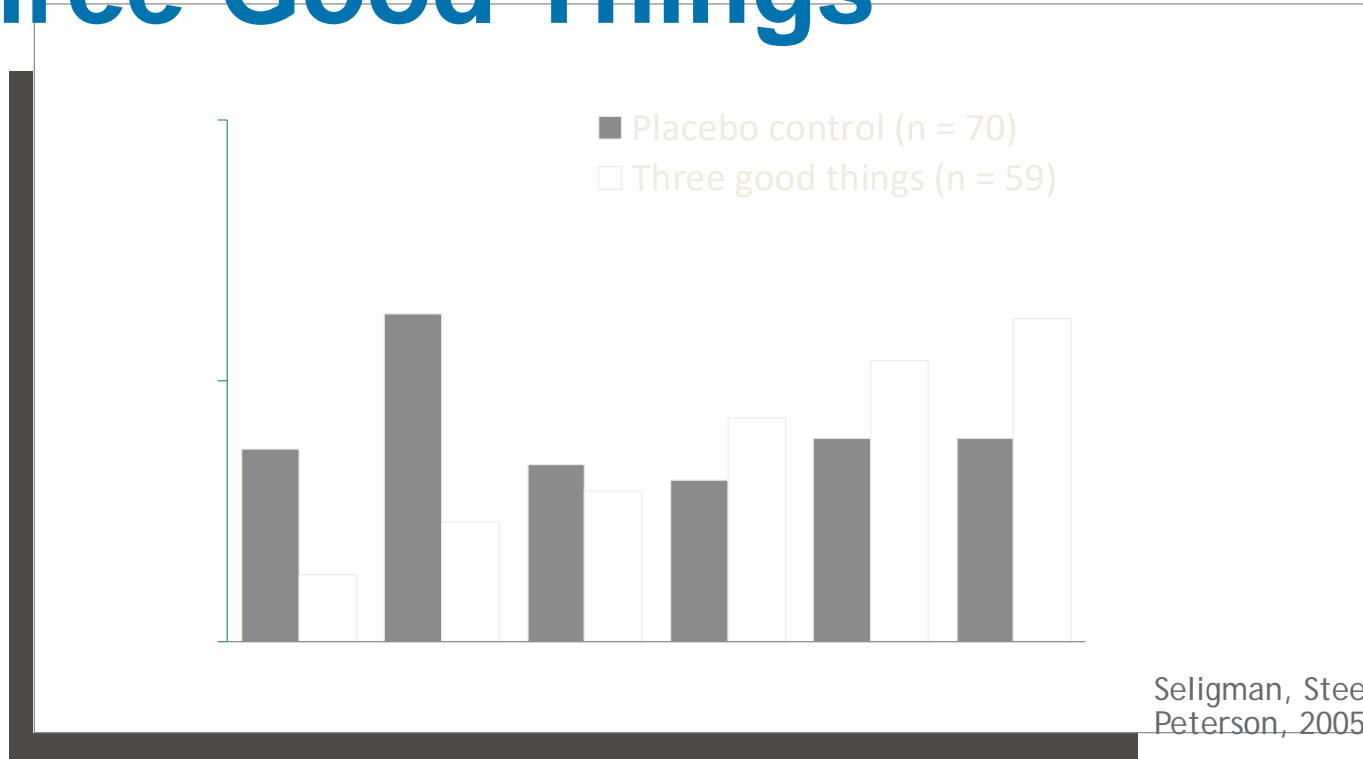
Individual:	Environmental:
Three Good Things	Random Acts
Random Acts of Kindness	Mentorship
Exercise	Active Constructive Response
Mentorship	Team Building Exercises
Mindfulness	Positive Leader Rounds
Self Care – Doctor Day	
Strategic “no”	

Emotional Exhaustion

Individual

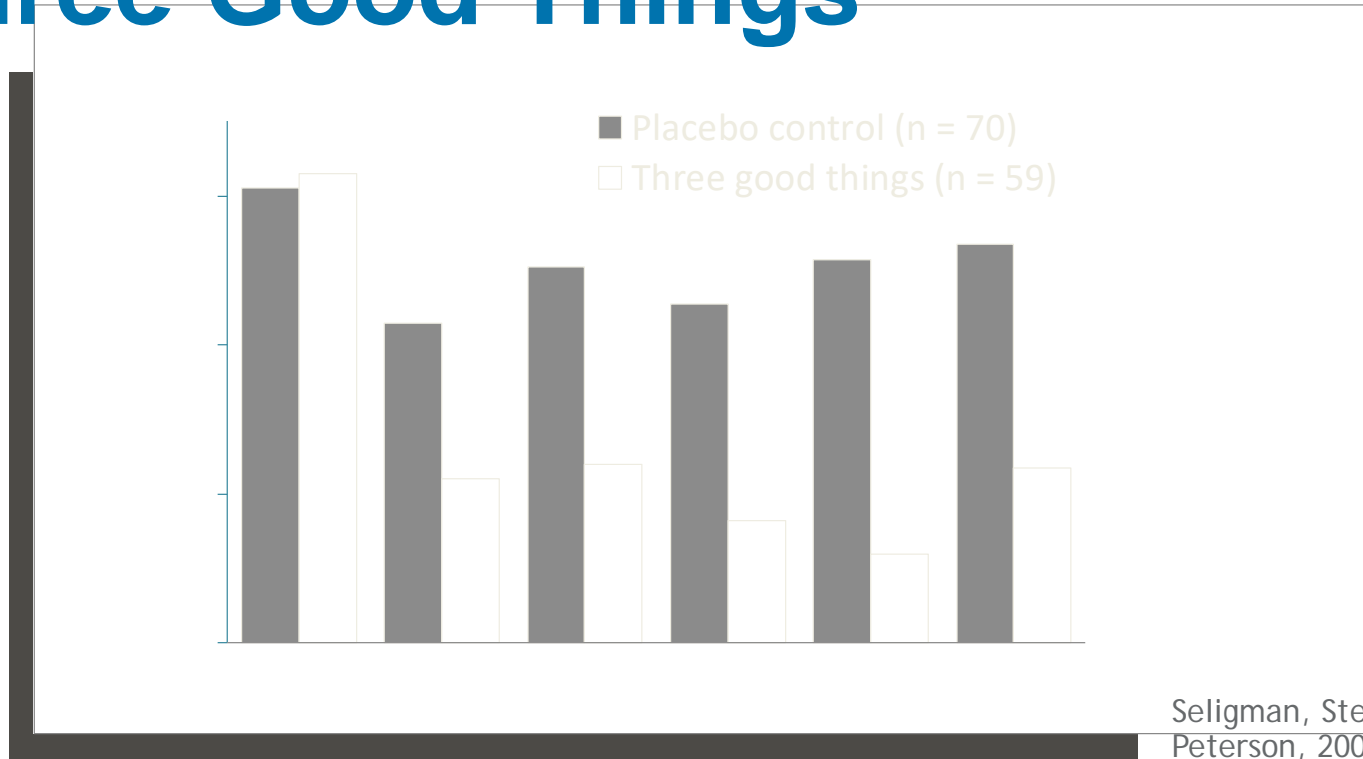
Three Good Things

Three Good Things



Seligman, Steen, Park & Peterson, 2005

Three Good Things



Seligman, Steen, Park & Peterson, 2005

Doctor Day

Individual

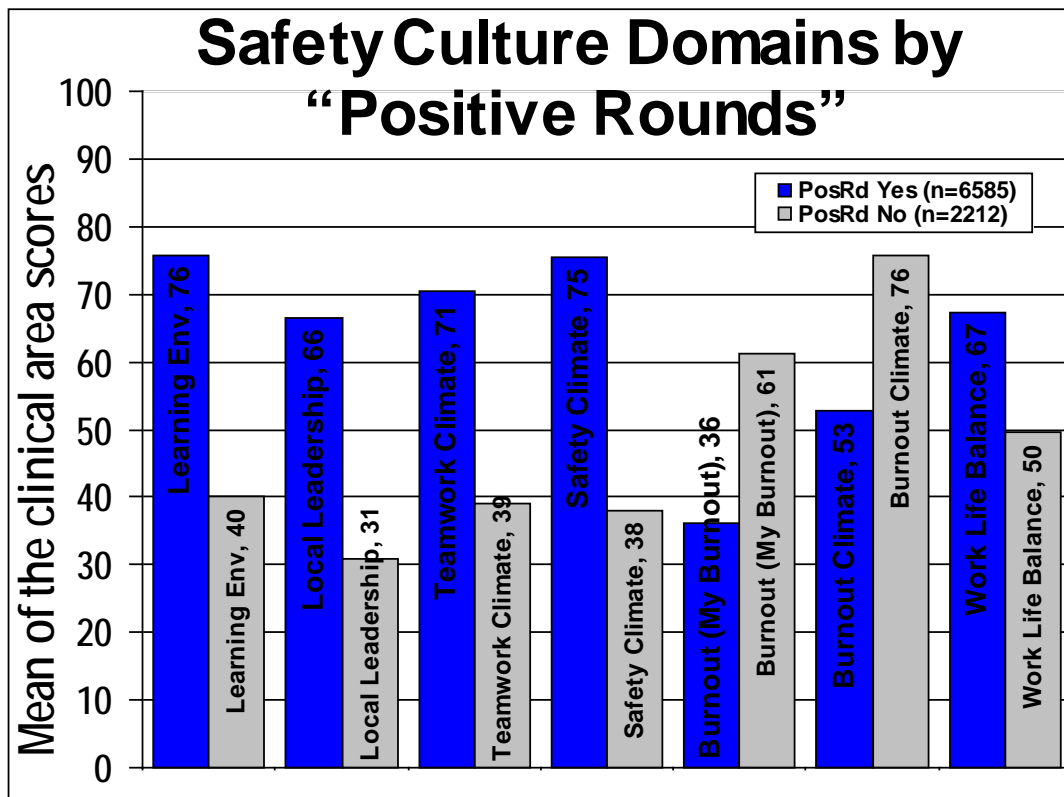
Cedfeldt AS, Bower E, Flores C, et al. Promoting resident wellness: evaluation of a time-off policy to increase residents' utilization of health care services. *Acad Med.* 2015;90;678-683.

Positive Leader Rounds

Environmental



- “Did leaders ask for information about what is going well in this work setting?”
- People who deserve special recognition for going above and beyond, celebration of successes





What are *WE* doing? Depersonalization

Individual:	Environmental:
Gratitude Letters	Schwartz rounds
Mindfulness	5 Facts Whiteboard
Community Service	1 Fact checkout
	Meaningful Meals

Mindfulness - STOP

Individual

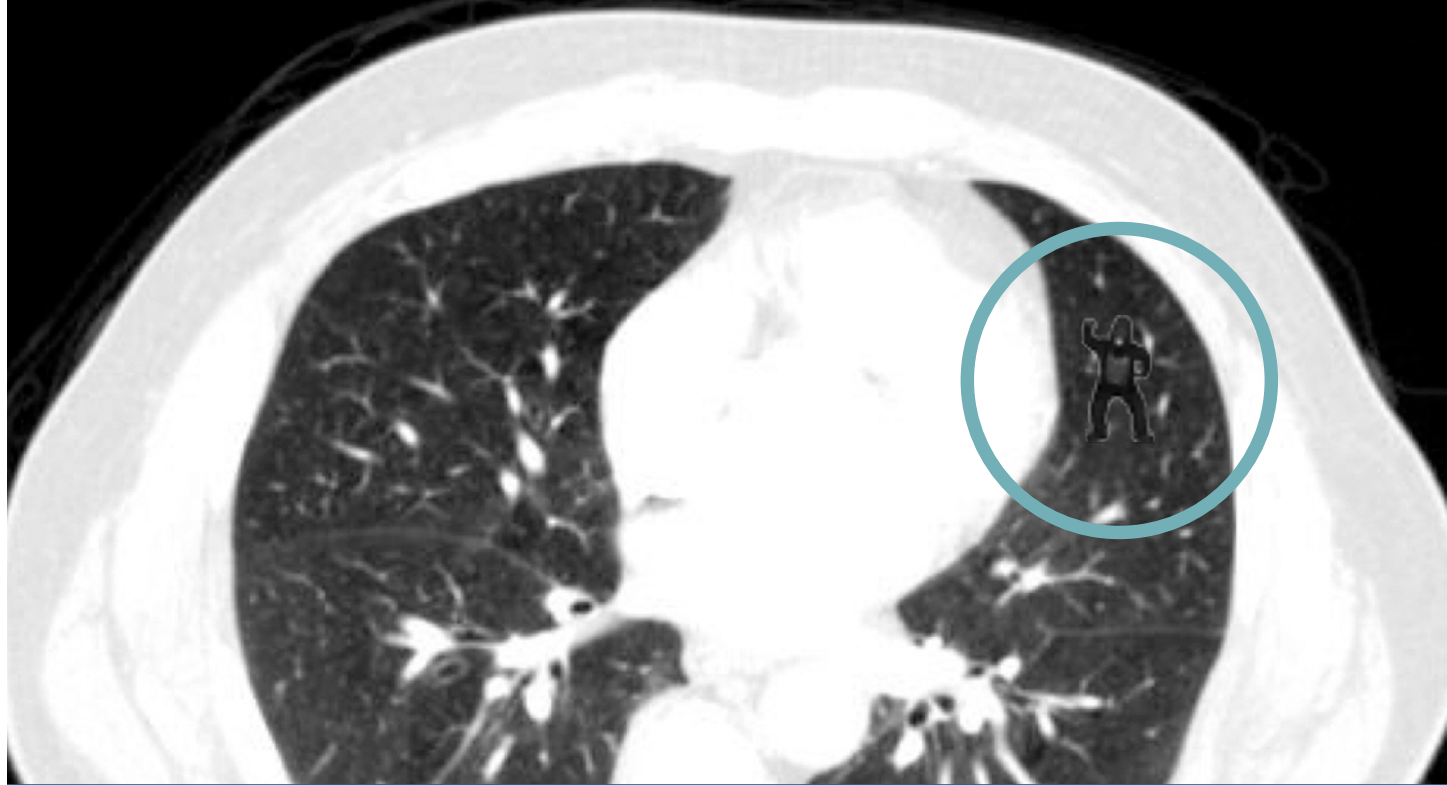
Mindfulness

- The opposite of mindfulness is autopilot
- Autopilot with patients = depersonalization

Mindfulness

“Mindfulness is a flexible state of mind in which we are actively engaged in the present, noticing new things and sensitive to context.”

(Langer, 1998)



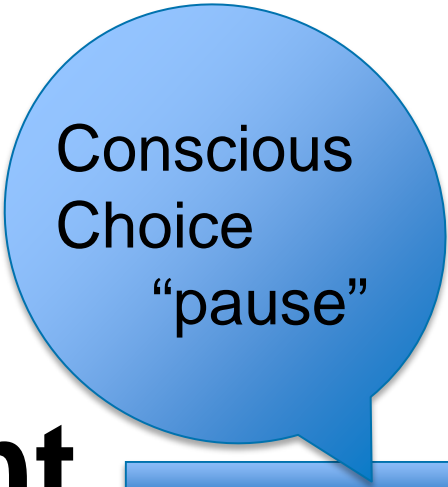
Notice anything unusual about this lung scan?

Harvard researchers found that **83%** of radiologists didn't notice the gorilla in the top right portion of this image.

Mindfulness strengthens self-efficacy, self-control, self-monitoring and adaptability.

Mindfulness = Awareness

Stress comes from our desire to control things we cannot.



Event



Response

STOP

Take a pause, a moment, a breath

Open: notice what is present

Proceed: with greater awareness

5 Facts

Environmental



5 facts whiteboard/1 fact checkout

- ED room number – interesting/unique facts
- Bring back meaning to patient care
- Prevent safety errors

Does it work?

- Resident fatigued with office, frustrated, not feeling like she mattered – just spinning wheels with patients
- Faculty noticed critical deficiency in social hx
- Made her write down one interesting fact of each pt in her notes

- Immediately began to enjoy office, became more efficient over time, easier to see patients



What are *WE* doing? Personal Achievement

Individual:	Environmental:
Strength Finders	Strengths Finder
Three Good Things	Symmetric Awards
Coaching	Positive Leaders Rounds

Signature Strengths

Individual and Environmental

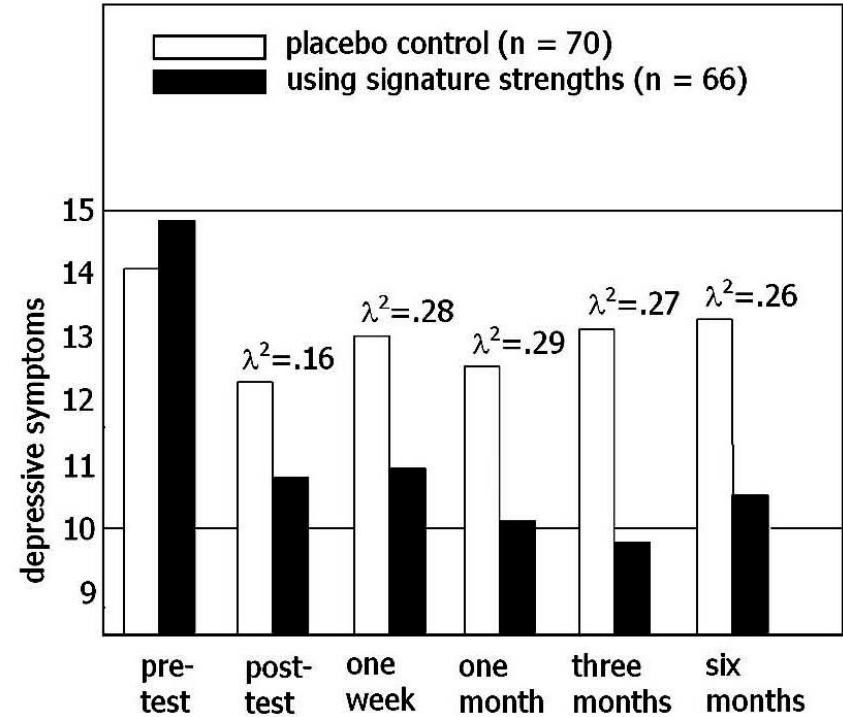
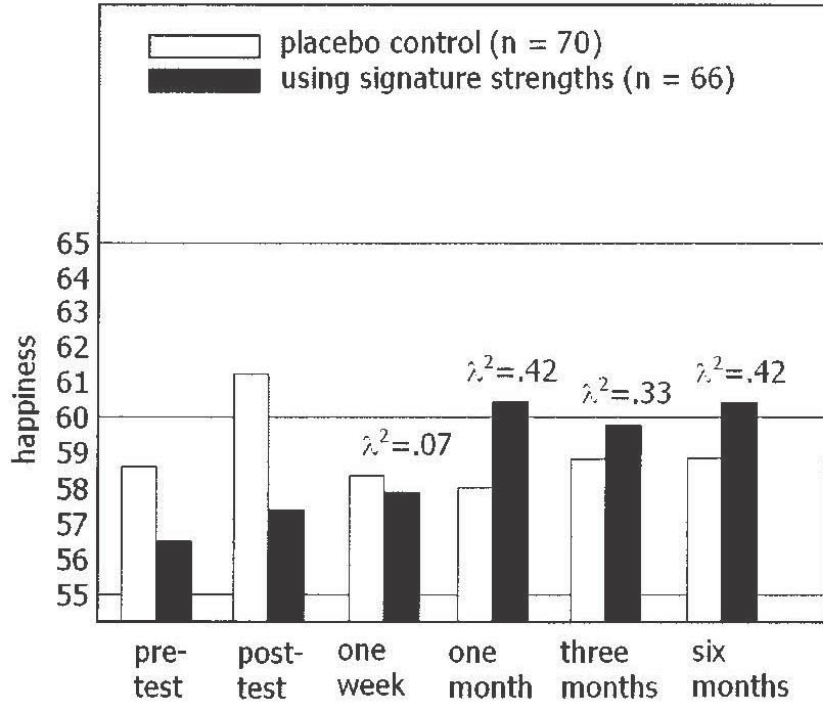
Signature Strengths

24 universal strengths found across cultures, nations, religions and politics. They are moral strengths – strengths that we value in and of themselves.

Martin Seligman, 2012



Creativity Perspective
Judgment Curiosity
Honesty Bravery HUMOR Fairness
PERSEVERANCE Zest
Love Kindness Leadership
Social Intelligence Love of Learning
Forgiveness Humility PRUDENCE
Appreciation of Gratitude SELF-REGULATION
Beauty & Excellence HOPE Spirituality

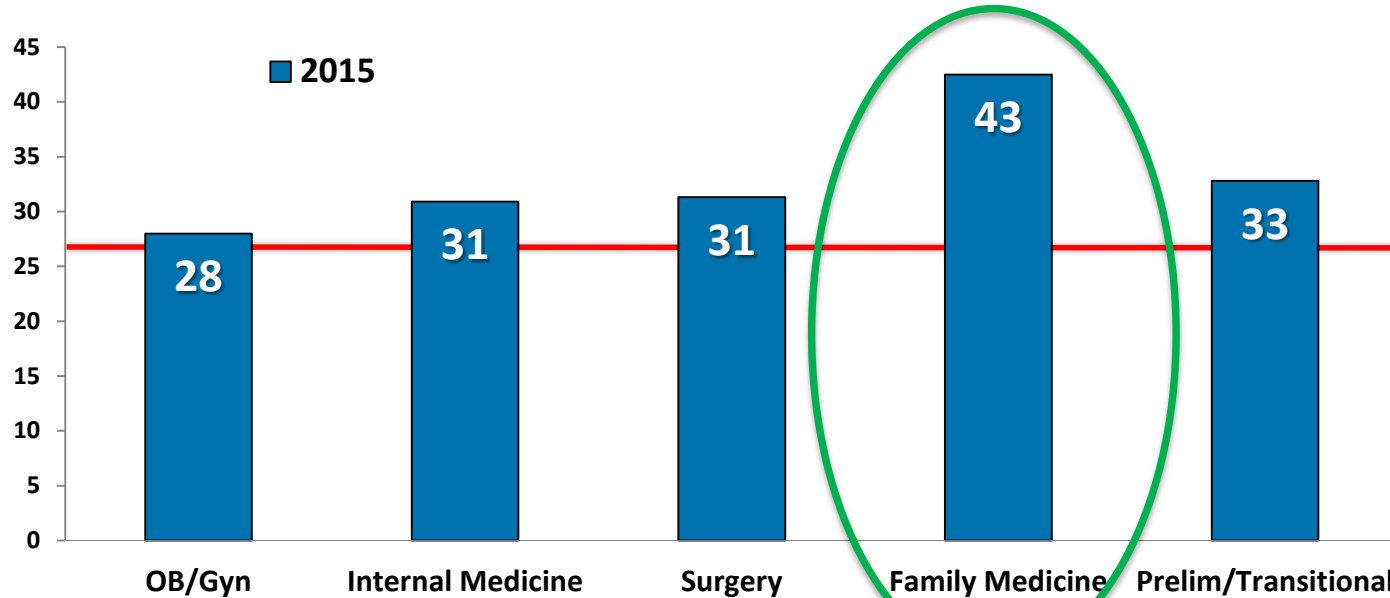


Our Action Plan

- Family Medicine burned out
 - highest in Emotional Exhaustion and Depersonalization

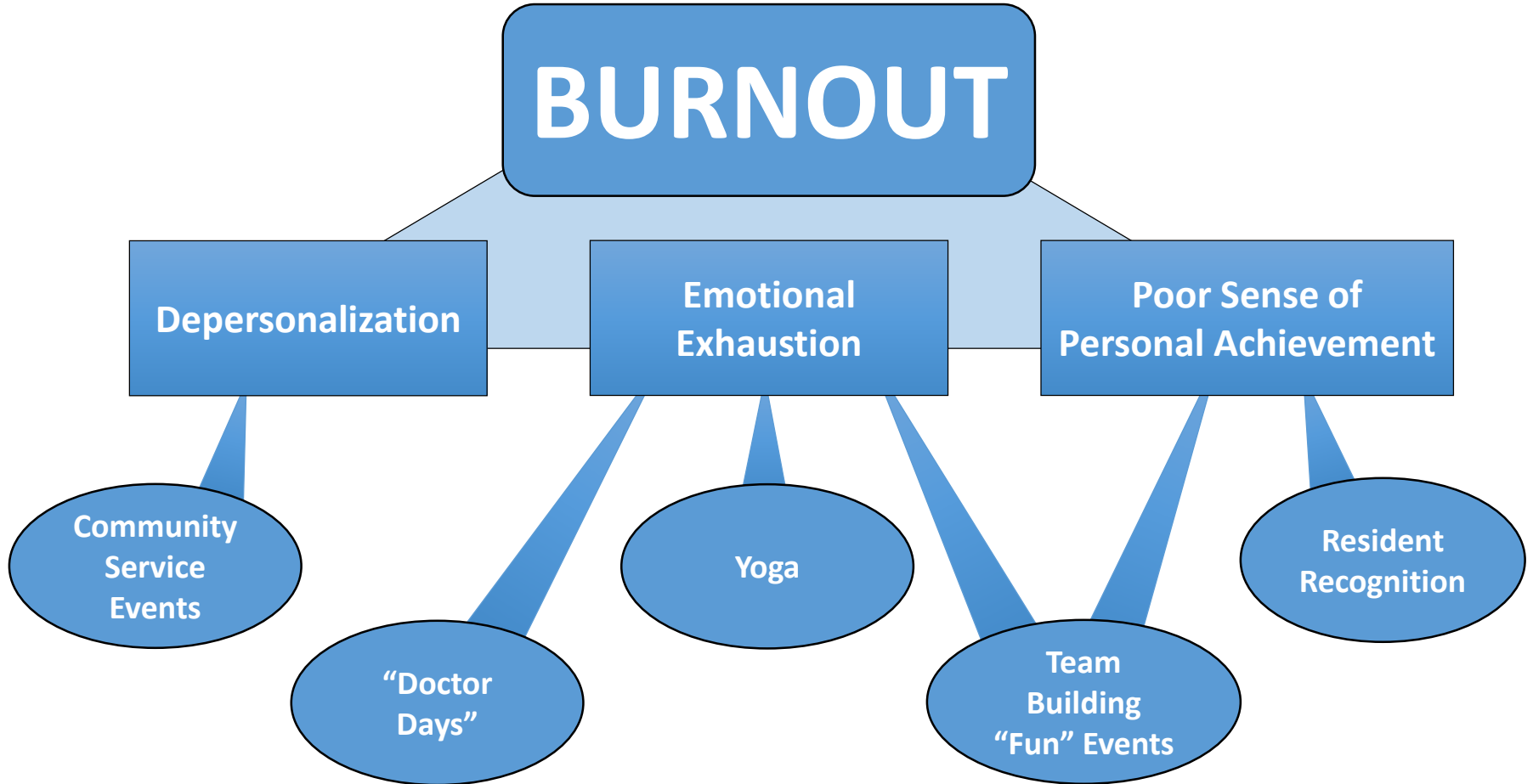
Family Medicine

Mean Maslach Burnout Inventory (MBI) Score by Specialty



*A score of 27 or greater indicates at least moderate level of burnout

Family Medicine Action Plan AY 15-16

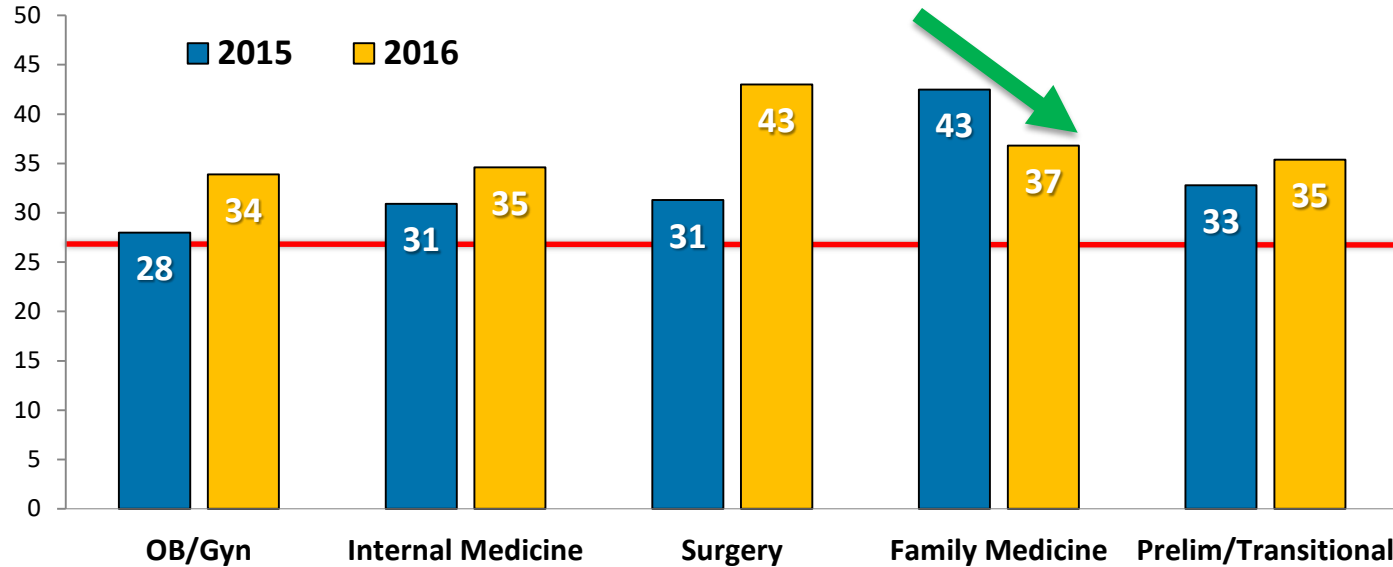


Building a Culture of Wellness

- Recognize burnout, support peers
- Communication and team building
- Protected time for Wellness
- QI/Standardization

One Year Later...

Mean Maslach Burnout Inventory (MBI) Score by Specialty



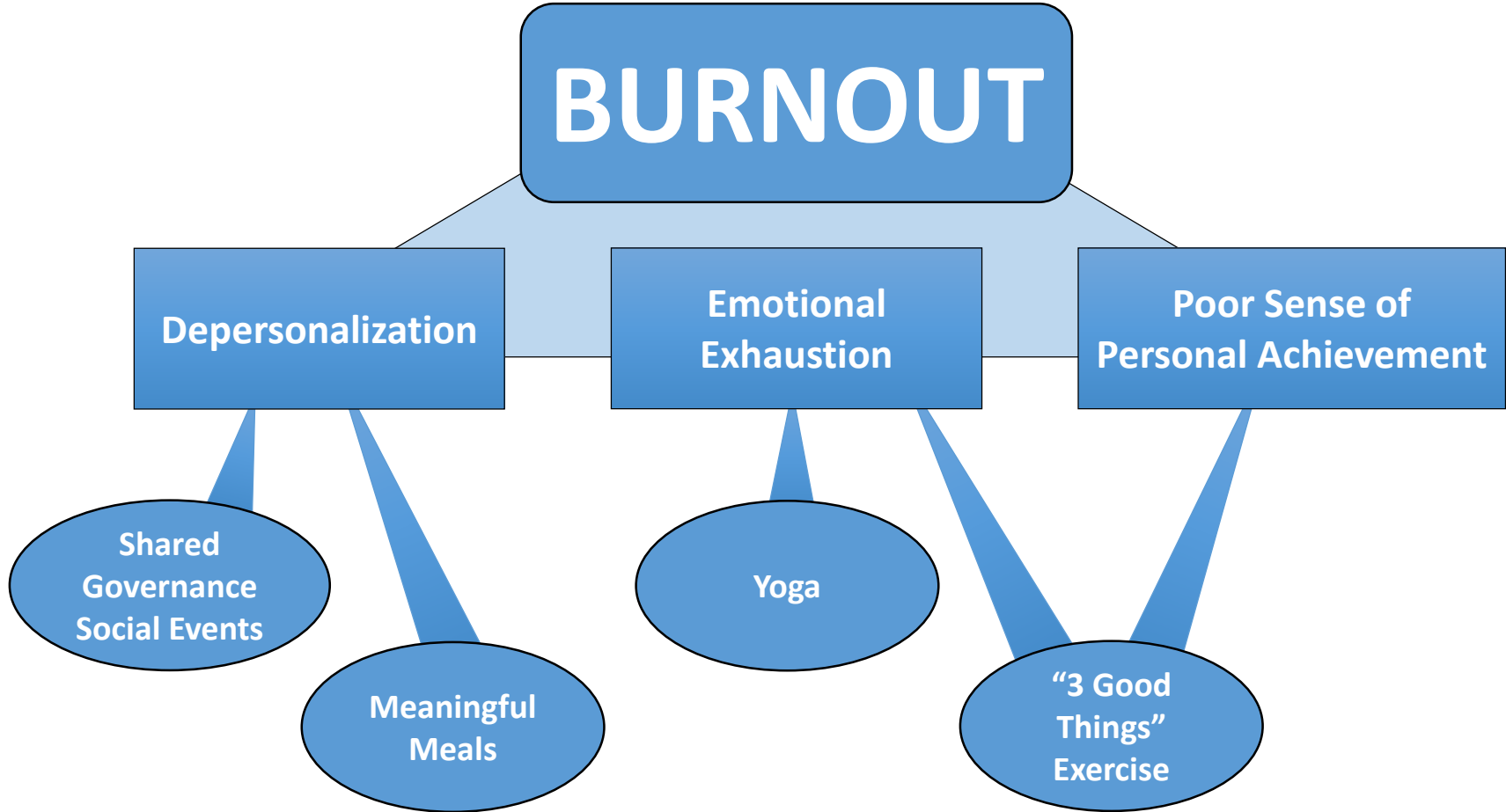
*A score of 27 or greater indicates at least moderate level of burnout



What now - 2016?

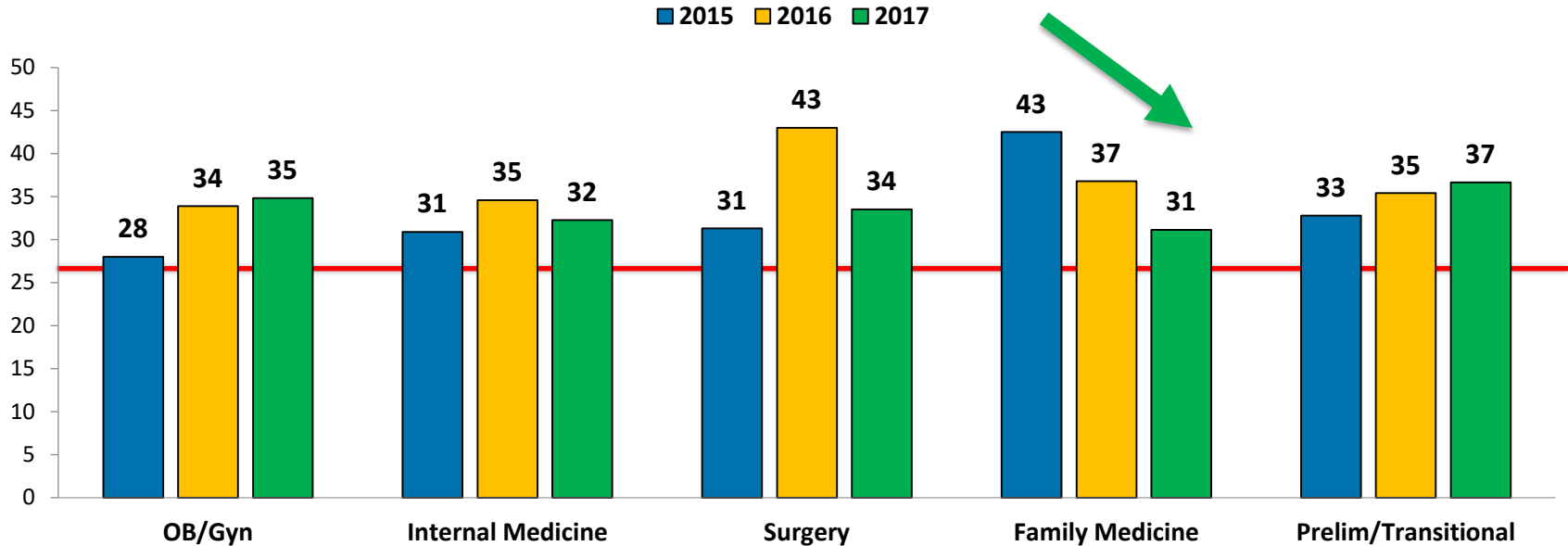
- All residency programs burned out
 - highest in Emotional Exhaustion and Depersonalization
- All programs worsening except Family Medicine

RMH System Action Plan AY 16-17



Where we are currently...

Mean Maslach Burnout Inventory (MBI) Score by Specialty



*A score of 27 or greater indicates at least moderate level of burnout

Now build your plan!

Your Resilience Action Plan

- Step 1:
 - Where are you? What bothers you the most?
 - Individual or Environmental?
- Step 2:
 - Resilience Intervention Menu
- Step 3:
 - SMART implementation plan
 - First PDSA cycle!

Be the TSA



Questions?

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Now build your plan!