Building a Culture of Wellness and Resilience:
How to characterize burnout and create a targeted curriculum

Laurie Hommema, MD
Program Director
Accountable Physician, Riverside Methodist Resilience Team

Steve Auciello, MD
Assistant Program Director

Riverside Methodist Hospital, Family Medicine Residency
Columbus, Ohio

Please take a moment and complete your burnout self-assessment
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

• Rumination
  – Negative Loop

• Burnout
  – Emotional Exhaustion
  – Depersonalization
  – Personal Achievement

• PTSD, Depression, Professionalism Lapses*, Attrition

Components of Burnout

Emotional Exhaustion

Depersonalization

Loss of Personal Achievement
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.”

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

Incoming Interns | Established Residents

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40%</td>
<td>50%</td>
<td>50%</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>50%</td>
<td>40%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>30%</td>
<td>30%</td>
<td>20%</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
</tr>
</tbody>
</table>
2013 Incoming Intern Emotional Exhaustion

Emotional Exhaustion

OB/GYN  Surgery  FM  IM  Transitional  Preliminary
2013 Incoming Intern Depersonalization

Depersonalization

[Charts showing distribution across different fields: OB/GYN, Surgery, FM, IM, Transitional, Preliminary]
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**

<table>
<thead>
<tr>
<th>Individual:</th>
<th>Environmental:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Three Good Things</td>
<td>Random Acts</td>
</tr>
<tr>
<td>Random Acts of Kindness</td>
<td>Mentorship</td>
</tr>
<tr>
<td>Exercise</td>
<td>Active Constructive Response</td>
</tr>
<tr>
<td>Mentorship</td>
<td>Team Building Exercises</td>
</tr>
<tr>
<td>Mindfulness</td>
<td>Positive Leader Rounds</td>
</tr>
<tr>
<td>Self Care – Doctor Day</td>
<td></td>
</tr>
<tr>
<td>Strategic “no”</td>
<td></td>
</tr>
</tbody>
</table>
Emotional Exhaustion

Individual
Three Good Things
Three Good Things

Placebo control (n = 70)
Three good things (n = 59)

Seligman, Steen, Park & Peterson, 2005
Three Good Things

Seligman, Steen, Park & Peterson, 2005

Bar chart showing data on Depressive Symptoms with Placebo control (n = 70) and Three good things (n = 59) groups.
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**

<table>
<thead>
<tr>
<th>Individual:</th>
<th>Environmental:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gratitude Letters</td>
<td>Schwartz rounds</td>
</tr>
<tr>
<td>Mindfulness</td>
<td>5 Facts Whiteboard</td>
</tr>
<tr>
<td>Community Service</td>
<td>1 Fact checkout</td>
</tr>
<tr>
<td></td>
<td>Meaningful Meals</td>
</tr>
</tbody>
</table>
Mindfulness - STOP

Individual
Mindfulness

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

Conscious Choice “pause”
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**

<table>
<thead>
<tr>
<th>Individual:</th>
<th>Environmental:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strength Finders</td>
<td>Strengths Finder</td>
</tr>
<tr>
<td>Three Good Things</td>
<td>Symmetric Awards</td>
</tr>
<tr>
<td>Coaching</td>
<td>Positive Leaders Rounds</td>
</tr>
</tbody>
</table>
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
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

BURNOUT

Depersonalization
- Community Service Events
- "Doctor Days"

Emotional Exhaustion
- Yoga

Poor Sense of Personal Achievement
- Resident Recognition
- Team Building "Fun" Events
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

<table>
<thead>
<tr>
<th>Specialty</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>OB/Gyn</td>
<td>28</td>
<td>34</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>31</td>
<td>35</td>
</tr>
<tr>
<td>Surgery</td>
<td>31</td>
<td>43</td>
</tr>
<tr>
<td>Family Medicine</td>
<td>43</td>
<td>37</td>
</tr>
<tr>
<td>Prelim/Transitional</td>
<td>33</td>
<td>35</td>
</tr>
</tbody>
</table>

*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

BURNOUT

- Depersonalization
  - Shared Governance
  - Social Events
- Emotional Exhaustion
  - Meaningful Meals
  - Yoga
- Poor Sense of Personal Achievement
  - “3 Good Things”
  - Exercise
Mean Maslach Burnout Inventory (MBI) Score by Specialty

<table>
<thead>
<tr>
<th>Specialty</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>OB/Gyn</td>
<td>28</td>
<td>34</td>
<td>35</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>31</td>
<td>35</td>
<td>32</td>
</tr>
<tr>
<td>Surgery</td>
<td>31</td>
<td>43</td>
<td>34</td>
</tr>
<tr>
<td>Family Medicine</td>
<td>43</td>
<td>37</td>
<td>31</td>
</tr>
<tr>
<td>Prelim/Transitional</td>
<td>33</td>
<td>35</td>
<td>37</td>
</tr>
</tbody>
</table>

*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?

• Laurie Hommema MD
  • Program Director, Riverside Family Medicine, OhioHealth
  • Laurie.Hommema@ohiohealth.com
  • Cell: 614-323-3641

• Steve Auciello MD
  • Assistant Program Director, Riverside Family Medicine, OhioHealth
  • Stephen.Auciello@ohiohealth.com
  • Cell: 440-537-1357
A FAITH-BASED, NOT-FOR-ProFIT HEALTHCARE SYSTEM

RIVERSIDE METHODIST HOSPITAL + GRANT MEDICAL CENTER + DOCTORS HOSPITAL
GRADY MEMORIAL HOSPITAL + DUBLIN METHODIST HOSPITAL + HARDIN MEMORIAL HOSPITAL
MARION GENERAL HOSPITAL + REHABILITATION HOSPITAL + O’BLENES HOSPITAL + MANSFIELD HOSPITAL
SHELBY HOSPITAL + WESTERVILLE MEDICAL CAMPUS + HEALTH AND SURGERY CENTERS
PRIMARY AND SPECIALTY CARE + URGENT CARE + WELLNESS + HOSPICE
HOME CARE + 28,000 PHYSICIANS, ASSOCIATES & VOLUNTEERS
Now build your plan!