

# Burnout Proof Mini Retreat

Step out of the Whirlwind  
and Make a Change for the BETTER



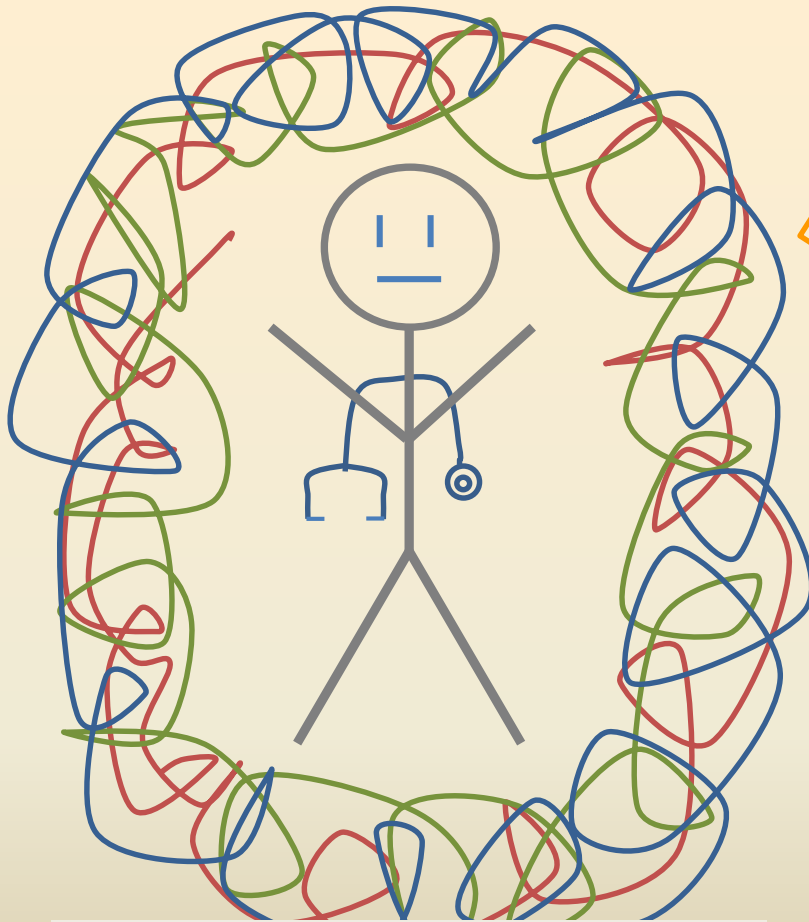
**Dike Drummond MD**

[www.TheHappyMD.com](http://www.TheHappyMD.com)

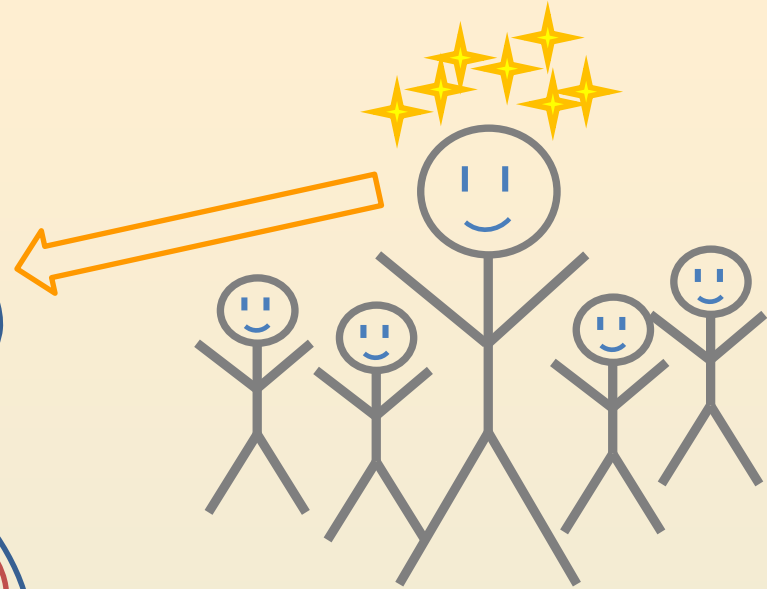
d

**You  
Are  
Invited**

# Step Out of the Whirlwind



**Your Practice  
“The Whirlwind”**



## **Escape Einstein’s Trap**

Outside the whirlwind

Patterns become recognizable

New options become visible

# **Our Mini Retreat**

**1) Single Breath Mindfulness**

**2) Balance and Boundaries**

**Date Nights, Bucket Lists, Two Week  
Vacations and More**

**3) Leadership Power Tools**

**So You Can Stop Working So Hard**

# One Minute Mindfulness

Become the Eye of the Storm



**Dike Drummond MD**

[www.TheHappyMD.com](http://www.TheHappyMD.com)

d

# Disclaimer

**This presentation and accompanying handout are ©TheHappyMD LLC. All rights reserved.**

The material in this presentation and accompanying handout is protected by U.S. and international copyright and trademark laws, and may not be reproduced, republished, distributed, transmitted, displayed, broadcast, or otherwise utilized in any manner without the express written permission of Dike Drummond MD and/or TheHappyMD LLC.

**[thehappymd@gmail.com](mailto:thehappymd@gmail.com)**  
**[www.thehappymd.com/contact](http://www.thehappymd.com/contact)**

# Today's Objectives

Understand the power of Mindfulness to relieve stress

Learn a single-breath Mindfulness technique

Learn a tool to make Mindfulness a daily habit

Become the *Eye of the Storm* – whenever you need to be

# **Burnout Prevention**

**Remember  
Burnout is NOT a Problem**

**What is your Prevention  
STRATEGY?**

**Mindfulness is a Core Skill**



# **Burnout Prevention**

**Mindfulness is a tool to  
Lower Stress**

**From ANY Source**

**Work / Home / Parenting**

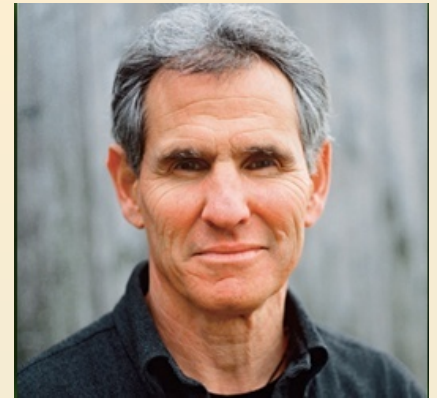
**Become the *Eye of the Storm***

**Calm – Centered – Focused**

**No Matter What**

# Mindfulness in Healthcare

Jon Kabat-Zinn  
Stress Reduction Clinic  
U Mass Medical School  
(1979)



A student of Thich Nhat Hanh



# Mindfulness in Healthcare

Mindfulness proved effective in a wide variety of diseases



Physicians began to attend classes

Today it is the #1 research proven tool to lower stress and prevent burnout in doctors

# What is Mindfulness ?



# What is Mindfulness ?

Being Present  
to What is Happening  
Here and Now ...  
Releasing Thoughts & Feelings  
That Keep You From  
This Present Moment  
Without Judgment

**“Your Undivided Attention”**

# Benefits of Mindfulness

**To Your Patients**

**To Your Staff**

**To Your Family**

**To Yourself**

Your Full  
Presence  
and  
Undivided  
Attention

# Benefits of Mindfulness

Mindfulness is the key to ...

- Patient Satisfaction
- Leadership
- Parenting
- Marriage/Partnership

**EVERYONE BENEFITS From  
Your Undivided Attention**

# **Let's Practice**

**Get Comfortable**

**Sit Forward in Your Chair**

**Feet on the Floor**

**Hands on Your Thighs**

**Notice – Release – Return**



# Let's Practice

**What Did You Notice ?**

**What Thoughts & Feelings  
Distracted You From Your  
Breath?**



# **#1 Mindfulness Tool**

**Mindfulness Tool #1**

**Your Breath**

# Ready To Get Started ?

Begin Creating Your Practice Today  
with a Single Breath Technique

**You Already Know How To Do This**

# The SqueeGee Breath

**Cleaning the “Lens of Your Awareness”  
Bringing You Back  
to the Present Moment**



# 4 SqueeGee Steps

NOTICE YOU ARE DISTRACTED  
by Thoughts/Feelings

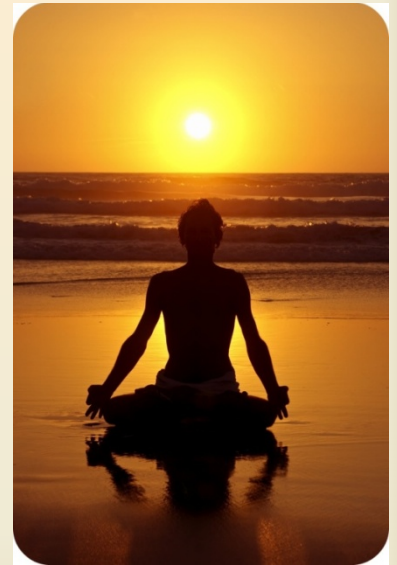
- 1) Set Your INTENTION  
to Release and Return to the Present
- 2) INHALE up to the Top of Your Head ...  
Hold In & Count – 2, 3
- 3) EXHALE to the Bottom of Your Feet ...  
Hold Out & Count – 2, 3
- 4) SMILE and say “Ahhhh”  
as you breathe normally



# The SqueeGee Breath

## A Four-Part Super Breath

- Intention
- Head to Toe Release
- Give it up to the SqueeGee
- Celebration / Reward









# Habit Formation Science

BJ Fogg – Persuasive Technology Laboratory  
Stanford

**ABILITY**

**MOTIVATION**

**TRIGGER**

# Habit Formation Science

**TRIGGER your New Habit  
with an Old Habit**

**A SUPERHabit**

**What is YOUR SqueeGee Trigger ?**

(write it down)

# More Triggers

Hand washing  
Door knobs / curtains  
EMR tasks  
Bathroom breaks  
Car keys and doors  
Eating / drinking  
Phone ringing / beepers

## Triggers 201:

Red lights / Stop signs  
Computer freezes  
All Interruptions

**What's  
Your  
Trigger**  
(write it down)

**DANGER**

**Do Not Fall Into  
the Smart Person's Trap**



**Understanding is Meaningless**

**DANGER**

**Only One Way to get  
New Results**



**You MUST Take New Action  
You MUST Practice**

**The Good News !**



**The Good News !**

**The Good News !**

# Multi-Tasking

## Multi-Tasking Makes You Stupid



**“Pearl Necklace Technique”**

**Sequential MonoTasking**

**Squeegee between each**

- Action Step**
- Conversation**

**Each task receives**

**Your Undivided Attention**

# Mindful Role Changes

Whenever You Change Roles ...

- CHANGE YOUR HAT
- Squeegee to Clear and Focus

**Examples:**

Doctor <-> Home <-> Doctor

Home <-> Charting <-> Home

Doctor <-> Leader <-> Doctor

# Mindful Role Changes

# Leaders Create Focus

**FOCUS with a SqueeGee Breath ...**

**In & Out – Team Huddle**

**In & Out – Staff Meetings**

**In & Out – Incident Debrief**

**In & Out – Any Crucial Conversation**

***“Let’s take a deep breath and let go of anything that doesn’t need to be here right now”***

# Mindful Leadership

# **SUMMARY**

**What is Mindfulness?**

**The SqueeGee Breath Release**

**Trigger Your New Habit**

**You are a SqueeGee Teacher**

**Sequential Monotasking**

**Mindful Role Changes**



**The Good News !**

# Mindfulness Teachers



# What Did You Learn ?

**What do you feel is the most important thing you learned in this session ?**

**What is your Squeegee Trigger?**

**Who will you teach the SqueeGee Breath to first?**

# One Minute Mindfulness

Become the Eye of the Storm



**Dike Drummond MD**

[www.TheHappyMD.com](http://www.TheHappyMD.com)

d

# The Keys to Building a Balanced Life

**Boundaries and Work Life Balance for  
Busy Healthcare Professionals**



**Dike Drummond MD**

# Today's Objectives

- Understand the relationship between your programming and work-life balance
- How to recognize your 800 lb. Gorilla
- Simple ways to build a personal balance and boundaries strategy

# To Get Us Started

- What were you taught about work life balance and boundaries in your training?
  - d
- How do you balance your life now?
  - d
- How is that going?

# The 800 lb. Gorilla

d



**Just Imagine you  
live with this guy  
for a moment...**



# The 800 lb. Gorilla

d



**BALANCE**  
is when you  
**Train The Gorilla**

**And Provide**  
**it with some**  
**Healthy**  
**Boundaries**

# Burnout Prevention MATRIX



**STRESS**



**RECHARGE**

**PERSONAL**

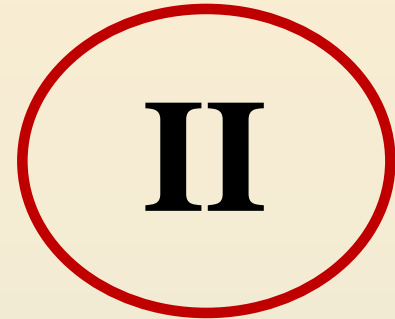
**I**

**II**

**ORGANIZATION**

**III**

**IV**



# Notice This First...

**Work-Life Balance is NOT a Problem**

Problems have a Solution

Problem + Solution = **No Problem**

**Work-Life Balance is a DILEMMA**

There is No Simple Solution,

Balance Between the “Two Horns”

# Addressing a Dilemma

You must build a **STRATEGY**  
to maintain the **BALANCE** you seek

3 - 5 **NEW** Actions

Make them **HABITS**

# Your Gorilla Taming Strategy

Recognize Your Programming

Build Your “OFF” Switch

- Your Boundary Ritual

Have better things to do

- Your Bucket Lists

Schedule HACK Your Life Calendar Weekly

Date Night Secrets

Take a Two Week Vacation

# The Gorilla's Origins



# Your Programming

## The Well-Trained Healthcare Professional's Subconscious Programming

Workaholic  
Superhero  
Emotion Free  
Lone Ranger  
Perfectionist



“The Patient Comes First”  
“Never Show Weakness”

# Hello Little Guy



**And the Gorilla  
is Born**  
(Isn't he cute?)



# More Gorilla Food

Our sense of responsibility

Fear of bad outcomes and liability

Adrenaline addiction/EGO

Dysfunctional sense of urgency

The absence of a Life in the first place



# Build Your OFF Switch

You Build Your OFF Switch with

## A Boundary Ritual

- A Mindfulness Practice between work and home
- An energetic boundary/shift

# Build Your OFF Switch

## Your Boundary Ritual

s

Put away “the Healthcare Professional”

Come All the Way Home

**STOP the Drain**

**START the Recharge**

s

# Build Your OFF Switch

## A Boundary Role Model



# Build Your Off Switch

## More Boundary Ritual Examples:

Squeegee Triggers around  
keys in car doors, ignition,  
home door ...

Specific music on home commute

Mr. Roger's style, clothing change

Walk, shower, garden, walk the dog



# Build Your Off Switch

**What is Your Boundary Ritual ?  
Choose one and get started**



Remember this ...

Your INTENTION is the most important part

**With this action ... I am coming  
ALL THE WAY HOME**

# Building Life Balance

## Your Bucket Lists

D

Bucket List:

The things you want to do before you  
“kick the bucket”

d

**Two of Them**

# Building Life Balance

## Two Bucket Lists:

**1) Your BIG Bucket List**

**2) Your Weekly Bucket List**



# **Building Life Balance**

## **Your BIG Bucket List**

The things you absolutely must  
be/do/have/experience  
before you die

**What's on your list?**

[write a couple down now]

# Building Life Balance

## Your BIG Bucket List

Don't Beat Yourself up with This List!

## The Bucket List Bullcrap Detector

So what is **REALLY** on your  
Big Bucket List?

# Building Life Balance

## Your BIG Bucket List

### Make it Happen – 3 Keys

- Pick **ONE**
- Get it on your Calendar **NOW**
- Buy the tickets **NOW**

# **Building Life Balance**

## **Your Weekly Bucket List**

What are the things you LOVE to  
have in your week?

**What is on your list?**

# Building Life Balance

Now let's put your Weekly Bucket List in Play

Question:

Do you have a calendar with you  
right now?

What's on it?

# Building Life Balance

In Life Balance

The Strongest Structure Wins

**Structure = Your Calendar**

If you only carry a Work Calendar

Guess what will always get done...?

# **The Schedule HACK**

## **Schedule HACK Components:**

- 1) The paper calendar on your fridge**
- 2) Your Cell Phone Camera**

# The Schedule HACK

**ALWAYS**

**Carry Your Life Calendar With You**

This makes it possible to practice

**The Core Skill of Life Balance**



# The Schedule HACK

Saying this word ...

**“NO”**

With elegance and grace

Because you have a life

# The Schedule HACK

Saying No ...

Let's Practice



# Date Night Secrets

**Twice a month MINIMUM**

Re-connect

Nurture your #1 relationship

**Keep it a source of strength**

**NOT a subject of conflict**

# Date Night Secrets

HACK them into your week

Take turns planning and surprising

Date night idea grab bag

## Power Tips:

- 1) What is the first action on any date night?
- 2) Go for 6

# Take a Two Week Vacation

When was the last time ?

Why don't you take a two weeker  
EVERY YEAR?

**STOP THE SABOTAGE !!**

# Take a Two Week Vacation

## THE BASICS

**Year at a Glance Calendar**

**Block it off NOW**

**Buy the tickets NOW**

**Or build in a penalty**

**Always have a Vacation  
On Your Calendar**

**(Bucket List Item ??)**

# Take a Two Week Vacation

VACATION 201

**DO NOT SCHEDULE PATIENTS**

**For 2 Days Before You Leave**

**Go in and do a quality Check Out**

**Tell everyone you will not be Answering  
Your Phone or Checking Your Email**

# Take a Two Week Vacation

## VACATION 201

### While You Are On Vacation

**DO NOT ANSWER YOUR PHONE**

**DO NOT CHECK YOUR EMAIL**

Nap, trashy book, massage, long walks



# Take a Two Week Vacation

VACATION 201

**DO NOT SCHEDULE PATIENTS**

**For 2 Days After You Return**

**Go in and do a quality Clean Up**

**Start Fresh on DAY THREE**

# Your Gorilla Taming Strategy

Recognize Your Programming

Build Your “OFF” Switch

- Your Boundary Ritual

Have better things to do

- Your Bucket Lists

Schedule HACK Your Life Calendar Weekly

Date Night Secrets

Take a Two Week Vacation

# Implementation Key

## Plate Spinning

Just One (1) Skill

at a Time



# **Balance & Boundaries**

**Please Stand Up**

***Find a Partner***

# Balance & Boundaries

What do you feel is the most important thing you learned?

What is one action step you will take as a result of this learning?

When?

# The Keys to Building a Balanced Life

Keys to Boundaries and Work Life Balance  
for Busy Healthcare Professionals



**Dike Drummond MD**

# Physician Leadership Power Tools



**Dike Drummond MD**

[www.TheHappyMD.com](http://www.TheHappyMD.com)

# Disclaimer

**This presentation and accompanying handout are ©TheHappyMD LLC. All rights reserved.**

The material in this presentation and accompanying handout is protected by U.S. and international copyright and trademark laws, and may not be reproduced, republished, distributed, transmitted, displayed, broadcast, or otherwise utilized in any manner without the express written permission of Dike Drummond MD and/or TheHappyMD LLC.

**thehappymd@gmail.com**  
**www.thehappymd.com**



# Today's Objectives

**Identify the default physician leadership paradigm and its problems**

**Learn a leadership paradigm matched to the needs of a healthcare team leader**

**Learn and practice 5 skills to create a culture of trust and high performance on your team**

# Threats to Straddle Docs

## New Stresses:

From managing patients to

- Managing doctors
- And administrators
- Inside a bureaucracy

**IN ADDITION TO clinical stresses**

# Threats to Straddle Docs

But wait ... there's more

The path to leadership often passes  
through burnout

The “Peter Principle”

# Threats to Straddle Docs

But wait ... there's more

**“Darth Vader Effect”**



# Fundamental Challenge

Your Default Leadership Paradigm

The Doctor Gives ORDERS

The Patient COMPLIES

The Staff OBEYS



# Doctor's Default Paradigm

No one taught you this paradigm

Another piece of conditioning

- Top - Down
- Command & Control
- Problem focused
- Always urgent

# Doctor's Default Paradigm

## PROBLEMS:

- Waste your team's experience
- You work too hard
- No fun to be on your team

**Really – only works well in a Code**

# A New Leadership Paradigm

What we are doing

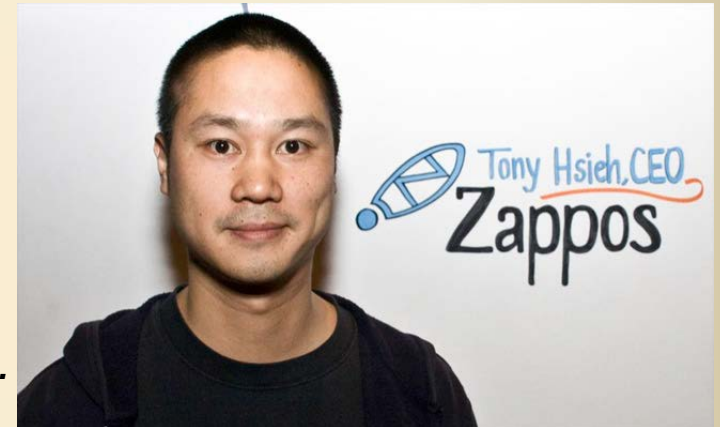
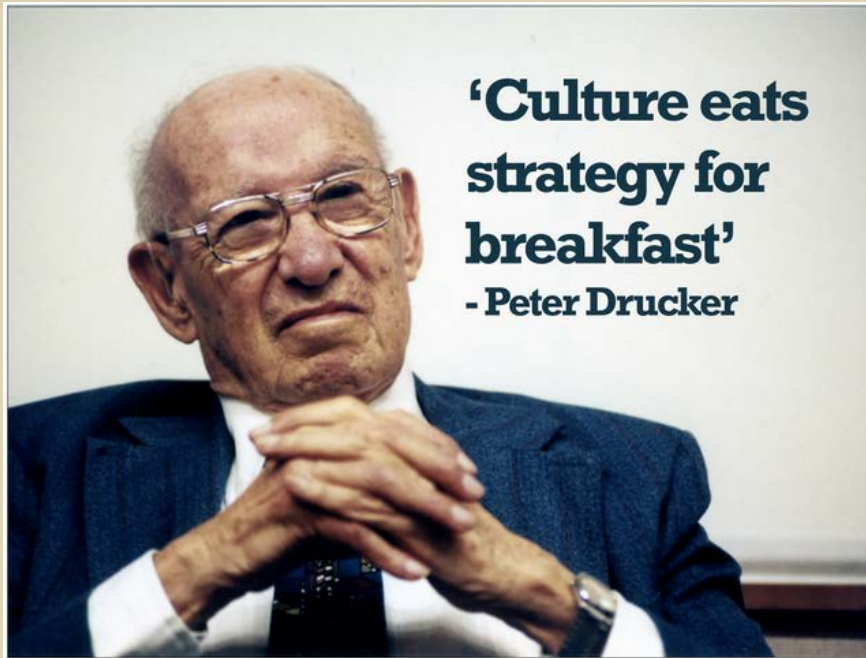
**Content**

**Vs.**

**Context/Culture**

How we are doing it





*"Our number one priority is company culture."*

*Our whole belief is that if you get the culture right, most of the other stuff like delivering great customer service or building a long-term enduring brand will just happen naturally on its own."*

*-Tony Hsieh*

# A New Leadership Paradigm

**Context/Culture is ...**

**The experience of playing on your team**

**Create & manage your team culture**

- Which context/culture ?**
- How do you do that ?**

# **A New Leadership Paradigm**

**Which Culture?**

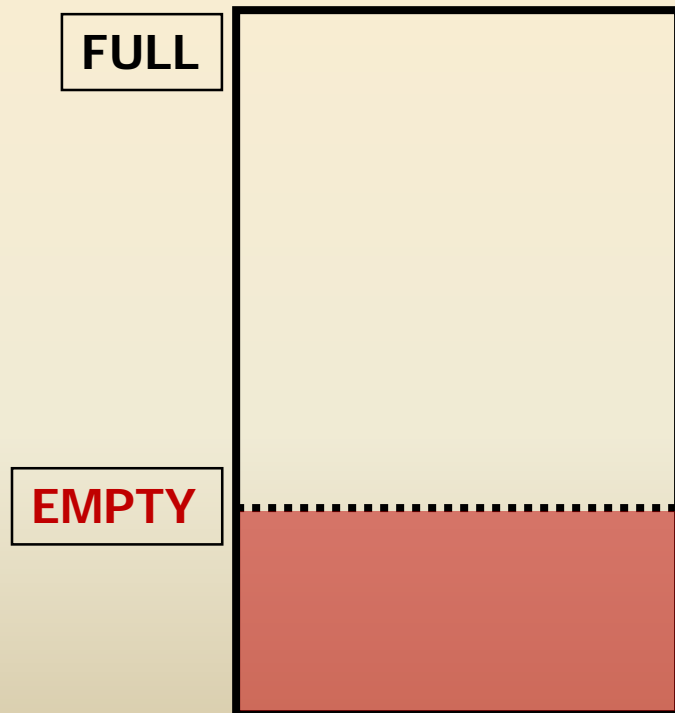
**Trust – Teamwork – Performance**

**Example:**

**Champion sports teams**

# Physiology of Trust

Every Relationship has  
a Trust Account



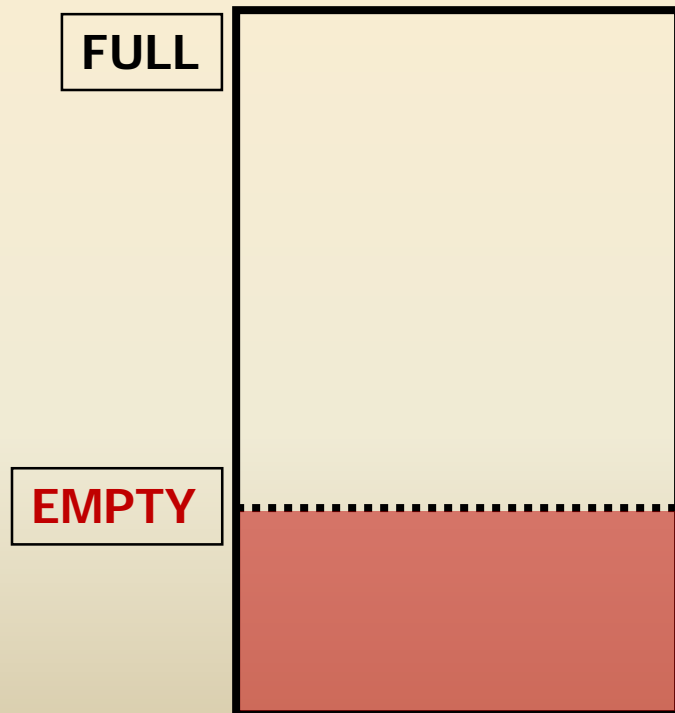
**MAINTAIN  
A POSITIVE BALANCE**

EVERY INTERACTION IS  
CHANCE TO MAKE A  
DEPOSIT

**... OR NOT**

# Physiology of Trust

Every Relationship has  
a Trust Account



Can YOU ??

Deliver

**BAD NEWS**

In a way that

**BUILDS TRUST?**

**HOW ??**

# Culture of Trust

You are Now Gardeners Tending  
a Field of Relationships



# Culture of Trust

## I can trust

- ... Someone has my back at work
- ... My boss cares about me
- ... If I have a good idea, it will get used
- ... If I come to a meeting it will be well run
- ... There is a way to know I am doing good work

**I enjoy working on this team**

# A Simple Trust Test

What is your team's reaction  
When you show up unannounced?

- Head up and happy
- Or head down,

**“What did I do now?”**



# Core Trust-Building Habit

## Round On Your People

Conversations outside times of crisis

Schedule them as a routine

Up and Down the Chain of Command

- Monthly staff meeting
- Monthly direct reports meeting
- Monthly meeting with your boss

# Core Trust-Building Habit

## Round On Your People

Conversations outside times of crisis

- Without meetings to discuss how things are going – change is impossible
- You are stuck in THE WHIRLWIND  
(Einstein's Insanity Trap)

**Never be TOO BUSY  
to round on your people**

# Core Trust-Building Habit

## Round On Your People

**Ask:**

How is it going?

What can I do to help?

Thanks for your hard work.

“Stay on the same page”

**Builds Your TRUST ACCOUNT**

**Every Single Time**

**( 5 : 1 Ratio )**

# Culture of Trust: 5 Skills

## Trust – Teamwork – Performance

- Treat everyone like a dog
- Lead by asking questions
- Measure it or forget it
- Awareness of Stress / Burnout
- Recognize and deal with Dilemmas

# 1) TYLAD

**Treat yourself like a dog**

**Treat EVERYONE  
like a dog**

**Celebrate ALL Wins**



# 1) TYLAD

**Two Keys:**

**Praise Effort ... or Skill ?**

(Let's Practice)

**Optimum frequency is**

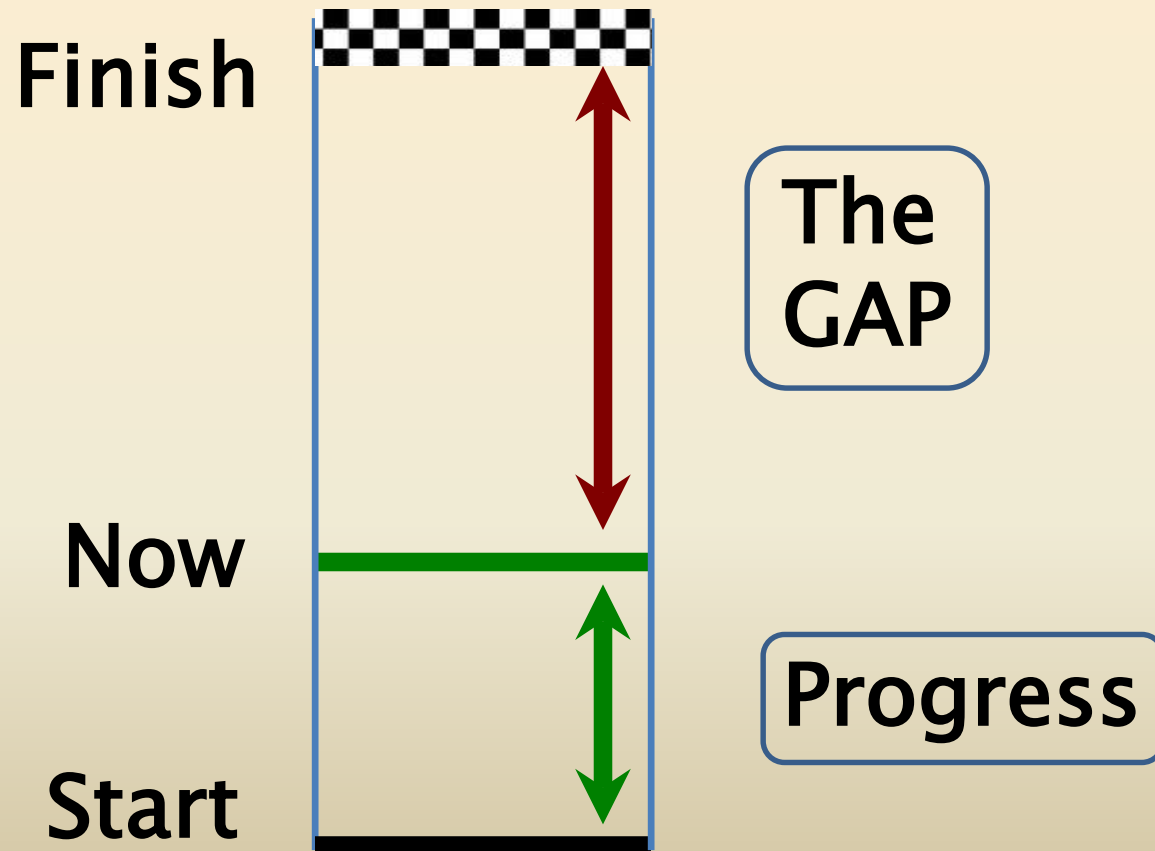
**– Once a week**



***“Appreciative Inquiry”***

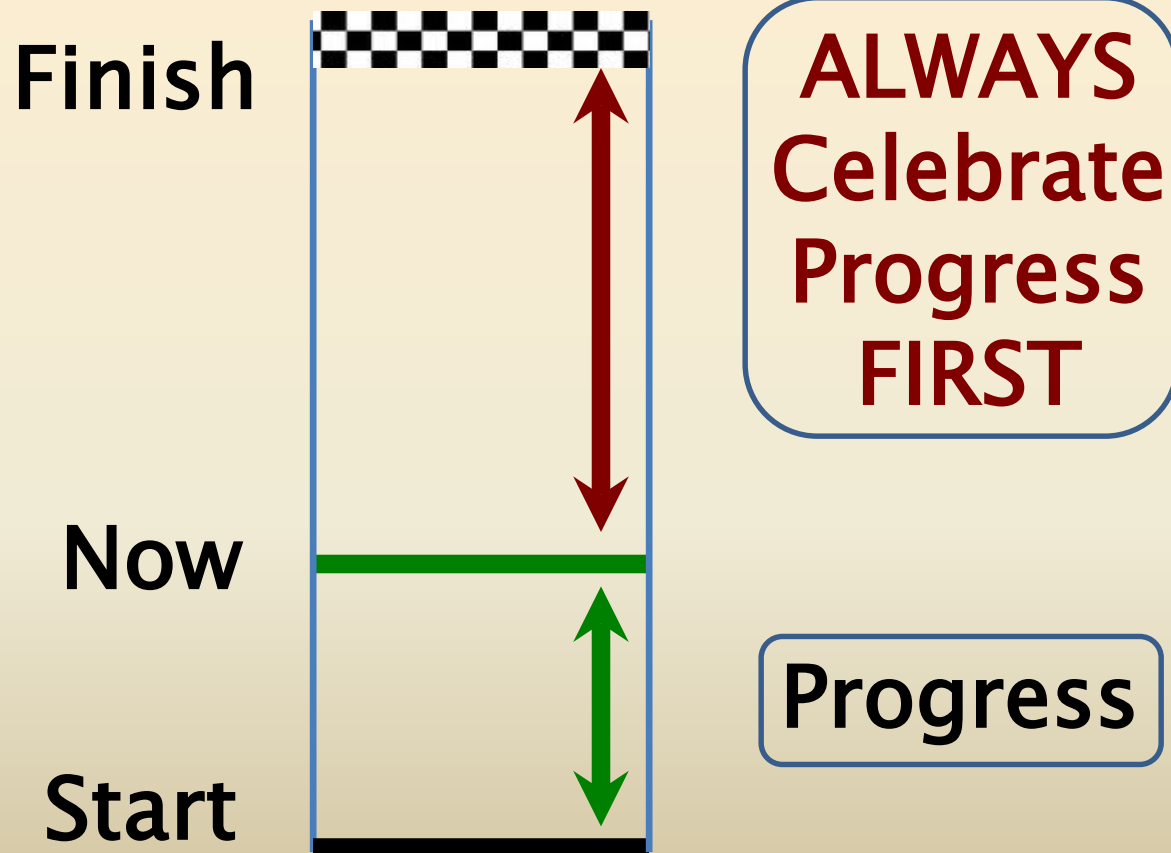
# TYLAD

## Celebrate All Progress



# TYLAD

## Celebrate All Progress





## **2) Lead With Questions**

### **Stop Giving Orders**

**Ask powerful questions instead**

- Tap EVERYONE’S skills and experience**
- Instant engagement**
- Less work for you**

## **2) Lead With Questions**

### **Lone Ranger Test**

**What do you do when you are faced with a leadership problem ?**

## **2) Lead With Questions**

### **Lone Ranger Test**

**Ever find yourself alone  
Trying to figure out a solution  
All by yourself ?**

## **2) Lead With Questions**

**Lone Ranger Test**

**Don't Be A Lone Ranger  
There is a better way**

# Leader's Reality Check

You don't need all the answers,  
when you have

- **VISION / GOAL**
- **TEAM**
- **POWERFUL QUESTIONS**

Even this is  
**OPTIONAL**



# Powerful Questions

**“Open Ended”**

**Always start with**

- **“WHAT ...**
- **“HOW ...**

(Let's Practice)

# **ASK – Don't Answer**

**When your team members  
ask YOU a question ...**

**Do Not Answer It**

**Why ??**

# **ASK – Don't Answer**

**You are depriving them of a  
Learning Opportunity**

**Keeping them  
dependent on You**

**And WORKING TOO HARD**



## **3) Measure it or Forget It**

**Every Project MUST have a Metric**

- “How are we doing?”**
- Keep score / Feedback Loops**

**Go Further**

- Play games**
- Opportunity to celebrate**

## **3) Measure it or Forget It**

**Every Project MUST have a Metric**

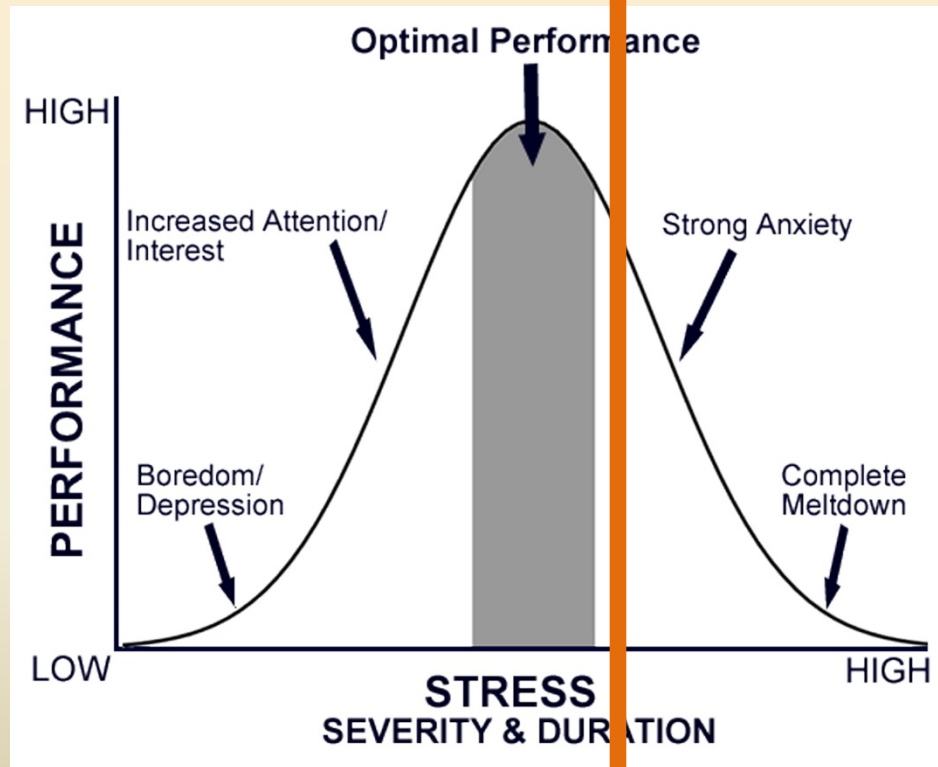
**YOU don't need figure out that metric all by yourself ...**

**Right ??**

**(what is a open-ended metric question?)**

# 4) Awareness of Stress

## Good Stress ?

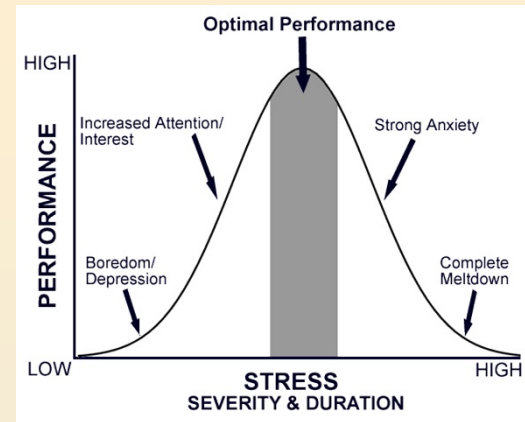


Where are you?  
Where are your  
teams?

# 4) Awareness of Stress

Become aware of ...

- Bandwidth
- Stress levels



**Know when to push**  
**And when to back off**

## 5) Awareness of Dilemmas

Problems have solutions

Problem + Solution = NO PROBLEM

**Problems you can't "Solve"  
ARE NOT PROBLEMS**

## 5) Awareness of Dilemmas

**They are DILEMMAS**

A perpetual balancing act

There is no solution

But don't give up

# 5) Awareness of Dilemmas

As a Leader ...

Call out Dilemmas

( BTW, EVERYTHING is a Dilemma !!)

Help your teams see Dilemmas

Transform frustration into an  
effective **STRATEGY**

3–5 **NEW** Actions

Make them **HABITS**

# Problem vs. Dilemma

## Addressing a DILEMMA

- 1) Define the **BALANCE POINT**
- 2) Develop a **STRATEGY**
- 3) And an **METRIC** to track success
- 4) Schedule a cadence of **Tweaking and Adjustment**



# 5) Awareness of Dilemmas

**What common Dilemmas  
are you facing now ?**

Burnout

Work Life Balance

Compensation Formula

Call Schedule

EMR

Net Worth

Body Weight and Fitness

US Economy .....

# Implementation Key

**Plate Spinning  
Theory of  
leadership  
development**

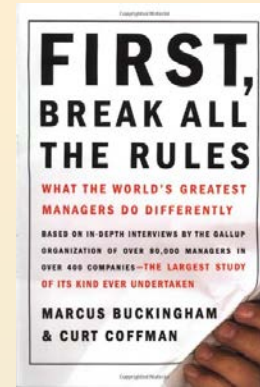
**One skill at a  
time**



# Your Reference Texts

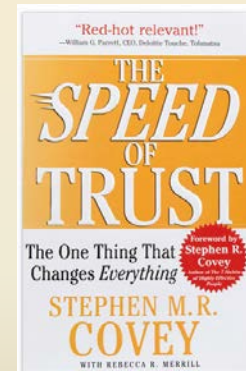
## First Break All the Rules

The keys to a  
high performing team



## The Speed of Trust

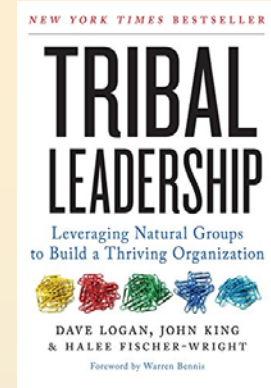
Detailed strategies to build  
trust



# Your Reference Texts

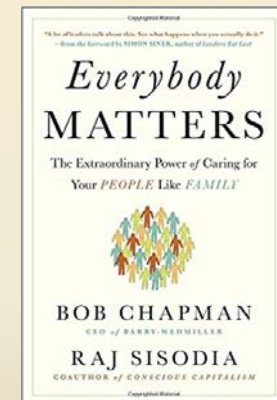
## Tribal Leadership

Building an expanding tribe based on trust and support



## Everybody Matters

Building a maximally supportive culture on your teams



**What Did You Learn ?**

**Please Stand Up  
Find a Partner**

# What Did You Learn ?

**What do you feel is the most important thing you learned today ?**

**What new action will you take as a result ?**

**When ?**

# Physician Leadership Power Tools



**Dike Drummond MD**

[www.TheHappyMD.com](http://www.TheHappyMD.com)









