



An Ounce of Bounce 2.0: Cultivating (Further) Resilience in Health Care

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DEPARTMENT NAME PLACEHOLDER (OPTIONAL)



The Big Picture – in case you want to sleep....

- Background – The Problem
- What To Do? - Meaning
- What To Do? – Resilience / Happiness
- Mark's 5 Rules for Resilience
- Some Heroes Past and Present



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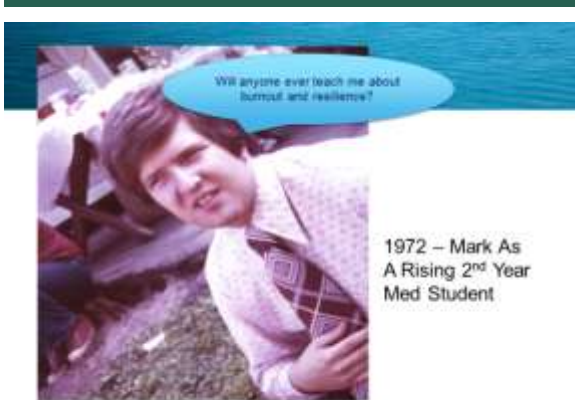




“Physician, do no harm...”*

Hippocrates





1972 – Mark As
A Rising 2nd Year
Med Student

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Linda Gundersen, Ann Int Med, 2001

CURRENT CLINICAL ISSUES

Physician Burnout

"Self-love, my hope, is not to win a car/A's self-neglecting."
King Henry V, Act 2, scene 4

Physicians are often prone to burnout because of their personality profiles. "We want people who are driven, who are competitive, who are used to everything that they do. What do they do when they get into practice? They try to do everything, and they have this complex which also says they want success in everything," commented F. Jack Murray, MD, director of the medical humanities program at Dalhousie University in Halifax, professor of medicine, pediatrics, and director of the Dalhousie Multiple Sclerosis Research Unit.

Burnout has many characteristics, including fatigue, cynicism, inability to concentrate, depression, anxiety, loss of initiative, and decreased productivity.

According to a recent study the personal qualities of the Johns Hopkins School of Medicine (Arch Intern Med. 2000;160:5289-94).

In his article "Physician Burnout: The Impoverishment of Life Habits," Peter S. Blumenthal, MD, suggests that physicians may have more stress and needs in a societal reaction. Burnout doctors are advised not to allow themselves to feel too much sympathy or sadness, some physicians may find stress unmanageable (Source: Medical Magazine, 1999/50, available at www.stm.org/insights/vp/16p_accrformalag2009000/walshowts.html).

Linda Clavin, MD, founding chair of the department of occupational health at California Pacific Medical Center, is the executive medical

director at Cedars-Sinai, and particularly difficult for those who become physicians in order to attain power or control in some way. In fact, a study published in *Western Journal of Medicine* also found a correlation between burnout and a perception of loss of control. In personal control, social support, and resources increased, burnout decreased. The study concluded that lack of perceived control was the best predictor of burnout (West J Med. 2001;174:33-40).

Another article in the same issue of that journal discussed major changes in Canada's health care system over the past decade that have adversely affected physicians. Some of these factors are reduced government spending on health care, diminished

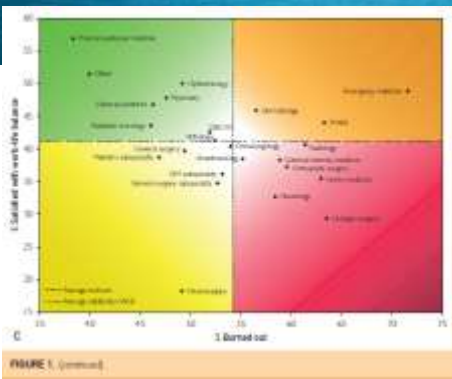
Science et Charite, Pablo Picasso, 1897



Changes in Burnout and Satisfaction With Work-Life Balance in Physicians and the General US Working Population Between 2011 and 2014

Tal C. Shorrock, MD, Omar Hassan, FRCR, MPH, Luke H. Dwyer, MD, FRAC, Christine Grady, MD, David Saxe, MD, Jeffrey A. Sloan, PhD, and Colin P. West, MD, PhD

Objective: To compare the prevalence of burnout and satisfaction with work-life balance in physicians and the working population in 2011 and 2014.
Design and Methods: From August 22, 2011, to October 16, 2014, we enrolled both US physicians and a community-based sample of the general US population using the national and regional mail-in and web-based surveys. Burnout risk increased among physicians, and satisfaction with work-life balance also increased among medical professionals.
Results: In the 2014 physician survey, we observed an increase in physician burnout (33.1% vs 33.3%) and a decrease in satisfaction with work-life balance (52.1% vs 51.7%) compared with 2011. In the 2014 community-based survey, we observed an increase in satisfaction with work-life balance (52.1% vs 52.4%) and a decrease in burnout (33.1% vs 32.7%) compared with 2011. Physician burnout was associated with physician specialty, gender, and age. Satisfaction with work-life balance was associated with physician specialty, gender, and age. Physician burnout was associated with physician specialty, gender, and age. Satisfaction with work-life balance was associated with physician specialty, gender, and age.
Conclusions: Burnout risk increased, and satisfaction with work-life balance decreased from 2011 to 2014 among the bulk of US physicians and the working population.



“A Wandering Mind Is An Unhappy Mind”

- Killingsworth & Gilbert, Science, 2010
- Web based app to track thoughts, feelings, actions
- Findings
 - Minds wander a lot!
 - Less happy when minds wandering
 - Thinking was better predictor of happiness than what actually doing



21st Century Breakfast with Kids



Audience Participation 1

- Which of the following is TRUE about burnout in health care?
 - A. Rates are decreasing steadily.
 - B. It is associated with depersonalization.
 - C. The rates are the same for virtually all specialties.
 - D. There is nothing one can do about it.

- Answer is B





So, what can you/we do?



Impact of Organizational Leadership on Physician Burnout and Satisfaction

Tat D. Sharvit, MD, Chae Gwangjo, MB, Ronald Herzig, EdD, Ellen A. Starr, MA, David Rogers, PhD, Steven J. Bakula, MD, Jeff A. Swan, PhD, and Stephen J. Swanson, MD

Abstract
Objective: To evaluate the impact of organizational leadership on the professional satisfaction and burnout of medical physicians working for a large health care organization.
Participants and Methods: We surveyed physicians and executive leadership for a large health care organization in October 2015. Surveyed physicians used a seven-item burnout. Physicians also rated the leadership quality of their immediate supervisor on 12 specific dimensions on a 5-point Likert scale. All respondents rated themselves on professional quality. Composite leadership scores were calculated by averaging scores on the 12 individual items (range, 12-60). Higher scores indicate more effective leadership.
Results: Of the 1000 physicians surveyed, 393 (39.3%) responded. Response rates in each of the 12 leadership dimensions and composite leadership scores strongly correlated with the burnout and satisfaction scores of individual physicians (all P < .001). The multivariate analysis adjusting for age, sex, duration of employment, and specialty, each 1-point increase in composite leadership score was associated with a 3.2% decrease in the likelihood of burnout (OR .97) and a 0.2% increase in the likelihood of satisfaction (OR 1.01) in the physician population. The study provides leadership ratings of each dimension (range 10-100) also associated with the prevalence of burnout (correlation = -0.38) (P < .001), P < .001 and satisfaction (correlation 0.17) (P < .001) in the subsample general internists.
Conclusion: The leadership quality of physician supervisors is among the strongest and most predictive of individual physicians working in health care organizations. These findings have important implications for the selection and training of physician leaders and provide new insights into organizational factors that affect physician well-being.

Words from Sir William Osler

You are in this profession as a calling, not a business; as a calling which exacts from you at every turn self-sacrifice, devotion, love and tenderness to your fellow-men. Once you get down to a purely business level, your influence is gone and the true light of your life is dimmed. You must work in the missionary spirit, with a breadth of charity that raises you far above the petty jealousies of life.



“Meaning is the antidote to burnout.”

Rachel Naomi Remen







- 13 Epidemiologist
- 12 Kindergarten teacher
- 11 Occupational therapists
- 10 Rehabilitation counselors
- 9 Anesthesiologists
- 8 Psychiatrists
- 7 Chiropractors
- 6 Radiation therapists
- 5 Educational administrators, elementary and secondary school
- 4 Directors of religious activities and education
- 3 Surgeons
- 2 English language and literature teachers, postsecondary
- 1 Clergy

2 Ways to "See" Resilience



Resilience: Innate or A Dynamic Process?



Norman Garmezy, PhD
1918-2009

What does the medical literature
tell us?

3 studies follow.....

Results of Intervention

- Empowerment and engagement increased (p=0.04)
- Depersonalization decreased (p=0.04)
- Proportion who found greater meaning increased (p=0.04)
- Difference sustained at 12 months (p=0.03)
- P.S. Organization gave 1-hour paid time every 2 wks

28

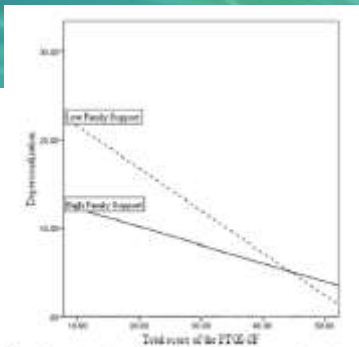


Fig. 1. Interaction effect of perceived family support and growth on depersonalization.

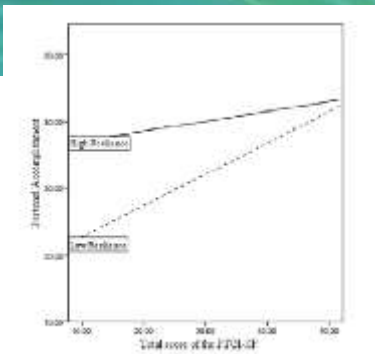


Fig. 2. Relationship of end-time and growth in personal accomplishments.

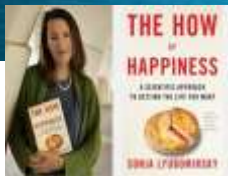
What do books tell us?

2 books follow...

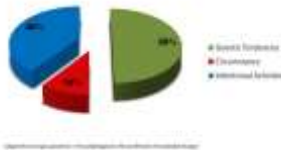


Being a 21st Century Resilient Doctor

- Make home a sanctuary
- Value strong relationships
- Annual preventive health assessment
- Control stress
- See conflict as an opportunity for growth
- Manage bullying & violence assertively
- Make medical organizations work for us
- Create a legacy



Factors Influencing Chronic Happiness Levels



“The How of Happiness”

(Sonja Lyubomirsky, 2008)

- Expressing gratitude
- **Cultivating optimism**
- **Avoiding overthinking and social comparisons**
- **Practicing acts of kindness**
- **Nurturing social relationships**
- Developing strategies for coping
- Learning to forgive
- **Increasing flow experiences**
- **Savoring life's joys**
- **Committing to your goals**

Resilience Recipes

At work

- Strengthen connection!
- Accept!
- Be more mindful!
- Engage in self-care!
- Reduce stress!
- Be kind!
- Express gratitude!
- Laugh!

Outside of work

Thanks for this gratitude study...



Resilience Recipes

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Outside of work

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- Be kind!
- Express gratitude!
- Laugh!



SCPMG
**Physician
WELLNESS**

**Who's responsible for
resilience?**

The society?
The organization?
The individual?



Googling...



<http://bit.ly/WISERstudy>

Duke Resilience Collaborative

WISER #1: Introduction to Resilience

WISER #2: Fatigue Management

WISER #3: Mindfulness

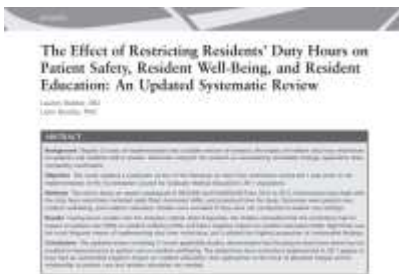
WISER #4: Dealing with Difficult Colleagues

WISER #5: Resilience Writing #1

WISER #6: Resilience Writing #2

WISER #7: Resilience Writing #3

WISER #8: Coping with Change



What Can/Should KP Do?

- Sabbatical
- Education
 - “SMART” application ?
- Diversity of work duties and hours
- Spirited leadership
- Promote community
 - Time for talking – “my idea”
 - Time for reflection (“Meaning in Medicine”)
- ??????

Rule 1: YOU and only you get to choose YOUR path to resilience!



Rule 2: There are lots of choices; they may change over time

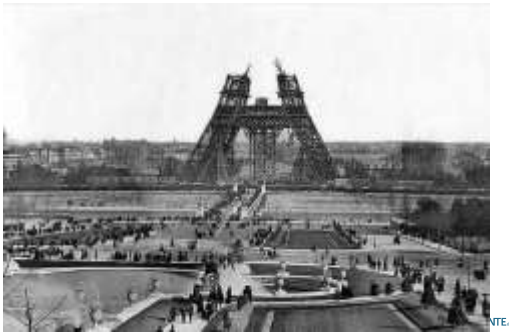


Science Reveals That Well-Being Is A Skill (Richard Davidson, Ph.D, 2016)

- Can cultivate it
- Need to practice it
- Four components
 - Resilience
 - Outlook
 - Attention
 - Generosity

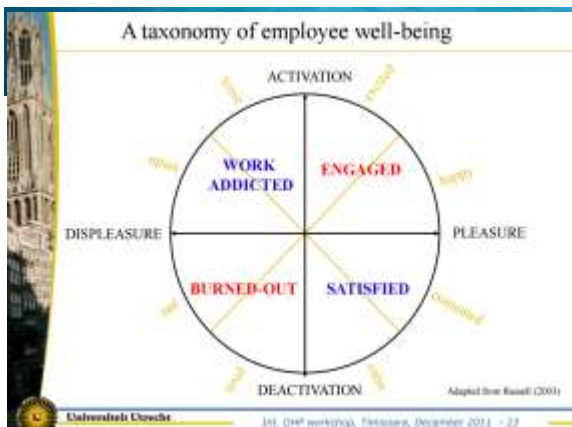


Rule 3: It is a skill; we can all get can better at it!





Rule 4: "Howard's Formulation" ...or...
...another way to look at this:





Rule 4: "Howard's Formulation"...or...
...another way to look at this:
It's not about work depleting you and then finding balance outside of work; what about getting restored while at work?



Rule 5: "Mark's Formulation"...or...
...another way to look at this:



Rule 5: "Mark's Formulation"...or...
...another way to look at this:
It's not about doing less; it's about doing things which fill you up.

Audience Participation 2

- A program for improving personal resilience...
 - A. Should be dictated by your Chief of Service.
 - B. Must be free of any cost.
 - C. May have beneficial effects on your patients as well as yourself.
 - D. Should stay in place for at least 2 years before switching ingredients.
- Answer is C





“Time Lost and Found”
By Anne Lamott

Osler – Inspirations from a Great Physician

(Charles S. Bryan, Oxford University Press, 1997)

- Manage Time Well: *Day-Tight Compartments...*
- Find a Calling: *Being True to Certain Ideals...*
- Find Mentors: *The Young Person's Friend...*
- Be Positive: *Prince of Friends and Benefactors...*
- Learn and Teach: *Driving Plato's Horses...*
- Care Carefully: *The Least Sentimental and the Most Helpful...*
- Communicate: *Secrets of the Heart...*
- Seek Balance: *A Simple and Temperate Life...*
- Epilogue, Osler on Character: *Pursue Virtue Virtuously*

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The Personification of Resilience: 1 Nicole Lagerstrom, RN (1972-2015)



The Personification of Resilience: 2 Lee Lipsenthal, MD (1957-2011)

“Enjoy Every Sandwich”