



Cindy Flower MBBS DM FACP

Physician Well Being



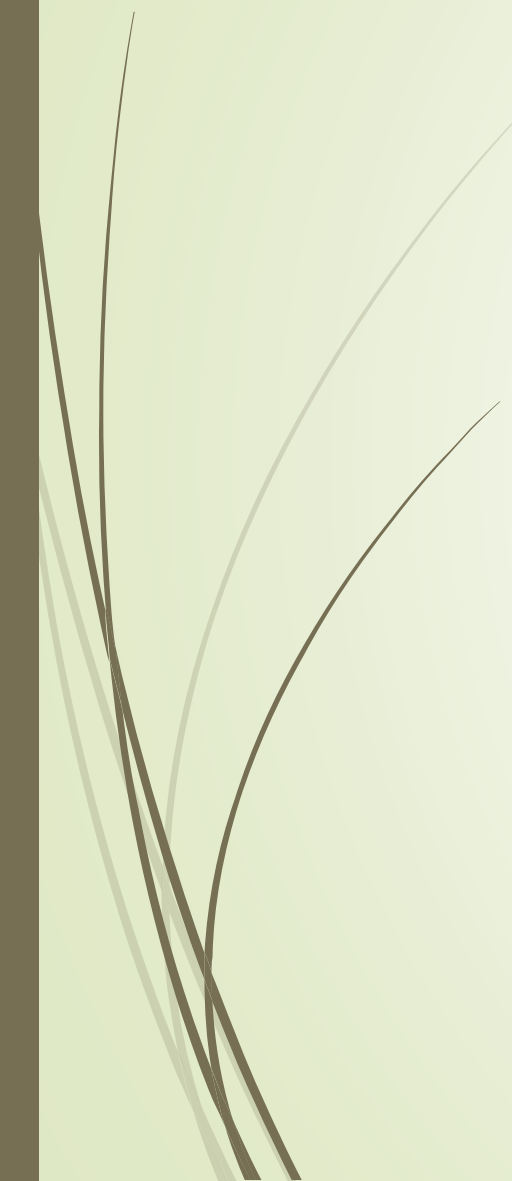
Disclosures

➤ None relevant





Outline

- Discuss what burnout is and why it is important
 - Discuss interventions to mitigate
 - Spark a dialogue and a new way of thinking
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Occupations with high burnout rates

- Health care professionals
- Social workers
- Teachers

M White Corporate Trainer, LoveToKnow



Physician burnout

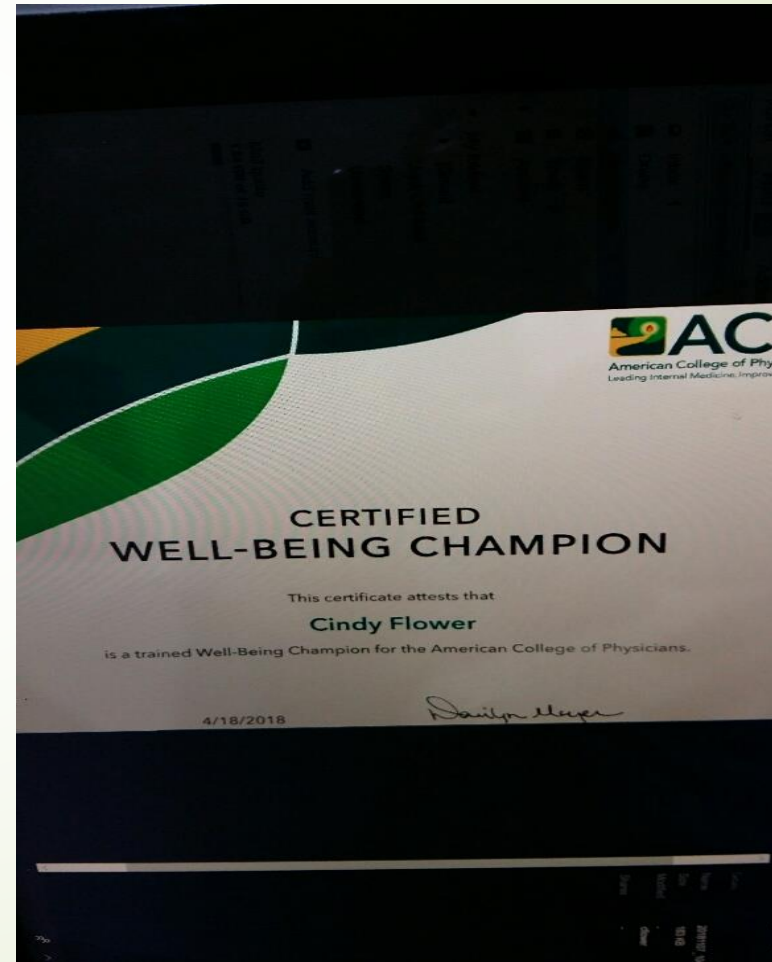
Dr. Toby Cosgrove, former president/CEO,
Cleveland Clinic

**“In US, nearly 2/3 physicians suffer burnout
1/3 say they would not pick medicine again”**

Time magazine March 2018

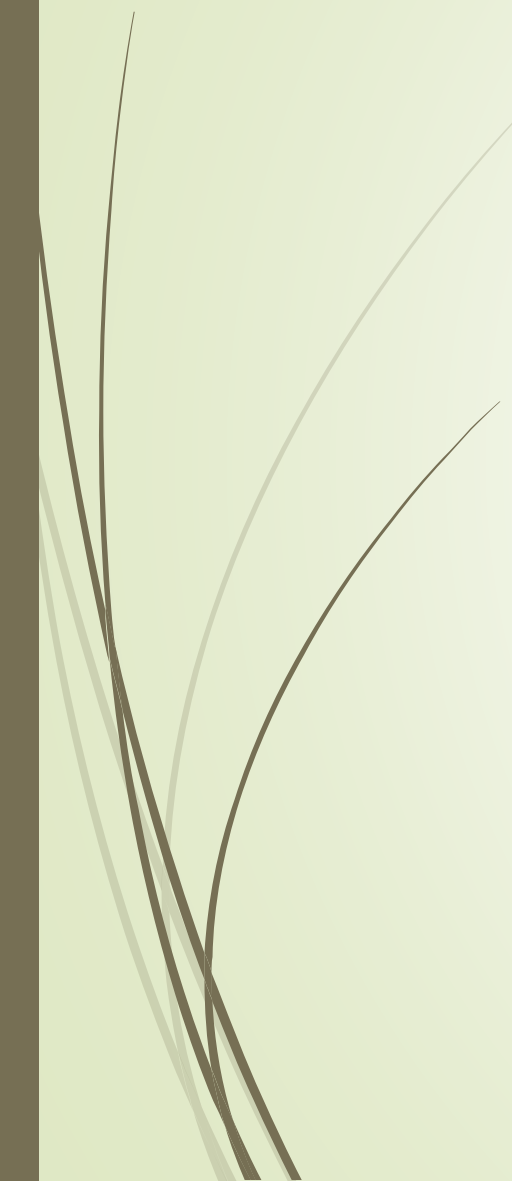
American College Physicians initiative

- ACP trains & deploys physician wellness coaches to serve their chapters
- ACP Caribbean chapter est. in 2016





Burnout components

- Exhaustion-: lost energy
 - Cynicism-: lost enthusiasm
 - Inefficacy-: lost self-confidence
- 



Burnout questionnaire Mini Z CF modification

- Job satisfaction
- Symptoms of burnout
- Professional values well aligned with those in authority
- Efficiency of teamwork
- Control over workload
- On the job stress experienced
- Sufficiency of time for documentation
- Time spent on work at home
- Non-clinical tasks adding to frustration of the day
- Atmosphere in your primary work area is calm/busy/hectic/chaotic

Why should anyone care?

Basic human decency



Business case





Business case

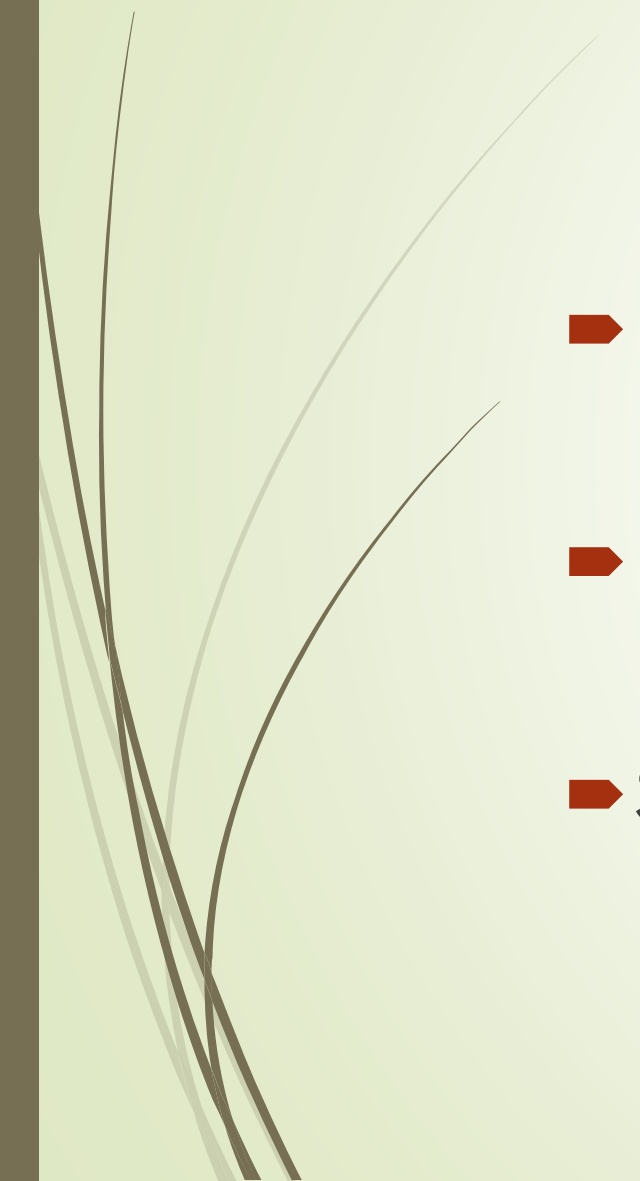
Burnout associated with...

- Increased turnover of staff
- Decreased productivity/inefficiency
- Problems with patient safety/satisfaction
- **Loss of high performers**

JAMA Sept. 2017; **HBR June 2018**



How to mitigate burnout?

- Institutional interventions (most impactful)
 - Personal interventions
 - Societal interventions
- 



Institutional interventions



Institutional interventions

- Minimize bureaucracy/unreasonable demands
- Respectable pay
- Prospects for professional development
- Maintain resources necessary to provide quality care
- Management strategy for difficult staff members
- Formal wellness programs
- Temper public expectations*

Hire good people and don't demotivate them



Wisdom in Leadership matters



The 3 components of wisdom

- Cognitive -: knowledge and experience
- Reflective-: ability to examine issues and oneself
- Prosocial-: benevolence and compassion

Grossmann et al, University of Waterloo, Wisdom and Culture lab



Wisdom as a “skill”- key cognitive features

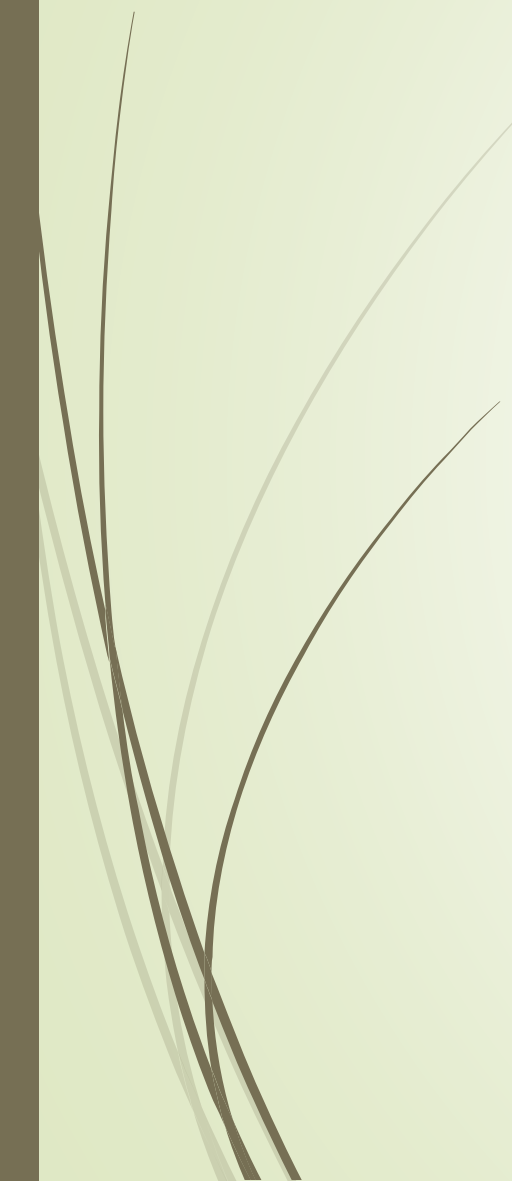
- ▶ Open-mindedness/ be persuadable
- ▶ Intellectual humility-: recognize limits of your knowledge
- ▶ Consideration of diverse viewpoints-: ability to take different perspectives into account



Personal interventions



Personal interventions

- Self-care
 - **Resilience**
 - Positive psychology
- 



Practices that cultivate **Resilience**

- 1) Face Down Reality-: sober view of situation allows preparation and endurance
- 2) Search for meaning-: “it’s a broadening experience”
- 3) Continually improvise-: make do with what is at hand

How resiliency works Diane Coutu, HBR 2002



Positive psychology

Reduce stress/get happy

- Rethink all the “stuff”
- Savor (thwart **hedonic adaptation**)

The science of well being- Yale University

Savor





“Three good things”

- In last 2 hours of wakefulness ask yourself
“what 3 good things went well today & my role in
bringing them about”
- Shifts natural tendency to focus on the negative
- Do this for 2 weeks= Prozac

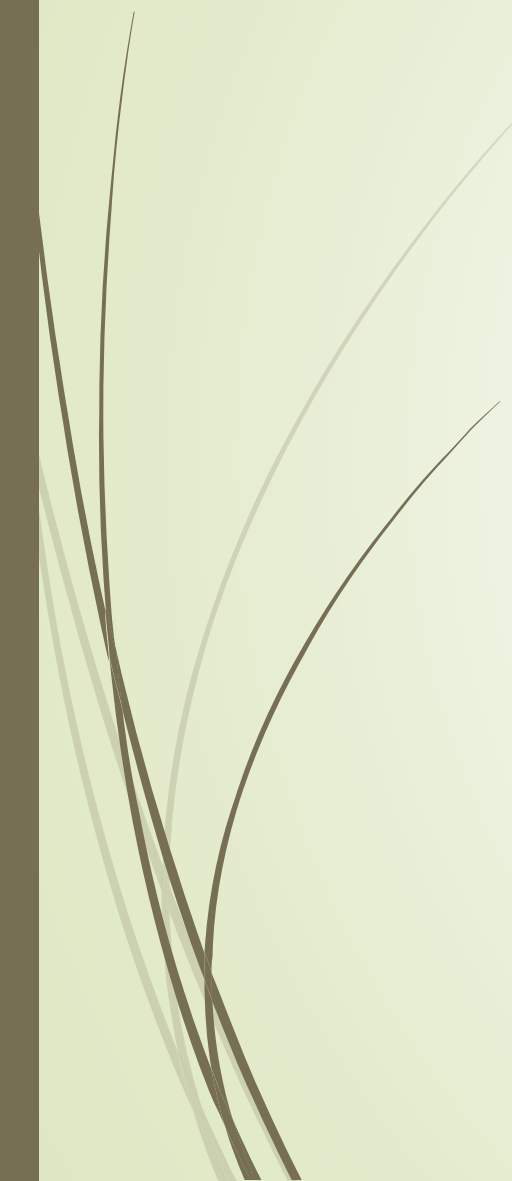
Dr. J Bryan-Sexton BMJ open 2017



Wellbeing training in practice



Resident orientation at some hospitals

- Resilience training
 - Discussions on gratitude
 - Important TED talks
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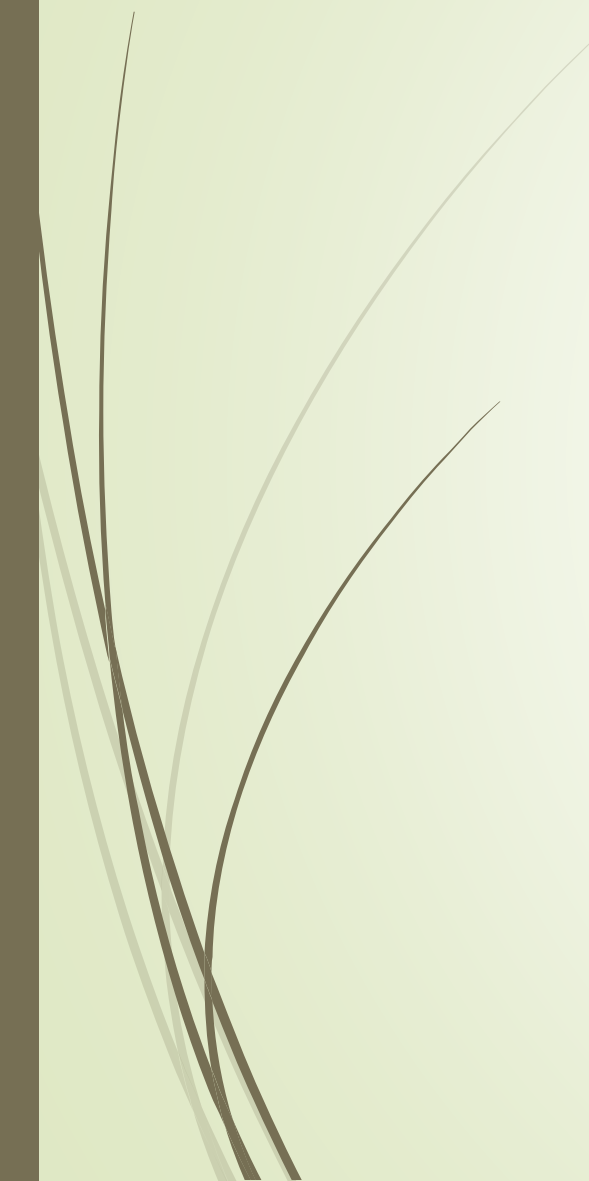


Societal interventions





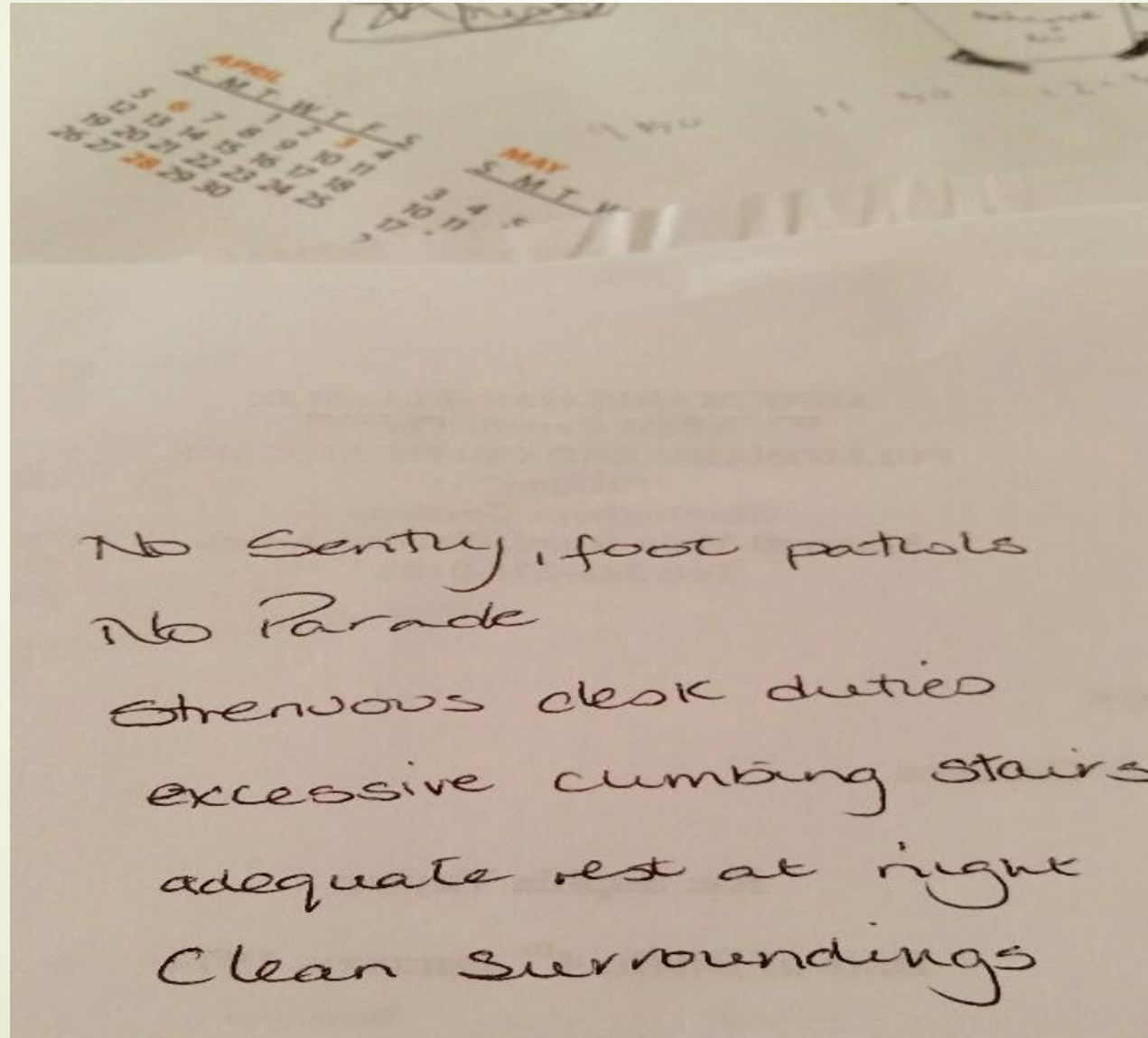
Highest burnout rates

- Healthcare professionals
 - Social Workers
 - Teachers
 - Food service workers*
- 

The “client/patient” etiquette



The customer is sometimes wrong...





“Choose and train your clients”

- Clients/patients need to understand the service model

Uncommon service- Anne Morriss



An approach to **failure**

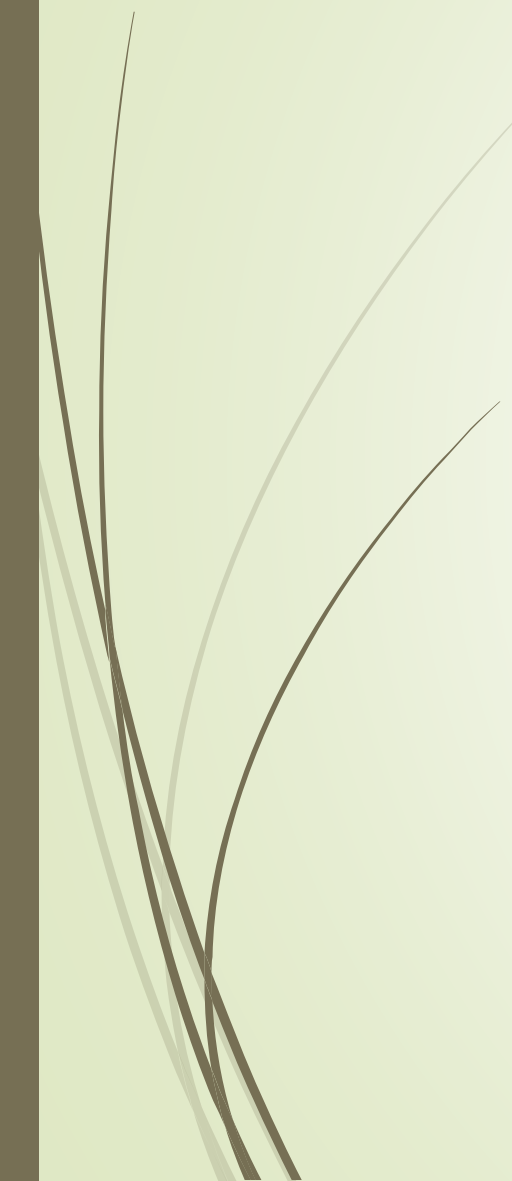
Museum of Failure, Sweden

- Its legacy is to make people feel better about learning from mistakes





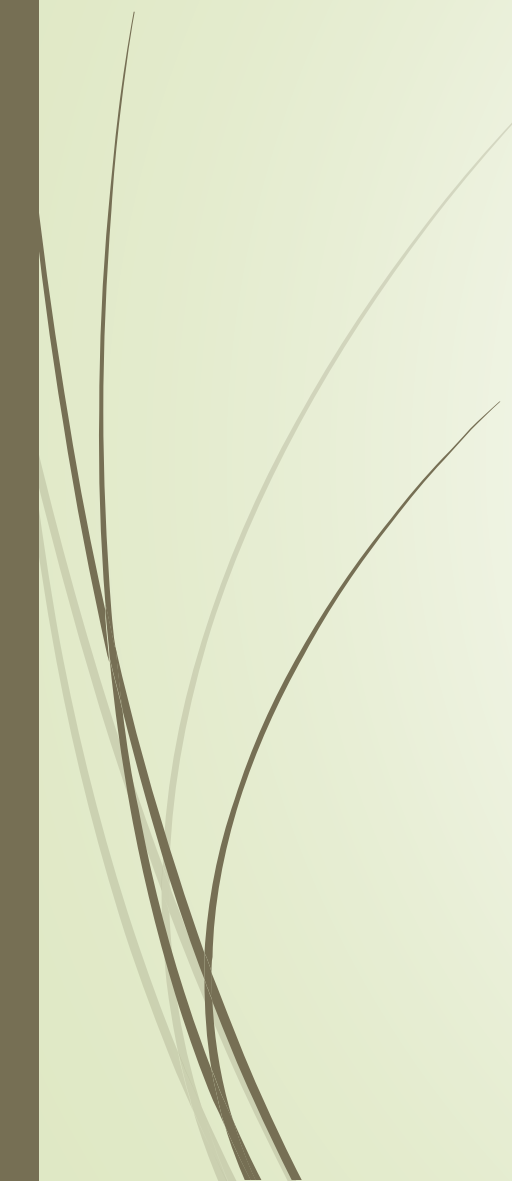
Summary

- Burnout is a reality
 - Moral/ethical issue
 - Its is not smart to lose high performers
- 



Summary

Burnout prevention/treatment interventions

- Institutional -: wisdom in leadership
 - Personal -: Be kind to yourself
 - Societal -: Be kind to others
- 



“If you have a problem that can be solved
with **action**, you **don't** have a problem.”

Mel Robbins