

# Promoting Resilience in Physicians and Students

Teaching of Tomorrow

November 2022

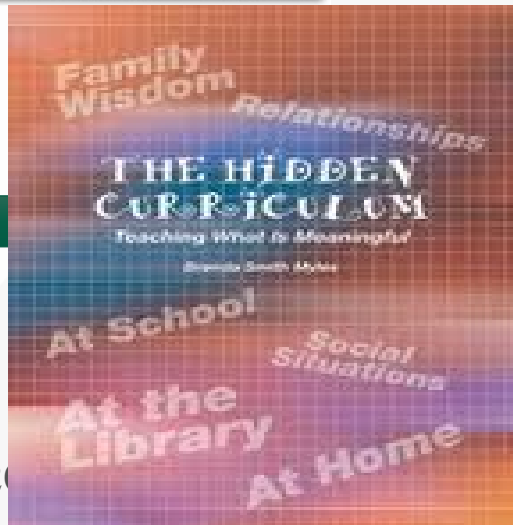
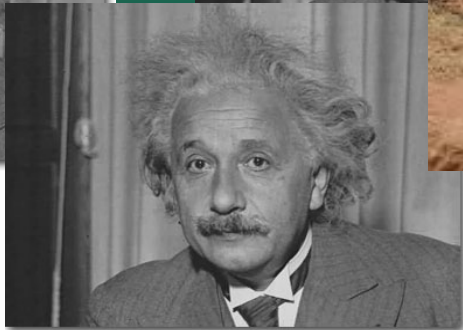
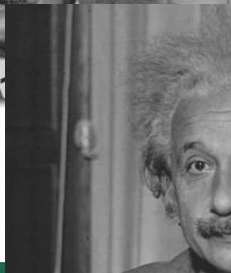
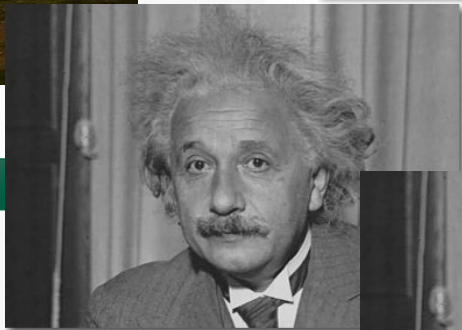
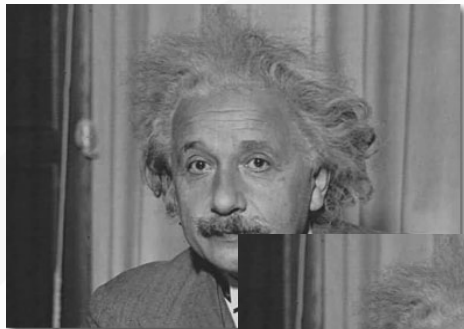


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# Objectives

- Discuss burnout in learners and clinicians
- Distinguish between well-being and resilience
- Discuss and practice methods to promote mindfulness and resilience
- Consider the role of a clinician-educator as a way to build resilience



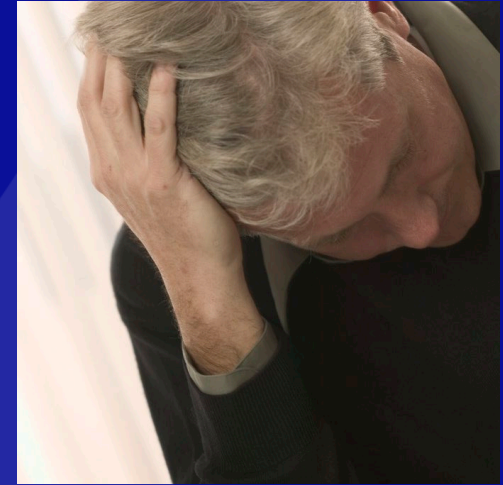






# What is burnout?

- Emotional exhaustion
  - Emotionally overextended and exhausted by work
- Depersonalization
  - Negative, cynical attitude, treating patients as objects
- Sense of low personal accomplishment
  - Feelings of incompetence, inefficiency & inadequacy
- Affects work life and relatively spares personal life
  - In contrast, depression affects *both* personal and work life



# Burnout is Common

63% physicians report signs of burnout on a weekly basis (Shanafelt et al, 2021)

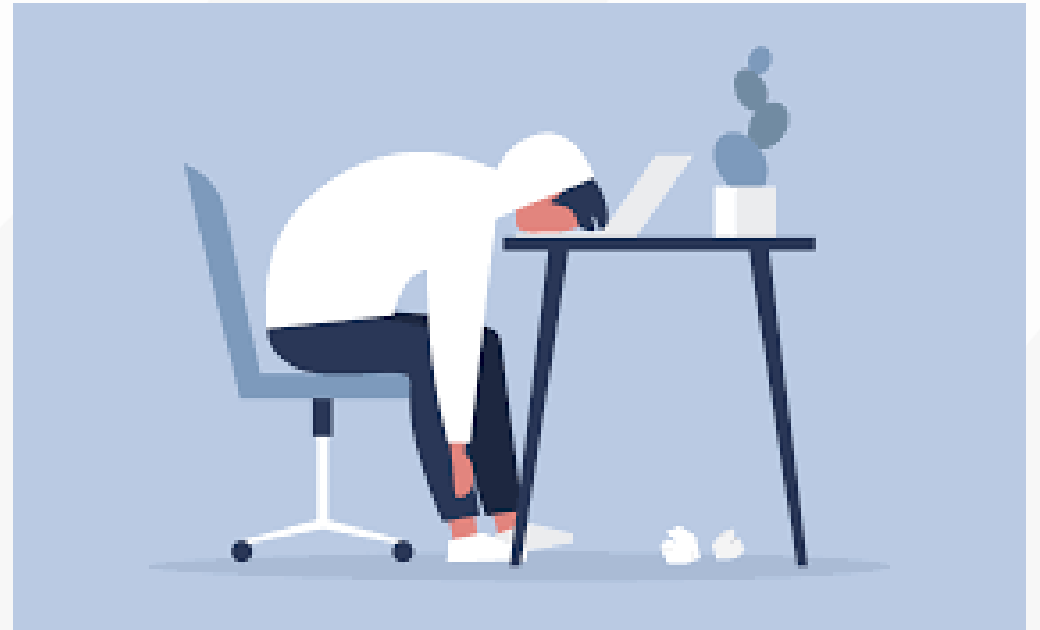
35.7% of all medical residents (Rodrigues, 2018)

45% of 3<sup>rd</sup> year students (Dyrbye 2006)

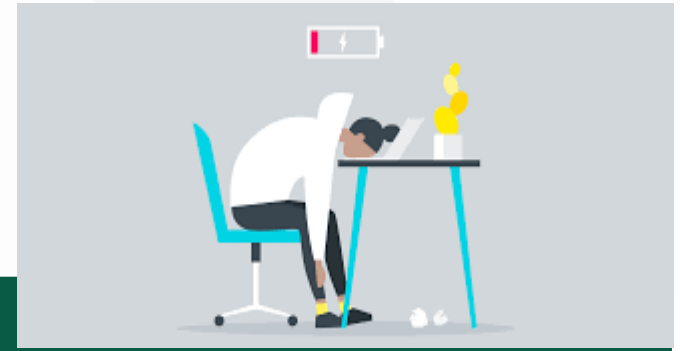
31.5% of nurses left their jobs in 2018 due to burnout (Shah 2021)

21-67% amongst mental health providers (Dreison 2018)

Individuals with marginalized identities experience the most discrimination and mistreatment (2022)



# Burnout has been measured in Training and Early Career



Emotional exhaustion less likely in early career

- EC physicians (39.6%) < residents (44.4%) and medical students-(44.6%)

Depersonalization

- EC physicians (37.7%) < medical students (37.9%)< residents/fellows (50.7%)

Personal accomplishment increases with time

- EC physicians (57%)>residents (48.5%) >medical students (31.3%)

Depression screen positive in Medical students (58.2%)>residents/fellows (50.8%)>EC physicians (40.0%)

All measures greater than age-matched controls



# Burnout in nurses by career stage

- On the other hand, 20% of nurses reported “extremely high” levels of burnout within their first three years post-graduation (Rudman, 2011)
- In these three years, intention to leave the profession increases from 27% in year 1 to 45% in year 3 (Rudman, 2014)
- One study of 431 nurse undergraduates found that 20% were reporting signs of burnout, fatigue, and maladaptive stress (2009)



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# Burnout has Impact



## Burned out medical students:

- More likely to engage in unprofessional behavior
- Have lower empathy scores, less altruistic views

## Burned out residents:

- Deliver suboptimal care, more likely to commit errors
- Have impaired concentration, cognition, skills acquisition and application

## Burned out nurses:

- Correlated with an increased risk of patient infection
- Increased risk of patient mortality when nurses have >4 patients

Burnout increases risk of changing specialty, leaving medicine, alcohol abuse and suicidal ideation

# Well-being and resilience are different things

Well-being: the state of being happy, healthy, or prosperous  
Merriam-Webster



Resilience: the ability to maintain personal and professional well-being in the face of ongoing work stress and adversity



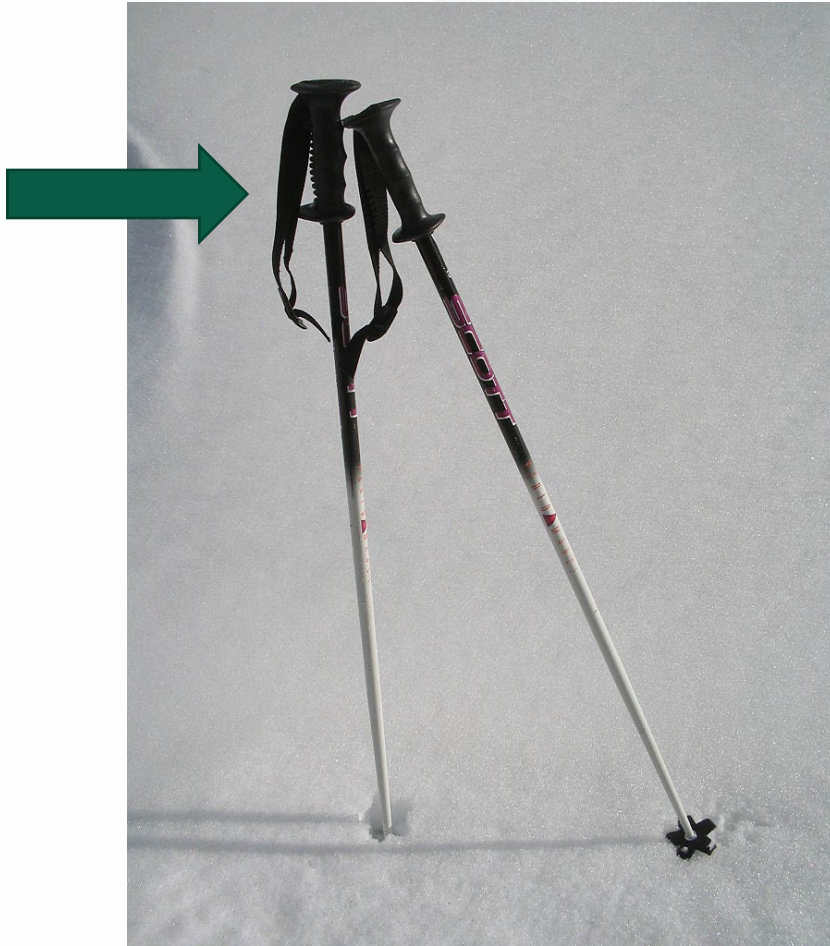
“The difference between winners and losers is how they handle losing.”

Rosabeth Moss Kanter  
*Harvard Business Review*

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# The Lost Pole



**Resilience is hard work:  
Encountering unexpected and  
powerful events can be unsettling**

- There is a “hidden curriculum” during the clinical years that is powerful for three reasons.
  - Foreign world; difficult, often overwhelming experiences.
  - Rules governing responses to these experiences are unclear.
    - Do beliefs and ideas with which they entered school still apply?
    - Take cues from behaviors they observe.
    - Events rarely discussed; students ascribe detachment and lack of caring to house staff and senior physicians.
  - Experiences frequently unacknowledged and unexplored.





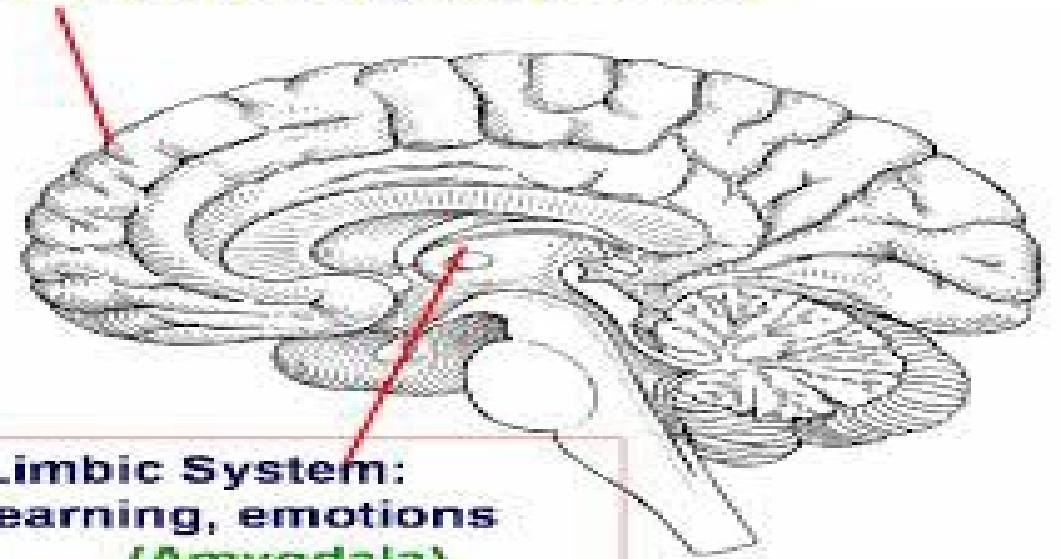
# Unexpected and Powerful Events can change the brain—a little detour

## PTSD

Functional magnetic resonance imaging (fMRI) tracks brain blood flow, shows that people with **PTSD** who are reminded of the trauma, tend to have an underactive prefrontal cortex and an overactive amygdala

Hippocampus (memory) and the anterior cingulate cortex (ACC), part of the prefrontal cortex involved in reasoning and decision-making shrink in PTSD

**Frontal Cortex:**  
decision-making, self-control

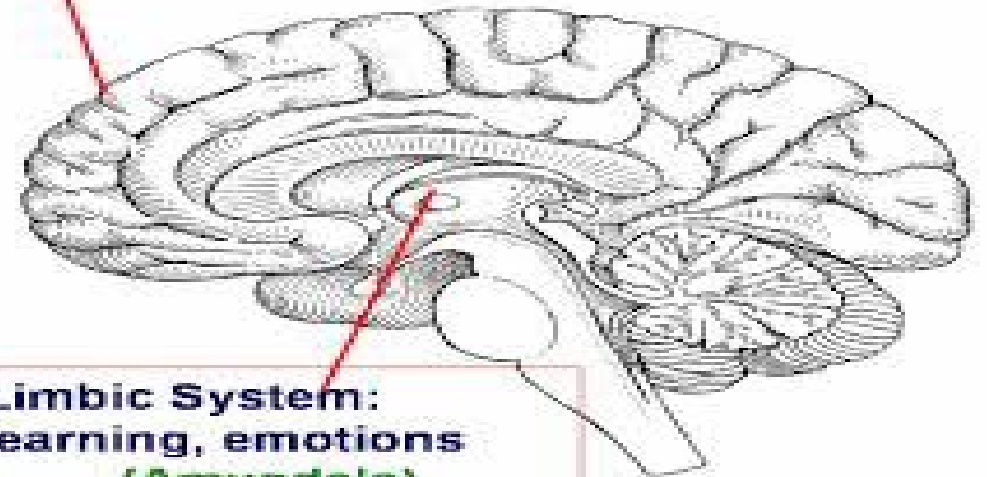


**Limbic System:**  
learning, emotions  
(Amygdala)

# “Trauma of Clinical Work” and Neuroscience

- When exposed to negative images that evoke disgust and fear (baby with tumor growing out of left eye) fMRI lights up in the amygdala
- More active pre-frontal cortex inhibits amygdala
- Those with increased left pre-frontal cortex activity at baseline recover more quickly from negative feelings

**Frontal Cortex:**  
decision-making, self-control



**MBSR decreased anxiety, increased left pre-frontal activation**

# What not to do...

When I get to the next phase...

An emphasis on personal  
solutions



# Resilience entails

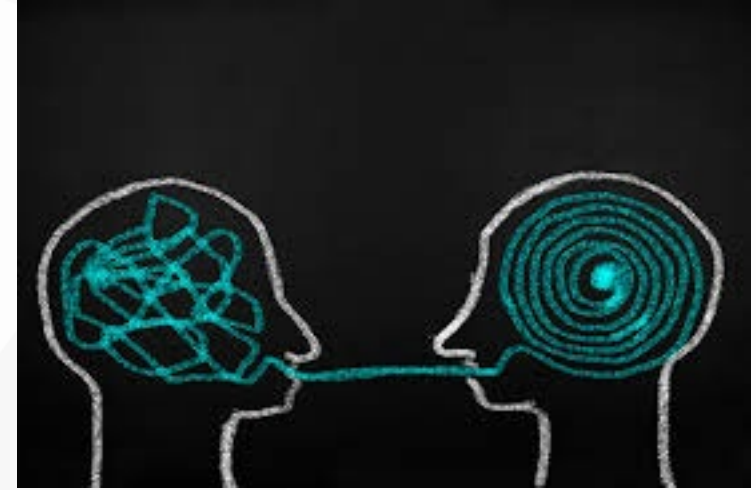


- Self awareness and self monitoring
- Self regulation and engaged response to stressors
- **Public accountability, Communities of Care, and Health Care institutions**

Epstein and Krasner, Acad Med. 2013;88:301–303.



# Mindful Communication Program has meaningful outcomes for Physicians



- 8 weeks
  - 2.5 hr weekly seminar
  - one 7-hour retreat focused on mindfulness meditation, narrative writing and appreciative inquiry exercises.
- Intervention group demonstrated improvements in reported mindfulness
  - decreased burnout (all 3 subscales)
  - less mood disturbance
  - increased conscientiousness
  - emotional stability

Krasner et al. JAMA 2009;302:1284-1293

# Mindfulness Workshop shows improvement for nurses

- 4-hour workshop (n=52)
  - Didactic presentation
  - 3 guided mindfulness meditations
  - Mindful eating exercise
- Improvements
  - Emotional exhaustion scores decreased at 1 month and more at 6 months
  - Depersonalization decreased at 1 month and more at 6 months
  - Motivation to work increased to the “high range” by 6 months
  - Perceived stress decreased, but remained in the “elevated” range



Sarazine et al, *Holistic Nursing Practice* 2021

# Mindfulness is present-moment-awareness ... allows **reactions** to become **responses**



Become aware of our thoughts,  
memories, judgments, bias,  
emotions, bodily sensations

# From Mindfulness to Mindful Practice: It is not about going to the mountain...

Mindfulness is the awareness that emerges by paying attention, on purpose, non-judgmentally to things as they are, in the present moment.



Mindful Practice - moment to moment purposeful attention to one's own physical and mental process during everyday work with the goal of practicing with clarity and compassion



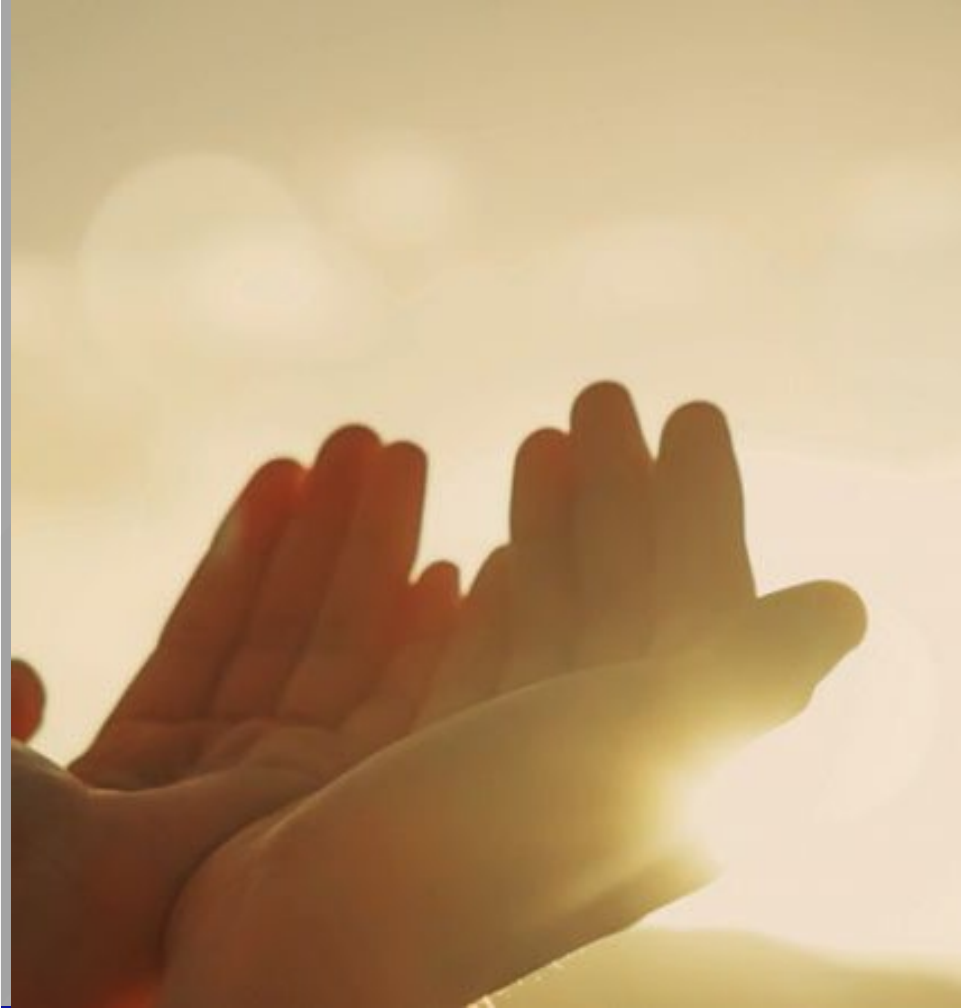
The only Zen you can find on the tops of mountains is the Zen you bring up there.  
Robert M. Pirsig via Jonathan



## What We Need is Here

Geese appear high over us,  
Pass, and the sky closes. Abandon,  
As in love or sleep, holds  
Them to their way, clear  
In the ancient faith: what we need  
Is here. And we pray, not  
For new earth or heaven, but to be  
Quiet in heart, and in eye,  
Clear. What we need is here

Wendell Berry

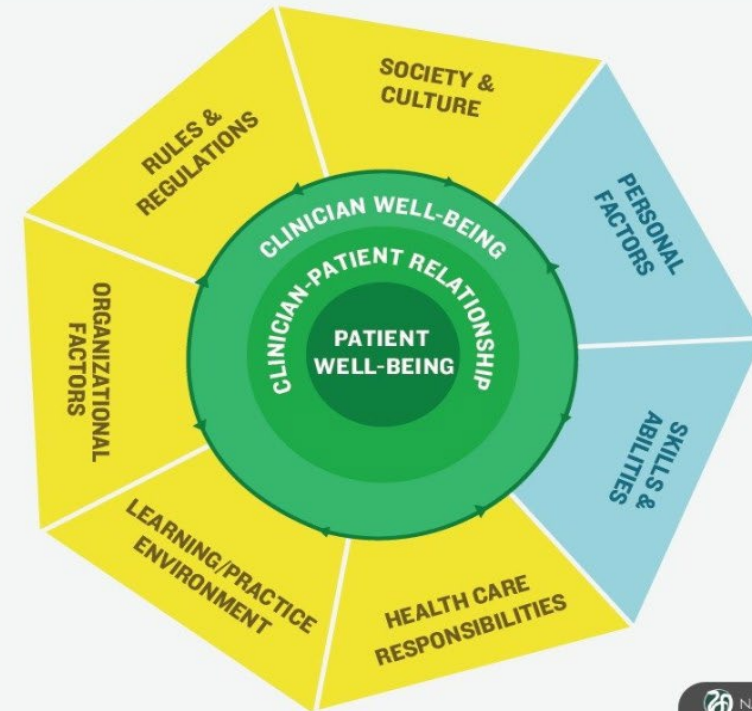


# A Reminder as we prepare to work...

- Resilience is a capacity that can be grown
- Well-being is about engagement, not withdrawal
- Mindfulness is a community activity

## FACTORS AFFECTING CLINICIAN WELL-BEING AND RESILIENCE

This conceptual model depicts the factors associated with clinician well-being and resilience; applies these factors across all health care professions, specialties, settings, and career stages; and emphasizes the link between clinician well-being and outcomes for clinicians, patients, and the health system. The model should be used to understand well-being, rather than as a diagnostic or assessment tool. In electronic form, the external and individual factors of the conceptual model are hyperlinked to corresponding landing pages on the Clinician Well-Being Knowledge Hub. The Clinician Well-Being Knowledge Hub provides additional information and resources. The conceptual model will be revised as the field develops and more information becomes available.

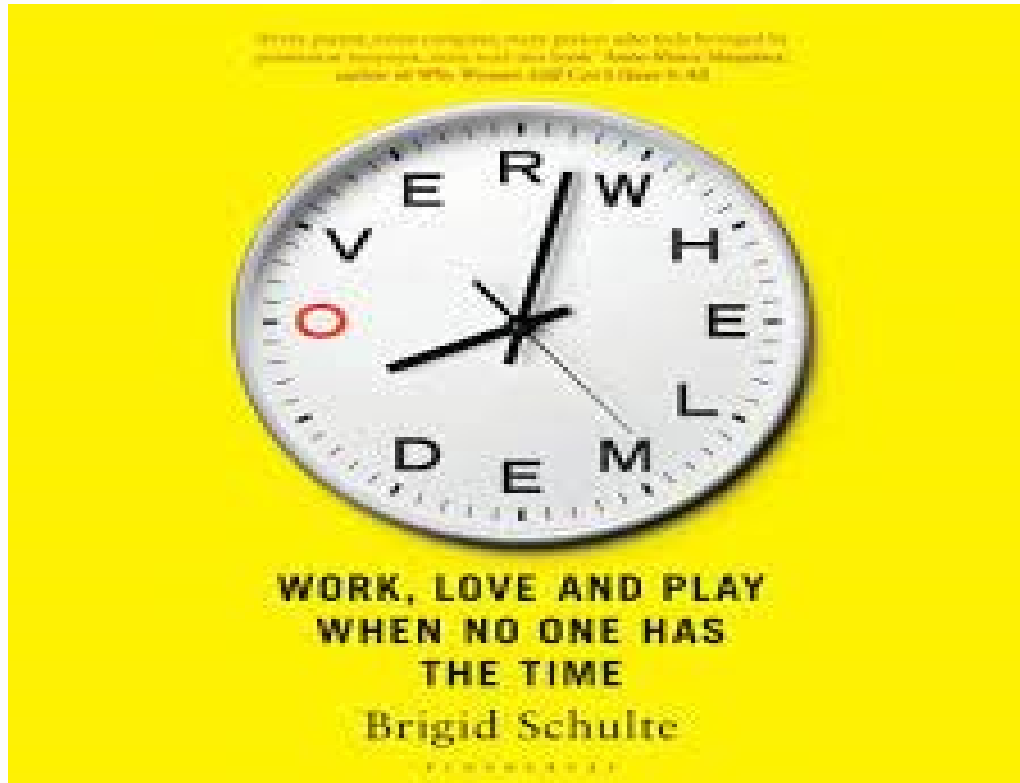


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Learn more at [nam.edu/ClinicianWellBeing](https://nam.edu/ClinicianWellBeing)

# An Approach...

Pauses  
&  
Pulses



# Promoting physician resilience

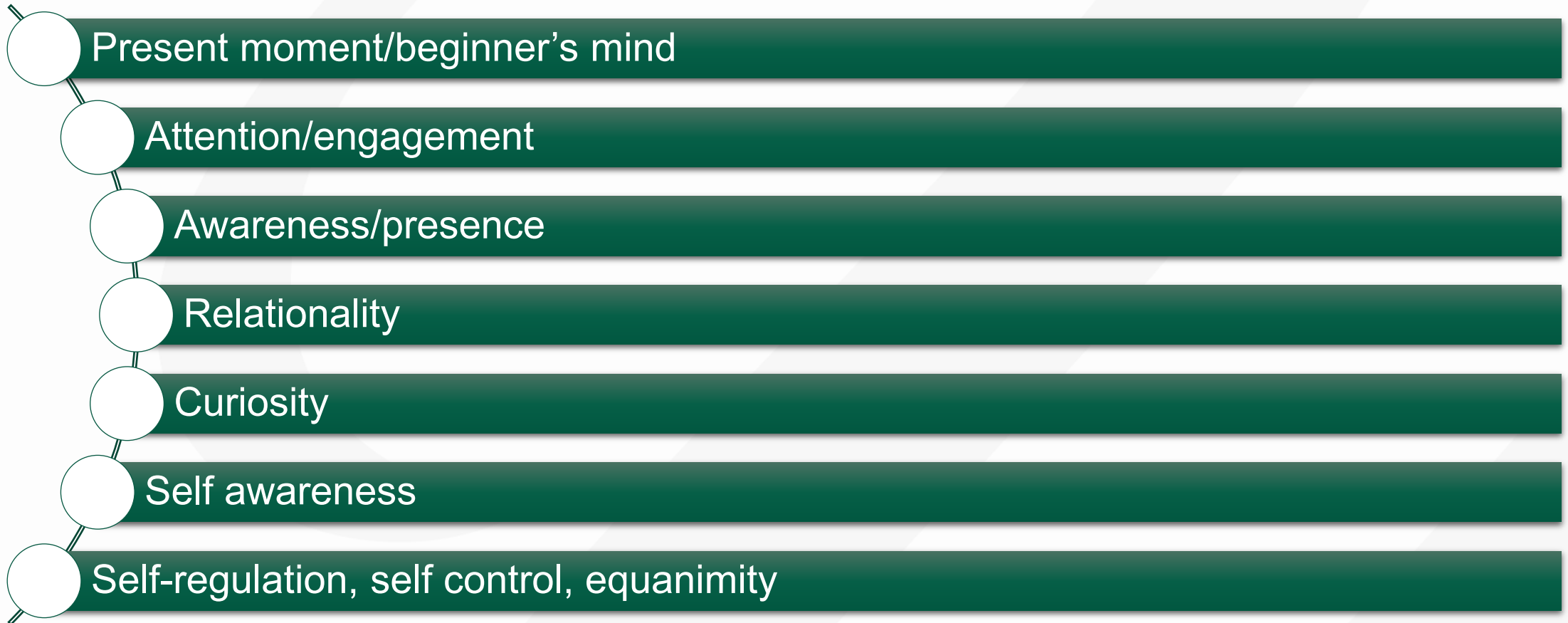
- Promote **Self-awareness and Self-Management**
  - The ability to manage strong feelings and impulses
  - Good problem-solving and communication skills
  - **Mindfulness**, meditation, narrative writing
- Adopt a **positive world view**
  - A positive view of yourself; confidence in strengths/abilities
  - Feeling in control
  - Seeing yourself as resilient (rather than as a victim)
- Look for **meaning beyond oneself**
  - Helping others, finding positive meaning in your life despite difficult or traumatic events
- **Seek Support**
  - Close relationships with family and friends
  - Seeking help and resources in and out of workplace
- Develop **Coping and Self-Care Skills**
  - Coping with stress in healthy ways (exercise, treat depression, vacation) and avoiding harmful coping strategies (substance use)



Source: Shanafelt TD et al. 2003 and 2005, Horowitz 2003



# Mindfulness Skills for Self Awareness and Self Management



# In the Present Moment & with a Beginner's Mind, Take a breath...



- **S**top what you are doing, step out of auto pilot
- **T**ake a breath, mindfully, 2-3 long, deep breaths
- **O**bserve what's happening with you right now—thoughts, feelings, sensations
- **P**roceed with awareness and kindness

Now that you have stepped out of automatic pilot, you are free to choose how to respond, from a wider perspective

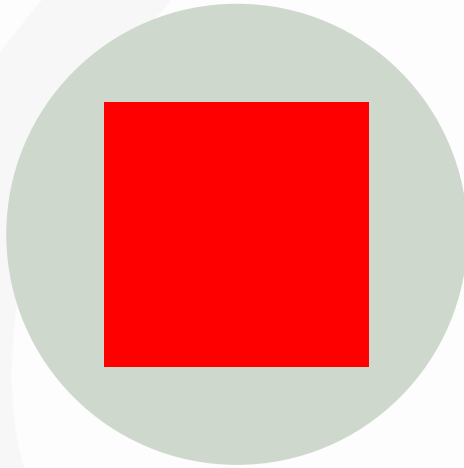
# Attention/engagement/ noticing

Awareness and presence

Seeing the foreground AND the  
background



# Mindfulness Skills - Attention and Engagement



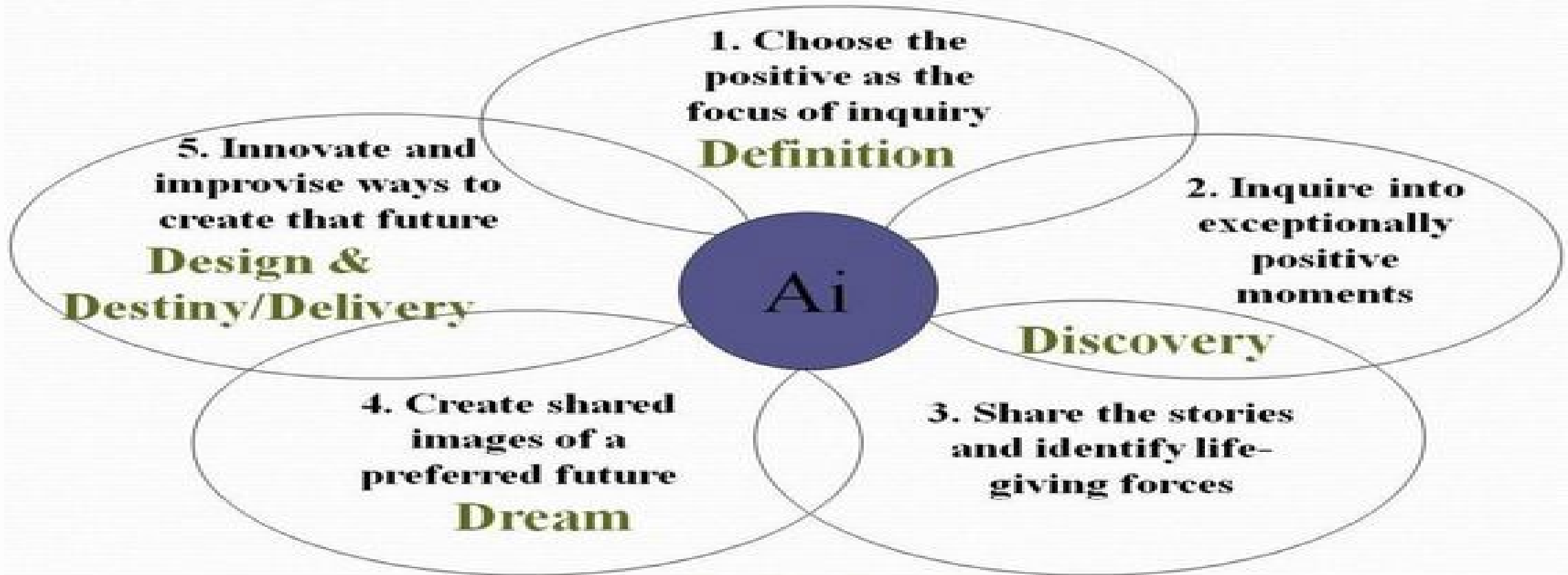
NOTICING AND PAYING ATTENTION-  
THREE MINUTES OF RED



THE WANDERING MIND

# Adopt a Positive Worldview

- 



\* Bernard J Mohr & Jane Magruder Watkins,  
The Essentials of Appreciative Inquiry:  
A Roadmap for Creating Positive Futures, p. 5

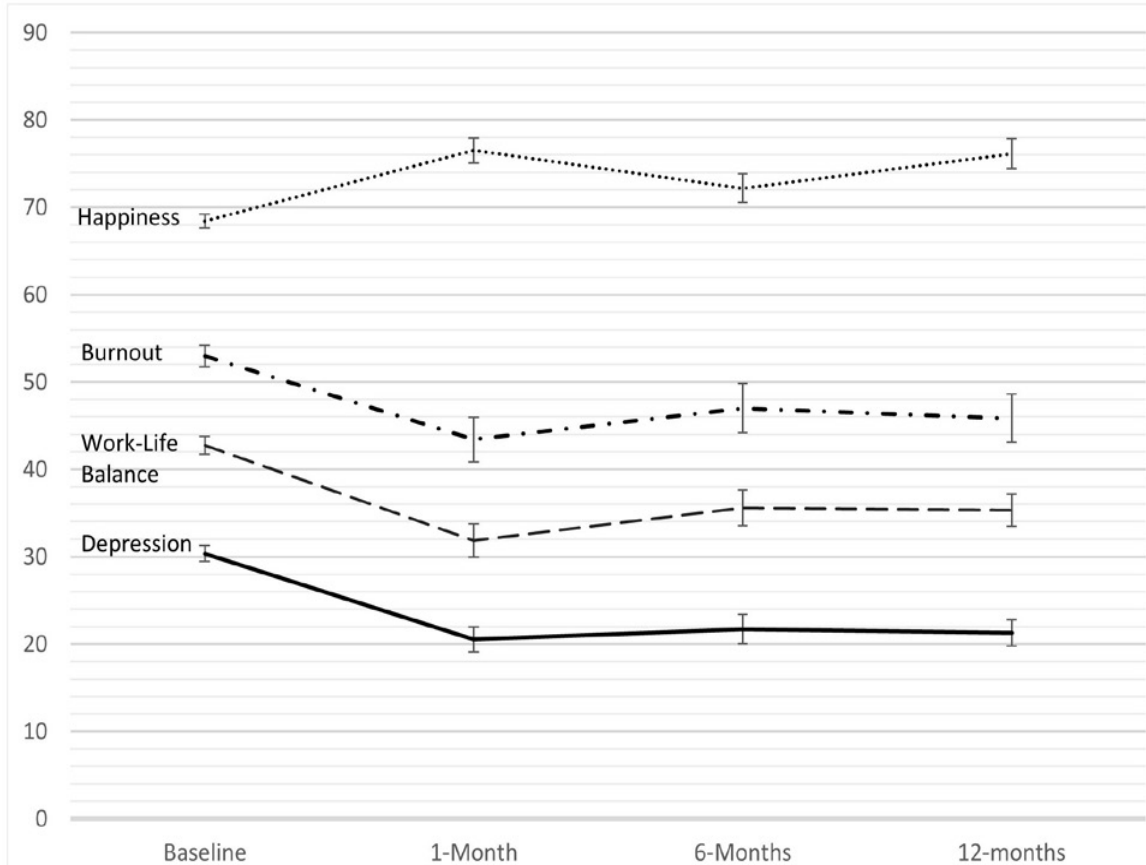
- Gratitude exercise



# Consistent Gratitude has Outcomes

## J Open Forty-five good things: a prospective pilot well-being health exhaustion balance

J Bryan S



### ABSTRACT

#### Objectives

Healthcare workers (HCWs) experiencing burn-out have led many to label it an 'epidemic' urgently requiring interventions. This prospective pilot study examined the efficacy, feasibility and evaluation of the 'Three Good Things' (3GT) intervention for HCWs, and added burn-out and work-life balance to the set of well-being metrics.

**Methods** 228 HCWs participated in a prospective, repeated measures study of a web-based 15-day long

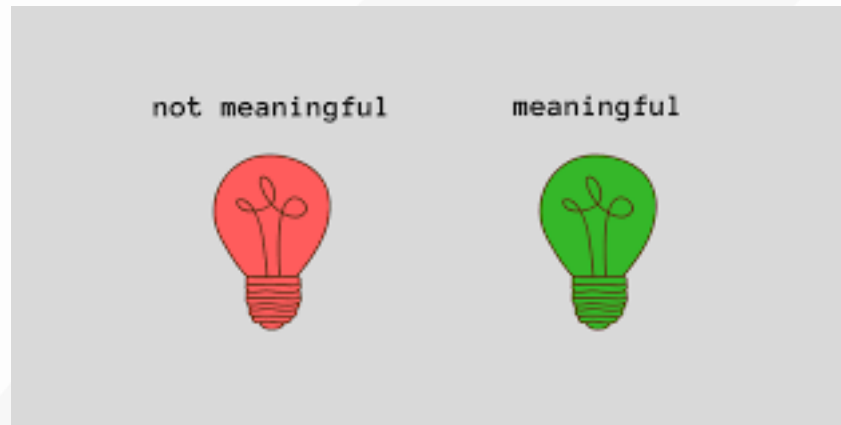
- ▶ This pilot study examined the efficacy of the Three Good Things intervention for healthcare worker well-being over four time points: at baseline and three postintervention follow-ups (1 month, 6 months and 12 months).
- ▶ Efficacy was assessed with four well-being measures: emotional exhaustion, depression symptoms,

Texton JB, Adair KC. Good things: a pilot study of the Three Good Things well-being intervention in the healthcare worker exhaustion, burnout, work-life balance and well-being. *BMJ Open* 2019;9:e022695. doi:10.1136/bmjopen-2019-022695

# Finding meaning in medicine

Why did you go to medical/nursing school?

Tell a story about a recent experience that reminded you why you went into medicine



# Support



- Good mentoring, setting limits, administrative support
- Home
- Develop **healthy relationships**
  - Time with friends and family, supportive partner, support group
- **Take care of yourself**
  - Exercise, nutrition, treat depression, avoid intoxicants, vacation

Reflective listening exercise and relationality

Debrief the experience

# Stress and stress reduction

- What do you do for this?
- Does it re-charge you?



Is this a pause or a pulse?

# Reflection & Self-awareness

- Depersonalization
- Catching yourself & noticing
- Buttered toast



# Buttered Toast

While I tend to the toaster  
My mother has dabbed butter  
On all six sides of her sourdough,

I am angered by her manners.  
Even before her dementia, she was  
The immediate light to my darker passion.  
So I get offended at her impropriety  
As if manners were a thing that mattered in my family  
While I really am angry at my inability  
To make her happy, to stop her from losing her  
Dignity, in front of strangers on the street, to save her

And when her brow is tense with frustration,  
About food, or the plans for the rest of the day,  
Or the inability to come up with any  
Word at all, she really is afraid of dying  
And sadly grieving the things she knew she lost  
Though forgot the losing

But the butter moves into the nooks,  
And onto the fingers of Miss Alameda County 1960.  
And her eyes widen as she says  
Oh, this is so good! And I try like the butter  
To melt for both of us.

PJ Bonavitacola, UMMS Class of 2014

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# Curiosity...Not judgement



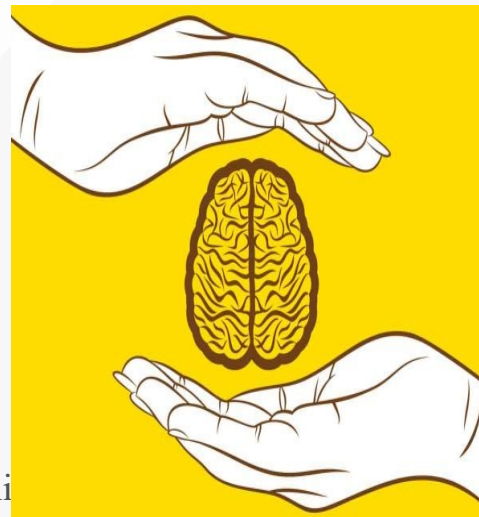


Burnout

Resilience

Well-being

Flourishing



# So why resilience in a teaching conference?

Teaching as meaning making

“A burden shared is a burden halved”  
David Whyte, The Three Marriages





# **How do we address the organizational piece?**

# **Mary Oliver has something to say: Throwing you off your game— OR Day to day in Medicine**

## **The journey**

**One day you finally knew  
what you had to do, and began,  
though the voices around you  
kept shouting  
their bad advice--  
though the whole house  
began to tremble  
and you felt the old tug  
at your ankles.  
"Mend my life!"  
each voice cried.  
But you didn't stop.  
You knew what you had to do,  
though the wind pried  
with its stiff fingers  
at the very foundations,  
though their melancholy  
was terrible.**



**It was already late  
enough, and a wild night,  
and the road full of fallen  
branches and stones.  
But little by little,  
as you left their voices behind,  
the stars began to burn  
through the sheets of clouds,  
and there was a new voice  
which you slowly  
recognized as your own,  
that kept you company  
as you strode deeper and deeper  
into the world,  
determined to do  
the only thing you could do--  
determined to save  
the only life you could save.**

Source: Oliver M. The journey. In: New and  
Selected Poems: Volume One. 2005.  
Beacon Press, Boston, MA.

# Comments, questions, and wrap-up

