Faculty Wellness and Resiliency

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Co-Director, Center for Professional Health
Chair, Faculty and Physician Wellness committee
Director, Educator Development Core

2013
Once upon a time…there was a female medical student who dreamed of the wonderful things she would do and accomplish in her life. She went on to accomplish those dreams that included…
Evidence and Importance

- Burnout is prevalent ~30-60%
- SUD\textsuperscript{3,4}:
  - Up to 15% will experience substance use\textsuperscript{2}
- MDs suicide\textsuperscript{4}:
  - Rate is higher in MD compared to other professions & gen population
  - One physician per day
  - Grossly underestimated
  - Scientist rates are unknown
  - Depression/bipolar & substance abuse = suicide risk

Evidence and Importance

- Academic faculty:
  - Worked longer hours
  - Took less vacation
- 10% with mild depression
- 27% with elevated anxiety
  - No sig difference clinical vs. academic
- Scientist - unknown

Introduction

- Pre-session reading and activities
- Goals, objectives
- Ground rules:
  - Interactive
  - Individual & paired activities
  - Ask questions
  - Respectful of each others comments and opinions
Agenda

Part 1

1. Introduction
2. Four zones of the professional health & wellness spectrum
   - Wellness
   - Stress
   - Burnout
   - Impairment

Part 2

3. SMARTER goal
4. Strategies for enhancing resiliency
   - Self-care
   - Managing your energy
   - EI
   - Mindfulness
5. Resources
6. Summary

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
Reflection

• Based on pre-session activities
• Introduce self
  ▪ Name
  ▪ One thing you *learned* or *confirmed* about yourself based on the reading and self-reflection activities
The Professional Health and Wellness Spectrum

Behaviors that Undermine a Culture of Safety

High Functioning
High Productivity
Relationships Healthy

Fair Functioning
Decreasing Productivity
Relationships Strained

Fair Functioning
Reduced Productivity
Relationships Suffer

Fair-Not Functioning
Fair-Not Productive
Institution & Family Loses

Professional Health & Well
Copes Well & Resilient

Stressed
Coping Mechanisms
Strong & Resilient

Burnout
Coping Mechanisms
Fatigued & Not Resilient

Risk of MH issues,
Substance use and Suicide
Little to No Coping
Mechanisms

Work & Family Relations
Physical
Mental
Emotional
Spiritual
Energy

How the individual appears and behaves
How others respond to the individual’s behaviors

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Professional Health & Wellness
Professional Health and Wellness

- Biological needs:
  - Adequate sleep
  - Balanced and healthy diet
  - Physical activity
  - Care for body, mind, and spirit

- Social needs:
  - Need and give love
  - Socialize/interact with those around you – work/home
  - Supportive mentors/coaches

- Protective needs:
  - Spirituality
  - Resiliency – four strategies (self-care, energy, EI and mindfulness)
### Five Primary Wellness Practices

<table>
<thead>
<tr>
<th>Category</th>
<th>Example or subcategory</th>
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<tbody>
<tr>
<td>Approaches to life</td>
<td>General philosophical outlooks or specific strategies</td>
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<td>Relationships*</td>
<td>Family*: spouse, children, nuclear family, * parents, siblings, family of origin*</td>
</tr>
<tr>
<td></td>
<td>Friends</td>
</tr>
<tr>
<td></td>
<td>Colleagues (work)</td>
</tr>
<tr>
<td></td>
<td>Community involvement</td>
</tr>
<tr>
<td>Religion or spirituality*</td>
<td>Religious beliefs, practices, or faith*: prayer, Bible reading, church service attendance, church activities*</td>
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<tr>
<td></td>
<td>Spirituality or spiritual community*</td>
</tr>
<tr>
<td>Self-care*</td>
<td>Reading*: for enrichment, personal growth, etc; for relaxation</td>
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<tr>
<td></td>
<td>Activities*: aerobic exercise, learning/enrichment activities, meditation, outdoor recreation, relaxation, self-expression activities, vacations/get-aways</td>
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<tr>
<td></td>
<td>Good nutrition</td>
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<tr>
<td></td>
<td>Avoid alcohol and drugs</td>
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<td></td>
<td>Treatment of depression*: antidepressant medications</td>
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<tr>
<td></td>
<td>Leaving unhealthy relationships</td>
</tr>
<tr>
<td></td>
<td>Professional counseling</td>
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<tr>
<td>Work*</td>
<td>Satisfaction from work*: meaning from work</td>
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<tr>
<td></td>
<td>Choosing a certain type of practice*: stopping practice of obstetrics, working part-time, working in an academic environment</td>
</tr>
<tr>
<td>Dysfunctional strategies</td>
<td>None</td>
</tr>
<tr>
<td>Unscorable*</td>
<td>Described stressors, not strategies or approaches or solutions</td>
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</table>

*Not otherwise specified.
Portfolio & Action Plan

Professionalism and Professional Health and Wellness:
Faculty Health and Wellness Portfolio

Self-care and maintaining professional health is important throughout your career. This portfolio was developed to help you reflect on and document current practices that promote your self-care and your professional health and wellness.

Created by:
Charlene M. Dewey, M.D., M.Ed., FACP
William H. Swiggart, M.S., LPC/MHSP
Center for Professional Health
Vanderbilt University Medical Center
Nashville, TN
Stress

- What stresses you out?
- Measure your stress level

<table>
<thead>
<tr>
<th>The Doctor Dewey Inst-O-Matic, Stress-O-Meter</th>
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<tr>
<td><strong>Anxious</strong></td>
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<tr>
<td>Engaged</td>
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<tr>
<td>Enthusiastic</td>
</tr>
<tr>
<td>Calm</td>
</tr>
<tr>
<td>Relaxed</td>
</tr>
<tr>
<td>Stress free</td>
</tr>
</tbody>
</table>
Stress
Stress Reactions
Flooding Self-Assessment

Everybody floods... Some more often than others.
Flooding

- Neurological and biochemical event
- Triggers
- Sudden onset: “Like an oncoming truck”
- Inability to self-soothe or self-regulate
- Tend to keep away or isolate
Flooding

• “This means you feel so stressed that you become emotionally and physically overwhelmed…”

• “Pounding heart, sweaty hands, and shallow breathing.”

• “When you’re in this state of mind…you are not capable of hearing new information or accepting influence.”

The Wise Mind

- Cognitive Mind
- Emotional Mind
- Wise Mind
Managing Stress and Flooding

• How do you reduce stress?

• Things to do when you flood:
  ▪ Step away from the situation: if possible go into the restroom
  ▪ Self-sooth: Breathe, relax
  ▪ Practice mindfulness techniques

• Things to do after you flood:
  ▪ Reflect on triggers, symptoms, event
  ▪ Seek coaching & mentoring
Relaxation Exercise

- Think about a trigger that stresses you.
- Categories – practice foods in grocery store, sports teams, favorite book characters, movie titles, colors, etc.
- 1 min
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Burnout
Burnout

Exhaustion of physical or emotional strength or motivation usually as a result of prolonged stress or frustration ~Webster’s dictionary

“In the current climate, burnout thrives in the workplace. Burnout is always more likely when there is a major mismatch between the nature of the job and the nature of the person who does the job.”

~Christina Maslach

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
Burnout Statistics

- Burnout\(^2,4,5\):
  - 30-60\% MD are distressed and at burnout
  - Students and trainees
  - ↑ Primary care (IM, FP, ER, neuro)
  - Scientist – unclear
  - Females > anxiety, depression, burnout
  - Women chairs more stressed

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Symptoms of Burnout

1. Chronic exhaustion
2. Cynical and detached
3. Increasingly ineffective at work
4. Leads to:
   1. isolation
   2. avoidance
   3. interpersonal conflicts
   4. high turnover

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
Risk Factors for Burnout

- Single
- Gender/sexual orientation
- > # of children at home
- Family problems
- Mid-late career
- Previous mental health issues (depression)
- Fatigue & sleep deprivation

- General dissatisfaction
- Alcohol and drugs
- Minority/international
- Teaching & research demands
- Potential litigation

Six Sources of Burnout

1. Work overload
2. Lack of control
3. Insufficient reward
4. Unfairness
5. Breakdown of community
6. Value conflict
The Progress Principle

“When our work is devoid of meaning, then even completing a long list of tasks cannot yield a genuine sense of accomplishment.”

~pg. 98
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Nashville, TN
Impairment
Impairment

AMA: “…any physical, mental or behavioral disorder that interferes with ability to engage safely in professional activities…”

1. Physical impairment
2. Cognitive impairment
3. Mental/Psychological impairment
   - Substance use disorders (licit and illicit drugs)
   - Mental health disorders (depression & suicide)
4. Behavioral – undermine a culture of safety

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
Substance Use vs. Abuse

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
Progression of Substance Use Disorders

At Risk

Normal Use

Abuse

Intervention & Treatment

Experimentation

At Risk Use

Dependence

Recovery

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
“Addiction doesn’t come heralded by a brass band, it sneaks up on you, and sometimes with extraordinary speed.”

~C. Everett Koop (former US Surgeon General), 2003
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Center for Professional Health
Vanderbilt University Medical Center
Nashville, TN
Behaviors that Undermine a Culture of Safety

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
Behaviors that Undermine Safety

“We judge ourselves by our motives, while others judge us by our behavior.”

~AA Saying
External & Internal Systems

The External System

Functional & Nurturing

"Personal & Institutional Vitality"

The Internal System

Professionally Competent

Dysfunctional

"The Perfect Storm"

Physician

Work Environment

Etiology of Disruptive Behaviors

- Psychological Factors\(^1\):
  - Substance use/abuse, fhx, trauma history, religious fundamentalism, familial high achievement

- MH issues\(^2\):
  - Personality disorders, depression, bipolar, narcissism, OCD, etc.

- Genetic/developmental issues:
  - Asperger’s, non-verbal learning differences, etc.

- Family systems
- Stress/physiologic reactions
- Burnout\(^3\)
- Reduced wellness

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1) Valliant, 1972;  2) Gabbard, 1985;  3) Spickard and Gabbe, 2002

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
Figure 1

Spectrum of Disruptive Behaviors

**Aggressive**
- Inappropriate anger, threats
- Yelling, publicly degrading team members
- Intimidating staff, patients, colleagues, etc.
- Pushing, throwing objects
- Swearing
- Outburst of anger & physical abuse

**Passive**
- Chronically late
- Failure to return calls
- Inappropriate/inadequate chart notes
- Avoiding meetings & individuals
- Non-participation
- Ill-prepared, not prepared

**Aggressive**
- Hostile notes, emails
- Derogatory comments about institution, hospital, group, etc.
- Inappropriate joking
- Sexual Harassment
- Complaining, Blaming

Behaviors that Undermine a Culture of Safety

“Criticism without compassion is brutality.”

~Bill Swiggart, Co-Director, Center for Professional Health
SMARTER Goals

S – Specific
M – Measurable
A – Appropriate
R – Relevant
T – Timely
E – Evaluate
R – Re-evaluate
Resiliency
Resiliency

- Resiliency is one’s ability to experience events and adapt or overcome the situation, hardship or stress.
- Resiliency can be taught and helps reduce stress and prevent burnout in physicians.

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
The Road To Resilience – APA article @ http://www.apa.org/helpcenter/road-resilience.aspx#
Four Strategies for Enhancing Resiliency

- Self-Care
- Manage Energy
- EI
- Mindfulness
The ethics of self-care:

“The medical academy's primary ethical imperative may be to care for others, but this imperative is meaningless if it is divorced from the imperative to care for oneself. How can we hope to care for others, after all, if we ourselves, are crippled by ill health, burnout or resentment?”

“…medical academics must turn to an ethics that not only encourages, but even demands care of self.”

Self-Care

Seven key areas:

1. Sleep
2. Balanced meals
3. Physical activity
4. Socialization/hobbies
5. Vacations/down times
6. Spiritual engagement
7. Having a personal physician

Self-Care

- Do you feel empowered to demand your own self care?
  - Place yourself as #1 on the ‘to do’ list
  - Identify your own needs & fill them
  - Listen to your body = practice self-care
Self-Care

“Be the change you want to see in the world.”

~Gandhi
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Managing Energy

1. Physical Energy
2. Emotional Energy
3. Spiritual Energy
4. Mental Energy

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
Managing Energy

“ Longer days at the office don’t work because time is a limited resource. But personal energy is renewable…By fostering deceptively simple rituals that help employees regularly replenish their energy, organizations build worker’s physical, emotional, and mental resilience.”

~Schwartz & McCarthy
Dr D is a 46 yo female physician-educator with 2 kids and spouse with significant travel/work schedule. She wears 5 different hats on any given day and is involved in several community activities. Dr D finds emails and other interruptions distracting and is feeling stressed due to a grant and several submissions that are due in the next 6 weeks. She has cut down on sleep and exercise to meet the deadlines.

- What are her risk factors for burnout?
- Will this lead to burnout?
- What changes could we suggest to control energy at work?
Family

- Family – it is your crystal ball!!
- Every other ball bounces
- Family ball:
  - Delicate
  - Precious
  - Irreplaceable
  - Indispensable
  - Full of love
Time Management

Time does not equal energy.
Emotional Intelligence (EI)
Emotional Intelligence (EI)

- Emotion influences behavior such that an individual is “reasonable” in one instance and “irrational” and emotional the next moment.
- Six components of EI:
  1. Self-awareness
  2. Self-regulation/management
  3. Empathy
  4. Social skills - the art of listening
  5. The art of resolving conflict
  6. The art of cooperation

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
EI activities

- Empathy
EI activities

- Social skills - the art of listening
Mindfulness

Found at: http://www.bing.com/images/search?q=mindfulness&qs=n&form=QBIR&pq=mindfulness&sc=8-10&sp=-1&sk=#view=detail&id=70A035B6C2CC65B8A08887DFA08C2A2E418B15BC&selectedIndex=149
Mindfulness

- The purposeful effort of training your attention
- Can be used to enhance self-awareness and self-regulation
- Improves self-wellbeing, self-confidence, creativity and happiness
- Decreases stress and pain
- Various methods:
  - Meditation  (sitting, laying, walking, other activity)
  - Journaling
  - Art
  - Conversations

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
Practicing Mindfulness

Found at: http://www.bing.com/images/search?q=mindfulness&qs=n&form=QBIR&pq=mindfulness&sc=8-10&sp=-1&sk=#view=detail&id=70A035B6C2CC65B8A08887DFA08C2A2E418B15BC&selectedIndex=149
Resources

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
## Resources - Vanderbilt

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<th>Abbrev.</th>
<th>Program</th>
<th>Focus</th>
<th>Contact</th>
<th>Number</th>
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<td>FPWC</td>
<td>Faculty and Physician Wellness Committee</td>
<td>All issues of professional health</td>
<td>Charlene Dewey</td>
<td>x6-0678</td>
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<td>FPWP</td>
<td>Faculty and Physician Wellness Program – Work/Life Connections EAP</td>
<td>Treatment of faculty and employees</td>
<td>Mary Yarbrough</td>
<td>X6-1327</td>
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<td>CPH</td>
<td>Center for Professional Health</td>
<td>Training physicians</td>
<td>Bill Swiggart</td>
<td>x6-0678</td>
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<td>VCAP</td>
<td>Vanderbilt Comprehensive Assessment Program for Professionals</td>
<td>Fit for duty assessments and treatment</td>
<td>Reid Finlayson</td>
<td>X2-4567</td>
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<td>CPPA</td>
<td>Center for Patient and Professional Advocacy</td>
<td>Identification and assistance</td>
<td>Jerry Hickson</td>
<td>X3-4500</td>
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Resources - Other

- State physician health programs
- Private counseling services
- Professional Coaching - Center for Women in Med: Debbie Smith (www.cwmedicine.org)
- Personal coaching services such as Mary Early-Zald, PhD at: www.maryearlyzald.com
- Treatment programs
- Suicide prevention hotline: 1-800-273-TALK
- Substance use: (AA, NA, Evelyn Fry, etc.)
- Community-based programs: YMCA/YWCA, Massage envy, etc.
Homework

1. Write SMARTER Goals
2. Self-assess safe substance use
3. Read and complete Family of origins & job description
Summary

- Identify & manage stress
- Identify & prevent burnout
- Build resiliency
  - Practice self-care
  - Manage your energy
  - Strengthen your EI
  - Practice mindfulness
- Protect your crystal ball
- Define limits - Just Say NO!

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
Summary

1. We outlined the zones of the professional health and wellness spectrum.
2. Identified stressors in our lives, how our bodies respond to stress, and how stress impacts behaviors.
3. Identified safe and at risk alcohol consumption.
4. Discussed & practiced strategies for enhancing resiliency.

Dewey, CM. Center for Professional Health – Vanderbilt University Medical Center, 2013.
“The first wealth is health.”

~ Ralph Waldo Emerson