Strategies for Building Resilience for Individuals, their Teams, and Health Systems

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Tracy Duberman, PhD, is an executive coach, organizational development consultant, business owner, frequent keynote speaker, Board member of the Physician Coaching Institute, and a Fellow of the American College of Healthcare Executives. With a background combining business experience with innovative research on healthcare/physician leadership effectiveness, Tracy founded The Leadership Development Group, Inc. a firm devoted to developing healthcare leaders and physician executives. TLD Group works with leaders to align talent to execute strategy and improve performance through educational workshops, tailored on-site leadership development programs, and tailored individual coaching for physician and healthcare leaders. Tracy received her Ph.D. from New York University.

Larry McEvoy, MD, FACEP
President
LCI Group

Larry McEvoy, MD, a seasoned health care executive and experienced emergency physician, has the unique capacity to integrate different strategic and professional perspectives through leadership, facilitation, coaching and presentation. Larry’s experience as both a CEO and a clinician deepens his skill in facilitating dynamic shifts in mindset, culture and performance. Whether he is working as a titular leader, consultant, facilitator or storyteller, Larry is particularly effective at creating strategic alignment, inclusive leadership and energetic collaboration. Dr. McEvoy is a Board-certified fellow, American College of Emergency Physicians and a faculty member of the American College of Physician Executives. He completed his residency and internship at Hennepin County Medical Center, received his MD from Stanford Medical School.
Learning Objectives

At the end of this session, participants will be able to:

• Assess a multitude of contributors to stress and burnout
• Learn elements to a resiliency strategy
• Learn factors that help individuals and teams thrive and sustain in stressful conditions
• Learn best practices for fostering resilience in health care organizations
Agenda

1. Part One – The Challenge
   - Causes of Stress and Burnout
   - Symptoms of Stress and Burnout

2. Part Two – The Solution
   - Individuals
   - Teams
   - Organizations
The Challenge
Medical Training Stressors

- Imperfection = Failure
- High Personal Sacrifices
- Lack of Positive Feedback
- Reactivity
- Lack of training in self-care
- Deficit-Based
- Training Wheels
Professional Stressors

- Technology
- Looming fear of medical malpractice
- Constant exposure to trauma
- Overemphasis is on productivity
- Regulatory and administrative burden
- Inadequate staffing
- Heightened scrutiny and accountability
- Decline in autonomy
Personal Stressors

- Perfectionism
- Self-comparison
- Exaggerated sense of responsibility
- Self-criticism
Symptoms of Burnout

- Exhaustion
- Cynicism
- Inefficacy
Symptoms of Burnout for the Individual

- Musculoskeletal disorders
- Depression
- Obesity
- Insomnia
- Alcohol/Drug Abuse
- Relationship Issues
Symptoms of Burnout for the Organization

- Absenteeism
- Turnover
- Increase in Healthcare Costs
- Decrease in Quality of Care
The Solution
Multi-pronged strategy

Individual

Team

Organization
What’s the one thing you can do today to start building your cloud?
Practices for healthcare workers

- **Reframing**: change your perception of a situation by thinking more objectively
- **Appreciation and gratitude**: end each day by listing three things that happened that day for which you are grateful
- **Self-awareness**: self-reflective questioning
- **Self-care**: get adequate sleep, nutrition, and exercise, and seek out social support

Practices for healthcare workers

1. Get Organized

2. Change your perspective

3. Think about the big picture

4. Find support & guidance in outside groups

5. Find meaning outside of work

6. Take care of yourself

Ten Steps to Prevent Physician Burnout

1. Make clinician satisfaction and wellbeing quality indicators.
2. Incorporate mindfulness and teamwork into practice.
3. Decrease stress from electronic health records.
4. Allocate needed resources to primary care clinics to reduce healthcare disparities.
5. Hire physician floats to cover predictable life events.
6. Promote physician control of the work environment.
7. Maintain manageable primary care practice sizes and enhanced staffing ratios.
8. Preserve physician “career fit” with protected time for meaningful activities.
10. Make self-care a part of medical professionalism.

10 Bold Steps to Prevent Burnout in General Internal Medicine; Journal of General Internal Medicine, January 2014, Volume 29, Issue 1, pp 18–20; Mark Linzer, Rachel Levine, David Meltzer, Sara Poplau, Carole Warde, Colin P. West
How?

Building a strategy grounded in the right practices...
Key Drivers of Resilience

- Watch for warning signs
- Limit workloads
- Boost control
- Make recognition meaningful
- Emphasize learning
- Facilitate support
- Build community
- Acknowledge reality
- Make meaning
- Ritualized ingenuity (adaptability)

Beating Burnout; Harvard Business Review, November 2016, Monique Valcour
“Change at the job, team, and organizational level are often required to address all the underlying issues.”
Building a Strategy

• Integrate the right practices (see “what”)
• Shift thinking—Resilience is strategic and systemic
  o Risks to “making it personal”
  o Risks of “another initiative”
  o Build from key resilience drivers

• Design at multiple levels:
  o Personal—the “nodes”
  o Team—the interactions
  o Organizational—the field context
Organizational Context: it can fill your cup or empty your soul..

**YES!**
- We’re here to benefit patients and all of us working here
- What we do counts
- We have choose to create
- We create an organization of gratitude, appreciation, and respect—in all directions
- We’re built on purpose and meaning

**NO!**
- We need to be more productive!
- We need more policy!
- We have to make more money!
- We need to move faster!
<table>
<thead>
<tr>
<th>Advantages</th>
<th>Risks</th>
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<tbody>
<tr>
<td>• Powerful shaper and resonator with “micropurpose”</td>
<td>• Another initiative</td>
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<tr>
<td>• Powerful source of “essential community”</td>
<td>• Another platitude</td>
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<td>• Hypocrisy risk: “you’re not moving the stressors”</td>
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Interactions within teams

**YES!**
- Motivating
- Learning
- Two-way
- Horizontal
- Any and all personal practices displayed or reinforced

**NO!**
- “I tell you”
- “no control “wasted effort”
- “irrelevant goal”
- No affirmation
- No recharge
- Not being heard
- No rest
Advantages

• Built-in support drives awareness, insight, habit, connection
• Can integrate work and wellness
• Does not have to mean “extra time”
• Local origin

Risks

• Another “to-do”
• “Something quaint the little people are doing to keep themselves from going mad.”
**Personal**

**YES!**

- Frequent rest(s)
- One thing at a time, but diversity of work/play
- Connect with others
- Connect mind-body-spirit
- Get off the machines and get outside
- Practice empathy and gratitude

**NO!**

- Never a break
- Only one thing
- Always alone
- No mind-body-spirit connection
- Always mechanized
Advantages
• High Control
• Low Need for Social Support

Risks
• Fragile until habitual
• Can drive fragmentation of social drivers
What’s on your mind?
References

- **Drive, The Surprising Truth about What Motivates Us**, Daniel Pink
- **Connected: The Surprising Power of our Social Networks**, Nikolas Christakis and James Fowler
- **Mindset**, Carol Dweck
- https://hbr.org/2016/06/resilience-is-about-how-you-recharge-not-how-you-endure
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Contact Us

Tracy Duberman
tduberman@tldgroupinc.com
The Leadership Development Group
973-722-4480

Larry McEvoy
Larry.McEvoyMD@gmail.com
719-534-3258
@LarryMcEvoyMD