Resilience: What is It and How to Get It

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ISM – May 15th, 2018
Objectives

• Introduction to Burnout concepts
  • Explain recognition of burnout
  • Explain causes
  • Explain symptoms
  • Explain prevention

• Recognize the role of the Institutional Mission Statement in Burnout Prevention

• Differentiate stress from burnout

• Learn a 30 second Mindfulness Technique: Squeegee Breath
Coaching Exercise
Coaching Exercise

- Fill The Wheel of Life
  - 0 is no satisfaction
  - 10 is most satisfaction
- Decide in which area you’d like to work on
- Write it down
- Re-assess in 4-6 weeks
The Burnout Dilemma

• Problem VS. Dilemma and Stress VS. Burnout
• Christina Maslach, Susan Jackson and Michael Leiter: MBI-Maslach Burnout Inventory
• Measuring tool for occupational burnout
The Burnout Dilemma

- Exhaustion
- Depersonalization
- Lack of efficacy (no purpose)
- Disengagement

“I don’t know how much longer I can do this...”
The Burnout Dilemma

• Not about your batteries or re-charging
• Burnout is the consequence of lost ability to recover from energy drain from the things that stress us out
The Burnout Dilemma: Doctors

• About 3-400 physicians commit suicide each year
• Physicians are twice as likely as those in other professions to take their own lives
• Physicians have a higher suicide completion rate than the general public
• Most common diagnosis among physicians who complete suicide are affective disorders, alcoholism and substance abuse
The Burnout Dilemma: Doctors

- Mayo study published in 2014: 6,880 physicians compared to general population from 2011-2014 in work-life balance- 45% of physicians met criteria for burnout
- F/U study done in 2015 reported a 10% increase in MD burnout (54.4% of doctors)
- NEJM Dec. 2016: 96% of executives and clinical leaders agreed that physician burnout is a “serious to moderate” problem in the health care industry
- Charter on Physician Well-Being published March 29th, 2018 by the AMA
The Burnout Dilemma Among Medical Laboratory Professionals

- 1977 NIOH survey: 7th highest occupation for stress among 130 professions
- 1987 Lab Med, Vol 10, ASCP study of 100 randomly selected Lab Techs
- 1991 Lab Med, Vol 22 No 3, in, highest stress level in workers with 11-15 years experience, rural areas and largest urban hospitals
- 2014: Lab Technologist Intense but Fulfilling Job. Northwestern study
The Burnout Dilemma Among Medical Laboratory Professionals

• 2016 study putting nurses at the highest level of burnout, (after MDs), and other health care professionals at at least 37 % burnout

• Managing stress in the laboratory, M.Blaetz May 2016 www.labtestingmatters.org/managing-stress-in-the-laboratory/

• 2017 Handling Stress in a Laboratory Environment https://www.mynewlab.com/blog/handling-stress-in-a-laboratory-environmen. InterFocus

• How to Deal with Workplace Stress- Laboratory manager.advanceweb.com Lab Workplace Dynamics Feb 15, 2017
The Burnout Dilemma Among Medical Laboratory Professionals

• Investigation of Subcategories according to the Level of Job Stress in Medical Technologist: to reduce job stress, to enhance job satisfaction of medical technologist and to solve health conditions and efforts of health, it is necessary to develop and apply plans for administrative support and arbitration programs. Educational programs should be devised to promote healthy lifestyle and also to achieve early detection and appropriate intervention. Korean J Clin Lab Sci 2017;49:48-54

• Can high social capital at the workplace buffer against stress and musculoskeletal pain?: Cross-sectional study Jay, Kenneth MSc, PhDa,b,*; Andersen, Lars L. PhD Intervention studies should investigate whether improving bonding, bridging, and linking social capital at the workplace may be a viable strategy to prevent or reduce work-related stress. Medicine: volume 97(12), March 2018, p e0124
The Burnout Dilemma Among Medical Laboratory Professionals

The True Cost of Quality - Lab Testing ... www.labtestingmatters.org • the-true-cost...

Nov 9, 2015 • This shortage of laboratory professionals can be ascribed to a number of causes, among them: the coming retirement of the baby boomer generation, ... This can lead to exhaustion, burnout and increased potential for error.

Study Results: Effect of Burnout on Clinical Lab Turnover Intention ... https://www.medlabmag.com • article

Background. Despite the vital role clinical laboratory practice plays in patient care, the field is experiencing a shortage of qualified professionals. Many laboratories are experiencing an increase in voluntary staff turnover (i.e., when employees ...}

Human error or burnout as explanation for mistakes ... - Springer Link Springer • link • content • pdf

by S Del-Aguila-Arcentales • 2013 • Related articles Jul 30, 2013 • maceutical laboratories that can result in workers making mistakes or inverting data. Keywords Quality control 4 Human error 4 Burnout 4 Certification 4 Pharmaceutical laboratories. Each

The Burnout Dilemma Among Medical Laboratory Professionals

1 of 9

Describing Mental Health Issues for Medical Laboratory Professionals in the Workplace

Summary Report

Investigators:
Michael Grant, CISM
Gerald Braun, Braun Research Inc.
Laura Zychla, CISM

Abstract:
Medical laboratory professionals (MLPs; Medical Laboratory Technologists and Medical Laboratory Assistants/Technicians) are experiencing greater workplace burdens associated with changes in human health resources, staffing models, rapid technological change and organizational fiscal restraint. The current study examined the personal accounts of mental health issues experienced due to workplace stress, utilizing an asynchronous online forum discussion board. Results confirmed major stressors at the personal, organization and professional levels and were associated with inadequate staffing, increased workload, management/organization issues, inadequate equipment, and coworker characteristics. Core causes of these issues centre on fiscal constraints, human health resource shortages and related policies, as well as a lack of public awareness in regards to the profession (community and other healthcare providers).

Mary E. Wray, MS, MT(ASCP)SBB; Lollie D. Wells, MS, and Rita S. Behrke, DNS, RN

LABORATORY BURNOUT: RELATIONSHIP TO HOSPITAL SIZE, LOCATION, AND EXPERIENCE

Mary E. Wray, MS, MT(ASCP)SBB; Lollie D. Wells, MS, and Rita S. Behrke, DNS, RN

Laboratory workers have been identified as a group that is subject to one of the highest levels of stress in the workplace. Extraverted staff in the workplace can be costly to an organization because of its potential detrimental effects. Changes in the healthcare industry, especially those pertaining to the reorganization of laboratory work, have had an impact on financial situations in tertiary hospitals. As a result of increased laboratory workloads and demands for increased productivity, increased stress in laboratory workers can be expected. Extraverted stress has been linked with the development of burnout syndrome among workers in several professions, especially those where there is close personal contact. This syndrome has been described as causing increased turnover, depression, and anxiety, as well as a measurable high level of burnout. In the study, the relationship between laboratory and burnout scores. However, the majority of those respondents were employed in urban facilities with more than 500 beds. The present study includes rural facilities and is drawn from a sample of 20 hospitals with 24 to 50 beds.

The number of medical technologists employed by a hospital depends on the size of the facility. Smaller facilities have fewer staff, whereas larger hospitals have more staff. These differences can lead to burnout syndromes and are more likely to cause "negative" work for all hospitals. The investigators were concerned with relationships between facility size and measurable stress levels.

METRICS AND METHODS
The data were collected using a demographic survey sheet and Staff Burnout Scale for Health Professionals (SB-HP) (copyright of London House Press). Respondents reported their age, gender, years of practice in the profession, job level, and the size of the facility and whether the respondent was employed. The SB-HP has been shown to elicit stress among other health field professionals: in a sample of 23 nurses who were cognitive, behavioral, and emotional reactions to the work situation. 1/9 Page

Last Edited: May 25 2008

Laboratory Medicine Vol. 31, No. 1 March 1991 283
The Burnout Dilemma

• Long List of Burnout that we can breakdown by
  • Sub-Specialty area
  • Age
  • Gender
  • Work Schedule

• Very short list of conditions defining Burnout
  • Exhaustion
  • Depersonalization
  • Lack of efficacy (no purpose)
  • Disengagement
What Burns Us Out

- Being bossed around by management/loss of individual control
- Paper work and administrative chores and duties
- Long hours, night shift
- Shortage of laboratory professionals
- Regulatory issues
- Income worries/Low pay
- EMR
- Merges and acquisitions
What Burns Us Out

- Pressure for immediate results
- Physician impatience with delays
- Stat tests
- Need for accuracy
- Lack of communication
- Feeling overworked
- Limited upward mobility
- Lack of respect
- Overall frustration with the perceived indifference to the value of the technologist skills
Consequences of Laboratory Staff Burnout

- Increased error rates with increased risk to patients
- Deteriorated colleague and management relationships
- Increased job turnover and absenteeism with disruption to workplace
- Additional shortages
- Higher litigation risk
- Increased health problems
- Increased overall cost
The Burnout Dilemma

• Not a problem but a dilemma
• This dilemma needs a strategy
• Strategies: Coal miner and canary!
The Triple Aim 90’s

- Cost
- Quality
- Patient Experience
The Quadruple Aim 2000’s

- Cost
- Quality
- Patient Experience
- The PEOPLE!!
Our Mission Statement

• The Jesuit Difference
  • We are formed and inspired by the vision of St. Ignatius of Loyola, founder of the Jesuits and our namesake, who insisted that every work the Jesuits undertake, whether in education or healthcare, ultimately must be aimed at "the care of souls" — human beings in body, mind and spirit.

• 'We Also Treat the Human Spirit'
  • It is from Ignatius's call that we take our tagline, "We also treat the human spirit," a claim that calls upon us to see one another and our patients and families as persons deserving of the utmost respect, filled with inherent dignity, for whom we have the privilege of caring. At Loyola, you are not only a patient but also a person.
## Burnout or Stress?

<table>
<thead>
<tr>
<th>Burnout</th>
<th>Stress</th>
</tr>
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<tbody>
<tr>
<td>Defense: Disengagement</td>
<td>Over-engagement</td>
</tr>
<tr>
<td>Emotions blunted</td>
<td>Emotions over-reactive</td>
</tr>
<tr>
<td>Exhaustion affects motivation and drive</td>
<td>Exhaustion affects physical energy</td>
</tr>
<tr>
<td>Demoralization</td>
<td>Disintegration</td>
</tr>
<tr>
<td>Loss of energy</td>
<td>Body needing to protect itself and conserve energy</td>
</tr>
<tr>
<td>Helplessness and hopelessness</td>
<td>Sense of urgency and hyperactivity</td>
</tr>
<tr>
<td>Burnout may never kill you, but your long life may not seem worth living</td>
<td>Stress may kill you prematurely, and you won’t have enough time to finish what you started</td>
</tr>
</tbody>
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From Xcellero Leadership
The Burnout Dilemma

• Not a problem but a dilemma
• This dilemma needs a strategy
• “a plan of action or policy designed to achieve a major or overall aim”
Compensation Model Changes
Workload Assistance
Engagement
Communication
Professional Development & Mentoring

Professional Goals
Engagement
Work Life Balance
Professional Development

Departmental and Institutional Improvement
Coaching
Engagement
Institutional Resources

• National Suicide Lifeline: 1-800-273-TALK (8255)
• Employee Assistance Program (EAP) for Trinity employed physicians
• Local number for our EAP
• Volunteer opportunities
• Physical fitness
• Resiliency Coaches
• Psychological assistance
• www.worklifeexpress.com

Spirit Website
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Your Department

Mission: Why we are here
Vision: Where we are going
Values: The rules we live by
The Well Being Task Force at GMH

• MISSION
To creatively work on improving the health, joy, humanity and satisfaction of our health care providers

• VISION
Our group will provide initiatives and tools to continuously improve our workplace environment and honor our providers resulting in enhanced patient care and satisfaction
Group/Department Rules

• Respect the speaker
• All ideas welcomed
• Freedom to disagree
• No rank in the room
• Start and end on time
• Electronics off/silent
• Parking lot
• Decision by consensus
THREE FOR THREE PULSE SURVEY

Please complete this brief anonymous survey to provide input to the Well Being Task Force to assist the group with the action plan initiatives to enhance our workplace environment.

• List Three Positive Things at Gottlieb or Within Your Department:
  _______________________________________________________________________
  _______________________________________________________________________
  _______________________________________________________________________

• List Three Frustrations You Have at Gottlieb or Within Your Department:
  _______________________________________________________________________
  _______________________________________________________________________
  _______________________________________________________________________

• List Three Things Gottlieb or Your Department Could Do Differently:
  _______________________________________________________________________
  _______________________________________________________________________
  _______________________________________________________________________

• Department: ____________________________________________ (Optional)
Department of Pathology and Laboratory Medicine

- The Leadership!
- Medical Director involvement
- Consideration to the national shortage of medical technologists
- Career development and training opportunities
- Networking
- Socializing
- Mentoring
- Residency Program Wellness Curriculum
Individual Resources

• Practice good emotional hygiene
  • Address emotional pain
  • Maintain your self-esteem
  • Avoid repetitive negative thoughts

• Make time for friends and family*
• Make time for yourself*
Individual Resources

• Get enough sleep
• Nourish your body
• Move your body
• Help others/ Volunteer

The most precious gift we can offer others is our presence. When mindfulness embraces those we love, they will bloom like flowers.

Thich Nhat Hanh

when all else fails take a nap.
Individual Resources

• Manage your stress: Say YES
• Manage other medical and physical problems
• Ask for help
• Practice Mindfulness *
Individual Resources

• Practice Mindfulness *
Mindfulness Exercise

• 1. the quality or state of being conscious or aware of something.

• 2. a mental state achieved by focusing one's awareness on the present moment, while calmly acknowledging and accepting one's feelings, thoughts, and bodily sensations, used as a therapeutic technique.
Individual Resources
Squeegee Breath

Dr. Dike Drummond
Say Thank You to your Staff

“The single biggest problem in communication is the illusion that it has taken place.”

George Bernard Shaw
Irish playwright and critic
Life Lesson: Put on your own oxygen mask before assisting others.

seriously.
you can't help anyone if you're dead.
attitude

A predisposition or a tendency to respond positively or negatively towards a certain idea, object, person, or situation. Attitude influences an individual's choice of action, and responses to challenges, incentives, and rewards (together called stimuli).

“I am convinced that life is 10% what happens to me, and 90% how I react to it. We are in charge of our attitudes.”
There are two ways to live: as if nothing is a miracle, or as if everything is a miracle.

Albert Einstein
Some day, we will all die, Snoopy!

True, but on all the other days, we will not.
Resilience and Wellness Selected References


Julia Marie Huber, MD, FACEP, Chair, Well-Being Committee 2014-2016


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  • Explain symptoms
  • Explain prevention
• Recognize the role of the Institutional Mission Statement in Burnout Prevention
• Differentiate stress from burnout
• Learn a 30 second Mindfulness Technique: Squeegee Breath
Beginning today, treat everyone you meet as if they were going to be dead by midnight. Extend to them all the care, kindness, and understanding you can muster, and do it with no thought of any reward. Your life will never be the same again.

-Og Mandino