Work and Life Balance: Part II – Goodbye Burnout. So Long, Stress!

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Disclosures

• Nothing to disclose
CPE Information

• Target Audience: Pharmacists and Pharmacy Technicians
• ACPE#: 0202-0000-19-092-L04-P/T
• Activity Type: Application-based
Learning Objectives

• At the completion of this application-based activity, participants will be able to:
  • Discuss the importance of work-life balance and identify strategies to achieve and retain such balance
  • Identify the stressors at work that predispose pharmacists to burnout
  • Demonstrate strategies to best cope with job stressors to prevent burnout
1. Which of the three causes of burnout can we impact most?
   - Work-related causes
   - Lifestyle causes
   - Personality traits
   - We have no impact on causes of burnout
2. What is the most important reason why pharmacists and pharmacy personnel must strategize to achieve work-life balance or better work-life integration?

- To reduce one’s risk for burnout amidst the stresses of health care, knowing that burnout can lead to lower personal sense of accomplishment, and reduced focus on safety and quality of patient care
- To ensure organizations get the most efficiency out of their employees
- To spend more time outside of work and responsibilities
- Work-life balance or work-life integration is impossible
3. Which of the following is not a common stressor of pharmacists?

- Frequent intense interactions with patients, their families, and other health care professionals
- Shortages in resources (e.g. labor, medications, patient care tools)
- A robust employee-recognition system
- Ever-increasing demands with very little opportunity for autonomy and low support
Assessment Questions

4. What is the term defined as the scientific field of study founded on the belief that people want to lead meaningful and fulfilling lives, to cultivate what is best within themselves, and enhance their experiences of love, work, and play?

• Positive Mentality
• Positive Pressure
• Positive Influence
• Positive Psychology
Recap of Part I

• Emotional intelligence (EI), one’s ability to successfully interact within diverse social settings, plays an important part in determining propensity for happiness and success

• Gaining a better understanding of one’s own personal tendencies and values can ultimately lead to greater focus on what it takes to be happy, successful, and balanced

• Diversers are the best... kidding

• Pharmacists have all different types of learning styles – the key to our balance lies in how well we understand ourselves and each other
Quick Survey

• Everyone stand up; sit if any of the following apply over the last week:
  • Skipped a meal?
  • Ate a poorly balanced meal?
  • Worked an entire shift without any breaks?
  • Changed personal/family plans due to work?
  • Arrived home late from work?
  • Drank too much coffee?
  • Slept less than 5 hours in a night?
  • Work in health care?
Stresses in Health Care

- Stress origins:
  - Frequent intense interactions (e.g., patients, health care professionals)
  - High demands combined with low autonomy or support
  - Exponential growth in information technology
  - Major redesigns in care delivery systems
  - Shortages in resources (labor, medications)
  - Change in patient demographics
  - All associated increases in workload and demands for the above stated reasons
- We went into this to help people
But... WHO WILL CARE FOR THE CAREGIVER??
What is burnout?

• “A syndrome of depersonalization, emotional exhaustion, and sense of low personal accomplishment that leads to decreased effectiveness at work”

• “A process beginning with high and sustained levels of stress resulting in feelings of irritability, fatigue, detachment, and cynicism”
### Stress vs. Burnout

<table>
<thead>
<tr>
<th>Stress</th>
<th>Burnout</th>
</tr>
</thead>
<tbody>
<tr>
<td>Characterized by over engagement</td>
<td>Characterized by disengagement</td>
</tr>
<tr>
<td>Emotions are over-reactive</td>
<td>Emotions are blunted</td>
</tr>
<tr>
<td>Produces urgency and hyperactivity</td>
<td>Produces helplessness and hopelessness</td>
</tr>
<tr>
<td>Loss of energy</td>
<td>Loss of motivation, ideals, and hope</td>
</tr>
<tr>
<td>Leads to anxiety disorders</td>
<td>Leads to detachment and depression</td>
</tr>
<tr>
<td>Primary damage is physical</td>
<td>Primary damage is emotional</td>
</tr>
<tr>
<td>May kill you prematurely</td>
<td>May make life seem not worth living</td>
</tr>
</tbody>
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Accessed: [http://www.helpguide.org/mental/burnout_signs_symptoms.htm](http://www.helpguide.org/mental/burnout_signs_symptoms.htm)
In general...

- Burnout can produce:
  - Hopelessness
  - Energy depletion
  - Cynicism
  - Resentment
  - Failure
  - Stagnation and reduced productivity


Photo by Ben White on Unsplash
High prevalence

• Average work week for Americans is 47 hours vs. 40
• Gallup Poll reports that 18% of Americans work over 60 hours in a week
• Morar Consulting survey in 2016 shows that 40% of workers in the US and Canada feel burned out
• Mayo Clinic study in 2015 shows that over half of surveyed physicians feel at least one symptom of burnout

Consequences of burnout

• More than $300 billion spent annually on stress-related job compensation claims, reduced productivity, absenteeism, and medical expenses


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Consequences of burnout

- Depersonalization
  - Reduced job commitment
  - Decreased job performance
- Emotional exhaustion
  - Stress-related health problems
- Sense of low personal accomplishment
  - Low career satisfaction

Causes of burnout

• Work-related causes
  • Little to no control over your work
  • Lack of recognition or rewards
  • High pressure environment
  • Not challenged (mundane, repetitive tasks)

Available: http://www.helpguide.org/mental/burnout_signs_symptoms.htm
Causes of burnout

• Lifestyle causes
  • Working too much to prove one’s self.
  • No relaxing / socializing time built into life
  • Lack of close, supportive relationships
  • Expected to “be too many things to too many people” (spread thin)
  • Lack of sleep

Available: http://www.helpguide.org/mental/burnout_signs_symptoms.htm
Causes of burnout

- Personality traits
  - Perfectionist tendencies
  - Nothing ever good enough (pessimistic)
  - Need to be in control
  - Reluctance to delegate to others (high-achieving)

Available: http://www.helpguide.org/mental/burnout_signs_symptoms.htm
Conservation of Resources

- People strive to retain, protect and build resources
  - Stress occurs when resources are threatened, lost, or not adequately gained following a significant investment
  - As people burn out, experience emotional exhaustion due to dwindling resources
    - Become more strategic in how to invest remaining resources to minimize further loss
    - Can lead to poor relationships between health care professionals experiencing burn out and their patients


Burnout in Health Care

• Most research revolves around physicians and nurses. Emerging research on pharmacists

• Concepts are fairly interchangeable between various health care professions

Pharmacist Burnout

• Literature related to pharmacist burnout is growing
• High demands under severe time constraints, and distractions noted as most common causes
Contributors to Burnout in Health Care

• Continued pressure to ‘do more with less’
  • Financial constraints has led to health-system mergers, reductions in force, other resource setbacks

• ‘Life or Death’ situations are a constant

• Education typically focused on clinical and practical content, and not on resilience mechanisms
  • ‘If you can’t stand the heat...’

• Organizational focus on employee well-being could be lacking
Burnout in Health Care

- Burnout has been associated with multiple negative patient outcomes
  - Lower patient satisfaction
  - Reduced patient safety
  - Inferior quality of care
- Strong consequences for both patients and learners/practitioners
  - Still acquiring knowledge to be effective practitioners


Resident Burnout and Self Reported Patient Care

Shanafelt TD, Bradley KA, Wipf JE, Back AL
University of Washington Hospitals
Shanafelt et. al.

• 115 internal medicine residents
• Survey replicating the Maslach Burnout Inventory questionnaire
  • Considered “gold standard” in measuring burnout
    • 22-item questionnaire
    • 7 point Likert scale
    • Measures the three burnout domains
      • Emotional exhaustion
      • Depersonalization
      • Personal accomplishment

• Statistically significant difference between responses from residents experiencing burnout and those that were not:
  • “I found myself discharging patients to make the service ‘manageable’ because the team was too busy” (40% vs. 70%)
  • “I did not fully discuss treatment options or answer a patient’s questions” (25% vs. 55%)
  • “I made treatment or medication errors that were not due to a lack of knowledge or inexperience” (15% vs. 50%)

• “I paid little attention to the social or personal impact of an illness on a patient” (50% vs. 80%)
• “I had little emotional reaction to the death of one of my patients” (20% vs. 70%)
• “I felt guilty about how I treated one of my patients from a humanitarian standpoint” (10% vs. 50%)
Resilience

• “An ability to rebound from adversity and overcome difficult circumstances in one’s life”

• Set of characteristics that equip people to cope well with adversity

Marsh DT, Marilyn… and other offspring. Journal of the California Alliance for the Mentally Ill. 7 (3), 4-6.

Photo by Patrick Hendry on Unsplash
Resilience

• Five dimensions of resilience in adults
  • Connectedness to social environment
  • Connectedness to family
  • Connectedness to the physical environment
  • Connectedness to a sense of inner wisdom
  • A personal psychology with a supportive mindset and a way of living that supports the individual’s values

Psychobiological mechanisms of resilience and vulnerability: implications for successful adaptation to extreme stress

Charney D. Focus. 2, 368-391
Charney et. al.

- Research involving resilient Vietnam Prisoners of War (POWs) who shared 10 personality traits
- The same POWs did not develop depression or Post-Traumatic Stress Disorder (PTSD)
10 Common Characteristics

- Allows person to see glass “half-full”
- Implications for cognitive therapies that enhance a person’s view of his or her options – further increasing optimism
Helping others is a way to handle extreme stress – can be used as a recovery tool.

In professions that involve helping others – reminder of mission.
10 Common Characteristics

- Set of beliefs that cannot be broken
- A “personal code of ethics”
10 Common Characteristics

- Most commonly attributed to religious beliefs, but not required
- Belief in a greater cause or greater “good”
10 Common Characteristics

- Ability to have a sense of humor despite dealing with high level of adversity
  - Not necessarily trivializing the adversity
10 Common Characteristics

- A person from which to draw strength
- Role modeling, or helping someone discover a role model can benefit
10 Common Characteristics

- Having contact with others who can be trusted
  - Family or friend
  - Someone to share most difficult thoughts
10 Common Characteristics

- Optimism
- Altruism
- Moral Compass
- Faith/Spirituality
- Humor
- Role Model
- Social Supports
- Facing Fear
- Have a mission
- Training

- Ability to leave one’s “comfort zone”
10 Common Characteristics

- Can relate to current mission or professional mission
  - Meaning in life

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10 Common Characteristics

- Experiences in meeting and overcoming challenges can help a person develop resilience

- Optimism
- Altruism
- Moral Compass
- Faith/Spirituality
- Humor
- Role Model
- Social Supports
- Facing Fear
- Have a mission
- Training

APhA2019
Moving Pharmacy Forward
Resilience can be developed

- Building positive professional relationships through networking and mentoring
- Maintaining positivity through laughter, optimism, positive emotions
- Developing emotional insight to understand one’s own risk and protective factors
- Using life balance and spirituality to preserve meaning
- Becoming more reflective to help in finding strength to remain resilient rather than vulnerable
Your personal mission

• What are the top three things that get you out of bed in the morning?
• What is your ultimate purpose for the career path you’ve chosen?
• What are your ultimate goals in life?
Develop your personal mission statement

(5 minutes)
My present mission
Grit
From Grit: The Power of Passion and Perseverance

• From Daniel Pink’s book “Drive”
  • Grit: Perseverance and Passion for a very long-term goal
• Angela Lee Duckworth
  • MacArthur Genius Grant Recipient
  • Author of Grit: The Power of Passion and Perseverance
  • Grit is a greater indicator of success than environment, IQ, or innate talents
• The three bricklayers
  • Asked what three bricklayers were doing:
    • Bricklayer 1: I’m laying bricks
    • Bricklayer 2: I’m building a church
    • Bricklayer 3: I’m building the House of God
  • The first bricklayer had a job, the second a career, the third... a calling
Grit: how do you develop it?

• Pursue what interests you: You're not going to stick it out if you don't care
• Practice, practice, practice: It's not just how you get to Carnegie Hall. We love doing things we're good at
• Find purpose: How does what you do help others? That's what makes a job into a calling
• Have hope: No "wishing on a star" here. Have hope because you are going to make it happen
• Join a gritty group: Mom was right; spend time with slackers and you'll be a slacker

Improving Today’s Landscape

• Analyze the data
• Set goals
  • Safety, Efficacy, Timely, Efficient, and Equitable
• Balance your team
• Include human factors in considerations
• Create an executable plan
• PDSA
• Communicate goals
• Research other organizations and collaborate

FOCUS ON YOUR TEAM

- Recognize and Reward
- Take conversations with your employees about their well-being seriously
- Discuss opportunities to improve outlook, develop resiliency
- Know your limits
  - Employee Assistance Programs

Improving Today’s Landscape
Right Fit

• At a point, whether prompted by burnout or other causes, we question whether we’re on the right track
  • Take this question seriously, it does happen to everyone
  • Talk it through, remember your mission/calling
  • Is it time to stay or time to go? (Perfect example of when to lean on EI principles)
Positive Assumptions

• Tendency to assume negative intentions of others
• Creates lens where we distort messages we receive, and leads to conflict
• Assuming positive intent when communicating can help resolve some interpersonal conflicts before they start
  • Peer/Peer
  • Employee/Manager
  • Student/Professor
Positive Psychology

“The scientific study of the strengths that enable individuals and communities to thrive. The field is founded on the belief that people want to lead meaningful and fulfilling lives, to cultivate what is best within themselves, and to enhance their experiences of love, work, and play.

Positive Psychology

- Former president, American Psychological Association
- Has conducted research on interventions to enhance well being
- “Three Good Things” exercise
PERMA

• Positive Emotion
• Engagement
• Relationships
• Meaning
• Accomplishment (Self-discipline)

• Three Good Things Exercise
“People who believe they cause good things tend to like themselves better than people who believe good things come from other people or circumstances”

- Martin Seligman
But, before we get to the exercise... here are some truths we need to confront
“The negative screams at you, but the positive only whispers...”

– Barbara Frederickson
We don’t remember the positive... we focus on the negative.

It’s instinct.
• One night of sleep deprivation:
  • 40% reduction in memory formation ability
  • Negative memories are resilient to fatigue
    • This is why you’re grumpy
  • Ability to retain memories greatest in the final two hours before falling asleep
  • Best time to study 😊

Walker, MP. Sleep Medicine 9 Suppl. 1 (2008) 529-534
Three Good Things Exercise

• What are three good things that happened today?
• What was my role in that?
• Why was it good? (Resilience Pillar)
Resilience Pillars

- Awe
- Gratitude
- Inspiration
- Interest
- Joy
- Hope
- Love
- Pride
- Serenity

Examples

• I received a compliment from a patient’s family member related to my services. I was able to provide important information related to their loved one’s medication therapy upon discharge. - Pride

• I had the opportunity to spend an hour with my kids before bedtime just reading stories and sharing laughs. - Joy

• A mentor of mine provided a great presentation to staff members and hospital leaders on a new pharmacy initiative – Awe; Pride; Inspiration
Things to consider: Three Good Things Exercise

- Must reflect on the positive and your role in those positive events
- Must do this for 14 days
- Best time is right before sleep
- Share this process with others (accountability partnerships, inspiring exercise)
- The resilience pillars help generate your reflections
- Beware skipping! Going into a weekend or off a weekend is a moment where you may slip
Breakout exercise

• With a partner, develop your plan for fulfilling the Three Good Things exercise over the next two weeks
  • 5 and 5 (if time)
Takeaway points

• Work-life balance starts with you
  • Cannot expect the environment to provide opportunity
• Resilience can be developed to overcome barriers and reduce burnout potential
• Positive Psychology offers effective, evidence-based tools to assist with developing resilience and happiness
  • Makes work-life balance more attainable
• You cannot do this alone – leverage your support
Select resources

• Duke Patient Safety Center
  • http://www.dukepatientsafetycenter.com/
  • Opportunity to be part of research, support tools

• University of Pennsylvania Authentic Happiness web resource
  • https://www.authentichappiness.sas.upenn.edu/
  • Questionnaires and other materials to further define Positive Psychology
Assessment Questions

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