



# RESILIENCE AND THE PREVENTION AND MANAGEMENT OF BURNOUT

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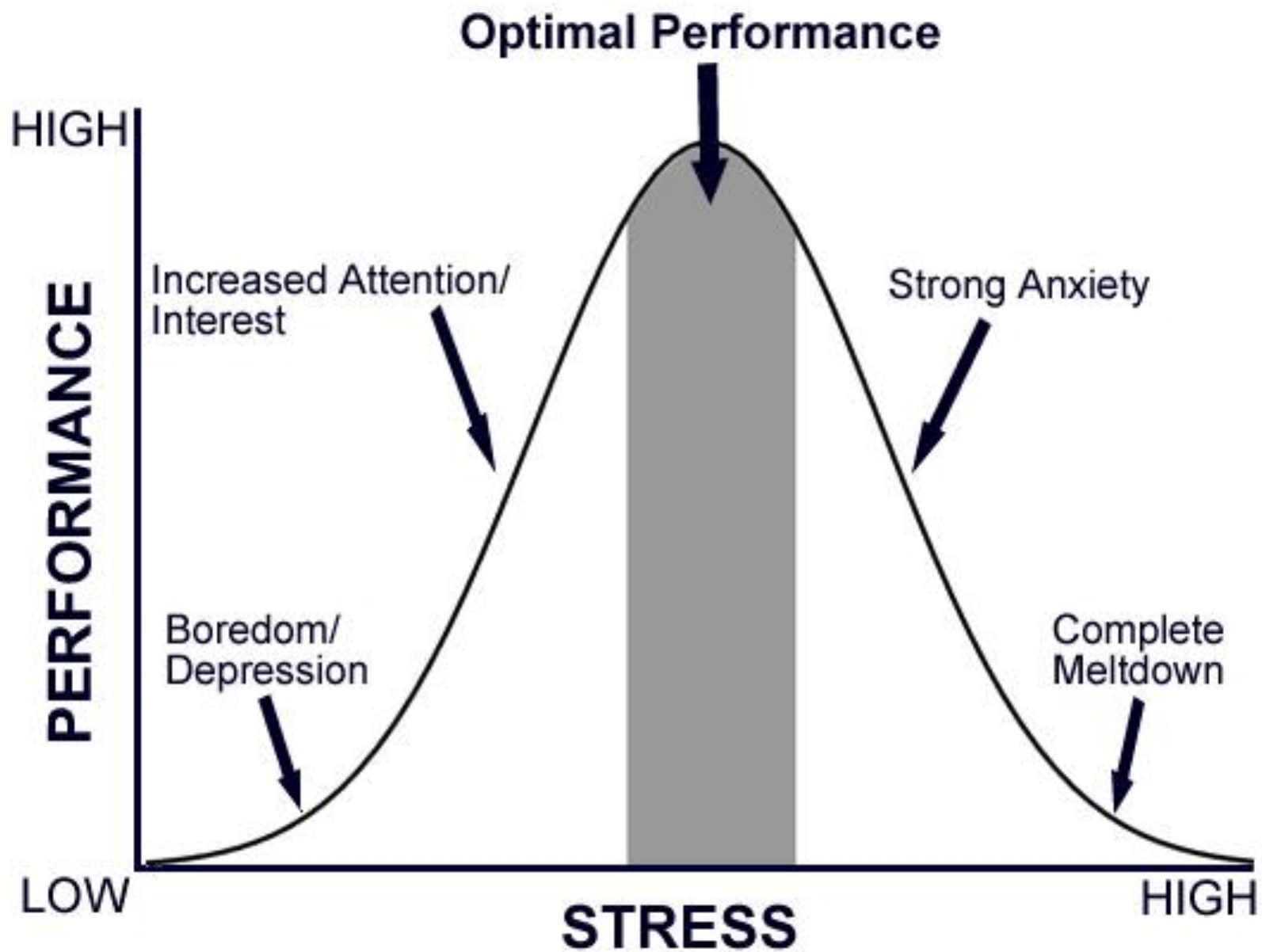
GMHC  
2016

# OBJECTIVES

- Define burnout
- Identify factors that help prevent (or manage) burnout
- Develop a personalized burnout prevention (or management) plan

# BURNOUT

- **Statistics – Shanafelt and colleagues Mayo**
  - 2011 - 45.5%, 2014 - 54.4%
  - Front-line, female gender
  - All ages – even medical students, residents
  - Global problem
- **Results**
  - Disruptive behaviors, impairment, addiction, suicide, patient care (safety), workforce reduction
  - Missionary attrition (especially after first term)



# DEFINITION

- **E**motional exhaustion
- **D**epersonalization
  - Detachment, Cynicism
- **R**educed sense of personal accomplishment
  - Futility

# DEFINITION

**“An erosion of the soul caused by a deterioration of one’s values, spirit, dignity, and will.”**

**Christina Maslach**

# ASSESSMENTS

- Maslach Burnout Inventory (MBI) – 3 Sections, 22 questions, 7 point Likert scale
- Physician Well-Being Index (PWBI) – Mayo - 7 questions, Yes or No
- Mini-Z assessment – AMA – 10 questions, 5 point Likert scale

# SAMPLE QUESTIONS

- I am chronically tired, and rest doesn't seem to help.
- I feel emotionally drained by my work.
- I do not feel as much concern for my patients as I used to.
- I am having more trouble making decisions.
- My work no longer gives me a deep sense of satisfaction.
- I don't think I can keep doing this job much longer.



# REASONS - EXTRINSIC

- High stress, clinical complexity
- Loss of autonomy
- Non-clinical administrative complexity
  - EMR, preauthorizations, patient forms (DME, disability, FMLA, etc.), billing disputes
  - MOC, MU, PCMH, ICD-10, PQRS, MACRA, MIPS, APMs
- Legal environment
- Leadership challenges
- Cross-cultural challenges

# REASONS - INTRINSIC

- **Personal attributes and attitudes**
  - Excellence, perfectionism, compassion
- **Medical training**
  - Competitive, Individualism
  - Social stunting
- **Workaholism**
- **Lifestyle – No margin**
  - Financial - Debt
  - Over commitment

# RESPONSES - EXTRINSIC

- **Workflow improvements**
  - Patient Scheduling (MOA, etc.)
  - Team-based care (scribes, etc.)
- **Physician scheduling**
  - Flexible hours, etc.
- **Physician Wellness Initiatives**
  - Wellness Committee
  - Coaching – Group or individual
- **Physician leadership development**

# RESPONSES - INTRINSIC

- **Work management**
  - Decreased hours
  - Early retirement
  - Nonclinical positions
  - Missions
- **Life management**
  - Boundaries, priorities, efficiency, simplicity
  - Margin – Time, money

# RESPONSE

**“God grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference.”**

**Serenity Prayer**

# RESPONSE - RESILIENCE

“When we are no longer able to change  
a situation, we are challenged to  
change ourselves”

Victor Frankl

# RESILIENCE

- **Individuals**
  - Louis Zamperini
  - Helen Keller
  - Joni Eareckson Tada
- **Communities**
  - Lumberton (Hurricane Matthew)
  - NYC (Trade Towers)
  - Chicago, London (great fires)
- **Teams**
  - Chicago Cubs (fans)
- **Nations**
  - US - Civil War, Depression, WW2

# DEFINITION

- “The ability of something to return to its original shape after it has been pulled, stretched, pressed, or bent”
- “The ability to become strong, healthy, or successful again after something bad happens”
- “The ability to recover from disruptive change without being overwhelmed, or acting in dysfunctional or harmful ways”
- “The ability to master change, thrive under pressure, and bounce back from setbacks”

**Stress (change) response - Resist or recover**



# ASSESSMENT

- I'm usually optimistic. I see difficulties as temporary and expect to overcome them.
- In a crisis or chaotic situation, I calm myself and focus on taking useful actions.
- I can tolerate high levels of ambiguity and uncertainty about situations.
- I adapt quickly to new developments. I'm good at bouncing back from difficulties.
- I'm non-judgmental about others and adapt to people's different personality styles.
- I've been made stronger and better by difficult experiences.

# RESILIENCE FACTORS

- **10 factors - Southwick and Charney**
- **Factor crossover and synergy**
- **Consolidate into 5 factors**
  - **Optimism**
  - **Courage**
  - **Relationships - Social support, role models**
  - **Fitness – Physical, mental, cognitive & emotional flexibility**
  - **Faith – Religion, moral compass, meaning & purpose**

# OPTIMISM



*"You tested positive for being negative."*

# OPTIMISM

- Realistic optimism
- Positive narrative explanation
- Proven benefit in resistance to illness, recovery from illness
- Positive emotions fuel creativity, resourcefulness
- Proverbs 17:22

# COURAGE

**Courage is resistance to fear, mastery of fear, not absence of fear.**

**Mark Twain**

**Courage is being scared to death... and saddling up anyway.**

**John Wayne**

# COURAGE

- Not lack of fear – manage it
- Face fear – not flight, fight, or freeze
- Fears can be overcome
- David, Ruth
- Perfect love casts out fear
- Isaiah 41:10

# RELATIONSHIPS

- Family
- Friends
- Colleagues
- Teachers
- Coaches
- Mentors
- Role Models – Heroes
- Hebrews 12:1

# FITNESS

- **Physical**
  - Exercise
  - Nutrition
  - Sleep
- **Mental**
  - Flexibility, Adaptability, Agility
  - Perspective, reframing
- **Emotional**
- **Spiritual**
  - 1 Timothy 4.8



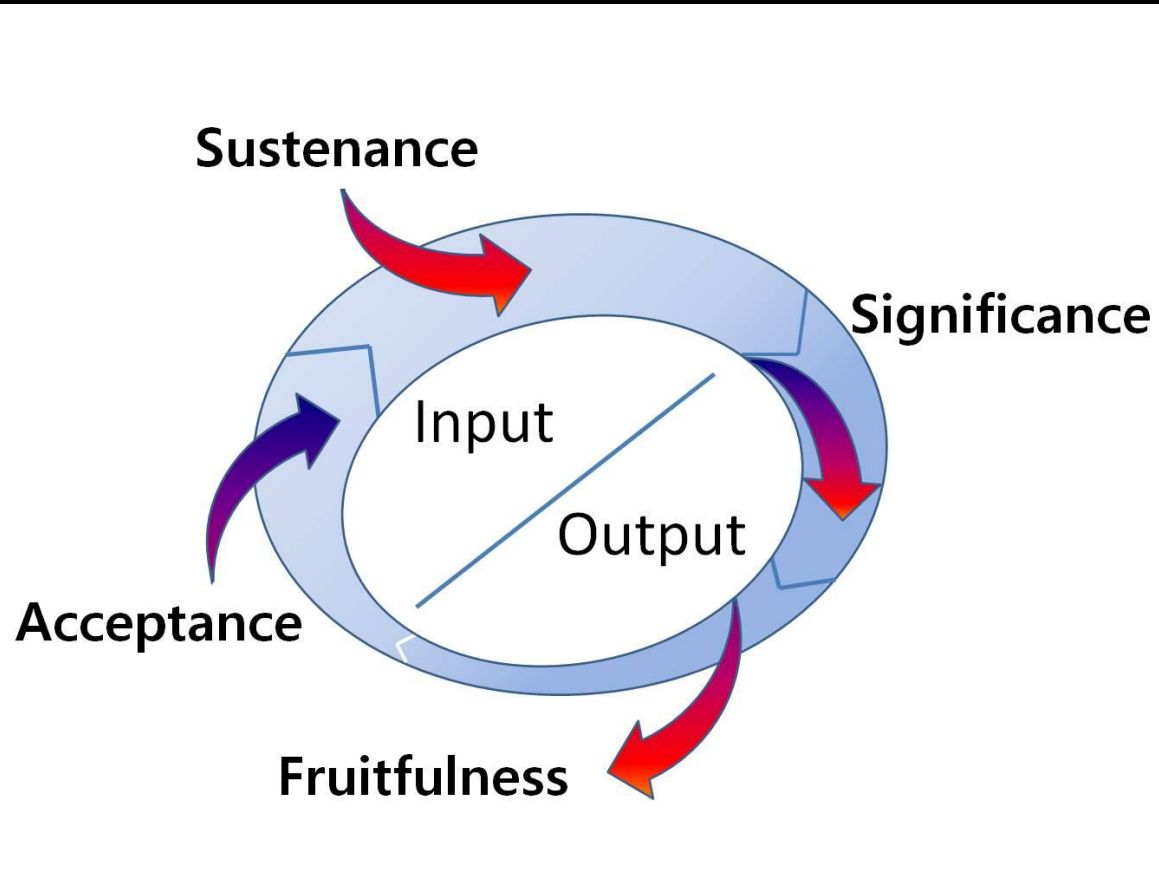
# FAITH

- Beliefs
- Values
- Worldview
- Moral compass
- Conscience
- Meaning & purpose

# SPIRITUAL RESILIENCE

- **Acceptance**
  - God's unconditional love, not based upon performance
  - God's solution for shame
- **Forgiveness**
  - God's solution for guilt
- **Sustenance**
  - Spiritual Habits
  - Increase our capacity to receive grace – grace space
- **Community**
- **Theology**

# SPIRITUAL RESILIENCE



# THEOLOGY

**What comes into  
our minds when  
we think about  
God is the most  
important thing  
about us.**

A.W. TOZER

# THEOLOGY OF SUFFERING

- **The love of God**
  - Romans 8:38-39
- **The presence of God**
  - Hebrews 13:5
- **The comfort of God**
  - 2 Corinthians 1:3-5
- **The purpose of God**
  - Romans 8:28-29
- **The sovereignty of God**
  - Proverbs 19:21

# RESILIENCE DEVELOPMENT

- Start now
- Identify strengths, struggles (gaps)
- Leverage strengths
- Manage struggles
- Set goals
- Establish accountability
- Next steps – Tell someone

# RESILIENCE DEVELOPMENT

- What has God taught me through a past hardship?
- Imagine a future hardship. How would greater resilience help me in this situation?
- What resilience factor(s) am I most prepared to strengthen?
- What step will I take to accomplish this?
- When will I start?
- Who can help me?

# CONCLUSION

- You will experience stress, trauma
- Missions increases the risk
- Prepare – Develop resilience
- Become a healthy healer



# CONCLUSION

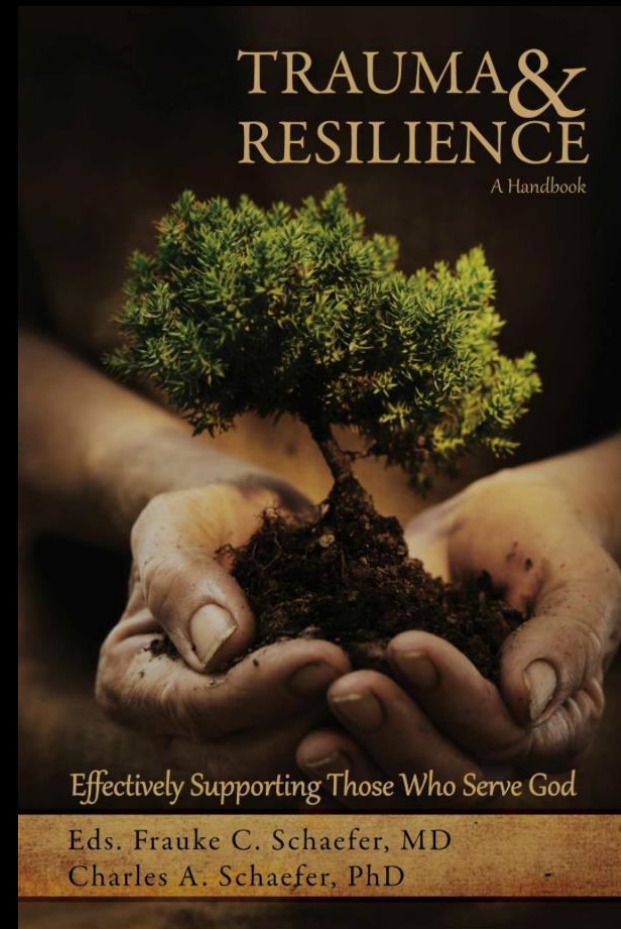
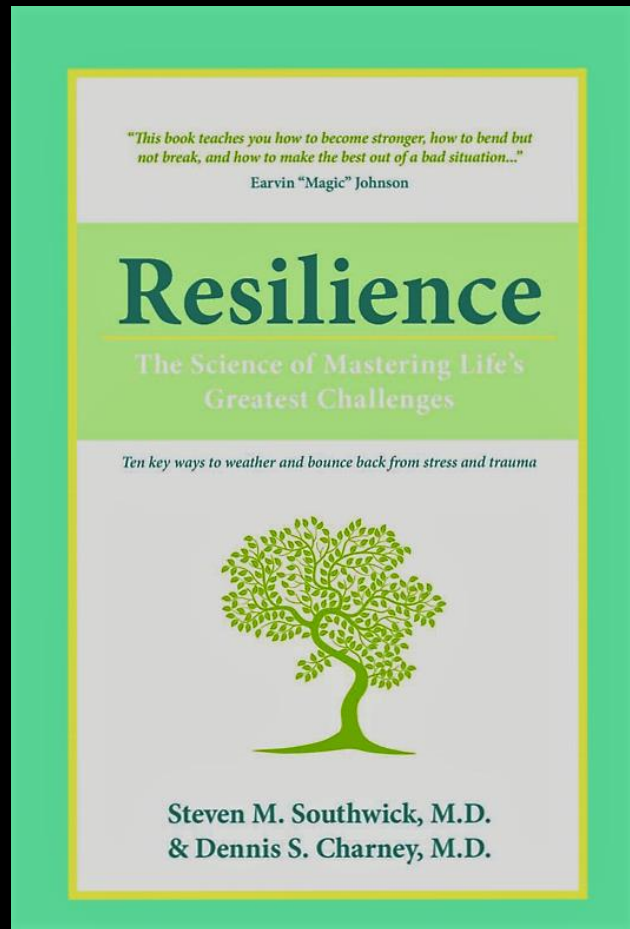
*“The physician will hardly be thought very careful of the health of his patients if he neglects his own”*

Galen, 130-200 AD

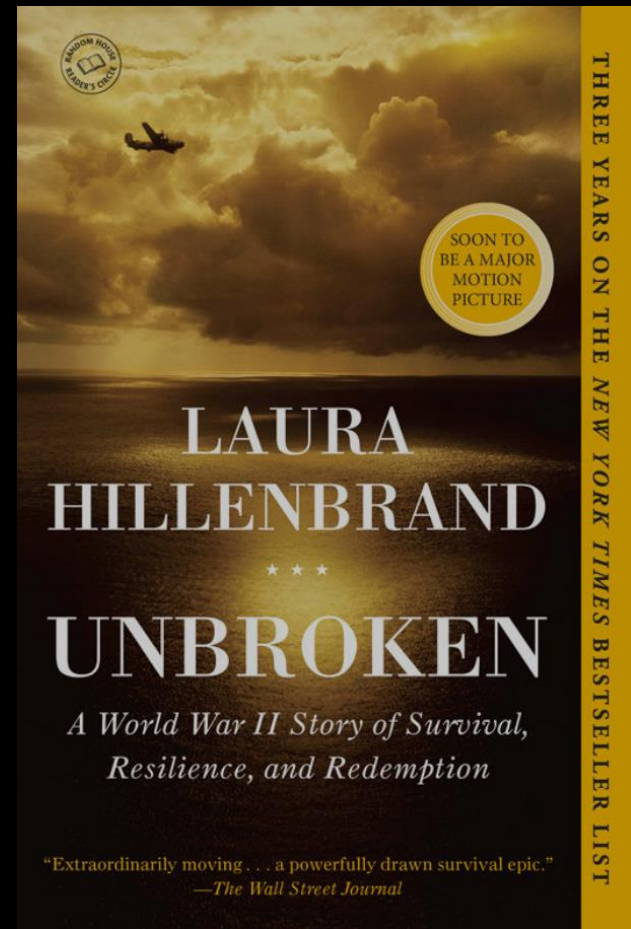
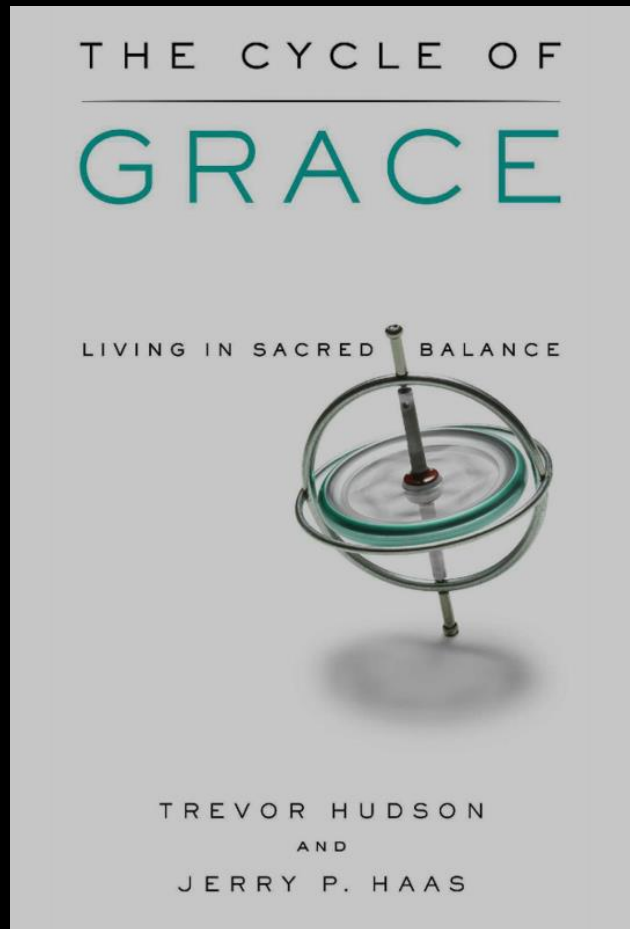
**“Physician, heal thyself”**

Luke 4:23

# REFERENCES - BOOKS



# REFERENCES – BOOKS



# REFERENCES - ARTICLES

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# CMDA COACHING

- **Life & Leadership Coaching**
  - Physician satisfaction & burnout
  - Transitions – Career, retirement, etc.
  - Leadership & team development
  - Missionary training and field support
- **Coach training**
- **[www.cmda.org/coaching](http://www.cmda.org/coaching)**
- **[coaching@cmda.org](mailto:coaching@cmda.org)**