Professionalism and the Professional Health and Wellness of the Anesthesiologist

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Associate Professor of Medical Education and Administration
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Chair, Faculty and Physician Wellness committee
Director, Educator Development Core

Vanderbilt University School of Medicine
2016
Conflict of Interest

Charlene Dewey

….has NO financial relationships to disclose.
I believe I am at my optimal wellness.

1. Strongly disagree
2. Disagree
3. Neither disagree/agree
4. Agree
5. Strongly agree
ARS

I take time at least annually to develop and implement a personal wellness plan.

1. Strongly disagree
2. Disagree
3. Neither disagree/agree
4. Agree
5. Strongly agree
Goals

- The purpose of the session is to raise awareness of stress, burnout and impairment in physicians and to identify and review strategies that reduce risk and enhance resiliency.
Objectives

Participants attending this session will be able to:

1. Identify stress triggers and risk factors that leads to burnout.
2. Complete a flooding assessment.
3. List and discuss strategies for enhancing resiliency.
4. Practice mindfulness-based stress reduction activities.
5. Write a personal wellness goal (home and work) using the B-A-SMARTER format.
Agenda

1. Introduction
2. The professional health & wellness spectrum
3. Stress, burnout, and impairment
4. Enhancing resiliency
5. Mindfulness-based stress reduction activities
6. Resources
7. Summary
Ground Rules

- Emphasis on personal side… not statistics - Focus on self!
- Interactive: Individual & paired activities
- Ask questions
- Teach each other
- Respectful of each others comments and opinions
- Action items
Portfolio & Action Plan

2016

Professionalism and Professional Health and Wellness of the Anesthesiologist

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
Co-Director, Center for Professional Health Chair, Faculty and Physician Wellness Committee

Center for Professional Health
Vanderbilt University School of Medicine
Nashville, TN
www.mc.vanderbilt.edu/cph
Professional Health & Wellness
The Professional Health and Wellness Spectrum

Behaviors that Undermine a Culture of Safety

Created by: Charlene M. Dewey, M.D., M.Ed., FACP and William H. Swiggart, M.S., L.P.C./MHSP – Vanderbilt’s Center for Professional Health © - All rights reserved. 2009
Primary Wellness Practices

1. Self-care
2. Meaning/Value
3. Relationships/Socialization
4. Positive approach to life
5. Spirituality
6. Resiliency
Stress
Stress

- What stresses you out?
- Measure your stress level

<table>
<thead>
<tr>
<th>Anxious</th>
<th>Engaged</th>
<th>Calm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaged</td>
<td>Enthusiastic</td>
<td></td>
</tr>
<tr>
<td>Calm</td>
<td>Relaxed</td>
<td>Stress free</td>
</tr>
<tr>
<td>Run Down</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stressed out</td>
<td>Exhausted</td>
<td>Overwhelmed</td>
</tr>
<tr>
<td></td>
<td>Drained</td>
<td>Ready to cave</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Burnt out</td>
</tr>
</tbody>
</table>
Stress

- Situational Stress
  - Lasts Minutes
- Productive Stress
  - Lasts Hours-Days
- Prolonged Stress
  - Lasts Hours-Days
- Declining Function
  - Reduced Cognition
  - Impairment
  - Lasts Weeks-Months

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Flooding Self-Assessment

Everybody floods...
Some more often than others.
Managing Stress Reactions

1. Self-awareness
2. Remove yourself from event
3. Relaxation practices
   - Self-regulate, breathe, relax
   - Practice mindfulness techniques
     - Mindfulness
     - Deep breathing
     - Categories
     - CBT
4. Things to do after you flood:
   - Reflect on event triggers, symptoms, behaviors
   - Seek coaching & mentoring
Managing Stress Reactions

“People who are flooded cannot hear without distortion or respond with clear-headedness: they find it hard to organize their thinking, and they fall back on primitive reactions.”

~ Goleman, Daniel. Emotional Intelligence: Why it can matter more than IQ, 1994, page 139.
Self-Regulation Exercise

- Close your eyes or focus on 1 point
- Self-assess and regulate breathing and heart rate
- Categories:
  - Select 1 - foods in grocery store, sports teams, favorite book characters, movie titles, colors, etc.
  - Practice 1 minute
Portfolio & Action Plan

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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. Burnout is ‘an erosion of the soul.’” ~Christina Maslach

Burnout

• “The seeds of burnout may be sown in medical school and residency training, where fatigue and emotional exhaustion are often the norm.” ~Spickard
  ~ Up to 50% of medical students
  ~ 78% of residents
  ~ 48% of physicians (range 30-60% meet one criteria/experience burnout.)

• Emergency medicine and primary care specialties with increased prevalence of burnout

Maslach’s Six Sources of Burnout

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

Risk Factors for Burnout

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

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

Symptoms of Burnout

1. Chronic exhaustion
2. Cynical and detached
3. Emotions: anger, sadness, & fear
4. Increasingly ineffective at work
5. Leads to:
   1. Leads to professional isolation
   2. Avoidance
   3. Interpersonal conflicts
   4. High turnover

Burnout

• Burnout results in “professional isolation” – it occurs when behavioral issues result in colleagues and employees avoiding the individual and vice versa.

• Three themes of professional isolation:
  1. Erosion of engagement at work
  2. Erosion of emotions
  3. Failure to fit in
Consequences of Burnout

- Individual:
  - Reduced satisfaction
  - Negative emotions
  - Professional isolation - individual is often blamed
  - Potential to “spiral” into impairment
  - Risk of suicide (MH & SA)

- Others:
  - Poor relationships (work & home)
  - Risk of errors (work & home)
  - Possible legal or financial costs
  - Increased turnover
  - Lack of coping

http://www.bing.com/images/search
The Good News…
Have you experienced burnout at some time in your career?
1. No, never
2. Possibly
3. Probably
4. Yes, definitely
5. Not sure
Impairment
Impairment

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

1. Physical impairment
2. Cognitive impairment
3. Mental/Psychological impairment
   ~ Substance use disorders (licit and illicit drugs)
   ~ Mental health disorders (depression & suicide)
4. Behavioral

Progression of Substance Use

At Risk → Normal Use → Abuse → Intervention & Treatment

Experimentation → At Risk Use → Dependence → Recovery
Low-Risk ETOH Consumption

<table>
<thead>
<tr>
<th>Low-risk drinking limits</th>
<th>MEN</th>
<th>WOMEN</th>
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<tbody>
<tr>
<td><strong>On any single DAY</strong></td>
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<tr>
<td>No more than <strong>4</strong></td>
<td><strong>AND</strong></td>
<td>No more than <strong>3</strong></td>
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<td>drinks on any <strong>day</strong></td>
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<td>drinks on any <strong>day</strong></td>
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</table>

| **Per WEEK**            |     |       |
| No more than **14**     | **AND** | No more than **7** |
| drinks per **week**     |     | drinks per **week** |

To stay low risk, keep within BOTH the single-day AND weekly limits.

Standard ETOH Consumption

Although the "standard" drink amounts are helpful for following health guidelines, they may not reflect customary serving sizes. For example, a single mixed drink made with hard liquor can contain 1 to 3 or more standard drinks, depending on the type of spirits and the recipe.

http://www.cdc.gov/alcohol/faqs.htm#standDrink
## Substance Use and Abuse

### BAC Table for Women

<table>
<thead>
<tr>
<th>Drinks</th>
<th>90</th>
<th>100</th>
<th>120</th>
<th>140</th>
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<th>180</th>
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**Condition:**
- Only Safe Driving Limit
- Driving Skills Significantly Affected
- Possible Criminal Penalties
- Legally Intoxicated
- Criminal Penalties
- Death Possible

Subtract .01% for each 40 minutes of drinking.

1 drink = 1.25 oz. 80 proof liquor, 12 oz. beer, or 5 oz. wine.

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Found at: http://www.bing.com/images/search?q=dui+chart&qs=n&form=QBIR&pq=dui+chart&sc=8-9&sp=-1&sk=#view=detail&id=0B6F018E43C6DEFE34F21498066011082BC3E981&selectedIndex=146
Substance Abuse

“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
Portfolio & Action Plan

Homework:
- Check if you are at-risk for alcohol or substance use disorders by completing the self-assessment found in Appendix 2.
Professionalism and Unprofessional Behaviors
Behaviors that Undermine Safety

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

~AA Saying

Found at: http://www.bing.com/images/search
External & Internal Systems

The External System

- Functional & Nurturing
- “Personal & Institutional Vitality”
- Work Environment

The Internal System

- Professionally Competent
- Physician

Dysfunctional

“The Perfect Storm”

Unprofessional

Behaviors that Undermine Safety

- Joint Commission: (Joint Commission, Issue 40 July 9, 2008)
- Recognition that disruptive behavior can:
  - Foster medical errors
  - Contribute to poor patient satisfaction
  - Contribute to preventable adverse outcomes
  - Increase the cost of care (including malpractice)
  - Lead to turnover/loss of qualified medical staff

Etiology of Disruptive Behaviors

- Psychological factors\(^1\)
- MH issues\(^2\)
- Genetic/developmental
- Stress/physiologic reactions
- Burnout\(^3\)
- Reduced wellness
- Family systems

1) Valliant, 1972; 2) Gabbard, 1985; 3) Spickard and Gabbe, 2002
### Spectrum of Disruptive Behaviors

<table>
<thead>
<tr>
<th>Aggressive</th>
<th>Passive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inappropriate anger, threats</td>
<td>Hostile notes, emails</td>
</tr>
<tr>
<td>Yelling, publicly degrading team members</td>
<td>Derogatory comments about institution, hospital, group, etc.</td>
</tr>
<tr>
<td>Intimidating staff, patients, colleagues, etc.</td>
<td>Inappropriate joking</td>
</tr>
<tr>
<td>Pushing, throwing objects</td>
<td>Sexual Harassment</td>
</tr>
<tr>
<td>Swearing</td>
<td>Complaining, Blaming</td>
</tr>
<tr>
<td>Outburst of anger &amp; physical abuse</td>
<td>Chroniclly late</td>
</tr>
<tr>
<td></td>
<td>Failure to return calls</td>
</tr>
<tr>
<td></td>
<td>Inappropriate/inadequate chart notes</td>
</tr>
<tr>
<td></td>
<td>Avoiding meetings &amp; individuals</td>
</tr>
<tr>
<td></td>
<td>Non-participation</td>
</tr>
<tr>
<td></td>
<td>Ill-prepared, not prepared</td>
</tr>
</tbody>
</table>

**Figure 1**


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ARS

Have you encountered a distressed or disruptive colleague in the past 6-12 months?

1. Yes
2. No
3. Not sure
Action Plan & Reflection

- Homework:
  - Review DRAN and HEARD (page 7-8)
  - Identify which method you may feel more comfortable using
  - Practice using with your spouse, friend or a family member
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.

Inner calm

Emotional resilience

Cognitive resilience

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
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

- 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

<table>
<thead>
<tr>
<th>Important Areas of Self-care</th>
<th>Excellent</th>
<th>Needs Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sleep</td>
<td></td>
<td></td>
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<tr>
<td>Balanced/healthy meals</td>
<td></td>
<td></td>
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<tr>
<td>Physical activity</td>
<td></td>
<td></td>
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<tr>
<td>Relationships &amp; socialization</td>
<td></td>
<td></td>
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<tr>
<td>Hobbies</td>
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<tr>
<td>Vacations/downtimes</td>
<td></td>
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<tr>
<td>Spiritual engagement</td>
<td></td>
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<tr>
<td>Having a personal physician and mentor(s)</td>
<td></td>
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</tbody>
</table>
Portfolio & Action Plan  

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Four Strategies for Enhancing Resiliency

- Self-Care
- Manage Energy
- EI
- Mindfulness
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
Managing Energy

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

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Physical Energy

- Eating and sleeping well
- Physical activity
- Take breaks
- Identify your stressors
- Manage and reduce stress
  - Home stressors
  - Work stressors
Emotional Energy

- Fuel positive emotions & defuse negative emotions
  - Express appreciation to others & vice versa
  - Use a different lens: reverse, long and wide
  - Tell a different story “Power of Positive Thinking”
- Have mentors, coaches, confidants
- Self-identify which method works best for you

Spiritual Energy

- Identify your “sweet spots”
  - Do what you enjoy the most
  - Do what you do the best
  - Do what is most important to you
- Allocate time and energy to the positives
- Live your core values
- Engage in spiritual renewals

Mental Energy

- Reduce interruptions “switching times”
- Designate “sprint zones” 90-120 m
- Plan, prioritize, and accomplish
- Self-identify how you plan best
  - Showers, car drive in/out, exercising, etc.
  - Check lists or to do lists
  - Others help provide directions

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Team Work

- Everyone has a role
- Identify personality traits and communication types for each team member
- Celebrate diversity
- Assign tasks based on skills/interests
- Have a common goal
- Set the culture and ground rules
- Visualize the team vs. the individual
- Eat together
Family

- Family – it is your crystal ball!!
- Every other ball bounces
- Family ball:
  - Delicate
  - Precious
  - Irreplaceable
  - Indispensable
  - Full of love
Four Strategies for Enhancing Resiliency

- Self-Care
- Manage Energy
- EI
- Mindfulness
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

**Self-Awareness**

“Self-awareness means having a deep understanding of one’s emotions, strengths, weaknesses, needs, and drives. People with strong self-awareness are neither overly critical nor unrealistically hopeful. Rather, they are honest – with themselves and with others.”

~Goleman, 1998
EI activities

- Empathy

Found at: http://www.bing.com/images/search
EI activities

• Social skills - the art of listening

Found at: http://www.bing.com/images/search
Resolving Conflict

- Conflict is an opportunity for improvement.
- Requires active participation
- Should be addressed early
Portfolio & Action Plan

• Homework:
  - Read the article on emotional intelligence for leaders by Goleman.
  - Reflect on your own emotional intelligence.
  - Which, if any, of the six components need strengthening? Describe a plan for improvement.
Four Strategies for Enhancing Resiliency

- Self-Care
- Manage Energy
- EI
- Mindfulness
Mindfulness

Found at: http://www.bing.com/images/search
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
Mindfulness Activity

- 1 minute
- Comfortable position
- Eyes opened or closed
- Focus on breathing:
  - Nose
  - Belly
  - Chest
- Refocus as needed
Relaxation Exercise

- Use when you need to relax
- Visualization or mindful body scan
- 1 min
Family of Origin

- Homework:
  - FOO - Virginia Satir 1972
  - Appendix (page 20-22)
  - Read and follow instructions
  - Identify your role:
    ~ Family Hero
    ~ Care taker/People Pleaser
    ~ Scapegoat
    ~ Lost Child
    ~ Mascot/Clown
Which of the four strategies will you work on?

1. Self-care
2. Managing energy
3. Emotional intelligence
4. Mindfulness
5. All of the above
6. None, I’m perfect as is
B-A-SMARTER Goal/Objective Writer

- Based on discussion:
  - Identify 1 behavior you plan to improve/change.
  - Write a goal and objective to help you improve your behavior.
  - Use the B-A-SMARTER goal/objective writer sheet
  - Share with your partner
  - Partner makes sure it is meets all the B-A-SMARTER criteria
Resources
### Vanderbilt Internal Resources

<table>
<thead>
<tr>
<th>Abbrev.</th>
<th>Program</th>
<th>Focus</th>
<th>Contact</th>
<th>Number</th>
</tr>
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<tbody>
<tr>
<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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<tr>
<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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<tr>
<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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<tr>
<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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<tr>
<td>CPPA</td>
<td>Center for Patient and Professional Advocacy</td>
<td>Identification and assistance</td>
<td>Jerry Hickson</td>
<td>X3-4500</td>
</tr>
</tbody>
</table>
Resources

- Physician Health Programs (PHP)
- Federation of State Physician Health programs (FSPHP)
- Private counseling services & Professional Coaching
- Treatment programs
- Suicide prevention hotline: 1-800-273-TALK
- Substance use: (AA, NA, etc.)
- Community-based programs: YMCA/YWCA, Massage envy, etc.
Professionalism and Professional Health and Wellness of the Anesthesiologist

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:
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Co-Director, Center for Professional Health
Chair, Faculty and Physician Wellness Committee

Center for Professional Health
Vanderbilt University School of Medicine
Nashville, TN
www.mc.vanderbilt.edu/cph
Homework

1. Completed the workbook.

2. Set aside time on a _________ (daily, weekly, monthly, etc.) basis to focus on your wellness.

3. Support a culture of wellness while meeting in teams and within your department
   1. Share wellness stories and promote wellness activities together
   2. Ask how are you doing?
Summary

1. Identified stress triggers and risk factors that leads to burnout.
2. Completed a flooding assessment.
3. Listed and discussed strategies for enhancing resiliency.
4. Practiced mindfulness-based stress reduction activities.
5. Wrote a personal wellness goal (home and work) using the B-A-SMARTER format.
“The first wealth is health.”

~ Ralph Waldo Emerson