Resiliency: 
Building Individuals and Culture to Keep the Joy in the Job

A Train the Trainer Workshop

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Have no financial relationships to disclose.
The purpose of this workshop is to:

1. Share resiliency training materials as a train the trainer workshop to help teachers promote resiliency at their institution using four individual practices promoting wellness and resiliency.

2. Help identify organizational approaches to promote a culture of wellness.
Objectives

Participants completing this workshop training will be able to:

1. Compare and contrast wellness, stress, burnout and resiliency.
2. Discuss four major elements of resiliency.
3. Utilize workshop training material for a session at their home institution.
Agenda

1. Introductions
2. Importance
3. Conceptual Framework
4. Review of Vanderbilt University Medical Center
5. Training content
6. Planning, Implementation, and Evaluation
7. Review of materials
8. Summary
“The greatest glory in living lies not in never falling, but in rising every time we fall.”

~Nelson Mandela

Importance

- Resiliency helps individuals deal with the challenges of life.
- Physicians & scientists experience many transitions.
- Physicians are especially prone to burnout in all stages of their careers.
- Building resiliency and self-awareness helps physicians cope during transitions and difficult life experiences.
- Building resiliency is important in preventing or reducing stress, burnout and risks for impairment.
- Organizational culture plays a significant role in an individual’s risk for stress, burnout, disruptive behaviors, and impairment.
Conceptual Framework

The External System

- Functional & Nurturing

“Personal & Institutional Vitality”

The Internal System

- Professionally Competent & Well

Work Environment

Individual

Dysfunctional

“The Perfect Storm”

Unprofessional & Unwell

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<td>Prevention and organizational aspects of professional health</td>
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<td>FPWP</td>
<td>Faculty and Physician Wellness Program – Work/Life Connections EAP</td>
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- Individual interventions/training
- Section/departmental interventions/training
- Collaboration approaches
- Organizational approaches
- Prevention & grief intervention
- Mandated/referred & voluntary participation
- Audience: trainees and faculty
• Formats of implementation:
  ▪ Individual training (1 hr) – 1-time or series
  ▪ Groups:
    ~ 1 hr lecture discussion series (1 to 4)
    ~ 2, 2-hr workshops
    ~ ½ day immersion workshops/retreats
• Interactive, worksheets/portfolio
• Self-awareness and self-assessments
• Focus: Reflection & goal setting (B-A-SMARTER)
• Basic evaluations (Kirkpatrick level 1 & 2)
• Coaching & referrals
Resiliency Training Content
Behaviors that Undermine a Culture of Safety

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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.
- The Road to Resiliency: 10 ways to build resiliency
- Caring and supportive relationships (in/outside the family)
Four Strategies for Enhancing Resiliency

Self-Care
Manage Energy
EI
Mindfulness
B-A-SMARTER®
Goals & Objectives

B - Barriers
A - Accountability
S - Specific
M - Measurable
A - Appropriate
R - Relevant
T - Timely
E - Evaluate
R - Re-evaluate
Questions on Content
Planning, Implementation, and Evaluation
Planning

- Worksheet (pages 1-2)
- Select your format
- Work individually (~10 min)
- Circulate
Implementation

- Worksheet (pages 3)
- Implementation planning
- Work individually (~10 min)
- Circulate
Evaluation

- Worksheet (pages 4)
- Example
- Work individually (~10 min)
- Circulate
Culture

- Change is slow
Work Environment

Can work environment influence individual health?

- Environment was the only significant predictor of stress
- Job stress predicts job satisfaction
- Perceived stress was a stronger predictor of both poorer reports of physical and mental health
- Job satisfaction is a positive predictor of positive mental health

Institutional factors to address:

- Policy, culture, hidden curriculum
- Inadequate systems & supports\(^1\)
- System reinforces behavior\(^1\)
- Need for a scapegoat\(^1,3\)
- Money/financial benefit\(^1\)
- Culture – more, faster, better, longer\(^2\)
- Failure to recognize costs to individuals, pts, institution\(^3\)

Promoting Change

- Leadership commitment
- Supportive institutional policies
- Program or model to guide graduated interventions
  - Surveillance tools (capture negative/positive behaviors)
  - Processes for reviewing behaviors
  - Interventions for negative behaviors
- Multi-level training
- Resources to help


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Promoting Change

Creating a culture:

- Role model professional behaviors
- Add focus on emotional & self-regulation activities
- Assess areas for improvement
- Team development - need training/coaching (emotional intelligence (EI), coping mech., conflict management, early identification, etc.)
- Train/prepare for the challenges & provide remediation as needed

Adopted from: AAMC Council of Deans 2004

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Promoting Change

“If you keep doing the same thing you always did….you will keep getting the same results you always got!”

AA quote
Change Planning

- Worksheet (pages 5-6)
- Work individually (~4 min)
- Circulate
Review of Materials

1. Lesson plans
2. Slides
3. Portfolio
4. Handouts
5. ARS questions
6. Survey data/sources
7. Evaluation forms
8. Web-based self-learning modules (in development)
Collaboration
Take Home Points

- Implementing a resiliency training session at our institution has been helpful for faculty members across a variety of departments.
- We hope to make implementing a resiliency training program at other institutions easy by providing materials and training so individuals feel comfortable implementing similar sessions at their institution.
- We hope to collaborate with others to identify best practices, feasibility, measurable outcomes.
**Summary**

You can now:

1. Compare and contrast wellness, stress, burnout, impairment, and resiliency.
2. Discuss four major elements of resiliency.
3. Utilize workshop training material for a session at your home institution.
Evaluations

- Complete and return
- Help us improve
- If interested in collaboration – sign up
“Education is the most powerful weapon which you can use to change the world.”

~Nelson Mandela