

Resilience and Self Awareness: building the muscle for effective leadership in residency education

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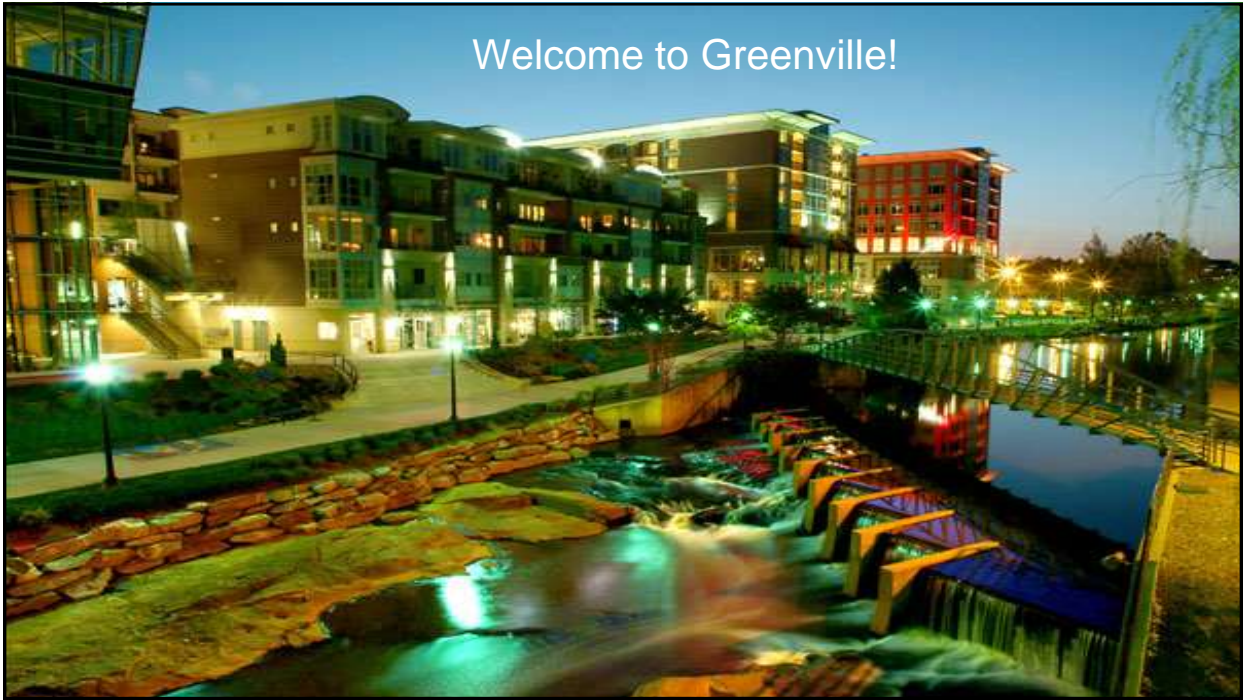
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Objectives

- a) Understand Burnout, its effects, and tools used to diagnose it
- b) Cultivate resilience by improving Emotional Intelligence/Self Awareness and develop strategies to build healthy relationships within our team.

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Welcome to Greenville!

Forbes

America's Most Affordable Cities



12. Greenville, South Carolina

MSA: Greenville-Mauldin-Easley, SC

Median Family Income: \$58,200

Q4 2014 median sales price: \$161,000

Housing affordable at median family income: 80.4 %



Buzzy, Newly Accessible Destinations, From the Canadian Arctic to Chengdu, China

10 buzzy, unpredictable travel destinations, all on the brink of change, to visit next year—thereby startling your friends



Photo credit to Shutterstock.com

7. Greenville, S.C.

The stars have aligned to make this Southern belle, in the foothills of the Blue Ridge Mountains, Dream Town, USA: Lots of investment—by Michelin, BMW, Mitsubishi—has ushered in international flair; the city's become a hub for the tech community; the thriving food scene includes some 120 restaurants along the tree-lined Main Street; a couple of historic districts are admirably preserved; and the NCAA chose Greenville as the new host for the 2017 men's basketball tournament.

Top 10

1. Slovenia
2. Chengdu, China
3. Rwanda
4. Finland
5. The Canadian Arctic
6. Luang Prabang, Laos
7. Greenville, SC
8. Abu Dhabi, U.A.E.
9. St. Kitts
10. Tangier, Morocco

GHS Clinical University



GHS Clinical University Partners



Program Demographics

Program	Graduation Rate	Program	Minority Distribution
Family Medicine	91%	Family Medicine	43%
Pediatrics	96%	Pediatrics	11%
Surgery	95%	Surgery	17%
Ob/GYN	89%	Ob/GYN	9%
Internal Medicine	97%	Internal Medicine	22%
Minorities (all programs)	90%	Orthopedics	4%

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How do you feel about your career choice now?



Burnout Rates by Specialty

Specialty	2011	2014
Family Medicine	51.3%	63%
General Pediatrics	35.3%	46.3%
Urology	41.2%	63.6%
Orthopedics	48.3%	59.6%
Dermatology	31.8%	56.5%
Radiology	47.7%	61.4%
General Surgery	42.4%	52.7%

Resident Burnout

- Prevalent among learners
- 70% of UNC residents met criteria in 2014
- Mayo Clinic study: 31% with burnout also depressed.
- 51% incidence of depression during residency

Burnout

- **Maslach (1982): burnout** as a psychological syndrome involving emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment that occurred among various professionals who work with other people in challenging situations

Exercise: Can you recognize burnout?

- Have you encountered colleagues you would describe as “burned out”?
 - How do you know? How did they get to that point?

Causes of Burnout

- Stress
- Practice Environment
- Values Disparities
- Emotional Strain
- Family Obligations
- Schedule
- Ineffective Coping/Wellness Strategies

Burnout Stages



Physical exhaustion

Mental & emotional exhaustion

Maslach Burnout Inventory

- **Emotional Exhaustion** measures feelings of being emotionally overextended and exhausted by one's work
- **Depersonalization** measures an unfeeling and impersonal response toward recipients of one's service, care treatment, or instruction
- **Personal Accomplishment** measures feelings of competence and successful achievement in one's work.

Emotional Resilience

- “the ability to generate positive emotion and recover quickly from negative emotional experiences” (Fredrickson, et al 2008)

Resilience

- Correlation between resilience and positive emotions, fewer negative reactions, and effective recovery from stress or trauma (Cohn, et al. 2009)

Resilience

- **Five Domains of Practice to Develop Resilience (and Prevent Burnout)**
 - Mindfulness Practice (*presence, focus*)
 - Self-Awareness (*insight, authenticity, emotional intelligence*)
 - Purpose & Perspective (*meaning, gratitude, effectiveness*)
 - Self-Care & Self-Management (*sleep, exercise, diet, recreation, managing stress, coping*)
 - Relationship Management (*intimacy, support, assertiveness, conflict resolution*)

Self Awareness: Relationship to Resilience?

- Awareness of internal cues
- Insight into strengths and weaknesses
- Understanding blind spots and lenses

Self Awareness aka Emotional Intelligence

EI Activities:

1. Enneagram
2. Mood Check
3. Kudos

Enneagram Exercise

Take 5 minutes to review the handout
Identifying Your Enneagram Style.

Try your best to identify the style that best captures your predominant or core characteristics

Self Disclosure: Basic Feelings

Happy	Sad	Angry	Afraid
Excited Relieved Glad	Depressed Hurt Disappointed	Furious Upset Irritated	Terrified Insecure Anxious

Top Ten Irrational Beliefs

- **I need approval.** "Everyone I work with must approve of me at all times."
- **I can't make mistakes.** "I must be thoroughly competent, adequate, and achieving at all times."
- **I must change others.** "I have an obligation to change others who act unfairly or obnoxiously."
- **It's a catastrophe.** "When I get frustrated, rejected, or treated unfairly I have to view it as awful, terrible, and horrible."
- **Others cause my misery.** "My negative emotions come from external sources that I have very little ability to change, so I'm doomed to feel badly."
- **Worry and fear are natural or helpful.** "If something seems dangerous or fearsome, I must preoccupy myself with it and make myself anxious about it."
- **The past is all-important.** "My past remains all-important, and because something once influenced my life, it has to keep influencing my feelings and behavior today."
- **It shouldn't be that way.** "People and circumstances should turn out better than they do, and I must fix them or be unhappy as a result."
- **Winning or achieving makes me worthwhile.** "My worth can be measured by competitive situations and recognized achievements."
- **Some things are just invariably negative.** "Particular occurrences or events are 100% negative by their very nature."

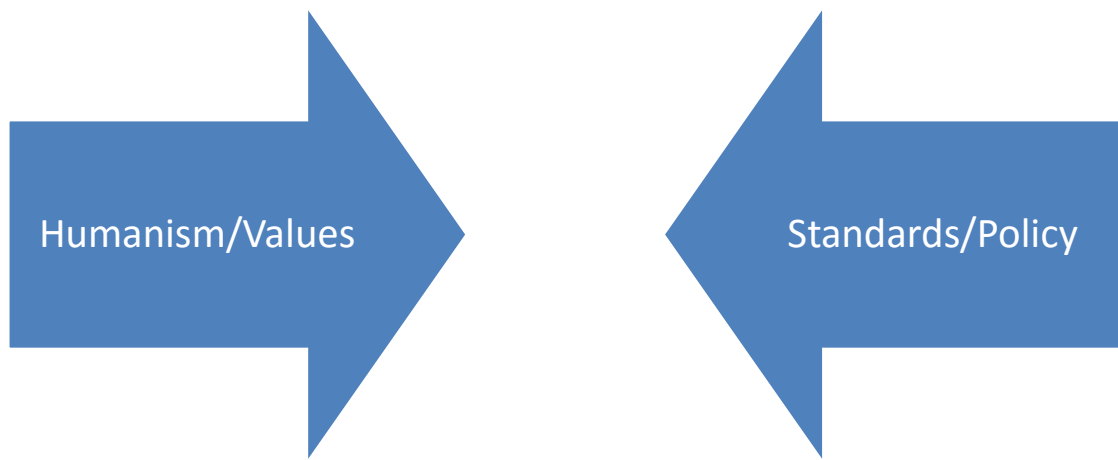
Mindfulness

- "in the moment"
- Paying attention
- Non-judgemental
- Associated with greater life satisfaction, overall well-being, and better adaptive functioning (Schutte & Malouff, 2011)

Listening Skills Self-Evaluation: Rate yourself 1-10

- 1) Listen without interrupting.
- 2) Be distracted by thoughts that have little to do with what the other person is saying.
- 3) Forming conclusions, judgments, or labels based on what the other person is saying.
- 4) Asking questions that derail the other person who is speaking.
- 5) Maintain eye contact while listening.
- 6) Jumping to “diagnosis” and/or “treatment” rather than trying to understand and validate.
- 7) Use what the other person says as a jumping off point for talking about yourself.
- 8) Show signs of frustration when the other person is taking too long to express him- or herself.
- 9) Respond with clichés or trite reassurances.

Conflicting Forces



Purpose and Perspective

- Part of something larger and enduring
- Gratitude
- Effectiveness

Purpose and Perspective

- Consciously Focusing on Longer-Term Horizon
- Values Clarification Free Writing
- Three Good Things Exercise
- Flow Experiences
- Daily Scavenger Hunts
- Volunteering, Small Pro-Social Behaviors

Wellness



Self-Care & Self-Management

Diet

Sleep

Exercise

Recreation

Relaxation

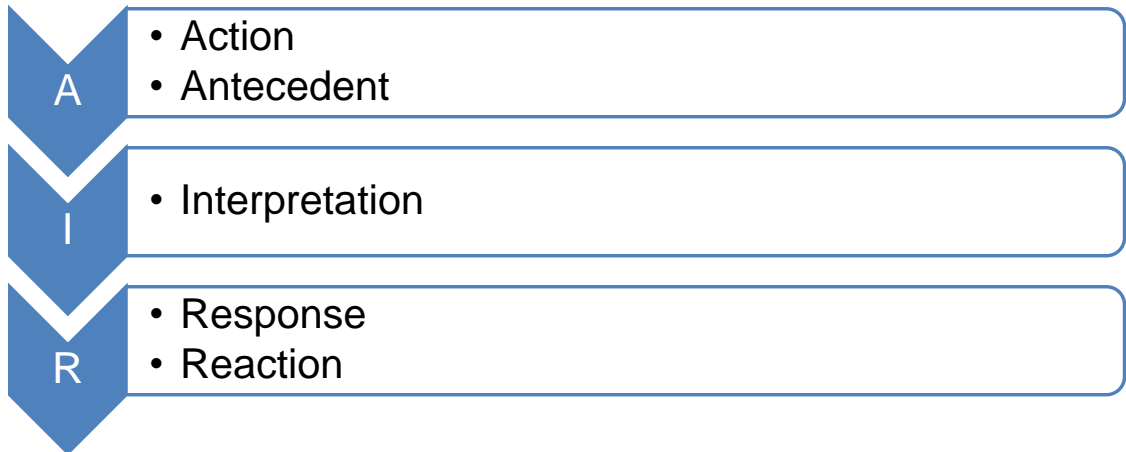
Self-Care: Barriers and Solutions

- View of busyness
- Contingency Management
- Closing the Knowing-Doing Gap

Busyness Inventory

- What is your relationship to being busy?
- How do you know when being busy transitions to overwhelmed?
- How might others recognize when you are stressed?
- What are the consequences of being too busy? What gets neglected?
- How do you feel when there are no immediate deadlines?

Cognitive Reframing



Cognitive Reframing Exercise

I remember this one time I became really upset. It involved . . .

As I look back on it, to feel that upset, I must have been assuming that . . .

I can see now how that assumption isn't rational or realistic because . . .

To be less upset in a similar situation I could . . .

Knowing-Doing Gap

- Implementation Intentions – “If X, then I will do Y,” “When X, then I will do Y.”
- Scheduling Implementation, Scheduling Reviews of Progress (relying on calendar entries)
- Public Declaration of Intentions, Eliciting Help/Accountability (partner, group)
- Slanting the Environment to Foster the Desired Behavior (making the behavior easier, more likely)
- Contingency Management -- Taking control of rewards and punishments for one’s own behavior

Relationships

- Social Support
- Assertiveness
- Conflict Resolution: create culture and cultivate relationships
 - “Clearing Model” of Addressing Conflicts:
 - Define positive intention (e.g., “It’s important to me that we . . .”)
 - The facts are . . . (stick to the facts as observable on a video recording)
 - My interpretation (story) is . . . (my interpretation of what happened)
 - I feel/felt . . . (the actual emotions as a result of the interpretation)
 - What I want is . . . (being as specific as possible, recognizing that the other person is under no obligation to obey)
- Empathy

Take Away Points

- We discussed Burnout, its prevalence, its causes, and tools used to identify it
- We identified ways to build resilience within our programs through:
 1. Self-Awareness
 2. Mindfulness
 3. Purpose and Perspective
 4. Self-Care and Self-Management
 5. Relationship Management

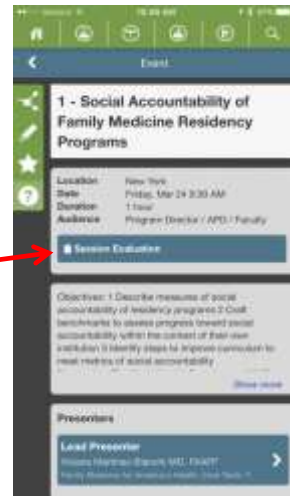
Questions



Please...

Complete the
session evaluation.

Thank you.



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