

# Calibrating the Leader: Being Well While Leading Well

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## What would it take ...?



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## Why Are We Here?

- Describe the Burnout to Thriving continuum and the importance of this as a guide for well-being.
- Identify the key drivers of well-being that will provide the foundation for meaningful, sustainable leadership.
- Develop the beginnings of a plan to help lead your residency to a higher level of fulfillment and enjoyment in both education and patient care.

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My intention today

**Highlights?**

**Insights?**

**Actions?**

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# How Are You?

*Burned-out ..... Surviving ..... Fine ..... Well ..... Thriving*



Penwell-Waines, Greenawald et al. Submitted for Publication 2017

## Our Journey: Here's the Map

- **Name (don't Shame)**
  - ✓ "It's a problem."
- **Claim (don't Blame)**
  - ✓ "It's our problem."
- **Frame (don't Proclaim)**
  - ✓ "It's a complex problem."
- **Tame (don't Disclaim)**
  - ✓ "Let's do something about this."

Greenawald, M. 2017

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# Our “Secret Weapon”: The “4<sup>th</sup> Aim”

“Care of the Patient  
Requires  
Care of the Provider.”



Bodenheimer and Sinsky. Ann Fam Med 2014

## Name It! “It’s a Problem”

# Is Burnout Real ...?!”

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# Burnout

The condition that results from the chronic inability to emotionally recover from the distress of work in down time.

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## Claim It: “It’s Our Problem”



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# Of Course We're At Risk!

- High Workload
- High Stress
- Isolating
- Fast Paced
- Long Hours
- Rapid Change
- High Expectations
- External Demands
- Emotionally and Physically Draining

# DUH!

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# Conspiracy of Silence ...?

*Compassion  
Fatigue*

*Depression*

*Hidden  
Curriculum*

*Decision  
Fatigue*



*Moral  
Distress*

*Disruptive  
Colleagues*

*Suicide*

*Relational  
Dysfunction*

*Cynicism*

*Second Victim*

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# The Consequences?

*“Burned out clinicians and staff provide burned-out clinician and staff care”*

***This is a  
Quality/Safety/Risk  
(and now Accreditation)  
Issue!***

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## Frame It: It's a Complex Problem



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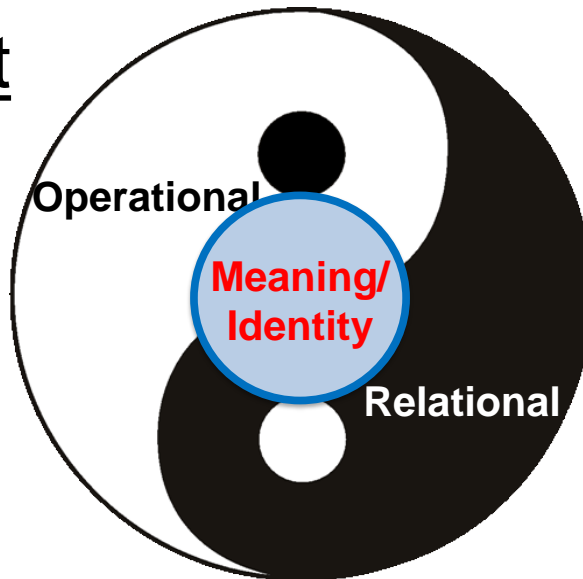
**Resilience**



**Being Well  
or Thriving**

*Burned-out ..... Survival ..... Fine ..... Well ..... Thriving*

Frame It

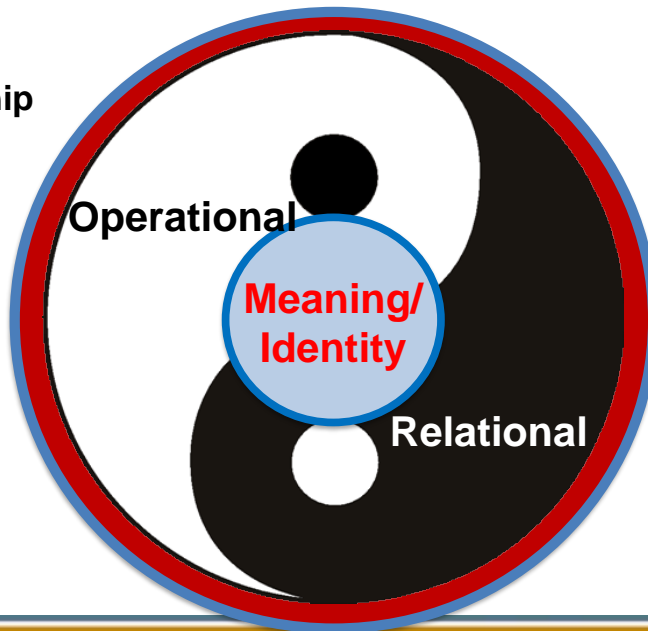


Greenawald M. 2016

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 = Culture  
 = Leadership



Greenawald M. 2016 ; Shanafelt T. 2015

## Frame It: Comprehensive Approach to 4<sup>th</sup> Aim



Modified from Drummond 2016

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## Tame It: Let's Do Something About This



*Burned-out ..... Survival ..... Fine ..... Well ..... Thriving*

## Tame It! Well-Being/Burnout Education and Skills Building

- Department Well-Being Committee (“4<sup>th</sup> Aim”)
- Create a Standard, Model It, Support It
- Connect with Quality/Safety/Risk
- Website resources (AAFP, ACGME)
- Include in Curriculum



**Talk About It!**

## Tame It! Crisis Management/Prevention

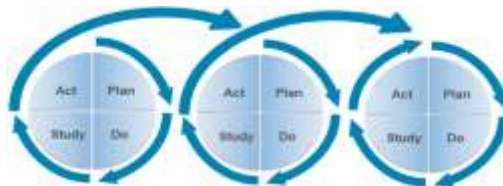
- Peer Support
- EAP, counseling
- Healthcare resources
- Crisis Hotline
- Proactive Outreach (2<sup>nd</sup> Victim)
- Website Resources



**Talk About It!!**

## Tame It! 4<sup>th</sup> Aim Continuous Improvement

- Department/Subgroup Surveys
  - 3 Things Most Stressful/Draining
- Collate data
- Share, dialogue, plan
- PDSA



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**Tame It! Culture and Connection**

**CULTURE**

**By  
Design**



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Creating a Thriving Culture – By Design  
Follow the STARRS<sup>©</sup>

**S**ervice

**T**eamwork

**A**ttitude

**R**eflection

**R**enewal

**S**elf-care

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# Creating Thriving Culture?

**Remember:**

“Magic Ratio” of Uplifts to Hassles



Frederickson, Gottman, Losada

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## 5 STARRS<sup>®</sup> Self?

The “State of the YOU<sup>®</sup>Union”

**S**ervice

**T**eamwork

**A**ttitude

**R**eflection

**R**enewal

**S**elf Care



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# 5 STARRS<sup>®</sup> Team? The “State of the Union”

**S**ervice  
**T**eamwork  
**A**ttitude  
**R**eflection  
**R**enewal  
**S**elf Care



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Remember ....



**The Goal is not “Survival.”**  
**The goal is Thriving and Meaning**  
**and Fulfillment ...**  
**and Connection ....**

*Burned-out ..... Survival ..... Fine ..... Well ..... **Thriving***

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