Calibrating the Leader: Being Well While Leading Well

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What would it take …?

I ❤️ MY Work!
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.

My intention today

Highlights?
Insights?
Actions?
How Are You?

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

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.”
Our “Secret Weapon”: The “4th 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 …?!?”
Burnout

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

Greenawald, M. 2017

Claim It: “It’s Our Problem”
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!

Conspiracy of Silence …?

- Compassion Fatigue
- Depression
- Hidden Curriculum
- Moral Distress
- Decision Fatigue
- Suicide
- Relational Dysfunction
- Disruptive Colleagues
- Cynicism
- Second Victim
The Consequences?

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

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

Frame It: It’s a Complex Problem
Resilience  

Being Well or Thriving

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

Frame It

Operational

Meaning/Identity

Relational

Greenawald M. 2016
Frame It: Comprehensive Approach to 4th Aim

Wellbeing/Burnout Education and Skills Building
Crisis Management and Prevention
Culture and Connection
4th Aim Continuous Improvement

Modified from Drummond 2016
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 ("4th 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\textsuperscript{nd} Victim)
- Website Resources

Talk About It!!

Tame It! 4\textsuperscript{th} Aim Continuous Improvement

- Department/Subgroup Surveys
  - 3 Things Most Stressful/Draining
- Collate data
- Share, dialogue, plan
- PDSA
Creating a Thriving Culture – By Design
Follow the STARRS©

Service
Teamwork
Attitude
Reflection
Renewal
Self-care

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Creating Thriving Culture?

Remember:
“Magic Ratio” of Uplifts to Hassles

3:1

Frederickson, Gottman, Losada

5 STARRS® Self?
The “State of the YOUnion”

Service
Teamwork
Attitude
Reflection
Renewal
Self Care
5 STARRS© Team?
The “State of the Union”

Service
Teamwork
Attitude
Reflection
Renewal
Self Care

Remember …. 

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

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