

Resiliency: Not a Buzzword

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Buzzword
A word or phrase which has become fashionable or popular, or sounds technical or important and is used to impress people.

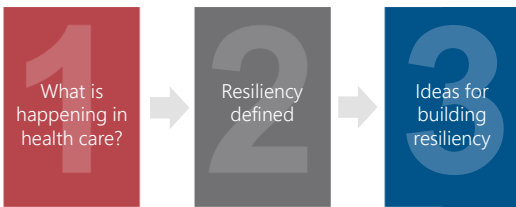


Learning Objectives

- 1 Describe what is happening in healthcare today
- 2 Define resiliency
- 3 Provide ideas for you and your organization

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Building Resilient Organizations




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3

1 What is happening in health care?

1 Stepping Back


- Years of research on physician disruptive behavior, concluding in dissertation in 2010
- Model tested and proven to be effective
- Many years later, problem still persists



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1 Action Learning Model

- Model tested and proven to be effective
- Many years later, problem still persists
- What was missing? Why has this behavior continued?



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1 What if.....???

The flowchart illustrates a cycle of events in the medical profession. It starts with 'Physician Disruptive Behavior', which leads to 'Physician and Caregiver Burnout', and finally to 'Resilience and Well Being'. Each stage is accompanied by a photograph: a doctor on a phone, a doctor looking stressed, and a group of healthcare professionals smiling.

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1 Industry Pressures

- Medicine is changing rapidly
 - Electronic records
 - Administrative burdens
 - Regulatory requirements
- Physician shortage
- Decrease of physicians going into medicine
- More early retirement
- New emerging care providers (NP, PA, etc)

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1 Physicians are struggling.....

To what extent to you have feelings of professional burnout?


Extent	Percentage
Always	17.2%
Sometimes	25.4%
Often	31.4%

What best describes how you feel about the future of the medical profession?


Feeling	Percentage
Pessimistic	67.8%
Optimistic	37.2%

Source: The Physicians Foundation 2016 9


1 Burnout: Beyond the care teams



25% of all employees in survey stated that work was the number **one** stressor in their lives (according to CDC)



"Stress is a global epidemic of the 21st century"



82.6% of all health cases are for emotional health issues (depression, stress, anxiety)

Source: Fernandez (2016) Harvard Business Review.

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1 Worth our attention

"Stress costs U.S. businesses roughly \$300 billion a year as a result of absenteeism, reduced productivity levels, and employee turnover."

American Psychological Association

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1 Burnout: How does it show up?

Exhaustion

- "I'm not sure how much longer I can do this?"

Depersonalization

- "All that patient wants is pain meds and really doesn't have a problem."
- Compassion fatigue
- "I wish I wouldn't have to go to work today."

Lack of purpose or efficacy

- "My work doesn't matter anyway. What's the use?"
- "What if I make a mistake? I'll get fired or sued."

Source: AAFP 2017

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1 What happens when an organization experiences burnout?



- Decline in morale
- Physician and staff retention declines and engagement erodes
- Barrier for staff finding joy in their work
- Behavior can be misinterpreted as "low performance" versus a person in crisis
- Others?

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1 Table Reflection


Are you currently working with someone who is experiencing signs of burnout?

What burnout symptoms do you see in your organization?



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1 What can we do? Is there a solution?



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2 Resiliency Defined

2 Re-sil-i-ence [rə'zilyəns]

Definition:
The capacity to recover quickly from difficulties or challenges

Quote on a board at Matter Health:
Resilience – the ability to stay strong, motivated and optimistic in the face of challenging times

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2 When we were little.....

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2 Or quotes like this....

When life's strong winds come blowing, bend with them, and let go. By bending you will become stronger in new places. By letting go, you will be making room for the new and better.

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2 And, we all believe that this is true....right?

Life doesn't get easier or more forgiving, we get stronger and more resilient.
-Steve Maraboli

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2 Group Reflection

? In those children books, what is the common theme?
What experiences or feelings did we have as children that we don't have as adults?

Make mistakes **adventure** **awe**
 friends **love** Quiet time **play**
laughter **joy** **wonder**

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2 Where do you get resiliency?

WHERE DO YOU GET YOUR RESILIENCE FROM?
Survey responses from 835 British employees.



My organization

The work I do

My relationships

Myself




Source	Percentage
My organization	15%
The work I do	20%
My relationships	50%
Myself	15%

SOURCE "TOUGH AT THE TOP," BY SARAH BOND AND GILLIAN SHAPIRO HBR.ORG

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2 It works!



Neuroplasticity


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2 Requires Discipline and Practice



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2 Table Reflection



What do you do to support your team to learn resiliency?
Are there any tools, products or services that you have used that has supported resiliency training for your organization?

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3 Ideas for Building Resiliency

3 What can you do to build resiliency?

Mindfulness, self-care and self-compassion

- No technology zones or times (detachment breaks)
- Boundaries
- Write down your contributions




Mind Full, or Mindful?




Build rich interpersonal connections (like what is happening here!) and offering mutual support.

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3 More ideas



Tell stories that connect back to your mission and share it. Bring patients and customers back to the center of every conversation.




Brainstorm with others and advocate for solutions




Allow your team to fail – learn and thrive from it

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3 More ideas...



Don't be the source of stress – commit to positive interactions



Build friendships with people at work



Accept and embrace feedback

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3 It's about you AND your team

INDIVIDUAL RESPONSES	COMPLEMENTARY ORGANIZATIONAL RESPONSES
Recognize signs of burnout in oneself	Recognize signs of burnout in employees
Model strong self-care for good physical and mental health (exercise, sleep, diet)	Provide on-site exercise opportunities and time for exercise and meals; model good self-care
Nurture supportive social networks	Welcome and provide space for informal meetings
Recharge frequently and effectively (time away from work)	Actively encourage (not discourage) time away
Nurture effective coping skills (learn to say no; effective communication skills; problem resolution)	Provide communication skills training, manager coaching skills development and support for efficiency improvements
Model self-compassion	Acknowledge and recognize employees for their hard work and compassion
Cultivate purpose and meaning in work	Recognize hard work and compassion for patients; celebrate and support joy in work

Source: Andrews & Bonvicini (August 2016, MGMA)
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3 Established Resiliency Programs



A few common themes from all programs include self awareness, mindfulness, meditation and gratitude

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3 Reflections

Just like all people need resilience, all organization do too.”

“The extension of grace is rooted in a long-standing coping mechanisms passed down from people who had no option in many case but to forgive and move on.....”

“Collective resilience requires more than just shared hope...it is also fueled by shared experiences, shared narratives and shared power.”
Sheryl Sandberg

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3 What must be in place to be successful in building resiliency?

- Create high levels of trust
- Embrace failures and taking risks
- Create safety for feedback and insights to be shared
- Diffuse power
- Set the example – leadership must encourage and reward evolved thinking and learning


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3 Forward thinking.....and bold

“Integrating mindfulness into core talent processes such as onboarding, manager training, performance conversations and leadership development is also critical, though most organizations are not yet at this stage of adoption.”
R. Fernandez


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3 Group Reflection

 What is one step you could take at work next week that could begin to move your organization forward towards being a more resilient work environment?

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3 Pondering...



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3

- “[M]edicine still has not gotten it. Wellness of healthcare providers should be more important than how to make them more productive.” Dr. Kim Yu

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All of us together,
united by a common purpose.
To brighten the future of health care.



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41

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42

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43

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