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

A Train the Trainer Workshop.

Well Med³ - May 8-12, 2018

Goal

The purpose of this workshop is to share resiliency training materials as a train the trainer workshop to help teachers promote resiliency at their institution using four individual strategies promoting wellness and resiliency.

Objectives

Participants completing this workshop training will be able to:

1. Compare and contrast wellness, stress, burnout and four major elements of resiliency.
2. Initiate the development of a resiliency training program.
3. List wellness and resiliency resources.
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Agenda
1. Introductions
2. Vanderbilt University Medical Center Model
3. Resiliency Training Content
4. Planning, Implementation, and Evaluation
5. Approach to Improvements
6. Review of Materials and Collaborations
7. Summary

Introduction
“Education is the most powerful weapon which you can use to change the world.”
~Nelson Mandela

Six Sources of Burnout
“…a major mismatch between the nature of the job and the nature of the person who does the job.”
~Christina Maslach, p.9

Consequences of Burnout

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Conceptual Framework

The External System
- Functional & Nurturing

The Internal System
- "Personal & Institutional Vitality"
- Professinally Competent & Well

Work Environment Individual
- "The Perfect Storm"

Dysfunctional
- Unprofessional & Unsafe

Maslach’s Model: Preventing & Resolving Burnout

Individual Approach
- Starts with person
- Becomes group project
- Connects to organization
- Outcome affects related mismatches

Organizational Approach
- Starts with management
- Becomes organizational project
- Connects to people

National Academies of Medicine

February 2, 2018
NAM Action
Collaborative Public Webinar - Presentation of the Working Groups’ Deliverables


CPH Individual Approaches

- Individual Self-Improvement
- Individual Workplace Solutions
- Invest in Individual Workplace Culture Solutions

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CPH Organizational Approaches

- Culture of Safety and Wellness
- Workflow
- Financial
- Organizational

Vanderbilt University Medical Center Model

VUMC History Timeline

The Educational Continuum:
Student – Resident – Fellow – Physician
Graduate Student – Post-Doc - Scientist

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Faculty Wellness Committee

The mission of the FWC is to develop and implement a comprehensive program of education and prevention strategies for Vanderbilt faculty within the medical center. Activities complement the established procedures of the Faculty Physician Wellness Program (FPWP).

Faculty Wellness Committee

- Organization:
  - Chair
  - Members (faculty, residents, fellows)
  - Deans (UME, GME, FA)
- Quarterly meetings
- Themed activities
  - 2008: Burnout
  - 2009: Depression
  - 2010: Transition project
  - 2011: Retirement
  - 2012: Resiliency
  - 2013: Proper prescribing CPD
  - 2014: Proper prescribing CPD
  - 2015: Year of the Scientist
  - 2016: Year of the Scientist
  - 2017: Women’s Physician Wellness Retreat

Vanderbilt University Medical Center

- 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

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 Resilience - 10 ways to build resilience (APA: http://www.apa.org/helpcenter/road-resilience.aspx)
- Caring and supportive relationships (in/outside the family)

The Professional Health & Wellness Spectrum

Four Strategies for Enhancing Resiliency

Self-Care
Manage Energy
EI
Mindfulness

B-A:SMART-ER Intent to change goal and objective writing
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**B-A-SMART-ER®**

Intent to Change Goals & Objectives

- B - Barriers
- A - Accountability
- S - Specific
- M - Measurable
- A - Appropriate
- R - Relevant & Rewards
- T - Timely
- E - Evaluate
- R - Re-evaluate

**Questions on Content**

**Planning, Implementation, and Evaluation**

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Planning

• Worksheet part 1 (pages 1-2)
• Work individually (~10 minutes)

Research Question and Design

• Worksheet part 2 (pages 3-4)
• Work individually (~10 minutes)

Implementation Plan & Resources

• Worksheet parts 3 and 4 (pages 4-5)
• Work individually (~10 minutes)

Evaluation

• Worksheet part 5 (page 6)
• Work individually (~10 minutes)
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Approaches to Improvement

AMA Quadruple Aim and Drivers

The Triple Aim:
1. Better care for individuals
2. Better health for populations
3. Lower costs

Quadruple Aim: (Updated 2017)
4. Clinician well-being

Sinsky, Christine, et al. Creating the Organizational Foundation for Joy in Medicine.™ Organizational changes lead to physician satisfaction. American Medical Association, 2017. © All rights reserved.

AMA Quadruple Aim and Drivers

Figure 2: Key drivers of burnout and engagement in physicians. Reprinted from Mayo Clinic Proceedings, Vol. 92 Issue 1, Shanafelt T., Noseworthy, J.H., Executive Leadership and Physician Wellbeing: Nine Organizations. Strategies to Promote Engagement and Reduce Burnout. Pages No. 129-146, Copyright (2017), with permission from Elsevier.
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**Promoting Change**

- Leadership commitment
- Supportive institutional policies
- Program or model to guide graduated interventions
  - Surveillance tools and baseline measures
  - Interventions for affecting change
  - Processes for reviewing change
- Multi-level training
- Resources to help

**Measuring**

- MBI
- Resilience and stress levels
- Mini-Z 2.0
- Internal surveys
- Exit surveys
- Key strokes (EMR)
- Process flows (QI projects)
- Hours/evening
- Etc.

**Promoting Change**

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

- AA quote

**Measuring**

**Approaches to Improvement**

- Worksheet part 6 (page 7)
- Work individually (~5 minutes)
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Resources

1. ACP – web page:
   - https://www.acponline.org/practice-resources/physician-well-being-and-professional-satisfaction

2. AMA Steps Forward Web page
   - https://www.stepsforward.org/

3. National Academy of Medicine
   - https://nam.edu/initiatives/clinician-resilience-and-well-being/

4. CPH – web page (revision in progress)
   - https://ww2.mc.vanderbilt.edu/cph/
Collaboration

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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)

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 and four major elements of resiliency.
2. Initiate the development of a resiliency training program.
3. List wellness and resiliency resources.

Evaluations

- Complete and return
- Help us improve
- If interested in collaboration – sign up

The Truth About Burnout

“The twin goals of preventing burnout and building engagement are possible and necessary in today’s working world. These goals cannot be easily achieved by an individual. Rather, people have to work together to make them happen. And if we all commit ourselves to the long-term process of organizational progress, we will be rewarded with workplaces that are more productive and resilient as well as humane.”

~Maslach & Leiter, p. 127.