

Theresa A. Bingemann, MD

Associate Professor of Pediatrics and Medicine

University of Rochester School of Medicine and Dentistry

Teaching

Promoting Resilience



# Outline

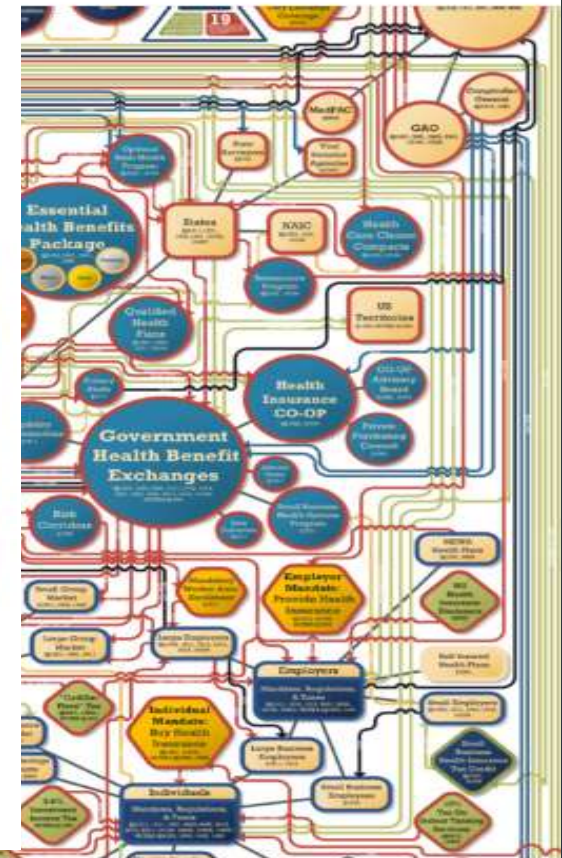
- Why discuss resilience?
- What is resilience?
- Can it be changed?
- Promoting resilience

*It is not the strongest of the species that survive, nor the most intelligent, but the ones most resilient and responsive to change.*

*Charles Darwin*

# Why are doctors burned out? Our health care system is a complicated mess

By STEVEN ADELMAN and HARRIS A. BERMAN / DECEMBER 15, 2016



The Congressional Joint Economic Committee created this flowchart to map Obamacare.

CONGRESSIONAL JOINT ECONOMIC COMMITTEE

<https://www.statnews.com/2016/12/15/burnout-doctors-medicine/>

Maslach et al have described **burnout** as:

“What started out as important, meaningful and challenging work becomes unpleasant, unfulfilling and meaningless. Energy turns to exhaustion, involvement turns to cynicism, and efficacy turns into ineffectiveness.”

O'Brien, S. E., (2017).. *The Journal of Pediatrics*, 182, 6–7

### Era of distress



Distress Mindset

**Lack of awareness**

Self-care

- Isolation
- Performance

### Well-being 1.0



Well-being Mindset

**Awareness**

Resilience

- Connection
- Frustration

### Well-being 2.0



Well-being Mindset

**Action**

Mindset

Self-compassion

- Community
- Meaning and purpose

FIGURE 1. Professional characteristics and mindset of the 3 eras of physician well-being.



# Factors effecting physician well-being and resilience



Brigham, T. et al, 2018. A Journey to Construct an All-Encompassing Conceptual Model of Factors Affecting Clinician Well-Being and Resilience. *NAM Perspectives*. Discussion Paper, National Academy of Medicine, Washington, DC.

# Institute for Healthcare Improvement (IHI)

## Framework for Improving Joy in Work

### Real-Time Measurement

Contributing to regular feedback systems, radical candor in assessments

### Wellness & Resilience

Health and wellness self-care, cultivating resilience and stress management, role modeling values system appreciation for whole person and family, work/life balance, mental health (depression, anxiety) support.

### Daily Improvement

Employing knowledge of improvement science and critical eye to recognize opportunities to improve, regular proactive learning from defects and successes

### Camaraderie & Teamwork

Commensality\*, social cohesion, productive teams, shared understanding, trusting relationships.

\*the practice of eating together



### Physical & Psychological Safety:

Equitable environment, free from harm. Just Culture that is safe and respectful, support for the Second Victim

### Meaning & Purpose

Daily work is connected to what called individuals to practice, line of sight to organization mission and goals, constancy of purpose

### Choice & Autonomy

Environment supports choice and flexibility in work, hours, and use of electronic health records

### Recognition & Rewards

Leaders understand daily work, recognizing what team members are doing and celebrating outcomes.

### Participative Management

Co-production of joy, leaders create space to hear, listen and involve before acting, clear communication and consensus building as part of decision making.

Perlo J., IHI Framework for Improving Joy in Work. Institute for Healthcare Improvement 2017. ( Available at [ihi.org](http://ihi.org) )





# What is Resilience

- Resiliency is the ability to bounce back—to do your best each day regardless of the stress you are under
- To be resilient is to have the ability to adapt, grow, and change in the face of adversity
- This can be learned and practiced

# Resilience

- The process of harnessing the resources we need to sustain well-being
  - Resources
    - External
    - Internal
    - Existential

## Resilience Resources

External

- Who supports me?
- Whom do I call when I need help?

Internal

- What are my strengths and skills?
- How can I develop them?

Existential

- What should I learn from this?
- What I am a grateful for?

# The key to resilience

Self-  
awareness

Self-  
monitoring

*Epstein, R. Acad Med. 2013;88:382–389.*





## Individual Factors of Resilience

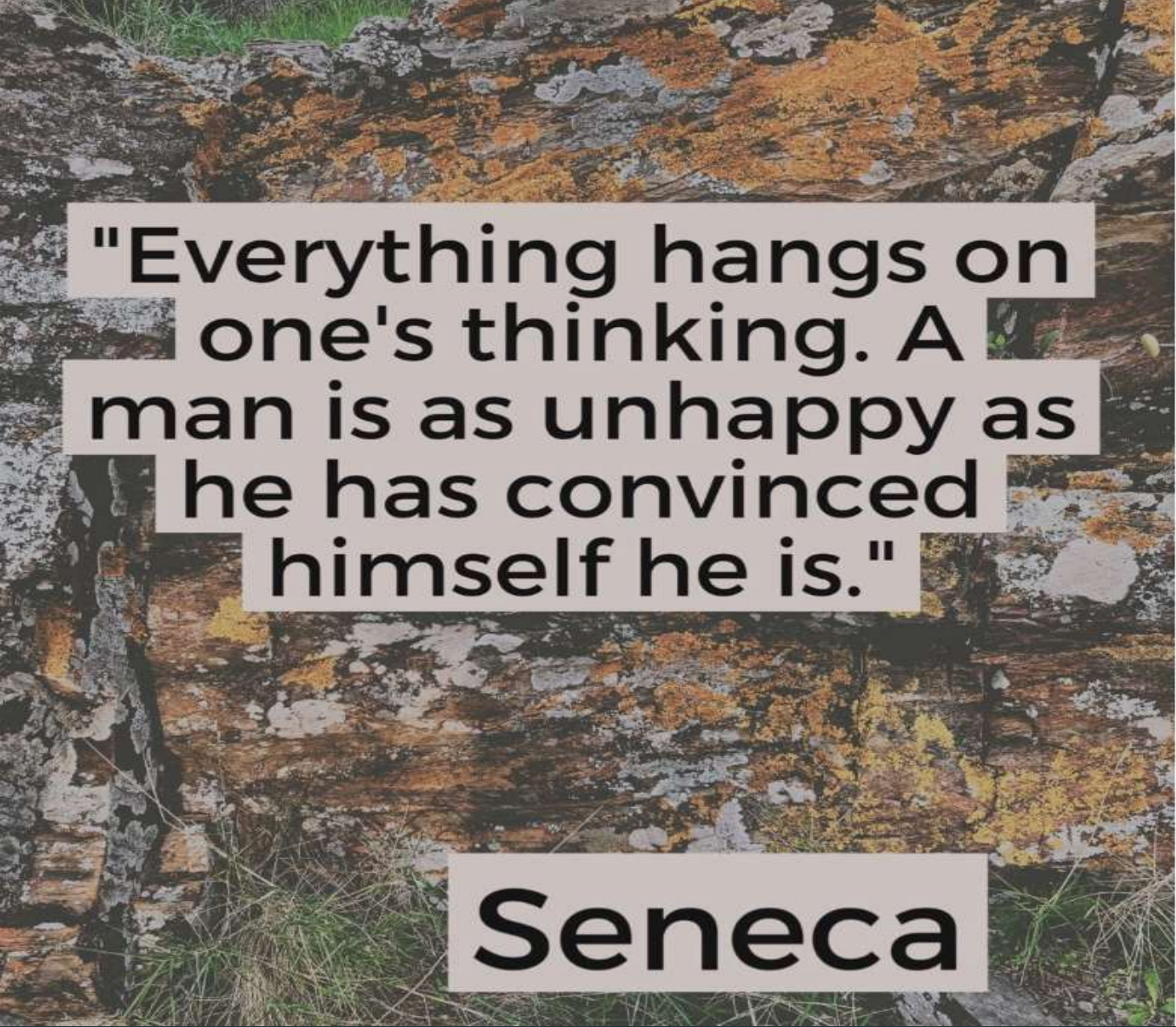
- Capacity for mindfulness
- Self-monitoring
- Limit setting
- Attitudes
  - That promote constructive and healthy engagement
  - Rather than withdrawal from challenges

*Epstein, R. Acad Med. 2013;88:382–389.*

## Strategies proposed to develop resilience in other professions



- Building relationships through networking and mentoring
- Maintaining a positive attitude through laughter and optimism
- Having insight into one's own risk and protective factors around stress
- Using life balance and spirituality to give meaning to life
- Becoming more reflective



**"Everything hangs on  
one's thinking. A  
man is as unhappy as  
he has convinced  
himself he is."**

**Seneca**

## Common mindsets in medicine

- Viewing performance as identity
- Personalization and self-blame
- Negativity bias
- Pessimistic explanatory style
- Cynicism
- Maladaptive Perfectionism
- Imposter syndrome
- Fixed vs. Growth Mindset
- Cognitive distortions



# Optimize your mindset

- **Metacognition** – the ability to examine your own thinking
- **Mindfulness** – noticing/awareness
  - allows for the ability to step back from automatic, habitual reactions
  - is highly predictive of work engagement and well-being





# Cognitive Reframing

- Cognitive restructuring
  - Notice the thought
  - Label it with kindness
  - Dispute the distortion



# STAGE Framework

- **S** - Savor
- **T** - Think
- **A** - Aspire
- **G** - Give
- **E** - Empathize

The Future of Happiness by Amy Blankson

# Savor

- Be mindful, notice the good things around you
- Make a pleasurable experience last as long as possible

The Future of Happiness by Amy Blankson





# Think

- Identify and appreciate the things people do for us
- Increases optimism and self-confidence
- Deepens relationships with loved ones
- When you express gratitude –you get kindness and gratitude in return

The Future of Happiness by Amy Blankson



# Aspire

- Feeling hopeful, having a sense of purpose, being optimistic
- People that create meaning in their life are happier and more satisfied
- Make goals seem attainable
- Hope correlates with how people perform tasks
- Believing that your goals are in reach creates meaning and purpose



# Give



- Makes others happier
- Being kind reduces stress, isolation and anger
- Increases happiness and connection with the world
- More likely to try new experiences
- 42% increase in happiness when doing acts of kindness
- Reflecting on nice things we have done for others improves your mood

The Future of Happiness by Amy Blankson



# Empathize

- Ability to care about others
- Ability to imagine and understand the thoughts and behaviors of others
- Reduces judgement and frustrations
- Increases patience
- Reduces anger



# Happiness Hacks

- Start small
- Select the right tool
- Know when to move on

The Future of Happiness by Amy Blankson

There is nothing good or bad but thinking  
makes it so

William Shakespeare

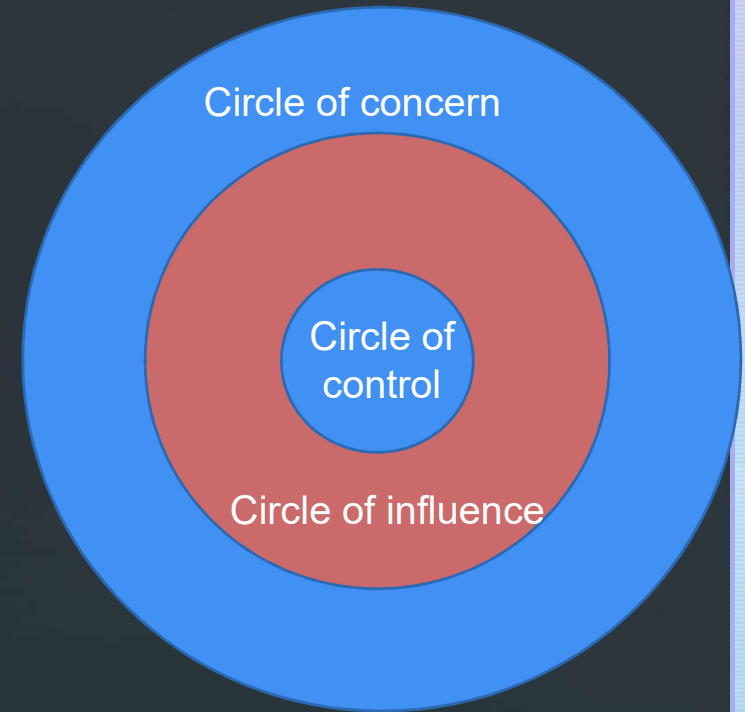
## FRAMEWORK FOR LINKING CULTURAL NORMS IN MEDICINE WITH BURNOUT FACTORS AND POTENTIAL INTERVENTIONS

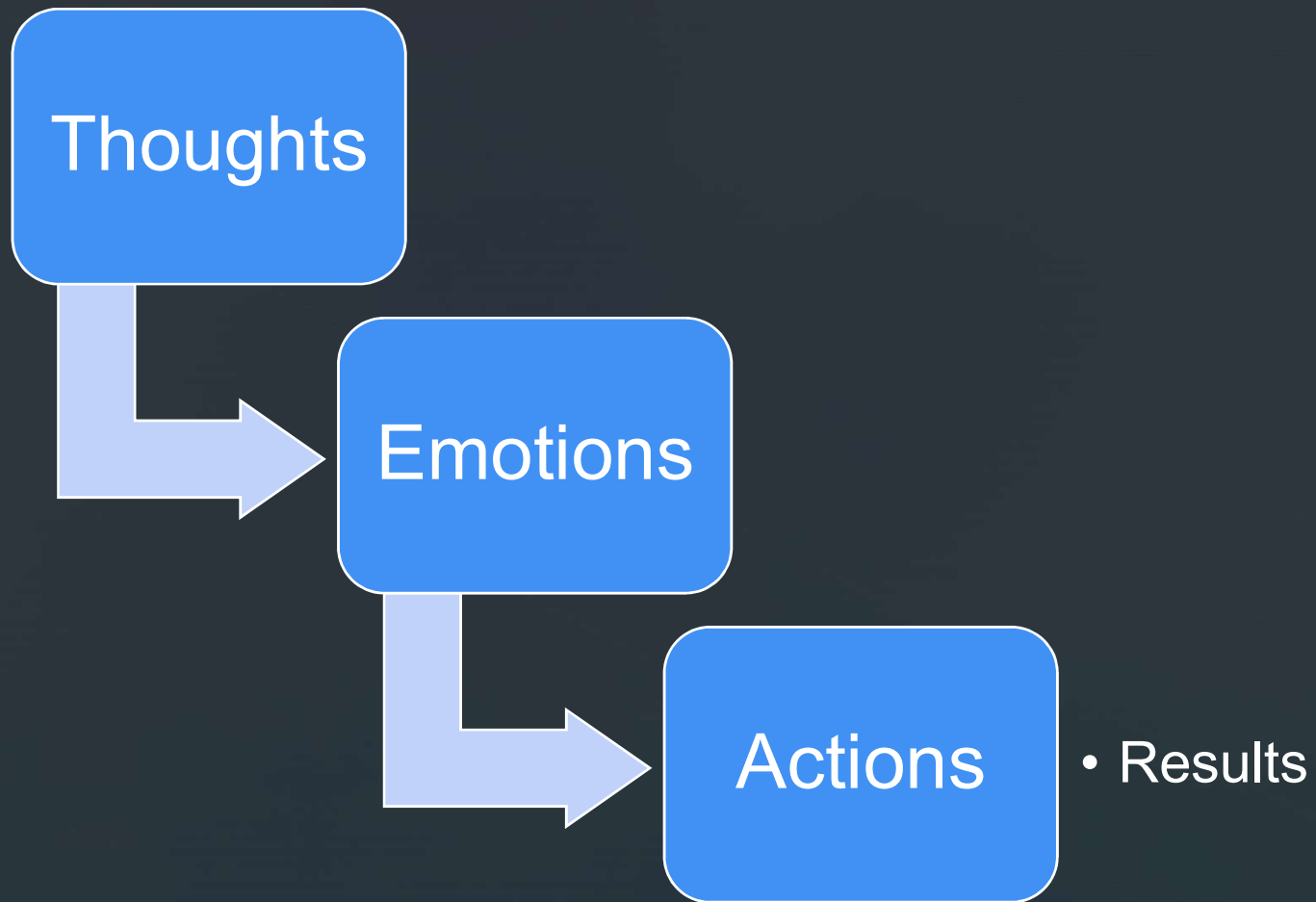
Positive value	Negative potential	Burnout factor(s)	Potential mental training interventions
Service	Deprivation	Compassion fatigue Entitlement	Reframing Appreciation and gratitude
Excellence	Invincibility	Emotional exhaustion	Mindful self-compassion Inner critic awareness
Curative competence	Omnipotency	Ineffectiveness Cynicism	Self-awareness Generous listening
Compassion	Isolation	Depersonalization	Connection and community Silence as energizing



## RESILIENCY TRIAD

This diagram, developed by the lead author, shows the interaction between a physician's values, level of insight, and dedication to a healthy lifestyle that makes him or her better able to cope with the challenges of the medical profession.





What can you control?

Yourself

Your  
beliefs

Your  
thoughts

Your  
actions

## What you can do

### ■ **EXTERNAL**

- Model wellness
- Discuss the challenges
- Foster community/supportive relationships
- Provide resources for assistance
- Utilize frameworks that support a culture of wellness

**TABLE V.** Recommended potential approaches to improve FIT wellness

---

Hold periodic meetings between faculty and FIT, including outside the medical setting.

Have FIT discuss issue(s) with faculty and program director as an entire group rather than from one individual. Suggest possible solutions.

Make sincere effort by faculty to implement recommended changes.

Address clerical and nonclinical tasks by FIT.

Simply ask periodically how an FIT is doing

Have at least one faculty wellness representative model wellness.

---

*FIT*, fellows-in-training.



## Ways to promote resiliency

- Process transparency
- If you do surveys, share participation rates and results
- Address the issues raised
- Change what you can
- Acknowledge what you can't
- Be authentic

## Everyday Resilience: Practical Tools to Promote Resilience Among Medical Students

*Galina Gheihman, HBSc<sup>1</sup>, Cynthia Cooper, MD<sup>1,2</sup>, and Arabella Simpkin, MD, MMSc<sup>1,2</sup>*

<sup>1</sup>Harvard Medical School, Boston, MA, USA; <sup>2</sup>Department of Medicine, Massachusetts General Hospital, Boston, MA, USA.

### **2 tools:**

to engage in self-reflection, identify personal strengths, and build active coping skills:



Textbox 1. Participant worksheet for the resilience tool “Breaking Down ‘Easy’” taught in the student-led workshop.

Breaking Down “Easy”

1. Think of a task that comes easily to you but others might find difficult to perform. Write down a task you performed recently above the line below.
2. What goes into making this task possible? Below the task, list factors, subtasks, and personal traits required to complete this task.
3. Translate these traits and characteristics into strengths.

---

Task:

---

Textbox 2. Participant worksheet for the resilience tool “My Resilience Practice” taught in the student-led workshop.

My Resilience Practice

Resilience is a daily practice. Below, in each of the quadrants identify the ways in which you have reliably dealt with stressors in the past or would like to try to in the future.

**Space**  
*Where do you go?*

**Reflection**  
*How do you think and process best?*

**Self-Expression**  
*How do you create? What do you create?*

**Connection**  
*Who are the people you can rely on?*

# Appreciative Inquiry

## Philosophy

- Assumes people move in the direction of what they study, focus on, and talk about

## Method of change

- People change most readily when they focus on strengths, patterns of success, and who they are at their best

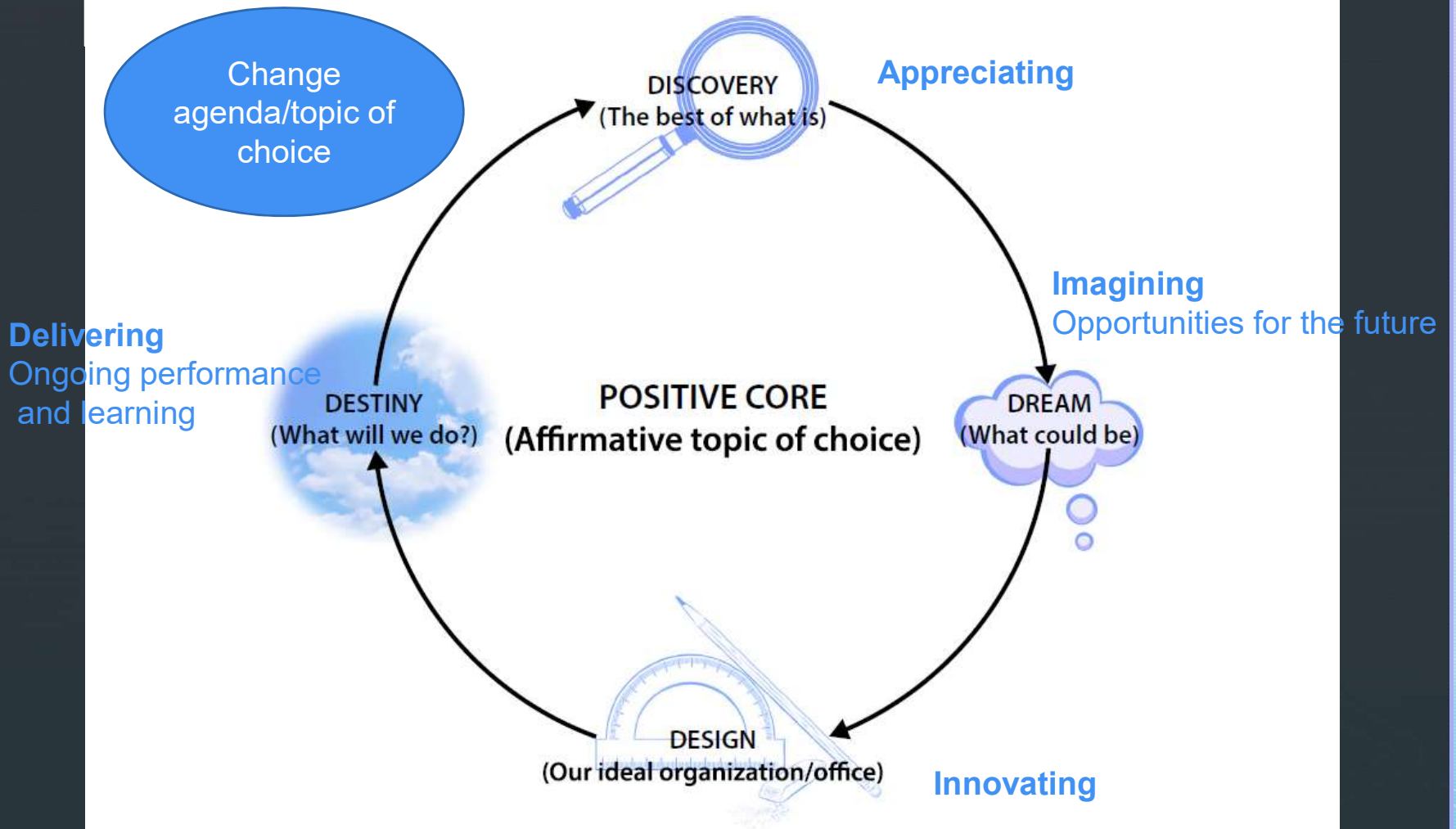


Figure 3. The principles and process of appreciative inquiry.

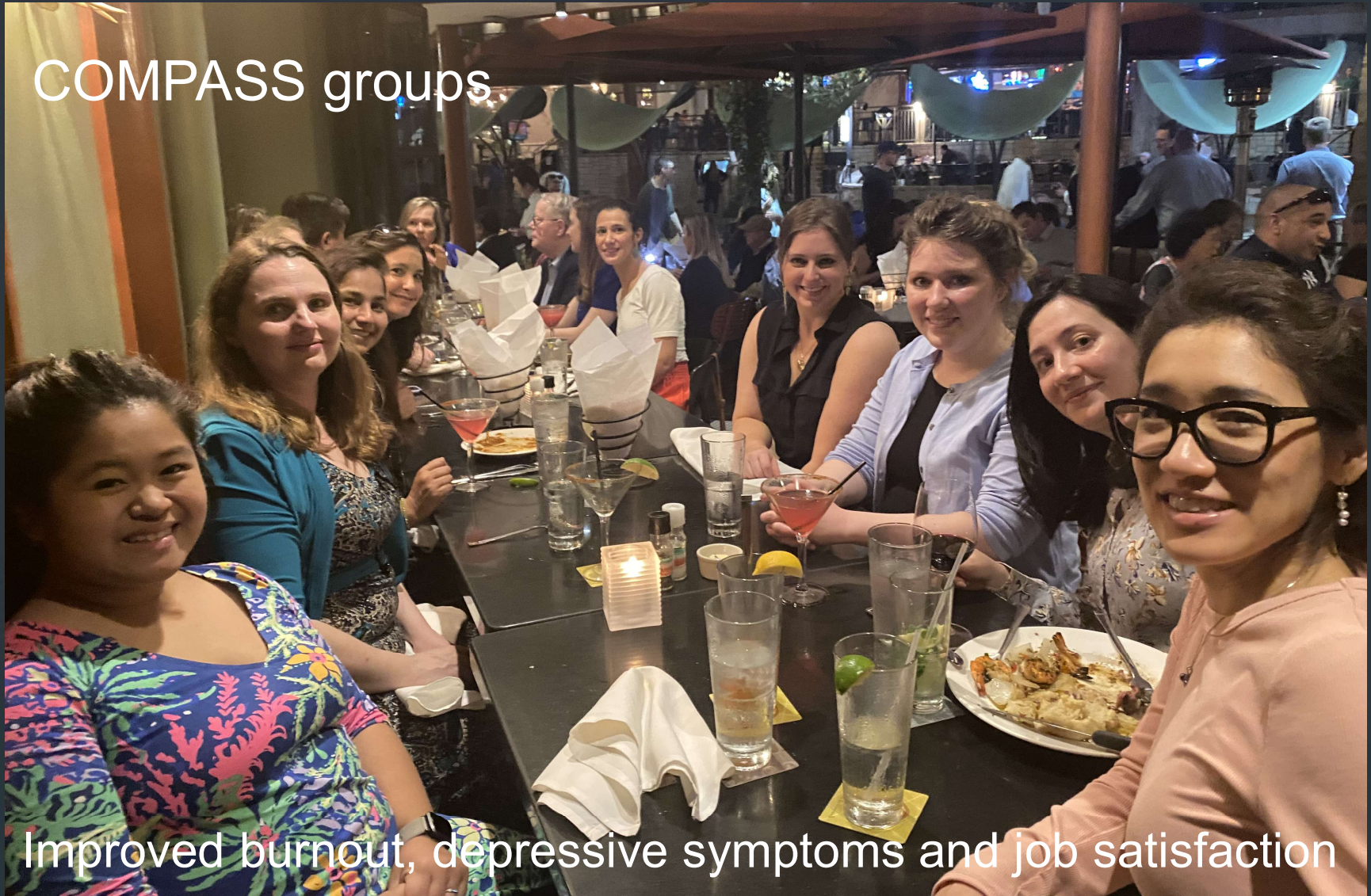
## External/internal/existential

## Balint Groups

- A method designed to enhance communication skills among physicians and puts emphasis on the physician-patient relationship
- Presenter will discuss an issue and an explore a case from the perspective of the physician and patient
- Improved wellness, increased patient centeredness and satisfaction with interactions



# COMPASS groups



Improved burnout, depressive symptoms and job satisfaction

West, CP. Mayo Clin Proc. 2021;96(10):2606-2614

# Association of an Educational Program in Mindful Communication With Burnout, Empathy, and Attitudes Among Primary Care Physicians

**Objective** To determine whether an intensive educational program in mindfulness, communication, and self-awareness is associated with improvement in primary care physicians' well-being, psychological distress, burnout, and capacity for relating to patients.

**Conclusions** Participation in a mindful communication program was associated with short-term and sustained improvements in well-being and attitudes associated with patient-centered care.

Krasner, MS JAMA, September 23/30, 2009—Vol 302, No. 12



# Take all of your time off and encourage others to do so Disconnect from work



Gratitude

Empathy

Mindfulness



### POSITIVE EMOTION

the right balance  
of heartfelt  
positivity to boost  
our resilience



### ENGAGEMENT

the regular  
development of  
our strengths –  
those things –  
we're good at and  
enjoy doing



### RELATIONSHIPS

the creation of  
authentic,  
energizing  
connections



### MEANING

a sense of  
connection to  
something bigger  
than ourselves



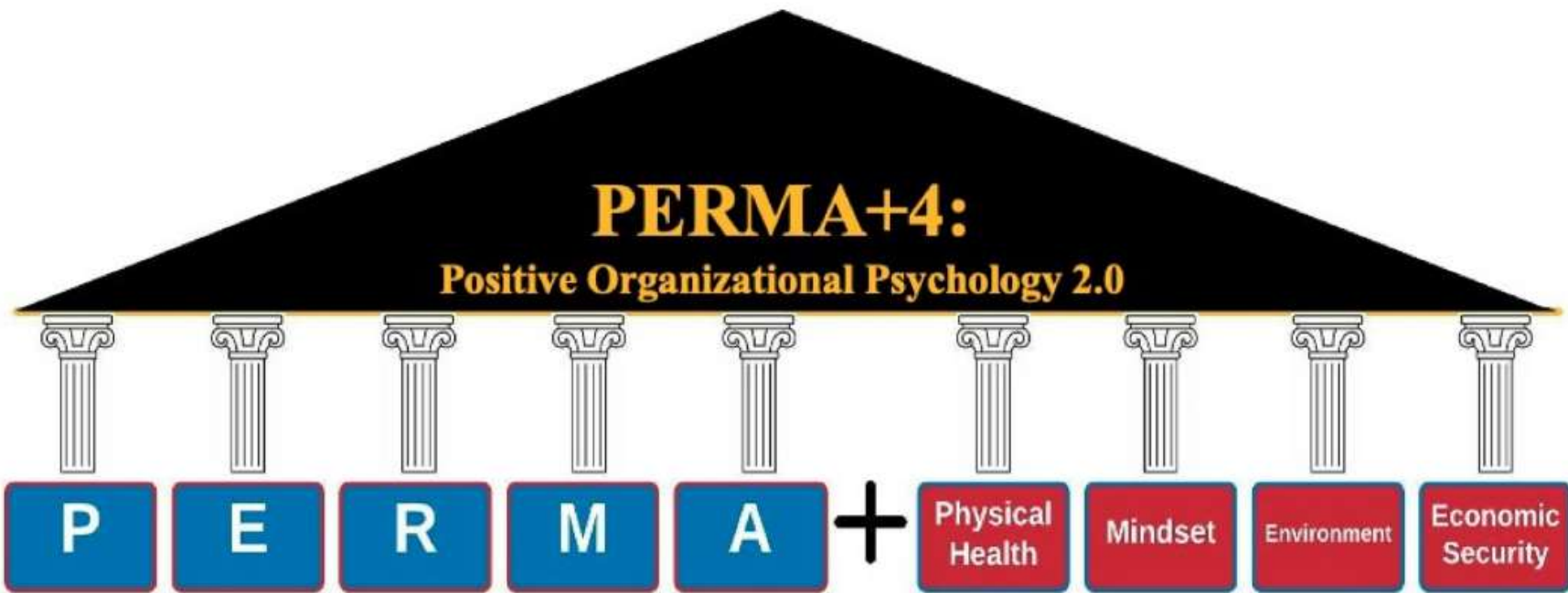
### ACCOMPLISHMENT

the belief and  
ability to do the  
things that matter  
most to us

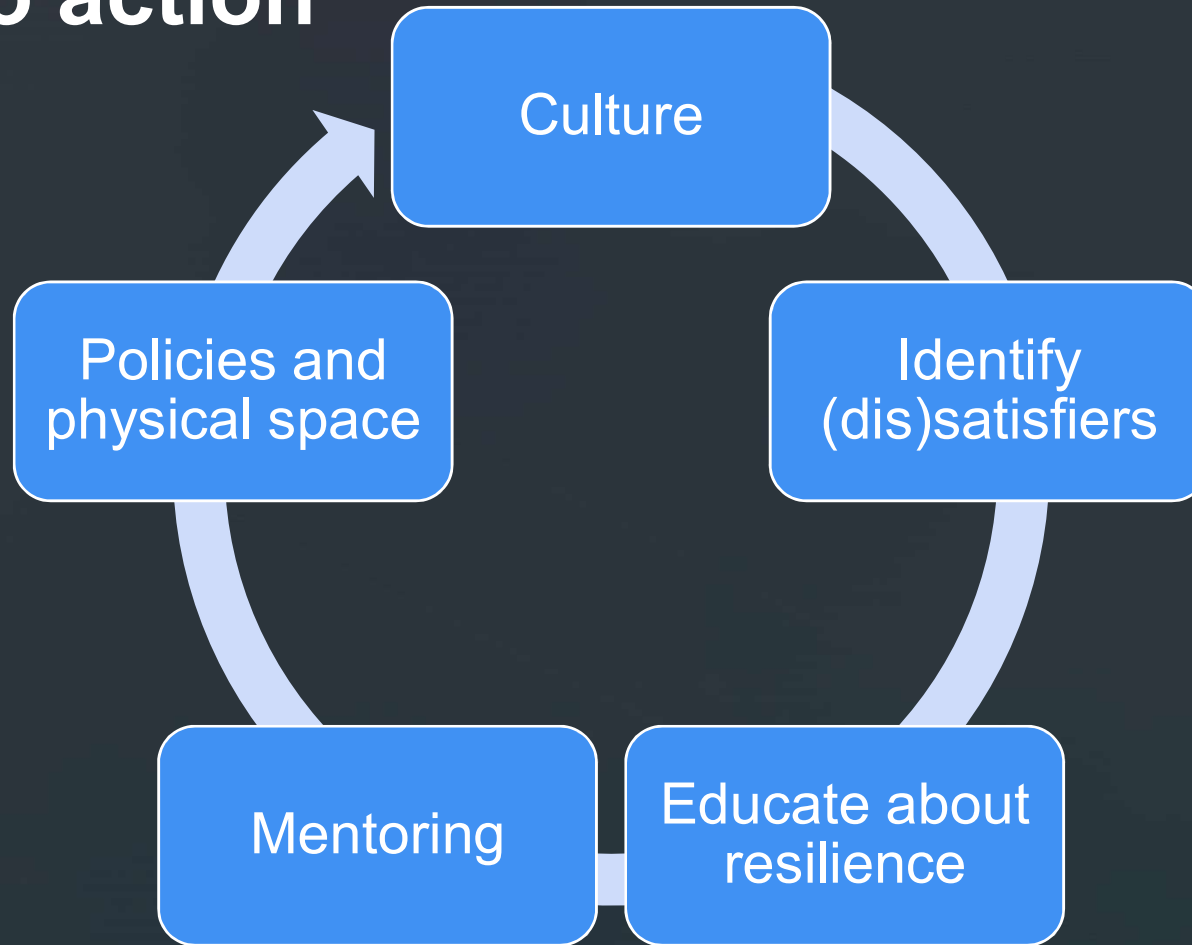


### HEALTH

eating well,  
moving regularly,  
sleeping deeply



# Call to action



O'Brien, SE. The Journal of Pediatrics, 182, 6-7

How would you describe our healthcare system?



By harnessing the strengths of the group, we can get the support we need, change the culture and reduce burnout





## Further Resources

- [Stoic Physician](#)
- **Inspiring Impacts** Podcast- Inspiring Impacts on Apple Podcasts
- Resilient
  - By Rick Hanson, PhD
- Building Resilience with Appreciative Inquiry
  - By Joan McArthur and Jeanie Cockell
- The Resilience Project
  - By Hugh Van Cuylenburg
- The Power of Fun
  - By Catherine Price
- Appreciative Inquiry in Healthcare –Positive Questions to Bring Out the Best
  - May, N. et al



Thank you for listening



THANK YOU!

- [Theresa\\_Bingemann@URMC.Rochester.edu](mailto:Theresa_Bingemann@URMC.Rochester.edu)