

Strategies for Promoting Personal Health & Wellness and Leading Change at the Individual Level

"Knowing yourself is the beginning of all wisdom." ~Aristotle

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IAMSE Winter Seminar



GEISEL SCHOOL OF MEDICINE
AT DARTMOUTH

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Objectives:

1. Discuss Burnout, The *Quadruple Aim* and the **Impact** of Personal Wellness on Patients, Learners and the Culture of Medicine;
2. Describe the model for improvement as a **framework** for promoting personal health
3. Demonstrate **strategies** including: *self awareness* through observation, mindfulness and self assessment;
4. Demonstrate *self care* by aligning vision, and promoting resilience and healthy choices; and
5. Construct an *actionable* personal health improvement plan (PHIP)



VISION: “Healthy Individuals Contributing to Healthy Communities”



The Impact of Health and Wellness



The Challenges of Leading Change in Medicine

1. Systems – diminished resources, expanded expectations, inefficiencies, unsustainable costs

Systems Performance & Improvement

1. Teams – poor communication, distrust

Team Effectiveness & Improvement

1. Individuals – high rates of burnout

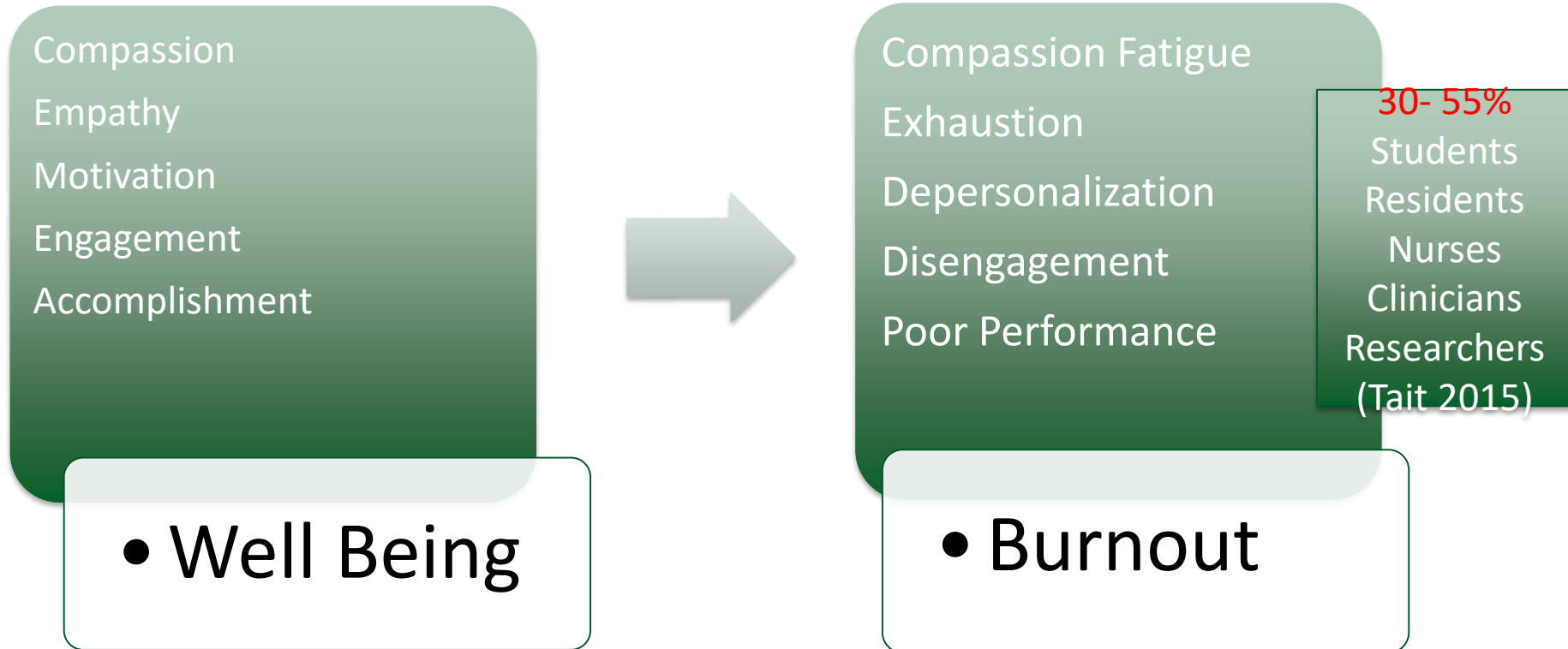
Personal Wellbeing & Improvement

¹ACGME Personal and Professional Development Competency . Hospice and palliative medicine fellowship (2008)
Professionalism:IV.A.2.e).(2)Fellows must demonstrate the capacity to reflect on personal attitudes, values, strengths, vulnerabilities, and personal experiences to optimize **personal wellness**. AAMC/ LCME/ ACGME¹



Burnout

“ Progressive loss of idealism, energy, and purpose experienced by people in the helping professions as a result of the conditions of their work”



Kearney MK, Self-care of physicians caring for patients at the end of life: “Being connected ... a key to my survival” JAMA. 2009;301(11):1155–1164. E1.



BURNOUT Screening:

Maslach 22 item Burnout Inventory Survey

- Emotional Exhaustion
- Depersonalization
- Personal Accomplishment (protective)

“Do you feel burned out from your work?”

Six Areas of Worklife: A Model of the Organizational context of Burnout, **Maslach**, C., Leiter, M P.
Journal of Health and Human Services Administration, Vol. 21,
No. 4 (SPRING, 1999),pp. 472-489 <http://www.jstor.org/stable/25780925>



From Triple to QUADRUPLE AIM:

Better
Care

Better CARE of Health CARE TEAM

From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider

[Thomas Bodenheimer](#), MD¹[↑](#) and [Christine Sinsky](#), MD^{2,3}

Ann Fam Med November/December 2014 vol. 12 no. 6 573-576



REFLECTION: What STRATEGIES do Effective Health Care Leaders use to Prevent Burnout and Promote Wellness ?

medice, cura te ipsum ("physician heal thyself")
Proverb from Luke 4:23

?

?

?

Health &
Wellness



The Improvement Framework for Personal Health & Wellness Strategies

Self Awareness *"Know yourself"*

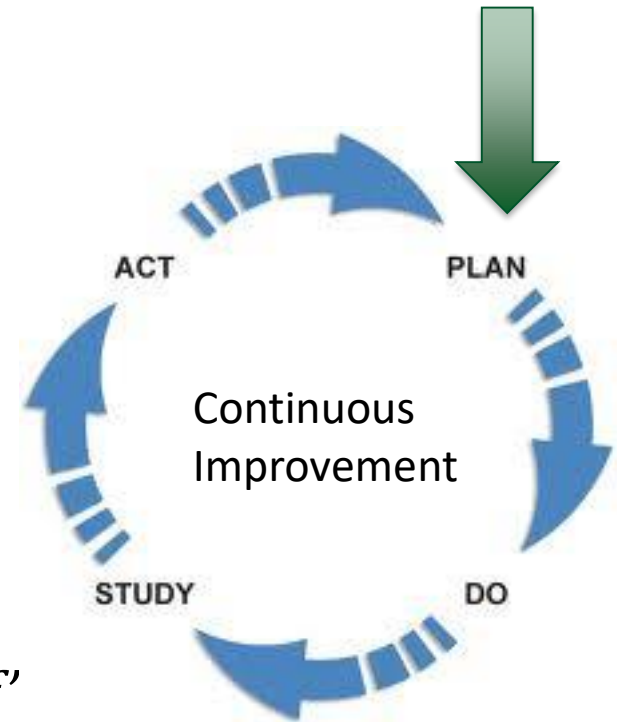
1. Mindfulness
2. Self assessment

Self Care *"Be Authentic to yourself"*

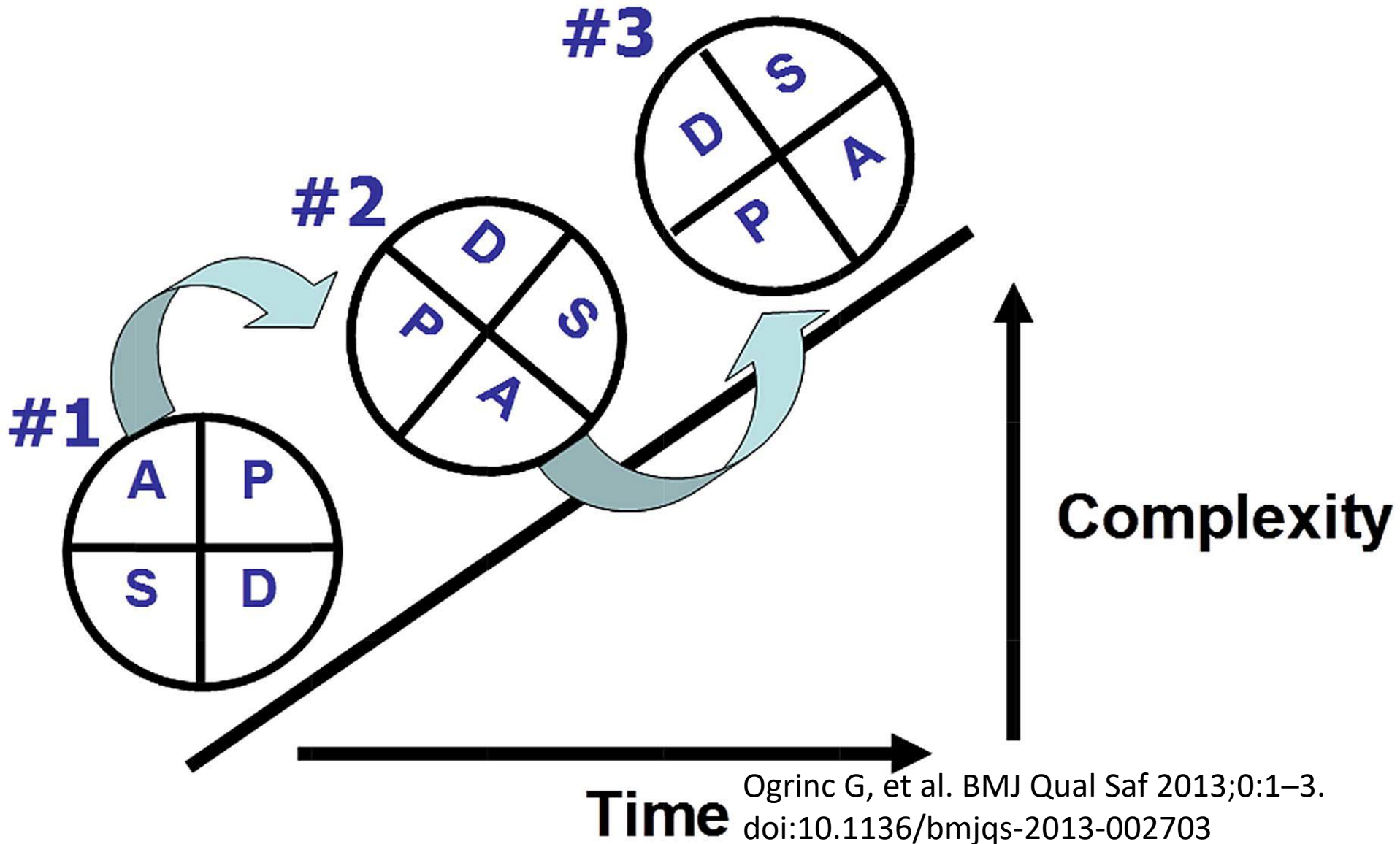
3. Personal Mission & Vision
4. Resilience

Self Improvement *"Improve yourself"*

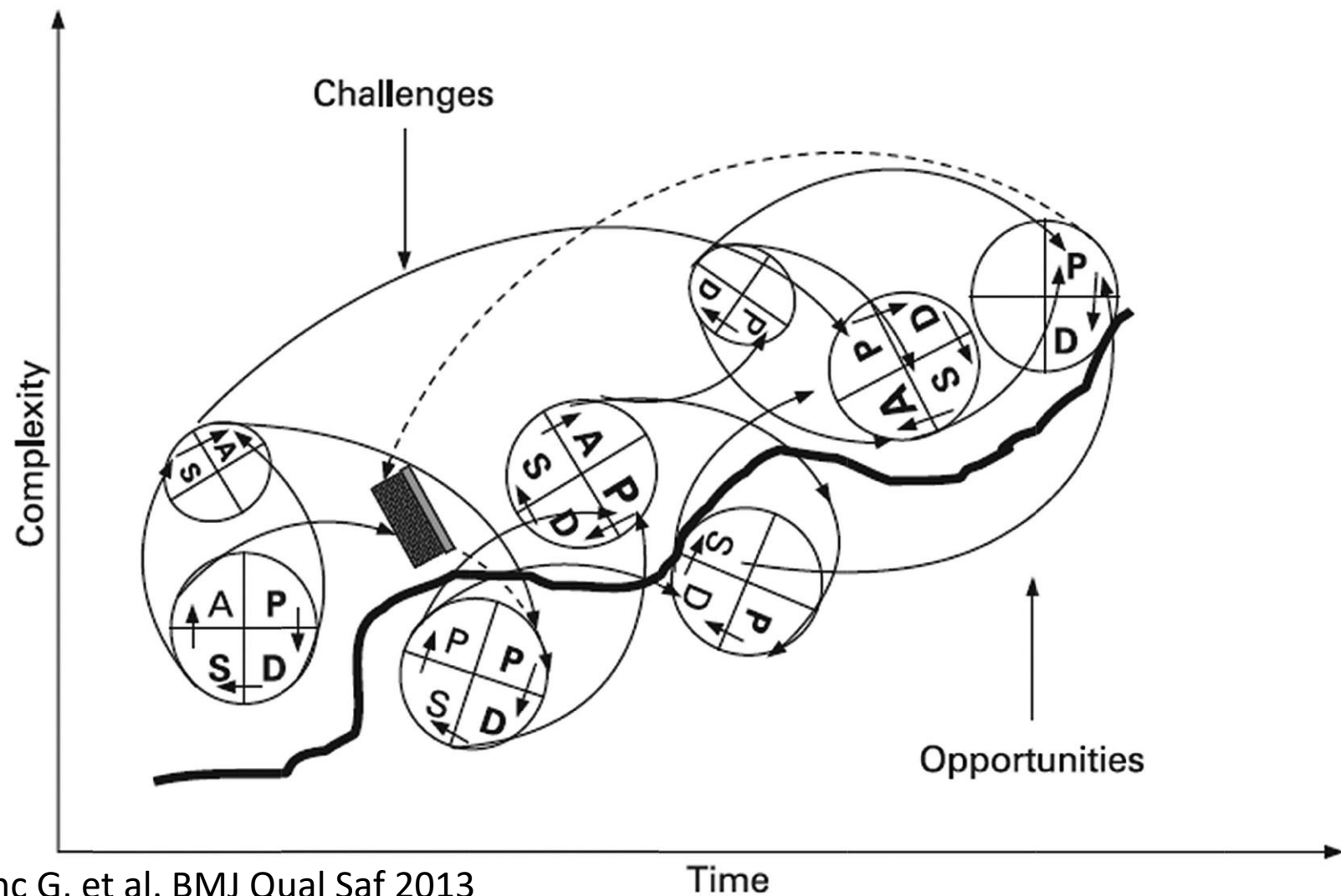
5. SMART GOALS
6. Personal Health Improvement Plan (PHIP)



THEORETIC IMPROVEMENT MODEL



ACTUAL IMPROVEMENT MODEL



Evidence based benefits of Meditation

"Reading makes a full man, meditation a profound man, discourse a clear man." – Benjamin Franklin

>Focus

<Anxiety

– Fatigue

– Agitation

– Avoidance

> Compassion

> Acceptance



¹*Mind of the Meditator*, Matthieu Ricard, Scientific American (November 2014), 311, 38-45

²*Physiology and neurobiology of stress and adaptation: central role of the brain*. McEwen, B. S. (2007). Physiol Rev **87**(3): 873-904

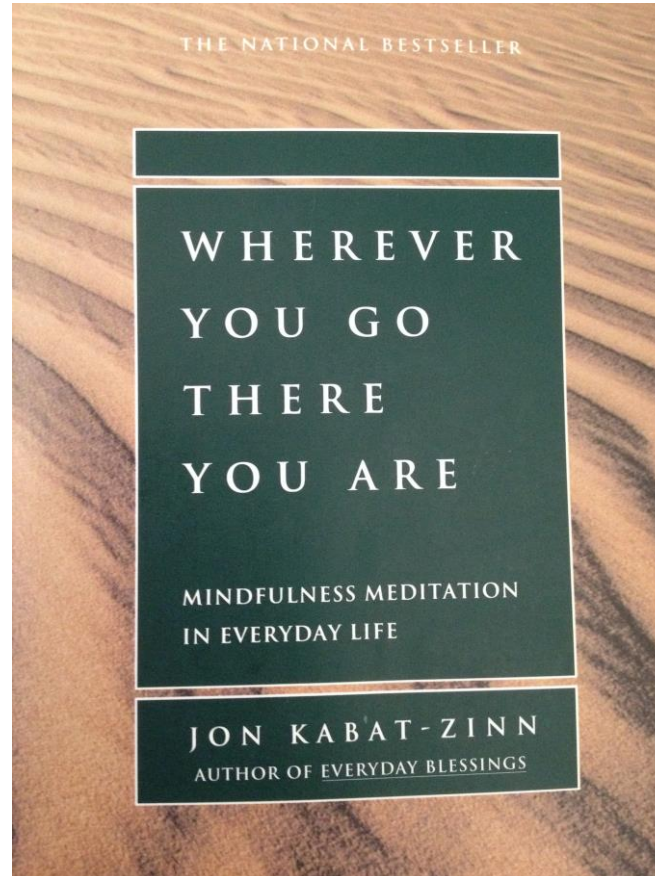


EB Benefits of Mindfulness in Medicine

PROVIDERS

- >reflection
- >focus
- >engagement
- >efficiency

- <burnout
- <anxiety
- <depression
- <distress



PATIENTS

- > satisfaction
- > Relationships

MENTEES

A Multicenter Study of Physician Mindfulness and Health Care Quality, Beach, MD, MPH
Ann Fam Med 2013;421-428. doi:10.1370/afm.1507

Abbreviated Mindfulness Intervention for Job Satisfaction, Quality of Life, and Compassion in Primary Care Clinicians: A Pilot Study, Fortney, MD, Ann Fam Med 2013;412-420. doi:10.1370/afm.1511.

OBSERVE FOR HALLMARKS OF STRESS. McEwen, B. S. (2007). "Physiology and neurobiology of stress and adaptation: central role of the brain." *Physiol Rev* **87**(3): 873-904

Krasner, Epstein, JAMA 302:1284-1293, 2009



The RAISIN EXERCISE

“Everything has its beauty but not everyone sees it”. Confucius



Based on Kabat-Zinn. From Segal, Z. V., Williams, J. M. G., & Teasdale, J. D. (2002). Mindfulness-Based Cognitive Therapy for Depression. NY: Guilford.

Mindfulness Exercise Dr. Jon Kabat-Zinn 12 min video



Self Assessment: Formal and Situational

- **SWOT Analysis**
- Maslach Burnout Inventory
- Thomas Kilman Conflict Mode Instrument
- Health Behavior Analysis
- Inventory of Leadership Styles HAYGROUP
- Social Network Index
- Connor Davidson Resilience Scale
- Myers Briggs Personality Instrument
- Emotional & Social Competency Inventory (Smithfield)
- Life Orientation Test (LOT) Scheier et al., 1994
- Purpose in Life Test (Crumbaugh & Maholik, '64)
- Mindful Attention Awareness Scale



SELF SWOT

MY Strengths

MY Weaknesses

MY Opportunities

MY Threats

Adapted from SWOT analysis template – a free resource from
www.businessballs.com. Template © Alan Chapman 2005.

Strategies for Personal Health & Wellness

Self Awareness *"Know self"*

1. Mindfulness
2. Self assessment

Self Care *"Be authentic to self"*

3. Personal Mission & Vision
4. Build Resilience

Self Improvement *"Improve self"*

5. SMART GOALS
6. Personal Health Improvement Plan (PHIP)



Authenticity

"If I am not myself, who else will be?" Henry David Thoreau

Who am I?

- What is Important to me (Values) ?
- What gives me Meaning today(Mission)?
- What Future am I Committed to(Vision)?



Souba, W. W. (2001). "Leadership and strategic alignment--getting people on board and engaged." J Surg Res **96**(2): 144-151.



Resilience

“the process of **adapting well** in the face of adversity, trauma, threats, and even significant sources of stress” *The American Psychology Association*

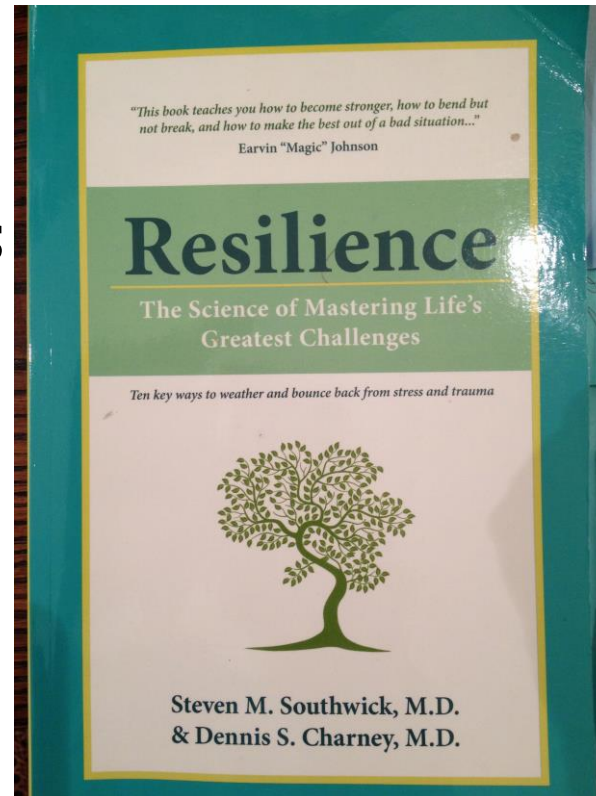
“the ability to **bend but not break**, to bounce back and sometimes **even to grow** when faced with adversity.”

Coutu, D. L. (2002). "How resilience works." Harvard Bus Rev



10 Factors Contributing to Resilience

1. Optimism
2. Facing Fear
3. Moral Compass
4. Religion & Spirituality
5. Social Support



6. Role Models
7. Physical exercise
8. Mental exercise
9. Flexibility
& Acceptance
10. Meaning
& Purpose

Southwick, S. M. and D. S. Charney (2012)

“Resilience, The Science of Mastering Life’s Greatest Challenge” Cambridge University Press



Strategies for Personal Health & Wellness

Self Awareness *"Know self"*

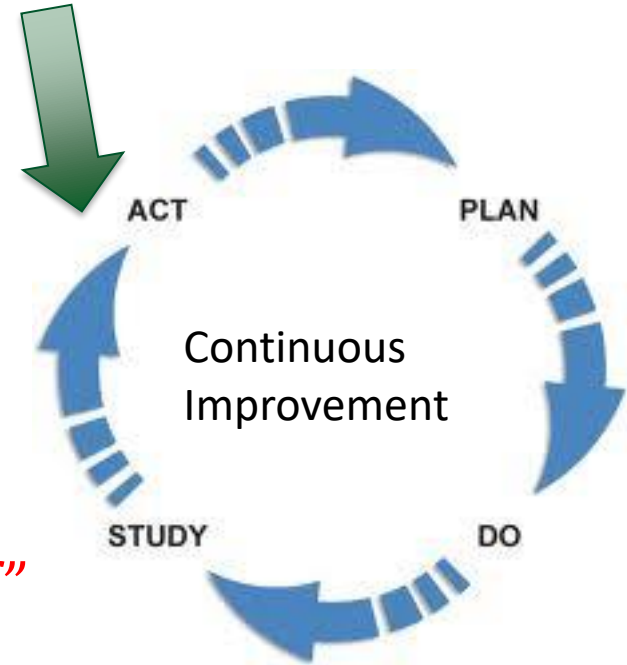
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Self Care *"Be true to self"*

3. Personal Mission & Vision
4. Personal Resilience

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ACTION: Analyze SWOT and CHOOSE “SMART”

“The Superior man is modest in his speech, but exceeds in his actions” Confucius

SMART Objective:

Specific –Actionable

Measurable – Process/Outcome

Achievable – Confidence 1-10

Relevant – Importance 1-10

Timely – Set dates

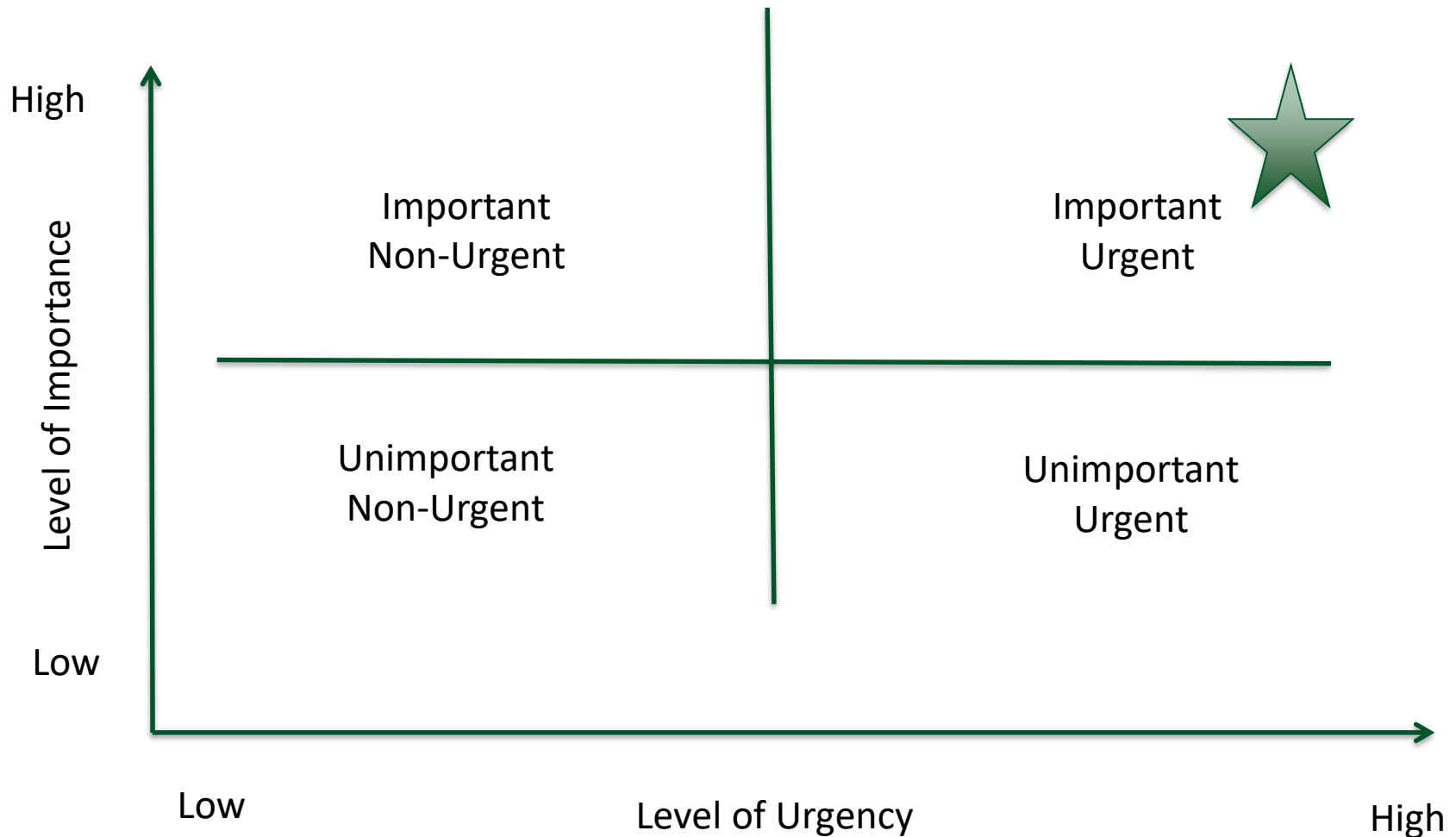
MY Strengths	MY Weaknesses
MY Opportunities	MY Threats

Adapted from SWOT analysis template – a free resource from www.businessballs.com. Template © Alan Chapman 2005.



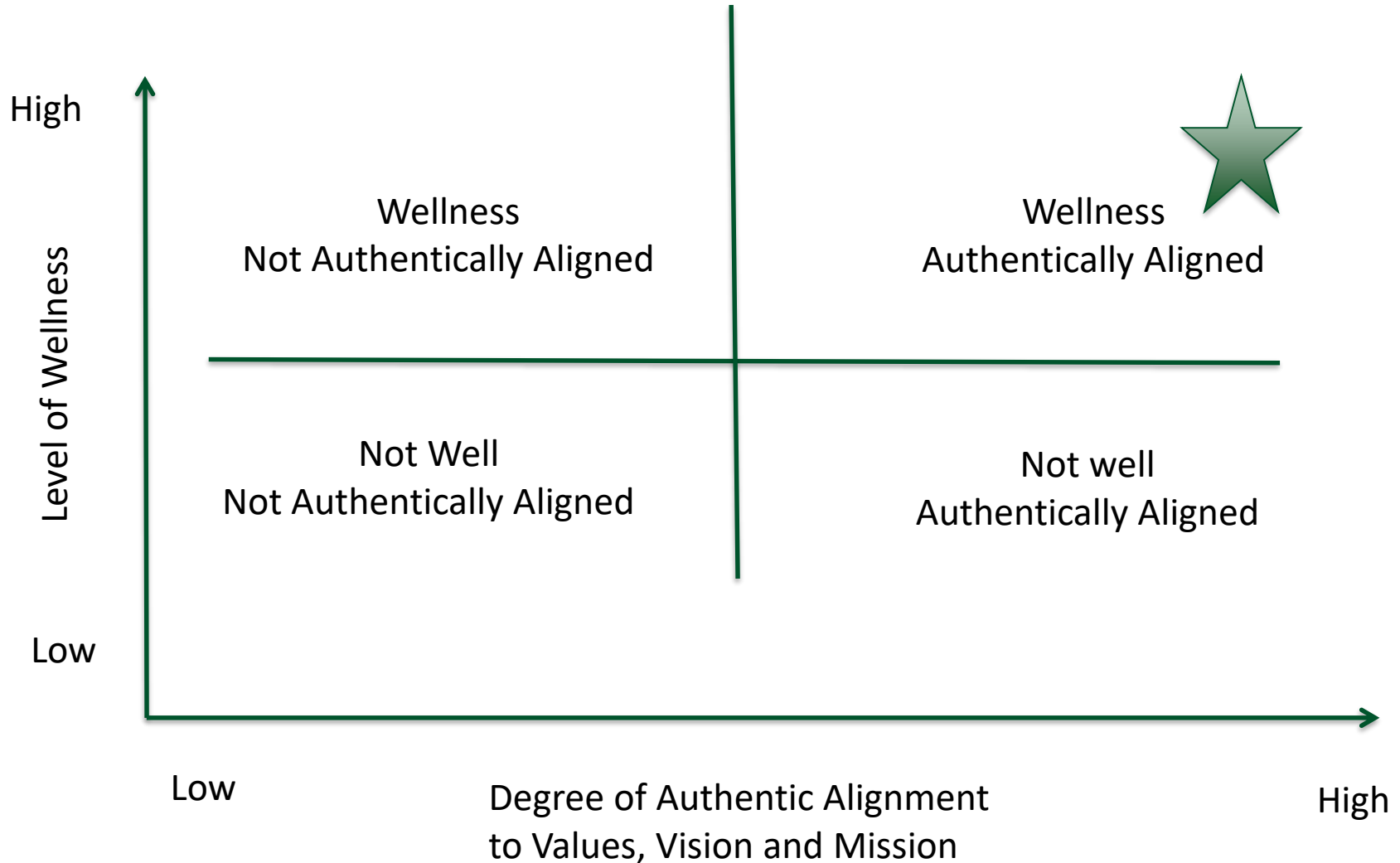
Traditional View of Choice

Adapted from "D. Sull, C. Spinosa, *Promised-based Management*, HBR2007



Wellness view of Choice

Adapted from "D. Sull, C. Spinosa, Promised-based Management, HBR2007.



EX. Personal Health Improvement Plan

GOAL: Enhance Positivity/Resilience using Appreciative Inquiry (AI) Reflection

SMART OBJECTIVE:

Specific – **Daily** AI journal, list one item I did well

Measurable – Process completed, Outcome personal rating of positivity (1 to 5 scale)

Achievable – confident 9/10

Relevant – important 10/10 to my goal

Timely – begin today & daily for 21 days



Personal Health Improvement Plan

GOAL: Increase Energy through Physical Exercise

SMART OBJECTIVE:

Specific – Run 5 times/week for 25 minutes

Measurable – Process: completed(yes/ no) ,

Outcome: personal rating of energy (1 to 5 scale)

Achievable – confident 9/10

Relevant – important 10/10 to my goal

Timely – beginning today and 5x/w for 1 month



Personal Health Improvement Plan

GOAL: Reduce stress through mindful meditation at lunch

SMART OBJECTIVE:

Specific – 10 min meditation QAM

Measurable – Process complete, personal rating of stress (on 1 to 5 scale)

Achievable – confident 8/10

Relevant – important 10/10 to goal

Timely – begin today for 21 days



Top 10 PHIP THEMES

1. Begin Meditation/Mindfulness
2. Enhance Physical Exercise
3. Advance Healthy Eating
4. Improve Sleep Hygiene
5. Foster Reflection/ Journaling
6. Un Plug from Technology
7. Improve Time Mgmt.
8. Increase Social Supports
9. Promote Positivity/Appreciative Inquiry
10. Start a new/old hobby (read, write, paint, sing)





BEN FRANKLIN'S

13 VIRTUES

1. TEMPERANCE

Eat not to dullness and drink not to elevation.

2. SILENCE

Speak not but what may benefit others or yourself. Avoid trifling conversation.

3. ORDER

Let all your things have their places. Let each part of your business have its time.

4. RESOLUTION

Resolve to perform what you ought. Perform without fail what you resolve.

5. FRUGALITY

Make no expense but to do good to others or yourself: i.e. Waste nothing.

6. INDUSTRY

Lose no time. Be always employed in something useful. Cut off all unnecessary actions.

7. SINCERITY

Use no hurtful deceit. Think innocently and justly; and if you speak, speak accordingly.

8. JUSTICE

Wrong none, by doing injuries or omitting the benefits that are your duty.

9. MODERATION

Avoid extremes. Forebear resenting injuries so much as you think they deserve.

10. CLEANLINESS

Tolerate no uncleanness in body, clothes or habitation.

11. CHASTITY

Rarely use venery but for health or offspring; Never to dullness, weakness, or the injury of your own or another's peace or reputation.

12. TRANQUILITY

Be not disturbed at trifles, or at accidents common or unavoidable.

13. HUMILITY

Imitate Jesus and Socrates.



Franklin didn't try to work on all 13 virtues at once. Instead, he would work on one and only one each week "leaving all others to their ordinary chance." While Franklin didn't live completely by his virtues, and by his own admission he fell short of them many times, he believed the attempt made him a better man and greatly contributed to his success and happiness. This is why he devoted more pages to this plan in his autobiography than to any other single point. Franklin wrote, "*I hope, therefore, that some of my descendants may follow the example and reap the benefit.*"

TEMPERANCE.

Eat not to dulness: drink not to elevation.

	Sun.	M.	T.	W.	Th.	F.	S.
Tem.							
Sil.	*	*		*		*	
Ord.	*	*				*	*
Res.		*				*	
Fru.		*				*	
Ind.							
Sinc.							
Jus.							
Mod.							
Clea.							
Tran.							
Chas.							
Hum.							



Personal Health Improvement PLAN



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PERSONAL LEADERSHIP PLAN[©]

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1. Learning Goal: Write a statement that describes what you want to learn or change related to a topic covered in this session or conference. Aim for a goal that is specific, actionable, measurable, relevant and achievable within a reasonable time frame (e.g., 3-months).

2. Consider factors that may affect the likelihood of your success. Circle response.

a. How important is it for you to achieve your goal on a scale from 1-10? (1=not at all important; 10=extremely important)

1	2	3	4	5	6	7	8	9	10
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b. How confident are you that you can achieve your goal (or make progress towards your goal) on a scale from 1-10 (1=not at all confident, 10=extremely confident)?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

**If you rated either question as a 6 or below, consider choosing a different goal.

3. Learning activities/strategies to accomplish the goal: What will you do? Aim to define two specific and measurable strategies e.g., "locate and read three recent reviews on treatment of diabetes" versus "read updates on diabetes".

a.

b.

4. Timeline: Define a timeline for your strategy. When do you plan to start, assess, and finish process?

Start date	Assess date	Finish date

5. Measures to know if the goal is accomplished: How will you know that you've reached your goal? What will you measure and how will you measure it? (e.g., monitor 20 statin prescriptions given during a 400,000 period).

a. What will you measure?

b. How will you measure it?

6. Resources to help accomplish your goal: What resources do you have or need to achieve the above? ~~Are there~~ staff who could help collect measures? Could you arrange with another participant or colleague to review your progress?

a. Resources I have: 1. _____ 2. _____

b. Resources I need: 1. _____ 2. _____



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Lessons Learned

1. Leaders of change have increased stress & burnout and must prioritize “Quadruple Aim”
 2. Self Care is not a weakness, but a sign of personal strength, commitment and success.
 3. Prioritizing personal health sets the example and gives others permission to do the same.
-
1. The model for improvement is a framework to promote *personal* health improvement.
 2. The sustainability of our healthcare system, depends upon, and is determined by the health of each of us.
 3. Life is a CQI Process; we will never be perfect; but we can always improve.



Summary

“Healthy Communities begin with Healthy Leaders who Prioritize Personal Wellness”

Self
Awareness

Self
Care

Self
Improvement



References and Readings

- Sandra Sanchez- Reilly MD, MSc, et al, Caring for oneself to care for others: physicians and their self-care Jun 2013; 11(2): 75-81
- Thomas Bodenheimer, MD , From Triple to Quadruple Aim: Care of the Patient, Requires Care of the Provider, Ann Fam Med 2014;
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- Doctors on Life Support, Time Mag Sept 2015

