

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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Geisel School of Medicine
January 19th, 2017
IAMSE Winter Seminar



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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)



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VISION: "Healthy Individuals Contributing to Healthy Communities"



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The Impact of Health and Wellness



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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

*ACGME Personal and Professional Development Competency - Hospice and palliative medicine fellowship (2008)
Professionalism (V.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/ ACGME

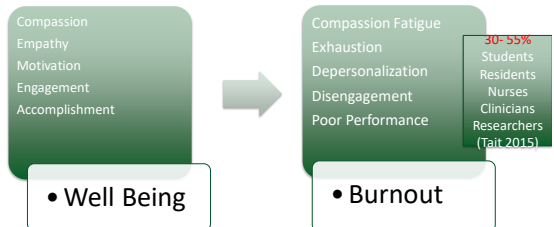


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Burnout

"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.



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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/2479025>



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From Triple to QUADRUPLE AIM:

Bette
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, MD2,3](#)
Ann Fam Med November/December 2014 vol. 12 no. 6 573-576



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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



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The Improvement Framework for Personal Health & Wellness Strategies

Self Awareness "Know yourself"

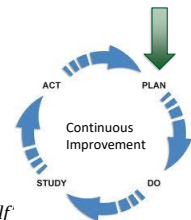
1. Mindfulness
2. Self assessment

Self Care "Be Authentic to yourself"

3. Personal Mission & Vision
4. Resilience

Self Improvement "Improve yourself"

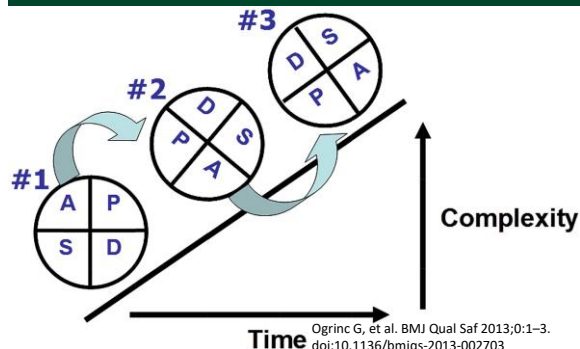
5. SMART GOALS
6. Personal Health Improvement Plan (PHIP)



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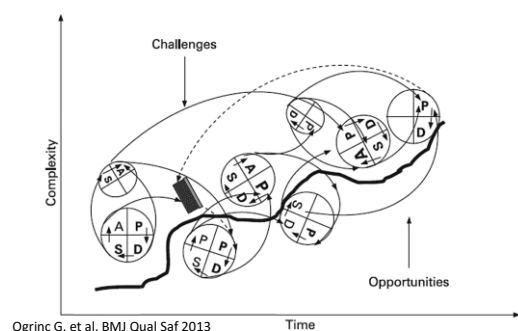
THEORETIC IMPROVEMENT MODEL



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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



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

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



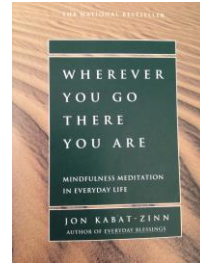
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EB Benefits of Mindfulness in Medicine

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;4:21-28. 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;4:12-20. doi:10.1370/afm.1511

OBSERVE FOR WALLMARGO 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



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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



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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



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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"

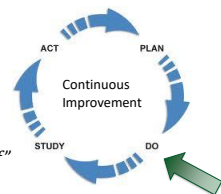
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Self Care "Be authentic to self"

3. Personal Mission & Vision
4. Build Resilience

Self Improvement "Improve self"

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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.



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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*

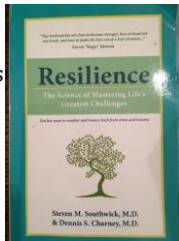


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10 Factors Contributing to Resilience

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



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Strategies for Personal Health & Wellness

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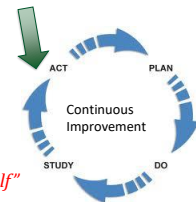
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ACTION: Analyze SWOT and CHOOSE "SMART"

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

SMART Objective:

- S**pecific –Actionable
- M**easurable – Process/Outcome
- A**chievable – Confidence 1-10
- R**elevant – Importance 1-10
- T**imely – 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.

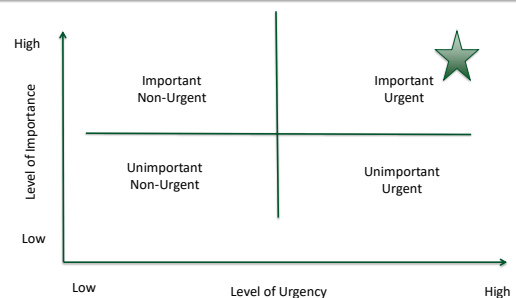


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Traditional View of Choice

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

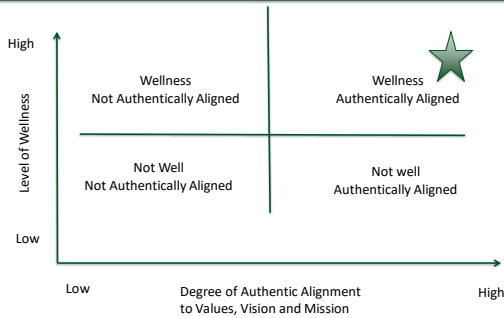


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Wellness view of Choice

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



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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



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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



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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



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Top 10 PHIP THEMES

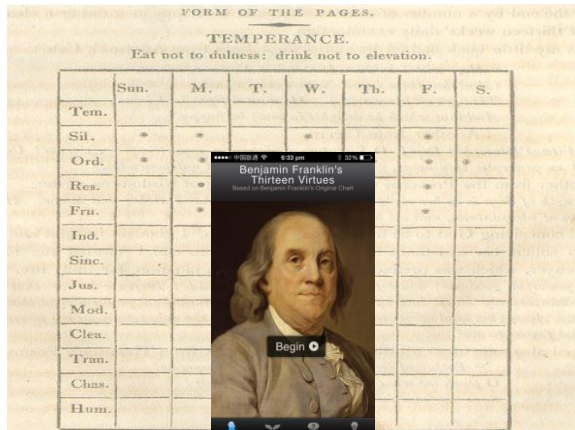
1. Begin Meditation/Mindfulness
2. Enhance Physical Exercise
3. Advance Healthy Eating
4. Improve Sleep Hygiene
5. Foster Reflection/ Journaling
6. Un Plug from Technology
7. Improve Time Mgmt.
8. Increase Social Supports
9. Promote Positivity/Appreciative Inquiry
10. Start a new/old hobby (read, write,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



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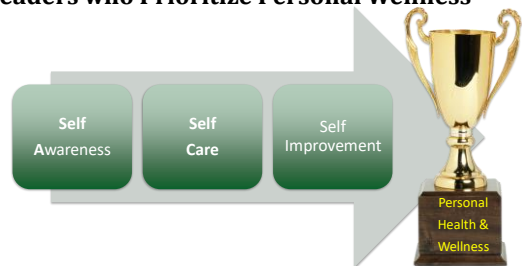
Personal Health Improvement PLAN

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"



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;
- www.aamc.org/wellbeing
- McEwen, B. S. (2007). "Physiology and neurobiology of stress and adaptation: central role of the brain." *Physiol Rev* 87(3): 873-904.
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- Southwick, S. M. and Charney, D.S. (2012). *"Resilience, The Science of Mastering Life's Greatest Challenge"* Cambridge University Press 2012
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- Doctors on Life Support, Time Mag Sept 2015