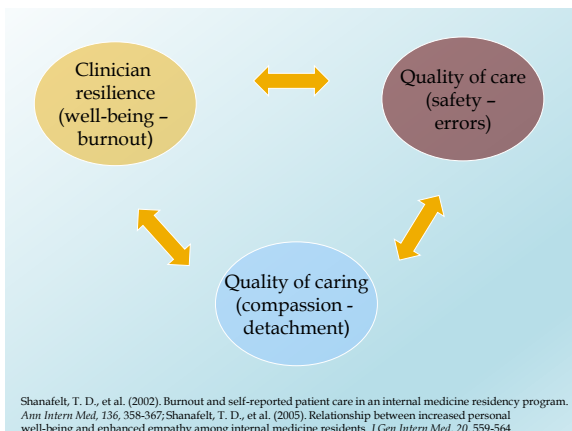




Why clinician distress matters

Lower quality of technical care	Lower patient satisfaction
Riskier prescribing practices	Erosion of altruism and empathy
More medication errors	Unprofessional conduct
Lower patient adherence to treatment	Poor relationships with staff and patients
More unsafe behaviors (e.g. needlestick injuries, not following protocols)	Higher attrition and job turnover → higher recruitment costs

Fahrenkopf et al. 2008; DiMatteo et al. 1991; Williams et al. 2009; Shanafelt et al. 2005; Dyrbye et al. 2010; Haas et al 2000; Sundquist et al 2000; Krasner et al. 2009; Buchbinder et al. 2001



Burnout

Three components:

- Emotional exhaustion
 - Silent anguish of healers (Neuwirth)
- Depersonalization (cynicism)
 - Deterioration of values, dignity, spirit and will (Spickard)
- Low personal accomplishment
 - Culture of endurance (Shanafelt)

Burnout

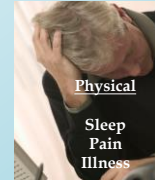
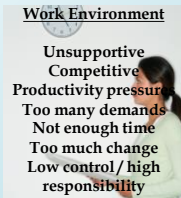
25% - 60% of practicing physicians

76% of internal medicine residents

45% - 53% of 3rd year students

Dyrbye LN et al. 2006 and 2010; Shanafelt TD et al. 2003

What causes burnout?



Freeborn 2001; Nedrow A et al 2013; Shanafelt TD et al. 2003, 2009, 2012

The ability of an individual to respond to stress in a healthy, adaptive way such that personal goals are achieved at minimal psychological and physical cost; resilient individuals not only "bounce back" rapidly after challenges but also grow stronger in the process.

Epstein & Krasner 2013

Resilience

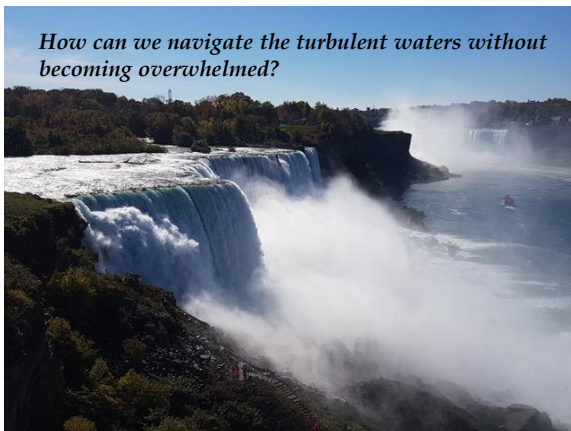
Heide A et al 2012

Resilience

Positive values	The dark side	Resilience
Service, altruism	Over-commitment, self-deprivation, entitlement	Reframing, balance, gratitude
Excellence	Perfectionism, invincibility, hiding errors	Self-compassion, reflective self-questioning
Curative competence	Omnipotence, imposter syndrome, self-deprecation	Knowing one's limitations
Knowledge	Need for certainty	Knowing what's unknown, comfort with uncertainty
Empathy	Personal distress	Compassionate action
Caring	Neglecting oneself and family	Self-care
Equanimity	Distancing, "othering"	Engagement

After Nedrow, A et al 2013

How can we navigate the turbulent waters without becoming overwhelmed?



Starting close in...



Interventions

- Kearney JAMA 2009
 - Self-awareness skills
 - Communication Skills
 - Sustainable workload
 - Reflective writing
 - Mindful meditation
 - Supervision and mentoring

Interventions

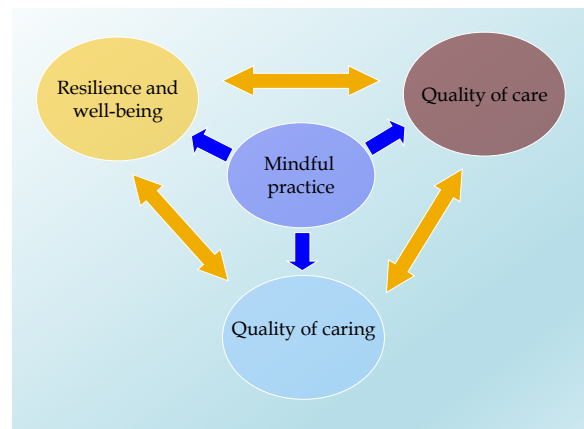
- West et al. Lancet 2016
 - 2617 studies-15 rct's, 37 cohort studies
 - 2914 physicians
 - Positive effects on all three domains of burnout
 - Individual focused and structural/organizational strategies

Interventions

- West et al. JAMA Internal Medicine 2014
 - RCT involving 74 MDs Department of Medicine at Mayo
 - 19 Bi-weekly facilitated discussions for 9 months
 - Increases in empowerment and work engagement
 - Improvements in burnout domains
 - No differences in stress, QOL, depression, job satisfaction strategies
 - Meaning at work increased

Interventions

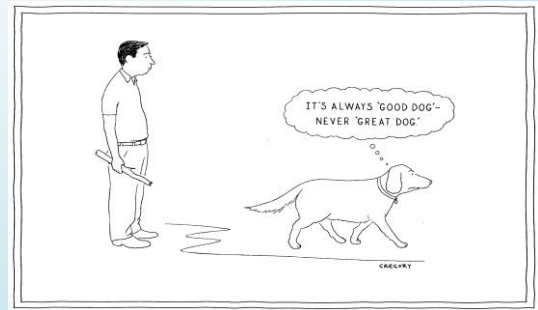
- Krasner et al JAMA 2009
- Beckman et al Academic Medicine 2013
 - Mindful Practice program at UPMC
 - Faculty: Ron Epstein, Fred Marshall, Patricia Lück and others
 - Undergraduate medical education
 - Residency education
 - Post-graduate education



Mindfulness

The awareness that arises out of paying attention on purpose, in the present moment, without judgment (Kabat-Zinn 1994)

Appreciative Inquiry



Narrative Medicine

Narrative Competence: set of skills required to recognize, absorb, interpret and be moved by the stories one hears.

R Charon. *NEJM* 2004; 350: 862-4

To restore the human subject at the center-the suffering, afflicted, fighting, human subject-we must deepen a case history to a narrative or tale.

Oliver Sacks, *The Man Who Mistook His Wife for a Hat*

The bottom line

- Participation in a mindful communication program was associated with sustained improvements ($<.001$) in:
 - Patient-centered attitudes (empathy, psychosocial orientation)
 - Physician well-being (burnout, mood)
 - Personality (increased emotional stability).
- Associations were mediated by changes in mindfulness.
- Participants identified three themes: community, skills development, and giving oneself permission to take time for self-development
- Results replicated in Spain and North America, Hong Kong, Sweden

Summary

- Urgency to address the issue of burnout
- Individual and institutional commitments
- Turning toward the dissonance
- Clinical skills of working with uncertainty
- Not only for the "at risk" and the "floundering"
- Integrating the formal and hidden curricula



