

Winter 2017 IAMSE Web Seminar Series:
Creating a Culture of Well-being at an Academic Health Center



January 5	January 12	January 19	January 26	February 2
Colin West, MD, PhD	Stuart Slavin, MD, MEd	Catherine Pipas, MD, MPH	Aviad Haramati, PhD	Michael Krasner MD

Physician burnout and distress – causes, consequences, and a structure for solutions

Improving Medical Student Mental Health: A Multifaceted Approach

Strategies for promoting personal health & wellness and leading change at the individual level.

The Imperative for Incorporating Mind-Body Medicine in Health Professions Education

Cultivating Resilience and Reducing Burnout for Health Professionals: The Power of Presence, Reflective Practice, and Appreciative Dialogue



The Imperative for Incorporating Mind-Body Medicine in Health Professions Education

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Outline

- Stress and burnout in medical trainees: *Today's reality*
- Physiology of stress response: *Scientific insights*
- Mind-body Medicine at GU: *Ancient tools for modern issues*
- Lessons Learned: *Time for Courage and Leadership*

Take Home Messages

- Physician stress and burnout are serious issues that are widely prevalent and preceded by *declines in empathy and well-being* during medical school.

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- Physician stress and burnout are serious issues that are widely prevalent and preceded by *declines in empathy and well-being* during medical school.
- Medical schools have a responsibility to prepare their graduates for the rigors of the profession by developing *curricular interventions* that help students and faculty manage stress, foster empathy and build resilience, and incorporating those interventions into the *culture* of the institution.

Distress Among Matriculating Medical Students Relative to the General Population

Chantal M.L.R. Brazeau, MD, Tait Shanafelt, MD, Steven J. Durning, MD, PhD, F. Stanford Masie, MD, Anne Eacker, MD, Christine Moutier, MD, Daniel V. Satele, Jeff A. Sloan, PhD, and Liselotte N. Dyrbye, MD

Abstract

Purpose Many medical students experience distress during medical school. If matriculating medical students (MMSs) begin training with similar or better mental health than age-similar controls, this would support existing concerns about the negative impact of training on student well-being. The authors compared mental health indicators of MMSs versus those of a probability-based sample of the general U.S. population.

Method

In 2012 all MMSs at six U.S. medical schools were invited to participate in a survey during orientation. The research

team surveyed a probability-based sample of U.S. individuals using the same questions in 2011. Individuals from the population sample who completed a four-year college degree and matched within the appropriate age strata (< 30, 31–35, 36–40, > 40) were compared with MMSs. Surveys included demographics and validated instruments to measure burnout, depression symptoms, and mental, emotional, physical, and overall quality of life (QOL).

Results

Demographic characteristics of the 582/938 (62%) responding MMSs were similar to U.S. MMSs. Relative to 546 age-

similar college graduates, MMSs had lower rates of burnout (27.3% versus 37.3%, $P < .001$) and depression symptoms (26.2% versus 42.4%, $P < .0001$) and higher scores across the four QOL domains assessed relative to controls (all $P < .0001$). These findings persisted on multivariate analysis after adjusting for age, sex, relationship status, and race/ethnicity.

Conclusions

These findings, along with high rates of distress reported in medical students and residents, support concerns that the training process and environment contribute to the deterioration of mental health in developing physicians.

Acad Med 89:1520-1525, 2014

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Int J Adolesc Med Health 2015; asp

Lennard T. van Venrooi, Pieter C. Barnhoorn*, Erik J. Giltay and Martijn S. van Noorden Burnout, depression and anxiety in preclinical medical students: a cross-sectional survey

DOI 10.1515/ijamb-2015-0077
Received August 2, 2015; accepted September 20, 2015

Abstract

Objective: The purpose of this study was to assess the prevalences and correlates of adverse affective states (burnout, depression and anxiety-related symptoms) among preclinical medical students.

Methods: Self-report questionnaires were sent to all pre-clinical medical students of Leiden University Medical Center (n=311). Burnout-related symptoms were measured using the Maslach Burnout Inventory-General Survey (MBI-GS), depression and anxiety-related symptoms and vitality using the Symptom Questionnaire-48 (SQ-48). Furthermore, duration of sleep, quality of life (SF-36), need for recovery, happiness and dispositional optimism were assessed and analysed in relation to affective symptoms using regression analysis.

risk to adverse affective states, and should inspire preventative initiatives.

Keywords: medical students; mental distress; preclinical.

Introduction

Previous studies showed that adverse affective states among non-university students, university students and medical students in particular are a relatively common phenomenon (1, 2). In the last decade, several studies have been conducted on adverse affective states among medical students and the coverage in popular media has grown. The most prevalent categories of symptoms indicating adverse affective states among medical students are burnout, depression and anxiety-related symptoms. Pervasiveness of burnout, depression and anxiety-related symptoms among medical stu-

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Relationship Between Burnout and Professional Conduct and Attitudes Among US Medical Students

Einakber N. Durbaz, MD, MHPE, F. Stanford Masie, Jr, MD, Anne Eacker, MD, William Harper, MD, David Pines, MD, MPH, Steven J. Durning, MD, Matthew R. Thomas, MD, Christine Weaver, MD, Daniel Sudek, BA, Jeff Sloan, PhD, Tait H. Shanafelt, MD

Objective: To determine the relationship between measures of professionalism and burnout among US medical students.

Design, Setting, and Participants: Cross-sectional survey of all medical students attending 7 US medical schools (overall response rate, 282/440 [64%]) in the spring of 2009. The survey included the Maslach Burnout Inventory (MBI), the Professionalism Inventory (PI), and the SF-36. Students who reported a 1 or more on the MBI-GS had burnout. Cheating/breached academic behavior were rare (reported by < 1%) in comparison to professional conduct related to student care (reported by up to 43%). Only 14% (142/271) of students had opinions on relationships with industry consistent with guidelines for acceptance. Students with burnout were more likely to report neglecting #1 or more professional behaviors than those without burnout (26.0% vs 7.0%, odds ratio [OR], 4.00, 95% confidence interval [CI], 1.93-2.04). Students with burnout were also less likely to report holding academic views regarding physician responsibility to society for specific students with burnout were more likely to work in private care than the medically underserved than those without burnout (79.3% vs 65.0%, OR, 3.44, 95% CI, 0.55-5.83). After multivariate analysis adjusting for personal and professional characteristics, burnout was the only aspect of distress independently associated with reporting 1 or more unprofessional behaviors (OR, 1.78; 95% CI, 1.45-2.13) or holding at least 1 less academic view regarding physician responsibility to society (OR, 1.65; 95% CI, 1.35-2.01).

JAMA 304: 1174-1180, 2010

Relationship Between Burnout and Professional Conduct and Attitudes Among US Medical Students

Lorinda N. Dethlefs, MD, MBE, FRCPC
 F. Stanford Moore Jr, MD
 Susan Larkin, MD
 William Harper, MD
 David Dwyer, MD, MPH
 Steven J. Manning, MD
 Matthew R. Thomas, MD
 Catherine Mastaglio, MD
 David Sautter, BA
 Jeff Szym, PhD
 Paul D. Stuenkel, MD

Context: The relationship between professional and ethics among medical students is unknown.

Objective: To determine the relationship between measures of professionalism and burnout among US medical students.

Design, Setting, and Participants: Cross-sectional survey of all medical students attending 1 of 10 medical schools (overall response rate, 246/248 [99.2%]) in the spring of 2010. We survey medical students about burnout (using the Professional Burnout Questionnaire), depression (using the Patient Health Questionnaire-9), and the SF-36 quality of life (QOL) assessment tool, as well as their academic, personal, engagement in professional conduct, understanding of appropriate relationships with industry, and attitudes regarding physician responsibility to society.

Main Outcome Measures: Frequency of self-reported cheating/dishonest behaviors, understanding of appropriate relationships with industry as defined by American Medical Association policy, attitudes about physician responsibility to society, and the relationship of these dimensions of professionalism to burnout, symptoms of depression, and QOL.

Results: Of the students who responded to the full items, 1754 of 2566 (68.3%) had burned. Cheating/dishonest behaviors were seen (condemned by up to 43%). Only 10% (242/2311) of students had exposure on relationships with industry consistent with guidelines for 6 scenarios. Students with burnout were more likely to report engaging in 1 or more inappropriate behaviors than those without burnout (38.8% vs 21.1%; odds ratio [OR], 1.89; 95% confidence interval [CI], 1.59-2.24). Students with burnout were also less likely to report holding altruistic views regarding physician responsibility to society (for example, students with burnout were less likely to want to provide care for the medicaid underserved than those without burnout [79.5% vs 85.0%; OR, 0.68; 95% CI, 0.56-0.83]). After multivariate analysis adjusting for personal and professional characteristics, burnout was the only aspect of discipline independently associated with reporting 1 or more inappropriate behaviors (OR, 1.76; 95% CI, 1.49-2.13) or holding at least 1 less altruistic view regarding physician responsibility to society (OR, 1.60; 95% CI, 1.39-2.01).

Conclusion: Burnout was associated with self-reported inappropriate conduct and

52.8% of medical students who responded had elements of burnout

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Resilience

"The American Psychological Association defines **resilience** as "the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of threat"

"Resilience is 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

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Epstein & Krasner 2013

"Resilience is not limited to an elite few... anyone can learn to become more resilient"

Steven Southwick, MD, 2016

Commentary

Physician Resilience: What It Means, Why It Matters, and How to Promote It

Ronald M. Epstein, MD, and Michael S. Krasner, MD

Abstract

Resilience is the capacity to respond to stress in a healthy way such that goals are achieved at minimal psychological and physical cost; resilient individuals "bounce back" after challenges while also growing stronger. Resilience is a key to enhancing quality of care, quality of caring, and sustainability of the health care workforce. Yet, ways of identifying and promoting resilience have been elusive. Resilience depends on individual, community, and institutional factors. The study by Zwack and Schweitzer in this issue of Academic Medicine illustrates that individual factors of resilience

include the capacity for mindfulness, self-monitoring, limit setting, and attitudes that promote constructive and healthy engagement with (rather than withdrawal from) the often-difficult challenges at work. Cultivating these specific skills, habits, and attitudes that promote resilience is possible for medical students and practicing clinicians alike. Resilience-promoting programs should also strive to build community among clinicians and other members of the health care workforce. Just as patient safety is the responsibility of communities of practice, so is clinician well-being and

support. Finally, it is in the self-interest of health care institutions to support the efforts of all members of the health care workforce to enhance their capacity for resilience; it will increase quality of care while reducing errors, burnout, and attrition. Successful organizations outside of medicine offer insight about institutional structures and values that promote individual and collective resilience. This commentary proposes methods for enhancing individuals' resilience while building community, as well as directions for future interventions, research, and institutional involvement.

Acad Med 88: 301-303, 2013

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- the capacity for mindfulness,
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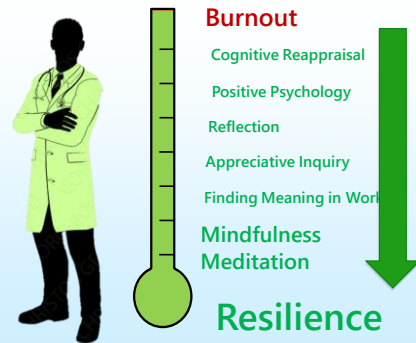
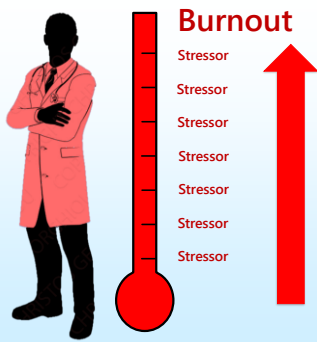
Conclusion 1

Practicing mindfulness can reduce burnout and increase empathy

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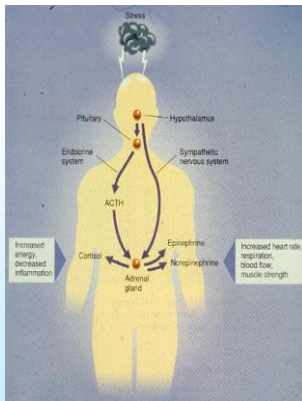
Why and how would mindfulness do that?



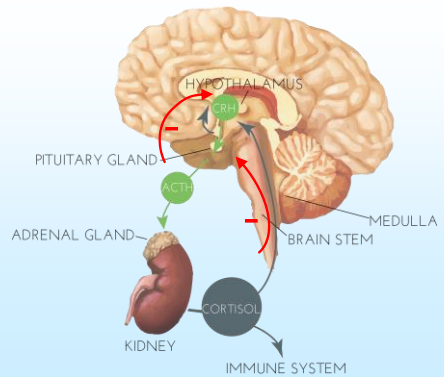
Stress Response

Effect on the Hypothalamic-Pituitary-Adrenal Axis

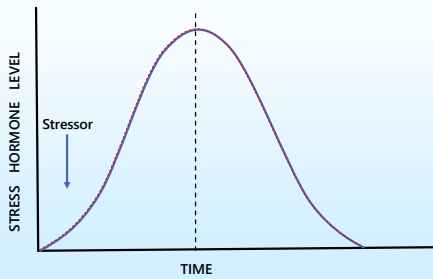
"Fight-or-Flight" Response



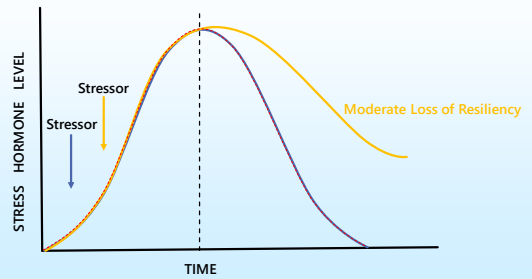
STRESS RESPONSE SYSTEM



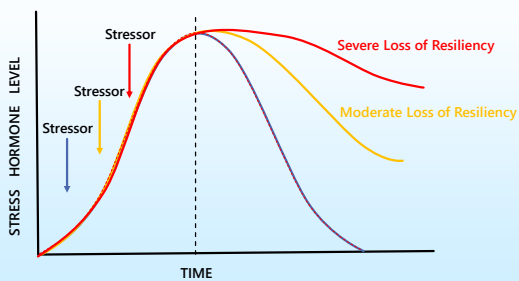
Physiology of the Stress Response



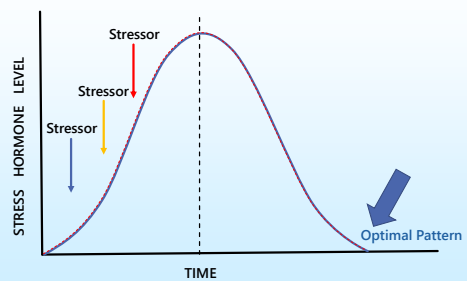
Physiology of the Stress Response



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Importance of the return to baseline

- Sustained cortisol impairs feedback regulation: Implications for coping with novel stressors
- Chronic stress impairs memory, learning
- Differentiate chronic stress from acute stress

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What can help us get to back to baseline?

Mind-Body Medicine

Mind-body Medicine: Therapies

- ▀ **Meditation**
- ▀ Imagery
- ▀ Biofeedback
- ▀ Autogenic Training (self-hypnosis)
- ▀ Breathing Techniques
- ▀ Exercise
- ▀ Yoga, Tai Chi
- ▀ Group Support



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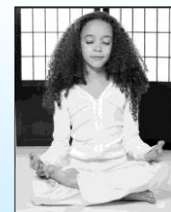
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Why is Mindfulness Meditation Effective in Reducing Stress?

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- ▀ Intentional self-regulation of attention conducted without judgment and focused on observation of the present moment.
- ▀ When we are able to focus on just what is happening in the present moment, our minds cannot be anxious, worried or distressed about other issues

Benefits of Mindfulness Meditation

Physiological Benefits

- ▀ Decrease in hypertension
- ▀ Decrease in heart rate
- ▀ Decreased levels of cortisol
- ▀ Reduced sympathetic arousal
- ▀ Strengthened immune system
- ▀ Reduced levels of pain

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Physiology of “de-stress”

Benefits of Mindfulness Meditation

Psychological Benefits

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- ▶ Decreased depression
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- ▶ Undercuts processes such a worry and rumination
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Conclusion 2

Mindful practice utilizes our mind-body connection to de-stress ourselves and bring our stress hormones back to baseline

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An effective “re-boot”

Competency-Based Medical Education

- | | |
|--|---|
| 1. Effective Communication | 6. Self-Awareness, Self-Care, and Personal Growth |
| 2. Basic Clinical Skills | 7. Social/Community Contexts of Healthcare |
| 3. Using Basic Science in the Practice of Medicine | 8. Moral Reasoning and Clinical Ethics |
| 4. Diagnosis, Management and Prevention | 9. Problem-solving |
| 5. Life-long Learning | |

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Mind-Body Medicine Program at Georgetown U School of Medicine



Nancy Harazduk, MEd, MSW
Director, Mind-Body Medicine

Goal

To increase student understanding of **self-awareness** and **self-care** by providing a unique experiential and didactic introduction to *Mind-Body Medicine*

Mind-Body Medicine Program at Georgetown U School of Medicine

Objectives

- To increase self-awareness of emotional, physical, mental, social and spiritual aspects of one's life
- To increase personal self-care through guided experiences and daily practice.
- To foster non-judgmental, supportive collegial relationships

Mind-Body Medicine Program at Georgetown U School of Medicine

Format of groups:

- 10 students and 2 faculty facilitators per group
- Participants (voluntarily sign up for the course) meet once a week for 2 hours for 11 weeks per semester for this "journey of self-discovery"

Structure of Each Session

- A safe environment must be created that adheres to certain guidelines
 - confidentiality, respect, compassionate listening, non-judgment
- Check-in (sharing of new reflections and insights)
- Introduction of a new mind-body medicine skill
- Process the experiential exercise (sharing insights)

Mind-Body Medicine Program at Georgetown U School of Medicine

Skills and Experiences

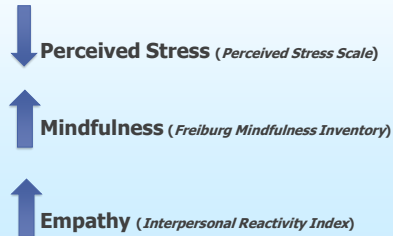
- Meditation (mindfulness/awareness, concentrative)
- Guided Imagery (several types)
- Autogenic training/biofeedback
- Art (emphasis on non-cognitive approaches)
- Music (used in meditation and imagery sessions)
- Movement (shaking, free movement, exercise)
- Writing (journals, dialogues, service commitment)
- Group support





Mind-Body Medicine Program at Georgetown U School of Medicine

Outcomes



Perceived Stress Scale (PSS)

n = 118	Mean	P-value	Effect size (d)
Pre-MBM	18.2 ± 6.0		
Post-MBM	13.7 ± 5.3		
Difference	-4.5 ± 5.7	< 0.001	0.76

Mindfulness (FMI)

n = 118	Mean	P-value	Effect size (d)
Pre-MBM	36.4 ± 6.4		
Post-MBM	42.5 ± 5.5		
Difference	6.1 ± 5.8	< 0.001	0.96

PANAS

Positive Affect

n = 117	Mean	P-value	Effect size (d)
Pre-MBM	34.2 ± 5.8		
Post-MBM	38.1 ± 5.9		
Difference	3.9 ± 5.2	< 0.001	0.67

Negative Affect

n = 117	Mean	P-value	Effect size (d)
Pre-MBM	21.7 ± 6.7		
Post-MBM	18.7 ± 5.5		
Difference	-3.0 ± 5.2	< 0.001	0.45

Bivariate Analysis with the Change in Mindfulness (FMI)

	r	P-value	n
ΔPSS	-0.627	< 0.001	117
ΔPANAS Positive	0.443	< 0.001	116
ΔPANAS Negative	-0.474	< 0.001	116

Multivariate Analysis with Mindfulness (FMI)

2007; 29: 778-784 **MEDICAL TEACHER**

Post-Course (T2)	Model	Overall Model Variance	Stand. β	Unique Variance
PSS	Baseline PSS Mindfulness T2	$R^2 = 0.46^*$	0.40 -0.46	$R^2 = 0.21^*$
PANAS Positive	Baseline Pos. Mindfulness T2	$R^2 = 0.48^*$	0.43 0.39	$R^2 = 0.12^*$
PANAS Negative	Baseline Neg. Mindfulness T2	$R^2 = 0.50^*$	0.61 -0.29	$R^2 = 0.08^*$

* $p < 0.001$

Promoting self-awareness and reflection through an experiential Mind-Body Skills course for first year medical students

PAMELA A. SAUNDERS¹, ROCHELLE E. TRACTENBERG¹, RANJANA CHATERJI², HAKIMA AMRI³, NANCY HARAZDUK³, JAMES S. GORDON^{3,4}, MICHAEL LUMPKIN⁵ & AVIAD HARAMATI⁶
¹Department of Neurology, Georgetown University, ²Philadelphia College of Osteopathic Medicine, Philadelphia, PA, ³Department of Physiology, Georgetown University, Washington, DC, ⁴The Center for Mind Body Medicine, Washington, DC

Abstract
Background: This research examines student evaluations of their experience and attitudes in an 11 week mind-body skills course for first year medical students.
Aims: The aim is to understand the impact of this course on students' self-awareness, self-reflection, and self-care as part of their medical education experience.
Methods: This study uses a qualitative content analysis approach to data analysis. The data are 492 verbatim responses from 82 students to six open-ended questions about the students' experiences and attitudes after a mind-body skills course. These questions queried students' attitudes about mind-body medicine, complementary medicine, and their future as physicians using these approaches.
Results: The data revealed five central themes in students' responses: connections, self discovery, stress relief, learning, and medical education.
Conclusions: Mind-body skills groups represent an experiential approach to teaching mind-body techniques that can enable students to achieve self-awareness and self-reflection in order to increase self-care and to improve access to mind-body medicine.

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Themes:

- Connections
- Self-discovery
- Stress Relief
- Learning: New Skills and Academic Achievement
- Insights into Medical Education



Innovation Report

The Impact of Mind-Body Medicine Facilitation on Affirming and Enhancing Professional Identity in Health Care Professions Faculty

Nicholas Tallman, Nancy Harazduk, MEd, MSW, Christina Rush, MA, Kristi Graves, PhD, and Aviad Haramati, PhD

Abstract

Problem Georgetown University School of Medicine (GUSOM) offers medical students a course in mind-body medicine (MBM) that introduces them to tools that reduce stress and foster self-awareness. Previous studies reported decreases in students' perceived stress and increases in mindfulness—changes that were associated with increased empathic concern and other elements of professional identity formation. However, no reports have described the impact of an MBM course on the facilitators themselves.
Approach Facilitators' scores were significantly lower on PSS and higher on FMI compared with normative controls

identity, self-awareness, and/or perceived stress. 62 facilitators, trained by the GUSOM MBM program, were invited to complete two validated surveys: the Freiburg Mindfulness Inventory (FMI) and the Perceived Stress Scale (PSS). Forty-two participants also completed a six-item open-ended questionnaire addressing their experience in the context of their professional identity.
Outcomes Facilitators' scores were significantly lower on PSS and higher on FMI compared with normative controls

$P < .01$. Qualitative analysis revealed three main themes: (1) aspects of professional identity (with subthemes of communication; connections and community; empathy and active listening; and self-confidence); (2) self-care; and (3) mindful awareness.
Next Steps Preliminary findings will be extended with larger studies that examine longitudinal quantitative assessment of communication, connection, and self-confidence outcomes in MBM facilitators, and

Acad Med 90:780-784, June 2015

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...higher mindfulness scores were positively correlated with lower perceived stress scores.
 ...improvements in communication between colleagues, increased sense of connection with students and colleagues, increased empathy, and heightened self-confidence.

Acad Med 90:780-784, June 2015

Implementation and Scope of the Mind-Body Medicine Skills Program

Over 14 years

- >120 trained faculty facilitators (clinicians, scientists, educators)
 - >1,400 medical students participated
 - >360 graduate students (MS and PhD)
 - >120 nursing students
 - >800 students (Law, Business, Foreign Services Schools at GU)
 - >70 faculty participants (including from curriculum committee)
- Over 300 groups and over 3000 participants

Embraced by the School of Medicine as essential for a core competency (self-awareness and self-care)

November/December 2008
www.aephysci.com

ACADEMIC
PHYSICIAN & SCIENTIST
THE SOURCE FOR RECRUITMENT AND PROFESSIONAL DEVELOPMENT

Students in Georgetown University School of Medicine's Mind-Body Skills course begin a session with a period of meditation.

Spotlight on Mind-Body Skills: A unique program blends science and humanity by fostering student self-awareness and self-care. See page 7.

Academic Physician & Scientist • November/December 2008



Mind-Body Skills Course Changing Culture of Medical Education at Georgetown

BY AMY ROTHMAN SCHONFELD, PhD

In the past decade there has been increasing emphasis on developing initiatives to promote altruism and rigorous science and clinical components of the typical medical school curriculum and the resistance of some traditionalists to alter-

Faculty Training in Mind-Body Medicine

November 3 – 6, 2016

Educating for Enhanced Self-Awareness and Self-Care

Originating at Georgetown University School of Medicine, this experiential program provides faculty at health professional schools with the training, tools, and strategic thinking necessary to implement mind-body medicine skills groups in their institutions.

During a three-day weekend retreat on Maryland's Eastern Shore, faculty will be introduced to meditation, guided imagery, biofeedback, breathing techniques, and other mind-body approaches that can alleviate stress and foster self-awareness and self-care. Participants will experience the power of these approaches first-hand while learning how to lead mind-body groups for students.

WHEN:
November 3-6, 2016

WHERE:
Aspen Wye River Marriott Conference Center, Queenstown, Maryland

WHO SHOULD APPLY:
Faculty members in the health professions who

Facilitators/Course Directors

Institutions Implementing Programs in Mind-Body Medicine

- Georgetown University School of Medicine (medical students, residents)
- University of Cincinnati College of Medicine (medical/allied health/5 colleges)
- University of Alabama at Birmingham School of Medicine (medical students)
- Oregon Health and Sciences University (medical students)
- University of Washington (medical students)
- University of Vermont (medical students)
- University of North Dakota Medical School (medical students)
- Charite University Medical School, Germany (medical students)
- University of Essen-Duisenberg Medical School, Germany (medical)
- University of Liverpool, UK (medical students)
- Texas College of Osteopathic Medicine (medical students)
- Stanford University, Anesthesia Residency Program
- University of Western States (chiropractic and other CAM professions)
- Oregon College of Oriental Medicine (acupuncture and DAOM)
- Mid-Sweden University, Sweden (nursing students)
- Ben Gurion University School of Nursing, Israel (faculty retreat)

Forschende
Komplementärmedizin
Wissenschaft - Praxis - Population

Editorial

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Making Better Doctors - Using Mind-Body Medicine Skills as a Self-Care Element in Medical Education at the Charité University Medical School

Benno Brinkhaus^a Claudia Witt^b

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^bCenter for Integrative Medicine, University of Maryland School of Medicine, Baltimore, MD, USA

Stress and Its Consequences at Medical School

Mind-Body Medicine as a Self-Care Element in Medical Schools

The education at a medical school is a time of significant psychological distress for physicians in training [1]. High workloads associated with stress are common to the medical profession and related to the development of burnout.

The preventive aspect of MBM characterizes the earlier better approach for implementing it as self-care element into medical education. The integration of evidence-based

Enhancing the health of medical students: outcomes of an integrated mindfulness and lifestyle program

Craig Hassed · Steven de Lisle · Gavin Sullivan · Ciaran Pier

“Our data and experience suggest that self-care in the form of mindfulness-based stress management and lifestyle programs can improve student wellbeing, even during high stress periods.”

Lessons Learned

- Faculty stress and burnout is a serious issue and is preceded with cynicism and the decline of empathy in medical students

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 - Mindful practice
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- Approaches that can modulate stress and reverse these trends include:
 - Mindful practice
 - Enhancing self-awareness and self-care
 - Finding meaning in work
- These elements must be actively fostered at our academic health centers both in the curriculum and in the culture

Next Steps

- Establish a faculty/student task force to ascertain the degree of faculty and student stress and burnout at your institution
- If there is consensus that a problem exists, then there should be a collaborative effort to implement suitable interventions
- Recognize that the status quo is unacceptable
- There are many effective approaches to creating wellness groups, mind-body medicine is just one of several
- Important that the participants not feel marginalized
- Develop innovative programs, assess, report and disseminate

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COURAGE

www.aamc.org/wellbeing

<http://www.acgme.org/What-We-Do/Initiatives/Physician-Well-Being>

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