Resilience and Positive Psychology - Strategies to Flourish in Today’s Workplace

Human Flourishing

Better relationships

Happiness

Flow

Growth

Meaning

Gratitude

Love

Accomplishment

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Disclosure Statement: The individual below has the following to disclose concerning possible financial or personal relationships with commercial entities (or their competitors) that may be referenced in this presentation

Robert P. Granko: Nothing to disclose
Pharmacist Learning Objectives

At the end of this presentation participants will be able to:

1. Define the signs and symptoms of burnout and understand the difference between burnout versus stress

2. Discover mechanisms to deal with and reframe how you and your team look at those function(s) that are causing burnout

3. Identify ways to reevaluate goals and incorporate de-stressing and burnout tactics to reduce, improve, and recover from burnout and lead a healthier lifestyle to allow you to flourish
Pharmacy Technician Learning Objectives

At the end of this presentation participants will be able to:

1. Evaluate a case study for characteristics and symptoms of staff burnout
2. Compare and contrast available research and resources available to pharmacy leaders on well-being and resilience
3. Given a scenario, develop a potential plan to implement an employee wellness and resilience program
Stress and Burnout

• Stress is pervasive in the health care workforce
  • Stress:
    • A state of mental or emotional strain or tension resulting from adverse or very demanding circumstances
    • Stress is a response to pressure or threat. Under stress we may feel tense, nervous, or on edge. The stress response is physical, too.

• 60% of health care workers feel burned out at some point in their careers
  • Burnout:
    • Burnout is a syndrome characterized by emotional exhaustion that results in depersonalization and decreased personal accomplishment at work.
    • The emotionally exhausted clinician is overwhelmed by work to the point of feeling fatigued

43.0 - Stress
Z 73.0 - Burnout
2017 ICD-10-CM Diagnosis Code
Nursing Research - Burnout

“ER nurses with more mindful, emotion regulation, and empathy skills are more able to manage work-related distress”


“The WBI is a useful screening tool to stratify distress and well-being in APPs across a variety of domains”

“Negative workplace behavior towards new graduate nurses continues to be an international problem”

Protecting Emergency Room Nurses from Burnout: The Role of Dispositional Mindfulness, Emotion Regulation, and Empathy.

Efficacy of the Well-Being Index to identify distress and stratify well-being in Nurse Practitioners and Physician Assistants.
Physician Research - Burnout

“Hospitals in which burnout was reduced by 30% had a total of 6,239 fewer infections, for an annual cost saving of up to $68 million”

“Depersonalization dimension of physician burnout was associated with patient outcomes of lower satisfaction and longer post discharge recovery time”

“Major medical errors reported by surgeons are strongly related to a surgeon's degree of burnout and their mental QOL”

Linking physician burnout and patient outcomes: exploring the dyadic relationship between physicians and patients.
Halbesleben JR, Rathert C.

Burnout and Medical Errors Among American Surgeons
Tait D. Shangfeldt, MD,ª Charles M. Bacht, MD,‡ Gerard Bechamps, MD,‡ Tom Russell, MD,‡ Lotte Dyrbey, MD,ª Daniel Satele, BA,¢ Paul Collicott, MD,¢ Paul J. Novotny, MS,¢ Jeff Sloan, PhD,¢ and Julie Freischlag, MD‡

Nurse staffing, burnout, and health care–associated infection
Jeannie P. Cimiciti, DNSc, RN,⁎,* Linda H. Aiken, PhD,⁎ Douglas M. Sloane, PhD,⁎ and Evan S. Wu, BS⁶

Search results
Items: 1 to 20 of 3037
Pharmacist Research

“68% experienced job stress and role overload, and 48% experienced work-home conflict”

Pharmacists' attitudes toward worklife: results from a national survey of pharmacists. Mott DA1, Doucette WR, Galther CA, Pedersen CA, Schommer JC.

“Pharmacy residents exhibited high levels of perceived stress, especially those who worked more than 60 hours per week”

Evaluation of stress experienced by pharmacy residents
Hung M. Le and Shardae D. Young
American Journal of Health-System Pharmacy February 2017, ajhp150783; DOI: https://doi.org/10.2146/ajhp150783

“Participants without a mentor had higher scores of depersonalization. Those with children ages 1-12 years, higher emotional exhaustion and depersonalization compared to those with older children”

Assessment of Burnout and Associated Risk Factors Among Pharmacy Practice Faculty in the United States
### Pharmacy Technician Research

**Table 10. Respondent reported levels of satisfaction with various aspects of their job.**

<table>
<thead>
<tr>
<th>Job aspect</th>
<th>Community</th>
<th>Hospital</th>
<th>Total*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work schedule</td>
<td>4.60±1.23</td>
<td>4.64±1.37</td>
<td>4.68±1.26</td>
</tr>
<tr>
<td>Pharmacist co-workers</td>
<td>4.84±1.17</td>
<td>4.59±1.27</td>
<td>4.78±1.91</td>
</tr>
<tr>
<td>Pharmacy technician co-workers</td>
<td>4.62±1.16</td>
<td>4.18±1.30</td>
<td>4.51±1.20</td>
</tr>
<tr>
<td>Workload</td>
<td>4.17±1.38</td>
<td>3.90±1.42</td>
<td>4.15±1.37</td>
</tr>
<tr>
<td>Pay/wages</td>
<td>3.40±1.49</td>
<td>3.37±1.50</td>
<td>3.47±1.48</td>
</tr>
<tr>
<td>Opportunity to use your knowledge</td>
<td>4.79±1.11</td>
<td>4.35±1.35</td>
<td>4.61±1.23</td>
</tr>
<tr>
<td>Opportunity for advancement</td>
<td>3.54±1.54</td>
<td>3.11±1.52</td>
<td>3.44±1.54</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>3.86±1.50</td>
<td>4.25±1.44</td>
<td>4.00±1.49</td>
</tr>
<tr>
<td>**Level of stress</td>
<td>**</td>
<td><strong>3.30±1.51</strong></td>
<td><strong>3.45±1.49</strong></td>
</tr>
<tr>
<td>Fair treatment from management</td>
<td>4.10±1.44</td>
<td>3.65±1.49</td>
<td>3.99±1.48</td>
</tr>
</tbody>
</table>

*Measured on a six-point scale from 1=Very Dissatisfied, to 6=Very Satisfied; Mean±standard deviation; Total represents community, hospital, and all other.

**Table 13. Amount of stress reportedly caused, by source.**

<table>
<thead>
<tr>
<th>Source</th>
<th>Community</th>
<th>Hospital</th>
<th>Total*</th>
</tr>
</thead>
<tbody>
<tr>
<td>The amount or volume of work</td>
<td>3.40±0.96</td>
<td>3.29±1.14</td>
<td>3.37±1.02</td>
</tr>
<tr>
<td>Being short-staffed</td>
<td>3.73±1.06</td>
<td>3.65±1.07</td>
<td>3.63±1.09</td>
</tr>
<tr>
<td>Other employees not doing their fair share of work</td>
<td>3.36±1.18</td>
<td>3.80±1.09</td>
<td>3.44±1.18</td>
</tr>
<tr>
<td>Disagreements with technician peers at my job</td>
<td>2.24±1.14</td>
<td>2.77±1.17</td>
<td>2.38±1.15</td>
</tr>
<tr>
<td>Patients/customers/families who are rude or impatient</td>
<td>3.05±1.10</td>
<td>2.18±1.16</td>
<td>2.67±1.20</td>
</tr>
<tr>
<td>Dealing with staff from other health care providers</td>
<td>2.32±0.89</td>
<td>2.26±1.04</td>
<td>2.25±0.95</td>
</tr>
<tr>
<td>Inadequate technology, hardware, or other resources</td>
<td>2.59±1.20</td>
<td>2.66±1.25</td>
<td>2.63±1.22</td>
</tr>
<tr>
<td>Poorly designed workflow and division of labor</td>
<td>2.59±1.15</td>
<td>2.99±1.31</td>
<td>2.74±1.22</td>
</tr>
<tr>
<td>Lack of rest breaks, or time to take scheduled rest breaks</td>
<td>2.70±1.32</td>
<td>2.55±1.31</td>
<td>2.54±1.29</td>
</tr>
</tbody>
</table>

*Measured on a five-point scale from 1=Lttle or no stress, to 5=A tremendous amount of stress; Mean±standard deviation; Total represents community, hospital, and all other.

Reference: 2015 National Pharmacy Technician Workforce Study Sponsored by: Pharmacy Technician Accreditation Commission (PTAC), Pharmacy Technician Certification Board (PTCB), and Pharmacy Workforce Center (PWC)
Why is Burnout Important?

• Relates to physical health and well-being

• Decline in job or personal performance
  • Less effective with coworkers
  • Spill over of these attitudes into personal relationships
  • And it’s just not you!

• Manifests itself in many ways – and may often be masked
  • Feeling overwhelmed, stressed, and exhausted
  • The demands exceed what you are able to give – demands exceed the capacity of your finite resources
  • Job and position feel like a burden and a chore
  • Lingering doubts – about yourself, your job, and your personal accomplishment

Reference: Christina Maslach and Susan E Jackson – www.mindgarden.com
A Threat to Safe, High-Quality Care

Health care professional burnout represents real suffering among people dedicated to preventing and relieving the suffering of others. The high prevalence of burnout among health care professionals is cause for concern because it appears to be affecting quality, safety, and health care system performance. Efforts are needed to address this growing problem.

-Dyrbye et al., 2017

References: Dyrbye et al., 2017 and The Advisory Board
Case Study

• AG is an assistant director of pharmacy at a large academic medical center, who has been feeling a significant amount of burnout for several months

• She’s feeling overwhelmed and increasingly hopeless about life, and worries that her inability to perform to the best of her abilities will hurt patient care

• AG is afraid to tell anyone how she feels because people might think she’s “weak” and won’t discuss the situation with her family because she doesn’t want to disappoint them

• She is feeling completely trapped and wonders why she went into management in the first place, she would do anything at this point to escape it

Case Study Questions

1. What would you do if you were AG? Is there someone in your organization to whom you could go if you felt you needed help?

2. Have you ever experienced burnout at work? What role did workplace culture play in the situation?

3. How might a health care organization prevent and screen for problems such as burnout, stress, and depression in the workplace?

4. What would you do if one of your colleagues wasn’t performing well and you were worried about the care that his/her patients were getting? What if the person were senior to you?

5. How do you maintain a balance between the demands of your work and your own personal sense of well-being?

Flourishing

Flourish: to find fulfillment in our lives, accomplishing meaningful and worthwhile tasks, and connecting with others at a deeper level.

Today’s Goal: Present tools you can use to help you flourish, so that you can help your team and coworkers flourish.

Positive Psychology

The focus of positive psychology is well-being.

The gold standard for measuring well-being is flourishing.

The goal of positive psychology is to increase flourishing.

Well-Being: A state of happiness, being pleased and content, good quality of life.

The 5 Elements of Well-Being

- Positive Emotions
- Engagement
- Relationships
- Meaning
- Accomplishments

How to Apply the PERMA Model to Your Life

Remember to adopt a positive perspective as often as you can.

Find the things that make you happy and engaged.

Focus on your relationships with family and friends, and find ways to connect.

Search for meaning and lead a life of purpose.

Savor your accomplishments and strive for further achievement.

Measurable Components of Resilience

**Resilience**

The set of individual skills, behaviors, and attitudes that contribute to personal physical, emotional, and social well-being, including the prevention of burnout

**Decompression**

The ability to disconnect from work

**Activation**

The degree of engagement with work

Positive Psychology Progress:
Empirical Validation of Interventions
Methods

• Random-assignment, placebo-controlled Internet study
• Followed 577 adults for 6 months
• Participants randomized to 1 of 5 happiness exercises or a placebo exercise
• Results based on baseline SHI and CES-D questionnaires
• Upon completion at 1, 3, and 6 months they would be entered in a lottery for prizes of one $500 and three $100 awards

## Study Demographics

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>No. (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>242 (42%)</td>
</tr>
<tr>
<td>White Race</td>
<td>444 (77%)</td>
</tr>
<tr>
<td>Age 35-54 years</td>
<td>369 (64%)</td>
</tr>
<tr>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>Degree from 4-year college</td>
<td>225 (39%)</td>
</tr>
<tr>
<td>Some graduate school education</td>
<td>155 (27%)</td>
</tr>
<tr>
<td>No education/training after high school</td>
<td>23 (4%)</td>
</tr>
<tr>
<td>Income</td>
<td></td>
</tr>
<tr>
<td>Average or above</td>
<td>432 (75%)</td>
</tr>
</tbody>
</table>
Empirical Validation of Exercises

- 6-group, random-assignment, placebo-controlled Internet study
- Followed 577 adults for 6 months
- Participants randomized to 1 of 5 happiness exercises or a placebo exercise
- Results based on baseline SHI and CES-D questionnaires

Description of Successful Exercises Studied

Three Good Things (PLUS)
Write down 3 things that went well today and why they went well every night for 1 week

Using Signature Strengths in a New Way
Complete character strengths questionnaire at www.authentichappiness.org
Use 1 of these top strengths in a new and different way every day for 1 week

Gratitude Visit
Take time to write and deliver a letter of gratitude (note) in person to someone who has been especially kind to you but whom you need to recognize and thank

Active and Constructive Responding
Where are your responses?
Three Good Things PLUS

**Morning**
What 3 things will make today great?

**Results**

**Evening**
What 3 things did I see today that were amazing?

VIA Classification of Character Strengths

Creativity  Curiosity  Judgment  Perspective  Bravery  Perseverance
Zest  Honesty  Social Intelligence  Kindness  Love  Leadership
Fairness  Teamwork  Forgiveness  Love of Learning  Gratitude  Spirituality
Self-Regulation  Humility  Appreciation of Beauty  Prudence  Hope  Humor

VIA Classification of 24 VIA Character Strengths. 2018. VIA Institute on Character https://www.viacharacter.org
VIA Classification of 24 VIA Character Strengths. 2018. VIA Institute on Character [https://www.viacharacter.org](https://www.viacharacter.org)
Gratitude Visit

• Using the thank you cards at your table, call to mind someone who did something for you that you didn’t thank and write a short thank-you note to them

• Consider selecting a person or act that you haven’t thought about lately

• Describe specifically what this person did, why you are grateful, and how their behavior affected your life

• Plan a visit with the recipient, let them know you are grateful to them, and present them the note
Active, Constructive Responding Exercise

For this exercise, turn to the person next to you and play through the roles as if your partner was your best friend/sibling/significant other.

Role A

• Just got a promotion and a raise at work that you’ve been pursuing for the last year

Role B

• Respond to this news
# Active and Constructive Responding

Example: Your significant other just got a promotion at work that they have been pursuing; for the last year.

<table>
<thead>
<tr>
<th>Passive</th>
<th>Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>“That is good news. You deserve it.”</td>
<td>“That is great! I am so proud of you. I know how important that promotion was to you. Where were you when your boss told you? We should go out and celebrate.”</td>
</tr>
<tr>
<td>Low energy and quiet</td>
<td>Enthusiastic Support &amp; Authentic</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Constructive</th>
<th>Destructive</th>
</tr>
</thead>
<tbody>
<tr>
<td>“That’s great - what’s for dinner?”</td>
<td>“That sounds like a lot of responsibility. Are you going to spend even fewer nights at home now?”</td>
</tr>
<tr>
<td>Turns Focus Inward &amp; Avoids Speaker</td>
<td>Dismissive &amp; Demeaning</td>
</tr>
</tbody>
</table>
Active, Constructive Responding - For Personal Use

- Listen carefully each time someone you care about tells you about something good that happened to them.
- Go out of your way to respond actively and constructively. Ask the person to relive the event with you; the more time he/she spends reliving, the better.

<table>
<thead>
<tr>
<th>Other’s Event</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>My Response (Verbatim)</td>
<td></td>
</tr>
<tr>
<td>Other’s Response to Me</td>
<td></td>
</tr>
</tbody>
</table>
Using the Tools Daily

1. How might you use each exercise in both your personal and professional life?
2. What other exercises do you use currently or have you used in the past?
3. What would be the overall best practice?

<table>
<thead>
<tr>
<th>Tool</th>
<th>Personal Life Use</th>
<th>Professional Life Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Three good things</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Using signature strengths in a new way</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gratitude visit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active, constructive responding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In your opinion, which element of the PERMA model contributes most to your current well-being and why?

A. Positive emotions
B. Engagement
C. Relationships
D. Meaning
E. Accomplishments
Which exercise do you think you will be able to incorporate in your life to help prevent burnout

1. Three Good Things (PLUS)
2. Classification of Character Strengths
3. Gratitude Visit
4. Active and Constructive Responding
Commit to Yourself

Place a reminder in your phone to alert you to complete your daily exercise of choice.

Tell a friend/family member what you plan to do; they can help to hold you accountable and may even want to start trying these themselves.

Make time to reflect on how your chosen exercise(s) have changed how you feel. Are you starting to feel more positive? More grateful? Waking up more refreshed and energized?
Takeaways

01
Not everyone feels comfortable asking for help even when they’re overloaded and experiencing burnout

02
Applying three good things and active, constructive responding into your life and your team can increase well-being in the workplace

03
Implementing recognition programs in your workplace can improve the culture of your teams
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