



 **pshp** ANNUAL ASSEMBLY

**BRIDGING
THE FUTURE
OF PHARMACY** 2022

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Workforce Well-Being Strategies During Sustained & Challenging Times

Christina Y. Martin, PharmD, MS, CAE
November 4, 2022

Learning Objectives

- Discuss why clinician burnout is a patient care and healthcare workforce problem.
- List actions taken and planned by the National Academy of Medicine Action Collaborative on Clinician Well-Being and Resilience.
- Identify strategies to consider in turbulent times, including the COVID-19 era, for 1) your individual well-being and 2) advance your team's well-being.

Disclosure

Dr. Martin was previously employed by ASHP and co-led the ASHP Well-Being & Resilience Initiative.

Dr. Martin has no financial relationships to disclose.

Well-Being & Resilience

Professional Well-being

- A “function of being satisfied with one’s job, finding meaning in work, feeling engaged at work, having a high-quality working life, and finding professional fulfillment at work.”

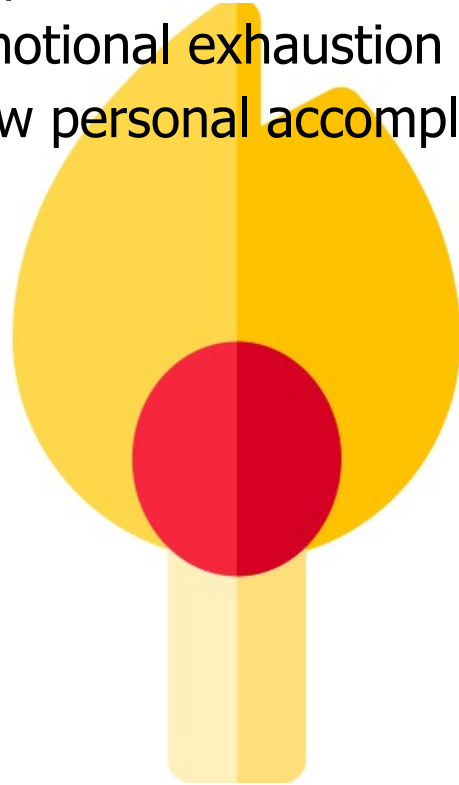
Resilience

- Ability of an individual, organization, “community, or system to withstand, adapt, recover, rebound, or grow from adversity, stress, or trauma.”

Burnout

Syndrome of:

- Depersonalization
- Emotional exhaustion
- Low personal accomplishment



Occupational Phenomenon:

- World Health Organization International Classification of Diseases
 - ICD-11 presented at World Health Assembly in May 2019
 - Effective January 1, 2022
- States “burnout syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed”
- Specific to the occupational context



Maslach, C., S. E. Jackson, et al. (1996). Maslach Burnout Inventory Manual.

Palo Alto, CA, Consulting Psychologists Press

Burnout: Clinical Pharmacists

Jones and colleagues measured clinical pharmacist burnout

- 974 clinical pharmacists surveyed (response rate of 12%)
- 61% overall burnout rate; 53% high emotional exhaustion
- No difference observed in practice area
- Predictors of burnout
 - Too many nonclinical duties
 - Inadequate teaching/administration time
 - Difficult pharmacist colleagues
 - Contributions unappreciated



Jones GM, Roe NM. Factors Associated With Burnout Among
US Hospital Clinical Pharmacy Practitioners: Results of a
Nationwide Pilot Survey. *Hosp Pharm.*2017;52:11:742-51.

Burnout: Health-System Pharmacists

- **Purpose:** Assess levels of and risk factors for burnout in health-system pharmacists
- **Methods:** Maslach Burnout Inventory Human Services Survey distributed to health-system pharmacists
- **Results:** 329 surveys analyzed; 175 (52.2%) reported scores of a high degree of burnout in at least one MBI-HSS subscales; 28 (8.5%) in all three
 - Emotional Exhaustion: 22.9%
 - Depersonalization: 6.2 %
 - Low sense of accomplishment: 36.3%

Burnout: Pharmacy Residents

- Stress and negative affect levels surveyed in PGY1 & PGY2s.
- Those working > 60 hours/week reported higher levels of stress, depression, and hostility.
- Perceived stress for pharmacy residents was significantly higher than in comparably aged adults and similar to medical residents.
- When pressures of being overworked > resident's ability to cope, well-being is in danger.

INSIGHTS FROM THE FRONTLINES OF CARE

“We have had no reprieve from this trauma, stress, and exhaustion, but we are expected to move forward and onward without proper compensation or support. It is too much for anyone to bear.”

#CLINICIANWELLBEING
NAM.EDU/CW



Wave 3 Survey Responses: Pharmacists



"My patient load in ICU went from 16 to 28 daily without additional support when the team split into 2 teams and I still have to cover both teams."

- Pharmacist Survey Respondent

- Over 12 months of COVID-19 (March 2020 – March 2021):
 - 33% rate their mental health as good/very good
 - 88% attribute mental health to pandemic either partially or significantly
 - 31% have a renewed sense of meaning/purpose in work
 - 42% are optimistic about the future

Wave 3 Survey Responses: Pharmacists

- More than half of executive level (51%) and pharmacy department (56%) leadership recognize the risk of burnout
- Yet only a third are prioritizing employee well-being to the best extent possible (33% v. 38%)
- More than two thirds of pharmacists (68%) feel a great deal of stress due to their job
- 44% have marginal/poor control over their workload (+5% increase from 2018)
- More than a third (35%) do not feel comfortable telling their supervisor about feelings of burnout

"Providing adequate staffing and workload expectations [would help me with my well-being and resilience during the pandemic]."

- Pharmacist Survey Respondent

Drivers of Burnout in Healthcare Professionals

Risk Factors Associated With Burnout <i>Am J Health-Syst Pharm.</i> 2017; 74:e576-81	
Risk Factor	Example
Workload	Job demands exceeding human limits; limited time to rest, recover, and restore
Control	Role conflict; absence of direction in the workplace
Reward	Inadequate financial, institutional, or social reward in the workplace; lack of recognition
Community	Inadequate opportunity for quality social interaction at work; inadequate development of teams
Fairness	Perception of inequity from an organization or leadership
Values	Organizational values are incongruous with an individual's personal values or beliefs
Job-person incongruity	Personality does not fit or is misaligned with job expectations and coping abilities

How do we assess (measure) burnout or well-being

Formalized Assessments

Resources to Conduct Workplace Assessment

Assessment is essential to understanding the extent and severity of burnout, and the well-being of the members of any workforce. The following resources include tools to assess the current status of the workplace, in order to understand the baseline that an organization can build on to establish well-being and burnout guidelines. These assessment tools are validated for use among health care workers.

Resources:

Instruments to measure burnout

Maslach Burnout Inventory

The Stanford Model of Professional Fulfillment

Mayo Well-Being Index

Mini-Z Burnout Survey

Instruments to assess antecedents of well-being

AACN Healthy Work Environment Assessment Tool

Agency for Healthcare Research and Quality Patient Safety Culture Survey

NIOSH Worker Well-Being Questionnaire (WELLBQ)

Wellness Culture and Environment Support Scale

Instruments to assess financial impacts of burnout

Estimating the Attributable Cost of Physician Burnout in the United States

Organizational Cost of Physician Burnout

Evaluating the Costs of Burnout Attributed Turnover

Are You at Risk?

Have a negative and critical attitude at work.

Dread going into work and wanting to leave once you're there.

Have low energy, and little interest at work.

Have trouble sleeping.

Are absent from work a lot.

Have feelings of emptiness.

Experience physical complaints such as headaches, illness, or backache.

(easily) Irritated by team members or clients.

Have thoughts that your work doesn't have meaning or make a difference.

Pull away emotionally from your colleagues or clients.

Feel that your work and contribution goes unrecognized.

Blame others for your mistakes.

Think of quitting work or changing roles.

Polling Question

- True or False:
 - You need to participate in a formal assessment to identify if you actively have – or are at risk of - burnout in the workplace.

Polling Question

- True or **False**:
 - You need to participate in a formal assessment to identify if you actively have – or are at risk of - burnout in the workplace.



National Academy of Medicine

Action Collaborative on Clinician Well-Being and Resilience

Clinician well-being is essential for safe, high-quality patient care.

However, clinicians of all kinds, across all specialties and care settings, are experiencing alarming rates of burnout. Burnout is a syndrome characterized by a high degree of emotional exhaustion and depersonalization (i.e., cynicism), and a low sense of personal accomplishment at work. Clinician burnout can have serious, wide-ranging [consequences on individual clinicians and learners, health care organizations, and patient care](#).

On the other hand, *clinician well-being* supports improved patient-clinician relationships, a high-functioning care team, and an engaged and effective workforce. Supporting clinician well-being requires sustained attention and action at organizational, state, and national levels, as well as investment in research and information-sharing to advance evidence-based solutions.

In the face of the unprecedented challenges created by the COVID-19 pandemic, the nation must acknowledge the toll that the crisis is taking on the well-being of clinicians. Health workers need support as they navigate the difficult challenges of the current moment and throughout the long-term effects of [COVID-19](#).

We must take collective action to achieve health workforce well-being at this critical juncture for the U.S. health system. A National Plan for Health Workforce Well-Being will provide guidance and next steps to work with leaders in health care and public health, educational institutions for health professional, policymakers, health IT companies, payers, regulators, associations, and others involved to cultivate a health system to support care providers and optimize their well-being. [Learn more about the National Plan >>](#)



Quick Links

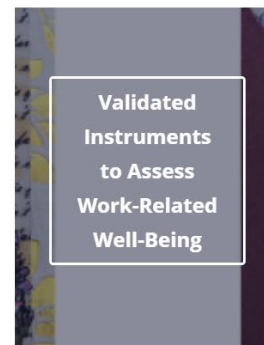
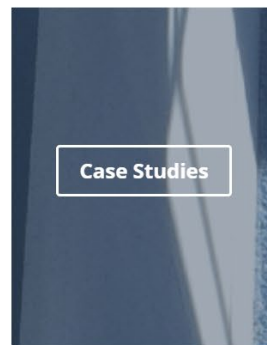
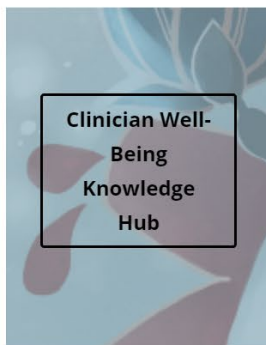
[National Plan](#)[Resource Compendium](#)[Taking Action Consensus Study](#)[Events and Webinars](#)

National Academy of Medicine Action Collaborative on Clinician Well-Being & Resilience

Phase I-II (2017 to 2020): Building a Community around Clinician Well-Being

- Improve baseline understanding of challenges to clinician well-being
- Raise visibility of clinician stress and burnout
- Elevate evidence-based, multidisciplinary solutions that will improve patient care by caring for the caregiver

Resources from the Clinician Well-Being Collaborative



PERSPECTIVE

COLLECTIVELY CONFRONTING THE CLINICIAN-BURNOUT CRISIS

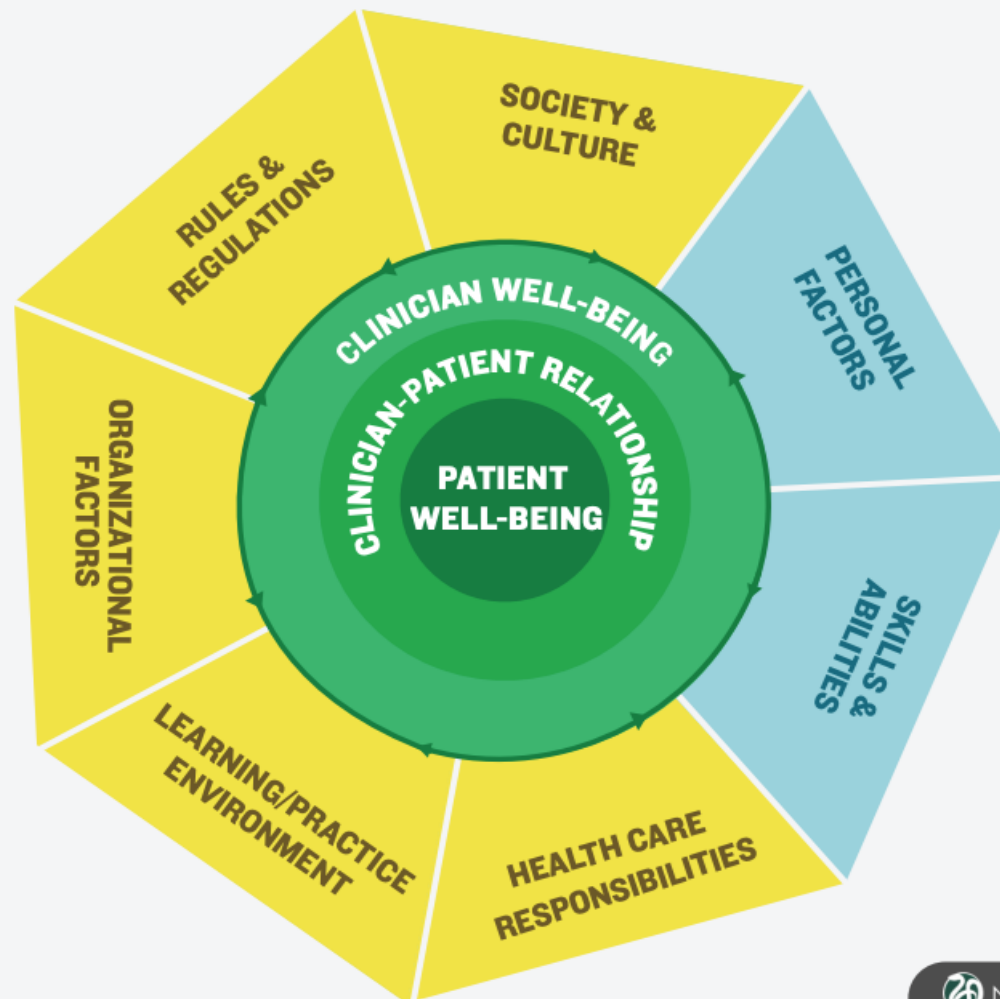
To Care Is Human — Collectively Confronting the Clinician-Burnout Crisis

Victor J. Dzau, M.D., Darrell G. Kirch, M.D., and Thomas J. Nasca, M.D.

NEJM.2018;378(4):312-314.

FACTORS AFFECTING CLINICIAN WELL-BEING AND RESILIENCE

This conceptual model depicts the factors associated with clinician well-being and resilience; applies these factors across all health care professions, specialties, settings, and career stages; and emphasizes the link between clinician well-being and outcomes for clinicians, patients, and the health system. The model should be used to understand well-being, rather than as a diagnostic or assessment tool. In electronic form, the external and individual factors of the conceptual model are hyperlinked to corresponding landing pages on the Clinician Well-Being Knowledge Hub. The Clinician Well-Being Knowledge Hub provides additional information and resources. The conceptual model will be revised as the field develops and more information becomes available.



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NATIONAL ACADEMY OF MEDICINE

Learn more at nam.edu/ClinicianWellBeing

Brigham T, Barden C, Legreid Dopp, A, Hengerer A. et al. A journey to Construct an all-encompassing conceptual model of factors affecting clinician well-being and resilience. National Academy of Medicine, 2018.



Strategies to Support the Health and Well-Being of Clinicians During the COVID-19 Outbreak

Even before the COVID-19 crisis, many clinicians already faced burnout, as well as stress, anxiety, depression, substance abuse, and even suicidality. Now this global public health emergency is presenting clinicians with even greater workplace hardships and moral dilemmas that are very likely to exacerbate existing levels of burnout and related mental health problems.

During this challenging time, we should all aspire to follow clear strategies, both as health care leaders and as individual clinicians, to help sustain the well-being of clinicians amidst the COVID-19 outbreak.

Strategies for Health Care Leaders and Managers

- **Value clinicians:** Provide clear messages that clinicians are valued.
- **Communicate best practices:** Communicate best practices clearly and compassionately. Manage expectations, create work schedules that promote resilience, ensure appropriate working hours with breaks, emphasize the importance of self-care, provide sufficient resources (masks, gloves, goggles, gowns, hand sanitizer, soap and water, cleaning supplies, healthy snacks, easy
- **Enable cooperation and collaboration:** Institute mechanisms for cooperation and collaboration between management, clinical teams, and clinicians.
- **Provide a central access point for updated information, technical updates, and tools to address COVID-19:** Familiarize personnel with technical updates on COVID-19 and provide appropriate tools to assess, triage, test, and treat patients and to share infection prevention and control information with patients

From National Academy of Medicine, Strategies for Health Care Leaders and Managers.

<https://nam.edu/initiatives/clinician-resilience-and-well-being/clinician-well-being-strategies-during-covid-19/>
accessed 17 June 2020.

Op-Ed: We need a national strategy to help health workers recover from the stress of the pandemic



“That is why we need a national strategy, not only to help healthcare workers recover from the pandemic, but also to mitigate preexisting drivers of burnout.

An essential first step is a tracking system to monitor their physical and mental health.”

Frontline workers have faced shortages of essential supplies such as N95 masks, adding to their stress levels. (Joe Cicak / Getty Images)

BY VICTOR J. DZAU

MARCH 5, 2021 3:05 AM PT

<https://www.latimes.com/opinion/story/2021-03-05/national-strategy-healthcare-workers-mental-health> accessed 10 Dec 2021.

National Academy of Medicine Action Collaborative on Clinician Well-Being & Resilience

Phase III (2021-2022): Creating a National Strategy and Social Movement

- Working Group on A National Strategy for Clinician Well-Being
- Working Group on Implementing Tools to Improve Clinician Well-Being
- Working Group on Navigating the Impacts of COVID-19 on Clinician Well-Being

*Learn more <https://nam.edu/initiatives/clinician-resilience-and-well-being/>

NATIONAL PLAN for health workforce well-being



Priority Areas

The National Plan calls on multiple actors – including health care and public health leaders, government, payers, industry, educators, and leaders in other sectors – to help drive policy and systems change. See **goals** in the following priority areas to better support the health workforce and the health of all communities:

Create and sustain positive work and learning environments and culture



Invest in measurement, assessment, strategies, and research



Support mental health and reduce stigma



Address compliance, regulatory, and policy barriers for daily work



Engage effective technology tools



Institutionalize well-being as a long-term value



Recruit and retain a diverse and inclusive health workforce





Strategies to address well-being and resilience of the pharmacy workforce

Be intentional

National Academy of Medicine

- Improve baseline understanding of challenges to clinician well-being
- Raise visibility of clinician stress and burnout
- Elevate evidence-based, multidisciplinary solutions that will improve patient care by caring for the caregiver



Be intentional



ASHP Strategic Plan

ASHP Vision

ASHP's vision is that medication use will be optimal, safe, and effective for all people all of the time.

ASHP Mission

The mission of pharmacists is to help people achieve optimal health outcomes.

ASHP helps its members achieve this mission by advocating and supporting the professional practice of pharmacists in hospitals, health systems, ambulatory clinics, and other settings spanning the full spectrum of medication use.

ASHP serves its members as their collective voice on issues related to medication use and public health.

Strategic Priorities and Goals

Our Patients and Their Care

1. Improve the Health and Well-being of Patients by Optimizing Medication Therapy Outcomes Across the Continuum of Care
2. Advance Pharmacy Practice Across the Continuum of Care
3. Facilitate Preparation of the Pharmacist Workforce
4. Improve Patient Care by Enhancing the Well-being and Resilience of Pharmacists, Student Pharmacists, and Pharmacy Technicians
5. Advance the Creation of a Well-Defined Professional Career Path for Pharmacy Technicians by Elevating Their Patient Care Roles, Responsibilities, and Vital Contributions to Enhancing the Direct Patient Care Efforts of Pharmacists
6. Advocate for Laws, Regulations, and Standards That Improve Patient Care

GOAL 4

Improve Patient Care by Enhancing the Well-being and Resilience of Pharmacists, Student Pharmacists, and Pharmacy Technicians

Key Objectives

1. Engage in major national initiatives on clinician well-being and resilience.
2. Facilitate the development of education aimed at helping pharmacists, student pharmacists, and pharmacy technicians address and effectively cope with the stress and burnout associated with demanding patient care environments.
3. Seek opportunities to improve the well-being and resilience of pharmacists participating in postgraduate residency training.
4. Foster research that addresses well-being and resilience issues of pharmacists, student pharmacists, and pharmacy technicians.



Advance Individual Well-Being

- Not a one-size-fits-all approach
- Use available resources
 - National Academy of Medicine Action Collaborative
 - Local, State, National Professional Organizations
- Suggested approaches - if one does not resonate, try another!
 - Leaving work at work
 - Finding a passion outside of work
 - Seeking a mentor / accountability partner
 - Engaging with professional services

Use Available Resources

app.mywellbeingindex.org/account_setup

WELL-BEING
index for Pharmacy

APhA
American Pharmacists Association

The American Pharmacist Association and The Well-Being Index, invented by Mayo Clinic, are proud to partner in the fight against burnout with the creation of the Pharmacy Professional Well-Being Index. The Well-Being Index provides Pharmacy Professionals with a way to anonymously assess their well-being and evaluate multiple dimensions of distress.

User Account Setup | Assessment | Feedback | Results

Create Your Account | Login To Existing Account

Your Demographics

Gender [?]
Select Gender

Age [?]
Please Select

Practitioner Type [?]
Please Select

Years as Current Practitioner Type? [?]
Please Select

Practice Setting [?]
Please Select

Country [?]
United States

State/Province (Where Employed) [?]
Please Select

Welcome

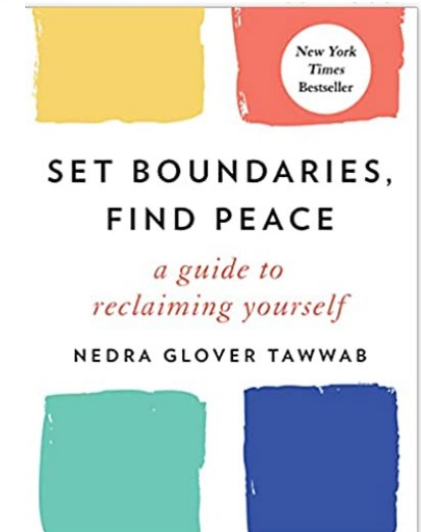
With the Well-Being Index you'll be able to:

- Assess your current level of well-being.
- See how your well-being compares to other pharmacy professionals.
- Track changes in your well-being over time.
- Gain access to resources to promote your well-being and address a variety of concerns.

https://app.mywellbeingindex.org/account_setup
accessed 14 Feb 2022.

Leaving Work at Work

- Have Mental Clarity
- Create boundaries
 - Define "After Hours"
 - Intentionally log-out of Skype, Slack, Teams, etc.
- Communicate with Your Colleagues
 - Manage expectations up, down, around
- Get Work Done at Work
 - Effectively manage time
 - E.g. time-blocking



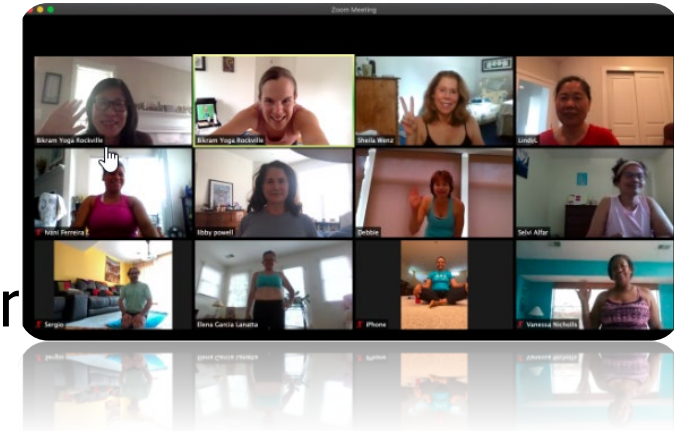
How to Leave Work at Work. <https://hbr.org/2020/02/how-to-leave-work-at-work>. Accessed 11 Mar 2020.

Book: <https://www.amazon.com/gp/product/0593192095/> accessed July 12, 2021.

Image: <https://images.app.goo.gl/fZ12UWaY3GTBUHzA9> accessed 24 Jun 2020.

Finding a passion outside of work

- Hobby as protective factor
 - Faculty who had a hobby had significantly lower emotional exhaustion scores, lower depersonalization score, and higher personal accomplishment scores¹
- “Job-crafting”²
 - Shift work hours to allow for non-work passions
- Volunteering
 - Carve out time for employees to give back to community
- Protected time
 - Identify time protected from work for employees/supervisors to feel at peace engaging in non-work activities



1. Am J Pharm Educ. 2017;81(4):75

2. From HBR The Unexpected Benefits of Pursuing a Passion Outside of Work. <https://hbr.org/2019/11/the-unexpected-benefits-of-pursuing-a-passion-outside-of-work>. Accessed 13 Apr 2020.

Finding a Mentor / Accountability Partner

Find a Mentor

- Mentored employees received more promotions and higher compensation and felt a higher satisfaction in their career (vs. non-mentored employees)¹
- Practice self-reflection - who/m do I want to be like?

Seek professional services

- Engage in Employee Assistance Program (EAP)
- Review individual healthcare plans
 - Cognitive Behavior Therapy
 - Visit with Primary Care Provider
 - Expansion in telehealth services – Talkspace

1. The Benefits of Having a Mentor as a Young Professional. https://www.asaecenter.org/resources/articles/an_plus/2019/november/the-benefits-of-having-a-mentor-as-a-young-professional accessed 24 Jun 2020.

Strategies for Stressful Times

- Meet basic needs
- Take breaks
- Stay connected
- Respect differences
- Stay updated
- Perform self check-ins
- Honor your service
- Learn to manage stress
 - Meditation, relaxation



From National Academy of Medicine, Strategies for Clinicians. <https://nam.edu/initiatives/clinician-resilience-and-well-being/clinician-well-being-strategies-during-covid-19/> accessed 17 June 2020.

Image: <https://images.app.goo.gl/w6NBDJ9v5WM6A5DP7>

Uniqueness of Grief

- “Each person’s grief is as unique as their fingerprint. But what everyone has in common is that no matter how they grieve, they share a need for their grief to be witnessed.
- That doesn’t mean needing someone to try to lessen it or reframe it for them. The need is for someone to be fully present to the magnitude of their loss without trying to point out the silver lining.”
- - David Kessler (grief expert)

INSIGHTS FROM THE FRONTLINES OF CARE

*“Leaders must demonstrate
a commitment to self-care,
and destigmatizing mental
health care seeking.”*

#CLINICIANWELLBEING
NAM.EDU/CW



Clarify your priorities

- Identify your top professional priorities
- Define your personal priorities
- Narrow your to-do list
 - Delegate
- Confirm with a leader
- Block dedicated time for each of your priorities
- Avoid leader/organizational mission creep!

Showing compassion

- One size does not fit all
- Treat your direct reports/members as individuals
- Recognize strengths
- Treat others the way they would like to be treated (platinum rule)

Form partnerships

- Recognize your own limitations
 - Apply the strengths-based leadership framework to this conversation
- Go outside your skill set / organizational offerings to bring new resources to your team
- Mutually beneficial partnerships
 - Intraprofessional
 - Interprofessional

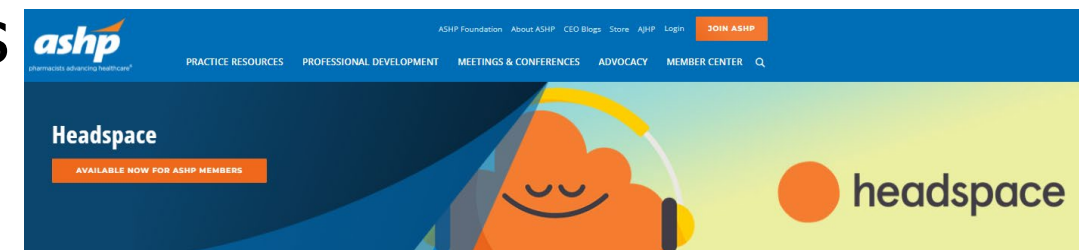


Image 1: <https://www.ashp.org/membership-center/be-kind-to-your-mind> Accessed 14 Feb 2022.

Image 2: https://app.mywellbeingindex.org/account_setup Accessed 14 Feb 2022.

Implementing Optimal Team-Based Care to Reduce Clinician Burnout

Key Features of High Performing Teams

- Mutual trust/psychological safety
- Effective communication
- Clear roles
- Shared, measurable goals

Teamwork and Clinician Well-Being

- Some evidence of an association between high performing teams and improved clinician well-being
- More research is needed to fully understand the relationship between team-based care and clinician well-being



Call to Action

- Make clinician well-being an organizational priority and an integral part of strategic planning; dedicate financial resources to addressing burnout at the individual and organizational levels.
- Convene professionals from across health-care disciplines to develop strategies that prevent burnout and promote clinician well-being.
- Thoughtfully analyze and design work to prevent excess workload and improve workflow; prioritize areas such as improving the EMR, empowering pharmacy technicians and other support personnel, and identifying improved workload metrics to align resources appropriately.
- Develop strategies for responding to emotional crises (eg, suicide) while providing clinicians with support for long-term mental health and well-being.
- Ensure that clinicians model resilient behaviors to promote a culture of well-being to trainees.
- Improve person-organization and person-job fit; these include providing greater transparency in recruitment and selection, enhancing the clarity of job descriptions and other expectations, training organizational leadership to provide improved support, and providing career counseling and coaching for trainees and individuals in the job.
- Ensure that burnout research is grounded in theory and supported financially by health-care organizations and professional societies, with specific emphasis on the antecedents and consequences of burnout and individual- and organization-focused interventions to address it; also, encourage collaboration with other health-care professionals and burnout experts.

Hagemann TM , Reed BN ,Bradley BA , et al. Burnout among clinical pharmacists: Causes, interventions, and a call to action. *J Am Coll Clin Pharm*. 2020;3:832 842. <https://doi.org/10.1002/jac5.1256>



Supporting burned-out staff

- Increase transparency about workload
- Schedule regular performance check-ins
- Give employees more control over their calendar
 - Calendar blocking
 - Flexible hours
 - Re-think hour meeting structure
- Practice the work-life integration approach that you preach
- Give consistent feedback

Pharmacy Workplace and Well-being Reporting (PWWR)

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Welcome To Pharmacy Workplace And Well-Being Reporting (PWWR)

Your voice is critical to enhance and safeguard the pharmacy workplace. Pharmacists and pharmacy personnel are invited to submit your pharmacy workplace experiences – positive and negative – to Pharmacy Workplace and Well-being Reporting (PWWR). Your individual reports are confidential and anonymous.

[SUBMIT NOW](#)

Tips for Taking Care of Yourself during COVID-19

Preparing

- Clarify what your role will be when called upon to work or respond to on-call.
- Identify ways to stay connected with family and friends. Share with them what your roles & responsibilities will be during this time.
- Review [ASHP Well-Being Reminders during Difficult Times](#).
- Review [ASHP Checklist for Pharmacists and Pharmacy Technicians to Protect Themselves in Outpatient Care Settings](#).
- Review [ASHP Checklist for Pharmacists and Pharmacy Technicians to Minimize Exposure from COVID-19 at Home](#).
- Read the SAMHSA Tips for Disaster Responders: [Preventing and Managing Stress](#).
- Consider [trying an app](#) on meditation and relaxation, coping with stress/anxiety, or insomnia before entering an extremely stressful/crisis situation. [ASHP members have free access to Headspace](#).
- Familiarize yourself with the CDC: [Mental Health and Coping with COVID-19 resources](#).
- Watch Medicine Grand Rounds - [Mental Health During a Pandemic](#). [YouTube]

Responding

- Recognize [symptoms of burnout](#). [ASHP Infographic]
- Get support from team members - [implement a buddy system](#). [NIOSH Fact Sheet on Buddy System]
- Practice Self-Care Techniques.
 - Breathe
 - Meditate.
 - Write in a journal - reflect on [three good things](#) that happened today
 - Maintain a healthy diet with adequate sleep and exercise, including hydration
- Use employer-provided mental health resources, such as Employee Assistance Programs.
- It is natural to feel stress, anxiety, grief, and worry during and after a disaster. [Taking care of your emotional health](#) during an emergency will help you think clearly and react to the urgent needs to protect yourself and your family. [CDC]
- If away from home for extended periods of time, remember the ways identified to stay connected with your family and friends.
- If away from home for extended periods of time, identify a de-briefing partner you can connect with on a regular basis. This can be someone in your profession (a supervisor or a colleague) or someone outside of your profession (a mentor or a friend).
- Review [NAM Strategies to Support Health and Well-Being of Clinicians During the COVID-19 Outbreak](#).

<https://wellbeing.ashp.org/Resources/Tips-for-Taking-Care-of-Yourself>. Accessed 14 Feb 2022.

Tips for Taking Care of Yourself during COVID-19

Recovering

- **Recognize and build awareness** to physical, cognitive, emotional, or behavioral symptoms of stress, which may continue or begin weeks-to-months after the event.
- Engage in employer-offered critical incident stress management programs.
- Make as many daily decisions as possible to give yourself a feeling of control over your life.
- Spend time with others or alone doing the things you enjoy to refresh and recharge yourself.
- Remember that “getting back to normal” takes time.
- **Appreciate a sense of humor in yourself and others.** It is okay to laugh again.
- **Reach out—people really do care.**
- Reconnect with family, spiritual, and community supports.
- Be aware that recovery is not a straight path but a matter of two steps forward and one back. You will make progress.
- **Your family will experience the disaster along with you.** You need to support each other. This is a time for patience, understanding, and communication.
- Get plenty of rest and normal exercise. Eat well-balanced, regular meals.

<https://wellbeing.ashp.org/Resources/Tips-for-Taking-Care-of-Yourself>. Accessed 14 Feb 2022.

Polling Question

- Strategies to address workforce well-being are most effective:
 - (A) In preparing for a stressful time.
 - (B) When responding to a stressful time.
 - (C) While recovering from a stressful time.
 - (D) All of the above

Polling Question

- Strategies to address workforce well-being are most effective:
 - (A) In preparing for a stressful time.
 - (B) When responding to a stressful time.
 - (C) While recovering from a stressful time.
 - **(D) All of the above**

ASHP Well-Being Ambassador Program (WBA)

- ASHP Well-Being Ambassador Program: Improving Healthcare Access and Outcomes in Tribal, Rural, and Underserved Communities Through Resiliency Training for the Pharmacy Workforce
- Recruit & enroll 4000 pharmacists, pharmacy students, pharmacy residents, pharmacy technicians, and technician trainees with an emphasis in tribal, rural, and underserved communities

wellbeing@ashp.org



Sign-Up by
11/1/2022

• Project Outcomes



- National network of trained pharmacy professionals leading efforts to address occupational burnout in local communities
- Ambassador proficiency in well-being strategies to support resilience for themselves and others
- Transformation of organizations into cultures of well-being

<https://wellbeing.ashp.org/wellbeing/well-being-ambassador-program>

Case Study

- Tony Soprano is experiencing a stressful time at work. He's mentioned feeling 'overwhelmed' at his recent 1:1 meetings.
- You both continue to engage in hybrid work (on-site + remote work), though when you're on-site, you see his appearance is disheveled, he is always snacking on gabagool, and he will disappear for long stretches of time at the workplace.
- As his supervisor, you observe that he's responding to emails at all hours of the day.
- Yesterday, he made a comment that, "He's not sure how much longer he can do this."

As his supervisor...

- What do you do next?
- What are individual and/or environmental resources that you can recommend to Tony?

Considerations

- Strategies for Stressful Times
- Leaving Work at Work (boundaries)
- Finding a Mentor
- Referral to Professional Services
- Consider a well-being framework for the entire department

In Summary

- Improving health worker well-being is a shared responsibility that requires collective action.
- Professional organizations (NAM, ASHP, MSHP, APhA, ACCP) have abundant resources to meet the individual/team on their well-being journey.
- “To Do Well We Have to Be Well. To Treat Others Well We Have to Be Well Ourselves.”
NIH – Sharon Milgram,

Workforce Well-Being Strategies During Sustained & Challenging Times

Be Kind.

Be Well.

Thank you for your time today.

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