PRECEPTOR AND LEARNER
WELL-BEING AND RESILIENCE

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Disclosure/Conflict of Interest

I, Lea S. Eiland, have no actual or potential conflict of interest in relation to this program.
OBJECTIVES

- Define stress, burnout, well-being, and resilience
- Describe how burnout is a personal, patient care, and professional workforce concern
- Identify learners who are experiencing stress and burnout
- Describe the National Academy of Medicine Clinician Well-Being and Resilience Action Collaborative
- Identify strategies to impact well-being and resilience in pharmacists and learners
Burnout at Work Isn’t Just About Exhaustion. It’s Also About Loneliness

by Emma Seppala and Marissa King

June 9, 2017

Make The Clinician Burnout Epidemic A National Priority
Andrew Shin, Tejal Gandhi, and Shoshana Herzig
April 23, 2015

Addressing Physician Burnout: The Way Forward

Tait D. Shanafelt, MD
Mayo Clinic, Rochester, Minnesota.

Lotte N. Dyrbye, MD
MHPE
Mayo Clinic, Rochester, Minnesota.

Colin P. West, MD, PhD
Mayo Clinic, Rochester, Minnesota.

The US health care delivery system and the field of medicine have experienced tremendous change over the last decade. At the system level, narrowing of insurance networks, employed physicians, and financial pressures have resulted in greater expectations regarding productivity, increased workload, and reduced physician autonomy. Physicians also have to navigate a rapidly expanding medical knowledge base, more onerous maintenance of certification requirements, increased clerical burden associated with the introduction of electronic health records (EHRs), and patient portals. New regulatory requirements, reported even in the medical education and residents exposed to the particular disciplines (e.g., emergency medicine, burnout), have also affected residents and faculty, in addition to increased expectations on the part of patients. It is clear that there is a disconnect between burnout and workforce adequate to meet the needs of patients.
**CASE**

- Steven
- Preceptor for 8 years
- Takes students from 2 schools
- Steven’s thoughts....

Wonder if I can take a new role or position that doesn’t require precepting?

Can you believe these students? All their knowledge comes from a phone and they don’t even think any more!

Let’s just have you spend the afternoon on your project... (I need a break!)
Is Steven showing signs of stress or burnout?

- Stress
- Burnout
- I don't know
WHAT IS STRESS?

- Stress is a physical, mental, or emotional factor that causes bodily or mental tension.

- Stress can be external or internal.

- Stress and its triggers are different for each one of us:
  - Home environment
  - Work environment
  - Relationships
  - Personal health

https://www.medicine.net/script/main/art.asp?articlekey=20104
Perceived Stress Scale

0 = Never    1 = Almost Never    2 = Sometimes    3 = Fairly Often    4 = Very Often

1. In the last month, how often have you been upset because of something that happened unexpectedly?  
   0 1 2 3 4

2. In the last month, how often have you felt that you were unable to control the important things in your life?  
   0 1 2 3 4

3. In the last month, how often have you felt nervous and “stressed”?  
   0 1 2 3 4

4. In the last month, how often have you felt confident about your ability to handle your personal problems?  
   0 1 2 3 4

5. In the last month, how often have you felt that things were going your way?  
   0 1 2 3 4

6. In the last month, how often have you found that you could not cope with all the things that you had to do?  
   0 1 2 3 4

7. In the last month, how often have you been able to control irritations in your life?  
   0 1 2 3 4

8. In the last month, how often have you felt that you were on top of things?  
   0 1 2 3 4

9. In the last month, how often have you been angered because of things that were outside of your control?  
   0 1 2 3 4

10. In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?  
    0 1 2 3 4

Rating of 4 = 0 points; 3 = 1 point

WHAT IS BURNOUT?

- Syndrome of:
  - emotional exhaustion
  - depersonalization
  - low personal accomplishment

- Leads to decreased effectiveness at work

- Attributed to work-related stress

**Burnout is Not..**

- Having a bad day at work
- Feeling overwhelmed for a day or two
- Experiencing a bad mood
- Wanting time-off from work
- Needing a stress reliever at the end of the day

*It's been a really bad day.*

At least bad days only last 24hrs.
Steven

- Likely displaying signs of burnout
- His symptoms are:
  - Emotional exhaustion
  - Depersonalization and Cynicism
What factors could be contributing to Steven's burnout?
Drivers of Burnout in Healthcare Professionals

- Excessive workload
- Inefficient work environment
- Problems with work-life integration
- Loss of autonomy, flexibility and control
- Organizational culture and values
- Reduction of meaning in work
- Lack of social support at work
- Leadership behaviors

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NATIONAL ACADEMY OF MEDICINE
ACTION COLLABORATIVE ON CLINICIAN
WELL-BEING AND RESILIENCE

- 36 sponsoring organizations, 100 network organizations
  - Professional organizations, government, technology and EHR vendors, large health care centers, and payers
NAM ACTION COLLABORATIVE GOALS (2017 – 2020)

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

**SOCIETY & CULTURE**
- Alignment of societal expectation and clinician's role
- Culture of safety and transparency
- Discrimination and overt and unconscious bias
- Media portrayal
- Patient behaviors and expectations
- Political and economic climates
- Social determinants of health
- Stigmatization of mental illness

**RULES & REGULATIONS**
- Accreditation, high-stakes assessments, and publicized quality ratings
- Documentation and reporting requirements
- HR policies and compensation issues
- Initial licensure and certification
- Insurance company policies
- Litigation risk
- Maintenance of licensure and certification
- National and state policies and practices
- Reimbursement structure
- Shifting systems of care and administrative requirements

**ORGANIZATIONAL FACTORS**
- Bureaucracy
- Congruent organizational mission and values
- Culture, leadership, and staff engagement
- Data collection requirements
- Diversity and inclusion
- Harassment and discrimination
- Level of support for all healthcare team members

**LEARNING/PRACTICE ENVIRONMENT**
- Autonomy
- Collaborative vs. competitive environment
- Curriculum
- Health IT interoperability and usability/Electronic health records
- Learning and practice setting
- Mentorship program
- Physical learning and practice conditions
- Professional relationships
- Student affairs policies
- Student-centered and patient-centered focus
- Team structures and functionality

**HEALTH CARE RESPONSIBILITIES**
- Administrative responsibilities
- Alignment of responsibility and authority
- Clinical responsibilities
- Learning/career stage
- Patient population
- Specialty related issues
- Student/trainee responsibilities
- Teaching and research responsibilities

Individual Factors

**PERSONAL FACTORS**
- Access to a personal mentor
- Inclusion and connectivity
- Family dynamics
- Financial stressors/economic vitality
- Flexibility and ability to respond to change
- Level of engagement/connection to meaning and purpose in work
- Personality traits
- Personal values, ethics and morals
- Physical, mental, and spiritual well-being
- Relationships and social support
- Sense of meaning
- Work-life integration

**SKILLS AND ABILITIES**
- Clinical Competency level/experience
- Communication skills
- Coping skills
- Delegation
- Empathy
- Management and leadership
- Mastering new technologies or proficient use of technology
- Optimizing workflow
- Organizational skills
- Resilience
- Teamwork skills

Drivers of Burnout in Healthcare Professional Trainees

- Learning environment
- Educational debt
- Grading structure
- Work compression
- Supervisor behavior
- Insufficient autonomy
- Personal needs inconsequential
- Lack of timely feedback
- Stressful relationships with supervisors

## Risk Factors at Workplaces Associated with Burnout

<table>
<thead>
<tr>
<th>Risk Factor</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workload</td>
<td>Job demands exceeding human limits; limited time to rest, recover, and restore</td>
</tr>
<tr>
<td>Control</td>
<td>Role conflict; absence of direction in the workplace</td>
</tr>
<tr>
<td>Reward</td>
<td>Inadequate financial, institutional, or social reward in the workplace; lack of recognition</td>
</tr>
<tr>
<td>Community</td>
<td>Inadequate opportunity for quality social interaction at work; inadequate development of teams</td>
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<tr>
<td>Fairness</td>
<td>Perception of equity from an organization or leadership</td>
</tr>
<tr>
<td>Values</td>
<td>Organizational values are incongruous with an individual’s personal values or beliefs</td>
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<tr>
<td>Job-person incongruity</td>
<td>Personality does not fit or is misaligned with job expectations and coping abilities</td>
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</tbody>
</table>
Student communication __________ with teacher burnout.

increases

decreases
**Effects on Teaching and Mentoring**

- Higher teacher enthusiasm = improved quality instructional behaviors and increased student ratings.
- Enthusiasm for teaching needs to be greater than enthusiasm for the subject.
- Student communication decreases with increased teacher burnout.

Kunter, Tsai, Klusmann, Brunner, Krauss, & Baumert, 2008
Irvin, Hume, Boyd, McBee, & Odom, 2013
**Teachers and Students**

- **Teacher emotional exhaustion**
  - ↓ Student motivation

- **Teacher depersonalization**
  - ↓ Student motivation

- **Teacher sense of personal accomplishment**
  - ↓ Student outcomes

Shen, McCaughtry, Martin, Gam, Kulik, Fahlman, 2015

Wong, Ruble, Yu, McGrew, 2017
Pharmacy Literature
**Study Overview**

- Stress and negative affect levels surveyed in PGY1s & PGY2s (n=524, 27.7% response)
- Those working >60 hours/week reported higher levels of perceived stress and elevated depression, hostility, and dysphoria.
- Perceived stress for pharmacy residents was 19.06±5.9
  - 14.2±6.2 in 18-29 year old health adults
  - 20.3±7.4 in cardiology medical residents

**Takeaways**

- 10-item Perceived Stress Scale is a free, validated tool to assess stress among pharmacy residents.
- Hostility was highest in PGY2.
- When pressures of being overworked > resident’s ability to cope, well-being is in danger.

Le HM, Young SD. Evaluation of stress experienced by pharmacy residents. AJHP.2017;74:599-604
Jones and colleagues measured clinical pharmacist burnout (n=974)

- Maslach Burnout Inventory
  - 61.2% overall burnout rate; 52.9% high emotional exhaustion

- Characteristics of burned out clinical pharmacists:
  - Less likely to have children (p=0.002)
  - More likely to work more median hours (p<0.001)
  - More likely to have attained BPS certification (p=0.005)

- No difference observed in practice area, hospital setting
**Strong predictors:**
- Too many nonclinical duties (OR 2.3; CI: 1.7-3.2)
- Contributions unappreciated (OR 2.2; CI: 1.6-3.1)
- Difficult pharmacist colleagues (OR 2.1; CI: 1.5-2.9)
- Uncertainty of healthcare reform (OR 2.0; CI: 1.4-3.1)
- Inadequate teaching time (OR 1.8; CI: 1.3-2.5)
- Inadequate administration time (OR 1.9; CI: 1.4-2.6)
- Age (OR 0.96; CI: 0.95-0.98)
BURNOUT: HEALTH-SYSTEM PHARMACISTS

► 329 Health-System Pharmacists responses
► Maslach Burnout Inventory Human Services Survey (MBI-HSS)
  ► 53% showed burnout on 1 scale
  ► 18.5% showed burnout on 2 scales
  ► 8.5% showed burnout on all 3 scales
El-Ibiary and Colleagues measured faculty burnout in US College of Pharmacy (n=758)

- Maslach Burnout Inventory-Educators Survey (MBI-ES)
- 41.3% exhibited high emotional exhaustion scores
- Women had significantly higher emotion exhaustion and lower personal accomplishment scores than men
- Faculty working in newer Colleges of Pharmacy (est. < 5 years) were associated with lower depersonalization and lower personal accomplishment scores.
- Faculty who had a hobby had significantly lower emotional exhaustion scores, lower depersonalization score, and higher personal accomplishment scores
**BURNOUT: PUBLIC’S OPINION**

- Harris Poll conducted May 28-30, 2019 of 2,007 U.S. adults ages 18 and older
- 74% of Americans are concerned about burnout among healthcare professionals
- 26% believe hospital pharmacists and 25% believe retail pharmacists are often burnt out
- 91% said it is important that their doctor, pharmacist, nurse, or other healthcare professional do whatever they can to avoid burnout
IDENTIFY BURNOUT

- Maslach Burnout Inventory - Human Services Survey for Medical Personnel

NAM Survey Instruments: https://nam.edu/valid-reliable-survey-instruments-measure-burnout-well-work-related-dimensions/
Maslach Burnout Inventory: https://www.mindgarden.com/117-maslach-burnout-inventory
NAM Pragmatic Approach for Organizations: https://nam.edu/a-pragmatic-approach-for-organizations-to-measure-health-care-professional-well-being/
Mindtools: https://www.mindtools.com/pages/article/newTCS_08.htm (Free!)
WELL-BEING

- The state of being comfortable, healthy, or happy

- CDC: Well-being includes the presence of positive emotions and moods (e.g., contentment, happiness), the absence of negative emotions (e.g., depression, anxiety), satisfaction with life, fulfillment and positive functioning
The capacity to recover quickly from difficulties; toughness

When faced with a tragedy, natural disaster, health concern, relationship, work, or school problem, resilience is how well a person can adapt to the events in their life
Can Steven increase his well-being and resilience?

Yes

No
WHAT can we do?
What could Steven do personally to develop or increase his well-being and resilience?
EVIDENCE-BASED INDIVIDUAL STRATEGIES

- Mindfulness
- Mindfulness with cognitive reappraisal
- Cognitive behavior therapy (CBT)
MITIGATING STRESS

Self-Care Techniques

- Monitor personal stress indicators (sleep, eating, agitation, etc.)
- Decompress with healthy transitions (exercise, journal, breath work, music)
- Record three good experiences from the day, savor those positive moments and plan for good experiences tomorrow
- Speak with trusted people, maintain social connections

Resiliency Competencies

- Awareness
  - Assess your own contributors to burnout
    - Sensations, thoughts, environments
- Regulation
  - Of self and others’ stress reactions and emotions
ENGAGE IN A HOBBY

- Hobby (noun) – a pursuit outside one's regular occupation engaged in especially for relaxation
  - Family
  - Faith
  - Fitness
  - Food
  - Fun

https://www.merriam-webster.com/dictionary/hobby; accessed 18 Jan 2018
https://www.wikihow.com/Encourage-a-Teenager-to-Take-Up-a-Hobby
ENGAGE IN A HOBBY/MENTAL RELAXATION

- Read books (non-pharmacy/non-leadership)
- Watch mindless television
- Get outside
  - Work in yard (mental rest)
  - Go to lake (use sunscreen!)
  - Walk around neighborhood/golf course
- Watch college football (GameDay, football all day!)
- Exercise
- Retail therapy
- Girl’s trips/Hunting trips
- Visit with family
PERSONAL/PROFESSIONAL STRATEGIES

- Identify things that can and cannot be controlled
- Ask for help with needed
- Prioritize schedule, change work patterns
  - Calendar your Day/Week Assessment Exercise
- Monitor your inner emotional energy
  - Re-charge when needed
  - Take vacation days strategically
- Celebrate accomplishment
- Mentorship, Social Relationships
- Make you be a priority
- Remember why you became a preceptor!

FIRST THINGS FIRST
PRIORITIZE
What could Steven's employer do to impact well-being and resilience in the organization?
### Risk Factors Associated With Burnout

*Am J Health-Syst Pharm. 2017; 74:e576-81*

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<th>Risk Factor</th>
<th>Strategy to Alleviate Risk</th>
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<tr>
<td>Workload</td>
<td>Permitting time at the workplace to recover from a stressful event</td>
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<tr>
<td>Control</td>
<td>Clearly defined roles and expectations from organizational leadership</td>
</tr>
<tr>
<td>Reward</td>
<td>Identify suitable rewards to recognize achievements, provide opportunities to teach or mentor trainees</td>
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<tr>
<td>Community</td>
<td>Promote participation in professional organizations</td>
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<tr>
<td>Fairness</td>
<td>Transparency in decision-making</td>
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<tr>
<td>Values</td>
<td>Align personal expectations with organizational goals</td>
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<tr>
<td>Job-person incongruity</td>
<td>Evaluate and align job responsibilities with personal and professional expectations</td>
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</tbody>
</table>
What precepting idea do you have to reduce burnout?
IDEAS FOR PRECEPTORS

- Have a detailed syllabus
  - Expectations and activities listed
- Repeated Calendar
  - Build in down-time for you
- Increase communication
- Teach and demonstrate ‘healthy’ choices
  - Reasonable work hours
  - Self-care
  - No email after hours
  - Take time for yourself
IDEAS WITH LEARNERS

- Discuss signs and symptoms of stress and burnout and strategies to prevent them
- Self-assess stress levels and risk for burnout
- Discuss topics such as managing difficult situations, emotional intelligence, managing others, etc.
- Team-building activities
- Create a comfortable environment where learners can share
NAM Knowledge Hub

Sharing Knowledge to Combat Clinician Burnout

Find articles, research studies, and other resources

Search for Resources...

nam.edu/clinicianwellbeing
ASHP Resources

- Well-Being and Resilience Resource Center
  - Numerous publications, blogs, webinars, and resources
  - https://www.ashp.org/Pharmacy-Practice/Resource-Centers/Workforce-Well-Being-and-Resilience

- Well-Being and Resilience Webinar Series
  - Growing collection that covers facets of defining stress and burnout to identifying solutions to build resilience of individuals and of teams (CE also!)

- ASHP Connect Community
CONCLUSIONS

- Burnout is a patient care and healthcare workforce problem that needs addressing
  - Effects and impacts preceptors and students

- Well-being and resilience need a combined effort by both the individual and the health-system
How to prevent burnout

- exercise
- eat a balanced diet
- practice good sleep habits
- ask for help

Questions?