

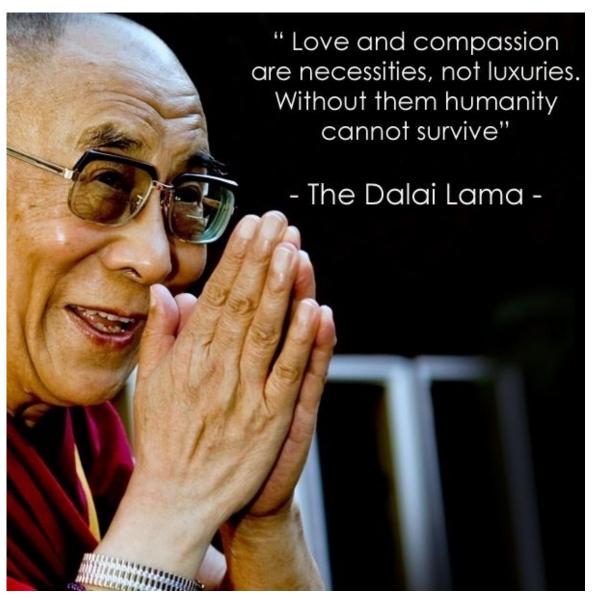
James Clements, MD, FACP Associate Professor, Department of Medicine, Hospital Medicine OHSU Transfer Center Medical Director Presented at: OHSU Faculty Development Friday, 2/2025



### Disclosures

- No financial disclosures. No financial relationship to any of the books I will recommend
- Previously a certified Healthcare provider in the Stress Management and Resiliency Training Program (SMART-3RP) through the Benson Henry Institute for mind body medicine MGH.
  - Still just a humble fellow traveler in the skills I will talk about
- I work full time with clinical and administrative duties
- Opinions are my own

### Can We Still Talk About Wellness in 2025?



- Wellness/Self-Care/Systems design maintain the conditions for Love, Compassion, Joy and Purpose
- Exhaustion/Fear/greed/us v them/selfishness/scarcity thinking create conditions for indifference, racism, violence and suffering.
- Yes, we can talk about wellness. We should also <u>act</u> with Compassion.

# Session Objectives

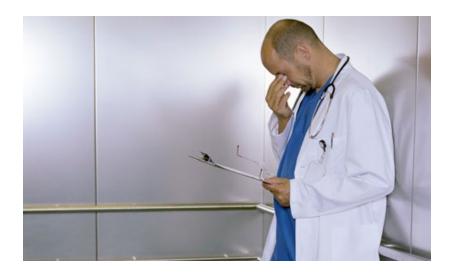
- Convey that professional wellness is influenced by a combination of systemic and individual drivers
  - Joy through room for compassion (mission and purpose).
- Relate the importance of wellness habits to well-being and connection to joy and purpose
- Choose at least one individual wellness habit to regularly incorporate into your wellness toolkit

### Getting Started....

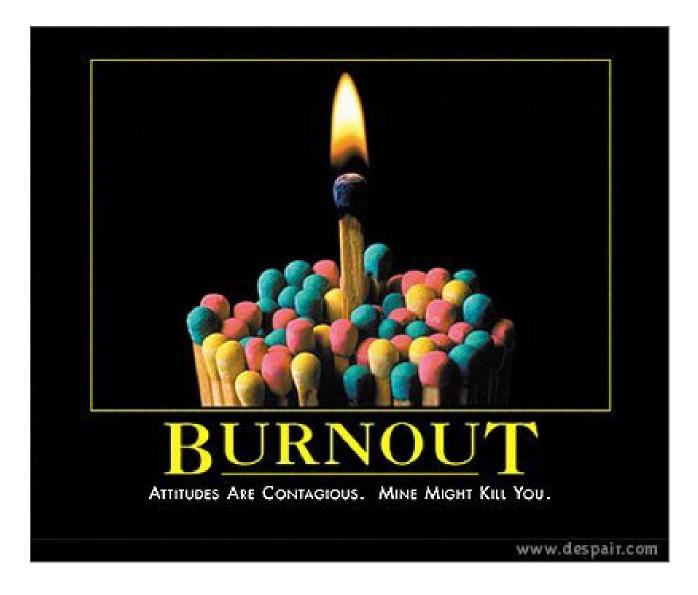


# Enter Residency, Then Faculty Practice...





# Exhausted, Depersonalized, Devalued



# It Can Get Better...

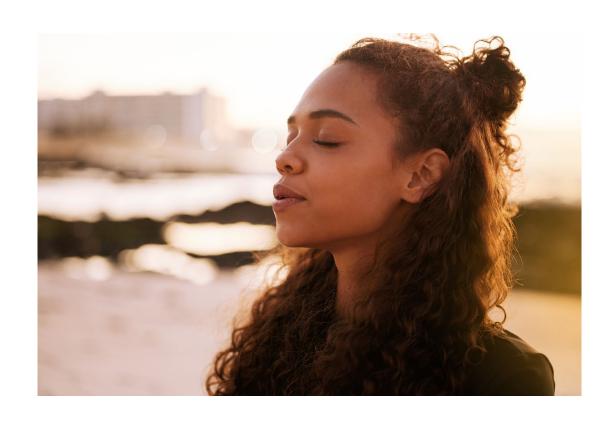


### Back to Where We Started...



### What is Wellness?

- Capacity to be your best self
- Maintain connection to joy and purpose in your work (Engagement)
  - Joy through room for compassion. In our systems and in ourselves.
  - Conditions that allow love and compassion
- Human flourishing and resilience



## Professional Wellness Toolkit

- 1. Systems Matter Most
- 2. Understanding stress response
- 3. Basic Self Care
- 4. The tools you already have
- 5. Mindfulness/Meditation
- 6. Self-Development/Emotional Intelligence
- 7. Positive psychology/Gratitude
- 8. Have a plan





### The System Matters

#### The Reciprocal Domains of Physician Well-Being

Chart illustrating the 3 domains of physician well-being, with each domain reciprocally influencing the others.



Source: Patty Purpur de Vries
NEJM Catalyst (catalyst.nejm.org) © Massachusetts Medical Society

# Systems Matter Most

JAMA Internal Medicine | Original Investigation | PHYSICIAN WORK ENVIRONMENT AND WELL-BEING

# Controlled Interventions to Reduce Burnout in Physicians A Systematic Review and Meta-analysis

Maria Panagioti, PhD; Efharis Panagopoulou, PhD; Peter Bower, PhD; George Lewith, MD; Evangelos Kontopantelis, PhD; Carolyn Chew-Graham, MD; Shoba Dawson, PhD; Harm van Marwijk, MD; Keith Geraghty, PhD; Aneez Esmail, MD

JAMA Intern Med. doi:10.1001/jamainternmed.2016.7674

Published online December 5, 2016.

# Interventions to prevent and reduce physician burnout: a systematic review and meta-analysis

Colin P West, Liselotte N Dyrbye, Patricia J Erwin, Tait D Shanafelt

Lancet 2016; 388: 2272-81

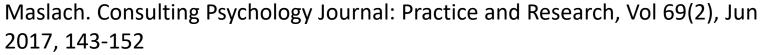
2024 update...Now you can find this advice on places like Indeed.com for employers in case they have not figured this out yet.....

# Systems Matter Most

• An organization must promote engagement, not

burnout







#### JAMA Internal Medicine | Special Communication | PHYSICIAN WORK ENVIRONMENT AND WELL-BEING

### The Business Case for Investing in Physician Well-being

Tait Shanafelt, MD; Joel Goh, PhD; Christine Sinsky, MD

JAMA Intern Med. doi:10.1001/jamainternmed.2017.4340 Published online September 25, 2017.

#### Figure 2. Worksheet to Project Organizational Cost of Physician Burnout

Input data:     N = No. of physicians at your center	Enter values
BO = Rate of burnout of physicians at your center	a
TO = Current turnover rate per year	b
C = Cost of turnover per physician	c
2. Calculations:	
Estimated Cost of Physician Turnover Attributable to Burnout	
A. TO without burnout (solve for TO without burnout) Formula: <sup>d</sup>	):
TO = [TO without burnout x (1 - BO)] + [(2 × TO wi	thout burnout) × BO]
TO without burnout = TO/(1 + BO)	
B. Projected No. of physicians turning over per year do (solve using input variables and TO without burnout variables)	
No. of physicians turning over due to burnout per y (TO - TO without burnout) × N	ear =
C. Projected cost of physician turnover per year due to input variables and No. of physicians turning over due from step B):  Formula:	
Estimated cost of turnover due to burnout = C × No over due to burnout per year	o. of physicians turning
Example Using N = 450; BO = 50%; TO = 7.5%; C	= \$500000
A. TO without burnout: 0.075 = [TO without burnout × (1 - 0.5)] + [(2 × Tor 0.075/(1 + 0.5) = 5%	O without burnout) × 0.5]
B. No. of physicians turning over due to burnout per y (0.075 - 0.05) × 450 = 11.25	rear:
C. Projected cost of physician turnover per year due to \$500 000 × 11.25 = \$5625 000	o burnout:

- <sup>a</sup> National mean, approximately 54%.
- <sup>b</sup> National mean, approximately 7%.
- <sup>c</sup> Mean cost of \$500 000 to \$1 000 000 per physician.
- <sup>d</sup> Assumes that burned out physicians are approximately 2 times as likely to turn over as non-burned out physicians.



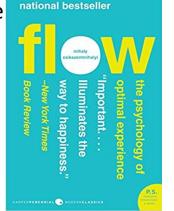
# **Engagement and Flow**

- Strict "Work-Life Balance" is a loaded term and not the goal
  - Set up for disappointment
- More useful goals are:
  - Self care
  - Quality time with family/friends
  - Engagement with meaningful work in systems that value people
  - Flow

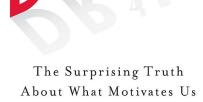


#### Workplace engagement

- Positive, fulfilling state of mind
- Vigor
- Dedication
- Absorption
- (Utrecht Definition)







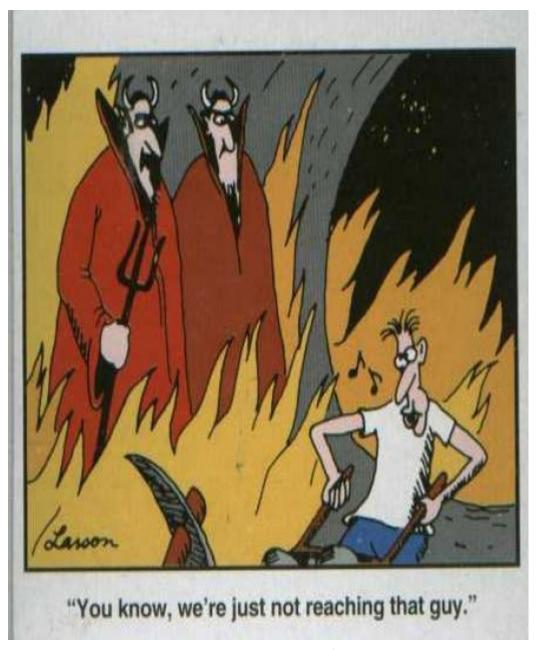
NEW YORK TIMES BESTSELLER

"Provocative and fascinating." -MALCOLM GLADWELL

Daniel H. Pink

author of A Whole New Mind

This is not what I'm talking about for well-being....



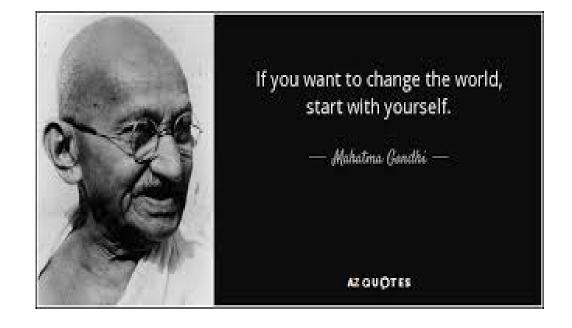


# Well-Being is Multifactorial

#### The Reciprocal Domains of Physician Well-Being

Chart illustrating the 3 domains of physician well-being, with each domain reciprocally influencing the others.







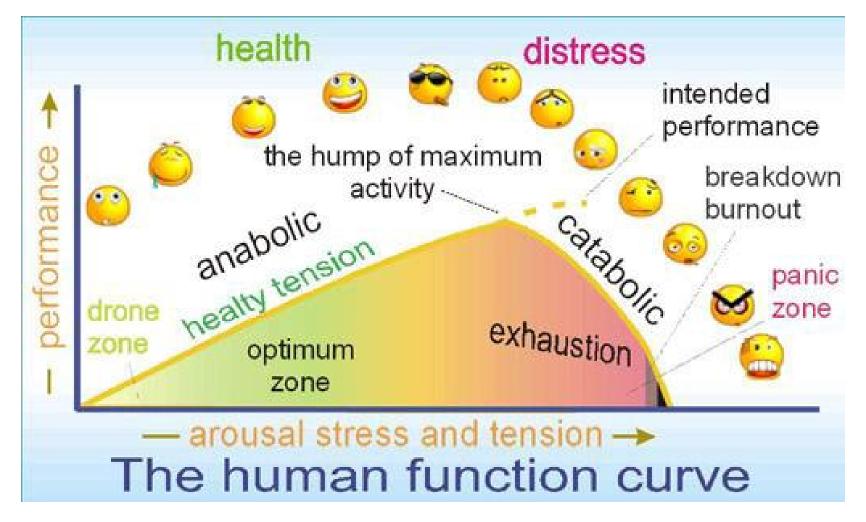
### We Are One Human: Work and Non-Work

- Individual traits\*
  - Type A
  - High Achievers
    - workaholics
  - Judgmental
  - Self-conscious
  - Ineffective coping
  - Humans have limits

- Circumstances
  - Life (all of it)
  - Lack of control(COVID, RIF)
  - –Stress
  - Conflict
  - Bad outcomes
  - —Tragedy/Suffering



#### Yerkes-Dodson Law: The Drone Zone is a Problem Too







## Professional Wellness Toolkit

- 1. Systems Matter Most
- 2. Basic Self Care
- 3. The tools you already have



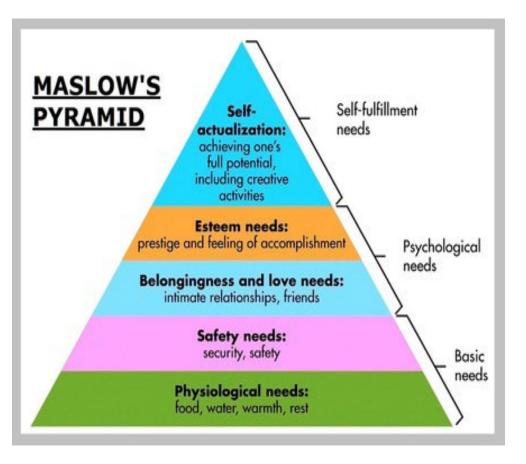
Read and understand operator's manual and all other safety instructions before using this equipment.





### Make Room for Self Care

- Sleep
  - 7-8 hours, limit screen time before bed
- Exercise
  - Moderate intensity, 30-45 min, 3-5 x
     week
- Nutrition
  - Eat the food groups, get outside help if needed
- This is harder than it sounds
  - Make a plan, make changes, get a partner







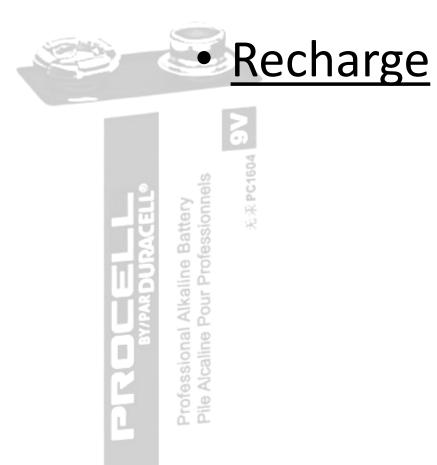
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# Your Energy Battery

• <u>Drain</u>

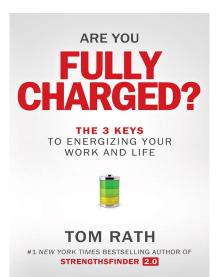




# Your Energy Battery

## Drain

- Conflict at work
- Angry patients
- Too many long days
- Arguments at home
- Lack of sleep/exercise
- Too many drinks





Quality time with loved ones

**Personal Spirituality** 

Connection to purpose

Community connection

Rewarding work/Flow

Meditation

Learning new things

 Sharing messages I care about

Gratitude

Nature





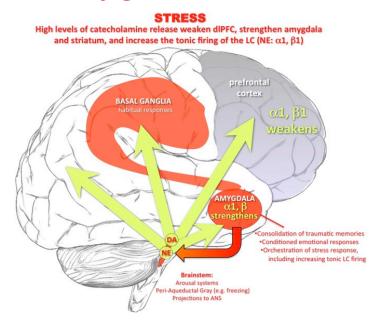
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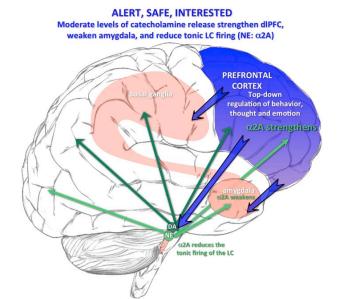


### Amygdala control during stress conditions



Fight or Flight
Fear, Anxiety
Tribalism, Us vs Them

### Prefrontal regulation during alert, non-stress conditions



Best self Rational thought Joy and Purpose



# Fight or Flight...Sometimes Useful





# Fight or Flight...Sometimes Not





24 hour news
Social media
Pagers
Email
Cell phone alerts



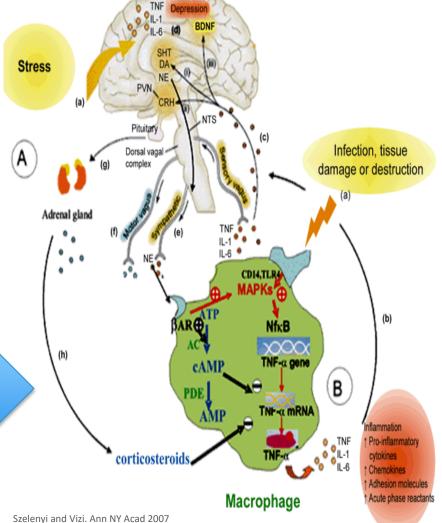




# **Chronic Stress**



**Allostatic Load** 











### Our Stress Response

- Individual specific, but general themes are:
- Physical Signs
  - Sweaty palms, stomach/chest tightness, rapid/shallow breathing etc
- Negative emotions
  - Anger, irritability, anxiety
- Negative automatic thoughts
  - "They don't like me" "I don't like them""Us v Them"
  - "This is going to fail"



# Our Stress Response

- Just being aware of the feelings in the body is helpful
- Mindfulness is a great tool for this (more later)





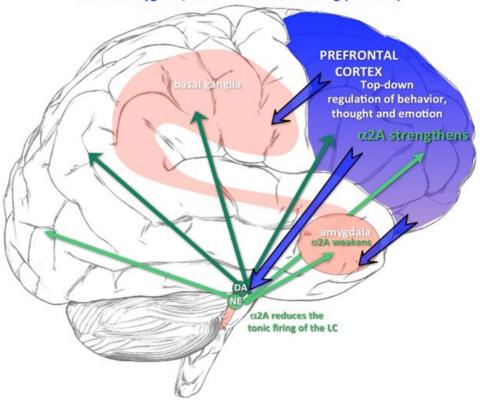
# Relaxation Response:

- Focused, Receptive
   Awareness- Our Best Self
- Positive conditioning: optimism, gratitude
- Higher level thinking, collaboration:
- Reward and motivation; move towards desired state
- Allostasis: restores mind body balance in support of resilience
- Parasympathetic versus sympathetic nervous system

### Joy and Purpose

#### **ALERT, SAFE, INTERESTED**

Moderate levels of catecholamine release strengthen dIPFC, weaken amygdala, and reduce tonic LC firing (NE: α2A)



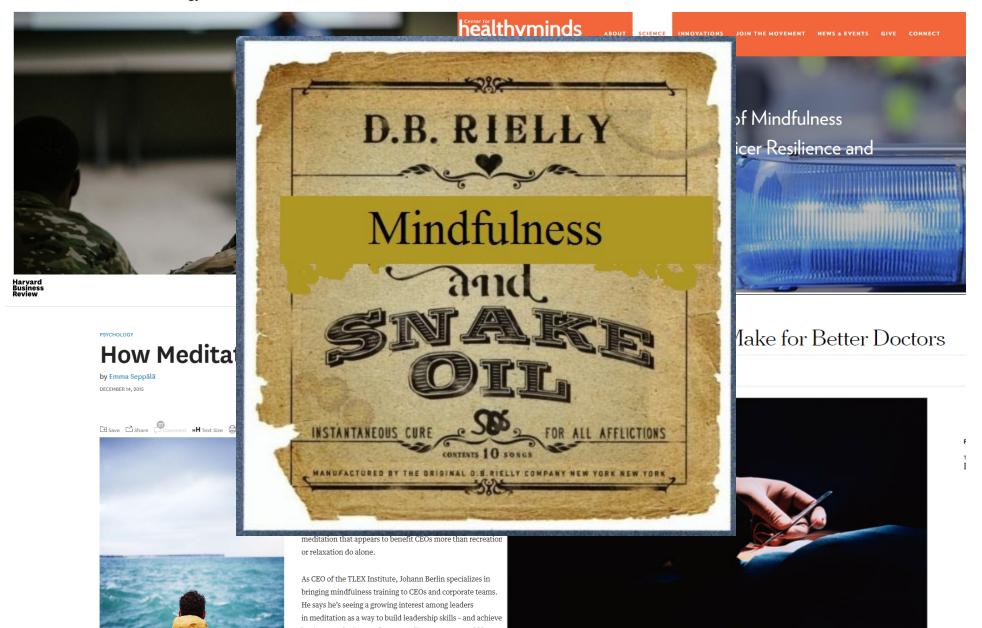


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### The Latest in Military Strategy: Mindfulness

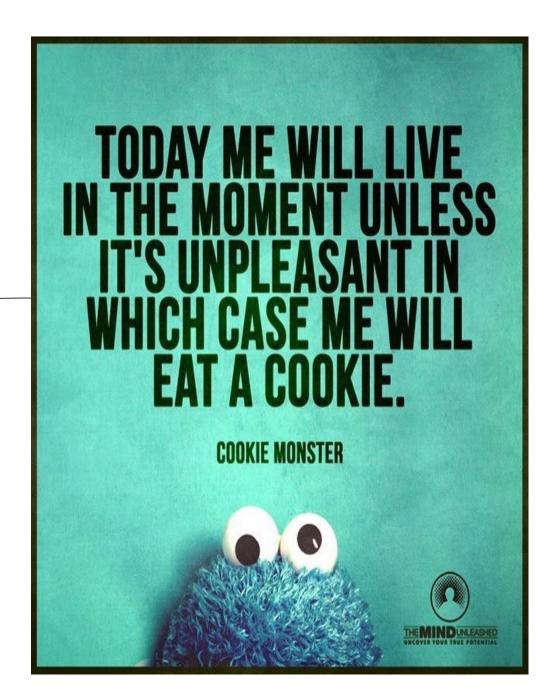


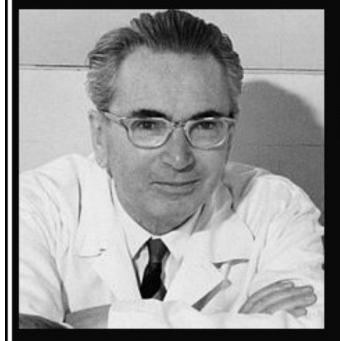


### Mindfulness

Jon Kabat-Zin definition:
 paying attention in a
 particular way, on purpose,
 in the present moment, with
 non-judgement

 Meditation and other contemplative practices are methods of training our brains for mindfulness





Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.

(Viktor E. Frankl)

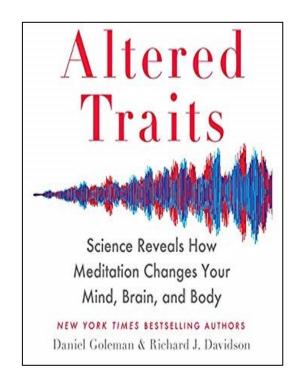
izquotes.com

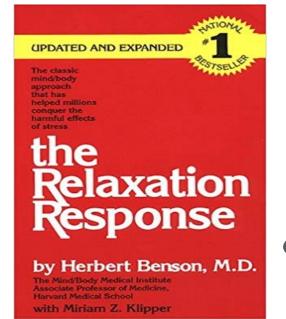
Agency: Bypass the Victim Story



#### Meditation

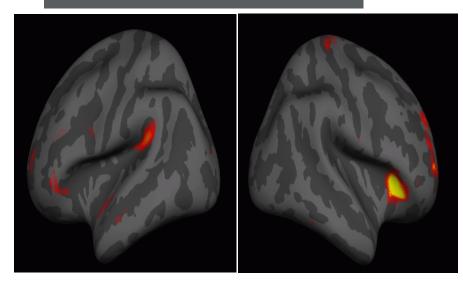
- Meditation refers to a variety of techniques
  - secular and religious
- Meditation is not dependent on specific thoughts
  - it is awareness and experience
- Meditation reinforces the neural pathways associated with Relaxation Response (RR)







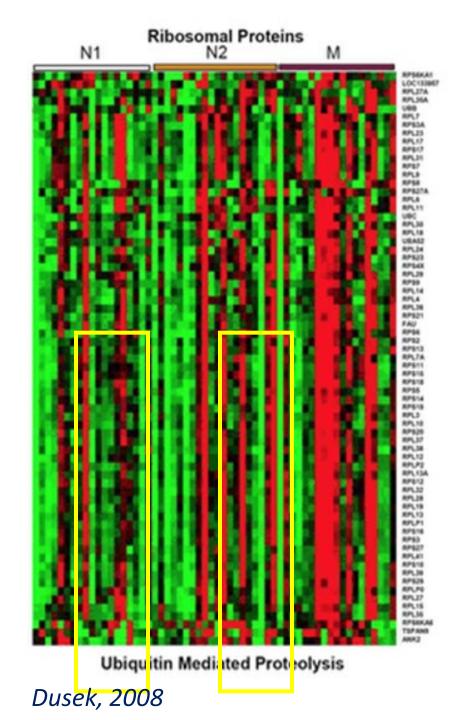
#### Cortical Thickness



*Lazar, 2005* 



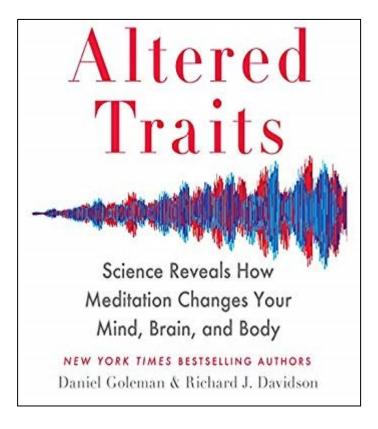
Jacobs, 2011





#### Meditation/Mindfulness Benefits

- Stress management
- Equanimity
- Self-compassion/Compassion
- Mood regulation
- Attention/Focus
- Anxiety management
- Empathy
- Few keep meditating because of this list, they do it because life feels better when they practice





#### Mindfulness Meditation

- Practice begins with attention regulation
- When the mind wanders, simply return to chosen focus and begin again
  - "Not thinking" is not the goal
  - Returning to the chosen focus is the goal and the "Workout" of meditation



#### Let's take a moment





#### RR Eliciting Techniques

- Single-pointed Focus (see; hear; and/or feel)
- Body Scan/Yoga Nidra
- Mindful Awareness
- Guided Imagery: safe or joyful place; behavior change; and insight
- Loving Kindness
- Contemplation
- Tonglen
- Yoga
- Certain types of prayer
- So many more







#### Tips for Starting a Practice

- Start with the basics: Breath awareness
- Find time for a daily practice
  - Consistent place and time
  - Chair, cushion, lying down
  - 5 minutes counts
- Avoid "Doing it wrong" thoughts
  - The goal is not to stop thinking (that only happens when we are dead ©).



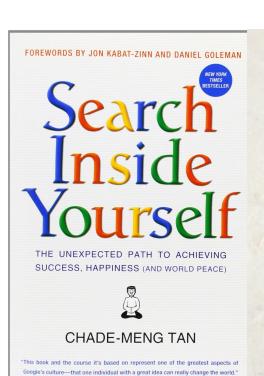
#### Additional Meditation Resources

- Apps
  - 10% Happier
  - Insight Timer
  - Headspace
  - Calm

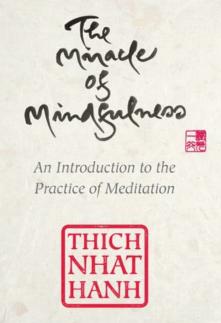
- <u>Instruction</u>
  - Find a local practice center
  - Retreats
  - MBSR courses
  - SMART-3RP
  - Apps

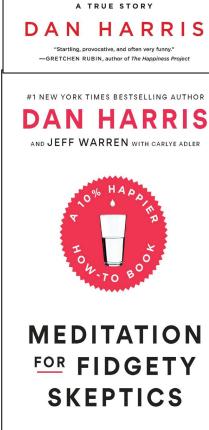


## Additional Meditation Books



-ERIC SCHMIDT, executive chairman of Google





FIFTH ANNIVERSARY EDITION

#1 NEW YORK TIMES BESTSELLER

10% HAPPIER

HOW I TAMED

THE VOICE IN MY HEAD, REDUCED STRESS WITHOUT LOSING MY EDGE. AND FOUND SELF-HELP THAT ACTUALLY WORKS-

**MEDITATION** FOR FIDGETY **SKEPTICS** 

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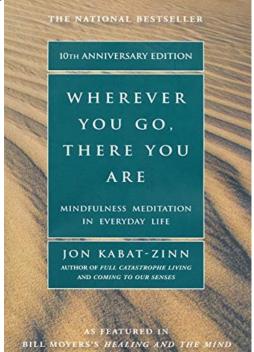
#### Attending

MEDICINE, MINDFULNESS, and HUMANITY



Ronald Epstein, M.D.

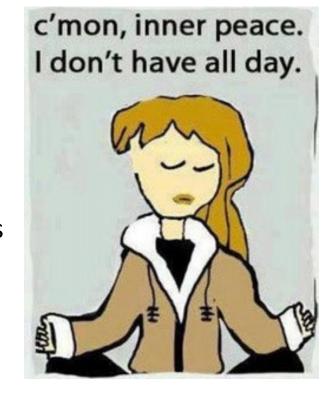
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#### Mini's

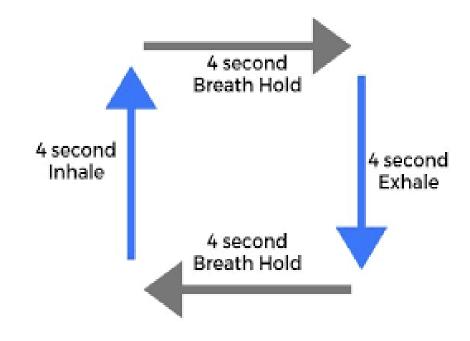
- You don't need to wait for formal meditation sessions
- Just one breath
- Hand washing
- Breath counting
- Key phrases with the breath
  - Just This, Peace/Joy, Compassion etc
- Walking meditation mini's
  - Just feel your feet while you are walking





#### **Breath-Box Mini**

- Inhale on a slow 4 count
- Hold for 4 count
- Exhale on a slow 4 count
- Hold for 4 count
- Repeat as desired





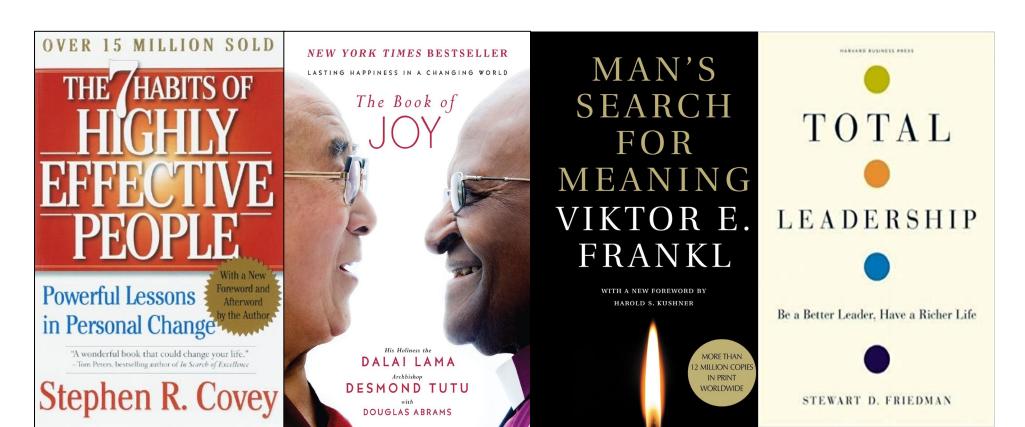
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#### Self Development

- If you want to maintain your well-being, start with how you lead yourself
- OHSU Paths to Leadership is a great start





#### **Emotional Intelligence**

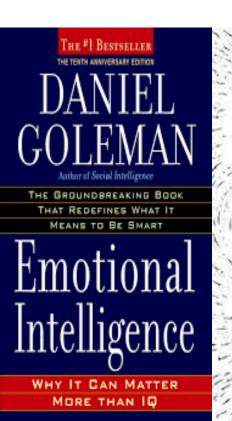
Choose to manage emotions, or choose to be run by them

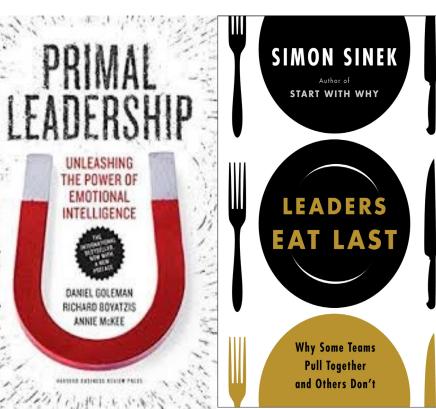


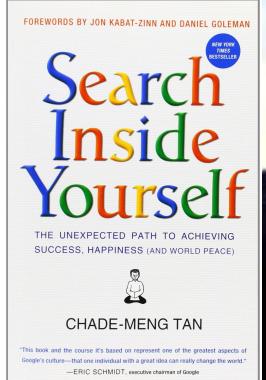


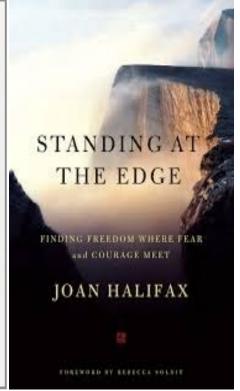
#### **Emotional Intelligence**

Choose to manage emotions, or choose to be run by them





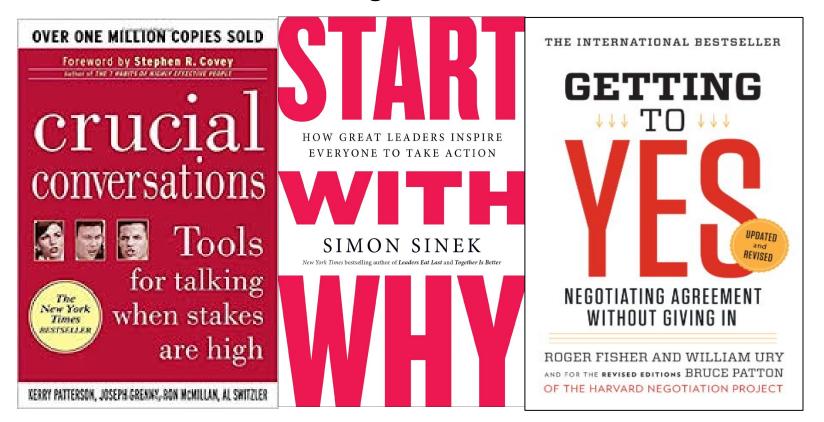






#### Communication

 Much of the inter-personal suffering that occurs in our lives is due to miscommunication. This can change.



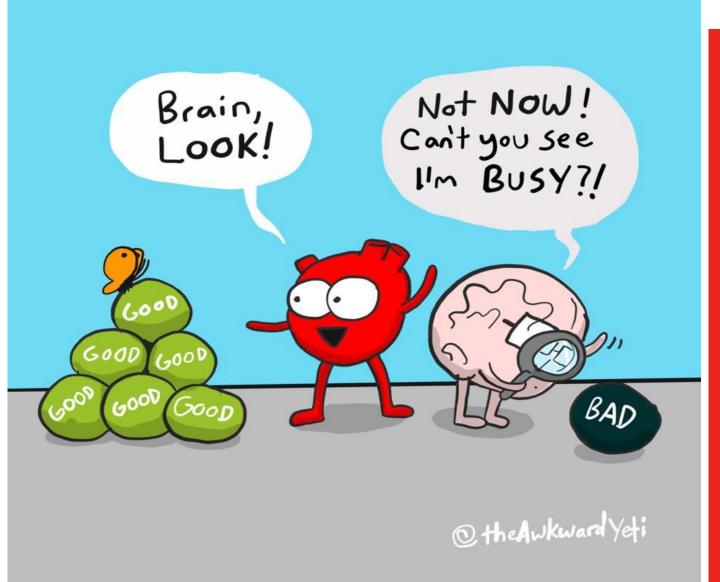


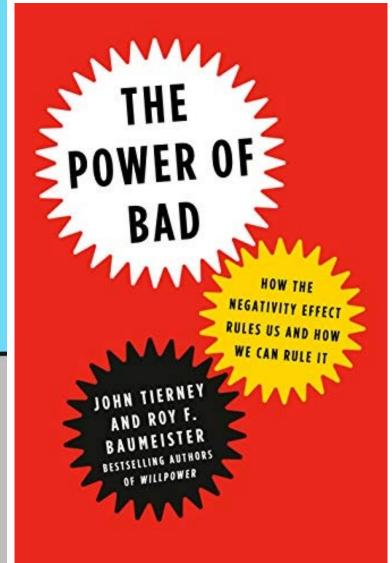
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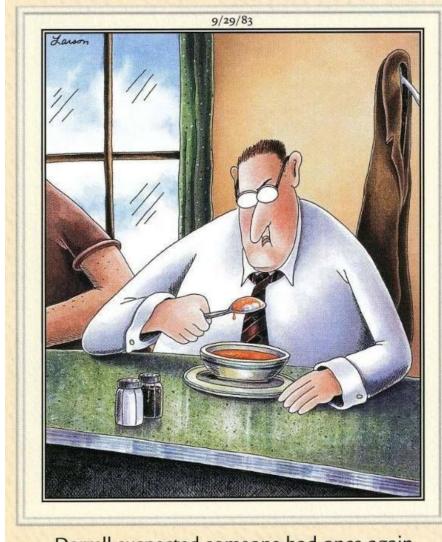


#### **Negativity Bias**





#### Cognitive Reframing: CBT



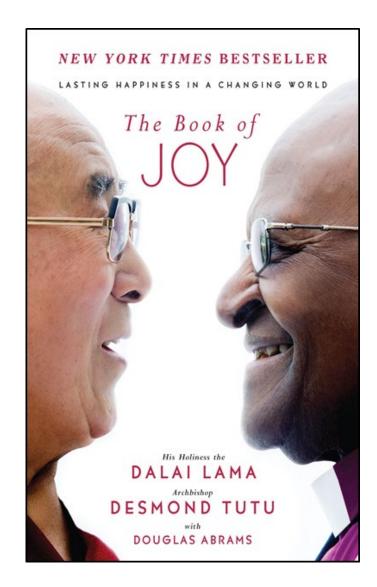
Darrell suspected someone had once again slipped him a trick spoon with the concave side reversed.

Credit: Gary Larson

- The stories we tell ourselves matter, we can change them
- Common Distortions
  - Fortune telling
  - Mind reading
  - Catastrophizing
  - Should statements
  - Personalization
  - All or nothing
  - Overgeneralization



### Cultivate the Positive to Turn Down The Negative



#### Head:

- Acceptance
- Perspective
- Humor
- Humility

#### **Heart:**

- Compassion
  - For self and others
- Forgiveness
- Generosity
- Gratitude



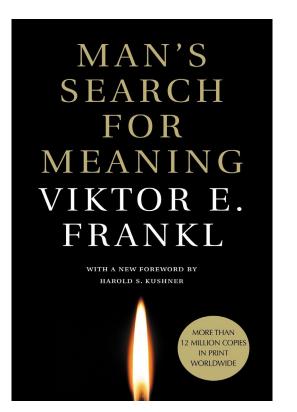
### Acceptance

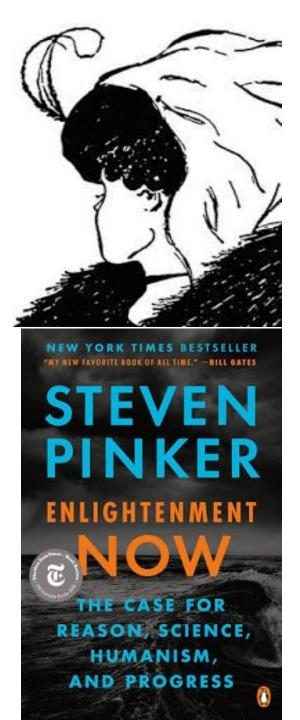
- When events are beyond our control
  - Accept what is and what has been, without the aversion and cognitive distortions
  - Do what we can to make a difference
- What it is not:
  - Ignoring problems
  - Complacency
- This is not easy



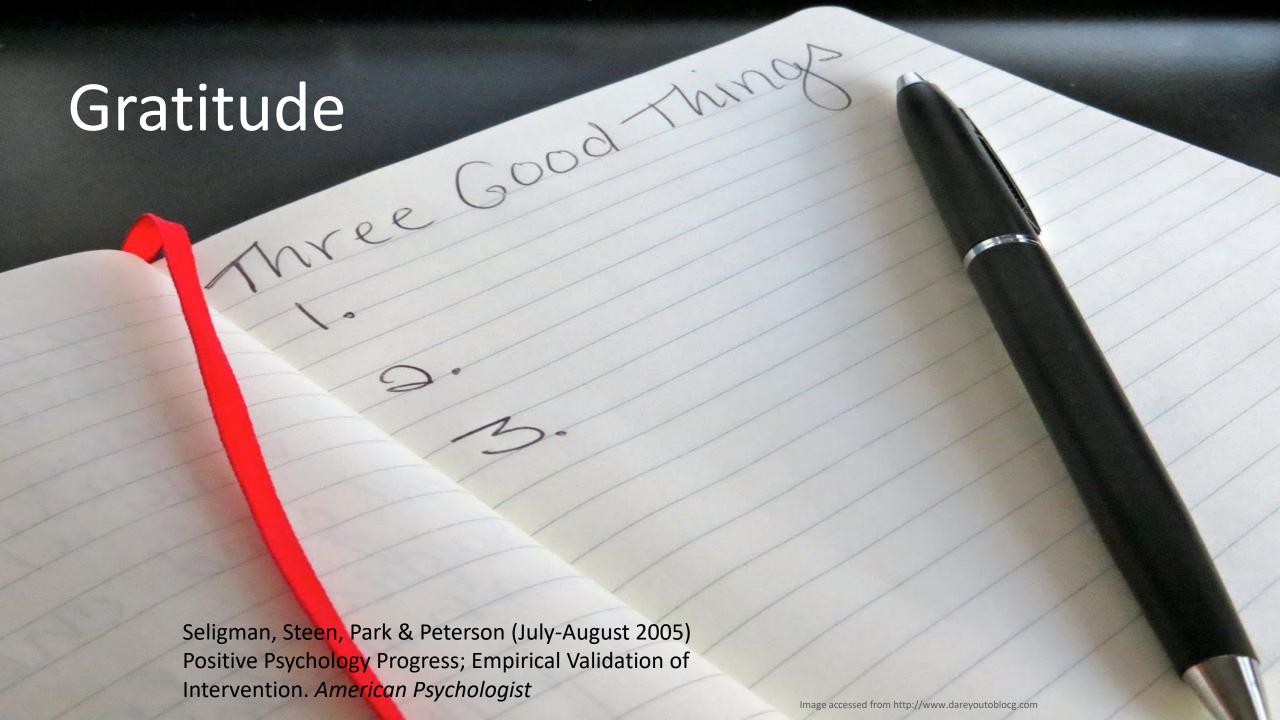
### Perspective

- Requires cultivation in our 24 hour news cycle culture
  - History: reading, learning etc.
  - Others: Widen our field of view
  - Not saying things don't need to be
     Better today

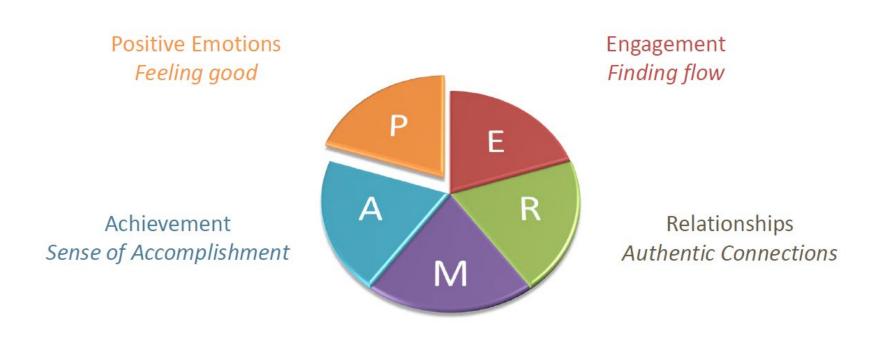








#### Positive Psychology: Flourish



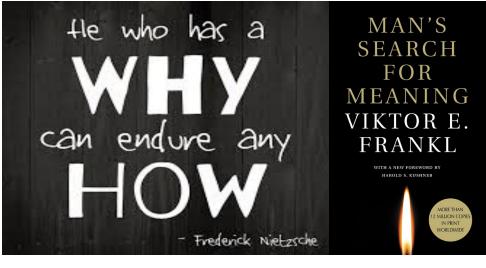
Meaning Purposeful Existence

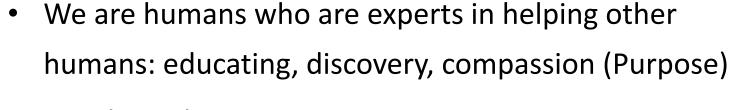


# Meaning

OHSU DHM: To Serve, Connect, and Educate in Order to Heal, Comfort, and Empower

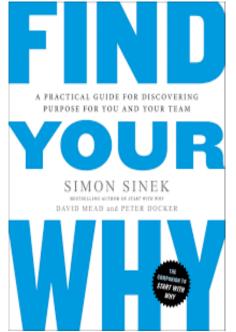




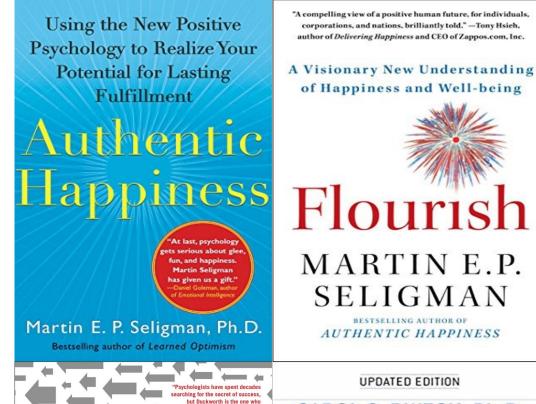




- Cultivate that meaning in your work
  - Reflection/Narrative/Journal
  - Make meaning an intentional part of your workplace and your day (Mission Statements)







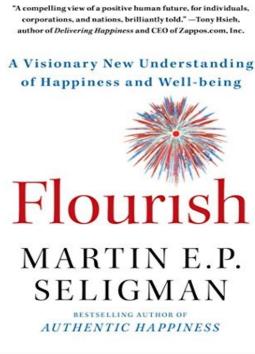
ANGELA

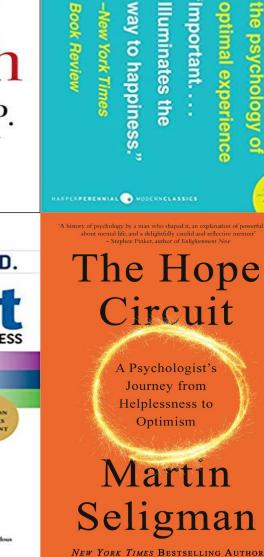
DUCKWORTH

THE POWER of PASSION

and PERSEVERANCE

id it. . . . She not only tells us 🤚 hat it is, but also how to get it."





Circuit

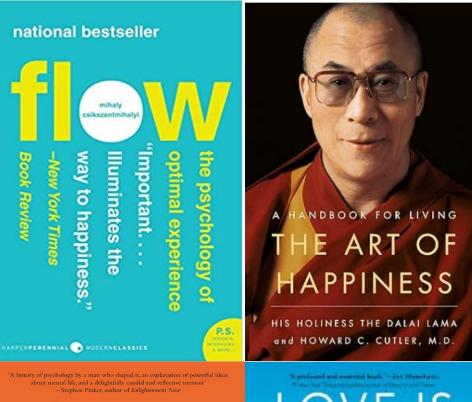
A Psychologist's

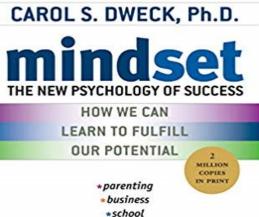
Journey from

Helplessness to

Optimism

Martin



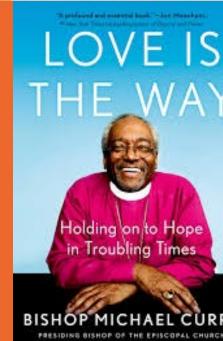


\*relationships

Through clever research studies and engaging writing, Dweck illuminates how our beliefs about our capabilities exert trem influence on how we learn and which paths we take in life."

-BILL GATES, GatesNotes

UPDATED EDITION



unit SARA GRACE

#### Have a Plan

- Experiencing burnout during your career is common but not inevitable. If you do experience burnout, it can get better
- Have a plan for what to do if you find yourself burned out:
  - OHSU SOM: RFWP (Super Helpful)
  - OHSU HR Wellness Page: SPARK resources
  - Family/Friends/Counselling
- Agency: Be a part of making changes in your system or make a change for yourself





#### Now that you have heard this talk...

- Understand that professional wellness is influenced by a combination of systemic and individual drivers
  - Joy through room for compassion.
    - In our systems and ourselves
- Relate the importance of wellness habits to well-being
- Choose at least one individual wellness habit to regularly incorporate into your wellness toolkit
- Get out your phones (or open your email)
  - Send yourself an email with the one thing (or more). For extra accountability, CC a friend, significant other, co-worker...

#### Thank You!

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