



Burnout and Resilience – Strategies to Flourish Today

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- The speaker has no known relevant conflicts of interest to disclose.
- The planning staff has no relevant conflicts of interest to disclose.

Pharmacists

- Define the signs and symptoms of burnout and describe the differences between burnout and stress.
- Describe mechanisms to deal with and reframe how an employee deals with the causes of burnout.
- Identify ways to reevaluate goals and incorporate de-stressing and burnout tactics to allow an employee to flourish.

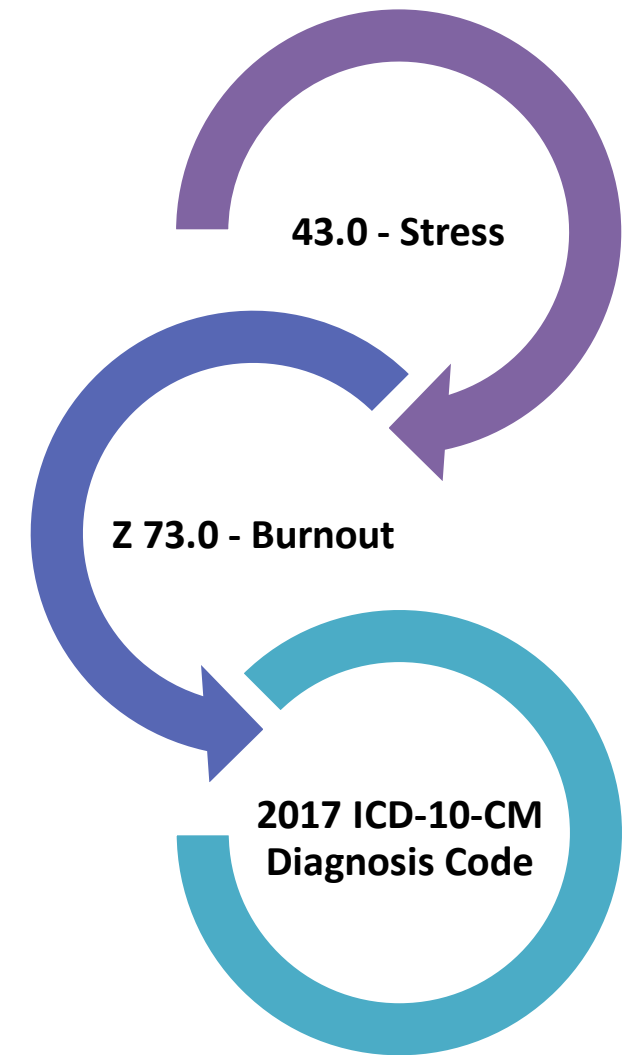
Pharmacy Technicians

- Define the signs and symptoms of burnout and describe the differences between burnout and stress.
- Describe mechanisms to deal with and reframe how an employee deals with the causes of burnout.
- Identify ways to reevaluate goals and incorporate de-stressing and burnout tactics to allow an employee to flourish.



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.
 - The pandemic has had a major effect, for those at home and those in the healthcare setting



Physician Research – Burnout (n=4,124)

Linking physician burnout and patient outcomes: exploring the dyadic relationship between physicians and patients.

[Halbesleben JR¹](#), [Rathert C.](#)

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

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

Burnout and Medical Errors Among American Surgeons

Tait D. Shanafelt, MD, Charles M. Balch, MD,†‡ Gerald Bechamps, MD,†§ Tom Russell, MD,†
Lotte Dyrbye, MD,* 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

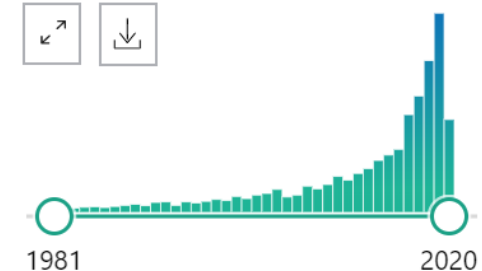
[Jeannie P. Cimiotti](#), DNSc, RN,^{a,b,*} [Linda H. Aiken](#), PhD,^c [Douglas M. Sloane](#), PhD,^c and [Evan S. Wu](#), BS^c

“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”



Search

RESULTS BY YEAR



Pharmacist Research (n=79)

“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](#), [Gaither CA](#), [Pedersen CA](#), [Schommer JC](#).

Evaluation of stress experienced by pharmacy residents

Hung M. Le and Shardae D. Young

American Journal of Health-System Pharmacy February 2017, ajhp150763; DOI: <https://doi.org/10.2146/ajhp150763>

“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.”

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

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

pharmacist burnout



Search

RESULTS BY YEAR



Pharmacy Technician Research (n=11)

“The i.v. chemotherapy workload and productivity dashboard confirmed frontline staff perception and provided data to support the addition of labor resource and an opportunity to leverage a staffing-to-demand model to decrease symptoms of burnout and technician turnover.”

Assessment of Burnout Within a Health-System Pharmacy Department

Impact of a Chemotherapy Workload and Productivity Dashboard on Pharmacy Technician Turnover

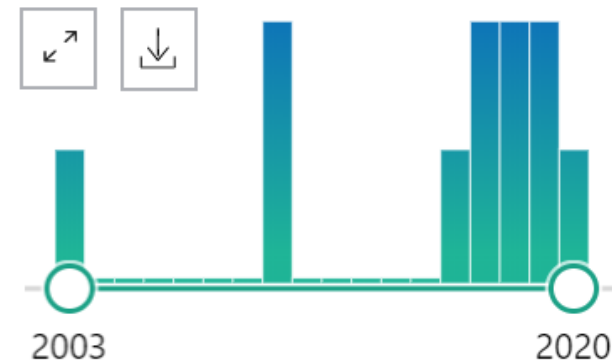
“The diverse staff of a health-system pharmacy department reported a moderate amount of burnout, with the greatest variation in the dimension of personal accomplishment.”

pharmacy technician burnout



Search

RESULTS BY YEAR



Pharmacy Technician Research

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

<i>Job aspect</i>	<i>Community</i>	<i>Hospital</i>	<i>Total*</i>
Work schedule	4.60±1.23	4.64±1.37	4.68±1.26
Pharmacist co-workers	4.84±1.17	4.59±1.27	4.78±1.91
Pharmacy technician co-workers	4.62±1.16	4.18±1.30	4.51±1.20
Workload	4.17±1.38	3.90±1.42	4.15±1.37
Pay/wages	3.40±1.49	3.37±1.50	3.47±1.48
Opportunity to use your knowledge	4.79±1.11	4.35±1.35	4.61±1.23
Opportunity for advancement	3.54±1.54	3.11±1.52	3.44±1.54
Employee benefits	3.86±1.50	4.25±1.44	4.00±1.49
Level of stress	3.30±1.51	3.45±1.49	3.41±1.49
Fair treatment from management	4.10±1.44	3.65±1.49	3.99±1.48

*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.

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

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

Evaluation of burnout among hospital and health-system pharmacy technicians in North Carolina

- **Purpose:** To assess the current state of burnout among pharmacy technicians who work in hospital and health-system settings in North Carolina
- **Methods:** We used the Maslach Burnout Inventory-Human Services Survey for Medical Professionals to assess burnout in this study. This survey measures three subscales of burnout: emotional exhaustion, depersonalization, and personal accomplishment. In addition to the Maslach Burnout Inventory, the survey also asked questions addressing various modifiable and non-modifiable demographic factors. The anonymous survey was distributed by the NC Board of Pharmacy (BOP) to a listserv of all hospital and health-system pharmacy technicians who were registered in June 2018. A follow-up reminder was sent to the same listserv encouraging participation two weeks later. The survey was open for a total of four weeks.
- **Results:** The survey was delivered to 2,248 pharmacy technicians. 253 responses were received (11.3% response rate). 163 pharmacy technicians (69.1%) were experiencing burnout. Following multivariable regression, three factors were significantly associated with increased burnout: younger age, male gender, and lack of awareness of burnout resources.
- **Conclusion:** The results of this statewide survey revealed that over two-thirds of hospital or health-system based pharmacy technicians surveyed in North Carolina are experiencing burnout.

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



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



Between 2011 and 2014, the prevalence of burnout increased by

9%

among
PHYSICIANS



while remaining stable in other U.S. workers.

(Shanafelt et al, 2015)

35% of hospital nurses have a high degree of emotional exhaustion.

(McHugh et al, 2011)



Empowered Patients Making Demands

LOYALTY DRIVEN
BY ACCESS



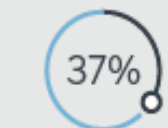
Patients listing convenience as a major factor when choosing a PCP

PATIENTS ASKING
ABOUT COST



Patients who think their doctor should discuss the cost of recommended medical treatments with them ahead of time

DECISIONS DRIVEN
BY REVIEWS



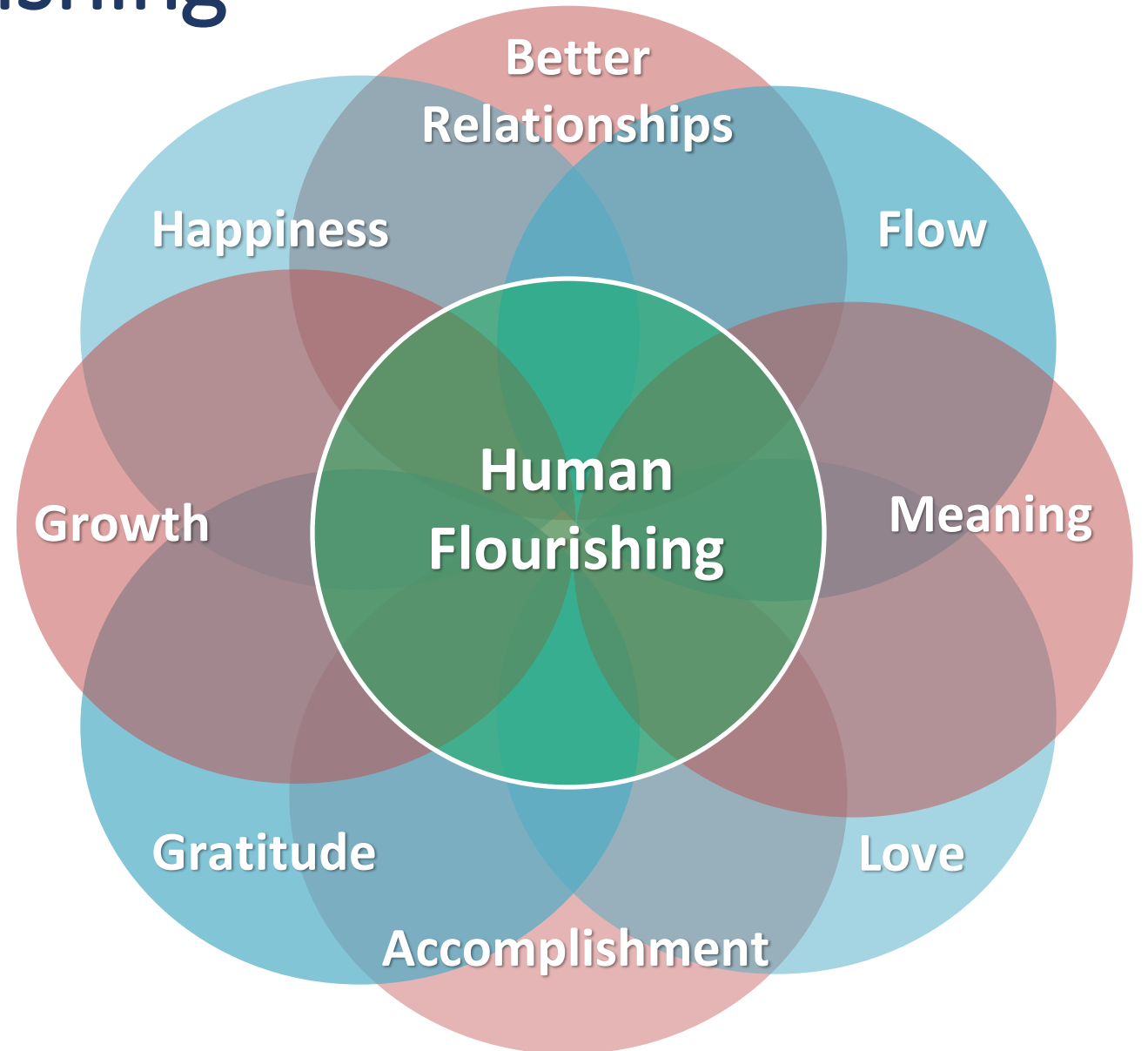
Patients who avoided a physician based on a negative online review

Flourishing

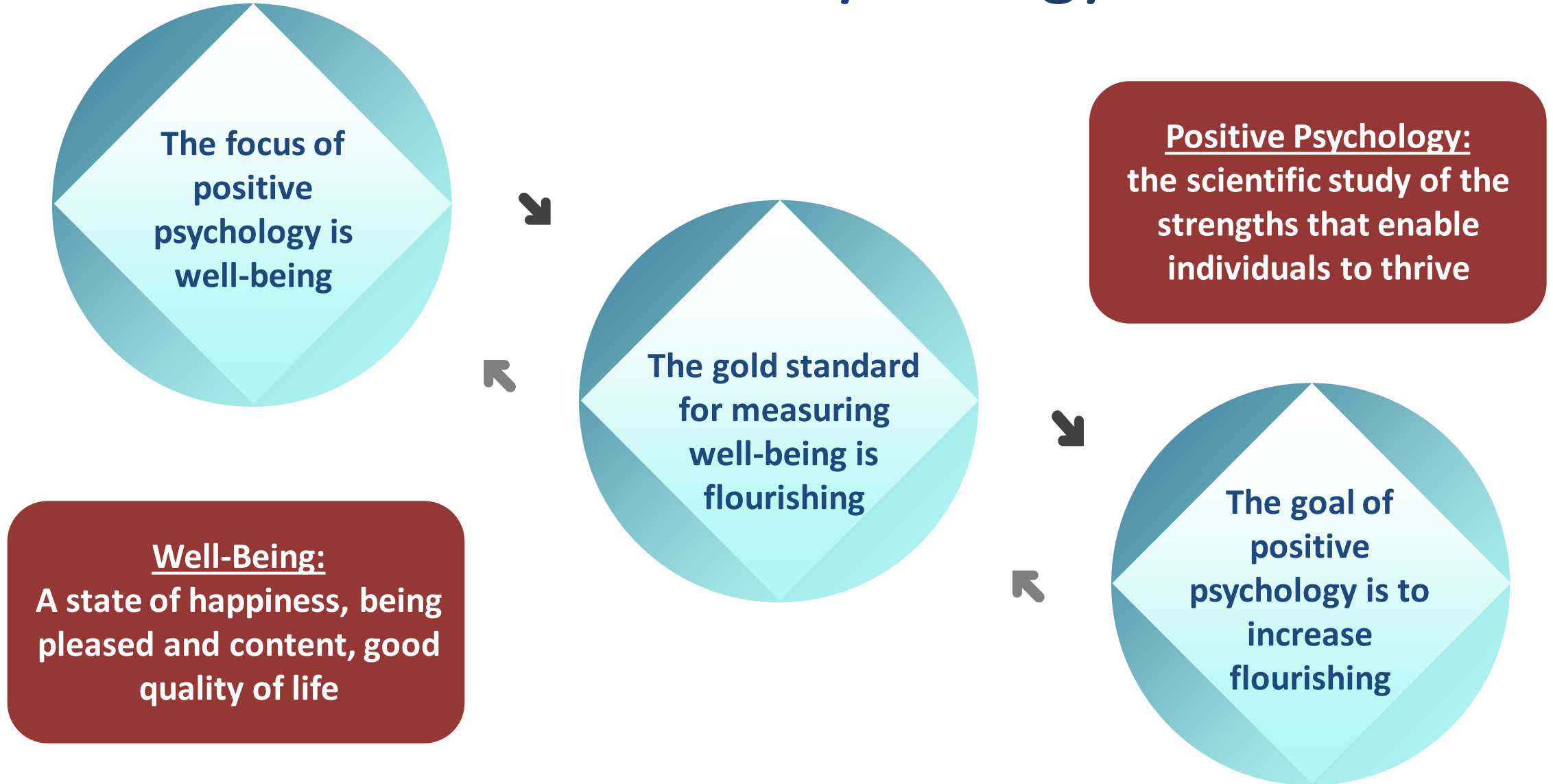
Flourish: to find fulfillment in our lives, accomplishing meaningful and worthwhile tasks, and connecting with others at a deeper level



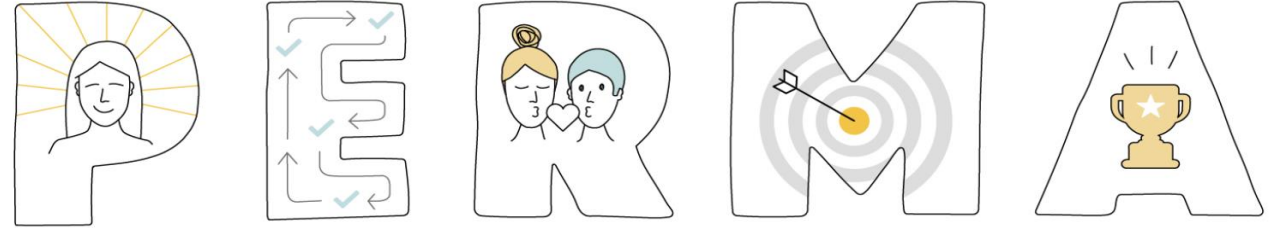
Today's Goal: Present tools you can use to help you flourish, so that you can help your team and coworkers flourish



Positive Psychology



The 5 Elements of Well-Being



How to Apply the PERMA Model to Your Life

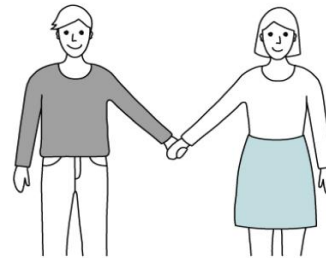
Remember to adopt a positive perspective as often as you can.



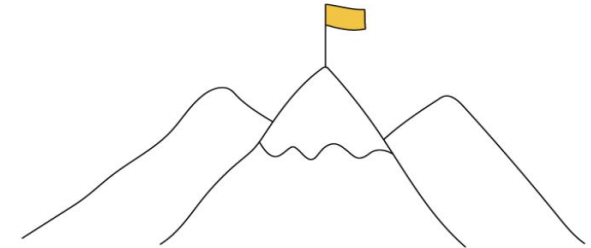
Find the things that make you happy and engaged.



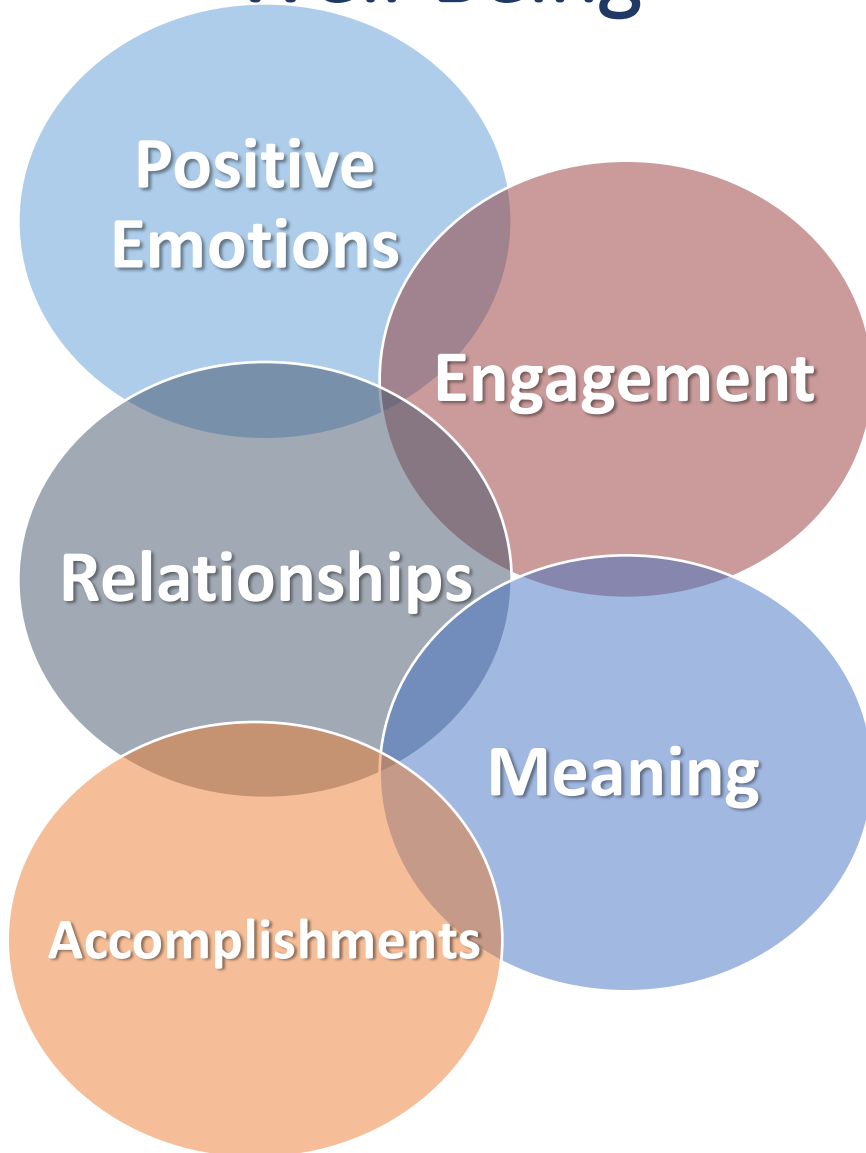
Focus on your relationships with family and friends, and find ways to connect.



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 and or school



Activation

The degree of engagement with work and or school

Positive Psychology Progress: Empirical Validation of Interventions

Seligman ME, Steen TA, Park N, Peterson C. *Am Psychol.* 2005;60(5):410-21.

Methods

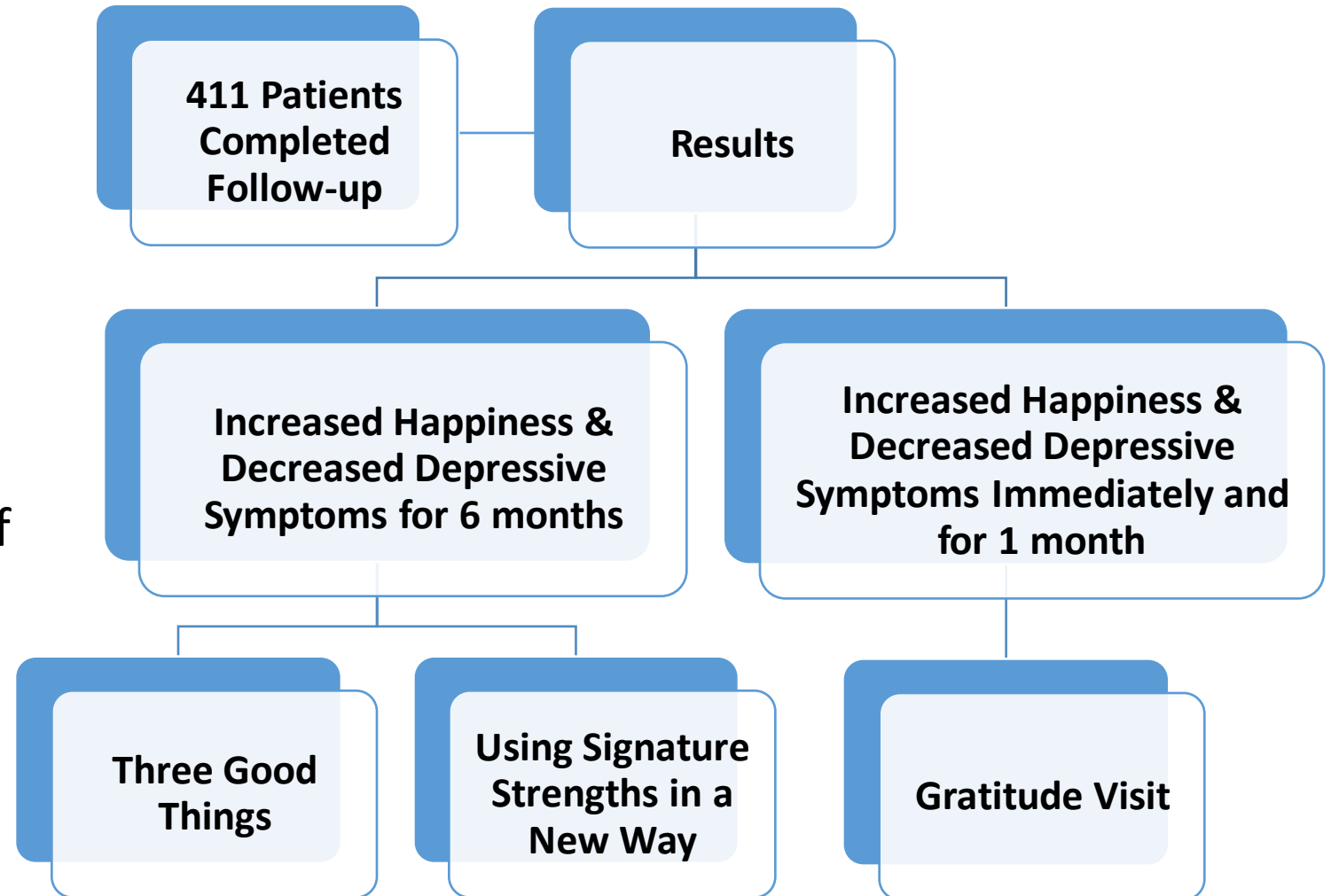
- Random-assignment, placebo-controlled Internet study
- Followed 577 adults for 6 months
- Participants randomized to 1 of 5 happiness exercises or a placebo exercise
- Results based on baseline SHI and CES-D questionnaires
- Upon completion at 1,3,and 6 months they would be entered in a lottery for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

Study Demographics

Characteristic (577)	No. (%)
Male	242 (42%)
White Race	444 (77%)
Age 35-54 years	369 (64%)
Education	
Degree from 4-year college	225 (39%)
Some graduate school education	155 (27%)
No education/training after high school	23 (4%)
Income	
Average or above	432 (75%)

Empirical Validation of Exercises

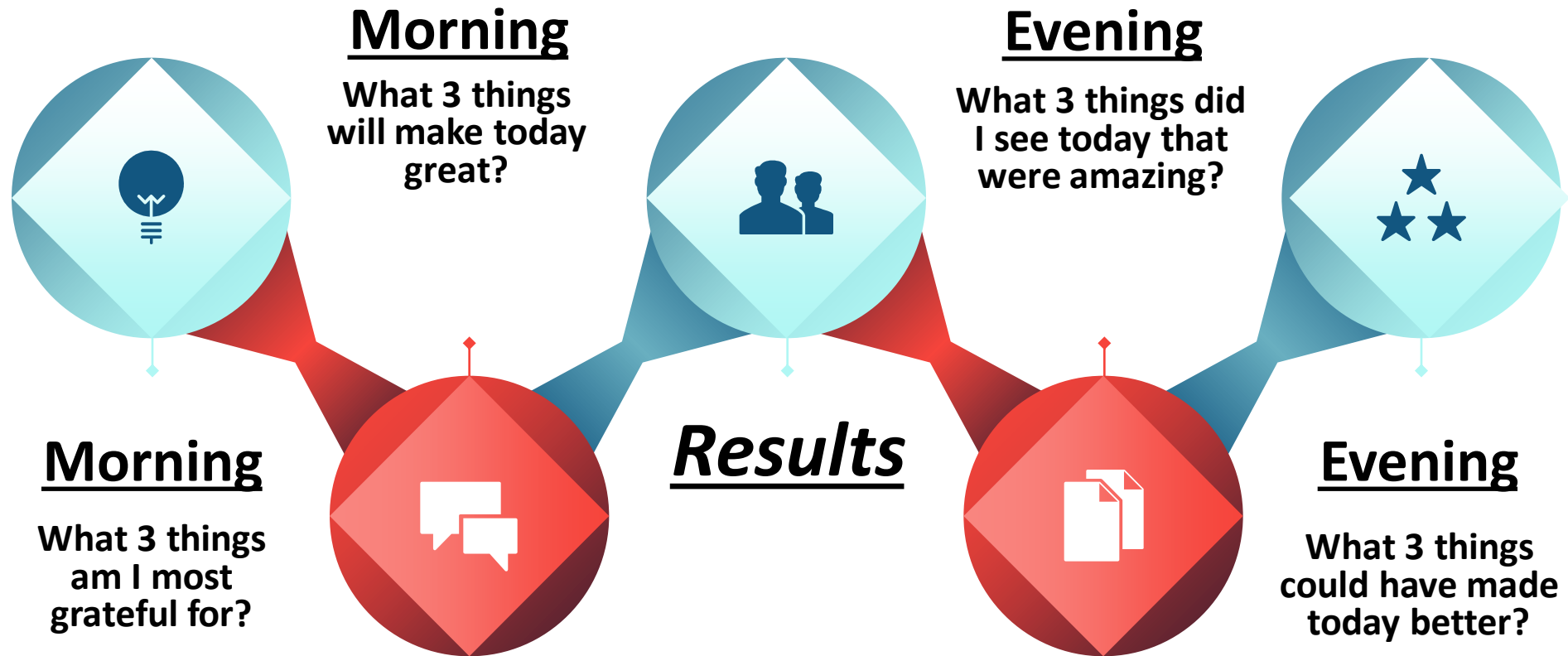
- 6-group, random-assignment, placebo-controlled Internet study
- Followed 577 adults for 6 months
- Participants randomized to 1 of 5 happiness exercises or a placebo exercise
- Results based on baseline SHI and CES-D questionnaires



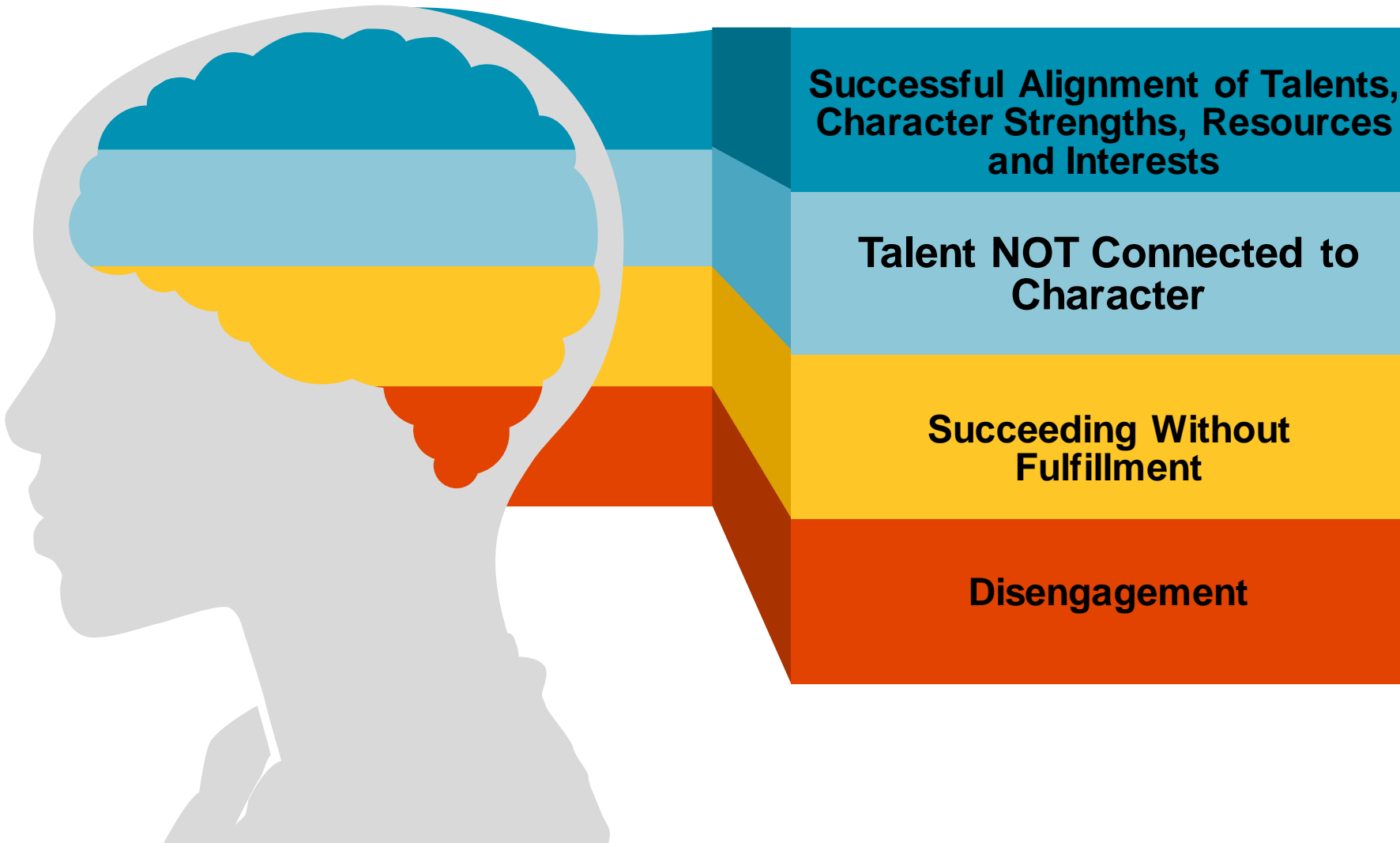
Description of Successful Exercises Studied



Three Good Things PLUS



Power Zone



"If your strengths can be aligned with what we are good at and what we are interested in, then we can succeed with fulfillment and meaning."

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 Character Strengths



Strengths in Action - January 2020

[illegible]

Gratitude Visit

- Using the thank you cards; 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

We benefit from the pleasant memory of a positive event in our life

Gratitude

We strengthen our relationship with others

Active, Constructive Responding Exercise

For this exercise, 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.

		<u>Passive</u>	<u>Active</u>
<u>Constructive</u>	<u>Destructive</u>	<p>“That is good news. You deserve it.”</p> <p>Low energy and quiet</p>	<p>“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.”</p> <p>Enthusiastic Support & Authentic</p>
		<p>“That’s great - what’s for dinner?”</p> <p>Turns Focus Inward & Avoids Speaker</p>	<p>“That sounds like a lot of responsibility. Are you going to spend even fewer nights at home now?”</p> <p>Dismissive & Demeaning</p>



Micro-Stresses and Burnout

*EXAMPLE - Micro-Stresses		Relationships					
		Boss	Other leaders	Peers	Clients	Team	Loved ones
Draining your personal capacity <i>Unspoken tensions in the ways we routinely work with our colleagues create stress when they generate additional work or reduce our ability to do what we already have on our plate.</i>	<ul style="list-style-type: none"> Misalignment of roles or priorities 			×			
	<ul style="list-style-type: none"> When others don't deliver reliably 		×				
	<ul style="list-style-type: none"> Unpredictable behavior from a person in a position of authority 	×			×		
	<ul style="list-style-type: none"> Poor communication norms 	×					
	<ul style="list-style-type: none"> Surge in responsibilities at work or home 					×	×
Depleting your emotional reserves <i>Some micro stresses cause us harm through negative feelings that drain our emotional reserves: worry for people we care about, uncertainty over the impact of our actions, fear of repercussions, or simply feeling de-energized by certain types of interactions.</i>	<ul style="list-style-type: none"> Managing others and feeling responsibility for their success and well-being 		×	×	×		
	<ul style="list-style-type: none"> Confrontational conversations 		×	×		×	
	<ul style="list-style-type: none"> Mistrust in your network 						
	<ul style="list-style-type: none"> People who spread a contagion of stress 		×	×		×	
Challenging your identity or values <i>Most of us like to think that we have a clear set of values and identity that guide our actions, at work and at home. Interactions that routinely create friction with those values or challenge your sense of self can be emotionally exhausting.</i>	<ul style="list-style-type: none"> Pressure to pursue goals out of synch with your personal values 				×		
	<ul style="list-style-type: none"> When someone undermines your sense of self-confidence, worth, or control 		×	×			
	<ul style="list-style-type: none"> Disruptions to your network 	×	×				

Source: Rob Cross, Jean Singer, and Karen Dillon

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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

**Burnout is real –
and it's a
problem.**



02

**Not everyone feels
comfortable
asking for help
even when they're
overloaded and
experiencing
burnout**



03

**Applying any of
the exercises can
help improve your
well-being and
that of your Team**



Which exercise do you think you will be able to incorporate in your life to help reduce the incidence of burnout?

A. ▶ Three Good Things (PLUS)

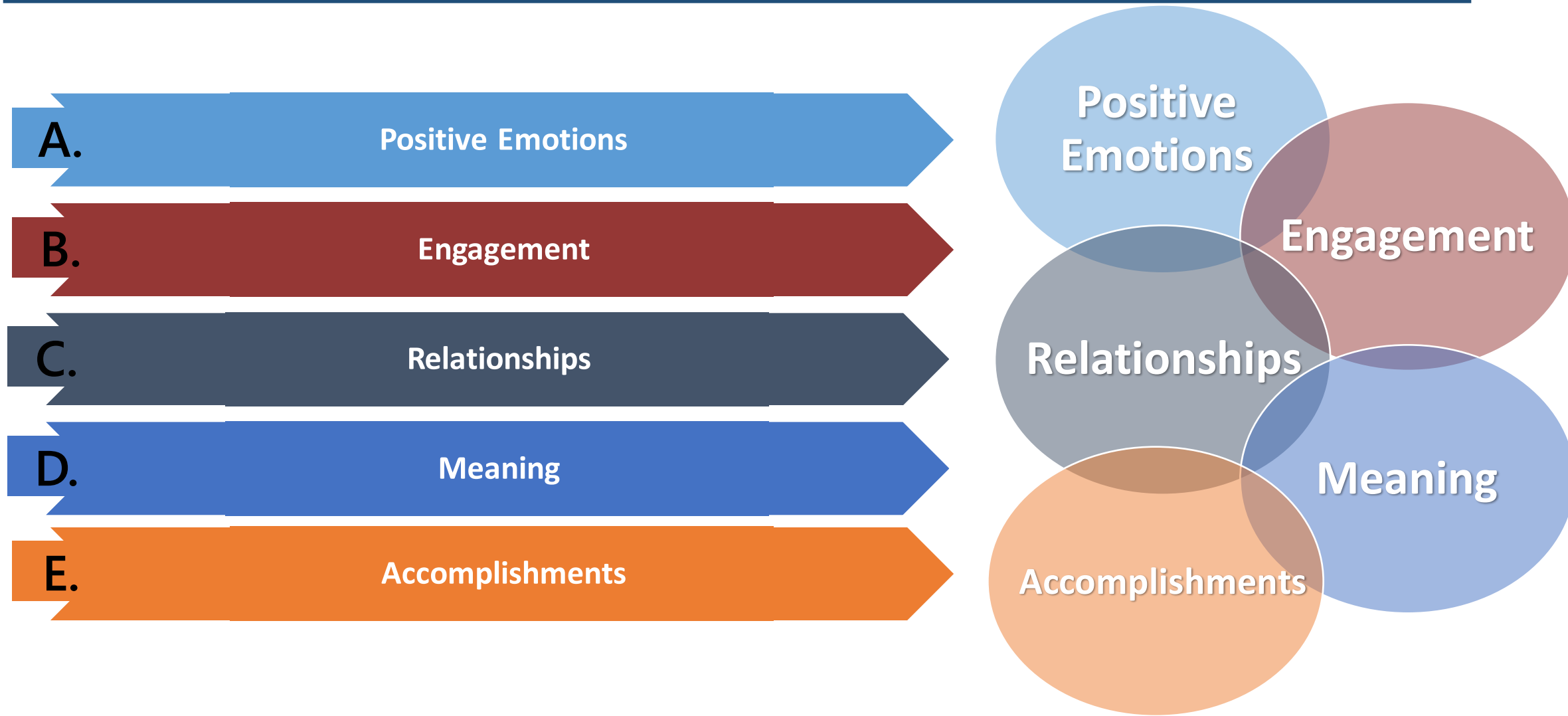
B. ▶ VIA Classification of Character Strengths

C. ▶ Gratitude Visit

D. ▶ Active and Constructive Responding

E. ▶ Micro-Stresses Checklist

In your opinion, which element of the PERMA model contributes most to your current well-being and why?



Burnout

Burnout, is characterized by:

- A. A state of mental or emotional strain or tension resulting from adverse or very demanding circumstances
- B. Emotional exhaustion in response to a pressure or threat
- C. Emotional exhaustion, depersonalization, and decreased personal accomplishment**
- D. All of the above

Flourishing

Flourishing, as defined by Seligman is:

- A. The ability to disconnect from work and or school.
- B. To lessen the degree of engagement with work and or school.
- C. To find fulfillment in our lives, accomplishing meaningful and worthwhile tasks, and connecting with others at a deeper level.**
- D. The successful alignment of talents, character strengths, resources and interests.

Power Zone

The concept of the Power Zone is defined as:

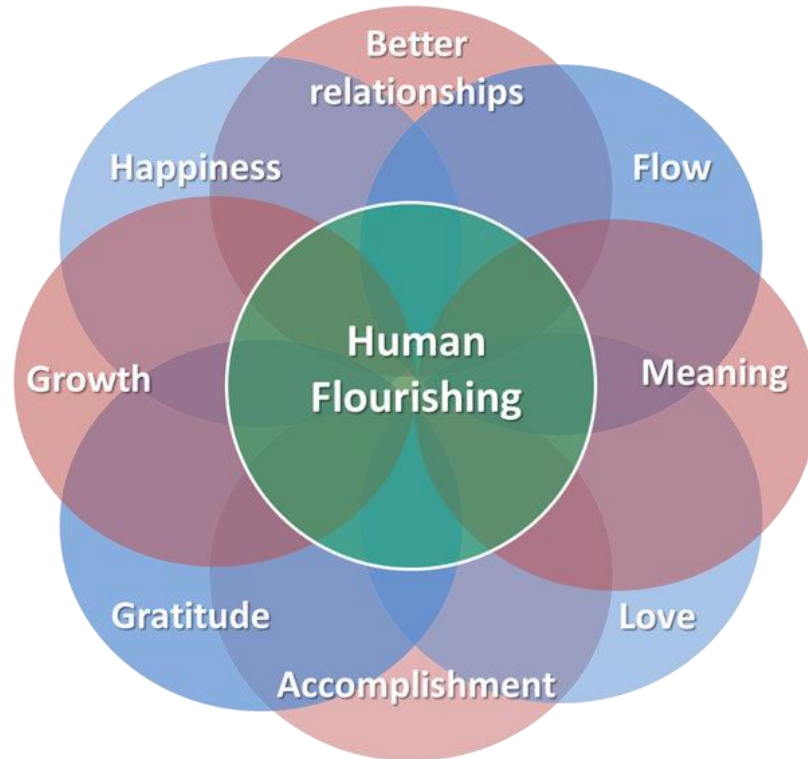
- A. The successful alignments of talent, character strengths, resources and interests.**
- B. To find fulfillment in our lives, accomplishing meaningful and worthwhile tasks, and connecting with others at a deeper level.
- C. The scientific study of the strengths that enable individuals to thrive

Tactics

Tactics that you can incorporate in your life to help prevent burnout include?

- A. Three Good Things, Plus.
- B. The understanding and utilization of your Core Strengths
- C. Writing a hand-written note of appreciation (i.e. Thank-you Note)
- D. Practice and use Active and Constructive Responding in your conversations
- E. Utilizing the Micro-Stresses Checklist routinely
- F. **All of the above.**

Resilience and Positive Psychology – Strategies to Flourish in Today's Workplace



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