Healthcare Professional Wellness and Resilience

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Dr. Gengoux is Director of the Autism Intervention Clinic and the Associate Chair for Faculty Engagement and Well-being within Stanford University’s Department of Psychiatry and Behavioral Sciences. Along with colleagues at Stanford, Dr. Gengoux has written a book focused on professional well-being and practical strategies to promote resilience for providers of mental health care. Dr. Gengoux is also a licensed clinical psychologist with expertise in training parents to promote the healthy development of social skills in their children and manage challenging behavior using positive behavioral approaches. Dr. Gengoux serves as Associate Editor for the Journal of Positive Behavior Interventions. She received her Ph.D. in Clinical Psychology from the University of California Santa Barbara and completed her clinical internship and postdoctoral fellowship at the Yale Child Study Center.
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The views expressed in this presentation are those of the speaker and do not necessarily represent the views, policies, and positions of the Indian Health Service (IHS), or the U.S. Department of Health and Human Services (HHS).
Learning Objectives

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

• Identify leadership practices for building an organizational culture of wellness

• Apply the concept of a resilience recipe to improve personal stress management

• Reflect on unique drivers of well-being in the context of caring for Native Youth
Wellness Means Different Things to Each of Us

What does wellness mean to you and your team?

The Problem of Burnout is Increasingly Recognized in Healthcare Professionals

What signs would tell you that someone may be feeling burned out?

FIGURE 1–2. Components of burnout syndrome.

(Gengoux et al, 2020, Professional Well-being, APA Publishing)
Burnout is not the fault of an individual

System-level solutions are needed
Everyone can help

Physicians show higher resilience than general US working population (mean=6.25, diff: 0.24; p<.001)

(JAMA Network Open. 2020;3(7):e209385)
The Stanford WellMD & WellPhD Model

To improve professional fulfillment and reduce burnout…
Concern
Influence
Control
The primary means by which an organization supports its clinicians is by giving them the ability to do their jobs—creating workflows and structures that foster teamwork, efficiency, and quality of care.

Sinsky, Biddison, Mallick et al. (2020)

*NAM Perspectives*
Designing Interventions

1. Ideas from all stakeholders
2. Aim to improve well-being and patient experience
3. Metrics to assess impact of the intervention
4. Engage clinicians and staff in planning, implementation, and assessment
5. Pilot interventions with small groups
6. Share learnings and iterate to improve

Sinsky, Biddison, Mallick et al. (2020) NAM Perspectives
Key Themes Derived from Active Listening

- Opportunity for Connection
- Flexibility
- Professional Growth
- Local solutions
## Leadership Strategies

**What else is important in your workplace culture?**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Express Interest</td>
<td>Express interest in the opinions of your team members and encourage them to suggest ideas for improvement.</td>
</tr>
<tr>
<td>Show Respect</td>
<td>Treat others with respect and dignity; keep team members informed about changes taking place in the organization.</td>
</tr>
<tr>
<td>Empower &amp; Coach</td>
<td>Empowering others to do their jobs and providing helpful feedback and coaching on performance.</td>
</tr>
<tr>
<td>Recognize &amp; Inspire</td>
<td>Recognize others for a job well done and inspire team members to do their best.</td>
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<tr>
<td>Develop</td>
<td>Hold career development conversations and encourage others to develop their talents and skills.</td>
</tr>
</tbody>
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Shanafelt et al., 2015 *Mayo Clin Proc* 90(4)
Question for the Audience

Reflect on the colleagues or supervisors you have had who made a difference

What behaviors helped you the most?
Leadership Matters for Well-being

- Supervisor leadership behaviors lower burnout and higher job satisfaction
- Shared purpose and values alignment team well-being
- Leader fulfillment and self-care leadership effectiveness
Recipe for Resilience

**Energy Management**
sustain your physical health

**Social Connection**
giving and receiving support promotes long-term happiness (even from a distance!)

**Meaningful Impact**
connect your work with your values and prioritize what really matters
<table>
<thead>
<tr>
<th>Work task</th>
<th>Connection to meaningful outcome</th>
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</thead>
<tbody>
<tr>
<td>Timely documentation</td>
<td>Enhances patient safety through an essential component of high-quality care</td>
</tr>
<tr>
<td>Covering for a colleague on vacation</td>
<td>Keeps a culture of self-care alive in your agency</td>
</tr>
<tr>
<td>Giving difficult feedback to a struggling trainee</td>
<td>Helps a new generation of professionals get ready to do important work in the field</td>
</tr>
<tr>
<td>Responding quickly and with compassion to a patient complaint</td>
<td>Fosters the culture of excellence you are proud to be part of</td>
</tr>
<tr>
<td>Responsible management of finances</td>
<td>Helps your clinic serve more patients who are unable to pay</td>
</tr>
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(Gengoux et al., 2020; Professional Well-being, APA Publishing)
Meaningful Work

• Which aspect of your work do you find the most personally meaningful?

• What percentage of your time do you currently spend on that role or project?

• If less than 5hrs per week, what would it take to increase this?

(Shanafelt et al., 2009, Arch Intern Med)
Combating Burnout

When you tackle hard problems **you will get discouraged**

Keep your **body, mind, and heart prepared** to be resilient

Change agents will encounter **resistance**

**Know yourself** and experiment with what works for you

When we care deeply, we can experience **moral injury**
What are the Essential Ingredients in Your Personal Resilience Recipe?
Contact Information

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References

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Sinsky, Biddison, Mallick et al. (2020). Organizational evidence-based and promising practices for improving clinician well-being. *NAM Perspectives*

Resources

**Stanford WellMD/WellPhD Center**  [https://wellmd.stanford.edu](https://wellmd.stanford.edu)
**National Academy of Medicine Clinician Knowledge Hub**  [https://nam.edu/clinicianwellbeing/](https://nam.edu/clinicianwellbeing/)
**UC Berkeley Greater Good Science Center**  [https://ggsc.berkeley.edu/](https://ggsc.berkeley.edu/)