

# **Occupational Well-being: Recipes for Resilience Under Challenging Circumstances**

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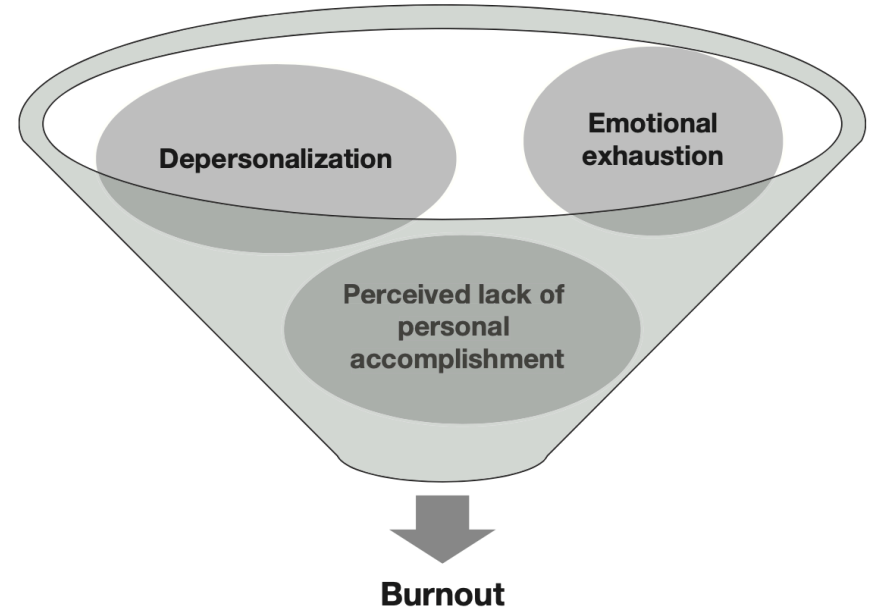
Stanford Department of Psychiatry and Behavioral Sciences

# Learning Objectives

*Participants in the workshop will be able to:*

- 1) List three essential ingredients for a **personalized resilience recipe**
- 2) Apply the **Ask, Listen, Empower** framework to address wellness challenges at work.
- 3) Analyze the **Stanford Model of Occupational Well-being** in the context of caring for Native populations.

*The problem of burnout is increasingly recognized in health care clinicians*

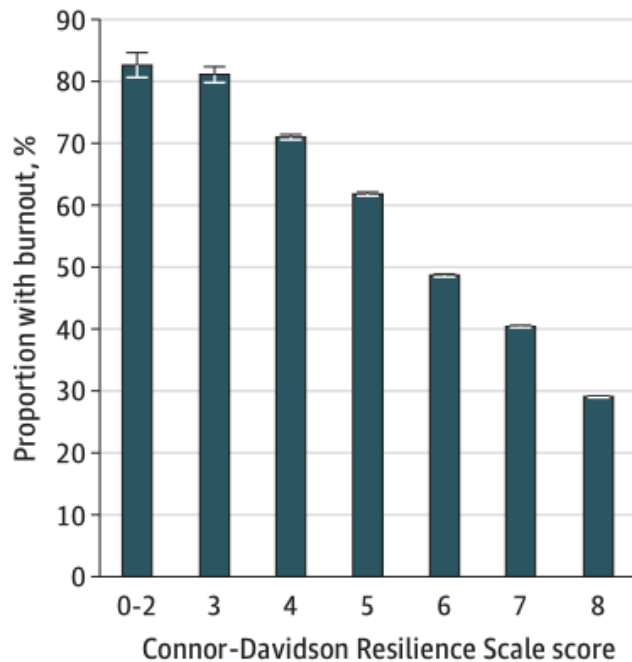


**FIGURE 1-2.** Components of burnout syndrome.

(Gengoux et al, 2020, *Professional Well-being*, APA Publishing)

## Burnout is not the fault of an individual

C Overall burnout proportions

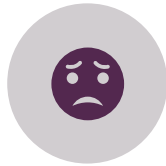


Physicians,  
No.      23    37    300    492    1431    993    1350

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

- System-level solutions are needed
- Everyone can help

# Combating Burnout



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



Change agents will encounter **resistance**



When we care deeply, we can experience **moral injury**



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



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

# Recipe for Resilience



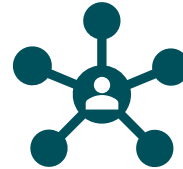
## Energy Management

*sustain your physical health,  
and work in a way that avoids  
burnout*



## 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*



## Sleep

Enhances cognitive performance  
Sleep-deprived people don't know they are impaired  
Think of investing in tomorrow



## Eat

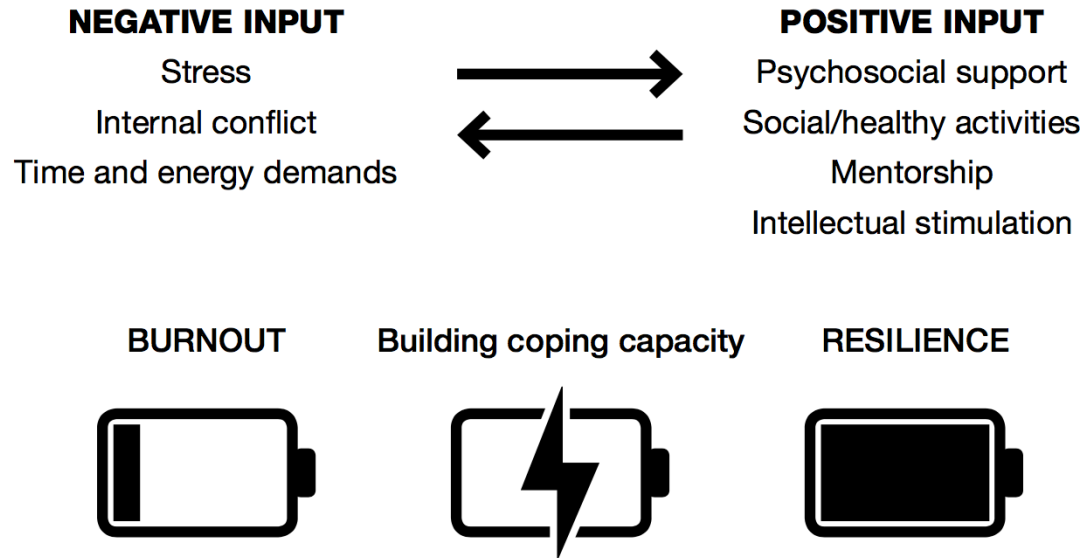
Healthy eating improves energy and mood



## Play

Exercise  
Meaningful work  
Vacation & time off  
Social connection enhances creativity and joy

# Energy Management



**FIGURE 8–2.** Recharging one’s batteries for self-care.

*Source.* Adapted from Dunn et al. 2008.

What gives you energy?

What depletes your  
energy?

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You can do anything...,  
but you can't do **EVERYTHING**



**Rocks:** most important

**Pebbles:** medium importance

**Sand:** least important

*To have time for important things, fit them in first.*

⇒ What deserves to be a “rock” in your **personal life**?

⇒ What deserves to be a “rock” in your **work life**?

# ***Your Mind is Your Most Important Tool*** Cognitive Strategies to Enhance Well-being



## GRATITUDE

“Three Good Things” practice for two weeks associated with improved happiness, work-life balance and reduced burnout and depression for health care workers (N=228) 1 to 12 months after intervention

(Sexton & Adair, 2019 *BMJ Open*)



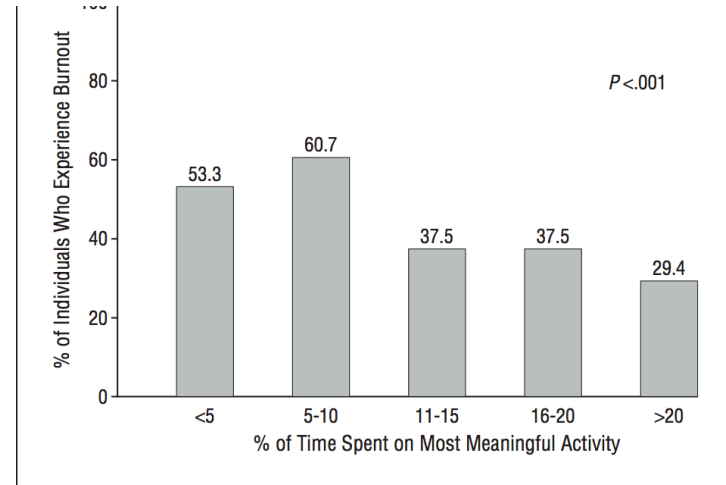
## SELF-VALUATION

Self-valuation means prioritizing personal well-being and growth mindset in response to errors. Lower self-valuation is associated with higher risk for burnout

(Trockel et al., 2019 *Mayo Clinic Proceedings*)

# 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?



**Figure 2.** Burnout by amount of time spent on activity viewed most personally meaningful. The y-axis shows the percentage of individuals within each group who experience burnout. The x-axis indicates the amount of time spent in the activity viewed as most personally meaningful.

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**TABLE 14–2. Connecting work with meaning**

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<b>Work task</b>	<b>Connection to meaningful outcome</b>
Timely documentation	Enhances patient safety through an essential component of high-quality care
Covering for a colleague on vacation	Keeps a culture of self-care alive in your agency
Giving difficult feedback to a struggling trainee	Helps a new generation of professionals get ready to do important work in the field
Responding quickly and with compassion to a patient complaint	Fosters the culture of excellence you are proud to be part of
Responsible management of finances	Helps your clinic serve more patients who are unable to pay

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# “Resilience Recipes”



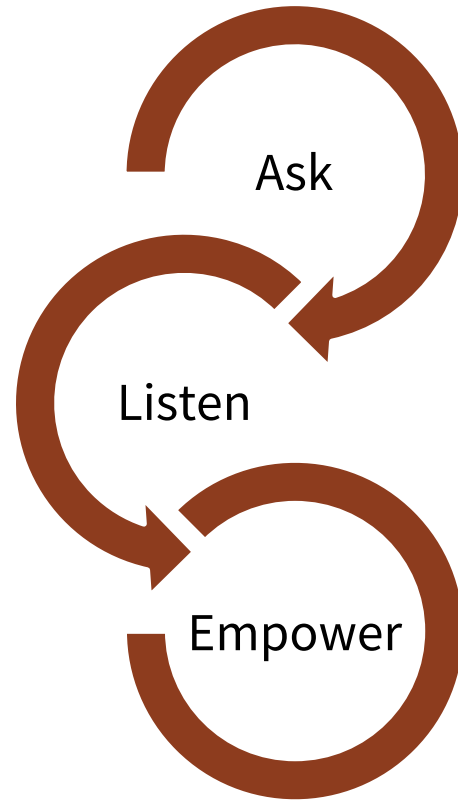
*What are your essential ingredients?*

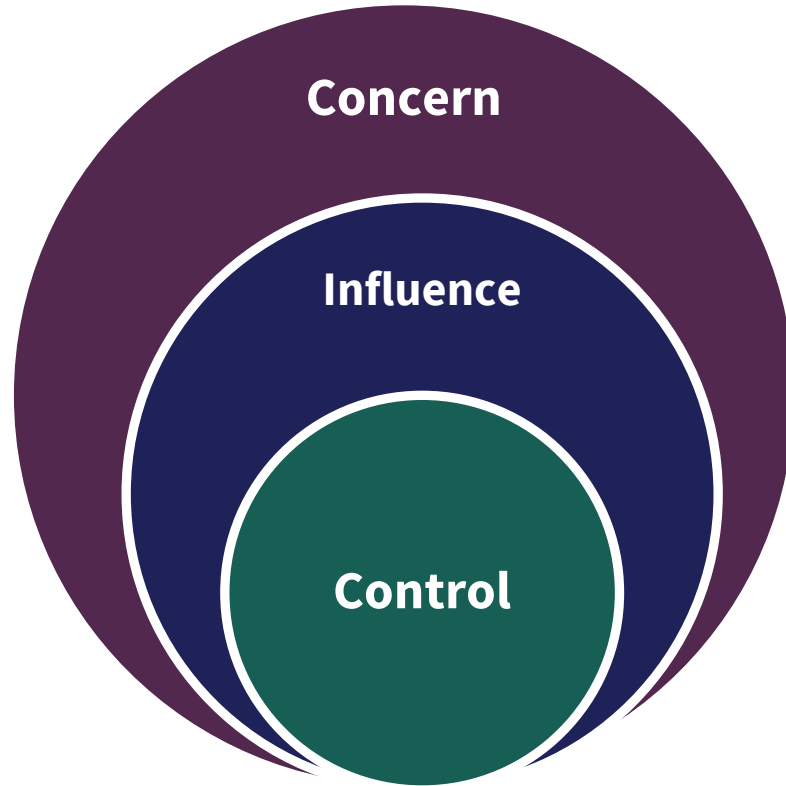


# Wellness Means Different Things to Each of Us

*What does wellness mean to you and your team?*







# Helpful Habits

## “Weekends for Well-being”



- Avoid emailing your colleagues regarding routine matters on weekends
- If the message isn't truly urgent, try creating the email and **delay sending it** until Monday

## Take the “10 of” Challenge!



- Can you **end your meetings at 10 of the hour?**
- See how many times you can do this for your appointments next week. Challenge your colleagues to do the same!

## Key Themes Derived from Active Listening

Recognition &  
**Appreciation**

Opportunity for  
**Connection**

Metrics Aligned  
with **Values**

# Changing Meeting Culture

## Challenge:

Monthly staff meetings are focused mostly on productivity data and administrative announcements

## Recognition & Appreciation

- **Awards and Connection Opportunities**



# Shared Meal and Discussion

## Challenge:

Large organization

Colleagues have few opportunities for interaction outside formal meetings

Culture of high achievement with few opportunities for vulnerability

Opportunity for  
**Connection**

➤ **Camaraderie groups**



# Opportunity for Connection

## The Camaraderie Project: What is it?

### Structure:

Groups of 6-8 colleagues who agree to:

- Meet for 1 hour once a month for 6 months
- Spend 15-20 minutes discussing a preselected topic pertinent to physicians
- Spend the rest of the hour enjoying each other's company

### Purpose:

- Build camaraderie
- Eating together and enjoying each other's company

### Rational:

Evidence in randomized trials that it increases professional fulfillment in physicians <sup>1,2</sup>

### Department Support:

- Reimburses the cost of the meal
- Up to \$25 per attendee/month

1. West CP, Dyrbye LN, Rabatin JT, Call TG, Davidson JH, Multari A, Romanski SA, Hellyer JM, Sloan JA, Shanafelt TD. Intervention to promote physician well-being, job satisfaction, and professionalism: a randomized clinical trial. *JAMA Intern Med.* 2014 Apr;174(4):527-33.
2. West CP, Dyrbye LN, Satele D, Shanafelt TD. A randomized controlled trial evaluating the effect of COMPASS (Colleagues Meeting to Promote and Sustain Satisfaction) small group sessions on physician well-being, meaning, and job satisfaction. *J Gen Intern Med* 2015; 30: S89.



# *Legitimizing Regular Peer Consultation*

## Challenge:

Specialty Mental Health Clinics serving high-need populations

Remote and hybrid work limits impromptu consultations

Clinicians have an annual target for patient care volume

Participation in team meetings and consultation groups does not “count” toward target

## Metrics Aligned with **Values**

- **Peer consultation groups**



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# Metrics Aligned with Values

## Peer Consultation Groups

Goal: in-depth consultation and general support

Aiming for warm, supportive environment where clinicians can feel safe being vulnerable

Weekly or every 2 weeks

Within and across specialty clinics

Check-in on work and personal stress

Some start with brief grounding

(mindfulness, breathing or gratitude practice)

# The Stanford WellMD & WellPhD Model

To improve occupational well-being and reduce burnout

- **3 reciprocal domains:**
  - Culture of Wellness
  - Workplace Efficiency
  - Individual Factors




Stanford Model of Occupational Well-being



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[wellmd.stanford.edu](https://wellmd.stanford.edu)

## 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

Shanafelt et al., 2015; *Mayo Clin Proc*, 90(4); Shanafelt et al., 2021; *JAMA Network Open*, 4(2); Shanafelt et al., 2020; *JAMA Network Open*, 3(6)

# Leadership Strategies

<b>Express Interest</b>	Express interest in the opinions of your team members and encourage them to suggest ideas for improvement.
<b>Show Respect</b>	Treat others with respect and dignity; keep team members informed about changes taking place in the organization.
<b>Empower &amp; Coach</b>	Empowering others to do their jobs and providing helpful feedback and coaching on performance.
<b>Recognize &amp; Inspire</b>	Recognize others for a job well done and inspire team members to do their best.
<b>Develop</b>	Hold career development conversations and encourage others to develop their talents and skills.

**Which leadership behavior do you value most in others?**

**If you had to pick one of these to cultivate more actively yourself, what would you pick?**

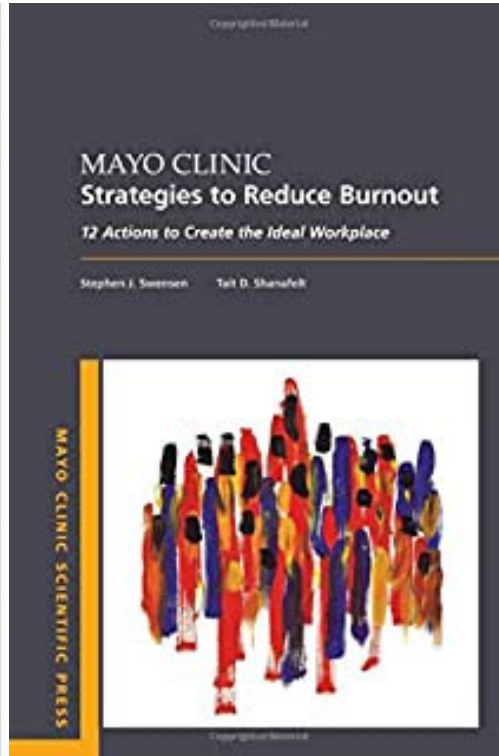
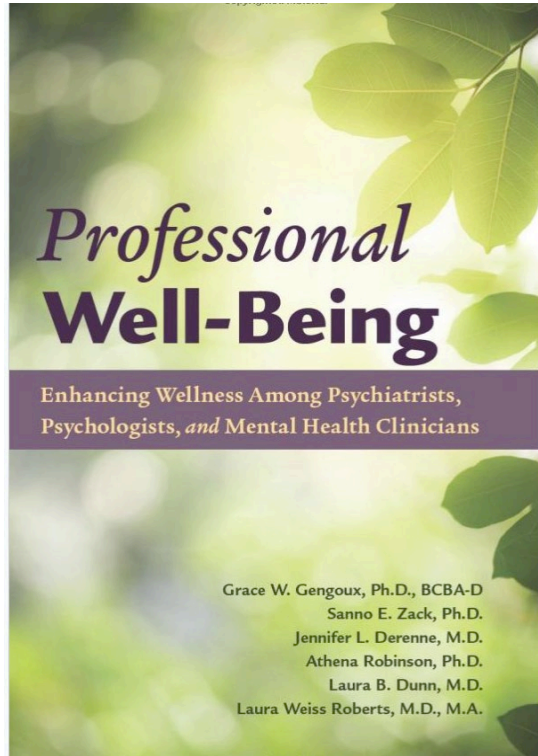


## Well-being Program Assumptions

- ❖ Well-being drives meaningful **impact on our mission**
- ❖ **Everyone** can help
- ❖ **Systems** and **leadership** matter
- ❖ Well-being in the workplace is part of **quality improvement**



# Books



# Resources

## Pause A Moment

<https://pam.stanford.edu/>

## Stanford WellMD & WellPhD Center

<https://wellmd.stanford.edu>

## Greater Good Science Center (UC Berkeley)

<https://ggsc.berkeley.edu/>

## Employee Wellness and Stress Management Online Short Course

### Stanford Center for Health Education

<https://www.getsmarter.com/products/stanford-employee-wellness-and-stress-management-online-short-course>





THANK  
YOU!



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