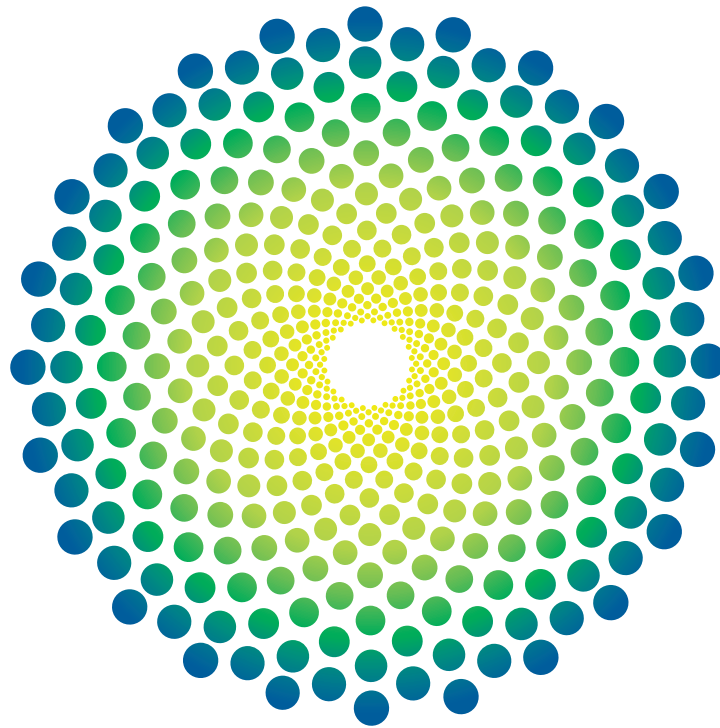


HANDOUT

LEADING WELL FROM WITHIN



Transforming Burnout to Resiliency with the
Neuroscience of Conscious Leadership

DANIEL FRIEDLAND, MD

1. Right now I'm feeling...

2. My goals for this program are...

3. What may get in the way of my goals are...

Roadmap

- **Burnout...you are not alone!**
- Resiliency and Satisfaction
- Leading Well and Healing Well from Within
- Knowing How Your Brain Works
- Knowing How to Better Work Your Brain
- 4 Steps to Transform Burnout into Resiliency



Maslach Burnout Inventory

1. Emotional exhaustion
2. Depersonalization
3. Reduced personal accomplishment



Maslach, C. & Jackson, S.E. The measurement of experienced burnout. *Journal of Occupational Behavior*. 1981;2:99-113.

Prevalence



**54% of Physicians
Report Burnout Sx**



Shanafelt TD, et al. Mayo Clin Proc. 2015 Dec;90(12):1600-13.

Factors Contributing to Burnout

- 1200 practicing physicians surveyed
- 6 in 10 have considered leaving medicine
- 77% experience fatigue
- 67% experience burnout
- 32% depression & 34% family discord
- **Contributing causes;**
 - **Low reimbursement**
 - **Low autonomy**
 - **Bureaucracy**
 - **Patient overload**
 - **Lack of respect**

ACPE Survey 2006 November-December
The Physician Executive

Consequences of Burnout

- Increased medical errors
- Decreased empathy
- Plans to retire early
- Job dissatisfaction



Dyrbye LN, Shanafelt TD. Physician burnout: a potential threat to successful health care reform. JAMA. 2011 May 18;305(19):2009-10.

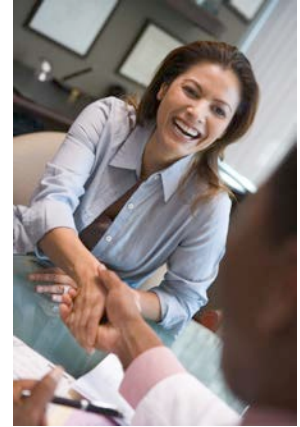
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Provider Satisfaction matters

- Strongly linked to patient satisfaction¹
- Affects patients' perception of quality of care¹
- Enhances patient confidence²
- Enhances patient adherence with therapies³



1. Haas J, et al. "Is the professional satisfaction of general Internists associated with patient satisfaction?" J Gen Intern Med. 2000;15:122-128.
2. Grembowski D, et al. "Managed care, physician job satisfaction, and the quality of primary care." J Gen Intern Med.2005;20:271-277.
3. DiMatteo MR, et al. Physicians' characteristics influence patients' adherence to medical treatment: results from the Medical Outcomes Study. Health Psychol. 1993 Mar;12(2):93-102.

Factors Enhancing Provider Satisfaction

- | | |
|--|--|
| <ul style="list-style-type: none"> • Autonomy • Income • Resources • Administrative support • Status • Intrinsic satisfaction <ul style="list-style-type: none"> ➤ Achievement ➤ Recognition ➤ The nature of the work ➤ Responsibility ➤ Growth | <ul style="list-style-type: none"> • Relationships with colleagues • Relationships with patients • Relationships with staff • Free time away from work • Community involvement. |
|--|--|

Konrad T, et al.
 "Measuring physician job satisfaction in a changing workplace and a challenging environment."
 Med Care. 1999;37:1174-1182.

Herzberg F.
 "One more time: how do you motivate employees?"
 Harv Bus Rev. 2003;81:87-96.

Factors Associated with Resilience

- 1) Attitudes and perspectives
- 2) Practice management style
- 3) Supportive relations
- 4) Balance and prioritization



Jensen PM, et al. Building Physician Resilience. Can Fam Physician. 2008 May; 54(5): 722-729.

If burnout involves
exhaustion,
disconnection,
and a reduced sense of accomplishment,
how can we best navigate stress and reengage to
experience greater health and vitality,
more fully connect in our relationships,
and thrive with significance?

Roadmap

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What is Leadership?

Reactivity

Low Performance Leader

Complying

- Pleasing
- Conforming
- Passive

Protecting

- Arrogant
- Cynical and Critical
- Distant

Controlling

- Autocratic
- Driven to Prove Self Worth
- Perfectionistic

Creativity

High Performance Leader

Achievement Oriented

- Purpose and Vision
- Strategically Focused
- Decisive
- Gets Results

Relates Well

- Cares
- Fosters Team Play
- Collaborates well
- Mentor

Authentic

- Integrity
- Courage

Systems Aware

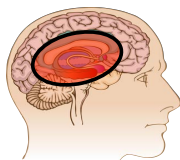
- Concerned for Community
- Sustains Productivity

Self-Aware

- Personal Learner
- Composure
- Balance
- Selfless Leader

Adapted from The Leadership Circle®
Daniel Friedland, *Leading Well from Within*, Page 37

Your Brain and Leadership

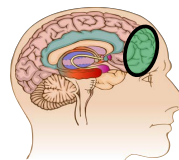


Reactivity

Fight & Flight

Low Performance Leadership

- Complying
- Protecting
- Controlling



Creativity

Fulfillment

High Performance Leadership

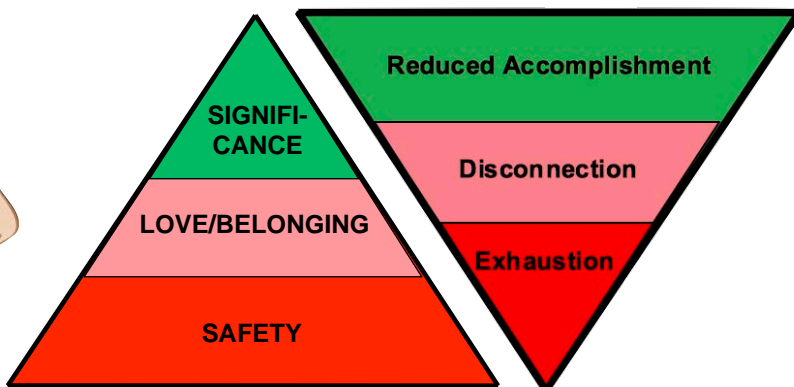
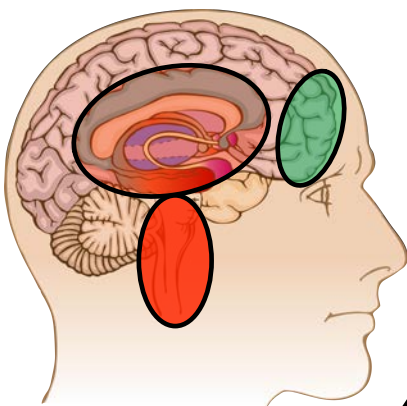
- Achievement Oriented
- Relates Well
- Authentic
- Systems Aware
- Self-Aware

Roadmap

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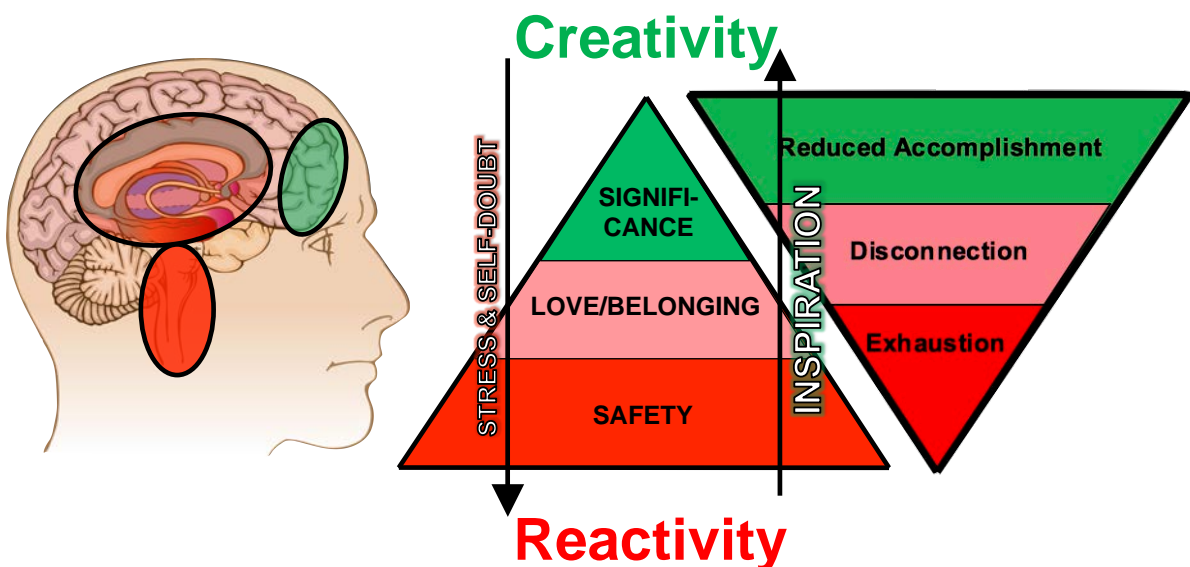


Knowing How Your Brain Works



Burnout Symptoms	Positive Characteristics	Shadow Characteristics	Conditioning
Reduced Significance <ul style="list-style-type: none"> Ineffective Fallible Unfulfilled 	High Standards of Excellence	<ul style="list-style-type: none"> Invincibility Curative Omnipotence Perfectionism Driven/Type A/Competitive Highly Judgmental Self Critical Safety Seeking 	<ul style="list-style-type: none"> Attendings as gods Harassment Belittlement/Humiliation Judged by others Judged by self Judging others Information Overload
Disconnection <ul style="list-style-type: none"> Cynicism Resentment Compassion fatigue 	Caring and Compassionate	<ul style="list-style-type: none"> Savior Overcare Co-Dependency (I need to fix and help to feel good about myself) 	<ul style="list-style-type: none"> Don't take on emotions Don't be touchy feely Black humor The Difficult Patient The HPI
Exhaustion <ul style="list-style-type: none"> Sacrifice Deprivation Physical, emotional and mental exhaustion 	Driven to be of service	<ul style="list-style-type: none"> Helper/Superhero/Savior Self-Reliant: Lone Wolf Compulsive Workaholic 	<ul style="list-style-type: none"> Superhuman attendings Value volume/productivity Burden of record keeping Clinician, manager, employee, spouse, parent, son or daughter

Knowing How Your Brain Works



Types of Stress Responses

Challenge



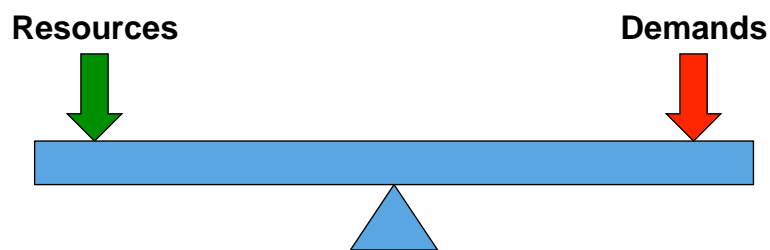
Tend and Befriend



Threat

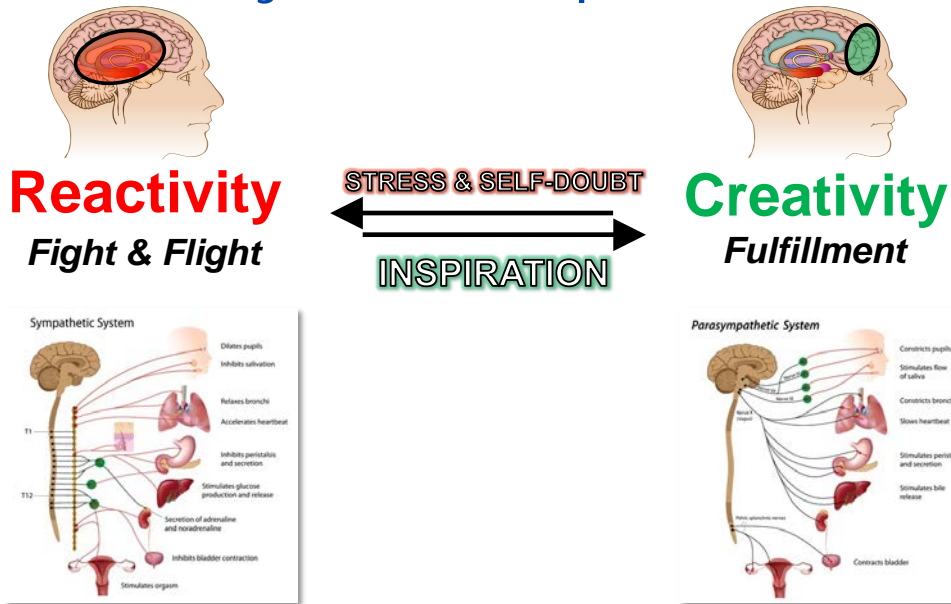


Key Equation

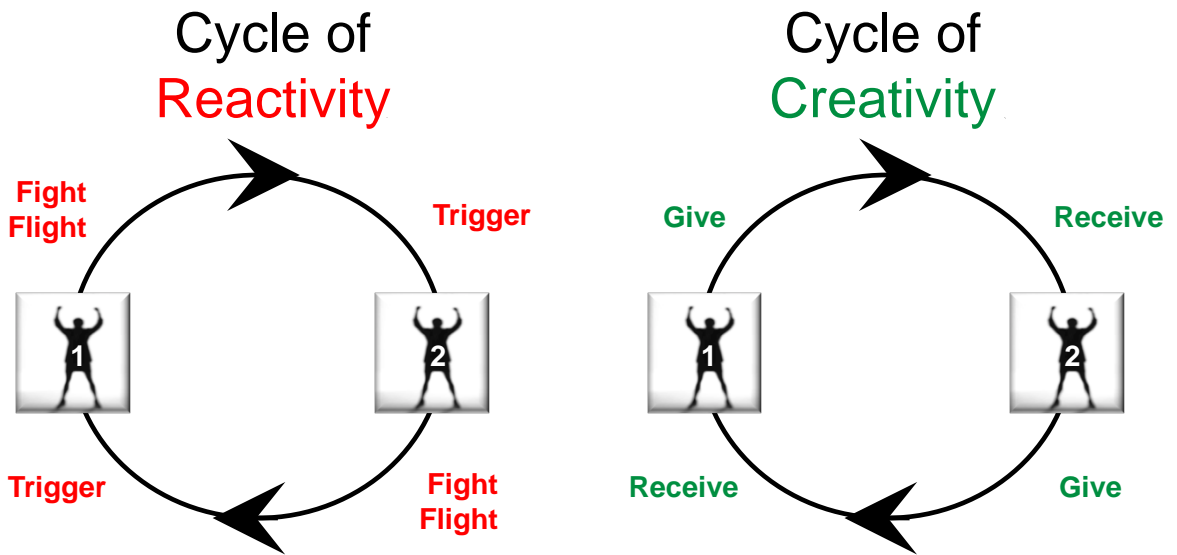


Resources < Demands: **Cave under Threat**
Resources > Demands: **Rise to the Challenge**

A Dynamic Equilibrium



Social Contagion



The Power of Empathy



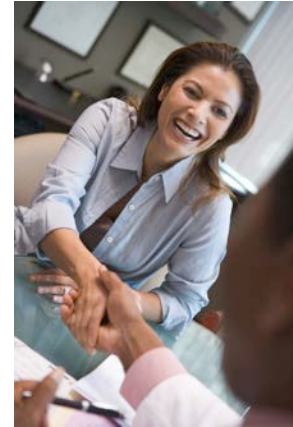
Reduces Patient:

- Anxiety
- Stress



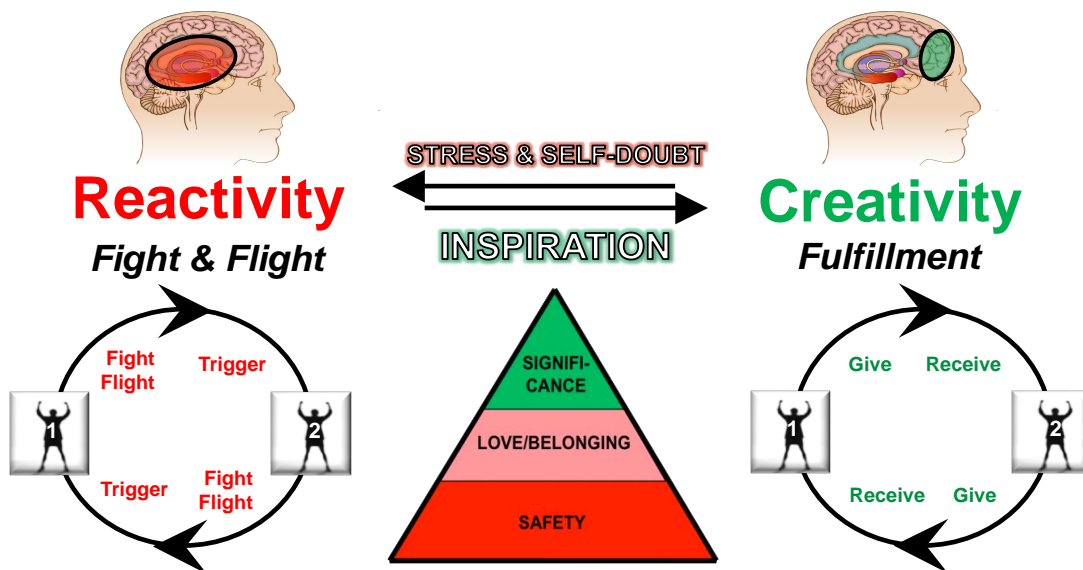
Enhances Patient:

- Satisfaction
- Adherence
- Enablement
- Outcomes



Derksen F, et al. Effectiveness of empathy in general practice: a systematic review. Br J Gen Pract. 2013 Jan;63(606):e76-84.

A Dynamic Equilibrium

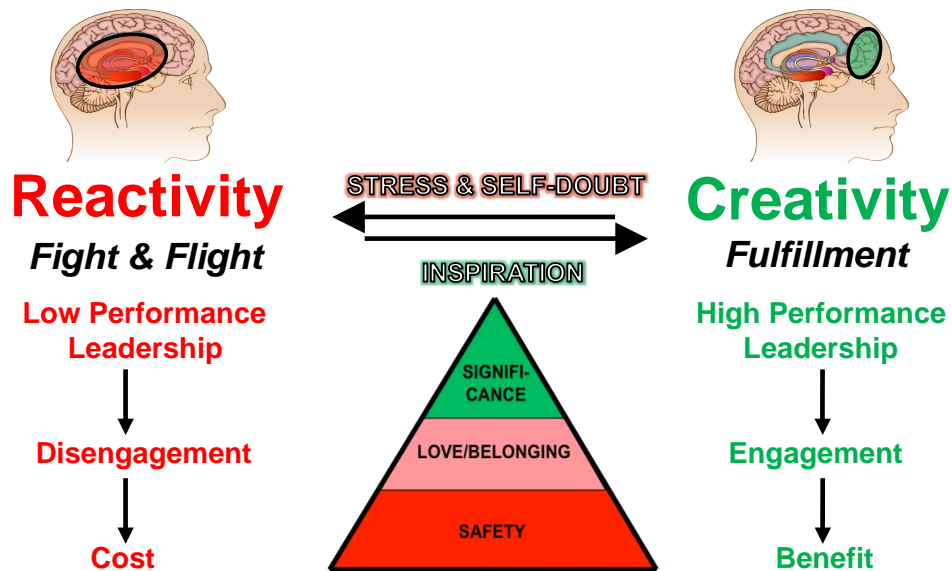


The Impact of Leadership

- 3896 physicians in the Mayo Clinic system were surveyed,(72.2%) responded.
- Supervisor and the composite leadership rating of each division/department chair strongly correlated with burnout and satisfaction scores (all $P < .001$).
- Each 1-point increase in composite leadership score was associated with a:
 - 3.3% decrease in the likelihood of burnout ($P < .001$), and
 - 9.0% increase in the likelihood of satisfaction ($P < .001$)

Shanafelt TD, et al. Impact of organizational leadership on physician burnout and satisfaction. Mayo Clin Proc. 2015 Apr;90(4):432-40.

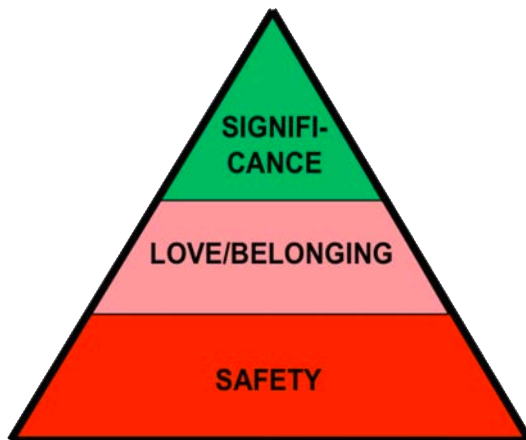
The Impact of Leadership



How Do You Shift?

1) Recognize Frames

2) Optimize Frames



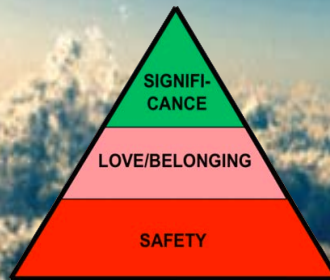
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Optimizing Frames with Mindfulness

A practice of paying attention with a sense of openness, kindness and curiosity for whatever is arising in the present moment



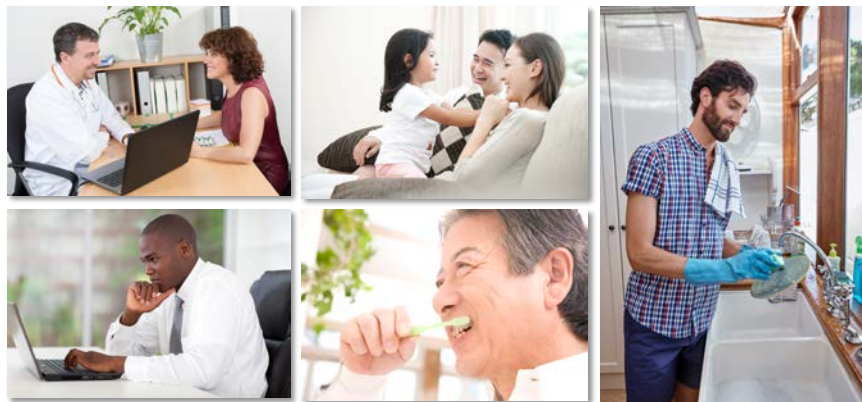
Mindfulness Practice

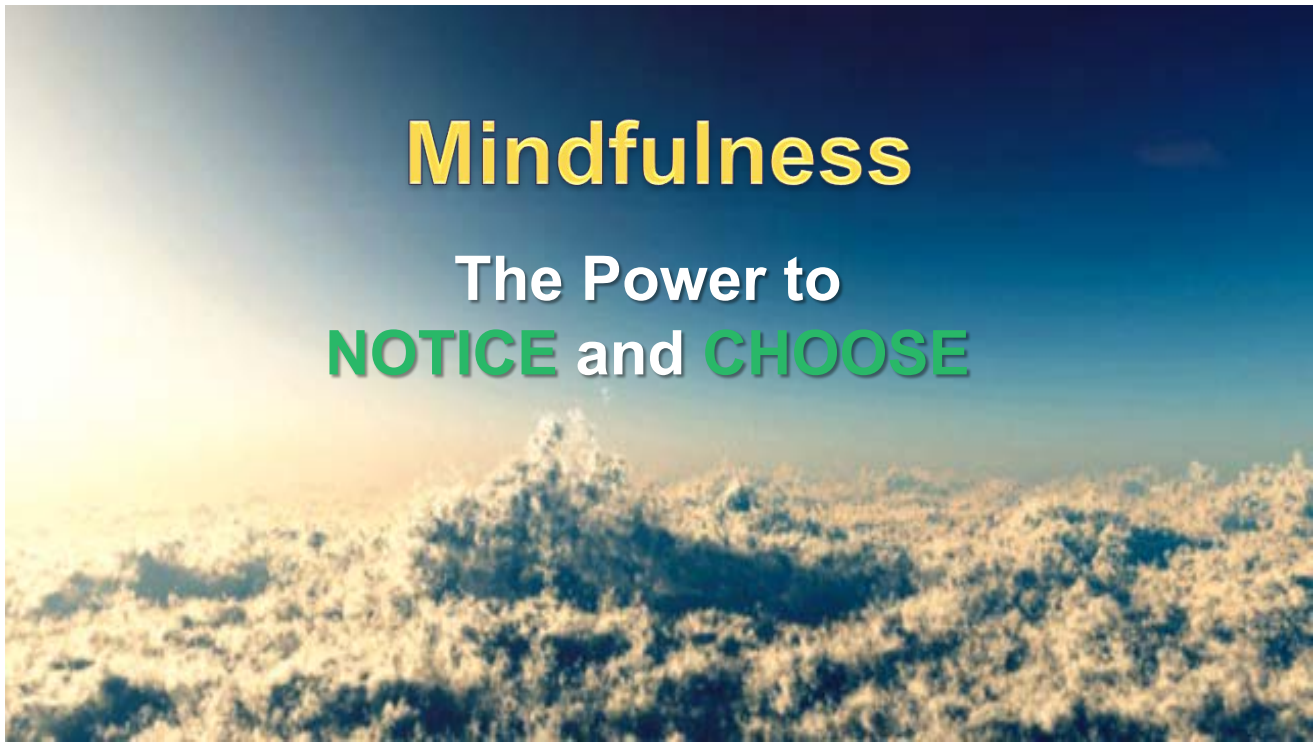
1. Open Awareness
2. Concentrated Awareness

Formal Practice

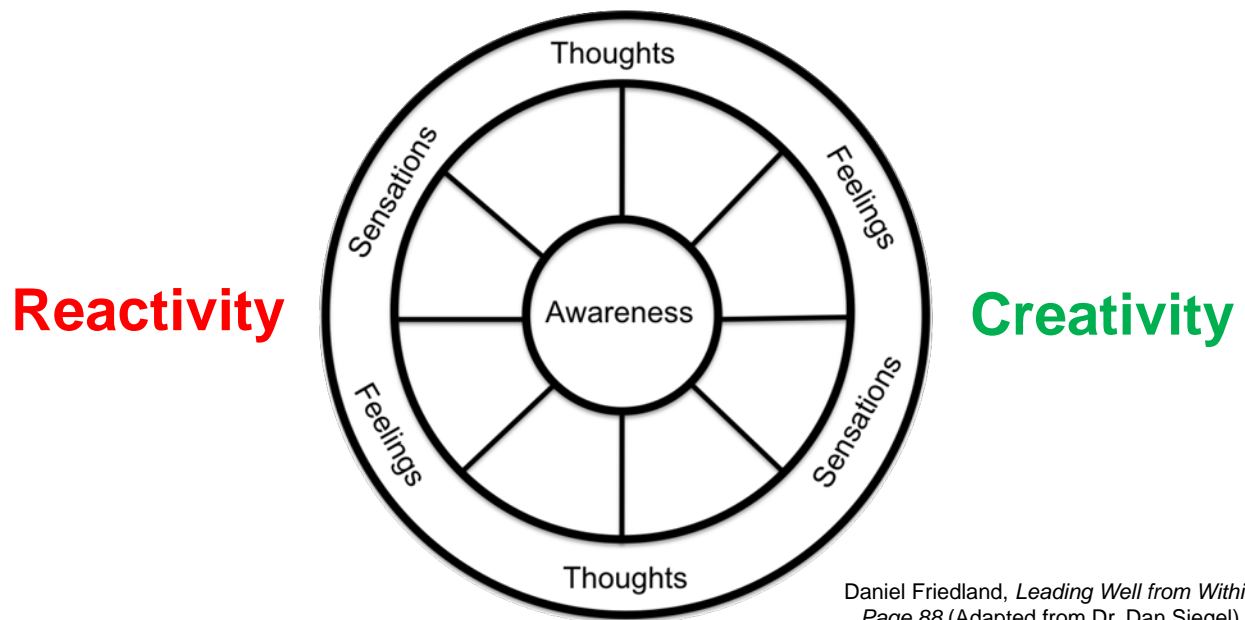


Informal Practice





Mindfulness Metaphor



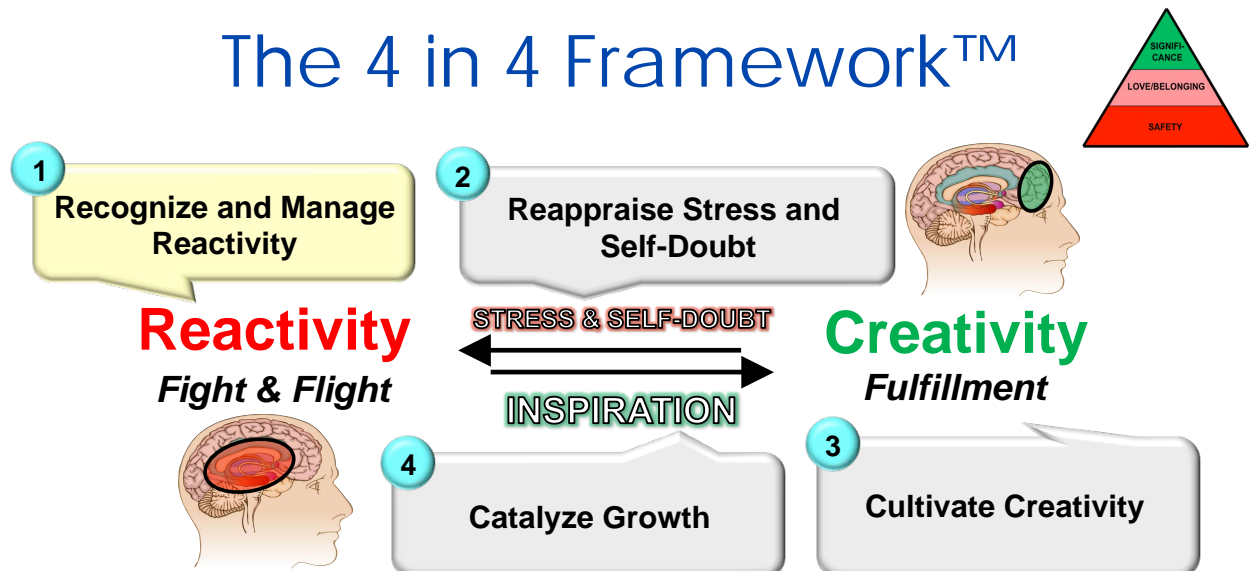
Daniel Friedland, *Leading Well from Within*,
Page 88 (Adapted from Dr. Dan Siegel).

Roadmap

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The 4 in 4 Framework™



1
**Recognize
Reactivity**

1. Sensations
2. Thoughts
3. Feelings
4. Behaviors

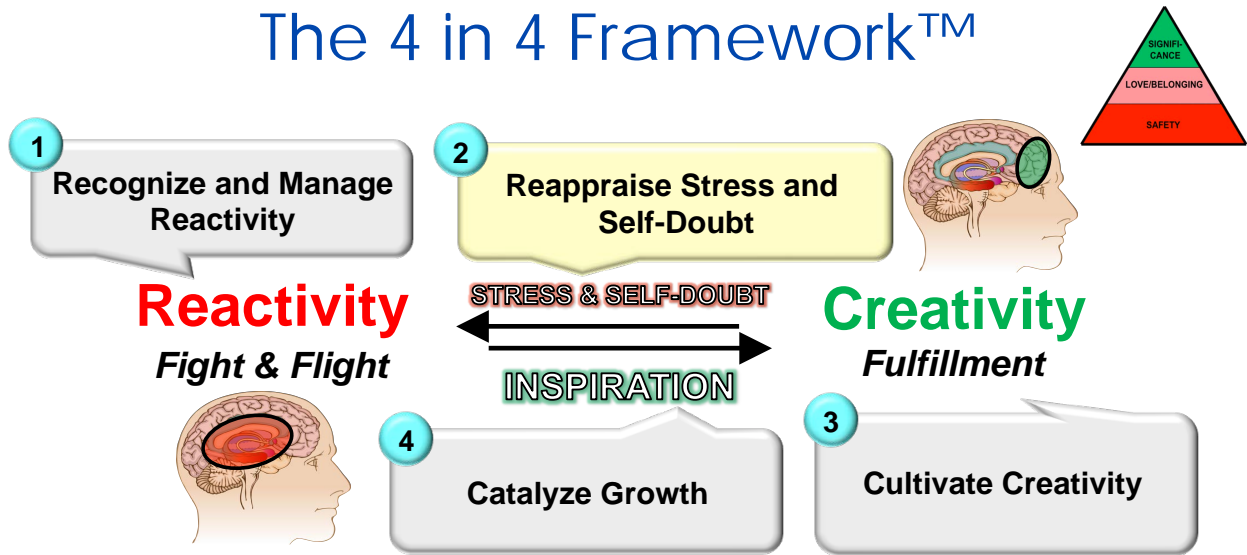
1
**Manage
Reactivity**

Is my reactivity doing more harm than good?

If so:

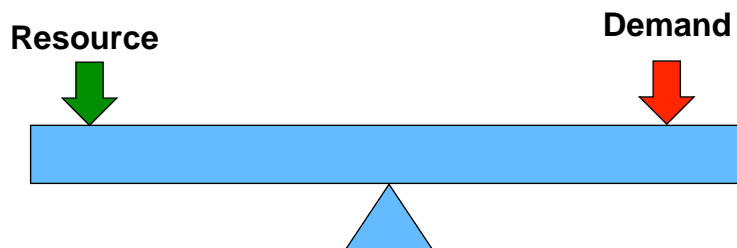
- 1) Pause
- 2) Breathe
- 3) “Name it to tame it!”
- 4) Consider your best response

The 4 in 4 Framework™



Is Stress a:

- Demand or
- Resource?



Types of Stress Responses

Challenge



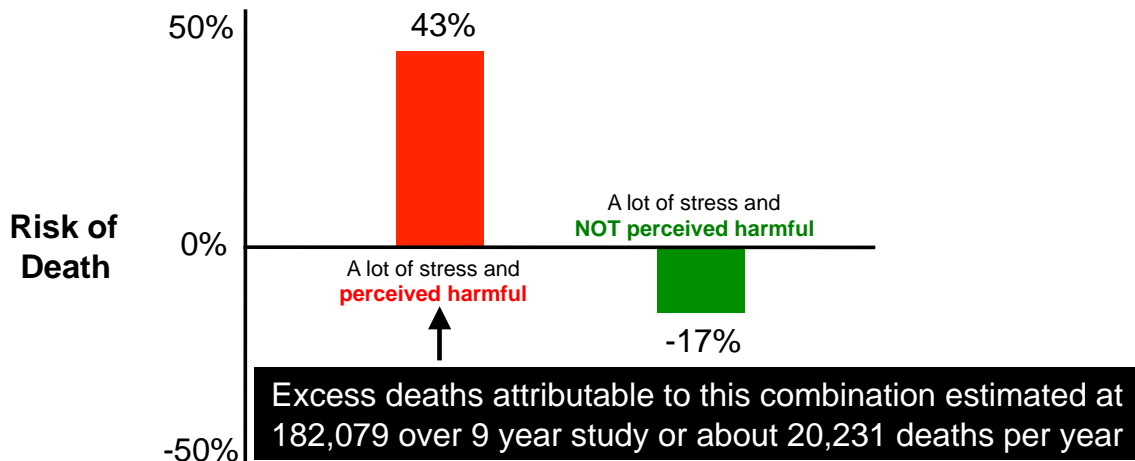
Tend and Befriend



Threat



Perception of Stress and Risk of Death



Keller A, Health Psychol. 2012 Sep;31(5):677-84.

Older Definition Stress “Can I handle it”

Newer Definition Reappraising Stress
“Stress is what arises when something
you care about is at stake.”

Kelly McGonigal
The Upside of Stress

Study of Stress Mindset Intervention

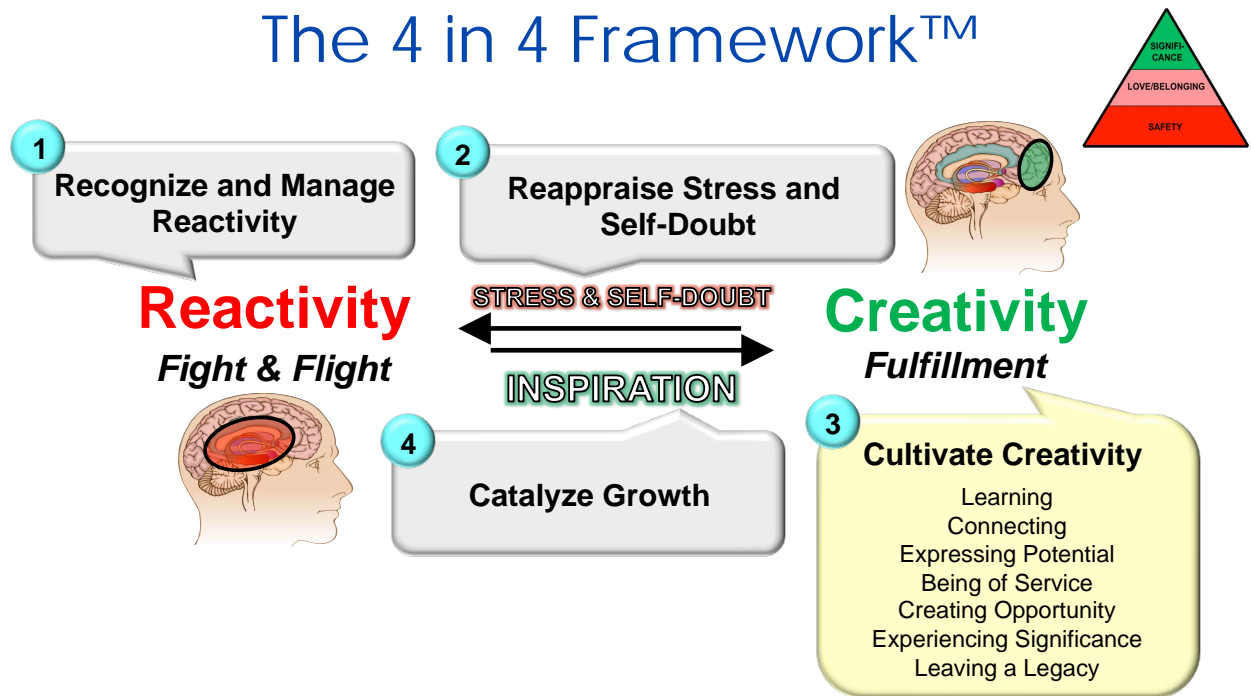
- 229 employees Fortune 500 company
- Randomized to leverage stress as an asset
- Results - significant improvements in:
 - Symptoms and satisfaction with health, and
 - Better performance at work:
 - ✓ Generating new ideas
 - ✓ Sustaining focus
 - ✓ Being engaged
 - ✓ Collaborating well with others

Crum A, et al. Acad Manage Proc. 2011
January; Meeting Abstract Supplement:1

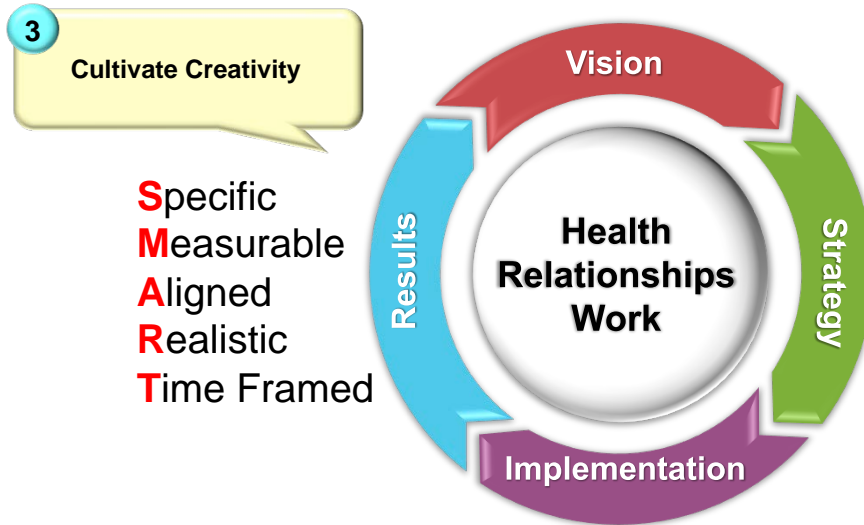
Reappraising Stress as a Resource

1. Recognize
2. Embrace
3. Ask
4. Leverage

Adapted from:
Crum A, et al. Acad Manage Proc. 2011
January; Meeting Abstract Supplement:1



The VSIR Process™

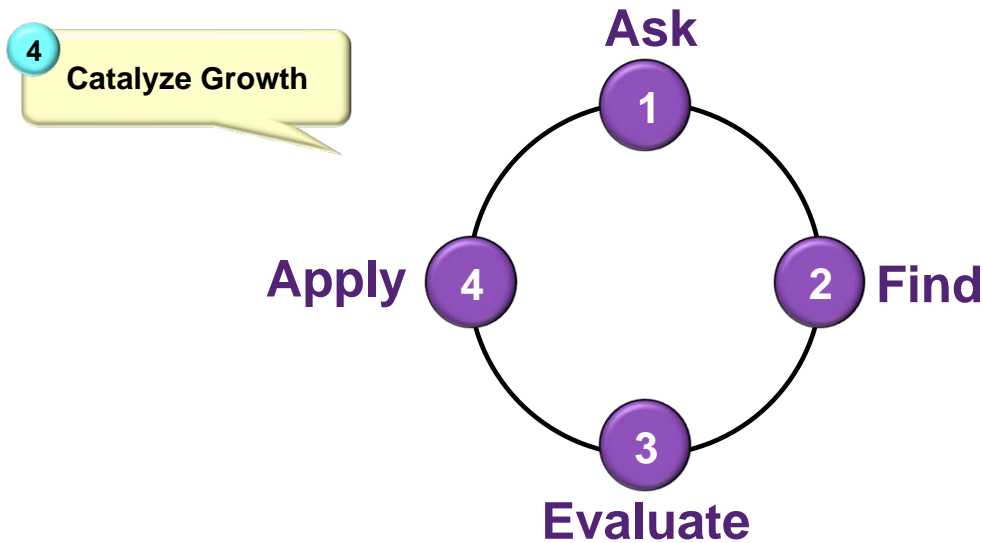
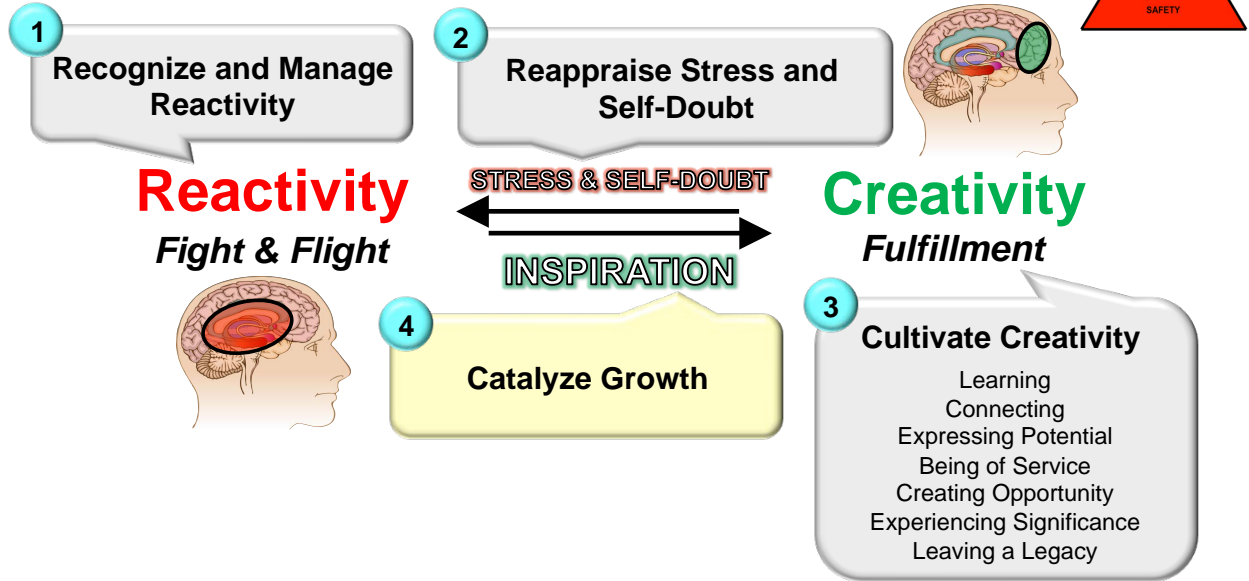


Urgent-Important Time Management Matrix

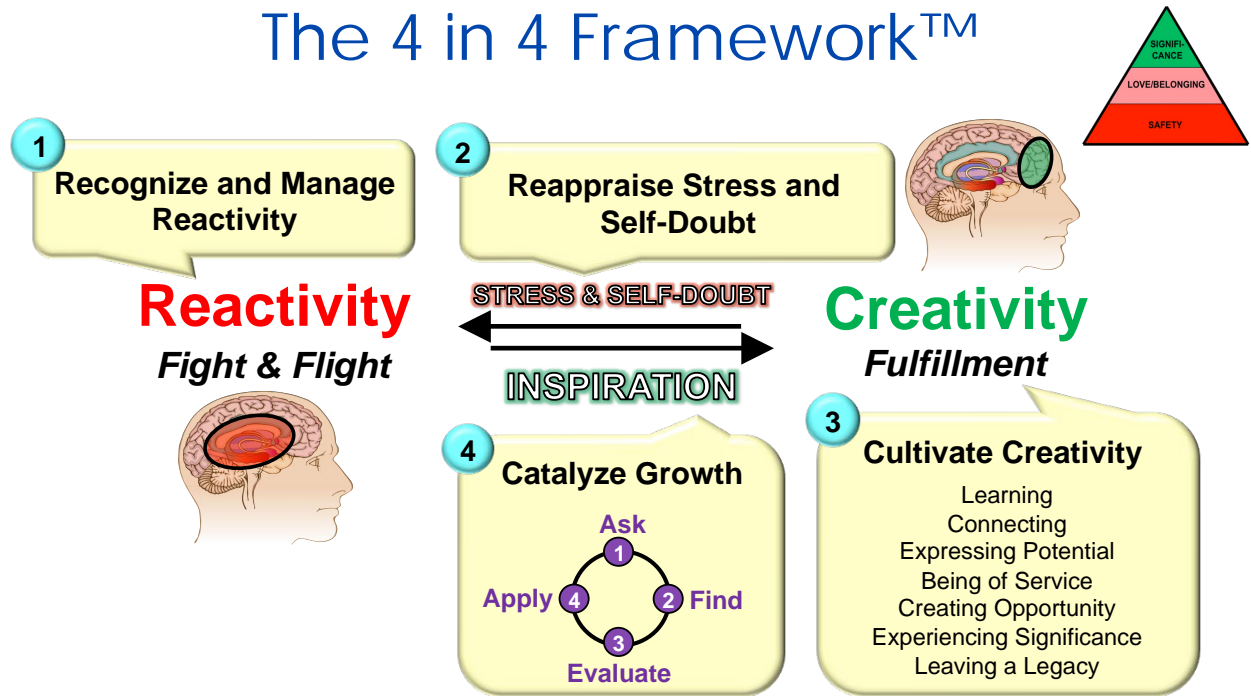
	Urgent	Not Urgent
Important	Crises Time-sensitive opportunities Any deadline related to your VSIR	Any task related to your VSIR
Not Important	Pressing e-mails, calls, and meetings related to other people's deadlines and unrelated to your VSIR	"Click bait" distraction on Internet Irrelevant e-mails and calls Mindless TV watching

Daniel Friedland, MD, *Leading Well from Within*, Table 7.1, Page 197

The 4 in 4 Framework™



The 4 in 4 Framework™



Applying The 4 in 4 Framework™ To Relationships

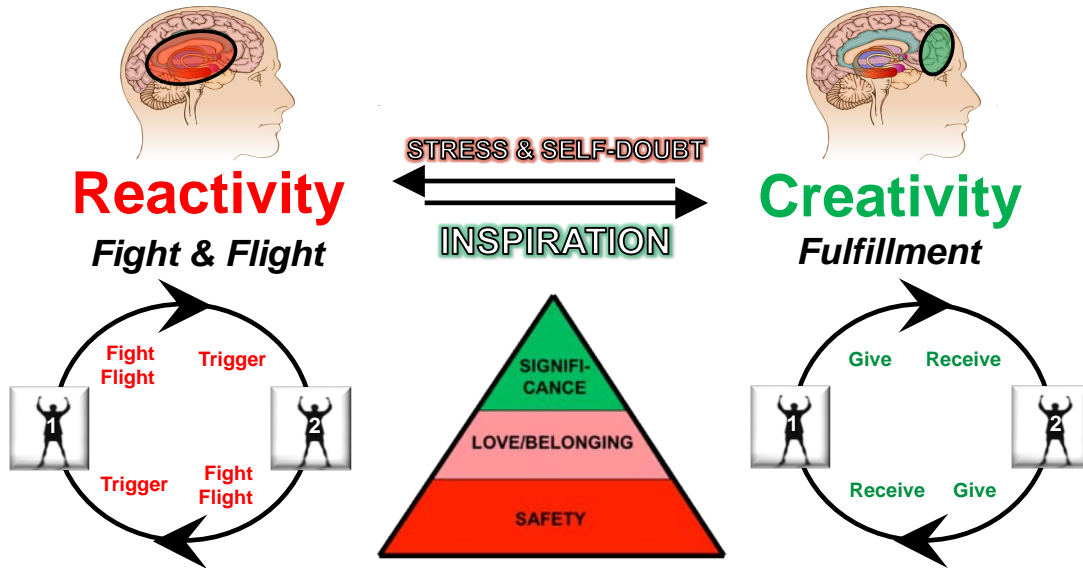


Home

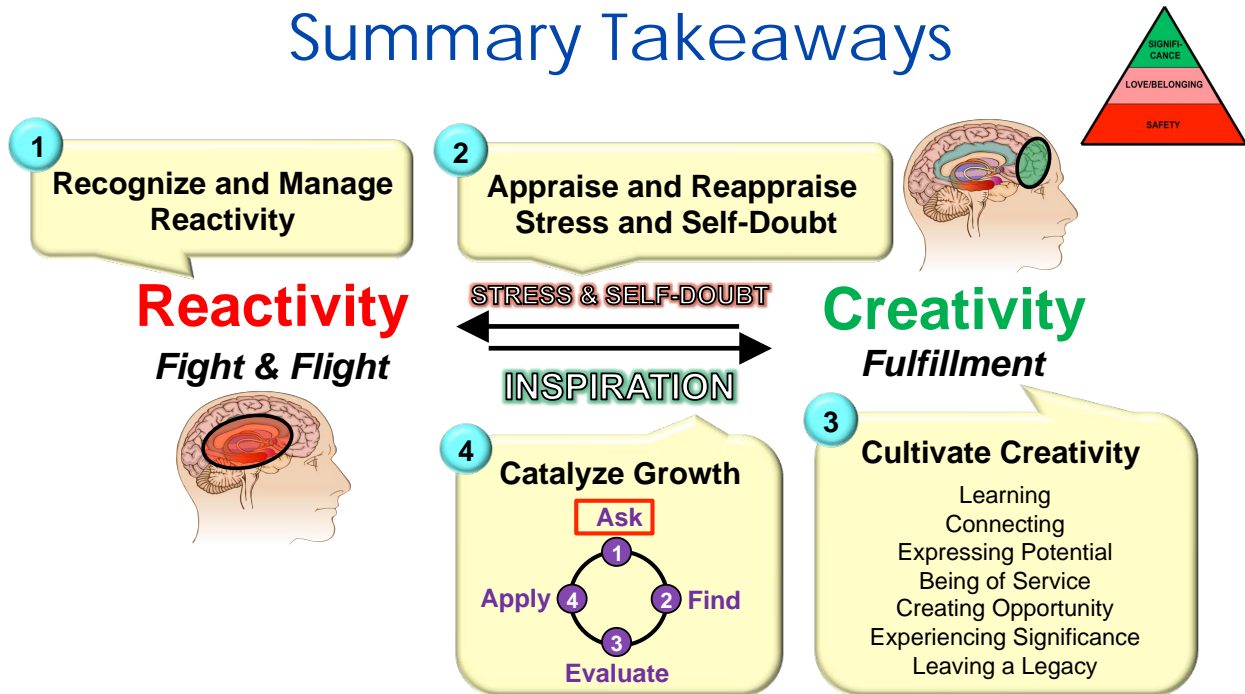


Work

How to Shift Frames



Summary Takeaways



My key takeaways are...

My commitments to next steps are...



Thank You!

Daniel Friedland, MD

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