Strategies for Promoting Personal Health & Wellness and Leading Change at the Individual Level

“Knowing yourself is the beginning of all wisdom.” ~Aristotle

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Geisel School of Medicine
January 19th, 2017
IAMSE Winter Seminar
Objectives:

1. Discuss Burnout, The Quadruple Aim and the Impact of Personal Wellness on Patients, Learners and the Culture of Medicine;

2. Describe the model for improvement as a framework for promoting personal health

3. Demonstrate strategies including: self awareness through observation, mindfulness and self assessment;

4. Demonstrate self care by aligning vision, and promoting resilience and healthy choices; and

5. Construct an actionable personal health improvement plan (PHIP)
VISION: “Healthy Individuals Contributing to Healthy Communities”
The Impact of Health and Wellness

Individual

TEAM

SYSTEM

COMMUNITY

HEALTH & Wellness
The Challenges of Leading Change in Medicine

1. Systems – diminished resources, expanded expectations, inefficiencies, unsustainable costs

**Systems Performance & Improvement**

1. Teams – poor communication, distrust

**Team Effectiveness & Improvement**

1. Individuals – high rates of burnout

**Personal Wellbeing & Improvement**

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1ACGME Personal and Professional Development Competency. Hospice and palliative medicine fellowship (2008)
Professionalism:IV.A.2.e),(2)Fellows must demonstrate the capacity to reflect on personal attitudes, values, strengths, vulnerabilities, and personal experiences to optimize personal wellness. AAMC/ LCME/ ACGME
“Progressive loss of idealism, energy, and purpose experienced by people in the helping professions as a result of the conditions of their work”

BURNOUT Screening:

_Maslach 22 item Burnout Inventory Survey_

- Emotional Exhaustion
- Depersonalization
- Personal Accomplishment (protective)

“Do you feel burned out from your work?”

From Triple to QUADRUPLE AIM:

Better Care

Better CARE of Health CARE TEAM

From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider

Thomas Bodenheimer, MD\textsuperscript{1} and Christine Sinsky, MD\textsuperscript{2,3}

Ann Fam Med November/December 2014 vol. 12 no. 6 573-576
REFLECTION: What STRATEGIES do Effective Health Care Leaders use to Prevent Burnout and Promote Wellness?

*medice, cura te ipsum* ("physician heal thyself")
Proverb from Luke 4:23
The Improvement Framework for Personal Health & Wellness Strategies

**Self Awareness** "Know yourself"
1. Mindfulness
2. Self assessment

**Self Care** "Be Authentic to yourself"
3. Personal Mission & Vision
4. Resilience

**Self Improvement** "Improve yourself"
5. SMART GOALS
6. Personal Health Improvement Plan (PHIP)

Continuous Improvement
THEORETIC IMPROVEMENT MODEL

doi:10.1136/bmjqs-2013-002703
ACTUAL IMPROVEMENT MODEL

Evidence based benefits of Meditation

“Reading makes a full man, meditation a profound man, discourse a clear man.” – Benjamin Franklin

> Focus
< Anxiety
  – Fatigue
  – Agitation
  – Avoidance

> Compassion
> Acceptance

EB Benefits of Mindfulness in Medicine

PROVIDERS
> reflection
> focus
> engagement
> efficiency

<PATIENTS>
> satisfaction
> Relationships

<burnout
<anxiety
<depression
<distress

MENTEES

A Multicenter Study of Physician Mindfulness and Health Care Quality, Beach, MD, MPH
Ann Fam Med 2013;421-428. doi:10.1370/afm.1507

Abbreviated Mindfulness Intervention for Job Satisfaction, Quality of Life, and Compassion in Primary Care Clinicians: A Pilot Study, Fortney, MD, Ann Fam Med 2013;412-420. doi:10.1370/afm.1511.


Krasner, Epstein, JAMA 302:1284-1293, 2009
The RAISIN EXERCISE

“Everything has its beauty but not everyone sees it”. Confucius


Mindfulness Exercise  Dr. Jon Kabat-Zinn 12 min video
Self Assessment: Formal and Situational

- SWOT Analysis
- Maslach Burnout Inventory
- Thomas Kilman Conflict Mode Instrument
- Health Behavior Analysis
- Inventory of Leadership Styles HAYGROUP
- Social Network Index
- Connor Davidson Resilience Scale
- Myers Briggs Personality Instrument
- Emotional & Social Competency Inventory (Smithfield)
- Life Orientation Test (LOT) Scheier et al., 1994
- Purpose in Life Test (Crumbaugh & Maholik, ‘64)
- Mindful Attention Awareness Scale
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Strategies for Personal Health & Wellness

Self Awareness “Know self“
1. Mindfulness
2. Self assessment

Self Care “Be authentic to self”
3. Personal Mission & Vision
4. Build Resilience

Self Improvement “Improve self”
5. SMART GOALS
6. Personal Health Improvement Plan (PHIP)
Authenticity

“If I am not myself, who else will be?” Henry David Thoreau

Who am I?
• What is Important to me (Values) ?
• What gives me Meaning today (Mission) ?
• What Future am I Committed to (Vision) ?

Resilience

“the process of adapting well in the face of adversity, trauma, threats, and even significant sources of stress”  The American Psychology Association

“the ability to bend but not break, to bounce back and sometimes even to grow when faced with adversity.”

10 Factors Contributing to Resilience

1. Optimism
2. Facing Fear
3. Moral Compass
4. Religion & Spirituality
5. Social Support
6. Role Models
7. Physical exercise
8. Mental exercise
9. Flexibility & Acceptance
10. Meaning & Purpose

Self Awareness “Know self”
1. Mindfulness
2. Self assessment

Self Care “Be true to self”
3. Personal Mission & Vision
4. Personal Resilience

Self Improvement “Improve self”
5. SMART GOALS
6. Personal Health Improvement Plan (PHIP)
**SMART Objective:**

- **Specific** – Actionable
- **Measurable** – Process/Outcome
- **Achievable** – Confidence 1-10
- **Relevant** – Importance 1-10
- **Timely** – Set dates

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Traditional View of Choice

Adapted from "D. Sull, C. Spinosa, Promised-based Management, HBR2007"
Wellness view of Choice

Adapted from "D. Sull, C. Spinosa, Promised-based Management, HBR2007.

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<td>Degree of Authentic Alignment to Values, Vision and Mission</td>
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GOAL: Enhance Positivity/Resilience using Appreciative Inquiry (AI) Reflection

SMART OBJECTIVE:

Specific – **Daily** AI journal, list one item I did well
Measurable – Process completed, Outcome personal rating of positivity (1 to 5 scale)
Achievable – confident 9/10
Relevant – important 10/10 to my goal
Timely – begin today & daily for 21 days
GOAL: Increase Energy through Physical Exercise

SMART OBJECTIVE:

- **Specific** – Run 5 times/week for 25 minutes
- **Measurable** – Process: completed (yes/ no), Outcome: personal rating of energy (1 to 5 scale)
- **Achievable** – confident 9/10
- **Relevant** – important 10/10 to my goal
- **Timely** – beginning today and 5x/w for 1 month
**GOAL:** Reduce stress through mindful meditation at lunch

**SMART OBJECTIVE:**
- **Specific:** 10 min meditation QAM
- **Measurable:** Process complete, personal rating of stress (on 1 to 5 scale)
- **Achievable:** confident 8/10
- **Relevant:** important 10/10 to goal
- **Timely:** begin today for 21 days
Top 10 PHIP THEMES

1. Begin Meditation/Mindfulness
2. Enhance Physical Exercise
3. Advance Healthy Eating
4. Improve Sleep Hygiene
5. Foster Reflection/Journaling
6. Un Plug from Technology
7. Improve Time Mgmt.
8. Increase Social Supports
9. Promote Positivity/Apppreciative Inquiry
10. Start a new/old hobby (read, write, paint, sing)
Ben Franklin’s 13 Virtues

1. Temperance Eat not to dullness and drink not to elevation.
2. Silence Speak not but what may benefit others or yourself. Avoid trifling conversation.
3. Order Let all your things have their places. Let each part of your business have its time.
5. Frugality Make no expense but to do good to others or yourself: i.e. Waste nothing.
7. Sincerity Use no hurtful deceit. Think innocently and justly: and if you speak, speak accordingly.
8. Justice Wrong none, by doing injuries or omitting the benefits that are your duty.
9. Moderation Avoid extremes. Forebear resenting injuries so much as you think they deserve.
10. Cleanliness Tolerate no uncleanliness in body, clothes or habitation.
11. Chastity Rarely use venery but for health or offspring: Never to dullness, weakness, or the injury of your own or another’s peace or reputation.
12. Tranquility Be not disturbed at trifles, or at accidents common or unavoidable.
13. Humility Imitate Jesus and Socrates.

Franklin didn’t try to work on all 13 virtues at once. Instead, he would work on one and only one each week “leaving all others to their ordinary chance.” While Franklin didn’t live completely by his virtues, and by his own admission he fell short of them many times, he believed the attempt made him a better man and greatly contributed to his success and happiness. This is why he devotes more pages to this plan in his autobiography than to any other single point. Franklin wrote, “I hope, therefore, that some of my descendants may follow the example and reap the benefit.”
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TEMPERANCE.
Eat not to dulness: drink not to elevation.
PERSONAL LEADERSHIP PLAN

1. Learning Goal: Write a statement that describes what you want to learn or change related to a topic covered in this course or conference. Aim for a goal that is specific, actionable, measurable, relevant, and achievable within a reasonable time frame (e.g., 3 months).

2. Consider factors that may affect the likelihood of your success. Circle response.
   a. How important is it for you to achieve your goal on a scale from 1-10? (1=not at all important; 10=extremely important)
      
      1  2  3  4  5  6  7  8  9  10

   b. How confident are you that you can achieve your goal (or make progress towards your goal) on a scale from 1-10? (1=not at all confident; 10=extremely confident)
      
      1  2  3  4  5  6  7  8  9  10

   **If you rated either question as a 6 or below, consider choosing a different goal.

3. Learning activities/strategies to accomplish the goal. What will you do? Aim to define two specific and measurable strategies e.g., "locate and read three recent reviews on treatment of diabetes" versus "read updates on diabetes".
   a.
   b.

4. Timeline: Define a timeline for your strategy. When do you plan to start, assess, and finish process?

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5. Measures to know if the goal is accomplished: How will you know that you’ve reached your goal? What will you measure and how will you measure it? (e.g., number of 2D skin lesions given during a 1-month period).
   a. What will you measure?
   b. How will you measure it?

6. Resources to help accomplish your goal: What resources do you have or need to achieve the above? Other staff who could help reflect measures? Could you arrange with another participant or colleague to review your progress?
   a. Resources I have: 1. ___________________________ 2. ___________________________
   b. Resources I need: 1. ___________________________ 2. ___________________________
Lessons Learned

1. Leaders of change have increased stress & burnout and must prioritize “Quadruple Aim”

2. Self Care is not a weakness, but a sign of personal strength, commitment and success.

3. Prioritizing personal health sets the example and gives others permission to do the same.

1. The model for improvement is a framework to promote personal health improvement.

2. The sustainability of our healthcare system, depends upon, and is determined by the health of each of us.

3. Life is a CQI Process; we will never be perfect; but we can always improve.
Summary

“Healthy Communities begin with Healthy Leaders who Prioritize Personal Wellness”

Self Awareness
Self Care
Self Improvement

Personal Health & Wellness
References and Readings

- Sandra Sanchez- Reilly MD, MSc, et al, Caring for oneself to care for others: physicians and their self-care Jun 2013; 11(2): 75-81
- Thomas Bodenheimer, MD, From Triple to Quadruple Aim: Care of the Patient, Requires Care of the Provider, Ann Fam Med 2014;
- [www.aamc.org/wellbeing](http://www.aamc.org/wellbeing)
- Doctors on Life Support, Time Mag Sept 2015