

Resilience and Wellness

For Preceptors and Students

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Financial Disclosures

I have had **no** financial relationship with any commercial sponsor with a vested interest in this presentation over the past 24 months.

Objectives


Pharmacist Objectives

1. Understand the risks to pharmacy workforce well-being and resilience
2. Learn strategies for promoting individual well-being and resilience
3. List some examples of well-being and resilience resources for individuals and organizations


Technician Objectives

1. Understand the risks to pharmacy workforce well-being and resilience
2. Learn strategies for promoting individual well-being and resilience
3. List some examples of well-being and resilience resources for individuals and organizations

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ASHP Resource Guide for Well-Being and Resilience in Residency Training

ASHP resource guide for well-being and resilience in residency training, 2023, ASHP. Version: March 2023

- Pharmacy workforce well-being and resilience is a priority for the American Society of Health-System Pharmacists (ASHP).
- The revised standard requires a systematic and intentional approach in supporting pharmacy resident well-being
- This approach includes continuous assessment of resident and staff well-being; fostering a practice environment built upon a foundation of dignity and respect and program resources that promote spiritual, physical, and mental well-being and development of lifelong resiliency skills.

Understanding the Risks to Pharmacy Workforce Well-Being and Resilience

Well-Being



the state of being comfortable, happy, and healthy

multidimensional;
emotional, physical, financial, psychological, social, spiritual, intellectual, economic, occupational

Resilience

ri-zil-yuhns

the ability of a person to adjust to or recover from illness, adversity, major life changes

an ability to recover from or adjust easily to misfortune or change

the process and outcome of successfully **adapting** to difficult or challenging life experiences, especially through mental, emotional, and behavioral flexibility and **adjustment** to external and internal demands

Risks to the pharmacy workforce well-being and resilience

- Pharmacy work is being compromised by
 - Occupational burnout
 - Moral injury
 - Challenges to mental health
- The increased prevalence and incidence of occupational burnout is a threat to patient safety and interprofessional care team dynamics and reduces the resilience of the healthcare system
- High stress has also been linked to increased rates of medication errors
- Understanding the drivers of occupational burnout allows us to identify and advance solutions to prevent it
- Substantial educational demands, long working hours, lack of autonomy, a high level of work-home interference, and uncertainty about the future are common explanations for the trend



Burnout and home energy healthcare professionals AMJ 2018

What is burnout?

1. Burnout is an improperly managed state of chronic workplace stress, with feelings of emotional exhaustion, detachment or cynicism, and lack of fulfillment.
2. A state of physical or emotional exhaustion that involves a sense of reduced accomplishment and loss of personal identity.



Prevention and Management of Burnout for Healthcare Professionals. Pharmacist's Letter/Prescriber's Letter. April 2021.

As a concept, burnout was first defined by the American clinical psychologist Herbert Freudenberger while volunteering at a free clinic in the 70's.

Concept further refined by Christina Maslach, an American social psychologist.


- Maslach developed a measuring tool for burnout
 - "Maslach Burnout Inventory" - MBI
 - Still used today, 40 years after she developed it
 - Maslach Burnout Toolkit for Medical Personnel

Observation:
The demands of the job left many workers feeling emotionally drained, resulting in fatigue, frustration, and cynicism.

Freudenberger, Herbert; Richardson Gerslone (1980). *Burn Out: The High Cost of High Achievement*. What is it and how to survive it.

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

Potential Symptoms of Burnout



- Fatigue/Loss of Motivation
- Anger
- Frustration
- Negative reactions towards others
- Cynicism and Negativity
- Withdrawal
- Sense of Failure and Self Doubt
- Feeling helpless, trapped, and defeated
- Physical Symptoms
 - Headache
 - Stomach Ache/GI upset
 - High Blood Pressure

Prevention and Management of Burnout for Healthcare Professionals, Pharmacists' Letter, April, 2021.

Burnout in Healthcare

Burnout rates are high amongst healthcare professionals and have been associated with reduction in productivity, increased job turnover, and reduced well-being.

A study done at Mayo Clinic in 2018 showed that burnout can increase errors in the medical field due to lapses in judgment.

A 2020 study focused on pharmacists found that the rate of burnout among clinical pharmacists was 61.2%.

Zhou J, Chaturvedi N, Hughes JC. A systematic review and pooled prevalence of burnout in pharmacists [published online ahead of print 2022 Nov 29].

Tavakoli SB, Pfeiff J, Mosgaardbauer T, Salas DV, Grealy CA, Dykes LN, Tuttle MA, West CP, Shewchuk TD. Physician Burnout, Wellbeing, and Work Unit Safety Grades in Relationship to Reported Medical Errors. *Mayo Clin Proc*. 2018.

Hagemann MD, Reed SR, Bradley EH, et al. Burnout among clinical pharmacists: Causes, interventions, and a call to action. *Pharmaceutics*. 2020;12(10):932-942.

Maslach Burnout Toolkit for Medical Personnel

The Areas of Worklife Survey (AWS) assesses "what" in your work environment may be contributing to burnout by measuring:

Workload: the amount of work to be done in a given time. Workload captures the extent to which work demands spill into personal life, the social pressures, and the physical and intellectual burden of job demands.

Control: opportunity to make choices and decisions, to solve problems, and to contribute to the fulfillment of responsibilities. Control is your participation in important decisions about your work as well as your range of professional autonomy.

Reward: recognition - financial and social - you receive for your contribution on the job. Reward includes praise, awards, perks, and salary.

Community: quality of the social context in which you work, encompassing your relationships with managers, colleagues, subordinates, and patients.

Fairness: the extent to which the organization has consistent and equitable rules for everyone, or the quality of justice and respect at work.

Values: what matters to you in your work. The focus is the consistency between the personal values you bring to your profession and the values inherent in the organization where you work.

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

Risk Factors Associated With Occupational Burnout

(Am J Health-Syst Pharm. 2017; 74:6576-81)

Risk Factor	Example	Strategy to Alleviate Risk
Workload	Job demands exceeding human limits; limited time to rest, recover, and restore	Permitting time at the workplace to recover from a stressful event
Control	Role conflict; absence of direction in the workplace	Clearly defined roles and expectations from organizational leadership
Reward	Inadequate financial, institutional, or social reward in the workplace; lack of recognition	Identify suitable rewards to recognize achievements; provide opportunities to teach or mentor trainees
Community	Inadequate opportunity for quality social interaction at work; inadequate development of teams	Promote participation in professional organizations
Fairness	Perception of equity from an organization or leadership	Transparency in decision-making
Values	Organizational values are incongruous with an individual's personal values or beliefs	Align personal expectations with organizational goals
Job-person incongruity	Personality does not fit or is misaligned with job expectations and coping abilities	Evaluate and align job responsibilities with personal and professional expectations

ASHP resource guide for well-being and resilience in residency training. 2020-2021. Version March 2020.

Potential Consequences of Burnout in Pharmacy

To the individual

- Job dissatisfaction
- On-the-job injuries
 - needle sticks
- Substance use
- Depression/anxiety/suicide
- Chronic health conditions

To the organization

- Increased employee turnover
- Increased healthcare costs
- Reduced productivity

To patients

- Lower patient satisfaction
- Reduced quality of care
- Threats to patient safety

Prevention and Management of Burnout for Healthcare Professionals

Resources for individuals and organizations

Wellbeing and resilience resources

- ASHP Toolkit for Well-being and Resilience
 - Specific and actionable steps to further address burnout, depression, anxiety, and excessive stress in the pharmacy workforce
- National Academy of Medicine National Compendium for Healthcare Worker Well-Being
 - Collection of resources that highlight strategies and tools
- National Academy of Medicine Consensus Study: Taking Action Against Clinician Burnout: A Systems Approach to Well-Being
- American Hospital Association Strengthening the Healthcare Workforce: Strategies for Now, Near, and Far

Examples of Mindfulness/Meditation Apps

- Headspace (iOS and Android) \$5.99/month - different plans available
 - Seeks make mindfulness and meditation a daily habit
 - Short 3 minute meditation sessions
- Ginger (iOS and Android) \$10 - \$30/month depending on usage
 - Live text-based coaching
 - Video based therapy
 - Self-care resources
- Happify (iOS and Android) \$15.99/month - different plans available
 - Science based activities and games to overcome negative thoughts and stress
- Talkspace (iOS and Android) Copay with insurance
 - Your preference of therapy matches you with a therapist in your state

Other resources

- Well-being and resiliency podcasts
- Workshops and personal development programs
- Employee assistance programs
- There are resources available! If you are feeling overwhelmed ask for help!

Assessment Questions

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Which of the following are risk factors to occupational burnout?

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Which of the following is NOT an effective strategy to promote your own well-being and resilience?

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True or False: ASHP Toolkit for well-being and resilience is one of the many resources with specific, actionable steps to address burnout, depression, anxiety and excessive stress in the pharmacy workforce.

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