

Team Wellness: Why joy in work is serious business

Dr. Christine Luelo
Michele Hannay

November 25, 2022



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Disclosure of Financial Support

- This program has received no financial support or in kind support.



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- There are no sponsorship funds that have been received for this event.
- The committee has reviewed the content of the presentations and ensured that content presented is evidence-based and free of undue influence.



Presenter Disclosure

- Speaker Name: **Dr. Christine Luelo**
- Relationships with financial sponsors:
 - Grants/research support: none
 - Speakers Bureau/Honoraria: *College of Physicians and Surgeons of Alberta: Chair, Assessment Program Advisory Committee; AZ Forum (honoraria)*
 - Consulting Fees: *Zone Medical Director: Calgary Area Primary Care Networks, ZOCC (contract)*
 - Other: *19toZERO Ambassador (volunteer)*

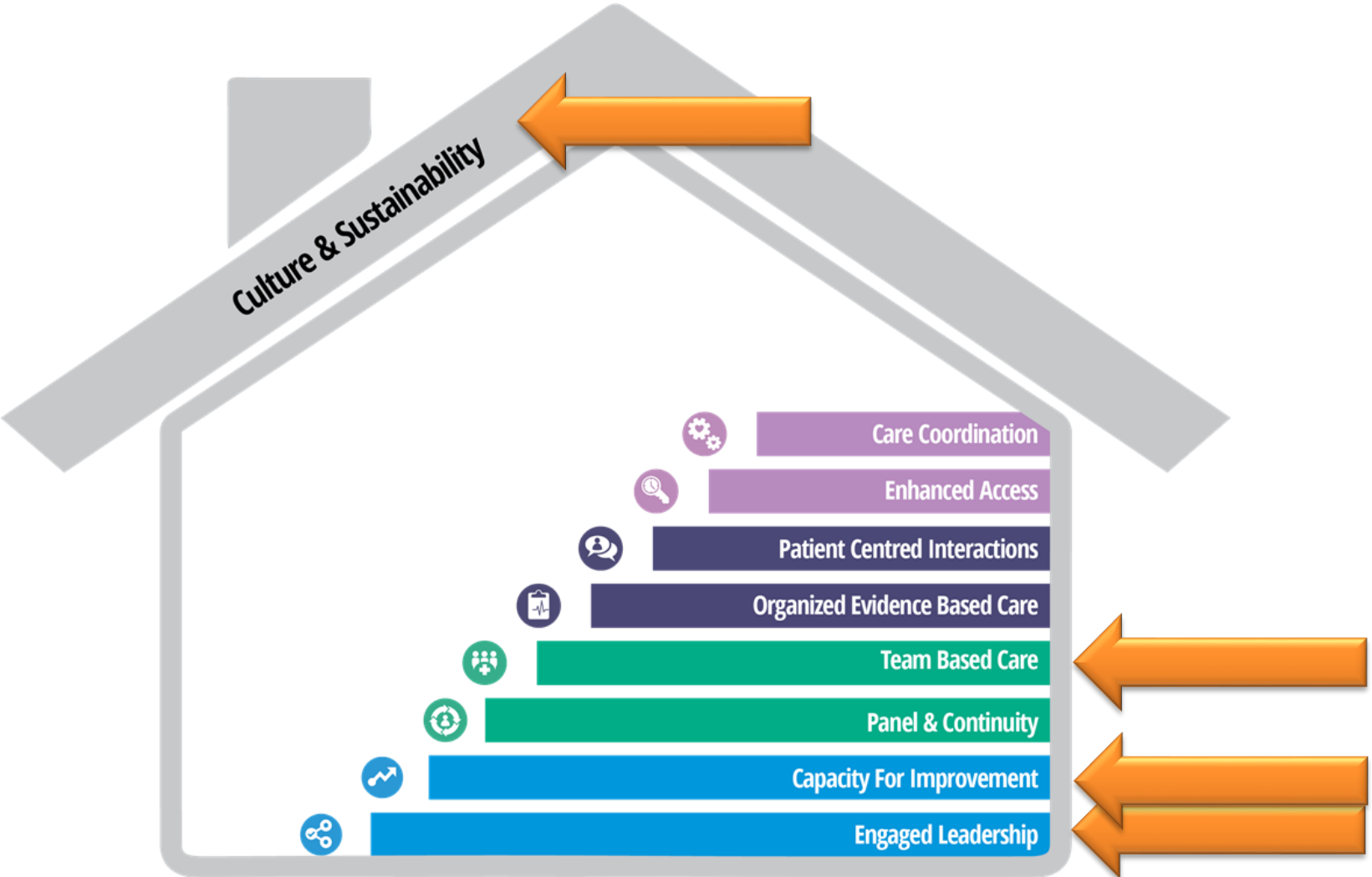


Presenter Disclosure

- Speaker Name: **Michele Hannay**
- Relationships with financial sponsors:
 - Grants/research support: none
 - Speakers Bureau/Honoraria: none
 - Consulting Fees: none
 - Other: *Alberta Medical Association (employee)*



Patient's Medical Home



- Clinic Enablers (Customized by Clinic)** | Practice Agreements | Human Resource Plan and Management | Financial Management | Electronic Medical Record Legislated and Regulatory Compliance | Privacy and Information Sharing Practices | Office Processes
- PCN Supports (Customized By PCN)** | Clinical Services | EMR/IT Supports | Measurement and Evaluation | Governance and Planning Coordination and Integration with System Partners | Practice Transformation Services
- System Level Supports** | Integrated Information Systems | Provincial Support Programs | Supportive Payment Structures | Education and Workforce Development



Table Talk



Introduce yourselves to your neighbours

- Who are you as a person?
- Who are you at work?

Describe a time when you experienced joy at work.
What made it joyful? What impact did it have?



Today's Session

- Understanding burnout: for individuals and teams
- What drives burnout vs. engagement in teams?
- What can teams do to avoid burnout and create a joyful workplace?
- Physician wellness: Christine's personal burnout story (and wellness plan through PPIP)



BURNOUT

Team Wellbeing





An erosion of the soul caused by deterioration of one's values, dignity, spirit and will.

~ Christine Maslach



Canadian Medical Association (October, 2022)

Over half of family physicians are burnt out.

Family physicians reported a higher rate of burnout than other medical or surgical specialists.

Canadian Medical Association. *National Physician Health Survey 2021*. Ottawa, ON: Canadian Medical Association; 2022. Accessed October 11, 2022. https://www.cma.ca/sites/default/files/2022-08/NPHS_final_report_EN.pdf



BURNOUT 

Individuals/
Healthcare
Providers

TEAMS?





World Health Organization (ICD-11)

Burn-out is a syndrome conceptualized as resulting from **chronic workplace stress** that has not been successfully managed. It is characterized by three dimensions:

- *feelings of energy depletion or emotional exhaustion*
- *increased mental distance from one's job, or feelings of negativism or cynicism related to one's job, and*
- *reduced professional efficacy*

Burnout is an occupational phenomenon.



Maslach Burnout Inventory

For use by Michele Hainey only. Received from Mind Garden, Inc. on December 13, 2021

MBI Human Services Survey for Medical Personnel

How often	1	2	3	4	5	6	7
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often (1-5)	Statements
1	I feel emotionally drained from my work.
2	I feel used up at the end of the workday.
3	I feel fatigued when I get up in the morning and have to face another day of the job.
4	I can't easily understand how my patients feel about things.
5	I feel I treat some patients as if they were impersonal objects.
6	Working with people all day is really a strain for me.
7	I don't very effectively deal with the problems of my patients.
8	I feel burned out from my work.
9	I feel I'm positively influencing other people's lives through my work.
10	I've become more callous toward people since I took this job.
11	I worry that this job is hardening me emotionally.
12	I feel very energetic.
13	I feel frustrated by my job.
14	I feel I'm working too hard on my job.
15	I don't really care what happens to some patients.
16	Working with people directly puts too much stress on me.
17	I can usually create a relaxed atmosphere with my patients.
18	I feel exhilarated after working closely with my patients.
19	I have seldom pushed myself to the limit in this job.
20	I feel like I'm at the end of my rope.
21	In my work, I deal with emotional problems very calmly.
22	I feel patients blame me for some of their problems.

(Administrative use only)

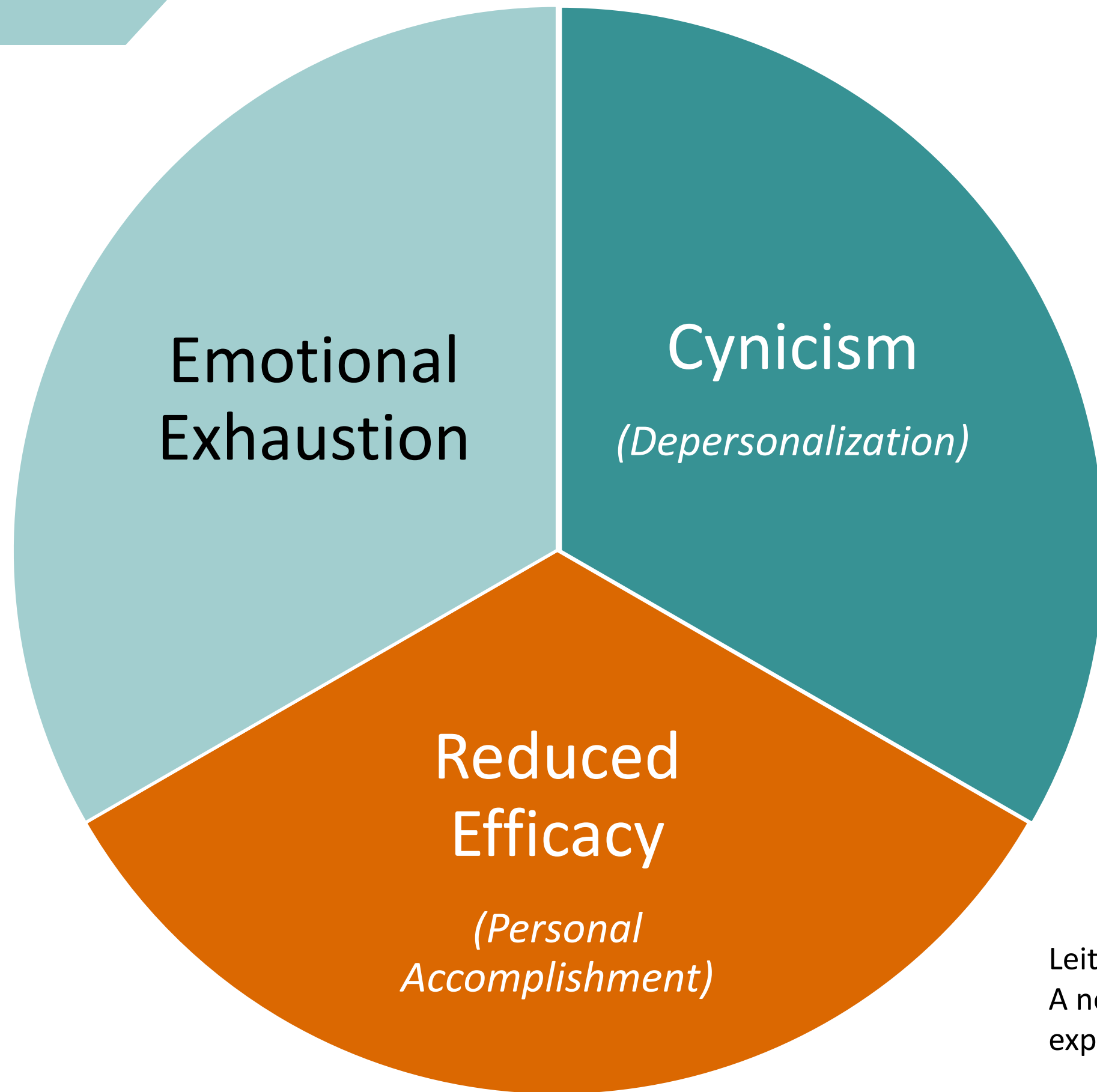
EE Total score: _____	DP Total score: _____	PA Total score: _____
EE Average score: _____	DP Average score: _____	PA Average score: _____

MBI Human Services Survey for Medical Personnel (MBI-HSS) (MSP) Copyright ©1981, 2018 Christina Maslach & Susan E. Jackson. All rights reserved in all media. Published by Mind Garden, Inc. www.mindgarden.com

To access options for the Maslach Burnout Inventory, go to

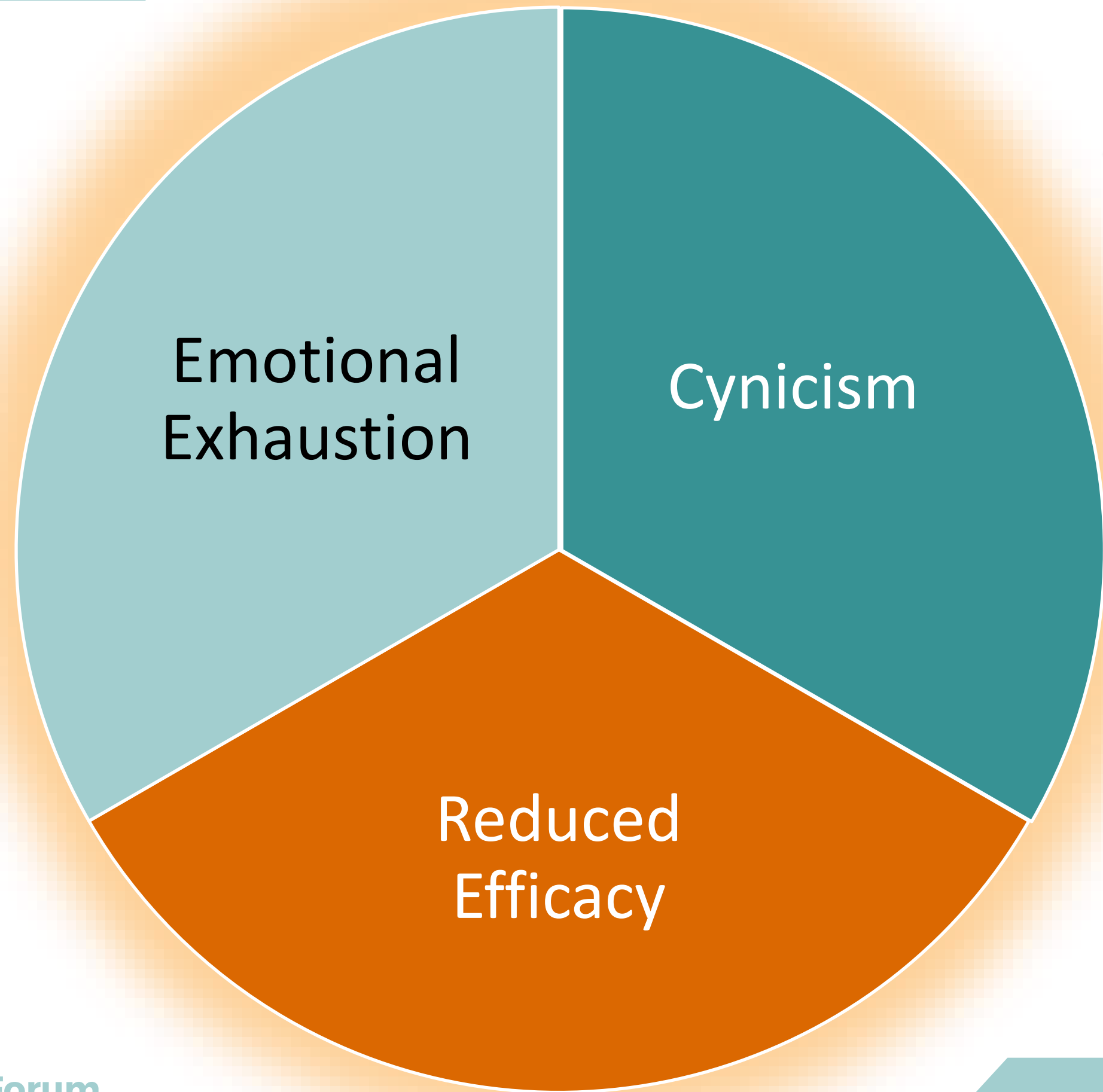
<https://www.mindgarden.com/117-maslach-burnout-inventory-mbi>





Leiter, MP, Maslach, C. Latent Burnout Profiles: A new approach to understanding the burnout experience. *Burnout Research* 3 (2016) 89-100.

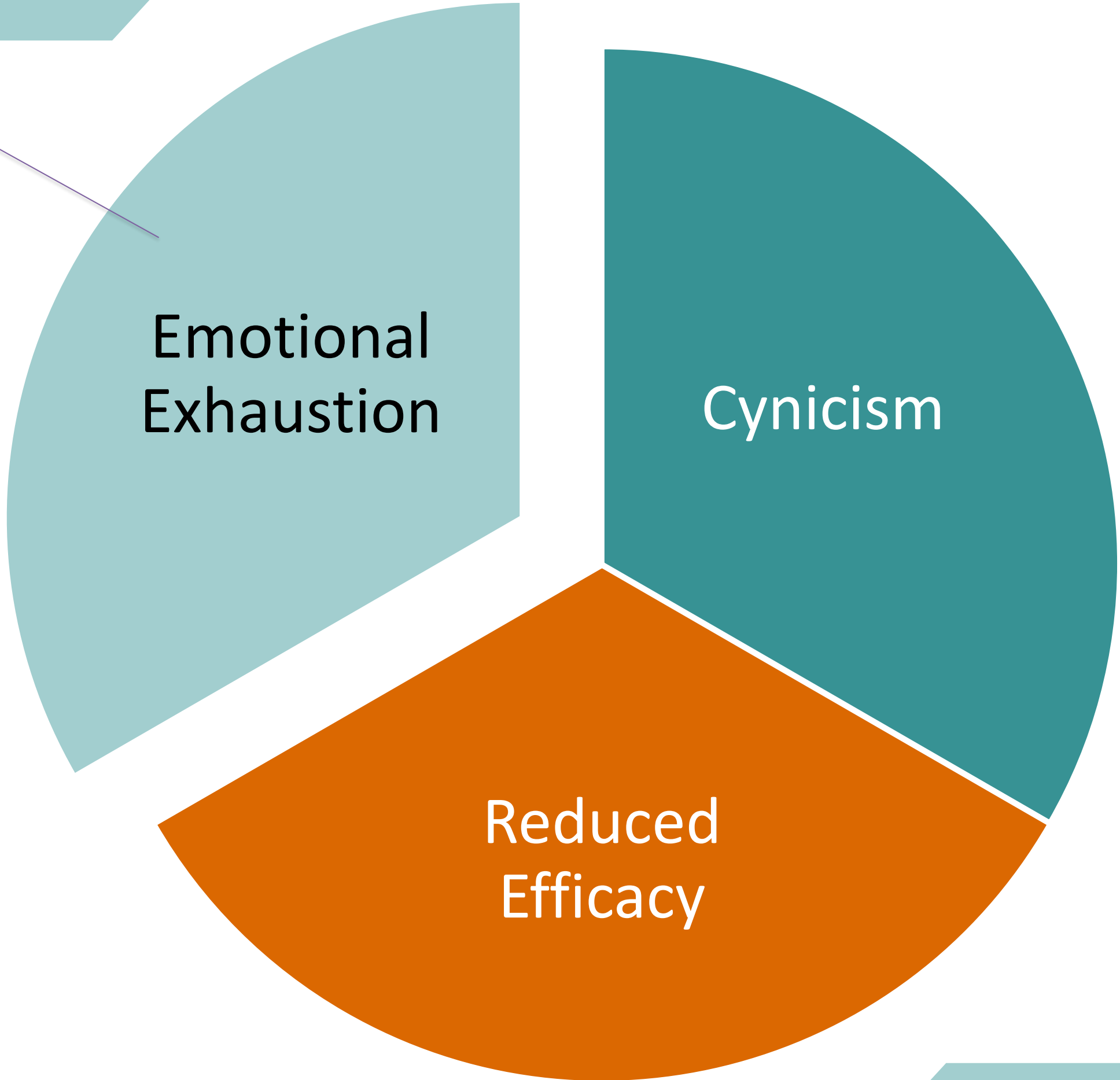


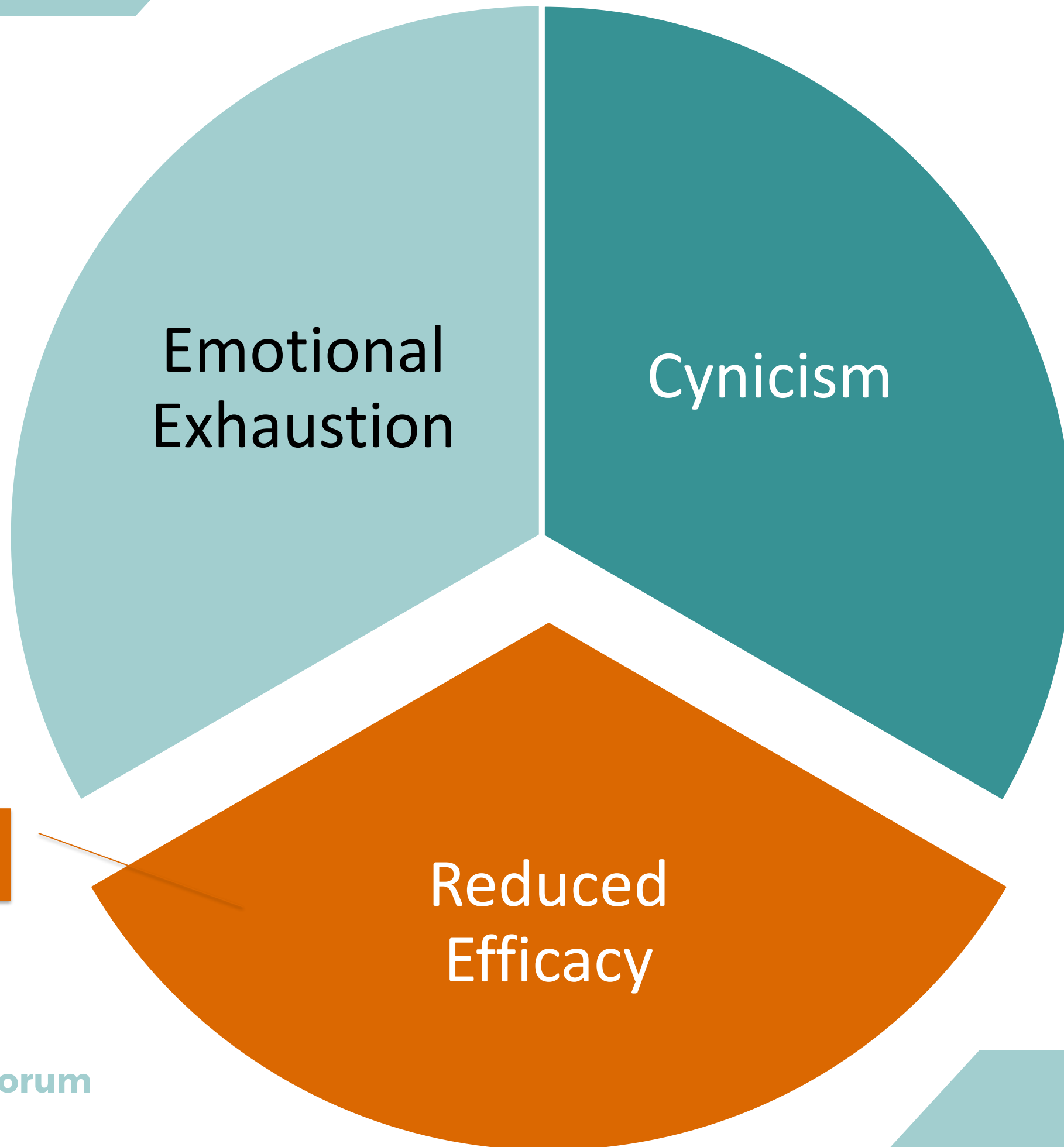


Engaged



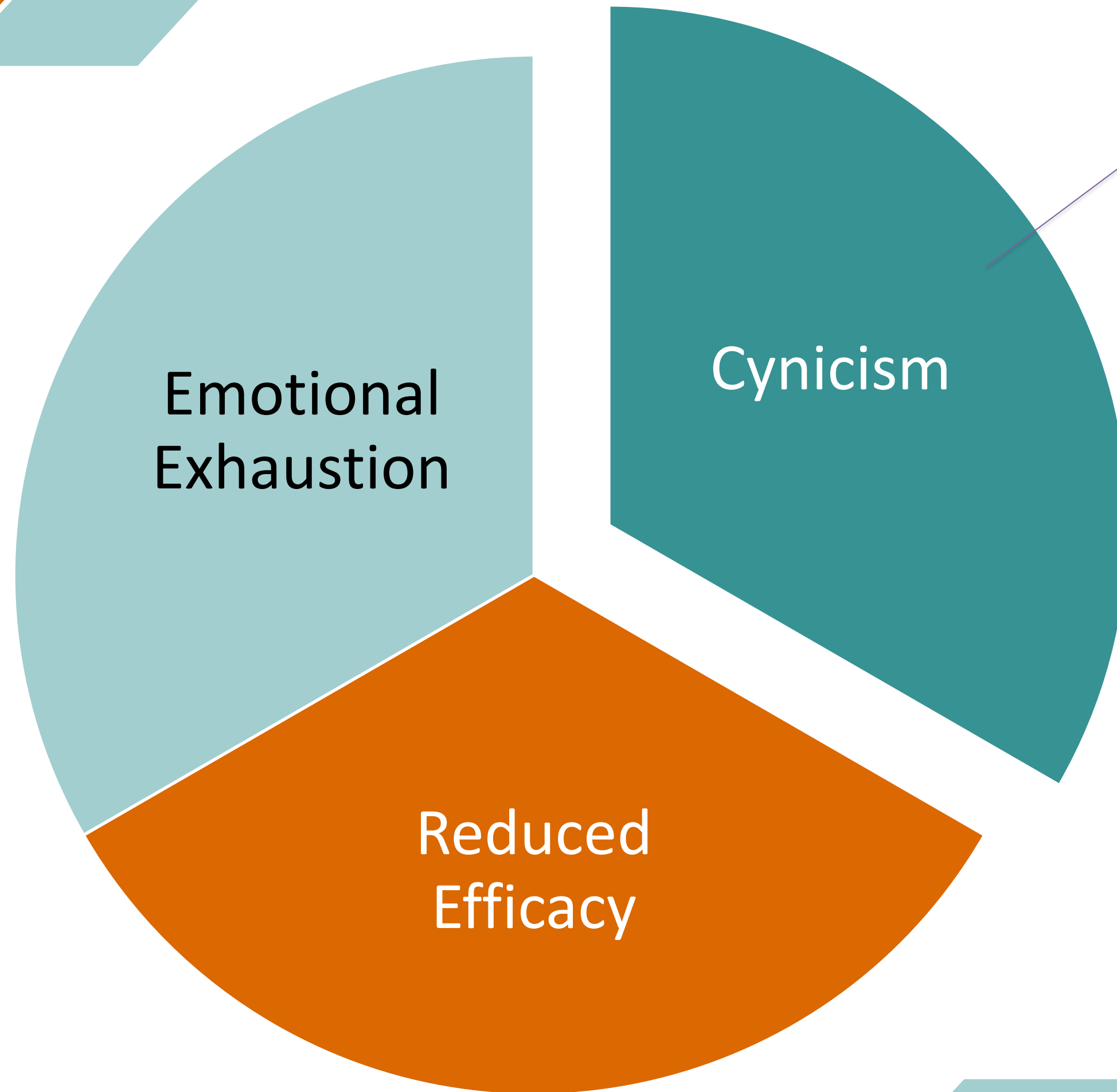
Overextended





Ineffective





Disengaged





Burnout!

All 3



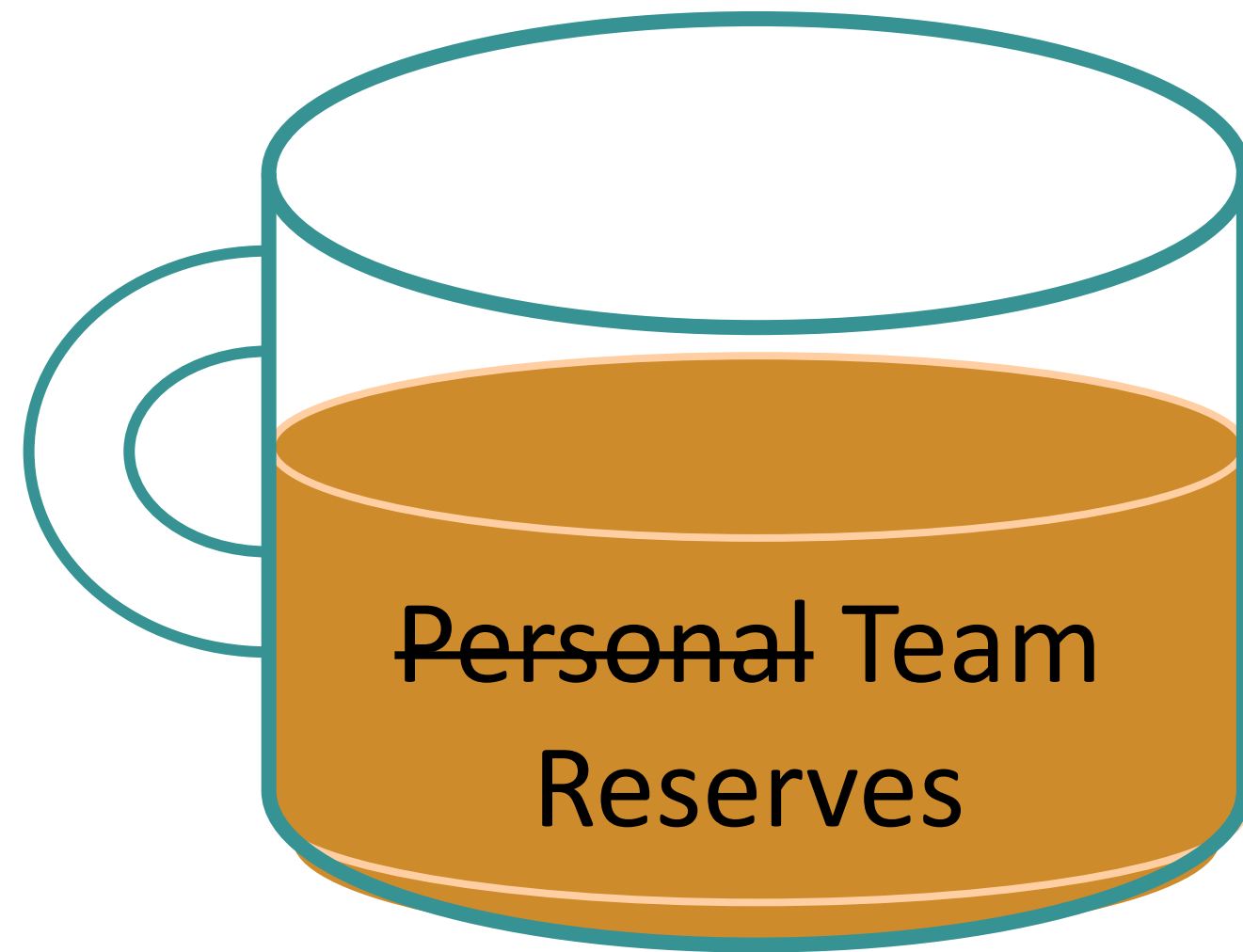


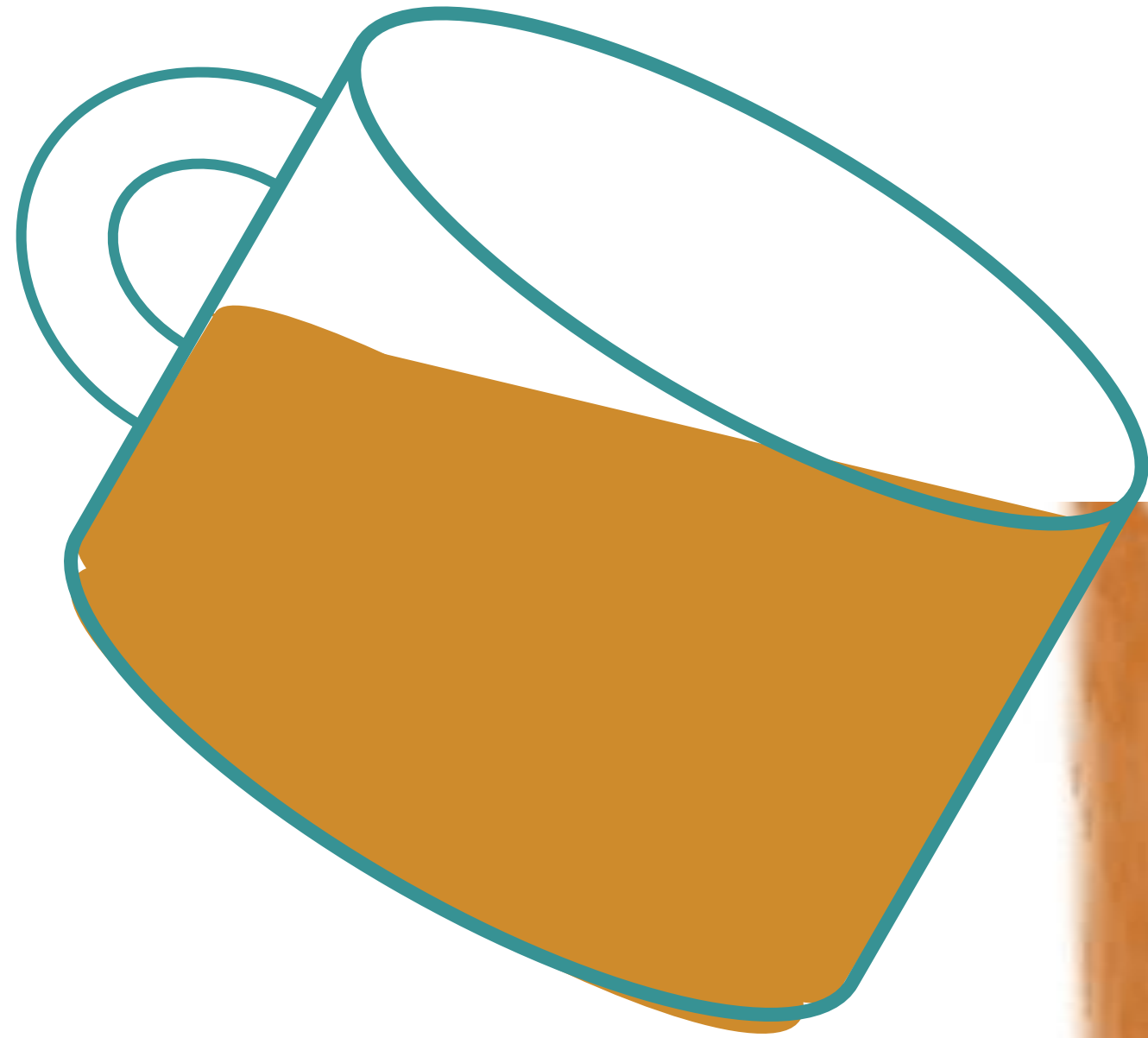
The fact that almost one in two US physicians has symptoms of burnout implies that the origins of this problem are rooted in the environment and care delivery system rather than in the personal characteristics of a few susceptible individuals.

(Mayo Clinic, 2012)



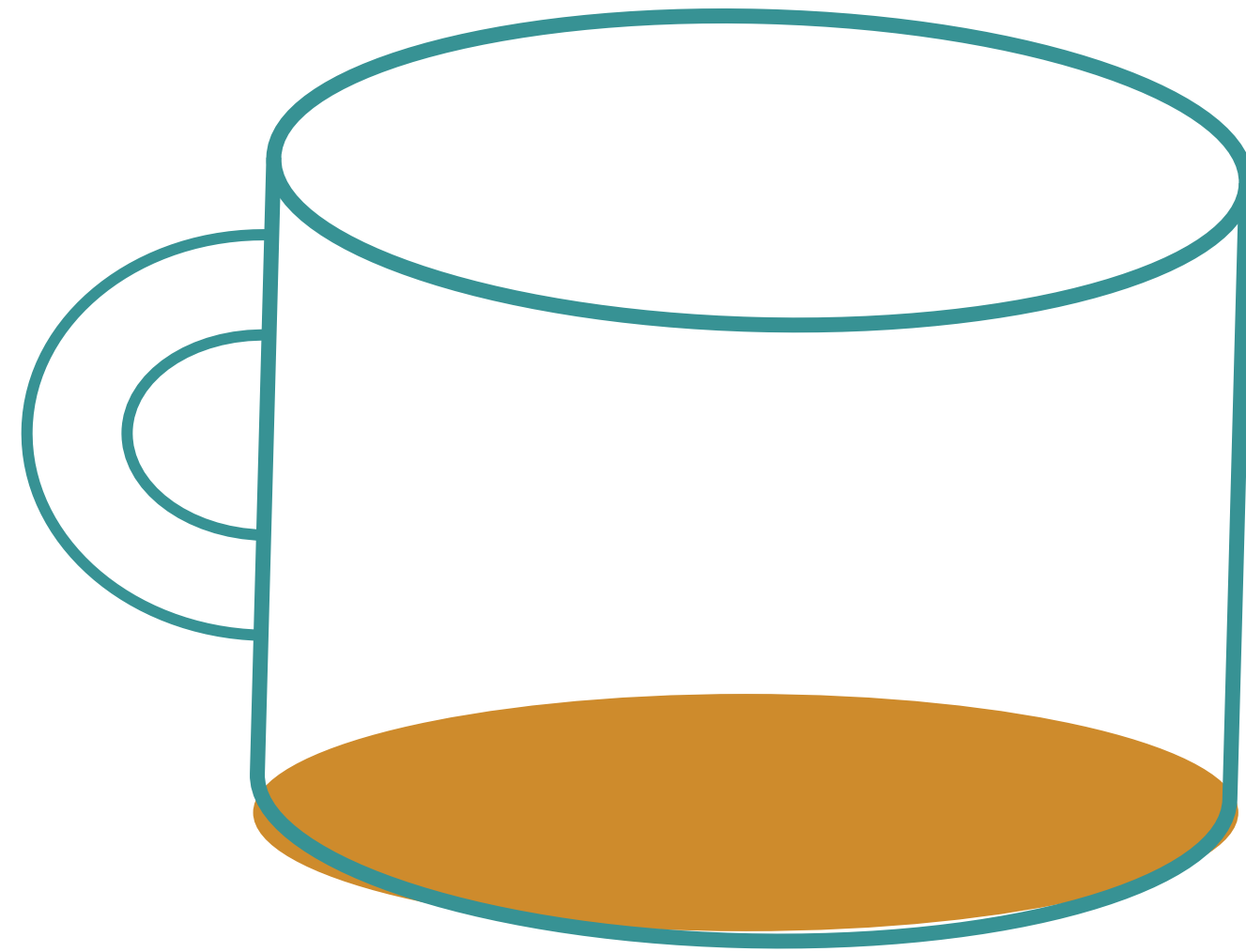


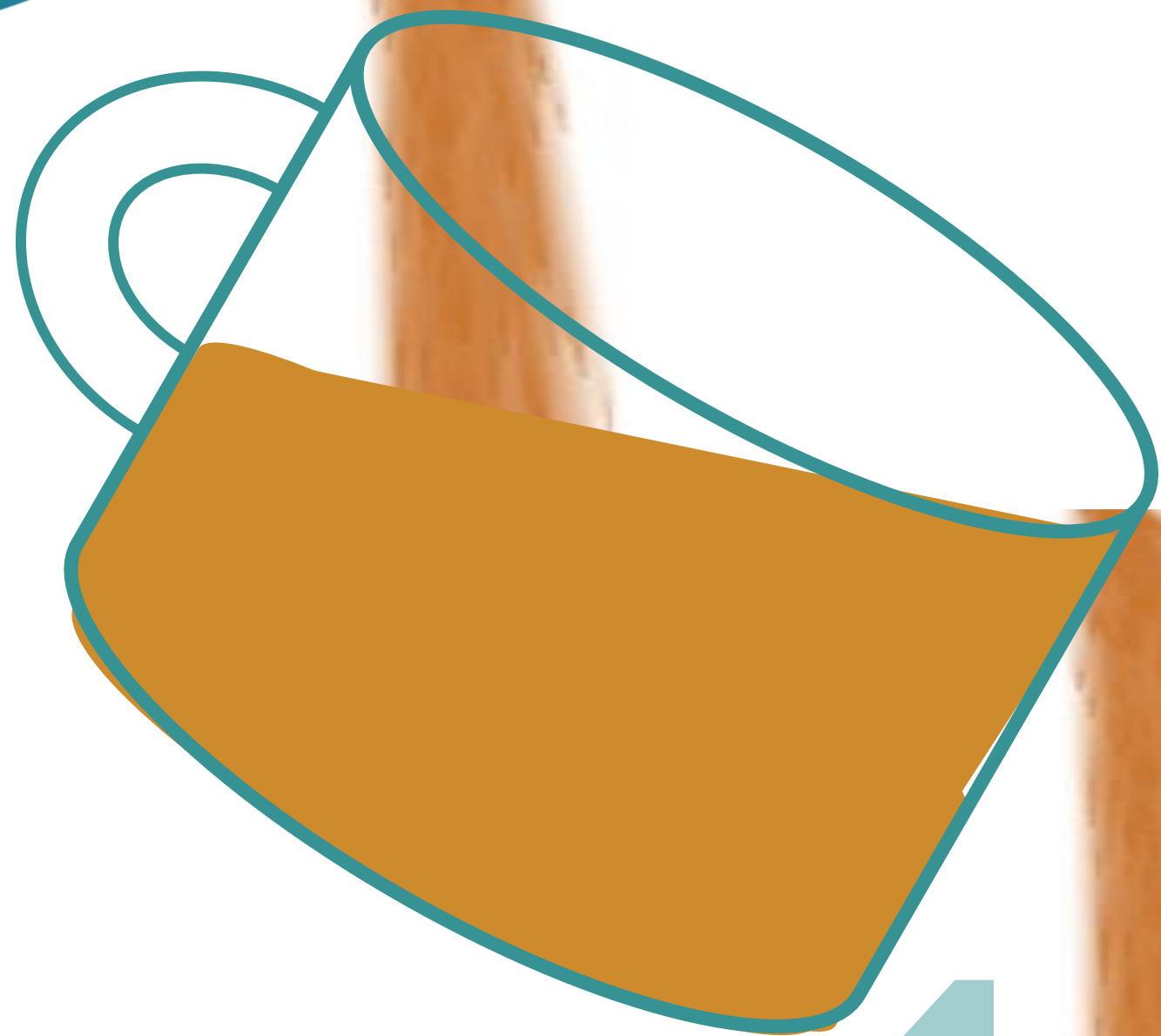


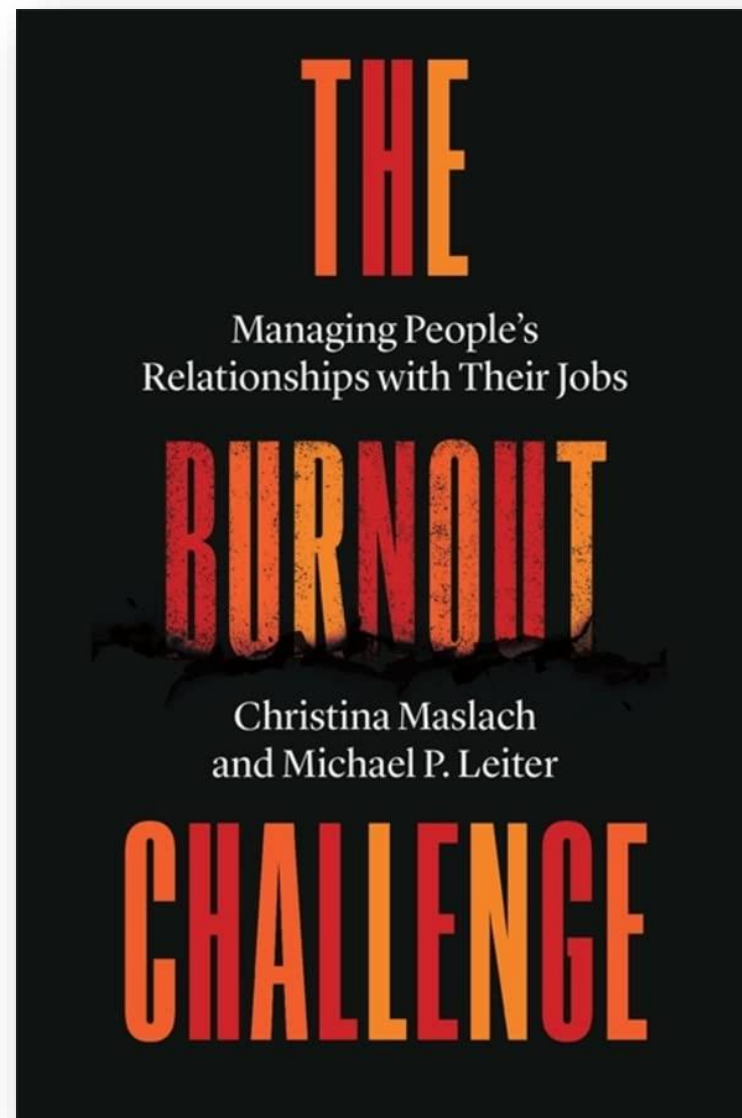


Patients
Colleagues/team members
System changes/ uncertainty
COVID/Chronic Disease/etc.

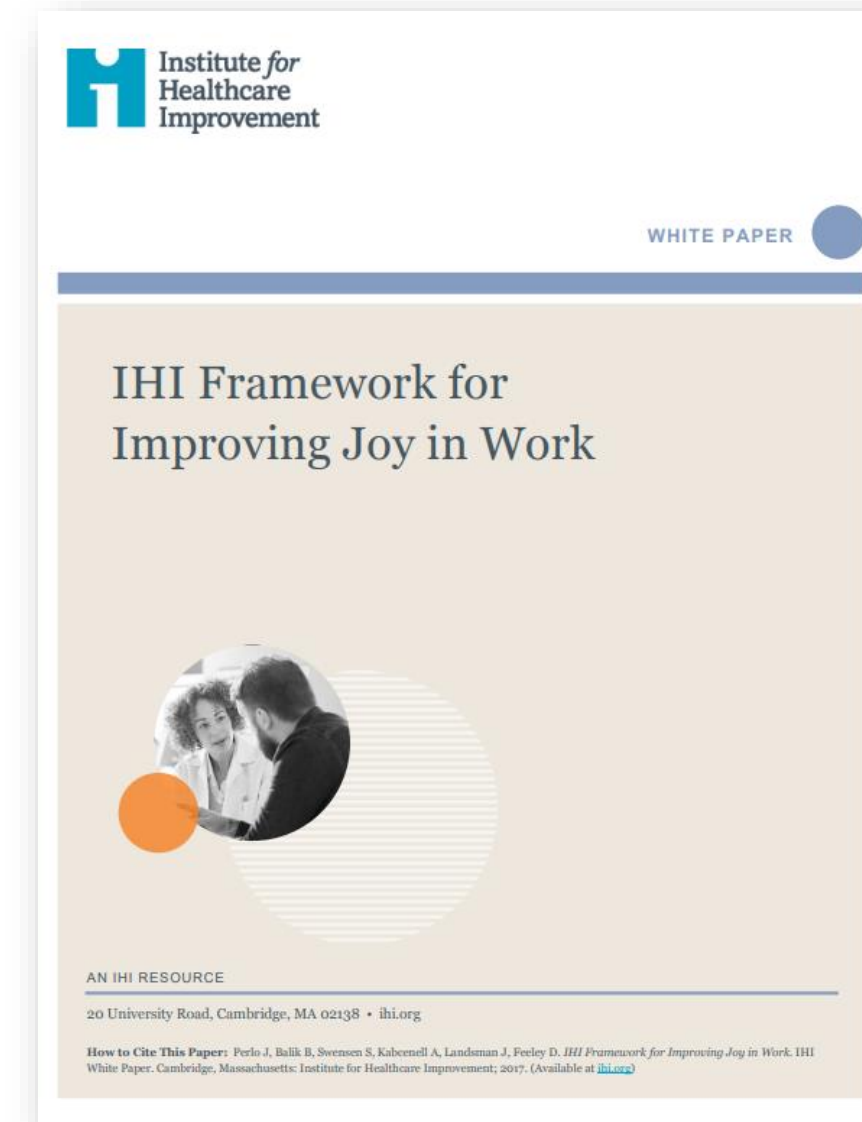








Maslach C, Leiter MP. *The Burnout Challenge: Managing People's Relationship with Their Jobs*. Harvard University Press, 2022.



Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)



2022 PCN Strategic Forum

6 Strategic Predictors of Burnout or Engagement

Maslach & Leiter (2022)



BURNOUT

Workload

Demands vs. resources

Control

Autonomy

Reward

Social recognition (less about \$\$)

Community

Workplace social support and cooperation

Fairness

Consistent administration of policies

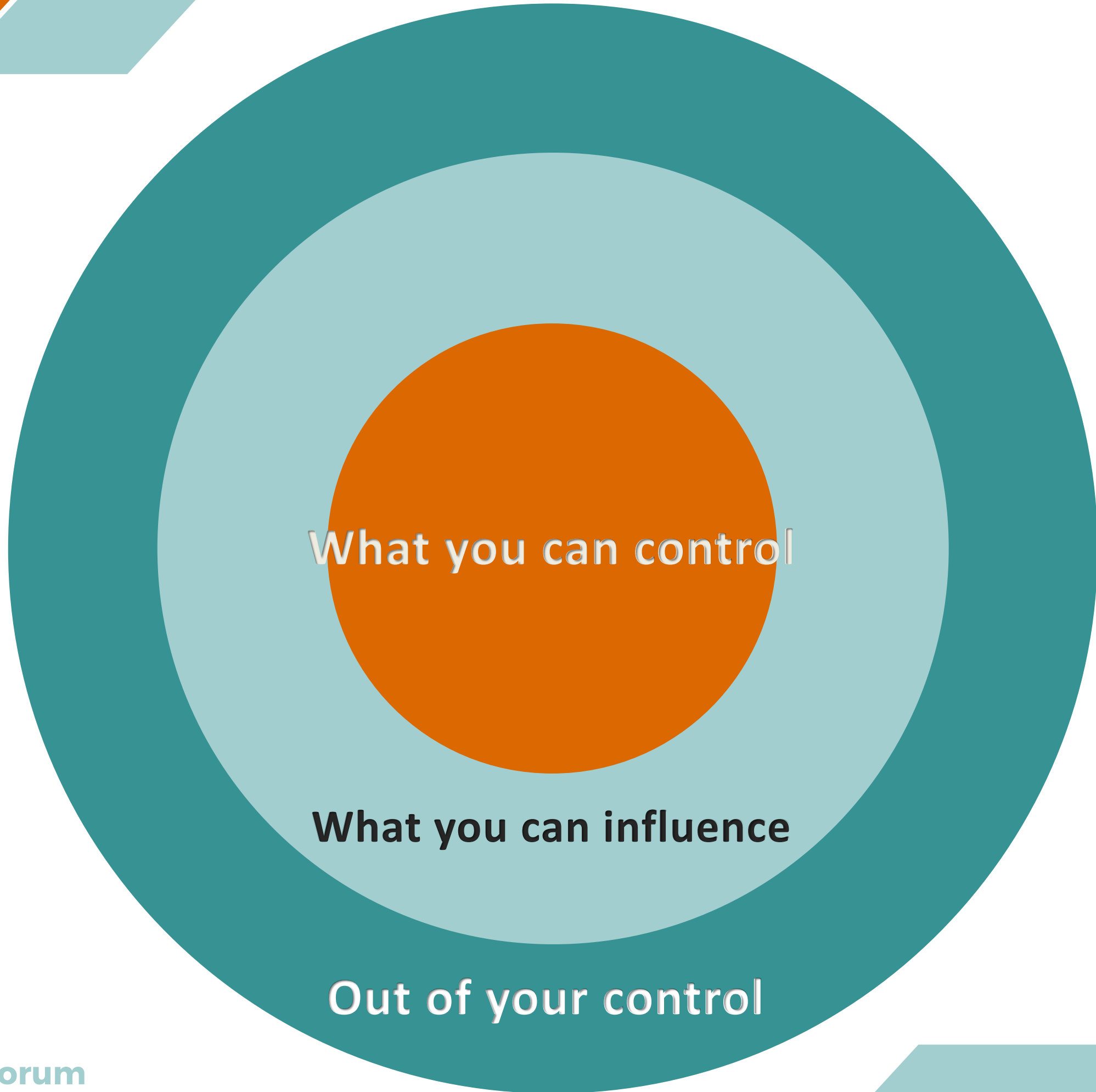
Values

Sense of meaningful work



ENGAGEMENT





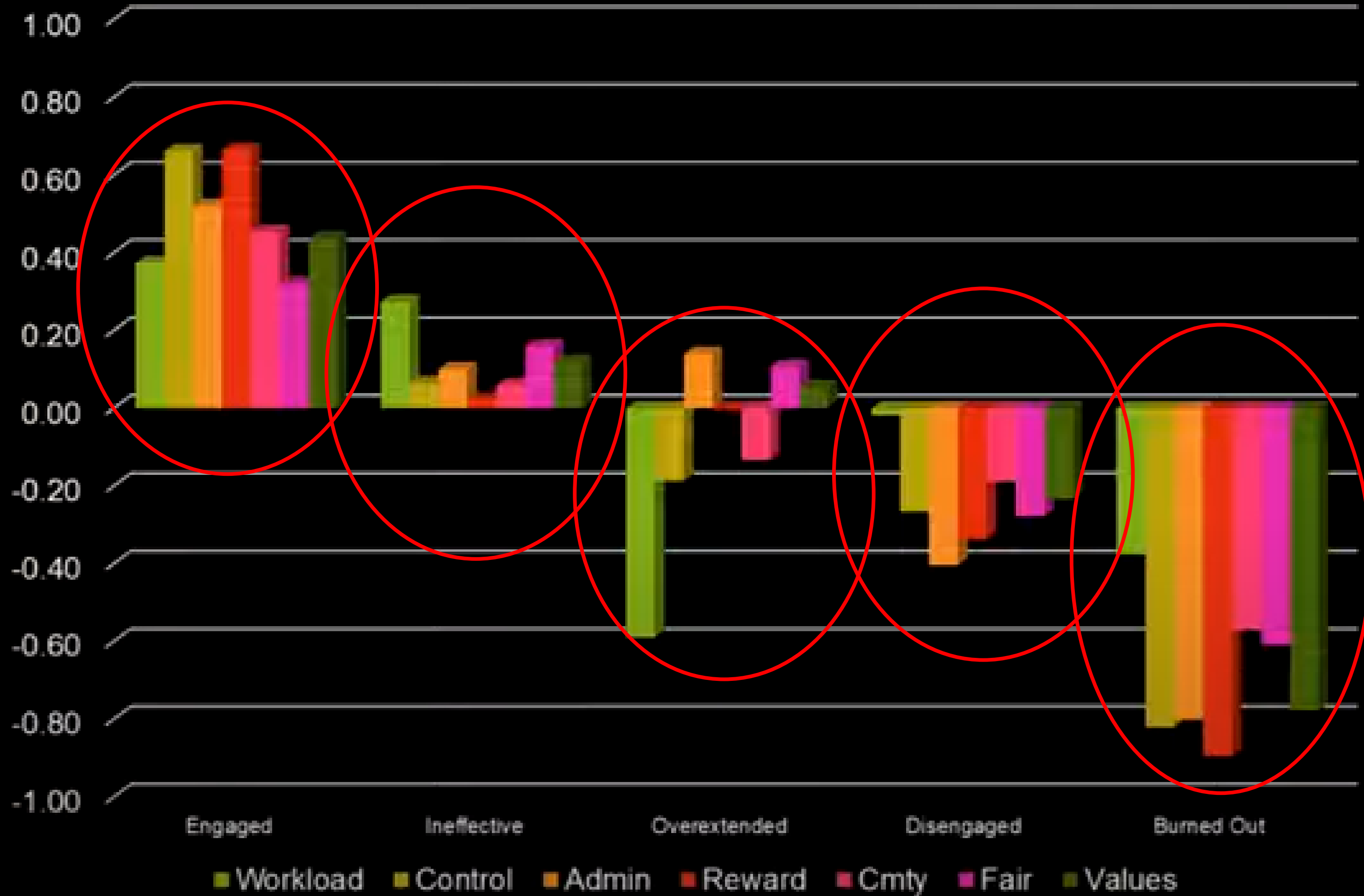
What is meaningful for you?

Spending less than 20% of (one's) time in the most meaningful activity increased burnout risk by 54%.

Shanafelt TD, West CP, Sloan JA, et al. Career Fit and Burnout Among Academic Faculty. *Arch Intern Med.* 2009;169(10):990–995. doi:10.1001/archinternmed.2009.70

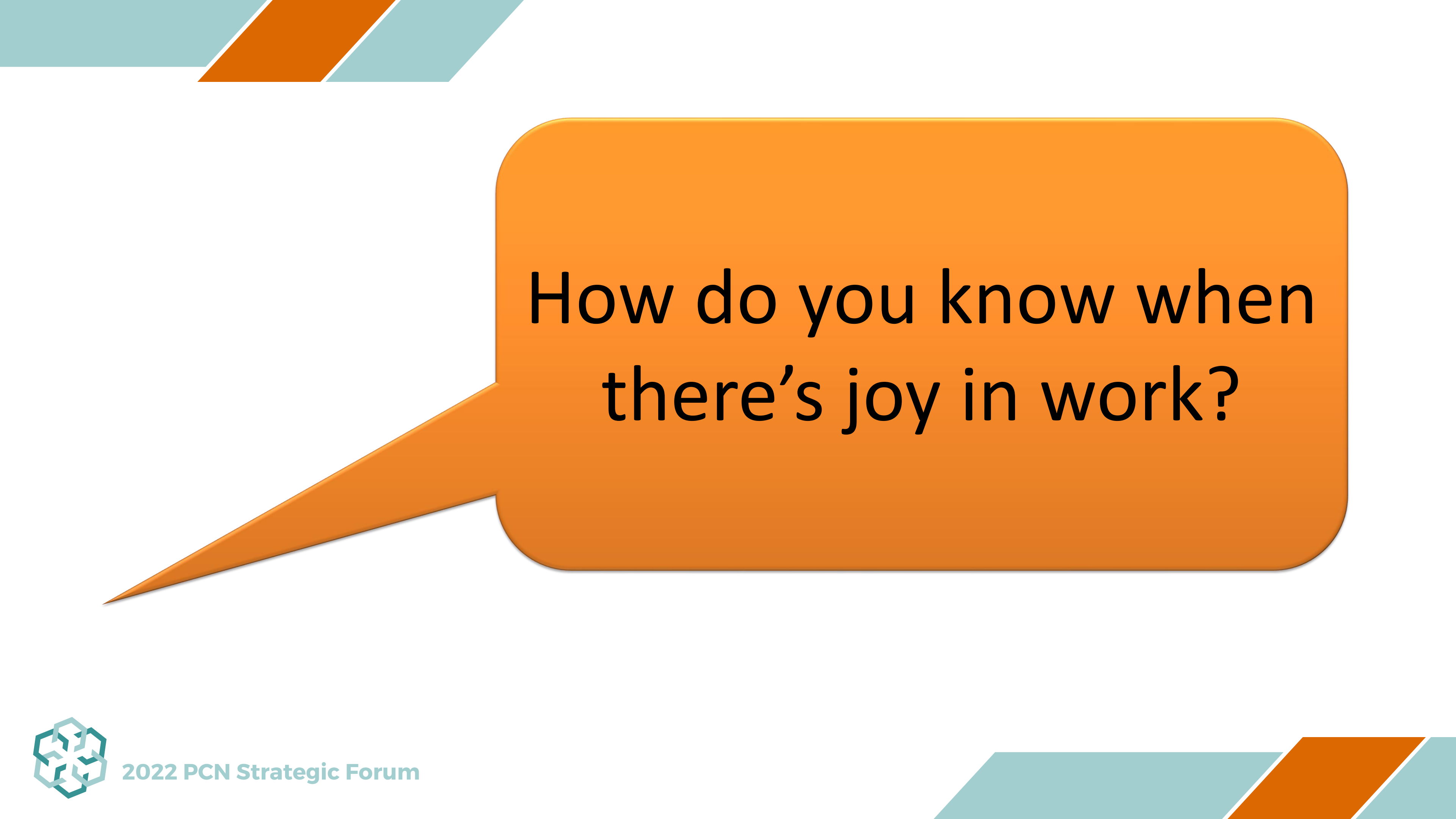


Areas of Worklife



Symptoms of
workplace
burnout and/or
decreased
engagement?



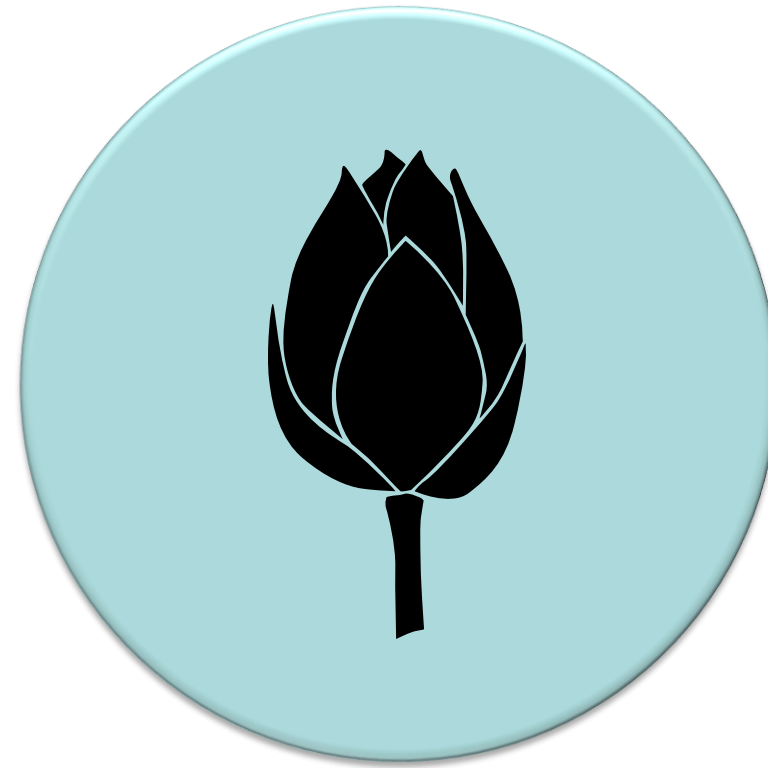


How do you know when
there's joy in work?

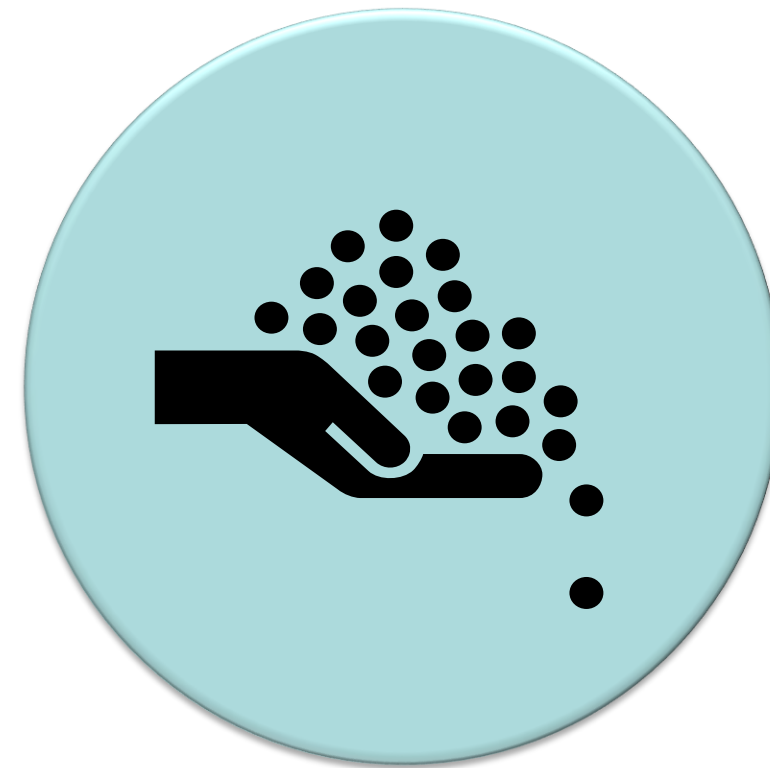




Expressions of
gratitude



Hope



Awareness of
abundance



Deep satisfaction
from serving others



How do we get there?



6 Strategic Predictors of Burnout or Engagement

Maslach & Leiter (2022)



BURNOUT

Workload

Demands vs. resources

Control

Autonomy

Reward

Social recognition (less about \$\$)

Community

Workplace social support and cooperation

Fairness

Consistent administration of policies

Values

Sense of meaningful work



ENGAGEMENT







4 Steps CJOs Can Take to Support Joy at Work

4. Use a QI approach to improving joy in work (e.g., Model for Improvement)

3. As a group, commit to taking action and sharing responsibility for making joy in work a priority

2. Discuss: What gets in the way of joy in our workplace?

1. Ask yourself/your colleagues, 'What matters to you?'

Adapted from *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017.





1. Ask yourself/your colleagues, 'What matters to you?'

What makes for a good day for you?

What makes you proud to work here?

When we're at our best, what does that look like?

What gets in the way of a good day?

What makes a bad day?



2. Discuss: What gets in the way of joy in our workplace?



What gets in the way of what matters (the “pebble in our shoe”) is...

What gets in the way of a good day is...

What frustrates me in my day is...

How could we work on this together?



3. As a group, commit to taking action and sharing responsibility for making joy in work a priority



What should we tackle first?

What is something we can do right away to make it better?

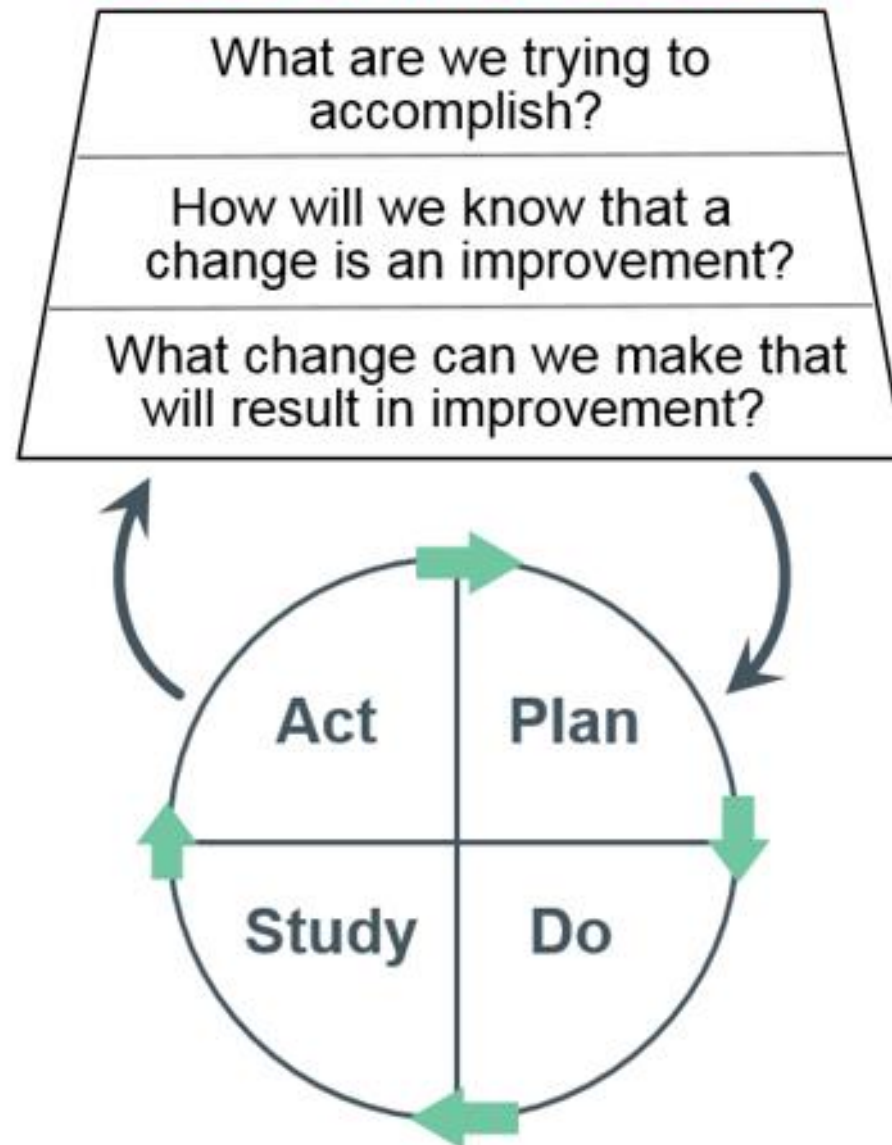
How could we involve patients/family advisors in changes?





4. Use a QI approach to improving joy in work (e.g., Model for Improvement)

Model for Improvement



Aim: We will increase our ‘joy at work’ scores by 50 percent by June.

Measure: ‘Pulse’ survey (baseline) + monthly

Change: small, rapid, iterative tests of change



Measure - Worksheet

'Pulse' Survey (adapted from IHI)

A fast and frequent survey system, designed to assess overall staff engagement and to see whether the efforts to improve joy in work are making a difference.

Suggested use:

- Use a 5-point Likert scale (*'Strongly Agree' to 'Strongly Disagree'*)
- Distribute monthly or quarterly
- Select up to 10 questions per survey
- Always include the 'core 5' questions*, but consider varying the others each time
- Share results with the team
- Acknowledge and take action on areas that are rated low

Pulse Survey Questions (*'Core 5' questions)

- *Overall, _____ is an excellent place to work.
- *I believe _____ is going in the right direction.
- *My immediate supervisor cares about the work that I do.
- *I feel comfortable bringing up problems and tough issues.
- *I feel that people at _____ respect and take into consideration all views expressed.
- I am confident about my future at _____.
- My job makes me feel like I am part of something meaningful.
- I am satisfied with my work/life balance.
- My immediate supervisor cares about me as a person.
- I have a friend at work.
- I feel well-informed about important decisions.
- I feel recognized for my contribution.
- My current role enables me to build my professional skills.
- The leadership at _____ cares about the work that I do. *

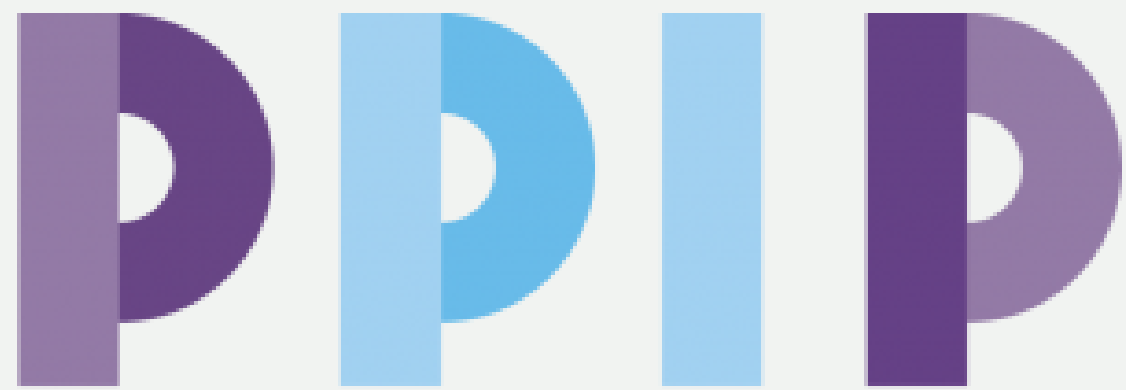


Worksheet

STEP		QUESTIONS FOR TEAM	RESPONSES
1	Ask, 'What matters to you?'	<p>What makes for a good day for you?</p> <p>What makes you proud to work here?</p> <p>When we're at our best, what does that look like?</p> <p>What gets in the way of a good day?</p> <p>What makes a bad day?</p> <p>How can we work on this together?</p>	
2	Discuss: What gets in the way of joy in our workplace?	<p>What frustrates you in your day?</p> <p>What does that look like?</p> <p>What would be an example?</p> <p>How could we work on this together?</p>	
3	As a group, commit to taking action and sharing responsibility for making joy in work a priority	<p>What should we tackle first?</p> <p>What is something we can do right away make it better?</p> <p>How could we involve patients/family advisors in changes?</p>	
4	Use a QI approach to improving joy in work (e.g., Model for Improvement)	<p>What is our aim statement? (What? By how much? By when?)</p> <p>What PDSA (plan, do, study, act) cycle will we start with?</p>	



College of Physicians & Surgeons of Alberta

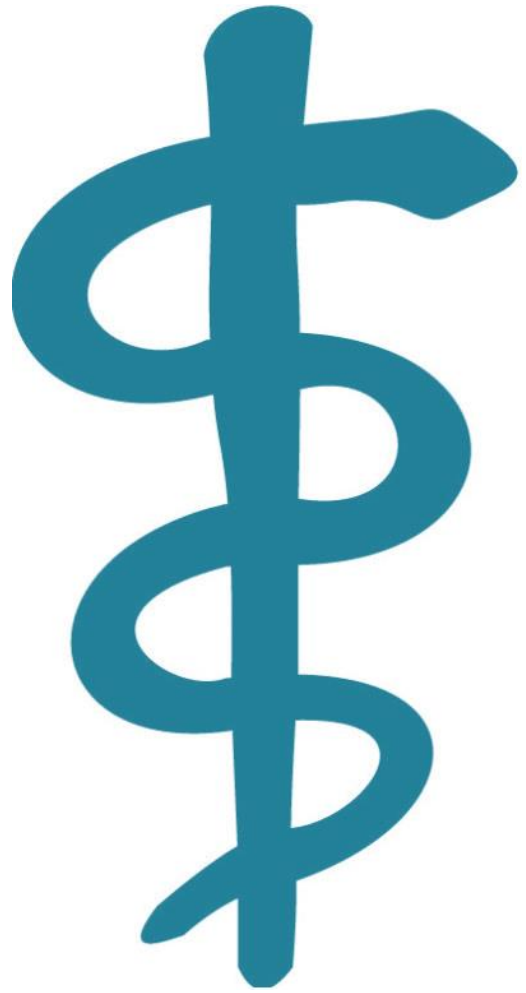


PHYSICIAN PRACTICE
IMPROVEMENT PROGRAM

The personal development component of PPIP allows physicians to use personal reflection and formal feedback methods to focus on their wellness and gain insight into the attributes of a **communicator, professional, scholar, collaborator, health advocate, and leader.**



Declaration of Geneva (2017)



I will attend to my own health, well-being and abilities in order to provide care of the highest standard.



My own burnout story



My own burnout story

1. DATA

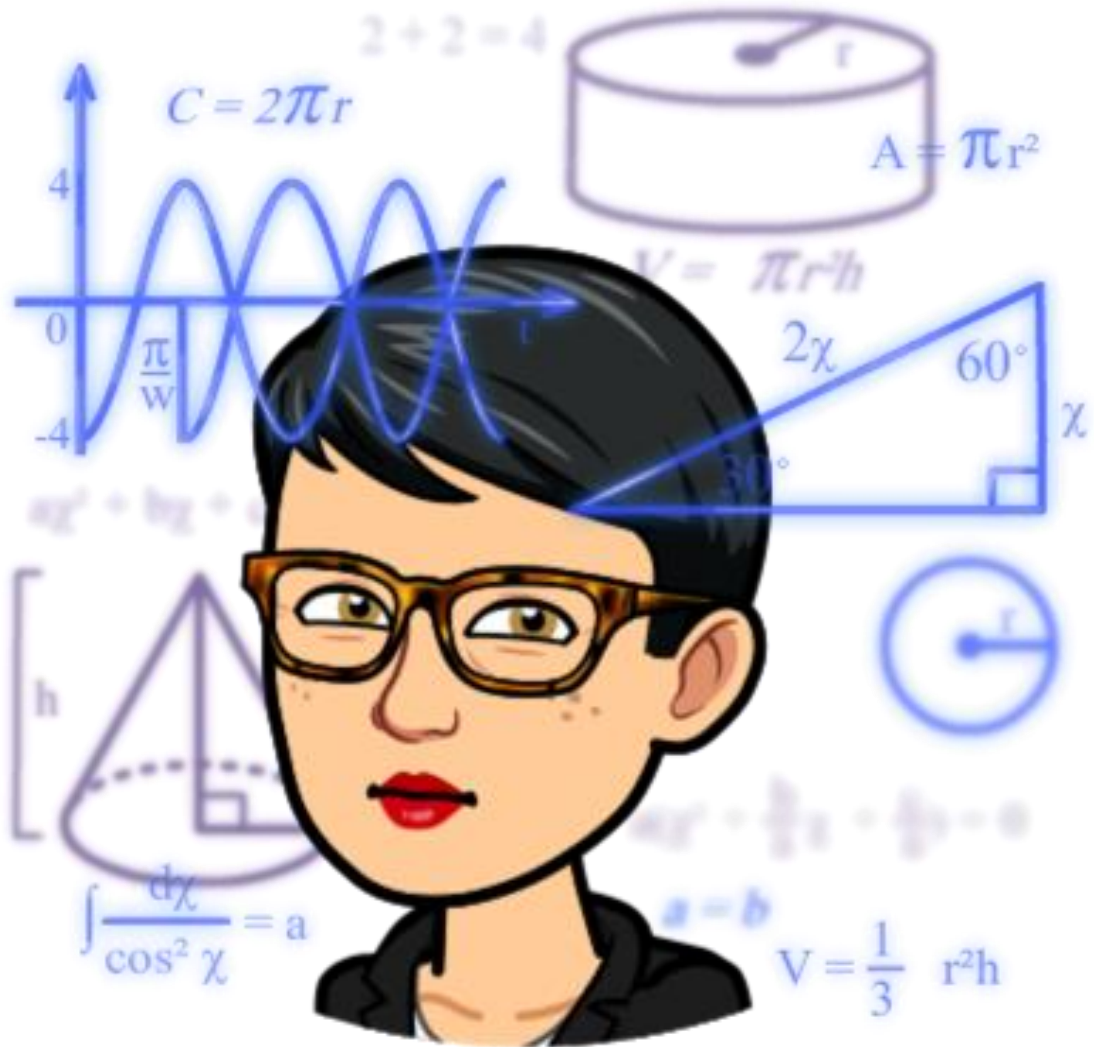
Maslach Burnout Inventory™
Human Services Survey for
Medical Personnel
Individual Report
Christina Maslach and Susan E. Jackson



Prepared on November 13, 2022 for:
Christine Luelo

You completed your evaluation at 9:53 am EDT on November 01, 2022.

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My own burnout story

3. Your Profile

Your profile matches the Burnout profile.

The Burnout profile is characterized by high frequency scores on Emotional Exhaustion and Depersonalization. Personal Accomplishment scores may vary and even a high Accomplishment score can be outweighed by Emotional Exhaustion and Depersonalization, resulting in burnout. Individuals with a Burnout profile may benefit from interventions across the aspects of burnout: adjusting workload, developing resilience, aligning organizational and personal values, and improving social relationships among co-workers.

Learn more about the continuum between work engagement and burnout, and the range of possible profiles, in Appendix A.



2. FACILITATION

Christine Luelo

5. Recommendations

We have two overarching recommendations for the individual: take steps to address burnout in your own life and seek out opportunities to lead. Being an active leader in your organization, whether informally or in a formal position, is the most effective way to impact the underlying drivers of burnout.

Take steps to address your burnout symptoms. If you are currently experiencing burnout, you are not alone, that burnout is neither your fault nor a sign of weakness. Here are some steps to consider:

1. Reach out to others, seek professional help, step up self-care
2. If you're concerned about a colleague, speak directly to him or her
3. Advocate for an employee burnout task force and wellness program

Build your knowledge of burnout and the strategies for organizational change. Recommendations include the following:

1. Read books about burnout; also, subscribe to blogs and podcasts
2. Read articles about the steps other organizations have taken to address the drivers of burnout. Several recommended articles are listed in the appendix.
3. Attend presentations, meetings, and workshops on burnout.
4. Join executive leaders on a site visit to an organization that is currently addressing burnout or where your organization starts a burnout task force and wellness program.

Participate in efforts to identify and remove the workplace drivers of burnout. The work environment which play a role in whether employees experience burnout includes:

- **Workload** — the amount of work to be done in a given time.
- **Control** — opportunity to make choices and decisions, solve problems, and take on responsibilities. Includes the range of professional autonomy.
- **Reward** — financial and social recognition for contributions on the job.
- **Community** — quality of the social context at work.
- **Fairness** — extent of consistent and equitable rules for everyone.
- **Values** — what matters to the individual in their work. Degree to which the organization lives by the values inherent in the organization.

Don't get caught on the sidelines, believing that your situation cannot be changed. You can participate in redesigning the way work is done. Inefficacy is a symptom of burnout. Take substantive steps to avoid being a victim of lack of efficiency and for a better workflow.

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Christine Luelo

Think carefully about your priorities. Can you help fix a chaotic work environment? It's tempting to leave the work to someone else, but with your burnout assessment, report, and readings, you may know more than others do about the issue and you can be a valuable resource to your colleagues and organization.

We recommend these two steps:

1. Seek out opportunities to develop your leadership skills.
2. Step into either a formal or an informal leadership role.

Take an active role in influencing administration. You can help executives understand the enormous impact of burnout, identify its origin in systems problems that also affect performance metrics, and recognize that there are cost-effective strategies to prevent burnout. Our recommended steps include the following:

1. Approach your organizational leader as an individual, or preferably as a group, to voice your concerns about burnout.
2. Gather and present data about the downstream effects of burnout on staff, customers, clients, and organizations.
3. Request that the organization engage a burnout expert to present at a company meeting or leadership team meeting, with the goal of increasing staff and administration knowledge about burnout.

If you are doing well, consider taking the opportunity to help fellow employees as a leader or mentor. If you are drawn to leadership, take on a formal or informal leadership role. You can help the administration understand the challenges of the staff and help the staff understand the challenges that administrators face. Consider accessing opportunities for leadership training.

If you have found individual or workplace strategies that have helped you avoid or manage burnout, consider becoming a resource to your colleagues and sharing what has worked for you to help those who are struggling.

Adapted from: Preventing Physician Burnout by Paul DeChant and Diane Shannon, © 2016. <http://www.pauldechantmd.com/preventing-physician-burnout/>



3. ACTION PLAN



- Change work hours
- Better accountability around extra work
- Increased exercise
 - *Add yoga/ planks/ push ups 3 nights a week*
 - *Add 30 sec HIT 3 times a week*
- Training
 - *CME just for me !*
- Charting
 - *watch tone of my notes*
 - *complete charts weekly*
- Gratitude practice
 - *Create gratitude wall in my personal office space*
 - **BONUS* crafting activity!!*



Where to get help

www.albertadoctors.org/services/pfsp

The screenshot shows the website for the Alberta Medical Association's Physician and Family Support Program (PFSP). The header includes the AMA logo and navigation tabs for 'About the AMA', 'Leadership', 'Member Services', and 'Make a Difference'. The main content area features the title 'Physician and Family Support Program' and 'AMA's PFSP'. A prominent yellow box contains the text: 'CALL 1.877.SOS.4MDS (767.4637) International: 403.930.0529 (you may call collect) CONFIDENTIAL 24 hours a day/7 days a week/365 days a year'. Below this, a paragraph describes the program's purpose. A sidebar on the right lists various services under 'Member Services', including 'Physicians', 'Resident Physicians', 'Medical Students', 'Manage your membership', 'Membership Guide', 'AMA's Physician and Family Support Program', 'I need help now', 'Physician Health Resources', 'PFSP Services', 'Substance use disorder', 'Physician Wellness #GOAT', 'PFSP e-book', 'Media/Publications', and 'Insurance'. A small graphic at the bottom left of the page reads 'Need help now? @albertadoctors 1.877.767.4637 767.4637 24 hours a day 7 days a week 365 days a year'.



2022 PCN Strategy

Questions? Comments? Joyful advice?



**Thank you for
attending!**

