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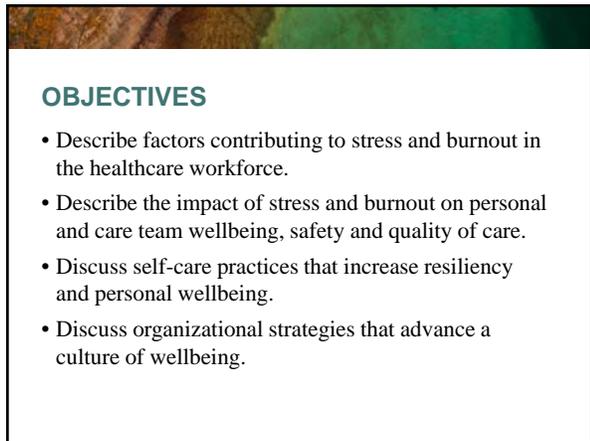
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**WELLBEING OF THE WORKFORCE**

- Stress and burnout of health care providers has become a major health care issue.
- Far reaching impact: cost and quality of care, lives of health care providers, and workforce projections.

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**BURNOUT**

- Overwhelming emotional exhaustion
- Depersonalization – feelings of cynicism and detachment from the job
- Perception of ineffectiveness and lack of personal accomplishment

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**INCIDENCE OF STRESS AND BURNOUT**

- Medicine – 45-50% of physicians report burnout with the highest rates occurring in general medicine, family medicine and emergency medicine.
- Medicine – 30% clinical depression and 15% report suicide ideation in previous 12 months.
- “Breaking the Culture of Silence on Physician Suicide” – Kishore et al (2016)

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**INCIDENCE OF STRESS AND BURNOUT**

- 400 physicians take their lives annually.
- Prevalence of suicide among physicians is higher than the general population. 70% higher for males and 250-400% higher for females. (Hampton, 2005)

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**INCIDENCE OF STRESS AND BURNOUT**

- Nursing – 34-40% meet criteria for burnout.
- Social Work – burnout, compassion fatigue and secondary traumatic stress. Average tenure – 8 years and “sickness rates” 60% above average.

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**IMPACT OF STRESS AND BURNOUT**

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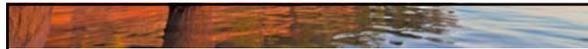
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### CLINICAL CARE

- Poorer health outcomes
- Increased errors
- Lower patient satisfaction
- Higher health care costs

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### HEALTH CARE PROVIDER

- Increased anxiety and depression
- Increase marital dysfunction
- Increased substance abuse
- Increased suicide
- Increased early exit of the profession

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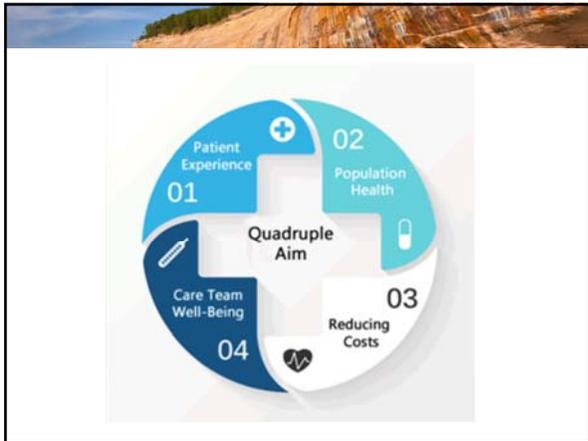
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WHY?

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**NATURE OF THE WORK**

- Physically, emotionally and spiritually challenging
- Hours – long shifts
- Putting others first
- Busy, high stress environments
- Burnout – end-stage consequence of relentless stress
- Job characteristics, personal characteristic and organizational characteristics

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**PERSONAL STRATEGIES TO IMPROVE WELLBEING AND RESILIENCE**

- Mind/Body Skills
- Mindfulness
- Self-care
- Self-compassion
- Empathy Training

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**MINDFULNESS**

Being in the present moment, with a non-judging, non-striving attitude of acceptance.




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**MINDFUL PAUSE**

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CRISIS FOR EMPLOYMENT ASSISTANCE

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**JAMA** The Journal of the American Medical Association

Home Current Issue All Issues Online First Collections CME Multimedia

October 6, 2015, Vol 314, No. 13 >

< Previous Article Next Article >

Medical News & Perspectives | October 6, 2015

**Exploring the Promise of Mindfulness as Medicine**

**FREE**

Laura Buchholz  
 JAMA. 2015;314(13):1327-1329. doi:10.1001/jama.2015.7023. Text Size: A A A

Article Figures

A new frontier in treatment for mental illnesses and other chronic conditions may not come from pharmaceutical companies, but from within, as mindfulness practices gain traction.

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- **Observe what is occurring in the present moment** (thoughts, feelings, sensations from any of the five senses)
- **Maintain a balanced, non-reactive relationship to whatever is occurring** (an attitude that is non-judgmental, patient, kind)

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### MINDFULNESS

- Mindfulness is a way to cultivate our capacity to be fully present.
- It is not a technique, it is a way of being.

22

CHANGING YOUR OPPORTUNITY ABILITIES

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### MINDFULNESS

Think about a recent encounter you had with a family member, friend, clerk, work colleague ....were you truly present?

23

CHANGING YOUR OPPORTUNITY ABILITIES

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### MINDFULNESS

- Business
- Education
- Health Care
- Military

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CHANGING YOUR OPPORTUNITY ABILITIES

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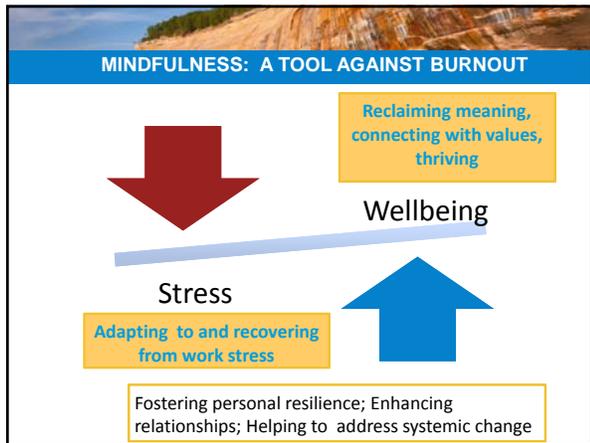
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**WHY IS BEING MINDFUL SO DIFFICULT?**

- We live in a world of multi-tasking with expectations of high productivity.
- We have been conditioned from a young age to live in the future.

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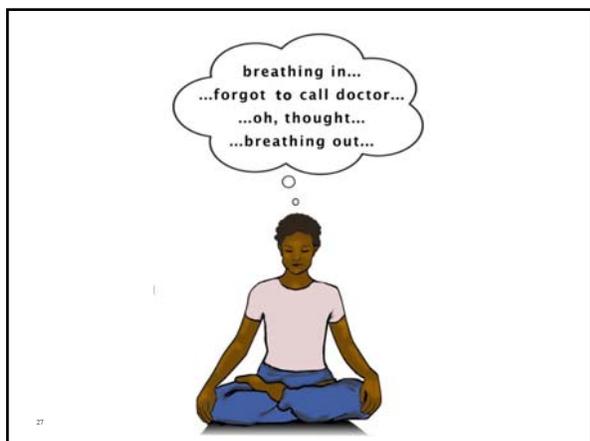
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### EFFECTIVENESS

*As of 2015, 4,000+ scholarly articles*

- **Depression, stress and anxiety** – “moderate to robust effect” from meta-analyses and systematic reviews
- **Pain** – “moderate effect” from 2014 review in Journal of the American Medical Association
- **Overall Health and Wellbeing** – improvements in quality of life, physical health, coping and empathy
- **Neurological Changes** – increased grey matter density in parts of brain associated with memory, emotional regulation, self-referential processing and perspective-taking

(de Vibe, M., et al., 2012; Hölzel, B. et al., 2011; Hempel, S. et al., 2014; Goyal, M. et al., 2014)

vib.umd.edu CENTER FOR SPIRITUALITY & HEALING

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### MINDFULNESS STUDIES WITHIN HEALTHCARE

- Decreased stress, anxiety & depression
- Decreased compassion fatigue
- Increased self-care, wellbeing and resilience; Increased self-compassion
- More patient-centered communication and improved patient satisfaction

1. West, CP et al, The Lancet, 2016.
2. Irving, JA, et al. Complementary Therapies in Clinical Practice, 2009.
3. Goodman MJ and Shorling JB. Int J Psychiatry Med, 2012.
4. Shapiro, SL et al. International Journal of Stress Management, 2005.
5. Beach MC et al, Ann Fam Med, 2013.
6. Dobkin PL and Hutchinson TA. Med Education, 2013.
7. Escurieux BF and Labbe, EE. Mindfulness, 2011.



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### WELLBEING



© 2015 Center for Spirituality & Healing, University of Maryland, Baltimore

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HEALTH

- Physical Health
- Emotional Health
- Mental Health
- Spiritual Health

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HEALTH

- Physical Activity and Fitness
- Diet & Nutrition
- Sleep
- Thoughts and Emotions
- Stress Mastery

“Health is in your hands.”

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**FOOD AND HEALTH**

- Four of the top ten causes of death today are chronic diseases with well-established links to diet: coronary artery disease, diabetes, stroke, and cancer.

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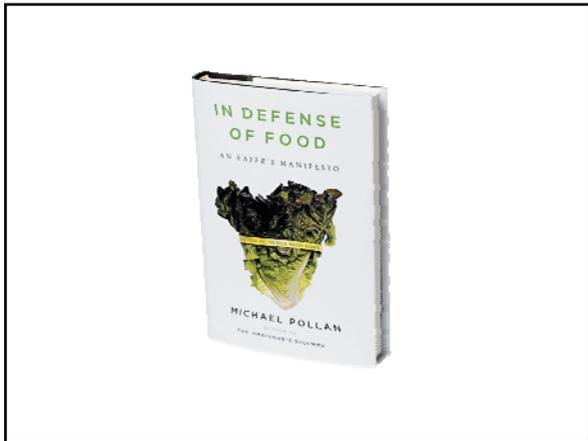
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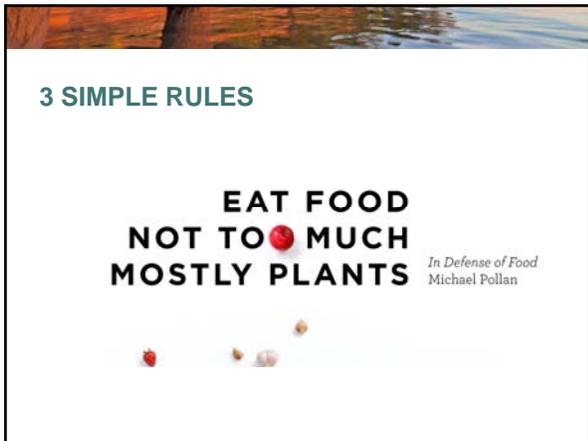
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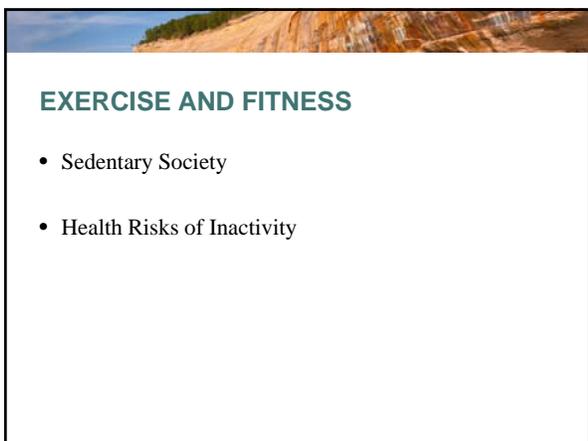
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**WHY EXERCISE?**

- Decrease risk of disease.
- Improve physical, mental and social wellbeing.
- Sleep better
- Live longer
- Enjoy leisure activities
- Avoid injury
- Maintain healthy weight

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**EXERCISE AND FITNESS GUIDELINES**

- 30 minutes of moderate exercise most, if not all, days of the week.
- To obtain even greater health benefits, engage in more vigorous physical activity or for a longer duration.
- Cardiovascular conditioning, stretching, strength training and balance

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**EXERCISE AND FITNESS**

- Find something that you enjoy and are committed to doing on a regular basis.



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**EXERCISE AND FITNESS**

- Vary your routine to avoid boredom



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**EXERCISE AND FITNESS**

- 10,000 step program
- Using a pedometer or other electronic device

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**STRESS MASTERY**

- Stress and Health
  - Stress impact every system of the body
- Psychoneuroimmunology
  - Mind/Body connection

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**STRESS MASTERY**

- Identify sources of stress in your life
- Become aware of where you hold your stress
- Learn ways to manage stress

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**STRESS MASTERY**

- Meditation, Tai Chi
- Expressive Arts Therapies, Hobbies
- Breathing Techniques
- Imagery
- Bodywork
- Exercise
- Labyrinth
- Social Support



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**EMOTIONS AND ATTITUDES**

- Impact on Health
  - Anger and Cynicism
  - Hopelessness and Mortality
  - Positive psychological states
  - Negative attitudes and immune system
  - Forgiveness

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PURPOSE

*What gets you up in the morning?*

Aim  
Direction  
Different from job or career  
“Purpose matters.”

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WHAT IS MY PURPOSE IN LIFE?  
WHERE DO I BELONG?  
WHO AM I?  
WHAT DO I CARE ABOUT?

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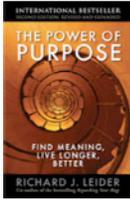
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- Be more reflective.
- Be more courageous.
- Be clear earlier about purpose!



INTERNATIONAL BESTSELLER  
**THE POWER OF PURPOSE**  
FIND MEANING.  
LIVE LONGER.  
BETTER.  
RICHARD J. LEIDER

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**PURPOSE, WELLBEING AND LONGEVITY**

- Study of over 6,000 people funded by the NIA, researchers found that people who had a greater sense of purpose and direction in life were more likely to outlive their peers.
- People with a sense of purpose had a 15% lower risk of death compared to those who said they were aimless.
  - (Hill et al, 2014)

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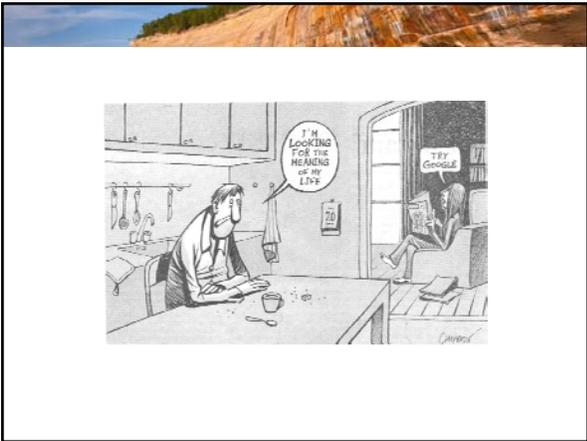
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**RELATIONSHIPS**

*Close connections between people, formed by emotional bonds and interactions.*

Health risks of being alone are comparable in magnitude to the risks associated with cigarette smoking, high blood pressure and obesity.

“Isolation is fatal.”

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**RELATIONSHIPS**

- Are there people you are close to – family, friends?
- Are there people you can turn to when you are ....
- Are your personal relationships balanced in terms of giving and receiving?

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**RELATIONSHIPS**

- Share your feelings
- Listen deeply
- Avoid assumptions
- Build trust
- Allow yourself to be vulnerable
- Manage conflict

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**COMMUNITY**

**Qualities of a Healthy Community:**

- Livability
- Equity
- Connectedness

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**COMMUNITY**

**Livability and Equity:**

- Economic
- Social
- Cultural
- Political
- Technological
  - e.g. - jobs, schools, transportation, crime, internet access, theaters, green space

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COMMUNITY



**Engagement:**

- Participation
- Connections

**Empowerment**

- Moved to action
- Networks of citizen efforts

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COMMUNITY

People living in American cities with low wellbeing are twice as likely to have a heart attack as those who live in a city with high wellbeing.

“Community nurtures and sustains us.”

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SECURITY

- Basic Human Needs
- Job
- Finances
- Safety and Prevention

“Fear immobilizes.”

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**SECURITY**

- Face your fears and anxieties so they don't become debilitating.
- Identify ways to create a sense of personal control or mastery.
- Practice stress reduction techniques.
- Focus on positive emotions in daily life.
- Identify meaning and purpose in life.

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ENVIRONMENT

- Clean air and water
- Free of toxins
- Built environment
- Access to nature

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**ENVIRONMENT**

Creating Healing  
Environments in  
work and at home

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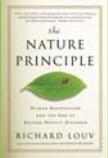
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**ENVIRONMENT**

Nature heals.



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**NATURE CONTACT AND HUMAN HEALTH**

- Humans are increasingly disconnected from nature.
- Over half of the world's population and 4/5 Americans live in urban areas where access to nature may be limited.
- Americans spend 90% of their time indoors, most of the time in buildings.
- Total media consumption for US adults in 2016 – 10 hours and 39 minutes daily. (Fumkin et al, 2017)

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**BENEFITS OF NATURE CONTACT**

- Reduced stress
- Improved sleep
- Decreased anxiety and depression
- Greater happiness and life satisfaction
- Reduced aggression

(Fumkin et al, 2017)

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**SOBERING STATISTIC**

- Today's young adults may be first generation in modern history to be less healthy than their parents.

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**NATIONAL ACADEMIES – GLOBAL FORUM ON INNOVATION IN HEALTH PROFESSIONAL EDUCATION**

- Workshop – April 2018
- “A Systems Approach to Alleviating Work-Induced Stress and Improving Health, Wellbeing and Resilience of Health Professionals within and beyond Education”

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**ORGANIZATIONAL/SYSTEM ISSUES**

- Culture of Organizations
- Prevent stress and burnout – focus “upstream”
- Application of Systems and Design Thinking

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**ORGANIZATIONAL/SYSTEM ISSUES**

- Infrastructure
- Leadership
- Systems and Processes

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**ORGANIZATIONAL/SYSTEM ISSUES**

- Moral distress – difficult to access appropriate resources and interventions to provide care.
- Culture that emphasizes hierarchy over team-based care.
- Incentives – focus on length of patient appointments and reimbursement over patient care quality and safety
- EMR
- Staffing patterns

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### ORGANIZATIONAL/SYSTEM ISSUES

- Physical Environments
- Safety – escalation of violence
- Management of Errors
  - “Just Culture” – holds organizations accountable for the systems they design and for how they respond to errors.
- Racism, Bigotry and Intolerance

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### RESOURCES

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## FORGIVENESS & HEALING A JOURNEY TOWARD WHOLENESS

**CSPH 5215**  
 a Course Fall 2018  
 Friday, Sept. 14  
 10:00 am - 12:00 pm  
 Saturday, Sept. 15  
 9:00 am - 12:00 pm  
 Saturday, Oct. 6  
 9:00 am - 12:00 pm  
 Saturday, Oct. 13  
 9:00 am - 12:00 pm  
 Dr. Mark DeRubeis

The power of forgiveness can have deep healing in relationships, including those with ourselves. This course will give a unique perspective on the ways in which we can use forgiveness to improve our lives. We will explore the ways in which forgiveness can help us to move forward in our lives, and how it can help us to heal from past hurts. The course will include the work of Dr. Mark DeRubeis, a leading expert in the field of forgiveness, and will include a variety of activities and exercises designed to help you to practice forgiveness in your own life.

**What You Will Learn:** In this course, you will learn how to use forgiveness to improve your relationships, how to use forgiveness to heal from past hurts, and how to use forgiveness to move forward in your life. You will also learn how to use forgiveness to improve your mental health, and how to use forgiveness to improve your physical health.

**CENTER FOR WHOLENESS & HEALING**

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## What Do Experts Recommend for Healthy Sleep?

**SLEEPERS GENERALLY WAKE UP** after adults need 7-9 hours of sleep each night, the amount of sleep you need varies from person to person. As you begin to pay more attention to your own sleep patterns, you will see the difference between your ideal sleep and your actual sleep.

To get a better idea of what your sleep needs are, experts recommend that you:

- Monitor your body's need for sleep.** Pay attention to how you feel during the day. Are you tired? Are you irritable? Are you having trouble concentrating? These are all signs that you may not be getting enough sleep. Pay attention to how you feel during the night. Are you waking up frequently? Are you having trouble falling asleep? These are also signs that you may not be getting enough sleep.
- Create a sleep routine.** Go to bed and wake up at the same time every day, even on weekends. This helps your body get used to a regular sleep schedule. Avoid caffeine and alcohol in the evening, as they can interfere with your sleep. Avoid screens (TV, computer, smartphone) in the evening, as the blue light can keep you awake.
- Stay active during the day.** Regular exercise can help you fall asleep more easily at night. Aim for at least 30 minutes of moderate exercise most days of the week. Avoid vigorous exercise in the evening, as it can be stimulating.
- Avoid stimulants late in the day.** Caffeine and nicotine can interfere with your sleep. Avoid them in the afternoon and evening. Alcohol can also interfere with your sleep, as it can cause you to wake up frequently during the night.
- Maintain relationships with loved ones.** Research shows that people who have strong relationships with family and friends are more likely to get a good night's sleep. Spend time with loved ones during the day, and don't be afraid to ask for help if you need it.

For more information on how you can achieve healthy sleep, visit [www.cdc.gov/HealthySleep](http://www.cdc.gov/HealthySleep).

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## 7 TIPS TO CULTIVATE WELLBEING

- Get enough sleep.** Sleep is essential for your health and well-being. Aim for 7-9 hours of sleep each night. Establish a regular sleep schedule and avoid caffeine and alcohol in the evening.
- Buy a plant.** Adding a plant to your home can improve your mood and reduce stress. Choose a low-maintenance plant like a succulent or a cactus.
- Make time for fun.** Engage in activities that you enjoy and that bring you joy. This could be anything from reading to hiking to dancing.
- Connect to something bigger.** Feeling a sense of purpose and connection to something larger than yourself can improve your well-being. This could be through volunteering, religion, or a community group.
- Stock your fridge.** Having healthy snacks and drinks available can help you make better choices when you're hungry. Stock up on fruits, vegetables, and whole grains.
- Say hi to your neighbor.** Building strong relationships with your neighbors can improve your sense of community and well-being. Say hello, borrow tools, or help out with a project.
- Schedule time to de-stress.** Stress can have a negative impact on your health and well-being. Schedule time each day to relax and recharge. This could be through meditation, yoga, or simply taking a walk in nature.

**TAKING CHARGE OF YOUR WELLBEING**

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NATIONAL ACADEMY OF MEDICINE

Sign up for the listserv at [nam.edu/ClinicianWellBeing](http://nam.edu/ClinicianWellBeing)

**Action Collaborative on Clinician Well-Being and Resilience**

Every year in the United States, about 400 physicians take their own lives — a rate more than double that of the general population. Physicians experience high rates of depression, burnout, and poor work-life balance. This phenomenon cuts across all ages, stages, and career paths — from trainees to senior practitioners. And these challenges are not unique to physicians, nurses and other clinicians experience similar effects on performance, health, and well-being.

**Bottom line:** The people we rely on to keep us healthy may not be healthy themselves. This isn't just a warning in and of itself — it also has serious implications for patients. Clinician burnout has been linked to increased medical errors and patient dissatisfaction. How can we ensure that our care workforce is healthy?

Subscribe to our mailing list and receive the latest updates on this initiative.

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**GOOGLE – PROJECT ARISTOTLE**

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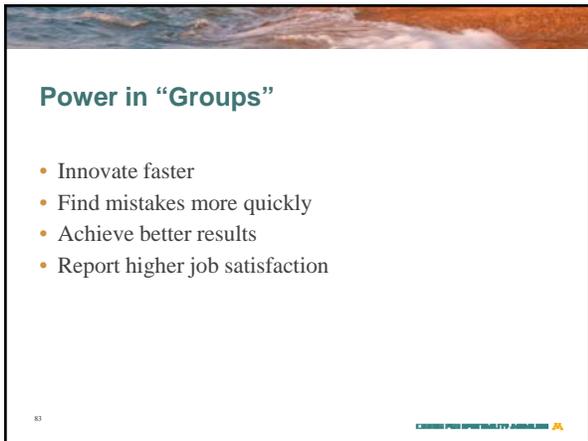
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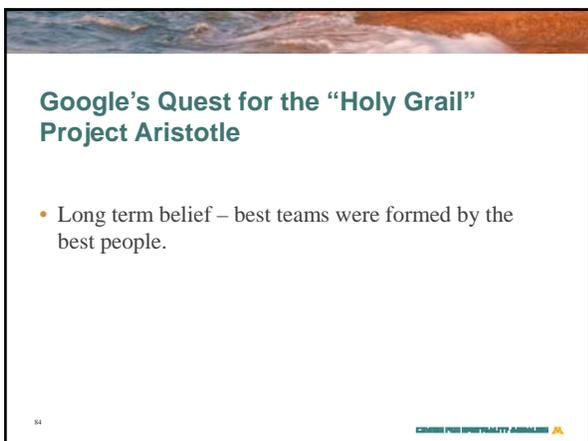
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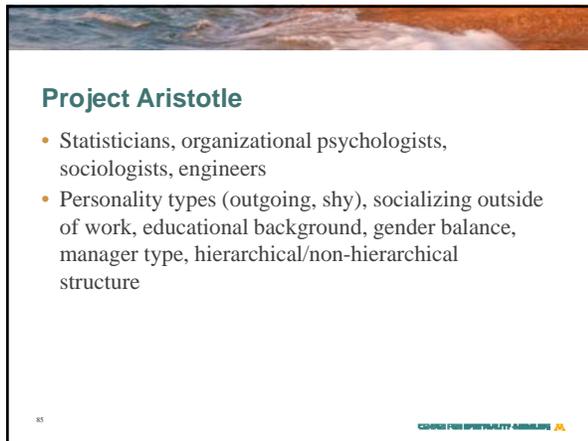
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**Project Aristotle**

- Statisticians, organizational psychologists, sociologists, engineers
- Personality types (outgoing, shy), socializing outside of work, educational background, gender balance, manager type, hierarchical/non-hierarchical structure

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GOOGLE FOR DIVERSITY AND INCLUSION

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**Google's Quest for the "Holy Grail" Project Aristotle**

- Most productive employees build larger networks by rotating dining companions.
- Best managers share traits of good communication and avoidance of micro-managing.

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GOOGLE FOR DIVERSITY AND INCLUSION

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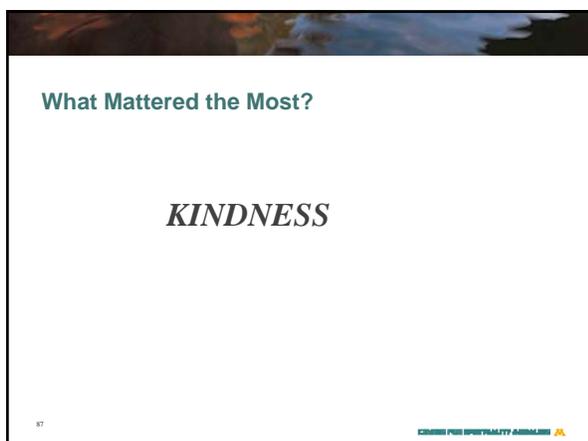
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**What Mattered the Most?**

***KINDNESS***

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GOOGLE FOR DIVERSITY AND INCLUSION

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**GENTLE ACTION**

- Small changes can have large effects.
- Turbulent systems may be very sensitive to change. Stable ones are highly resistant.
- Great power – small, collaborative and highly coordinated actions.



89 CENTERS FOR QUALITY LEARNING

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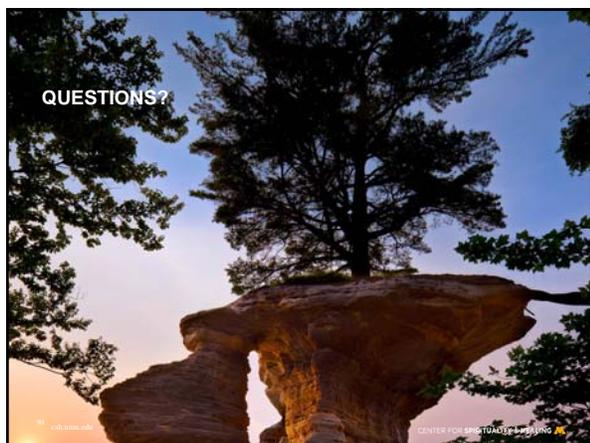
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