

# **Burning the Candle at Both Ends?**

## **A Primer on Burnout and Work/Life Integration**



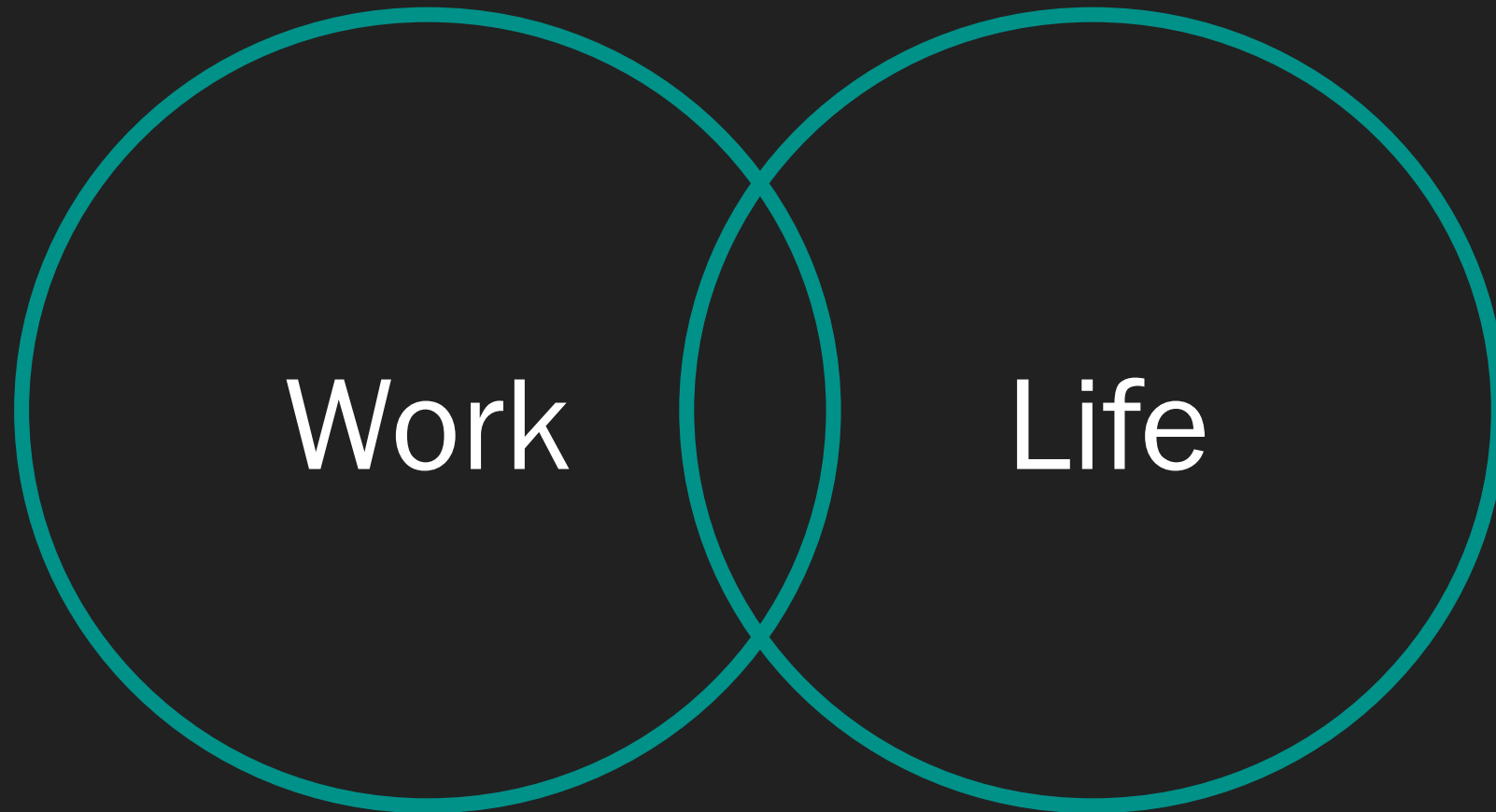
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# Learning Objectives

- Define work life integration and burnout as it pertains to the pharmacy profession
- Identify signs and symptoms of burnout in yourself and others
- Understand resilience and discuss strategies to develop one's own resilience
- Utilize strategies to improve efficiency, balance, and minimize distractors
- Synthesize a personalized action plan to improve your own work/life integration

# Work/Life Integration



# What is burnout?

- Burnout is a “syndrome of depersonalization, emotional exhaustion, and sense of low personal accomplishment that leads to decreased effectiveness at work”
- Caused by excessive and prolonged periods of stress
- Stress can be negative or positive in nature

# Burnout Rates in Hospital Pharmacy and Contributing Factors

- 974 responses were analyzed
- Burnout was measured using the Maslach Burnout Inventory (MBI)
- Burnout rate was high (61.2%) and was primarily driven by emotional exhaustion
- A majority of respondents were neutral or dissatisfied with their work-life balance (50.5%)
- Subjective factors as predictors of burnout:
  - Inadequate administrative and teaching time
  - Uncertainty of health care reform
  - Too many nonclinical duties
  - Difficult pharmacist colleagues
  - Feeling that contributions were underappreciated

# Patient Safety Implications of Burnout

- Pharmacists reported that job-related stress made them feel more likely to make an error and led to mental health issues in some
- Feeling stressed and overworked has been attributed as contributing factors to medication errors
- Outpatient: Positive relationship between prescription volume and dispensing errors
- Inpatient:
  - More beds the pharmacist is responsible for, less likely they were to identify prescriptions needing attention
  - Pediatric hospitals: Increasing external demands (interruptions, rushing) were felt to negatively impact medication safety and employee well-being outcomes
- Academia:
  - 41.3% of survey respondents had emotional exhaustion, which was higher in women, assistant professors, those without a hobby, and those with young children ages 1-12 years

# Identifying Signs and Symptoms of Burnout

| Symptoms of Stress vs. Burnout     |  |
|------------------------------------|--|
| Stress                             | Burnout                                |
| Over engagement                    | Disengagement                          |
| Emotions are overreactive          | Emotions are blunted                   |
| Produces urgency and hyperactivity | Produces helplessness and hopelessness |
| Loss of energy                     | Loss of motivation, ideals, and hope   |
| Leads to anxiety disorders         | Leads to detachment and depression     |
| Primary damage is physical         | Primary damage is emotional            |
| May kill you prematurely           | May make life seem not worth living    |

# Self-Assessment of Burnout

## ○ You may be on the road to burnout if....

- Every day is a bad day
- Caring about your home or work life seems like a waste of energy
- You feel exhausted all the time
- A majority of your day is spent on tasks you find dull or overwhelming
- You feel like nothing you do makes a difference or is appreciated

## ○ Self-Assessment Tools:

- Maslach Burnout Inventory (Standard - \$): <http://www.mindgarden.com/117-maslach-burnout-inventory>
- Oldenburg Burnout Inventory (Free): <https://web2.bma.org.uk/drs4drsburn.nsf/quest?OpenForm>



# The Quadruple Aim in Healthcare



- The importance of self-care in patient care settings is recognized
- “Triple Aim” has been expanded to “Quadruple Aim”
- *Care Team Well-Being*

## Developing Resilience

Resilience is the ability to adapt to adversity, trauma, tragedy, threats or significant sources of stress (work, family/relationship problems, health problems, and financial stress). It means "bouncing back" from difficult experiences.



# Linking Burnout Factors with Resilience Strategies

## AAFP Framework for Linking Cultural Norms in Healthcare with Burnout Factors and Potential Interventions (modified)

| Positive Value          | Negative Potential | Burnout Factors                 | Potential Mental Training Interventions                          |
|-------------------------|--------------------|---------------------------------|--|
| Service                 | Deprivation        | Compassion fatigue, entitlement | Appreciation and gratitude                                       |
| Excellence              | Invincibility      | Emotional exhaustion            | Mindful self-compassion<br>Refuting irrational thoughts          |
| Professional competence | Omnipotence        | Ineffectiveness, cynicism       | Self-awareness<br>Generous listening                             |
| Compassion              | Isolation          | Depersonalization               | Connection and community<br>Silence and reflection as energizing |

# Why pursue happiness?

- How many people approach life:
  - Hard work → Success → Happiness
- Theory by psychologist Shawn Achor
  - Happiness → Increased productivity → Success
- Where should you focus your time?

Did you know the color orange can increase happiness?



# Activity!

- Happiness is contagious!
  - Pair up with someone at your table
  - One person should try to keep a straight face while the other smiles at them for ten seconds
  - Did you both end up smiling?

Negativity is contagious, too! Which feeling would you rather leave with those you interact with?



Resilience isn't a single skill. It's a variety of skills and coping mechanisms. To bounce back from bumps in the road as well as failures, you should focus on emphasizing the positive.

-Jean Chatzky

## Resilience Strategies:

- Mindfulness
- Gratitude
- Three Good Things

# What is mindfulness?

- The act of paying attention and being present in the moment
- Practicing mindfulness can teach you how to form a different relationship between yourself and the challenges in your life by looking internally for strength, learning, growing, and healing
- Mindfulness activities have helped healthcare workers to decrease stress and anxiety, and relieve physical symptoms of stress (sleeplessness, heart disease, eating disturbances, chronic pain, emotional stress)
- [https://www.youtube.com/watch?time\\_continue=65&v=v9NkUom00\\_w](https://www.youtube.com/watch?time_continue=65&v=v9NkUom00_w)



# Mindfulness in Pharmacy

- Working in “auto-pilot” can increase the risk of medication errors
- In physicians, mindfulness has shown improvements in empathy, burnout, and fatigue
- Mindful reflective practice may represent a strategy to reduce individual factors that lead to medication errors





# Mindfulness Activity: Breathing Exercises

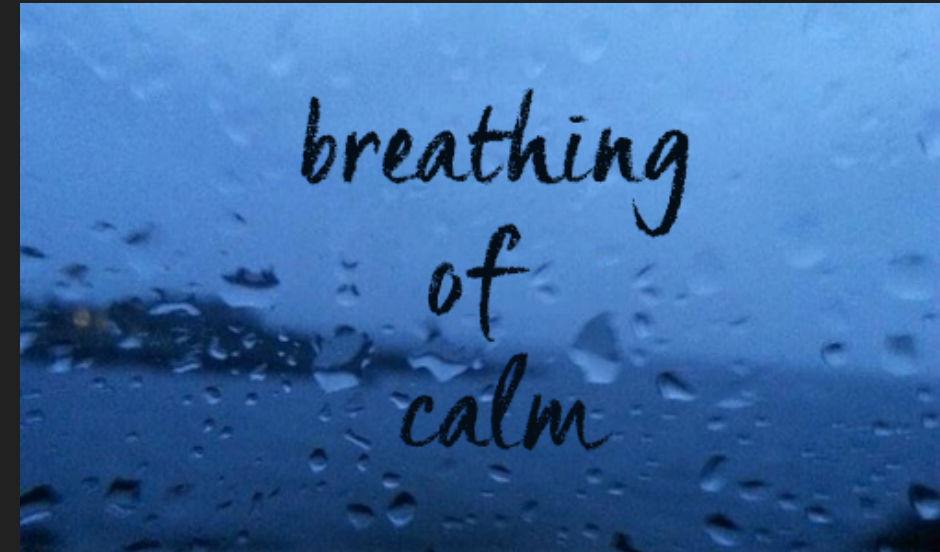
## ○ Tips:

- Get in a comfortable position in your seat and maintain good posture - release any points of tension if needed
- Breathe through your nose – you can also add aromatherapy
- Guided breathing meditations are a good place to start

## ○ Process:

- Inhale diaphragmatically and say to yourself “breathe in”
- Hold your breath for a moment, then exhale slowly and say to yourself “relax”
- Pause and wait for your next natural breath
- As you inhale, notice where your body tenses up as you breathe
- As you exhale, feel this tension leaving your body

- <https://www.youtube.com/watch?v=b0FZIT3Uk30>



# Mindfulness Activities: Meditation

- Meditation is the practice of focusing your attention on one thing at a time
- Why use meditation?
  - You cannot worry, fear, or stress about something your mind is not thinking about
  - You can learn to choose which thoughts you will allow your mind to think more about
  - You act in certain ways because your thoughts are habitual. These habitual thoughts will be less influential once you are aware of them.
  - Physiologic changes can result from meditation (decreased heart and breathing rates, decreased blood lactate levels, increased alpha activity on EEG) – these are all signs of relaxation
- What you need:
  - Quiet environment, mental stimulus (i.e. mantra), comfortable position, a passive attitude

## Three Basic Meditations

### Mantra Meditation

Select a word, syllable, or phrase as your mantra

1. Find your comfortable position and center yourself
2. Chant your mantra silently to yourself. Note when your thought strays and bring your mind back to your mantra
3. Continue to repeat your mantra with continuous awareness

### Sitting Meditation

Focus on your breathing

1. Find your comfortable position and center yourself
2. Focus on the gentle rise and fall of your breath
3. When your mind wanders, notice and acknowledge these thoughts. Gently bring your focus back to your next breath

### Breath-Counting Meditation

Alternative to sitting meditation, counting to the rhythm of your breathing

1. Find your comfortable position and center yourself
2. Take deep but not forced abdominal breaths. Focus your attention on each part of the breath – inhale, pause, exhale, pause, repeat.
3. Count each exhale. If you lose count, start over.
4. When your mind wanders, notice and acknowledge these thoughts. Gently bring your focus back to your next breath

### Guided meditations:

- <http://marc.ucla.edu/mindful-meditations>
- <http://www.dartmouth.edu/~healthed/relax/downloads.html#mindful>

# Gratitude Journal

## Purpose:

It is easy to overlook the positive elements of our lives

Documenting the positive can train your brain to refocus on the positive

## Tips:

Gratitude journals are most effective when the person is dedicated to becoming happier and more positive

Don't rush the process

Focus on depth and not breadth: 1-3 times each week is sufficient

Be as specific in the gratitude as possible



# Three Good Things

- Steps:
  - Before you go to sleep each night, reflect on three good things that happened that day
  - Log these in a journal or in a phone app
- Tips:
  - Similar to gratitude journaling, but may be more brief
  - In challenging times, look back at all the good things that happen in your life

# **Balance, Efficiency, and Distractions**

# A Culture of Constant Connection

- Do multitasking media users suffer cognitive consequences?
- Does the mere presence of a cell phone diminish task performance?
- FOMO



# The Cost of Constant Connection

## Business Cost

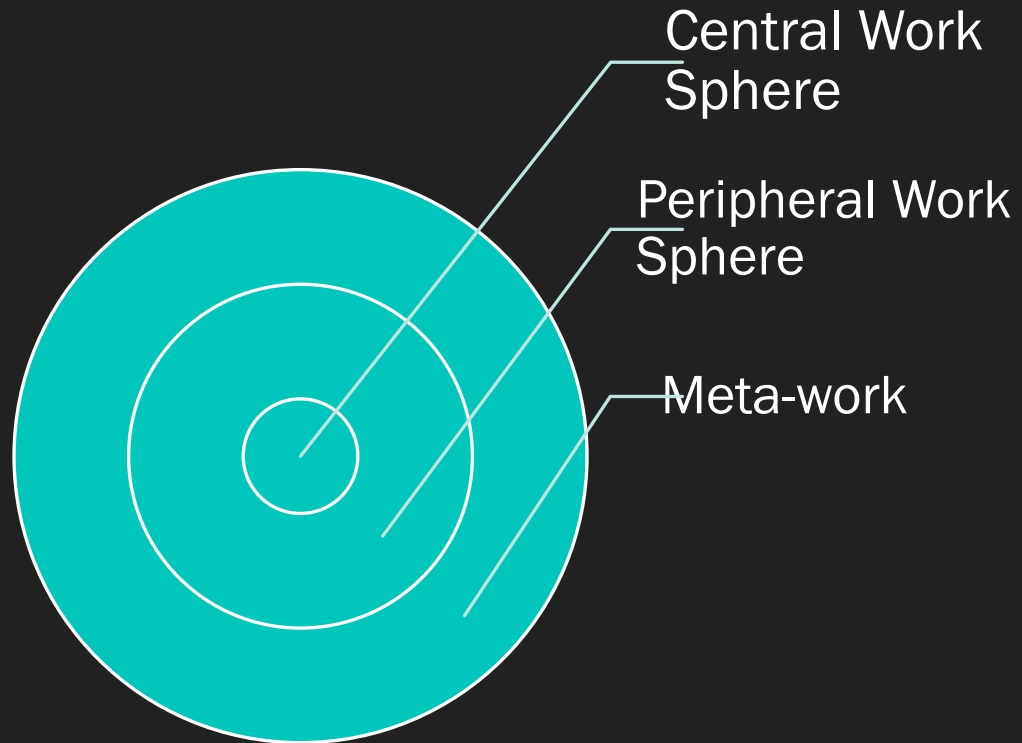
- Loss of 25% of workday (knowledge workers)
- Annual economic cost of \$997 billion
- Stifled workforce creativity

## Personal Cost

- ~93 emails per day
- 5 minutes to regain task after 30 seconds of distraction
- Poor performance compared to non-media multitakers in areas of...
  - Filtering environmental distractions
  - Filtering irrelevant memory artifacts
  - Task switching



# Interruptions and Overtasking

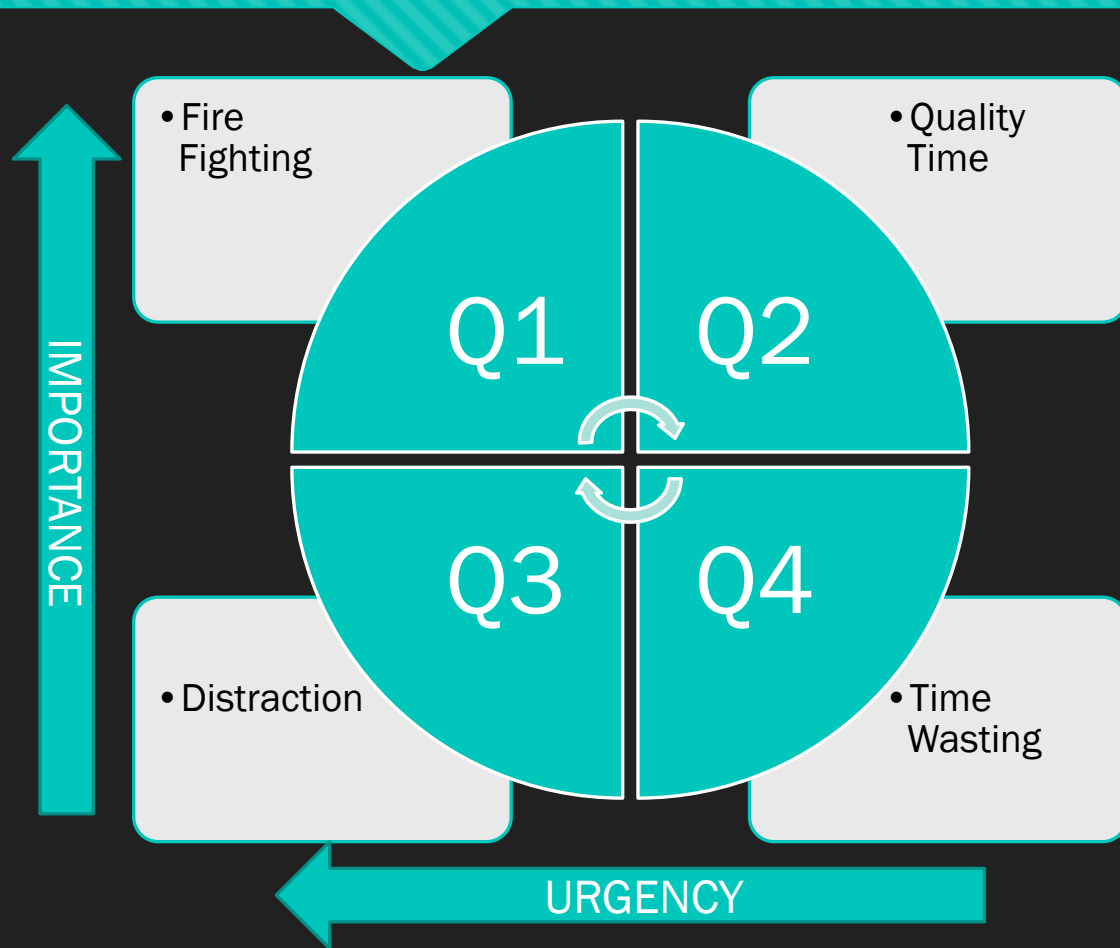


- 57% of work segments interrupted
- Interruptions occur ~11 minutes into the task
- 23% of interruptions are not resumed on the same day
- Workers take ~25 minutes to return to task
- Collocated employees experience more interruptions; typically peripheral work

# Solution: Take Control of Technology

- Ask others to triage their needs
  - Communicate how co-workers and stakeholders should contact you for emergencies
  - Turn off email alerts on your phone
- Create a PULL system instead of a PUSH system
  - Block time to check and respond to email
- Leverage automation
- Use dual screens responsibly
  - Close your email
- Phone in the pocket, out of sight!

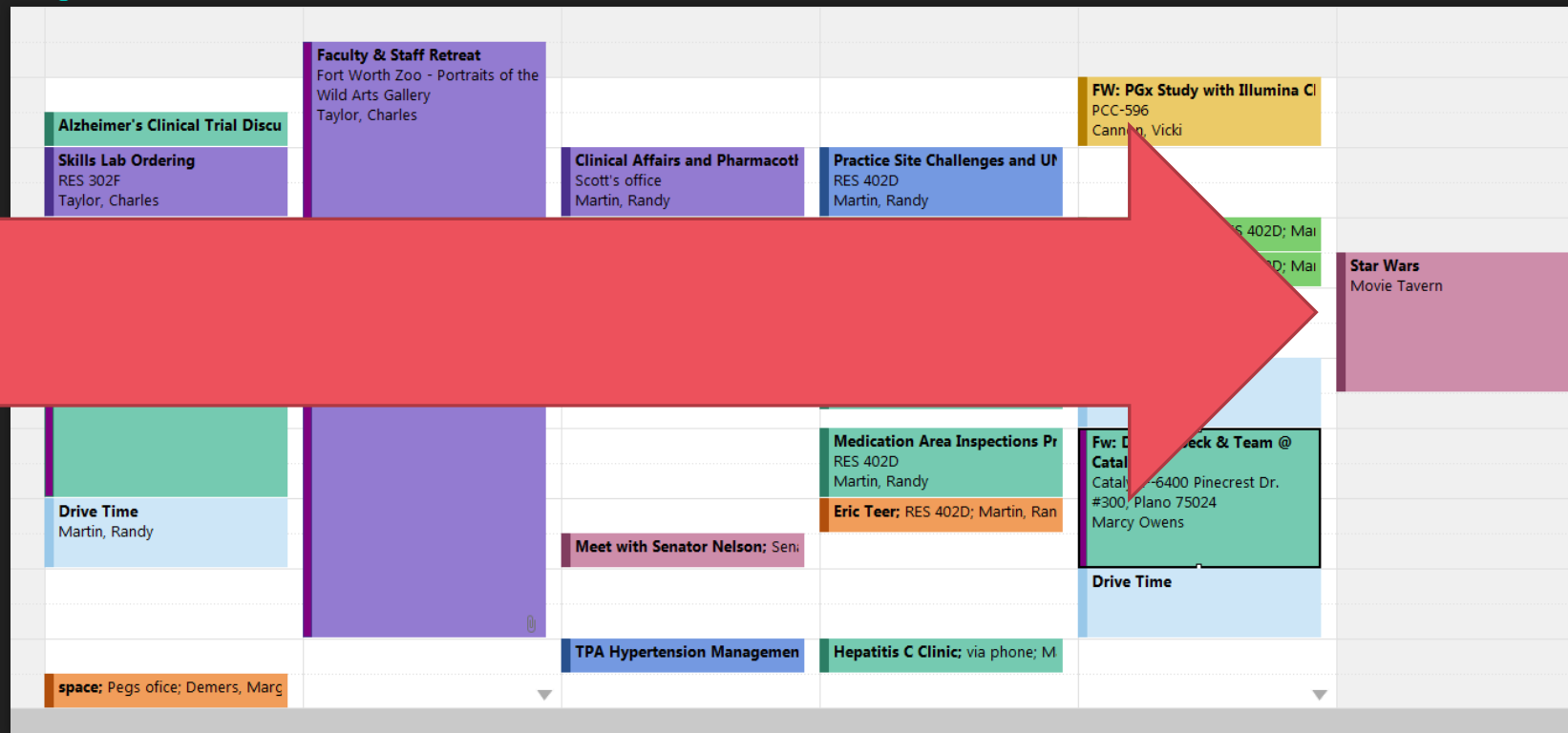
# Solution: Eliminate Unnecessary Work



## ○ Covey Quadrant Exercise

- Think about your daily and weekly tasks
- Write them in the corresponding quadrant
- Discuss with a neighbor...
  - Which quadrant was most full?
  - Which quadrant was least full?
  - Which quadrant do you want to be most full?

# Solution: Psychological Effect of Calendars



# Solution: Rituals

- Why do rituals work?
  - Rituals give us a sense of control
  - Rituals make us value things more
  - Rituals create a sense of belonging
- How to use rituals
  - Scheduled quality time
  - Enhance work team performance
  - Enjoy food more!



# Personal Mission Statement

“The reason most people never reach their goals is that they don’t define them, or ever seriously consider them as believable or achievable. Winners can tell you where they are going, what they plan to do along the way, and who they will be sharing the adventure with.”

-Denis Waitley, Motivational Speaker



# Strategic Alignment

- Mission – who are we?
- Vision – who do we want to be?
- Values – how do we get there?
- Strategic initiatives – what gets us there?



# Core Values

- Authenticity
- Achievement
- Adventure
- Authority
- Autonomy
- Balance
- Beauty
- Boldness
- Compassion
- Challenge
- Citizenship
- Community
- Competency
- Contribution
- Creativity
- Curiosity
- Determination
- Fairness
- Faith
- Fame
- Friendships
- Fun
- Growth
- Happiness
- Honesty
- Humor
- Influence
- Inner Harmony Justice
- Kindness
- Knowledge
- Leadership
- Learning
- Love
- Loyalty
- Meaningful Work
- Openness
- Optimism
- Peace
- Pleasure
- Poise
- Popularity
- Recognition
- Religion
- Reputation
- Respect
- Responsibility
- Security
- Self-Respect
- Service
- Spirituality
- Stability
- Success
- Status
- Trustworthiness



# Your Core Values

- When were you happiest at work? What contributed to that happiness?
- When were you happiest in your personal life? What contributed to that happiness?
- When were you most proud? What contributed to that pride?
- When were you most fulfilled? What gave you that feeling of fulfillment?

# Core Values – Small Group Reflection

- Share one of your values and why it is important with those in your group
- Share an example of how you have lived that value recently
- Reflect on others' values – do you want to amend your?

# Personal Mission Statement

- Why develop a personal mission statement?
  - Define your own purpose
  - Have a litmus test for everything you do
  - Refocus, re-energize yourself
  - It represents the BEST you have to offer

○ “To enjoy the variety and wonder the world has to offer, while making a lasting and impactful difference to improve the world for the better”



# Personal Mission Statement - Considerations

- What are your values?
- What are your priorities?
- How can you make a difference in your professional life?
- How can you make a difference in your professional life?
- Who has influenced you in your life most? What attributes about that person(s) do you admire?
- Tribute statements

# Volunteerism, Over-commitment, and Saying No

- When to say “yes”
  - It aligns directly to your personal mission statement
  - It will help you achieve one of your strategic initiatives
  - You have been volun-told
- When to say “no”
  - It pulls you away from your personal mission statement
  - It pulls time away from your strategic initiatives
  - You do not have the time to do the job “right”
  - You are less than passionate about it

# Volunteerism, Over-commitment, and Saying No

- How to say “no”
  - Politely
  - Acknowledge the value of the project or activity
  - Explain what type of activity or project which you would like to say yes
  - “Its not you, its me”

# Giving Things Up, Delegating, and Mentoring

- Make your responsibilities sustainable and leave room to grow
  - Opportunities often come when we are maxed out
- “Dancers and Choreographers”
- Transitioning from a “Dancer” to a “Choreographer”
- True success can be measured by the success of those you lead and mentor



# Group Reflection

- What is your greatest opportunity to improve how your own Work Life Integration?
- What tool did you learn today that will have the greatest impact on your own Work Life Integration?
- What is one tool you learned today that you will implement on Monday (or sooner)?

# Key Points

- Burnout is prevalent in all healthcare professions, including pharmacy
- Symptoms of stress should be identified by peers and self-assessment early before reaching burnout
- Resilience can be developed to help prevent and manage burnout, and some examples of resilience building strategies including mindfulness and positive psychology
- Identifying and minimizing unnecessary stressors is a key step in reducing risk for burnout
- Focusing work through life goals and a personal mission statement can help bring meaning to one's work and improve job satisfaction



**STAY POSITIVE  
STAY FOCUSED  
STAY STRONG**

# Additional Resources

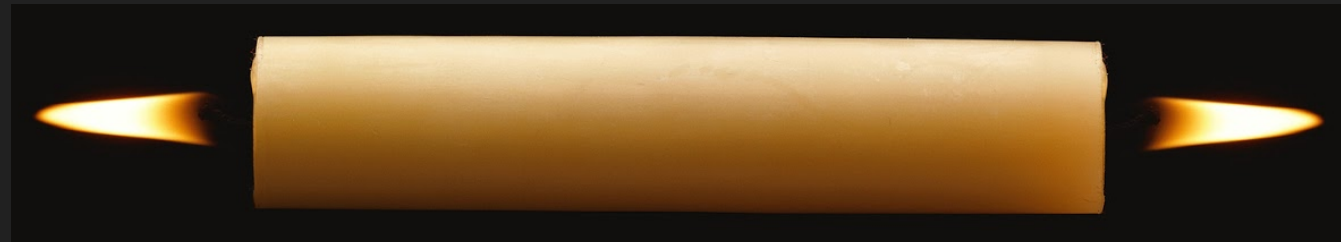
- Institute for Healthcare Improvement (IHI) Open School
  - Free courses available for incorporating mindfulness into clinical practice
  - Joy in Work whitepaper, webinars, and informational handouts
  - Many other resources available!
- Apps
  - Happier – gratitude journal
  - Three Good Things
- Happiness
  - <http://goodthinkinc.com/resources/videos/>
  - <https://www.authentic happiness.sas.upenn.edu/>
  - “The Happiness Advantage” by Shawn Achor

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