



Practical Strategies to Avoid Burnout, and How to Help Build Resilience in Your Team

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*How to keep walking forward,
and even find renewal along
the way, in this year of things
blown apart?*

What sustains us?

*How to hold on to our sense of
what is whole and true and
undamaged,
even in the face of loss?*

Krista Tippett

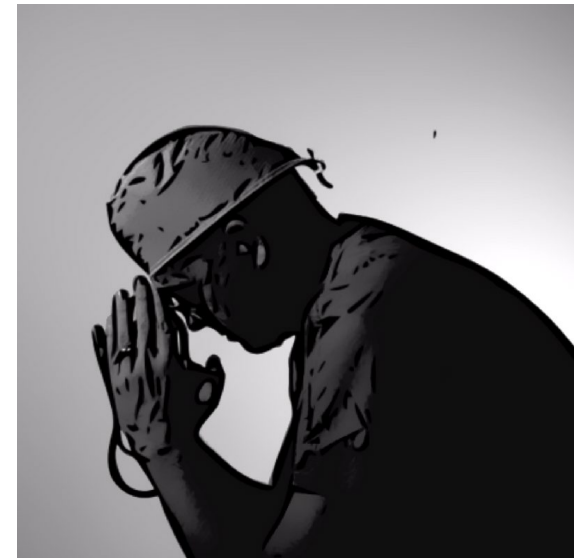
“The culture of medicine discourages doctors like me from crying, sleeping or making mistakes.”

Reluctance to Seek Support

Population	Outcome	Sought Support	Citation
Surgeons	“Bothered by suicidal thoughts”	26%	Archives of Surgery 2011
Physicians (multi-specialty)	High-Moderate Risk ISP	5.2%	J. Medical Regulation 2018
Nurses	High-Moderate Risk ISP	15%	Evidence Based Nursing 2020

Barriers to Receiving Support

- Stigma of Needing Help
- **Perceived** Threat to Licensure /Credentialing
- Professional & Organizational Culture
- Inconvenience of Time or Place
- Self or Collegial Prescribing



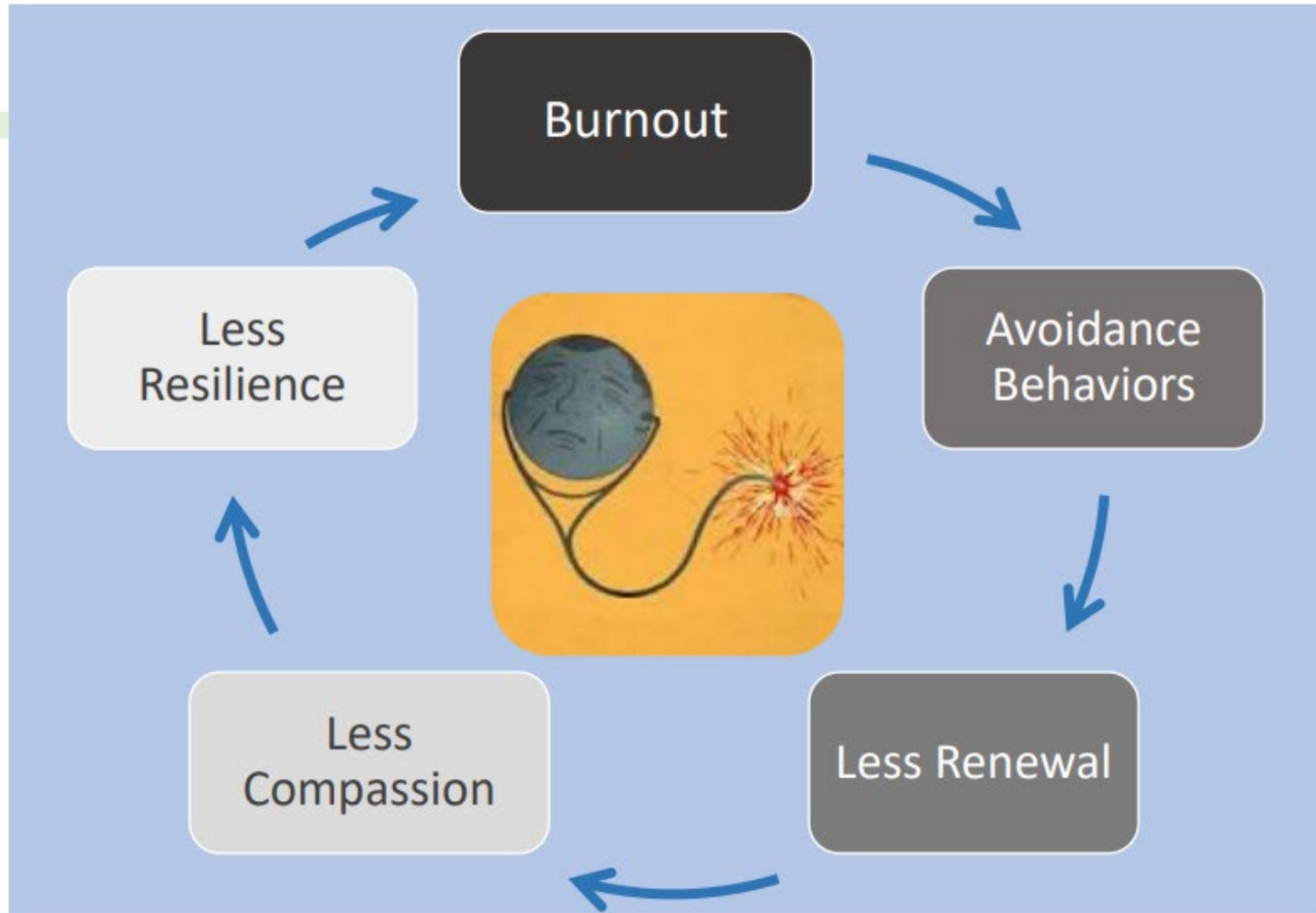
- Depersonalization
- Decreased Sense of Accomplishment
- Emotional Exhaustion

- It's not just work that leads to burnout...

- Previous models of burnout put the burden on the individual, solvable by learning to “say no”, working smarter, doing more yoga
- Evidence is starting to accumulate showing that looking at this as a personal problem rather than a systemic problem is impacting success in decreasing burnout
 - Burnout is classified by the WHO as an occupational phenomenon, not a medical condition

Co-Ownership of burnout is important: Team members work on influencing themselves as an individual and managers work on improving the system

Compassion Burnout Paradigm



“Recent studies indicate that approximately 45% of medical oncologists in the United States report emotional exhaustion and feelings of depersonalization related to burnout.”

SIDEBAR 4. WORK SETTING OPPORTUNITIES TO REDUCE STRESS AND POTENTIAL BURNOUT AMONG ADVANCED PRACTICE NURSES, PHYSICIAN ASSISTANTS, AND PHARMACISTS

SELF-FOCUSED

- Take time out, engage in brief meditation and deep breathing
- Access personnel support with planning for self-care measures
- Pay ongoing attention to physical and emotional well-being

RELATIONAL-FOCUSED

- Make a concerted effort to connect with coworkers and peers at breaks and lunch
- Lobby for improved division/organizational team communication

JOB-FOCUSED

- Regularly de-brief difficult scenarios
- Provide ongoing emotional support
- Ensure access to confidential employee assistance programs
- Facilitate administrative rounding that incorporates recognition and appreciation
- Discuss role expectations and potential role ambiguity with members of the interdisciplinary team
- Improve access to, and advocate for, ongoing professional education; topics could include awareness of symptoms and characteristics associated with compassion fatigue and burnout, time management, communication skills training specific to conflict resolution, work-life balance, self-care planning

- Psychological safety refers to a shared sense of trust and confidence that members of the group can openly express themselves without fear of adverse consequences
- Leads to:
 - Shared ideas
 - Innovation
 - Better Performance
- Open Communication
- Engagement
- Facilitates Teamwork

- Opportunities for connection
 - Create meaningful moments in meetings
 - Stories of connection
 - Brief Meditations/Poems
- Supportive
- Collaboration between leadership/administration and clinicians
- Create opportunities for structured conversations around challenges and discuss improvements
- Promotion of flexibility, autonomy, good work life balance and coverage for PTO
- Resources to reduce administrative burden
- Addressing stigma related to burnout/mental health
- Recognition of non-clinical work in productivity
- Mentorship and support systems

Physicians and team members have a reciprocal relationship to burnout

- [Brené Brown on Empathy – YouTube \(2:53\)](#)



“Everyone alive has suffered. It is the wisdom gained from our suffering that makes us able to heal. For the healing of suffering is by compassion, not expertise.”

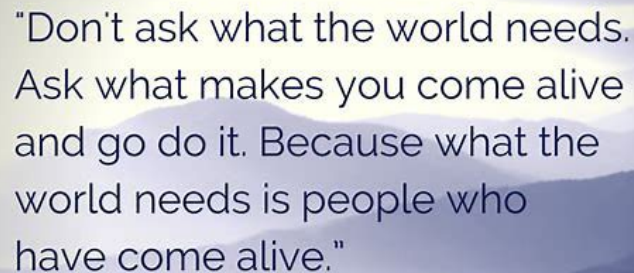
Rachel Naomi Remen

- Resilient people have in common:
 - Acceptance
 - Compassion
 - Sense of Purpose



One thing we know counteracts burnout is having a clear sense of what brings us meaning:

- What brought you to this job?
- What is your favorite part about the job?
- How does your job make a difference to others?
- What is one way you combat burnout in your own life?
- What is something you would say to a team member who told you they were struggling?

A quote by Howard Thurman overlaid on a background image of a mountain range at sunrise or sunset. The text is centered and reads: "Don't ask what the world needs. Ask what makes you come alive and go do it. Because what the world needs is people who have come alive."

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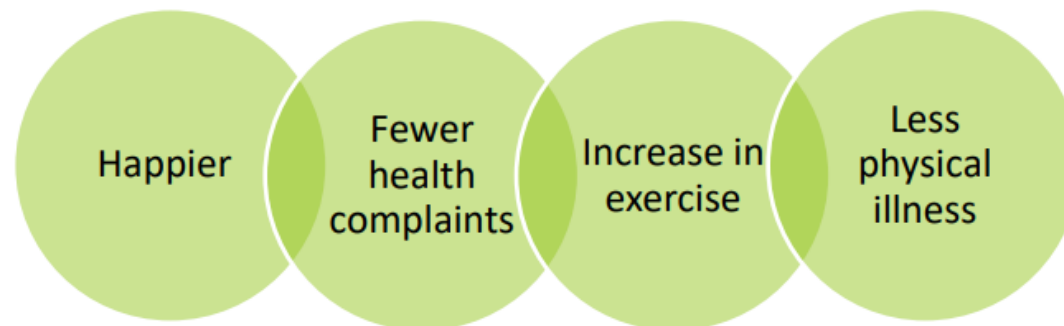
- Howard Thurman



The science of gratitude

- Participants randomized to 3 groups
- Each group was assigned to write weekly (10 wks) 5 things they were grateful for, hassled by, or 5 events that affected them each week

Gratitude statements	Hassle Statements
Waking up this am	Hard to find parking
Generosity of friends	Messy kitchen that no one will clean
God giving me determination	Finances depleting quickly
The Rolling Stones	Doing a favor that wasn't appreciated



Emmons, R. A., & McCullough, M. E. (2003)

- Letting your body know that you care.
- Sometimes it is easier for your mind to follow your body as calmed down
 - Hands over heart
 - Hands on Belly
 - Hands on cheek
 - Holding your own hand



- Invest in positive relationships
- Boundaries
- Diet/Exercise/Sleep
- Disconnect from devices
- Have a “no” list
- You can have it all just not at the same time
- Set reasonable expectations for yourself and others
- Regular reflection



- What can you do to impact your environment?
- What tool or practice are you willing to commit to? What is one small step you can make?