Provider
Well-Being:
We Need
Not Always
Be Heroes

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Disclosures

No financial disclosures

**STAR-Center Psychiatrist**
Child & Adolescent Psychiatrist at the STAR-Center since 2007

**UPMC GME WELL Co-Chair**
Co-lead the committee that supports the well-being of the 1700 residents across UPMC
My Relevant Disclosures

✓ Single full-time working mom
✓ Have sought therapy for myself
✓ Wore a suit coat with pajama bottoms
✓ The word *wellness* makes me cringe

Who are you?
Please go to www.menti.com

(Then enter the code in the chat)

Agenda

1. Why well-being?
2. Systems Solutions
3. Individual Solutions
Learning Objectives

1. List 3 negative outcomes related to unaddressed provider burnout
2. Describe the relationship between burnout, depression and suicide
3. Name a method or resources to help improve provider well-being

Part 1

BACKGROUND:
WHY WELL-BEING?
**Burnout**

A state of mental and physical exhaustion related to work or caregiving activities

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**WHAT IS BURNOUT?**

1. Emotional Exhaustion
2. Depersonalization
3. Low Sense of Personal Achievement

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Event or series of events that betrays one’s deeply held values, morals and ideologies

Moral Injury

Disenchantment

(Trama syndrome)

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Event or series of events that cause unreasonable physical and emotional burdens

Burnout

(Stress phenomenon)

(Kamran-Morley, 2021)
I am not immune, and you aren’t either.

Clinicians have shared and unique stressors

- **Acute stressors** (e.g. patient morbidity/mortality, medical error, system dissatisfaction, license restrictions, malpractice lawsuits)

- **Chronic stressors** (e.g. difficulty unplugging from job, workload compression, professional isolation)
Gender and Sexual Minority Burnout Factors

Physician Burnout Research (2019)

• Gender Differences
  - 48% women vs. 38% men experienced burnout
  - Women are more likely to suffer emotional exhaustion
  - Men are more likely to describe depersonalization

• Sexual Minority Considerations
  - LGBTQ+ professionals face additional unique challenges and discrimination that can exacerbate isolation and burnout

(Busis, NAM Discussion Paper, 2019)

Burnout in Racial and Ethnic Minorities

Research shows that adverse experiences and feelings of isolation related to race correlate with burnout among minority students and may be related to increased attrition.

• In a 2018 JAMA study, three themes emerged:
  1. Discrimination: Experience of DAILY bias and microaggressions in the workplace
  2. Minority Tax: Being asked to serve as race/ethnicity “ambassadors” to help resolve issues of diversity
  3. Identity: Dichotomy between professional and personal identity

Contributors to and Consequences of Burnout

Too many bureaucratic tasks: 4.84
Spending too many hours at work: 4.14
Increasing computerization of practice: 4.02
Income not high enough: 3.78
Feeling like just a cog in the wheel: 3.71
MOC requirements: 3.66
Impact of Affordable Care Act: 3.43
Too many difficult patients: 3.42
Too many patients in a day: 3.40
Inability to provide quality care: 3.29
Lack of professional fulfillment: 3.14
Difficult colleagues or staff: 2.97
Inability to keep up with current research, recommendations: 2.92
Compassion fatigue: 2.88
Difficult employer: 2.83

*Based on scale 1-7, with 1 responses equal to “does not contribute at all” and 7 equal to “significantly contributes.”


Burnout has many potential negative outcomes, and yet is NOT an independent risk factor for suicide without depression. (Menon, 2020)

And then there was COVID-19...
Pandemic stressors specific to healthcare:

- Anticipatory anxiety
- Concerns regarding PPE
- Increased isolation
- Secondary trauma
- Pregnancy and childcare
- Risk of exposure
- Career disruption
- Technology frustrations
- Work-home boundaries

Stages of Stress Response

Based on the Selyes Adaptation Model
A 2020 pandemic study of employed workers revealed that 42% reported stress levels were HIGH or VERY HIGH.

The top stressors:
- COVID-19
- Personal finances
- Current events
- Family health
- Economy
- Job responsibilities

https://www.flexjobs.com/blog/post/flexjobs-mha-mental-health-workplace-pandemic/

46% of parents say their teen has shown signs of a new or worsening mental health condition since the start of the pandemic

https://www.mottchildren.org/polllink/vehicle/eng/EFFECTS%20OF%20THE%20PANDEMIC%20ON%20TEEN%20MENTAL%20HEALTH

2021 C.S. Mott Children's Hospital National Poll on Children's Health at Michigan Medicine
So what can we do?

Individual Resilience  
Systems-Level Change  
Community Connectedness

Part 2  
RESOURCES:  
SYSTEMS-LEVEL
Don’t let wellness initiatives be lipstick on a pig!

“We need to stop blaming individuals and treat burnout as a SYSTEM issue…” if it affects half our professionals, it is indirectly affecting half our patients...

-Tait Shanafelt, M.D.

We must ask the questions to know the answers:
1. Hear me
2. Protect me
3. Prepare me
4. Support me
5. Care for me

Ripp, Trockel and Shanafelt. JAMA. April 7, 2020.
UPMC Well-Being in the face of COVID-19

**Food**
Giant Eagle (special curbside pick-up) and Whole Foods (dedicated shopping hours)

**Housing**
Lothrop Hall free temporary housing and local Hotels with discounted rates

**Childcare**
Parents of UPMC Yammer Group, Volunteers through PittMed, membership at Care.com

**Support**
Online resources on COVID, PPE, Critical Care info, Mental Health app and services for clinicians

https://gmewellness.upmc.com

WELL Toolkit

- depression
- risk for violence
- suicide
- fatigue
- substance use
- burnout
“What is working well for well-being in your current work community?”

<table>
<thead>
<tr>
<th>AI Stage</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Discover</strong></td>
<td>Identifying processes that work well. The best of “what is” and “what has been.”</td>
</tr>
<tr>
<td><strong>Dream</strong></td>
<td>Building upon what already works well. Envision what else is needed/might work well in the future. Explore “what might be.”</td>
</tr>
<tr>
<td><strong>Design</strong></td>
<td>Plan and prioritize ideas/innovations that would work well. Make choices about “what should be.”</td>
</tr>
<tr>
<td><strong>Deliver</strong></td>
<td>Implement proposed design. Develop action plan. Support the innovation of “what will be.”</td>
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Part 3

SOLUTIONS: INDIVIDUAL
The Science of Emotional Health

Define your day
How do I use my time? What TIME does my day end? What TIME do I check emails?

Revitalize Transitions
Start making an intentional change (i.e., clothes, lighting, setting, etc.) at the end of the workday

Self-Reflection
Ask yourself, “If I could freeze time, what would I do to feel more me?”

Guy Winch, PhD – TED Talk (2021)
https://www.npr.org/programs/ted-radio-hour/985484885/revitalize

Exercise – My Values – Introduction

- Write down 5 words that best describe your values (words that most meaningfully reflect who you are at your core and who you aspire to be)
- Then rank the words in order of importance to you
Please write down 5 words that best capture your core VALUES (Choose from the list, or make up your own):

- Honor
- Wisdom
- Integrity
- Peace
- Beauty
- Nesting
- Nurturance
- Balance
- Faith
- Spirituality
- Love
- Strength
- Communication
- Self-expression
- Imagination
- Creativity
- Forgiveness
- Intuition
- Compassion
- Diversity
- Experience
- Learning
- Loyalty
- Reliability
- Order
- Respect
- Justice
- Thoughtfulness
- Patience
- Tolerance
- Serenity
- Attentiveness
- Equality
- Caring
- Intimacy
- Sensuality
- Play
- Fun
- Effort
- Productivity
- Health
- Fitness
- Freedom
- Curiosity
- Openness
- Perseverance
- Calm
- Magic
- Wonder
- Humor
- Organization
- Stability
- Security
- Understanding
- Intelligence
- Adventure
- Risk
- Courage
- Power
- Strength
- Connectedness
- Citizenship
- Belonging
- Flow
- Structure
- Rhythm
- Excitement
- Wit
- Sustainability
- Self-sufficiency
- Independence
- Interdependence
- Leadership
- Transcendence
- Kindness
- Expansiveness
- Simplicity
- Spontaneity
- Comfort
- Warmth
- Discipline

TIP: If you have a difficult time, you might ask yourself, “Who would I be if this value were absent from my life?”

Exercise – My Values – Current Practice

Now that you have reflected on your values, think of ways that you already practice them.
Exercise – My Values – Next Steps

You are now primed to be more intentional in how you integrate your values into your daily life!

What about screen time?
ZEF Scale
Zoom Exhaustion & Fatigue

- Measure from Stanford to quantify screen fatigue (Fauille, 2021)
- Scores range from 15 to 75
- 5 Subtypes of screen fatigue:
  1. Emotional
  2. Motivational
  3. Visual
  4. Social
  5. General

Take the ZEF survey at: https://stanforduniversity.qualtrics.com/jfe/form/SV_5w2JruIAQzOgiTI

A Sample ZEF Score = 40
(32nd percentile for zoom fatigue)

Causes for Zoom Fatigue

1. **Large Faces**: Excessive amounts of close-up eye contact is highly intense.
2. **Constant Mirroring**: Seeing yourself during video chats in real-time is fatiguing.
3. **Lack of Mobility**: Video chats dramatically reduce our usual body movements.
4. **Non-verbal Communication**: The cognitive load is much higher in video chats.

Solutions for Screen Fatigue  
*based on what we know from neuroscience*

1. **Reduce face sizes** (back away from the camera; decrease the zoom window size)
2. **Hide Self-View** (once your face is properly framed, right-click to hide your own image)
3. **Use Your Body** (when you don’t need video, use the phone to allow walking/stretching/etc.)
4. **Audio Only Breaks** (decrease cognitive load and use long-distance gaze)


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**What about social media?**

Researchers in Pittsburgh (Primack, 2017) demonstrated negative outcomes related to excessive use of social media in young adults:

For every **10%** increase in (-) experiences on social media → **13%** increase in loneliness
For every **10%** increase in (+) experiences on social media → **NO** change in loneliness

Social media use for >**2 hours** a day → **DOUBLES** the risk of feeling socially isolated

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Think about social connectedness

Research shows that passive use of screens can lead to loneliness. So find ways to be ACTIVE and INTERACTIVE!

Screen-Life Balance
To be seen, see others

In these strange times, we need to look out for each other!

Break the culture of silence

8 out of 10 workers with a mental health condition say shame and stigma prevent them from seeking mental health care.

...A distressed colleague may not ask for help, but that doesn't mean it isn't wanted or needed.

https://business.kaiserpermanente.org/insights/mental-health-workplace/stigma-at-work
Physician Self-Disclosure of Lived Experience Improves Mental Health Attitudes Among Medical Students: A Randomized Study
Andres Martin, Julie Chilton, Doron Gothelf and Doron Amsalem

91% of students surveyed AGREED or STRONGLY AGREED with the statement: “knowing individuals further along in their careers who struggled with mental health issues, got treatment, and are now doing well would make me more likely to access care if I needed it.”

Know where the help is

There are a myriad of ways we at UPMC can obtain free and confidential support. Do you know how to seek help for yourself?
Thanks!

For more information:
The WELL Website
https://gmewellness.upmc.com

Please email questions to:
Sansea Jacobson, M.D.
jacobsonsl@upmc.edu
References

- Fauville, Geraldine and Luo, Mufan and Queiroz, Anna C. M. and Bailenson, Jeremy N. and Hancock, Jeff. Zoom Exhaustion & Fatigue Scale (February 15, 2021).

