

# Building your wellness toolkit: promoting connection to joy and purpose

---

James Clements, MD

Division of Hospital Medicine Director of Faculty Wellness

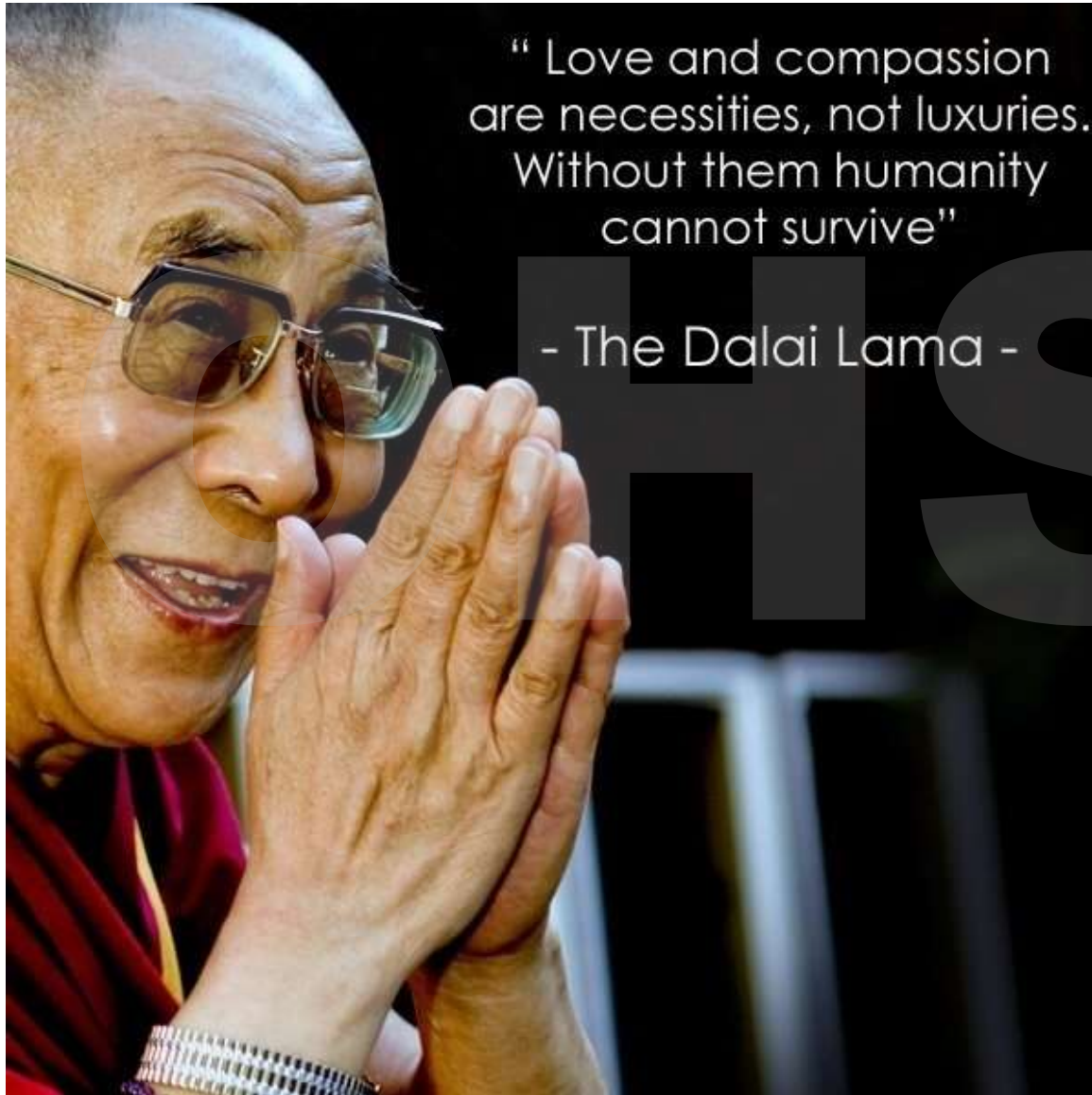
OHSU



# Disclosures

- No financial disclosures
- Certified Healthcare provider in the Stress Management and Resiliency Training Program (SMART-3RP) through the Benson Henry Institute for mind body medicine MGH

# Can We Still Talk About Wellness in 2020?



- Wellness/Self-Care create the conditions for Love and Compassion
- Fear/greed/us v them/ ignorance/complacency scarcity thinking etc. create the conditions for racism and suffering etc.
- Yes, we can talk about wellness. We should also act with Compassion.

# Session Objectives

- Understand that clinician wellness is influenced by a combination of systemic and individual drivers
  - Joy in practice through room for compassion.
    - In our systems and ourselves
- Relate the importance of wellness habits to well-being
- Choose at least one individual wellness habit to regularly incorporate into your wellness toolkit

## Getting Started....



# Enter Residency, Then Faculty Practice...

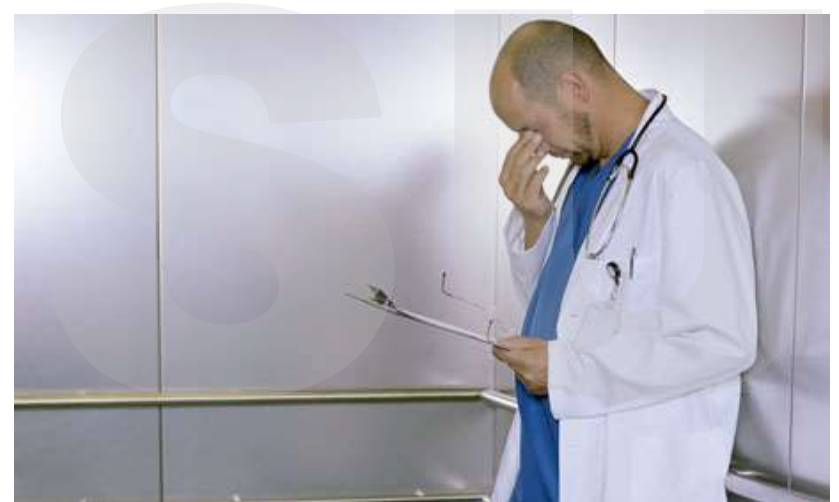
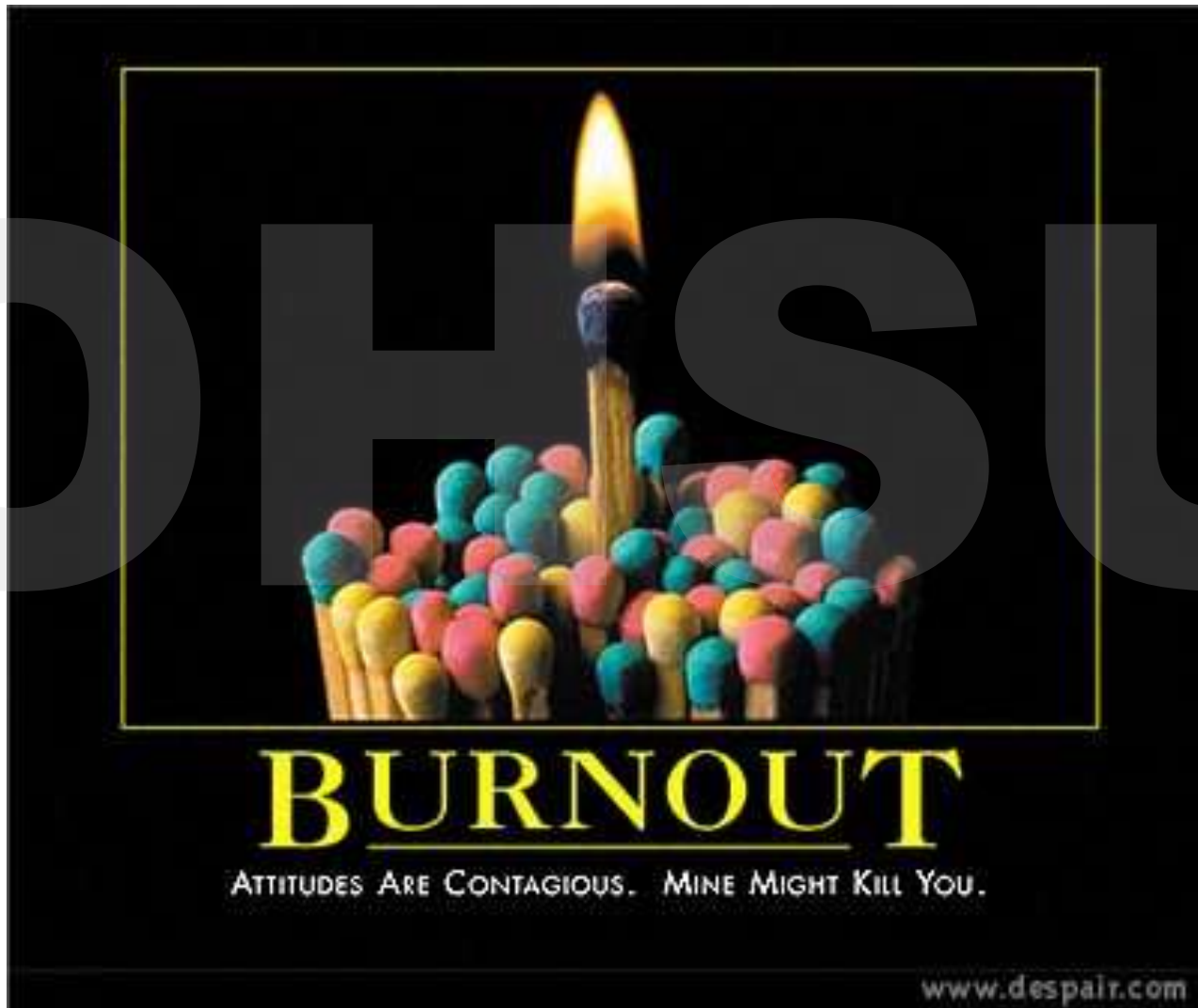


Image accessed at <https://www.bma.org.uk/connecting-doctors/b/the-secret-doctor/posts/that-other-doctor-i-become-when-tired>

Image accessed at <https://www.doctorscouncil.org/2014/08/burnout-is-it-me-or-is-the-system-designed-that-way/>



# Exhausted, Depersonalized, Devalued



It Can Get Better...





Back to Where We Started...



# What is Clinician Well-Being?

- Capacity to be your best self
- Maintain connection to joy and purpose in your work (Engagement)
  - Joy in practice through room for compassion. In our systems and in ourselves.
  - Conditions that allow love and compassion
- Human flourishing

# The Reciprocal Domains of Physician Well-Being



Source: Patty Purpur de Vries

NEJM Catalyst ([catalyst.nejm.org](https://catalyst.nejm.org)) © Massachusetts Medical Society

# Clinician Wellness Toolkit

1. **Systems of Care Matter Most**
2. Understanding stress response
3. Basic Self Care
4. The tools you already have
5. Mindfulness/Meditation
6. Self-Development/Emotional Intelligence
7. Positive psychology/Gratitude
8. Have a plan



# Systems Matter Most

JAMA Internal Medicine | [Original Investigation](#) | PHYSICIAN WORK ENVIRONMENT AND WELL-BEING

## Controlled Interventions to Reduce Burnout in Physicians A Systematic Review and Meta-analysis

Maria Panagioti, PhD; Efharis Panagopoulou, PhD; Peter Bower, PhD; George Lewith, MD; Evangelos Kontopantelis, PhD; Carolyn Chew-Graham, MD; Shoba Dawson, PhD; Harm van Marwijk, MD; Keith Geraghty, PhD; Aneez Esmail, MD

JAMA Intern Med. doi:10.1001/jamainternmed.2016.7674  
Published online December 5, 2016.

## Interventions to prevent and reduce physician burnout: a systematic review and meta-analysis

*Colin P West, Liselotte N Dyrbye, Patricia J Erwin, Tait D Shanafelt*

*Lancet 2016; 388: 2272–81*

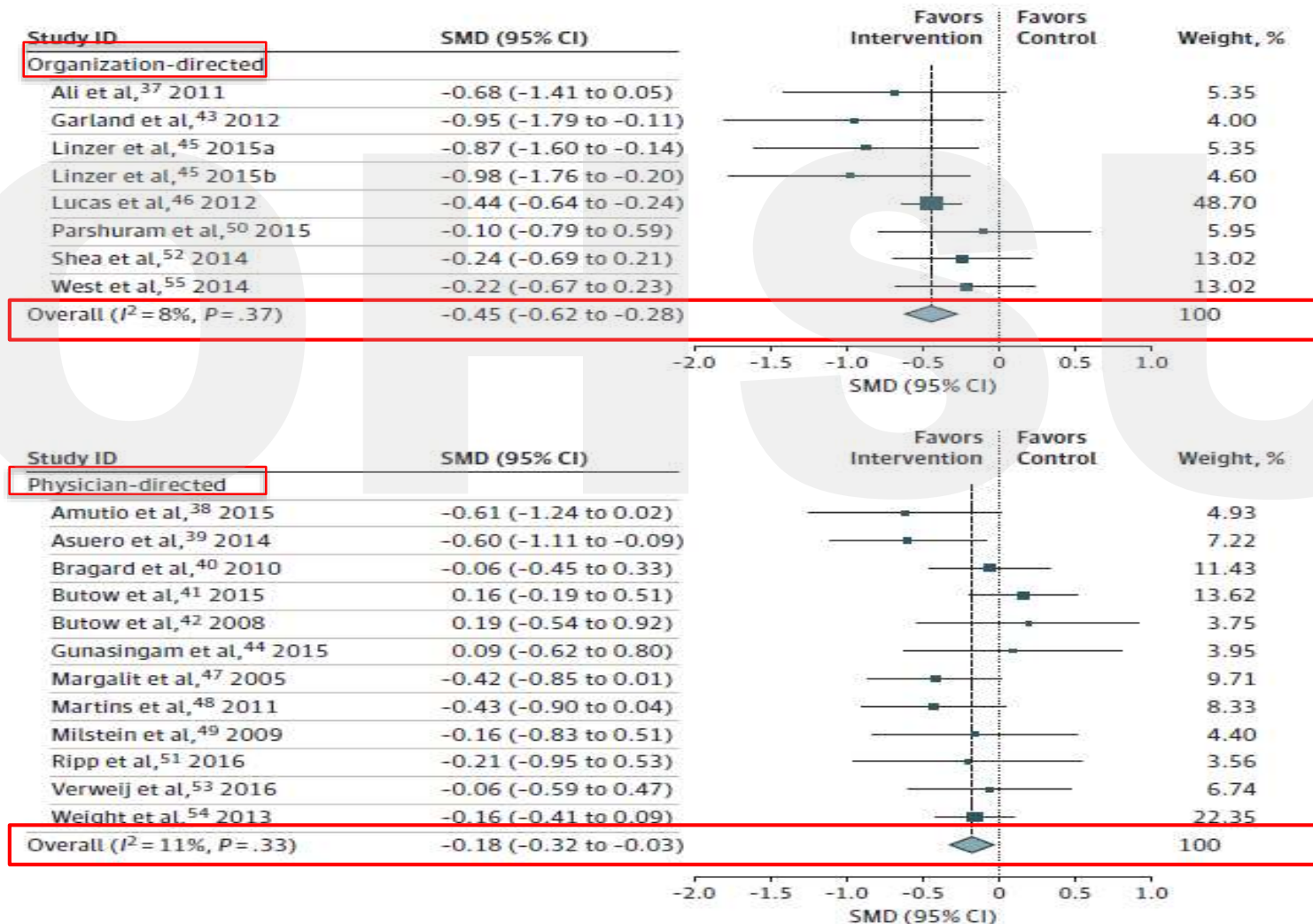


# Physician Wellness Meta-Analyses

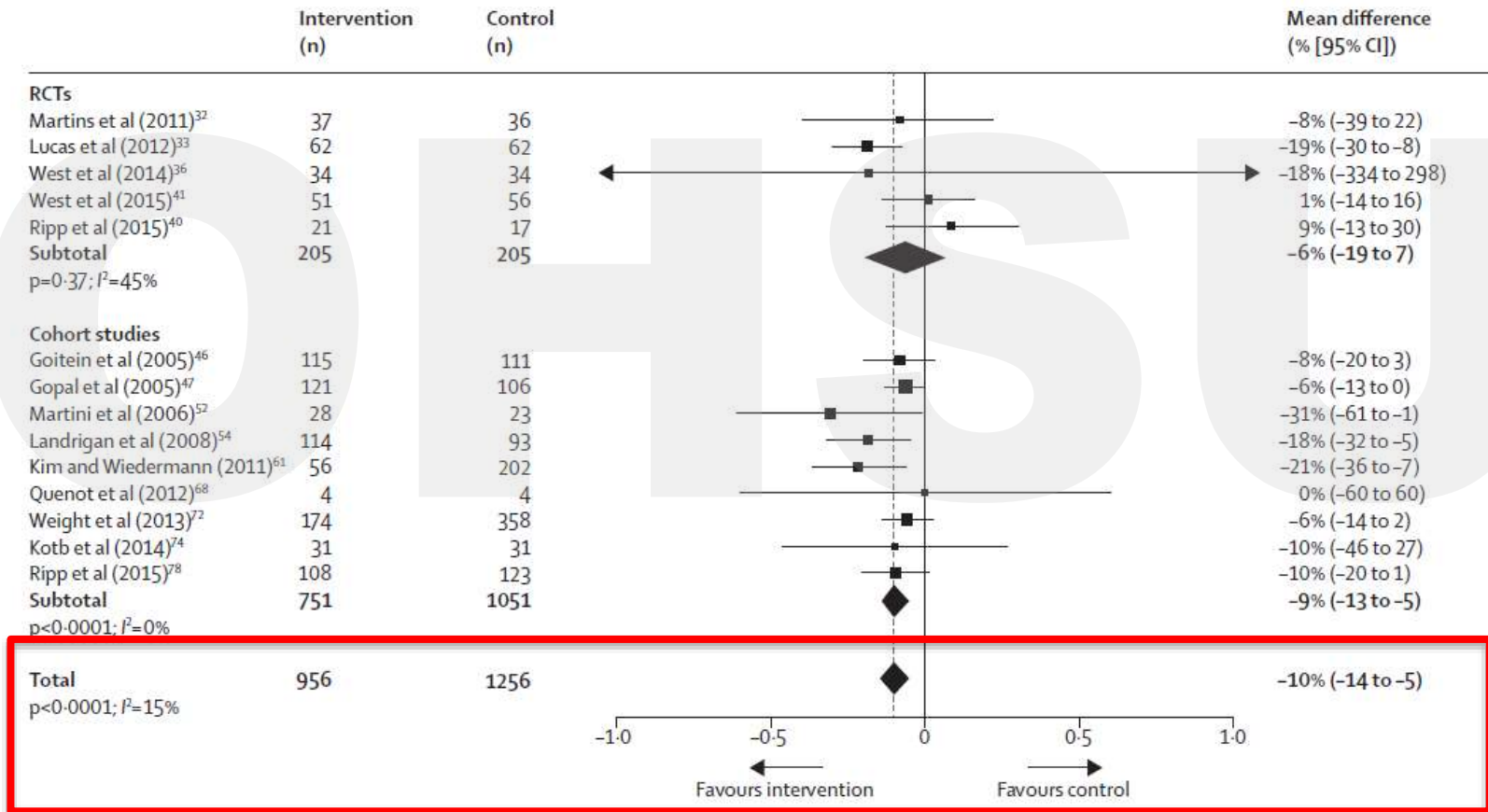
- Panagioti
  - 19 controlled studies (1550 physicians)
  - Heterogeneous methods and interventions
    - 2 categories for studies
      - Organization
      - Physician
  - Outcomes of emotional exhaustion
- West
  - 15 controlled studies (716)
  - 37 cohort studies (2914)
  - Heterogeneous methods and interventions
    - Organization
    - Physician
  - Outcomes of emotional exhaustion and depersonalization
    - (Maslach Burnout Inventory)

# Physician Wellness - Panagioti

Figure 3. Forest Plot of the Effects of Different Types of Interventions on Burnout Scores



# Physician Wellness -West



**Figure 2: Overall burnout**  
RCT=randomised controlled trial.

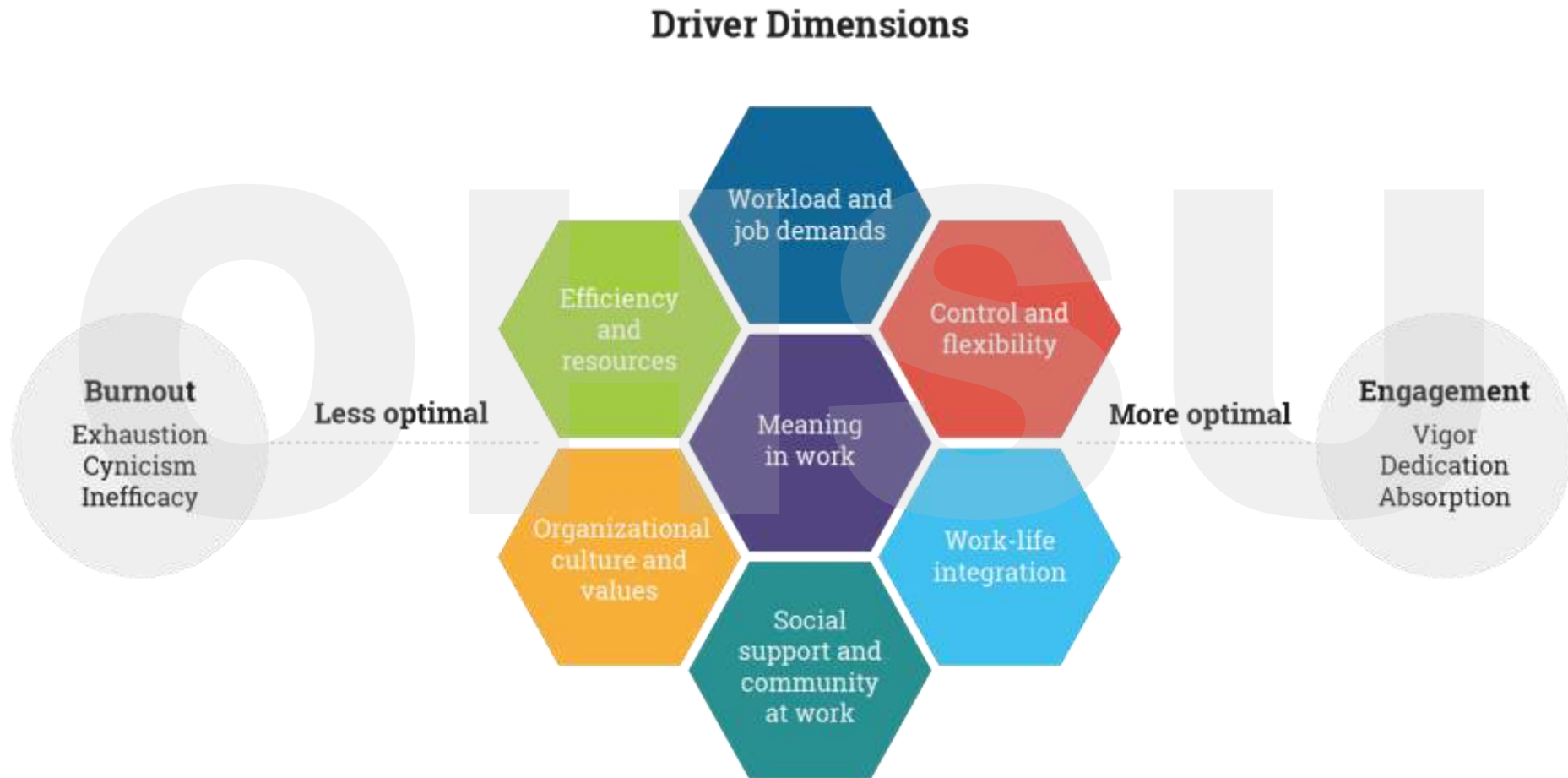
# Systems of Care Matter Most

- An organization must promote engagement, not burnout














Maslach. Consulting Psychology Journal: Practice and Research, Vol 69(2), Jun 2017, 143-152

# Clinician Well-Being: Not Just About “Happy” Clinicians



Shanafelt et al Mayo Clin Proc January 2017;92(1):129-146 n



Drivers of burnout and engagement in physicians	 Individual factors	 Work unit factors	 Organization factors	 National factors
 Workload and job demands	<ul style="list-style-type: none"> <li>• Specialty</li> <li>• Practice location</li> <li>• Decision to increase work to increase income</li> </ul>	<ul style="list-style-type: none"> <li>• Productivity expectations</li> <li>• Team structure</li> <li>• Efficiency</li> <li>• Use of allied health professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Productivity targets</li> <li>• Method of compensation               <ul style="list-style-type: none"> <li>- Salary</li> <li>- Productivity based</li> </ul> </li> <li>• Payer mix</li> </ul>	<ul style="list-style-type: none"> <li>• Structure reimbursement               <ul style="list-style-type: none"> <li>- Medicare/Medicaid</li> <li>- Bundled payments</li> <li>- Documentation requirements</li> </ul> </li> </ul>
 Efficiency and resources	<ul style="list-style-type: none"> <li>• Experience</li> <li>• Ability to prioritize</li> <li>• Personal efficiency</li> <li>• Organizational skills</li> <li>• Willingness to delegate</li> <li>• Ability to say "no"</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of support staff and their experience</li> <li>• Patient check-in efficiency/process</li> <li>• Use of scribes</li> <li>• Team huddles</li> <li>• Use of allied health professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Integration of care</li> <li>• Use of patient portal</li> <li>• Institutional efficiency:               <ul style="list-style-type: none"> <li>- EHR</li> <li>- Appointment system</li> <li>- Ordering systems</li> </ul> </li> <li>• How regulations interpreted and applied</li> </ul>	<ul style="list-style-type: none"> <li>• Integration of care</li> <li>• Requirements for:               <ul style="list-style-type: none"> <li>- Electronic prescribing</li> <li>- Medication reconciliation</li> <li>- Meaningful use of EHR</li> </ul> </li> <li>• Certification agency facility regulations (JCAHO)</li> <li>• Precertifications for tests/treatments</li> </ul>
 Meaning in work	<ul style="list-style-type: none"> <li>• Self-awareness of most personally meaningful aspect of work</li> <li>• Ability to shape career to focus on interests</li> <li>• Doctor-patient relationships</li> <li>• Personal recognition of positive events at work</li> </ul>	<ul style="list-style-type: none"> <li>• Match of work to talents and interests of individuals</li> <li>• Opportunities for involvement               <ul style="list-style-type: none"> <li>- Education</li> <li>- Research</li> <li>- Leadership</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Organizational culture</li> <li>• Practice environment</li> <li>• Opportunities for professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Evolving supervisory role of physicians (potentially less direct patient contact)</li> <li>• Reduced funding               <ul style="list-style-type: none"> <li>- Research</li> <li>- Education</li> </ul> </li> <li>• Regulations that increase clerical work</li> </ul>
 Culture and values	<ul style="list-style-type: none"> <li>• Personal values</li> <li>• Professional values</li> <li>• Level of altruism</li> <li>• Moral compass/ethics</li> <li>• Commitment to organization</li> </ul>	<ul style="list-style-type: none"> <li>• Behavior of work unit leader</li> <li>• Work unit norms and expectations</li> <li>• Equity/fairness</li> </ul>	<ul style="list-style-type: none"> <li>• Organization's mission               <ul style="list-style-type: none"> <li>- Service/quality vs profit</li> </ul> </li> <li>• Organization's values</li> <li>• Behavior of senior leaders</li> <li>• Communication/messaging</li> <li>• Organizational norms and expectations</li> <li>• Just culture</li> </ul>	<ul style="list-style-type: none"> <li>• System of coverage for uninsured</li> <li>• Structure reimbursement               <ul style="list-style-type: none"> <li>- What is rewarded</li> </ul> </li> <li>• Regulations</li> </ul>
 Control and flexibility	<ul style="list-style-type: none"> <li>• Personality</li> <li>• Assertiveness</li> <li>• Intentionality</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of flexibility:               <ul style="list-style-type: none"> <li>- Control of physician calendars</li> <li>- Clinic start/end times</li> <li>- Vacation scheduling</li> <li>- Call schedule</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Scheduling system</li> <li>• Policies</li> <li>• Affiliations that restrict referrals</li> <li>• Rigid application practice guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Precertifications for tests/treatments</li> <li>• Insurance networks that restrict referrals</li> <li>• Practice guidelines</li> </ul>
 Social support and community at work	<ul style="list-style-type: none"> <li>• Personality traits</li> <li>• Length of service</li> <li>• Relationship-building skills</li> </ul>	<ul style="list-style-type: none"> <li>• Collegiality in practice environment</li> <li>• Physical configuration of work unit space</li> <li>• Social gatherings to promote community</li> <li>• Team structure</li> </ul>	<ul style="list-style-type: none"> <li>• Collegiality across the organization</li> <li>• Physician lounge</li> <li>• Strategies to build community</li> <li>• Social gatherings</li> </ul>	<ul style="list-style-type: none"> <li>• Support and community created by Medical/specialty societies</li> </ul>
 Work-life integration	<ul style="list-style-type: none"> <li>• Priorities and values</li> <li>• Personal characteristics               <ul style="list-style-type: none"> <li>- Spouse/partner</li> <li>- Children/dependents</li> <li>- Health issues</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Call schedule</li> <li>• Structure night/weekend coverage</li> <li>• Cross-coverage for time away</li> <li>• Expectations/role models</li> </ul>	<ul style="list-style-type: none"> <li>• Vacation policies</li> <li>• Sick/medical leave</li> <li>• Policies               <ul style="list-style-type: none"> <li>- Part-time work</li> <li>- Flexible scheduling</li> </ul> </li> <li>• Expectations/role models</li> </ul>	<ul style="list-style-type: none"> <li>• Requirements for:               <ul style="list-style-type: none"> <li>- Maintenance certification</li> <li>- Licensing</li> </ul> </li> <li>• Regulations that increase clerical work</li> </ul>

SHU

Shanafelt et al Mayo Clin  
Proc January  
2017;92(1):129-146 n



# Surveys/Resources

The screenshot shows the AMA STEPSforward website. At the top, the AMA logo and 'STEPSforward' text are on the left. Navigation links include 'PRACTICE SUPPORT', 'GET UPDATES', 'CONTACT US', 'SHARE', 'HOME', 'MODULES', 'LIVE EVENTS', and 'HOW IT WORKS'. The main heading is 'Redesign your practice. Reignite your purpose.' followed by 'AMA strategies to revitalize your practice and improve patient care.' and a 'Browse modules >' button. Below this, three modules are featured: 'Conducting effective' (marked 'NEW'), 'Creating a strong team' (marked 'NEW'), and 'Electronic health'. Each module has a quote in a hexagon: 'The patients get a lot more time and attention from our team.' (green), 'Before, there wasn't enough time in the office visit to get it all done.' (blue), and 'Every day I was walking into a fire hose of stuff coming at me...' (red). A 'See how it works >' button is also present.

The advertisement features a woman and a man in white lab coats. On the left, a green box contains the text 'WELL PROGRAM' in large letters, 'Wellness Engaged Longitudinal Leaders' below it, and a green button that says 'APPLY TODAY'. On the right, the ACLGIM logo is shown with the text 'ACLGIM WORK LIFE & WELLNESS' and 'ACLGIM Association of Chiefs & Leaders of General Internal Medicine'.



# The Business Case for Investing in Physician Well-being

Tait Shanafelt, MD; Joel Goh, PhD; Christine Sinsky, MD

JAMA Intern Med. doi:10.1001/jamainternmed.2017.4340

Published online September 25, 2017.

Figure 2. Worksheet to Project Organizational Cost of Physician Burnout

## 1. Input data:

### Enter values

N = No. of physicians at your center \_\_\_\_\_

BO = Rate of burnout of physicians at your center \_\_\_\_\_<sup>a</sup>

TO = Current turnover rate per year \_\_\_\_\_<sup>b</sup>

C = Cost of turnover per physician \_\_\_\_\_<sup>c</sup>

## 2. Calculations:

### Estimated Cost of Physician Turnover Attributable to Burnout

A. TO without burnout (solve for TO without burnout):

Formula:<sup>d</sup>

$$TO = [TO \text{ without burnout} \times (1 - BO)] + [(2 \times TO \text{ without burnout}) \times BO]$$

Simplified formula:

$$TO \text{ without burnout} = TO / (1 + BO)$$

B. Projected No. of physicians turning over per year due to burnout

(solve using input variables and TO without burnout value from step A):

Formula:

$$\text{No. of physicians turning over due to burnout per year} = (TO - TO \text{ without burnout}) \times N$$

C. Projected cost of physician turnover per year due to burnout (solve using input variables and No. of physicians turning over due to burnout per year from step B):

Formula:

$$\text{Estimated cost of turnover due to burnout} = C \times \text{No. of physicians turning over due to burnout per year}$$

### Example Using N = 450; BO = 50%; TO = 7.5%; C = \$500 000

A. TO without burnout:

$$0.075 = [TO \text{ without burnout} \times (1 - 0.5)] + [(2 \times TO \text{ without burnout}) \times 0.5]$$

$$\text{or } 0.075 / (1 + 0.5) = 5\%$$

B. No. of physicians turning over due to burnout per year:

$$(0.075 - 0.05) \times 450 = 11.25$$

C. Projected cost of physician turnover per year due to burnout:

$$\$500\,000 \times 11.25 = \$5\,625\,000$$

<sup>a</sup> National mean, approximately 54%.

<sup>b</sup> National mean, approximately 7%.

<sup>c</sup> Mean cost of \$500 000 to \$1 000 000 per physician.

<sup>d</sup> Assumes that burned out physicians are approximately 2 times as likely to turn over as non-burned out physicians.

This is not  
what I'm  
talking about  
for clinician  
well-being....

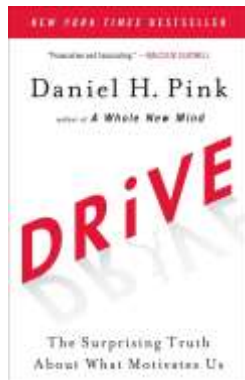


"You know, we're just not reaching that guy."

Credit: Gary Larson

# Engagement and Flow

- Strict “Work-Life Balance” is a loaded term and not the goal
  - Set up for disappointment
- More useful goals are:
  - Self care
  - Engagement with meaningful work in systems that value people
  - Flow



Workplace engagement

- Positive, fulfilling state of mind
- Vigor
- Dedication
- Absorption
- (Utrecht Definition)





# Well-Being is Multifactorial

## The Reciprocal Domains of Physician Well-Being

Chart illustrating the 3 domains of physician well-being, with each domain reciprocally influencing the others.

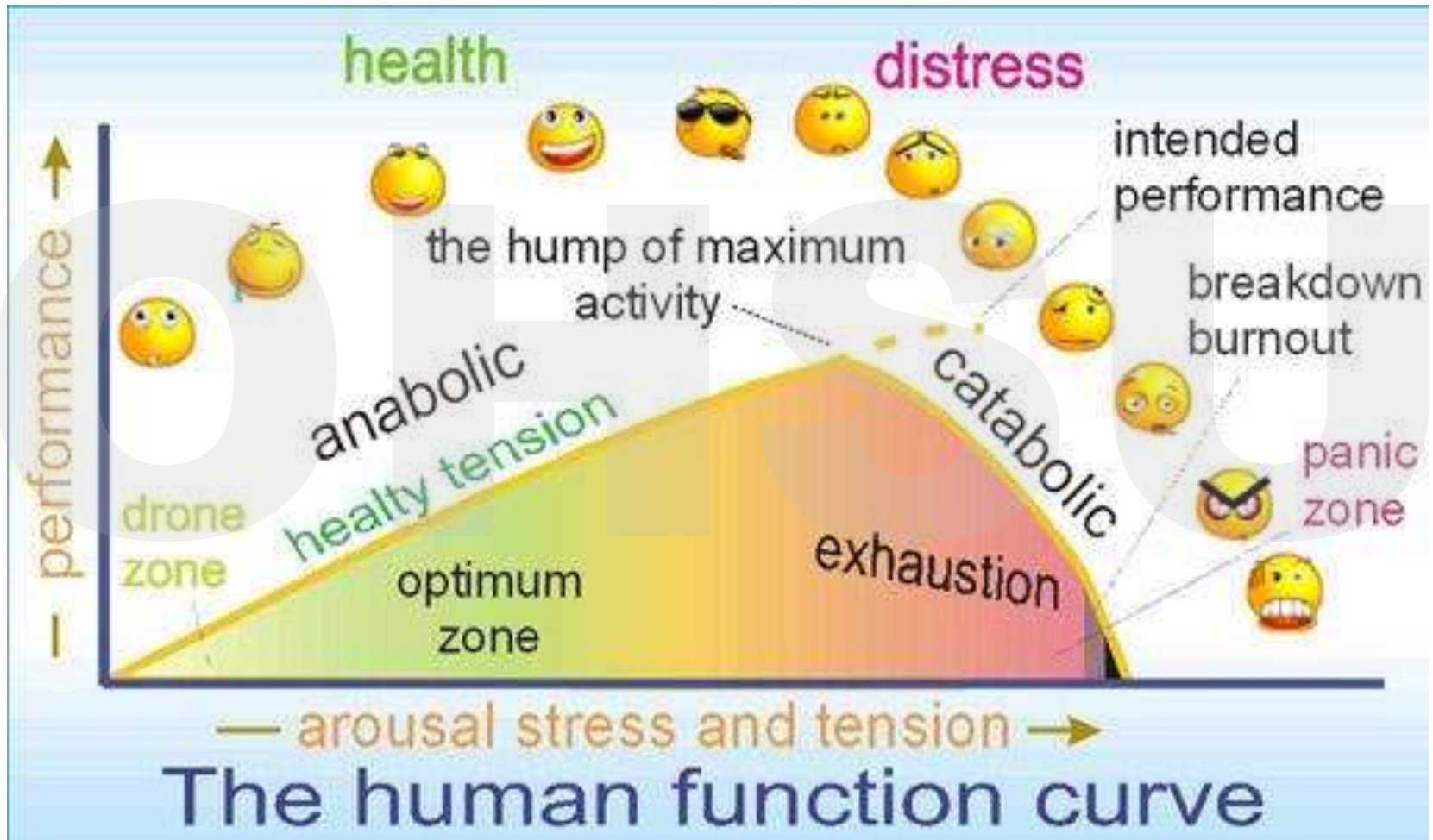


Source: Patty Purpur de Vries  
NEJM Catalyst (catalyst.nejm.org) © Massachusetts Medical Society

# We Are Human

- Individual traits\*
  - Type A
  - High Achievers
    - workaholics
  - Judgmental
  - Self-conscious
  - Ineffective coping
  - Humans have limits
- Career traits
  - Stress
  - Mistakes
  - Bad outcomes
  - Tragedy
  - Suffering

# Yerkes-Dodson Law



## Human Function Curve: Peter Nixon

Image accessed from <http://www.back2health4you.com/looking-at-stress-from-a-cellular-perspective/the-human-function-curve-4-1> on 1/16/19

# Clinician Wellness Toolkit

1. Systems of Care Matter Most
2. **Basic Self Care**
3. The tools you already have



## **NOTICE**

**Read and understand operator's manual and all other safety instructions before using this equipment.**



# Make Room for Self Care

- Sleep
  - 7-8 hours, limit screen time before bed
- Exercise
  - Moderate intensity, 30-45 min, 3-5 x week
- Nutrition
  - Eat the food groups, get outside help if needed
- This is harder than it sounds
  - Make a plan, make changes, get a partner

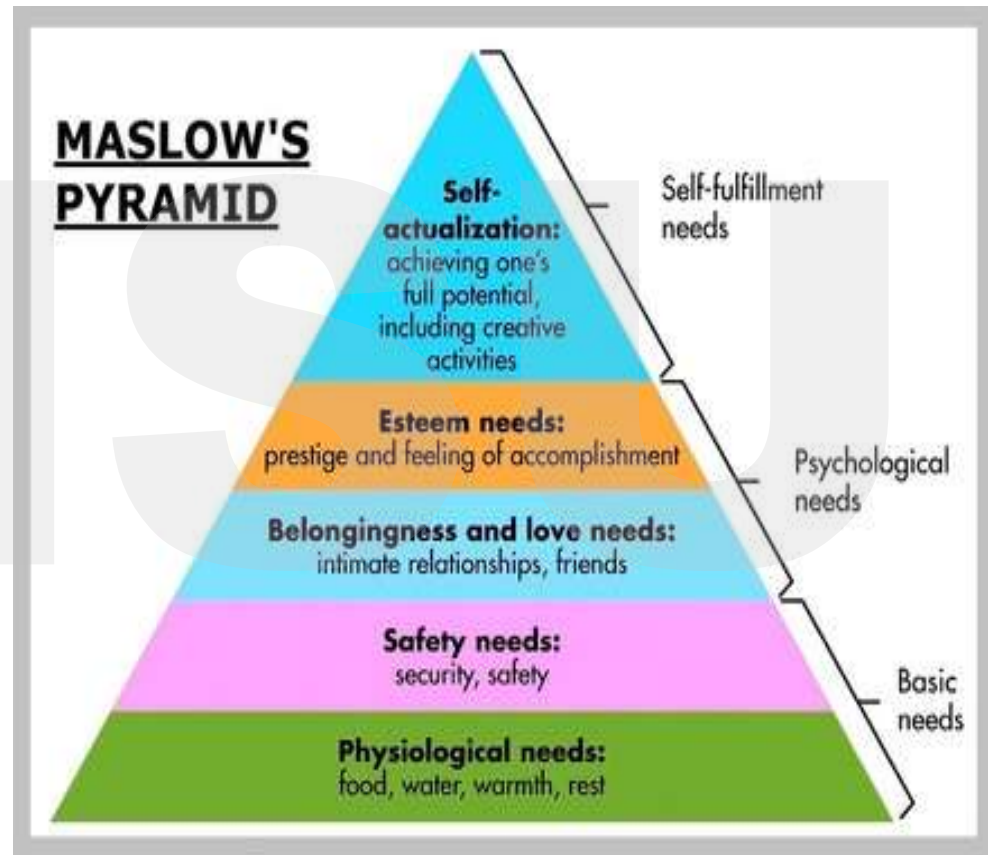


Image accessed from <https://www.simplypsychology.org>



# Clinician Wellness Toolkit

1. Systems of care Matter Most
2. Basic Self Care
- 3. The tools you already have**
4. Understanding stress response
5. Mindfulness/Meditation
6. Self-Development/Emotional Intelligence
7. Positive psychology/Gratitude
8. Have a plan



# Your Energy Battery

- Drain

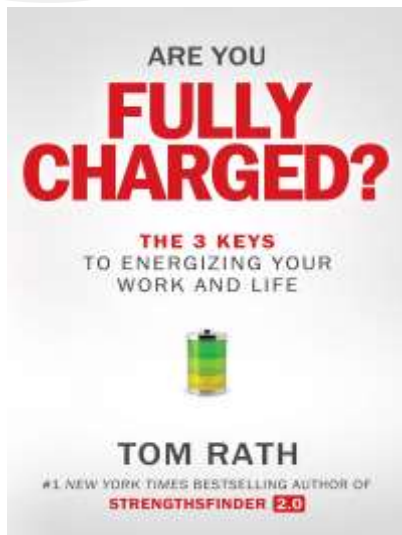
- Recharge



# Your Energy Battery

## • Drain

- Conflict at work
- Angry patients
- Too many long days
- Arguments at home
- Lack of sleep/exercise
- Too many drinks



## • Recharge

- Exercise
- Quality time with loved ones
- Community connection
- Rewarding work/Flow
- Hobbies
- Passion projects
- Meditation/Spirituality
- Learning new things
- Sharing messages I care about
- Gratitude
- Nature

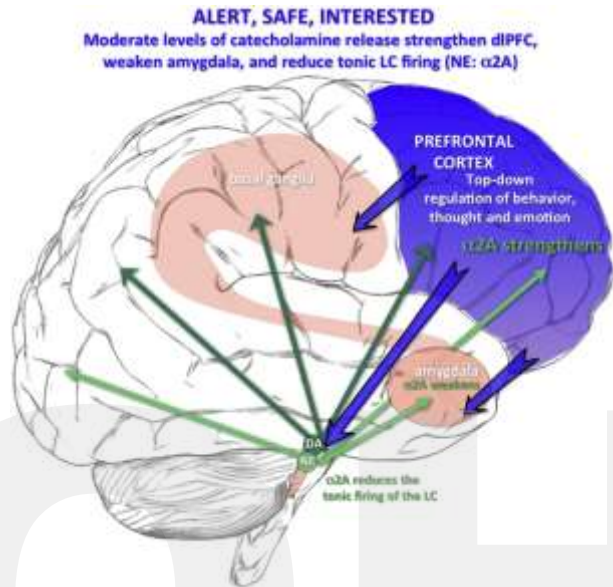


# Clinician Wellness Toolkit

1. Systems of Care Matter Most
2. Basic Self Care
3. The tools you already have
- 4. Understanding stress response**
5. Mindfulness/Meditation
6. Self-Development/Emotional Intelligence
7. Positive psychology/Gratitude
8. Have a plan



# Prefrontal regulation during alert, non-stress conditions



## Dorsal Medial Pre Frontal Cortex (DMPFC)

- Reality testing
- Error monitoring

## Dorsal Lateral PFC (DLPFC)

- Top-down guidance of attention and thought

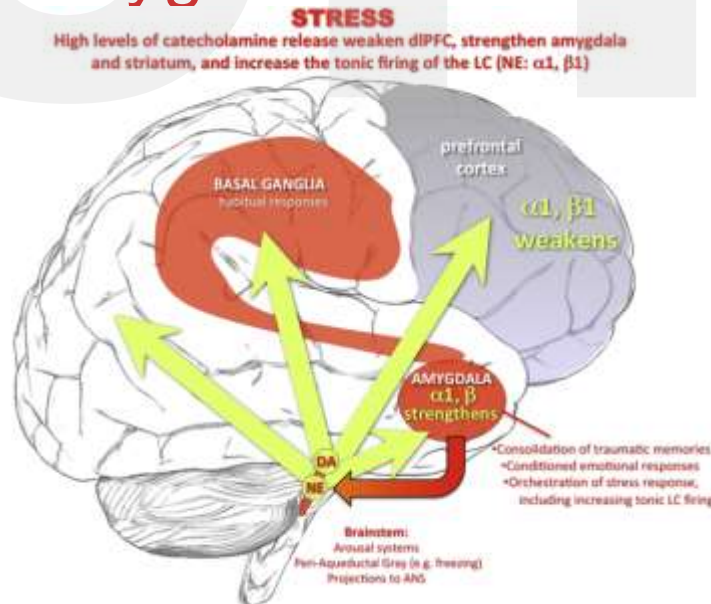
## Right Inferior PFC (RIPFC)

- Inhibits inappropriate motor actions

## Ventral Medial PFC (VMPFC)

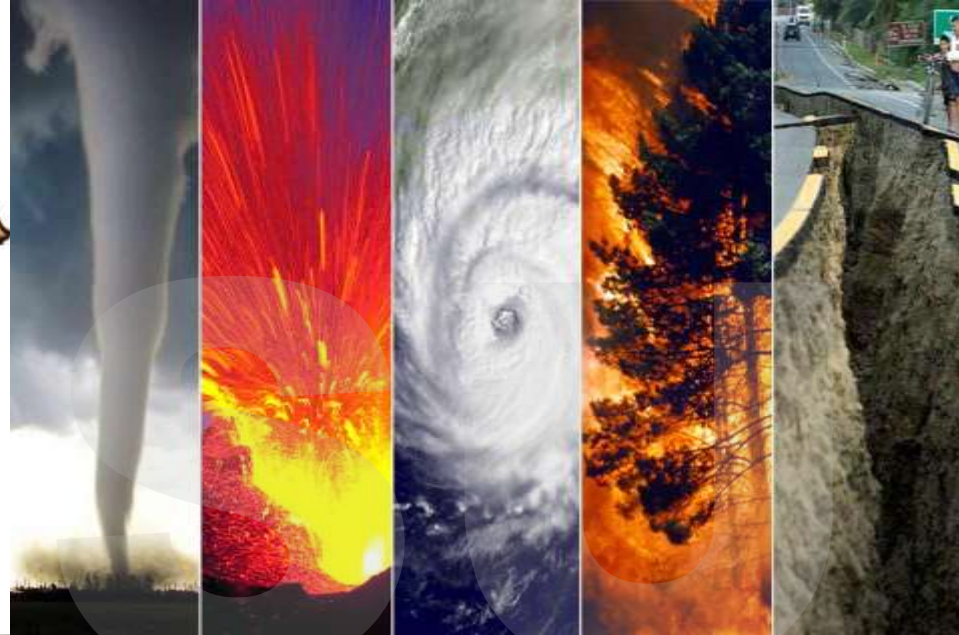
- Regulates emotion

# Amygdala control during stress conditions





# Fight or Flight...Sometimes Useful



# Fight or Flight...Sometimes Not

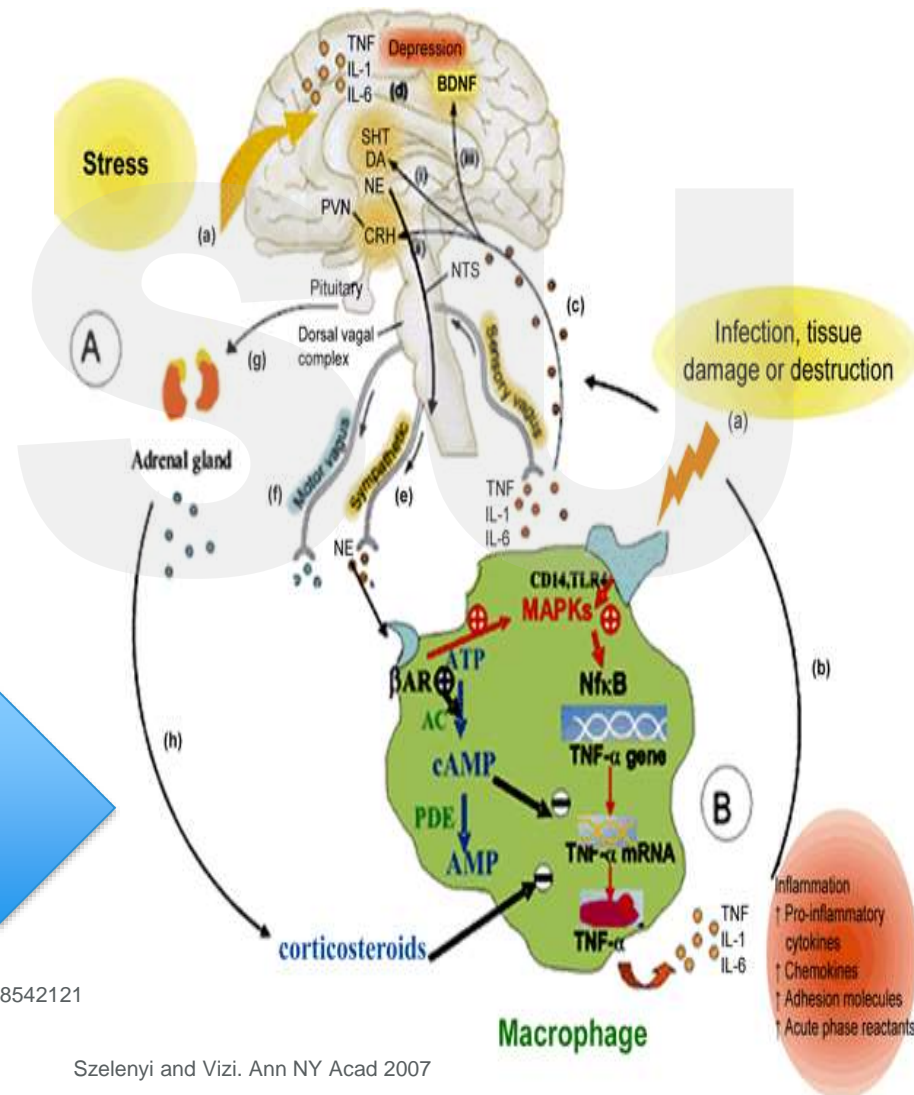




# Chronic Stress



Allostatic Load



# Our Stress Response



- Individual specific, but general themes are:
- Physical Signs
  - Sweaty palms, stomach/chest tightness, rapid/shallow breathing etc
- Negative emotions
  - Anger, irritability, anxiety
- Negative automatic thoughts
  - “They don’t like me” “I don’t like them” “Us v Them”
  - “This is going to fail”

# Our Stress Response

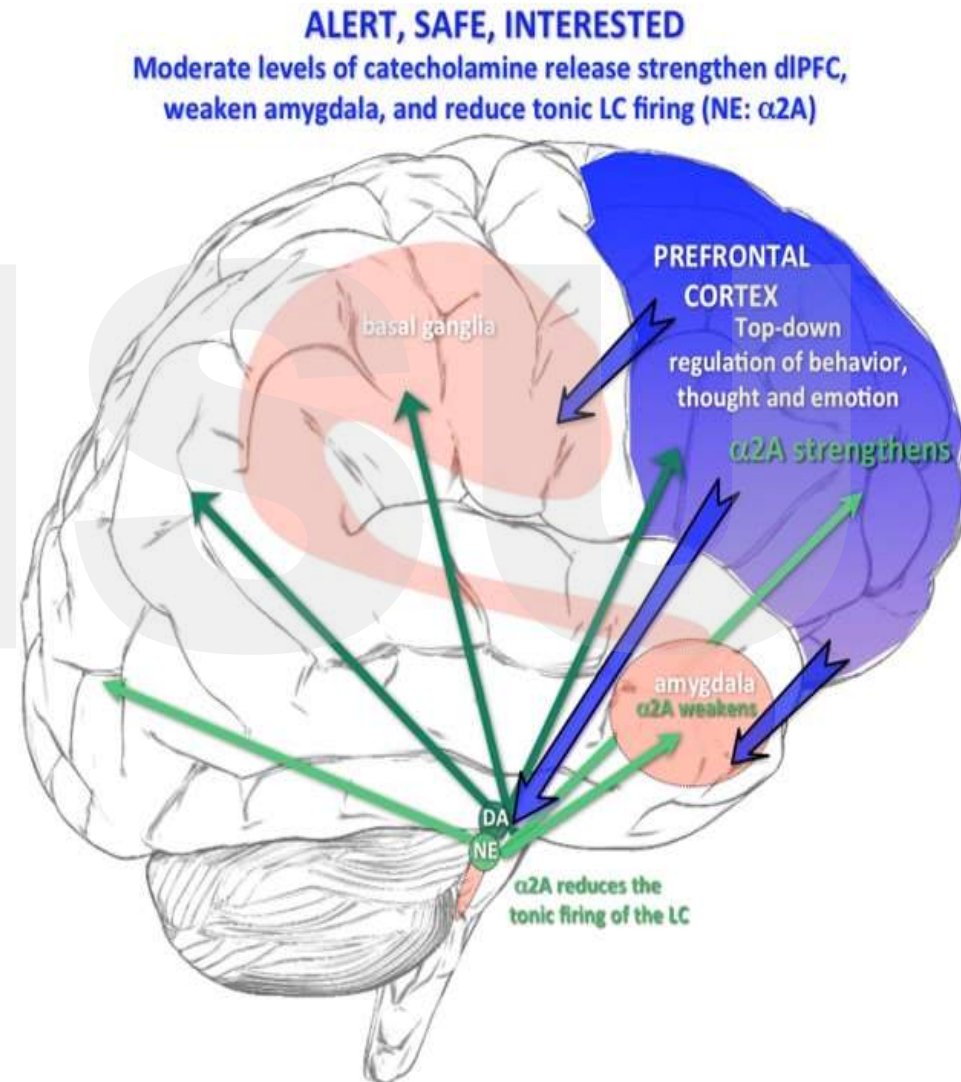
- Just being aware of the feelings in the body is helpful
- Mindfulness is a great tool for this (more later)





# Relaxation Response:

- Focused, Receptive Awareness- Our Best Self
- Positive conditioning: optimism, gratitude
- Higher level thinking, collaboration
- Reward and motivation; move towards desired state
- Allostasis: restores mind - body balance in support of resilience
- Parasympathetic versus sympathetic nervous system



# Clinician Wellness Toolkit

1. Systems of Care Matter Most
2. Basic Self Care
3. The tools you already have
4. Understanding stress response
- 5. Mindfulness/Meditation**
6. Self-Development/Emotional Intelligence
7. Positive psychology/Gratitude
8. Have a plan



## The Latest in Military Strategy: Mindfulness

healthvminds

ABOUT

SCIENCE

INNOVATIONS

JOIN THE MOVEMENT

NEWS & EVENTS

GIVE

CONNECT

D.B. RIELLY

Mindfulness

and  
SNAKE  
OIL

INSTANTANEOUS CURE

CONTENTS 10 SONGS

FOR ALL AFFLICTIONS

MANUFACTURED BY THE ORIGINAL D.B. RIELLY COMPANY NEW YORK NEW YORK

of Mindfulness  
icer Resilience and

Make for Better Doctors

PSYCHOLOGY

## How Meditation

by Emma Seppälä

DECEMBER 14, 2015

Save Share Text Size



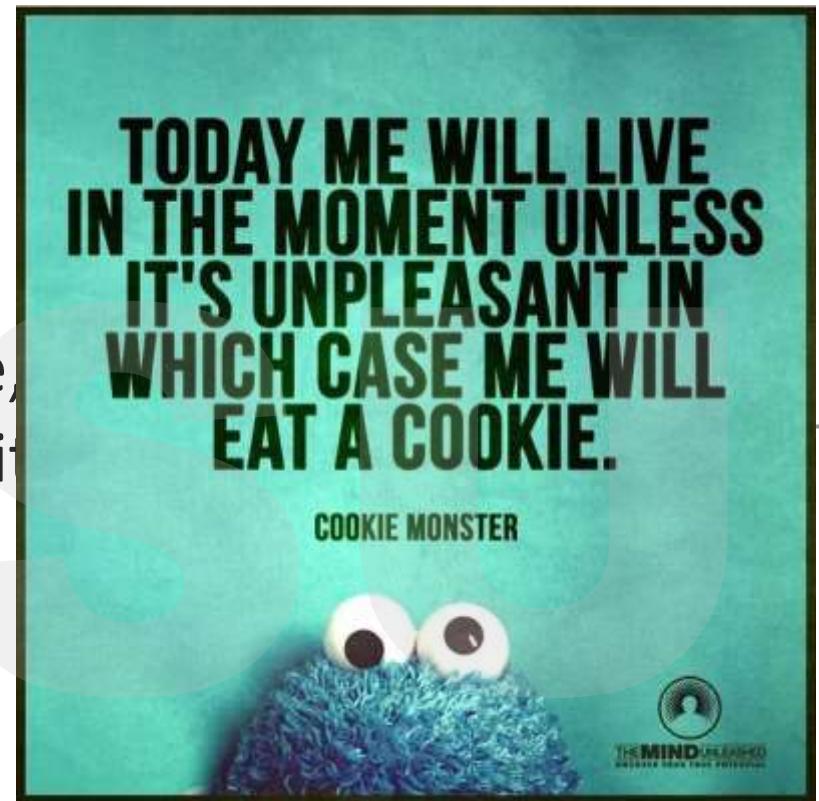
meditation that appears to benefit CEOs more than recreation or relaxation do alone.

As CEO of the TLEX Institute, Johann Berlin specializes in bringing mindfulness training to CEOs and corporate teams. He says he's seeing a growing interest among leaders in meditation as a way to build leadership skills - and achieve



# Mindfulness

- Jon Kabat-Zin definition:  
paying attention in a  
particular way, on purpose,  
in the present moment, with  
non-judgement
- Meditation and other  
contemplative practices are  
methods of training our  
brains for mindfulness







Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.

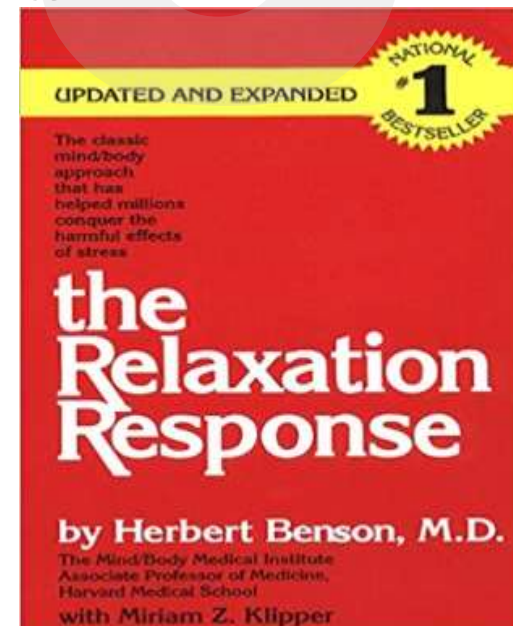
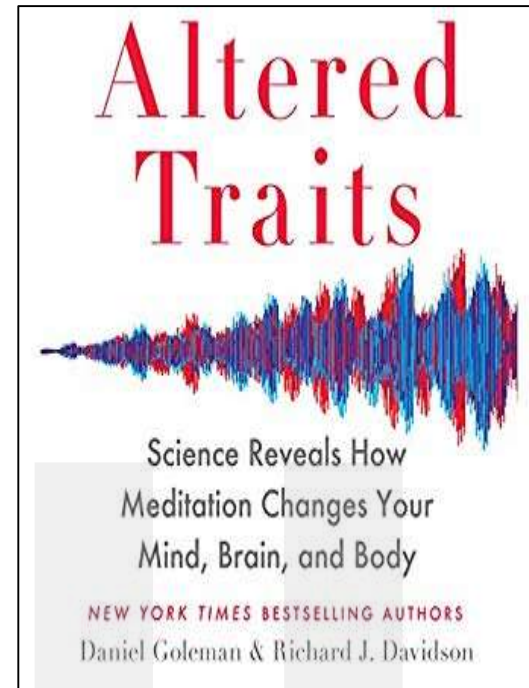
(Viktor E. Frankl)

[izquotes.com](http://izquotes.com)

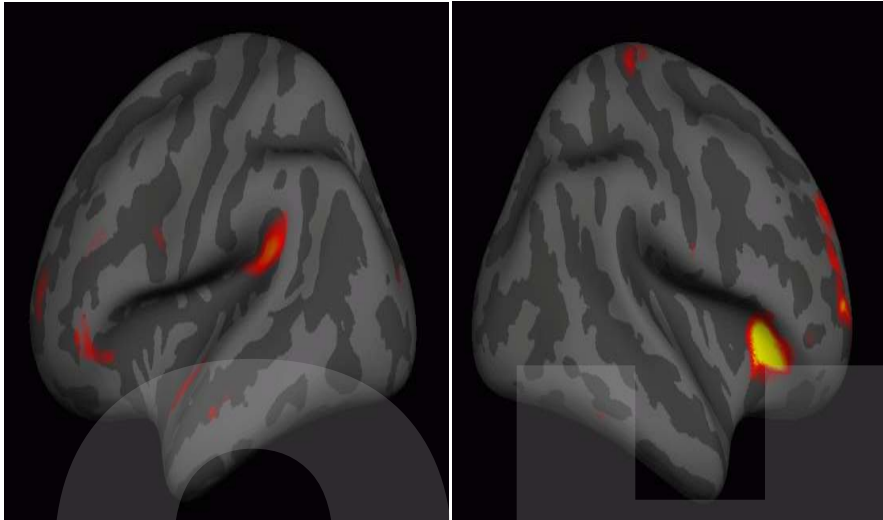


# Meditation

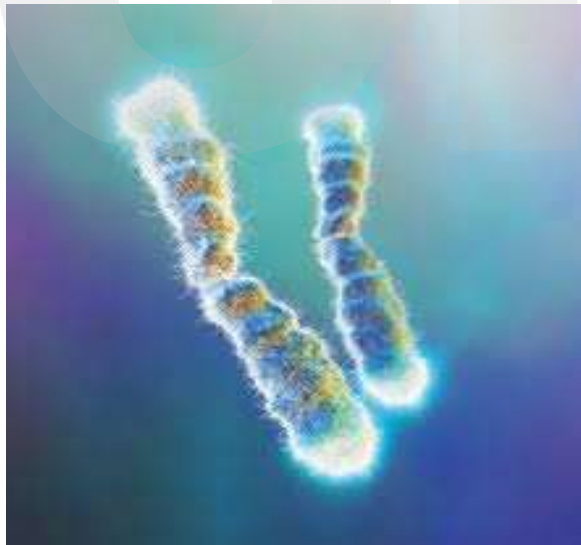
- Meditation refers to a variety of techniques
  - secular and religious
- Meditation is not dependent on specific thoughts
  - it is awareness and experience
- Meditation reinforces the neural pathways associated with Relaxation Response (RR)



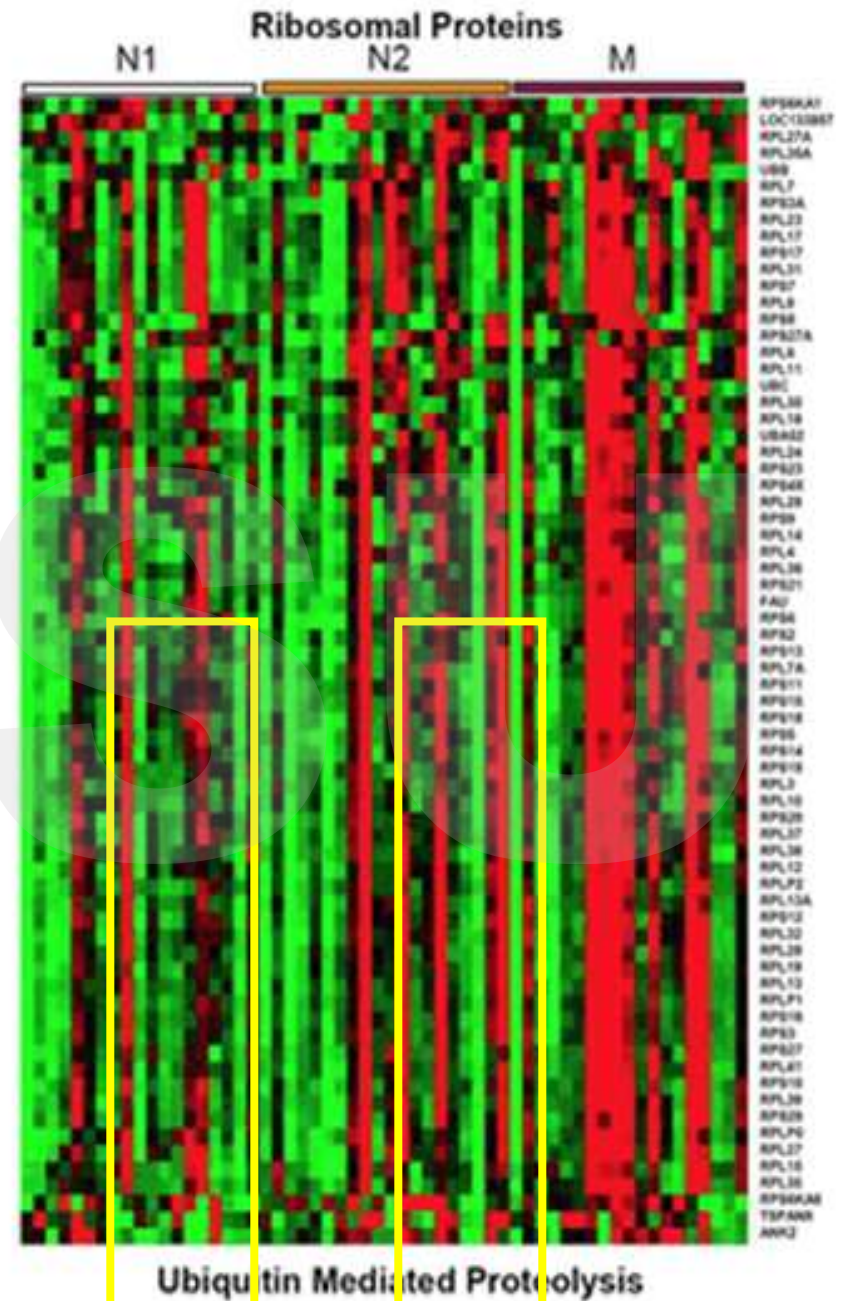
# Cortical Thickness



Lazar, 2005



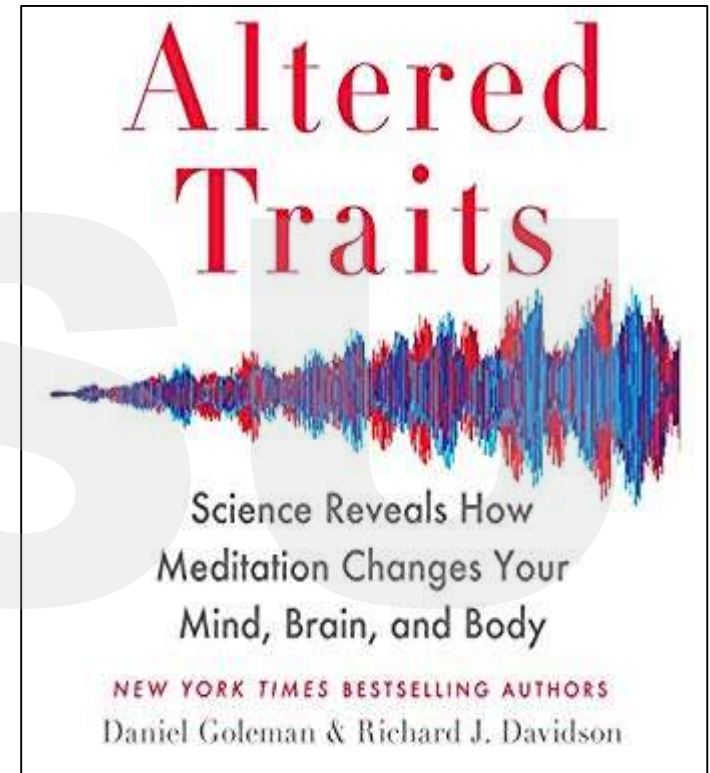
Jacobs, 2011



Dusek, 2008

# Meditation/Mindfulness Benefits

- Stress management
- Equanimity
- Self-compassion/Compassion
- Mood regulation
- Attention/Focus
- Anxiety management
- Empathy
- Few keep meditating because of this list, they do it because life feels better when they practice



# Meditation

- Practice begins with attention regulation
- When the mind wanders, simply return to chosen focus and begin again
  - “Not thinking” is not the goal
  - Returning to the chosen focus is the goal and the “Workout” of meditation



# Let's take a moment





# RR Eliciting Techniques

- Single-pointed Focus (see; hear; and/or feel)
- Body Scan/Yoga Nidra
- Mindful Awareness
- Guided Imagery: safe or joyful place; behavior change; and insight
- Loving Kindness
- Contemplation
- Tonglen
- Yoga
- Certain types of prayer
- So many more



# Tips for Starting a Practice

- Start with the basics: Breath awareness
- Find time for a daily practice
  - Consistent place and time
  - Chair, cushion, lying down
  - 5 minutes counts
- Avoid “Doing it wrong” thoughts
  - The goal is not to stop thinking (that only happens when we are dead 😊).

# Additional Meditation Resources

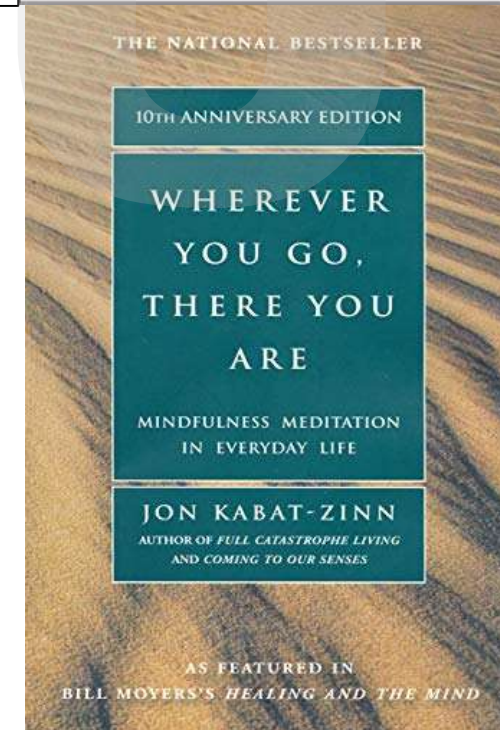
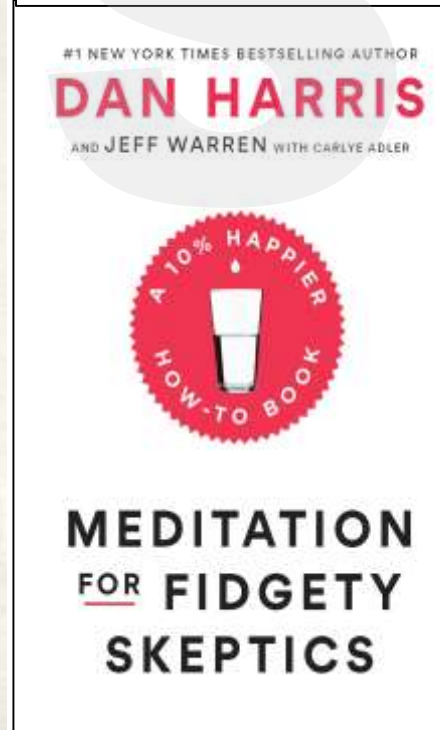
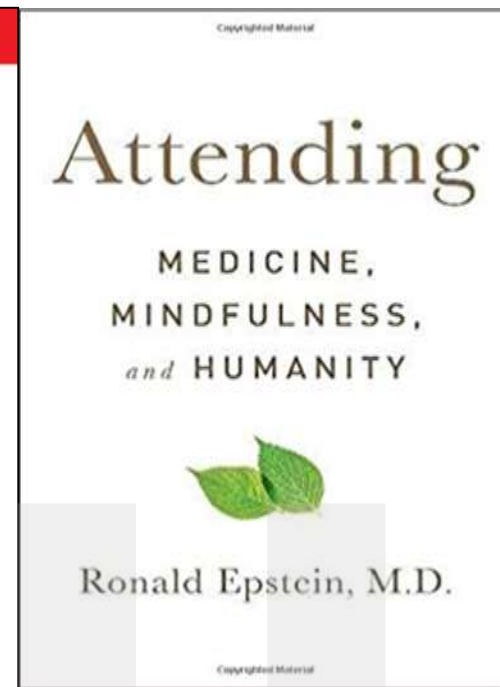
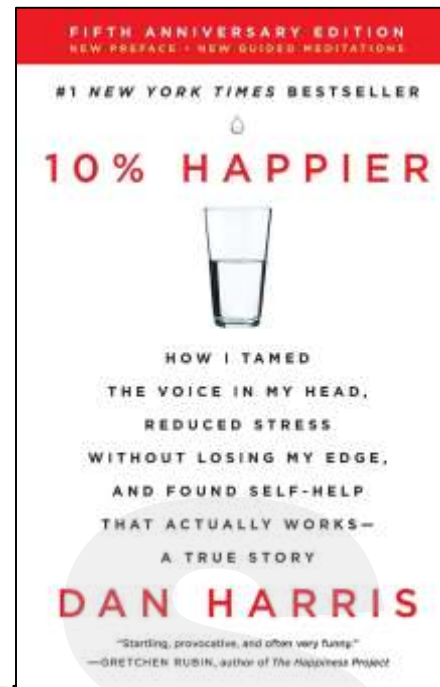
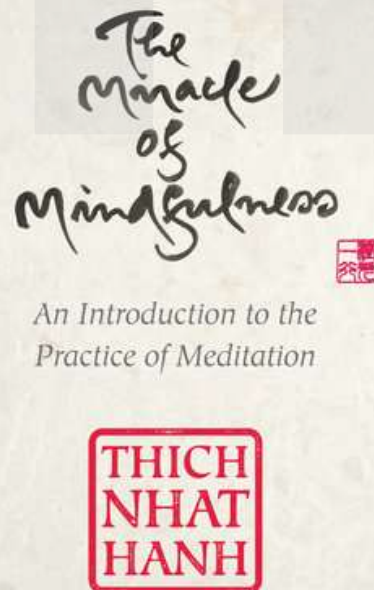
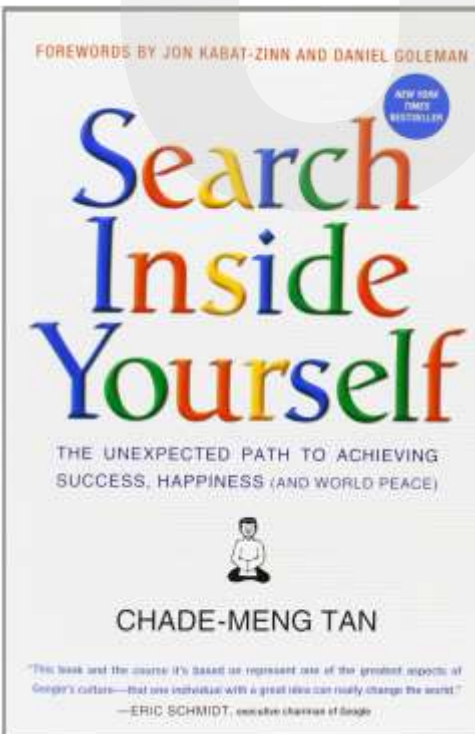
- Apps

- 10% Happier
- Insight Timer
- Headspace
- Calm

- Instruction

- Find a local practice center
- Retreats
- MBSR courses
- SMART-3RP

# Additional Meditation Books



# Mini's

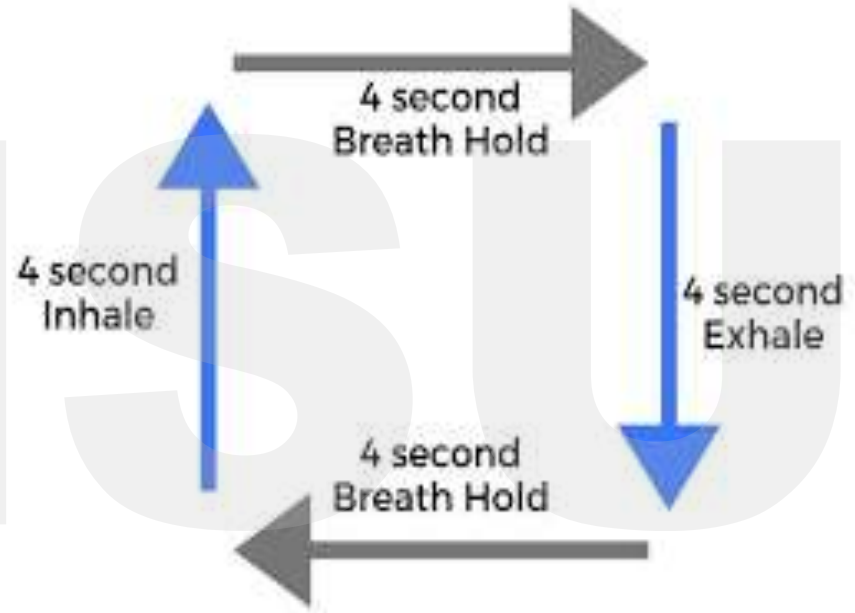
- You don't need to wait for formal
- Just one breath
- Hand washing
- Breath counting
- Key phrases with the breath
  - Just This, Peace/Joy, Compassion etc
- Walking meditation mini's
  - Just feel your feet while you are walking





# Breath-Box Mini

- Inhale on a slow 4 count
- Hold for 4 count
- Exhale on a slow 4 count
- Hold for 4 count
- Repeat as desired



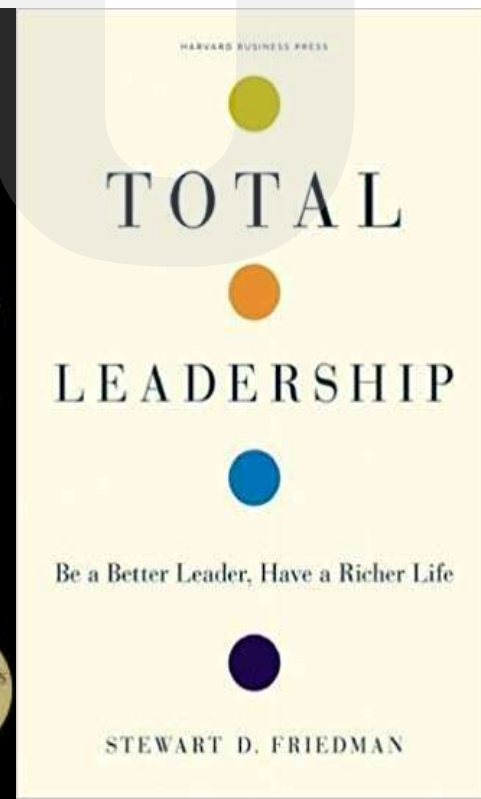
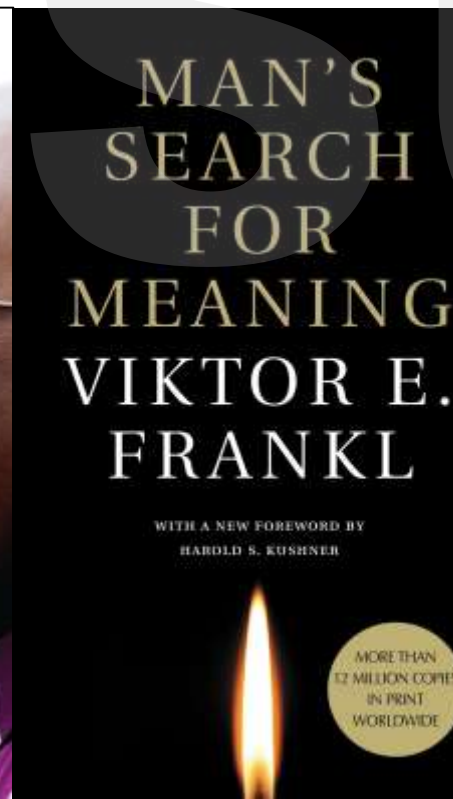
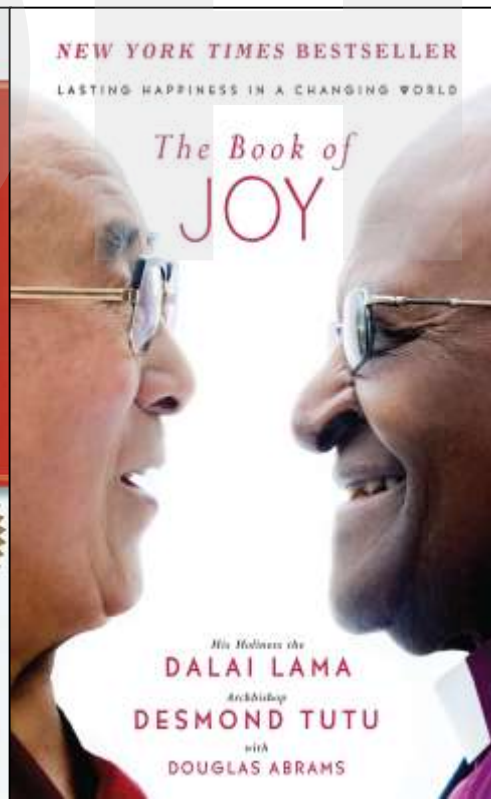
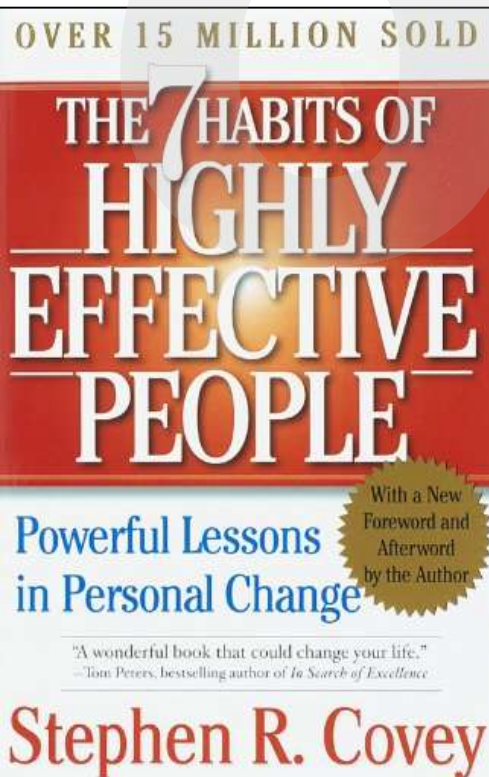
# Clinician Wellness Toolkit

1. Systems of Care Matter Most
2. Basic Self Care
3. The tools you already have
4. Understanding stress response
5. Mindfulness/Meditation
- 6. Self-Development/Emotional Intelligence**
7. Positive psychology/Gratitude
8. Have a plan



# Self Development

- If you want to maintain your well-being, start with how you lead yourself



# Emotional Intelligence

- Choose to manage emotions, or choose to be run by them

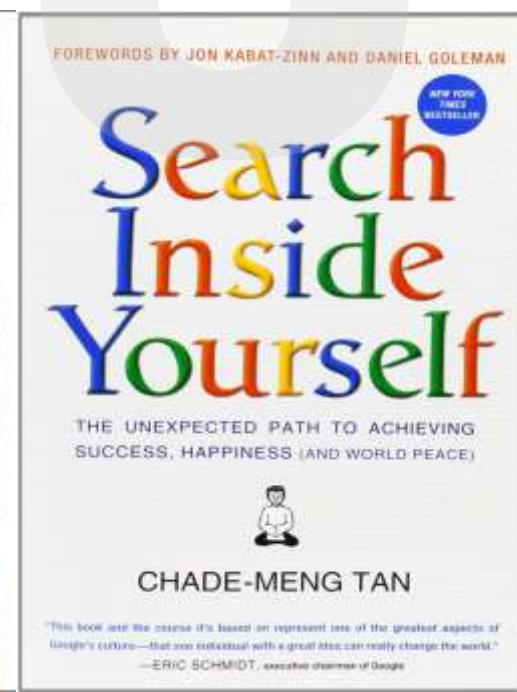
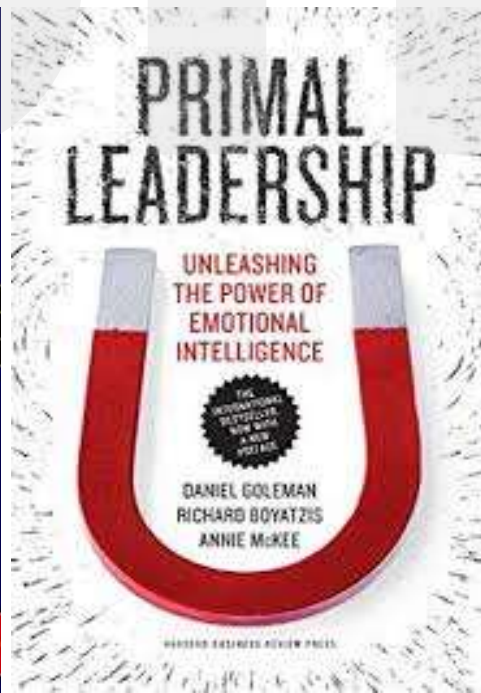
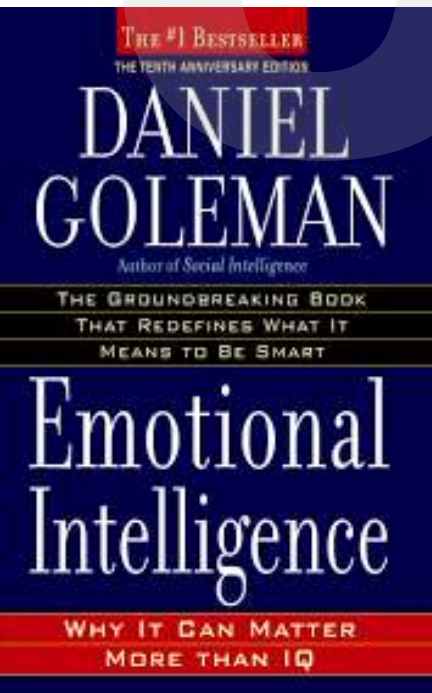
**THE ICEBERG OF SUCCESS & HAPPINESS**

**IQ**

**EQ**

# Emotional Intelligence

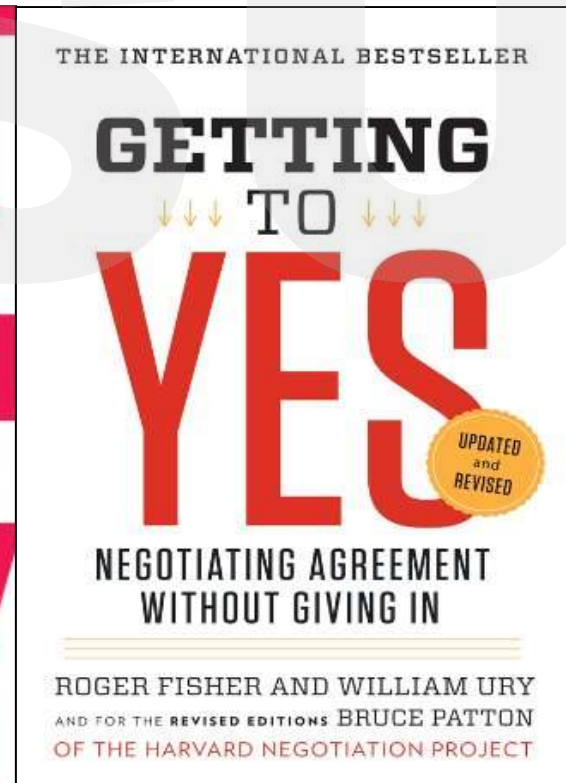
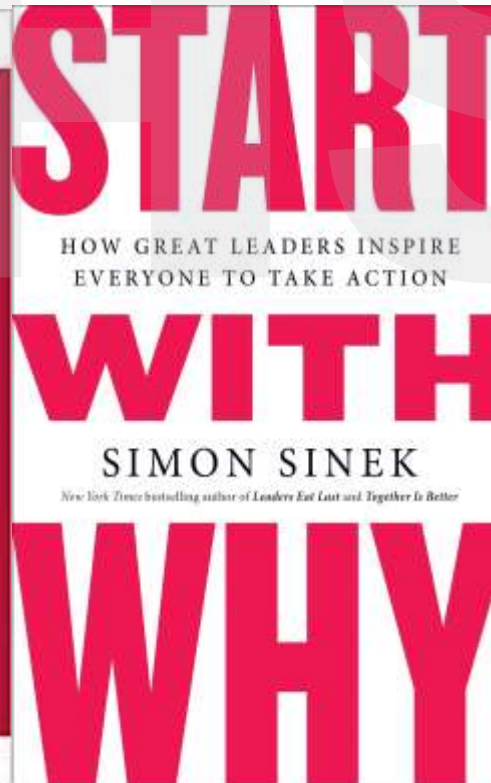
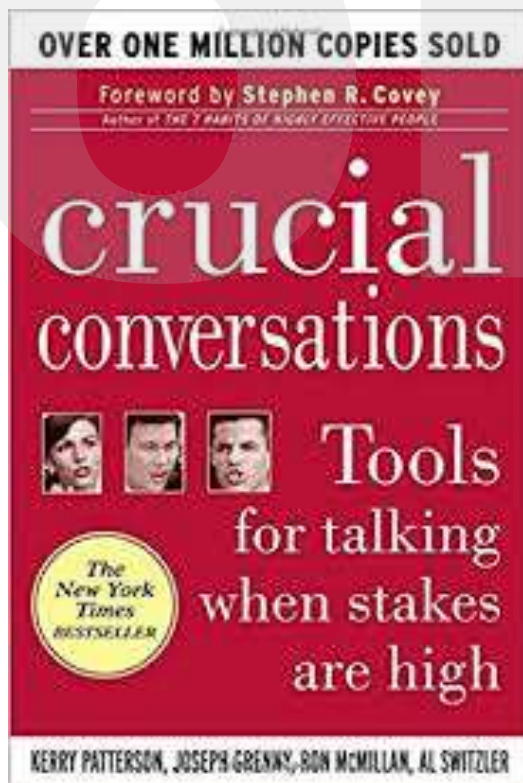
- Choose to manage emotions, or choose to be run by them





# Communication

- Much of the inter-personal suffering that occurs in our lives is due to miscommunication. This can change.

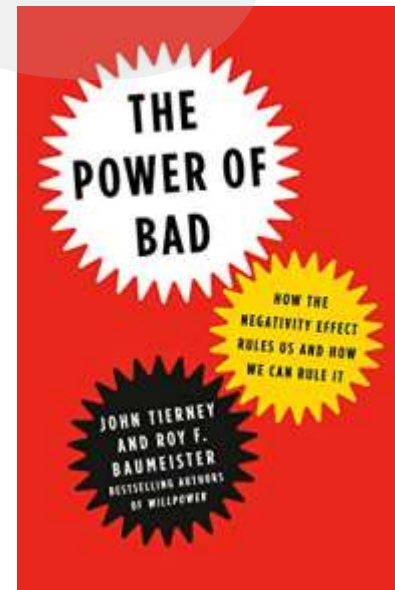
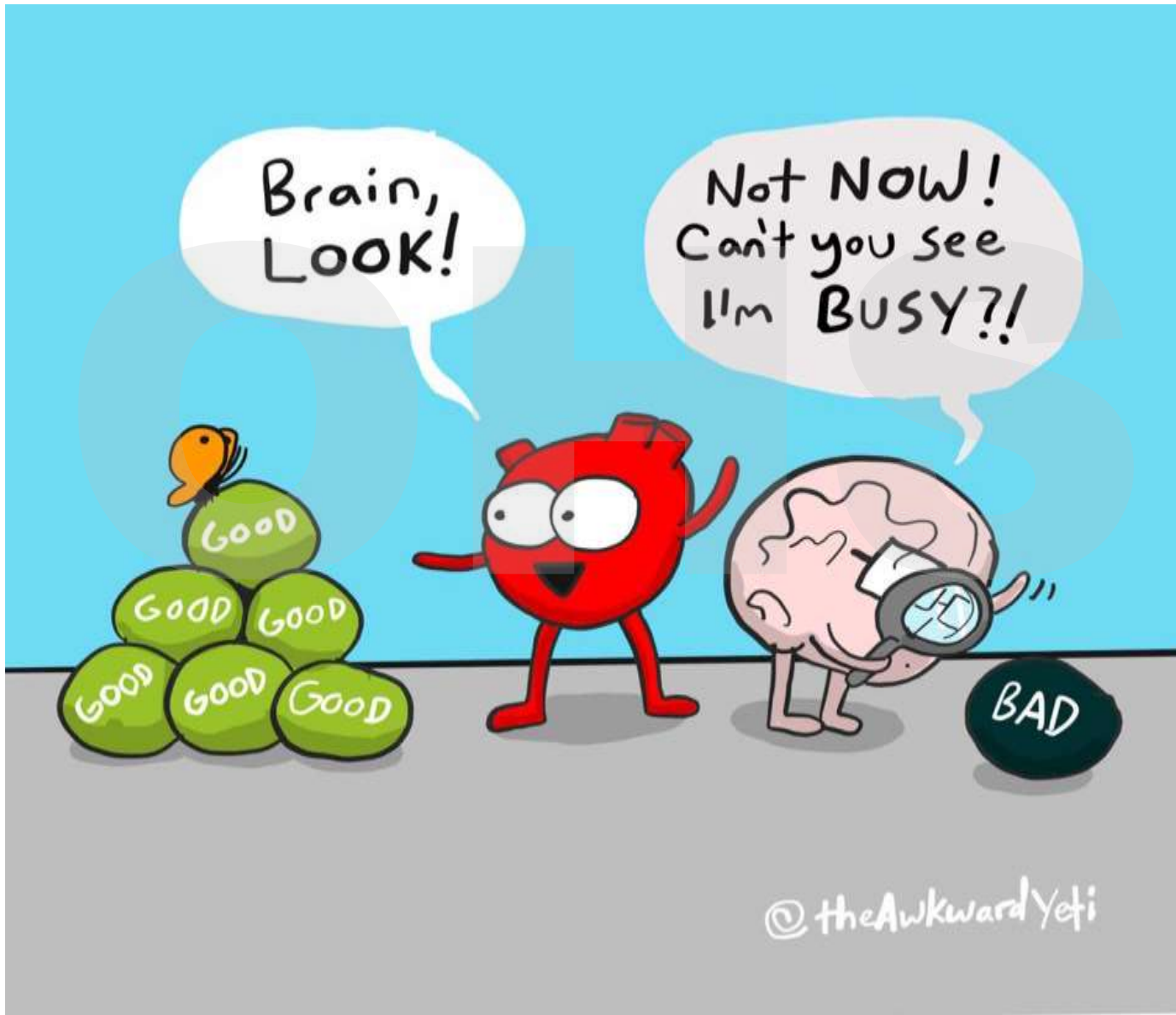


# Clinician Wellness Toolkit

1. Systems of Care Matter Most
2. Basic Self Care
3. The tools you already have
4. Understanding stress response
5. Mindfulness/Meditation
6. Leadership Training/Emotional Intelligence
- 7. Positive psychology/Gratitude**
8. Have a plan



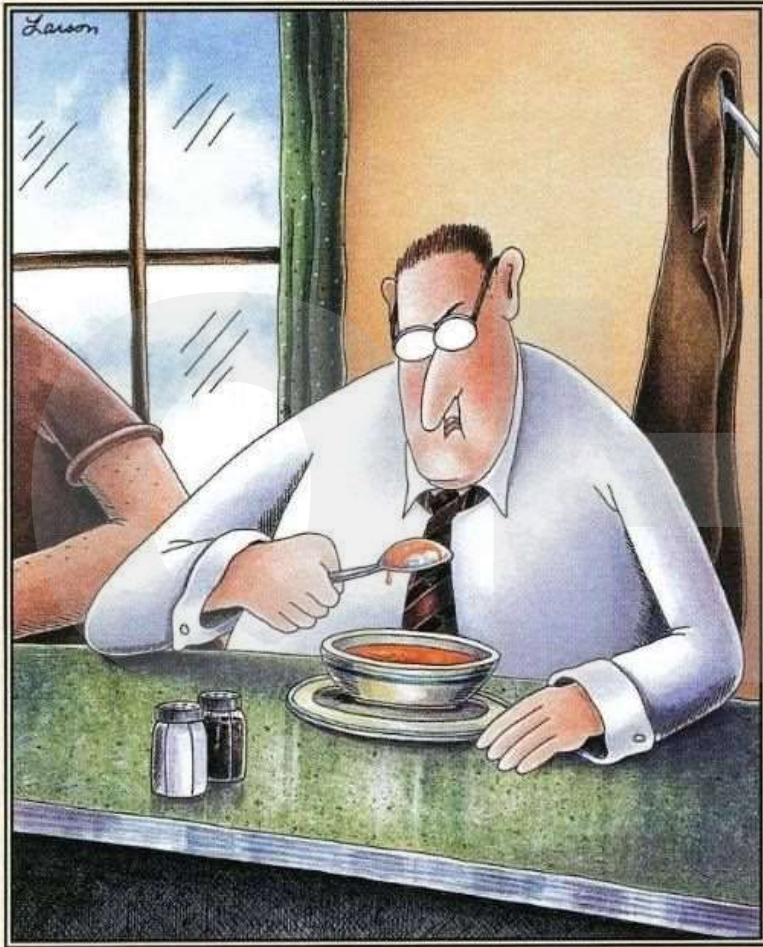
# Negativity Bias





# Cognitive Reframing

9/29/83



Darrell suspected someone had once again slipped him a trick spoon with the concave side reversed.

Credit: Gary Larson

- The stories we tell ourselves matter, we can change them
- Common Distortions
  - Fortune telling
  - Mind reading
  - Catastrophizing
  - Should statements
  - Personalization
  - All or nothing
  - Overgeneralization

Burns, D. (1989). *The feeling good handbook: Using the new mood therapy in everyday life*. NY, NY: William Morrow & Co.

# Three Good Things

1.

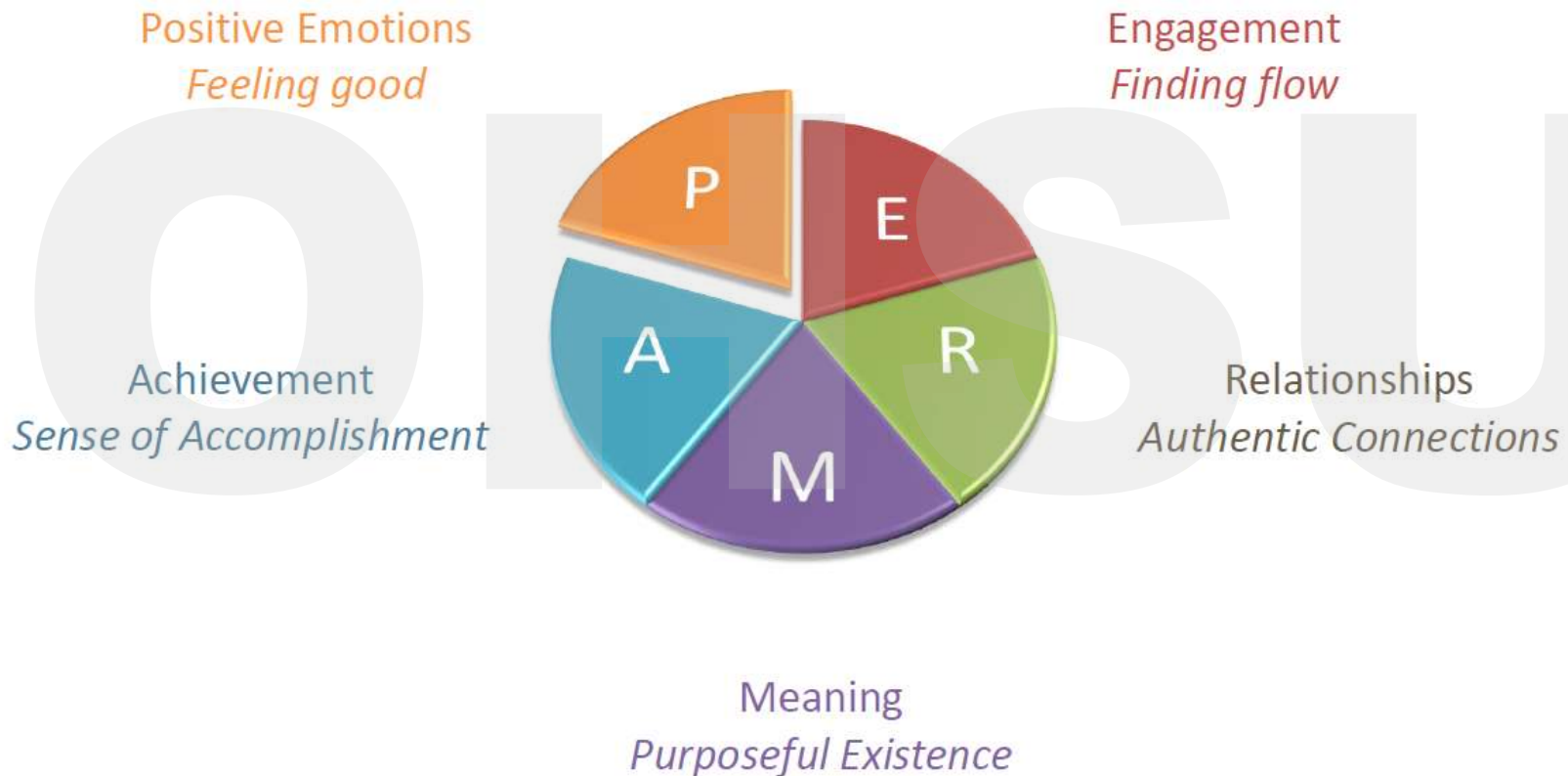
2.

3.

Seligman, Steen, Park & Peterson (July-August 2005)  
Positive Psychology Progress; Empirical Validation of  
Intervention. *American Psychologist*



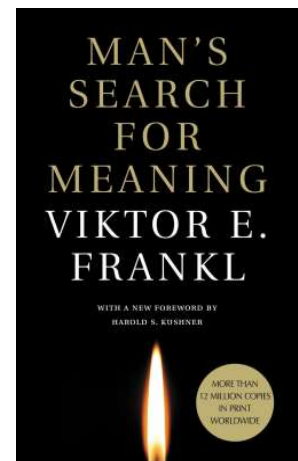
# Positive Psychology: Well-Being



# Meaning



- We are humans who are experts in helping other humans who are in trouble (Compassion)
- Cultivate that meaning in your work
  - Reflection/Narrative/Journal
  - Make meaning an intentional part of your workplace and your day
  - Connection to the whole team



West, Dyrbye, Rabatin. Intervention to promote physician well-being, job satisfaction, and professionalism: a randomized clinical trial. *JAMA Intern Med.* 2014

Using the New Positive  
Psychology to Realize Your  
Potential for Lasting  
Fulfillment

# Authentic Happiness

"At last, psychology  
gets serious about glee,  
fun, and happiness.  
Martin Seligman  
has given us a gift."  
—Daniel Goleman, author  
of *Emotional Intelligence*

Martin E. P. Seligman, Ph.D.  
Bestselling author of *Learned Optimism*

"A compelling view of a positive human future, for individuals,  
corporations, and nations, brilliantly told." —Tony Hsieh,  
author of *Delivering Happiness* and CEO of Zappos.com, Inc.

A Visionary New Understanding  
of Happiness and Well-being



# Flourish

MARTIN E.P.  
SELIGMAN

BESTSELLING AUTHOR OF  
*AUTHENTIC HAPPINESS*

national bestseller

# flow

mihaly  
csikszentmihalyi

the psychology of  
optimal experience  
"Important . . .  
illuminates the  
way to happiness."  
—*New York Times*  
Book Review

P.S.  
essays,  
interviews,  
& more

HARPERPERENNIAL MODERNCCLASSICS

"Psychologists have spent decades  
searching for the secret of success,  
but Duckworth is the one who  
found it . . . She not only tells us  
what it is, but also how to get it."  
—DANIEL GILBERT, author of  
*Stumbling on Happiness*

ANGELA  
DUCKWORTH

# GRIT

THE POWER of PASSION  
and PERSEVERANCE

UPDATED EDITION

CAROL S. DWECK, Ph.D.

# mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN  
LEARN TO FULFILL  
OUR POTENTIAL

2  
MILLION  
COPIES  
IN PRINT

★parenting  
★business  
★school  
★relationships

"Through clever research studies and engaging writing,  
Dweck illuminates how our beliefs about our capabilities exert tremendous  
influence on how we learn and which paths we take in life."  
—BILL GATES, *GatesNotes*

"A history of psychology by a man who shaped it, as explanation of powerful ideas  
about mental life, and a delightfully candid and reflective memoir."  
—Stephen Packer, author of *Unhappiness Now*

# The Hope Circuit

A Psychologist's  
Journey from  
Helplessness to  
Optimism

Martin  
Seligman

NEW YORK TIMES BESTSELLING AUTHOR



# Have a Plan



- Experiencing burnout during your career is common but not inevitable
- If you do experience burnout, it can get better
- Have a plan for who you will talk to if you find yourself burned out:  
Emotional exhausted, Depersonalization, Low sense of accomplishment
  - OHSU: RFWP
  - Other practices: Consider asking your HR department about EAP resources
  - Family/Friends/Counselling
- Be a part of making changes in your system or make a change for yourself



# Now that you have heard this talk...

- Understand that clinician wellness is influenced by a combination of systemic and individual drivers
  - Joy in practice through room for compassion.
    - In our systems and ourselves
- Relate the importance of wellness habits to well-being
- Choose at least one individual wellness habit to regularly incorporate into your wellness toolkit
- Get out your phones
  - Send yourself an email with the one thing (or more). For extra accountability, CC a friend, significant other, co-worker...



# Thank You!

Email: [clemenja@ohsu.edu](mailto:clemenja@ohsu.edu)

