



School of Wellness

Revolutionizing Self-Care

Resiliency 2.0: Wellbeing in the Era of COVID-19 A Virtual Discussion

May 7, 2021 8:30-9:45 PST

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**There are no conflicts of
interests whatsoever.**



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Today

1. Validate current practice realities and specific workplace stressors.
2. Explore tools that more effectively meet complexity and align with human well-being.
3. Review the science of habit formation and the importance of bedrock behaviors.

VUCA World

Volatility Uncertainly Complexity Ambiguity

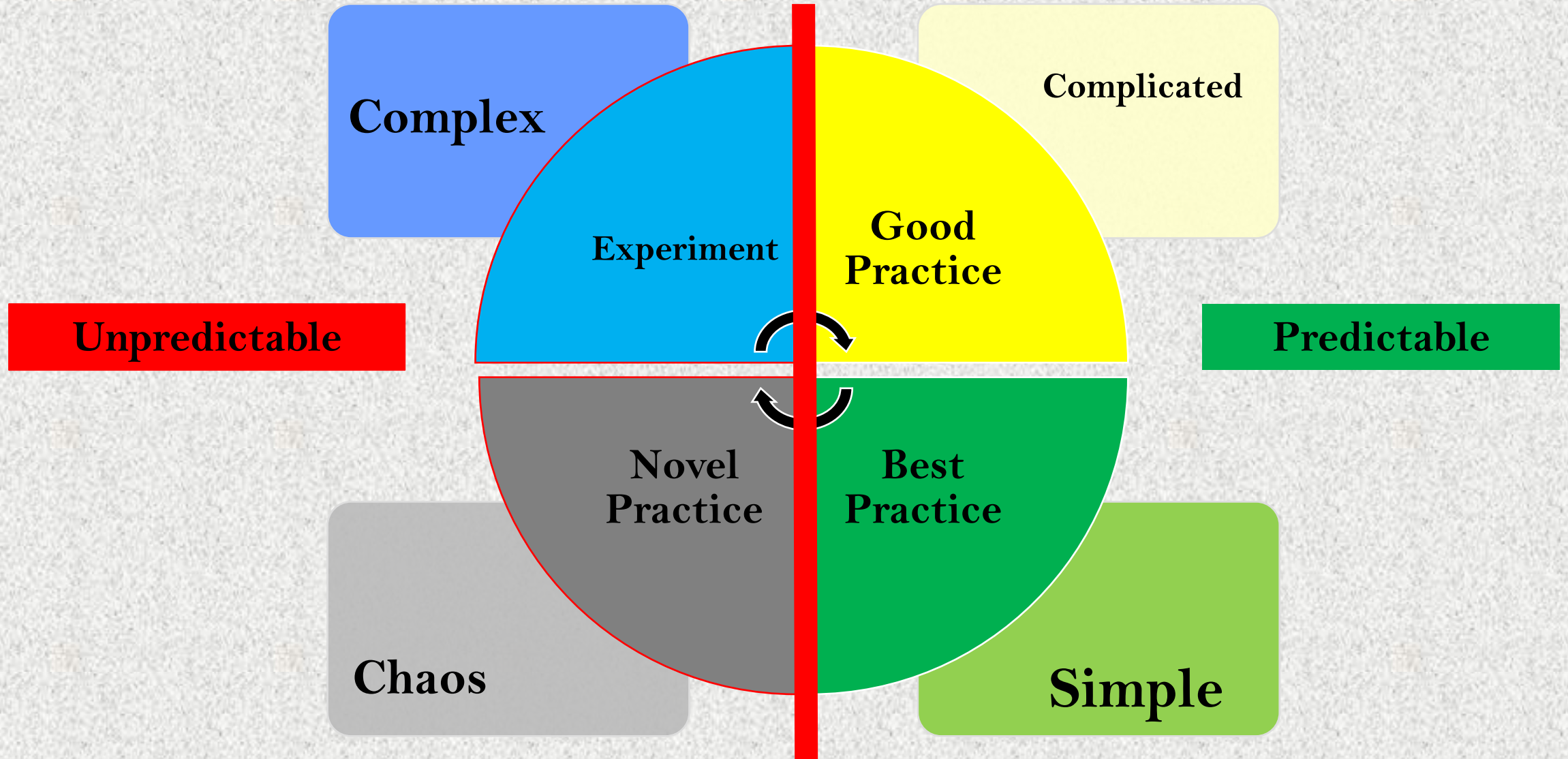
- Public reporting
- Rapid and constant change
- Coverage madness
- Acuity and chronicity
- Behavioral co-Morbidities
 - (The Ds)
- Unengaged or entitled patients/staff
- Do more with less
- Clinician burnout epidemic
- The Medical Model
- Global pandemic



Florence Nightingale
1820-1910
Nursing Pioneer, Writer,
Statistician,
Health Care Reformer

Know your Habitat

Cynefin *(habitat)* Framework





Complexity (habitat) Practices

Grow *away from* approval-seeking

Move *towards* living your own values

- Non-reactivity
- Dump Perfection
- Dump Comparing
- Default to Curiosity
- Use your *body* as your early warning system
- Being ok with not knowing/uncertainly/paradox
- Ask for help

The 2-sided Caregiver Archetype

- Puts others before self
 - can harm themselves
- Giving to others feels resentful
- Fears being seen as selfish
- Feels under-appreciated
- Does not ask for help

Can leach into

- Enabling
- Controlling
- Rescuing
- Codependence
- Martyrdom
- Guilt-tripping

O'Grady, ET. (2021). Self-Leadership for Nurse Practitioners in Complex Times, The Journal for Nurse Practitioners. Elsevier. February.

CONSENSUS STUDY REPORT

Taking Action Against
Clinician Burnout

A Systems Approach to
Professional Well-Being

NATIONAL ACADEMY OF MEDICINE

PRE-Pandemic!!

The U.S. clinical workforce in burnout: [OVER-DEPLOYMENT]

- Up to 54% of nurses and physicians
- Up to 60% of students or “learners”



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**“...represents an erosion in values, dignity, spirit, and will—
an erosion of the human soul.”**

Christina Maslach

Three Components of Over-deployment (Burnout)



Exhaustion

- Immense emotional, physical and/or cognitive fatigue

Cynicism

- Low levels of job engagement

Inefficacy

- A lack of productivity and feelings of incompetence



Get Granular

Values

Fairness

Workload

Reward

Community

Control

Jimenez, JM. (2021) The Burnout Fix: Overcome Overwhelm, Beat Busy, and Sustain Success in the New World of Work. McGraw Hill.

The Continuum of Moral Distress

Moral dilemma resolved:
Difficult decisions are
made by teams
supported with ethicists

Moral Dilemmas

Inescapable in
health care, difficult
decisions w/ more
than one morally
defensible outcome

Moral Residue

When moral
distress does not
get resolved/
processed, person is
left with unresolved
emotional conflicts

Moral Distress

Knowing the right
thing to do, but
outside constraints
make it difficult to
carry out

Moral Injury

Ones moral
framework gets
eroded as either a
single egregious
event or persistent
moral distress

Burnout

Depersonalization
as the result of
moral injury.
Detaching becomes
protective

Domains of Provider Well-being



Bohman, B. Dyrbye, L. Sinsky, C. et al
(2017). *Physician Well-Being: The
Reciprocity of Practice Efficiency,
Culture of Wellness, and Personal
Resilience*. NEJM .

Improving Joy in the Workplace



Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)



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On Stress

“There's just virtually no organ system in your body that's not thrown out of kilter in some way by chronic psychological stress.”

Robert Sopalsky *Why Zebras Don't Get Ulcers*

Resilience: The 3 A's

- Attention
- Agility
- Agency

Positive Psychology

71,000 ICD-10 codes
600 DSM-5 codes

The Theory of Well-Being

The aim of positive psychology is to increase well-being measured by flourishing
PERMA

Positive Emotion

Feelings that
FEEL GOOD

Engagement

Being in **FLOW**
completely absorbing activity

Achievement Mastery

Relationships with Others

Other people matter and
*very little in Life that is
positive is solitary*

Meaning & Purpose

Belonging to and serving
something that is bigger than
the self



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Seligman, Martin. (2011). *Flourish: A Visionary New Understanding of Happiness and Well-being*. Free Press

Agility Tools: Avoid Mind Traps



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Simple Stories

- How could I be wrong?

Agreement/Approval

- How could disagreeing expand thinking?

Control

- Who can I enable?

Being Right/Perfect/Certain

Garvey-Berger, J. (2019). Unlocking Leadership Mindtraps: How to Thrive in Complexity. Stanford University Press.

Brain Health for Agility

- **Negativity Narrows**
- **Positivity Builds and Broadens Cognitive Ability**
- **Interrupt LOOPING**
- **Self-Pity is Corrosive (to host and those in proximity)**
- **We can Learn to Not React!**

Agency

**the capacity for people to act independently and
to make their own choices**



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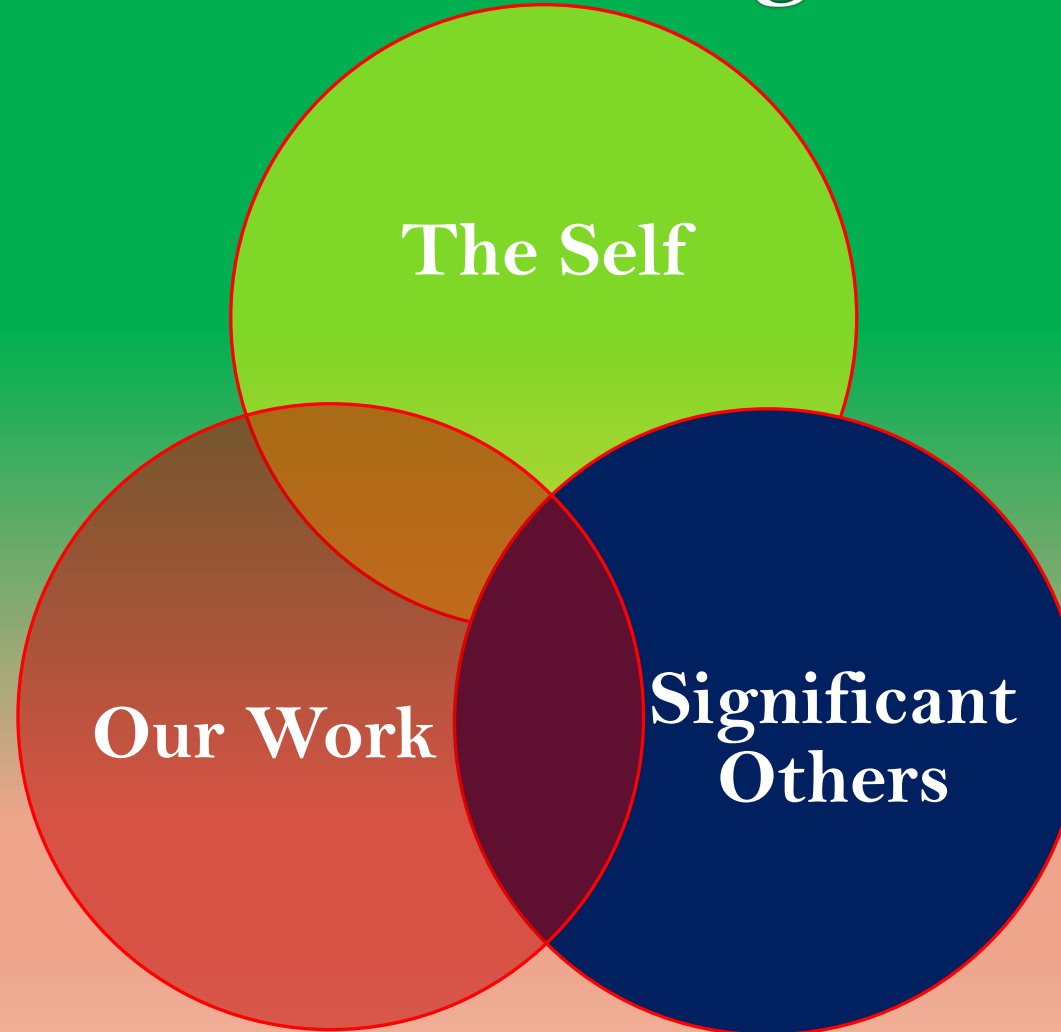
Venn Diagram your Life

Our 3 Marriages



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 Balance

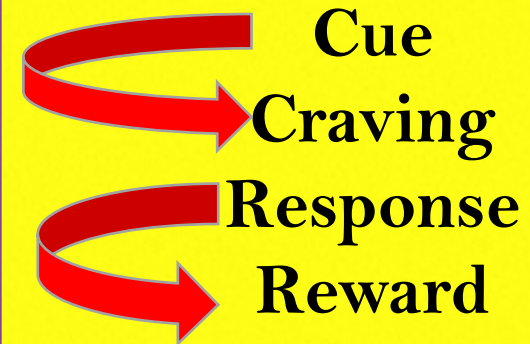


Whyte, David (2010). Reimagining Work, Self and Relationship. Penguin Publishers.

Tiny Hinges Open Large Doors

Marginal Improvements

The SYSTEM



Creating a Good Habit Make it:

- **Obvious**
- **Attractive**
- **Easy**
- **Satisfying**

Dropping a Bad Habit Make it:

- **Invisible**
- **Unattractive**
- **Difficult**
- **Unsatisfying**



Link habits to your Identity



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Make a Decision

- “Fresh start” it
- Chunk it
- Stack it



Eisenhower Matrix

“What is important is seldom urgent and what is urgent is seldom important”

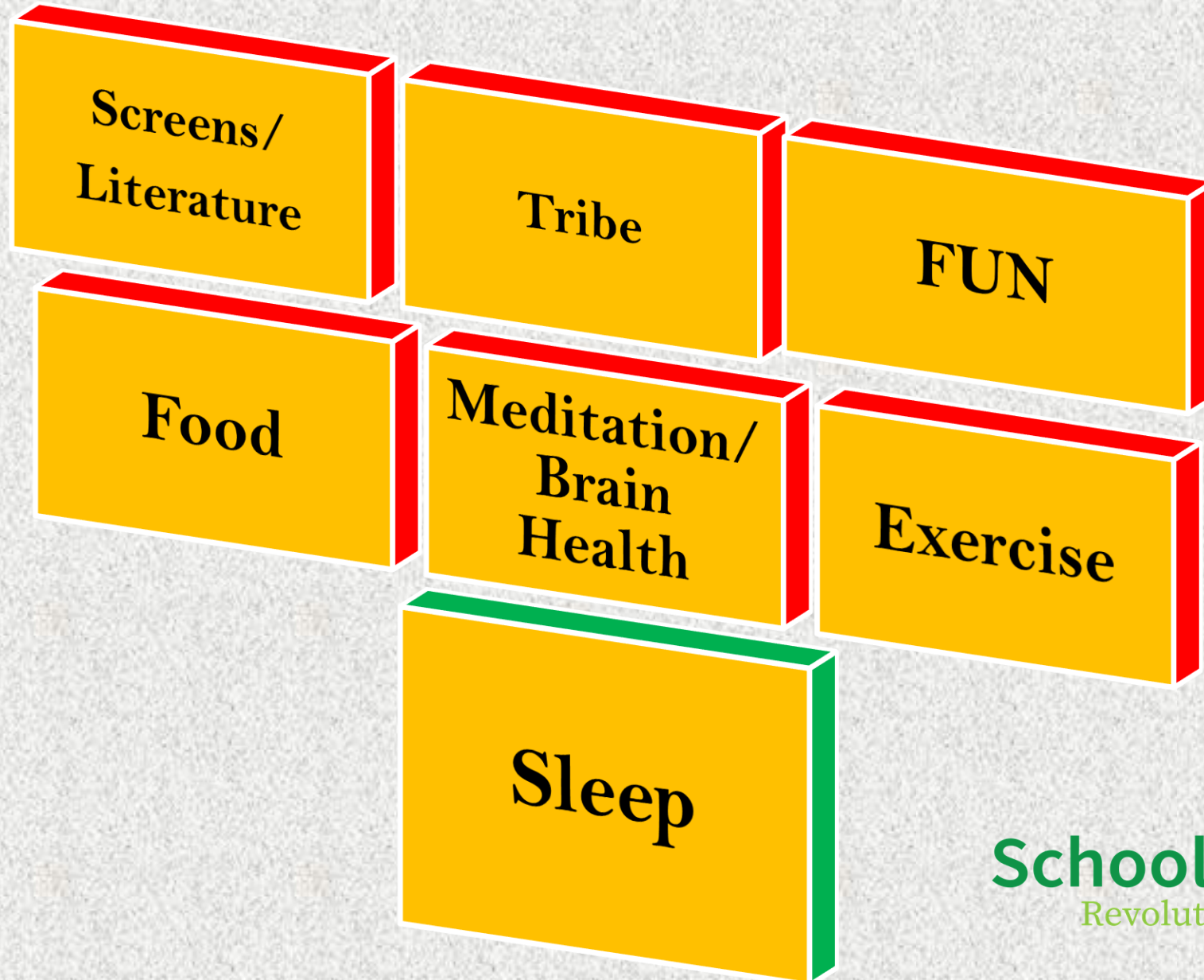
	IMPORTANT	NOT IMPORTANT
URGENT	Kitchen Fire Crying baby Staff embezzling RX Refrigerator broken	Interruptions Distractions
NOT URGENT	Exercise Eat real food Repairing rel'ships Write the article Do the art <div>CEOs DO MORE of THESE</div>	Meetings sans agenda Gossip Too much TV Frenemies <div> School of Wellness Revolutionizing Self-Care</div>

Make it Stick

- Rules: Personal Legislature
- Design Principles
- Morning mindset
- Accountability
- Plan for setbacks



Bedrock Behaviors



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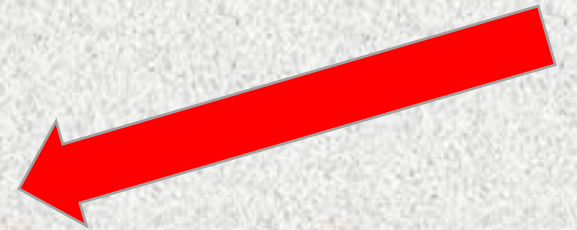
The Rundown

- Resilience is renewable, not limitless
- Know your habitat
 - Wellbeing report
- Complexity is forcing all of us to grow
- TOOLS “The 3 A’s”
 - Pay ***Attention!*** Energy goes where the energy flows
 - Stay ***Agile***
 - Claim ***Agency!*** Most any problems can be solved with discipline
- Monastic-like practice
 - Bedrock Behaviors
 - Adapt your mind to complexity



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- **Podcasts on Health and Wellness**
 - **No Stupid Questions**
 - **Kelly Corrigan Wonders**
 - **The Happiness Lab @ Yale**
- **Wellbeing Courses**
 - **Coursera: The Science of Wellbeing**
- **Parenting Classes:**
 - **Parent Encouragement Program (pepparent.org)**





Choosing WELLNESS



Forward by
Dr. Loretta Ford
Founder of the global
Nurse Practitioner
Phenomenon

Unconventional Wisdom
for the Overwhelmed, the Discouraged,
the Addicted, the Fearful, or the Stuck

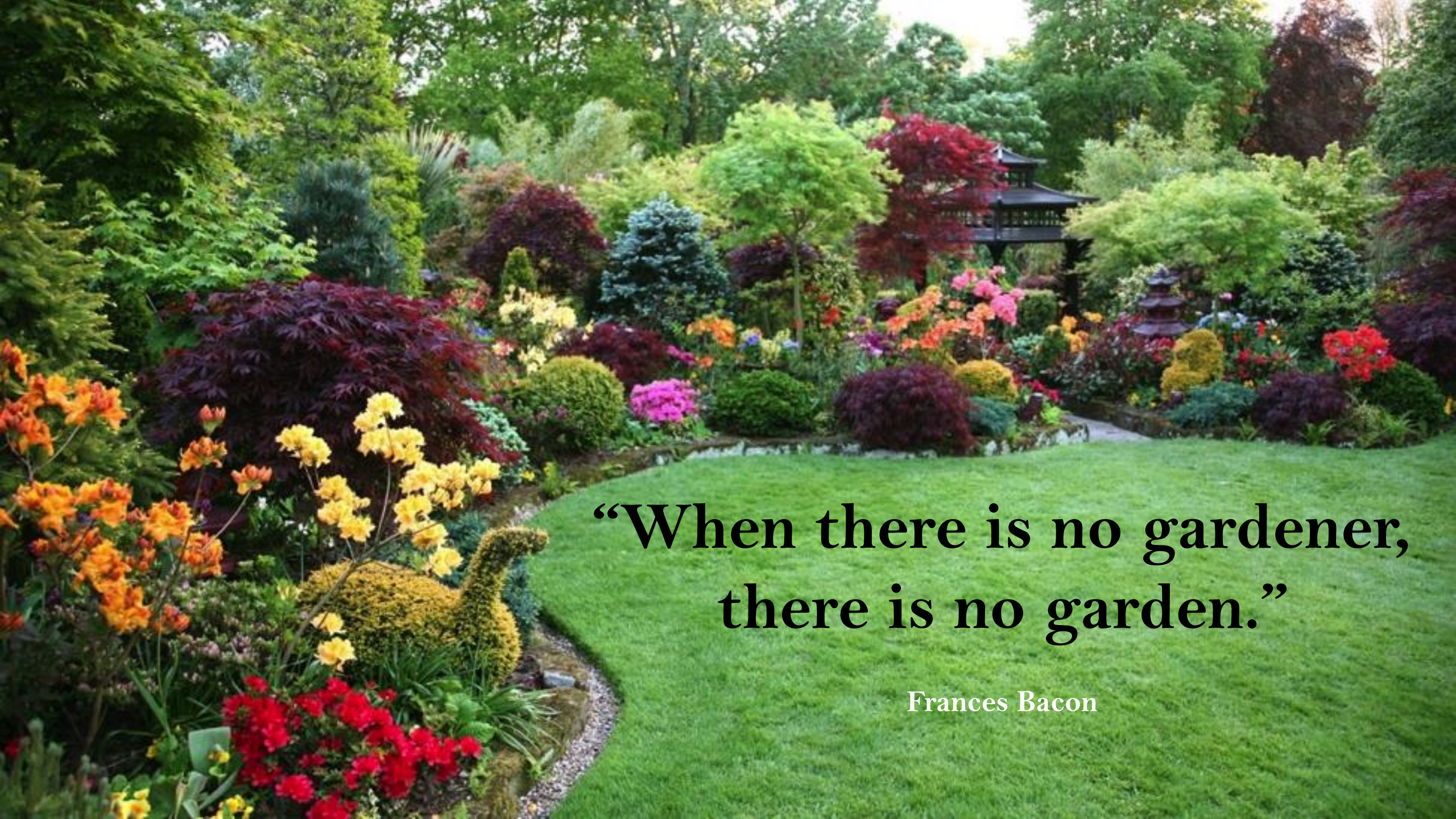
EILEEN T. O'GRADY

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**“When there is no gardener,
there is no garden.”**

Frances Bacon