

Physician Health

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Centre for Practitioner Renewal (CPR)

Health care is about living and dying, curing and healing;
art and science, mind and heart, skills and knowledge,
technology and compassion

Health care is based on a business model of efficiency, the
work we do is about relationship—relationship with
self, other and Other

Relationship is often sacrificed to action and efficiency

Centre for Practitioner Renewal

- How do we sustain health care providers in the work place?
- What is the effect of being in the presence of suffering?
- What would be reparative, healing or restore resilience for health care providers?

Efficiency through relationship

Core Messages

1. Know yourself, know others
2. The past is always present

Wisdom

“In examining disease, we gain wisdom about anatomy and physiology and biology. In examining the person with disease, we gain wisdom about life.”

Oliver Saks

Self Knowledge

Many people miss out on themselves as they journey through life. They know others, they know places, they know skills, they know their work, but tragically, they do not know themselves at all.

John O'Donohue: Anam Cara

Referral Reasons	Frequencies				Examples
	LC	MC	SC	Totals	
Emotional reactions about work	1	7	13	21	sense of being overwhelmed by work after learning of colleague's severe criticisms
Family/relationship issues	6	1	10	17	Relationship issues related to 20-year marriage & whether to divorce or not
Miscellaneous	5	4	8	17	feeling apologetic for living
Stress/cumulative stress	5	1	9	15	Stress at work from relationship with colleague
Critical incident	2		10	12	Difficult patient death that she is finding it hard to process
Career decisions			7	7	Unhappy in current position after 10 years & fear about making a transition
Grief & loss	2	2	3	7	Death of father due to complications after surgery; grieving process complicated by frustration with medical attention given to father over past 2 months; sense of betrayal "of my own hospital"; loss of faith in colleagues; anger
Work relationship issues	1	1	5	7	Dealing with complex issues & challenging team dynamics

Referral Reasons	Frequencies				Examples
	LC	MC	SC	Totals	
Burnout/exhaustion	1	2	3		client began crying uncontrollably at the end of her shift at MSJ; sense of being exhausted & burned out (at odds with her strength/resilience)
Communication	1	2	3		Needs to have a difficult conversation with a physician team leader
Health problems	3		3		Health problems exacerbating his emotional situation
Personal issues		3	3		Homophobic experiences at work and outside work
Client behaviours at work		2	2		Difficulties at work; has missed a lot of time; often late for work
Depression	2		2		client reported in 1st session feeling depressed for several years
Dissociation at work	2		2		Sadness at work & struggle re remaining focused on task
Job loss	1	1	2		Recently displaced (unexpectedly) from job
Self-awareness		2	2		Personal crisis re direction for personal growth & development after failing to be admitted to medical school for 3rd time
Self-care		2	2		Loss of self due to caring for others

Underlying Concerns					
Intrapersonal	Frequencies				Examples
	LC	MC	SC	Totals	
Affect issues	50	49	26	125	Intense overwhelmed feeling from work & home
Work-related incidents	20	8	70	98	Personal betrayal by the organization when told to remove praying people
Stress/cumulative stress	5	1	9	15	Stress at work from relationship with colleague
Disengagement/estrangement/isolation	8	9	12	29	A sense of isolation at work and at home
Self-esteem/worth	8	8	7	23	Feeling “less than” when comparing himself to others
Family of origin	13	12	16	41	Fear of letting anyone close to her in case they hurt her the way her family of origin did while growing up
Agency/helplessness	10	4	4	18	Letting others decide her life for her
Career	2	2	6	10	Feeling less competent to find work if she decides to leave PHC
Confidence/competence	4	8	7	19	Core issue of self-doubt
Exhaustion and/or burnout	3	6	4	13	Feeling drained, not energized or replenished
Overwhelmed	1	3	5	9	Intense overwhelmed feeling from work & home
Perfectionism	3	2	2	7	Struggling with “good enough” & perfection
Self-care	1	5	4	10	Cares for others before she will care for herself
Sleeplessness	0	0	5	5	Sleep disturbances and tiredness

Underlying Concerns

Interpersonal	Frequencies				Examples
	LC	MC	SC	Totals	
Affect issues	32	17	12	61	Intense overwhelmed feeling from work & home
Romantic relationship	13	9	23	45	Frustration with husband & work situation & unsure how to 'how to unpack boxes of her issues'
Interpersonal challenges	10	2	19	31	Dual relationship between CNL & Program Director
Family/personal	4	10	13	27	Family of origin issues - witnessing & experiencing assault
Communication	13	9	7	29	Lack of effective communication skills
Family of origin	13	12	16	41	Fear of letting anyone close to her in case they hurt her the way her family of origin did while growing up
Stress/cumulative stress	5	1	9	15	Stress at work from relationship with colleague

Underlying Concerns

All Affect	LC	LC	MC	MC	SC	SC	Totals
	Inter	Intra	Inter	Intra	Inter	Intra	
Affect issues	32	50	17	49	12	26	186
Connection/belonging	10	10	9	5	4	4	42
Anger/frustration issues	5	9	11	5	2	8	40
Fear	6	8	5	3	4	14	40
Grief/loss	5	7	2	11	7	7	39
Anxiety	3	6		4	2	10	25
Guilt	6	1	2	7		2	18
Shame		5		6		1	12
Depression		4		5		1	10
Betrayed	1			1		2	4

Basic Human Needs

Exist

Relate

Grow

Alderfer, 1969

Connection and Knowing Ourselves

- Emotional Disconnect
- Emotional Reconnect

Whitehead, 2005

Factors to Consider

- Static vs. dynamic factors

Growth Themes

	AGENTIC-GROWTH THEMES	COMMUNAL-GROWTH THEMES
INTEGRATIVE THEMES	<p><u>Themes emphasizing an increasing capacity for:</u></p> <ul style="list-style-type: none">• conceptual self-understanding• organizing personal concerns, goals, etc.	<p><u>Themes emphasizing an increasing capacity for:</u></p> <ul style="list-style-type: none">• conceptual understanding of relationships• moral reasoning
INTRINSIC THEMES	<p><u>Themes emphasizing an increasing capacity for:</u></p> <ul style="list-style-type: none">• feeling good about one's life and self• acting/focusing on what is personally important	<p><u>Themes emphasizing an increasing capacity for:</u></p> <ul style="list-style-type: none">• feeling good about others/relationships• caring for others; acting/focusing on fairness

Self-efficacy

- Men reported greater self-efficacy in the regulation of negative affect and social efficacy
- Women showed greater empathic self-efficacy and greater self-efficacy in expressing positive affect
- Self-efficacy, expressing positive affect and empathic social efficacy declined with age

Changes Due to Age

- Men enter adulthood with greater energy levels and lower friendliness and remains stable across age
- Men decline and women gain more emotional stability with age

Facing Aging Successfully

- Women consistently score lower on self-esteem and self-acceptance, but men scores decline more significantly across age
- Women appear better equipped to manage aging than men
- Do men lose agency with age? What does this mean for you?

Change in Counselling Approach With Age

- Later stages of adulthood may focus on times of reminiscence and recollection (life review)
 - Reliving passed experiences and memories to:
 - Validate
 - Connect
 - Achieve purpose
 - Closure to life
 - Escape isolation

Challenges to Well Being in Health Care

- Economic restraint & restructuring
- Rapidly developing technologies
- Increased access to information/misinformation
- Increased patient complexity
- Shortage of practitioners
- Decreased numbers of beds
- A more critical & litigious social climate

Our Experience at CPR

Sustaining Healthcare Providers in the workplace:

Burnout / Compassion Fatigue / Vicarious
Trauma / Moral Distress / Grief / Depression
/ Anxiety

and

“Lateral Stress” among colleagues

Lateral Stress:

Accumulated stress discharged between colleagues

- Smiling Rage
- Irritability, Frustration, Lack of Patience
- Intolerance of Emotion
- Silencing Response
- Scapegoating / Bullying

Self Awareness

Think back to a recent work day.

While you travel to work, what do you notice in your body, your mind and your feelings as you get to work?

How would you rate your emotional stress level?

As you leave your work, what do you notice in your body, your mind and your feelings?

Self Awareness (cont.)

As you commute home, how do you feel? When you arrive home? After several hours at home? As you fall asleep?

Do you dream about your work? If so, what are the themes and images in these dreams?

Moral Distress

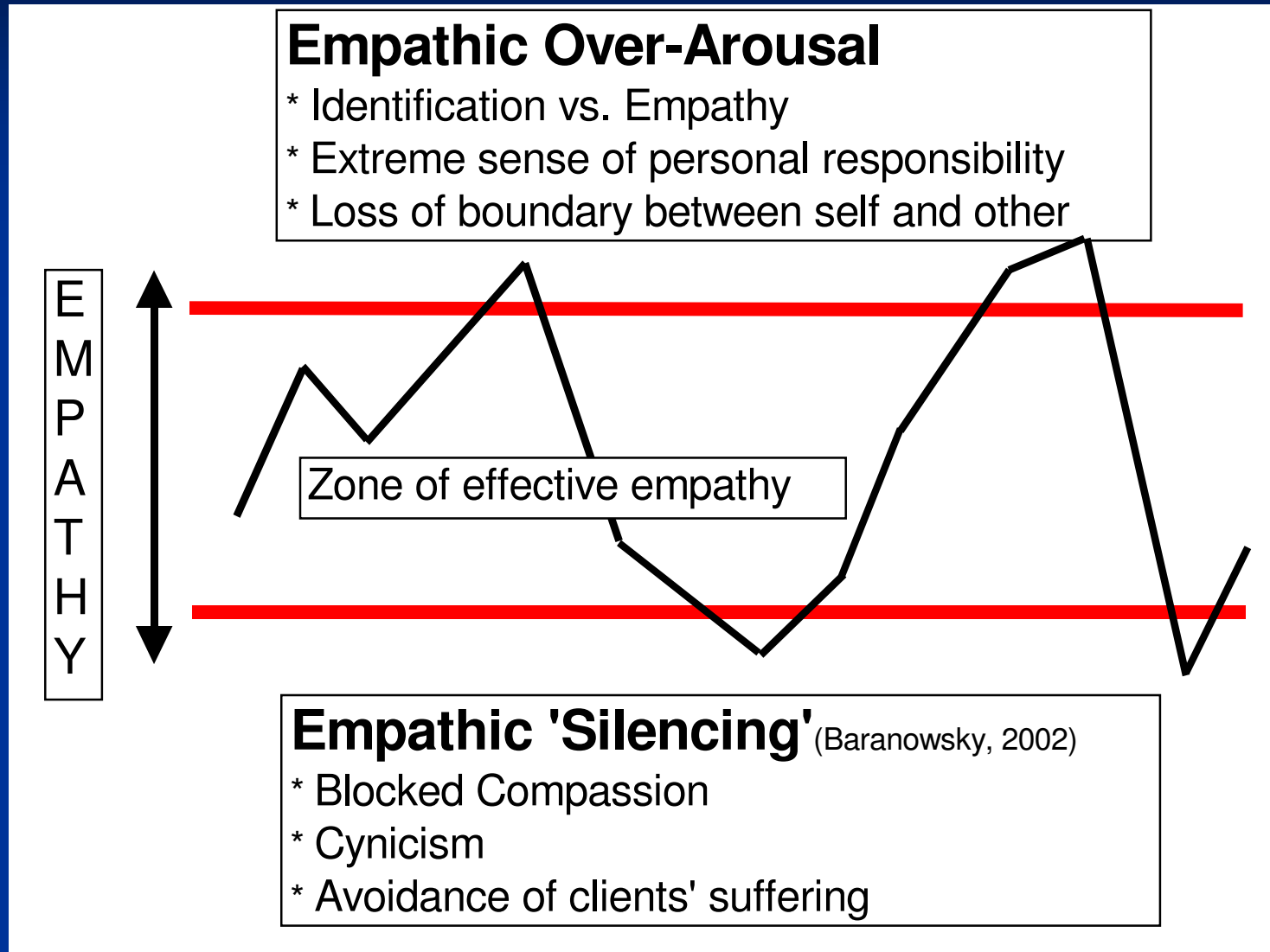
- The negative feelings resulting from a situation in which moral choices cannot be translated into moral action
- Associated with experiences of anger, frustration, guilt, and powerlessness

Jameton, 1984; Rodney and Starzomski, 1993

Most Common Signs of Distress

- Increased rates of illness
- Withdrawal - Isolation
- Cynicism - Sadness - Depression
- Exhaustion - Presenteeism
- Addictive responses
- Loss of efficiency - Judgment errors
- Challenging team dynamics
- Impaired boundaries - Identification vs. Empathy

Window of Effective Empathic Engagement



Positive Transformation

- Personal growth
- Deeper connection with others
- Deeper appreciation of the human journey
- Greater awareness of the natural world and their place within it
- Meaningful sense of the transcendent

Sork, J. (2005). A study of health care professionals experiences of witnessed suffering.

Addressing Caregiver Distress: Coping

- Self care (physical needs)
- Self nurturance
(forgiveness/connection/tranquility/play)
- Escape

Addressing Caregiver Distress: Transforming

- Self-awareness: strengths, vulnerabilities, needs
- Continuing growth – personal & professional
- Connection
 - self (time for self-reflection)
 - work related supports
 - Effective debriefing procedures
 - Supervision/Mentorship
 - Collegiality
 - social supports
 - spiritual connection

Self Knowledge and Connection

To understand ourselves we have to be understood by another. To understand another we have to understand ourselves.

Watzlawick, Bevan & Jackson

Resilience

1. Motivation to self-reflect and develop insight
2. Memory cues as a reminder to emerge from daily routines
3. A tool to help self-reflection/self-awareness

Resilience

Performance = f (Ability + Motivation + Environment)

Memory Cues

- Hand washing
- Going to the toilet
- Closing the office door at the end of the day
- Sitting in a particular chair
- Pulling a chart out of the door holder
- Checking off a patient's name on the day sheet
- Logging into or out of the EMR program
- Placing a chart into the folder for filing

Maintaining Yourself FIFE yourself

Feelings

Impression

Function

Expectations

Cave, 2009

Maintaining Yourself

FIFE yourself

Feelings

What do you feel about yourself/patient/colleague?

Impression

What is your impression (judgment) of yourself regarding your patient/work/colleague?

Function

What effect does this patient/work colleague have on you?

Expectations

What expectations are you expressing in how you are communicating?

End of Day Ritual

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www.practitionerrenewal.ca