

Journey to a Resilient & Thriving Pharmacy Workforce

Kimberlee Berry, CAE



Outline

- Explain why clinician burnout is a patient care and healthcare workforce problem that needs addressing;
- Discuss what is known about burnout in the pharmacy workforce;
- Describe the National Academy of Medicine Clinician Well-Being and Resilience Action Collaborative;



Outline

- Identify strategies to impact well-being and resilience in pharmacists, pharmacy residents, student pharmacists and pharmacy technicians; and
- Describe clinician burnout as a patient care and healthcare workforce problem.



Engaged Workforce: What it is and what it isn't

<p>It is</p> <ul style="list-style-type: none"> • Emotional commitment to the organization • Work on behalf of the mission and goals • Discretionary effort • ...the key to activating a high performing workforce 	<p>It Isn't</p> <ul style="list-style-type: none"> • Employee happiness • Employee satisfaction • Zero burdens or stress
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Forbes, 'What is employee engagement?' Available at: <https://www.forbes.com/sites/kevinkruse/2012/06/22/employee-engagement-what-and-why/#2f96dd437f32>. Accessed August 14, 2018.



Engagement: a Workforce Goal

"To win the marketplace you must first win the workplace"
~ Doug Conant, Former Campbell's Soup CEO

- **Statistics:**
 - 70 % of U.S. employees report feeling unengaged
 - In a study of engagement & burnout (n=1000)
 - Optimally engaged (40%): high engagement & low burnout
 - High resources (support, recognition), self-efficacy, low demands (low cumbersome bureaucracy), recovery from stress
 - Engaged-exhausted(20%): high engagement & high burnout
 - Simultaneous experiences of high engagement & burnout risk higher frustration and employee turnover
- **Outcomes:**
 - Greater productivity, higher quality of work, increased safety, employee retention

Harvard Business Review. 1 in 5 highly engaged employees is at risk of burnout. February 2, 2018.



Healthcare Workforce Burnout as a Patient Care Problem



Journal of the American Association of Nurse Practitioners

RESEARCH
Physical health of entering graduates
 Bernadette Mazurek M. Promotion, University C. Coordinator, Lisa Mills. Senior Research Coord. Online Family Nurse Pra. College of Nursing, Ohio State U.

STRESS
Burnout at Work Isn't Just About Exhaustion. It's Also About Loneliness
 by Emma G. APR 09, 2017

VIEWPOINT
Addressing Physician Burnout: The Way Forward
 Tait D. Shanafelt, MD. Mayo Clinic, Rochester, Minnesota.
 Lotte N. Dyrbye, MD, MPH. Mayo Clinic, Rochester, Minnesota.
 Colin P. West, MD, PhD. Mayo Clinic, Rochester, Minnesota.

The US health care delivery system and the field of medicine have experienced tremendous change over the last decade. At the system level, narrowing of insurance networks, employed physicians, and financial pressures have resulted in greater expectations regarding productivity, increased workload, and reduced physician autonomy. Physicians also have to navigate a rapidly expanding medical knowledge base, more onerous maintenance of certification requirements, increased clerical burden associated with the introduction of electronic health records...

Agency for Healthcare Research and Quality
PSNet
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 Perspectives on Safety February 2016
Burnout Among Health Professionals: Effect on Patient Safety
 Elizabeth Lumbus, PhD

Burnout is a Patient Care Problem

01 Patient Experience
 02 Population Health
 03 Reducing Costs
 04 Care Team Well-Being

Quadruple Aim

Bodenheimer T, Sinsky C. From triple aim to quadruple aim: care of the patient requires care of the provider. *Ann Fam Med.* 2014;12(6):573-6.

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Decreased Quality of Care Is the Top Reason to Address Physician Burnout

What are the top two most important reasons to address physician burnout?

Decreased quality of care	63%
Effect on the attitude of the rest of the health care team	38%
The duty of organizations to care for people	28%
Turnover	24%
Decreased patient satisfaction	21%
Decreased productivity	9%
Physician suicide	8%

More Clinicians 67% than Executives 57% cite decreased quality of care as the most important reason.

Base = 570 (multiple responses)

Shanafelt S, Shanafelt T, Mehta HC. Leadership survey: Why physician burnout is endemic, and how health care must respond. *NEJM Catalyst.* December 8, 2016. Available at: <https://catalyst.nejm.org/physician-burnout-endemic-healthcare-respond/>

Burnout ↔ Medical Error

Bi-directional relationship

- Higher levels of burnout associated with increased odds of reporting a medical error in subsequent 3 months
- Self-perceived medical error associated with worsening burnout & depressive symptoms

Shanafelt Ann Surg 2009; Balch J Am Coll Surg 213; West JAMA 2006; 2009; Jones J Appl Psychol 1988; Cimotti Am J Infect Control 2012; Welp Front Psychol 2016; Welp Crit Care 2016

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Burnout and Patient Safety: Summary of the Evidence

- Introduction:** Evaluation of association between healthcare staff wellbeing, burnout, and patient safety
- Methods:** Systematic Review
- Results:** 46 studies included
 - Significant correlation between poor wellbeing in health care professionals and worse patient safety (n=16)
 - Significant association between burnout and patient safety (n=21)
- Conclusion:** Studies show correlation between burnout and lower patient safety; more studies needed to determine causality

Hall LH, Johnson J, Watt I, et al. Healthcare staff wellbeing, burnout, and patient safety: A systematic review. *PLoS ONE.* 2016; 11(7): e01559015

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Health Care Costs

↑ Medical Errors	↑ Absenteeism
↑ Malpractice claims	↓ Job productivity
↑ Turnover	↑ Referrals
– 1.2-1.3 x salary (\$82-\$88,000 per RN in 2007)	↑ Ordering
– \$500,000 to >\$1 million	

Jones J Nurs Am 2008; Fibuch Physician Leadersh J 2015; Buchbinder Am J Manag Care 1999; Kushnir, Fam Pract 2014; Bachman Soc Sci Med 1999; Parker J Behav Med 1995; Toppinen-Tanner Behav Med 2005; Hilton J Occup Environ Med 2009

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Poll Everywhere Question

- How have you seen burnout impact patient care?



Burnout in the Pharmacy Workforce



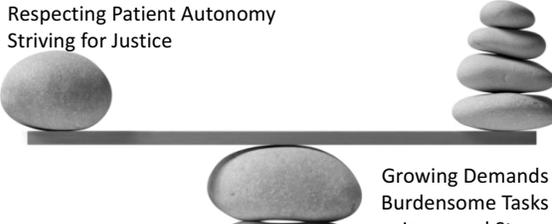
What is Stress?

- Stress is a physical, mental, or emotional factor that causes bodily or mental tension.
- Eustress is moderate or normal psychological stress considered to be beneficial for the experiencer
 - Motivates, focuses energy, is short-term, perceived as within our coping abilities, feels exciting, & improves performance
- Distress is extreme anxiety, sorrow, or pain
 - Can be short-or long-term, feels unpleasant, considered outside of our coping ability, decreases performance, may lead to mental & physical problems




<https://www.medicinenet.com/script/main/art.asp?articlekey=20104>

Caring for Patient
Avoiding Harm
Respecting Patient Autonomy
Striving for Justice



Growing Demands
Burdensome Tasks
Increased Stress



What is Burnout?

- Syndrome of:
 - Emotional exhaustion
 - Depersonalization (e.g., cynicism)
 - Low personal accomplishment




Maslach, C. S. E., Jackson, et al. (1996). Maslach Burnout Inventory Manual. Palo Alto, CA: Consulting Psychologists Press.

Identify Burnout



Valid and Reliable Survey Instruments to Measure Burnout

A key organizational strategy to improving clinician well-being is to measure it, develop and implement interventions, and then re-measure it. A variety of dimensions of clinician well-being can be measured including burnout, engagement, and professional satisfaction. Below is a summary of established tools to measure burnout. Each tool has advantages and disadvantages and some are more appropriate for specific populations or settings. This information is being provided by the Research, Data, and Metrics Working Group of the National Academy of Medicine Action Collaborative on Clinician Well-Being and Resilience. Click or scroll below for an overview of each valid and reliable instrument to measure burnout, well-being, and other work-related dimensions.

Burnout

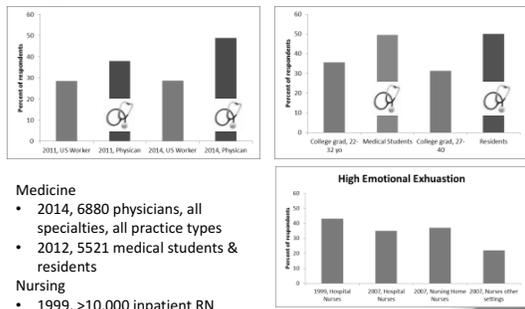
- » Maslach Burnout Inventory – Human Services Survey for Medical Personnel
- » Oldenburg Inventory <https://nam.edu/valid-reliable-survey-instruments-measure-burnout-well-work-related-dimensions/>
- » Physician Work-Life Study's Single-Item
- » Copenhagen Burnout Inventory

Maslach Burnout Inventory – Human Services Survey Tool

- Medical Personnel**
 - Emotional exhaustion
 - Measures feelings of being emotionally overextended and exhausted by one's work
 - I feel emotionally drained from my work
 - Depersonalization
 - Measures an unfeeling and impersonal response toward patients
 - I don't really care what happens to some patients
 - Personal Accomplishment
 - Measures feelings of competence and successful achievement in one's work
 - I have accomplished many worthwhile things in this job
- Response options (frequency): never, a few times a year or less, once a month or less, a few times a month, once a week, a few times a week, every day



High Prevalence of Burnout



Medicine

- 2014, 6880 physicians, all specialties, all practice types
- 2012, 5521 medical students & residents

Nursing

- 1999, >10,000 inpatient RN
- 2007, 68,000 nurses



Alken JAMA 2002;288; McHugh Health Aff 2011;30; Durbva Acad Med 88(8): 443-451; Shanafelt MCP 2015;30:1600

Burnout: Pharmacy Residents

Study Overview

- Stress and negative affect levels surveyed in PGY1 & PGY2s (n=524, 27.7% response)
- Those working > 60 hours/week reported higher levels of perceived stress and elevated depression, hostility, and dysphoria
- Perceived stress for pharmacy residents was 19.06±5.9
 - 14.2±6.2 in 18-29 year old health adults
 - 20.3±7.4 in cardiology medical residents

Takeaways

- 10-item Perceived Stress Scale is a free, validated tool to assess stress among pharmacy residents
- Hostility was highest in PGY2
- When pressures of being overworked > resident's ability to cope, well-being is in danger



Le HM, Young SD. Evaluation of stress experienced by pharmacy residents. AJHP.2017;74:599-604

Burnout: Clinical Pharmacists

- Jones and colleagues measured clinical pharmacist burnout (n=974)
 - Nearly 1/3 included respondents are certified by BPS
 - More than half completed residency training
 - 61.2% overall burnout rate; 52.9% high emotional exhaustion
 - Characteristics of burned out clinical pharmacists:
 - Less likely to have children (p=0.002)
 - More likely to work more median hours (p<0.001)
 - More likely to have attained BPS certification (p=0.005)
 - No difference observed in practice area, hospital setting



Jones GM, Roe NM. Factors Associated With Burnout Among US Hospital Clinical Pharmacy Practitioners: Results of a Nationwide Pilot Survey. Hosp Pharm.2017;52:11742-51.

Drivers of Burnout in Healthcare Professionals

Risk Factors Associated With Burnout <i>Am J Health-Syst Pharm. 2017; 74:e576-81</i>	
Risk Factor	Example
Workload	Job demands exceeding human limits; limited time to rest, recover, and restore.
Control	Role conflict; absence of direction in the workplace
Reward	Inadequate financial, institutional, or social reward in the workplace; lack of recognition
Community	Inadequate opportunity for quality social interaction at work; inadequate development of teams
Fairness	Perception of equity from an organization or leadership
Values	Organizational values are incongruous with an individual's personal values or beliefs
Job-person incongruity	Personality does not fit or is misaligned with job expectations and coping abilities

National Academy of Medicine Action Collaborative Clinician Well-Being and Resilience

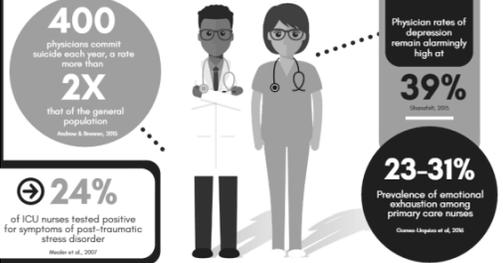


pharmacists advancing healthcare®

National Academy of Sciences

- Founded in March, 1863
- Private, nonprofit organization of the country's leading researchers
- National Academy of Medicine
 - Formed in 1970 to advise the nation on medical & health issues
 - Dr. Victor Dzau is President



400 physicians commit suicide each year, a rate more than **2X** that of the general population (Juckes & Rivner, 2015)

Physician rates of depression remain alarmingly high at **39%** (Grunbaum, 2015)

24% of ICU nurses tested positive for symptoms of post-traumatic stress disorder (Muller et al., 2007)

23-31% Prevalence of emotional exhaustion among primary care nurses (Cohen-Williams et al., 2016)

How can we protect the health of the people who protect our own?

National Academy of Medicine
Action Collaborative on Clinician Well-Being and Resilience

Learn more at nam.edu/ClinicianWellBeing @theNAMedicine

PERSPECTIVE COLLECTIVELY CONFRONTING THE CLINICIAN-BURNOUT CRISIS

To Care Is Human — Collectively Confronting the Clinician-Burnout Crisis

Victor J. Dzau, M.D., Darrell G. Kirch, M.D., and Thomas J. Nasca, M.D.

“Through collective action and targeted investment, we can not only reduce burnout and promote well-being, but also help clinicians carry out the sacred mission that drew them to the healing professions – providing the very best care to patients”

Dzau VJ, Kirch DG, Nasca TJ. To care is human – collectively confronting the clinician-burnout crisis. NEJM.2018;378(4):312-314.

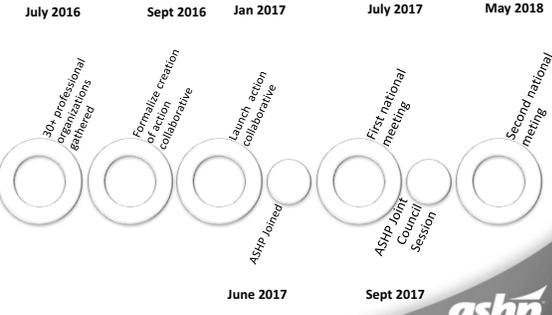


Action Collaborative Goals

<p>NAM</p> <ul style="list-style-type: none"> • Improve baseline understanding across organizations of challenges to clinician well-being • Raise visibility of clinician stress and burnout • Advance evidence-based, multidisciplinary solutions to reverse these trends, leading to improvements in patient care by caring for the caregiver 	<p>ASHP</p> <ul style="list-style-type: none"> • Improve patient outcomes through optimal medication use • Identify mechanisms to improve and sustain pharmacy workforce well-being and resilience • Deploy pharmacy workforce to support multidisciplinary solutions for improving healthcare workforce well-being and resilience
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Action Collaborative Timeline



July 2016: 30+ professional organizations gathered

Sept 2016: Formalize creation of action collaborative

Jan 2017: Launch action collaborative

ASHP joined

June 2017

Sept 2017: ASHP Joint Council Session

July 2017: First national meeting

May 2018: Second national meeting



American Society of Health-System Pharmacists

- **Vision**
 - Medication use will be optimal, safe, and effective for all people all of the time
- **Membership Organization**
 - Established 1942
 - 45,000 members



ASHP's headquarters, 4500 East-West Highway, Bethesda, Md.



ASHP Vision & Strategic Plan



Strategic Plan

- **Our Patients and Their Care**
 - Goal 4: Improve Patient Care by Enhancing the Well-Being and Resilience of Pharmacists, Student Pharmacists, and Pharmacy Technicians
- **Our Members and Partners**
- **Our People and Performance**

Goal 4: Objectives

- **Engage in major national initiatives**
- **Facilitate the development of education**
- **Improve the well-being and resilience in postgraduate pharmacy residency training**
- **Foster research**



ASHP Policy Positions, 1982-2018 2018 Policy Positions

1825 CLINICIAN WELL-BEING AND RESILIENCE
 Source: Council on Education and Workforce Development

To affirm that burnout adversely affects an individual's well-being and healthcare outcomes; further,

To acknowledge that the healthcare workforce encounters unique stressors throughout their education, training, and careers that contribute to burnout; further,

To declare that healthcare workforce well-being and resilience requires shared responsibility among healthcare team members and between individuals and organizations; further,

To encourage individuals to embrace well-being and resilience as a personal responsibility that should be supported by organizational culture; further,

To encourage the development of programs aimed at prevention, recognition, and treatment of burnout, and to support participation in these programs; further,

To encourage education and research on stress, burnout, and well-being; further,

To collaborate with other professions and stakeholders to identify effective preventive and treatment strategies at an individual, organizational, and system level.



Collaborative Composition & Commitments

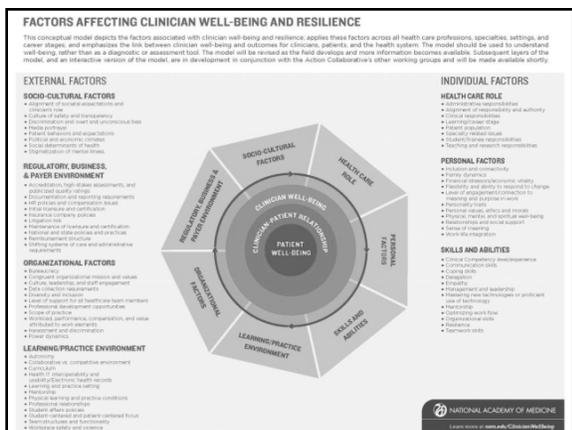
- **36 sponsoring organizations, 100 network organizations:**
 - Professional organizations
 - Government
 - Technology and EHR vendors
 - Large health care centers
 - Payers
- **130 commitment statements**
 - To provide an opportunity for organizations across the country discuss and share plans of action to reverse clinician burnout and promote clinician well-being.
 - <https://nam.edu/initiatives/clinician-resilience-and-well-being/commitment-statements-clinician-well-being/>



Creating An All-Encompassing Model

- ✓ Broad enough to define the issue across all healthcare professions
- ✓ Satisfactorily encompasses multiple environments (education, practice)
- ✓ Satisfactorily encompasses multiple stages of development of the health professional
- ✓ Satisfactorily encompasses system and individual issues in ways that are helpful toward developing a solution (e.g. defining without stigmatizing)
- ✓ Lends itself to being a tool for diagnosis, explanation, treatment
- ✓ Serves as a taxonomy for organizing other elements/tools developed as part of this NAM Collaborative

Brigham T, Barden C, Legreid Dopp, A, Hengerer A, et al. A Journey to Construct an all-encompassing conceptual model of factors affecting clinician well-being and resilience. National Academy of Medicine, 2018.

Strategies to Impact Well-Being and Resilience



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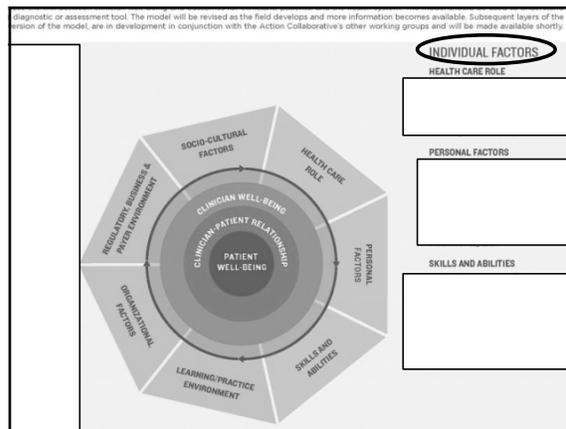
Clinician Well-being and Resilience

• Well-being

- The presence of positive emotions and moods.
- The absence of negative emotions.
- Satisfaction with life, fulfillment and positive functioning.
- Physical well-being is also viewed as critical to overall well-being.

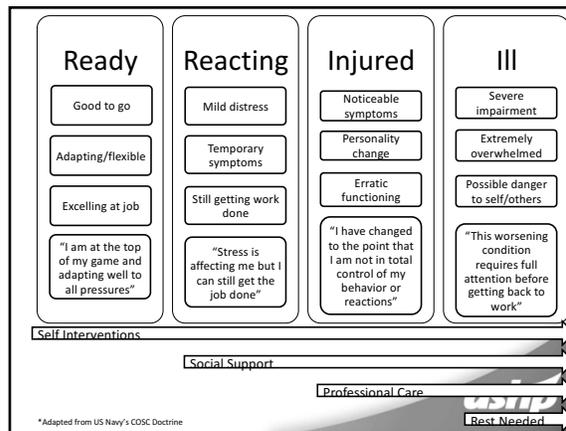
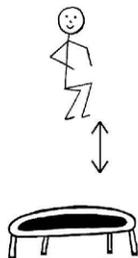
• Resilience

- Set of individual skills, behaviors, and attitudes that contribute to personal physical, emotional, and social well-being, including the prevention of burnout.



Resilience & Coping Skills

- Bounce back from adversity, uncertainty, risk or failure, and adapt to changing and stressful life demands
- Hope, optimism, self-efficacy
- Perseverance and passion for long term goals (Grit)



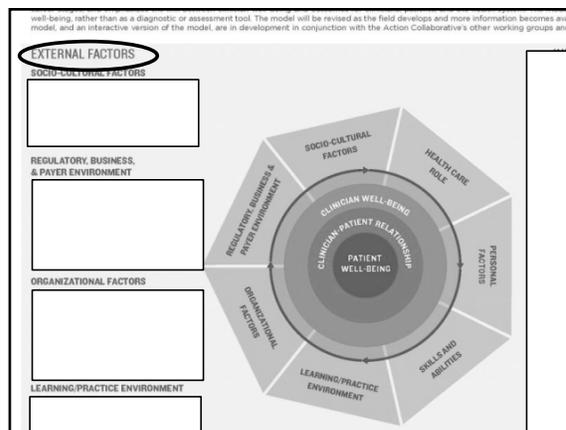
Mitigating Stress

Self-Care Techniques

- Monitor personal stress indicators (sleep, eating, agitation, etc)
- Decompress with healthy transitions (teatime, yoga, journal, breathwork, music)
- Record three good experiences from the day, savor those positive moments and plan for good experiences tomorrow
- Speak with trusted people, maintain social connections

Resiliency Competencies

- Awareness
 - Noticing the right information
 - Sensations, thoughts, environments
- Regulation
 - Of self and others' stress reactions and emotions
- Leadership
 - Toward meaningful personal and team actions



Strategies to Alleviate Burnout in Healthcare Professionals

Risk Factors Associated With Burnout <i>Am J Health-Syst Pharm. 2017; 74:e576-81</i>	
Risk Factor	Strategy to Alleviate Risk
Workload	Permitting time at the workplace to recover from a stressful event
Control	Clearly defined roles and expectations from organizational leadership
Reward	Identify suitable rewards to recognize achievements, provide opportunities to teach or mentor trainees
Community	Promote participation in professional organizations
Fairness	Transparency in decision-making
Values	Align personal expectations with organizational goals
Job-person incongruity	Evaluate and align job responsibilities with personal and professional expectations

Executive Leadership Strategies

- Acknowledge & assess the issue
- Identify impediments
- Harness the power of leadership
- Implement system approaches
- Cultivate community
- Use rewards & incentives wisely
- Align values & strengthen culture
- Promote flexibility and work-life integration
- Provide resources to promote self-care
- Use improvement science to test

Decrease Toxicity

↓

Decrease Stress

↓

Establish Meaning

1. Shaulfelt TD, Noseworthy JK. Executive leadership and physician well-being: Nine Organizational Strategies to promote engagement and reduce burnout. Mayo Clin Proc. 2017;92(1):129-146. 2. Perlo J, Balk B, Swenson S, Kabcenell A, Landsman J, Feeley D. 360 Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017.



LOOKING AHEAD

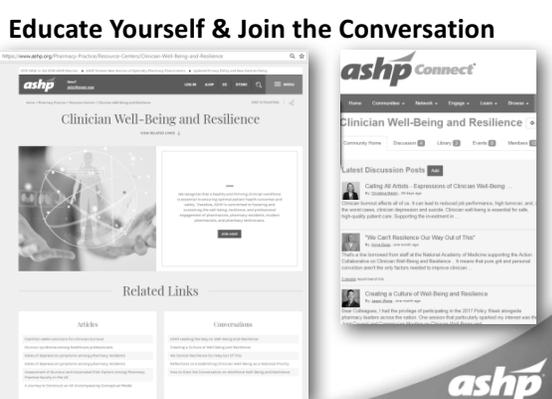


Educate Yourself on Burnout

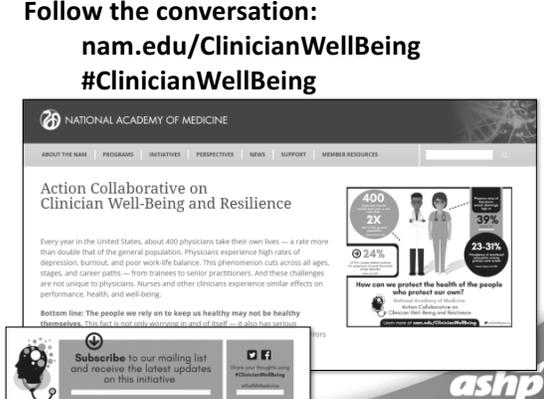
- **Webinars**
 - [Extinguishing the Burnout: Yourself and Your Team](#)
 - [Tame the Flames of Burnout: Tools for Building Resilience in Your Workforce](#)
 - [Leadership Burnout and Strategies for Burnout Prevention](#)
- **More Resilience sessions planned for:**
 - 2018 National Pharmacy Preceptors Conference
 - Creating a Culture of Resident Well-Being
 - Building Resilience in Residency Training It Takes a Village
 - Fueling Your Fire Identifying and Managing Preceptor Burnout
 - 2018 Conference for Pharmacy Leaders
 - Workforce Resilience Developing an Open and Successful Environment
 - 2018 Midyear Clinical Meeting



Educate Yourself & Join the Conversation




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Questions? Ideas? Considerations?



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