

# Moving Forward Mindfully

Nurturing a Resilient Pharmacy Community



## Learning Objectives

1. State the prevalence of pharmacy professional burnout.
2. Outline factors (systems-based and individual-based) that impact pharmacy professional well-being.
3. Design an evidence-based plan to prevent burnout and promote resilience.
4. Access resources for pharmacy professional resilience and well-being (both general and COVID-related).

## Burnout is a syndrome resulting from chronic workplace stress

- Stress has not been successfully managed
  - Characterized by three dimensions
    1. Feelings of energy depletion or exhaustion
    2. Increased mental distance from one's job, or feelings of negativism or cynicism related to one's job
    3. Reduced professional efficacy
- Resilience and burnout are INVERSELY related

## Resilience is a capacity that can be enhanced or taught

- Resilience is the capacity and dynamic process of adaptively overcoming stress and adversity while maintaining normal psychological and physical functioning
  - Previously thought as static trait or cluster of traits
    - Actually a dynamic process
  - Individual's environmental factors may provide protection against the impact of challenge
  - Encountering difficulty and hardship promote adaptive and learned resilience
- Moral distress occurs when there is misalignment between espoused & revealed values
  - Moral injury occurs when one perpetrates, bears witness to, or fails to prevent an act that transgresses deeply held moral beliefs
    - Put patients' needs first
    - Challenge of simultaneously knowing what patients need, but unable to provide it due to constraints beyond one's control

Notes:

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- Terminology change may reframe solution direction
  - **Burnout** may suggest the problem resides within the individual (solutions are directed at the individual)
  - **Moral injury** may suggest the problem resides within a broken system (solutions directed at the system)

## Systems-based strategies to support resilience exist

- Approximately 80% of burnout contributors are systems-based
- Several systems-based resilience interventions have been proposed
  - Augment institutional success metrics
    - Healthcare professional satisfaction
    - Healthcare professional well-being
  - Measure predictors of burnout longitudinally
    - Emotional exhaustion, depersonalization
  - Link administrator compensation to healthcare professional well-being
    - Burnout, emotional exhaustion, depersonalization
- There are a variety of ways the pharmacy profession can help
  - Address systems
  - Best management processes
  - Is the patient or customer always right?
  - Address harassment, teach de-escalation
  - Enforce existing laws: L&I break and workplace laws

## Team-based strategies to support resilience exist

- Team function & structure can improve resilience
  - Enhancing communication with team huddles
  - Developing and nurturing Communities of Practice
  - Creating flexible schedules
  - Engaging senior leadership

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- Institutionalizing a Wellness Committee & its infrastructure
- Participating in Balint Groups
- Higher leadership scores of an individual's direct supervisor are correlated with decreased burnout & increased satisfaction
  - For each 1-point increase in composite leadership score
    - Odds of burnout decreased by 7% (OR; 0.93; 95% CI 0.92-0.93; P<0.001)
    - Odds of satisfaction with the organization increased by 11% (OR, 1.11; 95% CI, 1.10-1.11; P<.001)

## Individual-based strategies to support resilience exist

- Healthy lifestyle, meditation and mindfulness, reappraisal and coping, connect to meaning and purpose, engage in meaningful activities, counter unhelpful thinking, create a caring community, spirituality or centeredness, positive psychology
- Meditation and mindfulness
  - Stress decreases brain volume in areas central to decision-making & emotional regulation
  - Meditation increases volume in brain areas central to decision-making & emotional regulation
- Engaging in meaningful activities
  - Less working time spent on self-identified "most meaningful activity" increases odds of burnout
  - Spending < 20% time on most meaningful activity is associated with 2.75 increased odds of burnout (P=0.001)

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## Personal Resilience Plan

*Create a plan for yourself to enhance your resilience using the strategies discussed. List at least one actionable strategy that you can trial. Be open to not doing it perfectly and curious about what you are going to learn about yourself and others in the process.*

### General

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### Systems-based

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### Teams-based

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### Individual-based

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A curated Resilience Resource List with active links is available through 4/11/22 using the QR code below

