



Moving Forward Mindfully

Nurturing a Resilient Pharmacy Community

Skye McKennon, PharmD, BCPS, ACSM-GEI
Director, Interprofessional Education
Director, Pharmacology (Incoming)
Clinical Associate Professor
Elson S. Floyd College of Medicine
Washington State University
skye_mckennon@wsu.edu
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Jenny Arnold, PharmD, BCPS
Jenny Arnold, PharmD, BCPS
CEO
Washington State Pharmacy Association
jenny@wsparx.org

**We have no financial
conflicts of interest to disclose**

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 resiliency.**
4. **Access resources for pharmacy professional resilience and well-being (both general and COVID-related).**

Audience response & handout access information

All participants audience response

Please direct a web browser to pollev.com/wwspa555

In-person participant handout

A paper handout is available

Online participant handout

Please access the handout using the following QR code



Burnout and well-being concerns are not new, and not only because of COVID-19



Pharmacy personnel are stressed and stretched

- Increased Demands
- Changing Processes
- Scared
- Sick Calls
- Stressed Patients



Pharmacy Workplace & Well-being Reporting (PWWR) elucidates trends

Positive experiences had a lasting effect on well-being

Harassment is real, and patients were primary offenders

71% offered recommendations that were not taken



Negative experiences nearly always identified similar characteristics



The Pharmacy Well-being Index measures mental distress and well-being

Overall pharmacy distress is 32%

Highly distressed individuals have:

- 3 fold increased risk of lower quality of life
- 8 fold increased risk of burnout
- 2.5 fold higher risk of high fatigue
- 2.5 fold higher risk of intent to leave their job
- 2 fold higher risk of medication error

Even prior to the COVID-19 pandemic, healthcare professionals were not thriving

DESIRED SITUATION

Healthcare professionals want to:

1. Help those in need and ease suffering.
2. Establish career sustainability that is professionally fulfilling
3. Maintain personal and professional well-being.

ACTUAL SITUATION

Healthcare professionals are:

1. Unsure if they are making a positive impact.
2. Experiencing emotional exhaustion, depersonalization, and burnout.
3. Resigning or contemplating leaving their jobs.

It is morally imperative to support well-being of current & future healthcare professionals

Evidence-based and -informed strategies



Resilience can be supported, nurtured, & learned using evidence-based and -informed strategies



Resilience, burnout, and moral injury

Resilience building



Systems-based strategies

Support through systems



Team-based strategies

Nurturing through teams



Individual strategies

Learning through personal actions

Burnout is a syndrome resulting from chronic workplace stress

Stress has not been successfully managed

Characterized by 3 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

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Have you or a close colleague experienced burnout?

Yes

No

Unsure

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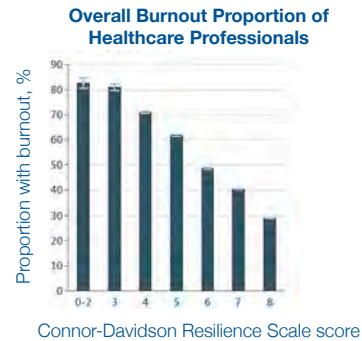
Study of US healthcare professionals

Association between burnout and resilience

Burnout was assessed using the Maslach Burnout Inventory (MBI)

Resilience was assessed using the 10-point Connor-Davidson Resilience Scale score

Higher the score, the more resilient the individual



West CP, et al

Describe the results of this study in one sentence.

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Resilience & burnout are inversely related

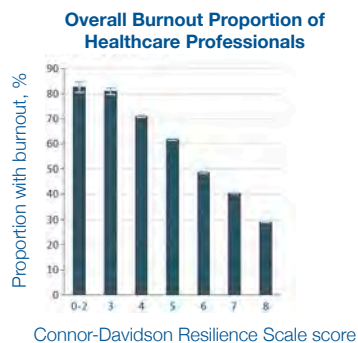
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Resilience is a capacity that can be enhanced or taught

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

Adaptive and learned resilience

Moral distress occurs when there is misalignment between espoused & revealed values

Espoused Values (what we say)	Artifacts (our behavior)	Revealed Values
High quality care is our top priority	A delivery system that drives fatigue and burnout which erode quality of care Focus on volume/net operative income	Economic priorities are more important than quality
We value patient autonomy, shared decision making, and tailoring care to individual needs	Visit lengths and limited staff support preclude shared decision making and tailoring care to individual patient needs	Economic priorities are more important than patient agency
We believe in social justice and fair distribution of resources for our patients and communities	Organizational tactics that tailor access to optimize payer mix and care for highly reimbursed medical conditions rather than patient need	Economic priorities are more important than social justice assumptions

Slide adapted from BHI's Mind Body Medicine Course



Repeated & long-lasting moral distress becomes moral injury

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

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)

“The expectation that we can be immersed in suffering and loss daily and not be touched by it is as unrealistic as expecting to be able to walk through water without getting wet.”

Rachel Naomi Remen

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Healthcare professional well-being & resilience depends on multiple factors.



National Academy of Medicine

Approximately 80% of burnout contributors are systems-based

Excessive workload

Time pressure

Role conflict

Role ambiguity

Absence of job resources
(especially supervisory and
coworker social support)

Limited job feedback

Lack of autonomy

Unfairness or inequity in the
workplace

Limited participation in
decision-making (affecting
the employee)

Insufficient rewards
(including social recognition)

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

National Academies of Sciences; Dean W, et al

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Which systems-based resilience intervention are you most interested in?

- Adding pharmacy professional satisfaction and well-being to institutional success metrics
- Linking administrator compensation to pharmacy professional well-being
- Measuring burnout predictors longitudinally

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Pharmacists have fundamental responsibilities & rights

Based on Oath of Pharmacists and Pharmacist Code of Ethics

Certain expectations of the workplace are needed

It can be used to start conversations at workplaces, boards, etc.

National Association of Boards of Pharmacy (NABP) support

Potential solutions

Unions?

Payment reform?

Payment for services?

Legislation against quotas?

Boards of Pharmacy?

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Team function & structure can improve resilience

Enhancing communication with team huddles

Developing and nurturing Communities of Practice

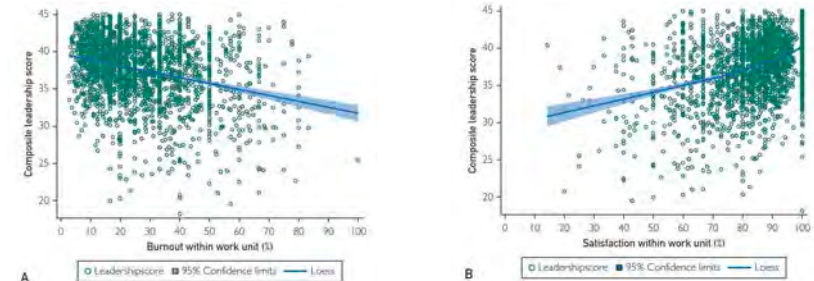
Creating flexible schedules

Engaging senior leadership

Institutionalizing a Wellness Committee & its infrastructure

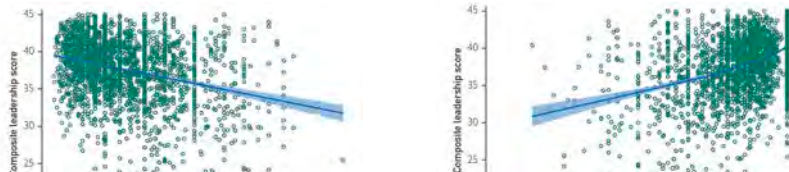
Participating in Balint Groups

Higher leadership scores are correlated with decreased burnout & increased satisfaction



Dyrbye LN, et al.

Higher leadership scores 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)

Dyrbye LN, et al.

There are a variety of ways the pharmacy profession can help

Address systems

Blaming the individual and yoga alone won't work

Best management processes

Is the patient or customer always right?

Address harassment, teach de-escalation

Enforce existing laws

L&I break and workplace laws

There are ways to build pharmacy staffing

Technicians

- On the job technician training programs
- Technician vaccine administration
- Other advanced technician rolls

Pharmacists

- Peer to peer support is essential

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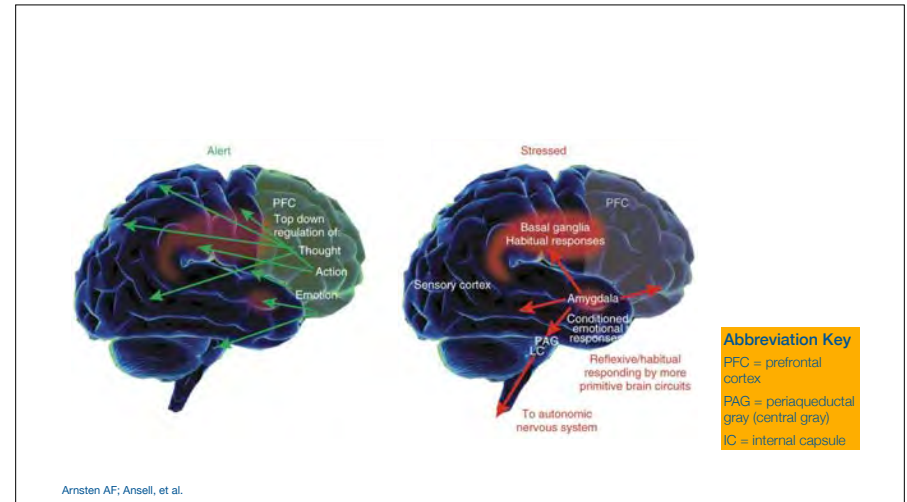
Nurturing through teams



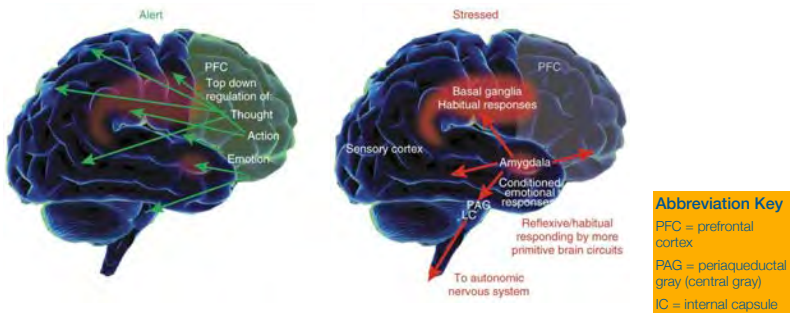
Individual strategies

Learning through personal actions

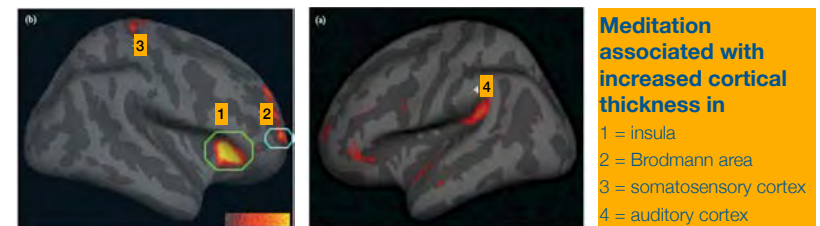
Individual interventions can improve resilience



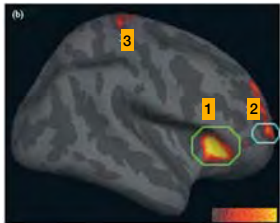
Stress decreases brain volume in areas central to decision-making & emotional regulation



Meditation increases volume in brain areas central to decision-making & emotional regulation



Meditation increases volume in brain areas central to decision-making & emotional regulation



Meditation associated with increased cortical thickness in

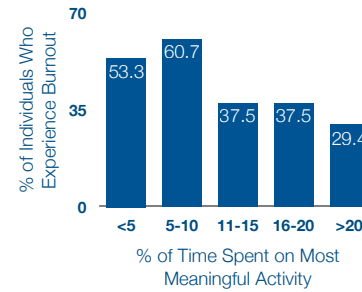
- 1 = insula
- 2 = Brodmann area
- 3 = somatosensory cortex
- 4 = auditory cortex

Short-term (< 30 days) meditation associated with increased posterior cingulate cortex (PCC) volume and gray matter

PCC associated with self-awareness, emotion, cognition, and aging

Lazar SW, et al; Tang R, et al

Less working time spent on “most meaningful activity” increases odds of burnout



Spending < 20% time on self-identified most meaningful activity was associated with 2.75 increased odds of burnout ($p=0.001$)

Shanafelt T, et al.

Individual interventions can improve resilience



Healthy Lifestyle



Meditation & Mindfulness



Reappraisal & Coping



Connect to Meaning & Purpose



Engage in Meaningful Activities



Counter Unhelpful Thinking



Create a Caring Community



Spirituality or Centeredness



Positive Psychology

Which individual intervention to improve resilience are you most interested in?

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Resilience can be supported, nurtured, & learned using evidence-based & -informed strategies



Resources exist to support healthcare professional resilience & well-being

General

- Podcast - Finding Joy: The health care professional's journey to wellness and resiliency, produced by WSU Health Sciences Spokane
- National Academy of Medicine Clinical Well-Being & Resilience
- American Association of Colleges of Pharmacy's Wellness and Resilience in Pharmacy Education
- American Pharmacists Association Pharmacy Well-Being
- Pharmacy Well-being Index
- Pharmacy Workplace And Well-Being Reporting (PWWR)
- Pharmacist's Fundamental Responsibilities and Rights

Resources exist to support healthcare professional resilience & well-being

Systems-based strategies

- Book - Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being
- National Alliance of Boards of Pharmacy Report of the Task Force on Workplace Safety and Wellbeing
- Technician class/on the job training - North Seattle Technician Training Apprenticeship Program
- Pharmacy train your own technician program - WSPA Technician On the Job Training Program
- Pharmacy technician immunization training - WSPA Technician Immunization Administration Program

Resources exist to support healthcare professional resilience & well-being

Team-based strategies

- Balint Groups - Learn more or sign up for virtual or in-person Balint groups for Washington healthcare professionals (CME provided at no charge)
- Leadership Article - Relationship Between Organizational Leadership and Health Care Employee Burnout and Satisfaction
- Team Building - How to Build Communities of Practice

Resources exist to support healthcare professional resilience & well-being



Individual strategies

Meditation Apps - Ten Percent Happier, Calm, Buddhify, Insight, Simply Being, Muse
Meditation Starting Guide - University of Wisconsin School of Medicine and Public Health
Gratitude - Introduction and 10 Ways to Practice
Positive Psychology - VIA Strengths Finder

COVID-19

Centers for Disease Control Support for Health Professionals
National Academy of Medicine COVID-19 Pandemic Resources for Health Professionals
Penn Arts & Sciences Positive Psychology Coronavirus Pandemic Resources

What one thing do you think would improve the resilience and well-being of pharmacy professionals?

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Pharmacy resilience is possible through evidence-based & -informed strategies

System-Based Strategies

The majority of burnout inputs are systems-based
System inventions can be enacted to prioritize healthcare professional well-being

Team-Based Strategies

Improving team function and communication
Leadership abilities of direct supervisors

Individual Strategies

Meditation and mindfulness
Engaging in "most meaningful activities"

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