

Career and Personal Resiliency: Keep Your Life and Career Moving

Margaret Heger, PharmD, BCPS, BCPPS
Pediatric Pharmacy PGY2 Residency Program Director
Pediatric Antimicrobial Stewardship Pharmacist
OSF HealthCare Children's Hospital of Illinois
Peoria, IL



Conflict of Interest

- I have no conflicts of interest to disclose



Objectives for Pharmacists

- Define personal and career resilience
- Describe why resiliency is important to pharmacists
- Describe ways to practice personal and career resiliency



Objectives for Pharmacy Technicians

- Define personal and career resilience
- Describe why resiliency is important to pharmacy technicians
- Describe ways to practice personal and career resiliency



What is personal resilience?

- Ability to adapt well in the face of trauma, adversity, tragedy, threats, and significant sources of stress
 - Relationship and family problems
 - Serious health problems
 - Workplace stressors
 - Financial stressors
 - Combination of “bouncing back” and personal growth

American Psychological Association. (2020, February 1). *Building your resilience*. <http://www.apa.org/topics/resilience>



What is career resilience?

- The ability to grow different skill sets and change your career path over time – meeting the changing market needs

Waterman R et al. "Toward a Career Resilient Workforce" HBR July-Aug 1994



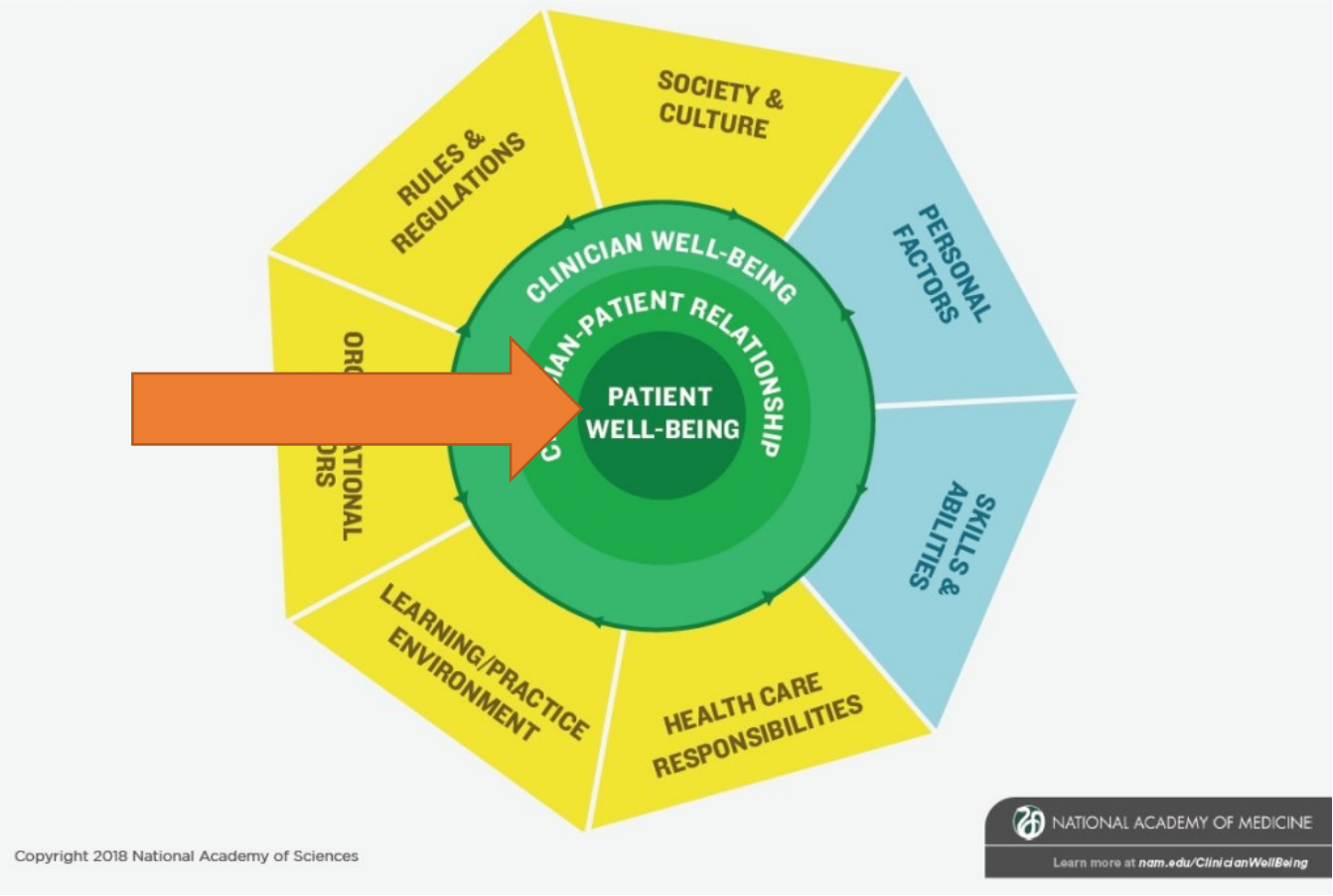
Why is resiliency important?



Clinician Well Being

FACTORS AFFECTING CLINICIAN WELL-BEING AND RESILIENCE

This conceptual model depicts the factors associated with clinician well-being and resilience; applies these factors across all health care professions, specialties, settings, and career stages; and emphasizes the link between clinician well-being and outcomes for clinicians, patients, and the health system. The model should be used to understand well-being, rather than as a diagnostic or assessment tool. In electronic form, the external and individual factors of the conceptual model are hyperlinked to corresponding landing pages on the Clinician Well-Being Knowledge Hub. The Clinician Well-Being Knowledge Hub provides additional information and resources. The conceptual model will be revised as the field develops and more information becomes available.



Stress vs. Burnout

Stress	Burnout
Over engaged	Disengagement
Overreaction	Blunted emotions
Urgency and hyperactivity	Helplessness and hopelessness
Loss of energy	Loss of motivation
Leads to anxiety	Leads to detachment and depression
Primary damage is physical	Primary damage is emotional

Burnout Prevention and Treatment. Accessed at: <https://www.helpguide.org/articles/stress/burnout-prevention-and-recovery.htm>. Accessed on August 10th, 2021.



Goals

- Maintain patient safety and quality of care
- Decrease burnout
- Increase engagement
- Incorporated in the ASHP Pharmacy Forecast for 2019
 - Increased research in the incidence and impact of burn out in pharmacists

Vermeulen L et al. ASHP Foundation Pharmacy Forecast 2019: Strategic Planning Advice for Pharmacy Departments in Hospitals and Health Systems, *American Journal of Health-System Pharmacy*, Volume 76, Issue 2, 15 January 2019, Pages 71–100.



Tools for evaluating stress/burnout

- Maslach Burnout Inventory – Human Services Survey – used in most research
- Does have a fee for use
- Free tests have limited to no construct validity
- All primarily tested in physicians first, then other health care professionals

Table 2 | Commonly Used Burnout and Composite Well-Being Measures by Pragmatic Characteristics

	Burden	Actionable	Sensitivity to Change	Broadly Applicable	Psychometrics
Burnout Measures					
Maslach Burnout Inventory-HSS [MPI] (22 item) (MBI-HHS [MP])	<ul style="list-style-type: none"> • 22 items • Moderately complex to analyze • Fee for use 	<ul style="list-style-type: none"> • National benchmark data • Robust data showing scores correlate with outcomes of interest such as medical error, malpractice, and turnover 	<ul style="list-style-type: none"> • Longer time frame • Can detect meaningful effect sizes from interventions 	HCPs	<ul style="list-style-type: none"> • Strongest construct validity evidence in physicians and other HCPs
Maslach Burnout Inventory-HSS [MPI] (2 item) (2 single-item MBI-HHS [MP])	<ul style="list-style-type: none"> • 2 items • Relatively simple to analyze • Fee for use 	<ul style="list-style-type: none"> • Data showing scores correlate with outcomes of interest such as medical error, malpractice, and turnover 	<ul style="list-style-type: none"> • Longer time frame 	HCPs	<ul style="list-style-type: none"> • Strong construct validity evidence in U.S. physicians • No construct validity evidence in other HCPs
Copenhagen Burnout Inventory (CBI)	<ul style="list-style-type: none"> • 16 items • Moderately complex to analyze • Free [a] 	<ul style="list-style-type: none"> • No national benchmark data • Limited data showing scores correlate with outcomes of interest 	<ul style="list-style-type: none"> • No time frame • Unknown if sensitive to change 	Any occupation	<ul style="list-style-type: none"> • No construct validity evidence in U.S. physicians or other HCPs • Limited construct validity evidence in non-U.S. physicians and other HCPs
Oldenburg Burnout Inventory (OBI)	<ul style="list-style-type: none"> • 19 items • Moderately complex to analyze • Free [a] 	<ul style="list-style-type: none"> • No national benchmark data • Limited data showing scores correlate with outcomes of interest 	<ul style="list-style-type: none"> • No time frame • Unknown if sensitive to change 	Any occupation	<ul style="list-style-type: none"> • No construct validity evidence in U.S. physicians or other HCPs • Limited construct validity evidence in non-U.S. physicians and other HCPs
Physician Worklife Survey (mini-2) (PWLS)	<ul style="list-style-type: none"> • 1 item • Simple to analyze • Free [a] 	<ul style="list-style-type: none"> • No national benchmark data • Limited data showing scores correlate with outcomes of interest 	<ul style="list-style-type: none"> • No time frame • Unknown if sensitive to change 	Any occupation [b]	<ul style="list-style-type: none"> • Limited construct validity evidence in U.S. physicians • No construct validity evidence in other HCPs; too brief to have strong psychometrics
Composite Well-Being Measures					
Well-Being Index (WBI)	<ul style="list-style-type: none"> • 7-9 items • Simple to analyze • Free [a] 	<ul style="list-style-type: none"> • National benchmark data • Moderate data showing scores correlate with outcomes of interest 	<ul style="list-style-type: none"> • Moderate time frame • Unknown if sensitive to change 	Any occupation [b]	<ul style="list-style-type: none"> • Moderately strong construct validity evidence in U.S. physicians and other HCPs
Stanford Professional Fulfillment Index (PFI)	<ul style="list-style-type: none"> • 16 items • Moderately complex to analyze • Free [a] 	<ul style="list-style-type: none"> • No national benchmark data • Limited data showing scores correlate with outcomes of interest 	<ul style="list-style-type: none"> • Short time frame • May be sensitive to change 	HCPs	<ul style="list-style-type: none"> • Limited construct validity evidence in U.S. physicians • No construct validity evidence in other HCPs

SOURCE: Dyrbye et al., "Pragmatic Approach for Organizations to Measure Health Care Professional Well-being," National Academy of Medicine.

NOTE: HCP = health care professional.[a] Free for research use and for use in quality improvement efforts by nonprofit organizations.

[b] Although called "Physician Worklife Survey," this item does not specifically refer to physicians or patients and thus could be used for other occupations; however, no validity data exist for use in other occupations.



Pharmacist Burnout

- 53.2% of health system pharmacists (175/329) reported a high degree of burnout on at least one of the three subscales measured by the Maslach Burnout Inventory Human Services Survey
 - Emotional exhaustion
 - Depersonalization
 - Reduced personal accomplishment
- Modifiable and non-modifiable reasons for burn out were identified

Durham et al. Evidence of burnout in health-system pharmacists, *American Journal of Health-System Pharmacy*, Volume 75, Issue 23_Supplement_4, 1 December 2018, Pages S93–S100, <https://doi.org/10.2146/ajhp170818>



Pharmacy technician burnout

- Survey done in North Carolina
- 69% of pharmacy technicians report symptoms of burnout
- Few studies done measuring burnout in pharmacy technicians

Battling Burnout: Nearly Two-Thirds of Pharmacists Say They're Vulnerable. Pharmacy Practice News. Published 3/4/2019.



Pharmacist Burnout during the COVID-19 Pandemic

- Survey done in Australia – April-June 2020
- Practice location
 - Hospital – 42.2%
 - Community – 39.3
- Scores for emotional exhaustion and depersonalization were higher than prior to COVID-19 pandemic scores

Johnston, Karlee et al. "Burnout and the challenges facing pharmacists during COVID-19: results of a national survey." *International journal of clinical pharmacy* vol. 43,3 (2021): 716-725.



Why are we stressed or burned out?

- Long hours
- Away from family
- Working weekends and holidays
- Working rotating shifts
- School loans
- Overtime
- Bureaucracy
- Technology
- Sick and dying adults
- Sick and dying children
- Traumatic images
- Drug shortages
- Physician interactions
- Nurse interactions
- Formulary enforcement
- **PANDEMIC**



Fall out of burnout – substance use

- Prevalence of chemical addiction
- General US population – 10-15%
- Pharmacists – 11%-15%
- Pharmacists have the highest rate of opioid use disorder at 83%
- “Occupational hazard” for pharmacists

Addiction and substance abuse in the pharmacy professions" Pharmacy Today. 2013(Aug); 19(8):62-72



Fall out of burnout – Depression and suicide

- Pharmacists report lower health-related quality of life and higher levels of depression than the general population and other health professionals
- The rate of suicide among pharmacists is higher than that of the general population (1.29x higher in one study)

Chisholm-Burns, MA. AJHP 76(18); 1364-1367.



Survey question

Have you taken a survey to measure your own burnout on your own or as prompted by your employer?

- A. Yes
- B. No



Assessment

Which of the following is a symptom of burnout?

- A. Overreaction
- B. Loss of energy
- C. Loss of motivation
- D. Over engagement



Assessment

There is a great deal of evidence on burnout in pharmacy technicians

A. True

B. False



Practices to develop personal resilience



Practice self care

- Work from the bottom of Maslow's hierarchy
- Sleep
- Exercise / activity
- Proper diet / nutrition



What we don't want wellness practice to look like...

<https://twitter.com/dglaucomflecken/status/1406286232947085315?lang=en>



Practices that enhance personal resilience

- Gratitude
- Meditation
- Connection
- Self compassion
- Creativity



Gratitude

- Journaling
- Meditation / Mindfulness
- Letters
- Make it a practice, not an attitude

Wong, Y. J., Owen, J., Gabana, N. T., Brown, J. W., McInnis, S., Toth, P., & Gilman, L. (2018). Does gratitude writing improve the mental health of psychotherapy clients? Evidence from a randomized controlled trial. *Psychotherapy Research, 28*(2), 192-202



Survey Question

What are you grateful for, in this moment?



Meditation / Mindfulness Practice

- Doesn't have to look any particular way
- A mindfulness practice predicted personal resilience
- Mindfulness also predicted life satisfaction

Badri Bajaj, Neerja Pande. Mediating role of resilience in the impact of mindfulness on life satisfaction and affect as indices of subjective well-being, Personality and Individual Differences, Volume 93, 2016, Pages 63-67.



Survey Question

How do you find moments of mindfulness in your day?



Connection

- Social resilience – the ability of a group to endure stress in an adaptive manner through mutual trust and bonding among its members
- Group may not be peers
 - Family or friends
 - Church
 - Other interest groups

McKenna K et al. "The Missing Link: Connection is the Key to Success in Medical Education. *Academic Medicine*. 2016;91:1197–1199.



Survey question

What group in your life provides the most meaningful connection for you?



Self - compassion

- Excellence versus perfectionism
- Three components of self compassion
 - Be kind in the face of your own suffering
 - Acknowledge shared experiences in humanity
 - Practice mindfulness – avoid numbing

Be Kind to Yourself: How self-compassion can improve your resiliency. Available at: <https://www.mayoclinic.org/healthy-lifestyle/adult-health/in-depth/self-compassion-can-improve-your-resiliency/art-20267193> Accessed 2/25/2020.



Creativity

- Painting
- Cooking
- Writing
- Crafting
- Music
- Beer brewing



Einat S. Metzl & Malissa A. Morrell (2008) The Role of Creativity in Models of Resilience: Theoretical Exploration and Practical Applications, *Journal of Creativity in Mental Health*, 3:3, 303-318.

<https://pixabay.com/images/id-3129361>. Accessed 3/1/2022.



Survey question

What is your favorite way to be creative?



“Work Life Balance”

- Declared a myth!
- Set priorities
- Set boundaries
- Be mindful
- Reassess and change as needed – may even be daily



Integration across pharmacy learners

- Pharmacists
- Pharmacy residents
 - How are you assessing burnout and teaching resilience skills?
- Pharmacy students
 - How are colleges of pharmacy assessing burnout and teaching resilience skills?
- Pharmacy technicians
 - How are pharmacy department assessing burnout, teaching resilience, and reducing modifiable risk factors for burnout?



Survey question

- What is the best wellness and resilience activity that your school or employer offers?



Career Resilience



Career Resilience

- Change from a parental model workforce
- Employee and employer share responsibility for employee development

Toward a Career Resilient Workforce. Harvard Business Review. July-August 1994



Where can the employee start?

Self – assessment

- What are your strengths?
 - What Color is Your Parachute?
 - CliftonStrengths[®]
 - Real Colors, Myers-Briggs
 - Enneagram
- Are your skills competitive?
 - Where is the market going?
 - Where are the needs in pharmacy today?
 - Sterile compounding specialists
 - Specialty pharmacy
- Commit to life long learning



Questions to ask

- Where is the company/business/hospital going?
- What am I doing today?
- Would I like to be doing the same thing tomorrow?
- If the answer is no,
- What do I need to learn to do something different?
- Who can help me learn?



What does your institution offer?



Assessment

Career resilience is the ability to adapt well in the face of trauma, adversity, tragedy, threats, and significant sources of stress

A. True

B. False



Resources

- <https://greatergood.berkeley.edu/>
 - Website with many resources on gratitude, mindfulness
 - Science backed practices shared by University of California – Berkeley
- Self-Compassion: The Proven Power of Being Kind to Yourself
 - By Kristin Neff, PhD
- The Gifts of Imperfection / Daring Greatly / Rising Strong
 - By Brené Brown
- Check your school and facility resources



Resources – ASHP

- <https://wellbeing.ashp.org/Resources>
- ASHP Well-being and Resilience Certificate
 - 7 modules
 - 18 hours of ACPE continuing education
- ASHP members – Headspace meditation and mindfulness app
 - Focus on meditation, sleep, movement, and focus



Post-Test #1

Personal resilience is defined as:

- A. ability to grow different skill sets and change your career path over time
- B. ability to adapt well in the face of trauma, adversity, tragedy, threats, and significant sources of stress
- C. ability to keep all of your problems to yourself
- D. ability to do everything perfectly on your own



Post-Test #2

A student has been keeping a gratitude journal, practicing mindfulness daily, and working on a scrapbook for memories. This student is developing her

- A. Personal resilience
- B. Career resilience
- C. Ability to waste time



Post-Test #3

What percentage of pharmacists reports symptoms of burnout according to Durham et al?

- A. 12%
- B. 33%
- C. 53%
- D. 69%



Post-Test #4

Stress and burnout are the same thing

A. True

B. False



Thank you!

What questions can I answer for you?



Questions?

