

Resilience Toolbox

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Resilience

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- No conflict of interest to declare

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Outline

- How ESCO collegiates feel (burned out)
- How ESCO collegiates would like to feel (resilient)
- Suggestions how to get there

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Burnout

A syndrome of feeling **exhausted**, **cynical**, and **ineffective** at work.

More than 50% of physicians experience it.

Contributors:

- Clinical workload & inefficiency
- Reduced autonomy
- Difficult work-life integration
- Erosion of meaning

Why it matters

- More errors
- Increased turnover
- Inpatient mortality
- Reduced care time

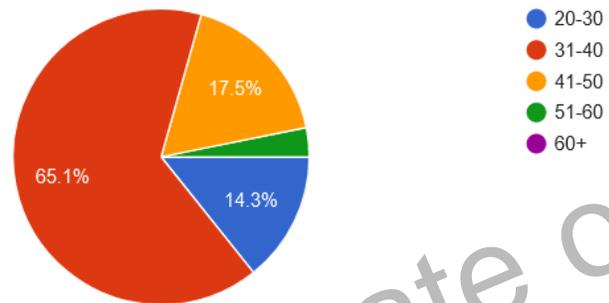
The Maslach Burnout Inventory: A tool to measure burnout

- For different professional settings, also medical personnel (MP)
- Addresses three scales:
 - Emotional Exhaustion
 - Depersonalization
 - Personal Accomplishment
- Users must indicate frequencies for different statements
 - 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
- Previously used intensities are no longer in use

The Audience

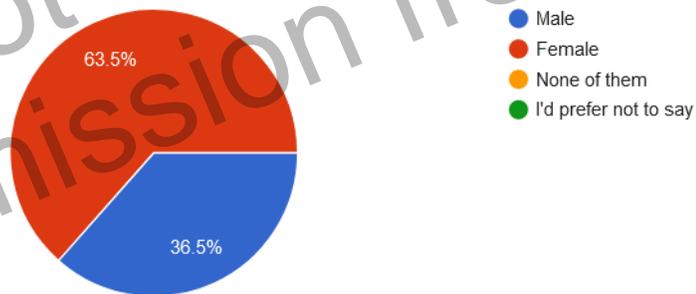
How old are you?

63 responses



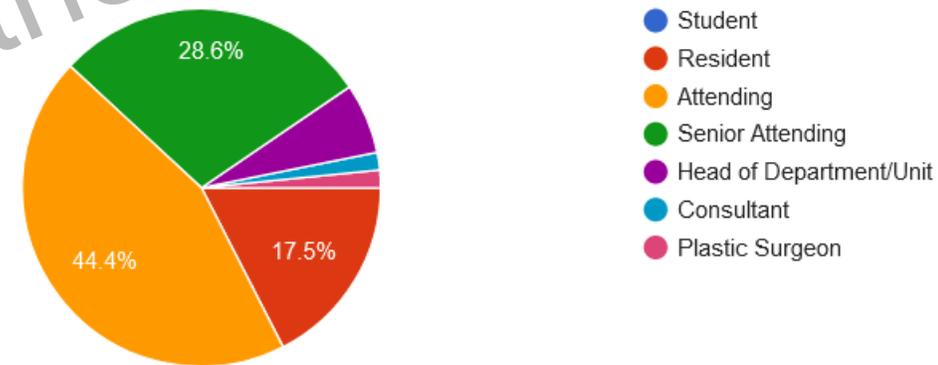
What gender do you identify as?

63 responses



What is your current professional position?

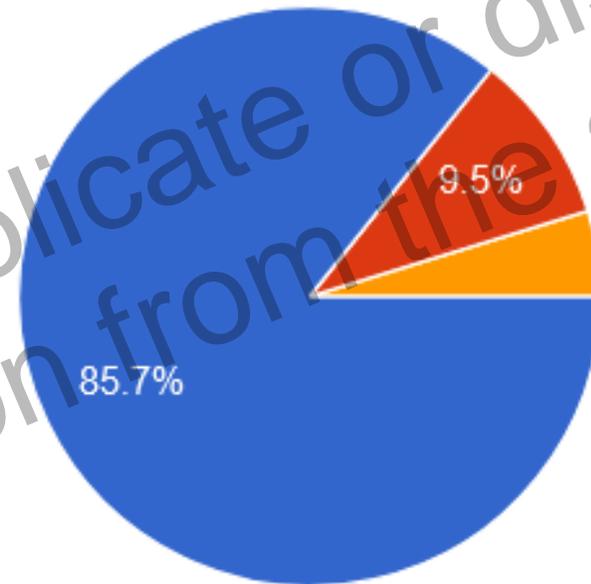
63 responses



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1. Have you ever experienced emotional exhaustion?

63 responses



● Yes

● No

● I don't know

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Duration of emotional exhaustion

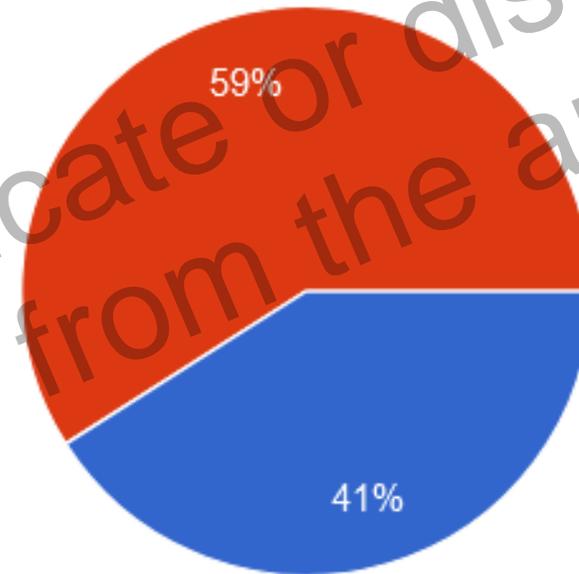
- Minutes x
- Hours x
- Days xxxx
- Weeks xxxxx
- Months xxxxxxxxxxxxxxxx
- Years xxxxxxxxxxxxxxxxxxxxxxxx
- Intermittent xxxxx



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Does the feeling persist until now?

61 responses

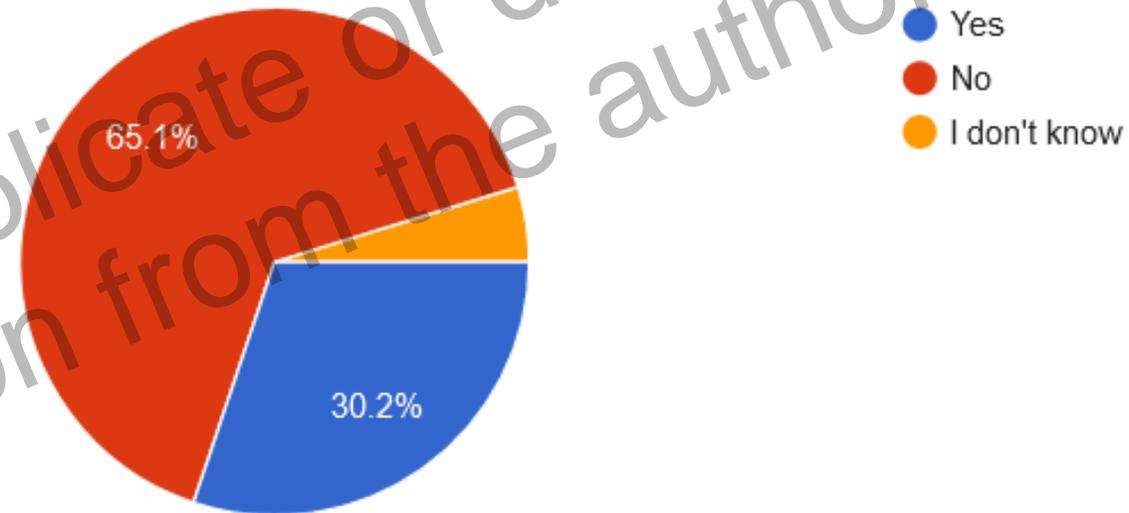


- Yes
- No

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2. Have you ever experienced depersonalization? i.e. you were no longer able to see patients or personnel as fellow human beings.

63 responses



Duration of depersonalization

- Weeks xxxx
- Months xxx
- Years xxxxx
- nondescript x

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Short time

15 days

12 months

1 year (physician burnout)

Few days to few weeks

1 year

1 month

1 year

few weeks

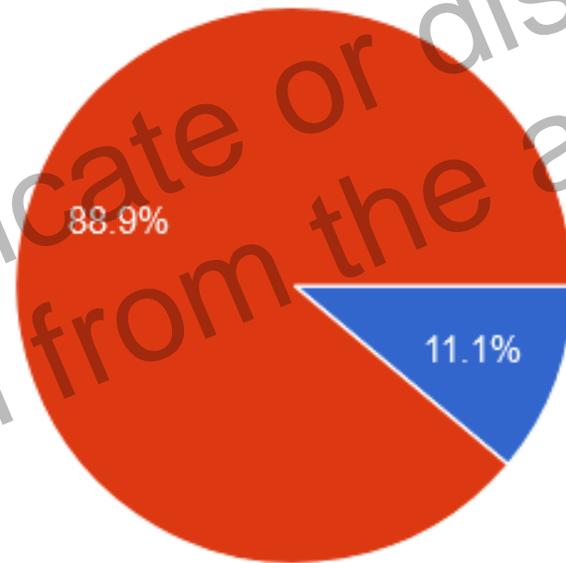
A few months

6 months

2 years

Does the sentiment persist until now?

54 responses

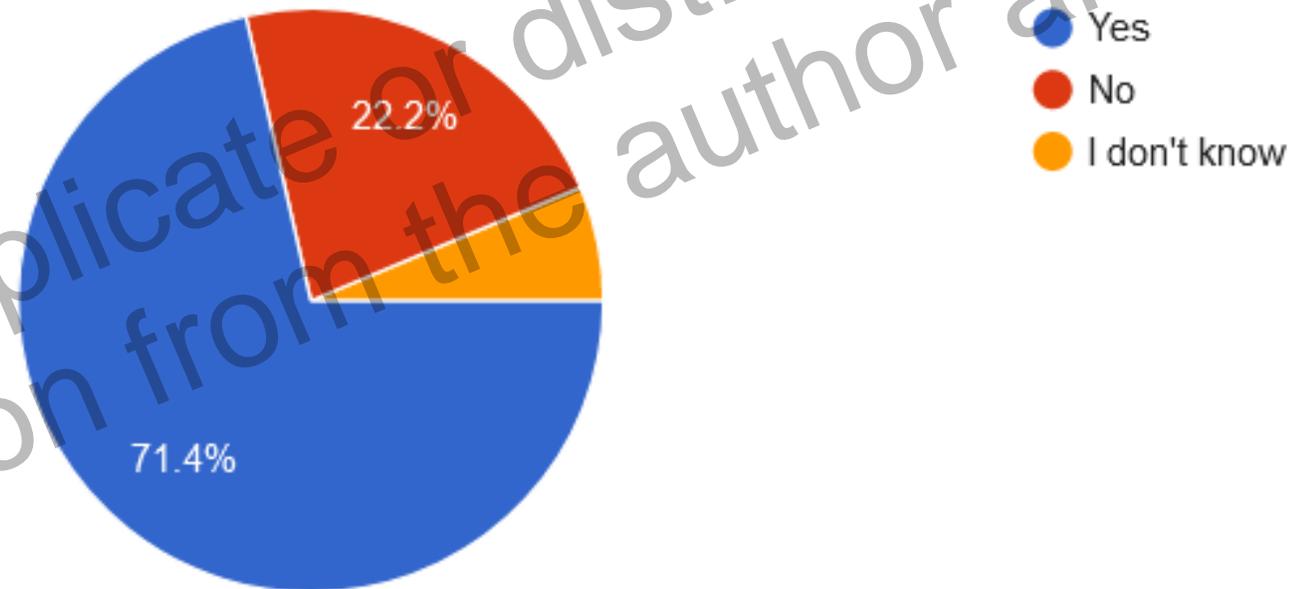


- Yes
- No

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3. Have you ever experienced the feeling of reduced personal accomplishment?

63 responses



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Duration of feeling less accomplished/ accomplishing less

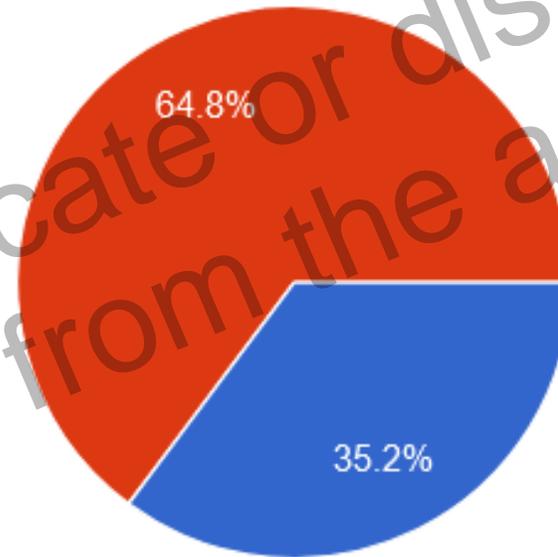
- Days xxxxxx
- Weeks xx
- Months xxxxxxxxxx
- Years xxxxxxxxxxxxxxxx
- Nondescript xxx



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Do you still feel like this?

54 responses



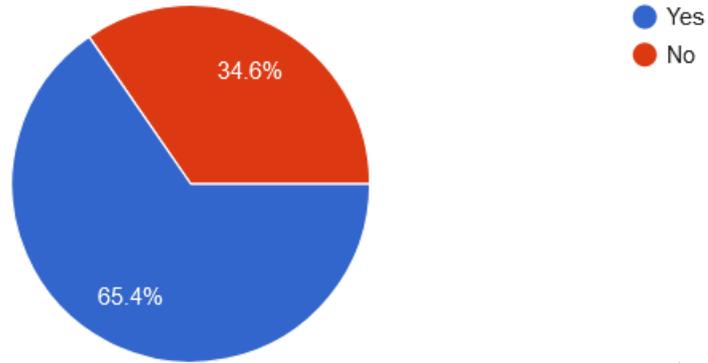
● Yes
● No

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If you answered "yes" to any to the three questions above:

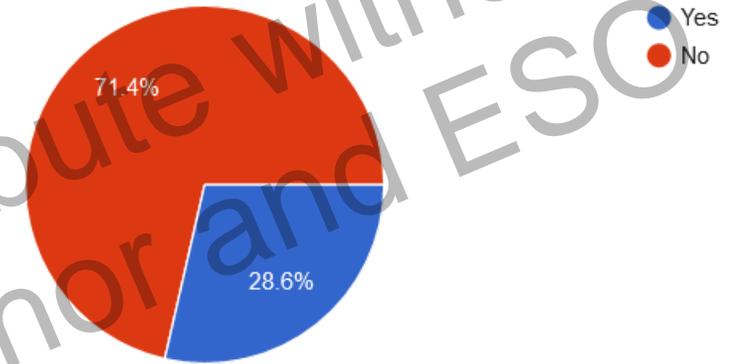
Have you shared your experience with a family member (chosen or genetic family)?

52 responses



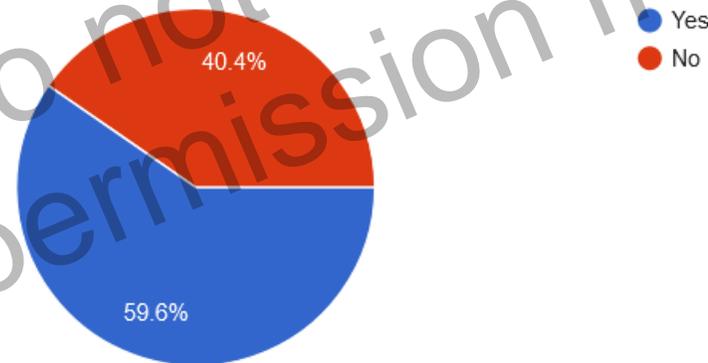
Have you shared your experiences with a superior?

56 responses



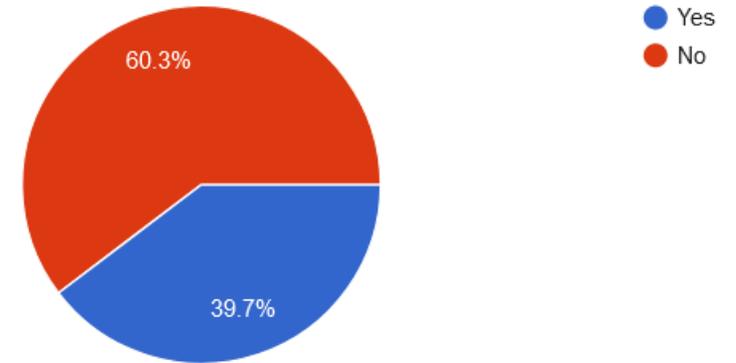
Have you shared your experience with peers?

57 responses



Have you sought professional help?

58 responses



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Resilience

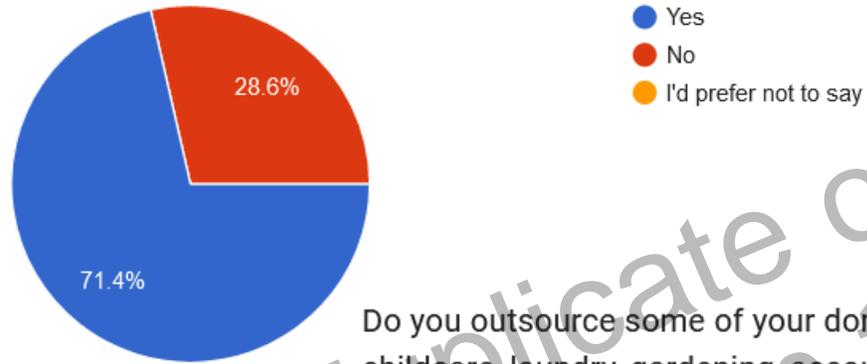
The capacity to **take on** challenges, **bounce back** from difficulties, and **thrive** at work.

Resilience can be modified.

Contributors to resilience (survey)

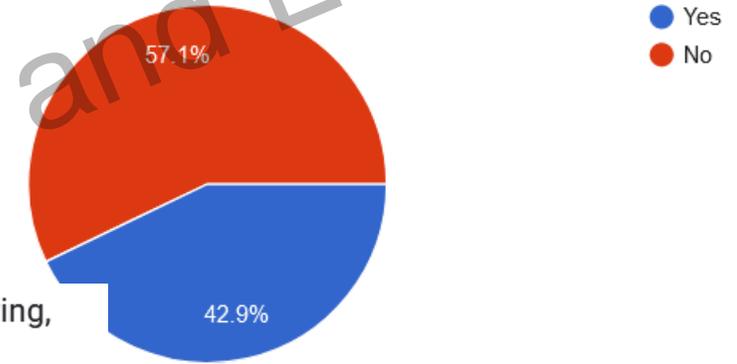
Are you currently in a stable relationship

63 responses



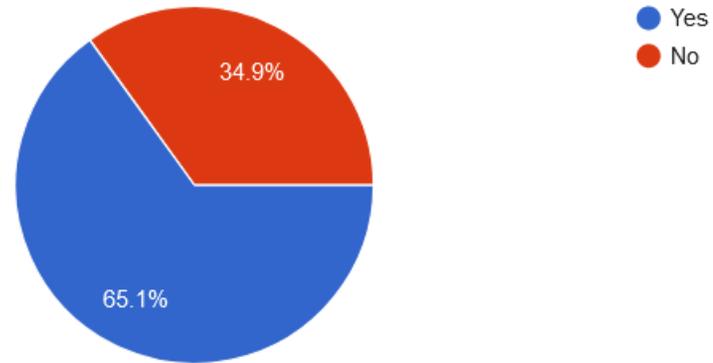
Do you have children?

63 responses



Do you outsource some of your domestic duties? (cleaning, shopping, driving, childcare, laundry, gardening, accounting)

63 responses



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What makes you happy

my family, my friends and my faith *Reading, animals, my friends.*
playing piano, reading and travelling
 being with family and earning enough money
the sense of belonging and accomplishment playing piano, walking
Love, friends, traveling, my pet
knowing that your family and friends are doing well, Stay with my family
 watching movies, go hiking, preparing food, driving a bicycle,
 My wife, my family union and my little goals obtained as a oncologist
 Being calm, not needing to worry about unfinished work or projects.
 Satisfaction of working flow, function of the system inside the organisation
 Traveling *prendere cura per i miei pazienti, dedicare tempo a mia famiglia, a me stessa, studiare*
rest and stable income household, which is unattainable cos i'm the only one working **my child**
personal and professional success
 exercises *Good relationships with loved ones, happy family, patients and great workplace atmosphere* My family,
 Having the feeling that I am doing smth for patients/ families: having a diverse activity during the day: spending time with my boyfriend
 My family *feel realised and fulfilled and that what I do is not a waste of time to please others and not myself* My family
 Helping others *Spending time by myself, singing* **French culinary**
Reading, traveling, nature thinking *surgery*
free time with my dog
 Travel *spending time with my family and friends, listening to music, running.*
Beach
 Success with patients, to be at home or on holiday with my family
 Going out with friends, fast driving
 It's difficult to answer **art, nature**
 Shopping, Patient affection with my work, sleeping
 Being able to do my hobbies worrieless.
 the feeling that you have helped your patients,
 gardening and walking **Be in the open air, travel**
share with my family and friends. Being with my family
 travel and exercise *opportunity to learn*

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What makes you feel accomplished



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Resilience Skills

- Managing **energy**
- Using **attention** mindfully
- Finding healthy **boundaries**
- Reframing cognitive **distortions**
- Calibrating **expectations**
- Regulating **emotions**
- Discovering **meaning** daily

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Where to look for solutions

Individual skills

Working from strengths
Tracking activation
Healthy boundaries
Regulating emotions
Recognizing distortions
Reasonable expectations
Finding meaning
Commitment to long term

Workplace factors

Enabling control
Structuring rewards
Building community
Promoting fairness
Recognizing values
Calibrating workload

Unhelpful Thinking Styles, a.k.a. Cognitive Distortions

„I should have done more“.

Myth: I wasn't good enough.

Unhelpful thinking styles (cognitive distortions) can put you into a negative cycle of rumination.

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Spotlight Effect

People tend to believe that more people take note of their actions and appearance than is actually the case

- Making a brilliant point in a group discussion
- Contributing to a successful project
- Executing the perfect jump shot on the basketball court
- Actions we wish to disown because they reflect poorly on our ability or character

➔ Efforts go unnoticed or underappreciated by others

➔ They may have less impact on our audience than we might think

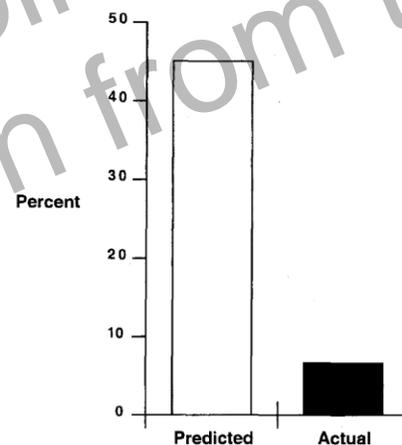


Figure 2. Predicted and actual percentage of observers able to identify the individual (Martin Luther King, Jr., Bob Marley, or Jerry Seinfeld) depicted on the target's T-shirt.

Table 1

Comparison of Discussants' Estimates of How Prominent Their Contributions Were to the Rest of the Group, and How Prominent Their Contributions Actually Were

Dimension	Predicted standing in the eyes of others	Actual standing in the eyes of others	Difference ^a	Mean correlation between predicted and actual
Advance discussion	2.69	2.84	-0.15*	.79**
Speech errors	2.30	2.96	-0.66**	.34**
Offensive comments	2.35	2.90	-0.55**	.65**
Comments judged critically	2.61	2.82	-0.21*	.51**
Remarkable comments	3.93	2.76	1.17**	.47**
Percentage spent talking	23.05	20.96	2.09*	.75**

^a Calculated by subtracting actual standing from predicted standing. Because the first 4 dimensions involve a comparison of ranks, support for the spotlight effect is provided by a negative difference. For the last 2 dimensions, support for the spotlight effect is provided by a positive difference.

* $p < .05$. ** $p < .001$.

A Spectrum of Reasons for Failure

BLAMEWORTHY

DEVIANCE

An individual chooses to violate a prescribed process or practice.

INATTENTION

An individual inadvertently deviates from specifications.

LACK OF ABILITY

An individual doesn't have the skills, conditions, or training to execute a job.

PROCESS**INADEQUACY**

A competent individual adheres to a prescribed but faulty or incomplete process.

TASK CHALLENGE

An individual faces a task too difficult to be executed reliably every time.

PROCESS**COMPLEXITY**

A process composed of many elements breaks down when it encounters novel interactions.

UNCERTAINTY

A lack of clarity about future events causes people to take seemingly reasonable actions that produce undesired results.

HYPOTHESIS**TESTING**

An experiment conducted to prove that an idea or a design will succeed fails.

PRAISEWORTHY

EXPLORATORY TESTING

An experiment conducted to expand knowledge and investigate a possibility leads to an undesired result.

Strategies for Learning from Failure

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What could enable me to be more resilient?

Mindfulness -> take a mindful moment, a step back, and breathe, meditate or pray

Acquaint yourself with your own unhelpful thinking styles, find strategies to break the cycle

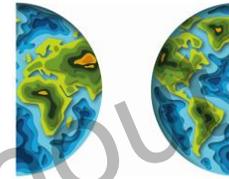
Be aware of your own demands and expectations.

Prioritize.

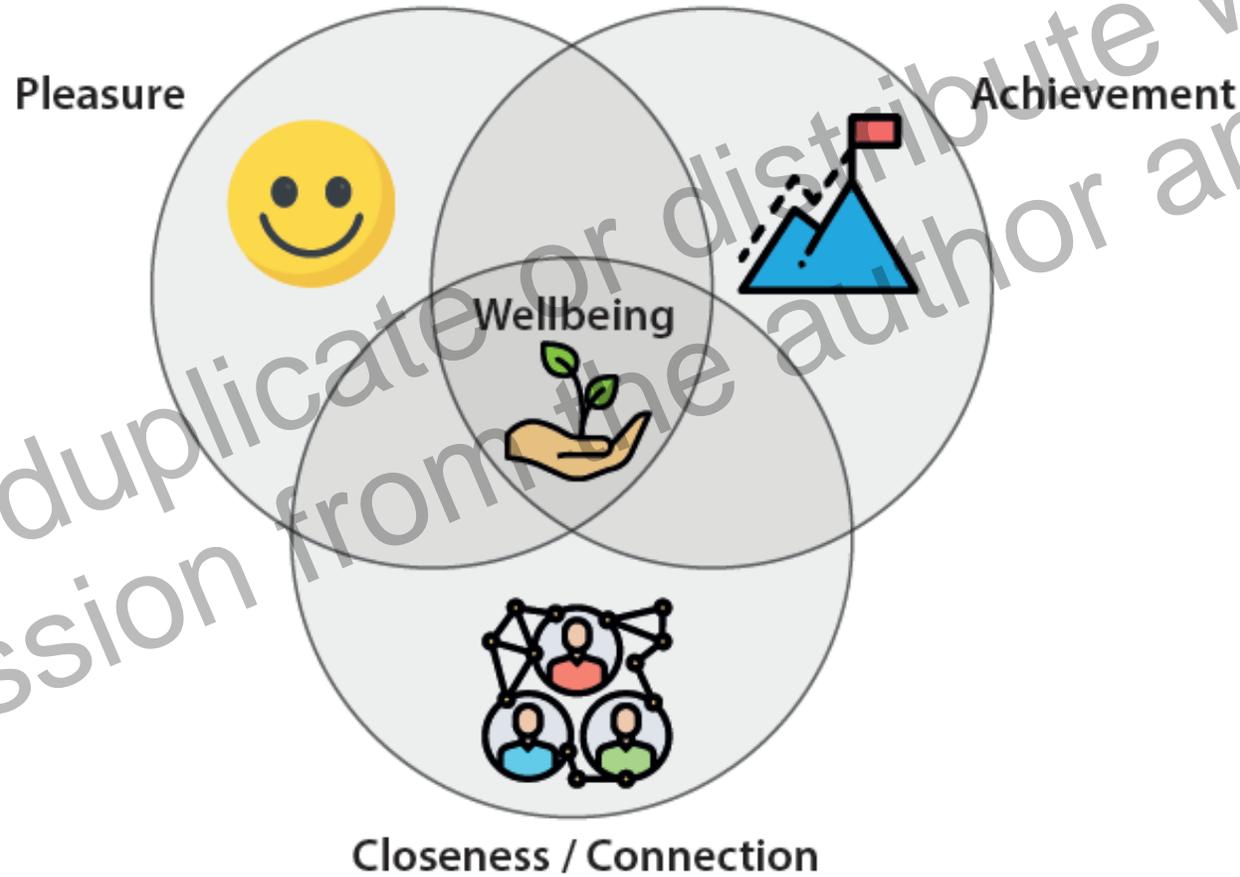
Be kind to yourself.

And others.

Start/continue a gratitude journal.



Target



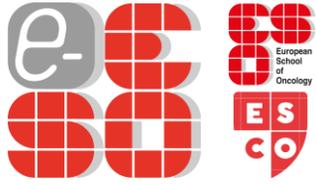
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Credits

Dr. Anthony L. Back drew my attention to resilience at the Hematology/ Oncology Program Directors' Retreat 2017 of ASCO.

I am equally indebted to the late Dr. Anne-Derke Rose, a former lecturer in the Advanced Oncology study program and a psycho-oncologist, who drew my attention to oncologists' burnout. R.I.P., I still miss you.

I am grateful to ESO, particularly all the support from Corinne Hall, who launched the questionnaire and shared the data.



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Thank you!

for participating in this
ESCO-session

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