Beyond COVID: Emotional Intelligence, Burnout and Resiliency

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Welcome

Sarah Hoffe, MD
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Conflict of Interest

- Sarah Hoffe, MD, Moffitt Cancer Center
- Salary: Moffitt Cancer Center
- Royalty: Bone metastases section, Up to Date online
- Consulting Fees: None
- Fees for Non-CME Services Received Directly from a Commercial Interest or their Agents: Merck, Esophagus cancer management seminar
- Contracted Research: Varian, ViewRay
- Ownership Interest: Beyond the White Coat, Vit Inc
Conflict of Interest

• Bob Delaney, MA

• Salary: Delaney Consultants
• Royalty: Books: Covert, Surviving the Shadows, and current work in progress Heroes are Human
• Consulting Fees: N/A
• Contracted Research: None
• Ownership Interest: N/A
Agenda

• The Emotional Intelligence (EI) Model

• Burnout: defining the scope of the problem in healthcare

• Stories from the frontlines: Bob’s journey, the Middle East, and Covid

• Resiliency: strategies beyond COVID
Learning Objectives

• Describe models of peer-to-peer therapy and self care to foster resiliency

• Analyze personal cases of burnout through the lens of the COVID crisis to identify strategies to mitigate increased stress

• Explain the Emotional Intelligence Model and how the self awareness/self management quadrant can frame resiliency
# Emotional Intelligence

<table>
<thead>
<tr>
<th>Self Awareness</th>
<th>Social Awareness</th>
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<tbody>
<tr>
<td>Self Management</td>
<td>Relationship Management</td>
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Goleman D and Boyatzis R, HBR Feb 6, 2017: 2-5
Origins of Burnout

• First coined by Freudenberger in 1974

• Emotional exhaustion experienced by workers in the public services

Freudenberger H, J Soc Issues 1974, 30, 159-165
Masalach 1980s: 3 Elements

- Emotional Exhaustion
  - Fatigue, a feeling that one has nothing left to give to others

- De-personalization
  - Negative cynical attitude towards patients, treating them as objects

- Reduced personal accomplishments
  - Feelings of incompetence, inefficiency, and inadequacy

MBI: Masalach Burnout Inventory gold standard for measuring burnout
Causes of Burnout

- High workload
- Poorly designed technology impact
- Job demands > job resources
- Individual factors
  - High levels of introversion and decreased sense of control associated with increased risk
- Administrative burden

## Administrative Effect

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<thead>
<tr>
<th></th>
<th>Admin</th>
<th>Patients</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional exhaustion</td>
<td>51%</td>
<td>26.4%</td>
<td>11.7</td>
</tr>
<tr>
<td>Depersonalization</td>
<td>44.8%</td>
<td>34.5%</td>
<td>9.8</td>
</tr>
</tbody>
</table>

Wassar A, Behav Sci 2020, 10, 94
Healthcare Staff Burnout …..

1. Pharmacy Department Associates: 70% moderate to high burnout by the Masalach Burnout Inventory (MBI)
   - Mitigation strategies were staffing/workflow adjustments
   - Creating a culture of well being

2. Nursing Home RNs report MORE burnout and job dissatisfaction than RNs employed in any other setting leading to staff turnover

Kraus S et al, American J of Health-System Pharmacy 77(10); 2020

White E et al, Geriatric Nursing 41 (2020); 158-164
US Physicians

- Overall prevalence of screening + for depression: 27%
- Reporting suicidal ideation: 11%
- Physicians in private practice: 30% higher risk of burnout
- Higher risk: with ER, Family Medicine, Internal Medicine, Neurology

Level of Self: Self Awareness or Lack Thereof

- Many physicians don’t know they need help
  - Impact of culture of medicine: don’t ask for help, long hours

- Only 15% of medical students who screened + for depression actually sought treatment

- Among study of surgeons, those with the lowest levels of well being thought their well being was at or above average

Residents With Burnout

- Higher risk of:
  - Needle stick injury
  - Bodily fluid exposure
  - Motor vehicle accident

West CP, Mayo Clin Proc 2012; 87 (12): 1138-44
Physician Emotional Distress

- Increased risk of cardiovascular disease
- Increased cholesterolemia
- Type 2 diabetes
- Musculoskeletal pain
- Fatigue
- Headaches
- GI issues
- Respiratory problems

Salagioni DAJ, PloS One 2017; 12(10)
Exposure to Chronic Stress

- Anxiety
- Depression
- Sleep disturbances and fatigue
- Broken relationships
- Alcohol and drug addictions
- Marital dysfunction
- Premature retirement
- Suicide

Gunderson L, Ann Int Med 2001; 135; 145-148
Effects on Others
Burnout Can Lead To:

- Poor quality of care
- Poor staff retention: physicians with burnout are twice as likely to leave their organization within 2 years and the cost of replacing them can be at least $250,000
- Disengaging from work
- Hostility toward patients
- Decreased commitment and dedication to productive, safe and optimal patient care
- Difficult relationships with co-workers
- Increased medical errors

BOB DELANEY

LEADERSHIP | RESILIENCY | SELF-CARE | TRAUMA
Beyond Covid to Resiliency

• Peer-to-peer conversations

• Beyond trauma to recovery

• Creating a self care culture
Conclusions

• Self awareness
  • Check in with yourself on regular basis and allow yourself to feel frustrated, hurt etc. View negative emotions as information and not avoid them

• Self management
  • Develop and personalize strategies for self-care to become adaptable, maintain a positive outlook, and control your emotions

• Social awareness
  • Develop empathy and understand the experiences of those you work with, look for ways to decrease stress in your organization

• Relationship management
  • Leverage peer to peer relationships to increase resiliency, work on creating positive teams, proactively manage conflicts that arise to prevent chronic stress
Questions
Thank you!

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