Improve Your Well-being Through Coaching: Connect, Engage, Thrive!

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Acknowledgments

The MGH Professional Development Coaching Program was designed in conjunction with the Carol Kauffman, PhD at the McLean Institute of Coaching

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After this talk you will be able to:

• Analyze the drivers of physician well-being
• Discuss the role of positive psychology and coaching in physician well-being
• Describe the institutional approach to improving physician well-being
• Engage in positive psychology coaching exercises to improve YOUR well-being
FIGURE 2. Key drivers of burnout and engagement in physicians.
Enough About Burnout!

• Well-being ≠ absence of burnout
• Joy in Practice – connection to purpose, meaning
• Professional Fulfillment – happiness, self-worth, self-efficacy, workplace satisfaction
• Drivers – appreciation, peer support, alignment of goals/values, schedule control, efficiency of practice, workload, autonomy
The Engaged Physician

• Positive, fulfilling, work-related state of mind
• Characterized by vigor, dedication, and absorption
• Improves patient experiences, outcomes, turnover
• Relationship between the physician and the institution/leadership
• Value, respect, work/life integration, voice, autonomy at core
Physician Well-being Framework

Innate Physician Traits
- Positivity
- Hardiness
- Gratitude
- Tolerance of Uncertainty
- Ambition

Modifiable Physician Traits
- Coping
- Self-awareness
- Purpose

Joy in Practice

Professional Fulfillment

Engaged Physician

High Well-being

Contributing Factors
- Relationships
- Individual wellness
- Work-life integration
- Supportive leadership
- Connections

Palamara et al
Well-being Fuels Optimal Performance

Optimal Performance

- Seeing Improvement
- Energised Focused Work feels effortless
- Calm
- Eustress
- Distress
- Fatigue
- Exhaustion
- Health
- Breakdown & burnout

Yerkes-Dodson Curve
What exactly is coaching?

- Takes a valued person from where they are to where they want to be – *Old Webster Dictionary*
- Unlocks a person’s potential to maximize performance
- NOT fixing people – helping them be their best selves
Positive Psychology 101
Coaching Exercise #1

The Positive Introduction
Coaches ASK:
If you scan over the past week, can you find a moment when you felt really great?

Then LISTEN, do not speak.

SWITCH ROLES AFTER 2 MINUTES
Debrief: What was that like?
Coaching 101

• Practice your inquiry – listen to understand!
• Reflect back what you are hearing
• Let THEM do most of the talking!
• Ask powerful questions for THEM, not for you
• Help them find growth edge
Ask Powerful Questions
Develop a Future Orientation
Start with the Goal Before Diving Into Reality!

Grow Model

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<td><strong>GOAL</strong></td>
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<td>What do You want?</td>
<td>Where are you now?</td>
<td>What could you do?</td>
<td>What will you do?</td>
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Coaching for Performance
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A Simple Way to Start
Challenge Long-held Beliefs

Happiness → Success

Happiness ↔ Success
Happiness Boosters

Science Says You Have Time For HAPPINESS

TIME AND EFFORT

HAPPINESS BOOST

SMILE
PLAY WITH A PUPPY
LISTEN TO HAPPY MUSIC
PRAY
WALK TALL
ENJOY A CUP OF TEA
TAKE A NAP
Zz
MEDITATE
GO ON A VACATION
GO FOR A STROLL IN A PARK
GO FOR A RUN
VOLUNTEER

KEEP A GRATITUDE JOURNAL
PERFORM AN ACT OF KINDNESS
HAVE SEX
HUG
LAUGH

*Results may vary from person to person but try some of these activities to find out what works for you best. Illustrated by Getty Images, Huffington Post
Examples

• 3 Good Things
• Gratitude moments
• Have a belief mindset
• Something to look forward to
• Be a positive role model
• Connect with others
• Random acts of kindness
• Mindfulness – music, photos, brief pauses, breathing, reflective writing, laughter
• Exercise
Exercise #2: What Is YOUR Happiness Booster?
Who wants to share?
Know Your Happiness Booster

• Reach for it when you need an infusion or energy or enthusiasm…or sooner
• Rewire your brain in small steps toward a happier state of being
• Be more productive, creative, efficient
• Know the feeling that tells you when you need it
Putting it All Together

Figure 2. IHI Framework for Improving Joy in Work
Investing in Well-being

- Quality of care, medical errors, patient satisfaction all linked with BO
- Every 1 point ↑ in BO or ↓ in satisfaction
  - 30-50% ↑ likelihood they will reduce work effort in next 2 years
  - ↓ academic productivity by 15%
- Physician turnover
  - Cost to replace MD >3X salary
  - Leads to increased BO in colleagues
  - Decreased quality of care for remaining patients
- $1M investment → $1.2M return

Shanafelt et al 2017 JAMA IM
IHI 2017 Framework for Improving Joy in Work

Figure 1. Four Steps for Leaders

1. Ask staff, “What matters to you?”

2. Identify unique impediments to joy in work in the local context

3. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

4. Use improvement science to test approaches to improving joy in work in your organization
What Can YOU Do?

Negative input
- Stress
- Internal conflict
- Time and energy demands

Coping reserve
- Personality and temperament factors

Outcomes
- Burnout
- Resilience

Positive input
- Psychosocial support
- Social/healthy activities
- Mentorship
- Intellectual stimulation
Using This Over Course of Career

Residents with burnout

“Existential” burnout

- Recognizing burnout and feeling validated
- Forming connections with patients and colleagues
- Finding meaning in medicine
- Forming a professional identity and clarifying professional roles
  - Becoming a “good doctor”: reframing professional expectations and understanding their professional role as physicians
  - Increasing competence and autonomy in the clinical environment
  - Finding role models
  - Focusing on career development

“Circumstantial” burnout

- Nurturing personal lives
- Resolving workplace challenges
- Taking “time off”

Recovery

JGME 2018
Using This With Others

• Connect!
• Share positive stories—water cooler, elevator, while scrubbing in
• Before a case --> have team share good story, use your happiness booster
• Approach challenges, problems & goals with vision of success
• Ask “what” and ”how” questions
What to think about on your flight

• How can you use your happiness booster?
• How can you connect more in your workday?
• What matters to you? Who in leadership could you share that with?
• What fills your tank? Depletes it?
• Got wifi? Try a VIA strengths finder
Hopefully by now you are able to:

• Analyze the drivers of physician well-being
• Discuss the role of positive psychology and coaching in physician well-being
• Describe the institutional approach to improving physician well-being
• Use what you learned to improve YOUR well-being