

Burnout, Shame, Vulnerability & Resilience: Practicing Primordial Prevention

Influenced by

Mark Linzer, MD
Brené Brown, PhD, LMSW

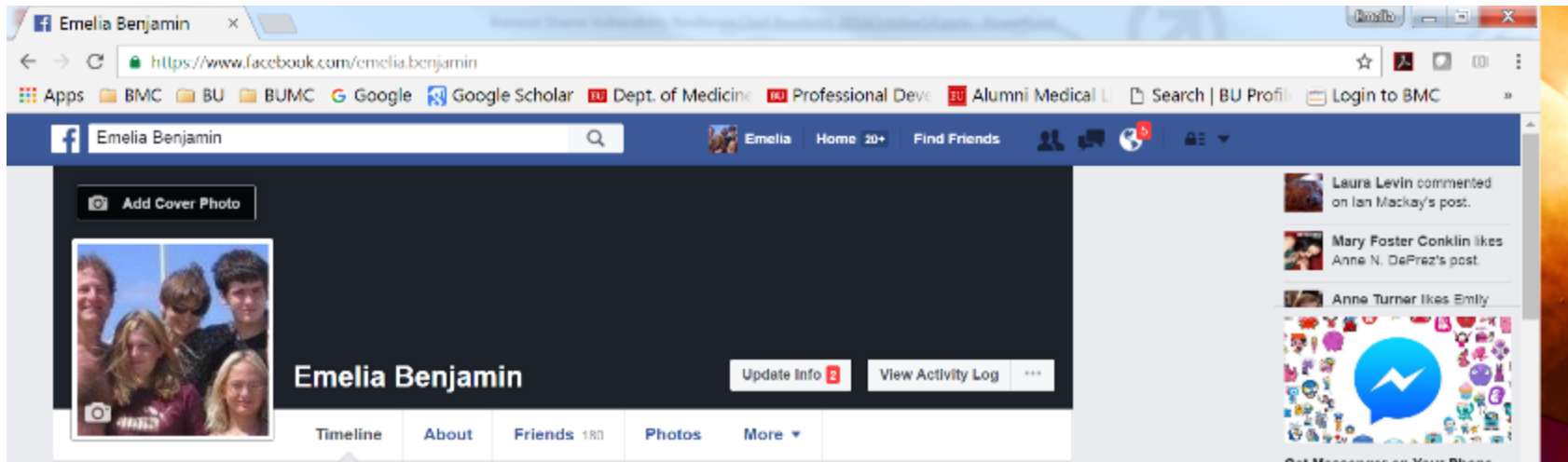
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Professor of Medicine & Epidemiology, BUSM, BUSPH



Learning Objectives

- Identify barriers to your professional growth, including shame, vulnerability, and burnout
- Examine practices that build your resiliency
- Commit to practicing primordial prevention – ‘resilience is a muscle’

Facebook Version of Our Lives



- **CV– triple threat**
 - Fabulous clinician, educator, researcher
- **Vacation**
 - Marvelous
- **Children**
 - All above average → *Exceptional*
 - Successful best colleges, best jobs, solving all the world's problems

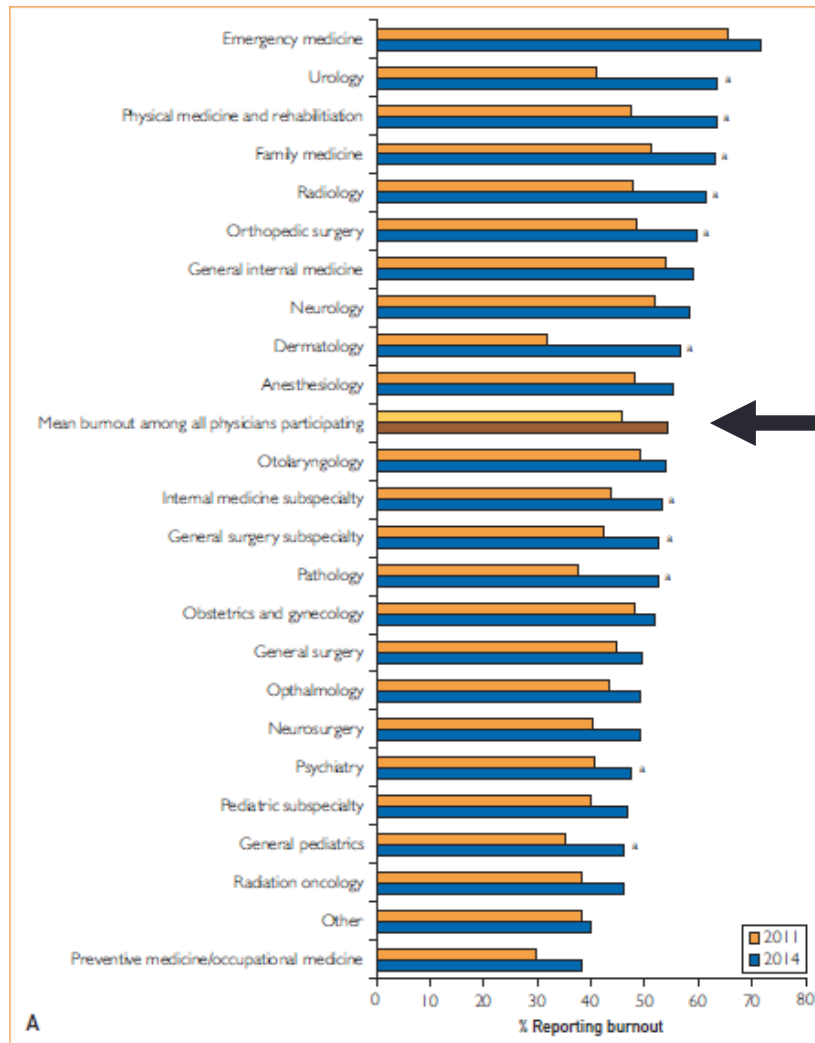
What do Burnout and Shame have to do with Academic Health Sciences?

- **Burnout**
- Shame & vulnerability
- Resilience
- Self-reflection
- **Please** write, speak – react & ask questions

What is Burnout?

- *Job burnout is a special type of job stress —*
 - *State of physical, emotional, or mental exhaustion*
 - *Doubts about your competence*
 - *Doubts about the value of your work*

% US Physicians Reporting Burnout 2011 vs. 2014



**Report ≥1 Sx burnout
45.5% 2011 to
54.5% 2014**

Allocation of Physician Time in Ambulatory Practice: A Time and Motion Study in 4 Specialties

Christine Sinsky, MD; Lacey Colligan, MD; Ling Li, PhD; Mirela Prgomet, PhD; Sam Reynolds, MBA; Lindsey Goeders, MBA; Johanna Westbrook, PhD; Michael Tutty, PhD; and George Blike, MD

Background

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Objectiv

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Design:

study (du

Setting:

New Ham

Participa

medicine,

430 hours

Measure

clinical fac

administr

hours wo

Conclusion:

- For every hour physicians provide direct patient clinical face time, nearly 2 additional hours is spent on EHR & desk work *within clinic day*.
- *Outside office hours*, physicians spend another 1 to 2 hours of personal time each night doing additional computer & clerical work.

Results: During the office day, physicians spent 27.0% of their total time on direct clinical face time with patients and 49.2% of

Ann Intern Med. doi:10.7326/M16-0961

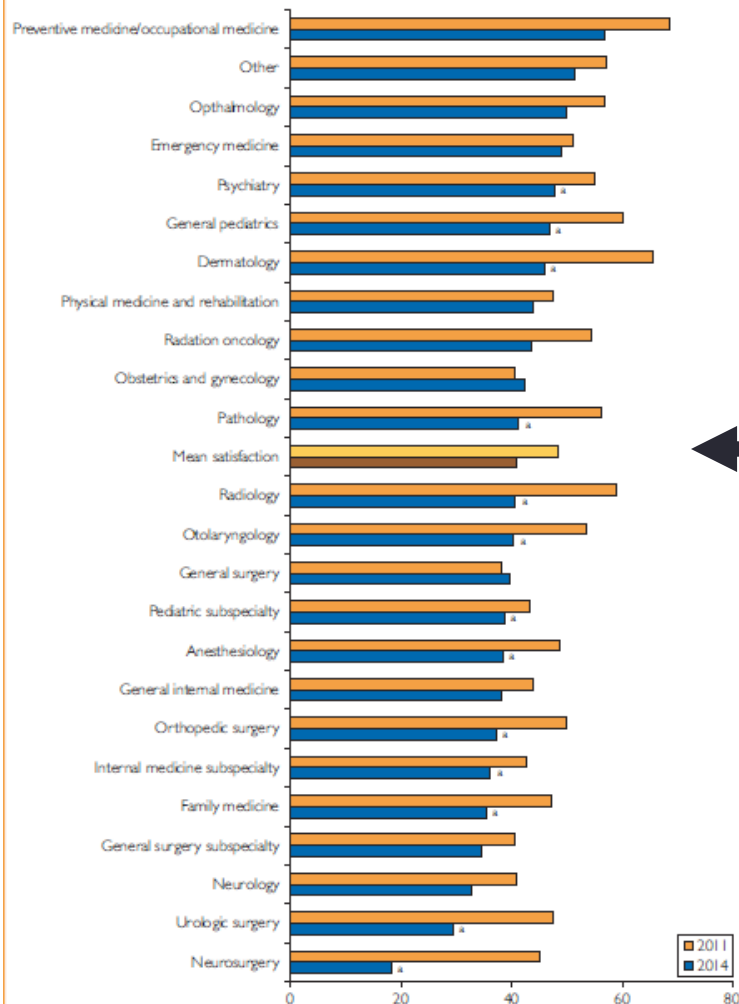
For author affiliations, see end of text.

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www.annals.org

% US Physicians Satisfied Work Leaves Enough Time for Personal Life

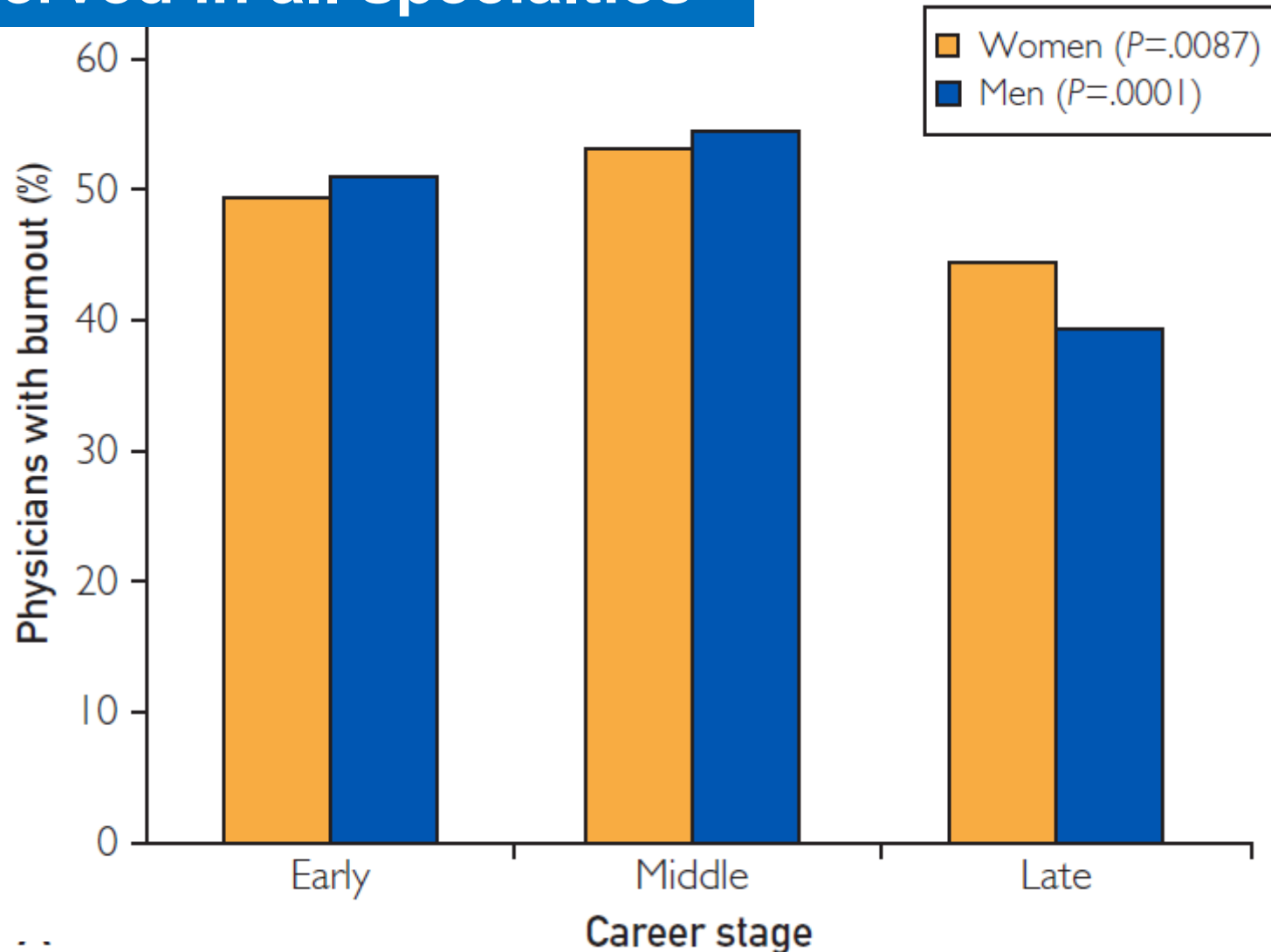
2011 vs. 2014



**Mean Satisfaction
Work:Life Balance
48.5% 2011 to
40.9% 2014**

Burnout Throughout the Lifecourse

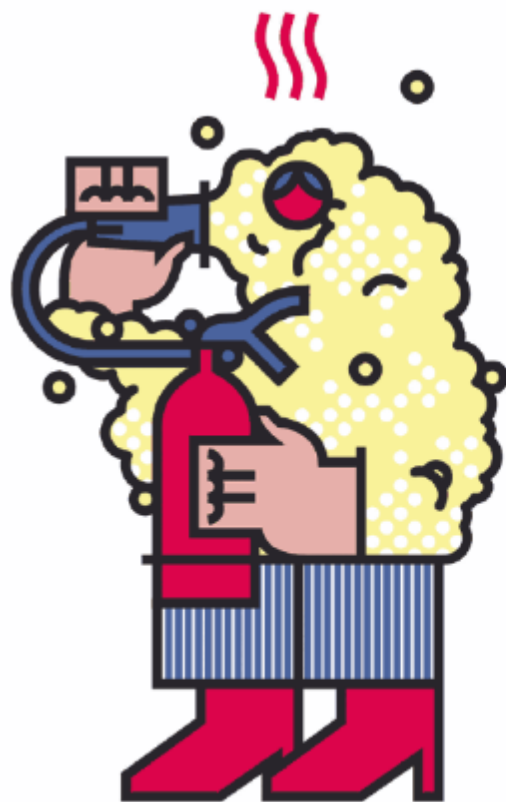
Observed in all specialties



Beating Burnout

by Monique Valcour

FROM THE NOVEMBER 2016 ISSUE



Heavy workloads and deadline pressures are a fact of managerial life. Who doesn't feel overwhelmed or stretched thin sometimes? But when relentless work stress pushes you into the debilitating state we call burnout, it is a serious problem, affecting not just your own performance and well-being, both on the job and off, but also that of your team and your organization.

Hard data on the prevalence of burnout is elusive since it's not yet a clinical term separate from stress. Some researchers say that as few as 7% of professionals have been seriously impacted by burnout. But others have documented rates as high as 50% among medical residents and 85% among financial professionals. [A 2013 ComPsych](#)

Factors influencing career vitality

Time Famine
Lack of control
Isolation

Personal Responsibilities
Promotion Policies
Clinical Demands
Grant Funding



Vitality
Productivity
Retention

Dissatisfaction
Burnout
Attrition

What do Burnout and Shame have to do with Academic Health Sciences?

- Burnout
- **Shame & vulnerability**
- Resilience
- **Please** reflect, speak, & ask questions

Flunked First Examination at CWRU SOM September 1983



No Plan B



PLAN B
It's Important to Always Have One

Internship Boston City Hospital First Patient Dies August, 1983



- Not a chief, not a mini-chief
- Not on the short list, not on the long list

Summer, 2006

Inflammation Grants

RO1 HL64753 - 07/01/00 - 06/31/04

R01HL076784 - 06/01/04 - 05/31/09

Vascular Grants

1R01 HL60040 -12/15/98 - 11/30/02

1RO1 HL70100-01 -5/01/02 – 3/31/06

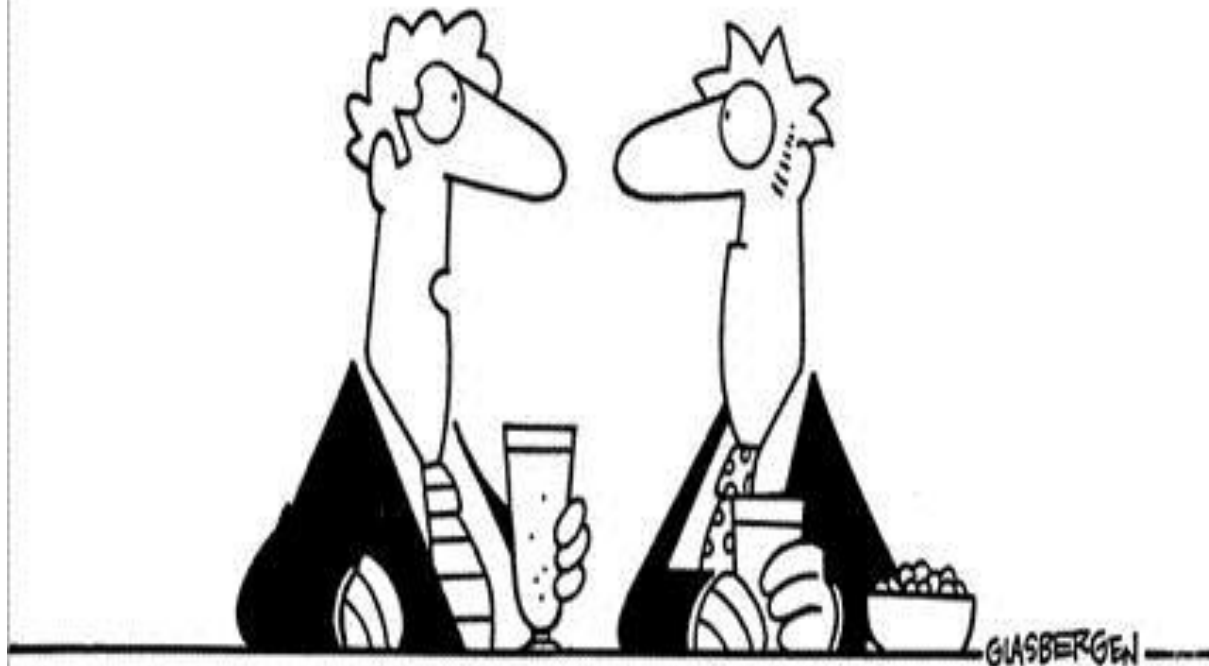
Echocardiographic Genetics:

1U01 HL 66582; Project 5 PI, EJ Benjamin 10/1/00 –
7/31/04



1 R01 AG028321

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www.glasbergen.com



**"I've tried to be passionate about my career,
but my career just wants to be good friends."**

Richard Fabsitz
Richard Fabsitz

George Papanicolaou

Dina Paltoo

Jane Harman

301.435.1290

harmanj@mail.nih.gov

Application Number: 1 R01 HL117279-01

Principal Investigators (Listed Alphabetically):

BENJAMIN, EMELIA J. MD

HECKBERT, SUSAN MD, PHD (Contact)

Applicant Organization: UNIVERSITY OF WASHINGTON

Review Group: ZHL1 CSR-B (O2)

National Heart, Lung, and Blood Institute Special Emphasis Panel

Jackson Heart Study RFA Review

Meeting Date: 08/15/2012

RFA/PA: HL13-007

Council: OCT 2012

PCC: HHEF N

Requested Start: 12/01/2012

Project Title: Health Outcomes in the Jackson Heart Study; Advancing Research and Care

SRG Action: Impact Score: 27

New Reality TV Show BUMC



Holly Krull

3 PROGRAM CONTACT:

(Privileged Communication)

Release Date: 03/13/2013

Boineau

PROGRAM CONTACT:

(Privileged Communication)

Release Date: 07/15/2014

Jared Reis

301-435-1291

reisjp@nhlbi.nih.gov

Application Number: 1 R01 HL125386-01

Principal Investigators (Listed Alphabetically):

BENJAMIN EMELIA J MD (Contact)

Notice of Award

Issue Date: 09/20/2014

RESEARCH

Department of Health and Human Services

National Institutes of Health

NATIONAL HEART, LUNG, AND BLOOD INSTITUTE

Grant Number: 3R01HL092577-06S1

FAIN: R01HL092577

Principal Investigator(s):

Emelia J. Benjamin, MD

Patrick Thomas Ellinor (contact), BS

KATHRYN L LUNETTA, PHD

SUMMARY TOTAL FEDERAL AWARD AMOUNT YEAR (6)

GRANT NUMBER	TOTAL FEDERAL AWARD AMOUNT
3R01HL092577-06S1	\$6,965,761
5R01HL092577-06	\$829,831
TOTAL	\$7,795,592

Research

A Metaphor for Life



The more you stay in your comfort zone,
the smaller it gets



**The more you leave your comfort zone,
the bigger it gets**

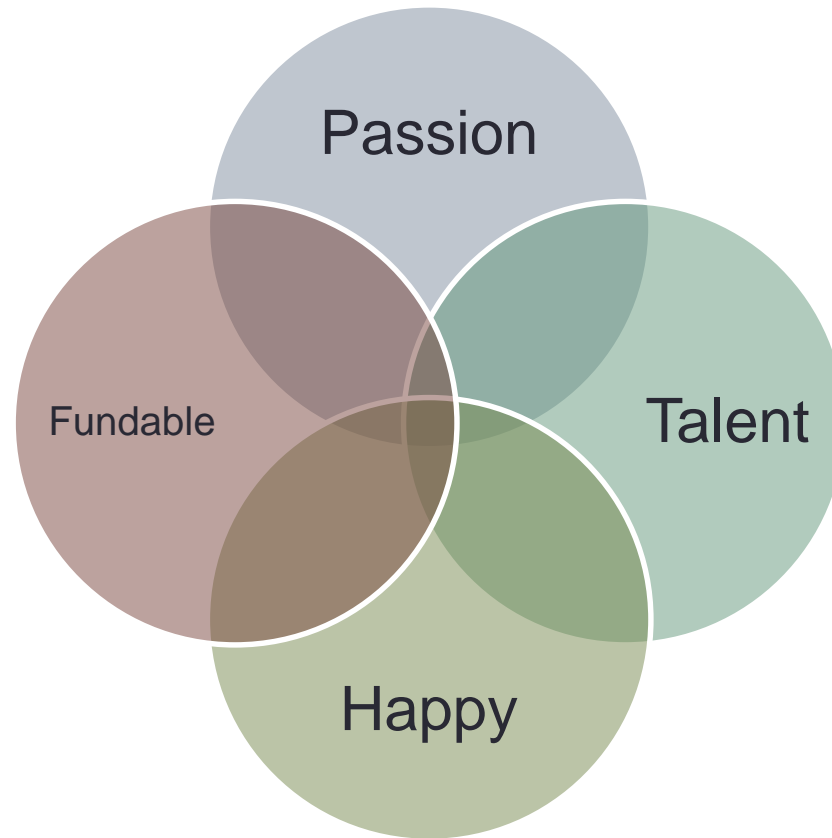


Passion

Talent

Fundable

Happy



Creative Reinvention

The Power of Plan B

Individually, reflect on and write about (5 min)

- What really drives your work passion?
What is most significant to you?
- Imagine ≥ 2 completely different paths for your life/career that align with your core values & passion
- Share with 1-2 other people (5 min)



Dayenu!

blood
frogs
lice
wild beasts
pestilence (sickness of cattle)
boils
hail
locusts
darkness
death of the first born

February, 2014



Friedrich Nietzsche



Dear whatever doesn't kill me,
I'm strong enough now.
Thanks.



som^{ee}cards
user card


[Watch](#)[Read](#)[Attend](#)[Participate](#)[About](#)

Brené Brown:

The power of vulnerability

TEDxHouston • 20:19 • Filmed Jun 2010

Subtitles available in 48 languages

 [View interactive transcript](#)



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this idea



16,565,123 Total views



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track your influence!

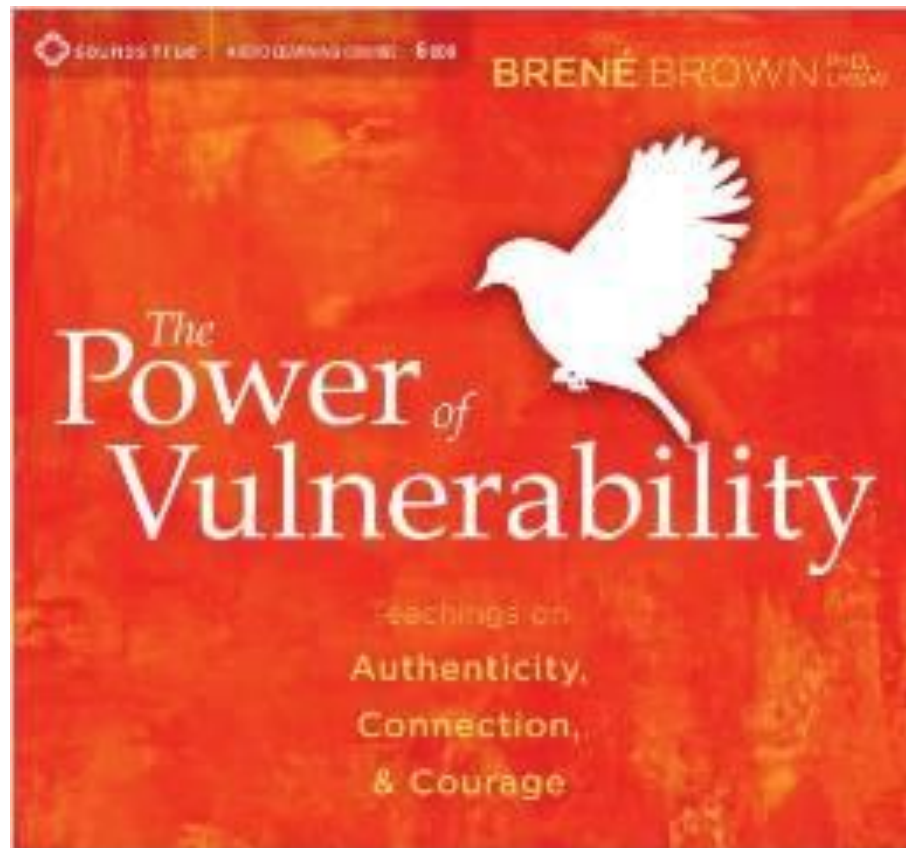
*TED Talks are free
thanks to our partner*

Brené Brown studies human connection — our ability to empathize,

Related playlists & talks

https://www.ted.com/talks/brene_brown_on_vulnerability

The Power of Vulnerability; Teachings on Authenticity, Connection, & Courage



We Live in a Culture of Scarcity

1. Shame

2. Comparison

“The first thing many of us think about when we wake up is....I didn’t get enough sleep...

“The last thing many of us think about when we fall asleep is....I didn’t get enough done...

What is the Difference Between Guilt & Shame?

- **Embarrassment**
 - ‘I did something, but I’m human’
- **Humiliation**
 - ‘I did something, but I didn’t deserve that rebuke’
- **Guilt**
 - ‘I did something bad’
 - Focus on behavior
- **Shame**
 - ‘I am bad’
 - Focus on self

So What Do Shame & Vulnerability Have to Do with BUMC?

- **Two cultures where shame is rampant**
 - Addiction
 - Medicine

Vulnerability Armory?

- **Practices that interfere with our ability to live wholehearted lives**
 1. Perfectionism
 2. Numbing

Shame Resilience as a Career/Life Tool

- **Stopping shame spirals**
 - Recognizing our shame gremlins or triggers
 - Shame hijacks our limbic systems



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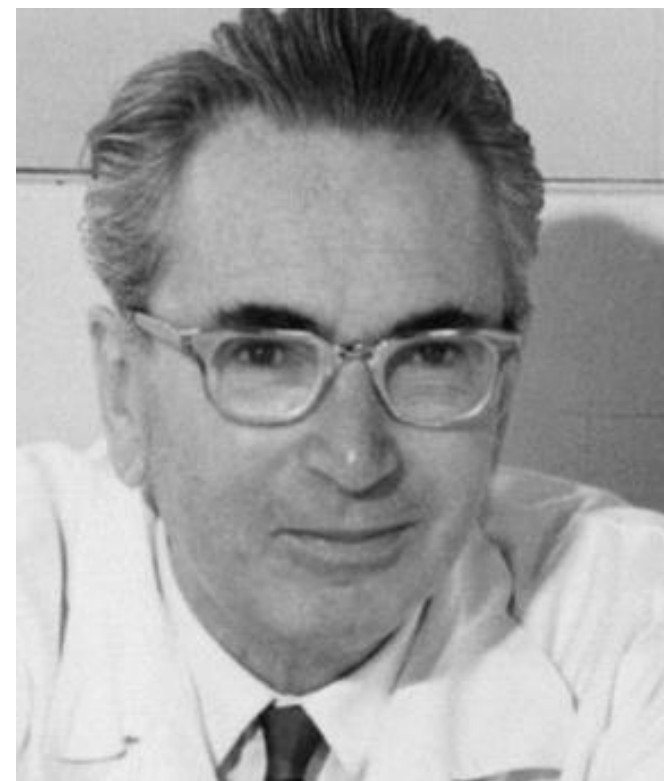
Dissatisfaction
Burnout
Attrition



Vitality
Productivity
Retention



Resilience
Self care
Values alignment
Collaboration
Engagement



Between stimulus and response
there is a space. In that space is our
power to choose our response. In
our response lies our growth and
our freedom.

— Viktor E. Frankl —

Shift the culture

- Resist urge to shame & blame
- **Individuals**
 - Model & embrace vulnerability
 - Be open to give & receive feedback from place of curiosity and caring
- **Institutions**
 - Problem solving
 - Systems changes

The 4 Elements of Shame Resilience

1. **Recognize shame & understand its triggers**
2. **Practice critical awareness. Reality check the expectations that are driving your shame**
3. **Reach out**
4. **Be strategic in who you share vulnerabilities with in the work place**

Exercise

Reflect individually, then share in dyads

1. What are your shame/burnout spiral triggers?
2. What do you do to practice shame/burnout resilience – primordial prevention?
 - *Resilience is a Muscle*

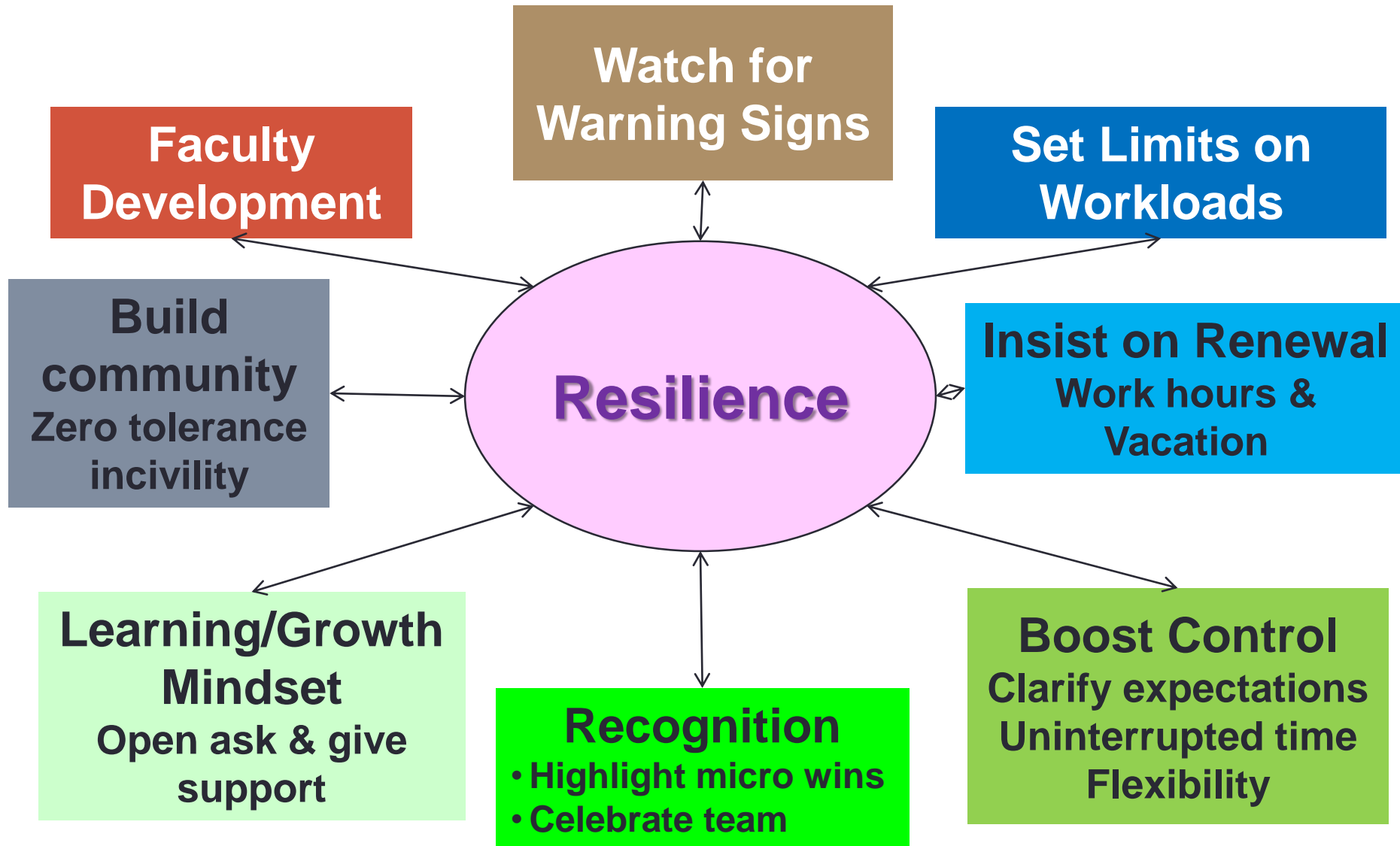
Put Your Own Oxygen Mask First



- <http://www.freshstitches.com/what-i-learned-about-well-being-from-an-airplane-trip/>



Institutional Antidotes to Burnout



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- Identify barriers to your professional growth, including shame, vulnerability, and burnout
- Examine practices that build your resiliency
- **Commit to practicing primordial prevention – ‘resilience is a muscle’**

Commitment

Journal for 5 minutes

- What practice(s) do you commit to practicing to enhance your resilience?

QUESTIONS? COMMENTS?



Boston University
Faculty Development
& Diversity
Department of Medicine