



BENSON-HENRY INSTITUTE
FOR MIND BODY MEDICINE
AT MASSACHUSETTS GENERAL HOSPITAL



Compassion Fatigue: Provider Wellbeing and Resiliency

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Disaster Behavioral Health Retreat - October 30, 2015

Disclosures

- Dr. Dossett had no financial disclosures regarding this material.
- I will be presenting Dr. Dossett's power point presentation as a discussion, but I am not a medical doctor.

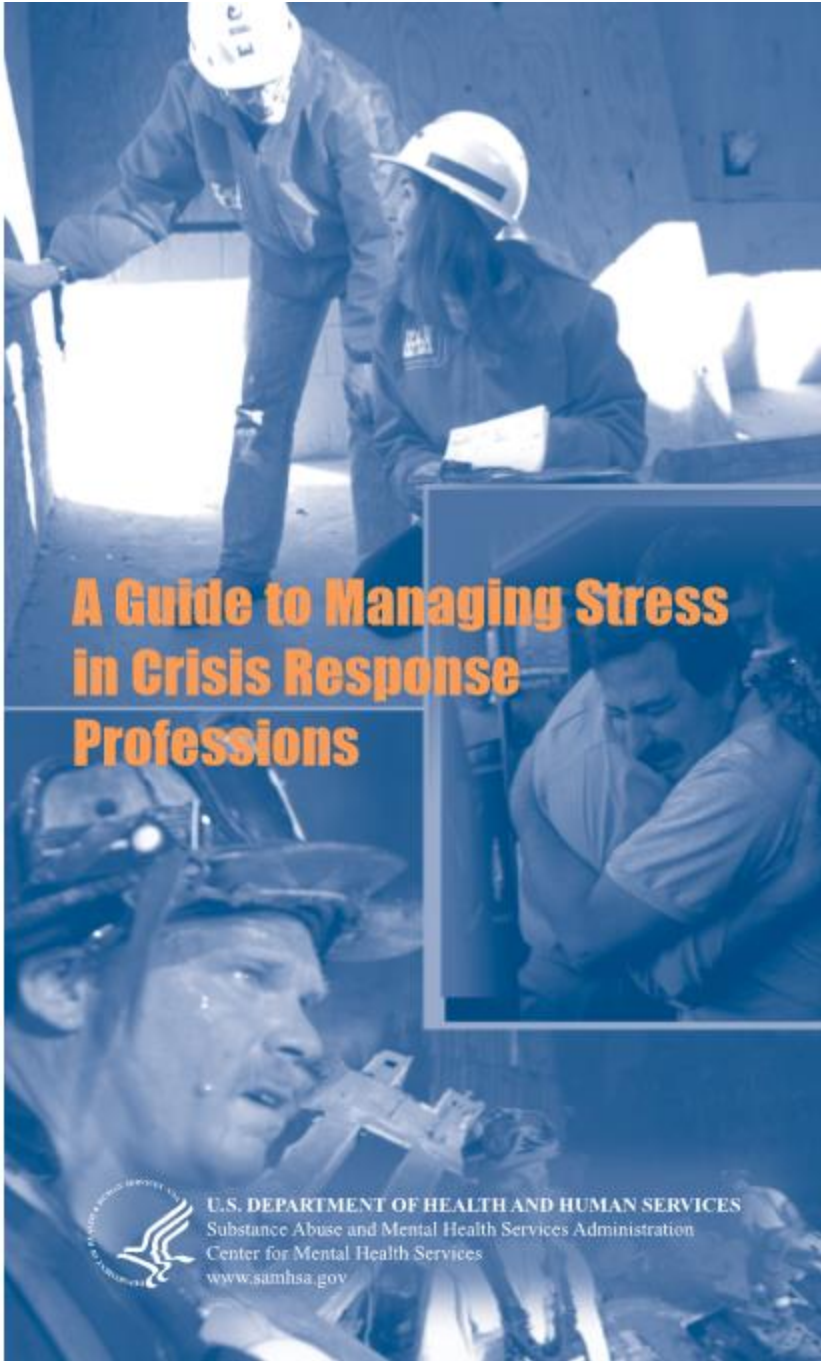
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Outline

- Compassion fatigue and burnout
- Elements of resilience
- Programs that enhance resilience
- Benson-Henry Institute's resilience toolbox
- Mind-body skills practice



A Guide to Managing Stress in Crisis Response Professions



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Substance Abuse and Mental Health Services Administration
Center for Mental Health Services
www.samhsa.gov

Compassion Fatigue (CF)

- **Burnout** – “feelings of hopelessness and difficulties in dealing with work or in doing your job effectively.... can reflect the feeling that your efforts make no difference or ... associated with a very high workload or a non-supportive work environment.”
- **Secondary Traumatic Stress** – “work related, secondary exposure to extremely or traumatically stressful events....Symptoms...may include being afraid, having difficulty sleeping, having images of the upsetting event pop into your mind, or avoiding things that remind you of the event.”

Compassion Satisfaction (CS)

- **Compassion Satisfaction** – “is about the pleasure you derive from being able to do your work well....it is a pleasure to help others through your work. You may feel positively about your colleagues or your ability to contribute to the work setting or even the greater good of society.”

Factors Associated with Compassion Fatigue

- female gender
- younger age
- increased exposure to traumatized clients
- occupational stress
- clinician's own maltreatment history

Factors that Protect Against Compassion Fatigue

- access to clinical supervision
- training for new and experienced clinicians
- perceived coping ability
- emotional separation
- amount of clinician's experience
- **self-care strategies**
- social support

Burnout – Another Definition

- **Low Personal Accomplishment** – “the tendency to evaluate oneself negatively may feel unhappy and dissatisfied with their accomplishments on the job.”
- **Emotional Exhaustion** – “emotional resources are depleted, workers feel they are no longer able to give of themselves at a psychological level.”
- **Depersonalization** – “negative, cynical attitudes and feelings about one’s clients callous or even dehumanized perception of others.”

Burnout is Associated with...

- absenteeism
- decreased job satisfaction
- job turnover
- decreased empathy
- anxiety, depression and suicidal ideation
- substance use
- higher rates of suboptimal patient care
- increased medical errors
- decreased patient satisfaction
- lower in service exam scores

Burnout is Epidemic Among Healthcare Providers

- ~50% of medical students & internal medicine residents
- ~45% of attending physicians
- 37-86% of nurses (18% met criteria for PTSD)
- 21-67% of mental health workers – higher rates among community social workers than nurses or psychiatrists

Dyrbye, *Ann Intern Med.* 2008

West, *JAMA* 2011

Shanafelt, *Arch Intern Med* 2012

Mealer, *Depress Anxiety.* 2009

Cimiotti, *Am J Infect Control.* 2012

Morse, *Adm Policy Ment Health.* 2012

Resilience

- “the ability to bend but not break, bounce back, and perhaps even grow in the face of adverse life experiences.”
- “the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress.”



Southwick SM, *Eur J Psychotraumatol.*, 2014

Resilience

“The ability of an individual to adjust to adversity, maintain equilibrium, retain some sense of control over their environment, and continue to move on in a positive manner.”

Resilience in the ICU

- High levels of resilience in intensive care unit nurses was associated with lower prevalence of:
 - PTSD
 - Depression and anxiety
 - Burnout

Ways to Build Resilience

- Build positive nurturing professional relationships and networks
- Maintain positivity
- Develop emotional insight
- Achieve life balance and cultivate spirituality
- Become more reflective

Resilience Strategies of Experienced Physicians

Theme		Whole sample (n = 200)
Job-related sources of gratification		
1	Gratification from doctor–patient relationship	134 (67)
2	Gratification from medical efficacy	118 (59)
Resilience strategies 2: Useful attitudes		
23	Acceptance and realism	112 (56)
24	Self-awareness and reflexivity	106 (53)
25	Active engagement with the downside(s) of the medical profession	94 (47)
26	Accepting personal boundaries	88 (44)
27	Recognizing when change is necessary	66 (33)
28	Creating inner distance by taking an observer perspective	48 (24)
29	Appreciating the good things	48 (24)
30	Interest in the person behind the symptom	36 (18)

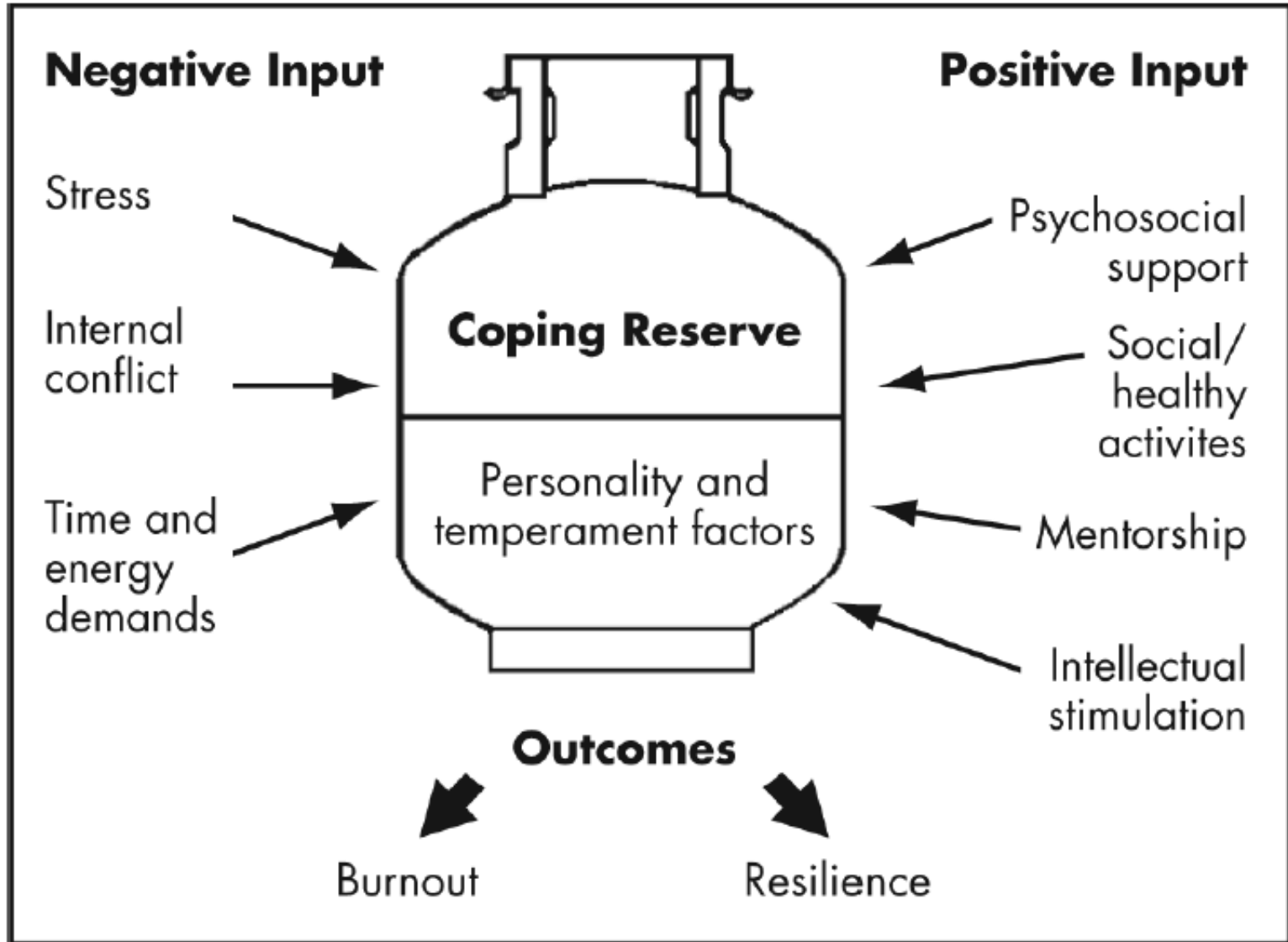
More Resilience Strategies

Theme	Whole sample (n = 200)
Resilience strategies 1: Practices and routines	
3 Leisure-time activity	158 (79)
4 Quest for and cultivation of contact with colleagues	110 (55)
5 Cultivation of relations with family and friends	102 (51)
6 Proactive engagement with the limits of one's own skills, complications that crop up and treatment errors when communicating with colleagues and disciplinarians	88 (44)
7 Proactive engagement with the limits of one's own skills, complications that crop up and treatment errors when communicating with patients	80 (40)
8 Personal reflection and goal setting	80 (40)
9 Self-demarcation with patients	80 (40)
10 Talking about job-related stress with private relations	76 (38)
11 Self-organization with bureaucracy and regular chores	72 (36)
12 Self-demarcation with colleagues and disciplinarians	68 (34)
13 Cultivation of one's own professionalism	64 (32)
14 Limitation of working hours	62 (31)
15 Error management	54 (27)
16 Ritualized time-out periods	52 (26)
17 Institutionalized exchange forums (i.e., quality circles or Balint groups)	40 (20)
18 Supervision, coaching, psychotherapy	30 (15)
19 Long-time, nonprofessional fields of interest	28 (14)
20 Self-discipline in connection with diagnosis and information	24 (12)
21 Prioritization of basic needs	24 (12)
22 Spirituality	18 (9)

Self-Regulation & Resilience

- “It is not enough to recognize that stresses exist, that they are unavoidable, and that they can result in cognitive errors, strong feelings, and moral distress. Clinicians also need to realize the degree to which they have choices about how to address those stresses and self-regulate their own cognitive, emotional, and somatic reactions.”

Conceptual Model: Coping Reserve Fuel Tank



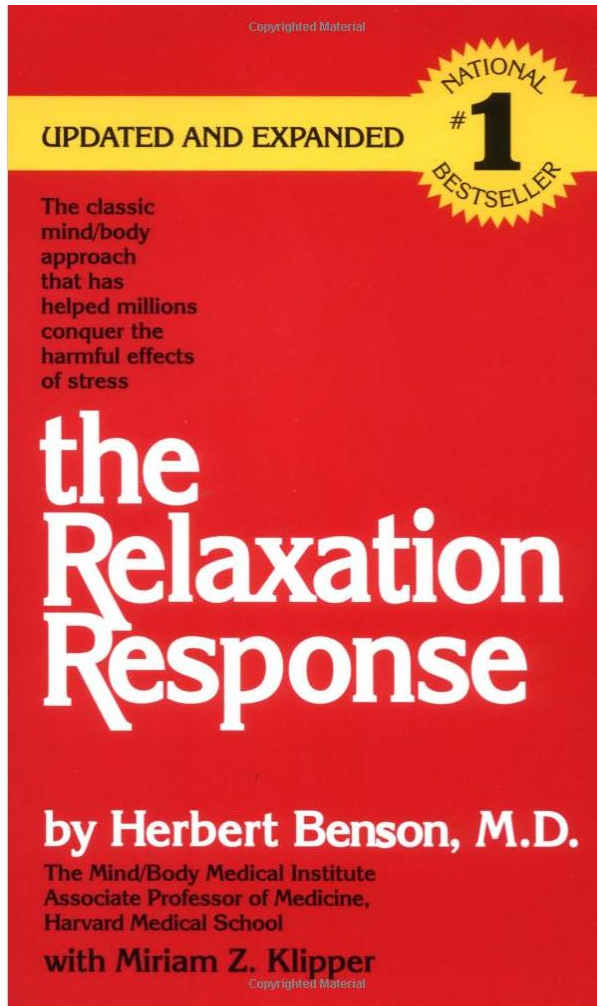
BHI Resiliency Toolbox

- Mind Body Skills
 - meditation, minis, mindful movement
- Cognitive Skills
 - cognitive reappraisal, positive psychology, acceptance, appreciation, humor, creativity, empathy
- Healthy Lifestyle Practices
 - sleep, nutrition, exercise, social support

What is Mind Body Medicine?

- Practices that focus on the interactions among the brain, mind, body, and behavior, with the intent to use the mind to affect physical functioning and promote health.
- Includes: meditation, deep-breathing, guided imagery, progressive muscle relaxation, biofeedback, yoga, qi gong, and tai chi.

How to Elicit the Relaxation Response



1. Repeat a word, sound, phrase, prayer, or muscular activity.
2. Passively disregard everyday thoughts that inevitably come to mind and return to your repetition.

Mind Body Practices in America

Frequency of use by adults in 2012:

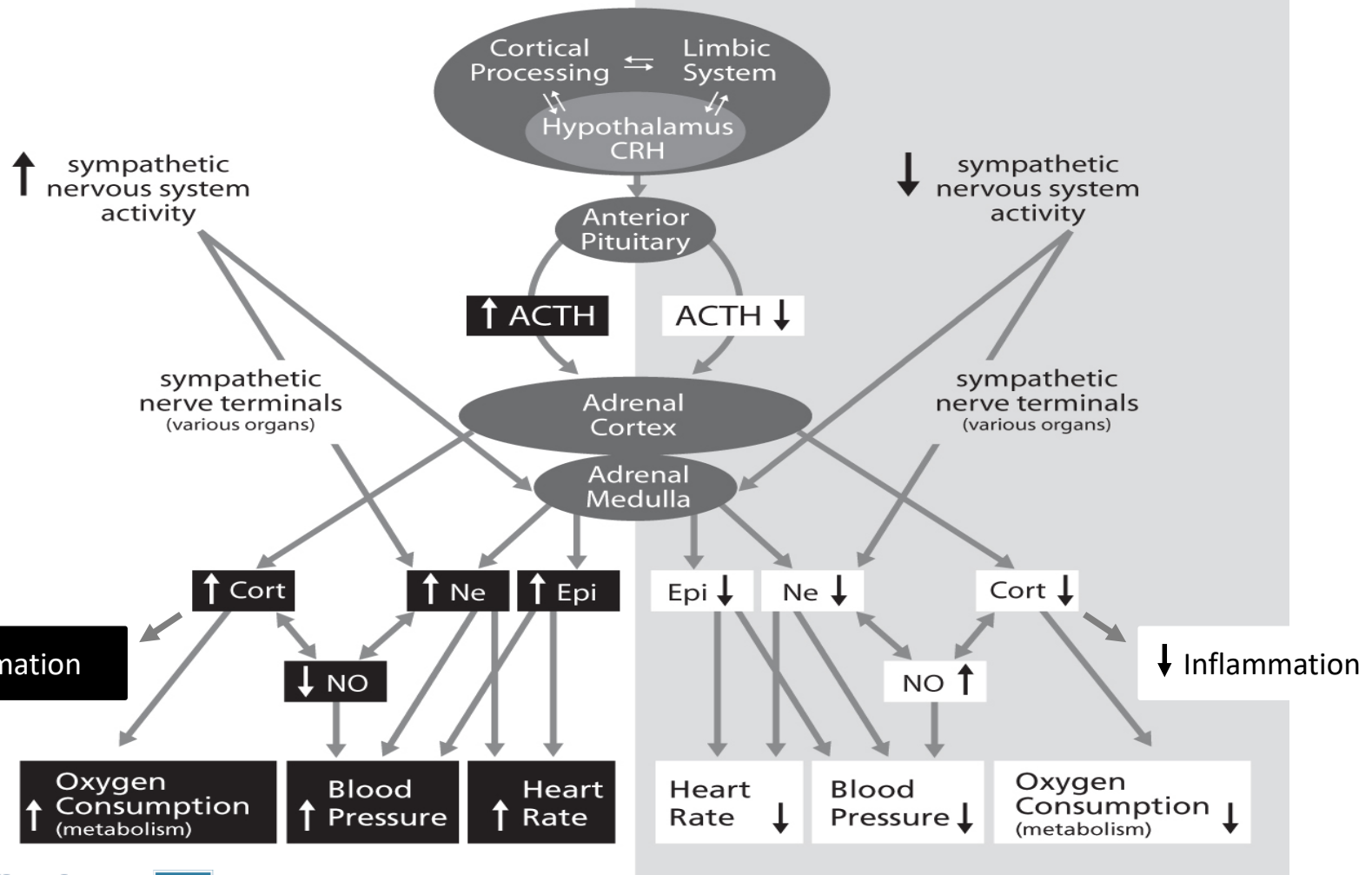
- 10.9% deep breathing
- 9.5% yoga
- 8.0% meditation
- 2.1% progressive relaxation
- 1.7% guided imagery
- 1.1% tai chi
- 0.1% biofeedback

Clarke, *Natl Health Stat Report*, 2015

How Do Mind Body Practices Work?

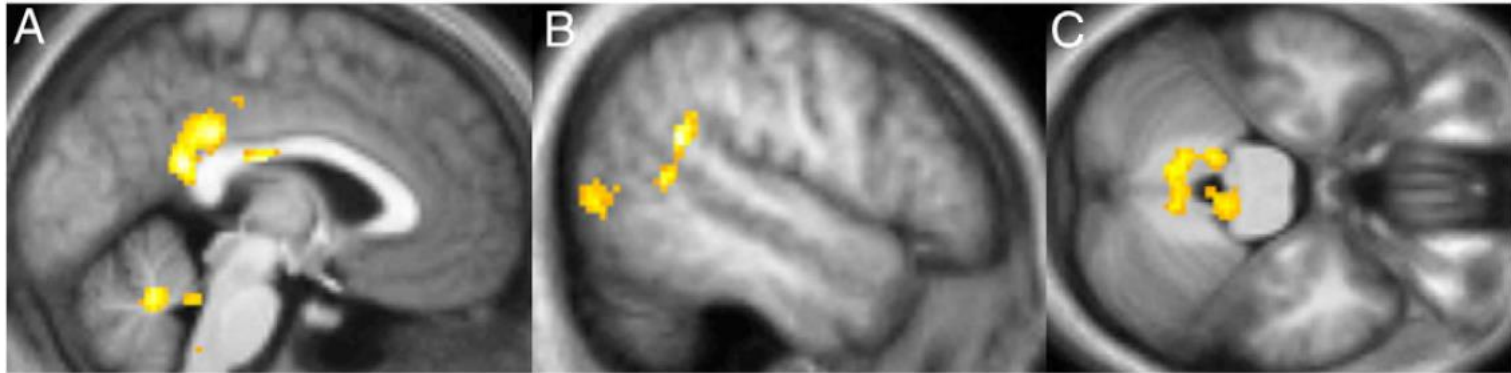
STRESS RESPONSE (Involuntary/reflexive)

RELAXATION RESPONSE (Requires conscious elicitation and repeated practice)



adapted from Dusek, *Minn Med*. 2009

Meditation Changes Brain Structure



Regions of the brain affected involve

- cognition & executive function
- emotion regulation
- neurotransmitter release

Clinical Use of Mind Body Practices

- Growing evidence supports the use of these practices to reduce or improve symptoms across a range of acute and chronic health conditions including:
 - Anxiety
 - Depression
 - Pain
 - Stress & related symptoms
 - Cancer-related symptoms
 - Hypertension
 - GI diseases

Gotink RA, *PLOS ONE*, 2015

Goyal M, *JAMA Intern Med.* 2014

Vranceanu A, *Psychosomatics*, 2014

Musial F, *Forsch Komplementmed.* 2011

Dusek JA, *J Altern Complement Med.* 2008

Kuo B, *PLOS ONE*, 2015

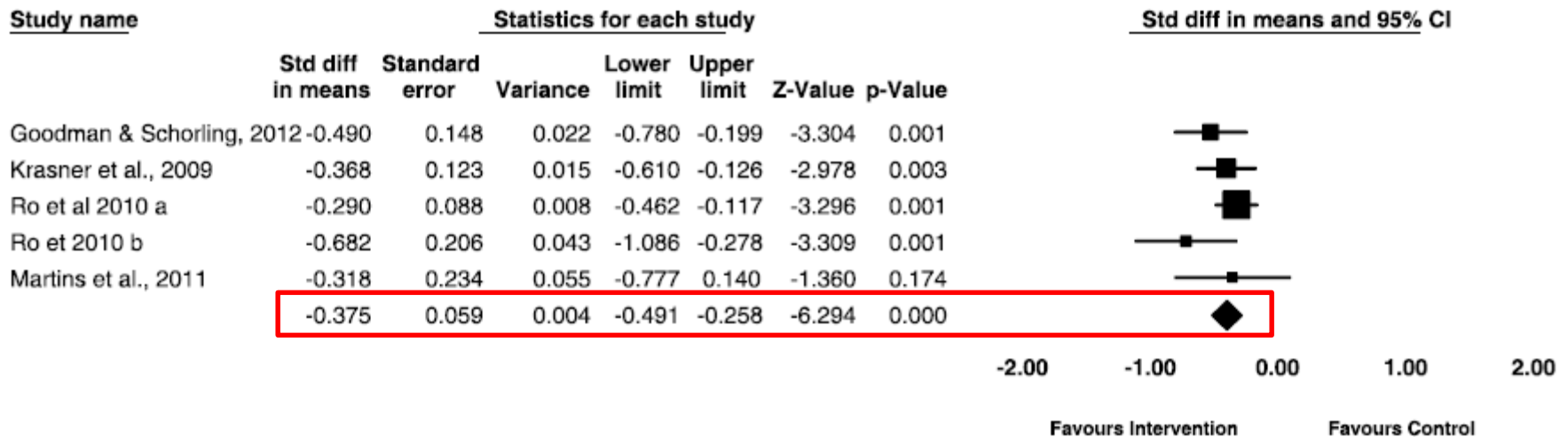
Mind-Body Skills and Clinician Well-being

	PCPs ¹	Medical Students+ ²	Nursing Students ³	Nurse Leaders ⁴	Hospital Staff ⁵	MDs ⁶
Psych. Distress	↓	↓				
Anxiety		↓	↓	↓		
Depression		↓		↓		
Stress			↓	↓	↓	
Burnout	↓				↓	↓
Empathy	↑	↑	↑			

¹Krasner 2009; ²Shapiro 1998; ³Beddoe 2004; ⁴Pipe 2009; ⁵LaRose 2010.

⁶West 2014

Programs Teaching Mind-Body Skills Reduce Physician Burnout



Place Your Own Oxygen Mask First

- Self-care and resiliency building is not selfish – it is essential for our own well-being and allows us to better care for others.
- The time investment more than pays for itself.



Cultivating Balance in Our Lives

- What are some things that you do to help maintain balance in your work and/or home life?
- Jot down a few notes on your strategies:
 - how does it help you maintain balance
 - how does it make you feel (thoughts, feelings, and physical sensations).
- Share your work-life balancing strategies in groups of 3-4.

Cultivating Balance in Our Lives

When speaking...

- Name one of your strategies & how it helps create balance
- What about it makes it useful?
- What aspects of the context make a difference?
- What lessons from this strategy are useful for you?

When listening...

- Be attentive, don't interrupt
- Ask questions to help clarify
- Don't talk about your own experience
- Use reflective questions when appropriate

Cultivating Balance in Our Lives

- What strategies to create balance did you learn about in your group?



Patients Benefit When Clinicians Engage in Mind Body Practices

- Lower stress, increased relaxation & peacefulness
- Improves treatment outcomes in individuals receiving psychotherapy

What is Mindfulness?

“Paying attention in a particular way:

- on purpose,
- in the present moment,
- and non-judgmentally”

It is a way of moving through our daily lives with an intentional, curious, non-judgmental awareness

Kabat-Zinn J. Wherever you go, there you are:
Mindfulness meditation in everyday life, 1994

Attributes of Mindfulness Relevant to Patient Care

- Attentive observation
- Critical curiosity
- Beginner's mind
- Presence

Epstein RM, *JAMA* 1999
Epstein RM, © Univ of Rochester 2007

Presence

- Really “being there” or “being with”
- A way of being available or open in a situation with one’s whole self
- Through the quality of our presence we can create a caring environment that helps our patients/clients to
 - Feel heard
 - Develop trust
 - Feel deeply cared for

BHI Resiliency Toolbox

- **Mind Body Skills**
 - meditation, minis, mindful movement
- **Cognitive Skills**
 - cognitive reappraisal, positive psychology, acceptance, appreciation, humor, creativity, empathy
- **Healthy Lifestyle Practices**
 - sleep, nutrition, exercise, social support

Meditation

- Traditions in all of the world's cultures
- Conscious focusing of one's awareness – on the breath, a word or phrase, a sound, an image, sensations
- Conscious disregard of every day thoughts



Debunking Meditation Myths

- You don't have to
 - twist yourself like a pretzel
 - chant a strange sounding mantra
 - blank your mind
- Meditation is about developing awareness
- It is a learned skill

What Did You Notice?

- Nothing
- Sleepy
- Relaxing
- Anxious
- Pleasant
- Restless
- Thinking about something on your “to do” list

Tips for Developing a Meditation Practice

- Find the time(s) of day that work best for your schedule
- Find a location that works well for you
- Find a compelling focus to anchor your awareness
- Start with 5 minutes twice a day and build from there
- Don't worry about doing it "incorrectly" or about your mind wandering
- Find a teacher or group to help support your practice

Related techniques to elicit the relaxation response: imagery and body scan/progressive muscle relaxation

Awareness is the First Step



Stress? What stress?

Stress Warning Signs

Physical

- headaches
- indigestion
- stomach aches
- fatigue
- tight neck/shoulders
- restlessness
- sweaty palms

Cognitive

- memory loss/forgetfulness
- lack of creativity
- inability to make decisions/think clearly
- ruminations
- negative thinking
- fixating on something

Stress Warning Signs

Emotional

- anxiety, nervousness
- boredom
- depressed/unhappy
- feeling overwhelmed
- irritable/easily upset
- anger
- loneliness

Behavioral

- decreased exercise
- overuse of alcohol/
substances/food
- teeth grinding at night
- skipping meals
- loss of sleep
- difficulty getting things
done

Stress Warning Signs

Relational

- isolation/hiding
- clamming up
- resentment
- lashing out at others
- intolerance
- distrust
- using people

“Minis” aka Mini Relaxations

- A simple way to counter stress throughout the day
- Use as needed or prophylactically every hour
- Most effective when used in tandem with a daily meditation practice
- Can be as simple as 1-2 breaths, a yoga stretch, or as long as 5-10 minutes
- Couple with a repeated behavior or a visual cue (post-it, screen saver reminder)

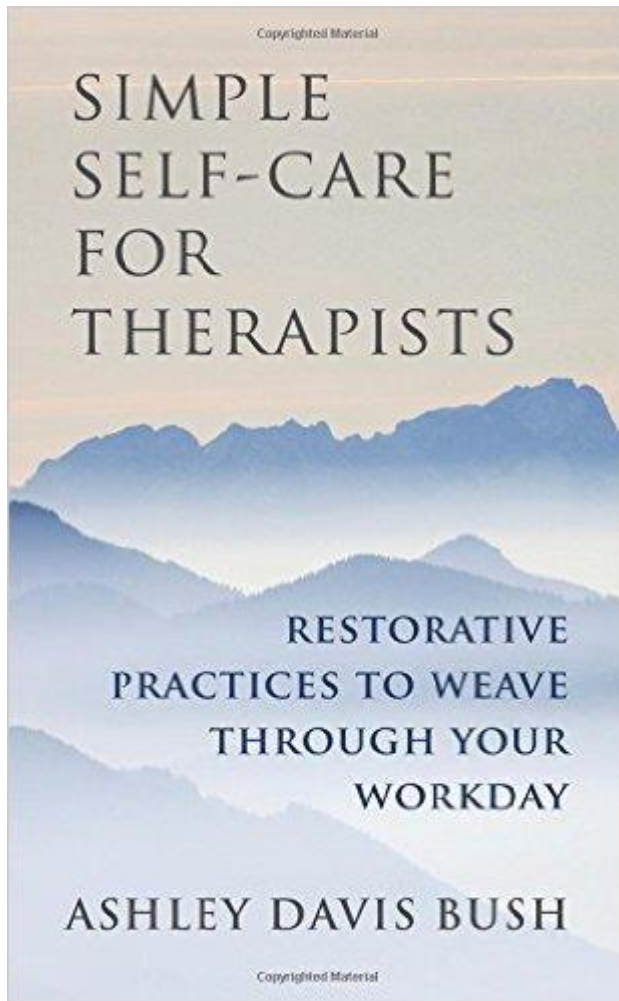
Mini – 10 Counts

- Count slowly from ten down to zero, one number for each out breath
 - Breath diaphragmatically, as you exhale mentally say “ten” to yourself. Following the next diaphragmatic breath, say “nine”, etc.
- If you feel light-headed or dizzy, slow down your breathing
- When you get to “zero” see how you are feeling.
- Repeat if necessary.

Mini – Even Count/Measured Breathing

- Inhale slowly through the nose to a count of 4
- Hold the breath for a count of 4
- Exhale slowly through the nose to a count of 4
- Repeat twice more

* The number of counts may be modified, but do not hold the breath to the point of discomfort. Avoid prolonged breath holding if uncontrolled high blood pressure or a serious heart condition.



A collection of daily “micro” self-care practices.

Mind-Body Movement Practices

- Tai chi & qi gong
- Yoga
- Walking meditation
- Sufi dancing

Tai chi (Taiji)

- Martial art originating in China
- Consists of slow, gentle movements incorporating mindful awareness and the breath
- Sometimes referred to as “moving meditation”



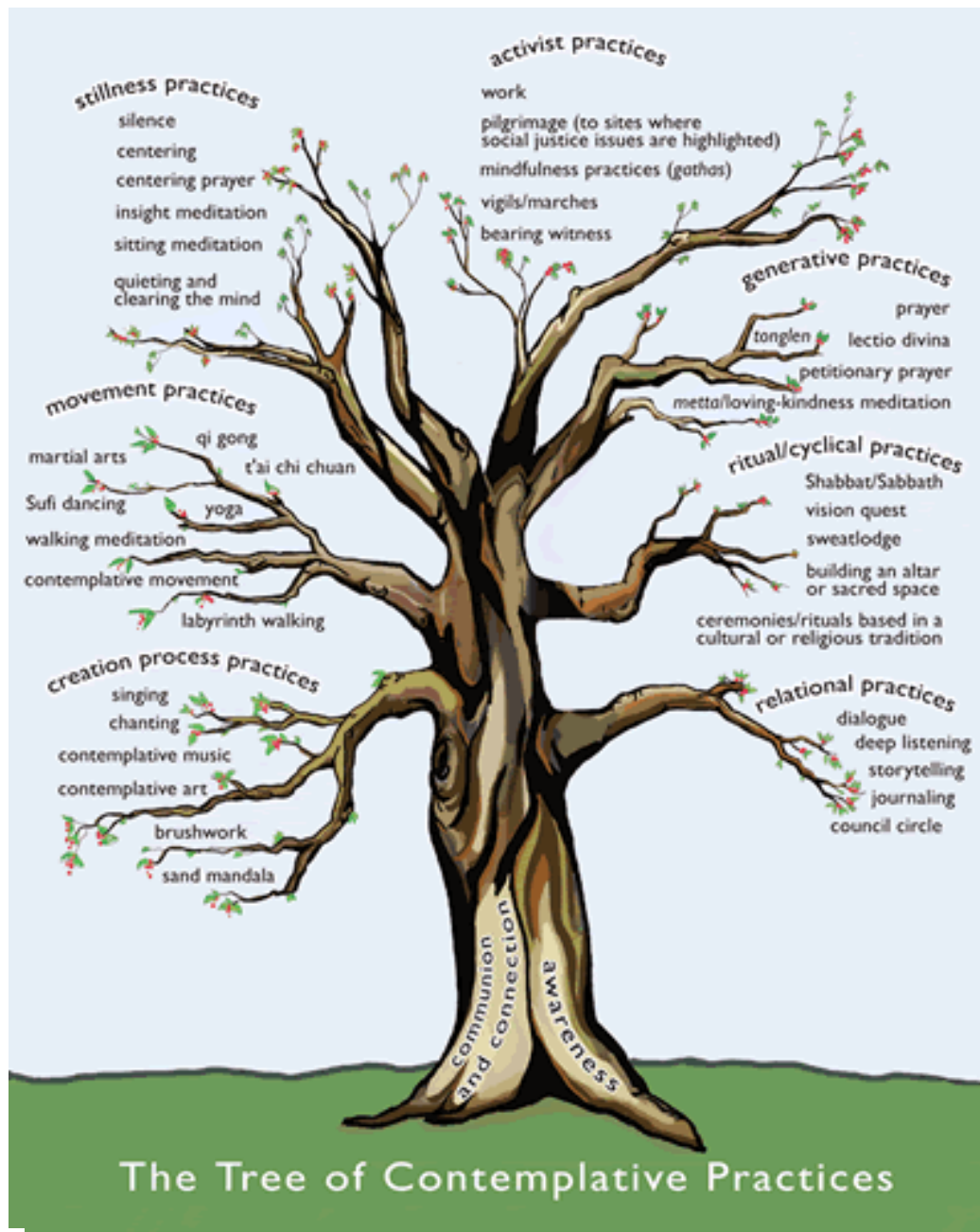
Yoga

- Origins in ancient India
- Combination of postures, breathing techniques, meditation, and philosophy
- Many styles of hatha yoga in the US: Ananda, Ashtanga, Bikram, Iyengar, Kripalu, Kundalini, Vini, others



Walking Meditation





The Tree of Contemplative Practices

BHI Resiliency Toolbox

- Mind Body Skills
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- **Cognitive Skills**
 - cognitive reappraisal, positive psychology, acceptance, appreciation, humor, creativity, empathy
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The Guest House

This being human is a guest house.
Every morning a new arrival.

A joy, a depression, a meanness,
some momentary awareness comes
as an unexpected visitor.

Welcome and entertain them all!
Even if they're a crowd of sorrows,
who violently sweep your house
empty of its furniture,
still treat each guest honorably.
He may be clearing you out
for some new delight.

The dark thought, the shame, the malice,
meet them at the door laughing,
and invite them in.

Be grateful for whoever comes,
because each has been sent
as a guide from beyond.

Rumi



“Everything can be taken from a man but one thing...to transform a personal tragedy into triumph, to turn one’s predicament into a human achievement.”

Victor Frankl

Stop, Breath, Reflect, Choose

- **Stop** for a moment
- **Breath** using one of the minis
- **Reflect** – What is happening? What is this situation really about? What are your thoughts about it and are they realistic?
- **Choose** – How do you want to respond in a way that will serve you well rather than just reacting emotionally. Ask “is my reaction helping this situation? Is it making me feel better or reducing my stress?”

Partial List of Positive Emotions/Perspectives

Appreciation	Enthusiasm	Harmony	Patience
Awe	Equanimity	Honor	Perseverance
Beauty	Faith	Humility	Positivity
Community	Fearlessness	Inspiration	Poise
Commitment	Flexibility	Integrity	Respect
Cooperation	Generosity	Joy	Sacrifice
Courage	Gentleness	Leadership	Serenity
Compassion	Grace	Love	Service
Determination	Growth	Mastery	Surrender

“Nothing erases unpleasant thoughts more effectively than concentration on pleasant ones.”

Hans Selye

“Positive emotions can antidote the lingering effects of negative emotions.”

Barbara Frederickson

Appreciation

We often focus on what is not good or what is “wrong.” Purposefully bringing attention to what we appreciate opens the door for more adaptive perspectives.

- Write down several things per day that you appreciate
- Write in as much detail as possible
- Notice the content (self, others, life)
- Relive each appreciation until you feel the emotion

Appreciative Inquiry

- Based on the notion that analysis and reinforcement of positive experiences are more likely to change behavior in desired directions than an exploration of negative experiences or deficiencies.
- A deficit focus can often trigger negative spirals whereas an affirmative focus stimulates positive spirals.

Table 1. Didactic and Narrative and Appreciative Inquiry Themes

Didactic Topic	Write or Tell a Brief Story About. . .
Awareness of pleasant or unpleasant sensations, feelings, or thoughts	A pleasant or an unpleasant experience during clinical work and its effect on the patient-physician relationship
Perceptual biases and filters	A surprising clinical experience (an experience that differed significantly from what you expected)
Burnout	An experience of noticing and responding to your own emotional exhaustion, depersonalization, and low sense of personal accomplishment
Meaning in medicine	A clinical encounter that was meaningful to you; what made it meaningful, what personal capacities did you have that contributed to the meaning
Boundaries or conflict management	A time when you effectively said, "No!" or set a clear boundary in clinical practice and still maintained a healing relationship
Attraction in the clinical encounter	A time when you were aware of attraction toward a patient and its influence on the dynamics of the physician-patient relationship
Self-care	A time when you faced choices about caring for yourself as opposed to caring for others
Being with suffering or end-of-life care	A clinical encounter involving being present to suffering: sadness, pain, uncertainty, end-of-life, and the awareness of your role as physician

Finding Joy in Social Work

- Interpersonal
 - Making connections – clients, colleagues
 - Making a difference – clients, colleagues, supervisees, systems-change
- Intrapersonal
 - Making meaning – serving others, within the profession, finding purpose, personal fit
 - Making a life – gaining perspective, managing expectations, rejoicing in little things, maturing

Humor Strategies

- Practice telling jokes and puns
- View humorous clips
- Set a mental channel for humor
- Develop a smile mindset
- Create a humor 'mantra'

“The greatest discovery of my generation is that human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives....It is too bad that more people will not accept this tremendous discovery and begin living with it.”

William James

Metta Meditation: Loving Kindness Meditation

- Conscious direction of unconditional love, kindness, and compassion to ourselves and other living beings.
- “Metta” means both “gentle” and “friend.”
- Can be used to address negative emotions and feelings such as anger, fear, and loneliness.

Loving Kindness Meditation Research

- Increases feelings of social connection and positivity toward novel individuals in practitioners
- Increases positive emotions and enhances personal resources in veterans with PTSD
- Decreases self-criticism and depression while increasing self-compassion

Hutcherson, *Emotion*, 2008

Kearney DJ, *Med Care*, 2014

Shahar B, *Clin Psychol Psychother.* 2015

Loving Kindness Meditation

- May I be free from danger
- May I have mental happiness
- May I have physical happiness
- May I have ease of well-being

Loving Kindness Meditation

- May I be safe
- May I be happy
- May I be healthy
- May I be at peace

Loving Kindness Meditation

- Kindness and compassion directed toward
 - oneself
 - a benefactor or beloved friend
 - a neutral person
 - a difficult person
 - to all sentient beings

Mini - Well Wishing Exercise

- Mentally repeat the following phrases as you walk into a patient's room or in any challenging situation with a patient, family, or colleague:
 - May you be safe
 - May you be free from suffering
 - May you be happy and at peace

Summary

- Compassion fatigue and burnout
- Elements of resilience
- Programs that enhance resilience
- Benson-Henry Institute's resilience toolbox
- Mind-body skills practice

Mind Body Skills Practiced

- Meditation
 - Breath and word focused practices
 - Metta meditation
- Minis
 - Counting down from 10, even count breathing, well-wishing exercise
- Mind Body Movement
 - Yoga, walking meditation

Integration Into Daily Life

- Formal Practice
 - Meditation, body scan, mindful yoga, tai chi, etc...
- Informal Practice
 - Bringing an open, curious attention to any activity
 - Throughout the day, pause briefly to tune in
 - Minis, stretching, appreciation, humor, positive meaning

What will you take with you today?

“When you truly are in the here and now,
you’ll be amazed at what you can do and how
well you can do it.”

Peaceful Warrior, by Dan Millman