



Building Resilience in Residency Training: It Takes a Village

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- **In this session:**

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Objectives

- Identify stressors in residency training
- Define methods for building resident resilience
- Compare and contrast methods for instilling a sense of community within your residency program
- Explain how to manage unexpected life/ residency events that occur
- Identify methods to measure success

Question: Who is in the audience?

- A** Residency program director
- B** Residency preceptor
- C** Resident
- D** Other



Question: With what types of programs are you affiliated?

- A PGY1
- B PGY2
- C Both



Question: Have you experienced any of the following?

- A Overworked
- B Emotional exhaustion
- C Depersonalization
- D All of the above



Outline

- Burnout, Resilience, and Grit
- Program Specific Examples/ Measuring Success
 - Kaiser Permanente Colorado
 - Nebraska Medicine
 - University of Virginia Health System
- Interactive Case Study
- Key Takeaways
- Q&A

Burnout Syndrome

- First coined by Herbert Freudenberger in 1974
- Triad
 - Emotional exhaustion
 - Depersonalization
 - Reduced sense of personal accomplishment

Freudenberger, HJ. *J Soc Issues*. 1974;30(1):159-65.

Burnout Syndrome in Healthcare

- Maslach Burnout Inventory “Gold Standard”
- 10-70% of nurses
- 30-50% of providers
- 55% internal medicine residents
- 1 in 5 health-system pharmacists at risk

Bridgeman PJ, et al. *Am J. Health-Syst Pharm.* 2018;75(3):147-52.

Ishak W, et al. *J Grad Med Educ.* 2009;1:236-42.

Why Do We Care?

- Risks with burnout include:
 - Negatively affect patient care
 - Depression
 - Substance abuse
 - Suicide ideation rate of physicians in 2012
 - 6.4% of U.S. 7,288 physicians surveyed reported suicide ideation in past 12 months

Our PGY1 and PGY2 Residents

- Residency training is demanding
- PGY1 and PGY2 residents who worked more than 60 hrs/week were likely to have more stress
- Can lead to symptoms of burnout

Clinician Well-Being and Resilience

- National Academy of Medicine
- ASHP co-sponsoring the Action Collaborative
- 55 organizations
- Engaging stakeholders to:
 - "better understand causes of burnout"
 - "seek ways to improve clinicians' well-being"

<https://www.ashp.org/Pharmacy-Practice/Resource-Centers/Clinician-Well-Being-and-Resilience> (Accessed 2018 August 24).

Resilience

An ability to recover from or adjust easily to misfortune or change.

- Different measures but no “Gold Standard”
- Goals are to optimize personal well-being
 - Inside and outside the hospital setting

<https://www.merriam-webster.com/dictionary/resilience> (accessed 2018 June 15).

Grit

Angela Duckworth

- Passion and perseverance for long-term goals
- The Grit Scale (used for self-reflection)
 - 10 questions
 - Scale of 0-5 (higher score = more Grit)

<https://angeladuckworth.com/> (accessed 2018 June 20).

<https://angeladuckworth.com/grit-scale/> (accessed 2018 June 20).

Resilience and Grit

- Resilience
 - Optimism to continue through adversity
 - Can be taught, supported and built
- Grit
 - The inner, sustainable drive that keeps you going
 - Good for open dialogue
 - Research is ongoing to explore ways to build grit



Audience Reflection

Your new residency class has just started. It includes 4 residents; 2 female, 2 male; 1 from local SOP, 2 from neighboring states, and the 4th from over 500 miles away. During orientation, one appears disengaged and overwhelmed. What strategies would you implement?

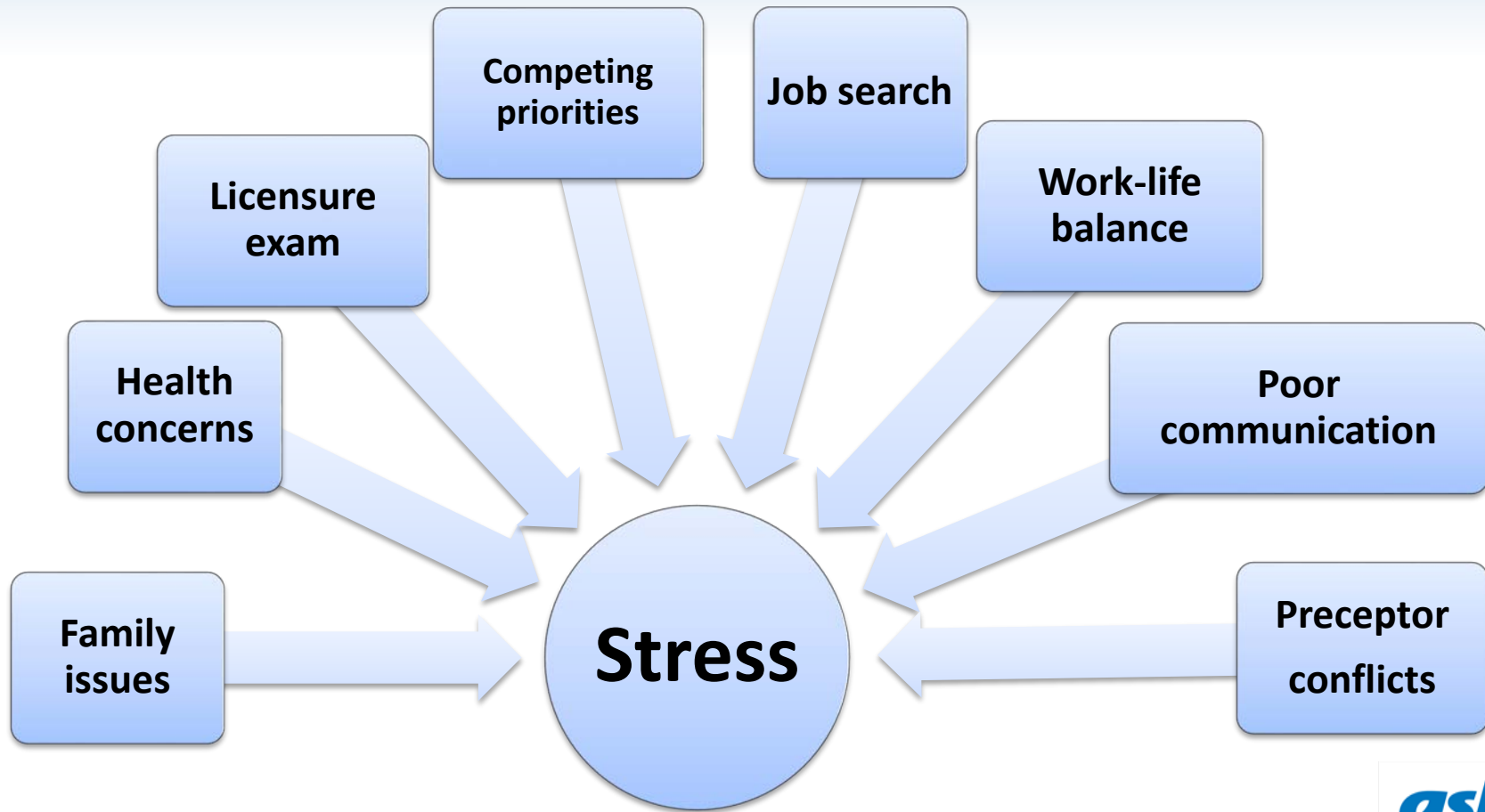
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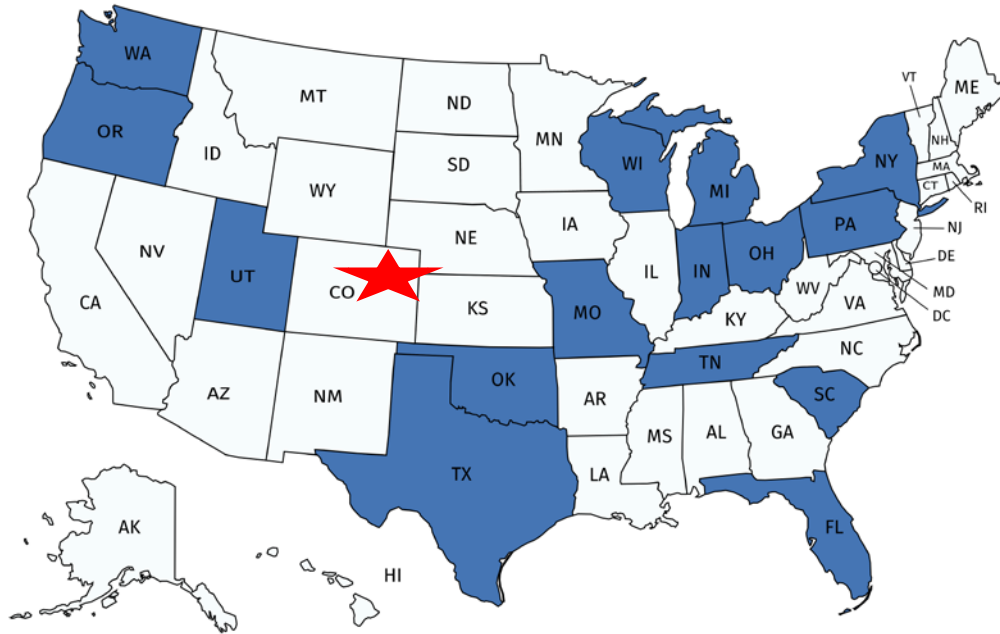
Question: What type of stressors impact residents in your program(s)?

- A** Work-life balance
- B** Time management
- C** Transitioning to independent practitioner
- D** Other





The Road Traveled





Kaiser Permanente (KP) ResiPal



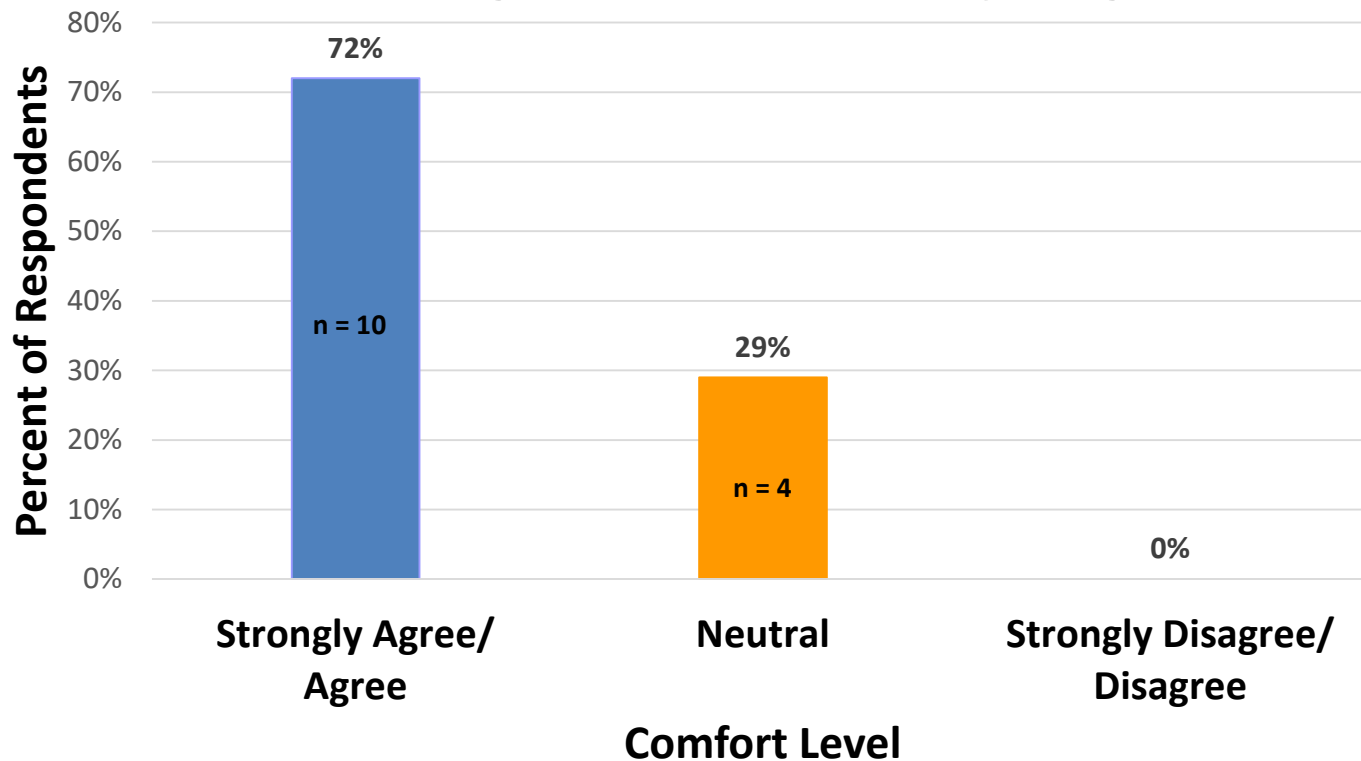
Navigate licensure process

Relocation assistance

Denver/ Colorado lifestyle



My KP ResiPal Increased My Comfort Level in Transitioning to a New Residency Program



KP ResiPal – Remain in Contact Throughout the Year



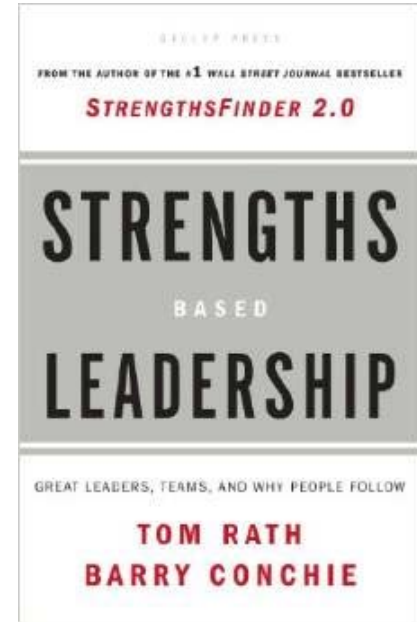
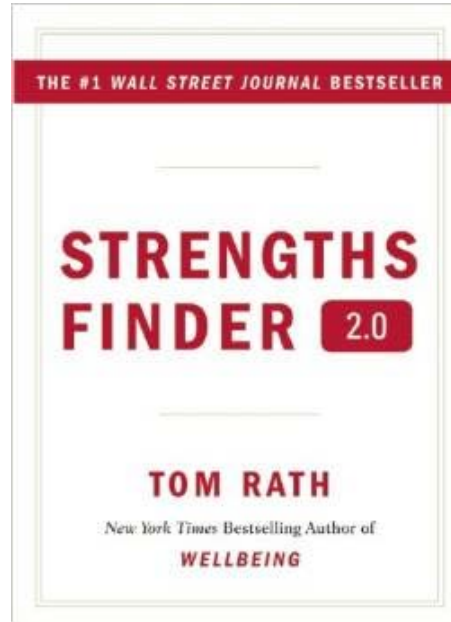
Assist with rotation selection

Discuss research project

Discuss job search

Prepare for Midyear

Maximize Individual and Team Strengths



Strengths within 4 Domains of Leadership

Executing	Influencing	Relationship Building	Strategic Thinking
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Developer	Context
Belief	Communication	Connectedness	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-assurance	Includer	Intellection
Focus	Significance	Individualization	Learner

Residency Team Strengths

	StrengthsFinder - Top 5 Strengths				
PGY2 RPD	Woo	Positivity	Arranger	Includer	Activator
PGY1 RPD	Achiever	Positivity	Communication	Arranger	Includer
Resident 1	Input	Adaptability	Intellection	Restorative	Learner
Resident 2	Harmony	Individualization	Empathy	Analytical	Consistency
Resident 3	Input	Learner	Strategic	Focus	Analytical
Resident 4	Harmony	Learner	Positivity	Relator	Activator
Resident 5	Individualization	Achiever	Input	Analytical	Learner
Resident 6	Includer	Woo	Harmony	Communication	Arranger
Resident 7	Empathy	Achiever	Focus	Restorative	Responsibility
Resident 8	Focus	Achiever	Discipline	Learner	Harmony

Key	Executing	Influencing	Relationship Building	Strategic Thinking
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Benefits of Leveraging Strengths

- Increased employee engagement
- Increased discretionary effort, work ethic, and enthusiasm
- Improved health and wellness outcomes
 - > hours per day using strengths, less likely to report worry, stress, anger, and sadness

How employees' strengths make your company stronger.

<https://news.gallup.com/businessjournal/167462/employees-strengths-company-stronger.aspx>

Building a Strengths Culture



Do not assume employees know their strengths

Apply strengths in a team setting to achieve common goals

Incorporate strengths into development plans



KP Resident Mentorship Program

Goal of Program

**Resident's
advocate &
sounding
board**

**Foster
professional
development**

**Support
through
challenging
times**

**Share in
rewarding
times**



KP Resident Mentorship Program

Mentor Activities

**Build trust &
keep
discussions
confidential**

**Open
communication
& serve as
liaison**

**Provide
positive &
constructive
feedback**

Measuring Success - Mentor Program

“The connections/ relationships that we are able to develop with KP mentors and preceptors during the residency have personally been helpful for me to become more resilient.”

2017-18 KP PGY2 Resident



KPCO Mentor-Mentee Social

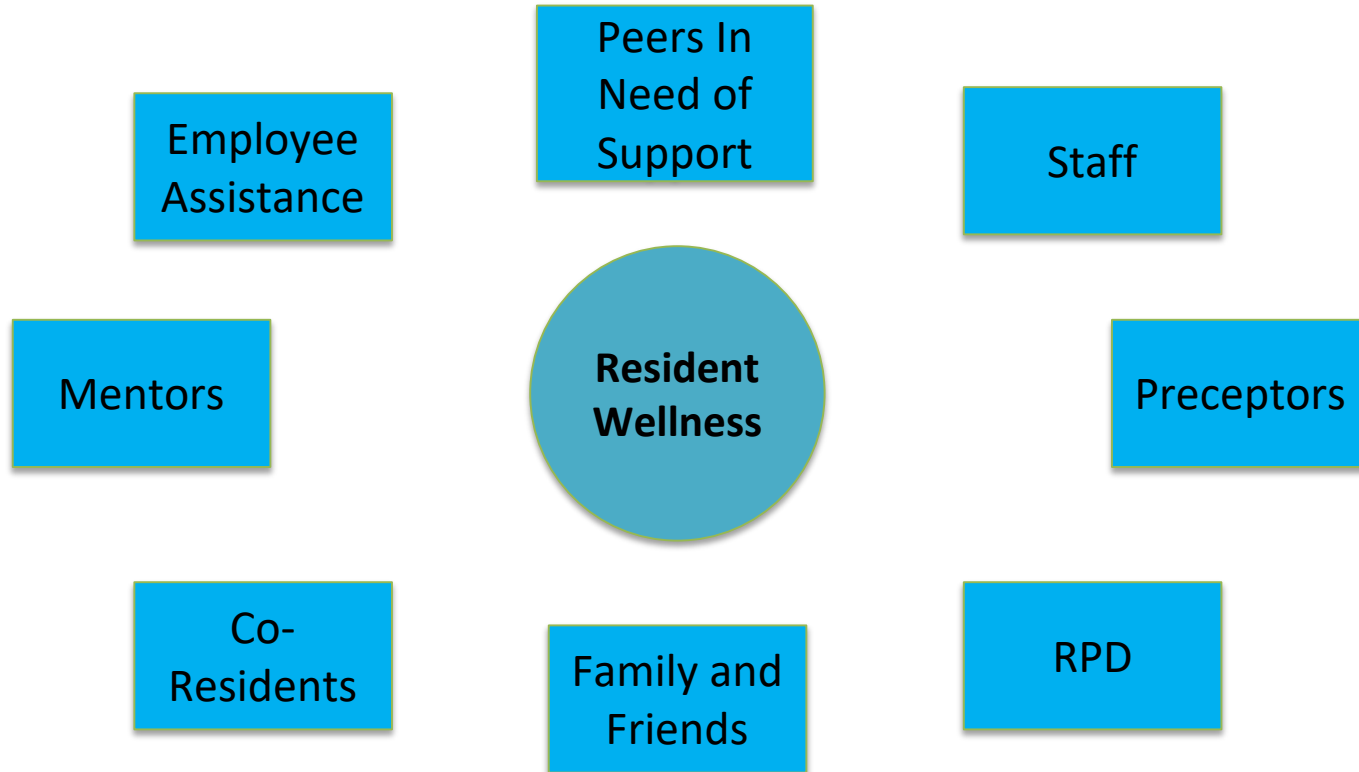
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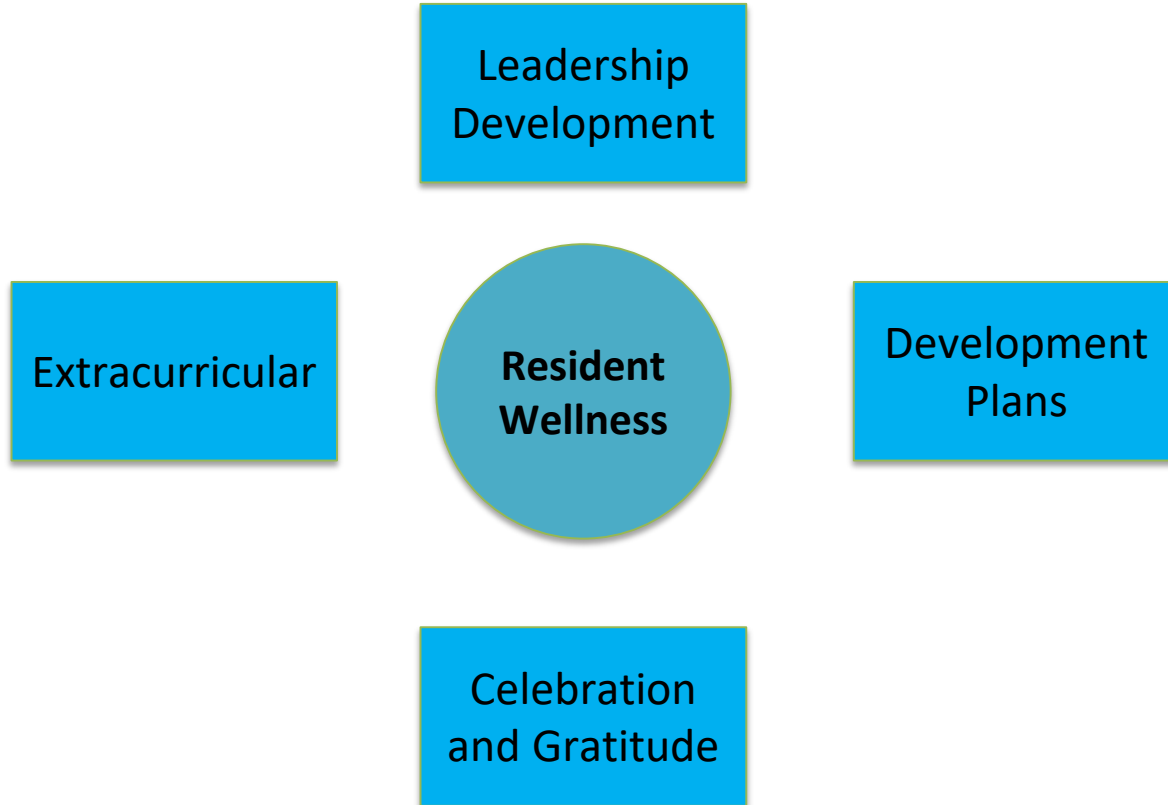
Nebraska Medicine (What?)



Nebraska Medicine (Who?)



Nebraska Medicine (How?)



Challenging but Nurturing Structure

- Culture: promoting a “family” atmosphere
- Getting to know residents on a personal level
- Being observant in every interaction with residents
- Orientation, vacation and project days

Development Plans (Well-Being)

PERSONAL WELL-BEING/RESILIENCE

1. Who do you utilize for personal support and how are they supporting you?
2. What stressors (if any) are you experiencing? Are there any coping measures that you are utilizing? If so, how are they working?
3. Describe what you have done (or are currently doing) that has been enjoyable and how this has/will help you in the residency.
4. What would make your life better and more joyful? How can we achieve this?
5. What have you been (or are) most thankful for?

Initial	
Quarter 1	
Quarter 2	
Quarter 3	

Development Plan (Strengths)

STRENGTHS:

Please describe (and provide specific examples) on how you have utilized your strengths to help you achieve your personal and professional goals.

Initial	
Quarter 1	
Quarter 2	
Quarter 3	
Quarter 4	

Development Plans (Self-Assessment)

RESIDENT SELF-ASSESSMENT of QUARTERLY DEVELOPMENT

Summarize your overall performance this past quarter.

1. What was your greatest challenge and how did (or how will) you meet that challenge?
2. What was your greatest accomplishment?
3. Identify one aspect of the residency you enjoyed the most.
4. Identify one aspect of the residency that needs improvement and provide suggestions on how it can be improved.
5. Is the RPD/program meeting your expectations? (If yes, how? If no how can the RPD/program better serve you?)

Initial	My initial plan includes:
Quarter 1	
Quarter 2	
Quarter 3	
Quarter 4	

Leadership Development

- StrengthsFinder™
- Article reviews
- Book reviews
- TedTalks™
- Letters to a Young Pharmacist
- Letters to a Young Resident
- Annual September Fall Retreat

Extracurricular

- Intramural sports
 - Soccer, volleyball, basketball
- Volunteering
 - Mission trips
 - Sharing Clinic
- “Feedback” outings to favorite pub/restaurant

Celebration and Gratitude

- Birthday and other celebrations
- Donut Fridays (and Mondays, Tuesdays, etc)
- Lunches
- Notes of gratitude
 - iValueU™
 - Innovation, Teamwork, Excellence
 - Accountability, Courage, Healing

Measuring Success - The Interview Experience

“Overall, people really cared about getting to know me and my values. People really felt like they were invested in the residents training and their lives. Residents did not feel like ‘only residents’ but felt part of the staff like a family.”

Anonymous PGY1 Interview Candidate, 2018.

Measuring Success - End-of-the-year evaluations

“The residency program has support all the way from the top and is an integral part of the pharmacy department. Everyone involved takes a genuine interest in the success of the resident. It often feels more like a large family than a job or training program.”

Jared Matya, PGY1 Graduate, 2017.

Fall Retreat



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University of Virginia Health System

Baseline Expectations

TREAT
OTHERS
the way
you
want to be
TREATED.

**It takes a village to raise a child
train a resident**

Find a village,

encourage one another &

open your village to others

University of Virginia Health System

- Environment: Work hard, play hard
- Requirements: Everyone has an administrative job (aka chore)
- People: “Phamily”
- Spirit and traditions



University of Virginia Health System

- Baseline data/ assessments
 - Myers-Brigg
 - Grit score
 - Birth order
 - Personal + professional goals

University of Virginia Health System

- How do we effectively support you?
 - Office pet peeve(s)
 - Likes/ dislikes
 - Allergies/ intolerances

University of Virginia Health System

- Individualized development plans include:
 - Personal goal(s)
 - Professional goal(s)
 - Myers-Brigg
 - Grit score

University of Virginia Health System

Paragraph

Entering Characteristics	Initial Plan: Changes to Program	1 st Q. Eff
<p>Strengths:</p> <ul style="list-style-type: none"> • Personable • Communication • Collecting pertinent subjective/ objective data during therapy evaluation <p><u>GRIT Score:</u> 4.2/ 5 <u>Myers Brigg:</u> <u>ENFP</u> <u>Extravert</u>(72%) <u>iNtuitive</u>(22%) <u>Feeling</u>(12%) <u>Perceiving</u>(6%)</p>	<ul style="list-style-type: none"> • We will monitor Ima's strengths during the 1st quarter to determine if program modifications are needed. • Ima's administrative duty is to serve as the residency historian. This job will capitalize on her personal strengths. • Ima's GRIT score is high indicative of perseverance and passion for her goals. • Ima's Myers Brigg results are <u>ENFP/ "champion"</u>. 	
<p>Areas for Improvement:</p> <ul style="list-style-type: none"> • Confidence – when interacting with the patient care team • Thoroughly assessing a patient's condition and developing an evidence- 	<ul style="list-style-type: none"> • The program provides many opportunities for Ima to grow in her confidence when interacting with the team, patient care, critical thinking, literature evaluation, and teaching skills. She is scheduled for rotation 1 in the CCU where there will be strong preceptor support for 	



University of Virginia Health System

- Pharmacy support network
 - RPD
 - “Matched” advisor
 - PGY2 buddy
 - 1:1 orientation and longitudinal staffing preceptor
 - Everyone has a “job”

University of Virginia Health System

- Organizational support
 - Faculty and employee assistance
 - Graduate Medical Education
 - Health Plan initiatives
 - Be Well
 - Hoo's Well



University of Virginia Health System

- Attentiveness to personal well-being
 - Mindfulness/ meditation sessions
 - Focus on personal goal(s) and health
 - RPD meetings/check-ins
 - Advisor meetings/check-ins
 - Residency Advisory Committee

University of Virginia Health System

- Celebrations
 - Home baked birthday treats
 - Group dinners at meetings
 - ASHP Midyear
 - Regional Residency Conference
 - Painting events

University of Virginia Health System

- Traditions
 - Thanksgiving potluck
 - Match Day Cereal-palooza
 - Beginning/ end of year picnic
 - Beginning of year lunch



University of Virginia Health System

- Work-supported resident events
 - ASHP Fall Resident Visit
 - Site visit of another residency program
 - Teaching and learning certificate program
- Class-organized events
 - Intramural sports
 - Restaurant week, BBQs, tubing, etc

University of Virginia Health System

- Recognition and connections
 - Staff meetings
 - Residency-centric meetings
 - Residency Newsletter, [Hoo's News](#)

Measuring Success -UVA

- “Oprah” questions
 - Three best things about the program
 - Three things to change about the program
 - Knowing what I know now, would you recommend to others



Measuring Success-UVA

“Oprah” question responses

- +s: Preceptors/ Program director/ support structure/ individualized
- Δs: incorporated into annual program review
- Recommend to others: Definitely!



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Interactive Case Studies



Interactive Case Study #1

BR is a PGY2 direct patient care resident at your site. She graduated top of her pharmacy school class and was a high performing PGY1 at your site. At the midpoint of the PGY2 year, she is starting to fall behind with longitudinal projects and her always positive attitude has been replaced by less than positive behaviors. What would you do to assess then solve?

Interactive Case Study #2

- PS is a female PGY1 resident who went to a local SOP but whose family lives across the country. After a successful first quarter, she was involved in a MVA and has broken her right leg and will be on crutches and unable to drive for 6+ weeks. What strategies can you employ to support PS?

Case Study Report Out

Audience “Reflection” Question

What proactive measures will you implement to build resilience in your residency program?

Responses: Assess personality, strengths, and grit; incorporate goals, mindfulness,

Audience “Reflection” Question

What techniques will you incorporate into your residency program(s) to build a sense of community?

Responses: Celebrations, recognition, bonding events, and extracurricular activities



Key Takeaways

- Key Takeaway #1
 - Numerous stressors exist in healthcare and residency training. RPDs and preceptors can use a variety of tools to identify baseline characteristics (grit, personality, strengths).
- Key Takeaway #2
 - Incorporating baseline characteristics into individual development plans and emphasizing teamwork and well-being are methods that support resilience.
- Key Takeaway #3
 - Program and department culture and environment and providing opportunities for resident and preceptor bonding play a role in optimizing resident resilience.



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