A Story of Joy & Meaning in Medicine

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Disclosure statement
I have no financial interest/arrangement or affiliation with any organization(s) that could be perceived as a real or apparent conflict of interest in the content of this educational activity.

Thank you for being healers
The relentless pursuit of perfection in American medicine has had unintended consequences.

**Multiple Simultaneous Conflicting Imperatives (MSCI)**


Of 30,456 physicians who received an invitation to participate, 5197 (17.1%) completed surveys. When assessed using the Maslach Burnout Inventory (MBI), of the physicians who completed the MBI reported at least one symptom of burnout in 2017 compared with 54.4% (3680 of 6767) in 2014 (P<.001) and 45.5% (3310 of 7227) in 2011 (P=.04). The proportion of physicians screening positive for depression showed a modest but steady increase between 2011 and 2017 (2011, 38.2% [2753 of 7213]; 2014, 39.8% [2715 of 6818]; 2017, 41.7% [2022 of 4854]; P<.001). Burnout and satisfaction with work-life integration among US physicians improved between 2014 and 2017 with burnout currently near 2011 levels. Physicians remain at increased risk for burnout relative to workers in other fields.
Burnout reduces quality and safety

Summary: We found small to medium-sized relationships between burnout and both decreased quality of care and decreased safety. Of the burnout components, emotional exhaustion had the strongest relationship with quality, followed by depersonalization and reduced personal accomplishment. In terms of quality, burnout had a medium-sized relationship with lower perceived (provider-reported) quality and a weaker, but still significant, relationship with reduced patient satisfaction. Provider burnout may contribute in part to real-world outcomes for patients, putting them at higher risk of an error or adverse event. In addition to the obvious implications for patient health and well-being, a greater number of errors also leads to greater liability for healthcare organizations. Moderator analyses for safety suggest that the impact of burnout might be greater for nurses than for physicians or mixed provider samples. This finding is consistent with research showing that nursing care is more predictive of patient ratings of quality than physician care. As noted by Leiter and colleagues in one of the first studies linking nurse burnout with patient satisfaction, nurses have more direct patient contact and perform more of the daily care activities than other healthcare professionals such as physicians, which may have a more central impact on patients.

Supreme Performance

Zero nosocomial infections and no antibiotic resistance

Perfect staffing ratios

Seamless EMR across departments and health systems

Ready supply of medications and supplies

World class quality reporting

Elements of Joy and Meaning in Medicine (JAMM) in TPMG

Culture

Practice Support

Personal Wellness

Measurement

Leadership development

Community and collaboration

Process Improvement

Technology

Communication

Flexibility and autonomy

Personal health

Patient experience

Pharmaceutical strategy

Teamwork

Diverse influence program
Joy

- Joy is a choice
- "Joy is happiness for no good reason"
- Joy is inseparable from suffering
- The greatest joy is to bring joy to others
  = compassion
  = active empathy

Meaning

The deep satisfaction of knowing that your existence matters and that what you do makes a positive difference in the lives of others.

The progress in JAMM is iterative and requires a team effort to reach its full potential.
Chapter 2: A Chat with The Little Man

“We are our choices.”
- J.P. Sartre

Victor Frankl – Man’s Search for Meaning

“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.”

Choice is destiny
Kelly McGonigal, Ph.D., Health Psychologist

1996-2006: National Health Survey of 186 million adults linked to national mortality data. Higher levels of reported stress and the belief that stress adversely affects health were independently associated with worse health and mental health outcomes. Those who reported high stress and believed stress impacted their health had a 43% increased risk of premature death over a 9 year follow up period. Those who reported high stress but did not believe that stress adversely affects health showed no increased mortality.

I recommend the following choices on the menu of life

- Slow down and spend more time in the sweet spot
- Be grateful
- Embrace lofty values and goals
- Keep your body moving
- Adapt to change and suffering and emerge a better person
- Invest in relationships
- Forgive yourself and others for being less than perfect

Choose to slow down

- Dial back busyness
- Dial up strategic slacking

The sweet spot

Accomplishment  Ease

The drive to succeed is like Brylcreem
Choose gratitude

I invite you to make the transition from...

Woe is me

WOW is me!!!

Compare yourself to the masses less fortunate, not the few who have more.

Partner up and share one thing you are grateful for today.
Choose lofty values and goals

“My only hope for you is that at some point in your life you will work with other people for a cause greater than yourself.”

- Mr. Williams,
Davis Senior High School
Graduation speech, 2013

A big thought from Jack

“At the core of the journey must be a fundamental sense of who I am, what I am inspired by, and what I am willing to commit to in making a difference for what I truly care about.”

- Jack Rozance, M.D., Physician in Chief
Emirates, Sacramento

Choose movement

“Head
Shoulders
Knees &
Toes”
The magic of movement

Move Naturally: The world’s longest-lived people don’t pump iron, run marathons or join gyms. Instead, they live in environments that constantly nudge them into moving without thinking about it. They grow gardens and don’t have mechanical conveniences for house and yard work.

Choose to adapt to change and suffering and emerge a better person

- Kintsugi celebrates the fact that breakage and repair are essential elements of who we are.
- “The most beautiful people we have known are those who have known defeat, known suffering, known struggle, known loss, and have found their way out of the depths. These persons have an appreciation, a sensitivity, and an understanding of life that fills them with compassion, gentleness, and a deep loving concern. Beautiful people do not just happen.” - Elisabeth Kubler-Ross

Choose to invest in relationships

“Good relationships keep us happier and healthier. Period.” - Robert Waldinger

Everyone agrees: it’s about relationships

Grant and Glueck Study of Adult Development

“The clearest message that we get from our 75-year study sets: Good relationships keep us happier and healthier. Period.” - Robert Waldinger
The value of tribes
The world’s longest lived people chose—or were born into—social circles that supported healthy behaviors. Okinawans created “moais” – groups of five friends that committed to each other for life. Research from the Framingham Studies shows that smoking, obesity, happiness, and even loneliness are contagious. So the social networks of long-lived people have favorably shaped their health behaviors.

Family & friends: “The quality of personal relationships is one of the most powerful predictors of resilience.” – Wayne Sotile

Social life bonus tip: engage in a counseling relationship. It works.

“My EAP counselor Marissa Pierce helps keep me more right in the head.” – JMC

Choose to love yourself and others . . . warts and all

- “Beware of ‘superperson syndrome’: Recognize that feeling like guilt, shame, and humiliation are natural in the aftermath of the ‘superperson syndrome’ that medical training perpetuates.” – Sotile
- “The man who opts for revenge should dig two graves.” – Chinese proverb
- “Resentment is like drinking poison and hoping your enemies will die.” – Nelson Mandela
The Power of Vulnerability & Shame

- 20 million online views of her TED talk
- We live in a vulnerable world and one of the ways we deal with it is to numb ourselves to it by buying things, eating food, drinking alcohol, and taking drugs.

The Solution: Whole Hearted Living

- It starts with a position of self worth
- Wake up each morning thinking “My best efforts today will be enough.”
- Go to bed believing, “Yes, I am imperfect and vulnerable and sometimes afraid, but that doesn’t change the truth that I am also brave and worthy of love and belonging.”

Chapter 3: Playtime with The Elephant
It’s time to remove the barriers that separate us from our joy and meaning.

Reconnecting to our joy and meaning is a matter of the heart and soul > a cognitive exercise.

Draw a picture that captures your original motivation for pursuing a career in healthcare.
Tell your partner a story of healing in which you were healed, were the healer, or observed healing.

What's your foxhole mantra? This is what you say to yourself when times are (very) tough.