



Individual Armour for the Obstetric Anaesthetist - The Welfare Perspective


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For those asking about upcoming Workshops



Please email:
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Introduction

**He mahi ke ta ia o tatou i roto i te whanau,
he mea nui katoa hoki**


*Each of us has a different role to play in our family,
and we are all important*

**He aha te mea nui o te ao?
He tangata! He tangata! He tangata!**

*What is the most important thing in the world?
It is people! It is people! It is people!*

OASIS session
sponsorship by MAS

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Outline

1. Context of personal welfare
2. Taking your own vitals
(Grab a pen & paper)
3. Common issues and concerns
4. What next?

*Trigger Warning: sensitive themes including
suicide and traumatic experiences*

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1. Context of Personal Welfare

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Stanford Model of Professional Fulfilment



Well-being is driven not only by individual Personal Resilience...

...but also through an organization's dedication to

- fostering a Culture of Wellness, and
- Efficiency of Practice

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Culture of Wellness

Organizational work environment, values and behaviors that promote self-care, personal and professional growth, and compassion for ourselves, our colleagues and our patients.



Key success factors of this dimension include:

- Leadership support, commitment, and accountability for wellness
- Infrastructure and resources to support wellness
- Regular measurement of well-being and professional fulfillment
- Recognition and appreciation
- Fairness and inclusiveness
- Transparency and values alignment

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Efficiency of Practice

Workplace systems, processes and practices that promote safety, quality, effectiveness, positive patient and colleague interactions and work-life balance.



Key success factors for this dimension include:

- Identification and redesign of inefficient work
- Involvement of physicians in redesign of clinical processes and flows
- Teamwork models of practice
- Design of workspace for interpersonal proximity for improved communication
- Use of efficient communication methods to minimize e-mail time burden
- Designing roles to practice at top of licensure
- Streamlining EHR and other IT interfaces
- Realistic staffing and scheduling that recognizes predictable absences

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Personal Resilience

Individual skills, behaviors and attitudes that contribute to physical, emotional and professional well-being.

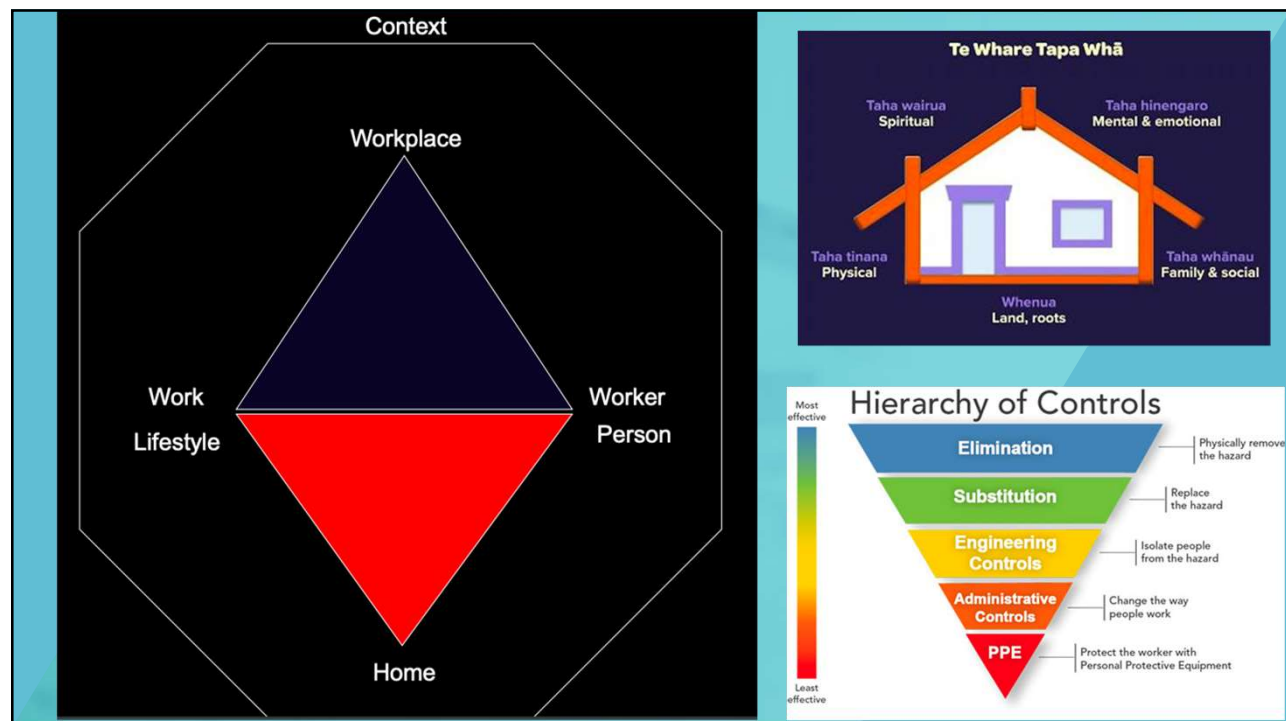


While the organization is responsible for the majority of factors related to well-being, the individual still plays a critical role.

Key success factors of this dimension include:

- Self-care assessment and support systems
- Safety net systems for crisis interventions
- Worksite evidence-based health promotion
- Encouragement of peer support
- Financial management counseling
- Life-needs support mechanisms (e.g. child and elder care, after-hours meals, etc)

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The Regulatory Context

WORKSAFE
NEW ZEALAND | MAHI HAUHARU AOTEAROA

Health & Safety at Work Act 2015
Worker engagement, participation, representation.
A health and safety handbook
Douglas M. Hay

1. It's bad business to have burned out, suicidal, distracted, or resigning physicians & other healthcare workers
2. It's unethical and illegal
3. Te Whatu Ora is the largest employer in Aotearoa & needs to do better for its workforce: to deliver on "Shift 5" = to value its workers

Standards e.g. ISO 45003

Te Whatu Ora
Health New Zealand

The five system shifts

5 Health and care workers will be valued and well-trained for the future health system.

Work Design Factors
Social Factors
Individual Factors
Culture & Leadership
PSYCHOSOCIAL Safety

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What is Medicine in 2022?

Changing Nature of Work

Traditional vs Modern Employment

- Employee vs Contractor
- Single company vs Multiple
- Single career vs Multiple

Generational Differences in Expectations

- Hours & Pay
- Willingness to put up with resource constraints, difficult patients, admin burden, litigious people
- Working to contract

Technology & Globalisation

- MBChB is a valuable asset
- The world is small
- Reimbursement better

Desires for Life Outside of Medicine

- Side Hustle vs Creative careers
- Ability to do important things outside of medicine

Covid-19 & Te Whatu Ora reforms

- Overlaid on stretched system
- Retention issues compounded

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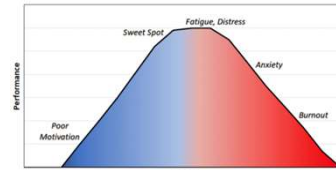
Health, Wellbeing & Burnout

Stats SMOs 2021

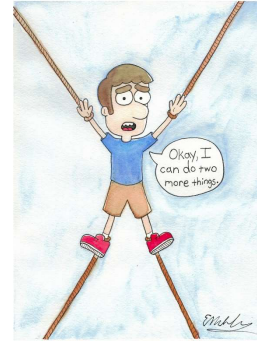
- Burnout 50% of respondent SMOs
 - Females > Males
 - 71% women 30-40y
 - Current suicidal ideation 6%
 - Suicide completion 3-5x
- Drivers:
 - Patient demand
 - Frustrations with system
 - Pushed to do more with less
 - Staffing shortages
 - Overstretched specialist services not meeting pt needs
 - Sub-par care due to workload and resources
 - Transitions across doctor's life-course
- Outcomes:
 - Cognitive dissonance
 - Moral injury
 - Compassion fatigue
 - Impacts on whanau, colleagues, patients, society

Covid Insights

- >3,800 self-referrals for vulnerable worker assessments by OH
 - Only 5% were medical staff (~10% of workforce)
 - Higher acuity (44% cat 3 c.f. 19%, 12% cat 1 c.f. 39%)
- Health & wellbeing is dynamic
- Many HCW have significant health issues, previously unknown
 - Covid exposed underlying health need & personal risk
 - We need to assess & support
 - >850% increased OH encounters in 2 years without increased Dr FTE



Stress Performance Curve

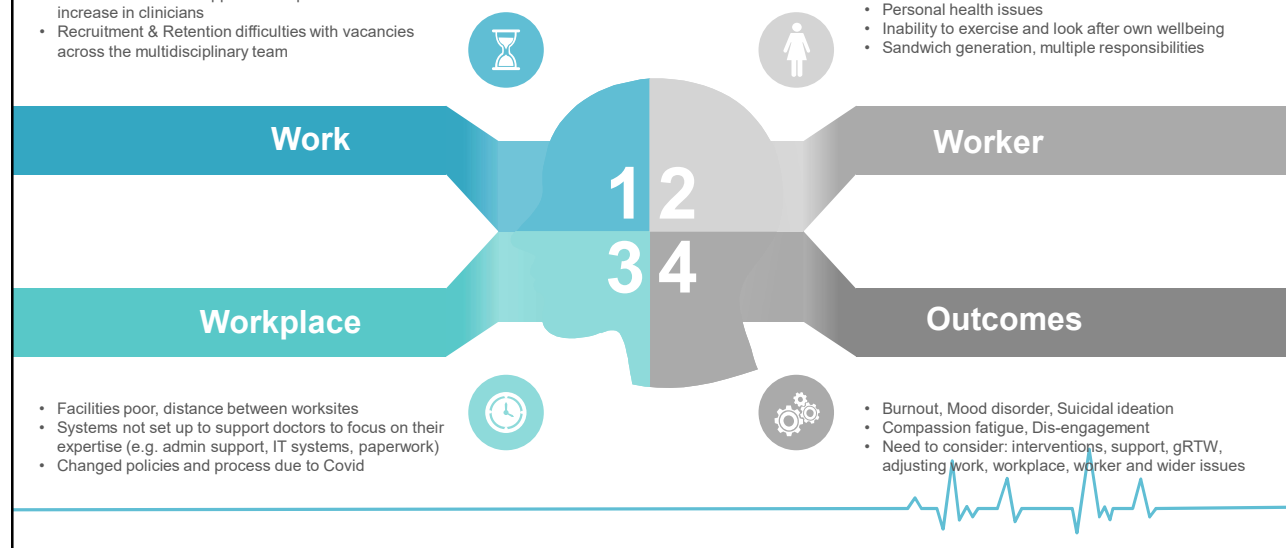


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Anaesthetist Wellbeing

- Increasing population, aging, complexity, expectations
- Training, teaching, supervision
- Workload increased approx. 10% p.a. without matched increase in clinicians
- Recruitment & Retention difficulties with vacancies across the multidisciplinary team

- Personal health issues
- Inability to exercise and look after own wellbeing
- Sandwich generation, multiple responsibilities



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Worker Health & Wellbeing

Good Work is a
Determinant of
Health

Unmet need \Rightarrow
poor inter-
generational
outcomes

Injury vs Illness:
Burden & Services
vary

Inequities exist
e.g. worklessness,
health & disability,
caregiving



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2. Taking your own vitals

*Caring for others should not come at the expense of the
caregiver's own physical, mental, spiritual and social wellbeing*

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Q1) How am I?
Time for your Pen & Paper

Q2) Who am I?

Q3) Why am I?

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PATIENT HEALTH QUESTIONNAIRE-9 (PHQ-9)				
Over the <u>last 2 weeks</u> , how often have you been bothered by any of the following problems? (Use "✓" to indicate your answer)	Not at all	Several days	More than half the days	Nearly every day
1. Little interest or pleasure in doing things	0	1	2	3
2. Feeling down, depressed, or hopeless	0	1	2	3
3. Trouble falling or staying asleep, or sleeping too much	0	1	2	3
4. Feeling tired or having little energy	0	1	2	3
5. Poor appetite or overeating	0	1	2	3
6. Feeling bad about yourself — or that you are a failure or have let yourself or your family down	0	1	2	3
7. Trouble concentrating on things, such as reading the newspaper or watching television	0	1	2	3
8. Moving or speaking so slowly that other people could have noticed? Or the opposite — being so fidgety or restless that you have been moving around a lot more than usual	0	1	2	3
9. Thoughts that you would be better off dead or of hurting yourself in some way	0	1	2	3

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How did you do?

Patient Health Questionnaire:

- 5-9 = minimal symptoms: support, return if worsen
- 10-14 = minor depression, dysthymia, major depression (mild): support, watchful waiting, psychotherapy, antidepressant
- 15-19 = major depression (moderately severe): psychotherapy or antidepressant
- ≥ 20 = major depression (severe): psychotherapy and psychotherapy



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STOP-BANG

		NO (0)	YES (1)
S	Do you snore loudly? <i>Louder than talking or loud enough to be heard through closed doors</i>	<input type="checkbox"/>	<input type="checkbox"/>
T	Do you often feel tired, fatigued, or sleepy during the daytime?	<input type="checkbox"/>	<input type="checkbox"/>
O	Has anyone observed you stop breathing or choking/gasping during sleep?	<input type="checkbox"/>	<input type="checkbox"/>
P	Do you have (or are you being treated for) high blood pressure?	<input type="checkbox"/>	<input type="checkbox"/>
B	Is your BMI more than 35 kg/m ² ?	<input type="checkbox"/>	<input type="checkbox"/>
A	Is your age over 50 years?	<input type="checkbox"/>	<input type="checkbox"/>
N	Is your neck circumference (shirt collar) 40cm (16inches) or more?	<input type="checkbox"/>	<input type="checkbox"/>
G	Gender: Are you male?	<input type="checkbox"/>	<input type="checkbox"/>

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How did you do?

STOP-BANG:

Interpretation:

0-2

3-4

5-8 or ≥ 2 STOP Qs and one of BNG

Low Risk

Intermediate Risk

High Risk



S	Do you snore loudly? <i>Louder than talking or loud enough to be heard through closed doors</i>
T	Do you often feel tired, fatigued, or sleepy during the daytime?
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G	Gender: Are you male?

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The Alcohol Use Disorders Identification Test: Self-Report Version																																															
<p>PATIENT: Because alcohol use can affect your health and can interfere with certain medications and treatments, it is important that we ask some questions about your use of alcohol. Your answers will remain confidential so please be honest.</p> <p>Place an X in one box that best describes your answer to each question.</p>																																															
Questions	0	1	2	3	4																																										
1. How often do you have a drink containing alcohol?	Never	Monthly or less	2-4 times a month	2-3 times a week	4 or more times a week																																										
2. How many drinks containing alcohol do you have on a typical day when you are drinking?	1 or 2	3 or 4	5 or 6	7 to 9	10 or more																																										
3. How often do you have six or more drinks on one occasion?	Never	Less than monthly	Monthly	Weekly	Daily or almost daily																																										
4. How often during the last year have you found that you were not able to stop drinking once you had started?	Never	Less than monthly	Monthly	Weekly	Daily or almost daily																																										
5. How often during the last year have you failed to do what was normally expected of you because of drinking?	Never	Less than monthly	Monthly	Weekly	Daily or almost daily																																										
<table border="1"> <thead> <tr> <th>Questions</th> <th>0</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> </tr> </thead> <tbody> <tr> <td>6. How often during the last year have you needed a first drink in the morning to get yourself going after a heavy drinking session?</td> <td>Never</td> <td>Less than monthly</td> <td>Monthly</td> <td>Weekly</td> <td>Daily or almost daily</td> </tr> <tr> <td>7. How often during the last year have you had a feeling of guilt or remorse after drinking?</td> <td>Never</td> <td>Less than monthly</td> <td>Monthly</td> <td>Weekly</td> <td>Daily or almost daily</td> </tr> <tr> <td>8. How often during the last year have you been unable to remember what happened the night before because of your drinking?</td> <td>Never</td> <td>Less than monthly</td> <td>Monthly</td> <td>Weekly</td> <td>Daily or almost daily</td> </tr> <tr> <td>9. Have you or someone else been injured because of your drinking?</td> <td>No</td> <td></td> <td>Yes, but not in the last year</td> <td></td> <td>Yes, during the last year</td> </tr> <tr> <td>10. Has a relative, friend, doctor, or other health care worker been concerned about your drinking or suggested you cut down?</td> <td>No</td> <td></td> <td>Yes, but not in the last year</td> <td></td> <td>Yes, during the last year</td> </tr> <tr> <td colspan="5"></td> <td>Total</td> </tr> </tbody> </table>						Questions	0	1	2	3	4	6. How often during the last year have you needed a first drink in the morning to get yourself going after a heavy drinking session?	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	7. How often during the last year have you had a feeling of guilt or remorse after drinking?	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	8. How often during the last year have you been unable to remember what happened the night before because of your drinking?	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	9. Have you or someone else been injured because of your drinking?	No		Yes, but not in the last year		Yes, during the last year	10. Has a relative, friend, doctor, or other health care worker been concerned about your drinking or suggested you cut down?	No		Yes, but not in the last year		Yes, during the last year						Total
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How did you do?

Alcohol Use Disorders Identification Test:

- 0-7 = Alcohol education
- ≥ 8 = Indicator of hazardous and harmful alcohol use, possible alcohol dependence
 - 8-15 = Simple advice to reduce hazardous drinking
 - 16-19 = Simple advice plus brief counselling and continued monitoring
 - 20-40 = Referral to specialist for diagnostic evaluation and treatment



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Energy Audit: Are You Headed for an Energy Crisis?

<https://hbr.org/2007/10/manage-your-energy-not-your-time>

Count how many statements are true for you in each category:

Number of checks in each category:

- Body __
- Mind __
- Emotions __
- Spirit __

•Total number of statements checked: __

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Body

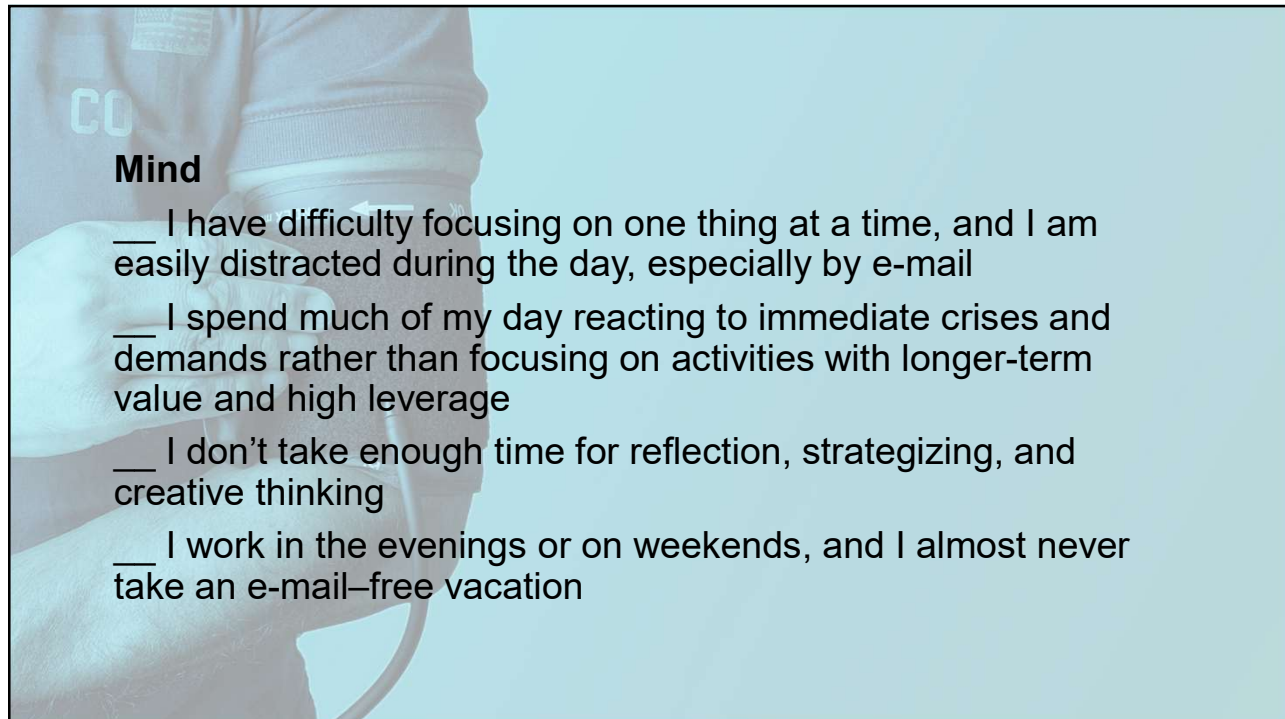
___ I don't regularly get at least seven to eight hours of sleep, and I often wake up feeling tired

___ I frequently skip breakfast, or I settle for something that isn't nutritious

___ I don't work out enough (meaning cardiovascular training at least three times a week and strength training at least once a week)

___ I don't take regular breaks during the day to truly renew and recharge, or I often eat lunch at my desk, if I eat it at all

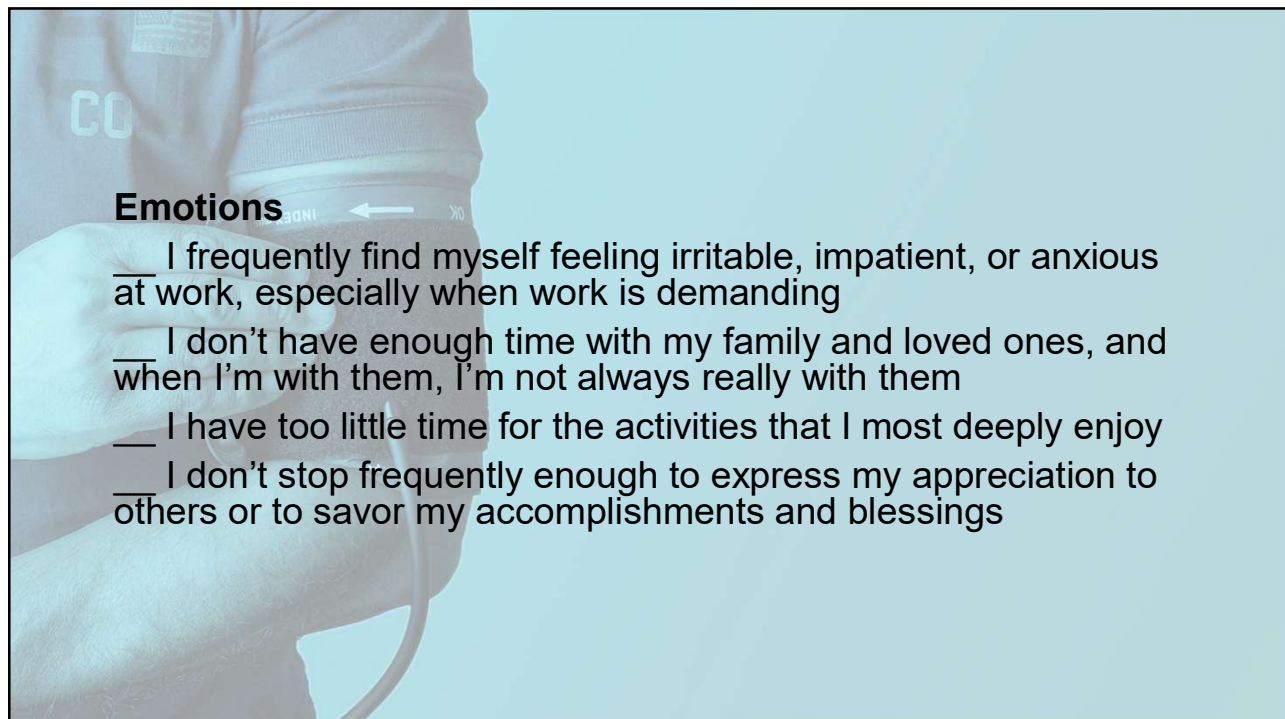
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Mind

- ☐ I have difficulty focusing on one thing at a time, and I am easily distracted during the day, especially by e-mail
- ☐ I spend much of my day reacting to immediate crises and demands rather than focusing on activities with longer-term value and high leverage
- ☐ I don't take enough time for reflection, strategizing, and creative thinking
- ☐ I work in the evenings or on weekends, and I almost never take an e-mail-free vacation

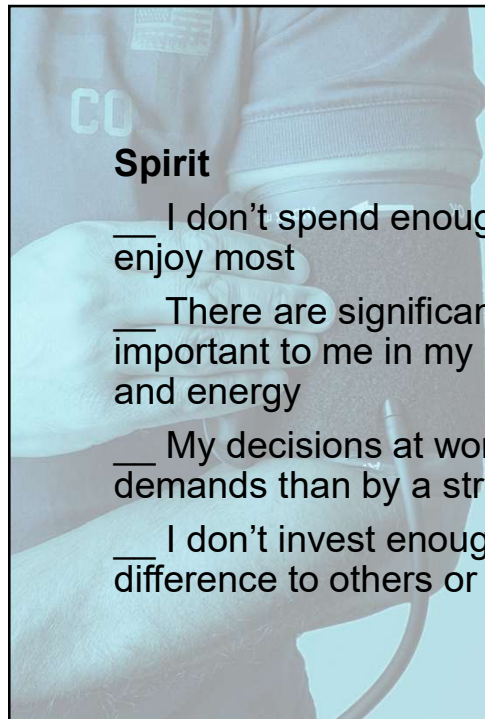
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Emotions

- ☐ I frequently find myself feeling irritable, impatient, or anxious at work, especially when work is demanding
- ☐ I don't have enough time with my family and loved ones, and when I'm with them, I'm not always really with them
- ☐ I have too little time for the activities that I most deeply enjoy
- ☐ I don't stop frequently enough to express my appreciation to others or to savor my accomplishments and blessings

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Spirit

___ I don't spend enough time at work doing what I do best and enjoy most


___ There are significant gaps between what I say is most important to me in my life and how I actually allocate my time and energy

___ My decisions at work are more often influenced by external demands than by a strong, clear sense of my own purpose

___ I don't invest enough time and energy in making a positive difference to others or to the world

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How did you do?



Energy Audit:

How is your overall energy?

•Total number of statements checked: ___

Guide to scores

- 0–3: Excellent energy management skills
- 4–6: Reasonable energy management skills
- 7–10: Significant energy management deficits
- 11–16: A full-fledged energy management crisis

What do you need to work on?

Number of checks in each category:

- Body ___
- Mind ___
- Emotions ___
- Spirit ___

Guide to category scores

- 0: Excellent energy management skills
- 1: Strong energy management skills
- 2: Significant deficits
- 3: Poor energy management skills
- 4: A full-fledged energy crisis

5 May 2018

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The Energy Project

"Manage your Energy, not your Time"

Harvard Business Review (Oct 2007)

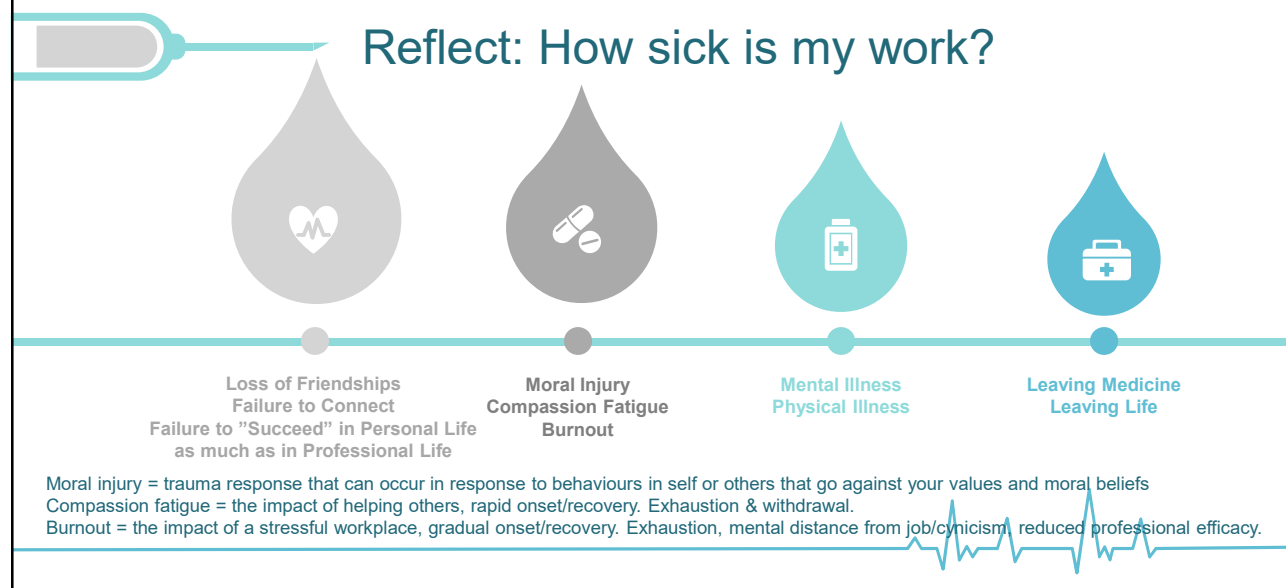


- Time is a finite resource but Energy is not finite
 - Energy is the capacity to work
 - Managed well, Energy is a sustainable renewable resource
 - Energy can be systematically expanded and renewed via rituals
- Recognise cost of energy-depleting behaviours
- Take responsibility for changing them, regardless of circumstances
 - Physical: sleep, movement, nutrition, ultradian rhythms
 - Emotions: mindfulness, gratitude, relaxation, positive psychology
 - Mind: reducing distractions, improving productivity, focus
 - Human Spirit: living consistent with values, purpose, priorities


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Risks of Work not aligning with Values

Reflect: How sick is my work?



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Reflect: How sick is my work?

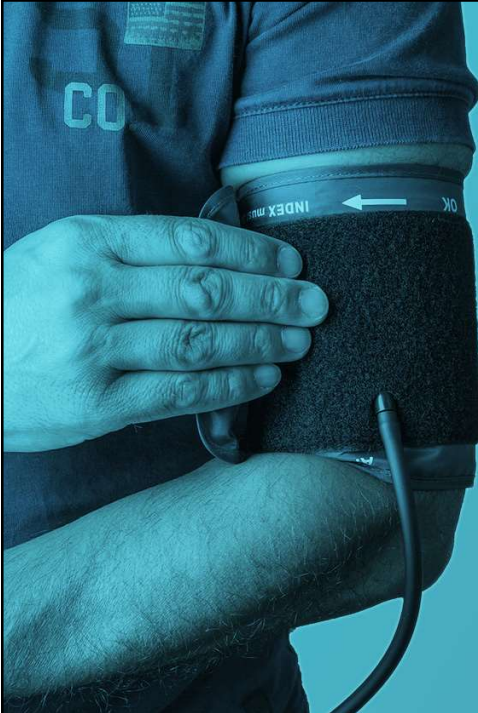
Do I experience drivers of burnout in doctors:

1. Excessive workload
2. Inefficiency and undue clerical burden
3. Loss of flexibility & control over work
4. Problems with work-life integration
5. Loss of meaning in work
6. Organisational values that conflict with altruistic values of the profession
7. Micro-aggressions: Gender Bias, Racism, Incivility, Interpersonal Conflict

Am I feeling:

- Fatigued, Burnt out, Dis-engaged, Cynical
- Hopeful, Valued, Engaged, Passionate, Grateful

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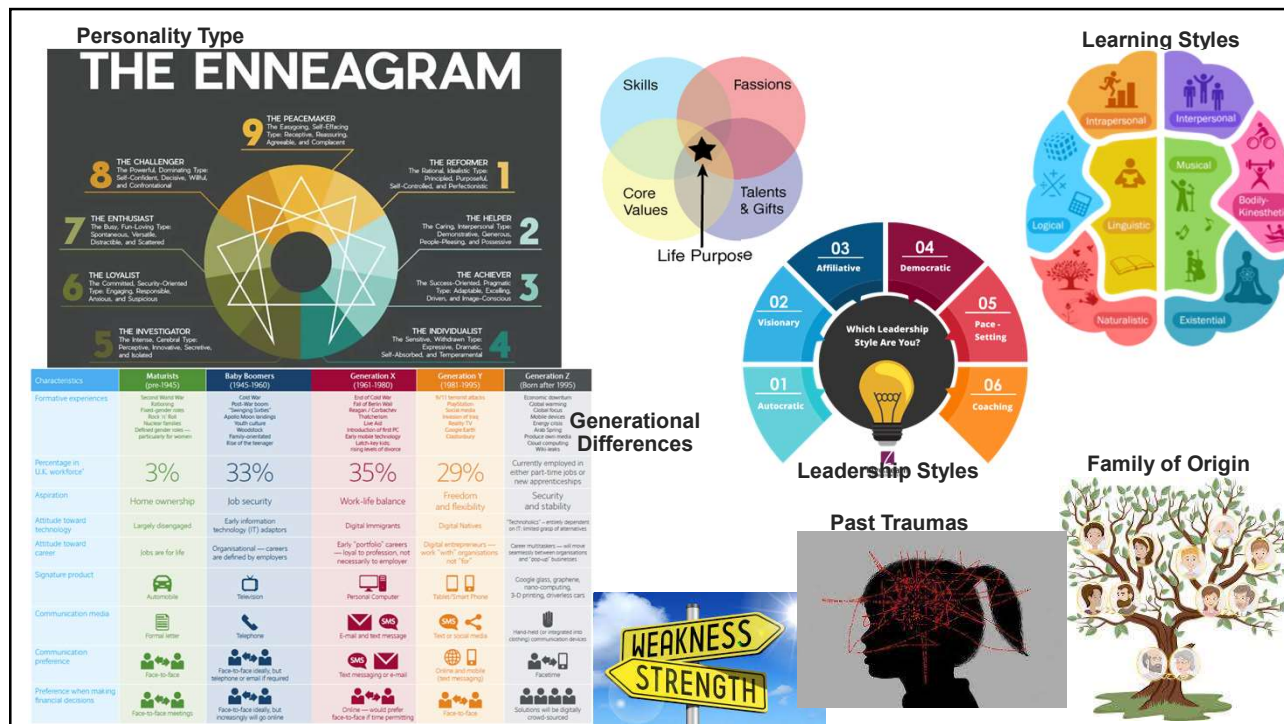


Q1) How am I?

Q2) Who am I?

Q3) Why am I?


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Q1) How am I?

Q2) Who am I?

Q3) Why am I?

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What's your End-Game?



To Feel Satisfaction from My Career

- Contributed to Society
- Made a Difference
- Developed Expertise
- Recognised for My Skills & Knowledge
- Stepped into Opportunities & Lived up to My Potential



To Have Lived a Full & Happy Life

- Lived & Loved Hard
- Family, Friends
- Arts, Sports, Hobbies
- Stopped & Appreciated Life & Earth
- Worried Less, Forgiveness
- More, Stood up for Myself
- Lived in the Moment



To Have Had Courage to Live True to Myself

- Autonomy over Priorities & Decisions
- Financially Secure
- Helped People & Causes that I care about
- Been Authentic & Honest
- Learned how to make Mistakes
- Taken Risks for my Passions

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3. Common Issues & Concerns

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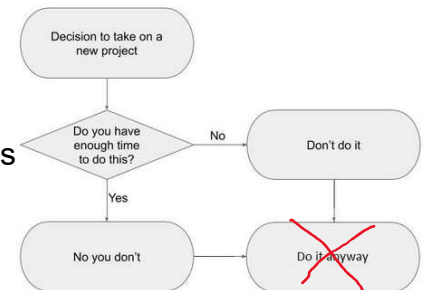
Common Issues

1. How do I cope with critical Incidents, Poor Outcomes & Complications
2. I'm unable to do what I think I should do for patients (Moral Injury)
3. I'm returning to work after a period of absence
4. I'm concerned for a colleague
5. I'm sick of the interpersonal conflict at work
6. I'm concerned I'm not being a good parent / partner / child...
7. I want job enjoyment when the excitement of being able to site an epidural in less than 30 seconds fades: but I don't want to lurch to chaos & devastation

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What to do when things aren't going perfectly

- Take your vitals:
 - How are you?
 - Who are you?
 - Why are you?
- Get perspective:
 - Peers, supervision, therapy, friends, whanau
- Recharge your energy:
 - Spend time away from work, hobbies, holidays
 - Learn to say no



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Critical Incidents, Poor Outcomes, Complications

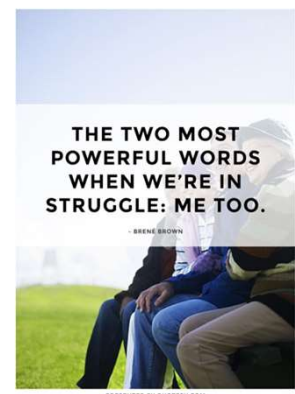
Notice your own wellbeing:

- Are you cognitively rehearsing what you could have done better?
- Are you ruminating on the outcome, feeling bad for the family?
- Have events triggered memories of your own experiences?
- Do you have any symptoms of concern?

How are your Colleagues?

Have you talked about it?

- Was there a debrief in a psychologically safe environment?
- Would peer support help?
- Would professional supervision help?
- Would therapeutic support help?



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Types of Support: Group

Event Support

- Key focus: reduce stress during critical event
- Goal: prevent & mitigate effects from exposure to incidents
- Getting alongside staff: conversation, observation
- Actions to support welfare and wellbeing of staff:
 - Food, drink, breaks, advice, resources

Debrief

- Key focus: the shared event
- Facilitator led: independent or someone skilled that experienced the event
- Discussion of event, soon after
- Structured steps for critical incidents:
 - *Introduction*
 - *Fact Phase*
 - *Thought Phase*
 - *Reaction Phase*
 - *Symptom Phase*
 - *Teaching Phase*
 - *Re-entry Phase*
- Should be outlined in Policy & Process

Peer Support

- Key focus: shared training & experiences
- Self reflection
- Support
- Reflection on emotions, dr/pt relationship
- Second opinion on management of cases
- Learning, evidence based practice
- Sharing processes, thinking
- Must be place of trust, no blame culture
- Some may be moderated / led
- E.g. Balint group, NZWIM, Schwartz Rounds



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Types of Support: Individual

Professional Supervision

- Key focus: the Workplace
- Discussion of clinical practice
- Reflect on cases, second opinion of management of cases
- Reflect on how carrying out work responsibilities, interpersonal relationships, triggers/reactions
- May reflect on career planning, prioritisation, focus, values
- May be claimed on CME, EAP

Therapeutic Support

- Key focus: the Person
- Motivated to address things within themselves:
 - Behaviour
 - Thinking
 - Family of Origin
 - Past Trauma
 - Diagnosed conditions
- Techniques varies by practitioner
- May be accessed by EAP (limited sessions), ACC, GP

Treatment

- Key focus: the Illness
- Motivated to diagnose then reduce severity and impacts of illness
- Physical & mental health
- Complementary therapies
- Accessed by GP, EAP, ACC, TWO, Workplace, Internet or out of pocket in Community



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Returning to work after a period of absence

e.g. Parental leave, physical and mental health, travel, research, carer, secondment, conduct or capability concerns etc

Consider:

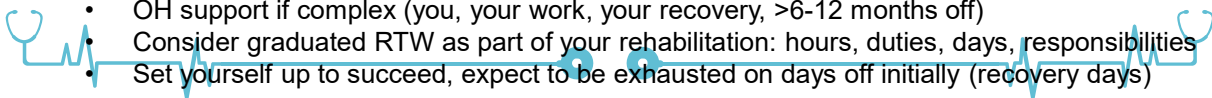
1. **Confidence:** Experience, speed of change, personality, length of time away, was it planned
2. **Competence:** Fluency, speed, memory (eg logins)
3. **Knowledge:** Memory, upskilling
4. **Disconnection:** Changes to people, policies, processes, facilities, tasks, expectations
5. **Stamina:** Commuting, shifts, physical demands, mental demands
6. **Releasing tasks done during absence:** mental load, chores, caregiving
7. **Relapse or deterioration:** Triggers, on-going appointments
8. **Regulatory requirements:** MCNZ, College, driving



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RTW Recommendations

- **Plan for the Return to Work (RTW)**
 - Depends on length of time away, competence & experience prior to absence, whether physical / mental changes
 - Concerns around health (OH), conduct (HR) or capability (remediation) must be addressed prior to RTW
 - Ask for manager and peer support
 - Spend time re-familiarising yourself with the workplace, tasks and people
 - There is a shortage: helping you get back to work is good for everyone
- **Remember there are health benefits of good work**
- **If due to a health issue:**
 - GP or specialist advice on RTW usually sufficient, they must understand your job tasks
 - OH support if complex (you, your work, your recovery, >6-12 months off)
 - Consider graduated RTW as part of your rehabilitation: hours, duties, days, responsibilities
 - Set yourself up to succeed, expect to be exhausted on days off initially (recovery days)



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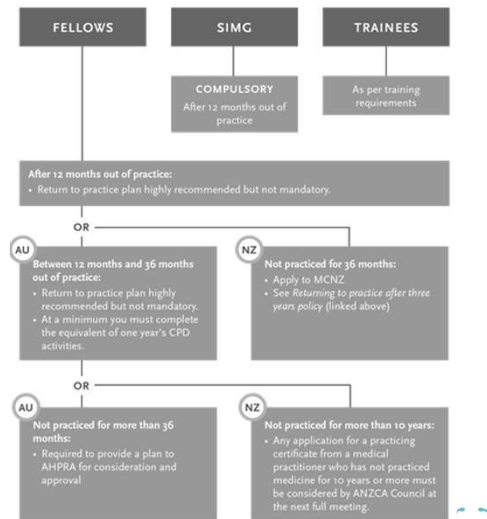
RTW Resources



<https://www.rcoa.ac.uk/sites/default/files/documents/2019-09/ReturnToWork2015.pdf>

<https://www.anzca.edu.au/fellowship/fellows-toolkit/taking-a-career-break-and-returning-to-anaesthesia>

ANZCA FPM



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There is HOPE





Your Value is More than being a Doctor

- You are Valuable just because you exist
- When you can't see this, be authentic and seek help



This Too Will Pass

- Transitions and Trials reduce your resilience
- Don't be alone, seek trusted support



You are Unique

- Understand yourself & own it
- Personality, strengths, expectations, goals
- Your situation & responsibilities will mean you will need to flex



Your Sustainability is Essential

- For yourself, your whanau, your friends, your colleagues & patients
- Plant yourself somewhere you will grow & prosper

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Be Inspired: You have Transferrable Skills





Communication Skills



Empathy



Coping with Pressure




Problem Solving



Professional Integrity



Team-work




Decision Making

How to find satisfaction when doing an epidural in under 30s doesn't give you a rush any more?

You don't have to stay in your current situation, or you can add a side hustle...

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Next Steps



<p>Understand YOURSELF better</p> <p>You're Unique: own it Enneagram, Profiling insights Energisers/Drainers (Mx Energy not Time HBR) Goals, Passions, Values, Motivation Wellbeing gaps (AUDIT, PHQ9, STOPBANG)</p>	<p>Seek Support, Access Resources</p> <p>ANZCA H&W website, MAS Aki Wellbeing Hub, NZSA Wellbeing Network Professional Supervision, Coaching, Balint Groups, Peer Support, Mentoring Seek treatment & support for health issues (e.g. EAP, GP, OH, Doctors Health Advisory Services, Doctors for Doctors AUS)</p>	<p>Prioritise 1-2 Wellbeing Gaps within your control</p> <p>Personal v Organisational Choose 1-2 brief daily habits</p>
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Thank You



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Good Work is Good for your Health & Wellbeing

"Good work is engaging, fair, respectful and balances job demands, autonomy and job security.

Good work accepts the importance of culture and traditional beliefs.

It is characterised by safe and healthy work practices and it strikes a balance between the interests of individuals, employers and society.

It requires effective change management, clear and realistic performance indicators, matches the work to the individual and uses transparent productivity metrics.

Realising the health benefits of good work for all Australians and New Zealanders requires a transformation in both thought and in practice.


It necessitates cooperation between a broad range of participants including workers, governments, employers, unions, insurers, legal practitioners, advocacy groups and healthcare professions."

- Consensus Statement on the Health Benefits of Good Work (HBGW) – AFOEM RACP


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For those asking about upcoming Workshops



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