


# Combating Pharmacist Burnout by Building Faith-Based Resiliency



Cortney M. Mospan,  
PharmD, BCACP,  
BCGP

## Objectives

- Define the terms burnout and resiliency and their application to the profession of pharmacy
- Discuss faith-based strategies to develop resiliency
- Employ highlighted strategies to develop one's own resiliency

## Disclosures


- I, Cortney Mospan, have no real or apparent financial disclosures relevant to this presentation.

## Burnout Definition

- "A syndrome characterized by **emotional exhaustion** that results in **depersonalization** and **decreased personal accomplishment** at work"
  - Unable to face demands of the job
  - Unable to **engage with others**
  - Do not feel able to **contribute meaningfully**

<https://psnet.ahrq.gov/perspectives/perspective/190/burnout-among-health-professionals-and-its-effect-on-patient-safety>

## Burnout Further Explored



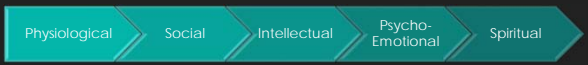
Emotional Exhaustion

Depersonalization and Cynicism

Decreased sense of personal accomplishment

Freudenberger HH. J Soc Issues. 1974;30:159-165.  
Maslach C, et al. Maslach Burnout Inventory manual.

## Stages of Burnout



Physiological    Social    Intellectual    Psycho-Emotional    Spiritual

Re-establishment of balance in these five areas can help combat burnout

Raddie PO. Am J Hosp Pharm. 1982;39:1161-1166.

## Burnout Factors

- Challenges of clinical work
- Competing demands
- Time constraints
- Lack of control over work processes and scheduling
- Conflicting roles and relationships with leadership
- Freudenberger: burnout is a culmination of the effects of professional responsibilities and work environment
  - *Not an acute* condition

Bridgeman PJ, et al. *Am J Health-Syst Pharm.* 2018;75:147-152.

## Consequences of Burnout

- Affects both the business side of providing care and quality of care
  - Lower levels of staff engagement
    - Lower patient satisfaction
    - Lower productivity
    - Increased risk of errors
    - Lower quality of care
    - Decrease empathy

Feeley D, et al. *Institute for Healthcare Improvement: Healthcare Executive.* 2016;70-71.

## Burnout Prevalence



## Burnout Prevalence

- Job satisfaction and subsequent burnout may vary by practice setting
  - Highest in community pharmacy
    - Pharmacists have reported low levels of personal accomplishment
    - Over 50% of pharmacy teams had burnout detected on the Maslach Burnout Inventory
      - 10.5% reported severe burnout
      - Depression and anxiety were common as well
  - 2016 Pharmacist Salary Survey: 63.4% reported increased job stress in the previous year

Duham ME, et al. *Am J Health-Syst Pharm.* 2018;75(suppl 4):S93-S100.  
Bridgeman PJ, et al. *Am J Health-Syst Pharm.* 2018;75:147-152.  
Bassacoc D, et al. *Pharm. Times.* 2017;12(8):6018-6066.  
Gaither CA, et al. *Int J Pharm Pract.* 2012;20:80-89.

## Burnout Prevalence

- Over half of health-system pharmacists reported burnout one at least 1 of 3 subscales in the Maslach Burnout Inventory Human Services (MBI-HSS)
  - 8.5% reported for all 3 subscales
- Among hematopoietic cell transplantation (HCT) healthcare professionals, over 50% of pharmacists had burnout
  - More likely to report if inadequate work-life balance and low level of career satisfaction
- In hospital practice, low-demand/unpleasant encounters were significantly negatively correlated with job satisfaction, professional commitment, and frequency and intensity of emotional exhaustion

Duham ME, et al. *Am J Health-Syst Pharm.* 2018;75(suppl 4):S93-S100.  
Bridgeman PJ, et al. *Am J Health-Syst Pharm.* 2018;75:147-152.  
Gaither CA, et al. *Int J Pharm Pract.* 2012;20:80-89.

## Resiliency Definitions

- Oxford Dictionary:
  - "the state or fact of continuing to live or exist, typically in spite of an accident, ordeal, or difficult circumstances"
- Real Resiliency
  - "The process of coping with disruptive, stressful, or challenging life events in a way that provides the individual with additional protection and coping skills than prior to the disruption, that results from the event"

<https://monadnockchristianministries.org/resilient-faith/>

## A Resilient Faith

- Acceptance – Psalm 19:14
- Contentment – Phillipplans 4:12-13
- Forgiveness – Psalm 32
- Connection – Galatlans 6:2
- Peace – Phillippians 4:7
- Wholeness – James 1:2-5
- Resolution – Hebrews 4:15-16

<https://monadnockchristianministries.org/resilient-faith/>

## Christianity and Resiliency

- Faith can reduce negative impact of:
  - Unemployment
  - Immigration
  - General distress
  - Substance use disorders
  - Improves mental health outcomes

Georgiades SD. Journal of Spirituality in Mental Health. 2016;18(1):24-42.

## Christianity and Resiliency

- Literature has demonstrated that faith plays a positive role in resilience building
- Three components of resiliency that are derived from faith
  - Having divine support
  - Maintaining purpose
  - Expressing gratitude

©gem-heung @. Societies. 2018;20.

## Biblical Example of Resiliency

https://vislowsboro.com/event/joseph-and-the-amazing-technicolor-dreamcoat-broadway-series/

## Developing Mental Strength

- Inception: "The scene of the crime is your mind"
- Derwin Gray: "Don't let people rent space in your mind for free"
- 13 Things Mentally Strong People Do:
  - Identify irrational thoughts and replace with realistic thoughts

## Leveraging Vulnerability

- "Vulnerability is not winning or loosing; It's having the courage to show up and be seen when we have no control over the outcome" - Brené Brown
- Emerging evidence that not owning and integrating our experiences affects BOTH our emotional health and physical well-being

https://www.theoatcary.com/people/brene-brown

## The Rising Strong Process

### The Reckoning

- *Walking Into Our Story*
- Recognize emotion, connect our feelings with how we think and behave

### The Rumble

- *Owning Our Story*
- Get honest about stories we make up about our struggles and determine what's truth

### The Revolution

- Change how we engage with the world based on what we learn in the rumble
- Transform the way we love, live, and lead

Brown, Brené. New York: Penguin Random House, 2017.

## The Rumble: In Depth

- What more do I need to learn and understand about the situation?
  - *What do I know objectively?*
  - *What assumptions am I making?*
- What more do I need to learn and understand about the other people in the story?
  - *What additional information do I need?*
  - *What clarifications might help?*
- What more do I need to learn and understand about myself?
  - *What's underneath my response?*
  - *What am I really feeling?*

Brown, Brené. New York: Penguin Random House, 2017.

- *"How can we expect people to put value on our work when we don't value ourselves enough to set and hold uncomfortable boundaries?"*
- *"We don't judge people when we feel good about ourselves."*
- *"Resentment is like drinking poison and then hoping it will kill your enemies."*

Brown, Brené. New York: Penguin Random House, 2017.

## When We Feel Less Than

- Talk to yourself in the manner in which you would talk to someone we love
- Reach out to someone you trust – someone who has earned the right to hear your story and who has the ability to reason with empathy

Brown, Brené. New York: Penguin Random House, 2017.

## Developing Mental Strength

### Thoughts

- Identifying irrational thoughts and replacing with more realistic thoughts

### Behaviors

- Behaving in a positive manner despite your circumstances

### Emotions

- Controlling your emotions so they don't control you

Morin A. New York: Harper Collins Publishers, 2014.

## Don't Feel Sorry for Yourself

- Problems:
  - It's a waste of time
  - It leads to more negative emotions
  - It becomes a self-fulfilling prophecy
  - It prevents you from dealing with other emotions
  - It causes you to overlook the good in your life
  - It interferes with relationships

Morin A. New York: Harper Collins Publishers, 2014.



## Don't Feel Sorry for Yourself

- Behave in a manner that Makes it Hard to Feel Sorry for Yourself
  - What's another way I could view my situation?
  - What advice would I give to a loved one who had this problem?
  - What evidence do I have that I can get through this?
  - Keep a gratitude journal
  - Change the story when you're experiencing self-pity
  - Ask others what they're grateful for
  - Teach kids to be grateful

Morin A. New York: Harper Collins Publishers, 2014.

## Don't Give Away Your Power

- Problems
  - Life becomes like a roller coaster
  - You're only as good as someone else's opinion of you
  - You become highly sensitive to criticism
- Reclaim your power
  - Identify people who have taken your power
  - Reclaim your language
  - Think before you react
  - Evaluate feedback critically
  - Recognize your choices

Morin A. New York: Harper Collins Publishers, 2014.

## Who Does Your Unforgiveness Impact?

## Don't Give Away Your Power

- Do they have the ability to judge my behavior/skills in this area?
- What evidence is there that this is true?
- What evidence do I have this isn't true?
- What might this person be giving me this feedback?
- Do I want to change any of my behavior?

Morin A. New York: Harper Collins Publishers, 2014.

## Don't Worry About Pleasing Everyone

- Problems:
  - Your assumptions aren't always true
  - You damage relationships
  - You lose sight of your values
- Avoid people pleasing:
  - Determine who you want to please
  - Clarify your values
  - Take time to decide to say yes
  - Practice being assertive

Morin A. New York: Harper Collins Publishers, 2014.

## Strategies for Developing Resiliency

- Positive emotions
  - Gratitude journal
- Hardiness
  - Being committed to finding meaningful purpose in life
  - Belief that once can influence one's surroundings and outcome of events
  - Belief that growth can come from both positive and negative experiences


Luthans F, Vogelgesang GR, et al. Management Department Faculty Publications, 2006,152.

### Gratitude Diary

- Write down **3 things** every morning that you are thankful for



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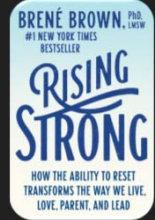



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### Recommended Reading



**BRENE BROWN**, Ph.D.  
#1 NEW YORK TIMES BESTSELLER

**RISE STRONG**

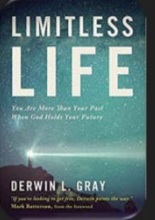
HOW THE ABILITY TO RESET TRANSFORMS THE WAY WE LIVE, LOVE, PARENT, AND LEAD

INTERNATIONAL BESTSELLER

**13**

Things Mentally Strong People Don't Do

AMY MORIN



**LIMITLESS LIFE**

The 400 Most Powerful People Who Changed Their Lives and Yours

DERWIN L. GRAY

## James 1:2-5 ESV

- Count it all joy, my brothers, when you meet trials of various kinds, for you know that the testing of your faith produces steadfastness. And let steadfastness have its full effect, that you may be perfect and complete, lacking in nothing. If any of you lacks wisdom, let him ask God, who gives generously to all without reproach, and it will be given him.

Brown A. J. *Christ News*, 2011:28(1):38-39

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## Questions?