

Living or surviving at work
*Learning to develop professional resilience in
complex working environments*



Dra. Eulàlia Masachs Fatjó
Sra. Anna Mitjans Garcés

Fundació  GALATEA

EAPH Conference 2015 - Barcelona

What is the Galatea Foundation?

- Created by the Catalan Medical Association in 2001 in accordance with the autonomous government of Catalonia.
- Aiming at enhancing the health status and wellbeing of doctors and other health professionals: encouraging healthy lifestyles and preventing avoidable illnesses.
- Providing integral care programmes for care of health professionals (Doctors, Nurses, Veterinarians and Pharmacists): PAIMM, RETORN, ASSÍS, ÍTACA
- Offering a framework to manage programmes for health care and prevention addressed to professionals.

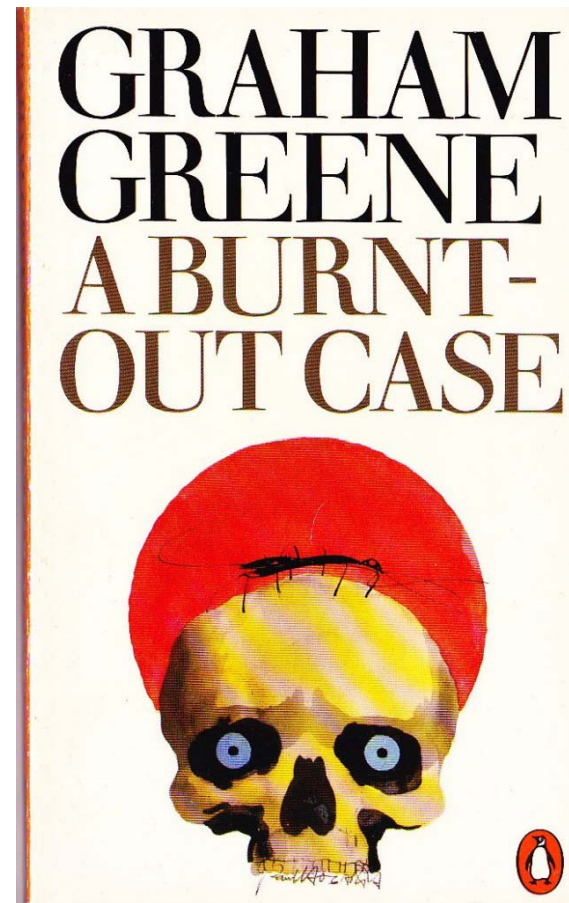
Burnout in health professionals

State of fatigue or frustration that occurs by dedication to a cause, lifestyle or relationship that does not produce the expected reinforcement

1st definition by H. Freudenberger 1974 (assistance to drug addicts)

Burnout three factors (C. Maslach 1976)

- emotional exhaustion
- depersonalization
- low professional accomplishment



Burnout in health professionals

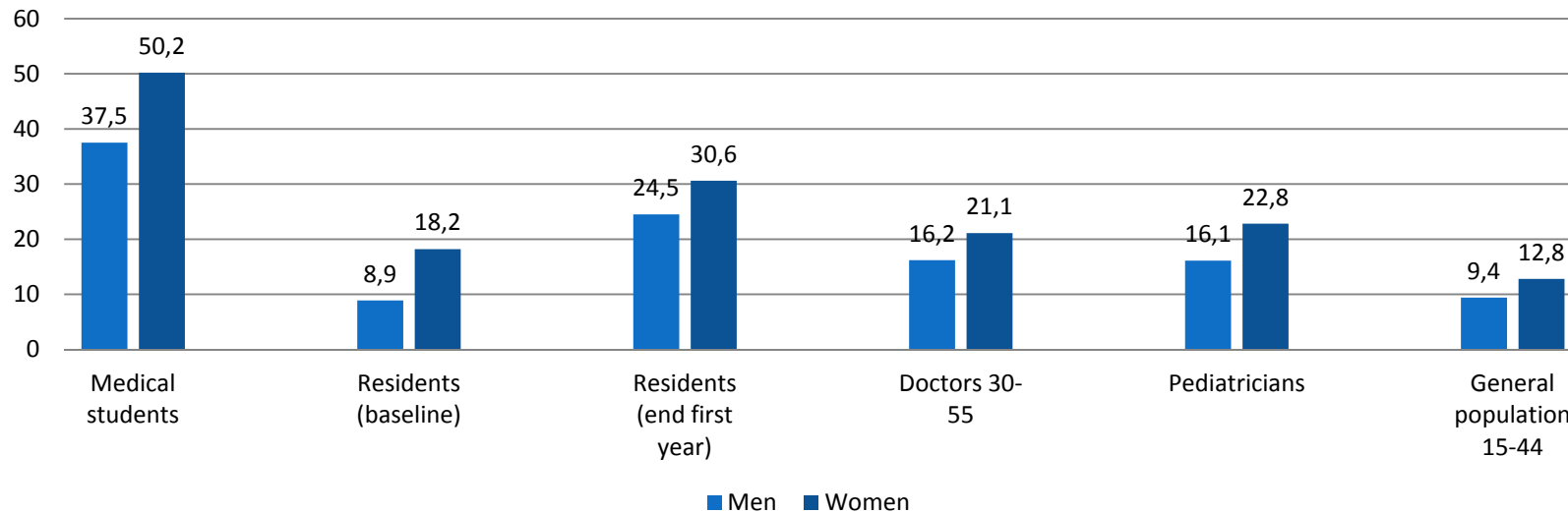
- Review of 17 Spanish studies (MBI questionnaire).
- Total of **5,121** health professionals:
 - Greater affectation of the emotional exhaustion dimension (46% -80%) = sign of alarm
 - Emotional exhaustion is associated with quality of life in the SF-36 dimensions (general health status, physical pain, vitality, ...)

“Health and wellbeing of health professionals in the workplace. Guide to good practice for institutions, teams and professionals”

Public Health Agency of the Catalan Government, with Galatea Foundation collaboration.

Psychological distress or risk of poor mental health

Risk of poor mental health - GHQ-12



Students: Study on health, lifestyles and academic conditions of medicine students in Catalonia. Galatea Foundation, 2012.

Residents: Longitudinal study on residents' health, lifestyles and working conditions in Catalonia. Galatea Foundation, 2013-14.

Doctors 30-55: Study on health, lifestyles and working conditions of doctors in Catalonia. Galatea Foundation, 2007.

Pediatricians: Study on health, lifestyles and working conditions of pediatricians in Spain. Galatea Foundation, 2014.

General Population 15-44: ESCA 2013.

Burnout in health professionals

Beyond the **personal impact** ...

Implications for professional practice:

- Medical Errors (depersonalization)
- Poor quality care
- Worse adherence of patients
- Sick leave, absenteeism, early retirement ...

Firth-Cozens J, Greenhalgh J.

Doctors' perceptions of the links between stress and lowered clinical care.

Soc Sci Med 1997;

Factors that may favour stress in health professionals

Factors linked to the task

Contact with situations of great emotional impact

Long training period

Need for continuous updating of knowledge

Individual Factors

Self-demandingness and perfectionism

Lack of training and skills to cope with stress and anxiety

Isolation: little time to enjoy family, social relations and leisure activities

Factors that may favour stress in health professionals

Organization Factors

Increasing workload

Increasing bureaucratic tasks

Gap between management decisions and clinical practice

Poor support and poor clinical supervision

Poor teamwork

Little control over working conditions

Social and political Factors

Economic crisis: cuts

Increasing number of complaints and litigation by patients

More management/political control over the task

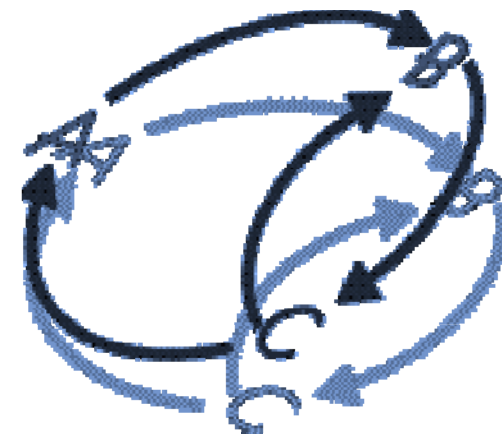
More pressure from the media

Improving the well-being at work

Two levels of intervention

Policies in the **workplace**:
work organization and
managerial measures

Individuals need to learn how to
manage the complex situations
experienced in their daily
professional life :
Personal Resilience



Living or surviving at work

Learning to develop professional resilience in complex working environments

Aim of the workshop

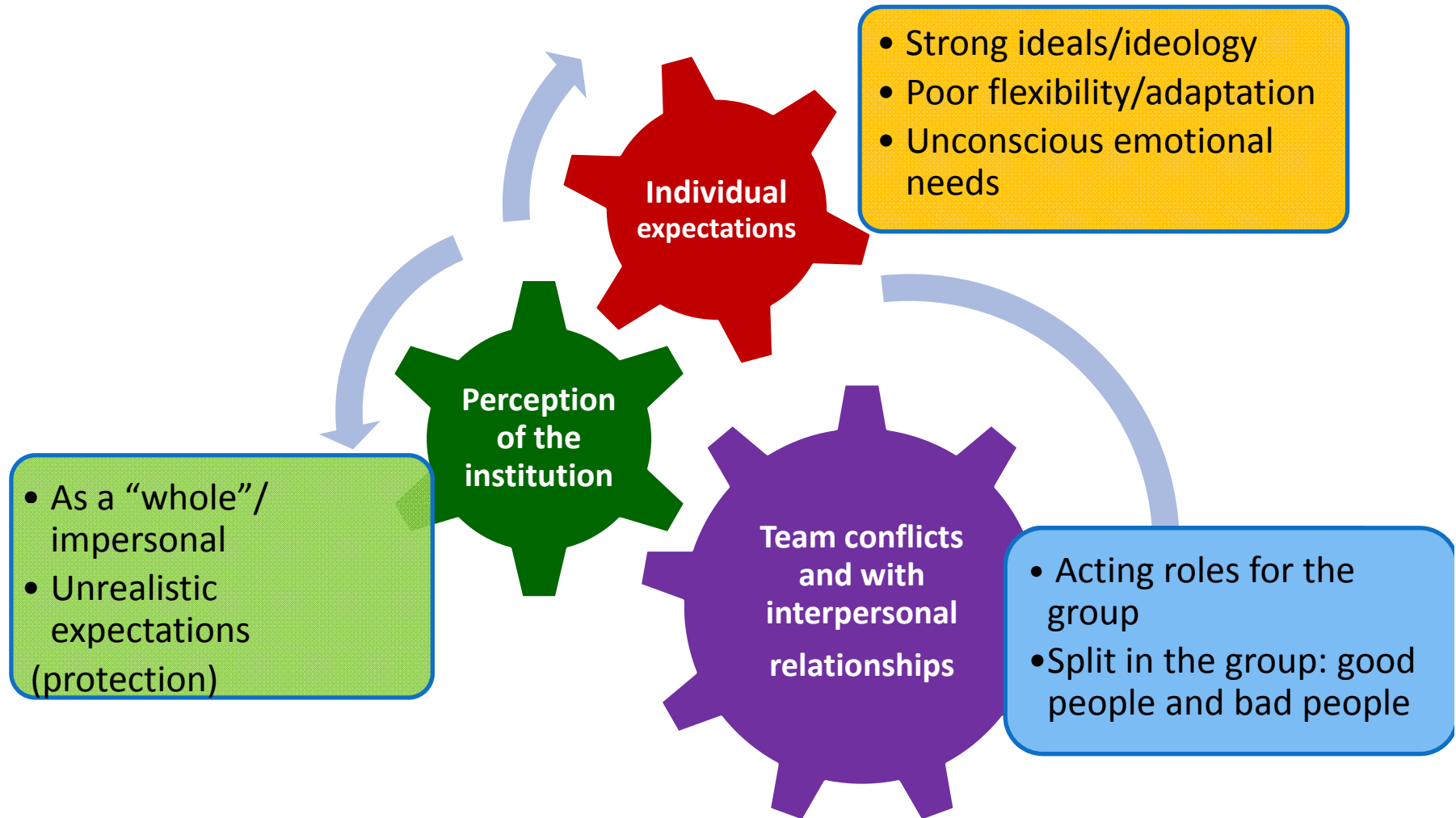
to obtain new insights in the relationship between individuals and their organizations, in order to allow a more satisfying work experience, and to prevent stress and burnout.

Participants: doctors and nurses working in health care institutions

Duration: 5 hours (short version) / 20 hours (long version)

Living the work experience

The dynamics that could create distress



Analizing the experience of Peter

What do you think are the reasons for:

- the reaction of the team?
- the attitude of the manager?
- Peter's behaviour?
- what should Peter do to cope with this situation in a more resilient way?

Analizing the experience of Peter

Team

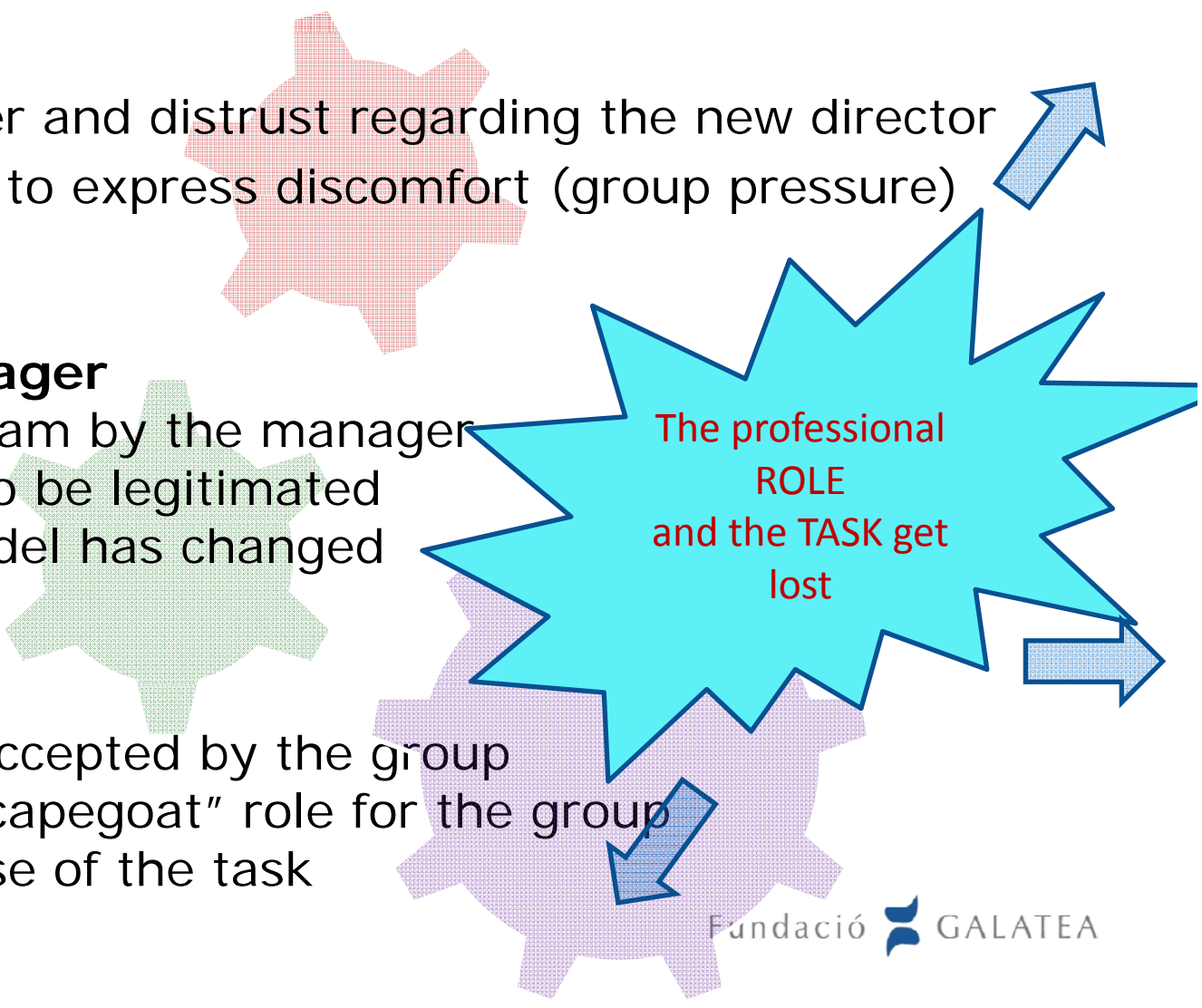
- ✓ Limited cohesion
- ✓ Loss of the leader and distrust regarding the new director
- ✓ Peter is selected to express discomfort (group pressure)

Institution/ manager

- ✓ Distrust of the team by the manager
- ✓ Manager needs to be legitimated
- ✓ Management model has changed

Peter

- ✓ He needs to be accepted by the group
- ✓ He takes up a "scapegoat" role for the group
- ✓ He loses the sense of the task

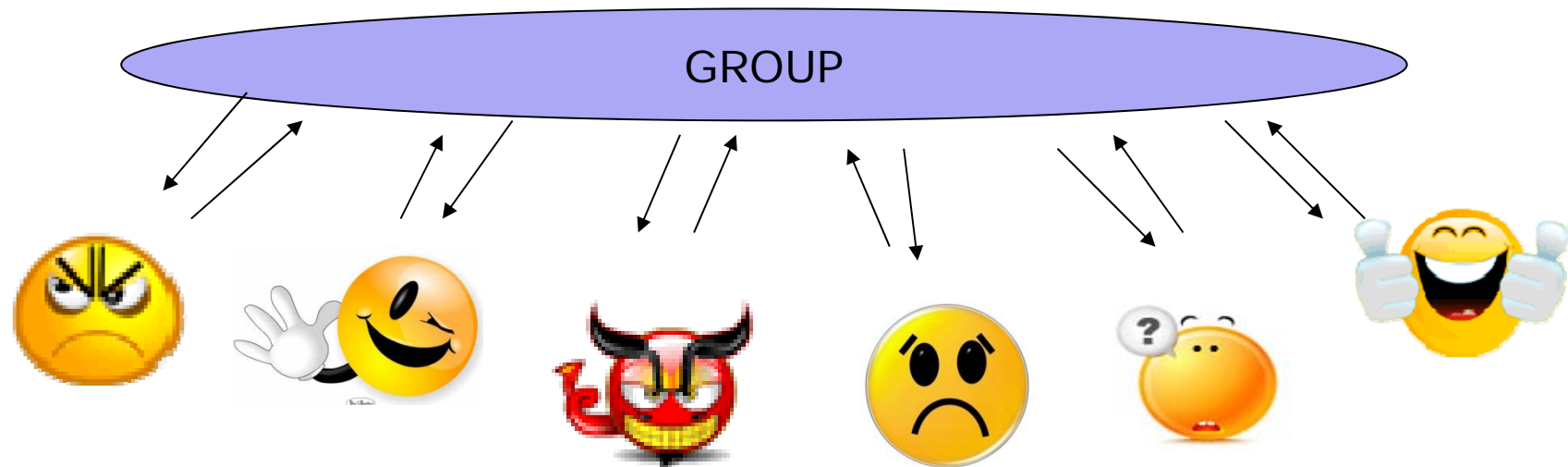


The professional
ROLE
and the TASK get
lost

Group dynamics and individual roles

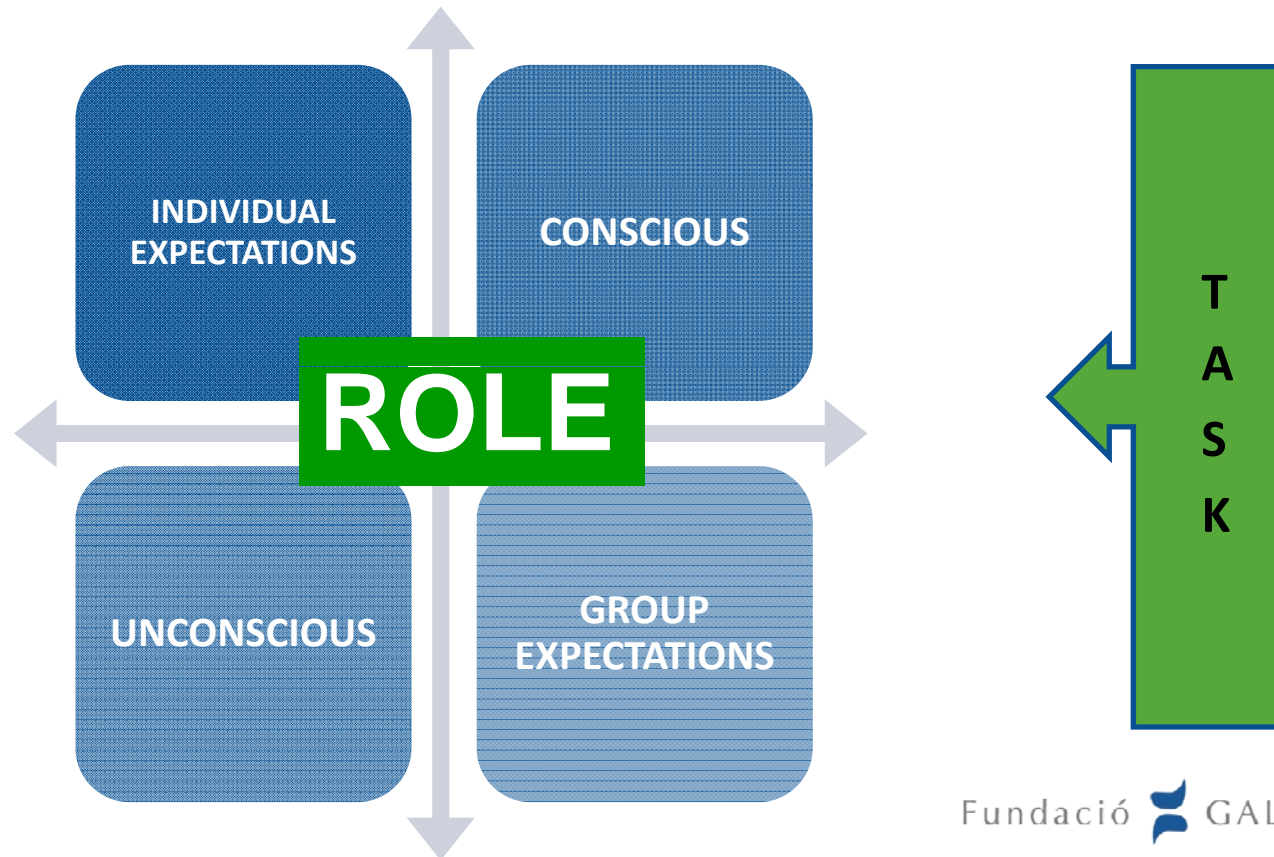
Individuals play roles in groups

Psychological mechanisms: projective identification, transference and counter transference



To develop the professional **ROLE** in complex working environments

Role is the result of the conscious and unconscious expectations from the group to the individuals and from the individuals to the group



Analizing the experience of Peter

Team

- ✓ Limited cohesion
- ✓ Loss of the leader and direction
- ✓ Peter is selected to experiment

To organize a work meeting with some colleagues (team work)

Institution/management

- ✓ Distrust of the manager
- ✓ Manager needs to be accepted by the team
- ✓ Management model is not clear

To prepare a proposal for the management based in objective reasons:

the needs, what can be done and what not...

Peter

- ✓ He needs to be accepted by the team
- ✓ He takes up a "scapegoat" role in the group
- ✓ He loses the sense of the task

Resilience: *Learning from the experience*

Three levels: Individual / team / institution

- ❑ Understanding the psychological dynamics of groups and organizations
- ❑ Recognizing the individual expectations and emotional needs
- ❑ Finding the sense of one's own professional role (task) and its relationships with that of other stakeholders.



Activity rapport

Workshops Living or surviving at work

INTERVENTION	NUMBER OF WORKSHOPS	TOTAL PARTICIPANTS
Short version (5h)	9	135
Long version (20h)	5	42

Workshops Living or surviving at work **Opinion of those attending**

The workshop helps in:

Having a more realistic view of the organization where they work and what one can expect from it.

Understanding the institution as something that is constantly changing.

Understanding the dynamics and psychology of groups and being aware of the roles that one and the others play.

Improving the professional position when coping with conflict, promoting a more proactive attitude.

Sharing difficult experiences with other colleagues and improving understanding.