Keeping Your People Sane—Teambuilding Activities

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Carly Bushman, MD

December 6, 2016

Conflicts

• Employee Northwell Health
  • Iroku-Malize, Grissom, Bushman

• Past President New York State Academy of Family Physicians
  • Iroku-Malize

• Active Member American Academy of Family Physicians
  • Iroku-Malize, Grissom, Bushman
Agenda

1. Who & Where We Are
2. Burnout in Medicine
3. An Ounce of Prevention—Teambuilding
4. Implementation - Event Types

Where We Are
Who We Are...Then and Now

Northwell Academic Profile

- Hofstra Northwell LIJ School of Medicine
- Over 1,600 residents and fellows
- 120 resident and fellow programs
- Over 1,200 medical student rotations
- Elmezzi Graduate School of Molecular Medicine
- Center for Learning and Innovation
- Patient Safety Institute
- Bioskills Education Center
- New School of Nursing & Allied Health Sciences
What We Will Cover

- Burnout in Medicine
  - Definition and scope of the problem in medical field
  - Causes
- An Ounce of Prevention--Teambuilding
- Implementation - Event Types (mandatory and non)
  - Large Scale
  - Smaller Scale Activities
Who is in our Audience?

- Quality and/or Safety Professionals
- Physicians or PAs
- Nurses or NPs
- Researchers
- Students
- Resident Physicians
- Educators
- Administrators or other Leaders
- Patients or Patient Advocates
Burnout

- General definition
  - Three characteristics
- Healthcare field
- Causes and risk factors
- Protective factors

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**JOB BURNOUT**

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Key Words work stress, organizational behavior, job engagement, stress management, job-person fit

**Abstract** Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and ineffectivity. The past 25 years of research has established the complexity of the construct, and places the individual stress experience within a larger organizational context of people’s relation to their work. Recently, the work on burnout has expanded internationally and has led to new conceptual models. The focus on engagement, the positive antithesis of burnout, promises to yield new perspectives on interventions to alleviate burnout. The social focus of burnout, the solid research basis concerning the syndrome, and its specific ties to the work domain make a distinct and valuable contribution to people's health and well-being.
Burnout Inventory

Get out your pencils…

STEP 1: Complete the Abbreviated Maslach Inventory
For each statement, mark the box that most accurately reflects your response:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Every Day</th>
<th>A few times a week</th>
<th>Once a week</th>
<th>A few times a month</th>
<th>Once a month or less</th>
<th>A few times a year</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>I deal very effectively with the problems of my patients</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I feel I treat some patients as if they were impersonal objects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel emotionally drained from my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel fatigued when I get up in the morning and have to face another day on the job</td>
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<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>I’ve become more callous towards people since I took this job</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>I feel I’m positively influencing other people’s lives through my work</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Working with people all day is really a strain for me</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>I don’t really care what happens to some patients</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel exhilarated after working closely with my patients</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Results

**Red = Emotional Exhaustion**  
Total: _____ (0-18)  
**Higher scores indicate greater emotional exhaustion, and greater burnout.**

**Blue = Depersonalization**  
Total: _____ (0-18)  
**Higher scores indicate greater depersonalization, and greater burnout.**

**Green = Personal Accomplishment**  
Total: _____ (0-18)  
**Higher scores indicate greater personal accomplishment, and less burnout.**
Your poll will show here

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Audience Response

- Emotional Exhaustion (0 – 18)
- Depersonalization (0 – 18)
- Personal Accomplishment (0 – 18)
**Burnout**

*Feelings of job dissatisfaction due to work-related stress*

1. **Emotional exhaustion**
   - Feeling fatigued when thinking about facing another day on the job; Feeling emotionally drained by a day at work; Getting through a day of work is a real strain

2. **Depersonalization**
   - Treating patients/employees as objects, becoming callous, don’t really care what happens to them

3. **Diminished sense of achievement**
   - Don’t feel I have a positive influence, not dealing effectively with problems and situations

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**Nurse Burnout**

According to the American Nurses Association:

- 1 in 3 nurses report inadequate staffing levels
- 2 in 5 units are short-staffed
- 54% report excessive workloads
- 96 out of 100 nurses report fatigue at the beginning of their shift

**HALF of nurses**

say they spend an insufficient amount of time with patients

AllNursingSchools.com
Physician Survey

What Are the Causes of Burnout?

- Too many bureaucratic tasks: 4.84
- Spending too many hours at work: 4.14
- Increasing computerization of practice: 4.02
- Income not high enough: 3.78
- Feeling like just a cog in a wheel: 3.71
- Maintenance of certification requirements: 3.66
- Impact of the Affordable Care Act: 3.43
- Too many difficult patients: 3.42
- Too many patient appointments in a day: 1.40
- Inability to provide patients with the quality care they need: 3.29
- Lack of professional fulfillment: 3.14
- Difficult colleagues or staff: 2.97
- Inability to keep up with current research and recommendations: 2.92
- Compassion fatigue (overexposure to death, violence, and/or other loss in patients): 2.88
- Difficult employer: 2.82

12/5/2016
**CAUSE OF STRESS IN NURSING**

<table>
<thead>
<tr>
<th>SOURCES OF STRESS</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Job design and workload</td>
<td>• dealing with death and dying, ambiguity</td>
</tr>
<tr>
<td>• Interpersonal relationships at work</td>
<td>• conflict with other staff</td>
</tr>
<tr>
<td>• Relationships with patients and their families</td>
<td>• inadequate preparation for dealing with emotional needs of family</td>
</tr>
<tr>
<td>• Work organization and management of work</td>
<td>• lack of staff support (RN shortage) and resources</td>
</tr>
<tr>
<td>• Technical aspects of nursing</td>
<td>• concern about treatment and pt care</td>
</tr>
<tr>
<td>• Personal</td>
<td>• Concern about technical knowledge and skills</td>
</tr>
</tbody>
</table>

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**We know lots about causes…**

**Protective factors**
- Remain aware of your own stress levels and watch out for your colleagues; Seeking help when you need it
- Reflection and renewal
- Self-compassion; strive for excellence, not perfection
- Try not to take things personally
- Focus on what you can control
- A single-minded devotion to career is impoverishing
- Reflection and renewal; restorative activities, rest, revitalization, exploration and emotional as well as intellectual growth
Teambuilding

- Improve morale
- Improve communication
- Increase trust
- Improve teamwork and productivity
- Research support

**Teambuilding and Leadership Training in Residency Training Program**

*Experience with a One-day Retreat*

James K. Stoller MD, MS, Mark Rose, MD, Rita Lee, MD, Coli Byron J. Hoagwer, MD

**OBJECTIVE**
The purpose of this report is to describe and evaluate the impact of a 1-day retreat focused on developing leadership skills and teambuilding among postgraduate-year-1 residents in an internal medicine residency.

**METHOD**
A group of residents, including members of the team, the chief medical students, and administrators in the residency office, and an internal organizational development consultant convened to organize an effective retreat. This retreat was designed to introduce leadership concepts with the goals of increasing team cohesion and improving team communication, including the development of effective leadership and team-building skills.

**RESULTS**
At the end of the retreat, participants completed the retreat evaluation and a follow-up questionnaire regarding their experiences of the retreat.

**DISCUSSION**
At the beginning of the retreat, the team discussed the objectives of the retreat, the different leadership styles, and the importance of team cohesion.

**CONCLUSION**
The main findings were that participants indicated a positive impact on their confidence in developing leadership skills and the expected benefits of the retreat.

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**Innovations in Education and Clin:**

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Objectives of Teambuilding

- Enhance communication
- Increase productivity and creativity
- Achieve better operating policies and procedures
- Climate of cooperation/collaborative problem solving
- Enhance trust and support

Fapohunda (2013)
Five Stages of Team Development

1. **Forming**: come together to accomplish a shared purpose.
2. **Storming**: get to know each other; determine mission, vision, and approaches
3. **Norming**: form working relationships to enable progress toward objectives.
4. **Performing**: stage in which sync r’ships, team processes for a successfully functioning team.
5. **Transforming**: performing so well that members believe it is the most successful team they have experienced; team has completed its mission; time to pursue other goals or projects.

Fapohunda (2013); Tuckman (1975)

The Proof is in the Pudding: Survey Results

- Invited 75 residency graduates, faculty and current residents to complete teambuilding survey
  - 22 unopened
  - 1 opened but not completed
  - 52 opened
  - 26 of 52 completed (50% response rate)

- Of the 26 completed surveys
  - 9 current residents (35%)
  - 9 residency graduates (35%)
  - 10 faculty (38%)

* Total >100% because some faculty are also residency graduates
On a scale of 1 to 10, how would you rate the teambuilding activities in which you participated?

- Range: 7 to 10
- Average = 9.36
- n = 26
Q5 Do you think teambuilding activities should be incorporated into all residency programs?

- Yes: 96.15%
- No: 3.85%
- Unsure: 0%

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>25</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
</tr>
<tr>
<td>Unsure</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
</tr>
</tbody>
</table>

Q6 Do you think teambuilding activities should be incorporated into routine physician positions?

- Yes: 76.02%
- No: 15.38%
- Unsure: 7.68%

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>20</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
</tr>
<tr>
<td>Unsure</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
</tr>
</tbody>
</table>
How many teambuilding events per year would be optimal (choose between 0 and 12)?

- Range: 0 to 12
- Average = 3.77

Comments

- Excellent and essential activity for both Residents and Faculty- a real icebreaker and tremendously enhances teamwork, communication, mutual trust and overall functioning individually and as a team.

- Team-building as an exercise to prevent (or offset) burnout is a novel idea. That our activities did not involve alcohol I feel was a great positive part of the events. It allowed for residents and faculty to build rapport without disinhibition.
Past Teambuilding Events…

- Project CARE Ropes Course
- Dave and Busters
- Trampoline Park
- Laser Tag
- Karaoke
- Go Karts
- Coming soon: Escape the Room
Teambuilding Activity Types

- Big events as just described
- Smaller scale activities

It’s Your Turn!

Group Activity and Report Out

- IHI website has many examples
  - IHI Open School → Games & Activities
- Paper Airplane Factory
- Health Care Scattergories
- Jeopardy
- ED Flow Game
- The Forgotten Team Member-Engaging Patients in Health Care
Health Care Scattergories

- One group per table
- 5 minutes
- 5 categories (next slide….)
- 5 words for each category that start with the letter chosen
- 5 bonus points awarded only for UNIQUE answers (if no other team had the same word), so be creative

Before we begin…

ONLY ONE MINUTE--PLEASE BE BRIEF
1. TV Shows that take place in hospitals
2. Name of an injury
3. Words associated with health or healthcare
4. Things that can get you fired from the hospital
5. Reasons to call 911
And the Winner Is...

1. Symptoms of an illness
2. Causes of medical errors
3. Types of jobs in a hospital (not only health-related)
4. Name of a body part
5. Something found in a doctor’s bag
And the Winner Is...

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What was that activity like for you?

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Audience Response

What are the qualities of a good teambuilding activity?

Qualities of Teambuilding Activities

1. Clear objectives (improving communication, building trust, problem solving)
2. Activity planned by a team → models teamwork behavior we're trying to promote
3. Interaction among team members
4. Integrate with real work goals (planned focus on what's not working and what needs to happen for team to work)
5. Commitment of team members and the organization → Not a "one shot thing" but ongoing, followed up on, and go beyond the event day
6. Should be reinforced by rewarding teamwork and team behavior.
7. Will be individual to the needs of your group
Audience Response

What do you identify as potential barriers, concerns to implementing teambuilding activities?
Addressing Barriers

Create Your Own Teambuilding Activity
• Create (2 min)
• Discuss (3 min)
• Report out (5 min)
References

