Thriving vs. Surviving: The Science of Enhancing Resilience

J. Bryan Sexton, PhD
Director, Duke Center for Healthcare Safety and Quality
Duke University Health System

5-28-2020

twitter.com/dukehsq  |  www.hsq.dukehealth.org
Ask the kids...

65% of children (age 8–18) of working parents:
worried about parents
wish parents were less stressed
and less tired
Examples

• Institutional Resources
  - Schwartz Center Rounds
  - Just Culture Training
  - Positive Rounding
  - Safety Rounding
  - Second Victim Support

• Resources for individuals:
  - Gratitude Letters: bit.ly/grattool
  - Cultivate Hope: bit.ly/fwdtool
  - 3 Funny Things: bit.ly/start3ft
  - Cultivate Confidants: bit.ly/1goodchat
  - Cultivate Awe and Wonder: bit.ly/awetool
  - Cultivate Mindfulness: bit.ly/3goodminutes
  - Cultivate Interest & Curiosity: bit.ly/inttool
  - 3 Good Things: bit.ly/start3gt
Why do we need individual and institutional resources in the first place?
MD Burnout is expensive: $4.6 billion
workplace wellness RCT: no differences in clinical measures of health, spending, utilization, or employment outcomes after 18 months
hospitalizations for conditions with prevention potential in primary care are influenced by GP well-being (dose–response pattern across several well-being indicators)
Quick recap of burnout so far:
Expensive
Traditional countermeasures not working
Impact on clinical quality
In the past week:

- Skipped a meal.
- Ate a poorly balanced meal.
- Worked through a day/shift without any breaks.
- Arrived home late from work.
- Had difficulty sleeping.
- Changed personal/family plans because of work.
- Felt frustrated by technology.
- Slept less than 5 hours in a night.
Work-life balance behaviours cluster in work settings and relate to burnout and safety culture: a cross-

c.

% Reporting Good WLI

Note: Healthcare workers with less than 6 months in specialty reported significantly better WLI compared to all other categories, which did not differ from each other. Day shifts workers reported significantly better WLI scores than all other shift types. Night and swing shift workers did not differ in WLI. The “Other” shift type reported worse WLI than all other types. 8-hour shift workers reported better WLI than all other lengths. 10-hour shifts and 12-hour shifts did not differ in WLI, and Flex and Other reported the poorest WLI compared to the other categories, but were not different from each other.
Providing feedback following Leadership WalkRounds is associated with better patient safety culture, higher employee engagement and lower burnout

Table 2  Work setting level correlation matrix of safety culture and engagement domains across 829 work settings (Cronbach’s alphas and ICCs in the diagonal)

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<th>Score domain</th>
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<tr>
<td>1. Improvement readiness</td>
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<td>2. Local leadership</td>
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<td>3. Teamwork climate</td>
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<td>4. Safety climate</td>
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<td>5. Personal burnout</td>
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<td>6. Burnout climate</td>
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<td>12. Workload</td>
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All correlations are significant at the p<0.01 level, except the correlations between Advancement and Workload (r=−0.04, p=0.27) and Advancement and Work-life climate (r=0.09, p=0.02). ICC, intraclass correlations.
Providing feedback following Leadership WalkRounds is associated with better patient safety culture, higher employee engagement and lower burnout.

“Burnout is a team sport”

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Burnout ICC .26

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BURNOUT

ATTITUDES ARE CONTAGIOUS. MINE MIGHT KILL YOU.
Burnout is contagious, but so is resilience...
Having a Happy Partnership With Lowered Mortality

Olga Stavrova
Department of Social Psychology, University of XYZ

Abstract
Studies have shown that in partnerships, life satisfaction is associated with better ultimate life outcomes. In a study of 4,374 couples followed for up to 10 years, couples with higher life satisfaction (e.g., household income, partnership satisfaction) had better survival rates (13% lower mortality risk). These findings highlight the importance of considering partnership satisfaction in public health research.

Fig. 1. Cumulative hazard of death (including 95% confidence bands) during the observation period. Results are shown separately for individuals whose spouses reported life satisfaction below the median at baseline and those whose spouses reported life satisfaction above the median at baseline.
Psychology of Burnout
Your focus and reflections determine your reality
Psychology of Burnout

Your focus determines your reality
Notice anything unusual about this lung scan?

Harvard researchers found that 83% of radiologists didn't notice the gorilla in the top right portion of this image.
What the burned out eyes are able to see is limited:
Eye-tracking of attention of burned out and depressed participants was the same: more focus on dysphoric stimuli / less focus on positive stimuli
Analogy:

• Noticing something about the world
• Commenting on it briefly through your mobile phone
• Seeing what other people commented on
Psychological Language on Twitter Predicts County-Level Heart Disease Mortality

Johannes C. Eichstaedt¹, Hansen Andrew Schwartz¹,², Margaret L. Kern¹,³, Gregory Park¹, Darwin R. Labarthe⁴, Raina M. Merchant⁵, Sneha Jha², Megha Agrawal², Lukasz A. Dziurzynski¹, Maarten Sap¹, Christopher Weeg¹, Emily E. Larson¹, Lyle H. Ungar¹,², and Martin E. P. Seligman¹

¹Department of Psychology, University of Pennsylvania; ²Department of Computer and Information Science, University of Pennsylvania; ³Graduate School of Education, University of Melbourne; ⁴School of Medicine, Northwestern University; and ⁵Department of Emergency Medicine, University of Pennsylvania
Twitter Topics Negatively Correlated With County-Level AHD Mortality

Skilled Occupations
- skills
- company
- group
- r = -.14
- management
- entertainment
- conference
- education
- marketing
- public announcement
- students
- research
- customer service
- center
- charity
- rep
- process
- suggestions
- staff
- engineering
- center
- convention
- analysis
- community
- attend
- technology
- service
- learning
- center
- attend

Positive Experiences
- wonderful
- friends
- fabulous
- changing
- food
- enjoyable
- good
dinner
- bound
- conversation
- wine
- learning
- painful
- conversation
- excellent
- good
- exciting
- drinks
- enjoyable
- faithful
- good
- dinner
- enjoyable

Optimism
- opportunity
- dreams
- power
- possibilities
- reaching
- strong
- goals
- opportunities
- achieving
- accomplish
- strength
- challenges
- discover
- perfection
- accomplish
- create
- experience
- great
- achieved
- potential
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r = -.13
r = -.13
Fig. 2. Performance of models predicting age-adjusted mortality from atherosclerotic heart disease (AHD). For each model, the graph shows the correlation between predicted mortality and actual mortality reported by the Centers for Disease Control and Prevention. Predictions were based on Twitter language, socioeconomic status, health, and demographic variables singly and in combination. Higher values mean better prediction. The correlation values are averages obtained in a cross-validation process used to avoid distortion of accuracy due to chance (overfitting; for details, see the text). Error bars show 95% confidence intervals. Asterisks indicate significant differences between models (*p < .05).
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Fig. 3. Map of counties in the northeastern United States showing age-adjusted mortality from atherosclerotic heart disease (AHD) as reported by the Centers for Disease Control and Prevention (CDC; left) and as estimated through the Twitter-language-only prediction model (right). The out-of-sample predictions shown were obtained from the cross-validation process described in the text. Counties for which reliable CDC or Twitter language data were unavailable are shown in white.
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For the latest on our research, courses and tools, connect with us on Twitter

@JBryanSexton1
Burnout is associated with:

- **Infections**

- **Lower Patient Satisfaction**

- **Medication Errors**

- **Higher Standardized Mortality Ratios**
  Welp, Meier & Manser. Front Psychol. 2015 Jan 22;5:1573.
Burnout is what happens when it gets really hard to notice something funny, interesting, or amazing...
Burnout, at its core, is the impaired ability to experience positive emotion.
The Undoing Effect of Positive Emotions

Barbara L. Fredrickson¹,³, Roberta A. Mancuso², Christine Branigan², and Michele M. Tugade²

¹Department of Psychology, Women’s Studies Program, and Research Center for Group Dynamics, University of Michigan, Michigan

²Department of Psychology, University of Michigan, Michigan

Abstract

Positive emotions are hypothesized to undo the cardiovascular aftereffects of negative emotions. Study 1 tests this undoing effect. Participants (n = 170) experiencing anxiety-induced cardiovascular reactivity viewed a film that elicited (a) contentment, (b) amusement, (c) neutrality, or (d) sadness. Contentment-eliciting and amusing films produced faster cardiovascular recovery than neutral or sad films did. Participants in Study 2 (n = 185) viewed these same films following a neutral state. Results disconfirm the alternative explanation that the undoing effect reflects a simple replacement process. Findings are contextualized by Fredrickson’s broaden-and-build theory of positive emotions (B. L. Fredrickson, 1998).
Through Positive Emotions...

Positive Emotions
Recharge your Batteries...
How to make positive emotions more accessible, when the negative are so prevalent? A simple intervention called 3 Good Things...
Three Good Things
Counting Blessings Versus Burdens: An Experimental Investigation of Gratitude and Subjective Well-Being in Daily Life

Robert A. Emmons
University of California, Davis

Michael E. McCullough
University of Miami

The effect of a grateful outlook on psychological and physical well-being was examined. In Studies 1 and 2, participants were randomly assigned to 1 of 3 experimental conditions (hassles, gratitude listing, and either neutral life events or social comparison); they then kept weekly (Study 1) or daily (Study 2) records of their moods, coping behaviors, health behaviors, physical symptoms, and overall life appraisals. In a 3rd study, persons with neuromuscular disease were randomly assigned to either the gratitude condition or to a control condition. The gratitude-outlook groups exhibited heightened well-being across several, though not all, of the outcome measures across the 3 studies, relative to the comparison groups. The effect on positive affect appeared to be the most robust finding. Results suggest that a conscious focus on blessings may have emotional and interpersonal benefits.

Reflect on your present blessings, on which every man has many, not on your past misfortunes, of which all men have some.
—Charles Dickens (M. Dickens, 1897, p. 45)

The construct of gratitude has inspired considerable interest in the general public. The prevalence of books targeted to general audiences on the topic (Breathnach, 1996; Hay, 1996; Miller, 1995; Prager, 1995; Stieflert, 1994; Tepper, 1999; Van-Kooten, 1991) been treated as both basic and desirable aspects of human personality and social life. For example, gratitude is a highly prized human disposition in Jewish, Christian, Muslim, Buddhist, and Hindu thought (Carman & Streng, 1989). Indeed, the consensus among the world’s religious and ethical writers is that people are morally obligated to feel and express gratitude in response to received benefits. Despite such widespread exhortations, the con-
Three Good Things

“A compelling view of a positive human future, for individuals, corporations, and nations, brilliantly told.” —Tony Hsieh, author of Delivering Happiness and CEO of Zappos.com, Inc.

Flourish

A Visionary New Understanding of Happiness and Well-being

MARTIN E.P. SELIGMANN

BESTSELLING AUTHOR OF AUTHENTIC HAPPINESS
Positive psychology has flourished in the last 5 years. The authors review recent developments in the field, including books, meetings, courses, and conferences. They also discuss the newly created classification of character strengths and virtues, a positive complement to the various editions of the Diagnostic and Statistical Manual of Mental Disorders (e.g., American Psychiatric Association, 1994), and present some cross-cultural findings that suggest a surprising ubiquity of strengths and virtues. Finally, the authors focus on psychological interventions that increase individual happiness. In a 6-group, random-assignment, placebo-controlled Internet study, the authors tested 5 purported happiness interventions and 1 plausible control exercise. They found that 3 of the interventions lastingly increased happiness and decreased depressive symptoms. Positive interventions can supplement traditional interventions that relieve suffering and may someday be the practical legacy of positive psychology.
Three Good Things

Seligman, Steen, Park & Peterson, 2005
Pre-test
Post-test
One week
One month
Three months
Six months

Depressive Symptoms

Placebo control (n = 70)
Three good things (n = 59)

Seligman, Steen, Park & Peterson, 2005
3 Good Tools: Positively reflecting backwards and forwards is associated with robust improvements in well-being across 3 distinct interventions

Figure 1. Study 1: Three Good Things Means and Standard Errors for Emotional Exhaustion, Thriving, and Recovery across Assessment Points
Percent Concerning after 3 Good Things

Before Starting "Three Things"

12 Months After "Three Things"

- Burnout
- Work-life balance
- Happiness
- Depression
The negative screams at you, but the positive only whispers…

—Barbara Fredrickson

#1 We are hard-wired to remember the negative.
#3 With practice (by day 4 or 5) reflecting on the positive leads to noticing more positive.

Three Good Things… in bed
We’ll send you a text or email link...
**Three Good Things Exercise, Day 7:**

What went well today, and what was your role in making it happen.

<table>
<thead>
<tr>
<th>Good Thing #1</th>
<th>Which one of the following positive emotions best fits how this good thing makes you feel.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Good Thing #2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Good Thing #3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

www.dukepatientsafetycenter.com

Survey Powered By Qualtrics
| Good Thing #1 | My 5 year old swam across the pool at the YMCA without any floaties for the first time today! | Pride |
| Good Thing #2 | Watched as glorious pink/orange sunset behind the rolling hills where our leaves are changing colors - beautiful. | Awe |
| Good Thing #3 | Made my wife laugh so hard her eyes watered, and so did mine. | Amusement |

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Survey Powered By Qualtrics
1. [S] Three Good Things Exercise, Day 9: What went well today, and what was your role in making it happen.

<table>
<thead>
<tr>
<th>Good Thing #1</th>
<th>Good Thing #2</th>
<th>Good Thing #3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Able to give positive reference for Big Brothers/Big Sisters</td>
<td>Healthy niece per ultrasound</td>
<td>Spoke with my cousin</td>
</tr>
<tr>
<td>A coworker helped me by giving a TB test to another employee, when I was not able to do it.</td>
<td>My dad's Dr. appt went well today.</td>
<td>I watched a new TV show which really made me laugh!</td>
</tr>
<tr>
<td>A delicious dinner out</td>
<td>Meeting new people</td>
<td>Exploring a new city</td>
</tr>
<tr>
<td>another gorgeous fall day and I thought ahead to take vacation!</td>
<td>Got the car cleaned after I made it a point to get it done.</td>
<td>Base ball playoffs start...Watched the Wild Card games on TV.Go Tigers!</td>
</tr>
<tr>
<td>Beautiful drive, loving the beginnings of fall color</td>
<td>Haircut,</td>
<td>Daughters working together on project,</td>
</tr>
<tr>
<td>Bought hubby great jeans for half price. As a surprise.</td>
<td>Meditated 20 minutes this A.M.</td>
<td>Had quiet peaceful dinner and evening alone.</td>
</tr>
<tr>
<td>Complimented on use of bulletin board. My role: Posting quotes and funny sayings to make people think.</td>
<td>Enjoyed company of friends. My role: not being too tired to meet them.</td>
<td>Asked to assist someone and help them out of their shell. My role: Setting a good example, I was told</td>
</tr>
<tr>
<td>Did not feel well today, really stressed with school. Got dressed up and took my daughter to scouts. This worked out well, we were able to get out of the house and start over.</td>
<td>Spent afternoon while at scouts with a dear friend visiting from California. So glad to see her and be able to get a few hours in catching up. She is going through tough times with her husband. I listened patiently and praised her for all the good things that she does for her family, I empowered her by listening and not judging. She is an amazing talented and strong woman. We all need to bend an ear.</td>
<td>Came home, husband fixed a wonderful omelet. Then took a nap. Had some snuggle time with husband, actually sat down and watched an entire movie with son and husband.....Sitting through a whole movie or show is not always easy for me to do, so I took the time for them and put everything else aside.</td>
</tr>
<tr>
<td>Excited to work with a client in a new</td>
<td>Had fun teaching my class. Role: approached</td>
<td></td>
</tr>
<tr>
<td>Helped someone out by providing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Three Good Things

I can see my computer w/o glasses! 😊
I love my new office decorations! 😊
My new picture is still on the wall at home! 😊
My reliable vehicle! Hopefully a low estimate!

I love my retirement 😊
I am going to FL to see my parents! Love coming weekend!!! 😊

I love my Tienda!

Family Dinners outside w/ great food-soft breezes & lots of laughter 😊

My son is home from Afghanistan!! 😊

Friend's daughter's surgery went well! 😊
I came to work today!!! 😊 Makes me happy 😊
It's potato chip day! in cafe! 😊
Blueberry drive is now dry! 😊

I love my hair! 😊
I love D's hair! 😊
Mike's haircut looks great! 😊

I'm thankful for volunteers Adrienne & Michael Yeheskiya

The happy song: Michael Jackson 🎵

My Boss! 🎵

3-day weekends!! 😊

Working with Memorial Interactions 😊
I made it out of bed 😊

*Family & weddings! & video of a Gator Fan 😊
Video: doing the fight song in a FSU tee shirt 😊

Flower Boxes built by wonderful husbands who also buy flowers to go in them! 😊

A husband that waters my flowers & fills the bird feeders 😊
DUH Exposure to 3GT associations with Safety Culture and Well-Being

<table>
<thead>
<tr>
<th>Speed Climate</th>
<th>Percent Positive</th>
<th>t-value</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>3GT Yes (N=1944)</td>
<td>77%</td>
<td>13.24</td>
<td>&lt;0.0001</td>
</tr>
<tr>
<td>3GT No (N=4890)</td>
<td>64%</td>
<td>14.04</td>
<td>&lt;0.0001</td>
</tr>
<tr>
<td>67%</td>
<td>5.91</td>
<td>&lt;0.0001</td>
<td></td>
</tr>
<tr>
<td>37%</td>
<td>3.58</td>
<td>&lt;0.0001</td>
<td></td>
</tr>
</tbody>
</table>

- **Teamwork Climate**: 77% (3GT Yes) vs. 64% (3GT No), t=13.24, p<0.0001
- **Safety Climate**: 80% (3GT Yes) vs. 67% (3GT No), t=14.04, p<0.0001
- **Resilience**: 45% (3GT Yes) vs. 37% (3GT No), t=5.91, p<0.0001
- **Work-Life Balance**: 51% (3GT Yes) vs. 47% (3GT No), t=3.58, p<0.0001
Meeting Agenda Item

One good thing so far this week
Evaluation from Participants of 3GT

96% said that they would recommend the 3 Good Things exercise to a friend.

86% said that they have encouraged others to try 3 Good Things.

93% said they would like to participate in 3 Good Things again next year.
- 3GT on demand (start anytime)
- Choose email or text format
- Share with your colleagues (bit.ly/start3gt)
Please get your mobile phone....
Please use your mobile browser to go to:

bit.ly/start3gt
3 Good Things Day 1:
Start here. [https://gl.tc/b/hUqeBoC](https://gl.tc/b/hUqeBoC)
This is Day 1 of 15 total.
Enjoy!
- Negative is like Velcro, positive is like Teflon
- 3GT enhances your ability to see the positive that is there
- scalable from individual to work setting levels

bit.ly/start3gt
- Time to enroll: 2-5 minutes
- Time each evening: 2 minutes
- Time to finish: 2 weeks

bit.ly/start3gt
3-Minute Video

Well Being Q&A

Three Good Things

bit.ly/3gtdemo
“So how are we going to kill the next patient around here?”
“What are three things that are going well around here, and one thing that could be better?”
Do senior leaders ask for information about what is going well in this work setting (e.g., people who deserve special recognition for going above and beyond, celebration of successes, etc.)?
Do senior leaders ask for information about what is going well in this work setting (e.g., people who deserve special recognition for going above and beyond, celebration of successes, etc.)?
Safety Culture & Well-Being by Positive Rounding Quartiles

- **4th (fewest PosWR)**
- **3rd**
- **2nd**
- **1st (most PosWR)**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Quartile 1 (most)</th>
<th>Quartile 2</th>
<th>Quartile 3</th>
<th>Quartile 4 (fewest)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement Readiness</td>
<td>70</td>
<td>60</td>
<td>50</td>
<td>40</td>
</tr>
<tr>
<td>Local Leadership</td>
<td>60</td>
<td>50</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Teamwork Climate</td>
<td>60</td>
<td>50</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Safety Climate</td>
<td>70</td>
<td>60</td>
<td>50</td>
<td>40</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>60</td>
<td>50</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Burnout Climate</td>
<td>60</td>
<td>50</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Work-Life Balance</td>
<td>60</td>
<td>50</td>
<td>40</td>
<td>30</td>
</tr>
</tbody>
</table>

- t=6.39, p<.001
- t=6.32, p<.001
- t=7.69, p<.001
- t=4.32, p<.001
- t=5.50, p<.001
- t=-5.07, p<.001
- t=-5.07, p<.001
- t=3.65, p<.001
Pausing and Reflecting

- Large survey of workplace norms (n = 10,496) included three items on positive reflection:

  - The learning environment in this work setting allows us to gain important insights into what we do well
  - The learning environment in this work setting allows us to pause and reflect on what we do well.
  - In this work setting local management regularly makes time to pause and reflect with me about my work.

- Chronbach's alpha: .863
Relationship between institutional resources and well-being after controlling for positive reflections:
Relationship between institutional resources and well-being after controlling for positive reflections:

ZERO or nearly Zero
Examples

• Institutional Resources
  – Schwartz Center Rounds
  – Just Culture Training
  – Positive Rounding
  – Safety Rounding
  – Second Victim Support

• Resources for individuals:
  – Cultivate Hope: bit.ly/fwdtool
  – 3 Funny Things: bit.ly/start3ft
  – Cultivate Confidants: bit.ly/1goodchat
  – Cultivate Awe and Wonder: bit.ly/awetool
  – Cultivate Mindfulness: bit.ly/3goodminutes
  – Cultivate Interest & Curiosity: bit.ly/inttool
  – 3 Good Things: bit.ly/start3gt
Meeting Agenda Item

-One good thing so far this week
How to get more info on our upcoming webinars and courses:

I am interested in:

Email: (remove any spaces after your email address inserted by your phone)

Email address

Phone number with area code?

What facility/organization are you requesting this info for?

Anything else you'd like us to know?

submit >>
For the latest on our research, courses and tools, connect with us on Twitter

@JBryanSexton1
Enduring Resources (for Pausing & Reflecting)

- Cultivate gratitude: bit.ly/grattool
- Cultivate positive emotions: bit.ly/start3gt
- Cultivate engagement: bit.ly/inttool
- Cultivate awe: bit.ly/awetool
- Cultivate hope: bit.ly/fwdtool
- Cultivate work-life balance: bit.ly/wlbtool
- Mindfulness: bit.ly/3goodminutes
- Self Compassion: bit.ly/selfcomptool
- Cultivate relationships: bit.ly/1goodchat
- Cultivate serenity: bit.ly/serenitytool

Positive Emotion & calibrating to situation are keys to resilience
  Frequency...not magnitude of positive emotion

www.hsq.dukehealth.org
Resilience Ambassador Training in Durham, NC
Monthly Resilience Webinar series:
—1 hour continuing education credit (MD/RN/other)
—1 tool each month, recorded, with Q&A

JANUARY
Prevalence & Severity of Burnout: Workforce Resilience as Care Quality

FEBRUARY
Enhancing Resilience: The Science and Practice of Gratitude

MARCH
Relationship Resilience: The Science of How Other People Matter

APRIL
Enhancing Resilience: Three Good Things

MAY
Enhancing Resilience: Practicing Safe Stress and the Science of Sleep

JUNE
Psychological Safety: The Predictive Power of Feeling Supported When Things Go Wrong

JULY
Science of Mindfulness

AUGUST
Health Care Worker Resilience, Work-Life Integration, and Burnout

SEPTEMBER
Collaboration vs. Dealing with Difficult Colleagues: Assessing, Understanding and Improving Teamwork in a Clinical Area Near You

OCTOBER
Science of Wow: Cultivating Awe and Wonder as a Resilience Strategy

NOVEMBER
Positive WalkRounds: Leader Rounding to Identify What is Going Well—Links to Quality, Culture and Workforce Resilience

DECEMBER
Enhancing Resilience: Survival of the Kindest

www.hsq.dukehealth.org