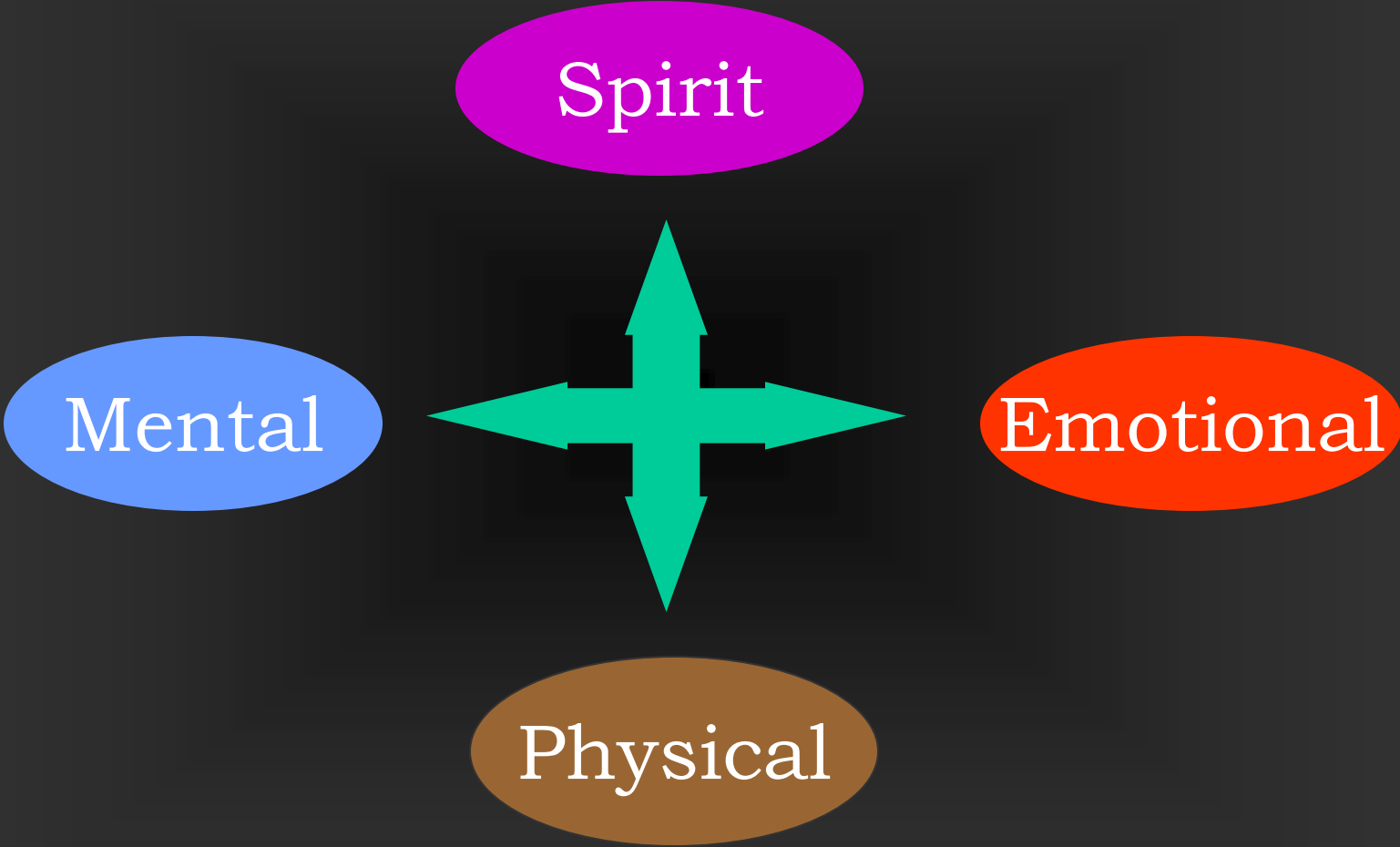


A dark, halftone-style photograph of a person in a white lab coat with arms crossed. The person is wearing a white lab coat over a dark shirt and a red tie. The background is a dark, textured grey.

Finding Balance In A Medical Life

Lee Lipsenthal, M.D

Balance



How Are We Doing?

Our health

- Over all mortality has improved in the past 15 years
- We now live roughly five years longer than other professionals.
- Physicians are still more likely to die from cerebrovascular disease, accidents, and suicide.
- Thus suggesting a high stress life.
 - Erica Frank, Holly Biola and Carol A. Burnett, Mortality rates and causes among U.S. physicians, American Journal of Preventive Medicine, Volume 19, Issue 3, October 2000, Pages 155-15

Physiological consequences of stress driven by catecholamines and cortisol

- ↑ heart rate
- ↑ blood pressure
- ↑ blood flow to muscles
- ↓ blood flow to skin
- ↑ metabolic rate
- ↓ digestion
- ↑ blood clotting and thickness
- ↑ blood sugar
- ↑ respiratory rate
- ↑ fluid retention
- ↑ alertness
- ↑ breakdown of fats
- ↑ triglycerides and LDL cholesterol

Work Stress & Heart Disease

- The INTERHEART study - With 11,119 workers, in 52 countries, case-controlled, heart disease was directly related to work stress independent of region, ethnic background or sex.
 - Rosengren A, Hawken S, Ounpuu S, et al. Lancet. 2004;364:953-962.



“More men are killed by
overwork than the importance of
the work justifies”
- Rudyard Kipling

Career Satisfaction of US Women Physicians: Results From The Women Physicians' Health Study

- 4,501 Women Physicians surveyed
- 31% would not choose to be a physician again
- 38% would prefer to change their specialty

– Erica Frank et al, Arch Inter Med. 1999; 159: 1417 - 1426

Major Determinants of Dissatisfaction

- Lack of work control
 - Those with unpredictable hours had more stress
 - Those with an unhappy practice environment had more stress
- Work stress
 - 44% reported working too much
- Home stress
- Lack of religious or spiritual life
- Fewer children
 - Those with an imbalance between family and home had more stress

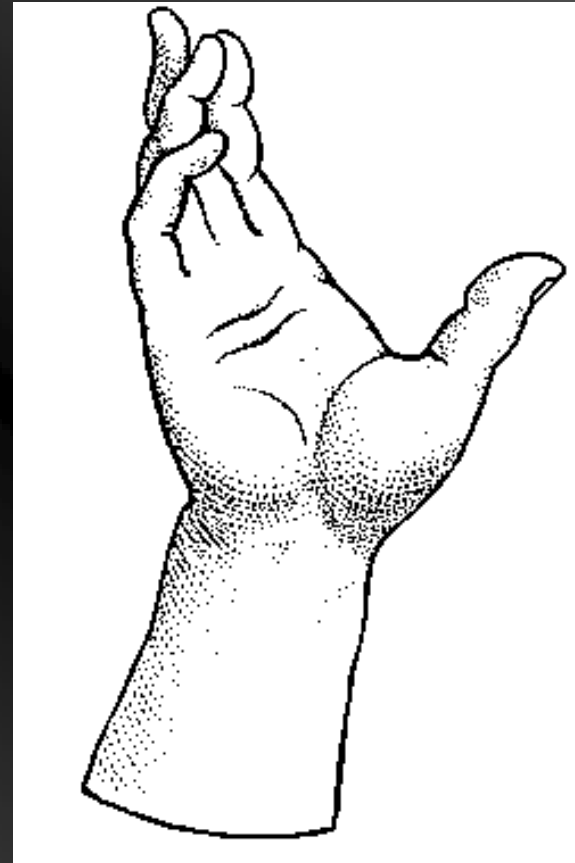
Today's Physician

- Manager
- Partner
- Employee
- Caring service provider
- Scientist
- Family member



Medicine has changed!

- Medicine has always changed
- The pace of change has accelerated
- Being a good clinician is no longer good enough



The Speed of Change...
Straining emotional capacity

In 1940 there were only three medical journals! Today - hundreds!

Our personalities contribute
to imbalance

How Did We Get This Way?

- We Are:
 - Intelligent
 - Caring
 - Sensitive
 - Inquisitive



We Are Also:



- Type A
- Competitive
- Perfectionist
- Safety Seeking
- Outside the “norm”

Type A

- Opinionated
- Judgmental of others
- Pressured to succeed
- Clipped pattern of speaking, forced smiles
- “Hurry sickness” – rushing against time
- Multi-tasking
- Aggressive beyond the need of the situation
- Not trusting others to do the job right
- Perfectionism
- Competitiveness
- The desire to be recognized for your accomplishments
- The need to prove self worth with performance

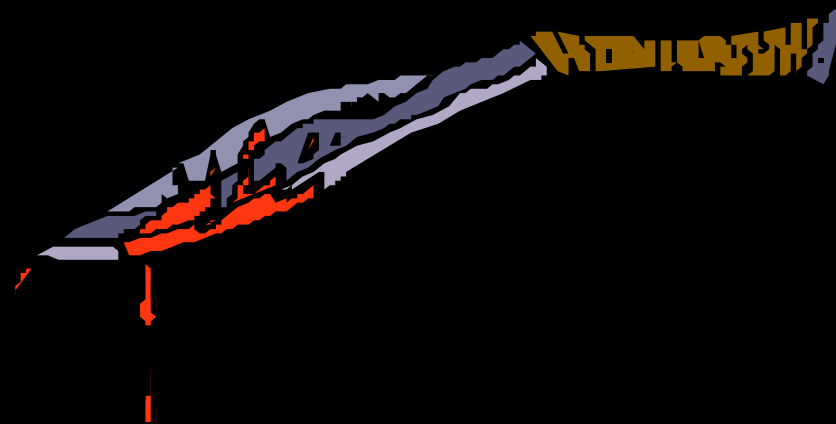
Who gets more work done,
a type A or a type B?

The Marital Consequence

- John, a 45 year old cardiac surgeon, was a driven, compulsive doctor, dedicated to his work. When his wife Mary suggested that they take a vacation to celebrate his graduation from medical school, he objected, saying that the immediate start of his postgraduate training made that impossible. So she bided her time, tolerating the unremitting grind of residency and specialty training, until he finished. Then she again suggested taking a bit of extended time together. Again he refused, citing the demands of starting a practice, promising that they would take that long delayed vacation together, "Just as soon as I have established my practice." The automatic nature of this response was clear when subsequent proposals to do something were met with new reasons: "Just as soon as I have a partner to cover during my absence." Then, "As soon as our group practice is well established." Ultimately Mary quit asking, backed away from the relationship, and developed a professional life of her own.

- BMJ CAREERS 29 MARCH 2003

**“A physician in training sees
more trauma in one month
than most others see in a
lifetime”**



Emotional Dissociation

The Marital Consequence

- What if I really get sick and need constant care and attention? I can't face that Jim is so distant and cool when I'm sick. Who will take care of me?
- BMJ CAREERS 29 MARCH 2003

Work addiction risk test

- 1—never true; 2—sometimes true; 3—often true; 4—always true
- Bryan E. Robinson, *Chained to the Desk: A Guidebook for Workaholics, Their Partners and Children, and the Clinicians Who Treat Them*, New York University Press, 1998, pp. 52-54.

- _____1. I prefer to do things myself rather than ask for help.
- _____2. I get impatient when I have to wait for someone else or when something takes too long.
- _____3. I seem to be in a hurry and racing against the clock.
- _____4. I get irritated when I'm interrupted while I'm in the middle of something.
- _____5. I stay busy and keep many irons in the fire.
- _____6. I find myself doing two or three things at once, such as eating and writing a memo while talking on the telephone.
- _____7. I over commit myself by biting off more than I can chew.

_____ 8. I feel guilty when I'm not working on something.

_____ 9. It's important that I see the concrete results of what I do.

_____ 10. I'm more interested in the final results of my work than in the process.

_____ 11. Things never seem to move fast enough or get done fast enough for me.

_____ 12. I lose my temper when things don't go my way or work out to suit me.

_____ 13. I ask the same question, without realizing it, after I've already been given the answer.

_____14. I spend a lot of time planning and thinking about future events while tuning out the here and now.

_____15. I find myself continuing to work after my co-workers have finished.

_____16. I get angry when people don't meet my standards of perfection.

_____17. I get upset when I'm in situations where I cannot be in control.

_____18. I tend to put myself under pressure with self-imposed deadlines.

_____19. It's hard for me to relax when I'm not working.

_____20. I spend more time working than on socializing, hobbies, or leisure activities.

_____21. I dive into projects to get a head start before all the phases have been finalized.

_____22. I get upset with myself for making even the smallest mistake.

_____23. I put more thought, time, and energy into my work than I do into relationships with other people.

_____24. I forget, ignore, or minimize celebrations such as birthdays, reunions, anniversaries, or holidays.

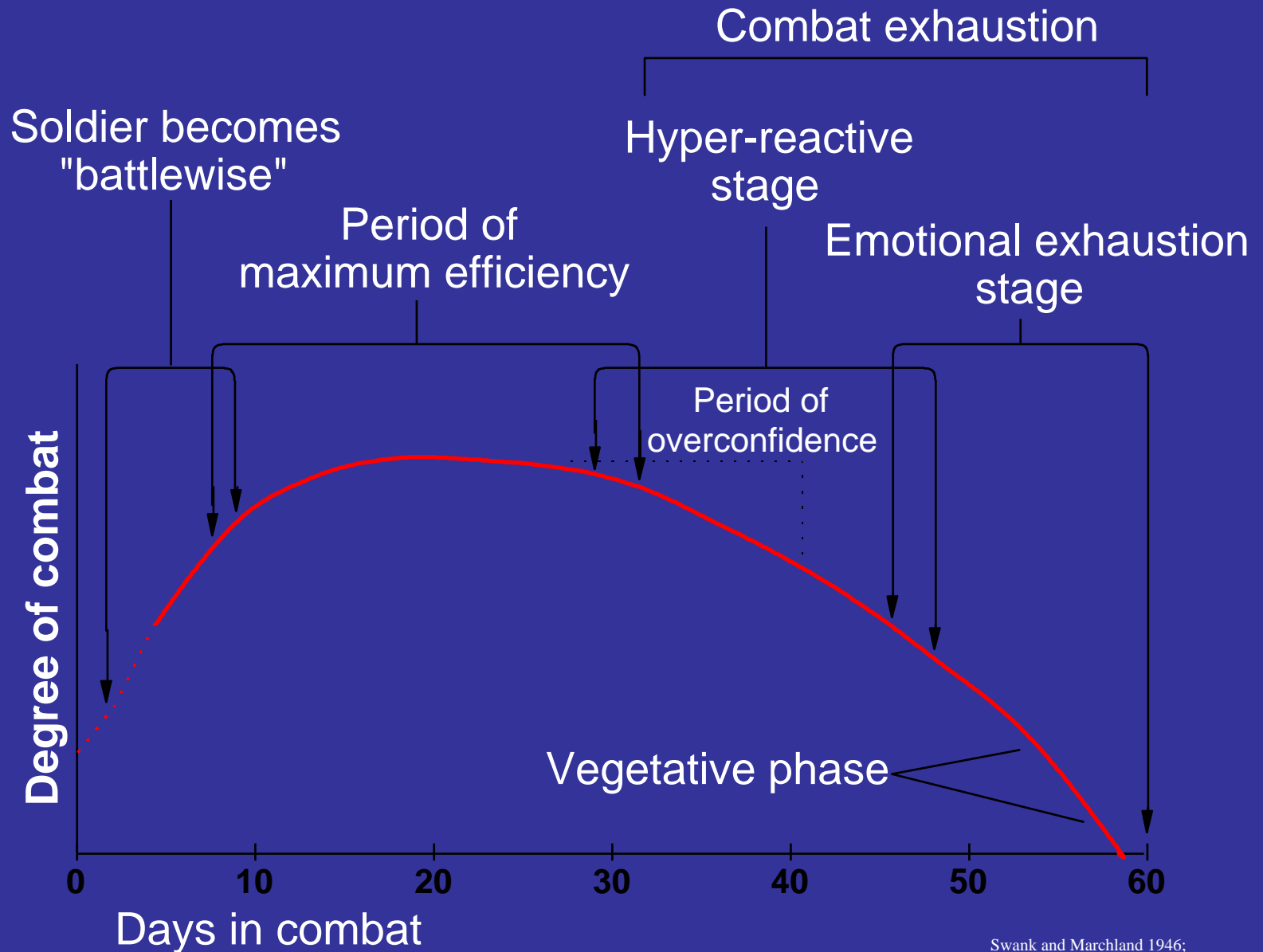
_____25. I make important decisions before I have all the facts and have thought them through.



**“Work is the refuge of people
who have nothing better to do”
– Oscar Wilde**

Emotional Fatigue, Stress & Burnout

Battle Stress / Efficiency and Exhaustion



ACPE survey 2006

- **1200 practicing physicians surveyed**
- **6 in 10 doctors have considered leaving medicine**
- **77% experience fatigue**
- **67% experience burnout**
- **33% depression 7 family discord**
- **Contributing causes;**
 - **Low reimbursement**
 - **Low autonomy**
 - **Patient overload**
 - **Lack of respect**
- **NOVEMBER • DECEMBER 2006 THE PHYSICIAN EXECUTIVE**

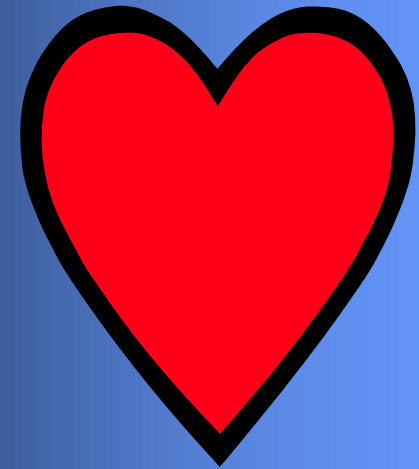
High catecholamine states
diminish cortical function

Brain - Heart Communication

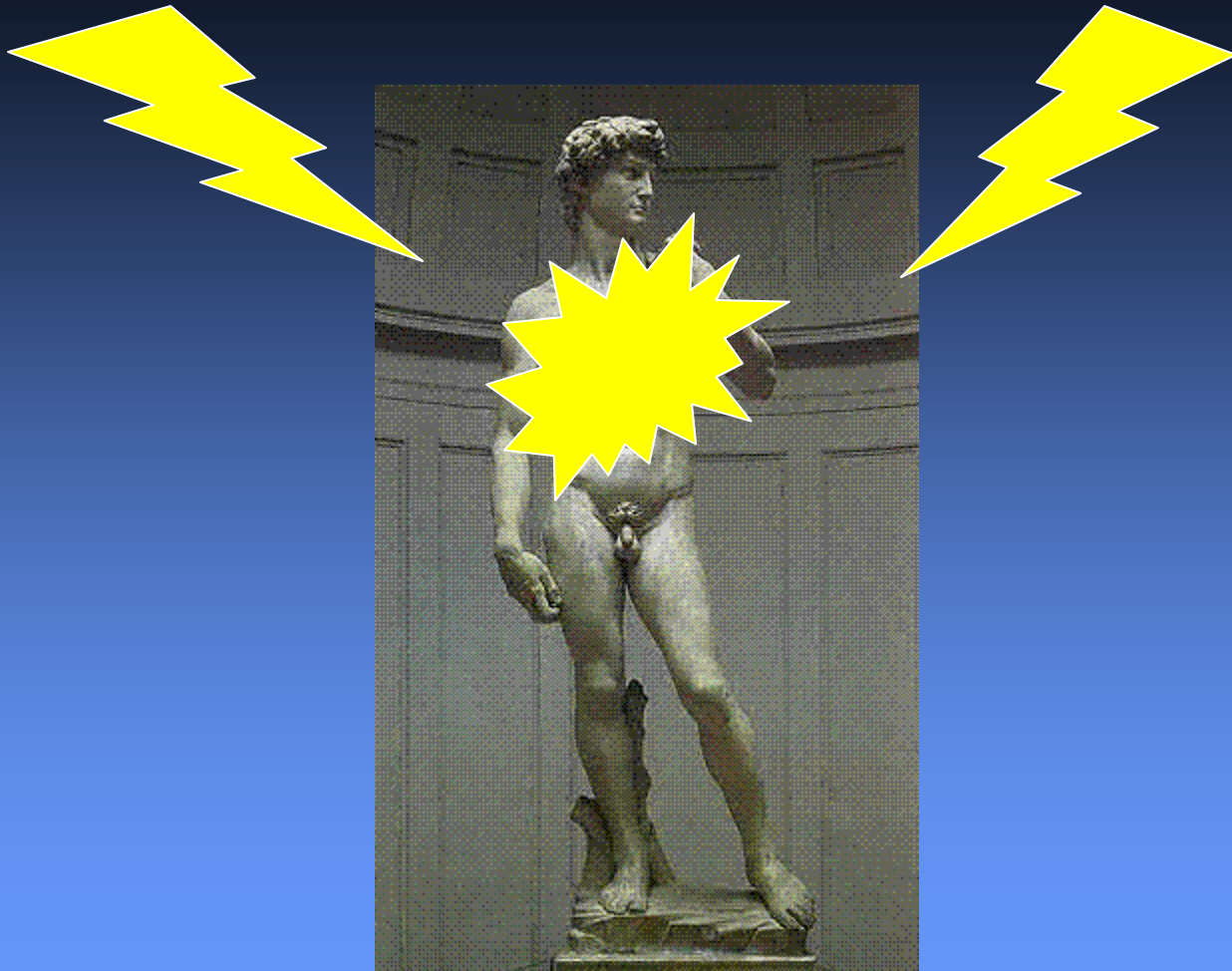


Sympathetic

Parasympathetic

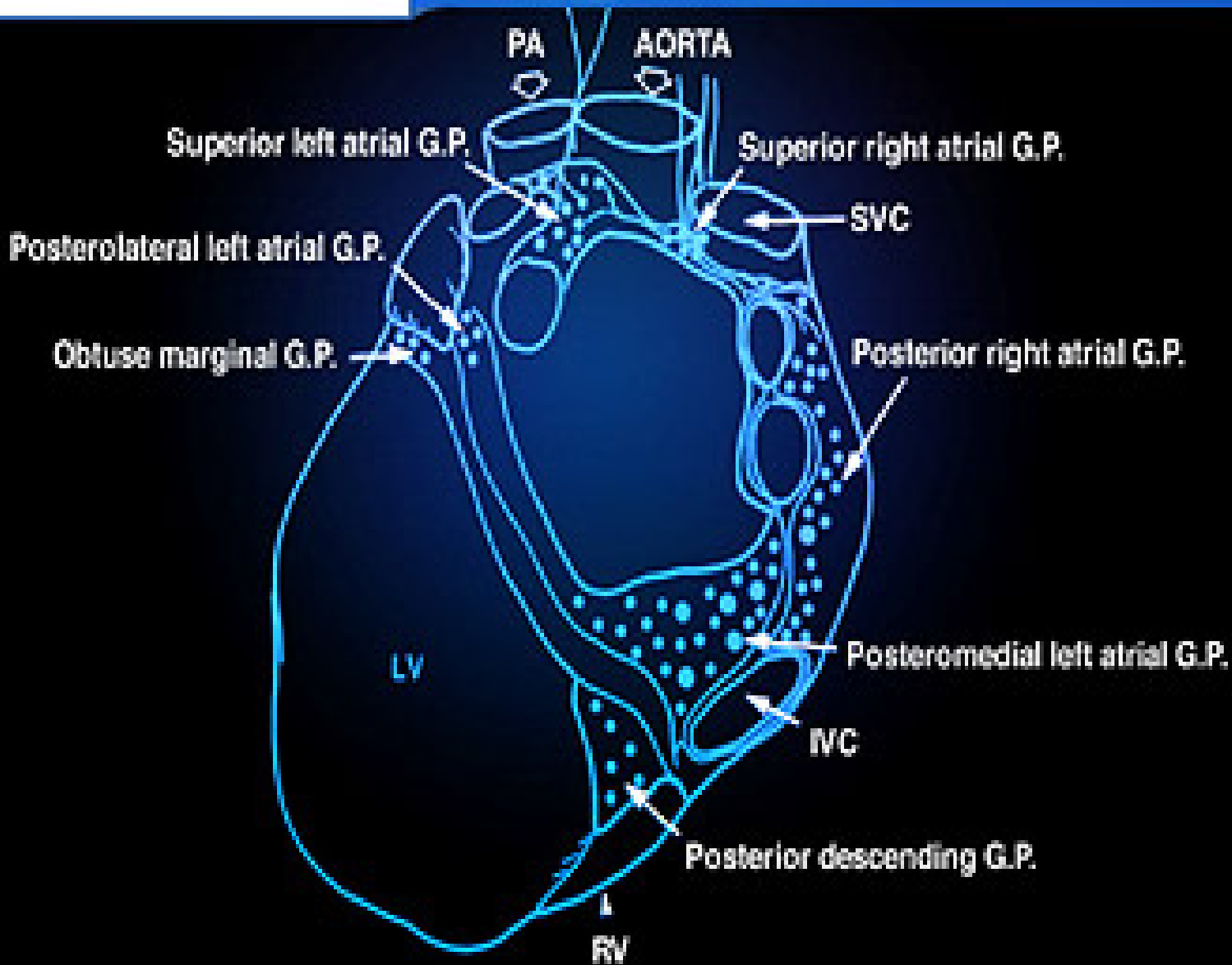


Is the heart just a passive recipient of information?



The Neural Heart

- The heart has a nervous system:
 - Afferent and efferent neurons
 - Ganglia
 - Local Circuit Neurons
- Neurocardiology, Armour, JA and J. Ardell Eds.. - NY,NY, Oxford University Press

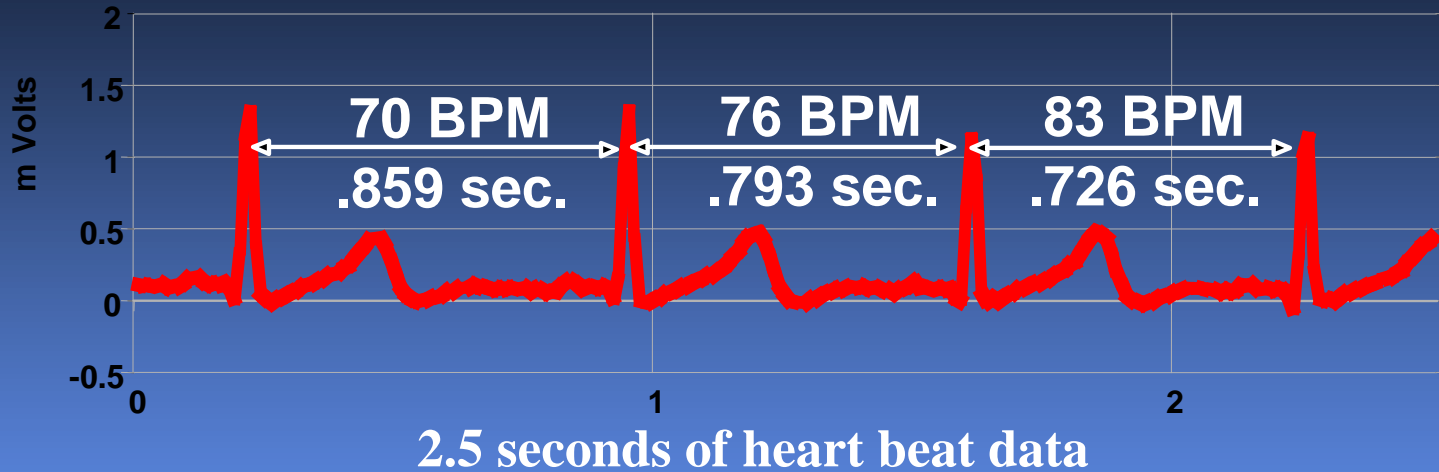


Location and Distribution of Intrinsic Cardiac Ganglia

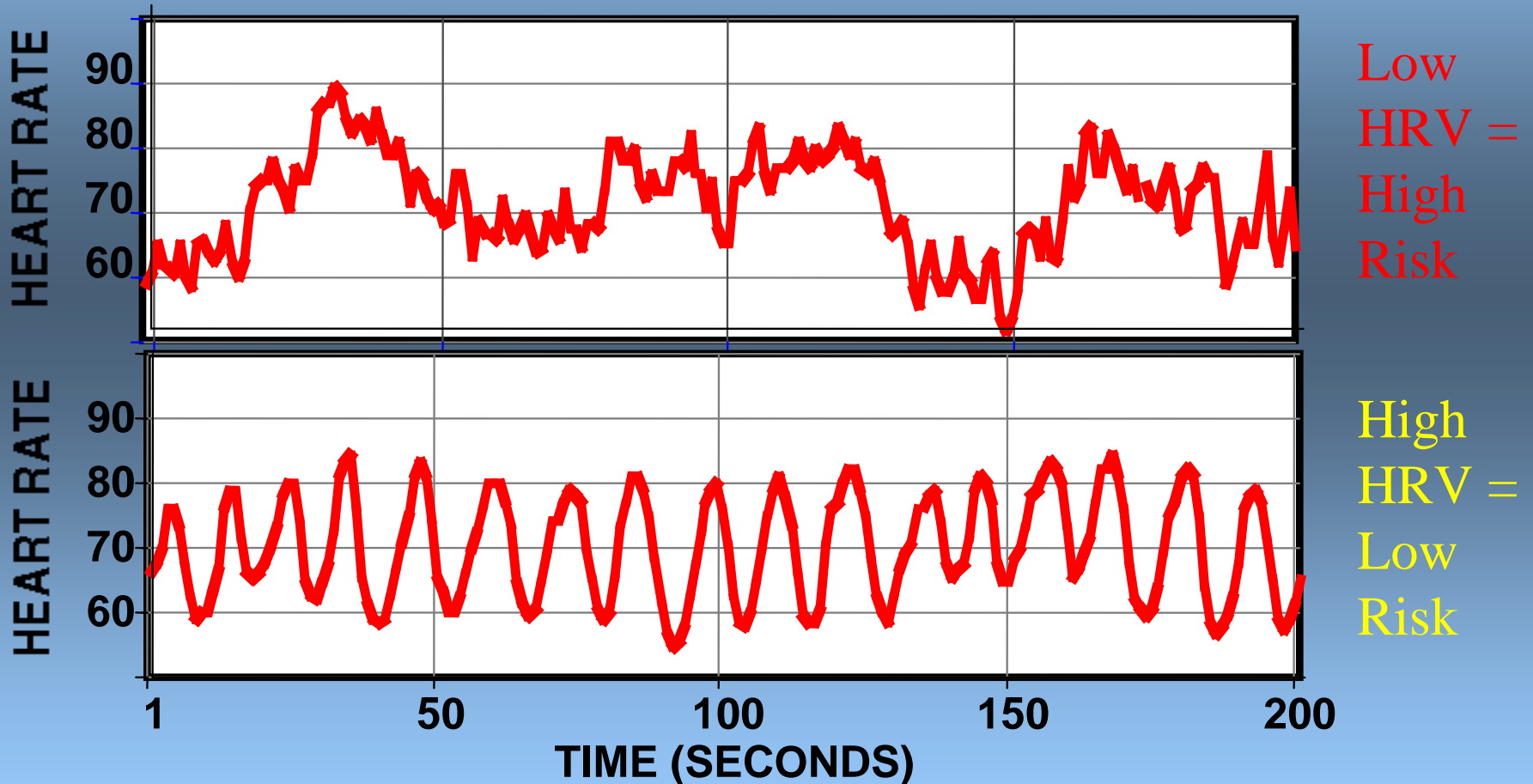
An additional feedback loop;

Heart Rate Variability

Heart Rate Variability (HRV)



Low and High HRV



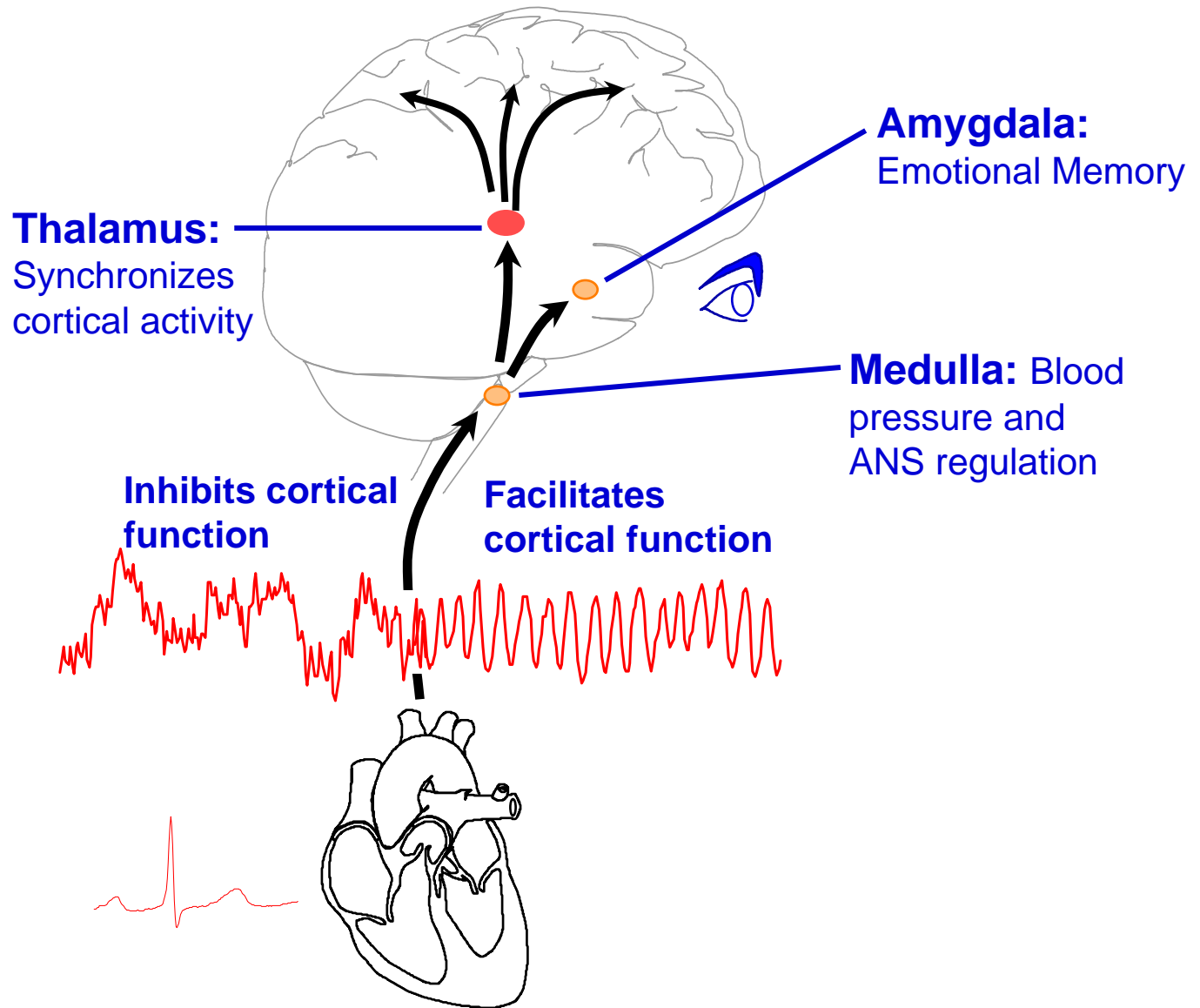
A photograph of surgeons in an operating room, wearing blue scrubs and masks, focused on a procedure. The image is dimly lit, with the surgeons' faces and hands illuminated by the operating lights.

HRV In Surgery

- Problem: Surgeons in Sweden have higher death rate from CAD than general practitioners
- Laparoscopic procedures are increasing and seem to be fatiguing to the surgeons
- HRV study of surgeons and assistants during open v. laparoscopic colo-rectal surgeries
- Sympathovagal balance was worse, by HRV, during laparoscopic procedures

– Bohm, B et al; Arch Surg, vol 36 March 2001

Ascending Heart Signals



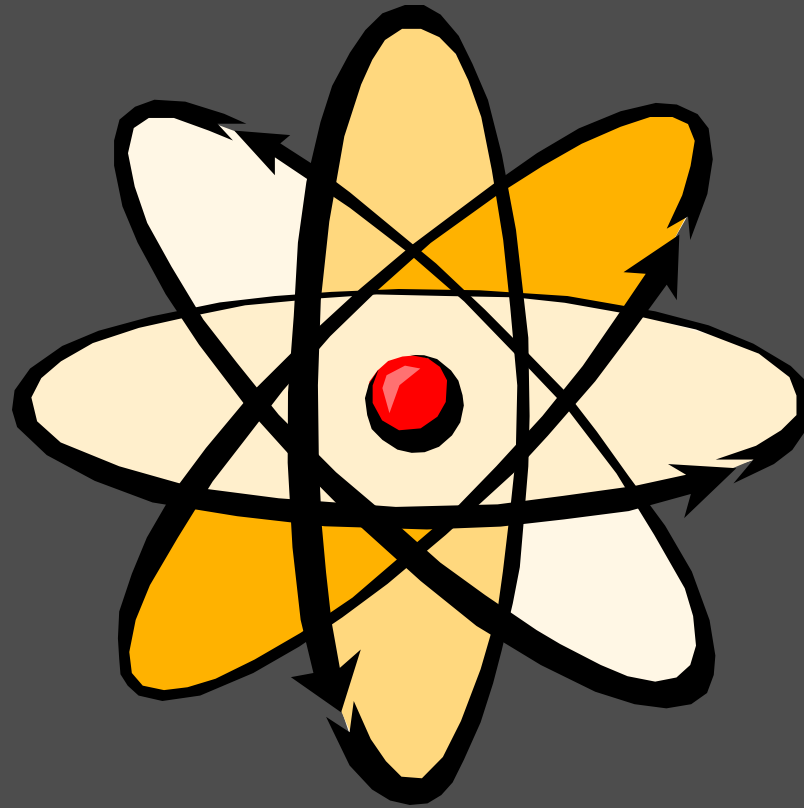
Heart Rate Variability Can Be Intentionally Modified

HRV, Mantras & Rosary Prayer

- Both practices:
 - Decreased sympathetic tone
 - Synchronized respiratory and c-v cycles
 - Both use positive emotions
 - Improved HRV

Luciano Bernardi *et al BMJ* 2001;323:1446-1449 (22-29 December)

This will help you to
facilitate learning!



It's only when we have the courage to face things as they are, without any self-deception or illusion, that a light will develop out of events, by which the path to success may be recognized.

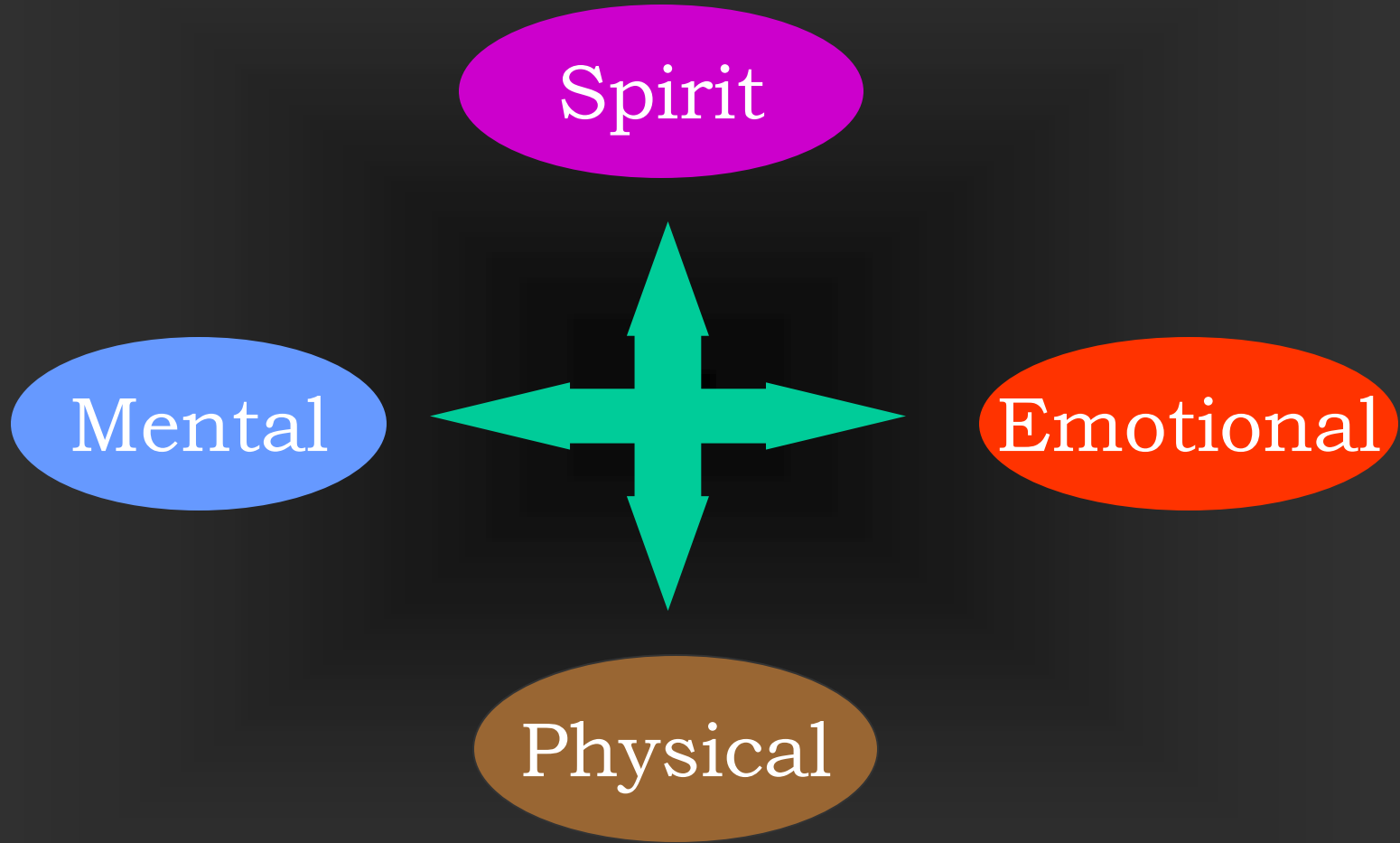
The I Ching

How can we use this to help our patients, our families and ourselves?

“It is no use walking anywhere to
preach unless our walking is
preaching...”

-St. Francis of Assisi

Create Balance



What makes a happy doc?

Work Demotivators

- Tend to be extrinsic factors not essential to the work itself included:
 - Administrative policies
 - Supervision
 - Salary
 - Interpersonal relations
 - Workplace conditions
- Herzberg F. “One more time: how do you motivate employees?” Harv Bus Rev. 2003;81:87-96.

Work motivators

- Intrinsic to the work itself.
- Included:
 - The nature of the work
 - Achievement
 - Recognition
 - Responsibility
 - Growth.

Herzberg likens efforts to enhance extrinsic factors to recharging an employee's batteries, while enhancing intrinsic factors is like installing a generator in an employee.

Herzberg F. "One more time: how do you motivate employees?" Harv Bus Rev. 2003;81:87-96.

Ten factors that enhance physician satisfaction

- Relationships with colleagues
- Relationships with patients
- Relationships with staff,
- Autonomy
- Income
- Resources
- Intrinsic satisfaction,
- Free time away from work
- Administrative support
- Community involvement.

Re-connect

- **With family**
- **With friends**
- **With patients**
- **With staff**
- **With religion**
- **With Spirituality**

Physicians who partner with their patients have better outcomes in:

- Patient anxiety
- Symptom improvement
- Patient function
- Blood pressure control
- Glucose control
- Pain control

– Stewart et al, Cancer Prevention Control 1999 Feb; 3(1) 25-30

Physicians who partner with their patients also have:

- Fewer malpractice suits
- 50% less patient turnover



– Kaplan et al, Ann Int Med
1996 Mar 1; 124 (5) 511-3

Patient's recollection

- 47 English speaking, post discharge patients
- 70% could not list their medications
- 63% did not know what the meds were for
- 58% did not know their diagnosis
 - Makaryus AN, Friedman EA. Patients' understanding of their treatment plans and diagnosis at discharge. *Mayo Clin Proc.* 2005;80:991-994.

Three levels of relationship

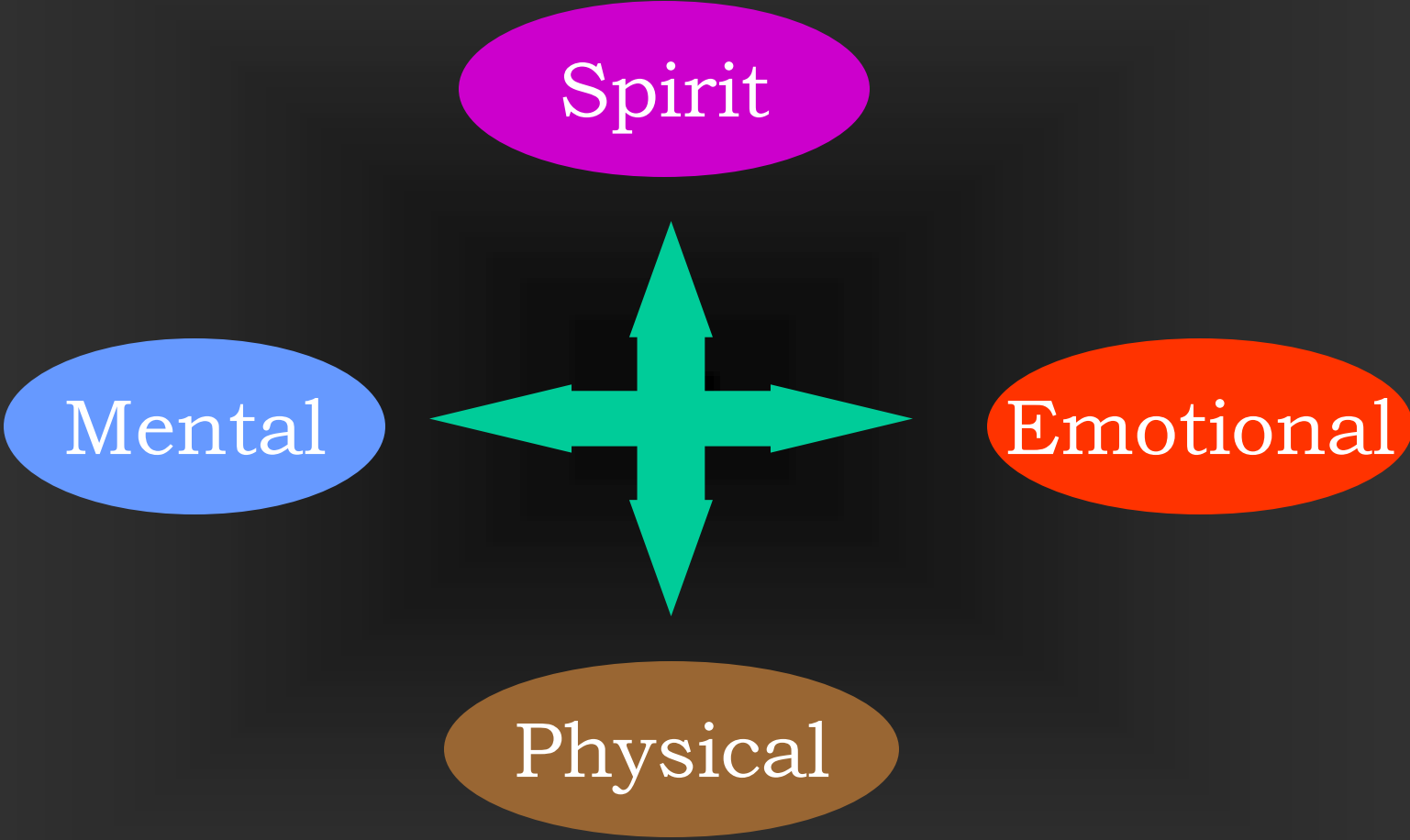
Ruth Freeman, *BDJ* May 22, 1999 v. 186(10)

- Real - Adult to adult equality
- The treatment alliance –Real plus clinical skills and patient concerns
 - These may distort the real relationship, i.e., an overly anxious patient will act differently with the dentist than they would otherwise
- Transference:
 - Develops with time
 - The imposition of past patient dental relationships onto a new relationship
 - Hyper-emotional reactions can occur
 - Often creates or re-creates a parent-child relationship

The Goal: Creation and maintenance of the real relationship

- When equality with the patient is maintained:
 - Improved time and behavioral management
 - Increased awareness of patients concerns and anxieties
 - Improved flexibility and provision of patient centered care

Create Balance



THE CORPORATE ATHLETE

- Physical capacity
 - Builds endurance and promotes mental and physical recovery
- Emotional capacity
 - Creates the internal climate that drives performance
- Mental capacity
 - Focuses mental and emotional energy on the task at hand
- Spiritual capacity
 - Provides powerful source of motivation, determination and endurance



"Imagine life as a game in which you are juggling five balls in the air. You name them - work, family, health, friends, and spirit - and you're keeping all of these in the air. You will soon understand that work is a rubber ball. If you drop it, it will bounce back. But the other four balls - family, health, friends, and spirit are made of glass. If you drop one of these, they will be irrevocably scuffed, marked, nicked, damaged, or even shattered. They will never be the same. You must understand that and strive for balance in your life."

-- Brian Dyson, CEO of Coca Cola Enterprises from 1959-1994

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