



# Fueling Your Fire: Identifying and Managing Preceptor Burnout

**Mary Douglass Smith, PharmD**  
**Presbyterian College School of Pharmacy**  
**Charlene R. Williams, PharmD, BCACP, CDE**  
**UNC Eshelman School of Pharmacy**

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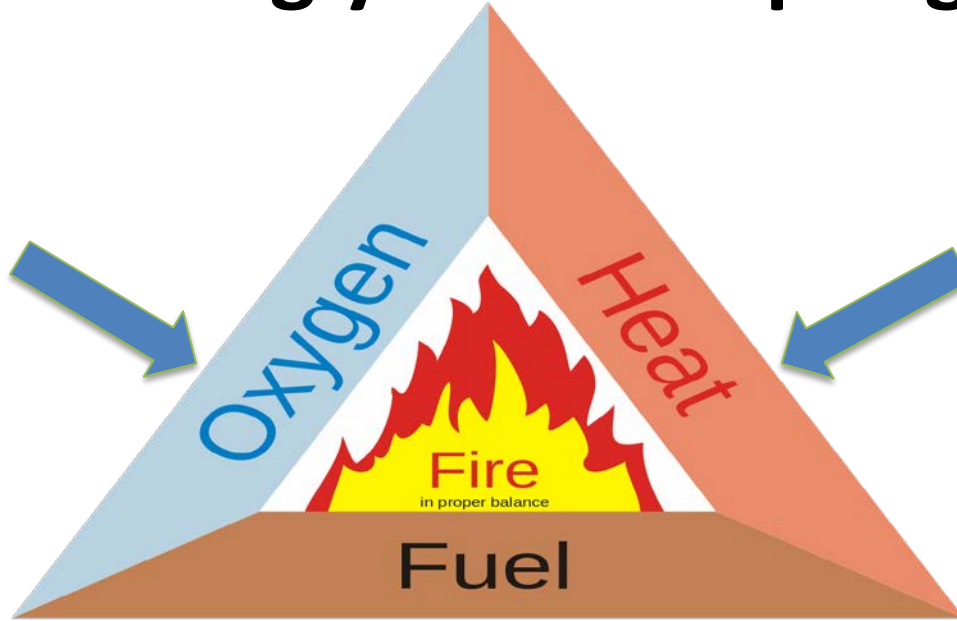


# Learning Objectives

- Given a case study, analyze the terms stress and burnout as well as the differences and potential sources for each.
- Explain the effects of burnout on teaching and mentoring students.
- Demonstrate the role of resilience in overcoming burnout.
- Create strategies that can be implemented to thwart and prevent burnout in precepting.

# Maintaining your Precepting Fire

Resilience strategies



Reasons for teaching

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Precepting tips/strategies

# Stress vs. Burnout Case - Li

“Can you believe how students are these days?”

“Why couldn’t the student just look this up in LexiComp?”



“Why don’t you just spend the afternoon on *Independent Project Time*?”

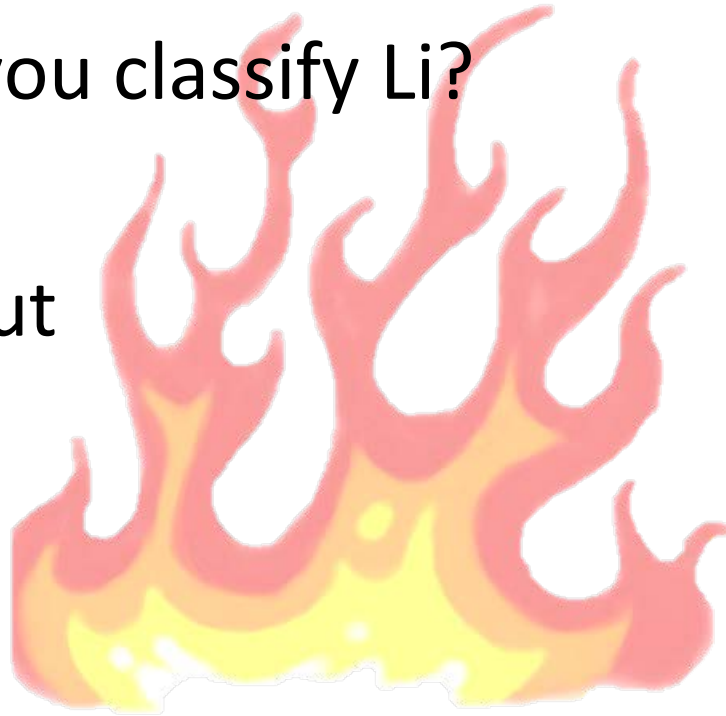
“I wonder if there are any open positions that don’t require precepting.”

# Polling Slide

How would you classify Li?

A. Stressed

B. Burned-out



# Stress vs. Burnout Case

## Emotional Exhaustion

- Apathetic
- No longer invested

“My student this month is probably going to fail. But I’ve done all I can at this point.”

## Depersonalization and cynicism

- Negative attitude towards work
- Removal of human aspect

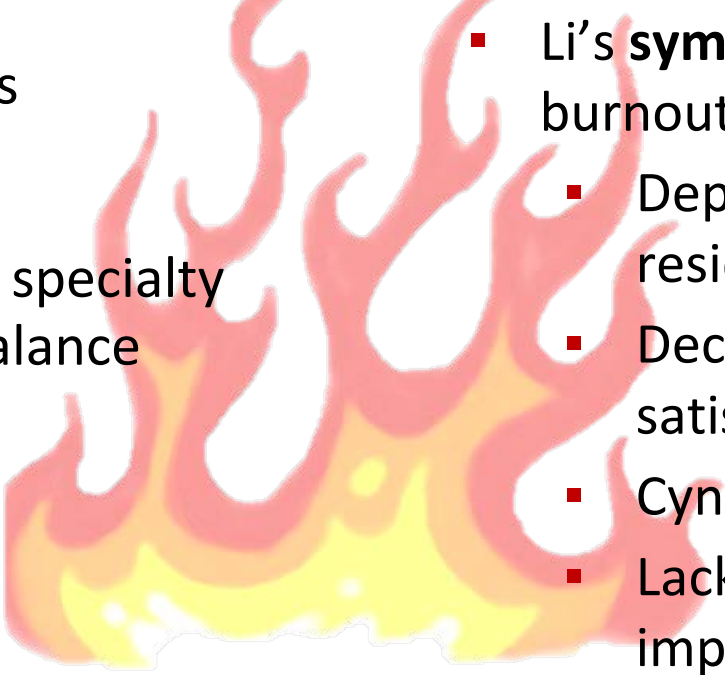
“These students that go to pharmacy school now just aren’t high quality anymore.”

## Decreased sense of personal accomplishment

- Poor clinical decision-making and medical errors

“That student probably wasn’t ready to go on rounds, but I sent her anyways to give me a break.”

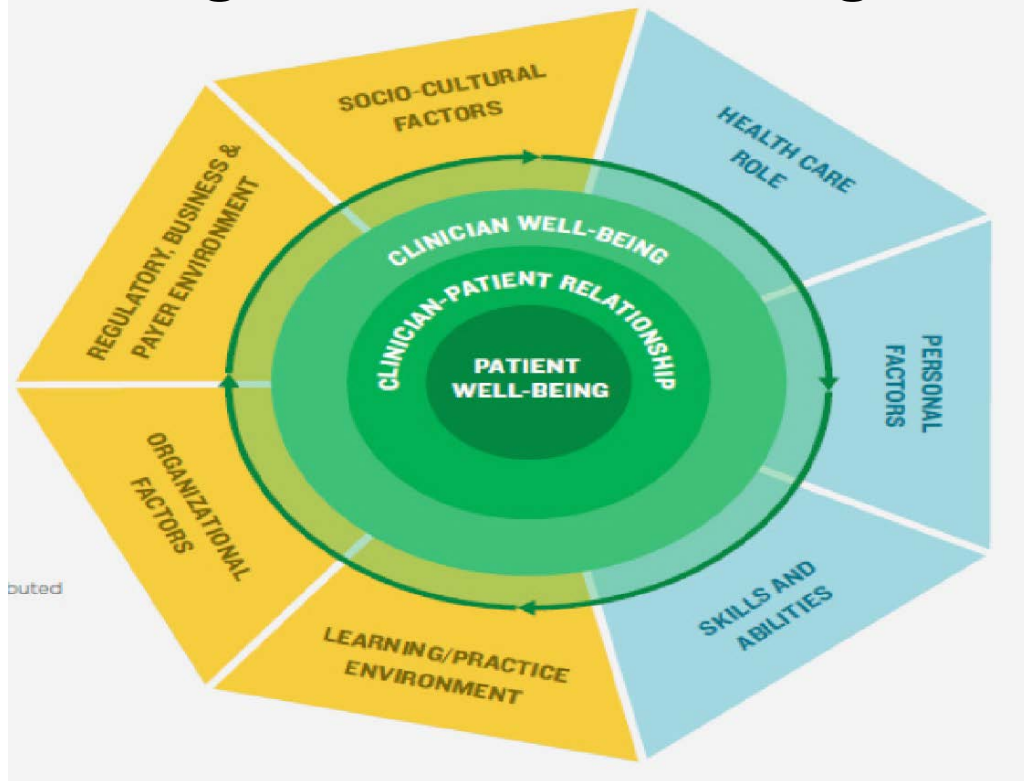
# Stress vs. Burnout Case

- Li's **factors** that contribute to his burnout:
    - Workload
    - Critical care specialty
    - Work-life balance
  - Li's **symptoms** of burnout:
    - Depersonalization of residents
    - Decreased preceptor satisfaction
    - Cynicism
    - Lack of desire to improve
- 





# National Academy of Medicine Factors Affecting Clinician Well-Being and Resilience



Brigham T, Barden C, Dopp AL, et al. A journey to construct an all-encompassing conceptual model of factors affecting clinician well-being and resilience. 2018; January: 1-8. National Academy of Medicine. NAM.edu/perspectives. <https://nam.edu/wp-content/uploads/2018/01/Journey-to-Construct-Conceptual-Model.pdf>





# Effects on teaching and mentoring

- $\uparrow$  teacher enthusiasm =  $\uparrow$  quality instructional behaviors,  $\uparrow$  student ratings
- Enthusiasm for teaching > enthusiasm for subject
  - Kunter, Tsai, Klusmann, Brunner, Krauss, & Baumert, 2008
- $\uparrow$  burnout =  $\downarrow$  communication with students
  - Irvin, Hume, Boyd, McBee, & Odom, 2013



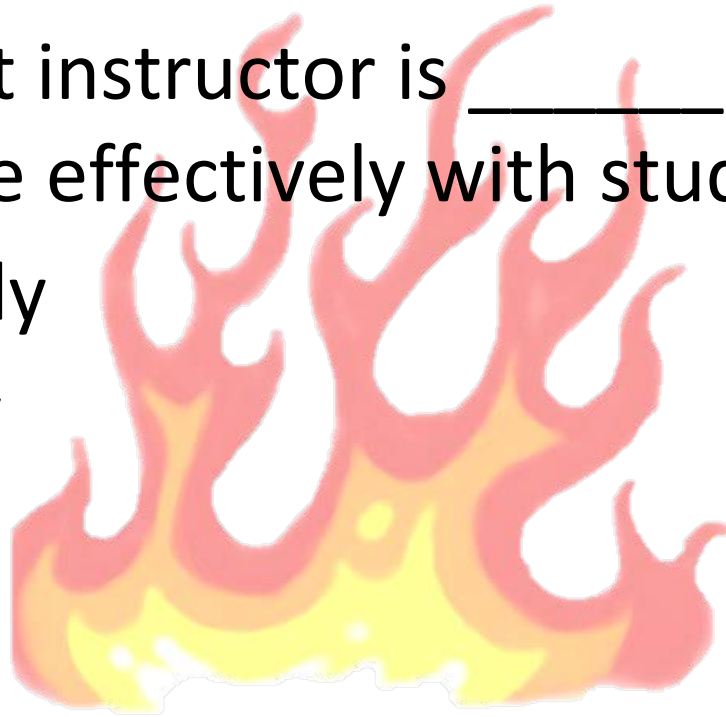
# Effects on teaching and mentoring

- ↑ teacher **emotional exhaustion** = ↓ student motivation
  - Teachers reluctant to clarify the relevance of tasks to students' goals
- ↑ teacher **depersonalization** = ↓ student motivation
  - Teachers actively ignore the qualities that make students unique and engaging
  - Shen, McCaughtry, Martin, Garn, Kulik, Fahlman, 2015
  - *“She can be sarcastic at times, to the point where she disregards any valid complaints a student may have.”*
- ↓ teacher **sense of personal accomplishment** = ↓ student outcomes
  - Wong, Ruble, Yu, McGrew, 2017

# Polling Slide

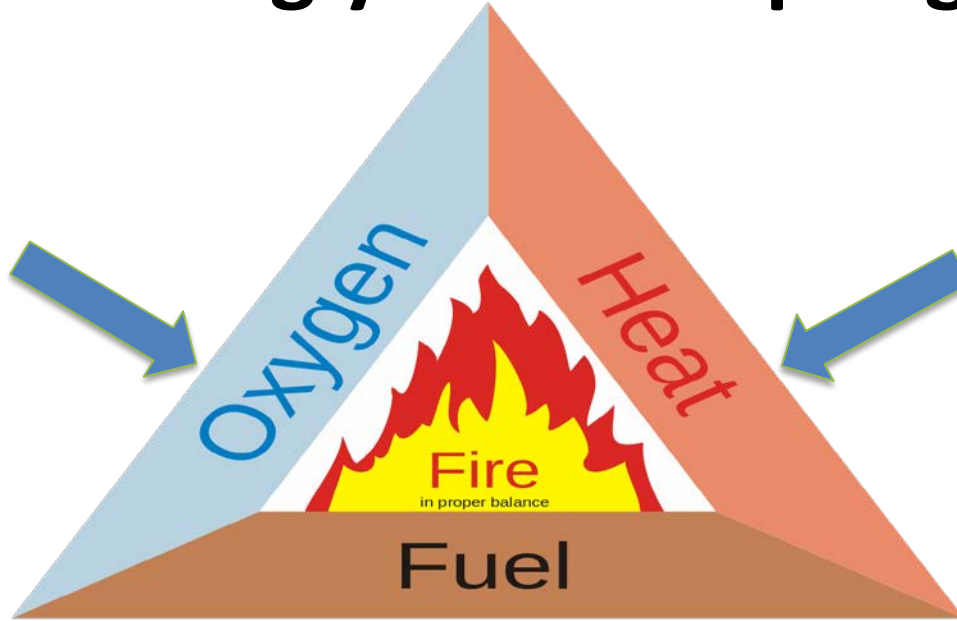
A burned-out instructor is \_\_\_\_\_ to communicate effectively with students

- A. More likely
- B. Less likely



# Maintaining your Precepting Fire

Resilience strategies



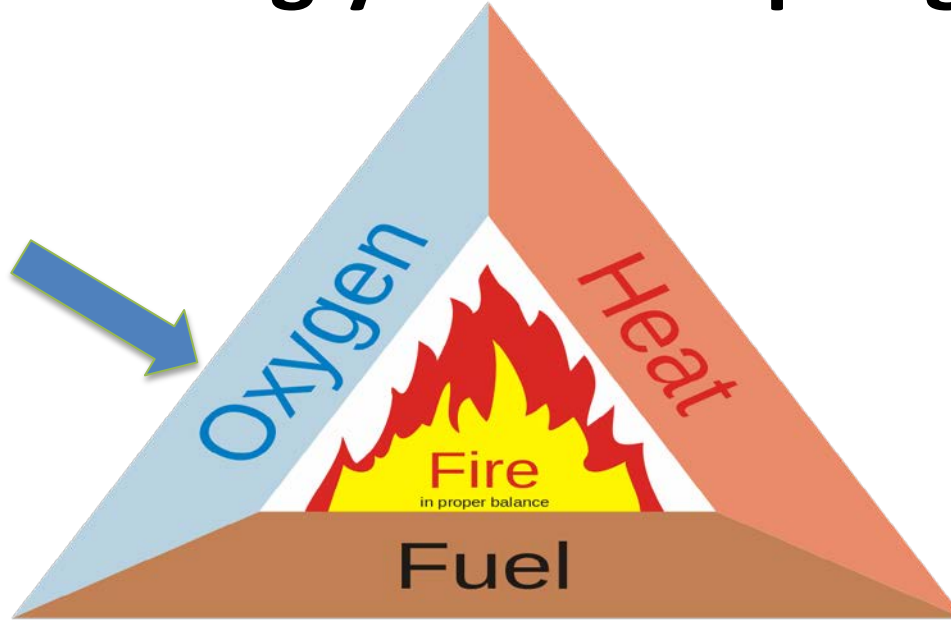
Reasons for teaching

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Precepting tips/strategies

# Maintaining your Precepting Fire

Resilience  
strategies



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# Resilience Case: Kendall

“I am a failure unless all my learners are successful.”


“I am snapping at my family.”



“I feel like my work-life balance is off.”

“I can't keep working at this nonstop pace indefinitely.”

# The Role of Grit and Resilience

- **Grit:** “stick-with-it-ness” despite adversity
  - **Resilience:** ability to “bounce back” and positively adapt to stress and negative experiences
- 

Stoffel JM, Cain J Review of grit and resilience literature within health professions education. *Jof Pharm Educ* 20 18; 82 (2) Article 6150.

Halliday L, Walker A, Vig S, et al. Grit and burnout in UK doctors: a cross-sectional study across specialties and stages of training. *Postgrad Med J* 20 17 Jul;93(110 1):389- 394.

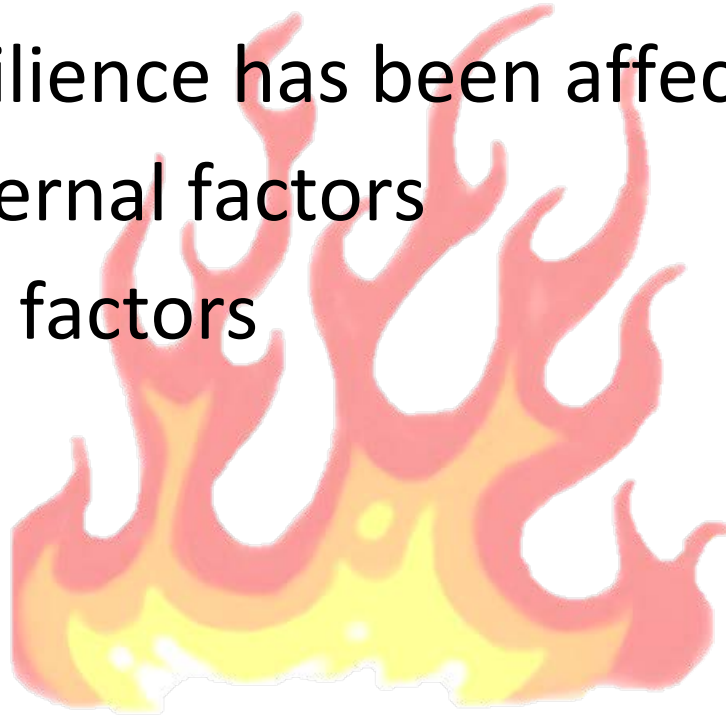
Matheson C, Robertson HD, Elliott AM, Iversen L, and Murchie P. Resilience of primary healthcare workers in challenging environments: results of a focus group study. *Br J Gen Pract* 20 16; DOI:10.3399/bjgp 16X685285



# Polling Slide

Kendall's resilience has been affected by:

- A. Work/external factors
- B. Individual factors
- C. Both

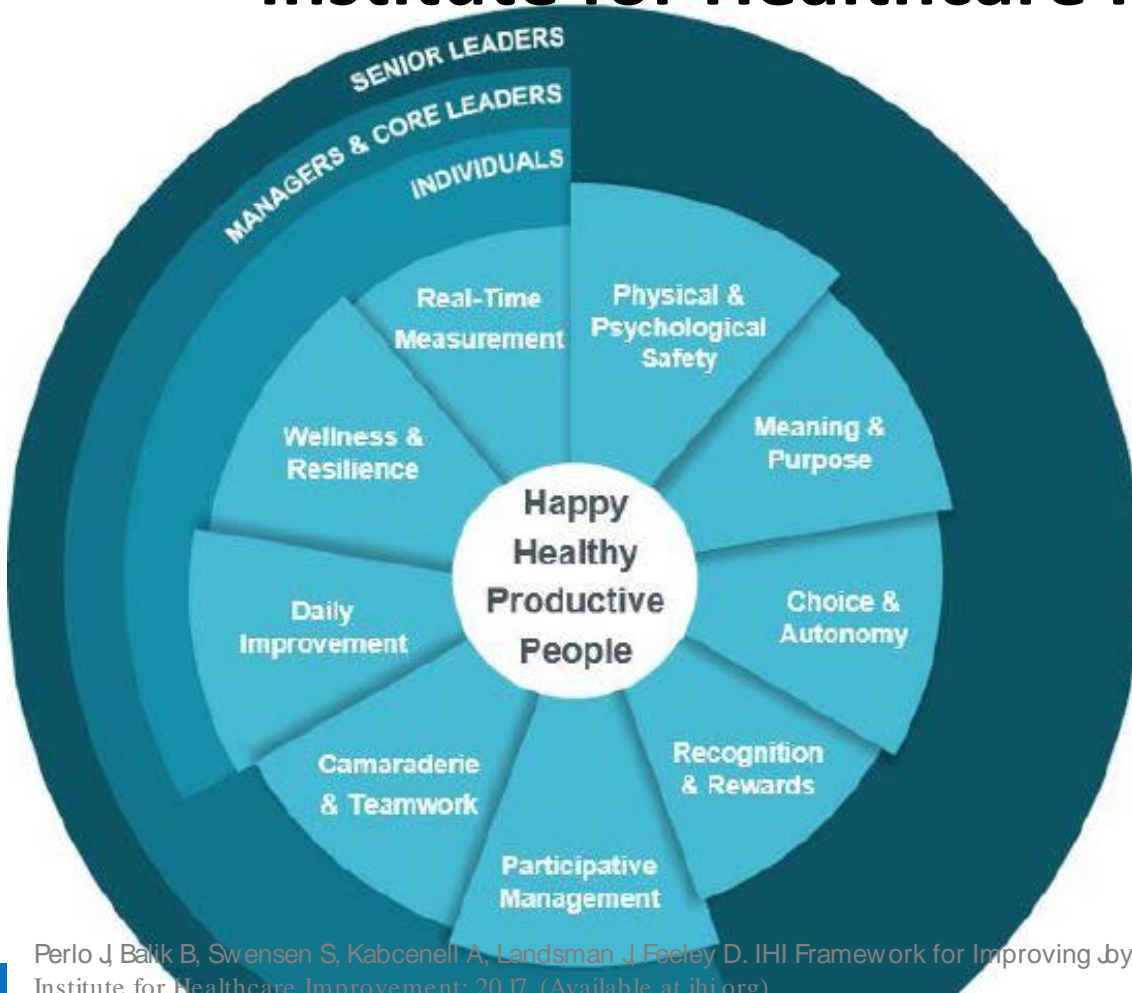


# Resilience Case: Kendall

Pair and Share:

- What are some actions Kendall's employer could take that could impact her resilience?
- What are some actions Kendall could take to further develop her resilience?

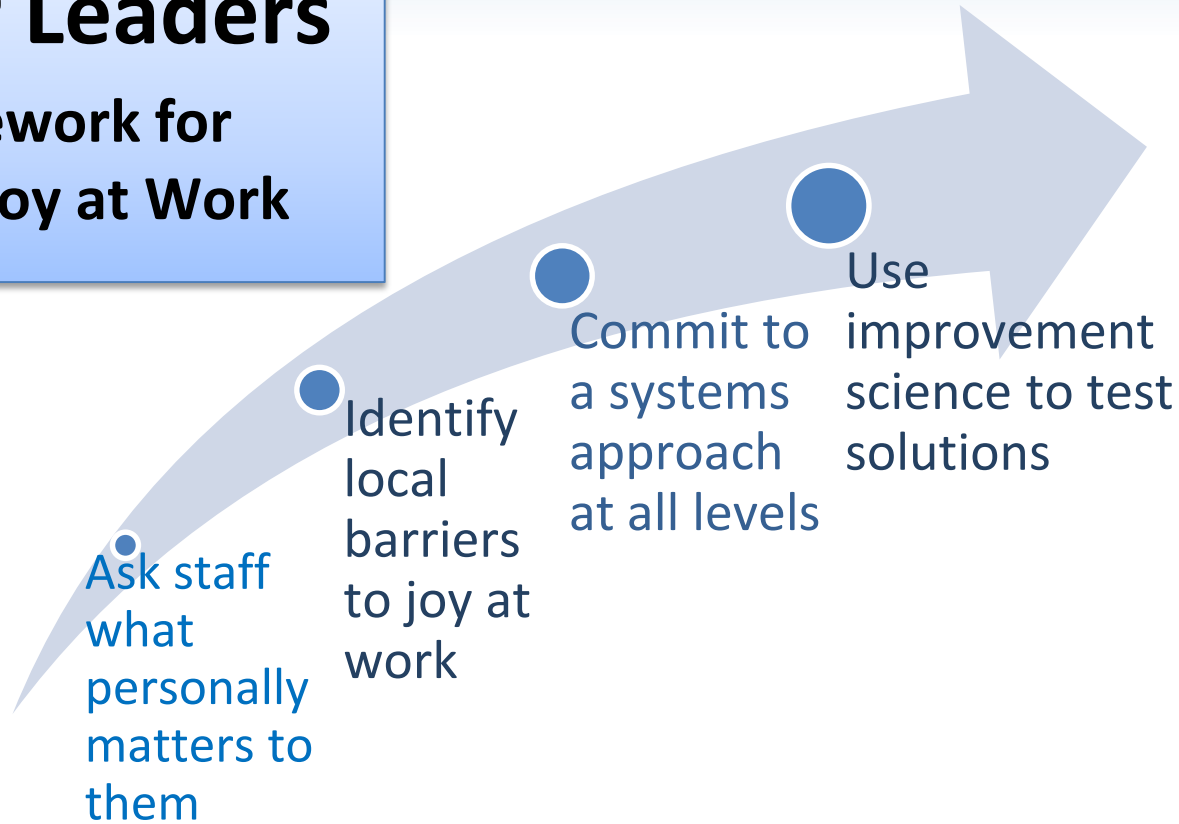
# Institute for Healthcare Improvement



**Framework for  
Improving Joy  
in Work**

# Steps for Leaders

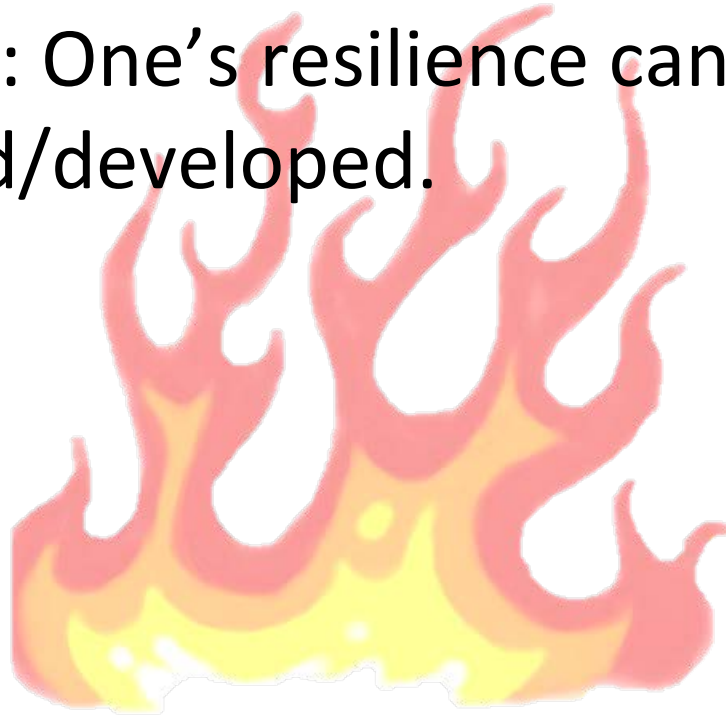
## IHI Framework for Improving Joy at Work



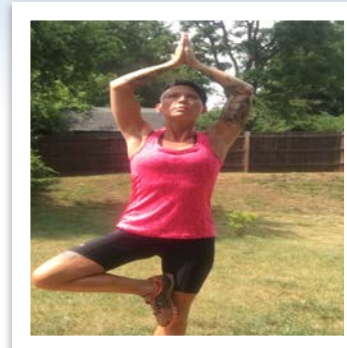
# Polling Slide

True or False: One's resilience can be strengthened/developed.

- A. True
- B. False



# Individual Strategies



Speaker personal photo

- Change work patterns
- Develop coping skills
- Obtain social support
- Utilize relaxation strategies
- Promote good health and fitness
- Develop a better self-understanding
- Assess your own contributors to burnout
- Compose a personal mission statement
- Journal gratitude
- Garner support from peers
- Learn new things
- Write about inspiring stories

Maslach C, Leiter MP. New insights into burnout and health care: Strategies for improving civility and alleviating burnout.

Med Teach 2017, 39:2,160-163.

Improving Physician Resilience. AMA Wire. <https://www.stepsforward.org/modules/improving-physician-resilience#downloadable>

# Understanding Self Example: Segmentors vs Integrators

Integrators blend work and life



Segmentors prefer clear boundaries



# Resilience Activity

- Write a few sentences to one of your learners describing how your work together positively changed the way you precepted or positively impacted you/others
- Share with a partner/your table



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# Evidence-Based Individual Strategies

- Mindfulness
- Mindfulness with cognitive reappraisal
- Cognitive behavior therapy (CBT)

Maslach C, Leiter MP. New insights into burnout and health care: Strategies for improving civility and alleviating burnout. *Med Teach* 2017, 39:2,160- 163.

de Vibe M, Solhaug I, Rosenvinge JH, Tyssen R, Hanley A, Garland E (2018) Six-year positive effects of a mindfulness-based intervention on mindfulness, coping and well-being in medical and psychology students; Results from a randomized controlled trial. *PLoS ONE* 13(4): e0196053. <https://doi.org/10.1371/journal.pone.0196053>

# Free Mindfulness/Meditation Apps

As suggested by Forbes:

- **Trixie** (Android and iOS)
- **Aura** (Android and iOS)
- **MindFi** (Android and iOS)
- **Mindbliss** (Android and iOS)
- **ZenFriend** (Android and iOS)
- **Oak** (iOS)
- **Sonus Island** (iOS)
- **Now: Meditation** (iOS)
- **Timeless Meditation** (iOS)



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# Mindfulness/Meditation Podcasts

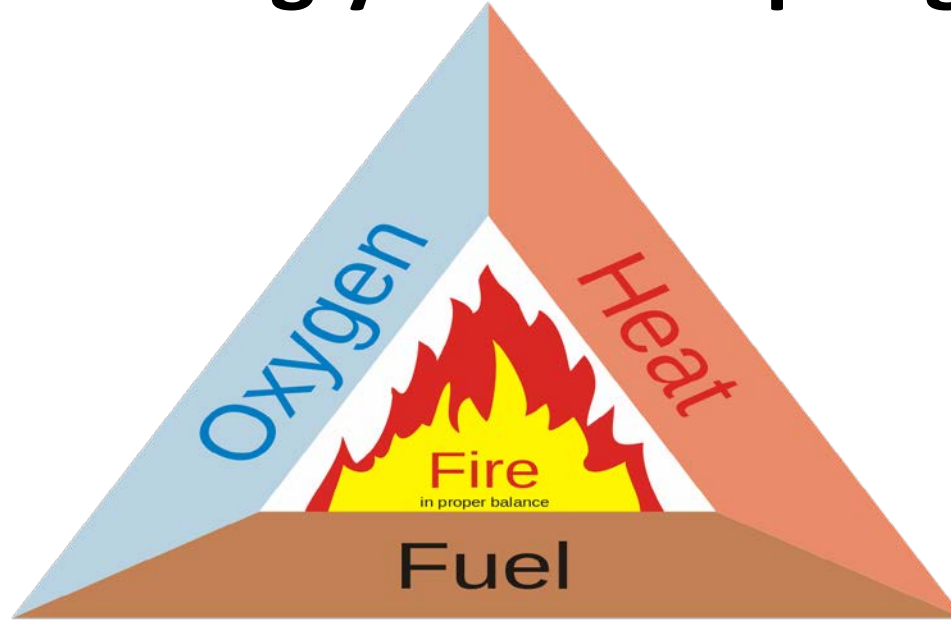


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As suggested by the Urban List:

- **Mindfulness Mode**  
by Bruce Langford
- **On Being**  
with Krista Tippett
- **Meditation Station**
- **Meditation Oasis**  
by Mary and Richard Maddux
- **10% Happier**  
with Dan Harris

# Maintaining your Precepting Fire



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## Precepting tips/strategies



# Precepting Tips: Activity



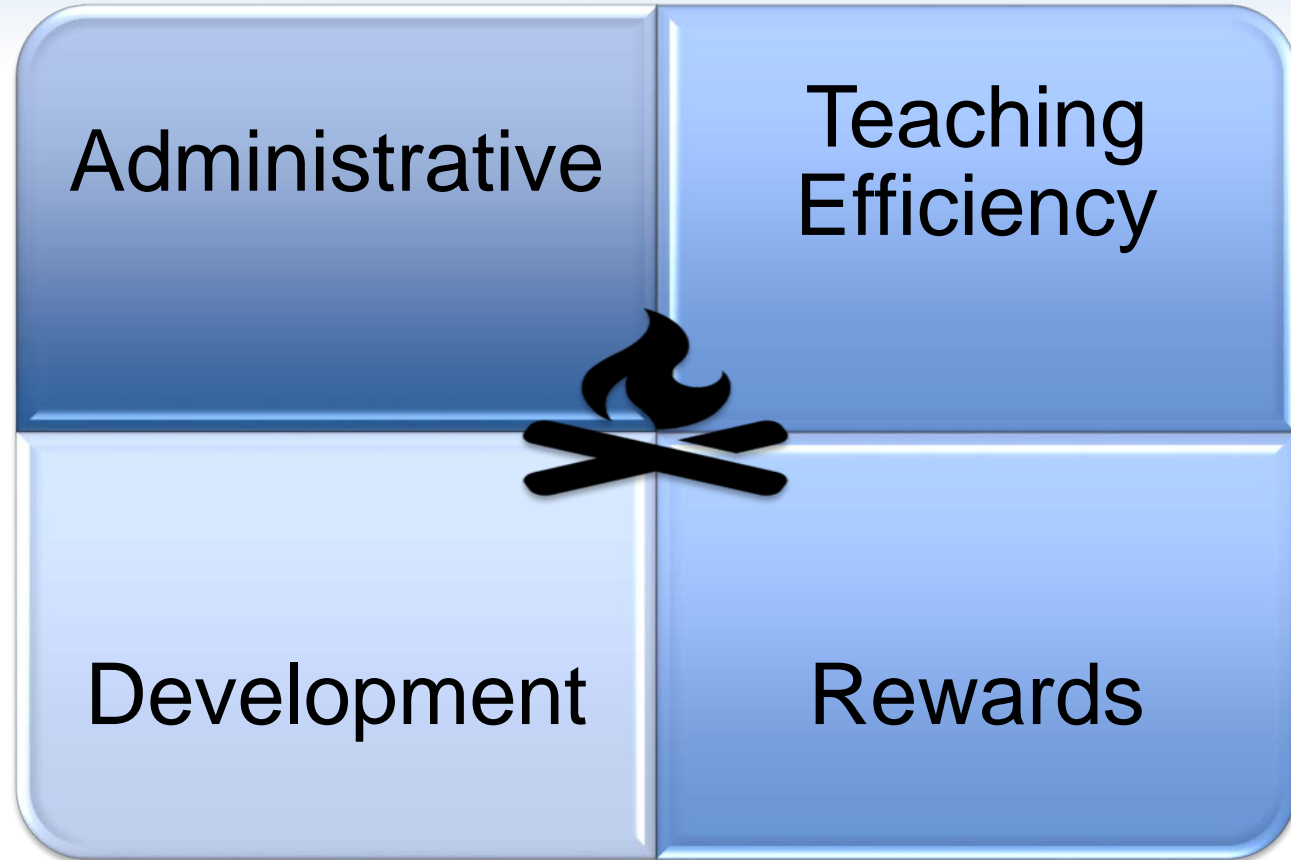
**Step 1:** Each table or group of 3-4 writes down 3 precepting ideas to reduce burnout (5 minutes)

**Step 2:** Switch your card with another group. Score the ideas on the back of the card (1 least effective, 3 most effective) (2 minutes)

**Step 3:** Switch your card with another group that has not had the card before. Score the ideas on the back of the card again (2 minutes)

**Step 4:** Switch your card with another group that has not had the card before. Score the ideas on the back of the card again. Add the 3 scores (2 minutes)

# Precepting Tips



Preceptors.  
Jones GM, Roe NA, Loudon L, Tubbs CR. Factors associated with burnout among US Hospital Clinical Pharmacy Practitioners: Results of a Nationwide Pilot Study. *Hospital Pharmacy* 2017, Vol. 52(11) 742–751.  
Dziedzic ME. Preventing preceptor burnout. *American Nursing Today* 2010; 5(6):  
<https://www.americannursetoday.com/preventing-preceptor-burnout/>

# Resilience Case: Kendall

Employer actions	Individual actions	Preceptor Actions
Seek employee feedback	Develop mission	Optimize layered learning
Identify barriers (autonomy, staffing, and teaching needs)	Align activities and boundaries with mission	Seek development on challenging situations
Address barriers from systems approach	Schedule wellness activities	Change format of topic discussions
Create culture of wellness and resilience	Integrate mindfulness and	Alter pre-rounding & rounding approach

# Additional Resources

- National Suicide Prevention Lifeline:
  - 1-800-273-8255
- 24/7 crisis support- Text “home” to 741741
- ASHP Well-Being and Resilience Resource Center
  - <https://www.ashp.org/pharmacy-practice/resource-centers/clinician-well-being-and-resilience>



# Homework

Leiter MP and Maslach C. Scientific American 2015.

<https://www.scientificamerican.com/article/quiz-are-you-on-the-path-to-burnout/>

- Constructs
  - Workload
  - Control
  - Reward
  - Community
  - Fairness
  - Values



# Key Takeaways

- Determine if you are stressed or burnt out
  - Review evaluations, monitor behavior
  
- Resilience is an organizational AND individual responsibility
  - Choose one new resilience strategy to implement in the next 30 days
  - Leave your email/card for accountability check if desired
  
- Utilize preceptor strategies to prevent burnout
  - Choose one precepting strategy to implement in the next 30 days
  - Leave your email/card for full list of audience ideas

# Thank you!

## Questions?



Speaker personal photo

[mdsmith@presby.edu](mailto:mdsmith@presby.edu)  
[charlene\\_williams@unc.edu](mailto:charlene_williams@unc.edu)