

# Reaching Your Zzzzenith

Southeast Michigan Continuing Medical Education (SEMCME)  
Workshop for Residency Program Directors  
March 7, 2018

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# Objectives

- Illustrate current constructs of stress in today's workplace
- Identify common principles associated with elite performance
- Incorporate performance principles into life as a residency program director (and beyond)
- Develop a personalized purpose



# Disclosures

- Financial



# Disclosures

- Professional
  - I am NOT a psychiatrist, psychologist, self-help guru, esteemed author, elite athlete, yogi, etc....
  - Just a husband, father, son, brother, physician, and educator trying to make a difference in the lives of other human beings



# Here's Where We Start...

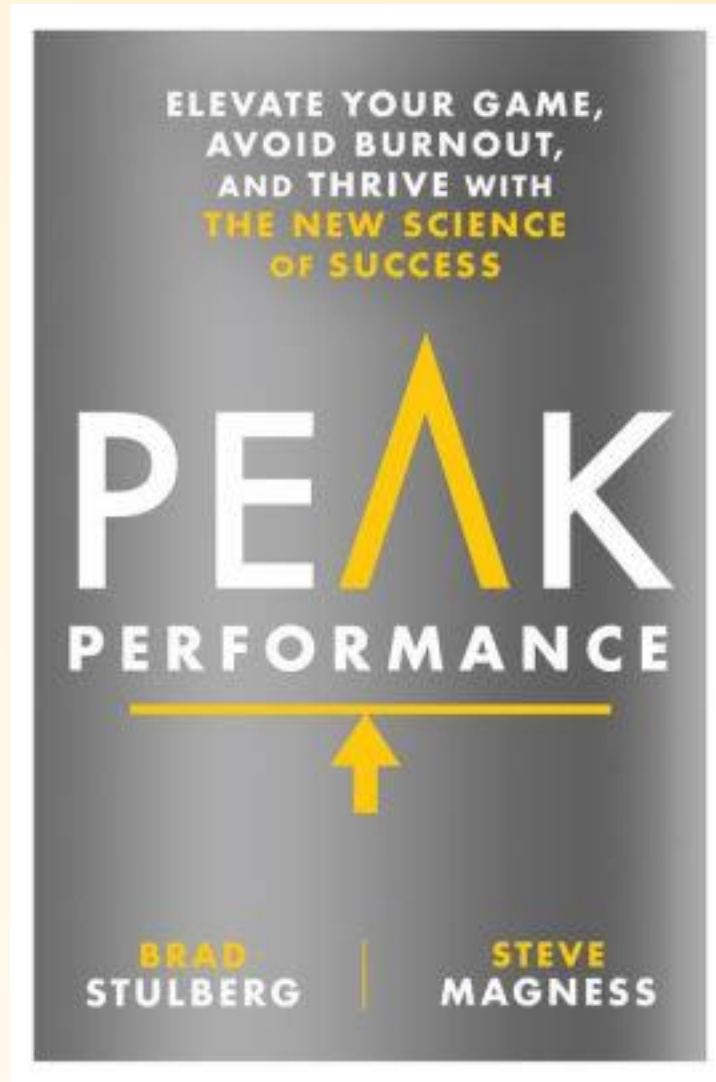


“I need to check my TSH” ....

# Special Acknowledgements



Dr. Robert Bloom M.D.



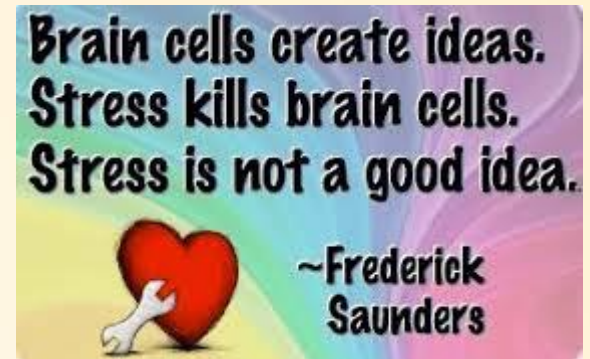
# What's the problem?

- Bar for human performance is at an all-time high
- Unhealthy adaptations to compensate
  - 25% people report working between 10p-6am
  - Only 1/3 of US workforce actually takes lunch
  - Average person checks phone 50 x's/day
  - Weekend workdays are common... “To catch up.”



# Stress and Burnout

- The vilification of stress in popular culture





# True or False?

- Elite performers are adept at avoiding stress in route to peak performance.

**FALSE**



# The Growth Equation

***STRESS + REST = GROWTH***



# Applying the Growth Equation

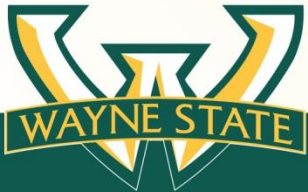
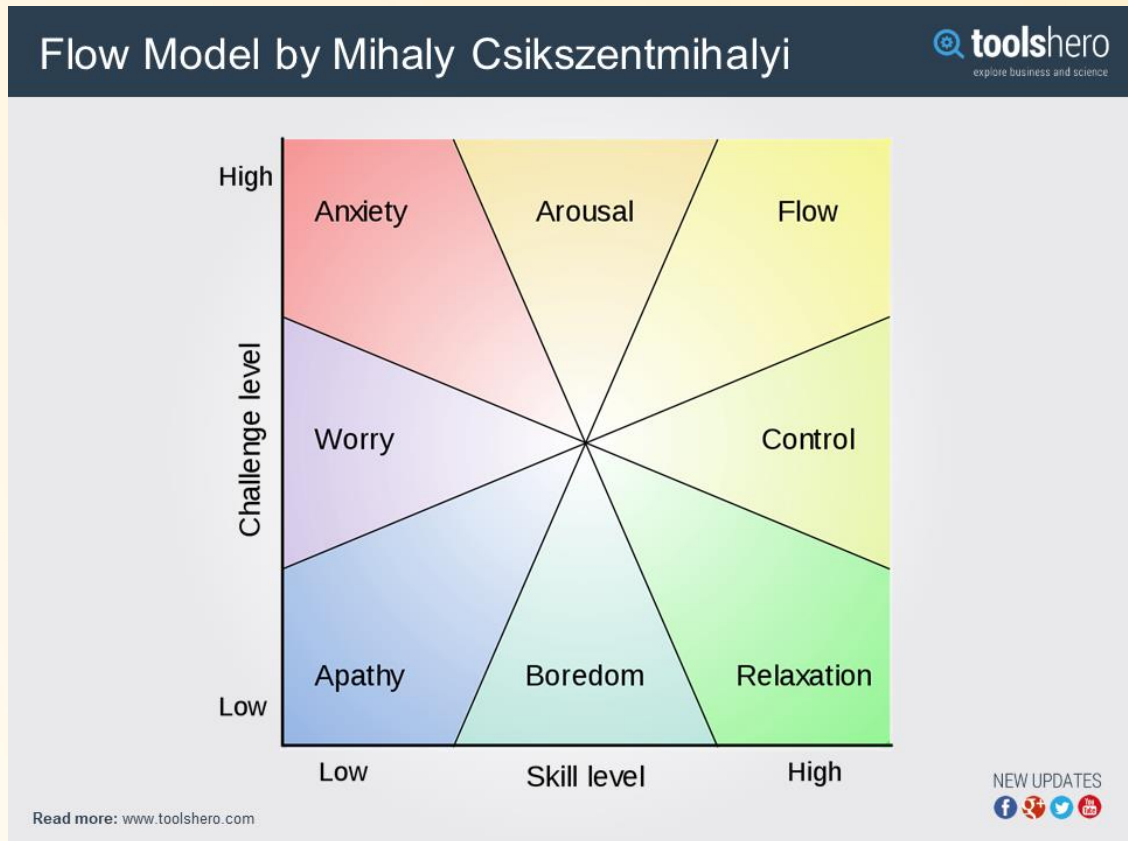
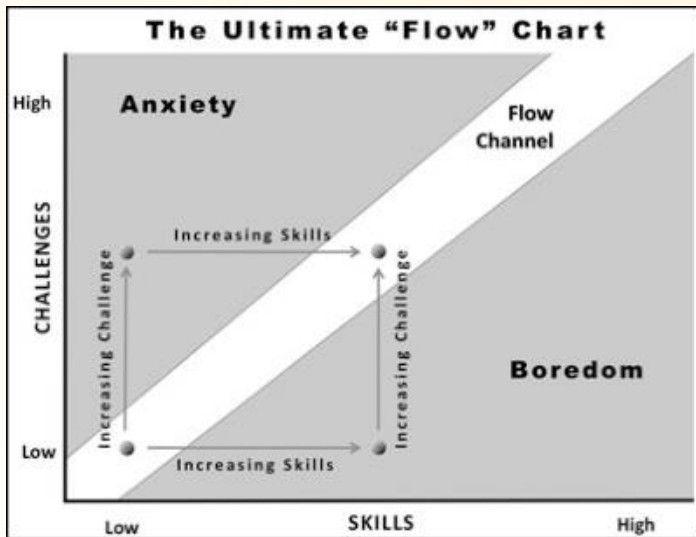
- Periodization

Muscle	Mind
Isolate and stress	Immersion
Rest/recover/adapt	Incubation
Isolate and > stress	Insight



# Stress Yourself

- Seek “just manageable challenges”



# The Growth Equation

- Daily
  - Divide work in 50-90 minute blocks
  - 2 hours is upper limit of work time
  - Take frequent brief walks / meditation breaks
- Annually
  - Understand annual residency cycle and schedule extended off periods during “down-times”



# True or False?

- Elite performers regularly demonstrate mastery and implementation of multitasking.

**FALSE**



# Cultivate Deep Focus

Journal of Experimental Psychology:  
Human Perception and Performance  
2001, Vol. 27, No. 4, 763-797

Copyright 2001 by the American Psychological Association, Inc.  
0096-1523/01/\$5.00 DOI: 10.1037/0096-1523.27.4.763

## Executive Control of Cognitive Processes in Task Switching

Joshua S. Rubinstein  
Federal Aviation Administration

David E. Meyer and Jeffrey E. Evans  
University of Michigan

In 4 experiments, participants alternated between different tasks or performed the same task repeatedly. The tasks for 2 of the experiments required responding to geometric objects in terms of alternative classification rules, and the tasks for the other 2 experiments required solving arithmetic problems in terms of alternative numerical operations. Performance was measured as a function of whether the tasks were familiar or unfamiliar, the rules were simple or complex, and visual cues were present or absent about which tasks should be performed. Task alternation yielded switching-time costs that increased with rule complexity but decreased with task cuing. These factor effects were additive, supporting a model of executive control that has goal-shifting and rule-activation stages for task switching. It appears that rule activation takes more time for switching from familiar to unfamiliar tasks than for switching in the opposite direction.

- “For 99% of us effective multitasking is nothing more than effective delusional thinking”



# Cultivate Deep Focus

- Define concrete objectives for work periods
- Remove distractors (smartphones)
- Concentrate deeply even if not enjoyable
- Single reservoir of brainpower for all acts of cognition
- DO NOT multitask
- Practice does not make perfect...Perfect practice makes perfect





# Growth (Challenge) Mindset

- Welcome stress as a normal physiological response which heightens focus
- Skills come from struggle



# Growth (Challenge) Mindset

- There are numerous aspects of residency which are perceived as “negative” by trainees
- Often times these are outside of your purview as PD/PC
- Apathy kills all motivation



# Rest Your Way To Success

- Learn to meditate (on/off switch)
- Taking smart breaks allows your subconscious to go to work:
  - Go on a short walk
  - Sit in nature
  - Meditate
  - Recover socially
  - Listen to music
  - Take a shower
  - Wash the dishes



# Rest Your Way To Success

- Prioritize sleep (aim for 7-9 hours)
- MUST reframe sleep as a productive endeavor
- Sleep hygiene is critical 1<sup>st</sup> step
- Take extended time off
  - MUST *completely unplug*



# Optimize Your Routine

- Develop warm-up regiments for important activities
- Create a place of your own
- Link key behaviors to specific cues/activities



# Optimize Your Routine

- Linking behaviors with certain cues and subsequent actions is a powerful medical education tool

## Changing Resident Physician Studying Behaviors: A Randomized, Comparative Effectiveness Trial of Goal Setting Versus Use of WOOP

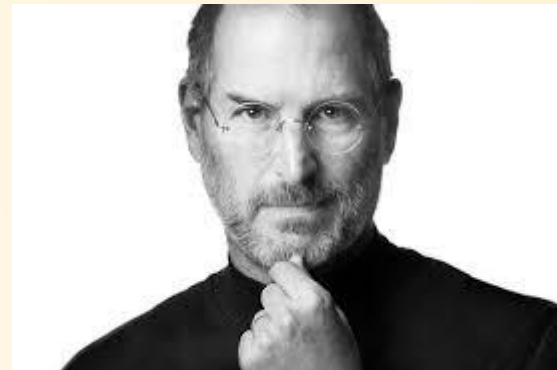
Daniel Saddawi-Konefka, MD, MBA  
Keith Baker, MD, PhD  
Anthony Guarino, PhD  
Sara M. Burns, MS

Gabriele Oettingen, PhD  
Peter M. Gollwitzer, PhD  
Jonathan E. Charnin, MD



# Minimize in Order to Maximize

- Reflect on your daily decisions and automate and/or delegate as many as possible



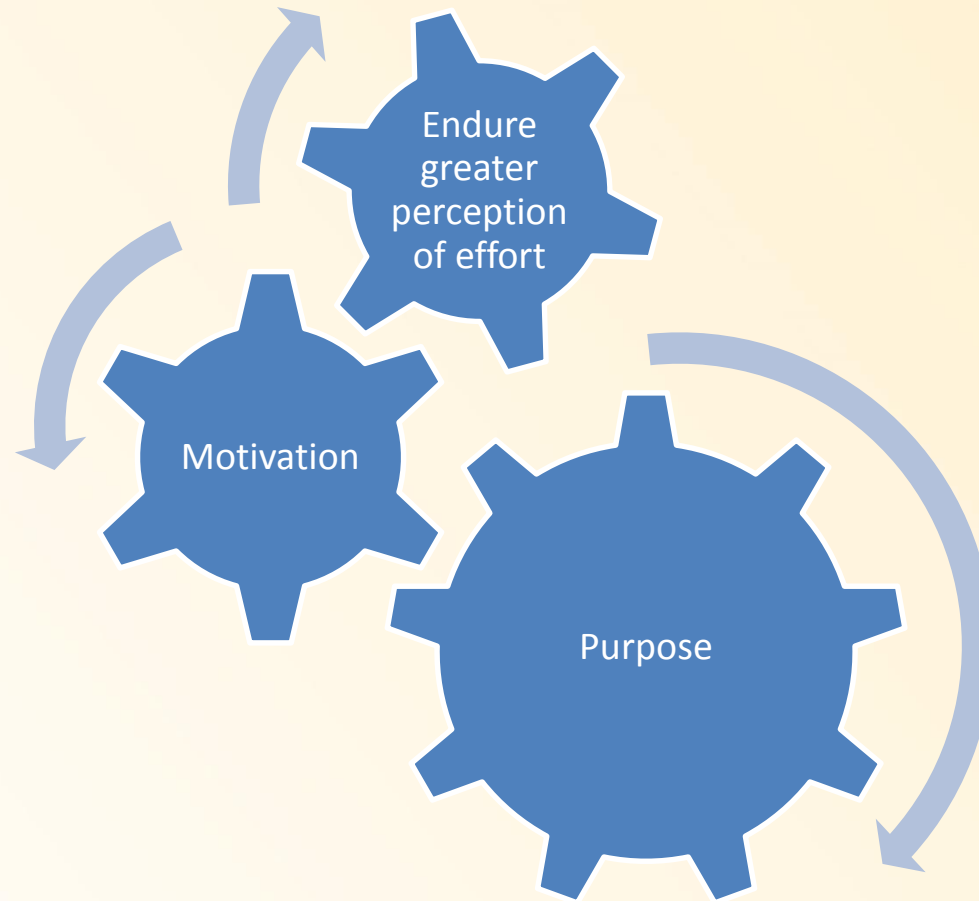
# Design Your Day

- Match activities with energy level
- Determine your chronotype
  - Morning lark
  - Night owl
- Align your most important work with your peak period of alertness
- Understanding your chronotype facilitates subconscious work





# The Power of Purpose



# The Power of Purpose

- Transcend your “self”
  - Focusing on a greater purpose overrides ego which imparts “protective” limits on our capabilities
- Giveback to avoid burnout
  - Closely related activities are optimum



# The Power of Purpose

- Service to Education
  - Connect both the “service” and the “education” components of their training to the *same higher purpose*



# Finding Your Purpose

- Step 1
  - Select core values
- Step 2
  - Personalize core values
- Step 3
  - Rank core values
- Step 4
  - Write your purpose statement
- Step 5
  - Harness the power of your personal statement



# Key Concepts

- The growth equation
  - $\text{STRESS} + \text{REST} = \text{GROWTH}$
- Alternate stress and rest at a micro and macro level
- Regular routines improve efficiency at both the conscious and unconscious level
- Transcend yourself and link work with a greater purpose important to you



THANK YOU

