

# Welcome

## Virtual Conference Reminders

- ✓ Attendee voice lines are muted and video is disabled
  - ✓ Use the chat feature in the control panel function to ask a question
  - ✓ For attendance and continuing education credit you must complete the following at the start of the session:
    - Text the SMS Code **VES821** to 720-790-4423
    - OR**
    - Go to: <https://ce.childrenscolorado.org/code> & type in the code **VES821**
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VIRTUAL EDUCATION SERIES

AUGUST 21, 2025

# Adaptive Resilience Theory- A new approach to burnout and well-being

Jenny Reese MD

Professor, Section Head, Pediatric Hospital Medicine

Assistant Dean of Faculty Well-being

Vice Chair for Faculty Well-being, Department of Pediatrics

University of Colorado School of Medicine

Medical Director of Well-being, Children's Hospital Colorado



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Department of Pediatrics

SCHOOL OF MEDICINE

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# Acknowledgements



Heather De Keyser  
Associate Professor, Pediatrics  
Pulmonary Medicine



Laura Sherlock MD  
Associate Professor,  
Pediatrics Neonatology  
Palliative Medicine Fellow

# Objectives

Define resilience as it relates to our current health care environment

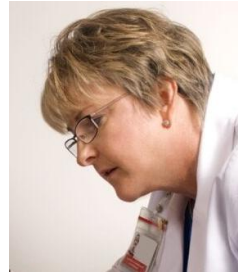
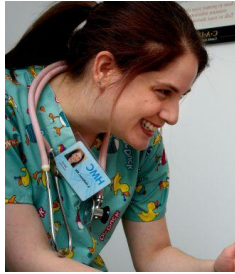
Describe how the Adaptive Resilience Theory applies to experience working in health care

List 3 practices to support shortening “collapse” phase and strengthen resilience

Describe the leadership practices to promote well-being

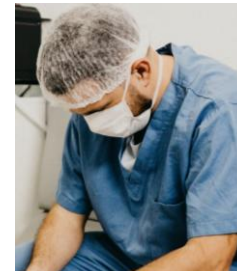
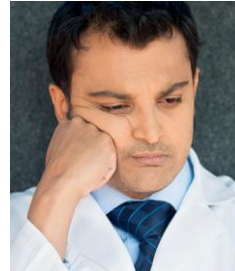
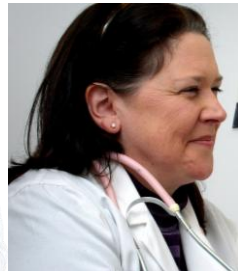
# Crisis of burnout in health care

Common: 30-60% of surveyed health care providers



Patient dissatisfaction

Medical Errors



Worse work environment

HCW attrition

**Depression**

**Substance Abuse**

**Suicide**

**Insomnia**

**PTSD**

# Model of Well-being



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# Resilience – and Outstanding Performance – is a *Team Sport*

“Culture of Wellness”

We're Thriving



We're Burned Out

*26% of your individual burnout score is predicted by the  
burnout of the people around you.*





# Resilience

“***Advancing*** despite adversity”

Moving forward/advancing, as opposed to returning to status quo

“Ability to ***change*** as situations around us change”

“***Harnessing resources*** to move through difficult times”



# A different framework

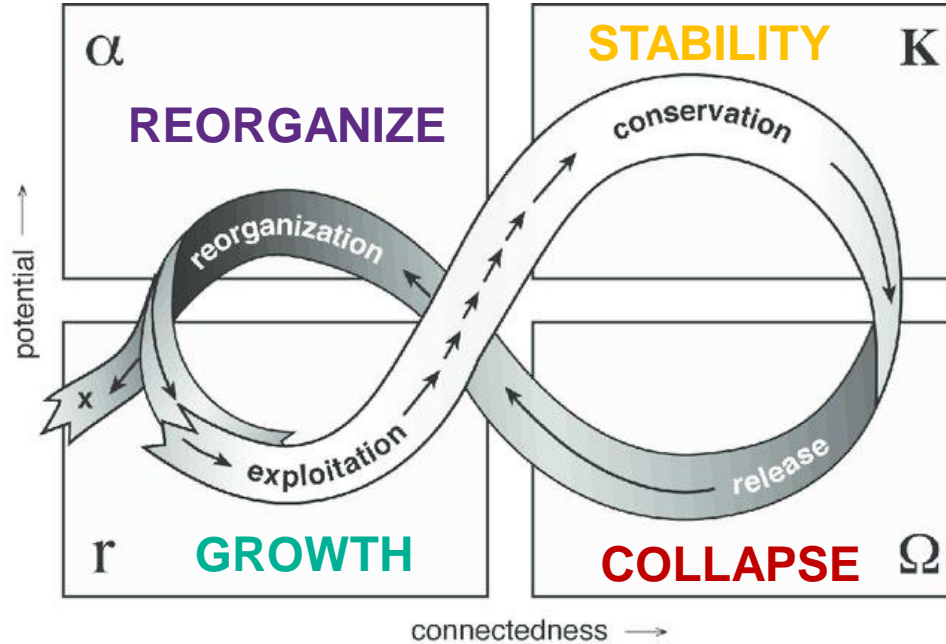


**Burnout** *or* **Resilient**

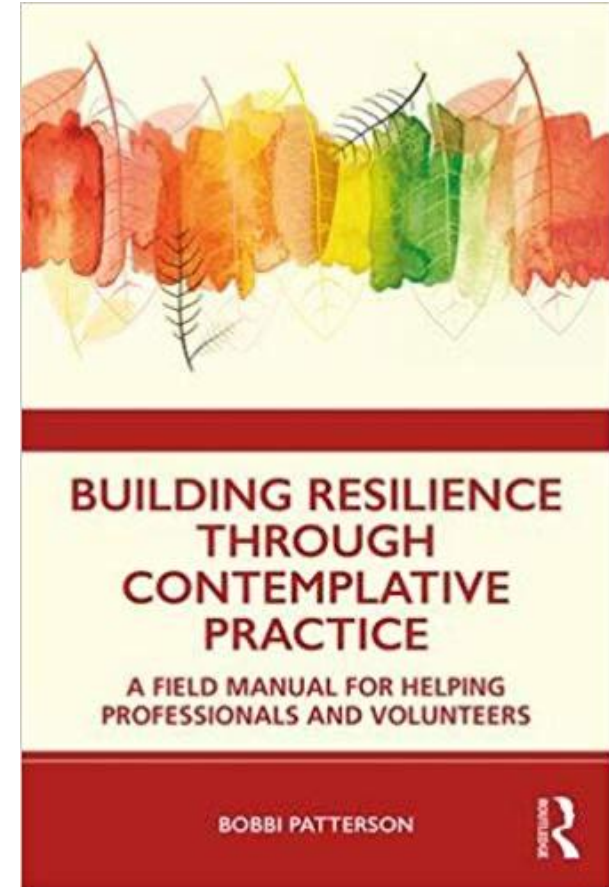


**Resilience/burnout integration**

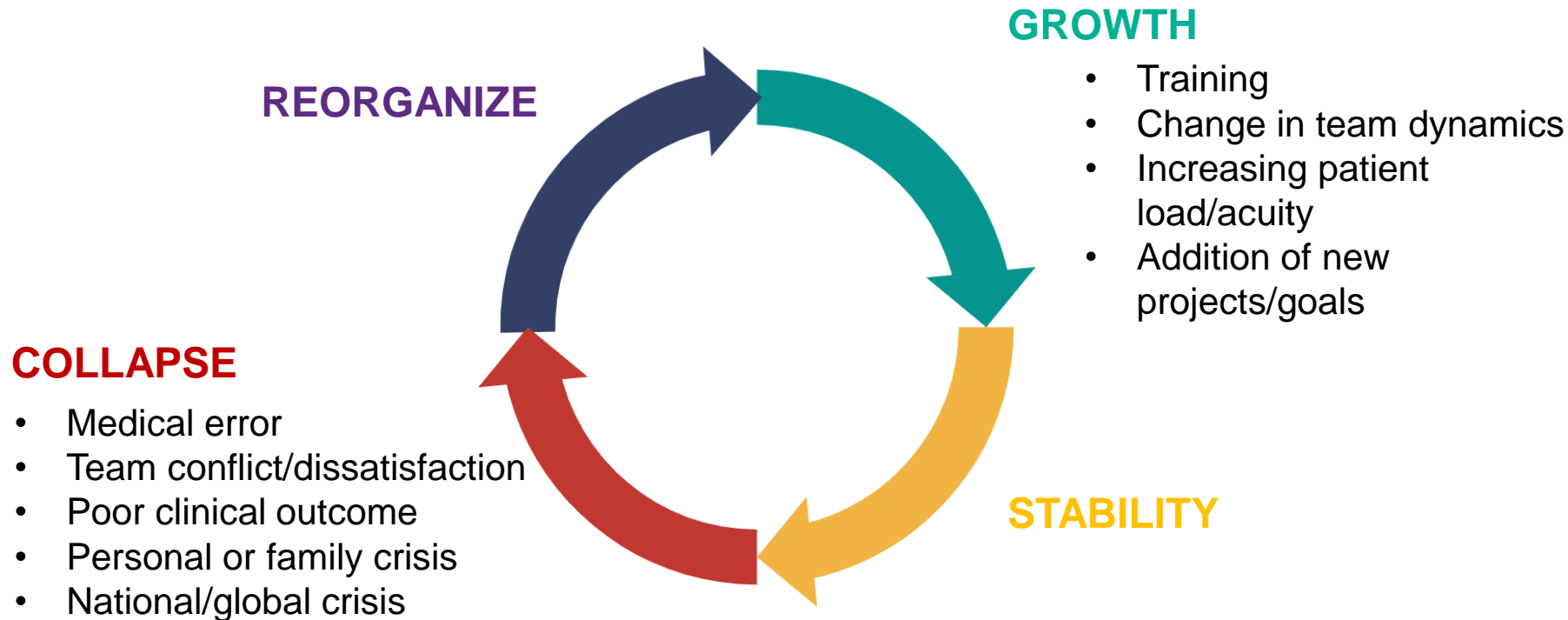
# Adaptive Resilience Theory



The adaptive cycle (from Panarchy, edited by Lance H. Gunderson and C.S. Holling; Figure 2-1 (page 34). Copyright © 2002 Island Press.



# Adaptive Resilience Theory in Healthcare



# Burnout (collapse) is an inevitable part of the cycle



**We are not failures when  
burnout happens-**

**We are living in the reality  
of a service position**



# Resilience is possible as a part of collapse

Shift our mindset *from*  
**“Burnout is a failure”**  
*to*

**“Burnout will happen to even the  
highest functioning people and  
teams, and is an opportunity to  
reflect and re-organize”**



**How can we show up as resilient even  
in moments of burnout?**



# Adaptive Resilience Theory- less resilience

REORGANIZE

GROWTH

STABILITY

COLLAPSE

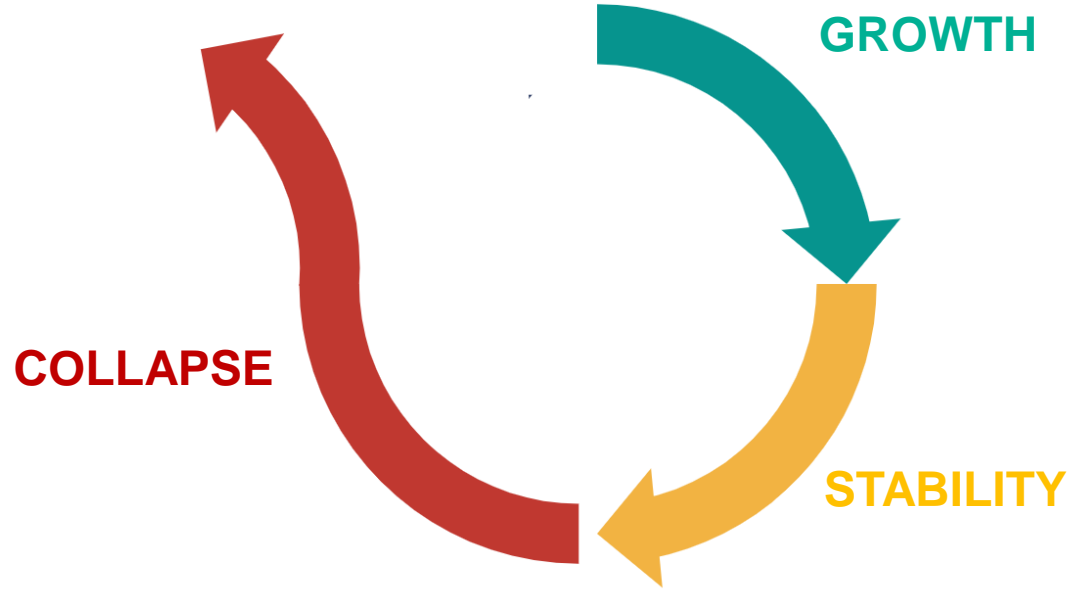
COLLAPSE

REORGANIZE

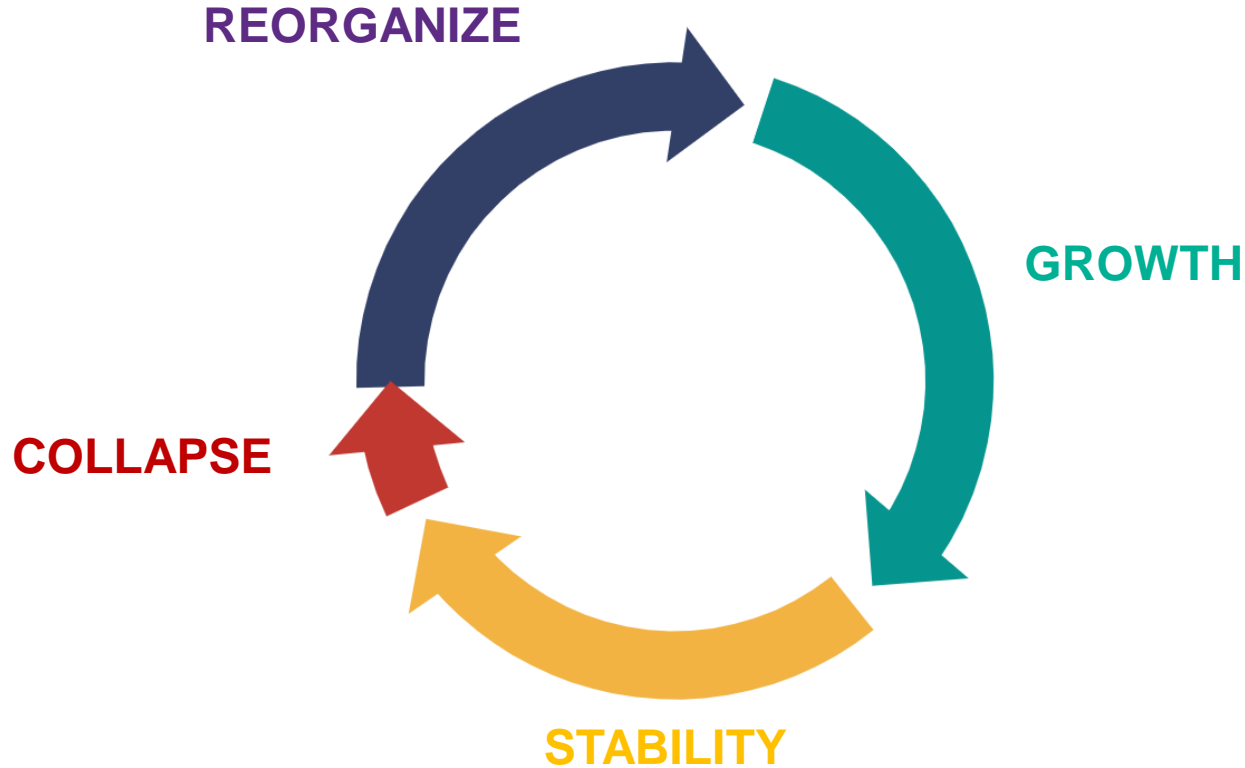
GROWTH

STABILITY

# Adaptive Resilience Theory- less resilience



# Adaptive Resilience Theory- more resilience



# Individual reflection

A low-angle, upward-looking photograph of a large tree. The tree's thick, dark, gnarled branches spread out from the bottom and sides towards the top center, creating a complex web of lines. The branches are covered in dense, vibrant green leaves. The background is a clear, bright blue sky, visible through the gaps in the foliage. The overall composition is symmetrical and emphasizes the height and scale of the tree.

How have you experienced collapse in the last 3 months?

# Stages of burnout (collapse)

**Compulsion to  
prove oneself**

**Working  
harder**

**Neglecting  
needs**

**Displacing  
conflict**

**Revision of  
values**

**Denial of emerging  
problems**

**Withdrawal**

**Behavior  
changes**

**Compassion  
fatigue**

**Depersonalization**

**Inner  
Emptiness**

**Depression**

**Collapse**



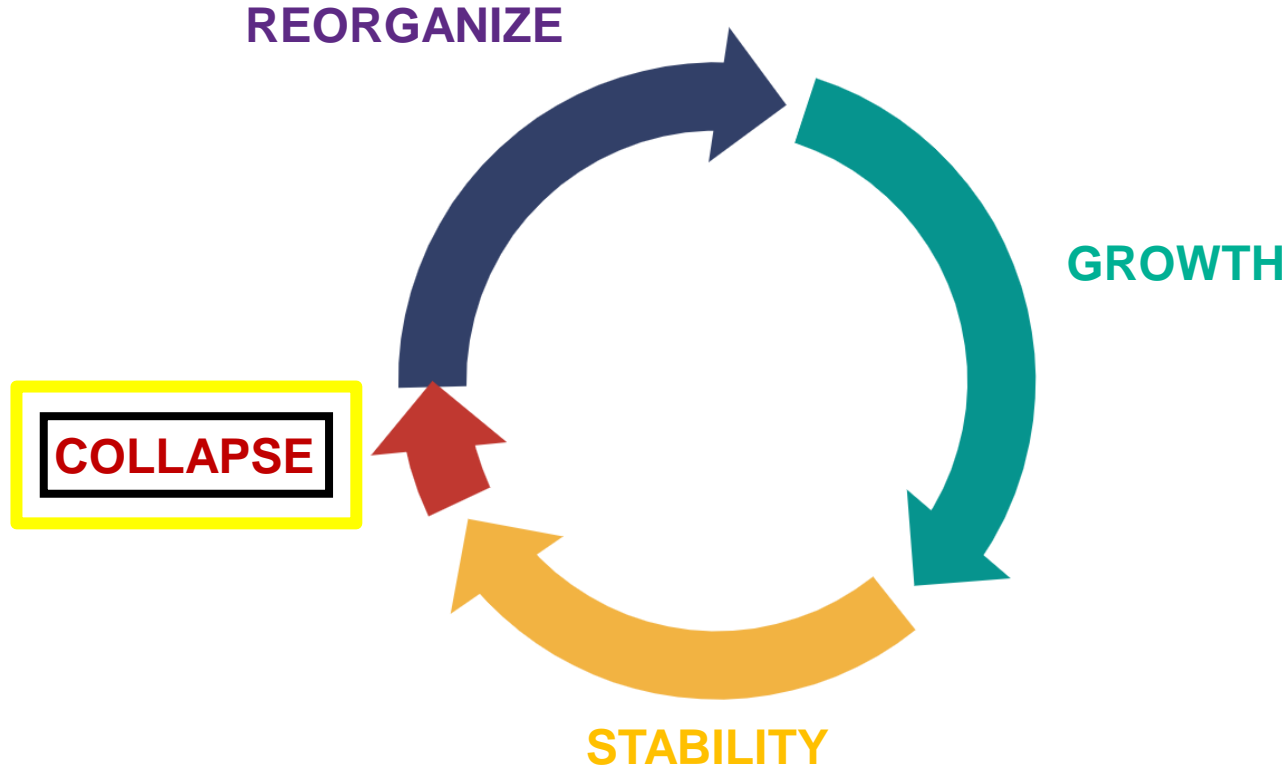
# Resilience training in healthcare

Practice makes progress



**"We are what we repeatedly do.  
Excellence (Resilience), then, is not an act but a habit."  
Aristotle**

# How can we shorten the collapse phase?



# Reflection

When you are feeling  
burned out, what keeps  
you stuck there?

*Which of these are  
modifiable?*

*Which are not?*



# Reflection



When you are feeling burned out, what helps you emerge?

*Which of these are modifiable?*

*Which are not?*



# How to survive burnout with resilience (control your controllables)





# Resilience strengthening within stages of burnout

Compulsion to  
prove oneself

Working  
harder

Neglecting  
needs

Displacing  
conflict

Revision of  
values

Maslow's  
hierarchy

Denial of emerging  
problems

Withdrawal

Behavior  
changes

Compassion  
fatigue

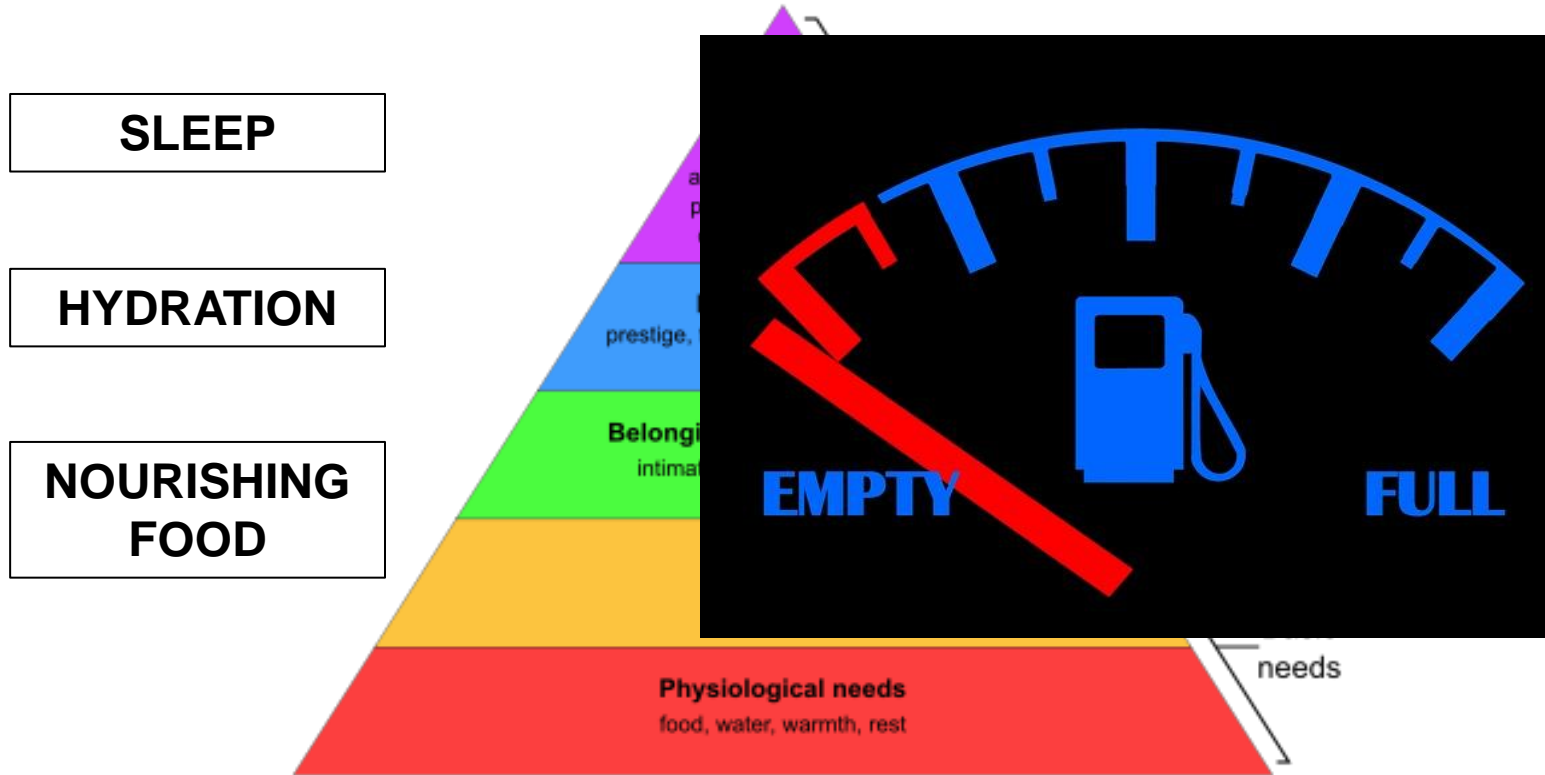
Depersonalization

Inner  
Emptiness

Depression

Collapse

# Maslow's basic needs



# Resilience strengthening within stages of burnout

Compulsion to  
prove oneself

Working  
harder

Neglecting  
needs

Displacing  
conflict

Revision of  
values

Maslow's  
hierarchy

Denial of emerging  
problems

Withdrawal

Behavior  
changes

Compassion  
fatigue

Depersonalization

Inner  
Emptiness

Depression

Collapse

Willingness to  
ask for help

# Resources

## URGENT or CRISIS

- **Colorado Crisis Services: Free & Confidential**

- 24-Hour Support & Crisis Support

- 844-493-TALK(8255)
  - Text TALK to 38255
  - <https://coloradocrisiservices.org/>

- **Call 911 or go to your closest Emergency Department**

## NON-URGENT

- **Real Help Hotline**

- Free & confidential. 24/7 access.
  - Professional counselors for immediate crisis counseling and local resources.
  - Available to all members covered under any of CU's medical insurance plans.
  - 833-533-CHAT(2428)



# Resources

## Peer Support

### • Faculty Well-being Committee Peer Support & Coaching Network

- Support after adverse clinical events
- [jennifer.reese@childrenscolorado.org](mailto:jennifer.reese@childrenscolorado.org)

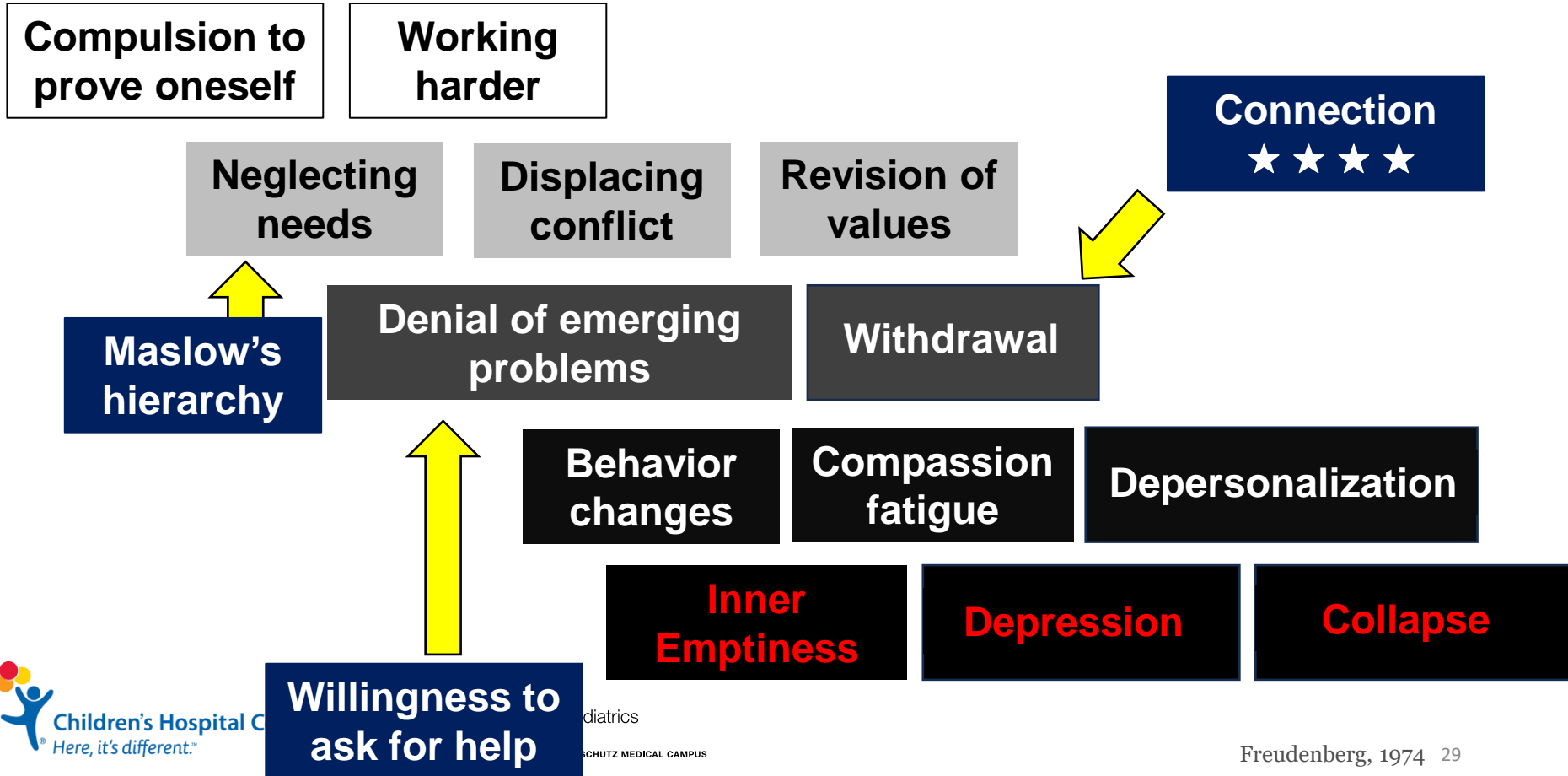
### • **REST:** Team/unit debriefings after difficult cases

- 720-777-REST(7378)
- [restrequest@childrenscolorado.org](mailto:restrequest@childrenscolorado.org)

### • **Moral Distress Rounds:** team support navigating non-urgent ethical challenges in pediatric cases

- 720-777-3999 or [ethics@childrenscolorado.org](mailto:ethics@childrenscolorado.org)

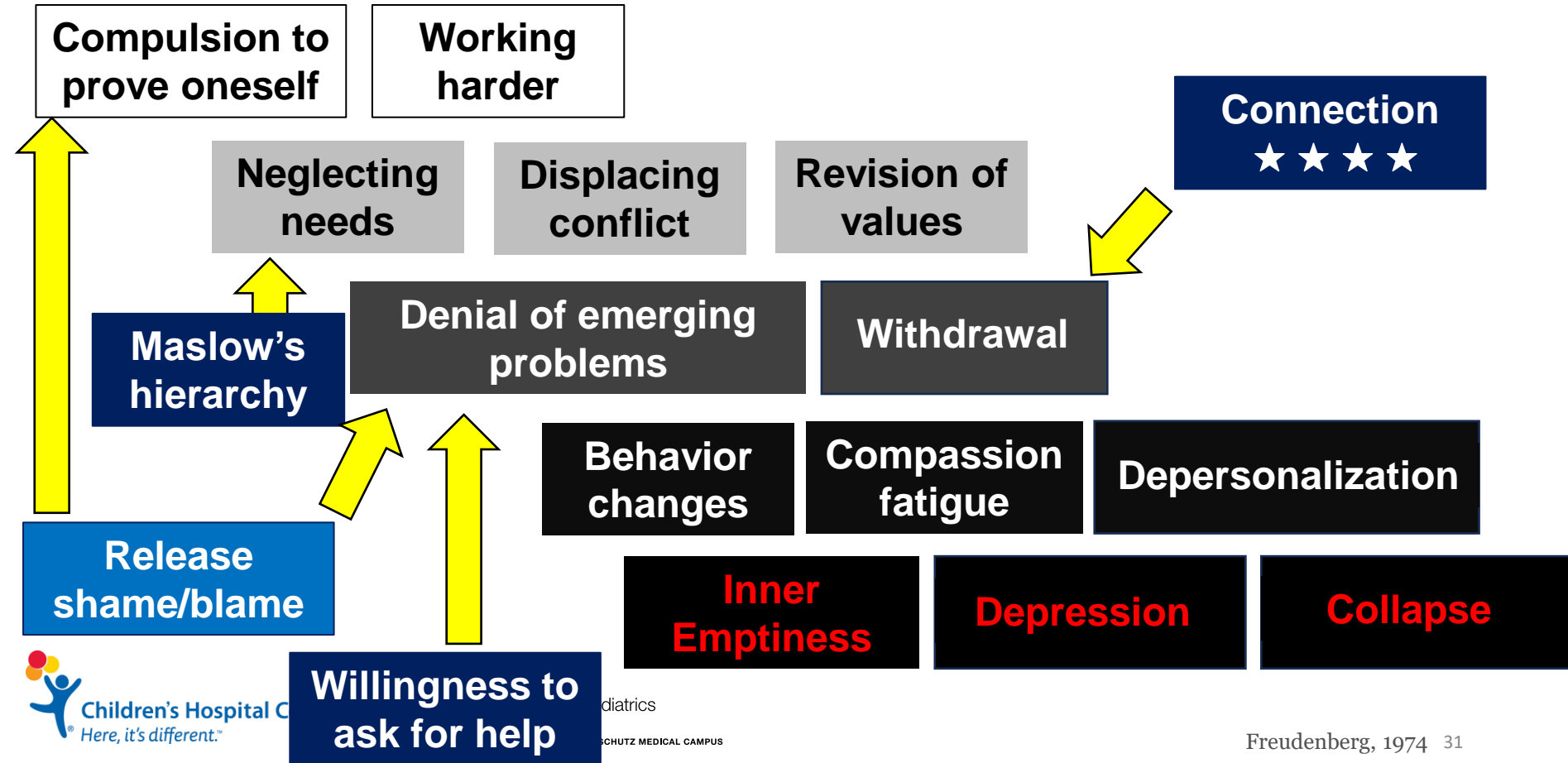
# Resilience strengthening within stages of burnout



# Connection Who is your Go-To?



# Resilience strengthening within stages of burnout





# Shame/blame hinder growth and reorganization



“Shame is the intensely painful feeling or experience of believing that we are flawed and therefore unworthy of belonging.” Brene Brown

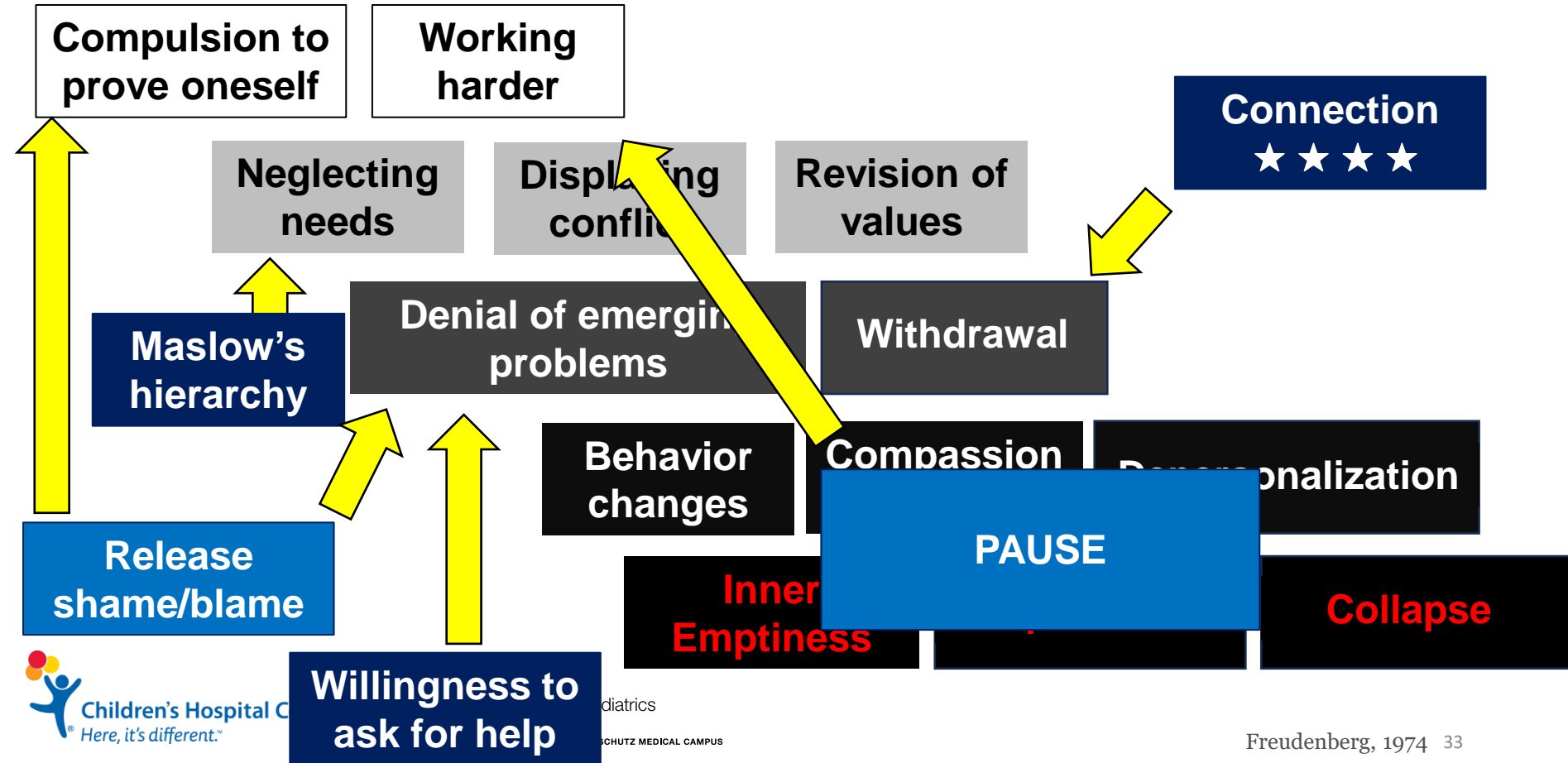


“CURIOSITY >>  
JUDGMENT”



“Right foot- self compassion.  
Left foot- other compassion.”

# Resilience strengthening within stages of burnout



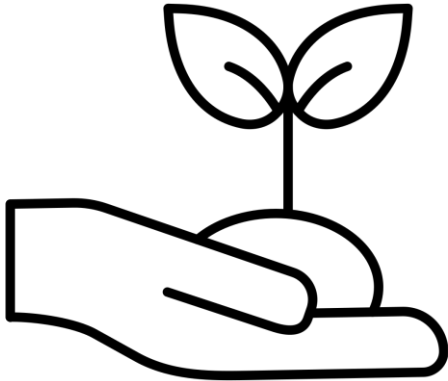
# PAUSE

“We can’t solve problems using the same kind of thinking we used when we created them” -Einstein

“When you get tired, learn to rest, not quit ” -Banksy



# Post-traumatic growth



- Opposite end of the spectrum from post-traumatic stress
- 5 realms of growth
  - Improvement in relating to others
  - Greater personal strength
  - Positive spiritual change
  - Greater appreciation of life
  - Discovering new possibilities
- Predictors of growth
  - Active coping, self control, higher education level, social support and making sense of the trauma
  - Women, younger subjects and professionals with training



# Self compassion

## Self kindness

- Reduce self criticism, self condemnation, blaming and rumination

## Common humanity

- We are part of a greater community in which there is also suffering-resuce feelings of isolation

## Mindfulness

- To counter over-identification and excessive fixation on negative thoughts
- Non-judgmental awareness of one's feelings

# Self compassion

This is a moment of  
suffering  
(acknowledgement)

Suffering is a part  
of life (decrease  
isolation)

May I be kind to  
myself in this  
moment

"Failure is an  
opportunity to grow"

## GROWTH MINDSET

"I can learn to do anything I want"

"Challenges help me to grow"

"My effort and attitude  
determine my abilities"

"Feedback is constructive"

"I am inspired by the success of others"

"I like to try  
new things"

"Failure is the  
limit of my abilities"

## FIXED MINDSET

"I'm either good at it or I'm not"

"My abilities are unchanging"

"I don't like  
to be challenged"

"I can either do it,  
or I can't"

"My potential is predetermined"

"When I'm frustrated,  
I give up"

"Feedback and criticism  
are personal"

"I stick to what I know"

© Big Change



**Adam Grant** ✓

@AdamMGrant

Impostor syndrome: "I don't know what I'm doing. It's only a matter of time until everyone finds out."

Growth mindset: "I don't know what I'm doing yet. It's only a matter of time until I figure it out."

The highest form of self-confidence is believing in your ability to learn.

# Emotional Intelligence



## Emotional Intelligence (EI)

- Ability to manage both your own emotions and the emotions of the people around you
- Self awareness, self-regulation, motivation, empathy and social skills



Higher EI is associated with a lower score on the Clance Imposter Scale (i.e. lower imposterism)



# Using emotional intelligence



Self awareness and ability to share your vulnerabilities are key

- Ability to reflect and identify-which of your feelings are rational, and which are reactive

# Your Tools

Posttraumatic  
Growth

Emotional  
Intelligence

Growth Mindset

Self Compassion



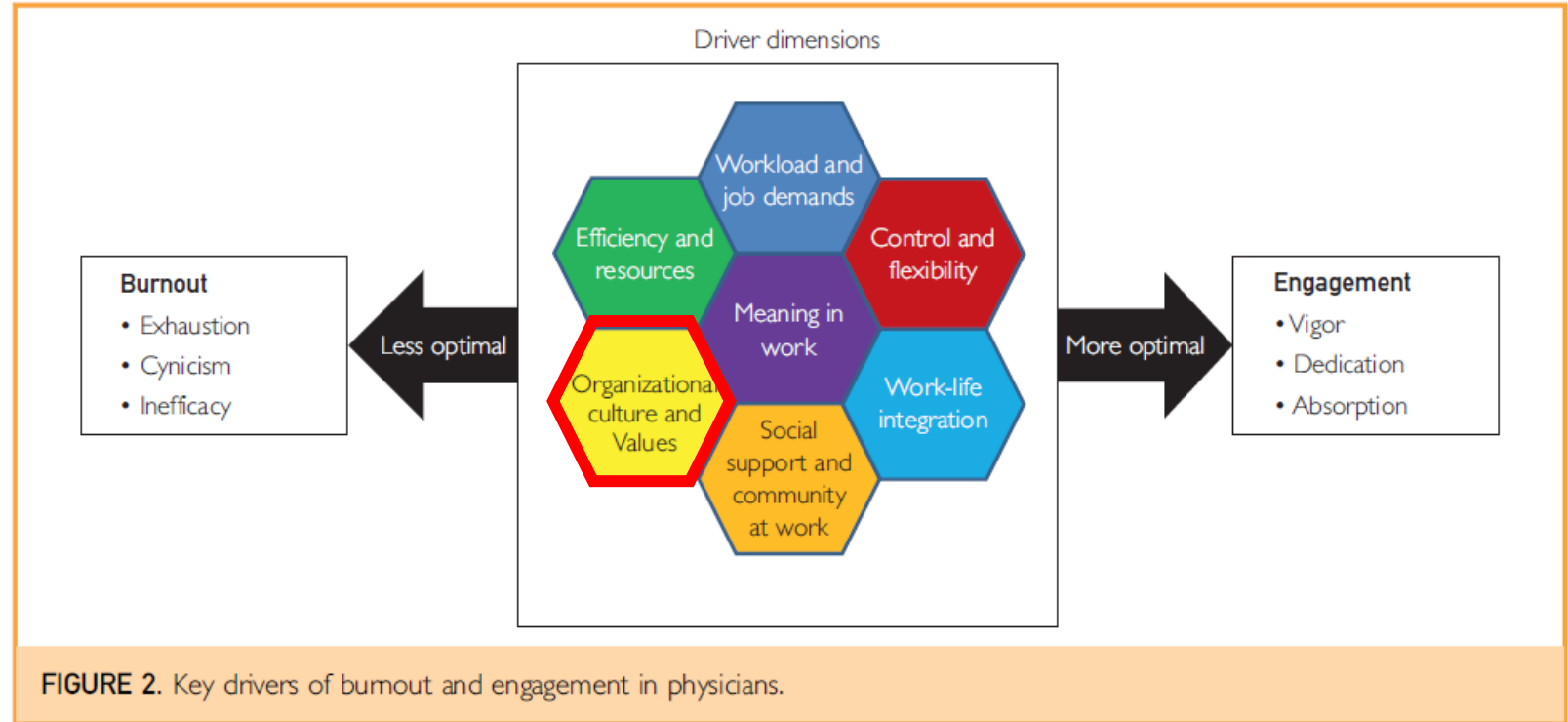
# Individual reflection



What are 3 actions you will take to recognize stages of burnout and shorten the “collapse?”



# What can leaders do?



# Leadership Behaviors to Promote Well-being

original 12-item Mayo Clinic Leadership items

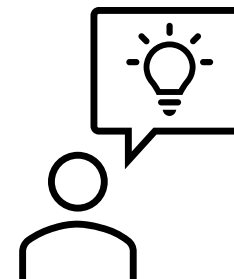
ORIGINAL ARTICLE



Impact of Organizational Leadership on Physician  
Burnout and Satisfaction

Tait D. Shanafelt, MD; Grace Goringe, MS; Ronald Menaker, EdD;  
Kristin A. Storz, MA; David Reeves, PhD; Steven J. Buskirk, MD; Jeff A. Sloan, PhD;  
and Stephen J. Swensen, MD

- Holds career development conversations with me
- Empowers me to do my job
- Encourages employees to suggest ideas for improvement
- Treats me with respect and dignity
- Provides helpful feedback and coaching on my performance
- Recognizes me for a job well done
- Keeps me informed about changes taking place
- Encourages me to develop my talents and skills
- *Physician Leaders Survey Only*
  - *Inspires me to do my best*
  - *Is interested in my opinion*





# Higher leadership scores



Higher job  
satisfaction

Lower  
burnout

Lower intent  
to leave





# COACHING



# Leadership Behaviors to Promote Well-being



- Holds career development conversations with me
- Empowers me to do my job
- Provides helpful feedback and coaching on my performance
- Encourages me to develop my talents and skills

# Coach Approach to Leadership Conversations

Holds career development conversations with me

- Are you happy with your job?
- What is most important to you?
- What brings you the most satisfaction?
- How can I support you?

Empowers me to do my job/Encourages me to develop my talents and skills

- What are your desired outcomes?
- What do you need to achieve them?
- What gives you a sense of autonomy/mastery/purpose?
- What development programs are you interested in?

Provides feedback and coaching on my performance

- Regular discussions to review goals and outcomes
- “3:1” positivity ratio
- “Clear is Kind”-Brene Brown

Examples?

## Leadership Behaviors to Promote Well-being



- Encourages employees to suggest ideas for improvement
- Treats me with respect and dignity
- Recognizes me for a job well done
- Keeps me informed about changes taking place



# Coach Approach to Leadership Conversations

Encourages employees to suggest ideas for improvement

- Suggestion box
- What can I do to be a better leader

Treats me with respect and dignity

- What challenges do you have inside and outside of work?
- What support do you need?

Recognizes me for a job well done

- How do you like to be recognized?
- Regular processes for kudos
- Collect kudos from colleagues, present awards, recognitions, etc.

Keeps me informed about changes taking place

- Transparent communication
- Include the how and why behind decisions being made

Examples?

# Individual reflection

What are 3 leadership behaviors you will practice to promote well-being?



# Thank you!

[Jennifer.reese@childrenscolorado.org](mailto:Jennifer.reese@childrenscolorado.org)