



BURNOUT SYNDROME & COMPASSION FATIGUE

A Self-Care Guide

for Integrative Practitioners

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Foreword by Leonard Wisneski, MD, FACP

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Foreword



Conventional medical training is demanding and rigorous. It teaches the physician to care for complex medical issues and is focused on symptom and disease management. The education, both undergraduate and postgraduate, is lacking in regard to the enhancement of wellness and wellbeing for our patients and ourselves. This has led to a growing crisis of burnout and fatigue among healthcare practitioners.

I personally remember many instances of exhaustion after taking care of an average of twenty outpatient patients per day followed by rounds in the hospital.

The U.S. health system is evolving toward a person-centered, whole-person—physical, emotional, mental, and spiritual— approach, which is an excellent expanded focus. The physician, however, is focused outward, and not on the fact that he or she is also a patient in need of self-care and life balance. This also applies to physicians who have embraced and incorporated integrative health delivery in patient care.

This book by Dr. Nancy Gahles is timely and extremely important. She provides much advice and several self-care techniques which are evidence-informed and, if followed, will assist the healthcare provider with guidance regarding our own nurturing and life balance.

This book should be kept on hand as a constant reminder that we need to take care of ourselves as we take care of others.

—Leonard Wisneski, MD, FACP

Introduction

“They’re shooting at our regiment now,” a 60-year-old friend said the other day as he recounted the various illnesses of his closest acquaintances. “We’re the ones coming over the hill.” He was right, but the traumatic underpinnings of life are not specific to any generation. The first day of school and the first day in an assisted-living facility are remarkably similar. Separation and loss touch everyone.”

This excerpt is from a 2013 New York Times article entitled The Trauma of Being Alive. In the piece, author Mark Epstein, a psychiatrist, discussed grief and trauma of everyday life, and how no individuals are immune to the stress that comes with living in an unstable and unpredictable world. This idea is only heightened in today’s modern workforce, where professionals across the spectrum are, now more than ever, burned out.

In the healthcare space, practitioners have coined a new term to describe this collapse from overwork and stress: burnout syndrome. For caregivers attentively dedicating their lives to helping patients facing their own life-threatening traumas, compassion fatigue, another facet of burnout, also becomes an area of concern.

Burnout syndrome is a group of symptoms that consistently occur together. Left unattended, the symptoms becomes a condition manifesting in the various illnesses that so many who suffer from burnout describe.

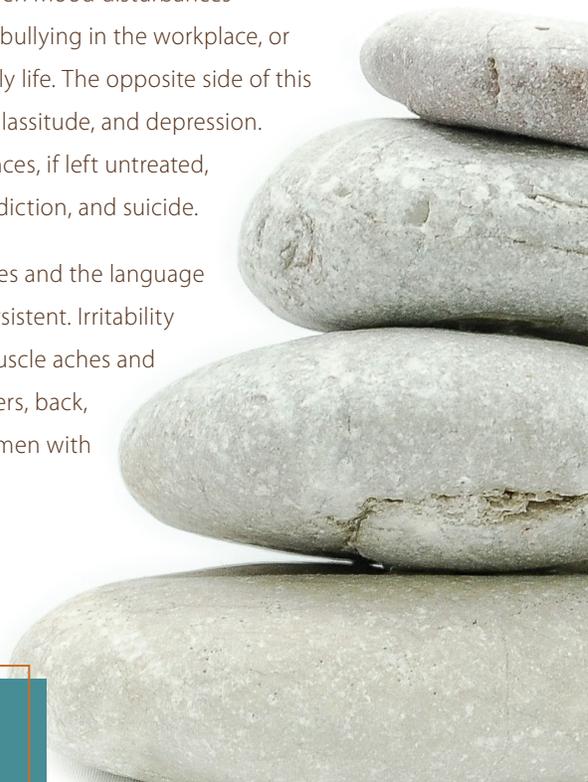
By the time we experience a full blown disease, we may have forgotten its origin. Feeling burned out manifests first as irritability. You may feel irritable in your moods, irritable in your interactions with others, or irritable with yourself. These feelings can be caused by working too hard, or not getting

enough sleep, and are often dismissed by those on the career path of a doctor or a nurse. One must soldier on and not display weakness or cowardice.

Consistent symptoms need serious consideration. The natural progression of irritability to anger is noted as a condition expressed by physicians, while the rage is consistent with nurses. Practitioners may experience anger, frustration, or anxiety, even when faced with seemingly routine issues.

Relationships also suffer when mood disturbances occur, as venting to others, bullying in the workplace, or disturbances affecting family life. The opposite side of this coin is apathy, indifference, lassitude, and depression. The unintended consequences, if left untreated, can be alcoholism, drug addiction, and suicide.

Your issues are in your tissues and the language the body speaks will be persistent. Irritability manifests in the body as muscle aches and spasms in the neck, shoulders, back, and legs, more often in women with a fibromyalgia diagnosis.



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Burnout syndrome is considered functional, yet the etiology is unknown. Many of the symptoms—changes in appetite, constipation, sleep disturbances, dry mouth, excessive sweating, anxiety, headaches, fatigue, and dizziness, to name a sample—are considered functional until they become full blown diseases. These diseases are “coming over the hill,” as we pay them no heed and soldier on, the medical field bearing them as our badge of courage and lack of cowardice in the face of the inequities that cause them.

Physicians and nurses lead the pack of caregivers who experience both burnout and compassion fatigue. In fact, 45.8 percent of physicians report at least one symptom of burnout. In the presence of empathetic caring, nurses exposed to such stressors over time suffer from secondary traumatic stress or compassion fatigue. In one study, irritability was reported by 54 percent of nurses; 82 percent of emergency room nurses had moderate to high levels of burnout; and 86 percent had moderate to high levels of compassion fatigue.

Highly motivated, ambitious, driven people often have difficulty believing that they are vulnerable. The thinking that accompanies their place at the summit makes it often impossible to stop and evaluate the overload that causes burnout syndrome and compassion fatigue.

Cultivating awareness that life is a journey, a continuum, can allow us to be mindful of each step on the path, which is one of the reasons why we created this guide. Slow and steady wins the race, as the saying goes, and this resource will give you the tools to identify and address burnout in your life. In this way, we avail ourselves of the opportunities inherent in each moment. The pleasures and joys of our work are seen in the smile of our patients and felt in the time taken to hold their hands for a moment, or breathe with them to calm and connect with each other.

As author and spiritual teacher, Ram Dass, says, “We can burn up, but we can’t burn out if we keep our spiritual boundaries intact.” Spirituality implies meaning and purpose in life—our lives and the lives of those in our care. As caregivers and, yes, the heroes we need in medical care, the words of the astronauts as they landed on the moon have value here: one small step for man, one giant step for mankind.



1. A Crisis in Practitioner Burnout

Burnout is an epidemic in the healthcare community. With the mounting responsibilities of providing excellent patient care combined with the demands of endless paperwork, billing, and coding, it's no wonder that the majority of practitioners are overwhelmed.

A growing body of research shows that physician burnout and depression are linked to medical errors and depersonalized care.

The conversation about practitioner wellness has increased, looking at how young doctors are trained to avoid burnout, and at the physical and emotional health of trained caregivers. According to the Maslach Burnout Inventory (MBI), a scale used to measure emotional exhaustion, depersonalization, and feelings of competence in one's work, physicians as a group rank high in terms of accomplishment, but low for emotional exhaustion and depersonalization.

This can result in practitioners who have a negative, dehumanized attitude towards their patients.

It's not that practitioners are burned out because they don't care about their patients. In fact, it's because they care so deeply about their work and helping others. This is considered compassion fatigue, which can only be experienced by those who have had intense compassion for their patients.

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The prevalence of burnout of U.S. physicians is at an alarming rate...burnout can have serious personal repercussions for physicians.

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Nearly half of physicians and over 50 percent of residents experience burnout at some point. Burnout rates range from 30 to 40 percent among medical faculty, while 45.8 percent say they have experienced at least one symptom of burnout. The fatigue and depression often stems from work-related stress and an excessive workload. Hospitalized patients are sicker on average today than they used to be. Patient loads are higher. Technological challenges, such as electronic health records and documentation, also take up more than half of the average physician's time, and the work is often logged before or after the physician's regular workday.

When physicians are burned out, there are more medical errors, they score lower on empathy measures, and they are more likely to feel dissatisfied with their jobs. Patient satisfaction decreases and patients are less likely to adhere to treatment plans and recommendations.

The physician suicide rate has also skyrocketed in recent years, with approximately 300 to 400 practitioners committing suicide each year. As a profession, those in the medical field have the highest risk of death by suicide.

Burnout and depression affects the practitioner's ability to do their job, and those who are depressed make as many as six times more errors than those who are not. A study by the Journal of the American Medical Association found that residents experiencing burnout and depression were more likely to perceive that they were making errors, even if they were not.

Medical professionals may be experts in medications, pathophysiology, and genetics relating to their chosen specialty, but few practitioners are adequately trained to deal with conflict, negotiation, or with stress. The healthcare industry as a whole has to work towards supporting medical professionals to avoid burnout.

If the practitioner is taking care of themselves by eating well, exercising, and sleeping better, they feel their best and have patients with better clinical outcomes.

over 50%

of residents experience burnout at some point.

45.8%

of medical faculty say they have experienced at least one symptom of burnout.



2. Defining Burnout

Burnout is most often defined as “physical or mental collapse caused by overwork or stress.” There are four common conceptualizations of burnout:

1. Physical, mental, and emotional exhaustion
2. Physical and psychological fatigue plus exhaustion
3. Physical, emotional energy, and cognitive exhaustion, which may result in a depletion of coping resources
4. Exhaustion and disengagement, or distancing oneself from work and a negative attitude towards work-related tasks

Burnout as a construct is related to the concept of compassion fatigue and secondary traumatization. Therefore, some view burnout within a compassion fatigue framework.

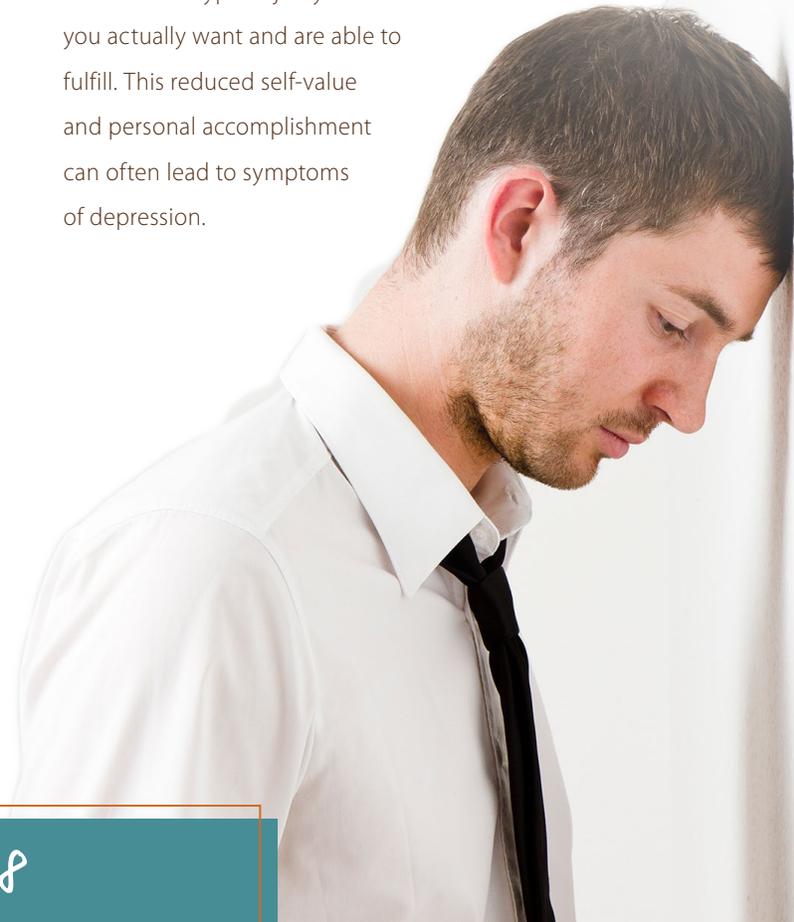
This enables practitioners to go beyond only paying attention to exhaustion and delve into other symptoms that arise, those associated with feelings of hopelessness and difficulties in dealing with work or in doing their job effectively.

Professionals who experience trauma indirectly may experience symptoms similar to post-traumatic stress disorder (PTSD), also known as secondary traumatic stress. These symptoms can include:

- Intrusive re-experiencing of the traumatic material
- Avoidance of trauma triggers and emotions
- Increased physiological arousal
- Cognitive negative shift in world view and cognitive shift with difficulties with safety, esteem, intimacy, and control in reference to oneself and others

The MBI suggests that there is a shift from positive to negative, from caring to not caring, when burnout takes hold. Professionals may then tend to see other people within the “us versus them” framework, with cynicism and in a derogatory manner. These guidelines tell us we need to lessen our involvement with people because we are so drained by their needs, and so we don’t get to know them to avoid becoming emotionally involved. As the MBI says, we develop an “armor of detachment,” which may shield us momentarily but can become so thick that no feeling comes through.

When you feel negatively about others, you may start to feel negatively about yourself. You may feel guilty about not caring or not being sensitive enough or no longer feeling that passion you used to feel for your job. You may wonder whether the type of job you do is one you actually want and are able to fulfill. This reduced self-value and personal accomplishment can often lead to symptoms of depression.



3. Who Is At Risk?

Practitioners and caregivers are at an increased risk for experiencing burnout and depression. In fact, those at the top of the list include:

- Caregivers
- Doctors, nurses, hospital and health workers
- Teachers
- Overachievers

Those with the highest risk for burnout include front-line caregivers, including family medicine, general internal medicine, and emergency medicine practitioners. Nurses also have a higher risk of developing symptoms of burnout.

Burnout Syndrome (BOS) is a debilitating condition and can happen to anyone, but certain professions are at a high risk due to chronic stress. Burnout is an occupation-induced psychological syndrome, the opposite of engagement. One of the central reasons for burnout in the medical industry is high patient acuity. Staffing should be based on the patients' needs, not just on the number of patients.

Intensive care unit (ICU) nurses often have cases requiring complex care, a heavy workload, and the expectation of high performance. They must continuously assess, monitor, and manage patients and react to crises effectively. This stress can lead to emotional exhaustion.

Additionally, caregivers have responsibility with life and death requirements—they are responsible for the patient's outcome as well as for the patient's family. Nurses often end up caring for the family as well as the patient. Witnessing the pain and suffering of patients and families over an extended period of time with little positive outcomes can result in compassion fatigue. The patient often doesn't get better.

An additional stressor with family care is that there is often not enough time to care for the patient, let alone the family. This creates a conflict:

- Can they do everything and still do a good job?
- Can they alleviate their worries or take the pain away or support them in just the right way?

With technology, we are now able to prolong life, but, in reality, as one palliative doctor put it, "we can keep the body alive." Patients and family members have differing views on this moral dilemma, as do healthcare professionals. One of the most frequent stressor reported by nurses is when the family wants to maintain aggressive prolongation of life when it will not benefit the patient or would prolong suffering, pain, or life without quality.

The emotional overload of caring for the complex needs of the patient and for the family in crisis can lead to the detachment symptom of burnout. We seek to defend against this distress by creating a "psychological space." We avoid a family or attend to the machinery or the procedural aspects of the case, but we emotionally detach by numbing or developing a cynical attitude.

- "It doesn't matter what I say or do, they will still be in crisis"
- "It doesn't matter what I think about this moral dilemma so I won't give my opinion"
- "They don't really care so why should I?"

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The first step in attempting to control work stress is for an organization to understand that work stress is an organization-level problem, not an individual employee's problem, and that prevention and treatment of burnout requires an integrated response from the institution, as well as the individuals...

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In regards to the lack of personal accomplishment aspect of burnout, nurses often underestimate the positive effects of their emotional support to the patient and families. Additionally, due to time constraints or poor nurse-patient ratios, they can't give as much time as they would like. They also tend to be perfectionists and set such high standards for themselves that their accomplishments always fall short of expectations because they can "always do more or do things better" in hindsight. Not "being appreciated or heard or supported" by their superiors, nurse managers, physicians, and the like further compounds feelings of lack of personal efficacy.

"The first step in attempting to control work stress is for an organization to understand that work stress is an organization-level problem, not an individual employee's problem, and that prevention and treatment of burnout requires an integrated response from the institution, as well as the individuals..."

Compassion Fatigue

Compassion fatigue and vicarious traumatization are unique forms of burnout that affect individuals in caregiving roles bearing the responsibility, emotionally and physically, for the life and wellbeing of a patient, partner, child, or parent. Compassion derives from the Latin phrase "to bear with", literally "to suffer together". Researchers define compassion as the feeling that arises when you are confronted with another's suffering and feel motivated to relieve that suffering.

Caregivers in a healthcare setting understand that pain and its acute or chronic relief is their task. The constant exposure to pain and suffering, however, coupled with a changing landscape in the

healthcare landscape may make it difficult to sustain compassion over time. When compassion is denied, one feels rage. Caregivers lose their ability to process their emotions when they find themselves unable to care for their patients in the way that they would want to and in the way that they know is right.

When one begins to feel that the hospital administration, colleague, or patients are thwarting their best efforts to do their job, cynicism and sarcasm about their patients may creep in. Avoidance in approaching certain patients who will provoke these feelings of unmet needs is a sign of compassion fatigue. Compassion then gradually lessens and a sense of hopelessness sets in. In the early years of World War I, these symptoms were called shell shock, combat stress, or war neurosis. Officers suffered some of the worst symptoms because they were called upon to repress their emotions to set an example for their men. Our doctors and nurses in the frontline of caregiving are the officers in this instance. There is a saying that forewarned is forearmed. Secondary traumatization is a fact of your occupation. Pick your battles. Prepare yourself for the probability that compassion fatigue and burnout can occur.

Others At Risk

Burnout syndrome is a well-known phenomenon in adolescents who are striving or driven to achieve, to meet often unrealistic expectations of their own or expectations foisted upon them by parents or society. Dropping out of college is a symptom of burnout when students have been pushed or over-worked to the point where they simply cannot function anymore in that environment.

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Burnout syndrome is also manifest in our young adults entering the workforce where 12 hour days and incongruent remuneration is the standard. Couple that with a two to four hours commute—and the resultant disruption in work-life balance—and you have the perfect recipe for anger. Overachievers, those people who go beyond the call of duty in order to be “good enough,” or please people, are intrinsically at risk for burnout.

Caregivers

Caregivers who are responsible for relatives or loved ones in an ongoing situation, such as those with Alzheimer’s disease, autism, post-traumatic stress disorder, disabilities, and chronic diseases of all kinds that require constant attention and focus, are at a heightened risk for compassion fatigue and burnout. The signs and symptoms are the same. The level of compassion that is required leads them to identify more with compassion fatigue and drives the necessity of framing respite periods for them.

Respite time is particularly difficult to access with the homebound, as there is often no one else to replace the caregiver. It is a 24/7 job, a duty-bound job. It requires a spiritual elevation of heart and mind to stay engaged on a daily basis.

The Triumvirate Technique works very well here. The Triumvirate Technique is an integrative model that includes whole person assessment and the holistic interventions of homeopathic medicine, mindfulness meditation, CBT and positive emotions. In addition, I use guided imagery to virtually remove oneself from the physical reality that you are in and actually transport yourself to another time, place, and space.

The benefits of virtual reality are the subject of recent studies and quickly becoming another tool for accessing well-being in restrictive circumstances.

One very effective technique I developed is called “Crossing the Threshold”. Each time you leave a room, notice the door, doorway, or the threshold. Bless yourself as you enter and invoke a fresh new attitude of open heart and open mind. Prepare for a new perspective to arise. Be curious and be

mindful. Simply noticing how someone’s hair is combed differently or the way the sheet drapes on the bed offers us an avenue to perceive anew.

The tone of voice may have a quality that we hadn’t noticed yesterday, the sunlight on the face reveals a glimmer of some emotion that wasn’t there before, or it may be the same one that we were inured to as caregivers and we note that as well. You can take that as a symptom, a flattened affect, a loss of compassion. Pause for reflection. As you leave the room, crossing the threshold, leave behind every feeling, thought, sight, sound, and smell. That was then. This is now.

Bless yourself and dwell in the silence of the present moment. Breathe in peace and comfort for yourself. Make a cup of tea. Phone a friend. Luxuriate in a hot bath. Listen to beautiful music. Sit outside on your porch or terrace and watch nature. Breathe in the air and let the particles of light dance on you, in you, around you. Write yourself a love letter.

Pause for a respite break no matter how small is significant. It is a daily deposit in your health account of resiliency. We cross thresholds in life at every moment; indeed, with every breath we take, we move into another moment and confront that new experience. When your surroundings seem overwhelmingly restrictive, fly above them.



4. Signs and Symptoms

Common signs and symptoms of burnout vary depending on the individual, and can include a combination of:

- Chronic fatigue
- Insomnia
- Difficulty concentrating
- Physical symptoms
- Increased illness
- Loss of appetite
- Anxiety
- Depression
- Anger

The physical symptoms of burnout may include chest pain, heart palpitations, shortness of breath, gastrointestinal pain, headaches, dizziness, and/or fainting. If an individual experiences any of these symptoms, they should be medically assessed.

Someone experiencing burnout may show signs of cynicism and detachment, including loss of enjoyment in work or activities the individual previously enjoyed; isolation or avoiding interactions; pessimism; and a general disconnection from others or their environment.

The individual may have feelings of apathy and hopelessness, or may have increased irritability. In some cases, the person may show lack of productivity or poor performance.

Practitioners should be aware if they start to experience one or more of these signs and symptoms. Take the time to assess the amount of stress in your life and reduce it before symptoms progress. Change must occur for burnout to go away, and stress must be managed for long-term results.

For practitioners who are not experiencing burnout, keep the warning signs in mind, and practice regular self-care and stress-reduction techniques to avoid burnout in the future.



Addressing Symptoms

Solutions to burnout and skillful strategies to prevent and manage situations that could lead to burnout are at hand. Each person's situation needs to be assessed on its own merits. The gift of success is in the understanding of the unique aspects of each case.

The most successful strategies lie in evaluating the person in the burnout phase:

- What makes you tick?
- What makes you sick?

Standard burnout tests offer information to proceed with. Consultation on the emotional, mental, and physical symptoms must be undertaken to remedy the underlying dysregulation of the whole system.

We, as humans, are adaptive network systems. We have the capacity to adapt to interventions that are able to restore us to right function. Interventions from the fields of nanomedicine, nutrition, exercise, lifestyle, and behavioral modifications, mindfulness meditation, and yoga are most effective strategies. Building spiritual capital is extremely important, as research shows that meaning and purpose in life predicts resilience under stress. Compassion, self-compassion, selective attention, and loving-kindness are skill sets that need to be understood, cultivated and tended to grow your garden of well-being. Grace under pressure is a character trait that serves you and the ones you care for. It is a learned behavior. It is a phenomenon that radiates to others. It is a virtue and a presence of light, the light that burns brightly but does not burn out.

Skillful strategies are at hand for you to burn brightly, to learn to simmer down, to tend to the embers below. Cultivate techniques that allow you to keep the heart light, pilot light, and eternal flame alive while you go about the business of being you.



5. Interventions and Treatment Techniques

Preventing Burnout

Burnout and compassion fatigue are often caused by factors in the workplace. Today, an increasing number of organizations are taking burnout into account when recruiting new employees. For those looking for a job or looking to switch jobs, finding the best fit starts in the interview process. When interviewing for a job, ask them how they position employees to prevent burnout and achieve balance. Inquire about the corporate culture, and whether administration is supportive and flexible. Walk around as though you were about to be admitted as a patient and ask the following questions:

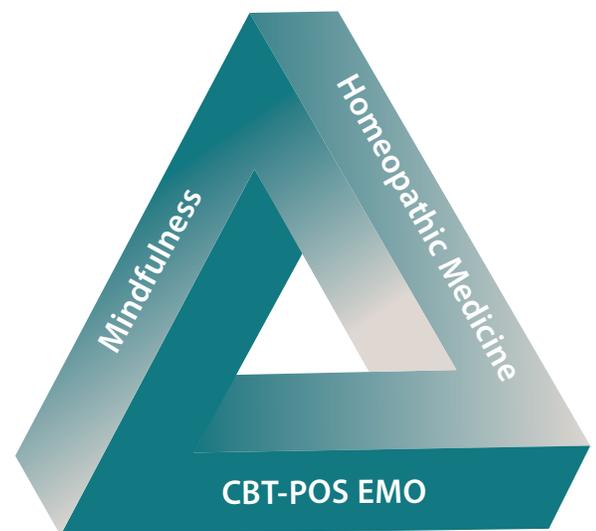
- What does it feel like here?
- What is the nurse/patient ratio?
- How much of your time is allocated to paperwork/electronic health records?
- Are colleagues and staff friendly—do they work well together?
- What is the turnover rate?
- Am I suited for this?
- Is this my tribe? Can I thrive here?
- Do they have a designated “rest room”, a space to meditate, a garden, a chapel?

Check your pulse rate, your breathing and your gut feelings. What makes me tick? What makes me sick? Is this place a deposit in my health account or a withdrawal, and can I afford it? Going into a situation with awareness is a predictor of success.

Take a preventative approach to burnout and stop symptoms before they worsen. It's commonly known that irritability may lead to anger, which will eventually lead to burnout. Therefore, at the first sign of irritability, stop the bleed, so to speak. Identify the source, the trigger, and start to ground yourself by beginning to breathe. Allow the angst to settle at the bottom of your feet. Activation of the vagus nerve occurs through conscious breathing, with the exhale being a bit longer than the inhale, inviting the body's relaxation response to kick in.

Select skillful strategies from The Triumvirate Technique, developed by my colleague Lorraine Gahles-Kildow, PhD, and me. A triumvirate references three pillars of support, usually describing three people holding power. In our definition, the

The Triumvirate Technique



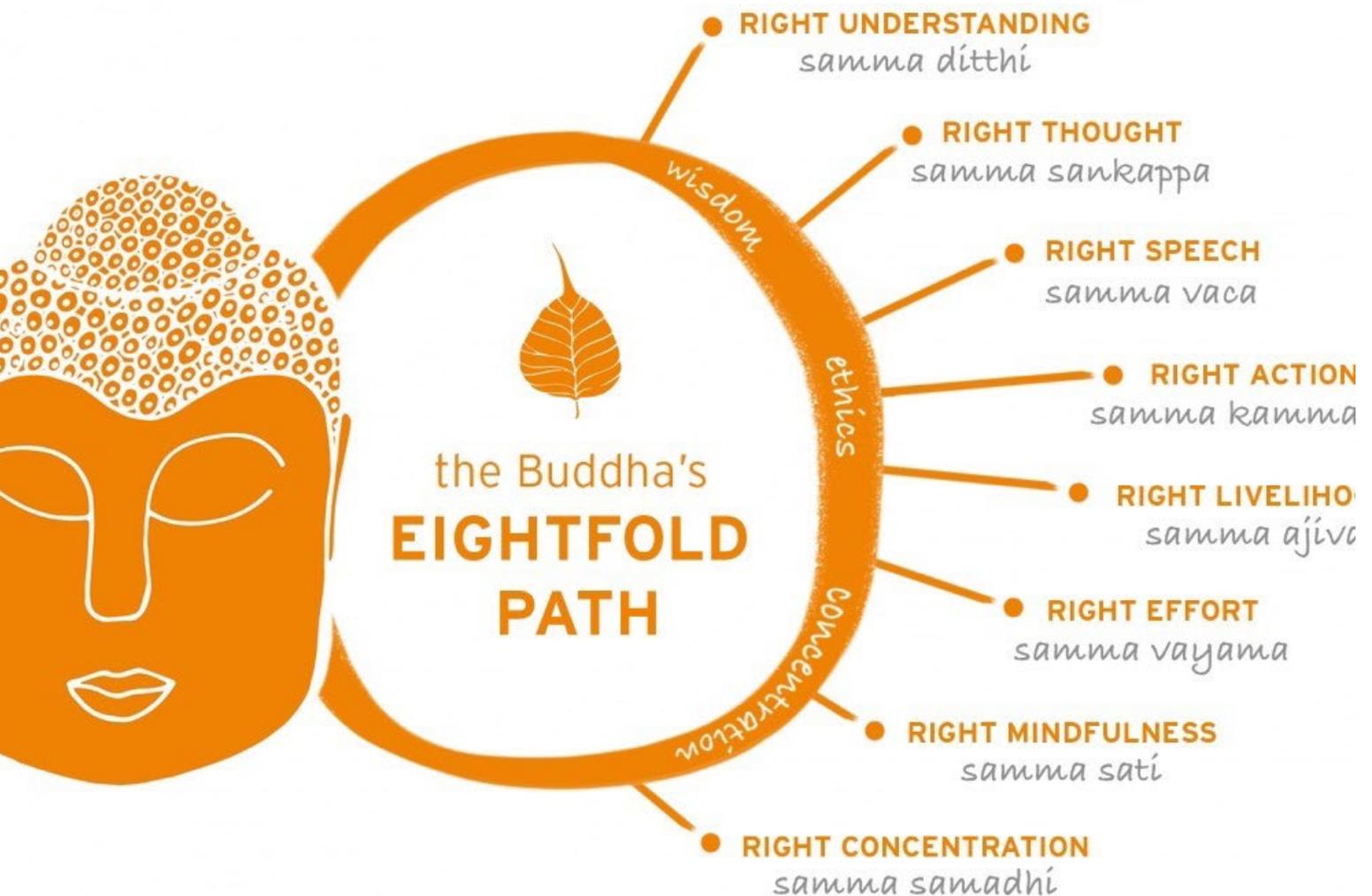
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triumvirate is three techniques—homeopathy, mindfulness, and cognitive behavior therapy and positive emotion induction—holding power for and in you.

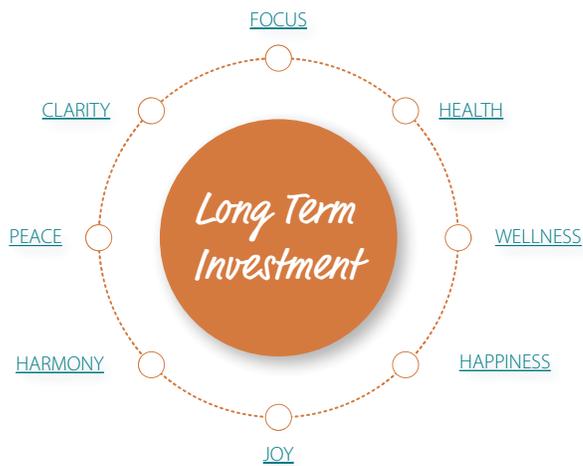
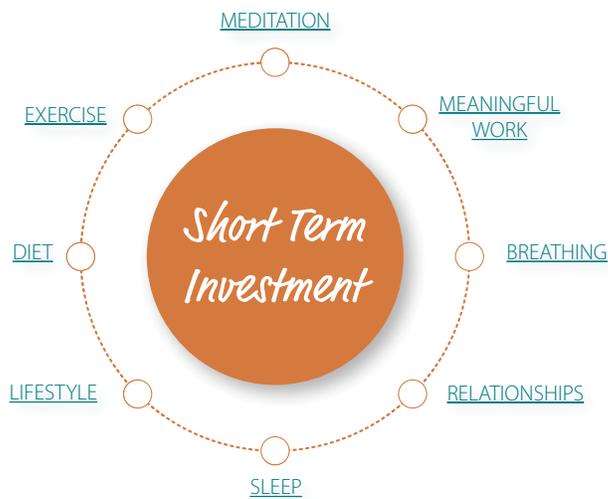
A well-selected remedy from the Homeopathic Materia Medica of adaptive network nanomedicine will fulfill the ability to self-regulate and quench the fires of irritability and anger. The ability to see clearly follows and the opportunity to experience the effect mindfulness meditation affords us, the calm abiding of the noble Eightfold Path of the Buddha. Employing the techniques of cognitive behavioral therapy that assist in deconstructing negative thoughts and the induction of positive emotions completes the powerful triumvirate of body, mind, and spirit that actualizes your potential and defeats burnout.

In my book, *The Power of Self Care: A Common Sense Guide to YOUR Wellness Solution*, I identify these actions as deposits in specific asset allocations in your Health Investment Portfolio. In financial terms, a portfolio describes a collection of investments that reflect your lifestyle goals and risk-limiting strategy. Creating an investment portfolio for your health involves the same principles.

Include both short term and long term investments. Health is your short-term investment, your daily level of energy and the absence of disease. Harmony is your long-term investment, the quality of your life and a state of wellbeing and inner peace. Identifying your own Health Investment Portfolio, including your short and long-term health investments, is a crucial step for work-life balance and avoiding burnout.



Investing in Your Health— Short and Long-Term Portfolios



Self-regulation is the feeling of peace within. Our bodies do this automatically, equilibrium or maintaining homeostasis, where all systems operate in harmony. Humans can feel when something is off, out of sync and challenging to get back on track. The best way to target this is with a whole systems approach to care.

Whole medical systems involve complete systems of theory and practice that have evolved independently from, or parallel to, allopathic medicine. Many are traditional systems of medicine that are practiced by individual cultures throughout the world:

- Major Eastern whole medical systems include Traditional Chinese medicine (TCM) and Ayurvedic medicine.
- Major Western whole medical systems include homeopathy and naturopathy.

Homeopathy

Homeopathy, now known as adaptive network nanomedicine, is an ideal type of treatment for people with fatigue because its remedies are primarily prescribed to strengthen a person's overall constitution. Fatigue, vital exhaustion, is usually a complex syndrome that is treated by taking the totality of symptoms, body, mind, spirit, and environment into consideration.

In general, homeopaths understand that their remedies mobilize the body's vital force to orchestrate coordinated healing responses throughout the organism. The body translates the information in the vital force into local physical changes that lead to recovery from acute and chronic diseases.

Homeopathy is a system of medicine that takes into account the whole suffering of a person, body, mind, and spirit. The issues in your tissues and in your mind will be the basis of a prescription that fits your unique situation.

Body Scan for Burnout Use this technique to “check in” with each part of your body.

Begin by placing your feet on the floor. Place your hands on your knees or comfortably in your lap. Assume a position that is upright, dignified, noble and worthy of respect.

Invite your breath to drop into your body. Imagine that your body is a vessel that you fill with breath.

Use your breath to progressively relax each body part. Lovingly attend to each part, even if it is causing you pain or discomfort, even if it is damaged in some way. Refresh and restore it with your breath.

Notice thoughts, feelings associated with each part if it arises. Simply notice. No attachment, no judgement. Let the thoughts float away like clouds.

Each breath balances you. The in-breath is your sympathetic nervous system, the accelerator. The outbreath is your parasympathetic nervous system, the decelerator, the brakes innervating the parasympathetic system with a longer outbreath activates the vagus nerve. Breath awareness calms the body.



The range of homeopathic medicines are specific to achieving self-regulation by removing the cause of the trauma, grief, anger, resentment, sadness, disease, and disharmony, returning your system to equilibrium. Since homeopathic medicines are nanoparticles, they do not interact with pharmaceuticals and can be safely taken together, when prepared according to the industry standard of excellence, the Homeopathic Pharmacopeia of the United States.

Mindfulness

A before and after research program provided an intensive education program, including mindfulness, communication, and self-awareness training for eight weeks with 10 months of maintenance. Those who went through the program experienced improved mindfulness, decreased emotional exhaustion, increased personal accomplishment, increased empathy, and a decrease in mood disturbances. In addition, the training increased conscientiousness and emotional stability.

A routine mindfulness practice need not be time consuming or require advanced training. Mindfulness can be practiced anywhere. Simply devote time and space to working on mindfulness skills every day.

Keep in mind, there is no way to completely quiet the mind, and it is very common for the mind to wander. When this happens, return your attention to the present moment. You want to know your mind, not silence it.

How to Practice Mindfulness

- Find a calm and quiet place to sit.
- Choose a time, five to 10 minutes for beginners.
- Sit in a comfortable, stable position, whether that is in a chair, cross-legged on a cushion, or similar.
- Follow the feeling of your breath as you inhale and exhale.
- Notice when your mind wanders. Be patient with yourself and refocus your attention to the present moment and your breath.

Cognitive Behavior Therapy and Positive Emotion Induction

Cognitive behavioral therapy (CBT) is a form of psychotherapy that aims to address problems and boost happiness by modifying dysfunctional emotions, behaviors, and thoughts. While CBT was initially used to treat eating disorders, nowadays it is used for patients with anxiety, depression, PTSD, anger, and burnout. The technique helps the individual become aware of inaccurate or negative thinking so they can view challenging situations more clearly and respond to them effectively. It is a great tool to help anyone learn to better manage stressful life situations.

Dr. Gahles-Kildow, who specializes in CBT, offers this advice:

“Thoughts are things. You don’t have to believe them. You don’t have to do what they say. You don’t have to follow the path they take you on or have taken you on in the past. You can break away from conditioned or habitual thinking patterns.

Cognitive thinking distinguishes between emotional thoughts and logical thoughts. Emotional thoughts are exaggerated, catastrophic, all or nothing and assume that everything is permanent. This will always be this way and it will never get better.

Certainly, this type of thinking adds to the hopelessness of burnout. Logical thoughts tell us that nothing is permanent. We can view a situation or feeling as transient, in the same way our breath moves or our blood flows. It changes moment by moment. Logical thinking allows us to go from a global perspective of, for example, “this whole hospital is bad” to the specific, “that patient was very needy today”.

CBT assists you in identifying the labels that ensue from emotional thinking. We are not “all bad” or “all stupid” or “all worthless”. We do not have one emotion, one motivation, or one behavior. We are multifaceted beings and have many emotions to employ and many thoughts to choose that will be an investment in ourselves and add to our bottom line of health and harmony.

Loving Kindness Meditation

May I be filled with loving kindness

May I be safe from inner and outer harm

May I be well in body, mind and spirit

May I be at ease and happy

May I be healed

May I be a source of healing for others.



Tree Pose

Skillful solutions include finding balance within the chaos of daily, even moment to moment life. Discover and create harmony by interconnecting the pieces of emotional, spiritual, environmental and social dimensions of your life. Mindful movements in yoga such as the tree pose mirror grounding in our bodies and induce the sensation of balance. Walking the labyrinth induces feelings of compassion, decreases anxiety, rewires the integration of focus and movement offering you the observance of how to calmly pace yourself on your path.



Dr. Gahles-Kildow suggests maintaining a state of positivity by creating Pockets of Positivity POP! ©. Thoughts, feelings, behaviors, and bodily reactions can be learned and unlearned.

Ask yourself:

- What is positive here?
- What have I done that is positive?
- What virtue did I employ in a given difficult situation?
- What strength did I use to live through an adversity?

Dr. Gahles-Kildow asks her patients to recall:

- What progress have I made?
- What's going well?
- How have I improved?
- If I felt good, what different thought did I have or what different perspective did I take?
- Did I change my mindset or outlook?
- Did I appreciate or savor the good in myself or others?
- Did I embrace a higher than self-meaning and purpose in any given situation?
- How can I do this again?

Happiness is an inside job. It begins with self-love and self-compassion. The basic practice that I use is the Loving Kindness Meditation. Research by Barbara Fredrickson, PhD, an expert psychologist, shows the decrease in the stress hormone, cortisol, and the increase in oxytocin, the love hormone, when this type of meditation is practiced daily for eight weeks. Changes in the amygdala of the brain are noted as well.

From fear to love, the correct direction for healthy outcomes is caring for ourselves and others. Oxytocin is also the hormone for social bonding and, as such, can facilitate healthier peer relationships and avert the tendency of avoidance in compassion fatigue.

Positive Emotion Induction

Positive emotions allow individuals to take a “breather” or “psychological break” and replenish through cardiovascular quiescence, the undoing effect of positive emotions. They have a broaden-and-build effect on cognitions, attention, and behavior that increases flexibility, creativity, and problem-solving abilities. They also help to increase broad-minded coping skills.

Negative emotions narrow our range of thinking. The theory holds that, over time, the broadening triggered by positive emotions builds a range of personal resources, including:

- Physical resources
- Social resources
- Intellectual resources
- Psychological resources

Self-Care Quick Tips

Here are 10 things you can do to start practicing better self-care right now.

1. Go for a walk.
2. Breathe for one minute.
3. Cook yourself a meal.
4. Eat a green salad.
5. Start a journal.
6. List three things you are grateful for.
7. Laugh.
8. Meet a friend for tea.
9. Take a break.
10. Say "No".



Connection is the baseline for human relations. It is a need borne of acceptance, appreciation, authenticity, belonging, care, compassion, community, partnership, and shared reality, to know and be known, to see and be seen, among others.

Both meaning and peace figure prominently in the caregiver environment. We have seen and heard the cry from those suffering from burnout and compassion fatigue that these needs have not been met. Cultivation of awareness, celebration, consciousness, creativity, growth, integration, participation, stimulation, self-expression, understanding, and perspective are actionable by an administration with foresight and the best interest of the whole community they serve at heart.

An additional way to provide a supportive environment is to have a psychologist for the staff to debrief especially after an unresolved death or morally difficult situation or just as a "check in" for staff to process the impact of their work. Grief is often seen as taboo, but we all feel it and we can have a grief team to help with this to prevent unexpressed grief from turning into a factor contributing to burnout. In addition, encourage healthy lifestyle choices, such as taking breaks, saying no when necessary and not always taking overtime, creating moments of mindful movement, self-reflection, journaling, expressing emotions, and seeing a therapist when needed.

Promoting connectivity among peers can be accomplished by offering events where the docs and nurses can interact socially. Team sports with a mix of staff, administration and practitioners is an ideal way to engender the team spirit that can carry over into the workplace. Organizing charity events that reflect the culture of the institution is a good way to share meaning and purpose.

Social support, organizational support, and supervisor support was associated with less work stress. Security, mutual respect, and positive feelings increased work empowerment, which was associated with less job tension and more work effectiveness.

Structural empowerment, (opportunity, information, support, resources and power) associated with increased psychological empowerment (confidence, autonomy, impact) increased job satisfaction and reduced job strain, and they reported less emotional exhaustion, depersonalization, and more sense of personal accomplishment.

Institutional Change

Nurse management has an important role in reducing burnout. They can influence physician-nurse collaboration and staffing. They can create a supportive environment, increase communication with bedside care nurses, decrease moral distress by increasing nurse visibility and cooperation in patient care plans, and recognize moral distress and debrief or process as needed.

Both physicians and nurses feel moral distress, but nurses rated their collaboration with physicians as lower. Administration visioning in a hospital or clinic setting can do much to promote peer level interactions between doctors and nurses. A cultural sea change in hierarchical attitudes, leveling the playing field to view the RN's and the MD's as on the same varsity-level team, is required. The needs and values that comprise the things that we all want in our lives, to have meaning and purpose, are common. Autonomy, for example, is choice, dignity, freedom, independence, space, self-expression, and spontaneity. At the level of professional leadership that nurses and physicians share, autonomy is crucial.

6. Self-Care Modalities

Practitioners have the constant pressure of delivering exceptional patient care. On top of helping others in a compassionate and effective manner, many are bombarded with paperwork, endless meetings and events, and, in many cases, running their own practices and businesses. You may find yourself working after dusk and before dawn. You may skip a meal or two. You may cancel a workout class or dinner with a loved one. More often than not, self-care is put on the backburner.

The number one defense against burnout for practitioners and patients alike is a robust self-care practice. Self-care improves our relationships and our productivity. Managing stress is beneficial for both physical and mental health, and can improve mood and boost energy.

Self-care is not a one-time deal—it's a consistent practice that must be integrated in to your daily life. It may consist of small routine tasks, which focus on the mind, body, and spirit. Contrary to popular belief, self-care is not the same as "treating yourself." It is not buying things, or indulging in heaps of comfort foods. True self-care is about building a life that you enjoy, one that gives you purpose, not one you need to escape from.

Practice individual specifics by reviewing the investment charts above. Structure timely allocations and review your portfolio quarterly. In this way, your health landscape will take shape and you can visualize where you reap the best return on your investment (ROI). Development of a robust self-care strategy that is predictable by the way in which you invest in sectors that are meaningful to you is the best predictor of success in lifestyle management.

Mindfulness

Perhaps one of the easiest self-care techniques is mindfulness, which simply refers to bringing one's attention to the present moment, while calmly accepting any feelings, thoughts, or bodily reactions that may arise. The literature on the benefits of the practice of Mindfulness Meditation is burgeoning at this time. Results that point to obvious changes in the brain highlight the effects of neuroplasticity and the hope that this offers for suffering. Rumination, worry is one pattern of behavior that causes inflammation, the alleged seat of chronic diseases.

Studies on meditation have shown that it successfully affects the part of the brain responsible for this stress. Mindfulness meditation has shown positive effects on the physical and emotional symptoms of burnout syndrome and in inducing feelings of compassion, self-compassion and social connection, and symptoms of compassion fatigue.

Mindfulness is often used as a therapeutic technique and can be done just about anywhere. Find a calm and quiet place to sit comfortably for five to 10 minutes, or longer if you prefer. Follow



Tips for Practicing Mindfulness

1. Make it a daily practice at a prescribed period of time.
2. Find a place where stillness can be found
There is abundant power in silence.
3. Allow your own experience of insight to arise.
Avoid pre-recorded meditations.

the feeling of your breath as you inhale and exhale. Acknowledge when your mind wanders and accept the thoughts and feelings that occur.

This technique works by activating parts of the brain that aren't normally activated in our day-to-day activities, where we are often running on "auto-pilot." Mindfulness has been shown to reduce stress, improve focus, and boost energy.

Mindfulness-Based Stress Reduction (MBSR) is a type of guided therapy that combines structured mindfulness meditation, body awareness, and yoga, and may be a good option for those who are severely burned out, or want to enhance their mindfulness practice.

impact on overall health, regardless of age. Spending time in nature has a wellbeing effect. Walking barefoot on the beach or grass also has a grounding effect, resetting the biological rhythms in our body.

Experiment with different types of movement to find something you enjoy. For example, walking, jogging or running, yoga, swimming, and dancing will improve your cardiovascular health and energy, and help reduce stress.

Nutrition

Eating a diverse range of plant-based foods is ideal for optimal health and energy. When we give ourselves quality food, both our mind and our body can function at their best. Aim for a variety of non-starchy vegetables, healthy fats, lean proteins, low-glycemic fruit, and a small amount of starchy vegetables, beans, legumes, and gluten-free grains and beans. Add flavor to your meals with spices and herbs. Limit alcohol and other recreational treats.

Cooking and preparing food is another opportunity to be mindful and express gratitude, two integral components in self-care. If you enjoy cooking, make time to prepare meals for yourself, even if you can only make the time two or three times per week.

Tips for Movement

1. Begin with mindful walking. Put one foot in front of the other slowly and purposefully to find your balance and rhythm.
2. Breathe with each movement until there is a noticeable flow.
3. Incorporate flow movements in every activity.



Movement

Contrary to popular belief, self-care is about much more than mental health. Caring for the physical self is an integral part of any self-care routine, and one key aspect is movement and exercise.

Studies show that patients who walk in the forest everyday see their cortisol levels drop by 16 percent and heart rate by four percent. There's no doubt that exercise, in particular movement outside, has a positive

Tips for Nutrition

1. Fresh is best. Avoid genetically-modified (GMO) products, as well as those high in sugar and additives.
2. Seasonal foods are digested more easily in the body.
3. Hydration is key. Pure, uncontaminated water in a glass bottle is optimal.

Tips for Relationships

1. Make contact—eye contact, engaged facial expressions, etc. No cell phones allowed.
2. Hold hands and give compassionate hugs frequently.
3. Deep listening with your heart to the other. Refrain from thinking of what you will say next. Receive with love and the answer will evolve from there.



Relationships

Positive relationships reduce risk of premature death by 50 percent. The human stress response is well-studied. While men typically have a “fight or flight” response, women react to stress different, with a “tend and befriend” approach. When women get stressed, they prefer to gather together as a community to nurture one another. This practice has a health-promoting affect, adding years to life. Make a point to cultivate positive relationships in your own life.

Tips for Sleep

1. Meditate before bed to eliminate the activities of the day from your mind and body.
2. Imagine that you are on a stage and the show is over. The curtain closes. The day is done.
3. Shower to wash off the remnants of the environment. Apply soothing botanical lotions. sprinkle your pillow and sheets with an aromatic essential oil of your choice.

Sleep

Adequate restful sleep is a necessity for managing stress and boosting energy. Aim for seven to nine hours of sleep per night.

When people sleep with light exposure, it can affect their circadian rhythm. In addition, watching stressful news or using brightly-lit screens before bed can have a negative effect on sleep patterns. Practitioners need to develop healthy sleep patterns—relaxation training, limiting caffeine, reducing light exposure, and cognitive therapy, for example.



Tips for Spirituality

1. Dwell in nature. Experience the wonder and awe. Apply it to your life, speech, actions, and relationships.
2. Above all, do no harm. Think before you speak or act.
3. Forgive yourself and others. We are all spiritual beings having a human experience. We need each other. Be kind. Be gentle.



Spirituality

Faith tradition or spiritual practices are an important part of well-being. While many people do have faith or spiritual traditions, it's not easy to talk about. Practitioners can use general terms to address spirituality, by looking at core values we all hold—compassion, kindness, altruism, etc.

A daily gratitude practice is a great free option to offer to patients. Take a few minutes at the end of the day and simply write or say three things you are grateful for. Gratitude is the seed of joy. Spiritual compassion is “a quivering of the heart”. Blessed is the Compassionate One who gives us a way of touching and being touched by the world around us.

Awe and wonder are ignited in this way and lead us to pursuit of a higher calling, the nobility of the healer, the physician. Virtue and ethics are espoused in the Hippocratic Oath. It requires a

physician to swear by healing gods, Asclepius, the Greek God of healing, Apollo the Healer, Hygeia, and Panacea to uphold specific ethical standards.

Swearing an oath, before God and man, are the elements of a covenant, a sacred contract, and a spiritual indenture. Primum non nocere, is the most quoted part of the Oath translated as, first do no harm, although that does not actually appear in the Oath.

The actual phrase in the Oath is the Latin *noxamvero et maleficium propulsabo* translated as I will utterly reject harm and mischief. In essence, the Golden Rule, ubiquitous in all religions, spiritual cultures, and faiths. It is intrinsic to the soul. In actual practice, there is no direct punishment for breaking the Oath. The punishment is meted out in the territory of our mind, body, and emotion symptoms when we feel that we have failed, done the wrong thing, transgressed upon our patients or colleagues in some way, shape or from what we create, and manifest as both burnout and compassion fatigue.

Worksheet: Are You At Risk For Burnout Syndrome?

1.	Do you consider yourself stressed?	YES	NO
2.	Do you work more than eight hours a day?	YES	NO
3.	Do you frequently skip meals or overeat (stress eat)?	YES	NO
4.	Do you dread getting up in the morning?	YES	NO
5.	Do you cancel plans with loved ones often?	YES	NO
6.	Do you seldom laugh or smile?	YES	NO
7.	Do you feel unaccomplished in your work?	YES	NO
8.	Do you consider yourself a pessimistic person?	YES	NO
9.	Do you feel exhausted throughout the day?	YES	NO
10.	Do you struggle empathizing or connecting with others?	YES	NO
11.	Do you feel depressed or anxious?	YES	NO
12.	Does your daily to-do list make you feel overwhelmed?	YES	NO
13.	Do you feel obligated to work long hours and take on more?	YES	NO
14.	Do you get sick frequently (colds, headaches, etc.)?	YES	NO
15.	Do you feel angry, frustrated, or agitated often?	YES	NO

If you answered "yes" on four or more, you may be at risk for Burnout Syndrome.
Consider speaking with a trained professional.

Worksheet: Sample Health Risk Assessment

A Health Risk Assessment is a common tool used by health professionals to identify areas that may be contributing to burnout or health decline. Circle the number which best identifies your response to each corresponding statement.

1 = Never or Almost Never 2 = Occasionally 3 = Often 4 = Very Often 5 = Always or Almost Always

Physical Activity

1.	I engage in moderate physical activity outside of work for at least 20 to 30 minutes at least 5 days of the week.	1	2	3	4	5
2.	My physical activity includes stretching, aerobic activity, and strength conditioning.	1	2	3	4	5
3.	I use alternative modes of transportation whenever possible to and from various locations (i.e. stairs instead of elevator, biking or walking instead of driving).	1	2	3	4	5
4.	I take the health benefits of physical activities and their lasting impact seriously.	1	2	3	4	5
5.	I enjoy sedentary activities rather than physical activities.	1	2	3	4	5

Physical Activity Score:

Nutrition

6.	I eat at least five servings of fruits and vegetables every day (one serving equals one half cup).	1	2	3	4	5
7.	I eat at fast food restaurants less than three times per week.	1	2	3	4	5
8.	I include foods that are high in fiber in my diet on a daily basis (i.e. whole grain breads and cereals, beans, etc.)	1	2	3	4	5
9.	I maintain a healthy weight within the recommendations specified by a health care professional.	1	2	3	4	5
10.	I avoid eating foods that are high in fat such as whole milk, fried foods, fatty meats, etc.	1	2	3	4	5

Nutrition Score:

Worksheet: Sample Health Risk Assessment

General Health

11.	I avoid the use of tobacco products (cigarettes, smokeless tobacco, cigars, and pipes) and limit myself to 5 drinks of alcohol a week. (beer, liquor, wine)	1	2	3	4	5
12.	I examine my breasts or testes on a monthly basis.	1	2	3	4	5
13.	I protect my skin from sun damage by using sunscreen, wearing hats, and/or avoiding tanning booths and sunlamps.	1	2	3	4	5
14.	I visit my dentist every six months for regular checkups.	1	2	3	4	5
15.	I see my physician for routine check-ups, health screenings, and disease prevention.	1	2	3	4	5

General Health Score:

Safety

16.	I wear a seat belt when traveling in a vehicle.	1	2	3	4	5
17.	I stay within five miles per hour of the speed limit.	1	2	3	4	5
18.	I know where to locate and properly use a first aid kit and fire extinguisher in case of an emergency.	1	2	3	4	5
19.	I use the recommended safety equipment for all activities that I participate in (i.e. mouth guards, life jackets, hard hats, etc.).	1	2	3	4	5
20.	I take the proper precautions to avoid or reduce workplace accidents. (i.e. clean up spills)	1	2	3	4	5

Safety Score:

Worksheet: Sample Health Risk Assessment

Social and Environmental Wellness

21.	I regularly recycle my paper, plastic, glass and aluminum.	1	2	3	4	5
22.	I respect the integrity and property of my fellow co-workers and the surrounding environment.	1	2	3	4	5
23.	I take time to have meaningful interactions with family and friends.	1	2	3	4	5
24.	I contribute time and/or money to at least one organization that strives to better the community where I live.	1	2	3	4	5
25.	I regularly take interest in and interact with others.	1	2	3	4	5

Social and Environmental Wellness Score:

Emotional Awareness

26.	My relationships and behaviors are maintained in a manner which is healthy for me and for others.	1	2	3	4	5
27.	I am able to develop close, personal relationships with others.	1	2	3	4	5
28.	I have positive relationships with both men and women in my life.	1	2	3	4	5
29.	I feel that I am a confident individual.	1	2	3	4	5
30.	I am able to respect others for who they are, regardless of race, gender, age, attitude, and interests.	1	2	3	4	5

Emotional Awareness Score:

Worksheet: Sample Health Risk Assessment

Mental Wellness

31.	I express my feelings of anger and frustration in ways that are not hurtful to myself or others.	1	2	3	4	5
32.	I set reasonable objectives for myself and strive to accomplish them.	1	2	3	4	5
33.	I realize when I make mistakes; and I understand the consequences that they have on myself and others.	1	2	3	4	5
34.	I feel that I have family and friends that I can confide in to assist in managing stress.	1	2	3	4	5
35.	I take responsibility for my actions and understand the effects that they have on others.	1	2	3	4	5

Mental Wellness Score:

Intellectual Wellness

36.	I keep informed about social, political, and/or current events.	1	2	3	4	5
37.	I seek opportunities to learn new things through different mediums such as television, books, newspaper, internet, etc.	1	2	3	4	5
38.	Before making decisions, I gather facts and consider all viable options.	1	2	3	4	5
39.	I enjoy activities such as the arts, visiting museums, or attending plays or concerts.	1	2	3	4	5
40.	I enjoy learning new information on a daily basis.	1	2	3	4	5

Intellectual Wellness Score:

Worksheet: Sample Health Risk Assessment

Occupational Wellness

41.	I enjoy my work.	1	2	3	4	5
42.	I am satisfied with the balance between my work time and leisure time.	1	2	3	4	5
43.	I am satisfied with my ability to manage and control my work load.	1	2	3	4	5
44.	The level of stress in my work environment is manageable for me.	1	2	3	4	5
45.	At work, my level of authority is consistent with my level of responsibility.	1	2	3	4	5

Occupational Wellness Score:

Values, Spirituality, and Beliefs

46.	I feel that my life has a purpose.	1	2	3	4	5
47.	I am able to discuss my values and beliefs with my family and friends in a reasonable manner.	1	2	3	4	5
48.	My actions are guided by my own beliefs rather than the beliefs of others.	1	2	3	4	5
49.	I spend a portion of every day in personal reflection.	1	2	3	4	5
50.	I am tolerant of the values and beliefs of others.	1	2	3	4	5

Values, Spirituality, and Beliefs Score:

What Do These Numbers Mean?

Calculate your scores for each section:

- A score between 20 and 25 is Excellent (Low Risk)
- A score between 15 and 20 is Good (Some Risk)
- A score between 10 and 15 is Average (Moderate Risk)
- A score less than 10 Needs Improving (High Risk)

Worksheet: Design Your Own Health Investment Portfolio

Using your Health Risk Assessment, you can identify your health assets and liabilities, to determine the best investment products and services for you. This will help you create a long-term wellness model to maximize your own health and harmony.

Step 1: Select Your Model (check one)

- Young and Healthy: Invest in more aggressive, risky allocations to yield higher dividends.
- Gracefully Aging (50+ years old): Conservative strategies to preserve your capital investment.
- Chronic Conditions: Proper asset allocation to prevent health fluctuations.

Step 2: Build Your Model

Using the Health Risk Assessment and examples provided, select self-care techniques or goals to achieve optimal health, harmony, and overall wellbeing.

My Health Investment Portfolio

Short-Term—Health

Long-Term—Harmony

- 1.
- 2.
- 3.
- 4.
- 5.

- 1.
- 2.
- 3.
- 4.
- 5.

Contributors



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Nancy Gahles is CEO and Founder of Health & Harmony Wellness Education and Center for Integrative and Holistic Healthcare, TeleHealth & Harmony and Spirit of Love~The Rockaway Sangha. She is a Chiropractor (Ret.), Certified Classical Homeopath, Certified Mindfulness Based Stress Reduction (MBSR) practitioner and Ordained Interfaith Minister in family practice since 1980 specializing in the stress that underlies disease, and pain management.

Dr. Gahles' unique method, the Triumvirate Technique, integrates the best of the mind/body/spirit disciplines including nanomedicine, diet and lifestyle, meditation, yoga/QiGong, breath/bodywork, cognitive behavioral techniques, spirituality in health and medicine, palliative care, and end of life issues and positive potential practice.

Dr. Gahles is a member of the Board of Directors & Federal Policy Committee member of the Integrative Health Policy Consortium; the Advisory Board, Integrative Healthcare Symposium; and a Partner for Health for Council for Homeopathic Certification. Dr. Gahles is Pres. Emerita of the National Center for Homeopathy. She is a freelance healthcare journalist, newspaper columnist, member of the Association of Healthcare Journalists, author of *The Power of Self Care: A Common Sense Guide to YOUR Wellness Solution*, and a public speaker and TEDXTalk presenter. Dr. Gahles practices in the New York City suburb of Rockaway Beach and via TeleHealth delivery.



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He is currently chairman of the board of the Integrative Healthcare Policy Consortium which promotes national legislation pertaining to integrative healthcare. He is a Research Advisor to The International Hyperbaric Medicine Association and serves on the advisory board of The Academic Consortium for Complementary and Alternative Healthcare. He has published over 30 scientific articles and a textbook, *"The Scientific Basis of Integrative Health,"* which is in its third edition. He has been in the clinical practice of endocrinology and integrative medicine for over 30 years.

Resources

In the legal world, an equivalent could be medical malpractice. In the United States, spirituality of ethics and the inviolable sacred contract of the Hippocratic Oath have been referenced in several major judicial decisions including *Roe v. Wade* and *Compassion in Dying v. State of Washington* (1996).

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