Ambiguity, Stress and Resilience
Thriving as a Compliance Professional
HCCA Region V Conference
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Vice President, Chief Compliance Officer
HealthPartners

Same Stress...Different Response

I'M GOOD
JUST LET ME FIX MY HAIR

AHHHHH!!!! I'M DYING!!

But First...
Why us? Why me? Bring it on!
Our Profession: It’s Environmental

Health Care
- Constant change
- Constant newness (ideas, rules, people)
- Constant growth (or die)
- Many grays in rule-based world

Our Profession: It’s Practical

Ethics and Compliance
- Prevent (other people’s problems)
- Find (other people’s problems)
- Fix (other people’s problems)
- With a can-do, under-the-radar, completely practical attitude (and not a ton of appreciation)

Our Profession: It’s Personal

Self-Selection
- Perfectionist
- Idealistic
- Jugglers
- High achievers
- Independent (but love others’ approval)
- Strive for intellectual coherence
- Frequently change “mental sets”
- +- comfort with nuance and uncertainty
Stressors

Work
- Promotion
- Demotion
- Realigning
- Down sizing
- Expectations
- Transfer

Home
- Marriage
- Divorce
- Children
- Family health
- Personal health
- Extended family

Negative
Unanticipated or unpleasant events

Positive
Desired or pleasant events

A professional’s experience
- Stress comes from work
- Stress comes to work
Up-All-Night Bingo!

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<tbody>
<tr>
<td>When is the government going to come knocking….</td>
<td>I'm burnt out</td>
<td>Job security????</td>
<td>NAME YOUR NIGHTMARE</td>
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<td>I really have no clue what I'm doing</td>
<td>Auditors are getting to our EMR right now!</td>
<td>I disagree with the decision-makers</td>
<td>An employee is diverting drugs right now!</td>
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<td>Grading work load</td>
<td>Another round of new regs? We haven't even implemented the last one yet</td>
<td>Crushing workload</td>
<td>Another doctor is playing golf with a drug rep right now!</td>
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<td>That upcoming Board or committee/HCCA presentation</td>
<td>Organizational culture gone bad</td>
<td>A doctor is playing golf with a drug rep right now!</td>
<td>Another doctor is using the wrong place of service modifier right now!</td>
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<td>My problems that actually will happen on my watch</td>
<td>Would I know the answer?</td>
<td>Job security????</td>
<td>I have no power or authority – and I'm not very good at influencing others</td>
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Stress is normal

And it can look like this

HoshPartners
Or this

It can also look like this

When under stress, resiliency is:
- Bouncing back
- Bending without breaking
- Coping without giving in

Think of resilience as your “emotional durability”
Healthy lifestyle

Components:
- Physical activity
- Good nutrition
- Healthy amount of sleep
- Avoid tobacco use and exposure
- Avoid harmful alcohol use
- Healthy thinking

Healthy thinking

Important part of a healthy lifestyle
- Knowledge + practice - becomes automatic habit
- 10-14 days to make a habit
- Result:
  - Ability to cope with expected or unexpected stress, situations, demands or responsibilities
- Write down a meaningful date

Coping with stress

<table>
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<th>Adaptive</th>
<th>Maladaptive</th>
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<tr>
<td>Helps solve or deal with the issue</td>
<td>Avoids or compounds the issue</td>
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<td>Improves you</td>
<td>Undermines your health</td>
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Coping with Stress

<table>
<thead>
<tr>
<th>Adaptive</th>
<th>Maladaptive</th>
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<tr>
<td>• 48% listen to music</td>
<td>• 25% eat junk food</td>
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<tr>
<td>• 40% read</td>
<td>• 13% drink alcohol</td>
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<td>• 34% watch TV</td>
<td>• 7% sound off on social media</td>
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52% exercise

Stress in America 2012-13

Are we good copers?

Of the 52% who exercise to reduce stress

43% skipped exercise DUE TO STRESS

39% did so in the past month

Stress in America 2013

QUIZ TIME
Negative Self-Talk = Maladaptive

Subtle  Pervasive  Prevalent

Guess what: High achievers are at high risk!

Resilient compliance professional

Alert  Engaged  Eager to learn  Energetic
Positive attitude  Proud  Detail oriented  Makes good choices
Creative  Collaborative

Healthy Thinking = Adaptive

Evidenced based  Easy habit to make  Part of a healthy lifestyle
Building healthy thinking skills

- Works for all ages, all roles, all levels of expertise
- Negative self talk is just a habit
- Can be learned and practiced
- Skill building:
  - Awareness
  - Practice
  - Mutual support
  - Supportive resources

When healthy thinking replaces negative self talk

- Reduced stress
- Less irritation
- Reduced anxiety
- Less anger
- Less sadness

Importance of negative self talk

*What we think* has a major impact on *how we feel*

Under *stress* we experience *negative self talk*

*Negative self talk* is just a habit but it creates *more stress*
### Types of Negative Self Talk

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<tr>
<td><strong>1.</strong> All or nothing thinking</td>
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<td></td>
<td>Using lots of absolute terms - always, every, never</td>
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<td><strong>2.</strong> Overgeneralization</td>
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<td></td>
<td>Taking isolated instances and making generalizations</td>
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<td><strong>3.</strong> Mental filter</td>
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<td>Focusing on the negative, ignoring the positive</td>
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<td><strong>4.</strong> Disqualifying the positive</td>
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<td></td>
<td>Shooting down positive experiences for arbitrary reasons</td>
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<td><strong>5.</strong> Jumping to conclusions</td>
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<td></td>
<td>Mind reading – Assuming special knowledge of the intentions or thoughts of others</td>
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<td>Fortune telling – Foretelling events before they happen</td>
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<td><strong>6.</strong> Magnification and minimization</td>
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<td></td>
<td>Exaggerating others’ positive traits and your negatives</td>
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<td><strong>7.</strong> Emotional reasoning</td>
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<td>Decisions based on feeling rather than objective facts</td>
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<td><strong>8.</strong> Should statements</td>
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<td>Making up rules and expecting the world to live by them</td>
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<td><strong>9.</strong> Labeling</td>
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<td>Explaining behaviors or events by merely naming them</td>
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<td><strong>10.</strong> Personalization</td>
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<td></td>
<td>Attributing personal responsibility for events over which you have no control</td>
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Negative self talk

It’s always my fault.
I can’t, I’m shy.
I never get acknowledged!
Soon they’ll figure out I’m a fraud!
Everyone must like me!
I will never try that again!
That compliment can’t be sincere.

It’s not fair!
I’m not fair!
I’ll never be able to do this.
I’m a failure!
I must be perfect.
Here we go again...
I’m stupid (OR she’s stupid).
Why is it always me?
Why is it never me?

We all have our “go to” phrases . . .

Healthy Thinking

Stop        Ask        Replace
Let’s
**Practice**
together

**Another Handout**

- Most of us have lots of experience with these
- Start with: Negative self-talk (that was easy!)
- Expand to: Healthy thinking (not so hard!)
  - *Stop; Ask; Replace*
  - *Literally true*
  - *Kindness doesn’t hurt either*
- Give it a shot!

**Action planning**

- **Track negative self talk** to raise your own awareness of the amount you do and to identify your “favorite phrases”
  - Write down upsetting events and what you told yourself
- **Practice** making *literally true* statements
  - 10 – 14 days of practice will create a new habit
- **Call to action!**
- **Remember that date?**
Just remember

1. We all have stress and we always will
2. We all have negative self talk
3. We all add our own stress with our own negative self talk
4. Can be changed through awareness and practice

Life is not waiting
For the storm to pass –
It’s about learning how to
dance in the rain

Thank you!
Questions?