

Mindfulness in the Workplace

Diane Reibel, Ph.D.

Jefferson Myrna Brind Center of Integrative Medicine

February 3, 2015

Agenda

- The High Cost of Stress in the Workplace
- What is Mindfulness and MBSR?
- Research on the Benefits of Mindfulness Training for individuals and organizations

High Cost of Stress in Workplace

Stress has been called the “health epidemic of the 21st century” by the World Health Organization and is estimated to cost American businesses up to \$300 billion a year.

High Cost of Stress in Workplace

- Absenteeism
- Presenteeism
- Accidents
- Employee turnover
- Diminished productivity
- Medical, legal, and insurance costs

High Cost of Stress in Workplace

- Nearly three-quarters of American workers surveyed in 2007 reported experiencing physical symptoms of stress due to work.
- According to statistics from the American Psychological Association (APA) Stress in America Survey (2012), two-thirds of Americans say that work is a main source of stress in their lives.



High Cost of Stress in Workplace

What are the stressors in the workplace???



Work Stress And Health

A recent study looked at stress and health outcomes of over 5,300 employees. After monitoring participants for a 13-year period, findings indicate that employees who feel significant pressure at work and little control over the things they do were approximately 45% more likely to develop a health issue. (Lees, 2014)

Work Stress And Health

- Chronic Work Stress has been linked to higher levels of heart disease and diabetes.
- These findings indicate serious implications for the effects of work stress on employee health.

Corporate Stress Reduction Programs

Some Good News

25% of large US companies have now launched ‘stress-reduction’ initiatives.

Corporate Stress Reduction Programs- Mindfulness

- Google
- General Mills
- Apple
- Nike
- Proctor and Gamble
- Aetna
- GlaxoSmithKline



Mindfulness Begins With Attention

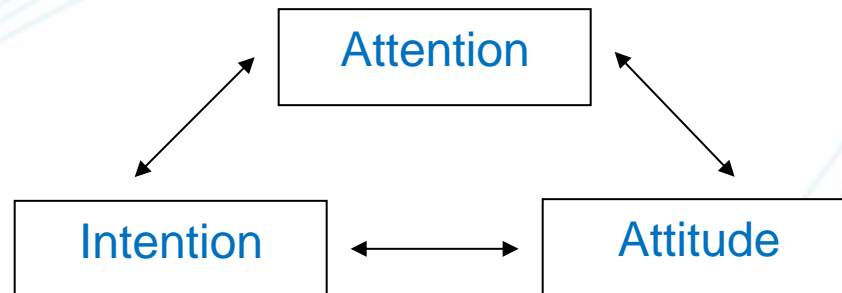
Jon Kabat-Zinn defines mindfulness as paying attention, on purpose, in the present moment non-judgmentally.

Being Here NOW



Defining Mindfulness

Axioms of Mindfulness



Defining Mindfulness

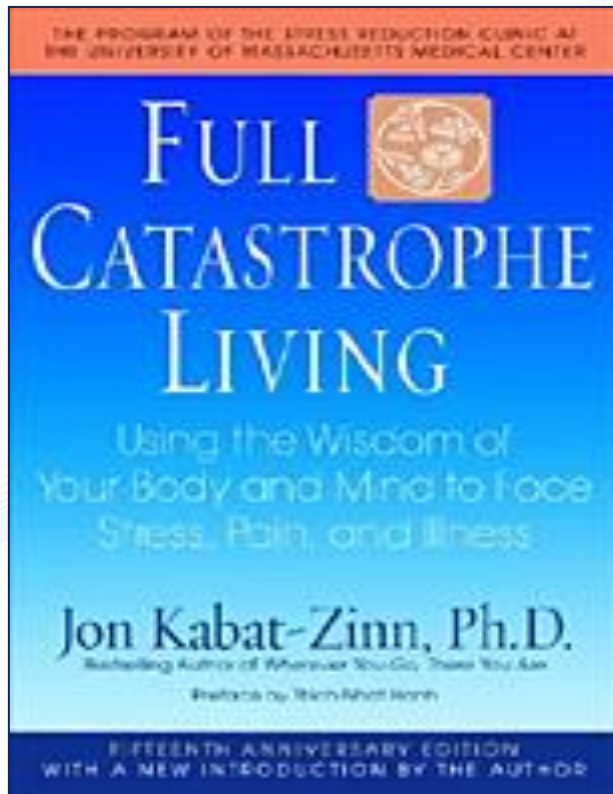
Attitude - an accepting, open, and kind curiosity towards one's own experience

Mindfulness is a natural human capacity for being present, simply and wholeheartedly, to whatever we are experiencing in any moment.

Defining Mindfulness

While we all experience being fully present at particular times in our lives, especially with rare and lovely experiences, the *practice* of mindfulness is a way to cultivate this capacity so we can meet the full spectrum of our lives with increasing creativity and care.

Mindfulness-Based Stress Reduction (MBSR)



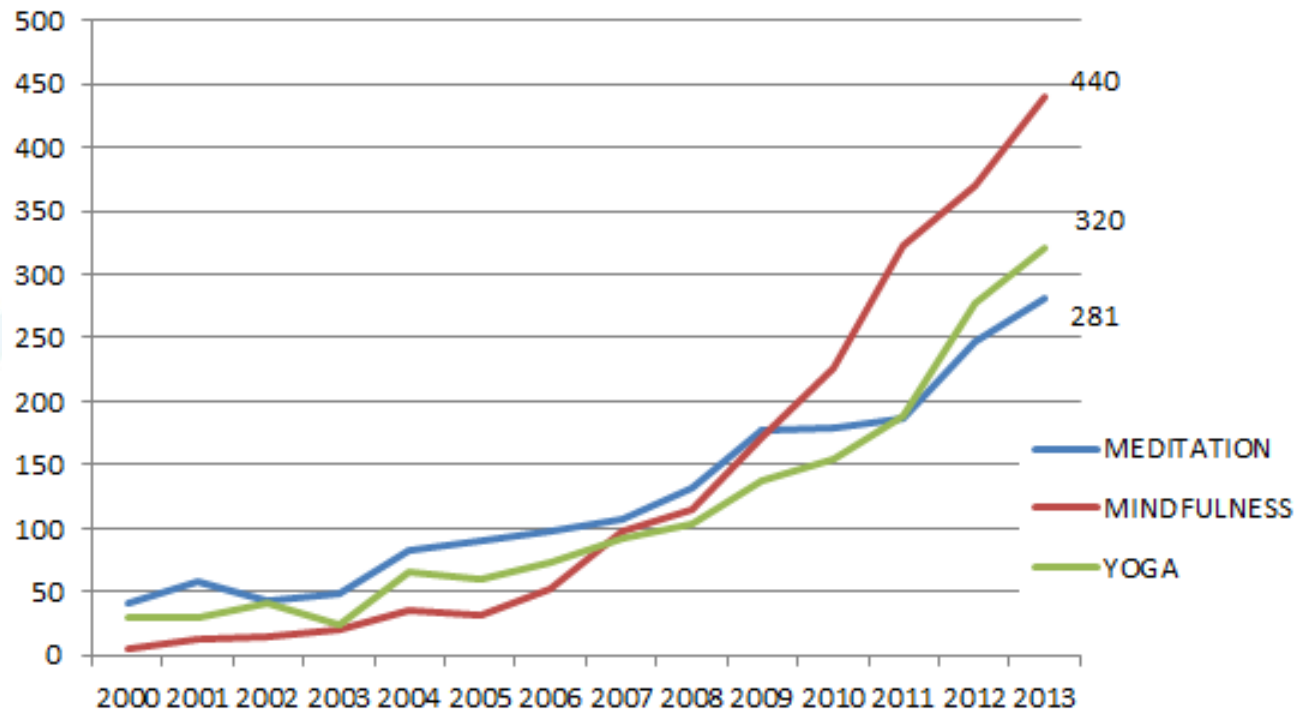
- 8-week program, 2-1/2 hours per week, plus full day of practice
- Educational, not therapeutic orientation — classes provide a community of learning and practice, for motivation, support, and belonging
- Medically heterogeneous environment; focus on what's right with you, not what's wrong...

Mindfulness- Based Stress Reduction in 2014

- Offered at >700 medical centers in U.S. and around the world
- Over 30 years of research in a wide range of chronic clinical ailments

MBSR programs have expanded to Corporations, Lawyers, Military, Universities, Schools-teachers, children (K-12)...

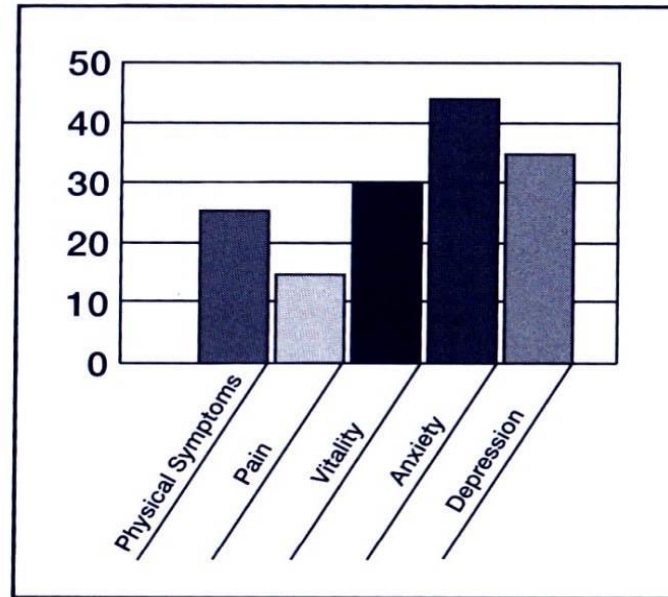
Peer- reviewed articles



February 2014



MBSR Research at Jefferson



Percent improvement after 8-week MBSR program:

*(Reibel DK, Greeson JM, Brainard GC, Rosenzweig S.
Gen Hosp Psych, 2001, Vol 23, 183-192.)*

MBSR Research at Jefferson

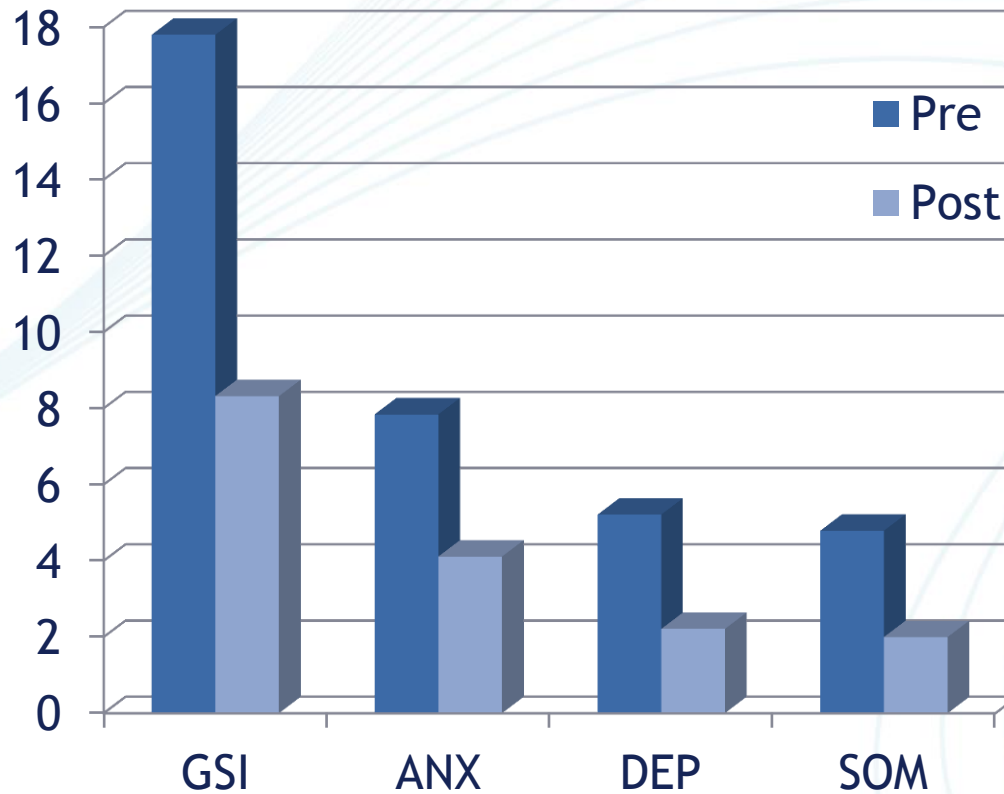
- Improved glycemic control in people with Type 2 diabetics
- Reduced blood pressure in people with Type 2 diabetes
- Increased Natural Killer Cell activity

Mindfulness at Work-Public School District

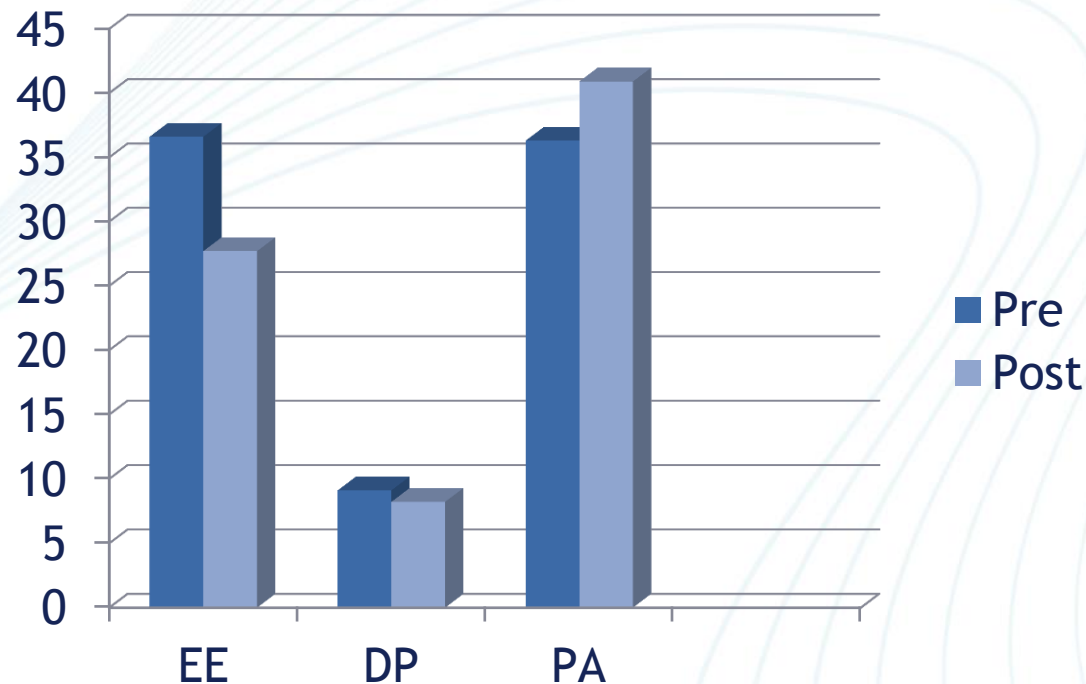
- Urban-fringe district- directly adjacent to Philadelphia
- 8 elementary schools, 2 middle schools, 1 high school
- 5,500 students



MBSR Program Teachers(K-12) Brief Symptom Inventory Scores



Maslach Burnout Scale- Educators' Survey Scores



EE=Emotional Exhaustion, DP = Depersonalization
PA= Personal Accomplishment
25 % decrease in EE and 13 % improvement in PA $p < 0.005$

Teachers' Feedback on Effectiveness of MBSR

How has this program helped you become more effective at work?

95% I am better able to manage stress

88% I can better manage my emotions

88% I am more present for my students

MBSR for High School Teachers

The Effectiveness of Mindfulness-Based Stress Reduction on Educator Stress and Well-Being.

(Frank, Reibel et.al, 2013)

Improvements in:

- emotional self-regulation,
- mindfulness skills (observation, awareness)
- multiple domains of sleep.

75 % of teachers reported bringing mindfulness practices into the classroom

Mindfulness at Work - Direct Care Staff at Continuing Care Community

- Anxiety was reduced by 43% ($p < 0.08$),
- Depression was reduced by 37% ($p < 0.05$)
- Somatization was reduced by 56% ($p < 0.004$)

Mindfulness at Work-Staff at Continuing Care Community

- Statistically significant increase in ratings of overall self-compassion
- Statistically significant improvements on 3 subscales; self-kindness, self-judging and mindfulness

JAMA®

Association of an Educational Program in Mindful Communication With Burnout, Empathy, and Attitudes Among Primary Care Physicians. (Krasner et.al. *JAMA* 2009)

70 Primary Care Physicians

8 week intensive intervention 2.5 hours/week + 7 hour day

10 month follow up (2.5 hours/month)

Mindfulness for Physicians-Outcomes

Increase in mindfulness was positively correlated with significant improvements in a range of measures, for example:

- Maslach Burnout Inventory: emotional exhaustion and personal accomplishment
- Jefferson Scale of Physician Empathy: perspective taking
- Profile of Mood States: total mood disturbance

Improvements were maintained at 12- and 15-month follow up

Physician Mindfulness and Quality of Care

Multicenter Study of Physician Mindfulness and Health Care Quality.

Beach MC, Roter D, Korthuis D, Epstein, R et al. *Ann Fam Med September/October 2013 11:421-428.*

Mindfulness among clinicians was associated with more rapport building and communication about psychosocial issues between patient and clinician, and a more positive emotional atmosphere within the clinical encounter.

Mindfulness And Patient Safety

Effect of Mindfulness Training on Mindfulness Level in the Workplace and Patient Safety Culture as a Part of Error Prevention in Radiation Oncology Practice : A Pilot Study
(Mumber et.al. Radiation Oncology 2014)

All statistically significant outcomes differed in the direction of more mindfulness and increased patient safety parameters. Near miss and incident reporting increased. The MAAS test and the Patient Safety Culture Test showed positive outcomes.

Mindfulness for Therapists- Client Outcomes

Controlled, double-blind study of outcomes of therapy in clients whose therapists meditated daily (Grepmaier, et al. 2007)

Significant difference in symptom reduction measured by SCL-90: GSI, and 7 of 9 subscales - somatization, insecurity in social contact, obsessiveness, anxiety, anger/hostility, and psychoticism

“Compared to what we ought to be, we are only half awake.” William James



MBSR in the Workplace-Exemplary Study

“Alterations in Brain and Immune Function Produced by Mindfulness Meditation” Davidson, Kabat-Zinn et.al(2003)

MBSR for healthy employees in corporate setting

- n=25; randomized to MBSR vs. WLC

Changes in brain activity (left side, anterior regions) with:

- Decrease in trait anxiety
- Increase in positive affect
- Enhancement of immune function

Brain Changes with Mindfulness Practice

- Cortical Thickening (areas associated with attention and sensory processing) – opposite of what happens with aging (Lazar et.al.)
- Reduced amygdala activation to emotional sounds and images (Davidson and Lutz)
- Increases in regional brain gray matter density (Holzel et. al.)- regions associated with learning, memory, emotion regulation, perspective.



Mindfulness in the Workplace

The Effects of Mindfulness Meditation Training on Multitasking in a High-Stress Information Environment (Levy, et.al. 2012)

A study of HR managers- mindfulness-based program

- stayed on tasks longer
- fewer task switches
- less negative emotion after task performance
- improved memory for the tasks performed

Mindfulness in the Workplace

Mindfulness courses offered to employees at Transport of London significantly reduced the number of days off due to stress, anxiety and depression by 70 percent over three years.

Absences for all health conditions dropped by 50% over that time.

Mindfulness Report, 2010 (London: Mental Health Foundation)

Mindfulness in the Workplace

Mindfulness courses offered to employees at Transport of London also resulted in qualitative improvements with:

80% of participants reporting improvements in their relationships, 79% improvements in their ability to relax, 64% improvements in sleep patterns and 53% improvements in happiness at work.

Mindfulness Report, 2010 (London: Mental Health Foundation)

Mindfulness in the Workplace

Dow Chemical Company Employees- randomized control trial- Mindfulness intervention(on-line) shown to be effective in:

- decreasing employee stress

- improving resiliency, vigor, work engagement

- enhancing overall employee well-being.

Improvements seen at 6 month follow-up

(Aikens, et.al, 2014)

Mindfulness in the Workplace

Employees of a call center working for a financial institution took part in brief mindfulness training. The results showed that mindfulness increased while psychological distress (stress, anxiety/depression, fatigue, and negative affect) decreased for all employees throughout the intervention. The satisfaction level of the employees' internal clients significantly increased. (Gregoire, et.al.2014)

Mindfulness in the Workplace

Mindful Leadership retreat(4 days) found that for 93% of leaders surveyed, mindfulness training helped them create space for innovation, 89% said it enhanced their ability to listen to themselves and others, and nearly 70% said it helped them think strategically. (Marturano, 2011)

Jefferson's Mindfulness at Work

Corporate 6 week program- Fall 2014

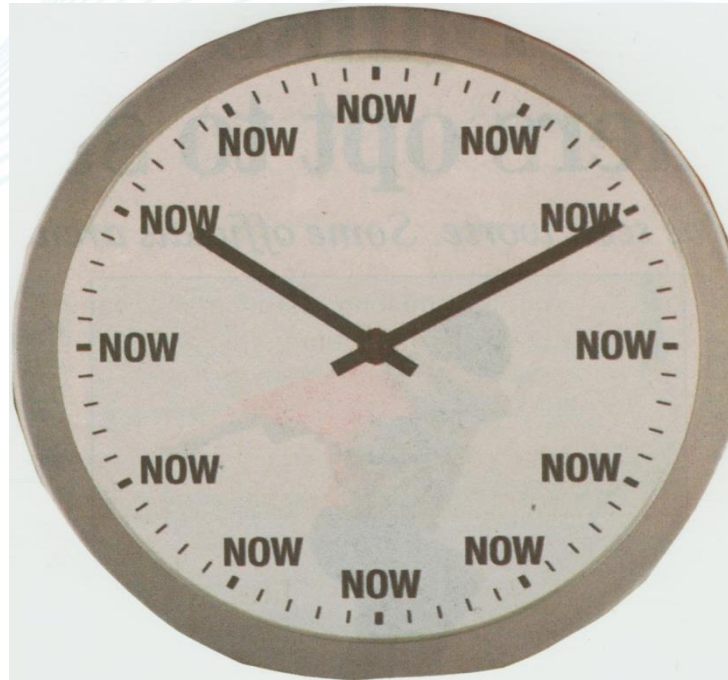
100% of employees taking the program said they noticed benefits at work and in their personal lives.

“ Before I took this course I was really wondering if I should stay at this job. It was really a push in the morning not looking forward to going to work. Now I wake up and I look forward to the work day. And I know it is not the job that has changed. I am happier. At work and home. I am so much more alive”



Jefferson[™]

HEALTH IS ALL WE DO





*“One can appreciate and celebrate each moment—there’s nothing more sacred. There’s nothing more vast or absolute. In fact, there’s
“this moment.”*”