



Strategies of Management of Stress amongst PG Students

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Outline

- Understanding stress
- Stress among medical students
- COVID-19 and its impact on HCW (Health care workers)
- Signs and symptoms of stress
- What is Burnout?
- Stress management

ORIGINAL ARTICLE

Burnout in medical students of a tertiary care Indian medical center

How much protection does resilience confer?

Pharasi, Shaurya; Patra, Suravi¹

Psychological well-being in medical undergraduates in a rural medical college in South India

[P Sreelatha](#), [Sumana Gundam](#), [P. V. S. S. Arun](#), and [Sumalatha Ryali](#)¹

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Psychological well-being and burnout amongst medical students in India: a report from a nationally accessible survey



Sharad Philip^{1*} , Andrew Molodynski^{2,3}, Lauren Barklie², Dinesh Bhugra⁴ and Santosh K. Chaturvedi¹

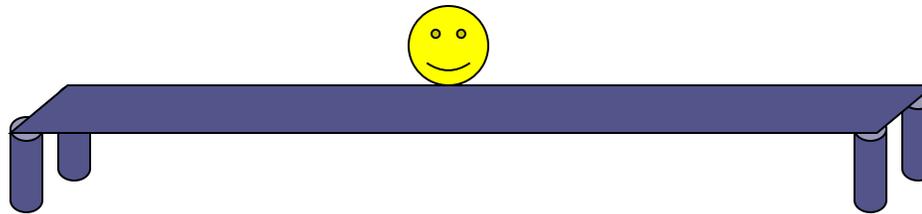
What is Stress ?

Demands > Resources

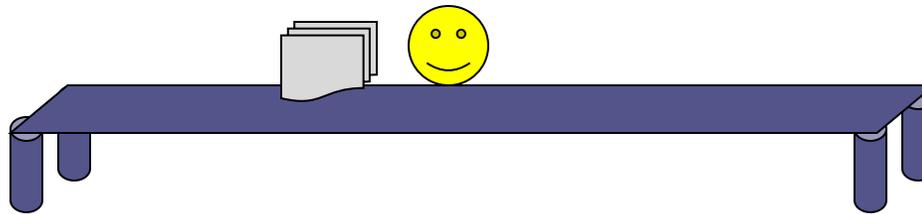


Stress is the emotional and physical response one experiences, whenever there is an imbalance between demands and resources

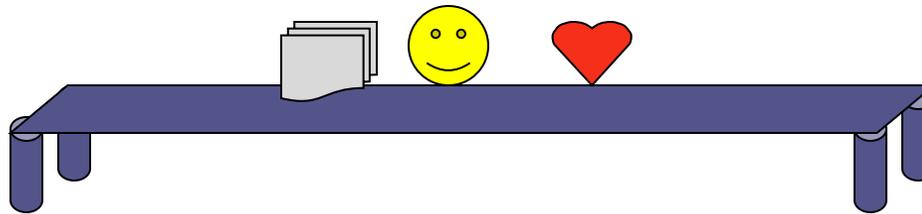
Concept of stress



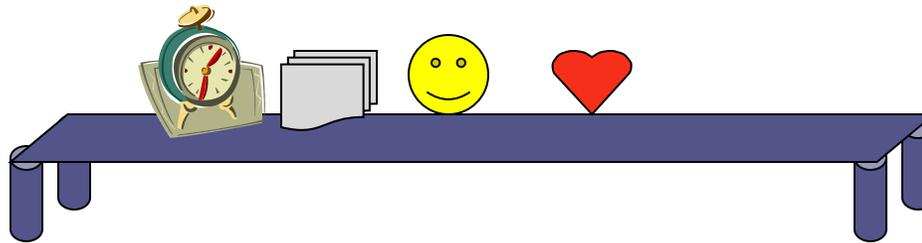
Concept of stress



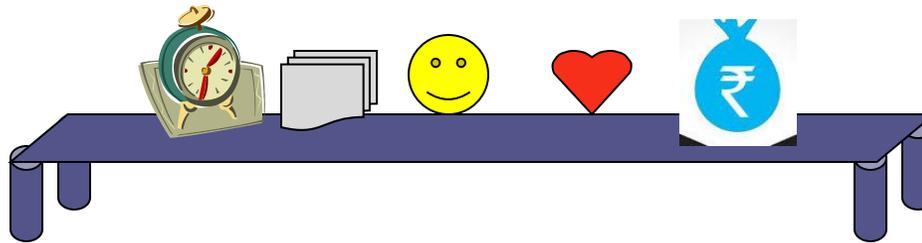
Concept of stress



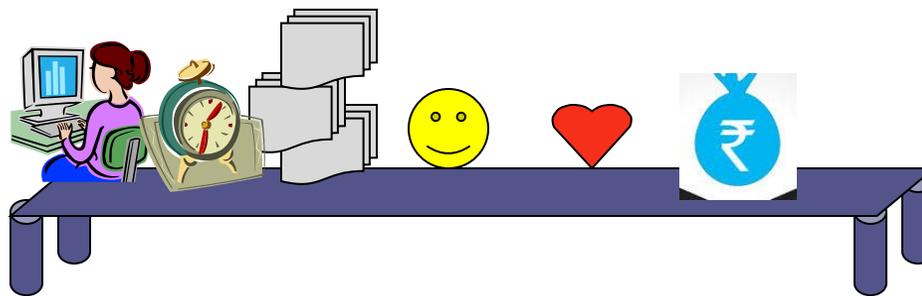
Concept of stress



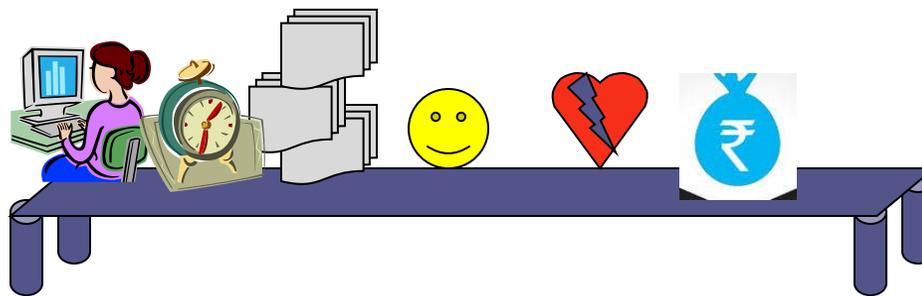
Concept of stress



Concept of stress

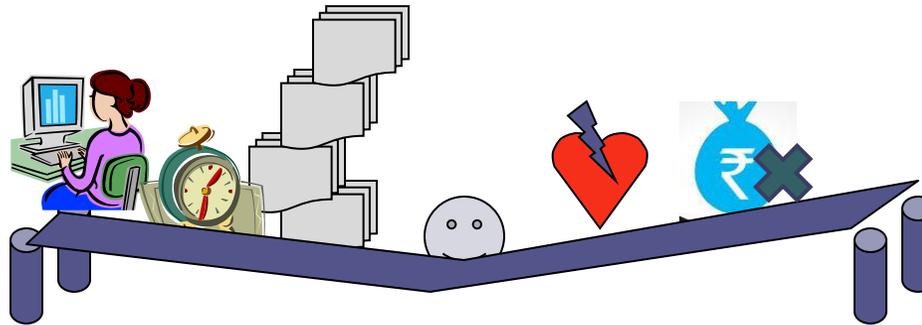


Concept of stress



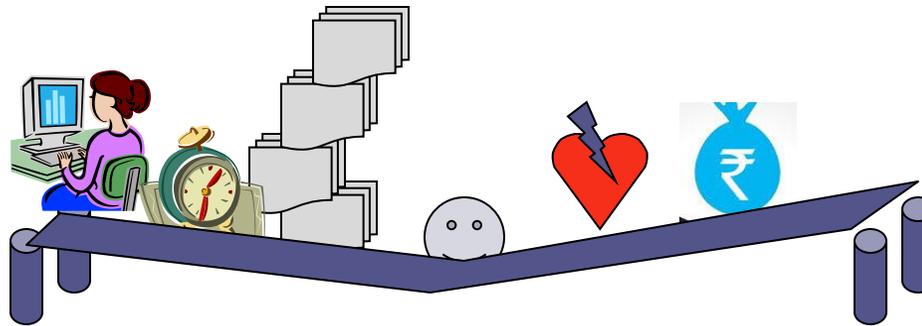
Concept of stress

Demands > Resources



Concept of stress

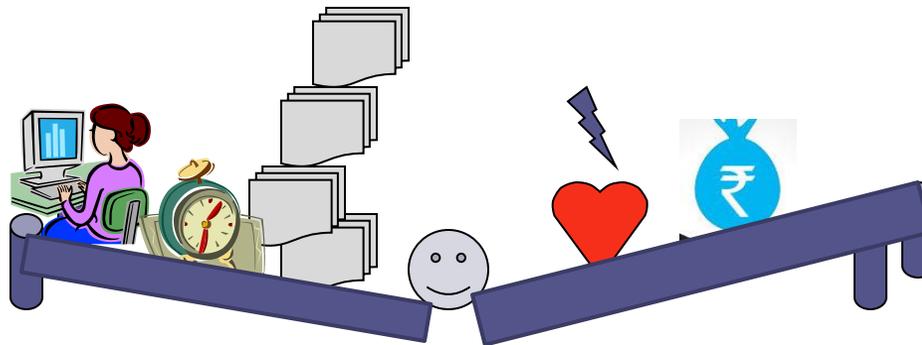
Demands > Resources



- Like the ‘weight on a bridge’, various sources of *stress* act in a similar manner on our body and mind
- It may continue ‘bent and strained’ or, after a certain threshold, it may ‘break apart’

Concept of stress

Demands > Resources



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Types of Stress

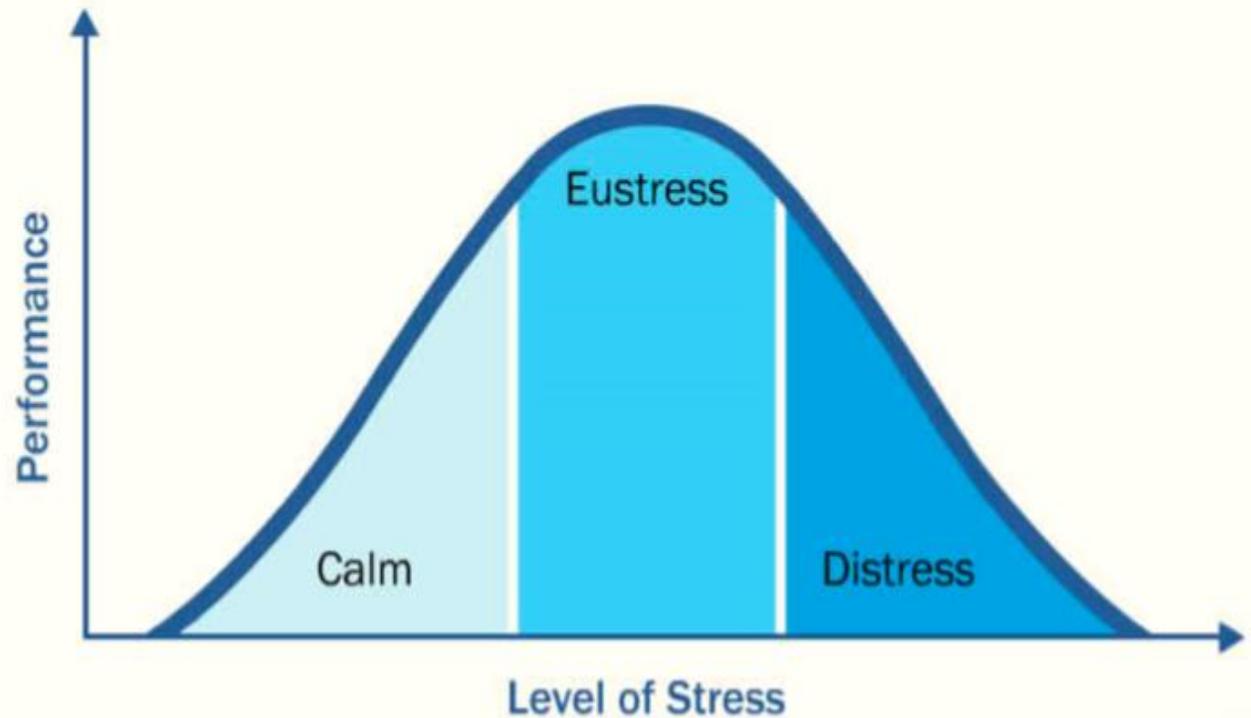
Acute Stress: Fight or flight. The body prepares to defend itself.

Chronic Stress: The cost of daily living. Left uncontrolled this stress affects your health- your body and your immune system.

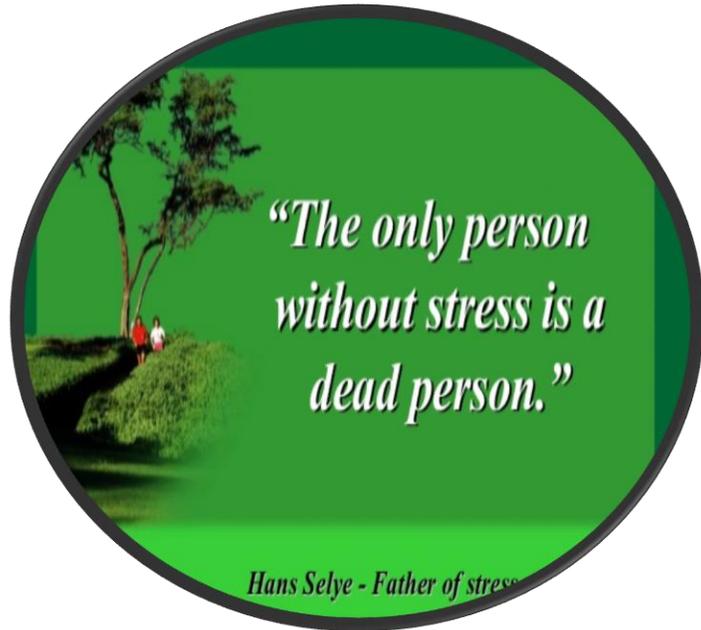
Eustress: Stress in daily life that has positive connotations

Distress: Stress in daily life that has negative connotations

Yerkes-Dodson Law of Performance



Is Stress always Bad?



- **Not necessarily !**
- **Moderate levels of stress may actually improve the performance and efficiency**
- **‘Necessary for survival’ : fight /flight response**
- **Inverted U-shaped curve**





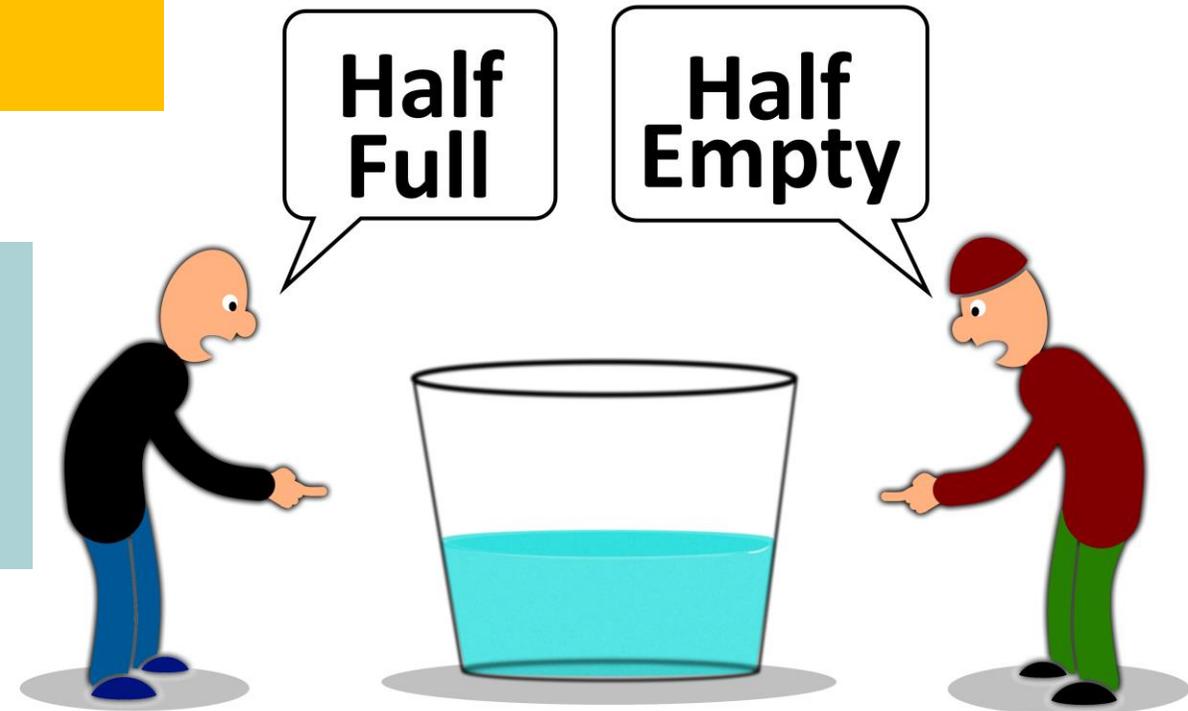
- When is stress experienced as **bad**?
- Why same stressor evoke different **reactions** in different people ?
- Why different people are **affected** to a varying degree with same stressor?

Among other individual factors, the role of perception is very important

Role of perception

At times, the way in which an event is perceived, leads to stress, rather than the event per se

“PERCEIVED STRESS” is often more important than the actual stressor



Stress among medical students /professionals





Common stressors among medical professionals

The Job	Workload, Time pressure, Administrative duties, Sleep deprivation, No regular meals, Threat of malpractice.
The Organisation	Career structure, Career uncertainties, Inadequacy of resources and staff, Lack of senior support, Culture and climate of the organisation
The Doctor	Personality (e.g. Hardy and non-hardy), High demands on self and others, Dealing with death and dying, Confrontation with emotional and physical suffering
Relationships with other people	Staff conflict, Professional isolation, patient's expectations and demands, level of support from friends and family.
Work-life balance	Stress related to work and home, Lack of exercise and other leisure activities, lack of free time, Home demands, Disruptions to social life.

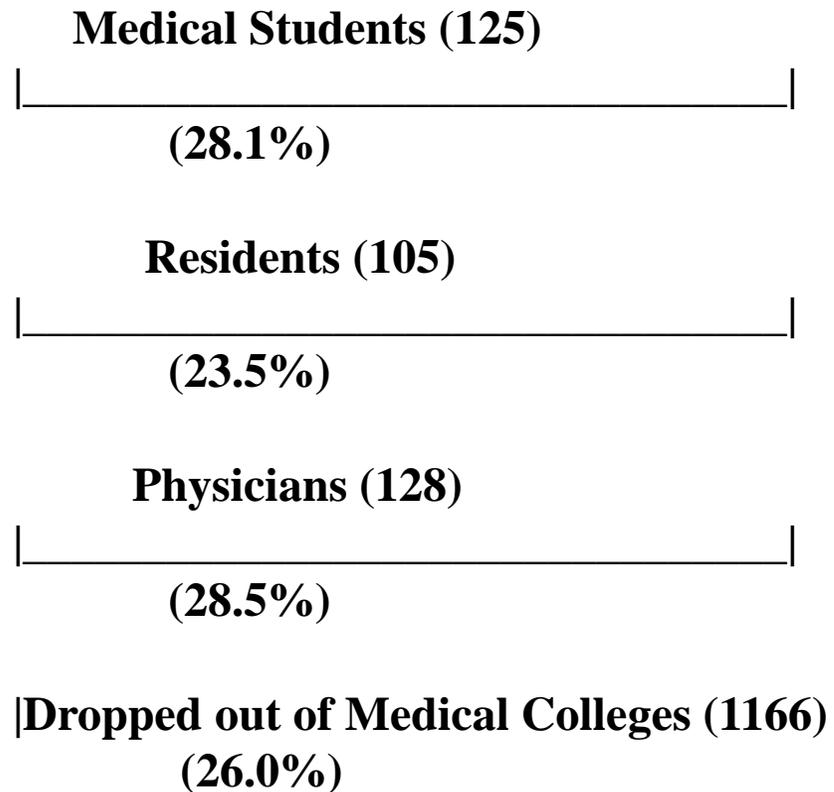
Source: (Dr. Josephine, medical bulletin, Hong Kong)

AIIMS, New Delhi



Increasing rate of suicide among doctors

SUICIDE DEATHS AMONG MEDICAL STUDENTS, RESIDENTS, AND PHYSICIANS (2010-2019)



According to a study, **358 suicide deaths** among medical students, residents and physicians had been reported between 2010 and 2019; additionally, 1,166 students dropped out of medical colleges; there were several appeals for intervention from students and parents



COVID-19 COULD EXASPERATE DOCTORS' EXISTING MENTAL HEALTH BURDEN

More than
60,000
U.S. health care workers have
contracted **COVID-19**.
300 have died.

SOURCE: CDC

An estimated
300 to **400**
physicians die by **suicide** every year.

SOURCE: Journal of Medical Regulation

Of the health workers
who treated patients during
China's COVID-19 outbreak

50% showed signs
of **depression**
45% showed signs
of **anxiety**

according to preliminary research.

SOURCE: JAMA Network Open

abc NEWS

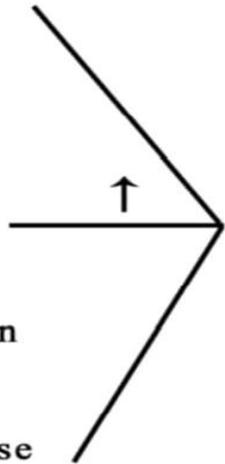


Experience of HCW's during COVID-19

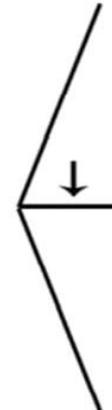


Initial experience

1. Lack of knowledge
2. Lack of awareness about consequences
3. No fixed protocol
4. No predecided treatment for novel virus
5. Unfamiliarity with working in infectious disease
6. Media portrayal about increase in disease
7. Lack of resources



**Constant fear
Recurring thoughts
of being infected**



Later experience

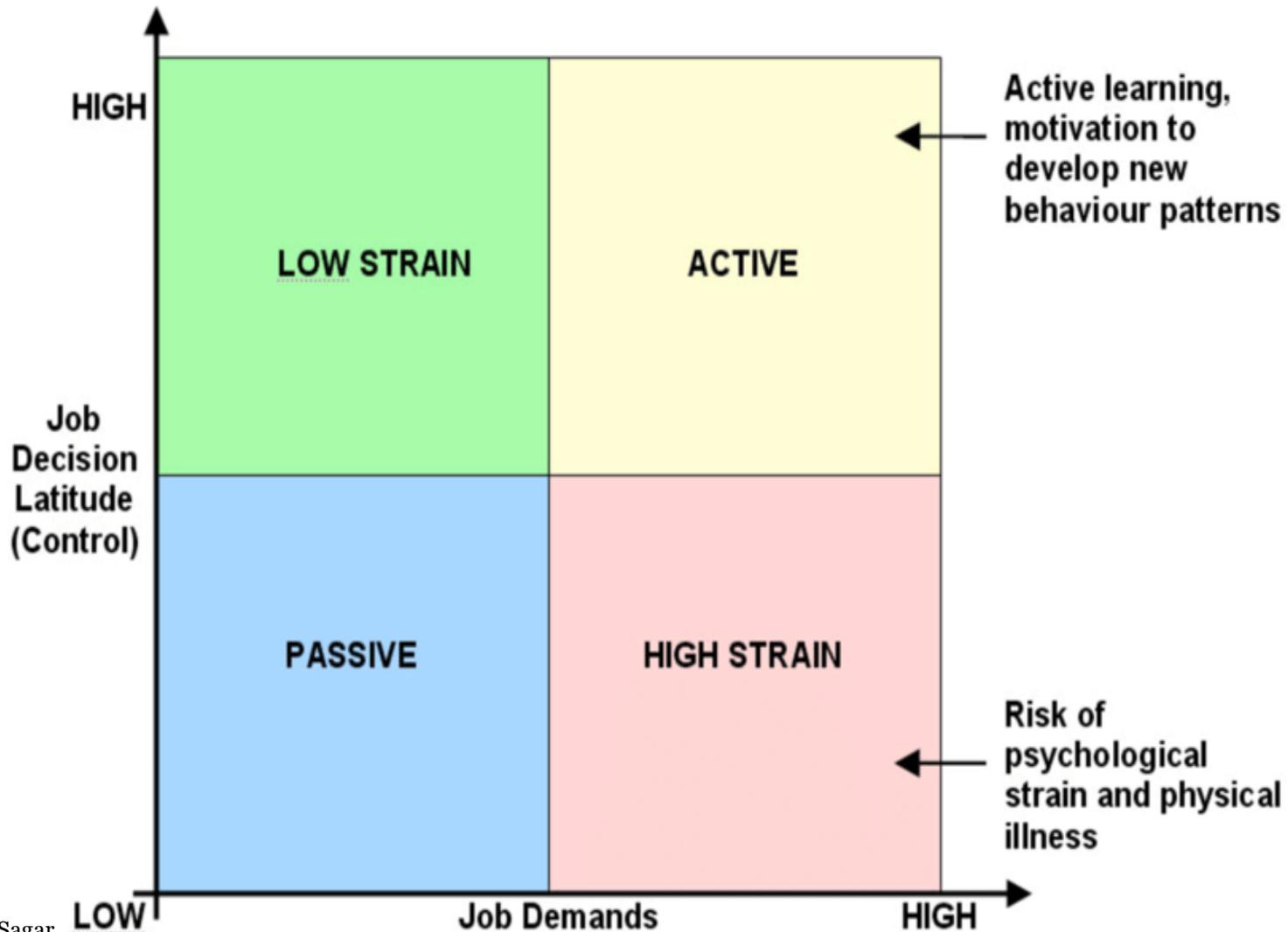
1. Encountered with more number of cases and recoverings
2. Gained more information and knowledge about infection
3. Provided information about usage of protective gears
4. Exposure and treating number of patients with similar condition
5. Staffs tested COVID- positive and recovered
6. More resources availability

Shift from onset of pandemic to new normal



(Romate & Rajkumar.,2022)

Job Demand Control Model



The Job Demand-Control Model suggests that doctors' well-being is influenced by the balance between job demands (**workload, time pressure, emotional strain**) and control (**decision authority, skill variety, autonomy**), with interventions focusing on workload management and enhancing autonomy to alleviate strain and foster well-being.

(Adapted from Karasek 1979)

Common Stressors

- **Personal Changes**
Illness, end of relationship, financial shifts
- **Family Changes**
Marriage/divorce, children, death, moving
- **Work Changes**
New Job/Boss, unemployment
- **Environmental Changes**
War, natural disaster, relocation





Causes of stress

External

- ✓ Environmental (physical surroundings)
- ✓ Family and relationship problems
- ✓ Work-related (e.g. dissatisfaction, overload)
- ✓ Social stressors (e.g. financial constraints)
- ✓ Major Life changes, events
- ✓ Daily hassles and demands

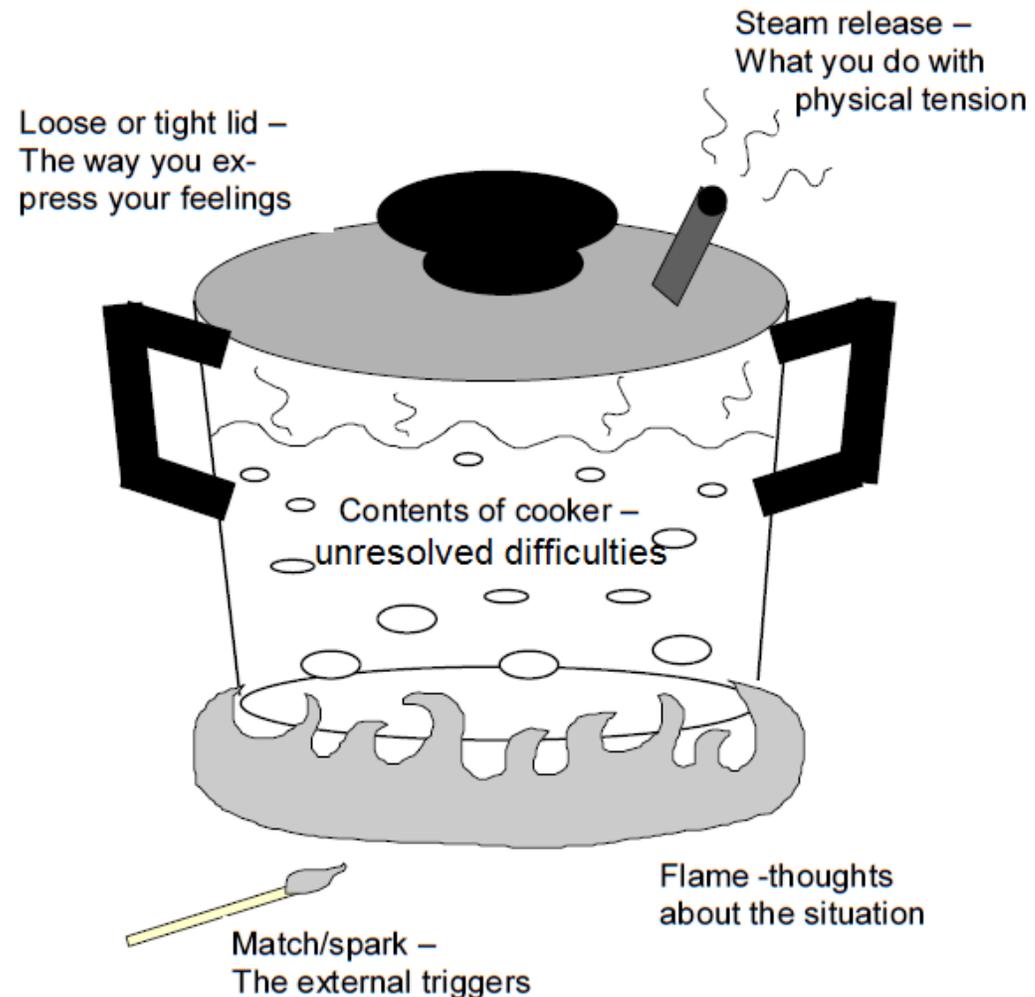
Internal

- ✓ Uncertainty or worries
- ✓ Pessimistic attitude
- ✓ Self-criticism
- ✓ Unrealistic expectations or beliefs
- ✓ Perfectionism
- ✓ Low self-esteem
- ✓ Excessive or unexpressed anger
- ✓ Lack of assertiveness

Pressure Cooker Model (of Stress/Anger/Emotions)

Talk things through?
Write things down?
Sing?
Joke?

Arguments/relationship breakdown
Physical Illness
Exams
Poor sleep



Relaxation?
Exercise?
Sport?
Hot bath?

“They’re trying to make me look stupid”

“I can’t do this anyway, so why try?”



How to Identify the Symptoms of Chronic Stress ?



Common Symptoms of Stress

Physical

- Fatigue
- Exhaustion
- Headache (band-like)
- Body aches, muscle ache, stiffness (esp neck, arms, lower back)
- Disturbed sleep
- Nightmares
- Early morning awakening
- Appetite changes, binge eating

Autonomic symptoms

- Dry mouth
- Heart palpitations
- Chest pain
- Abdominal cramps
- Trembling
- Cold extremities, flushing or sweating

Social symptoms

- Withdrawing from others
- Poor interpersonal relationship
- Few friends
- Unable to trust on others

Behavioral

- Withdrawn from others or, excessive dependency
- Lack of self-care
- Lack of initiative, procrastination
- Agitated, on minor issues
- Interpersonal issues or
- Poor productivity
- Absenteeism
- Accidents, Errors

Cognitive /thinking

- Memory complaints
- Inability to concentrate
- Indecisiveness
- Sense of ‘cognitive slowness’
- ‘Negative’ thoughts
- Cognitive distortions
- Loss of objectivity

Emotional symptoms

- Tearfulness, or feeling a desire to cry ;
- Mood swings, irritable;
- Anger (at self or others);
- Impatience;
- Feelings of helplessness and inadequacy;
- Self –critical, pessimistic thoughts
- Feeling different or isolated from others;
- Feeling overwhelmed or unable to cope with situations
- Feeling rushed all the time
- Loss of sense of humor Excessive worrying
- Restlessness
- Pacing, fidgeting
- ‘sense of ghabrahat’

Signs of Stress at Work Place

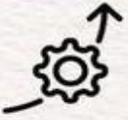
- Poor decision-making
- An increase in mistake during work
- Inattentive and poor concentration
- Increased sickness and absence
- Poor employee/work place relations
- Disinterest in work
- Fatigue



Burn-out

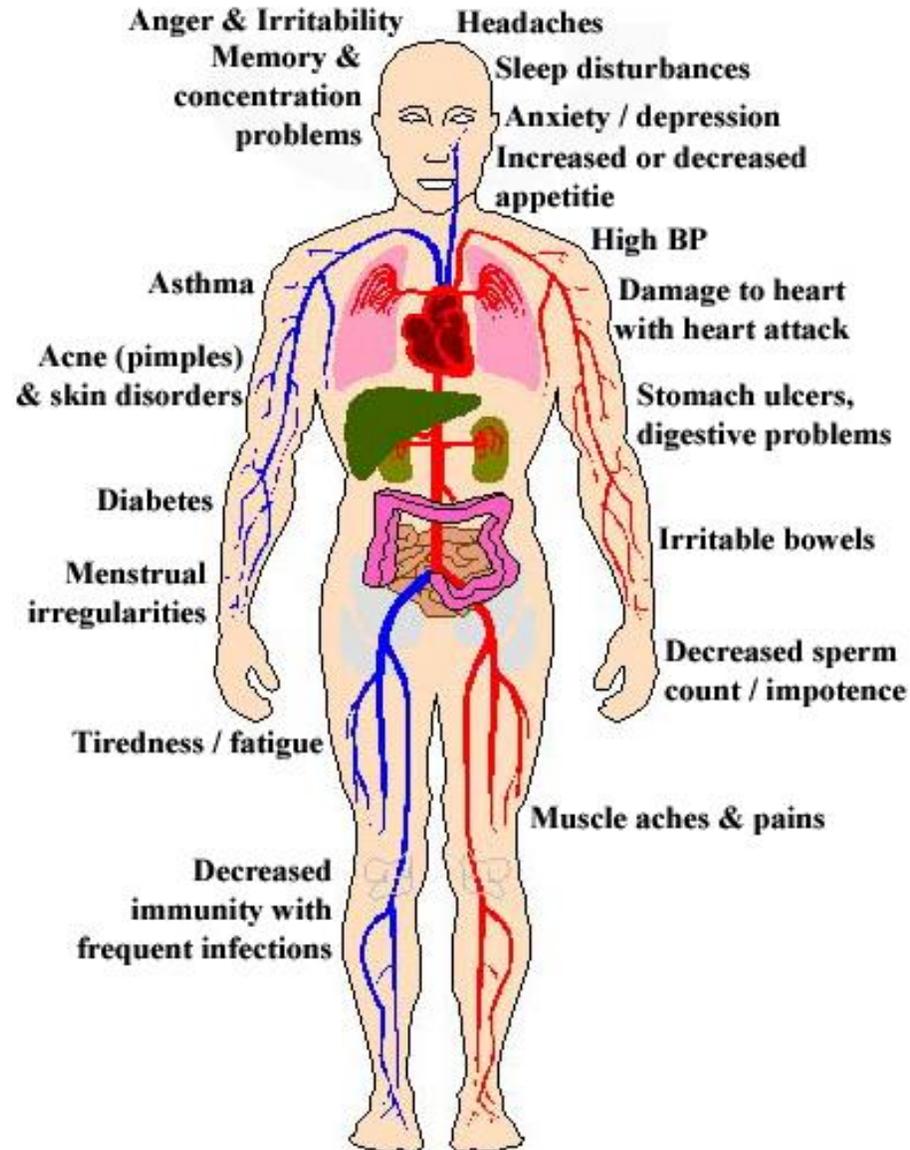
- State of emotional, mental, and physical exhaustion caused by excessive and prolonged stress.
- As the stress continues, one begins to lose the **motivation** that led to take on a certain role in the first place.
- Commonly seen among the health professionals or caregivers of chronic illnesses

SYMPTOMS OF BURNOUT SYNDROME

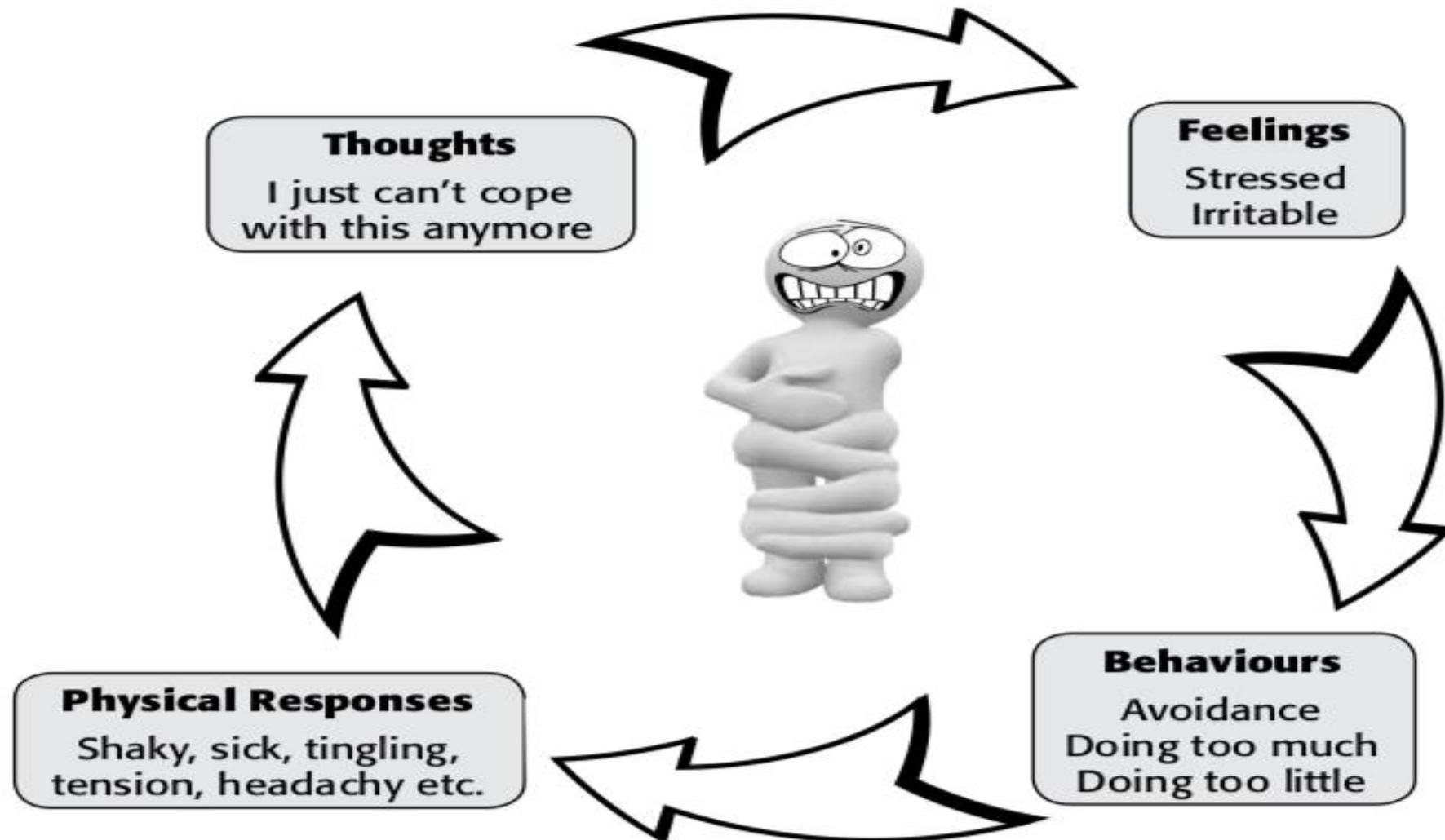
- 
1. EXHAUSTED THROUGHOUT THE DAY
- 
2. FALLING FREQUENTLY SICK
- 
3. LOW MOOD
- 
4. WEIGHT LOSS OR WEIGHT GAIN
- 
5. HYPERTENSION
- 
6. LOW SELF-ESTEEM
- 
7. ABSENTEEISM
- 
8. ANXIETY
- 
9. LOW COMMITMENT TO WORK
- 
10. REDUCED PERFORMANCE AND PRODUCTIVITY

MIND JOURNAL MIND HELP

Physical and Psychological Illnesses due to Chronic Stress



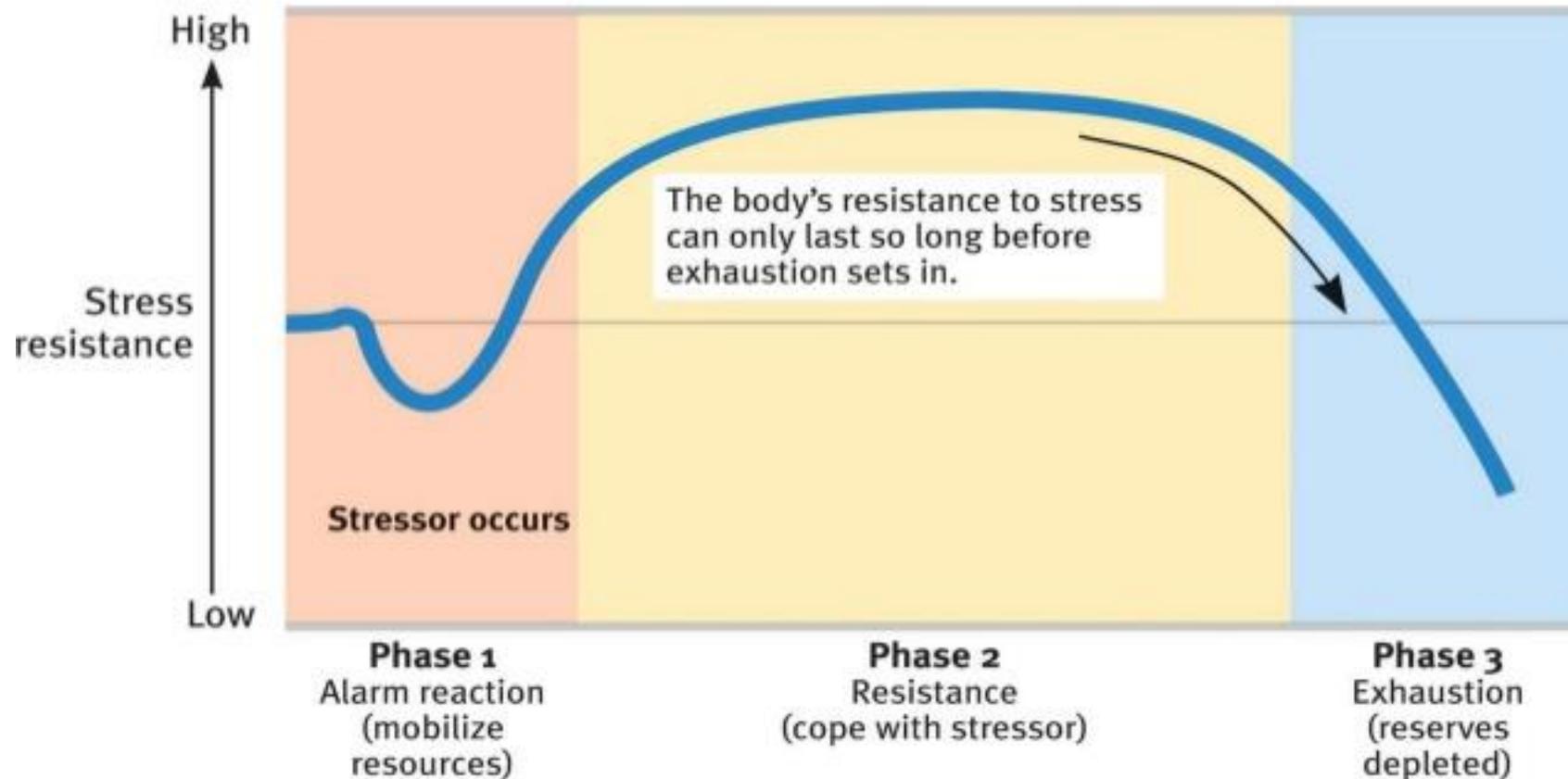
Vicious Cycle of Stress



General Adaptation Syndrome [GAS]

(Identified by Hans Selye):

Our stress response system defends, then fatigues.



Assessment of Psychological Well-being Among Medical Professionals Working with Patients Who Suffer from Physical Trauma: An Observational Study from India

Sahil Gupta¹, Gayatri Bhatia², Rajesh Sagar³, Sushma Sagar⁴

Received on: 27 May 2023; Accepted on: 17 June 2023; Published on: 30 June 2023

ABSTRACT

Background: Healthcare providers working with victims of physical trauma are exposed to significant human suffering at work. This may place them at risk of burnout, secondary traumatic stress (STS), and other psychological disturbances. This study aimed to evaluate the professional quality of life and psychological well-being among trauma professionals.

Methodology: This was a cross-sectional study conducted among 153 staff members (nursing officers, resident doctors, and faculty) of a Level 1 trauma center in North India. The Professional Quality of Life (ProQoL-5) and Depression, Anxiety, and Stress (DASS-21) Scales were used.

Results: More than 50% of the participants had a moderate risk of burnout and STS. In addition, 54% of participants reported having anxiety, 40% stress, and 36% depressive symptoms. Depression, anxiety, and stress were all strongly predicted by burnout and STS.

Conclusion: Psychological distress symptoms were seen in a significant portion of professionals working in the trauma center. Workplace interventions for the promotion of psychological well-being among trauma professionals are recommended.

Keywords: Burnout, Healthcare professionals, Professional quality of life, Secondary traumatic stress, Trauma.

Indian Journal of Critical Care Medicine (2023): 10.5005/jp-journals-10071-24488



Stress and suicides among medical students: Time to act?

Rajesh Sagar

*“Getting things right for patients means first getting things as good
we can for those who deliver their care.” (Firth-Cozens)*

Students, residents, and young physicians appear to be at an increased risk for suicidal thoughts and even actual suicide.¹ Interestingly, students begin their medical college with almost similar rates of depression as their non-medical counterparts. Unfortunately, the mental health worsens throughout the course of medical school as indicated by numerous studies.^{2,3} The prevalence rates of depressive and anxiety symptoms in medical students may reach as high as 25-56%, exceeding those of students' age cohort as well as the general population.^{3,4} Stress is a major underlying factor for mental morbidity among medical students/residents. Only a few previous studies and commentaries have highlighted the stress/suicidal ideation among medical students in India.^{4,5}

Current issue of *Journal of Mental Health and Human Behaviour* has published two original articles,^{6,7} which have focused on stress and suicidal ideation among medical students/residents in India. First, the study by Goyal et al⁶ has assessed the prevalence of suicidal ideation amongst medical students of Delhi, which was found to be as high as 53.6%; nearly 5% contemplated it seriously and 2.6% attempted at least once in their lifetime. Second, the study by Jain et al⁷ assessed the perceived stress and subjective well being among residents from clinical and non clinical departments in a medical college of Rajasthan. The residents

from the clinical departments were found to be particularly affected.

Perceptions of stress among medical students/residents may have serious professional and personal ramifications. Stress negatively impacts the medical students' empathy, interest in caring for patients, ethical conduct and professionalism.⁸ Students/residents with burnout are less likely to hold altruistic views regarding physicians' responsibility to society and even consider dropping out of medical school.⁹ Stress also predisposes the student/resident to adverse personal consequences e.g. likelihood of substance abuse, difficulties in interpersonal relationships and suicidal ideation.⁹

A variety of stressors (personal, academic, social) may contribute to the stresses of medical students.^{3-5,9} The first year medical student is still an adolescent, relocated away from his home to a hostel where he is yet to make close friends. The initial period is an especially vulnerable period, with a multitude of adjustment problems and possibly, a limited reservoir of coping skills. Many students do adjust well eventually, but it may not be true for all students. As the college progresses, the academic pressures, expansive curriculum and frequent assessments begin to put an increasing higher demands on the students. There may be ongoing personal problems and social stressors, which if



Stress Management



Managing Stress

- *Acknowledge and Normalize distress*

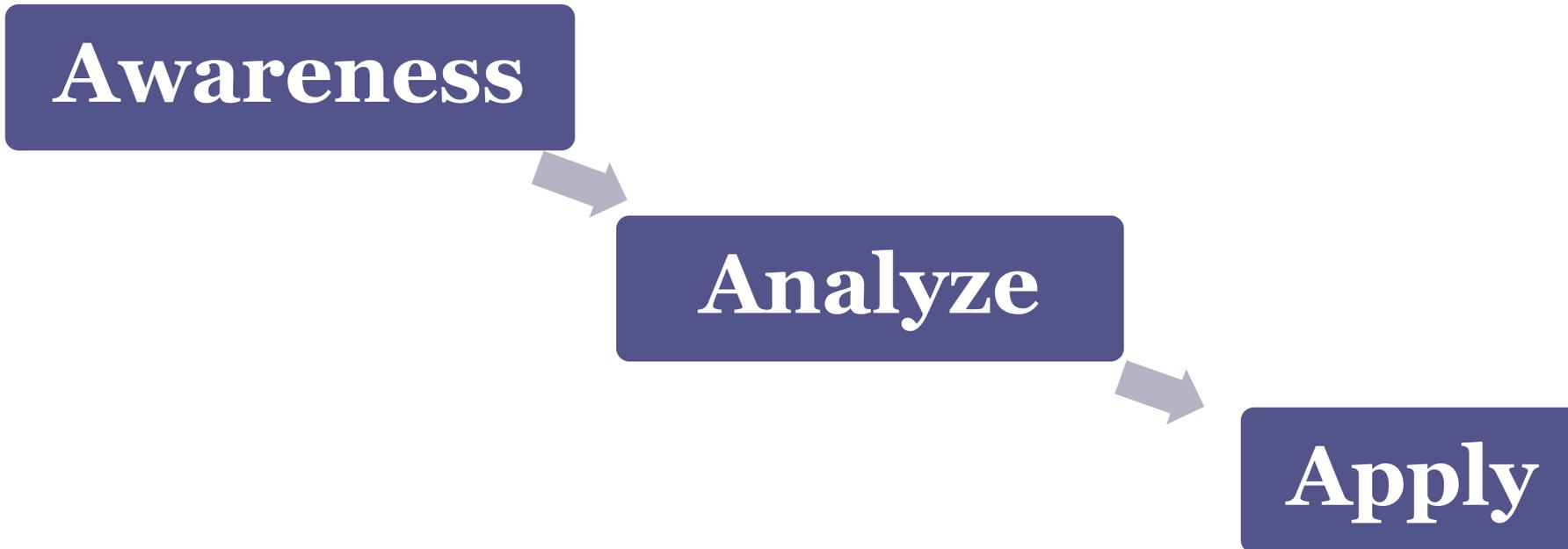
Help people gain perspective that its normal to feel overwhelmed during times of stress. Discourage any attempt to suppress emotions or distract from them as ignoring distress escalates it in the long run. Acknowledge and validate all their concerns.

- *Encourage Ventilation of Emotions*

Encourage patients to reconnect with their existing support network (family members and friends) and regularly express them about all their emotions and thoughts. Maintaining a daily journal also allows one to engage in this process regularly.



3 A's of Managing Stress





Psychosocial Support in Managing Stress

- Stress do not mean that you are **weak**
- Managing your well-being or emotional health during this time is as **important** as managing your physical health
- Basic needs to be taken care and employ helpful coping strategies
- Strategies used in the **past to benefit** now at times of stress
- If your stress worsens and you feel overwhelmed, you are **not to blame**
- **Challenges**, real or anticipated

Simple Strategies to Overcome Stress

- **Acknowledging** that one is stressed,
- Taking care of **self**
- **Distracting** oneself through simple chores, routine activities
- Engaging in **physical activities, simple exercise**
- Viewing stress as a **normal and obvious reaction** to the circumstances
- **Communicate** with your colleagues
- Be **well-informed**





- Understanding your **limits** in managing the crisis
- Stay **connected** with family & friends
- Stepping back for a **break** when needed
- Engage in **hobbies**, interests
- **Relaxation** techniques, breathing exercise, yoga, meditation
- **Ask** for help/support from peers, colleagues
- Healthy eating habits, **sleep hygiene**
- **Avoid unhealthy** methods such as smoking, drinking etc
- Practice your own method to **de-stress**
- Important role of **Team leaders/supervisors**

What is PFA?

- Psychological First Aid (PFA) is described as a humane, supportive response to a fellow human being who is suffering and who may need support.
- PFA involves the following 7 themes:



Action Principles

Principles	Actions
 LOOK	<ul style="list-style-type: none">• Check for safety.• Check for people with obvious urgent basic needs.• Check for people with serious distress reactions.
 LISTEN	<ul style="list-style-type: none">• Approach people who may need support.• Ask about people's needs and concerns.• Listen to people and help them to feel calm.
 LINK	<ul style="list-style-type: none">• Help people address basic needs and access services.• Help people cope with problems.• Give information.• Connect people with loved ones and social support.

Stress management

Stressmanagement

- B**ehavior > including pleasurable activities, social interaction, social support, friendship, love, healthy communication, arts and creativity, pacing, cognitive behavioral therapy, motivational and positive psychology
- E**xercise > *aerobic* and anaerobic physical activity
- R**elaxation > including meditation, spirituality / belief, sleep hygiene
- N**utrition > diet, including supplements – if indicated

Stress management consists of making **changes** to your life if you are in a constant stressful situation, preventing stress by practicing **self-care** and relaxation and managing your response to stressful situations when they do occur.

(Esch, 2008a; Esch & Stefano, 2007b)



Why Stress Management is Important?

- It can improve your mood
- Boost immune function
- Promote longevity
- Improve work performance
- Increase your stress tolerance level
- Strong your coping skills
- Facilitate interpersonal relationship



What You Must Have Known By Now

1. Healthy eating habits
2. Getting regular exercise
3. Maintaining sleep hygiene
4. Thinking Positive

What More??

3 Types of Stress Management Strategies

Cognitive Techniques

- Identifying & Reframing the Cognitive distortions
- Positive Self-Talk

Emotional Techniques

- Ventilation/ Sharing Emotions
- Build up daily positive emotions
- Relaxation Skills

Behavioral Techniques

- Time Management
- Organizational Skills



Cognitive Techniques

WHAT WE THINK DRIVES OUR EMOTIONS



WHAT ACTUALLY DRIVES OUR EMOTIONS

Reframing

- It is not about changing the stress but **the way you think about stress**
- In psychology, we call them as **cognitive errors/ cognitive distortions**

Cognitive Reframing

I can't handle this.



This is hard but my support system will help me.

I'm not good at this.



It's okay to be a work in progress (we all are).

I don't have many friends.



I will continue to make friends throughout my life.



Thoughts	Cognitive Errors	Rational Thoughts
I never do anything right	Overgeneralization	There may be many reasons behind my poor performance today. I will try better next time
Everyone must be thinking I am so bad	Mind Reading	Since we cannot read others mind, lets not assume what other must be thinking
I am a unlucky person	Labelling	May be things didn't work out this time, but good things have also happened to me. I am not that unlucky overall
Nothing good can ever happen to me	Fortune Teller	None knows the future. Then, why predict it. Lets focus on what we have now.

Positive Self-Talk

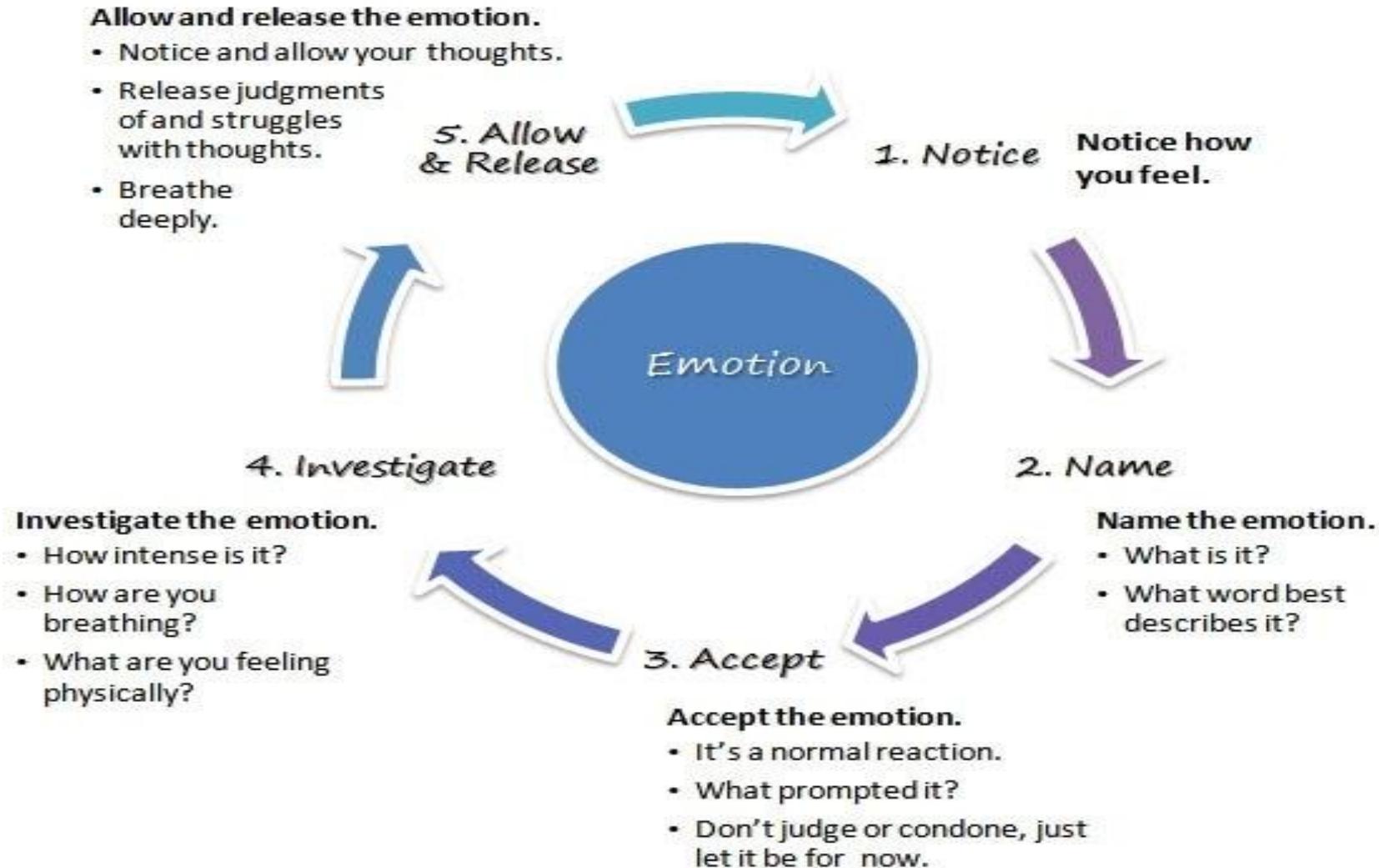
- Using positive language and statements to ourselves.
- For example, “I can do this or understand this” or “I’ll try my best”. These work best when they are realistic and tailored to your needs and goals.





Emotional Techniques

Emotional Regulation





Ventilation

- *तकलीफ बाटने से कम होती है...छुपाने से नहीं !*
- Develop a **support network** (through family members and friends) and talk about all your emotions
- It's not events always which are stressful but how we **perceive** them. Others emotional support helps us to gain better perspective over the stress
- Maintain a **journal** and **express** your emotions regularly

Build Up Daily Positive Emotions

- Regularly **engage** in activities that evokes positive emotions in you
- Keep up your **hobbies**
- It can be as simple as listening to music, going to a park, drawing or playing with your child etc.
- Find “Your Time” everyday



Relaxation training

- **Breathing techniques**
 - Deep Breathing Exercise
- **Progressive Muscle relaxation**
 - Tense and relax you muscle groups one-by-one by which *we learn to feel the difference between tension and relaxation and release muscle tension when we feel it.*
- **Use Imagery/ Visualization**
 - Imagining yourself in a pleasant or a successful situation to help reduce stress.

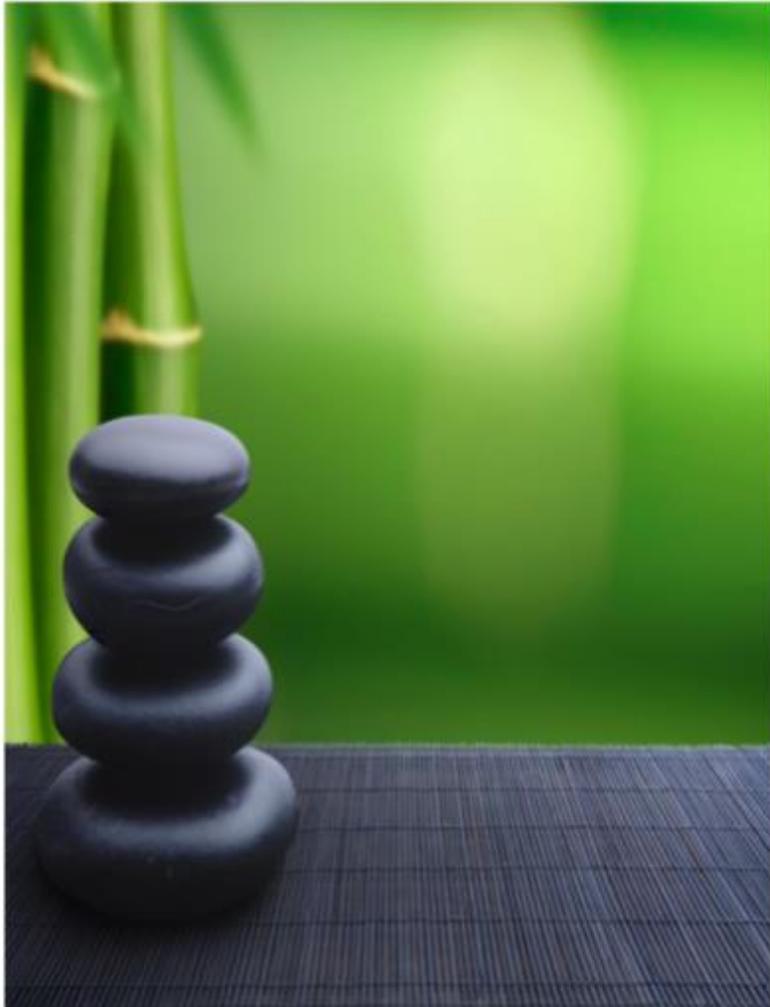


Mindfulness



Mind Full, or Mindful?

Mindfulness Meditation



- Practicing mindfulness meditation
 - Sit on a straight-backed chair or cross-legged on the floor.
 - Focus on an aspect of your breathing, such as the sensations of air flowing into your nostrils and out of your mouth, or your belly rising and falling as you inhale and exhale.
 - Once you've narrowed your concentration in this way, begin to widen your focus. Become aware of sounds, sensations, and your ideas.
 - Embrace and consider each thought or sensation without judging it good or bad. If your mind starts to race, return your focus to your breathing. Then expand your awareness again.



Behavioral Techniques

Time Management

- Effective time management
 - keeps us organized
 - helps us manage the daily schedules effortlessly
 - reduce the work-related stress and hurry
 - frees up personal time /time for relaxation etc





Time Management

Know Your Time-Wasters !!

- Not Setting Priorities or Planning Effectively
- Drop in Visitors or Interruptions
- Procrastination
- Inability to Say “No”
- Disorganization
- Too much socializing
- Not valuing the time.
- Lack of skills

Organizational Skills

- It is defined as the **ability** to use your time, energy, resources, etc. in an effective way so that **you** achieve the things **you** want to achieve
- Learning to prioritize is the key





Other Techniques

Self-Gratification

- Many scientific studies have shown the importance of realistic **self-reinforcement**, meaning recognizing the positive in us instead of seeing only the negative.
- This increases **motivation**, decreases emotional tensions and helps us develop a feeling of inner **security**.

*What matters most
is how you see yourself.*

Louie Bryan M. Lapat



Maintain Work-Life Balance

- It is defined as a fine balance maintained between work and life such that each doesn't adversely impact the other and you are able to **enjoy both**



- Medications
- Counselling & psychotherapy
- Yoga/ meditation

Consult a mental health professionals in case of high level of distress





Self- Help Strategies



Optimizing self care

- 1. Maintaining Healthy Lifestyle*
- 2. Have a support system*
- 3. Scheduling vacations and personal downtime*
- 4. Structure Your Routine*
- 5. Ensure enough good sleep*
- 6. Gratitude Journaling*
- 7. Make a relaxation routine*
- 8. Practice What Already Helps You*
- 9. Seek out for specific mental health support*



Self-care assessment worksheet

Self-Care Assessment

Self-care activities are the things you do to maintain good health and improve well-being. You'll find that many of these activities are things you already do as part of your normal routine.

In this assessment you will think about how frequently, or how well, you are performing different self-care activities. The goal of this assessment is to help you learn about your self-care needs by spotting patterns and recognizing areas of your life that need more attention.

There are no right or wrong answers on this assessment. There may be activities that you have no interest in, and other activities may not be included. This list is not comprehensive, but serves as a starting point for thinking about your self-care needs.

1	I do this poorly	I do this rarely or not at all
2	I do this OK	I do this sometimes
3	I do this well	I do this often
★	I would like to improve at this	I would like to do this more frequently

1 2 3 ★ Physical Self-Care

- Eat healthy foods
- Take care of personal hygiene
- Exercise
- Wear clothes that help me feel good about myself
- Eat regularly
- Participate in fun activities (e.g. walking, swimming, dancing, sports)
- Get enough sleep
- Go to preventative medical appointments (e.g. checkups, teeth cleanings)
- Rest when sick
- Overall physical self-care

Self-Care Assessment

1 2 3 ★ Spiritual Self-Care

- Spend time in nature
- Meditate
- Pray
- Recognize the things that give meaning to my life
- Act in accordance with my morals and values
- Set aside time for thought and reflection
- Participate in a cause that is important to me
- Appreciate art that is impactful to me (e.g. music, film, literature)
- Overall spiritual self-care

1 2 3 ★ Professional Self-Care

- Improve my professional skills
- Say "no" to excessive new responsibilities
- Take on projects that are interesting or rewarding
- Learn new things related to my profession
- Make time to talk and build relationships with colleagues
- Take breaks during work
- Maintain balance between my professional and personal life
- Keep a comfortable workspace that allows me to be successful
- Advocate for fair pay, benefits, and other needs
- Overall professional self-care

Self-Care Assessment

1 2 3 ★ Psychological / Emotional Self-Care

- Take time off from work, school, and other obligations
- Participate in hobbies
- Get away from distractions (e.g. phone, email)
- Learn new things, unrelated to work or school
- Express my feelings in a healthy way (e.g. talking, creating art, journaling)
- Recognize my own strengths and achievements
- Go on vacations or day-trips
- Do something comforting (e.g. re-watch a favorite movie, take a long bath)
- Find reasons to laugh
- Talk about my problems
- Overall psychological and emotional self-care

1 2 3 ★ Social Self-Care

- Spend time with people who I like
- Call or write to friends and family who are far away
- Have stimulating conversations
- Meet new people
- Spend time alone with my romantic partner
- Ask others for help, when needed
- Do enjoyable activities with other people
- Have intimate time with my romantic partner
- Keep in touch with old friends
- Overall social self-care

(source :<https://www.therapistaid.com/therapy-worksheet>)



Identify your stressors and specific coping strategy

Stressors	Reaction to stressor (emotional /physical /behavioral)	Coping Strategies
Ex: Sunday night planning a busy week ahead	Ex : Sleep disruption , restless, anxious	Make a list, follow relaxation , plan the activities ahead



Take Home Message

- Stress is **universal** & different people react differently to similar situations
- Stress is about **perception**; One can learn healthy ways of coping & stress management
- Prioritize **self-care** by maintaining a balance between academic demands and personal well-being.
- Seek **support** from peers, mentors, and mental health professionals when feeling overwhelmed.
- Manage your **time** effectively to minimize stress and maximize productivity.
- Develop healthy **coping strategies** to navigate challenges and maintain resilience.
- Keep perspective on the **bigger picture**, remembering that your well-being is paramount on the path to becoming a successful healthcare professional.



Thank You

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- *“Grant me the courage to change the things I can change, the serenity to accept those that I cannot change and the wisdom to know the difference”*

