Well-Being at Work

Geriatrics Grand Rounds
January 4, 2024

Martina Schulte, MD
Community Physician Consulting

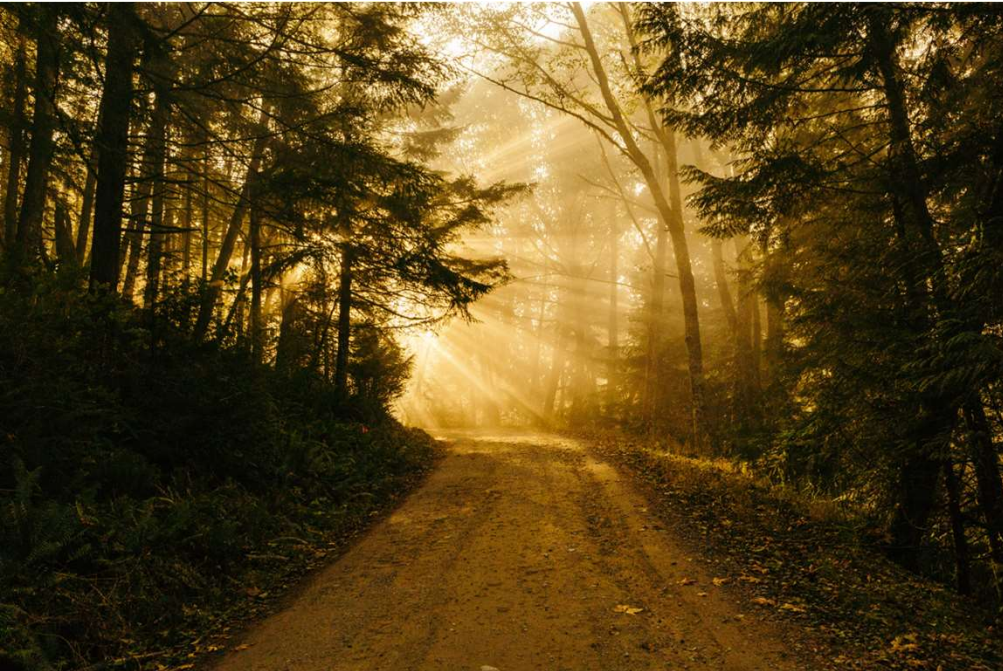Photo by Patrick Fore

❖ Explore the evolving conversation around workplace well-being, the importance of it and what is meant by well-being

❖ Investigate the role of workplace culture in well-being and identify ways to nurture it

❖ Discuss values as a guide enhancing individual wellness
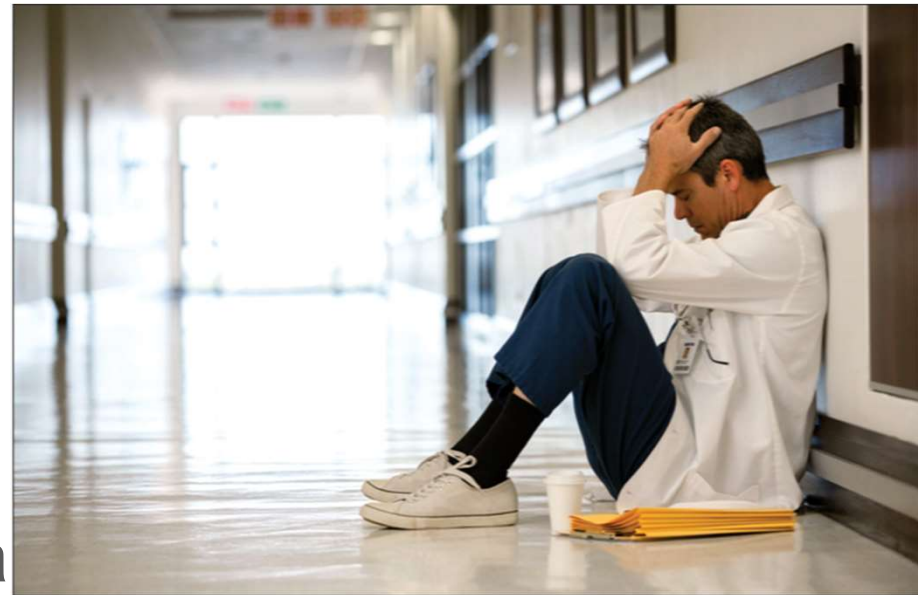
What is occupational distress?

Some manifestations:

- ➢ Fatigue
- ➢ Problems with work-life integration
- ➢ Job-related stress
- ➢ Compassion fatigue
- ➢ Moral injury
- ➢ Burnout

Shanafelt et al, Mayo Clin Proc, 2023
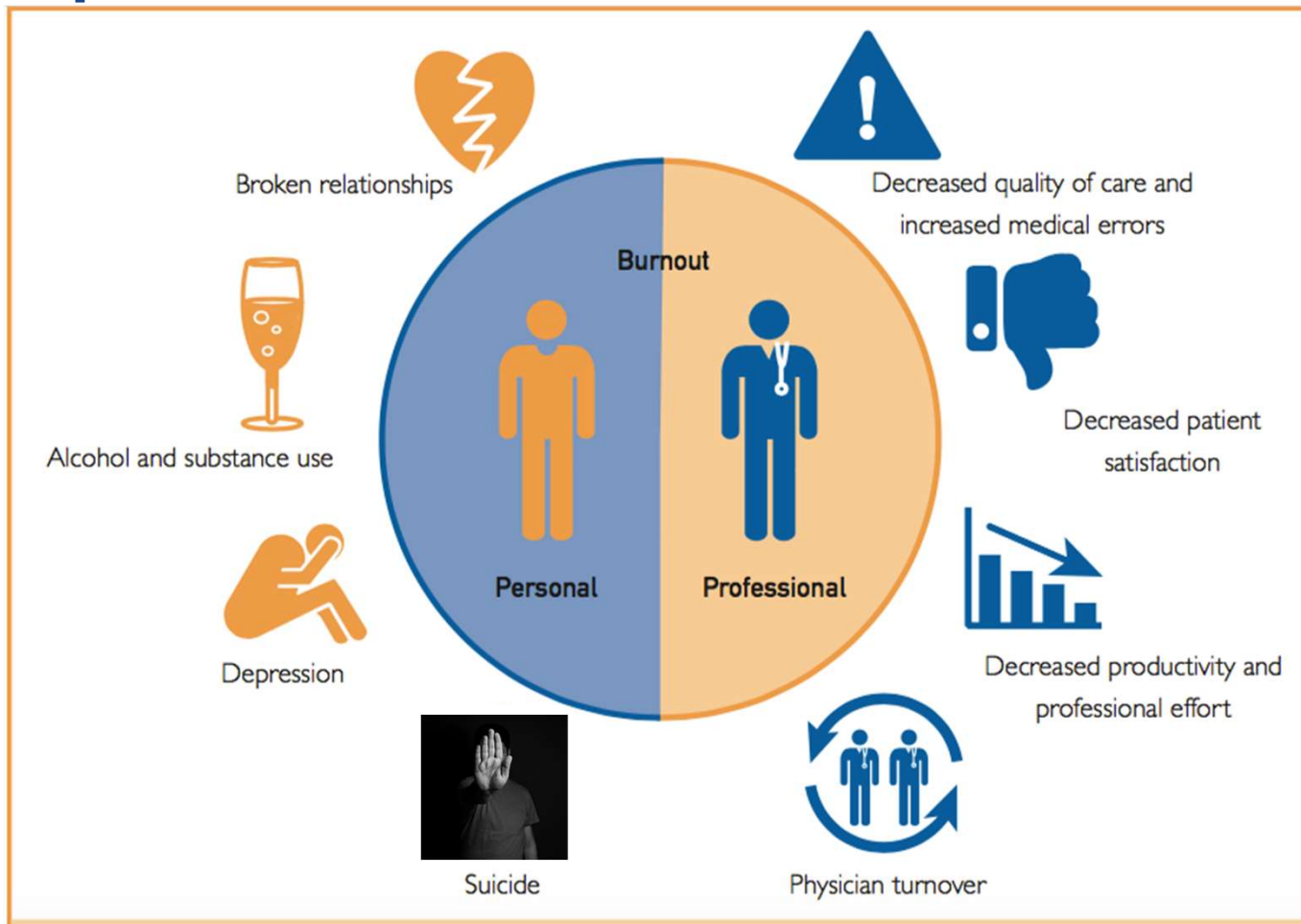
What is burnout?

Syndrome characterized by:

➤ Emotional exhaustion

➤ Depersonalization

➤ Decreased sense of persona accomplishment

Freudenberger, 1974
Maslach, 1976

Consequences

Shanafelt, *Mayo Clin Proc*, 2017

Era of distress	Well-being 1.0	Well-being 2.0
• Lack of awareness	• Awareness	• Action
• Focus on institutional needs	• Focus on patient needs	• Focus on needs of people
• Rigid environment	• Choice	• Flexibility
• Individual	• Team	• System
• Ignore distress	• Treat distress	• Prevent distress & cultivate professional fulfillment
• Unfettered autonomy	• Carrots and sticks	• Aligned autonomy
• Neglect	• Blame individuals	• Shared responsibility
• Ignorance of economic impact	• Return on investment	• Value on investment
• Physicians & administrators function independently	• Adversarial relationship between physicians and administrators	• Physician and administrator collaboration

FIGURE 2. Organizational characteristics and mindset of the 3 eras of physician well-being.

Shanafelt et al, *Mayo Clin Proc*, 2021

What is wellness?

Not clearly defined, some cited descriptions:

➢ "Well-being goes beyond the absence of distress and includes feeling challenged, thriving, and achieving success in various aspects of personal and professional life." – Shanafelt, 2005

➢ **an overall sense of satisfaction and balance in one's life**." –Wallace & Lamaire, 2007

Brady et al, 2018

Leadership
Values alignment
Voice/input
Meaning in work
Community/collegiality
Peer support
Appreciation
Flexibility
Culture compassion

EHR usability
Triage
Scheduling
Patient portal
Documentation method
Team-based care
OR turnaround times
Staffing

Culture of wellness

Efficiency of practice

Professional fulfillment

Personal resilience

Self-care (sleep, exercise, nutrition)
Self-compassion
Meaning in work
Work-life integration
Social support
Cognitive/emotional flexibility

FIGURE 1. Stanford Model of Professional Fulfillment. EHR, electronic health record; OR, operating room.

Shanafelt et al, Mayo Clin Proc, 2023

Culture of wellness

Efficiency of practice

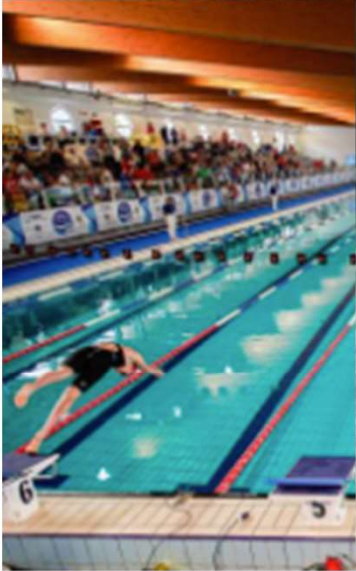Professional fulfillment

Personal resilience

think for a moment of your best job ever

what are/were the features of the job that make it memorable to you?
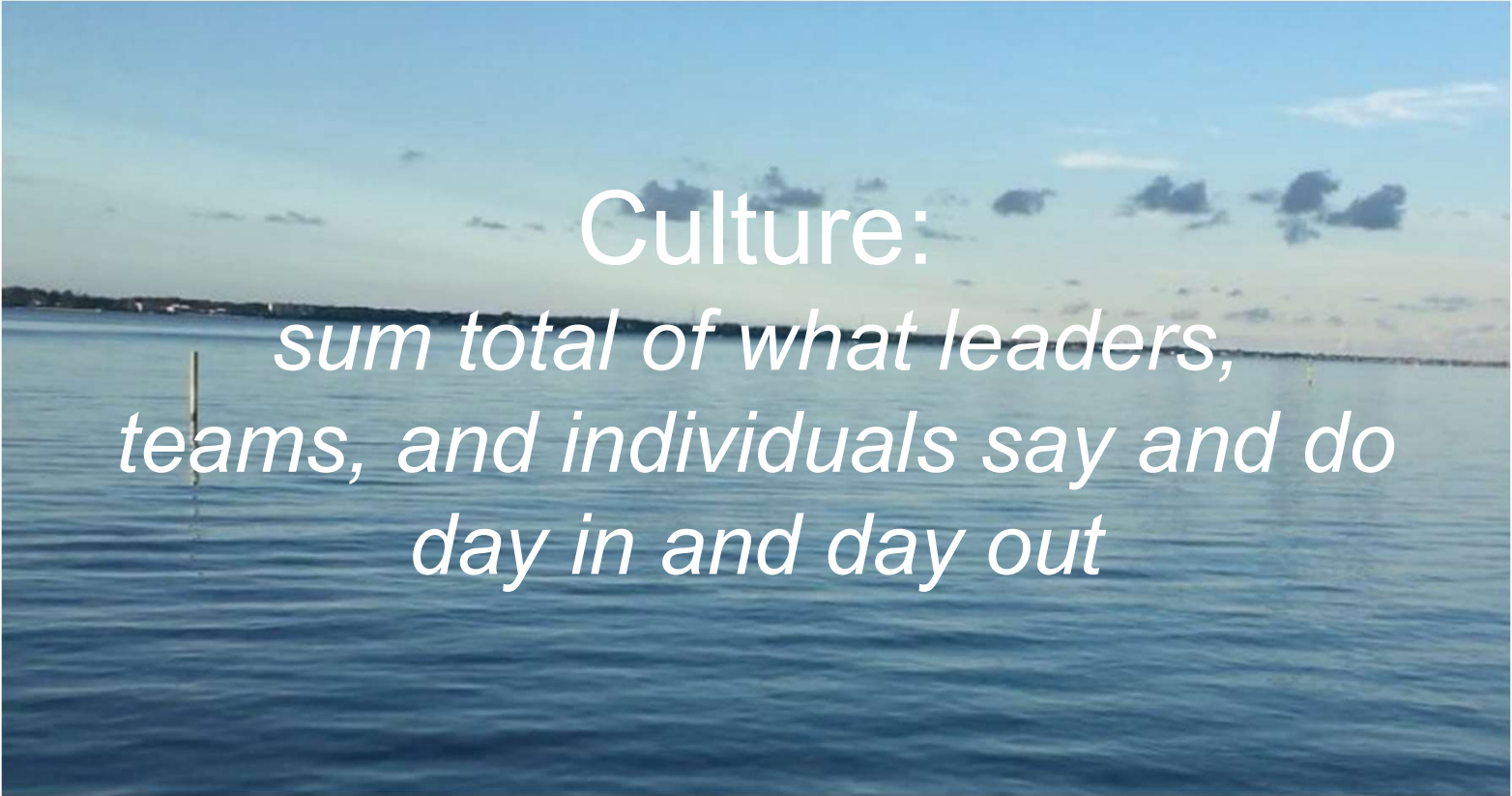
workplace culture

It's what we swim in at work!

Workplace culture:
*the set of shared **attitudes**, values, goals, and **practices** that characterizes an organization*

Culture:

sum total of what leaders, teams, and individuals say and do day in and day out

❖ voice/input with psychological safety (trust)

❖ community, collegiality, & peer support

❖ appreciation; feeling valued

❖ learning, development, growth focus, & adaptability

❖ fairness/equity

❖ values alignment & meaning in work

❖ cultural compassion

❖ communication

❖ leadership

Adapted from Shanafelt, *American Conference on Physician Health,* 2017
Kanov, Maitlis et al, *American Behavioral Scientist*, 2004

The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q12 – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

Gallop Q12: https://www.gallup.com/q12/

I know what is expected of me at work.

I have the materials and equipment I need to do my work right.

At work, I have the opportunity to do what I do best every day.

In the last seven days, I have received recognition or praise for doing good work.

My supervisor, or someone at work, seems to care about me as a person.

There is someone at work who encourages my development.

At work, my opinions seem to count.

The mission or purpose of my company makes me feel my job is important.

My associates or fellow employees are committed to doing quality work.

I have a best friend at work.

In the last six months, someone at work has talked to me about my progress.

This last year, I have had opportunities at work to learn and grow.

Importance of culture: *Well-Being Parameters and Intention to Leave (ITL) Current Institution Among Academic Physicians*

Directly Related to ITL	Inversely Related to ITL
Depression	Supportive leadership behaviors
Negative impact of work on personal relationships	Peer support
	Personal-organizational values alignment
	Perceived gratitude
	COVID-19 organizational support
	Electronic health record helpfulness

Engagement/burnout - a team sport

We're Thriving

We're Burned Out

Contagion Effect: 22-26% of my engagement/burnout is the engagement/burnout of the people around me

Bakker & Schaufeli, *J Soc Clin Psychology*, 2001
Bakker et al, *Work and Occupations*, 2006
Sexton, et al, *JAMA Netw Open*, 2022

Importance of Leadership

Leadership qualities (leadership scores) of physician supervisors correlated with burnout and satisfaction of supervised physicians

Leadership scores of supervisors correlated with burnout and satisfaction of health care employees

Shanafelt et al, *Mayo Clin Proc*, 2015
Drybye et al, *Mayo Clin Proc*, 2020

Physician study:

1 point increase in composite score:
- ➢ 3.3% decreased likelihood of burnout
- ➢ 9% increased likelihood of satisfaction

Health care employee study:

1 point increase in composite score:
- ➢ 7% decrease in odds of burnout
- ➢ 11% increase in odds of satisfaction

Leadership qualities assessed:
- keeping people informed
- encouraging reports to voice ideas for improvement
- having career development conversations
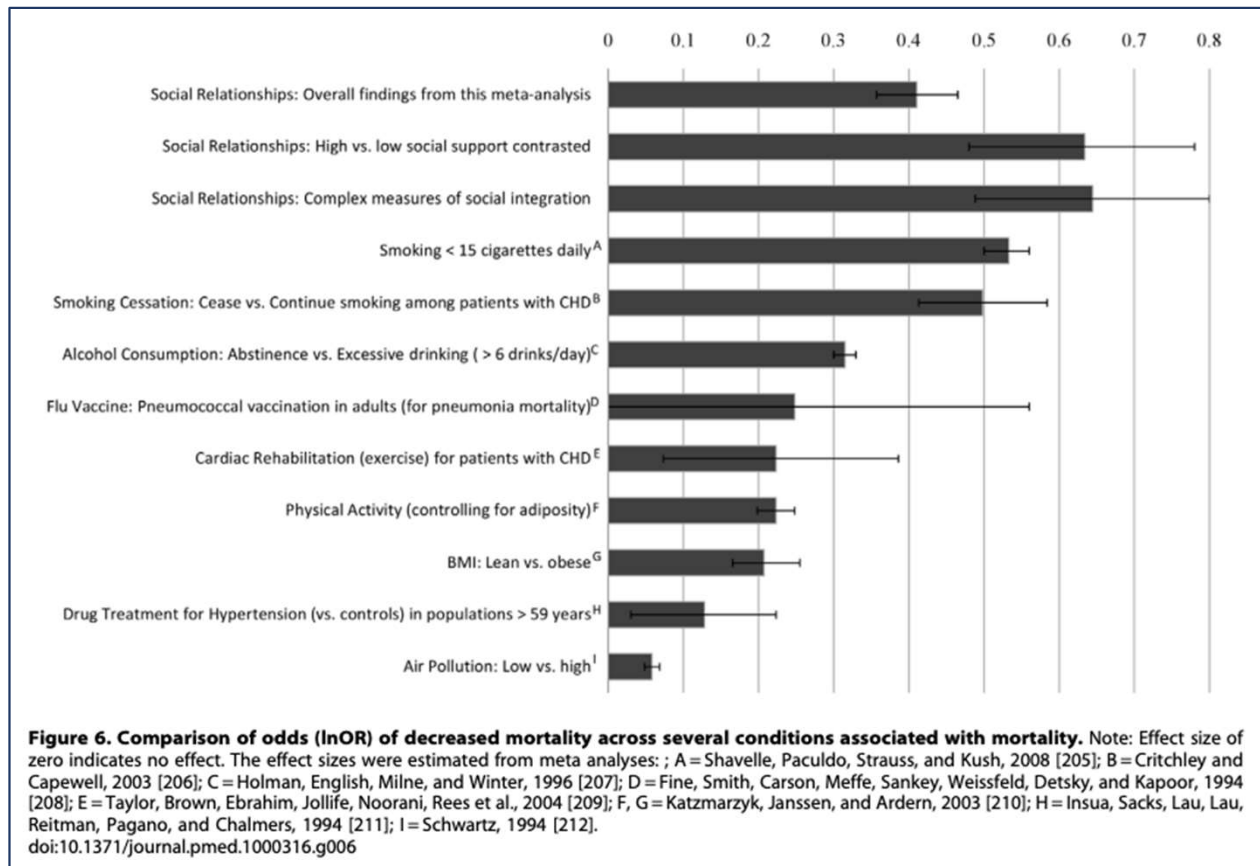- providing feedback and coaching
- appreciating work well done

Shanafelt et al, *Mayo Clin Proc*, 2015
Drybye et al, *Mayo Clin Proc*, 2020

Community/Collegiality

Figure 6. Comparison of odds (lnOR) of decreased mortality across several conditions associated with mortality. Note: Effect size of zero indicates no effect. The effect sizes were estimated from meta analyses: ; A = Shavelle, Paculdo, Strauss, and Kush, 2008 [205]; B = Critchley and Capewell, 2003 [206]; C = Holman, English, Milne, and Winter, 1996 [207]; D = Fine, Smith, Carson, Meffe, Sankey, Weissfeld, Detsky, and Kapoor, 1994 [208]; E = Taylor, Brown, Ebrahim, Jollife, Noorani, Rees et al., 2004 [209]; F, G = Katzmarzyk, Janssen, and Ardern, 2003 [210]; H = Insua, Sacks, Lau, Lau, Reitman, Pagano, and Chalmers, 1994 [211]; I = Schwartz, 1994 [212].
doi:10.1371/journal.pmed.1000316.g006

Holt-Lunstad et al, PLoS, 2010

Nurturing culture

- ★ notice it
- ★ name it
- ★ invest in it
- ★ care for it

◆ Start local

◆ Identify and name what you are doing well

◆ Nurture, promote and optimize what you are already doing

◆ Tap into existing structures and options (Division, DOM, WellDOM)

◆ Consciously build culture discussions and planning into the work of the division/team

◆ Do a culture assessment and identify strengths and one change/goal to pursue

Reflecting on your workplace culture

○ What specific things are your division/clinic/team doing to build or nurture community and connectedness? How can you build connecting into more work experiences?

○ What are you doing right now that supports or enhances psychological safety?

○ How do you and your division/team/colleagues show genuine appreciation to each other? How and what do you celebrate?

○ How do you encourage and support colleagues in their growth and development? How are you supported and encouraged in your development?

○ How does your division/team discuss and deal with equity and fairness issues?

○ Leaders: Where am I as a leader? Self-assessment and plan for growth and development

○ What are ideas for concrete steps you or your division/team can take to improve the water you swim in?

○ What are the obstacles you anticipate in taking action steps? How can you name them and problem-solve for them, in advance?

Culture of wellness

Efficiency of practice

Professional fulfillment

Personal resilience
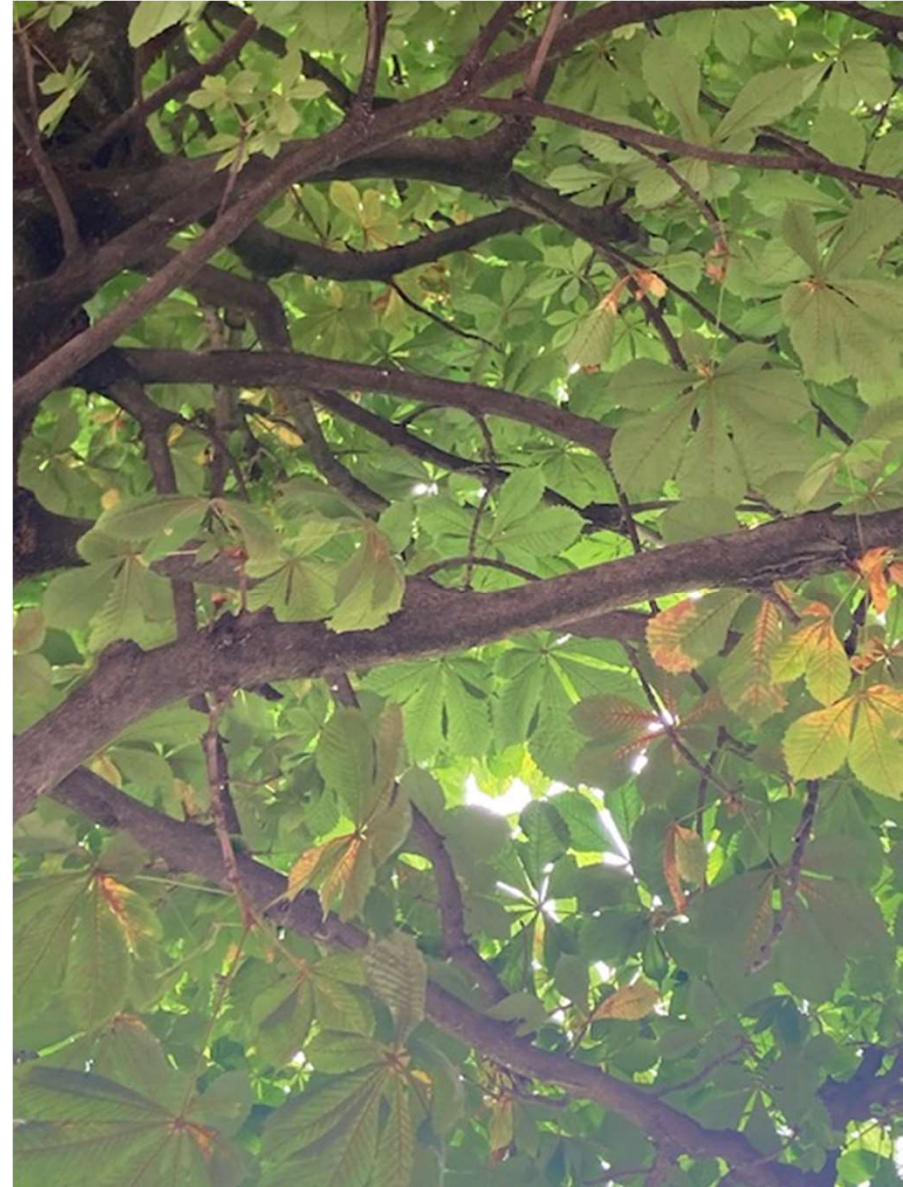
Care for oneself
Well-Being 1.0

Resilience - bounce back from adversity

Self-care - diet, sleep, exercise, mindfulness, meditation, …
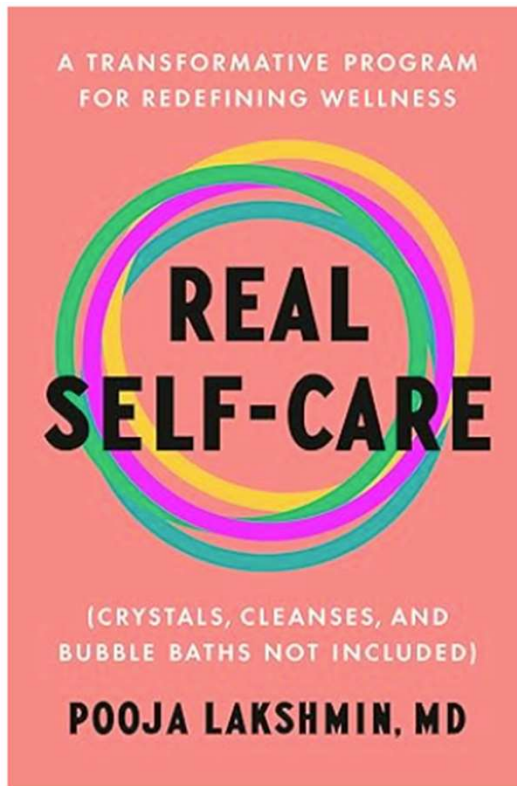
Care for oneself
Well-Being 2.0

Professional fulfillment,
life integration…

➜ Clarity for oneself

Clarity for self

- ❑ **Values**

- ❑ Boundaries

- ❑ Self-compassion

- ❑ Self-agency

Lakshmin P, Real Self-Care, 2023

❖ *one's judgment of what is important in life*

❖ *drivers or motivators of actions and choices*

Values:

- we feel and act on our values, recognized or not
    - determine and drive our motivations and priorities
    - are filters in decision-making, even driving decisions
- serve as filter or frame-of-reference for processing experiences & actions
- knowing and living one's values gives meaning to life situations, adds to personal resilience, & contributes to professional joy

Clarifying and naming values

➤ Think of three times/experiences when you have felt fully engaged, focused, or "in-flow". The experiences can be work, or non-work related and can have been of brief(hours) or long(weeks to months or more) in duration.

➤ Write about each. Describe the context, the situation and the experience. What excited or engaged you? What made this a memorable experience/time for you?

➤ After reflecting and writing about each, identify the themes or values in each experience that you were living that were important to you. (some themes/values repeat from your different experiences) Feel free to add other values important to you that you have not yet named from your experiences.

➤ If you have more than 7 values when you have identified them from all three experiences, keep them all and also identify the 6 most important for you.

Using values, intentionally

→ To notice daily experiences

→ To inform and guide decisions

→ To facilitate what to say yes and no to

→ To decide how to spend time

Thoughts?
Questions?
Comments?

References

Brady KJS, Trockel MT, Khan CT, et al. What Do You Mean by Physician Wellness? A Systemic Review of Its Definition and Measurement. *Acad Psychiatry* 42, 94-108(2018). https://doi.org/10.1007/s40596-017-0781-6

Shanafelt TD, Larson D, Bohman B, et al. Organization-Wide Approaches to Foster Effective Unit-Level Efforts to Improve Clinician Well-Being. *Mayo Clin Proc.* 2023;98(1):163-180.

Freudenberger HJ. Staff burn-out. *Journal of Social Issues*, 1974;30, 159-165.

Maslach C. Burned-Out. *Human Behavior*. 1976;9. 16-22.

Shanafelt TD, Noseworthy JH. Executive Leadership and Physician Well-Being: Nine organizational strategies to promote engagement and reduce burnout. *Mayo Clin Proc.* 2017;(92)1:129-146.

Shanafelt TD. Physician Well-Being 2.0: Where Are We and Where Are We Going? *Mayo Clin Proc.* 2021;96(10):2682-2693.

Kanov J, Maitlis S, Worline M, et al. Compassion in organizational life. *American Behavioral Scientist*, 2004;47(6), 808-827

Gallop Q12: https://www.gallup.com/q12/

Ligibel JA, Nicolette Goularte N, Berliner JI, et al. Well-Being Parameters and Intention to Leave Current Institution Among Academic Physicians. *JAMA Netw Open.* 2023;6(12):e2347894. doi:10.1001/jamanetworkopen.2023.47894

Bakker AB, Schaufeli WB, Sixma HJ, et al. Burnout contagion among general practitioners. *Journal of Social and Clinical Psychology, 2001;*20(1):82–98. https://doi.org/10.1521/jscp.20.1.82.22251

References

Bakker AB, vanEmmerik H, Euwama MC. Crossover of Burnout and Engagement in Work Teams. *Work and Occupations*, 2006;33(4):464-489.

Sexton JB, Adair KC, Proulx J, et al. Emotional Exhaustion Among US Health Care Workers Before and During the COVID-19 Pandemic, 2019-2021. *JAMA Netw Open*, 2022; 5(9):e2232748. doi:10.1001/jamanetworkopen.2022.32748

Shanafelt TD, Gorringe G, Menaker R, et al. Impact of Organizational Leadership on Physician Burnout and Satisfaction. *Mayo Clin Proc*, 2015;90(4):432-40. doi: 10.1016/j.mayocp.2015.01.012. Epub 2015 Mar 18.

Drybye LN, Major-Elechi B, Hays JT, et al. Relationship Between Organizational Leadership and Health Care Employee Burnout and Satisfaction. *Mayo Clin Proc*, 2020;95(4):698-708. doi: 10.1016/j.mayocp.2019.10.041

Holt-Lunstad J, Smith TB, Layton JB (2010) Social relationships and mortality risks: A meta-analytic review. PLoS Med 7(7): e1000316. https://journals.plos.org/plosmedicine/article?id=10.1371/journal.pmed.1000316

Lakshmin P. *Real Self-Care.* Penguin Life, 2023

Thank you

Marti Schulte

schultemarti@gmail.com

720 841-2619