

Organizational Well-being: Role of Leaders

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Disclosures

- Unfortunately, no financial disclosures.

Objectives

- Examine relationship of leadership behaviors and faculty well-being
- Review Wellness-Centered Leadership Model
- Describe Trust Behaviors essential to Wellness Centered Leadership



Factors associated with burnout among health workers

- Societal and Cultural**
 - Politicization of science and public health
 - Structural racism and health inequalities
 - Health misinformation
 - Mental health stigma
 - Unrealistic expectations of health workers
- Organizational**
 - Lack of leadership support
 - Disconnect between values and key decisions
 - Excessive workload and work hours
 - Biased and discriminatory structures and practices
 - Barriers to mental health and substance use care
- Workplace and Learning Environment**
 - Lack of culture of collaboration and vulnerability
 - Limited time with patients and colleagues
 - Absence of focus on health worker well-being
 - Harassment, violence, and discrimination

"This is beyond my control..."

Addressing Health Worker Burnout: The U.S. Surgeon General's Advisory on Building a Thriving Health Workforce, 2022.

Impact of leadership behaviour on physician well-being, burnout, professional fulfilment and intent to leave: a multicentre cross-sectional survey study

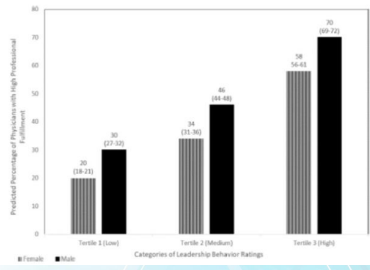
Mithy Mehta,^{1,2} Charlotte Goldman,³ Tal Shanafelt,² Daniel Marchick^{1,4}

- Cross-sectional survey study at 11 healthcare organizations
- 5416 attending physicians responded (45% response rate, 50% female)
- Mayo Clinic Participatory Management Leadership Index categorized into tertiles
- Examined leadership behavior rating of supervisor on:
 - Professional fulfillment
 - Burnout
 - Intent to leave

Mayo Clinic Participatory Management Leadership Index

- Holds career development conversations with me
- Empowers me to do my job
- Encourages employees to suggest ideas for improvement
- Treats me with respect and dignity
- Provides helpful feedback and coaching on my performance
- Recognizes me for a job well done
- Keeps me informed about changes taking place at (name of organization)
- Encourages me to develop my talents and skills
- Overall, how satisfied are you with (name of immediate supervisor)

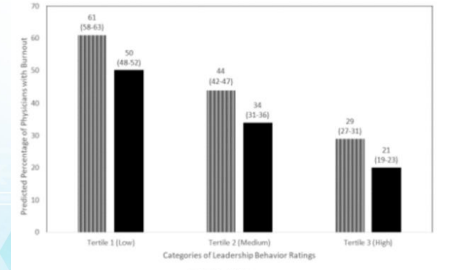
Professional Fulfillment



- Professional fulfillment increased with increasing tertiles of supervisor's leadership behavior rating
- (19%, 34%, 47%, $p < 0.001$)
- Odds of professional fulfillment were 5.8 times higher (OR=5.8, 95% CI: 5.1 to 6.59) for physicians in the top tertile compared with those in the lowest tertile.

Mete M, et al. *BMJ Open* 2022;12:e057554. doi:10.1136/bmjopen-2021-057554

Burnout

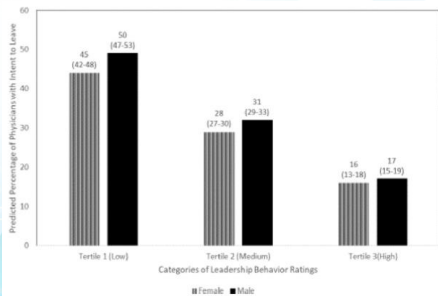


- Physicians who rated their supervisor's leadership in upper tertiles relative to lower tertiles exhibited lower levels of burnout
- (18% vs 35% vs 47%, $p < 0.001$)

Mete M, et al. *BMJ Open* 2022;12:e057554. doi:10.1136/bmjopen-2021-057554

Intent to Leave

- Physicians who rated their supervisor's leadership in upper tertiles relative to lower tertiles exhibited lower levels of intent to leave within 2 years
- (16% vs 24% vs 50% $p < 0.001$)



Mete M, et al. *BMJ Open* 2022;12:e057554. doi:10.1136/bmjopen-2021-057554

"Physicians who are dissatisfied with their supervisor's ability to lead the team are the more likely to consider other opportunities"

Mete M, et al. *BMJ Open* 2022;12:e057554. doi:10.1136/bmjopen-2021-057554



Association of Burnout, Professional Fulfillment, and Self-care Practices of Physician Leaders With Their Independently Rated Leadership Effectiveness

Tait D. Shanafelt, MD; Maryam S. Mallick, PhD; Hanhan Wang, MSc; Bryan Bohman, MD; Mary Leonard, MD; Robert A. Harrington, MD; Lloyd Minor, MD; Mickey Troedel, MD, PhD

- Survey study of 1285 physicians and physician leaders (60% response rate)
- Compared wellness of leaders with their leadership scores
- Each 1-point increase in the leaders' burnout score was associated with a 0.19-point decrement in their independent leadership behavior score
- Each 1-point increase in a leader's professional fulfillment score was associated with a 0.13-point higher leadership behavior score
- 9.8% of the variation in leaders' aggregate leadership behavior scores was associated with a leader's own degree of burnout.

JAMA Network Open. 2020;3(6):e207961. doi:10.1001/jamanetworkopen.2020.7961

Wellness-Centered Leadership: Equipping Health Care Leaders to Cultivate Physician Well-Being and Professional Fulfillment

Tait Shanafelt, MD, Mickey Trocket, MD, PhD, Ashleigh Rodriguez, MSN, MMM, APRN, and Dave Logan, PhD
Acad Med. 2021;96:641-651.



Foundation: Care about people always

Element	Mindset	Behaviors	Outcomes
Care about people always	<ul style="list-style-type: none"> Recognition of the role leaders play in the well-being, professional fulfillment, and vitality of team members and the team as a whole Curious and respectful Empathetic and understanding 	<ul style="list-style-type: none"> Recognize and appreciate individual contributions and talents Give credit Discover individual needs and gifts through dialogue Demonstrate gratitude Discuss and model self-care and self-valuation Lead conversations about work-life 	<ul style="list-style-type: none"> Team members feel valued and appreciated as individuals Psychological safety for individuals and the community Team members believe self-care is valued and is demonstrated through support of reasonable working hours, scheduling, vacation, and time off

Integrity Listen **Respect Validate** **Empathy Gratitude**

- vulnerable and authentic self-disclosure
- Listen for what is important to others and ask open-ended questions
- Demonstrate humble inquiry
- Practice "agenda-less" listening



Shanafelt, et al. *Acad Med.* 2021;96:641-651.



Cultivate Relationships

Element	Mindset	Behaviors	Outcomes
Cultivate individual and team relationships	<ul style="list-style-type: none"> Deep respect for the individual, recognizing people are both (1) good and capable now (rather than broken and in need of being fixed) and (2) immensely able to grow and improve Each person has a unique career 	<ul style="list-style-type: none"> Demonstrate respect for the choices others have made Focus colleagues on what they are passionate about (the 20% principle^{17,18}) Help people manage their reputation through respectfully giving feedback and advice 	<ul style="list-style-type: none"> Greater retention and engagement Recruitment is more effective Each team member's goals are understood, and the leader is invested in supporting them and supports professional development opportunities

Ask their values
Nurture their talents
Seek input from team
Inform of organizational goals & needs
Cultivate team relationships
Communicate in both word & actions

- Promote formal and informal events that allow the community to connect, recognize shared experiences, and support one another

Shanafelt, et al. *Acad Med.* 2021;96:641-651.



Inspire Change

Element	Mindset	Behaviors	Outcomes
Inspire change	<ul style="list-style-type: none"> A critical job of leadership is to motivate teams to achieve meaningful results 	<ul style="list-style-type: none"> Consistently model desired change Guide team to identify priorities for change Empower teams to lead change in envisioned 	<ul style="list-style-type: none"> Sense of co-ownership of the work unit among team members (we/us not they/their)

Empower team
Provide flexibility
Align goals with intrinsic motivators:
Meaning, purpose, voice, values, input, control & professional development

- "Show me" (i.e., modeling the desired change) is more convincing than "tell me"



Shanafelt, et al. *Acad Med.* 2021;96:641-651.



Addressing Health Worker Burnout: The U.S. Surgeon General's Advisory on Building a Thriving Health Workforce, 2022.



High Trust Behaviors

- Be honest. Tell the truth. Don't spin.
- Demonstrate Respect. Genuinely care for others.
- Create Transparency. Declare your intent. No hidden agendas.
- Right Wrongs. Apologize quickly.
- Show Loyalty. Give credit to others. Don't disclose others' private information.
- Deliver Results. Don't overpromise and underdeliver.



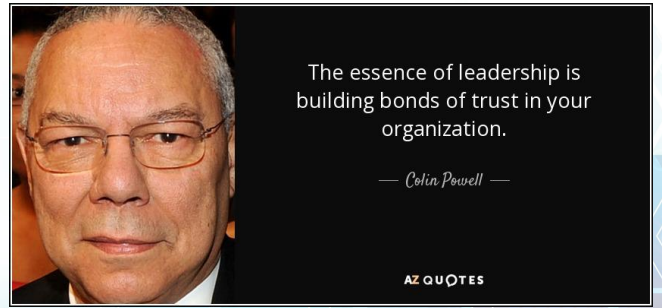
Speed of Trust, FranklinCovey.



- Get Better. Ask for and act on feedback on yourself.
- Confront Reality. Don't skirt the real issues. Acknowledge the unsaid.
- Clarify Expectations.
- Practice Accountability – yourself first, others second. Take responsibility for good and bad.
- Listen First. Don't presume you have all the answers.
- Keep Commitments. Say what you will do, then do what you say.



Speed of Trust, FranklinCovey.



The essence of leadership is building bonds of trust in your organization.

— Colin Powell —

AZ QUOTES

