

JOY IN WORK: PROFESSIONAL FULFILLMENT AMIDST THE CHALLENGES IN HEALTHCARE AND PUBLIC HEALTH



Amy Locke, MD
Professor of Family Medicine
Chief Wellness Officer
Director, Osher Center for Integrative Health
Co-Director, Driving Out Diabetes Initiative



“WHILE BURNOUT MANIFESTS IN
INDIVIDUALS, IT ORIGINATES IN
SYSTEMS.”

Christine Sinsky, AMA

THE PROBLEM

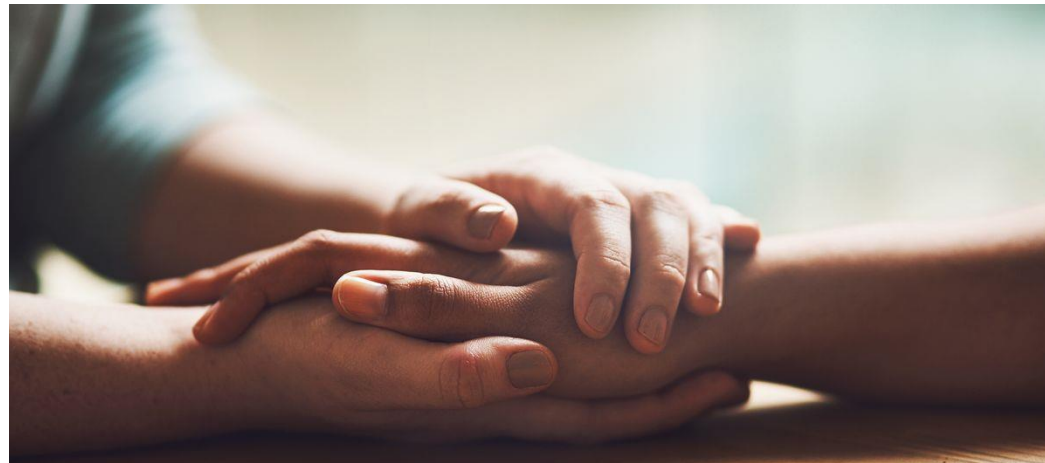


MORAL DISTRESS

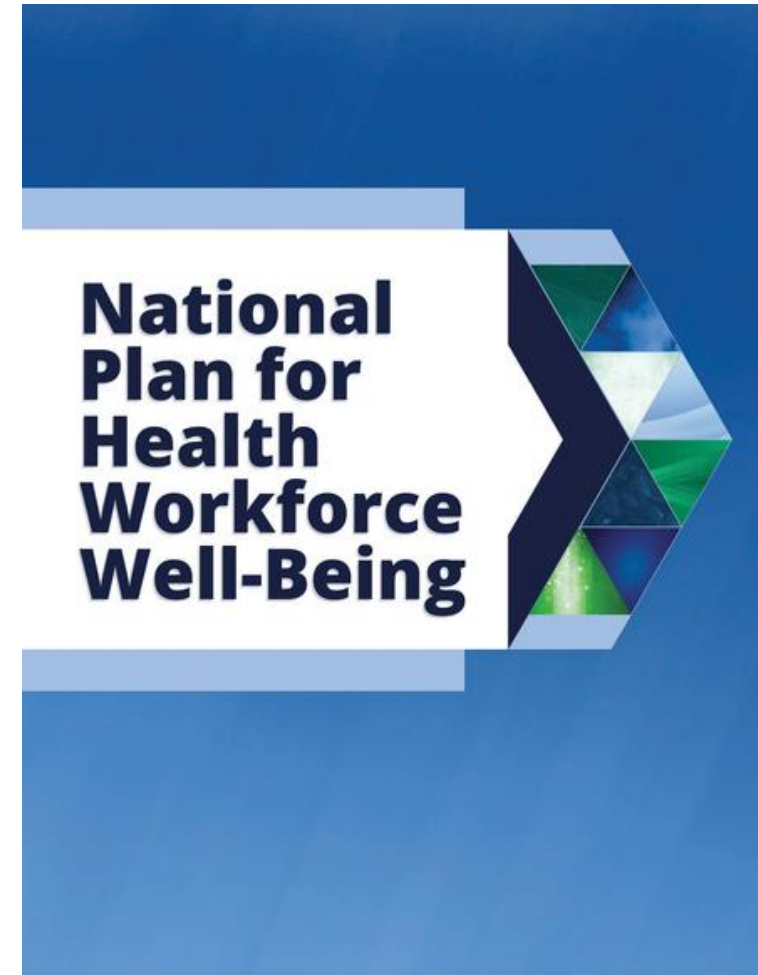
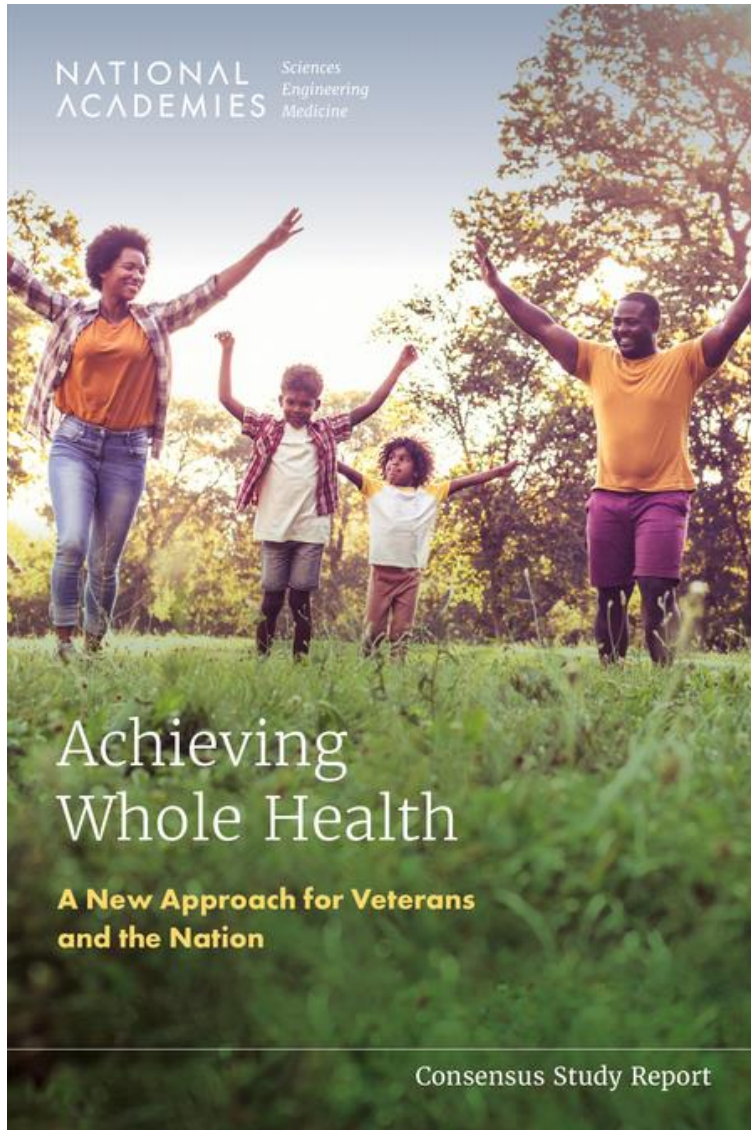


VISION FOR MEDICINE OF THE FUTURE

Whole person, human centered
Accessible and equitable
Collaborative
Sustainable

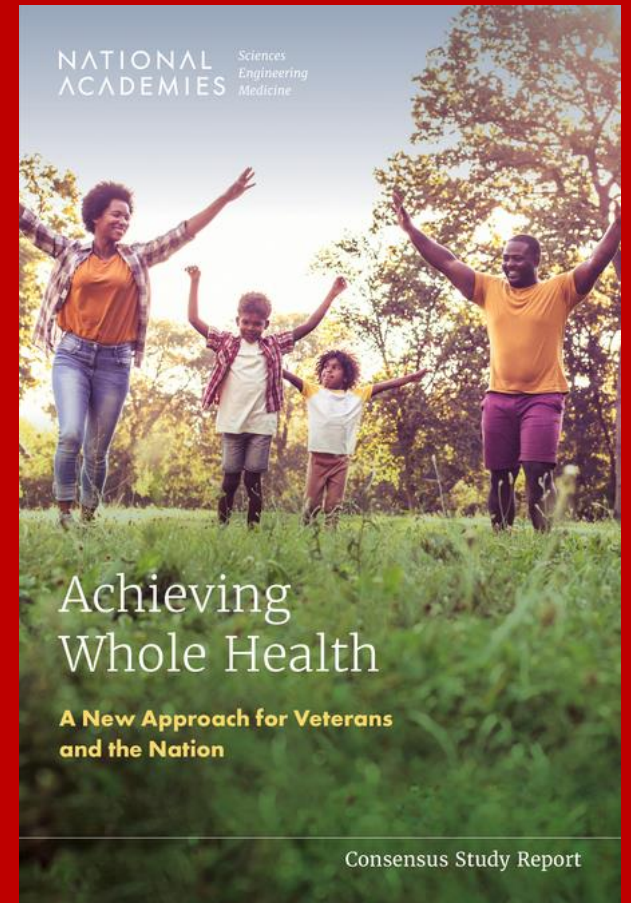


ROADMAPS



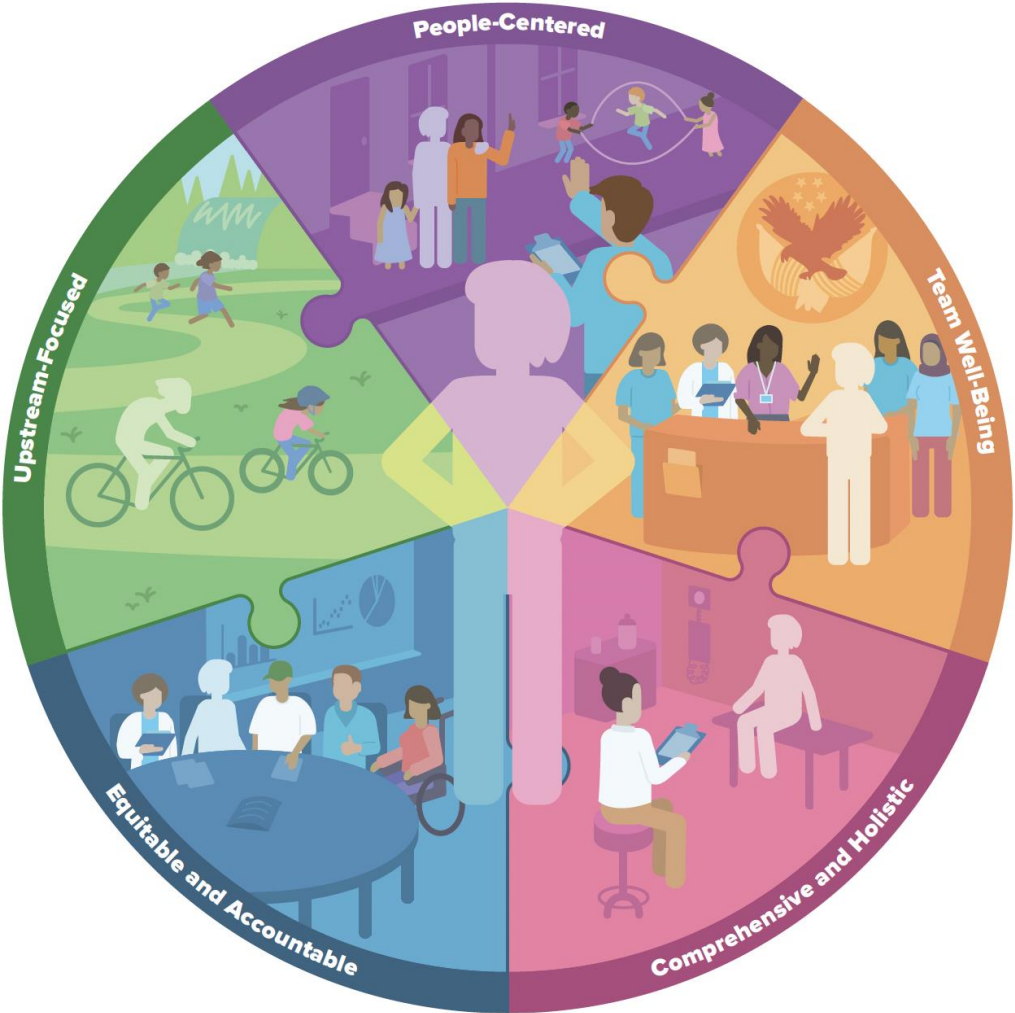
 NATIONAL ACADEMY OF MEDICINE

WHOLE PERSON HEALTH

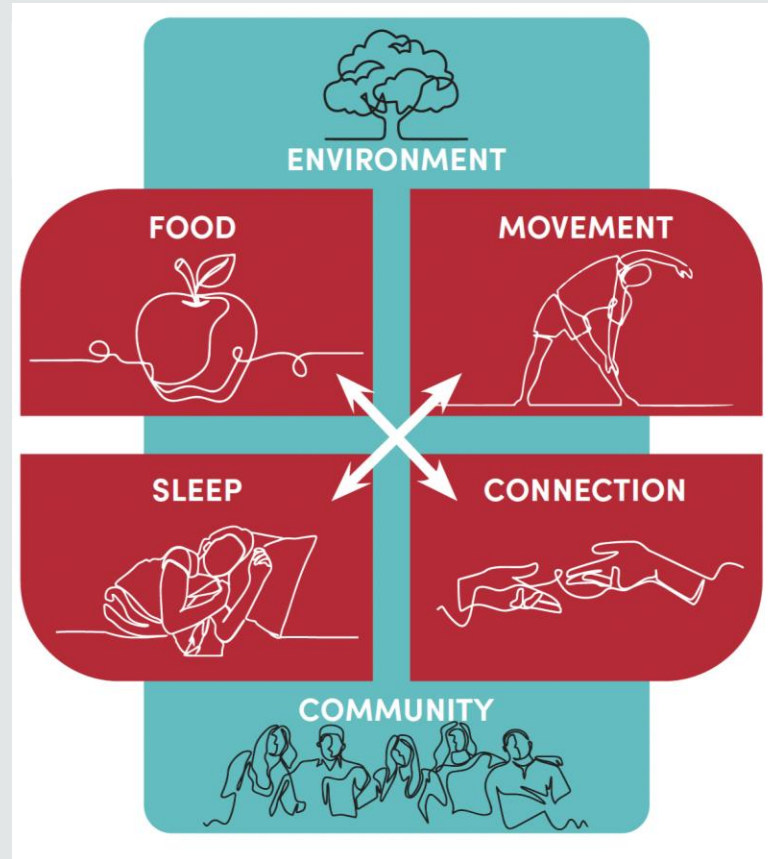
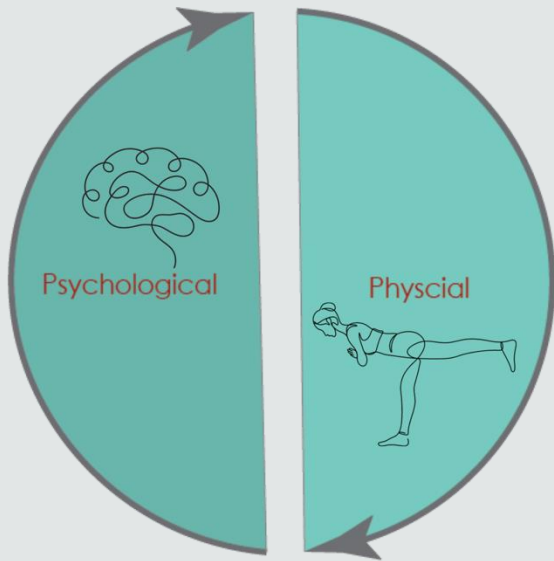


WHOLE PERSON HEALTH ELEMENTS

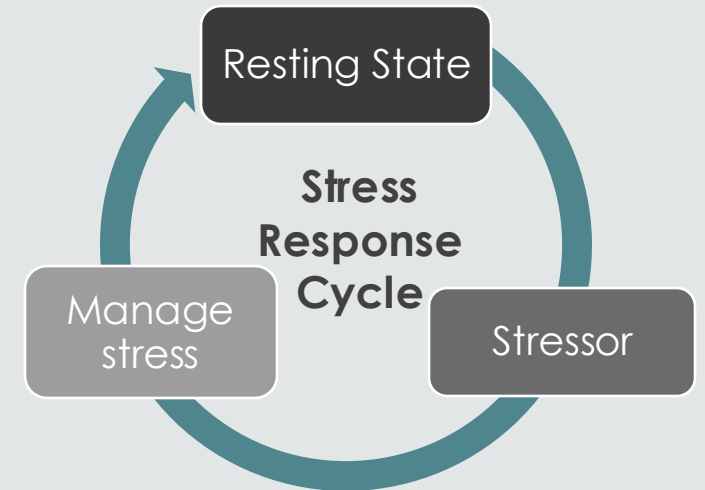
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THE FOUNDATIONS OF HEALTH: KEY CONCEPTS



*Connection to Self, Community, Purpose

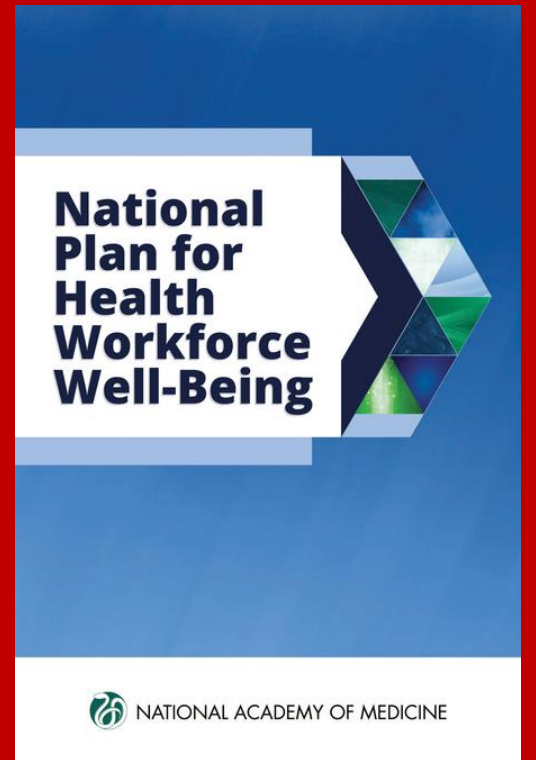


PERSONAL WELL-BEING: LOOKING AT THE WHOLE PERSON

ECOSYSTEM OF HEALTH



PROFESSIONAL WELL-BEING



PROFESSIONAL FULFILMENT MODEL



Adapted from Stanford, Bowman B, Dyrbye L, Sinsky CA, et al. NEJM Catalyst 2017; Shanafelt & Noseworthy (2017) Mayo Clinic Proc

PROFESSIONAL WELLBEING ROADMAP

Support for Stress
Injury



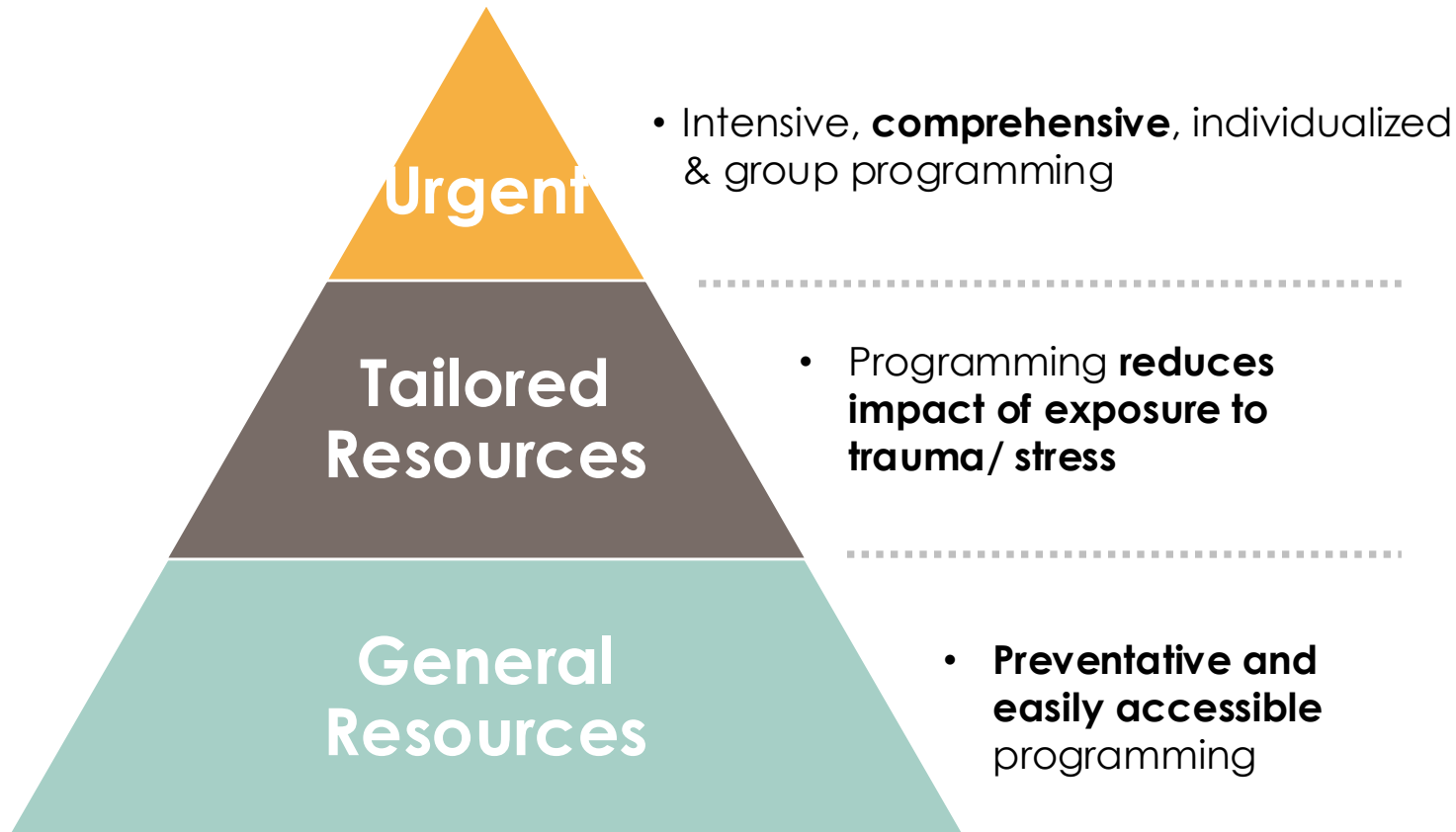
Build Culture
and Community



Empower
Change at All
Levels of
Organization



BUILDING SYSTEMS FOR RESILIENCE: SUPPORT FOR STRESS INJURY



Trauma mitigation

Sustainable three tiered model

Crisis Response Pilot

Code Lavender

Streamlined response to crisis event



UNDERSTANDING THE CULTURE



Patient is first
Can't show emotion
Can't talk about it
"I can do anything"
Go it alone

Work to exhaustion
Never enough
Self doubt
I signed up for a hard job
Pride in overwork

Environmental issues:
"You need to work harder"
No time to think
Isolation
Open feedback loops

CULTURE: CORE COMPONENTS OF WELL-BEING



purpose



patients

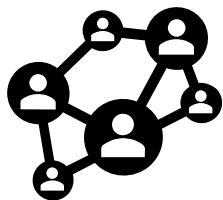


peers

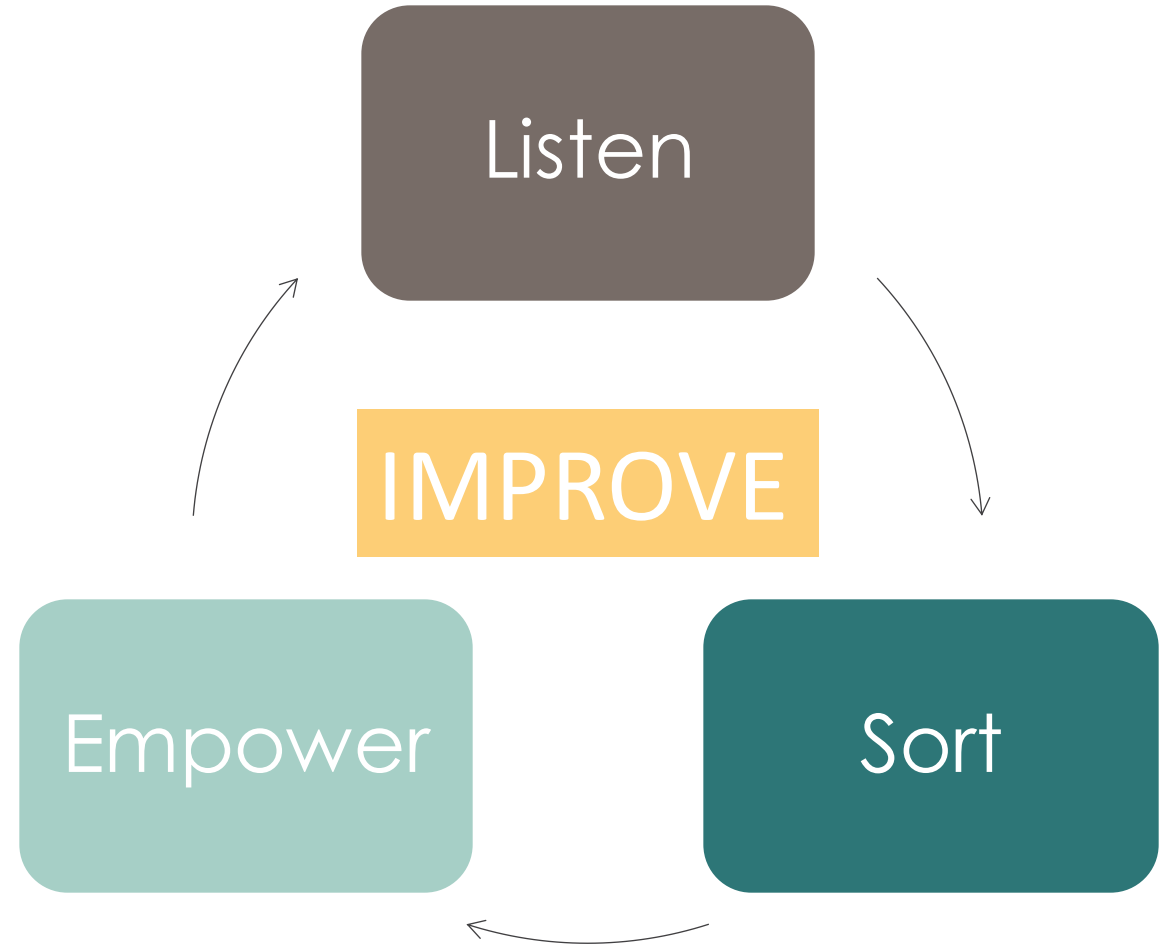
RELATIONSHIPS & CONNECTION

*“I define connection as the **energy that exists between people when they feel seen, heard, and valued**; when they can give and receive without judgment; and when they derive sustenance and strength from the relationship.”*

- Brené Brown



USING DATA TO CREATE THE FUTURE



<https://edhub.ama-assn.org/steps-forward/module/2767765>; Steve Swensen

EMPOWER TEAM TO MAKE CHANGE AND RESOLVE ISSUES

Value Improvement model

Pilot interventions

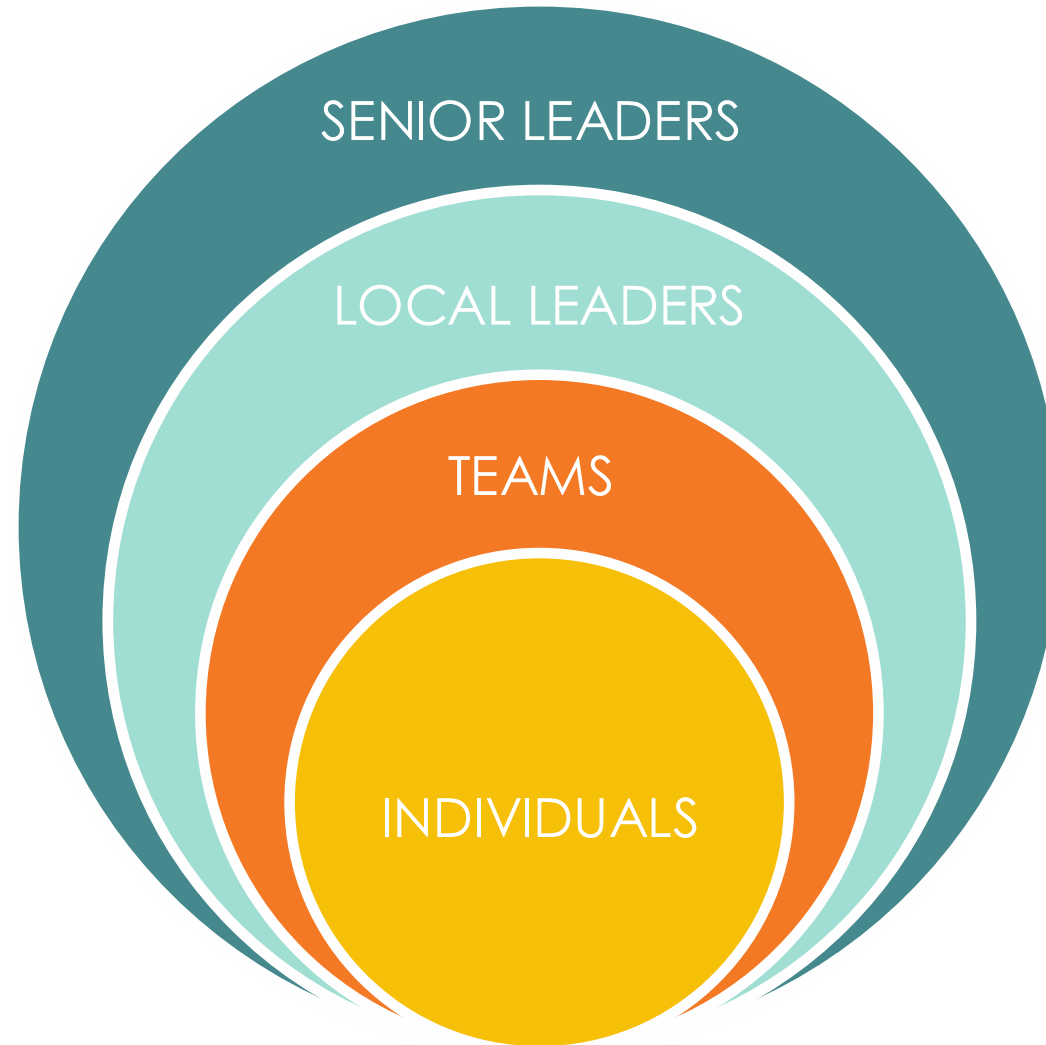
Rapid cycle innovation

Expand what works

Continue to repeat the process



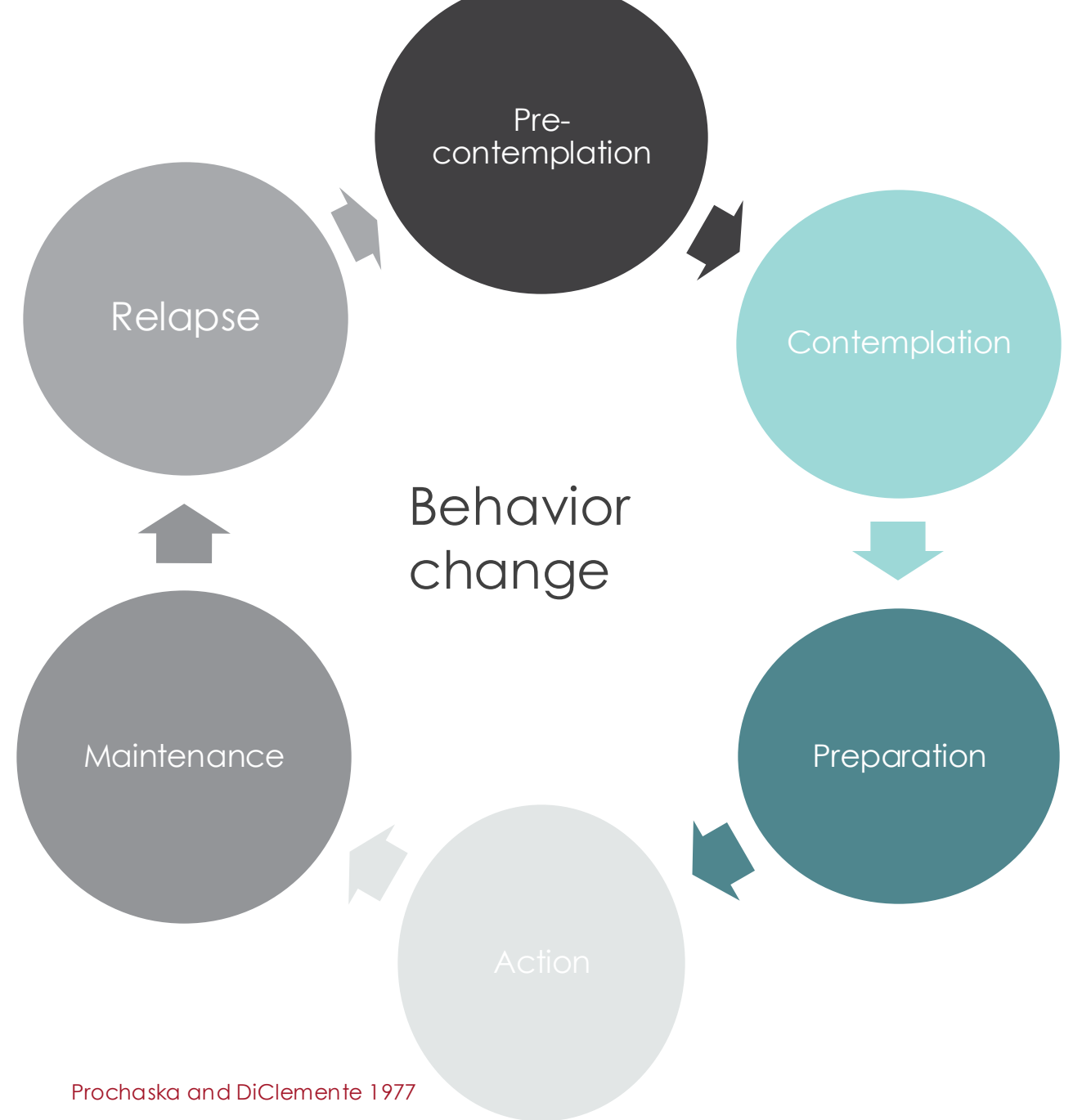
WHAT IS MY ROLE?



LOCUS OF CONTROL



STAGES OF CHANGE MODEL



Prochaska and DiClemente 1977



JOY IN MEDICINE

Health System Recognition Program

Assessment
Commitment
Efficiency of Practice Environment
Teamwork
Leadership
Support

AMA STEPS FORWARD

Redesign your practice. Reignite your purpose.

AMA STEPS Forward™ offers a collection of engaging and interactive educational toolkits that are practical, actionable “how-to” guides to transform and improve your practice.

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PRACTICE TRANSFORMATION

[Burnout and Well-Being \(15\)](#)

[EHR and Technology \(10\)](#)

[Organizational Culture \(15\)](#)

[Patient–Physician Experience \(15\)](#)

[Team-Based Care and Workflow \(29\)](#)

INSTITUTE FOR HEALTHCARE IMPROVEMENT

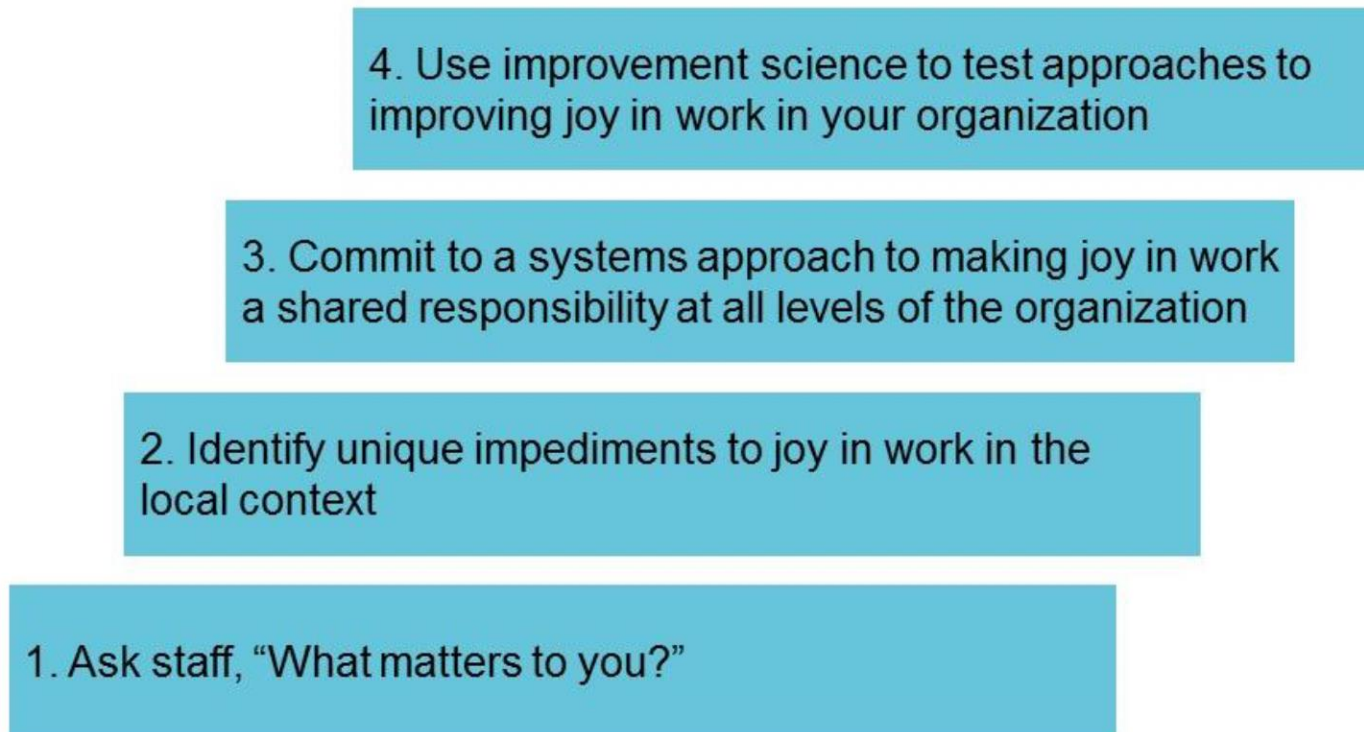


FRAMEWORK FOR IMPROVING JOY AT WORK



INSTITUTE FOR HEALTHCARE IMPROVEMENT

Figure 1. Four Steps for Leaders



TAKE HOME IDEAS

- We need to take care of ourselves to take care of others
- Culture can work for us or against us
- Change takes **agency**: find your locus of **control**
- **Cogitative flexibility** and **self-awareness** can drive successful change

“A JOURNEY OF A THOUSAND
MILES BEGINS WITH A SINGLE
STEP”

Lao Tzu

WHERE DOES CHANGE BEGIN FOR
YOU?

RESOURCES

UNIVERSITY OF UTAH

[Accelerate Resilience Toolbox](#)

[Joy In Work](#)

[AMA Steps Forward](#)

NATIONAL

[Institute for Healthcare Improvement](#)

[National Academy of Medicine Action Collaborative Clinician Wellbeing and Resilience](#)