




WELLNESS & RESILIENCE: PROMOTING PERSONAL & PROFESSIONAL WELL-BEING

MEGAN CALL, PHD
JOY IN WORK FOUNDATIONS COURSE
9.24.2024

*“Joy is the sheer intoxicating beauty
of the world.”*

David Whyte
Consolations



In the past week, how did you
experience joy at work?

IHI FRAMEWORK: IMPROVING JOY IN WORK

■ Senior Leaders

■ Senior Leaders + Managers & Team Leaders

■ Senior Leaders + Managers & Team Leaders + Individuals



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DURING THE PAST WEEK, HOW OFTEN DID THIS OCCUR?

Skipped a meal

Ate a poorly balanced meal

Worked through a day/shift without any breaks

Arrived home late from work

Had difficulty sleeping

Slept <5 hours in a night

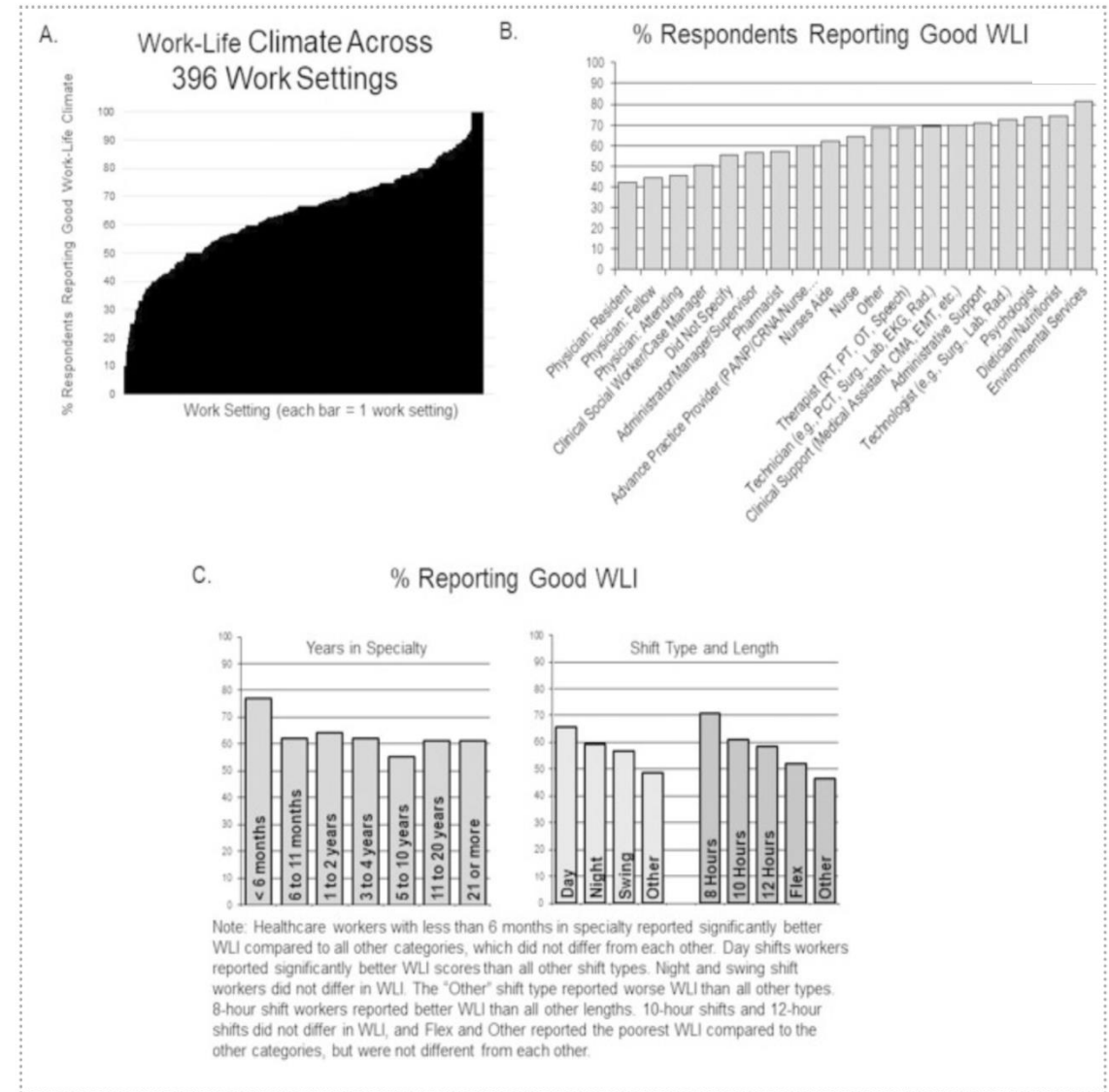
Changed personal/family plans because of work

Felt frustrated by technology

INDIVIDUAL WELL-BEING RELATED TO SYSTEM OUTCOMES

Higher work-life climate scores significantly associated with better:

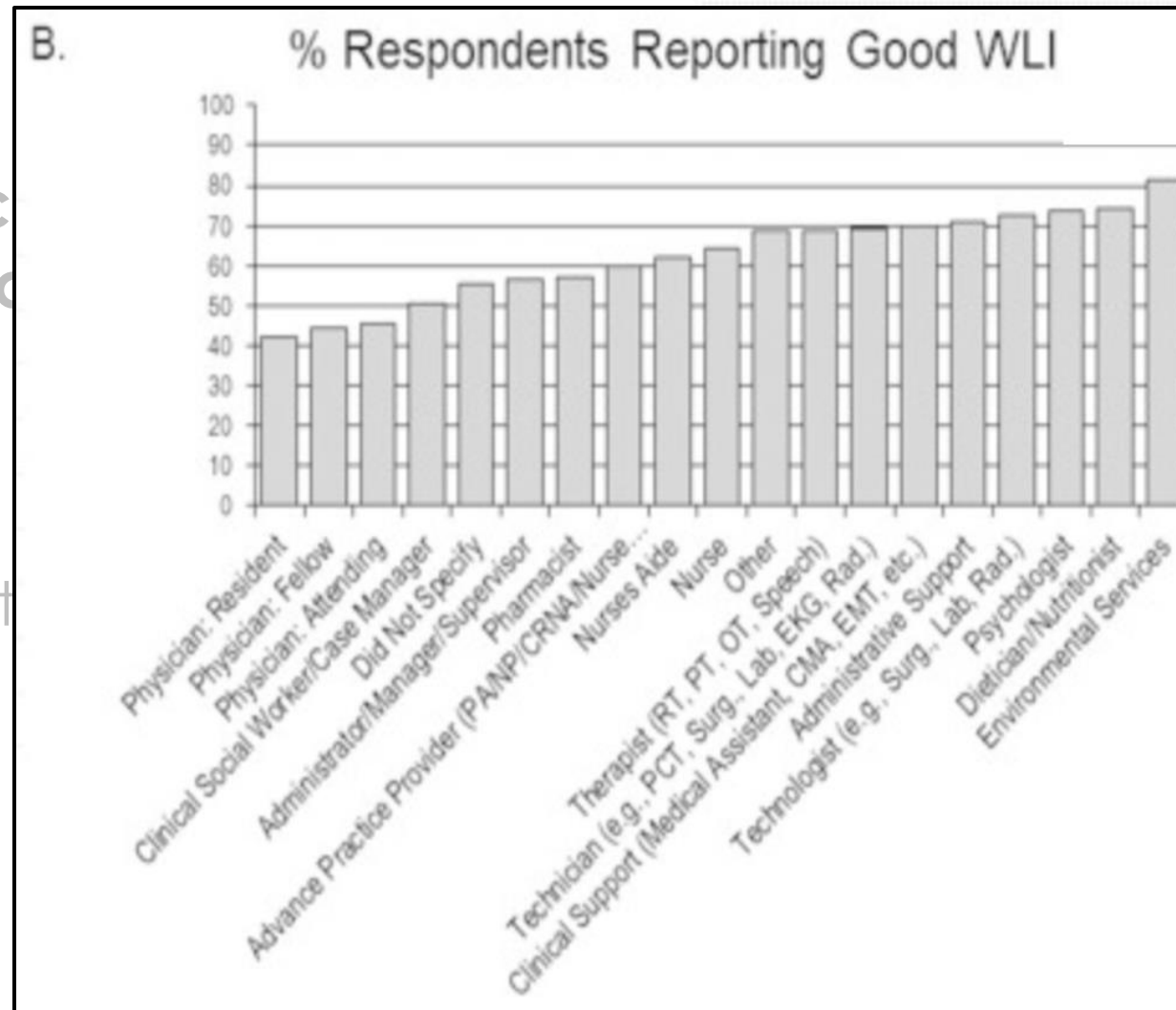
- Teamwork
- Patient safety
- Participation with leader walk-rounds



INDIVIDUAL WELL-BEING RELATED TO SYSTEM OUTCOMES

Higher work-life balance is significantly associated with:

- Teamwork
- Patient safety
- Participation with

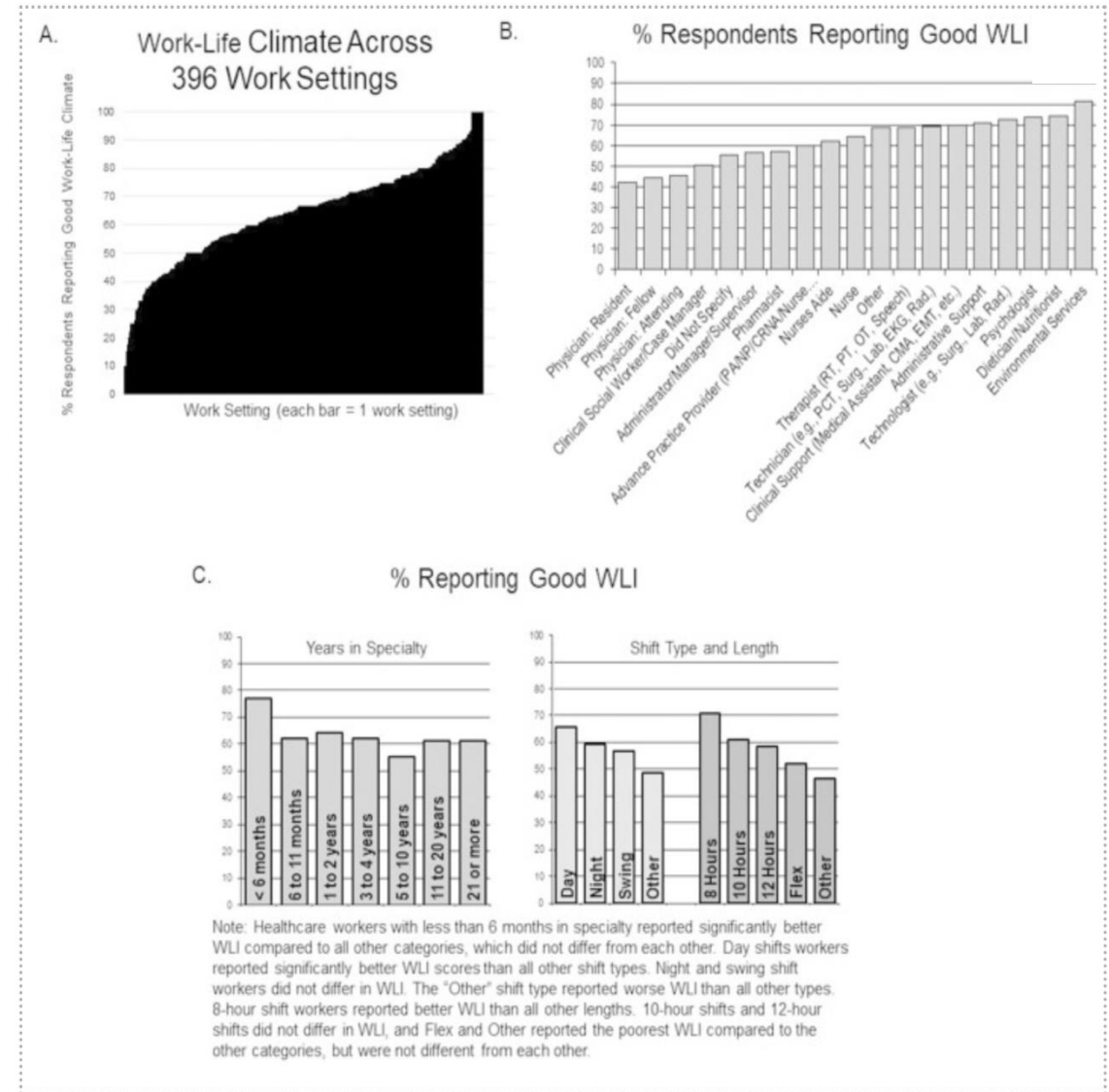


Day shifts in specialty reported significantly better WLI than night shifts. Night and evening shifts did not differ from each other. Day shifts workers reported better WLI than all other shift types. Night and evening shift type reported worse WLI than all other types. 10-hour shifts and 12-hour shifts reported the poorest WLI compared to the other categories, but were not different from each other.

INDIVIDUAL WELL-BEING RELATED TO SYSTEM OUTCOMES

Higher work-life climate scores significantly associated with better:

- Teamwork
- Patient safety
- Participation with leader walk-rounds



INDIVIDUAL

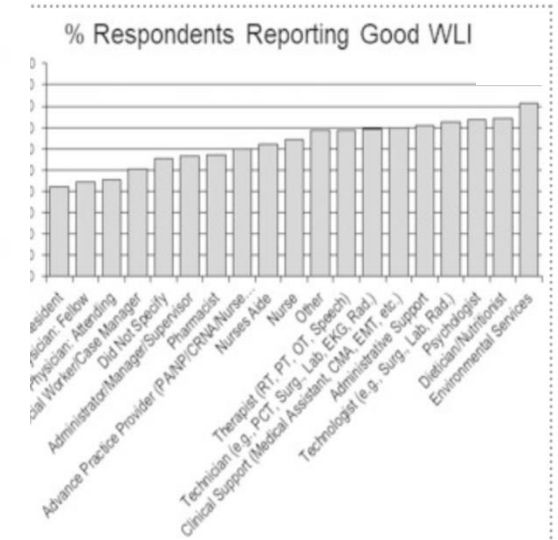
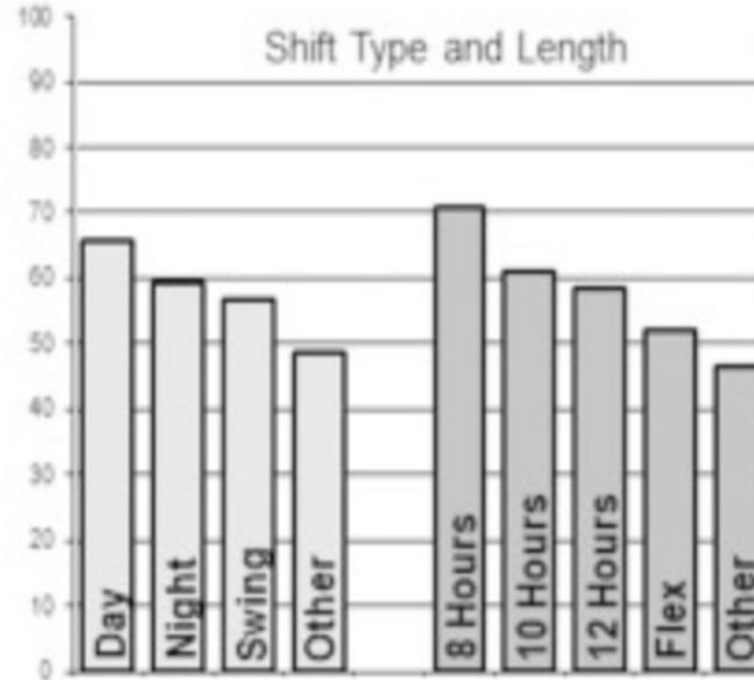
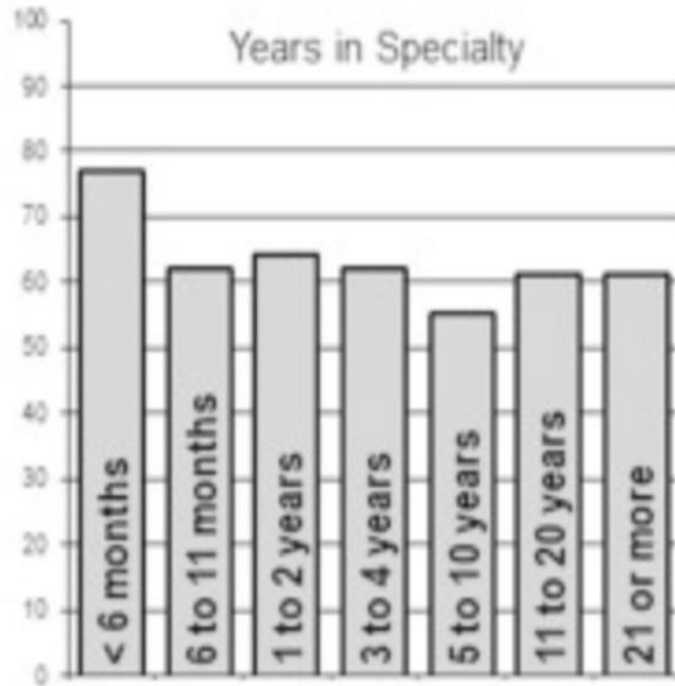
C.

% Reporting Good WLI

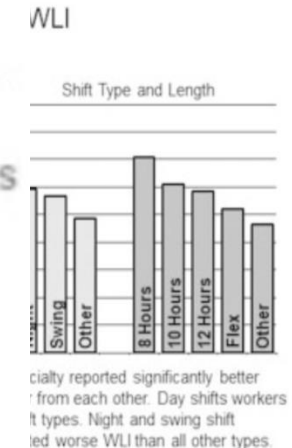
↑ OUTCOMES

Higher work satisfaction

- Teamwork
- Patient care
- Participation



Note: Healthcare workers with less than 6 months in specialty reported significantly better WLI compared to all other categories, which did not differ from each other. Day shifts workers reported significantly better WLI scores than all other shift types. Night and swing shift workers did not differ in WLI. The "Other" shift type reported worse WLI than all other types. 8-hour shift workers reported better WLI than all other lengths. 10-hour shifts and 12-hour shifts did not differ in WLI, and Flex and Other reported the poorest WLI compared to the other categories, but were not different from each other.

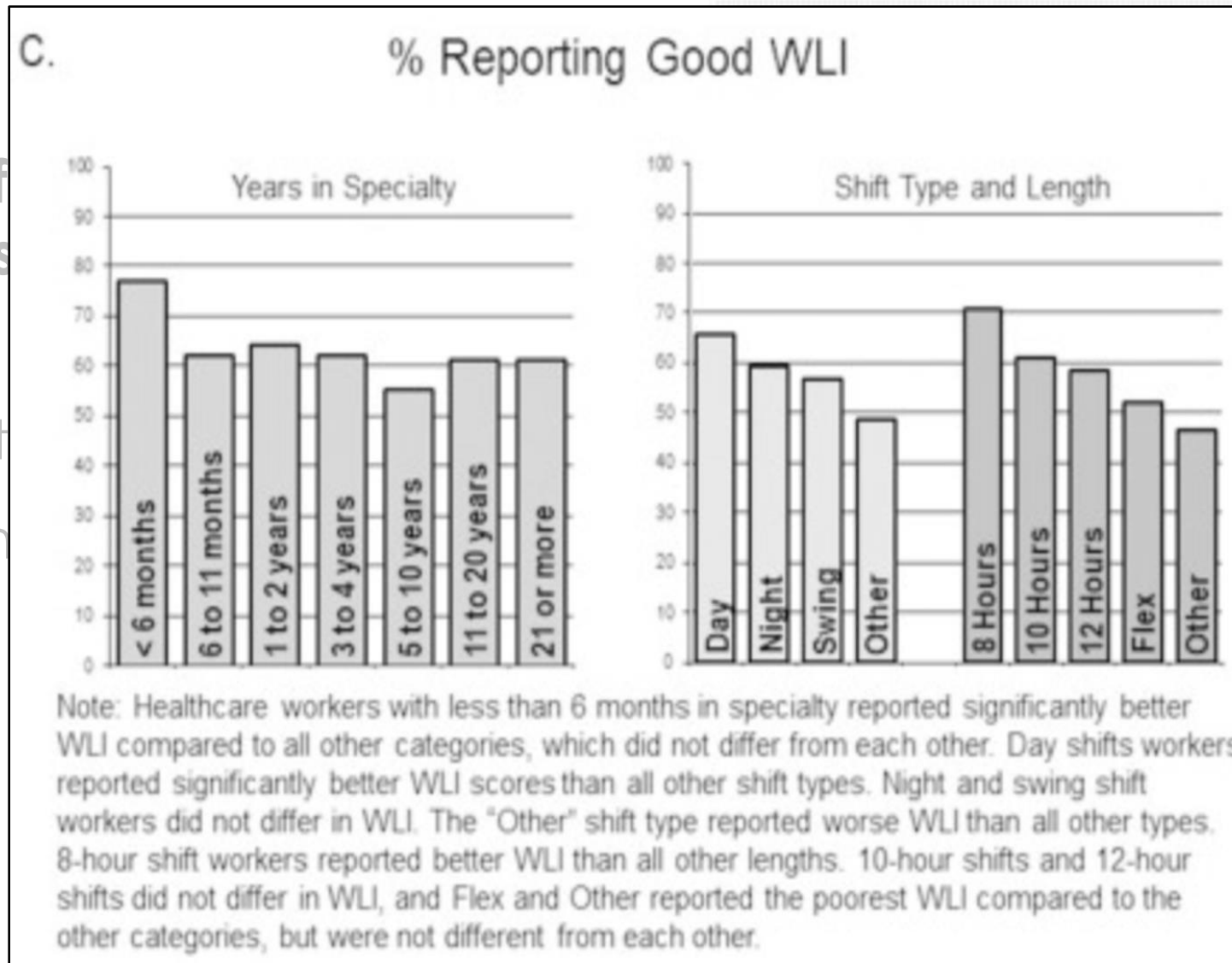


8-hour shift workers reported better WLI than all other lengths. 10-hour shifts and 12-hour shifts did not differ in WLI, and Flex and Other reported the poorest WLI compared to the other categories, but were not different from each other.

INDIVIDUAL WELL-BEING RELATED TO SYSTEM OUTCOMES

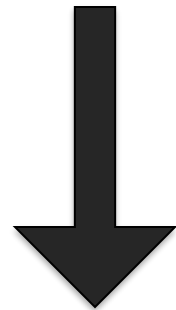
Higher work-life significantly as

- Teamwork
- Patient safety
- Participation



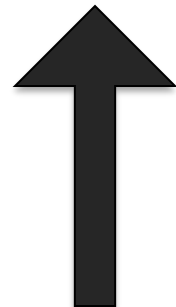
LEADER WELL-BEING & LEADER PERFORMANCE

Leadership effectiveness:



as leader burnout increases.

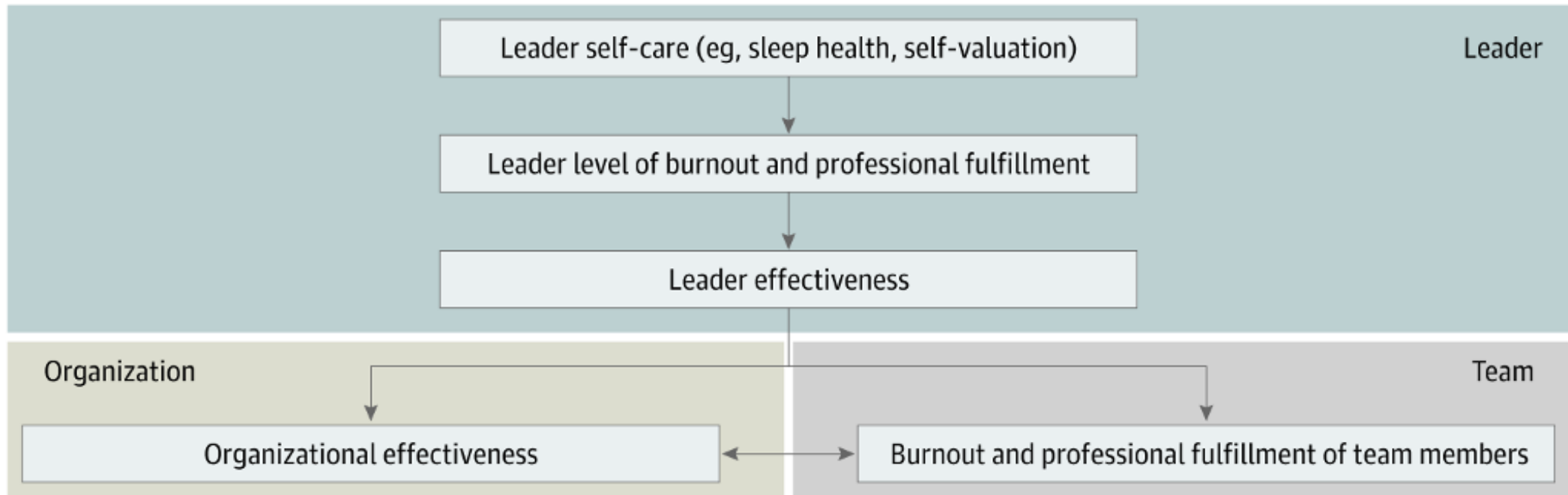
as leader sleep health decreases.



as leader professional fulfillment increases.

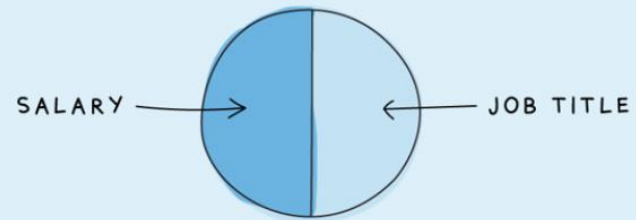
as leader self-valuation/ self-compassion increases.

LEADER WELL-BEING & LEADER PERFORMANCE

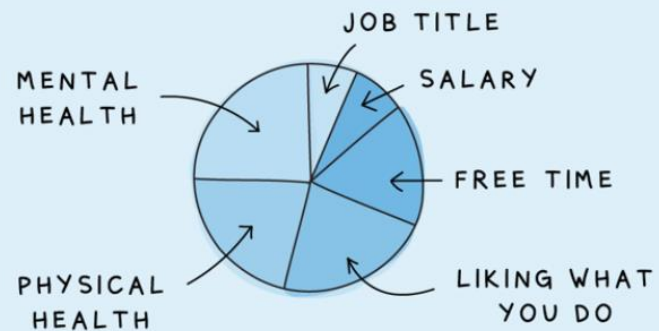


WHAT ARE YOUR METRICS FOR SUCCESS?

HOW WE'RE TAUGHT TO MEASURE SUCCESS



A BETTER MEASURE



LIZ FOSSLIE

WHAT WE PRACTICE IS WHAT WE BECOME

(What are you currently practicing?)





Remember & return to the basics

SAVOR THE GOOD



AWE: PART OF THE LARGER

8 Wonders of Life

1. Moral beauty
2. Collective effervescence
3. Nature
4. Music
5. Visual art
6. Spirituality
7. Mortality
8. Epiphanies





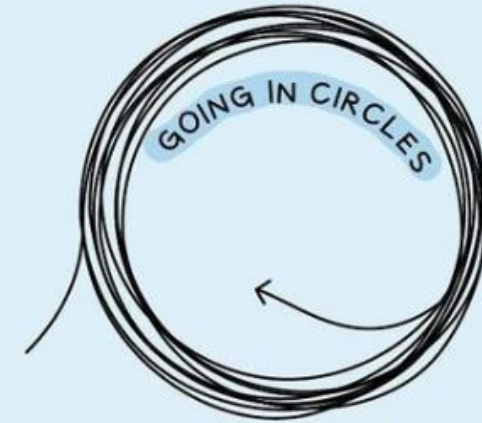
Part of experiencing joy requires experiencing our distance from joy.

*“When we lose our values, we lose
our way.”*

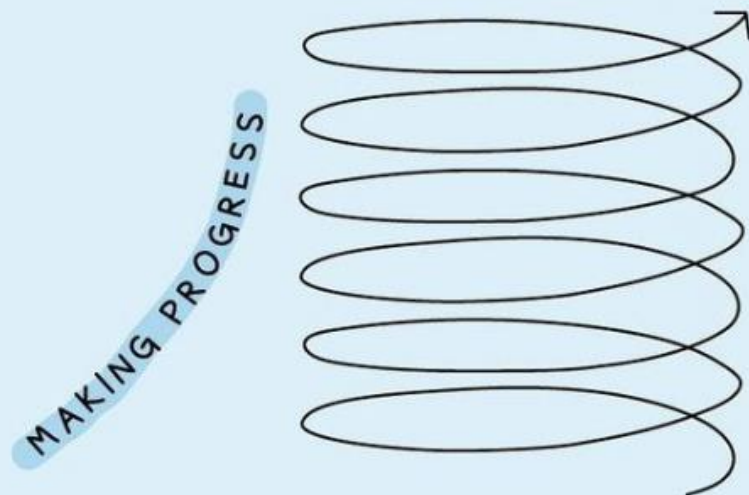
Vivek Murthy, MD
US Surgeon General
ICPH 2022


REPETITION IS PART OF THE PROCESS

WHAT IT CAN FEEL LIKE



WHAT'S ACTUALLY HAPPENING

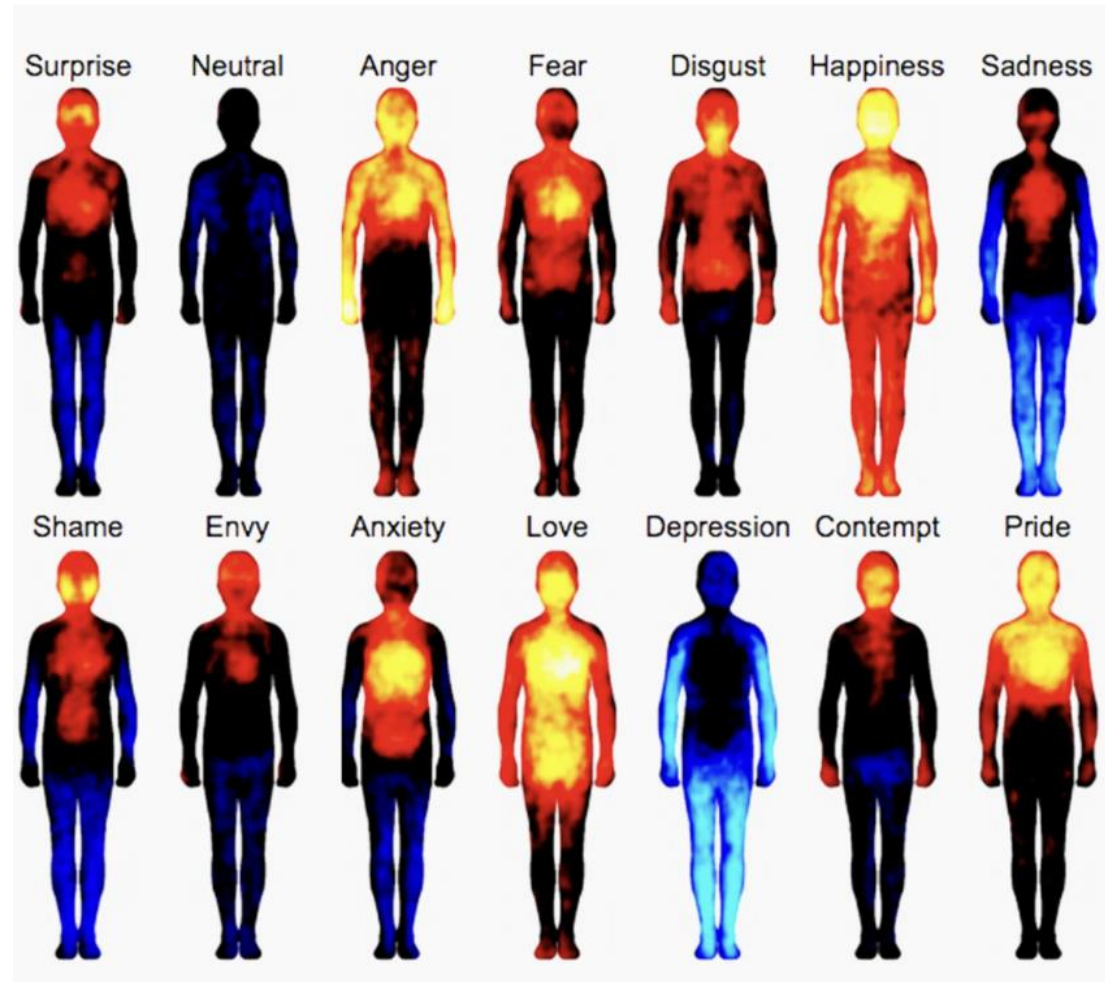


A golden-hour landscape with tall grasses in the foreground and a sun setting behind a hill. The scene is bathed in warm, golden light, with the sun low on the horizon, creating a soft glow. The grasses are in sharp focus, while the background is slightly blurred, showing a silhouette of a tree on the left and a distant horizon line.

Come, come whoever you are,
Wanderer, worshipper, lover of leaving,
It doesn't matter.
Ours is not a caravan of despair.
Come, even if you have broken your vow
a thousand times.
Come, yet again, come, come.

-Rumi

LEAN INTO ARRAY OF FEELINGS



When the rhythm of the heart becomes hectic,
Time takes on the strain until it breaks;
Then all the unattended stress falls in
On the mind like an endless, increasing weight,

The light in the mind becomes dim.
Things you could take in your stride before
Now become laborsome events of will.

Weariness invades your spirit.
Gravity begins falling inside you,
Dragging down every bone.

The tide you never valued has gone out.
And you are marooned on unsure ground.
Something within you has closed down;
And you cannot push yourself back to life.

You have been forced to enter empty time.
The desire that drove you has relinquished.
There is nothing else to do now but rest
And patiently learn to receive the self
You have forsaken for the race of days.

At first your thinking will darken
And sadness take over like listless weather.
The flow of unwept tears will frighten you.

You have traveled too fast over false ground;
Now your soul has come to take you back.

Take refuge in your senses, open up
To all the small miracles you rushed through.

Become inclined to watch the way of rain
When it falls slow and free.

Imitate the habit of twilight,
Taking time to open the well of color
That fostered the brightness of day.

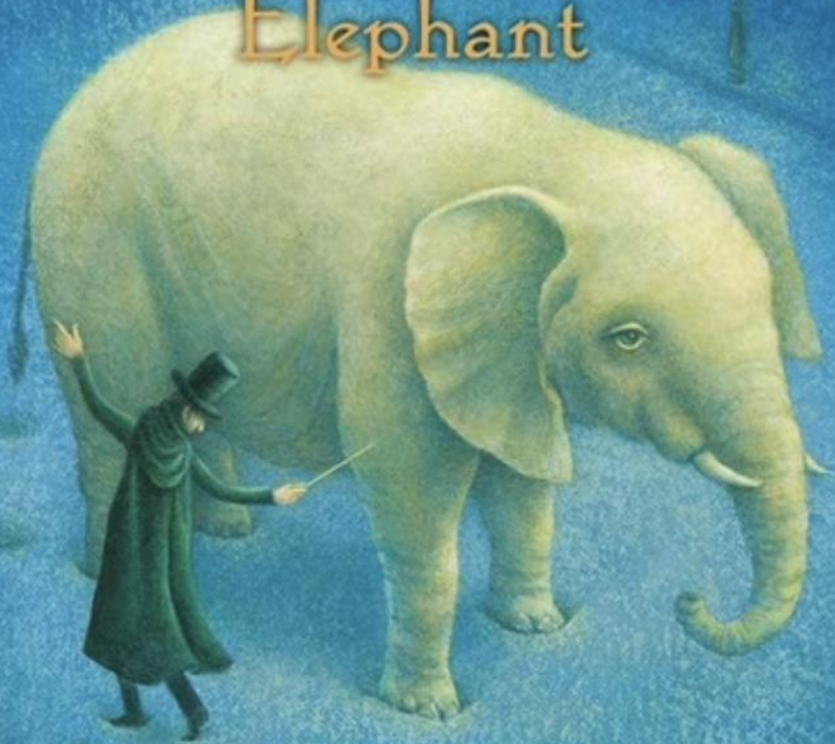
Draw alongside the silence of stone
Until its calmness can claim you.
Be excessively gentle with yourself.

Stay clear of those vexed in spirit.
Learn to linger around someone of ease
Who feels they have all the time in the world.

Gradually, you will return to yourself,
Having learned a new respect for your heart
And the joy that dwells far within slow time.

#1 NEW YORK TIMES BEST-SELLING AUTHOR
KATE DiCAMILLO

The Magician's Elephant



ILLUSTRATED BY YOKO TANAKA

THE MAGIC OF UNDOING

“There is as much magic in making things disappear as there is in making them appear. More, perhaps. The undoing is almost always more difficult than the doing.”

Disbelief. Belief. Joy.

GET RID OF STUPID STUFF

1. Appoint high-level champion to lead G.R.O.S.S. initiative
2. Engage appropriate departments to support the cause
3. Engage teams & clinicians in gathering information
4. Triage suggestions for appropriate next steps
5. Celebrate success

AMA STEPSforward

De-implementation checklist

In an effort to reduce unintended burdens for clinicians, health system leaders can consider de-implementing processes or requirements that add little or no value to patients and their care teams. Physicians themselves are often in the best position to recognize these unnecessary burdens in their day-to-day practice. The following list includes potential de-implementation actions to consider. Learn more on how to reduce the unnecessary daily burdens for physicians and clinicians at [stepsforward.org](#).

EHR

- Minimize alerts**
 - Retain only those alerts with evidence
- Simplify login**
 - Simplify and streamline login process
 - Proximity identification, biometric
- Extend time before auto-logout**
 - Consider extending time for worst of the specific user
- Decrease password-related**
 - Consider extending the interval
 - Help users create passwords by allowing special characters can be passphrases
 - Consider use of password
- Reduce clicks and hard**
 - Reduce requirements for
 - Eliminate requirements over 60 years old
- Eliminate requirements**
 - Identify ways to reduce password when all choose to keep the
- Reduce note-bl**
 - Reduce links in data from other clinical value

Reduce inbox notifications

- Stop sending notifications for tests ordered that do not yet have results or have test results not ordered by the physician in question
- Stop sending notifications for reports generated by the recipient of the notification
- Eliminate notifications of the same test result or consultation note
- Eliminate notifications of normal and abnormal test results to the patient-facing portal
- Eliminate unnecessary patient-friendly explanations

Processes

- Auto-populate necessary discreet data fields if the information is already available, if medical assistant has completed a discreet field for "last updated" to reduce your technology so no one has to reenter that data into the system

Risk and in crisis situations as legally permitted

Forms that do not legally require a physician signature

Work activities that

Department	Role	Potential "Stupid Stuff" That Can Be Addressed
Information Technology (IT)	Design, build, and maintain/improve the EHR	EHR inefficiencies
Risk Management	Advocate for liability reduction	Processes implemented to mitigate risk that may be well-intentioned but not useful
Legal	Oversee compliance and risk management activity	Processes implemented to mitigate risk that may be well-intentioned but not useful
Compliance	Interpret regulatory requirements	Misunderstandings about regulatory requirements
Quality	Provide expertise on process improvement and understanding regulatory requirements	Misunderstandings about regulatory requirements
Health Information Management (HIM)	Provide information on documentation, coding requirements, and coding	Overinterpretation of requirements (especially HIPAA rules)
Revenue Cycle	Provide information on payer requirements	Misunderstandings about requirements for accurate billing
Mandatory education	Provide mandatory physician (and other clinician) training	Irrelevant training requirements
Nursing leadership	Represent nurses and provide expertise on nursing workflow	Documentation requirements that are variably determined by managers, rather than standardized. Documentation of nurse activities, rather than patient care provided.
Physician executive leadership	Represent physicians and provide expertise on physician workflow	Medical executive committee requirements that create extra work
Specific departmental leadership (eg, radiology, ER, hospitalist, OB/GYN, pediatrics, surgery, pharmacy)	Provide expertise on specialty-specific workflow	Specialty-specific requirements that create extra work (often thought to be necessary for that specialty, but may not actually be)
Laboratory services	Provide expertise on appropriate lab ordering practices	Unnecessary clicks to accomplish appropriate ordering

AMA STEPSforward: <https://edhub.ama-assn.org/steps-forward/module/2757858>

De-Implementation Checklist: <https://www.ama-assn.org/system/files/ama-steps-forward-de-implementation-checklist.pdf>

REAL SELF-CARE: DOING THE WORK

Four Practices

- Setting boundaries
- Practicing self-compassion
- Aligning your values
- Exercising power

Faux Self-Care	Real Self Care
Prescribed from outside	Originates within you
A noun, typically describing an activity or a product	A verb, describing an invisible, internal decision-making process
Common examples: a yoga class, a meditation app, or a fancy face cream	The internal process that goes on for you before you make the choice to attend the yoga class, listen to the meditation app, or put on the fancy face cream
Maintains status quo in your relationship or family, and does nothing to change larger systems	Allows you to get your needs met in your relationships, and can effect change in your family, workplace, and larger systems
Often leaves you feeling further away from yourself	Brings you closer to yourself and what's most important to you
Typically comes with feelings of guilt (either for never getting to it, or while you are engaging in it because you are neglecting other responsibilities)	Requires learning to cope with feelings of guilt as part of the process
Allows you to avoid or brush aside emotional costs or risks	Comes with a short-term emotional cost, in order to reap longer-term emotional gains

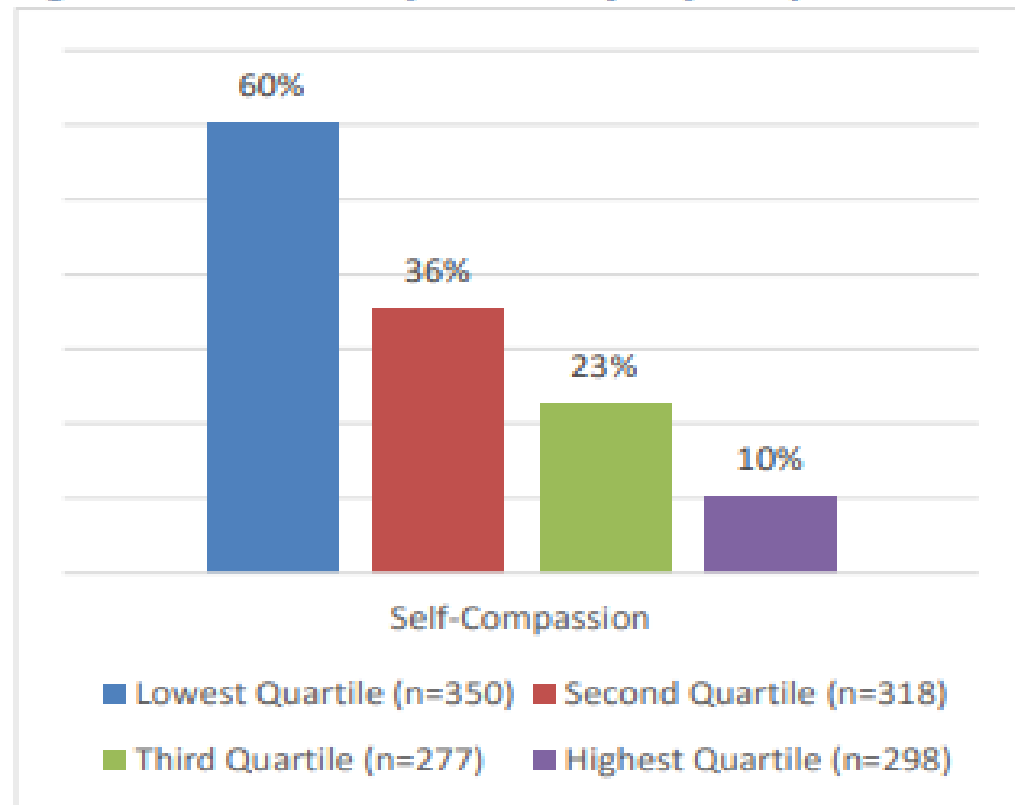
Pooja Lakshmin, MD

<https://www.besthealthmag.ca/article/real-self-care/>

<https://www.nytimes.com/2023/09/19/opinion/ezra-klein-podcast-pooja-lakshmin.html>

SELF-COMPASSION

Figure 3: Prevalence of burnout by self-compassion

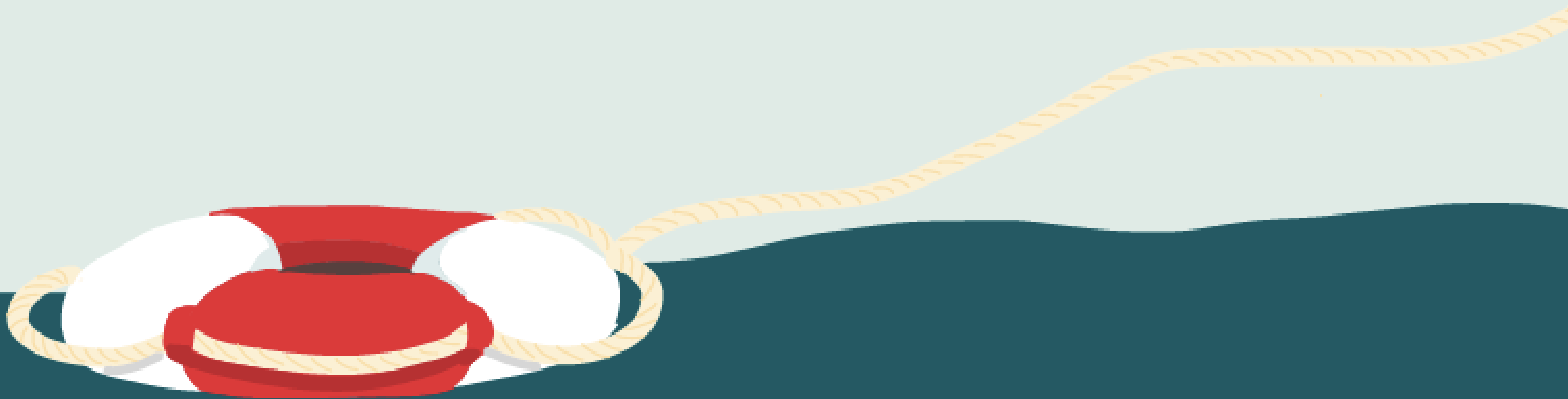


- Reduces emotional distress, cortisol
- Increases oxytocin
- Happiness
- Resilience
- Supportive relationships
- Physical health
- Accountability



WE CAN'T DO ANYTHING ALONE

YOU HAVE TO ASK FOR & RECEIVE HELP



ASK & REFLECT ON GENERATIVE QUESTIONS

- As a leader, how am I leading myself?
- What invitations am I extending to myself and to others?
- Who am I reading?
- When is the last time I had a conversation that nourished me for days afterward?
- When is the last time I saw something that caught my attention and completely fascinated me?
- How am I with change?
- How am I with my own self-discovery?

LET'S DISCUSS

- As a leader, how am I leading myself?
 - What invitations am I extending to myself and to others?
 - Who am I reading?
 - When is the last time I had a conversation that nourished me for days afterward?
 - When is the last time I saw something that caught my attention and completely fascinated me?
 - How am I with change?
 - How am I with my own self-discovery?
-
- What came up for you during the presentation?
 - How do you currently return to a more joyful, restful state? What practices and resources do you use?
 - What things get in the way of returning to a more joy? What can be addressed within your locus of control? How so?
 - What is one thing you're taking with you and what is one next step following this presentation?

LEADER QUICK GUIDE: U OF U HEALTH SUPPORT RESOURCES FOR EMPLOYEES

Crisis Options for Individuals

HMHI Crisis Line & SafeUT Frontline	988 or 801-587-3000	Available 24/7, operated by licensed therapists; access SafeUT Frontline: https://safeut.org/frontline
HMHI Same Day Psychiatry	801-585-1212	Available 12:30pm-5:30pm, Monday-Friday; assessment and medication management during times of crisis; https://healthcare.utah.edu/hmhi/treatments/same-day-psychiatry-clinic

Urgent Options

Resiliency Center	801-213-2503 or resiliencycenter@hsc.utah.edu	If calling or emailing, state there is a need for urgent support. Can also complete the individual referral form: https://redcap01.brisc.utah.edu/ccts/redcap/surveys/?s=D33AA9ER3R7XLCFP .
Employee Assistance Program	801-262-9619	State you are a U of U Health employee and request an urgent appointment with an embedded therapist at the Resiliency Center. Available Monday – Saturday.
Spiritual Care	801-213-2484	Connect with a chaplain for individual or team support. Available Monday – Sunday during spiritual care work hours. https://pulse.utah.edu/site/sc/Pages/Welcome.aspx

General Options for Employees & Resources for Students & Trainees

Resilience Consult	801-213-2503 or resiliencycenter@hsc.utah.edu	Individual support for U of U Health faculty and staff provided by a licensed therapist specializing in meeting the unique needs of professionals in academic medical settings
Peer Support	801-213-2503 or	U of U Health faculty and staff are matched with a trained peer responder, someone who has “been there” during times of work-related stress
Employee Assistance Program	801-262-9619	For U of U faculty and staff, including family members and those living in same house, can refer to community resources, more info at https://blomquisthale.com/
GME Wellness	gmewellness@hsc.utah.edu	Individual and group support for medical residents and fellows, https://medicine.utah.edu/gme/wellness
Medical Student Wellness	somwellness@hsc.utah.edu	Individual and group support for medical students, https://medicine.utah.edu/students/wellness
U of U Counseling Center	801-581-6826 or counselingcenter@sa.utah.edu	Individual and group support for U of U students https://counselingcenter.utah.edu/

“Do not underestimate the circumstances that brought you here.”