joy
in WORK

CAMARADERIE & **TEAMWORK**: BUILDING A STRONGER, CONNECTED WORKFORCE

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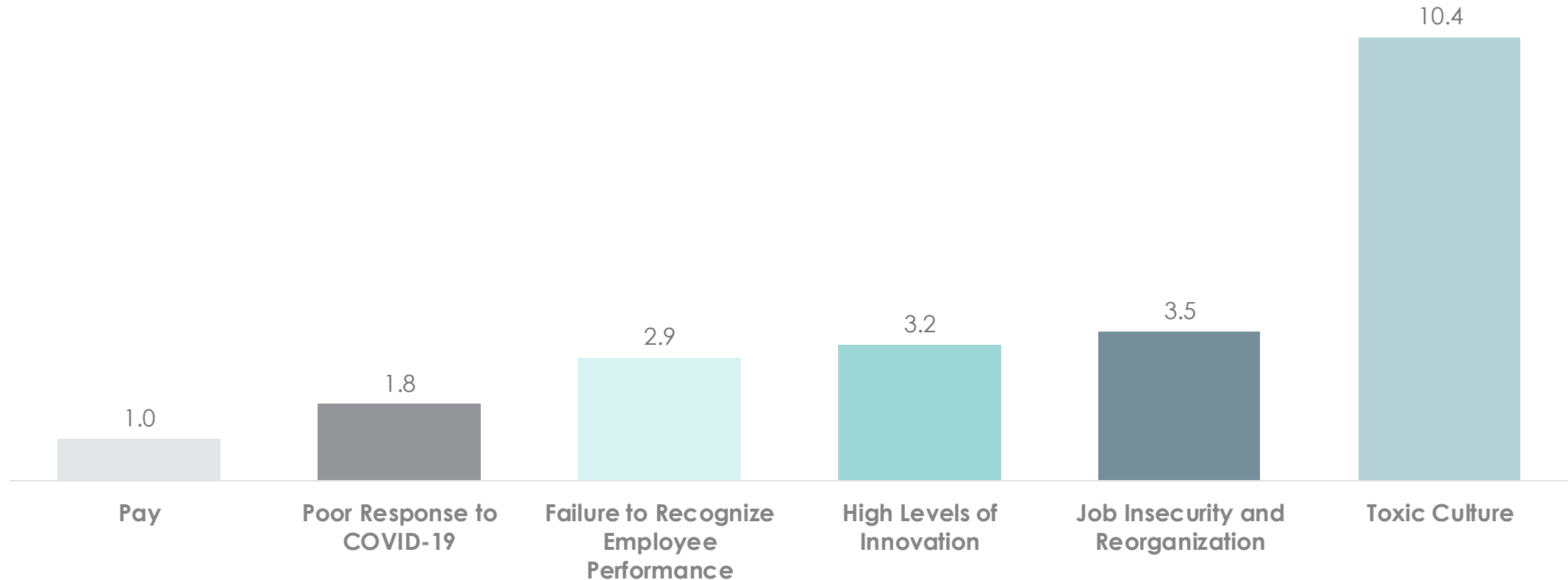
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September 24, 2024

WHAT IS YOUR TEAMWORK AND CAMARADERIE LIKE WHEN YOUR TEAM IS AT THEIR **BEST?**

5 minutes in dyads, 5 minutes reporting back to the larger group

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TOXIC WORK CULTURE

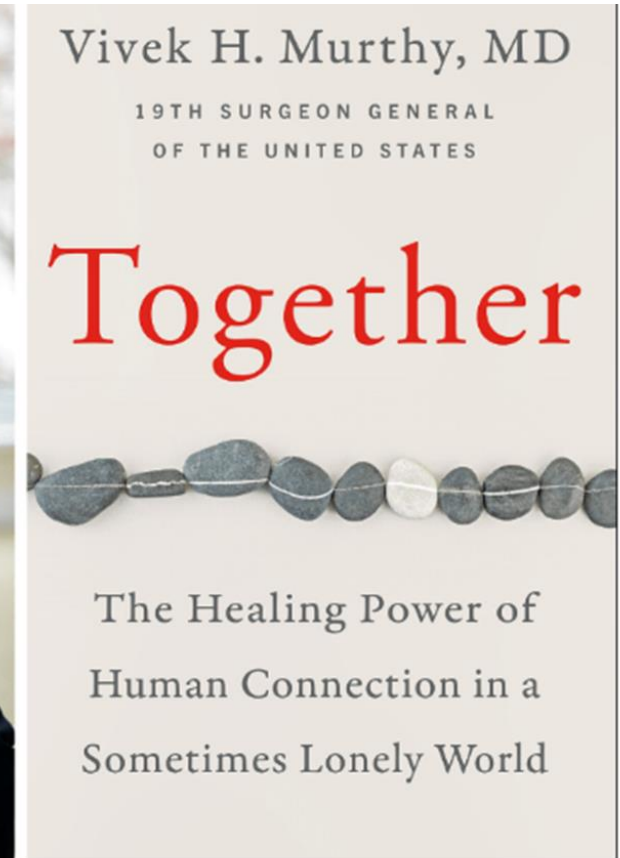1 Disrespectful

2 Lack of Belonging

3 Unethical

4 Cutthroat

5 Abusive

https://sloanreview.mit.edu/article/why-every-leader-needs-to-worry-about-toxic-culture/

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TOGETHER = **RESILIENCE**

- "To be at home is to be known. It is to be loved for who you are."

- "What often matters is not the quantity or frequency of social contact but the quality of our connections and how we feel about them."

- "Being connected to others gives us a stake in more than our own interests. It expands those interests to include our whole community and thus increases our motivation to work together."

Vivek H. Murthy, MD
19TH SURGEON GENERAL OF THE UNITED STATES

Together

The Healing Power of Human Connection in a Sometimes Lonely World

Holt-Lunstad J, Robles TF, Sbarra DA. Advancing social connection as a public health priority in the United States. Am Psychol. 2017 Sep;72(6):517-530. doi: 10.1037/amp0000103. PMID: 28880099; PMCID: PMC5598785.

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LEADING A CULTURE OF WELLNESS

1 Cultivating psychological safety/ responsibility/ improvement

2 Nurturing a sense of belonging and value for all team members

3 Communicating values and expectations with respect, clarity, kindness & reflexivity

4 Designing systems for humans and having supportive teams

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PSYCHOLOGICAL SAFETY

DEFINED

Shared Team Belief

It is safe to take interpersonal risks (Edmonson, 1999).

Can ask questions, raise concerns, ask for help without fear of retribution

Fundamental

Critical in High reliability organizations and central to a culture of **patient safety**

Work environments in which healthcare teams feel psychologically safe are those in which they are invited to share, contribute, and learn without fear of retribution (Edmondson & Lei, 2014)

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PSYCHOLOGICAL SAFETY **MEASURE**

HOW MUCH COMFORT DOES YOUR TEAM HAVE WITH…..

☑ **Suggestions**

Providing suggestions and ideas

☑ **Escalating**

Escalating concerns to leadership

☑ **Discussing**

Discussing difficult concerns with my colleagues

☑ **Discussing**

Discussing difficult concerns with my leadership

☑ **Asking**

Asking for help

☑ **Opportunities**

Being provided opportunities to discuss with team after difficult events

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JUST CULTURE

HOW WE HANDLE MISTAKES

Human Error

Product of our current system design

Manage through changes in:
- Processes
- Procedures
- Training
- Design
- Environment

Console

At-Risk Behavior

A Choice: Risk believed insignificant or justified

Manage through changes in:
- Removing incentives for at-risk behaviors
- Creating incentives for healthy behaviors
- Increasing situational awareness

Coach

Reckless Behavior

Conscious disregard of unjustifiable risk

Manage through changes in:
- Remedial action
- Disciplinary action

Punish

- Perception of a just culture is associated with trust

- Trust is associated with proactively addressing concerns and improvement

Paradiso, L., & Sweeney, N. (2019). Just culture: It's more than policy. *Nursing Management*, *50*(6), 38-45. https://doi.org/10.1097/01.NUMA.0000558482.07815.ae

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COMMUNITY **BUILDING**

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JOY IN TEAMS

1 Teams develop **emotional cultures** through empathy, emotional contagion, normative processes, and shared affective experiences

2 **Joy** is a high arousal emotion that **motivates action and involvement** and a desire to be connected to others

3 Joy is a response to a pleasant situation when one is safe and buffers negative emotions and stress, broadens range of thoughts and actions, and **builds** social and flexible cognitive resources for **resilience**
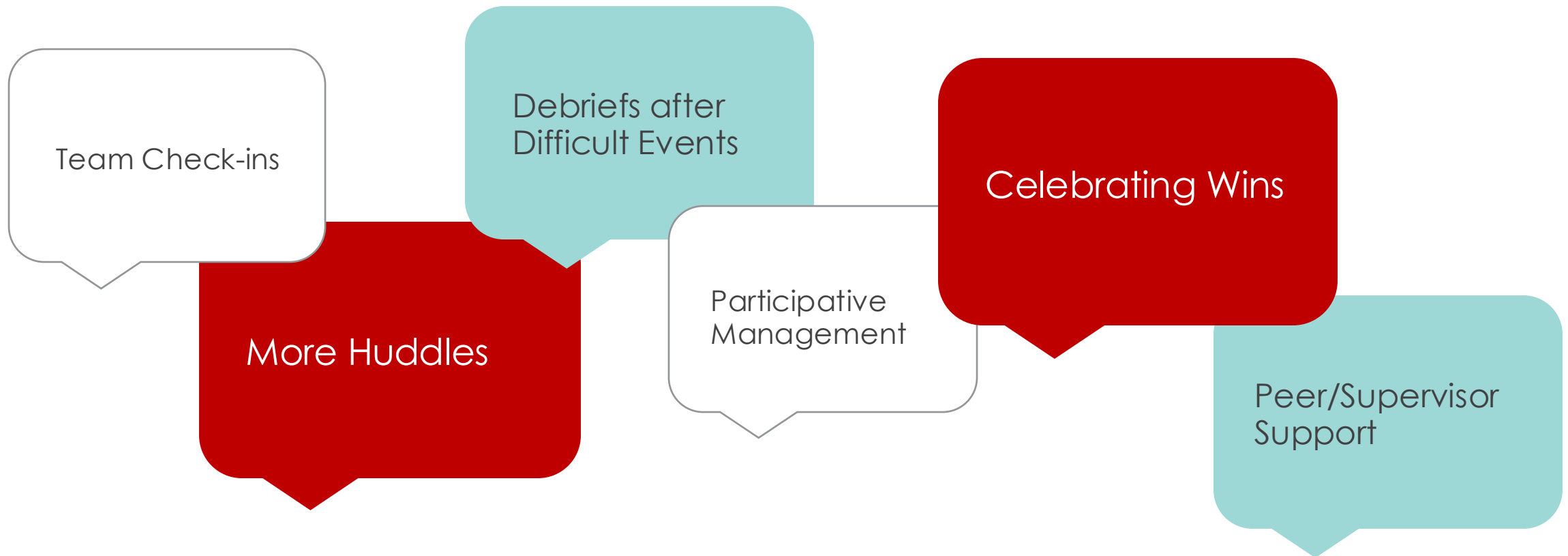
Carter, K., & Hawkins, A. (2019). Joy at work: Creating a culture of resilience. *Nursing Management*, *50*(12), 34-42.

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COMMUNITY BUILDING **ACTIVITIES**

DIFFERENT STRATEGIES THAT PROMOTE CONNECTION AND COMMUNITY

Team Check-ins

Debriefs after Difficult Events

Celebrating Wins

More Huddles

Participative Management

Peer/Supervisor Support

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HOW DOES YOUR TEAM DO IT NOW?

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HOW CAN YOU CONTINUE BUILDING PSYCHOLOGICAL SAFETY AND A SENSE OF COMMUNITY?

10 minutes in table groups, 5 minutes reporting back to the larger group

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THANK **YOU**

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https://healthcare.utah.edu/integrative-health/resiliency-center

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