



Kindness

People-Centered Leadership for Wellbeing

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Disclosure

None of the planners, presenters, or staff for this educational activity have relevant financial relationship(s) to disclose with ineligible companies whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients.



Session Objectives

After attending this session, attendees will be able to:

- Describe four innate human needs to flourish:
AGENCY, COLLECTIVE EFFERVESCE, CAMARADERIE, POSITIVITY.
- Implement *Acts of Kindness* that engender *Fulfillment* and *Healthspan*.
- Identify *5 Leadership Behaviors* that cultivate *Fulfillment & Healthspan*.
- Summarize the human, organizational, and community dividends of engagement and satisfaction.









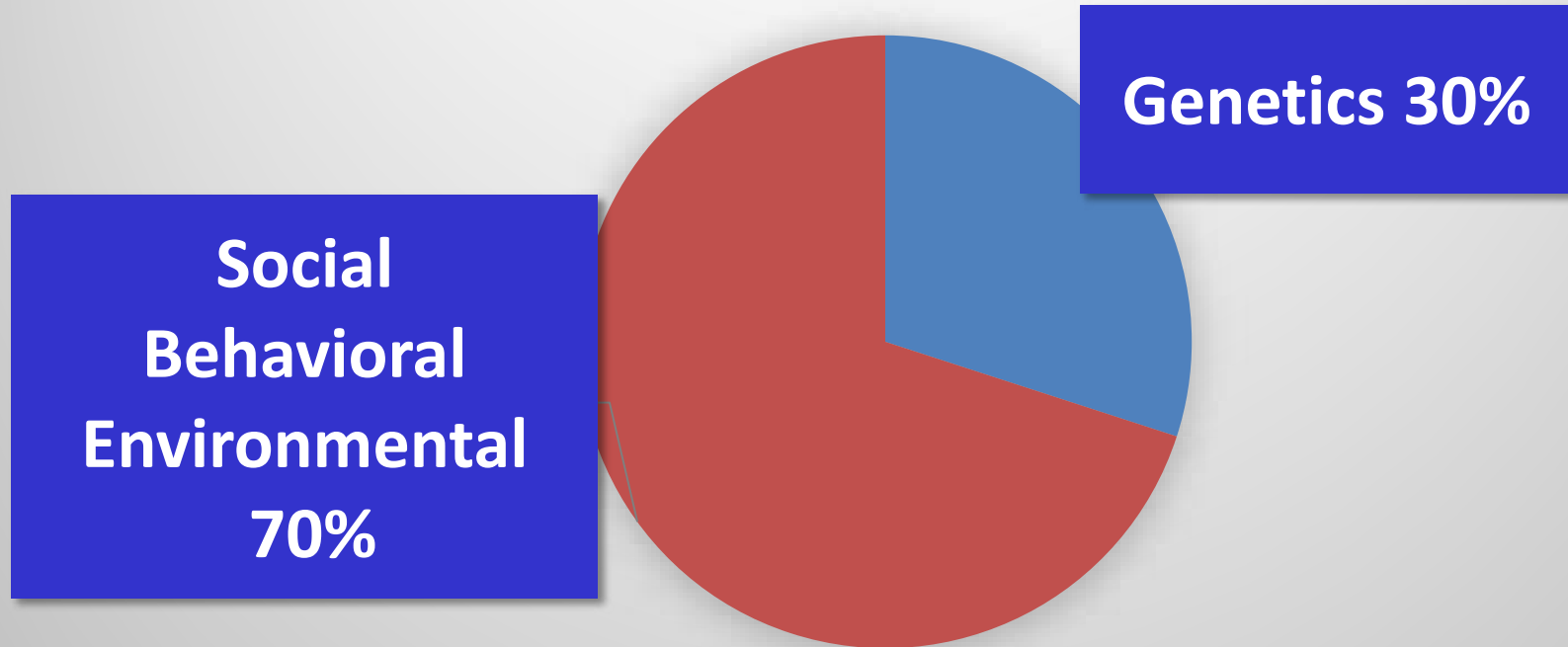
KINDNESS

Swensen, Shanafelt. Helping/Actions Words/friendliness, understanding, generosity, goodwill/Multiplier. Oxford University Press, 2020

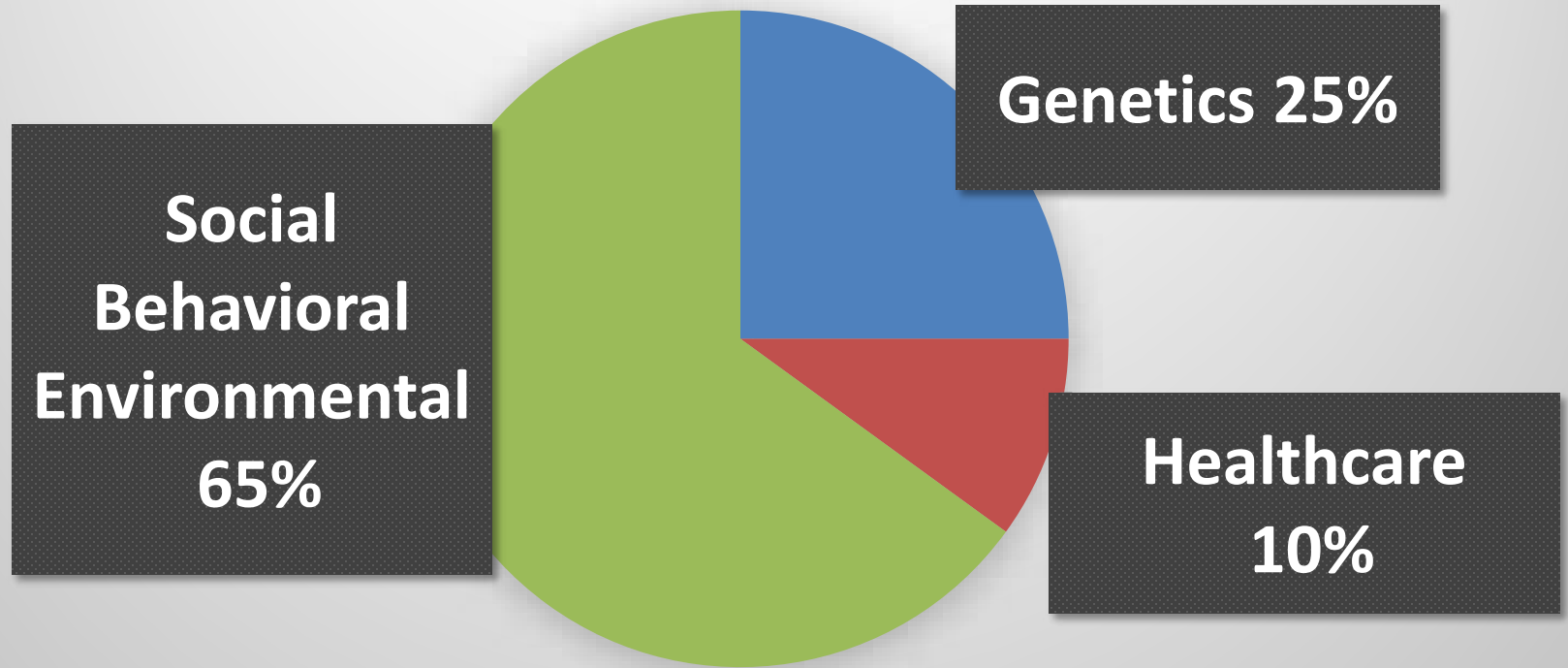
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Fulfillment

(Positive Life Assessment, Subjective Wellbeing, Happiness)



Healthspan





So many things are possible...

Mildred D. Taylor

EIGHT IDEAS







54 ACTS OF KINDNESS

A photograph of two children walking away from the camera in a grassy field. The child on the left is a boy with curly hair wearing a blue and green plaid shirt and dark pants. The child on the right is a girl with pigtails wearing a light blue jumpsuit. The boy has his arm around the girl's shoulder. The background is a soft-focus forest with trees and green grass.

Society (n=14)

Individual (n=16)

Organization (n=24)

Allostatic Load



Furman. Chronic Systemic Inflammation and Disease Across Life Span. Telomeres. DNA Methylation. Nat Med 25 (2019).

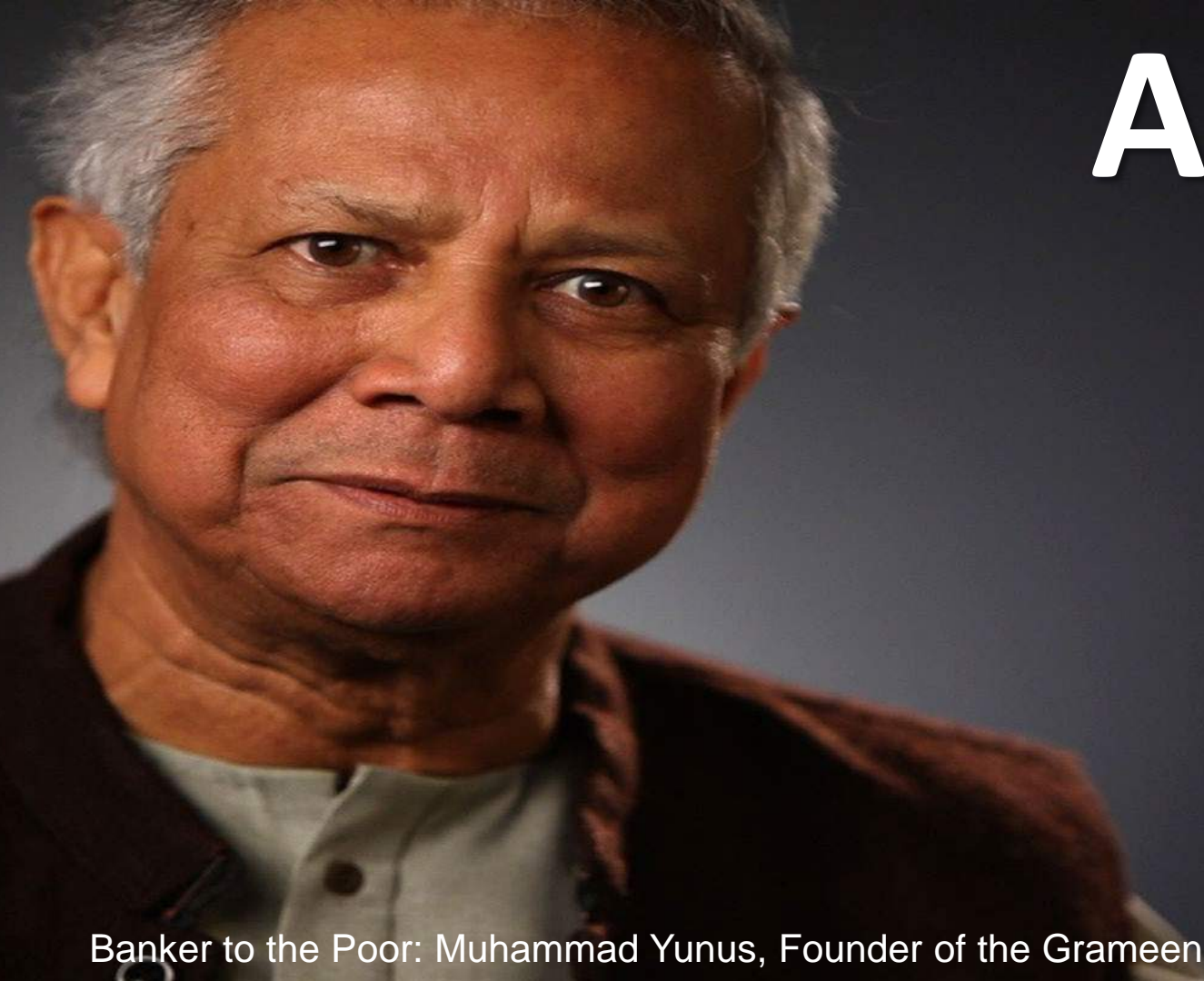
Agency

Camraderie



Collective

Effervescence Positivity




Agency (Job 1)

Banker to the Poor: Muhammad Yunus, Founder of the Grameen Bank. Aurum Press, 1999

to

for

with



Marmot, Whitehall Study, *International Journal of Epidemiology*, Vol 34:2, April 2005, 251–256 *J Pers Soc Psychol* 1976;34(2):191-198. *Journal of Applied Social Psychology* 34 (2004).; *Lancet* Vol 337 (1991). Baard, Deci, Ryan. *Journal of Applied Psychology*. 2004, 34, 10, Pink, D. H. (2009). *Drive: The surprising truth about what motivates us*. New York, NY: Riverhead Books.



Your best day at work?

LISTEN

SORT

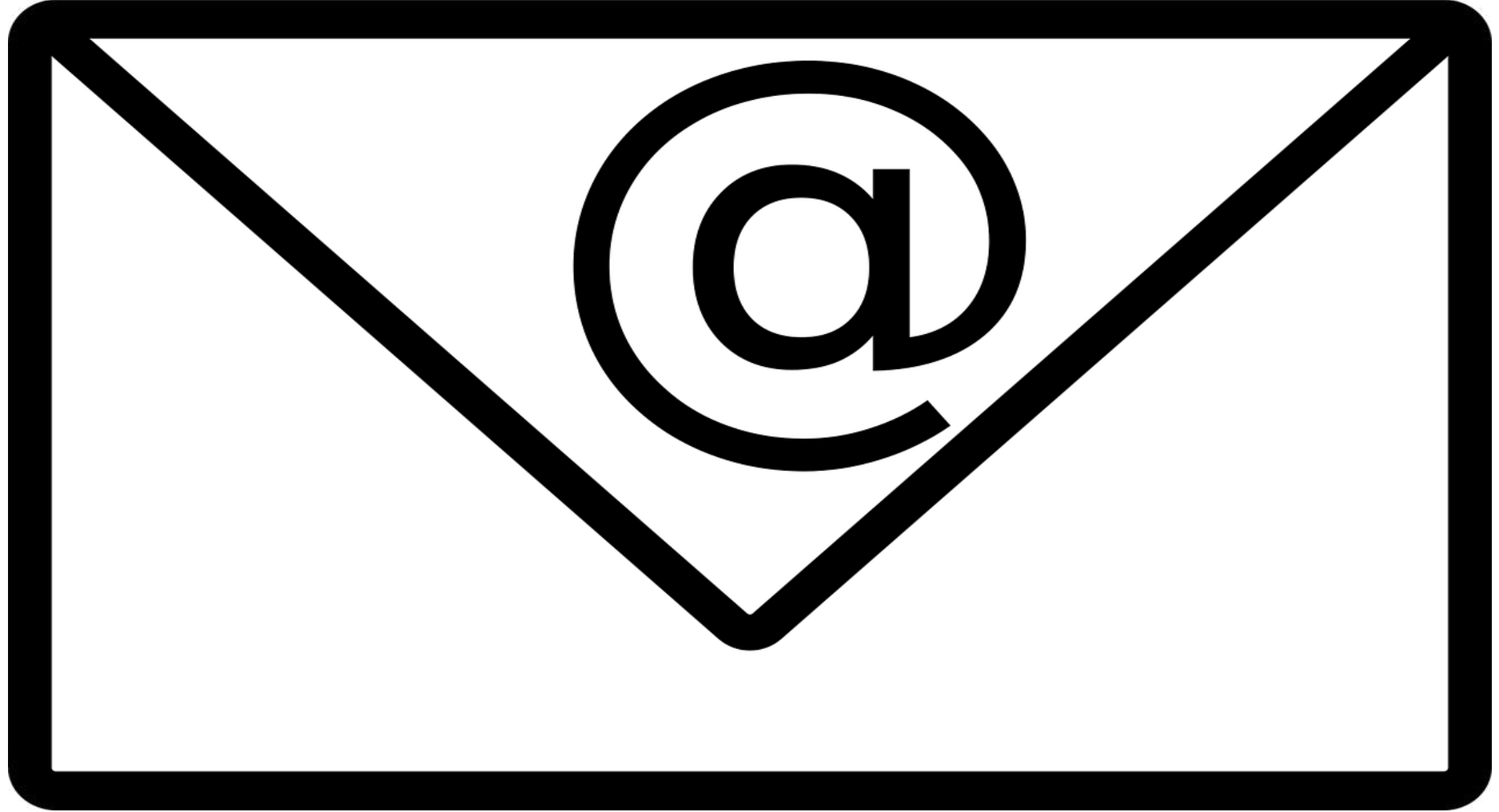
EMPOWER

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

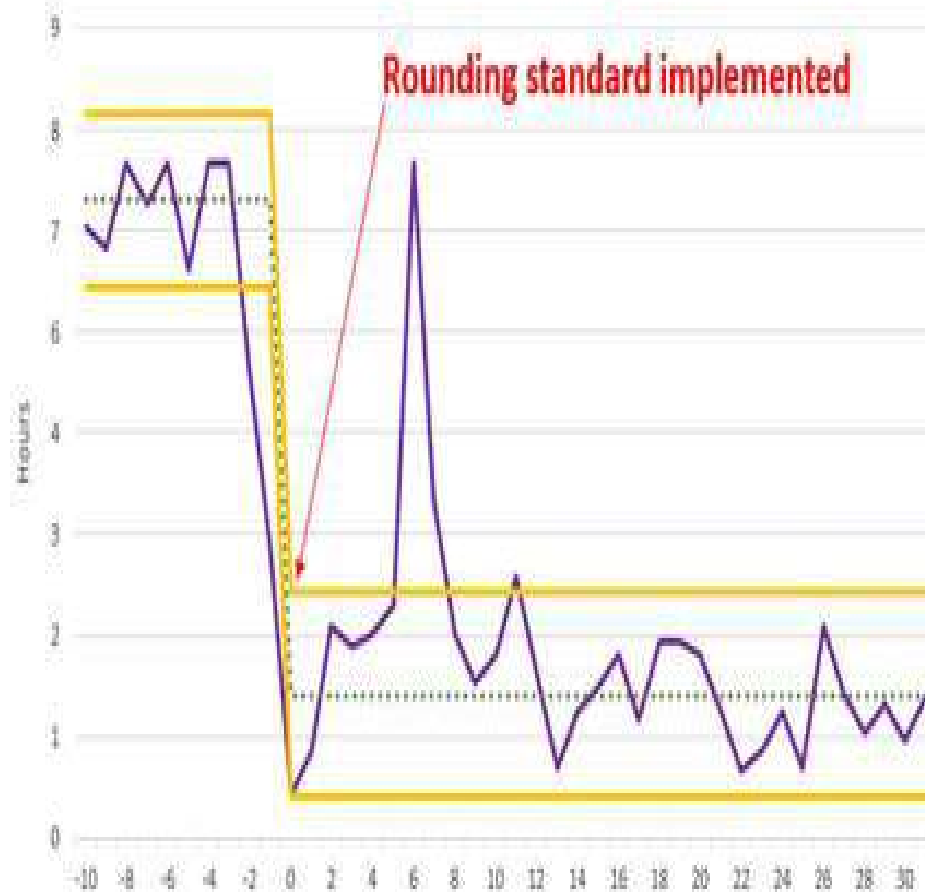
Swensen, Kabcenell, Shanafelt. J Healthcare Management. 61:2 105-127 April 2016

Linzer. Cluster Randomized Trial : Burnout in Primary Care: Healthy Work Place Study. J Gen Intern Med 30(8):1105

Targeted Process Re-design/Elimination of Non-value-added Work/Relief From Burdensome Administrative Tasks/Flexible Scheduling Options.







Swensen, Shanafelt. Create the Ideal Workplace. Oxford Press. 2020 Targeted Process Re-design/Elimination of Non-value-added Work/Relief from Burdensome Administrative Tasks/Flexible Scheduling Options.



Wiegmann, Sundt. Disruptions in Surgical Flow. *Surgery*. 2007;142(5)

LISTEN-SORT-EMPOWER

217 Clinical Units (~11,000 staff)



+17

Satisfaction



+12

Teamwork



-21

Burnout

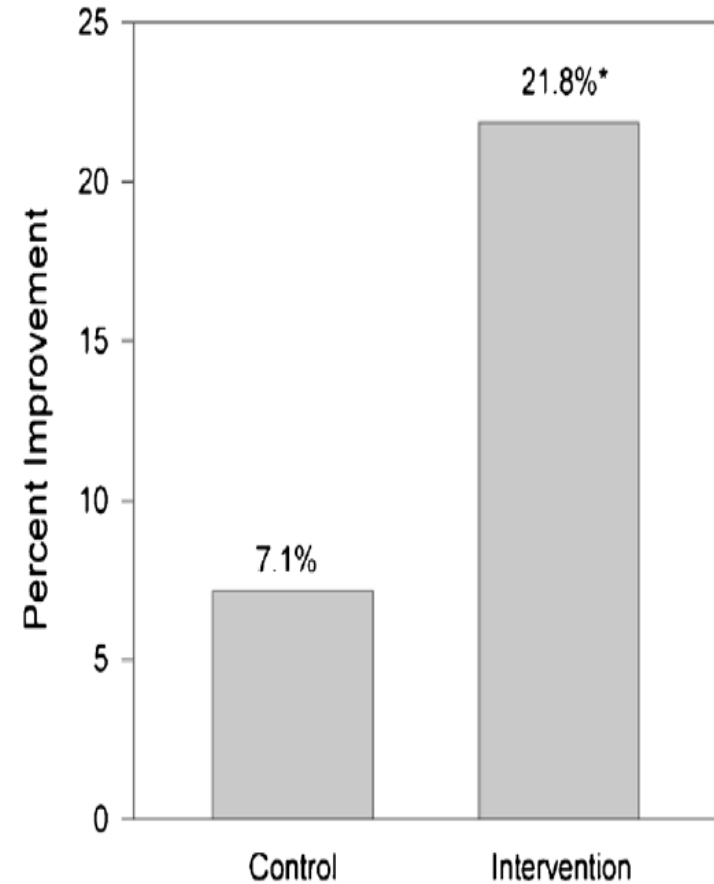
<https://edhub.ama-assn.org/steps-forward/module/2767765>

Swensen, Kabcenell, Shanafelt. J Healthcare Management. 61:2 105-127 April 2016

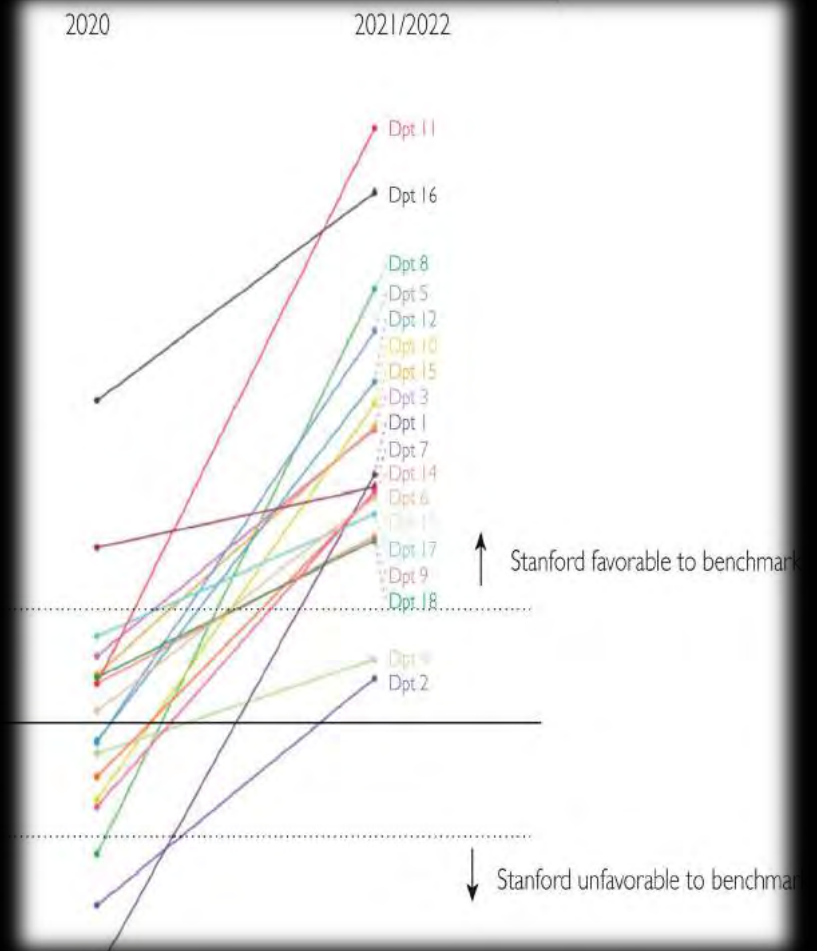
Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020



Burnout



Linzer, Mark, et al Cluster Randomized Trial of Interventions to Improve Work Conditions & Clinician Burnout in Primary Care: Results from the Healthy Work Place Study. *J Gen Intern Med* 30(8):1105-11



Shanafelt, et al. Organization-Wide Approaches to Foster Clinician Well-Being. Mayo Clinic Proc Vol 98 (2023)

IDEA I



Pebbles

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020



Buurtzorg: Nurse-Led Community Care. Creat Nurs. 2018. Co-selection/Self-governance

IDEA II



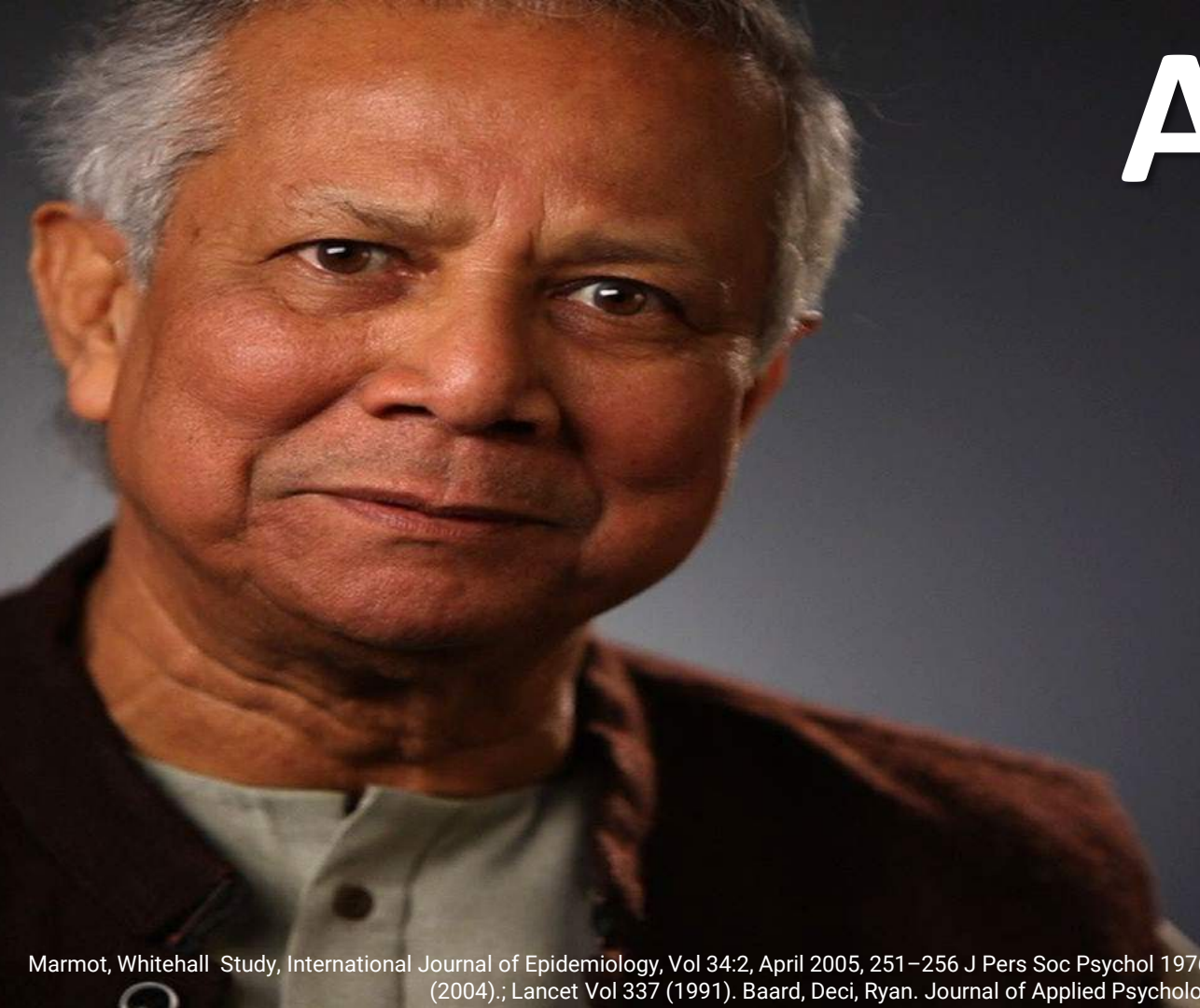
Agentive Teams

Buurtzorg: Nurse-Led Community Care. Creat Nurs. 2018. Co-selection/Self-governance

“They trusted their staff”

Richard Boehmer, HBS, King's Fund. High Performing Medical Centers. April 2015. London, England

QI = Trust and control over work day



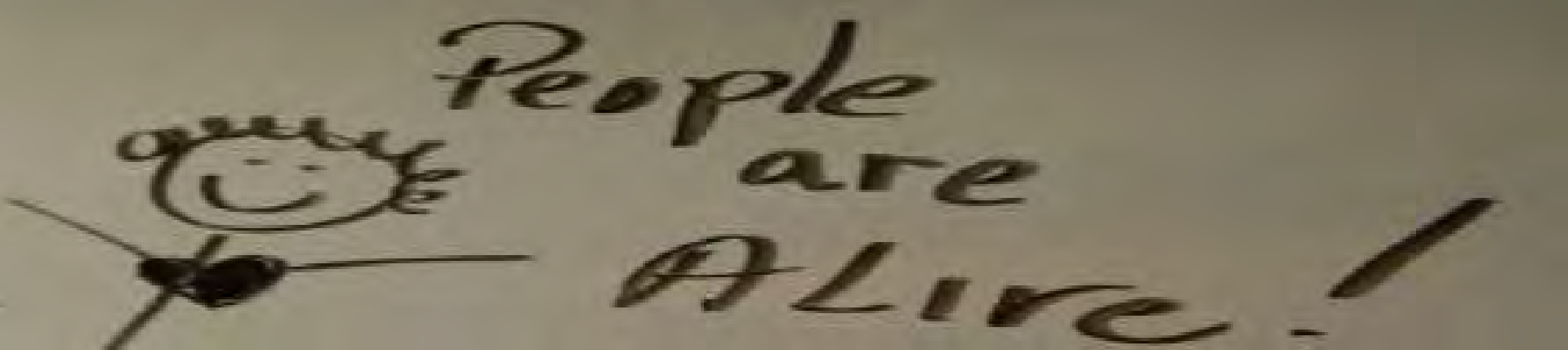
Agency (Job 1)

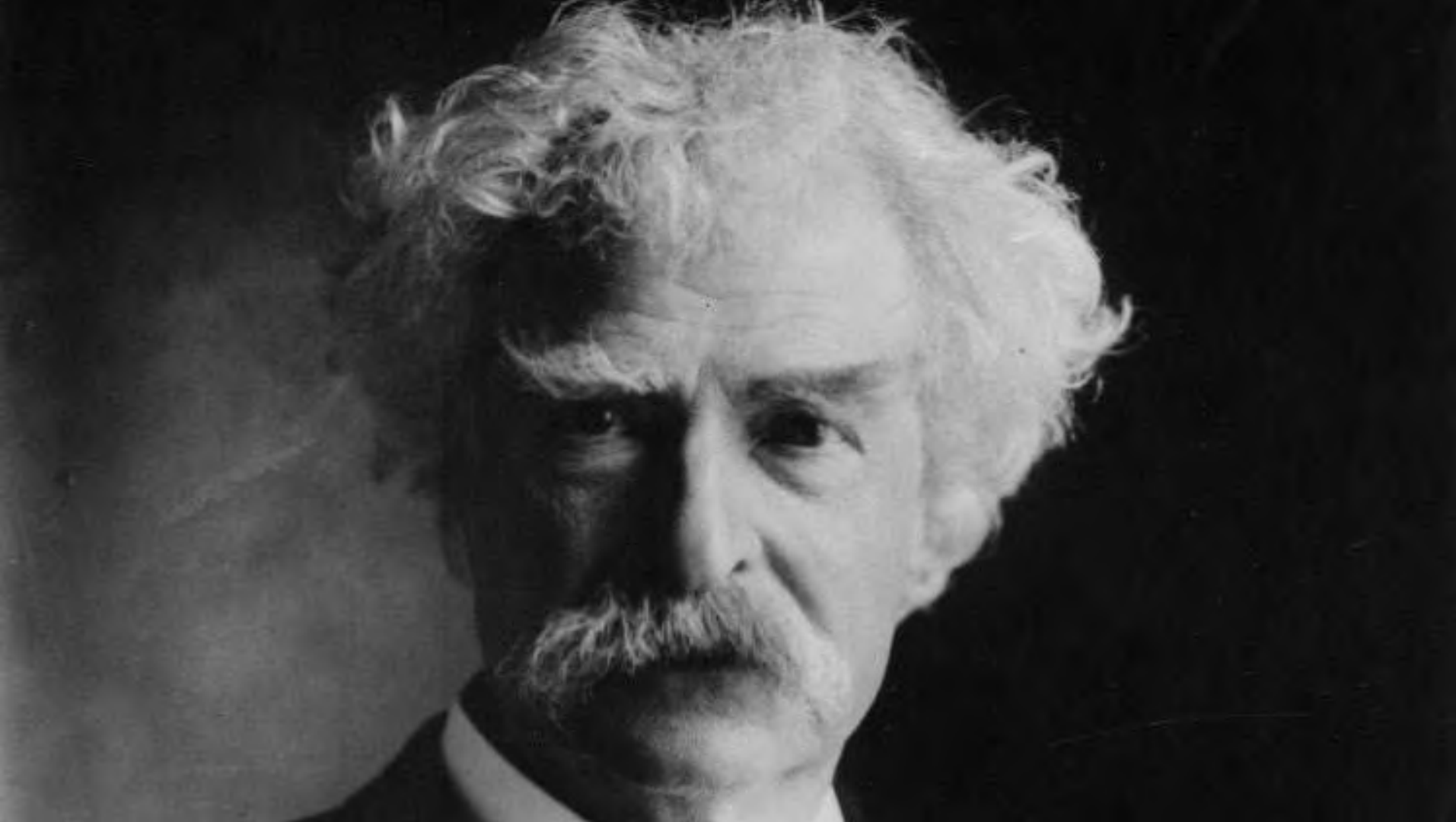
Collective Effervescence



(Job 2)

Émile Durkheim, French Sociologist: Sense of energy and harmony people feel when they come together in a group around a shared purpose.





Ikigai



Alimujiang. Association Between Life Purpose and Mortality. *JAMA Netw Open*. 2019;2(5).
Cohen. Purpose in Life and All-Cause Mortality: A Meta-Analysis. *Psychosom Med*. 2016 Feb-Mar;78(2):122-33.

***We must use
our lives to
make the
world a better
place to live.***

Bellah. Habits of the Heart. 1985.



Dolores Huerta



Grant. "Impact and the Art of Motivation Maintenance: The Effects of Contact with Beneficiaries on Persistence Behavior," *Organizational Behavior and Human Decision Processes*. 05/2007; 103(1):53-67 (3x)

A sunset scene with a bright sun and a large, dark feather in the foreground. The sun is a bright yellow circle in the center, surrounded by a soft orange glow. The feather is dark and has a feathery texture, with some light reflecting off its edges. The background is a gradient of orange and yellow, fading into a darker purple at the top.

**Certain things catch your eye.
Pursue only those that
capture your heart.**

Ancient Indigenous Proverb

IDEA III



Top Ten (Ikigai)

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020



Berg, (2010a). When callings are calling. *Organization Science*, 21(5), 973-994.

Life Crafting



Berg, Grant, Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology, 18*(2), 230–240. Johnson Crafting work in pursuit of unanswered occupational callings. *Organization Science, 21*(5), 973-994. Shanafelt et al. *Arch Intern Med. 2009; 25:169(10):990-5.*





Alimujiang. Association between life purpose and mortality among US adults older than 50 years. *JAMA Netw Open.* 2019;2(5)
Swensen, Shanafelt. *Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace.* Oxford University Press. 2020

IDEA IV



Life Crafting

Alimujiang. Association between life purpose and mortality among US adults older than 50 years. *JAMA Netw Open.* 2019;2(5)
Swensen, Shanafelt. *Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace.* Oxford University Press. 2020

Collective Effervescence



(Job 2)

Émile Durkheim, French Sociologist: Sense of energy and harmony people feel when they come together in a group around a shared purpose.

Camaraderie

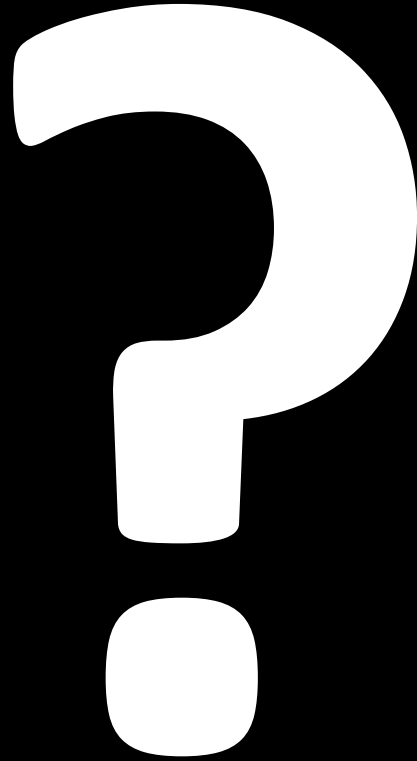
(Job 3)



Donnelly, et al. 2018. Amount and Source of Millionaires Wealth (Moderately) Predict Their Happiness. Personality and Social Psychology Bulletin 44 (5) (January 11): 684–699. Kahneman, Deaton.



Aknin, Lara, et al (2012). Giving Leads to Happiness in Young Children. PloS one. 7. e39211.

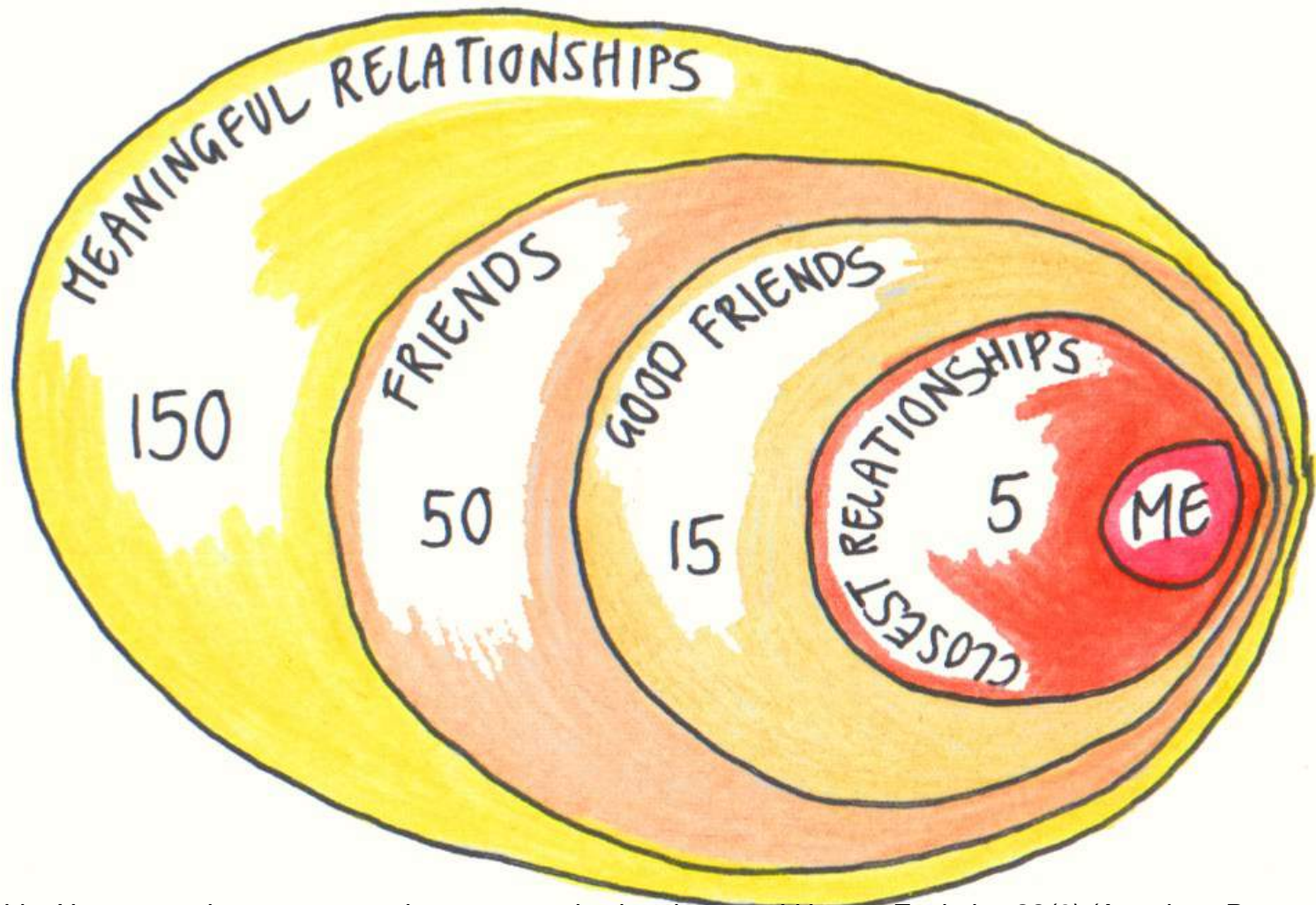




Meaningful Relationships

Vaillant. *Aging Well: Surprising Guideposts to a Happier Life from the Landmark Harvard Study of Adult Development*, Boston, Little, Brown and Company, 2002

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IDEA V

5 + 15





Kniffin. Workplace Commensality and Performance of Firefighters. *Human Performance*, 28:281–306, 2015
West, Dyrbye, Rabatin...Shanafelt. *Physician Well-being*. *JAMA Intern Med*. 2014;174(4):527-533.

IDEA VI

Commensality



Licensed June 5, 2023, Adobe Stock (AE01685300748CUS)

Camaraderie

(Job 3)



Donnelly, et al. 2018. Amount and Source of Millionaires Wealth (Moderately) Predict Their Happiness. Personality and Social Psychology Bulletin 44 (5) (January 11): 684–699. Kahneman, Deaton.

Positivity

(Job 4)



What We Think We Become

Buddha



Gottman (2003). *Mathematics of Marriage*. MIT Press.

Hardy. (2007). Optimism: Romantic Relationships. *Journal of Personality and Social Psychology*. 93. 285-97.

Wadsworth. Marriage and Subjective Well-Being. *Soc Indic Res* 126, 1025–1048 (2016). [Marriage + 5:1]



...the last of the human freedoms...



“I never lose...”

Venligboerne



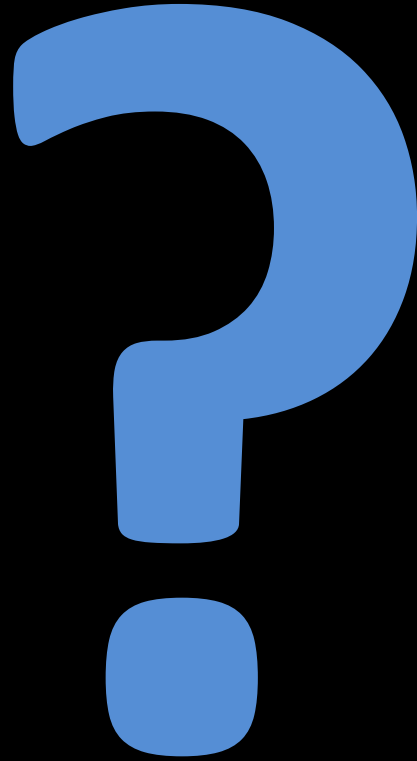
Meet diversity with respect

Foto: Tone Winther

“Friendly Inhabitants” <http://www.venligboerne.org/10/150,000/90>

Venligboerne



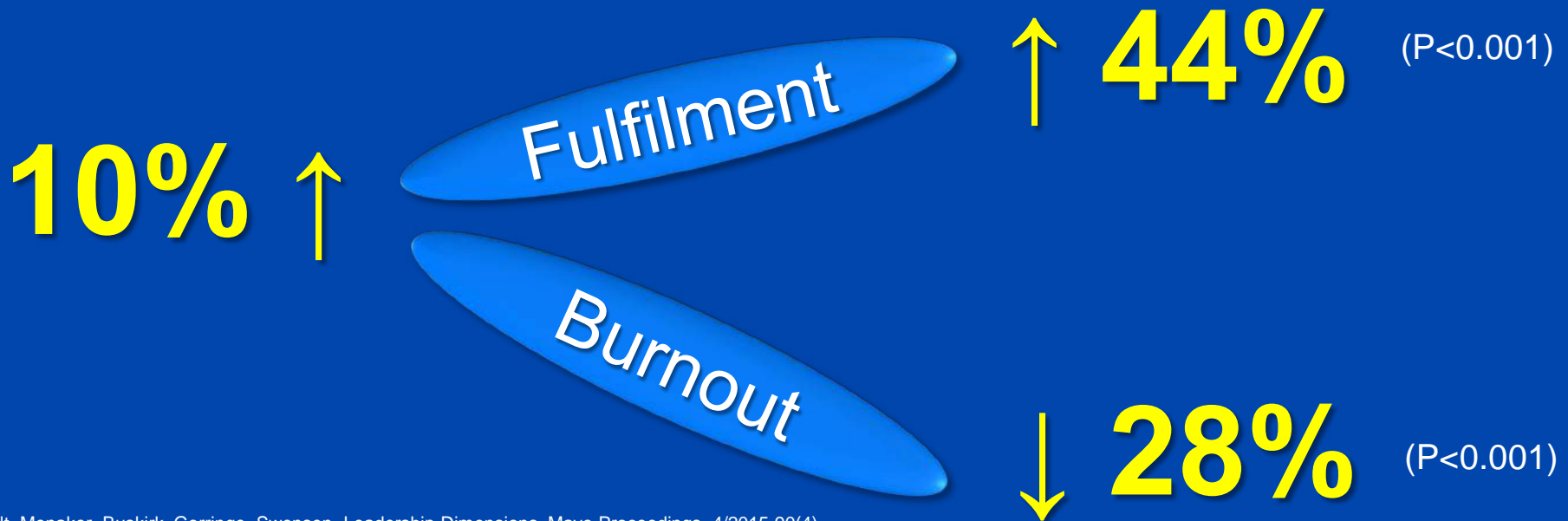




Bad Boss

Theorel. Poor Leadership Poses Health Risk. Karolina Institutet 2014-03-27 13:31. Porath. Incivility Hijacks Performance. Organ Dyn 2015;44:258–65. Katz. BMJ Qual Saf 2019;28. Performance, Vigilance, Diagnosis, Communication, Patient Mgmt .

Kindness Behaviors



Shanafelt, Menaker, Buskirk, Gorringer, Swensen. Leadership Dimensions. Mayo Proceedings. 4/2015 90(4)
Swensen, Shanafelt. Org Framework Professional Burnout. Joint Comm Quality & Safety 2017 43(6) 308
Swensen Gorringer Caviness Peters Leadership by Design. Journal of Mgmt Development 35 (4) 2016
Shanafelt, Swensen. Annual Reviews to Reduce Burnout and Promote Engagement. Am J Medical Quality
2017 Dyrbye, et al. Organizational Leadership and Employee Burnout and Satisfaction Mayo Clinic Proceedings, Volume 95, Issue 4, 698-708
3,000 leaders from annual surveys of more than 70,000 staff 15 years



i) Seek to Understand

ii) Appreciate





iii) Mentor



iv) Belonging

Swensen, Shanafelt. Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

A close-up portrait of Michael Bush, a man with short dark hair and glasses, smiling and looking to the left. He is wearing a light blue dress shirt and a purple tie. The background is a soft, out-of-focus blue and purple gradient.

v) Transparency

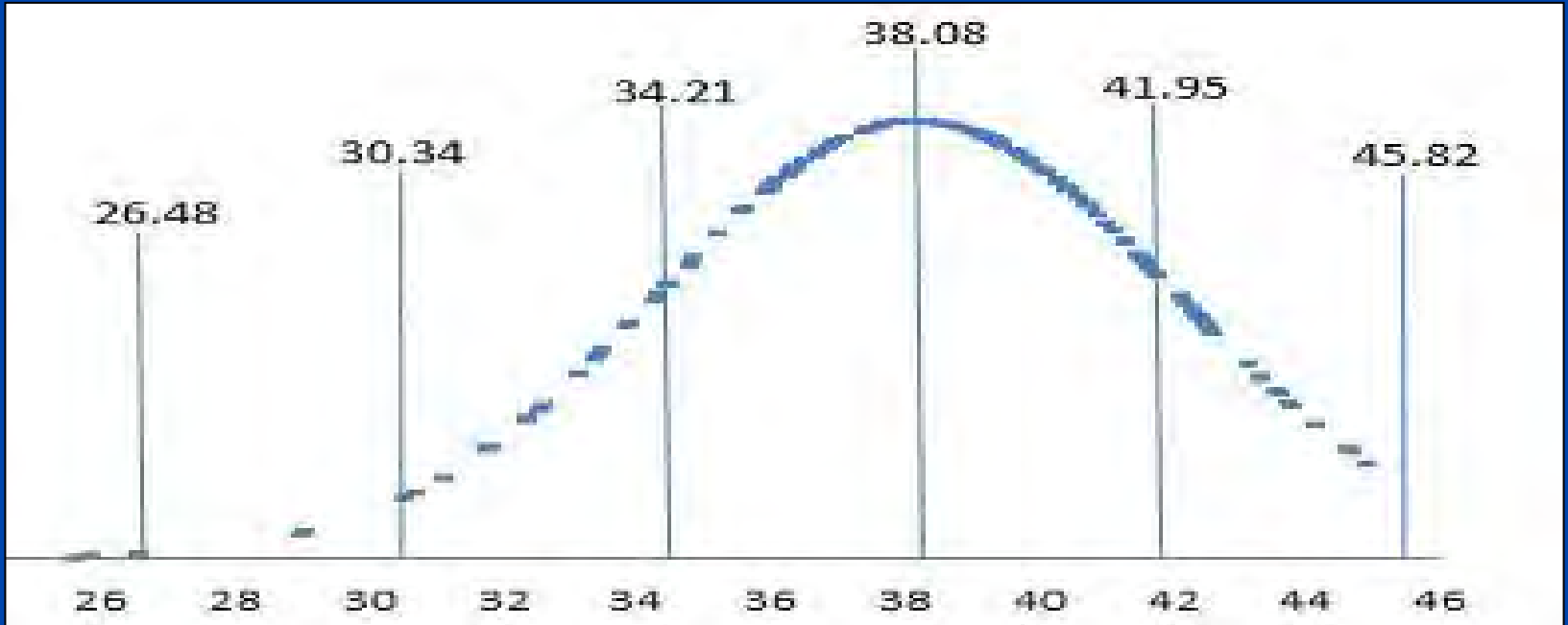
www.GreatPlacesToWork Michael Bush (the root of the tree)



Leadership is a potent combination...

IDEA VII

Kindness Behaviors



IDEA VIII



Kindness Effect Analysis

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

Positivity

(Job 4)



What We Think We Become

Buddha

Agency

Camraderie



Collective

Effervescence Positivity





***We Can
Do Small
Things
With
Great
Love.***

Mother Teresa

EIGHT IDEAS



A black and white portrait of Mahatma Gandhi. He is shown from the chest up, wearing his characteristic round glasses and a white shawl. He has a mustache and a slight smile. The background is a plain, light-colored wall.

Mahatma Gandhi

MAYO CLINIC

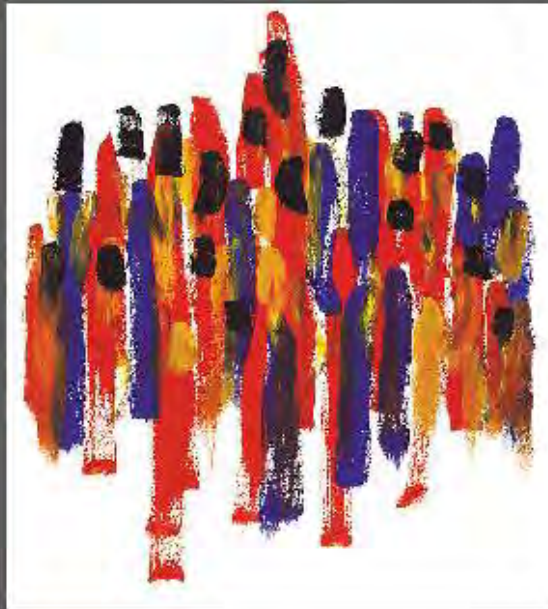
Strategies to Reduce Burnout

12 Actions to Create the Ideal Workplace

Stephen J. Swensen

Tait D. Shanafelt

MAYO CLINIC SCIENTIFIC PRESS



Swensen, Shanafelt.
Mayo Clinic Strategies to Reduce Burnout:
12 Actions to Create the Ideal Workplace.
Mayo Clinic Scientific Press
Oxford University Press. 2020

I am pleased to share any of the article pdf's that I authored.
Please download at: <https://www.stephenswensen.com/>
Thank you, Steve Swensen swensen.stephen@mayo.edu

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The Joint Commission
Journal on Quality and Patient Safety®

An Organizational Framework to Reduce Professional Burnout and Bring Back Joy in Practice

Stephen J. Swensen, MD, MMM; Tait Shanafelt, MD

The Joint Commission Journal on Quality and Patient Safety 2017; 43:308–313

JOURNAL OF
Healthcare
Management



Foundation of the
American College of
Healthcare Executives
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Physician–Organization Collaboration Reduces Physician Burnout and Promotes Engagement: The Mayo Clinic Experience

Stephen Swensen, MD, medical director, Office of Leadership and Organization Development, and professor of radiology, Mayo Medical School, Rochester, Minnesota; Andrea Kabcenell, RN, vice president, Institute for Healthcare Improvement, Cambridge, Massachusetts; and Tait Shanafelt, MD, director, Program on Physician Well-being, professor of medicine, Mayo Medical School, and president, Mayo Clinic Staff, Rochester

EXECUTIVE SUMMARY

The process of creating healthy organization–physician relationships is critical to organizational success. Partnerships in process improvement can nurture these relationships and mitigate burnout by meeting physicians' psychological needs. To flourish, physicians need some degree of choice (control over their lives), camaraderie (social connectedness), and an opportunity for excellence (being part of something meaningful). Organizations can provide these opportunities by establishing constructive organization–physician relationships and developing physician leaders. We present a case study from the Mayo Clinic that supports the foundational principles of a physician-engagement model.

We developed the Listen-Act-Develop model as an integrated strategy to reduce burnout and engage physicians in the mission of the organization. The intent of the model is to maximize physician wellness by fostering engagement and mitigating the drivers of burnout. This model provides a path to increase physician satisfaction and meaning in work and to improve organizational effectiveness.

Leadership by design: intentional organization development of physician leaders

Stephen Swensen and Grace Gorringer
*Office of Leadership and Organization Development,
Mayo Clinic, Rochester, Minnesota, USA*

John Caviness
Department of Neurology, Mayo Clinic, Scottsdale, Arizona, USA, and

Dawn Peters
*Office of Leadership and Organization Development,
Mayo Clinic, Scottsdale, Arizona, USA*

Abstract

Purpose – The purpose of this paper is: first, to present a qualitative descriptive case study of the Mayo Clinic leadership and organization development philosophy and approach; second, to summarize a strategy for using intentional organization design as a foundation for culturally aligned physician leadership development and third, to describe the Mayo Clinic Leadership Model.

Design/methodology/approach – This manuscript is a qualitative descriptive case study of the Mayo Clinic leadership development philosophy and approach. The authors reviewed the organization design and leadership development programs of a leading healthcare institution. In the systematic appraisal, the authors sought to understand the key features and elements of team-based leadership development and the supporting organizational characteristics that guide development with the use of a customized institutional leadership model.

Findings – The authors identified four intentional characteristics of the multi-specialty group practice structure and culture that organically facilitate the development of leaders with the qualities required for the mission. The four characteristics are: patient-centered organizational design, collaborative leadership structure, egalitarian leader selection process and team-based development system. The authors conclude that organization culture and design are important foundations of leadership development. Leadership development cannot be separated from the context and culture of organizational design. Mayo Clinic's organizational and governance systems are designed to develop culturally aligned leaders, build social capital, grow employee engagement, foster collaboration, nurture collegiality and engender trust. Effective organization design aligns the form and functions of the organization with leadership development and its mission.

Originality/value – This qualitative descriptive case study presentation and analysis offers a unique perspective on physician leadership and organization development in healthcare.

Keywords Organizational behaviour, Leadership, Organizational structure, Organizational design, Organizational citizenship

Paper type Case study



CARING FOR THE CAREGIVERS

Esprit de Corps and Quality: Making the Case for Eradicating Burnout

Stephen J. Swensen, MD, medical director, professionalism and peer support, Intermountain Healthcare, Salt Lake City, Utah; senior fellow, Institute for Healthcare Improvement, Cambridge, Massachusetts; and professor emeritus, Mayo Clinic College of Medicine, Rochester, Minnesota

A few years ago, I worked with a research innovation team at the Institute for Healthcare Improvement on a leadership white paper. We identified five high-impact behaviors, a framework for Triple Aim results, and a new mental model (Swensen, Pugh, McMullan, & Kabcenell, 2013). The first and most important behavior is continuous

Impact of Organizational Leadership on Physician Burnout and Satisfaction

Tait D. Shanafelt, MD; Grace Goringe, MS; Ronald Menaker, EdD;
Kristin A. Storz, MA; David Reeves, PhD; Steven J. Buskirk, MD; Jeff A. Sloan, PhD;
and Stephen J. Swensen, MD

Abstract

Objective: To evaluate the impact of organizational leadership on the professional satisfaction and burnout of individual physicians working for a large health care organization.

Participants and Methods: We surveyed physicians and scientists working for a large health care organization in October 2013. Validated tools were used to assess burnout. Physicians also rated the leadership qualities of their immediate supervisor in 12 specific dimensions on a 5-point Likert scale. All supervisors were themselves physicians/scientists. A composite leadership score was calculated by summing scores for the 12 individual items (range, 12-60; higher scores indicate more effective leadership).

Results: Of the 3896 physicians surveyed, 2813 (72.2%) responded. Supervisor scores in each of the 12 leadership dimensions and composite leadership score strongly correlated with the burnout and satisfaction scores of individual physicians (all $P < .001$). On multivariate analysis adjusting for age, sex, duration of employment at Mayo Clinic, and specialty, each 1-point increase in composite leadership score was associated with a 3.3% decrease in the likelihood of burnout ($P < .001$) and a 9.0% increase in the likelihood of satisfaction ($P < .001$) of the physicians supervised. The mean composite leadership rating of each division/department chair ($n = 128$) also correlated with the prevalence of burnout (correlation = -0.330 ; $r^2 = 0.11$; $P < .001$) and satisfaction (correlation = 0.684 ; $r^2 = 0.47$; $P < .001$) at the division/department level.

Conclusion: The leadership qualities of physician supervisors appear to impact the well-being and satisfaction of individual physicians working in health care organizations. These findings have important implications for the selection and training of physician leaders and provide new insights into organizational factors that affect physician well-being.

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The Five Behaviors

- 1. SEEK TO UNDERSTAND:**
Solicit input from colleagues with humility.
- 2. APPRECIATE:**
Recognize associates with authentic gratitude and thanks.
- 3. MENTOR:**
Nurture and support the aspirations of coworkers.
- 4. INCLUDE:**
Welcome everyone with respect, fairness, and empathy.
- 5. TRANSPARENCY:**
Communicate with openness for the best collective decisions.

Personal Goals

- **Leading Self:**
- **Leading Team:**
- **Leading Organization:**
- **What brings you joy in work?**

Personal Goals

- **Leading Self:**
- **Leading Team:**
- **Leading Organization:**
- **What is your Ikigai?**

SCIENCE OF SMILING

Physical

Immunity
[6]
Blood Pressure
[4]
Longevity
[2,3,5]

Emotional

Positivity
Confidence
[1,10]
Stress, Mood,
Pain
[1,7,8,9]

Perception*

Attractive
Youthful
Honest
Intelligent
[11,12,15]

Career

Productivity
Promotions
[10,13,14]

Friends Family

Contagious
[10]

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13)Oswald, human happiness has large and positive causal effects on productivity, University of Warwick's Economic Research Institute journal

14)Pryce-Jones, Happiness at Work

15)Krys. Be Careful Where You Smile: Culture Shapes Judgments of Intelligence and Honesty of Smiling Individuals. J Nonverbal Behav. 2016;40:101-116.

Leaders Matter

People who authentically lead with five person-centered actions have dramatically better work unit morale and patient outcomes.

Job Crafting

Job Crafting is:

Changing your work allocation

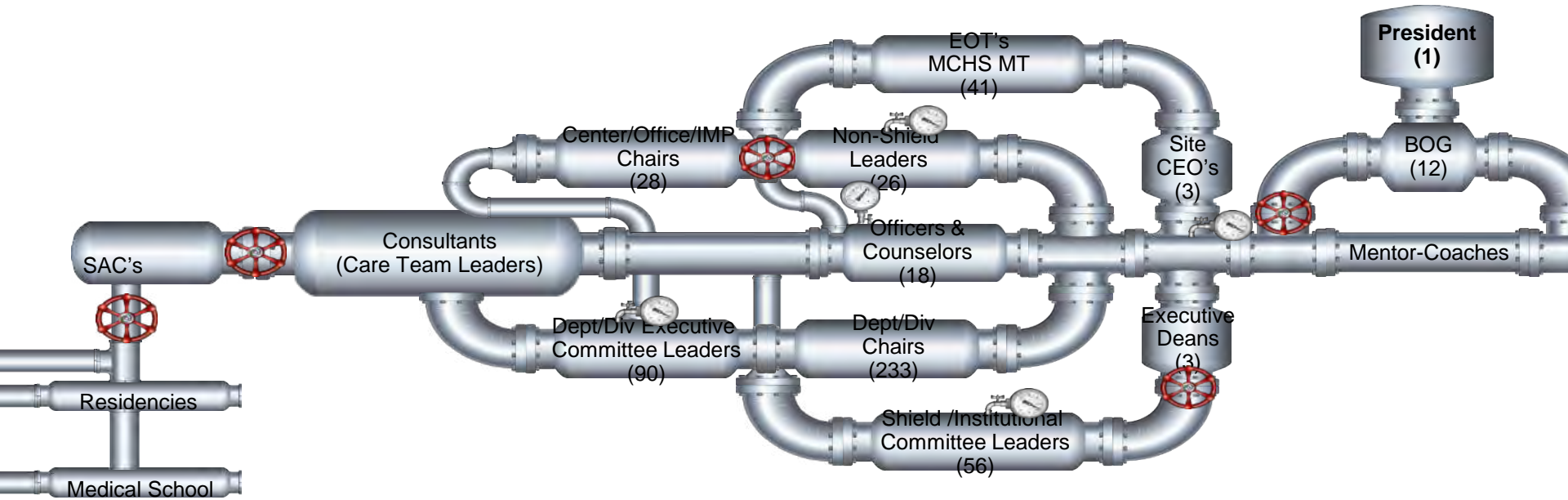
Changing with whom you do your work

Changing your perspective of your work

Commensality: the act of sharing a meal with others. Professionals are offered the opportunity to meet on a regular basis in small groups for dinner at a restaurant to discuss topics related to their joys and struggles.

Commensality reduces burnout, increases well-being, improves meaning from work, reduces social isolation, and improves job satisfaction.

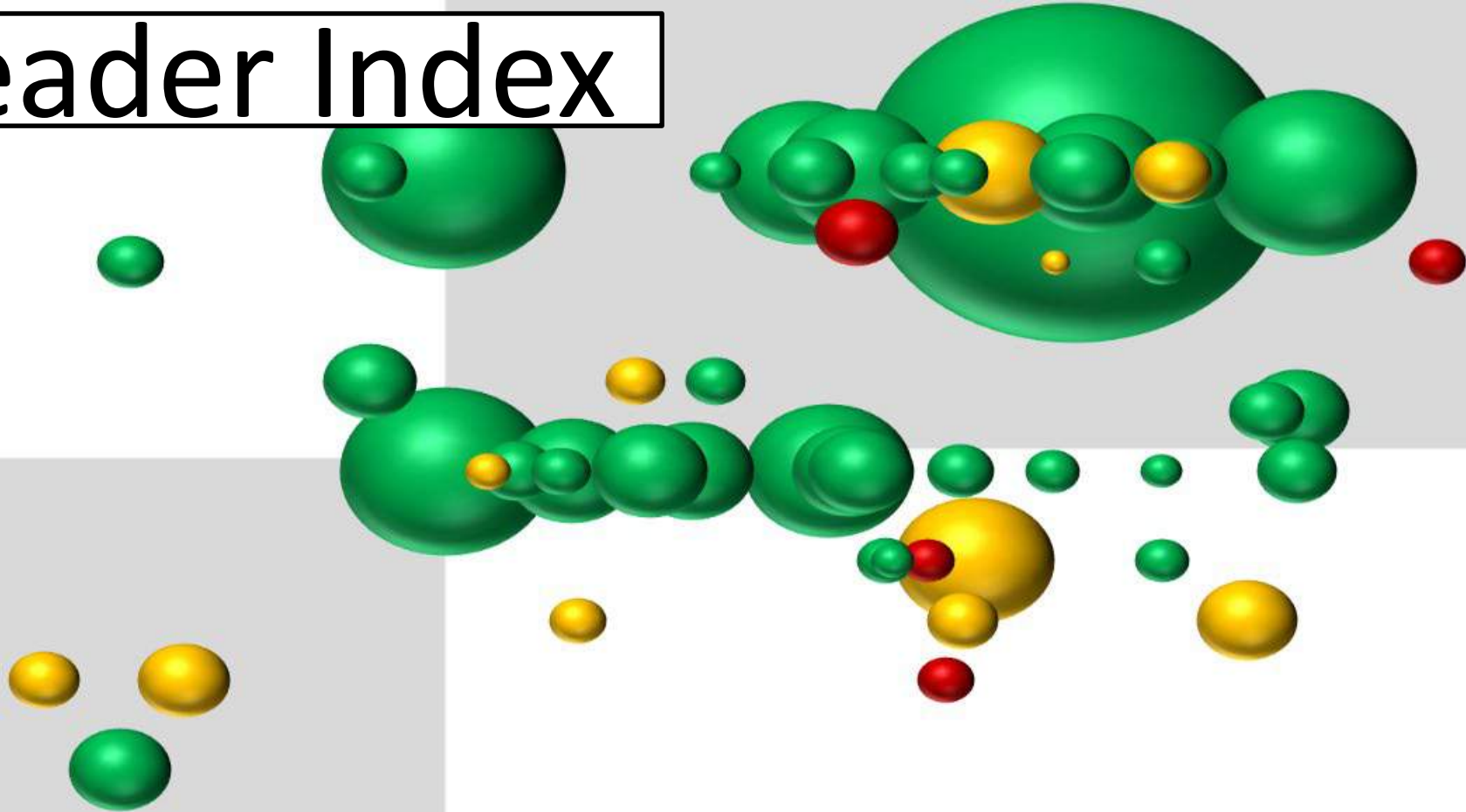
The Leadership Pipeline



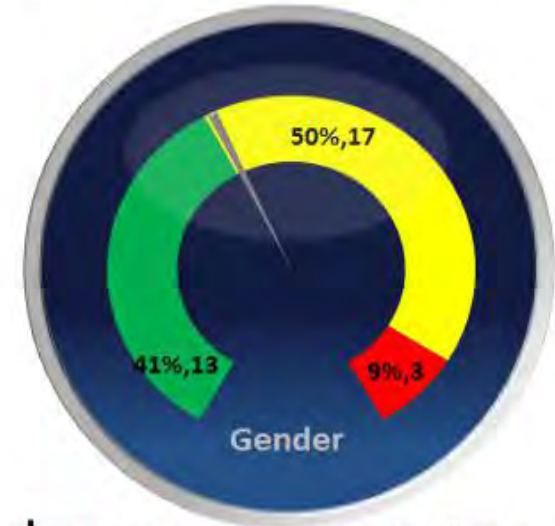
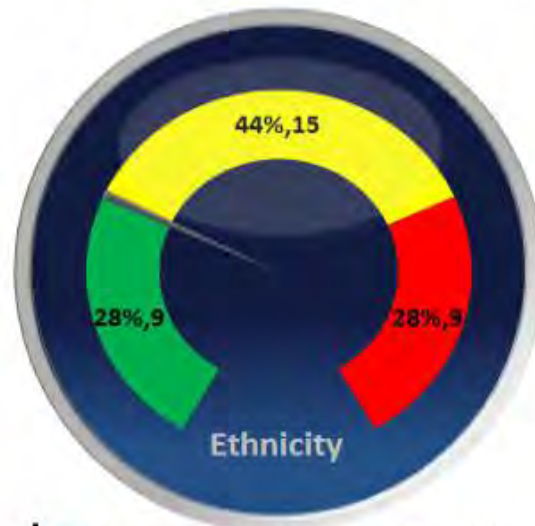
Leader Index

Senior Leader Perspective

Staff Perspective



Physician/Scientist Talent Pool Readiness



- Green - at least 1 ready now candidate
- Yellow - candidates identified but none ready now
- Red - succession interview only; no assessment data

- Green - at least 1 ethnically diverse ready now candidate
- Yellow - 1-3 ethnically diverse candidates identified
- Red - no ethnic diversity on bench

- Green - at least 1 gender diverse ready now candidate
- Yellow - 1-3 gender diverse candidates identified
- Red - no gender diversity on bench

The Leader Index

https://edhub.ama-assn.org/steps-forward/module/2774089?resultClick=3&bypassSolrId=J_2774089

Removing Pebbles

LISTEN-SORT-EMPOWER

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

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