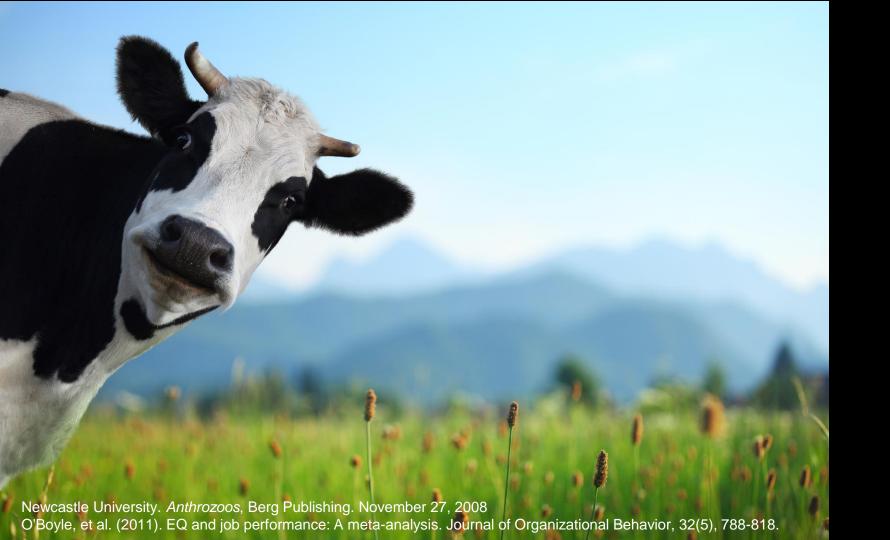
Positivity to Flourish Four Actions

Stephen Swensen, MD, MMM

Senior Fellow, Institute for Healthcare Improvement
Former Director Leadership and Organization Development, Mayo Clinic
Professor Emeritus, Mayo Clinic College of Medicine





Peterson, Luthans. "The positive impact of hopeful leaders", Leadership & Organization Development Journal, Vol. 24 Issue: 1, pp.26-31 https://www.wsj.com/articles/altitude-training-in-london-requires-extra-effort-11556967601 - Alex Richardson: Positive People + 8,200





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Agency

CONDITIONS

Camaraderie

Coherence

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Agency

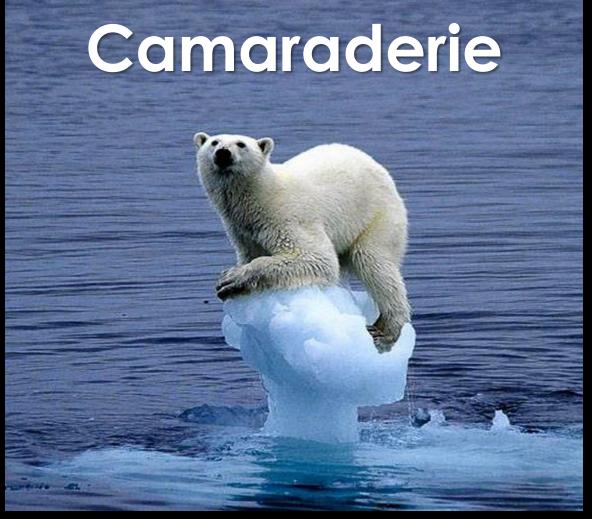


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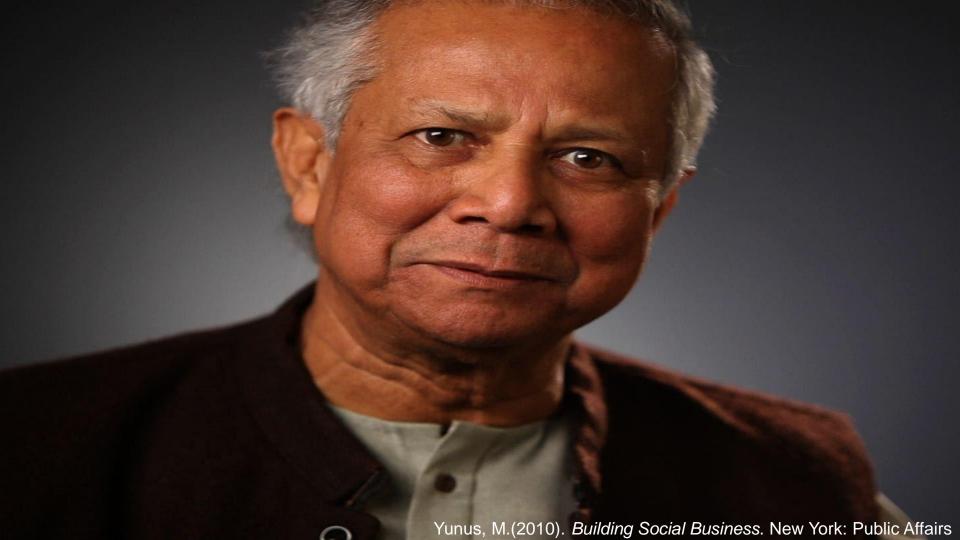


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Removing Pebbles

AGENCY COHERENCE CAMARADERIE Leader Index

Commensality

Job Crafting

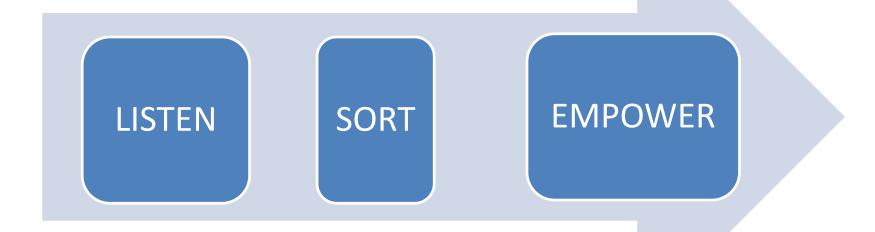


Removing Pebbles LISTEN-SORT-EMPOWER

https://edhub.ama-assn.org/stepsforward/module/2767765



Removing Pebbles





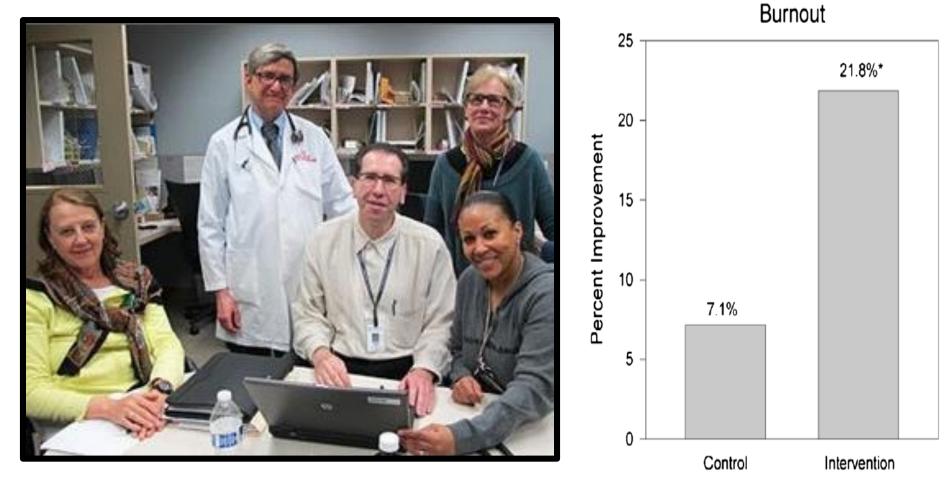
LISTEN-SORT-EMPOWER

217 Clinical Units (~11,000 staff)

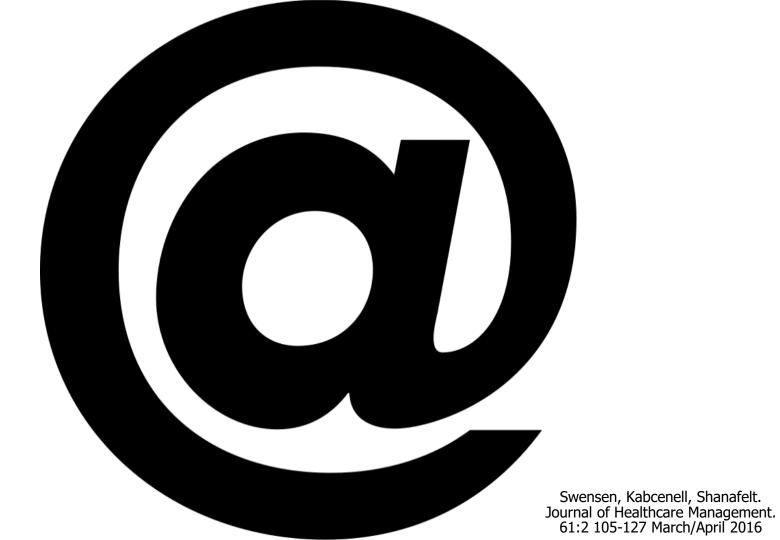
Satisfaction: +17 %Points

Teamwork: +12 %Points

Burnout: -21 %Points

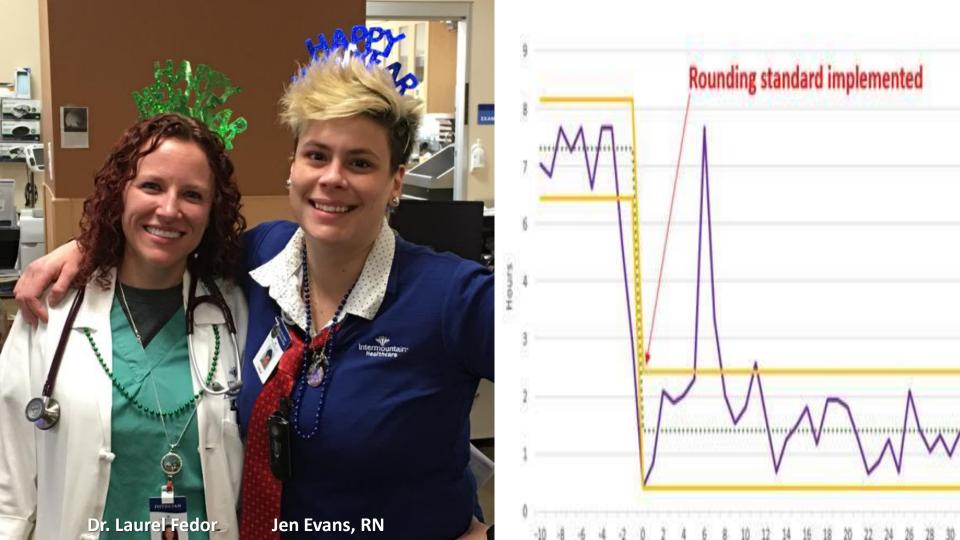


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SAY BROKEN PROCESSES ARE SENDING THEM OUT THE DOOR

Tuesday...



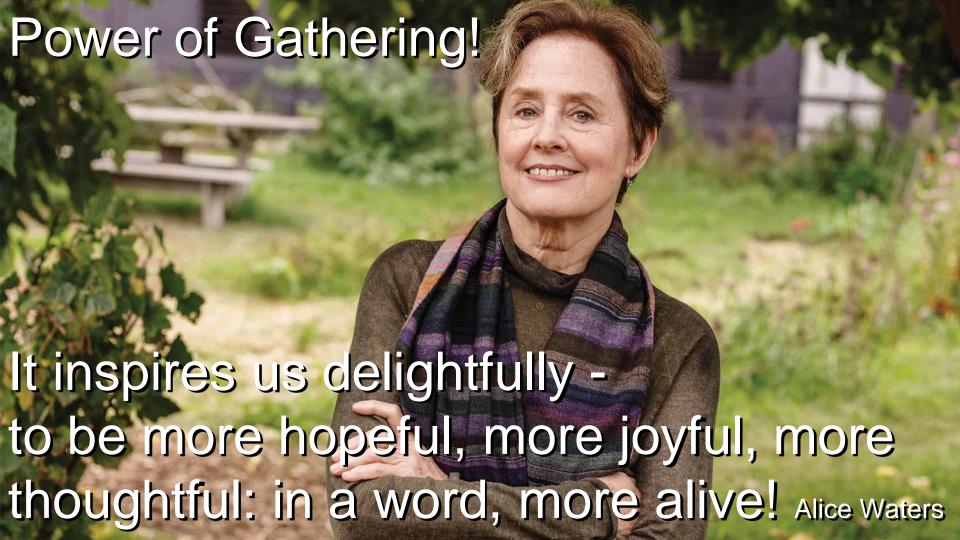
Removing Pebbles

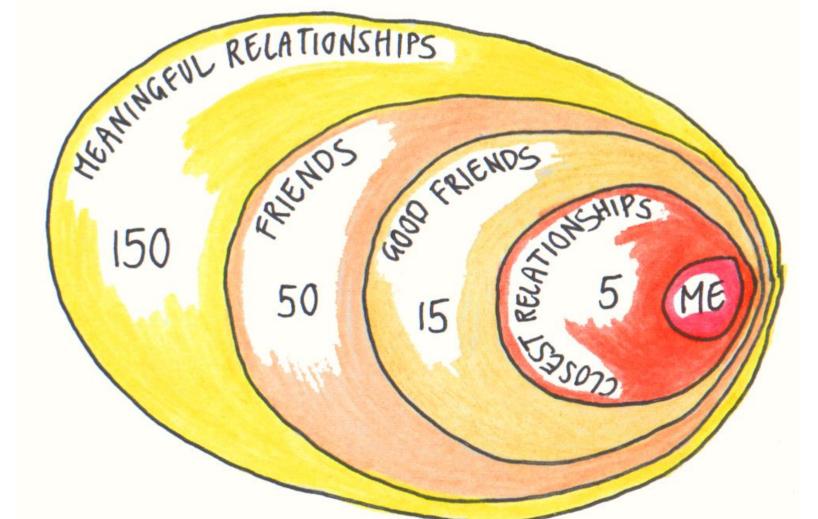
AGENCY COHERENCE CAMARADERIE Leader Index

Commensality

Job Crafting







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Who are your 5 +15?

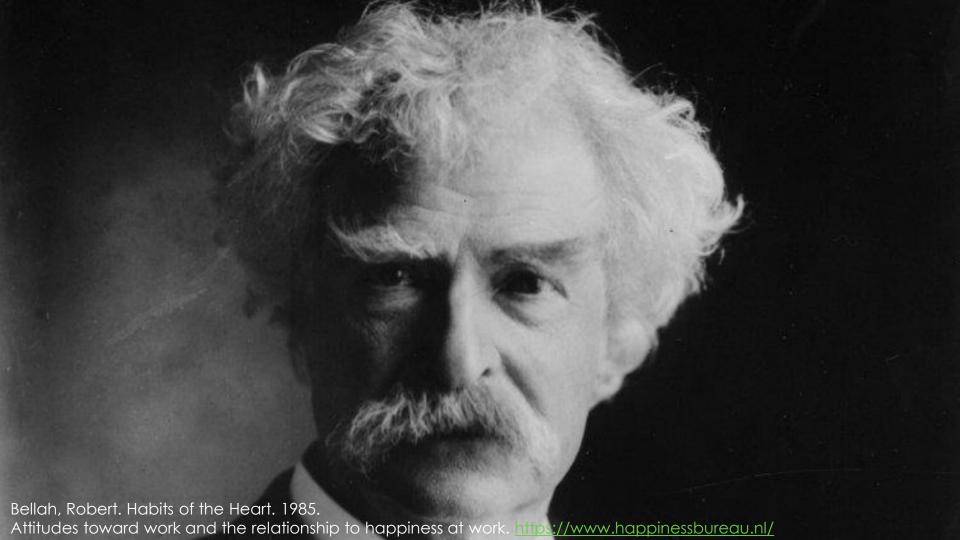


Removing Pebbles

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Job Crafting





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Job Crafting

Perspective Allocation People



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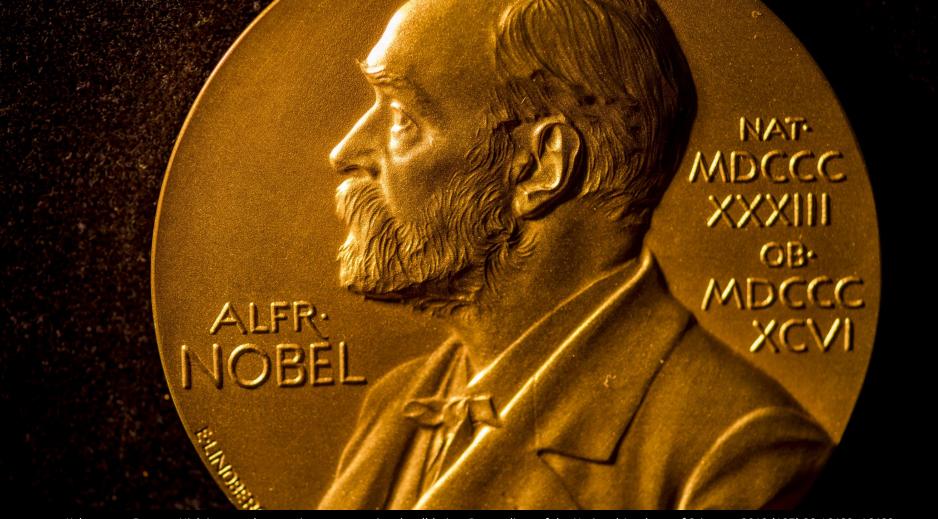


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Most meaningful?



Positivity to Flourish

Removing Pebbles

AGENCY COHERENCE CAMARADERIE Leader Index

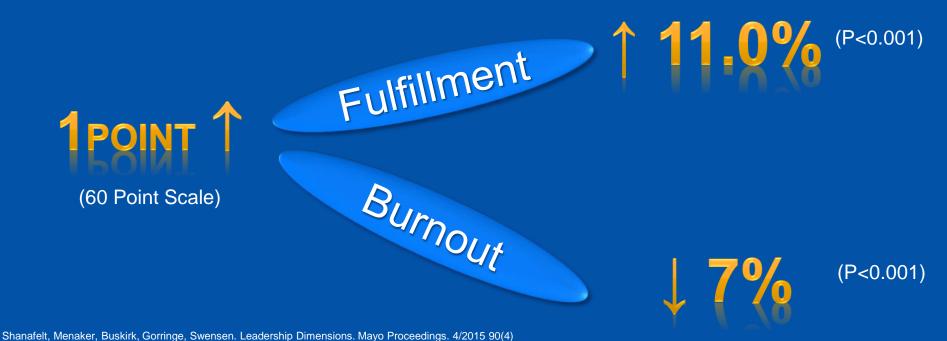
Commensality

Job Crafting

Nick Seybert Harvard Business Review June 29, 2013

Physician Leadership and Emotional Intelligence. J Grad Med Educ Mintz, Stoller

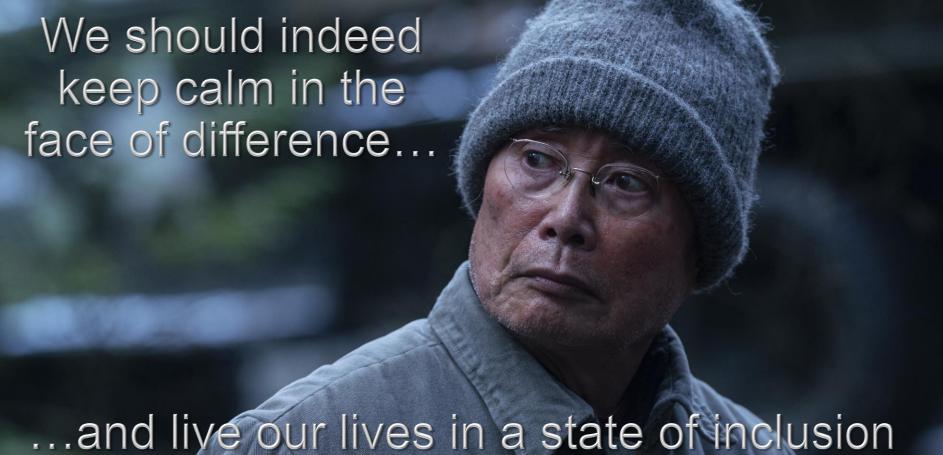
Five Behaviors



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2017Dyrbye, et al. Organizational Leadership and Employee Burnout and Satisfaction Mayo Clinic Proceedings, Volume 95, Issue 4, 698-708



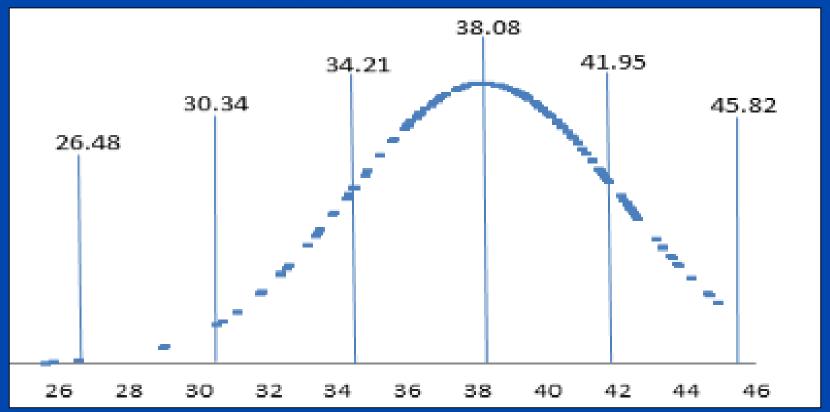
Swensen Gorringe Caviness Peters . Leadership by Design. Journal of Mgmt Development Vol. 35 (4) 2016



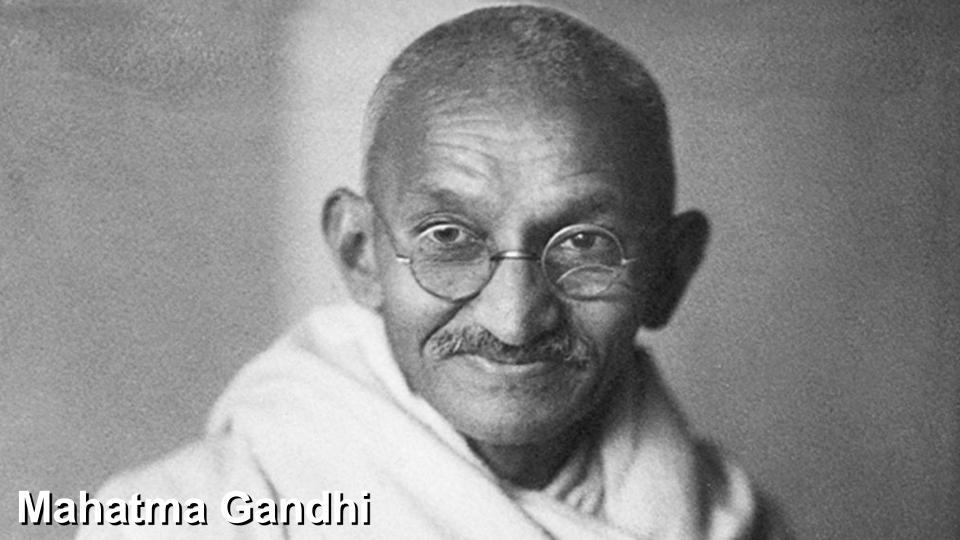
...and live our lives in a state of inclusion and wonder at the diversity of humanity.



Leader Index

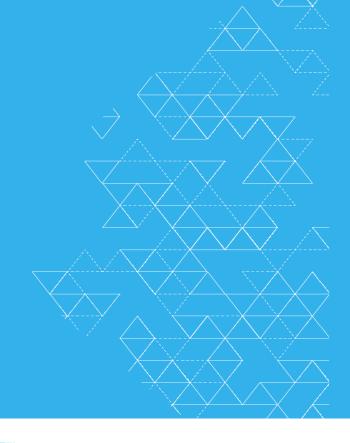


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The Leader Index

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









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Some leaders...

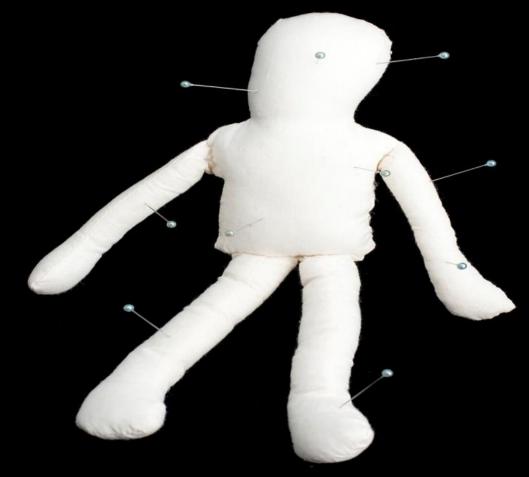


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"My supervisor cares about me as a person."

Bad Bosses cause heart attacks!

Bad Boss??

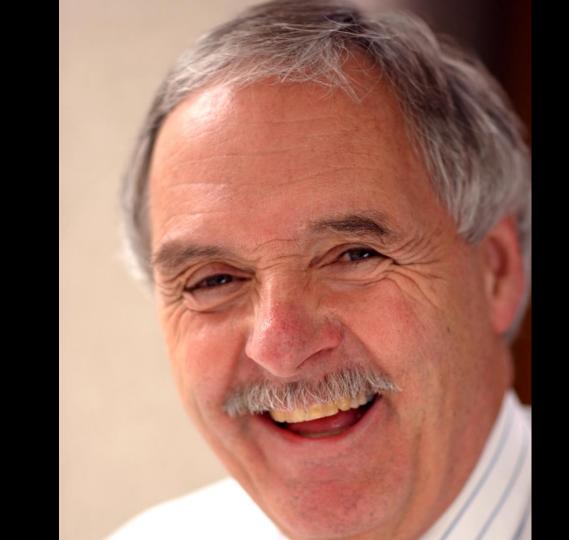


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Tuesday...







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So many things are possible... as long as you don't know they are impossible.

~ Mildred D. Taylor

Positivity to Flourish

Removing Pebbles

AGENCY COHERENCE CAMARADERIE Leader Index

Commensality

Job Crafting

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

Swensen. Esprit de Corps & Quality ...the Case for Eradicating Burnout. J Healthcare Management. 63(1), 2018

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MAYO CLINIC Strategies to Reduce Burnout

12 Actions to Create the Ideal Workplace

Stephen J. Swensen

Tait D. Shanafelt

MAYO CLINIC SCIENTIFIC PRES



Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12
Actions to Create the Ideal Workplace. Rochester (MN): Mayo Clinic
Scientific Press and New York: Oxford University Press. 2020

The Five Behaviors

- 1. **INCLUDE:** Treat everyone with respect and nurture a culture where all are welcome and are psychologically safe.
- 2. INFORM: Transparently share what you know with the team
- 3. INQUIRE: Consistently solicit input of those you lead
- 4. **DEVELOP:** Nurture and support the professional development and aspirations of staff
- 5. RECOGNIZE: Express appreciation and gratitude in an authentic way to those you lead

Potential Competing Interests:

Dr. Swensen is the author of Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace (Oxford University Press). 100% of royalties and honoraria are donated to charity. As an expert on the topic of the well-being of health care professionals, Dr. Swensen often presents grand rounds/keynote lecture presentations and workshops. He also advises health care organizations on health care professional leadership and well-being. He receives honoraria for some of these activities.

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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



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 Gorringe Office of Leadership and Organization Development, Mayo Clinic, Rochester, Minnesota, USA Iohn 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

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.

Sindings: The author identified for intentional development with register gaves practice.

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

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 Gorringe, 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.

Leaders Matter

Agency is the capacity of individuals or teams to act independently.

<u>Coherence</u> is an organizational state in which all the parts fit together comfortably to form a united whole.

<u>Camaraderie</u> is the boundarylessness, social capital, mutual respect and teamwork that organizations need to thrive.

Job Crafting

Job Crafting is:

Changing your work allocation
Changing with whom you do your work
Changing your perspective of your work

Commensality is 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 Five Behaviors

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

The Five Behaviors

- 1. **INCLUDE:** Treat everyone with respect and nurture a culture where all are welcome and are psychologically safe.
- 2. INFORM: Transparently share what you know with the team
- 3. INQUIRE: Consistently solicit input of those you lead
- 4. **DEVELOP:** Nurture and support the professional development and aspirations of staff
- RECOGNIZE: Express appreciation and gratitude in an authentic way to those you lead

Leadership for the Future Four Actions to Flourish

Stephen Swensen, MD, MMM

Senior Fellow, Institute for Healthcare Improvement
Former Director Leadership and Organization Development, Mayo Clinic
Professor Emeritus, Mayo Clinic College of Medicine

Part of being optimistic is keeping one's head pointed toward the sun, one's feet moving forward.

Nelson Mandela

I grew up in rural Wisconsin on whole raw milk so I know how to measure volume of cow's milk:

With a "cowculator"!!

So this proves [contrary to popular belief] that everything does not just goes in one ear and out the udder

What do cows read in the morning? The moos-paper!

- "How we spend our days is, of course, how we spend our lives." Annie Dillard
- "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." Maya Angelou

- Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.
- "When you look at people who are thriving in their jobs, you notice that they didn't find them, they made them,"
 We all have three jobs:

Do our work -- Improve our work -- Care for each other

Bad process will beat good people every time.

WE CAN DO THIS!

- "When you come to a wall that is too high to climb, throw your hat over the wall, and then go get your hat."
- The root of the tree is trust We travel at the speed of Trust
 The true source of JIW is connection to meaning and purpose
 If you treat a disease, you win, you lose. You treat a person, I
 guarantee you, you'll win no matter what the outcome. Patch
 Adams
- We make a living by what we get, but we make a life by what we give. Winston Churchill

Slide Image Diversity

- People of Color15
- Women12
- White Men6

MAYO CLINIC

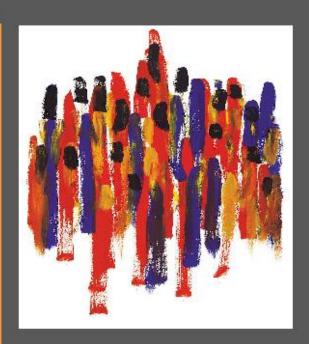
Strategies to Reduce Burnout

12 Actions to Create the Ideal Workplace

Stephen J. Swensen

Tait D. Shanafelt





Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Rochester (MN): Mayo Clinic Scientific Press and New York: Oxford University Press. 2020