



Institute *for*  
Healthcare  
Improvement

# Esprit de corps

(taking care of each other for our patients)

Stephen Swensen, MD, MMM, FACR

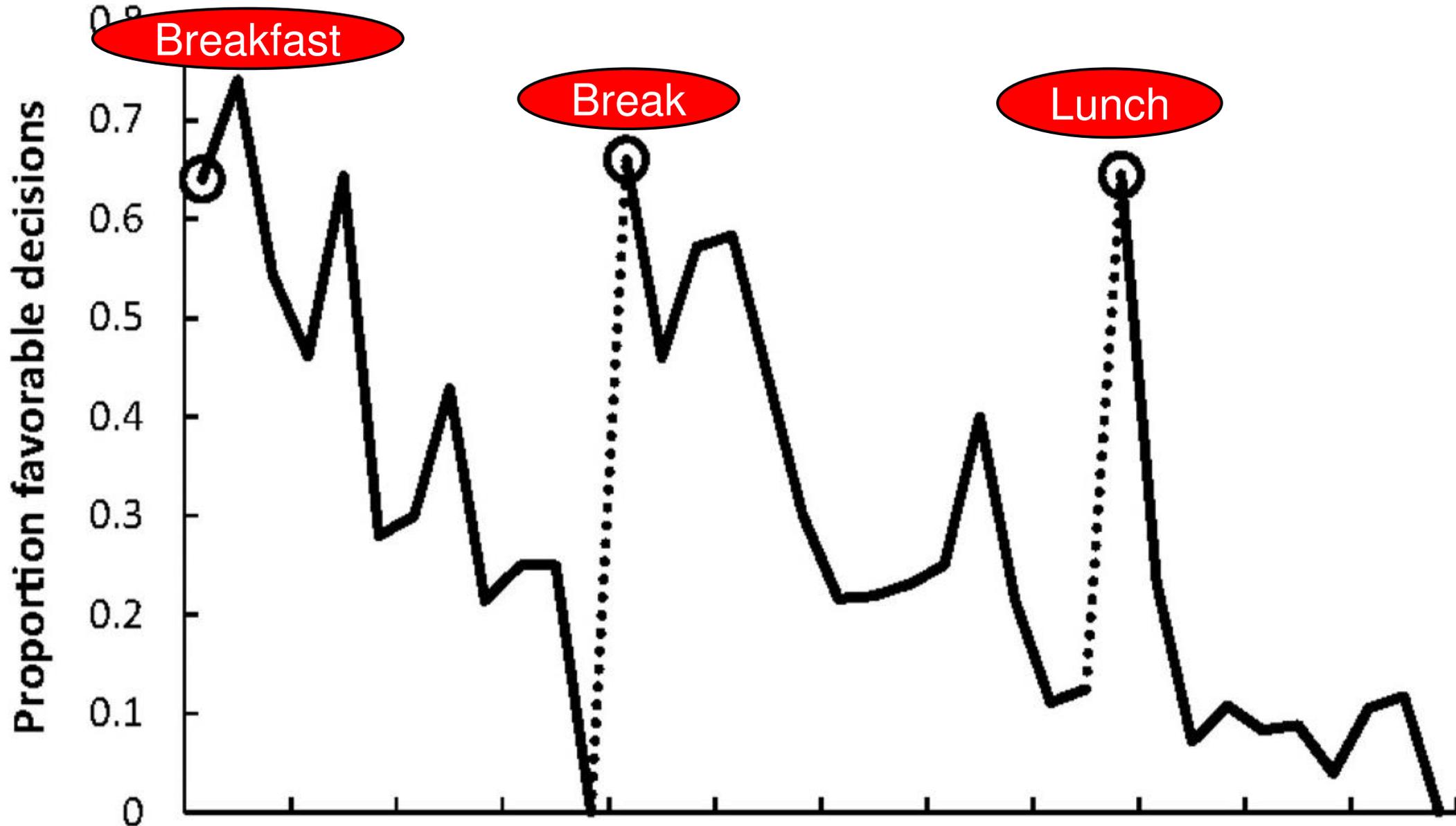
Senior Fellow Institute for Healthcare Improvement

Professor Emeritus, Mayo Clinic College of Medicine

Medical Director of Professionalism, Intermountain Healthcare

Nothing to disclose.

# Rulings in Favor of Prisoners





Chen, et al. Population Migration and Variation of Dopamine D4 Receptor (DRD4) Allele Frequencies Around the Globe. *Evolution and Human Behavior* 20: 309–324 (1999)









Institute *for*  
Healthcare  
Improvement

# Esprit de corps

(taking care of each other for our patients)

Stephen Swensen, MD, MMM, FACR

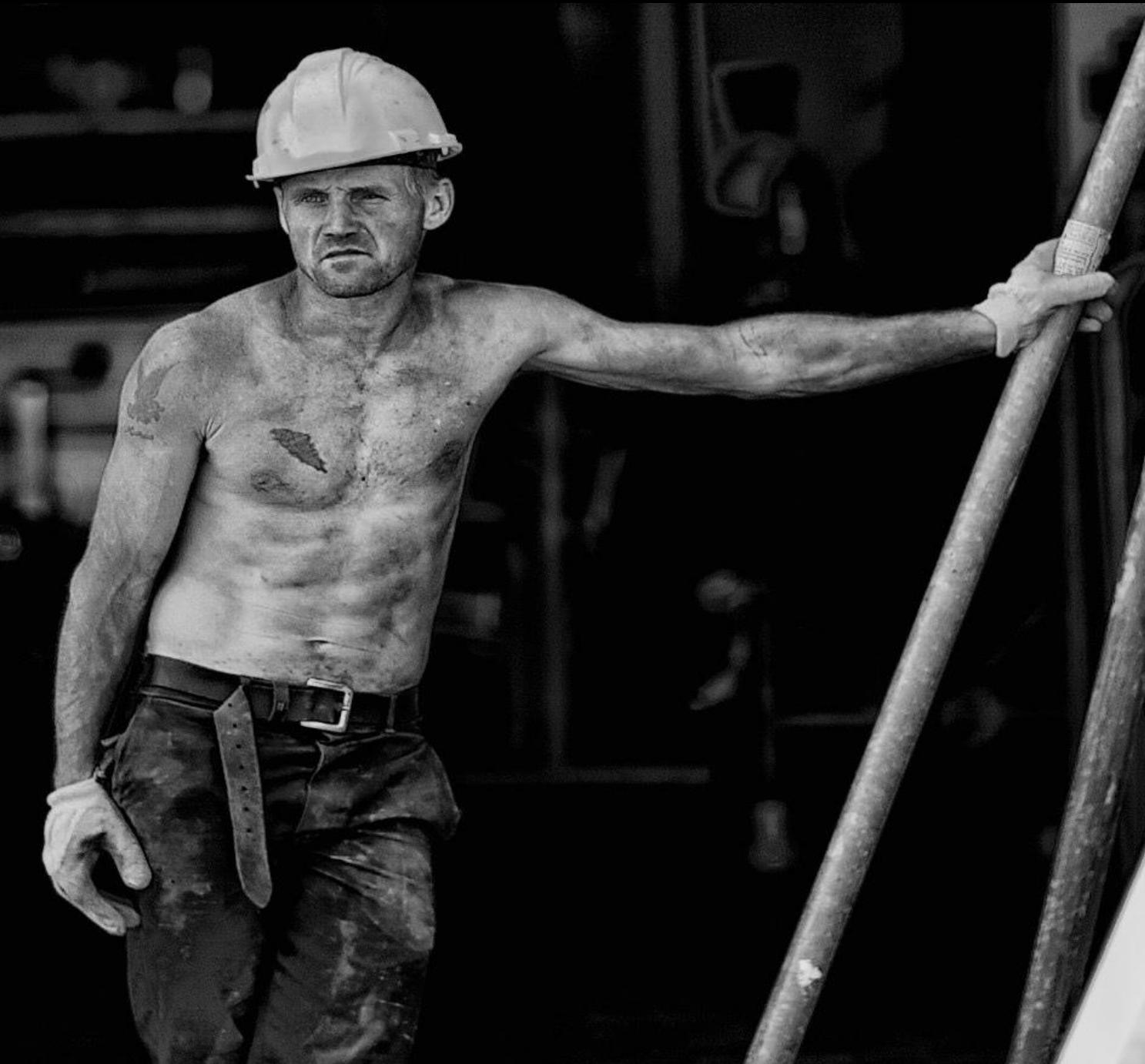
Senior Fellow Institute for Healthcare Improvement

Professor Emeritus, Mayo Clinic College of Medicine

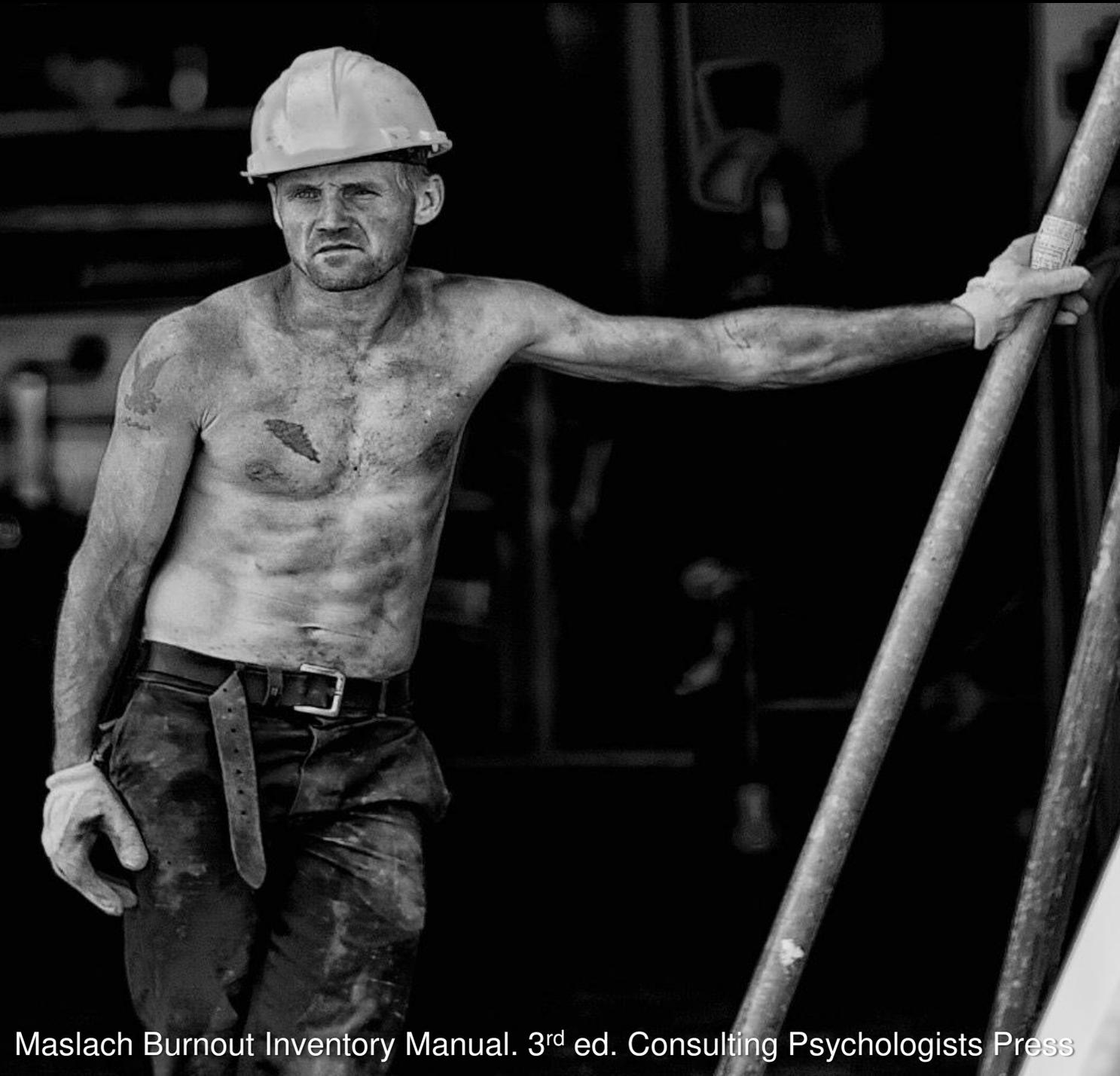
Medical Director of Professionalism, Intermountain Healthcare

Nothing to disclose.





Swensen, Shanafelt. The Joint Commission Journal on Quality and Patient Safety 2017



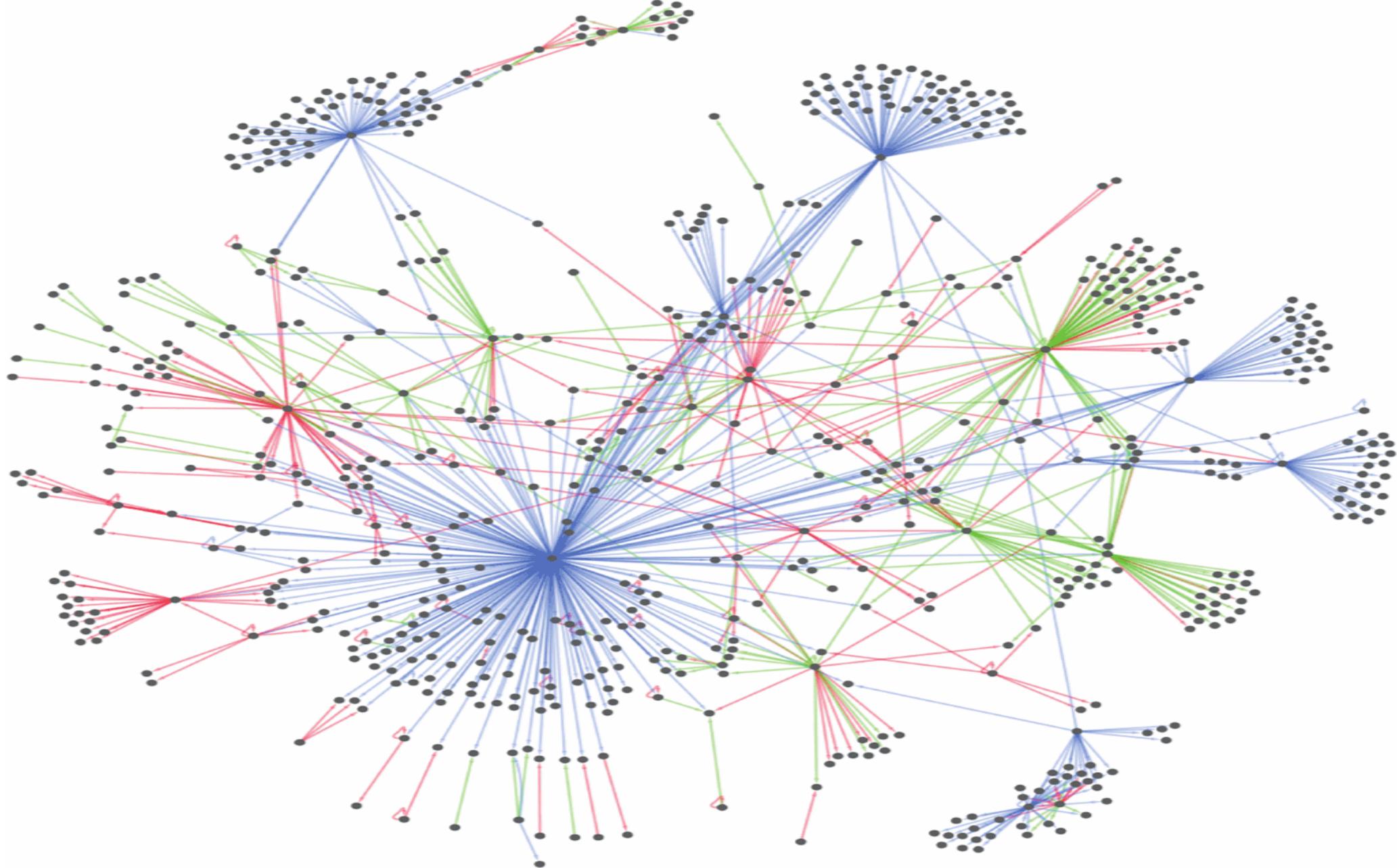
Exhausted

Detached

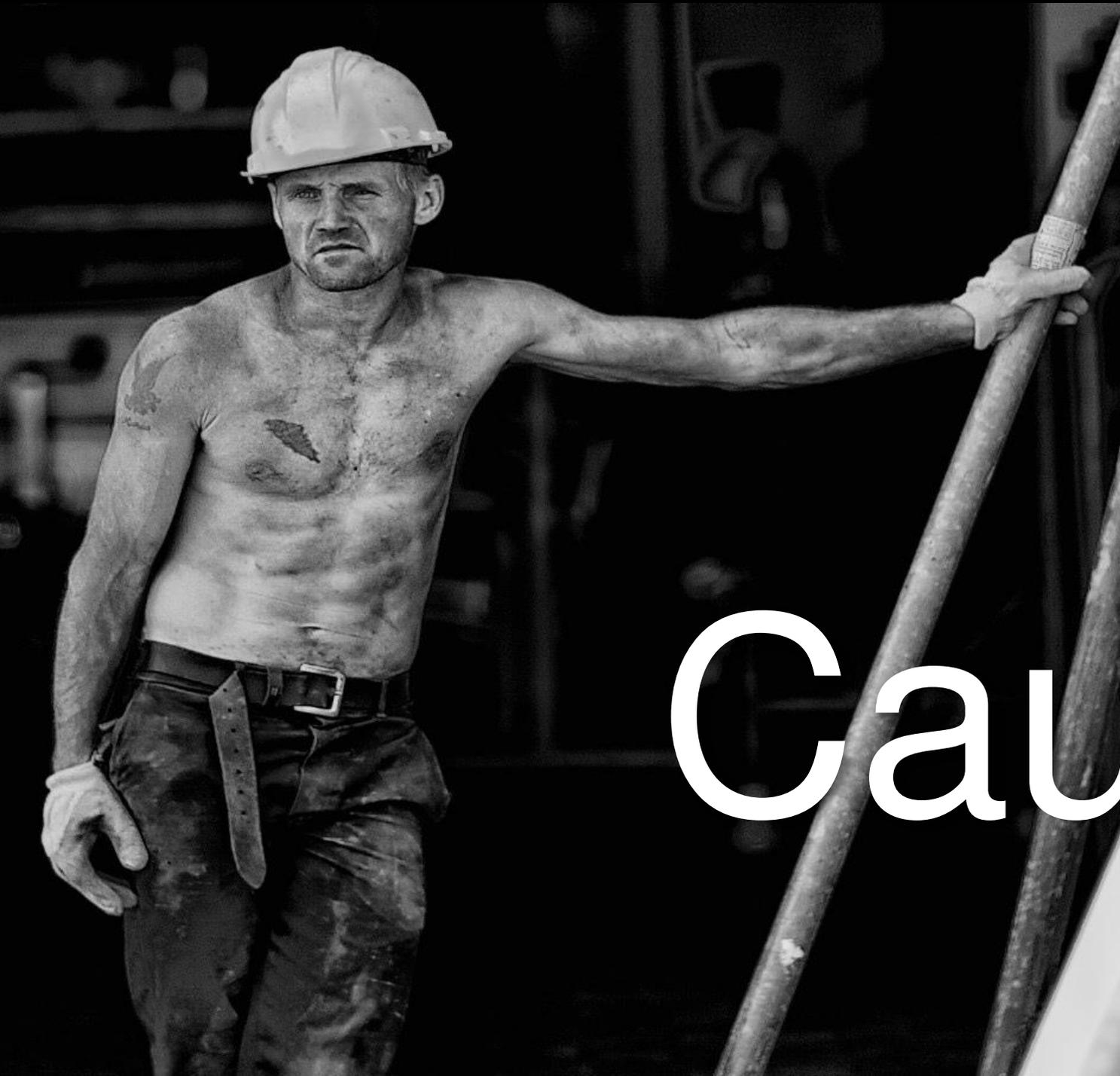
Callous

Cynical

Unsure



Gonzales-Morales, et al. Perceived collective burnout. *Anxiety Stress Coping* 2012;25:43  
Bakker et al. Burnout Contagion. *J Advanc Nurs*. 2005; 51:276



Cause?

# Esprit de corps

**Camaraderie**

**Human  
Needs**

**Trusted**

**Passion**

**Resilience**

Companionate Love  
Empathy

Satisfaction  
Engagement  
Commitment  
Productivity  
Exhaustion  
Burnout



Barsade, O'Neill. What's Love Got to Do with It? A Longitudinal Study of the Culture of Companionate Love. *Administrative Science Quarterly*. May 29, 2014



AYO





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)

# Esprit de corps

**Camaraderie**

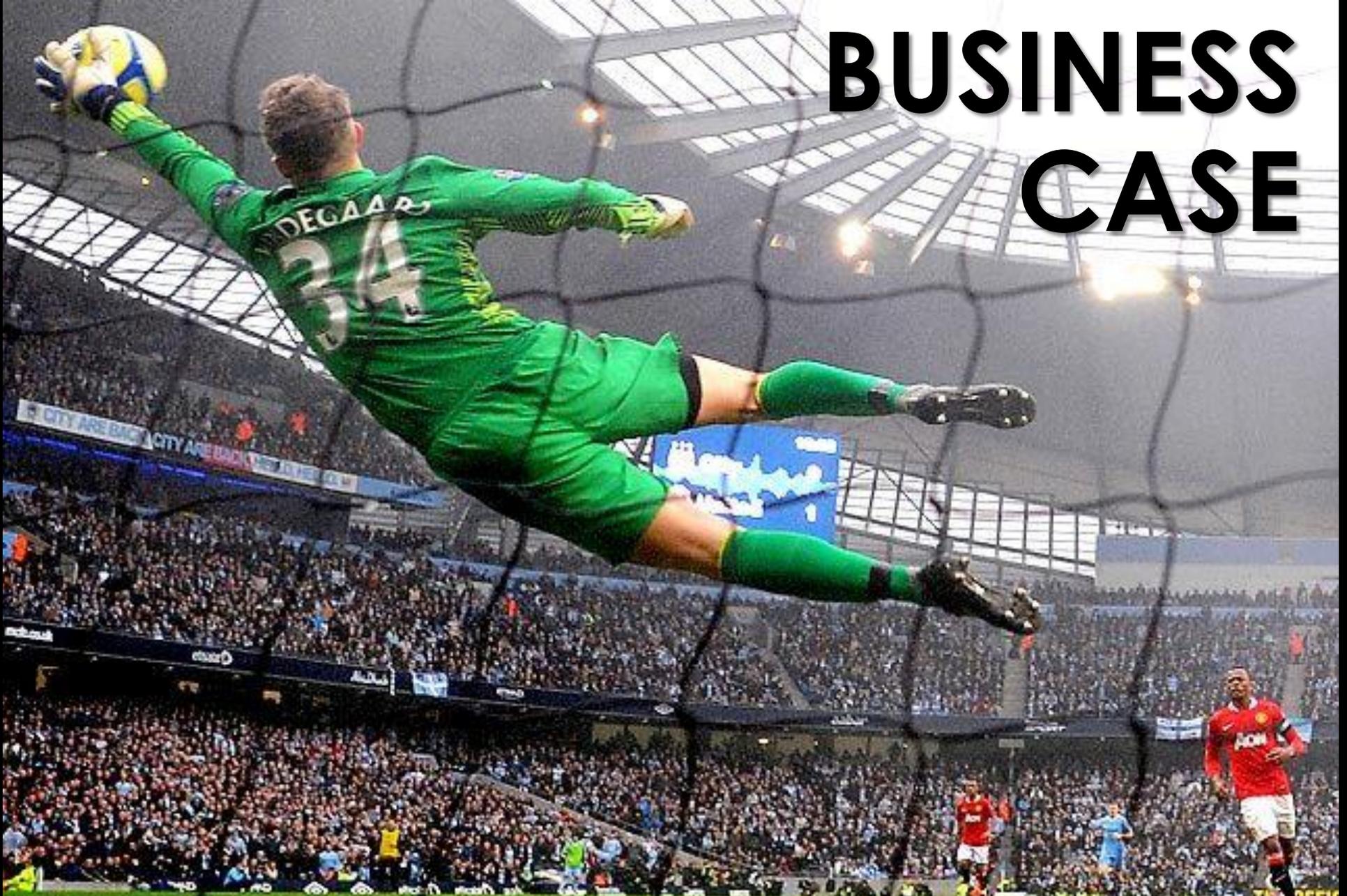
**Human  
Needs**

**Trusted**

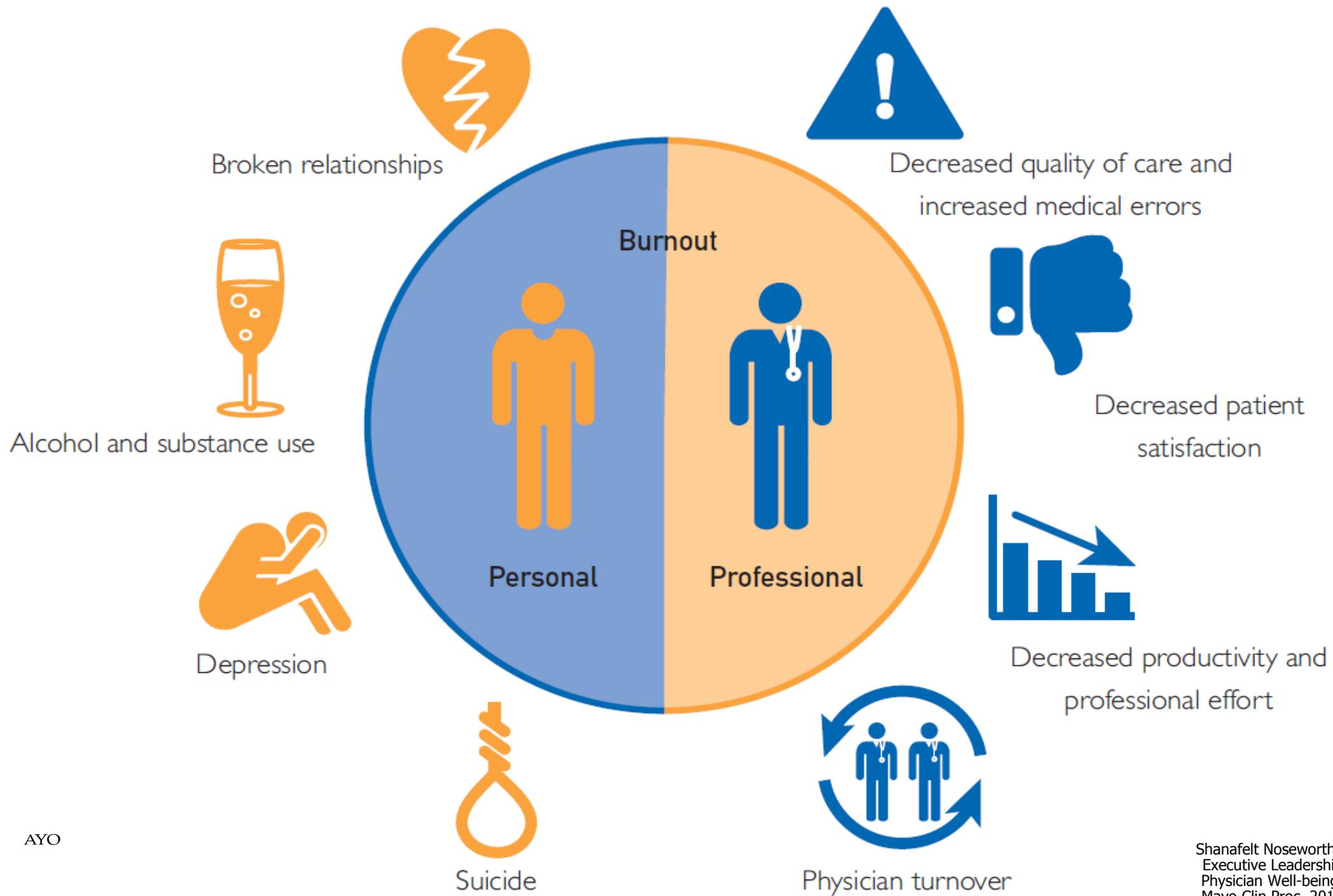
**Passion**

**Resilience**

# BUSINESS CASE



Chiappori, et al. Testing Mixed-Strategy Equilibria The Case of Penalty Kicks in Soccer. *The American Economic Review* 92, no. 4 (9/2002)



↑ Wound Healing

↑ Trust

↓ Anxiety

↓ Pain

↓ LOS

↓ Readmissions

(↓ Burnout)



- 
- Organization Citizenship Behavior
  - Patient experience
  - Patient outcomes
  - Collaboration
  - Productivity
  - Turnover
  - Stress

James, Poulsen. Harvard Business Review Jul/Aug 2016(94)

Swensen, Bolton, Dilling. Business Case for Quality Improvement. J Patient Saf, 2013. 9(1)44



# Ohio postal worker caught dumping mail in trash





Hayes. Journal of Applied Psychology 202, 87, 2, 268-279. Ryan.(1996) Personnel Psychology. 853-882. Ostroff. J Applied Psychology, 12/92. 963-974. Kelly Smith Horn, Gaertner, S (2000) J Management, 26, 3, 479



**Ann Rhoades. Built on Values: Creating an Enviable Culture that Outperforms**  
Chief People Officer of most profitable organization for 25 years ending 2002



Gittell, et al. (2008). Impact of Relational Coordination on Job Satisfaction and Quality Outcomes .Human Resource Management Journal, 18(2). Gittell, Medical Care Volume 28, Number 8: 807-819 . Gittell, Impact of relational coordination on quality of care. Medical Care, 2000;38(8):807-19.



...time to invest more.

# Esprit de corps

**Resilience**

**Camaraderie**

**Passion**

**Trusted**

**Six Actions**

**Two Measures**





Handwritten signature

H. Ataturk

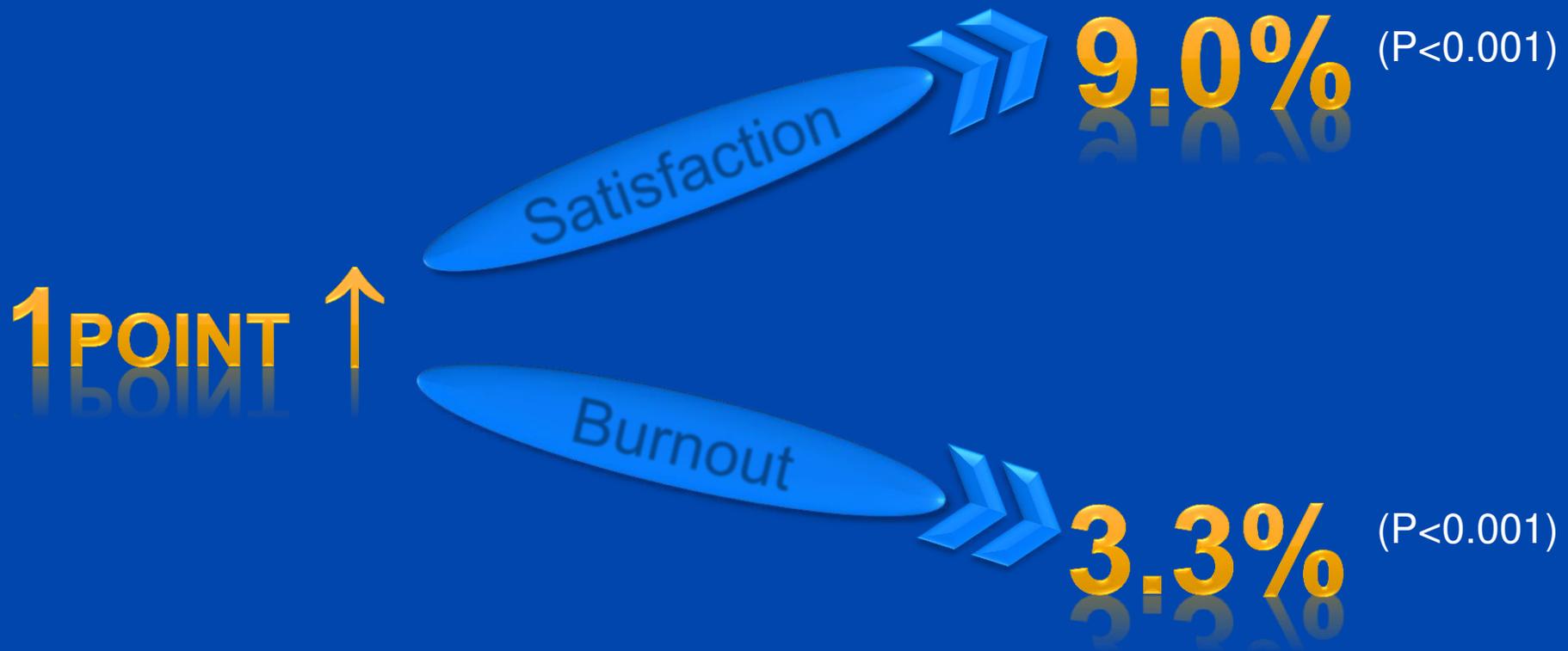
Handwritten signature

Handwritten signature

m. Gandhi

Handwritten signature

# Five Leadership Behaviors





# Appreciation

Shanafelt, Menaker, Buskirk, Gorringer, Swensen.

12 Leadership Dimensions. Mayo Clinic Proceedings. April 2015: 90(4); 432-440

Enhance wellbeing  
Increase optimism  
Improve mood  
Boost energy



Sood, Amit,, and Mayo Clinic. The Mayo Clinic Guide to Stress-free Living.  
First Da Capo Press edition. Da Capo Press/Lifelong Books, 2013.



# Ideas

20%

20%

Zak. Trust Factor: the science of creating high-performance companies (20% \$)

Shanafelt et al. Arch Intern Med. 2009; 25;169(10):990-5. (+/- 20% 1/2 BO)



# Transparency

[www.GreatPlacesToWork](http://www.GreatPlacesToWork) Root of the tree is trust. Michael C. Bush



# Career



# Inclusion

Newcastle University. *Anthrozoos*, Berg Publishing. November 27, 2008

Page, Antony, Unconscious Bias and the Limits of Director Independence Law Review, Vol. 2009, No. 1, 2009



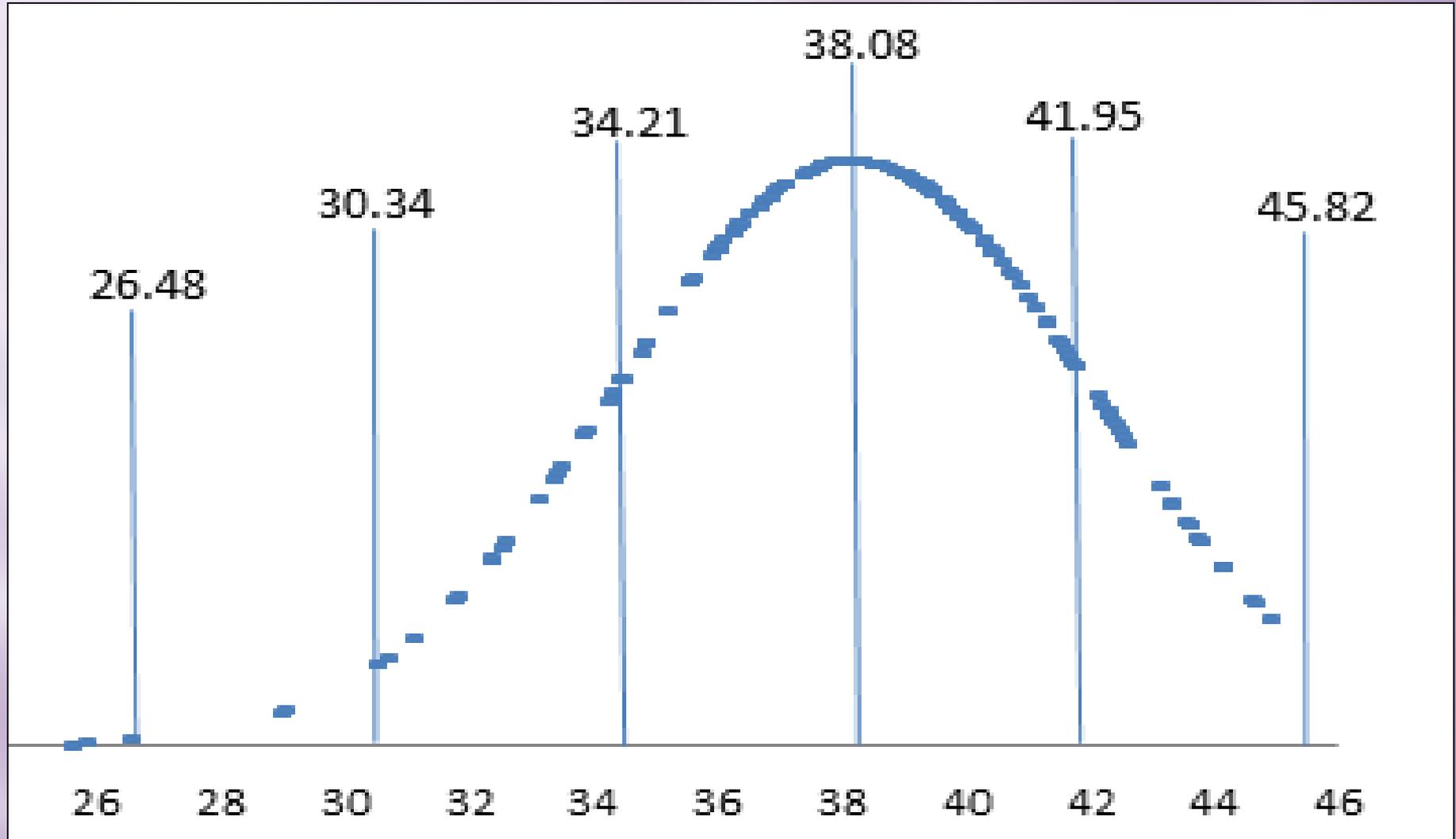
Burnout  
Wellbeing  
Satisfaction  
Productivity  
Engagement  
Patient Outcomes  
Team effectiveness

O'Boyle, E. H., Jr., R. H. Humphrey, et al. (2011). The relation between emotional intelligence and job performance: A meta-analysis. *Journal of Organizational Behavior*, 32(5), 788-818.



“My supervisor cares  
about me as a  
person.”

# “Signature Size”







*Intrinsic Motivation and Employee Attitudes: Public Personnel Admin Dec 2012 382-406*



Pink, D. H. (2009). Drive: The surprising truth about what motivates us. New York, NY: Riverhead Books.



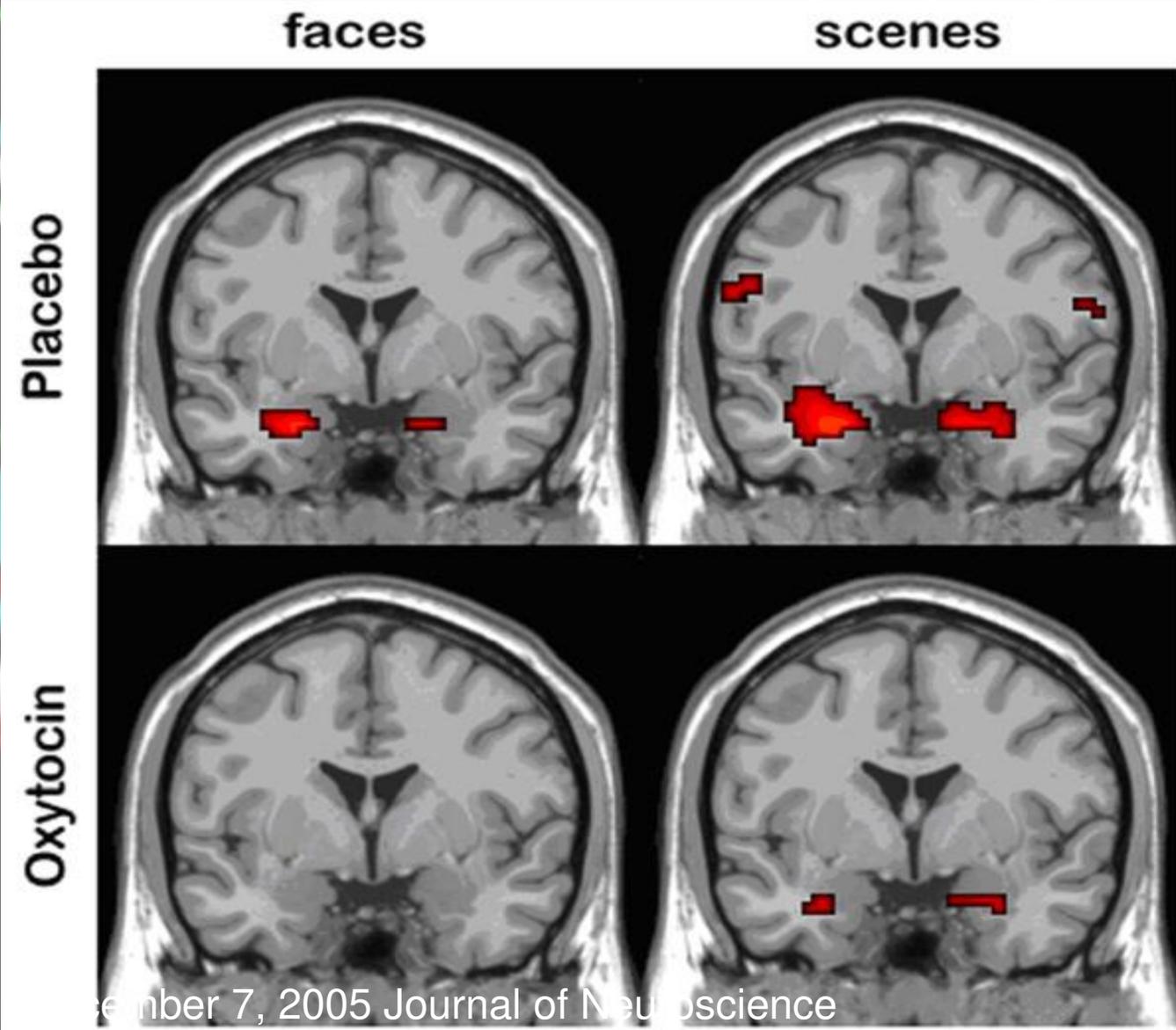
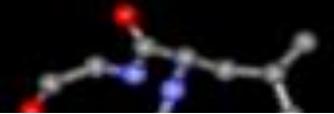


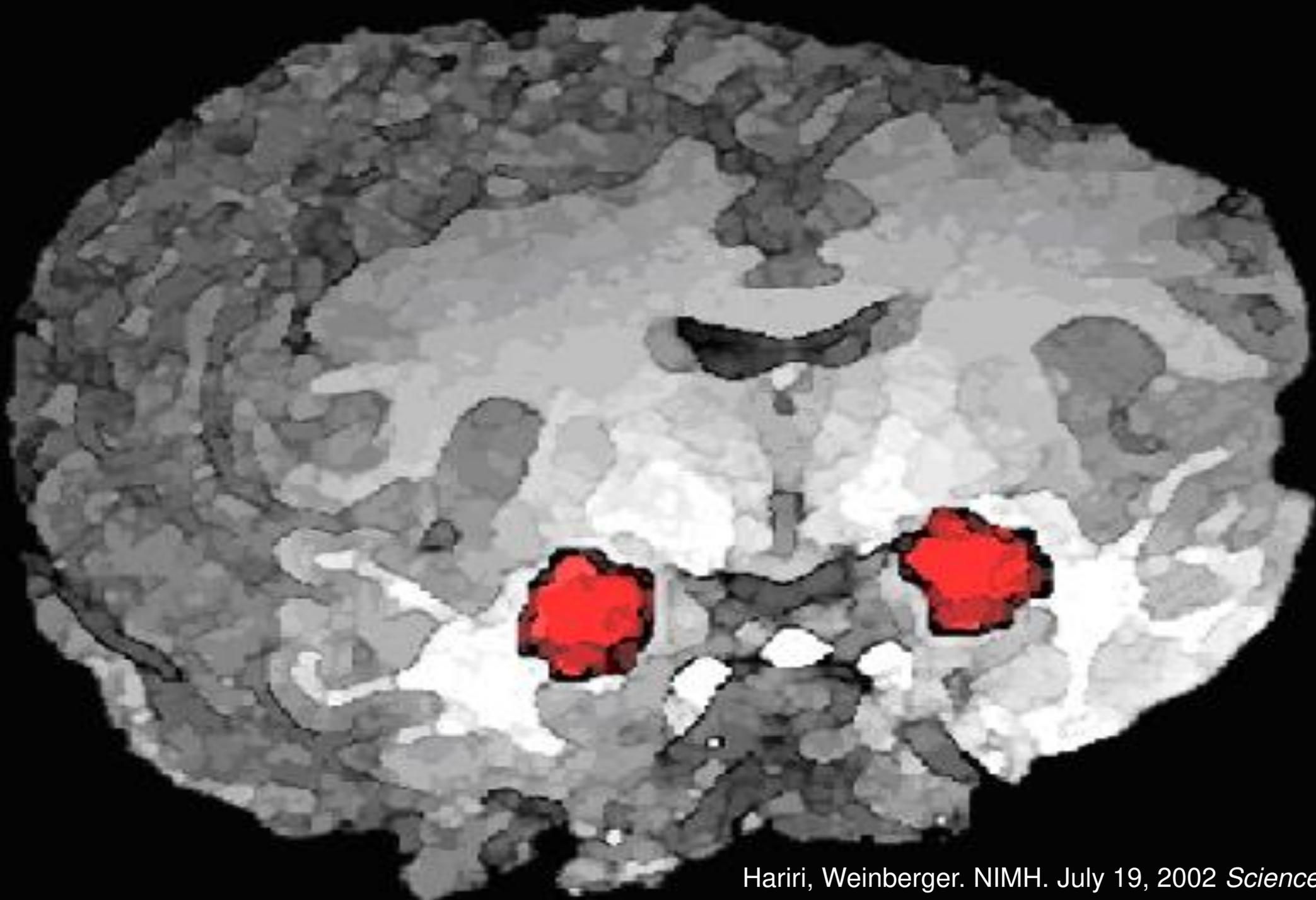


Kniffin. Workplace Commensality and Performance of Firefighters. *Human Performance*, 28:281–306, 2015  
West, Dyrbye, Rabatin...Shanafelt. Physician Well-being. *JAMA Intern Med.* 2014;174(4):527-533.



West, Dyrbye, Satele, Shanafelt . J Gen Intern Med. 2015;30:S89.  
Colleagues Meeting to Promote And Sustain Satisfaction

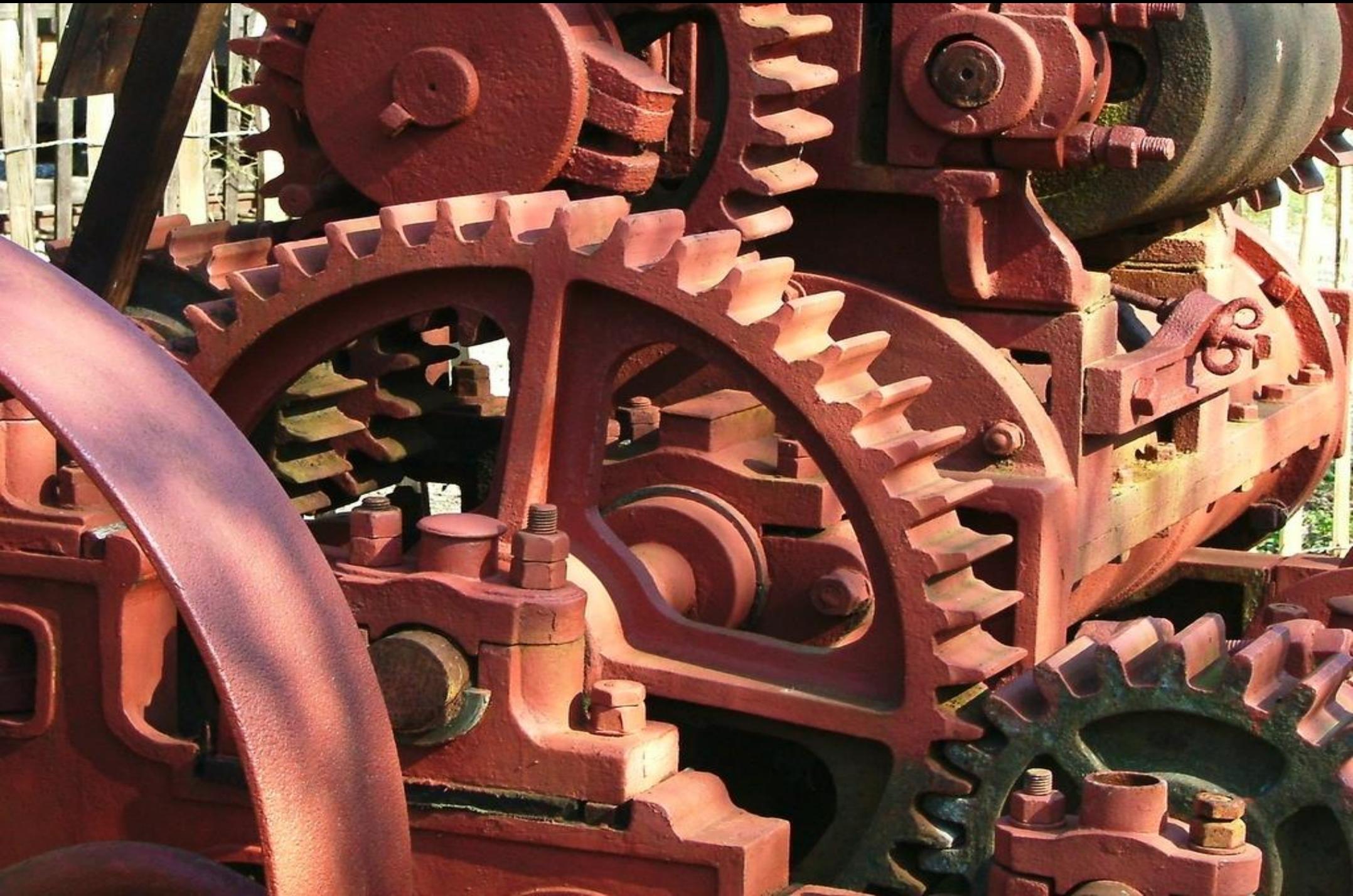








Linzer. Cluster Interventions to Improve Work Conditions + Burnout. *J Gen Intern Med.* 2015;30(8):1105  
Swensen, Kabcenell, Shanafelt. *Journal of Healthcare Management.* 61:2 105-127 March/April 2016







Swensen, Dilling, Harper, Noseworthy. The Mayo Clinic Value Creation System. 2011 AJMQ

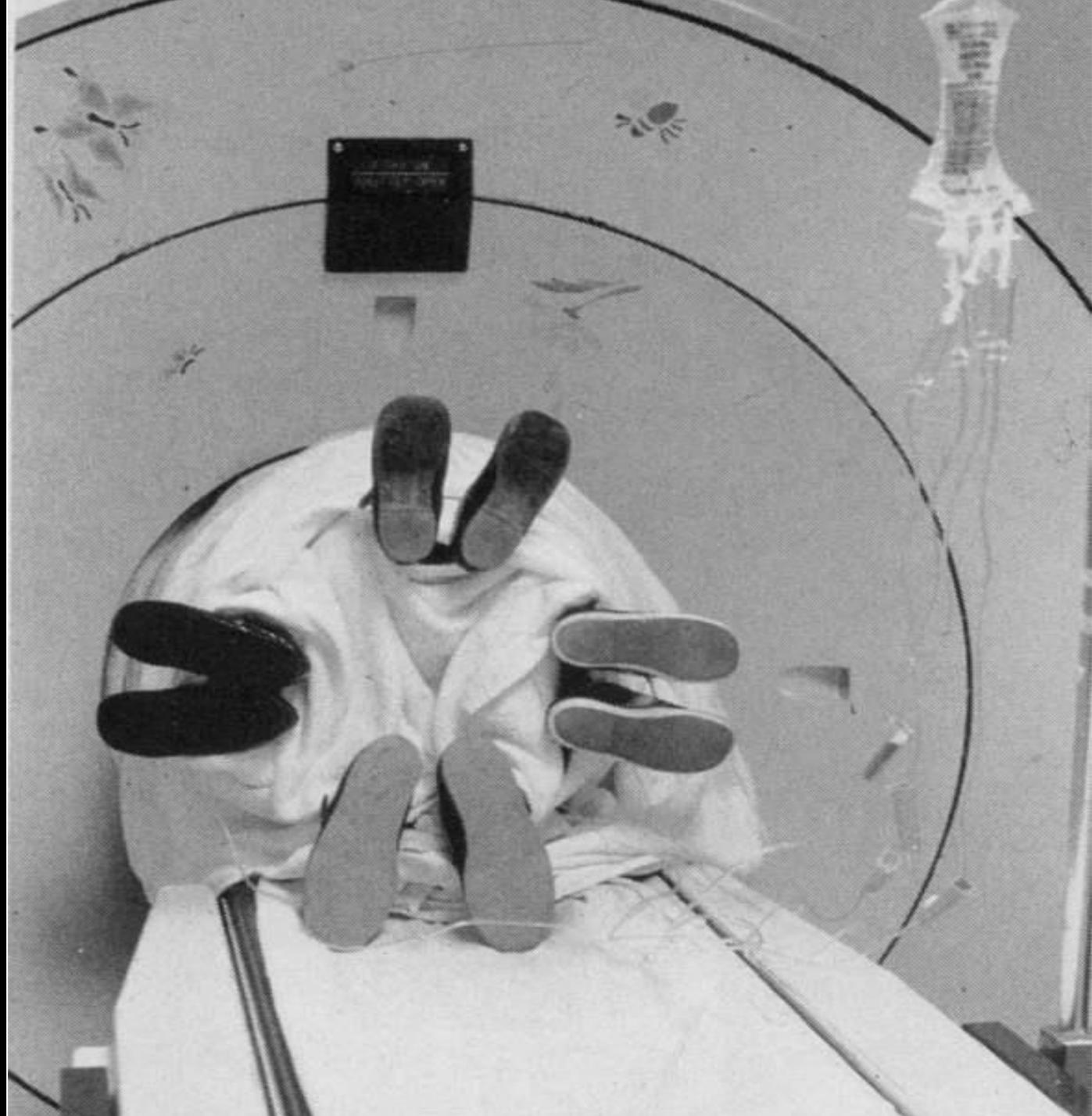
# Esprit de corps

**Human  
Needs**

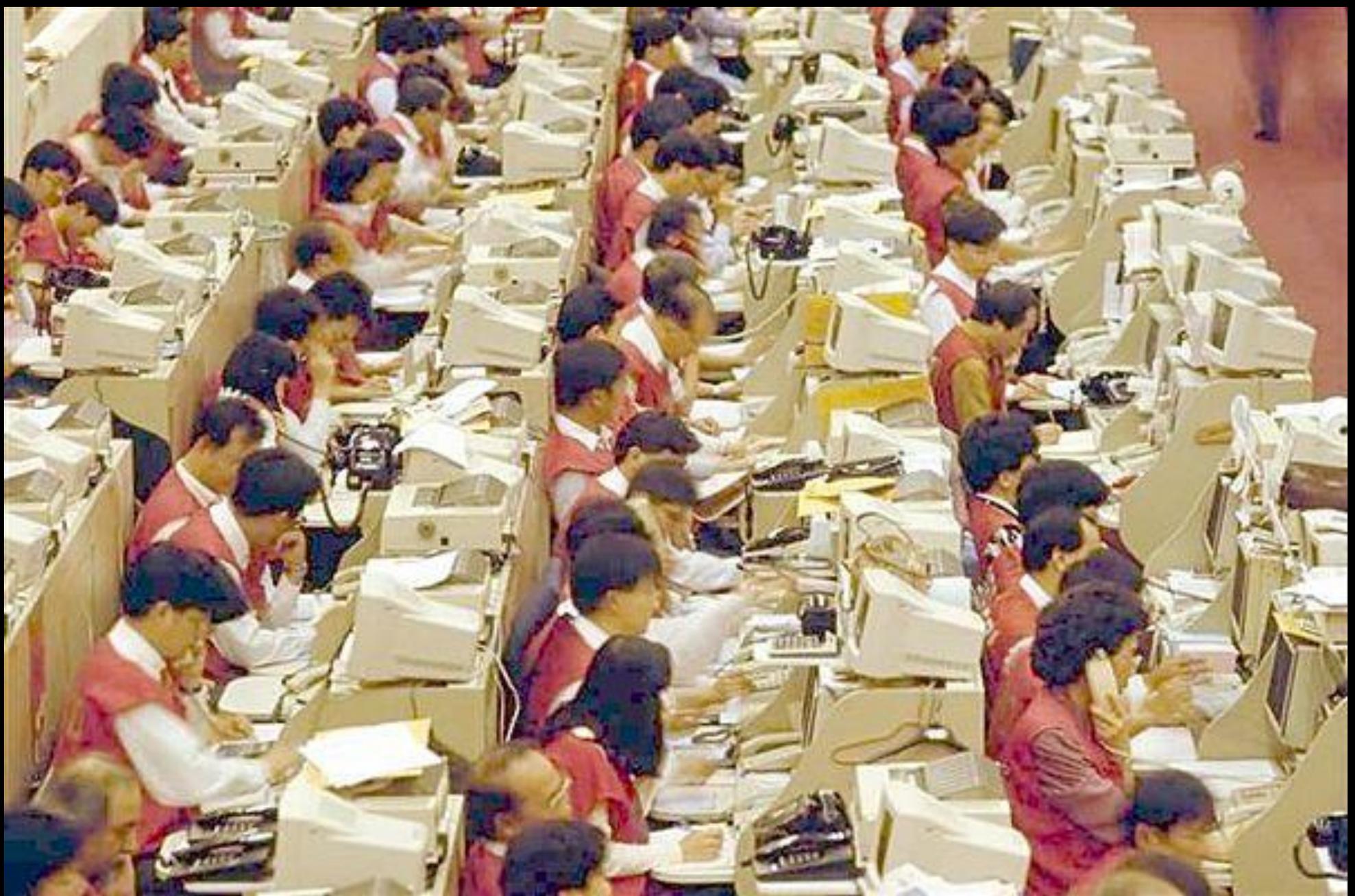
**Camaraderie**

**Passion**

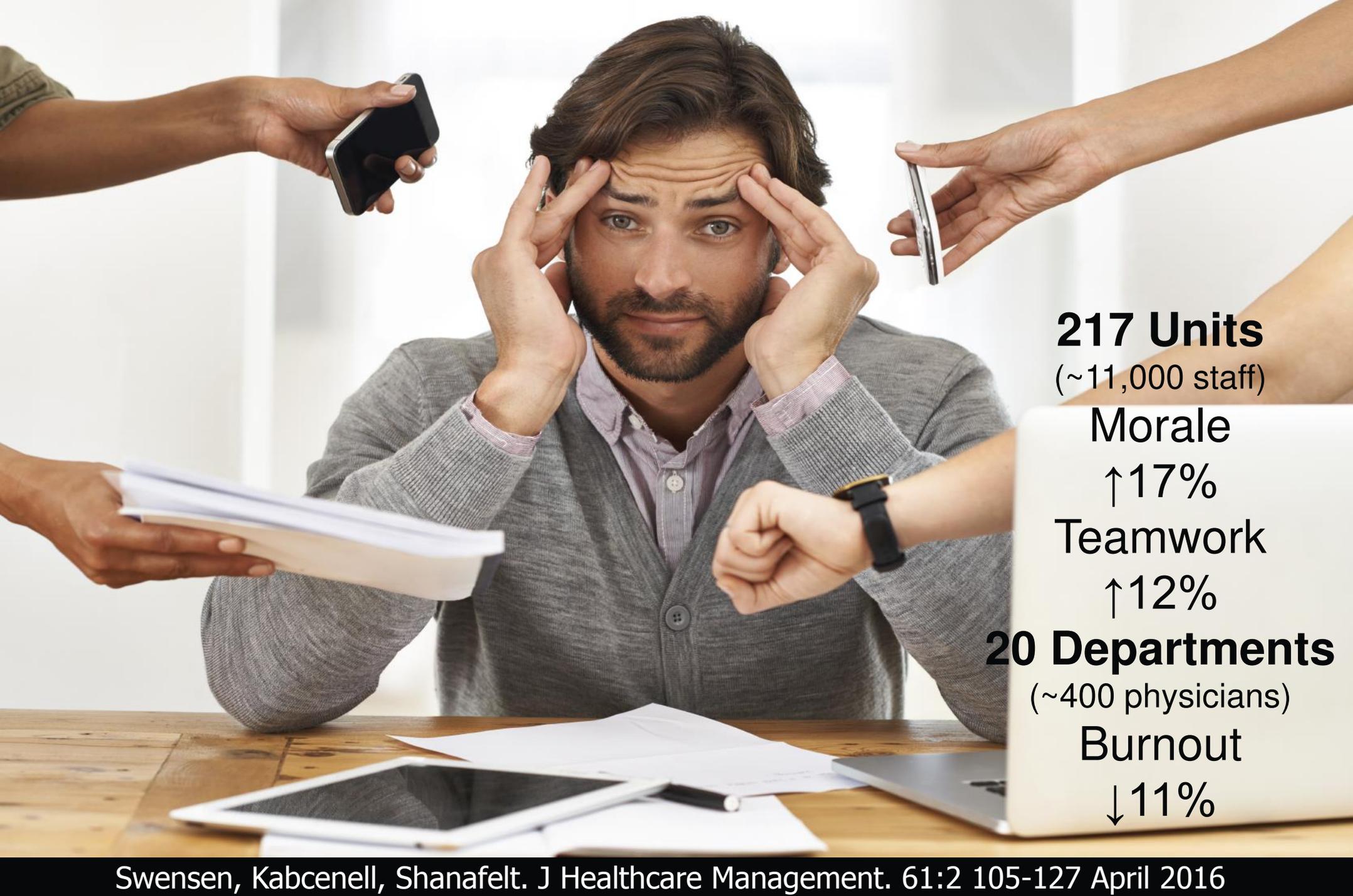
**Trusted**







Sinsky, et al. *Ann Intern Med.* 9/6 2016 Hill RG. *Am J Emerg Med.* 2013 Nov;31(11):1591  
Shanafelt, et al. *Mayo Clin Proc.* 2016;91(11):1667-1668. (Nights: Clicks, Workflow, Multi Task)



**217 Units**  
(~11,000 staff)

**Morale**  
↑17%

**Teamwork**  
↑12%

**20 Departments**  
(~400 physicians)

**Burnout**  
↓11%





Scott, et al. Caring for Our Own: Deploying a Systemwide Second Victim Rapid Response Team. May 2010 Volume 36 Number 5. 233-240  
Shanafelt. Ann Surg 2010 Jun;251(6):995-1000. Burnout and medical errors among American surgeons. Kimberly Hiatt  
[http://www.nbcnews.com/id/43529641/ns/health-health\\_care/t/nurses-suicide-highlights-twin-tragedies-medical-errors/#.VypPEtj2bcs](http://www.nbcnews.com/id/43529641/ns/health-health_care/t/nurses-suicide-highlights-twin-tragedies-medical-errors/#.VypPEtj2bcs)





# social, physical, mental



Hobfoll. Conservation of Resources - Stress. Am Psychol. 1989;44:513



Oberg, Frank. Physicians' health practices strongly influence patient health practices.  
*Journal of the Royal College of Physicians of Edinburgh.* 2009;39(4):290-291.



# Esprit de corps

**Resilience**

**Camaraderie**

**Passion**

**Trusted**

**Six Actions**

**Two Measures**



the best way to succeed...



Institute for  
Healthcare  
Improvement

# Esprit de corps

(taking care of each other for our patients)

Stephen Swensen, MD, MMM, FACR

Senior Fellow Institute for Healthcare Improvement

Professor Emeritus, Mayo Clinic College of Medicine

Medical Director of Professionalism, Intermountain Healthcare

Nothing to disclose.