



# Wellbeing of the Health Care Workforce

Balancing Reality with Reimagining our Future



Earl E. Bakken Center for  
**SPIRITUALITY & HEALING**

UNIVERSITY OF MINNESOTA

**NCPHA**

**October 2023**

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for Spirituality & Healing**

**University of Minnesota**



OPINION

# Op-Ed: Hand a burned-out healthcare worker a baked good, and ‘muffin rage’ may follow



“Muffin rage” is what the French peasants might have felt if Marie Antoinette had leaned out the window and cheerfully shouted at them to just eat cake. (Genevieve Ko / Los Angeles Times)

BY JILLIAN HORTON

DEC. 12, 2021 3:10 AM PT



“I was angry because I didn’t need a muffin. I needed years’ worth of good sleep. I needed time to see my family, a mere thousand miles away. I needed a vacation. I was so burned out and depressed that I should have been seeing a psychiatrist. I was deep, deep inside a black hole, and instead of a rope and flashlight, somebody had offered me a muffin.”

—Jillian Horton, MD





# Muffin Rage

- Muffin rage is what we feel when there is a vast chasm between our actual needs and what another person or an institution thinks we need.
- We are doing a difficult task, in untenable conditions and without acknowledgment, which causes us to carry around tightly controlled anger, resentment and despair.
- When another party makes an offer that is so inadequate relative to our actual needs, it jolts us into a state of seemingly disproportionate rage.





**Have you  
been there?**

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# Current Reality







# Turbulence

# Uncertainty

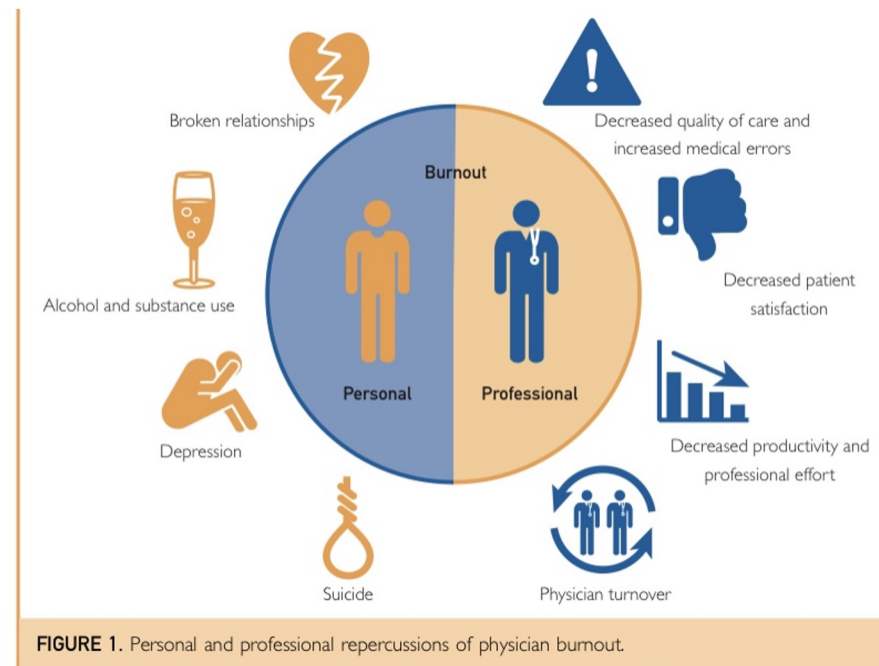


# Unprecedented

- Global Covid-19 Pandemic – serial waves
- Growing consciousness of systemic racism
- Deeply divisive politics in the US and abroad
- Healthcare Workforce – endured even more stress and trauma

# Impact of Stress and Burnout

MAYO CLINIC PROCEEDINGS



## Personal Losses

- Small and inconsequential
- Massive and life altering
- Losses have accumulated over time



## Emotions Associated with Loss

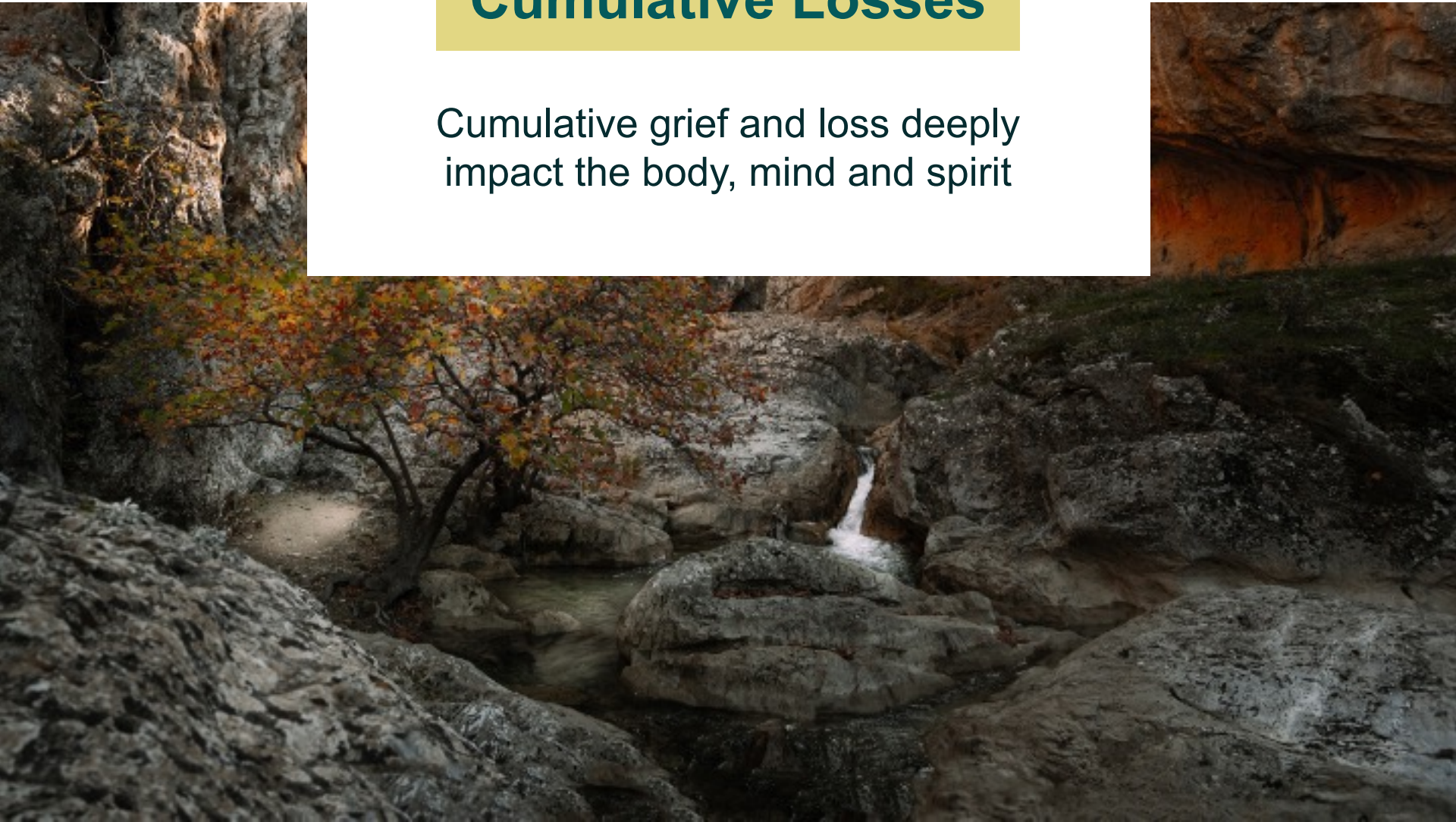
- Grief, anxiety, depression, stress
- Spiritual crisis, suffering
- Isolation and loneliness





# Cumulative Losses

Cumulative grief and loss deeply impact the body, mind and spirit







## Collective Losses

People who surround us are also experiencing their own losses.

## Universal and Deeply Personal

None of our  
experiences are  
the same.




## Pre-Pandemic

- Crisis in healthcare workforce related to stress and burnout.
- Wellbeing of the workforce was already compromised.

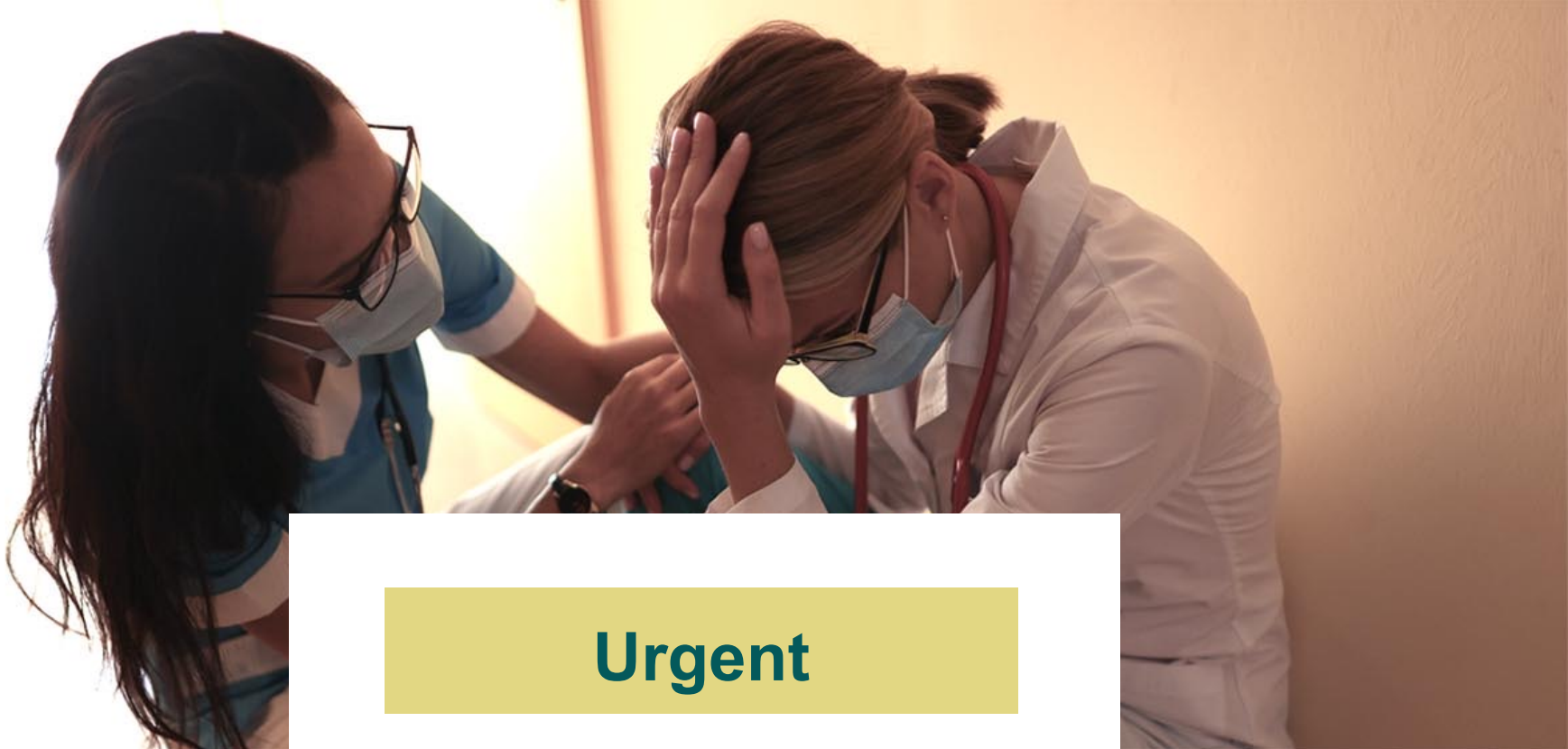


## **Other Emotions Activated**

- Deep feelings of compassion, hope, connection and intimacy
- While there is the reality of loss, there is also the potential of growth

An aerial photograph of a coastline. The top half shows a sandy beach with some vegetation and a small body of water. The bottom half shows a large, dark, rocky area with a small body of water. A yellow rectangular box is centered in the middle of the image, containing the text "What do we need now?".

**What do  
we need  
now?**



**Urgent**

Address Systems  
Issues

Support Personal  
Wellbeing

# National Academy of Medicine



National Academy of Medicine

Action Collaborative on  
Clinician Well-Being and Resilience

COMMENTARY

## Utilizing a Systems and Design Thinking Approach for Improving Well-Being Within Health Professional Education and Health Care

**Mary Jo Kreitzer, PhD, RN, MA, FAAN**, Earl E. Bakken Center for Spirituality & Healing, University of Minnesota; **Kennita Carter, MD**, U.S. Department of Health and Human Services; **Darla Spence Coffey, PhD, MSW**, Council on Social Work Education; **Elizabeth Goldblatt, PhD, MPA/HA**, Academic Collaborative for Integrative Health; **Catherine L. Grus, PhD**, American Psychological Association; **Pinar Keskinocak, PhD**, Georgia Institute of Technology; **Maryanna Klatt, PhD**, The Ohio State University; **Ted Mashima, DVM**, Association of American Veterinary Medical Colleges; **Zohray Talib, MD, FACP**, California University of Science and Medicine; and **Richard W. Valachovic, DMD, MPH**, American Dental Education Association

January 7, 2019



# Voices of Healthcare Workers

— Hear me

— Protect me


— Prepare me

— Support me

— Care for me

(Shanafelt et al, 2020)





**People need to know  
that they matter and  
what they do matters**

## Organizational Mattering

- YOU Matter
- What you do Matters



# Mattering

THE JOURNAL OF POSITIVE PSYCHOLOGY  
2021, VOL. 16, NO. 2, 228–248  
<https://doi.org/10.1080/17439760.2019.1689416>

 **Routledge**  
Taylor & Francis Group



## Mattering is an indicator of organizational health and employee success

Andrew Reece<sup>a</sup>, David Yaden<sup>b</sup>, Gabriella Kellerman<sup>a</sup>, Alexi Robichaux<sup>a</sup>, Rebecca Goldstein<sup>c</sup>, Barry Schwartz<sup>d</sup>, Martin Seligman<sup>b</sup> and Roy Baumeister<sup>e</sup>

<sup>a</sup>BetterUp, San Francisco, CA, USA; <sup>b</sup>Positive Psychology Center, University of Pennsylvania, Philadelphia, PA, USA; <sup>c</sup>Department of English, New York University, New York, NY, USA; <sup>d</sup>BetterUp Labs, Swarthmore College, Swarthmore, PA, USA; <sup>e</sup>School of Psychology, University of Queensland, Lucia, Australia

### ABSTRACT

Mattering, one's sense of the difference one makes in the world, has been variously described in psychological and philosophical literatures. We propose the experience of mattering is tied to the perceived impact of one's actions and is best understood as an action-oriented, context-dependent construct. We introduce the Organizational Mattering Scale (OMS) for measuring mattering in organizations. Across four studies, factor analysis revealed a general mattering factor and two sub-factors, recognition and achievement (CFI = .98, RMSEA = .06). Construct validity and predictive validity are established across a range of psychological and organizational measures. Notably, OMS scores were more related to self-efficacy than self-esteem ( $p < .01$ ), and positively related to key business outcomes, including job satisfaction ( $r = .51, p < .01$ ), having a leadership role ( $t = 6.91, p < .01$ ), recent promotions ( $t = 2.26, p < .05$ ) and retention ( $r = .31, p < .01$ ).

### ARTICLE HISTORY

Received 1 August 2019  
Accepted 31 October 2019

### KEYWORDS

Mattering; self-efficacy;  
organizational health; future  
of work; employee thriving



## Leader's Role is Critical

- I am noticed.
- I am cared about.
- I am depended upon.
- I would be missed if I was not here.
- I am appreciated.
- My leader is interested in what I say and do.
- My leader is invested in my success.

## Reflection

- Think about the best leaders you have ever worked for in your career. What impact did these leaders have on your work and personal life?
- Did you feel as though you mattered and that what you did within the organization mattered?
- Did they help you see how your work fit into the bigger picture of the organization or even in society?



NEW YORK TIMES BESTSELLER  
**Burnout**

"This book is a gift! I've been practicing their strategies, and it's a total game changer." —BRENÉ BROWN, PhD, author of the #1 *New York Times* bestseller *Dare to Lead*

**Burnout**

THE SECRET

**Burnout**

to UNLOCKING

**Burnout**

the STRESS CYCLE

**Burnout**

Emily Nagoski, PhD

*New York Times* bestselling author of **COME AS YOU ARE**

Amelia Nagoski, DMA

**Burnout**

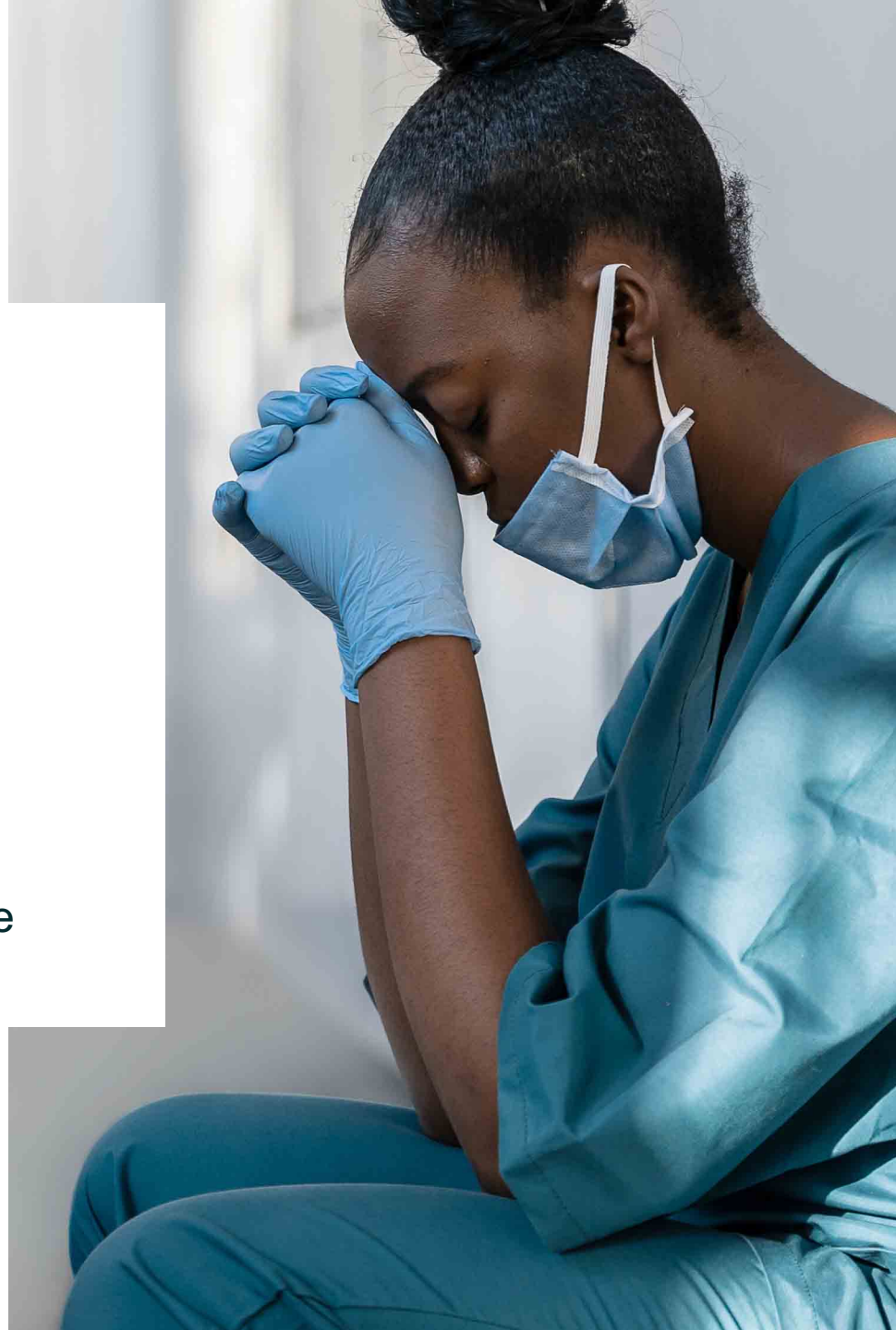
## Meaning and Burnout

- Meaning helps you resist and recover from burnout.
- Meaning is the experience of feeling like we are connected to something bigger than ourselves.
- The cure for burnout is not only “self-care.” It is all of us caring for one another.



## Process Your Experience

- Emotional roller coaster
- Emotions don't just fade away
- We can bury emotions under the surface, but they generally emerge and often in unexpected ways



# Grief

- Grief is one of the most painful experiences we will face as humans.
- Moving through grief is a unique process.
- Grief has its own timeline.
- What works for one person, may not work for another. There is not a “right” way to grieve.
- People don’t “get over” grief and loss – they can learn to live with the loss.

## How to Heal from Loss?

- Allow grief
- Explore and process your feelings
- Grief has its own timeline
- Notice positive moments
- Meaning, perspective, lessons learned

## How to Heal from Loss?

- Take care of yourself
- Ask for help
- Bring compassion to self and others
- Allow ourselves to love and be loved





# Everyone Has A Story

- Get in touch with your own story and the story of others
- Stories connect us deeply and can be a strategy for healing and growth



## Deep Conversation

- What was it like for you during the pandemic? How is it now?
- What are your greatest challenges?
- Where are you finding support? Workplace, other?
- What support is the most meaningful and helpful?
- What do you need now?

# WELLBEING



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**Invest in Your  
Wellbeing**



A serene beach scene at sunset. The sun is low on the horizon, casting a warm glow over the water and sand. Gentle waves are washing onto the shore. In the foreground, a single white feather lies on the reddish-brown sand. The overall mood is peaceful and contemplative.

# WELLBEING

The reasons we want to  
be alive — Atul Gawande M.D.



# WELLBEING

- Whole person
- Increase capacity and expand potential
- Possible even with chronic illness and maturing bodies
- Individual, family, organization and community





HEALTH

- Physical Health
- Emotional Health
- Mental Health
- Spiritual Health



PURPOSE

*What gets you up in the morning?*

Aim

Direction

Different from job or career

“Purpose matters.”



# PURPOSE, WELLBEING AND LONGEVITY

- Study of over 6,000 people funded by the NIA, researchers found that people who had a greater sense of purpose and direction in life were more likely to outlive their peers.
- People with a sense of purpose had a 15% lower risk of death compared to those who said they were aimless.
  - (Hill et al, 2014)



## Discovering your Purpose

**G + P + V = Calling**





## Purpose

Are you using your gifts on things that you care about, that fit with your values, and in an environment that supports you?



## RELATIONSHIPS

*Close connections between people, formed by emotional bonds and interactions.*

Health risks of being alone are comparable in magnitude to the risks associated with cigarette smoking, high blood pressure and obesity.

“Isolation is fatal.”

# Qualities of a Healthy Community:



**COMMUNITY**

- Livability
- Equity
- Connectedness



# COMMUNITY

- Societies with highest level of wellbeing:

STRONG RULE  
OF LAW

LOW RATES OF  
CORRUPTION

EFFICIENT &  
EFFECTIVE  
GOVERNMENT

PROGRESSIVE  
TAXATION

INCOME  
SECURITY  
PROGRAMS

POLITICAL  
FREEDOMS

HEALTHFUL  
NATURAL  
ENVIRONMENT



- Feeling safe and secure — a basic human need
- Financial, food and housing security
- Safety and preventive health measures
- Violence

“Fear immobilizes.”



# SECURITY

- Assaults on human rights pose a threat to human dignity, livelihoods, and safety.
- Racism, intolerance and the lack of civility have a corrosive effect on the social fabric that binds us together.





## ENVIRONMENT

- Clean air and water
- Free of toxins
- Built environment
- Access to nature
- Climate Crisis



# NATURE CONTACT AND HUMAN HEALTH

- Humans are increasingly disconnected from nature.
- Over half of the world's population and 4/5 Americans live in urban areas where access to nature may be limited.
- Americans spend 90% of their time indoors, most of the time in buildings.
- Total media consumption for US adults in 2016 – 10 hours and 39 minutes daily. (Fumkin et al, 2017)



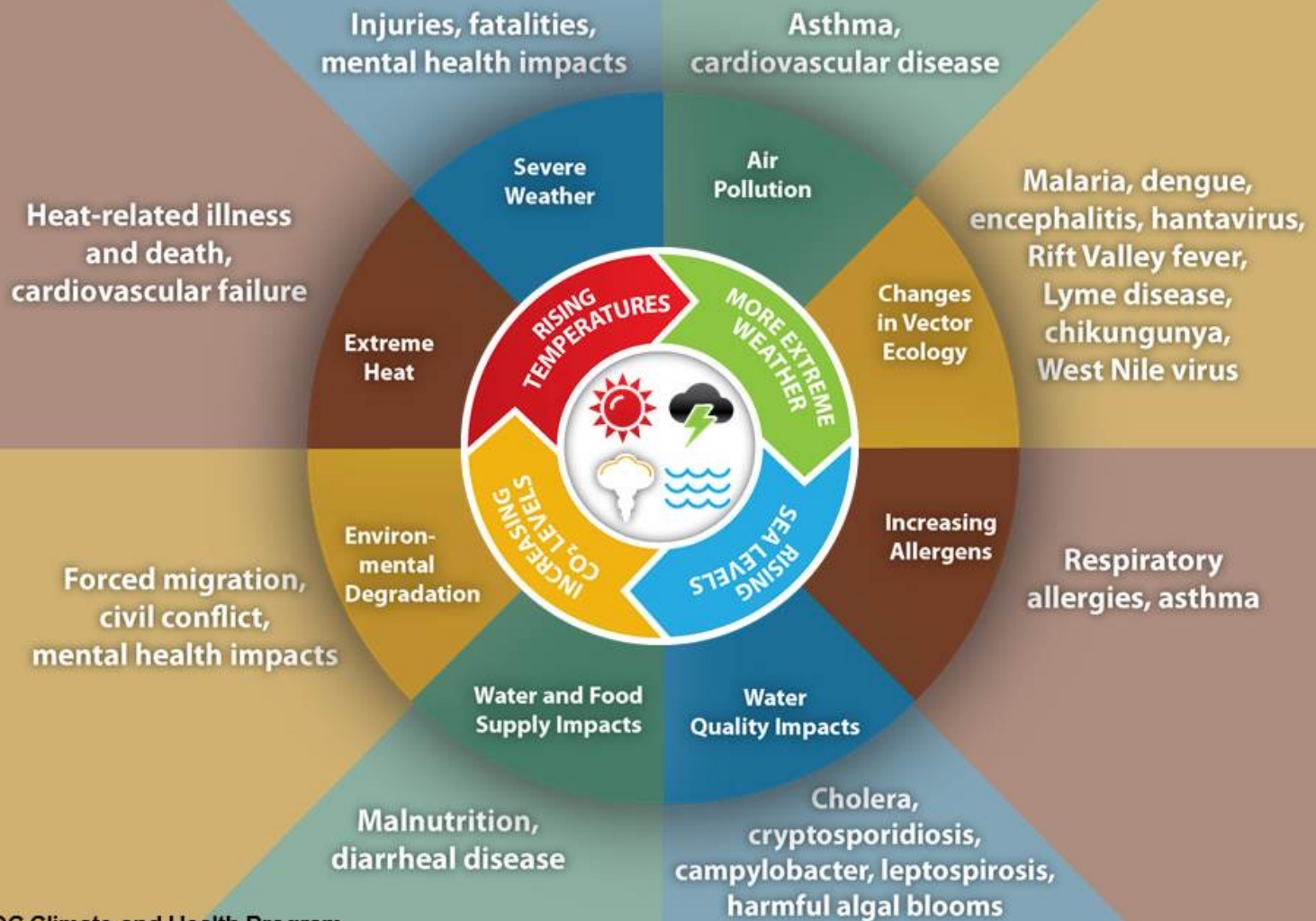
# BENEFITS OF NATURE CONTACT

- Reduced stress
- Improved sleep
- Decreased anxiety and depression
- Greater happiness and life satisfaction
- Reduced aggression

(Fumkin et al, 2017)



# Impact of Climate Change on Human Health





# WELLBEING



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**Invest in Your  
Wellbeing**



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# The Way Forward:

Engaging People in  
Designing a New Future



**Great  
Resignation**



**Great  
Reimagination**

Harvard  
Business  
Review

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Leadership

## What It Takes to Lead Through an Era of Exponential Change

by **Aneel Chima** and **Ron Gutman**

October 29, 2020



**New HBR Paper  
on Leadership**

## Reality of Change – 3D

- **Perpetual** – occurring all the time in an ongoing way
- **Pervasive** – unfolding in multiple areas of life at once
- **Exponential** – accelerating at an increasingly rapid rate



## Reality of Change – 3D

- From thinking linearly and locally
- To exponentially and systemically

## Leadership Pillars

- Leader humility, authenticity and openness instills trust and psychological safety.
- Trust and psychological safety empower individuals and teams.
- Continuously learning teams enable effective navigation of 3D change.
- Shared purpose and values enhances focus, cohesion, and resilience.



# Leadership Roadmap

- Leadership development
- Empowered teams
- Alignment of vision, priorities, goals and resources



# Leadership Competencies



**Deep  
listening**

**Awareness  
of systems**


**Awareness  
of self**

**Seeking  
diverse  
perspectives**

**Suspending  
certainty, embracing  
uncertainty**

**Taking  
adaptive  
action**






**Where do  
we begin?**



A full-page background image of a mountain lake at sunset. The sky is a mix of orange, pink, and blue. The mountains are rugged and have some snow. The lake is calm and reflects the mountains and sky. A dense forest of evergreen trees is on the right side of the lake. The text "Deep Listening" is centered in a white box with a green background.

# Deep Listening



“We’d all fare better if we went a little deeper than baked goods and simply asked, what do you *really* need? And then listened.”

—Jillian Horton, MD

# Design Thinking 101

Based on the simple, yet radical idea that the people who face the problem every day are the ones who most likely hold the keys to the answer.

(Brown, 2009)

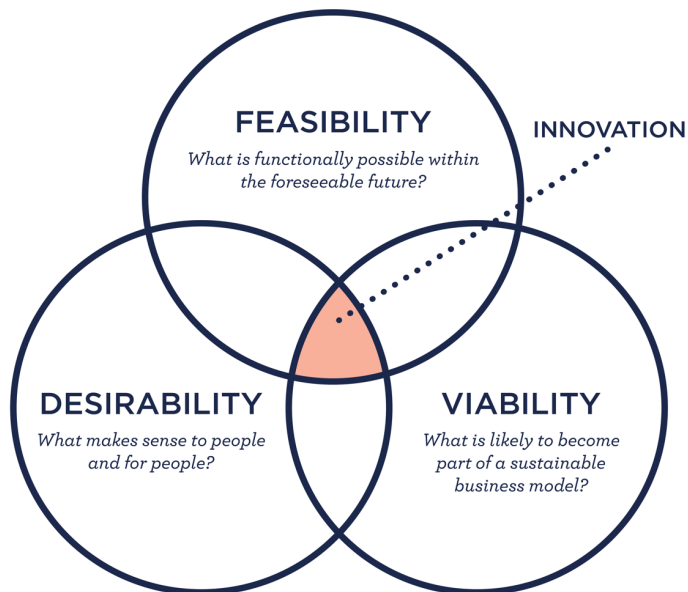
## Design Thinking Process

- Deeply understand the people you are wanting to serve.
- Dream up many ideas.
- Create innovative solutions that are rooted in people's actual needs.

(Brown, 2009)

# Design Thinking Lens

## Why Design Thinking



## Design Thinking Approach

### 1. FRAME A QUESTION

*Identify a driving question that inspires others to search for creative solutions.*

### 2. GATHER INSPIRATION

*Inspire new thinking by discovering what people really need.*

### 3. GENERATE IDEAS

*Push past obvious solutions to get to breakthrough ideas.*

### 4. MAKE IDEAS TANGIBLE

*Build rough prototypes to learn how to make ideas better.*

### 5. TEST TO LEARN

*Refine ideas by gathering feedback and experimenting forward.*

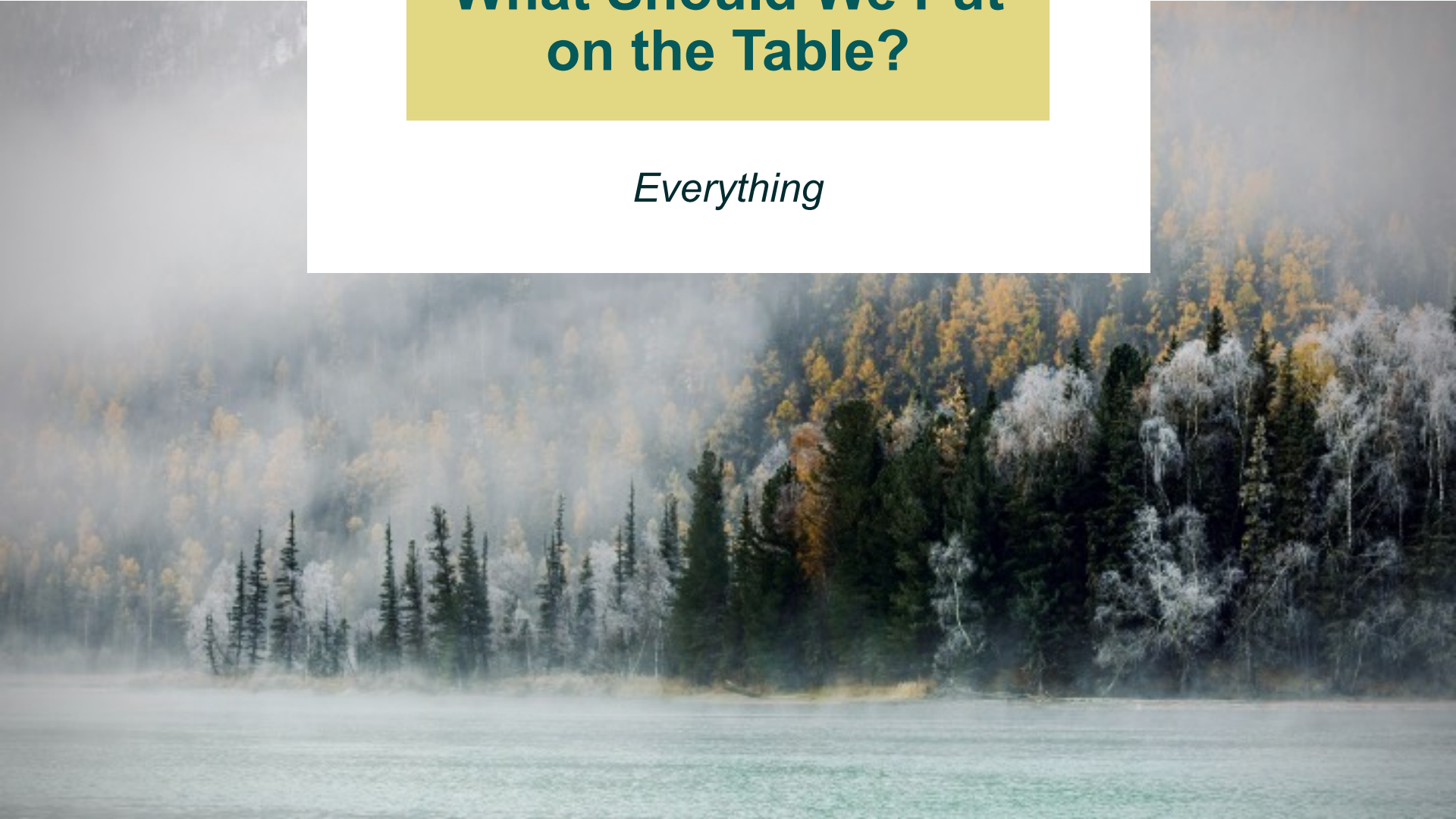
### 6. SHARE THE STORY

*Craft a human story to inspire others toward action.*



# What Should We Put on the Table?

*Everything*



# Research

- Drivers of stress and burnout
- Employee engagement
- Factors that contribute to personal and organizational wellbeing
- Matterering
- Characteristics of effective leaders
- Organizational system change strategies



## Commitment – Culture of Wellbeing

- Resources
- Behaviors of leaders



# Leadership

- Systems – shared accountability
- Local – distributed leadership



## Policies

- Policies and practices align vs. conflict with professional commitment to patient care and ability to do work
- Eliminate policies that are not relevant – wide guide rails and thin rule book

- (Sinsky et al, 2020)



# Work Environment

- Staffing
- Scheduling
- Minimizing administrative tasks
- Reengineering workflows – EHR, supply and equipment distribution, process reengineering, optimize technology
- Empowering teamwork and a culture of connection
- Care Model Innovation



A landscape photograph of a field with a banana plant in the foreground and hills in the background. The image is overlaid with a white rectangle in the center. Inside the rectangle, the word "Resources" is written in a bold, dark blue font. Above the word, there is a small horizontal line.

# Resources

# NAM

## Action Collaborative on Clinician Wellbeing

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NATIONAL ACADEMY OF MEDICINE



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**National Academy of Medicine**  
Action Collaborative on  
Clinician Well-Being and Resilience

### ***Network Organizations of the Action Collaborative on Clinician Well-Being and Resilience***

Over the past fifty years, rates of clinician burnout have drastically increased across the United States. Clinician burnout has serious consequences for patient safety, care quality, and health care costs. The National Academy of Medicine launched the Action Collaborative on Clinician Well-Being and Resilience in 2017 to improve baseline understanding of challenges to clinician well-being, raise visibility of clinician stress and burnout, and elevate evidence-based, multidisciplinary solutions. We invite you to join our national movement as a *Network Organization*.



# **Bakken Center Resources**

Personal  
Wellbeing

Leadership Development  
and Systems Change





## Free Webinars

We offer monthly webinars on a variety of topics designed to help you take charge of your health and wellbeing. Webinars are free but registration is required.

Learn more at  
[csh.umn.edu/community/free-webinars](https://csh.umn.edu/community/free-webinars)



# Mindfulness Programming

## Mindfulness-Based Stress Reduction

Learn mindfulness techniques such as guided instruction, gentle stretching, mindful yoga, mindful communication, and daily at-home practices.

[z.umn.edu/MBSR](https://z.umn.edu/MBSR)

## Intro to Mindfulness

This 4-week course explores what mindfulness is (and isn't) through direct experience and discussion. Each week we will investigate a different aspect of mindfulness and its implications for your life.

[z.umn.edu/  
IntroToMindfulness](https://z.umn.edu/IntroToMindfulness)

## Mindfulness at Work

Mindfulness at Work explores key mindfulness traits and how they relate to essential workplace skills, such as presence, emotional regulation, resilience, cognitive flexibility, and communication, all of which are critical skills for thriving at work.

[z.umn.edu/  
MindfulnessAtWork](https://z.umn.edu/MindfulnessAtWork)

## Mindful Mondays

- Free drop-in sessions
- Noon to 1 PM Central
- Refresh and recharge yourself with an informal hour of meditation and light movement. Our experienced instructors will guide you through exercises that will leave you feeling physically, emotionally, intellectually, and spiritually rejuvenated.
- Learn more at [z.umn.edu/MindfulMondays](https://z.umn.edu/MindfulMondays)



UNIVERSITY OF MINNESOTA

One Stop

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## TAKING CHARGE

of your

### HEALTH & WELLBEING

Manage Health Conditions

Try Holistic Practices

Search this site



be MINDFUL live HEALTHY create CONNECTION feel SAFE find MEANING healing ENVIRONMENTS

## Enhance your wellbeing

You're in charge. Learn how a holistic approach to [wellbeing](#) can help you discover health, contentment, purpose, and connection.

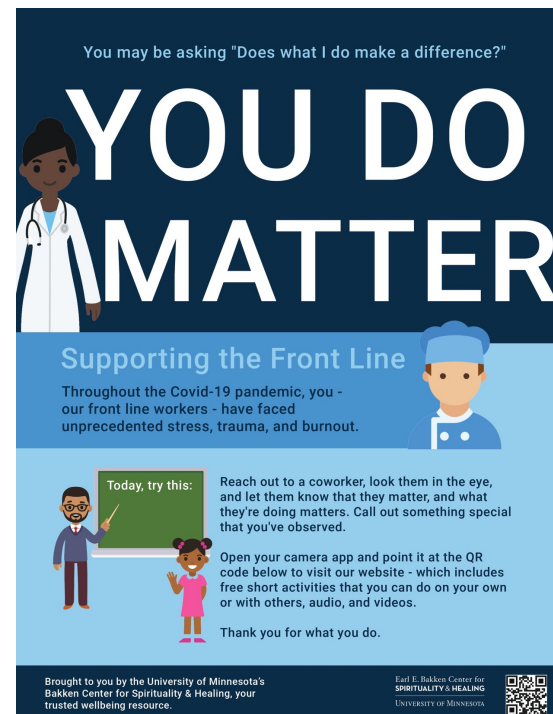
Assess your wellbeing →

Set a goal →



# You Do Matter Campaign

- Each week's video comes with resources for a **Skim** (1 minute), **Swim** (2 minute tip), or **Dive** (5 minute tip)
- The video series is posted across social media to reach front line workers where they are, and shared directly to leaders via email. This campaign has been widely shared across University of Minnesota systems.



# You Do Matter Campaign

## Topics:

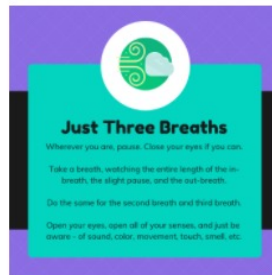
- You Matter and What you do Matters
- Talk about your Emotions and Experiences
- Dealing with Anger
- Healing from Grief and Loss
- Practice Self-Compassion
- Being Real vs. Toxic Positivity
- The Power of a Mindful Pause
- Connecting to Purpose
- Managing Stress
- Compassion and Kindness
- Cultivating Gratitude
- Explore Wellbeing





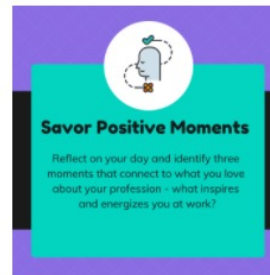
# You Do Matter – Week 1

## *You Matter + What You Do Matters*



30 Seconds

Center yourself with a few deep breaths.



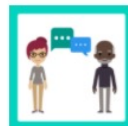
2 Minutes

Reflect upon and savor positive moments.



5 Minutes

Immerse yourself in music and nature.



### Take Care of Each Other

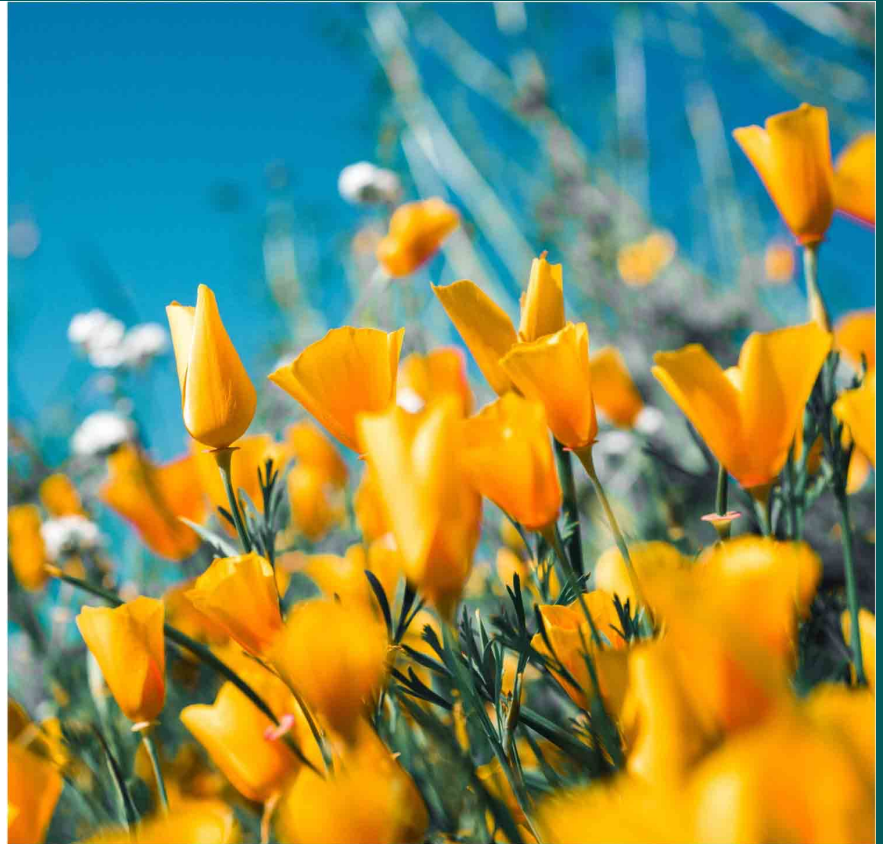
Reach out today to a coworker. Look them in the eye, and let them know that they matter and what they are doing matters. If you can, call out something special you observe.

### Explore More

- [4-7-8 Breathing](#) is simple, takes almost no time, requires no equipment, and can be done anywhere.
- [Kindness 360](#) Practicing kindness every day can improve your wellbeing, as well as the wellbeing of people around you.

# Wellbeing Leadership Series

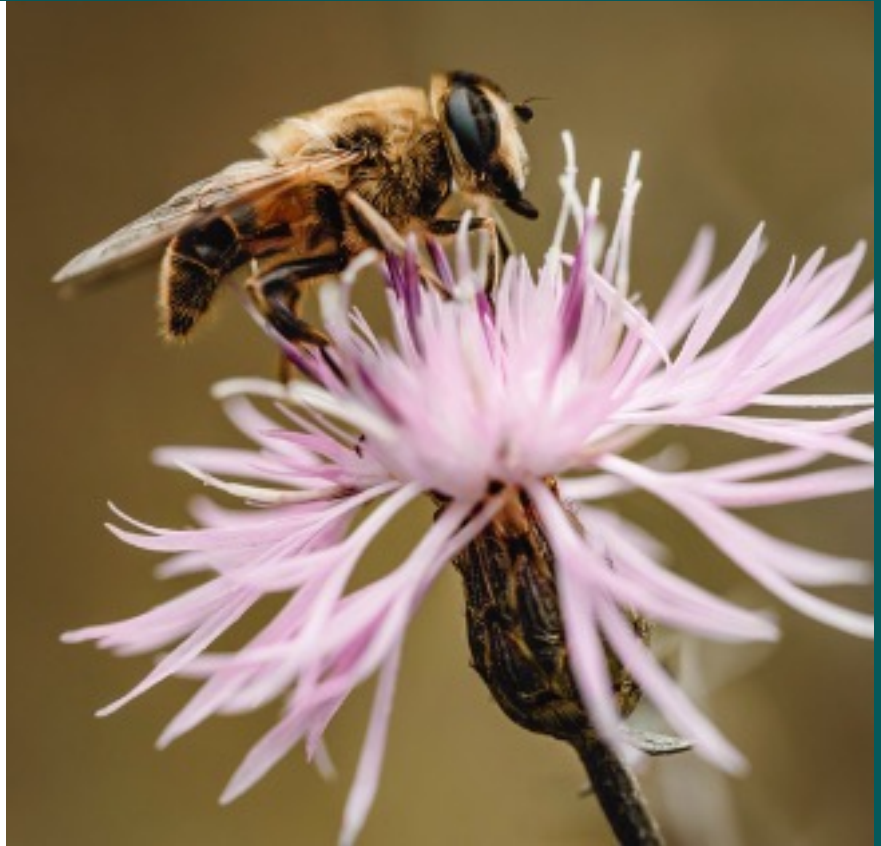
- Day 1 Personal Wellbeing
- Day 2 Organizational Wellbeing
- Day 3 Deepening Leadership Practices



## Gentle Action

- Small changes can have large effects.
- Turbulent systems may be very sensitive to change. Stable ones are highly resistant.
- Great power – small, collaborative and highly coordinated actions.

*David Peat, 2005*





**Questions?**

