Building a Positive Culture: The Alignment of Personal and Organizational Values

AAMC Academic Medical Group Leadership Roundtable

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Objectives

- Provide background information on healthcare workforce well-being and mental health
- Describe the nature of current leadership challenges for healthcare leaders
- Share my experiences in a resource-poor academic institution under threat
- Explore values-driven leadership responses to enhance mental health and well-being
- Emphasize the power of alignment of personal and organizational values in building a positive culture

"When your values are clear to you, making decisions becomes easier."

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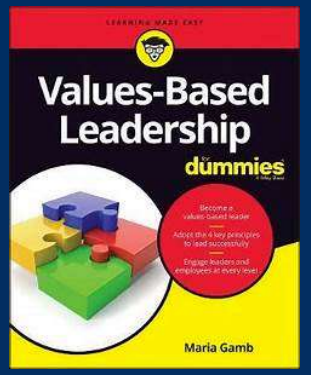
The Problem

- The Apparent Problem
  - Healthcare Workforce “Burnout” and the Demands of Medical Education and Clinical Practice
- The Real Problem
  - The Loss of Meaning in the (Un) Changing Nature of Medical Education and Clinical Practice
- The Challenge
  - The Search for Meaning through Values-Driven Health Care Leadership



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Misery NOS Over the Physician's Lifespan

- Medical students
  - Burnout
  - Depression
  - Suicidal ideation
- Residents/Fellows
  - Burnout
  - Depression

- Physicians
  - Burnout
  - Depression
  - Suicide

25-50%

8-10%

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Personal Testimonials

"I missed the diagnosis **because I was the patient**."

"Just not **tough enough**."

"All of us will have to band together if we want to change this culture. It is imperative that we do so **before another precious life is lost**."

Possible Leadership Responses

- Yoga mats, ice cream bars, and massage chairs—Not
- EMR modifications—Maybe
- Interventions to reduce stigma and enhance resilience in students and residents—Maybe
- Interventions to enhance professional satisfaction and meaning in work—Probably

What is needed is a different approach to leadership!

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“Wellness-Centered Leadership: Equipping Health Care Leaders to Cultivate Physician Well-Being and Professional Fulfillment"

- Care about people always
- Cultivate individual and team relationships
- Inspire change

Shanafelt T et al. doi:10.1097/ACM.0000000000003907

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Values-Based Leadership

- Leading People vs. Managing Things
- Values-Based Leadership → Whose Values?
- Servant Leadership → Serving Whom?

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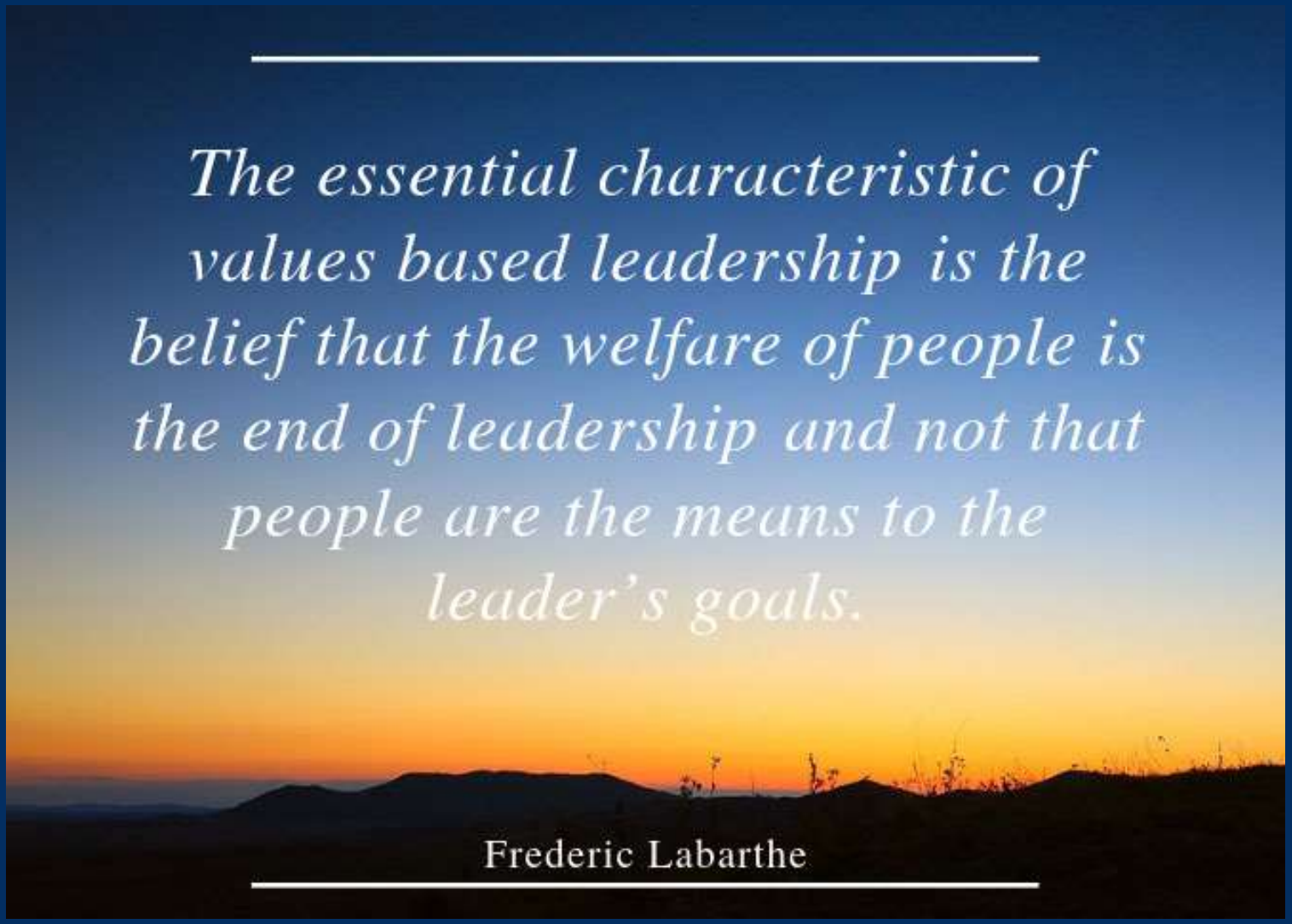

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But how do you achieve your mission if doing so conflicts with the welfare of your faculty and staff members?

Managing Motivation vs. Managing Entropy

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Four Questions

1. What are the ways your life is being affected by your work?
2. What do value and appreciation at work feel like for you?
3. What prevents you from doing a job of which you can be proud?
4. What can be done to move forward and help you do a job of which you can be proud?

Christine Sinsky, MD, Vice President of Professional Satisfaction, AMA

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Finding Meaning in the Healthcare Workplace

- Time, resources, staff, EMR
- Doing the right thing to support doing the right thing
- Finding what matters most to healthcare professionals
- Senior level accountability for defining and supporting meaning
- Meaning vs. joy
    - Elizabeth Goelz, MD, Hennepin Institute for Professional Worklife

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Leading Through Values and Finding Meaning in Healthcare is Expensive

Leading Without Values and Ignoring Meaning in Healthcare is More Expensive

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Ten Years at the University of Nevada, Reno School of Medicine

- 2011-2013 Crisis Intervention
- 2013-2017 New Solutions for Old Problems
- 2017-2020 Re-accreditation and Reimagination
- 2020- The Emergence of a New Academic Medical Center with a New Culture and Values

What do you do in a crisis when all you have is each other?

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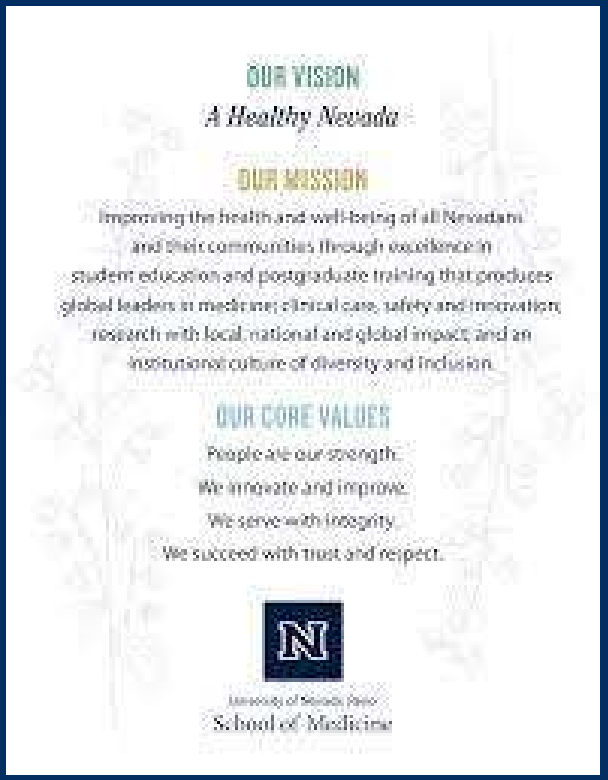
UNR Med Core Values

People are our strength.

We innovate and improve.

We serve with integrity.

We succeed with trust and respect.



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"Name the five values that most characterize your leadership style."

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“How strongly is your leadership style driven by your values?”

“What are the barriers that keep you from leading through your values?”

“How closely do your personal values align with your organizational values?”

“What are two specific actions you could take to more closely align your personal and organizational values?”

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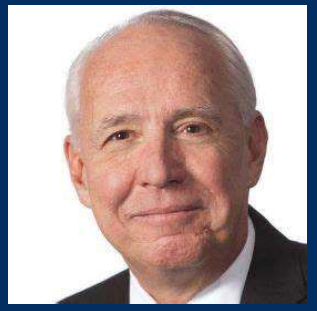
The Power of Self-Disclosure

- Faculty disclosure of mental illness, coping, recovery
- Reduced stigma, more favorable view of help-seeking
- "The personal narratives of physicians who describe their own mental health journeys can be an incredibly powerful tool."
    - Kirch DG. Physician Mental Health: My Personal Journey and Professional Plea. DOI: 10.1097/ACM.0000000000003942



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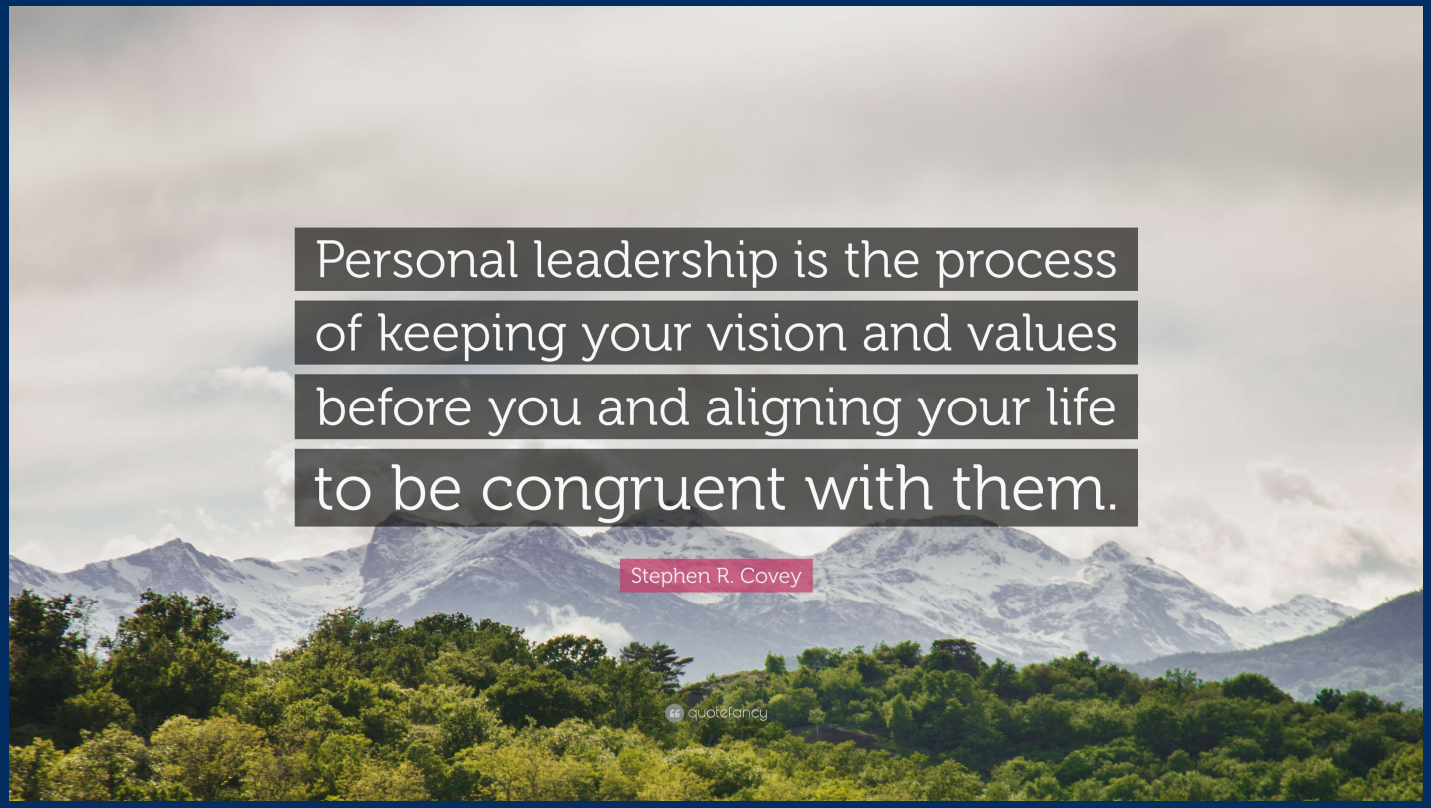
The Personal Expression of Leadership Values



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