



MAYO CLINIC



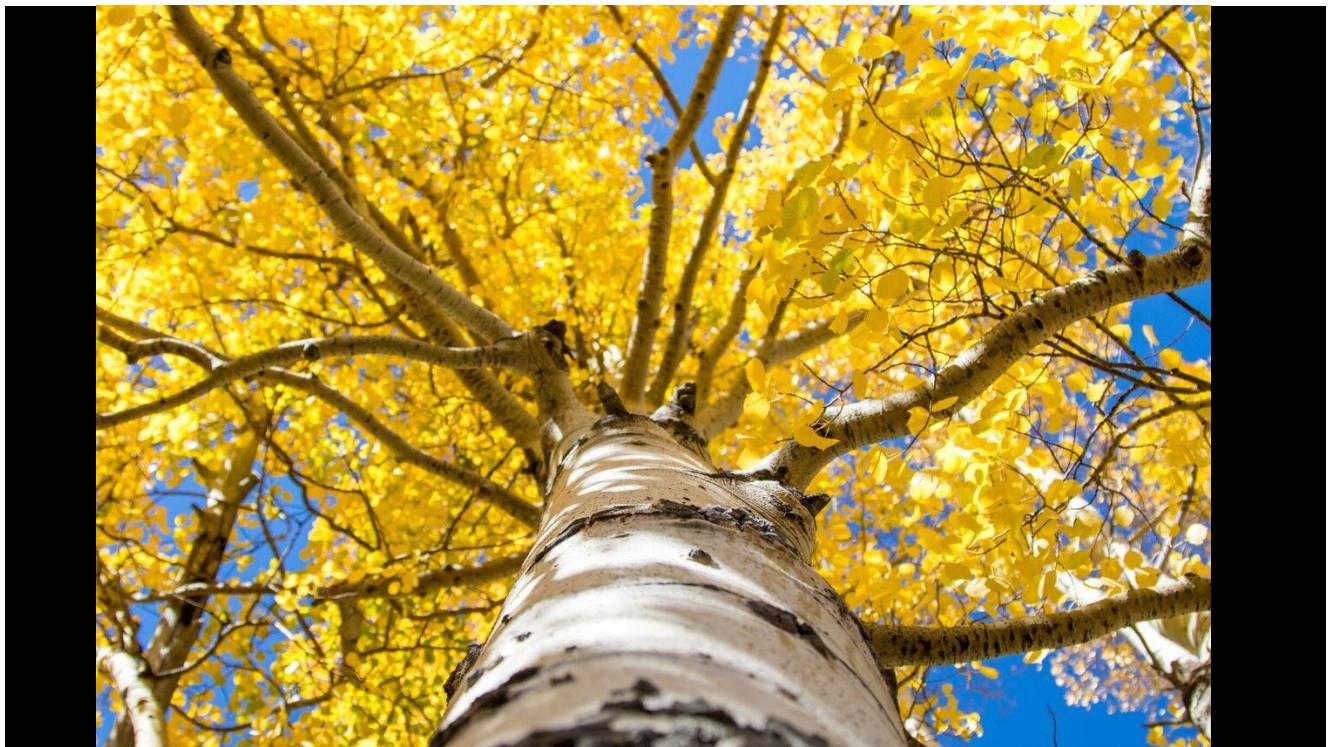
Burnout → Esprit de Corps

(caring for each other for our patients)

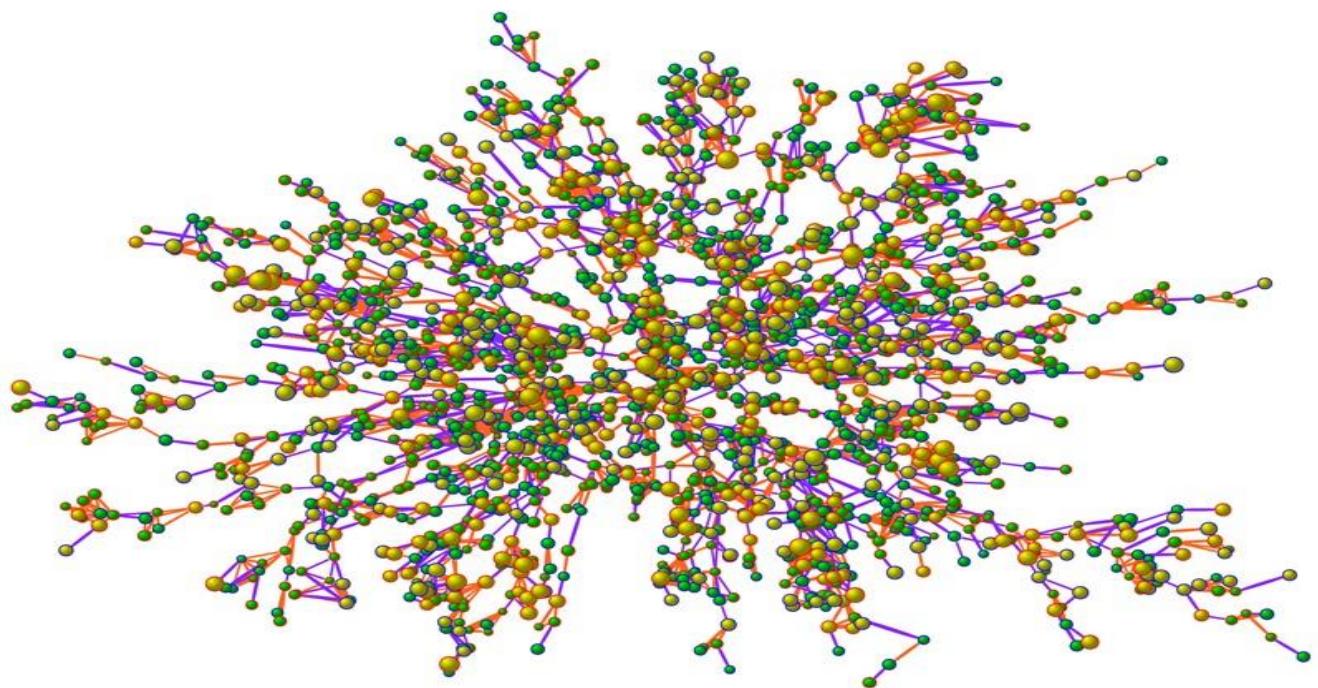
Stephen Swensen, MD, MMM, FACP
Senior Fellow, Institute for Healthcare Improvement
Professor Emeritus, Mayo Clinic College of Medicine

QUALITY
NOTHING IS MORE IMPORTANT

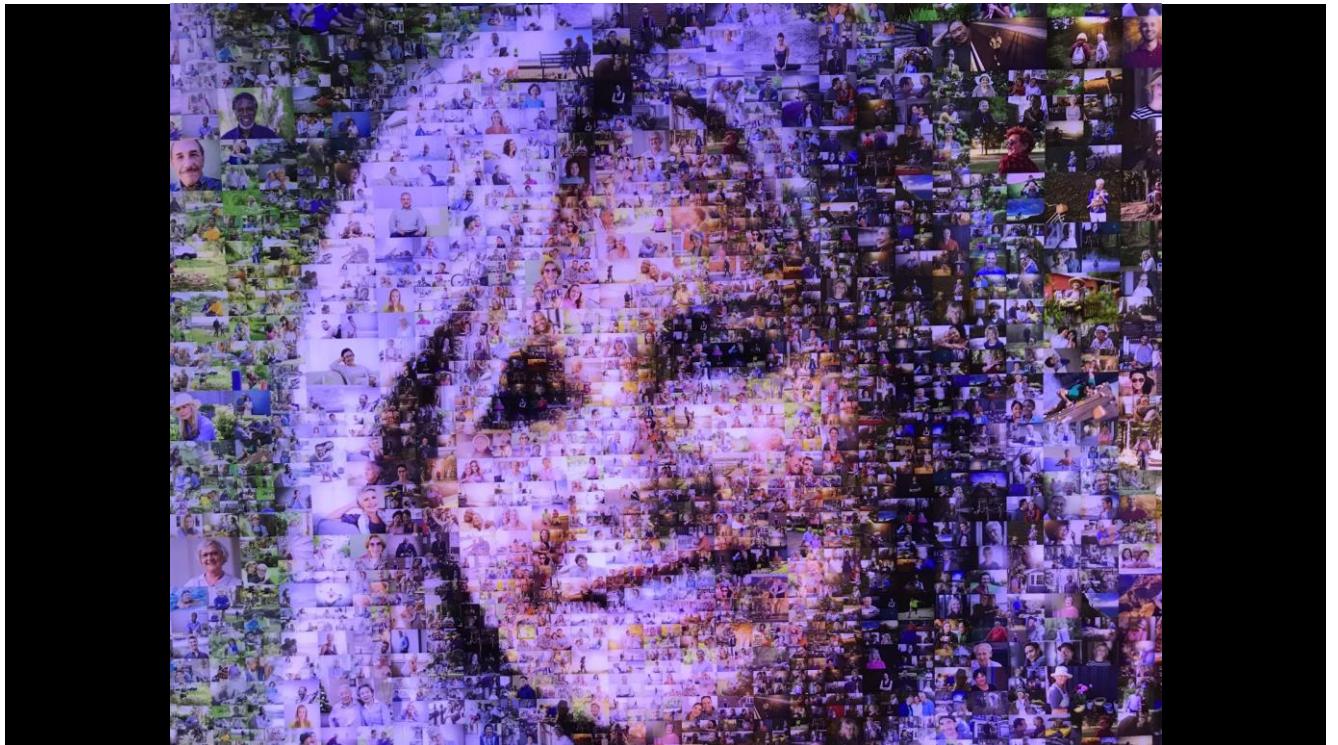
Nothing to disclose.



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



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Swensen, Shanafelt. Organizational Framework: Joy in Practice. The Joint Commission Journal on Quality and Patient Safety. 2017



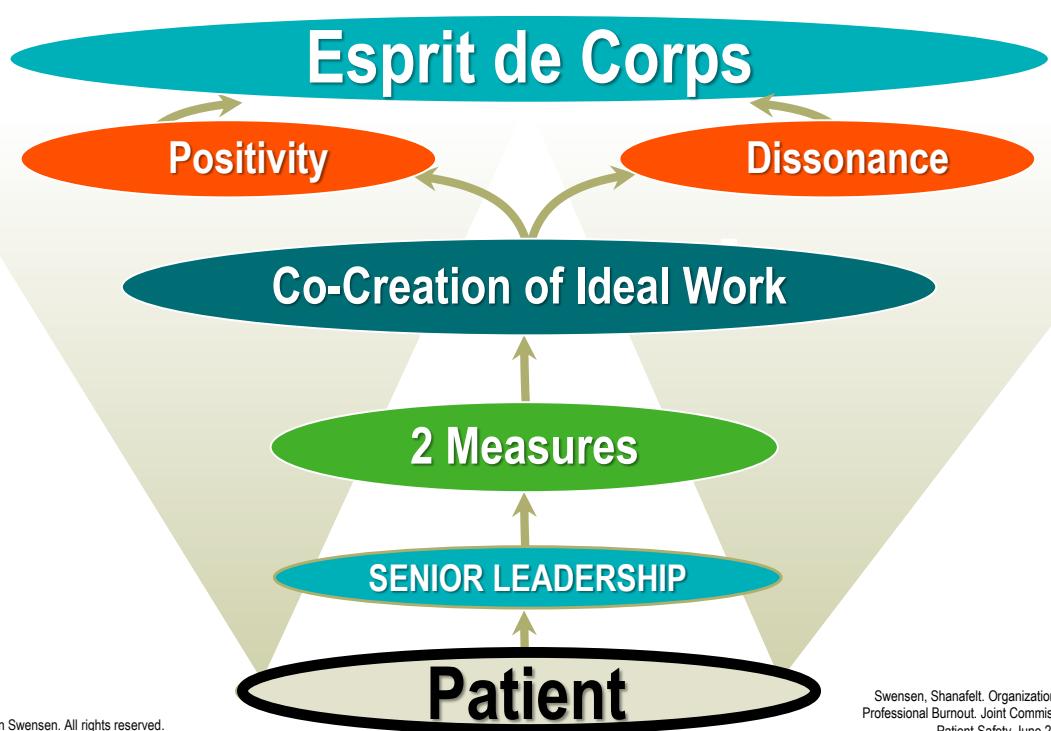
Swensen. Esprit de Corps & Quality...the case for eradicating burnout.. J Healthcare Management. 63(1), 2018



Bisognano. <http://commonhealth.wbur.org/2013/12/flipping-health-care-what-matters-to-you>



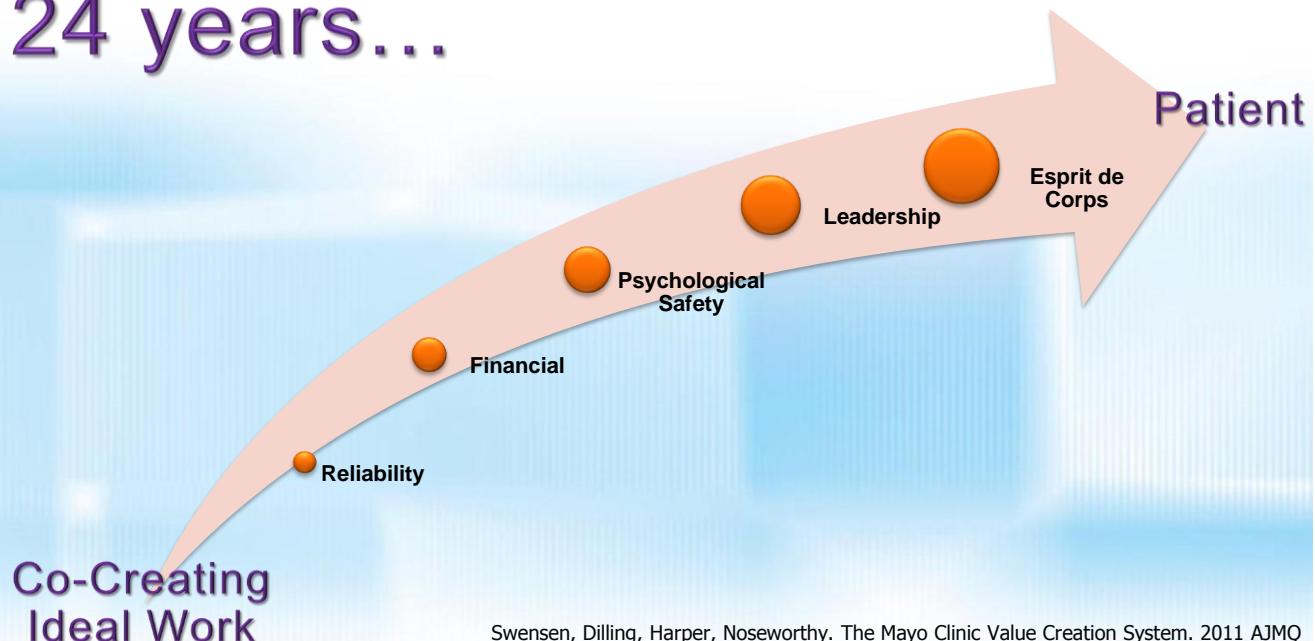
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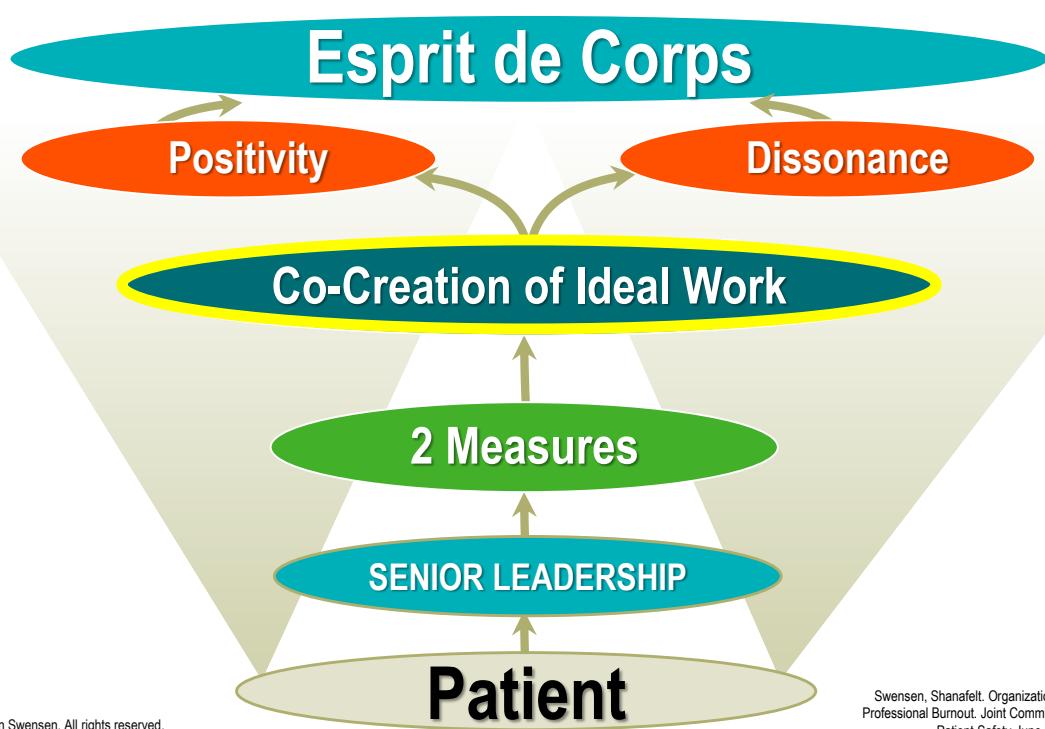
24 years...



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

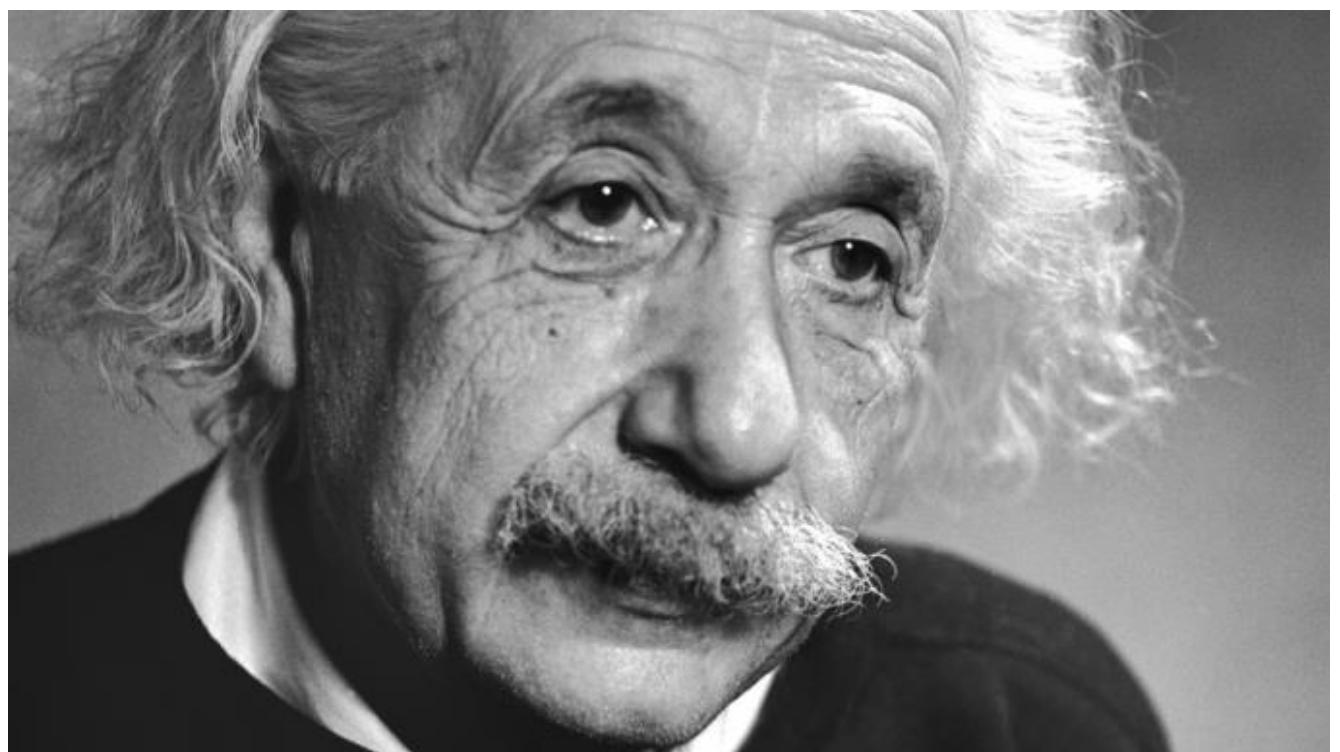
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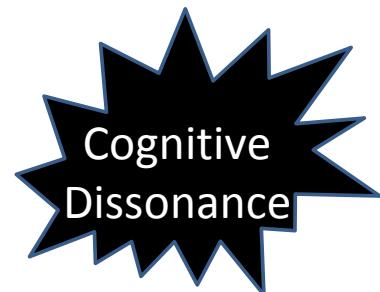
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PROFESSIONAL DISTRESS

ESPRIT DE CORPS

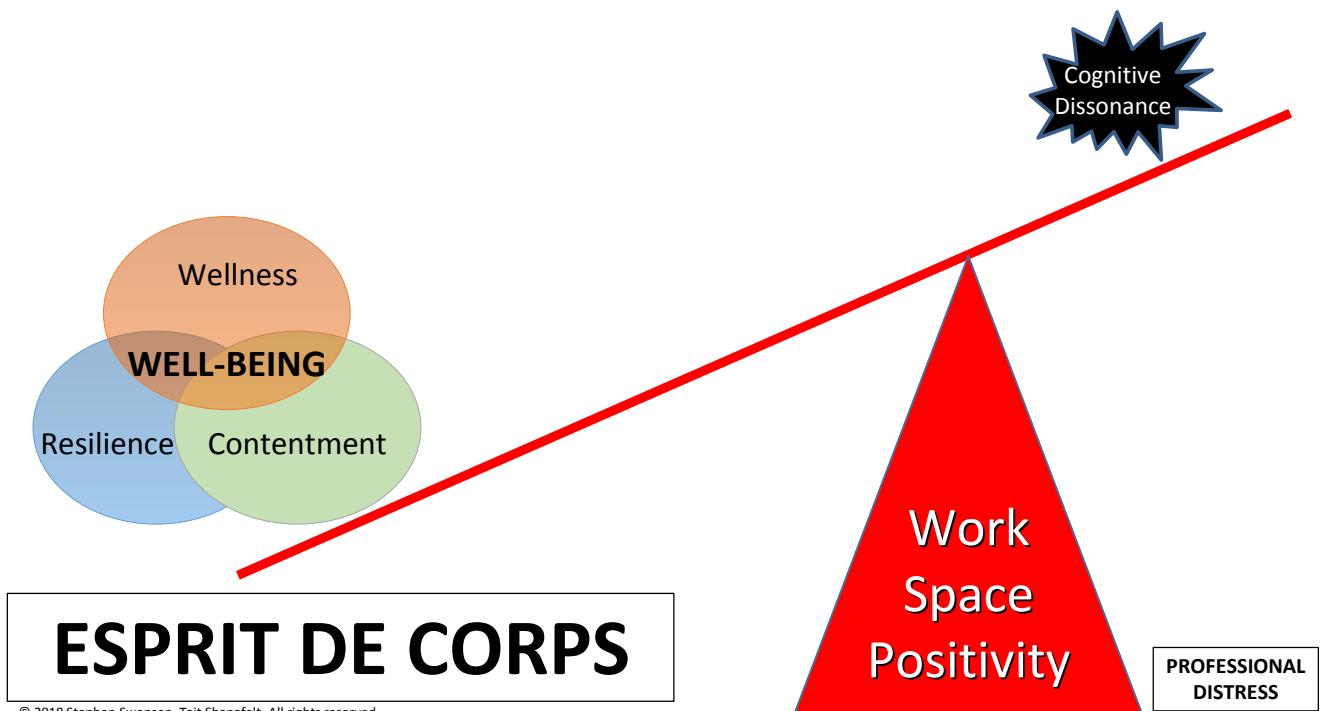
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PROFESSIONAL DISTRESS

ESPRIT DE CORPS

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Cognitive Dissonance...



Aiken et al., Health Affairs, November 2018. Swensen. Esprit de Corps. J Healthcare Management. 63(1), 2018
Swensen, Shanafelt. Organizational Framework to Reduce Professional Burnout. Joint Commission Journal on Quality and Patient Safety June 2017 43(6) 308

∅ Excellence
Work > Resources
Practice Inefficiency
Needless Work
Compensation
Autocracy
Isolation
Fatigue
Safety



Aiken et al., Health Affairs, November 2018. Swensen. Esprit de Corps. J Healthcare Management. 63(1), 2018
Swensen, Shanafelt. Organizational Framework to Reduce Professional Burnout. Joint Commission Journal on Quality and Patient Safety June 2017 43(6) 308

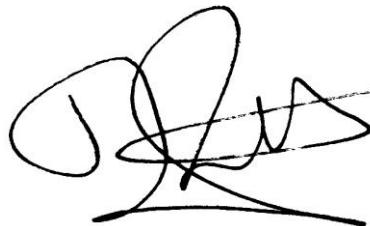




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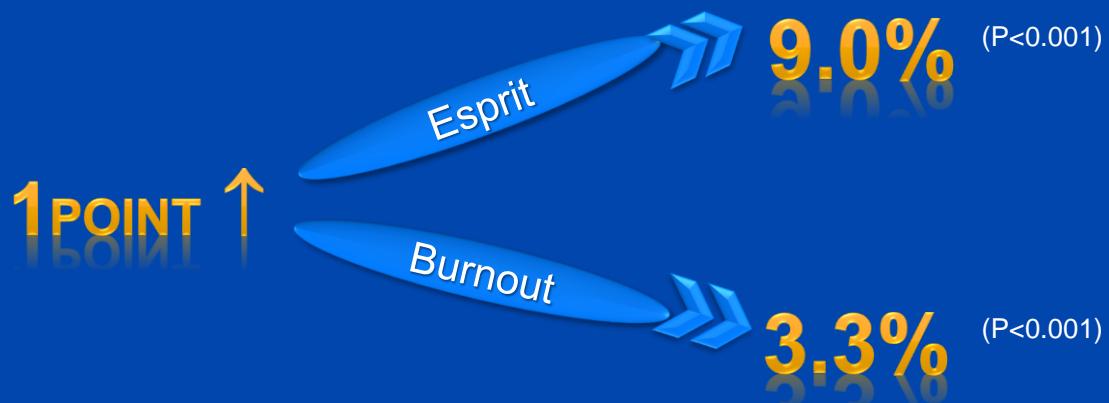
mkgandhi



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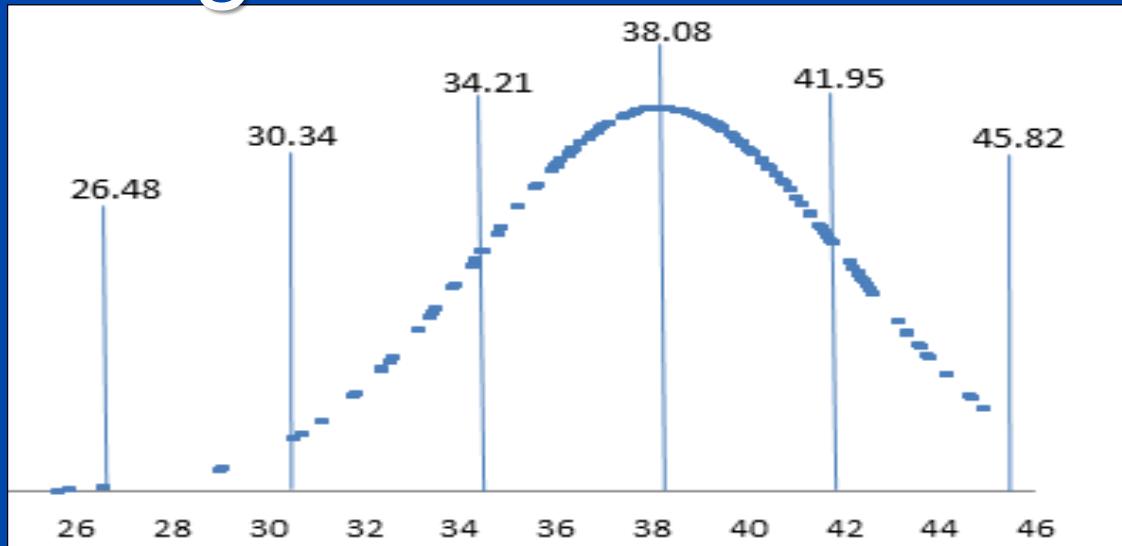
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Five Leadership Behaviors



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

“Signature Size - EQ”



Shanafelt, Menaker, Buskirk, Gorringe, Swensen. Leadership Dimensions. Mayo Clinic Proceedings. 4/2015 90(4)
Shanafelt, Swensen. Using the Annual Review to Reduce Burnout and Promote Engagement. American J Medical Quality 2017

**“My supervisor cares
about me as a
person.”**

<http://www.gallup.com/businessjournal/493/item-supervisor-cares-about.aspx>

Tuesday...



Job Crafting

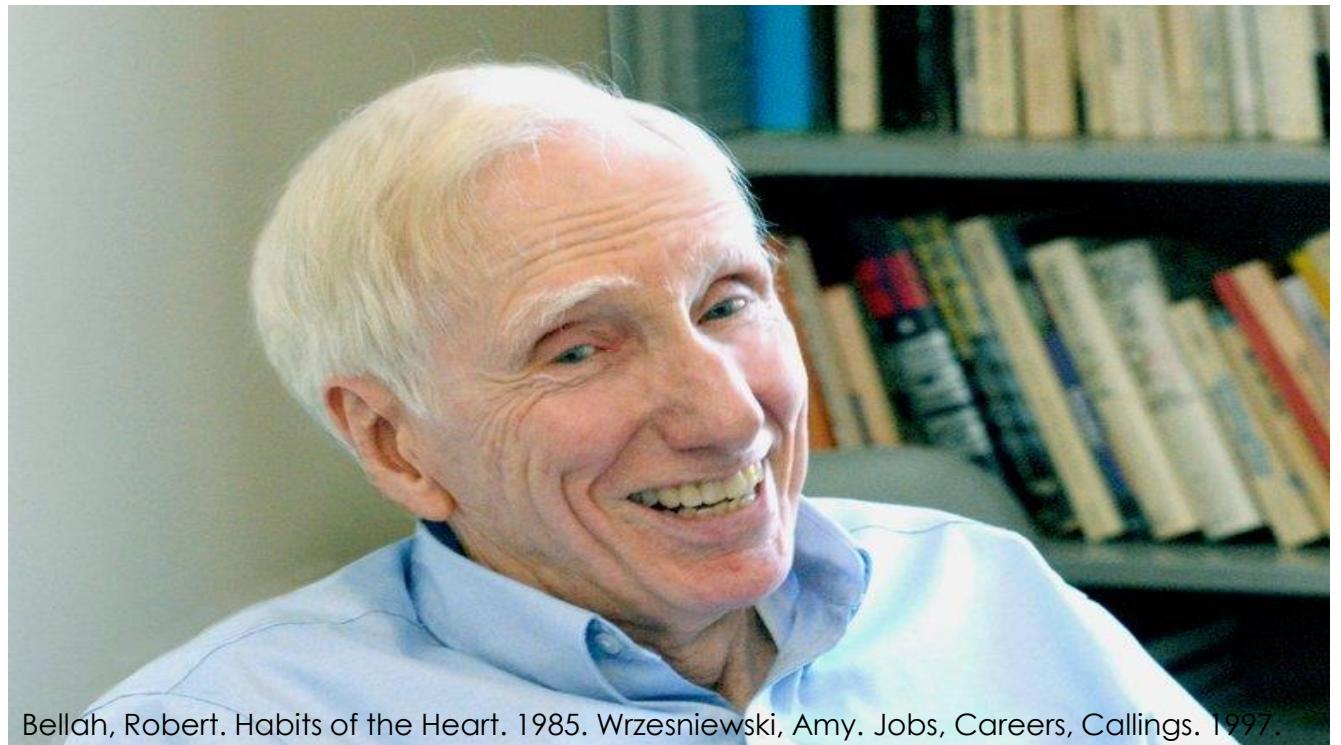


Berg, J. M., Grant, A. M., & Johnson, V. (2010a). When callings are calling: Crafting work and leisure in pursuit of unanswered occupational callings. *Organization Science*, 21(5), 973-994.
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Tuesday...







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Forehead – Competitors -- 37%



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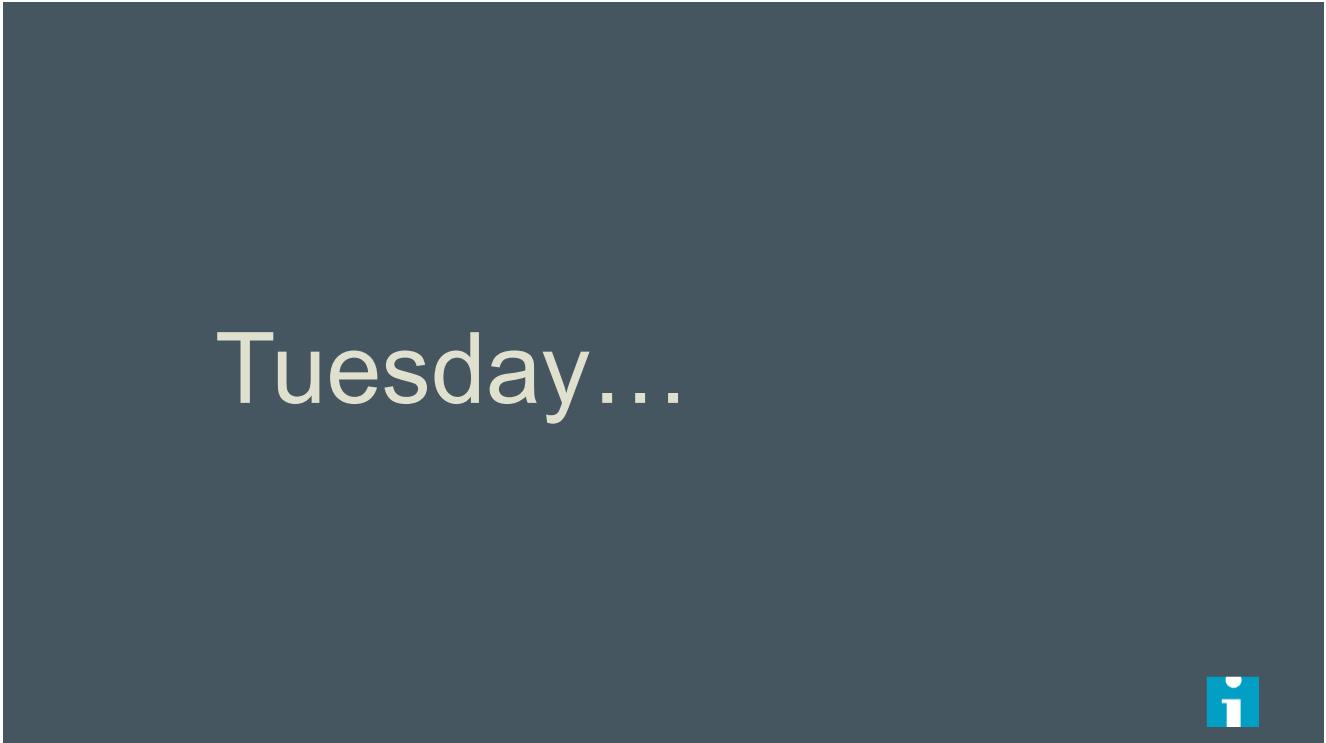
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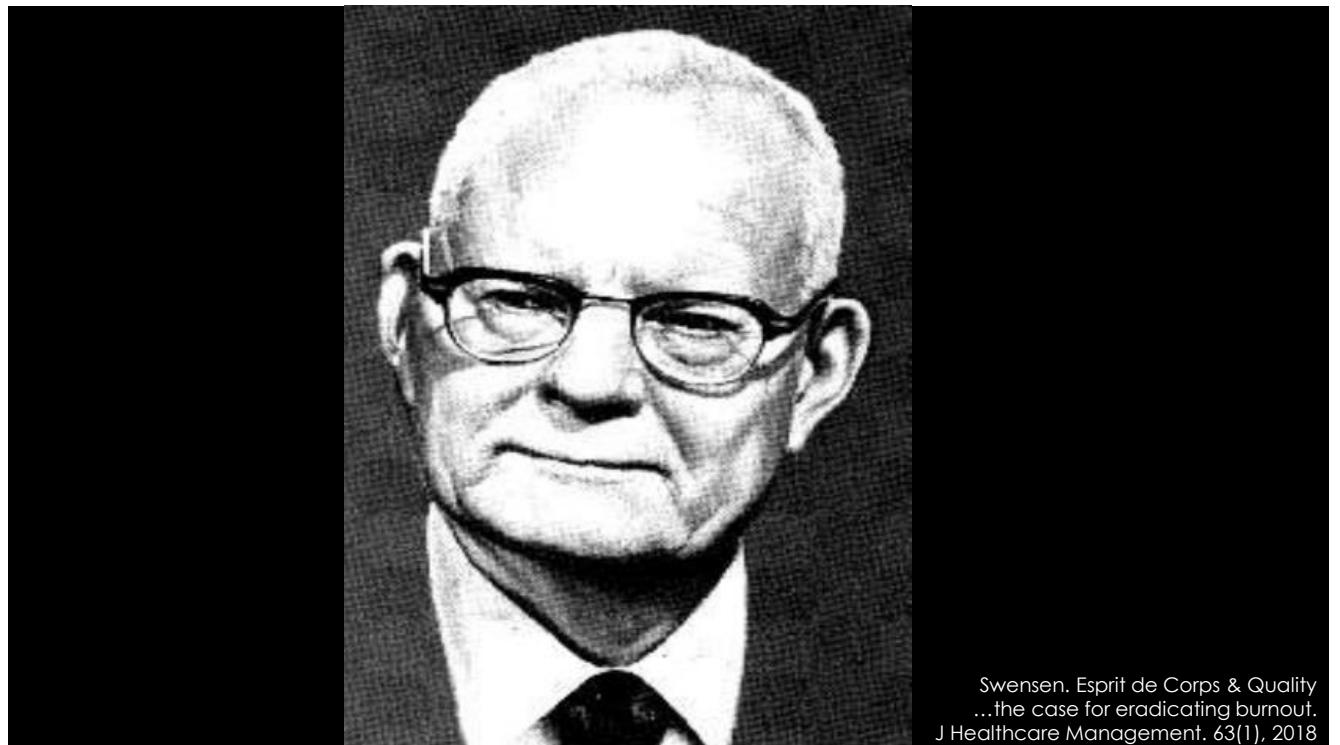


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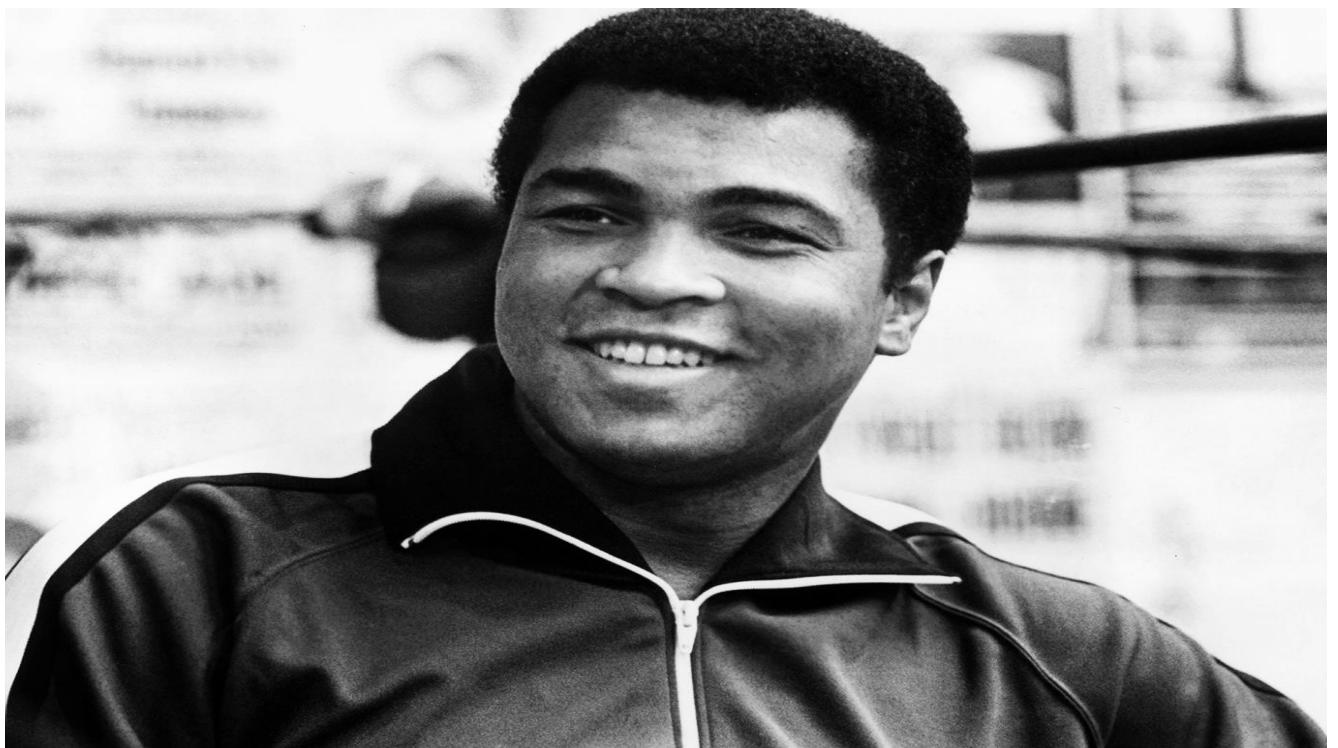


Tuesday...

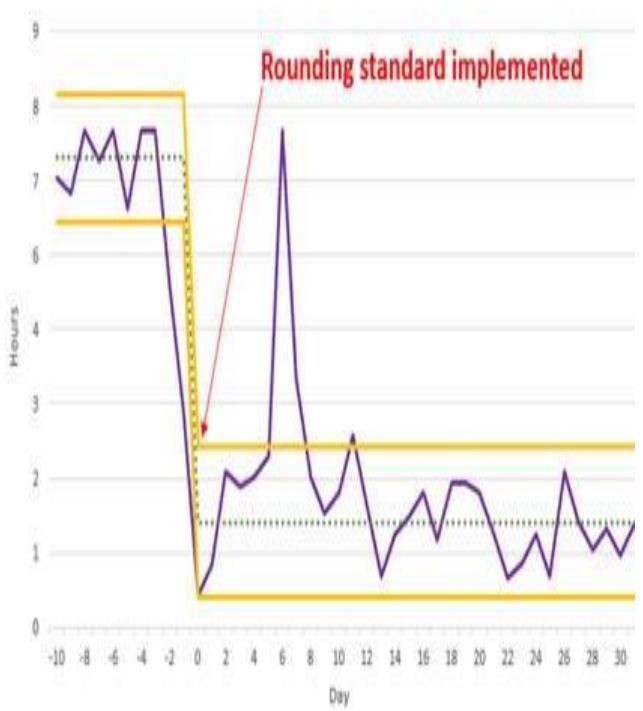




Swensen. Esprit de Corps & Quality
...the case for eradicating burnout.
J Healthcare Management. 63(1), 2018



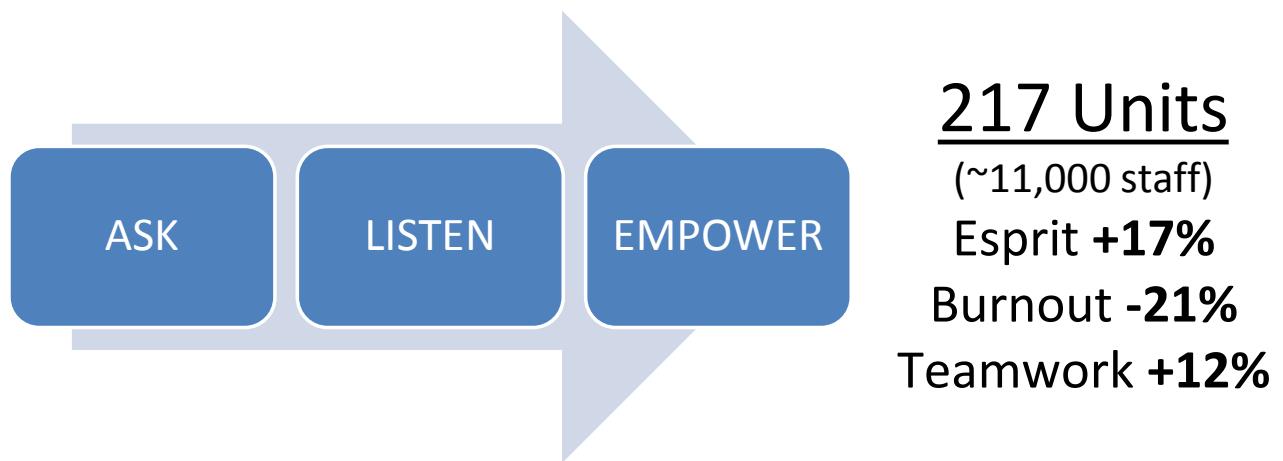
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Swensen, Kabcenell, Shanafelt. Journal of Healthcare Management. 61:2 105-127 March/April 2016

CO-CREATING IDEAL WORK



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

Tuesday...



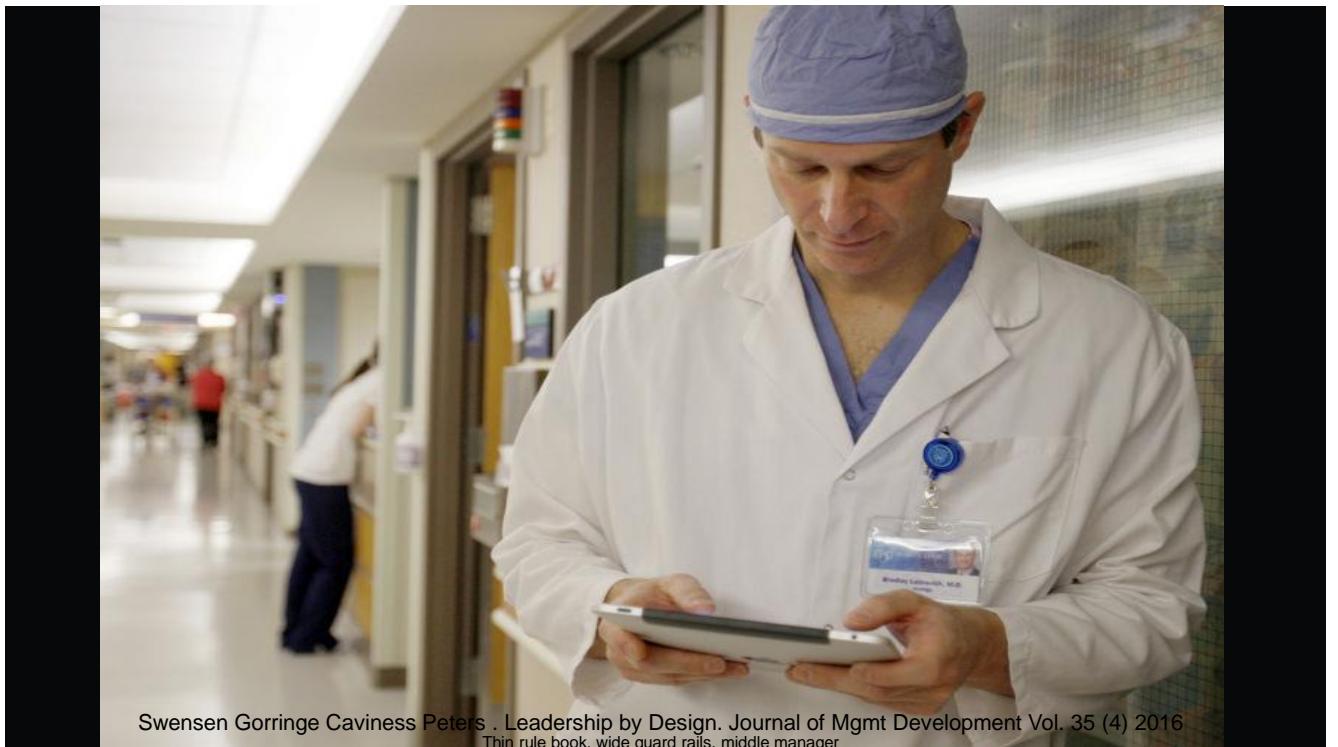




Pink, D. H. (2009). *Drive: The surprising truth about what motivates us*. New York, NY: Riverhead Books.



Swensen. Esprit de Corps & Quality ...the case for eradicating burnout. J Healthcare Management. 63(1), 2018



Swensen Gorringe Caviness Peters . Leadership by Design. Journal of Mgmt Development Vol. 35 (4) 2016
Thin rule book, wide guard rails, middle manager



www.GreatPlacesToWork.com Root of the tree is trust. Michael C. Bush

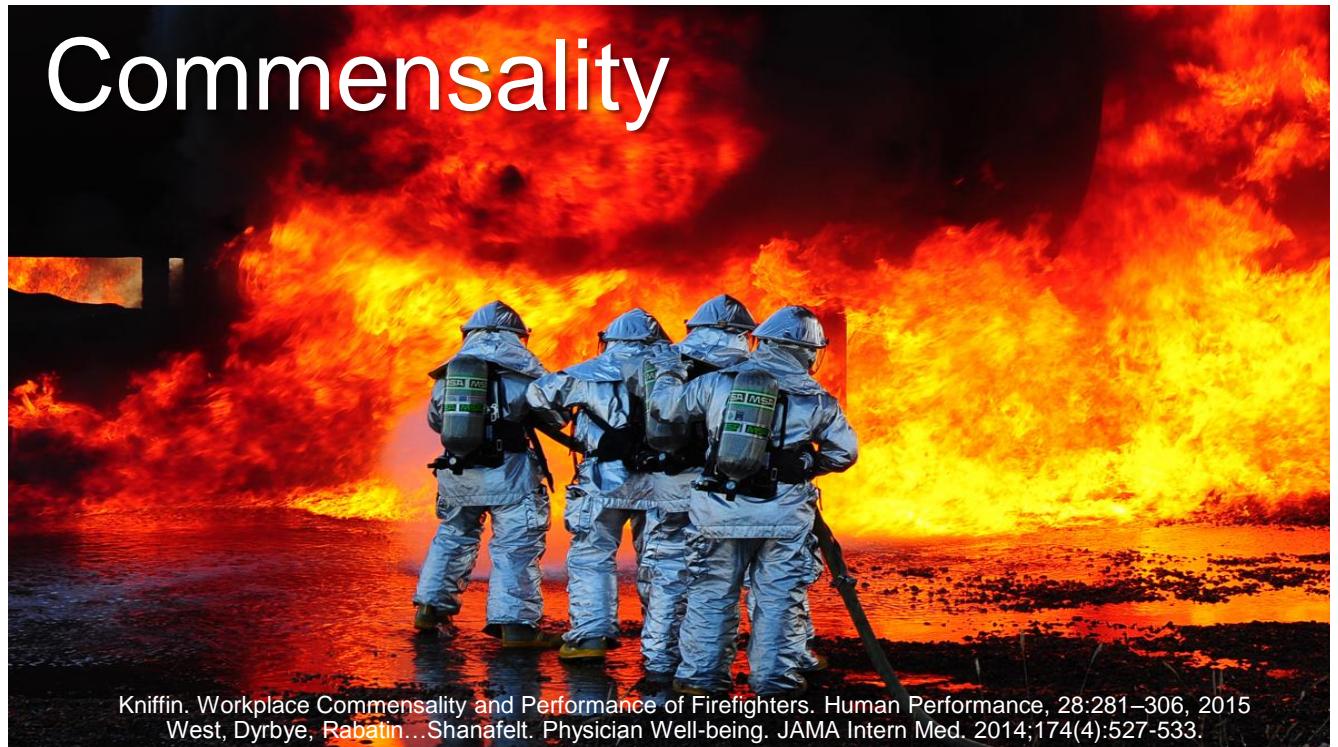
Tuesday...





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Commensality

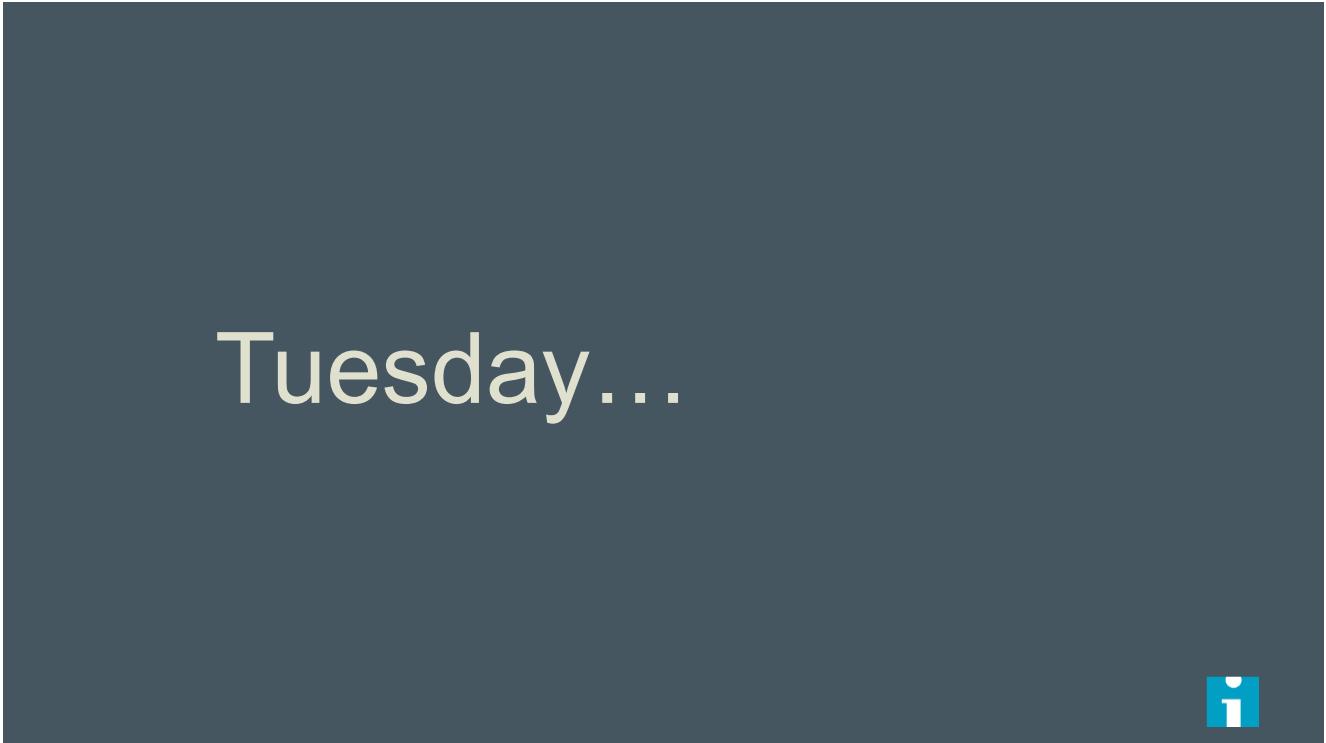


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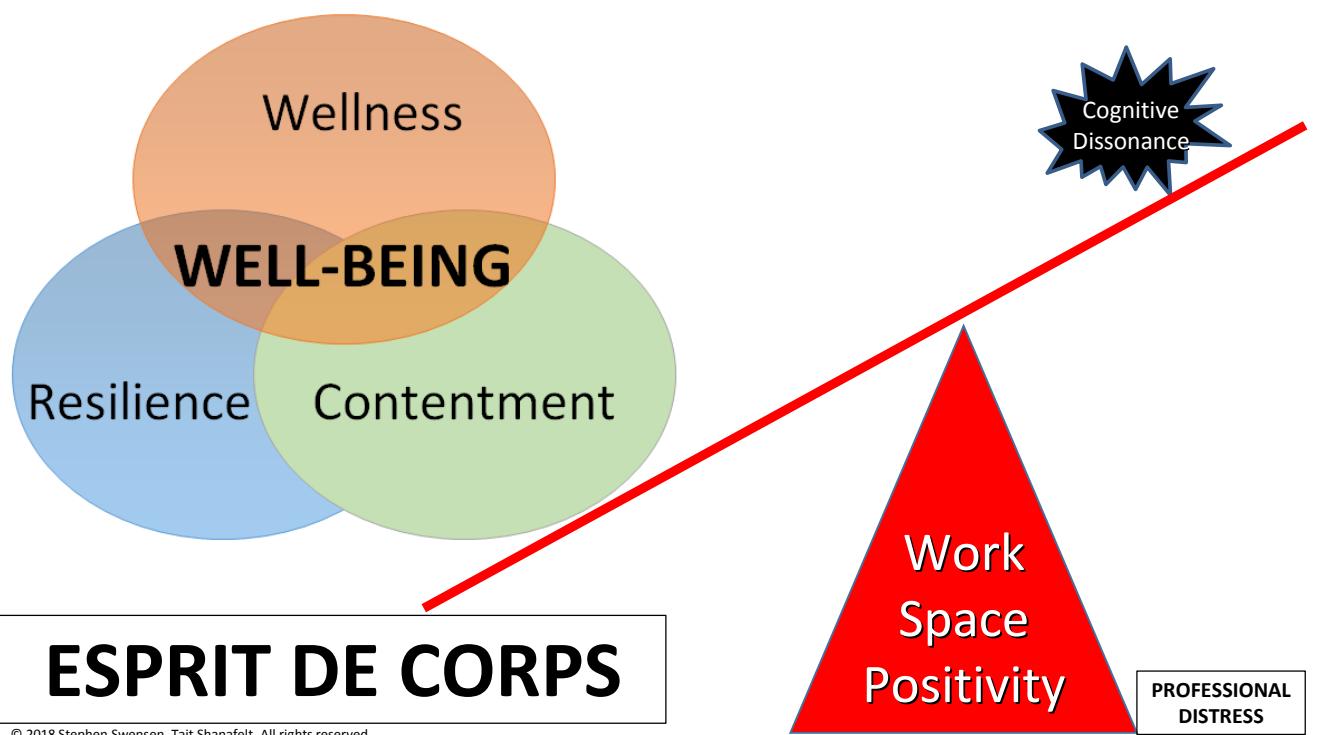
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Tuesday...



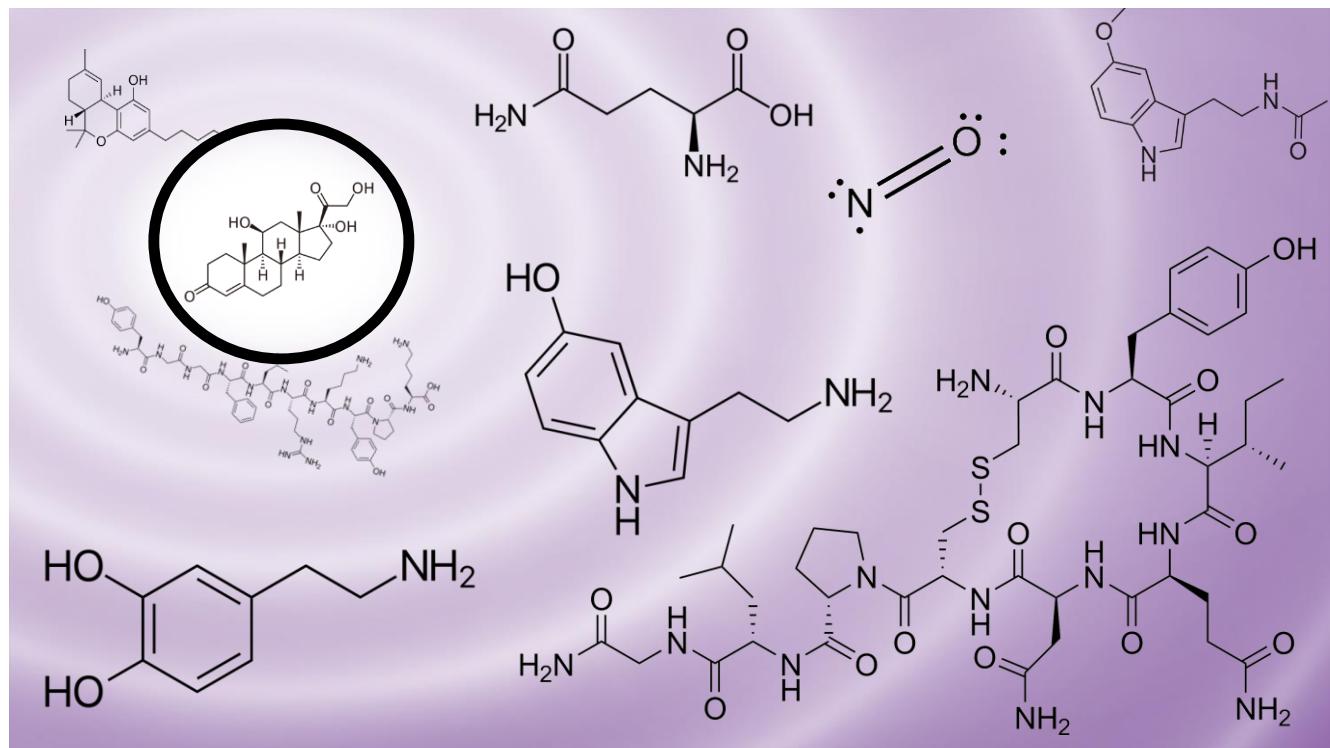


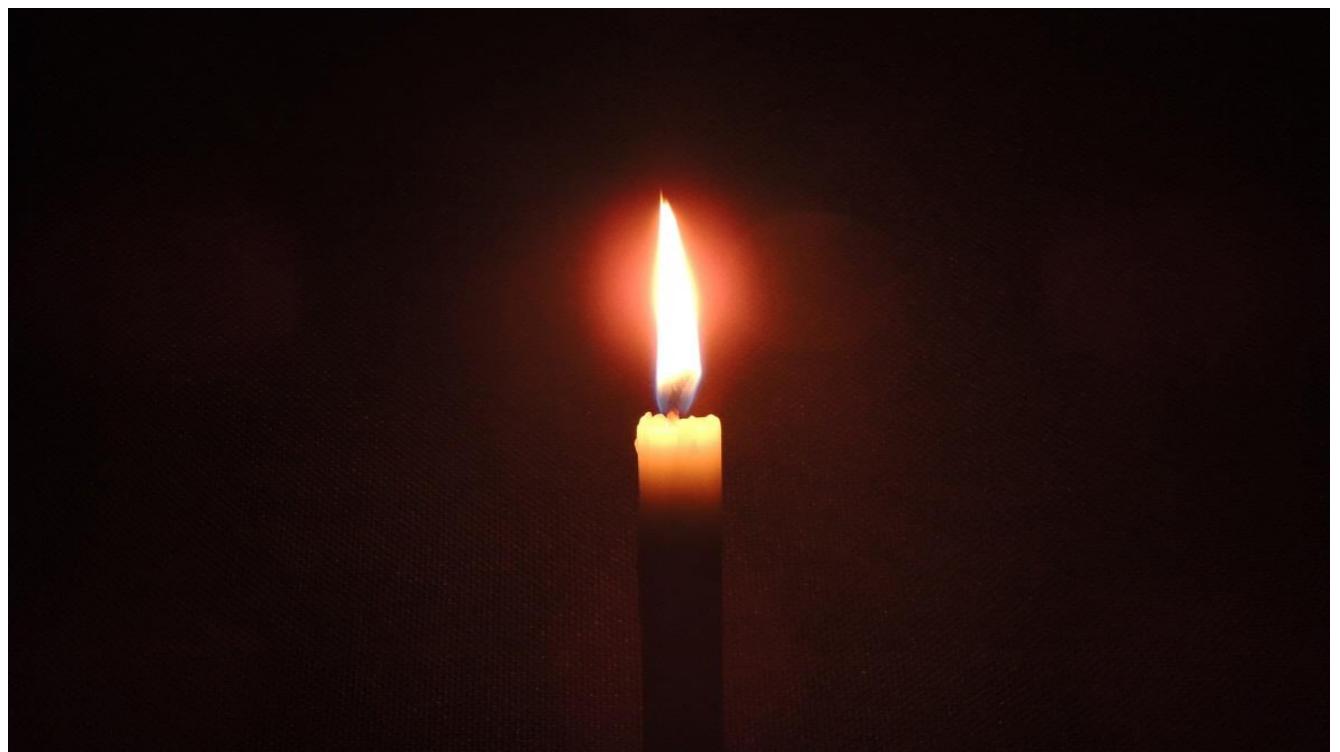
Allostatic Load

Burgard, Lin. Bad Jobs, Bad Health? Am Behav Sci. 2013 August ; 57(8)
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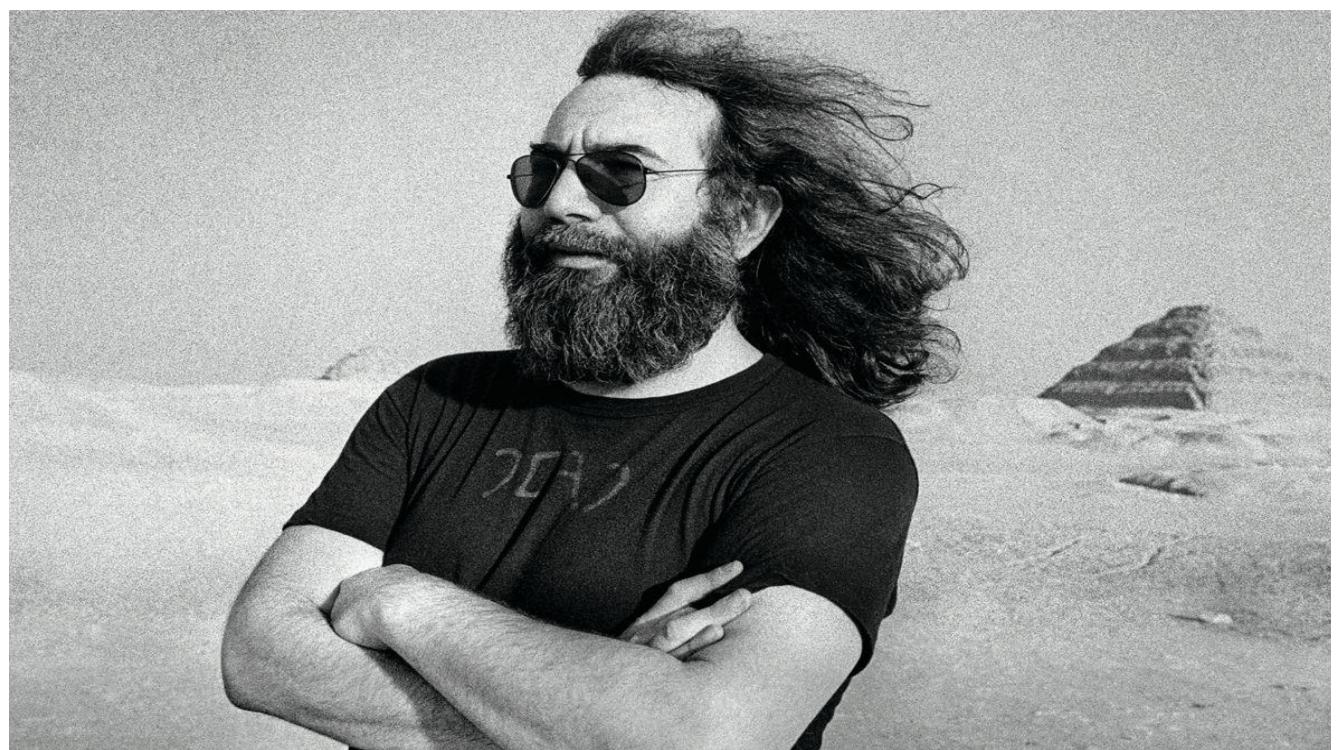




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Tuesday...

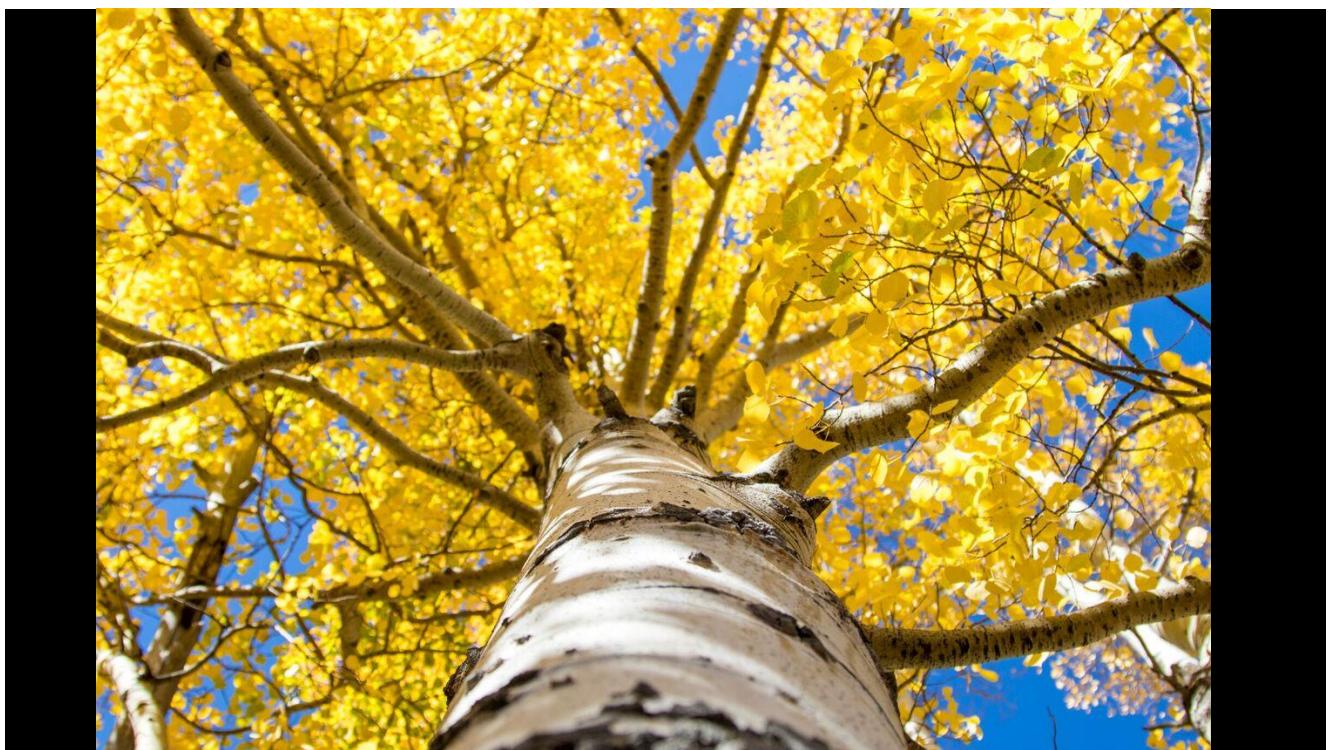




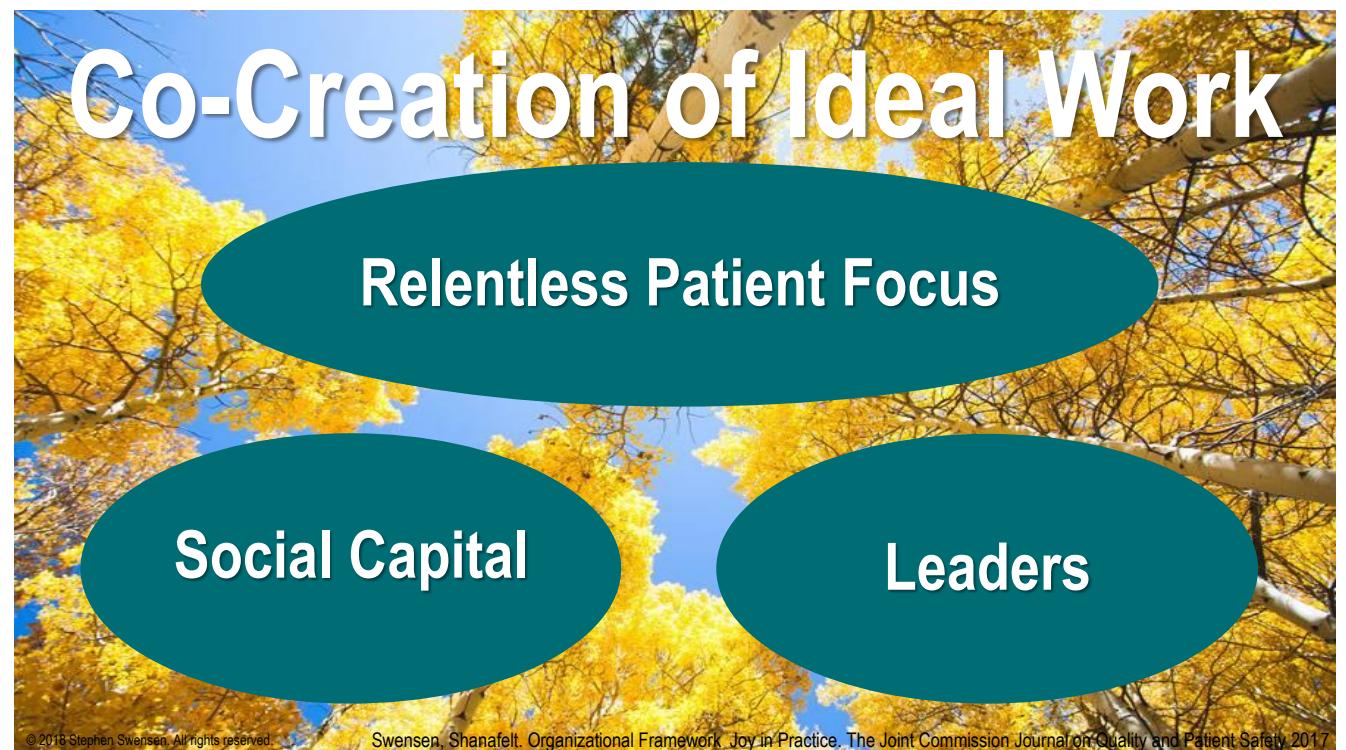
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Swensen Gorringe Caviness Peters. Leadership by Design. Journal of Mgmt Development Vol. 35 (4) 2016



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Swensen, Shanafelt. Organizational Framework Joy in Practice. The Joint Commission Journal on Quality and Patient Safety. 2017



MAYO CLINIC



Burnout → Esprit de Corps

(caring for each other for our patients)

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Senior Fellow, Institute for Healthcare Improvement
Professor Emeritus, Mayo Clinic College of Medicine

QUALITY
NOTHING IS MORE IMPORTANT

Nothing to disclose.