

Kindness

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Vänlighet Godet

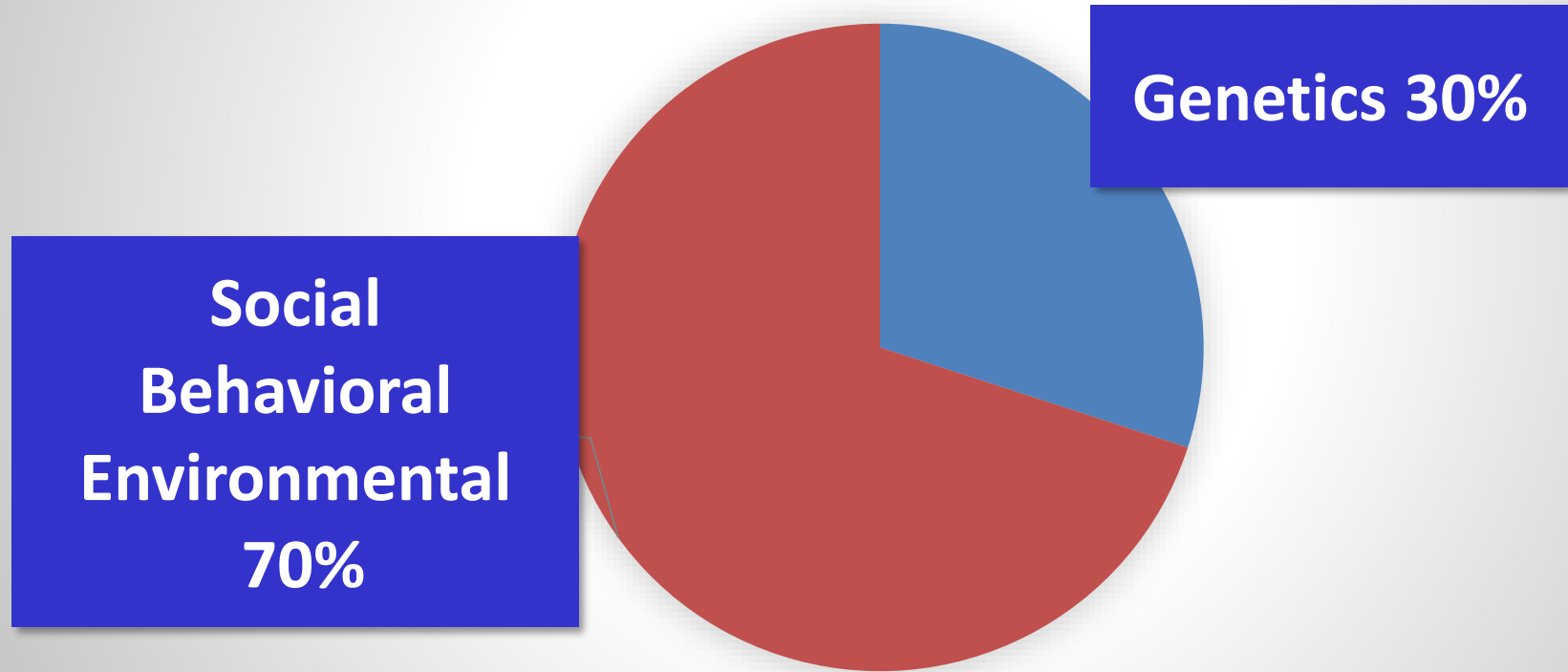
Snällhet Völvilja

Ett Bra Liv



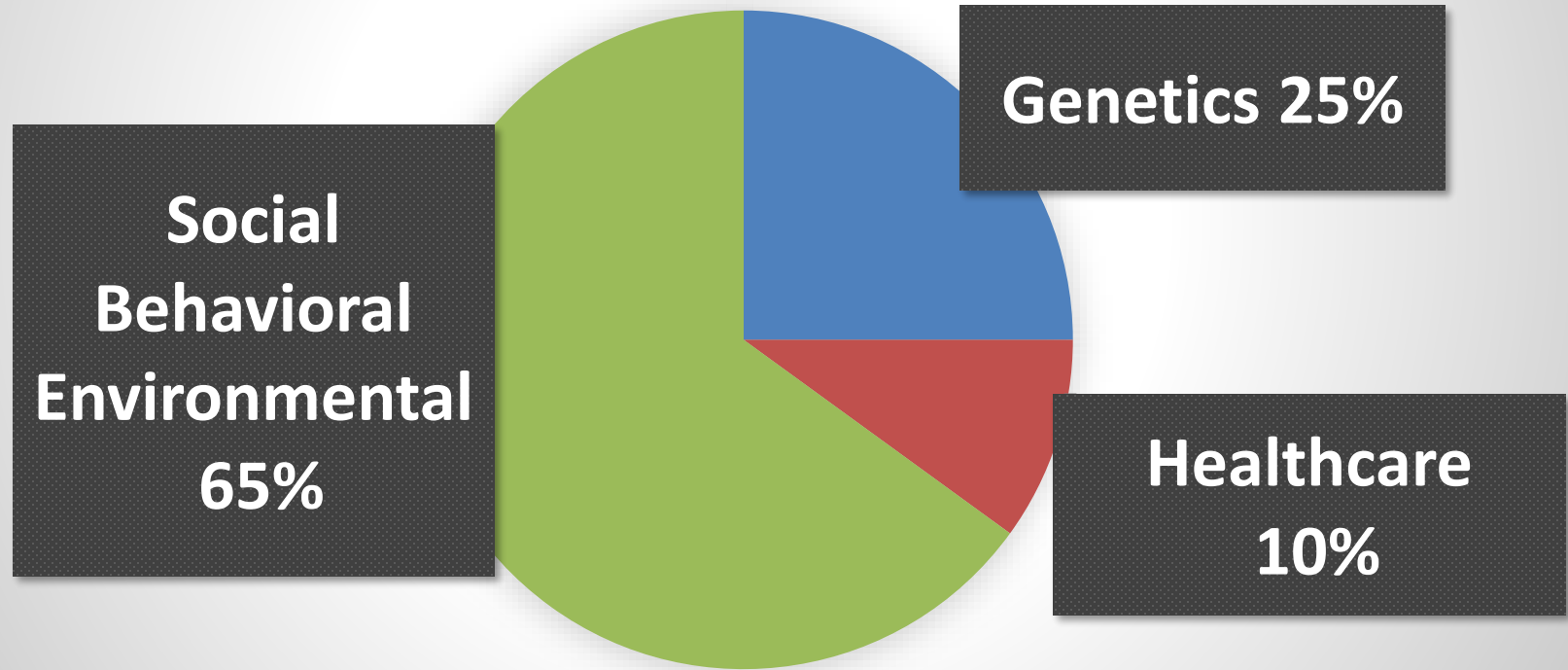
O'Connor. (2017). Happiness and welfare state policy. Review of Behavioral Economics, 4(4), 397. We all live a better life

Happiness



DeNeve, K.M. 1999. The Role of Personality for Subjective Well-Being. *Current Directions in Psychological Science* 8(5): 141– 144.
Lyubomirsky. Pursuing Happiness: Architecture of Sustainable Change. *Review of General Psychology*. 2005, Vol. 9, No. 2, 111–131

Healthspan



54 DETERMINANTS

Society (n=14)

Individual (n=16)

Organization (n=24)





Iceland



Israel



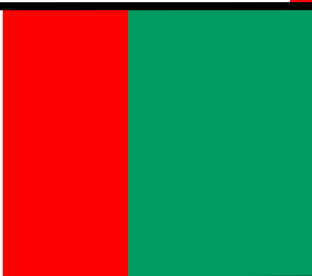
Switzerland



Sweden



Canada



Ireland



Luxembourg



New Zealand



Finland



Norway



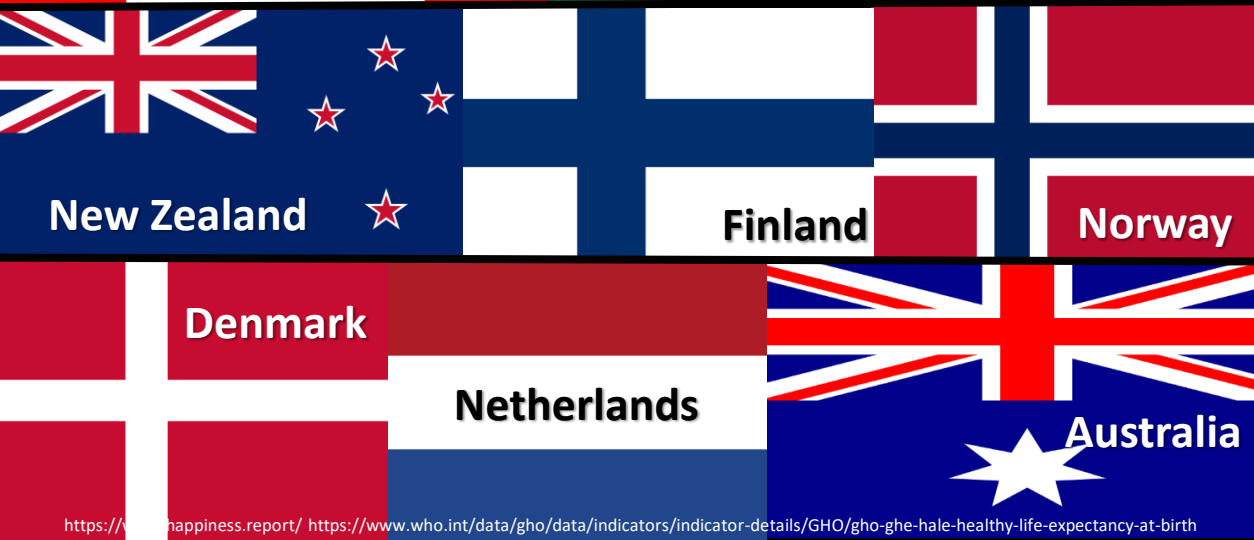
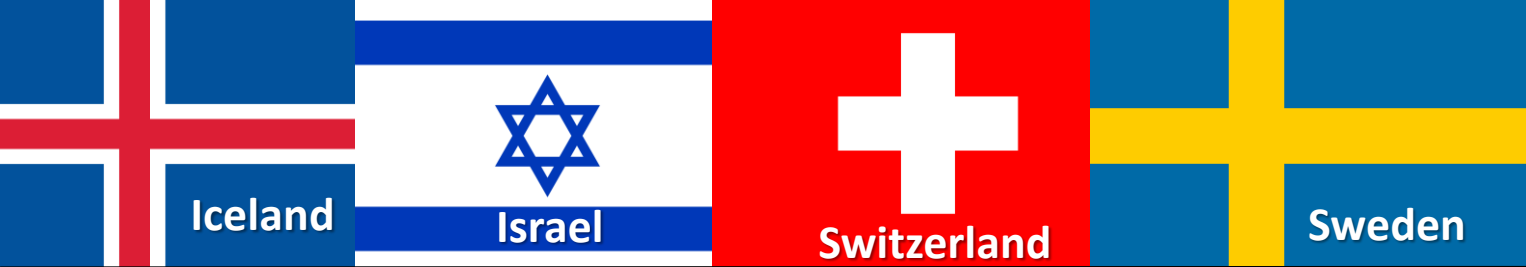
Denmark



Netherlands



Australia



**Trust
Equity
Freedom**



Organizations

Agency

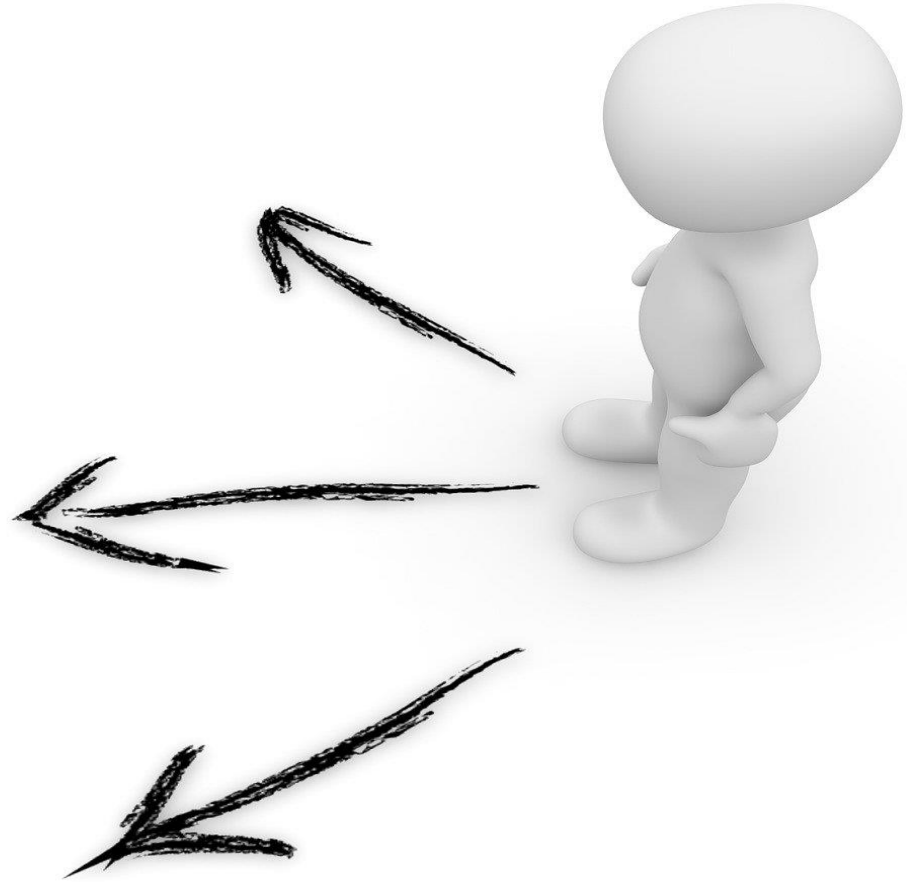
Ikigai

Collective

Effervescence

Positivity

Agency



Marmot, Whitehall Study, International Journal of Epidemiology, Vol 34:2, April 2005, 251–256 J Pers Soc Psychol 1976;34(2):191-198. Journal of Applied Social Psychology 34 (2004).; Lancet Vol 337 (1991). Baard, Deci, Ryan. Journal of Applied Psychology. 2004, 34, 10,

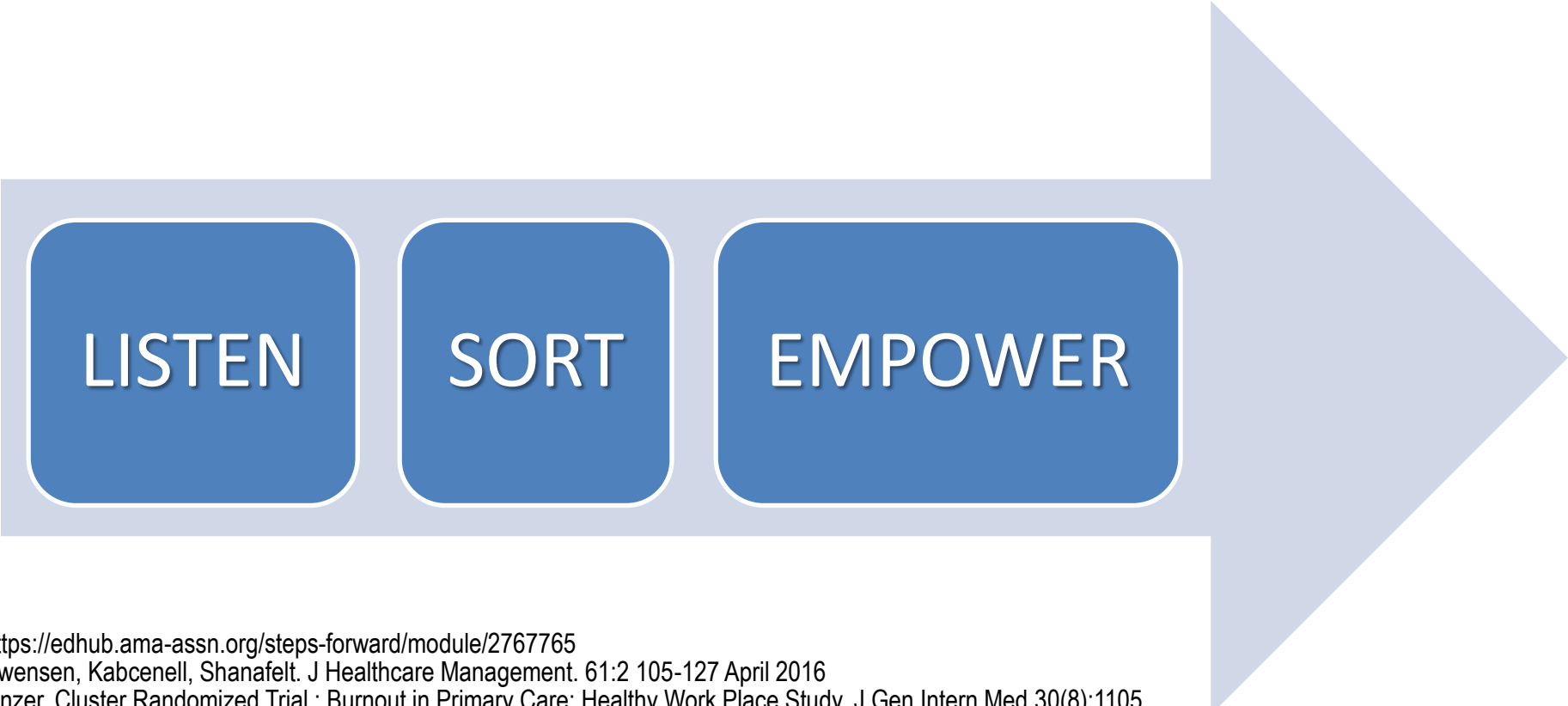


IDEA I

Removing Pebbles

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

Pebble in Your Shoe?



LISTEN

SORT

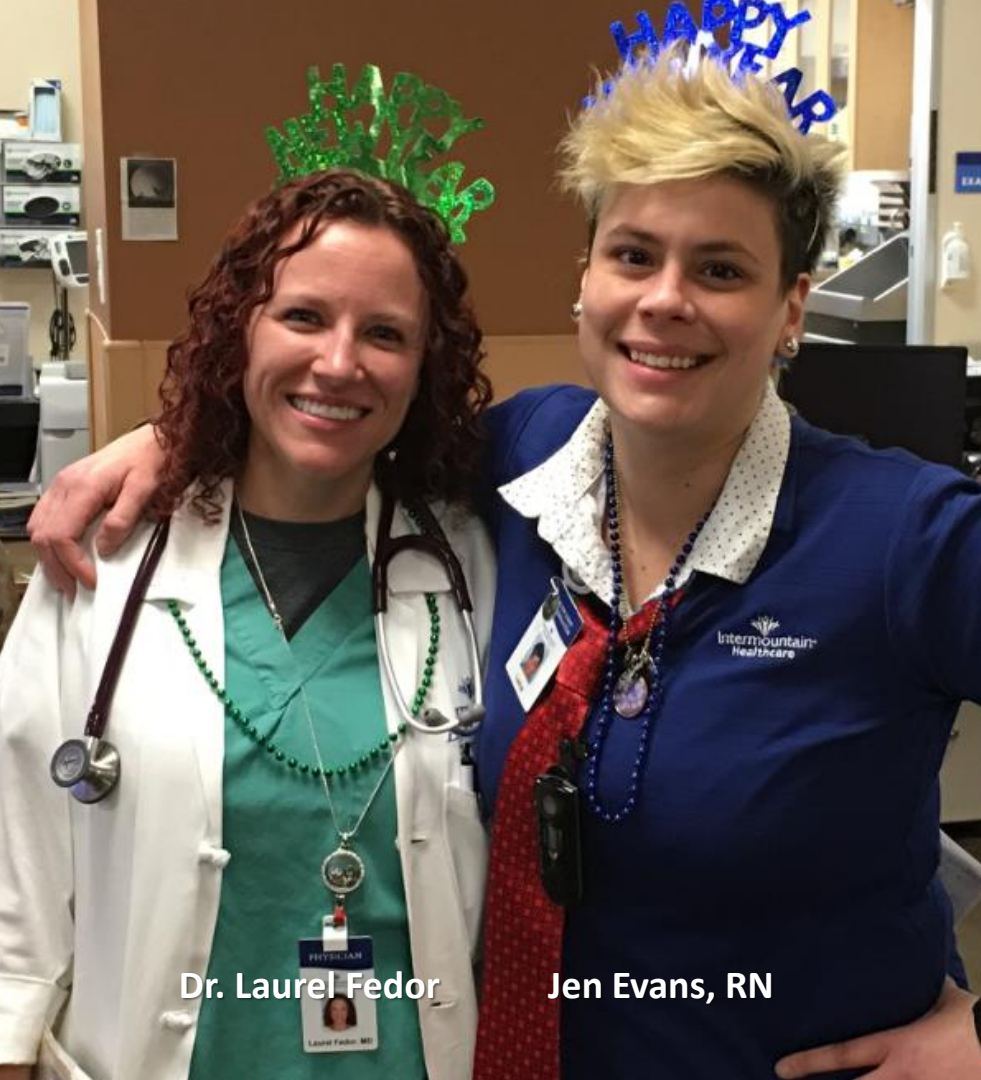
EMPOWER

<https://edhub.ama-assn.org/steps-forward/module/2767765>

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

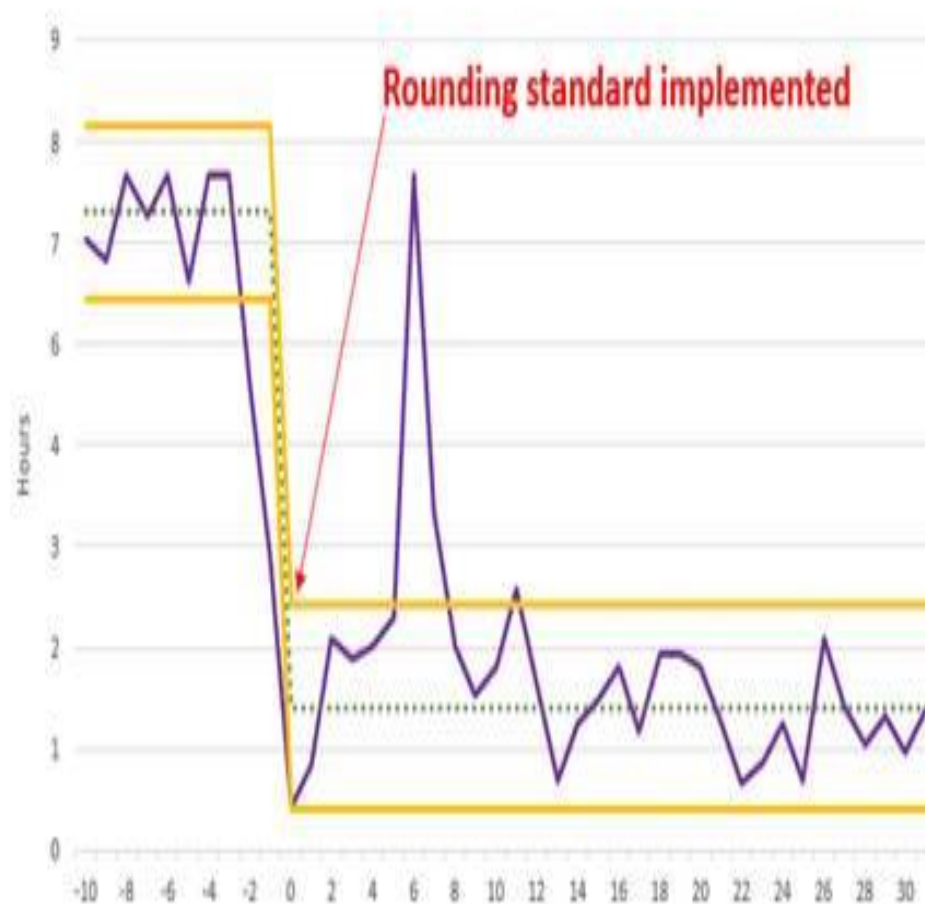
Linzer. Cluster Randomized Trial : Burnout in Primary Care: Healthy Work Place Study. J Gen Intern Med 30(8):1105

Targeted Process Re-design/Elimination of Non-value-added Work/Relief From Burdensome Administrative Tasks/Flexible Scheduling Options.



Dr. Laurel Fedor

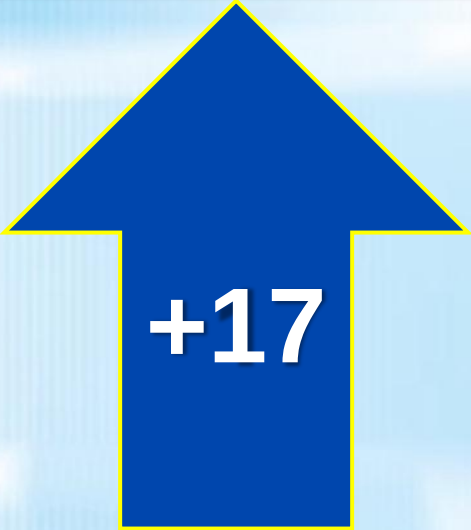
Jen Evans, RN



Swensen, Shanafelt. Create the Ideal Workplace. Oxford Press. 2020
 Targeted Process Re-design/Elimination of Non-value-added Work/Relief
 from Burdensome Administrative Tasks/Flexible Scheduling Options.

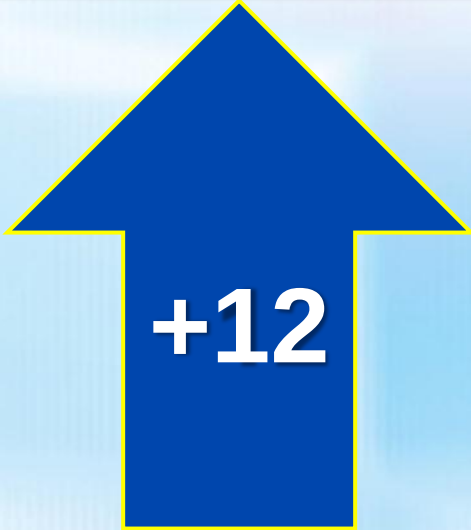
LISTEN-SORT-EMPOWER

217 Clinical Units (~11,000 staff)



+17

Satisfaction



+12

Teamwork



-21

Burnout

<https://edhub.ama-assn.org/steps-forward/module/2767765>

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

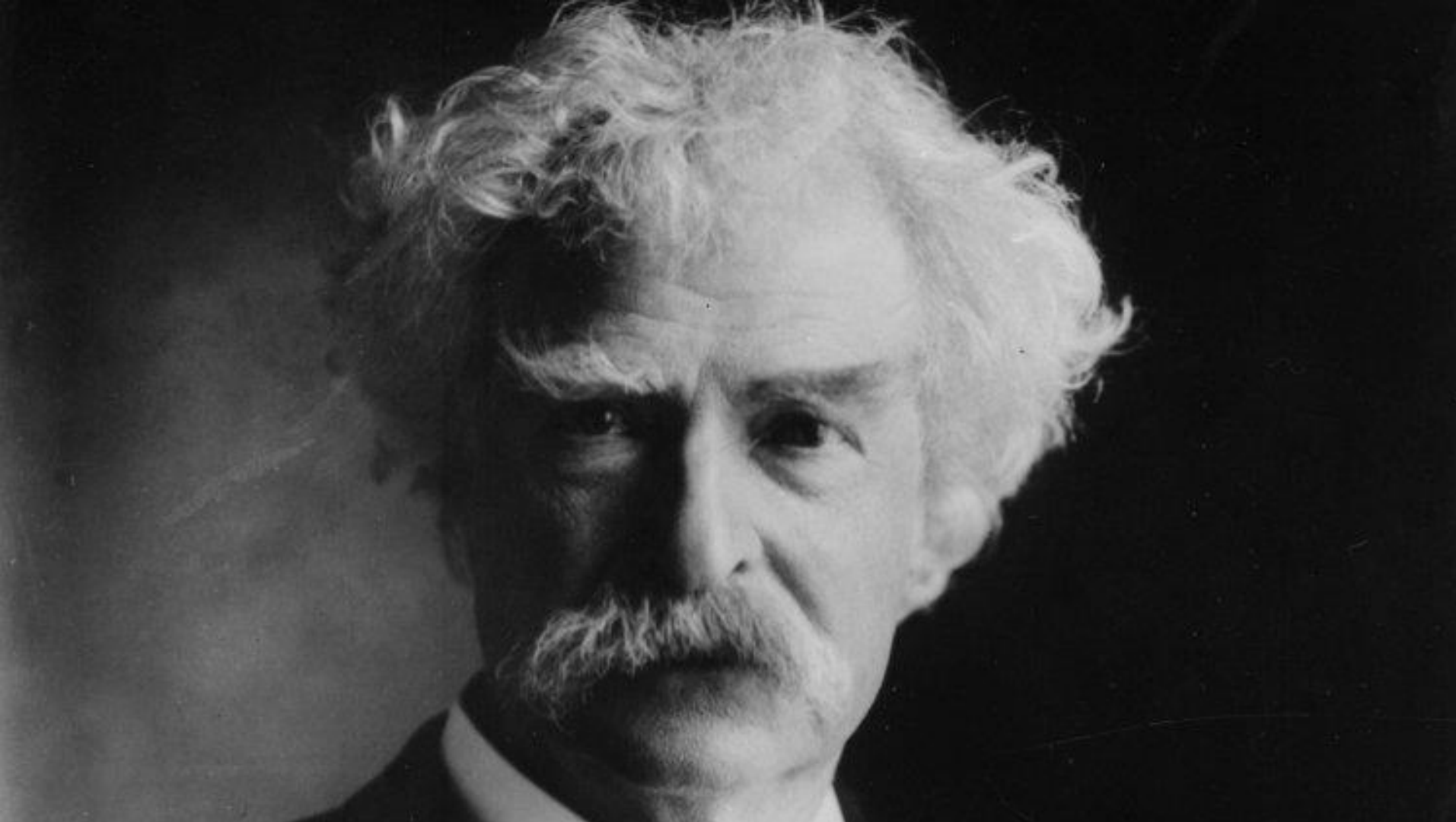
Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

IDEA II



Agentive Teams

Buurtzorg: Nurse-Led Community Care. Creat Nurs. 2018. Co-selection/Self-governance

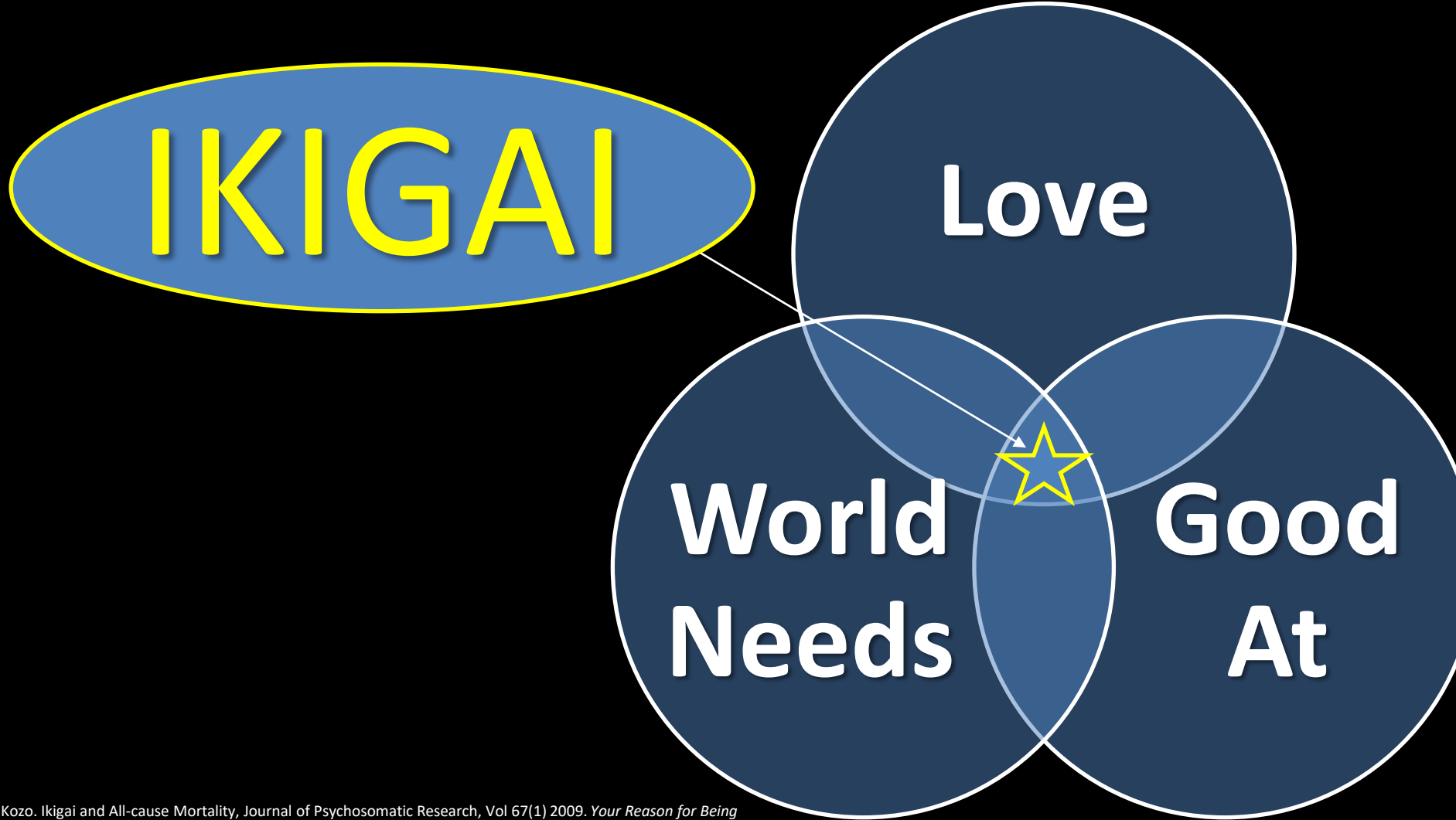


Ikigai



Alimujiang. Association Between Life Purpose and Mortality. JAMA Netw Open. 2019;2(5).
Cohen. Purpose in Life and All-Cause Mortality: A Meta-Analysis. Psychosom Med. 2016 Feb-Mar;78(2):122-33.

IKIGAI



Love

World
Needs

Good
At







Berg, (2010a). When callings are calling. *Organization Science*, 21(5), 973-994.

IDEA III

Life Crafting



Perspective • Allocation • People

Berg, Grant, Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, 18(2), 230–240. Johnson Crafting work in pursuit of unanswered occupational callings. *Organization Science*, 21(5), 973-994. Shanafelt et al. *Arch Intern Med*. 2009; 25:169(10):990-5.

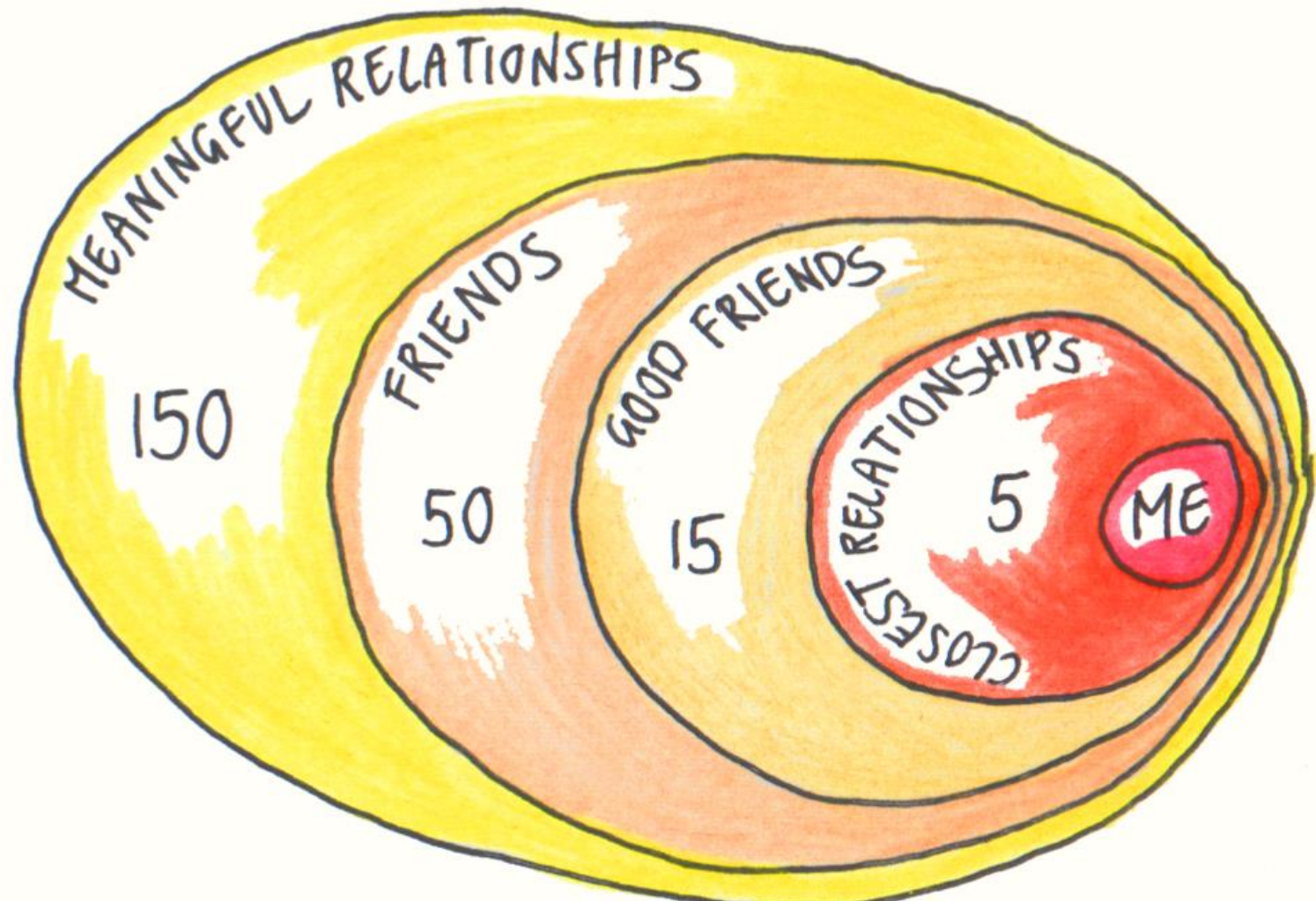


Collective Effervescence

Émile Durkheim, French Sociologist: Sense of energy and harmony people feel when they come together in a group around a shared purpose.

People
are
Alive!

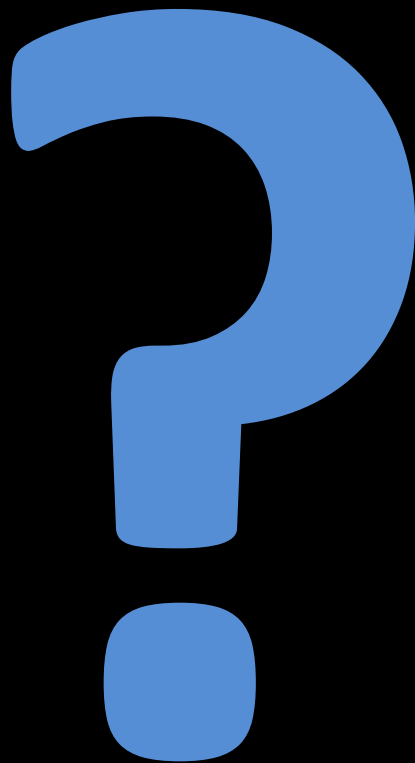
A hand-drawn smiley face with a heart in the center, drawn on a whiteboard or similar surface.



IDEA IV

5 + 15







Meaningful Relationships

Vaillant. *Aging Well: Surprising Guideposts to a Happier Life from the Landmark Harvard Study of Adult Development*, Boston, Little, Brown and Company, 2002

Licensed June 5, 2023, Adobe Stock (AE01685300748CUS)

IDEA V

Commensality



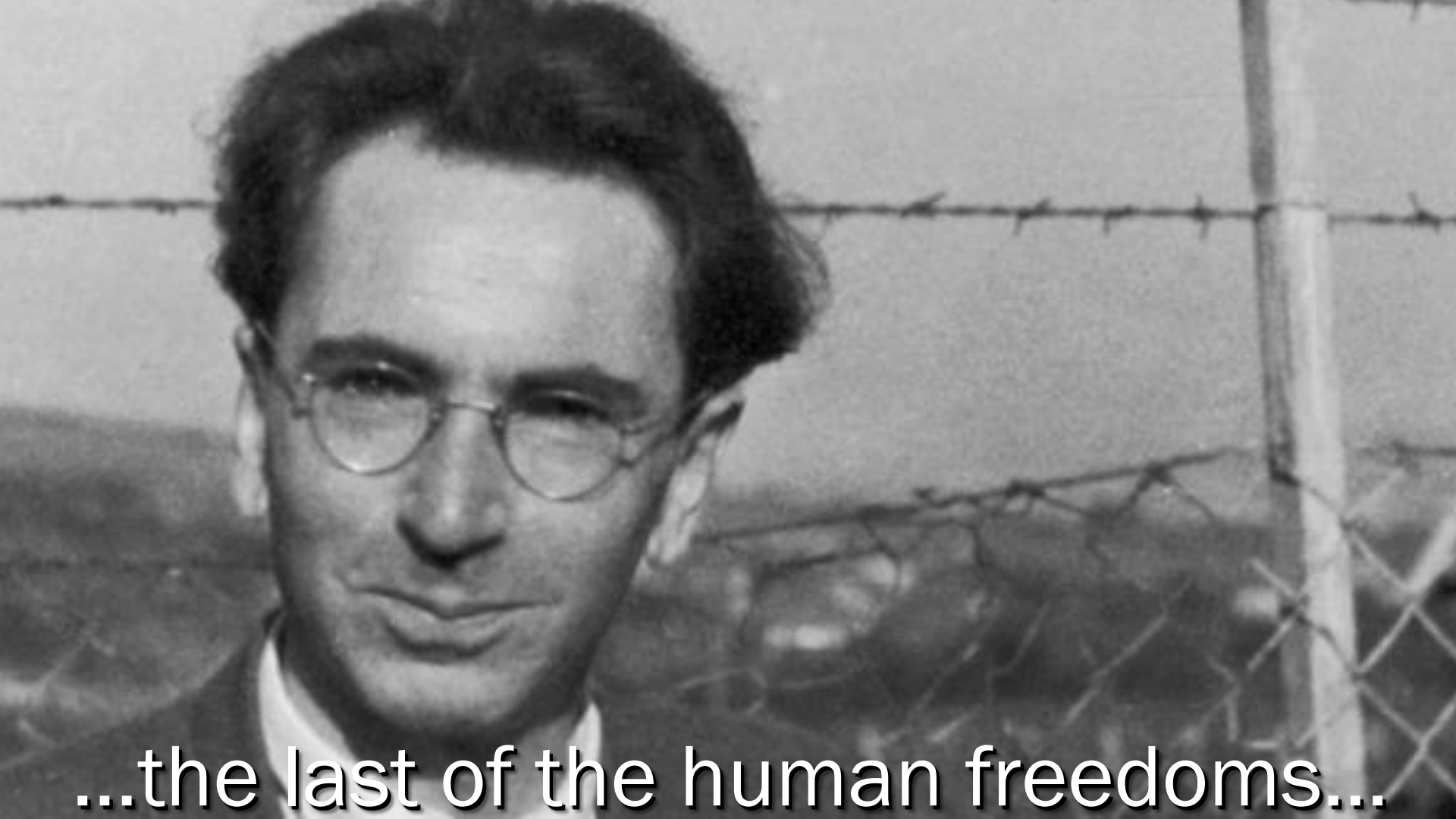
Licensed June 5, 2023, Adobe Stock (AE01685300748CUS)

Positivity



What We Think We Become

Buddha



...the last of the human freedoms...



“I never lose...”



Gottman (2003). *Mathematics of Marriage*. MIT Press.

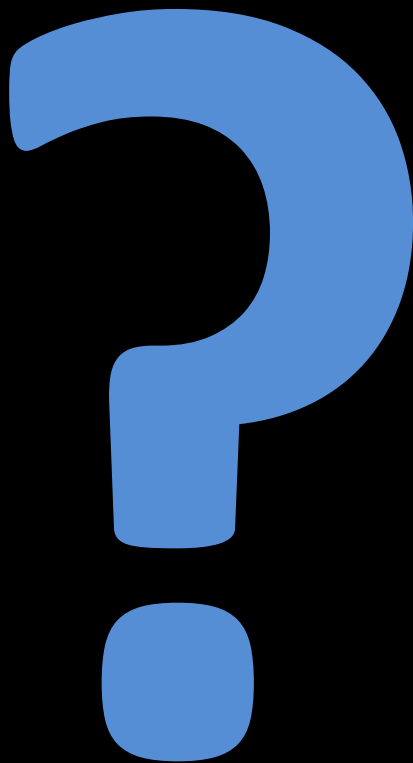
Hardy. (2007). Optimism: Romantic Relationships. *Journal of Personality and Social Psychology*. 93. 285-97.

Wadsworth. *Marriage and Subjective Well-Being*. *Soc Indic Res* 126, 1025–1048 (2016). [Marriage + 5:1]

Cares about me...



Swensen, et al. The Mayo Clinic Value Creation System. American Journal of Medical Quality 2012





Bad Boss

Theorel. Poor Leadership Poses Health Risk. Karolina Institutet 2014-03-27 13:31



IDEA VI

Kindness Behaviors

Swensen, Gorringer, Caviness, Peters. Leadership by Design March 2016. J Healthcare Management

Kindness Behaviors

40 → 44
POINTS

(60 Point Scale)

Fulfilment

↑ 44%

(P<0.001)

Burnout

↓ 28%

(P<0.001)

Shanafelt, Menaker, Buskirk, Gorringer, Swensen. Leadership Dimensions. Mayo Proceedings. 4/2015 90(4)
Swensen, Shanafelt. Org Framework Professional Burnout. Joint Comm Quality & Safety 2017 43(6) 308
Swensen Gorringer Caviness Peters Leadership by Design. Journal of Mgmt Development 35 (4) 2016
Shanafelt, Swensen. Annual Reviews to Reduce Burnout and Promote Engagement. Am J Medical Quality
2017Dyrbye, et al. Organizational Leadership and Employee Burnout and Satisfaction Mayo Clinic Proceedings, Volume 95, Issue 4, 698-708
3,000 leaders from annual surveys of more than 70,000 staff 15 years



i) Seek to Understand

Swensen, Shanafelt. Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

ii) Appreciate





iii) Mentor

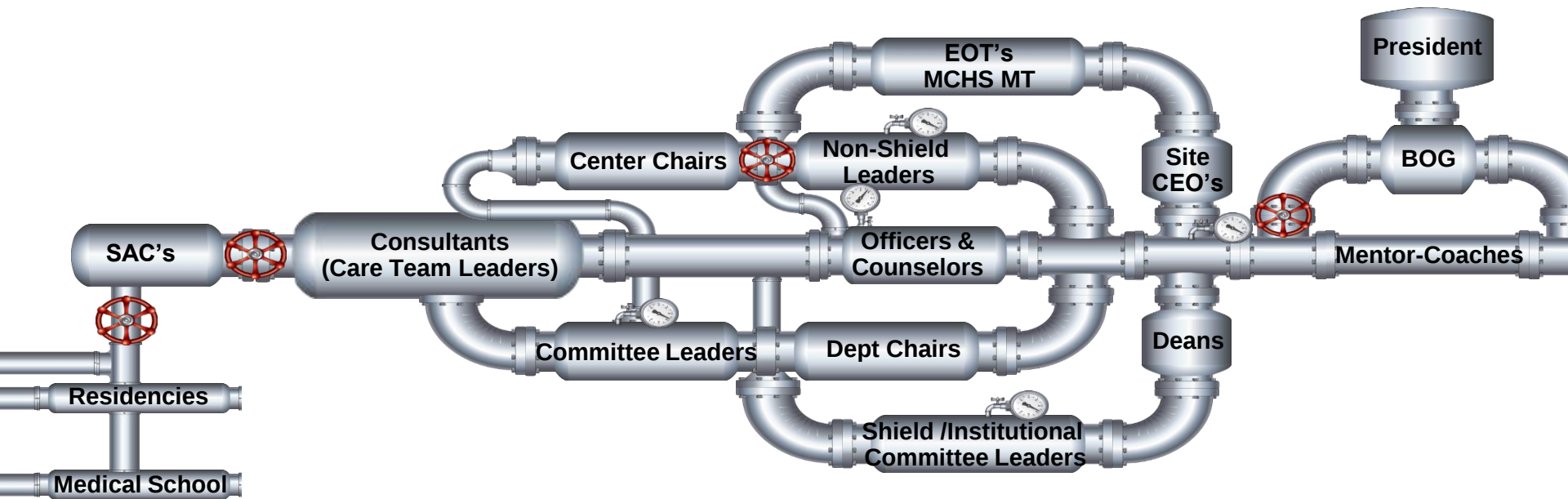
Swensen Gorringer Caviness Peters . Leadership by Design. Journal of Mgmt Development Vol. 35 (4) 2016



iv) Include

Swensen, Shanafelt. Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace. Oxford University Press. 2020

Leadership Pipeline



A portrait of Michael Bush, a Black man with short dark hair, wearing glasses and a light blue shirt. He is smiling and looking slightly to the left. The background is a soft, out-of-focus grey.

v) Create Transparency

www.GreatPlacesToWork Michael Bush

Agency

Ikigai

Collective

Effervescence

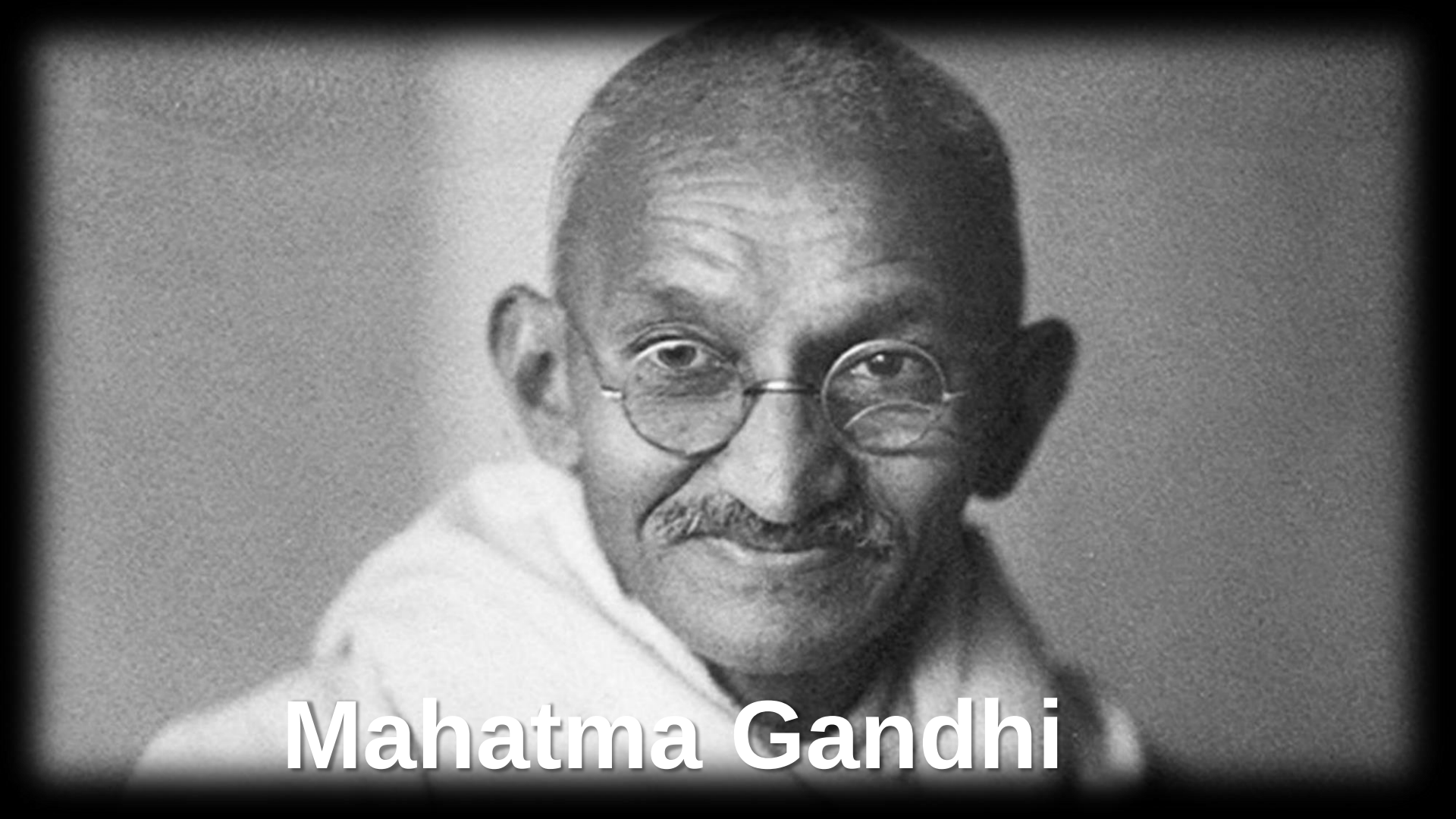
Positivity





**We Can
Do Small
Things
With
Great
Love.**

Mother Teresa

A black and white portrait of Mahatma Gandhi. He is an elderly man with a shaved head, wearing round-rimmed glasses and a white shawl. He has a mustache and is looking directly at the camera with a slight smile. The background is a plain, light-colored wall.

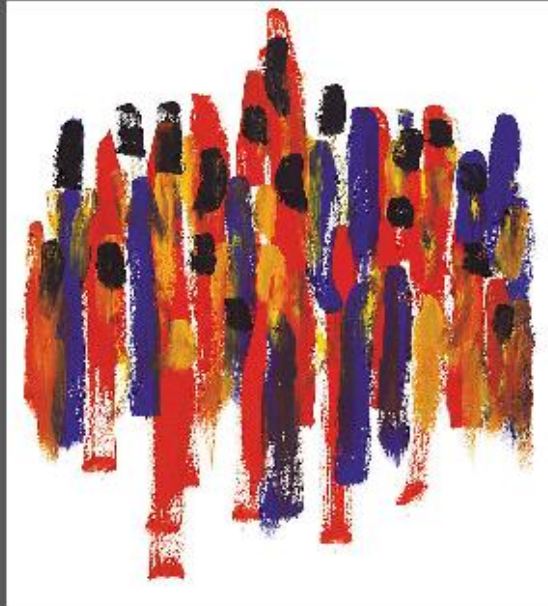
Mahatma Gandhi

MAYO CLINIC
Strategies to Reduce Burnout
12 Actions to Create the Ideal Workplace

Stephen J. Swensen

Tait D. Shanafelt

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Swensen, Shanafelt.
Mayo Clinic Strategies to Reduce Burnout:
12 Actions to Create the Ideal Workplace.
Mayo Clinic Scientific Press
Oxford University Press. 2020