



CALIFORNIA AREA INDIAN HEALTH SERVICE  
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# Healing Through Culture

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Dr. Gengoux is Director of the Autism Intervention Clinic, and the Associate Chair for Faculty Engagement and Well-being within Stanford University's Department of Psychiatry and Behavioral Sciences. Along with colleagues at Stanford, Dr. Gengoux has written a book focused on professional well-being and practical strategies to promote resilience for providers of mental health care. Dr. Gengoux is also a licensed clinical psychologist and serves as Associate Editor for the Journal of Positive Behavior Interventions. She received her Ph.D. in Clinical Psychology from the University of California Santa Barbara and completed her clinical internship and postdoctoral fellowship at the Yale Child Study Center.



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# Learning Objectives

At the end of this presentation, participants will be able to:

- Apply the Ask, Listen, Empower framework to address wellness challenges at work
- Identify leadership practices for employee burnout prevention
- Reflect on how shared values can be harnessed for healing in the context of caring for Native Youth



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# Combating Burnout



When you tackle hard problems **you will get discouraged**



Keep your **body, mind, and heart prepared** to be resilient



Change agents will encounter **resistance**



**Know yourself** and experiment with what works for you

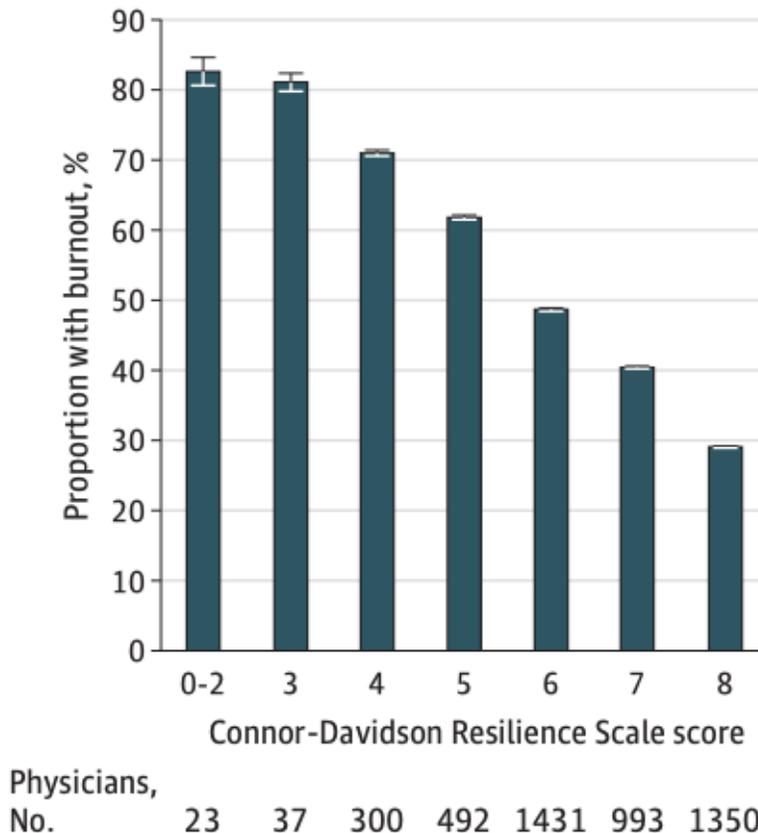


When we care deeply, we can experience **moral injury**



# Burnout is not the fault of an individual

**C** Overall burnout proportions



Physicians show higher resilience than general US working population (mean=6.25, diff: 0.24;  $p<.001$ )

- System-level solutions are needed
- Everyone can help



# Organizational Evidence-Based and Promising Practices for Improving Clinician Well-Being

An NAM Perspectives Discussion Paper



[nam.edu/Perspectives](https://nam.edu/Perspectives)  
#ClinicianWellBeing



## Resources for Health Care Worker Well-Being: 6 Essential Elements



Sinsky, Biddison, Mallick et al. (2020)  
*NAM Perspectives*

# *The Stanford WellMD & WellPhD Model*

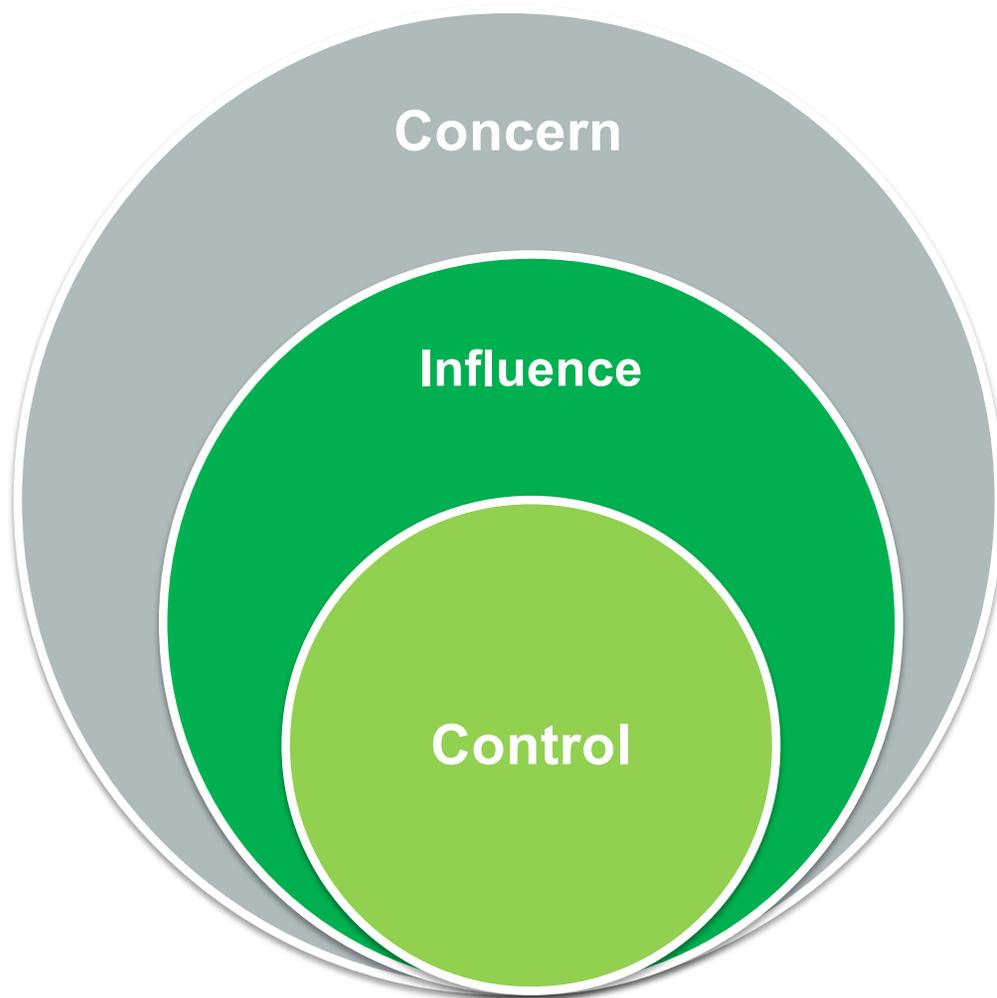
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*To improve professional fulfillment and reduce burnout...*



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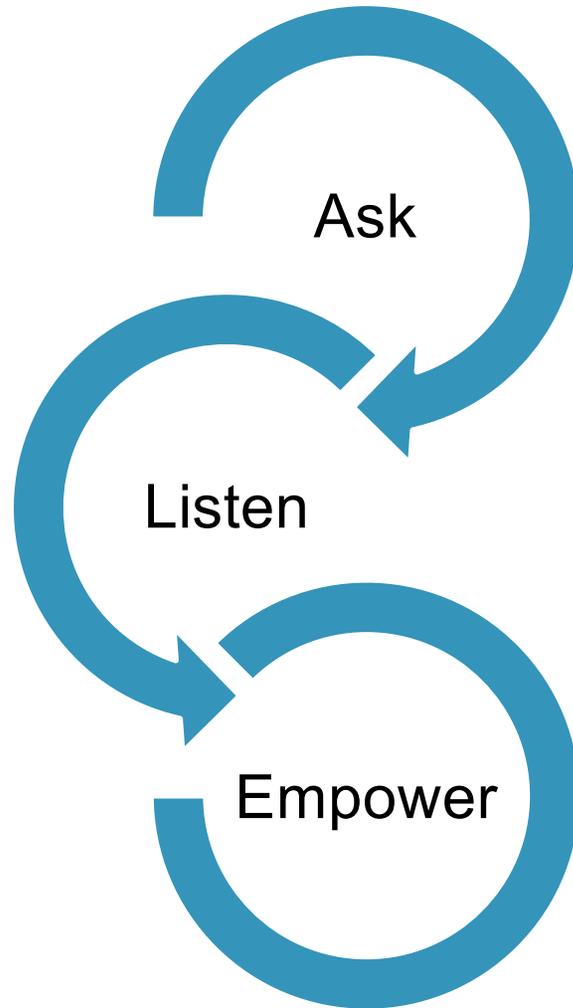




# Wellness Means Different Things to Each of Us

*What does wellness mean to you and your team?*





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# Department Shared Values

Remembering our purpose and our values:  
Academic medicine is entrusted with human health

- Our department is *inspired*.
- Our department takes on the *hardest problems*.
- Our department is a hothouse of *creativity*.
- Our department is community in which we *value all people*.
- Our department is dedicated to advancing *equity, diversity, inclusion, anti-discrimination, and belonging*.
- Our department *makes connections* and *works collaboratively*.
- Our department is dedicated to *a welcoming culture of fairness, wellness, and wellbeing*.
- Our department understands that the *health of people and our planet* are interdependent.
- Our department understands that *mental health is fundamental to human health*.

## Key Themes Derived from Active Listening

Recognition &  
**Appreciation**

Opportunity for  
**Connection**

Metrics Aligned with  
**Values**

Professional  
**Growth**



# *Changing Meeting Culture*

## Challenge:

Monthly staff meetings are focused mostly on productivity data and administrative announcements

## Recognition & Appreciation

### ➤ Awards and Connection Opportunities



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# Recognition & Appreciation

## Awards and Connection

- Tree Award
- Above and Beyond Award
- Connect with Colleagues breakouts



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## *Shared Meal and Discussion*

### Challenge:

Large organization

Colleagues have few opportunities for interaction outside formal meetings

Culture of high achievement with few opportunities for vulnerability

Opportunity for  
**Connection**

➤ **Camaraderie groups**



# Opportunity for Connection

## The Camaraderie Project: What is it?

### Structure:

Groups of 6-8 colleagues who agree to:

- Meet for 1 hour once a month for 6 months
- Spend 15-20 minutes discussing a preselected topic pertinent to physicians
- Spend the rest of the hour enjoying each other's company

### Purpose:

- Build camaraderie
- Eating together and enjoying each other's company

### Rational:

Evidence in randomized trials that it increases professional fulfillment in physicians <sup>1,2</sup>

### Department Support:

- Reimburses the cost of the meal
- Up to \$25 per attendee/month

1. West CP, Dyrbye LN, Rabatin JT, Call TG, Davidson JH, Multari A, Romanski SA, Hellyer JM, Sloan JA, Shanafelt TD. Intervention to promote physician well-being, job satisfaction, and professionalism: a randomized clinical trial. *JAMA Intern Med.* 2014 Apr;174(4):527-33.
2. West CP, Dyrbye LN, Satele D, Shanafelt TD. A randomized controlled trial evaluating the effect of COMPASS (Colleagues Meeting to Promote and Sustain Satisfaction) small group sessions on physician well-being, meaning, and job satisfaction. *J Gen Intern Med* 2015; 30: S89.

# COVID-19

## *Responding Quickly in a Crisis*

### Challenge:

Uncertainty and anxiety

Leadership trying to understand wide variety of needs quickly

### ➤ **Listening Form**



# COVID-19

## Listening Form

- Brief survey open to all Department members  
*“Please tell us about your issue or concern”*
- Anonymous submissions allowed
- Small team monitored responses
- Domain-specific task forces could act on identified issues
- Daily summary sent to Department Chair



# *Legitimizing Regular Peer Consultation*

## Challenge:

Specialty Mental Health Clinics serving high-need populations

Remote and hybrid work limits impromptu consultations

Clinicians have an annual target for patient care volume

Participation in team meetings and consultation groups does not “count” toward target

*Clinic leadership wants to encourage regular in-depth discussion of cases and holistic support*

Metrics Aligned with Values

➤ **Peer consultation groups**



# Metrics Aligned with Values

## Peer Consultation Groups

- Goal: in-depth consultation and general support
- Aiming for warm, supportive environment where clinicians can feel safe being vulnerable
- Weekly or every 2 weeks
- Within and across specialty clinics
- Check-in on work and personal stress
- Some start with brief grounding (mindfulness, breathing or gratitude practice)



## *Filling a Gap*

Challenge: Career Success in Academic Medicine requires a wide range of leadership skills, not taught in training programs

Many employees do not have an established mentor

Clinicians and researchers advance in their careers with limited training for the leadership roles they assume

Professional  
Growth

➤ **Leadership Academy**



# Professional Growth

## *Leadership Academy*

- Open applications
- 10 faculty selected
- Monthly meetings for 6-9 months
- Guest speaker presents on leadership topic and facilitates breakout and Q&A
- Participants attend one outside leadership training and share learnings with group



# Leadership Matters for Well-being

- ❖ Supervisor leadership behaviors  lower burnout and higher job satisfaction
- ❖ Shared purpose and values alignment  team well-being
- ❖ Leader fulfillment and self-care  leadership effectiveness



# Leadership Strategies

*What else is important in your workplace culture?*

<b>Express Interest</b>	Express interest in the opinions of your team members and encourage them to suggest ideas for improvement.
<b>Show Respect</b>	Treat others with respect and dignity; keep team members informed about changes taking place in the organization.
<b>Empower &amp; Coach</b>	Empowering others to do their jobs and providing helpful feedback and coaching on performance.
<b>Recognize &amp; Inspire</b>	Recognize others for a job well done and inspire team members to do their best.
<b>Develop</b>	Hold career development conversations and encourage others to develop their talents and skills.

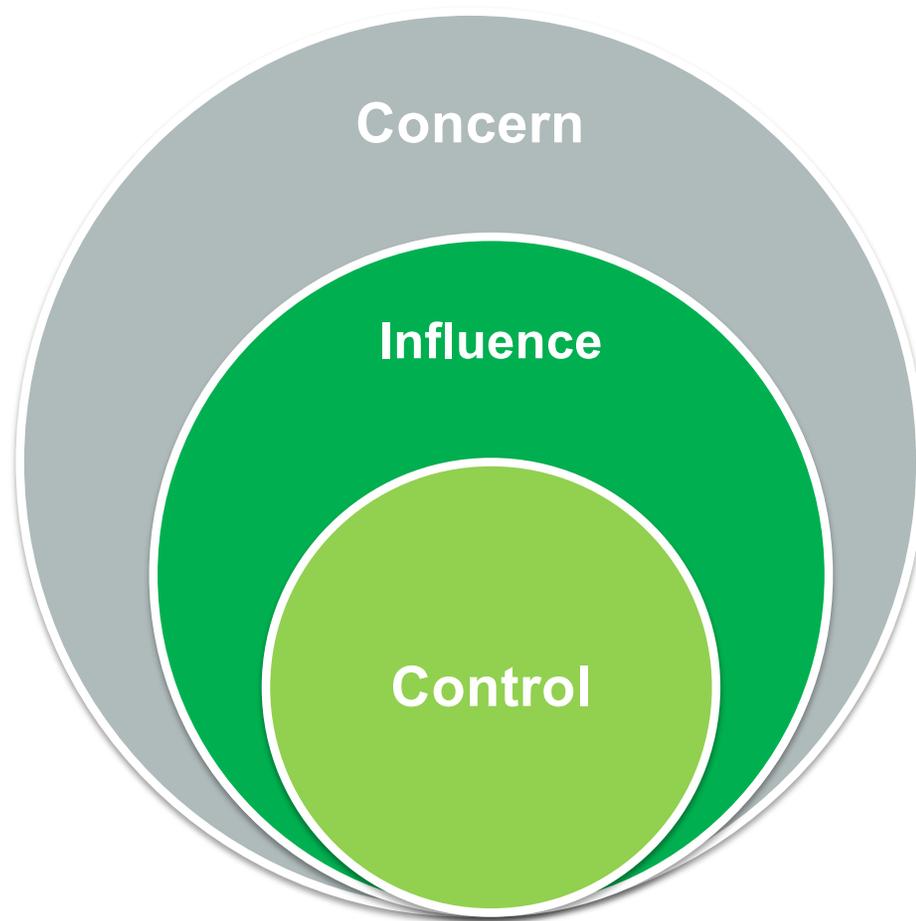
## Question for Reflection

*Think about the colleagues or supervisors you have had who made a difference*

**What behaviors helped you the most?**



# *How can you harness shared cultural values to make healing changes in your organization?*



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# Resources

**Pause A Moment** <https://pam.stanford.edu/>

**Stanford WellMD/WellPhD Center** <https://wellmd.stanford.edu>

**National Academy of Medicine Clinician Knowledge Hub** <https://nam.edu/clinicianwellbeing/>

**US Surgeon General Advisory "Addressing Health Worker Burnout"**

<https://www.hhs.gov/surgeongeneral/priorities/health-worker-burnout>

**UC Berkeley Greater Good Science Center** <https://ggsc.berkeley.edu/>