Esprit de corps...
(patient-designed care)

Stephen Swensen, MD, MMM, FACP
Medical Director Professionalism and Peer Support
Senior Fellow, Institute for Healthcare Improvement
Esprit de corps

Camaraderie  Purpose  Trusted

Six Actions

Two Measures

Esprit de corps

Human Needs

Camaraderie

Purpose

Trusted

Six Actions

• DESIGN:
  • Design Organizational Systems to Address Human Needs

• LEADERS:
  • Develop Leaders with Participative Management Competency

• PEBBLES:
  • Remove Sources of Frustration and Inefficiency

• SECOND VICTIMS:
  • Reduce Preventable Harm and Support Second Victims

• COMMENSALITY:
  • Build Community and Camaraderie

• RESILIENCE:
  • Bolster Individual Wellness
Burnout Consequences

• ↓ Professionalism 5 6
• ↑ Medical errors 1-3 11 12 13 15
• ↓ Patient Satisfaction 7 14
• ↓ Productivity ↑ Turnover 9
• ↑ Suicidal Ideation 9 10

• ↓ Professionalism 5 6

• ↑ Medical errors 1-3 11 12 13 15

• ↑ Motor Vehicle Accidents 16

• ↓ Patient Satisfaction 7 14

• ↓ Productivity ↑ Turnover 9

• ↑ Suicidal Ideation 9 10

Leadership Index

Shanafelt, Menaker, Buskirk, Gorringe, Swensen. 12 Leadership Dimensions. Mayo Clinic Proceedings. April 2015: 90(4); 432-440
Five Leader Index Behaviors

- **Appreciation:**
  - Express gratitude in a meaningful way to colleagues

- **Transparency:**
  - Share what you know with the team

- **Ideas:**
  - Consistently solicit input of coworkers

- **Career:**
  - Support professional aspirations of staff

- **Inclusion:**
  - Nurture a culture where all are welcome and psychologically safe


References


References


Panagioti, M., et al., *Controlled interventions to reduce burnout in physicians: A systematic review and meta-analysis.* JAMA Internal Medicine, 2016.
