



Promoting resiliency,
joy in work—and EHR
efficiency, too



Spirit of the Body and Joy at Work

Esprit des corps - the spirit of the body, of the team. It's camaraderie. It's joy, satisfaction, and it's resilience with no burnout. Esprit de corps is the most important and impactful leading indicator, and we don't have a lot of leading indicators in healthcare, leading indicator of patient experience, patient outcomes, and patient safety, and organizational effectiveness.

IS THERE A BUSINESS CASE? YOU BET!

There's a rock-solid investment return, very similar to the era we went through with quality in healthcare, where in the early days, many leaders looked at healthcare quality, variation of waste defect through the eyes of the patient, as being an important expense. We've grown to understand, like all the other business sectors, there is actually a business strategy or like any other industry saying, "If we improve the care of patients, we get better results for them, and our finances are better as well."





A hospital or healthcare system without love is a very lonely place. We're learning that loneliness is dangerous.

The best leaders care about their doctors and nurses and NPs and PAs and so forth. They care about the caregivers, and they understand in their peripheral vision that bringing joy and care into work is the right thing to do for the business as well. Professional burnout in America and in the OECD countries, nearly half of physicians, nearly half of nurses are experiencing:

- Burnout
- Emotional exhaustion
- Cynicism
- Depersonalization
- A feeling a loss in confidence in the ability to provide the best care for patients.

This means:

- A higher rate in turnover with caregivers
- More medical errors
- A reduction in productivity
- There are more thoughts of suicide.

The suicide rates of physicians and nurses are about twice that of the general population. Then what does that mean for patients? For patients, it means they have poorer outcomes. They have less satisfaction. Their costs go up. It's bad for everyone involved, most importantly the patient, of course the caregiver, and of course the organization.

Create Closer Teams by Breaking Bread Together

1. Commensality.

Commensality is sharing a meal together. The original research was done with firefighters who eat a lot of meals together, make a lot of meals together. Basically, commensality improves team dynamics, team performance, and camaraderie, and outcomes.

2. EQ is more important than IQ.

Today with all of the expertise and knowledge needed for the best care for patients, it has to be a team sport. There is little room for a heroic effort towards a solo sport. The EHR used correctly can facilitate that. It has to be a collective effort with a team of physicians and nurse practitioners and physician's assistants and nurses and social workers and pharmacists in a psychologically safe environment where collectively they get the best care. The goal then is to facilitate teamwork, and technology can help with that. It's the EQ and their ability to work at a team empathetically and with more of a participatory management, instead of I know all the answers and we're turning left here.

3. Bring the problem to the team.

Healthcare is full of the smartest people in the world, bring them in and help solve the problem. Here's the amazing thing is that the insights that they've given us are different than what we all assumed. We might be solving the wrong challenges and might be chasing our tail.



It's JUST an EHR Issue

EHR can absolutely be a contributing factor for burnout. More often than not, it's other frustrations and inefficiencies zapping the joy from caregiver work. The EHR is front of mind and easier to talk about - It's an issue. It may not be the dominant issue.

MISTAKE #1 organizations make is to say, "It's only about the EHR. Either we're a victim, we can't do anything about it. It's all these technology companies' problem, and we're stuck." Big mistake.

MISTAKE #2 organizations make is to say, "It's only about the EHR," and address it successfully, but then neglect other issues with meaning and purpose, flexibility and control, camaraderie and respect, teamwork, and psychological safety.



3 Keys to a Successful EHR Deployment

“We realize that where maybe 12 months ago, we assumed that as part of this collaborative we were going to be having lots of technology discussions, we’re realizing that now we’re having lots of change management and culture discussions.”

– TAYLOR DAVIS, KLAS ARCH COLLABORATIVE

- 1. Clinicians who use the EHR can’t feel stupid.** Over half of physicians we find express frustrations they feel stupid when they use the technology, when they use the EHR. We’re not giving enough education to some of the technology that we’re doing. There’s other areas in the hospital where we’re also not giving enough education. To work as a team, you need to have the skills that you need to have. It’s not just the EHR. We need to holistically look at, are we empowering people with the skills that they need and not just only relying on medical school to do that?
- 2. One size fits all EHR configuration.** Asking everyone to use the same EHR without user testing contributes to depersonalization and increases likelihood of physician burnout.
- 3. Organizations who are highly successful, the end users report a high level of trust with leadership, administration, IT.** Seeking a team environment building inclusion and actions demonstrating orgs care about their patients as much as they care about caregivers.

“Less than a third of organizations enable caregivers to have any sort of reporting on all of this data that they’re putting into the EHR.”



5 Leadership Behaviors to Increase Work Satisfaction and Engagement

1. Show appreciation and gratitude
2. Genuine interest in ideas and feedback of caregivers
3. Communicate transparently
4. Show interesting caregivers career development
5. Show respect and trust

The five behaviors are common sense. They're just not common practice. For every point on a 60-point scale up, there is 9% increase in satisfaction. For every point upwards, there's a 3.3% decrease in professional burnout.

"Something we urge anybody who's reading right now, if you're reading this, and you're not taking time to listen to your clinicians, stop reading and go take the time to listen to them. Well, do both! Review the best research that's out there, and go listen to your clinicians, but if you only have time to do one, go listen to your group."