

State Leaders CONFERENCE

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ORGANIZATIONAL RESILIENCE

INCREASING ADAPTIVE CAPACITY IN HEALTHCARE

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LEARNING OBJECTIVES:

At the conclusion of this session, participants will be able to:

1. Acquire tools and resources to increase their resilience, adaptability, and leadership response in times of stress, adversity, and change.
2. Develop an action plan to apply learnings in order to achieve meaningful performance outcomes, both individually and organizationally.
3. Identify their daily purpose and develop an action plan to deploy it in day-to-day leadership.

RESILIENCE – A DEFINITION

Able to withstand or recover quickly from difficult conditions.

Able to recoil or spring back into shape after being stretched, pressured, or squeezed.



RESILIENCE – BOUNCING UP

“Rather than bouncing back, which implies going back to the way things were, I like to think of resilience as the ability to bounce up.

There is a Latin phrase for this:

Per ardua surgo.

It means, essentially,

‘I rise through adversity.’”



Julie Freischlag, MD, FACS
CEO, Atrium Health Wake Forest Baptist
Chief Academic Officer, Atrium Health
Immediate Past-Dean, Wake Forest School of Medicine
Immediate Past-President, American College of Surgeons

EXAMPLES OF ADVERSITY

Job Loss | Displacement

Divorce

Loss of a loved one

Failed merger

Poor job performance

Global pandemic



RESILIENCE IS ENABLED BY WELL-BEING

Well-being flourishes from the **INSIDE OUT**.

We can't chase it or buy it.

But, we can train ourselves;
mind, body, and heart,
and grow the "muscles" that enable our best selves.

And, we can **ADVOCATE** for and **LEAD**
the change that's necessary in our healthcare
organizations.



The Five Elements of Wellbeing



GALLUP

WELL-BEING

PURPOSE

SOCIAL

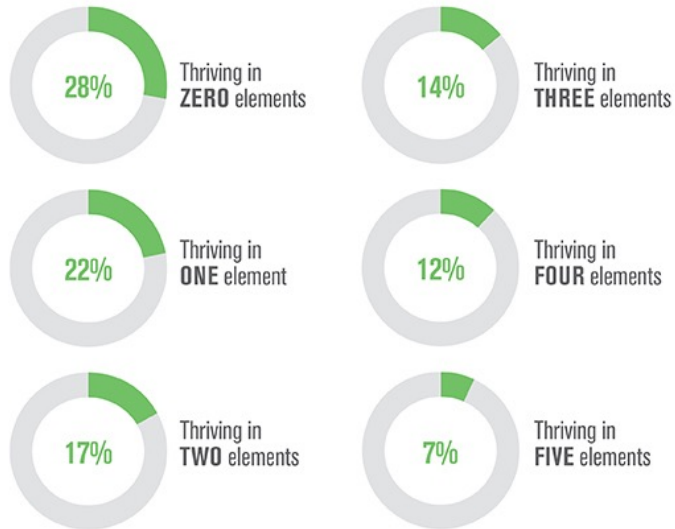
FINANCIAL

COMMUNITY

PHYSICAL

THE U.S. WELL-BEING GAP

Gallup and Healthways' definition of well-being encompasses five elements: purpose, social, financial, community, and physical. In the U.S., 28% of adults are not thriving in any element, while 7% are thriving in all five. The bottom line: For every adult who is maximizing his or her potential in well-being, there are 13 who have significant room for improvement in one or more elements.



Source: Gallup Panel members surveyed October 21 through December 3, 2013

GALLUP

In the U.S., **28% of adults are not thriving** in any element.

Only **7% are thriving** in all 5 elements.

Those who are thriving in 4 out of 5 elements and are also “engaged” at work:

- **miss 70% fewer workdays** per year,
- are **45% more adaptable to change**,
- and are **59% less likely to look for a new job**.

THE BUSINESS CASE FOR WELL-BEING

Engaged employees who are **thriving** in Career Well-Being are **2x** as likely as actively disengaged employees to be **thriving** in their lives overall.

By contrast, people in disengaged workgroups are nearly **2x** as likely to be:

- *diagnosed with depression,*
- *have higher stress levels,*
- *at greater risk for heart disease.*

The Business Case for Well-Being, Robison, Gallup Business Journal, 2010

CREATURES OF HABIT

Although the degree to which habit drives human behavior is difficult to estimate, one study asked participants to record their actions every hour and found that nearly half of their actions were performed almost daily and in the same context.

HABITS



make our behaviors more efficient



reduce decision making burden



free up mental energy for more demanding tasks



Psychology of Habit, W. Wood and D. Runger, Annual Review
Psychology, 67:289-314, 2016.

RESILIENCE BANK ACCOUNT



The Resilience Bank Account: Skills for Optimal Performance, M.
Maddaus, Annals of Thoracic Surgery, 2019.

RESILIENCE BANK ACCOUNT

Surgical programs have a tendency of installing 5 habits into trainees:

say yes to everything - no boundaries

discipline

be strong and pretend you're okay (even if you're not)

self-sufficiency

surgical mentality – “I can fix everything”

“THEY’RE GOOD, UNTIL THEY’RE NOT.”

Michael Maddaus, MD



The Resilience Bank Account: Skills for Optimal Performance, M. Maddaus, *Annals of Thoracic Surgery*, 2019.

SURGE CAPACITY

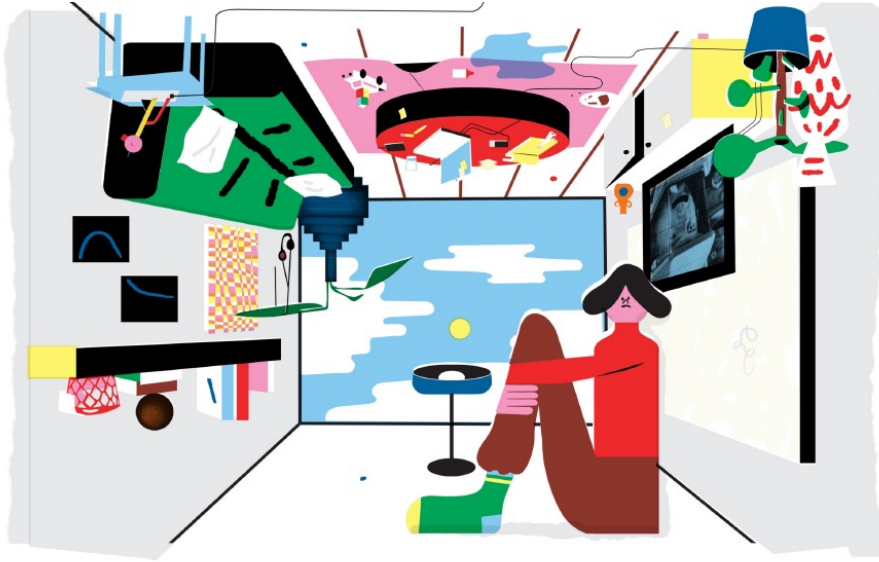


Illustration: [Adrian Forman](#)

Your 'Surge Capacity' Is Depleted
— It's Why You Feel Awful

Surge capacity, a term coined by psychologist and professor of child development at the University of Minnesota, Ann Masten, PhD, is “a collection of adaptive systems – mental and physical – that humans draw on for short-term survival in acutely stressful situations.”

“The pandemic has demonstrated both what we can do with surge capacity and the limits of surge capacity.”

When it's depleted, it has to be renewed.

**But what happens when we struggle to
renew it because the emergency phase
has now become chronic?**



IF YOU DON'T MAKE TIME FOR

YOUR WELLNESS

YOU'LL BE FORCED TO MAKE TIME FOR

YOUR ILLNESS.

"Resilience is
important,
but it's like
a rain
jacket in
a hurricane."
-Katherine Meese, PhD

HOW RESILIENCE WORKS

According to HBR author and researcher, Diane Coutu, resilient people possess three defining characteristics:

- 1 they coolly accept the harsh realities facing them.
- 2 they find meaning in terrible times.
- 3 and they have an uncanny ability to improvise, making do with whatever's at hand.

*In significant crises and adversity,
resilience becomes more important than ever.*

RITUALIZED INGENUITY

French anthropologist Claude Levi-Strauss is credited with the term '*bricolage*', or the ability to make do with whatever is at hand.

*In the modern sense, this can be thought of as
**inventiveness, improvisation, curiosity, tinkering,
innovation, ingenuity, creativity, or adaptability.***



MACGYVER MOMENTS

RESPONDING UNDER PRESSURE

According to organizational psychologist, Karl Weick,
from the University of Michigan,

*“There is good evidence that when people
are put under pressure, they regress to their most
habituated ways of responding.*

*What we do not expect under life-threatening
pressure is creativity.”*



THE BUSINESS CASE FOR BOUNDARIES



Organizational Resilience

“Organizational resilience is defined as an entity’s ability to effectively absorb, develop situation-specific responses to, and ultimately engage in *transformative* activities to capitalize on disruptive surprises that potentially threaten organizational survival.



How Resilience Works, Harvard Business Review, Coutu, D.L., 80(5), 46-55, 2002

Organizational Resilience

Some view organizational resilience as the ability to rebound from unexpected, stressful, adverse situations and to pick up where they left off.

Organizational efforts are designed to **reestablish a strong fit between the firm and a new reality**, while simultaneously **avoiding or limiting dysfunctional or regressive behaviors**.



In one word – SURVIVING.

Hardiness and Health: A Prospective Study, Journal of Personality and Social Psychology, Kobasa et. al., 42, 168-177, 1982

Organizational Resilience

Others look beyond the immediate crisis and restoration to the development of new capabilities and expanded ability to keep pace with and even create new opportunities.

Organizational efforts are designed to **capitalize on unexpected challenges and change**, to not just resolve dilemmas, but to **build a more successful future**.



In one word – THRIVING.

How Resilience Works, Harvard Business Review, Coutu, D.L., 80(5), 46-55, 2002

Behavioral Elements of Organizational Resilience

Scaling the impact of resilience from one individual to an entire organization takes a combination of:

- ✓ Practiced resourcefulness
- ✓ Counterintuitive agility
- ✓ Behavioral preparedness



Resilience Capacity and Strategic Agility, Lengnick-Hall and Beck, Engineering Perspectives, 2009

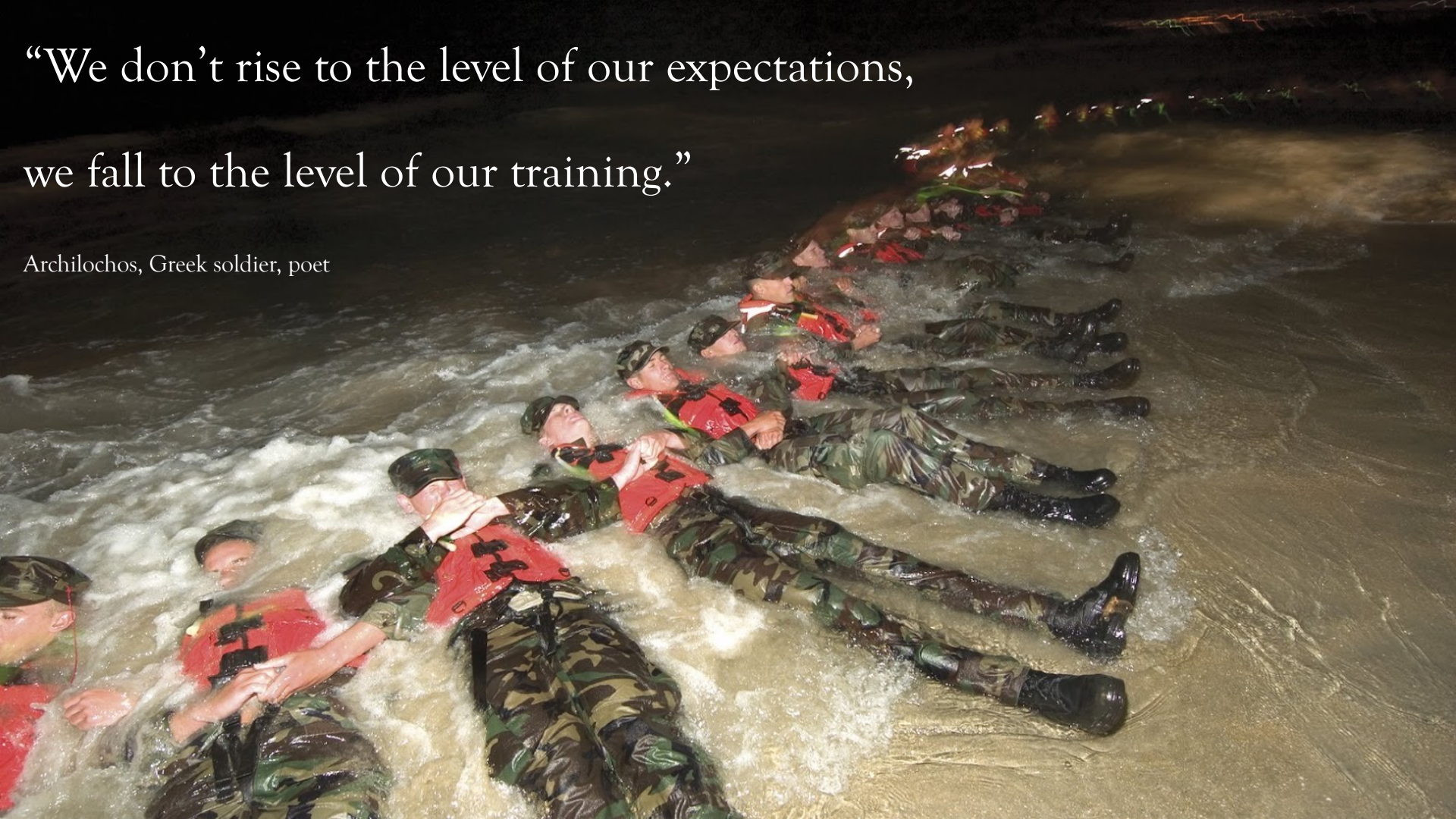
A ROADMAP TO ORGANIZATIONAL RESILIENCE

- 📌 Proactive + prepared
- 📌 Focus on process
- 📌 Confronting burnout + well-being
- 📌 Communicate, communicate, communicate
- 📌 Alignment to mission + purpose



“We don’t rise to the level of our expectations,
we fall to the level of our training.”

Archilochos, Greek soldier, poet



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“Hardwired is the process by which an organization, department, team, or individual integrates a behavior or action into the daily operations to ensure it becomes a well-executed habit. We would consider a behavior hardwired when it is used 90% of the time.”

STUDER GROUP





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CONFRONTING BURNOUT + WELL-BEING

State Leaders
CONFERENCE



The NEW ENGLAND
JOURNAL of MEDICINE

Perspective

Confronting Health Worker Burnout and Well-Being

Vivek H. Murthy, M.D., M.B.A.






July 13, 2022

DOI: 10.1056/NEJMp2207252

“Burnout manifests in individuals,
but it’s fundamentally rooted in systems.

It’s about the fundamental disconnect between health workers
and the mission to serve that motivates them.”

CONFRONTING BURNOUT + WELL-BEING

-  Value and protect healthcare workers
-  Reduce administrative burdens
-  Increase access to mental health care for health workers
-  Strengthen public investments in the workforce and public health
-  Build a culture that supports well-being

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COMMUNICATION IN A CRISIS



Adam Grant ✓
@AdamMGrant



Vulnerability is not the opposite of resilience. **Vulnerability** builds resilience.

Projecting perfection protects your ego but shuts people out and stunts your growth.

Revealing struggles shows humility and humanity, opening the door to new sources of support and strength.

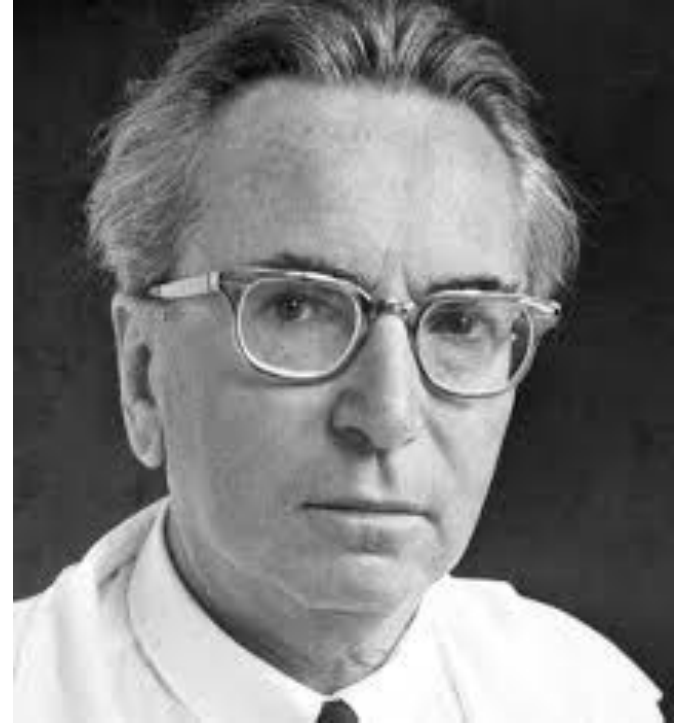
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“Our response to
unavoidable suffering is one
of the primary sources in
our lives of meaning and
purpose and self-efficacy.”

Viktor Frankl



CLARITY OF PURPOSE



We exist to...

I exist to...

Every day focus on your purpose.

Remember **why** you do
what you do.

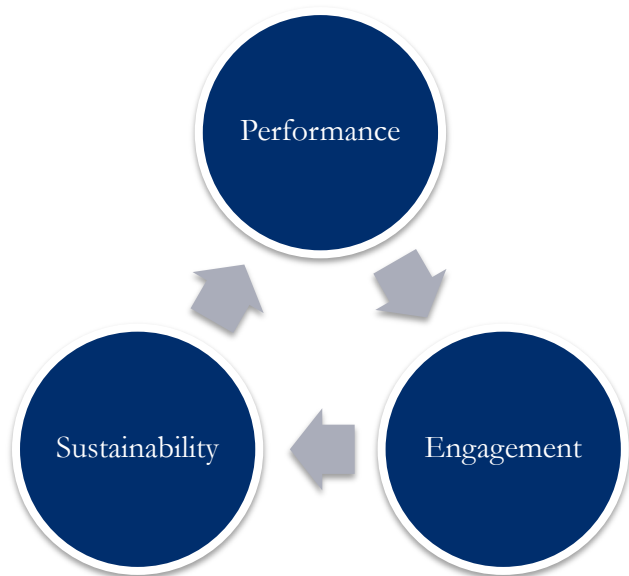
We don't get burned out because
of what we do. We get burned out
because we forget why we do it.



THE PURPOSE GAP

The Purpose Gap

While respondents affirm they value working for an organization with a purpose they believe in, only a quarter strongly agree their organization is as purpose-driven as its leaders believe it to be.



72%

Working in an organization with a purpose I believe in is very important to me



49%

I believe in my organization's purpose



36%

I believe in my organization's ability to advance its purpose



25%

My organization is as purpose-driven as its leaders believe it to be

(Percentage of respondents who strongly agree with each statement)

Source: "Leadership's Digital Transformation: Leading Purposefully in an Era of Context Collapse,"

By M. Schrage et al., *MIT Sloan Management Review*, January 2021

sloanreview.mit.edu/x/62370

“WE HAVE TO RECOGNIZE THAT

CREATING HEALTHY WORK
IS NOT SEPARATE FROM
OUR MISSION,
IT IS CORE TO OUR MISSION.”

—KATHERINE MEESE, PHD

KEY TAKEAWAYS:



Bouncing back v. bouncing up



Well-being enables resilience



Hardship makes us hardy



The power of purpose



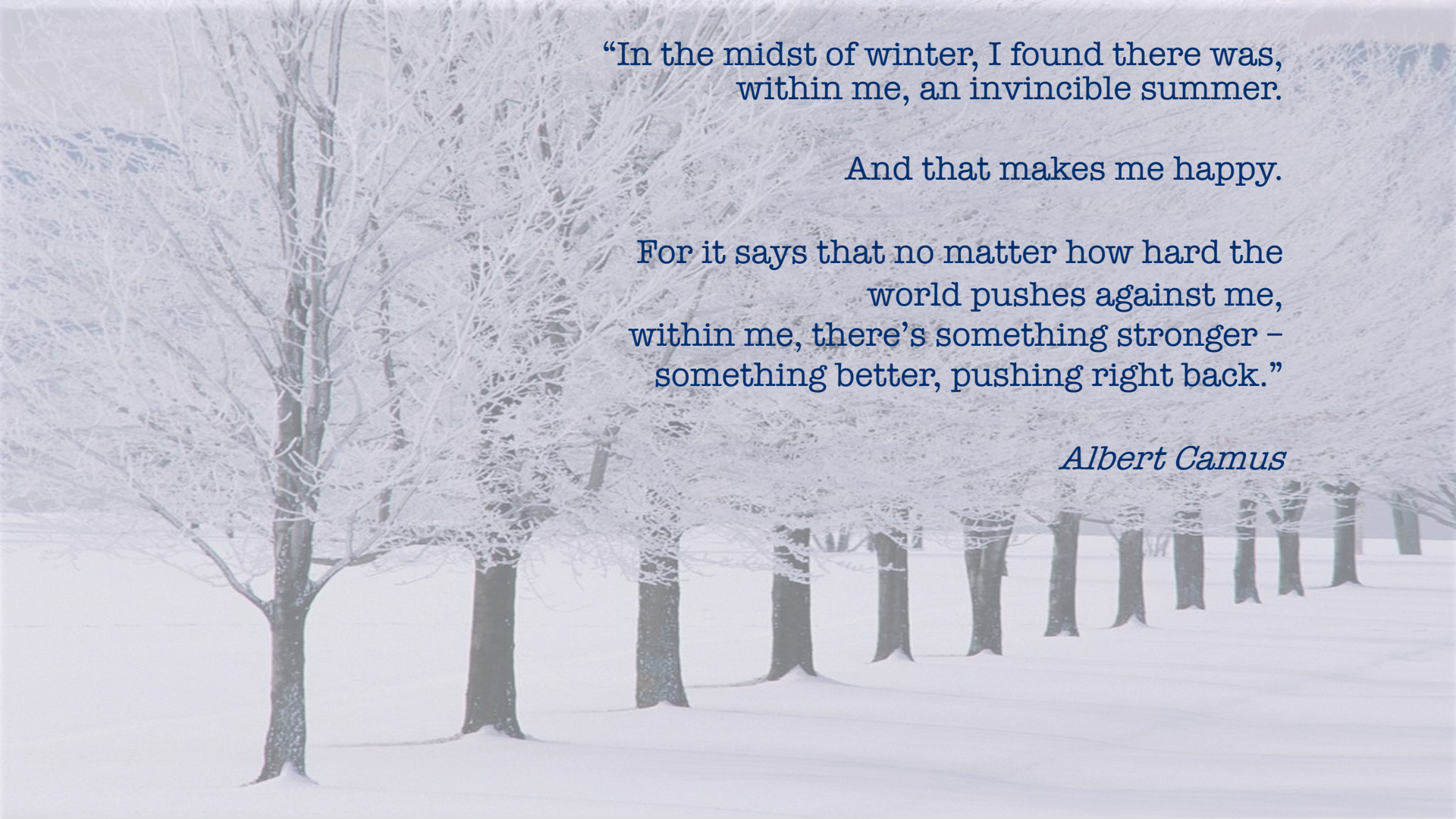
Power of preparation – proactive disruption



Resilience bank account



Leadership by example

A row of bare trees in a snowy landscape. The trees are dark and leafless, standing against a light, hazy background. The ground is covered in a thick layer of snow, and the overall scene is quiet and wintry.

“In the midst of winter, I found there was,
within me, an invincible summer.

And that makes me happy.

For it says that no matter how hard the
world pushes against me,
within me, there’s something stronger –
something better, pushing right back.”

Albert Camus

Thank you



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What Really Makes Us Resilient, Harvard Business Review, Buckingham, M., September, 2020

Put Purpose at the Core of Your Strategy, Malnight, T., et. al., September-October, 2019

Leadership's Digital Transformation, Schrage, et. al., MIT Sloan Management Review, January, 2021

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Coaching for Behavioural Change, M. Goldsmith, Business Strategy Review, Autumn 2003, Vol. 14.

SUGGESTED READINGS

Well Being: The Five Essential Elements, Tom Rath and Jim Harter

Man's Search for Meaning, Viktor Frankl

Essentialism: The Disciplined Pursuit of Less, Greg McKeown

What Got You Here Won't Get You There, Marshall Goldsmith

Micro-Resilience: Minor Shifts for Major Boosts in Focus, Drive, and Energy,
Bonnie St. John and Allen Haines

The War of Art, Steven Pressfield

The Power of Habit: Why We Do What We Do, Charles Duhigg

Atomic Habits, James Clear





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