

Joy in Work

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Agenda

- New Chair's Impact on our Culture
- Why Joy?
- Early Outcomes



The Situation

- Great Faculty and Staff
- Lots of Work
- Focus on service and excellence
- Limited Funds
- Meetings focus on business details
- Development focused on faculty job skills
- Multiple, separate, units

- Overworked, burned-out, caring people

The Journey

TBD!

Aug 2019 - mission - vision - principles

Jan 2019 - focus on Faculty/Staff Development

Oct 2018 - accepts Chair appointment

Jul 2018 - top 3 Interim Goals include Joy

Faculty Development

	All	Clinical*	Education	Research
Response rate (N=71)	61%	49%	79%	100%
Scholarship (e.g., research, publishing)	4	4	3	1
Education (e.g., precepting, classroom teaching, mentoring)	1	2	1	3
Clinical (e.g., clinical topics, ground rounds, case discussions, journal club)	3	1	4	4
Leadership (e.g., getting funds, developing programs, skills such as negotiation or building teams)	1	2	2	1

Interest in Training Topics Suggested in our All Staff Meeting

0% 10% 20% 30% 40% 50% 60% 70% 80% 90%



Development Series

- Faculty

- Managing Conflict
- Developing the Leader in You
- Make My Day: Gratitude and Appreciation to Promote Wellbeing and Engagement
- Unconscious Bias

- Staff

- Managing Conflict
- Negotiation - Getting (more of) What You Want
- Mindfulness
- Emotional Intelligence
- Gratitude and Appreciation

Other Mechanisms for Change

- Dept meetings focused on collaboration and appreciation
- Managers monthly group focused on team building
- Faculty merit reviews, goals and profiles incorporate joy
- Staff DiSC and Strength Finders
- New policies for workplace flexibility
- Maximizing programs for recognition (rewards and media)
- Year in Review video
- Monthly Accolades and Announcements

Why Joy?



Happier People:

- Have greater amygdala activation to positive stimuli
- Have higher degree of affective flexibility
- Respond adaptively to environmental challenges and opportunities

The Mood Elevator

Larry Senn

the mood elevator

grateful
wise, insightful
creative, innovative
resourceful
hopeful, optimistic
appreciative
patient, understanding
sense of humor
flexible, adaptive
curious, interested
impatient, frustrated
irritated, bothered
worried, anxious
defensive, insecure
judgmental, blaming
self-righteous
stressed, burned-out
angry, hostile
depressed



“Gratitude is the ultimate performance enhancing drug at work”
Robert Emmons

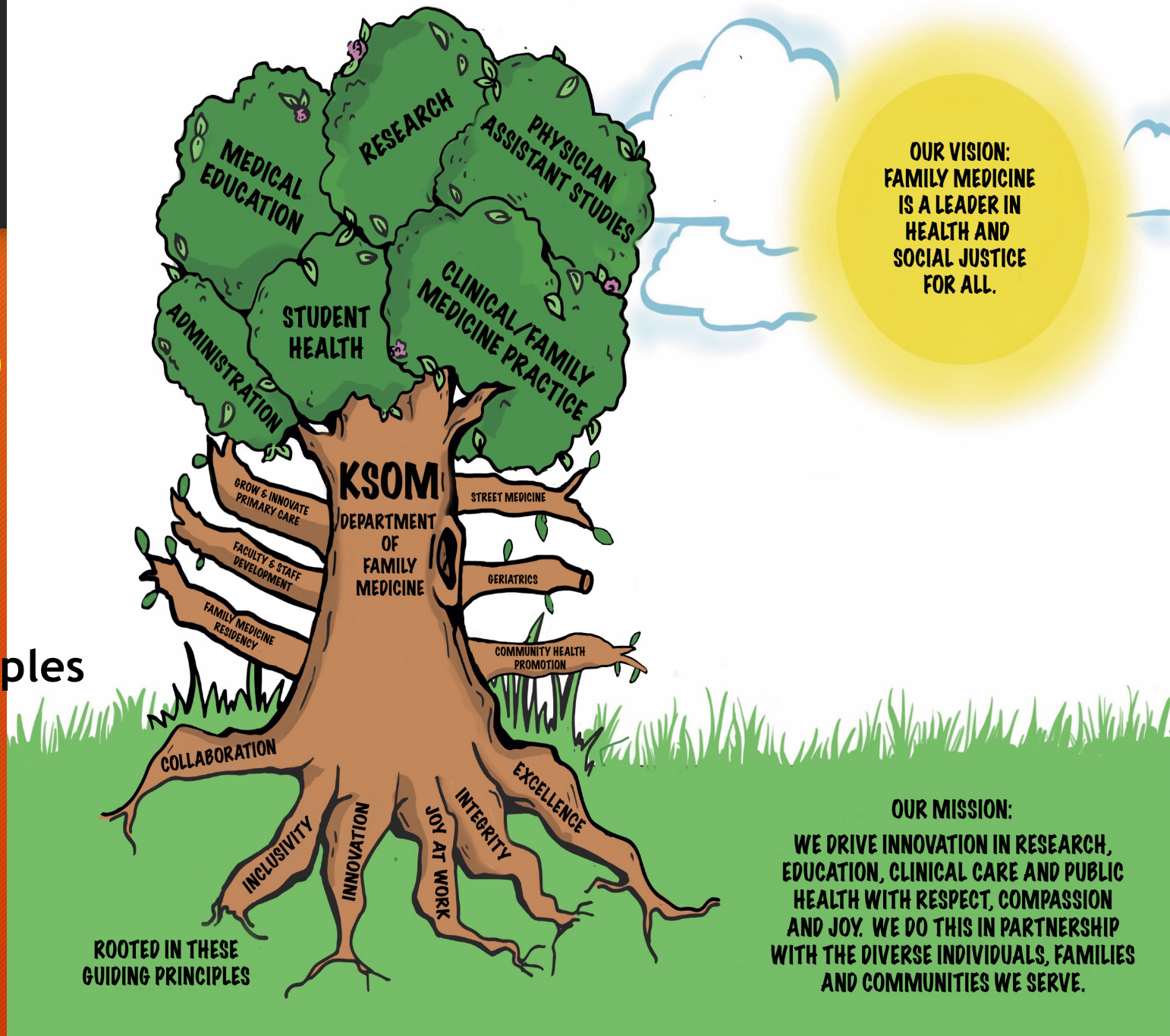
early
outcomes

Retreat 2019

Revised:

- Mission
- Vision
- Guiding Principles

Tree Diagram:
We Fit Together!



Mission

- We drive innovation in research, education, clinical care, and public health with **respect, compassion, and joy**. We do this in partnership with the diverse individuals, families, and communities we serve.

Guiding Principles

- Collaboration
- Inclusivity
- Innovation
- **Joy at Work**
- Integrity
- Excellence

Creating More Joy: Themes from Retreat



Opportunities to Collaborate
Increased Professional Development
Make Environment More Fun/Joyful
Opportunities for Team Building
More Time for Breaks and Rest

Improved Communication
Flexible Work Schedules
More time for Patient Interaction
Integration of Wellness Into Workday
Recognition

Discussion

What strategies have worked well for you for faculty and/or staff engagement (for culture change)?

Discussion

What successful programs do you have for staff development?

Discussion

Joy at Work

How has appreciation impacted your culture?
(Plusses? Minuses?)

Discussion

How do you successfully change culture across multiple locations and separate units?